

MIZUHO IR Select 2022
-Initiatives on sustainability and corporate culture transformation-
Key Questions and Answers

Q: Status of the pipeline and the time schedule of the demand for funds for the GX (Green Transformation) Basic Policy

A: As being announced, the current GX Basic Policy estimates that the government and private sectors will need to invest a total of JPY 150 trillion over the next 10 years, of which the private sector will need to invest JPY 130 trillion.

The demand for funds will gradually materialize over the next 10 years. There is also a demand for funds that will emerge in response to various stages of developments, such as upcoming and technological innovations, or cross-industry coalitions and partnerships between companies, both in-and-outside of Japan. Finance could be made in various ways such as debt or equity investments, but what we would like to focus on is to create demands for finance that lead to our business in the future.

Q. Percentage and composition of women in management positions and mid-career hires that Mizuho considers necessary over the long term to achieve its goal

A: I believe that the target level and composition ratio of management positions filled with women is common issue for all Japanese companies, including Mizuho. Mizuho is a member of the 30% Club and would be aiming for that level first.

Mid-career hires accounted for 1/3 of new hires in 2022.

The composition ratio of women management positions and mid-career hires which the company considers necessary over the long term, is currently being discussed internally along with the goal of Mizuho.

Q. Progress of initiatives on corporate culture transformation of Mizuho

A: Despite the fact that many advanced initiatives are seen in Mizuho, many of them are still not well known externally, and therefore, I feel that there are challenges in the way of communicating and extending information externally.

For example, it's been about 20 years since launch of the internal job posting system in which employees can raise their hand for positions they are interested in within our group. Side jobs have also been steadily penetrated, with current number of 540, compared to 110 in FY19.

I believe it is my responsibility to make the most of my career and experience to extending information more actively. .