

Results of the evaluation of the effectiveness of the Board of Directors

I. Summary of administration

Every year, in order to ensure its effective and smooth operation, the Board of Directors performs an evaluation of the effectiveness of the Board of Directors and legally required committees under the Companies Act of Japan. The FY2020 results were reported at the Board of Directors meeting held on September 27, 2021. The period subject to evaluation was June 2020 to June 2021.

II. Evaluation methodology and process

The FY2020 evaluation conformed to the Corporate Governance Guidelines of Mizuho Financial Group and employed a third-party evaluation organization. It consisted of a questionnaire given to directors who were on the board during the period subject to evaluation, followed by further fact-finding through interviews covering issues identified from the questionnaire responses.

Main questionnaire items

- 1) Role, function, and structure of the Board of Directors
- 2) Status of deliberation on strategy, corporate resource allocation and sustainability
- 3) Operation of the Board of Directors (selection of agenda items, frequency of meetings, allocation of time, etc.)
- 4) Support for directors (opportunities for knowledge acquisition, provision of internal and other information)
- 5) Relationship and coordination between the holding company's Board of Directors and the group company's Board of Directors
- 6) Operation of committees (matters for deliberation, membership structure, frequency of meetings, depth of discussions, provision of information, etc.)
- 7) Status of response to issues identified in the previous fiscal year

III. Evaluation results

1. Overall evaluation

- Both the Board of Directors and legally required committees under the Companies Act of Japan have achieved overall effectiveness with respect to their purpose and expected functions.

2. Evaluation of initiatives to address issues identified in the FY2019 evaluation
 - (1) Further expansion of agenda items related to medium- to long-term business challenges
 - Discussions of essential strategy progressed through deliberation on business plan formulation.
 - Content of discussions on sustainability took shape substantially compared to the past.
 - (2) Establishment of foundation for comprehensive discussions
 - Simplification and rationalization of materials improved.
 - Prior information provision was thorough so that members of the Board of Directors could concentrate on discussion during the board meetings.
3. FY2020 evaluation results summary and initiatives going forward
 - **Further enhancement of supervision functions in regard to important agenda items**
 - ✓ Deepen discussion on medium- to long-term strategy, growth strategy, etc.
 - **Reinforcement of group governance**
 - ✓ Fulfill responsibilities as the holding company's Board of Directors, expand the discussion on critical risks.
 - ✓ As the holding company, strengthen information gathering on the status of execution within the group.
 - **Operation improvements to further raise the effectiveness of the Board of Directors**
 - ✓ Improve operation of the board meetings with respect to, among others, discussion time, including by refinements of meeting materials.
 - ✓ Improve communications that are functional even under the COVID-19 pandemic.
 - ✓ Improve frameworks to better follow up on issues.

In light of the evaluation results, we will continue implementing initiatives to increase the effectiveness of the Board of Directors towards achieving continuous growth and improving medium- to long-term corporate value.