## Financial Results for FY2018

May 2019

Mizuho Financial Group



#### **Forward-looking Statements**

This presentation contains statements that constitute forward-looking statements within the meaning of the United States Private Securities Litigation Reform Act of 1995, including estimates, forecasts, targets and plans. Such forward-looking statements do not represent any guarantee by management of future performance.

In many cases, but not all, we use such words as "aim," "anticipate," "believe," "endeavor," "estimate," "expect," "intend," "may," "plan," "probability," "project," "risk," "seek," "should," "strive," "target" and similar expressions in relation to us or our management to identify forward-looking statements. You can also identify forward-looking statements by discussions of strategy, plans or intentions. These statements reflect our current views with respect to future events and are subject to risks, uncertainties and assumptions.

We may not be successful in implementing our business strategies, and management may fail to achieve its targets, for a wide range of possible reasons, including, without limitation: incurrence of significant credit-related costs; declines in the value of our securities portfolio; changes in interest rates; foreign currency fluctuations; decrease in the market liquidity of our assets; revised assumptions or other changes related to our pension plans; a decline in our deferred tax assets; the effect of financial transactions entered into for hedging and other similar purposes; failure to maintain required capital adequacy ratio levels; downgrades in our credit ratings; our ability to avoid reputational harm; our ability to implement our Medium-term Business Plan, realize the synergy effects of "One Mizuho," and implement other strategic initiatives and measures effectively; the effectiveness of our operational, legal and other risk management policies; the effect of changes in general economic conditions in Japan and elsewhere; and changes to applicable laws and regulations.

Further information regarding factors that could affect our financial condition and results of operations is included in "Item 3.D. Key Information—Risk Factors" and "Item 5. Operating and Financial Review and Prospects" in our most recent Form 20-F filed with the U.S. Securities and Exchange Commission ("SEC") and our report on Form 6-K furnished to the SEC on December 26, 2018, both of which are available in the Financial Information section of our web page at www.mizuho-fg.com/index.html and also at the SEC's web site at www.sec.gov. We do not intend to update our forward-looking statements. We are under no obligation, and disclaim any obligation, to update or alter our forward-looking statements, whether as a result of new information, future events or otherwise, except as may be required by the rules of the Tokyo Stock Exchange.

Unless otherwise specified, the financial figures used in this presentation are based on Japanese GAAP This presentation does not constitute a solicitation of an offer for acquisition or an offer for sale of any securities

#### **Definitions**

FG: Mizuho Financial Group, Inc.

BK: Mizuho Bank, Ltd.

TB: Mizuho Trust & Banking Co., Ltd.

SC: Mizuho Securities Co., Ltd.

AM: Asset Management One Co., Ltd.

MSUSA: Mizuho Securities USA LLC

RBC: Retail & Business Banking Company CIC: Corporate & Institutional Company

GCC: Global Corporate Company GMC: Global Markets Company

AMC: Asset Management Company GPU: Global Products Unit RCU: Research & Consulting Unit

Customer Groups: Aggregate of RBC, CIC, GCC and AMC Markets: GMC

Consolidated Net Business Profits = Consolidated Gross Profits - G&A Expenses (excl. Non-Recurring Losses) + Equity in Income from Investments in Affiliates and certain other consolidation adjustments

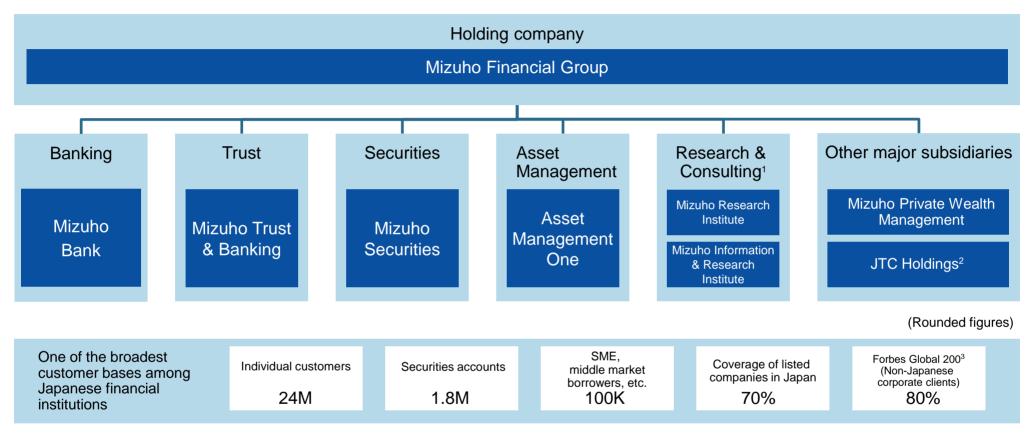
Net Income Attributable to FG: Profit Attributable to Owners of Parent

2 Banks: Aggregate figures for BK and TB on a non-consolidated basis

Group aggregated: Aggregate figures for BK, TB, SC, AM and other major subsidiaries on a non-consolidated basis

Company management basis: management figure of the respective in-house company

## Mizuho Group



Credit ratings (As of May 15, 2019)

	S&P	Moody's	Fitch	R&I	JCR
FG	A-	A1	A-	A+	AA-
BK / TB	А	A1	A-	AA-	AA

<sup>1.</sup> Also comprised of other organizations such as the BK Industry Research Dept., TB Consulting Dept. and Mizuho-DL Financial Technology

<sup>2.</sup> Bank holding company established on October 1, 2018 with the consolidation of Trust & Custody Services Bank, Ltd. (TCSB) and Japan Trustee Services Bank, Ltd. (JTSB)

<sup>3.</sup> Top 200 corporations from Forbes Global 2000 (excl. financial institutions)

## **Table of Contents**

Financial Results for FY2018 : Executive Summa	ary		
- Executive Summary of Financial Results	P. 6	- Expense roadmap	P. 4
- Earnings Plan for FY2019	P. 10	<ul> <li>Quantitative Image of Structural Reform</li> </ul>	P. 4
- In-house Company Earnings Plan	P. 11	- Outlook of Loans	P. 4
- Commencement and Implementation of Structural Reforms	P. 12	- Reduction of cross-shareholdings	P. 4
- Overview of Income Statement	P. 13	- Capital strategy	P. 5
- Overview of Balance Sheet	P. 15	- Priority business fields (Retail, Institutional, Global, Markets)	P. 5
- Consolidated Gross Profits	P. 16	- Transforming our approach to business operations	P. 5
- Net Interest Income	P. 18	- New HR Strategy	P. 5
- Overview of Loans	P. 19	- Group company reforms	P. 5
- Loans in Japan	P. 20	<ul> <li>Transforming our corporate culture</li> </ul>	P. 6
- Loans outside Japan	P. 21	- Sustainability	P. 6
- Non-JPY Funding	P. 22	<ul> <li>Value created for stakeholders</li> </ul>	P. 6
- Non-interest Income from Customer Groups	P. 23		
- General and Administrative Expenses	P. 24	Digital initiatives	
- Securities Portfolio	P. 25	- Our digitalization initiatives	P. 6
- Asset Quality	P. 28	- Al-based Credit Score	P. 6
- Loans Portfolio Outside Japan	P. 29	- Online lending for small- and medium-sized enterprises	
- Basel Regulatory Disclosures	P. 30	(SMEs)	P. 6
		- Partnership with Line	P. 6
Overview of the Previous Medium-term Busines:	s Plan	- J-Coin Pay	P. 6
- \		<ul> <li>New Core Banking System (MINORI)</li> </ul>	P. 7
5-Year Business Plan			
Transitioning to the Next Generation of Financial Services		ESG Initiatives	
- Introduction	P. 35	<ul> <li>Overview of ESG Initiatives</li> </ul>	P. 7
- Time frame	P. 37	<ul> <li>Environmental and social contribution initiatives</li> </ul>	P. 7
- Basic policy	P. 38	<ul> <li>ESG-related Recognition and Awards</li> </ul>	P. 7
- Basic strategy	P. 40	<ul> <li>Revision of our Compensation Program for Executives</li> </ul>	P. 7
- Key financials	P. 42	<ul> <li>Corporate Governance Structure</li> </ul>	P. 7
- Direction of each in-house company	P. 43	A man and all a	
- Revenue roadmap	P. 44	Appendix	
- Internal risk capital	P. 45		

# Financial Results for FY2018: Executive Summary

## **Executive Summary of Financial Results**

(Consolidated, JPY B)	FY2018	YoY	<ul> <li>Despite the increase for Customer Groups both inside and outside Japan,</li> <li>Consolidated Gross Profit declined sharply, mainly due to the write-down of a</li> </ul>
Net Business Profits + Net Gains (Losses) related to ETFs and others <sup>1</sup> Net Business Profits	408.3 ( 393.3 )	-129.6 ( -64.4 )	<ul> <li>loss in advance pertaining to the restructuring of our securities portfolio such as foreign bonds with unrealized losses in Markets and a decrease in Net Gains related to ETFs.</li> <li>Continued cost control, resulting in a reduction in expenses especially in BK and TB.</li> </ul>
Credit-related Costs	-19.5	-175.8	<ul> <li>Credit-related Costs increased as there were several matters pertaining to specific clients, however, results were still within target levels for the fiscal year.</li> <li>There was a YoY reduction due to a lack of a large reversal such as that which occurred last fiscal year.</li> </ul>
Net Gains (Losses) related to Stocks – Net Gains (Losses) related to ETFs and others 1  Net Gains (Losses) related to Stocks	259.8 274.8	68.0 ( 2.8 )	Increased mainly due to steady progress on cross-shareholdings reduction.
Net Income Attributable to FG	96.5	-479.9	<ul> <li>Decreased sharply YoY, due to an Extraordinary Loss related to impairment losses on fixed assets, in addition to the above-mentioned factors.</li> </ul>
CET1 Capital Ratio  ( excl. Net Unrealized Gains on Other Securities	12.76 % <b>10.71</b> %	0.27% ( 0.56% )	<ul> <li>Surpassed the target of 10% in the previous Medium-term Business Plan, through our efforts to build up capital steadily.</li> <li>CET1 Capital Ratio (Basel III finalization fully effective basis) would be 8.2%<sup>2</sup>.</li> </ul>

<sup>1.</sup> Net Gains related to ETFs (2 Banks) + Net Gains on Operating Investment Securities (SC Consolidated) was JPY 14.9B (-JPY 65.2B Compared to FY17)

<sup>2.</sup> Basel III fully effective basis, excluding Net Unrealized Gains (Losses) on Other Securities

## Executive Summary: Financial Results by In-house Company

	Gross Business Profits <sup>1</sup>		Net Business Profits <sup>1</sup>		Net Income <sup>1</sup>		ROE <sup>3</sup>
(JPY B)	FY18	YoY <sup>2</sup> (Compared to target)	FY18	YoY <sup>2</sup> (Compared to target)	FY18	YoY <sup>2</sup> (Compared to target)	FY18
Retail & Business Banking Company (RBC)	707.2	-19.7 (-20.6)	11.2	-3.3 (-7.8)	-323.6	-349.5 (-348.6)	_
Corporate & Institutional Company (CIC)	473.8	42.4 (11.3)	276.1	46.7 (14.1)	324.8	56.9 (11.8)	11.1%
Global Corporate Company (GCC)	416.1	75.4 (29.2)	171.2	79.5 (35.2)	89.8	27.8 (8.8)	6.9%
Global Markets Company (GMC)	192.0	-197.1 (-250.1)	-13.6	-199.4 (-243.6)	-16.6	-143.6 (-174.6)	-
Asset Management Company (AMC)	49.7	-0.4 (-3.9)	15.7	-1.7 (-2.3)	64.6	56.8 (57.6)	33.3%

#### **Customer Groups**

- Net Business Profits for Customer Groups increased due to the significant YoY increase in CIC and GCC
- RBC recorded a decline mainly due to a slowdown in sales of investment products for individuals under challenging market conditions.

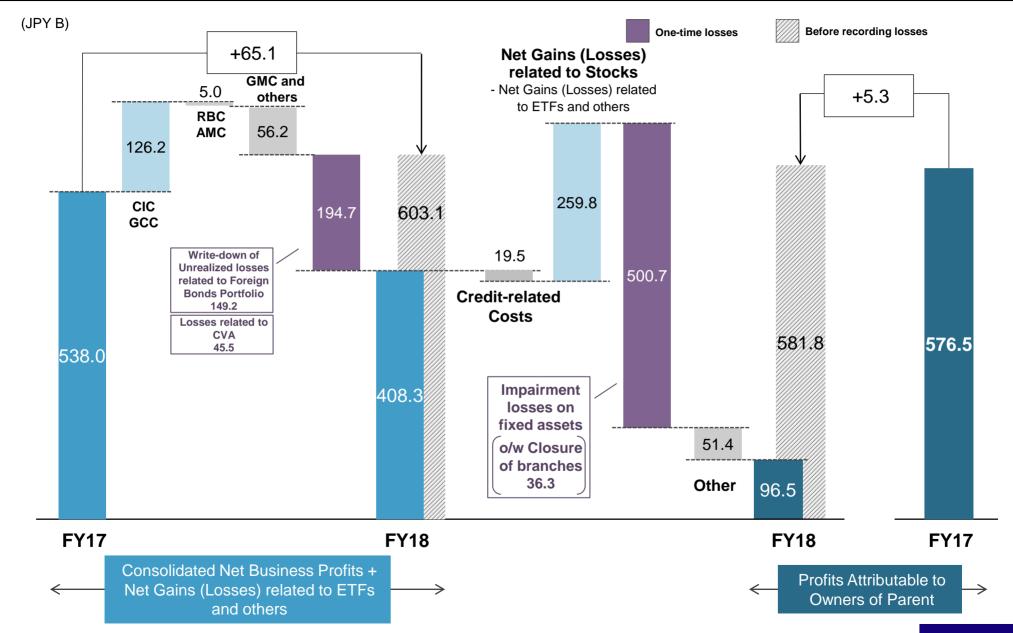
#### Markets

 Sharp decrease YoY in profits mainly due to the write-down of a loss in advance pertaining to the restructuring of our securities portfolio such as foreign bonds with unrealized losses.

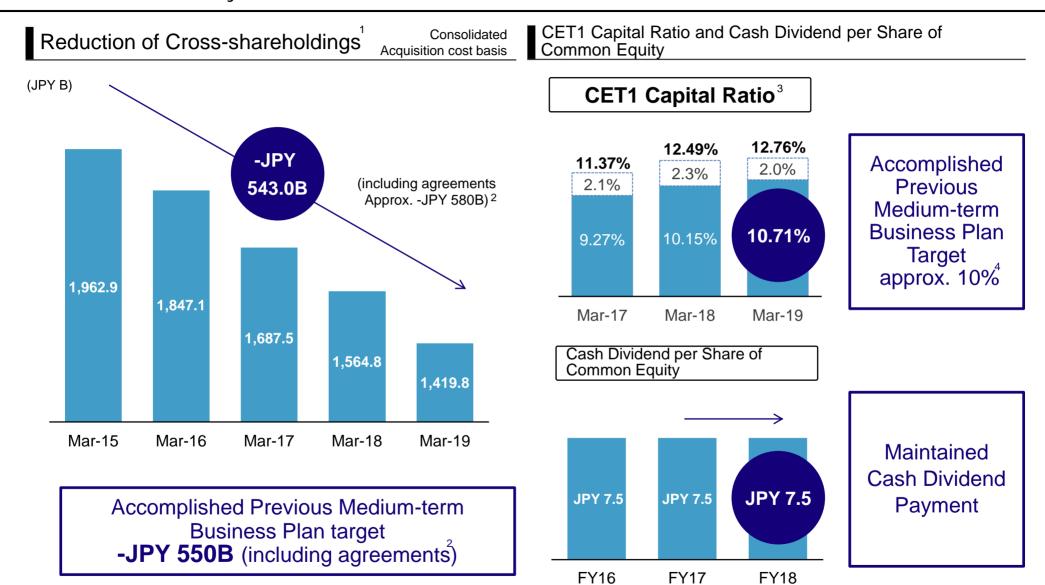
<sup>1.</sup> Net Gains (Losses) related to ETFs are included in GMC. 2. Figures for FY17 results are recalculated based on FY18 management accounting rules.

<sup>3.</sup> Management accounting basis. Calculated not only taking account of regulatory risk weighted assets but also other factors such as interest rate risk in the banking account

## Executive Summary of Financial Results: Recording Losses in Light of Structural Reform



## **Executive Summary of Financial Results: Other Points**



<sup>1.</sup> Other Securities which have readily determinable fair values 2. Includes future sales already agreed upon 3. Basel III fully-effective basis (based on current requirements)

<sup>4.</sup> Basel III fully-effective basis (based on current requirements), excluding Net Unrealized Gains (Losses) on Other Securities

## Earnings Plan for FY2019

Consolidated	FY2018	FY2019	
(JPY B)	Results	Target	YoY
Consolidated Net Business Profits (+ Net Gains (Losses) related to ETFs and others)*	408.3	600.0	191.6
Credit-related Costs	-19.5	-60.0	-40.4
Net Gains (Losses) related to Stocks (- Net Gains (Losses) related to ETFs and others)*	259.8	160.0	-99.8
Ordinary Profits	614.1	700.0	85.8
Net Income Attributable to FG	96.5	470.0	373.4

2 Banks	FY2018	FY2019	
(JPY B)	Results	Target	YoY
Net Business Profits (+ Net Gains (Losses) related to ETFs)	255.0	465.0	209.9
Credit-related Costs	-22.7	-55.0	-32.2
Net Gains (Losses) related to Stocks (- Net Gains (Losses) related to ETFs)	168.8	155.0	-13.8
Ordinary Profits	339.9	565.0	225.0
Net Income	-105.3	390.0	495.3

<sup>\*</sup>Net Gains (Losses) related to ETFs and others (2 Banks) + Net Gain on Operating Investment Securities (SC Consolidated)

#### **Cash Dividend per Share of Common Stock**

FY2019 (Estimate): JPY 7.50

Interim Cash
Dividend (Estimate) : JPY 3.75

Fiscal Year-end Cash: JPY 3.75

Dividend (Estimate)

#### Assumptions under the Earnings Plan

O/N Interest rate -0.05%

3M Tibor 0.07%

JGB (10-yr) 0.10%

Nikkei 225 Index JPY 21,700

USD/JPY 109.00

## In-house Company Earnings Plan

Group aggregate, management accounting, rounded figures

	Net	Business Pro	fits <sup>1, 2</sup>	s <sup>1, 2</sup> Net Income <sup>3</sup>			ROE 4
(JPY B)	FY18 <sup>5</sup>	FY19 target	YoY	FY18 <sup>5</sup>	FY19 target	YoY	FY19 target
Retail & Business Banking (RBC)	10.0	18.0	8.0	-325.0	21.0	346.0	1.7%
Corporate & Institutional (CIC)	268.0	238.0	-30.0	319.0	253.0	-66.0	12.2%
Global Corporate (GCC)	169.0	157.0	-12.0	88.0	91.0	3.0	6.7%
Global Markets (GMC)	-18.0	154.0	172.0	-19.0	106.0	125.0	6.1%
Asset Management (AMC)	16.0	13.0	-3.0	65.0	5.0	-60.0	4.4%
In-house Company Total	445.0	580.0	135.0	128.0	476.0	348.0	
FG Consolidated	408.3	600.0	191.6	96.5	470.0	373.4	6.2%

<sup>1.</sup> Net Gains (Losses) related to ETFs are included in GMC. 2. FG Consolidated figures are Consolidated Net Business Profits + Net Gains (Losses) related to ETFs and others.

<sup>3.</sup> FG Consolidated figures are Net Income Attributable to FG. 4. Each Company's ROE is on management accounting basis. Calculated not only taking account of regulatory risk weighted assets but also other factors such as interest rate risk in the banking account. 5. Preliminary figures. FY18 figures are calculated based on the new management accounting rules for FY19.

## Commencement and Implementation of Structural Reforms

#### Optimize Organization & Personnel

**Targets** 

Streamlining of approx. 1,300 employees\*



Shift to front office approx. 600 employees\*

Decrease by

approx. 700 employees

FY18 Results

approx. 1,750 employees



approx. 550 employees

Decreased by

approx. 1,200 employees

#### Structurally Reform IT systems

**Targets** 

FY18 Results

Migration to the New Core Banking System (Total of 9 phases)

**8 phases to date** (9th: planned in July 2019)

#### Revisit Channel Strategy

Targets		FY18 Results			
Reduce no. of locations in Japan by:	19 <sup>*</sup>	19			
Close or Merge:	10	10			
Create Joint Branches:	9	9			

#### Strengthen Earnings Power

Targets	FY18 Results
Risk weighted assets Streamline areas/Reduction: - JPY 400B Focus areas/Increase: + JPY 1.8T	-JPY 700B +JPY 1.6T

<sup>\*</sup>Cumulative number from FY17 to FY18

## Overview of Income Statement

		FY2018		YoY			
(JPY B)		FG	BK + TB <sup>1</sup>	SC <sup>2</sup>	FG	BK + TB <sup>1</sup>	SC <sup>2</sup>
Consolidated Gross Profits	1	1,812.7	1,440.9	261.8	-102.6	-83.4	-18.3
Net Interest Income	2	762.4	767.9	-10.0	-44.8	-42.7	-5.7
Net Fee and Commission Income + Fiduciary Income	3	665.5	512.8	110.8	-4.1	11.5	-13.0
Net Trading Income + Net Other Operating Income	4	384.6	160.1	161.1	-53.5	-52.2	0.4
Net Gains (Losses) related to Bonds	5	-109.3	-109.8	0.5	-88.5	-88.7	0.5
General and Administrative Expenses	6	-1,430.8	-1,079.6	-245.8	58.1	65.7	0.6
Personnel Expenses	7	-664.2	-473.2	-117.4	49.3	51.5	-0.1
Non-Personnel Expenses	8	-700.8	-550.6	-122.6	2.5	7.2	1.2
Miscellaneous Taxes	9	-65.6	-55.7	-5.7	6.1	7.0	-0.3
Consolidated Net Business Profits	10	393.3	363.5	17.4	-64.4	-37.9	-17.4
Credit-related Costs	11	-19.5	-18.9	-0.5	-175.8	-175.7	-0.0
Net Gains (Losses) related to Stocks	12	274.8	178.6	9.6	2.8	-79.8	-3.7
Equity in Income from Investments in Affiliates	13	51.2	49.5	0.3	29.7	27.8	0.2
Other	14	-74.2	-80.1	-0.2	19.4	23.2	-0.1
Ordinary Profits	15	614.1	490.2	25.2	-168.3	-222.2	-21.3
Net Extraordinary Gains (Losses)	16	-497.8	-494.2	-13.8	-515.3	-514.1	-9.8
Income before Income Taxes	17	116.2	-4.0	11.3	-683.6	-736.3	-31.1
Income Taxes	18	2.5	40.1	-8.0	194.1	214.3	-1.8
Profit Attributable to Non-controlling Interests	19	-22.1	-18.3	1.1	9.5	7.2	1.6
Profit Attributable to Owners of Parent	20	96.5	17.6	4.3	-479.9	-514.7	-31.3

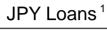
<sup>1.</sup> BK Consolidated + TB Consolidated 2. SC Consolidated

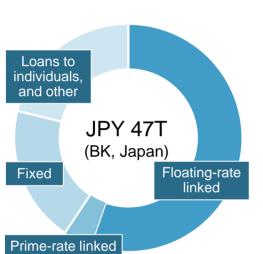
## Overview of Income Statement (Subsidiaries)

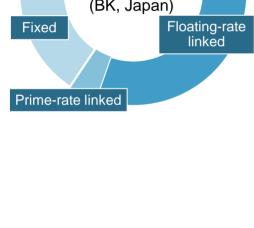
		BK Conso	olidated	TB Conso	olidated			SC Consc	lidated
(JPY B)	•	FY18	YoY	FY18	YoY	•	-	FY18	YoY
Consolidated Gross Profits	1	1,287.0	-90.4	153.9	6.9	Operating Revenues	21	381.5	0.0
Net Interest Income	2	740.8	-38.4	27.0	-4.3	Commissions	22	167.9	-0.4
Net Fee and Commission Income + Fiduciary Income	3	389.7	9.4	123.0	2.0	Net Gain on Trading	23	101.3	-22.8
Net Trading Income + Net Other Operating Income	4	156.3	-61.4	3.7	9.2	Net Gain on Operating Investment Securities	24	7.7	-2.3
Net Gains (Losses) related to Bonds	5	-111.9	-97. <i>4</i>	2.0	8.6	Interest and Dividend Income	25	104.4	25.6
General and Administrative Expenses	6	-978.0	61.1	-101.5	4.6	Interest Expenses	26	-97.6	-22.2
Personnel Expenses	7	-420.0	47.3	-53.1	4.2	Net Operating Revenues	27	283.8	-22.1
Non-Personnel Expenses	8	-505.8	6.6	-44.7	0.5	Selling, General Administrative Expenses	28	-262.6	0.7
Miscellaneous Taxes	9	-52.0	7.0	-3.6	-0.0	Operating Income	29	21.2	-21.4
Consolidated Net Business Profits	10	315.5	-46.1	47.9	8.2	Ordinary Income	30	22.7	-20.5
Credit-related Costs	11	-18.4	-172.1	-0.5	-3.5	Extraordinary Gain (Loss)	31	-11.4	-10.6
Net Gains (Losses) related to Stocks	12	158.2	-70.9	20.3	-8.9	Income before Income Taxes	32	11.3	-31.1
Equity in Income from Investments in Affiliates	13	49.4	27.8	0.0	-0.0	Income Taxes	33	-8.0	-1.8
Other	14	-71.4	24.1	-8.7	-0.9	Profit Attributable to Non-controlling Interests	34	1.1	1.6
Ordinary Profits	15	426.7	-220.3	63.5	-1.8	Profit Attributable to Owners of Parent	35	4.3	-31.3
Net Extraordinary Gains (Losses)	16	-492.1	-512.8	-2.1	-1.3				
Income before Income Taxes	17	-65.3	-733.2	61.3	-3.1				
Income Taxes	18	53.4	211.4	-13.2	2.9				
Profit Attributable to Non-controlling Interests	19	-17.8	6.8	-0.5	0.3				
Profit Attributable to Owners of Parent	20	-29.8	-514.9	47.5	0.1				

## Overview of Balance Sheet (Mar-19)

Consolidated, () represent changes from Mar-18





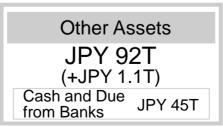


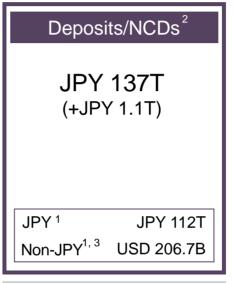
Bank of Japan Current Account Balance (2 Banks) : JPY 36T (+JPY 4.1T) Total Assets: JPY 200T (-JPY 4.2T)

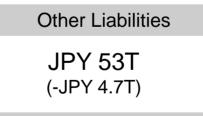
Risk Weighted Assets: JPY 57T (-JPY 1.6T)





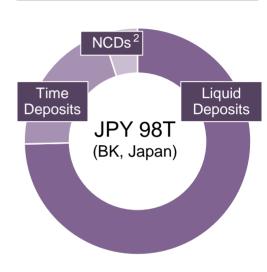








JPY Deposits<sup>1</sup>



o/w individual deposits: approx. JPY 40T

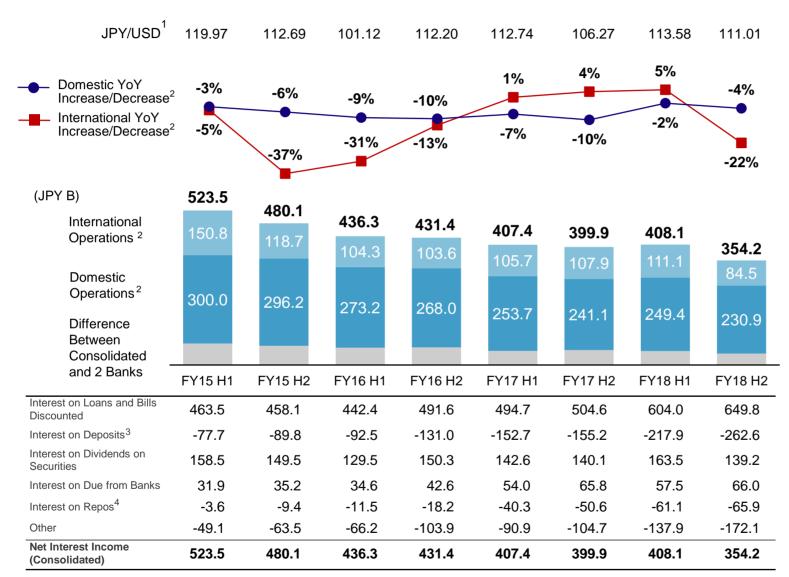
Leverage Ratio: 4.42% (+0.14%)

Liquidity Coverage Ratio<sup>4</sup>:

144.3% (-0.9%)

<sup>1.</sup> Management basis, rounded figures. 2. Negotiable Certificates of Deposit. 3. Customer Deposits. 4. FY18 Q4 result, () represent QoQ compared to FY18 Q3.

## Consolidated Gross Profits (Net Interest Income)

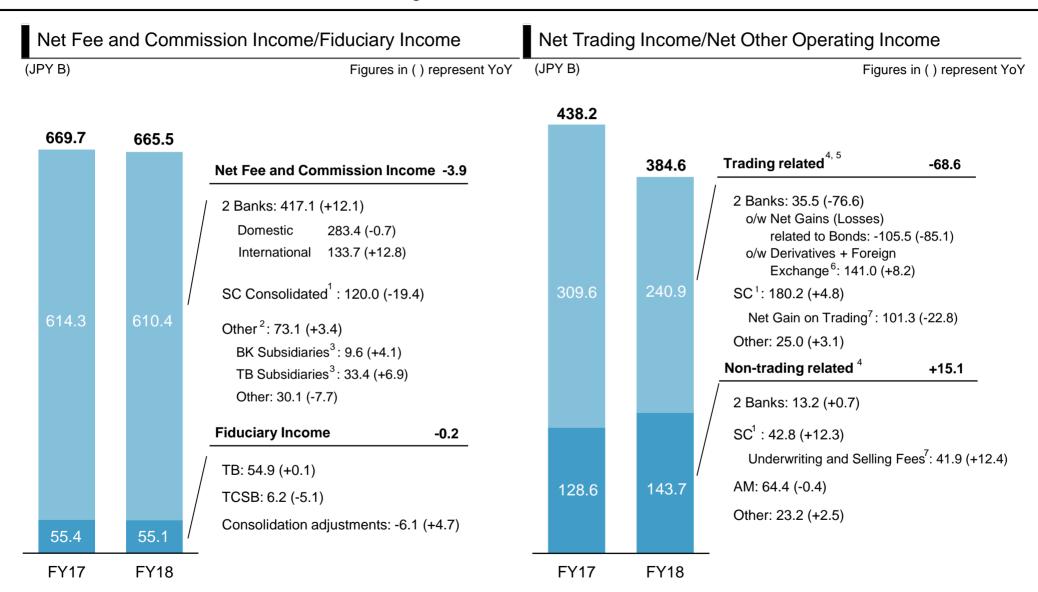


Net Interest Income has decreased mainly due to the increased market funding costs in international operations.

<sup>1.</sup> Foreign exchange rate (TTM) at the respective period end 2. 2 Banks 3. Excluding Interest on Negotiable Certificates of Deposit

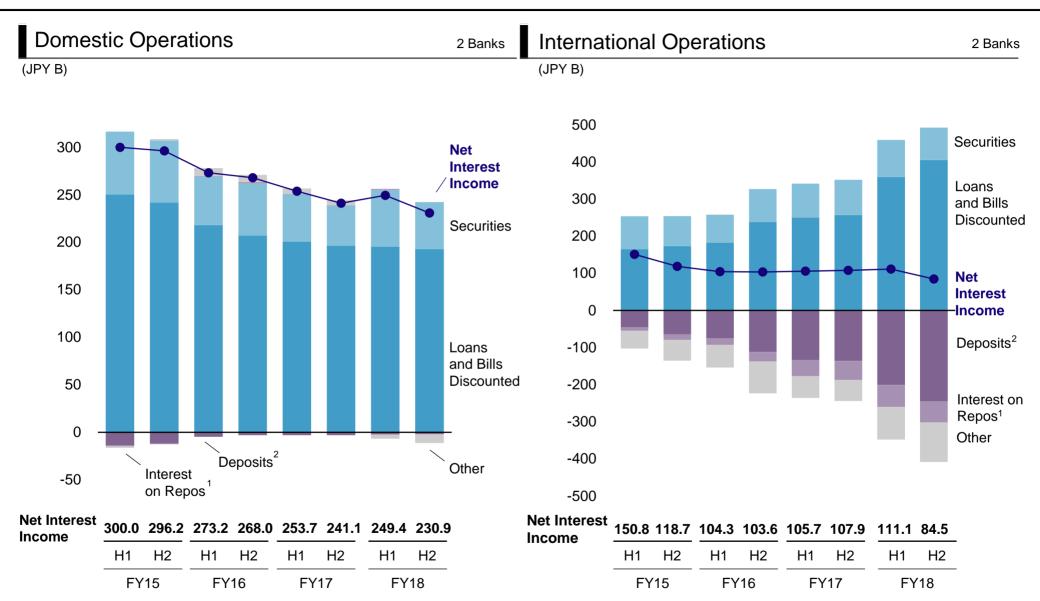
<sup>4.</sup> Receivables under Resale Agreements + Guarantee Deposits Paid under Securities Borrowing Transactions – Payables under Repurchase Agreements – Guarantee Deposits Received under Securities Lending Transactions

## Consolidated Gross Profits (excluding Net Interest Income)



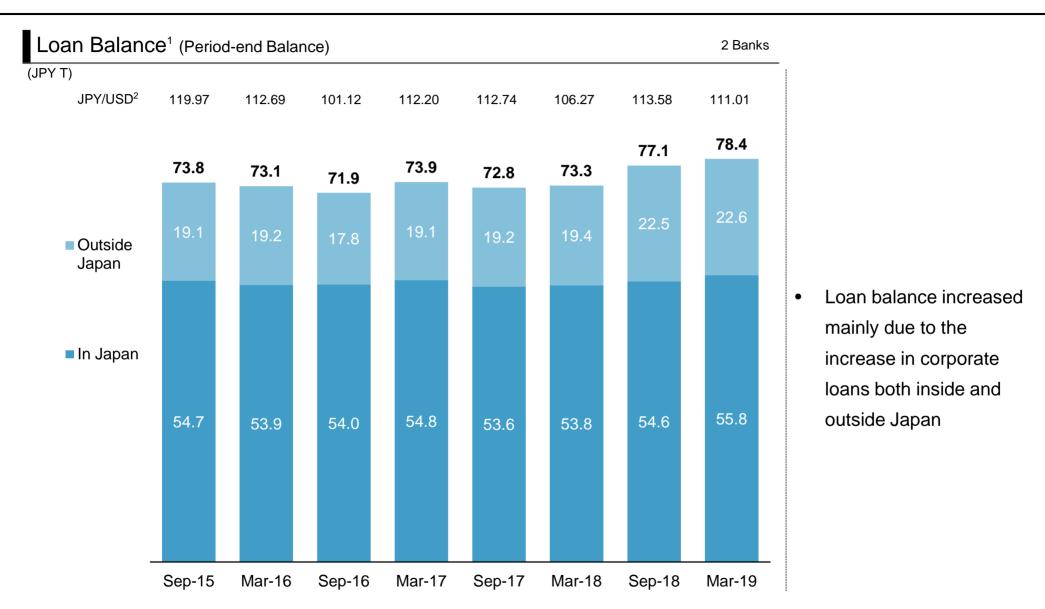
<sup>1.</sup> Includes MSUSA 2. Includes consolidation adjustments 3. After consolidation adjustments 4. After consolidation adjustments, includes subsidiaries 5. Net Trading Income – SC Underwriting and Selling Fees + Net Gains (Losses) related to Bonds + Net Gains (Losses) on Foreign Exchange Transactions 6. Net Gains (Losses) on Derivatives Trading Transactions + Net Gains (Losses) on Foreign Exchange Transactions 7. SC consolidated

## Net Interest Income (2 Banks)



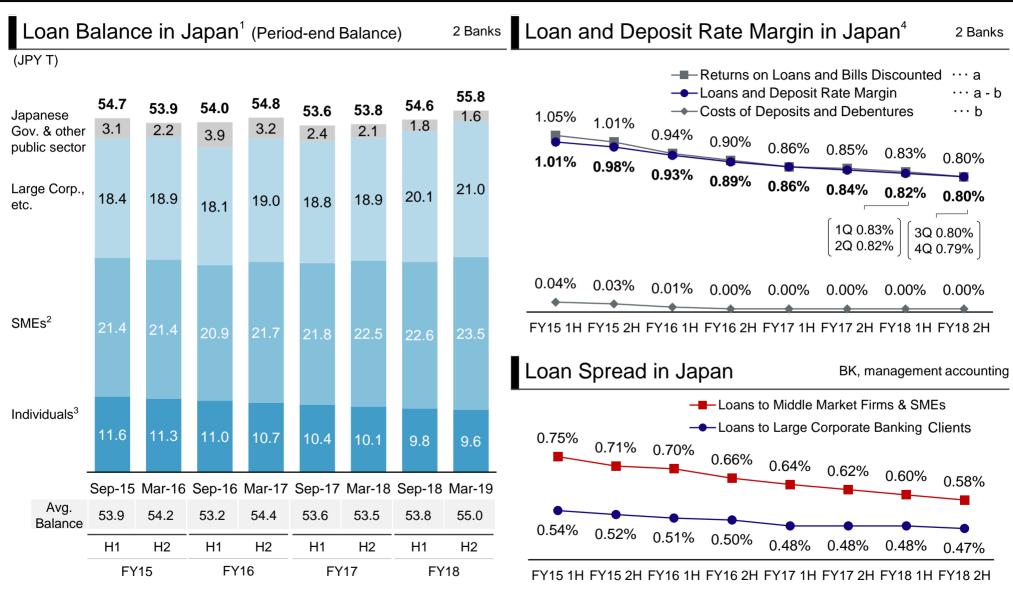
<sup>1.</sup> Receivables under Resale Agreements + Guarantee Deposits Paid under Securities Borrowing Transactions - Payables under Repurchase Agreements - Guarantee Deposits Received under Securities Lending Transactions 2. Excludes Interest on Negotiable Certificates of Deposit

#### Overview of Loans



<sup>1.</sup> Excluding loans to FG. Banking account 2. Foreign exchange rate (TTM) at the respective period ends

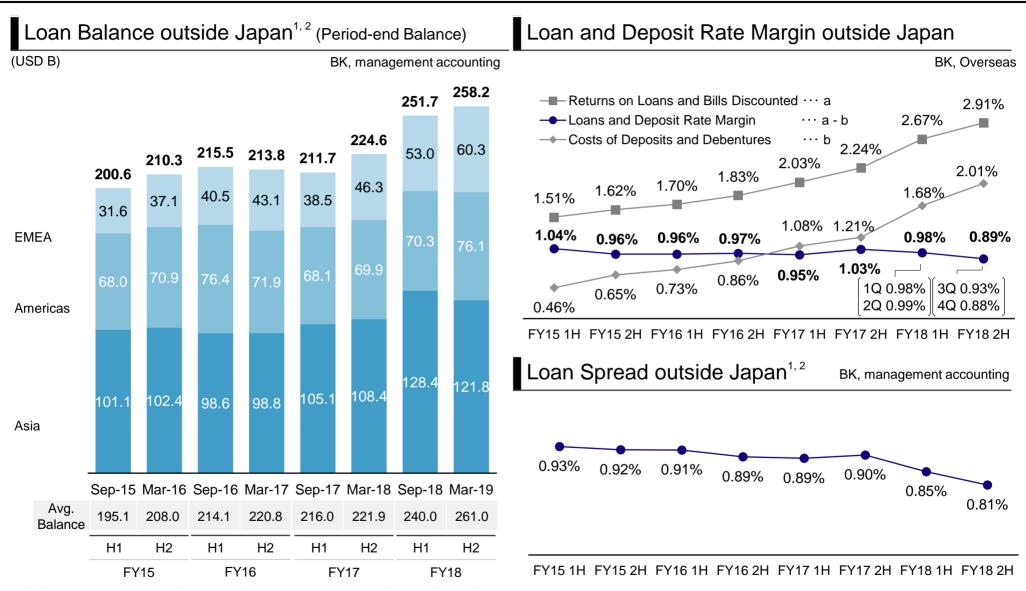
## Loans in Japan



<sup>1.</sup> Excluding loans to FG. Banking account. 2. Calculated by deducting "Housing and Consumer Loans" from "Loans to SMEs and Individual Customers".

<sup>3.</sup> Housing and Consumer Loans. 4. Domestic Operations, excluding loans to financial institutions (including FG) and the Japanese Government.

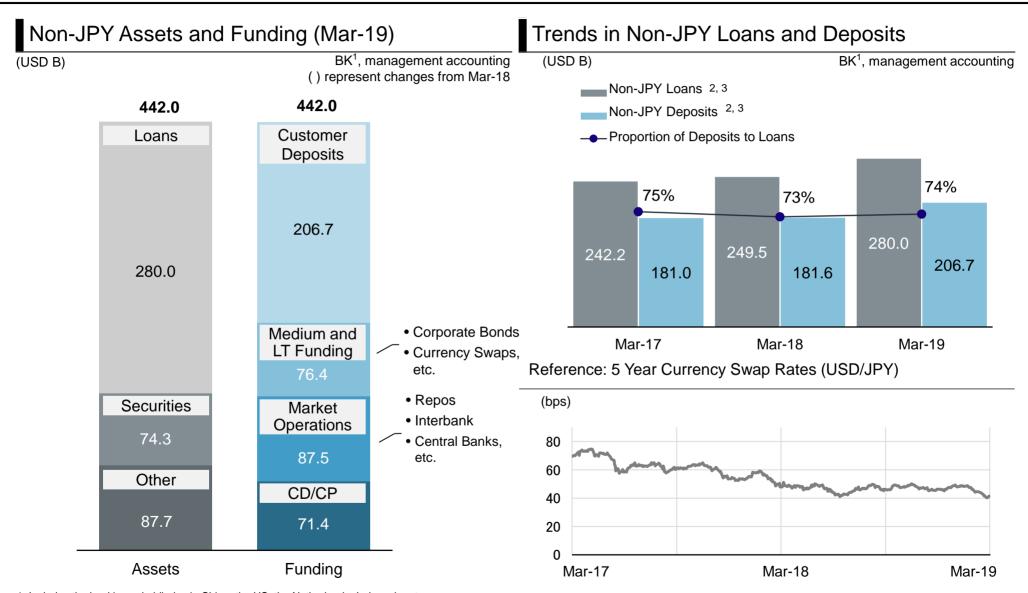
## Loans outside Japan



<sup>1.</sup> BK (including the subsidiaries in China, the US, the Netherlands, Indonesia, Malaysia, Russia, Brazil and Mexico).

<sup>2.</sup> Changed management accounting rules in FY18. Past figures are recalculated based on the new rules.

## Non-JPY Funding

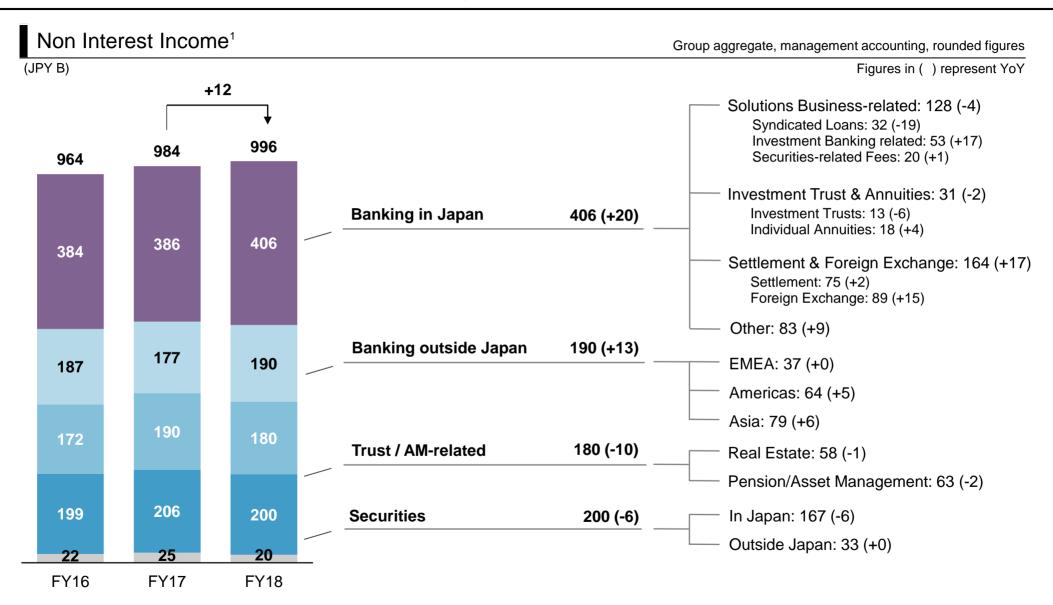


<sup>1.</sup> Includes the banking subsidiaries in China, the US, the Netherlands, Indonesia, etc.

Source: Bloomberg

<sup>2.</sup> Change management accounting rules in FY18. Past figures are based on the new rules. 3. Including Non-JPY loans/deposits in Japan.

## Non-interest Income from Customer Groups

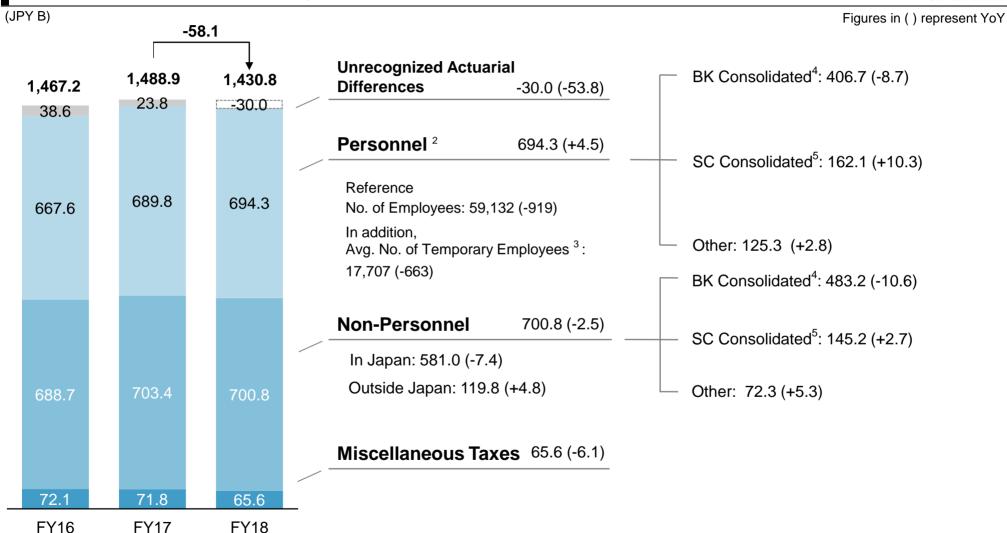


<sup>1.</sup> Changed management accounting rules in FY18. The original figures before the recalculation were FY16: JPY 974B and FY17: JPY 994B

## General and Administrative Expenses

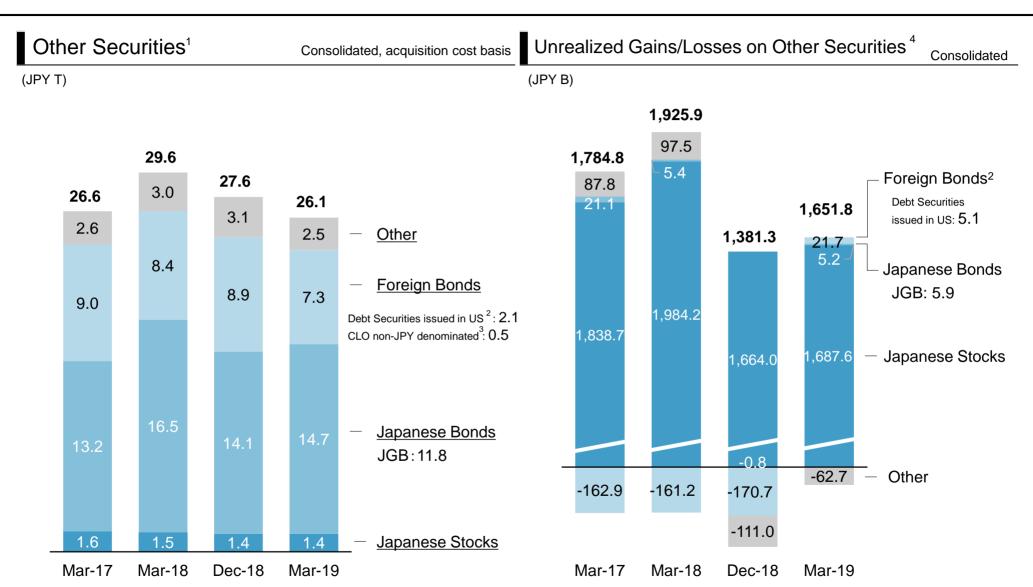
### General and Administrative Expenses<sup>1</sup>

Consolidated



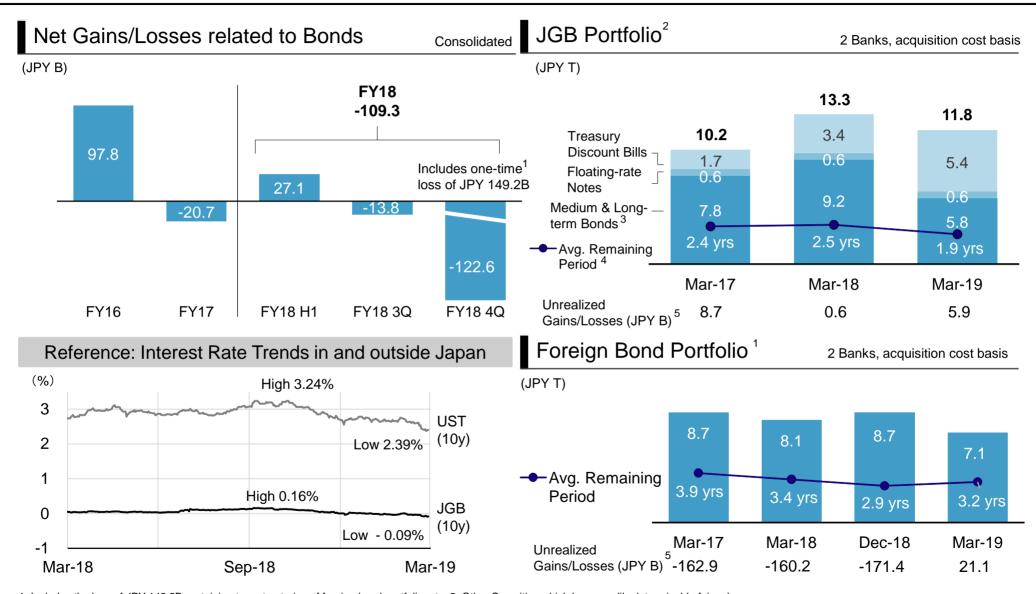
<sup>1.</sup> Includes Non-recurring Losses. 2. Excluding Unrecognized Actuarial Differences 3. Excluding the number of dispatched employees 4. Excluding MSUSA. 5. Aggregated MSUSA

#### Securities Portfolio



<sup>1.</sup> Other Securities which have readily determinable fair values. 2 UST/GSE Bonds. 3. Figure represents portion held by BK. 4. The base amount to be recorded directly to Net Assets after tax and other necessary adjustments. Calculated based on the quoted market price if available, or other reasonable value, at the respective period end.

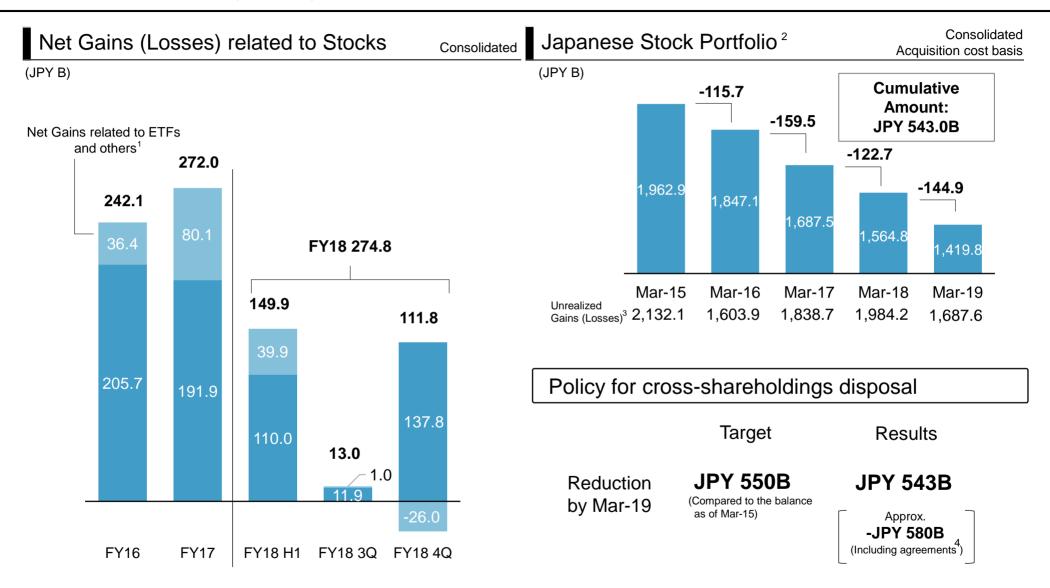
## Securities Portfolio (Bonds)



<sup>1.</sup> Includes the loss of JPY 149.2B pertaining to restructuring of foreign bond portfolio, etc. 2. Other Securities which have readily determinable fair values

<sup>3.</sup> Includes bonds with remaining period of one year or less 4. Excludes floating-rate notes 5. The base amount to be recorded directly to Net Assets after tax and other necessary adjustments. Calculated based on the quoted market price if available, or other reasonable value, at the respective period end.

## Securities Portfolio (Stocks)

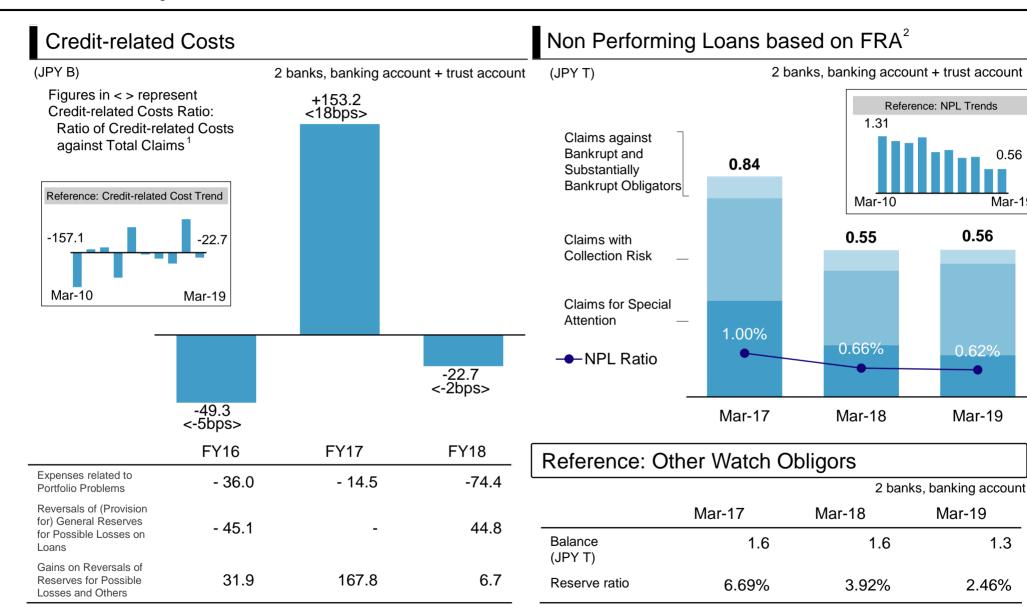


<sup>1.</sup> Net Gains related to ETFs (2 Banks) + Net Gain on Operating Investment Securities (SC Consolidated). 2. Other Securities which have readily determinable fair values.

<sup>3.</sup> The base amounts to be recorded directly to Net Assets after tax and other necessary adjustments. Based on the average market price of the respective month.

<sup>4.</sup> This figure includes future sales already agreed upon

## **Asset Quality**



<sup>1.</sup> Period-end balance, based on the Financial Reconstruction Act, 2. Financial Reconstruction Act,

0.56

0.62%

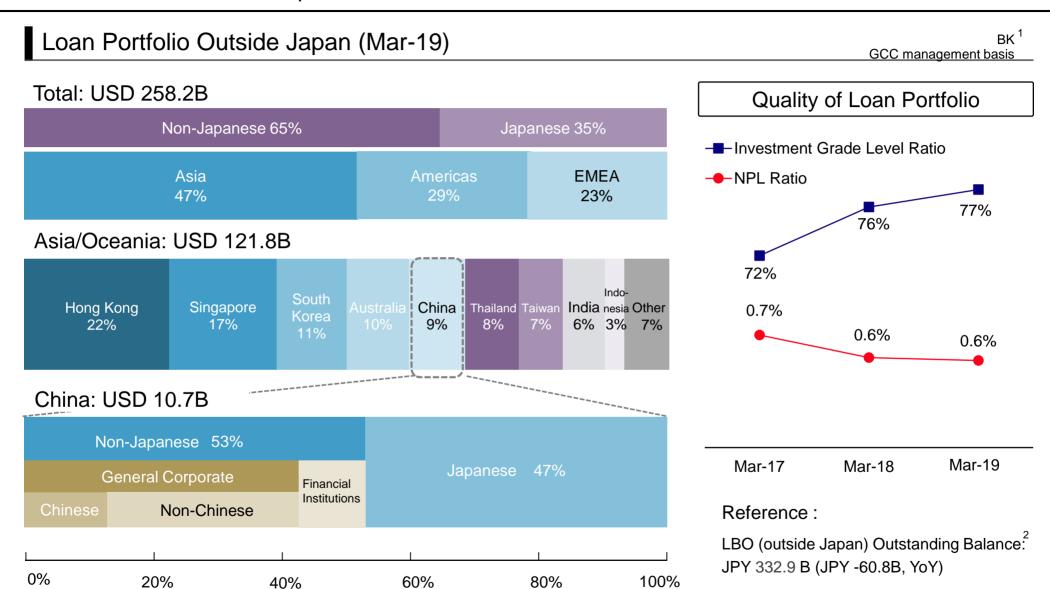
Mar-19

Mar-19

1.3

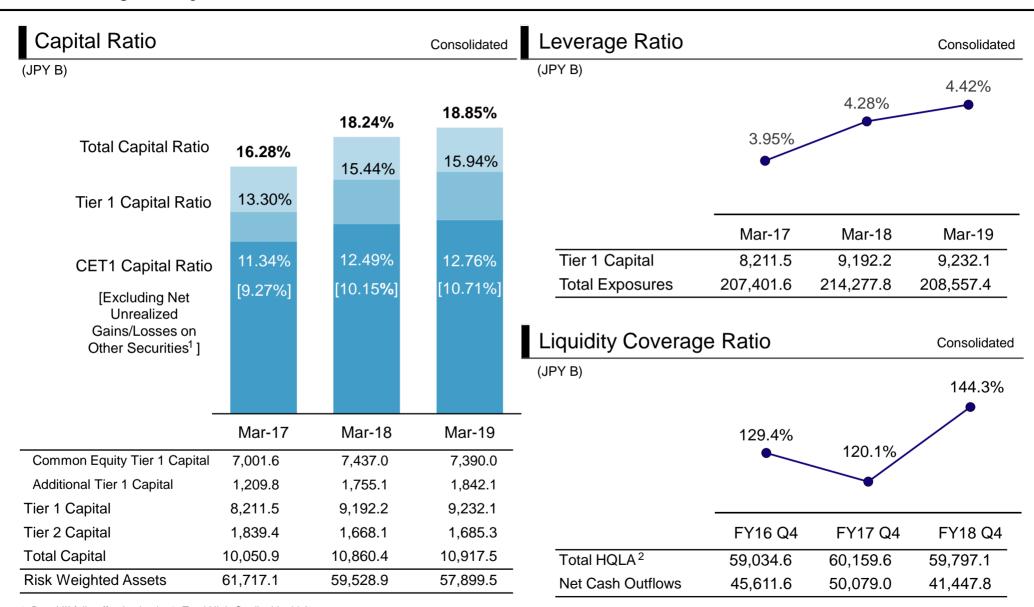
2.46%

## Loan Portfolio Outside Japan



<sup>1.</sup> Including banking subsidiaries outside Japan. 2. BK+TB, management accounting basis

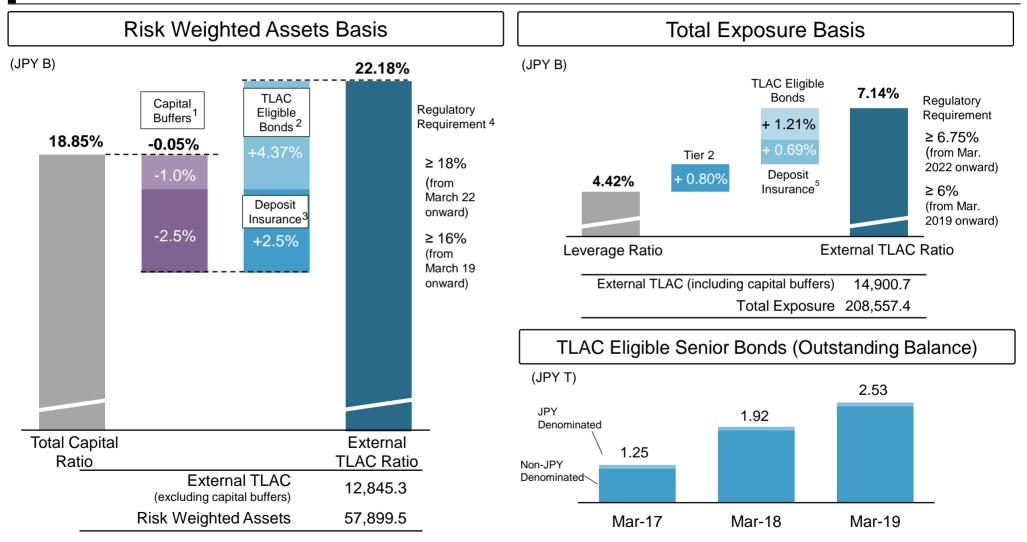
## Basel Regulatory Disclosures (1)



<sup>1.</sup> Basel III fully-effective basis 2. Total High-Quality Liquid Assets

## Basel Regulatory Disclosures (2)

### External TLAC Ratio (Mar-19)

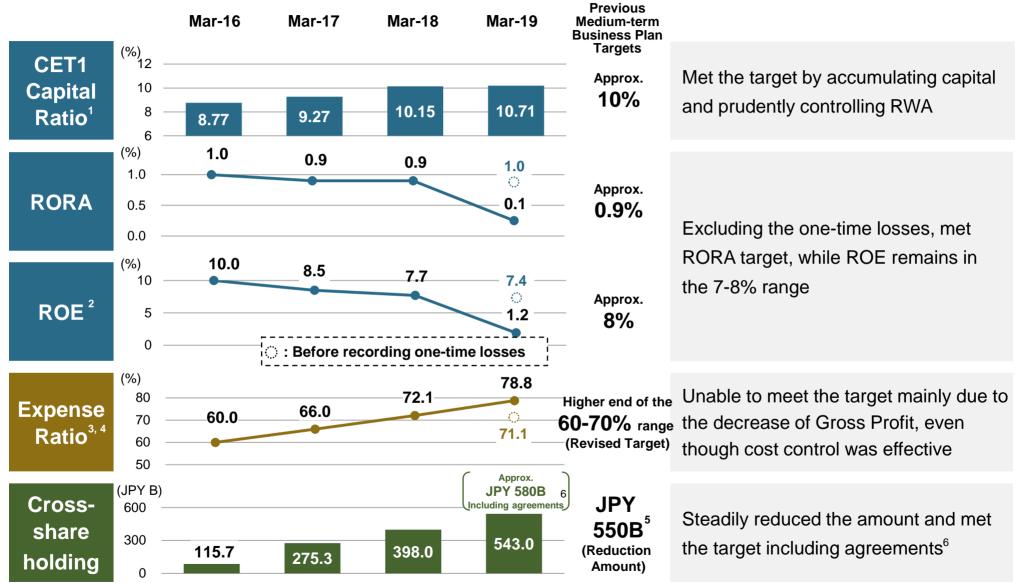


<sup>1.</sup> Capital Buffer = Capital Conservation Buffer (2.5%) + G-SIBs Capital Buffer (1.0%) + Countercyclical Capital Buffer (0.05%) 2. TLAC Eligible Senior Bond including other adjustments.

<sup>3.</sup> Deposit insurance fund reserve is allowed to count towards Japanese G-SIBs' TLAC. +3.5% of RWA from March 2022. 4. Minimum TLAC requirement based on FSB's final TLAC standard as of Nov. 9, 2015. Our required minimum TLAC as of March 2019 is 16.84% 5. Fund reserve equivalent amount on total exposure basis to 2.5% on RWA basis

## Overview of the Previous Medium-term Business Plan

#### Overview of the Previous Medium-term Business Plan



<sup>1.</sup> Basel III fully-effective basis (based on current regulations), excluding Net Unrealized Gains (Losses) on Other Securities 2. Excluding Net Unrealized Gains (Losses) on Other Securities 3. Group aggregated

<sup>4.</sup> Range of management accounting companies changed in FY17 (FY15 result remain unchanged) 5. Shares listed on Japanese stock market, acquisition cost basis, cumulative amount from FY15 to FY18

<sup>6.</sup> Includes future sales already agreed upon

## 5-Year Business Plan

Transitioning to the Next Generation of Financial Services

#### Introduction

## 5-Year Business Plan: Transitioning to the Next Generation of Financial Services

Basic policy

Implement forward-looking structural reforms focused on three interconnected areas: business structure, finance structure, and corporate foundations

Resolve the mismatch that has arisen in the allocation of corporate resources and respond to new customer needs in order to transition to the next generation of financial services

Key strategy Go beyond the conventional boundaries of finance and create new value incorporating both financial and non-financial products and services in order to forge new partnerships with our customers

**Open & Connected** 

**Passionate & Professional** 

- Draw on the strengths that Mizuho has cultivated thus far
- Customer base, network, trustworthiness & dependability
- Financial functions, market presence, ability to respond to non-financial needs
- Approach business as a unified group
- Accelerate our digitalization initiatives and proactive collaboration with external partners

Our objective

Build a stronger and more resilient financial group which our customers can depend on in the coming era

## 5-Year Business Plan: Transitioning to the Next Generation of Financial Services

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#### Time frame

Finance structure reforms

Business structure reforms

Corporate foundations reforms

First 3 years (FY2019 – 2021)

Full implementation of the structural reforms, building the firm foundations for next generation financial services

- Accelerate and implement structural reforms
- Invest in future growth and seek out new business
- Establish a stable revenue base and secure reserves for investment

Last 2 years (FY2022 – 2023)

Achieve the effects of the structural reforms and accelerate further growth

- Begin to see full effects of structural reforms
- Newly launched businesses make a marked contribution to earnings
- Invest in further growth and enhance returns to shareholders

**5-year business plan** (FY2019 – 2023)

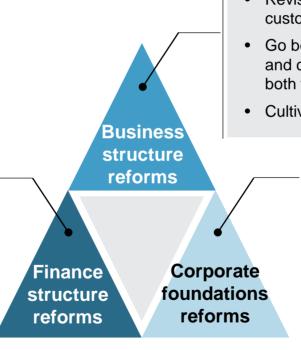
# Basic policy: Three-pillar reform

Implement forward-looking structural reforms focused on three interconnected areas: business structure, finance structure, and corporate foundations

#### Eliminate the mismatch in Expenses vs Gross Profits

- Establish a stable revenue structure and robust finance base
- Implement a capital management strategy which will enable us to transition as soon as possible to a capital utilization phase

Risk & Return Cost & Return
Stability Growth



# Eliminate the mismatch in customer needs vs our sales framework

- Revise our business model to respond to changing customer needs
- Go beyond the conventional boundaries of finance and create new, more open value chains spanning both finance and adjacent fields
- Cultivate new partnerships with customers

# Eliminate the mismatch in how society has changed vs our business style

- Transform our approach to business operations in order to enhance employee engagement and motivation
- Strengthen governance of group companies and accelerate unified group management
- Cultivate a new corporate culture centered on communication

#### Introduction

# 5-Year Business Plan: Transitioning to the Next Generation of Financial Services

# Basic policy

Implement forward-looking structural reforms focused on three interconnected areas: business structure, finance structure, and corporate foundations

Resolve the mismatch that has arisen in the allocation of corporate resources and respond to new customer needs in order to transition to the next generation of financial services

# Key strategy

Go beyond the conventional boundaries of finance and create new value incorporating both financial and non-financial products and services in order to forge new partnerships with our customers

#### **Open & Connected**

**Passionate & Professional** 

Draw on the strengths that Mizuho has cultivated thus far

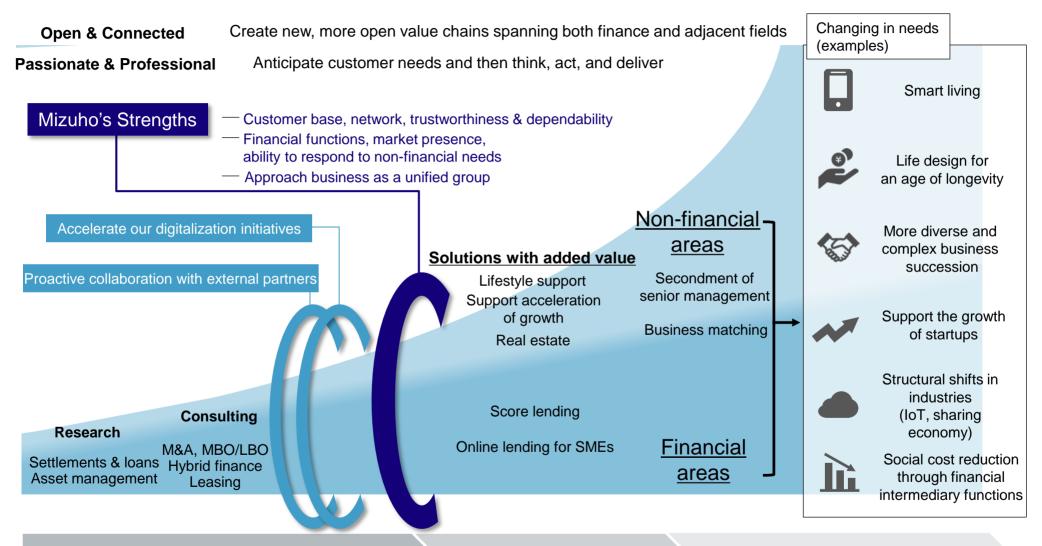
- Customer base, network, trustworthiness & dependability
- Financial functions, market presence, ability to respond to non-financial needs
- Approach business as a unified group

Accelerate our digitalization initiatives and proactive collaboration with external partners

Our objective

Build a stronger and more resilient financial group which our customers can depend on in the coming era

# Basic strategy: Creation of new value in adjacent business areas surrounding finance



Respond to structural changes in customer needs with financial solutions with added value

Improve corporate value

Contribute to the sustainable development of economy and society

#### Introduction

# 5-Year Business Plan: Transitioning to the Next Generation of Financial Services

Basic policy

Implement forward-looking structural reforms focused on three interconnected areas: business structure, finance structure, and corporate foundations

Resolve the mismatch that has arisen in the allocation of corporate resources and respond to new customer needs in order to transition to the next generation of financial services

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Accelerate our digitalization initiatives and proactive collaboration with external partners

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# Key financials

#### Financial targets (FY2023)

() represent FY18 results

Consolidated ROE 1

Approx. 7 - 8% (1.2%)

Consolidated Net Business Profits<sup>2</sup>

Approx. JPY 900B (JPY 408.3B)

Common Equity Tier 1 (CET1) capital ratio target level

basis

Basel III finalization fully-effective

Lower end of the 9 – 10% range (8.2%)

Excluding Net Unrealized Gains (Losses) on Other Securities

Reduction of cross-shareholdings

Reduction of JPY 300B<sup>3</sup>

By the end of FY2021

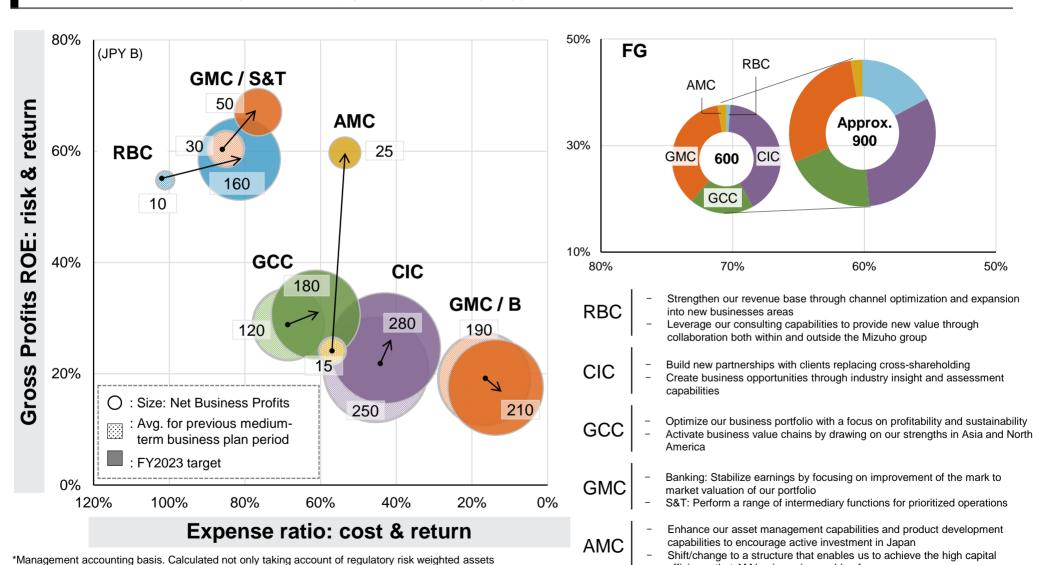
[Assumed financial indicators] 10-year JGB; interest rate: 0.15%; Nikkei Stock Average: 22,100 yen; JPY/USD: 101 yen

<sup>1.</sup> Excluding Net Unrealized Gains (Losses) on Other Securities 2. Consolidated Net Business Profits + Net Gains (Losses) related to ETFs (2 Banks) + Net Gain on Operating Investment Securities (SC Consolidated) 3. Acquisition cost basis

# Direction of each in-house company

but also other factors such as interest rate risk in the banking account.

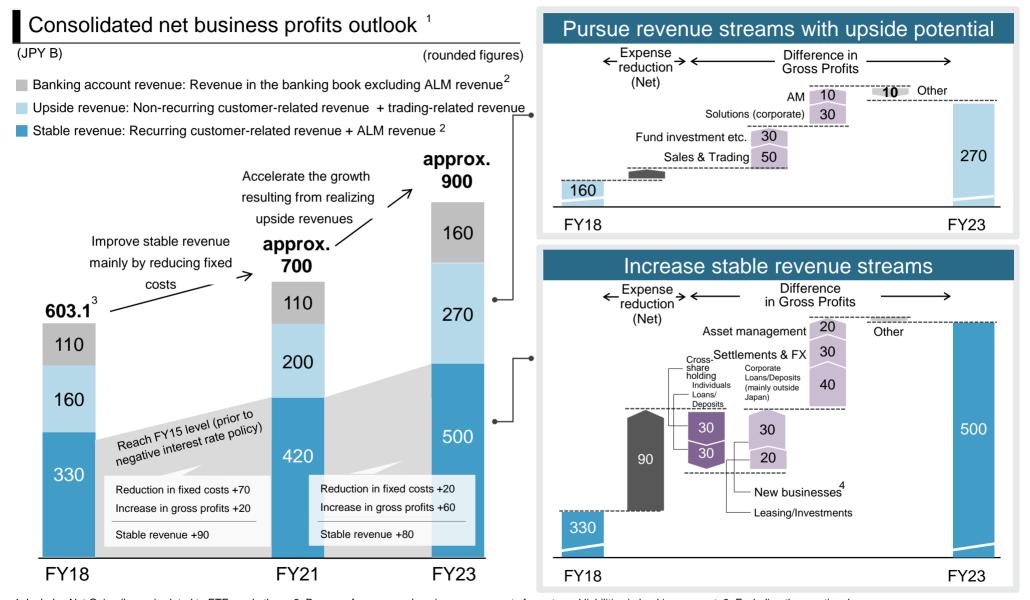
#### Gross Profits ROE and expense ratio (by in-house company)



MIZUHO

efficiency that AM business is capable of

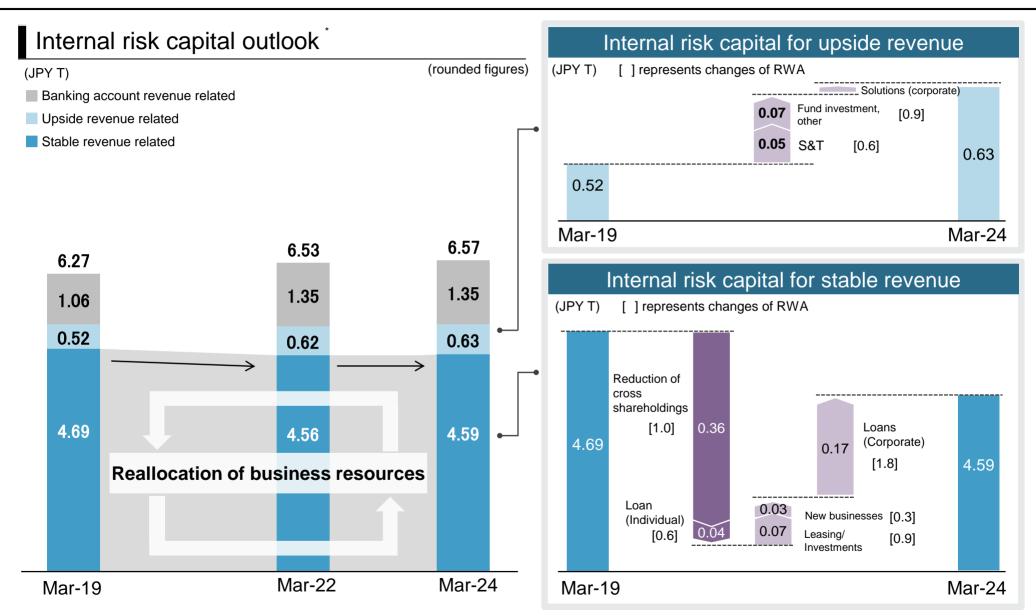
# Revenue roadmap



<sup>1.</sup> Includes Net Gains (losses) related to ETFs and others 2. Revenue from comprehensive management of assets and liabilities in banking account 3. Excluding the one-time losses

<sup>4.</sup> J.Score, Mizuho Smart Business Loans, etc.

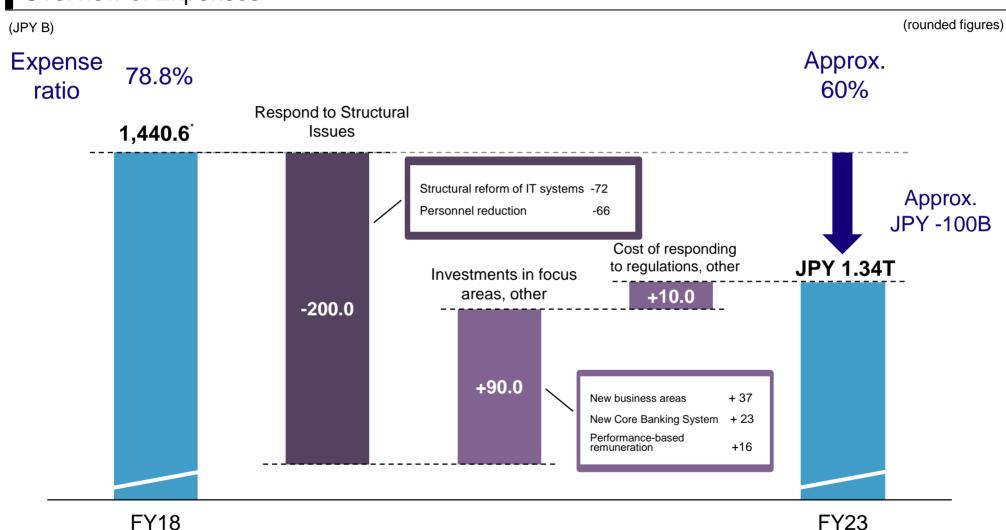
# Internal risk capital



<sup>\*</sup>The amount of internally managed risk. Calculated not only taking account of regulatory risk weighted assets but also other factors such as interest rate risk in the banking account

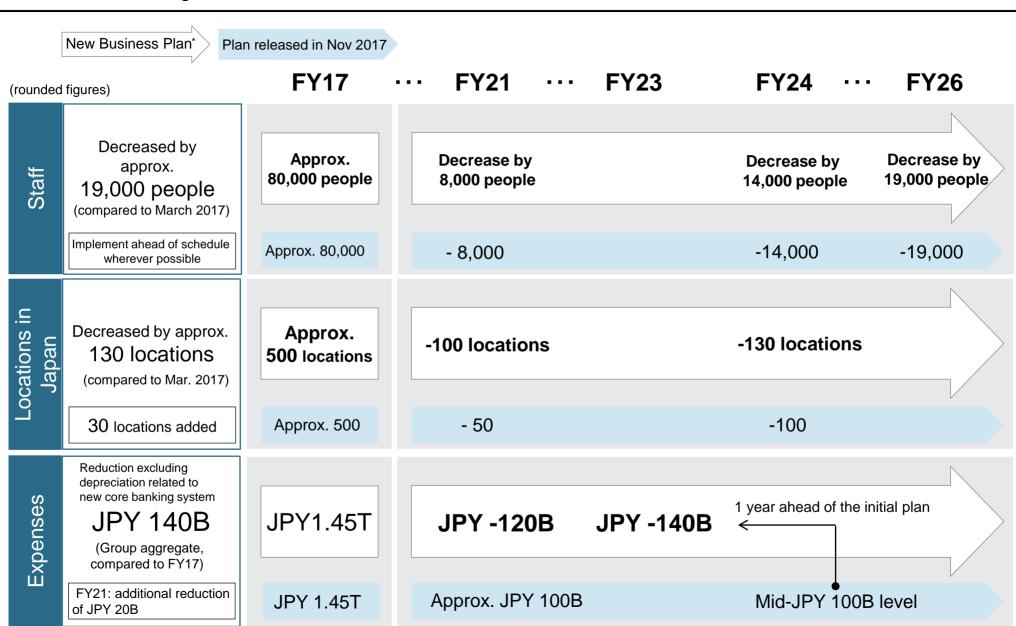
# Expense roadmap

# Overview of Expenses\*



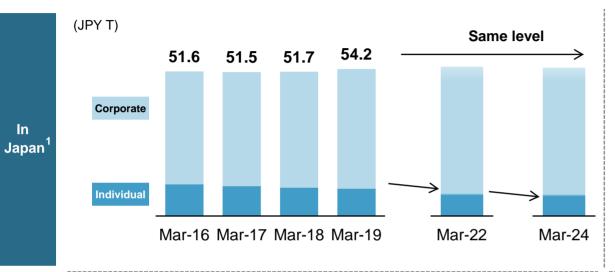
<sup>\*</sup>G&A Expenses (excluding Non-Recurring Losses) - Amortization of Goodwill and other items.

# Quantitative Image of Structural Reform

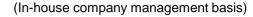


<sup>\* 5-</sup>year Business Plan

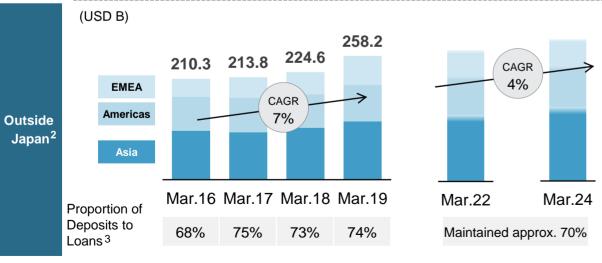
## Loan Balance



# Loan Spread



	FY18 to FY21	FY21 to FY23
Large Corporations	<b>=</b>	<b>&gt;</b>
SMEs	<b>\</b>	
Individuals		



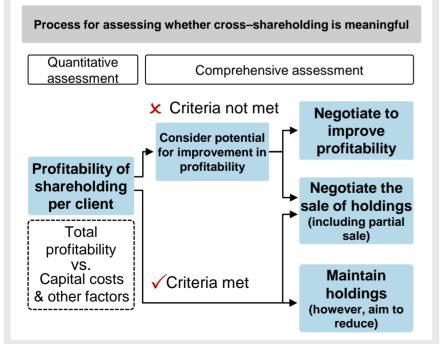
	FY18 to FY21	FY21 to FY23
EMEA		
Americas		
Asia		

- 1. 2 Banks, excluding loans to FG, the Japanese Government, etc. Banking account. Individuals: housing and consumer loans
- 2. BK management accounting, including the subsidiaries in China, the US, the Netherlands, Indonesia, Malaysia, Russia, Brazil and Mexico
- 3. BK, including the subsidiaries in China, the US, the Netherlands and Indonesia, etc.

# Reduction of cross-shareholdings

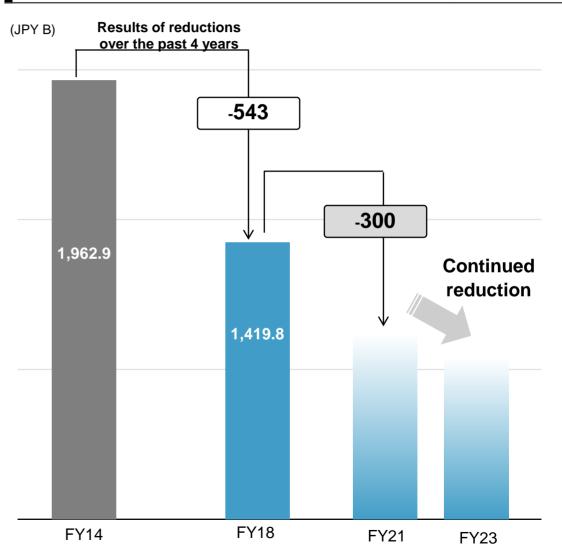
#### Basic policy\*

- Unless we consider these holdings to be meaningful, we will not hold the shares of other companies as cross-shareholdings
- Through dialogue with the issuing companies, we will also reduce even those holdings we consider to be meaningful



#### Results and targets for reduction

Consolidated Acquisition cost basis

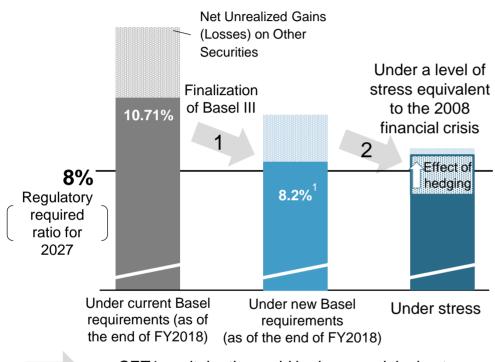


<sup>\*</sup>See "Policy Regarding Mizuho Financial Group's Cross-shareholding of Other Listed Companies" on our website: https://www.mizuho-fg.com/company/structure/governance/structure/hold.html

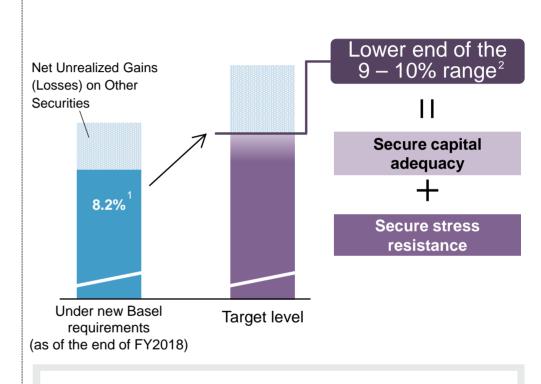
# Capital strategy (1)

# Current CET1 capital ratio status

#### Target CET1 capital ratio



- CET1 capital ratio would be lower mainly due to an increase in risk weighted assets
- Fix a portion of unrealized gains on stocks by utilizing hedge transactions
- Ensure stress-resistance which is adequate for getting through times of stress



Establish a capital base with stress resistance and available capital aiming to shift to a capital utilization phase

2

<sup>1.</sup> Fully-effective basis. Risk weighted assets associated with Net Unrealized Gains (Losses) on Other Securities (stocks) are deducted from the denominator when calculating. The capital floor is also calculated after deducting the associated reserves from risk weighted assets using the standard approach.

<sup>2.</sup> Fully-effective basis, excluding Net Unrealized Gains (Losses) on Other Securities.

# Capital strategy (2)

#### Revision to Shareholder Return Policy

Our policy to return profits to shareholders has been revised as below taking into account the status of capital adequacy and other factors

We are maintaining the current level of dividends for the time being while aiming to strengthen our capital base further to enhance returns to shareholders at an early stage

#### Before revision:

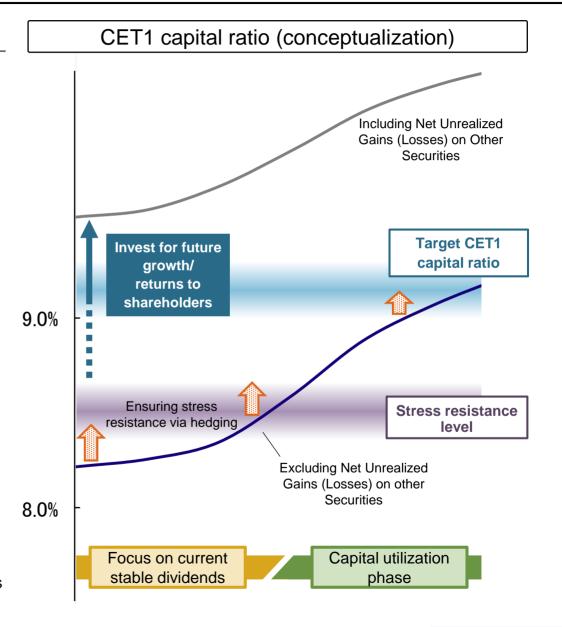
"Steady dividend policy with a dividend payout ratio on a consolidated basis of approx. 30% as a guide for our consideration"

#### Cash Dividend per Share of Common Stock

Annual Cash Dividend Payment (Estimate): JPY 7.50

Interim Cash Dividend (Estimate): JPY 3.75
Fiscal Year-end Cash Dividend
(Estimate): JPY 3.75

We continue to pursue a disciplined capital management policy which maintains an optimal balance between strengthening our stable capital base and providing steady returns to shareholders



<sup>\*</sup>Basel III finalization fully-effective basis

# Priority business fields

Megatren	ds Structural d	changes in customer needs	Mizuho's strengths	Mizuho's	priority business fields
		Asset formation to prepare for the future	Customer base Network  Trustworthiness & dependability		Assist customers with asset building in an era of lengthening lifespans, and develop professionals capable of providing this assistance
Digitalizati	business	Smooth business succession		To be a partner that helps customers design their lives in a changing society	Provide sophisticated solutions for business succession needs and assist clients with needs regarding identifying candidates for senior management roles
owners	owners	Convenient services in line with diversifying lifestyles			Create next-generation branches which combine physical locations and digital channels     Appeal to new customer demographics and create new demand through the application of technology and open collaboration
Aging populatio	n	Acceleration of innovation	Financial functions, market presence		Open collaboration for growth acceleration including financing for growth and forming industry-government-academia partnerships
and declining birthrate Corulnst	ng	Industry transformation	Ability to respond to non-financial needs	To be a strategic partner for business development under a changing industrial structure	Build new forms of partnerships, sharing business risks
		Growth in Asian economic zones			Leveraging our Asian client base and network in order to support the business development of global clients
	on Markets	Positive cycle of funds among market participants	Approach business as a unified group	To be a partner with expert knowledge of market mechanisms and the ability to draw on a range of intermediary functions	<ul> <li>Draw on a broad range of intermediary functions to connect investors with other investors and connect issuers with investors</li> <li>Enhance the sophistication of our ALM and portfolio management through flexible asset allocation</li> </ul>

- Unveil next-generation branches integrating physical locations with digital solutions
- Accelerate the shift to transform branches into places for consulting utilizing remote technology and other digital innovations

Remote consulting in BK/TB/SC by 2020 Further digitalization of back office functions by 2023

- Develop new customer demographics and generate demand by utilizing technology and working openly with other companies
- Create new businesses utilizing AI technology and data

J.Score → P66
Mizuho Smart Business Loans → P67

Promote cashless transactions

J-Coin Pay → P69

Work together with tech companies
 Joint company with Line→ P68

#### Restructure customer channels

FY2017 ··· FY2021 ··· FY2024

In approx. 500 - 100 - 130 locations locations

Additional 30 locations targeted for consolidation mainly in metropolitan areas (compared with original targets released in Nov. 2017)

Next-generation branch

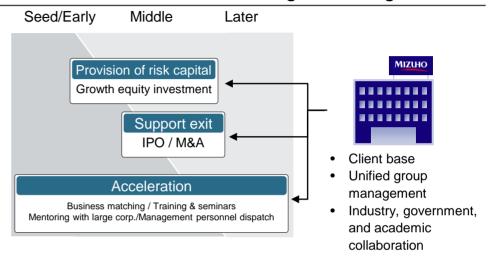
Place for consulting



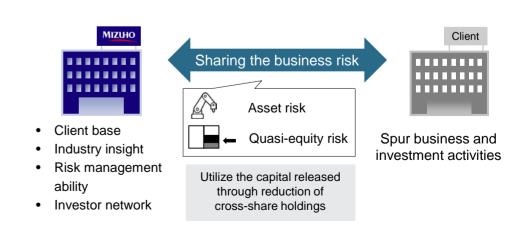
Expand the convenience of services (cashless payments, online lending, etc.)

- Provide risk capital to growing companies
  - Expand fund investment and equity investment
  - Further strengthen bank–securities collaboration
  - Enhance support for clients' growth by providing services including M's Salon membership service
- Develop new forms of partnerships sharing business risks with clients by strengthening our risk-taking capability
  - Mezzanine and equity financing
     Provide with more equity related funds
  - Underwrite asset risk
     Provide asset financing utilizing leases and other solutions

# Further strengthen our support capabilities in accordance with client growth stage



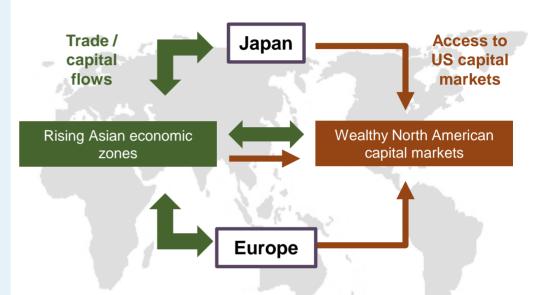
Develop partnerships sharing business risk with clients



Strengthen existing business further, while firmly maintaining our current risk appetite (with Japanese companies, Global 300, etc.)

- Reduce legacy costs, and reduce unprofitable business and assets in consideration of non-JPY funding and new Basel requirements
- Invest business resources intensively into new growth areas
  - Asia: Enhance transaction banking
  - North America: Strengthen capital markets business

# Cross-regional capturing of global cash flows



# Growth initiatives centered on Asia

- Capture trade and capital flows both in and outside the Asian region
- Increase transaction banking revenue from non-Japanese multinationals

# Utilization of North American capital markets mechanisms

- Strengthen our role as a provider of intermediary services between issuers and institutional investors both in and outside the US
- For non-investment grade clients: LCM/DCM/ECM initiatives to be selective to digestible deals in the market

- Provide a broad range of intermediary functions
- Enhance our ability to provide solutions by focusing on the products where we have a competitive edge
- Optimize our global network and product lineup
- Stabilize markets-based income and enhance risk-taking capabilities
- Develop our Banking portfolio with a stronger emphasis on the balance between realized and unrealized gains/losses
- Optimize diversification of investments into interest rates, equities, credit, and others areas based on market conditions
- Reduce costs through consolidation and simplification of market IT systems

#### Strengthen S&T in global operations

Strengthen Gross Profits: Focus on JPY and USD products
Cost Reductions: Streamline operations among BK/TB/SC
both in and outside Japan

# Foreign Exchange

#### Bonds Interest Rates

#### Stocks

• 24-hour operations (JPY and USD)

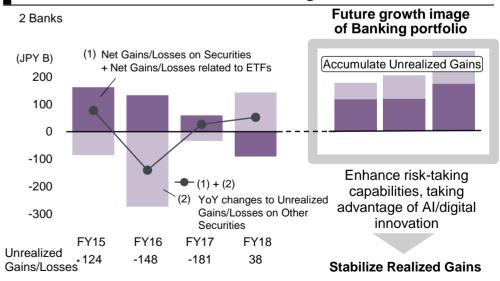
Integrate derivatives platform for banking and securities entities

Respond to new customer needs

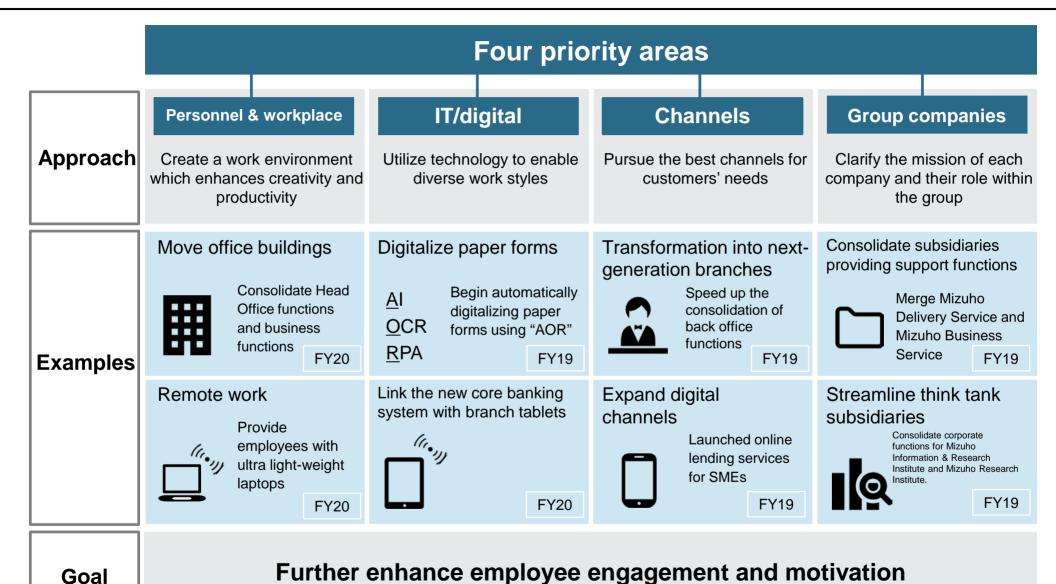
(equity derivatives)

 Strengthen flow trading in Asian regions

# Balanced approach to realized and unrealized gains/losses



\*Unrealized Gains/Losses on Other Securities excluding Japanese Stocks. The base amount to be recorded directly to Net Assets after tax and other necessary adjustments.



# Source of competition is limited to within the company

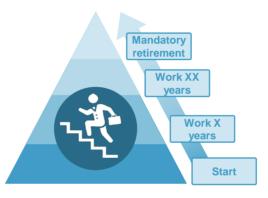


# Prioritizing employees' professional growth and career preferences

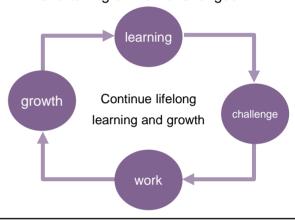
#### **Basic Policy**

Employees design their own career plans, leading to higher ambition and motivation and enhancing employees' universally recognized value

One-size-fits-all career paths and professional development



Career plan for each employee encouraging independence, self-reliance, and taking on new challenges



#### Strategic Initiatives

# Expansion of opportunities to take on new challenges

- Expansion of system enabling employees to apply to other open positions within the organization
- Enable employees to apply to internal openings on a project basis (Joint company with Line, J-Coin Pay, etc.)
- Introduce a system where employees can apply for dual-hat assignments across different departments
- ✓ Creation of opportunities for employees to take on challenges and activities outside the company

# Upgrading our talent development platform

- ✓ Personalization using AI
- √ Talent development programs drawing on both employee knowledge and external open source content
- ✓ Strategic development and assignment to promote the advancement of diversity

#### Making a creative and attractive workplace

- ✓ Introduction of "free address" work spaces and expansion of remote work
- Strengthening incentives according to individuals' duties and results
- ✓ Promotion of ERG\* activities (voluntary networking among employees)

<sup>\*</sup>Employee Resource Group

#### Accelerate the unification of group company operations and further enhance corporate governance

#### FG's core subsidiaries

Strategic group companies (Newly established)

Strengthen the framework for dual-hat appointments of executive officers and employees

Strengthen the unified management of corporate functions

Established a new management framework for the companies under the umbrella of major subsidiaries that are deemed important in the management of our consolidated business portfolio

Strengthen group strategic planning/ implementation capabilities and corporate governance & risk management frameworks

Strengthen the management system for FG to confirm the consistency of the strategies of the entire group and each company

# Appoint FG executive officers (EOs) to concurrent posts as non-executive directors Unified management Expand concurrent appointment of executive officers BK TB SC IR RI Reduction of the number of executive officers

#### Main strategic group companies

- ✓ Orient Corporation<sup>2</sup>
- ✓ Mizuho Leasing<sup>2, 3</sup>
- √ J.Score
- ✓ Mizuho Capital ...and others

(102 to 78)

<sup>1.</sup> Number of executive officers above Executive Officer or equivalent position for FG, BK, TB, and SC in total. The figures are from March 2018 to June 2019 (estimates). 2. Equity method affiliates

<sup>3.</sup> Current name is IBJ Leasing, which is expected to change to Mizuho Leasing at the 50th annual shareholders' meeting held in June 2019.

# Transforming our corporate culture

Building the groundwork for new value creation

Cultivating a new corporate culture centered on communication





# Significantly improve both the quality and quantity of communication



Prioritize results and actual business conditions rather than doing things "by the book"



Open communication among senior management, Head Office, and the frontlines



Fast and flexible decision-making process



Proactive information sharing across organizational boundaries



Realistic discussions based on the external environment

# Commitment to sustainability

How we define sustainability

Achieving sustainable and stable growth for Mizuho, and through this growth, contributing to the sustainable development and prosperity of the economy, industry, and society around the world

#### Process for identifying key sustainability areas

Identify and incorporate key sustainability areas into the 5-Year Business Plan as an important element of overall strategy

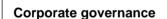
# Society's expectations The expectations and demands that a variety of stakeholders have for financial institutions in general (and/or Mizuho in particular) in regards to the sustainable development of the economy, industry, and society Importance to Medium- to long-term impact on our corporate value + affinity with our strategies and business domains Key sustainability areas Corporate foundations

# Key sustainability areas

Business

# Corporate foundations

Declining birthrate and aging population, plus good health and lengthening lifespans	1 POWERTY 3 GOOD SEALTH AND WELL-BEING	8 DESERT WIDER AND ECONOMIC GROWTH	<ul> <li>Asset formation to prepare for the future</li> <li>Expand services that respond to a society with a declining birthrate and aging population</li> <li>Convenient services in line with diversifying lifestyles</li> </ul>
Industry development & innovation	8 DEEXIT WORK AND PROSTEY: INCOMPLEN	11 SUSTAINABLE CITIES AND COMMONDIES	<ul> <li>Smooth business succession</li> <li>Industry transformation</li> <li>Acceleration of innovation</li> <li>Growth in Asian economic zones</li> <li>Creating resilient social infrastructure</li> </ul>
Sound economic growth		8 DECENT WORK AND EDWARD GROWTH	<ul> <li>Strengthening capital markets functions</li> <li>Transition to a cashless society</li> <li>Environmentally conscious social programs</li> </ul>
Environmental considerations & respect for human rights	7 AFFORMELAND	13 CLIMATE	Stable energy supply and addressing climate change









- Risk management, strengthening our IT infrastructure, and compliance
- Disclosure of information in a fair, timely, and appropriate manner, and holding dialogue with stakeholders

#### **Human capital**





 Personnel development and creating workplaces that give employees a sense of purpose

Environment & society









- Environmental and human rights considerations for investment and lending
- Addressing climate change
- Improving financial and economic literacy and promoting activities that contribute to addressing the needs of society and local communities

Open partnerships and collaboration with a diverse range of stakeholders



#### Value created for stakeholders

Implement forward-looking structural reforms, focused on three interconnected areas: business structure, finance structure, and corporate foundations

Sustainability initiatives

Create new value for our stakeholders in the new era

#### Customers

- Create new value in adjacent business areas
- Achieve increased customer convenience and business growth

# Shareholders

 Increase corporate value by resolving structural issues and returning to the track towards growth

# **Employees**

 Create workplaces that give employees a sense of purpose, linked to customer satisfaction

# Society

Contribute to achieving the SDGs



Contributing to the sustainable development and prosperity of the economy, industry, and society around the world



# Our digitalization initiatives

#### Direction

#### Basic stance

#### Specific examples

Draw on the strengths of external partners

Responding to the needs of the next generation of customers and transforming our approach to business operations

Focus on speed

Begin adopting new technology as soon as applications are identified

Setting a precedent in multiple areas, primarily in strategic whitespace

Utilize the flexibility provided by our new core banking system to come up with game-changing ideas

- Mizuho's strengths
- Customer base and related information
- Trustworthiness and dependability
- Financial insight, technology



- External partners' strengths
- Innovation, technology
- Customer base and related information
- Assessment capabilities

Agile



- Eliminate complicated over-planning
- Open



- No longer insular
- Open to the potential of product/service/ channel cannibalization
- Trial & Frror



 Assume it will take 9 attempts before achieving 1 success

Respond to the needs of the next generation of customers



- Digital native generation → P68
- SMEs wanting digital channels/services → P67

**Business** environment

- Consumer loans → P66
- Cashless payments → P69

**Primarily** develop strategic whitespace

Transform our approach to business operations



Next-generation branches → P53

Optimization • A.O.R.

- An IT base to support the above efforts



- Introduction of new core banking system → P70
- Strengthening response to external threats such as cyber attacks

**MIZUHO** 

#### Al-based Credit Scores



#### A.I.-based Score

- Utilize AI and Big Data
- Score customer's credit and potential
- Immediate score indication

# Score improvement by inputting personal information

- Input information by oneself
- Almost 150 questionnaire entries for score improvement
- Potential score improvement by providing transaction data with BK, Softbank/Y!mobile and Yahoo



#### Al score-based lending

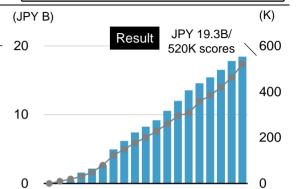
#### **Product Competitiveness**

- Low-interest rates: 0.8% to 12.0%
- Max. lending limit: up to JPY 10M

#### **Customer Convenience**

- Full process can be completed online
- Same day lending possible

#### Launched Sep. 2017



Launched Oct. 2018

limit

Mar-18

Sep-17

2018 First of its kind in Japan

Number of scores

Mar-19

Sep-18

generated



A.I. score rewards

Based on the customer's Score Rank, we will offer rewards related to self-improvement, career development, lifestyle improvements, etc.







#### Data businesses

Expected to launch

 Under application for acquisition of (P Accreditation) for Information Bank

# Online lending for small- and medium-sized enterprises (SMEs)

#### **Mizuho Smart Business Loans**

To support busy business owners







Completely online No branch visit required



As little as 2 business days from application to loan



No financial statements

#### Open alliance







Credit analysis model incorporating Al technology



E-commerce

High quality user experience / user interface

Secure online platform



Multi-faceted data coordination

#### Expected size of business

Approx.
800,000
Mizuho Bank's clients

Com
Loar

SMEs already receiving loans Approx. 100,000

Initial target segment (mainly clients with 1 billion or less in annual sales) Launched in May 2019

Companies w/ loans: 10,000 Loan balance: JPY 30 billion By March 31, 2022

#### <u>Overview</u>

Maximum lending limit JPY 10 million

Interest rate 1 to 14%

Term Up to one year Collateral Unnecessary

# Partnership with Line

#### Overview

# LINE

Mizuho has established a joint venture with Line, Japan's largest messaging platform with 80 million users, to expand our reach to the younger generation of digital natives

#### Name

**Business** 

objectives

#### Line Bank Preparatory Company (provisional)

Create a smartphone-based nextgeneration bank which will act as an entry point to financial services for digital natives

#### Line Credit Corporation

- Expand Line Score which utilizes the data related to Line services
- Utilizing Line Score, expand into the data business by utilizing data for services such as lending (Subject to regulatory approval)

#### **Applicable** law

- Banking Act (license required)
- · Money Lending Business Act (registration required)

# Capital structure

(planned)

- Line Financial: 51%
- Mizuho Bank: 49%

Line's consolidated subsidiary

- Line Financial: 51%
- Mizuho Bank: 34%
- Orient Corporation: 15% Line's consolidated subsidiary

FY2019 H1: Launch of

service

#### **Business** plan

- FY2019 H1: Establish a preparatory company
- FY2020 H2: Official launch

Outline of services (Concept)

#### **New Bank**









Preparing for the launch of the business in FY2020, subject to regulatory approval and other factors

#### Line Credit



Scoring

Calculate Line Scores based on behavioral data on Line services and utilize them for various services



Small-lot loans

Lend for every-day expenses through the utilization of Line Score





Seek collaboration with other Line services

**MIZUHO** 

# The ATM in your smartphone







Point 1

#### Digital currency backed by a bank

must be

- Service connected to user's bank account: providing convenience backed by the safety and security of a bank
- B2B approach that only banks can offer: conduct daily operations (bank transfers, payroll, etc.) using J-Coin Pay

Point 2

#### A platform extending beyond the boundaries of banking

- Open partnership with around 60 financial institutions from across Japan: moving away from banks' typical insularity
- Access to more than 56 million individuals as well as businesses located throughout Japan: creation of a massive customer base

Targets

Participating financial institutions

70+

Affiliated merchants

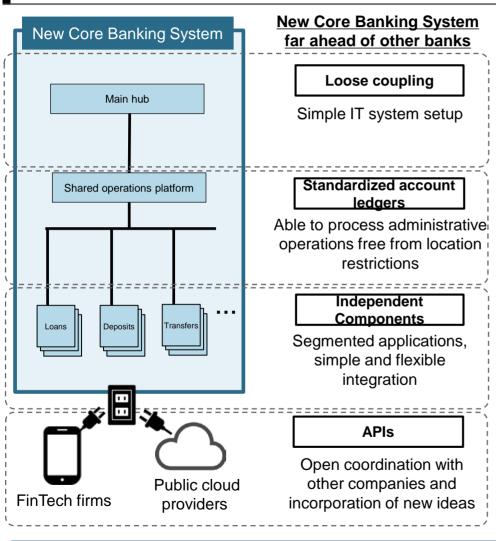
300,000+

Active users

6.5M +

# New Core Banking System (MINORI)

#### Advantages



#### **Expected outcomes**

Enhance capacity to provide services



- Simplify IT system to improve capacity to develop new products such as FinTech
- Integrate systems to provide services across entities

Enhance stability of IT system



 System upgrade to enhance security and stability

Reduce costs



- Integrate IT systems to reduce maintenance time
- Reduce new IT system development costs by approx. 30%

Streamline operations, shift to paperless



- Further consolidate operations
- Simplify and automate operations
- Dramatically reduce printed documents

Loan operations

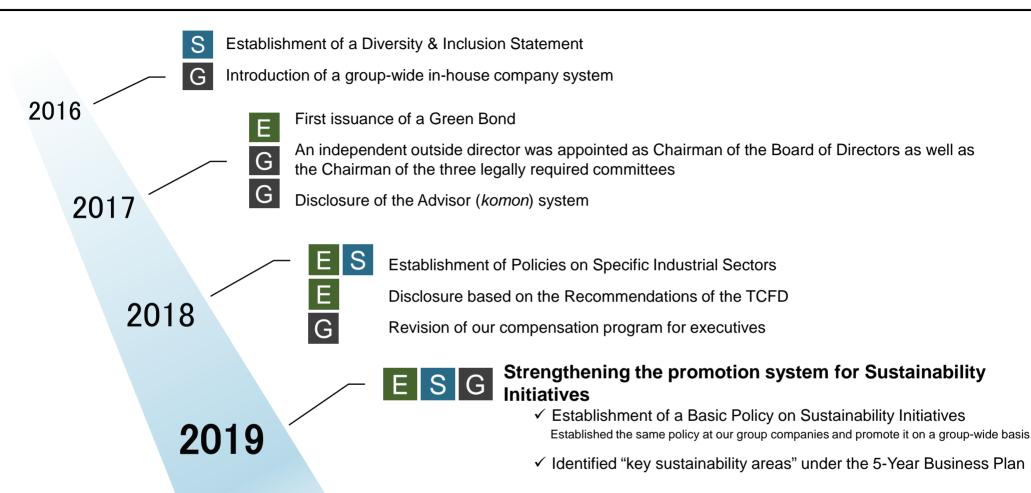


← Previous manual operations with paper forms → Automate booking operations and shift them to paperless

System migration is proceeding smoothly. Scheduled for completion in July 2019



#### Overview of ESG Initiatives



# Accelerate the unification of group company operations and further enhance corporate governance

- ✓ Strengthen the framework for dual-hat appointments of executive officers and employees
- ✓ Establish a new management framework for "Strategic group companies"

<sup>\*</sup>Companies under the umbrella of major subsidiaries that are deemed important in the management of our consolidated business portfolio.

# Environmental and social contribution initiatives (1)

#### Responding to climate change

Phased implementation of initiatives aligned with the Recommendations of the TCFD\*

#### Our progress

# Corporate governance .

- The Board of Directors has resolved on "Key sustainability areas" including our response to climate change
- Commenced supervision by the Board of Directors of our adoption of the Recommendations of the TCFD\*

# Strategy

- Set green and sustainability related finance amounts as KPIs to promote stable energy supply and to cope with climate change
- Methods of aggregating and disclosing exposure to CO<sub>2</sub> related assets and scenario analysis are under consideration

# Risk

#### management

risks through a comprehensive risk management framework

We have already a system for addressing the related

 We have introduced a more restrictive policy on coal fired power generation under our Policies on Specific Industrial Sectors

# Indicators & targets

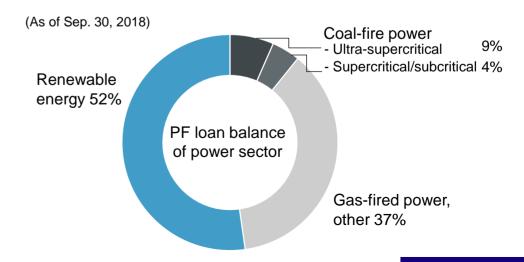
- Targets to reduce the CO<sub>2</sub> emissions of our facilities in Japan (compared to FY2009 levels)
   Long-term target: Reduce by 19.0% by FY2030
   Medium-term target: Reduce by 10.5% by FY2020
- Amount of contribution to CO<sub>2</sub> emission reductions in new large-scale power generation projects

#### Responsible investment & financing

#### Policies on Specific Industrial Sectors

- We established policies for specific industrial sectors (such as weapons, coal–fired power generation, palm oil, lumber and others) where there is a high possibility of contribution to adverse effects on environmental or social impacts.
- We will determine whether to enter into a transaction with such clients after confirming the measures which the client is taking to avoid or mitigate such risks, and other due diligence as appropriate based on the characteristics of the services we are providing.
- Before we enter into a transaction related to coal-fired power generation, we check whether the project is compliant with relevant guidelines in Japan or overseas jurisdictions and enter into the transactions only for those projects using highly efficient technologies with supercritical pressure or higher.

#### Power sector project financing (PF)



<sup>\*</sup>Task Force on Climate-related Financial Disclosure

# Environmental and social contribution initiatives (2)

### Social impact bonds (SIBs)

#### Diversity and inclusion

We are taking part in this results—linked framework that enables the public sector to make use of private funds for the purpose of addressing social issues

#### Example

Project to improve the rate of the population screened & tested for colon cancer (Hachioji City, Hiroshima Prefecture and other local governments in the prefecture)

Category	FY18	Target	Achievement
Percentage of management positions filled by women <sup>1</sup>	14%	20%	July 2024

0	. SIB formation utsource	organization	2. Business lending	Financer
<ul> <li>Effective service provision</li> <li>Reduced burden on government</li> <li>Support the u SIBs</li> </ul>	se of	Growth via social services business and new market cultivation  Provide  Growth via social services business and new market cultivation  Support growth		Mizuho & others  Diverse investment opportunities  Provide financing, investor matching
Mizuho's Role	s	Citizens	<ul> <li>Early detection</li> </ul>	nealthy life of the quality of life n of cancer and if medical expenses

Category	FY18	Level to be maintained
Percentage of management positions filled by employees hired outside Japan <sup>2</sup>	65%	65%
Percentage of new hires filled by women (generalist managerial track employees) <sup>3</sup>	32%	30%
Paid time off utilization rate <sup>4</sup>	78%	70%
Percentage of eligible male employee taking childcare leave <sup>4</sup>	100%	100%

# → Contribute to the reduction of social costs through financial intermediary functions

<sup>1.</sup> Aggregate for general manager and manager equivalent. Figures as of the end of March 2019. 2. Figures for outside Japan are the total for BK, TB, and SC. Figures as of the end of March 2019.

<sup>3.</sup> Figures for Japan are the total for FG, BK, TB, and SC. Figures are for new graduates for FY2019. 4: Total for Japan (FG, BK, TB, SC).

# **ESG-related Recognition and Awards**

#### Third-party Evaluation

#### **ESG Score** Mizuho **MUFG SMFG** ROBECOSAM (1) 48 61 41 We are Sustainability Investing SUSTAINALYTICS 88.4 56.9 44.5 FTSE<sup>2</sup> 4.1 3.4 2.9

#### **ESG-related Recognition**





Nadeshiko Brand 2019

Health & Productivity Stock Selection 2019

#### Inclusion in Social Responsibility Indices 3



Dow Jones Sustainability Index Asia Pacific



STOXX Global ESG Leaders Index



MSCI ESG Leaders Indexes <sup>4</sup>



Bloomberg
Gender-Equality Index



FTSE4Good Index Series



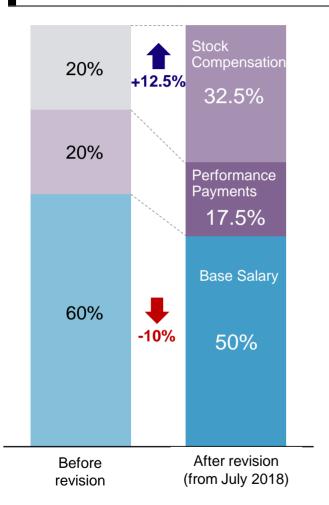
SNAM Sustainability Index

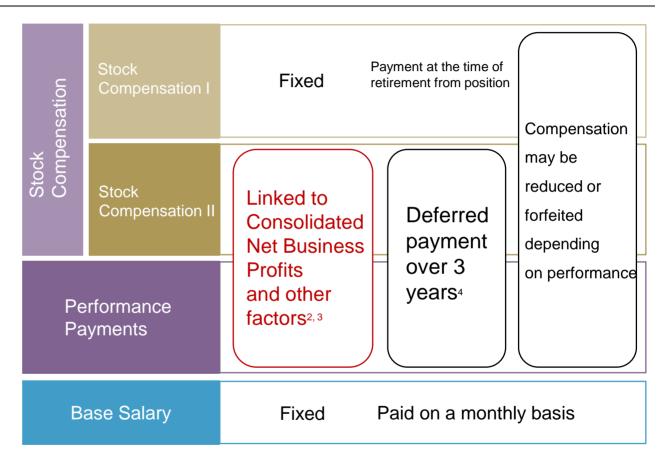


<sup>1.</sup> Rebeco SAM: Percentile ranking, Sustainalytics: total rank compared to peers. Those near 100 are evaluated highly. Source: Bloomberg (as of April 2019) 2. FTSE Overall ESG Score (as of March 2019): Maximum score of 5 3. Morningstar Socially Responsible Investment Index (MS-SRI) was stopped to be published on December 28, 2018 4. https://www.mizuho-fg.com/csr/mizuhocsr/rating/index.html

# Revision of our Compensation Program for Executives

#### Compensation System for Executives Responsible for Business Execution<sup>1</sup>



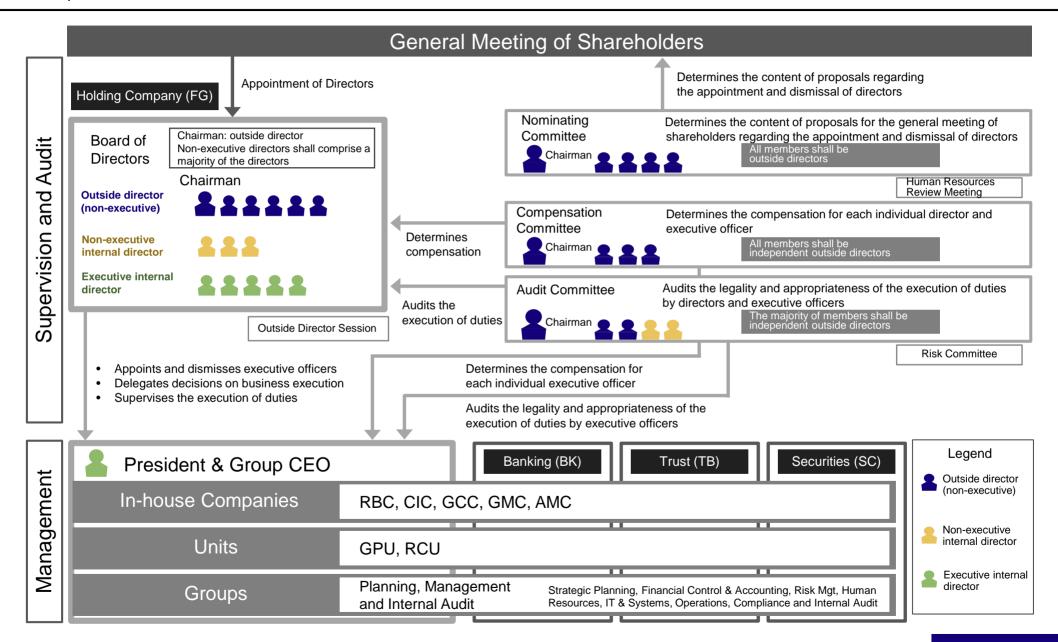


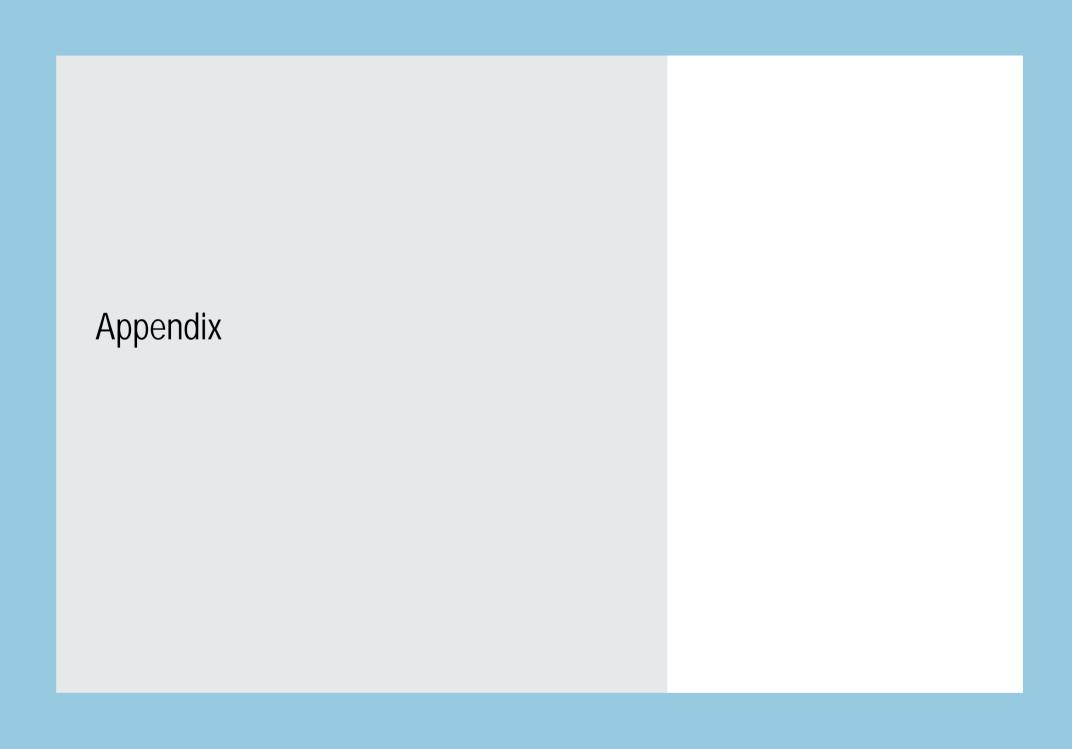
<sup>1.</sup> Individual director, executive officer as defined in the Companies Act, executive officer as defined in our internal regulations and specialist officer of FG, BK, TB and SC. A fixed compensation is paid in principle for non-executive directors; 85% Base salary + 15% Stock compensation I

<sup>2.</sup> The upper limit of "Performance payments" and "Stock compensation II" amounts shall be decided in accordance with our annual group-wide results of operations taking into account the traits of our business activities as a financial services group. The payment to each officer shall reflect the performance of each officer and the results of organizations (our in-house companies and units, etc.) that each officer, is in charge of, and be, in principle, within the range of 0% to 150% of the standard amount for each position

<sup>3.</sup> Linked to Ordinary Income and other factors for SC 4. Performance payments for certain amounts shall be deferred

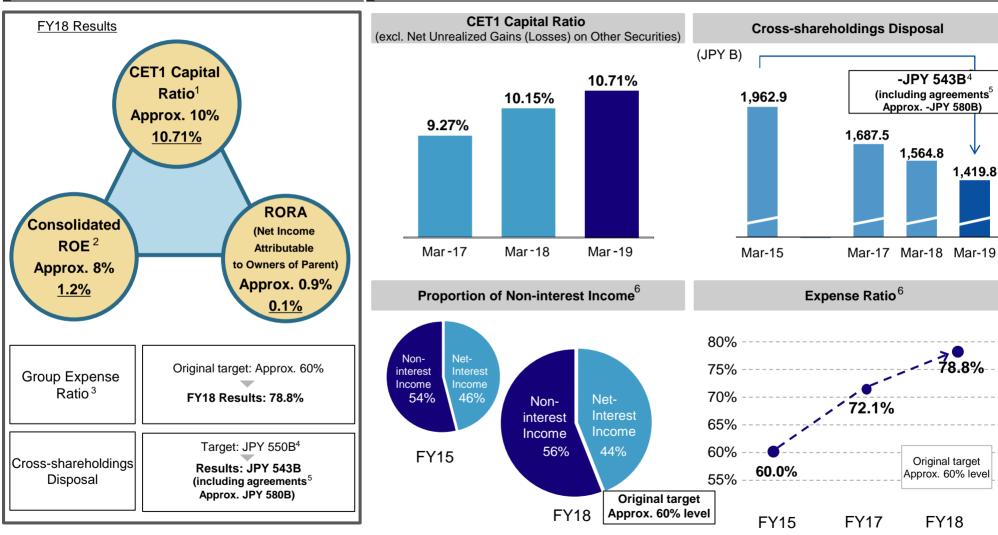
# Corporate Governance Structure





# Reference: Results compared to the Medium-term Business Plan (FY2016-FY2018)

# Financial targets for FY2018 Results compared to major financial targets

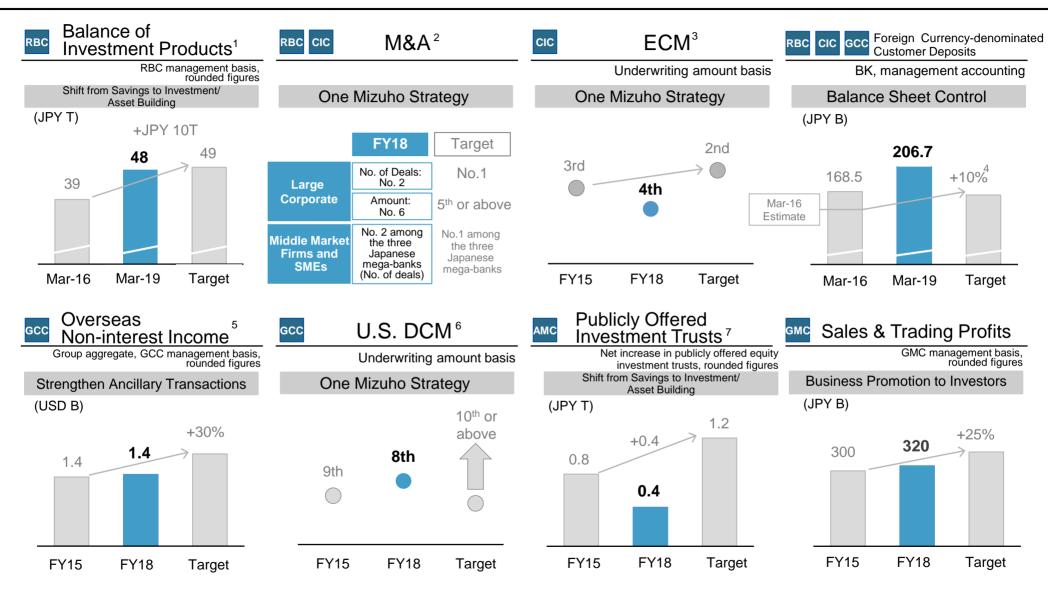


<sup>1.</sup> Basel III fully-effective basis (based on current requirements), excluding Net Unrealized Gains (Losses) on Other Securities 2. Excluding Net Unrealized Gains (Losses) on Other Securities

<sup>3.</sup> Group aggregated 4. Shares listed on Japanese stock market, acquisition cost basis, cumulative amount from FY15 to FY18 5. Including future sales already agreed upon

<sup>6.</sup> The range of management accounting companies has been changed since FY17 (FY15 results are unchanged)

# KPIs of the Medium-term Business Plan (FY2016-FY2018)



Aggregate of individual and corporate customers. As definition by SC changed, the results Mar.16 revised retroactively.
 Source: Refinitiv (ex-Thomson Reuters) Any Japanese Involvement, excl. real estate deals
 Source: Refinitiv (ex-Thomson Reuters) Total Domestic and Cross-border Equities
 Foreign currency-denominated customer deposits, planned amount versus Mar-16 estimate
 Excl.
 Commitment Fees and Guarantee Fees, etc. 6. Source: Dealogic. Bonds with issuance amount of USD 250mm and above issued by investment grade U.S. corporations

7. FY15 Results: Simple aggregate figures for Mizuho Asset Management, DIAM and Shinko Asset Management, FY18 Results and FY18 Plan: AM non-consolidated basis

# Impairment of fixed assets attributable to Retail & Business Banking Division (RB) in Japan

#### Steps to recognizing impairment losses

Recognize impairment loss (concept)

#### Step 1

#### **Asset grouping**

- ✓ Group assets by division
- √ Begin allocating common assets such as software

#### Step 2

#### Indications of impairment

✓ Losses in operating activities have continued for the last two fiscal years

Only applies to Mizuho Bank RB

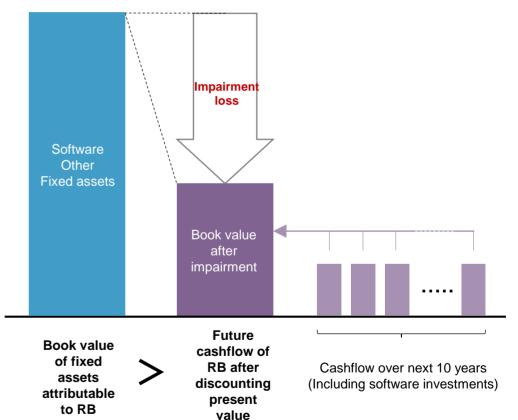
Step 3

Recognize impairment loss

Step 4

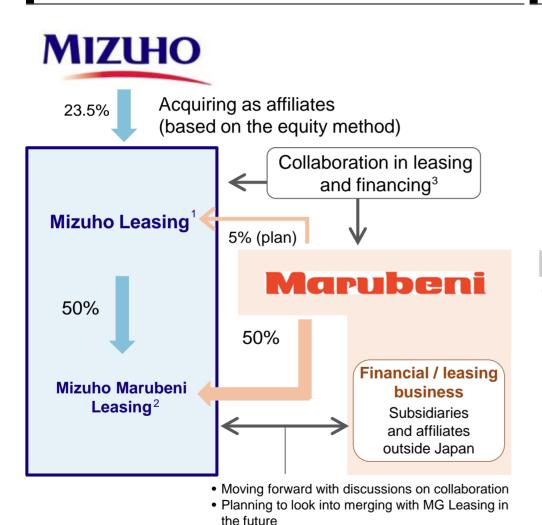
#### Calculation of impairment loss

✓ Eliminate the burden amortization on future fiscal years



#### Adding a leasing business

#### Approach to the leasing business



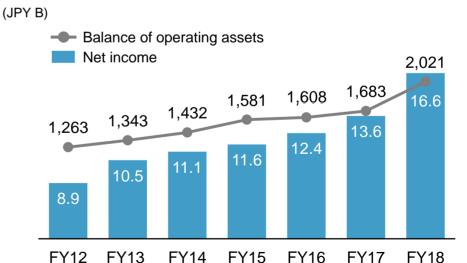
Focus on growth areas

Global business, medicine and healthcare, environment and energy, technology

Creation of a new business model

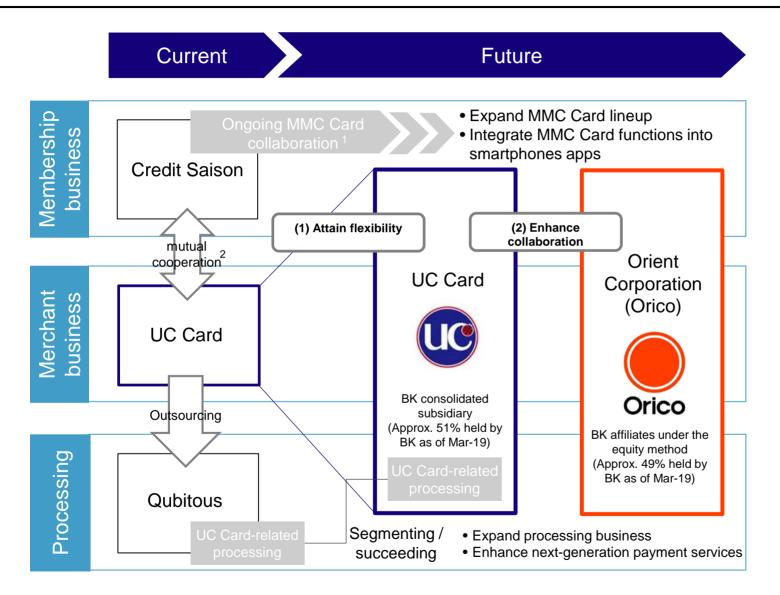
Transformative business model accounting for the advancement of the sharing economy

#### Reference: Mizuho Leasing's business performance 4



<sup>1.</sup> Current name is IBJ Leasing and to be changed to Mizuho Leasing subject to the approval to at the 50<sup>th</sup> annual shareholders' meeting held in June 2019. 2. Tentative name. Current name is MG Leasing Corporation. In discussion to change its name to Mizuho Marubeni Leasing 3. Announced February 26, 2019 4. Excerpt from Summary of Financial Results of IBJ Lease announced on May 14, 2019

# Credit card business strategy



#### Direction of strategy

(1) Attain flexibility

Dissolve comprehensive business alliance with Credit Saison in October 2019 to attain flexibility to strategically develop UC Card business.

(2) Enhance collaboration
Comprehensively develop
membership business,
merchant business, and
processing by enhancing
collaboration between UC

Card and Orient Corporation.

<sup>1:</sup> MMC Card: Mizuho Mileage Club Card combining ATM card and credit card functions 2: Began collaboration allowing for reciprocal business expansion in January 2017