Materiality initiatives

Material theme		Risks & opportunities	Relevant SDGs	Vision	Medium-Term Management Plan 2025 indicators	Actual results FY2023	Actual results FY2024	Actual results FY2025	Example initiatives
Contributing to a decarbonized society	Risks	● Earnings volatility at renewable energy business due to output constraints, system changes, and natural disasters ● Lost opportunities due to delays in addressing customers' decarbonization needs	7, 13	Contributing to the realization of a decarbonized society by expanding business domains in the renewable energy sector and providing solutions supporting customers' transition to carbon neutrality	• Secure 1GW of renewable power generation capacity (FY2025)	590MW	708MW	1,185MW	• Commencement of a tender offer for the investment units of Japan Infrastructure Fund Investment Corporation (Securities Code: 9287) by MM Power LLC, and the acquisition of shares in Japan Infrastructure Fund Advisors Co., Ltd. by Mizuho Leasing Company, Limited, as well as the execution of a business alliance agreement • Commencement of commercial operation of Takeo Grid Storage Plant —Grid storage battery initiatives in the Kyushu area, where there is a high need for grid stabilization— • Conclusion of basic agreement on virtual PPA utilizing the FIP scheme —Promoting renewable energy use in data centers—
	Opportunities	● Expansion of business domains in renewable energy and other environment-related areas ● Creation of new businesses accompanying decarbonization of the supply chain			• Reduce CO_2 emissions in Scope 1 & 2* Zero emissions (FY2030) * Non-consolidated and seven domestic consolidated subsidiaries	22% (vs. FY2016)	22% (vs. FY2016)	17% (vs. FY2016)	
Contributing to a healthy and prosperous lifestyle	Risks	● Loss of market cultivation opportunities due to delays in responding to advanced medical devices and next-generation services	3, 11	Contributing to a prosperous and secure lifestyle by harnessing diverse approaches and technologies in addressing issues related to health and medical care	—	—	—	—	• Investment in Riverfield, Inc., a company developing surgical assist robots —Investment through our CVC fund— • Investment in CaTe, Inc., a company developing medical devices for cardiac rehabilitation programs —Investment through our CVC fund—
	Opportunities	● Increased demand for investment in next-generation medical care and healthcare fields ● Greater need for real estate solutions supporting medical and long-term care facilities							
Contributing to the creation of social Infrastructure that supports our lifestyle	Risks	● Obsolescence of existing assets amid changes in work and lifestyles ● Risk of stagnation in business activity due to aging infrastructure, accidents, or natural disasters	9, 11, 13	Contributing to the development of sustainable, safe, and secure social infrastructure through the provision of solutions for diverse assets including real estate, aircraft, and ships	—	—	—	—	• Participation in build-to-rent development in Australia • Capital and business alliance with Star Asia Group LLC, and acquisition of equity interests in Star Asia Group LLC through subscription for a capital increase by third-party allotment (to make Star Asia Group LLC an equity-method affiliate)
	Opportunities	● Capturing capex needs arising from growth in logistics demand and digitization ● Increased demand for investment relating to renewal and strengthening of infrastructure							
Leading toward a circular economy	Risks	● Impact on business expansion from delays in system development and market formation ● Delayed response to demand accompanying society's shift from "owning to using"	12, 13	As a nexus between production/distribution and recycling/disposal indus-tries, we aim to build a resource recycling platform that leverages our unique expertise in goods and trade flows, leading to the realization of a circular economy	• Chemical/material resource recycling rate of 85% or more (FY2027)	80.5%	84.3%	85.5%	• Initiatives toward realizing a circular economy for aluminum —Building a closed-loop recycling system for aluminum recovered from commercial waste truck bodies— • Approximately 40,000 used PCs from Mizuho Bank recycled domestically through the ITAD service —Balancing information security and resource recycling through the use of ITAD—
	Opportunities	● Increased need for resource recycling owing to resource constraints and tougher environmental regulations ● New business opportunities stemming from changes in the value of physical goods and the way they are used							
Creating new value through technology	Risks	● Obsolescence of existing assets and businesses due to rapid technological innovations ● Risk of business stagnation due to information leaks caused by factors such as cyberattacks	8, 9	Creating new value-added for society and customers through the provision of solutions that utilize digital technology and anticipate changes in social structure and technological advances	• Develop digital IT talent: 200 or more(FY2025)	280	337	340	• Investment in Quemix Inc., a company engaged in R&D into quantum computer algorithm and software development —Investment through our CVC fund— • Investment in OOYOO Co., Ltd., a startup developing CO_2 separation membranes —Investment through our CVC fund—
	Opportunities	● Increased demand for investment in technologies targeting corporate DX and labor-saving ● Creation of innovative new businesses and services utilizing digital technologies							
Creating a society and workplace where everyone can thrive	Risks	● Loss of talent and decline in competitiveness owing to inadequate investment in talent and deterioration of the working environment	4, 5, 8, 10	Fostering an organizational culture in which diverse talent can make maximum use of their expertise and individuality, collaborate, and continuously challenge themselves to create new value	• Hire more specialized business talent: 80 or more (FY2025)	+26	+47	+89	• Headquarters relocation • Mizuho Leasing's headquarters wins New Office Promotion Award and concurrently selected for Creative Office Award at the 39th Nikkei New Office Awards —A co-creation hub that fosters diverse interactions and generates new value— • Joint seminar with Siemens Healthcare Co., Ltd. to address employee questions about breast cancer screening —Collaborative initiatives aimed at health awareness—
	Opportunities	● Strengthening organizational effectiveness by securing, hiring and training diverse talent Invigorating the organization by enhancing engagement			• More than tripling of the budget for talent development (FY2025/ compared to FY2022)	2.03x	2.93x	3.18x	
					• Ratio of paid annual leave taken: 80% or more (FY2025)	70.8%	74.6%	76.1%	
					• Management positions filled by women: 15% (FY2025)	11.6%	13.0%	15.6%	
					• Ratio of childcare leave taken by male employees: 100% (each year)	100.0%	100.0%	100.0%	