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New MMP

Review of the Previous MMP

The Resona Group positioned the previous MMP (FY2023 through FY2025) as “the first 1,000 days of taking on CX (Corporate Transformation) toward accelerating the realization of Retail No. 1,” working on both the strengthening of value creation capabilities and the development of next-generation management platforms.

During this period, structural change advanced globally against a backdrop of heightening geopolitical risks, disruption and reorganization of the supply chain, and uncertainty over prices and interest rates, while the revolution encompassing generative AI and other technologies also accelerated. In Japan, meanwhile, the shift away from the deflationary environment has been progressing, and the country is transitioning to a new economy and society premised on inflation.

Amid these environmental changes, we leveraged the balance sheet strengths we have cultivated through our retail focus to capture with certainty the tailwind from the interest rate environment, expanding net interest income while also making steady progress in strengthening fee income. As a result, Gross operating profit grew substantially. In addition, the delivery of products and functions on a group-wide basis expanded steadily, including the back-office operations and systems integration with Minto Bank in 2025. As a result, net income attributable to owners of parent in the final fiscal year of the MMP came to ¥258.7 billion against a target of ¥170.0 billion, significantly outperforming our initial plan.

At the same time, if we are to continue to achieve sustainable improvement in corporate value, we must press ahead with further structural reforms. We are now expected, more than ever before, to make management decisions unconstrained by existing frameworks, and we recognize that the ability to execute transformation steadily will become all the more important.

Overview of the New MMP

Over the past three years, Resona Group has changed significantly. Carrying forward this momentum of transformation, we have now established our New MMP covering FY2026 through FY2028: “Shift to the Next Stage — Three Years to Create Our New Ways of Doing Business.” “Our New Ways of Doing Business” means further evolving the very foundations of our business — governance, the way we deliver value, and our profit structure — and thereby moving closer to the “next-generation” form to which Resona aspires.

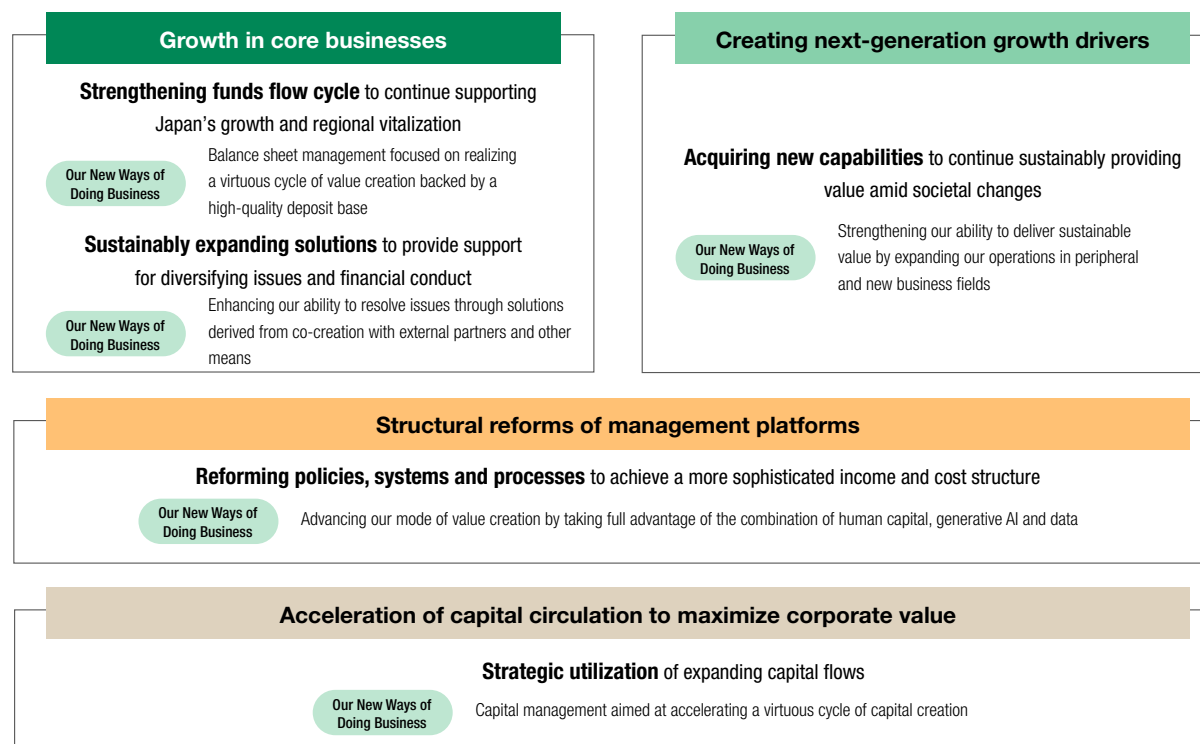
ona aspires.

Under the New MMP, we aim to realize Our New Ways of Doing Business along each of four axes: “Growth in core businesses,” “Creating next-generation growth drivers,” “Structural reforms of management platforms,” and “Acceleration of capital circulation to maximize corporate value.”

The first axis is “Growth in core businesses.” Anchored by the twin pillars of “strengthening the funds flow cycle” and “sustainable expansion of solutions,” we will strengthen each of these engines in terms of both quality and

Resona Group Medium-Term Management Plan (FY2026–FY2028)

Shift to the Next Stage — Three Years to Create Our New Ways of Doing Business —



quantity as we work to realize Our New Ways of Doing Business for the next generation. For the former, Our New Ways of Doing Business will take the form of “balance sheet management focused on realizing a virtuous cycle of value creation backed by a high-quality deposit base.” For the latter, Our New Ways of Doing Business will take the form of “enhancing our ability to resolve issues through solutions derived from co-creation with external partners and other means.” By combining external expertise and functions to spark new chemical reactions, we will not only strengthen traditional flow-based income but also expand recurring income and create new profit opportunities. In doing so, we aim to maximize LTV. (➡ p.36–42)

The second axis is “Creating next-generation growth drivers.” With the needs of society and our customers evolving by the day, we have defined Our New Ways of Doing Business here as “strengthening our ability to deliver sustainable value by expanding our operations in peripheral and new business fields.” While securing the functions and capabilities that will be needed well into the future, we aim to remain a financial group that customers continue to choose. (➡ p.43–45)

The third axis is “Structural reforms of management platforms.” Here, Our New Ways of Doing Business will take the form of “advancing our mode of value creation by fully leveraging a combination of Human capital × Generative AI × Data.” Beyond improving our OHR, we will transform the customer experience, deliver new value, and press forward toward an overwhelming improvement in productivity. (➡ p.46–59)

The fourth axis is “Acceleration of capital circulation to maximize corporate value.” Under the previous MMP, we put forth our commitment to “Transitioning from striving to qualitatively and quantitatively enhance capital to a new phase in which we can fully utilize it,” but those efforts were still in their infancy. Under the New MMP, Our New Ways of Doing Business will take the form of “capital management aimed at accelerating a virtuous cycle of capital creation.” With capital flows expected to expand on the

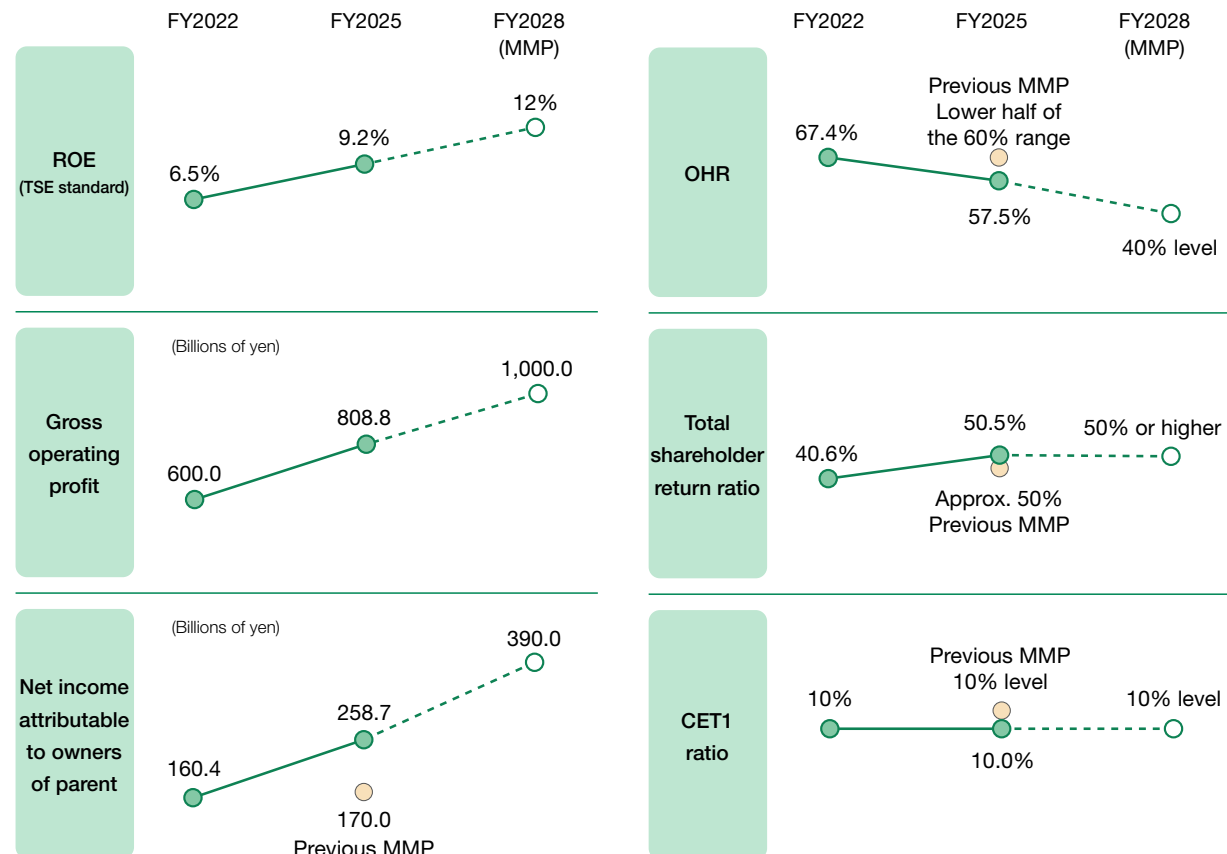
back of profit growth, we will set a clear floor for the total shareholder return ratio at “50% or higher,” while also substantially expanding “growth investment” that serves to improve corporate value over the medium to long term, scaling up both shareholder returns and growth investment. (➡ p.25)

The KGIs for the New MMP are shown in the chart below. For ROE, one of the financial indicators we emphasize most, we are targeting a level of 12% assuming a policy interest rate of 1%, with approximately 14% in view should

the policy interest rate rise to 1.5%. Over the long term, we will aim for even higher levels of ROE through our ongoing commitment to reform.

The targets we have set are by no means easy ones, but we will keep delivering solid results as we aim to become the front runner in next-generation retail financing.

[Financial Targets of the New MMP]



Retail Deposit Base with Strong Retention

As the world with interest rates becomes the norm and the value of a deposit base rises more than ever, Resona Group has maintained and expanded an upward trend in deposit balances among both corporate and individual customers, leveraging the advantages of its balance sheet.

We believe that deep connections with household finances and corporate transactions are essential to building a stable base of highly sticky deposits. The following data illustrates these strengths. Inherited funds received via transfer in FY2025 totaled ¥493.4 billion, an increase of 87% compared with FY2020. Against the backdrop of an aging population, the fact that our primary operating base lies in the Greater Tokyo and Kansai regions — where population and economic activity are concentrated — is considered one factor behind this growing inflow of funds. In addition, the number of debit cards issued — which link closely with the Group app — has risen to 3.43 million (as

of the end of March 2026), helping us become a primary bank for individual customers. In the corporate segment as well, we serve as the main bank^{*1} for 69,000 companies, the third-highest figure in Japan, supporting the funds settlement and commercial flows of a large number of businesses.

At the same time, the environment surrounding deposits is expected to face a variety of stresses going forward, including growing asset management needs and intensifying interest rate competition. Leveraging digital touchpoints centered on our Group app, which has surpassed 10 million downloads, together with one of Japan's largest networks of staffed branches, the Group is advancing seamless services that fuse digital and face-to-face channels to deliver exceptional convenience.

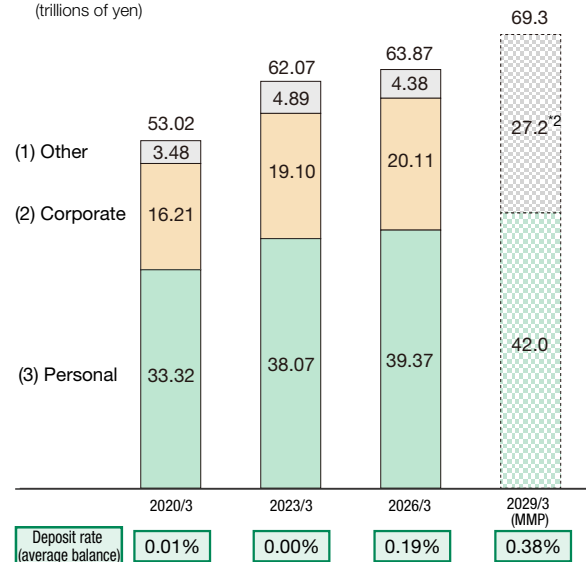
Furthermore, by building new ecosystems through collaboration with external partners, we will create attractive

services and new customer experiences, aiming to remain a financial group that customers continue to choose. The examples of Our New Ways of Doing Business announced in May 2026 — including “WESTER Mirai Bank (tentative name),” “Resona Plus,” and “DG Bank (tentative name)” — will deliver new value in the daily lives of a broader range of customers, deepening our connections with them and strengthening a stable deposit base with strong retention.

Through these initiatives, we aim to increase the deposit balance by approximately ¥5 trillion over the MMP period from the end of March 2026 to the end of March 2029.

[Deposit balance]

(trillions of yen)



Overwhelming convenience ⇒ High switching costs

Number of App DLs^{*3}
10.37 million

Digital

Convenient, budget-friendly
solutions available at any
time, from anywhere

Face-to-face

Deliver added value that
can be offered only via
face-to-face channels

One of the largest number
of manned branch offices
in Japan^{*3}
832

**Collaborate with excellent partners outside the Group
to develop a new ecosystem**

- ◆ WESTER Mirai Bank ⇒ A model for BaaS and settlement business that supports the circulation of value within local communities
- ◆ Resona Plus ⇒ Models for co-creation based on the individual consumers' perspective
- ◆ DG Bank ⇒ New banking experience afforded by the utilization of AI and other technologies

*1. Total of Group banks; TEIKOKU DATABANK (2025) *2. Including public corporations, etc. *3. As of the end of March 2026

Corporate Loans

Since the previous MMP period, funding demand from corporate customers has been rising across a wide range of areas in response to changes in the external environment — including working capital needs against a back-drop of mild inflation, responses to mega-trends such as CX, SX, and GX, and investment in labor-saving and efficiency measures in light of a tightening labor market.

In this environment, Resona Group has worked to provide financing smoothly by leveraging its three distinctive strengths: (1) a customer base and network centered on the two major metropolitan areas of Greater Tokyo and Kansai, where population, economic activity, and industry are concentrated; (2) full-line trust banking functions; and (3) customer-relations capabilities backed by our deep roots in communities.

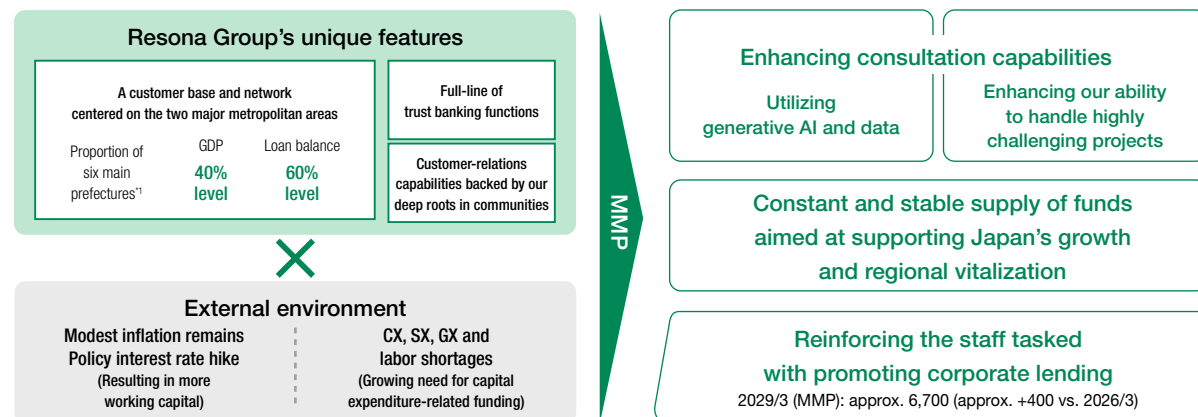
As a result, the corporate loan balance at end of March 2026 — the close of the final fiscal year of the previous MMP — reached ¥26.9 trillion, up 22.2% from the end of March 2023. The rate also rose to 1.20%, up 43bps from FY2022, through appropriate pricing tailored to customer profiles amid interest rate hikes. With both the balance and the rate expanding, net interest income (NII) from domestic loans and deposits turned to YoY growth in FY2024 for the first time in 17 years.

Under the New MMP as well, we position net interest income — centered on NII from domestic loans and deposits — as the main driver of profit growth. We plan to strengthen capital allocations to corporate loans even beyond the levels of the previous MMP period, expanding the balance to ¥31.1 trillion by the end of March 2029, the

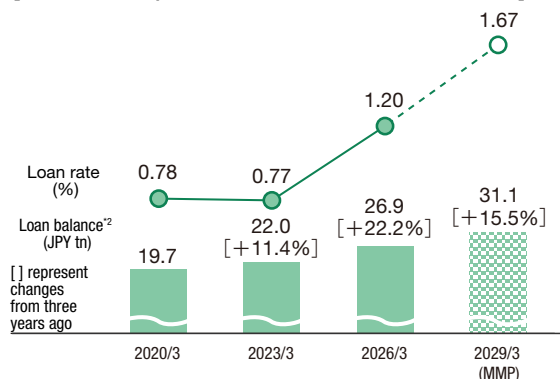
close of the final fiscal year — an increase of 15.5% from end of March 2026. In addition, assuming a policy interest rate of 1.0%, the rate is projected to rise to 1.67%, up 46bps from FY2025. Through these measures, we plan to increase NII from domestic loans and deposits by approximately ¥150.0 billion compared with FY2025. While carrying forward the growth momentum built under the previous MMP, we intend to expand loans of even higher quality (RORA) than before — by enhancing consultation capabilities through utilizing generative AI and data and by

strengthening our capacity to handle highly challenging transactions, as well as by increasing the staff tasked with promoting corporate lending (approximately +400 over three years).

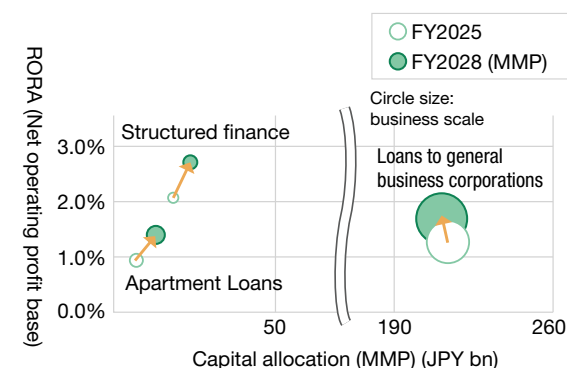
With “Development and vitalization of regional societies through industrial growth” designated as one of our materiality themes, the corporate loan business is the very foundation supporting its realization. Leveraging the strengths of each Group bank, we will work as one to support Japan’s growth and regional vitalization.



[Trends in corporate loan balances and loan rate]



[RORA (Net operating profit base)]



*1. The Resona Group's main customer regions (Tokyo, Saitama, Kanagawa, Osaka, Hyogo and Shiga) *2. Including loans to public corporations, etc.

Housing Loan Business

The housing loan business is one of the key businesses in which the Resona Group has long concentrated its efforts as it pursues its Long-Term Vision of becoming “Retail No. 1.” Even amid changes in the domestic interest rate environment and the growing diversification of customers’ lifestyles and values, we will continue to support individual customers through the important milestone of purchasing their own home. Moreover, as a strategic domain that leads to the building of long-term relationships thereafter, we will continue to leverage the following strengths and step up our efforts in this business.

① Starting with furnishing housing loans and developing multilateral transactions

A large proportion of customers who take out our housing loans also use the Resona Group App, enabling us to maintain ongoing communication with them even after loan disbursement. By providing a broad range of financial services attuned to each customer’s life stage—including salary transfers, settlement, asset formation, insurance, and asset succession—we are expanding long-term, multi-faceted relationships with our customers.

② Expanding the housing loan balance via the updating of products and services based on customer needs and convenience

In response to changes in the operating environment, we are supporting customers’ home purchases by enhancing our products and services, including revisions to the maximum borrowing amounts and borrowing periods for housing loans, as well as updates to group credit life insurance, home-relocation loans, and environmentally conscious housing loan products. In addition, in July 2023, Resona Bank and Saitama Resona Bank established a fully online transactional structure that enables borrowers to complete all necessary housing loan procedures, thereby further enhancing customer convenience. These initiatives are expected to enable us to increase the volume of new housing loan origination.

③ Boasting high profitability on the back of interest rate hikes

As BOJ monetary policy progresses, the interest rate environment has reached a major turning point. Approximately 96% of our housing loan portfolio consists of variable rate loans.

④ Cost competitiveness through economies of scale

As of March 31, 2026, the Resona Group’s balance of residential housing loans stood at ¥14.7 trillion, the largest in Japan. In addition to the economies of scale afforded by this size, we maintain strong cost competitiveness by pursuing structural reforms and greater operational efficiency.

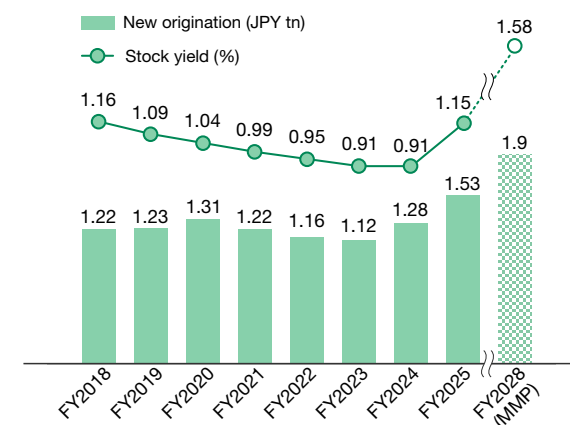
⑤ High-quality loan portfolio

Housing loans continue to boast low and stable credit costs. Accordingly, these constitute loan assets with relatively low capital charges.

Looking ahead, even more customers can take advantage of our offerings as we continue to enrich our products and services and improve convenience, and we plan to grow new origination of housing loans from ¥1.5 trillion in FY2025 to ¥1.9 trillion in FY2028. Through these efforts, we will maintain a high-quality housing loan portfolio while driving improvements in RORA.

RORA	Net income	Multifaceted transactions originating from housing loans	Average number of products in transactions +approx. 1.6 times ^{*1} compared with no housing loan customers	
		Competitive edge of our products and services	Web-based, end-to-end procedures ^{*2} for loans, ranging from application to the process of extension	Product design that precisely accommodates customer needs
		Upsides of interest rate hikes	Proportion of balance with variable interest rate: 96% Rate: FY2025 1.15% → FY2028 1.58% (MMP)	
		Cost competitiveness and room for further cost reductions	Economies of scale	Leaving room for improvement via structural reforms and the streamlining of clerical work
RWA		High quality assets with low risk weight (RW)	RW 12.31% ^{*3}	Long-term, secured loans
		Resilience against interest rate hikes	The final subrogation payment ratio ^{*4} (0.01)%	Substantial stress to screening interest rates

[Trends in stock yield and new origination for residential housing loans^{*5}]



*1. Resona Bank + Saitama Resona Bank + Kansai Mirai Bank *2. Resona Bank, Saitama Resona Bank *3. Resona Holdings consolidated, as of Sep. 2025, non-default

*4. FY25, housing loans guarantee subsidiaries' subrogation ratio x (1-collection after subrogation), residential housing loans + apartment loans *5. Total of Group banks

Succession Business

Among SMEs, which underpin Japan's economy and employment, business owners are aging while many companies have yet to identify a successor. Business succession has therefore become ever more important for ensuring business continuity, maintaining employment, and preserving the vitality of regional industries. At the same time, with older generations holding a large share of household financial assets, individual customers also face a wide range of needs, from extending the longevity of their assets and smoothly transferring wealth to the next

generation to managing and utilizing assets after an inheritance occurs.

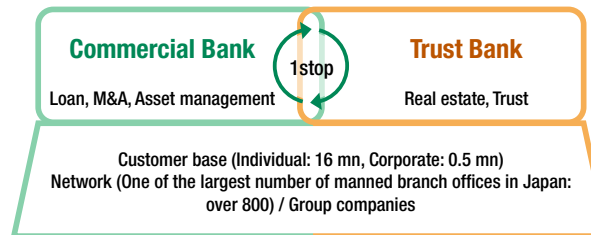
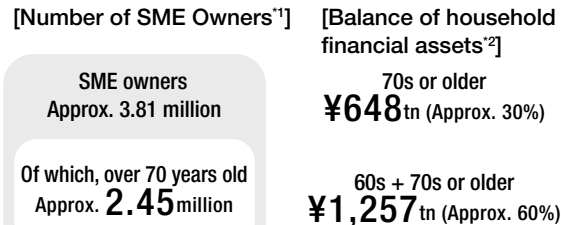
Our Group, which has set "Retail No. 1" as its Long-Term Vision, positions the smooth succession of businesses and assets as a critical domain supporting Japan's sustainable growth. Leveraging its rare strength as a retail commercial bank with trust banking functions, our Group focuses on medium- to long-term hands-on support that treats succession as just one milestone along the way.

The diagram at the bottom of the page illustrates one

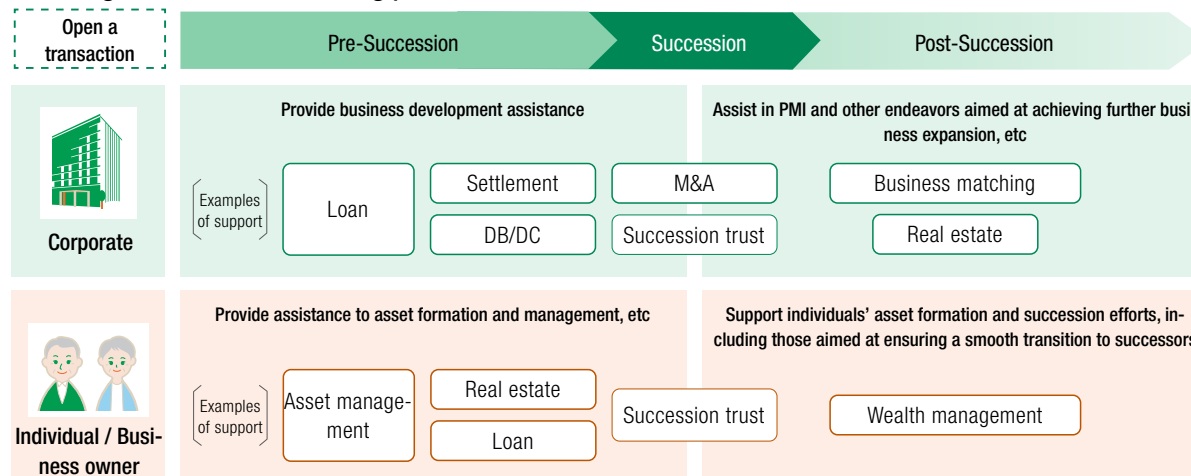
example of our Group's hands-on support.

We provide corporate customers and individual/business-owner customers with one-stop solutions matched to their needs at each point in time. We believe that such transactions foster long-term relationships of trust with our customers, and that being chosen by them time and again leads to the formation of a stable base of highly sticky deposits.

Resona defines succession related income, which totaled ¥27.1 billion in FY2025, as income from M&A, succession trusts such as testamentary trusts, and the real estate business. Under the New MMP, we plan to further strengthen our hands-on support for customers' diverse needs and grow this income to ¥33.6 billion in the final fiscal year, driven primarily by the real estate business.

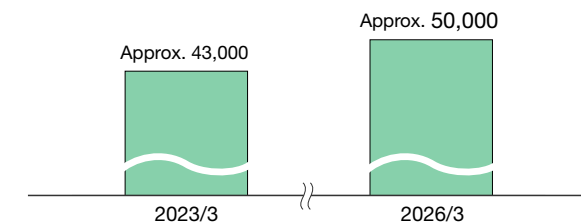


■ Providing medium- to long-term assistance that transcends the conventional scope of succession and acting as customers' "running partner"

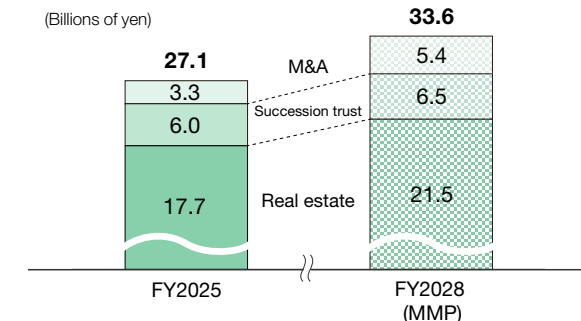


Becoming the customer's "main bank" via multilateral transactions in order to secure deposits with strong retention

[Cumulative number of succession trust contracts^{*3}]



[Succession related income^{*4}]



^{*1}. The Comprehensive Package of Measures for Supporting SMEs In Business Succession to Third Parties formulated by the Small and Medium Enterprise Agency ^{*2}. August 2025, Dai-ichi Life Research Institute, "Macroeconomic Analysis Report" ^{*3}. Total of Group banks ^{*4}. M&A + succession trusts + real estate (including business matching)

Cashless and DX Solutions Business

The domestic cashless market continues to expand, and against the backdrop of increasingly diverse settlement methods and advancing digitalization, the role of settlement in customers' household finance and in corporate transactions is changing significantly. Against this backdrop, our Group engages in co-creation involving external partners and otherwise strives to offer a diverse range of solutions to meet needs for cashless payment and operational streamlining measures to support day-to-day household finance and corporate transactions, with the aim of creating new value for customers.

For corporate customers, we are expanding our lineup of solutions that support greater efficiency and productivity in settlement and accounting operations. We have rolled out the "Group App for Business," which draws on the know-how cultivated through our Group App, and usage is expanding steadily, with downloads now exceeding 88,000. Going forward, we will further enhance convenience with the aim of making this a channel used by a broad range of customers, and we are also considering extending it to regional financial institutions. Our partnership with Digital Garage, Inc. is also deepening, and in May 2026 we launched the "DG Bank (tentative name)" project in earnest. In addition, in the same month, we began offering "FlexPay," Japan's first multi-bank corporate settlement platform, in which 32 banks nationwide jointly participate. By seamlessly linking cloud-based accounting systems with banks' settlement functions, the platform allows everything from invoice review to payment and reconciliation to be completed within a single system, supporting greater efficiency in companies' accounting and treasury operations. As a first step, we have begun connecting with Rakus Co., Ltd., and through the continued expansion of partnerships with a diverse range of cloud system providers, we will support the digitalization of customers' entire business processes.

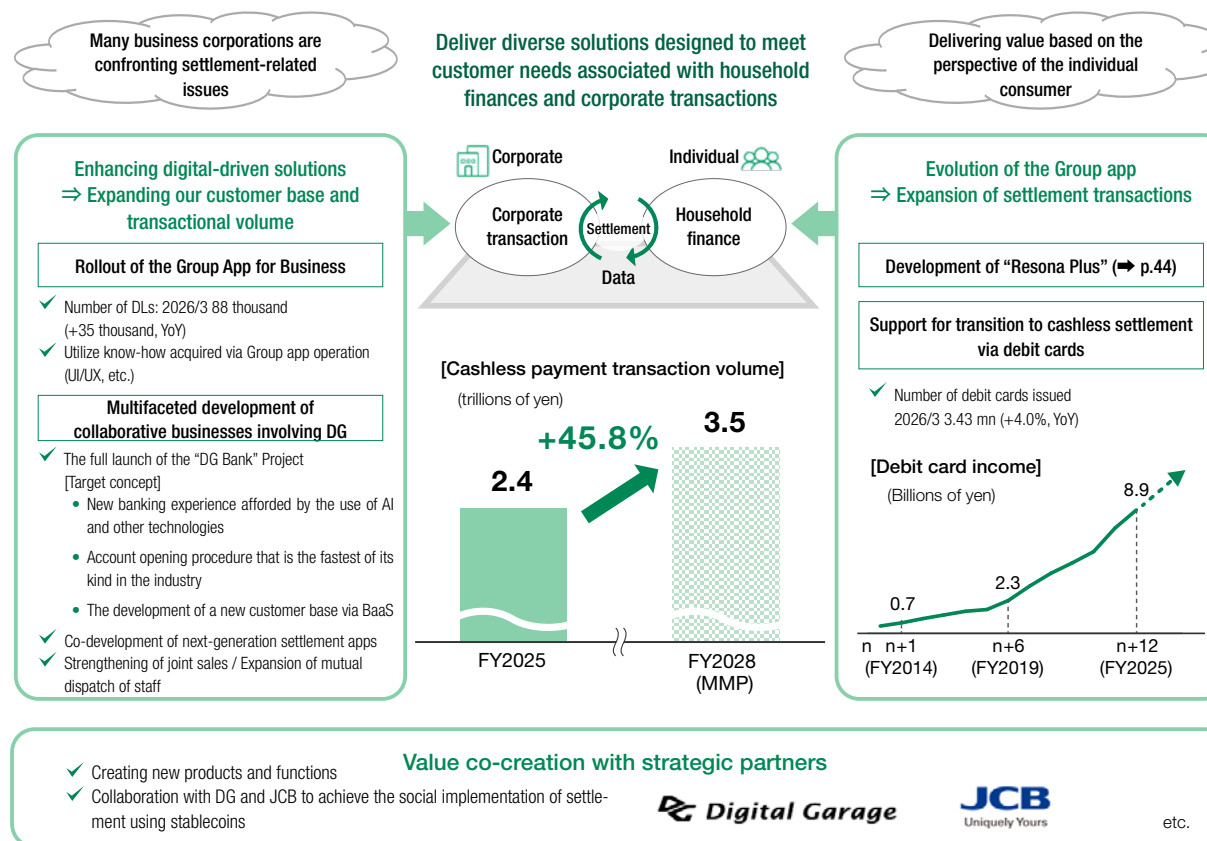
For individual customers, in light of the ongoing shift toward cashless transactions, we are expanding settlement services that enhance convenience in everyday life. The debit card that comes as standard with new savings ac-

count deposits has strong affinity with the Group App and is seeing growing usage, with 3.43 million cards issued as of the end of March 2026. Furthermore, through the rollout of "Resona Plus," announced in May 2026, we will deliver new value rooted in customers' everyday lives, leading to further growth in settlement transactions, etc.

Value co-creation with strategic partners is also progressing steadily. Through collaboration with JCB and DG, we are working to create new settlement services and new customer touchpoints. In addition, we are conducting proof-of-concept trials of stablecoin settlement with both

companies, accumulating the expertise needed for the real-world implementation of next-generation settlement infrastructure.

Through these initiatives to create new customer contact points and new value, we aim to expand our cashless settlement transaction volume from ¥2.4 trillion in FY2025 to ¥3.5 trillion in FY2028.



AUM Business

In recent years, individuals' need to build assets has grown markedly, driven by the advent of the "100-year life" era, the shift to an inflationary environment, and government policy support for transforming Japan into an "asset management nation" through popularization schemes such as the new NISA. Among companies as well, as interest in human capital management grows, supporting employees' asset building through corporate pensions and other means is becoming increasingly important.

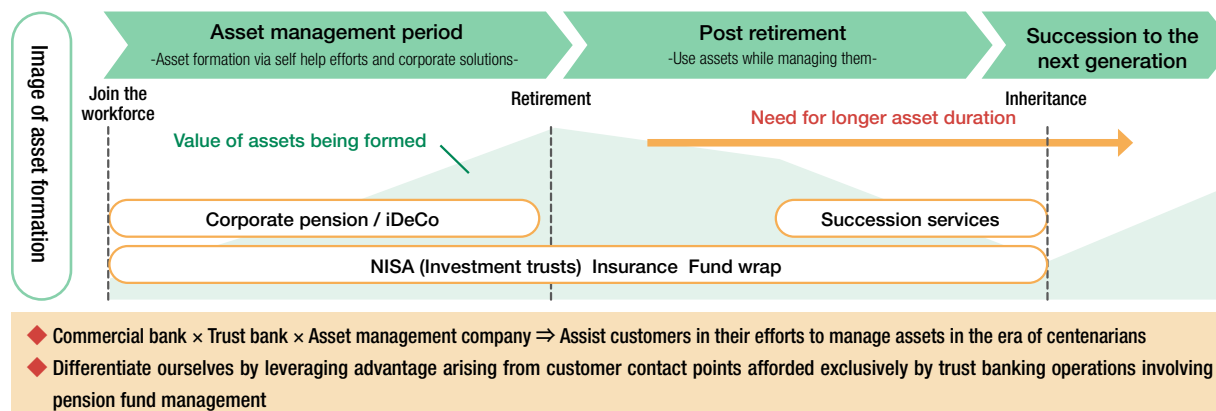
Resona's AUM business is unique in its ability to deliver one-stop, optimal solutions to retail customers by taking full advantage of its strength as a retail commercial bank equipped with full-line trust banking functions. We offer investment proposals designed to extend the longevity of customers' assets, including long-term diversified investment using tax-advantaged programs such as NISA and iDeCo, and the selection of products focused on balanced

management, such as fund wraps. At the same time, in anticipation of the coming era of centenarians, we provide asset management-related consulting even as we remain conscious of customer needs for solutions that enable them to simultaneously manage and use assets. We also provide retail customers with access to the asset management know-how for professional investors that we have accumulated through over 60 years of corporate pension fund management. To this end, each Group bank acts in collaboration with Resona Asset Management, a Group company specializing in asset management, to deliver asset management services. We also aim to provide total support for corporate pension plan sponsors and plan members by bringing the full strength of All-Resona to bear.

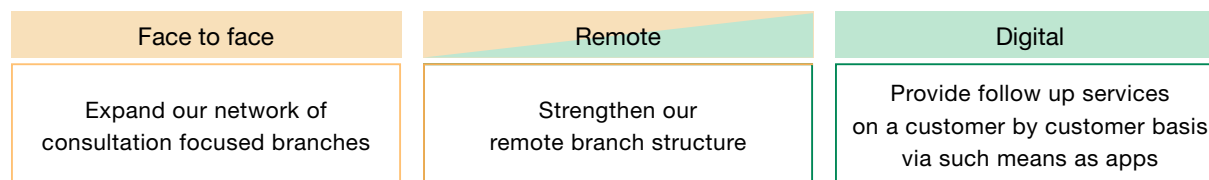
Under the New MMP, to grow our AUM business further, we will upgrade our "running partner" sales model,

which stays close to customers over the long term as they build their assets. We will also work to build optimal customer touchpoints that combine physical channels such as branches, digital channels centered on our app, and remote branches. In addition, by expanding products and services that capture the need for "long-term, accumulated and diversified" investing, we will support the medium- to long-term growth of our customers' assets.

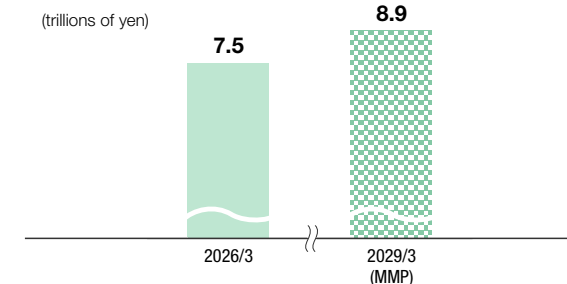
Through these initiatives, we aim to expand our AUM balance from ¥7.5 trillion at the end of March 2026 to ¥8.9 trillion by the end of March 2029, while further increasing recurring income. By building lasting relationships with customers and supporting them through this running partner approach, we will enhance LTV (Life Time Value) and achieve sustainable growth in AUM income.



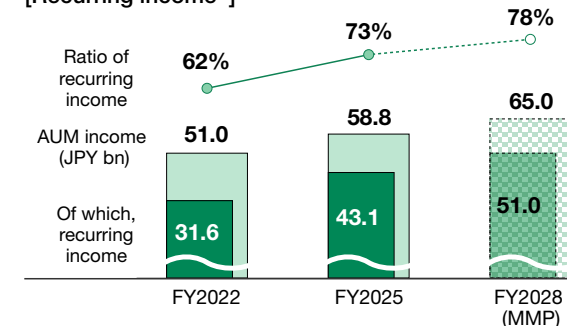
■ Developing optimal contact points with customers via our diverse channels



[Balance of AUM^{*1}]



[Recurring income^{*2}]



*1. For individual customers *2. AUM income excluding insurance and investment trust sales commissions

International Business

The Resona Group has 13 overseas bases at which its expatriates are stationed. With this network focused on the entire Asian region as well as the United States, we accommodate a broad range of customer needs for global expansion assistance, fundraising and other undertakings.

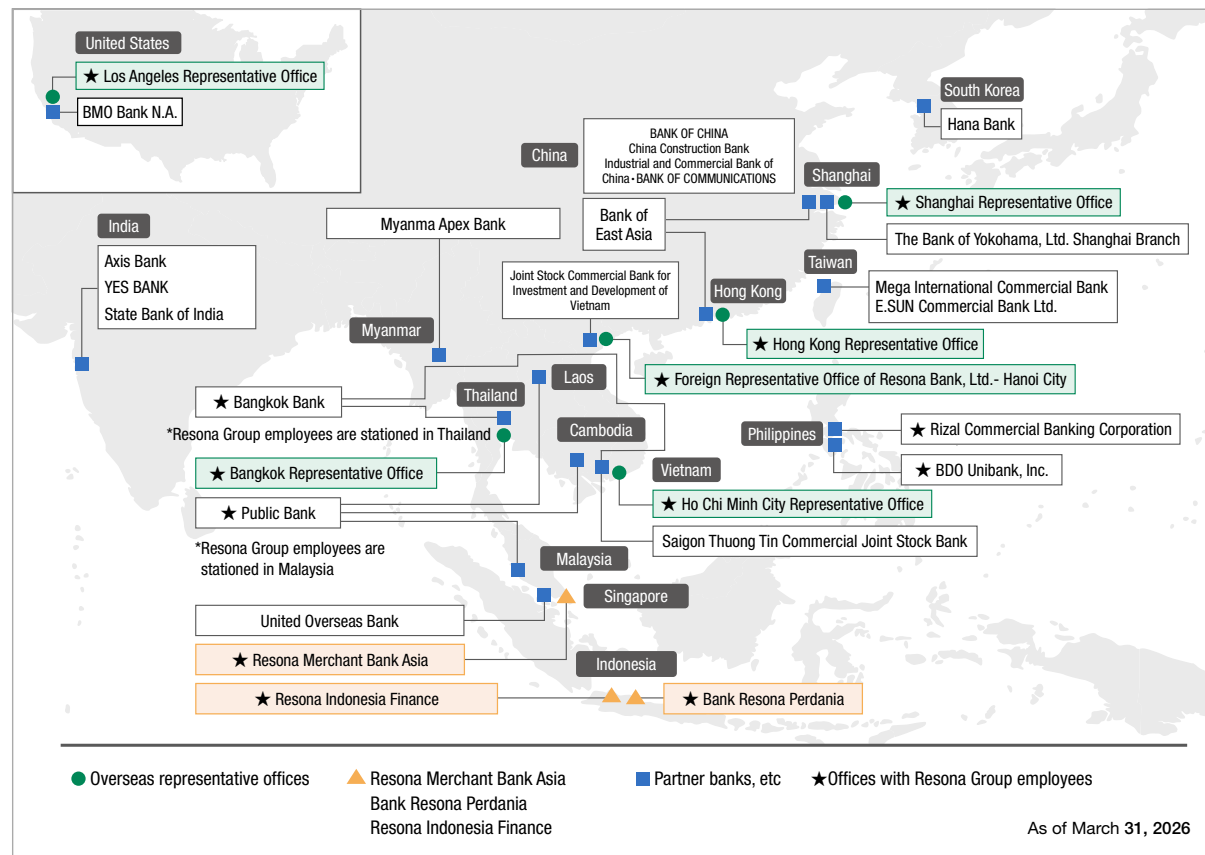
In Indonesia, Bank Resona Perdania, with a history spanning more than 65 years, provides full banking services and meets the diverse financial needs of Japanese companies operating locally.

In Singapore, Resona Merchant Bank Asia strives to meet needs for fundraising, M&A and other solutions among customers in ASEAN nations, Hong Kong and India.

In addition, to provide financial functions such as lending and foreign exchange overseas, we have business alliances with leading banks in various countries (22 banks in 14 countries and regions), and have built a finely tuned customer support framework through these partner banks' extensive branch networks and Japan desks (departments dedicated to Japanese corporate clients).

In fiscal year 2025, we opened new representative offices in Los Angeles and Hanoi to further strengthen our customer support structure. The Los Angeles Representative Office is our group's first base in the United States in 21 years. It will support customers entering the U.S. market and expanding sales channels there, and provide information on the local economy, finance, investment and other matters. The Hanoi Representative Office is our second location in Vietnam, following Ho Chi Minh City; by strengthening our support structure in the northern region, we will deliver faster and more precise services to customers throughout Vietnam.

Going forward, we will continue to strengthen our support structure in line with customer needs, including further expanding our network.



Opening ceremony of
the Los Angeles Representative Office



Opening ceremony of
the Foreign Representative Office of Resona Bank, Ltd.- Hanoi City



Strengthening Our Ability to Deliver Sustainable Value by Expanding Our Operations in Peripheral and New Business Fields

Since the Resona Shock of 2003, the Resona Group has expanded its business with banking at its core. The balance sheet we have built over this period, underpinned by highly sticky deposits, has become a source of strength for us in a phase of interest rate hikes.

At the same time, against the backdrop of Japan's exit from three decades of deflation and the extraordinary pace of technological progress, the needs of society and our customers are changing constantly, and it is becoming difficult to fully meet those needs with the functions and capabilities we currently possess. In this environment, we aim to acquire the functions, customer base and capabilities needed to remain a financial group that customers continue to choose.

During the previous MMP period, we executed three inorganic growth investments: making two leasing companies¹ (now Resona Leasing) wholly owned subsidiaries, making Digital Garage an equity-method affiliate, and raising our ownership stake in NTT DATA SOFIA CORPORATION. In addition, under the financial digital platform (financial DPF; ➡ p.45), which pursues broad co-creation with external partners unconstrained by capital ties, our alliances with regional financial institutions have expanded

from 6 banks in 5 financial groups to 10 banks in 9 financial groups².

Under the New MMP, to further expand our capacity to deliver value to society and customers, we will focus on acquiring “functions” and “bases,” centered on domains adjacent to banking, by stepping up inorganic growth investments and strategic alliances and by evolving our financial DPF.

In acquiring functions, we will aim to strengthen our solution lineup through “acquiring new functions” and “further strengthening existing functions,” placing particular weight on the questions of what value we provide to customers and which partners are most effective to work with in delivering it.

In acquiring bases, we will aim to create new customer contact points through “co-creation with external partners

and local communities” and the “provision of platforms.”

The diagram below shows a range of domains and fields as examples. We intend to consider possibilities broadly, without setting constraints; in May 2026, we released several concrete initiatives under Our New Ways of Doing Business (➡ p.44).

At the same time, we will sow the seeds for delivering value in new domains through “R&D in future core functions and bases” driven by “acquiring new technologies and insights.”

By pursuing these initiatives unconstrained by conventional thinking and values, we will create next-generation growth drivers and enhance both social value and corporate value.

<Performance under the previous MMP>

Two leasing companies (Resona Leasing)

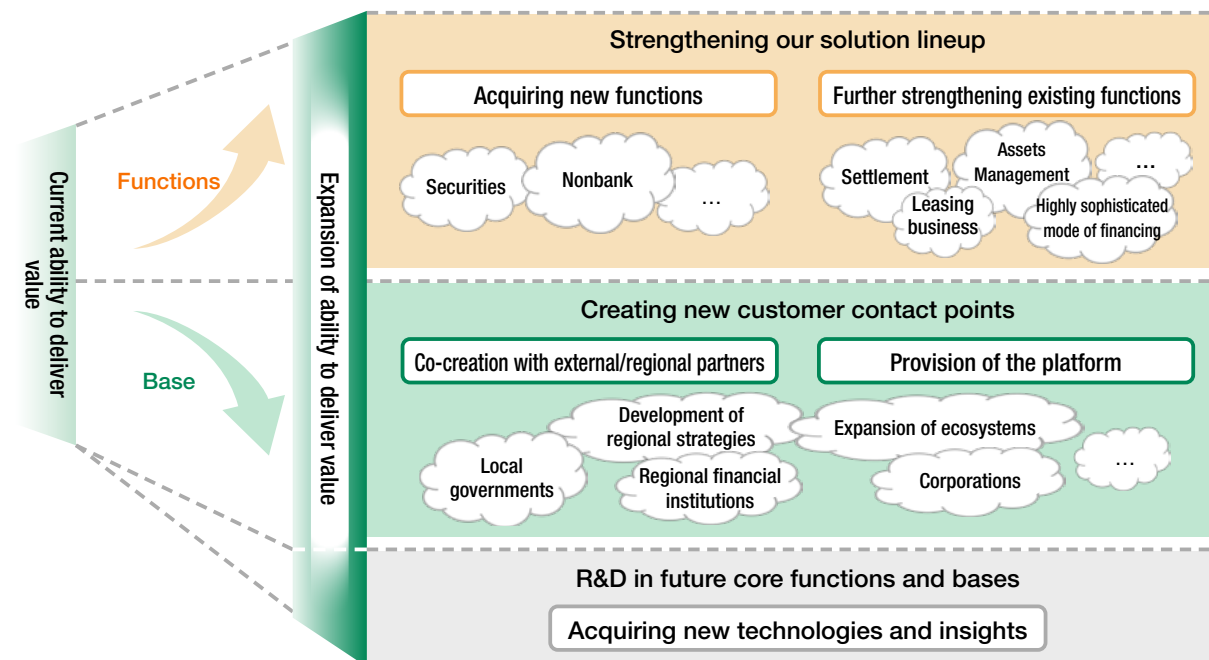
Jan. 2024 Made two leasing companies wholly owned subsidiaries

Digital Garage (DG)

Jan. 2024 Increased its shareholding ratio
Sep. 2025 Made DG an equity method affiliate

NTT DATA SOFIA CORPORATION

Oct. 2024 Increased its shareholding ratio



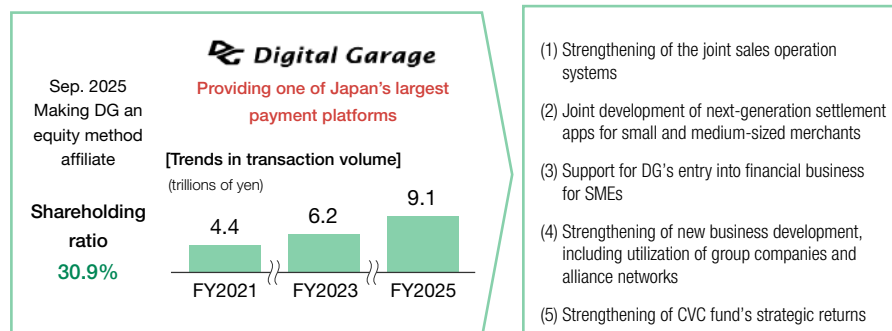
¹1. DFL Lease and Shutoken Leasing ²2. As of March 2026 (10 groups and 11 banks as of July 2026)

“Our New Ways of Doing Business” that Transcend the Framework of Finance

Making Digital Garage an equity method affiliate

Customer needs in the settlement domain are becoming increasingly diverse and complex. Settlement is also a vital domain because it leads to growth in highly sticky deposits, whose value rises further in a world with interest rates. Digital Garage (DG) operates one of Japan's largest settlement platforms and possesses advanced functions and know-how in the settlement business as well as expertise in Fintech and startup support. Based on this recognition, in September 2025 the Resona Group made DG an equity method affiliate. Going forward, we will deepen the five initiatives shown in the diagram below. In May 2026, as a concrete measure under “(3) Support for DG's entry into financial business for SMEs” in the diagram below, we launched the “DG Bank (tentative name)” project in earnest through the provision of BaaS. We aim to begin offering a highly convenient digital banking service around fiscal year 2026, combining the Resona Group's banking functions with DG's strengths in the settlement domain and its expertise in commercial flow data and AI technology.

Capital and business alliance with JR West



As part of our regional strategy in the Kansai area, one of the Resona Group's home markets, we announced a capital and business alliance with JR West in May 2026. We aim to deliver a new customer experience that integrates mobility, daily life and finance, offering choices never before available. The alliance rests on three main pillars. The first is the creation of new financial experiences. We will establish “WESTER Mirai Bank (tentative name),” a new banking service that fuses the financial services provided through Kansai Mirai Bank with JR West's deep customer base and its attractive assets and content. The second is the enhancement of settlement functions. Premised on establishing a joint venture (JV), we will draw on the diverse touchpoints, data, know-how and digital marketing capabilities of both

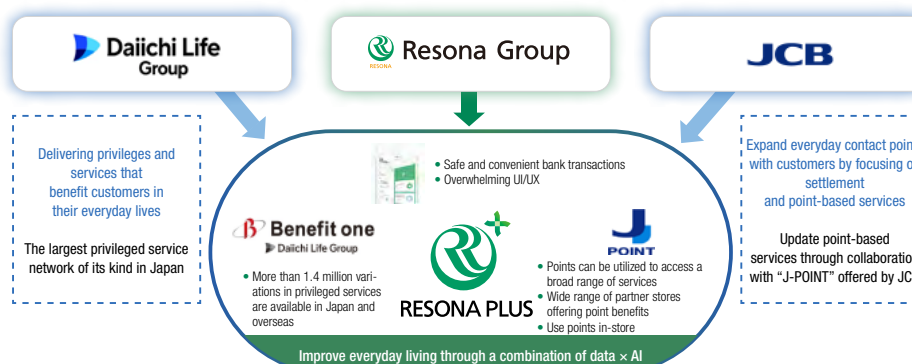
companies to realize a new form of settlement that is convenient, rewarding, and backed by superior UI/UX. The third is community building. By combining the two companies' rich assets, content, information and development capabilities with financial functions, we will pursue a new form of community building that makes customers' lives richer.

Delivering new value arising from “A model for BaaS and settlement business that supports the circulation of value within local communities”



“Resona Plus,” a new service for individuals

In May 2026, we announced the launch of “Resona Plus,” a new service for individuals offered through a partnership with the Daiichi Life Group and JCB. It is a new ecosystem that fuses the three companies' formidable customer bases, combines the expertise and know-how each has cultivated in different fields, and delivers rich, attractive content through an outstanding UI/UX. We plan to begin offering the service around late September 2026 and to expand it thereafter. Going forward, we are also considering rolling out these functions broadly to regional financial institutions through our financial digital platform (➡ p.45).



Evolution of the Financial Digital Platform

Our aim in developing our financial digital platform (financial DPF) is to enable regional financial institutions and partners from different sectors and local governments, as well as their customers, to enjoy win-win relationships through wide-ranging collaboration that transcends the conventional framework.

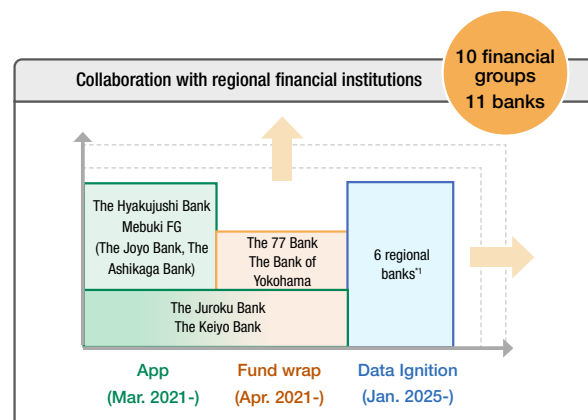
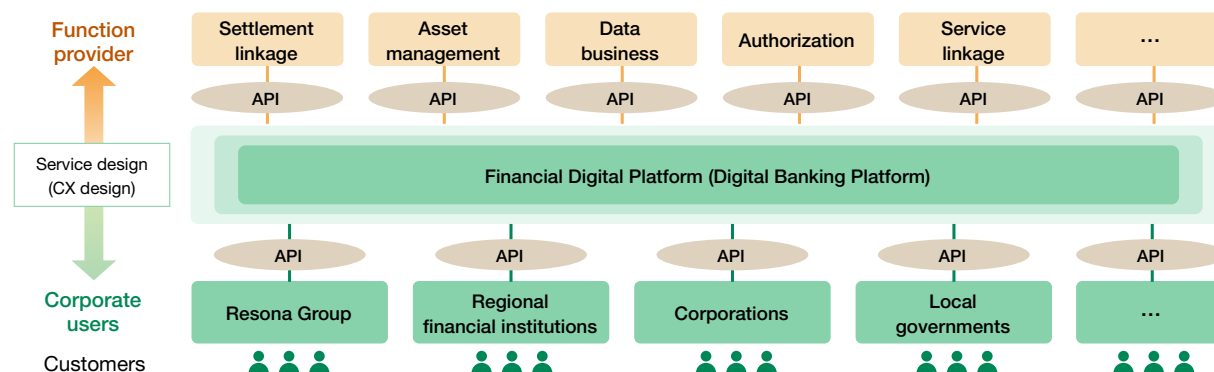
While exploring and promoting external rollouts leveraging the platform of the Resona Group App, which we launched in 2018, we began collaborating with regional financial institutions in 2021. Today, through the provision of three functions—the banking app, Fund wrap, and Data

Ignition (an AI-powered banking operations support tool)—our network of partner financial institutions has grown to 11 banks across 10 groups.

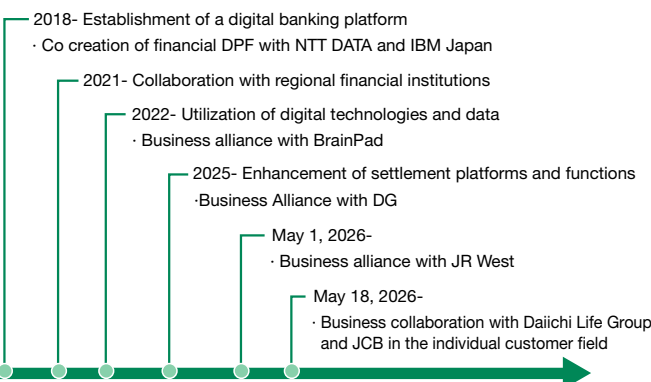
Under the New MMP, we will further deepen our collaboration with regional financial institutions and, through partnerships that extend beyond the boundaries of finance, evolve the financial DPF to its next stage. In May 2026, we announced a capital and business alliance with JR West and a collaboration with the Daiichi Life Group and JCB in the retail business field (➡ p.44). The former marks the first initiative in which a non-financial operating

company participates as a “user company” of the financial DPF, while the latter will also lead to a further expansion of the functions we can offer to regional financial institutions.

The financial DPF is entering a new phase. Starting from our unwavering commitment to enriching the lives of each and every customer, we will extend this “chain of wins” across the whole of Japan.



*1. The Shizuoka Bank, The Bank of Iwate, The Keiyo Bank, The San-in Godo Bank, The Juroku Bank, The Kiraboshi Bank



Press conference announcing the capital and business alliance with JR West



From left
Masahiro Minami, Group CEO, Director, President and Representative Executive Officer, Resona Holdings
Shoji Kurasaka, President and Representative Director, West Japan Railway Company
Shogo Haratou, President and Representative Director, Kansai Mirai Bank

Press conference announcing “the business collaboration with Daiichi Life Group and JCB in the individual customer field”



From left
Tetsuya Kikuta, Representative Director, President, Group CEO, Daiichi Life Group
Masahiro Minami, Group CEO, Director, President and Representative Executive Officer, Resona Holdings
Takayoshi Futae, Chairman and Chief Executive Officer, JCB

Frontline Reforms, Middle- and Back-Office Reforms

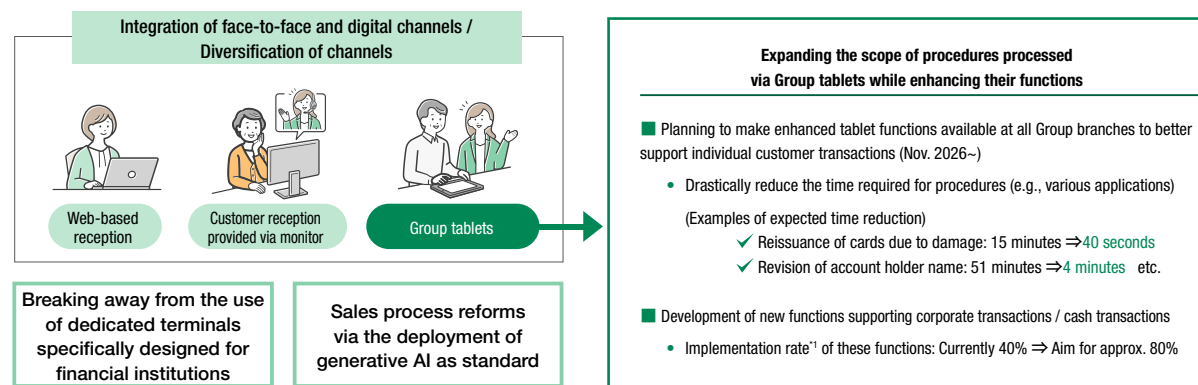
Frontline reforms: Increase the time spent on customer communications

The Resona Group is accelerating frontline reforms aimed at creating new customer experiences through the integration of face-to-face and digital channels and achieving a digital shift in front-office transactions. Our branch-counter operations now involve the use of Resona Group tablets, customer reception provided via monitor and other expanded digital-driven functions. We thus strive to integrate consulting and other procedures, with the aim of updating customer experience. Moreover, as part of efforts to diversify our channels to accommodate customer needs, we have expanded web-based customer reception functions to enable customers to use personal devices to perform some procedures that have previously required a branch visit.

From November 2026, we plan to roll out enhanced Group tablet functions for individual transactions to all Group branches. This will substantially shorten the time re-

quired for various notification procedures, such as reissuing damaged cards and changing account names, allowing us to spend more time engaging directly with customers. Going forward, we will further develop functions for corporate and cash transactions, aiming to raise the implementation rate of these functions from the current 40% to approximately 80%.

In addition, we are pursuing initiatives to move away from dedicated financial terminals and reforming our sales processes by deploying generative AI as standard. Through these initiatives, we will transform our branches from venues for administrative processing into venues for delivering solutions, further enhancing the value we provide to customers.



Middle- and back-office reforms: Establish foundations supporting our "one-platform strategy"

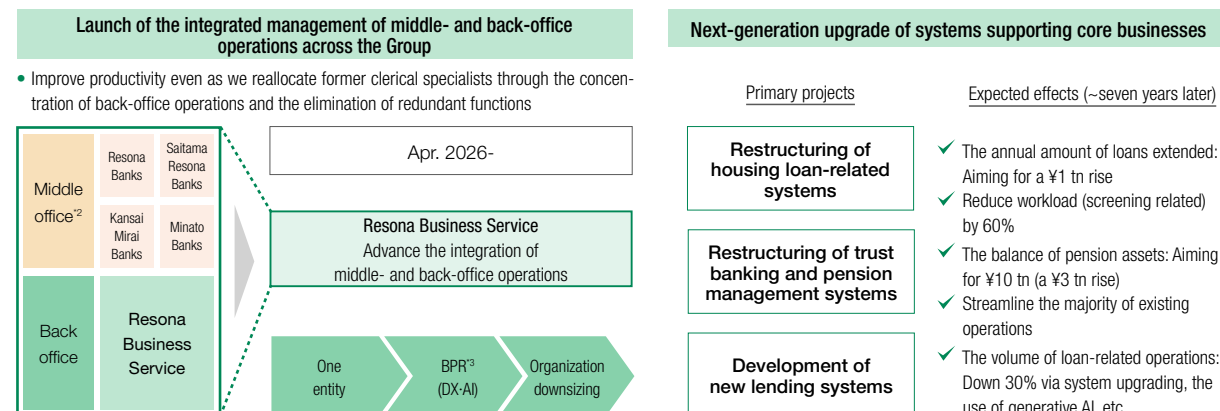
Following the completion of Minato Bank's operations and systems integration in January 2025, middle-office departments (Business Support Offices) at Group banks were merged with Resona Business Service in April 2026. This subsidiary, which has been commissioned by other Group entities to handle back-office operations, is expected to become the primary clerical work operator after the above organizational mergers. Integration of the Group's middle- and back-office functions is steadily progressing.

In addition to further centralizing clerical work and eliminating redundancies, we will promote business process reengineering powered by DX and AI, thereby building the foundation for a one-platform strategy while aiming to

streamline our organization and achieve higher productivity.

We will also press ahead with the next-generation renewal of the systems that support our core businesses,

such as housing loans, trust, and pension services, thereby strengthening the foundation that will support future business growth.



*1. Ratio of bank-counter transactional procedures that can be completed via the use of Group tablets *2. Operational Support Office *3. Business process reengineering

Workstyle Innovation

Increase the quality and speed of value creation by evolving toward AI- and data-driven management

The Resona Group is accelerating workstyle innovation driven by AI and data utilization as a core element of the management foundation reforms aimed at sustainable improvement in corporate value. What we aspire to goes beyond mere operational efficiency: it is an evolution toward an innovation-oriented workstyle in which each and every employee thinks autonomously on the basis of data and continuously enhances the value we provide to customers.

We aim to improve labor productivity and achieve worker friendliness at the same time, while also expanding customer contact points, upgrading business processes, and accelerating decision-making. Moreover, by redeploying the human resource capacity created through greater operational efficiency into higher value-added work—such as consulting, the provision of solutions, and growth areas—we will raise the productivity of our human capital, driving further top-line income growth and improvement in our OHR (consolidated cost income ratio).

Specifically, we are focusing on the following four initiatives.

① Evolving into one of Japan's leading AI-utilizing companies

We will develop 1,500 individuals equipped with AI application skills by FY2030, establish an AI CoE^{*1} in each headquarters division, and create an environment in which all departments can autonomously build and utilize AI agents by the end of FY2026. In addition, in January 2026 we formulated the Resona Group AI Policy^{*2}, designed to pursue the proactive use of AI and the appropriate management of its risks in tandem, and we are promoting AI utilization that goes hand in hand with sound governance.

② Evolving toward genuine data-driven management

In April 2026, we reorganized the Data Science Division and established the Data Strategy Division. Under a structure in which this division handles everything from analysis to governance in an integrated manner, we will make maximum use of the highly reliable data assets we have accumulated as a banking group to deepen our understanding of customers, upgrade our sales activities, and refine our risk management, thereby raising the quality and speed of management decisions.

③ Strengthening our business infrastructure

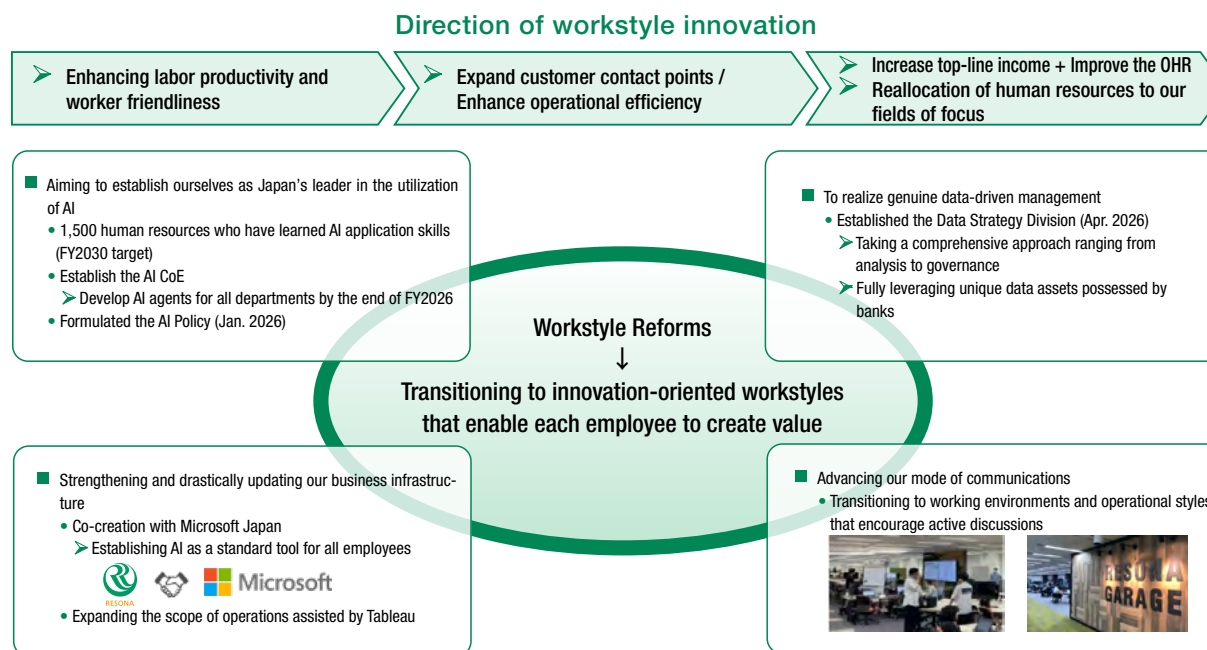
Through co-creation with Microsoft Japan, we aim to equip all employees with AI as standard and to build an infrastructure that enables them to work anytime, any-

where. We will also expand the use of Tableau to promote data-driven identification of issues and continuous improvement.

④ Communication style transformation

By creating office environments that stimulate discussion, we aim to maximize value creation through the strength of teams and the organization as a whole, rather than relying on the abilities of individuals.

Through these initiatives, the Resona Group will advance the shift to an innovation-oriented workstyle in which each and every employee creates value, aiming to further enhance the quality and speed of value creation.



*1. Center of Excellence *2. https://www.resona-gr.co.jp/holdings/english/about/governance/ai_policy/

Cybersecurity

Strengthening our cybersecurity management framework

In recent years, cyber risks have grown increasingly sophisticated and complex, with the spread of ransomware damage, attacks routed through supply chains, and new threats that exploit generative AI. Most recently, the cybersecurity landscape has been changing dramatically, including the possibility that frontier AI will increase the speed and scale at which vulnerabilities are discovered and exploited.

To continue providing customers with safe and secure financial services, we have positioned cybersecurity as a top management priority, formulating a Declaration of Cyber Security Management and working to strengthen our cybersecurity.

We have established the IT Security Planning Division, a specialized organization dedicated to strengthening and upgrading IT management controls, and have built a Group-wide management framework that includes formulating and operating security policies common to the entire Group.

We conduct regular third-party assessments to continuously improve and strengthen our cybersecurity risk management framework in response to changes in the internal and external environment. We verify its effectiveness with reference to the cybersecurity guidelines published by the Financial Services Agency and other sources, and implement improvements to address the issues identified. In addition, to prevent damage from the exploitation of vulnerabilities, we verify and continuously improve our technical countermeasures through vulnerability assessments, threat-led penetration testing, and other means.

We also focus on managing the risks associated with outsourcing and the use of cloud services, working to enhance the security of the Group as a whole by verifying the status of such management.

Enhancing our response and recovery capabilities against cyber attacks

To strengthen our practical response capabilities in the event of a cyber incident, we have formed Resona-CSIRT, a Group-wide unified response organization. We have established response manuals and contingency plans for each type of cyber-attack and continuously conduct incident response drills.

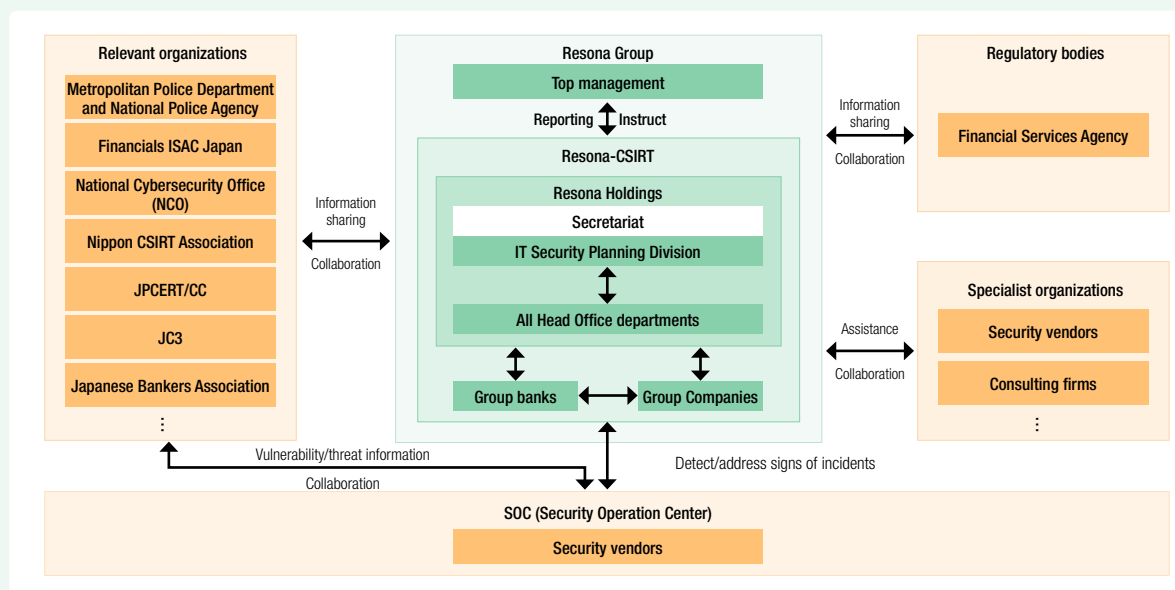
We maintain a 24/7, year-round monitoring system to detect and respond to cyber-attacks swiftly. Working in coordination with our Security Operation Center (SOC), we carry out early detection, analysis, containment, and recovery in response to suspicious behavior and threats. We also collaborate with external specialist organizations—including the police, the National Cybersecurity Office (NCO), Financials ISAC Japan, and the Nippon CSIRT

Association—and participate in cross-industry activities to further strengthen our cybersecurity measures.

We believe that raising the cybersecurity literacy of each individual officer and employee is also essential to preventing security incidents before they occur, and we therefore provide suspicious email drills, e-learning, and updates on the latest trends to all officers and employees. Furthermore, to enhance response capabilities appropriate to each role, we hold study sessions led by outside experts for top management and CSIRT members.

We are also committed to securing and developing personnel with a high level of specialty, expanding mid-career recruitment and establishing a dedicated IT planning track in new graduate hiring to attract and cultivate talent.

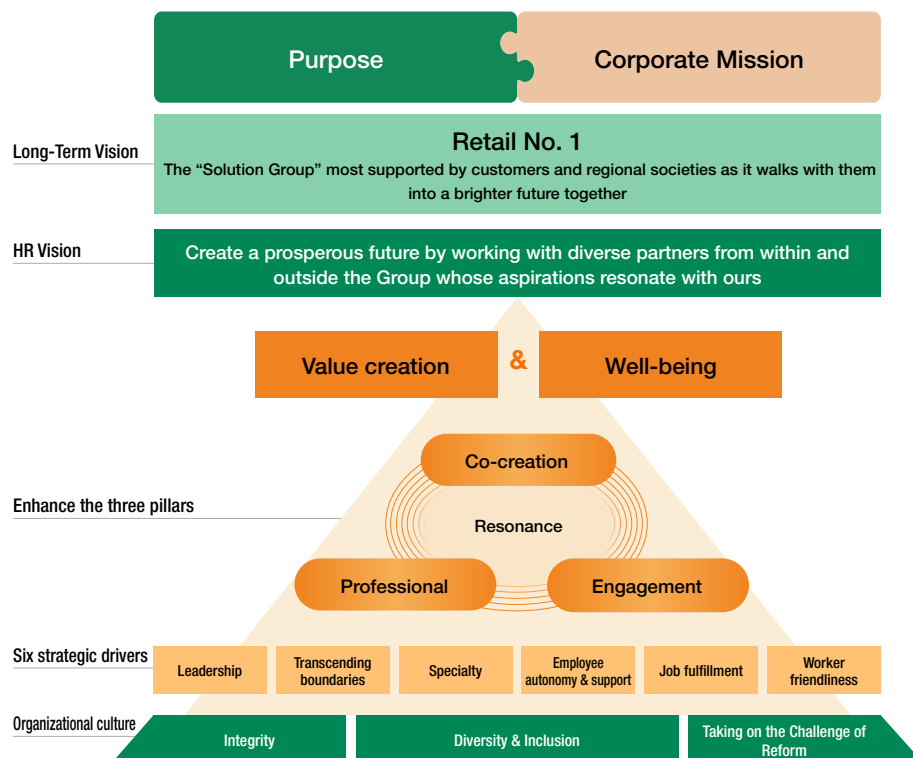
Looking ahead, we will accurately respond to the evolving threats of cyberattacks to constantly provide services that can be safely and securely used by our customers.



Human Resource Strategy

Human Resource Strategy Aimed at Supporting Our Pursuit of Value Creation as well as Employee Well-Being

Ever since the 2003 “Resona Shock,” which struck the Group immediately after its inauguration, our human resource management has been focused on practicing diversity management that empowers each and every employee to serve as a key workforce component regardless of their gender, age, job category, etc. We have formulated new human resource strategies to create “resonance” as described below based on our Purpose, as well as our Corporate Mission, with the aim of realizing our Long-Term Vision “Retail No. 1.”



These strategies target facilitating (1) resonance between the Company and external partners to promote co-creation, (2) resonance among professionals to create synergies from the combination of their expertise in various fields of specialty and (3) resonance between employees and the Company to improve employee engagement. With these three types of

resonance as the pillars of our human resource strategies, we aim to realize a virtuous cycle of promoting value creation and enhancing employee well-being.

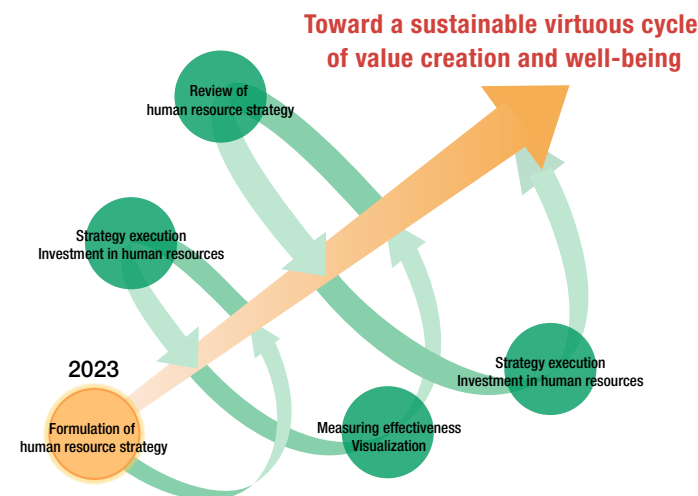
The Resona Group’s long-cherished organizational culture values integrity, promotes diversity and inclusion and embraces the challenge of reform. Building on this foundation and taking into consideration the constant evolution of management strategies and people’s perception of work, we have identified the six strategic drivers that will ensure that our culture is always up to date and relevant into the future. These drivers are (1) Leadership, (2) Transcending boundaries, (3) Specialty, (4) Employee autonomy & support, (5) Job fulfillment and (6) Worker friendliness. We have set goals for each of these drivers and are currently promoting initiatives accordingly.

Human resource strategy is not something that is completed when it is formulated; rather, it must be formulated with the aim of continued evolution reflecting changes in management strategy, the external environment, and the values of our employees.

Our group has implemented a variety of human resource initiatives based on the six strategic drivers, while verifying their progress and effectiveness on a regular basis through indicators and employee awareness surveys. With this verification process, initiatives that have produced positive results are further enhanced, while for areas that have yielded poor results and newly emerging issues, we are improving them by means such as making revisions to strategies and measures.

As part of this PDCA cycle, we focus on new Materiality and the direction set forth in our new Medium-Term Management Plan (MMP), as well as the growth beyond, and have reassessed organizational issues in order to further improve the effectiveness of our human resource strategy.

[Cycle for Strengthening Human Capital]

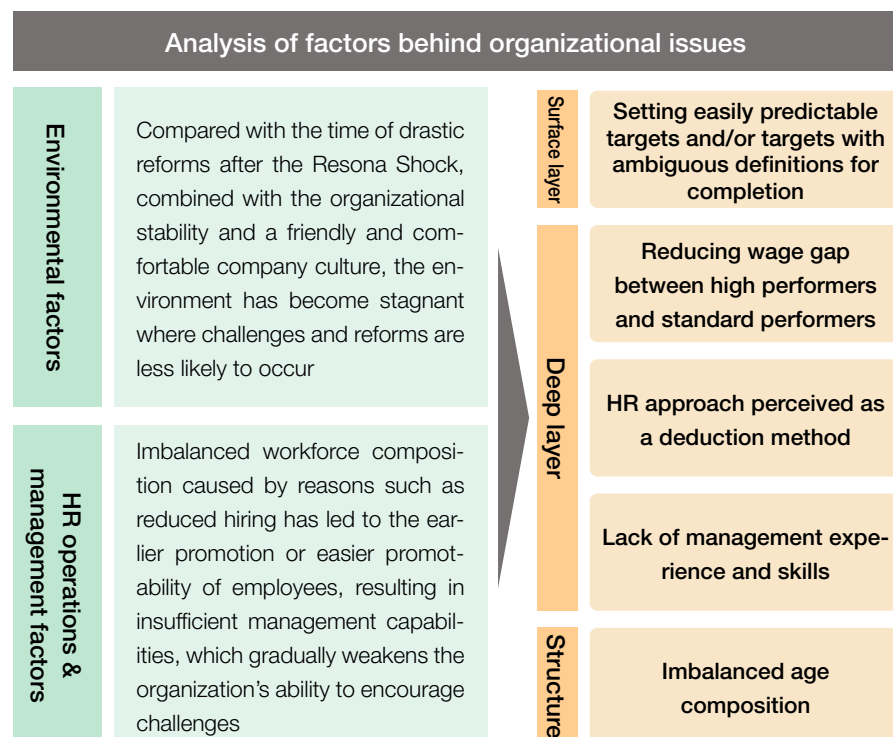


Human Resource Strategy

Organizational Issues Identified to Further Evolve the Human Resource Strategy

The New MMP “Shift to the Next Stage—Three Years to Create Our New Ways of Doing Business—” positions “Growth in core businesses” and “Creating next-generation growth drivers” as twin pillars for driving us forward. Faced with these new management issues, the first step we took in order to further evolve our human resource strategy was to identify the organizational issues that we need to address. After assessing the current situation of the organizational issues through anonymous employee surveys and other means, we identified some issues, including “defensive stance,” “prevention of negative impacts,” and “equalization of performance evaluation and wages.” Leaving these issues unaddressed would prevent us from strengthening the three pillars, and they could be limiting factors for realizing our management strategy. At the same time, addressing these issues presents an opportunity to drive new value creation through organizational transformation.

[Analysis of factors behind organizational issues]



“Behavioral Transformation and Growth” is Our New Priority Theme

Based on this understanding, the New MMP designates “behavioral transformation and growth” driven by improvements in employee autonomy, a sense of ownership, and ambitions as a new priority theme. Going forward, we will steadily implement initiatives aligned with our priority theme (see table below) to encourage behavioral transformation and growth in each employee.

At the same time, to monitor progress on a consistent basis, we introduce a new indicator, “Behavioral transformation and growth score,” and will continue to make improvements to achieve a target of 65% by fiscal year 2028. Through initiatives aligned with our priority theme and progress monitoring using the new indicator, we will steadily address our organizational issues and enhance the resonance of the three pillars.

[Initiatives for driving employees' behavioral transformation and growth]

Target setting starting with Goals /Evaluation approach	Rather than continuing on the current path, we thoroughly encourage employees to set a target by backcasting from Goals and keeping in mind the roles and outcomes expected of each individual
Building a system that encourages challenges	Building a system that recognizes and rewards the act of taking on challenges itself as well as the results and lessons learned through those challenges
Realizing dynamic wage system	Reviewing the methods for calculation and allocation of amount of funds for performance incentives and performance bonuses, with a focus on an addition method Establishing a framework that rewards organizations and individuals for the very act of taking on challenges and the resulting achievements
Strengthening management capabilities to drive corporate culture reforms	Enhancing the management capabilities of supervisors to support their subordinates' motivation to take on challenges by means such as a review of the management training systems and reinforcement of evaluator training

Human Resource Strategy

Linking Management Strategy with Human Resource Strategy

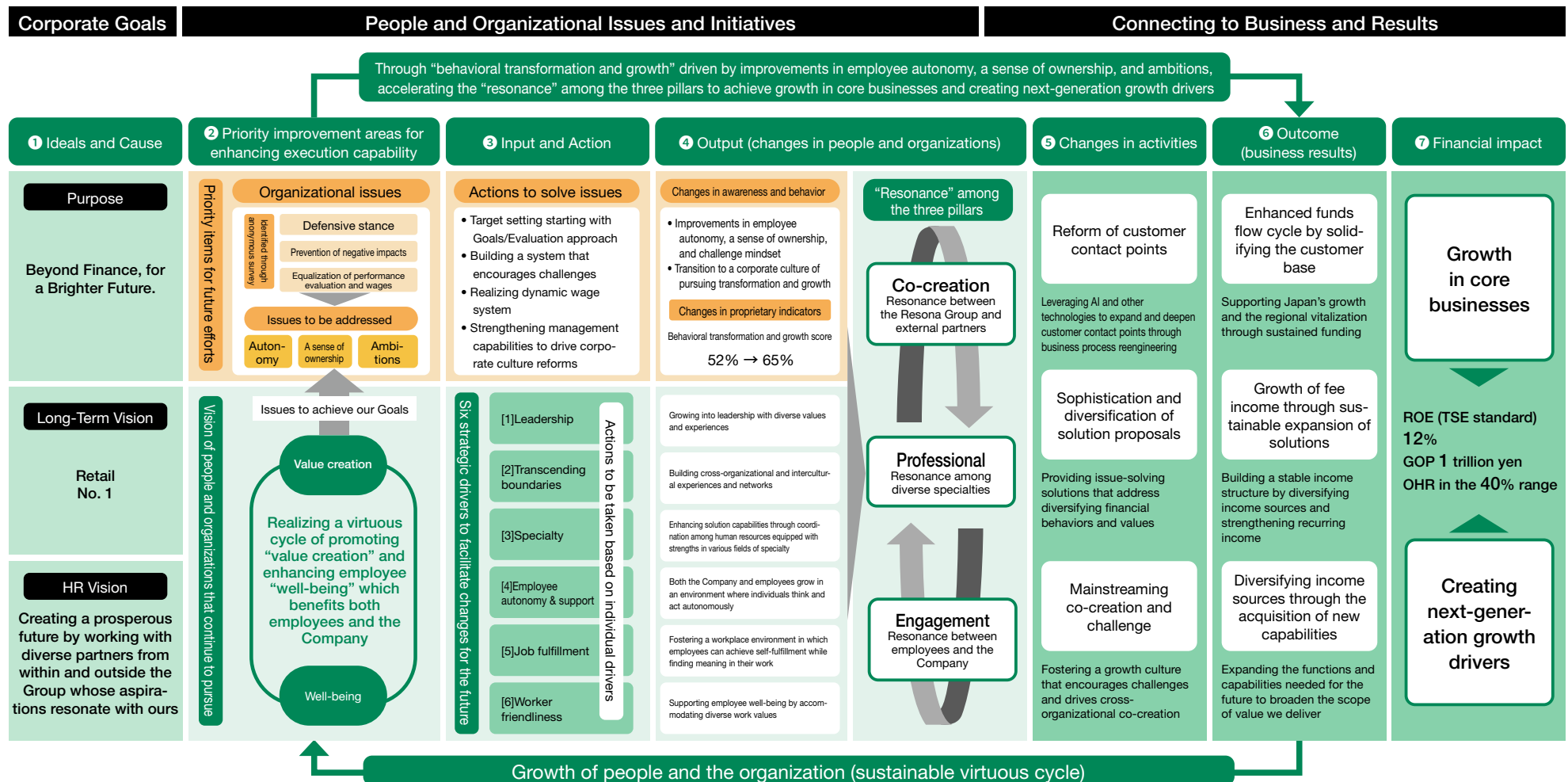
The following diagram illustrates our comprehensive approach by combining initiatives for solving organizational issues centered on the theme of “behavioral transformation and growth” and human resource strategy measures we have pursued so far, so that the changes in people and

organizations can produce business and financial results.

The realization of a virtuous cycle of “value creation” and “well-being” that the Group has pursued through its human resource strategy remains an unwavering foundational principle going forward.

Under this principle, and starting from our corporate goals such as Purpose, we will expand and enhance initiatives grounded in the six strategic drivers, and at the same time, through addressing organizational issues under the

theme of “behavioral transformation and growth” we will encourage changes and growth of each employee, and create higher resonance among the three pillars. We aim to channel these changes in people and organization into the reform of customer contact points, the sophistication and diversification of solutions proposals, and the normalization of co-creation and challenges, ultimately linking them to business and financial results.



Human Resource Strategy

An Indicator System for Measuring the Progress of Behavioral Transformation and Growth and the Six Strategic Drivers

For “behavioral transformation and growth,” our priority theme, we have introduced a new indicator, the “Behav-

ioral transformation and growth score,” and will pursue incremental improvement with a baseline of 52% achieved in fiscal year 2025 and a target of 65% by fiscal year 2028. In addition, for “Specialty” and “Employee autonomy & support,” we revised the indicator system from fiscal year 2026. “Specialty” was reorganized into three categories to more clearly indicate how many people possess which

types of specialty, while “Employee autonomy & support” was revised to the “ratio of people who have applied to in-house job postings” in order to capture the broader range of applicants. These indicators are to be continuously monitored, and, taking into account various other human resource-related conditions, we will identify issues and review measures to drive ongoing improvement.

Drivers	Goals	Initiatives	Indicators and targets ^{*1}	Actual				Targets	Enhance the three pillars	Value creation
				FY2022	FY2023	FY2024	FY2025 [] shows ratio to target	FY2030		
Leadership	• Push ahead further with diversity & inclusion to promote co-creation involving diverse human resources within and outside the Group • Nurture and secure leaders with diverse value systems and experience	• Assistance programs aimed at empowering women • Empowerment of mid-career hires to fill key positions • Training for selected candidates and job rank-based training	Ratio of women line managers Ratio of mid-career employees to the overall number of managers	31.4% 10.2%	32.8% 11.7%	34.4% 13.1%	36.3% [+3.3pt] 14.4% [+1.4pt]	40% 18%	Co-creation Professional Engagement	
Transcending boundaries	• Facilitate career building and networking that transcends organizational boundaries to help individual employees achieve personal growth and to enhance teamwork capabilities • Empower employees to attain further growth in a way that goes beyond finance by allowing them to spontaneously gain experience in working with partners from different cultures	• Dispatch employees to external training or second them to external entities • Employee secondment among Group companies • Alumni and referral recruitment	Ratio of mid-career employees to the number of newly appointed senior managers, including those who have been in different sectors ^{*2}	42%	44%	59%	66% [+6pt]	100%		
Specialty	• Enable all employees to develop as professional human resources • Enhance our solution capabilities through collaboration and coordination among human resources equipped with strengths in various fields of specialty	• Step up investment in human resource development • Enhance the content of support programs for those seeking to acquire skill certification • Nurture DX- and IT-related human resources	Number of human resources with highly specialized expertise	2,481	2,468	2,520	2,534 [(116)]			
Employee autonomy & support	• Fostering an organizational culture that encourages individuals who spontaneously think, learn and take on challenges • Secure growth for both the Company and employees by providing an environment supportive of personal growth	• In-house job-posting system • Comprehensive career support system • Use LMS and TMS ^{*4}	Cumulative total number of individuals selected via in-house job postings	684	1,194	1,991	2,595 [+12]			
A sense of job fulfillment	• Ensure that all Group workplaces allow employees to work with confidence and to express what makes them unique • Employees are able to understand the significance of their jobs in terms of contribution to the Company and society as a whole and achieve tangible personal growth and career fulfillment	• Entrenchment of the Purpose • Invigorate communications (via one-on-one meetings, etc.) • Improve wages	Ratio of positive responses in employee awareness surveys (i) A sense of fulfillment in work (ii) Openness of workplace communications	66% 79%	69% 80%	70% 81%	73% [+3pt] ^{*5} 80% [(1)pt] ^{*5}			
Worker friendliness	• Enable each employee to strike a work-life balance • At the Resona Group, each employee is assured of a workplace that will support their emotional and physical health over the long term	• Workstyle reforms • Help employees engaged in child rearing or nursing care as well as those battling diseases, etc., strike a balance between work and private lives • Health management	Ratio of annual paid leave utilized	77.6%	83.1%	87.9%	86.9% [+1.9pt]	88%		
Behavioral transformation and growth	• Transition to a corporate culture of pursuing challenges and growth through improvements in employee autonomy, a sense of ownership, and ambitions of individual employees	• Target setting starting with Goals/Evaluation approach • Building a system that encourages challenges • Realizing dynamic wage system • Strengthening management capabilities to drive corporate culture reform	Behavioral transformation and growth score ^{*6}	FY2025 Actual 52% (tentative)	FY2026 Targets 55%	FY2027 Targets 60%	FY2028 Targets 65%			

^{*1}. Of companies in the scope of consolidation, applicable to Resona Holdings, Resona Bank, Saitama Resona Bank, Kansai Mirai Bank, and Minato Bank, which are the principal operating companies ^{*2}. Includes people assigned overseas, seconded to external organizations, assigned secondment to certain intra-group organizations, and assigned external organizations meeting specified conditions. ^{*3}. Shows FY2025 actual under the revised indicator ^{*4}. LMS: Learning Management System; TMS: Talent Management System ^{*5}. As the target is set as “improvement,” a YoY figure is shown. ^{*6}. Average positive response rate to questions related to autonomy, a sense of ownership, and challenge mindset in the employee survey. The FY2025 figure is based on a brief survey (target: 443 people) conducted in December 2025.

1 Leadership

Nurturing Diverse Leaders

We are striving to secure a diverse portfolio of human resources who can serve as leaders and, to this end, nurturing candidates with varying attributes in terms of, for example, gender, experience and age. These endeavors are aimed at facilitating a greater degree of entrenchment of D&I in our workforce and promoting the co-creation and value creation among diverse human resources from within and outside the Group.

Specifically, we provide job rank-based training programs designed to help employees enhance their management and leadership skills as well as other training programs for selected candidates. We also enable employees to work in tandem or interact with those with different cultures through secondment and external training. Moreover, we conduct 360-degree feedback sessions that provide multifaceted assessments aimed at improving employees' self-awareness and updating their perception of their duties. In these ways, we offer a diverse range of training opportunities in a way that gives due consideration to each employee's competencies and aptitudes.

Women's Empowerment

In addition, our targets for the development and promotion of female leaders are included in our Materiality KPIs. We consider women's empowerment a matter of particular importance and therefore provide female workers with ongoing career development assistance. Our specific initiatives to this end include a mentoring system through which female employees who have been newly appointed as senior managers are given appropriate support touching on aspects of their duties and emotional health. We also offer leadership training to foster our female employees' career awareness. Furthermore, we introduced a trainee system designed to prepare them for the challenge of handling unfamiliar operations.

Today, a growing number of female employees are being promoted to the post of group leader (GL), a position equivalent to that of deputy manager, to take on new missions. We hold a networking seminar for female Head Office GLs aimed at encouraging the nurturing of the closer peer connections necessary to ensure the smoother execution of tasks.

Looking ahead, we will implement these and other initiatives to create an organization that empowers diverse human resources including women to play key roles in an even broader range of fields as part of efforts to create new value.

Networking Seminar for Female Head Office GLs

We held a joint networking seminar for female Head Office employees who have just been promoted to the post of GL at four Group banks. This event was followed by an exchange meeting attended by presidents and officers from these banks. In this way, we helped participants build networks among them so that they can be better motivated to pursue, and develop keen awareness toward, career advancement.



Trainee Program for Developing Female Branch Managers

In preparation for promoting women for higher branch manager positions, we have established a trainee program for developing female branch managers. Targeting female employees who have built their careers primarily in deposits and foreign exchange operations, the program supports their acquisition of skills required at higher-tier branches through on-the-job training at large-scale branches and training conducted by the relevant business divisions.

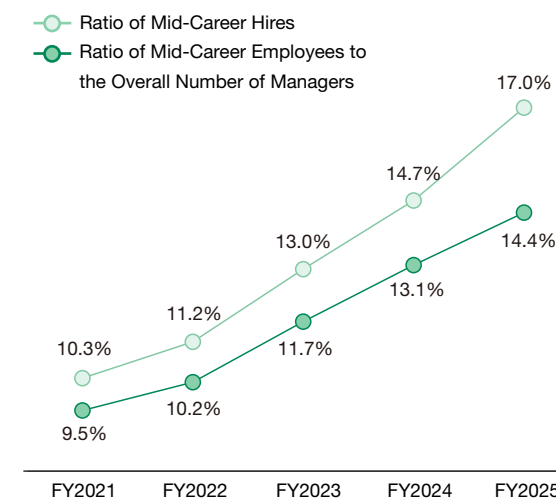
Recruiting Mid-Career Hires

In order to secure specialist human resources and promote diversity & inclusion, we are focusing on recruiting mid-career hires. As a result, we have seen a steady increase in both the ratio of mid-career hires and the ratio of mid-career employees to the overall number of managers.

Also, we are working to enhance training programs and exchange meetings for mid-career hires, enabling them to leverage their skills and experience accumulated at external corporations to play active roles as leaders.

Mid-career hires are active across a wide range of areas, particularly in specialist fields at Head Office divisions, and the participation of such individuals with diverse backgrounds not only promotes the overall diversity of the organization but also contributes to broadening the pool of future diverse leadership candidates.

[Ratio of Mid-Career Hires and the Ratio of Mid-Career Employees to the Overall Number of Managers]



2 Transcending Boundaries

Fostering Diverse Values and Networks through Cross-Cultural Experiences

Boundary-Transcending Programs

We aim to enable employees to acquire fresh perspectives and expand their openness to different cultures while helping them develop diverse interpersonal networks that promote co-creation. Accordingly, we offer them opportunities to gain experience that transcends the boundaries of the business units they belong to and interact with peers both within and outside the Group.

For example, we implement secondment programs that place employees in external corporations and government agencies or enroll them in university graduate schools in addition to conducting co-creation activities involving collaboration between Resona Group employees and human resources from different sectors to help them gain experience in the development of new businesses. When determining where we will send an employee, we take into account that employee's competencies and aptitudes.

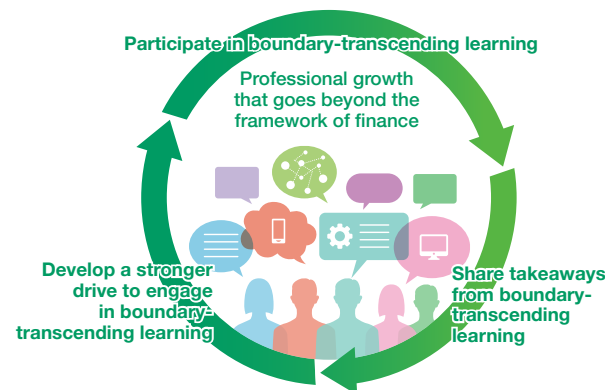
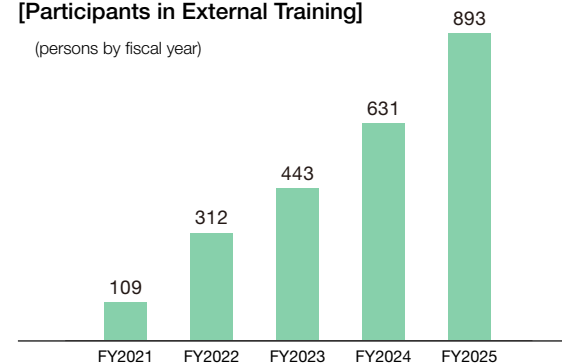
Also, as part of efforts to assist employees in their pursuit of self-motivated learning, we introduced an in-house posting program that includes sending employees to external business schools as well as boundary-transcending programs based on in-house postings. We annually enhance the boundary-transcending programs by means such as increasing the lineup of dispatch destinations and are proactively providing opportunities for employees to put themselves forward to interact with people from external corporations.

We also hold roundtable talks attended by individuals with boundary-transcending experience. These events enable those who have first-hand experience to communicate to their colleagues how and why transcending boundaries can

be fascinating, the lessons they have learned and how the experience has contributed to personal growth. This, in turn, leads to a virtuous cycle of encouraging other employees to put themselves forward to take on new challenges. In addition to the effort of some newly appointed senior managers who are subject to an indicator and a target for the number of people who have experience transcending boundaries in the human resource strategy, we have seen steady growth in the representation of such individuals across the entire workforce. In this way, the Group is moving forward toward its vision. In addition, we allow Group companies to second more of their employees to one another. Through the robust exchange of human resources, we are giving employees opportunities to gain new experience and achieve personal growth even as we strengthen the integrated management of the Group.

[Participants in External Training]

(persons by fiscal year)

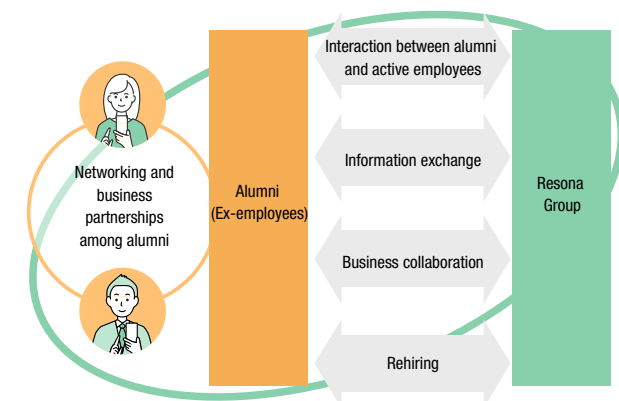


Alumni Network

The Group maintains an alumni recruitment system that allows former employees who have gained experience outside the organization to rejoin and play key roles in the workforce of the Group. In March 2024, in order to further enhance our relationships with alumni, we established the alumni network designed to allow two-way lines of communication with former employees.

In these ways, we not only maintain a mechanism for alumni to rejoin the Group but also strive to cultivate diverse connections with them with the knowledge that they could one day become our customers or even business partners with whom we have transactional or collaborative relationships or alliances. Our aim in such endeavors is to ensure that Resona Group employees and former employees together achieve growth through the creation of a career network transcending organizational boundaries, with the aim of expanding our human capital, which will in turn support the co-creation of new value.

[Creation through Co-Creation of New Value via the Alumni Network]



3 Specialty

Nurturing and Securing Professional Human Resources Capable of Addressing Diverse Issues

The Group is striving to nurture all employees to become “professional human resources,” namely, individuals equipped with both strong “specialty” which enables the resolution of diverse issues customers are confronting, and with a “personal dedication” to enhancing customers’ happiness. To that end, we focus on helping employees enhance their strengths in their fields of specialty via on-the-job training (OJT) and other in-house and external training programs while promoting reskilling in step with the times. Currently, reskilling initiatives are under way to enable employees to obtain DX, SX and AML knowledge as well as to raise their practical capabilities to handle matters in these areas. These initiatives also involve holding seminars themed on generative AI and the introduction of a cutting-edge learning system.

Nurturing Human Resources with Highly Specialized Expertise

We are aware of the need to secure and nurture human resources with highly specialized expertise they need to offer in-depth consulting to customers seeking to solve increasingly diverse and complex issues. Based on this awareness, we have set a target of raising the number of such human resources to 3,000 by the end of fiscal year 2030 and have stepped up human resource-related investment to this end. As a result, despite a decline in overall headcount reflecting the retirement of elderly employees, the number of human resources with highly specialized expertise increased year on year in fiscal year 2025. This is attributable to recruiting an even greater number of specialist human resources, mainly mid-career hires, as well as our ongoing efforts such as enhancing our lineup of supportive systems designed to encourage employees to acquire certification requiring highly sophisticated expertise. Also, the number of specialists has been growing steadily among employees 40 or younger. In fact, the proportion relative to total employees remains broadly at the same level. In addition, there has been a steady increase in the number of employees earmarked for in-house specialist courses, further enhancing the robust pool of candidates who will potentially grow into human resources with highly specialized expertise.

[Number of Employees with Certification]

(As of the end of March 2026)

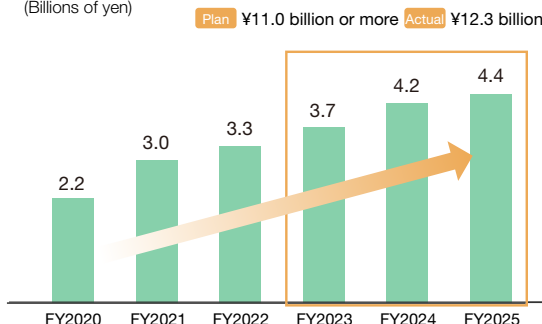
FP 1st grade	FP 2nd grade	SME management consultant	Social insurance labor consultant
1,383	13,683	124	105
Real estate notary	Pension actuary	IT passport exam	AML/CFT standard
5,867	53	5,400	16,459

[Indicators Related to Human Resources with Highly Specialized Expertise *1]

Item	FY2023	FY2024	FY2025
Number of human resources with highly specialized expertise	2,468	2,520	2,534
40 or younger	670	687	697
Proportion in workforce	9.8%	10.0%	9.9%
Earmarked for in-house specialist courses	1,062	1,186	1,323

[Funds Invested in Education and Training *2]

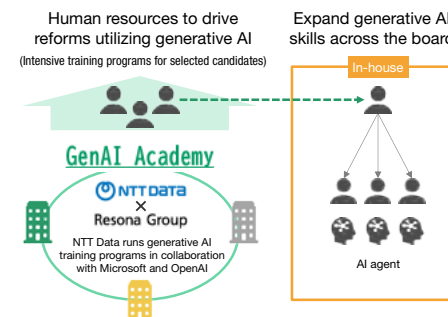
(Billions of yen)



Nurturing DX-, IT-and AI-related Human Resources

For the Group to execute its digital strategies, it is essential for individual employees, in addition to its pool of DX- and IT-related human resources, to leverage digital skills and AI in their daily operations, and channel that capability into value creation. To this end, in addition to improving employees’ DX literacy, data utilization and IT skills, we are also focusing on raising their practical capability in leveraging generative AI and systematically rolling out our “digital upskilling activities.” Specifically, in addition to implementing literacy improvement measures across the board, we offer participants in the selective “GenAI Academy” an integrated learning opportunity covering design and development of AI agent, review of business processes, and project planning. We also step up initiatives to provide employees with opportunities for practical use of these skills in line with their operations through generative AI competitions, boot camps, and similar activities.

[Initiatives for Providing Generative AI Skills]



Going forward, we will leverage these initiatives to broaden the application of digital skills, including AI, and endeavor to realize value creation and improve our operations.

*1. Applicable to Resona Holdings, Resona Bank, Saitama Resona Bank, Kansai Mirai Bank, and Minato Bank *2. Actual investment amount + opportunity investment amount (personnel expenses related to participation in education and training programs)

4 Employee Autonomy & Support

Assisting Every Employee in Their Autonomous Pursuit of Career Development

Comprehensive Career Support System

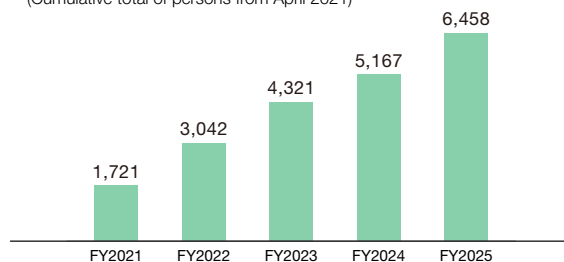
To encourage employees to autonomously pursue career development, we instituted a comprehensive career support system in conjunction with the 2021 introduction of the multipath personnel system. This career support system aims to help employees navigate through various career development processes (learning about available career options, seeking consultation on career development and taking action to realize career goals).

As part of Career College programs designed to accommodate the needs of those who “want to learn about available career options,” we introduced dialogue sessions with employees who are thriving through the in-house job-posting system in FY2025. For employees who are “about to take action to realize their career goals,” we expanded options available via in-house posting programs to support those willing to be seconded to external companies or otherwise transcend boundaries. In these ways, we have upgraded, year by year, assistance measures for employees who autonomously take on challenges.

Empowering every employee to pursue autonomous career development and work with a sense of fulfillment is key to securing sustainable improvement in corporate value. We will continue to enhance the content of the career development assistance available, provide even more abundant opportunities to take on new challenges, and otherwise step up efforts to empower our employees to realize their own career visions.

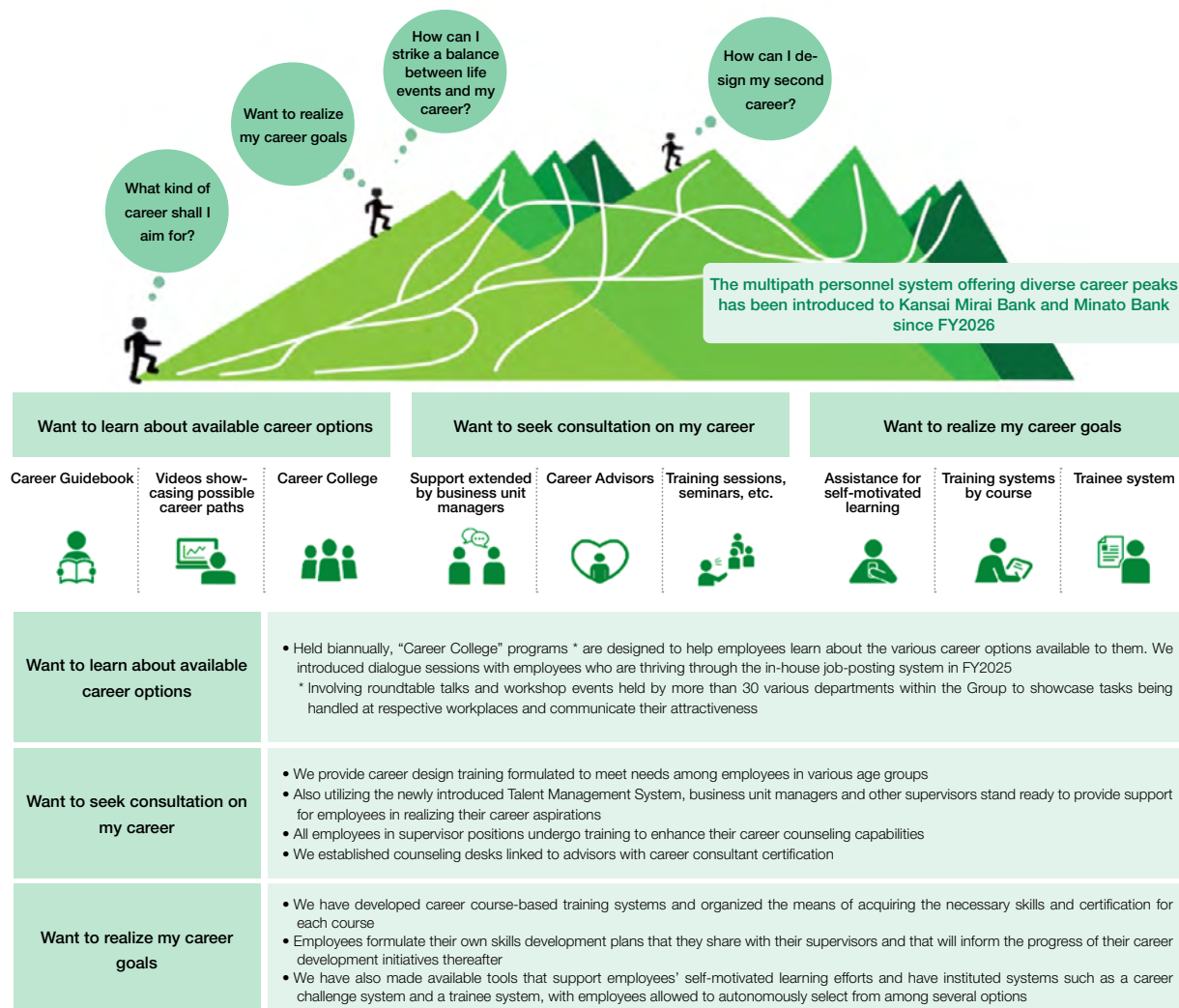
[Participants in Career College / Fair]

(Cumulative total of persons from April 2021)



Comprehensive Career Support System

Provide Assistance to Every Employee in All Aspects of Career Development to Help Them Pursue Their Personal Career Goals



5 Job Fulfillment

Securing an Open-Minded Workplace Environment That Allows Employees to Thrive in Their Jobs while Discovering a Sense of Fulfillment in Work

Enabling Each Employee to Spontaneously Choose from among Career Options and Take on the Challenge of Career Development

[The 22 Courses Offered Under the Multipath Personnel System ¹⁾]

01	Client relations/Lending and FX	12	Risk Management
02	Services	13	Finance
03	Business turnaround	14	Data scientist
04	Private banking	15	DX specialist
05	Corporate solutions	16	IT specialist
06	Management consulting	17	Facility management
07	Real estate	18	Legal affairs
08	Trust/Pension	19	AML/CFT specialist
09	Corporate planning	20	Auditing
10	Asset management	21	Global NEW
11	Markets	22	Community consulting service ²⁾ NEW

The Group has secured an environment in which employees of all generations can thrive by supporting diverse human resources in their growth as professionals and self-fulfillment, providing evaluation and wage systems free from age-based constraints, and placing the right people in the right roles. Building on this foundation, and reflecting recent changes in the operating environment including technological innovation and a declining working-age population, as well as the growing diversity of work values, we have revised our personnel system since fiscal year 2026, based on the two key concepts: “wages for employees must be commensurate with value created via their duties”

[Concept of the Group’s New Personnel System]

Wages for employees must be commensurate with value created via their duties

Accommodate diverse work values

and “accommodate diverse perspectives on work.”

Based on the multipath personnel system, we have revised our personnel framework to deliver satisfying wages for both generalists and specialists alike. At the same time, we are developing an even better working environment tailored to individual work values by providing more career and workstyle options to help employees thrive in their workplace where they can experience personal growth and job fulfillment.

Furthermore, we have introduced a system to provide employees with options regarding retirement age up to 65 years old as well as a post-retirement re-employment system up to the age of 70. As such, we are improving working environment by means such as revising a part of the wage system for employees over 60 years old so that employees in diverse age groups can work actively.

Developing a Workplace Environment That Respects Diversity

Advocating for the Understanding of Diversity and Respect for Human Rights

Every year, we implement various training programs for all employees to facilitate deeper mutual understanding among employees and create an open-minded workplace environment. These programs handle such topics as ensuring respect for human rights and countering unconscious biases, with the heads of each workplace unit serving as lecturers to help employees gain a deeper understanding of these topics. We also distribute “human rights newsletters” while soliciting “human rights awareness slogans” from employees, with prizes being granted to those whose submissions are deemed excellent. Through these initiatives, we provide all employees with opportunities to think about human rights.

Invigorating Communications

We introduced one-on-one meetings to enrich dialogues between supervisors and their staff and to assist the latter in their autonomous pursuit of personal growth, and also endeavor to improve the quality of communication through training. Furthermore, since 2003 we have hosted town

hall meetings in which members of top management and employees exchange direct opinions. These opportunities ensure that employees and management share the management ideas and direction, and to foster a sense of participation in management while encouraging employees to gain new perspectives. In addition, we introduced the new communication tool “Mecha!” that encourages employees to commend and appreciate each other and foster an atmosphere that ensures psychological safety.

[Initiatives Undertaken over the Past Three Years Using Mecha! ³⁾]



Number of posts commending colleagues

approx. 116,000



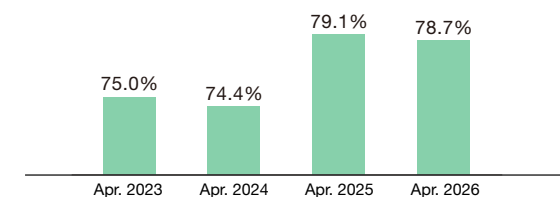
Number of likes attached to such posts

approx. 4,500,000

High Retention Rate (Within First Three Years of Employment)

The retention rate among employees within their first three years of joining the Group remains at a high level. Our effort to create an environment in which each employee can thrive while experiencing a sense of growth and Job fulfillment is also contributing to this strong retention rate.

[Retention Rate (Within First Three Years of Employment) ⁴⁾]



¹⁾ In fiscal year 2026, the multipath personnel system has been extended to cover employees at Kansai Mirai Bank and Minato Bank in addition to Resona Bank, Saitama Resona Bank and some other Group companies. ²⁾ Operated as a course unique to The Minato Bank ³⁾ Used by employees at Kansai Mirai Bank, Minato Bank and their affiliates ⁴⁾ The retention rate of employees as of three years of employment, in April of each fiscal year

6 Worker Friendliness

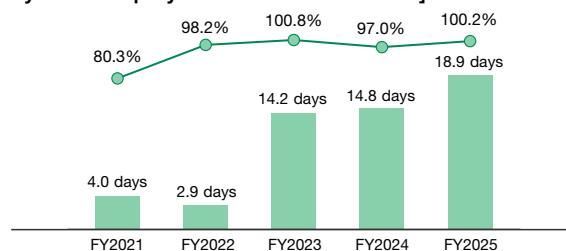
Developing an Environment in Which Employees Can Work with Confidence and Strike a Work-Life Balance while Promoting Health Management

Helping Employees Strike a Balance between Work and Family Duties

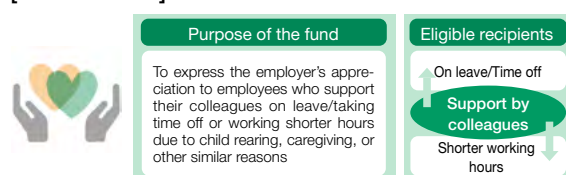
To support employees striving to strike a balance between work and child rearing, we maintain systems such as child-care-related leave and shorter working hours for child rearing, as well as a reinstatement program. Through our efforts to provide support that exceeds statutory requirements and constantly strive to raise the awareness of employees regarding the importance of striking a balance between work and child rearing, the ratio of eligible male employees who have opted for paternal leave for child rearing has been improving and achieved 100.2% in fiscal year 2025. From fiscal year 2026, the period of paid days of postnatal paternity leave has been increased to 28 days, further encouraging men's participation in child rearing.

In addition, from fiscal year 2026 we have introduced the "Heartful Fund," which rewards employees who support colleagues on leave or working shorter hours through performance incentives and performance bonuses, thereby fostering an environment in which employees taking leave or working shorter hours are able to make use of these systems without worrying about colleagues.

[Number of Average Days of Childcare Leave Utilized by Male Employees / Utilization Ratio *1]



[Heartful Fund]



Health Management

For the Group to enable all employees to realize their full potential, it is essential to help them maintain and improve their emotional and physical health while creating a comfortable and hygienic workplace environment. Accordingly, in fiscal year 2023 we announced the Health Management Declaration, clarifying our intention to promote health management via concerted efforts involving the Company, the Health Insurance Association and employees. To inform our health management strategies, we have also created a strategy map illustrating connections among challenges to be addressed via health management, the expected effects of health management and specific initiatives. Currently, we are verifying the effects of these initiatives by collecting various numerical data. Our initiatives have been certified under the 2026 Certified Health and Productivity Management Organization Recognition Program.

Health management	We not only implement legally mandated periodic checkups but also provide comprehensive medical checkups at Company-designated healthcare facilities for employees in their 35th year, for those over 40 in years when their age is an even number
Mental healthcare	- Conduct stress checks while providing interviews with industrial physicians based on findings from the collective analysis of stress check results - Provide various training programs on self-care and line-care while conducting one-on-one meetings
Help employees raise their health literacy	- Host business school programs focused on various health-related topics and walking events by external lecturers - Holding physical fitness measurement events for employees since fiscal year 2024 - Distribute monthly "health news" themed on sleeping, exercise habits, lifestyle diseases and other topics under the supervision of industrial physicians
Foster a sound workplace environment	- Each bank assigns staff specializing in industrial health and tasked with offering health-related support in addition to appointing industrial physicians. They provide health guidance and health education service when they visit each branch and office. They also work together with hygiene management officers at each branch and office to improve the environment to create worker friendly workplaces - Smoking has been banned during working hours to promote employee health
Development of the relevant structure	- The officer in charge of the Human Resources Services serves as the promotion officer responsible for driving initiatives and installs a health management center within the Human Resources Services Department of each bank, building a cooperative promotion framework across the Group - Utilize a health management system

Countermeasures against Harassment

We deem it important to maintain a workplace free of harassment so that employees can stay emotionally and physically healthy as they work. Accordingly, we are updating preemptive initiatives followed by establishment of the "Harassment Prevention Guidelines." Specifically, we provide all employees with an e-learning program titled "harassment prevention training" to ensure they are well-versed in how to best prevent sexual harassment and power harassment. We also distribute periodic "Harassment Correspondence." Moreover, we announced our "Customer Harassment Response Policy," in line with which we take a firm, organization-spanning stance against acts that constitute customer harassment. In doing so, we strive to create a workplace environment that allows employees to work free from anxiety.

Supporting Employees' Financial Wellness

We also aim to help employees resolve anxieties regarding their finances and livelihoods and ensure an environment in which they can work at the Group over the long term free from anxieties, believing that doing so will contribute to both their well-being and higher productivity. Based on this belief, we have introduced the following systems to support their asset formation efforts and encourage them to appropriately utilize such systems, empowering them to gain robust financial literacy and otherwise supporting their asset management efforts.

Asset formation support	- Pension (corporate DB/DC + matching contribution) - Employees shareholding association (ESOP trust and subsidies) - Asset formation savings
Asset management support (education)	- Implement sessions on various asset formation support measures as part of new recruit training - Implement annual investment education for all employees (e-learning) - Distribute an asset formation guidebook for employees

*1. In accordance with the standard stipulated by the Ministry of Health, Labour and Welfare, the ratio of eligible male employees who have opted for cessation from work for child rearing represents the ratio of individuals who began taking leave to individuals whose spouses have given birth during the fiscal year subject to calculation. Accordingly, resulting figures may exceed 100%.

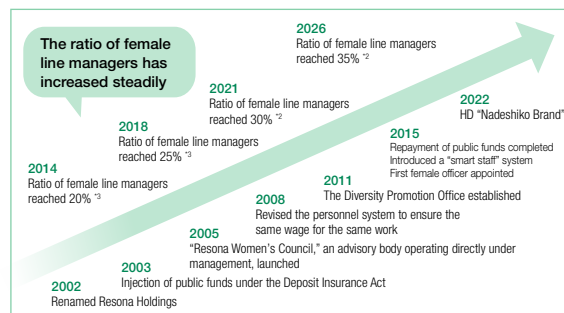
Value Creation Initiatives Undertaken by Diverse Human Resources

Since its inauguration, the Group has promoted “diversity & inclusion” to empower all human resources to achieve success. To this end, our “Materiality KPIs,” which set targets for 2030, include targets for the empowerment and promotion of women.

The Group actively provides career development support to female employees, with the aim of supporting them in setting ever higher career goals. As a result, the ratio of women senior managers, along with the ratio of women line managers, has increased at a steady pace.

Ratio of women ^{*1}	2023	2026	FY2030 targets
Directors and executive officers (Resona Holdings)	10.7%	9.6%	30% or more
Senior managers (5 Group companies ^{*2})	13.4%	17.6%	20% or more
Line managers (5 Group companies ^{*2})	31.4%	36.3%	40% or more

Although the ratio of female directors and executive officers at Resona Holdings has declined, the overall number of female directors and executive officers at the five core Group companies has increased from initial nine to thirteen. The gender wage gap within the Group is primarily attributable to the lower representation of women in senior positions. We are working to narrow this gap by nurturing and promoting female leaders.



Activities of the “Resona Diversity Council”

In order to reflect women's perspectives in corporate management, in 2005 we established the “Resona Women's Council,” a women-only advisory body operating directly under top management. The Council has provided top management with proposals on a variety of measures related to women's empowerment and support for helping employees strike a balance between work and family duties. These proposals include those aimed at updating the workplace environment or instituting career development assistance programs, and many have been adopted and implemented.

In recent years, the Council has come to include an increasing number of proposals that are not necessarily gender specific, and now the Council boasts a 3:7 male to female ratio. In 2026, the Council has been upgraded into the “Resona Diversity Council” and strives to deliver an ever more progressive approach in terms of diversity & inclusion.

Examples of Tangible Measures Developed Based on Proposals from the Council to Date	
Mentoring system	A system in which female employees who are promoted to senior managers are assisted via mentoring by officers, branch managers and individuals other than their immediate supervisors
My Career Training	A training program designed to empower female employees to develop a stronger awareness of their ability to become candidates for senior managers
Introductory Parenting Seminar	A seminar that provides expectant mothers and their spouses with advice from their senior colleagues regarding such topics as how to strike a balance between work and child rearing

Roundtable Discussion among 15th Council Members (fiscal year 2025)



Attendees (From left)
Front row: Ms. Yanagitani, Kansai Mirai Bank
Ms. Konno, Resona Bank
Back row: Mr. Inoue, Minato Bank
Mr. Tateishi, Saitama Resona Bank

— Why did the Council decide on “Next-generation management human resources and workstyles: The key is diversity and visualization” and “Promoting the integration of the Group” as its proposal themes?

Tateishi: In our process to identify the issues, we shared the common perception that “there is no point unless we resolve the root causes,” which led us to focus on reviewing human resources and workstyles, and ultimately, we arrived at this theme.

Inoue: We concluded that a sense of integration across the Group is indispensable for maximizing customer value, and that the first step was to shift from an attitude of indifference to interest. As we identified this issue, we decided on this theme, integration of the Group.

— What positive takeaways have you obtained and what struggles have you faced in the course of Council activities?

Konno: It was great to hear a wide variety of opinions from members across different companies. At the same time, sometimes differences in position and grade made it difficult to speak up, so we made an effort to encourage members to talk.

Yanagitani: Through discussions with members from different positions and regions, I was exposed to new values and perspectives, and I realize that my horizons have broadened considerably.

— Please share other takeaways from Council activities, and how you make use of them going forward.

Yanagitani: I learned the step-by-step approach from issue analysis through to planning measures, and developed logical thinking skills. Also, I hope to make use of the experience gained through working with such a diverse group of members for my project planning work from here on.

Inoue: When I talked with the members, I realized how the perspectives in my own organization are biased. From now on, I will approach my work with a renewed and broader view.

— How did you find working in a mixed-gender group?

Tateishi: It was my first time working with a group with a majority of women, which was a really refreshing experience. Engaging with the views and ways of thinking of the women in the group gave me new insights, and I feel that this ultimately fed into the proposal we made to the Group as a whole.

Konno: I feel that because we could share diverse values and experiences, our discussions were more substantive.

^{*1}. The ratio of female directors and executive officers as of April 1. The ratios of women senior managers and line managers as of March 31 ^{*2}. Sum of Resona Holdings, Resona Bank, Saitama Resona Bank, Kansai Mirai Bank, and Minato Bank. Kansai Mirai Financial Group was included until March 31, 2024.

^{*3}. Sum of Resona Bank and Saitama Resona Bank ^{*4}. Resona Bank and Kansai Mirai Bank (Saitama Resona Bank and Minato Bank received “Eruboshi” certification.) ^{*5}. Resona Bank, Saitama Resona Bank, Kansai Mirai Bank, and Minato Bank. ^{*6}. Resona Holdings