Financial Results for FY2019

May 2020

Mizuho Financial Group



Forward-looking Statements

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; impairment of the carrying value of our long-lived assets; problems related to our information technology systems, including as a result of cyber attacks; the effect of financial transactions entered into for hedging and other similar purposes; failure to maintain required capital adequacy ratio levels and meet other financial regulatory requirements; downgrades in our credit ratings; our ability to avoid reputational harm; our ability to implement the 5-Year 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 con

December 26, 2019, 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

This immediate release contains statements that constitute forward-looking statements within the meaning of the United States Private Securities Litigation Reform Act of 1995, including

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.

result of new information, future events or otherwise, except as may be required by the rules of the Tokyo Stock Exchange.

Definitions

FG: Mizuho Financial Group, Inc.

BK: Mizuho Bank, Ltd.

TB: Mizuho Trust & Banking Co., Ltd.

SC: Mizuho Securities Co., Ltd.

AM One: Asset Management One Co., Ltd.

IR: Mizuho Information & Research Institute, Inc.

RI: Mizuho Research Institute Ltd.

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

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

Group aggregate: 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

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

Foreign exchange rate

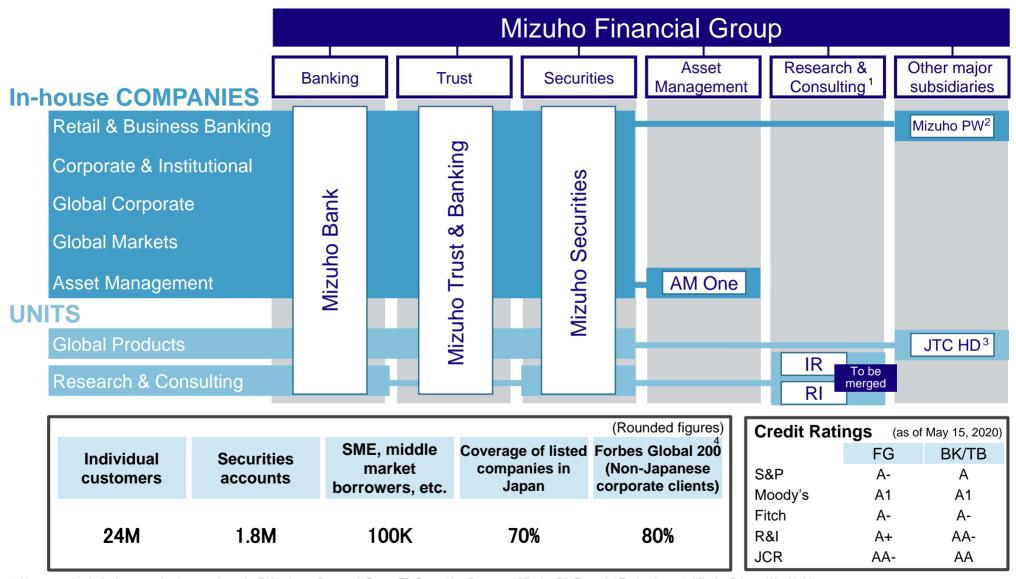
> Financial Accounting (TTM at the FY end)

	Mar-19	Mar-20
USD/JPY	111.01	108.83
EUR/JPY	124.56	119.65

Management accounting (Planned rate)

	FY19 Planned rate
USD/JPY	109.00
EUR/JPY	123.17

Mizuho Group



^{1.} Also comprised of other organizations such as the BK Industry Research Dept., TB Consulting Dept. and Mizuho-DL Financial Technology. 2. Mizuho Private Wealth Management.

^{3.} 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).

^{4.} Top 200 corporations from Forbes Global 2000 (excl. financial institutions).

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Policy for FY2020	Po	licy	for	FY	/20	20
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ing sustainability initiatives

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Appendix

Today's agenda

Response to COVID-19

We are continuing business operations while giving the utmost priority to ensuring the health and safety of our customers and employees

We remain committed to fulfilling our mission as a financial institution, including supporting customers with funding assistance and other services

Financial results

We recorded reserves from a forward-looking perspective, bringing our Net Income to JPY 448.5B. The amount of cash dividends remains unchanged at JPY 7.5 per share.

In FY2020 we will strive to offset negative impact on earnings to the maximum extent possible through expense control and thorough credit risk management

FY2020 policy

We are facing a crucial moment to tackle an unprecedented crisis and will fully exercise our financial functions while maintaining a strong defense, expand our business foundations with an eye towards the world after COVID-19 and deepen structural reforms.

In light of the various impacts on climate change and the like, we will strengthen our sustainability initiatives

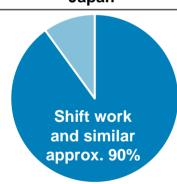
Responding to COVID-19

Ensuring business continuity in light of our role in the financial infrastructure

Utilizing shift work and remote access in order to ensure business continuity as a provider of financial infrastructure, an essential part of society

Business continuity measures

BK retail branches in Japan*

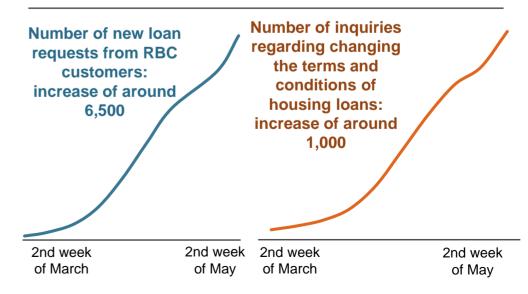


- Continuing to operate with a focus on essential operations which are required to support customers' lives and clients' business continuity such as settlements and loans.
- Avoid crowding inside branches as much as possible through restrictions on nonessential operations and encouraging the use of digital channels.
 - Ensure the health and safety of our customers and employees
- At offices outside Japan where there are limited retail operations, a large portion of operations can be done remotely. Employees are encouraged to work from home to the extent possible without impacting operations.

Committed to fully supporting clients whose cash flow has been impacted by the spread of COVID-19

- Strengthen our support for clients in need of funding assistance.
- Fully respond to requests to change terms & conditions for existing loans.
- Continued to respond to cash flow-related inquiries during Japan's "Golden Week" holiday, directing clients to multiple options for raising funds, including the lending framework offered by the Japan Finance Corporation and the like

Inquiries from customers



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Supporting customers' funding needs

^{*} Management basis, as of May 15.

Financial Results for FY2019: Executive Summary

Executive Summary of Financial Results

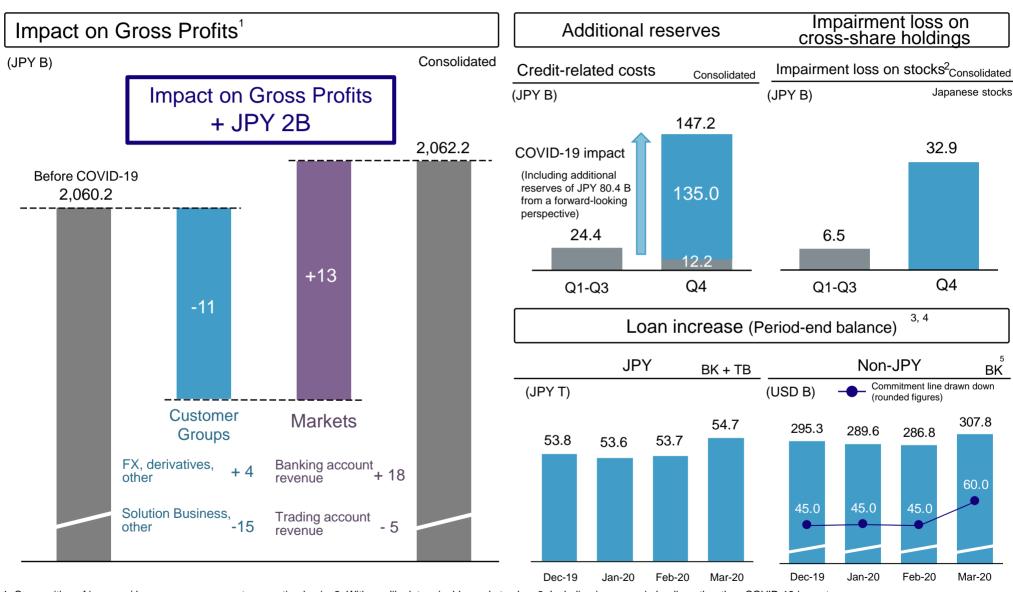
(JPY B)	FY19 Q3 (Apr-Dec)	FY19 Q4	FY19	YoY ¹	
Net Business Profits + Net Gains (Losses) related to ETFs and others 2 Net Business Profits	475.5 (470.2)	197.0 191.7	672.5 (661.9)	264.2 〔 268.5 〕	 Solid performance in both Customer Groups and Markets, exceeding results of the previous fiscal year which were JPY 603.1B (after deducting the impact of one-time losses)
Credit-related Costs	-24.4	-147.2	-171.7	-152.1	 In light of the impact of COVID-19, recorded additional reserves proactively
Net Gains (Losses) related to Stocks – Net Gains (Losses) related to ETFs and others ² (Net Gains (Losses) related to Stocks	92.1	34.4 -34.2	126.5 (-41.6)	-133.3 (-35.8)	 While continuing to reduce cross- shareholdings, recorded an impairment loss on some stocks based on declining share prices
Net Income Attributable to FG	403.9	44.6	448.5	352.0	 In addition to the above, Net Income increased YoY, primarily due to the lack of one-time losses posted in the previous fiscal year
CET1 Capital Ratio (excl. Net Unrealized Gains (Losses) on Other Securities)	11.92 % 〔 10.73 % 〕		11.65 % (11.00 %)	-1.11 % (0.16 %)	· 8.8% on a Basel III fully effective basis ⁴

^{1.} CET1 Capital Ratio is compared to March 2019. 2. Net Gains (Losses) related to ETFs (2 Banks) + Net Gains (Losses) on Operating Investment Securities (SC Consolidated) was JPY 10.6B (JPY -4.3B YoY).

3. Common Equity Tier 1. 4. Excluding Net Unrealized Gains (Losses) on Other Securities.

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Impact of COVID-19



^{1.} Composition of increase/decrease: management accounting basis. 2. With readily determinable market value. 3. Including increases in lending other than COVID-19 impact.

^{4.} Management accounting. 5. Including subsidiaries in China, USA, Netherlands, Indonesia, and others.

Financial Results by In-house Company

(JPY B) Group aggregate, management accounting

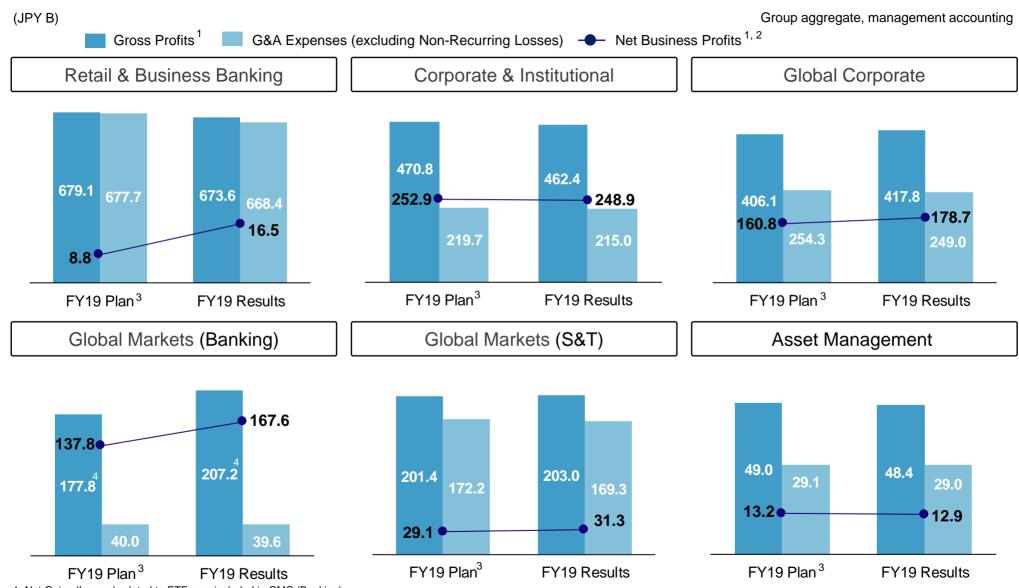
	Gross	Profits ¹	G&A Ex (excl. Non-red and o	penses curring Losses thers)	Net Busine	ess Profits		icome ¹	ROE ³
	FY19	YoY ⁴	FY19	YoY ⁴	FY19	YoY ⁴	FY19	YoY ⁴	FY19
Retail & Business Banking	673.6	-32.4	-668.4	45.2	16.5	6.5	9.1	333.4	0.7%
Corporate & Institutional	462.4	-11.0	-215.0	-9.4	248.9	-19.3	197.8	-121.6	9.7%
Global Corporate	417.8	17.5	-249.0	-11.2	178.7	9.5	110.5	22.4	8.4%
Global Markets	410.1	217.8	-208.9	-1.4	198.9	216.3	137.1	156.3	9.5%
Asset Management	48.4	-1.2	-29.0	-1.7	12.9	-2.7	6.1	-58.5	5.3%

^{1.} Net Gains (Losses) related to ETFs are included in GMC. 2. Gross Profits + Net Gains (Losses) related to ETFs – G&A Expenses (Excl. Non-recurring Losses and others) + Equity in Income from Investments in Affiliates – Amortization of Goodwill and others items.

^{3.} Calculated by dividing Net Income by internal risk capital (taking account of not only regulatory risk weighted assets but also other factors such as interest rate risk in the banking account).

^{4.} New management accounting rules were applied in FY19. Figures for YoY are recalculated based on the new rules.

Net Business Profits by In-house Company



^{1.} Net Gains (Losses) related to ETFs are included in GMC (Banking).

^{2.} Gross Business Profits + Net Gains (Losses) related to ETFs - G&A Expenses (excluding Non-Recurring Losses) + Equity in Income from Investments in Affiliates - Amortization of Goodwill and other items.

^{3.} Revised Plan announced in November 2019. 4. Including XVA related gains and losses.

Retail & Business Banking Company

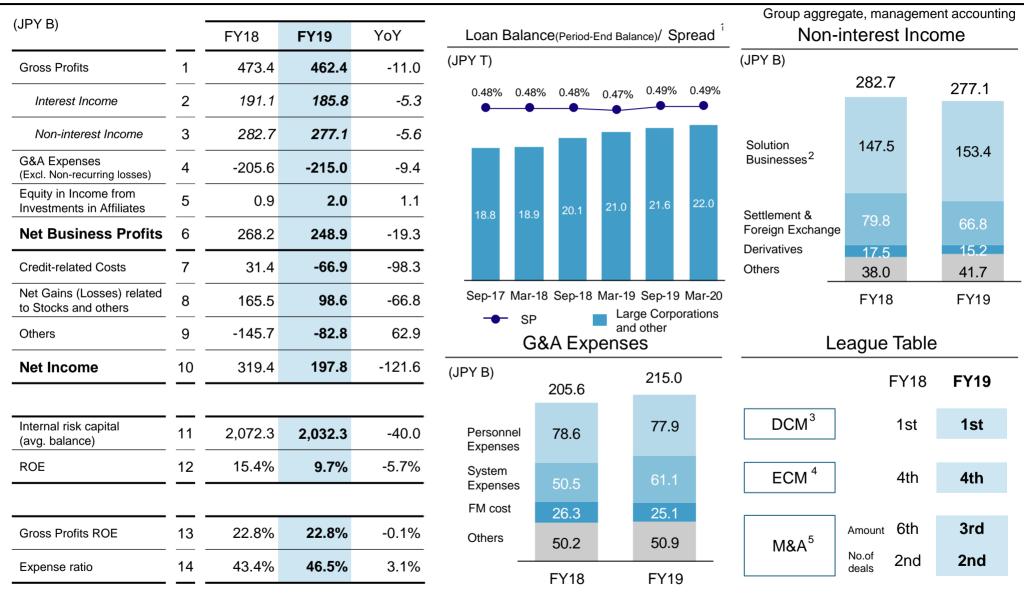
(JPY B)										Group aggre	gate, manage	ment accounting
(JFTB)		FY18	FY19	YoY	Loan Bala	I NCE (Period	-End Ba	lance)/ Sp	oread ¹	Non-	interest In	come
Gross Profits	1	705.9	673.6	-32.4	(JPY T)					(JPY B)		
Interest Income	2	306.1	293.3	-12.8	0.64% 0.62	0.60%	0.58%	0.55%	0.54%		400.0	380.5
Non-interest Income	3	400.0	380.5	-19.5	32.2 32		33.1	33.3	33.8	Individual Asset Formation ³	126.1	114.1
G&A Expenses (Excl. Non-recurring losses)	4	-713.6	-668.4	45.2	52.2	.5 52.4				Solution Businesses ⁴	99.9	98.8
Equity in Income from Investments in Affiliates	5	18.1	11.8	-6.4	21.8 22	.5 22.6	23.5	23.9	24.6	Settlement &		
Net Business Profits	6	10.1	16.5	6.5						Foreign Exchange Derivatives	88.0 13.1	92.4 9.1
Credit-related Costs	7	-7.0	-37.2	-30.2	10.4	.1 9.8	9.6	9.4	9.2	Others	73.1	66.1
Net Gains (Losses) related to Stocks and others	8	20.1	17.2	-3.0	Sep-17 Mai						FY18	FY19
Others	9	-347.5	12.6	360.1		SP G&A Ex		es Ind	ividuai	Le	eague Tab	ole
Net Income	10	-324.3	9.1	333.4	(JPY B)		<u> </u>					
	_				,	713.6		668.4			FY18	FY19
Internal risk capital (avg. balance)	11	1,294.3	1,291.9	-2.4	Personnel Expenses	269.8		255.5		Business Succession ⁵	_	1st
ROE	12	-25.1%	0.7%	25.8%	System Expenses	147.0		120.9		Guddedsion		
					FM cost	97.6		93.1				
Gross Profits ROE	13	54.5%	52.1%	-2.4%	Others	199.2		198.9		IPO ⁶	3rd	2nd
Expense ratio	14	101.1%	99.2%	-1.9%		FY18		FY19	_			

^{1.} Loan Balance: 2 Banks, Spread: BK management accounting. 2. Small and medium-sized enterprises. 3. BK investment trusts, annuities + SC individual segment, PB segment.

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^{4.} Including fee related to investment banking business, and real estate brokerage. 5. The Small and Medium Enterprise Agency, Corporate Business Succession tax system Special Succession Plan Establishment Support Ranking, Source: The Small and Medium Enterprise Agency. 6. No. of IPO Bookrunner, Source: CAPITAL EYE.

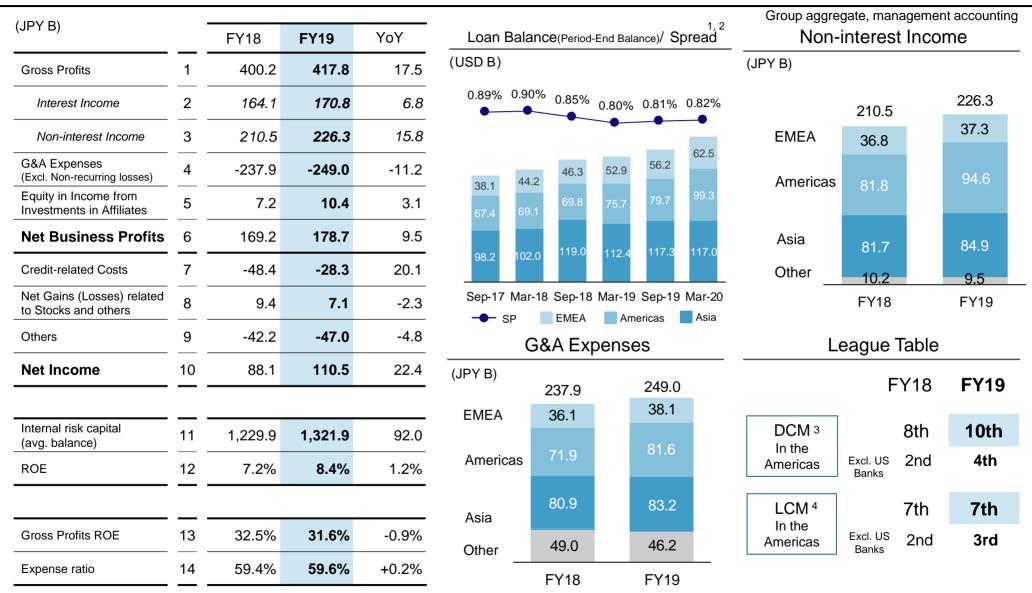
Corporate & Institutional Company



^{1.} Loan Balance: 2 Banks, Spread: BK management accounting. 2. Including fee related to investment banking business, and real estate related.

^{3.} Straight bonds, Investment corporation bonds, Zaito institution bonds, Municipal bonds (Lead manager method only), Samurai bonds and Preferred securities (excluding own debt). Source: I-N Information Systems. 4. Equity Underwriting amount.Source: Refinitive. 5. Any Japanese involvement announced (excluding real estate deals) Source: Refinitive

Global Corporate Company

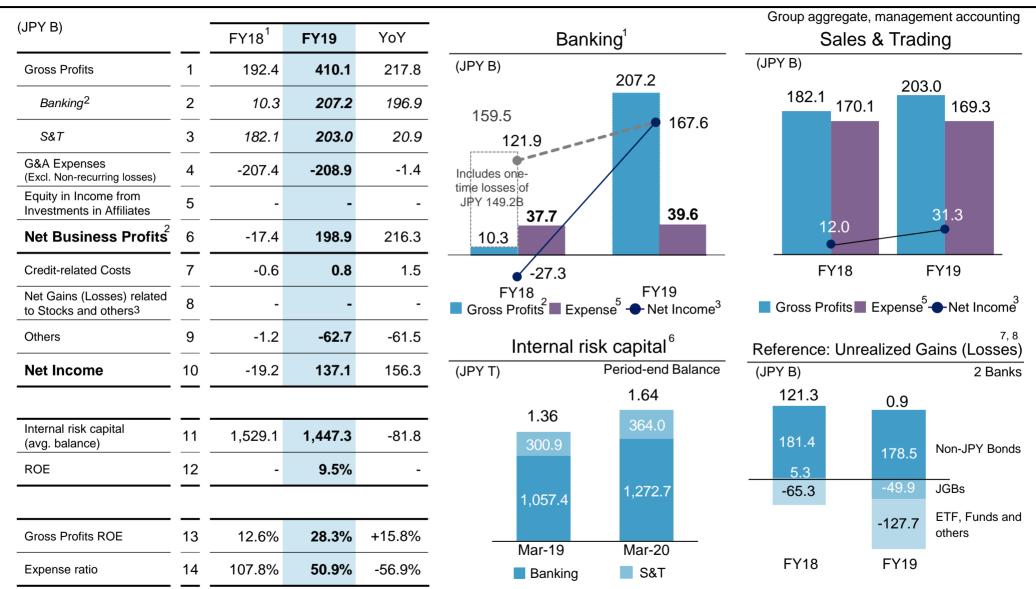


^{1.} BK (including the subsidiaries in China, the US, the Netherlands, Indonesia, Malaysia, Russia, Brazil and Mexico). Spread: BK management accounting

^{2.} Figures including past figures are recalculated based on the FY19 planned rate in USD. 3. Bonds issued by investment grade corporations in the Americas, bookrunner basis. Source: Dealogic

^{4.} Loans issued by investment grade corporations in the Americas, bookrunner basis. Source: Refinitive

Global Markets Company



^{1.} Including one-time losses of JPY 149.2B. 2. Including XVA related gains and losses. 3. Gross Profits + Net Gains (Losses) related to ETFs –G&A Expenses (excluding Non-Recurring Losses) + Equity in Income from Investments in Affiliates –Amortization of Goodwill and other items. 4. Including Net Gains (Losses) related to ETF. 5. Excluding Non-recurring Losses and others 6. Preliminary figures.

^{7.} Changes in value 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.

^{8.} Excluding transactions such as hedge transactions calculated in management accounting in GMC.

Asset Management Company

(IDV D)								Group aggre	gate, manage	ment accounting
(JPY B)		FY18	FY19	YoY		Gross Pro	ofits	Balance privately p	of publicly of placed investi	fered and nent trusts
Gross Profits	1	49.6	48.4	-1.2	(JPY B)			(JPY T)		AM-One
Investment Trusts	2	34.7	35.3	0.8	Gross Profits	49.6	48.4	51	.7	49.5
Pension	3	11.5	11.8	0.3	Pension	11.5	11.8			
G&A Expenses (Excl. Non-recurring losses)	4	-27.2	-29.0	-1.7		27.2	29.0	36	5.0	34.4
Equity in Income from Investments in Affiliates	5	1.3	1.3	0.0		34.7	35.3			
Net Business Profits	6	15.6	12.9	-2.7	Trusts	15.6		7.		7.3
Credit-related Costs	7	-	-	-	Others	3.4 FY18	1.2 ^{12.9} FY19	8.	7 -19	7.8 Mar-20
Net Gains (Losses) related to Stocks and others	8	82.8	1.2	-81.6		Expenses ¹	_	Publicly offered investment trus	Private Fun	d Pension/AM
Others	9	-33.8	-7.9	25.9	Investment ³	Trust Net Ass	ets and Share ³	Number	of iDeCo pa	rticipants
Net Income	10	64.6	6.1	-58.5	- Publicly	offered ₄	AM-One Private Fund	(K)		BK
					investme	ent trusts 10.8%	investment trusts			173
Internal risk capital (avg. balance)	11	139.2	115.9	-23.3	10.2%	10.676	10.4%		120	
ROE	12	46.4%	5.3%	-41.1%			industry		120	
	_					7.00/	7.8%	79		
Gross Profits ROE	13	35.6%	41.7%	6.1%	7.3%	7.6%	2 nd in industry			
Expense ratio	14	54.9%	59.9%	5.0%		M 40		- NA 42	NA 40	M 00
	_				Mar-18	Mar-19	Mar-20	Mar-18	Mar-19	Mar-20

^{1.} Excluding Non-Recurring Losses and others. 2. Gross Business Profits + Net Gains (Losses) related to ETFs - G&A Expenses (excluding Non-Recurring Losses) + Equity in Income from Investments in Affiliates - Amortization of Goodwill and other items. 3. The Investment Trusts Association data 4. Excluding ETF 5. Individual-type defined contribution pension plan

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Overview of Income Statement

(JPY B)			FY2019			YoY	
		FG	BK + TB ¹	SC ²	FG	BK + TB ¹	SC ²
Consolidated Gross Profits	1	2,062.2	1,696.2	265.4	249.4	255.3	3.6
Net Interest Income	2	733.5	732.7	-4.9	-28.9	-35.2	5.1
Net Fee and Commission Income + Fiduciary Income	3	677.8	533.7	111.4	12.2	20.8	0.6
Net Trading Income + Net Other Operating Income	4	650.8	429.8	158.9	266.1	269.7	-2.1
Net Gains (Losses) related to Bonds	5	114.2	114.2	0.0	223.6	224.1	-0.5
General and Administrative Expenses	6	-1,378.3	-1,039.7	-239.3	52.4	39.9	6.5
G&A Expenses (excluding Non-Recurring Losses and others)	7	-1,424.6	-1,091.0	-237.5	29.4	14.8	7.2
Consolidated Net Business Profits	8	661.9	624.5	27.8	268.5	260.9	10.3
Consolidated Net Business Profits from core business operations (8-5)	9	547.7	510.3	27.8	44.9	36.8	10.8
Credit-related Costs	10	-171.7	-172.6	1.0	-152.1	-153.6	1.5
Net Gains (Losses) related to Stocks	11	137.1	131.0	3.5	-137.6	-47.5	-6.1
Equity in Income from Investments in Affiliates	12	30.3	30.8	-0.1	-20.8	-18.7	-0.4
Other	13	-41.7	-46.0	-0.9	32.4	34.1	-0.6
Ordinary Profits	14	637.8	599.6	29.7	23.7	109.4	4.5
Net Extraordinary Gains (Losses)	15	-19.1	-17.3	-1.6	478.6	476.9	12.2
Income before Income Taxes	16	618.7	582.3	28.1	502.4	586.4	16.7
Income Taxes	17	-161.4	-149.1	-6.1	-163.9	-189.2	1.8
Profit Attributable to Non-controlling Interests	18	-8.6	-4.4	-0.5	13.5	13.9	-1.6
Profit Attributable to Owners of Parent	19	448.5	428.7	21.4	352.0	411.0	17.0

^{1.} BK Consolidated + TB Consolidated. 2. SC Consolidated.

Overview of Income Statement (Subsidiaries)

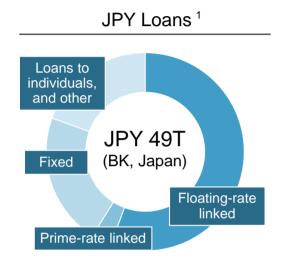
(JPY B)		BK Conso	olidated	TB Cons	olidated		-	SC Conso	olidated
		FY19	YoY	FY19	YoY			FY19	YoY
Consolidated Gross Profits	1	1,529.5	242.5	166.7	12.8	Operating Revenues	20	381.7	0.2
Net Interest Income	2	707.4	-33.4	25.2	-1.8	Commissions	21	161.6	-6.3
Net Fee and Commission Income + Fiduciary Income	3	406.6	16.8	127.0	4.0	Net Gain on Trading	22	108.4	7.1
Net Trading Income + Net Other Operating Income	4	415.5	259.1	14.3	10.5	Net Gain on Operating Investment Securities	23	3.2	-4.4
Net Gains (Losses) related to Bonds	5	101.6	213.6	12.5	10.4	Interest and Dividend Income	24	108.3	3.9
General and Administrative Expenses	6	-939.2	38.7	-100.4	1.1	Interest Expenses	25	99.6	2.0
G&A Expenses (excluding Non-Recurring Losses and others)	7	-987.6	16.7	-103.3	-1.9	Net Operating Revenues	26	282.0	-1.8
Consolidated Net Business Profits	8	566.7	251.1	57.8	9.8	Selling, General Administrative Expenses	27	252.8	-9.8
Consolidated Net Business Profits from core business operations (8-5)	9	465.0	37.4	45.2	-0.6	Operating Income	28	29.2	8.0
Credit-related Costs	10	-171.4	-152.9	-1.2	-0.7	Ordinary Income	29	31.2	8.5
Net Gains (Losses) related to Stocks	11	126.6	-31.6	4.4	-15.9	Extraordinary Gain (Loss)	30	-2.0	9.3
Equity in Income from Investments in Affiliates	12	30.7	-18.7	0.0	-0.0	Income before Income Taxes	31	29.1	17.8
Other	13	-35.8	35.6	-10.2	-1.4	Income Taxes	32	6.6	-1.3
Ordinary Profits	14	540.4	113.6	59.2	-4.2	Profit Attributable to Non-controlling Interests	33	1.0	2.1
Net Extraordinary Gains (Losses)	15	-17.5	474.5	0.2	2.3	Profit Attributable to Owners of Parent	34	21.4	17.0
Income before Income Taxes	16	522.8	588.2	59.4	-1.8				
Income Taxes	17	-131.8	-185.2	-17.2	-3.9				
Profit Attributable to Non-controlling Interests	18	-3.7	14.1	-0.7	-0.2				
Profit Attributable to Owners of Parent	19	387.2	417.1	41.5	-6.0				

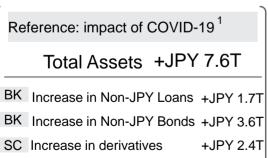
Overview of Balance Sheet (Mar-20)

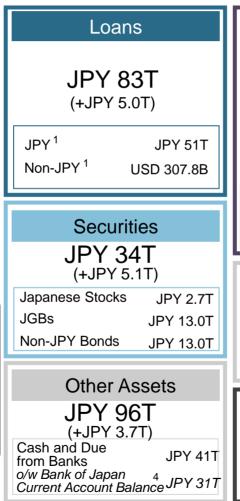
Total Assets: JPY 214T (+JPY 13.8T)

Consolidated, () represent changes from Mar-19

Risk Weighted Assets: JPY 62T (+JPY 4.2T)

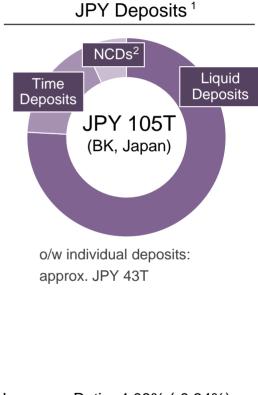








(-JPY 0.5T)



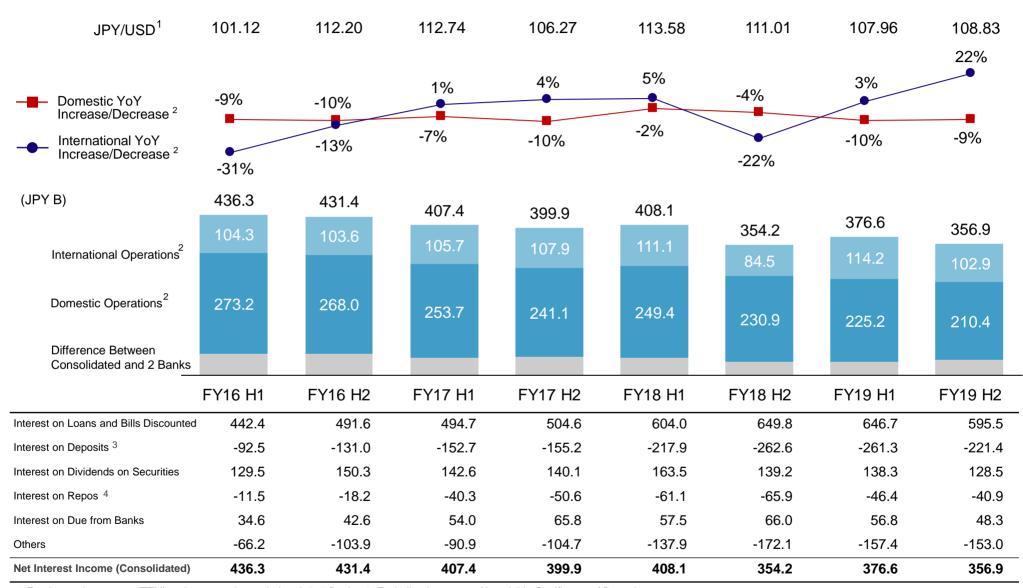
Leverage Ratio: 4.08% (-0.34%)

Liquidity Coverage Ratio⁵:

137.3% (-6.8%)

^{1.} Management accounting basis, rounded figures, 2. Negotiable Certificates of Deposit, 3. Customer Deposits, 4. 2 Banks, 5. FY19 Q4 result, () represent QoQ compared to FY19 Q3.

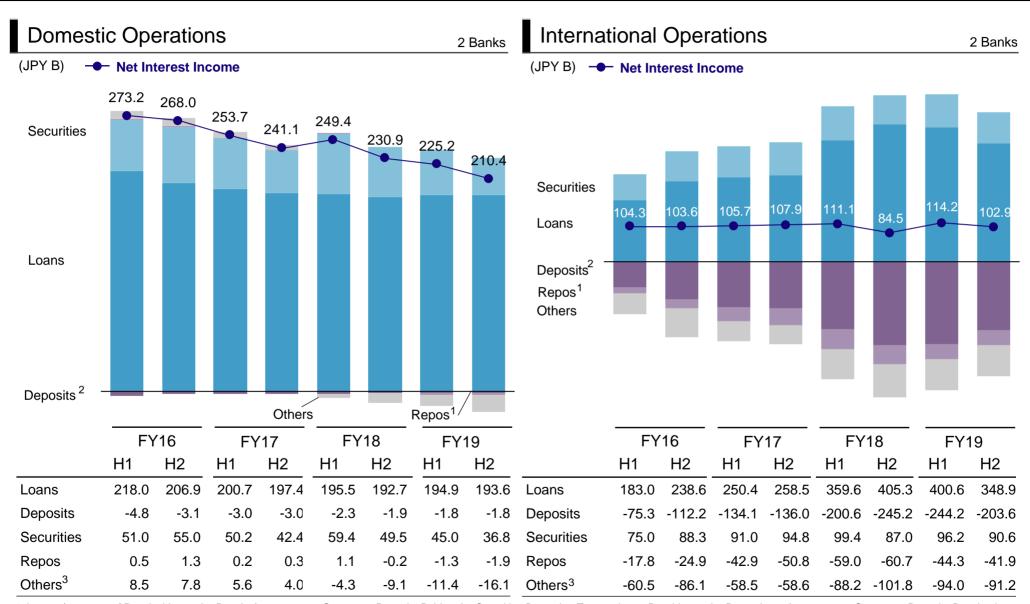
Consolidated Gross Profits (Net Interest Income)



^{1.} Foreign exchange rate (TTM) at the respective period end. 2. 2 Banks. 3. Excluding Interest on Negotiable Certificates of Deposit.

^{4.} Receivables under Resale Agreements + Guarantee Deposits Paid under Securities Borrowing Transactions - Payables under Repurchase Agreements Guarantee Deposits Received under Securities Lending Transactions.

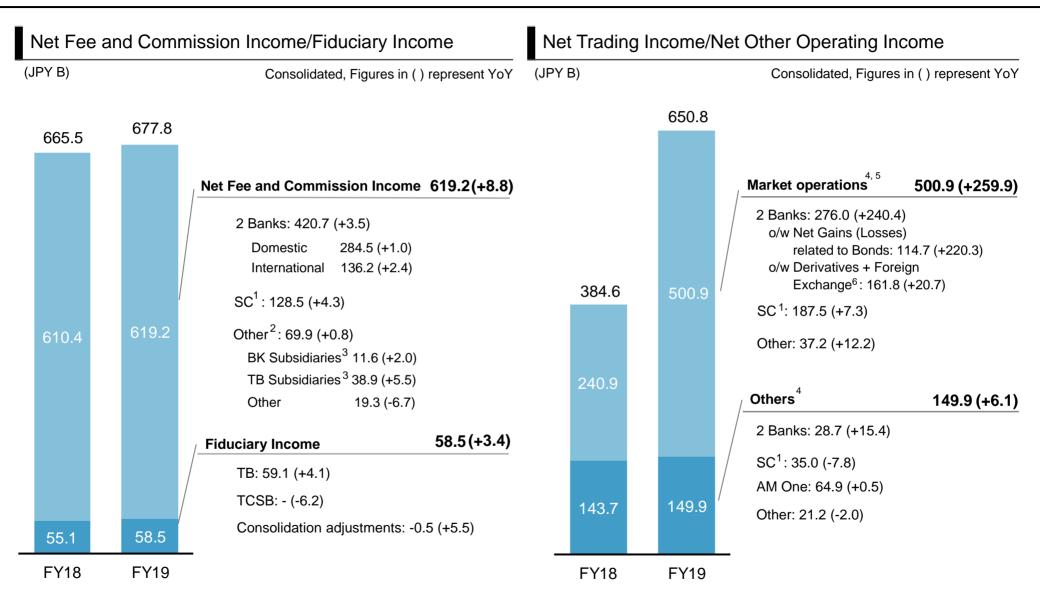
Net Interest Income (2 Banks)



^{1.} Interest/ expense of Receivables under Resale Agreements + Guarantee Deposits Paid under Securities Borrowing Transactions - Payables under Repurchase Agreements - Guarantee Deposits Received under Securities Lending Transactions. 2. Excluding Interest on Negotiable Certificates of Deposit. 3. Including Interest on Due from Banks

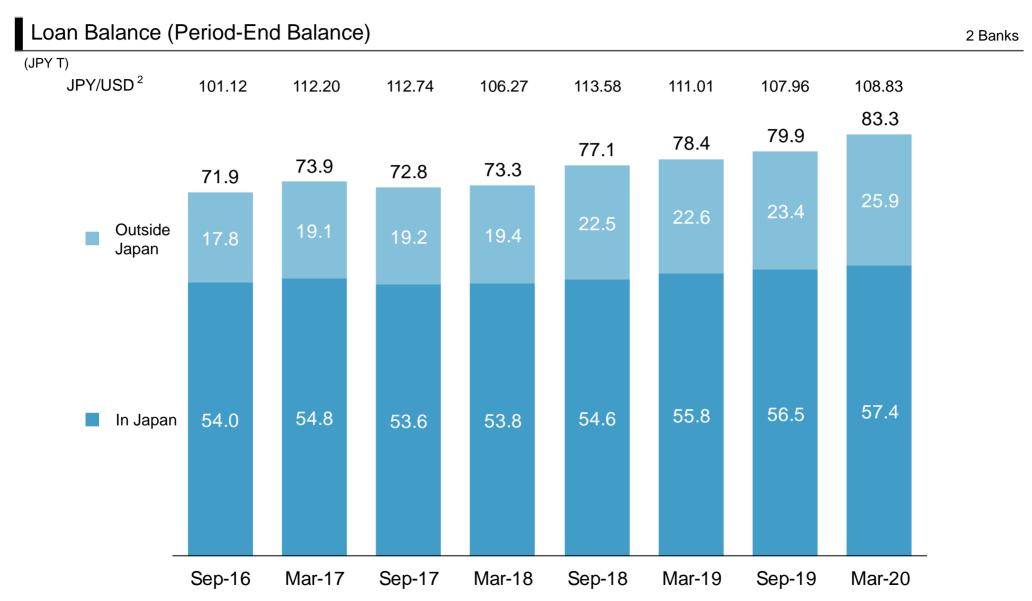
MIZUHO

Consolidated Gross Profits (excluding Net Interest Income)



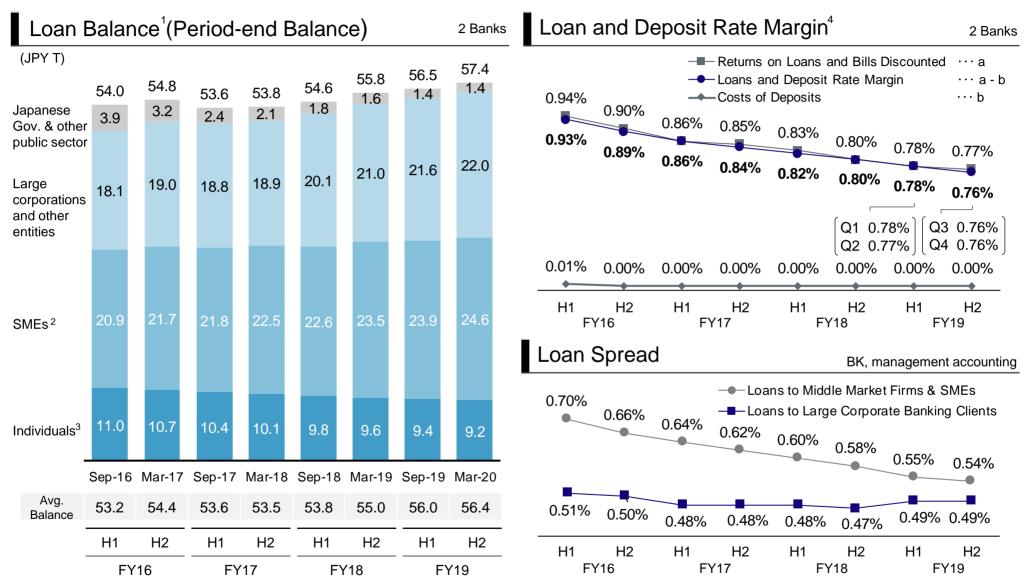
^{1.} Including Mizuho Securities USA LLC 2. Including consolidation adjustments. 3. After consolidation adjustments. 4. After consolidation adjustments, includes subsidiaries. 5. Net Trading Income - SC Underwriting and Selling Fees + Net Gains (Losses) related to Bonds + Net Gains (Losses) on Foreign Exchange Transactions 6. Net Gains (Losses) on Derivatives Trading Transactions + Net Gains (Losses) on Foreign Exchange Transactions.

Loans



^{1.} Excluding loans to FG. Banking account. 2. Foreign exchange rate (TTM) at the respective period ends.

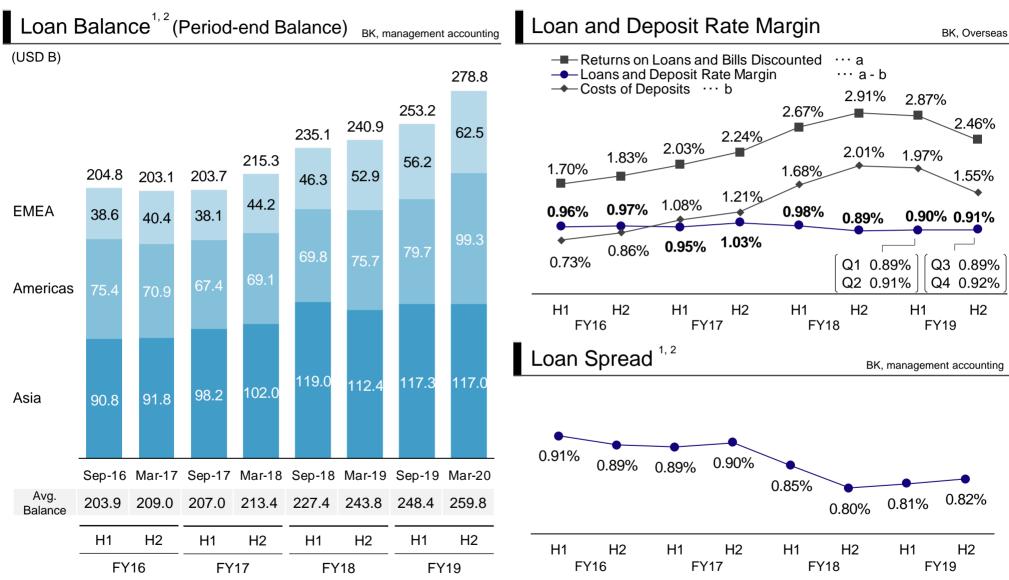
Loans in Japan



^{1.} Excluding loans to FG. Banking account. 2. Calculated by deducting "Housing and Consumer Loans" from "Loans to SMEs and Individual Customers".

^{3.} Housing and Consumer Loans. 4. Domestic Operations, excluding loans to financial institutions (including FG) and the Japanese Government & other public sector.

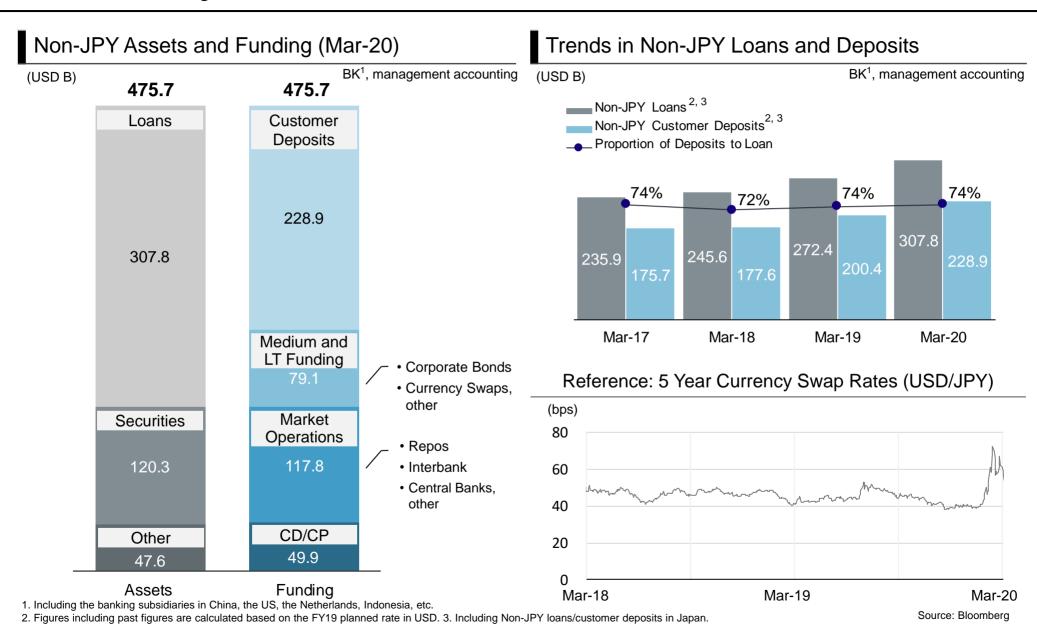
Loans outside Japan



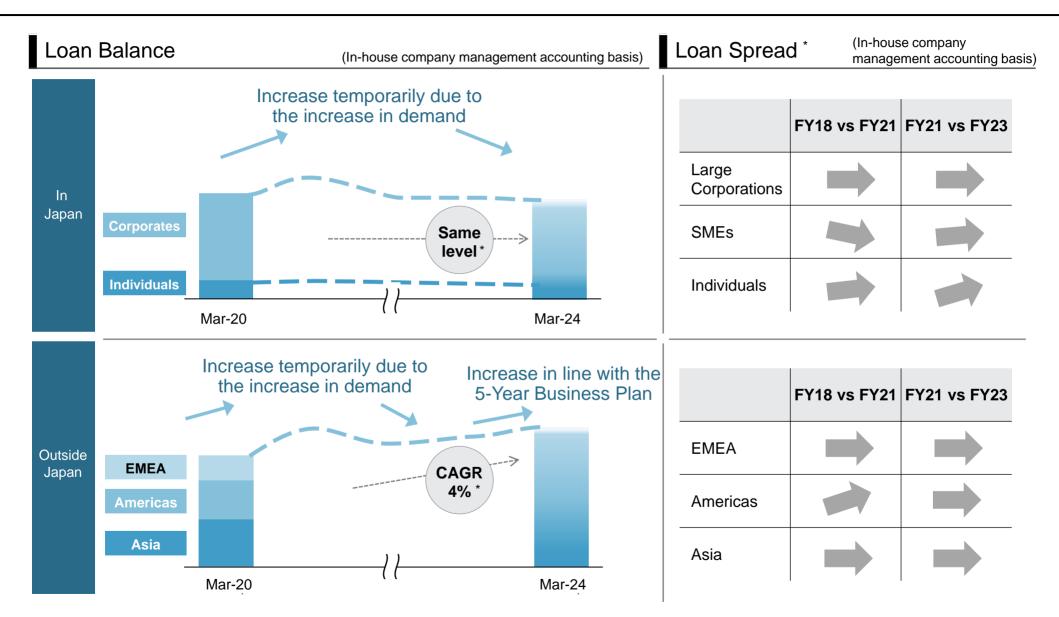
^{1.} BK (including the subsidiaries in China, the US, the Netherlands, Indonesia, Malaysia, Russia, Brazil and Mexico).

^{2.} Figures including past figures are calculated based on the FY19 planned rate in USD.

Non-JPY Funding



Reference: Outlook of Loans



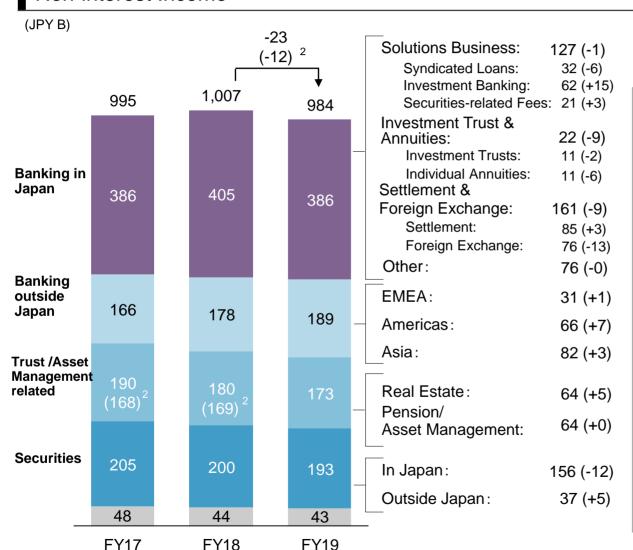
^{*} As of the announcement of 5-Year Business Plan (Vs. Mar-19)

Non-interest Income from Customer Groups

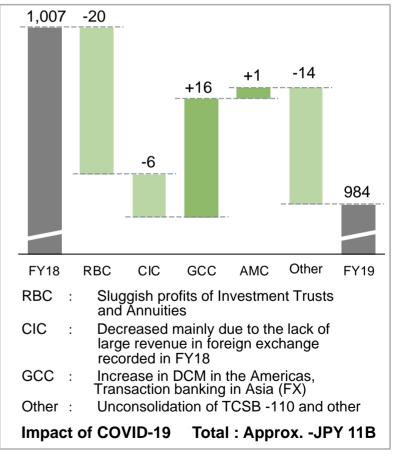
Non-interest Income¹

Group aggregate, management accounting, rounded figures

Figures in () represent YoY

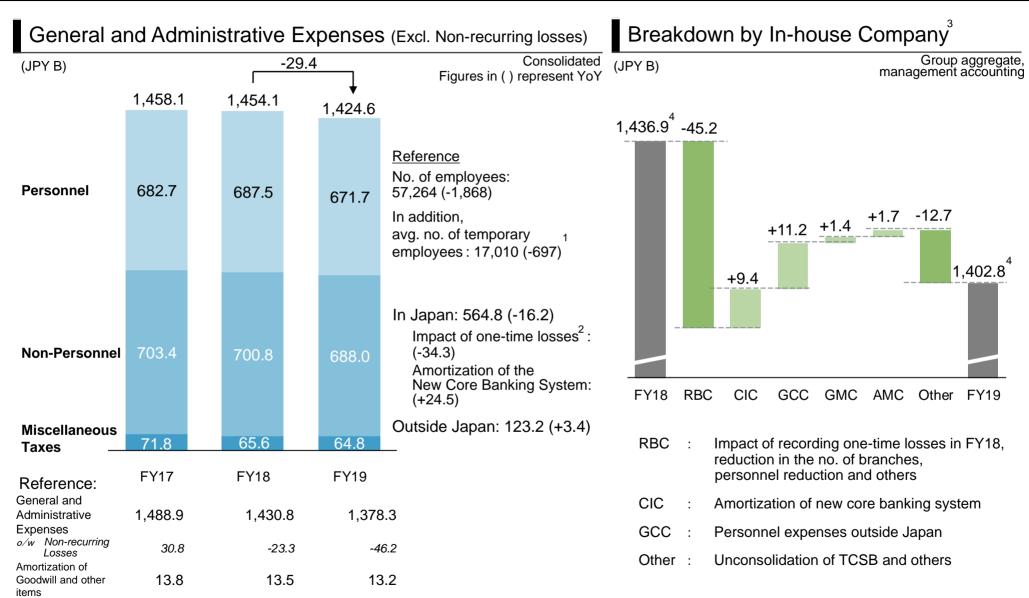


Reference: Breakdown by In-House Company



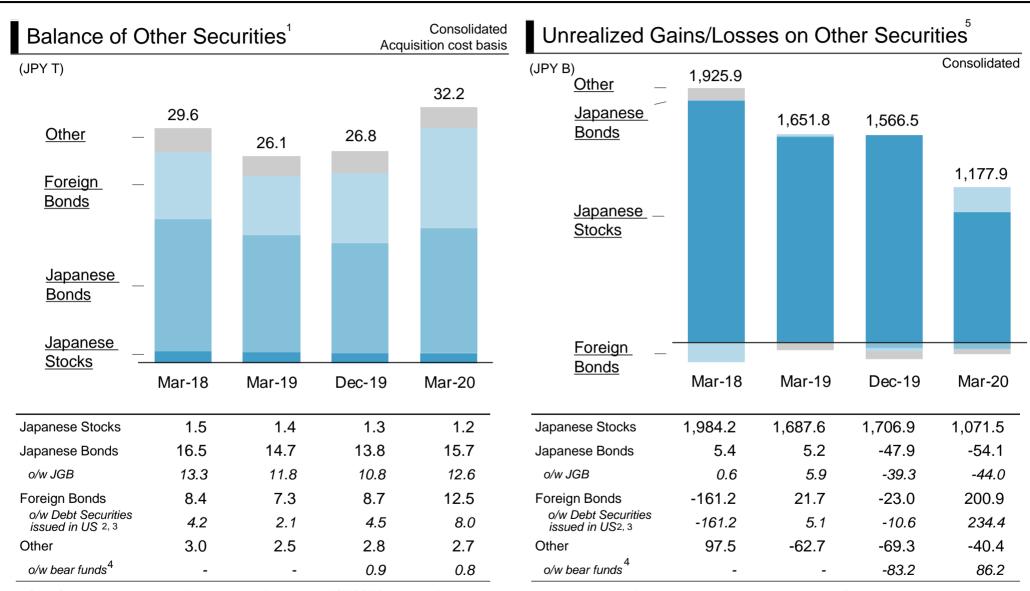
^{1.} Recalculated past figures based on FY19 planned rate and other factors such as expansion and refinement of range of consolidated subsidiaries, under management accounting. The original figures before the recalculation were FY17: JPY 984B and FY18: JPY 996B. 2. Excluding the effects of the unconsolidation of TCSB in Oct.18.

General and Administrative Expenses



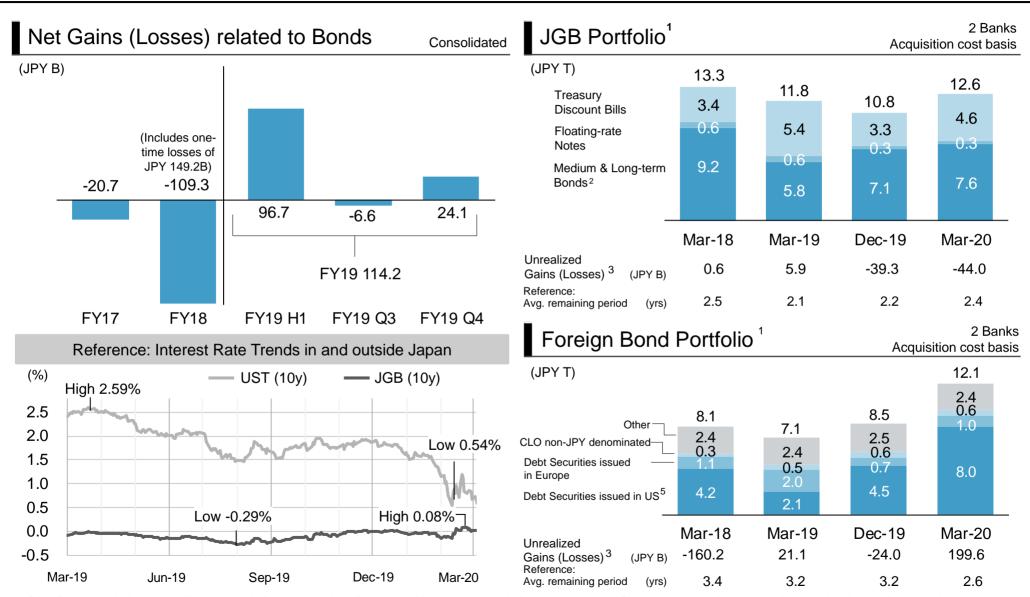
^{1.} Excluding the number of agency staff. 2. The decrease of depreciation cost due to the impairment losses on fixed assets recorded in FY18. 3. G&A Expenses (Excl. Non-recurring Losses and others) – Amortization of Goodwill and other items. 4. Difference between financial and management accounting is due to the range of consolidated subsidiaries calculated and adjustments of intercompany transactions and other.

Securities Portfolio



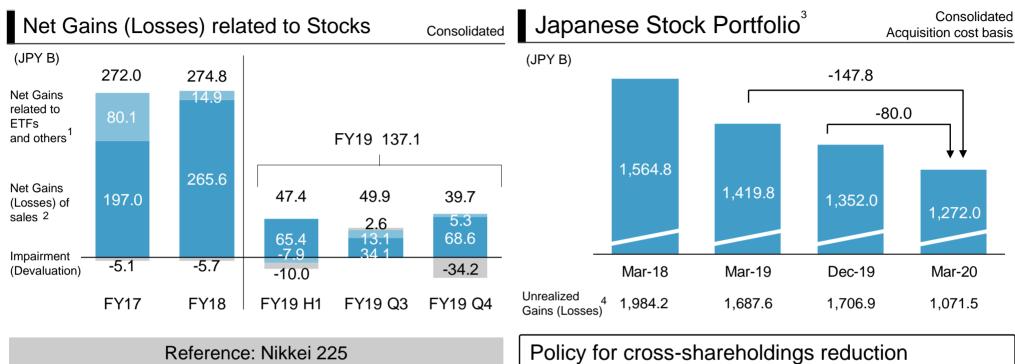
^{1.} Other Securities which have readily determinable fair values. 2 UST/GSE Bonds. 3. 2 Banks. 4. Hedging transactions aiming to fix unrealized gains on Japanese stocks. 5. Changes in value to be recorded directly to Net Assets after tax and other necessary adjustments. Calculated based on the quoted market price if available, or other reasonable value, at the respective period end.

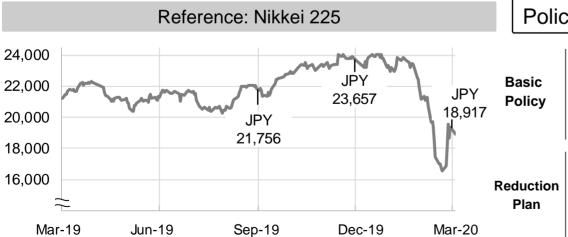
Securities Portfolio (Bonds)



^{1.} Other Securities which have readily determinable fair values. 2. Including bonds with remaining period of one year or less. 3. Changes in value 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. 4. Excluding floating-rate notes. 5. UST/GSE Bonds.

Securities Portfolio (Stocks)





- ✓ Unless we consider these holdings to be meaningful, we will not hold the shares, which reflects the potential impact on our financial position associated with stock market volatility risk.
- ✓ Even though we consider the holdings to be meaningful, we will also reduce them through dialogue with the issuing companies.

Target JPY 300B (Compared to Mar-19) Progress of reduction Progress rate

Progress of reduction

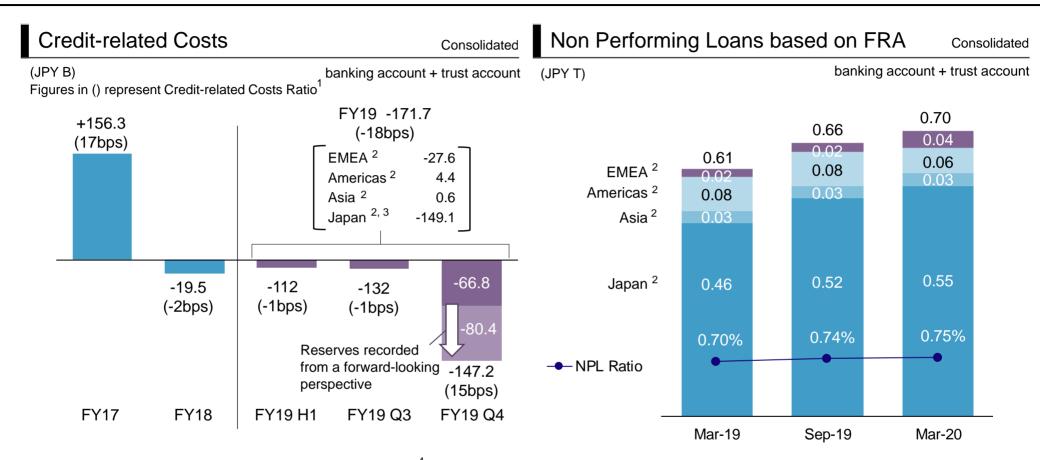
Progress rate

JPY 147.8B

49 %

^{1.} Net Gains related to ETFs (2 Banks) + Net Gain on Operating Investment Securities (SC Consolidated). 2. Net Gains (Losses) on sale of stocks + Gains (Losses) on Derivatives. 3. Other Securities which have readily determinable fair values. 4. Changes in value to be recorded directly to Net Assets after tax and other necessary adjustments. Based on the average market price of the respective month.

Asset Quality



Respond to the report by the JFSA⁴

Recorded additional Reserves for Possible Losses on Loans for some credit in Japan from a forward–looking perspective based on future projections, reflecting the potential impact of COVID–19 on our financials for fiscal 2019.

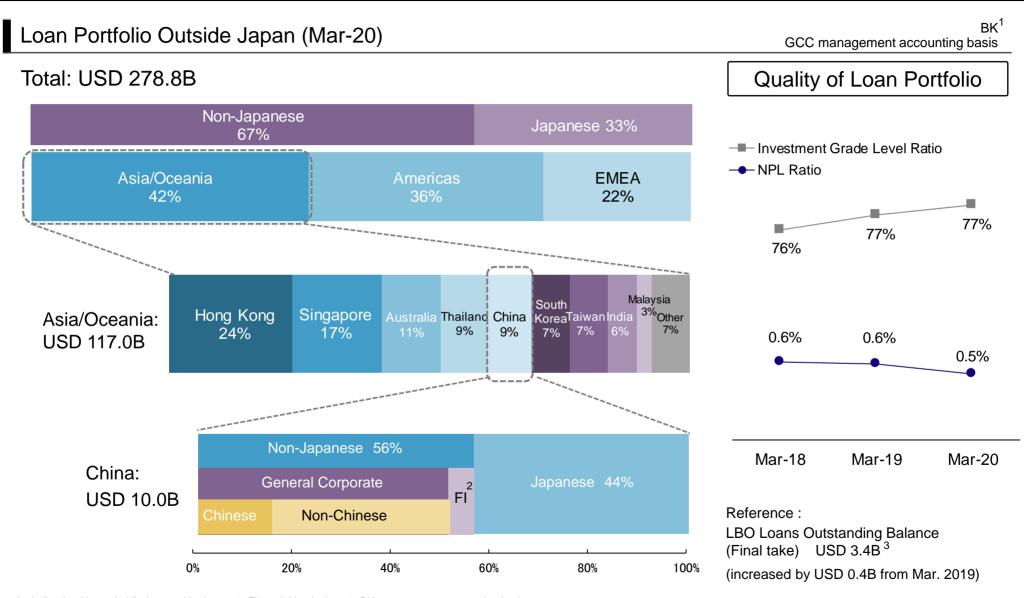
Reference: Other Watch Obligors

2 banks, banking account

	Mar-19	Sep-19	Mar-20	
Balance (JPY T)	1.3	1.3	1.6	
Reserve ratio	2.46%	3.09%	4.91%	

^{1.} Ratio of Credit-related Costs against Total Claim based on the Financial Reconstruction Act (FRA). 2. Representative main branch basis. 3. Including items which cannot be divided by regions such as adjustments of foreign exchange and others. 4. The report entitled "JFSA's supervisory approaches to lending business and loan loss provisioning" published by the Japan Financial Services Agency in Dec. 2019.

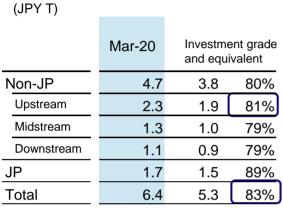
Loan Portfolio Outside Japan



^{1.} Including banking subsidiaries outside Japan. 2. Financial Institutions 3. BK, management accounting basis.

Exposure in specific sectors and products

Resource sector¹ BK management accounting basis



- Over 80% of our exposure to the non-Japanese upstream sector, which is impacted the most by decline in crude oil prices, is investment grade and equivalent
- Approx. JPY 0.4T in project finance transactions can be impacted by fluctuations in commodity prices

The above is our exposure in the resource sectors excluding mineral resources. Upstream: crude oil & natural gas mining etc. Midstream: storage and transportation. Downstream: petroleum refinery and product manufacturing and other.

Aircraft related BK management accounting basis

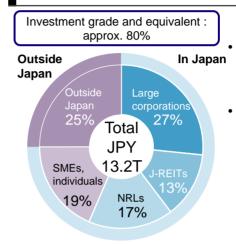
(USDB)

	Mar-20
Asset- based ²	0.25

 Credit relying solely on cash flow from underlying aircraft assets is limited at USD 0.25B

Real estate sector¹

BK + TB management accounting basis



- Large corporations, clients outside Japan Over 90% of our exposure is to investment grade and equivalent
- SMEs and individuals, J-REITs, NRLs
 We selectively originate deals based
 on comprehensive due diligence of
 credit, including loan-to-value ratio and
 cash flow under stress scenario

NRLs: non-recourse loans

LBO Loans outside Japan

BK management accounting basis

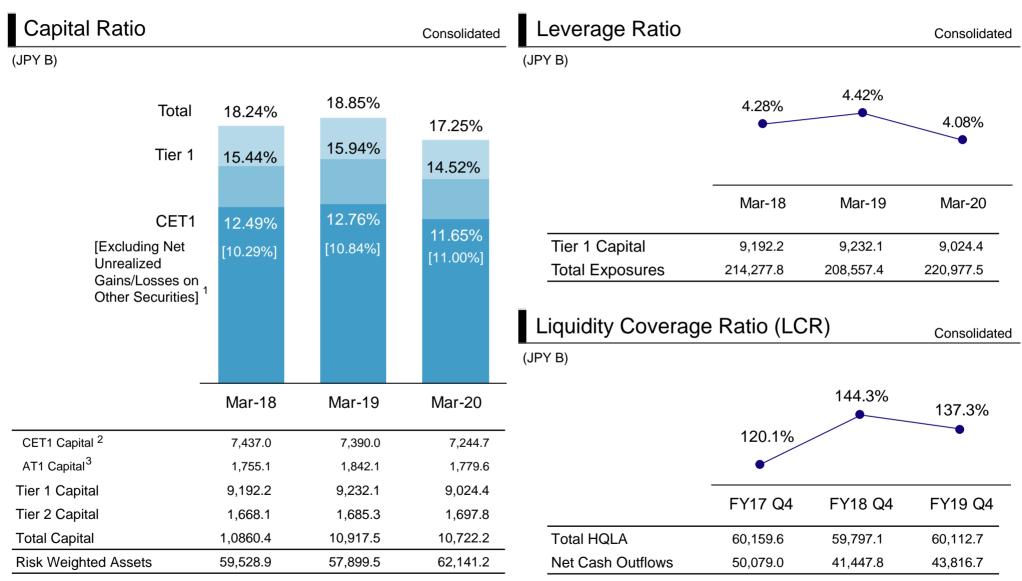
(USD B)

	Mar-20	(Reference) Jun-07
Under- writing 3	0.7	12.5
Final take	3.4	6.3

- We are taking a cautious approach for industries sensitive to economic fluctuations
- We are controlling underwriting risk by setting terms and conditions in line with investor appetite and strengthening management of underwriting positions

^{1.} The sum of loans, foreign exchange, and unused commitment lines and other. 2. Credit where the lender is exposed to residual value risk of the asset. Exclusively warehouse facilities premised on takeouts by ABS and other securities. 3. Including those in which we have won mandates.

Basel Regulatory Disclosures (1)



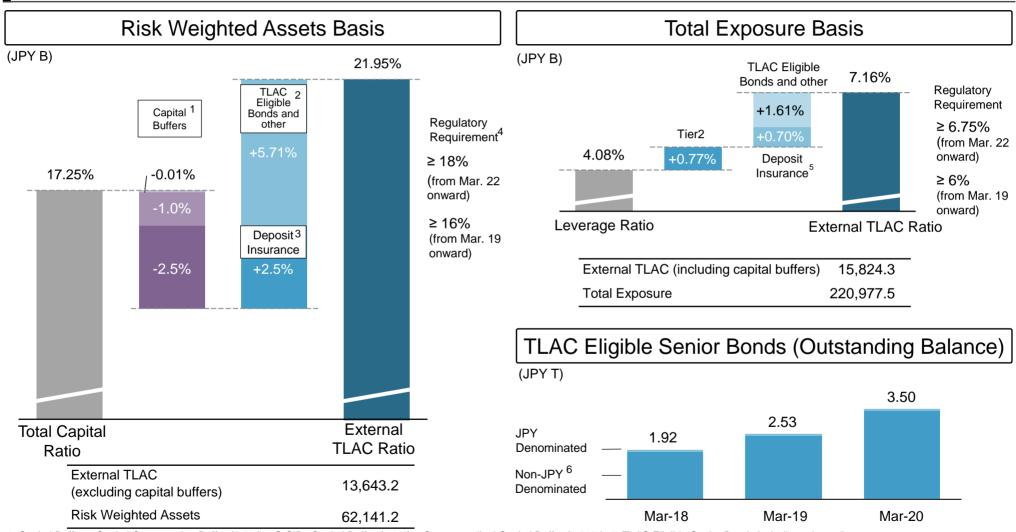
^{1.} Net Unrealized Gains (Losses) on Other Securities and its associated Deferred Gains or Losses on Hedges are excluded from the numerator and RWA associated with Net Unrealized Gains (Losses) on Other Securities (stocks) are excluded from the denominator. Includes the effect of partially fixing unrealized gains on Japanese stocks through hedging transactions. 2. Common Equity Tier 1 Capital.

3. Additional Tier 1 Capital.

Basel Regulatory Disclosures (2)

External TLAC Ratio (Mar-20)

Consolidated



^{1.} Capital Buffer = Capital Conservation Buffer (2.5%) + G-SIBs Capital Buffer (1.0%) + Countercyclical Capital Buffer (0.01%). 2. TLAC Eligible Senior Bonds including other adjustments.

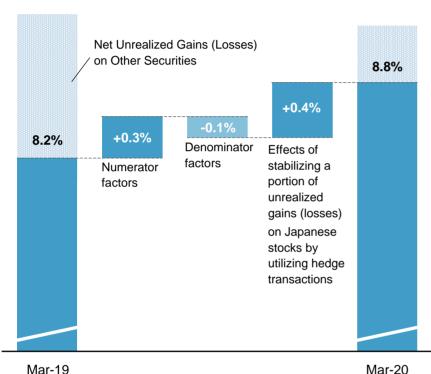
^{3.} Deposit insurance fund reserve is allowed to count towards Japanese G-SIBs' external TLAC. +3.5% of RWA from Mar. 22. 4. Minimum TLAC requirement based on FSB's final TLAC standard as of Nov. 9, 2015. Our required minimum TLAC as of Mar. 20 is 16.76%. 5. Deposit insurance fund reserve equivalent amount on total exposure basis calculated based on RWA basis of 2.5%.

^{6.} Foreign exchange rate (TTM) at the respective period end.

CET1 capital ratio and shareholder return policy

CET1 capital ratio (Basel III fully effective basis) 1,2





Continously maintain capital resiliency under stress conditions through steady capital accumulation and partial fix of unrealized gains on Japanese stocks

Shareholder returns

No change to shareholder return policy prioritizing stable dividends

 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

Cash dividend per share FY2020 (estimate): JPY 7.5

- Partial Amendment to Articles of Incorporation (planned)³:
 Organizations that decide dividends from surplus, etc.
- In light of the various feedback through our engagement with institutional investors, we plan to modify our Articles of Incorporation to recognize shareholders' rights to make proposals on dividends
- Board of Directors maintains the idea that the Board of Directors having the authority to approve dividends maximizes shareholder value

Share Consolidation

■ 1-for-10 share-consolidation (planned)³

- Raise our trading unit into the Tokyo Stock Exchange's desirable range "between 50,000 and 500,000 yen⁴"
- Enable to set the amount of dividend per share more flexibly and will also enhance the flexibility of capital management

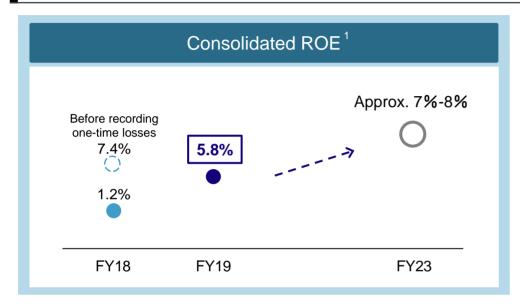
^{1.} Net Unrealized Gains (Losses) on Other Securities and its associated Deferred Gains or Losses on Hedges are excluded from the numerator and RWA associated with Net Unrealized Gains (Losses) on Other Securities (stocks) are excluded from the denominator. Includes the effect of partially fixing unrealized gains on Japanese stocks through hedging transactions.

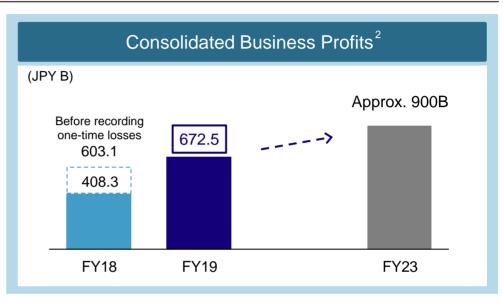
^{2.} The capital floor is also calculated after deducting the associated reserves from risk weighted assets using the standard approach.

^{3.} Assuming approval at 18th Ordinary General Meeting of Shareholders (scheduled for June 2020). 4. Tokyo Stock Exchange Securities Listing Regulations Rule 445.

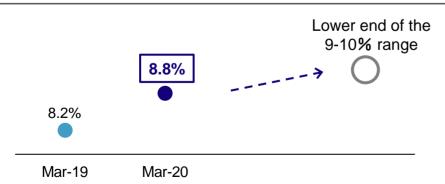
Progress against the 5-Year Business Plan

Financial Targets

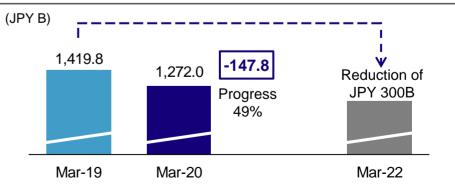




Common Equity Tier 1 (CET1) capital ratio target level³



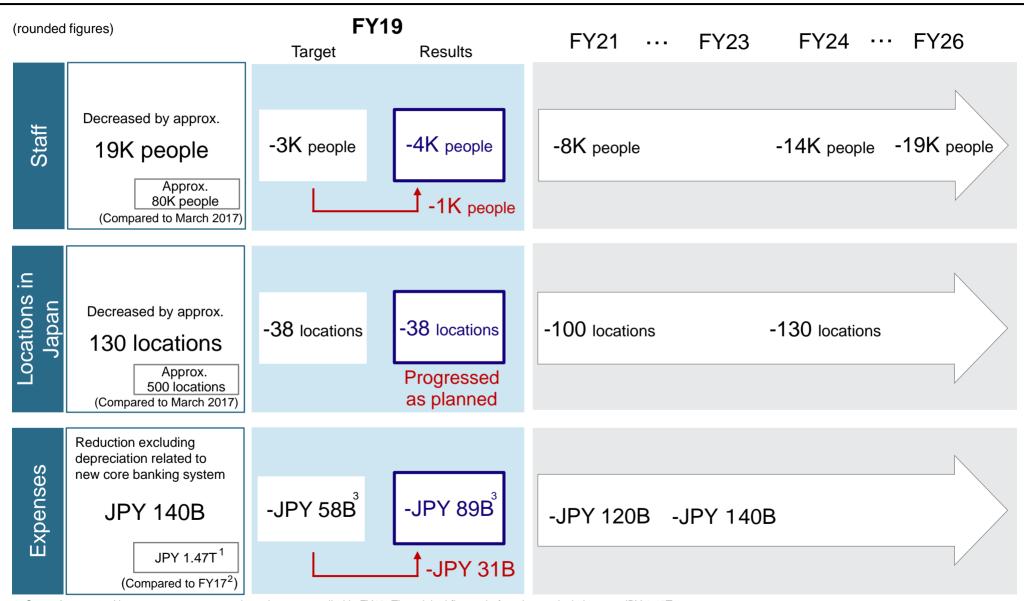
Reduction of cross-shareholdings⁴



[Financial indicators used for FY23 targets] 10-year JGB interest rate: 0.15%, Nikkei Stock Average: 22,100 yen, JPY/USD: 101 yen

^{1.} 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. Basel III finalization fully-effective basis, excluding Net Unrealized Gains (Losses) on Other Securities. 4. Acquisition cost basis.

Progress on Fundamental Structural Reforms



^{1.} Group Aggregate. New management accounting rules were applied in FY19. The original figures before the recalculation was JPY 1.45T.

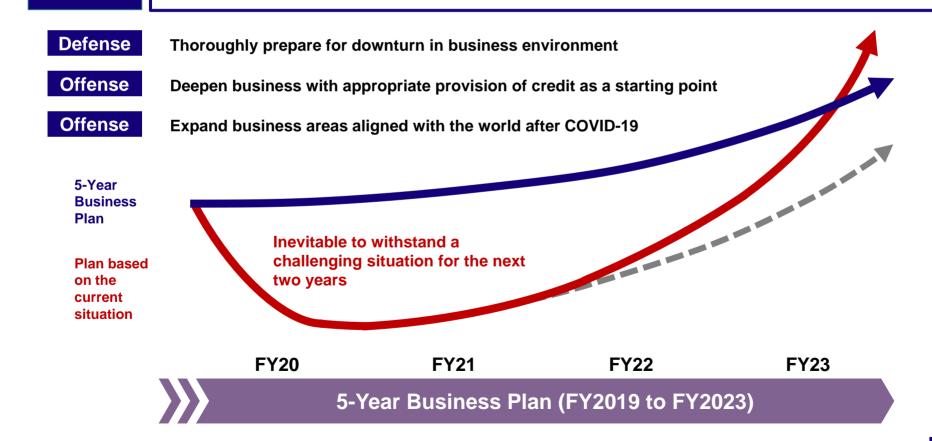
^{2.} Compared to the estimate for FY17 as of November 2017 when Fundamental Structural Reforms was announced. 3. Excluding effects of foreign exchange.

Policy for FY2020

CEO message

Our approach to the current situation

- At present, we are facing an unprecedented crisis that is causing a significant downturn in the real economy, as seen in the loss of demand and other trends. The breadth, depth, and length of the crisis are extremely uncertain.
- This is a critical phase for us to sufficiently exercise our financial function such as appropriate provision of credit to prevent economic deterioration and achieve an early recovery of the economy
- Looking ahead to the economy and society after COVID-19, we will further accelerate our transition to the next generation of financial services, which we described in our 5-Year Business Plan, by expanding our business foundations and deepening our structural reforms to enhance our revenue base.



CEO message: portfolio soundness

- Over the next two years, we anticipate a considerable amount of credit-related costs stemming from the COVID-19 pandemic
- Due to initiatives that we implemented following the 2008 financial crisis, and other factors, we will be able to firmly maintain a high degree of soundness for our credit portfolio

	L
Credit-related Costs (JPY B)	
Credit-related Costs Ratio (bps) 1,2	

Y07	FY08	FY09	2008 financial crisis	FY19 4Q	FY20	FY21	
- 83.0	- 536.7	- 219.3	- 839.0	- 135.0	- 200.0	Uncer	-
11	68	31	113	14	21	the time	
							•

Mizuho Customers

Increasing liquidity on hand and other factors have steadily improved the risk tolerance of customers themselves

Liquidity on hand³

Sep-07 Sep-19 **JPY224**T JPY133_T ■

Investment grade and equivalent Sep-19 Sep-07 47% 71%

Credit Portfolio

Major changes in risk appetite for products and loans outside Japan that incurred large losses during the 2008 financial crisis

A portfolio structure that is limited to highquality credit also provides resilience against spillover effects from decline in crude oil prices

Real estate related

Mar-20 Investment grade Approx. and equivalent 4 80%

LBOs outside Japan (underwritten amount) Mar-20 Jun-07 \$0.7_B \$12.5_B

Resources related

Mar-20 Investment grade Over 80% and equivalent4

Aircraft related ⁶					
	Mar-20				
Limited risk	\$0.25в				

Securitized **Products**

No securitized products with complex product characteristics and unclear risks Securitized products in foreign currencies

Dec-07 Mar-20

JPY 0.7_T JPY1.5⊤ **I**

- CLO: all rated AAA⁷
- ABS: all investment grade no secondary securitized products

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^{1.} Credit-related Costs against period-end balance of Total Claims. 2. Figure for 2008 financial crisis is period-end balance of Total Claims for ex-BK, ex-CB and TB. Total amount is the average amount of period-end balance. 3. Total amount for corporate customers. 4. Exposure based on internal ratings. 5. For oil, natural gas and mining which are the most sensitive to lower oil prices. For upstream non-Japanese companies. 6. Outstanding balance with residual risk. 7. S&P.

CEO message: initiatives looking towards a "after-COVID-19" world

- In advance of the world after COVID-19, the whole of society is already undergoing a dramatic transformation, beginning with ways of living and ways of conducting business.
- We will identify structural changes in society as quickly as possible and act with determination to transition to the next generation of financial services, as described in our 5-Year Business Plan, by expanding our business areas and deepening our structural reforms.

Megatrends

Exposure of vulnerability due to COVID-19 effect

Digitalization

- High dependence on face-toface channels
- Business process infrastructure hindering digitization

succession business

Declining birthrate and ageing population

 Increased anxiety about the future due to unstable income and health concerns

Globalization

- Uneven distribution of supply chains
- Rise of anti-globalization

areas

Structural changes in society, economy, and industry due to the COVID-19 effect have already progressed rapidly.

			Corporate		
	World after	Retail	Corporate	Markets	Foundations
	COVID-19	Pursue safe and secure lifestyles based on the advancement of digitalization	Significant changes in business and financial strategies	Market structure of high volatility with residual excess liquidity	Significant reform of working styles and business processes based on the premise of digitization
	Initiatives for after COVID-	 Strengthen remote transaction infrastructure Cashless Asset management and 	 Provide quasi-equity financing Support for restructuring/asset sales Support for changes to 	 Sales & Trading: capture inflow Banking: review asset allocation flexibly 	 Further adoption of remote work Review of office environment and other

supply chains

MIZUHO

Assumptions for the FY2020 plan

Main scenario

- The impacts of COVID-19 will continue to remain at least for the next two years
- We set our FY2020 plan based on the assumption that the economy will bottom out in FY2020 H1, then move into a recovery stage lasting towards the end of 2021. However, the plan may be revised as necessary, reflecting changes to the business environment in the future

Economic outlook

Severe downturn in the global economy unavoidable for 2020

State of Emergency (Japan)

Peak of COVID-19

→ Apr-Jun 2020

Normalization of the economy → End of 2021

→ reflected in our plan

Real economy

Due to restrictions on economic activities in countries around the world, global economic growth in 2020 will turn sharply negative

Policy interest rates

Financial markets

As it will take some time until the economy normalizes, the central banks in Japan, the US, and Europe are expected to maintain current policy interest rates for the time being

While the situation is unpredictable, the responses of governments and central banks are helping to mitigate severe weakening of financial markets and to avoid the financial system instability

Outlook for main indicators

			2019	2020
Real GDP	Global ¹	(%)	+2.9	-2.4
growth rate	Japan ²	(%)	+0.0	-6.5
Policy interest	Japan	(%)	-0.10	-0.10
rate	us	(%)	0.00-0.25	0.00-0.25
Long-term	Japan	(%)	-0.10	-0.05
interest rate ³ (on 10-yr gov't bonds)	US	(%)	1.80	0.70
O (1) 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	Nikkei225 Avg.	(JPY)	21,900	19,200
Stock price ⁴	Dow Jones Avg.	(USD)	26,800	23,200
Exchange rate ⁴	JPY/USD	(JPY)	109	108

^{1.} Calendar year. 2. Fiscal year. 3. End of fiscal year. 4. Fiscal year average.

Earnings Plan

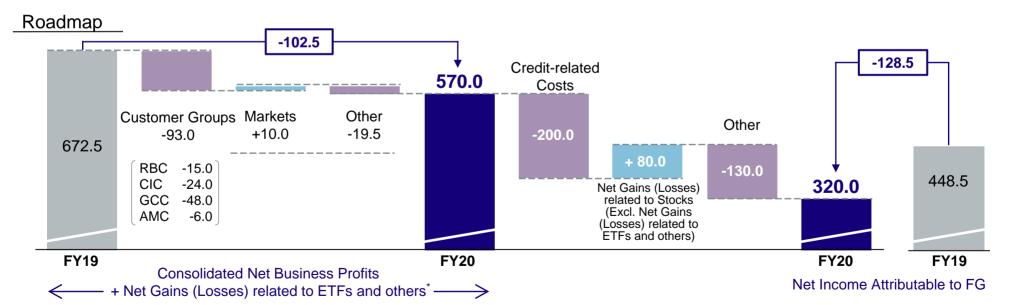
Consolidated	FY2019	FY2020	
(JPY B)	Results	(Plan)	Vs. FY2019 results
Consolidated Net Business Profits (+Net Gains (Losses) related to ETFs and others) *	672.5	570.0	-102.5
Credit-related Costs	-171.7	-200.0	-28.2
Net Gains (Losses) related to Stocks (-Net Gains (Losses) related to ETFs and others)*	126.5	80.0	-46.5
Ordinary Profits	637.8	400.0	-237.8
Net Income Attributable to FG	448.5	320.0	-128.5

The Shareholder Return Policy to focus on stable dividends remains unchanged

 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

Cash Dividend per Share of Common Stock

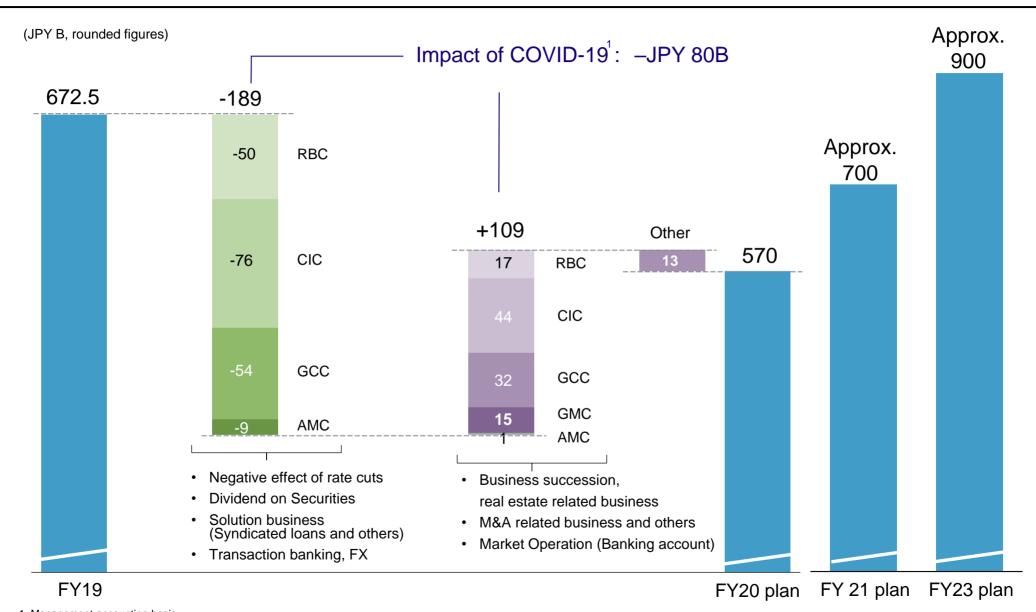
FY2020 (Estimate): JPY 7.50



Assumptions under the Earnings Plan: JGB (10-yr) -0.05%, UST bonds (10-yr) 0.70%, Nikkei 225 JPY 19,200, USD/JPY JPY 108

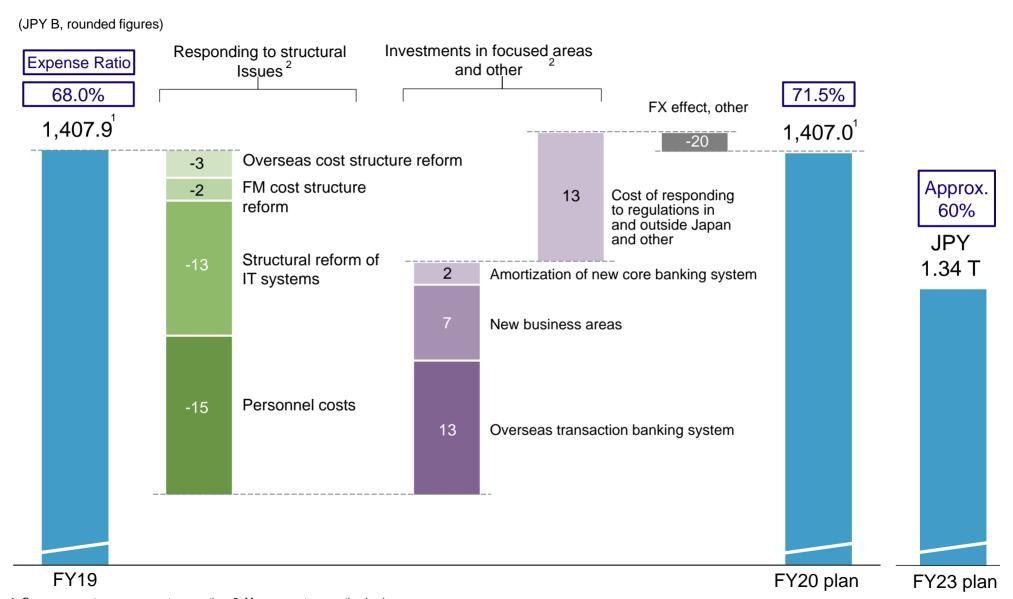
^{*}Net Gains (Losses) related to ETFs and others (2 Banks) + Net Gain on Operating Investment Securities (SC Consolidated).

Consolidated Net Business Profit



^{1.} Management accounting basis

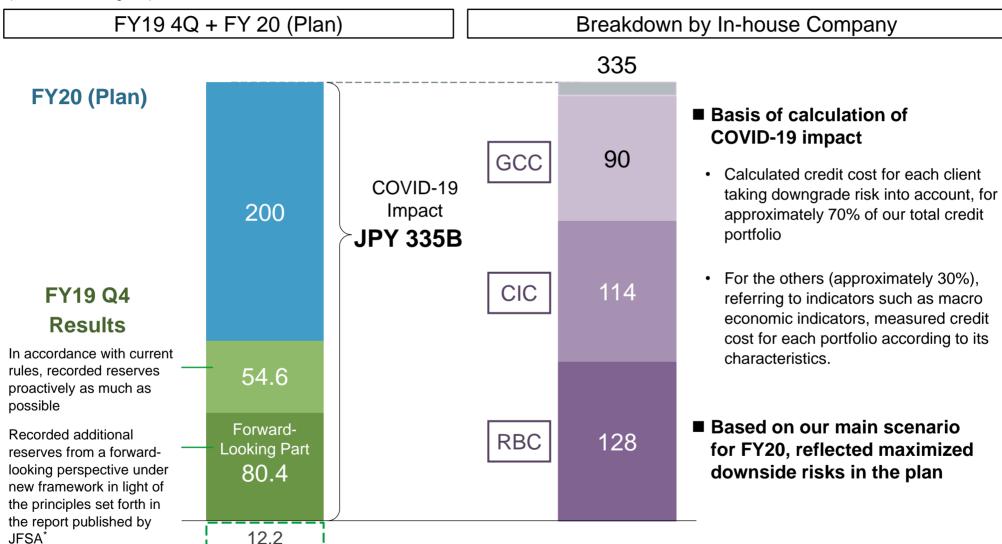
Expenses



^{1.} Group aggregate, management accounting. 2. Management accounting basis.

Credit-related Costs

(JPY B, rounded figures)



^{*} The report entitled "JFSA's supervisory approaches to lending business and loan loss provisioning" published by the Japan Financial Services Agency in December 2019

In-house Company Plan

Group aggregate, management accounting

	Net Business Profits ¹				Net Income ²				ROE ³
(JPY B)	FY19 Results⁴	FY20 (Plan)	YoY		FY19 Results ⁴	FY20 (Plan)	YoY		FY20 (Plan)
Retail & Business Banking	12.0	-3.0	-15.0		9.0	-61.0	-70.0		-
Corporate & Institutional	246.0	222.0	-24.0	_	196.0	178.0	-18.0		8.1%
Global Corporate	176.0	128.0	-48.0	_	108.0	37.0	-71.0		2.5%
Global Markets	208.0	218.0	10.0	_	143.0	147.0	4.0		8.1%
Asset Management	13.0	7.0	-6.0	_	6.0	2.0	-4.0		1.5%
In-house Company Total	655.0	572.0	-83.0	_	462.0	303.0	-159.0	•	_
				_				,	
FG Consolidated	672.5	570.0	-102.5		448.5	320.0	-128.5		4.0%

Each Company's figures are Gross Profits + Net Gains (Losses) related to ETFs – G&A Expenses (Excl. Non-recurring Losses and others) + Equity in Income from Investments in Affiliates – Amortization of Goodwill and other items. FG Consolidated figures are Consolidated Net Business Profits + Net Gains (Losses) related to ETFs and others.
 FG Consolidated figures are Net Income Attributable to FG.
 Each Company's ROE is on management accounting basis. Calculated based on regulated risk weighted assets and other factors such as interest rate risk in the banking account.
 Applied FY20 planned rate (USD/JPY: JPY 108).

Policy for FY2020

We are facing a crucial moment to tackle an unprecedented crisis and will fully exercise our financial functions while maintaining a strong defense, expand our business foundations with an eye towards the world after COVID-19 and deepen structural reforms.

Three pillars of structural reform under the 5-Year Business Plan

Sustainability

Business structure reforms



 Strengthen relationships by supporting clients with funding assistance, in addition to expanding in business areas adapted to the world after COVID-19

Finance structure reforms



- Strengthen our profit base through thorough expense control and credit management
- While allowing for a temporary lower CET1 capital ratio, transition to a management approach with a sufficient focus on capital resilience

Corporate foundations reform



- Make steady progress on various initiatives, including changes to group companies and the full roll out of our new HR strategy
- Use digital technology to facilitate remote work





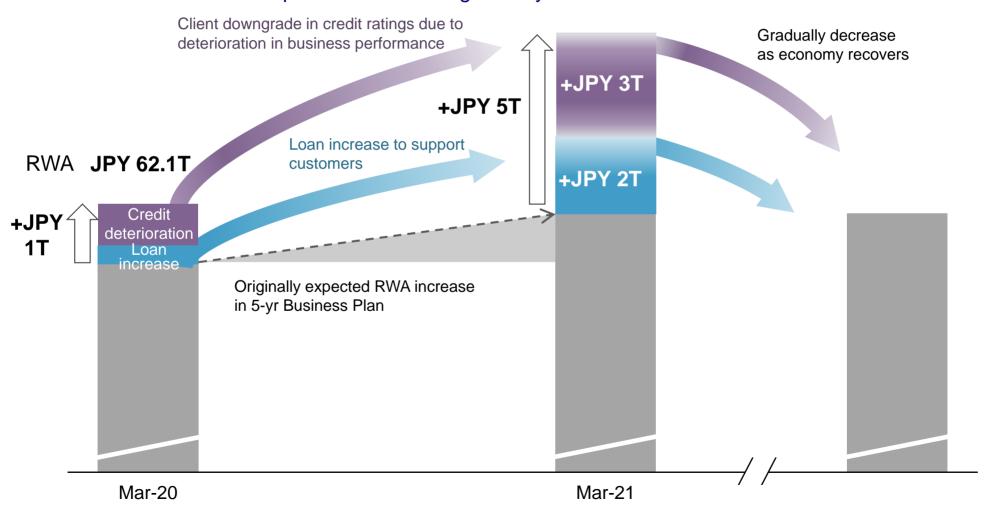
- Strengthen sustainable business through engagement with clients
- Strengthen climate change risk management

Outlook of Risk-weighted Assets

Impact of the COVID-19 on risk-weighted assets (based on current regulations)

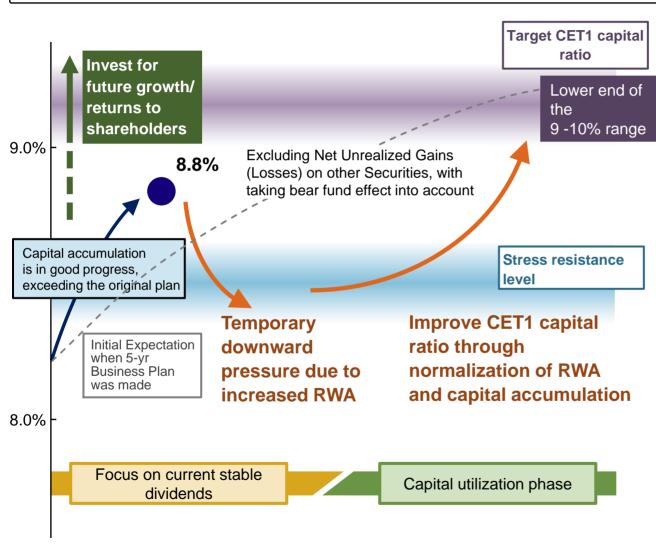
(rounded figures)

COVID-19 impact will be visible gradually



Capital strategy

Outlook for CET1 capital ratio (Basel III fully effective basis)



- Even though the increase in risk-weighted assets due to the COVID -19 effect is temporarily expected to lower the CET1 capital ratio, capital resilience is maintained under the stress situation.
- We will comprehensively consider the business environment such as the Group's business results, profit base, status of capital adequacy, and domestic and international regulatory trends such as the Basel framework in determining returns to shareholders for each period.
- No change in the policy of aiming for early achievement of target CET1 capital ratio in the lower end of the 9% to 10% range.

Accelerate the shift to digital and remote services

Changes in client mindset and behavior

Acceptance of online services Increasing awareness for safety and security

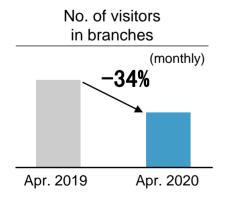


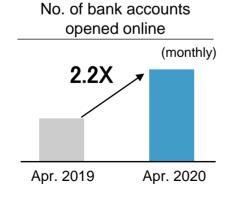
Strengthen remote services

Expand online services Expand services that can be completed entirely via the internet (e.g. opening new accounts, KYC and submitting forms)

Strengthen remote sales framework

Successfully create a sales framework that can operate effectively regardless of physical location by utilizing online meetings with clients and digitalizing proposals, contracts, etc.





Cashless initiatives



Launched in March 2019

QR code payment platform backed by banks

Growth of J-Coin

93 financial institutions totaling around 80 million personal accounts

Approx. 20* companies use J-Coin Pay for expense settlement

Users: 250K Participating stores: 400K

Targets end FY20

Users

1.25M

Launched in

Participating Stores

740K

Mizuho Wallet

March 2018 **Smartphone-based** contactless payment service

Affiliated 2.72M merchants approx. 1.59M approx. 1.13M Total amount of payments

Approx. JPY 8B Released in Mar. 2018 FY18 FY19 H1 FY19 H2

^{*}Includes group companies

Business structure reforms

Retail & Business Banking Company

Corporates: Strengthen relations by responding to financing needs

Business environment changes

Increasing needs to secure financing

Changes to industry structure and diversification of business succession needs

- Smooth supply of funds
 - Provide appropriate funding support and quasi-equity loans
- Approach growing companies
 - Make equity investments in businesses with high potential for future growth
- Provide solutions for industry restructuring and asset price fluctuations
 - Utilize M&A and real estate
 - Approach businesses regarding succession needs

Business succession needs

18,000 companies

(increase of 5,000 from the end of FY2018) Mizuho's strengths

Consulting results *

Capacity to provide solutions

Business Succession Fund No.1 in Japan

in Japan

MBO M&A

Testamentary trusts (individual)

JPY 10 B Considering (Mar-20) to increase

Individuals: Respond flexibly to changes in mindsets and behavior

Changes in client mindset and behavior

Increasing need for voluntary asset formation

Relieve anxiety for the future and preparing for emergencies

- Accelerate group-wide strategy for investment and succession business
 - Utilize the best approach for each segment (face-to-face or remote)
 - Focus on business owners and high net-worth individuals with acute succession and real estate needs
 - Increase investment balance by expanding asset formation transactions
 - Group-wide unification of our product planning and group company sales strategies

Current status of initiatives

Conduct follow-up with increased customer engagement.
Focus on meeting asset formation and investment needs.

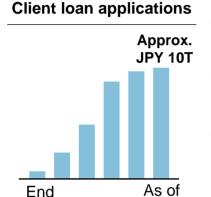
No. of investment Installment-type SC net increase in investment trust sales trust sales equity investment trusts No. 1 for 3 consecutive Apr. 2020 results Apr. 2020 results vears 2.3x(compared to (compared to Company C Apr. 2019) Apr. 2019)

*In the Small and Medium Enterprise Agency ranking of no. of cases of supporting the formulation of special business succession plans. Refers to the results of supporting companies as a certified support institution pertaining to the special measures applicable under the business succession tax system adopted with the tax system revisions in 2018.

Corporate & Institutional Company

Expand business that originates from appropriate credit extension

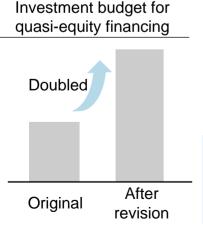
Respond to emerging client needs



May 18

- Provide funding based on appropriate credit decisions
- Help clients strengthen liquidity by utilizing their assets
- Financing proposals to restore sufficient capital

Strengthen quasi-equity financing



Strategic investment of mezzanine and equity capital

Support business portfolio restructuring Share client business risks

Strengthen consulting on financial/corporate strategies and business restructuring

Advance C-suite level discussions focusing on the world after COVID-19

No.1 industry research capabilities in Japan strengths

Knowledge of industry sectors

Macro analysis

Ability to execute and implement financial and capital strategy

Ability to provide seamless solutions spanning BK, TB, and SC

C-suite level discussions

Support formulation of financial/corporate strategies

Provide the most appropriate solutions

Example of how this strategy could be applied

Hold C-suite level discussions based on research and analysis

Our

Strategy execution

Business portfolio reorganization Supply chain restructuring Sustainable management (ESG)

Proposals on acquisition finance methods

Utilization of real estate with unrealized gains

Acquisition finance

Transaction banking Sustainable finance

SC Financial advisory for corporate acquisitions & business sell-offs Raise capital utilizing capital markets

Unused land intermediary & appraisal



BK

Mar.

Global Corporate Company

Deepen relations leveraging the advantages of the Global 300 strategy

Strengths of the Global 300 strategy

 Focus corporate resources on blue chip clients (Global 300) which have stable credit and present opportunities to capture ancillary business



Pursue upside income while limiting downside risk

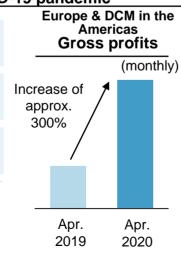
Strengthen client engagement to respond to customer needs amidst COVID-19 pandemic

Accumulate quality assets through emergency support lending

Strengthen DCM initiatives leveraging lending relationship

High added-value proposals in anticipation of the world after COVID-19

Maintain and improve transaction tier



Key strategy based on Mizuho's strengths

Grow transaction banking business in Asia capturing changes in trade flow

Capture new trade flows stemming from COVID-19

Production concentration in China etc.

Revision and diversification of supply chains and production locations

Mizuho's strengths

Market presence in Asia and global network

Enhance capabilities

Strengthen sales, enhance business platform, etc.

Grow US capital markets business capturing market recovery

Leverage relations to flexibly capture business opportunities as capital markets recover

Examples of expanding business opportunities

Expansion of bond issuance (DCM)

Equity issuance (ECM)

Acquisition finance related to industry restructuring

Capital markets recovery

Strengthening ALM operations*

- Respond to increasing demand for foreign currency lending due to the impact of COVID-19
 - Flexible funding based on demand, securing the necessary funds without delay
 - By assessing the overall non-JPY balance sheet, conduct ALM ensuring stability, efficiency, and compliance with liquidity requirements

Non-JPY Balance Sheet

Assets Funding Increase Customer deposits Customer deposits Medium/long term Others (Due from banks, stocks, etc.) Foreign bonds Repo

Temporary increase in lending

- Avoid placing too much emphasis on maintaining the loan-deposit ratio of 70%
- In addition to customer deposits, take advantage of highly maneuverable short-term markets

Ordinary loans/investments

 As usual, make optimal funding including customer deposits, bond issuance, CD, repo, etc. Continue management with a focus on the balance between realized gains and unrealized losses/gains
 Structure of realized gains

(Conceptualization)

Capital Carry income

- Shift to a carry income-focused strategy, mainly in foreign bond portfolio, in order to steadily accumulate profits
- Strengthen risk-taking capabilities by accumulating unrealized gains over the medium to long term

Increase the ratio of carry income

Sales & Trading

 Even when faced with the impact of COVID-19, aim to utilize market volatility to capture trading revenue as well as increase sales revenue by providing a range of solutions



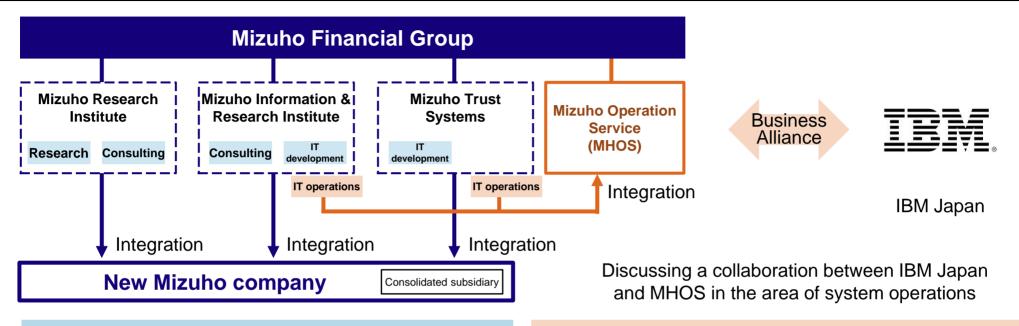
- Accelerate profit streamlining through unifying banking and securities operations in the Americas and Japan
- Capture inflows from Japanese and international institutional investors which are likely to increase going forward

Equities

- Capture market transactions arising from clients' corporate restructuring or changes in financial strategy
- · Begin offering new products (e.g. equity derivatives)

Portfolio management

^{*} Asset and Liability Management



A core subsidiary supporting non-financial business areas

 Organically and flexibly combine our foundations in these three fields where we excel



Research backed by advanced analytics



Professional **consulting** regarding business challenges and social issues



IT/digital solutions via cutting edge technology and business insight

 A platform for experts providing support in nonfinancial areas

Collaboration with an external partner with highlevel knowledge and expertise

Mizuho's strengths

- Expertise in large-scale system operations at a mega bank
- · Operations personnel

...etc.

IBM Japan's strengths

- Operational knowledge and the global standards in the latest technology
- Extensive experiences in system operations in Japan

...etc.

Consolidate and restructure BK, TB, and SC head office functions and frontlines functions within the Otemachi / Marunouchi area of Tokyo

Specific actions

Unify the head office functions and frontlines functions of each group company

Promote flexible work styles by introducing "free address" workspaces

Create co-working space to facilitate collaboration and partnership with external organizations

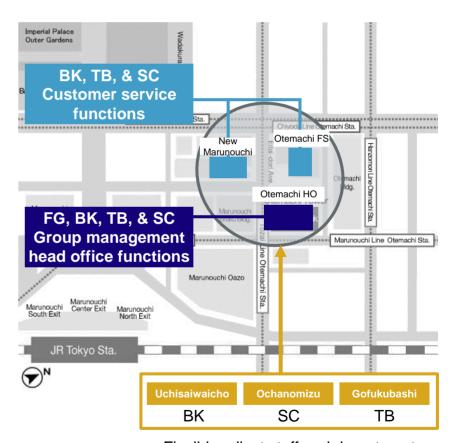
Objective/impact

Strengthen our framework for promoting business as a unified group

Increase productivity by facilitating active communication among employees

Accelerate proactive business collaboration with external partners

- Create a work environment that enhances creativity and productivity
- Reduce facility management costs through consolidation of head office functions



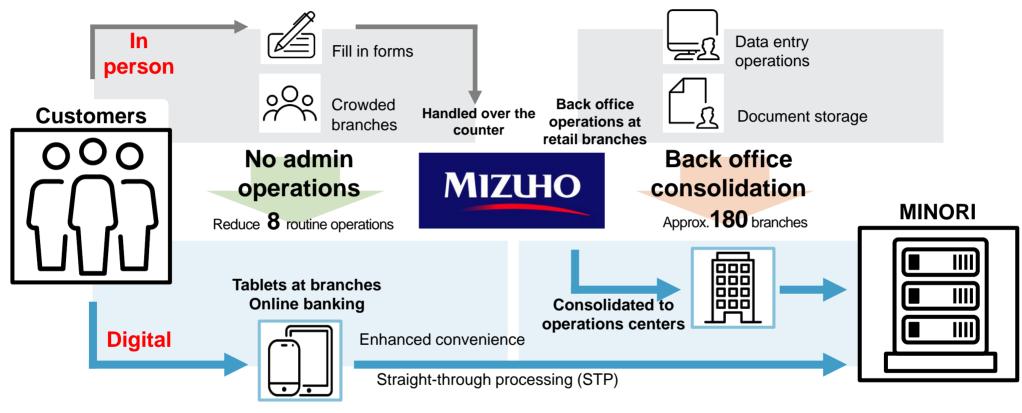
Flexibly adjust staff and department allocation

Corporate foundations reforms

(all figures on cumulative basis) **FY22 Initiatives FY19** Established consolidation Centralize back office operations at branches Consolidate back Streamline operations timeline office operations Approx. 180 Approx. **250** All branches (branches without a - Expand consolidation from 29 branches! (FY23) back office) branches branches FY19 H2 **Reduce branch Tablets at branches** All branches Identify operations to link to operations directly linked to core APIs (Routine operations to 21 High-workload routine banking system Other routine digitalize) operations (account opening, transfers, etc.) Operations (API linked) operations operations Reduce operational workloads and free up sales capacity ✓ Accelerate employee Completion of communication to All branches advancement to retail RM **Develop sales** Strengthen consulting all offices positions **Training** personnel Approx. **1,100** Begin developing sales ✓ Continue developing new (shift to front office) employees personnel at branches sales personnel Strengthen consulting Remote meetings capabilities via remote tools and (including BK, TB, **37** branches All branches expand cooperation across BK. and SC) TB. and SC No. of locations Embark on full-fledged -100 offices -130 offices (FY24) **-38** offices being reduced reorganization in FY19 H2

Channels: Enhance operational efficiency

Enhance customer experience through shifted sales force resources



Less admin operations

Greatly increase customer convenience by utilizing tablets at branches and digital channels

Back office consolidation

Consolidate a broad range of operations into operations centers, including those other than routine operations, such as contacting customers

Full roll out of the new HR strategy

Career design support

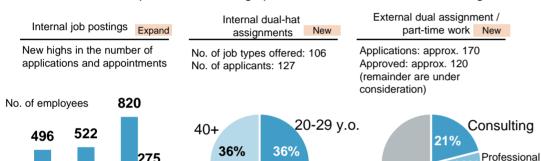
175

FY17 FY18 FY19

167

Expand opportunities to take on new challenges both within and outside the company

Changing the mindset of employees, together with expanding opportunities to take on new challenges, is allowing many employees to become more proactive in taking specific actions toward their career goals



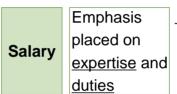
28%

30-39 y.o.

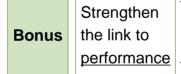
Compensation aligned to the exercise of expertise

Revisions to remuneration

Create a system under which employees are appropriately compensated for striving to increase their expertise and take on new challenges, rather than their seniority or post



 Reflects the level of difficulty of work based on the expertise and skills required for each business field



practice

Instructor

- Adopt an evaluation structure for all employees where bonuses are linked to company financial results
- For those in executive job grade positions, seniority-based raises will be transitioned to bonus compensation

Strengthen foundations for learning: Digital learning platform

- Provide a one-stop solution for personalized learning and diverse opportunities to take on new challenges, thereby encouraging employee growth and a transformation of employee behavior
- Form a community where employees are free to connect and learn

Content recommendations are personalized utilizing AI

Wide range of external content

60%

Other

Revision of pension structure

 Revise the pension structure to enable the stable payment of future pension benefits

Strengthening sustainability initiatives

Strengthening our sustainability initiatives: Taking firm action toward a low-carbon society

External environment

■ Society Even greater attention

Even greater attention to climate change due to rising severity of meteorological disasters

■ Investors

Calls for companies to make further environmental, social, and governance (ESG) disclosures in line with expansion of ESG investment

■ Clients

Trend towards seeing the need to respond to ESG and SDG-related challenges as business opportunities as well as business challenges

Sustainability for Mizuho stands for

the sustainable and steady growth of Mizuho and through which, achieving environmental conservation, and the sustainable development and prosperity of the economy, industry, and society both in Japan and around the world

Building a robust corporate governance structure and strengthening disclosure

- Established Environmental Policy clarifying oversight by the Board of Directors and our stance on climate change
- Proactively and appropriate disclosure to ensure transparency

Strengthening group-wide sustainable businesses promotion

- Increase positive impacts and decrease negative impacts, both direct and indirect
- Through dialogue with clients, provide multi-faceted support for initiatives addressing the Sustainable Development Goals (SDGs) and Environmental, Social, and Governance (ESG) challenges

Strengthening the management of climate change risks

- Positioning climate change risks as "emerging risks" in our top risk management framewordk
- Enhancing our response to the TCFD Recommendations (p. 79)
- Environmental and Social Management Policy for Financing and Investment Activity (p. 80)

Strengthening group-wide sustainable businesses promotion

Sustainable business

- Businesses and innovations which contribute to adapting to climate change, decarbonization and the like, leading to new business opportunities for Mizuho (sustainable business)
- Through engagement with clients as a unified group provide both financial and non-financial solutions

Business promotion through engagement

Identify ESG and SDGs-related challenges and needs



Engagement

Provide solutions

Financial and non-financial solutions

Provide consulting as a unified group

Mapping out our sustainable solutions



Consulting

Consulding for addressing ESG/SDGs

BK TB SC

Provide industry insight / business matching, etc.

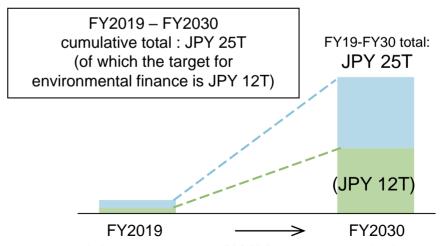
Support for solving social challenges

- Support for entrepreneurs working on SDGs
- · Business succession support, other

Asset management and products BK TB SC AM

- ESG investment
- Develop and offer ESG/SDG-related investment products

Sustainable finance* & Environmental finance targets



^{* (1)} Finance for clients where the intended use of funds is environmental and/or social projects, (2) Financing to support and facilitate clients' response to ESG/SDG-related areas, including finance which considers, evaluates or requires clients' response to ESG/SDGs-related areas.

Client company

Investors

Strengthening the management of climate change risks

Climate-related scenario analysis based on TCFD Recommendations

■Transition risks¹

Increase in credit costs through FY2050

JPY310B² Approx. JPY 120B

Dynamic scenario

Static

scenario

Scenarios used in anticipating impacts on customers' **business**

Dynamic scenario: with transformation of business structure

Static scenario: without transformation of business structure

Dynamic scenario would involve some impacts in the short term but would limit the increase in credit costs over the medium to long term

■Physical risks³

Impact on collateral: limited

Impact of business stagnation:

Increase in credit costs through FY2050

Up to **JPY 52B**

(In either 2°C or 4°C scenarios)

Strengthening our response to climate change risks in finance and investment decisions

■Coal-fired power generation sector

No financing for the construction of new coal-fired power generation facilities 4

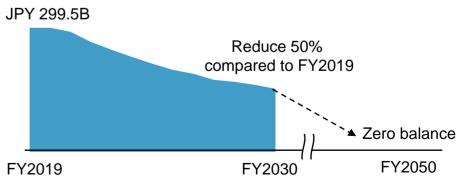
■Other sectors

Added coal mining sector

Added confirmation of measures to address transition risk in the oil and gas sectors and other updates

Target to reduce outstanding credit balance for coalfired power generation facilities⁵

Reduce 50% by FY2030 compared to FY2019 Reduce to zero balance by FY2050



^{1.} Transition risk generally refers to risks stemming from widespread policy, legal, technological, and market changes which occur as the result of transitioning to a low-carbon economy. 2. Estimate for electric power sector and energy sector (oil, gas, and coal) in Japan. 3. Physical risk refers to risks such as the loss or damage of assets as a direct result of climate change, as well as impact on business performance due to supply chain disruptions as an indirect result of climate change. 4. Excluding business to which Mizuho had already committed prior to the start of this policy. 5. Target based on our Environmental and Social Management Policy for Financing and Investment Activity

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Appendix

Credit card business strategy

Dissolve comprehensive business alliance with Credit Saison on October 1. 2019 (Oct 1, Before After 2019) Expand MMC Card lineup Membership Ongoing MMC Card* business Add MMC Card functions collaboration to smartphones apps Credit Saison (1) Enhance (2) Enhance collaboration flexibility Orient **UC Card** Corporation **Merchant** business **UC Card** Orico BK consolidated BK affiliate under the subsidiary equity method (approx. 49% held by 74%→100% held by BK BK) (as of March 31, 2020) **Processing UC Card-related** processing **Qubitous** Expand processing business

Splitting/

Transferring

Enhance adoption to next-generation

payment services

Direction of strategy

(1) Enhance flexibility

Dissolved comprehensive business alliance with Credit Saison, BK made UC Card a wholly-owned subsidiary to attain flexibility of the strategic development of UC Card business

(2) Enhance collaboration

Comprehensively develop membership business, merchant business, and processing by enhancing collaboration between UC Card and Orient Corporation.

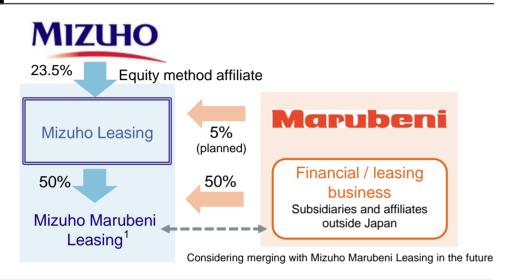
UC Card-related

processing

^{*} MMC Card: Mizuho Mileage Club Card combining ATM card and credit card functions.

Leasing strategies

Adding a leasing business



Approach to the leasing business

1 Focus on growth areas

Enhance initiatives in global, medical/healthcare, energy/environment, and other sectors

2 Create new business models

Servicing business, joint business operations, and trade flow support

3 Strengthen collaboration with Marubeni

Collaboration in leasing businesses and projects outside Japan, investment in businesses outside Japan

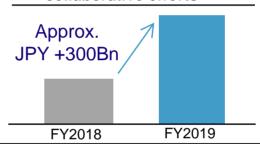
1. Renamed from MG Leasing Corporation on May 18, 2020. 2. Management accounting basis

Specific initiatives

Strengthen group collaboration

Enhance collaborative sales efforts as the only equity method affiliate leasing company within the Group





Number of deals captured through collaborative efforts jumped in the 2H mostly driven by transactions with large corporates

Major initiatives by Mizuho Leasing

- Nov. 2019 Announced acquisition of 25% ownership in Airchastle, a major global aircraft operating leasing company in the U.S.
- Jan. 2020 Announced acquisition of 50% ownership in PLM, the largest leasing provider of refrigerated trailers in the U.S.
- Mar. 2020 Announced acquisition of 20% ownership in Ricoh Leasing

Online lending for individuals (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 potential score improvement
- Potential score improvement by providing transaction data with BK, Softbank/Y!mobile and Yahoo



Al score-based lending

Launched Sep. 2017

Product Competitiveness

- Low-interest rates: 0.8% to 15.0%
- Max. lending limit: up to JPY 10M

Customer Convenience

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

(JPY B) As of JPY 35.5B/ (K) Mar. 2020 1,200K scores 1000 10 17/9 18/3 18/9 19/3 19/9 20/3

A.I. score rewards

Launched Oct. 2018

generated

Number of scores



Based on the customer's Score Rank, rewards related to self-improvement, career development, lifestyle improvements and the like are offered



Lending





Data businesses

Expected to launch in FY2020

 Acquired accreditation for Information Bank (P accreditation) in Dec.19

MIZUHO

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

Mizuho Smart Business Loans

First for a Japanese megabank

Launched May 2019



Open alliance







Credit analysis model incorporating AI technology

Secure online platform

High quality user experience / user interface

Multi-faceted data coordination

Expansion of the customer base

The number of account openings increased rapidly due to swift responses to customer requests, done completely remotely

No. of account openings

4.000+

(as of Mar 31, 2020)

Product Overview

Maximum lending limit JPY 10 million

Interest rate 1 -2 % rage

to 14%

Term Up to one year

Collateral Unnecessary

Features



Completely online No branch visit required

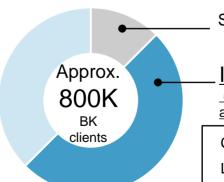


2 business days from application to loan in the shortest



No need to submit financial statements

Expected size of business



SMEs already receiving loans Approx. 100K

Initial target segment

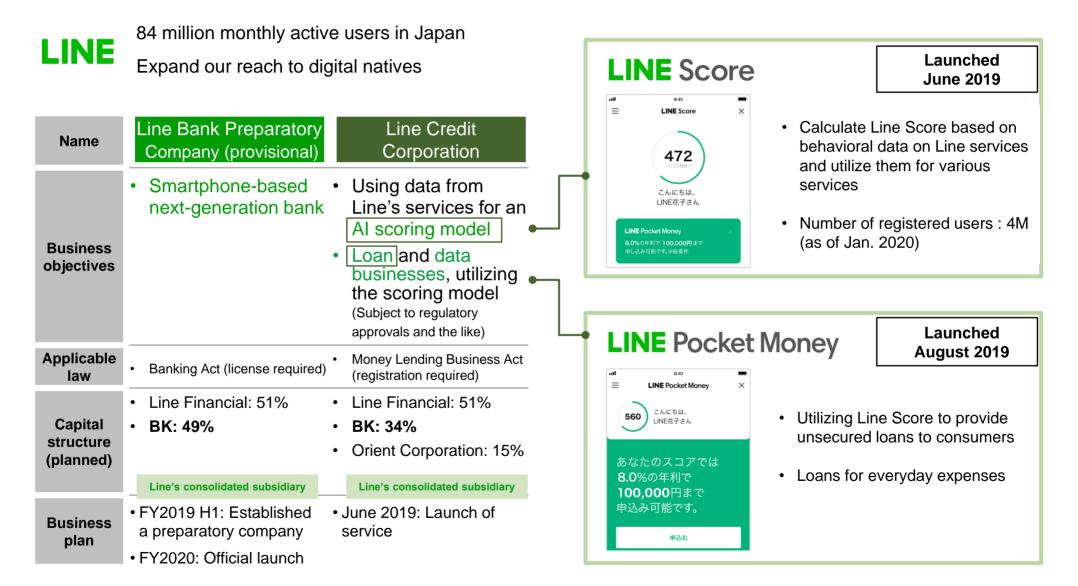
(mainly clients with JPY 1B or less in annual sales)

Companies with loans: 10,000

Loan balance: JPY 30 B

by March 31, 2022

Collaboration with Line Corporation





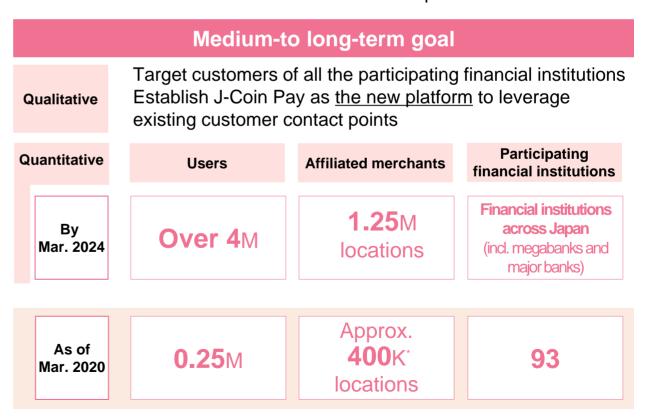
Digital currency platform offered by banks

Safety and security backed by banks



^{*} Number of affiliated merchants includes informal consent

- Service must be connected to user's bank account
- B2P Approach (reimbursement of expenses, payroll, etc.)
- Access to more than 80 million individuals and corporations nationwide



LIBOR Discontinuation

Events regarding LIBOR¹

July 2017:

The Chief Executive of the UK FCA² indicated in a speech the

potential for discontinuing LIBOR by the end of 2021

July 2018:

The FSB³ issued a statement on reforming interest rate benchmarks, recommending a transition from IBORs to

alternative reference rates (RFR⁴)

March 2020:

UK authorities announced that the impact of COVID-19 will not affect the timeline for discontinuing LIBOR by the end of

2021

Alternative reference rates

Selection of alternative reference rates	O/N RFR Compounding (fixing in arrears)	Term RFR	IBOR		
Timing of rate determination	Compounded in arrears	Compounded in advance	Compounded in advance		
Example:	TONA (Compounded in arrears) ⁵	Term TONA	TIBOR		
Yen LIBOR	Available	Under development	Available		

Mizuho's response



Update our systems in preparation of the transition to alternative reference rates



Revise our operational procedures based on updates to our systems



Hold internal trainings for RMs to prevent conduct risks

Provide explanations to clients for transactions that reference LIBOR



Amend contracts which reference LIBOR



Go through the transition processes to alternative reference rates

^{1.} London Interbank Offered Rate. 2. Financial Conduct Authority. 3. Financial Stability Board. 4. Risk Free Rates. Rates that include almost no bank credit risk are nearly risk free.

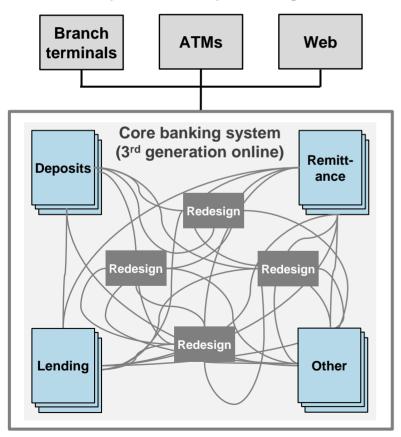
^{5.} Uncollateralized overnight call rate.

IT / digital: New core banking system (MINORI)

Before migration to MINORI

Complex structure causing many challenges

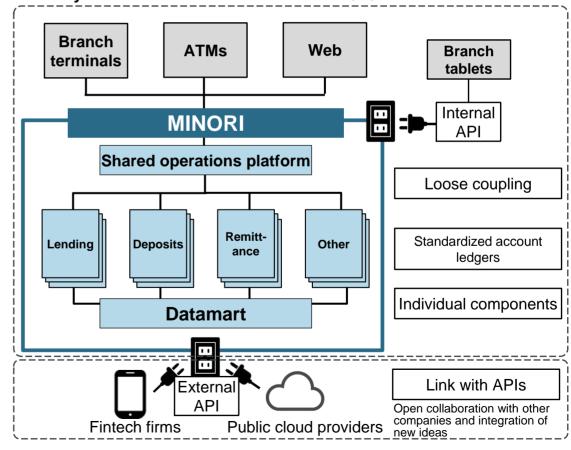
- Limitations on external connectivity, maintenance, and extensions
- Stability and security challenges



After migration to MINORI

Simple and easy-to-maintain IT system

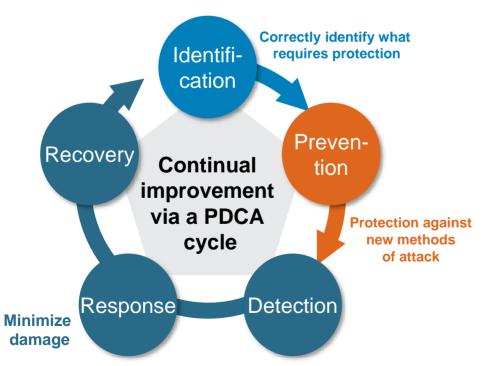
- Enhance capacity to provide services
- Enhance stability of IT system
- Reduce costs
- Streamline operations, shift to paperless



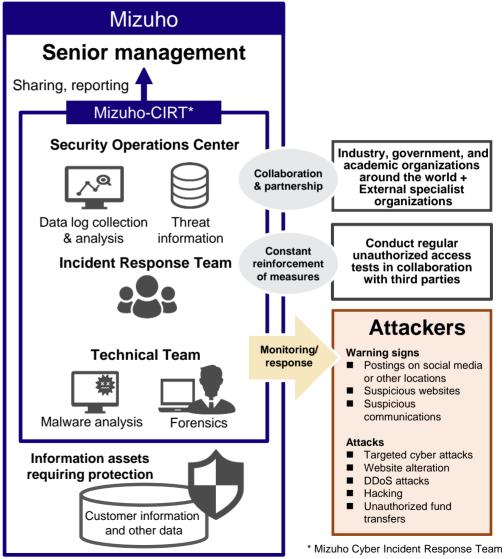
Cybersecurity measures

Basic policy

- Cyber attacks were identified as a top risk of management leading to Declaration of Cybersecurity Management released in June 2018
- Cyber attack countermeasures are continually strengthened through regular collaboration with external organizations
- Uninterrupted, reliable, secure, and attractive online services are provided to our customers



Management framework



Sustainability KPIs and targets

Business

Industrial development & innovation, environmental considerations, sound economic growth

Arragement of sustainable finance / environmental finance
 JPY 25T in total from FY2019 to FY2030
 (of which, JPY 12T in environmental finance)

New

 Credit balance for coal-fired power generation providers based on our Environmental and Social Management Policy for Financing and Investment Activity

Reduce by 50% compared to FY2019 by FY2030, Reduce to a balance of zero by FY2050,

Declining birthrate and aging population, plus good health and lengthening lifespans

Asset formation to prepare for the future

- · Net increase in investment products (Individual investors)
- Total number of individual customers who purchased Investment products
- Net increase in publicly offered investment trust assets under management

Industrial development & innovation

Smooth business succession

Number of clients provided with consulting

Acceleration of innovation and industry transformation

 Number of IPOs as lead underwriter / rank in terms of underwriting amount

Corporate foundations

Diversity & Inclusion

•		
Item	Target	Achieve by
Management positions filled by women (General Manager and Manager equivalent) ¹	20%	July 2024
Item		be maintained tinuously
Management positions filled by employees hired outside Japan ²		65%
Percentage of new graduates hired for management track jobs who are female ¹		30%
Paid annual leave taken by employees 1		70%
Eligible male employees who take childcare leave 1		100%

Environmental Footprint

CO₂ emissions³basic unit (CO₂ emissions/total floor area)

Long-term target: reduction by 19.0% by FY2030 compared to FY2009

Medium-term target: reduction by 10.5% by FY2020 compared to FY2009

Green purchasing ratio target for paper : at least 85% (FG/Core group companies)

Paper recycling ratio target : at least 95% in FY2020 at major offices in Japan

Financial Education

Total financial education participants : 60,000 or more from FY2019 to FY2023

^{1.} Total FG, BK, TB, SC in Japan 2. Total FG, BK, TB, SC outside Japan 3. Derived from electricity consumption at business sites in Japan

Enhancing our response to the TCFD Recommendations

Included responding to climate change as a key pillar of our business strategy and enhanced our initiatives to address it in order to proactively fulfill our role as a financial services group in the effort to achieve a low-carbon society, looking ahead of FY2050.

Governance	 Established Environmental Policy Board of Directors surpervised initiatives to address climate change 				
	 Qualitatively analyzed transition risks and physical risks by climate change for each industry sector over short-, medium-, and long-term time frames 				
	Transition risks -	Scenario design	Analyze using Dynamic/Static approach based on IEA's SDS and NPS scenarios		
		Analysis results	Increase in credit costs by FY2050: approx. JPY 120B to JPY 310B (estimate for "electric utilities" and "oil, gas and coal" sectors in Japan)		
Strategy		Scenario design	Analysis based on IPCC's ⁴ Representative Concentration Pathways 8.5 (4°C scenario) and 2.6 (2°C scenario) as a base		
	Physical risks	Analysis results	Impact on collateral value: limited Impact of business stagnation: increase in credit costs by FY2050: Up to JPY 52B (in either 2°C or 4°C scenario)		
	Enhanced sustainable business promotion framework as a united group to capture expanding business opportunities				
Risk	Positioned climate change risks as "emerging risks" and regularly monitored related indicators				
management	Updated our Environmental and Social Management Policy for Financing and Investment Activity				
Indicators and targets	 Established targets pertaining to risks and opportunities Monitoring indicators: Scope 1 and Scope 2: CO₂ emissions and energy usage Scope 3: CO₂ emissions from business trips Environmental impact of new large-scale power generation projects (amount of contribution to CO₂ emissions) and environmental conservation benefits (amount of contribution to CO₂ emission reduction) Target to reduce our own environmental foootprint: CO₂ emissions basic unit of electricity used at our offices in Japan (CO₂ emissions / total floor area) Long-term target: achieve a 19% reduction compared to FY2009 levels by 2030 Medium-term target: achieve a 10.5% reduction compared to FY2009 levels by 2020 				

^{1.} International Energy Agency 2. Sustainable Development Senario. Scenario under which advancement of low-carbon holds the increase in the global average temperatures to below 2°C.

^{3.} New Policies Senario. Scenario which assumes that the measures pledged to under the Paris Agreement are put into place. 4. Intergovernmental Panel on Climate Change

Environmental and Social Management Policy for Financing and Investment Activity

In addition to Mizuho's policy on initiatives involving sectors which have a high possibility of causing adverse environmental and social impacts, Environmental and Social Management Policy for Financing and Investment Activity has been revised to be a comprehensive policy covering transactions that are prohibited or require additional due diligence regardless of industry sector.

Transactions Prohibited regardless of Sector

- Projects with an adverse impact on wetlands designated as Wetlands of International Importance under the Ramsar Convention or on UNESCO World Heritage sites ²
- Projects violating the Convention on International Trade in Endangered Species of Wild Fauna and Flora (Washington Convention)
- · Projects involving child labor or forced labor

Transactions which Require Additional Due Diligence regardless of Sector

- Projects with adverse impacts on indigenous people's local communities
- Projects involving land expropriation that causes forced relocation of residents

Policies on Specific Industrial Sectors

Sector	Additions and enhancements
Weapons	 avoid providing financing or investment for antipersonnel landmines and biochemical weapons, in addition to cluster munitions
Coal-fired power generation	 do not provide financing which will be used for new construction of coal-fired power plants ⁴
Coal mining	 decisions regarding financing and investment involve a thorough examination of the impacts on the environment, industrial safety and health, and other areas
-	undertake engagement with clients to confirm their measures for addressing transition risk accompanying climate change
Oil and gas	undertake engagement with clients to confirm their measures for addressing transition risk accompanying climate change
Palm oil and lumber	 tightened status confirmation and requests from the perspectives of the environment, human rights, and climate change

^{1.} Previously the Policies on Specific Industrial Sectors. 2. Excluding projects that have received prior consent from the relevant national government and UNESCO. 3. Excluding cases permitted under any country's reservation(s) to the convention. 4. Excluding business that had been committed prior to the start of this policy.

Business

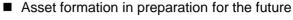
Reference: Key sustainability areas

Declining birthrate and aging population, plus good health and lengthening lifespans









- Expand services that respond to a society with a declining birthrate and aging population
- Convenient services in line with diversifying lifestyles

Industry development & innovation









- Smooth business succession
- Growth in Asian economic zones
- Industry structure transformation
- Creating resilient social infrastructure
- Acceleration of innovation

Sound economic growth



- Strengthening capital markets functions
- Transition to a cashless society
- Environmentally conscious social programs

Environmental considerations





Promoting action to address climate change and supporting the transition to a low carbon society

Governance





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

Personnel





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

Environmental and human rights considerations for investment and lending

Environment & society









- 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



ESG-related Recognition and Awards

Third-party Evaluation

ESG Scores Mizuho MUFG **SMFG** ROBECOSAM (1 58 74 59 We are Sustainability Investing SUSTAINALYTICS 67.1 55.2 40.6 FTSE² 4.5 3.4 2.9

ESG-related Recognition





Nadeshiko Brand 2020

Health & Productivity Stock Selection 2020

Incorporation in Social Responsibility Indices



Dow Jones Sustainability Index Asia Pacific



STOXX Global ESG Leaders Index



MSCI ESG Leaders Indexes³



Bloomberg Gender-Equality Index



FTSE4Good Index Series

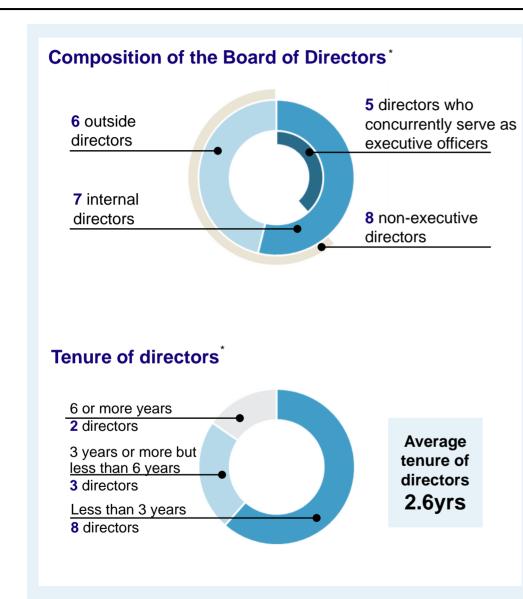


SNAM Sustainability Index



- 1. Robeco SAM: Percentile ranking, Sustainalytics: Total rank compared to peers. Those near 100 are evaluated highly. Source: Bloomberg (as of May 18, 2020).
- 2. FTSE Overall ESG Score (as of Dec. 2019): Maximum score of 5. 3. https://www.mizuho-fg.com/csr/mizuhocsr/rating/index.html

Corporate governance - Highlights



Main initiatives for improving the effectiveness of the Board of Directors (FY2019)



Offsite meetings on management issues

Outside directors and the management line share information and exchange opinions thereby deepening mutual understanding



Outside Director Sessions

Meetings attended only by outside directors, at which discussions on future initiatives are held after reflecting on past activities and sharing issues

Director training

Continually provide and facilitate opportunities to acquire and improve knowledge

All directors

- Individual sessions, training, etc. by executives or guest speakers
 Outside directors
- Ensuring the prior explanation and follow-up of proposals to the Board of Directors
- · Visits to domestic branches, etc.

Evaluating the effectiveness of the Board of Directors

Perform an analysis and evaluation of the effectiveness of the Board of Directors each year and disclose a summary of the results

FY2018 assessment:

The effectiveness of the Board of Directors as a whole has been secured accordingly and is making steady progress

^{*} Approach following the 18th Ordinary General Meeting of Shareholders (tentative)

Board of Directors

Internal directors¹ (7 people)

Name Position/Responsibility Representative Executive Officer ³ Tatsufumi President & Group CEO Sakai Senior Managing Executive Officer Satoshi Ishii CDIO, Group CIO, Group COO Motonori Senior Managing Executive Officer Wakabayashi **Group CRO** Makoto Senior Managing Executive Officer Umemiya **Group CFO** Managing Executive Officer Hiroaki Ehara **Group CHRO** Yasuhiro Non-executive Chairman Sato Hisaaki Hirama

Outside directors¹ (6 people)

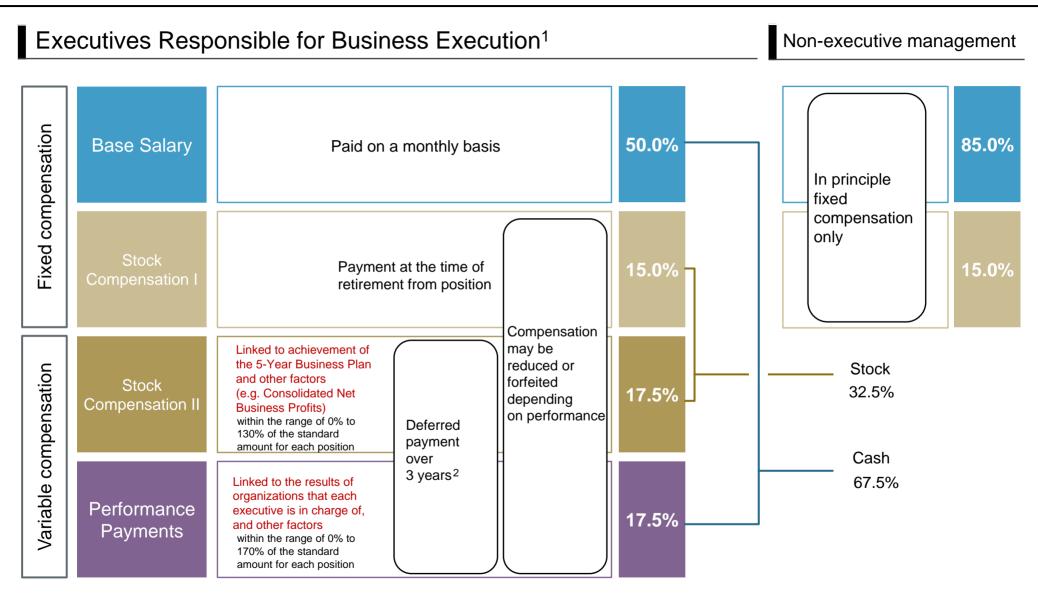
Chairperson

	Position/	Fields where directors are especially expected to contribute 2				
Name	Responsibility	Corporate Manage- ment	Legal	Financial Accounting	Finance	Technology
Tetsuo Seki	Nominating Compensation Audit	•		•	•	
Tatsuo Kainaka	Nominating Compensation Audit		•			
Yoshimitsu Kobayashi	Nominating	•				•
Ryoji Sato	Audit			•		
Masami Yamamoto	Nominating	•				•
Izumi Kobayashi	Chairman Nominating Risk	•			•	

^{1.} Planned to be discussed at our General Meeting for Shareholders to be held in June 2020. 2. The fields in the chart above are not representative of all of the areas of expertise the directors possess.

^{3.} Executive Officers as defined in the Company Act.

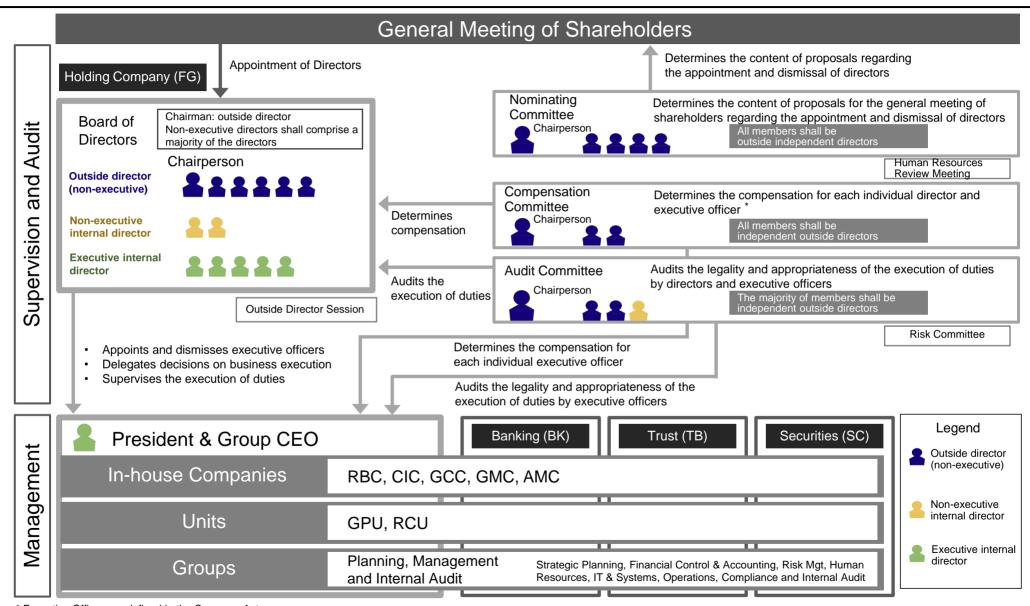
Compensation framework/program for executives



^{1.} 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.

^{2.} Performance payments for certain amounts shall be deferred.

Corporate Governance Structure



^{*} Executive Officers as defined in the Company Act