



March 31, 2026

To whom it may concern,

Resona Holdings, Inc.  
(Code 8308: Prime Market of Tokyo Stock Exchange)

## **Announcement Regarding the Revision of Materiality and Establishment of the Medium-Term Management Plan**

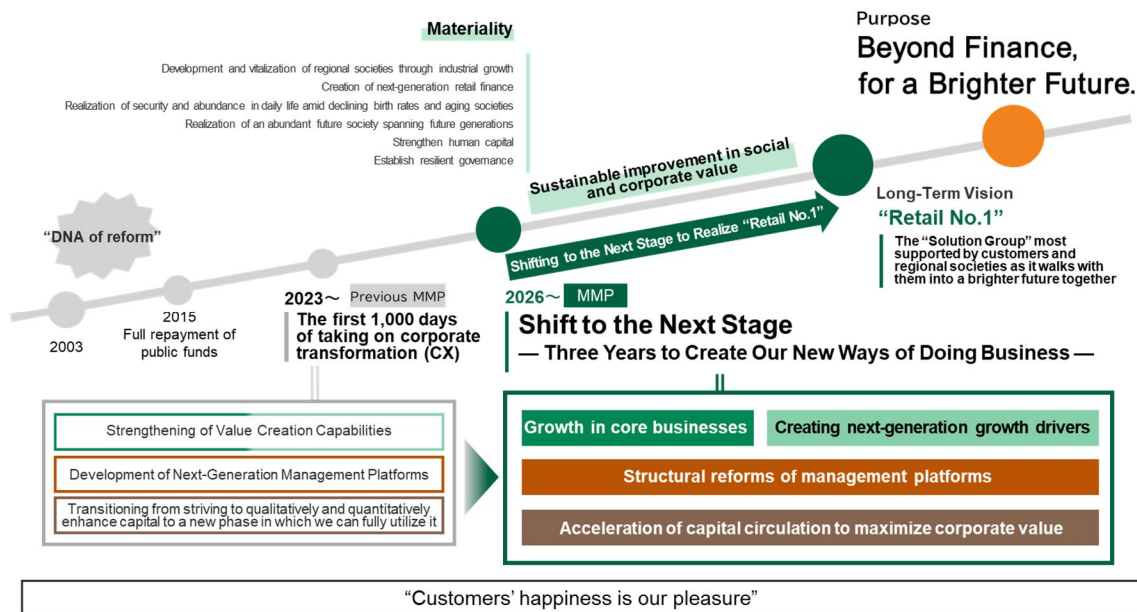
Resona Holdings hereby announces a revision of its materiality and the establishment of a new medium-term management plan (MMP). Details are as follows.

### **1. Basic Policies**

The global economy is currently undergoing structural changes against a backdrop of rising geopolitical risks, supply chain disruption and reorganization, as well as heightened uncertainty over prices and interest rates. Simultaneously, the ongoing revolution encompassing generative AI and other technologies is gaining momentum. Thus, even as Japan transitions away from a deflationary environment, financial institutions are expected to make management decisions that are not reliant on existing frameworks.

Based on this environment, the Resona Group (hereinafter the “Group”) revised its materiality and established an MMP under the title “Shift to the Next Stage—Three Years to Create Our New Ways of Doing Business,” clarifying its intent to elevate its path to the next stage and realize the Group Purpose “Beyond Finance, for a Brighter Future” in addition to its Long-Term Vision “Retail No. 1.”

We will maintain and further develop advances made under the previous plan, which focused on the “first 1,000 days of taking on corporate transformation (CX).” And, with an eye to accelerating capital circulation to maximize corporate value, we aim to establish an earnings structure that is resilient to changes in the external environment by further growing core businesses, creating next-generation growth drivers, and implementing structural reforms of management platforms.



## 2. Materiality

Starting with the “future society we hope to realize” encompassed by our Purpose, we again identified the areas we need to tackle first as well as in-house issues we need to address to realize the future society. The new materiality has been incorporated into our strategies and business activities with the aim of both helping solve social issues and achieving sustainable growth for the Group.

### The Future Society We Hope to Realize

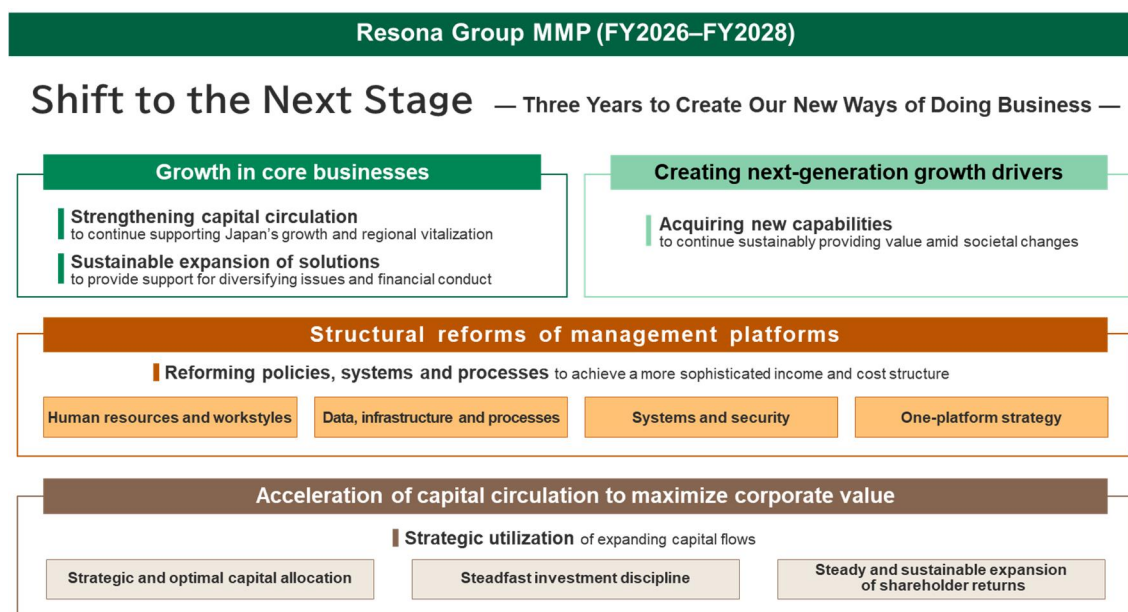


### Materiality



### 3. MMP

Incorporating the new materiality, we established our plan around the concept of “Shift to the Next Stage—Three Years to Create Our New Ways of Doing Business—.”



#### **Growth in core businesses**

- **Enhancing capital circulation, which continues to support Japan's growth and regional vitalization**

With the normalization of higher interest rates, the quantitative expansion of deposits and loans as well as their qualitative improvement have become key factors that influence earnings power and financial soundness.

The Group's strength springs from a high-quality balance sheet that has been cultivated over a long history specializing in retail operations. Under the previous plan, we enhanced our deposits and loans through both real-world and digital approaches. Offering ever more sophisticated unified ALM, we sustainably supply funding to customers even amid rising interest rates and persistent inflation, thereby continuing to support Japan's growth and regional vitalization.

- **Sustainably expanding solutions that provide support for diversifying issues and financial conduct**

As customers' financial conduct and values continue to diversify, we will continue strengthening the solutions we provide to help solve their issues.

We will consistently invest in new businesses as well as maintain and accelerate such

initiatives as expanding daily contact points. Through these efforts, we will promote a transition to a stable earnings structure that is not easily swayed by the interest rate environment and strive to strengthen recurring income while diversifying income sources.

#### **Creating next-generation growth drivers**

- **Acquiring new capabilities to continue sustainably providing value amid societal changes**

With financial functions at our core, we will continue expanding the breadth of the value we provide while enhancing the functions and capabilities that will be needed in the future in response to changing societal and customer needs.

We will accelerate the strategies undertaken under the previous MMP, such as financial digital platform development and the strengthening of partner alliances and create growth drivers to realize the best mix for income over the medium to long term while focusing on strategic relevance and capital efficiency.

#### **Structural reforms of management platforms**

- **Reforming policies, systems and processes to achieve a more sophisticated income and cost structure**

We will fundamentally reform our policies, systems and processes in line with changes in social and industrial structures.

We will continue to strategically conduct human capital and IT investment activities and maintain such initiatives as workstyle reforms. In addition, we will promote structural reforms to management platforms as we work to evolve toward our one-platform strategy based on diverse industries and capital relationships. We will continue establishing management platforms that sustainably support both core businesses and next-generation growth drivers while steadily maintaining disciplined cost controls.

#### **Accelerating capital circulation to maximize corporate value**

- **Strategic utilization of expanding capital flows**

Since the previous MMP, we have maintained financial soundness while entering a phase of full-scale capital utilization and have made no changes in our basic policy of expanding growth investment and shareholder returns. We will still strategically allocate expanding capital flows and accelerate disciplined growth investment with the aim of maximizing sustainable corporate value.

Specifically, in addition to strengthening organic investment based on the external environment, we will strategically promote inorganic investment with an eye toward next-

generation growth. Based on strict investment discipline, we aim to build an earnings structure not easily swayed by the external environment.

Regarding shareholder returns, we clarified a minimum acceptable level, setting our target for the total shareholder return ratio at 50% or higher.

We aim to further expand returns by steadily and sustainably increasing dividends in line with our DOE(Dividend on Equity) target and dynamically acquiring treasury shares. At the same time, we will continue to consider further enhancing dividends and taking other measures based on changes in the business environment and financial situation.

#### 4. Financial Targets

The financial targets for the final fiscal year of the MMP are detailed below. The income level is effectively the highest since our founding, and we will continue striving to further enhance corporate value going forward.



\*1.Consolidated cost income ratio

\*2.Based on the full enforcement of the finalized Basel 3 regulations under the international standard; excluding net unrealized gains on available-for-sale securities

These financial targets assume a policy interest rate of 1.0%, with net income attributable to owners of parent of JPY390 billion. Both were set as a business level that we need to achieve in line with our own strategies. If the policy rate rises to 1.5% during the period of the MMP, we will aim for an ROE of 14%. Over the long term, we will conduct continuous reforms with the aim of achieving an even higher ROE.

End