

Human capital management



The source of Mizuho's corporate value is our people. Through our new human resources framework in Japan, CANADE, we will continually help our people develop their skills and careers. In doing so, we will create social value and enhance corporate value in line with our medium-term business plan.

Nobuhiro Kaminoyama

Member of the Board of Directors
Group Chief Human Resources Officer (Group CHRO)

One of the most indispensable forms of capital for business is human capital. Even as the relationship between employers and employees shifts with the changing times and business environment, the need for companies to secure a sufficient number of qualified professionals is a constant. Under the revised Corporate Identity, we are aiming to continuously help our people—the source of our corporate value—to develop their skills and careers. With this goal, we have already begun moving towards a new HR framework in Japan, and we plan to transition fully in fiscal 2024. One of our main aspirations in designing the new framework was to ensure a harmony between the organization and individual employees, enabling collaborative creative input. Accordingly, we are calling the new framework "CANADE", a reference to the Japanese word for the beautiful harmony musicians create when they play together in concert.

The HR system under CANADE will be a unified platform covering five of our group companies,* previously unseen in either the financial or other industries. Employees will be able to transfer between companies based on business area, allowing for optimal allocation and rigorous development of personnel. In order to execute our strategies, we will

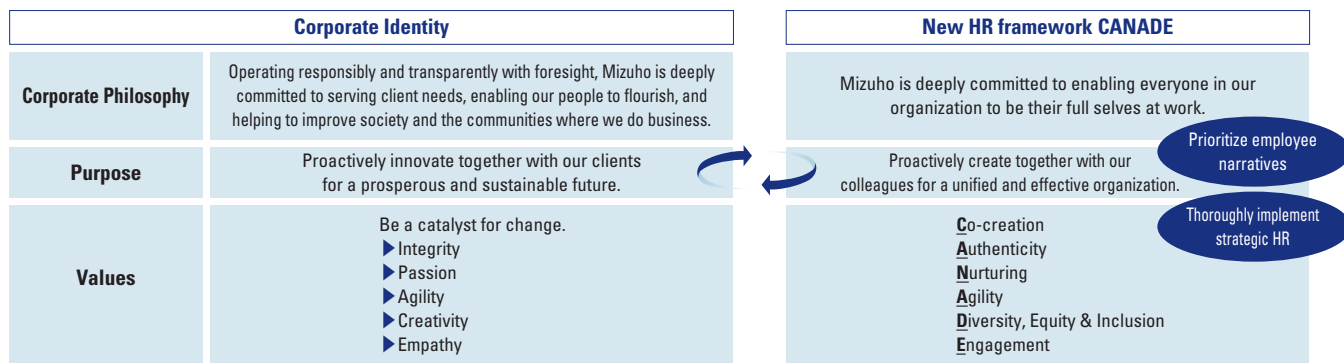
continue disciplined optimization across the overall organization. Along with this, we will thoroughly implement strategic HR that allows each business area to take the lead on its own HR management, including in aligning compensation with promotion, roles, and results.

At the foundation of our HR under CANADE will be employees' narratives. We believe our people will be able to maximize their latent potential if they take their own individuality as a starting point towards building their own career paths. In addition, we will strive to improve support for them and give them a greater sense of purpose.

CANADE will further develop the talent that supports our business while also enabling each person to demonstrate their individuality and skills. In this way, it will be an integral part of our deep commitment to serving client needs, enabling our people to flourish, and helping to improve society and the communities where we do business. We will proactively innovate together with our colleagues to enhance our human capital and achieve a prosperous and sustainable future.

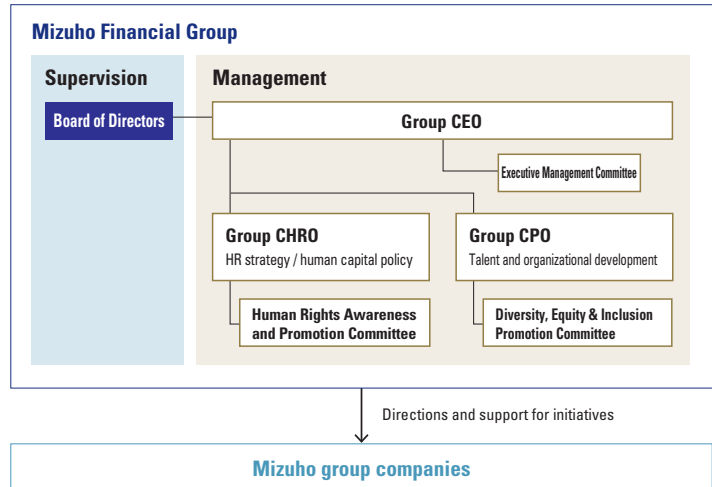
* Mizuho Financial Group, Mizuho Bank, Mizuho Trust & Banking, Mizuho Securities, and Mizuho Research & Technologies.

The new Corporate Identity and CANADE



Structure for HR management

Important matters of HR management are deliberated by the business execution line and supervised by the Board of Directors. The Group CHRO is responsible for HR strategy and human capital policy, planning and facilitating HR management initiatives for the overall group. The Group Chief People Officer (Group CPO), a position established in May 2022, promotes talent and organizational development and diversity, equity, and inclusion as part of HR management. The Group CHRO and Group CPO work together to enhance our human capital.



Human capital KPIs

KPI		FY2022 result	FY2025 target	
CANADE Thoroughly implement strategic HR	Management	2x or more	Maintain at 2x or more the number of executive officers	
	Digital transformation ¹	N/A	+100 employees	
	Digital transformation basics ²	N/A	+1,000 employees	
	Personal consulting ³	1,790 employees	2,100 employees	
	Business succession ⁴	N/A	+100 employees	
	Startups/innovative companies ⁵	N/A	+200 employees	
	Global business ⁶	N/A	+150 employees	
	Sustainability transformation Sustainability management experts	1,300 employees	1,600 employees	
	Sustainability transformation Environmental / energy sector consultants	130 employees	150 employees	
	Prioritize employee narratives	Engagement score ⁷	51%	65%
Inclusion score ⁷		55%	65%	
Advance diversity in the organization and make workplaces even more inclusive		Percentage of management positions filled by women (general manager equivalent)	9%	14%
		Percentage of management positions filled by women (manager equivalent and above)	19%	21%
		Percentage of paid annual leave taken by employees	78%	Maintain at 70% or above

Target 30% by early 2030s

Expand and enhance human capital

Realize Corporate Identity

1. Digital Transformation Skills Certification Lv. 4 (equivalent to Level 3 or above in the Skill Standards for IT Professionals of the Information Technology Promotion Agency, Japan; able to perform all assigned duties and lead projects independently; program launched in FY2023).
 2. Digital Transformation Skills Certification Lv. 2 (equivalent to Level 1 or above in the Skill Standards for IT Professionals of the Information Technology Promotion Agency, Japan; has the basic minimum knowledge required to promote digital transformation; program launched in FY2023).
 3. Certified Skilled Professionals of Financial Planning 1st-grade or Certified Financial Planners (international certification).
 4. In-house certified personnel (program launched in FY2023).
 5. In-house certified personnel able to support startups/innovative companies (program launched in FY2023).
 6. New international assignees from Japan.
 7. Based on the positive response rate (selection of 4 or 5 on a scale from 1 to 5) for four Staff Survey questions related to engagement and inclusion.

New HR framework in Japan, CANADE

At Mizuho in Japan, we are launching a new HR framework covering five of our group companies.* It will allow for strategic development of management candidates and business leaders and for flexible allocation of personnel in line with our business strategy.

What underpins the corporate culture transformation we are currently working towards is the ability of every person to feel support and a sense of purpose at work. People should be able to demonstrate their strengths and individual talents, remain enthusiastic in both their attitudes and actions, and find fulfillment in their growth. Through the bold revision of our HR framework, we are aiming to realize this for each individual. The evaluation system will also change to make Mizuho's Values the core of the evaluation criteria. The new evaluation system will ensure the Corporate Identity firmly takes root at Mizuho and will also put greater emphasis on individual contributions to the organization, which will in turn encourage our people to transform their mindsets and behaviors. CANADE consists of this series of initiatives and will move forward from the following three perspectives.

1. Company initiatives:

- (1) Support self-driven endeavors: Expand investment in training and reskilling for career development and improve systems that support people in taking on challenges
- (2) Reward contributions: Encourage people to strive and grow and reward their contributions through internal systems and management
- (3) Provide supportive working environments: Improve employee health and become an organization where people from a variety of backgrounds and with a range of values respect one another and enjoy engaging in constructive discussions

2. Employee initiatives:

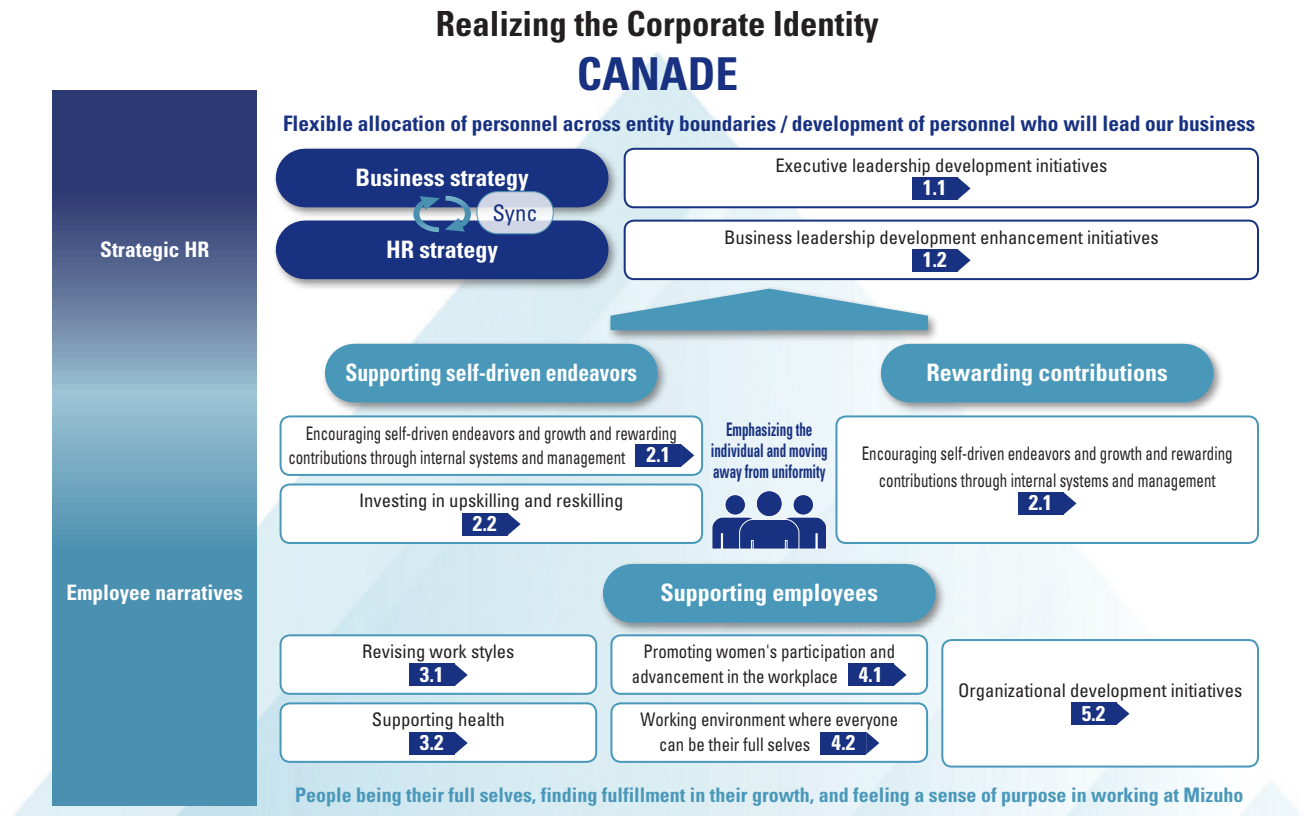
Put the Corporate Philosophy, Purpose, and Values into practice

3. Company and employee joint initiatives:

Co-create the new HR framework with "co-creators" as bridges

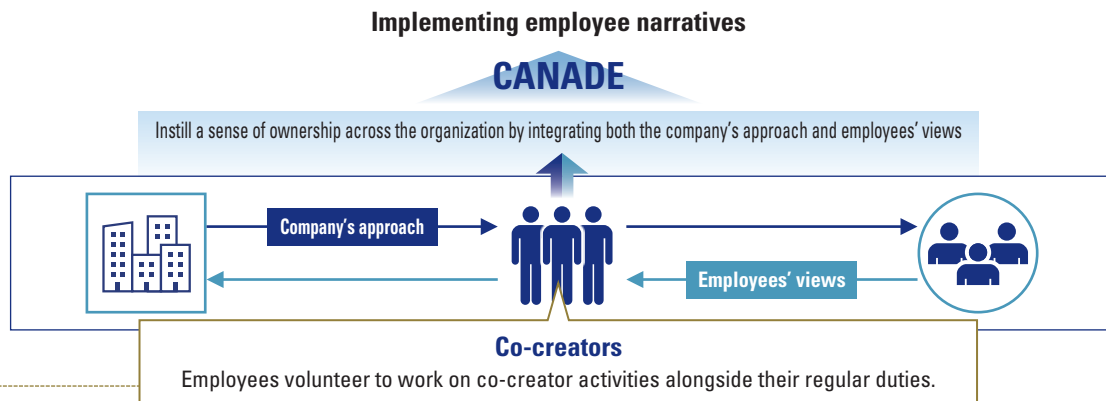
The name CANADE comes from the Japanese word for the beautiful harmony musicians create when they play together in concert. It reflects our aspiration of fostering a harmony between the organization and individual employees to enable collaborative and creative input for the future of Mizuho. Matching this aspiration, we are giving attention to the views and feedback of employees and outside directors in creating the new framework. Both the business execution line and Board of Directors will continue their discussions ahead of the full transition in April 2024.

* Mizuho Financial Group, Mizuho Bank, Mizuho Trust & Banking, Mizuho Securities, and Mizuho Research & Technologies.



○ Employee co-creation framework with “co-creators”

The approach of the company and the views of employees are both vital for creating CANADE in Japan. “Co-creators” represent one channel of communication between the company and employees. These are employees that have volunteered to move forward various initiatives for CANADE alongside their regular duties. Through their activities, we are adapting CANADE to reflect employees’ views and implementing employee narratives.



From a co-creator

I want coming up with ideas and setting a path towards the future to be a collaborative process



Rie Asakura
Mizuho Bank
Utsunomiya Branch

I applied to be a co-creator because I wanted to communicate the views of the employees on the frontlines, roll out Mizuho's new initiatives both internally and externally, and demonstrate Mizuho's appeal to a broader audience. I was involved in the call for applications for the CANADE logo design. I felt this would be a good chance to generate interest in CANADE among people who had not given it much notice yet. In fact, we ended up receiving 160 proposals, and 2,818 colleagues voted in the final round. It turned out to be a solid first step towards realizing CANADE's goal of creating and harmonizing together.

The essence of CANADE is in the relationship between the company and employees and in enabling every person to learn about and exercise their own individuality. I want to encourage my colleagues to search for their individuality without trying to fit themselves into boxes. By doing this, more of us at Mizuho will be able to take greater ownership over our initiatives and information sharing, and more of us will become co-creators, collaborating with the company and one another to come up with ideas and set a path towards the future. I hope our co-creator activities will show everyone that if they take action they can effect change.



○ Revision of HR systems and management that reflect employee feedback

Employees and Mizuho are engaging in ongoing discussions on both work and work styles, so that every person can enjoy work-life satisfaction. Outside of co-creator activities, we are accounting for employees’ views in revising our systems and management across a number of areas.

Revisions of awards recognizing employees who have made outstanding contributions to Mizuho's development



There are too many awards, which makes them less meaningful for the awardees.
Also, in a lot of cases, people don't seem to know about the awarded initiative, so it would be better to be more selective.

We revised the number of awarded initiatives to raise employee's motivation for taking on challenges and to better communicate exemplary initiatives.



Maki Kurusu
Talent Planning and Management Department, Mizuho Financial Group

New leave system for accompanying partners on long-distance personnel transfers



My partner is moving due to a long-distance personnel transfer. I want to go with them, but under the current system the only option for that is to quit my job.

We established a new leave system that allows employees to accompany partners who are moving due to long-distance personnel transfers. The new system is one of our efforts to create a working environment in which employees experiencing various life events can still have agency over their career development.



Akane Tsuchida
Talent Planning and Management Department, Mizuho Financial Group

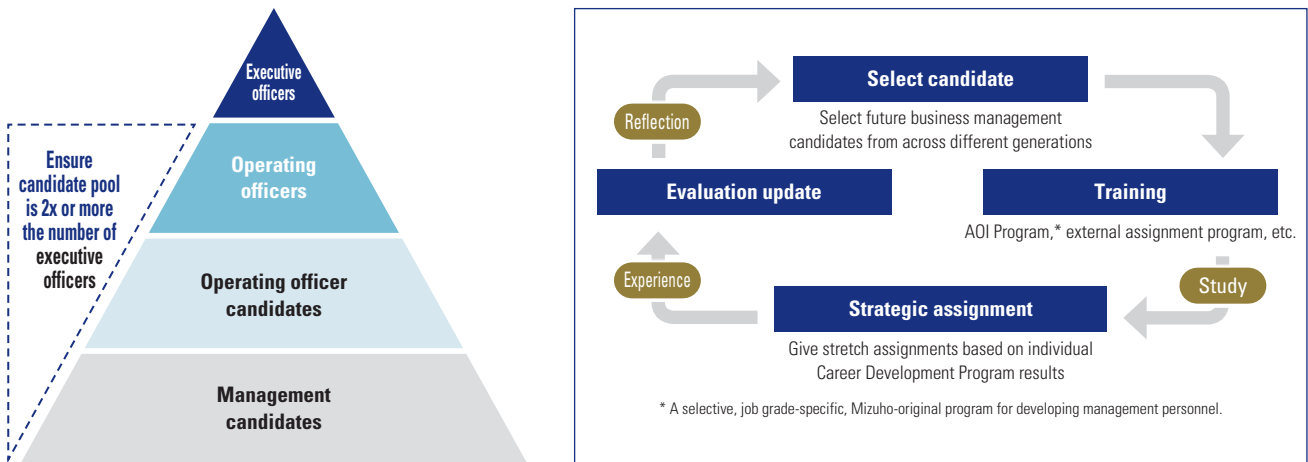
Developing Mizuho's personnel through CANADE

To ensure we have a talent pool that can sustain our business management going forward, we have reorganized our executive leadership development program and are cultivating personnel who will lead the organization and individual business areas at Mizuho. Another essential element is the development of each individual's capabilities. As such, we are supporting self-driven endeavors and providing the necessary career design training.

○ How are we developing and producing personnel who will lead the organization and individual business areas?

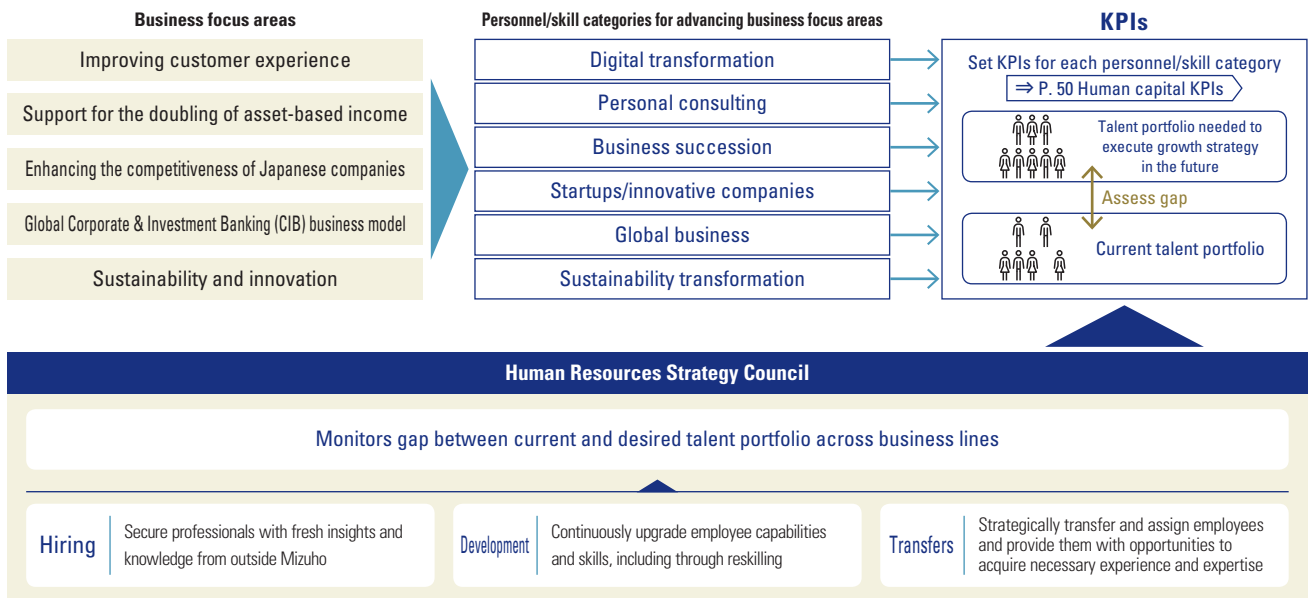
1.1 Executive leadership development initiatives

Given the fast-paced changes and uncertainty in the business environment, developing personnel who will lead our business is critical to Mizuho's sustainable growth.



Identify potential candidates early on, provide them with multiple assignments, and promote discontinuous and enduring behavioral change

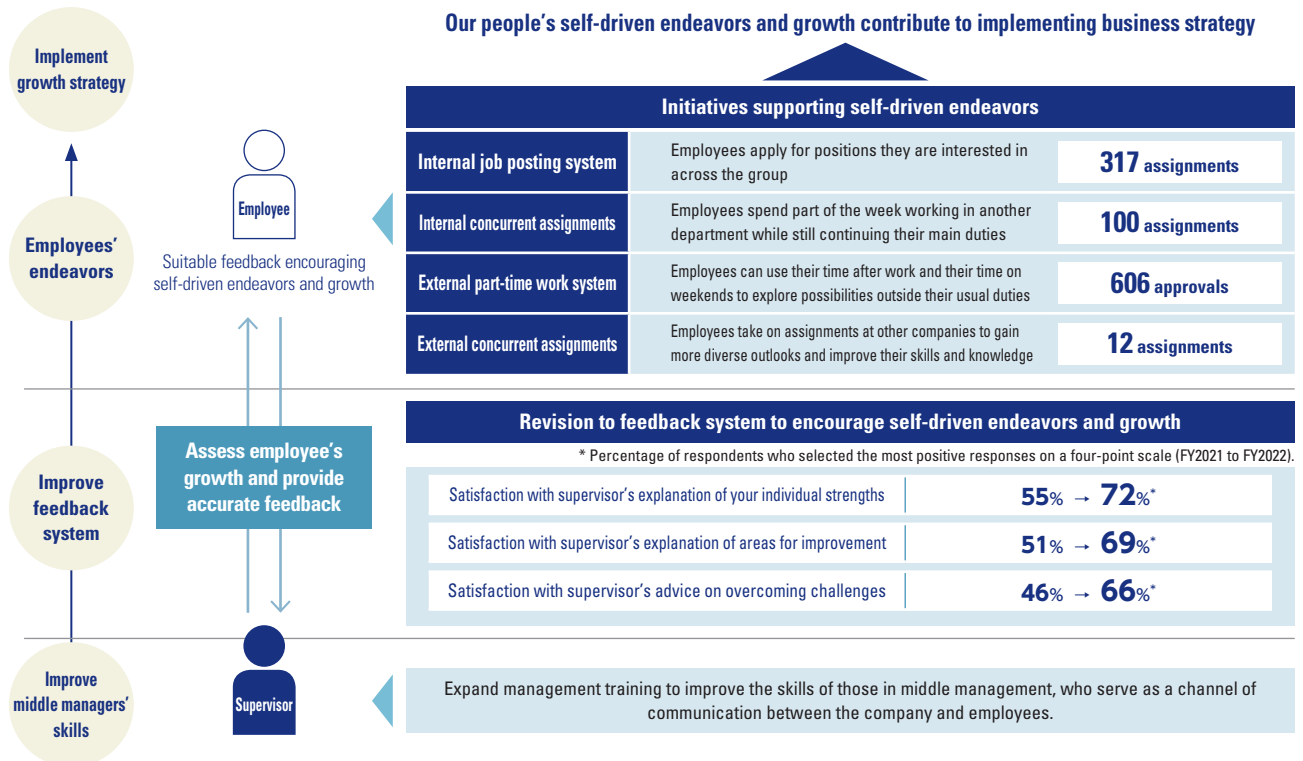
1.2 Business leadership development enhancement initiatives



○ Elevating individual employees' capabilities by encouraging them to strive and grow

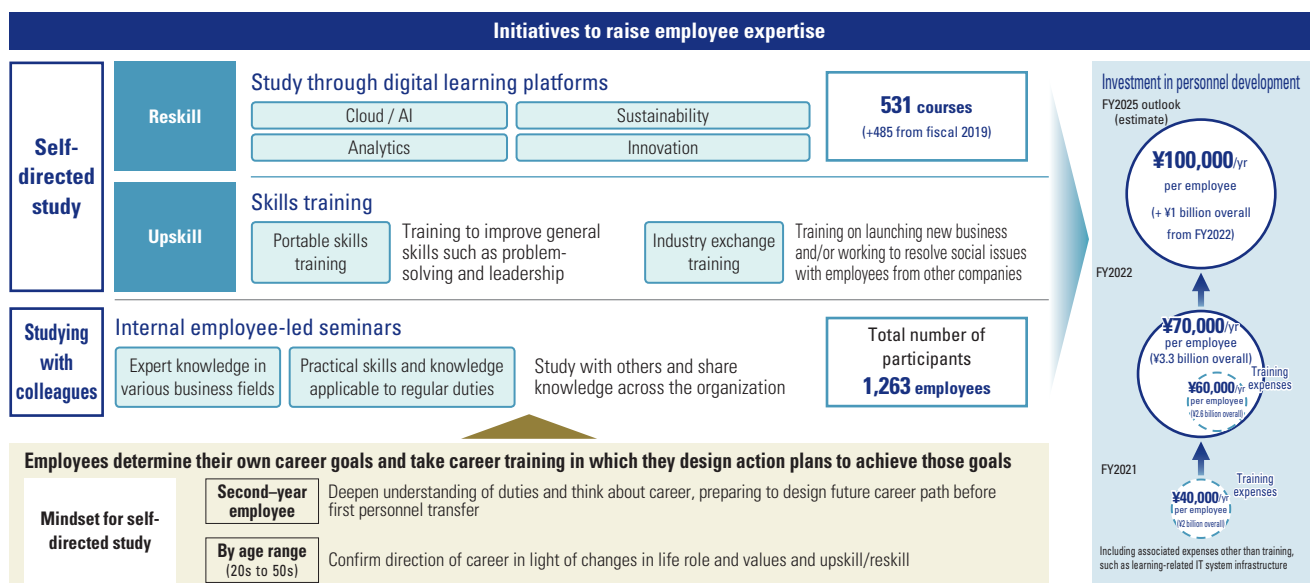
For employees to take on challenges and build their own unique careers, they must have opportunities to do so that extend beyond entity boundaries. They must also have support from middle management, which serves as a channel of communication between the company and employees. Because of this, we are working to provide more cross-entity opportunities and further improve middle managers' skills. We are also expanding our investment in personnel development to enable our people to pursue their endeavors in line with their own individual growth and life stages.

2.1 Encouraging self-driven endeavors and growth and rewarding contributions through internal systems and management



2.2 Investing in upskilling and reskilling

Enable employees' continuous acquisition and application of new skills for reaching their full potential at work, position this as upskilling and reskilling for Mizuho, and expand investment in it



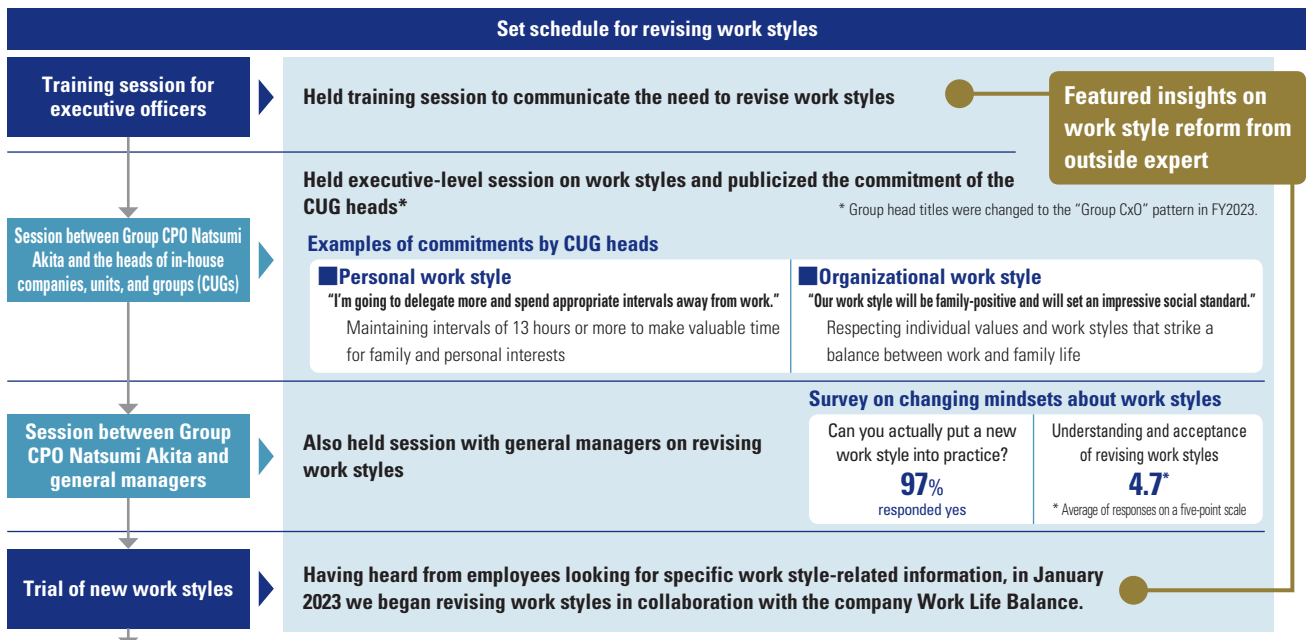
Establishing workplaces that support the active participation of people from a variety of backgrounds

To raise our ability to respond to changes in the business environment, continue transforming as an organization and achieve sustainable growth, we will focus more than ever on providing our people with support and a sense of purpose. We will put in place working environments that promote sound physical, mental, and financial health and enable our people to reach their full potential at work. This will further acceptance of diverse backgrounds, experiences, and values and draw out the strengths and individuality of everyone at Mizuho.

How are we supporting and motivating our people so that they can be themselves and realize their full potential at work?

With the support of outside experts on work style reform, we are changing executive officer and employee mindsets and reviewing work styles at each of our offices. We are also making efforts to support employee health. We consider a shift in employee thinking on health to be important for improving their health. As such, in fiscal 2022 we held a wide range of events and seminars on healthy lifestyles and exercise habits.

3.1 Revising work styles and promoting work-life satisfaction



3.2 Supporting employee health so that our people can reach their full potential at work

Improve motivation and productivity by ensuring our people can reach their full potential at work

Physical and mental health

Established Mizuho Health Promotion Month

Held assorted events and significantly improved employee thinking about health

Walking event	3,000 participants
Good sleep seminar <small>よく寝り、よく生きる。</small> nishikawa × MIZUHO	Seminar participants 4,700 in total
Exercise seminars × MIZUHO	
Eating for better productivity seminar	
Improving health literacy seminar	
Furthering awareness of women's health issues seminar	

Financial health

Promoted financial wellness

Supported asset formation and acquisition of knowledge to facilitate financial security

Asset formation support

Relevant methods

Asset formation support	Employee savings plan	Corporate-type defined contribution pension plans
	Employee shareholder program	Individual-type defined contribution pension plans (IDeCo)* <small>* Subsidy payment only</small>

Education and Learning

New hire education	Ongoing education	Corporate-type defined contribution pension plan education
	Internal e-learning	

Tools and Services

Release of tool for projecting future living expenses	Simulation tool using corporate pension savings data
	Mizuho Design for Longevity service

How do we promote the active participation of personnel from a variety of backgrounds?

To raise our ability to respond to various changes in the business environment and achieve sustainable growth, we need to further embrace diverse perspectives, ideas, and values. We will become a more inclusive organization where everyone respects the diversity of each other's experiences and values and where all members can fully exercise their individuality and abilities. We are moving forward a number of measures to advance diversity at the decision-making level, including management, as well.

4.1 Promoting women's participation and advancement with supportive workplace environments

Measures to increase the percentage of executive officer and general manager equivalent and above positions filled by women

Mentoring by executive officers

Executive officer ↔ Deputy general manager or similar

Round table between women newly appointed as general managers, Group CPO Natsumi Akita, and women who are executive officers at other companies

Training for women newly appointed as general managers

Role play exercise

Percentage of management positions filled by women

Year	Manager equivalent and above (%)	General manager equivalent* (general managers and equivalent roles) (%)
FY2021	16%	7%
FY2022	19%	9%
FY2025 (Target)	21%	14%
Early 2030s (Target)	30%	-

* In FY2023, we revised the standards for calculation to align with the medium-term business plan. FY2021 and 2022 results above reflect the new standards.

Gender wage gap (average annual wage for women / average annual wage for men x 100)

All employees 47%

General manager level 90%

Manager level 91%

Method for determining compensation: Mizuho determines compensation and other benefits based on the responsibilities of one's work and position, without regard for gender.

Main factors in wage gap: Men (1) comprise a higher share of management positions, (2) are more likely to be in positions that are subject to long-distance personnel transfers and so come with higher salary levels, and (3) tend to work longer hours.

Comparison of management positions: For upper-level management positions, the gap is in the 90% to 100% range. The primary reason for the gap is that men are more likely to be subject to long-distance personnel transfers.

Policy going forward: We plan to consolidate salary structures in fiscal 2024 to eliminate the current differences associated with being subject to long-distance personnel transfers. We will also continue to promote women's participation and advancement in the workplace and to reform work styles.

Hiring talent from a variety of backgrounds

Ensuring supportive working environments



Percentage of women in new graduates hired 31% (maintaining at 30% or above)		
Percentage of eligible male employees who take childcare leave 104%* (maintaining at 100%)	Percentage of employees returning to work after childcare leave 94%	Percentage of paid annual leave taken by employees 78% (maintaining at 70% or above)

* Due to revisions to relevant laws, FY2022 results have been calculated using legally defined rules (percentages of employees who take childcare leave), while FY2021 results have been calculated using Mizuho's own methods.

4.2 Creating working environments where people with different values can be their full selves

Global initiatives

Locally led organizational management

Maintain and expand management base at locations outside Japan

Locations, regions, and Head Offices work together to create succession development plans for key positions

Percentage of management positions outside Japan filled by employees hired outside Japan

84% (maintaining at 83% or above)

Each region or Head Office holds leadership training

Local management

- Understand strategy
- Broaden outlook
- Extend scope of duties

LGBT+

Initiatives at Mizuho	Initiatives outside Mizuho
<ul style="list-style-type: none"> Implemented training for all executive officers and employees Conducted anonymous survey to be completed alongside the training and disseminated results internally 	We embarked on a Pride project with Japan's other megabanks to raise awareness about LGBT+ issues among employees and their families <ul style="list-style-type: none"> Pride Art: Mosaic art Pride Learning: Online event for raising awareness Pride Movie: Ally-centric video

Increase in employee awareness of LGBT+ issues*

2x ↗

* The percentage of employees who responded that they did not know any LGBT+ people was half that of the previous year.

Promoting the active participation of employees with disabilities

- In October 2022, employees from Mizuho gave a lecture at a university about the importance of employing people with disabilities to diversity, equity, and inclusion.
- While up until now some employees with disabilities have only worked in back office operations, we have begun looking to expand their duties to include business areas. To this end, we are revising operational processes and helping our employees to improve their skills.

Percentage of employees who are individuals with disabilities

2.7%

Ensuring an organizational culture that enables everyone to actively participate

○ Working with colleagues towards a culture of think, act, and deliver

Under our revised Corporate Identity, we are improving working environments so that everyone can speak their mind and take action without unreasonable restraints, and we are fostering a corporate culture where everyone can demonstrate initiative and where constructive discussions can take place. Instilling in our people a sense of ownership over our new Purpose of “Proactively innovate together with our clients for a prosperous and sustainable future”—which expresses what we are seeking and what we value—will be crucial to transforming our corporate culture. As such, those of us in management are leading the way by putting the Purpose into practice in our own actions and communicating it in our attitudes. Along with this, we are implementing messaging based on the Purpose.

On the other hand, corporate culture is not something that can be top-down. It will move forward only when all of our people identify with the Purpose and apply it in their actions of their own accord, thus fostering a set of common values. Given this, management is doing all we can to create more opportunities to talk directly with employees, proactively integrate their views and feedback, and support them in the achievement of their self-driven efforts and ideas. The success of our corporate culture transformation depends on everyone here adopting the new Purpose as their own.

If we can cultivate a better culture, our people will be able to reach their full potential at work and, in doing so, identify their own individual sense of purpose and pride. Part of this cultivation is people from a variety of backgrounds being able to play an active role here, which accelerates innovation, improves our brand value, and ultimately advances our long-term competitiveness. Producing and maintaining such a virtuous cycle is

not possible without corporate culture transformation, and we are pursuing it from this long-term perspective as well.

Corporate culture transformation and HR system reforms are also tightly intertwined. In 2024, we will be transitioning to a new HR framework in Japan, one that will allow for the company and employees to be fair and equal partners striving and creating value together. Building such a relationship requires improving engagement with each and every person and becoming a more inclusive organization. Accordingly, in fiscal 2022 we focused on reflecting our people’s views in management and on advancing mutual understanding through organizational development, undertaking a range of initiatives in this regard. However, there is still room for improvement in our engagement and inclusion scores. We will enhance our initiatives going forward while continuing to listen to our colleagues.

2023 marks 150 years since the founding of First National Bank, one of the three banks to which Mizuho traces its roots. Mizuho’s legacy, established over the last 150 years, is of growth through positive contributions for our clients and society. As we preserve this legacy, we will communicate our new Purpose and our determination as a unified group to audiences both inside and outside Mizuho.



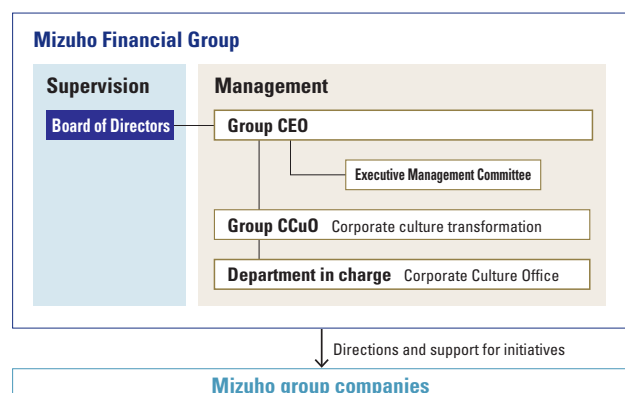
Natsumi Akita

Senior Executive Officer
Group Chief Culture Officer (Group CCuO)
and Group Chief People Officer (Group CPO)

○ Structure for corporate culture transformation

Important matters for corporate culture transformation and responses to results from staff surveys are deliberated by the business execution line, including at meetings of general managers of relevant departments chaired by the Group CCuO and at meetings of the Executive Management Committee. The matters are supervised by the Board of Directors.

The Group CCuO and Corporate Culture Office proactively consult with outside experts and utilize their input in corporate culture transformation initiatives for each group company.



○ **How are we drawing out our people's motivation and improving our organization towards transforming our corporate culture?**

In fiscal 2022, we renewed our Staff Survey, implementing a structure that allows us to more effectively analyze underlying causes and design specific approaches. We then came up with comprehensive scoring for positive response rates on engagement and inclusion and set these scores as KPIs.

We are reflecting our people's views in management and bringing up their motivation by supporting their efforts to reach their full potential at work. In tandem, we are improving engagement and our organization with frameworks and opportunities that further internal communication and mutual understanding.

	FY2022 result	FY2025 target	Component items
Engagement score	51%	65%	Willingness to recommend Mizuho, pride in work, sense of achievement, desire to contribute
Inclusion score	55%	65%	Diversity, individual expression, relationships with colleagues, sense of belonging

5.1 Reflecting the views of our people in management

Initiatives for our people to take ownership of management areas and lead transformation

Our people's views are being reflected in management areas such as internal operations and the Corporate Identity

- Elimination of unnecessary internal processes based on employee recommendations



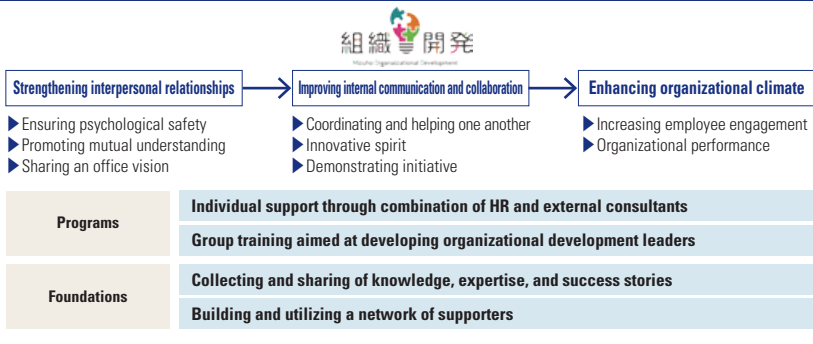
Employee recommendations: approx. **1,000** ▶ Processes improved or eliminated: approx. **400**

- Revision of the Corporate Identity



5.2 Workplace-led organizational development initiatives

Organizational development initiatives



View from offices involved in organizational development

Able to feel change in the culture of the workplace and in colleagues' behavior **75%**

Initiative leaders said:

- ▶ We were able to transform mindsets and take concrete action with a grassroots approach.
- ▶ I could really feel I was helping my organization become better, which encouraged me to be even more forward looking.
- ▶ Talking with one another deepened our mutual understanding and led to improvements in our operational processes.

5.3 Introducing new communication tools to ensure robust connections within the organization

Improving internal communication

We have introduced new communication tools our people can use to connect with one another, and we are already seeing more vibrant interaction across departmental and operational boundaries.

- Launch of internal social media



Users have created over 100 communities, and the number of daily active users can surpass 2,000.

- Launch of tool for sending words of encouragement to colleagues



Eight offices participated in a trial of the tool. 72% of participants in the trial said the tool fostered a more positive atmosphere, and we plan to roll it out to more offices.

- Redesign of break rooms



Colleagues enjoy trying out a novel vending machine that gives out drinks for free when two people swipe their passes together.

Global initiatives to cultivate organizational culture

Mizuho HR leaders across all of our locations are working together to improve our HR and organizational culture worldwide.

○ Global HR Conference



FG: Mizuho Financial Group; BK: Mizuho Bank; SC: Mizuho Securities

Aim ▶ To gather discussion topics from offices around the world, consider best practices, and build collaborative relationships on a global basis

Examples of discussion topics ▶ Organizational culture, development, hiring, governance, engagement, DEI

Dates ▶ February 20 and 21, 2023

Participants ▶ HR leaders from core regions outside Japan and executive officers and employees involved in the discussion topics in Japan

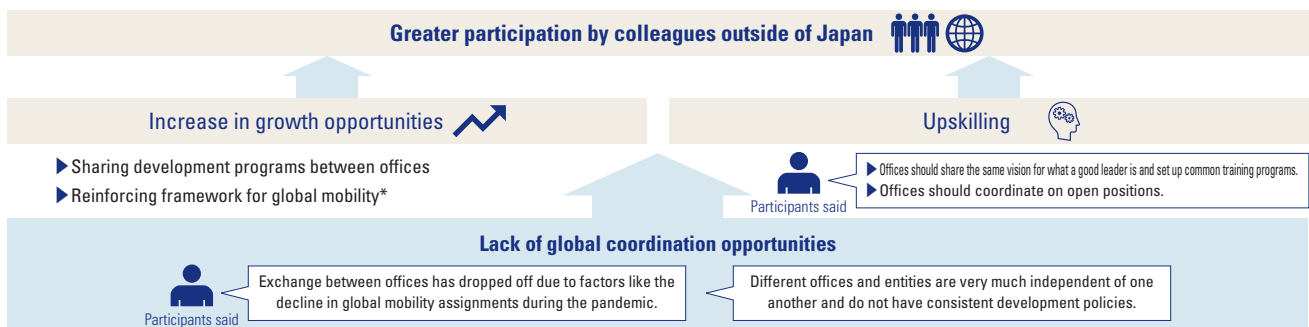
Discussion topic 1 ▶ What sort of culture should offices aim to develop worldwide?

Participants discussed cultivating an organizational culture where people can act and take on challenges on their own initiative as one way of supporting individual careers and attracting outstanding talent.



Discussion topic 2 ▶ Globally unified training and development

Participants confirmed with one another that a global perspective and global connections are critical for developing leaders who can drive Mizuho's business, and they discussed having HR departments in different locations collaborate on training and development platforms.



* Personnel transfers between offices outside Japan

Global DEI initiatives

In June 2022, we released Mizuho's Commitment to Diversity, Equity & Inclusion (DEI) to publicize our basic approach to DEI. Each of our offices is undertaking its own DEI initiatives. Every November, we hold Mizuho Diversity & Inclusion Month (Mizuho D&I Month). Our offices worldwide spend the month holding events around a common theme for that year as a way to further move forward DEI across our organization.

○ Mizuho D&I Month



Aim ▶ A series of employee-led projects that enable our people to broaden their perspectives and learn more about diversity, in doing so accelerating transformation in mindsets and behavior and cultivating an organizational culture capable of sustainably producing new corporate value

Dates ▶ November 1 to 30 every year

Number of participants ▶ Approx. 8,000 group-wide

Location	Event	Summary	Results	Photo
Japan	Events on the theme of being one's full self	25 events provided opportunities to learn about and respect one another's individuality. Examples below. Dialogue between employees and Group CEO Masahiro Kihara Round table for CEOs of group companies to talk about individuality Round table between women who are executive officers of financial institutions in Japan	7,246 participants in total	
US	Employee Resource Group* Happy Hour	Five employee resource groups—supporting women, LGBTQ employees and allies, employees of African descent, employees of Asian heritage, and employees of Hispanic heritage—introduced their activities as attendees chatted with one another.	Approx. 200 participants	
UK	November: Month for men's well-being	The event raised awareness about men's health with a guest lecture and sessions on work-life balance.	Approx. 110 participants	
Singapore	Mission to Million Steps step challenge	Members of many different departments, roles, and nationalities formed teams and competed for the highest number of steps in this walking event.	443 participants	
Hong Kong	Thank You Campaign	To foster a more inclusive corporate culture, participants wrote thank you messages to their colleagues and posted them in a common space.	Approx. 100 participants	

* Employee resource groups are voluntary activity groups comprised of employees from different areas of the organization and of varying ages. They aim to contribute to the growth of members and the organization by creating connections around specific topics.

Networking beyond the boundaries of the organization: Alumni

We are expanding our network of former Mizuho employees who are now flourishing in diverse fields outside Mizuho. With discussion events between employee-led working groups and alumni, we are gaining a new perspective on Mizuho's strengths and issues that we can utilize in corporate culture transformation. Such networking is offering an opportunity for both Mizuho and alumni to mutually benefit from each other's insights. Collaborating in this way, we are striving to be a part of resolving societal challenges.

