

# **Financial Results for FY2017**

**May 2018** 

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 28, 2017, 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. MHIR: Mizuho Information & Research Institute, Inc.

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

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 (management figures based on results of former business units up to FY2015)

Major subsidiaries outside Japan: Subsidiaries in China, the US, the Netherlands, Indonesia, etc.



#### Mizuho Group **Holding Company** Mizuho Financial Group Research & **Asset** Other Major Subsidiaries **Banking Trust Securities** Management Consulting<sup>1</sup> **Trust & Custody** Mizuho Research Mizuho **Asset** Institute Services Bank Mizuho Mizuho Trust & Management Bank Securities **Banking** Mizuho Private Wealth Mizuho Information & One Research Institute Management (rounded figures) Forbes Global 200<sup>2</sup> Individual One of the Broadest **SME** Coverage of Listed Comprehensive (Non-Japanese Customers **Customer Bases among** Securities Accounts Borrowers, etc. Companies in Japan

**Credit Ratings** 

Japanese Financial Institutions

24mm

(As of May 15, 2018)

Corporate Customers)

80%

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

100K

70%

1.75mm



<sup>1.</sup> Also comprised of others such as BK Industry Research Dept., TB Consulting Dept. and Mizuho-DL Financial Technology 2. Top 200 corporations from Forbes Global 2000 (excl. financial institutions)

### Table of Contents

FY2017 Financial Results – Executive Su	mmary	FY2018 Policy Initiatives			
- Executive Summary of Financial Results	P. 5	- Overview of Structural Reform	P. 28		
- Financial Results by In-house Company	P. 6	- Quantitative Image of Structural Reform	P. 29		
- Overview of Income Statement	P. 7	- Structural Reform Commencement and Execution	P. 30		
- Overview of Balance Sheet	P. 9	- Strengthen Earning Power	P. 31		
- Consolidated Gross Profits	P. 10	- Accomplishing the Medium-term Business Plan	P. 32		
- Net Interest Income	P. 12	- Transition to the Next-Generation IT Systems	P. 33		
- Overview of Loans	P. 13				
- Loans in Japan	P. 14	Mizuho's ESG			
- Loans outside Japan	P. 15	- Toward the Realization of a Sustainable Society	P. 35		
- Non-JPY Funding	P. 16	- ESG Initiatives	P. 36		
- Non-interest Income from Customer Groups	P. 17	- ESG-related Recognition and Awards	P. 37		
- General and Administrative Expenses	P. 18	- Our Progress in Strengthening Corporate Governance	P. 38		
- Securities Portfolio (Bond)	P. 19	- Corporate Governance Structure	P. 39		
- Securities Portfolio (Stock)	P. 20	Direction of Minubala Duainage Transfermenties			
- Credit Portfolio	P. 21	Direction of Mizuho's Business Transformation			
- Loan Portfolio Outside Japan	P. 22	- Overview of the Direction of Business Transformation	P. 41		
- Capital Management	P. 23	- Approaches to Business Portfolios	P. 42		
- Impact of the Finalization of Basel III	P. 24	- Retail Segment	P. 43		
- Earnings Plan of FY2018	P. 25	- Wholesale Segment	P. 44		
- In-house Company Earnings Plan of FY2018	P. 26	Appendix			



FY2017 Financial Results – Executive Summary



# **Executive Summary of Financial Results**

(Consolidated, JPY bn)	FY2017	YoY	
Net Business Profits  [ incl. ETFs and others*]	457.8 (538.0)	-205.5 (-161.8)	<ul> <li>Although fee related profits improved, gross profits significantly declined mainly due to a decrease in Net Gains related to Bonds (-JPY 118.5bn YoY)</li> <li>Expenses increased mainly due to an increase in personnel expenses both in and outside Japan</li> </ul>
Credit-related Costs	156.3	203.8	<ul> <li>Reversal in Credit-related Costs mainly due to improvement in credit portfolios underpinned by a relatively sound macro environment and internal credit-ratings upgrade of large-lot credit borrowers</li> <li>NPL balances and ratio declined to the lowest levels in Mizuho's history</li> </ul>
Net Gains (Losses) related to Stocks  [ excl. ETFs and others']	272.0 (191.8)	29.8 (-13.8)	- Surpassed last year's results through the continuation of sales of cross-shareholdings and the booking of profits related to ETFs and others, which was the result of operations identifying opportunities in stock markets
Net Income Attributable to FG	576.5	-26.9	- Beat our FY17 plan by offsetting the significant decline in Consolidated Net Business Profits with the reversal of Credit-related Costs and Net Gains related to Stocks
CET1 Capital Ratio (excl. Net Unrealized Gains on Other Securities)	12.49% (10.15%)	+1.12% (+0.88%)	- CET1 Capital ratio is increasing steadily as a result of the steady accumulation of Retained Earnings and appropriate risk weighted assets control

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



# Financial Results by In-house Company

Group aggregate, management account

	Net E	Business Pr	ofits <sup>1</sup>		Net Income <sup>2</sup>	2
(JPY bn)	FY16 <sup>3</sup>	FY17	YoY (Compared to Plan)	FY16 <sup>3</sup>	FY17	YoY (Compared to Plan)
RBC	12.4	15.6	+3.2 (-26.4)	28.7	26.4	-2.3 (-0.6)
CIC	241.1	236.3	-4.8 (+18.3)	218.1	272.3	+54.2 (+41.3)
GCC	115.0	100.2	-14.8 (-24.8)	83.7	69.0	-14.7 (-8.0)
GMC	346.1	180.8	-165.3 (-38.2)	224.2	120.2	-104.0 (-26.8)
AMC	20.0	25.7	+5.7 (+1.7)	9.6	13.5	+3.9 (+2.5)
In-house Company Total	734.6	558.6	-176.0 (-69.4)	564.3	501.4	-63.0 (+8.4)
FG Consolidated	663.4	457.8	-205.5 (-182.1)	603.5	576.5	-26.9 (+26.5)

<sup>1.</sup> Net Gain related to ETFs are included in GMC but excluded from FG Consolidated figures (FY16: JPY 32.5bn, FY17: JPY70.1bn)

<sup>2.</sup> FG Consolidated figures are Net Income Attributable to FG 3. Figures for FY16 are recalculated based on FY17 management account rules



## Overview of Income Statement

			FY2017			YoY	
(JPY bn)	,	FG	BK* + TB *	sc *	FG	BK * _+ TB *	sc*
Consolidated Gross Profits	1	1,915.3	1,524.3	280.2	-177.3	-150.8	-51.4
Net Interest Income	2	807.3	810.6	-4.3	-60.4	-56.0	-2.9
Net Fee and Commission Income + Fiduciary Income	3	669.7	501.3	123.9	15.5	3.3	10.3
Net Trading Income + Net Other Operating Income	4	438.2	212.3	160.6	-132.5	-98.1	-58.8
Net Gains (Losses) related to Bonds	5	-20.7	-21.0	_	-118.5	-118.9	
General and Administrative Expenses	6	-1,488.9	-1,145.4	-246.5	-21.7	-19.7	13.6
Personnel Expenses	7	-713.6	-524.8	-117.3	-7.2	-11.3	11.2
Non-Personnel Expenses	8	-703.4	-557.8	-123.8	-14.7	-9.8	4.3
Miscellaneous Taxes	9	-71.8	-62.7	-5.3	0.2	1.5	-1.9
Consolidated Net Business Profits	10	457.8	401.4	34.8	-205.5	-175.5	-39.3
Credit-related Costs	11	156.3	156.7	-0.4	203.8	204.2	-0.4
Net Gains (Losses) related to Stocks	12	272.0	258.5	13.4	29.8	23.3	-91.2
Equity in Income from Investments in Affiliates	13	21.4	21.6	0.0	2.5	2.4	0.0
Other	14	-93.7	-103.4	-0.1	7.7	3.8	-0.1
Ordinary Profits	15	782.4	712.4	46.5	44.9	63.4	-129.6
Net Extraordinary Gains (Losses)	16	17.5	19.8	-4.0	-29.1	26.6	-1.4
Income before Income Taxes	17	799.9	732.3	42.5	15.7	90.1	-131.0
Income Taxes	18	-191.6	-174.2	-6.1	-53.8	-23.8	-23.6
Profit Attributable to Non-controlling Interests	19	-31.7	-25.6	-0.5	11.1	12.2	1.8
Profit Attributable to Owners of Parent	20	576.5	532.4	35.7	-26.9	78.5	-152.8

<sup>\*</sup> Consolidated



# Overview of Income Statement (Subsidiaries)

(JPY bn)		ВК	1	TE	1			S	c <sup>1</sup>
		FY17	YoY	FY17	YoY			FY17	YoY
Consolidated Gross Profits	1	1,377.4	-145.8	146.9	-5.0	Operating Revenues	21	381.4	-44.2
Net Interest Income	2	779.2	-57.2	31.3	1.1	Commissions	22	168.4	-29.1
Net Fee and Commission Income ${\scriptstyle \boxplus}$ Fiduciary Income	3	380.2	-5.9	121.0	9.3	Net Gain on Trading	23	124.2	-29.9
Net Trading Income + Net Other Operating Income	4	217.8	-82.5	-5.4	-15.5	Net Gain on Operating Investment Securities	24	10.0	6.2
Net Gains (Losses) related to Bonds	5	-14.5	-103.3	-6.5	-15.6	Interest and Divident Income	25	78.7	8.6
General and Administrative Expenses	6	-1,039.2	-21.1	-106.2	1.4	Interest Expenses	26	-75.4	15.6
Personnel Expenses	7	-467.4	-11.2	-57.4	-0.1	Net Operating Revenues	27	306.0	-59.9
Non-Personnel Expenses	8	-512.5	-11.1	-45.2	1.2	Selling, General and Administrative Expenses	28	-263.4	27.5
Miscellaneous Taxes	9	-59.1	1.1	-3.5	0.4	Operating Income	29	42.6	-32.3
Consolidated Net Business Profits	10	361.7	-170.1	39.7	-5.4	Ordinary Income	30	43.2	-32.5
Credit-related Costs	11	153.7	202.3	3.0	1.9	Extraordinary Gain (Loss)	31	-0.7	-98.4
Net Gains (Losses) related to Stocks	12	229.2	21.5	29.3	1.8	Income before Income Taxes	32	42.5	-131.0
Equity in Income from Investments in Affiliates	13	21.5	2.4	0.0	-0.0	Income Taxes	33	-6.1	-23.6
Other	14	-95.6	4.1	-7.7	-0.2	Profit Attributable to Non-controlling Interests	34	-0.5	1.8
Ordinary Profits	15	647.0	63.5	65.3	-0.0	Profit Attributable to Owners of Parent	35	35.7	-152.8
Net Extraordinary Gains (Losses)	16	20.7	25.7	-0.8	0.8				
Income before Income Taxes	17	667.8	89.3	64.5	0.8	(Reference) SC Consolidated <sup>2</sup>			
Income Taxes	18	-157.9	-24.8	-16.2	1.0				
Profit Attributable to Non-controlling Interests	19	-24.7	12.1	-0.9	0.1	Commissions	36	228.6	0.4
Profit Attributable to Owners of Parent	20	485.1	76.5	47.3	1.9	Net Gain on Trading	37	119.2	-33.4
						Net Gain on Operating Investment Securities	38	10.0	6.2
						Net Interest Income	39	35.5	1.3
						Net Operating Revenues	40	393.5	-25.5

Consolidated

<sup>2.</sup> FY17: Simple aggregate of SC Consolidated and Mizuho Securities USA (MSUSA) FY16: Simple deduction of Shinko Asset Management (Shinko) (1H FY16) from SC Consolidated and a simple aggregate of MSUSA (2Q-4Q FY16)

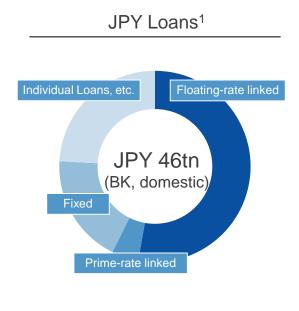


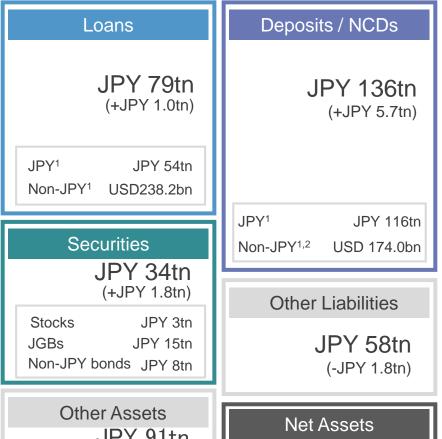
### Overview of Balance Sheet (Mar-18)

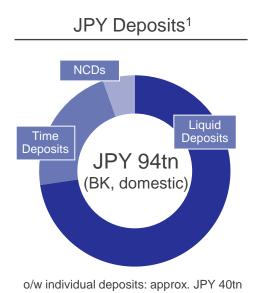
Total Assets: JPY 205tn (+JPY 4.5tn)

Risk weighted Assets: JPY 59tn (-JPY 2.1tn)

Consolidated, () represent changes from Mar-17







Bank of Japan Current Account Balance (2 Banks): JPY 32tn (-JPY 1.6tn) JPY 91tn (+JPY 1.6tn) Cash and Due from Banks

JPY 9tn (+JPY 0.5tn)

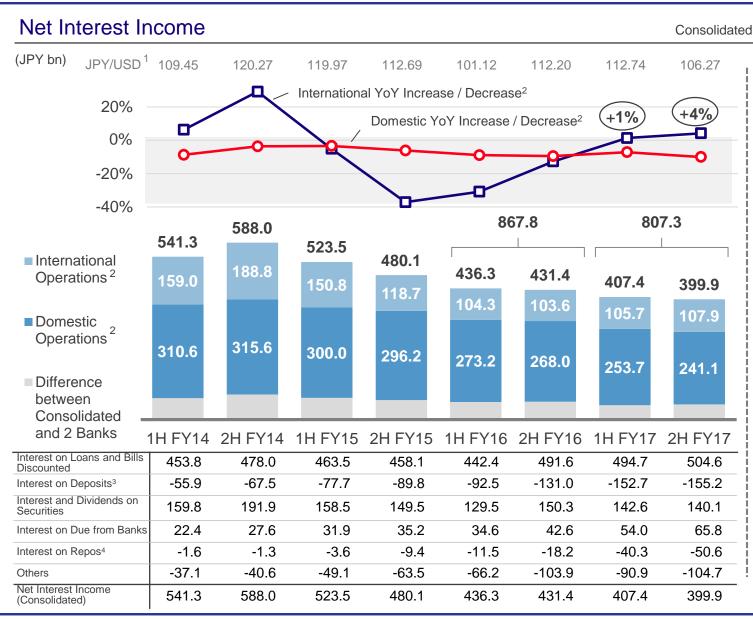
Leverage Ratio: 4.28% (+0.33%)

Liquidity Coverage Ratio<sup>3</sup>: 120.1% (-4.7%)

<sup>1.</sup> Management basis, rounded figures 2. Customer Deposits 3. 4Q FY17 result, () represent QoQ compared to 3Q FY17



### Consolidated Gross Profits (Net Interest Income)



- Net Interest Income decline continues, albeit the level of decrease is becoming gradual
- Net Interest Income of International Operations is showing signs of recovery



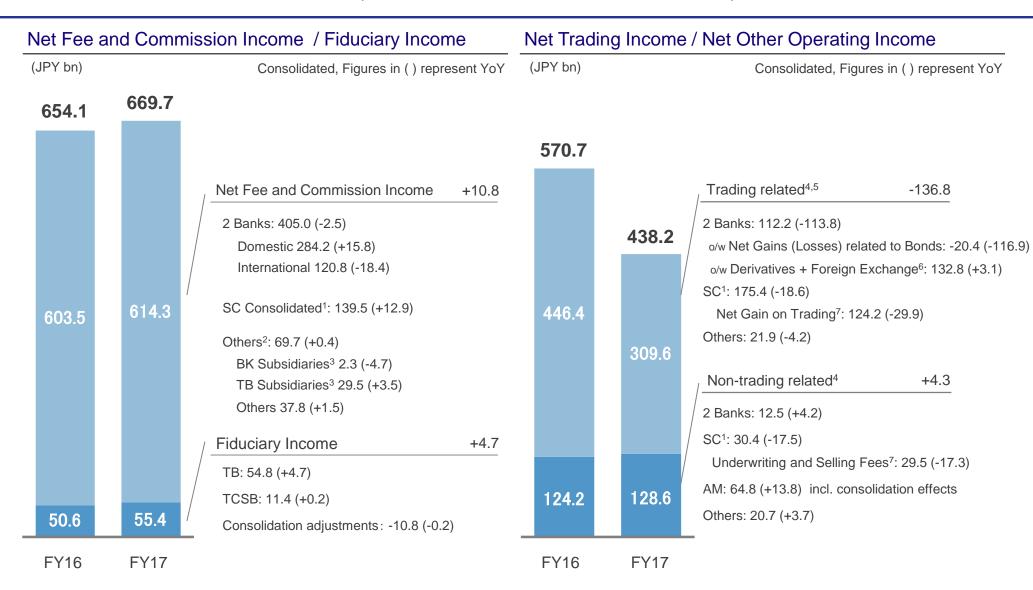
<sup>1.</sup> Foreign exchange rate (TTM) at the respective period end

<sup>2 2</sup> Banks

<sup>3.</sup> Excluding Interest on Negotiable Certificates of Deposit

Receivables under Resale Agreements + Guarantee
 Deposits Paid under Securities Borrowing Transactions – Payables under Repurchase Agreements – Guarantee Deposits Received under Securities Lending Transactions

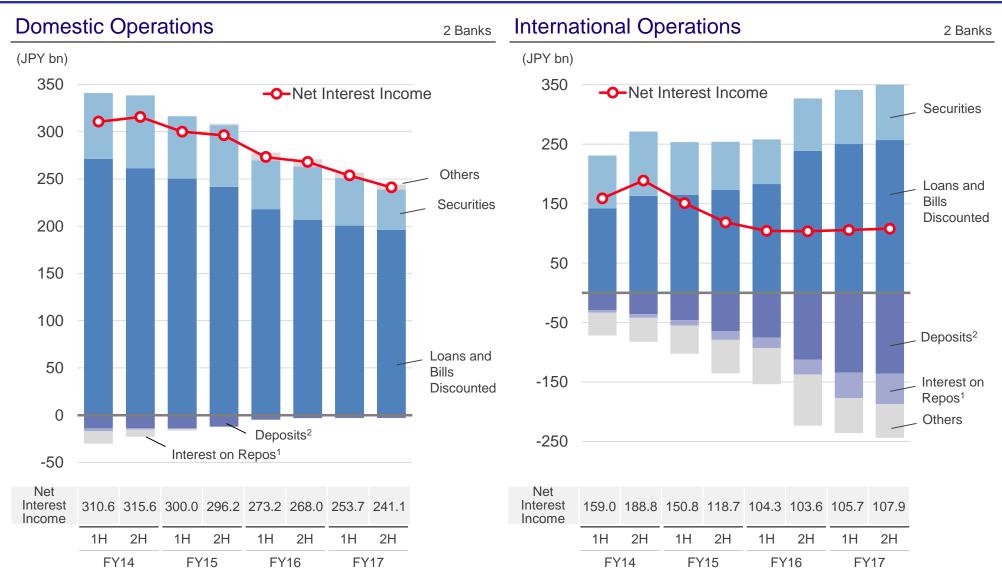
### Consolidated Gross Profits (Other than Net Interest Income)



<sup>1.</sup> Includes Mizuho Securities USA 2. Includes consolidation adjustments 3. 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)

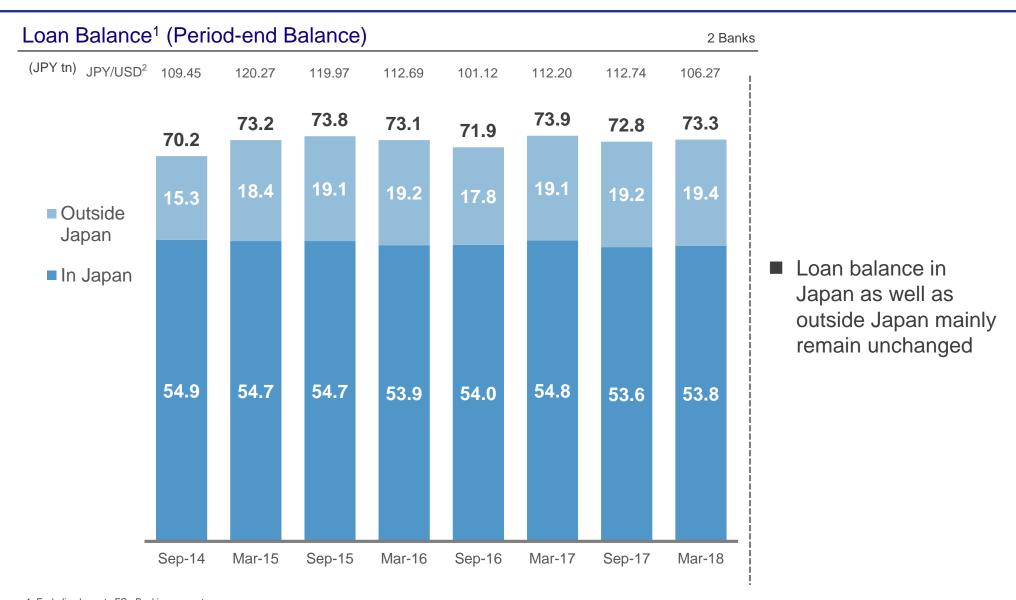


<sup>1.</sup> Receivables under Resale Agreements + Guarantee Deposits Paid under Securities Borrowing Transactions - Payables under Repurchase Agreements - Guarantee Deposits Received under Securities Lending Transactions

<sup>2.</sup> Excludes Interest on Negotiable Certificates of Deposit



### Overview of Loans

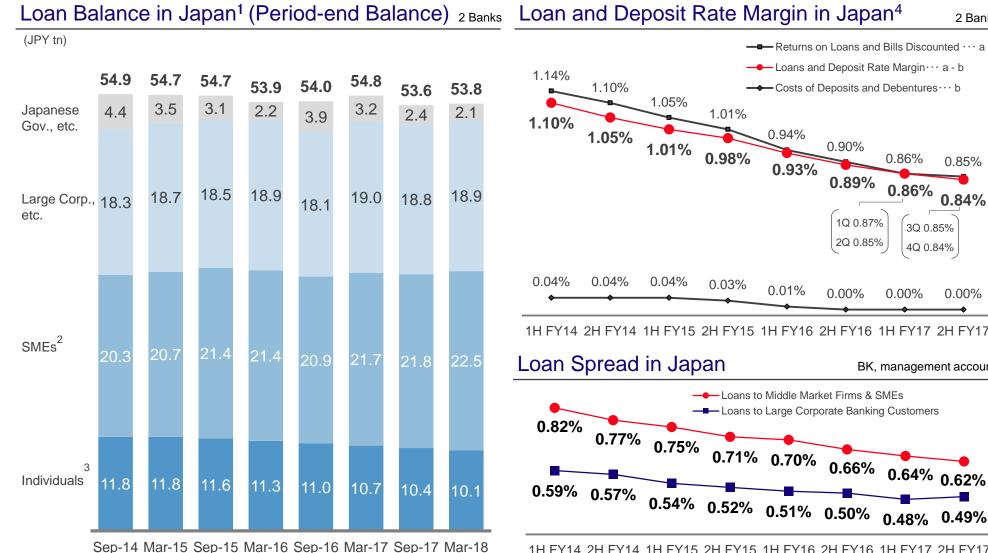


<sup>1.</sup> Excluding loans to FG. Banking account

<sup>2.</sup> Foreign exchange rate (TTM) at the respective period end

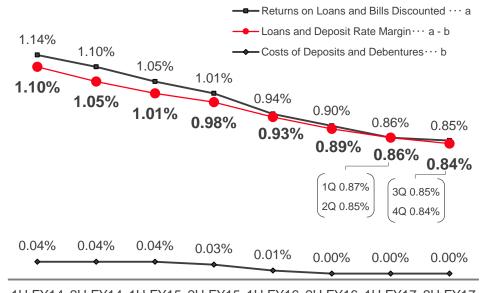


## Loans in Japan

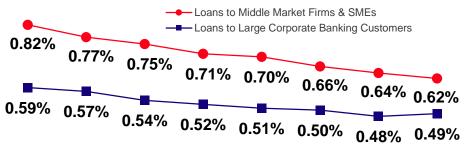


<sup>1.</sup> Excluding loans to FG. Banking account

2 Banks



BK, management account



1H FY14 2H FY14 1H FY15 2H FY15 1H FY16 2H FY16 1H FY17 2H FY17



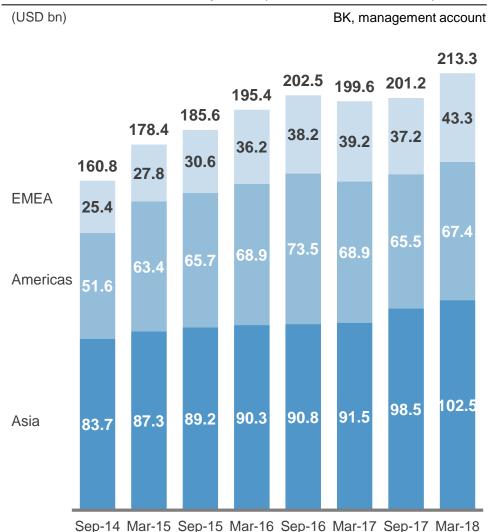
<sup>2.</sup> Calculated by deducting "Housing and Consumer Loans" from "Loans to SMEs and Individual Customers"

<sup>3.</sup> Housing and Consumer Loans

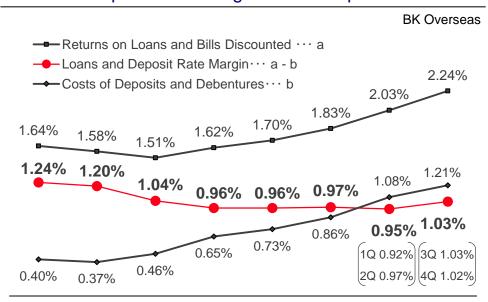
<sup>4.</sup> Domestic Operations, excluding loans to financial institutions (including FG) and the Japanese Government

### Loans outside Japan

#### Loan Balance outside Japan<sup>1, 2</sup> (Period-end Balance)



#### Loan and Deposit Rate Margin outside Japan



1H FY14 2H FY14 1H FY15 2H FY15 1H FY16 2H FY16 1H FY17 2H FY17

Loan Spread outside Japan<sup>1,2</sup>

BK, management account



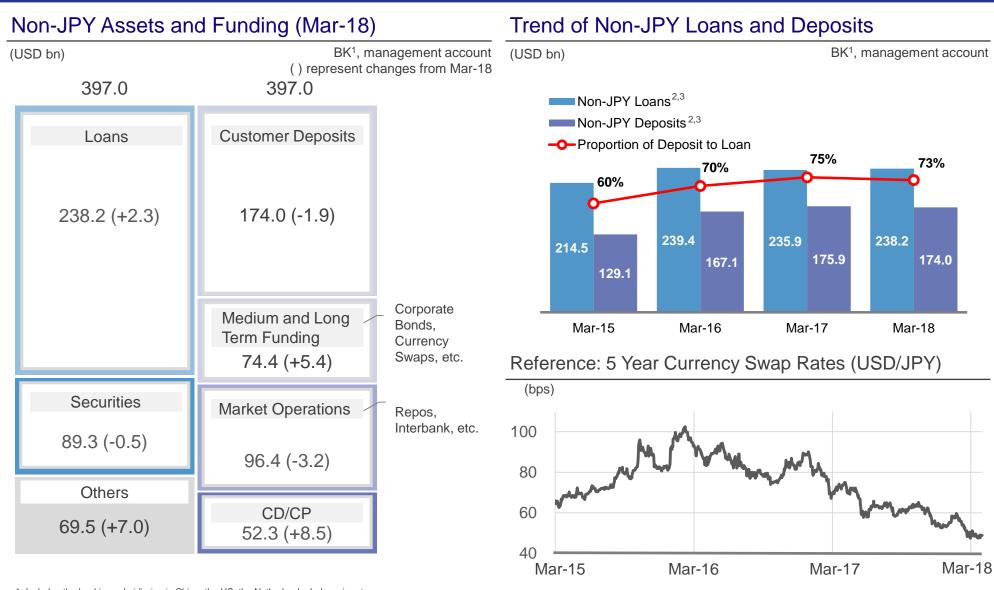
1H FY14 2H FY14 1H FY15 2H FY15 1H FY16 2H FY16 1H FY17 2H FY17

<sup>2.</sup> Changed management account rules in FY17. Past figures are recalculated based on the new rules



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

## Non-JPY Funding

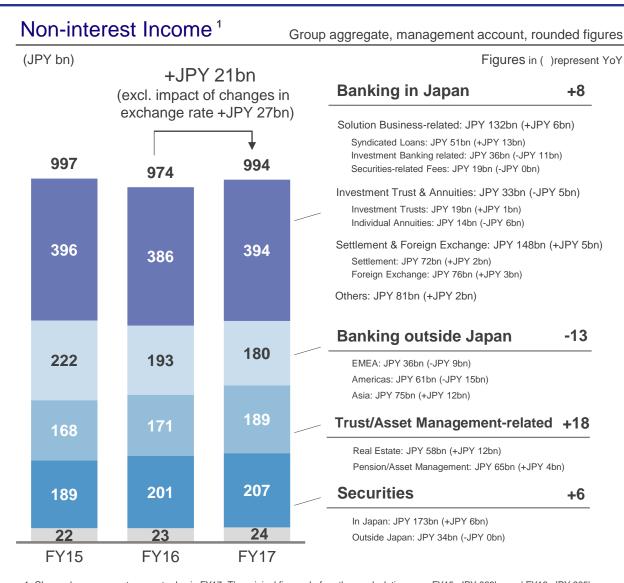


<sup>1.</sup> Includes the banking subsidiaries in China, the US, the Netherlands, Indonesia, etc.

Source: Bloomberg

<sup>2.</sup> Changes in management account rules in FY17. Past figures are recalculated based on the new rules 3. Including Non-JPY loans / deposits in Japan

### Non-interest Income from Customer Groups



#### Amount of Investment Products Sold and Balance



- SC Investment Trusts Sold
- 2 Banks Investment Trusts Sold (excl. MMF)
- 2 Banks Individual Annuities Sold 37 35 **Balance of Investment Products** (Period-end Balance) 1.05 1.09 0.83 0.64 0.54 0.43 0.61 0.340.34 FY15 FY17 FY16

League Table (Real Estate-related)<sup>3</sup>

rounded figures

(JPY bn)

Rank	Company Name	Gross Profits
1	Mizuho Trust & Banking	58
2	Company A	53
3	Company B	44
4	Company C	13

Balance of Investment Products: RBC management basis 3. Trust & Banking (including subsidiaries), internal management basis



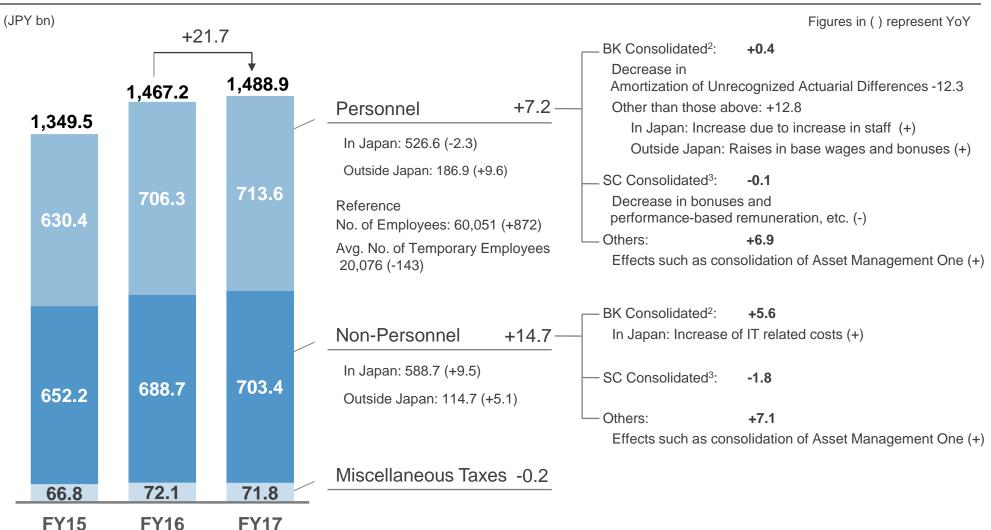
<sup>1.</sup> Changed management account rules in FY17. The original figures before the recalculation were FY15: JPY 888bn and FY16: JPY 865bn

<sup>2.</sup> Amount of SC Investment Trusts Sold: Retail & Business Banking Division,

### General and Administrative Expenses

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

Consolidated

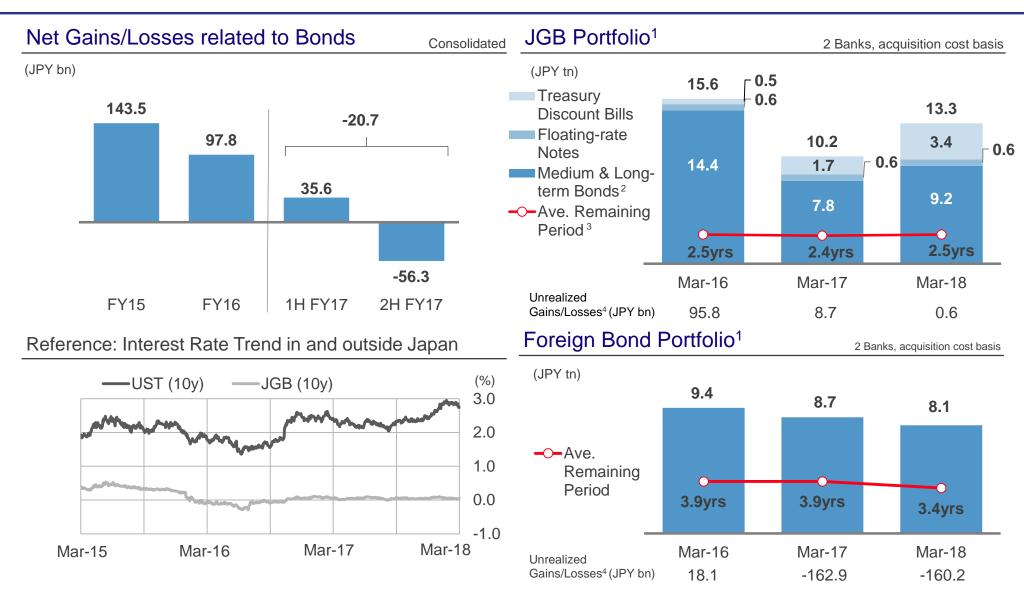


<sup>1.</sup> Includes Non-recurring Losses 2. Simple deduction of Mizuho Securities USA (MSUSA). Simple aggregate of Mizuho Trust & Banking (USA) (1Q-2Q) for FY16

<sup>3.</sup> Simple aggregate of MSUSA and deduction of Shinko Asset Management (1H FY16)



## Securities Portfolio (Bond)



<sup>1.</sup> Other Securities which have readily determinable fair values 2. Including bonds with remaining period of one year or less 3. Excluding floating-rate notes

<sup>4.</sup> 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



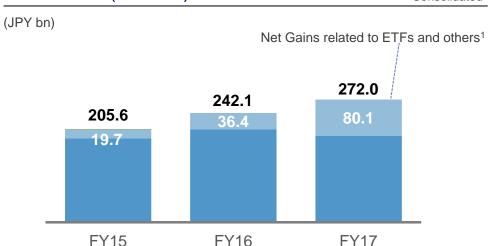
### Securities Portfolio (Stock)

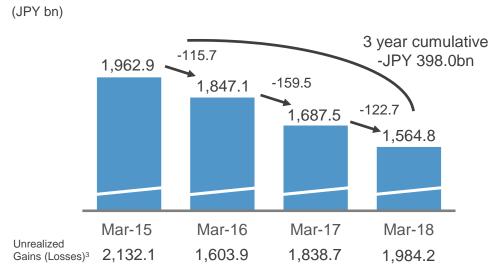


Consolidated

#### Japanese Stock Portfolio<sup>2</sup>

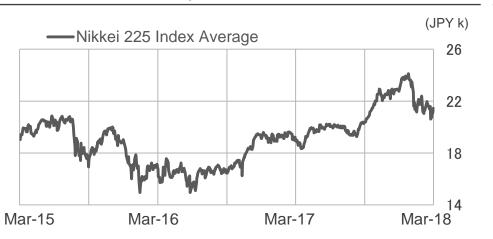
Consolidated, acquisition cost basis





#### Reference: Trend in Japanese Stock Price

Policy for cross-shareholdings disposal



Reflecting the potential impact on our financial position associated with the risk of stock price fluctuation, unless we consider holdings to be meaningful, we will not hold the shares of other companies as cross-shareholdings

Medium-term
Business Plan
(by Mar-19)

JPY 550bn (Compared to the balance as of Mar-15) FY2018 Plan JPY 152bn Reduction

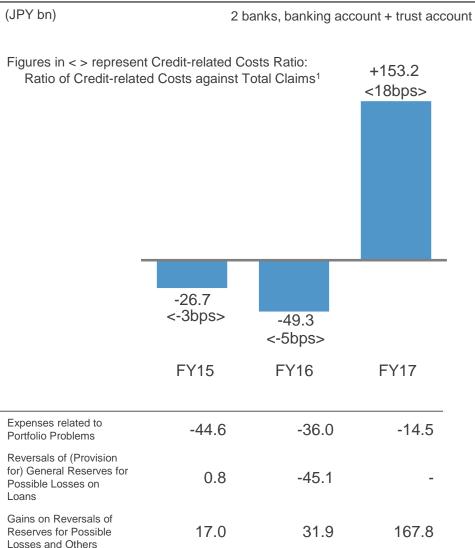
<sup>3.</sup> The base amounts to be recorded directly to Net Assets after tax and other necessary adjustments. Based on the average market price of the respective month



<sup>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

### Credit Portfolio

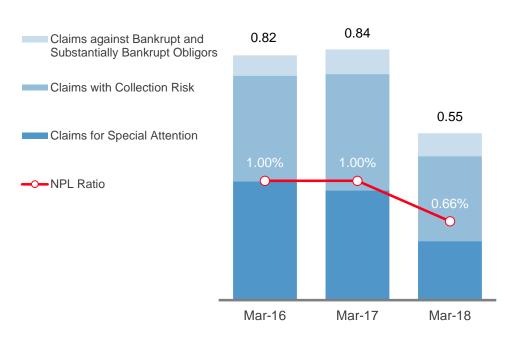
#### **Credit-related Costs**



#### Disclosed Claims under the FRA<sup>2</sup>

(JPY tn)

2 banks, banking account + trust account



Reference: Other Watch	2 banks, banking account			
Balance (JPY tn)	1.6	1.6	1.6	
Reserve ratio	3.66%	6.69%	3.92%	

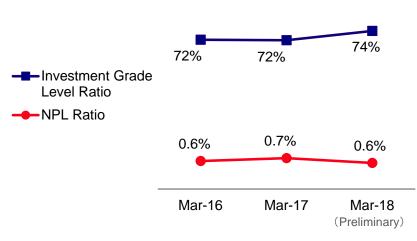
<sup>1.</sup> Period-end balance, based on the Financial Reconstruction Act 2. Financial Reconstruction Act



### Loan Portfolio Outside Japan

### Quality of Loan Portfolio<sup>1</sup>

BK<sup>2</sup>, GCC management basis



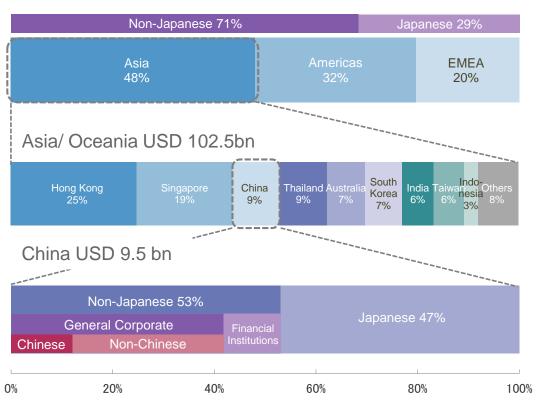
### Reference: EDF by Moody's Analytics <sup>3</sup>

(Mar-18) **All Sectors** Mizuho Average Utilities, electric 0 Global Average Business products wholesale 0 **Transportation** Steel & metal products Real estate **Telecommunications** Construction Finance companies Electronic equipment O Resource related 0 6% 9% Probability of Default

### Loan Portfolio Outside Japan (Mar-18)

Total USD 213.3bn

BK<sup>4</sup>, GCC management basis



- Management accounting rules were changed. The original figure for Investment Grade Level was 73% for Mar-16.
   All other figures remain unchanged
- 2. Includes the banking subsidiary in China
- 3. EDF: Expected Default Frequency (measure of the probability that a firm will default calculated by Moody's Analytics based on stock price and financial data)
- Average (no. of firms basis) of whole global listed companies and Mizuho's Japanese and non-Japanese listed customers based on data provided by Moody's Analytics. Resource related is an aggregate of mining, oil refining and oil, gas & coal exploration production
- 4. Includes the banking subsidiaries in China, the US, the Netherlands, Indonesia, Malaysia, Russia, Brazil and Mexico



### Capital Management

Pursue an appropriate balance between strengthening of the stable capital base and steady return to shareholders

### Strengthening of the Stable Capital Base

### Steady Return to Shareholders

Mediumterm Business Plan

CET1 Capital Ratio<sup>1</sup> Target: approx. 10%

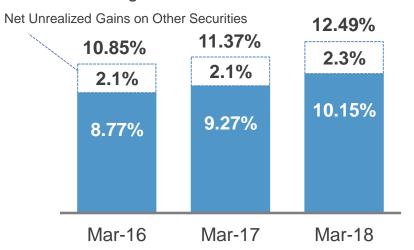
(as of Mar-19, excluding Net Unrealized Gains on Other Securities)

## Dividend Policy

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

### CET1 Capital Ratio<sup>1</sup>

Improve stress tolerance toward changing external environment through the steady accumulation of retained earnings



#### Cash Dividend per Share of Common Equity

Comprehensively take into account management and regulatory environment, progress against the Mediumterm Business Plan (CET1 Capital Ratio of approx. 10%), steady dividend payout ratio of approx. 30% and other factors

FY18 (estimate): JPY 7.50 (Dividend payout ratio 33.3%<sup>2</sup>)

Interim Cash Dividend Payment (estimate): 3.75

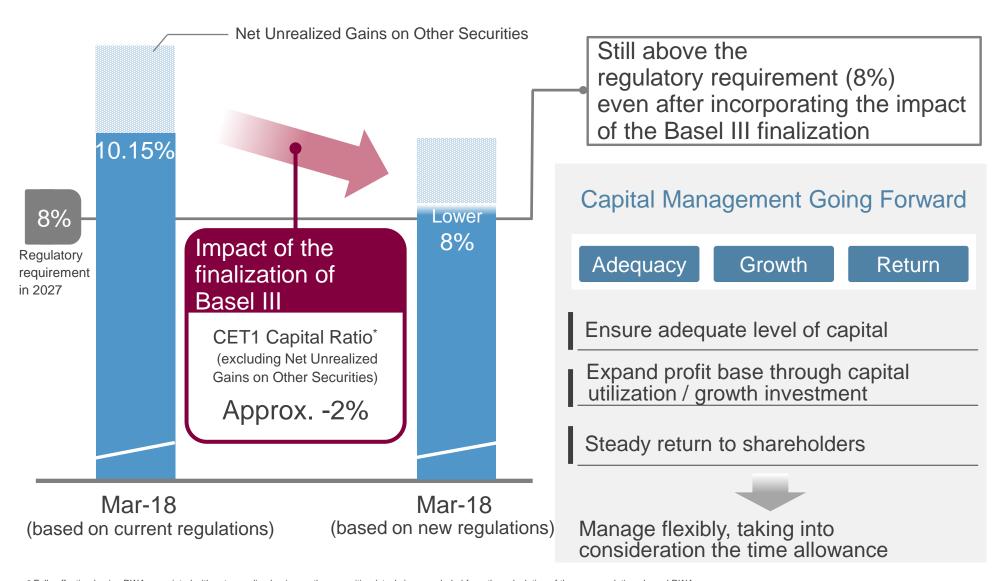
Fiscal Year-end Cash Dividend Payment (estimate): 3.75

<sup>2.</sup> Assuming Net Income Attributable to FG for FY18 of JPY 570.0bn



<sup>1.</sup> Basel III fully-effective basis (based on current regulations). Including the Eleventh Series Class XI Preferred Stocks up to Mar-16 (the balance as of Mar-16: JPY 98.9bn, mandatory conversion on Jul. 1, 2016)

### Impact of the Finalization of Basel III



<sup>\*</sup> Fully-effective basis. RWA associated with net unrealized gain on other securities (stocks) are excluded from the calculation of the new regulations based RWA



## Earnings Plan of FY2018

#### Consolidated

Net Income Attributable to FG

(JPY bn)			
,	FY2017	FY2018	
	Results	Plan	YoY
Consolidated Net Business Profits + Net Gains related to ETFs and others 1	538.0	700.0	161.9
Credit-related Costs	156.3	-20.0	-176.3
Net Gains (Losses) related to Stocks - Net Gains related to ETFs and others 1	191.8	190.0	-1.8
Ordinary Profits	782.4	830.0	47.5

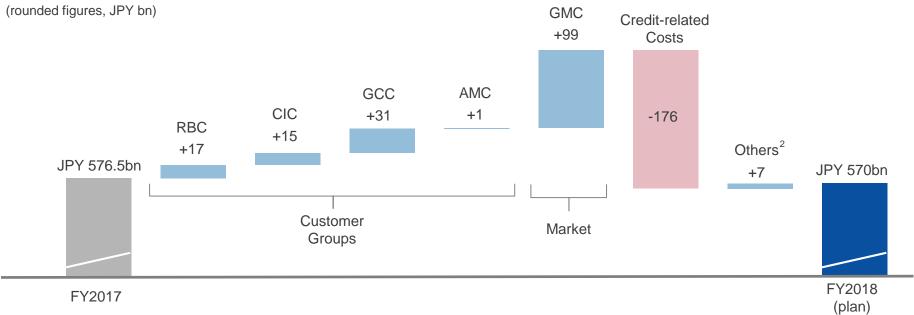
576.5

570.0

#### Reference: 2 Banks

(JPY bn)			
	FY2017	FY2018	
	Results	Plan	YoY
Net Business Profits + Net Gains related to ETFs	398.7	530.0	131.3
Credit-related Costs	153.2	-20.0	-173.2
Net Gains (Losses) related to Stocks + Net Gains related to ETFs	196.2	185.0	-11.2
Ordinary Profits	616.5	635.0	18.4
Net Income	493.1	455.0	-38.1

#### Breakdown of Net Income Attributable to FG



-6.5

Plan based on: O/N interest -0.10%, 3M TIBOR 0.07%, JGB10y 0.05%, Nikkei Stock Average JPY 23,100, JPY 108/USD

<sup>1.</sup> Net Gains related to ETFs and others (2 Banks) + Net Gain on Operating Investment Securities (SC Consolidated) 2. Includes increase / decrease of corporate tax, etc.



## In-house Company Earnings Plan of FY2018

Group aggregate, management account, rounded figures

	Net I	Business Pr	ofits 1		Net Income	2
(JPY bn)	FY17 <sup>3</sup> Preliminary	FY18 Plan	YoY	FY17 <sup>3</sup> Preliminary	FY18 Plan	YoY
RBC	14	31	+17	26	30	+4
CIC	229	244	+15	268	301	+33
GCC	92	123	+31	62	72	+10
GMC	186	285	+99	127	196	+69
AMC	17	18	+1	8	7	-0
In-house Company Total	538	701	+163	491	606	+116
FG Consolidated	538	700	+161.9	576.5	570	-6.5

<sup>1.</sup> Net Business Profits of GMC include Net Gains related to ETFs and those of FG Consolidated include Net Gains related to ETFs (2 Banks) + Net Gain on Operating Investment Securities (SC Consolidated)

<sup>2.</sup> Figures of FG Consolidated: Net Income Attributable to FG 3. Recalculated the FY2017 results based on the FY2018 management account rules



# **FY2018 Policy Initiatives**

- 1. Structural Reform Commencement and Execution
- 2. Accomplishing the Medium-term Business Plan
- 3. Transition to the Next-Generation IT Systems



### Overview of Structural Reform

Direction

Technology Utilization

Open Innovation (such as alliances with other companies)

**Global Perspective** 

Mizuho's Vision ("Financial Services Consulting Group") and One MIZUHO Strategy stay unchanged

Structural Reform Continuous fundamental structural reform in order to achieve sustainable growth and secure competitive advantage for the group as a whole in ten years' time

Detailed measures and numerical targets will be reflected in each medium-term business plan (MTBP)

**MTBP** 

Current

Next MTBP

FY2018

FY2021

FY2024

FY2026

## 1 Optimize Organization & Personnel

- Streamline the number of personnel to align with the business strategy
- Improve the quality and quantity of front-office staff
- Utilize technology to reduce and streamline working processes

### 3 Revisit Channel Strategy

- Close, merge, and co-join branches in Japan, following the hub-and-spoke model
- Create omni-channel network to match the nextgeneration finance industry model and increase customer convenience utilizing technology

### 2 Structurally Reform IT Systems

- Integrate the various IT systems
- Implement the Next-generation IT System to strengthen Mizuho's IT platform

## 4 Strengthen Earning Power

- Reform Gross Profits structure
- Lower the burden at front offices and increase the number of people with sales and marketing skills
- Revisit business management

Pillars

Framework

### Quantitative Image of Structural Reform

**FY17 FY21 FY24 FY26** Decrease by approx. Staff Approx. **Decrease by Decrease by Decrease** by 19,000 people 80,000 people 8,000 people 14,000 people 19,000 people (compared to March 2017) Locations in Japan Decrease by approx. Approx. **Decrease by Decrease by** 100 locations 500 locations 50 locations 100 locations (compared to March 2017) Depreciation related to Next-Generation IT Systems Approx. Reduction excluding JPY100bn depreciation related to Mid-JPY 100bn **Expense Reduction Next-Generation IT** level Systems JPY 1.45tn Expenses Reduce expenses by FY21 or as Mid-JPY 100bn early as possible level (Group aggregate, compared to FY17)

### Structural Reform Commencement and Execution

Reforming our business foundations with implementation of specific and steady measures

# 1 Optimize Organization & Personnel

Approx.

1,300 people worth of efficiency\*

Approx.

Appr

Shift to front office, etc.\*
Approx.
600 people

Approx.
700 people
(FY18 Plan)

(FY18 Plar

- Consolidate back office in and outside Japan and optimize head office operations
- Transfer staff to the front office after retraining
- Conduct hiring with consideration for medium- to long-term goals

## 3 Revisit Channel Strategy

19 location reductions

10 locations

Close / Merge

Create
Joint Branches
9 locations

(Cumulative number from FY17 to FY18)

- Pilot launch of hub-and-spoke model
- Create specific plan and begin collaboration with regional banks

# 2 Structurally Reform IT Systems

Transition to the next-generation IT system (Begins June 2018)

- Integrate various IT systems
   (e.g. information mgt. systems, market systems)
- IT Operation Process Reform (e.g. automate system operations and tests)

## 4 Strengthen Earning Power

Management Streamline Areas Focus Areas
Resource Shift (RWA)
-JPY 0.4tn +JPY 1.8tn
(FY18 Plan)

- Expand scope of risk taking
   (e.g. principal investments, US Non-IG transactions)
   Capture growth areas
   (e.g. asset / business succession, sales & trading)
- Balance scope of risk taking and credit control

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



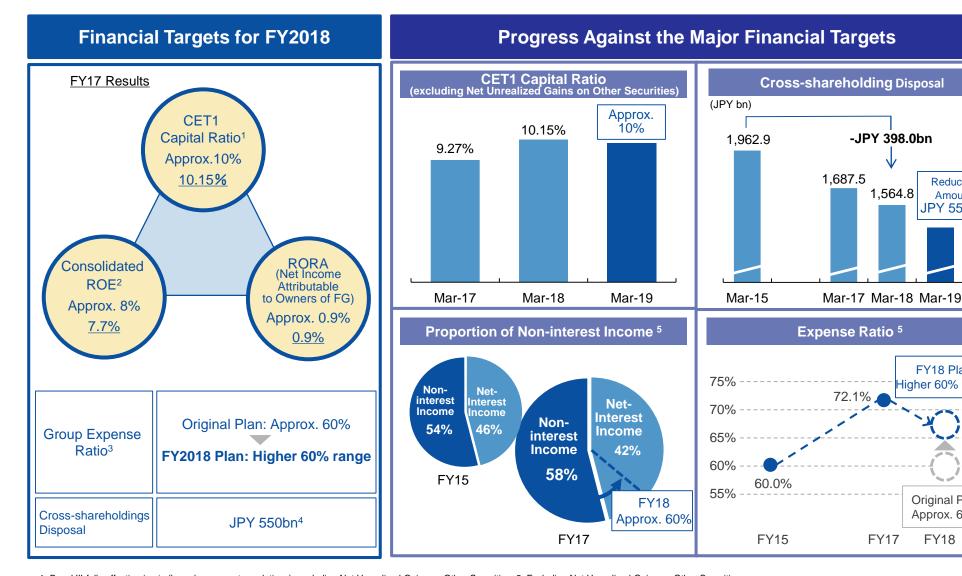
# **Strengthen Earning Power**

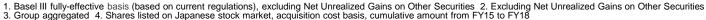
				Group aggregate, management account, rounded figures
	Net Busi Profit		RWA	
(JPY bn)	FY18 Plan	YoY	Streamline → Focus	FY2018 Business Strategy
RBC	31	+17	-30 → +510	<ul> <li>Expand assets under management by strengthening our customer-oriented business operations</li> <li>Strategically allocate RWA to focus areas such as customers' growth strategy and business succession</li> </ul>
CIC	244	+15	-320 → +870	<ul> <li>Expand scope of risk-taking (mezzanine / equity investment, asset finance)</li> <li>Strengthen investment banking (ECM, M&amp;A) and real estate-related businesses</li> </ul>
GCC	123	+31	-50 → +460	<ul> <li>Enhance the Global 300 strategy &amp; tier up as well as transaction banking</li> <li>Expand scope of risk-taking (US Non-IG strategy, expand base of non-Japanese customers in Asia)</li> </ul>
GMC	285	+99		<ul> <li>Optimize portfolio utilization by enhancing proactive monitoring</li> <li>Allocate management resources for sales &amp; trading through BK/SC collaboration</li> </ul>
AMC	18	+1		<ul> <li>Develop asset management products that contribute to the shift from savings to investment/asset building and support firms selling investment products</li> <li>Implement comprehensive consulting services for pensions</li> </ul>

<sup>\*</sup> YoY: FY17 results were recalculated based on FY18 management account rules. Net Gains related to ETFs are included in GMC Net Business Profits



### Accomplishing the Medium-term Business Plan





<sup>5.</sup> The scope of companies aggregated under management account has been changed since FY17 (FY15 result is unchanged)



Reduction

Amount: JPY 550bn4

FY18 Plan

Higher 60% range

Original Plan

Approx. 60%

FY18

### Transition to the Next-Generation IT Systems

### System Migration Schedule

Strive to take all possible measures to ensure safe and steady transition

- Migration will be conducted in <u>phases</u> based on <u>branch grouping</u>
- During the migration period, the current and Next-Generation IT Systems will be <u>concurrently</u> <u>operated</u>

Migration Date		Migration Target	
FY2018	Jun. 11	Common Operational Infrastructure	
	Jul. 17	Former CB System	
	Sep. 10	Former BK System	6 Branches
	Oct. 9		92 Branches
	Nov. 12		102 Branches
	Dec. 17		106 Branches
	Jan. 15		102 Branches
	Feb. 12		33 Branches
FY2019	1H	TB System	

Note: Branches are defined as those with customer accounts (including internet branches, etc.)

#### Benefits & Features of Next-Generation IT System

Unification of core banking system of former BK, former CB and TB

- Downsize and streamline the IT systems
- Improve response to potential system failures

Independent components by business and function

- Improve flexibility through a simplified structure
- Enable flexible adaptation to new services
- Shorten the lead time and reduce costs for new development

Cutting-edge "Next-Generation" core banking systems

- Strengthen infrastructure for providing services
- Improve operations processing speed



# Mizuho's ESG



### Toward the Realization of a Sustainable Society

By resolving social issues that are provided for in action calls such as the Sustainable Development Goals\* (SDGs), Mizuho will strive to contribute to the sustainable development of society and to further increase our corporate value

Efforts to resolve social issues that are provided for in calls to action such as the SDGs





14 LIFE RELOW WATER



15 LIFE ON LAND



















Foundations



Strengthen efforts to promote businesses that contribute to the sustainable development of society

Reinforce the group's foundations that underpin activities in line with society's expectations

Promote social contribution activities that take into consideration the needs of local regions and society

<sup>\*</sup> Global goal to achieve the "2030 Agenda for Sustainable Development" which was adopted by the United Nations



13 CLIMATE ACTION

## **ESG** Initiatives

#### Sustainable Development Business Promotion

#### **Environmental finance**

- Project finance for photovoltaic power generation business in Minami Soma City in Japan Mizuho was the project arranger
- First as Japanese bank:
   Project finance for a photovoltaic power generation project in India
   Mizuho was the lead manager

Asia Project Finance Amount

 $No.1^{1}$ 



## Expanded LGBT accessibility for financial products

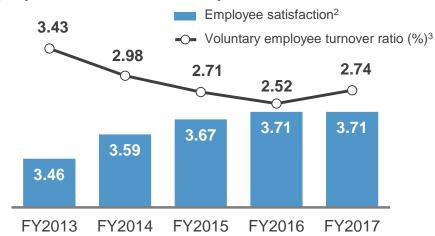
- Housing loan arrangements to treat partners of the same gender as dependents
- Multifunctional Safety Trust which enables customers to specify their partners of the same gender as asset recipients

PRIDE Index
Received Top Gold Rating



### Platform Development for Employee Participation

### Employee satisfaction survey



### Diversity and inclusion target

Category			Results		Targat6
			Jul. 2016	Mar. 2018	Target <sup>6</sup>
Outside <sup>4</sup>	Percentage of management positions filled by employees hired outside Japan		33%	43%	50%
Japan	Percentage of management positions filled by women		7%	9%	10%
In 5 Japan	Percentage of management positions filled by women	General manager equivalent	3%	4%	10%
		Manager equivalent and above	10%	12%	20%
		Supervisor equivalent and above	22%	25%	30%
	Percentage of eligible male employees taking childcare leave		2%	79%	100% <sup>7</sup>

<sup>1.</sup> IJ Global League Table FY2017 2. Average response on a scale from 1 to 5 in the category of "satisfaction with the company" on the annual Staff Survey

<sup>3.</sup> New totalizing method was applied in FY17. Previous year results have been recalculated 4. BK 5. Total of FG/BK/TB/SC 6. As of July 2019 7. FY2018 target



## **ESG-related Recognition and Awards**

## Third-party Evaluation

#### **FSG Rank / Score**

	Mizuho	MUFG	SMFG
ROBECOSAM   We are Sustainability Investing.	67	53	42
SUSTAINALYTICS 1	75.8	58.1	51.2
FTSE <sup>2</sup>	3.9	2.7	3.1

#### ESG-related Recognition







Nadeshiko Brand 2018

Health & Productivity Stock Selection 2018

Competitive IT Strategy Company 2017

## Inclusion in Social Responsibility Indices<sup>3</sup>

MEMBER OF **Dow Jones** Sustainability Indices In Collaboration with RobecoSAM (

Dow Jones Sustainability Index Asia Pacific

MSCI 💮

2017 Constituent MSCI ESG Leaders Indexes

MSCI ESG Leaders

Indexes



FTSE4Good Index Series

#### **GPIF** selected ESG Indices



(General Index) FTSE Blossom Japan Index



2017 Constituent MSCI Japan Empowering Women Index (WIN)

(Theme Index) MSCI Japan Empowering Women Index (WIN)

# モーニングスター社会的責任投資株価指数

Morningstar Socially Responsible Investment Index (MS-SRI)



Bloomberg Gender-Equality Index



SNAM Sustainability Index

## Green Bond Index (GBI)



(Issued Oct. 2017)

Bloomberg Barclays MSCI GBI

**BofA Merrill Lynch GBI** 

- 1. Rebeco SAM: Percentile ranking, Sustainalytics: total rank compared to peers. Those near 100 are evaluated highly. Source: Bloomberg (as of Apr. 2018)
- 2. FTSE Overall ESG Score (as of Sep. 2017): Maximum score of 5 3. https://www.mizuho-fg.co.jp/csr/mizuhocsr/rating/index.html



# Our Progress in Strengthening Corporate Governance

## Continue the "progressive" reform of governance as a front-runner to enhance our corporate value

First in Japan Filed the Corporate Governance Report in compliance with the Corporate Governance Code on the day of Code enforcement

Disclosed the "Policy Regarding Cross-holdings of Shares of Other Listed Companies" and the "Standards Regarding the Exercise of Voting Rights Associated with Cross-shareholdings"



Introduced a full-scale In-house Company System

Jun.

Independent outside director became Chairman of the Audit Committee



Chairman of the BOD as well as the Chairman of all three legally required committees became independent outside directors

# BK/TB/SC became a Company with Audit and Supervisory Committee

Chairman of the Board of Directors (BOD) and Chairman of the three legally required committees							
Chairman of the BOD	Hiroko Ota	Professor, National Graduate Institute fo Policy Studies Past Minister of State for Economic and Fiscal Policy					
Chairman of the Nominating Committee	Takashi Kawamura	Chairman, Tokyo Electric Power Company, Inc. Past Chairman and President, Hitachi, Ltd.					
Chairman of the Compensation Committee	Tatsuo Kainaka	Attorney-at-law, Past Justice of the Supreme Court, Past Superintending Prosecutor of the Tokyo High Public Prosecutor Office					
Chairman of the Audit Committee	Tetsuo Seki	Past President, The Shoko Chukin Bank, Ltd. Past Executive Vice President, Nippon Steel Corporation					

2014 First

First as Japanese Mega-bank Transformation into a Company with Three Committees

Chairman of the BOD as well as all members of the Nominating and Compensation Committees became independent outside directors

2015

#### Fiduciary Duty (FD) related initiatives

2016

Feb. First as Japane Mega-b

Announcement of the Policies Regarding Mizuho's FD

2017

Jan. First as
Japane
Mega-b

Establishment of the FD Advisory Committee (Group Basis)

Mar. First as
Japanese
Mega-bank

Adopted the Principles for Customer-Oriented Business Conduct set forth by Japan's Financial Services Agency

Oct.

- Partial revision to the Policies Regarding Mizuho's FD

First in Japan

Disclosure of advisor (*komon*) system based on the Tokyo Stock Exchange disclosure regime\*

#### Advisor (komon) system (summary)

- Reorganized and revised the advisor (komon) system after discussion with all independent outside directors (completed by February 2017)
- Mizuho does not have a sodanyaku system hitherto

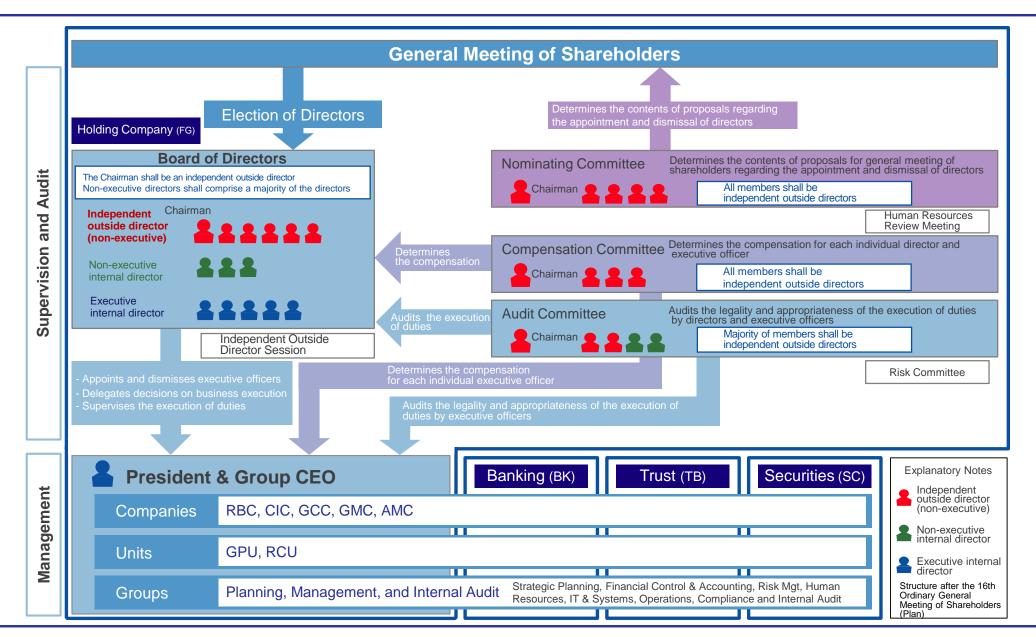
Advisors shall not participate in management of the company (clarification)

Independent outside directors are engaged in the framework/appointment/compensation process

<sup>\*</sup> Disclosed names, etc., of advisors who have formerly served as Representative Director and President, etc. of FG based on our advisor (komon) system which incorporates the standard of the "Practical Guidelines for Corporate Governance Systems (CGS Guidelines)" formulated by the Ministry of Economy, Trade and Industry as well as the regime to disclose about retired President/CEO holding advisory positions (positions such as sodanyaku, komon etc.) in Tokyo Stock Exchange's Corporate Governance Report (began in January 2018)



## Corporate Governance Structure





Direction of Mizuho's Business Transformation



## Overview of the Direction of Mizuho's Business Transformation

#### Customer-driven business

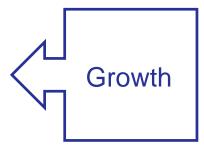
- Advance One Mizuho strategy and thoroughly promote business-driven management
  - Enhance "business literacy" across Mizuho
  - Visualize / quantify strategies and initiatives

## Technology-driven business

- Create & expand new businesses; pursue new roles of financial institutions

Leverage Mizuho's core competencies

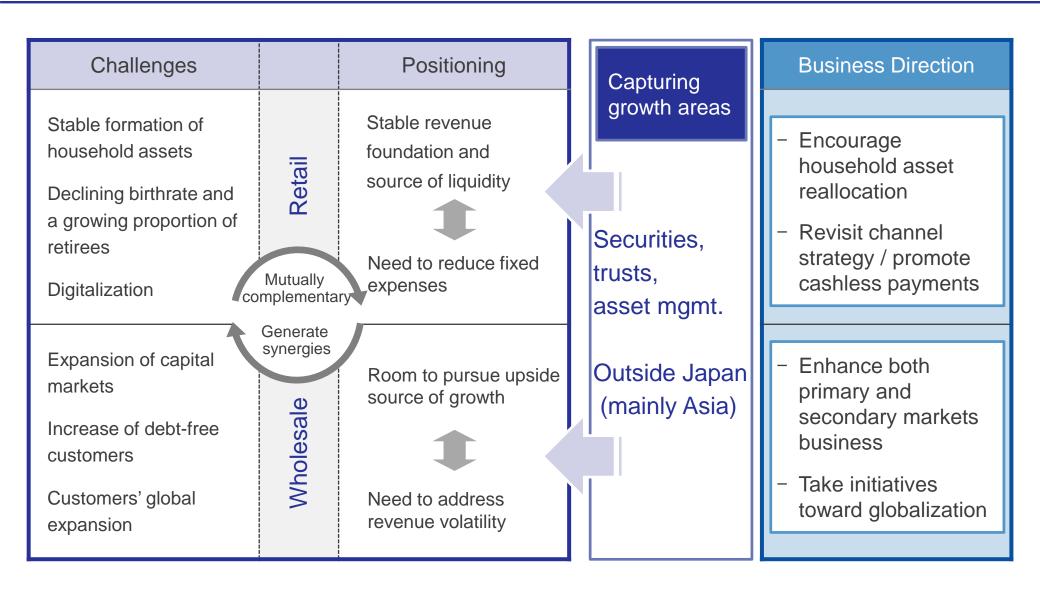
- Fortify stable profit base
- Optimize upside revenue opportunities



Build a more robust business portfolio

Drive shareholder value by strengthening "core earnings" through improvement of gross profits and reinforcement of expense control

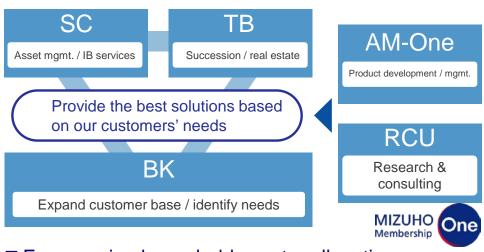
# Approaches to Business Portfolios



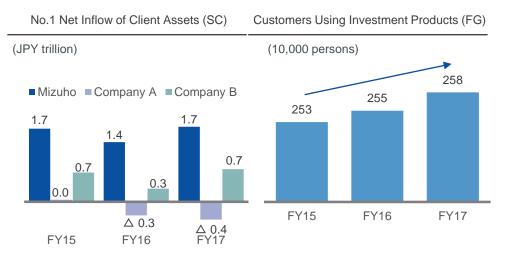
# Retail Segment

## Mizuho's Competitive Advantages

Mizuho's integrated financial consulting business



■ Encouraging household asset reallocation



### Initiatives to Spur Growth

Proactively respond to social issues / environmental changes

From savings to investment / asset formation

set

Encourage household asset reallocation

Shift from product sales to asset management business

Business succession / corporate growth strategies

Initiatives aimed at aging owners of SMEs Support industry reorganization and global expansion

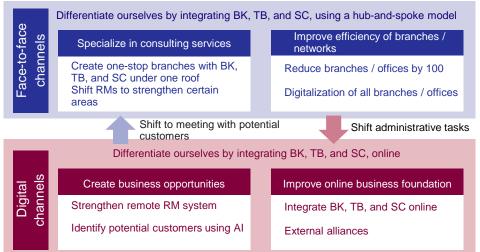
New services offering greater convenience

Al score-based lending

**✓** J.Score

Promotion of cashless payments

#### Restructuring of channels and settlement business





# Wholesale Segment (1)

## Mizuho's Competitive Advantages

Customer base in and outside Japan

Coverage of Listed Companies in Japan: Approx. 70%

Forbes Global 200<sup>1</sup>
Coverage:
Approx. 80%



1. Top 200 ranked corporations from Forbes Global 2000 (excl. financial institutions) 2. FY17 JGB / Yen denominated corporate bonds

Source: Calculated by SC based on data from external research institutions

## Business Expansion in Global Financial and Capital Markets

Business expansion through primary and secondary market synergies and in-house company collaboration

Market size<sup>3</sup> Bonds Stocks ■Market size: Secondary is larger than primary market Secondary **JPY JPY** markets ■Our competitive (trade amounts) 1,200tn 680tn strength: Close relationship

Primary markets (total issue amounts)

Primary JPY JPY 4tn

Enhance both primary and secondary markets business

Investors Institutional investors / Investors outside Retail investors in financial institutions Japan Japan in Japan Sales of products Research Div. Retail Banking Div. Global Markets Div. Mizuho Intermediary functions in capital markets Global Investment Banking Div. Sourcing products ssuers Issuers outside Issuers in Japan Japan

Improve presence and market access capabilities in the secondary markets and support issuers both in and outside Japan in capital markets

 Increase secondary market revenue by matching supply and demand needs

3. FY16 results 4. Source: Japan Securities Dealers Association, Japan Exchange Group, I-N Information Systems, Thomson Reuters

with investors as

their intermediaries

in the capital markets

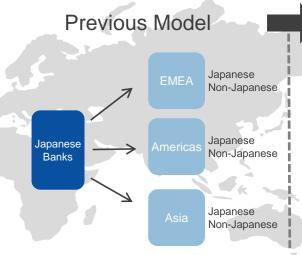


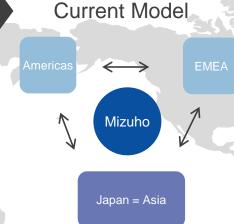
# Wholesale Segment (2)

#### Address Customers' Globalization Activities

Capture US / European Multinational Company Business in Asia

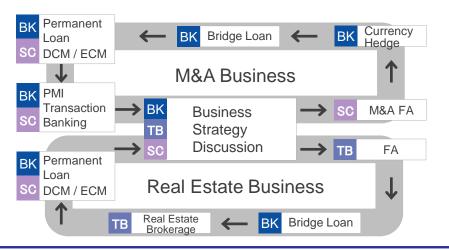
Support Japanese customers' overseas expansion and use the strength of our balance sheet to provide credit to non-Japanese customers



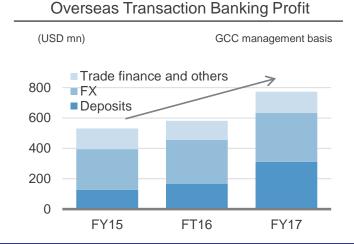


Capture customers' cross-regional business value chain by leveraging our leading edge presence in Asia

Capture business value chains by BK/TB/SC collaboration (Examples) Capture customer trade flow



- ■Procure stable revenue sources and foreign currency liquidity
- ■Capture economic growth with a focus on Asia (emerging currencies, etc.)



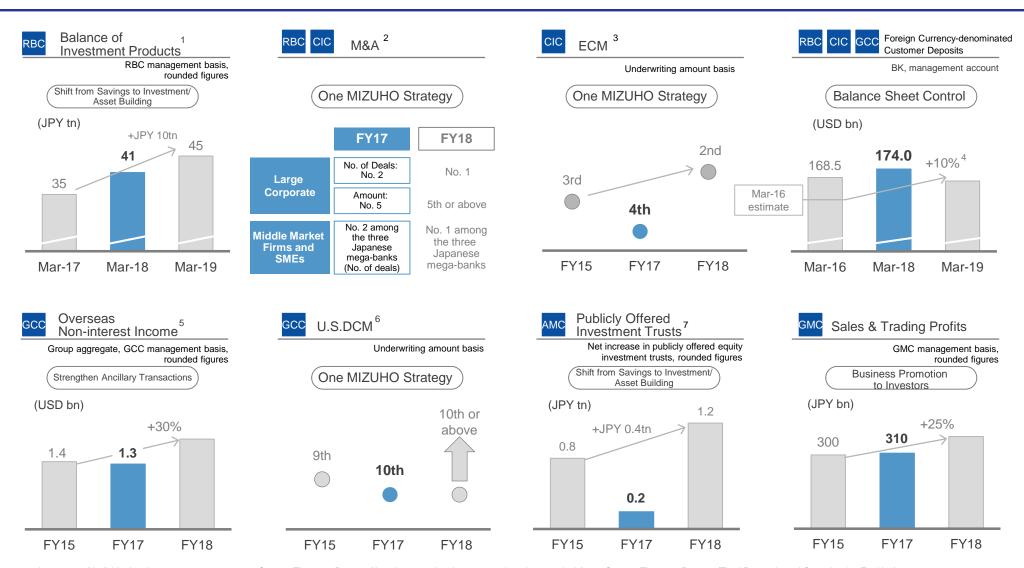
# In Closing



Appendix



## **KPI**



- 1. Aggregate of individual and corporate customers 2. Source: Thomson Reuters (Any Japanese Involvement, excl. real estate deals) 3. Source: Thomson Reuters (Total Domestic and Cross-border Equities)
- 4. Foreign currency-denominated customer deposits, planned amount versus Mar-16 estimate 5. 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, FY17 Results and FY18 Plan: AM non-consolidated basis



# A.I.-based Score Lending



Japan's first
A.I.-based Score
Lending Starts

#### A.I.-based Score

- Utilize A.I. and Big Data
- Score customers' credit and potential
- Highest score is 1,000
- 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 Mizuho/ SoftBank transaction data (Yahoo will soon be added)



#### Lending

- Indicate lending terms based on the score
- Ability to check borrowing terms on a regular basis
- Ability to make borrowing application instantly (min. 30 mins for loans)

Provide financial and non-financial services on the A.I.-based scoring platform sequentially

# Mar-18 Results Loan Balance

Mar-19 Target Approx.

JPY 3.5bn JPY 20bn

(130K Score Acquisitions) (350K Score Acquisitions)
Almost **twice the pace**of initial target

#### Transition of Results





# J-Coin (tentative) Concept

## Develop an open settlement platform where all Japanese banks participate

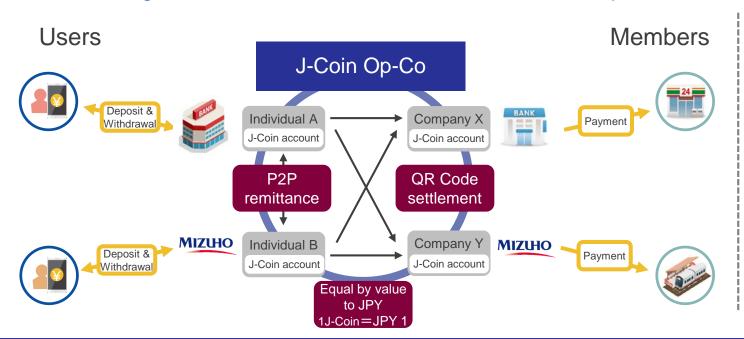
Cashless

Decreased social cost
Enhanced convenience
Create innovation of settlement data

Decrease cost associated with cash settlement
Settlement platform allowing remittance between individuals Secure a globally utilizable transmission platform

Data will not be monopolized by a single player. It will be shared among financial institutions and members

Economic ripple effect of approx. JPY 10tn (Mizuho estimate) including the decrease in cash settlement costs for the Japanese financial industry



#### Pilot Test in Fukushima

- Start date: Jun-Jul 2018 (plan)
- Location:

   Facilities / Shops etc.
   in Tomioka Town,
   Fukushima
- Participant:
   Account holder of
   Mizuho Bank and/or
   Toho Bank



# Optimization of Staffing and Enhancement of Capabilities



From FY16

Fundamental Reform of **HR Management** 

Enhancement of Capabilities (Competency utilization/active participation of employees)

From FY17

Structural Reform of Staffing and Expense

Optimization of Staffing (Streamlining/shift to front office)

Maximize productivity of each staff

# **Optimization of Staffing**

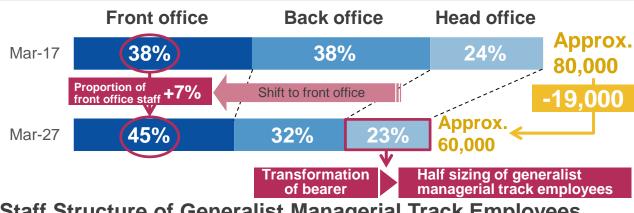
No. of personnel

Streamline the number of personnel through measures such as reduction of staff for standardized operations by utilizing technologies and integration of operations both in and outside Japan

Shift staff from back/head office to front office and promote the active participation of a diverse workforce

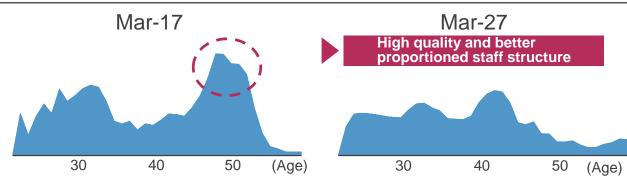
Promote optimization of staff structure through external transfer of staff belonging to large scale age group, streamline approx. 30% of the no. of personnel and rectify high cost structure

Improve the staff quality by securing and developing staff who can cultivate new businesses



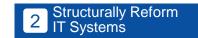
Staff Structure of Generalist Managerial Track Employees (image)

Generalist managerial track staff of FG/BK/TB





## Structural Reform of IT Systems



Integrate various IT systems

Centralization/integration with consideration for the timing of IT systems renewal, operational characteristics, etc.

- Reduce costs by utilizing technology
   Automation of testing/operation using RPA, etc.
- Strengthen IT platform through
   Next-generation IT Systems implementation

Downsizing of surrounding IT systems (channel/information, etc.)

#### Speed up new products/services provision

→ Independent components by business/function Completion of the Next-generation IT Systems will enable reduction of new development costs by approx. 30% (compared to the current IT system)

# Productivity mprovement

reduction

Cost

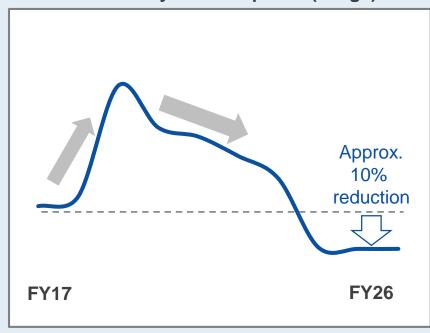
# Service provision not constrained by the control branch

→ Accelerate the hub-and-spoke model by centralizing operations

#### Paper free environment

→ Digitalized data reporting/electronic approval workflow linked to operation systems

#### **Transition of IT Systems Expense (image)**



Reduce by approx. 10% by FY2026 (compared to FY2017)

Sufficiently secure room for new investments

# **Revisit Channel Strategy**

Hub-and-spoke model for providing integrated banking, trust and securities services



BK/TB/SC approx. 500 locations (approx. 800 branches)

Regroup into approx. 120 areas

**Hub Locations** 

**Area Core** 

Provide full banking, trust and securities services, as well as wholesale and retail services through face-to-face channel

Common

financial services

Collaboration

Global/trust/securities

businesses, etc.

Regional Banks

Joint offices

Digital channel

ВК ТВ

Region-based inter-location collaboration structure

Provide banking, trust and securities services at all locations

**Spoke Locations** 

Smaller and streamlined staff number

Integrated face-to-face and digital channels to provide one-stop services of banking, trust and securities

### Differentiation through channel reform

Faceto-face channel Differentiation through the

hub-and-spoke model

on a banking, trust and securities integrated basis

Streamline branch network

Reduce

approx. 100 locations

by FY24 Digitalize

Improve productivity

all locations

Shift select customers to face-to-face channel

Fundamental reform to optimize branch strategies

Shift routine business to digital channel

Digital Channel Differentiation through

online

integration of banking, trust and securities services

Create business opportunities

Customer base expansion

Utilize

FinTech and A.I.

Enhance business platform

Online completion of transactions at BK/TB/SC website

External alliance



## Digitalization of Branches

Transform branches to accommodate changing customer needs and behaviors

Mizuho Digital Corner (Trial implementation started from FY17)

