

Outline of the “Business Revitalization Plan”

—To Become a True Retail Bank—

November 2010
Resona Holdings, Inc.
Resona Bank, Ltd.

[The Resona Group's New Business Revitalization Plan]

At the Resona Group, we take seriously our obligations as a recipient of substantial public funding for capital reinforcement. To expeditiously revitalize our operations, we have been implementing various operational reforms, by setting our core strategies in "Business-domain selection and focus" and "Establishment of a distinctive Resona style" based on the previous Business Revitalization Plan announced in November 2008 (hereinafter, "Revitalization Plan").

While our management, which has a customer-centric business orientation and is rooted in local communities, has been making steady progress, the business environment surrounding financial institutions has also changed significantly with substantial changes in the economic situations at home and abroad, including the global turmoil of the financial markets as well as the outbreak of economic uncertainties in Europe. Given such an economic climate and our responses to the management environment, we hereby present a new Revitalization Plan (the "New Plan") extending through FY 2013 (i.e., ending March 31, 2014).

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

Under the New Plan, we will place priority strategies on the "Enhancement of customer relations integrally linked to local communities," "Exploiting synergies from fusion of retail and trust banking operations," "Aiming for No.1 in the provision of financial products and loans to individuals," "Establishment of a brand for asset inheritance and estate planning" and "Expansion of the corporate business base by exerting our comprehensive strength." We intend to focus on a cross-selling approach by enhancing the comprehensive financial functions of "Resona" in an aim to attract our customers to use our multiple services. Through these efforts, we look to expand our regional market shares with as many customers as possible, helping them to become "Resona fans" who will use our financial services for many years to come.

We appreciate your continued support.

1. Measures to Rationalize Management

(1) Business Model and Management Strategies

(i) Establishing True Retail Banks

Under the New Plan, we will add one of the core differentiation strategies, "Exertion of our trust banking capability," which was reinforced by the merger of Resona Trust & Banking Co., Ltd. and Resona Bank, Ltd. (April 2009), to our established differentiation strategies of "Area management," "Alliances" and "Operational reform," thus materializing Resona's proprietary business model to realize both the provision of advanced services closely linked to local communities and competitiveness based on cost advantage.

At the same time, we aim to become a "smart" and customer-friendly "True retail bank," by consistently concentrating our efforts in the "Establishment of a distinctive Resona style," ("Creating new corporate culture," "Pursuing most-trusted status," and "Focusing on individuals"), which underlies Resona's business models.

The "smartness" that Resona aspires to means the provision of financial services equipped with both sophisticated wisdom based on advanced knowledge and skills, and speed and convenience realized through operational reforms, etc. We will conduct "Life designing support business" for individual customers by providing optimal financial products and services available at various life stages, while implementing "Business offering solutions to management challenges" for corporate customers by offering optimal proposals towards solutions to managerial challenges at their various business stages and supporting their business growth. We will make the utmost efforts to become a "smart" and customer-friendly "True retail bank," to serve our customers, both individual and corporate, through the establishment of finely tuned relationships linked to the local community.

(ii) Five Priority Strategies towards Increasing "Resona Fans"

Under the New Plan, we will further deepen the existing priority strategies of "Business-domain selection and focus" (priority areas and priority businesses) to focus on five priority strategies: (a) Enhancement of customer relations integrally linked to local communities; (b) Exploiting synergies from fusion of retail and trust banking operations; (c) "Aiming for No.1 in the provision of financial products and

loans to individuals; (d) Establishment of a brand for asset inheritance and estate planning; and (e) Expansion of our corporate business base by exerting our comprehensive strength.

Based on those priority strategies, we will focus on organic combination of the comprehensive financial functions of “Resona” to fully promote cross-selling activities through cooperation between the individual and corporate divisions in connecting the priority products and services (loans to individuals, insurance and investment trust sales, estate planning business, solution-related business, real estate, corporate pensions, and loans to SMEs). We look to expand our regional market shares with as many customers as possible, helping them to become “Resona fans” who will use our financial services for many years to come.

[Five Priority Strategies]

(Enhance customer relationships closely linked to the local community)

Priority areas under the New Plan are Osaka, Saitama and Tokyo. We will implement optimal allocation of management resources more than ever based on market analyses of the respective areas, taking into consideration the characteristics of the businesses and areas concerned.

Our basic principle of organizational operation is “area management,” in which the sales-force of each Group bank working most closely to the customers conducts business responding to the needs of the customers and the local community. For individual customers, we conduct consultative sales activities that help them plan their financial future, while providing solutions business to corporate customers, mainly in Osaka (Resona Bank and Kinki Osaka Bank), Saitama (Saitama Resona Bank) and Tokyo (Resona Bank).

Our goal is to expand our regional market share through close relationships with our customers generated through finely tuned sales activities, and by providing services beyond customer satisfaction.

(Exploiting synergies from fusion of retail and trust banking operations)

Resona Bank, restarted its business in April 2009 as a bank with a trust banking function following a merger with Resona Trust & Banking Co., Ltd., which boasts the largest branch network in Japan and a large-scale customer base. Since then, we have witnessed visible effects of the merger in the integration of Resona Bank’s customer base and its wide branch network with Resona Trust & Banking’s customer base and advanced trust banking functions, allowing us to provide various types of

customer with solutions to diverse managerial challenges.

Under the New Plan, we have set the strategy “Capitalize on retail and trust banking capability” as the pillar of our differentiation strategies, and will implement our unique business models by providing optimal solutions, which are based on our retail base and trust banking function combined, to our customers’ increasingly diverse and sophisticated management challenges.

(Aiming for No.1 in the provision of financial products and loans to individuals)

We will focus on reinforcing our capability to provide optimal financial products (investment trusts and insurance) by making the most of our alliances and responses to customers’ needs for loans, according to individual customer’s diverse asset management and fund raising needs at various life events. We aim to become the leading banking group in terms of capability to provide financial products and loans, engaging in finely tuned consultative sales activities closely linked to local community.

Our efforts will be concentrated in raising customers’ loyalty to us and nurturing “Resona fans” who will use our multiple services permanently by recognizing correctly from the long-term perspectives of customer relationship the needs for asset management and estate planning of the customers who use loans to individuals, and by proposing and recommending functionally our comprehensive financial services (cross-selling).

(Establishment of a brand for asset inheritance and estate planning)

We will propose finely tuned plans for testamentary trusts and asset inheritance through our inheritance coordination services to individual customers, while proposing business succession plans to company owners. Thus, our focus will be placed on proposals and recommendations reflecting needs of each customer by making the most of the comprehensive trust banking functions of Resona Bank.

By strengthening the relationships with individual customers as well as company owners, we will establish the Resona brand in the areas of asset inheritance and business succession.

(Expansion of our corporate business base by exerting our comprehensive strength)

We focus on the swift provision of optimal solutions generated from our comprehensive financial functions by strengthening our relationship with corporate

customers, and recognizing correctly their management challenges. It is our firm intention to continue to increase our corporate customers through the development of solution businesses that support their business growth.

Furthermore, given the vigorous investments in new growth areas (businesses relating to Asian nations, the environment, medicine, nursing, and agriculture) in response to the growth of the Asian economy and the global environmental issues, etc., we will extend our efforts to meet our customers' expectations by strengthening our capability of operation in these business areas.

Priority products and services	Measures to be taken
Loans to individuals	<ul style="list-style-type: none"> ○ <u>Strengthen loan business at sales branches</u> <ul style="list-style-type: none"> - Further develop consultative sales capability to respond to customers' life events. ○ <u>Upgrade sales force structure at loan centers</u> <ul style="list-style-type: none"> - Upgrade sales force structure for housing specialty companies. - Strengthen sales force for prospective markets. ○ <u>Enhance human resource cultivation</u> <ul style="list-style-type: none"> - Clarify skills required for the respective channels. Rebuild human resource training programs by revision of the training system.
Insurance sales/ Investment trust sales	<ul style="list-style-type: none"> ○ <u>Strengthen capability to provide financial products</u> <ul style="list-style-type: none"> - Enhance consultative sales activity with precise insights into potential needs for fund management. - Increase competitive product lineups by leveraging alliance with the major companies in each industry. ○ <u>Strengthen sales force</u> <ul style="list-style-type: none"> - Build a sales organization with segmented sales opportunities. - Deploy human resources specializing in sales of insurance and investment trust products. - Reinforce training programs of sales skills.

Estate planning	<ul style="list-style-type: none"> ○ <u>Exploit our trust banking function</u> <ul style="list-style-type: none"> - Exploit the trust banking function for testamentary trust, inheritance coordination services, asset inheritance trust, treasury stock inheritance trust, etc. - Enhance consultative sales activities for our customers' assets and intentions. - Propose company's own stock inheritance trust, etc., to company owners based on the relationships of bank transactions.
Solution-related	<ul style="list-style-type: none"> ○ <u>Capitalize on the solution business-type sales activities</u> <ul style="list-style-type: none"> - Develop comprehensive businesses starting from business matching to financial solutions, M&A, business successions, etc. - Establish Resona Bank's "Asia Business Promotion Center" to respond to our customers' needs to expand their business into Asian nations and other regions. - Further reinforce business function based on the growth areas (environment-, medical-, nursing- and agriculture-related businesses).
Real estate	<ul style="list-style-type: none"> ○ <u>Strengthen capabilities of responding to individual customer needs</u> <ul style="list-style-type: none"> - Fully exert consultative sales linked to trust banking functions of asset inheritance, business succession, etc. ○ <u>Capitalize on group synergies</u> <ul style="list-style-type: none"> - Provide Resona Bank's real estate functions to the real estate needs of the Group's customers.
Corporate pensions	<ul style="list-style-type: none"> ○ <u>Respond to customer needs</u> <ul style="list-style-type: none"> - Provide low-cost corporate pension package products that meet SME customer needs. ○ <u>Provide fine-quality and competitive services</u> <ul style="list-style-type: none"> - Provide information using the brand of the Resona Institute of Corporate Pension. - Improve the level of service concerning system design and asset management ○ <u>Capitalize on group synergies</u> <ul style="list-style-type: none"> - Expand the transaction base for corporate pension by the entire Group.

Loans to SMEs	<ul style="list-style-type: none"> ○ <u>Upgrade the solution business</u> - Provide solutions functionally combined with comprehensive financial services like loans, real estate, trust banking and fund settlements. ○ <u>Enhance businesses in growth fields</u> - Enhance businesses related to the Asian nations, environment, medical, nursing and agriculture. ○ <u>Expand comprehensive transactions</u> - Expand comprehensive transactions including ordinary transactions through provision of high-quality solutions.
---------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

(iii) Establishment of Resona Style

We, at the Resona Group, will establish a distinctive “Resona Style” as a financial service company free from traditional common practice and established practices, by “Creating a new corporate culture,” “Focusing on individuals,” and “Endeavoring to become Japan’s most trusted company.” Through this approach, we aim to become Japan’s retail banking leader.

In the New Plan period, we will continue to strengthen our efforts toward establishing the “Resona Style,” through which we will be able to break down the high-cost nature of retail business, and implement our competitiveness based on cost advantage.

(Creation of new corporate culture)

In order to establish a differentiated business model, we will create a new corporate culture by continuing our intensive efforts to implement operational reforms, convert to a paperless office environment, and enhance our marketing capabilities toward higher productivity, enhanced risk management, and improvement of our competitiveness.

Creation of new corporate culture	Measures to be taken
Operational reform —Capitalize on competitiveness based on cost advantage—	<ul style="list-style-type: none"> ○ Introduce next-generation sales office systems. ○ Establish paperless office environment. ○ Promote six “smart” approaches: <ul style="list-style-type: none"> - Transaction style, middle- and back-office, infrastructure, operation, channel, and head office

Upgrade of marketing capabilities —Enhance an approach of responsively catering to customer needs—	<ul style="list-style-type: none"> ○ Concentrate management resources in priority areas and priority businesses. ○ Build optimal mechanism of sales-force operation. ○ Utilize our Institute for Financial Marketing.
-------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

(Focus on Individuals)

We have been implementing several measures to improve our customer relations and reinforce human resources to support sustainable growth. Under the New Plan, we will continue to value each and every customer and employee as an individual, and endeavor to strengthen our relationships and reform our human resources.

Individualized focus	Measures to be taken
Strengthen relationships —On-the-spot approach—	<ul style="list-style-type: none"> ○ Develop customer-centric business approach. ○ Implement intensive on-the-spot approach.
HR reform —Heighten human power—	<ul style="list-style-type: none"> ○ Establish human resources cultivation systems according to business fields and levels. ○ Enhance measures to heighten “Human Power.” ○ Promote diversity management.

(Pursuit of Most-trusted Status)

Recognizing that “trust” is fundamental to the financial services business, we have placed an emphasis on the provision of conscientious and precise services, and contribution to society and local community to become the Japan’s most-trusted company. Bearing in mind that the business of a financial institution is supported by each and every customer, we will continue to make utmost efforts to serve as many customers as possible to provide satisfaction with our services, and increase numbers of “Resona fans.”

Pursuit of most-trusted status	Measures to be taken
Service reform —Improve service by a notch—	<ul style="list-style-type: none"> ○ Pursue the No. 1 position in customer satisfaction. ○ Improve service quality. ○ Exhaustively promote customer-centric mindset.

CSR —Contribution to sustainable social development—	○ Contribute to local community. ○ Adequately disclose relevant management information on a timely basis.
---------------------------------------------------------	--------------------------------------------------------------------------------------------------------------

[New Plan's Quantitative Targets (in aggregate for Resona Bank, Saitama Resona Bank)]

(Overview of Operating Performance Targets)

(Billions of yen)	FY 2010 (Plan)	FY 2013 (Plan)
Gross operating profits	607.0	623.0
Operating expenses	347.0	343.0
Actual net operating profit	260.0	280.0
After-tax net income	130.0	137.0
Aggregate earned surplus (Note)	1,176.4	1,450.0

Note: Aggregate earned surplus includes Resona Holdings' earned surplus.

(Targets for Key Management Indicators)

Items (Amounts in billions of yen)		FY 2010 (Plan)	FY 2013 (Plan)
Actual net operating profit		260.0	280.0
Income before income taxes		187.0	225.0
Profitability	Actual net operating profit RORA (Note 1)	0.94%	1.13%
Productivity	Cost-to-Income Ratio (OHR) (Note 2)	57.16%	55.05%
Soundness	NPL ratio	Around 2.5%	Around 2.2%

Notes 1: $\text{Income before income taxes} / [(\text{Risk assets beginning balance} + \text{ending balance})/2]$

2. $\text{Operating expenses} / \text{Gross operating profits before trust account NPL charge-offs}$

(2) Overview of Management Rationalization Plan

(i) Operating Expenses

We have implemented internal reforms including major cuts in employee benefits and early retirement incentive programs, and pursued radical BPR (Business Process Reengineering) of branch office administrative functions to build low-cost, high-speed, high-quality administrative processing capabilities (low-cost operations), as well as boosting sales capabilities by creating sales personnel.

As a result of such reforms, we have significantly reduced the Group's total personnel and non-personnel expenses from ¥159.5 billion and ¥273.0 billion, respectively in FY 2002 to ¥129.0 billion and ¥203.0 billion, respectively in FY 2009.

Under the New Plan, we will continue to endeavor to maximize operating efficiency through operational reform, and eliminate our high-cost nature by implementing "Business-domain selection and focus" and "Establishment of a distinctive Resona style." Consequently, we aim to reduce the aggregate cost-to-income ratio of Resona Group banks to a level of approximately 55% by FY 2013.

[Cost-to-Income Ratio (OHR)] (Total for Resona Bank, Saitama Resona Bank, and Kinki Osaka Bank)

(%)	FY 2009 (Actual)	FY 2010 (Plan)	FY 2011 (Plan)	FY 2012 (Plan)	FY 2013 (Plan)
Group banks total	56.98	57.16	57.37	56.93	55.05
Resona Bank	56.77	56.89	57.36	57.10	55.58

[Personnel and Non-personnel Expenses] (Group banks total: Total for Resona Holdings and group banks combined)

(Billions of yen)	FY 2009 (Actual)	FY 2010 (Plan)	FY 2011 (Plan)	FY 2012 (Plan)	FY 2013 (Plan)
Group banks total	332.0	328.0	327.0	326.0	324.0
Resona Bank	219.2	214.7	213.7	212.7	211.7

[Personnel Expenses]

(Billions of yen)	FY 2009 (Actual)	FY 2010 (Plan)	FY 2011 (Plan)	FY 2012 (Plan)	FY 2013 (Plan)
Group banks total	129.0	131.0	130.5	130.5	132.0
Resona Bank	81.1	82.0	82.0	82.0	83.1

[Employee Headcount] (Note)

(Employees)	FY 2009 (Actual)	FY 2010 (Plan)	FY 2011 (Plan)	FY 2012 (Plan)	FY 2013 (Plan)
Group banks total	1,511.5	1,522.0	1,520.0	1,520.0	1,520.0
Resona Bank	962.1	970.0	970.0	970.0	970.0

Note: Headcounts are totals for office and miscellaneous personnel, including seconded personnel but excluding part-time, contract and temp personnel. (Based on Table 6)

[Non-personnel Expenses]

(Billions of yen)	FY 2009 (Actual)	FY 2010 (Plan)	FY 2011 (Plan)	FY 2012 (Plan)	FY 2013 (Plan)
Group banks total	203.0	197.0	196.5	195.5	192.0
Resona Bank	138.0	132.7	131.7	130.7	128.6

[Non-personnel Expenses (excluding systems-related expenses)]

(Billions of yen)	FY 2009 (Actual)	FY 2010 (Plan)	FY 2011 (Plan)	FY 2012 (Plan)	FY 2013 (Plan)
Group banks total	138.5	133.0	131.8	133.0	130.6
Resona Bank	93.5	89.1	88.4	89.2	87.1

(ii) Subsidiaries and Affiliates' Earnings

We aim to maximize the Group's corporate value through the contributions of subsidiaries and affiliates, capitalizing on their respective strengths under Resona Holdings' governance. Basic management policies for the Group's banks during the New Plan's term are as follows:

Resona Bank will endeavor to increase long-term customers by meeting broad-ranged customer needs through the provision of high-quality financial services. In addition, through appropriate allocation and efficient use of management resources, we will implement further reforms centering on the improvement of on-the-spot capabilities from the perspectives of our customers. By taking such measures, we aim to become a "True Retail Bank," growing with the customers of the retail financial arena.

Saitama Resona Bank will focus on sustainable growth by fully implementing its careful sales strategies that address customer needs ahead of its peers, and will secure stable profitability and financial health to support its long-term relationship with its customers. In addition, it intends to promote a reform of corporate culture in which we are motivated to act toward building relationships with our customers and living together with the local community. It will continue to strive to become "a bank trusted by Saitama residents, growing together with Saitama Prefecture" as a financial institution with deep roots in the local community.

Kinki Osaka Bank, as a regional financial institution with the largest business base in Osaka, will maintain its distinctive, locally focused business model through building close relations with local customers and providing high value-added services (problem-solving capabilities). Furthermore, as it operates business in the same Osaka area as Resona Bank, it will contribute to the development of the Osaka area in cooperation with Resona Bank, and in unison with the entire Group. It continues to endeavor to become "the most familiar and loved relationship bank that helps its customers through provision of creative value-added services."

The Group's domestic subsidiaries and affiliates other than banks will further endeavor to deepen their expertise and improve productivity in cooperation with each Group banks, to realize sustainable growth and enhance the Group's corporate value.

2. Table 1. Summary

[Operating Performance] (Total for Resona Bank, Saitama Resona Bank and Kinki Osaka Bank)

(Billions of yen)	FY 2009 (Actual)	FY 2010 (Plan)	FY 2011 (Plan)	FY 2012 (Plan)	FY 2013 (Plan)
Gross operating profit	615.2	607.0	603.0	606.0	623.0
Operating expenses	350.5	347.0	346.0	345.0	343.0
Actual net operating profit (Note 1)	264.6	260.0	257.0	261.0	280.0
Credit-related expenses (Note 2)	82.1	66.0	64.0	64.0	61.0
Net gain on stocks	4.3	-	4.0	7.0	8.0
Ordinary profit	152.6	193.0	195.0	204.0	229.0
After-tax net income	123.1	130.0	131.0	121.0	137.0
Cost-to-income ratio (OHR) (Note 3)	56.98	57.16	57.37	56.93	55.05

[Operating Performance] (Resona Bank)

(Billions of yen)	FY 2009 (Actual)	FY 2010 (Plan)	FY 2011 (Plan)	FY 2012 (Plan)	FY 2013 (Plan)
Gross operating profit	406.6	399.0	394.0	394.0	403.0
Operating expenses	230.8	227.0	226.0	225.0	224.0
Actual net operating profit (Note 1)	175.7	172.0	168.0	169.0	179.0
Credit-related expenses (Note 2)	54.1	43.0	42.0	42.0	40.0
Net gain on stocks	2.1	0.5	4.1	7.2	8.3
Ordinary profit	101.4	131.1	131.8	136.6	151.1
After-tax net income	85.9	84.0	92.0	82.0	93.0
Cost-to-income ratio (OHR) (Note 3)	56.77	56.89	57.36	57.10	55.58

Notes: 1. Net operating profit before trust account NPL charge-offs and provisions to general reserve for

possible loan losses

2. Credit-related expenses: provisions to general reserve for possible losses + loss on NPL disposal + trust account NPL charge-offs – credit cost reversals booked as extraordinary income

3. Operating expenses / Gross operating profit before trust account NPL charge-offs

3. Measures to Promote Responsible Management

To establish a responsible management structure, we will enhance our corporate governance through strengthening management oversight and supervision as well as increasing management transparency.

Resona Holdings, as a company with committees, has realized delegation of authority to executive officers, as well as enhancing oversight by the Board of Directors, thus facilitating corporate management based on the Group's management philosophy. The Group banks have adopted a company structure with auditors, and operate autonomously by securing consistency of the entire Group's enhanced governance and the form of governance by the Group banks.

Furthermore, we, at Resona Holdings and our Group companies, sincerely regret having had to receive substantial public funding. To prevent the reoccurrence of such an event, a basic policy regarding internal controls was established at the Board of Directors, and we are striving to ensure the effectiveness of internal controls.

4. Measures to Minimize Outflows of Profits in the Form of Dividends, etc.

We intend to continue pursuing management reform toward the improvement of corporate value, and realize early repayment of the public funds with which we were recapitalized. From these perspectives, it is our basic policy to retain earnings on a priority basis and minimize outflows of profits.

In accordance with the above-mentioned basic policy, we will pay contractual dividends on preferred shares and hold dividends on common shares steady, contingent upon future profitability. Corporate officers' compensations are determined at the Compensation Committee of Resona Holdings upon careful verification and discussions, taking into consideration our management situation as well as the economic environment and other factors.

5. Measures to Facilitate Lending and Other Credit Extension

Under the recognition that smooth provision of necessary funds to our customers, helping them to operate sound businesses and live healthy lives, is the most critical social expectation of a financial institution, we will make our utmost efforts toward

smooth financial business while securing sound and appropriate business operation.

6. Measures to Retain Earnings Sufficient to Repurchase and Retire Shares and Repay or Redeem Borrowings

The main source of funding for repayment of public funds is the Group's total retained earnings, which we expect will cumulate to ¥1,450.0 billion by the end of March 2014 through diligent execution of the New Plan, which is in excess of ¥1,423.5 billion, the amount of the outstanding preferred shares issued in exchange for publicly funded recapitalization. We will continue to further improve profitability to amass profits.

(Billions of yen)	FY 2009 (Actual)	FY 2010 (Plan)	FY 2011 (Plan)	FY 2012 (Plan)	FY 2013 (Plan)
Total retained earnings (Note 1)	1,334.5	1,176.4	1,269.9	1,352.1	1,450.0

Note 1: The above retained earnings figures represent totals for Resona Holdings and its banking subsidiaries.

If we repay public funding or repurchase our own common shares on the open market, after repayment or repurchase, we intend to maintain an appropriate capital adequacy ratio in light of the market environment and the global trend of discussions on tightening of capital-adequacy rules.

[Overview of Public Funding]

(i) Common stock (issued pursuant to Deposit Insurance Act)

Type	Common stock
Total original issue amount	¥296.4 billion
Current amount outstanding (Note 1)	¥261.6 billion
Original number of shares issued (Note 2, 3)	570,000,000
Current number of shares outstanding (Note 2)	503,262,000
Issue price per share (Note 2, 3)	¥520

Notes: 1. As of September 30, 2010

2. Outstanding common shares and all classes of preferred shares were reverse-split on a one-for-1,000 basis effective August 2, 2005. Each of the common shares and all classes of preferred shares was split into 100 shares effective January 4, 2009.
3. Value per share was calculated by dividing Resona Bank's original issuance value by the share conversion ratio (adjusted to reflect the said reverse stock split in Note 1 above.).

(ii) Voting preferred stock (issued pursuant to Deposit Insurance Act)

Name	Class one, No. 1 preferred stock	Class two, No. 1 preferred stock	Class three, No. 1 preferred stock
Total issue amount	¥550.0 billion	¥563.5 billion	¥550.0 billion
Current amount outstanding (Note 1)	¥150.0 billion	¥563.5 billion	¥550.0 billion
Number of shares issued (Note 2)	275,000,000	281,780,000	275,000,000
Current number of shares outstanding	75,000,000	281,780,000	275,000,000
Issue price per share (Note 2)	¥2,000	¥2,000	¥2,000
Annual dividend per share	Variable	Variable	Variable
Dividend yield	1-year JPY Libor + 0.5%	1-year JPY Libor + 0.5%	1-year JPY Libor + 0.5%
Voting rights	No restriction	No restriction	No restriction

Notes: 1. As of September 30, 2010

2. Outstanding common shares and all classes of preferred shares were reverse-split on a one-for-1,000 basis effective August 2, 2005. Each of the common shares and all classes of preferred shares was split into 100 shares effective January 4, 2009.

(iii) Preferred stock (issued pursuant to Financial Function Early Strengthening Act)

Name	Class B, No. 1 Preferred stock	Class C, No. 1 Preferred stock	Class E, No. 1 Preferred stock	Class F, No. 1 Preferred stock
Total issue amount	¥408.0 billion	¥60.0 billion	¥300.0 billion	¥100.0 billion
Current amount outstanding (Note 1)	–	¥60.0 billion	–	¥100.0 billion
Number of shares issued (Note 2)	68,000,000	12,000,000	2,400,000	8,000,000
Current number of shares outstanding (Note 2)	–	12,000,000	–	8,000,000
Issue price per share (Note 2)	¥6,000	¥5,000	¥12,500	¥12,500
Annual dividend per share (Note 2)	¥63.60	¥68.00	¥143.80	¥185.00
Dividend yield	1.06%	1.36%	1.15%	1.48%
Mandatory conversion date	April 1, 2009	April 1, 2015	December 1, 2009	December 1, 2014
Original issuer and name of stock	Daiwa Bank Class B, No. 1 Preferred stock	Kinki Osaka Bank No. 1 Preferred stock	Asahi Bank No. 1, Class II Preferred stock	Asahi Bank No. 2, Class II Preferred stock

Notes: 1. As of September 30, 2010

2. Outstanding common shares and all classes of preferred shares were reverse-split on a one-for-1,000 basis effective August 2, 2005. Each of the common shares and all classes of preferred shares was split into 100 shares effective January 4, 2009.

7. Measures to Ensure Sound Financial Conditions and Sound and Appropriate Business Operations

Based on the review of the past failures that led to substantial public funding, we, at the Resona Group, are striving to enhance our management systems and management method by establishing our principles on risk management. At the same time, we control risks to secure sound management and improve profitability.