MIZUHO IR Select

March 28th 2017 **Mizuho Financial Group**



Important Notice

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.

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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"), which is 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.

Mizuho Financial Group, Inc. is a specified business company under "Cabinet Office Ordinance on Disclosure of Corporate Information, etc." Article 17-15 clause 2 and prepares the interim consolidated and interim non-consolidated financial statements in the second quarter.

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.
TB: Mizuho Trust & Banking Co., Ltd.

GCC: Global Corporate Company AMC: Asset Management Company

BKUSA: Mizuho Bank (USA) BHC: Mizuho Americas LLC BK: Mizuho Bank, Ltd.

SC: Mizuho Securities Co., Ltd. GMC: Global Markets Company

GPU: Global Product Unit MSUSA: Mizuho Securities USA

Region managerial basis: Managerial figure of the respective region's department



Americas Business Strategies

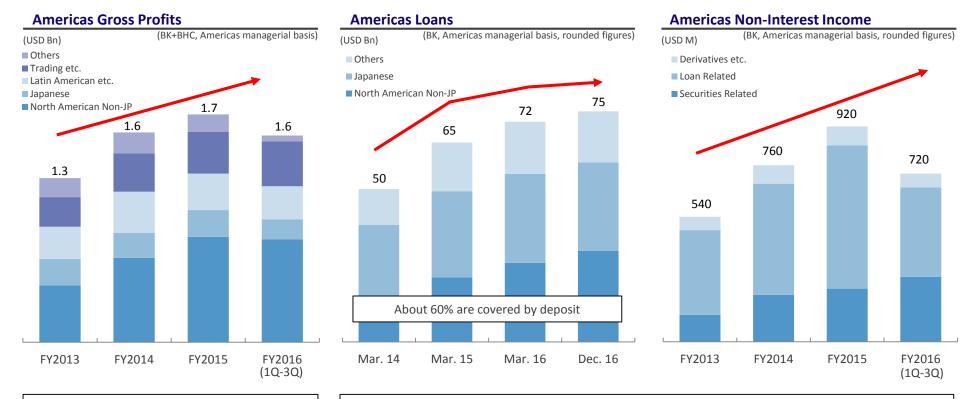
- Americas Business Strategies and Business Expansion
- Americas Business Strategies Acceleration
- Americas Business Strategies Results
- U.S. League Tables (CY2016)
- Ensuring Lead Bank Position (1) Acceleration of Unity Operation
- Ensuring Lead Bank Position (2) Aiming Further Growth



Americas Business Strategies and Business Expansion

Pursue the Global 300 Strategy

- Establish strong partnerships with our top clients
- Continue to expand strategic capital raising solutions in DCM, ECM and M&A through integrated banking and securities functions initiated by loan financing business



Rapid business expansion driven by North American domestic corporate client business.

Mizuho's continued development in the Americas region highlighted by strong non-interest income expansion while controlling loan growth.

Americas Business Strategies - Acceleration

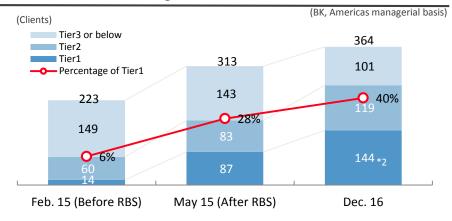
RBS transaction supercharged Mizuho's US investment banking platform and accelerated our business strategy in the region*1

Improvement in relationship and expansion of client base

- Cultivate client relationships through enhanced status with our existing client base (about 60% customers of the acquired assets were existing clients)
- Expansion of top tier blue chip client base through acquiring 80< new clients

North American Lending Non-JP Clients

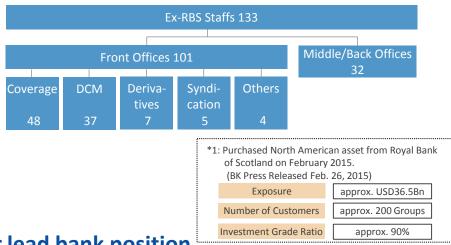
Tier1-3; Mizuho's relationship status from clients' perspective



Significant inflow of various talented personnel

- Significantly strengthened capabilities to execute financial products through acquiring approx. 130 personnel from RBS who drove its bank-securities integrated business model
- Material inflow of human resources supported the evolution of corporate culture

Positions of Ex-RBS Staffs



Moved on to a new phase aiming to increase our lead bank position

■ Promoted an intensive project aimed bringing Mizuho's business infrastructure and capabilities up to existing Wall Street standards.

*2: 170 by including Non-Lending Clients etc.

In six months, the team of local Mizuho staff realized acceleration of credit approval processes,
 enhancement in financial product capabilities and improvement in IT infrastructure, among others.

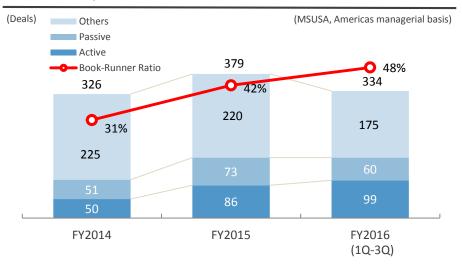


Americas Business Strategies - Results

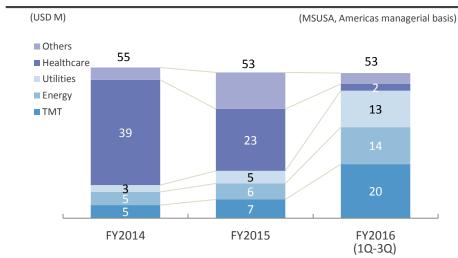
Progressive Improvement of Americas Business

- Mizuho's firm position in the U.S. DCM market
- Robust results in focused sectors in ECM

DCM Deals / Book-Runner Ratio



Income by ECM Business

















U.S. League Tables (CY2016)

Investment Grade Corporate Bonds

Rank	Underwriter	Market Share	2015 Rank	2014 Rank
1	Bank of America	11.8%	1	2
2	JP Morgan	11.0%	2	1
3	Citi	9.4%	3	3
4	Goldman Sachs	6.7%	4	4
5	Barclays	6.4%	7	5
6	Morgan Stanley	6.2%	5	6
7	Wells Fargo	5.3%	6	8
8	Deutsche Bank	4.9%	8	7
9	Mizuho	4.7%	11	15
10	HSBC	3.9%	9	9

(Source) Dealogic

Asset-Backed Securities

Rank	Underwriter	Market Share	2015 Rank	2014 Rank
1	JP Morgan	12.5%	1	1
2	Barclays	10.9%	3	4
3	Wells Fargo	8.3%	7	8
4	BAML	8.2%	5	5
5	RBC	7.9%	6	6
6	Credit Suisse	7.7%	4	3
7	Citi	7.5%	2	2
8	Deutsche Bank	7.3%	8	7
9	Mizuho	4.1%	13	17
10	Goldman Sachs	4.1%	9	11

(Source) Dealogic

IG Corporate Bonds (Mizuho Customer)

Rank	Underwriter	Market Share	Q2-Q4 2015 Rank
1	Bank Of America	11.8%	2
2	JP Morgan	10.4%	1
3	Citi	10.0%	3
4	Barclays	7.6%	6
5	Mizuho	6.9%	9
6	Morgan Stanley	6.0%	7
7	Goldman Sachs	5.6%	5
8	Wells Fargo	5.4%	4
9	HSBC	4.7%	12
10	Deutsche Bank	4.4%	8

(Source) Dealogic

Equity & Equity Linked

Rank	Underwriter	Market Share	2015 Rank	2014 Rank
1	JP Morgan	14.5%	1	2
2	Goldman Sachs	13.9%	6	4
3	BAML	9.7%	5	3
4	Morgan Stanley	8.5%	2	5
5	Barclays	7.9%	7	6
6	Citi	7.7%	3	1
7	Credit Suisse	7.7%	4	7
8	Wells Fargo	5.2%	9	9
9	Deutsche Bank	5.0%	8	8
10	RBC	2.6%	10	10
15	Mizuho	0.8%	15	NA

(Source) Dealogic

IG Syndicated Loan

Rank	Underwriter	Market Share	2015 Rank	2014 Rank
1	Bank of America	18.1%	1	2
2	JP Morgan	16.9%	2	1
3	Citi	11.9%	3	3
4	Wells Fargo	9.1%	4	4
5	MUFG	5.2%	5	6
6	Barclays	4.7%	6	5
7	Mizuho	3.9%	9	14
8	Goldman Sachs	3.2%	13	15
9	U.S. Bancorp	2.9%	8	10
10	BNP Paribas	2.9%	12	8

(Source) Thomson Reuters

Equity Linked Products

Rank	Underwriter	Market Share	2015 Rank	2014 Rank
1	Deutsche Bank	14.7%	19	7
2	Goldman Sachs	14.6%	8	1
3	JP Morgan	11.4%	1	2
4	BAML	7.7%	2	4
5	Citi	7.6%	5	6
6	Wells Fargo	6.7%	4	9
7	Credit Suisse	4.7%	7	10
8	Morgan Stanley	4.5%	3	3
9	Mizuho	3.9%	10	NA
10	Barclays	3.8%	6	8

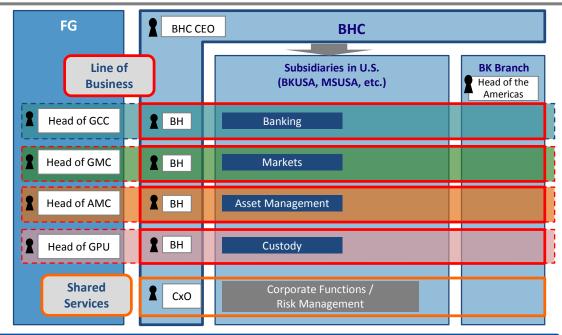
((Source) Dealogic



Ensuring Lead Bank Position (1) Acceleration of Unity Operation

Establishment of U.S. Bank Holding Company (BHC)

- Established Mizuho Americas LLC, a U.S. based BHC on July 2016.
- Reorganized banking, trust and securities companies in the U.S. and accelerated an integrated operation between banking, trust and securities functions.



Unity Operation Across the Americas

- Line of Business
 - Aiming transformation from entity based to business based operation through appointment of Business Heads (BH)
- Shared Services Operational Excellence
 - Implementing integration of subsidiaries and branch's corporate functions for improved efficiency
- Enhancement of Risk Management
 - Transformation from entity based to risk category based risk management



Ensuring Lead Bank Position (2) Aiming Further Growth

Key Initiatives

Sector Based Approach

- Financial and capital strategy advisory based on industry sector characteristics through
 CFAS (Corporate Finance Advisory and Solutions)
- Enhancing investment banking capabilities focusing on sectors including TMT and healthcare
 - Promotion of business reorganization and M&A activities by investment banking coverage bankers
 - > ECM research and sales functions for selected sectors

Global Collaboration

 Exporting Mizuho Americas' capital market platform to Asian and European clients to support their financing needs and M&A activities in the U.S. market

Sales & Trading

Integrated operation in derivatives/FX business and expansion of product lineups

Balance Sheet Control

- Reduce low profitable and ultra long term credit and shift toward highly profitable assets
 - ➤ Conducted USD 4Bn asset reduction and risk hedging in 21 months (Apr. 2015 Dec. 2016)



(Appendix 1) Managements of Americas

(As of April 1, 2017)

BHC Chief Executive Officer / FG • BK Head of the Americas ☆ Hiroshi Suehiro

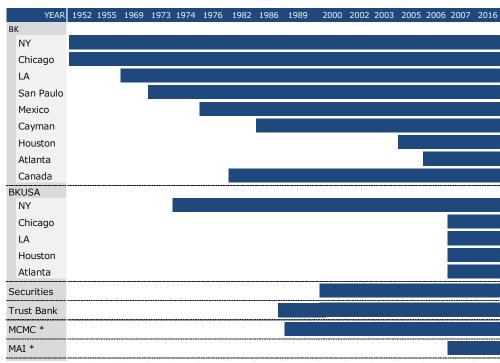
BHC Managements			BK Managements	
Chief Risk Officer	Eric Yoss	ВК	Joint Head of the Americas	O Hidekatsu Take
Chief Compliance Officer & Chief Legal Officer	O Angelo Aldana	ВК	U.S. Chief Credit Officer	O John Ho
Co-Chief Financial Officer	David Kronenberg	MS	Head of Japanese Corporate Banking Coverage	O Fumio Yamazaki
Co-Chief Financial Officer	Masaki Shimoda	ВК	Co-Head of North America Banking Coverage	Michael Keating RBS MS
Chief Administration Officer	Mitsuhiro Kanazawa	FG BK	Co-Head of North America Banking Coverage	Donald Sutton RBS MS
Head of Strategy	John Buchanan	MS	Head of Investment Banking, Advisory & Solutions	John Humphreys MS
Head of Human Resources	Brian McQuade	ВК	Head of Americas Financial Products	Keiichi Niinuma
Chief Operations Officer	Peter DelGrosso BK		/ Loan Syndication	
Chief Information Officer	Michael Gotimer	ВК	Co-Head of Americas IT & System	Yoshiaki Fujikawa
Co-Chief Auditor	Tatsuo Muromachi	ВК	MSUSA Managements	
Co-Chief Auditor	Gerard Rieger	ВК	Deputy President	Shinjiro Nomura
Head of North American Banking	Andrew Dewing	BK MS	Head of Corporate Division	Patrick Fay
/ BK Joint Head of the Americas			Co-Head of DCM	Jennifer Powers RBS
Head of Markets (Sales & Trading) / MSUSA President & CEO	O Jerry Rizzieri	MS	Co-Head of DCM	James Shepard
Head of Markets (Asset Liability Management),	O Takashi Kawaguchi	D.C.	Head of High Yield	Richard Smith RBS
Joint Head of Markets (Sales & Trading)	O Takasili kawagucili	ВК	Co-Head of Syndicate	Victor Forte RBS
Head of Asset Management	Masanobu Yamaguchi		Co-Head of Syndicate	Vincent Murray
Head of Custody Services	Keita Yamaki		Head of Equity Division	Matthew DeSalvo
Joint Head of Markets (Sales & Trading)	Masahiko Umemoto		Head of Advisory Division	Taro Hasuo
★ FG/BK Deputy President & Executive Officer		d	Head of Fixed Income Sales & Trading	Thomas Hartnett
			Head of Futures Division	John Murphy



O BK Executive Officer

(Appendix 2) Offices in Americas

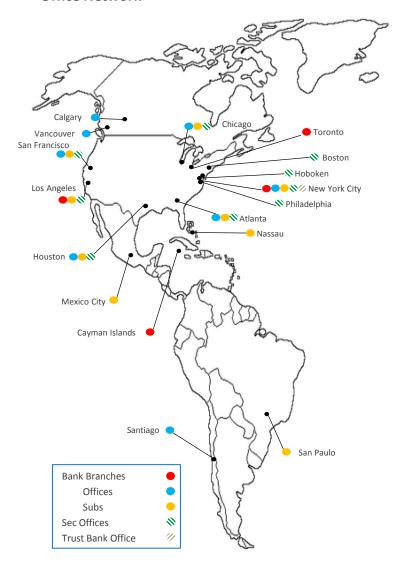
Mizuho's History in Americas



^{*} MCMC = Mizuho Capital Markets Corporation / MAI = Mizuho Alternative Investments, LLC

Business	Entities		# of Staff
Banking	BK / BKUSA		1,600
Securities	MSUSA		618
Trust	Mizuho Trust & Banking Co. (USA)		141
Derivative / FX	мсмс		157
Asset Management	MAI		25
		TOTAL	2,541

Office Network





Mizuho's HR Strategies

- Fundamental Reforms in Mizuho's HR Management-

- The Aims of the Fundamental Reforms in Mizuho's HR Management
- HR Management that Respects the Individual
 (Development-Focused & Multi-Track HR Management)
- Strategic Employee Rotation
- Mizuho Future Executive Leader Development Program
- Globalization of Mizuho's talent and HR management
- Diversity & Inclusion



The Aims of the Fundamental Reforms in Mizuho's HR Management

Mizuho's ideal form

Ensuring <u>sustained</u> employee engagement

Full participation by all employees

Constant personnel growth

Abilities exercised to maximum potential

Long careers at Mizuho

The challenges we face

- Various outdated practices and unwritten rules
- Rules based on "one-sizefits-all" approach
- "Appraisal-based" evaluation focused on performance record
- Focus on male personnel/employees on generalist career tracks
- Focus on Japanese personnel
- Focus on managementtrack employees

Strategy points

- Enhancing employees' individual strengths
- Evaluating employees for learning from failure
- Supporting diverse forms of participation by our diverse workforce
- Nurturing professionals who implement strategies to achieve results
- Developing executive leaders
- Responding to globalization

Actions by Mizuho

- 1. HR management that respects employees' individuality
- Development-focused HR management aimed at growing employees' strengths
- Multi-track HR management that responds to the career goals of a diverse workforce
- 2. Strategic employee rotation
- 3. Mizuho's Executive Leader Development Program
- 4. Globalization of Mizuho's talent and HR management
- 5. Diversity & Inclusion

Disciplined HR governance structure
Transparency and accountability in
HR management



Fundamental reforms in HR management

Sustained engagement

Pride and job satisfaction in working at Mizuho



Employees

1. HR Management that Respects the Individual

(Development-Focused & Multi-Track HR Management)

We will transition to <u>development-focused HR management</u> that enhances individual employee strengths through a focus on individual employee qualities and by encouraging a bold and active approach to challenges, and extend <u>multi-track HR management</u> that responds to the individual career goals of a diverse workforce. These will ensure that employees can fully exercise their skills.

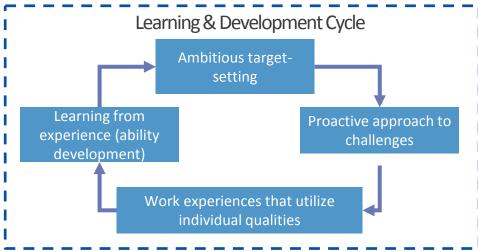
Development-focused HR

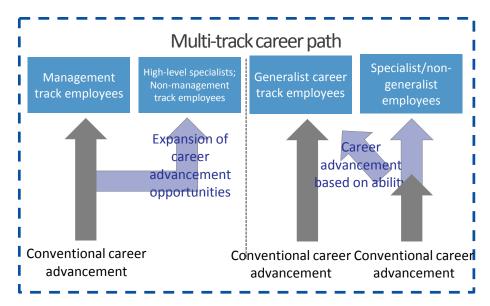
- Development-focused evaluations designed to enhance <u>strengths</u>
 - Encouraging a bold and active approach to challenges, and evaluating learning from failure
 - Training for all evaluators
- Career development focused on employees' inherent qualities
- Increased discussion between employees and their supervisors regarding career development
- Promotion management not based on the year one joined Mizuho or the number of years of experience

Employee rotation designed to further enhance strengths

Multi-track HR

- Expansion of opportunities for career advancement not only to management-track employees, but also to non-management and high-level specialist employees.
- Career advancement systems based on ability, as well as expansion of work responsibilities without limitations based on job type.
- Expansion of opportunities for active participation by older employees and non-regular contract employees



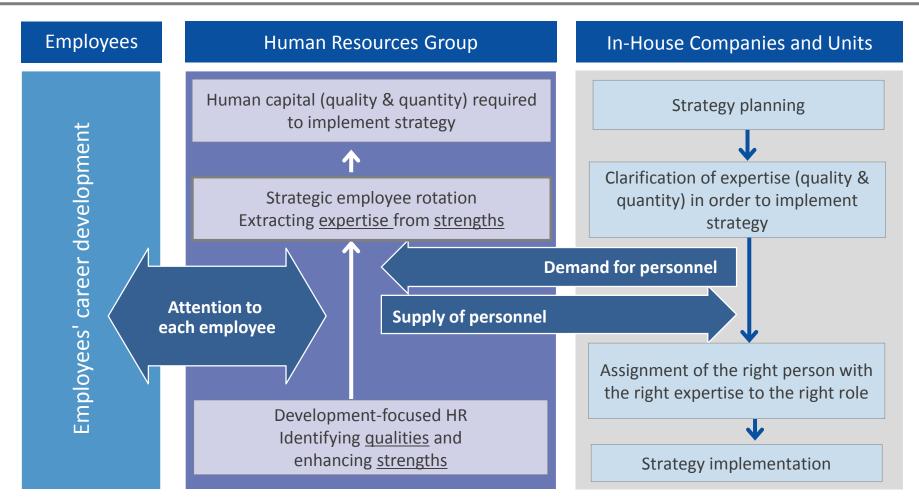




2. Strategic employee rotation

We will implement strategic employee rotation, with employees' "career narratives" in mind, between in-house companies and group entities, to achieve well-planned personnel development based on each employee's career goals. This will then support the execution of our strategies in each business field.

Management of human resources so as to support the strategies of each business field





3. Mizuho Future Executive Leader Development Program (1)

We will select the candidates of next generation executive leaders from DGM, JGM, and GM levels at group-wide global basis.

Selection of Mizuho Future Executive Leader Development Program Candidates

(1) Evaluation of the degree to which the employee currently fulfills the criteria

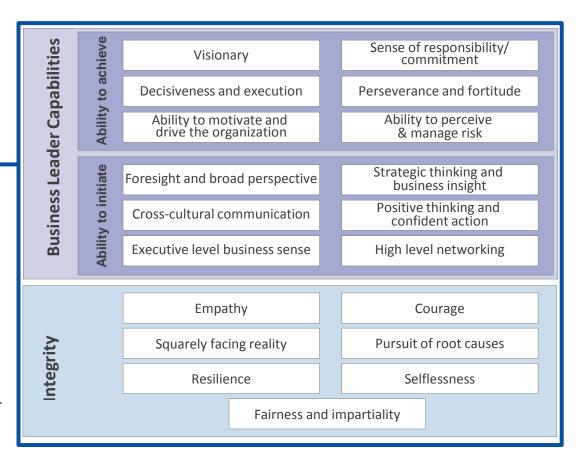
Recent performance, 360 degree FB



Executive leadership capability criteria

- (2) Assessment of the fields where the candidate has the potential to play an important role
- (3) Final selection in consideration of the talent portfolio for each business field

Executive leadership capability criteria is disclosed publically and can be found in "Mizuho's HR Policy". Moreover, we provide feedback to all the participants of the program in order to ensure accountability

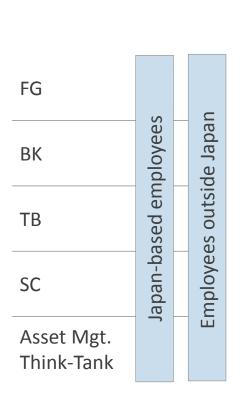




3. Mizuho Future Executive Leader Development Program (2)

We will identify and select the next generation executive leaders from the early stage of their career and strategically train them. Such leaders should be fitting of a top class financial group - highly motivated with a strong mental stance, capable of uniting the entire organization to drive change. Leaders who can define and articulate Mizuho's future vison and direction, corporate identity, and the necessary fundamental executive policies. Leaders who can also drive inorganic growth and change, without being bound by precedent. Resilient leaders who do not give up when faced with a variety of difficulties or crises, but instead tackle them head-on and mitigate risk and damage to the organization.

Framework of Mizuho Future Executive Leader Development Program



1 st Cycle	2 nd Cycle	3 rd Cycle
DGM and	GM level	

Stretch job assignments

Assign candidates to strategically important and challenging roles in the context of real business management environments in order to gain necessary skills as a business leader

Leadership training programs

Train the ability to achieve, initiate, and integrity by collaborating with domestic and overseas universities etc. (part the program are done in English)

Leadership assessment and feedback

Conduct a leadership assessment and provide feedback to the participant

Coaching

A coach from outside the organization will work with each individual to support their "reflective work" and provide advice for making changes to their behavior

Next generation of executive leadership

The candidate pool is not fixed. Candidates may be replaced or added based on periodical assessment.



4. Globalization of Mizuho's talent and HR management

We will build an HR management framework that responds to the globalization of our business strategy, maximizing the potential of our entire global workforce, by promoting in tandem the globalization of Mizuho's talent and the localization of our HR management, and ensuring that we truly appoint the right people to the right positions, regardless of nationality, etc.

Globalization of talent and localization of HR management

Development of employees who can perform on the global stage

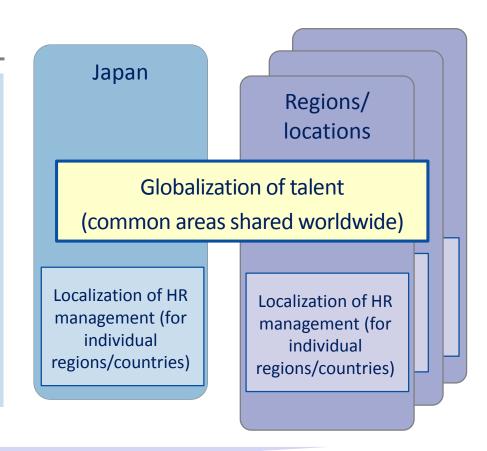
- Enhancement of ability to respond to globalization including adoption of a global mindset by Japanese employees
- Expanding opportunities for staff hired outside Japan: employee development and proactive promotion to management positions.
- Global roll-out of executive leader development program

Implementation of HR management appropriate to each country/region

- HR management tailored to each country/region's employment legislation/customs
- Delegation of authority to regional headquarters and creation of necessary frameworks

Supporting infrastructure:

global grading system and talent database



Truly assigning the right person to the right position, without distinction between Japanese and non-Japanese employees/candidates



5. Diversity & Inclusion (1)

We will enable the entirety of our workforce, which represents great diversity in terms of nationality, gender, cultural background, and more, to actively participate in the organization and to fully exercise their skills.

We will enhance productivity through better work-life balance management, and create innovation through the inclusion of diverse values and ways of thinking.

Diversity and Inclusion

Reforms in HR management

- Development and assignment of female and non-Japanese personnel to management positions
- Setting and external publication of numerical targets, formulation of individual Career Development Plans

Transforming work-life balance management

- Expansion of systems to enable long-term retention of employees who experience limitations in terms of working hours or location.
- Consideration for "supportive employees" who cover for colleagues balancing work with family commitments.

Drive changes in the mindset and behaviors of all employees

- Transformation of mindsets across the whole of Mizuho
- Changing the leadership style adopted by managers

Women Men Japanese nationals

Older employees

Employees balancing
work commitments with
caring for a child or a LGBT
sick/aging family
member

Employees with disabilities

Age groups

Cultures, religions

Enhanced productivity through better work-life balance management, and innovation through active participation of a diverse workforce



5. Diversity & Inclusion (2)

Major initiatives for improving work-life balance management

Flexible and diverse working arrangements

Creating infrastructure to support these arrangements

Changing attitudes to diverse working arrangements

Transformation of workplace culture Comfortable work environments

Improved productivity

Improved employee retention

Initiatives so far

Diverse work

- Discretionary working system/Flextime system
- Encouraging the use of annual leave in half-day units

New initiatives

Use of mobile technology

arrangements

- 100% of eligible male employees to take childcare leave

Expansion/facilitation of diverse working arrangements

Telecommuting system to allow work/training from home

Support strategies for employees with childcare commitments

- Paid childcare-leave policies
- Extended childcare leave
- On-site childcare centers (two locations)
- Childcare fee subsidies for employees who wish to return to work soon after the birth of their child
- Parenting Network for employees balancing work with childcare commitments.

Consideration for "supportive employees" who cover for colleagues balancing work with family commitments.

- Framework for recognizing and rewarding the contribution of "supportive employees"
- Consideration when assigning employees to roles

Support strategies for employees caring for sick or aging family members

- Caregiver leave system
- System of shortened or staggered working hours for employees balancing work with caring for a sick or aging family member

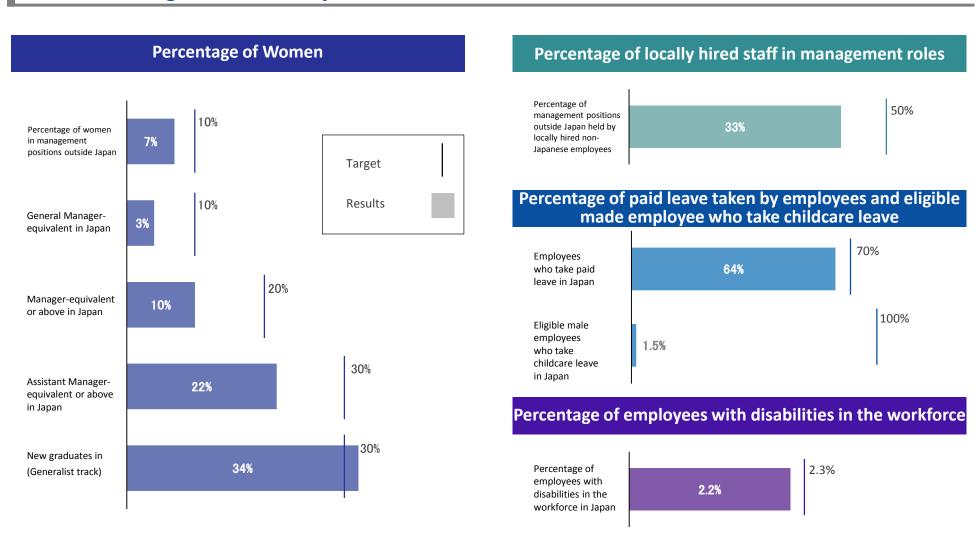
Reducing to zero resignations due to family care obligations, where the employee would otherwise continue working

- Expansion of systems for time off for caregivers, longer-term caregiver leave, and subsidies
- Greater flexibility regarding staggered/shortened working hours
- Expansion of eligibility for system that allows employees to request transfer



5. Diversity & Inclusion (3)

Numerical targets for diversity & inclusion*1



^{*1:} Percentage of women in management positions outside Japan and Percentage of management positions outside Japan held by locally hired non-Japanese employees are BK basis. Others are the total of FG, BK, TB, and SC

