Security Code: 8308

June 8, 2026 (Commencement date of the electronic provision measure: May 28, 2026)

To Our Shareholders

Resona Holdings, Inc.

1-5-65 Kiba, Koto-ku, Tokyo

Masahiro Minami

Director, President and Representative Executive Officer

NOTICE OF CONVENTION OF THE 25TH ORDINARY GENERAL MEETING OF SHAREHOLDERS

We hereby notify you that the 25th Ordinary General Meeting of Shareholders will be held as stated below.

If it is inconvenient for you to attend the Meeting, you are respectfully requested to exercise your voting rights by either via the Internet, etc. or by post upon examining the "Guidance Notes on the Method to Exercise Voting Rights" starting from page 3.

We adopt an electronic provision measure in relation to the convention of this shareholders' meeting and the matters for the electronic provision measure are posted on the following website on the Internet as the "Notice of Convention of the 25th Ordinary General Meeting of Shareholders":

Resona Holdings website:
https://www.resona-gr.co.jp/holdings/english/investors/stock/meeting/

In addition, the information is also posted on the website (Tokyo Stock Exchange) on the Internet. Please refer to page 2 for details.

1. Date: 10:00 a.m. Wednesday, June 24, 2026 (open at 9:00 a.m.)

2. Place: Convention Hall, Second Basement Floor, Resona Group Osaka Headquarters Building

2-2-1 Bingomachi, Chuo-ku, Osaka

3. Purposes:

– Matters to be Reported: Report on business report, consolidated financial statements, financial statements and audit results of consolidated financial statements by the

Independent Accounting Auditors and the Audit Committee for the 25th fiscal year (from April 1, 2025 to March 31, 2026)

– Matters to be Resolved:

Agenda: Election of 11 Directors

<Notice of website on which the electronic provision measure is made>

The website on which the matters for the electronic provision measure in relation to the convention of this shareholders' meeting are posted is as follows:

Resona Holdings website	https://www.resona-gr.co.jp/holdings/english/investors/stock/meeting/index.html
	The 25th Ordinary General Meeting of Shareholders / "Related Materials" ・Notice of Convention of the 25th Ordinary General Meeting of Shareholders ・Business Report for the 25th Term ・Summary of Financial Statements for Fiscal Year 2025 Note: In "1. Current Status of the Company" section of Business Report for the 25th Term, descriptions have been made for the plan for reduction of policy-oriented stock holdings.

In addition to the above, the information is also posted on the following website on the Internet:

Listed Company Information Service (Tokyo Stock Exchange)	https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show
	Please follow the following steps: ① Enter "Resona Holdings" as "Issue name (company name)" or "8308" (in half size) as "Code" and search; ② Select "Basic information" "Documents for public inspection/PR information."

Each website may become temporarily inaccessible due to regular maintenance or other reasons. When you cannot review the contents, please access the other website or try access again after a while.

Among the matters to be provided in the documents describing the matters for electronic provision measure, the following matters are not described in the documents to be delivered to shareholders who submit a request for delivery of written documents pursuant to the laws and the Company's Articles of Incorporation. The Audit Committee or the Independent Accounting Auditors have audited the documents for the audit including the following matters:

a. the "systems to ensure that operations are conducted in an appropriate manner" and the "matters regarding specified wholly-owned subsidiaries" in the Business Report;

b. the “notes to the consolidated financial statements” in the consolidated financial statements; and
c. the “notes to the financial statements” in the financial statements.

If any modification is made to the matters for electronic provision measure, the occurrence of such modification and the matters before and after the modification will be posted on each website described above.

<Guidance Notes on the Method to Exercise Voting Rights>

(1) If you will exercise your voting rights in advance:

You can exercise your voting rights in advance via the Internet or by post.

Via the Internet:

Deadline for Exercising Voting Rights: Up to 5:30 p.m. Tuesday, June 23, 2026

Please enter approval or disapproval for each agenda by accessing the Company’s designated website: https://www.web54.net

By post:

Deadline for Exercising Voting Rights: 5:30 p.m. Tuesday, June 23, 2026 (must be received by that time)

Please indicate your approval or disapproval of the agenda on the enclosed Voting Right Exercise Form and send it back to us.

A Voting Right Exercise Form without an indication of approval or disapproval of the agenda will be treated as indicating approval.

(2) If you will attend the Meeting:

Date: 10:00 a.m. Wednesday, June 24, 2026 (open at 9:00 a.m.)

Please bring the enclosed Voting Right Exercise Form and submit it to the receptionist at the place of the Meeting. Also bring this document as a reference material for the Meeting.

Please note that a person other than a shareholder may not attend the Meeting.
If you are going to attend the Meeting by proxy, you may delegate your voting rights to one of the other shareholders holding voting rights at the Meeting. The proxy is required to submit a document certifying authority of such proxy to attend the Meeting.

Matters for Attention:

(a) If the same shareholder exercises voting rights both in writing and by the electronic method, only the vote by the electronic method will be considered valid.

(b) If the same shareholder exercises voting rights more than once via the electronic method, only the last exercise will be considered valid.

(c) Any fees of Internet service providers and telecommunication carriers (such as access fees, etc.) for using the website to exercise voting rights shall be borne by shareholders.

(d) The Voting Rights Exercise Code described in the Voting Right Exercise Form shall be valid only for the Meeting.

If you have any question concerning the exercise of voting rights via the Internet, please call the following dedicated telephone number:
Sumitomo Mitsui Trust Bank, Limited
Stock Transfer Agent Web Support
0120-652-031 (toll-free with in Japan, open hours: 9:00 a.m. to 9:00 p.m.)

The Company is a participant in the platform for electronic exercise of voting rights for institutional investors operated by ICJ, Inc.

The results of voting will be announced later through the Company's website ("General Meeting of Shareholders" section).

The Company website "General Meeting of Shareholders" section: https://www.resona-gr.co.jp/holdings/english/investors/stock/meeting/

Agenda and Reference Matters

Agenda: **Election of Eleven (11) Directors**

Since the term of office of all ten (10) Directors will expire at the close of this General Meeting of Shareholders. In order to further strengthen the Group's management structure, the number of Directors will be increased by one (1). Accordingly, the Company proposes to elect eleven (11) Directors based on the decision by the Nominating Committee.

Of the total eleven (11) candidates for Directors, seven (7) are for Outside Directors (the ratio of the candidates for Outside Directors among all the candidates is 63%), eight (8) are male and three (3) are female, and the ratio of female candidates is 27 per cent.

Candidate No.	Name	Current positions, etc. at the Company	
1	Masahiro Minami (Reappointment) (male)	Group CEO, Director, President and Representative Executive Officer	
2	Shinichiro Isa (New appointment) (male)	Group CFO, Group CDO, Deputy President and Representative Executive Officer	
3	Nobuki Iwadate (New appointment) (male)	Group CSO, Group CSuO, Group CHRO, Deputy President and Representative Executive Officer	
4	Yukinobu Murao (Reappointment) (male)	Director Member of Audit Committee	
5	Kimie Iwata (Reappointment) (female)	Director Chairperson of Nominating Committee	Outside Director Independent Director
6	Sawako Nohara (Reappointment) (female)	Director Chairperson of Compensation Committee	Outside Director Independent Director
7	Masaki Yamauchi (Reappointment) (male)	Director Chairperson of Audit Committee Member of Nominating Committee	Outside Director Independent Director
8	Katsuyuki Tanaka (Reappointment) (male)	Director Member of Audit Committee Member of Compensation Committee	Outside Director Independent Director
9	Jiro Seguchi (Reappointment) (male)	Director Member of Nominating Committee Member of Audit Committee	Outside Director Independent Director
10	Shie Lundberg (Reappointment) (female)	Director Member of Compensation Committee	Outside Director Independent Director
11	Yasuyuki Higuchi (New appointment) (male)		Outside Director Independent Director (Scheduled)

“Outside Director” denotes a candidate for an outside director as set out in Article 2, Paragraph 3, Item 7 of the Enforcement Regulations of the Companies Act.
“Independent Director” denotes a candidate for an independent director/auditor under the provisions of the Tokyo Stock Exchange.

(Note) CEO, CFO, CDO, CSO, CSuO, and CHRO stand for the following respectively:

CEO: Chief Executive Officer (management)
CFO: Chief Financial Officer (finance)
CDO: Chief Data Officer (data strategy)
CSO: Chief Strategy Officer (strategy planning)
CSuO: Chief Sustainability Officer (sustainability)
CHRO: Chief Human Resource Officer (human resources)

Skills Expected from Candidates for Directors

The basic policy for corporate governance provides that the Board of Directors shall “consist of Directors having diversified and extensive knowledge.”
The Board of Directors of the Company is expected to fulfill its role as a monitoring board by supervising the progress of management strategies, the status of responses to risks, and other such matters, as well as by making decisions on important management issues, from the perspective of enhancing medium- to long-term corporate value toward the realization of the Resona Group Purpose, “Beyond Finance, for a Brighter Future.” To effectively fulfill this role, it is essential that the Board of Directors possess a well-balanced mix of diverse expertise and experience. Accordingly, the Company sets forth the skills (experience and knowledge) especially expected from Director candidates as below, and the Nominating Committee makes deliberations and decisions on the candidates for Directors accordingly.

		Corporate management	Finance	Business development	Globalization	IT Digitalization	Sustainability	Human capital	Legal Compliance Risk management	Finance Accounting
Masahiro Minami		◎	○	○		○				
Shinichiro Isa		○	○	◎		○				◎
Nobuki Iwadate		◎	○				◎	◎		
Yukinobu Murao		○	○						◎	◎
Kimie Iwata	Outside Director	○					◎	◎		
Sawako Nohara	Outside Director					◎	○	○		
Masaki Yamauchi	Outside Director	◎		○				○	○	
Katsuyuki Tanaka	Outside Director						○		◎	◎
Jiro Seguchi	Outside Director	○	◎	○	◎					
Shie Lundberg	Outside Director		○	○	○	◎				
Yasuyuki Higuchi	Outside Director	◎		○	○	◎				

(Note) ◎ indicates skills (experience and knowledge) that are particularly expected.

Reasons for selecting respective skills

【Corporate management】

The Company believes that corporate management experience is necessary to exercise appropriate supervisory functions over the top management and other executive departments, and to discuss Group-wide strategies.

【Finance】

As the Group conducts businesses related to financial services, centered on banking operations, the Company believes that experience in executing operations at financial institutions or similar organizations is necessary in order to engage in discussions on strategies for the Group as a whole.

【Business development】

In order for the Group to continue delivering value on a sustainable basis, it is necessary to accurately capture changes in society and customer needs and to acquire the functions and capabilities that will be required in the future. From this perspective, the Company believes that knowledge of business development are essential.

【Globalization】

In a rapidly changing and increasingly complex business environment, the Company believes that knowledge of globalization is necessary to have a bird's eye view of the Group's business from a global perspective and to achieve continuous growth.

【IT, digitalization】

The Company believes that the advancement of IT and DX strategies is essential to its growth. The Company believes that IT and digital expertise is necessary from the perspective of strengthening cybersecurity, upgrading IT governance, and promoting further acceleration of DX strategies.

【Sustainability】

The Company believes that knowledge of sustainability is necessary from the perspective of accelerating Group-wide SX initiatives toward "realization of a sustainable society" and "continuous increase in corporate value."

【Human capital】

The Company regards human capital as an important management resource that supports its management strategy. From the perspective of continuously securing and developing diverse and highly skilled talent, the Company believes that knowledge of human capital is essential.

【Legal, compliance, risk management】

The Company believes that compliance and risk management are important foundations of business operations. The Company believes that knowledge of legal affairs, compliance and risk management is necessary to correctly recognize and appropriately manage risks that are becoming increasingly diverse and complex in a significantly changing environment, and to foster a good corporate culture.

【Finance, accounting】

The Company believes that knowledge of finance and accounting is necessary not only to ensure the reliability of financial reporting, but also to build a strong financial foundation and to allocate financial capital appropriately to achieve continuous growth.

<table>
<tr><th>Candidate No.</th><th>Name
(Date of birth), etc.</th><th colspan="2">Brief profile, position responsibility at the Company and status of key concurrent positions, etc.</th></tr>
<tr><td rowspan="20">1.</td><td rowspan="20">Masahiro Minami
(June 6, 1965)

<Number of the Company’s shares owned>
Ordinary shares:
159,600 shares

<Period in office as Director>
7 years (as of the close of this General Meeting of Shareholders)

<Attendance at meetings of board of directors>
17 / 17 meetings
(FY 2025)</td><td colspan="2">[Biography]</td></tr>
<tr><td>April 1989</td><td>Joined the Group</td></tr>
<tr><td>October 2009</td><td>Group Leader at Group Strategy Division of the Company</td></tr>
<tr><td>April 2013</td><td>General Manager of Group Strategy Division</td></tr>
<tr><td>April 2013</td><td>General Manager of Corporate Administration Division of Resona Bank, Ltd.</td></tr>
<tr><td>April 2017</td><td>Executive Officer, in charge of Omni Channel Strategy Division, and General Manager of Group Strategy Division of the Company</td></tr>
<tr><td>April 2017</td><td>Executive Officer, in charge of Omni Channel Strategy Division, and General Manager of Corporate Administration Division of Resona Bank, Ltd.</td></tr>
<tr><td>April 2018</td><td>Executive Officer, in charge of Omni Channel Strategy Division of the Company</td></tr>
<tr><td>April 2018</td><td>Executive Officer, in charge of Sales Support Division and Omni Channel Strategy Division of Resona Bank, Ltd.</td></tr>
<tr><td>April 2019</td><td>Executive Officer, in charge of Omni Channel Strategy Division and vice in charge of Corporate Governance Office of the Company</td></tr>
<tr><td>April 2019</td><td>Executive Officer, in charge of Sales Support Division and Omni Channel Strategy Division and vice in charge of Corporate Governance Office of Resona Bank, Ltd.</td></tr>
<tr><td>June 2019</td><td>Director and Executive Officer, in charge of Omni Channel Strategy Division and vice in charge of Corporate Governance Office of the Company</td></tr>
<tr><td>April 2020</td><td>Director, President and Representative Executive Officer of the Company, in charge of business development and DX</td></tr>
<tr><td>April 2020</td><td>Director of Resona Bank, Ltd.</td></tr>
<tr><td>April 2022</td><td>Director, President and Representative Executive Officer of the Company, in charge of SX, DX and business development</td></tr>
<tr><td>April 2023</td><td>Group CEO, Director, President and Representative Executive Officer of the Company, in charge of CX, SX, DX and business development</td></tr>
<tr><td>April 2025</td><td>Group CEO, Director, President and Representative Executive Officer of the Company (incumbent)</td></tr>
<tr><td colspan="2">[Status of key concurrent position]</td></tr>
<tr><td colspan="2">None.</td></tr>
<tr><td colspan="2">Number of concurrent position at listed companies: 0</td></tr>
</table>

Candidate No.	Name (Date of birth), etc.	Brief profile, position responsibility at the Company and status of key concurrent positions, etc.
		[Reasons for election of the candidate for Director] Mr. Masahiro Minami has wealth of business experience at corporate planning divisions. In addition, as the Executive Officer in charge of the omni channel strategy divisions of the Company and Resona Bank, Ltd., he has advanced the sophistication of customer touchpoints through the integration of physical and digital channels. Since assuming the position of President and Representative Executive Officer, he has been working to create new solution capabilities that integrate financial services with “Beyond Finance” initiatives beyond traditional financial boundaries. The Company proposes him as a candidate for a Director, expecting that he will continue to contribute to continuous growth of the Group and increase in corporate value on a medium- to long-term basis as the person with ultimate responsibility over business operations, and to receive the continued benefit of his experience and expertise in supervising the operation of the Company. * Special conflicts of interest between Mr. Masahiro Minami and the Company There are no special conflicts of interest between Mr. Masahiro Minami and the Company.

Candidate No.	Name (Date of birth), etc.	Brief profile, position responsibility at the Company and status of key concurrent positions, etc.
2.	Shinichiro Isa (January 11, 1974) <Number of the Company's shares owned> Ordinary shares: 21,200 shares	[Biography] April 1996 Joined the Group April 2013 Group Leader at Consumer Business Division of Resona Bank, Ltd. April 2019 General Manager of Omni Channel Strategy Division April 2019 General Manager of Omni Channel Strategy Division of the Company April 2021 Executive Officer, in charge of DX Planning Division, Customer Success Division, and Data Science Division April 2021 Executive Officer, in charge of DX Planning Division and Customer Success Division of Resona Bank, Ltd. April 2023 Executive Officer and Group CDIO, in charge of DX Planning Division, Customer Success Division, Data Science Division, and Group Strategy Division (Business Development) of the Company April 2024 Executive Officer, General Manager of Group Strategy Division and Special Assignment General Manager of Group Strategy Division April 2024 Executive Officer, General Manager of Corporate Planning Division of Resona Bank, Ltd. April 2025 Executive Officer, General Manager of Group Strategy Division, in charge of Group Strategy Division (Business Development), and Special Assignment General Manager of Group Strategy Division of the Company April 2025 Managing Executive Officer, General Manager of Corporate Planning Division of Resona Bank, Ltd. April 2026 Group CFO, Group CDO, Deputy President and Representative Executive Officer in charge of Finance and Accounting Division, Data Strategy Division, Group Strategy Division (Business Process Reform), Group Strategy Division (Business Development) and Workstyle Innovation Office of Group Strategy Division of the Company (incumbent) [Status of key concurrent position] None. Number of concurrent position at listed companies: 0 [Reasons for election of the candidate for Director] Mr. Shinichiro Isa has extensive experience in areas such as omni-channel strategy and DX, as well as substantial

Candidate No.	Name (Date of birth), etc.	Brief profile, position responsibility at the Company and status of key concurrent positions, etc.
		management experience as the Executive Officer in charge of the DX planning divisions and as head of the corporate planning divisions of the Company and Resona Bank, Ltd. The Company proposes him as a candidate for a Director, expecting that he will contribute to continuous growth of the Group and increase in corporate value on a medium- to long-term basis as Deputy President and Representative Executive Officer by leveraging his knowledge and experience in information technology and digitalization, and finance and accounting, and to receive the benefit of his experience and expertise in supervising the operation of the Company. * Special conflicts of interest between Mr. Shinichiro Isa and the Company There are no special conflicts of interest between Mr. Shinichiro Isa and the Company.

Candidate No.	Name (Date of birth), etc.	Brief profile, position responsibility at the Company and status of key concurrent positions, etc.
3.	Nobuki Iwadate (March 6, 1973) <Number of the Company's shares owned> Ordinary shares: 23,174 shares	[Biography] April 1995 Joined the Group July 2013 Group Leader at Human Resources Division of the Company July 2013 Group Leader at Human Resources Division of Resona Bank, Ltd. July 2017 General Manager of Ogikubo Branch of Resona Bank, Ltd. April 2019 General Manager of Tokyo Banking Department No. 2 April 2021 General Manager of Group Strategy Division of the Company April 2021 General Manager of Corporate Administration Division of Resona Bank, Ltd. April 2022 Executive Officer, General Manager of Group Strategy Division of the Company April 2022 Executive Officer, General Manager of Corporate Administration Division of Resona Bank, Ltd. April 2023 Executive Officer, in charge of Group Strategy Division of the Company April 2023 Executive Officer, in charge of Corporate Administration Division of Resona Bank, Ltd. April 2024 Executive Officer and Group CSuO, in charge of Group Strategy Division of the Company April 2024 Executive Officer, in charge of Corporate Planning Division of Resona Bank, Ltd. April 2025 Executive Officer, Group CSO and Group CSuO, in charge of Group Strategy Division of the Company April 2025 Managing Executive Officer, in charge of Corporate Planning Division of Resona Bank, Ltd. April 2026 Group CSO, Group CSuO, Group CHRO, Deputy President and Representative Executive Officer, in charge of Group Strategy Division, Human Resources Division and Corporate Governance Office of the Company (incumbent) April 2026 Representative Director, Deputy President and Executive Officer, in charge of Corporate Planning Division and Corporate Governance Office of Resona Bank, Ltd. (incumbent) [Status of key concurrent position] Representative Director, Deputy President and Executive Officer of Resona Bank, Ltd. Number of concurrent position at listed companies: 0

Candidate No.	Name (Date of birth), etc.	Brief profile, position responsibility at the Company and status of key concurrent positions, etc.
		[Reasons for election of the candidate for Director] Mr. Nobuki Iwadate has extensive experience in areas such as human resources and corporate planning, as well as substantial management experience as the Executive Officer of the corporate planning divisions. The Company proposes him as a candidate for a Director, expecting that he will contribute to continuous growth of the Group and increase in corporate value on a medium- to long-term basis as Deputy President and Representative Executive Officer by leveraging his knowledge and experience in corporate management, sustainability, and human capital, and to receive the benefit of his experience and expertise in supervising the operation of the Company. * Special conflicts of interest between Mr. Nobuki Iwadate and the Company There are no special conflicts of interest between Mr. Nobuki Iwadate and the Company.

Candidate No.	Name (Date of birth), etc.	Brief profile, position responsibility at the Company and status of key concurrent positions, etc.
4.	Yukinobu Murao (December 10, 1969) <Number of the Company’s shares owned> Ordinary shares: 30,252 shares <Period in office as Director> 1 year (as of the close of this General Meeting of Shareholders) <Attendance at meetings of board of directors> 12 / 12 meetings (FY 2025) <Attendance at meetings of Audit Committee> 11 / 11 meetings (FY 2025)	[Biography] April 1993 Joined the Group July 2009 Group Leader at Corporate Administration Division of Resona Bank, Ltd. October 2009 Group Leader at Group Strategy Division of the Company April 2018 General Manager of Corporate Administration Division of Saitama Resona Bank, Ltd. April 2020 Executive Officer, in charge of Corporate Administration Division, Risk Management Division and Compliance Division of Saitama Resona Bank, Ltd. April 2022 Executive Officer, in charge of Compliance Division of the Company April 2022 Executive Officer, in charge of Compliance Division of Resona Bank, Ltd. April 2023 Executive Officer and Group CCO, in charge of Risk Management Division and Compliance Division of the Company April 2023 Executive Officer, in charge of Risk Management Division and Compliance Division of Resona Bank, Ltd. April 2024 Executive Officer, Group CRO and Group CCO, in charge of Risk Management Division and Compliance Division of the Company April 2024 Managing Executive Officer, in charge of Risk Management Division and Compliance Division of Resona Bank, Ltd April 2025 Executive Officer, in charge of Risk Management Division and Compliance Division of the Company April 2025 Director and Managing Executive Officer, in charge of Risk Management Division and Compliance Division of Resona Bank, Ltd. June 2025 Director, Member of Audit Committee of the Company (incumbent) June 2025 Director of Resona Bank, Ltd. (incumbent) [Status of key concurrent position] Director of Resona Bank, Ltd. Number of concurrent position at listed companies: 0 [Reasons for election of the candidate for Director] Mr. Yukinobu Murao has wealth of managerial experience as the Executive Officer in charge of the risk management divisions of the Company and Resona Bank, Ltd. as well as experience in management supervision as a Director of Resona Bank, Ltd. At meetings of the Board of Directors, he has actively expressed opinions particularly from the perspective of legal, compliance,

Candidate No.	Name (Date of birth), etc.	Brief profile, position responsibility at the Company and status of key concurrent positions, etc.
		risk management, and finance and accounting. In addition, as a member of the Audit Committee, he has appropriately fulfilled his role by actively providing opinions in connection with audits of the execution of duties by Directors and Executive Officers. The Company proposes him as a candidate for a Director in order to continue utilizing his experience and expertise in supervising management for the enhancement of the Resona Group's corporate value over the medium to long term. * Special conflicts of interest between Mr. Yukinobu Murao and the Company There are no special conflicts of interest between Mr. Yukinobu Murao and the Company.

Candidate No.	Name (Date of birth), etc.	Brief profile, position responsibility at the Company and status of key concurrent positions, etc.	
5.	Kimie Iwata (April 6, 1947) Outside Director (Independent Director) <Number of the Company's shares owned> Ordinary shares: 13,800 shares <Period in office as Director> 7 years (as of the close of this General Meeting of Shareholders) <Attendance at meetings of board of directors> 17 / 17 meetings (FY 2025) <Attendance at meetings of Nominating Committee> 12 / 12 meetings (FY 2025)	[Biography]	
		April 1971	Joined the Ministry of Labor
		July 1996	Deputy Director General of Minister's Secretariat
		October 1998	Vice-Minister for Policy Coordination of Minister's Secretariat
		January 2001	Director General of Equal Employment, Children and Families Bureau of the Ministry of Health, Labor and Welfare
		June 2004	Director and Corporate Officer of Shiseido Company, Ltd.
		January 2007	Member of Council for Gender Equality of Cabinet Office
		April 2007	Director and Executive Corporate Officer of Shiseido Company, Ltd.
		June 2008	Representative Director, Executive Vice President
		April 2011	Member of Management Council of University of Tokyo
		March 2012	Outside Audit & Supervisory Board Member of Kirin Holdings Company, Ltd.
		April 2012	Director of Shiseido Company, Ltd.
		June 2012	Advisor
		July 2012	Outside Director of Japan Airlines Co., Ltd.
		July 2012	President of Japan Institute for Women's Empowerment & Diversity Management
		June 2013	Board Member of Tsuda University
		September 2013	Commissioner of Consumer Commission of Cabinet Office
		October 2015	Audit and Inspection Commissioner of Tokyo Metropolitan Government
		March 2016	Outside Director of Kirin Holdings Company, Ltd.
		April 2016	Outside Director of STRIPE INTERNATIONAL INC.
		April 2018	Member of Management Council of Niigata University (incumbent)
		June 2018	Outside Director of SUMITOMO CORPORATION
		June 2019	Outside Director, Member of Nominating Committee of the Company
		June 2019	Outside Director, Member of Compensation Committee of the Company
		June 2019	Outside Director of Ajinomoto Co., Inc. (incumbent)
		January 2022	Outside Director, Chairperson of Compensation Committee of the Company

Candidate No.	Name (Date of birth), etc.	Brief profile, position responsibility at the Company and status of key concurrent positions, etc.
		June 2023 Outside Director, Chairperson of Nominating Committee of the Company (incumbent) [Status of key concurrent position] Outside Director of Ajinomoto Co., Inc. Number of concurrent position at listed companies: 1 company [Reasons for election of the candidate for Outside Director and summary of expected role] Ms. Kimie Iwata has extensive perspectives and expertise based on her experience as a national public servant, a manager in the cosmetics industry, and an outside director in diverse industries. At meetings of the Board of Directors, she has actively expressed opinions particularly from the perspective of sustainability and human capital. In addition, as Chairperson of the Nominating Committee, she has appropriately fulfilled her role by leading the committee's proceedings with an emphasis on ensuring objectivity and transparency in the executive appointment process, while also actively expressing opinions as a committee member. She is independent of the management team and there is no threat of any conflict of interest arising with the general shareholders. The Company believes Ms. Iwata will continue to be highly capable of utilizing her ideas and experience in supervising management for the enhancement of the Resona Group's corporate value over the medium to long term and appoints her as a candidate for an Outside Director. * Special conflicts of interest between Ms. Kimie Iwata and the Company and independence of Ms. Kimie Iwata There are no special conflicts of interest between Ms. Kimie Iwata and the Company.

Candidate No.	Name (Date of birth), etc.	Brief profile, position responsibility at the Company and status of key concurrent positions, etc.
6.	Sawako Nohara (January 16, 1958) Outside Director (Independent Director) <Number of the Company's shares owned> Ordinary shares: 5,100 shares <Period in office as Director> 4 years (as of the close of this General Meeting of Shareholders) <Attendance at meetings of board of directors> 17 / 17 meetings (FY 2025) <Attendance at meetings of Compensation Committee> 10 / 10 meetings (FY 2025)	[Biography] April 1980 Joined Mitsubishi Petrochemical Co., Ltd. (currently Mitsubishi Chemical Corporation) December 1988 Joined Life Science Laboratories, Ltd. July 1995 Joined InfoCom Research, Inc. December 2001 President and Representative Director of IPSe Marketing, Inc. (incumbent) June 2006 Outside Director of NEC Corporation October 2009 Special Professor of Graduate School of Media and Governance, Keio University June 2012 Outside Auditor of Sompo Japan Insurance Inc. June 2013 Outside Director of NKSJ Holdings, Inc. (currently Sompo Holdings, Inc.) June 2014 Outside Director of Nissha Printing Co., Ltd. (currently NISSHA Co., Ltd.) June 2014 Outside Director of JAPAN POST BANK Co., Ltd. June 2018 Outside Auditor of TOKYO GAS Co., Ltd. June 2019 Outside Director of Daiichi Sankyo Co., Ltd. June 2021 Outside Director of Keikyu Corporation (incumbent) June 2021 Outside Director of TOKYO GAS Co., Ltd. June 2022 Outside Director, Member of Compensation Committee of the Company June 2025 Outside Director, Chairperson of Compensation Committee of the Company (incumbent) [Status of key concurrent position] President and Representative Director of IPSe Marketing, Inc. Outside Director of Keikyu Corporation Number of concurrent position at listed companies: 1 company [Reasons for election of the candidate for Outside Director and summary of expected role] Ms. Sawako Nohara has rich experience and high specialization in the information technology area. At meetings of the Board of Directors, she has actively expressed opinions particularly from the perspective of information technology, digitalization, sustainability, and human capital. In addition, as Chairperson of the Compensation Committee, she has appropriately fulfilled her role by leading the committee's proceedings with an emphasis on ensuring objectivity and transparency in the compensation determination process, while also actively expressing opinions as a committee member. She is independent of the management team and there is no threat of any conflict of interest arising with the general shareholders. The Company believes that Ms. Nohara will continue to be highly capable of utilizing her knowledge and

Candidate No.	Name (Date of birth), etc.	Brief profile, position responsibility at the Company and status of key concurrent positions, etc.
		experience in supervising management for the enhancement of the Resona Group’s corporate value over the medium to long term and appoints her as a candidate for an Outside Director. * Special conflicts of interest between Ms. Sawako Nohara and the Company and independence of Ms. Sawako Nohara There are no special conflicts of interest between Ms. Sawako Nohara and the Company. Although Ms. Sawako Nohara is the President and Representative Director of IPSe Marketing, Inc., there is no loan transaction between that company and the Company’s subsidiary banks.

Candidate No.	Name (Date of birth), etc.	Brief profile, position responsibility at the Company and status of key concurrent positions, etc.
7.	Masaki Yamauchi (January 11, 1961) Outside Director (Independent Director) <Number of the Company's shares owned> Ordinary shares: 12,900 shares <Period in office as Director> 4 years (as of the close of this General Meeting of Shareholders) <Attendance at meetings of board of directors> 17 / 17 meetings (FY 2025) <Attendance at meetings of Nominating Committee> 12 / 12 meetings (FY 2025) <Attendance at meetings of Audit Committee> 14 / 14 meetings (FY 2025)	[Biography] April 1984 Joined Yamato Transport Co., Ltd. April 2005 Executive Officer, Head of Tokyo Branch November 2005 Executive Officer, General Manager of Human Resources and Administration March 2007 Executive Officer of Yamato Holdings Co., Ltd. April 2008 Representative Director and President of Yamato Logistics Co., Ltd. April 2011 Representative Director, President and Executive Officer of Yamato Transport Co., Ltd. June 2011 Director and Executive Officer of Yamato Holdings Co., Ltd. April 2015 Representative Director, Executive Officer and President April 2019 Chairperson of the Board of Directors June 2020 Outside Director of Persol Holdings Co., Ltd. (incumbent) June 2022 Special Adviser of Yamato Holdings Co., Ltd. June 2022 Outside Director, Member of Audit Committee of the Company June 2023 Outside Director, Chairperson of Audit Committee of the Company (incumbent) June 2023 Outside Director, Member of Nominating Committee of the Company (incumbent) June 2023 Outside Director of Seiko Epson Corporation (incumbent) [Status of key concurrent position] Outside Director of Persol Holdings Co., Ltd. Outside Director of Seiko Epson Corporation Number of concurrent position at listed companies: 2 companies [Reasons for election of the candidate for Outside Director and summary of expected role] Mr. Masaki Yamauchi has extensive perspectives and experience as a manager of the logistics industry. At meetings of the Board of Directors, he has actively expressed opinions particularly from the perspective of corporate management and business development. In addition, as Chairperson of the Audit Committee, he has appropriately fulfilled his role by leading the committee's proceedings responsible for auditing the execution of duties by Directors and Executive Officers, while also actively expressing opinions as a committee member. As a member of the Nominating Committee, he has appropriately fulfilled his role by actively expressing opinions to ensure objectivity and

Candidate No.	Name (Date of birth), etc.	Brief profile, position responsibility at the Company and status of key concurrent positions, etc.
		transparency in the executive appointment process. He is independent of the management team and there is no threat of any conflict of interest arising with the general shareholders. The Company believes that Mr. Yamauchi will continue to be highly capable of utilizing his knowledge and experience in supervising management for the enhancement of the Resona Group's corporate value over the medium to long term and appoints him as a candidate for an Outside Director. * Special conflicts of interest between Mr. Masaki Yamauchi and the Company and independence of Mr. Masaki Yamauchi There are no special conflicts of interest between Mr. Masaki Yamauchi and the Company.

Candidate No.	Name (Date of birth), etc.	Brief profile, position responsibility at the Company and status of key concurrent positions, etc.
8.	Katsuyuki Tanaka (December 15, 1964) Outside Director (Independent Director) <Number of the Company's shares owned> Ordinary shares: 0 share <Period in office as Director> 3 years (as of the close of this General Meeting of Shareholders) <Attendance at meetings of board of directors> 17 / 17 meetings (FY 2025) <Attendance at meetings of Compensation Committee> 8 / 8 meetings (FY 2025) <Attendance at meetings of Audit Committee> 14 / 14 meetings (FY 2025)	[Biography] April 1993 Registered as attorney-at-law Joined Yuasa and Hara September 1998 Joined CENTRAL Intellectual Property & Law May 2006 Partner, Tokyo Seiwa Sogo Law Office (incumbent) February 2018 Outside Audit & Supervisory Board Member of Money Forward, Inc. (incumbent) June 2023 Outside Director, Member of Audit Committee of the Company (incumbent) June 2025 Outside Director, Member of Compensation Committee of the Company (incumbent) [Status of key concurrent position] Attorney-at-law (Tokyo Seiwa Sogo Law Office) Outside Audit & Supervisory Board Member of Money Forward, Inc. Number of concurrent position at listed companies: 1 company [Reasons for election of the candidate for Outside Director and summary of expected role] Mr. Katsuyuki Tanaka has extensive professional knowledge and experience concerning corporate legal matters. At meetings of the Board of Directors, he has actively expressed opinions particularly from the perspective of legal, compliance and risk management, as well as finance and accounting. In addition, as a member of the Audit Committee and the Compensation Committee, he has appropriately fulfilled his role by actively expressing opinions to ensure audits of the execution of duties by Directors and Executive Officers, as well as objectivity and transparency in the compensation determination process. Although he does not have past experience in corporate management other than serving as an outside audit & supervisory board member, the Company has determined that he is capable of appropriately supervising management based on his extensive knowledge and experience as described above. He is independent of the management team and there is no threat of any conflict of interest arising with the general shareholders. The Company believes that Mr. Tanaka will continue to be highly capable of utilizing his knowledge and experience in supervising management for the enhancement of the Resona Group's corporate value over the medium to long term and appoints him as a candidate for an Outside Director. * Special conflicts of interest between Mr. Katsuyuki Tanaka and the Company and independence of Mr. Katsuyuki Tanaka There are no special conflicts of interest between Mr. Katsuyuki Tanaka and the Company.

Candidate No.	Name (Date of birth), etc.	Brief profile, position responsibility at the Company and status of key concurrent positions, etc.
		Although Mr. Katsuyuki Tanaka is a lawyer, there is no retainer agreement between him and the Company or any of the subsidiary banks.

Candidate No.	Name (Date of birth), etc.	Brief profile, position responsibility at the Company and status of key concurrent positions, etc.
9.	Jiro Seguchi (July 29, 1963) Outside Director (Independent Director) <Number of the Company's shares owned> Ordinary shares: 800 shares <Period in office as Director> 1 year (as of the close of this General Meeting of Shareholders) <Attendance at meetings of board of directors> 11 / 12 meetings (FY 2025) <Attendance at meetings of Nominating Committee> 10 / 10 meetings (FY 2025) <Attendance at meetings of Audit Committee> 10 / 11 meetings (FY 2025)	[Biography] April 1986 Joined The Bank of Tokyo, Ltd. (currently MUFG Bank, Ltd.) March 1999 Joined Merrill Lynch Japan Securities Co., Ltd. (currently BofA Securities Japan Co., Ltd.) July 2010 Representative Director and President of Merrill Lynch Securities Co., Ltd. July 2010 Representative in Japan of Bank of America Corporation October 2013 General Manager for Asia-Pacific, Global Corporate Banking Investment of Bank of America Corporation June 2016 Representative Director and President of Merrill Lynch Japan Securities Co., Ltd. (currently BofA Securities Japan Co., Ltd.) June 2016 Representative in Japan of Bank of America Corporation January 2019 Director of Merrill Lynch Japan Securities Co., Ltd. January 2019 Co-President, Asia-Pacific of Bank of America Corporation March 2025 Outside Director and Board Member of Otsuka Holdings Co., Ltd. (incumbent) June 2025 Outside Director, Member of Nominating Committee of the Company (incumbent) June 2025 Outside Director, Member of Audit Committee of the Company (incumbent) May 2026 Senior Executive Managing Director, Japan Investment Corporation (incumbent) [Status of key concurrent position] Outside Director of Otsuka Holdings Co., Ltd. Outside Director of MS&AD Insurance Group Holdings, Inc. (scheduled to be proposed at the Ordinary General Meeting of Shareholders to be held in June 2026) Senior Executive Managing Director of Japan Investment Corporation (scheduled to be appointed as President, Member of the Board, CEO at the Ordinary General Meeting of Shareholders to be held in June 2026) Number of concurrent position at listed companies: 2 companies [Reasons for election of the candidate for Outside Director and summary of expected role] Mr. Jiro Seguchi has professional knowledge and experience in the financial sector and sufficient knowledge in finance and accounting. At meetings of the Board of Directors, he has actively expressed opinions particularly from the perspective of corporate management, finance, business development, and globalization. In addition, as a member of the Nominating Committee and the

Candidate No.	Name (Date of birth), etc.	Brief profile, position responsibility at the Company and status of key concurrent positions, etc.
		Audit Committee, he has appropriately fulfilled his role by actively expressing opinions to ensure objectivity and transparency in the executive appointment process and to conduct audits of the execution of duties by Directors and Executive Officers. He is independent of the management team and there is no threat of any conflict of interest arising with the general shareholders. The Company believes that Mr. Seguchi will continue to be highly capable of utilizing his knowledge and experience in supervising management for the enhancement of the Resona Group's corporate value over the medium to long term and appoints him as a candidate for an Outside Director. * Special conflicts of interest between Mr. Jiro Seguchi and the Company and independence of Mr. Jiro Seguchi There are no special conflicts of interest between Mr. Jiro Seguchi and the Company. Although Mr. Jiro Seguchi serves as Senior Executive Managing Director of Japan Investment Corporation and there are lending transactions between the Company's subsidiary bank and Japan Investment Corporation, they do not constitute an important business relationship under the Requirements for Independence of Outside Director and we consider that they would not affect his independence.

<table>
<tr><th>Candidate No.</th><th>Name
(Date of birth), etc.</th><th colspan="2">Brief profile, position responsibility at the Company and status of key concurrent positions, etc.</th></tr>
<tr><td rowspan="19">10.</td><td rowspan="19">Shie Lundberg
(October 11, 1973)
Outside Director
(Independent Director)

<Number of the Company’s shares owned>
Ordinary shares:
0 share

<Period in office as Director>
1 year (as of the close of this General Meeting of Shareholders)

<Attendance at meetings of board of directors>
12 / 12 meetings (FY 2025)

<Attendance at meetings of Compensation Committee>
8 / 8 meetings (FY 2025)</td><td colspan="2">[Biography]</td></tr>
<tr><td>April 1996</td><td>Joined Booz-Allen and Hamilton Co., Ltd. (currently PwC Consulting LLC)</td></tr>
<tr><td>June 2001</td><td>Obtained an MBA degree from Kellogg School of Management, Northwestern University</td></tr>
<tr><td>September 2001</td><td>Joined Merrill Lynch Japan Securities Co., Ltd. (currently BofA Securities Japan Co., Ltd.)</td></tr>
<tr><td>February 2005</td><td>Joined VIZ Media, LLC</td></tr>
<tr><td>January 2008</td><td>Senior Director of Strategy and Business Development Division of VIZ Media, LLC</td></tr>
<tr><td>March 2010</td><td>Joined Nextag, Inc.</td></tr>
<tr><td>June 2011</td><td>Japan Country Manager of Nextag, Inc.</td></tr>
<tr><td>October 2012</td><td>Senior Director of Sales Management Division of Nextag, Inc.</td></tr>
<tr><td>July 2013</td><td>Joined Google Inc. (currently Google LLC)</td></tr>
<tr><td>June 2016</td><td>Director, in charge of Consumer Care, gTech of Google Inc.</td></tr>
<tr><td>May 2021</td><td>Director, in charge of Privacy, Safety and Security, Core of Google Inc.</td></tr>
<tr><td>June 2022</td><td>Outside Director of Resona Bank, Ltd.</td></tr>
<tr><td>March 2023</td><td>Director, in charge of Program Management, Core of Google LLC (incumbent)</td></tr>
<tr><td>March 2025</td><td>Outside Director of DIC Corporation (incumbent)</td></tr>
<tr><td>June 2025</td><td>Outside Director, Member of Compensation Committee of the Company (incumbent)</td></tr>
<tr><td colspan="2">[Status of key concurrent position]
Outside Director of DIC Corporation
Number of concurrent position at listed companies: 1 company</td></tr>
<tr><td colspan="2">[Reasons for election of the candidate for Outside Director and summary of expected role]</td></tr>
<tr><td colspan="2">Ms. Shie Lundberg has extensive knowledge and experience as an expert in the field of information technology. At meetings of the Board of Directors, she has actively expressed opinions particularly from the perspective of information technology and digitalization, finance, business development, and globalization. In addition, as a member of the Compensation Committee, she has appropriately fulfilled her role by actively expressing opinions to ensure objectivity and transparency in the compensation determination process. She is independent of the management team and there is no threat of any conflict of interest arising with the general shareholders. The Company believes that Ms. Lundberg will continue to be highly capable of utilizing her knowledge and experience in supervising management for the enhancement of the Resona Group’s corporate value over the medium to long term and appoints her as a candidate for an Outside Director.</td></tr>
</table>

Candidate No.	Name (Date of birth), etc.	Brief profile, position responsibility at the Company and status of key concurrent positions, etc.
		* Special conflicts of interest between Ms. Shie Lundberg and the Company and independence of Ms. Shie Lundberg There are no special conflicts of interest between Ms. Shie Lundberg and the Company. * Ms. Shie Lundberg's name in the family register is Shie Saito.

Candidate No.	Name (Date of birth), etc.	Brief profile, position responsibility at the Company and status of key concurrent positions, etc.
11.	Yasuyuki Higuchi (November 28, 1957) Outside Director (Independent Director (Scheduled)) <Number of the Company's shares owned> Ordinary shares: 0 share	[Biography] April 1980 Joined Matsushita Electric Industrial Co., Ltd. (currently Panasonic Corporation) April 1992 Joined Boston Consulting Group July 1994 Joined Apple Computer, Inc. July 1997 Joined Compaq Computer Corporation (currently HP Japan Inc.) October 2000 Director, Head of Consumer Business Division May 2003 Representative Director and President May 2005 Representative Director and President and COO of The Daiei, Inc. March 2007 Representative Executive Officer and COO of Microsoft Co., Ltd. (currently Microsoft Japan Co., Ltd.) April 2008 Representative Executive Officer and President July 2015 Representative Executive Officer and Chairman of Microsoft Japan Co., Ltd. April 2017 Senior Managing Executive Officer of Panasonic Corporation President of Connected Solutions Company June 2017 Representative Director and Senior Managing Executive Officer of Panasonic Corporation April 2022 President and CEO, Panasonic Connect Co., Ltd. April 2023 President and CEO March 2026 External Director of Lion Corporation (incumbent) May 2026 Non-Executive Director, Polaris Capital Group Co., Ltd. (incumbent) [Status of key concurrent position] External Director of Lion Corporation Non-Executive Director of Polaris Capital Group Co., Ltd. Number of concurrent position at listed companies: 1 company [Reasons for election of the candidate for Outside Director and summary of expected role] The Company expects that Mr. Yasuyuki Higuchi, based on his specialized knowledge and experience in the IT and digital fields, as well as his extensive experience as a corporate executive at various companies, will actively provide opinions and advice at meetings of the Board of Directors, especially from the perspective of corporate management, business development, globalization, and information technology and digitalization. He maintains independence from the management team engaged in business execution and there is no risk of conflicts of interest with general shareholders. The Company believes that Mr. Higuchi will be highly capable of utilizing his knowledge and experience

Candidate No.	Name (Date of birth), etc.	Brief profile, position responsibility at the Company and status of key concurrent positions, etc.
		in supervising management for the enhancement of the Resona Group’s corporate value over the medium to long term and appoints him as a candidate for an Outside Director. * Special conflicts of interest between Mr. Yasuyuki Higuchi and the Company and independence of Mr. Yasuyuki Higuchi There are no special conflicts of interest between Mr. Yasuyuki Higuchi and the Company.

(Notes) 1. Among the candidates for Directors, Ms. Kimie Iwata, Ms. Sawako Nohara, Mr. Masaki Yamauchi, Mr. Katsuyuki Tanaka, Mr. Jiro Seguchi, Ms. Shie Lundberg and Mr. Yasuyuki Higuchi are candidates for Outside Directors as set out in Article 2, Paragraph 3, Item 7 of the Enforcement Regulations of the Companies Act.

2. The candidates for Outside Directors satisfy the requirements for independent directors under the provisions of the Tokyo Stock Exchange.

3. At the Company, the Nominating Committee selects, pursuant to the "Standards for Electing Director Candidates" established by the Nominating Committee, those Director candidates who are suitable for supervision of the management, upon examining whether they sufficiently meet the requirements of Director candidates, as well as the requirements of independence for Outside Director candidates.

In addition, to ensure transparency and objectivity of the management further, Director candidates are selected so that a majority of the Board of Directors are Outside Directors, in addition to a majority of each of the Nominating Committee, the Compensation Committee and the Audit Committee. The Company intends to ensure sufficient transparency and objectivity of its management, for the purpose of continuous enhancement of the Group corporate value.

If this proposal is approved, the Chairperson of the Board of Directors and the composition of each Committee is expected to be as follows:

（◎：Chairperson; ○：Member）

	Board of Directors	Nominating Committee	Compensation Committee	Audit Committee
Yukinobu Murao				○
Kimie Iwata		◎		
Sawako Nohara			◎	
Masaki Yamauchi	◎			
Katsuyuki Tanaka			○	◎
Jiro Seguchi		○		○
Shie Lundberg			○	
Yasuyuki Higuchi		○		○

4. The Company has entered into a liability limitation agreement with each incumbent Outside Director, which limits the Outside Directors' indemnity liability under Article 423, Paragraph 1 of the Companies Act to the aggregated amounts provided for in each of the items of Paragraph 1 in Article 425 of the Companies Act. If each Outside Director candidate is elected at this Meeting, the Company intends to enter into a similar liability limitation agreement with each of them.

5. The Company has executed with an insurance company an insurance contract under which all Directors of the Company are insured. The insurance will cover damages suffered by the insured in relation to the legal compensation for damages and costs of dispute resulting from claims for compensation for damages made against the insured. Provided, there are exclusions including those denying coverage of damages arising by willful conduct. When each candidate is elected at this General Meeting of Shareholders, such person will become the insured under such insurance contract and such insurance contract will be renewed during the term of office.

6. In the group companies of Yamato Holdings Co., Ltd., for which Mr. Masaki Yamauchi served as a director until June 2022, the construction of the business system could not keep up with the rapid growth of the e-commerce. In light of such situation, an investigation on employee working hours was carried out from February 2017, which revealed a finding that the company failed to properly recognize issues such as many employees not having been able to take sufficient breaks. Having regarded this issue seriously, that company has worked on various structure reform initiatives by promoting the idea of "Work Style Reform," which is characterized by the policy promoting the "improvement and thorough implementation of labor management," as a core management issue.

Furthermore, in Yamato Home Convenience Co., Ltd., a consolidated subsidiary of Yamato Holdings Co., Ltd., there were cases of the inappropriate charges to corporate moving service clients which contradict the general conditions of services, regarding which the company received administrative sanctions and a business improvement order from the Ministry of Land, Infrastructure, Transport and Tourism in January 2019. Yamato Holdings Co., Ltd. has worked together with Yamato Home Convenience Co., Ltd. to build a system to prevent the future recurrence of a similar situation and strengthen the corporate governance to further improve the sound management of the group.

Mr. Yamauchi had no knowledge of both incidents until they were uncovered, and he duly carried out his duties by expressing opinions from the perspective of compliance with laws and calling for attention as well as leading the measures for improvement.

[Outline of "Standards for Electing Director Candidates"]

(Requirements for Director Candidates)

The Director candidates under these Standards shall meet the following conditions:

(1) The person is suitable for the duty of supervising management from the viewpoint of facilitating the sustainable creation of Resona Group's corporate value;

(2) The person has the personality and knowledge required of a Director, and has the willingness and ability required for faithfully performing his/her duties;

(3) The person can secure the time necessary for faithfully performing his/her duties; and

(4) The person meets the requirements of a Director as specified by laws and regulations.

(Requirements for Independence of Outside Directors)

1. The independent Outside Directors under these Standards shall meet the requirements for an outside director as specified by laws and regulations and shall fall under none of the following subparagraphs:

(1) The person is an operating director, executive officer or other employee (hereinafter "operating person") of the Company or its affiliate, or has been an operating person of the Company or its affiliate during the period of 10 years before assuming the office of a Director;

(2) The person is a large shareholder having voting rights of 5% or more of all voting rights of the Company, or the person is an operating person of a corporation, organization, etc. which has voting rights of 5% or more of all voting rights of the Company;

(3) The person is an operating person of a company which has an important business relationship (Note 1) with the Company or its affiliate, or of its parent company or of its important subsidiary;

(4) The person has received compensation or other property benefits in the amount of 10 million yen or more (the annual average over the past three years) as attorney, consultant, etc. of the Company or its affiliate, in addition to officer's compensation of the Company; or the person is an operating person of a corporation, organization, etc. of which sales to the Company or its affiliate account for 2% or more of the consolidated sales of the corporation, organization, etc.;

(5) The person is an accounting auditor of the Company or its affiliate, or an employee, etc. of the accounting auditor;

(6) The person is an operating person of a corporation, organization, etc. which received a donation from the Company or its affiliate in the amount of 10 million yen or more (the annual average over the past three years), or 30% of the annual total expenses of the corporation, organization, etc., whichever is the larger;

(7) The person falls under any of the subparagraphs (2) through (6) during the period of past five years;

(8) The spouse or a relative within the second degree of the person falls under any of the subparagraphs (1) through (6);

(9) The person is an operating person of a corporation, organization, etc. which receives a director from the Company or its affiliate, or of its parent company, subsidiary, etc.;

(10) A person whose term of office of Outside Director exceeds eight years in total; and

(11) A person for whom a substantive conflict of interest could arise constantly in connection with general shareholders of the Company for any reasons other than those specified in above subparagraphs (1) through (10).

(Note 1) Important business relationship shall mean transactions, etc. which fall under any of the following:

(i) Usual transaction is 2% or more of the consolidated operating gross profit of the Company, or of consolidated gross sales of the client.

(ii) The balance of loans payable to the Company or its affiliate is specified in the business report of the client, and it is determined that such loan balance cannot be paid by other fund procurement means in a short period of time.

2. Even in the case that the person falls under any of the subparagraphs (1) through (11), if the Nominating Committee comprehensively judges his/her independence and determines that the person is qualified as an independent Outside Director, the person can be elected as an independent Outside Director candidate. In such case, the Nominating Committee shall explain the reasons, etc. for determining that the person is qualified as an independent Outside Director.

(Determination of Director Candidates)

1. When determining Director candidates, the Nominating Committee shall select those Director candidates who meet the requirements of Director candidates as specified in these Standards and have various backgrounds and experience.
2. In addition to the above, when determining Director candidates, the Nominating Committee shall ensure, in principle, that a majority of the Board of Directors are independent Outside Directors as specified in these Standards.

(Effectiveness of the Board of Directors of the Company)

1. Outline of method and results of evaluation of the effectiveness of the Board of Directors for the fiscal year ended March 31, 2026

   The Board of Directors of the Company conducts an annual self-assessment of its overall effectiveness, an outline of which is as follows.

   (1) Outline of the process of the Board effectiveness evaluation for the fiscal year ended March 31, 2026

Program		Overview
(i)	Discussion	All Directors discussed the methodology for evaluating the effectiveness of the Board of Directors. Based on this discussion, the evaluation method, including the scope of respondents and questionnaire items, was determined.
(ii)	Questionnaire	A questionnaire was conducted for all Directors and all Executive Officers.
(iii)-1	Interviews	Interviews were conducted regarding the overall effectiveness evaluation of the Board of Directors. (Interviewer: Corporate Governance Office)
(iii)-2	Interviews	Interviews were conducted regarding the self-assessment of the Board of Directors and evaluations of other Directors. (Interviewer: Chairperson of the Nominating Committee)
(iv)	Deliberation by the Board of Directors	The evaluation results obtained through the questionnaire and interviews were discussed.
(v)	Deliberation by the Board of Directors	Based on the evaluation results, the agenda and operational approach for the next fiscal year were discussed and determined.

   (2) Outline of the results of the Board effectiveness evaluation for the fiscal year ended March 31, 2026

   In the fiscal year ended March 31, 2026, as a result of initiatives undertaken with respect to "setting the Board agenda items in light of the roles and functions of the Board of Directors" and "effective operation of the Board of Directors," more than 90% of the responses in the quantitative evaluation (five-level scale) of the Board effectiveness evaluation were positive. Accordingly, it was assessed that the Board of Directors is fulfilling its role sufficiently under an appropriate composition and operational framework.

   On the other hand, the Company recognized the need to further enhance the setting of the Board agenda items and the operation of the Board, with a stronger focus on alignment with the medium- to long-term enhancement of the corporate value of the Resona Group as a whole.

2. Measures by the Board of Directors during the fiscal year ending March 31, 2027 for the improvement of effectiveness of the Board of Directors

   The Company will take on the following measures during the fiscal year ending March 31, 2027:

   (1) Deepening the Board agenda items based on four key stakeholders

   In the fiscal year ending March 31, 2027, the Company will set Board agenda items based on four stakeholders that are central to the Group's value creation, namely, customers, shareholders, society, and employees, and will effectively monitor the progress of the new Medium-term Management Plan.

   (2) Effective operation of the Board of Directors

   As efforts to improve the effectiveness of the Board of Directors, the Company will enhance opportunities for exchange of views among Directors as well as between Directors and Executive Officers. In addition, for the purpose of promoting a deeper understanding among Outside Directors, the Company will implement measures including tours to the Resona Group facilities, meetings for exchange of views with employees, and study sessions on matters related to the Company's business and external environment.

   Furthermore, the Company will continue to ensure the proper operation of the PDCA cycle by appropriately managing discussions and opinions at Board meetings and effectively reflecting them in execution and in subsequent deliberations.