

November 25, 2002

For Immediate Release

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OUTLINE OF THE “CHANGE & SPEED-UP PROGRAM”

On April 1, 2002, through the corporate split and merger process, the Mizuho Financial Group (MHFG) adopted a new business model and launched legally separate subsidiaries based on customer segments and business lines. While we are striving to further strengthen the earning capabilities in accordance with the objectives of “Program for Financial Revival” issued by the Financial Services Agency on October 30, 2002, we have formulated and will execute the “Change & Speed-Up Program” to accelerate the efforts to achieve our goal of *being an innovative financial services group that will lead the new era through offering cutting-edge, comprehensive financial services.*

Framework of the “Change & Speed-Up Program”

- 1. Change and accelerate the deployment of business strategies**
- 2. Accelerate cost structure reforms**
- 3. Strengthen corporate governance and reinforce a merit-based remuneration system**

By everyone in the Mizuho organization from senior executives to each and every employee working hardest to execute the Program, we aim to improve our competitive edge and enhance the corporate value of the MHFG.

1. Change and accelerate the deployment of business strategies

Based on a clear vision of the future, Mizuho Corporate Bank, Ltd. (MHCB), Mizuho Bank, Ltd. (MHBK), and other group companies will further enhance their expertise to properly respond to customer and business needs, and accelerate the business strategies by making maximum use of the group's enormous customer base and each company's core strengths.

(1) Mizuho Corporate Bank

“The overwhelming market leader in market-oriented indirect financing”

- n We will breakaway from the conventional business model that is dependant on volume of assets, and carry out a significant reallocation of management resources, as well as wide-ranging organizational reforms by the end of December 2002, so as to swiftly realize a market-oriented indirect financing model with the syndication business at its core.
- n Target: Ratio of non-interest income to total gross profit = 50%

a) Expansion of the syndication business

- .. Expand the arranger business to bridge between borrowers and investors in the market.
 - establishment of the Syndication Business Unit with a staff of 200 (to be carried out in December)
 - expansion of cross border transactions working together with the group's overseas offices
- .. Increase the efficient use of assets through securitization and strengthening portfolio management.
- .. Reform both the asset structure and the funding structure resulting from squeezing the balance of bank debenture issuances.
- .. Increase in earnings from fee commissions.

b) Strengthening of the solution business

- .. Significantly strengthen the products marketing and processing business.
 - reorganization and expansion of the Financial Products Business Unit and the Financial Services Unit; an increase by 230 staff (to be carried

out in December)

-- expansion of fee businesses such as structured finance, defined contribution pensions, trade finance and clearing/settlement

.. Strengthen industry research capabilities.

-- enhancement of strategic advisory functions to customers through its corporate research capabilities

.. Pursue the corporate turnaround business.

-- establishment of the Corporate Restructuring Business Unit, six divisions staffed by 150 (carried out in October)

-- providing services for corporate reorganization conducted by specialists

c) Strategic restructuring of the international business

.. Strengthen businesses with the 10 thousand Japanese corporate customers in overseas market.

.. Especially strengthen support to Japanese corporations expanding their operations into China.

-- establishment of the China Business Promotion Division (carried out in July)

-- setting up business alliance with China's four major commercial banks in RMB business (carried out in October)

.. Review business with non-Japanese customers, and restructure overseas network.

-- JPY 3 trillion risk assets reduction related to non-Japanese customers (to be carried out during the current fiscal year)

-- further reduction in number of overseas offices

d) Aggressive reallocation of management resources to strategic business areas (to be carried out in December)

.. Eliminate planning divisions of all groups and business units.

.. Drastically reduce the corporate and administrative staff and reallocate human resources in strategic business areas.

-- syndication and solution business areas: +580 employees (redoubling from current status)

-- planning and administration areas, etc.: -1,100 employees

(2) **Mizuho Bank**

“Aiming to be the customer’s bank of choice and best business partner by achieving the highest level of customer satisfaction through providing high value-added comprehensive financial services.”

- n While MHBK enjoys its predominant position supported by both its nation-wide network and enormous customer base, it will carry out drastic cost reductions ahead of schedule in order to establish its competitive edge in terms of cost, speed and service quality, and accelerate strategic deployment according to customer segmentation.
- n Target: Expense ratio= 40% range

a) Cost reduction ahead of schedule

- .. Realize cost competitiveness by branch consolidation and staff reduction well ahead of schedule.
 - consolidation of 120 branches during the next year and a half (network of 440 branches by the end of March 2004)
 - reduction in employees (4,000) one year ahead of schedule

b) Strategic deployment according to customer segmentation

<Individual customers>

- .. Expand “Prime” customers, who utilize MHBK as their primary financial institution, through marketing based on customer segmentation.
 - expansion of “Mizuho Value Program,” a membership-style banking service, from the present 6.8 million members to 10 million by the end of March 2005
 - growth in the volume of home mortgage loans with more variety in the product line and the quicker approval process

<Small and medium-sized corporations>

- .. Provide stable services to meet the customers’ funding needs and offer high value-added services.
 - staff of 500 exclusive for exploration of new customers
 - increase of specialists by 100 in the area of solution businesses

- support for the customers' business restructuring by the Corporate Consulting Department
- .. Establish low cost and high quality operations for small business loans with quick responses to customers' funding needs.
 - expansion of direct marketing by the Business Finance Center (100 expert staff placed)
 - product enhancement of the "Business Partner" (unsecured loan product utilizing automatic credit scoring model)
- .. Secure appropriate loan spreads which reflect credit risks.
- .. Secure appropriate level of fees and commissions which reflect operating costs.

(3) Strategy for securities and trust banking businesses

Mizuho Securities Co., Ltd. (MHSC), Mizuho Trust and Banking Co., Ltd. (MHTB) and other securities and trust banking arms of MHFG will further strengthen their capabilities in their respective strategic business areas, and actively pursue the synergies with other group companies.

a) Group's securities business strategy

- .. Strengthen the equity-related business and secure profitability.
 - joint marketing for underwriting business among group securities companies (in addition to Mizuho Investors Securities Co., Ltd. (MHIS), MHSC will establish a joint marketing relationship with Shinko Securities Co., Ltd.)
 - increasing human resources in MHSC's equity business (40 professionals such as analysts)
- .. Strengthen cooperation in the area of business with individual customers.
 - aggressive promotion of setting up one-stop shopping branches by MHBK and MHIS where their operations are placed under one roof (increase the number of one-stop shopping branches from the current 12 locations to 100)

b) Group's trust banking business strategy

- .. Increase in number of branches licensed under franchise system in trust services (MHTB+MHBK, MHCB).
 - increase in the number of such branches from the current 291 by 100
- .. Fortify group business promotion activities in the testamentary trust and real estate businesses.
 - promotion of setting up one-stop shopping branches by MHBK and Mizuho Asset Trust & Banking Co., Ltd. (MHAT) (50% of MHAT's branches are now in such a format)

【refer to attachment ① for information regarding the group's banking, securities and trust network】

2. Accelerate cost structure reforms

While aggressively pursuing the consolidation effects, MHFG will accelerate its efforts to cut operating costs by carrying out such drastic restructuring plans as reviewing the salaries of all executives and employees.

- n Fiscal 2005 expense target: JPY 730 billion
(JPY 170 billion (20%) reduction as compared with the budget for fiscal 2002)

a) **Additional decrease in the number of board members and executive officers (-20%), and 30% cut in yearly compensation.**

b) **Number of employees: reduction of 6,300 employees**

- .. 24,000 employees as of March 2005 (11,000 (30%) reduction as compared with March 1999)

c) **Salaries: general managers -20%, average -10% cut in annual compensation**

- .. Decrease the base salary and bonus of employees, subject to negotiations with the employees' union.
- .. Reinforce compensation systems based on the employee's performance.
 - wider deviation in performance evaluations in bonus, promotions, and so on
 - acceleration of conversion to "professional staff" job classification (annual salary system linked to performance and expertise)

d) **Number of domestic branches: reduction of 120**

Number of overseas offices: reduction of 13

- .. Domestic – 460 branches as of March 2004
(185 (30%) reduction compared with March 1999)
- .. Overseas – 43 offices as of March 2004
(70 (60%) reduction compared with March 1999)

3. Strengthen corporate governance and reinforce a merit-based remuneration system

We aim to aggressively strengthen corporate governance, focus on more speedy managerial decision making and reinforce a merit-based remuneration system. Our employees with unique talent and multi-faceted expertise endeavor to create a professional group with a challenging spirit to achieve their objectives of providing the best solution to customers, resulting in encouraging its cohesiveness and creating an energetic organization.

a) Strengthen corporate governance

- .. Achieve a management structure that is slim and speedy.
 - one CEO structure
 - reduction in number of board members and executive officers by 20% (30% reduction as compared with March 2002)
- .. Secure transparency in management and clear accountability.
 - increase in the number of outside directors
 - establishment of an advisory board (in July)

b) Development and advancement of young employees

- .. Place younger employees as branch general managers (GMs).
 - introduction of the job application system for branch GM positions from employees (implementation in January 2003)
 - employees in their 30s will be subject, to be placed in 50 branches (10% of all domestic branches)
- .. Dynamic rejuvenation in the organization.
 - introduction of a “New Career Path Development Program” (early retirement plan) (January to March 2003: 500 employees)

c) The right person in the right job

- .. Expand the job application system.
- .. Assure placement of the right person in the right job through large-scale personnel transfers.

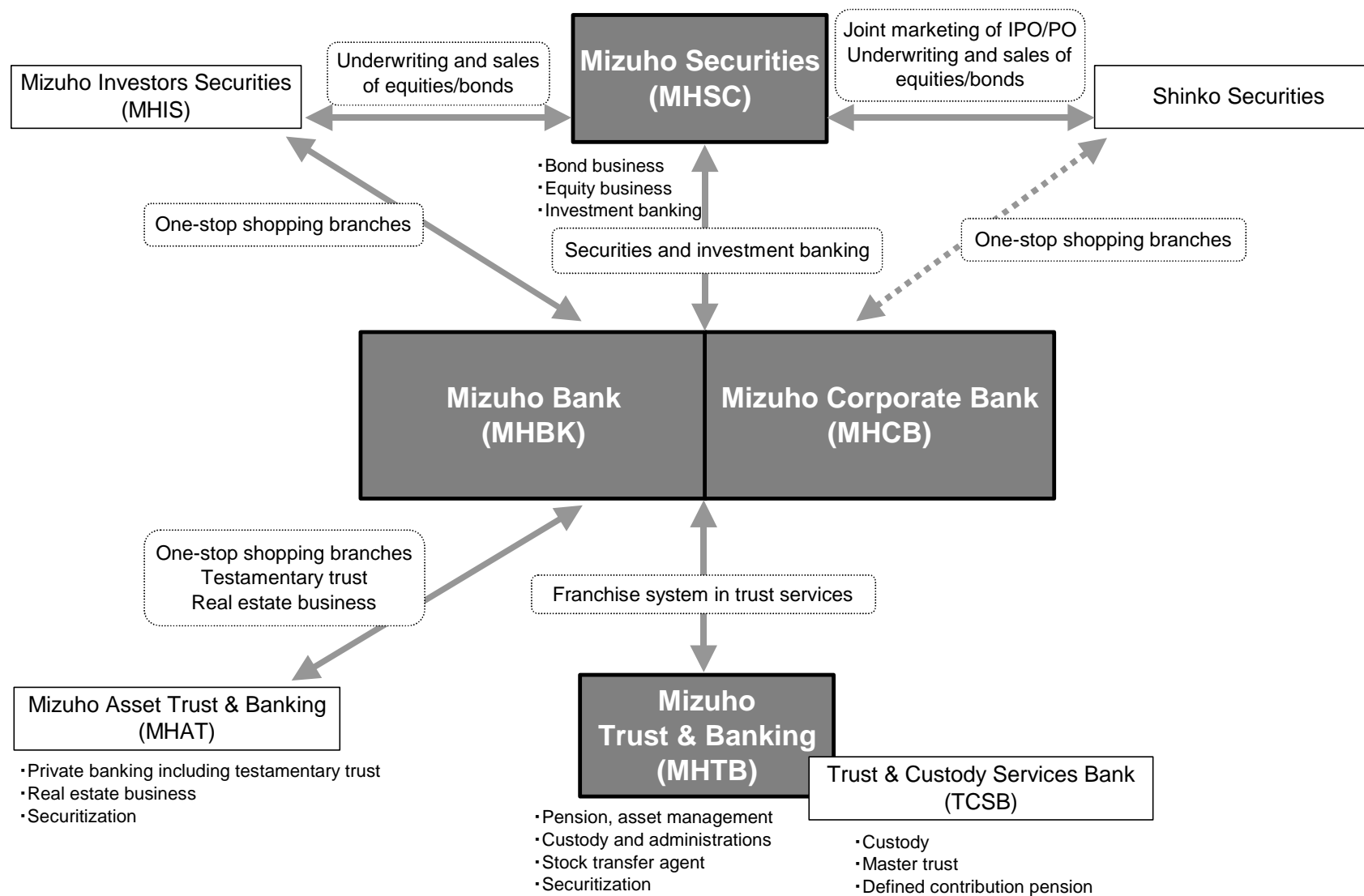
d) Realization of fair performance evaluations

- Expand the 360-degree evaluation for all managers (5,000 employees) (during this fiscal year).
- Enforce “Mizuho evaluation standard,” a uniform personnel evaluation system throughout the group companies.

e) Enhancing common consciousness as a member of the Mizuho Financial Group

- Establish the “Mizuho Group Award” (during second half of fiscal 2002)

Banking, Securities, and Trust Network of MHFG



Group Companies of MHFG

	Mizuho Bank	Mizuho Corporate Bank	Mizuho Securities	Mizuho Trust & Banking
Primary Customers And Businesses	Individuals Domestic companies Local governments	Large corporations Financial institutions Overseas corporations (including subs. of Japanese companies) Public sector entities	Wholesale securities company with primary customers of: Institutional investors (domestic and overseas) Corporations Financial institutions Public sector entities	Trust banking services for corporate customers such as: Institutional investors (domestic and overseas) Corporations Financial institutions Public sector entities
Management	President & CEO Tadashi Kudo 7 Board members	President & CEO Hiroshi Saito 7 Board members	President Yoshio Osawa 7 Board members	President & CEO Hiromichi Tsuda 6 Board members
Business Volume	Capital JPY470 bil. Assets JPY71 tri. Deposits JPY53 tri. Loans JPY40 tri.	Capital JPY710 bil. Assets JPY65 tri. Deposits JPY22 tri. Loans JPY32 tri.	Capital JPY150 bil. Assets under management JPY4 tri.	Capital JPY115 bil. Trust assets JPY31 tri.
Employees And Network	23,785 employees 560 domestic branches 115 representative offices, etc. 5,400 ATMs (approx.)	5,686 employees 18 domestic branches 56 overseas offices (including subsidiaries)	1,117 employees 6 overseas offices (including subsidiaries)	1,366 employees 9 domestic branches 2 overseas offices (including subsidiaries)

(Note) All the figures are as of September 30, 2002.

Group Companies of MHFG

	Mizuho Investors Securities	Shinko Securities	Mizuho Asset Trust & Banking
Primary Customers And Businesses	Middle and retail market securities company primarily dealing with MHFG customers	Second-tier comprehensive securities company	Trust bank primarily offering asset management services to individuals and corporate customers
Management	President Taira Hosaka 5 Board members	President Takeshi Kusakabe 10 Board members	President & CEO Hiroaki Eto 5 Board members
Business Volume	Capital JPY80 bil. Assets under management JPY4 tri.	Capital JPY125 bil. Assets under management JPY8 tri.	Capital JPY247 bil. Assets JPY6 tri. Trust assets JPY5 tri.
Employees And Network	1,918 employees 60 domestic branches	4,909 employees 96 domestic branches	1,956 employees 39 domestic branches

(Note) All the figures are as of September 30, 2002.