Through the establishment of “One Think Tank,” which is the first full-scale research and consulting unit to be established by a Japanese bank, we aim to create a team of experts dedicated to addressing the various challenges our customers may face.

Head of Research & Consulting Unit
Keiichiro Ogushi

Offering optimal solutions to the issues customers are facing and issues they may face as “One Think Tank”

The Research & Consulting Unit was launched by gathering together all the Group’s research and consulting functions into a single unit of experts that is dedicated to addressing the various challenges our customers may face. The Unit is comprised of the MHBK Industry Research Department, the MHTB Consulting Department, the MHSC Research & Consulting Unit, MHIR, MHRI, and Mizuho-DL Financial Technology.

The Unit's research functions cover a range of fields from industries to the macroeconomy, and its consulting functions are spread over many fields that are of general interest to customers, ranging from management and financial strategy to highly specialized areas such as the environment, social security, and IT. The companies and departments within the Unit act as “One Think Tank” and collaborate seamlessly, to formulate and offer comprehensive solutions based on sophisticated expertise and know-how.
“One Think Tank” has four key strategies: establish its position as a utility (support) function, increase its brand value, strengthen capabilities for responding globally, and contribute to business expansion by the market-driven approach. Implementation of these strategies will strengthen the Unit’s research and consulting functions.

To establish its position as a utility (support) function, the Unit must concentrate its expertise and offer seamless information and solutions to the in-house companies to help customers address a diverse range of issues.

To increase its brand value, the Unit must communicate the accomplishments of “One Think Tank.” In addition to sharing this information with many customers, the Unit will structure a system that better reflects customer feedbacks.

To strengthen its capabilities for responding globally, the Unit will expand its systems on a global basis to respond to the needs of customers in Japan and overseas, which are becoming increasingly global in scope, diverse, and complex.

To contribute to business expansion by the market-driven approach, the Unit must move closer to its customers to understand their needs and create customer support systems that will enable the provision of optimal solutions to a diverse range of customer needs.
Our Strategies for Value Creation

Major Strategies under the New Medium-term Business Plan

- Offer the Unit’s expertise seamlessly and support across in-house companies
- Increase Mizuho’s brand value by actively communicating accomplishments of “One Think Tank”
- Improve business capabilities on a global basis and support the strategies of customers broadly in Japan and overseas
- Create new growth areas drawing on the Group’s network
- Strengthen support for growth of innovative companies
- Establish overwhelming superiority in consulting function for customers’ growth strategies and business inheritance for the upper middle segment of companies

Value for customers

- Contribute to its customers’ growth strategies by addressing their increasingly complex issues with comprehensive solutions offered in an integrated manner among group companies under “One Think Tank”

Value for society

- Contribute to the vitalization of regional areas and the fostering of next-generation growth industries by making use of the industry expertise of the MHBK Industry Research Department, the expertise of MHIR, and the research function of the MHRI to offer policy recommendations

Providing Solutions that Support Sustainable Growth of Customers and Society

Providing growth support through comprehensive and optimal solutions to the issues customers are facing and issues they may face

In an economic, financial, and social environments that are constantly undergoing severe changes, the issues that customers face are becoming increasingly diverse. Through the market-driven approach, in addition to the issues customers currently face, Mizuho brings together the expertise of “One Think Tank” to prepare comprehensive and optimal solutions for latent issues that customers are not currently aware of. Through these activities, Mizuho supports the growth strategies of its customers.

Fostering next-generation growth fields based on in-depth knowledge of industry trends

In an external environment where changes in the economic and the industrial structure as well as technological progress are accelerating, Mizuho endeavors to understand the directions of change in society from an industrial perspective through promoting solutions to customers’ medium- to long-term issues. Drawing on its in-depth expertise about industrial trends and the capabilities for providing support for formulating corporate strategy as well as its capabilities for making policy proposals, Mizuho takes active initiatives in creating and fostering next-generation growth fields.

- Structure prototypes that will lead to Mizuho’s new business
- Offer a platform to support customers’ growth strategy and business development
- Contribute to increasing Mizuho’s brand value through advanced initiatives
## Composition of the Unit

Concentrate research functions and consulting functions in “One Think Tank”

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<th>MHBK Industry Research Department</th>
<th>MHTB Consulting Department</th>
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<td>With a focus on large companies that have distinctive features, this department offers (1) industry analyst functions, offering a wide range of expertise regarding industry trends in Japan and overseas, (2) strategists functions that include providing business strategy development support and policy advice based on a background of solid industry expertise, and (3) corporate finance support function for the formulation of customers’ financial and management strategies.</td>
<td>As the consulting department of a trust and banking company with extensive experiences in the trust business and real estate, this department offers a range of consulting functions focusing on business and asset inheritance and formulation of financial solutions to customers which include high-net-worth individuals and business owners, as well as a wide range of companies from SMEs to large corporations.</td>
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<th>Mizuho-DL Financial Technology</th>
<th>MHSC Research &amp; Consulting Unit</th>
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<td>Mizuho-DL Financial Technology is a joint venture founded by MHBK, Dai-ichi Life Insurance, and Sompo Japan Nipponkoa Insurance. For its broad customer base, which includes financial institutions as well as corporations, institutional investors and public-sector organizations, this company provides research and development services on financial technologies focused around actuarial sciences as well as consulting and investment advisory services.</td>
<td>This unit has a large staff of analysts that have received high appraisals in Japan from Nikkei Veritas and other magazines. As the public research department for equities and bonds in MHSC, this unit offers information to institutional investors in Japan and overseas in collaboration with its overseas offices.</td>
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<td>MHRI has in-depth research functions for domestic and overseas macroeconomic, financial, and policy matters. In addition, the institute, as a comprehensive think tank with more than 20,000 membership companies, provides Mizuho’s broad customer base in Japan and overseas with a diversity of information and solutions.</td>
<td>Having strengths in five fields, namely: the environment and energy, social security, management and IT strategy, information and telecommunications, and science, MHIR offers research and consulting functions for strategy formulation and implementation as well as system solutions for customers that include industrial corporations, financial institutions, central government organization, and research institutes.</td>
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