

Summary of Presentation

Presenter

- **Masahiro Kihara, President & Group CEO, Mizuho Financial Group**

I would like to share with you my intentions in being appointed Group CEO, as well as my main ideas in formulating the FY2022 business plan.

At the outset, I would like to share with you my two thoughts for what kind of company I want Mizuho to be.

First, I want every employee to have a sense of purpose and find meaning in his/her work. To ensure this, we will make steady investments in human resources. Second, I want to reform the corporate culture, so that the observations of each employee are shared with everyone and fed back into organizational management. To do this, it is important that management team listens to employees' opinions and reflects them in the various reforms, and that the changes are tangible to employees.

Next, I would like to share my main ideas in formulating the FY2022 business plan.

The first pillar is restoring the trust of our stakeholders. It is critical first and foremost to stabilize business operations. We formulated the Business Improvement Plan, but it is voluminous and parts of it are hard to understand. We will create a concise summary about what we have done and provide it for many people to view, so that they can grasp the progress of our initiatives.

The second is investing in domains with inadequate allocation of corporate resources. This applies to both human resource and IT system. For such investments, we need to have an accurate understanding of the actual frontline conditions, and therefore, I have just issued instructions to this effect.

The third is completing the 5-Year Business Plan. We will objectively analyze whether our achievements have really turned into strengths, and based on the analysis, we will further expand the domains that have made material progress. Meanwhile, measures will be considered for domains that pose as challenges.

The fourth. Mizuho must lay the foundation looking beyond the 5-Year Business Plan. Mizuho's strength is in offering solutions that connect the functions of each legal entity. In this regard, steady achievements have been made in the last three years, including in sustainable business, which is today's topic of the IR Select. In thinking about future

preparations, there is the challenge of how Mizuho can be involved in technologies that are still in the process of demonstrations and have yet to be proven, and we have started discussions on this.

Last but not least is digital transformation (DX). I believe not enough information has been provided on the progress of Mizuho's DX strategy. I want to re-lay a foundation for information provision. A number of initiatives have been under way in not only the retail but also the wholesale domain, and we will be explaining them.

As for myself, I champion openness and accountability and intend to engage in two-way dialogue. If there is anything you think odd or wrong, please point it out and let us discuss it.