

Stakeholder communication

In addition to articulating our commitment to maintain an ethical stance towards our stakeholders within the Mizuho Code of Conduct, we aim to communicate with our stakeholders proactively and we strive to ensure that our corporate activities are aligned with social expectations as well as fair and transparent.

Our stakeholders

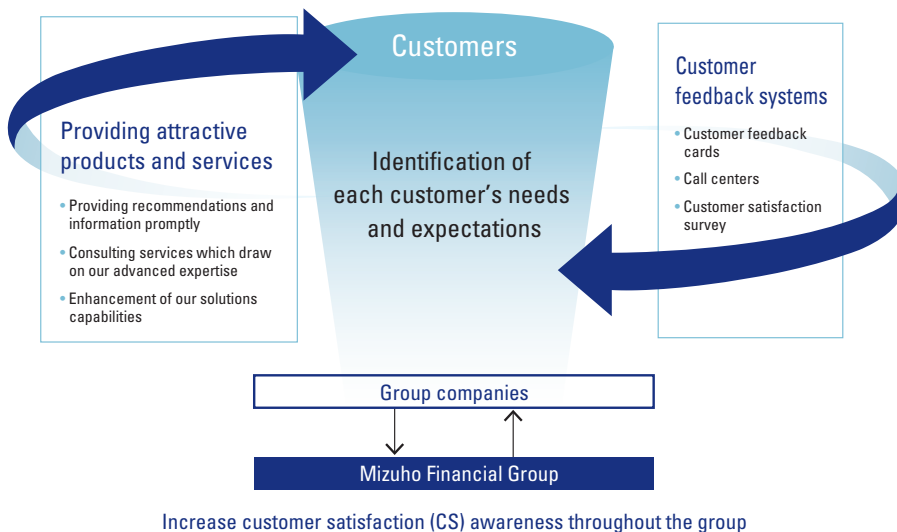
We communicate with our broad base of stakeholders using a wide range of communication tools and channels and aim to reflect their opinions and ideas into our corporate activities.

| Stakeholders | Principal communication channels | |
|----------------------------|---|--------------|
| Customers | Customer feedback cards, customer satisfaction surveys, call centers, website customer feedback forms, and a dedicated toll-free number | ▶ P. 107 |
| Shareholders | General Meeting of Shareholders, investor briefings | ▶ P. 43 |
| Employees | Various briefings, town hall meetings, employee opinion surveys | ▶ P. 79, 108 |
| Regional/local communities | Social contribution activities, support for financial education | ▶ P. 108 |
| Suppliers/competitors | Purchasing activities and outsourcing contracts | |
| Government authorities | Policy recommendations, participation in industry groups, appropriate responses to supervisory authorities | |



A closer look at our communication with customers

In our Vision, we at Mizuho have adopted a goal of being our customers' best financial services provider and we have put a number of initiatives in place in order to achieve this objective. Using a range of communication channels, we actively stay abreast of the constantly changing needs of our customers and strive to improve the level of services that we can offer.



Systems to capture customer feedback

Customer feedback cards

Mizuho Bank, Mizuho Trust & Banking, and Mizuho Securities have made customer feedback cards available in the lobby areas of retail branches in order to gather customer opinions and requests.

Customer satisfaction surveys

Mizuho Bank, Mizuho Trust & Banking, and Mizuho Securities regularly conduct customer satisfaction surveys, reflecting the feedback in improved group products and services.

Call centers

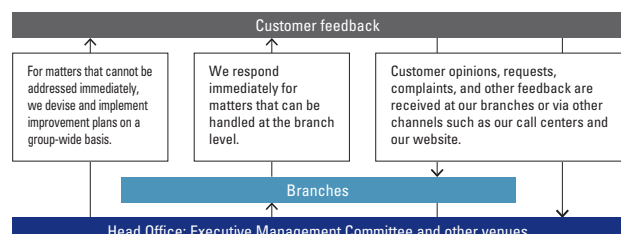
Our call centers are available for responding to customer opinions and requests and data collected from these centers is a valuable resource.

Website feedback forms and dedicated toll-free number

Mizuho Bank, Mizuho Trust & Banking, and Mizuho Securities have made feedback forms available on their websites, as well as established a dedicated toll-free line, to gather customer opinions and requests.

Reflecting customer feedback into our corporate activities

At Mizuho Bank, Mizuho Trust & Banking, and Mizuho Securities, we draw on the opinions expressed by customers in discussions held at branches and management level meetings, including those of the Executive Management Committee at Head Office.

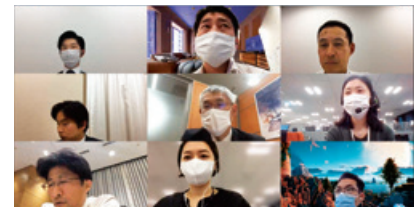


A closer look at our internal communications

We are endeavoring to raise the quality and quantity of the internal communications within our group as part of our efforts to build reciprocal, horizontal relationships between our executive management and employees, Head Office and frontlines, supervisors and their direct reports, and the employees themselves, and foster a corporate culture in which each employee acts independently and proactively.

■ Initiatives to increase the quality and quantity of communication

To raise the quality of communication, we are endeavoring to transform the corporate culture and promote communication by setting up working groups made up of participants from across the Mizuho group, which provide direct feedback from employees. In addition, executive management and employees have the opportunity to engage in direct dialogue with each other in town hall meetings and discussion meetings.



Discussion meetings between executive management and employees

Further, to increase the quantity of communication, our executive management, led by the Group CEO, communicates with employees through a range of channels including messages, briefings, videos, and emails. Employee surveys on this outreach are also conducted and a number of opportunities for mutual communication provided.



Briefing for employees

Our other communication initiatives include providing information on the Mizuho group's employee intranet Mizuho Web, the annual staff survey of group employees, and ad hoc quick pulse surveys.

A closer look at our communication with local communities

In our aim to be a good corporate citizen that aligns our organization's interests with those of society, supports society, and advances in step with society, the Mizuho group is actively engaged in social contribution initiatives addressing local community issues and needs.

■ Community and social contribution activities

At our offices worldwide, employees and their families undertake volunteer activities in local communities. We are also involved in various social contribution initiatives, including delivering yellow safety badges to first graders across Japan to help ensure their traffic safety and holding Coming-of-Age Day concerts in Japan to expose the next generation to art and culture.



Volunteering at a food bank for a local community outside Japan



Poster promoting the traffic safety yellow badges presented to first graders throughout Japan

■ Financial and economic education initiatives

Using their practical knowledge and insights, each of our group companies assigns executive officers and employees to teach financial and economic education. We serve the needs of various age groups, from first graders to members of the general public, through providing financial literacy seminars, workplace experience, and endowed lectures.



Live online lesson at Children's Summer School