Initiatives regarding Mizuho's fiduciary duties

Mizuho Financial Group

June 2024



Innovating today. Transforming tomorrow.

Contents

7. Assets under management

Mizuho's fiduciary duties		FY2023 progress : Asset administration		
Corporate Identity		1. Strengthening framework for offering asset administration services		
2. Policies				
3. Management framework for customer-oriented business conduct		FY2023 progress : Group management policies	P41	
4. Key performance indicators (KPIs)		Branch administration and evaluation		
		2. Reasonability of remuneration and conflict of interest monitoring		
FY2023 progress : Sales		3. Enhancing corporate culture		
Consulting framework at Mizuho				
2. Process of selecting investment trust products		FY2024 action plans	P45	
3. Investment trust monitoring and review		_		
4. Consulting services				
5. Provision of important information		KPI Data		
6. Providing information on fees		Key performance indicators (KPIs) index	P2	
7. Follow-up and monitoring		1. KPI summary		
8. Serving older customers		2. Common KPIs		
9. Information and seminars				
10. Personnel development				
11. Customer evaluations				
12. External assessments				
13. Balance of investment products				
14. Status of customer assets				
FY2023 progress : Asset management / product development	P31_	The initiatives listed at the top of each page correspond to the Policies Regarding I	Mizuho's Fiduciary Duties	
More sophisticated asset management		The principles listed at the bottom of each page correspond to the Principles for Co	ustomer-Oriented Business	
2. Development and improvement of investment products		Conduct of Japan's Financial Services Agency.		
3. Provision of easy-to-understand information		FD is an abbreviation for "Fiduciary Duty."		
4. Provision of information and services		The following abbreviations are used for major group companies.		
5. Governance framework		Mizuho Financial Group, Inc. FG Mizuho Securities Co., Ltd. Mizuho Bank, Ltd. BK Asset Management One Co., Ltd.	SC td	
6. Third-party evaluation		Mizuho Bank, Ltd. Mizuho Trust & Banking Co., Ltd. TB Asset Management One Co., Ltd. TB	.td. One	

1. Corporate Identity

Our Corporate Identity

• We, at Mizuho Financial Group, have established an ambition to "proactively innovate together with our clients for a prosperous and sustainable future" as the purpose of Mizuho's Corporate Identity. We have also established "act as a trusted partner by always upholding solid moral principles" as a value to achieve the purpose.

With all Mizuho management and employees sharing the values and principles, we are committed to fulfilling our fiduciary duties* (customer-oriented business conduct) toward providing the best, most-appropriate solutions in response to meeting the diverse

needs of our customers.



Corporate Identity

https://www.mizuhogroup.com/who-we-are/our-vision-and-values

^{*} Fiduciary duties is a general term for the broad range of roles and responsibilities that fiduciaries are expected to fulfill when engaging in certain business activities in order to live up to the trust that is placed in them by their customers.

2. Policies



Our policies

• Mizuho has established and announced response policies for each function, along with the group management policies, as an action plan for fulfilling fiduciary duties and is taking customer-oriented measures to pursue the "customer's best interests" and to provide products and services that are truly appropriate for the customer' interests.

Policies Regarding Mizuho's Fiduciary Duties

https://www.mizuhogroup.com/binaries/content/assets/pdf/mizuhoglobal/news_release/2023/20230630release_eng_3.pdf

Our vision of the "pursuit of customer's best interests"

- We believe that protecting and growing financial assets to help our customers achieve their goals by providing products and services that are truly appropriate for the customer's interests will lead to the achievement of the customer's best interests.
- At the same time, we aim to utilize the medium- to long-term growth of Mizuho so as to further enhance the level of customer service by expanding our business base and establishing a brand based on customer satisfaction and trust.

Customer-oriented approach	Positive and trustworthy public image	Results
Mizuho	Customers	Mizuho
Provision of products and services that are truly	Protecting and growing financial assets to help our customers achieve their goals	Medium- to long-term growth
appropriate for the customer's interests		
	Enhancing customer satisfaction and trust	Expanding customer base and strengthening our brand

3. Management framework for customer-oriented business conduct

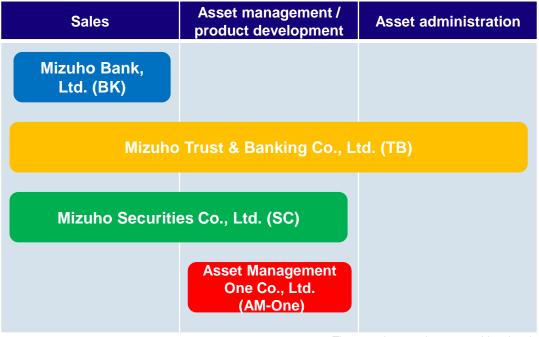
Management framework and action plan for customer-oriented business conduct

- We set up the Sub-committee for the Management of Customer-oriented Business Conduct under the control of the Compliance Committee (Business Policy Committees) to carry out management-level deliberations for customer-oriented approach.
- Mizuho's holding company and group companies have established and released their own action plans according to their respective functions.

Management framework for customeroriented business conduct



Major group companies that have established and released action plans



The terms in parentheses are abbreviated names of group companies.

4. Key performance indicators (KPIs)



Key performance indicators (KPIs)²

Key performance indicators (KPIs) for fiduciary duties are reviewed regularly and updated as necessary.

Customer-oriented approach

Positive and trustworthy public image

Results

- Number of personnel with professional qualifications
- Number of funds with a rating of 4 stars or higher
- TOPIX component ratio of the companies involved in our engagement activities
- Number of publicly offered investment trusts in different balance ranges
- Average balance per publicly offered investment trust
- Number of website views
- Number of participants enrolled in financial and economic education courses

- Customer satisfaction surveys
- Number of funds which have received awards
- Survey of satisfaction among investment trust companies

- Balance of assets under management from investment products
- Number of customers using our investment products
- Customer ratio by investment profit/loss from investment trusts
- Customer ratio by investment performance of foreign currency-denominated insurance products
- Average holding period for publicly offered investment trusts
- Balance of assets of AM-One
- Balance of asset formation-focused products
- Balance of private pension plans under administration
- Balance of publicly offered investment trusts under administration

2. In addition to the Key Performance Indicators listed above, the following common KPIs have also been released.



(1) Customer ratio by investment profit/loss from investment trusts/fund wraps, (2) Cost vs. return of the best-selling investment products in terms of the balance of investment trust assets under management, (3) Risk vs. return of the best-selling investment products in terms of the balance of investment trust assets under management, (4) Customer ratio by investment performance of foreign currency-denominated insurance products (5) Cost vs. return of foreign currency-denominated insurance products

Common KPIs are indicators based on the "Common Key Performance Indicators (KPIs) Comparable Across Investment Trust Distributors" published by Japan's Financial Services Agency in June 2018 and the "Common Key Performance Indicators (KPIs) Comparable Across Foreign Currency-denominated Insurance Distributors by Japan's Financial Services Agency" in January 2022.

1. Consulting framework at Mizuho



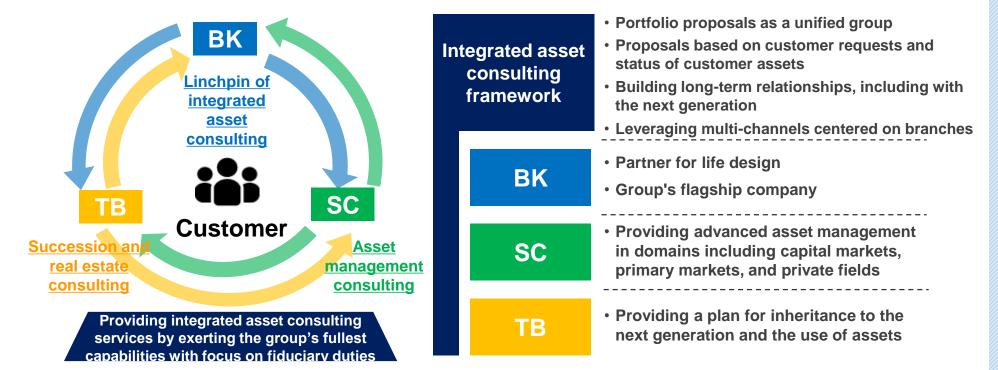


Main initiatives

- By sharing our customers' life plans, with their permission, across the group, based on the information they have given us on their assets, we are developing a framework to provide products and services in line with each company's role and comprehensive consulting taking advantage of each company's strengths.
- Mizuho helps its customers achieve their goals: their dreams, hopes, and desires.

Integrated asset consulting with the group's united efforts utilizing the resources of group companies

Mizuho will improve the soundness of Japan's household assets and will contribute to affluence.



2. Process of selecting investment trust products

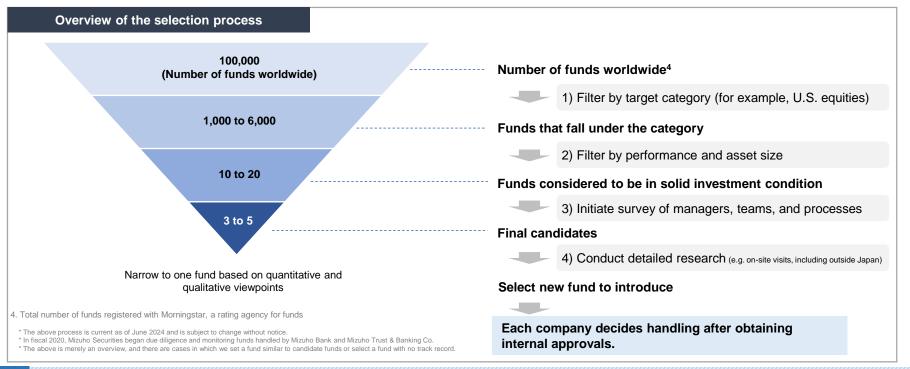




Main initiatives

- · By trying to enhance product selection and monitoring as a unified group, we will provide clients with funds that will positively contribute to long-term investment.
- In selecting funds, we conduct in-depth research, including performance analysis and on-site visits, on a wide range of products, in addition to those of our group companies. Our selection process also takes into account social responsibility (such as degree of contribution to the promotion of environmental or social sustainability). In addition, with respect to ESG, the SDGs, and similar funds that we handle, we offer a lineup of products with levels of disclosure that comply with European Union sustainable finance disclosure rules (Article 8 or Article 9³) or with other relevant terms, in order to ensure accountability to customers.

When group companies have decided to begin offering a new investment trust, we introduce the investment trust to customers through an announcement on the investment trust page of each group company's website and through information at branches.



Principle 6

3. Investment trust monitoring and review

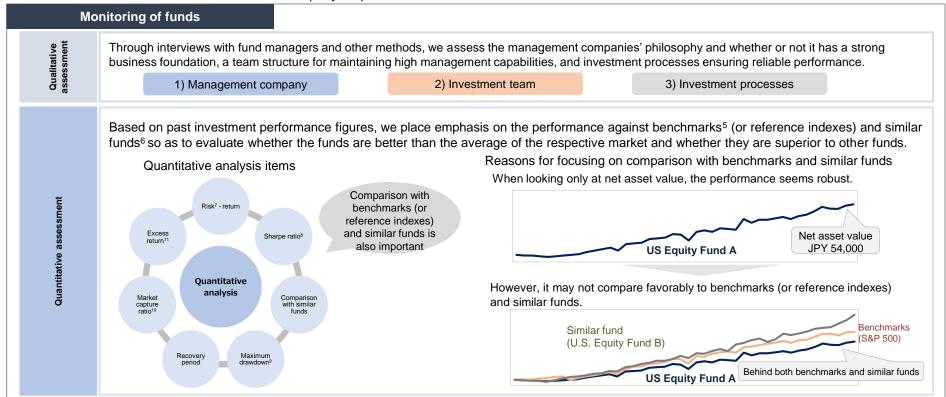






Main initiatives

- We verify whether the funds we handle contribute to the asset formation of our clients. We conduct continuous and multifaceted monitoring from both quantitative and qualitative aspects. Based on the results of our monitoring, we narrow down the products that we offer to our customers and implement a review for products that can be solicited in person.
- In regard to index funds that are linked to the same index and that are handled in person, we consult with trust management companies to keep the total fiduciary fee rate to the lowest level among the products handled by the group.
- Customers can check the website of each company for products which will be discontinued or redeemed.



- 5. Indexes used as investment guidelines. 6. Refers to funds that belong to the same category. (Global equity funds, US equity funds, etc.) 7. Indicates the extent of return volatility.
- 8. Indicates the amount of risk taken to generate returns. Higher numbers indicate more efficient investment. 9. Indicates the largest percentage decline from the highest value
- 10. Indicates the extent to which the net asset value of the fund follows the benchmark (or reference index) when the benchmark (or reference index) is rising or falling.
- 11. Indicates the extent the fund is above (or below) the benchmark (or reference index)

4. Consulting services (1)

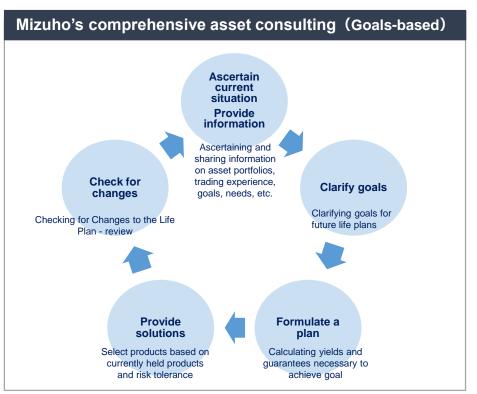


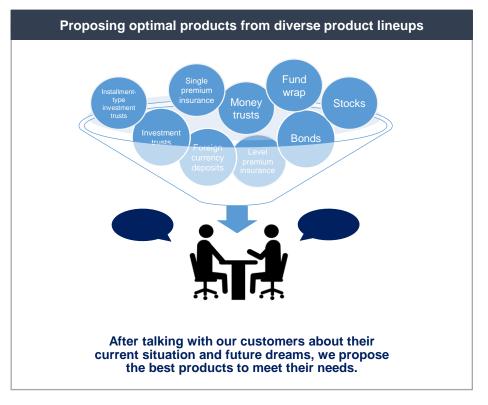




Main initiatives

- We take into consideration our customers' asset portfolios and trading experience and goals and dreams, and we propose financial plans tailored to our customers' needs from among multiple financial products and services, comparing them with similar products and alternative products (including a comparison of service fees). When we sell multiple financial products in a package, we also consider whether the package is appropriate for the customer in making our proposal.
- When proposing complex or high-risk products, we use a check sheet to determine that we are making appropriate proposals. We also review the check items regularly. (Structured bonds are generally offered on a limited basis, taking into account product characteristics and risks.)





4. Consulting services (2)



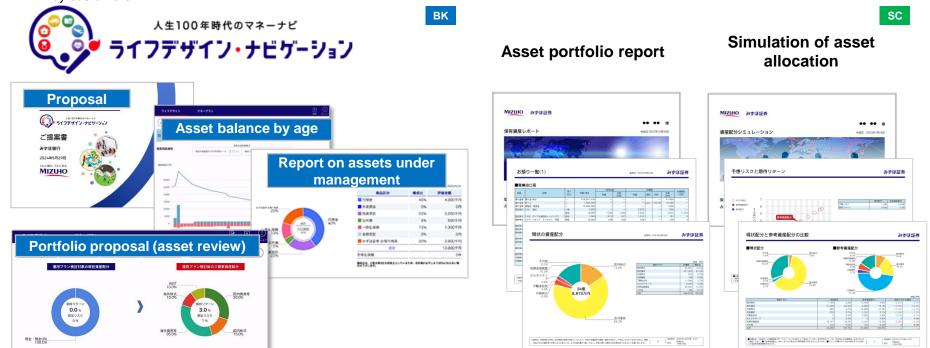




Comprehensive asset consulting

Initiatives: Sales 2

- Mizuho strives to accurately understand customer needs and provide solutions to realize them by setting each customer's dreams, hopes, and desires as goals.
 - Mizuho Bank has introduced a Life Design Navigation tool for simulating the future financial plans of the customers, based on customers' information such as income, assets, family members and life events, and their life planning. We use the tool to propose solutions to customers' challenges, including asset reviews relative to the model portfolio.
 - Mizuho Securities uses the "Current Assets Report" and "Asset Allocation Simulation" to visualize the status of financial assets held by clients, to explain the current portfolio, and to propose asset reviews. Through this process, proposals are made to provide solutions to the challenges faced by customers.



4. Consulting services (3)



Support for implementing life design plans: Contribution to the shift from savings to asset formation

- We put forth asset formation proposals based on our customer's life design plans through a variety of channels, including branches, online, and in cooperation with corporate clients.
- We are also supporting customers' asset formation in line with plans to expand and make permanent NISAs under the
 "Doubling Asset-based Income Plan." Each branch hosts the "NISA Café Seminar" with a concept of creating an environment
 where "customers can inquire into anything about money, including NISA, in a café-like cozy atmosphere" so as to provide an
 opportunity for them to start asset formation.
- With various plans and products, including NISAs, installment-type investment trusts, and iDeCo, we provide financial services that enable our customers to achieve their dreams, aspirations, and goals.







4. Consulting services (4)

SC

Implementing advanced asset management consulting

- Mizuho is making efforts to not only provide a wide range of product lineups but also to enhance the information-sharing framework for the purpose of developing asset management portfolios that cater to individual customers' needs.
 - Mizuho Securities offers diverse product lineups that only a general securities company can provide, including primary products that capitalize on its strength in the underwriting business.
 - With our strong research capability, we offer customers the information they need to make investment decisions in an easily understandable manner and provide consulting services based on quality investment information by utilizing our expertise.

Mizuho Securities' presence in the underwriting business

Achievements in the underwriting business [from April 1, 2023 to March 31, 2024]

Total domestic bonds from public offering

(Number of deals)

Domestic SDGs bonds

(Number of deals)

IPO (initial public offering stocks) lead manager

(Number of deals)

1st

With a capability of making proposals that adapt to the market environment and needs from issuers and investors, the company underwrote the largest amount of such bonds and earned the highest reputation in the industry.

Based on underwriting deals and pricing date basis. Includes samurai bonds, municipal bonds (underwriting only), preferred securities but excludes treasury bonds, securitization, and ST.

Source: Prepared by Mizuho Securities based on data from Capital Eye.

1st

With an advanced and influencing deal structuring capability that adapts to the market trend, the company boasts the no.1 track record in the industry.

Based on underwriting deals and pricing date basis. Excluding own debt, securitization, and ST.

Source: Prepared by Mizuho Securities based on data from Capital Eye

3rd

The company supports midcap/innovative companies and has one of the mostimpressive track records in the industry in terms of number of transactions for which it has served as lead manager.

Based on Capital Eye data. Bookrunner basis. REITs and global offerings excluded.

Capabilities of analyzing investment environments and providing a wide range of information

Market reports (equity, interest rates, foreign exchange, and credit)





Research ranking

Nikkei Veritas 36th Annual Survey on Most Popular Analyst (Overall Company Ranking)

Nikkei Veritas 29th Annual Survey on Most Popular Bond/Forex Analyst/Economist by company/group

Source: Nikkei Veritas "Top analysts' market forecasts in FY2024" on March 3, 2024/"Forecasts on the world with interest rates in FY2024" on March 10, 2024

3rd

4. Consulting services (5)







Succession consulting

 We respond to our clients' asset inheritance needs from a variety of angles in order to connect their precious assets and their feelings toward their families into the future.



Mizuho Securities' website on succession consulting



Mizuho Securities Anshin Service material

Mizuho Trust & Banking product materials



Mizuho Bank uses booklets on asset inheritance to respond to a wide range of customer needs.

Mizuho Securities empoys senior consultants with expertise in inheritance and gifts. We also offer the Mizuho Securities Anshin Service to keep families informed about their relatives' living conditions.

Mizuho Trust & Banking provides products and services to meet the needs of customers during asset inheritance.

4. Consulting services (6)

At Mizuho, we are working to enhance the services we provide to our customers by utilizing online channels and tablet devices.

Asset formation support tools online

Smart Folio

BK

- The website provides free assistance to help customers develop their own money plan. By entering current income and expenses, as well as life events, customers can understand how much money they will need in the future.
- By connecting to Internet Banking (Mizuho Direct), customers can check the status of their assets at any time.



Funds for tomorrow

SC



Generates a simple simulation of customers' costs and expenditures from five questions, allowing customers to understand what level of funds they will need in the future.

Tablet-based proposals and procedures



 Sales staff make proposals on investment trusts, insurance products, and asset inheritance using tablet devices.



BK By using tablets to accept applications for investment trusts, insurance, and other products, we are promoting the shift to paperless.



4. Consulting services (7)

Delivering services remotely and online

To improve customer convenience, we are working to expand the services we provide remotely and/or online.

Life Design Remote Service

SC



Mizuho Securities Life Design Remote Services website

Employees specializing in remote consulting provide services so as to meet the following needs, via phone, email, online interviews, etc.

- Consulting outside branch business hours, such as after work or on holidays.
- Consulting during the customer's free time and at the customer's convenience
- Consulting with a knowledgeable and experienced consultant to allay concerns about relying solely on online information.

Online meetings

вк



Online meetings to allow customers to take care of asset management consultations and procedures from their home or office

Investment prospectuses, etc., can be delivered to customers' e-mail addresses electronically (paperless delivery of documents).

Investment trust account opening and installment-type investment trust application service





A service that enables customers to quickly perform a range of procedures, from opening an investment trust account to making an application for an installment-type investment trust, as well as to receive the results on the same day when the application is submitted *12 at the earliest

*12 An application using the Japanese Public Key Infrastructure with an Individual Number Card that is processed by noon on a bank business day

5. Provision of important information (1)



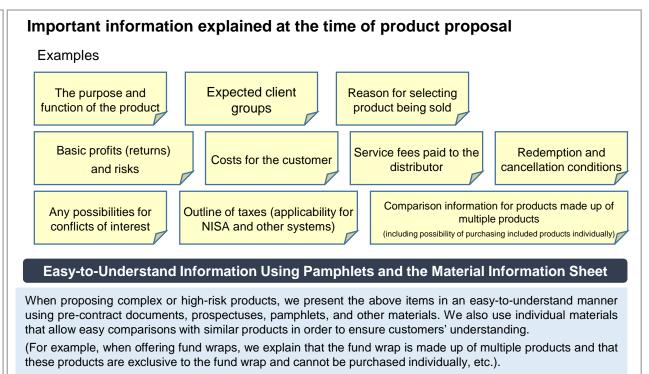




Main initiatives

- Mizuho strives to provide customers with clear, non-misleading, and honest information that matches the complexity and importance of products, so that our customers can understand a variety of products, compare with the terms and conditions and other aspects of alternative products, and then select the products that meet their needs, taking into account their own investment experience.
- We are progressively releasing material information sheets for financial service providers that show the products offered by each of the group companies and the concepts behind the product lineup, as well as material information sheets for individual products, which allow for a cross-company comparison of multiple products. In February 2024, we disclosed information on foreign currency-denominated time deposits with special clauses, etc.
- We added charts on product characteristics and performance to the material information sheets for the individual products of domestic investment trusts and fund wraps so that customers can understand them more easily.

Material Information Sheet (financial service providers) **MIZUHO** みずほ銀行 重要情報シート(金融事業者編 This document is mainly intended to support first-time customers in selecting a financial services provider and includes information on products, the concept of product lineups, and contact information for complaints and consultation.



5. Provision of important information (2)







Explanations to customers using material information sheets for individual products

- Material information sheets for individual products are provided to customers upon request or when we believe that the material information sheets will enhance customer understanding. We also provide the sheets to customers in the following cases.
- Suggestions to customers that have not yet decided on a specific product to purchase
- When advising on a specific product or proposing multiple products according to the customer's request

Flow of explanation using material information sheets for individual products

Compare and explain multiple products using the material information sheets.

Interact with customers using the "Sample Questions" of the material information sheet.

Explain the product details to the customer using a prospectus or other marketing materials. The customer then decides which product to purchase.

Explain important information about the product using a prospectus, etc.

Application confirmed

Material Information Sheet (individual products)





This is a common information form that allows for easy comparison of expected client groups, risk contents that might cause losses (e.g., market price fluctuations, exchange rate fluctuations, portfolio insolvency, etc.), historical rate of return, and costs, etc.

By providing a common information form, we allow customers to compare multiple products across the board for a better understanding of our customers.

With regard to investment trusts, we upgraded the material information sheets by adding graphs of net asset values and other data, information on dividends, and past investment performance such as risks and returns so that customers can visually grasp product characteristics and performance of funds.

6. Providing information on fees

approach

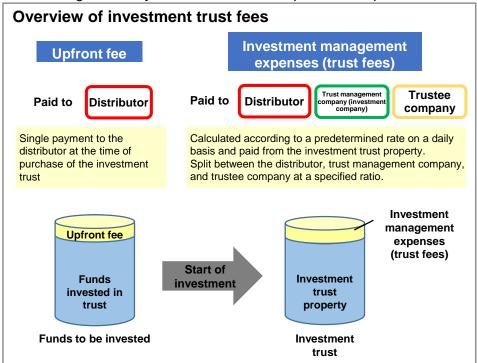






Main initiatives

- In consideration for the services that we provide, we receive various fees when customers purchase and hold investment trusts, single premium insurance policies, foreign currency-denominated time deposits with special clauses, etc. In addition to the fees that we receive from customers for insurance products and similar, we may also separately receive fees from the providers of financial products for acting as a sales agent.
- We are providing sufficient information on these fees so that customers can select products that satisfy their needs, and we strive to provide easy-to-understand explanations when providing products in the forms provided prior to the conclusion of contracts, prospectuses, assorted pamphlets, material information sheets, etc. For example, when similar products have differing fees depending on face-to-face or remote services, selected currencies or courses, or other factors, we provide the reasons and the breakdown of fees in an easy-to-understand manner in our product brochures and in the forms provided prior to the conclusion of contracts. (We disclosed the fees and organization costs of foreign currency-denominated time deposits with special clauses in February 2024.)



	Fe	es			
ransactio n stage	investment trust	Single premium insurance	Examples of services provided ¹⁵		
es es			◆Provision of market-related information so that customers can select products that meet their needs and so that they can make appropriate decisions in asset management		
At time of purchase	Upfront fee	Agent fee ¹⁴	◆Confirmation of the customer's investment experience and goals, their financial assets, etc.; proposal of appropriate products that meet the needs of the customer considering the customer's point of view and risk involved in investment; provision of easy-to-understanexplanation about important matters ◆Administrative procedures related to product sales (contracts)		
Throughout holding period	Investment management expenses ¹³		 ◆ Provision of information that helps the customer make appropriate investment decisions, in light of changes in the business environment surrounding the customer and the status of the customer's investments ◆ In the case of investment trusts: Delivery of various documents sucl as investment reports, payment of dividends and redemptions, advice on cancellation procedures, etc. 		

14. For single premium insurance, the insurance fee is paid by the insurance company to the sales agent, and the amount of

the agent fee does not directly affect the amount paid by the customer.

15. The above are merely examples and do not necessarily apply to all customers.

7. Follow-up and monitoring







After-sales follow-up system tailored to customers

In addition to after-sales support providing information based on the status of customers' transactions, Mizuho has established and implemented rules at each company (BK, TB, and SC) so as to carefully implement after-sales support in the case of sudden changes in rates and market trends and in accordance with individual circumstances.

(Example: For clients introduced to SC, BK tracks changes in their asset status and intentions through daily contact even after introduction.)

After-sales follow-up based on transaction status

Management of transactions and contract information

Mediation of various administrative procedures

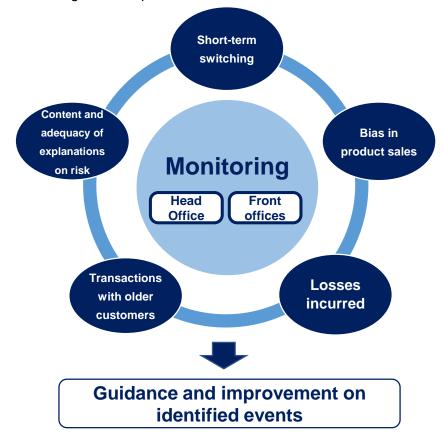
Advice based on investment results



- We send customers easy-to-understand notifications of their current assets, market conditions, and future prospects on a regular schedule set by product and when certain events such as losses occur.
- We undertake more detailed and continuous follow-up with older customers.

Focused and systematic monitoring

We conduct monitoring at both Head Office and front offices, focusing on face-to-face sales, and undertake thorough guidance and improvement for identified events in order to ensure we are offering and selling financial products and services suitable for our customers.



8. Serving older customers







Main initiatives

- We have established a group-based framework to respond appropriately and in a timely manner to older customers, including compliance with the sales rules for investment management products.
- We have also verified appropriateness and implemented review through the results of after-sales follow-up and regular monitoring.

Sales rules for investment management products (summary)

Customers age 75 or older

Customers age 85 or older

Products eligible for proposal

We offer a limited selection of products.

- As a general rule, we refrain from making suggestions from our side.
- We offer a limited selection of products to customers who can have their family members present.

Confirmation by supervisors, etc.

- Supervisors meet with customers in advance and accept orders.*
 - * This applies to the orders accepted from customers over 80 years old.
- Sales staff other than those that accepted the order or supervisors might contact the customer to confirm the contract according to the situation of the application.

Accompaniment by family

We require family to be present for proposals. (When family members are not present, we may call the family members to confirm.)

Other

Applies to customers under age 75

- Solicitation of customers who fall under any of the following categories is **prohibited**.
 - Customers living in (1) nursing homes (assisted living facilities), (2) long-term care facilities, and (3) sanatorium medical facilities for the elderly requiring long-term care (including long-term care homes as the successor facilities)
 - Customers who may have dementia, based on information from care providers and relatives
- We **refrain** from soliciting customers who fall under any of the following categories.
 - Customers receiving home nursing care, even when they are at home
 - Customers who are hospitalized (due to impaired judgment)
 - Customers who have undergone noticeable changes in behavior, such as impaired judgment due to medical treatment (side effects from medication and other factors)

For a foreign currency-denominated single-premium insurance policy, in consideration of the product characteristics and the principle of suitability, since FY2023, we have conducted operations rigorously in accordance with the above sales rules.

9. Information and seminars (1)







Main initiatives

- Mizuho offers a wide range of content on its website to help customers learn about asset formation and management. We also provide a variety of information to our customers by offering seminars online and at our branches.
- We created the "MONEY VOYAGE" website, which provides useful investment information to those who are looking to start
 investing and those who want to deepen their investment knowledge, so as to present various articles with the concept of an
 "investment world that you and I explore together."

Main content

Columns on finances to enable people to enjoy their lives in an age of longevity

みずほ銀行

「人生100年時代」を楽しむための



Ü

Online seminars are provided on asset formation systems, money plans for the future in an era of lengthening lifespans, and more.





 Providing investment information that is useful for those who look to start investing and those who want to deepen their investment knowledge



るこれから資産形成を始める方に // 初めての資産形成ガイド ―― ――

ともに旅する、投資の世界 **MONEY VOYAGE**by みずほ証券

9. Information and seminars (2)



Main content

Mizuho Securities market and investment trust information service



Providing market and investment information via Line to Mizuho Securities Net Club members

- ✓ Market information (3 times a day) Send out Tokyo Stock Exchange (open/close) and New York Stock Exchange market information at a fixed time every day
- ✓ Investment Trust Information (up to 20 stocks) Regulary provide information such as net asset values and dividends for registered funds











Mizuho Securities official YouTube channel



Mizuho Securities analysts deliver investment information on YouTube

Initiatives regarding Mizuho's fiduciary duties 2024.6 |

10. Personnel development (1)



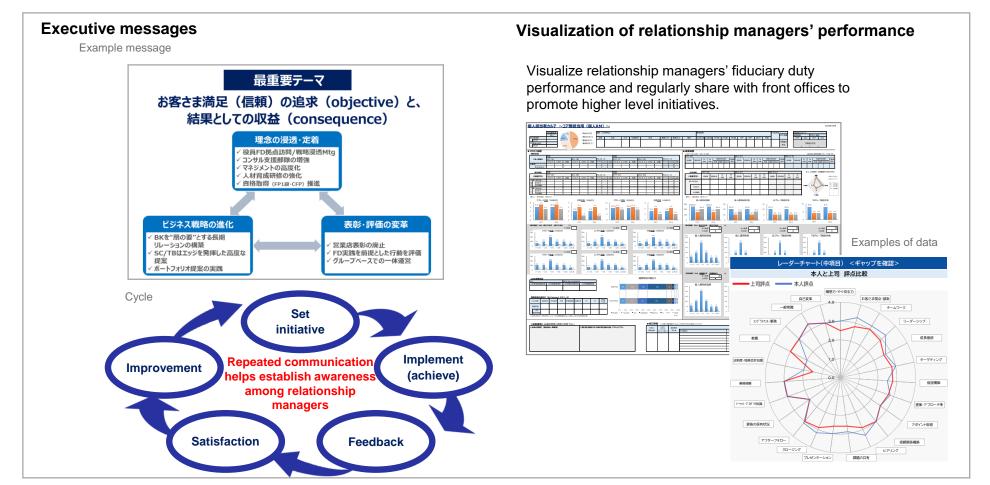




Main initiatives

- At Mizuho, in addition to internal training, we are working to raise awareness of fiduciary duties by having executives regularly send messages to relationship managers.
- Relationship managers' fiduciary duty performance is visualized and returned to their front offices.

Initiatives: Sales 4



- Sales -

10. Personnel development (2)







Main initiatives

- Mizuho believes that the acquisition of financial expertise through qualifications and other means is necessary to provide and practice integrated consulting services to achieve the "pursuit of our customers' best interests."
 - We perform our fiduciary duties through appropriate consulting with clients. We certify relationship managers who have received high support as Client First Meisters (CFM) and recognize them on our website.
 - We have positioned the qualification as a necessary requirement for the practice of consulting sales and are promoting the acquisition. We are encouraging relationship managers to improve their abilities by providing a system that allows them to constantly upgrade their skills and acquire new knowledge through extensive training.

Training system

In order to offer integrated asset consulting services, each group company provides ranked training based on their specific roles and other factors.

- As a company that plays a critical role, BK provides learning content to develop the expertise of individual relationship managers as well as training aimed at strengthening the group's collaboration capabilities.
- Based on the results of the assessment using the succession skill development level checking sheet, TB provides designation-type training that contributes to the enhanced capability of proposing succession-related plans.
- SC SC creates a "place for learning" where employees continue to upgrade their "individual abilities" and provides training aimed at offering high-value-added asset management services.



Light: Financial Planning Test Rank 1 (FP1) equivalent: FP1, Certified Financial Planner. Dark: FP2 equivalent: FP2, Affiliated Financial Planner



Badge for holders of the FP 1st-grade, CFP, or Securities Analyst (2nd test pass)



CFM badge

By distributing special badges, we are able to visualize the efforts of each relationship manager.

11. Customer evaluations

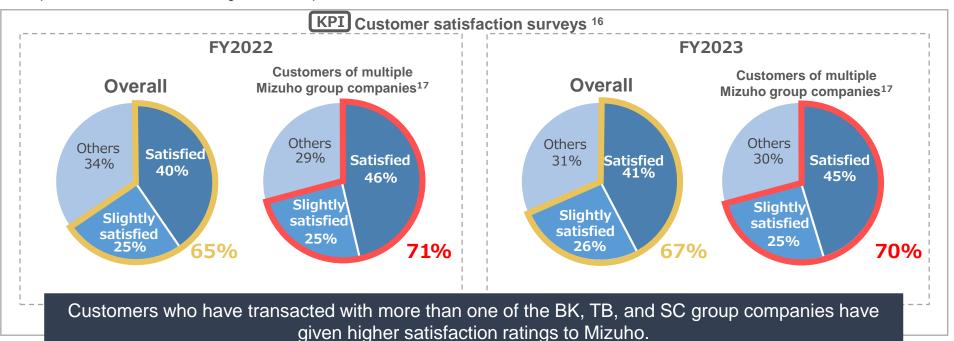






Main initiatives

- In addition to various customer satisfaction surveys that we have been conducting for some time, we are also continuously conducting customer satisfaction surveys on our implementation of fiduciary duties in order to assess customer satisfaction in asset management related operations.
- We also ask about the degree of satisfaction with individual items such as "accurate advice according to life planning and financial objectives," "easy-to-understand explanations about the structure of asset management products, risks, and fees," and "prompt and appropriate responses to inquiries and requests from customers." The survey results are used to further improve the level of various products, services, and proposal methods.
- We will continue to make full use of the group's comprehensive strengths to provide comprehensive asset consulting services through the provision of various types of information and after-sales follow-up, and strive to improve customer satisfaction through initiatives to improve products and services utilizing customer opinions.



12. External assessments (1)







Mizuho has been highly appraised by external rating companies with regard to our fiduciary duties.

R&I Customer-Oriented Financial Sales Company Evaluation



 As a result of our fiduciary duty initiatives, Mizuho Financial Group, Mizuho Bank, Mizuho Trust & Banking, and Mizuho Securities earned high evaluations in Rating & Investment Information (R&I)'s Customer-Oriented Financial Sales Company Evaluation*18 by Rating and Investment Information, Inc., the external ratings company.





株式会社みずほ銀行







Performance on customer-centric management

✓ Winning the CRM Best Practice Award

Mizuho Bank and Mizuho Securities received the CRM Best Practice Award from CRM Association Japan¹⁸ for "Companies, government offices, and organizations that have built relationships with customers from the perspectives of strategy, operations, and organization and that are achieving results with the aim of realizing customer-centered management." Mizuho Bank won the Oboshi Award, as well. Mizuho Securities has received the award for seven consecutive years.







DX life design proposal model



Advanced model for

face-to-face sales

using data



Long-term perspective CRM

model across generations







Organization-wide innovation model based on external and internal feedback



Al voice customer

interaction model





CS improvement model with strengthened individual abilities



- 18. The R&I Customer-Oriented Financial Sales Company Evaluation ("this evaluation") represents R&I's opinion on the "customer-oriented business operations" initiatives of sales companies engaged in the investment trust sales business, and is not a statement of fact. The information used by R&I in conducting this evaluation is deemed to be reliable by R&I at its discretion, but R&I does not independently verify the accuracy of such information. In addition, R&I and others do not guarantee the accuracy and completeness of the information, and do not recommend the purchase, sale or holding of specific products or guarantee future performance. All intellectual property rights such as copyrights related to this evaluation and all other rights belong to R&I and are prohibited from reproduction or reprinting without permission. The evaluation of Mizuho Financial Group combines the evaluations of Mizuho Bank, Mizuho Trust & Banking, and Mizuho Securities
- 19. CRM Association: An open, non-profit membership organization that took over the activities of the CRM Council, which was established in April 2000. The organization was established on October 1, 2009, and since then has conducted research and pursued the true ideal of "customer-centric management" in Japan (Customer Centric Relationship Management (CCRM with the cooperation of users, vendors, and academics.

Initiatives regarding Mizuho's fiduciary duties 2024.6 Principles 2 and 6

Results

FY2023 progress - Sales -

12. External assessments (2)



- Mizuho Securities received the five-star HDI Contact Rating and the five-star HDI Web Support Rating (for three consecutive years).
 It has also obtained the certification for the COPC® CX Standard CSP Certification (for seven consecutive years).
- Mizuho Bank has has received three star HDI Contact Rating (for the fifth consecutive year) and the three star HDI Web Support Rating (for the seventh consecutive year).

Improving customer service quality: call center





20. COPC Standard: A global standard quality assurance standard adopted by more than 1,600 companies in 75 countries worldwide. This standard is provided only to organizations that have achieved an extremely high level of customer satisfaction and a systematic operation to achieve this in customer contact operations such as contact centers. This certification is issued by COPC of the United States for organizations that have been able to achieve and maintain a high level of performance based on indicators such as the speed and accuracy of service provision to customers and the efficiency of business operations.

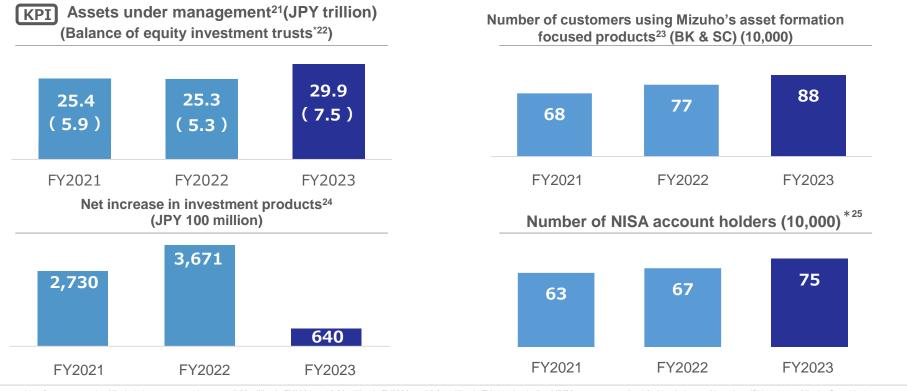
Principles 2 and 6 Initiatives regarding Mizuho's fiduciary duties 2024.6

13. Balance of investment products





- The balance of investment products was JPY 29.9 trillion, up from the end of the previous fiscal year. This was due to the rise in assessed market values of assets, especially equities and investment trusts, following market fluctuations such as a weaker yen as a result of a wider interest rate spread between the U.S. and Japan and other factors, as well as higher global stock prices.
- The numbers of product owners and NISA account holders are steadily increasing through the expansion of promotional campaigns, webbased seminars, services through non-face-to-face channels, and the integrated asset consulting services provided by BK and SC to their asset formation segment, with a focus on long-term, diversified, and continuous investment.



- 21. The number of customers using Mizuho's investment products was 2.29 million in FY2021 and 2.28 million in FY2022, and 2.29 million in FY2023 (excluding MRF [money reserve funds] with a balance of less than JPY 10,000 at Mizuho Securities).
- 22. Excluding fund wrap only investment trusts
- 23. Retail customers only, not including asset management companies
- 24. The number of customers using Mizuho's asset formation-focused products is the total number of holders of level-payment insurance, individual annuities, savings investment trusts, bond investment trusts, and Million at BK and SC. (The total number of holders of bond investment trusts and Million [4,586 people] was added since FY2022.)

25. The number of NISA account holders is the total number of holders at BK and SC (Retail & Business Banking Divisions).

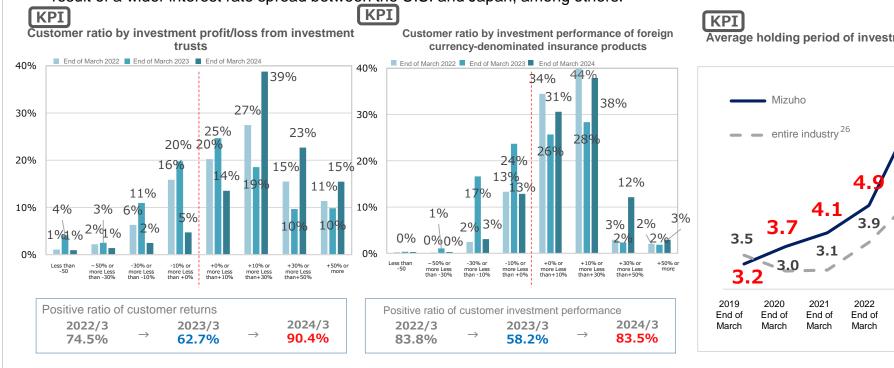
14. Status of customer assets



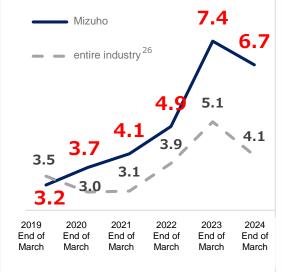




- In order to ensure that clients with investment products receive stable returns over the medium-to-long term, Mizuho makes proposals that contribute to long-term, diversified, and continual investment based on their risk and return preferences through integrated asset consulting services.
- As a result, the "average holding period of investment trusts" is longer than the industry trend, and the "ratio of customers by investment profit/loss from investment trusts" and the "ratio of customers by investment performance of foreign currencydenominated insurance products" declined in FY2022 due to sluggish markets affected by geopolitical risk and other factors, although they turned upward in FY2023 due to higher global stock prices and market fluctuations such as a weaker yen as a result of a wider interest rate spread between the U.S. and Japan, among others.



Average holding period of investment trusts



26. Industry average Compiled from data published by The Investment Trusts Association, Japan.

-Asset management / product development-

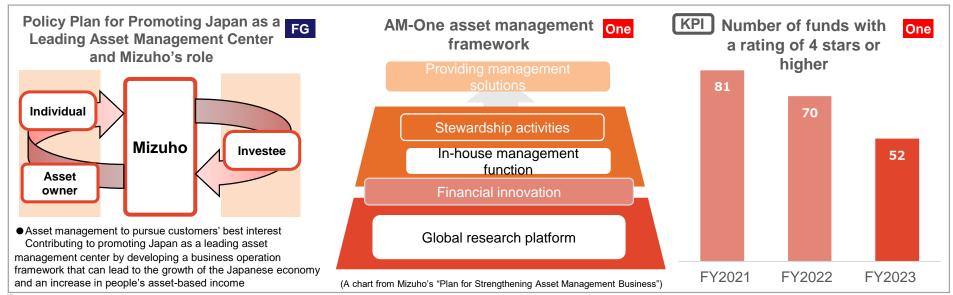
1. More sophisticated asset management (1)





Main initiatives

- Strengthen asset management capabilities
- In line with the "Policy Plan for Promoting Japan as a Leading Asset Management Center" published by the Japanese government in December 2023, Mizuho has established and released its "Plan for Strengthening Asset Management Business," which outlines the progress of initiatives to strengthen management capabilities, improve governance, and enhance frameworks. (URL) https://www.mizuho-fg.co.jp/release/20240118release_jp.html
- Asset Management One strives to improve performance by discovering and developing specialists and enhancing the management framework.
- Asset Management One monitors the number of funds listed with a rating of four stars or higher in the Fundmark*27 as a KPI. In FY2023, the total number of the funds was 52, a decrease from the previous fiscal year, in the categories of Japanese equities and overseas bonds, partly due to impacts of changes in market environments.



- Fundmark is an investment trust performance evaluation report provided by Nomura Research Institute, Ltd. Based on its own research, Nomura Research Institute, Ltd. classifies investment trusts (Fundmark classification: approx. 300 classifications) according to their investment policies and actual investment conditions. Within the same classification, investment trust performance is assessed in a bilateral way, and a five-point ranking is announced using a ranking and star rating. URL:
- Fundmark is an analysis of historical data and does not guarantee future performance. The purpose of Fundmark is to provide information that will serve as a reference for investment decisions and asset management, and not to solicit investments. Any part of Fundmark, its copyright, intellectual property, or any other rights belong to Nomura Research Institute, Ltd. or its licensor, and reproduction, quotation, reprint, or transfer, etc. for any purpose, whether electronic or mechanical, is prohibited without permission.

· Compiled by Mizuho Financial Group based on materials provided by Nomura Research Institute.

-Asset management / product development-

1. More sophisticated asset management (2)

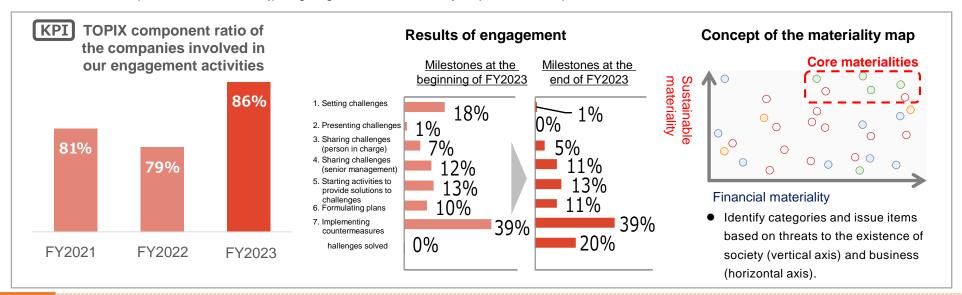
One

Main initiatives

As part of our responsible investment initiatives, we at Mizuho believe that giving appropriate consideration to ESG and other factors, as well as encouraging the sustainability of the companies in which we invest and the improvement of corporate value, will positively contribute to the expansion of client investment returns in the medium to long term and lead to the sustainable development of society.

- Enhancement of engagement activities
- Asset Management One engages in effective engagement with investee companies with the aim of improving corporate value and raising the
 overall market level over the medium to long term. For example, in engagement associated with Japanese equities, we are increasing the
 effectiveness by setting unique ESG challenges that facilitate the improvement of corporate value over the medium-to-long term and are carefully
 managing milestones.
- Formulation of the materiality map
- Asset Management One has developed and is constantly renewing its unique materiality map in consideration of changes in environments and social situations so as to understand global environmental and social issues of particular importance. It identifies the most-important ones as core materialities, which are reflected in engagement activities and investment decisions and applied to a wide range of business activities. (Reference) Asset Management One Sustainability Report 2023

https://www.am-one.co.jp/img/english/26/sustainability_report_e_2023.pdf



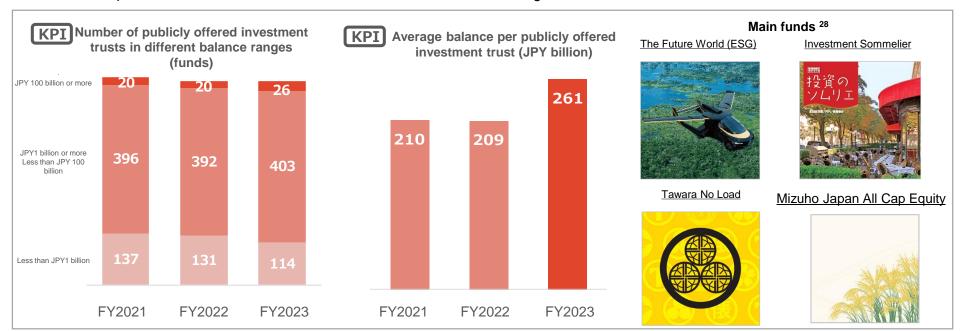
-Asset management / product development-

2. Development and improvement of investment products (1)

One

Main initiatives

- Product governance
- In general, an inability to maintain an appropriate fund size may lead to a decline in investment efficiency. Asset Management One is
 checking and monitoring the trust fees and performance before and after the establishment of a fund so as to build an optimal product
 lineup that will enable us to deliver the best products to our customers. With regard to the products that are not delivering adequate
 performance, we are implementing product governance measures, including considering improvements of the products and
 reimbursement as necessary.
- Also, Asset Management One strives to maximize returns for customers by pursuing efficiencies through a reduction in the number of funds and by working to strengthen its asset management capabilities.
- Product development to meet diverse customer needs
- In consideration of the new NISA program, which has been launched in 2024, and trends in financial markets, we will continue to develop and offer products that meet customers' needs for asset formation and long-term investment.



28. This material is provided for informational purposes only and is not intended to solicit investment from investors

-Asset management / product development-

2. Development and improvement of investment products (2)

Main initiatives

- Continuous efforts to improve fund wrap services
- With regard to the "Mizuho Fund Wrap First Step," we lowered discretionary asset investment fees in April 2023, switched to a fee structure based on the asset management course, and simplified the fee based on the contract amount for better comprehension. For the Mizuho Fund Wrap, in August 2023, we increased the number of investable trust funds so as to strengthen the capability to adapt to the market environment.
- Furthermore, in December 2023, customers became able to close contracts for multiple services or asset management courses depending on their goals (objectives, terms, and outcomes of asset management).
- · We strive to improve our consulting quality, for example, by adopting the "goal-based consulting sheet" so as to demonstrate goal achievement and future simulation to each of our customers.
- Mizuho Securities will continue to improve its fund wrap services in order to achieve medium- to long-term growth in customers' assets under management.

Increase in the number of investable funds under Mizuho Fund Wrap

Action 1

Newly adopted seven strategies

- Increased the number of strategies from nine to 16 To strengthen the capability to address diverse conditions and increase the options of investment decision-making Examples:
- Diversification of asset classes: Added a fund specialized in corporate bonds
- > Diversification of geographies: Added a fund specialized in U.S. assets
- > Diversification of sectors: Added a more-growth-oriented fund, etc.

Action 2

Added an option to select currency hedged or unhedged type

- Added an option to select currency hedged or unhedged type (eight funds) To increase the flexibility of decision-making for investment in the foreign exchange market
- Increase the number of investable funds to 24, classify asset classes, geographies, sectors, etc., into smaller categories, and enable careful investment decision-making with the aim of improving risk and return profiles.

Closing multiple fund wrap contracts (例)ゴール別に資金を運用するケース

1	孫の教育資金	ф	15年
2	物価上昇への備え	低	20年
3	奉の買い替え	高	5年
4	家のリフォーム	ф	10年
交割	物面上呼への着え (20年後) ファーストステップで 2,000万円	G G-Z	歌のリフォーム(10年後) Mizuho Fund Wrapで 1,500万円
N.	新の教育資金 (15年後) Alzuho Fund Wrapで 1,500万円	耕拡大	車の買い着え 5年ファーストステップ 500万円

• Depending on their goals, customers are able to close contracts for up to 10 asset management courses of the "Mizuho Fund Wrap First Step" and the "Mizuho Fund Wrap."

-Asset management / product development-

3. Provision of easy-to-understand information



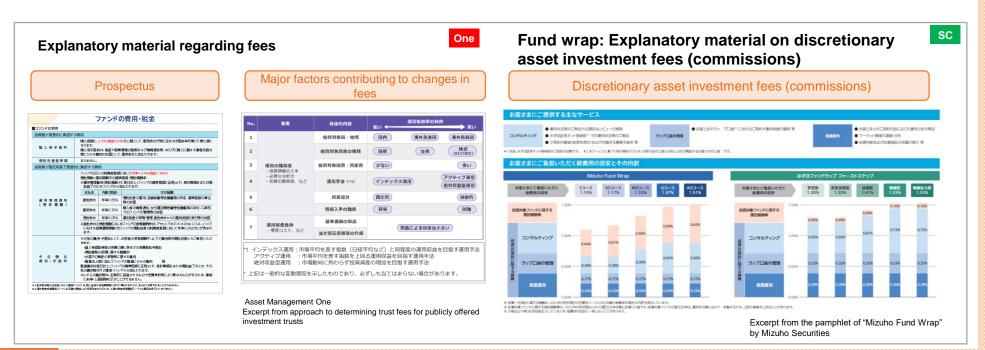


Main initiatives

- Disclosure of management and other fees
- Asset Management One discloses the details of fees and other in prospectuses and investment reports.
- In addition, in order to provide useful information for clients' investment decisions, we publish our approach to determining trust fees for publicly offered investment trusts on our website.

URL: http://www.am-one.co.jp/company/trustfees/ (Japanese only)

- Mizuho Securities, which deals in fund wraps, provides information on the types of fees (commissions) charged to customers via pamphlets and other materials, with fee-based services divided into asset management, consulting, and wrap account management, with fee (commission) rates for each of these, using charts for ease of understanding.
- In addition, the discretionary asset investment fees (commissions) of the "Mizuho Fund Wrap" and "Mizuho Fund Wrap First Step" are listed in leaflets and other materials so as to allow for easy comparison.



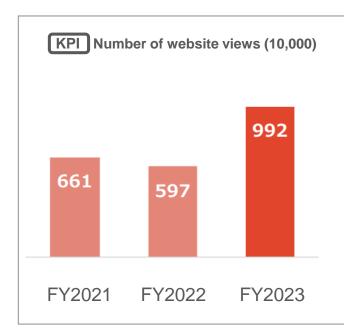
-Asset management / product development-

4. Provision of information and services



Main initiatives

- Providing information and services from customer-centric perspective
- Asset Management One has worked to provide information and services tailored to the perspectives of customers by enhancing the asset formation content of its website, using SNS platforms, and holding online seminars.
- We are also working to enhance the provision of materials and information that are comprehensive and easy to understand. We strive to provide straightforward explanations of specific details regarding the management of our main products so as to ensure customer understanding.
- Displaying expected customer attributes
- In order to provide products suitable to customers, Asset Management One sets prospective customer attributes for each product and describes them in the material information sheet.



Example of SNS-related initiatives



 In November 2023, we launched a new YouTube channel to deliver product topics and fund managers' views to a wide range of age groups in an easy-to-understand manner.

Example of contents about investment products



 We have posted digital books and videos, in which responsible fund managers explain their investment philosophy and status.

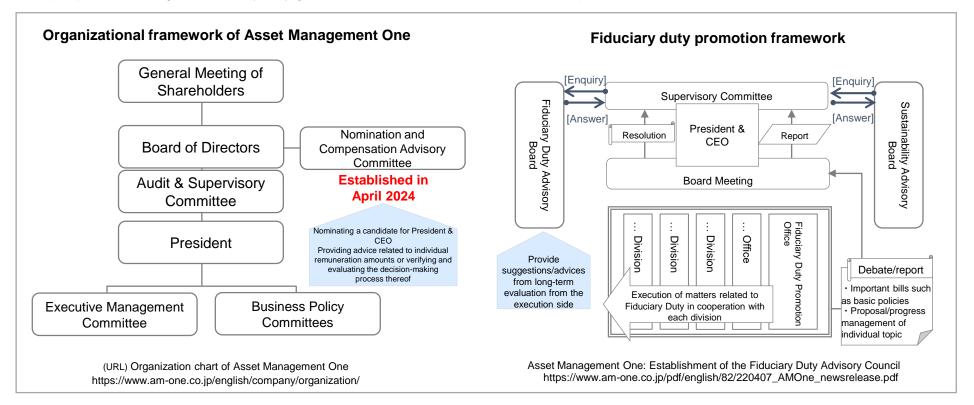
-Asset management / product development-

5. Governance framework



Main initiatives

- Establishment of governance system and fulfillment of functions
- Asset Management One strives to ensure and maintain appropriate management independence from group companies through the enhanced governance functions of the Board of Directors, Audit & Supervisory Committee, Executive Management Committee, Business Policy Committees, and Nomination and Compensation Advisory Committee, which was established in April 2024.
- By establishing our Fiduciary Duty Advisory Council, we will obtain recommendations and advice from external experts from the customer's perspective, strengthen fiduciary duty governance via the Board of Directors, and pursue the best interests of our customers.



-Asset management / product development-

6. Third-party evaluation





Main initiatives

- Positive evaluation by third parties
- We received 27 fund awards in total. In the R&I Fund Award 2024, 20 funds in total, most of which are funds investing in Japanese equities and having advantages in asset management capabilities, received awards. In the LSEG Lipper Fund Awards Japan 2024, we received seven best-fund awards.
- In a survey of customer satisfaction in investment trust companies, we ranked fourth in overall evaluation. We will strengthen the product development and information provision frameworks and continue our efforts to offer products and services that contribute to customers' asset formation and improve our performance.



29. Number of fund awards received: Funds of which management entities are AM-One or TB. Sources: Refinitiv Ripper, R&I.

30. R&I Fund Award 2024.(URL) https://www.r-i.co.jp/investment/fund_award/index.html (Japanese only)

The R&I Fund Award is presented to provide reference information based on the past data that R&I believes to be reliable (however, its accuracy and completeness are not guaranteed by R&I) and is not intended to recommend the purchase, sale or holding of particular products or to quarantee their future performance. The Award is not the Credit Rating Business, but one of the Other Lines of Business excluding Credit Rating Business and also excluding the Ancillary Businesses) as set forth in Article 299, paragraph (1), item (xxxviii) of Japan's Cabinet Office Ordinance on Financial Instruments Business, etc. With respect to such business, relevant laws and regulations require measures to be implemented so that activities pertaining to such business would not unreasonably affect the Credit Rating Activities. Intellectual property rights including copyright and all other rights in this Award are the sole property of R&I, and any unauthorized copying, reproduction and so

31 LSEG Lipper Fund Awards Japan 2024(URL) https://www.lseg.com/content/dam/data-analytics/ja_jp/documents/lipper-fund-awards/2024/lseg-lfa-2024-japan-mf-winners-list-ja.pdf (Japanese only)

rust Company Satisfaction Ranking: Compiled by Mizuho Financial Group from Rating & Investment Information, (R&I) "Fund Information" Nos. 364, 390, and 417.

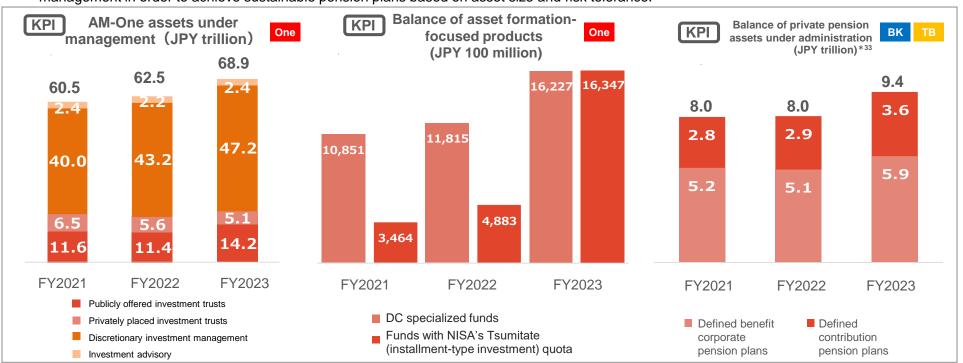
-Asset management / product development-

7. Assets under management



Main initiatives

- Assets under management at each company
- Asset Management One's asset balance increased to JPY 68.9 trillion due to its efforts to establish Japanese and global equity funds and the increase in discretionary assets under management due to inflows from major public pension funds.
- The balance of assets under management for products for asset formation of Asset Management One has significantly increased due to the expanded inflows as a result of our efforts to improve the understanding of DC participants in cooperation with Mizuho Bank and other DC plan administrators, as well as the enhanced product lineup of the Tawara No Load series.
- The balance of private pension assets under administration increased to JPY 9.4 trillion as the company was continuously accepting new transactions and additional trusts from clients through comprehensive consulting proposals. We will support both system operations and asset management in order to achieve sustainable pension plans based on asset size and risk tolerance.



^{*33} The figure for defined contribution pension plans represents the total asset balance of plans for which BK serves as administrator, while the figure for defined benefit corporate pension plans represents the total asset balance of pension trusts, etc., administered by TB.

FY2023 progress - Asset administration -

1. Strengthening framework for offering asset administration services



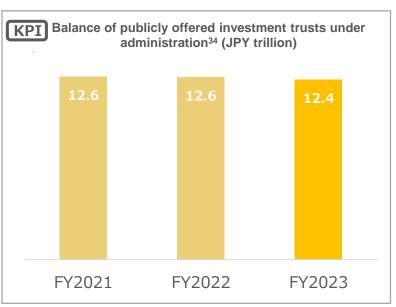
Main initiatives

- Strengthening framework for offering asset administration services

 Mizuho Trust & Banking is working to strengthen our framework for offering asset administration services by developing asset administration specialists and sales personnel expertise in cooperation with the Custody Bank of Japan, our outsourcing partner, through training for employees and external seminars, etc.
- Improving service quality and developing new services
 In cooperation with the Custody Bank of Japan, our outsourcing partner, we have worked on offering new services to meet customer needs and improving the quality of our operational services and have contributed to the enhancement and expansion of the asset management infrastructure.
- Providing easy-to-understand information on asset management fees Fees are disclosed through prospectuses and investment reports prepared by the management company.
- Information services

We continue to provide information that supports asset management by sharing information on regulatory trends and markets worldwide as well as by holding seminars.

■ Balance of publicly offered investment trusts under administration As of March 31, 2024, the balance of publicly offered investment trusts under administration was JPY 12.4 trillion.



34. Balance of publicly offered investment trust principal for each fiscal year

FY2023 progress - Group management policies -

1. Branch administration and evaluation









Main initiatives

- We conduct branch administration and performance evaluation focused on perspectives of fiduciary duties on the concept of "Customer satisfaction (trust) through the practice of fiduciary duties and the resulting stable growth."
- In FY2024, we placed more importance on the customers' perspective and reviewed the performance evaluation system so as to avoid an overemphasis on performance. We established an action plan that incorporates initiatives for each branch office to offer added value to customers and developed a branch administration system to evaluate the achievement using absolute criteria (administration centered on the branch management plan).
- In order to prevent actions that go against fiduciary duties, such as promoting sales activities that disregard the interests of customers by placing too much priority on business performance within the company, we have established a system in which we take strict measures when such actions are discovered during business performance evaluations.

Branch administration in FY2024

Establishment of branch management plan

In line with the branch administration policy, establish an action plan based on the business priority strategy.

Action plan items

Branch administration policy

Description

• Mission/role placing priority on customers, ideals to be pursued, value to be protected for branch administration, etc.

Added-value offering **Expertise development**

Contribution to organization Organization revitalization

> **Customer evaluation Business outcomes**

- Initiatives to provide added value to customers
- Upgrading skills/expertise development, initiatives for personnel development
- · Initiatives for the organization's growth
- · Initiatives to increase employees' job satisfaction and productivity
- Initiatives to improve customer satisfaction
- Outcomes from not only short-term but also medium-to longterm perspectives

Outcome evaluation

- Absolute evaluation of the achievement of the branch management plan
- **■Giving equal importance** to "added value offering/expertise development," "contribution to organization/organization revitalization," and "customer evaluation/business outcomes" in evaluation

Action plan

Initiatives regarding Mizuho's fiduciary duties 2024.6

Results

FY2023 progress

- Group management policies -

2. Reasonability of remuneration and conflict of interest monitoring











Main initiatives

■ Reasonability of remuneration and relevant fees

- Each group company not only sets remuneration and fee levels that are commensurate with its expenses incurred as a business entity, but also develops rules for setting reasonable remuneration and fee levels that are consistent with the contents of the goods and services provided to customers. We also implement measures such as verifying the appropriateness of service prices based on differences in the investment targets and other features of products and confirming the rationality of differences in remuneration and fee levels for each product.
- Our holding company confirms that each group company operates in accordance with the rules and regulations.

■ Monitoring conflicts of interest

- In order to ensure that customers' interests are not unjustly impaired in transactions, we are making efforts to appropriately manage potential conflicts of interest by categorizing transactions that could cause conflicts of interest and by establishing a management approach for each case.
- We conduct periodic monitoring of compliance with the rules for such actions so as to verify the effectiveness and appropriateness of the management of potential conflicts of interest, and we strive for continuous improvement based on the results of such verification.

Examples of identifying and categorizing transactions with potential conflicts of interest

- When our group sells an investment trust provided by a management company within the group
- When our group receives a fee from the provider of the investment trust in association with the sale of the investment trust

Example of management

- Ensuring appropriate independence between product providers and distributors so as to enable a product launch/revision/removal process that meets the needs of customers
- Monitoring of the independence of the investment decision-making processes of the asset management department
- When receiving products from asset management companies within the group, the appropriateness and reasonableness should be verified more carefully by checking the superiority and performance of the strategy.
- The level of commissions is confirmed to be set in an objective and reasonable manner, based on the comparisons with commissions of other companies outside the group and based on the level of consulting required for the sale of the product.

The "Policy for the Management of Conflicts of Interest," which describes the types of transactions to be managed and how to manage them, is published on the website of each respective group company. (URL of the holding company's website: https://www.mizuho-fg.co.jp/coi/index.html)

Initiatives regarding Mizuho's fiduciary duties 2024.6

FY2023 progress - Group management policies -

3. Enhancing corporate culture (1)











Main initiatives

- Enhancing corporate culture
- At Mizuho, we are implementing internal training and communicating messages from executive officers in order to foster a corporate culture in which all employees share an awareness of fiduciary duty compliance and practice it faithfully.
- We also conduct regular internal questionnaires to verify and evaluate awareness of fiduciary duty compliance.
- Examples of new initiatives
- In addition to regularly announcing the status of Mizuho's FD initiatives, we are publishing a cartoon on the FG website so as to make the information easier to understand.

Main efforts to enhance corporate culture

1) Understanding and thorough implementation of fiduciary duties

- Conducting in-house training and communicating messages from executive officers
- Publicizing positive examples to our employees

2) Evaluation of fiduciary duty practices

- Incorporating initiatives to improve customer satisfaction in the branch management plan (p. 41)
- Accredited "Client First Meisters" (p. 25)

3) Verification and evaluation of awareness of fiduciary duties

Conducting in-house questionnaires

Let's learn about Mizuho's FD through cartoons!

















Let's learn about Mizuho's FD through cartoons! https://www.mizuho-

fg.co.jp/company/policy/fiduciary/manga/ (Japanese only)

- Group management policies -

3. Enhancing corporate culture (2)





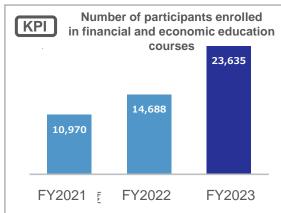






Main initiatives

- In order to support the shift from savings to investment and asset formation from the perspective of improving financial literacy, we have focused on financial and economic education for many years.
- Utilizing fundamental financial knowledge and experience, we have rolled out group-wide initiatives for a wide range of age groups, including educational courses for children and students and seminars for adults.



Educational courses for children and students

Organizing financial and economic education classes, including workplace experiences, visited schools, and endowed lectures, for children and students



Establishment of specialized organizations

In 2023, AM-One established a new organization, Mirai-o-hagukumu Kenkyusho ("Laboratory for Sustainable Future Creation") aimed at supporting customers' asset formation and raising awareness about financial and economic education.

- ·Published a NISA guidebook
- Jointly developed content on KidZania Online College



Supervising teaching materials for infants

Supervised the "New Edition of Money Workbook to Teach How to Use Money and the Importance of Money" and the "New Edition of Money Workbook to Train Money

Calculation and Shopping Abilities, Shopping Part, " workbooks for infants, published by Gakken Inc.



Supervising and cooperating in teaching material development and publication

Video contents

Video content has been produced to promote financial and economic literacy. Although the content is aimed at children, it is also entertaining and informative for adults.





Developing digital teaching materials

In secondary education, the Ministry of Economy, Trade and Industry is promoting the development of digital teaching materials (STEAM library). As part

of this project, we are developing teaching materials together with Waseda University. This is the first such effort by a financial institution.



FY2024 action plans



We have established a more solid action plan to achieve PDCA through the adequacy evaluation and verification of actions toward customer-oriented approach.

Sales

Framework enhancement for integrated asset consulting practices

- Examining ideal evaluation systems and management to fulfill and raise awareness about fiduciary duties
- Increasing knowledge about securities and trusts so as to grasp a variety of information on assets, life events, etc.
- Proposing a portfolio that aligns with a customer's risk and return preference
- Providing consulting services and solutions to satisfy succession needs using the integrated administration by personal and corporate divisions as well as increased skills
- Enhancing the framework of information-sharing between/among group companies for customers who have relationships with multiple group companies

Further promoting and instilling fiduciary duty practices

• Multi-layered education and introduction to employees through training sessions, etc.

Asset management / product development

Developing products and services that meet customer needs

- In line with the "Principles on Product Governance" (to be released by the Financial Services Agency), rolling out product governance administration from a multidimensional perspective
- Developing and providing product lineups that meet customer needs
- Developing services for pension plan management that adapt to changes in external environments, etc.

Providing information and enhancing services

- Offering tailored information in greater volume and quality to a diverse range of customers
- Increasing the quality of solutions for both pension plans and asset management

Strengthening corporate governance

- Implementing effective PDCA to achieve reliable and competitive performance
- Continuing to instill sustainability-related initiatives and providing sustainable product solutions

Asset administration

Strengthening asset administration services

 Continuing initiatives to enhance administrative and IT system infrastructures and develop talent

Improving service quality and developing new services

 Aiming to improve the customers' satisfaction level by sophisticating practices of derivatives transactions, etc., based on the results of customer satisfaction surveys

Providing information to customers in an understandable way

 Continuing to provide information to asset management companies on a timely basis

Group management policies

Solidifying the management framework for customer-oriented business conduct

 With the aim of intensifying management-level discussions to implement and promote customer-oriented practices, improving and solidifying the administration of the Subcommittee for the Management of Customer-oriented Business Conduct

Promoting effective PDCA management

 By leveraging the Sub-committee for the Management of Customer-oriented Business Conduct, assessing the current status in light of issues and promptly establishing and correcting response policies

Instilling and embedding fiduciary duties further

 Based on results of internal surveys and other questionnaires, examining and implementing measures to embed customer-oriented practices

Enhancing administrative frameworks to strengthen product governance and improve products and services

 Regularly verifying products and services after sales, for example, by reviewing whether such products or services were sold to the most-appropriate customers