

RESONA WAY

CSR Report 2012 **Data Edition**

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

Resona Group CSR Policy

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

- Resona Group CSR Action goals, Results, Assessment
- Efforts for Early Repayment of Public Funds



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Please refer to Resona Group Annual Report for detailed information on Corporate Governance (page 07 to 14) and Compliance (page 15 to 18).

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 2012 Highlight Edition"

"Highlights of CSR Report 2012" 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 November 2012. 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, 2011–March 31st, 2012

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

Publication Information

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Message from the Chairman

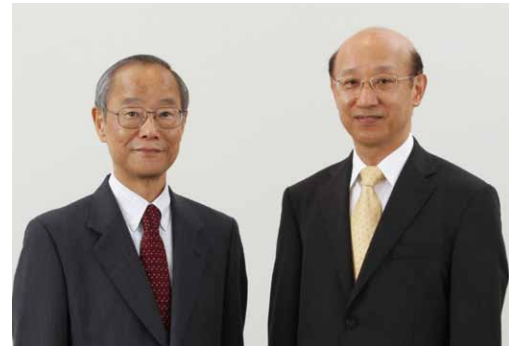
Each employee commits to implementing CSR in daily activities aiming to “establish a True Retail Bank Group”.



We would like to express our thanks to you for your interest in and support of the Resona Group. A decade has passed since we received public funds in May 2003. During this period, recognizing Japanese citizens as our shareholders, the Resona Group has devoted itself to regeneration and financial independence at the earliest possible time through various challenging innovations. We would like to take this opportunity to express our sincere appreciation for all your support and cooperation.

While Japanese economy has been stable supported by reconstruction demand resulted from the Great East Japan Earthquake, its future has remained unclear due to a slowdown in overseas economies including EU debt problems, and continuing strong yen. Under such severe circumstances, We think that customer issues have become increasingly more serious and the bank's social roles are more important than ever. The Resona Group, as a team, is fully committed to overcoming such difficult situations while fulfilling corporate social responsibilities (CSR) as a financial institution.

In August 2011, we formulated our “Group CSR Policy” in compliance with the ISO26000 requirements. With this policy, the Resona Group emphasizes its stance



Eiji Hosoya
Director, Chairman and
Executive Officer
Resona Holdings, Inc.

Seiji Higaki
Director, President and
Representative Executive Officer
Resona Holdings, Inc.

to work on corporate social responsibilities. Aiming to be a company that can further precisely respond to a variety of social issues, we have introduced a system to push ahead with initiatives, setting “CSR Action goals” for the seven social issues* clearly specified in this policy.

*7 social issues: Corporate Governance, Human Rights, Diversity, Compliance, Consumer Issues/Customer Service, Community, Environment

We have positioned CSR as one of the most important management activities and defined “CSR management” as “one of our main tasks to contribute to creating a sustainable society” and value “relationships with customers”, “relationships with shareholders”, “ties with society” and “employees’ dignity and personality”. Each and every one of our staff members will put our CSR activities into practice in our day-to-day operations to win the support of all our stakeholders.

The Resona Group will continue to manage its activities with a high degree of transparency with the aim of becoming a “True Retail Bank Group,” developing together with our customers, and continuing to change. We look forward to your renewed support and encouragement in the years to come.

August, 2012

It is with great sadness that we announce that: Eiji Hosoya, Director, Chairman and Executive Officer of our company, passed away on November 4, 2012. On his behalf, we would like to express hereby our gratitude for your support and friendship during his lifetime.

Eiji Hosoya

Director, Chairman and
Executive Officer
Resona Holdings, Inc.

Seiji Higaki

Director, President and
Representative Executive Officer
Resona Holdings, Inc.

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, in August 2011, we developed "Group CSR Policy" which responds to 7 core issues required under ISO26000 in order 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

Corporate Mission

The Resona Group aims at becoming a true "financial services group full of creativity." Towards this goal, the Resona Group will:

1) live up to customers' expectations, 2) renovate its organization, 3) implement transparent management, and 4) develop further with regional societies.

Resona Way (Resona Group Corporate Promises)

Customers and "Resona"

Resona cherishes relationships with customers.

- The Resona Group offers its customers services with integrity for their joy and happiness, placing highest priority on winning their confidence in Resona.
- The Resona Group makes every effort to respond fully to the needs of customers by offering high-quality services.
- The Resona Group always welcomes customers with gratitude.

Employees and "Resona"

Resona highly regards employees' dignity and personality.

- The Resona Group creates a workplace where employees can take pride in being a member of Resona.
- The Resona Group thinks highly of its employees' mind-set and endeavors to make the Group's business atmosphere challenging and creative.
- The Resona Group cherishes each employee's dignity and personality and evaluates ability and achievement in a fair manner.

Society and "Resona"

Resona places importance on its ties with society.

- The Resona Group makes every effort for an extensive number of citizens to acknowledge the significance of Resona's existence.
- The Resona Group observes every rule of society.
- The Resona Group contributes to regional societies as a good corporate citizen.

Shareholders and "Resona"

Resona cherishes relationships with shareholders.

- The Resona Group aims at maximizing its corporate value by implementing sound management based on a long-term perspective.
- The Resona Group returns an appropriate amount of sound profits to its shareholders.
- The Resona Group seeks to offer timely solutions to customer needs in all situations, endeavors for transparent management, and actively upgrades its disclosure.

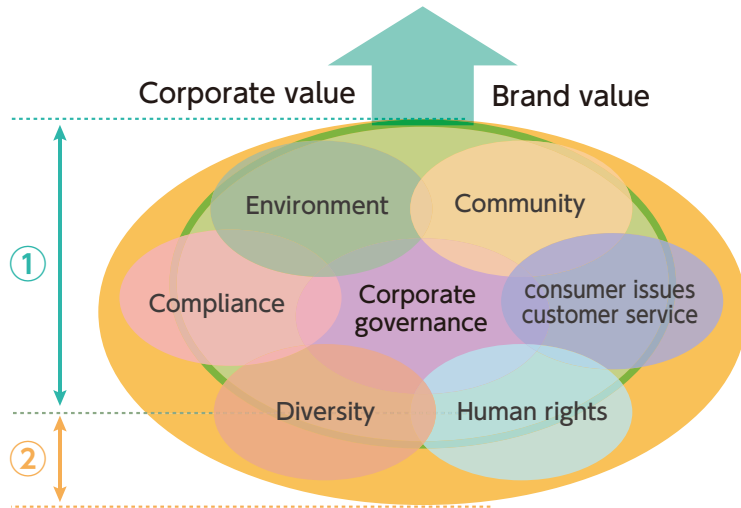
Resona Group CSR Policy

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.

■ Concept of CSR Management

The Resona Group understands that CSR management is giving the solutions to 7 core issues through the core business and contributing to build a sustainable society. And we will also work on Philanthropy (social contribution) activities proactively for giving the solutions to 7 core issues as core business.

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

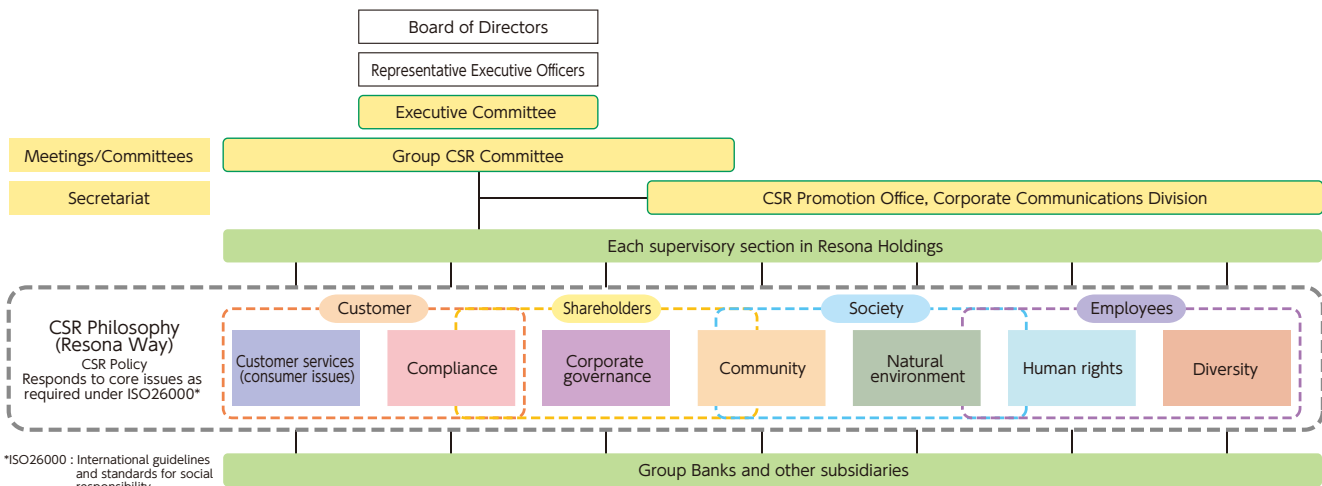


- ① Core business
- ② Philanthropy (Social Contribution)

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 president of Resona Holdings consists of the 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.



*ISO26000 : International guidelines and standards for social responsibility












CSR Initiatives

Resona Holdings 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.



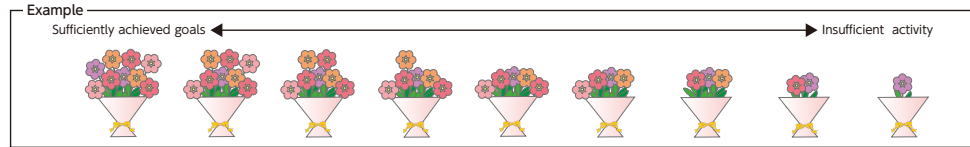
Resona Group CSR Action goals, Results, Assessment

The list of Resona Group CSR Action goals, Results, and Assessment by issue specified in Resona Group CSR Policy is indicated below:

Issue	Item	Action goals for FY2011	Assessment	Results of FY2011	Action goals for FY2012
Corporate Governance	Information Disclosure	Proactively disclose information in an easy-to-understand way, increasing transparency of management.		Reorganized the disclosure policy concerning corporate governance, as well as contents of business reports, securities reports, and corporate governance reports.	Proactively disclose information in an easy-to-understand way, increasing transparency of management.
	Risk Management	Maintain and ensure sound management, and enhance the risk return management system.		To secure sound management, managed operations so as to maintain major types of risks within the limits of core capital.	Maintain and ensure sound management, and enhance the risk return management system.
Human Rights	Respect Human Rights	Raise employees' awareness of respect for human rights and prevention of various harassments, through educational programs.		For the purpose of respecting human rights and preventing various harassments, strived to increase awareness by implementing educational activities for all employees, such as provision of e-learning programs and discussion in seminars with videos, etc.	Raise employees' awareness of respect for human rights and prevention of various harassments, through educational programs including case examples.
	Normali zation	Enhance measures for barrier-free access toward realization of user-friendly branches and services.		Expanding branches with textured paving blocks for the visually impaired, as well as branches which eliminated height differences at entrance and installed ramps for customers who use wheelchairs and strollers.	Enhance approaches to normalization in order to pursue branches and services which all customers can use at ease.
Diversity	Diversity Promotion	Enhance a framework which maximizes capabilities of diverse employees, regardless of age and gender.		<ul style="list-style-type: none"> Strived to create environment in which employees can continue to work by fostering awareness of career building among female candidates for managerial positions, as well as working on supports for returning to work after childcare leave (Resona Moms and Dads Club). Resona Bank ranked second in 2011 Survey on 100 Best Companies Where Woman Play Active Part (Category of Active Use of Woman's Ability) conducted by Nikkei WOMAN. 	Enhance a framework which maximizes capabilities of diverse employees, regardless of age and gender.
	Work Environment	Enhance a system to support employee's autonomous career building.		As tailor-made supportive measures for career building according to individual stages for young, women, and middle-aged and older employees, established a support system including provision of seminars.	Enhance various kinds of initiatives to support employee's career building.
	People Development	Foster professional personnel for each field through building content-rich training and educational programs.		Improved and reinforced a system of training toward enhancing business fields our company has promoted.	Foster professional personnel for each field through building content-rich training and educational programs.
Compliance	Permeation of Corporate Ethics	Each employee complies with laws, regulations, rules, and social norm, from the viewpoint of customers and society, aiming to be a trusted company.		Each companies of Resona Group, provided educational programs to raise each employee's awareness of compliance, and made efforts for permeation of "Resona STANDARD", a behavior guideline for employees.	Each employee complies with laws, regulations, rules, and social norm, from the viewpoint of customers and society, aiming to be a trusted company.
	Elimination of Anti-Social Forces	Reinforce systems to eliminate transactions with anti-social forces and prevent money laundering.		Strived to eliminate transactions with anti-social forces through strict identity verification, and cancel transactions with application of "Exclusion of Anti-Social Force Clause."	Reinforce systems to eliminate transactions with anti-social forces and prevent money laundering.
	Financial Crime Prevention	Enhance systems to prevent financial crimes with countermeasures against forged and stolen bank cards, as well as crimes involving deceptive requests for bank transfers, in an effort to protect the precious assets of our customers.		In order to protect precious assets of our customers, called customers attention to crimes at sales branches and handed out booklets titled "To prevent financial crimes".	Continuously enhance systems to prevent financial crimes such as forged and stolen bank cards, as well as crimes involving deceptive requests for bank transfers, in an effort to protect the precious assets of our customers.
Consumer issues/ Customer Service	Explanation to Customers	In order to provide appropriate products and services to customers, enhance a system to manage explanation to customers.		Made efforts for enhancing explanation to customers, for example, revision of sales rules and review of the follow-up service system.	In order to provide appropriate products and services to customers, enhance a system to manage explanation to customers.
	Information Management	Make efforts for enhancing a system to protect and manage customer's information.		All Group companies conducted activities to enhance the information management system.	Make efforts for enhancing a system to protect and manage customer's information.



Resona Group CSR Action goals, Results, Assessment



Issue	Item	Action goals for FY2011	Assessment	Results of FY2011	Action goals for FY2012
Consumer issues/ Customer Service	Service Reforms	Make efforts for continuous improvement in services, while sincerely accepting all customer opinions and requests.		<ul style="list-style-type: none"> Conducted a survey with more than 100,000 questionnaires (totaling 3 Group companies). Improved products and services, taking into account customers' opinions collected through the survey, etc. <ol style="list-style-type: none"> Improved a level of a branch locator function of HP. Introduced Priority ATM and Priority Seat services. Introduced Priority Seat and Priority ATM services in all staffed branches, enabling all customers, including the disabled and the elderly, to use our branches at ease. 	Make efforts for continuous improvement in services, while sincerely accepting all customer opinions and requests.
	Operation Reforms	Strive to increase convenience and reliability through quick provision of precise services by further pushing ahead with operation reform, including promoting introduction of New Branch Office Management System.		Completed introduction of New Branch Management System in all branches toward improvement in convenience and reliability. (Resona Bank and Saitama Resona Bank)	While establishing stable clerical operations, make more advanced proposals to customers and improve services.
	Provision of solutions to customers	Proactively develop products and make proposals to customers, which meet their diverse needs.		Provided various consultation services and solutions, such as asset management and housing loans. In the second half of FY2011, the number of consultations on inheritance and own company stock succession was approximately 6,500 cases (nearly 12,600 cases throughout the fiscal year).	Provide products and services which meet customers' diverse needs, using trust function.
	Provision of opportunities for enlightenment	Enhance and continue activities useful for achieving customers' dreams and their life plans, through various seminars and Kids Money Academy.		Held a variety kind of seminars and briefing sessions concerning asset management, conversion of housing loans, and asset succession, etc. Also worked on enlightenment activities. <ul style="list-style-type: none"> Held 33 briefing sessions on management of investment trust and insurances with a total of approximately 11,500 participants. Provided financial and economic education for children 235 times (including 163 times of Resona Kids Money Academy in Summer Holiday) with a total of approximately 3,000 participants. 	Enhance and continue activities useful for achieving customers' dreams and their life plans, through various seminars and Kids Money Academy.
Community	Regional Contribution Activities	Push ahead with various activities toward resolving local issues in cooperation with local communities, and encouraging employees to voluntarily conduct regional contribution activities.		<ul style="list-style-type: none"> Held various events to revitalize local communities. Resona DE Monitor by Resona Bank 2012 Exhibition and Business Meeting of Farming and Food by Saitama Resona Bank 2nd SAKAI Environmental Business Fair by Kinki Osaka Bank Employees voluntarily conducted various activities, for example, serving as volunteer staff of a sporting events and participation in cleanup activity for local festivals. Rated AAA, the highest in terms of "sociality" in CSR evaluation by Toyo Keizai Inc. 	Contribute to local society by pushing ahead with various activities in cooperation with the local society, and supporting revitalization of local economy.
	Social Contribution Activities	Develop and provide products and services toward resolution of social issues, using trust functions.		Utilizing trust functions, developed and provided the following products and services: <ul style="list-style-type: none"> Started handling "Special Donation Trust (Oen no Kizuna)" from December 2011, which assists social contributions through donation. Started handling "Guardianship System Support Trust" from January 2012, which meets social expectations and needs for the guardianship system. 	Encourage employees to voluntarily conducted social contribution activities toward resolution of social issues.
Environment	Environmental Management	Proactively conduct various environmental conservation activities such as environmental load reduction, by appropriately operating environmental management systems based on ISO14001.		<ul style="list-style-type: none"> Made the following efforts for reducing environmental impacts by appropriately operating environmental management systems: <ol style="list-style-type: none"> Reduced energy consumption by 6% compared to the figure in FY2010. Reduced the volume of copier paper purchased by 2% compared to the figure in FY2010. Through PDCA cycle of environmental management systems, conducted environmental conservation activities, including "Forestation Program" (Saitama Resona Bank and the Kinki Osaka Bank) in cooperation with the government. 	Proactively conduct various environmental conservation activities, such as environmental load reduction, in accordance with environmental management systems based on ISO14001.
	Environmental Conservation through Our Core Business	Proactively provide products and services which support customers' approaches to environmental conservation.		Supported customers' extensive environmental conservation activities by providing the following products and services: <ul style="list-style-type: none"> [For individual customers] Eco-conscious housing loans, car financing, renovation loans, and time deposits, etc. [For corporate customers] Loans using fund supply of Bank of Japan, "Eco Vision Company" loan system, loans using unique environmental rating, etc. [In trust field] SRI fund for corporate pension, etc. 	Through provision of various environmental business products and services, assist customers' extensive environmental conservation activities.
	Environmental Communication	Proactively develop environmental enlightenment activities for customers and employees.		<ul style="list-style-type: none"> Provided environmental information to customers, through holding a business fair concerning environment (the Kinki Osaka Bank), and granting eco-action points. Increased employees' environmental awareness by providing environmental education with e-learning programs, and continuously implementing the "go home early" campaign at all branch offices. 	Facilitate education on environmental problems for individual employees by encouraging them to leave office early. Also make efforts for raising customers' awareness of environmental problems, through calling on them to save electricity at branch offices and holding seminars, etc.

* See P. 03 for Resona Group CSR Policy.

Corporate Governance

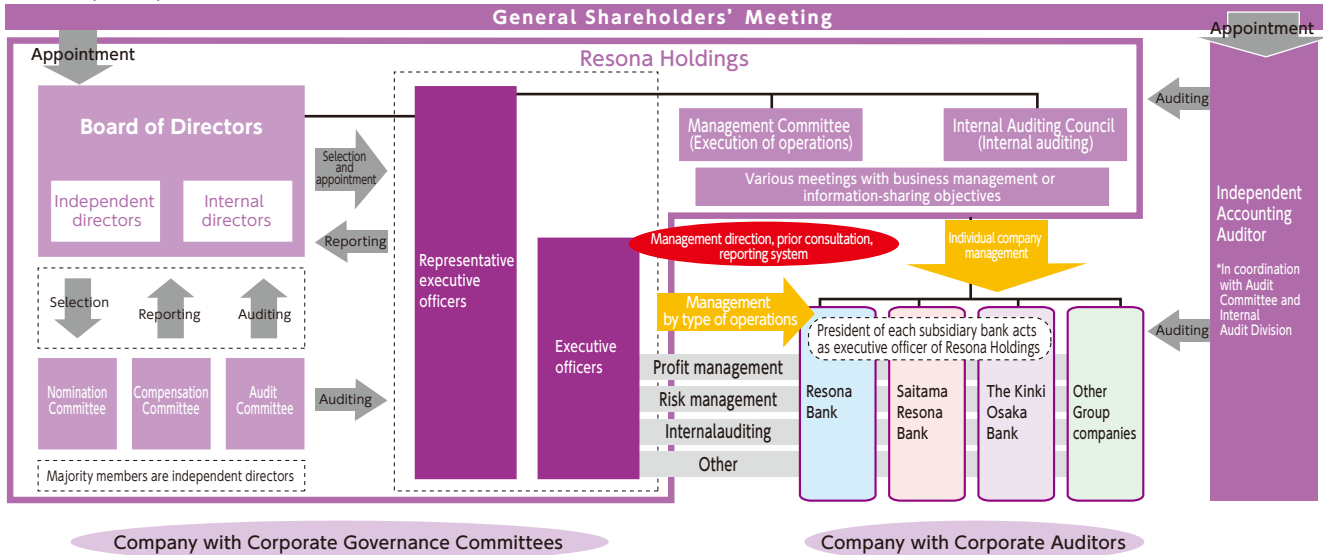
The Fundamental Approach to Corporate Governance

The Resona Group has never lost sight of the significance of the public fund injection the Resona Bank received in June 2003. Exerting our capabilities as a financial mediator and consulting institution, we strive to realize excellent corporate governance in order to meet the expectations of stakeholders and society have of us as a bank by cultivating soundness and user-friendliness. 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 Nominating 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. In addition, all Group banks, which are wholly owned subsidiaries of the Company, shifted to a company with auditors structure. By unifying their basic approach to corporate governance, the members of the Resona Group have further strengthened corporate governance at all Group banks in line with the aim of ensuring and enhancing autonomous management at each bank. Toward 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 employs thorough discussion in 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 2011, the Board of Directors met 15 times. In June 2005, a system was adopted under which the presidents of all subsidiary banks became executive officers of Resona Holdings, and steps are being taken to enhance the supervisory functions of the holding company vis-à-vis subsidiary banks.
Nominating Committee	The Nominating Committee comprises three directors, including two independent directors, one of whom chairs the committee. 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 Election of Candidates for Outside Directors, both of which have been discussed and decided at the committee's meetings. In fiscal 2011, the committee met five times. Please note that, to accelerate the Group's management reforms and attain sustained increases in corporate value, the Nominating 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 operations by executive officers and directors, the 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 divisions 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 14 times in fiscal 2011.
Compensation Committee	The Compensation Committee comprises three directors, including two independent directors, one of whom chairs the committee. The 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 2011, the committee met four 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 2011, this committee met 40 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 operations. 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 2011 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 Guidelines)	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 systems to 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

We deeply regret the serious concern and inconvenience that the injection of public funds in June 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. Resona Holdings and other Resona Group companies 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, each Group bank has established its own risk management policy that is tailored to its operations, unique characteristics, and the risks it must address. The risk management policies of Resona Holdings and Group banks create a basic framework for managing risk by defining the types of risk that must be managed and establishing organizations or systems that manage risk.

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

risk categories are outlined below, and each risk is managed using a method that is tailored to its characteristics. 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.

Risk Category	Definition	Risk Management Methods
		Comprehensive risk management (setting risk limits, assessing risk, allocation of risk capital, etc.)
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	Setting risk limits, credit rating system, portfolio management, credit analysis and management, 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, 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.

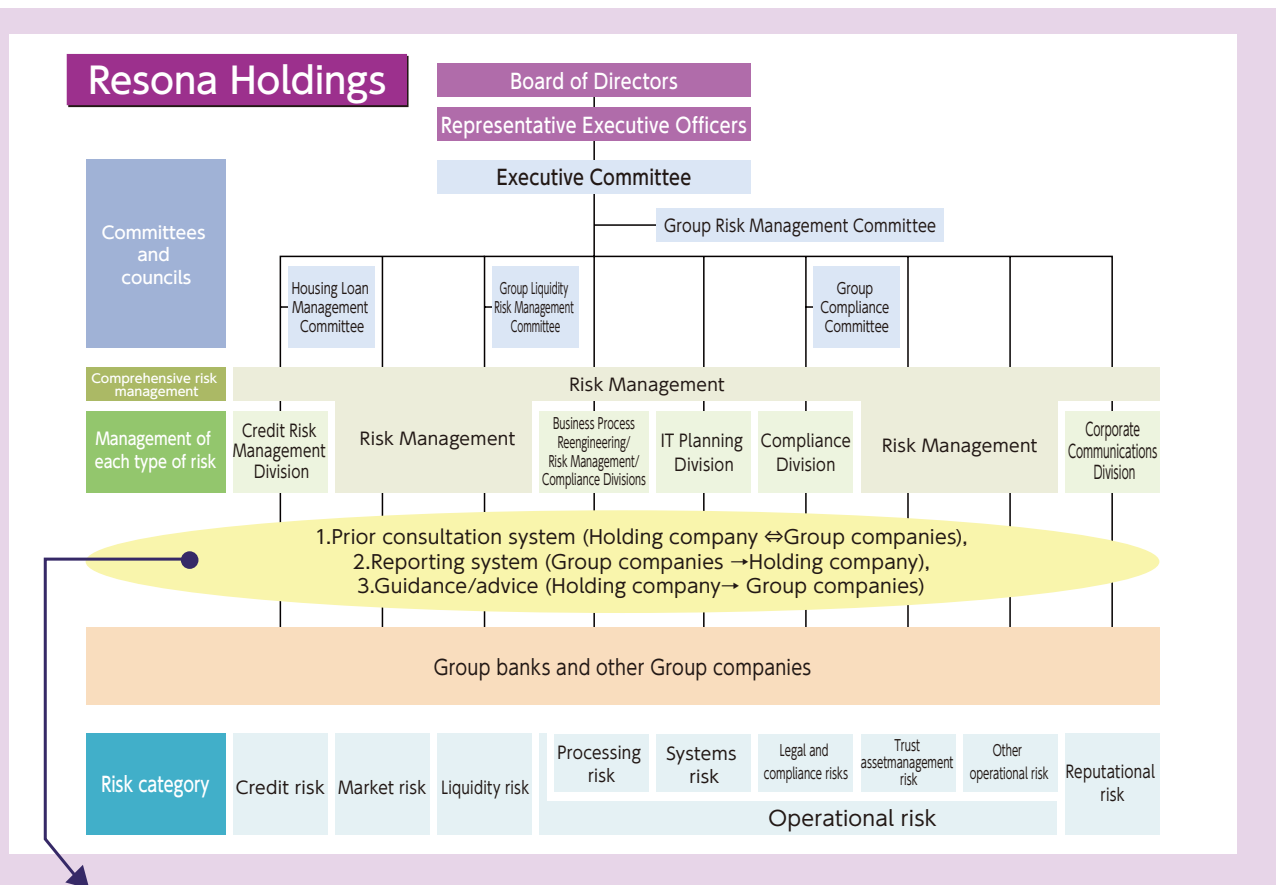
In addition to providing direction to Group companies regarding risk management policies as well as rules, standards, and systems, Resona Holdings verifies risk management policies, rules, standards, and systems at all

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	Group companies must engage in prior discussion with Resona Holdings in the situations listed below. <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	<ul style="list-style-type: none"> • Embezzlement of customer deposits • Misappropriation of the bank's assets • Intentional unauthorized trading, fabrication
	Processing errors	<ul style="list-style-type: none"> • Loss due to processing error • Loss or accidental disposal of important items • Loss due to failure to meet due date
Systems risk		<ul style="list-style-type: none"> • Systems failure • Hacking, infection with computer viruses
Legal and compliance risks		<ul style="list-style-type: none"> • Loss due to violation of duty to explain • Misuse of a stronger bargaining position
Trust asset management risk		<ul style="list-style-type: none"> • Loss due to misfeasance • Failure to perform fiduciary duties • Violation of management guidelines
Other operational risk	Disasters	<ul style="list-style-type: none"> • Cessation of business activities due to disaster or power outage
	External crime	<ul style="list-style-type: none"> • Compensation for damage due to counterfeit or stolen cards • Damage due to robbery, theft
	Defects of facilities and equipment	<ul style="list-style-type: none"> • Damage to equipment due to natural disasters and terrorism • Loss compensation caused by defective equipment
	Human resources management	<ul style="list-style-type: none"> • 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.

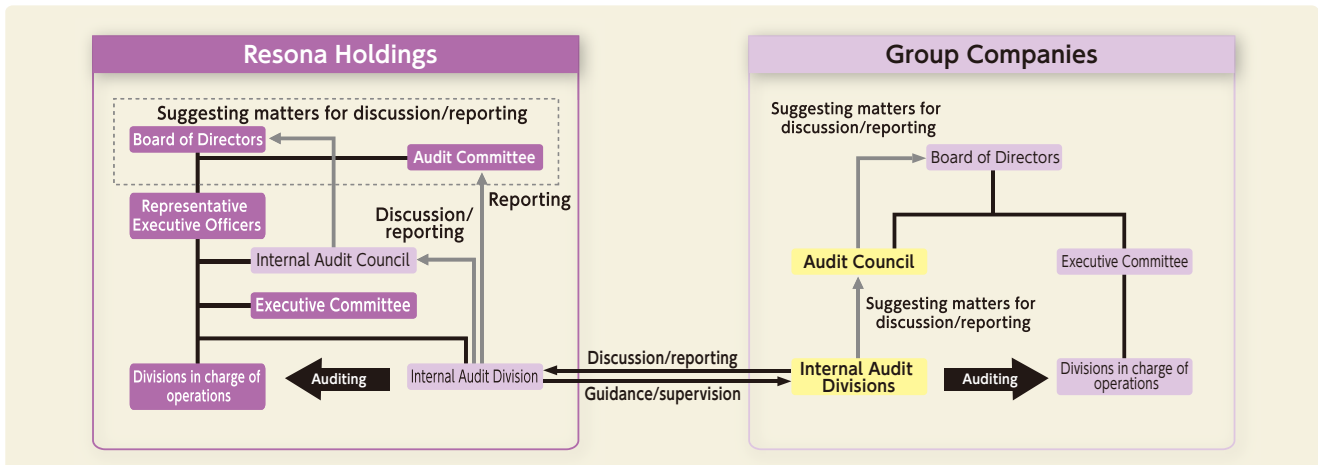
To ensure that internal audits meet our purpose and serve their functions properly, we put internal auditing systems in place and make sure that they are effective, establishing independent internal auditing departments at Resona Holdings and its Group companies and clearly establishing their internal 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 companies have formed "auditing councils," which report directly to the board of directors of their companies 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 the 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

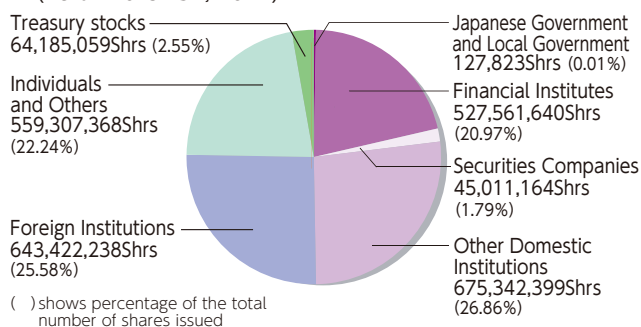
The Resona Group considers the general shareholders' meeting to be an important opportunity to communicate with each shareholder. For this reason, the Group has visualized the content of its reporting and used a large screen, striving to give explanations in a manner that is easy to understand. Also, 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 2012 general shareholders' meeting was held on June 22 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. Also in order to early repay public funds, it is our basic policy to place priority on accumulating retained earnings by curbing outflow of earnings. Under this policy, the Group will strive to pay dividends in a stable manner. The dividend policy including a target level of dividend payout ratio is scheduled to be clarified after complete repayment of Deposit Insurance Act Preferred Shares.

Condition of Distribution of Common Stocks (by holder) (As of March 31, 2012)



Major Shareholders (common share) (ten largest shareholders) (As of March 31, 2012)

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)	127,425	5.19
The Master Trust Bank of Japan, Ltd.(Trust Account)	83,255	3.39
The Dai-ichi Mutual Life Insurance Company, Ltd.	55,241	2.25
CACEIS BANK FRANCE / CREDIT AGRICOLE SA	39,483	1.61
Japan Trustee Services Bank, Ltd.(Trust Account 9)	38,032	1.55
THE CHASE MANHATTAN BANK 380501	34,565	1.41
JP MORGAN CHASE BANK 380055	28,187	1.15
Japan Trustee Services Bank, Ltd.(Trust Account 4)	26,435	1.07
SSBT OD05 OMNIBUS ACCOUNT - TREATY CLIENTS	24,806	1.01

Note: 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 final 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 business strategies and CSR activities 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. In June 2011, IR events including dialogues with representatives were held in Tokyo and Osaka with approximately 800 participants. We also took part in "TSE IR Festa 2012" hosted by Tokyo Stock Exchange, "Nikkei IR Fair" (Web seminar) hosted by Nikkei Inc., briefing sessions for private investors hosted by Security Analysts Association of Japan. In addition, we held many company information sessions through securities companies. In those sessions, our representatives and officers in charge of finance and IR directly explained the Group's management attitude. The Group will proactively create more opportunities for management to make their actual voices heard.



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 2011, on November 22, 2011, the interim financial results were reported, followed by the reporting of financial results for fiscal 2011 on May 23, 2012, with many participants in attendance.

IR for Foreign Investors

Representative executive officers, the executive officer in charge of IR and Chief Finance Officer 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.

Renewal of Group's Website

In April 2012, the Resona Group's website was redesigned with an eye to becoming a user-friendly website for shareholders, investors, and other users. Major modification includes easy-to-understand screen structure and design, more advanced search function within the site, and introduction of voice reader which made the website human-friendly. We will continue to make efforts for meeting various customers' needs.



FY2011 IR Event Calendar

May 13 Announcement of Financial Results for Fiscal Year 2010
May 27 Investor Relations Meeting
Jun 24 General Meeting of Shareholders
Jul 29 Announcement of Financial Information for the 1st Quarter of Fiscal Year 2011
Aug 31 Publication of Annual Report 2011
Sep 13 Merrill Lynch Japan Conference 2011

Nov 11 Announcement of Financial Results for the First Half of the Fiscal Year 2011
Nov 22 Investor Relations Meeting
Jan 31 Announcement of Financial Information for the 3rd Quarter of Fiscal Year 2011
Mar 1 CLSA Japan Forum 2012

Compliance

Basic approach to Compliance

The Resona Group is strongly aware of the responsibilities of financial 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.

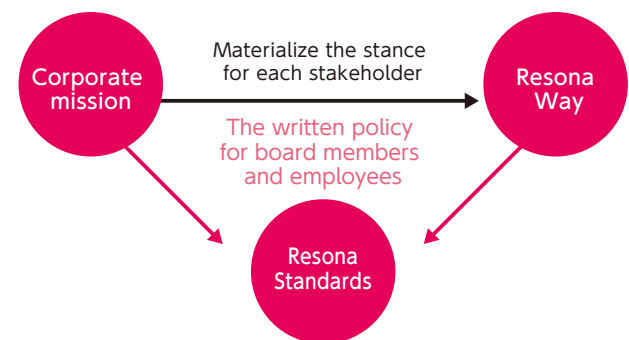
Basic Activities

The Resona Group has established its *Corporate Mission*, which forms the basis for the judgments and behavior of directors and employees; the *Resona Way* (the 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.

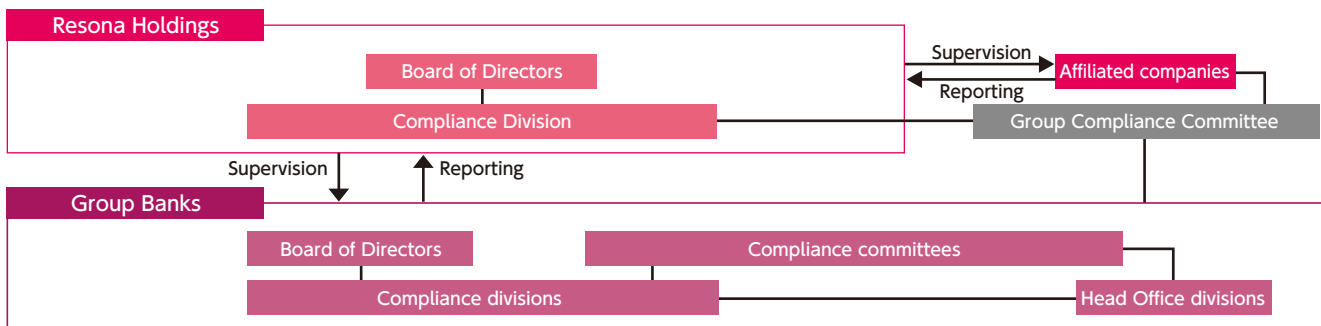


Group Management Systems

Group Compliance Management Systems

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

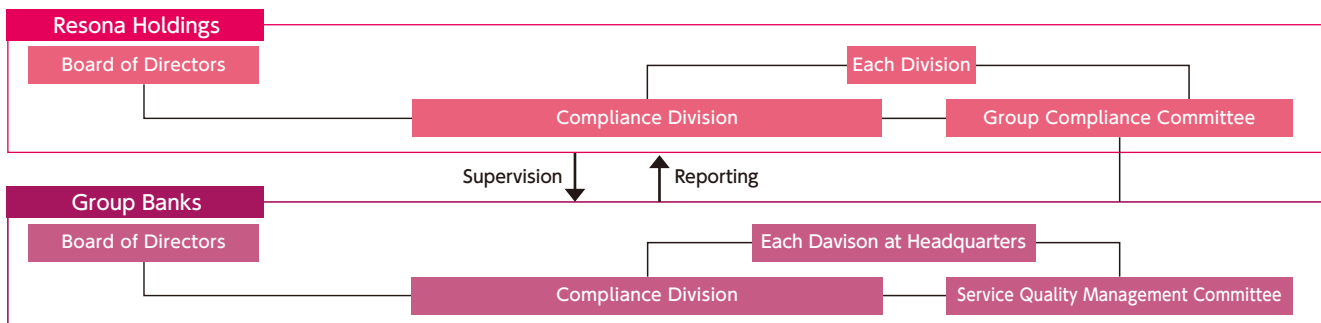
companies all have members on the Group Compliance Committee, which discusses and evaluates all issues related to Group compliance.



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. The Group Compliance Committee, of which these responsible divisions and individuals are members, 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 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 not to engage in transactions with anti-social forces and to prevent them from intervening in transactions with customers 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.

Diversity

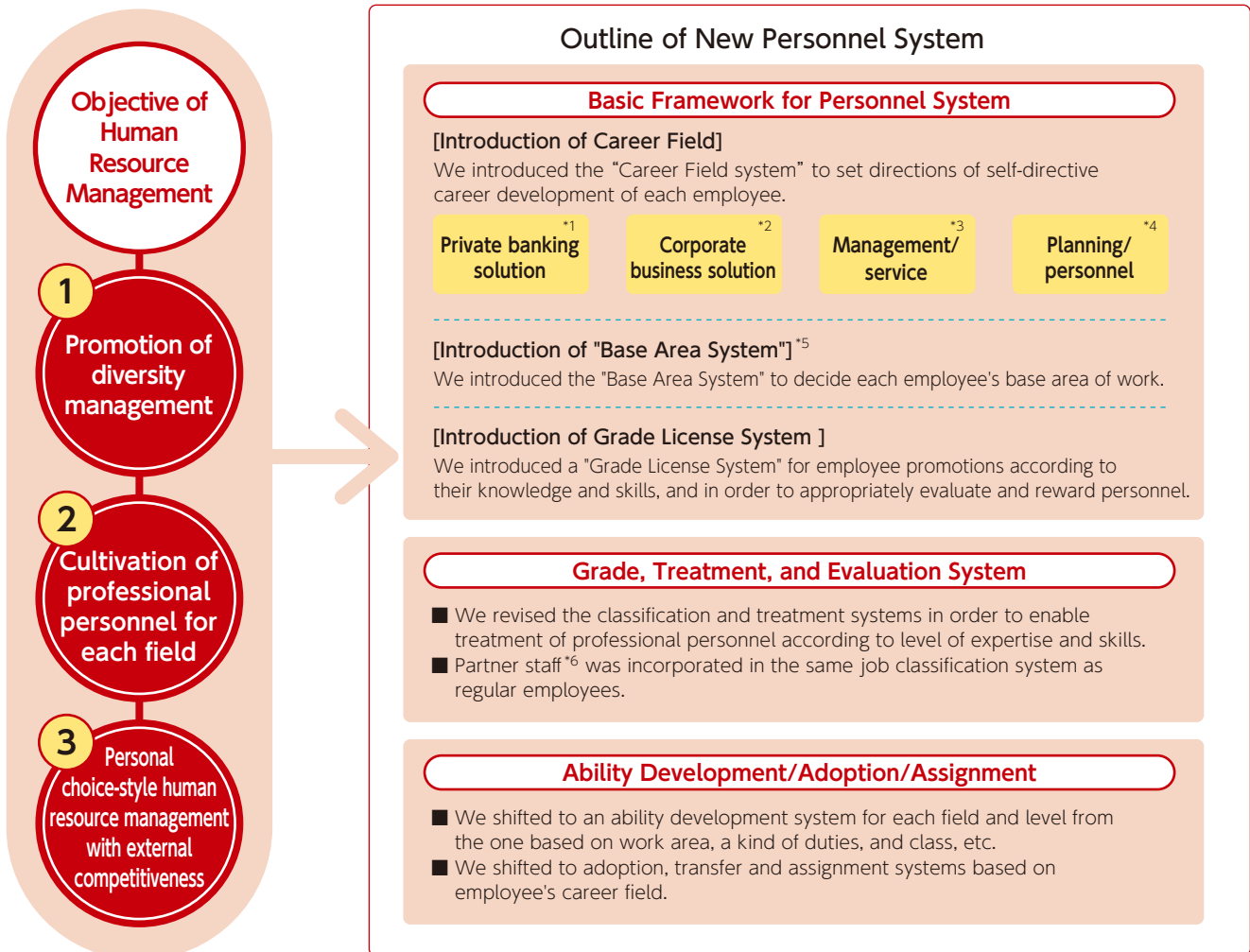
Basic Approach to Diversity

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

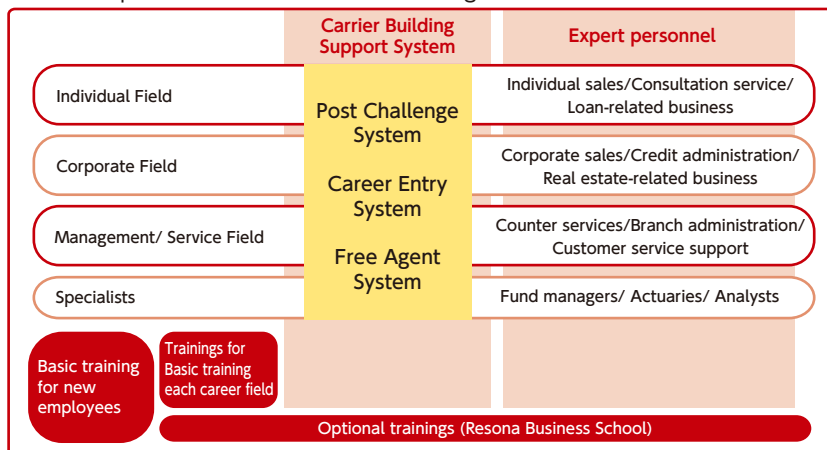
Career Entry System

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.

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 2011)

Name of system	Actual Results of Usage (PER)
Post Challenge System (Internal Recruitment System)	45
Career Entry System	46
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 such as communication skills, logical thinking and lessons for qualification acquisition. And at the Kinki Osaka Bank, Kinki Osaka business school and local lessons (Sakigake juku, Osaka minami juku etc.) are held separately to build up their skills.



Exchange of Opinions with Top Management

Town Meetings

The Resona Group has held regular “town meetings” since 2003, 34 meetings were held in FY 2010. Employees working at the forefront and top management can exchange their own opinions at the meeting. 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.

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, creating network and career formation.

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. 120 female employees participated in this seminar in FY 2011.

■ Seminar on Supports for Returning to Work



Next generation certification mark ("Kurumin") is the certificate which could be acquired by a company engaging proactively in child support programs etc. as countermeasures to the falling birthrate. Resona Bank has acquired the certification in 2010, Saitama Resona bank in 2008 and 2011, Kinki Osaka Bank in 2011 separately.

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 2011

Order	Important management issue	Important issue for Work Environment(Job Satisfaction)	Sympathetic issue relating to what we should be
No. 1	Ability of employees →	Workplace with good teamwork →	Community-based →
No. 2	High motivation of employees ↗	Existence of a reliable boss →	Customer-first →
No. 3	Ability to educate and foster human resources ↘	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

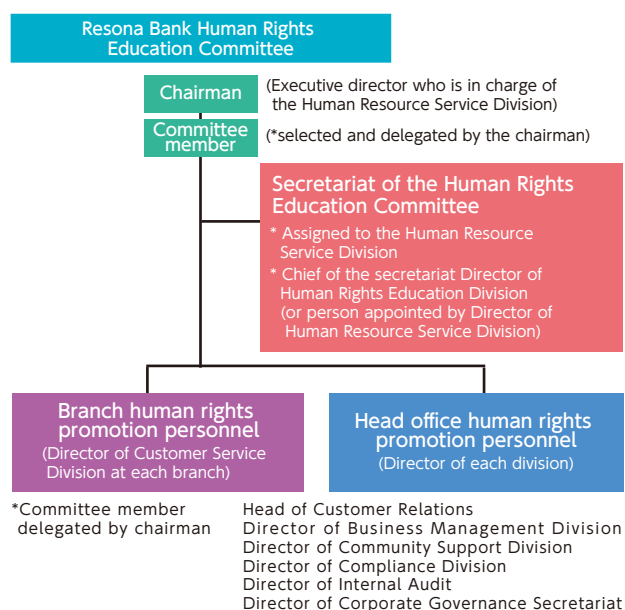
The Resona Group encourages its employees to develop a corporate culture and work environment in which basic human rights are respected.

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 (every year for managers). 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.

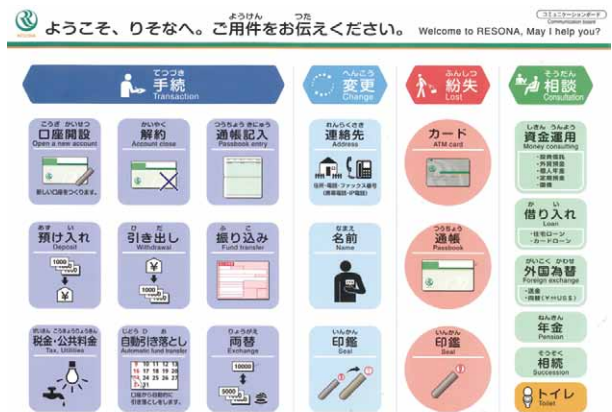
Preparation of a New Group CSR Policy

Resona Group banks have introduced "Priority ATMs" and "Priority Seats" at all staffed branches (exc. Loan Plaza) which are preferentially for customers using a wheelchair, the elderly, and pregnant women, etc.



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 Bank and Saitama Resona Bank 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 have been available at counters of all staffed branches of Saitama Resona Bank and The Kinki Osaka Bank (since March 2011 at Saitama Resona Bank, since February 2012 at The Kinki Osaka Bank). And wireless vibrating calling devices to inform the elderly with hearing problem and the hearing impaired that their turns come with vibration have been available at Saitama Resona Bank (Since July 2011).



Deployment of Dementia Supporter

Saitama Resona Bank holds training program for dementia supporters and already deployed about 380 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. And all employees at the Kinki Osaka Bank are dementia supporters.

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 2011

- I would like you to make Resona Direct available through smartphone.

→ In April 2012, some function became available through smartphone. We have moved toward gradually making the other functions available.



- It is inconvenient that it takes two days to reflect raised limit of transfer.

→ In June 2011, a function to change limits of transfer was upgraded so as to promptly reflect the change.

- When purchasing investment trust through Resona Direct, as only "reinvestment" can be selected as a type of dividend, I have to change to "periodic withdrawal" later.

→ In October 2011, the investment trust function of Resona Direct was upgraded. It has become possible to select a type of dividend, "reinvestment" or "periodic withdrawal," at purchasing.

- When searching a branch office on the website, it is better to display not only searched one, but also nearby branch offices.

→ In September 2011, the branch offices locator page was redesigned.

- 1) Added a scroll function in a map.
- 2) Added a function to display other branch offices than targeted one.
- 3) Added a branch offices locator page to the Kinki Osaka Bank website.



- Letters on Resona's website are too small to read on smartphone, as the website is designed for PCs.

→ In October 2011*, a website for smartphone was opened.

* For Resona Holdings, in June 2012



Customer Supporting Scheme

Customers' Voice

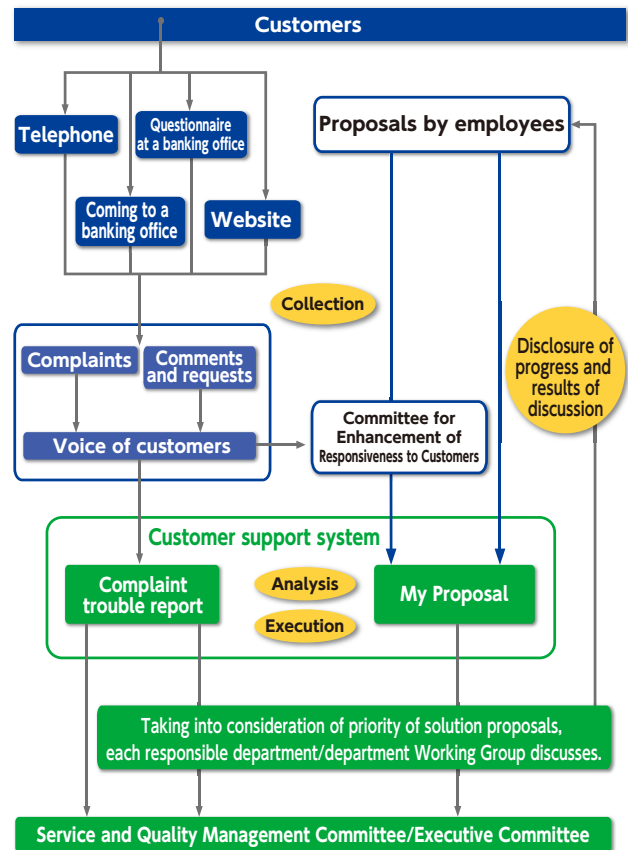
The Resona Group sets up a responsible department at Resona Holdings, and each bank also sets up a responsible department dedicated to service reforms in order to further enhance the management system such as a cross-group customer support (handling of complaints and consultation) and further improve 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.

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

Bank	First Half of FY2011	Second Half of FY2011	FY2011 Total
Resona Bank	7,952	8,999	16,951
Saitama Resona Bank	2,186	2,152	4,338
The Kinki Osaka Bank	1,086	1,104	2,190
Total	11,224	12,255	23,479

(exc. complaints and proposals relating to earthquake disaster)

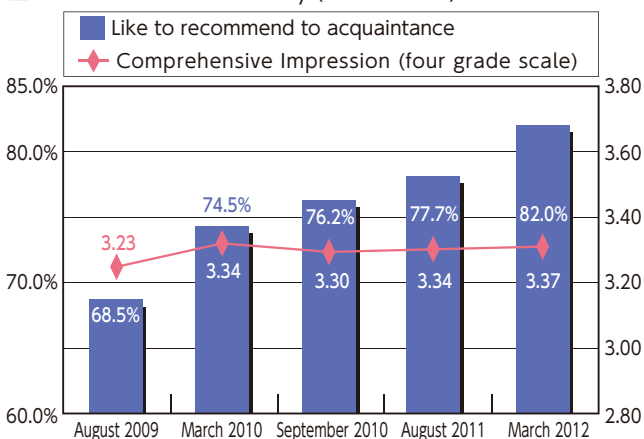
■ The entire image of customer support (in case of Resona Bank)



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.

■ Result of Customer Survey (Risona Bank)



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.

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 Group has introduced a next generation branch equipped with "Reception Counter", "Quick Navi", and "Communication Booth (Resona Bank)/Consultation Booth (Saitama Resona Bank, the Kinki Osaka Bank)" so that customers can use our services comfortably without waiting. With those services, a long waiting time and cumbersome procedures which had annoyed customers were eliminated, and realized "No Waiting Time", "No

Transaction Slips", and "No Seal Impression". Furthermore, we will make efforts for providing better services while improving efficiency in operations by implementing "Paperless", "Backless", and "Cashless".

(Introduced in 260 branch offices of Resona Bank, 98 branch offices of Saitama Resona Bank, and 2 branch offices of the Kinki Osaka Bank as of March 30, 2012)

Next-generation Branch Flow Chart

Reception Counter



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.

Quick Navi



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.

Communication Booth and Consultation Booth



Consultations regarding asset management, etc. are accepted at the communication booth (Resona Bank) and the consultation booth (Saitama Resona and Kinki Osaka Bank). The booth style allows customers to receive consultation in a calm, thorough manner.

Computer terminals for communication and consultation booth

In 2011, Resona Bank and Saitama Resona Bank introduced computer terminals for communication and consultation booth in all branch offices in order to simplify procedures and improve services.

New terminals have adopted a system in which, face-to-face with customers, staff explains about products and make transactions using a touch panel, and the contract is concluded with a biometric IC card. Therefore, it became unnecessary for customers to fill out documents and carry on bankbooks and name seals.



Services of Branch Offices

Resona Group has developed branch offices with new concept in order to respond to various lifestyles of customers.

For customers who hardly have time to come to a bank in the daytime on weekdays

Our branch offices are open on weekends and national holidays.

For individual customers who hardly have enough time to come to a bank during our business hours on weekdays, we aimed to create branch offices which enables them to casually drop by for consultation and making contracts, on their way home, or while shopping on weekends. We will support customers' life planning, such as conversion of housing loans and review of insurances. Please feel free to use our service at your convenience.



Seven Days Plaza Umekita
Open on weekends and national holidays, and during the year change period
Closing time:19:00 (Resona Bank)



Umeda Plaza nanoka
Open on weekends and national holidays
Closing time:19:00 on weekdays,17:00 on weekends and national holidays
* Excluding the year change period and GW (the Kinki Osaka Bank)

Consultation in an unhurried way

We will respond to various consultations and requests in a commodious and comfortable space. In addition to dedicated rooms, we have private reception rooms and seminar rooms. Please enjoy special time.



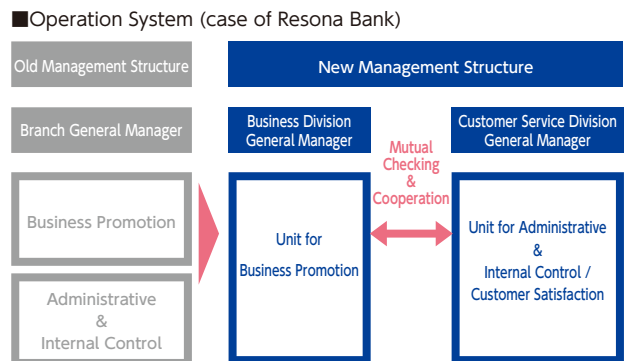
Tokyo Midtown Branch Office
Business Hours: from 11:00 to 19:00 on weekdays (Resona Bank)



Private Salon Re Raxe
Open until 19:00 on weekdays
Various seminars and consultation meetings are held. For more information, visit our website. (Resona Bank)

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.



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 2011]

Will Trusts and Estate Division: 2,105 cases
Own Company Stock Succession Trust: 56 cases
Asset Succession Trust: 384 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, Dai-ni Tokyo Bar Association (Since December, 2010),
Yokohama Bar Association, Aichi Bar Association (Since April, 2011)
Saitama Resona Bank Saitama Bar Association (Since December, 2010)
The Kinki Osaka Bank Osaka Bar Association (Since March 2010)

Response to Needs of Women

The Resona Group implement "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 2011: 33 times
(total number of participants: approximately 11,500)

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.

New Services Utilizing Trust Function

Resona Group strives to resolve customers' issues through providing products and services meeting their various needs. Among them, the following new products and services which were developed by utilizing Resona Group's trust function as a response to customers' requests would provide our unique resolutions.

Response to needs for provision for the future

Money Trust with dividend based on performance "Shintaku no Chikara (Power of Trust)"

This is the first money trust with dividend based on performance mainly for individual customers, using expertise on asset management which Resona Bank has cultivated in management of corporate pensions.

Asset Transfer Trust Package "Watashi no Omamori (My Luck Charm)"

This product was developed in response to customers' request for a bank's management of valuable money as provision for the future so as not to be victimized by bank transfer scams and vicious business methods, as well as in preparation for the time when a large amount of money will be needed for medical care and a nursing-care facility. With this service, Resona Bank prevents unauthorized withdrawals and fraud by third parties by checking reasons for account cancellation and as well as ways of spending money from cancelled account. (Resona Bank)

Guardianship System Support Trust

Among assets of a beneficiary supported by the guardianship system, cash and deposits are trusted. From the trusted money, the beneficiary's living expense, etc. is periodically transferred to a guardian's bank account as well as a lump-sum payment for unexpected medical expenses. With this service, the long-term burden on guardians who manage assets would be reduced, and objectivity and transparency of asset management for the person can be ensured. (The Resona Group)



Response to needs for renovation of condominium apartment in the future

Repair reserve trusts for apartment units

This product was developed in order to fulfill needs from many condominium associations for managing reserve for repair of condominiums saved in accordance with a long-term repair plan safely and effectively while flexibly responding to payment of repair expenses. (The Resona Group)

Response to needs for social contribution through donation

Special Donation Trust "Oen no Kizuna"

All Group companies started handling Special Donation Trust "Oen no Kizuna", which assists social contribution through private donations. In addition to organizations which are active nationwide, ones which have conducted more community-based activities for social contribution are selected as donation destinations, in order to respond to needs of customers who hope to make donations to familiar local communities.



List of donation destinations of Resona Special Donation Trust "Oen no Kizuna"

Activity Area	Theme	Name of Organizations
Nationwide	Natural Conservation	The Nature Conservation Society of Japan
	Support for orphans of car accidents	KOTSUIJI IKUEIKAI
	Support for people with visual disability	Japan Guide Dog Association
	Preventing and overcoming cancer	Japan Cancer Society
Community-based	Disaster relief	Central Community Chest of Japan
	Natural Conservation	Kanagawa Costal Environmental Foundation
	Enlightenment of greening, Youth development	Aichi Ryokka Suishin linkai
	Cancer treatment	Saga Heavy Ion Medical Accelerator in Tosu
	Operation of zoo	Tokyo Zoological Park Society
	Support for sports activities of people with disability	Tokyo Shogaisha Sports Kyokai
	Promotion of scientific technology	Foundation for Nara Institute of Science and Technology
	Protection of local culture	The Non-Profit Foundation for Preservation of Kyoto's Cultural Sightseeing Resources
	Protection of local culture	Osaka Center for Cultural Heritage
	Promotion of arts	Saitama Arts Foundation
	Support for rehabilitation of disaster-hit areas	Hanshin Awaji Daishinsai Fukko Kikin

ESOP (Employee Stock Ownership Plan)

Resona Bank and Saitama Resona Bank have provided ESOP, a trust product with which a company can improve welfare programs for employees and their work ethic, using treasury shares.

As the trust acquires treasury stocks in a lump, ESOP can be expected to be effective in terms of capital policies, at the time of disposing treasury shares and cross-held shares. Resona Bank has provided two types, supporting employees' ownership plan or granting shares, so as to meet customers' needs.

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 enterprises to retain top-class personnel, we plan/hold events to support the local companies' recruitment activities.



【Event held in FY2011】

Resona Bank

- November 2011: JOB Café OSAKA and Resona Bank Joint Job Fair
- March 2012: Joint Corporate Seminar to meet top management of growing companies in Kansai area

Saitama Resona Bank

- October 2011: Joint company information session and Job interviews for university students (in cooperation with Saitama prefecture)

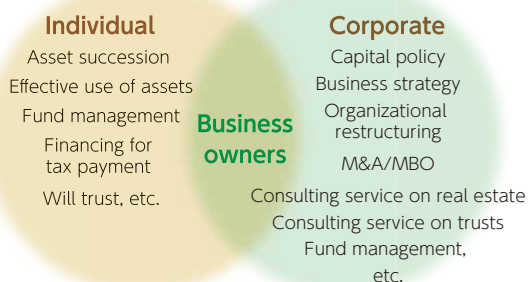
Business Succession

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 enterprises 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 FY2011】

- February 2012: Seminar of business succession measures (Saitama Resona Bank)
- February 2012: Seminar of M&A for business owners (The Kinki Osaka Bank)

■Resona's Consulting Service on Business Succession



Recruitment Activity Support (Resona Bank and Saitama Resona Bank)

In order to enable small and medium-sized company customers to utilize opinions from female consumers in Osaka who are considered to be the severest most critical in Japan for product development, Resona Bank and The Kinki Osaka Bank held "Resona DE Monitor" jointly with Osaka Sangyo Souzoukan. Women who have registered with Osaka Sangyo Souzoukan as a monitor participated in the event.



【Events held in FY2011】

- July 2011: Osaka Head Office building (Resona Bank, The Kinki Osaka Bank)
- September 2011: Tokyo Head Office building(Resona Bank)
- February 2012: Osaka Head Office building (Resona Bank, The Kinki Osaka Bank)
- March 2012: Tokyo Head Office building(Resona Bank)

Solutions to Other Business Challenges

Companies and local government 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

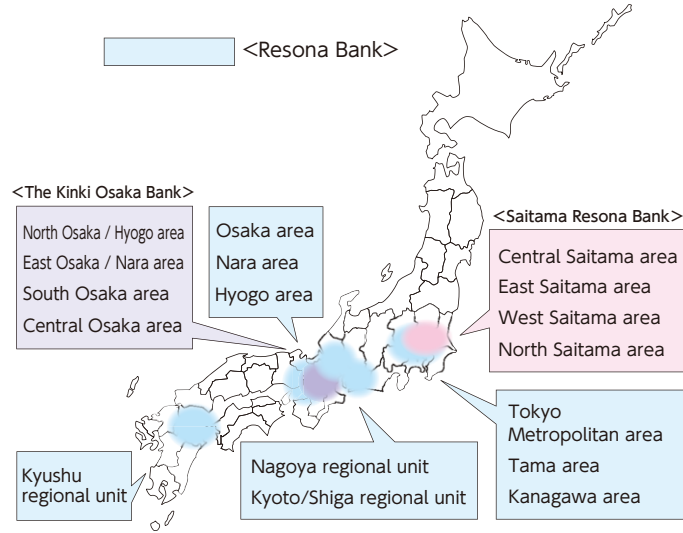
【Seminars held in FY2011】

- April 2011: Tax system revision seminar (Resona Bank)
- May 2011: The 3rd public facility management seminar (Saitama Resona Bank)
- May 2011: Chinese (Shanghai) food market seminar (Resona Bank, The Kinki Osaka Bank)
- July 2011: The 4th public facility management seminar (Saitama Resona Bank)
- July 2011: Asia business seminar (The Kinki Osaka Bank)
- September 2011: Medical/Nursing-care business management seminar (Saitama Resona Bank)
- December 2011: Seminar on formulation and operation of Business Continuity Plan (BCP) (Saitama Resona Bank)
- February 2012: Defined contribution pension plan seminar (Saitama Resona Bank in cooperation with Chamber of Commerce in Saitama Prefecture)
- March 2012: Medical business management seminar (Saitama Resona Bank)

Activities as Financial Institution Close to Local Communities

Expansion of Regional Operations

Each bank of the Resona 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 provides sophisticated supports to customers' various needs by building a close relationship with regional small and medium-sized enterprises and sole proprietors and utilize its unique relationship activities and the trust function of the Resona Group. We also set up "Support Department for Local Firms" in January 2009, which is a department dedicated to providing management assistance and make efforts to resolve business challenges hand-in-hand with local companies. In this fiscal year we will increase in personnel in the department to provide more sophisticated supports at the final extension of Financing Facilitation Act.

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 enterprises 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		
	FY 2009	FY2010	FY2011
Accumulation of information/needs	121,319	134,321	140,616
Business matching	4,194	5,491	7,019
Various proposals for business succession	515	310	393
Will trust and inheritance settlement service	182	260	244

Expanding ATM Services

Customers of the Resona Group (Resona Bank, Saitama Resona Bank, and The Kinki Osaka Bank) can use "Bank Time", which is our original brand of ATM service at convenience stores, "Circle K" and "Sunkus".

In this service, the customers can withdraw and deposit money without commissions. Furthermore, customers of about 1,500 partnering financial institutions such as banks which are members of BANCS and MICS, and JP Bank can use the ATM service with a specific amount of commission

(¥105 or ¥210 depending on time zone, consumption tax, etc. inclusive). In addition to approximately 1,700 stores which provide this service in Kansai and other areas so far, approximately 1,000 stores in South Kanto area (Tokyo, Kanagawa, Chiba, Saitama) will start the service. In order to improve customers' convenience, we will continue to expand our ATM service.

* Even in the above-mentioned areas, Bank Time will be unavailable at some stores.

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 Supporting Network Enhancing Project

This is a project to enhance cooperation among support organizations of small and medium-sized enterprise and improve their support capacities by building a network consisting of local small and medium-sized industry associations, local financial institutions, accountants, and NPOs, for the purpose of enhancing the support systems for resolving management issues of small and medium-sized enterprises. It has been conducted by the Ministry of Economy, Trade and Industry since FY2011.

Saitama Resona Bank and The Kinki Osaka Bank took initiatives to provide support in finding solutions to management issues of small and medium-sized enterprises mainly through dispatching high-level advisors.

Support for Revitalization of Local Economy (Saitama Resona Bank)

Saitama Resona Bank has proactively provided support including dispatching experts in order to resolve issues which small and medium-sized enterprises face in new business development, enhancement of a marketing system, and new management approaches, with an employee who is the only advisor appointed amongst the financial institutions in Saitama Prefecture.

Small and Medium-Sized Enterprise Supporting Network Enhancing Project (The Kinki Osaka Bank)

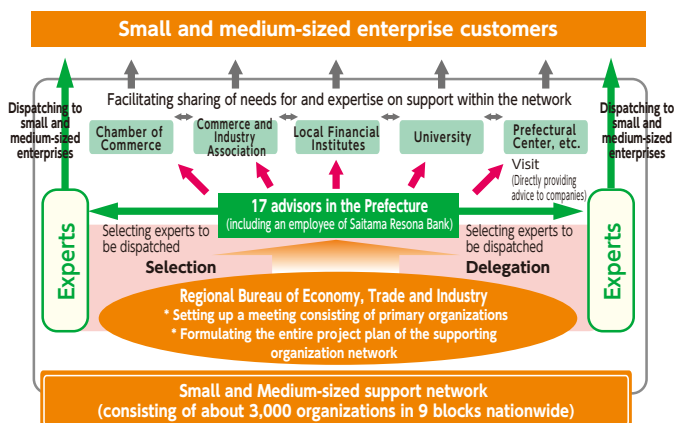
The Kinki Osaka Bank has participated in "Small and Medium-Sized Enterprise Supporting Network" established mainly by the Kinki Bureau of Economy, Trade and Industry. The bank has provided support through dispatching experts for resolving management issues of small and medium-sized enterprises, such as management innovation, business succession, enhancing management ability by using IT, and business revitalization.

Results of the Regional Strength Coordination Network Project

	Actual Result for FY2011
Provide management consulting	217 cases
Dispatch of experts	223 times
Business innovation plan*1	12 cases

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

Flow of Small and Medium-Sized Enterprise Supporting Network Enhancing Project (Saitama Resona Bank)



[Results of FY 2011]

- Consulting 829 companies 1,336 cases
- Dispatching of advisors 81 companies 187 cases

Business Matching

Sainokuni Business Arena 2012

In January 2012, Saitama Resona Bank, working together with the Saitama Industrial Development Corporation, Saitama Prefecture jointly sponsored "Sainokuni Business Arena 2012". It is one of the largest industrial exhibitions in Japan aimed at assisting SMEs in securing orders for their products, raising the level of their technology, and accomplishing other business objectives. And it also promotes transactions and technological exchange and provides a place to create new business chances by forming an extensive network among companies.



2012 Exhibition and Business Meeting of Farming and Food

In February 2012, Saitama Resona Bank and Saitama Prefecture co-hosted one of the largest food events in Saitama prefecture, "2012 Exhibition and Business Meeting of Farming and Food", in which people engaged in agriculture and food processing and buyers gathered. The number of visitors was 2,632, and "Saitama as a food supply base" appealed to buyers in the metropolitan areas.



The 2nd SAKAI Environmental Business Fair

In February 2012, The Kinki Osaka Bank and Resona Bank held the Second SAKAI Environmental Business Fair jointly with SAKAI Eco Finance Supporters Club and Sakai City. A total of 47 companies and organizations presented exhibits, and 670 business meetings were held at the fair, for the business matching under the key word of "environment". Activities at the fair also included opportunities for business teleconferencing with companies located in Aomori Prefecture and an eco-car test driving event. The fair was declared a great success, with about 1,200 persons attending.

*See p37 and p49

Network Business Negotiations in Osaka

The Kinki Osaka Bank sponsored the 2nd Network Business Negotiations in Osaka jointly with Saitama Resona Bank and four local banks (Hiroshima Bank, Iyo Bank, Higo Bank, and Fukui Bank) in October 2011.

The purpose of this event was to help creating new commercial flows between the customers of the sponsoring banks and to revitalize regional economies. With the same theme "food" as in the 1st event, the 2nd Network Business Negotiations in Osaka provided opportunities to have individual business meetings and exhibit products to sellers of attractive products in regions other than the Kansai area and buyers mainly in the Kansai area. Furthermore, in order to strongly support the restoration from the Great East Japan Earthquake, the sponsoring banks specially invited customers of Toho Bank located in Fukushima Prefecture.



Regional Banks-Food Selection 2011

In November 2011, The Kinki Osaka Bank participated in the Regional Banks - Food Selection, a food business matching fair. This fair has been held 6 times as a business meeting to introduce safe, secure, and delicious local food materials recommended by major regional banks in Japan.

Exchange Event for Customers in Vietnam

Resona Bank held an exchange event for customers in Ho Chi Minh and Hanoi in November 2011. The event facilitated active business exchange among participating 64 local companies, which are customers of Resona Bank and Saitama Resona Bank.

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 2011*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>	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
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.

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 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 enterprises and self-employed business owners.

Eco-conscious time deposit called "Hana Ippai"

On the basis of "Ecology Mission to Fill Osaka with Flowers Campaign" in cooperation with Osaka Prefecture, The Kinki Osaka Bank has pushed ahead with initiatives to fill towns with flowers in Osaka Prefecture through solicitation of eco-conscious time deposit called "Hana Ippai".



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

The 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-sized 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 24 years amounts to 7,964 and 710. 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 cooperation and joint research with other companies and public 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)	20th (2007)	21st (2008)	22nd (2009)	23rd (2010)	24th (2011)
General section	337 (30)	301 (29)	233 (26)	416 (30)	366 (31)
Software section	43 (4)	57 (6)	69 (8)	121 (9)	75 (8)

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, Philippine, 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 the country. Similarly, Resona Bank has seconded staff to closely affiliated banks in Thailand and Vietnam, as well as to the New Delhi Office of the Japan External Trade Organization (JETRO). Resona Bank has supported the needs of its customers for expanding into Asian markets by providing financial services, information, and consultation in local markets. In March 2012, making a business alliance with a local bank in Philippine, Resona Bank enhanced supporting functions for customers who plan to develop their operations in Philippine. In May 2011, Saitama Resona Bank made agreement on business cooperation with Saitama Prefecture in relation to "Saitama Prefecture Shanghai Business Support Center", and concluded a "contract on business cooperation in supporting businesses in China of companies in Saitama Prefectures". Through provision of local information and introduction of local experts, etc. Saitama Resona Bank has supported overseas businesses of companies in Saitama.



Head office of P.T. Bank Resona Perdania

Strengthening Branch Support Functions

Resona Bank has strived to strengthen branch support functions through Asia Business Promotion Center. As part of these efforts, in April 2012, Resona Bank set up the Asia Market Entry Support Fund Plus. 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. With "Asia Business Support Group" newly established in November 2011, Saitama Resona Bank enhanced systems to provide further detailed local information to customers who are considering development into Asian regions or have already developed, and support their active business development through use of Resona Group's overseas bases, etc.

The Kinki Osaka Bank has also strengthen its capability for providing support to help customers to find appropriate solutions for the issues they face, by gathering the Asian business-related needs of its customers through its Asia Business Support Group and Foreign Exchange Solution Consultation in regions.

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 •Hiroschi 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"

Cooperation with "Osaka, The Museum Concept" Resona Bank agreed over the "Osaka, The Museum Concept" proposed by Osaka Prefecture and has actively cooperated with it. In March 2012, at Osaka Head office of Resona Bank, "Exhibition full of attractive information on experience tourism" was held in cooperation with Mie, Fukui, Ishikawa, and Toyama Prefectures. The experience tourism would allow people to not only go sightseeing, but also have attractive experiences and feel things through five senses. In Part I, individual prefectures set up exhibition booths to provide information on attractive community tourist site and tourism. In Part II, while sampling local products and light meal provided by co-sponsoring companies, all participants exchanged information and interacted with each other. Many travel-related business operators and people

engaged in creation and transmission of local attractiveness participated in the exhibition.



Coordination with Osaka (The Kinki Osaka Bank)

Start of "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.

* See P.35,P47



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 and are deploying various activities for the purpose of playing a role in solving the issue of global warming through financial supports such as provision of products/services and educational activities.

* See P.34,P49



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 and named there “The wood of Saitama Resona”.



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.



Blueberry farm 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.

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, Art and Design

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 (in order of the Japanese syllabary)

•Resona

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 Forum KANSAI

Resona Bank and Nikkan Kogyo Shimbun, Ltd. co-hosted Business-Academia Collaboration Forum KANSAI at Osaka International Convention Center. This forum was held to respond to needs for finding solutions to management issues and personnel recruitment through business-academia collaboration, with approximately 150 participants.

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 10 lectures on the theme of Current theory of banking between May and July 2012.



Public Concert performed by University Students

Saitama Resona Bank presented a music festival, "Saitama University Fresh Concert" for citizens in Saitama City in November 2011. 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 180 audiences came to see the concert in 2011.



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 2011] Eight times

June 2011: Tokyo Denki University *

July 2011: Osaka Prefecture University

September 2011: Shibaura Institute of Technology *, Ryukoku University

October 2011: Tokyo Metropolitan University, Tokyo University of Marine Science and Technology

February 2012 : Osaka University

March 2012 : Kwansei Gakuin University

* Co-hosted by The Resona Foundation for Small and Medium Enterprise promotion, The Saitama Resona Foundation For Industrial and Economic Promotion.

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

2011 Resona Kids' Money Academy

The Resona Group has held "the Resona Kids' Money Academy", a financial education activity for children, every year since 2005, in hope of contributing to the development of the community by teaching children knowledge on finance. The collaboration project that combines work experience programs at local companies and environmental education has been expanded and evolved in community-wide activities to educate children on financial intelligence as well as abilities necessary to live.

【Events in FY 2011】

- 173 events (163 events were held during summer holidays)
2,710 children and their 437 parents participated.

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.



【Participants in FY 2011】

- 53 teams, 106 high school students

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 is 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 accepts students on work experience programs, cooperates in festivals of local communities, and implements on-site lecture at school on requests from local communities.

【Events in FY 2011】

- Work experience program: 48 times
 - Event organization: 9 times
 - On-site Lecture: 5 times
- (Includes only total number of events reported to Resona Holdings)

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



Cooperation in Job Shadowing

In August 2012, Saitama Resona Bank cooperated in "Job Shadowing Program" for high school students conducted by Saitama Prefecture. Job Shadowing is one of the methods for career education, which provides opportunities for students to have their own career view and think of their future by following and observing a working person like a shadow.



Support for the Special Needs Schools Cultural Festival

Since 1994, 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 2008, we have exhibited the awarded works at the entrance hall of both Osaka and Tokyo Head Office in May-June every year.

By courtesy of Fujikura Ltd., the awarded works were exhibited at Lotus Park in Fukagawa Gatharia in which Tokyo Head Office building is located.



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 2011]

- October 2011: Participation in "Smile Walk" of Pink Ribbon Festival as a group (Resona Bank)
- October 2011: Small exhibition on cancer (Chichibu, Toda, Sakado branch offices), Seminar to educate on cancer for employees (Saitama Resona Bank)
- January 2012: Kids' Money Academy Seminar for Parents (Resona Bank)

Efforts for comfortable branch offices

The Resona Group has made efforts for normalization, aiming to create comfortable branch offices for all customers.

*See P. 24

[Efforts made in FY2011]

- March 2011: Installation of simplified devices to converse in writing (Saitama Resona Bank)
- * The Kinki Osaka Bank introduced in February 2012.
- June 2011: Introduction of Priority ATM Service (the Resona Group)
- July 2011: Introduction of a Wireless Vibrating Calling Device (Saitama Resona Bank)
- January 2012: Introduction of Priority Seats (the Resona Group)

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. Based on the experiences of the Great East Japan Earthquake, we adopted a design expressing bonds among people for Braille Calendars.



Support for Disaster Area

We cooperate in the recovery from natural disasters in various areas.

[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)
- Recovery Assistance Loan for the victims of gusty wind etc. (housing loans, renovation loans, consumer loans and business loans: Resona Bank)

[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 March 2012, The Kinki Osaka Bank held a concert in cooperation with Kansai Philharmonic Orchestra, in order to create a framework to foster local culture and provide more people opportunities to listen to music. Furthermore, in an attempt to support the earliest rehabilitation of people affected by the Great East Japan Earthquake, part of entry fee was donated as a relief money for musical activities in disaster-hit areas.



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 Shimbu.

Contribution Activities for Global Communities

TABLE FOR TWO

In the canteens at the Head Offices of Resona Bank (Tokyo and 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 we 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 foundation, has conducted projects to hold seminars on politics, economy, culture, history, and environment, etc., given aid for research surveys, international meetings and symposia, as well as promoted international exchange projects including environmental projects for natural environmental conservation, etc. in Asia and Oceania regions. The purpose of the Foundation is to contribute to peace and prosperity in Asian and Oceania countries, and establishment of friendly relations between those countries and Japan.

- [Results of FY 2011]**
- Seminars: 4 times, international interaction programs: 4 aids
 - Research programs: 10 aids, Environment Projects programs : 3 aids

Social Action Programs at Overseas Bases

Entertainment for children with vision impairment

In hope that children with vision impairment can have positive attitude, Bank Resona Perdania held a Christmas party and donated stationery and care goods to Elsafan Foundation in East Jakarta.



Bank Education Program

Bank Resona Perdania implements the bank education program for local residents. Three purposes of the program are as follows: 1) social support through bank transactions; 2) promoting understanding of various products and services provided by the bank; and 3) promoting understanding of profits and costs generated through bank transactions including interests, which are consistent with pillars of Indonesian banking architecture announced by the Bank Indonesia.

In May 2012, the bank education program was implemented at an office in Penggilingan, East Jakarta. The program was very successful as participants proactively asked various questions. Please look forward to our next Bank Education Program.

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.



* Bank Resona Perdania is a local company in Indonesia.

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 this fiscal year are indicated as follows.

*Please refer to page 22.



RB Approximately 200 employees who work at Tokyo Head Office participated in the Koto Ward Festival as volunteers, helping trash separation and showing the way to attractions. (Tokyo Head Office of Resona Bank)



SR "Kids University ASAKA" was held at Asaka Campus of Toyo University. Kids University is an activity conducted by the community, universities, and companies for the purpose of providing elementary school children opportunities to study. (Saitama Resona Bank)



SR People who work at local companies participated in a plant tour of HONDA Sayama Factory implemented jointly by Saitama Resona Bank, the Commerce and Industry Association, and Yorii-machi. (Yorii Branch, Saitama Resona Bank)



RB KO Employees participated in marathon as volunteer staff or runner. The 1st Osaka Marathon (Osaka area)/ Nara Marathon 2011 (Nara area)/ The 1st Katano City Charity Marathon. (Hirakata/ Neyagawa areas, and Osaka East/ Nara area of The Kinki Osaka Bank)



RB "Resona Walk" was held, in which local customers and our employees visit famous and historical spots within the area. (Resona Bank in Ibaraki area)



RB "Experience of swordfight & backstage tour at Meiji-Za" and "Experience of making table tennis rackets and parent-child rally" were held by "Resona KIDSNA Club", a membership organization for elementary school children or younger and their parents. (Resona Bank in Metropolitan areas)



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 53 and 54.

■ 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 Systems

Efforts for achieving environmental goals

The Resona Group has introduced the environmental management systems in order to further reinforce activities concerning global environmental issues. The Group acquired "ISO14001", an international certification standard concerning environmental management for each building of East and West Head Office of Resona Bank, Head Office of Saitama Resona Bank, and Head Office of The Kinki Osaka Bank*. 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. The Group's environmental goal (of energy for a single year) for FY2012 was changed to "a 10% reduction compared with the level in FY2010, taking into account requests for saving power from the government and the Financial Services Agency.

*Acquisition of ISO14001: The Kinki Osaka Bank in October 2008, Saitama Resona Bank in December 2008, Osaka Head Office of Resona Bank in December 2009, and Tokyo Head Office of Resona Bank in December 2010

■ Environmental Voluntary Action Plan (medium term target)*

	Target	Group's Medium-Term Action Goals	Results of FY 2011
Electricity	Average for 2008 to 2012 In comparison with FY 2000, 12% reduction	Head Office, banking head office/ administration center	▲40.62%
Copy paper	Recycling rate of paper over 75%	Same as above	93%
	Utilization ratio of recycled paper over 70% by FY 2010	All facilities	84%

■ FY 2011 Group Action Goals*1

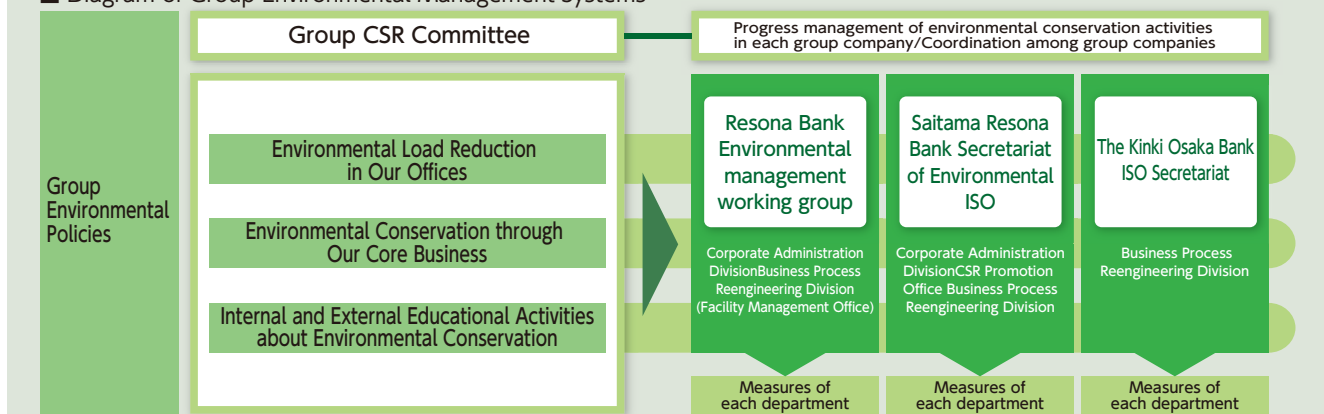
	Target	Group's Medium-Term Action Goals	Results of FY 2010
Energy	1% reduction in comparison with FY 2010	Head Office, Branch	▲16.79%
Copy paper	Lower the result of FY 2010	Same as above	▲2.73%

■ FY 2012 Group Action Plan*1

	Target	Group's Medium-Term Objectives	Target Facilities
Energy*2	10% 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	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 The Kinki Osaka Bank are covered.
*2 Based on the Energy Conservation Law/ all facilities/ per square meter

■ Diagram of Group Environmental Management Systems



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 2011>

- Deposit account "TIMO" without issuing a passbook (each group bank)
→50 points 42,518 transactions
- Investment trust electronic issuing service (Resona Bank only)
→100 points 5,172 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 March 2012 for the third time. The targeted subscribed amount of 10 billion yen was achieved. According to the balance of the eco-conscious time deposit, materials such as soil and seeds are provided to grow flowers at elementary and junior-high schools, as well as kindergartens in Osaka Prefecture. Public spaces are full of flowers grown carefully by children.



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*.

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



*See P. 35.

■ 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)
- Saitama Resona Solar Loan(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 housing Loan, car financing renovation loans and multipurpose loans and Saitama Resona provides for Renovation Loan. Those cover eco-related expenses (as of August 2012).

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>

- Environment-conscious Syndicate Loan
- Osaka Environment Fund (Resona "Eco-vision Company")

<Saitama Resona Bank>

- Saitama Resona Environmental Management Support Loan
- Saitama Prefecture Eco-up Certification Loan
- Saitama Resona Electricity Saving Support Loan

<The Kinki Osaka Bank>

- Environment Fund "Eco Smile"
- "Eco Business Loan" for shipping companies
- "Kinki Osaka Electricity Saving Support Loan"(Expired) (as of July 2012)

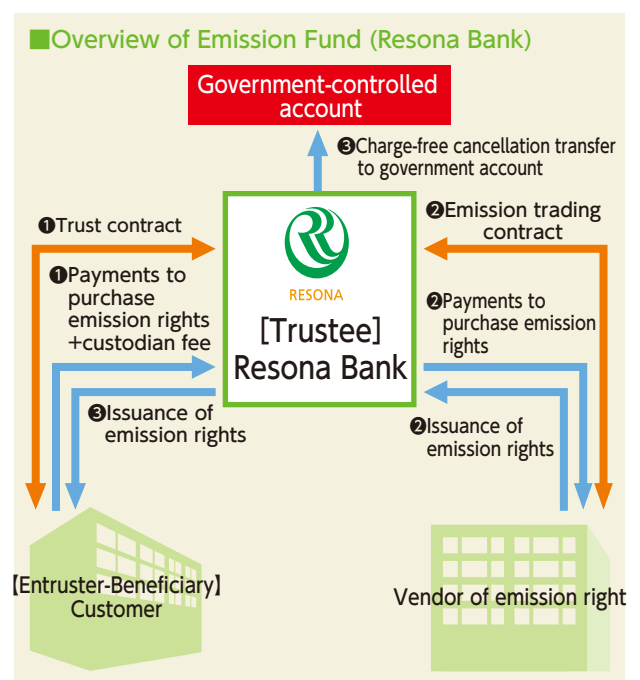
SRI Fund for Corporate Pension

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.

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.



Charitable Trust

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

trusts that aim to aid protection of biodiversity and maintenance and preservation of natural environment.

Environmental Preservation-related Charitable Trusts

	Fund name	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.

Second SAKAI Environmental Business Fair Held

The Second SAKAI Environment Business Fair was held together with Sakai City (Osaka Prefecture), aiming to be a "Cool City" and an environmental model city, and the "SAKAI Eco-Finance Supporters Club", the organizing initiatives of The Kinki Osaka Bank, Resona Bank, and two other financial institutions.

In this Fair, seminars were held with a theme of environment by Resona Research Institute, etc. It seemed that people were highly interested in environment, enthusiastically listening to lectures in any seminars.

* See P.34 and P.37.



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.



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

The Resona Foundation for Small and Medium Enterprise Promotion commends works regarded to contribute especially to the environment in "the Special Award for Environmental Contribution" in order to support environmental efforts in small and medium-sized enterprises.

* See P.35.



The Resona Foundation for Asia and Oceania

The Resona Foundation for Asia and Oceania has provided aid for environmental projects to protect and improve natural environment with a theme of water and green, as well as personnel to conduct those activities in Asia and Oceania countries.

* See P.42.



Seminar on energy saving measures

Resona Bank and Resona Research Institute held a seminar on energy saving measures, inviting experts as a lecturer. It was participated by 140 customers who were conscious of energy saving measures. participants consider making proactive efforts by taking environmental issues as a business opportunity.



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 November 2011, approximately 600 participants consisting of voluntary employees and their family members picked up scattering wastes, as separating combustible, noncombustible, and recyclable wastes, walking 1.3 kilometers along the river bed.

In accordance with the agreement with Nagatoro-machi in Saitama Prefecture, Saitama Resona Bank planted over 400 trees in the Mt. Hodosan, Nagatoro-machi in November 2010. Every summer, officers, employees, and their families eradicate weeds, continuing to work on activities to protect and foster

forests which are assets of residents of the prefecture.

The Kinki Osaka Bank is engaged in a project entitled “The Kinki Osaka Bank Forest” in the Katano City area, based on the adopted forest system* of Osaka Prefecture. In May 2012, as part of training activities, 84 of the Bank’s new employees participated in clearing weeds and thinning of some timber in the forest, planted a total of 89 trees and bushes, including cherry trees and azalea bushes. Through these activities, the Bank intends to continue to contribute to the preservation of the environment and biodiversity in undeveloped woodlands near urban areas.

* Under this system, Osaka Prefecture acts as the intermediary between owners of forestland and businesses (corporations, etc.) and promotes the growing of forests.



“Shushutto Arakawa Soujishitai”



Saitama Resona Bank’s forest-growing activities



The Kinki Osaka Bank’s forest-growing activities

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 2011

Bank	Employees subject to training	Time of training
Resona Bank	All employees	November 2011
Saitama Resona Bank	All employees	December 2011
The Kinki Osaka Bank	New employees	May 2011

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”



Environmental Accounting

As one of tools to quantitatively assess effects of environmental conservation activities, Resona Group introduced environmental accounting in accordance with "Environmental Accounting Guidelines 2005", and have strived to conduct efficient and effective environmental activities by quantitatively understanding costs for environmental conservation and their effects.

Scope of Coverage: Resona Bank, Saitama Resona Bank, The Kinki Osaka Bank, Resona Holdings

Reporting Period: From April 1, 2011 to March 31, 2012

Calculation Method: Calculated in accordance with "Environmental Accounting Guidelines 2005".

Major Efforts in FY2011

- Environmental Conservation Costs increased due to introduction of energy-saving devices and equipment (switching to LED lighting equipment, purchase of electric fans), as well as an intensive monitoring system for power consumption.
- Individual items in Environmental Conservation Effects decreased with efforts for environmental conservation in response to the power saving action plan in summer of 2011.
- In Economic Effects from Measures for Environmental Conservation, efforts toward a reduction in environmental impacts have become effective.

Environmental Conservation Costs

(Thousands of yen)

Category	Description of initiatives	FY 2010		FY 2011		Comparison with FY2010	
		Investment	Cost	Investment	Cost	Investment	Cost
	—	6,689	143,517	451,855	182,692	445,166	39,175
(1) business area cost	Pollution prevention costs	0	73,178	0	87,653	0	14,475
	Global environmental conservation costs	6,689	48,219	451,855	57,865	445,166	9,646
	Resource recycling costs	0	22,120	0	37,174	0	15,054
(2) Upstream/downstream cost	—	0	0	0	0	0	0
(3) Administrative activity cost	Improvement and operation of environmental management	0	6,938	0	15,636	0	8,698
(4) R&D cost	—	0	0	0	0	0	0
(5) Social activity cost	Financial donations concerning environmental conservation activities	0	10,587	0	6,524	0	▲4,063
(6) Environmental remediation cost	—	0	0	0	0	0	0
Total		6,689	161,044	451,855	204,852	445,166	43,808

Environmental Conservation Effects

Category	Category	Unit	FY 2010	FY 2011	Comparison with FY2010
Total input of energy	All business locations	GJ	1,961,680	1,652,726	▲308,954
Greenhouse gas emissions	All business locations	t-CO ₂	83,761	68,498	▲15,263
Usage of electric power	Headquarters/Center, etc.	MWh	62,057	54,470	▲7,587
Usage of city gas	Headquarters/Center, etc.	km ³	1,247	830	▲417
Usage of gasoline	Headquarters/Center, etc.	kl	118	107	▲11
Input of water resource/ Total discharge	Headquarters/Center, etc.	km ³	196	159	▲37

Economic Effects from Measures for Environmental Conservation (Thousands of yen)

Category	FY 2010	FY 2011	Comparison with FY2010
Reduction in energy costs with energy saving measures	937,826	788,772	▲149,054

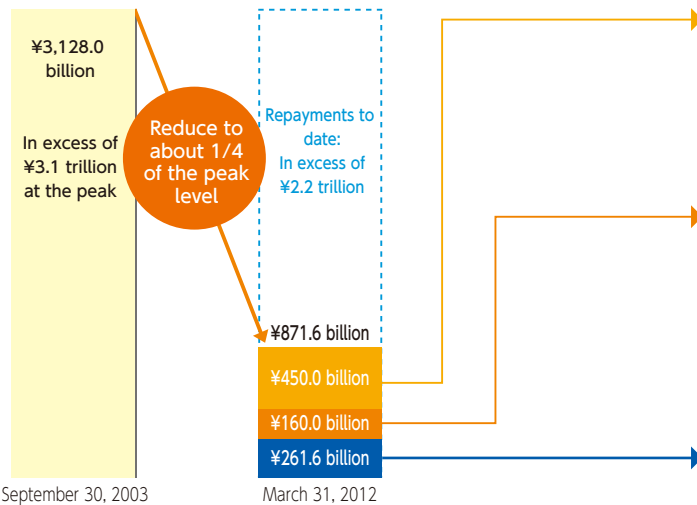
Efforts for Early Repayment of Public Funds

Since the infusion of public funds under the Deposit Insurance Act in 2003, the Group has concentrated its management efforts on implementing reforms to revitalize its activities. Over this period, we have endeavored to accumulate retained earnings, which are the source of repaying public funds, and focused our efforts on early repayment of public funds. As a result, the Group has already repaid a total of ¥2,256.3 billion of the public funds, and the remainder outstanding has declined to ¥871.6 billion, or approximately one-fourth of the peak balance.

[Status of Repayment and Policy for Further Repayments]

● Repayment of Public Funds

(Original infusion amount basis)



● Policy for Further Repayments

Preferred shares issued under the Deposit Insurance Act: Remaining balance: ¥450.0 billion

- Intend to repay the remaining balance through further accumulation of profits (retained earnings)
- Aiming for full repayment within five years given current profit trends

Preferred shares issued under the Early Strengthening Act: Remaining balance: ¥160.0 billion

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

Common shares issued under the Deposit Insurance Act: Remaining balance: ¥261.6 billion

- The current priority is on repaying the preferred shares issued under the Deposit Insurance Act.
- There are no current plans to apply for a secondary offering of these common shares.

Resona Capital Restructuring Plan (Announced in November 2010)

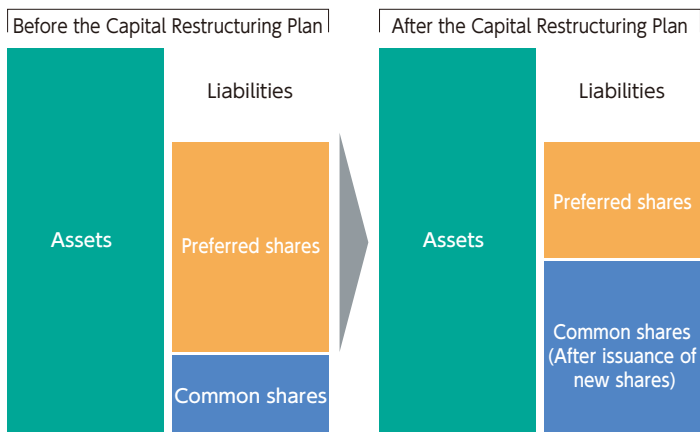
The Plan aims to transform the Resona Group's financial base to a common stock focused, easy-to-understand capital structure, and, by presenting a road map toward the full repayment of public funds, improve the quality of capital with an eye to new capital adequacy requirements (Basel III). Based on this Plan, from January through May of 2011, the following measures were implemented.

- (1) Raised funds through a public offering of common shares, etc. (total net proceeds ¥547.7 billion).
- (2) Using the proceeds from this issue of common shares (mentioned in (1)) and retained earnings, repurchased a part of the outstanding Deposit Insurance Act Preferred Shares

amounting to ¥813.5 billion on an infusion amount basis.

(3) Increased the annual common dividends by 20%, from ¥10 per share to ¥12 per share. As a result of the above measures, together with the repayment in August 2010 of ¥400.0 billion in the Deposit Insurance Act Preferred Shares, the total repayment of public funds during the fiscal year ended March 31, 2011, amounted to ¥1,213.5 billion. Credit rating organizations raised the Group's credit ratings because of the substantial improvement in the quality of capital as a result of the implementation of the Plan and the Group's sustained financial soundness.

[Change in Capital Composition]



Credit Rating Actions Taken in 2011

	S&P 2/18	JCR 9/19	R&I 9/29
AA-			
A+		↑	↑
A	↑	RB/SR	RB/SR
A-	RB		HD
BBB+			

HD: Resona Holdings
RB: Resona Bank
SR: Saitama Resona Bank

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 2009	FY 2010	FY 2011
	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
	Number of which are independent directors	HD	person	6	6	6
	Number of female directors	HD	person	1	1	2
	Average attendance of board members on board meeting	HD	%	99.3%	95.0%	98.7%

Compliance		Company	Unit	FY 2009	FY 2010	FY 2011
	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, Jul, Nov, Jan
General compliance	All employees	Jul, Sep, Jan, Mar
Financial crime prevention	All employees	Jun, Jan
Information management	All employees	Jun, Aug, Feb
Training on Resona STANDARD	All employees	Dec
Accident prevention	All employees	Feb
Sexual harassment prevention	All employees	Dec
Power harassment prevention	All employees	May
Mental health	All employees	Jan
Real estate compliance	All employees	Sep, Mar
Environmental training	All employees	May, Nov
Risk management	All employees	Aug
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	FY 2011
	Number of next-generation branches introduced	RB	branch	210	240	260
		SR	branch	98	98	98
		KO	branch	0	0	2
	Number of will trusts and inheritance dispositions conducted	GR	case	1,795	1,858	2,105
Number of Asset Management Report Meetings held	GR	time	53	32	384	

Community		Company	Unit	FY 2009	FY 2010	FY 2011
	Number of "Resona Kids' Money Academy" events held	GR	time	197	187	173
	Number of on-site lectures offered *1	GR	time	7	3	5
	Number of work experience programs offered *1	GR	time	33	29	48
	Number of "TABLE FOR TWO" contributions	GR	meal	98,115	74,286	72,652
	Number of research programs contributed for the Resona Foundation for Asia and Oceania	GR	case	11	11	10
	Number of international interaction programs contributed for the Resona Foundation for Asia and Oceania	GR	case	1	4	4
	Number of Environmental Projects contributed for the Resona Foundation for Asia and Oceania	GR	case			3
Total value of social contribution activities *2	GR	JPY million	68	90	154	

*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	Mar. 2010	Mar. 2011	Mar. 2012
	Outstanding balance of environmentally conscious loans for corporate customers	GR	JPY 100 million	101	182	287
	Outstanding balance of environmentally conscious housing loans	GR	JPY 100 million	570	580	548
	Outstanding balance of environmentally conscious loans for consumable goods such as cars and renovations	GR	JPY 100 million	0	3	7
	Outstanding balance of socially responsible investments (SRI)	GR	JPY 100 million	98	68	59
	Outstanding balance of fixed term deposits with environmental donation plans	GR	JPY 100 million	100	103	42
	Outstanding balance of charitable trusts for environmental conservation	GR	JPY 100 million	71	114	72
	Eco-action points issued (TIMO)	GR	case	125,000	47,827	42,518
	Eco-action points issued (electronic issuing service)	RB	case		3,662	5,172
	Number of contracts of internet banking	GR	thousand cases	2,972	3,398	3,804

Environment

All facilities (Facilities covered by Energy Conservation Law)		Company	Unit	FY 2009	FY 2010	FY 2011
Total energy consumption		GR	GJ	1,976,358	1,961,680	1,652,726
CO ₂ emissions*1		GR	ton CO ₂	85,480	83,761	68,498
Consumption of specially controlled material		GR	metric ton	0	0	0
Emissions and transfers of specified chemical substances		GR	metric ton	0	0	0
NO _x		GR	metric ton	0	0	0
SO _x		GR	metric ton	0	0	0
Photocopying paper*2	Photocopying paper purchased	GR	metric ton	377	1,186	658
	Recycled photocopying paper purchased	GR	metric ton	125	995	579
	Share of recycled paper purchased	GR	%	33%	84%	88%

Head offices, head branches and system/administration centers (Facility covered by Environmental Voluntary Action Plan)		Company	Unit	FY 2009	FY 2010	FY 2011
CO ₂ emissions*1		GR	ton CO ₂	39,721	30,902	22,335
Electricity consumption		GR	MWh	66,067	62,057	54,470
City gas consumption		GR	km ³	1,269	1,247	830
Gasoline consumption		GR	kl	178	118	107
Water consumption(discharge volume)		GR	km ³	237	196	159
Waste (incl. paperwastes)	Total volume of waste generated	GR	metric ton	1,458	1,401	1,366
	The volume of waste recycled	GR	metric ton	1,165	1,257	1,158
	Recycling rate	GR	%	80%	90%	87%
Paper waste	Total volume of waste generated	GR	metric ton	1,078.1	1,101.0	1,171
	The volume of waste recycled	GR	metric ton	1,017.5	1,075.0	1,112
	Recycling rate	GR	%	94%	98%	95%

*1: 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)

*2: ①Outside the scope of Energy Conservation Law ②The data of FY 2009 were collected from head offices, head branches and system/administration centers.

Diversity

	Company	Unit	Male	Female	Total
Employees	GR	person	10,547	14,613	25,160
General full-time employee	GR	person	8,859	6,260	15,119
Average age	GR	age	43.1	34.8	39.7
Average years of employment	GR	year	19.2	11.6	16.1
Contracted employees/ part-time employees (incl. temporary employees)	GR	person	1,688	8,353	10,041
Temporary employees	GR	person	508	131	639
Overseas locally-hired employee	GR	person	6	8	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	1.95
The number of Disabled Employees	GR	person	258	290	313
	Company	Unit	FY 2009	FY 2010	FY 2011
Percentage of Women in management positions	GR	%	13.0	13.3	13.5
Women in management positions	GR	person	887	908	910
New graduate recruitment	GR	person	848	733	507
Mid-career employment	GR	person	52	24	34
Retired employees	GR	person	641	632	662
Average days of paid leave taken	GR	day	10.3	10.2	10.3
Employees used Childcare leave	GR	person	207	403	446
Employees took nursing care leave	GR	person	3	7	7
Average annual salary	GR	JPY 1,000	6,321	6,191	6,369
Use of Rehiring System	GR	person	61	60	80
Attendance of Seminar on Supports for Returning to Work	GR	person	66	80	120
Use of Post Challenge System	GR	time	97	59	45
Use of Career Entry System	GR	time	31	21	46
Use of Free Agent System	GR	time	7	3	3
Town meeting held	HD	time	38	55	34

Human Right

	Company	Unit	FY 2009	FY 2010	FY 2011
Union member	GR	person	12,125	12,315	12,240
Annual overtime work hours	GR	hour	28.8	30.0	29.0
Average paid leave taken	GR	day	10	10	10
Occupational accidents	GR	case	193	242	229

Awards

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

Fiscal Year	Major Award
2009	<p>[CSR Promotion] ●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> <p>[Corporate Governance] ●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> <p>[Compliance] ●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> <p>[Diversity] ●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.)</p>
2010	<p>[Corporate Governance] ●Saitama Resona Bank won the Distinguished Service Award for prevention of wire transfer fraud (Prevention activities against wire transfer frauds were highly evaluated).</p> <p>[Environment] ●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> <p>[Diversity] ●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)</p>
2011	<p>[Compliance] ●The Kinki Osaka Bank was honored by Osaka Financial Institution Anticrime Measures Council in recognition of prevention of wire transfer fraud. ●The Kinki Osaka Bank was honored by Hyogo Prefectural Nishinomiya Police Department in recognition of prevention of wire transfer fraud.</p> <p>[Diversity] ●Resona Bank was honored as an excellent business location in employment of people with disability in FY2011 by Osaka Employment Development Association. (for two consecutive years from FY2010.) ●Saitama Resona Bank acquired “Kurumin of Saitama”, next-generation certification logo for the second time. (the previous acquisition was in 2008.) ●The Kinki Osaka Bank acquired “Kurumin of Osaka”, next-generation certification logo.</p>

Column SRI Index and ESG Rating

Incorporated into “ FTSE4Good”, a Global Socially Responsible Investment Index.

Resona Holdings was incorporated into “FTSE4Good” since September 2009.
 **“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.



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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Head of Kawasaki City Council of Social Welfare
New Office Promotion Association
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In relation to "CSR Report 2012 Data Edition" of the Resona Group (hereinafter referred to as the "CSR Report"), I received explanations on CSR activities from personnel in charge of CSR Promotion Office. In response, I will make observations about the CSR Report as third parties this year again.

1. CSR Management

Resona Group decided its CSR policies in accordance with ISO26000, on the basis of the management philosophy aiming at highly creative financial services. To be more specific, the Group has pushed ahead with initiatives toward resolving 7 issues stipulated in ISO through its main business, finance.

In CSR activities, while free activities and favorable images are emphasized, the policy of conducting and assessing the activities in conformity with the international standards would make the activities more objective and reliable externally. In the CSR Report 2012, some improved points were seen, for example, assessing CSR activities by item, and indicating goals for the next fiscal year in response to the previous observations. I request Resona Group to continuously disclose the progress of activities further concretely and quantitatively, clarifying its assessment criteria in the future.

2. Corporate Governance

Corporate Governance is a fundamental element for making an organization take responsibilities for its decision making and activities, and making organizational behavior consistent with social responsibilities, serving as a core theme of CSR. Whether corporate management is right or wrong depends on improvement and operation of Governance. Resona Group has established effective governance systems as the first company with corporate governance committee in Japanese banks. In the CSR Report, the fundamental idea of risk management is defined, and details of operational risk management systems as a financial institution are also described. Although approaches to compliance are minutely reported, I think contents of activities would be more clarified by indicating specific items of hotlines which are compliance advisory resources.

3. Customer Issue

When entering into a branch office of Resona Bank, I clearly recognize differences from other banks, for example, in layout of offices and business hours. This is supposed to be because Resona Group, as a financial service company, fundamentally reviewed the way of business, as concentrating management resources on the retail banking services. It is also reported that

responses to customer's voices and proposals by employees have effectively functioned to improve services. However, I think consumers may feel closer to Resona Group with customer satisfaction index by bank. Furthermore, Resona Group has responded to social needs by providing services to the elderly using trust functions such as the asset succession trust and the guardianship system trust. I will expect Resona Group to maintain and enhance such characteristic social financial services.

4. Environmental Initiatives

Although financial institutions, in themselves, place relatively less burden on the environment, environmental impacts on borrowers in supply chains through financial functions are considered large. On this point, it is noteworthy that Resona Group has conducted activities related to the environment through SRI funds and Environment-conscious Loans, etc. However, I would like to have a concrete explanation about how those financial instruments contribute to a reduction in customer's environmental impacts. It is considered necessary to describe contents of environmental conservation through main business for each customer and service in an easy-to-understand way. It can be highly evaluated that environmental accounting started to be publicized to show periodical comparison in environmental effects in the entire Resona Group.

In addition to the CSR Report, Resona Group issues a disclosure magazine and the Resona Group Report, etc. Although they respond to various stakeholders, in recent years, individual stakeholders have needed integrated information. If CSR is regarded as management, the modification is required to provide corporate information media combining management and CSR.

ISO26000 improves transparency as one of principles of social responsibility. It means that decisions made by an organization and its implementation are announced in public as they are, and its evaluation criteria are disclosed. I believe that, in order to win trust of stakeholders, it will be the best way to continuously disclose initiatives for social responsibilities and their effects, as well as evaluation methods in an easy-to-understand way.

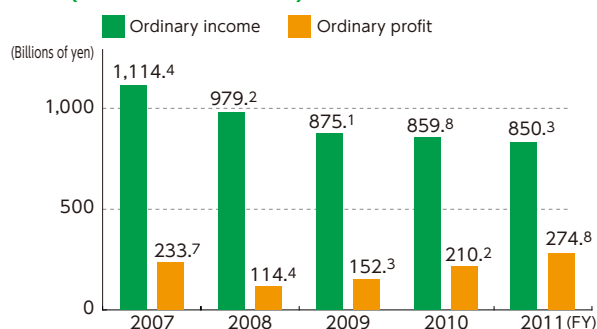
* This observation does not express an opinion on the accuracy and comprehensiveness of the contents of the CSR report.

Overview of Resona Group

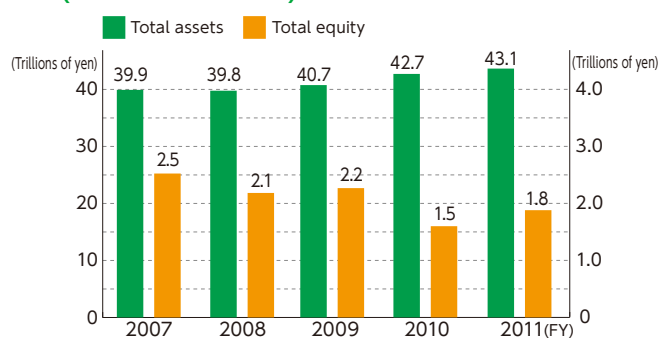
The Resona Group, with Resona Holdings as the Group holding company, is a financial services group comprising three banks with aggregate consolidated assets of approximately ¥43 trillion and trust assets of about ¥24 trillion. Members of the Group offer a full line of trust and real estate related services, and the Group comprises Resona Bank, which is the core institution in the Group; Saitama Resona Bank, which has dominant shares in Saitama Prefecture; and The Kinki Osaka Bank, which has 128 manned branches, mainly in the Kinki region. The Group is aiming to become a True Retail Bank Group by offering high-level services that are closely matched to the needs of the communities they serve with competitiveness based on a superior cost advantage.

The Resona Group's key markets are the greater Tokyo metropolitan area and the Kansai region, where Japan's economic activities and population are concentrated. Our branch network in these two areas rivals those of Japanese megabank groups, and we have established strong operating bases there. Especially in Saitama and Osaka prefectures, our shares of deposits and loans are more than 40% and close to 20%, respectively.

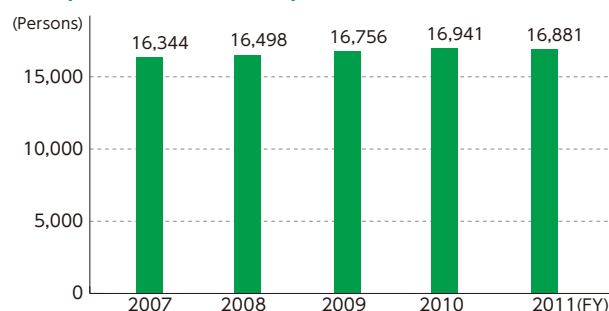
Ordinary income/ordinary profit (consolidated)



Total assets /total equity (consolidated)



Number of employees (consolidated)



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 13.19% (as of March 31, 2012)
Number of employees	16,881(consolidated), 533(non-consolidated)

Group Banks

Resona Bank, Ltd.	Saitama Resona Bank, Ltd.	The Kinki Osaka Bank, Ltd.
Date of Establishment May 15, 1918 Capitalization 279.9 billion yen Manned Offices * 337 Principal Shareholder Resona Holdings, Inc. (100%) Number of Employees 9,499	Date of Establishment August 27, 2002 Capitalization 70billion yen Manned Offices * 127 Principal Shareholder Resona Holdings, Inc. (100%) Number of Employees 3,163	Date of Establishment November 24, 1950 Capitalization 38.9billion yen Manned Offices 128 Principal Shareholder Resona Holdings, Inc. (100%) Number of Employees 2,231

* As of the end of July 2012 (others are March 2012)

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 3.1 (G3.1) and the United Nations Global Compact 10 Principles. This report has been created in accordance with GRI Guidelines Version 3.1 (G3.1) 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.

● ISO26000 ● GRI Guidelines ● Global Compact

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

RESONA WAY

CSR Report 2012 **Data Edition**

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未来が変わる。
日本が変わる。

チャレンジ
25



Resona Group is participating in the Challenge 25 Campaign.

