

RESONA WAY

CSR Report 2011 **Data Edition**

Message from the Chairman

Each employee commits to implementing CSR in daily activities aiming to “establish a True Retail Bank Group”

- Response to the Great East Japan Earthquake
- Prospects for Full Repayment of Public Funds

Resona Group CSR Policy

- Corporate Governance
- Human Rights
- Diversity
- Compliance
- Consumer issues/Customer Service
- Community
- Environment



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Please refer to Resona Group Annual Report for detailed information on Corporate Governance (page 5 to 12) and Compliance (page 13 to 16).

This material is not a specific guide outlining the content of products such as investment trusts or personal annuities. When purchasing non-guaranteed products that entail risk, please be sure to confirm the entails of such as contained in the explanatory materials which are provided in branches regarding each product

Introduction of "CSR Report 2011 Highlight Edition"

"Highlights of CSR Report 2011" will be issued to report major CSR activities of the Resona Group in a more concise and easy-to-understand manner.

This report will be available in electronic book form on Resona Holdings website and also will be provided at branches of each group banks from October 2011. Please refer to it.

Editorial Policy

This report has been created for the purpose of disclosing information related to the Resona Group's corporate social responsibility (CSR) to all stakeholders. In creating this report, we have used the 3rd edition of GRI*1 Sustainability Reporting Guidelines (G3), Global Compact*2 and ISO 26000*3 as a reference, keeping in mind the importance of disclosed information and balance; furthermore, we received the third-party comment for better objectivity. It is our hope that this report will promote communication with each of you, leading to a deepening of your understanding regarding the Resona Group.

*1 GRI (Global Reporting Initiative): An international organization founded in 1997 by businesses, NGOs and other various stakeholders around the world to create and promote the spread of international guidelines related to sustainability reports published by businesses, etc.

*2 Global Compact: Initiative advocated by U.N. A voluntary initiative requests businesses to take appropriate actions on human rights, labor, environment and anti-corruption etc.

*3 ISO26000: International guidelines for social responsibility

Scope of Coverage

- Resona Bank, Ltd. • Saitama Resona Bank, Ltd.
- The Kinki Osaka Bank, Ltd.
- Other main Group companies

Concerning scope of Coverage Terms

"The Resona Group", "Resona", "the Group":

These each refer to the Resona Group and its main Group companies.

Reporting period

April 1st, 2010–March 31st, 2011

*Some important issues, which were not included in the above period, are covered by this report.

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Each employee commits to implementing CSR in daily activities aiming to “establish a True Retail Bank Group”.



I would like to extend my deepest sympathy to those who suffered losses of loved ones and damage as a result of the Great East Japan Earthquake and express my sincerest hope that the souls of the victims of the disaster may rest in peace.

Economical environment of Japan has changed drastically after the large earthquake. The future of the Japanese economy remains quite uncertain because of extensive damages triggered by the large earthquake with huge tsunami occurred on March 11, subsequent accident of the nuclear power plant in Fukushima, the shortage of power supply and a concern for mid- to long-term health hazards and radiation contamination of foods, etc. Social issues we need to cope with are piling up such as the aging of society and the hollowing-out of industries due to increasing overseas operations of Japanese companies, in addition to issues for future reconstruction. The importance of the social role of banks is increasing more than ever.

Under these circumstances, Resona Group, as a team, is fully committed to overcoming such difficult situations while fulfilling corporate social responsibilities (CSR) as a financial institution.

Last November, “ISO26000”, an international guideline regarding social responsibilities of organizations, was issued to specify CSR items required of each organization including companies. Resona Group have participated in “Global Compact”, an initiative proposed by the United Nations, since January 2008 and have actively worked on themes including “human rights”, “labor”, “environment” and “anticorruption”. In order to further promote our CSR activities, we strengthen the CSR promotion framework by newly establishing the “CSR Promotion Office”, a dedicated organization of CSR, in June 2011 and also formulating



the “Group CSR Policy” in August that corresponds to “ISO26000”.

Also in November 2010, we announced our new “Business Revitalization Plan.” By steadily implementing this plan, we want to make progress toward establishing a “True Retail Bank Group” and winning the support of as many “Resona fans” among our customers as we can. We want to give tailor-made responses to the needs of each of our corporate clients and each of our individual customers, offer them financial and business solutions, and become the bank that ranks number one among our customers in terms of trust and reliability.

The fundamentals of bank management are to build up trust one by one. I believe the day-to-day operations of adding values unique to “Resona” to such trust should be CSR. In other words, CSR is management itself. We position CSR management as “contributions to the creation of a sustainable society” and value “relationships with customers”, “relationships with shareholders”, “ties with society” and “employees’ dignity and personality”. We will continue to actively work on various CSR activities that leverage management resources of Resona Group so that we can gain support from all the stakeholders.

The Resona Group will continue its reforms and work to maximize its corporate value. We look forward to your renewed support and encouragement in the years ahead.

August, 2011

Director, Chairman and Representative Executive Officer of
Resona Holdings, Inc.

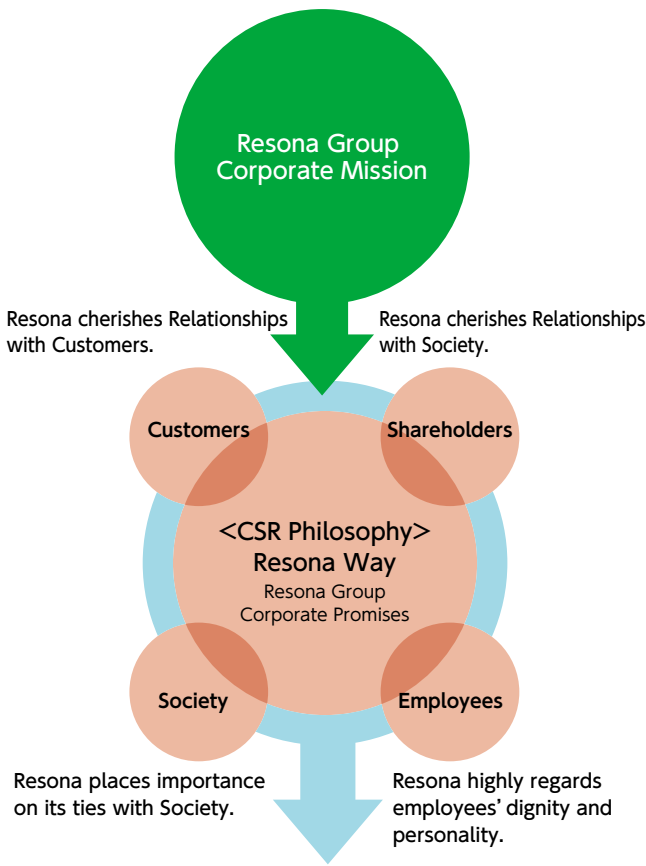
Eiji Hosoya

CSR Management

Basic Approach to Corporate Governance

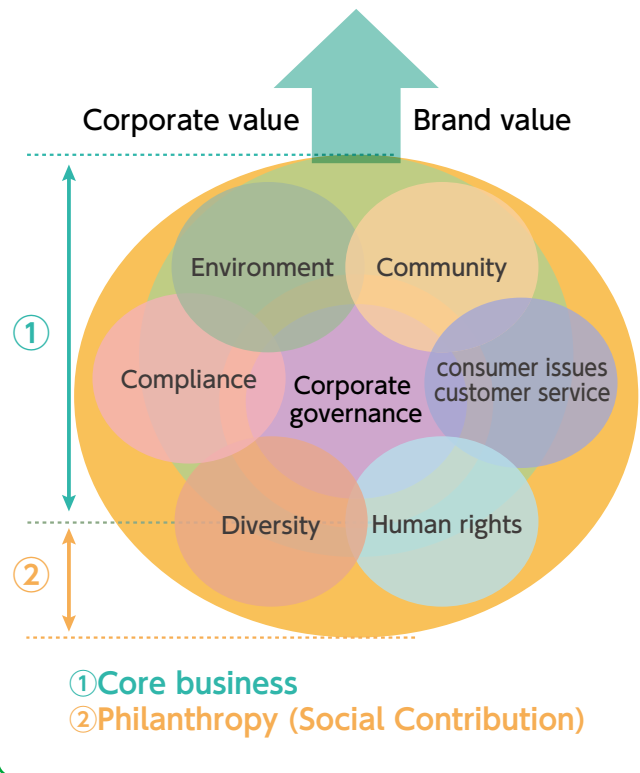
The Resona Group has established its “Corporate Mission” which guides all directors and employees to the direction to move forward and which outlines concept of values to be shared among all directors and employees. Likewise, we established “Resona Way (Resona Group Corporate Promises)” which outlines the basic stance based on the Corporate Mission.. Based on these, we recently developed “Group CSR Policy” to contribute to building a sustainable society and also to clarify our stance on corporate social responsibility activities. Based on this policy, we will set group-wide action goals every year and promote CSR activities by managing progress.

■ Relationship among Corporate Mission, Corporate Promises and CSR Policy



■ Concept of CSR Management

CSR management is equivalent to contributing to the creation of a sustainable society.



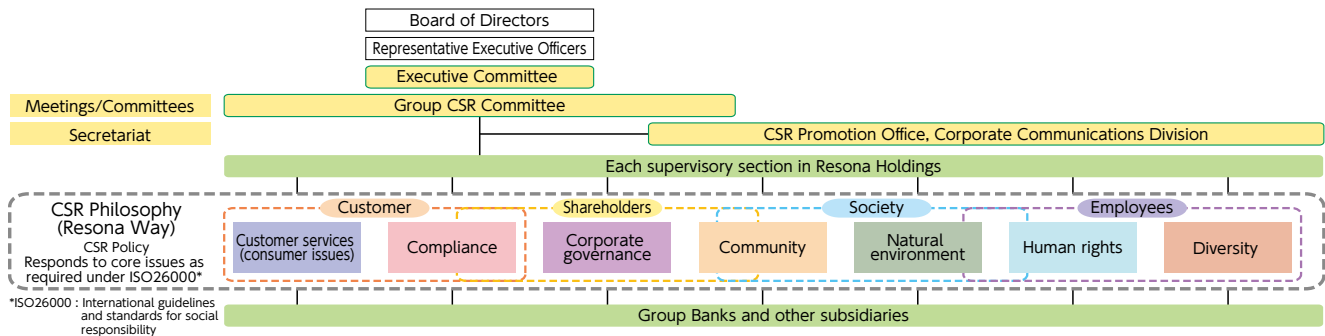
Resona Group CSR Policy

Issues	Policy
Corporate Governance	We work to strengthen oversight and supervision functions for responsible management system as well as management and achieve accountability for all the stakeholders.
Human Rights	We build a corporate culture and working environment that respect fundamental human rights of all the stakeholders we have an impact on such as customers, shareholders, and employees.
Diversity	We promote people development and its fair assessment through opportunities for capacity development and firm establishment of the organizational climate of diversity.
Compliance	We engage in responsible corporate activities for all the stakeholders through compliance with laws, rules, and social norms.
Consumer Issues/ Customer Service	We protect customers' valuable personal information as well as assets and provide high-quality financial services and opportunities for enlightenment from a customers' perspective.
Community	We position symbiotic relationship with communities as our important mission and work on solving social issues by utilizing our experience and resources.
Environment	We value the irreplaceable global environment and properly conduct environmentally-friendly corporate activities.

CSR Promotion System

Amid growing demand for CSR, the Resona Group has established and takes place "the Group CSR Committee" in order to further strengthen and improve CSR activities, which is one of our important business challenges. "The Group CSR Committee" chaired by the chairman of Resona Holdings consists of the president and vice-president of Resona Holdings as well as the presidents of all other

Resona Group banks. We conduct CSR activities utilizing a variety of the Group's management resources through this committee. We also established CSR Promotion Office at Corporate Communications Division in June 2011 to strengthen CSR activities and management system.



CSR Initiatives

The Resona Group has been a signatory to the United Nations (UN) Global Compact since 2008 and Resona Bank has participated in Principles of Responsible Invest (PRI). While we support these principles in our business operations, we eagerly promote CSR activities demanded by global community.



UN Global Compact

Human Rights

1. Businesses should support and respect the protection of internationally proclaimed human rights; and
2. make sure that they are not complicit in human rights abuses.

Labor

3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
4. the elimination of all forms of forced and compulsory labor;
5. the effective abolition of child labor; and
6. the elimination of discrimination in respect of employment and occupation.

Environment

7. Businesses should support a precautionary approach to environmental challenges;
8. undertake initiatives to promote greater environmental responsibility; and
9. encourage the development and diffusion of environmentally friendly technologies.

Anti-corruption

10. Businesses should work against corruption in all its forms, including extortion and bribery.

PRI

1. We will incorporate ESG issues into investment analysis and decision-making processes.
2. We will be active owners and incorporate ESG issues into our ownership policies and practices.
3. We will seek appropriate disclosure on ESG issues by the entities in which we invest.
4. We will promote acceptance and implementation of the Principles within the investment industry.
5. We will work together to enhance our effectiveness in implementing the Principles.
6. We will each report on our activities and progress towards implementing the Principles.

Corporate Governance

Basic Approach to Corporate Governance

In pursuing the constant improvement of its corporate value, the Resona Group considers the reinforcement of corporate governance to be one of the most important management issues. Accordingly, Resona Holdings is working diligently to strengthen the responsible management systems and the surveillance and supervisory functions of the systems.

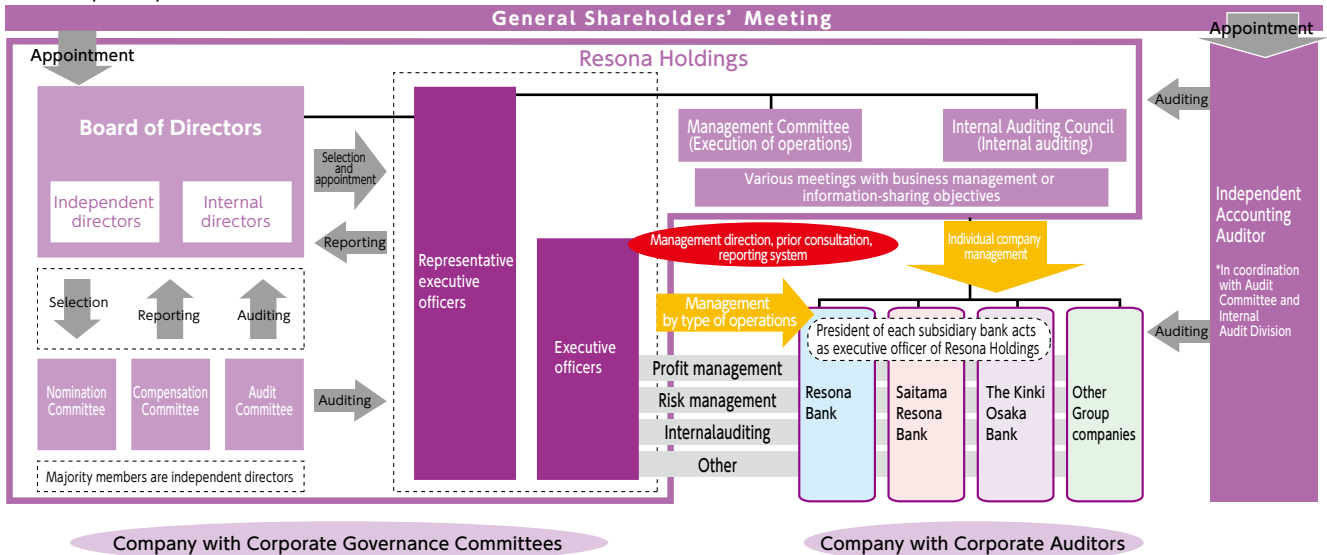
With the injection of public funds into Resona Bank in June 2003, Resona Holdings became the first Japanese banking institution to adopt the Committees Governance Model. We have separated management oversight and operation functions, shifting certain responsibilities to the executive officers to enable quick decision making while bolstering the Board of Directors' supervisory function. We increased management transparency and objectivity by appointing a majority of independent directors not only to the Nomination Committee, Audit Committee, and Compensation Committee, but also to the Board of Directors in the interest of realizing highly transparent as well as sound and efficient management.

On the other hand, the subsidiary banks of Resona Holdings all adopted the Company with Corporate Auditors model. This governance framework at Group banks ensures consistency in the strengthening of group-wide governance as a whole and the framework of subsidiary banks' governance structure that facilitates their autonomous management. During fiscal 2010, ended March 31, 2011, Resona Holdings was able to announce the outlook for the full repayment of public funds. We will work to maintain the soundness of the current management structure and promote corporate management in line with the Resona Group Corporate Mission, thereby maximizing our corporate value.

Activities at Resona Holdings

Board of Directors	The Board of Directors, with ten directors, six of whom are independent directors, fully ensures that management engages in substantial discussion in fulfilling their responsibilities of making decisions about the Group's important management issues and supervising the execution of business activities by executive officers and directors. One of the unique features of the Committees Governance Model is that, while the Board of Directors makes decisions regarding important management issues and supervises the execution of operations, clearly defined roles give executive officers responsibility for the execution of operations, thus strengthening the Board of Directors' supervisory function and accelerating the execution of operations. In fiscal 2010, the Board of Directors met 20 times.
Nomination Committee	The Nomination Committee comprises three directors, with the committee chairman and one other member being independent directors. The committee makes decisions regarding proposals for the selection and dismissal of directors that are submitted to the General Meeting of Shareholders, based on the specific qualities that the Group should seek in its directors as well as the Standards for Appointing Independent Director Candidates, both of which have been discussed and decided at the committee's meetings. In fiscal 2010, the committee met four times. Please note that, to accelerate the Group's management reforms and attain sustained increases in corporate value, the Nomination Committee introduced a succession plan in June 2007, which serves as a mechanism to ensure that the most appropriate candidates are selected to fill top management roles and responsibilities.
Audit Committee	The Audit Committee comprises three directors, including two independent directors, one of whom chairs the committee. In addition to auditing the execution of duties by executive officers and directors, this committee makes decisions regarding proposals for the selection and dismissal of independent accounting auditors. In addition, the committee works with the Internal Audit Division, Compliance Division, Risk Management Division, Financial Accounting Division, and other internal control related units to supervise and verify internal control systems and make the necessary responses, urging executive officers and other responsible persons to make necessary improvements. This committee met 13 times in fiscal 2010.
Compensation Committee	The Compensation Committee comprises three directors, including two independent directors, one of whom serves as the committee chairman. This committee makes decisions regarding policies for compensation and other benefits for individual directors and executive officers as well as the compensation and other benefits for specific individuals. In addition, the committee considers the role a director compensation system should play in enhancing the Group's corporate value. In fiscal 2010, the committee met three times. Please note that the committee chose to eliminate the directors' retirement benefit system in fiscal 2004 and introduced a performance-based compensation system. In fiscal 2010, the committee introduced a stock purchase based compensation system.
Executive Committee	Resona Holdings has set up an Executive Committee as a body to deliberate and report on generally important management items and important matters in the execution of operations to support the decision-making process in the execution of operations. The Executive Committee consists of representative executive officers as well as executive officers and employs serious debate to ensure the transparency of decisions regarding significant management issues. In fiscal 2010, this committee met 41 times.
Internal Auditing Council	As a body to deliberate and report on important matters related to internal audits, Resona Holdings has established an Internal Auditing Council that is independent from the Executive Committee, which serves as a body for the execution of business. The council is composed of all representative executive officers, the executive officer in charge of the Internal Audit Division, and a general manager of the Internal Audit Division. Contents of deliberations and reports are reported to the Board of Directors and the Audit Committee. The council met 15 times in fiscal 2010 and, in addition to discussing the internal auditing plan, it reported on the results of internal audits.
Management Supervision of Group Company	Resona Holdings, as the Group holding company, supervises the management of its subsidiary banks and other Group companies, with the objective of raising corporate value. The Company has established a system for managing and controlling Group companies, clearly identifying items for which prior discussion with Resona Holdings is necessary and items that require reporting.

■ Group Corporate Governance Framework



Internal Control

Basic Stance

The Resona Group will continue to implement its strategies of "Business-domain selection and focus" and "Establishment of a distinctive Resona style," while "Exertion of trust banking functions" will be set as the core differentiation strategy in addition to "Area management," "Alliances," and "Operational reform." By enhancing an approach of responsively catering to customer needs to realize customer-centric operations,

we aim to become a "smart" and customer-friendly "True Retail Bank Group." Moving toward the attainment of these business goals, Resona is working to secure greater efficacy and efficiency in its operations and to clarify processes related to compliance in its business activities. We are aiming to construct internal control systems befitting the Resona Group - systems that are understood and followed by the entire Group.

Basic Policy

To enhance corporate value, the Resona Group has established a basic policy on internal control, which has been passed by the Board of Directors, to realize an internal control system that is appropriate for the Group.

Status of Internal Control Systems

In accordance with its basic policy in Group internal control systems, the Resona Group is striving to ensure the efficacy of its internal control systems through appropriate development and operations of all internal control systems, including the Internal Auditing System, the Compliance System, and the Risk Management System.

Overview of the "Basic Policies for Group Internal Control Systems"

I.Statement	Driven by sincerest apologies for a major injection of public funds, Resona Holdings and Group companies have determined the following the Basic Policies for Group Internal Control Systems in order to prevent a recurrence of such serious matters. Based on these basic policies, we aim to create Internal Control Systems that befit the Resona Group, and through their optimal operation and maintenance, ensure the effectiveness of such internal controls to increase the corporate value of all Group companies.
II.Purpose of Internal Control Systems (Basic Principles)	In accordance with generally accepted evaluation standards for internal control systems, the Resona Group shall adopt as the Group's basic principles on internal controls the fulfillment of the following four goals. 1. Improve efficacy and efficiency of operations 2. Assure reliability of financial disclosure 3. Comply with legislation 4. Maintain the soundness of assets
III.Constructing Internal Control Systems (Basic Guidelines)	Resona Holdings shall develop internal control systems composed of the basic elements required for the systems to fulfill their purposes, including a control framework, risk evaluation and response system, internal control activities, information and communication systems, monitoring standards and IT systems. Upon establishment of the Corporate Mission shared throughout the Group and based on these policies, Resona Holdings shall determine the following basic guidelines in constructing systemsto ensure that the Group's operations are conducted in an appropriate manner. 1. Guidelines to Ensure that Business Operations of Executive Officers and Employees Are Executed in Compliance with Legislation and Group Regulations 2. Guidelines to Store and Manage Information Related to the Execution of Operations by Executive Officers 3. Guidelines to Govern the Management of Loss Risk and Related Systems 4. Guidelines to Ensure that Executive Officers' Responsibilities Are Carried out Effectively 5. Guidelines to Ensure that Operations of the Corporate Group, Consisting of Resona Holdings and All Group Companies, Are Conducted Appropriately 6. Guidelines Concerning Assistants to the Operations of the Audit Committee 7. Guidelines to Ensure the Independence of the Specialist Personnel Mentioned above in Relation to Executive Officers 8. Guidelines Concerning a System for Executive Officers and Employees to Report to the Audit Committee and Other Related Reporting Rules 9. Guidelines to Ensure that Audits by the Audit Committee May Be Conducted Effectively

Risk Management Systems

Basic Approach to Risk Management

The Resona Group deeply regrets the serious concern and inconvenience that the application of public funds in May 2003 caused the people of Japan, our customers, and other stakeholders. Consequently, we have established the risk management principles below to enhance our risk management systems and methods as well as risk control. We conduct their risk management activities with an eye

to securing the soundness of operations and enhancing profitability.

1. We will not assume levels of risk in excess of our economic capital.
2. We will deal promptly with losses that we have incurred or expect to incur.
3. We will take risks appropriate for our earnings power.

Risk Management Policies and Systems

Resona Holdings has established the “Group Risk Management Policy” that serves as the Group’s basic risk management policy. Based on the Group Risk Management Policy. Based on the “Group Risk Management Policy”, each Group bank has established its own risk management policies that are tailored to its operations, unique characteristics, and the risks it must address.

The risk management policies of Resona Holdings and other Resona Group companies clarify definitions of risks to be managed and organization and system as well as basic frameworks of risk management.

Resona Holdings and Group banks have established risk management departments for managing different types of risk, along with a Risk Management Division, to integrate the management and control of all types of risk.

Principal Group companies, other than the banks, have also established risk management policies that are

tailored to their own operations, special characteristics, and risks. In addition to establishing risk management systems and frameworks, these policies establish guidelines for avoiding risks outside their fundamental business areas. These Group companies have also established risk management departments for managing different categories of risk and risk management divisions for comprehensive risk management.

In addition, to prepare for the worst case scenario in which risks are triggered by disasters or systems failures, and the effect goes beyond the scope of usual risk management and reaches a crisis proportion, Resona Holdings and all Resona Group companies have established a crisis management policy to respond quickly and achieve a fast recovery of operations through sustaining business activities or early rehabilitation of operations.

Risk Category	Definition	Risk Management Methods
Credit risk	Risk of losses that arises when the value of assets (including off balance sheet assets) declines or is destroyed as a result of the deterioration of the financial position of obligors	Comprehensive risk management (setting risk limits, assessing risk, allocation of risk capital, etc.) Credit analysis and management, credit rating system, portfolio management, setting risk limits, etc.
Market risk	Risk of losses that may occur when the price of assets and liabilities (including off balance sheet assets and liabilities) change because of fluctuations in market risk factors, including interest rates, foreign currency exchange rates, and stock prices	Setting risk limits, setting loss limits, setting position limits, etc.
Liquidity risk	Risk of losses that may occur when a party has difficulty in raising the necessary funds or is forced to raise such funds at higher than normal rates	Recognition of liquidity emergencies, response system for emergencies, guidelines for liquidity risk management indicators, etc.
Operational risk	Risk of losses that may occur when internal processes, personnel, and/or systems function improperly or fail to function and when external factors result in such losses	Control self-assessments (CSAs), analysis of loss data, key risk indicator (KRI), etc.
Processing risk	Risk of losses that may occur when management and/or staff fail to perform processing work accurately and when they cause accidents or commit fraud	Improvements in business processes, training and education, guidance for clerical operations, etc.
Systems risk	Risk of losses that may occur when computer systems are down or perform improperly and when fraud occurs	Control through systems risk management standards, preparation of contingency plans, etc.
Legal and compliance risks	Risk of losses that may occur when legal regulations and contracts are violated and when fraudulent contracts are concluded	Compliance checks, improvements through compliance programs, etc.
Trust asset management risk	Risk of losses that may occur when a trustee fails to fulfill his/her fiduciary responsibilities and does not exercise the due care expected of a prudent manager and, as a result, the trust assets are lost or otherwise impaired and compensation must be provided to the owners of the assets	Improvement in business processes, training and education, guidance for clerical operations, etc.
Other operational risk	Risk of losses that may occur when tangible assets are damaged or destroyed as a result of natural disasters, fires, or other contingencies and the risk of losses resulting from external criminal activities that cause losses to clients and must be compensated	Improvements in facilities to minimize risks of natural disasters and financial crime by outsiders, strengthening procedures, etc.
Reputational risk	Risk of losses that may occur when reports in the media, rumors, false information, and unfounded reports have a detrimental effect on a company’s reputation	Dissemination of timely and appropriate information, monitoring of media, etc., preparation of crisis management systems.

Group Management by Resona Holdings

Resona Holdings provides common guidance and direction to all Group companies regarding risk management policies, standards, and systems.

The Group management framework requires that Group companies confer with Resona Holdings in advance of making decisions on important matters related to risk management and base their decisions on those consultations.

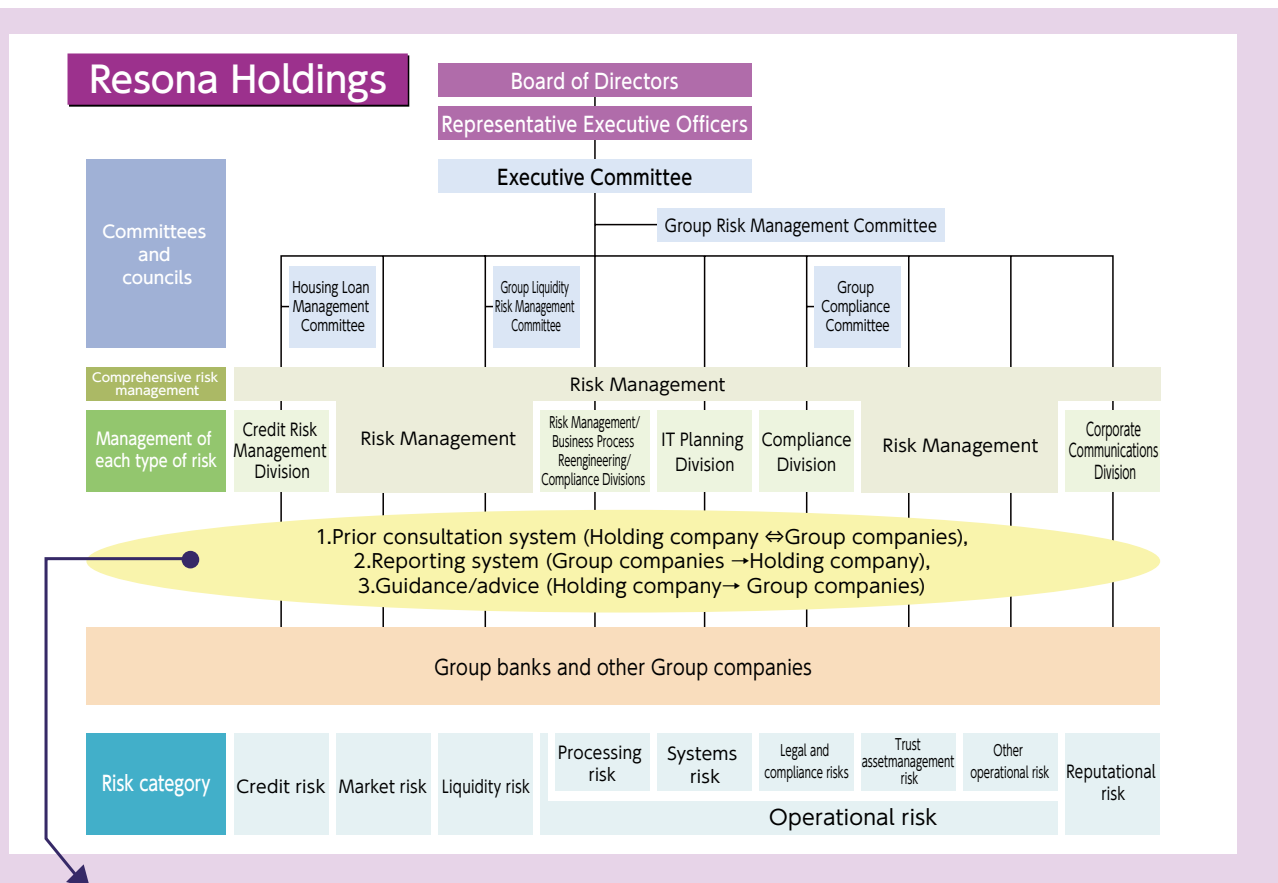
In addition to providing direction to Group companies regarding risk management policies as well as rules, standards, and systems, Resona Holdings verifies risk management policies, rules, standards, and systems at all

Group companies through prior consultation, thus controlling the Group risk management framework.

Furthermore, Resona Holdings controls risk taking by Group companies by requiring prior discussion of their limits and guidelines. Group companies must make reports to Resona Holdings regarding the risk conditions and their management on a regular and as-needed basis so that the holding company can provide guidance and direction as necessary.

As shown by the chart below, we have formed risk management divisions within Resona Holdings for managing each type of risk on a Groupwide basis.

■ Group Risk Management Systems in Outline



Resona Holdings Group Management Framework

①	Prior discussion system	<p>Group companies must engage in prior discussion with Resona Holdings in the situations listed below.</p> <ul style="list-style-type: none"> • When establishing or revising important risk management policies or rules • When establishing all types of risk-related limits and guidelines • When making decisions about other important risk management matters
②	Reporting system	<ul style="list-style-type: none"> • All Group companies must make periodic reports to Resona Holdings regarding the status of risks and risk management. • Reports are made as needed, for example, when critical risk management issues arise.
③	Guidance and advice	<ul style="list-style-type: none"> • Resona Holdings presents such Groupwide risk management items as policies, standards, and systems to all Group companies. • Resona Holdings provides individual guidance and advice as necessary, based on reports from Group companies.

Operational Risk Management

Basic Approach to Operational Risk Management

Operational risk is the risk of losses that may occur when internal processes, personnel, and/or systems function improperly or fail to function and when external factors result in such losses. Operational risks encompass a wide range, including processing, systems, legal, and compliance risks, and such risks may arise in all business processes, products, and services.

In dealing with operational risks, the Resona Group works to manage and reduce risks by identifying and evaluating potential and inherent risks and discussing measures to

prevent incidents that will have a major impact on business or result in losses or inconvenience for our customers. We also promote the full preparedness of our management systems by including outsourced operations within the scope of our operational risk management activities.

In addition to grasp the degree of the impact that potential operational risks might have on their businesses, we will quantify operational risks and use this information as a part of comprehensive risk management.

■ Classification of Operational Risk

Risk Categories Adopted by Resona Group		Specific Examples (Possible internal and external examples)
Processing risk	Fraud	Embezzlement of customer deposits Misappropriation of the bank's asset Intentional unauthorized trading, fabrication
	Processing errors	Loss due to processing error Loss or accidental disposal of important items Loss due to failure to meet due date
Systems risk		Systems failure Hacking, infection with computer viruses
Legal and compliance risks		Loss due to violation of duty to explain Misuse of a stronger bargaining position
Trust asset management risk		Loss due to violation of duty to explain Misuse of a stronger bargaining position
Other operational risk	Disaster	Cessation to business activities due to disaster or power outage
	External crime	Compensation for losses damage due to counterfeit or stolen cards Damage due to robbery, theft
	Defects of facilities and equipment	Damage to equipment due to natural disaster and terrorism Loss compensation caused by defective facilities
	Human resources management	Litigation over unpaid allowance for overtime work Compensation for work-related accident cases Settlement package for sexual harassment lawsuit, etc.

Internal Auditing Systems

Group Internal Auditing

The purpose of “internal auditing” at the Resona Group is to serve the essential function of facilitating improvements in corporate value by verifying and evaluating progress as well as promoting improvements in all management activities to ensure sound and appropriate operations and to gain social trust in the business management systems established by Resona Holdings and other Group companies.

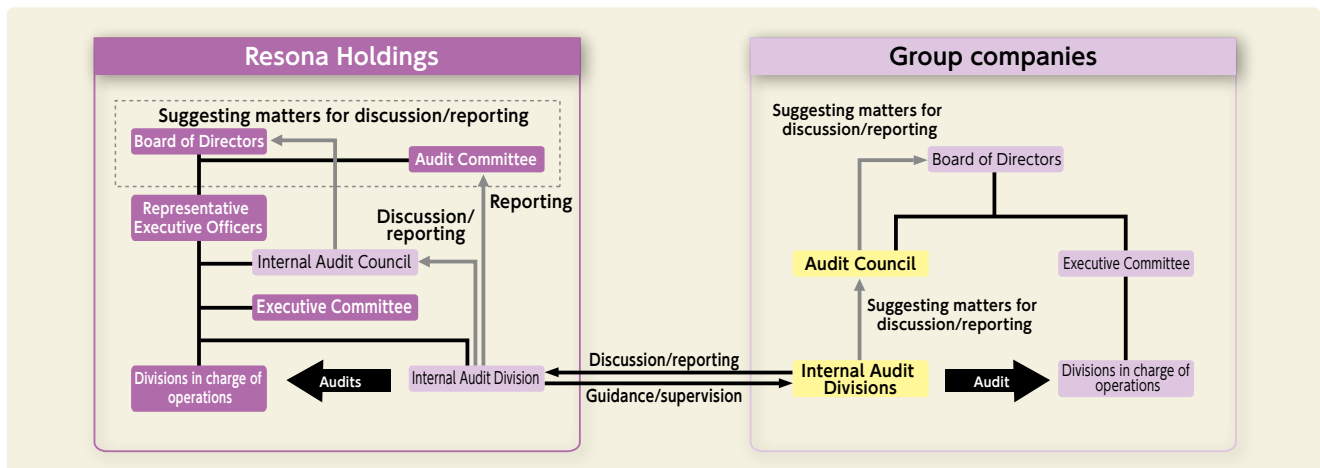
To ensure that internal audits meet our objectives and serve their functions properly, we put internal auditing systems in place and make sure that they are effective, establishing independent internal auditing departments at Resona Holdings and its Group companies and clearly establishing their internal auditing responsibilities, including the authority to conduct audits, the authority to access information, and their obligation of confidentiality.

Organization

We believe that the role that the internal auditing units play in working to attain the Resona Group’s management objectives of “responding to the trust of customers” and “conducting transparent management” is extremely important. Accordingly, we have created the organization structure below for internal auditing. In Resona Holdings, we have formed the “Internal Audit Division”, which reports to the Representative Executive Officers and the executive officer in charge of internal auditing. Moreover, we have formed an “Internal Audit Council”, separate from the “Executive Committee” and made up of Representative Executive Officers, the

executive officer in charge of internal auditing, and the general manager of the Internal Audit Division, to discuss matters related to internal auditing. The Group companies have established independent internal audit divisions under the direction of their respective boards of directors. According to the type of business and size of operations, these banks have formed “auditing councils,” which report directly to the board of directors of their banks to make decisions on important and fundamental matters related to internal auditing.

■ Group Internal Auditing Systems



Functions and Roles

To guide the preparation of specific plans for internal auditing, the Internal Audit Division of Resona Holdings prepares the “Annual Internal Audit Plan” approved by the Board of Directors of Resona Holdings, containing the Group’s annual policies, a statement of issues subject to auditing, and other major items.

The internal auditing departments of each of the Group companies also prepare “Annual Internal Audit Plan” in discussion with the Internal Audit Division of Resona Holdings.

These plans are to be approved by the boards of directors of the respective companies. The internal auditing divisions at Resona Holdings and its Group companies conduct audits based on the “Annual Internal Audit Plan”. Resona Holdings reports the results of internal audits to its Board of Directors and the Audit Committee. Group companies report results of internal audits to their respective boards of directors and auditors as well as Resona Holdings.

Communication with Shareholders and Investors

Basic Stance for IR Activities

The Resona Group is aiming at IR activities contributing to Financial Reporting improvement in shareholder value by providing accurate information on financial conditions, business strategies and other matters to the market fairly and promptly in accordance with the "Basic Guidelines for Information Disclosure and Financial Reporting".

Efforts at the General Shareholders' Meeting

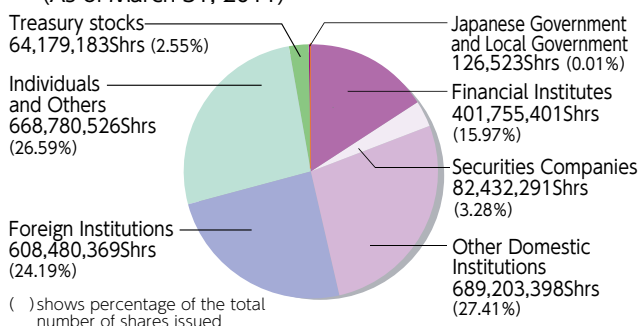
The Resona Group considers the general shareholders' meeting to be an important opportunity to communicate with each shareholder. For this reason, the Group has visualized the content of its reporting and used a large screen, striving to give explanations in a manner that is easy to understand. Also, in addition to placing notification of the general shareholders' meeting and reference materials on its website, the Group distributes a video recording of the proceedings, from start to finish of reporting items. The 2011 general shareholders' meeting was held on June 24 and a lot of shareholders attended.

Dividend Policy and Shareholder Composition

We increased the annual dividend on common shares from ¥10 to ¥12 per share since fiscal 2010.

The Resona Group intends to make efforts for business reform with an eye to improvement in our corporate value, and early repay public funds. From this viewpoint, it is our basic policy to place priority on accumulating retained earnings by minimizing outflow of earnings. Under this policy, the Group will strive to pay dividends in a stable manner based on a predetermined amount of dividend for preference shares, and future earnings conditions for ordinary shares.

Condition of Distribution of Common Stocks (by holder) (As of March 31, 2011)



Major Shareholders (common share) (ten largest shareholders) (As of March 31, 2011)

Shareholder	Number of stocks owned (thousands)	Ownership percentage of total shares
Deposit Insurance Corporation of Japan	503,262	20.53
Japan Trustee Services Bank, Ltd.(Trust Account)	93,854	3.82
The Master Trust Bank of Japan, Ltd.(Trust Account)	58,852	2.40
The Dai-ichi Mutual Life Insurance Company, Ltd.	55,241	2.25
GOLDMAN, SACHS & CO.REG	46,702	1.90
CACEIS BANK / CREDIT AGRICOLE SA	41,805	1.70
JP MORGAN CHASE BANK 380055	41,306	1.68
Japan Trustee Services Bank, Ltd.(Trust Account 9)	22,850	0.93
THE BANK OF NEW YORK, TREATY JASDEC ACCOUNT	20,183	0.82
NOMURA SINGAPORE LIMITED CUSTOMER SEGREGATED A/C FJ-1309	19,978	0.81

Notes: The table above excludes treasury shares.

Basic Guidelines for Information Disclosure and Financial Reporting

The Resona Group has formulated basic guidelines for information disclosure and financial reporting with the objectives of accomplishing fair, timely, and appropriate disclosure and credible financial reporting, as well as ensuring the effectiveness of the regulations governing disclosure. The main contents of the guidelines are described below.

Basic Stance

1. The Resona Group will implement information disclosure and financial reporting to a broader audience, on a continuing basis, and in a reader friendly form, so that our domestic and international customers, stockholders, investors and others can accurately assess and judge the status of the group.
2. The Resona Group will comply with the applicable laws, ordinances, and regulations, including the provisions of the Financial Instruments and Exchange Act, the regulations of exchanges where its securities are listed, the Companies Act, the Banking Act, and other relevant rules and regulations.
3. The Resona Group will actively utilize a variety of tools, including the information systems of exchanges, the group's website, and various printed materials, in order to ensure the timeliness and appropriateness of contents, timing, methods, and so forth.
4. The Resona Group will continue to seek to improve the operation and maintenance of regulations governing information disclosure.

Structure and Function for Information Disclosure and Financial Reporting

The Board of Directors will establish and review the basic guidelines, and appropriately oversee the operation and maintenance of internal controls related to the information disclosure and financial reporting conducted by the Representative Executive Officer and Executive Officers. The Audit Committee will independently monitor the status of operation and maintenance of internal controls related to financial reporting as part of their audit of the performance of Executive Officers.

The Representative Executive Officer will have responsibility for the appropriateness of information disclosure and the credibility of financial reporting, and will implement the most suitable operation and maintenance to ensure the effectiveness of internal controls.
(Revised in February 2008)

Disclosure

We are making efforts to enable shareholders and investors to further deeply understand the Resona Group by posting reports on activities to solve business issues and the latest topics concerning the Group as well as business and financial reports on a disclosure magazine and "Resona Today", the Resona Group Report, issued twice a year.



Efforts Regarding Individual Investors

The Resona Group makes proactive efforts at IR activities oriented toward individual investors. We participated in TSE IR Festa hosted by Tokyo Stock Exchange in March, 2011 and held events which directly explained business attitude of the Group in Tokyo and Osaka in June, 2011. The Group will create more opportunities for management to proactively make their actual voices heard, striving to deepen understanding of the Group among our valued individual investors.



IR for Institutional Investors and Analysts

For domestic and foreign institutional investors and analysts, the Resona Group regularly holds IR meetings twice annually, in which representative executive officers and the chief finance officer explain the financial results. In fiscal 2010, on November 18, 2010, the interim financial results were reported, followed by the reporting of financial results for fiscal 2010 on May 27, 2011, with many participants in attendance.

IR for Foreign Investors

In order to fulfill needs of shareholders and investors, the Resona Group discloses financial information such as the brief report of financial results and the annual securities report, interview with president of each companies of the Resona Group, press release and CSR-related information, in addition to information and presentations at various meetings for institutional investors and analysts.

Enrich of IR Website

Representative executive officers as well as the executive officer in charge of IR of the Group visit foreign investors individually and participate in conferences held by securities companies to give explanation of its financial results and business strategies and the like. In addition, representative executive officers, the executive officer in charge of IR and Chief Finance Officer proactively hold one-on-one meetings with foreign investors in Japan as well.



FY2010 IR Event Calendar

May 14 Announcement of Financial Results for Fiscal Year 2009

May 27 Investor Relations Meeting

Jun 25 General Meeting of Stockholders

Jul 30 Announcement of Financial Information for the 1st Quarter of Fiscal Year 2010

Aug 31 Publication of Annual Report 2010

Sep 9 Merrill Lynch Japan Conference

Nov 12 Announcement of Financial Results for the First Half of the Fiscal Year 2010

Nov 18 Investor Relations Meeting

Feb 7 Announcement of Financial Information for the 3rd Quarter of Fiscal Year 2010

Mar 2 CLSA Japan Forum 2011

Compliance

Basic approach to Compliance

The Resona Group is strongly aware of the responsibilities of banking institutions to society and to acting in the public interest. Under its basic principles of compliance, the Group defines compliance as the strict observance not only of laws and regulations but also social norms to strengthen the trust placed in the Group by society at large. Therefore, the Resona Group has positioned compliance as a key management issue and is working to implement effectively and enhance the compliance systems of the Group as a whole.

Basic Activities

The Resona Group has established its "Corporate Mission", which forms the basis for the judgments and behavior of directors and employees; the "Resona Way" (Resona Group Corporate Promises), which outlines the basic stance, based on the "Corporate Mission", that directors and employees should take toward all Group stakeholders; and the "Resona Standards" (the Resona Group's Behavior Guidelines), specific guidelines about behavior expected from directors and employees under the "Corporate Mission" and the "Resona Way". The "Corporate Mission", the "Resona Way", and the "Resona Standards" are applied uniformly across Group companies.

The introduction to the "Resona Standards" is "Aiming to Be a Good Company," a message from the chairman of Resona Holdings. It takes a clear stance on compliance at the Resona Group, stating that corporate ethics must be improved, and identifies the most important issues as 1) what the company can do for society as a member of society and 2) continuing to be a company that practices compliance.

Moreover, Resona Holdings and the Group banks have

prepared a Basic Compliance Policy, which makes clear, from a compliance point of view, the roles of directors and employees as well as a basic framework for organizational systems based on the "Corporate Mission" and other statements. To put compliance into practice, we have also prepared a "Compliance Manual" that is distributed to all employees.



Outline of the "Resona Standard"

Standard-I: For Customers

Offer the most appropriate services, Approach customers with sincere attitude, Maintain confidentiality, etc.

Standard-II: Challenge for Reform

Commit to making profits, Eliminate status-consciousness as bank clerks, Pursue victory, etc.

Standard-III: Honest and Transparent Behavior

Comply with laws, regulations, and social norms, Strengthen sensitivity to public and private matters, Respect human rights, etc.

Standard-IV: Responsible Duties

Perform accurate clerical duties, Timeliness, Report, communicate, and consult in an appropriate manner, etc.

Standard-V: Society's Trust

Gain the trust from local communities, Disclose information in an appropriate manner, Implement fair trade, etc.

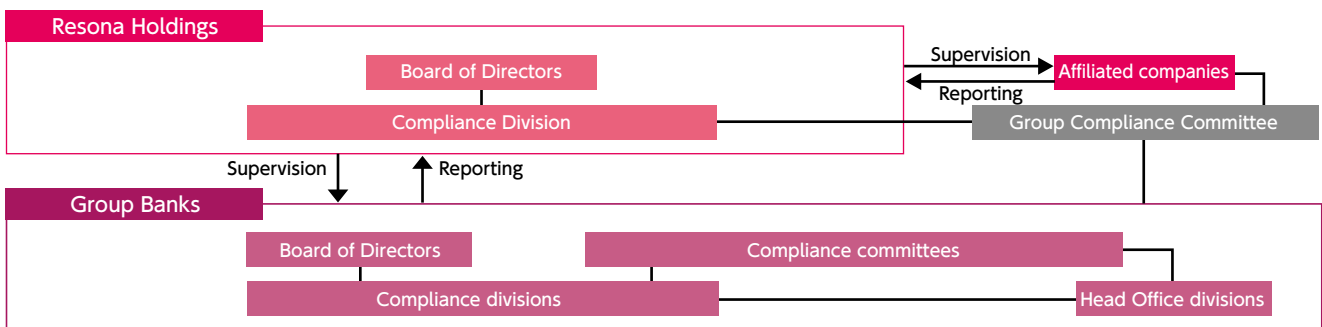


Group Management Systems

Compliance Management System

The Compliance Division at Resona Holdings controls Group compliance and works with compliance divisions at Group companies to strengthen compliance systems group-wide. Resona Holdings, Group banks, and affiliated

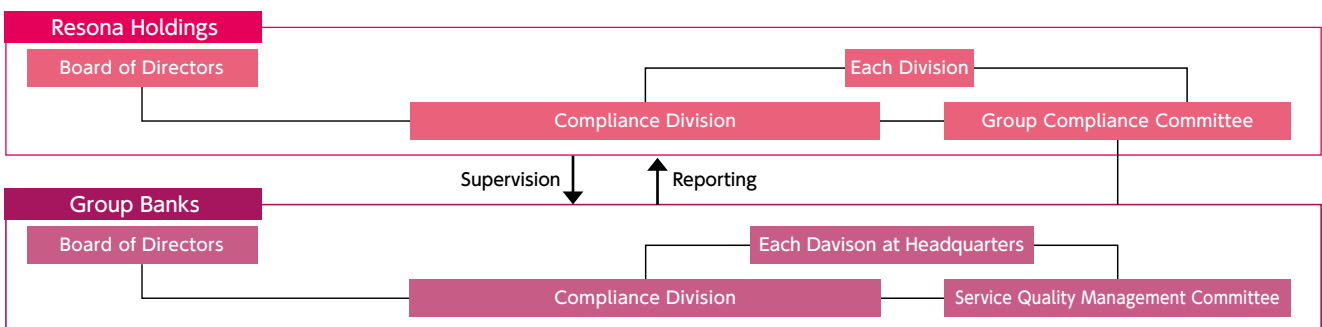
companies all have members on the “Group Compliance Committee”, which discusses and evaluates all problems related to Group compliance



Systems for Protecting Group Customers

These days, amid such challenging developments as increasing investment needs from customers, the sophistication of information management required of businesses, and the development of such laws as the Act on the Protection of Personal Information and the Financial Instruments and Exchange Law, financial institutions must strive to provide customers with proper responses and improve user-friendliness, working harder than ever before to ensure that customers can use their services with peace of mind. Therefore, Resona Holdings and Group banks are working energetically to make improvements to their explanations to customers, responses to customer inquiries and complaints, the

management of customer information, the management of outsourcers to which they have consigned operations, the management of conflicting interests in banking transactions on the part of Group banks and their customers, and other areas related to providing better responses and user-friendliness for customers. Specifically, we have clearly defined the departments and individuals responsible for improving responses to and user-friendliness for customers, and they sit on the Service Quality Management Committee, which discusses and deliberates initiatives for raising customer trust and improving user-friendliness.



Compliance Programs

The members of the Resona Group have prepared compliance programs for putting guidelines into everyday action that follow policies indicated by Resona Holdings. Progress reports on compliance matters are made

periodically to the boards of directors of Group member companies, and Group companies undertake activities on their own initiative to systematically strengthen compliance systems.

Compliance Advisory Resources

“ Resona Legal Counsel Hotline” and “ Resona Compliance Hotline”

We recognize an understanding of the issues and clear communication among all employees are essential to a strong compliance system; therefore, we have established Group compliance advice and reporting systems using the “Resona Legal Counsel Hotline” and the “Resona Compliance Hotline”.

Moving forward, we will make continuous efforts to ensure that the systems take root while working to detect

compliance issues early and create a transparent corporate culture.

In accordance with the whistleblower Protection Act, which went into an effect in April 2006, we endeavor to protect whistleblowers with the previously mentioned hotlines as well as establish rules for internal reporting at Resona Holdings and all other Group companies.

Resona Legal Counsel Hotline	Resona Compliance Hotline
External lawyer has been retained to accept compliance issues	Compliance Division accepts compliance issues
May consult and/or report a broad range of questions, problems or concerns relating to compliance	
May contact via a dedicated phone line	May contact via a dedicated Toll Free Number
Consultations are available via email	
Anonymous calls can be accepted	

Resona Accounting Audit Hotline

Resona Holdings has established the Resona Accounting Audit Hotline for reporting fraudulent or improper

processing related to accounting or accounting-related internal controls and internal audits.

Offering Appropriate Products and Services to Customers

The Resona Group shares the common sales policy that strives to offer the most appropriate products and services taking into account each customer’s knowledge, investment experience, asset conditions, purpose of investment, and other factors while giving an easily understandable explanation and advertising to customers

in a proper way. We continue to work on the fulfillment of internal control systems, preparation of various manuals, and staff education through activities led by the "Service Quality Management Committee" so that no one conducts inappropriate sales.

Management of Customer Information

The protection of customer information is one of the most important factors in enabling customers to use the Resona Group with peace of mind. We strive to properly manage information in compliance with the Act on the Protection of Personal Information by publicizing the Promise to Protect

Personal Information of All Group Companies, establishing a framework for protecting against leaks or the loss of personal information, and conducting ongoing and thorough employee education.

Resona Group Sales Policy

To provide suitable products and services to customers

We place the highest priority on trust from customers and comply with a broad range of social rules while we provide sincere and thoughtful products and services for smiling faces and happiness of customers.

1. We shall make efforts to provide appropriate information and explain about products and services and to be of service to customers in light of information obtained from customers, customers' experience in financial transactions, assets owned by customers and purpose of purchase.
2. We shall provide appropriate explanations about not only advantages of products and services but also risks, transaction fees and other expenses so that customers can fully understand them.
3. We shall never provide information that may lead customers to misunderstanding such as providing explanations that differ from facts and assertive explanations about uncertain matters.
4. We shall behave with sincerity and make efforts not to cause customers inconvenience regarding times and places where we provide explanations about products and services by phone and visit.
5. We shall make efforts to increase each employee's knowledge of products and provide high-quality services while we enhance the internal management system as well as employee training.

Declaration of Personal Information Protection

As a member of the Resona Group aiming to become a "true financial services group full of creativity", we would like to develop the strong relationship of trust with you by supporting you and meeting your needs. For this purpose, we are committed to creating an environment in which you can safely do business with us by protecting your information that we keep in a proper way.

1. We are committed to complying with the "Personal Information Protection Law" and all other relevant laws as well as social norms.
2. We collect information using a legal and fair method, identify the purpose to use the personal information, and appropriately deal with the collected personal information without departing from the purpose of use.
3. We are fully aware that you deal with the Resona Group because you trust us, and make every effort to prevent your information from being lost or leaking.
4. We sincerely and appropriately attend to your enquiries, comments, and/or complaints.
5. We continuously review and improve the policy for information management, organization structure, rules, and other activities for information protection.

Elimination of Anti-Social Forces

The Resona Group believes that preventing and eradicating transactions with anti-social forces are critically important to its public mission and social responsibility as a financial institution. Our basic approach is to intervene in and nullify transactions that would support anti-social forces through the corporate activities of Resona Holdings and Group companies.

The Resona Group has designated its compliance divisions as the departments responsible for countering antisocial forces and has set specific internal rules and regulations, as well as providing ongoing training and education on these compliance issues for directors and employees. To prevent and nullify transactions with antisocial forces, we

have formed cooperative relationships with law-enforcement agencies, law firms, and other professional organizations.

Moreover, when commencing transactions with customers, we have the customers affirm and declare that they are not currently linked with anti-social forces and will not be so linked at any time in the future. If this affirmation should be violated, all Resona Group banks have introduced an "Anti-Social Force Clause" in their contracts that provides the legal basis for suspending transactions with such parties. Through these initiatives, the Group is strengthening its activities to prevent transactions with anti-social forces.

Efforts to Prevent Financial Crime

In recent years, incidence of financial crime has been on the rise. The Resona Group has taken action to strengthen identity verification to prevent disbursements with stolen passbooks, money laundering, and the establishment of accounts for improper uses. We strive to protect the precious assets of our customers, and as countermeasures to forged and stolen bank cards, we have implemented a service where individuals can set limits on the amount of money that can be withdrawn from ATMs, a card lock service, and an IC card with a biometric verification function.

To deal with crimes involving deceptive requests for bank transfers, we have provided toll-free numbers in each of the Group banks for making related inquiries. We are also accepting requests for return of such funds (when they remain in the accounts of the perpetrators of these crimes), in accord with the Law for Relief to Persons Victimized by Deceptive Transfer Requests.

In addition, when customers begin transactions, we are beginning to request and receive pledges with clauses (antisocial group clauses) that they are not currently linked to and will not have future connections with anti-social groups. If this pledge is broken and this corresponds to anti-social forces, the Group banks have introduced a pledge with a clause (known as the "exclusion of anti-social forces clause") that provides the legal basis for taking stronger steps to suspend transactions with such forces.

Consumer Issues/ Customer Service

Basic Approach to Consumer Issues/ Customer Service

The Resona Group is determined to always satisfy customers' needs with gratitude, prioritize gaining trust from customers, and provide cordial and warm-hearted high quality services to customers to make them happy. For this purpose, while we aggressively reform our services operations to improve the Group's profitability by completely realizing low-cost operations and strengthening our sales performance, we ensure we are enhancing our customer service level.

Service Reforms

The Resona Group, aiming to transition from the banking industry to financial services, has reevaluated its business from the customer perspective, and is implementing service reforms. Each Group bank also has made ATM available after hours, completely free of charge, and

improved its services related to the transaction fee system, business hours, and waiting time at counters, all of which were on the top of customers' requirement list for improvement.

Examples of Service Reforms

Service	Examples
Transaction Fees	<ul style="list-style-type: none"> ● Elimination of fees for ATM after-hours use at each Group bank ● Elimination of transfer fees made by Internet or telephone banking between Group banks ● Elimination of the fee for issuance of a biometrics IC cash card ● Elimination of fees for use of bank point service, etc
Business Hours	<ul style="list-style-type: none"> ● Extension of bank counter business hours to 5:00 P.M. on weekdays (Resona Bank and Saitama Resona Bank) ● In response to the needs of customers who wish to consult on holidays, expansion of branches which also operate on Saturdays ● Extension of hours in which ATM accept deposits to 7:00 P.M. on both weekdays and Saturdays
Waiting Time at Counters	<ul style="list-style-type: none"> ● Promoting "Zero Waiting Time" project to shorten waiting time at counters by reviewing business flow ● Introducing "Quick Navi" to next-generation branches while expediting procedures for transfers, tax payments, deposits and withdrawals

Service Reforms (Basic Concepts)

<p>Voice of customers</p> <p>We are doing activities to quickly carry out specific measures by gathering "Voice of Customers" and "My Proposal".</p>
<p>Service Reform Committee</p> <p>We pursue a comfortable branch with which customers can be satisfied by further promoting staff education programs and the like.</p>
<p>Improvement of CS (Customer Satisfaction)</p> <p>We pursue a comfortable branch with which customers can be satisfied by further promoting staff education programs and the like.</p>

Customer Opinions and Service Improvement in FY 2010

- Annoying to have to repeatedly fill in and stamp multiple seal impressions on registration forms for each transaction.

→ We introduced a "Single Seal Impression System". Only one seal registration form is required under the new system.

RB SR KO

- Annoying to have to fill in so many application documents and forms, and don't want to have to carry around my officially registered seal.

→ We will introduce a new transaction process in which no form filling or sealing is required when processing paperwork for investment trusts, time deposits or foreign currency savings at bank teller counters.

RB SR

- Would like to have a preliminary review for a mortgage loan via my home computer

→ Preliminary applications* are now available through the website.

RB SR KO

* To apply for the preliminary review, the client will need to submit a consent form and required documents to the bank branch where the review is to be conducted.

- Would like to have a telephone consultation service when having problems with mortgage repayments.

→ We have established a dedicated toll-free telephone line for mortgage repayment consultation and have increased the number of staff to handle such requests.

RB SR KO

- Would like to renovate my home, but am concerned about any potential problems relating to renovation.

→ We are now offering "Renovation Loans" which includes a warranty* for renovation defects.

RB SR

* This warranty is an insurance policy in which insurers approved by Ministry of Land, Infrastructure, Transport and Tourism insure the renovators. The insurers have architects inspect the sites at the time of completion, and the consumer will receive insurance money in the event that a defect is detected or the renovator goes to bankruptcy.

- Would like the viewing period of my account details and activities to be extended in the internet banking for corporate customers, i.e. "Resona Business Direct".

→ Account details and activities may now be viewed over a period of 45 business days (two months) including the day of transaction.

RB SR KO

RB Resona Bank SR Saitama Resona Bank KO The Kinki Osaka Bank



Customer Supporting Scheme

Customers' Voice

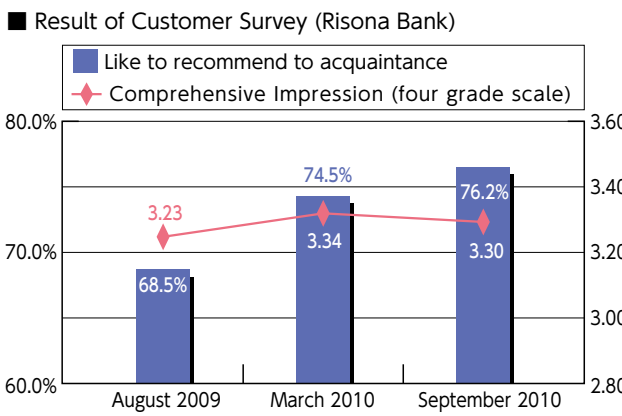
The Resona Group sets up a responsible department at Resona Holdings, and each bank also sets up a responsible department dedicated to service reforms in order to further enhance the management system such as a cross-group customer support (handling of complaints and consultation) and further improve service quality. Through this dedicated system, we consolidate customers' opinions and requests given to us in different ways including telephone, visit, questionnaire at branch, website, etc. to utilize them for developing and improving our products and services. Furthermore, each branch directly addresses the issues that can be immediately improved.

Proposals by Employees

The Resona Group positions an employees' activities related to improvement proposals for services as our priority measures to improve customer satisfaction (CS). We implement proposals for improvement and submit them to the headquarters in order to realize products and the quality of services that customers truly request.

Customer Survey

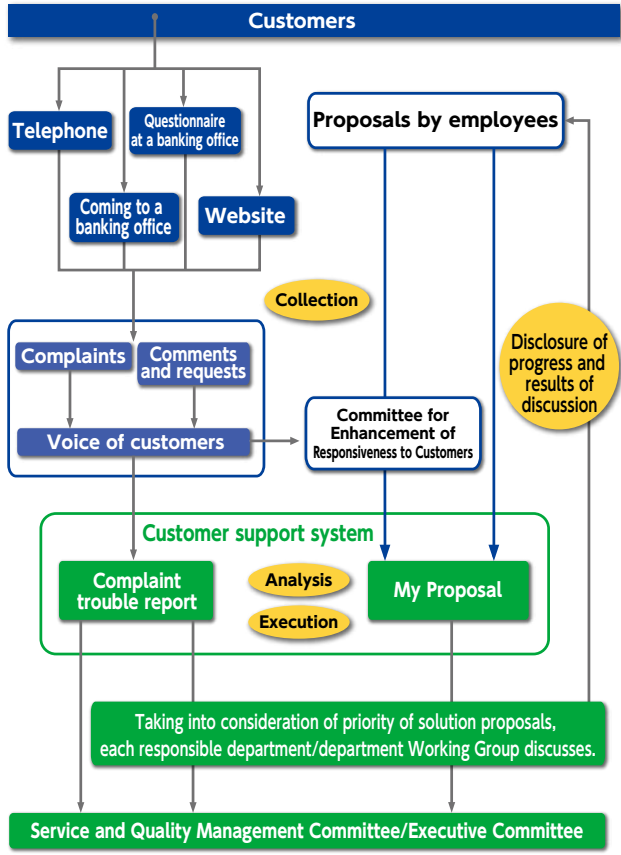
In order to identify customers' satisfaction with us, the Resona Group annually conducts customer survey. We are taking our customers' comments and requests regarding products and services into account to make efforts to improve the quality of our products and services.



■ Status of Customers' Voice (complaints and proposals) at Group Banks

Bank	First Half of FY2010	Second Half of FY2010	FY2010 Total
Resona Bank	8,342	9,127	17,469
Saitama Resona Bank	2,925	2,686	5,611
The Kinki Osaka Bank	1,293	1,054	2,347
Total	12,560	12,867	25,427

■ The entire image of customer support (in case of Resona Bank)



Sophistication of Marketing

The Resona Group utilizes the research/analysis function of Institute for Financial Marketing and strives to make marketing sophisticate in order to provide products and services that match the truly needs of customers. In the retail banking sector, we work on establishment of a model where we timely propose loans and financial products that fulfill customers' needs through appropriate channels by understanding life stages and financial behavior of customers. In the corporate banking sector, we work on development of proposal method based on the database in order to further cultivate relationships with customers of small- and medium-sized companies.

Operation Reforms

While the Resona Group concentrates its management resources on the retail banking sector, we work on operational reforms that strike a balance between improvement of convenience as well as trustworthiness based on a prompt and accurate service provision and low-cost operation system by fundamentally reviewing the role of clerical work in banking operations and implementing sweeping reforms of branch layout and office work process and the like.


Next-generation Branch Office

Resona Bank and Saitama Resona Bank are introducing a next generation branch equipped with "Reception Counter", "Quick Navi" and "Consulting Booth" from November 2004

so that customers can use our services comfortably without waiting

(Resona Bank has already established 240 branches and Saitama Resona Bank 98 branches as of the end of March 2010).

Next-generation Branch Flow Chart

Reception Counter	Quick Navi	Communication Booth
		
Please visit the Reception Counter which is located nearest to the entrance when you visit our branches. Clerks will ask what they need without making customers wait, and guide them to the appropriate counter.	Tax and utility payments, transfers and other transactions are handled at "Quick Navi" with dedicated ATMs. Through performing a part of transactions by ATM, elimination of the need for such steps as filling out of documentation allows speedy handling.	Consultations regarding asset management, etc. are accepted at the consultation counter. The booth style allows customers to receive consultation in a calm, thorough manner.

New Branch Office Management System

Resona Bank and Saitama Resona Bank are installing a "New Branch Office Management System" to further improve customer security and user-friendliness.

Virtual asset simulation can be performed on a computer terminal and customers can complete necessary processes while talking with our personnel. Because biometric authentication is employed for identification, customers do not need to fill in or stamp seals on documents.



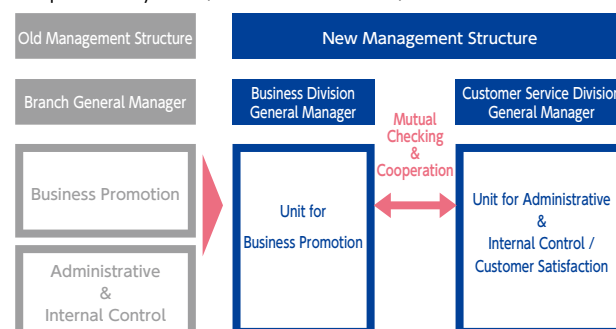
Improvement of Services by Strengthening Expertise

Resona Bank eliminated the position of branch manager in April, 2008. Instead, we set up the positions of business division general manager who mainly controls external affairs and customer service division general manager who manages over-the-counter services.

Since a customer service general manager is stationed in a banking office, it can quickly provide services to customers who visit there. Additionally this approach gives support to improved compliance management. As for external affairs activities, we could provide more sophisticated services to customers more quickly.

The Kinki Osaka Bank also introduced same system. We are trying to improve our services and strengthen the capability of providing solutions to customers and meeting their needs.

Operation System (case of Resona Bank)



Services for Individual Customers

For individual customers, we support customers' affluent life design by providing optimal products and services tailored to various life stages. We are committed to operating customer-centric businesses that revolve around providing added value to customers. Specifically, we endeavor to clearly delineate lines of responsibility by customer segment, increase our points of contact with customers, and strengthen our sales promotion and marketing capabilities based on customer information gathered through CRM (Customer Relationship Management)

Proactive Approach to Customers' Needs

Response to Needs of Inheritance Issues

Utilizing the branch network and basis of customers that the Resona Bank has, the Resona Group provides will trusts by leveraging the trust function of Resona Bank and knowhow of asset succession such as disposing inheritance in order to fulfill customers' needs for bequest. "

[The number of case in FY 2010]

- Will Trusts and Estate Division: 1,858 cases
- Own Company Stock Succession Trust: 48 cases
- Asset Succession Trust: 147 cases

Response to Needs of Adult Guardianship

Along with the decline in the birthrate and demographic aging of the population in Japan, the number of persons relying on the adult guardianship system for contractual procedures and estate administration in the event of the onset of Alzheimer's disease or other circumstances is growing. In view of these trends, the Resona Group has expanded the range of tie-ups for its adult guardianship intermediary services.

[Alliance Partners]

- Resona Bank
 - Public Interest Incorporated Associations Adult Guardian Center Legal Support (Since April, 2004)
 - Osaka Bar Association (Since March, 2009),
 - Hyogo Bar Association, Nara Bar Association Kyoto Bar Association (Since August, 2010),
 - Tokyo Bar Association, Dai-ichi Tokyo Bar Association Daini Tokyo Bar Association (Since December, 2010),
 - Yokohama Bar Association, Aichi Bar Association (Since April, 2011)
- Saitama Resona Bank (Since December, 2010)
- The Kinki Osaka Bank Osaka Bar Association (Since March 2010)

Response to Needs of Women

The Resona Group implements "Resona 'My Strength' Project" where female employees design products and services that meet the needs of women aiming to become a bank that can gain the biggest support of women.



[Examples of Products and Services Responding to Needs of Women]

- Ribbon's Strength (Health insurance)
- Lin (Housing loan)
- Love me! (Investment trust)
- Kanaeru (Private loan)

Response to Needs of Housing Loan

The largest spending in life for many people is home purchase. We carefully prepare various product and service plans to provide products that meet customers' needs.

[Examples of Resona Group Original Housing Loans]

- Housing loans for people who are raising children
- Housing loans for apartment equipped with high-level disaster prevention
- Renovation loans to make homes in Saitama earthquake-resistant
- Housing loans "Wide Group Life Insurance"
- Repair reserve trusts for apartment units

Building of Continual Relationship with Customers

Asset Management Report Meeting

We place much importance on the follow-up services after customers bought our investment packages. We regularly hold an "Asset Management Report Meeting" inviting experts as lecturers to explain about the status of the management of customers' investment packages and the current market environment.

[Actual results of the meeting held]

- FY 2010: 32 times
- (total number of participants: approximately 14,000)

Free Magazine/Web Magazine

Resona Bank and Saitama Resona Bank publish the free magazines, "R'style 5L" (monthly) and "Sai 5L" (seasonal) in order to provide customers with the latest information on a regular basis. These two journals are distributed at branches or by sales representatives.



Resona Bank regularly delivers an electronic magazine called the "Resona Style" which features a variety of information such as inheritance issues and characteristics of Resona Bank's products and services.

Services for Corporate Customers

For corporate customers, we value relationships with each customer by expansion of segment in-charge system as well as support function and implementation of sales activities that focus on quality. By amassing knowledge and skills at both the sales-force and corporate levels, we propose optimal solutions (e.g., small- and medium-sized enterprise loans, real estate, corporate pensions) to customers' management challenges.

Providing of Business Solutions

Recruitment Activity Support (Resona Bank and Saitama Resona Bank)

Considering the recent recession as an opportunity for the local small- and medium-sized companies to retain top-class personnel, we plan/hold events to support the local companies' recruitment activities.



【Events held in FY 2010】

Resona Bank

- May, 2010 Forum of Recession-Proof Technology Companies
- November, 2010 Job Café and Resona Bank Joint Job Fair
- March, 2011 "Kansai Joint Corporate Seminar", forum of growing small- and medium-sized companies in Kansai area

Saitama Resona Bank

- June, 2010 Joint company information session and job interviews for partner universities

Resona Research Institute

- November, 2010 Waseda University "Interchange seminar between foreign students and corporate employees"

Business Succession

Due to the aging of company owners and a shortage of successors, measures for inheritance and business succession are one of the most important issues to small- and medium-sized companies in Japan. Resona Bank utilizes its many years of experience and accumulated know-how in will trusts, real estate business and other trust business to give various advices to customers, enabling them to achieve a smooth succession.

【Seminars held in FY 2010】

- November, 2010 Seminar of medical business succession and measures for inheritance (Resona Bank)
- January, 2011 Seminar of business succession measures for business owners (Resona Bank and The Kinki Osaka Bank)

Support for New Product Development (Resona Bank and The Kinki Osaka Bank)

In order to support product development of small- and medium sized company customers "Resona DE Monitor" was held by Resona Bank and The Kinki Osaka Bank in Osaka and Tokyo; exhibitors can collect opinions on products and package designs directly from women who participated in the trial in each region.



【Events held in 2010】

- September, 2010 Osaka Head office building (Resona Bank, The Kinki Osaka Bank)
- December, 2010 Tokyo Head office building (Resona Bank)

Solutions to Other Business Challenges

Companies are faced with various challenges including responding to changes in laws and accounting standards. The Resona Group holds a seminar by experts on a timely basis in order to assist to these companies in developing solutions to these challenges.



Public Facilities Management Seminar

【Seminars held in FY 2010】

- September, 2010 IFRS Seminar (Resona Bank, Saitama Resona Bank, The Kinki Osaka Bank)
- From November, 2011 Publish facility management seminar (Saitama Resona Bank)
- May, 2011 Chinese food market seminar (Resona Bank, The Kinki Osaka Bank)

Topics of FY2010

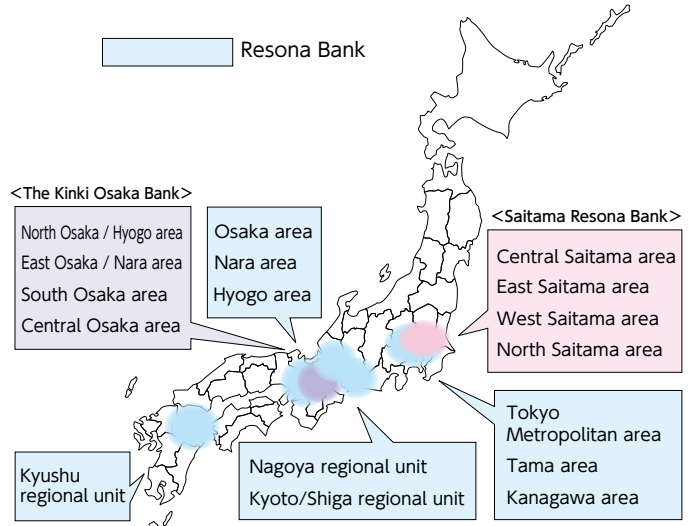
● Entrusted with Money Trust for Execution of Business

In January 2011, Resona Bank was entrusted with money trust for execution of business (Bungeisha Shuppan Bunka Shinko Kikin Shintaku) in order to ensure transparent and continuous management of the Bungeisha fund for promotion of publication culture established by Bungeisha Co., Ltd. This is the Japan's first scheme in which assets of such private funds are placed in trust for management.

Activities as Financial Institution Close to Local Communities

Expansion of Regional Operations

Each bank of the Resona Bank Group provides regional operations to take mobile responses based on characteristics of each region. Now Resona Bank has six areas and three regional units and each Saitama Resona Bank and The Kinki Osaka Bank operates in four areas. By delegating authorities of the headquarters to each regional headquarter that is closer to the field site, we can respond to regional customers' needs more carefully and swiftly.



Established Department Dedicated to Support of Local Firms

The Kinki Osaka Bank finds customers' needs and provides sophisticated supports by building a close relationship with regional small- and medium-sized companies and sole proprietors and utilize its unique relationship activities and the trust function of Resona Group so that it claims to establish a "credit union model with capability of issue resolution". We also set up "Support Department for Local Firms", a department dedicated to providing management assistance by promptly understanding business challenges of customers and taking appropriate responses and make efforts to resolve business challenges hand-in-hand with local companies.

Saitama Resona Bank set up a "Support Office for Regional Business" in October 2010. In addition to establishing and supporting new businesses where we have focused on, we will strengthen our initiatives for new growth area such as in the environment, medical, nursing and agricultural fields, and we will actively assist in the new business development of our customers in local communities.

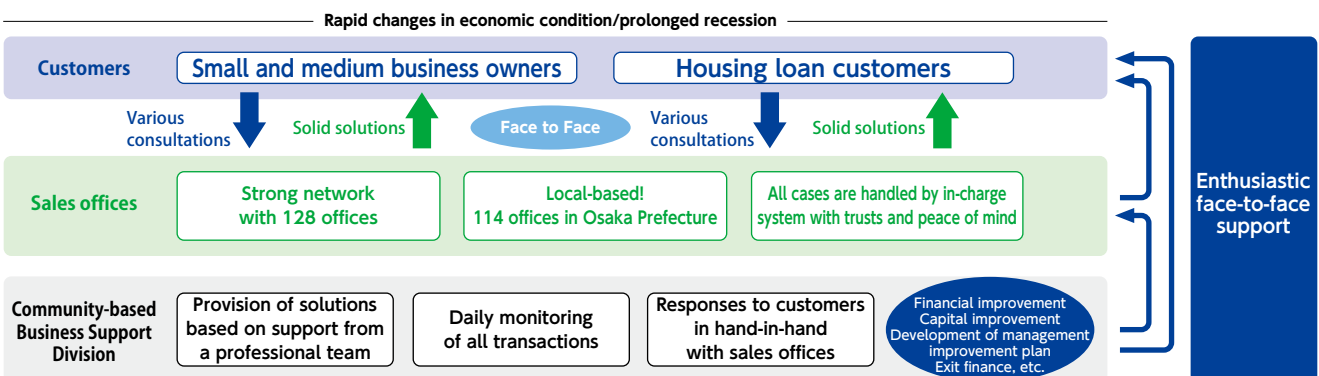
Resona Bank set up the "Support Office for Regional Companies" which cooperates with the regional

headquarters to plan, promote and manage loans to small- and medium-sized companies in each region. We make finely-tuned responses to loan needs of regional companies.

Actual Results and Plan of Information Relationship Activities (The Kinki Osaka Bank)

	Actual Results		Plan
	FY 2009	FY2010	FY2011
Accumulation of information/needs	121,319	134,321	140,000
Business matching	4,194	5,491	7,000
Various proposals for business succession	515	310	430
Will trusts and inheritance settlement service	182	260	400

Supporting system of local firm support division (The Kinki Osaka Bank)



The numbers of branches are as of February, 2011.

Community

Basic Approach to Communities

Under our corporate mission, "To Develop Further with Regional Societies", the Resona Group complies with social rules as a matter of course, but also wants many people to recognize our reason for existence. For this purpose, we continue to work hard, and contribute to local communities as a good corporate citizen.

The Regional Strength Coordination Base Project

Small and Medium-Sized Enterprise Encouragement Center

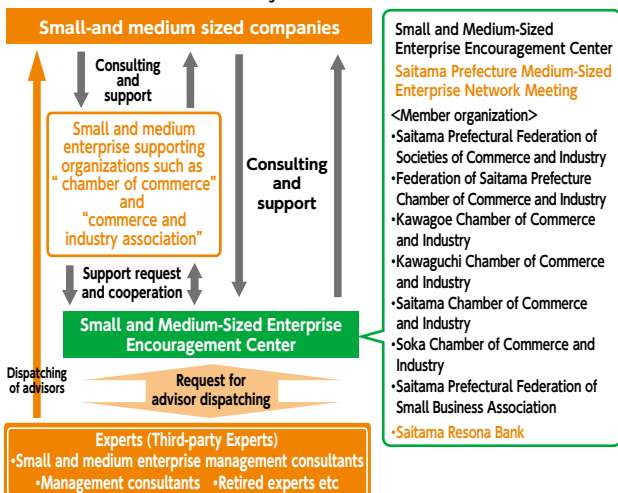
In FY 2010, Saitama Resona Bank and The Kinki Osaka Bank were selected as supporting organizations of the Small and Medium-Sized Enterprise Encouragement Center* which is subcontracted operation of the Ministry of Economy, Trade and Industry (METI). We took initiatives to provide support in finding solutions to management issues of small and medium-sized enterprises mainly through dispatching high-level advisors.

*From FY 2011, we have continuously conducted this project as a Small and Medium-Sized Enterprise Supporting Network Enhancing Project.

Saitama Resona Bank

Saitama Resona Bank set up the Saitama Small and Medium-Sized Enterprise Network Meeting in coordination with six regional support organizations, of which Saitama Resona Bank is the only member amongst the financial institutions in Saitama Prefecture. The Saitama Small and Medium-Sized Enterprise Network Meeting actively provided support including dispatching experts in order to resolve issues which small and medium-sized enterprises face in new business development, upgrading of manufacturing and new management approaches.

Support Flow of Business for the Regional Strength Coordination Base Project



[Results of FY 2010]

- Consulting 445 cases
- Dispatching of advisors 82 companies 242 cases

The Kinki Osaka Bank

In fiscal 2009, The Kinki Osaka Bank was certified an implementing agency as the first regional bank within the Kinki Bureau of Economy, Trade and Industry. We continuously proactively implemented activities including dispatch of experts, holding of seminars and support for obtaining an approval for business innovation plan to help small- and medium-sized companies resolve their business challenges in fiscal 2010

Results of the Regional Strength Coordination Base Project

	Actual Result for FY2010
Provide management consulting	1,761 cases
Dispatch of experts	386 times
Holding of seminars	35 times
Business innovation plan*1	19 cases*2

*1 National policy which supports businesses to improve their corporate values through development and supply of new products

*2 Approximately 10% of the total number of approvals in Osaka Prefecture (170 cases) (FY 2010)

Seminars held in FY 2010



Top left Coordination with Kansai University in environment, open innovation and etc.

Top right Coordination with Osaka Institute of Technology (manufacturing technology, intellectual property etc)

Bottom Coordination with Resona Research Institute (overseas development and risk management etc)

Business Matching

Sainokuni Business Arena 2011

Saitama Resona Bank held "Sainokuni Business Arena 2011" in conjunction with Saitama Small and Medium Enterprises Development Corporation and other organizations in January, 2011. The number of exhibitors was 564 including companies, organizations, universities, and research institutions that presented great technology, products and services. There were 14,898 participants, so information and technology exchanges as well as business talks were promoted.



Exhibition and Business Meeting of Farming and Food

In February 2011, Saitama Resona Bank and Saitama Prefecture co-hosted "Third Exhibition and Business Meeting of Farming and Food" which offer opportunities that food- and agriculture-related business such as food manufacturers, people engaged in agriculture and livestock industries, food supermarkets, buyers of home-meal replacement and restaurant industries and the like finds can have business talks and also see, touch and try products. The number of visitors were 2,826, and active business negotiations and information exchange were conducted.



Business Matching Service for Inventory Optimization and Stability of Cash Management

Saitama Resona Bank provides business matching services for customers to help optimize their inventories and stabilize their cash management in conjunction with Remarket Agency Inc.

Business Matching for Customers' Technology Exchange

Saitama Resona Bank and The Kinki Osaka Bank implement business matching activities by utilizing the Group network such as bringing together our local business customers with large companies customers who deal with Resona Bank.

Network Business Negotiations in Osaka

The Kinki Osaka Bank and Saitama Resona Bank, together with the Hiroshima Bank and Iyo Bank, sponsored the "First Network Business Negotiations in Osaka" in November 2010.

The purpose of this event was to help creating new commercial flows between the customers of the sponsoring banks and to provide support for opening new channels with the goal of revitalizing regional economies. This time the event was held around the theme of "food," and arrangements for business negotiations were made in advance. The objective was to provide companies in the Kinki region who are interested in buying attractive food products from various regions with opportunities to open one-on-one discussions with sellers of outstanding products, who are located in Hiroshima, Ehime, Saitama, and other prefectures, and are interested in creating channels to buyers.



Regional Banks-Food Selection 2010

In November 2010, The Kinki Osaka Bank participated in the Regional Banks - Food Selection, a food business matching fair bringing together the clients of the regional banks nationwide.

Food Business Conference in Hong Kong

In November 2010, Resona Bank together with the JTB Corporation sponsored a food business conference in Hong Kong. The purpose of this event was to assist customers in the development of sales channels to overseas markets, and seven of Resona Bank's customers participated in this event.

Business Conference in Thailand and Hong Kong

Resona Bank organized business matching event in Thailand and Hong Kong in November 2010. 65 companies gathered in the event held in Thailand and 51 companies gathered in the event held in Hong Kong and discussions were actively taken place.

Community Support through Financial Services

Resona/Local Support/Asset Diversification Fund

The Resona Group supports local companies to be revitalized through services related to the investment trust that allocates assets to shares of local companies, foreign bonds, and Real Estate Investment Trust (REIT). Also, part of the profit achieved from this investment trust was donated to local organizations involved in social contribution and the like.

Nickname of fund	Donation's Destination in FY 2010*2
Oedo Bun-san <Companies of Tokyo (Tokyo's 23 wards)>*1	Firefighters Scholarship Foundation Police Scholarship Foundation
Saitama Bun-san <Stocks of companies in Saitama Prefecture (companies in the Prefecture and companies penetrated into the Prefecture)>*1	Saitama Prefecture (Saitama Green Trust Fund) Saitama Prefecture (Sai-no-kuni Green Fund)
Tama Bun-san <Stocks of companies in Tama area (Tokyo outside 23 wards)>*1	Task Force on National Leprosy Memorial Park, Forest of Human Rights Ashinaga Scholarship Foundation, Donation to building of a student dormitory* Ashinaga Kokoro Juku*
Hama-no Bun-san <Stocks of companies in Kanagawa Prefecture>*1	Kanagawa Trust Green Fund
Riso-chu Bun-san <Stocks of companies in Aichi, Mie, Shizuoka, Gifu, Yamanashi, Niigata and Nagano Prefecture>	The Aichi-Nagoya COP 10 CBD Promotion Committee Juridical Person for Offenders Rehabilitation Aichi Prefecture Rehabilitation Aid Association Nagoya Chamber of Commerce, (56th) Donation to giving Christmas presents to kids at foster homes
Kyo/Ohmi Bun-san <Stocks of companies in Kyoto and Shiga Prefecture>*1	Organization of Hikone Shopping Arcade Specified nonprofit corporation Kyoto Takasegawa Hanei-kai
Kamigata Bun-san <Stocks of companies in Osaka Prefecture>*1	Osaka Prefecture Green Fund "Osaka, The Museum" Fund Osaka Prefecture Welfare Fund
Hyogo Genki Bun-san <Stocks of companies in Hyogo Prefecture>*1	(Social welfare organization) Hyogo Prefecture Council of Social Welfare Ashinaga Scholarship Foundation

*1: Limited to listed companies *2: Part of custodian fee (approximately 0.05% of the total asset as of the closing date in August every year) is donated to local public organizations, organizations which work on social issues and nonprofit organizations which implement social action programs.

Support Fund for Growth Fields

Each bank in the Resona Group handles financing funds by utilizing the scheme called the "Fund-Provisioning Measure to Support Strengthening the Foundations for Economic Growth" which was introduced by Bank of Japan (BOJ). Through this fund, the Resona Group supports customers who are in 18 BOJ-designated growth fields including: investment and business development in Asian countries; environment and energy; provincial or urban regeneration.

*This fund was ended in May 2011 at Saitama Resona Bank.

Local Company Support Fund

Saitama Resona Bank established the "Saitama Resona Business Support Fund" in April 2010. This fund generally invests in companies which seek to list and are involved in high growth potential fields (environment, medical and care, agriculture and food), or companies which take measures for business succession in the face of aging company owners and a shortage of successors. The Kinki Osaka Bank installed the "Local Community Support Fund"* which is guaranteed by the Guarantee Association in order to provide smooth funding and to stabilize cash management for local small- and medium-sized companies and self-employed business owners.

*This fund was ended in March 2011.

NPO Support Fund

Saitama Resona Bank is supporting the "NPO Support Program" which is promoted by Saitama Prefecture. In this program the "NPO Support Loan" is handled in order to expand the NPOs which are involved in social contribution activities.

Technology Development of Local Company

Outstanding New Technology/New Product Award for Small and Medium Enterprises

Resona Foundation for Small and Medium Enterprise Promotion gives an award to an excellent technology/product every year jointly with Nikkan Kogyo Shimbun for the purpose of promoting technologies of small and medium enterprises and contributing to the development of Japanese industries. This award started in 1988, and the total number of applicants and technologies for the past 23 years amounts to 7,523 and 671. Awarded companies told us that this brought them multilateral effects such as increased publicity, increased sales channels as well as sales, improved morals of development engineers, as well as joint research with

other companies and contact with public testing institutions. The award has a big ripple effect.

Results of Outstanding New Technology/ New Product Award for Small and Medium Enterprises

Number of applicants (number of awards given)	19th (2006)	20th (2007)	21st (2008)	22nd (2009)	23rd (2010)
General section	248 (28)	337 (30)	301 (29)	233 (26)	416 (30)
Software section	66 (7)	43 (4)	57 (6)	69 (8)	121 (9)

Support Services of Expanding Business to Overseas for Local Companies

The Resona Group is actively engaged in strengthening its capabilities for responding to the rapid rise in customer needs for services to assist in the development of their operations in Asia.

Strengthening the Customer Support System

As the needs of customers for developing their operations evolve toward "China plus one," Resona Bank is augmenting its capabilities for providing assistance to customers entering Indonesia, Thailand, Vietnam, India, and other countries in Asia. The experience of Resona Bank in Indonesia dates back more than 50 years, and it is able to respond to the range of customer needs there by drawing on the capabilities of P.T. Bank Resona Perdania, which offers full banking services in that country. Similarly, Resona Bank has seconded staff to the Ho Chi Minh Branch of a closely affiliated bank as well as to the New Delhi Office of the Japan External Trade Organization (JETRO). Resona Bank is continuing to strengthen its capabilities for supporting the needs of its customers for expanding into Asian markets by providing financial services, information, and consultation in local markets. Saitama Resona Bank has also seconded staff to the head office of a closely affiliated bank in Thailand, and in other areas has put into place systems for offering various support functions for its customers by drawing on the capabilities of the overseas network of the Resona Group.



Head office of P.T. Bank Resona Perdania

Strengthening Branch Support Functions

In October 2010, Resona Bank newly formed its Asia Business Promotion Center and is working to strengthen its branch support services. As part of these activities, in January 2011, Resona Bank set up the Asia Market Entry Support Fund. By making loans to its Japan-based customers from Japan to local markets elsewhere in Asia and providing guarantees for customer borrowings from local financial institutions, Resona Bank is actively responding to the funding needs of its customers. The Kinki Osaka Bank also formed its Asia Business Support Group in June 2010 within its Information Relations Department. This group gathers the Asia business related needs of its customers and is strengthening its capabilities for providing support to help customers to find appropriate solutions for the issues they face.

Network of Overseas Representative Offices of Resona Bank and Bank Resona Perdania



Dealing with Charitable Trust for The Purpose of Education and Welfare

Resona Bank is doing activities for social contribution through "The Charitable Trust" aiming to achieve various trusts by providing scholarship, offering subsidy to natural

environment recovery and conservation activities, welfare activities, and giving aid for academic researches including medical science research.

Approach items	Specific contents
Provision of scholarship	<ul style="list-style-type: none"> •Kazuo Katayama Social Welfare Scholarship Fund •Koto Shinkumi Scholarship Fund •Ishikari and Shiribeshi Scholarship Fund for Orphans from Automobile Accidents •Tax Accountant Hisakazu Kanaya Scholarship Fund •Aflac Scholarship Fund for Orphans from Cancer •Tatsuo and Katsuko Kurematsu Memorial Scholarship Fund
Subsidies for academic research, etc.	<ul style="list-style-type: none"> •Marumo Promotion Fund for Research on Emergency Medication •Kimi Imai Memorial Fund for Research on Stress-related Diseases •Okumura Corporation Fund for Building and Environmental Technologies

Approach items	Specific contents
Subsidies for educational promotion activities	<ul style="list-style-type: none"> •Yao Icho Fund for Youth Development •Neyagawa Fureai Fund •Kagawa Bank Fund for Promotion of Lifelong Learning of the Elderly •Ozawa Lifelong Learning Promotion Fund
Subsidies for social welfare projects	<ul style="list-style-type: none"> •Social Welfare Fund of Kanto Tsukuba Bank •Hiroyuki and Masako Emori Memorial Welfare Fund for the elderly •Ikuno Fureai Fund in Commemoration of the 50th Anniversary of the Establishment of Administration of a Ward
Subsidies for cultural and industrial promotion activities	<ul style="list-style-type: none"> •Shinzo Takahashi Memorial Fund for Promotion of Broadcasting Culture •Hiroshi Shiina Memorial Fund for Promotion and Development of Local Industries in Ageo City

Coordination with Local Communities

Coordination with Local Public Organizations

Coordination with Osaka Prefecture (Resona Bank and The Kinki Osaka Bank)

Cooperation with “Osaka, The Museum” Concept

Resona Bank agrees over the “Osaka, The Museum” Concept proposed by Osaka Prefecture and actively cooperates with it. “Osaka, The Museum” Concept pays attention to appealing resources such as historical townscape, lush greenery and nature, positions the entire Prefecture as a “Museum” and appealing resources as “Exhibits” and “Events in the Museum” and conveys them as the “Symbol of the Town” at home and abroad by cultivating/rediscovers, refining and brightening up those resources.

Resona Bank planned a Networking Event of Osaka Museum and provided a venue for it in January 2010 and February 2011 and we also actively conducted PR activities at each branch in Osaka. The Kinki Osaka Bank sponsored the “Osaka Charity Walk Rally” as a 10th anniversary event

and donated the collected entry fees to the “Osaka Museum Foundation”.



A walkrally for visiting the buildings and areas registered in “Osaka, The Museum”

Coordination with Osaka (The Kinki Osaka Bank)

Start of the “The Kinki Osaka Bank Forestation Program”

In November 2010, under the “Adopt Forest Scheme” established by Osaka Prefecture, The Kinki Osaka Bank concluded agreements with Osaka Prefecture, Katano City and the owners of the forests and started projects in the Ikoma Mountains located in Katano City. The Kinki Osaka Bank regards the activities as “The Kinki Osaka Bank Forestation Program”, and contributes to protect rural natural areas and biodiversity through improving forests and planting works.

Ecology Mission to Fill Osaka with Flowers

In coordination with Osaka Prefecture and elementary/junior high schools in the Prefecture, we signed a letter of acknowledgement with the Prefecture on the “Ecology Mission to Fill Osaka with Flowers”, which aims to promote creation of towns filled with flowers and enlighten citizens on environmental activities in December 2009. The Kinki Osaka Bank, in coordination with Osaka Prefecture, plans to implement various activities with customers through our products and services.



Coordination with Sakai City (Resona Bank and The Kinki Osaka Bank)

Establishment of “SAKAI Eco Finance Supporters Club”

In February 2010, we established “SAKAI Eco Finance Supporters Club” with 22 regional financial institutions based in Sakai City for the purpose of playing a role in solving the issue of global warming through various financial supports such as provision of products/services and educational activities.



Alliances with Saitama Prefecture (Saitama Resona Bank)

Conclusion of the “Agreement of Cooperation in the Environmental Field”

We signed the “Agreement of Cooperation in the Environmental Field” in June 2010, and will further strive to promote environmental protection activities associated with local communities in Saitama through activities such as the joint implementation of “e-Bicycle Sharing Saitama” and through alliances in environmental education.



Conclusion of the “Agreement of Cooperation of Information Sharing in Illegal Waste Disposal”

We signed the “Agreement of Cooperation on Information Sharing regarding Illegal Waste Disposal” in August 2010. The purpose of this agreement is the early-stage detection and management of illegally disposed wastes in order to protect living environment for citizens in Saitama.



Conclusion of the “Agreement of Cooperation of Saitama Forestation Program”

We signed the “Agreement of Cooperation of Saitama Forestation Program” with Nagatoro-cho and Saitama Prefecture in September 2010. Approximately three-hundred employees and their families planted four-hundred trees in a mountainous area in Nagatoro-cho in November 2011.



Establishment of the “Saitama Blueberry Project Group”

Together with Saitama Prefecture (Honjo Agricultural and Forestry Promotion Center), Misato-cho and Honjo Waseda Research Park Foundation, we established the “Saitama Blueberry Project Group” in order to promote the branding of processed blueberries grown in Saitama in July 2010.



Blueberryfarm in Misato-cho

Comprehensive Cooperation for Education on Cancer and Improvement of Consultation Rate of Cancer Detection

In November 2009, we signed the “Agreement on the Comprehensive Cooperation for Education on Cancer and Improvement of Consultation Rate of Cancer Detection” with Saitama Prefecture. We will promote activities on “Saitama Prefecture’s Plan to Promote Measures to Prevent Cancer” with Saitama Prefecture in order to realize a healthy life by early detection and early treatment of cancer.

Conclusion of the “Agreement on Disaster Prevention”

We signed the “Agreement on Disaster Prevention” on September 1, 2010, which is the same day as Japan’s Disaster Prevention Day. In conjunction with Saitama Prefecture under the agreement, we contribute to the strengthening of communities against disasters such as earthquakes. The agreement covers the following three items;

1. Participation and cooperation for advocacy and disaster prevention drills during non-disaster times
2. Maintaining financial functions such as payment by cash after the occurrence of disaster
3. Support in non-financial functions such as assisting stranded commuters who must walk home after the occurrence of a disaster

Cooperation for the “Baby Station” project

“Baby Station” is the nickname for a nursing space where anyone can look after their babies, i.e. to change or feed them. We are promoting the installations of Baby Stations in order for families to be able to go out without worry. In September 2010, Saitama Resona Bank installed a folding diaper changing table at the Omiya branch restroom which is open to the public.



Launched the “Saitama Prefecture and Saitama Resona Bank Partnership Overseas Education Loan”

Since fiscal 2011, Saitama Prefecture has been promoting an initiative of cultivating internationally-oriented human resources from Saitama. We agree with this concept and have started handling the “Saitama Prefecture and Saitama Resona Bank Partnership Overseas Education Loan” from April 2011. People who are accredited by Saitama Prefecture who wish to study abroad can apply for lower interest rates than for the “Resona Education Loan (unsecured)” which employs the standard rate.

Coordination with Universities

Liaison Service for Arts

Resona Bank and Resona Research Institute in coordination with seven arts universities located in the Kyoto, Osaka and Kobe areas* began offering business-academia collaboration service to be a bridge (liaison) between clients needs for "arts and design" such as creating products guide and product designs and arts universities.

* Osaka University of Arts, Osaka Seikei University Faculty of Art and Design, Kyoto Saga University of Arts, Kyoto Seika University, Kyoto University of Art and Design, Kobe Design University, Takarazuka University

Business-Academia Collaboration

Each bank of the Resona Group concludes various memorandums and agreements* on business-academia collaboration between universities in order to promote collaboration, and hence business development, between small- and medium-sized companies and business-academia.

*List of partner organizations

•Resona (in order of the Japanese syllabary)

Osaka Prefecture University, Kanagawa University, Kansai University, Nara National College of Technology, National College of Technology, Tokyo University of Technology, Tokyo Denki University, Tokyo University of Agriculture and Technology, Nara Women's University, Ryukoku University

•Saitama Resona Bank

Saitama Medical University, Saitama Prefectural University, Saitama Institute of Technology, Saitama University, Kagawa Nutrition University, Seigakuin University, Bunri University of Hospitality, Tokyo Denki University, Toyo University, Nippon Institute of Technology

•The Kinki Osaka Bank

Osaka Prefecture University

Business-Academia Collaboration Seminar

In December, 2010, Saitama Resona Bank held "the Business-Academia Collaboration Seminar with ten academic partners" with 10 partner universities cohosted by the Saitama Resona Foundation for Industrial and Economic Promotion. At the seminar, in addition to opportunities to discuss business with participating company representatives at the exhibition booths, research activities and examples of business-academia collaboration in fields recognized as growing industries, i.e. environment, medical and nursing, agricultural and food, were presented by universities in order to provide solutions to business challenges through business-academia collaboration and also in order to respond to human resource needs.



Contributing Lecture at University

Since 2008, Saitama Resona Bank has held a contributing lecture at Saitama University based on the cooperation agreement with Saitama University. Directors and general managers including the president of Saitama Resona Bank became lecturers and held 9 lectures on the theme of Current theory of banking between May and July 2011.



Public Concert performed by University Students

Saitama Resona Bank presented a music festival, "Saitama University Fresh Concert" for citizens in Saitama City in November 2010. The concert was performed by students majoring in music at the Saitama University Faculty of Education. Saitama Resona Bank has offered the venue since 2005 and approximately two-hundred audiences came to see the concert in 2010.



Social Gathering of technology with Universities

The Resona Foundation for Small And Medium Enterprise Promotion and the Saitama Resona Foundation For Industrial and Economic Promotion cooperate with local universities to hold lectures and events in following three themes in various areas in order for owners and technology developers of small- and medium-sized companies to access the latest information and to create cross-industrial networks among government, industry and academia.

1. Lecture on Technology and Business Management
2. Tour to facilities where the participants can ask for advice and improve their technological skills
3. Technology exchange gathering including instructors and advisors

【Events in FY 2010】 Seven times

May, 2010 Ritsumeikan University

June, 2010 Tokyo Denki University

July, 2010 Osaka Prefecture University

October, 2010 Tokyo University of Marine Science and Technology

November, 2010 Tokyo Metropolitan University, The University of Electro-Communications

December, 2010 Kwansai Gakuin University

Internship Program for Students and Teachers

Each Resona Group bank is wishing to do something for stimulating students' interest in career as well as their career choice spontaneously accepts internship students and teachers.

Activities for Children

Education on finance and economy

2010 Resona Kids' Money Academy

The Resona Group believes that "we want to contribute to the development of the community by teaching children knowledge on finance" and conducts the financial education activity for children named "The Resona Kids Money Academy" every year since 2005. We provide various programs such as collaboration project that combines work experience programs and environmental education and programs for schoolchildren in the lower grades.

[Events in FY 2010]

- 191 events (176 events were held during summer holidays in which 2,455 children and their parents participated.)
- Collaboration event with Osaka Gas called "Money and Cooking: Let's Learn about the Power of Money and the Power of Food"



Collaboration event with Osaka Gas, "Money and Cooking : Let's Learn about the Power of Money and the Power of Food"

Economics Koshien

The Resona Group, in cooperation with the Association for the Promotion of Financial Literacy, hosts regional contests of the "Economics Koshien", the financial and economy quiz championship for high school students in Saitama, Kanto and Kansai area.



Children 110

The Resona Group has carried out "the Children 110" activity aiming that children can call for help when they are almost got in troubles at staffed Group bank branches (approx. 600). Currently, many branches have extended counter business hours, so it's possible to respond to the emergency of children coming out of school, and we hope that this activity will be helpful to local communities as much as possible.



Work Experience Program/ Company Tour / On-site Lecture

The Resona Group implements work experience programs, company tour and on-site lecture based on requests from local communities.

- Work experience program: 16 times
- Event organization: 3 times
- On-site Lecture: once



We also cooperated with work experience programs and company tour for junior/senior high school students in local communities.

Cooperation for Designated School System of Financial Economy Education Research

Saitama Resona Bank provided facility tours at the bank and dispatched lecturers to Toyoharu Junior High School which has been selected as a pilot school under the Designated School System of Financial Economy Education Research promoted by Japanese Bankers Association.



Support for the Special Needs Schools Cultural Festival

Resona Bank, with the purpose of enriching the arts and cultural activities of children and students at schools for the blind and deaf around Japan has provided continual support for "the Special Needs Schools Cultural Festival" hosted by National Association of Special Needs School on an annual basis since the first event was held in 1994. Since 2008, we have exhibited the awarded works at the entrance hall of both Osaka and Tokyo headquarters.



Regional/Social Contribution Activities

Contribution Activities in Communities

Pink Ribbon/Gold Ribbon Campaign

In the "Resona 'My Strength' Project", an initiative to aim to become a bank with the biggest support of women in the industry, we cooperate with the Pink Ribbon*1/Gold Ribbon campaign*2 as a part of our social contribution activities and implement educational activities that communicate an importance of measures to prevent cancer.

- *1 Pink Ribbon Campaign: campaign to communicate an importance of early detection, early diagnosis and early treatment of breast cancer
- *2 Gold Ribbon Campaign: campaign to ask for understanding and support for children who are fighting with cancer

[Events in FY 2010]

- August, 2010 Kids and Breast Cancer Seminar (Resona Bank)
- October, 2010 Promotion activities on early diagnosis of breast cancer (Resona Bank and Saitama Resona Bank)
- December, 2010 Our Cancer Forum (Resona Bank and The Kinki Osaka Bank)



Output and Present of Braille Calendars

Since 1982, aiming to increase the convenience of life for people with vision impairments, the Resona Group annually produces a Braille calendar and donates copies to welfare associations and schools that serve people with visual handicaps throughout Japan.

To help the visually impaired enjoy the calendar's design, Braille dots are used to make the illustrations tactilely perceptible.



Support for Disaster Area

We cooperate in the recovery from natural disasters in various areas. (Please refer to page 47 for details of the response to the Great East Japan Earthquake.)

[Elimination of Transfer Fees to Donation Accounts]

- Damages from foot-and-mouth disease in Miyazaki Prefecture (May to July 2010: Resona Bank and Saitama Resona Bank)
- The Great East Japan Earthquake (From March 2011: Resona Bank, Saitama Resona Bank and The Kinki Osaka Bank)

[Financing System for Disaster Recovery Assistance]

- Recovery Assistance Loan for the victims of the Great East Japan Earthquake (housing loans, renovation loans, consumer loans and business loans)

[Charity Event]

- Charity Concert for the Recovery from the Great East Japan Earthquake (April 2011: Resona Bank, May 2011: The Kinki Osaka Bank)

Support for Artistic Culture

In February 2011, The Kinki Osaka Bank, in cooperation with the Izumi Hall, sponsored a concert entitled "Making Osaka Even More Vibrant," featuring the Kansai Philharmonic Orchestra, with the objective of nurturing local culture. The Kinki Osaka Bank raised operating funds through the collection of small donations. As a consequence, this resulted in about 800 contributions



Installation of AED

Some branches of Resona Bank and Saitama Resona Bank installed AEDs (Automated External Defibrillator) and we hold training sessions for employees as well as those in local communities so that they can administer emergency medical care.

Sponsor for the "Saitama Literature Award"

Saitama Resona Bank is a principal sponsor for the "Saitama Literature Award" which is offered publicly to the local community and hosted by the Saitama Shimbun.

Contribution Activities for Global Communities

TABLE FOR TWO

In the canteens at the head offices of Resona Bank Tokyo, Osaka, Saitama Resona Bank and The Kinki Osaka Bank, we have been participating in a campaign “TABLE FOR TWO” in which 20 yen from the price you pay for Healthy Menu is donated for school lunch in developing countries. Free school lunch can be a motivation for families in difficult economic conditions to send children to school, and can lead to the provision of educational opportunities to children in developing countries.



The Resona Foundation for Asia and Oceania

The Resona Foundation for Asia and Oceania, since its 1989 founding, has given personal and joint research aid to applicable local communities, as well as aid for holding international meetings and symposia, all with the purpose of deepening mutual understanding between Asia, Oceania and Japan and contributing to international interaction. Research results gained are published as essays, or are publicized in academic journals, which return their knowledge back to society.

[Results of FY 2010]
 •Research programs: 11 aids
 •Exchange programs: 4 aids.

Social Action Programs at Overseas Bases

Donation for Victims of Natural Disasters

Bank Resona Perdania*1 has donated relief money for victims of natural disasters such as an earthquake and a tsunami. In March 2011, the bank made a donation to support people who suffered from the Great East Japan Earthquake and Tsunami through the Jakarta Japan Club (JJC)*2. It also made contributions for the purpose of supporting victims of the earthquake in the Indian Ocean off Sumatra and Tsunami, and of saving victims of the West Java Earthquake and rebuilding their public facilities such as schools, hospitals, and mosques.

Donation Program

Bank Resona Perdania annually implements an endowed program in which funds are donated to Bandung Japanese School in Bandung, West Java, with a view to supporting activities on Children’s day and Health Sports day at Bandung Japanese School, and other educational activities. The program was held in June, 2010.



Bank Education Program

Bank Resona Perdania implements the bank education program for local residents. The program is carried out with a goal of supporting societies through promoting understanding of contents of various products and services provided by the bank and their risks, raising users’ awareness, and customers’ using products and services, consistent with six pillars of Indonesian banking architecture announced by the Bank Indonesia.

On October 19, 2010, the bank education program was implemented at a public healthcare center in Penggilingan, East Jakarta for medical doctors and nurses of the healthcare center, and neighborhood residents operating small-sized business, and enjoyed a good reputation. In the program, participants proactively asked various questions on loan interest and a way of payment, loan period and conditions, and relevant documents.



*1 Bank Resona Perdania is a local company in Indonesia.
 *2 The Jakarta Japan Club (JJC) established in 1970 is the largest Japanese community in Indonesia with 40 years of proud history.

Employees' Voluntary Activities in Each Region

Employees at each bank of the Resona Group have been implementing CSR activities rooted in their local communities. To enhance and support these voluntary activities, we have included a CSR promotion section in the "Resona Brand Award*". Some examples of multiple activities conducted in fiscal 2010 are indicated as follows.

*Please refer to page 44.



- RB** Resona Bank
- SR** Saitama Resona Bank
- KO** Kinki Osaka Bank

SR Support for "Sai no Kagayaki" local rice grown in Saitama! (Saitama Resona Bank Kazo Branch)

Because of the extreme heat last summer, the percentage of white immature grains of Saitama local rice "Sai no Kagayaki" became too high. Although there was no adverse effect to the taste of the rice, the rice harvest was in danger to fall short of the national standard. Since we, as a bank, wished to support the local agricultural business, we discussed the situation with the local office of the Japan Agricultural Cooperatives and decided to use the rice as a novelty for a campaign conducted at our bank. We also offered menus featuring the locally grown "Sai no Kagayaki" at our employees' cafeteria.



RB Young employees dressed in Heian Period costumes and participated in the Kasuga Wakamiya On-Matsuri Festival which is a traditional event in Nara Prefecture
(Resona Bank, Nara area)



RB Approximately 200 employees participated in 1300th anniversary of the Nara Heijo-kyo Capital, performing volunteer activities such as being event attendants or setting up flowerbeds.
(Resona Bank, Nara area)



RB Approximately 200 employees who work at the Tokyo Head Office participated in the Koto Ward Festival as volunteers!
(The Resona Group Head Office)



RB We started a point exchange service for "Kunitachi Point" shopping mall points managed by the Kunitachi City Commerce and Industry Association in order to revitalize the local community! The points can be exchanged for Resona Club points.
(Resona Bank Kunitachi Branch)



RB KO We volunteered in the "Special Olympics" where people with intellectual disabilities can demonstrate the results of their daily training!
(Resona Bank Osaka area and The Kinki Osaka Bank)



RB We hosted a concert performed by the "Resona Choir" upon the relocation of the Resona Bank head office to the Fukagawa Gatharia building!
(Resona Bank Tokyo Head Office)



RB KO We planned and conducted a voluntary cleanup activity at the Sumiyoshi Shrine on January 1 upon the 1800th anniversary of the Sumiyoshi Shrine in order to learn more about and contribute to the local community!
(Resona Bank Sumiyoshi Branch, Abikomichi sub-branch, Hirabayashi Branch, Abiko Office and The Kinki Osaka Bank Sumiyoshi Branch)



SR In cooperation with local chambers of commerce, we set up the "Young Business Owners' Association", and planned and implemented various events such as plant tours, lectures, group debates and business matching.
(Saitama Resona Bank Fukaya Branch and Okabe Branch)



RB KO We volunteered in the "Brush up the Bridge Campaign" hosted by the Chuo-Ward Office of Osaka City and cleaned the Nambabashi Bridge.
(Resona Bank Kitahama Branch, Midosuji Branch, Tenroku Branch, Minamimorimachi Branch, Resona Research Institute and The Kinki Osaka Bank)



KO Flowerpot Gifts through the “Ecology Mission to Fill Osaka with Flowers Campaign”

(The Kinki Osaka Bank Toyonaka Branch)

For the past several years, we have been engaged in planting flowers in corporation with local residents at our branches. Flowers grown by the local Oike Elementary School were gifted to the branch through the “Ecology Mission to Fill Osaka with Flowers Campaign”* in which The Kinki Osaka Bank is involved. Together with the residents, this year we replanted the flowers to recently added flowerbeds.

*We purchase and donate flower seeds with the remaining balance of an eco-conscious time deposit called “Hana Ippai”, and provide them to grammar schools and kindergartens in Osaka Prefecture. The purpose of this campaign is to fill Osaka with flowers cultivated by these schools and make Osaka more a cheerful place through planting flowers at more than 100 public spaces in the Prefecture.



SR We organized the “Ibaraki City Walk - A Walking Course in the Sunshine Streaming through Trees”. The Ibaraki City Walk was designed for participants to visit the buildings and areas registered under the “Osaka The Museum”.

(Resona Bank Ibaraki Branch and Ibaraki-nishi Branch)

We cooperated with the “Osaka The Museum” Concept, and planned a walk rally to have local residents know more about the buildings and areas registered under the “Osaka The Museum”. We implemented our plans by incorporating the opinions of customers, i.e. selecting walking courses based on the votes of the customers who visited our branches. It took one year to have made the plan a reality, with approximately seventy people participating the event who were very pleased.



RB KO We volunteered in the management of the “Children’s Parade (Chigo Gyoretsu)” which was planned for the 1800th anniversary of the Sumiyoshi Shrine!

(Resona Bank Osaka area)



RB In cooperation with local police authorities, we handed out free pocket tissues as well as nets for covering bicycle baskets to prevent bag snatching in front of our branch!

(Resona Bank Miyakojima Branch, Noe Branch, Joto Branch and Keihan Kyobashi Branch)



SR We volunteered in the management of the “2010 Koedo Kawagoe Marathon” organized by the youth division of the local chamber of commerce!

(Saitama Resona Kawagoe Branch)



RB We participated in a Health Fair hosted by a local medical association and advocated the importance of cancer screening examinations and health insurance.

(Resona Bank Urayasu Branch)



RB For the parents of primary school children or younger, we organized the “Resona KIDSNA Club” which offers plant tours and workshops at our clients’ factories.

(Resona Bank Tokyo metropolitan area)



RB We continue to hold lectures, presentations and group discussion for young business owner customers in order for them to learn about management.

(Resona Bank Tokyo metropolitan area)



SR Our employees participated in an eco-project called “Soap Making with Used Cooking Oil” which is hosted by a women’s club of the Kodama Commerce and Industry Association.

(Saitama Resona Bank Kodama Branch)



SR Two of our female employees participated in the women’s fire service of the local community in order to actively cooperate in local disaster prevention activities. They were instructed on disaster prevention and first aid.

(Saitama Resona Bank Hanno Branch)



SR Our employees participated in the ceremony, “Working Together to Create Forests (62nd Saitama Tree-planting Ceremony)” held in Kawagoe City in order to plant trees and pray for the recovery from the Great East Japan Earthquake.

(Saitama Resona Bank)



SR Together with Saitama University, we held a lobby concert as part of our project to revitalize the shopping streets in Urawa area.

(Saitama Resona Bank Urawa Branch)



Environment

Basic Approach to Environment

In order to clarify its environmental efforts, the Resona Group formulated the Resona Group Environmental Policies as a guide for corporate environmental activities and as a component of CSR. Each official and employee of the Group is working on the protection of global environments while recognizing what we can do as a member of a local society.

Environmental performance data also addressed in pages 49 and 50.

■ Group Environmental Policies

1. Observance of Environment-related Laws and Regulations

We abide by laws relating to environmental preservation and to other requirements that we have subscribed.

2. Environmental Preservation through our Core Business

We support environmental preservation activities by developing and providing environment conscious products and services.

3. Environmental Load Reduction in our Offices

We work toward reducing the environmental load through resource- and energy-saving activities in our offices.

4. Environmental Communication

We take active measures to communicate environment-related information inside and outside of the Group and promote environmental education activities.

5. In-house Education and Full Participation

We ensure that all Group executives and employees are familiar with our environmental policies, and that all executives and employees act in an environmentally-responsible manner.

6. Public Disclosure of Environmental Policies

We disclose our environmental policies to all parties.

Environmental Management System

ISO14001 Certification

The Resona Group has introduced the environmental management system in order to further reinforce activities concerning global environmental issues. The Kinki Osaka Bank, Saitama Resona Bank, Resona Bank Osaka Head Office and Resona Bank Tokyo Head Office obtained "ISO 14001", an international certification standard concerning environmental management, for a head office building respectively in October 2008, in December 2008, in December 2009 and December 2010. We will develop more vigorous activities for a reduction of environmental burden in offices, environmental protection through our core business, and environmental education inside and outside, by establishing PDCA cycle (Plan, Do, Check and Act) to improve performance.

■ Environmental Voluntary Action Plan (medium term target)*

	Target	Group's Medium-Term Action Goals	Results of FY 2010
Electricity use	Average for 2008 to 2012 in comparison with FY 2000, 12% reduction	Head Office, banking head office/ administration center	▲35.74%
Copy paper	Recycling rate of paper over 75%	Same as above	98%
	Utilization ratio of recycled paper over 70% by FY 2010	All facilities	84%

■ FY 2010 Group Action Goals*1

	Target	Group's Medium-Term Action Goals	Results of FY 2010
Electricity use	1% reduction in comparison with FY 2009	Head Office, Branch	▲0.93%
Copy paper	20% reduction in with FY 2008	Same as above	▲25.29%

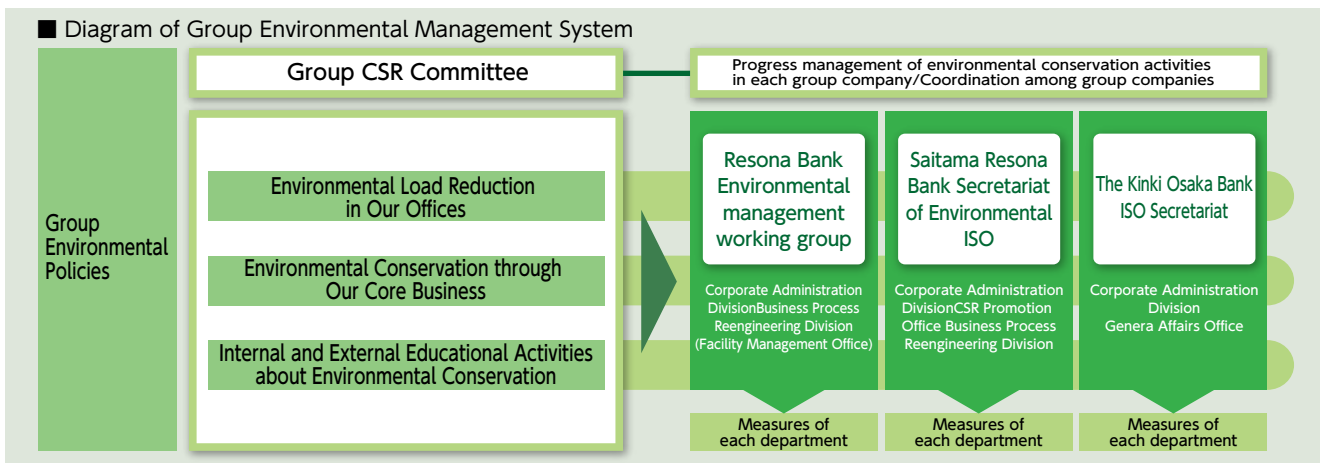
■ FY 2011 Group Action Plan*1

	Target	Group's Medium-Term Objectives	Target Facilities
Energy use*2	1% reduction in comparison with FY 2010	Average of 1% reduction in comparison with FY 2009 between FY 2010 and FY 2020	All facilities
Copy paper consumption	Lower the result of FY 2010	Lower the result of FY 2010 (continue until FY 2015)	Head Office and branches

*1 Resona Holdings, Resona Bank, Saitama Resona Bank and Kinki Osaka Bank are covered.

*2 Based on the Energy Conservation Law/ all facilities/ per square meter

■ Diagram of Group Environmental Management System



Environmental Load Reduction in Our Offices

Challenge 25 Campaign

Each Resona Group bank is participating in the Challenge 25 Campaign promoted by the Ministry of the Environment and engages in global warming prevention activities. We participated "Carbon Dioxide (CO2) Reduction / Light-Down Campaign" which is a part of Challenge 25 Campaign and we simultaneously switched off the light in the head office and branches.

<Challenge 25 Campaign Participant Companies>

- Resona Holdings
- Resona Bank
- Saitama Resona Bank
- The Kinki Osaka Bank
- Resona Card
- Resona Capital
- Resona Kessai Service
- Resona Research Institute
- Resona Business Service
- Resona Servicer
- Resona Guarantee
- Kinki Osaka Shinyo Hoshu



Energy-saving and Global Warming Prevention Activities

The Resona Group works on reduction of electricity usage by system consolidation, installation of energy-saving devices, implementation of Cool Biz and "go home early" campaign. We also proactively work on reduction of gasoline usage by switching cars used for sales activities to hybrid cars and introducing electric bicycles.



Green Purchase and Waste Reduction

The banks work on green purchase and waste reduction with paper as the biggest theme since we use an enormous amount of paper in the normal course of business. While we promote usage of environmentally-friendly paper such as paper made of forest thinning and forest certified paper for our leaflets and posters and the like, we switched photocopying paper used on business to recycled paper that complies with the Act on Promoting Green Purchasing for all the required volume purchased. We use carbon offset ink

toners for printers. In addition, paperless business operations and reduction of paper usage are promoted from a perspective of resource saving and waste reduction.

■ FY 2010 Results for Photocopying Paper Purchase

Amount purchased	Of those, recycled paper	Rate of recycling paper purchased
1,186tons	995tons	84%

Electricity Conservation during Summer FY 2011

The Resona Group strived to reduce maximum electric power consumption by 15% during the period and time of electricity usage restrictions, and implemented various energy saving activities required by each district.

Major Activities

- Keep the room temperature of branches and ATM cash dispensing machines at 28C
- Turn off more than 50% of lighting in the branches and ATM cash dispensing machines in principle
- Employ the "Super Cool Biz" work dress code which encourages employees to wear casual outfits such as polo shirts
- Restrict use of electrical appliances (such as computers, printers, photocopiers) and elevators at the head office and administration center.
- Discontinue use of some training facilities
- Discontinue use of some vending machines

Environmental Conservation through Our Core Business

For Individual Customers

Eco Action Point

The Resona Group participates in the “Eco Action Point” promoted by the Ministry of the Environment. This is the system to grant points to customers who purchase environment-conscious products and services. Customers can exchange one point with the equivalent of one-yen of product so that we encourage customers to make environment-conscious choices in banking transactions.



<Products and Services Covered by the “Eco Action Point” in FY 2010>

- Deposit account “TIMO” without issuing a passbook (each group bank)
→50 points 47,827 transactions
- Investment trust electronic issuing service (Resona Bank only)
→100 points 3,662 transactions

Eco-conscious time deposit product “Hana Ippai”

The Kinki Osaka Bank signed a letter of acknowledgement with Osaka Prefecture on the “Ecology Mission to Fill Osaka with Flowers”. Based on this letter we accepted applications for “Hana Ippai”, an eco-conscious time deposit in February 2011 for the second time. This subscribed amount of 10 billion yen was achieved in just ten days.

*Please refer to the page 27 for “Ecology Mission to Fill Osaka with Flowers”



Ecology Mission to Fill Osaka with Flowers

Inheritance-related Services

Resona Bank provides a service which offers preferential fees for entire inheritance settlements of customers who leave a portion of their assets Japan through our testamentary trust and inheritance settlement services to environmental protection groups such as the Ecosystem Conservation Society-Japan or the Association of National Trusts. Saitama Resona Bank handles the Saitama Green Trust Fund through asset succession trusts, in which the trust assets are donated to this fund when the trust is fulfilled or upon inheritance.

SRI Fund and Community Support Fund

The Resona Group encourages individual customers to invest in environment-related shares through handling SRI fund (= Socially Responsible Investment) which invests in companies that proactively tackle environmental issues and contribute to the society. We also donate profits from investment trusts for supporting local companies to local environmental protection organizations*.

*See P. 25.

■ Resona Japan CSR Fund (nickname: Seijitsu No Mori)



■ Resona/community support/asset diversification fund series



Housing Loans/Consumer Loans

In cooperation with municipalities and electric power/gas companies, etc., each Resona Group bank supports individual customers’ environment-conscious choices by providing housing loans for those who purchase environmentally-friendly houses and the like.

[Major Loan Products for Individual Customers]

<Housing Loans>

- Energy-saving and Ecology Support!! Housing Loan (Resona/Saitama Resona Bank)
- Good Energy Housing Loan (Resona Bank)
- Renewed Housing Loan (Resona Bank)
- Saitama’s House Eco Living Support!! Housing Loan (Saitama Resona Bank)
- Eco Housing Loan (The Kinki Osaka Bank)

<Renovation Loans>

- Resona Safe Renovation Loan <eco-Toku Plan> (Resona Bank)
- Resona Renovation Loan Solar Plan (no-collateral type) (Saitama Resona Bank)

<Car Financing>

- Resona Car Financing <eco-Toku Plan> (Resona Bank)
- Resona Car Financing <eco-Toku Plan> (Saitama Resona Bank)

* The Kinki Osaka Bank provides specific interest rate plans for car financing renovation loans and multipurpose loans which cover eco-related expenses (as of July 2011).

For Corporate Customers

Loans to Corporate Customers

Each bank of the Resona Group provides various kinds of loan programs in response to business owners' demand for financing in order to work on environmental protection activities and install environment-conscious facilities and product so that we encourage customers to implement environment-conscious initiatives.

[Major Loans for Corporate Customers]

<Resona Bank>

- Resona Environmental Loan Eco
- Osaka Environment Fund (Environmental Planning)
- Environment-conscious Syndicate Loan

<Saitama Resona Bank>

- Saitama Resona Environmental Management Support Loan
- Saitama Resona Environment-conscious Loan (plan that uses the interest subsidize system by the Ministry of the Environment) II
- Saitama Prefecture Eco-up Certification Loan
- Saitama Resona Electricity Saving Support Loan*

<The Kinki Osaka Bank>

- Environment Fund
- "Eco Business Loan" for shipping companies"
- Global Warming Countermeasure Promotion Interest-free Loan*

(as of July 2011) *Financing programs launched in FY 2011

SRI Fund for Corporate Pension

Resona Bank started "Global SRI" fund for corporate pension to invest in foreign companies, which keep ESG* in mind, in December 2009. SRI fund structured by foreign stocks is quite unique among domestic funds for corporate pension, and it offers a broader choice of pension investments.

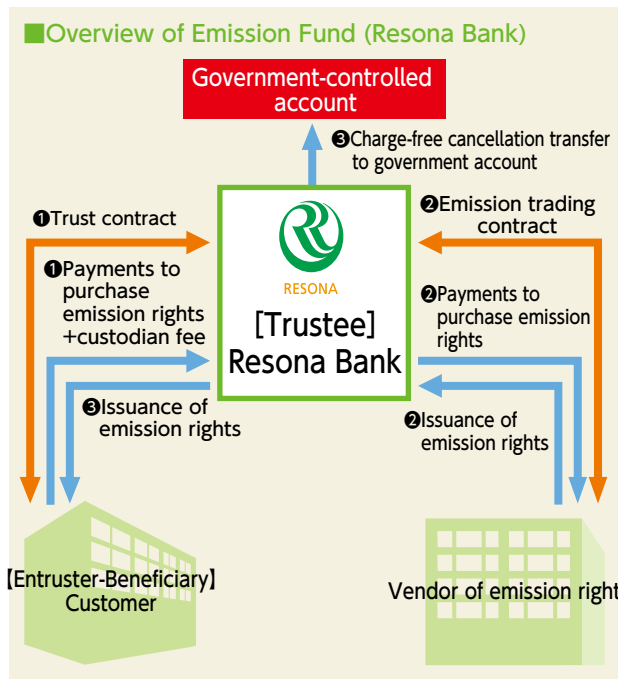
* ESG stands for Environmental, Social and Corporate Governance.

Charitable Trust

By utilizing its trust functions, Resona Bank implements environment preservation activities through charitable

Emission Credit Trust

Resona Bank operates "Emission Credit Trust". Due to its complicated procedures, existing emission trading was mostly large size transactions dominated by large corporations. By utilizing its trust function, Resona Bank started to deal with small-lot emission credit and enable small- and medium-sized companies to purchase; further, obtain/manage their emission credit on behalf of customers.



Environmental Preservation-related Charitable Trusts

	Fund name	Contract date	Contract date Purpose of trust
1	The Suntory Fund for Birds Conservation	1990.2.26	Through granting funds for the activities of bird preservation groups around the world, including Japan, contribute to the promotion of bird protection activities, and thereby to the preservation of the global environment.
2	The Japan Trust for the Global Environment	1991.7.1	Through supporting donations for environmental preservation in developing regions, Japan contributes to global environmental protection.
3	Green Program 21 (Midori-kikin)	1994.3.31	Through supplying grants to groups, etc. which perform tree planting activities, promote green projects, and thereby contribute to the creation of a beautiful, green country.
4	ESPEC Foundation for Global Environment Research and Technology (Charitable Trust)	1998.3.30	Through supporting the raising of scientific and technological knowledge related to the environment, contribute to the overcoming of global environmental problems.
5	Public Trust Fund for the Preservation of Minoh Mountain Foothills	2004.1.9	Through support for activities related to the protection, care and utilization of the abundant greenery of Minoh City, contribute to the expansion and vitalization of foothills preservation activities.

Environmental Communication

The Resona Group proactively provides information to various stakeholders in order to get them interested in the environment.

Holding SAKAI Environmental Business Fair

The Kinki Osaka Bank held “SAKAI Environmental Business Fair” in May 2010, as the first activity of SAKAI Eco Finance Supporters Club*, with 53 companies and organizations which made environmental presentations and about 1,200 visitors.

*See P. 27.



Environmental Business Research Seminar

Resona Research Institute holds environmental business research seminars in Tokyo, Osaka and Saitama on a regular basis, which work on case studies on the latest environmental business in order to encourage participants to consider making proactive efforts by taking environmental issues as a business opportunity.

[Results in FY 2010]

- Seven events held in Tokyo with 56 participants (organized by Resona Research Institute and sponsored by Resona Bank)
- Eight events held in Osaka with 139 participants (organized by Resona Research Institute and sponsored by Resona Bank)
- Six events held in Saitama with approximately 60 participants (joint hosted by the Resona Research Institute and Resona Bank)

Use of Green Power

The Resona Group holds shareholders' meeting, by using green power that utilized the “Solar Bear Green Power Certification” system. While we aimed to reduce environmental burden as a result of these events, we considered providing an opportunity to visitors to become aware of environmental issues.



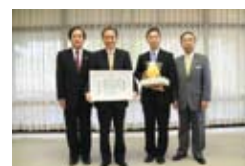
Winning the Special Prize of the “First Japan Eco-Action Award”

Resona Holdings Inc. won the special prize of the “First Japan Eco-Action Award” held in October 2010. It was highly appreciated that Resona Group has participated in the Eco Action Point Program promoted by the Ministry of the Environment from the beginning of the program developing nationwide, and proactively conducted environmental enlightenment activities.



Winning the 12th Saitama Environment Award

Saitama Resona Bank received the 12th Saitama Environment Award from Saitama Prefecture, etc. in March 2011 in recognition of environmental preservation activities, such as “e-Cycle Sharing Saitama”, “environmental education at the Resona Kids Money Academy”, and “tree-planting activities in Hodo-san region of Nagatoro-machi”.



The Special Award for Environmental Contribution in the Outstanding New Technology/New Product Award for Small and Medium Enterprises

The Resona Foundation for Small and Medium Enterprise Promotion newly established “the Special Award for Environmental Contribution” in “Outstanding New Technology/New Product Award for Small and Medium Enterprises”*. The foundation commends works regarded to contribute especially to the environment in order to support environmental efforts in small and medium enterprises.

* See P. 25.



Seminar on Next Generation of Automobiles

Resona Bank and Resona Research Institute held a seminar titled “future business trends changed by the next generation of automobiles”, inviting experts to address from manufacturers of electric cars and appliances, etc. About 200 customers participating in the seminar showed a high interest in changes in business trends.

Participation in Environmental Volunteer

Resona Bank, in cooperation with local environmental volunteer organizations, has conducted activities of “Shushutto Arakawa Soujishitai” (Let’s Clean Arakawa River!) which aims to restore nature by picking waste in the river bed of Arakawa. In June 2010, about 700 participants consisting of voluntary employees belonging to the head office, 84 branches and sub-branches, and their family members picked up scattering wastes, as separating combustible, noncombustible, and recyclable wastes, walking 1.3 kilometers along the river bed.

Saitama Resona Bank has addressed the project to grow “Saitama Resona Forest” under the agreement on growing forests in Saitama Prefecture concluded with Nagatoro-machi,

Saitama Prefecture. In November 2010, over 300 participants consisting of officers, employees, and their families planted 400 trees such as acer palmatum and prunus jamasakura.

The Kinki Osaka Bank has addressed the project to grow the “The Kinki Osaka Bank Forest”, based on the agreement with Osaka Prefecture, Katano City, and forest owners, using the adopted forest system of Osaka Prefecture. In November 2010, 121 employees participated in activities for maintenance and planting of the forest.

Through those activities, Resona Group has contributed to preservation of environment of “satoyama”, a rural natural area, and biological diversity.



Shushutto Arakawa Soujishitai



Project to grow the Saitama Resona Forest



Project to grow the Kinki Osaka Bank Forest

Group-wide Enlightenment Activities

Resona Group has set up various kinds of objectives and implemented relevant training with an eye to raising all officers’ and employees’ awareness of environmental issues so as to promote activities.

Environmental Training

The Kinki Osaka Bank conducts training for newly-hired employees on the subject of “How to Cope with Environmental Issues” every year. Resona Bank and Saitama Resona Bank conduct environmental training for employees by using e-learning on a regular basis and raise their awareness of environmental issues.

■ Environmental Training Conducted in FY 2010

Bank	Employees subject to training	Time of training
Resona Bank	All employees	September 2010
Saitama Resona Bank	Head office employees	March 2011
The Kinki Osaka Bank	New employees	May 2010

Setup of Environmental Management Objective

Resona Bank and Saitama Resona Bank appointed the Environment Promotion Leaders at each head office and The Kinki Osaka Bank appointed the Eco-Leader.

The Resona Group proactively made efforts by voluntarily setting up objectives with regard to environmental protection including new product developments, educational activities for customers and educational activities inside the organization.



Branch-wide Day for “Go Home Early”

Resona Bank and Saitama Resona Bank set the third Wednesday of every month as “Resona Environment Day”, and The Kinki Osaka Bank set the 16th of every month as “Stop Global Warming Day” to encourage employees to go home early. At Tokyo and Osaka Head offices of Resona Bank, directors as well as employees proactively undertake various efforts by airing an environmental message from a director on the day for “Go Home Early”.



Diversity

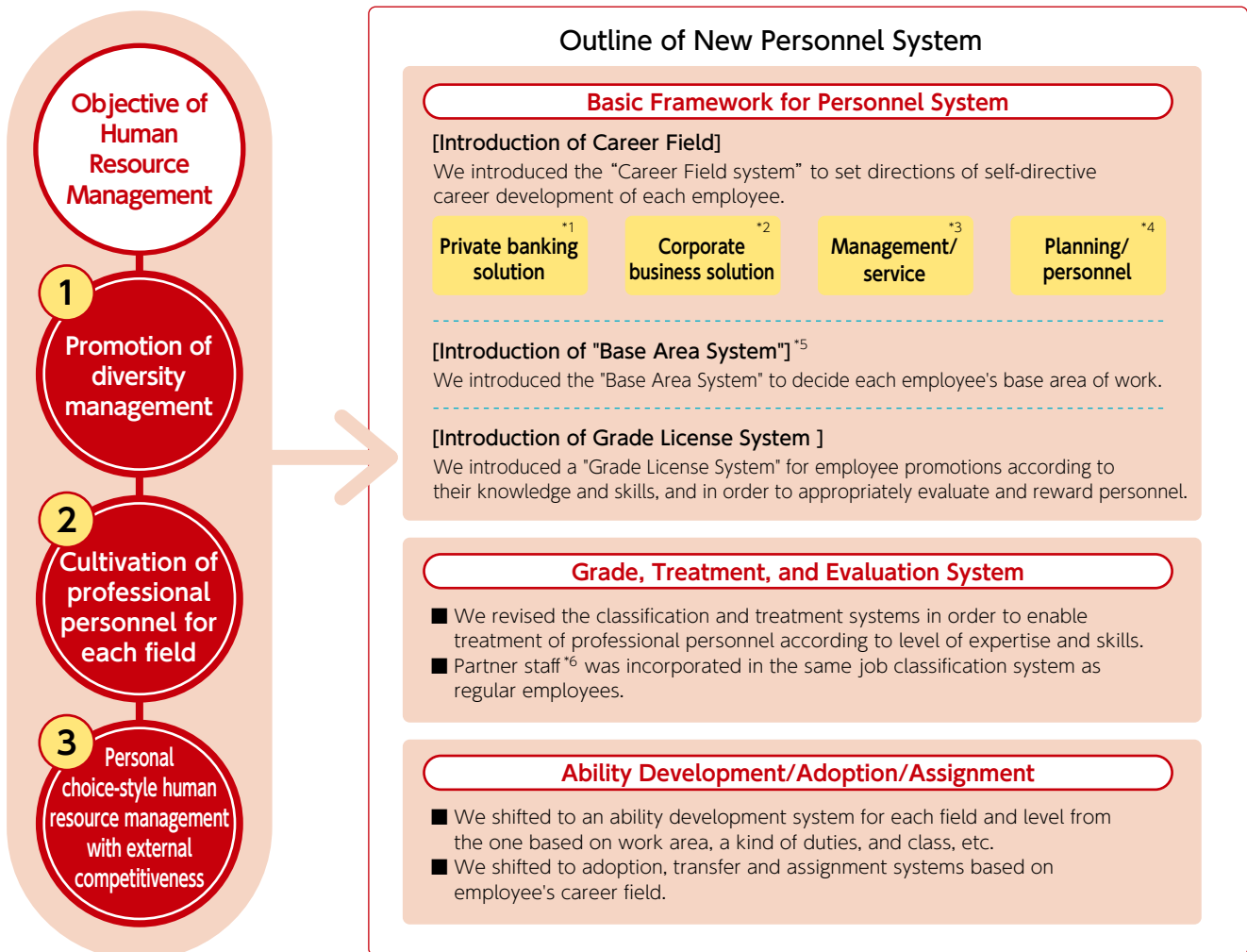
Basic Approach to Diversity

Through creating an organization in which each employee can work comfortably, the Resona Group promotes human resource development. The Resona Group established Diversity Promotion Office in June 2011. With its watchwords as "the fronts lines take the lead", "autonomy" and "diversity", we are creating a work environment in which diverse personnel can succeed.

Personnel System

Resona Bank, Ltd., Saitama Resona Bank, Ltd. and Resona Trust and Banking Co., Ltd. of the Resona Group, with the aim of implementing (1) diversity management promotion, (2) professional personnel development by field and (3) personal choice-style personnel operations, have implemented a personnel system.

As a new personnel system, "Career Field System" has been introduced in order to help each employee build their career autonomously, which defines a direction of individual career. Resona Bank and Saitama Resona Bank have also introduced "Base Area System" in which each employee's base area of work is decided.



*1 Private banking solution
 ■ Provision of banking solutions for individual customers, business support of sales offices
 ■ Planning and development of business models, new products and services for individual customers

*2 Corporate business solution
 ■ Provision of banking solutions for corporations and business owners, and business support of sales offices
 ■ Planning and development of business models, new products and services for corporations ■ Credit administration for clients, planning, and administration

*3 Management/service
 ■ Operation and planning toward improvement in internal and processing management, and service quality ■ Operation and planning toward building an efficient operation system

*4 Planning/personnel
 ■ Planning of management and division strategies
 ■ Planning, operation and management toward building organizational systems such as risk management, internal control, and organizational infrastructures

*5 With introduction of the "Base Area System", Resona Bank and Saitama Resona Bank are aiming to create environments in which employees can work with peace of mind even in the area other than their base area by reviewing requirements for payment of unaccompanied duty allowance, and newly establishing a system for going home and home sitting service.

*6 Partner staff and part-timer, etc.

Toward Autonomous Career Building

In order to facilitate the individual career improvement of employees according to their own “will” and “choice”, the Resona Group has introduced various support systems and development programs.

Career Improvement Support Systems

Post Challenge System (Internal Recruitment System)

This system is one in which the personnel necessary to the widely varying fields of existing operations and new projects are filled through internal recruitment. The system proactively provides highly motivated employees with opportunities to improve their careers.

Free Agent System*

Free agent rights are given to employees who attain a certain level of performance, etc., and with those rights they are able to choose which area of work and division they wish to be employed.

*Resona Bank and Saitama Resona Bank only

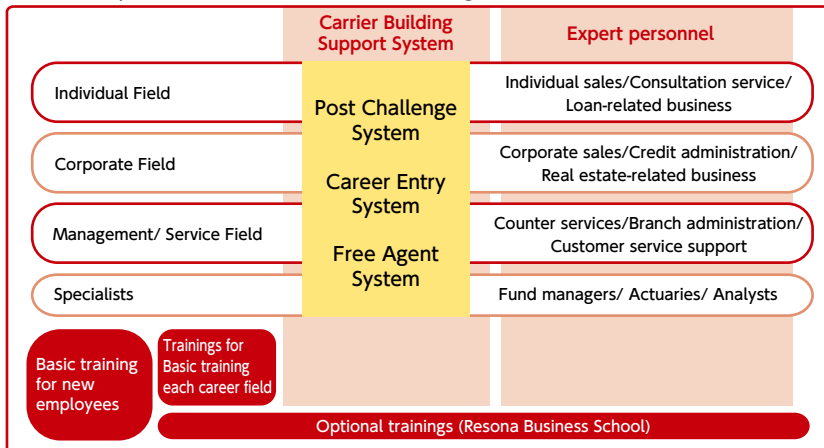
Career Entry System

This system supports each employee in building their own career, by allowing them to participate in internal and external company trainings, and to determine their future business type by their own choice, not by company direction.

System for Change of Career Path

We have introduced a system to change career fields (course) according to employee's aspiration and qualifications.

Roadmap for Autonomous Career Building



Actual Result of Usage of Career Improvement Support System (FY 2010)

Name of system	Actual Results of Usage (PER)
Post Challenge System (Internal Recruitment System)	59
Career Entry System	21
Free Agent System	3

Ability Development Programs

Resona Business School

In order to support the autonomous ability development of its employees, the Resona Group uses days off to hold lectures and seminars in which employees can gain knowledge and learn skills.

The content of these includes financial analysis, financial markets, pension systems and other banking knowledge. They also branch out to such business skills as communication skills, coaching and sign language, and extend further to certification support classes as well.



Exchange of Opinions with Top Management

Town Meetings

The Resona Group has held regular “town meetings” every year since 2003, in which employees working at the forefront and top management can exchange their own opinions. The number of meetings held is over 350, including 55 meetings held in FY 2010. Through such direct communication, top management and those employees can share the common sense of direction toward structuring a new image of bank. Accordingly, employees would feel further motivated, and transparent company climate in which employee's humanity is focused on can be created.



Provision of Systems in which Diverse Personnel Can Succeed

The Resona Group has implemented "Women Leader Training" to support female employees to improve their management ability since October 2005 while proactively promoting women to administrative positions. In fiscal 2008, the Group introduced a human resource development program to support, regardless of gender, employees to grow to leaders for the next generation, aiming to realize company climate in which all employees can show their true ability.

Resona Bank won the grand prizes of "2010 Equal Opportunity Promoting Company Award and continuously won "Continuing Award" from 2011 J-Win (NPO) in recognition of our various activities.



■ Equal Opportunity Promoting Company Award

Resona Women's Council

With the aim of realizing a corporate culture in which women can happily succeed, the Resona Group organized "the Resona Women's Council" in April 2005 as an advisory body reporting directly to management. The Group has made proposals to top management on creation of work environment in which women can continue to work for long time and supports for building their career. It has also reformed a lot of systems, for example, a system to convert employment pattern, such as a regular employee or a part-timer, according to change of employee's life style, and JOB Return system to enable employees to return to work after completing a certain stage of child-raising.



■ Resona Women's Council

Effort item	Specific content	
Irregular working hours	Introduction of monthly irregular hours limits Set number of annual days off as 122	
Maternity	Child-care leave	Until child is 1 year and 2 month old (as old as 2 years and 1 month depending on circumstances)
	Child-care Working (Short work hours)	Until child is 3 years old (as old as the end of 3rd grade [9 years], depending on circumstances) Hours set freely between 8:40 and 17:25 (However, one day is 6 hrs. or more)
Nursing care	Nursing careleave	As long as 1 year
	Nursing care work (Short work hours)	As long as one year of total nursing care leave Hours set freely between 8:40 and 17:25 (However, one day is 6.5 hrs. or more)
Full-time to temporary staff conversion system	For employees who wish to reduce their work hours or workload due to child-care or nursing care reasons, this system allows them to become temporary (part-time) staff for an established period.	
"Job Return" system	This is a rehiring scheme for employees who have left their jobs due to marriage, maternity, or child-rearing, etc.	

Proposals from the Resona Women's Council

Examples of Activities by Resona Women's Council

Resona Moms and Dads Club

This club originally started with a goal of providing opportunities to allow mothers working for Resona to have contact with each other and work with a fresh mind. Presently, fathers have also participated in the club, and had opportunities to think of the balance between raising children and work together with the mothers.

Exchange with People inside and outside the Company

The Council provides opportunities to deepen internal exchange, for example, exchange between employees of branches and the head office, and creation of a network of young employees working in various areas. Members of the Council regularly participate in workshops held in cooperation with other companies for the sake of promotion of their activities.

Proposal for the Mentoring Program

Mentoring is an exchange between a mentor, a person with abundant life experience and a great career, and a mentee, a person who has relatively not much experience, through coaching and support. The Council suggested introduction of the mentoring program to the Chairman, and experimentally implemented it.

Planning and Holding Seminars and Lecture Meetings

Since 2006, the Council has held seminars for thinking of work-life balance and career formation, and lecture meetings inviting people working lively as lecturer at various branches.

Development of the Next Generation

The Resona Group has made efforts for improvement of conditions to support child-raising. For example, the Group enlarged the childcare leave period, the maternity work period and the nursing leave, introduced the system to enable an employee to become a part-timer during the period of maternity work period, and come back to a regular employee after that period, as well as "JOB Return" system, a reemployment system for employees who once retired due to child-care or similar reasons. For employees who were on maternity leave, we held a seminar on supports for returning to work to explain points to remember when returning to work and changes in handling of operations during such a leave and share personal experience of seniors. 80 female employees participated in this seminar in FY 2010.

■ Seminar on Supports for Returning to Work



Introduction of Rehiring System

In response to the falling birthrate and aging population in Japan, each company in the Resona Group has introduced a system in which employees who are turning the retirement age of 60 can, if they meet certain conditions and so desire, be rehired until they are 65. Through effectively utilizing the

know-how that these veteran employees possess, the Group aims to give its strength further vitality. In fiscal 2010, each bank of the Resona Group rehired in total of 60 employees of retirement age and they became master employees.

Employee Surveys

Resona Group banks regularly conduct employee surveys. Through these surveys, the group is able to ascertain employee expectations for, satisfaction with and burdens

resulting from the company, their workplaces and work. The results obtained are then utilized to provide an environment in which it is easy for employees to work.

■ Results of Employees Questionnaires in 2010

Order	Management issue	Work Environment (Job Satisfaction)	What we should be
No. 1	Ability of employees	Workplace with good teamwork	Community-based
No. 2	Ability to educate and foster human resources	Existence of a reliable boss	Customer-first
No. 3	High motivation of employees	Open-minded workplace where employees can express their opinions easily	Careful support

Resona Brand Award

"Resona Brand Award" is a system intended to embody "Resona Brand Declaration". The Resona Group is implementing voluntary activities to make customers feel more than satisfied with close relationship and speedy services, placing importance on communication with each customer. Among those activities, the gold, the silver and the bronze prizes of "Resona Brand Award" are decided every month. Furthermore, "Resona Brand Grand Prix" is semiannually decided with voting by all officials and employees. Everybody can share information on such activities through participating in, voting to and award the prize to them. We are enhancing each employee's voluntary activities.



Human Rights

Basic Approach to Human Rights

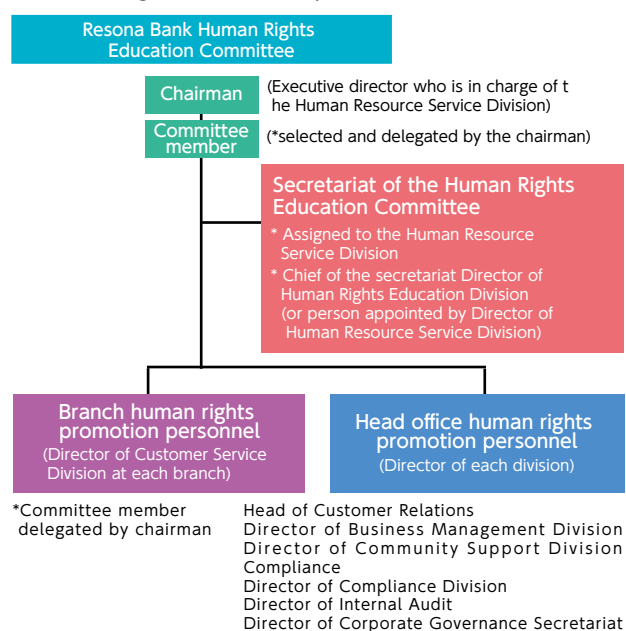
The Resona Group encourages its employees to develop a corporate culture and work environment in which basic human rights are respected.

System for Promoting the Awareness of Human Rights

The Resona Group has established the Human Rights Education Committee as an initiative to foster heightened employee awareness of human rights issues. The Committees of each group company hold an annual training session for the Committee Members who in turn provide training regarding human rights to their respective divisions or branches.

The Committee secretariat holds training by rank, i.e. for newly hired employees and newly promoted management personnel, and the committee secretariat also holds the training for personnel who are in charge of recruitment. The Committee secretariat also encourages each employee to raise human rights awareness through internal calls for staff to conjure up human rights slogans and participate in human rights training provided by the authorities.

Human Rights Promotion System (case of Resona Bank)



Initiatives for Employees' Human Rights

Health Management

Resona Group banks have had industrial physicians and occupational health nurses, which pay visits to all divisions and branch offices, giving assistance in health care matters. In addition to an annual health examination according to law, the Group banks have also mandated a comprehensive medical examination on a company prescribed regime for employees when they are 35 years old, and every other year after 40. Further, through the Resona Health Insurance Society, the Group supplements the costs of comprehensive medical and other examinations for employees and their families. In addition, the Group has placed specialist doctors and counselors for the handling of mental health issues.

Consideration for Working Environment

The Resona Group has stable labor-management relations between employees and the labor union, and we negotiate and discuss creation of a pleasant working environment and work conditions such as salary, working hours and benefit programs on a regular basis.

Measures against Various Kinds of Harassment

Aiming to create pleasant working environment free from harassments, Resona Group banks have stipulated the ban of harassment in words and deeds and unjustifiable discrimination in the "working regulations" and "Resona Group Behavior Guidelines". As measures against sexual harassment, each bank has established "the guideline for prevention", conducted activities to raise awareness of sexual harassment through studies, etc., and had consultation services such as a "hotline" system in place. With regard to power harassment, we are making efforts for creating transparent working environment by deepening employees' understanding through studies, etc., with "Power Harassment Guideline" established in July 2011.

Efforts for Normalization

We have been making efforts for normalization, aiming to enable all customers including the disabled, the elderly, and pregnant women to use our branches at ease and enjoy our convenient services.

“Priority ATM” Service

Resona Group banks have introduced “Priority ATM” service in ATM corners of all staffed branches, in order to allow customers using a wheelchair, the elderly and pregnant women, etc. to preferentially use ATM service.



Introduction of Communication Boards

Resona Group banks have introduced “the communication board” in the entrance hall. This is a tool that allows customers who visit our branches to indicate the nature of their business by pointing to the board’s icons and receive helpful information. English is provided along with Japanese to enable foreign customers to use this communication board.



Introduction of ATMs for People with Vision Impairment

The Resona Group introduced ATMs with handsets that provide service to people with visual impairment. When the handset on this ATM is used at the beginning of the transaction, it changes to visually impaired mode, and giving guidance through the handset audio, a customer can perform transactions by pushing handset buttons.

Universal designed Branches

Resona Group banks have enhanced a system in which customers with an assistance dog can use all branches. Some branches have set up a slope at the entrance, blocks to guide people with visual impairment, and other devices to create the environment to allow the disabled to use the branches at ease.

“Deposit Transaction Notification Service” in Braille

Resona Group banks provide a free service to notify customers with visual impairment of details of transactions in Braille.

Introduction of a Wireless Vibrating Calling Device

Simplified devices to converse in writing (since March 2011) and wireless vibrating calling devices to inform the elderly with hearing problem and the hearing impaired that their turns come with vibration (since July 2011) have been available at counters of all staffed branches of Saitama Resona Bank.



Deployment of Dementia Supporter

Saitama Resona Bank holds training program for dementia supporters and already deployed about 250 trained employees at each branch in order to deepen our understanding of dementia in the aging society and contribute to creation of the environment where people with dementia can live with peace of mind.

The Kinki Osaka Bank holds training program to aim for all employees to become dementia awareness supporters.

Response to the Great East Japan Earthquake

We wish to express our deepest sympathies to all those who suffered injury and losses as a result of the Great East Japan Earthquake. To support post-earthquake recovery, the companies of the Resona Group are engaging in various activities, some of which are described below.

Loans to Support Victims in Post-Disaster Reconstruction

To respond to the demand for funds for the post-disaster restoration from the earthquake, the Resona Group has introduced lending funds that include housing loans, home renovation loans, general purpose loans and business loans for individuals and companies.

Financial Advice for Victims of the Disaster

We proactively provided financial advice for disaster victims.

Resona Bank

- Opened a branch on Saturday and Sunday of each week immediately after the earthquake. (March 13 to April 24, 2011 at the Sendai Branch)

Saitama Resona Bank

- Seconded advisors to the Saitama Super Arena (which functioned as a temporary shelter for the victims of the disaster until the end of March)
- Provided financial advice with three local financial institutions in the former Kisai High School building in Saitama Prefecture. (May 2011)

The Kinki Osaka Bank

- Started to provide a consultation desk for bank transactions to support the victims who sought refuge in the Kinki region. (from April 2011)

Relief Donations and Charity Activities

The Resona Group donated 50 million yen and collected donations from employees and customers visiting branches. We also held charity concerts and offered a deposit plans which contribute to donations.

March 2011

- Established an account for receiving relief donations for the Central Community Chest of Japan. Transfer fees to this account were waived. (Resona Bank)
- Donated as the entire Resona Group
- Collected donations from employees
- Placed donation boxes at branches
- Started relief donations by using the point system at each branch (started at The Kinki Osaka Bank from April)

April 2011

- Held a charity concert (Resona Bank)
- Started a special time deposit entitled "The Thoughts of Kansai to East Japan!" (The Kinki Osaka Bank)

May 2011

- Held a charity concert (The Kinki Osaka Bank)
- Held an orientation activities for people taking refuge at the former Kisai High School building with children in the area (Saitama Resona Bank)



Provided financial advice with three local financial institutions in the former Kisai High School building

Held a quiz rally for the evacuees and local children at the former Kisai High School (evacuation shelter)



Placed donation boxes

Held a charity concert

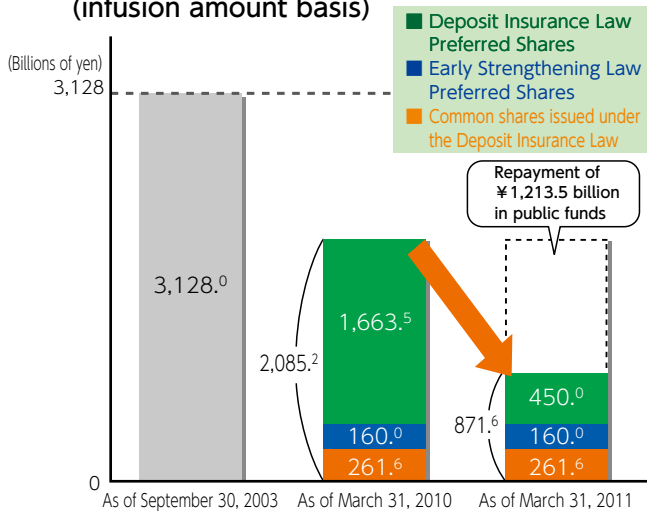


Prospects for Full Repayment of Public Funds

Response to the Great East Japan Earthquake/ Prospects for Full Repayment of Public Funds

Since the infusion of public funds under Japan's Deposit Insurance Law in 2003, the Resona Group has concentrated its management efforts on implementing reforms to revitalize its activities. Over this period, we have accumulated retained earnings, which are the source of repayments for public funds, and focused its efforts on repayment at an early date. In fiscal 2010, we repaid a total of ¥1,213.5 billion in public funds, and the remainder outstanding declined to ¥871.6 billion, or one-fourth of the peak amount. Moreover, to return a portion of the decrease in dividends on preferred shares that have been repurchased to holders of common stock, we increased the annual dividend on common shares for the year ended March 31, 2011, by 20%, to ¥12 per share. The Resona Group will change the emphasis of its capital policy from "repayment of public funds" to "improvement of common stock shareholder value."

● The Amount of Public Funds Outstanding (infusion amount basis)



● Policy for Future Repayment of Public Funds

Deposit Insurance Law Preferred Shares

- We aim for full repayment within five years through further accumulation of profits (retained earnings). However, the specific timing of future repayments will take into account capital adequacy regulations, etc. and will be executed in an appropriate and flexible manner.

Early Strengthening Law Preferred Shares

- The increase in outstanding common shares upon mandatory conversions is expected to be minimal, since almost equivalent shares that could arise from mandatory conversions have already been repurchased from the market and are being held as treasury shares.

Common shares issued under the Deposit Insurance Law

- Priority will be given to the repayment of Deposit Insurance Law Preferred Shares; we have no current plans to apply for a secondary offering of these shares.

Resona Capital Restructuring Plan

To win increased trust and confidence as a "True Retail Bank," the Resona Group issued its "Resona Capital Restructuring Plan" (hereinafter, the Plan) in November 2010. The Plan aims to transform the Resona Group's financial

base to a common stock focused, easy-to-understand capital structure, and, by presenting a road map towards the full repayment of public funds, improve the quality of capital with an eye to new capital adequacy requirements (Basel III).

● [Outline of the "Resona Capital Restructuring Plan"]

Shifting the emphasis of capital policy from "repayment of public funds" to "improvement of common stock shareholder value"

Linking the future business results directly to the improvement of common stock shareholder value
↓
Improving the long-term total return to the common stock shareholders

Resona Capital Restructuring Plan - Capital restructuring aimed at growth over the next 10 years -

Implementation of a capital exchange and additional repayment of public funds

Effective exchange between the Deposit Insurance Law Preferred Shares and common shares

Additional repayment utilizing retained earnings

(Issuance of common shares (through public offerings, etc. and third-party allotment)) Net proceeds: ¥547.7 billion

(Repurchase of the Deposit Insurance Law Preferred Shares) Amount on an infusion basis: ¥813.5 billion
Total repurchase amount: ¥881.9 billion

■ A common stock centered and easy-to-understand capital structure

As a result of the implementation of this plan, the financial base was transformed from "public fund preferred stock" to a common stock focused, easy-to-understand capital structure

■ Presentation of a road map towards full repayment of public funds

The outstanding balance of the Deposit Insurance Law Preferred Shares was reduced substantially, from the original infusion amount of ¥1,663.5 billion to a level where full repayment could be envisaged (¥450.0 billion)

■ Elimination of dilution uncertainty

Presentation of a clear road map towards full repayment of the Deposit Insurance Law Preferred Shares through further accumulation of profits over approximately five years to eliminate the uncertainties of dilution

■ Ensuring the quality of capital into the future

Work toward strengthening the quality of capital with an eye to new capital adequacy requirements and prepare the base for growth going forward

List of Performance Data

Abbreviations

GR: The Resona Group
 HD: Resona Holdings
 RB: Resona Bank
 SR: Saitama Resona Bank
 KO: The Kinki Osaka Bank

The Resona Group listed the performance data for each CSR policy issue.

Corporate Governance		Company	Unit	FY 2008	FY 2009	FY 2010
	Maximum number of directors defined under Articles of Incorporated	HD	person	15	15	15
	Actual number of directors	HD	person	10	10	10
	Number of outside directors	HD	person	6	6	6
	of which are independent directors	HD	person	6	6	6
	Number of female directors	HD	person	1	1	1
	Average attendance of board members on board meeting	HD	%	93.2%	99.3%	95.0%

Compliance		Company	Unit	FY 2008	FY 2009	FY 2010
	Number of cease and desist orders issued by authorities such as Japan Fair Trade Commission	GR	case	0	0	0
	Number of business operation suspension due to misconduct etc.	GR	case	0	0	0
Number of criminal complaints due to compliance issues	GR	case	0	0	0	

Training covered by e-learning (Resona Bank in FY 2010)	Employees subject to training	Time the training conducted
Accountability for customers	All employees	Apr, Nov
General compliance	All employees	Apr, Sep, Jan, Feb
Financial crime prevention	All employees	May, Aug, Nov
Information management	All employees	May, Aug, Jan
Training on Resona STANDARD	All employees	Jun, Dec
Manner & etiquette improvement	All employees	Jun, Aug, Dec, Feb
Accident prevention	All employees	Jul, Mar
Sexual harassment prevention	All employees	Jul, Aug
Mental health	All employees	Oct
Real estate compliance	All employees	Aug
Environmental training	All employees	Sep
Risk management	All employees	Sep
Information security	All employees	Oct

*: Saitama Resona Bank and The kinki Osaka Bank also implement similar trainings.

Consumer issues/ Customer Service		Company	Unit	FY 2009	FY 2010
	Number of customer comments & queries received	RB	case	12,141	17,469
		SR	case	7,775	5,611
		KO	case	3,217	2,347
	Number of next-generation branches introduced	RB	branch	210	240
		SR	branch	98	98
Number of will trusts and inheritance dispositions conducted	GR	case	1,795	1,858	
Number of Asset Management Report Meetings held	GR	time	53	32	

Community		Company	Unit	FY 2008	FY 2009	FY 2010
	Number of "Resona Kids' Money Academy" events held	GR	time	181	197	191
	Number of on-site lectures offered *1	GR	time	7	7	1
	Number of work experience programs offered *1	GR	time	44	33	16
	Number of "TABLE FOR TWO" contributions	GR	meal	95,433	98,115	74,286
	Number of research programs contributed for the Resona Foundation for Asia and Oceania	GR	case	14	11	11
	Number of exchange programs contributed for the Resona Foundation for Asia and Oceania	GR	case	1	1	4
Total value of social contribution activities *2	GR	JPY million	57	68	90	

*1: Includes only total number of events reported to Resona Holdings.

*2: Includes only expenditures for businesses whose purpose is donation or social contribution

Environment		Company	Unit	FY 2010		
	Outstanding balance of environmentally conscious loans for corporate customers	GR	JPY 100 million	182		
	Outstanding balance of environmentally conscious housing loans	GR	JPY 100 million	588		
	Outstanding balance of environmentally conscious loans for consumable goods such as cars and renovations	GR	JPY 100 million	3		
	Outstanding balance of socially responsible investments (SRI)	GR	JPY 100 million	68		
	Outstanding balance of fixed term deposits with environmental donation plans	KO	JPY 100 million	103		
	Outstanding balance of charitable trusts for environmental conservation	RB	JPY 100 million	117		
		Company	Unit	FY 2008	FY 2009	FY 2010
	Eco-action points issued (TIMO)	GR	case	232,000	125,000	47,827
	Eco-action points issued (electronic issuing service)	GR	case			3,662

Environment

Facilities covered by Energy Conservation Law (All facilities)	Company	Unit	FY 2009	FY 2010
Photocopying paper purchased	GR	metric ton	377*1	1,186
Recycled photocopying paper purchased (included in the above)	GR	metric ton	125*1	995
Share of recycled paper purchased	GR	%	33%	84%
Total energy consumption	GR	GJ	1,976,358.0	1,961,680.0
CO2 emissions*2	GR	ton CO2	85,480	83,761
Consumption of specially controlled material	GR	metric ton	0	0
Emissions and transfers of specified chemical substances	GR	metric ton	0	0
NOx	GR	metric ton	0	0
SOx	GR	metric ton	0	0

*1 The data of FY 2009 were collected from head offices, head branches and system/administration centers.

*2 CO2 emissions for each year listed are calculated based on the "Ministerial Ordinance on Calculation of Greenhouse Gas Emissions Emitted by Specified Emitters" (March 2006, Ministry of Economy, Trade and Industry and Ministry of the Environment Ordinance No.3)

Facility covered by Environmental Voluntary Action Plan (head offices, head branches and system/administration centers)	Company	Unit	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	
CO2 emissions*3	GR	ton CO2	45,616	43,331	44,154	39,721	30,902	
Electricity consumption	GR	kWh	75,352,268	71,145,671	73,548,077	66,067,104	62,057,250	
City gas consumption	GR	km ³	1,664	1,627	1,375	1,269	1,247	
Gasoline consumption	GR	kl	145	199	205	178	58	
Water consumption(discharge volume)	GR	m ³	320,086	330,347	287,538	236,583	195,747	
Waste (incl. paper wastes)	Total volume of waste generated	GR	metric ton	1,588.9	1,633.5	1,681.7	1,457.5	1,401
	The volume of waste recycled	GR	metric ton	1,113.1	1,220.7	1,344.2	1,164.9	1,257
	Recycling rate	GR	%	70%	75%	80%	80%	90%
Paper waste	Total volume of waste generated	GR	metric ton	1,229.2	1,322.2	1,314.8	1,078.1	1,101
	The volume of waste recycled	GR	metric ton	1,011.5	1,109.5	1,187.2	1,017.5	1,075
	Recycling rate	GR	%	82%	84%	90%	94%	98%

*3 CO2 emissions for each year listed are calculated based on the "Ministerial Ordinance on Calculation of Greenhouse Gas Emissions Emitted by Specified Emitters" (March 2006, Ministry of Economy, Trade and Industry and Ministry of the Environment Ordinance No.3)

Diversity

	Company	Unit	Male	Female	Total
Employees	GR	person	10,785	15,403	26,188
General full-time employee	GR	person	8,942	6,298	15,240
Average age	GR	age	42.9	34.1	39.2
Average years of employment	GR	year	19.2	11.4	15.7
Contracted employees/ part-time employees (incl. temporary employees)	GR	person	1,843	9,105	10,948
Temporary employees	GR	person	560	1,003	1,563
Overseas locally-hired employee	GR	person	4	10	14
	Company	Unit	2009 (as of June 1)	2010 (as of June 1)	2011 (as of June 1)
Percentage of Disabled Employees	GR	%	1.81	1.84	1.93
The number of Disabled Employees	GR	person	258	290	298
	Company	Unit	FY2008	FY2009	FY2010
Women in management positions	GR	person	840	887	908
New graduate recruitment	GR	person	758	848	733
Mid-career employment	GR	person	193	52	24
Retired employees	GR	person	799	641	632
Average days of paid leave taken	GR	day	9.6	10.3	10.2
Employees used Childcare leave	GR	person	167	207	403
Employees took nursing care leave	GR	person	8	3	7
Average annual salary	GR	JPY 1,000	6,596	6,321	6,191
	Company	Unit	FY2009	FY2010	
Use of Rehiring System	GR	person	61	60	
Attendance of Seminar on Supports for Returning to Work	GR	person	66	80	
Use of Post Challenge System	GR	time	97	59	
Use of Career Entry System	GR	time	31	21	
Use of Free Agent System	GR	time	7	3	
Town meeting held	HD	time	38	55	

Human Right

	Company	Unit	FY 2008	FY 2009	FY 2010
Union member	GR	person	11,836	12,125	12,315
Annual overtime work hours	GR	hour	28.7	28.8	30.0
Average paid leave taken	GR	day	9.6	10.3	10.2
Occupational accidents	GR	case	202	193	242

Awards

The Resona Group has been awarded for CSR activities by third-party organizations as follows.

Fiscal Year	Major Award
2007	<p>[Diversity]</p> <ul style="list-style-type: none"> ●Resona Bank won the fighting spirit prize of the first “J-Win Diversity Award”, awarded to companies that contribute to raising awareness about women. ●Saitama Resona Bank won the Excellent performance award in the category of companies promoting the provision of equal opportunities from the Chief of Saitama Labor Bureau(Active efforts to improve work environment for women who can succeed were highly evaluated)
2008	<p>[Diversity]</p> <ul style="list-style-type: none"> ●Resona Bank was awarded the prize for continuing efforts to contribute to the increase in women's awareness. ●Saitama Resona Bank was awarded the Excellent Performance award in the family-friendly company category from the Chief of Saitama Labor Bureau (Facilitating support to balance work and life as well as a rooted leave system for management positions were highly evaluated.) ●The Kinki Osaka Bank won Awards for the Promotion of Gender Equity and Work-Home Compatibility(Active efforts to improve work environment for employees who can show their true ability regardless of gender were highly evaluated) ●Saitama Resona Bank won the encouragement prize of the second Saitama Prefecture Child-raising Corporate Award. (Offering a work environment according to each stage of the life plan and support for child-raising in the local community were highly evaluated)
2009	<p>[CSR Promotion]</p> <ul style="list-style-type: none"> ●Resona Holdings won the silver prize in the disclosure section of the 3rd CANPAN “CSR Award” (active efforts for CSR activities were highly evaluated). <p>[Corporate Governance]</p> <ul style="list-style-type: none"> ●Resona Holdings was selected as a “Leading Company in Disclosure for FY 2009” by the Disclosure Council of Security Analysts Association of Japan.(Management attitude toward IR, Investor Relations Meeting, fair disclosure, corporate governance and voluntary disclosure of information were highly evaluated). <p>[Compliance]</p> <ul style="list-style-type: none"> ●Saitama Resona Bank was awarded a prize by the National Police Agency for the prevention of wire transfer fraud (evaluated as having the highest prevention rate of wire transfer fraud). <p>[Diversity]</p> <ul style="list-style-type: none"> ●Resona Bank won the grand prize of the “2010 J-Win Diversity Award”.(Efforts to create a company which fairly evaluates employees regardless of gender or employment situation, adopting a personnel system which can bring out employees’ potential and increase successful women in each field were highly evaluated.)
2010	<p>[Corporate Governance]</p> <ul style="list-style-type: none"> ●Saitama Resona Bank won the Distinguished Service Award for prevention of wire transfer fraud (Prevention activities against wire transfer frauds were highly evaluated). <p>[Environment]</p> <ul style="list-style-type: none"> ●Resona Holdings won the special award in the First Eco Action. (Environment educational activities through the issuing of “Eco-Action Points” were highly evaluated) ●Saitama Resona Bank won the gold prize of the Sainokuni Scenery Award, Building and Street section, and the Saitama Prefecture Environment Building Award general building section.(Greening of walls at the Saitama Training Center were highly evaluated) ●Saitama Resona Bank awarded the twelfth Saitama Environment Award. (E-Bicycle Sharing Saitama and planting activities in mountainous areas of Nagatoro-cho were highly evaluated. <p>[Diversity]</p> <ul style="list-style-type: none"> ●Resona Bank was awarded the prize for further continuous efforts to continuously contribute to the increase in women's awareness. ●Resona Bank awarded the Excellent performance award in the category of promotion of gender equality section from the Health Minister. (Expansion of the number of women deployed through a job posting system to both Individual and Corporate Banking as well as the Head Office Planning Department, where the number of women were previously small, were highly evaluated.) ●Resona Bank was awarded for Superior Business in the 2010 Disabled Persons' Employment from Osaka Employment Development Association. (employment of disabled persons at the Osaka Head Office was highly evaluated)

Columns SRI Index and ESG Rating

Incorporated into “FTSE4Good”, a Global Socially Responsible Investment Index and selected as a “Regional Leader”.

Resona Holdings was incorporated into “FTSE4Good” since September 2009 and was also selected as one of the “Regional Leaders” in the Japan District.

**“FTSE4Good” is a group of socially responsible investment indexes which consists of companies which meet the corporate responsibility standards developed by FTSE. FTSE is a joint venture between the Financial Times of London and the London Stock Exchange.



FTSE4Good

Selected as a Stock to Make up Morningstar MS-SRI Index

Resona Holdings has been selected as a stock to make up “Morningstar Socially Responsible Investment Index (MS-SRI Index)” calculated by Morningstar since September 2009.

*Socially Responsible Investment Stock Index is a stock index based on 150 companies, which Morningstar considered socially excellent, selected 3,600 listed companies in Japan.





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Certified Public Accountant

Yoshito Nakamura

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Head of the Supporting Organization of JOCV
New Office Promotion Association
Chairman of Office Security Mark System
Special Member of Osaka ESCO Association
Head of Kawasaki City Council of Social Welfare
Member of the Ministry of Defense Commission on Evaluation of Independent Administrative Institutions

I read “CSR Report 2011 Data Edition” of the Resona Group (hereinafter referred to as the “CSR Report”) and listened explanation of CSR activities from the Resona Group’s personnel in charge of CSR Promotion Office. In response, I will make observations about the CSR Report as third parties following the previous year.

Resona Group prepared the CSR report in reference to ISO26000 (Social Responsibilities) in addition to the GRI Guideline and enriched its contents by organizing and expanding items to be included.

1. CSR Management Corporate Governance

The report first explains 1) the CSR management of Resona Group that maintains a good relationship with customers, the society, employees, and shareholders and 2) the CSR promotion framework that is positioned as the top management. The basis of the CSR activities is an organization. In order to effectively manage that organization to achieve objectives, a good governance system is necessary. As for the explanation of the relevancy between CSR activities and management principles, governance, and others that we pointed out in the previous report, detailed explanation is provided in the latest report. Management is required to provide financial information as a result of the management activities, but stakeholders today want its process to be disclosed as well. In addition, they request disclosure of the objectives and actual results as a part of the CSR commitment. We hope the management’s accountability will be achieved, and the mutual understanding of the Group and the stakeholders will increase.

2. Consumer Issues/Customer Service

Resona Group reports improvement of its customer service under the clear policy that finance is a service business. The Group accurately understands the needs of retail and corporate customers individually and provides various services toward value creation of customers. In particular, we can see that the Group focuses on business solutions for corporate customers such as support for new product development and business succession. Furthermore, by adding customers’ voice and the Group’s responses that we pointed out previously, we can now easily understand the Group’s efforts toward enhancement of its customer-oriented services.

3. Community

Resona Group, as a retail bank, implements activities for development of regional economies with co-development with

local communities as its management objective. In particular, the Group provides a wide variety of business solutions such as business fairs and business negotiations that go beyond the financial business and also works on reinforcement of the support function to respond to the recent advance of companies into the Asian market. We believe the Group can gain more understanding of the stakeholders by continuing such efforts toward development of regional economies and explaining how such efforts contribute to value increase of the communities and the Group with numerical data.

4. Diversity and Human Rights

Employees are the most important management resource to achieve a company’s management objective. Therefore, it is necessary to create an environment where everyone engaged in management and operations can work with motivation in life. Resona Group is creative with the personnel system as well as the support system to help each employee realize career development. Feedback from employee questionnaires is also reflected in the management. In addition, in order to bring out employees’ potentials to the maximum extent, employees need to stay healthy. According to the WHO Charter, health is a completely good condition physically, mentally, and socially with a wide range of requirements. We request the Group to promote disclosure of numerical data regarding diversity and human rights, etc. and add detailed explanation.

Resona Group prepares a disclosure magazine in addition to the CSR report. In this disclosure magazine, management issues, performance, and organizations and risk management system are explained in detail. If CSR is achieved through management activities, we believe the Group needs further clarity and streamline in the relevancy between management and CSR and to be more creative so that the Group can provide information on corporate value.

The economies of the areas affected by the Great East Japan Earthquake were deeply impacted, and banks are required to play an economic role in the reconstruction. In addition, responsibilities of Resona Group as a retail bank for revitalization of regional economies and globalization will become larger. We believe clear-cut and transparent disclosure of the Group’s efforts, effects, and results of its social responsibilities is the best way to gain trust from the society.

* This observation does not express an opinion on the accuracy and comprehensiveness of the contents of the CSR report.

Overview of Resona Group

The Resona Group with Resona Holdings as the Group holding company, is a financial services group comprising three commercial banks. With aggregate consolidated assets of approximately 42 trillion, the Resona Group ranks as Japan's fourth-largest financial group by asset size. Please note that Resona Trust & Banking merged with Resona Bank on April 1, 2009, thus becoming a commercial bank with the full line trust capabilities having a No.1 client base and branch network.

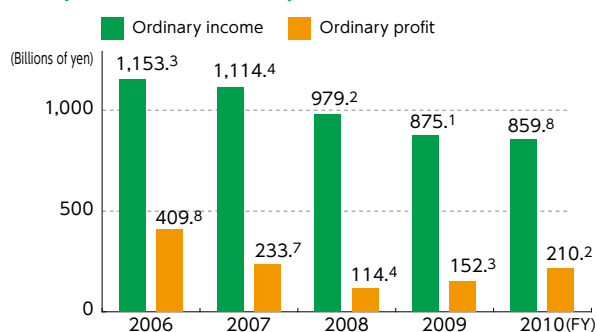
The Resona Group's key markets are the greater Tokyo metropolitan area and the Kansai region, where Japan's largest clusters of population, economic activity and industry are concentrated. Our branch network in these two areas rivals those of Japan's mega banks, and we have established a strong presence.

We are implementing marketing activities closely tailored to regional needs and are aiming at "Establishing a True Retail Bank Group". Especially in Saitama and Osaka prefectures, our shares of deposits and loans are more than 40% and close to 20%, respectively.

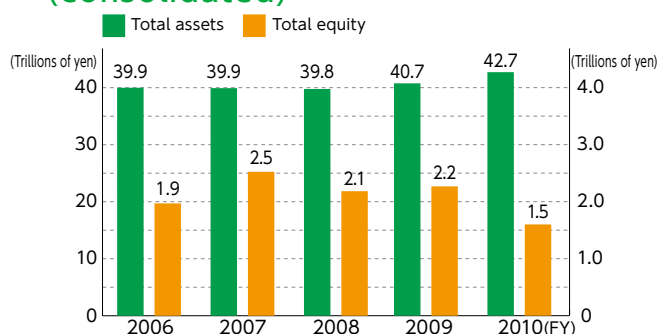
Company Overview

Company name	Resona Holdings, Inc.
Head office	Fukagawa Gatharia W2 Bldg., 5-65, Kiba 1-chome, Koto-ku, Tokyo 135-8582, Japan
Phone	+81(3)6704 3111 (Pilot Number)
Establishment	December 12, 2001
Representative	Seiji Higaki, Director, President and Representative Executive Officer
Capitalization	340.4billion yen
Consolidated capital	Consolidated capital adequacy ratio 11.21% (as of March 31, 2011)
Number of employees	536

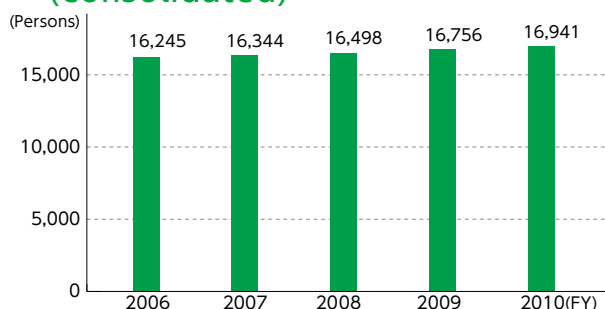
Ordinary income/ordinary profit (consolidated)



Total assets /total equity (consolidated)



Number of employees (consolidated)



Group Banks

Resona Bank, Ltd.

- Date of Establishment: May 15, 1918
- Capitalization: 279.9 billion yen
- Manned Offices: 312
- Principal Shareholder: Resona Holdings, Inc. (100%)
- Number of Employees: 9,246

Saitama Resona Bank, Ltd.

- Date of Establishment: August 27, 2002
- Capitalization: 70billion yen
- Manned Offices: 128
- Principal Shareholder: Resona Holdings, Inc. (100%)
- Number of Employees: 3,078

The Kinki Osaka Bank, Ltd.

- Date of Establishment: November 24, 1950
- Capitalization: 38.9billion yen
- Manned Offices: 128
- Principal Shareholder: Resona Holdings, Inc. (100%)
- Number of Employees: 2,325

Major Group Companies

Resona Card Co., Ltd.

- Operations: Credit Card administration, Credit guarantee
- Date of Establishment: February 12, 1983
- Capitalization: 1 billion yen
- Principal Shareholder: Resona Holdings, Inc. Others

Resona Capital Co., Ltd.

- Operations: Private equity business
- Date of Establishment: March 29, 1988
- Capitalization: 10.6billion yen
- Principal Shareholder: Resona Holdings, Inc. (100%)

Resona Research Institute Co., Ltd.

- Operations: Business consulting services
- Date of Establishment: October 1, 1986
- Capitalization: 100 million yen
- Principal Shareholder: Resona Holdings, Inc. (100%)

Resona Kessai Service Co., Ltd.

- Operations: Factoring
- Date of Establishment: October 25, 1978
- Capitalization: 1 billion yen
- Principal Shareholder: Resona Holdings, Inc. (100%)

Comparison Table of ISO26000, GRI Guidelines and the United Nations Global Compact

The following is a comparison table of ISO26000, GRI Sustainability Reporting Guidelines Version 3 (G3) and the United Nations Global Compact 10 Principles. This report has been created in accordance with GRI Guidelines Version 3 (G3) and is classed as Application Level B, as defined in the Guidelines. The report is also considered to meet the 24 standards to be classed as "Advanced Level" in "Communication on Progress" which demonstrates implementation of the ten principles of the UN Global Compact.

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* Disclosed in Resona Today
** Disclosed in Financial Results Report



RESONA WAY

CSR Report 2011 **Data Edition**

RESONA WAY
CSR Report 2011 Data Edition
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