

Mizuho's journey

History

Over Mizuho's long history, we have continued to transform our organization in response to societal changes.

We will leverage the strong foundations we have built to date to continue contributing to the development of our customers, the economy, and society.

One MIZUHO
Building the future with you

Social and economic developments

- 2021** Deterioration of the Russia-Ukraine situation
- 2020** COVID-19 pandemic
- 2016** Bank of Japan introduces negative interest rates
- 2015** The United Nations adopts the Sustainable Development Goals
- 2013** Bank of Japan introduces quantitative and qualitative monetary easing
- 2011** Great East Japan Earthquake
- 2010** European debt crisis
- 2008** Global financial crisis
- 2007** Sub-prime mortgage crisis
- 2006** Bank of Japan ends zero interest rate policy

2022

Mizuho Securities becomes wholly-owned subsidiary of Mizuho Financial Group

2021

Establishment of Mizuho Research & Technologies

2020

Establishment of Custody Bank of Japan
Establishment of MI Digital Services

2016

Introduction of in-house company system
Establishment of Asset Management One
Establishment of Mizuho Americas

2014

Transition to a Company with Three Committees model of corporate governance

2013

Merger of Mizuho Bank and Mizuho Corporate Bank
Merger of Mizuho Securities and Mizuho Investors Securities

2011

Mizuho Trust & Banking becomes wholly-owned subsidiary of Mizuho Financial Group

2006

Listed on NYSE

2003

Establishment of Mizuho Financial Group
Merger of Mizuho Trust & Banking and Mizuho Asset Trust & Banking

2002

Establishment of Mizuho Bank and Mizuho Corporate Bank

2000

Establishment of Mizuho Holdings

1999

Merger of our three predecessor banks

Medium-term business plans

2019

5-Year Business Plan

Transitioning to the next generation of financial services by building new forms of partnerships with our customers so that we can respond to their needs as the times change, with the objective of building a stronger and more resilient financial group which our customers can depend on in the coming era

2016

Medium-term business plan: Progressive Development of "One Mizuho"

Further development of the One Mizuho strategy by creating a new business model as a financial services consulting group based on the foundations of operational excellence and a customer-focused perspective

2013

Medium-term business plan: One Mizuho New Frontier Plan

In response to structural and regulatory changes in the economy and society in both Japan and overseas, aiming for the new frontier of finance for the coming era

2010

Medium-term policy: Mizuho's Transformation Program

Aiming to be the most trusted financial institution by its customers in and outside Japan by focusing on the core function of contributing to social and economic development

2005

Business strategy: Channel to Discovery Plan

Aiming to be a financial partner that helps customers shape their future and achieve their dreams

1873 Dai-Ichi Kangyo Bank

1873 Establishment of the First National Bank
1896 Name changed to Dai-Ichi Bank
1971 Establishment of Dai-Ichi Kangyo Bank through a merger with Nihon Kangyo Bank

1880 Fuji Bank






1880 Establishment of Yasuda Bank
1948 Name changed to Fuji Bank

1902 The Industrial Bank of Japan

1902 Establishment of the Industrial Bank of Japan

Capital for value creation

We are working to strengthen and utilize the different types of capital that constitute the source of value creation, based on the current situation and characteristics of each type.

	Importance	Current situation and characteristics	Major policies and initiatives
Human capital 	Self-driven employees with specialized expertise, reaching their full potential through their own work style in an inclusive organization, are at the core of all value creation.	Number of employees: 52,420 Average age: 39 years and 7 months <ul style="list-style-type: none"> Personnel with expertise in financial and non-financial fields Cross-entity personnel transfers and career development supporting a unified group culture and business model 	<ul style="list-style-type: none"> Fostering a corporate culture of being self-driven and deepening specialized expertise: Personnel development and allocation, appropriate compensation based on job role and performance, strengthening talent portfolio Becoming an even more inclusive workplace for employees from diverse backgrounds: Global business expansion, promoting women's participation in the workplace, networking Providing an environment where employees can reach their full potential: Health and wellness, flexible work styles, supporting employees who have childcare or nursing care responsibilities
Intellectual capital 	In addition to the financial expertise we have built up as a financial services group, our non-financial expertise in areas such as industry, real estate and consulting is, together with our human capital, at the core of all value creation. Also, as a part of financial infrastructure, we have a social responsibility to ensure stable IT system and business operations.	<ul style="list-style-type: none"> In addition to proficiency in providing a wide range of financial services to corporate and individual customers, we possess unique expertise in areas such as industry, sustainability, and financial engineering. We provide services effectively through our combined expertise and knowledge in financial and non-financial services and through an in-house company system based on customer segments. We are making steady progress on our business improvement plan responding to the series of IT system failures, based on a group-wide effort to ensure stable IT system and business operations. 	<ul style="list-style-type: none"> Through our new operational structure, we are enhancing our expertise for corporate and individual customers, as well as our knowledge of individual industries and cross-industry activity. We are utilizing our expertise and knowledge in financial and non-financial fields to create new value in sustainability transformation, digital transformation, and other fields. We are conducting inspections aimed at preventing further system failures, changing ATM specifications to enhance our ability to respond to system failures, and implementing training for addressing any future system failures. We are taking measures to strengthen cybersecurity.
Social & relationship capital 	Tangible and quantitatively measured capital such as the customer base, business networks in and outside Japan and in and outside Mizuho, and market presence, together with intangible capital such as trustworthiness and dependability, form the basis for value creation.	Individual customers: Approx. 23 million people Corporate clients in Japan: Approx. 70% of listed companies Corporate clients outside Japan: Approx. 80% of major global companies* <ul style="list-style-type: none"> Presence in financial fields such as financial markets, investment banking, and transactions, and in non-financial fields such as real estate and consulting Partnerships with tech companies in different industries 	<ul style="list-style-type: none"> Developing highly convenient branch, ATM, and online channel networks Expanding our partnerships in different industries and our networks with industry, the government, and academia through co-creation of value Initiatives to increase our market presence by raising our ability to develop and offer advanced products
Financial capital 	A robust financial base is at the core of societal and economic value creation, as it enables the provision of stable and adequate financial intermediary functions.	<ul style="list-style-type: none"> CET1 capital ratio (Basel III finalization fully effective basis; excluding Net Unrealized Gains (Losses) on Other Securities): 9.3% Balance of deposits (including negotiable certificates of deposit): ¥155 trillion NPL ratio: 1.15% 	<ul style="list-style-type: none"> Fulfilling financial intermediary functions by utilizing our robust financial base Further strengthening our revenue base balancing stability and growth Optimizing our business portfolio through reallocation of corporate resources
Natural capital 	The global environment and natural capital are the basis for the existence of Mizuho and our customers. Our various initiatives to preserve and recover them, including responsible financing and investment and sustainable business based on our Environmental Policy, are at the core of our simultaneous realization of environmental, social, and economic value.	<ul style="list-style-type: none"> Strengthening our sustainability action based on our Environmental Policy Sustainable finance FY2019 – 2021 overall result: ¥13.1 trillion Accelerating engagement-based responses to both risk and opportunity <ul style="list-style-type: none"> Responsible financing and investment: Approx. 1,000 firms Support for clients' sustainability transformation: Approx. 1,300 firms 	<ul style="list-style-type: none"> Sustainable finance targets FY2019 – 2030: ¥25 trillion Credit balance for coal-fired power generation facilities Reduce the FY2019 amount by 50% by FY2030, and achieve an outstanding credit balance of zero by FY2040 Scope 3 targets Electric power sector: FY2030 138 – 232 kgCO₂/MWh

*Top 200 companies out of the Forbes Global 2000 (excluding financial institutions).

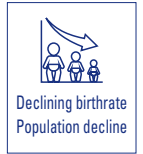
Strengths as a unified group

- Since the 2000s, we have been strengthening collaboration among Mizuho group companies and expanding cross-entity personnel exchanges.
- Following the two medium-term business plans for which the “One Mizuho” slogan was used, Mizuho’s 5-Year Business Plan is continuing to strengthen development of products and services and provision of solutions through mobilization of group-wide capabilities.
- Going forward, we will further strengthen collaboration among group companies, including Mizuho Leasing, by instituting a group-wide HR framework and other measures.

Value creation process

At Mizuho, we will collectively leverage our group strengths in order to respond to increasingly diverse economic and societal issues. In doing so, we will create a sustainable future together with our customers and society.

External environment



Corporate Identity — Create lasting value for our customers and the
Basic Policy on Sustainability Initiatives: Achieving sustainable

Input



Human capital

- Self-driven personnel with specialized expertise
- Inclusive workplace



Intellectual capital

- Capabilities to seamlessly provide both financial and non-financial functions
- Stable IT system and business operations



Social & relationship capital

- Customer base and network
- Trustworthiness and dependability
- Market presence



Financial capital

- Stable capital raising structure
- Sound loan assets
- Sufficient equity capital



Natural capital

- Global environment and natural resources
- Mizuho's Environmental Policy

Strengths as a unified group

Our history and accumulated experience of group-wide collaboration underpin our implementation frameworks and expertise.

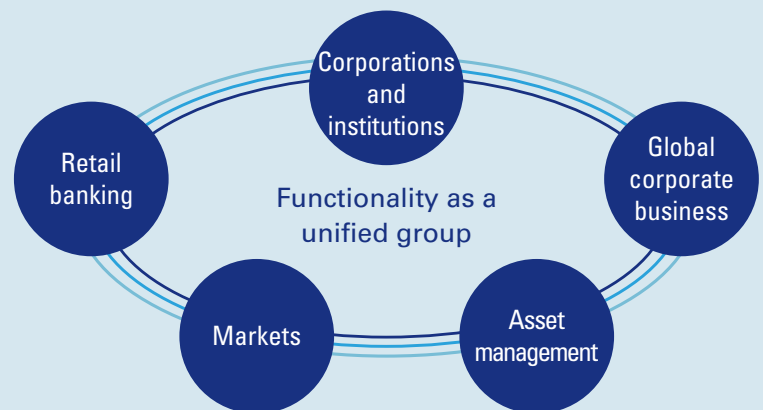
Business strategy and business activities

Materiality (key sustainability areas)

Declining birthrate and aging population, plus good health and lengthening lifespans
 Industry development & innovation
 Sound economic growth

Medium-term business plan (5-Year Business Plan) and fiscal year plan

In-house company system based on customer segments



Corporate foundations

Our people and organization

Corporate culture: Enabling everyone to take initiative and engage



Age of longevity



Expansion of SDGs-focused initiatives



Advances in digital technology



Changes under COVID-19

economies and communities in which we operate
development for both Mizuho and society

Environment & society
Personnel
Corporate governance

Open partnerships and
collaboration



Creating new value,
sustainability transformation
and digital transformation

Corporate governance

in constructive communication

Output

Materiality:
main initiatives

⇒ p. 36

Business strategies
by in-house
company/unit

⇒ pp. 51 to 64

Outcomes

As a unified group, exercise
capabilities beyond finance to
shape a brighter future together
with our customers and society



Society

Contribute to the sustainable
development and prosperity of
society by providing safe, stable,
and convenient infrastructure



Environment

Contribute by addressing
environmental concerns and
climate change and driving
sustainable business



Economy

Improve corporate value and
individuals' lives both at Mizuho
and among our customers and
other stakeholders



Personnel

Ensure employees can reach
their full potential, growing
alongside our customers,
society, and Mizuho itself

Please refer to the "2.1 Impact Analysis" section of the below URL for the results of our impact analysis.
https://www.mizuhogroup.com/binaries/content/assets/pdf/mizuhoglobal/sustainability/overview/management/international-agreements/responsible_banking.pdf

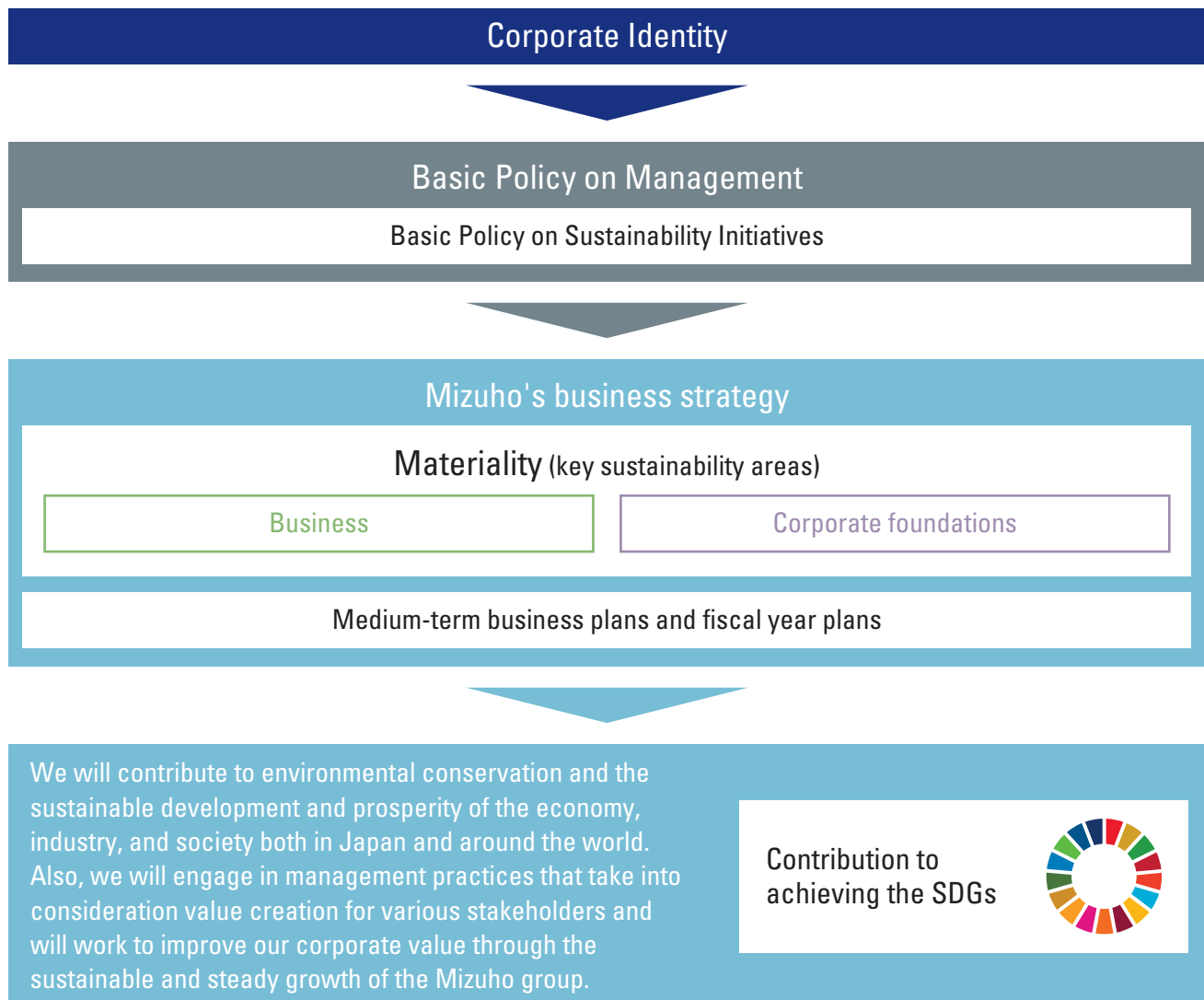
Materiality (key sustainability areas) / Risks and opportunities

At Mizuho, we take an integrated view on sustainability and business strategy. We aim to contribute to achieving the Sustainable Development Goals (SDGs), and in line with this we are expanding our positive impacts and reducing our negative impacts.

The trend of social sustainability is having an increasing influence on companies. As such, we are looking to strengthen Mizuho and society's sustainability and further clarify Mizuho's medium- to long-term value creation approach. From this perspective, we have revised our basic approach to sustainability initiatives, clarified our definition of materiality (key sustainability areas), and updated what is included in our materiality areas.

Sustainability at Mizuho	Environmental conservation, the sustainable development and prosperity of the economy, industry, and society both in Japan and around the world, and the Mizuho group's sustainable and steady growth
How we define materiality areas	Areas that include medium- to long-term priority issues for the sustainable growth and development of Mizuho, our clients, our employees, the economy, society, and other stakeholders

Significance of materiality areas



Revising what is included in our materiality areas

When designating materiality areas at Mizuho, we consider (i) expectations of society,¹ and (ii) importance for Mizuho.²

We reorganized the materiality areas designated in our 5-Year Business Plan based on a new assessment of the expectations of society and importance for Mizuho.







We are setting opportunities to revise materiality areas on a yearly basis.

1. Expectations and requirements various stakeholders maintain towards financial institutions in general, and towards Mizuho specifically, in regard to the sustainable development of the economy, industry, and society.
2. Medium- to long-term impact on our corporate value and compatibility with Mizuho's strategies and business areas.

	Expectations of society / Importance for Mizuho
Step 1 Identifying elements for consideration	We identified expectations held by society towards financial services groups based on financial institution disclosures, regulatory trends, government fiscal policy, media coverage, posts on social media, and similar. Further, we identified expectations regarding Mizuho in particular through external evaluations and customer surveys, and we identified keywords important for Mizuho based on our business strategy and plans. The above methods led us to identify 49 elements.
Step 2 Discussions at the supervisory line and business execution line	Considering risks and opportunities associated with the identified elements and reorganizing materiality areas Based on the elements identified in Step 1, multiple discussions were held at the Board of Directors and at the business execution line. After exploring risks and opportunities, we considered what our role should be in light of our Corporate Identity, the external business environment, and Mizuho's strengths and weaknesses. After reorganizing our materiality areas into six categories, we planned specific initiatives and set targets and KPIs.
Step 3 Organizational approval	Organizational approval at the Board of Directors following discussion at the Executive Management Committee The reorganized materiality areas, identified risks and opportunities, specific initiative plans, and targets and KPIs were deliberated by the Executive Management Committee. The materiality areas and targets and KPIs were then approved by the Board of Directors.

Reference: Step 2 Reorganized materiality areas

Stakeholders	Expectations of society / Importance	Mizuho's role / Importance	Materiality areas (see following page)
Customers	Retail Pursuit of improved health and diversification of lifestyles, accelerated under COVID-19	Provide face-to-face consulting that leverages our group-wide strengths and services to meet the individual needs of our wide range of customers, utilizing digital technology	Declining birthrate and aging population, plus good health and lengthening lifespans Industry development & innovation
	Corporate Acceleration of game-changing sustainability transformation and digital transformation initiatives, and collaboration and innovation that crosses industries and borders	Support clients in building global value chains, using our knowledge of individual industries and cross-industry activity and our non-financial functions	
Economy & society	Markets Increase in market uncertainty and the importance of economic security due to shifting international circumstances	Contribute to the development of markets by exercising our financial and non-financial functions in response to changes in the business environment	Sound economic growth Environment & society
	Environment Acceleration of global initiatives for a low-carbon society, and materialization of human rights issues	Undertake engagement and other efforts that will enable both clients and the Mizuho group to achieve net zero by 2050, establish frameworks that focus on the diversification of related issues	
Employees	Pursuit of diversity and wellbeing, which are demanded by society as well as being sources of corporate value	Create a comfortable, broad-minded work environment with a sense of purpose, fostering a corporate culture where our diverse workforce can act on their own initiative	Personnel
Foundations for contribution	Sound corporate management that forms the foundation of trust and responsibility	Establish governance frameworks and strengthen the effectiveness of governance management for stable business operations, and ensure transparency of disclosures	Governance

Materiality		Risks and opportunities for Mizuho	
Business	<p>Declining birthrate and aging population, plus good health and lengthening lifespans </p> <p>In an age of longer lifespans, provide safe, stable, and convenient services tailored to each individual's needs</p>	<p>Risks</p> <ul style="list-style-type: none"> ● Lost opportunities due to a lack of appropriate channels and services ● Customer attrition due to insufficient consideration of aspects such as diversity, resulting from not fully adapting to changes in society including the declining birthrate and aging population 	<p>Opportunities</p> <ul style="list-style-type: none"> ● Providing diverse services and responsive customer care in line with changing needs, including for asset formation
	<p>Industry development & innovation </p> <p>Support industry and business development, and create new value on a global basis</p>	<p>Risks</p> <ul style="list-style-type: none"> ● Increase in credit costs caused by the deteriorated business performance of companies resulting from a delayed response to such factors as industry transformation ● Lost opportunities resulting from an insufficient ability to respond to changes in client needs ● Deterioration in competitiveness due to stagnation of digital strategies 	<p>Opportunities</p> <ul style="list-style-type: none"> ● Increased financial and non-financial needs arising from various changes mid- and post-pandemic, such as business succession and industry transformation ● Speedy development and expansion of solutions that also leverage specialized knowledge and utilize external resources and technologies
	<p>Sound economic growth </p> <p>Contribute to economic development by utilizing financial infrastructure functions to respond to changes in the Japanese and global business environment</p>	<p>Risks</p> <ul style="list-style-type: none"> ● Lost opportunities resulting from a lack of solutions that adapt to changes in regulations and financial market conditions ● Business restrictions and increased compliance costs arising from regulatory changes ● Deterioration in Mizuho's competitiveness due to an insufficient response to the advancing shift toward cashless payments 	<p>Opportunities</p> <ul style="list-style-type: none"> ● Capturing revenue opportunities that result from supporting sustainable economic growth with the sound provision of risk capital ● Providing services aligned with cashless trends ● Expanding solutions and leveraging intermediary functions that include non-financial areas, capturing changes in the business environment such as regulations and financial markets
	<p>Environment & society </p> <p>Cooperate with customers to realize sustainable social development, including environmental conservation</p>	<p>Risks</p> <ul style="list-style-type: none"> ● Lost opportunities due to insufficient solutions ● Increased credit costs resulting from deteriorated business performance in companies with delayed responses to technological innovations aimed at transitioning to a low-carbon society, as well as to changes in stakeholder behavior ● Increased credit costs resulting from a lack of progress in clients' business structure transformations due to insufficient dialogue ● Public criticism of issues such as insufficient consideration to climate change and human rights in financing, investment, and procurement 	<p>Opportunities</p> <ul style="list-style-type: none"> ● Expanded opportunities to provide solutions through dialogue ● Retaining expertise and expanding and providing solutions in line with increasing interest in the environment and society, and in line with climate change response and transition support needs ● Building and strengthening relationships with stakeholders through the formulation and implementation of appropriate financing, investment, and procurement policies, as well as through social contribution activities
	<p>Personnel </p> <p>Based on a corporate culture where employees can act independently, develop a diverse workforce that grows together with customers and society</p>	<p>Risks</p> <ul style="list-style-type: none"> ● Stagnation of strategy execution and deterioration in capacity for providing services due to high turnover linked to diversifying career aspirations and to insufficient employee training caused by increased operational burdens ● Issues such as overwork resulting in required payment of government fines or compensation, as well as public criticism and weakened employee morale ● Slowdown in growth due to insufficient response to changes in the business environment, which originates in the lack of diversity among our talent 	<p>Opportunities</p> <ul style="list-style-type: none"> ● Realizing a positive cycle of increased investment in human resources and higher employee motivation by fully engaging a diverse workforce in Mizuho's development ● Train and retain a diverse workforce that has the passion and knowledge to engage with clients and society, and strengthen overall business through fostering a corporate culture that encourages employees to act on their own initiative
Corporate foundations	<p>Governance </p> <p>Implement strong corporate governance and stable operational management to benefit customers and society</p>	<p>Risks</p> <ul style="list-style-type: none"> ● Damage to social credibility or business activity suspensions due to inadequate corporate governance, IT system failures, and an insufficient response to cyberattacks, money laundering, or the financing of terrorism ● Increased costs related to government fines or penalties resulting from issues such as IT system failures or violations of laws and regulations ● Stagnation in strategy implementation due to failure to make appropriate decisions, resulting from insufficient understanding of customer viewpoints and the situation at frontline offices, and from a lack of communication 	<p>Opportunities</p> <ul style="list-style-type: none"> ● Strengthening our capacity to execute strategies, as well as our entire management and business base, through the expansion and enhancement of corporate governance and management frameworks that reflect our customers' best interests and focus on the situation at the frontlines ● Improving stakeholder communication

Full utilization of group-wide functions, and open partnerships and collaboration

Note: Please refer to the non-financial data on p. 38 for materiality targets and KPIs

Main initiatives / Major related Sustainable Development Goals (SDGs)

- Promote comprehensive asset management consulting that contributes to improved household economic wellbeing
 - Support initiatives aimed at asset formation by establishing a comprehensive asset consulting framework
- Expand services to reduce concerns about an aging society
 - Provide financial products that facilitate asset formation, and provide non-financial solutions utilizing our specialist expertise
- Provide convenient services in line with diversifying lifestyles
 - Undertake initiatives aimed at improving our understanding of customer needs, based on the everyday points of connection between our customers and Mizuho that digital technology affords us, and provide solutions, such as a wallet app consolidating non-financial functions, in order to meet the needs of each and every customer



- Support measures responding to changes in industry structure, using knowledge of individual industries and cross-industry activity
 - Strategy proposals and financing support for business structure transformation based on our knowledge of individual industries and cross-industry activity
 - Provide information and solutions leveraging existing cross-sector industrial and technological advantages
- On a group-wide basis, support innovation and industry revitalization in Japan and globally
 - Expand value creation model solutions through ecosystem collaboration with start-ups and other organizations and through risk capital provision
 - Promote the digitalization of financial infrastructure, providing solutions with our expertise in digital technology
 - Expand client base to accelerate economic growth in Asia (digital retail banking business outside of Japan, start-ups)
- Provide financial and non-financial solutions that facilitate smooth business succession
- Support creation of resilient social infrastructure in Japan and globally
 - Project finance for infrastructure development, design of financial products towards investor development



- Maintain and develop sound capital markets functions
 - Diversification of ESG-related products to meet the needs of market players, and initiatives for carbon credit market development
 - Improvement of engagement activities from financing and investment / asset management, making use of ESG information
- Expand and utilize financial functions in light of COVID-19 and the trend in digital transformation
 - Continuation of appropriate COVID-19-related support
 - Proactive support for our clients, aiming for transformation of business structure and financial strategy based on post-COVID-19 changes in the societal environment
 - Providing emerging economies with financial infrastructure by developing the digitalization-centered retail banking market outside Japan
- Address changes in the Japanese and global business environment / regulations, and the need to ensure economic security
 - Making environmental, social, and technological policy recommendations, and supporting the drafting and promotion of policy through appeals to government and economic organizations
 - Proposing business and financial strategy related to changes in supply chain structures, from a macro and semi-macro perspective



- Promote measures to address climate change and support the transition to a low-carbon society through dialogue; in doing so, advance our group-wide response to climate change and support our clients' transitions towards achieving net zero by 2050
 - Initiatives aimed at becoming carbon neutral in Scope 1 and Scope 2 emissions by fiscal 2030, improved measurement of Scope 3 emissions, expanded coverage of our targets
 - Achieving a reduction in Scope 3 emissions through supporting clients' transitions, based on client engagement
 - Construction of a risk management framework and carbon-related exposure control that reflects global financial regulations and principles
- Give consideration to the environment and human rights in the areas of financing and investment and procurement
 - Enhanced implementation of responsible financing and investment and procurement, and formation of a human rights due diligence framework
 - Promotion of sustainable business through identifying and leveraging eligible ESG assets
- Utilize the Mizuho group's strengths to improve financial and economic literacy, and enhance activities that contribute to society based on regional and societal needs



- Create a comfortable, broad-minded work environment with a sense of purpose
 - Enhanced talent and organizational development and improved wellbeing, aimed at increasing a sense of belonging among employees
 - Expanding digital foundational infrastructure and improving application based on an understanding of the needs at frontline offices
- Maintain a firm understanding of how to meet the needs of customers and society, implement personnel and career development that centers on specialized expertise, and support employees' independent efforts for self-development
 - Embarking on specialist training that instills a "big picture" outlook
 - Providing opportunities to learn about reskilling, digital transformation, and other topics
 - Promoting a development-focused evaluation system
- Employ diverse talent and develop a corporate culture where our workforce can act on their own initiative
 - Setting targets and strengthening initiatives that enable our diverse personnel to actively participate and achieve promotion
 - Multifaceted initiatives for transforming our corporate culture, led by executive officers and employees in a unified effort

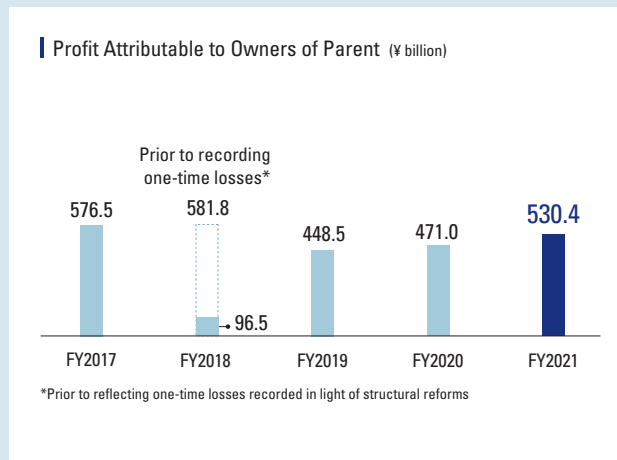
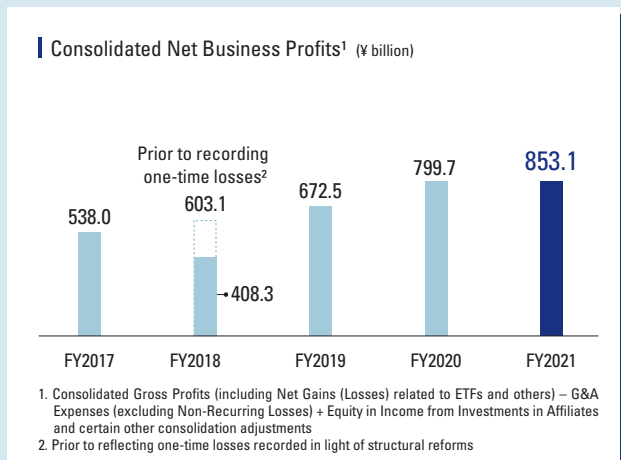


- Enhance group-wide corporate governance
 - Create a framework allowing for in-depth discussions on the rationale behind the business execution line's decision-making
 - Revise organization, authorization, and regulation that contributes to the enhancement of internal management frameworks, including improvements to group company management
 - Improve our risk management framework and compliance by considering the external business environment, society's point of view, and diversification of risks
 - Enhance engagement in relation to cross-shareholdings, and revise standards pertaining to the voting rights of shareholdings tied to ESG matters
- Strengthen IT governance and cybersecurity and ensure stable IT system operation
 - Create a framework for system development, maintenance, and operation that reflects the situation at the frontlines and actual risk conditions, strengthen the system risk management framework, and undertake business reforms aimed at continued stable operation of IT systems
- Reinforce customer-focused perspective and improve ability to assess actual frontline conditions
 - Enhance open communication between the frontlines and Head Office, and utilize the information we gain about the actual situation at frontline offices to allocate resources and develop frameworks
- Disclose information in a fair, timely, and appropriate manner, and hold dialogue with stakeholders
 - Enhance disclosures in line with trends in the establishment of international standards for ESG disclosures, improve engagement, and enhance the organization of the General Meeting of Shareholders



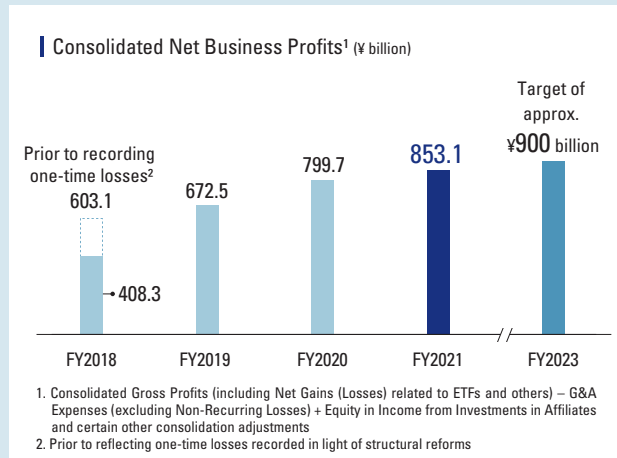
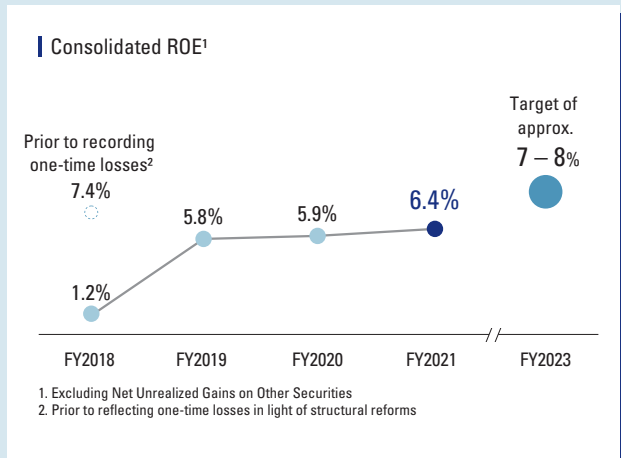
Financial data

Historical data

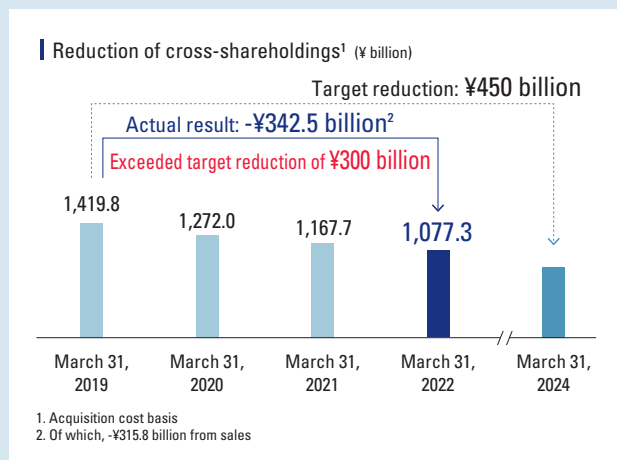
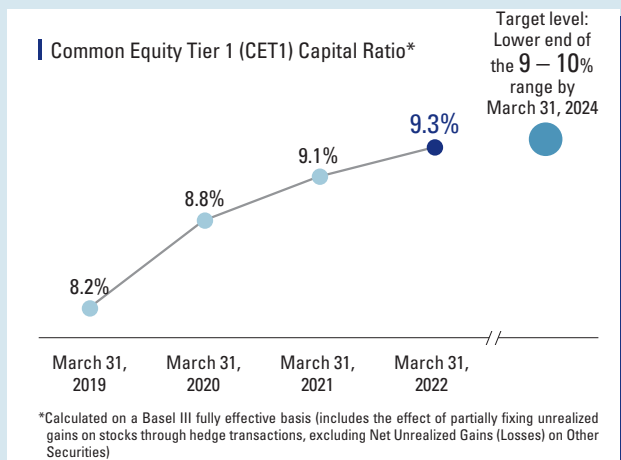


Progress on the 5-Year Business Plan (FY2019 – FY2023)

Financial targets



Other key indicators



Non-financial data

FY2021 performance on sustainability performance targets and KPIs

We have set targets and KPIs regarding materiality (key sustainability areas) as shown on pp. 35 – 36.

Business

Industry development & innovation, Sound economic growth, Environment & society

Sustainable finance
Environmental finance (¥ trillion)

Total for FY2019 – FY2021: 13.1 (Of which, environmental finance: 4.6)
Total for FY2019 – FY2030: 25 (Of which, environmental finance: 12)
Target: 25

Outstanding credit balance for coal-fired power generation facilities based on our Environmental and Social Management Policy for Financing and Investment Activity (¥ billion)

FY2019: 299.5, FY2021: 248.6, FY2030 Target: 50% (149.75), FY2040 Target: Zero

Scope 3 (emissions from financing and investment) - Electric power sector

Target	FY2020 performance
FY2030: 138 to 232 kgCO ₂ /MWh	388 kgCO ₂ /MWh

Exposure to high-risk areas within transition risk sectors*

Target	FY2021 performance
Reduce over the medium to long term	¥1.6 trillion

* See pp. 70, 72 for details

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

	FY2021 performance
Net increase in investment products (individual investors)	¥479.1 billion
Number of individual customers who use investment products	1.736 million customers
Net increase in publicly offered equity investment trust assets under management	¥416.8 billion

Enhancement of our comprehensive asset consulting capability led to increases in the investment products balance and the number of individual customers using such products. The balance of publicly offered equity investment trust assets under management also increased.

Industry development & innovation

	FY2021 performance
Number of clients provided with consulting for business succession	2,534 clients
Rank in the number of IPOs as lead underwriter	#1
Rank in terms of IPO underwriting amount	#3

Establishment of a new operational structure strengthened our ability to help solve issues faced by customers, and the number of clients who received consulting for business succession increased by 15% year-on-year.

Providing integrated bank-securities support for accelerated growth to innovation companies resulted in improved rankings in both the number of IPOs as lead underwriter and amount underwritten.

Personnel

Percentage of management positions filled by women¹

	Level to be achieved continuously	FY2021 performance
Percentage of management positions filled by employees hired outside Japan ²	65%	66%
Percentage of management positions filled by mid-career hires ¹	15%	16%
Percentage of women in new graduates hired ^{1,3}	30%	35%
Percentage of paid annual leave taken by employees ¹	70%	76%
Percentage of eligible male employees who take childcare leave ¹	100%	97%

1. Japan (Total of Mizuho Financial Group, Mizuho Bank, Mizuho Trust & Banking, and Mizuho Securities)
2. Except Japan (Total of Mizuho Bank, Mizuho Trust & Banking, and Mizuho Securities)
3. For new employees hired with plans to start in April of the following year

Environment & society

Greenhouse gas emissions (Scope1, 2)¹ (1,000t CO₂)

FY2019: 183, FY2020: 169, FY2021 (provisional): 153, FY2030 Target: Carbon neutral

Number of participants in Mizuho's financial and economic education programs

Total for FY2019 – FY2021: 39,335 participants
Target: More than 60,000 participants

Corporate foundations