

**New Medium-term Business Plan**  
(FY2013 to FY2015)

**One MIZUHO New Frontier Plan**  
Stepping up to the Next Challenge

**February 2013**

One MIZUHO: Building the future with you  
**Mizuho Financial Group**

# Contents

---

<b>I. One MIZUHO New Frontier Plan</b>	
1. One MIZUHO New Frontier Plan	P. 3
2. Mizuho's Vision and Five Basic Policies	P. 4
3. Five Basic Policies and Ten Basic Strategies	P. 5
4. Ten Basic Strategies (1. Business Strategy)	P. 6
5. Ten Basic Strategies (2. Management Foundations)	P. 8
6. Vision for Each Unit and Group	P. 9
7. Synergy Effects from Unified Group Operations	P. 10
8. Toward the Improvement of Customer Convenience	P. 11
<b>II. Advanced Group Management Structure</b>	
1. Governance Structures to Support Unified Group Strategy	P. 13
2. Operational Structures for Promoting Unified Group Strategy	P. 14
3. Organizational Structure for Promoting Unified Group Strategy	P. 15
4. Overview of New Mizuho Bank Organizational Structure	P. 16
<b>III. New Mizuho Corporate Identity</b>	
1. New Mizuho Corporate Identity	P. 18
<b>IV. Brand Strategy</b>	
1. The Meaning Behind "One MIZUHO"	P. 20

---

## **I. One MIZUHO New Frontier Plan**

## **II. Advanced Group Management Structure**

## **III. New Mizuho Corporate Identity**

## **IV. Brand Strategy**

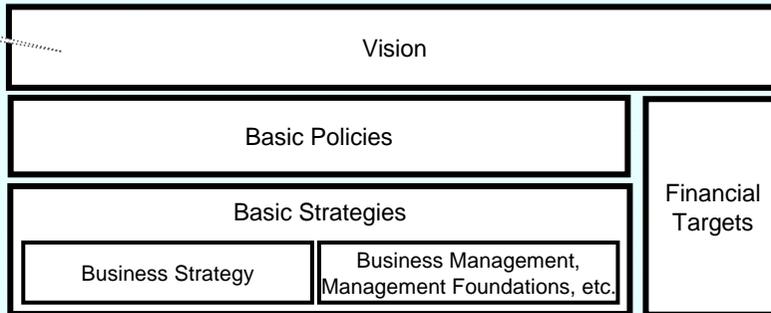
# One MIZUHO New Frontier Plan Stepping up to the Next Challenge

## Group Medium-term Business Plan

### One MIZUHO New Frontier Plan Stepping up to the Next Challenge

Medium to long-term vision in Mizuho's corporate identity

Mizuho's unified group strategic plan to break into the next generation of finance, ahead of our competitors, by aiming for the "new frontier" of finance



## Advanced Group Management Structure

## New Mizuho Corporate Identity

A group management structure enabling realization of the basic policies and basic strategies under the medium-term business plan

Mizuho's new, common corporate identity for the group as part of our actions toward forming a strong corporate culture

Moving to an Optimal Group Capital Structure based on the Single Bank-Single Securities Structure

Moving to the New Operational Structure

Strengthening Group Governance

Corporate Philosophy

Vision

Mizuho Values

# One MIZUHO New Frontier Plan

## Mizuho's Vision and Five Basic Policies

- We have developed five basic policies incorporating the essence of “Mizuho” based on our 10-year forecast of generational recognition and values, the necessary elements for the new frontier of finance, and Mizuho’s strengths and characteristics.

### Mizuho's Vision

The most trusted financial services group with a global presence and a broad customer base, contributing to the prosperity of the world, Asia, and Japan.

#### Necessary Elements for the New Frontier of Finance

- (1) Focus on Real Customer Demand (Client-Orientation)
- (2) Sophisticated Risk-taking and Strengthened Financial Intermediary Function
- (3) Globalization
- (4) Abundant Liquidity and Appropriate Capital Levels
- (5) Strong Corporate Governance supported by Strong Corporate Culture

#### <Five Basic Policies>

1. Further develop integrated strategies across the group for each customer segment to respond to the diverse needs of our customers
2. Contribute to sustainable development of the world and Japan by proactively responding to change
3. Mizuho Means Asia: accelerate globalization
4. Build strong financial and management foundations to support the essence of Mizuho
5. Form strong corporate governance and culture in the spirit of One MIZUHO

#### Future Direction based on our Analysis of Mizuho's Current Situation

- (1) Provide unified group solutions by thoroughly promoting sharp bank-trust-securities strategy for each customer segment
- (2) Further develop strengths by focusing actions on growth markets and businesses in which we have competitive advantages, and boost market share in strategically important businesses
- (3) Build a group earnings structure combining both stability and growth
- (4) Enhance profitability by improving group management efficiency and realizing overall group optimization, and secure sufficient levels of capital
- (5) Strengthen the Mizuho brand through actions such as improving customer service

# One MIZUHO New Frontier Plan

## Five Basic Policies and Ten Basic Strategies

### Five Basic Policies

### Ten Basic Strategies

1. Further develop integrated strategies across the group for each customer segment to respond to the diverse needs of our customers.

2. Contribute to sustainable development of the world and Japan by proactively responding to change.

3. Mizuho Means Asia: accelerate globalization.

4. Build strong financial and management foundations to support the essence of Mizuho.

5. Form strong corporate governance and culture in the spirit of One MIZUHO.

#### Business Strategies

1. Strengthen integrated financial services by unifying banking, trust banking and securities functions to respond to finely delineated corporate and personal banking segments.

2. Perform consulting functions taking advantage of our industry and business knowledge and forward-looking perspective.

3. Support formation of personal financial assets in Japan and invigorate their investment.

4. Strengthen proactive risk-taking functions for growth industries and corporations.

5. Strengthen and expand Asia-related business in Japan and on a global basis.

6. Cultivate multi-level transactions by capturing the accelerating global capital and trade flows.

#### Business Management Foundations, etc.

7. Strengthen stable financial foundations based on abundant liquidity and appropriate capital levels.

8. Establish the optimal management foundations (human resources and business infrastructure) to support business strategy.

9. Further strengthen proactive governance and risk management.

10. Embed the new Mizuho corporate identity toward forming a common culture throughout the group and take actions toward being the best financial services provider.

# Ten Basic Strategies

## 1. Business Strategy

### (1) Strengthen integrated financial services by unifying banking, trust banking, and securities functions to respond to finely delineated corporate and personal banking segments

Bank-Trust-Securities  
Unification

- Bring together the full abilities of each group company to strengthen the business promotion framework for high net-worth individuals and conduct unified business promotion on both corporate and personal banking sides
- Expand integrated coverage support functions and conduct bank-securities cooperative business promotion from Japan.
- Perform unified group business promotion in response to customer needs

### (2) Perform consulting functions taking advantage of our industry and business knowledge and forward-looking perspective

Consulting Functions

- Establish a global business promotion structure by industry (strengthen unified business promotion among offices in Japan and overseas)
- Establish a consulting promotion framework for supporting customer's growth, responding to facilitation of financing, supporting business succession and responding to business/industry reorganization needs

### (3) Support formation of personal financial assets in Japan and invigorate their investment

Invigorating Investment of  
Personal Financial Assets

- Discover customer investment needs and strengthen support framework
- Take advantage of integrated group abilities in asset management business and become a bridge for new global and Japanese industry development and infrastructure development

# Ten Basic Strategies

## 1. Business Strategy

### (4) Strengthen proactive risk-taking functions for growth industries and corporations

#### Risk-taking Functions

- Perform sophisticated incubation functions (proactively using equity investment and funds, etc.)
- Take actions across the group toward growth areas such as agriculture, medical, senior and infrastructure industries
- Contribute to regional society through a proactive response to regional recovery and industry development

### (5) Strengthen and expand Asia-related business in Japan and on a global basis

#### Asia-related Business

- Respond to the expanding needs of Japanese corporations
- Leverage Japan and Asia-related knowledge and expertise to build medium to long-term relationships with non-Japanese corporations in the US, Europe and Asia, and continuously expand international business
- Grow in multiple financial business areas including Asia-related business (focus on DCM and M&A in Asia and Asian bond market development)

### (6) Cultivate multi-level transactions by capturing the accelerating global capital and trade flows

#### Capturing Trade Flows

- Strengthen business platform for overseas transaction banking
- Provide distinctive settlement services in Asia

# Ten Basic Strategies

## 2. Business Management, Management Foundations, etc.

### (7) Strengthen stable financial foundations based on abundant liquidity and appropriate capital levels.

Capital/Financial Foundations

- Further establish a business portfolio and profit structure that combines stability and growth
- Reform expense structure on a global basis

### (8) Establish the optimal management foundations (human resources and business infrastructure) to support business strategy.

Establishing Group Foundations

- Allocate and develop human resources on a group-wide basis (development of hybrid human resources and global human resources, promotion of female employees to management, promotion of young staff and utilization of senior staff, etc.)
- Optimize business operations on a group-wide basis (promoting unification of commercial banking business at MHTB and the new MHBK)
- Secure stable and accurate system operations and further establish infrastructure (development of next-generation systems, promotion of unification of existing systems and rebuilding/establishing overseas systems, etc.)

### (9) Further strengthen proactive governance and risk management

Risk Management and Governance

- Establish a strong group governance structure (four-way concurrent roles for MHFG group heads (MHFG, MHBK, MHTB and MHSC) and clarification of positioning of chief officers)
- Establish long-sighted and strong risk management foundations (Improving sophistication of risk management and compliance management systems in response to global business development and bank-trust-securities cooperation)

### (10) Embed the new Mizuho corporate identity toward forming a common culture throughout the group and take actions toward being the best financial services provider.

Common Group-wide Culture

- Improve brand awareness by embedding the new Mizuho corporate identity and form a strong brand through the actions of each and every employee and officer

## Vision for Each Unit and Group

<b>Personal Banking Unit</b>	To be a financial group that continues to be chosen by customers by improving ability to provide services
<b>Retail Banking Unit</b>	To be a long-term business partner on both retail and business sides, bridging owners' businesses and assets across generations
<b>Corporate Banking Unit (Large Corporations)</b>	To be a financial group that supports the Japanese economy and Japanese industry on a global basis
<b>Corporate Banking Unit</b>	To contribute to economic growth in Japan by performing a wide range of financial functions and supporting the growth strategies of corporations
<b>Financial Institutions and Public Sector Business Unit</b>	To contribute to economic recovery in Japan as the main bank for the public sector and financial institutions
<b>International Banking Unit</b>	To be the top financial group in Asia that is able to provide unified bank-trust bank-securities financial services
<b>Investment Banking Unit</b>	To be a project coordinator that provides the No. 1 investment banking solutions in Asia
<b>Transaction Banking Unit</b>	To be a financial group that provides top-level transaction banking services and solutions for global trade flows beginning with Japan and Asia
<b>Asset Management Unit</b>	To be a financial group that provides the highest level of solutions to match the asset investment needs of a wide range of customers both in Japan and overseas
<b>Markets Unit</b>	To be a top financial group that develops an agile management of global markets business with Asia as its home ground
<b>Risk Management Group</b>	To build a risk management structure suited to global business development and bank-trust bank-securities cooperation
<b>Human Resources Group</b>	To develop and provide the human resources to support sustained growth over a 10 to 20-year span toward realizing Mizuho's corporate identity
<b>IT &amp; Systems Group</b>	To be a strong IT group with efficient and stable systems infrastructure to support our No.1 service provision ability
<b>Operations Group</b>	To provide operations services based on the Mizuho operational style for the diverse needs of our customers
<b>Compliance Group</b>	To build structures to support our foundations as the integrated financial group that is most trusted by our customers and society

# Synergy Effects from Unified Group Operations

[Quantitative Effects (estimated)]

**One MIZUHO Synergy Effects: Gross profit JPY90.0 billion + Cutting G&A expenses JPY50.0 billion = JPY140.0 billion**

## - Gross Profit (strengthening top-line)

	Item	Estimate of FY2015 Effects (vs. FY2011)
(1) Banking Operations		+JPY90.0 billion
Retail-related	Strengthening workplace cross-selling (asset management products, home loans, etc.)	
Corporate-related	Strengthening business promotion taking advantage of ability to provide products and overseas network	
Markets-related	Improving asset efficiency, using capital effectively and strengthening risk management	+JPY60.0 billion over the medium-term business plan period (FY2013-15)
(2) Securities Operations	Promoting functional and beneficial cooperation to take advantage of the bank customer base	
(3) Effects of Unified Group Operations	Promoting actions on a group-wide basis across banking, trust banking, securities and other business areas	

### ◆ November 2011 quantitative effects

- Estimate of synergy effects announced in the news release titled "Memorandum of Understanding on Merger between Mizuho Bank, Ltd. and Mizuho Corporate Bank, Ltd." dated November 14, 2011.

Gross profit JPY60.0 billion  
+ Cutting G&A expenses JPY40.0 billion  
= Synergy effect: JPY100.0 billion

Re-estimated as  
"One MIZUHO Synergy Effects"

### ◆ Current quantitative effects (estimated)

Synergy effects from unified group operations = JPY140.0 billion  
(Estimate of FY2015 effects, vs. FY2011)

## - Cutting G&A Expenses (costs)

	Item	Estimate of FY2015 Effects (vs. FY2011)
(1) Banking Operations	- Personnel downsizing (*) - Conversion to common/unified systems	+JPY50.0 billion +JPY30.0 billion over the medium-term business plan period (FY2013-15)
(2) Securities Operations	- Improvement in efficiency of office space	

\* Downsizing of 4,300 employees on a group-wide basis (of which, 2,000 employees over the medium-term business plan period)

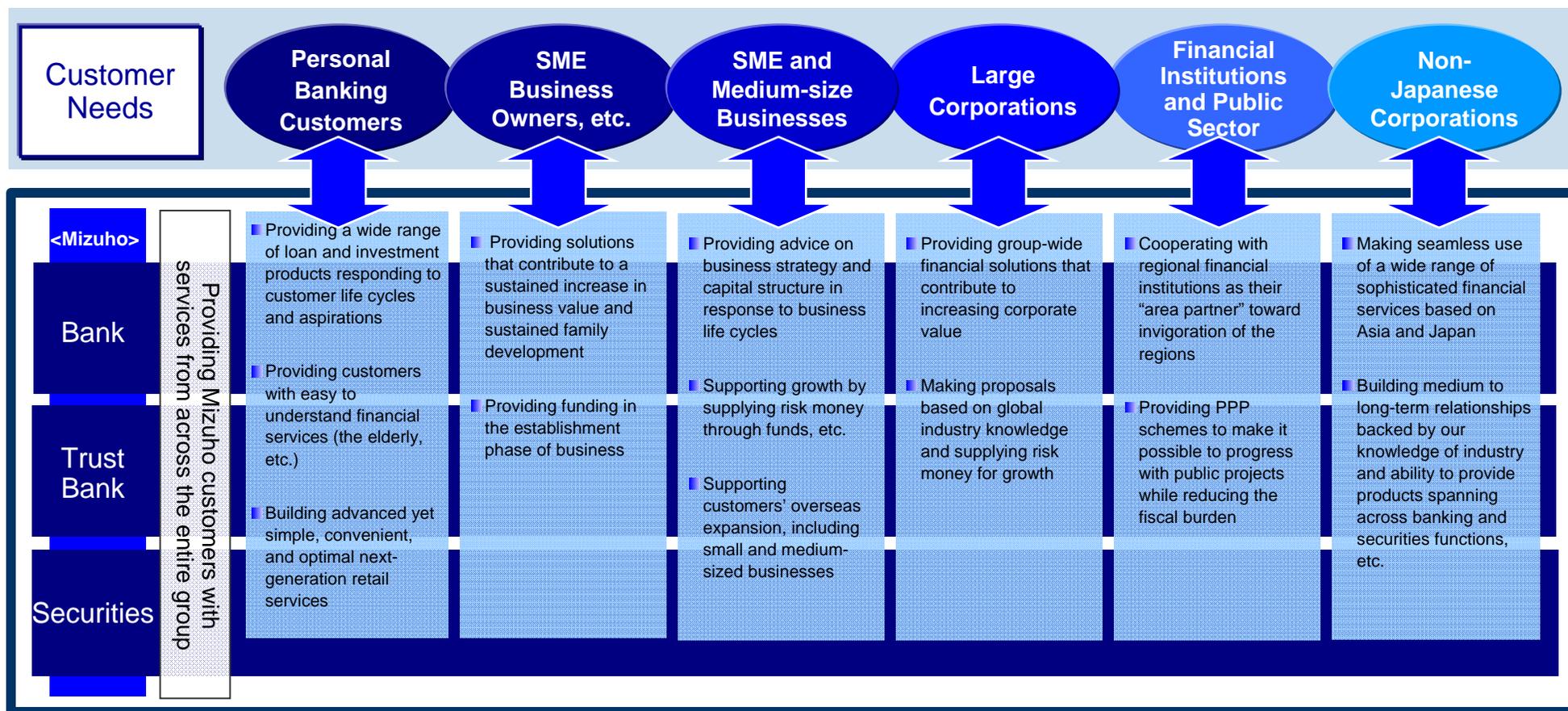
- We will aim for the above in place of the original figures (a total of 3,700 employees: 3,000 from banks, and 700 from securities based on Business Foundation Restructuring Program) announced in the news release titled "Memorandum of Understanding on Merger between Mizuho Bank, Ltd. and Mizuho Corporate Bank, Ltd." dated November 14, 2011.

The above information includes forward-looking statements within the meaning of the United States Private Securities Reform Act of 1995. See *Forward-looking Statements* on page 21 of this presentation.

# Toward the Improvement of Customer Convenience

## Improving Convenience

As the only Japanese banking group with its own banking, securities and trust banking functions, Mizuho will establish the new corporate structures and corporate governance framework to make the most effective use of these functions and further improve customer convenience by steadily implementing the One MIZUHO New Frontier Plan.



---

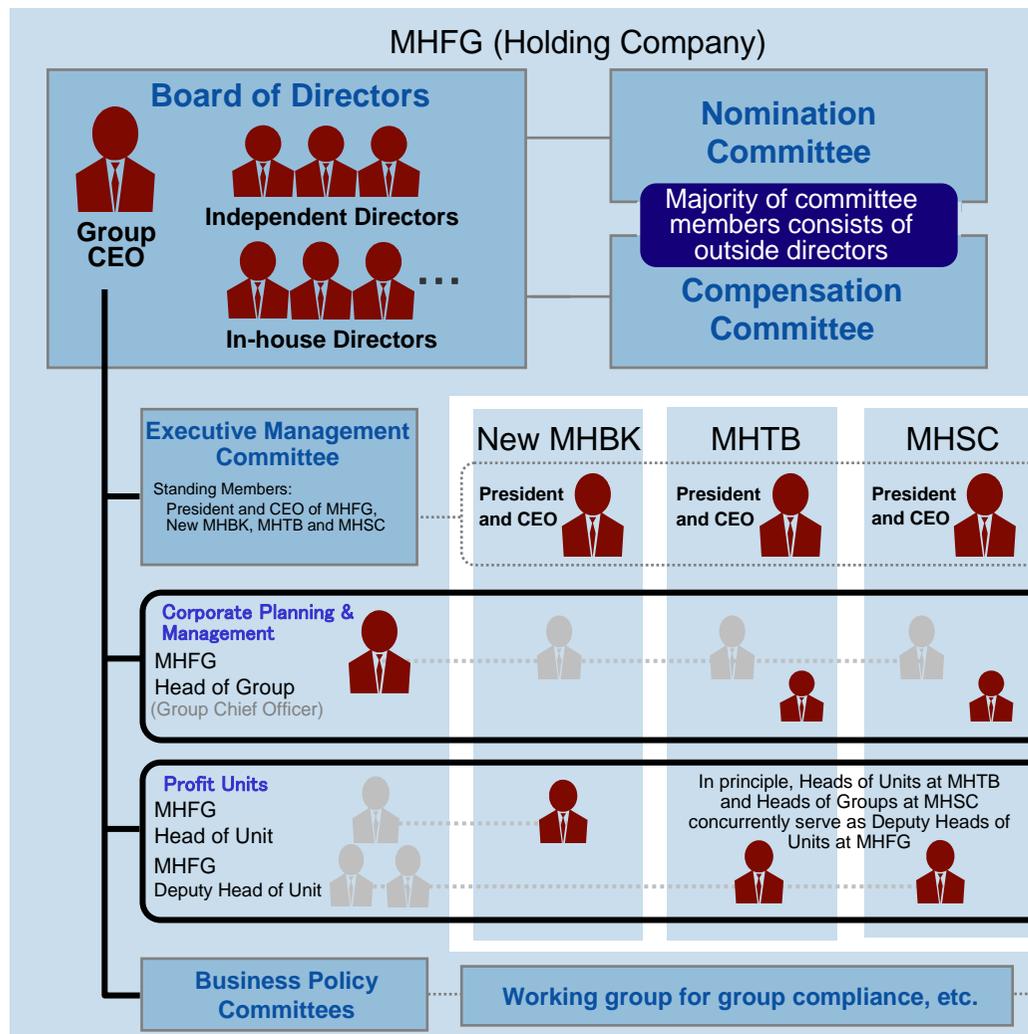
I. One MIZUHO New Frontier Plan

**II. Advanced Group Management Structure**

III. New Mizuho Corporate Identity

IV. Brand Strategy

# Governance Structures to Support Unified Group Strategy



In addition to existing structures\*, promote the items below under the strong leadership of MHFG to further demonstrating its underlying functions as a holding company

## Toward Advanced Group Management

- Promote further strengthening of unified group strategies and strengthening of management structure from a group-wide perspective

\* Existing structures

- (1) Clarification of role of Group CEO
- (2) Enhancement of independence of consultative body to the Board of Directors
- (3) Unification of corporate planning and management units

## Unified Group-wide Strategy Operations through the Holding Company

(The advantages of being the only Japanese banking group that holds its own banking, trust and securities functions)

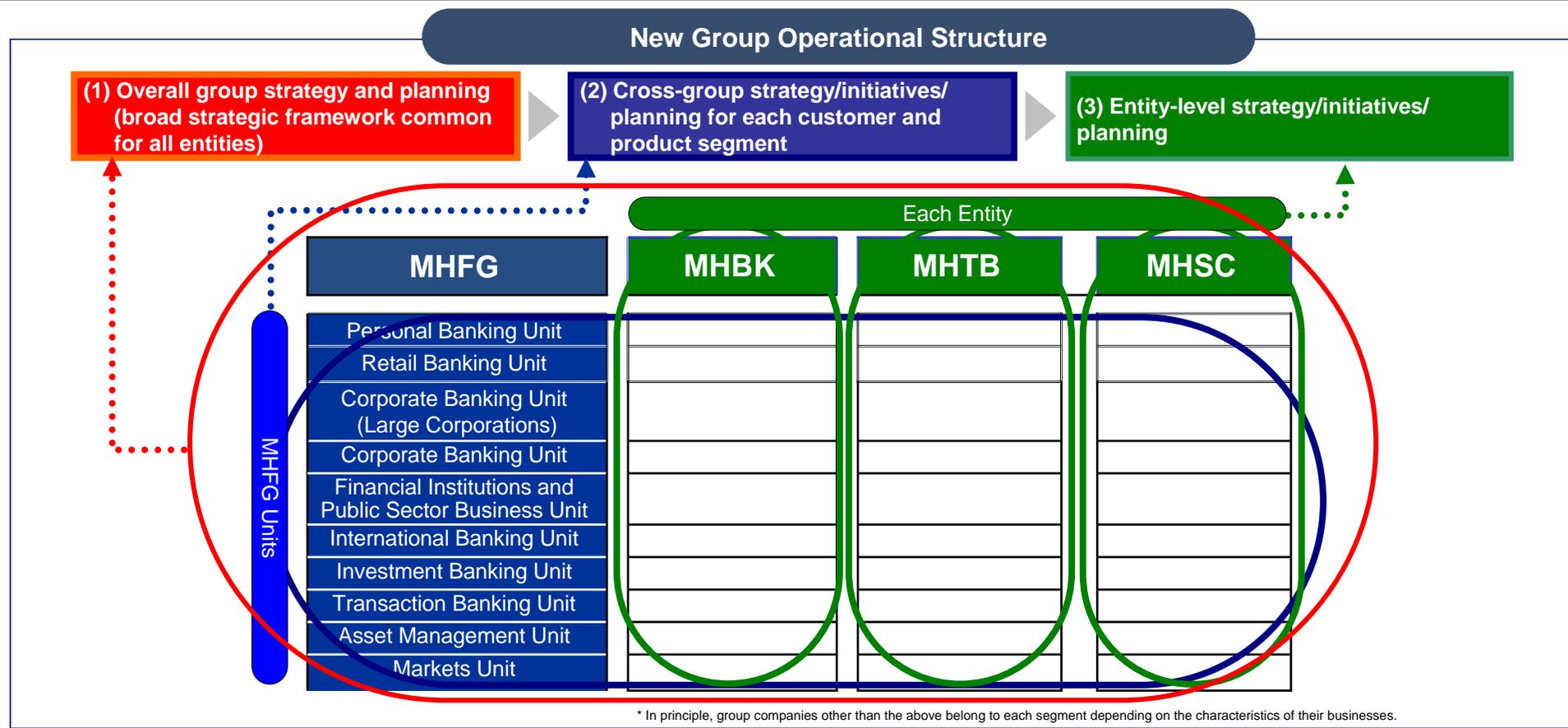
- (1) In addition to the President and CEO of the new MHBK, MHTB and MHSC Presidents also become standing members of the Executive Management Committee at MHFG
- (2) Clearly defined roles of Heads of Groups as chief officers (CSO, CFO, CRO, CIO, CCO, etc.) Strengthen ability to respond to challenges in supporting unified group management by chief officers serving, in principle, concurrent roles at four group companies, including MHSC.
- (3) Establish business units and Heads of Units at MHFG that are in charge of business strategy planning and promoting across banking, trust and securities functions

Establish relevant working groups under the Business Policy Committees at MHFG and the new MHBK for the purpose of specialized and intensive studies on important themes

# Operational Structures for Promoting Unified Group Strategy

## ■ Conversion to a new group operational structure to promote unified group strategy

- MHFG will perform strategic planning promotion across group-wide banking, trust banking, securities and other business areas for each of the ten business units and conduct more timely and unified strategy development and even better organized and consistent allocation of resources throughout the group.
- MHFG will determine (1) overall group strategy and (2) segment strategy across the group, and each entity will determine (3) entity level plans in accordance with MHFG strategy.



# Organizational Structure for Promoting Unified Group Strategy (from April 2013)

- We will establish ten new **business units** within MHFG corresponding to each unit responsible for business strategy promotion
- We will also establish five **group strategy conferences** within MHFG as forums to comprehensively deliberate on important matters in terms of group business strategy among the relationship management units and products units that relate to similar customer attributes.

Group Retail Strategy Conference

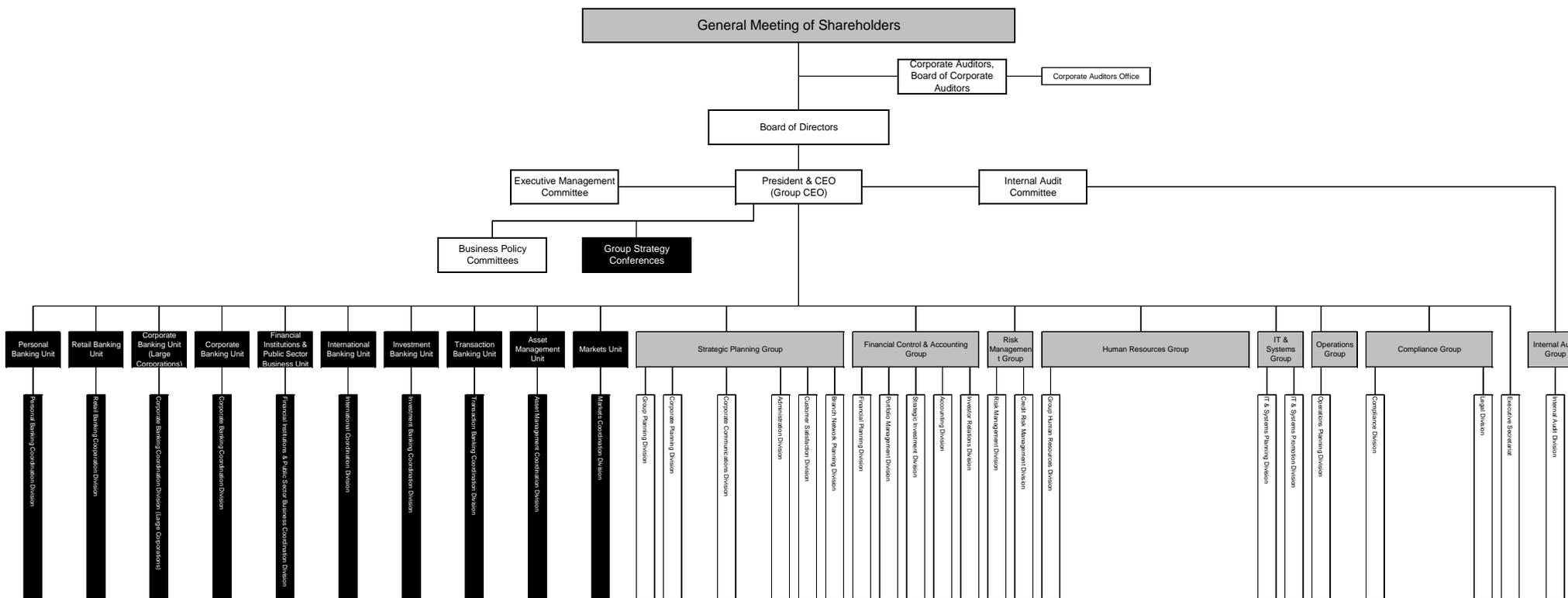
Group Wholesale Strategy Conference

Group International Strategy Conference

Group Asset Management Strategy Conference

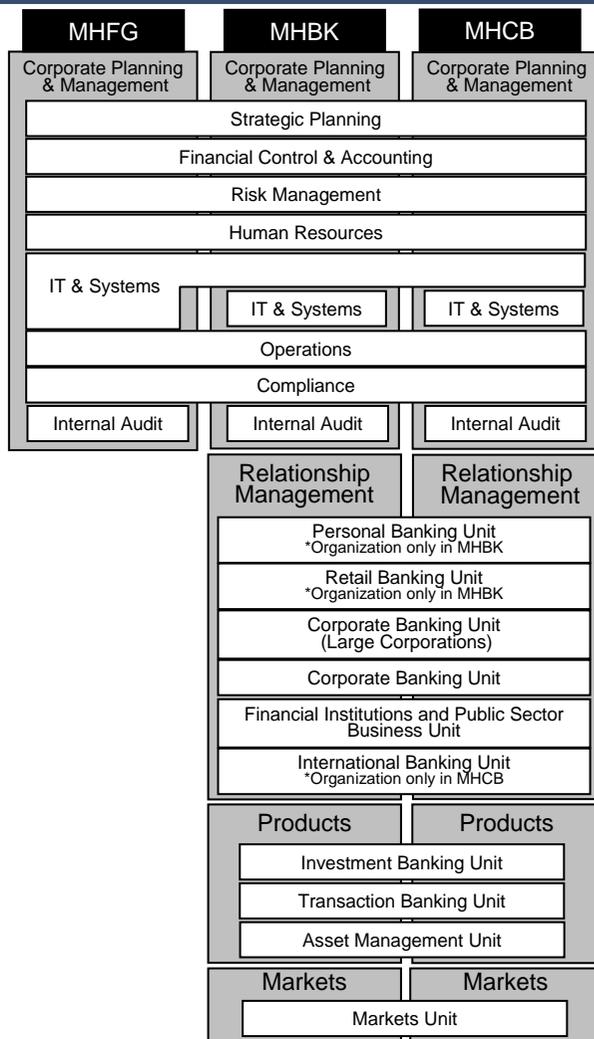
Group Markets Strategy Conference

Note: Black boxes are newly established in relation to group strategies

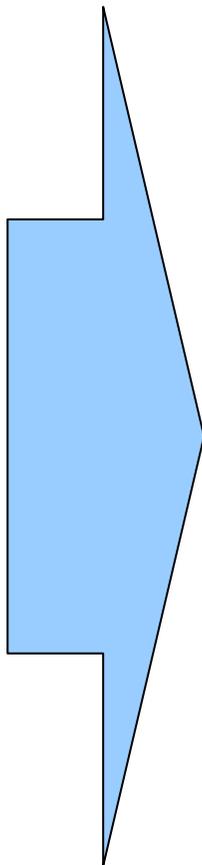
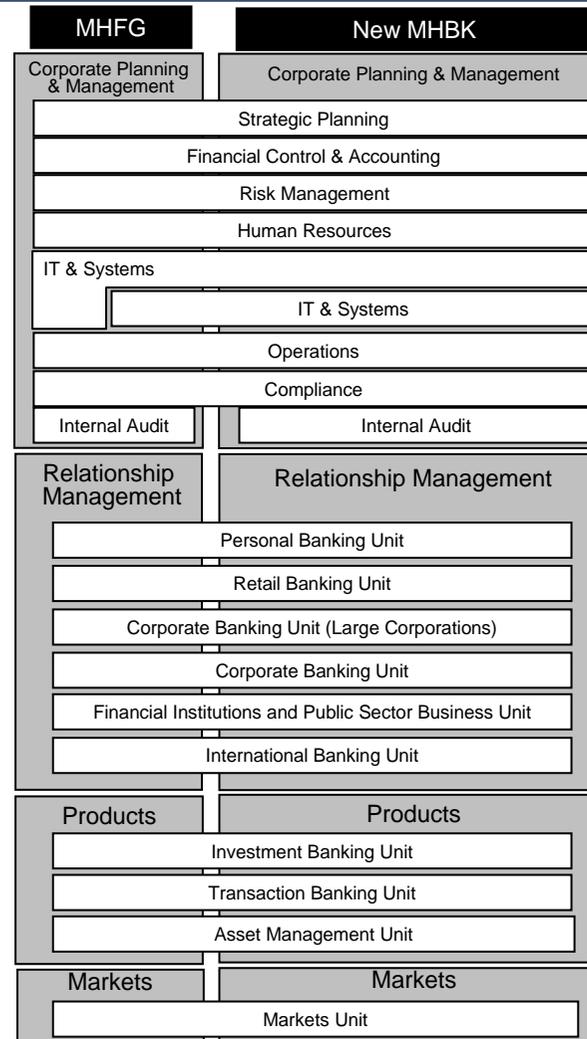


# Overview of New Mizuho Bank Organizational Structure (from July 2013)

Substantive One Bank (April 2012)



Post-merger (July 2013)



---

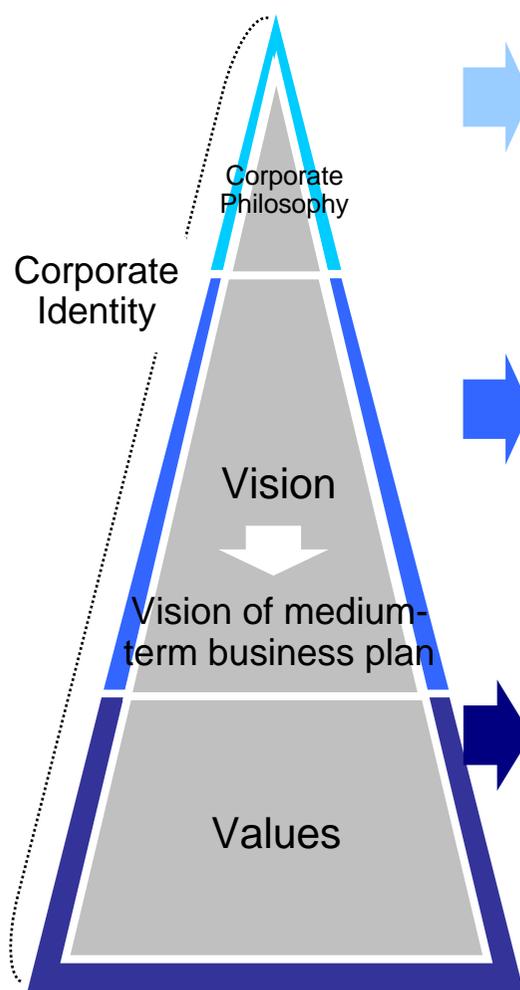
I. One MIZUHO New Frontier Plan

II. Advanced Group Management Structure

**III. New Mizuho Corporate Identity**

IV. Brand Strategy

# New Mizuho Corporate Identity



Mizuho, the leading Japanese financial services group with a global presence and a broad customer base, is committed to:  
 Providing customers worldwide with the highest quality financial services with honesty and integrity;  
 Anticipating new trends on the world stage;  
 Expanding our knowledge in order to help customers shape their future;  
 Growing together with our customers in a stable and sustainable manner; and  
 Bringing together our group-wide expertise to contribute to the prosperity of economies and societies throughout the world.

These fundamental commitments support our primary role in bringing fruitfulness for each customer and the economies and the societies in which we operate. Mizuho creates lasting value. It is what makes us invaluable.

The most trusted financial services group with a global presence and a broad customer base, contributing to the prosperity of the world, Asia, and Japan.

**The most trusted financial services group**

To be our customer's most trusted partner with innovative thinking and the extensive financial experience and expertise accumulated from relationships with wide-ranging customers.

**The best financial services provider**

To continuously provide the best leading-edge financial services to each of our customers, the related economies and societies we serve, by anticipating changes on both the global and local stages.

**The most cohesive financial services group**

To maximize our extensive expertise and collective capabilities as experienced financial services professionals in order to meet the diversified and changing needs of our customers, economies and societies.

## 1. **Customer First: The most trusted partner lighting the future**

We are proud to be our customers' most trusted partner lighting the future. We put our customers first and place their interests at the core of our business. We bring together our group-wide expertise and provide the best financial products and services to them with honesty and integrity. We thereby earn our customers' trust, which is fundamental to Mizuho, and contribute with our customers to the prosperity of economies and societies.

## 2. **Innovative Spirit: Progressive and flexible thinking**

We consistently adopt a progressive and forward thinking approach, identifying new trends in the movements on the world stage with wider vision. We value, encourage, and implement innovative ideas in a flexible way of thinking to respond effectively to customer needs and changes in both local and global economies and societies.

## 3. **Team Spirit: Diversity and collective strength**

We always keep an open mind, embrace diversity in all its forms, and foster a strong team spirit to maximize our collective strength as experienced financial service professionals.

## 4. **Speed: Sharpness and promptness**

We strive to provide our customers with the best products and services with a focus on promptness and accuracy. We are acutely sensitive to our customers' needs and respond quickly.

## 5. **Passion: Communication and challenge for the future**

We are passionate about overcoming any challenges to open the way to a bright future of our customers, society and ourselves. We bring fruitfulness to them by acting as our customers' most trusted partner and fulfilling our social responsibilities. Mizuho provides them with lasting value. It is what makes us invaluable.

---

**I. One MIZUHO New Frontier Plan**

**II. Advanced Group Management Structure**

**III. New Mizuho Corporate Identity**

**IV. Brand Strategy**

## The Meaning Behind “One MIZUHO”

**Brand Slogan**

**One MIZUHO**  
Building the future with you

**Mizuho’s Vision**

**The most trusted financial services group with a global presence and a broad customer base, contributing to the prosperity of the world, Asia, and Japan**

**The Meaning Behind “One MIZUHO”**

**The invaluable = “Only One” partner bringing fruitfulness for each customer and the economies and the societies**

**The most = “Number One” trusted financial services group**

**The best = “Number One” financial services provider**

**The most = “Number One” cohesive financial services group**

---

## Forward-looking Statements

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

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

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

Further information regarding factors that could affect our financial condition and results of operations is included in “Item 3.D. Key Information—Risk Factors” and “Item 5. Operating and Financial Review and Prospects” in our most recent Form 20-F filed with the U.S. Securities and Exchange Commission (“SEC”) which is available in the Financial Information section of our web page at [www.mizuho-fg.co.jp/english/](http://www.mizuho-fg.co.jp/english/) and also at the SEC’s web site at [www.sec.gov](http://www.sec.gov).

We do not intend to update our forward-looking statements. We are under no obligation, and disclaim any obligation, to update or alter our forward-looking statements, whether as a result of new information, future events or otherwise, except as may be required by the rules of the Tokyo Stock Exchange.

### Definitions

**MHFG:** Mizuho Financial Group, Inc.

**MHCB:** Mizuho Corporate Bank, Ltd.

**MHBK:** Mizuho Bank, Ltd.

**MHTB:** Mizuho Trust & Banking Co., Ltd.

**MHSC:** Mizuho Securities Co., Ltd.

**New MHBK:** MHBK after the merger of MHBK and MHCB scheduled for July 2013, or both MHBK and MHCB prior to the merger.

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