

# Reference: Introducing our Outside Directors

June 26, 2023

Mizuho Financial Group

**MIZUHO**  


# Career Overview



Outside Director

**Izumi Kobayashi**

Attendance at the Board of Directors Meeting (FY22): 24/24 meetings  
Term in office as a director: 6 years

<b>Apr 1981</b>	Joined Mitsubishi Chemical Industries, Ltd. (current Mitsubishi Chemical Corporation)
<b>Jun 1985</b>	Joined Merrill Lynch Futures Japan Inc.
<b>Dec 2001</b>	President and Representative Director of Merrill Lynch Japan Securities Co., Ltd. (current BofA Securities Japan Co., Ltd.) (until November 2008)
<b>Nov 2008</b>	Executive Vice President, the Multilateral Investment Guarantee Agency of the World Bank Group
<b>Jul 2013</b>	Outside Director of ANA Holdings Inc. (current)
<b>Jun 2014</b>	Outside Director of Mitsui & Co., Ltd.
<b>Jul 2014</b>	Member of the Risk Committee of Mizuho Financial Group (as an outside expert who is not a director) (until June 2017)
<b>Jun 2017</b>	Member of the Board of Directors (Outside Director) of Mizuho Financial Group (current)
<b>Jun 2020</b>	Outside Director of OMRON Corporation (current)



Outside Director

**Takashi Tsukioka**

Attendance at the Board of Directors Meeting (FY22): 24/24 meetings  
Term in office as a director: 2 years

<b>Apr 1975</b>	Joined Idemitsu Kosan Co.,Ltd.
<b>Jun 2007</b>	Executive Officer and General Manager of Supply & Logistics Department of Idemitsu Kosan Co.,Ltd.
<b>Jun 2008</b>	Managing Executive Officer and General Manager of Supply & Logistics Department of Idemitsu Kosan Co.,Ltd.
<b>Jun 2009</b>	Director and General Manager of Supply & Logistics Department of Idemitsu Kosan Co.,Ltd.
<b>Jun 2010</b>	Managing Director and Managing Executive Officer and General Manager of Corporate Planning Department of Idemitsu Kosan Co.,Ltd.
<b>Apr 2011</b>	Managing Director of Idemitsu Kosan Co.,Ltd.
<b>Jun 2012</b>	Executive Vice President and Representative Director of Idemitsu Kosan Co.,Ltd.
<b>Jun 2013</b>	Representative Director, President and Chief Executive Officer of Idemitsu Kosan Co.,Ltd.
<b>Apr 2018</b>	Chairman and Representative Director of Idemitsu Kosan Co.,Ltd.
<b>Jun 2020</b>	Special Advisor of Idemitsu Kosan Co.,Ltd.
<b>Jun 2021</b>	Member of the Board of Directors (Outside Director) of Mizuho Financial Group (current)
<b>Jun 2022</b>	Honorary Advisor of Idemitsu Kosan Co., Ltd. (current)
<b>Jun 2023</b>	Outside Director of MITSUI-SOKO HOLDINGS Co., Ltd. (current)

# Skill Matrix of the Board of Directors

		Management	Risk Management/ Internal Control	Financial Control/ Accounting	Finance	Human Resources / Organization	IT / Digital	Sustainability	Global	Title and assignment	N: Nominating C: Compensation A: Audit R: Risk H: Human Resources Review Meeting S: System Failure Response Evaluation					
											<b>Chairman</b>					
Outside Directors	Yoshimitsu Kobayashi	●	●			●		●	●	Member of the Board of Directors	N			H		
	Ryoji Sato	●	●	●					●	Member of the Board of Directors		A		S		
	Takashi Tsukioka	●	●			●			●	Member of the Board of Directors	N	C	A	H	S	
	Kotaro Ohno		●			●				Member of the Board of Directors	N		A	H	S	
	Hironichi Shinohara	●				●	●	●		Member of the Board of Directors	N			R	H	S
	Masami Yamamoto	●					●		●	Member of the Board of Directors	N	C			H	
	Izumi Kobayashi	●	●		●	●		●	●	Member of the Board of Directors Chairman of the Board of Directors	N			R	H	S
	Yumiko Noda	●			●	●		●	●	Member of the Board of Directors		C			R	
	Seiji Imai				●			●	●	Chairman ( <i>Kaicho</i> ), Member of the Board of Directors (Non-Executive)						
Hisaaki Hirama		●	●	●			●		Member of the Board of Directors (Non-Executive)		A		R			
Masahiro Kihara	●	●	●	●				●	Member of the Board of Directors, President & Group CEO (Representative Executive Officer)					H		
Makoto Umemiya			●	●		●			Member of the Board of Directors, Deputy President & Senior Executive Officer, Group CDO (Representative Executive Officer)							
Motonori Wakabayashi		●		●				●	Member of the Board of Directors, Senior Executive Officer, Group CRO							
Nobuhiro Kaminoyama		●		●	●				Member of the Board of Directors, Senior Executive Officer, Group CHRO							

YoY\* **Percentage of outside directors** 50.0% ⇒ **57.1%** **Percentage of outside and non-executive directors** 66.6% ⇒ **71.4%** **Percentage of female directors** 8.3% ⇒ **14.3%**

\* Compared to the timing of appointment at the 20<sup>th</sup> Ordinary General Meeting of Shareholders in June 2022.

# Reasons for the selection of necessary skills

<b>Management</b>	The experience of management, especially as a member in executive management in a large corporation and other companies, is necessary to fulfill the supervisory function of the group
<b>Risk Management/ Internal Control</b>	Professional experience in and knowledge of risk governance and internal control in corporations, auditing firms, and/or in the legal profession are necessary for supervision to ensure fair corporate activities and sound business operations by management
<b>Financial Control/ Accounting</b>	Experience as a CFO or person with similar responsibility in corporations and professional experience and knowledge as a certified public accountant or as a member of a similar profession are necessary to oversee management, which aims to build a sound financial base, pursue capital efficiency and realize growth strategies
<b>Finance</b>	Knowledge of the financial business, backed by, among others, business experience at financial institutions, is necessary to fulfill the supervisory function of the group, which has banking, trust, and securities businesses at its core
<b>Human Resources/ Organization</b>	The group considers “human resources” to be one of the key corporate resources that will support future growth, and experience in and knowledge of, among others, the development of executive managers, human resources and organizations are necessary from the perspective of appropriately overseeing efforts by management to transform human capital and corporate culture
<b>IT / Digital</b>	Experience and knowledge in, among others, technological and business development in the IT and digital fields are necessary to fulfill the group's supervisory function, as they are the foundation for customers to use the group's services with peace of mind and are also key to the group's future competitiveness
<b>Sustainability</b>	The group aims to achieve its own growth through facing social issues and contributing to their resolution, and we believe that experience in and knowledge of environmental and other sustainability-related operations are necessary to fulfill the supervisory function of the group
<b>Global</b>	As the group is expanding its business globally and aims to contribute increasingly to the sustainable growth of the world, experience in, among others, management of global corporations overseas is necessary to fulfill the supervisory function of the group