Mizuho Financial Group, Inc.

IR Select

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Presentation

Speaker: Shuji Matsuura, Mizuho Americas Chairman & CEO,
Jerry Rizzieri, Mizuho Securities USA President & CEO

Matsuura: Good morning, everyone. My name is Shuji Matsuura, and I'm the Chairman and CEO of Mizuho Americas. We are so honored to have this great opportunity today to present an overview of our Americas platform, including the history of our business evolution and our strategy going forward. We would like to thank all of you for attending this session and very much appreciate your frank comments and questions, including tough ones.

Today, our Head of CIB, Jerry Rizzieri, will be leading the session. Jerry has been with the firm since 2010 in several executive leadership roles, leveraging his extensive experience working in various senior positions at bulge-bracket firms. He was appointed as Chief Executive Officer of Mizuho Securities USA in 2016 and was later named Head of CIB for Mizuho Americas in 2018.

Since then, Jerry has led the successful expansion of our corporate and investment banking across the region throughout the development of capabilities in both the banking and market businesses. This has been accomplished with a focus on promoting a strong firm culture and engaging workplace. We share the same philosophy to make Mizuho Americas a great place to work, and I'm excited to have the opportunity to share our story with you. We have also brought in our business heads: Michal Katz, Head of Banking; Tom Hartnett, Head of Fixed Income; and Darlene Pasquill, Head of Equities; along with our regional CFO, David Kronenberg; and Head of Strategy, Paul Hughes, to participate in the Q&A session. We look forward to having a lively discussion with all of you.

Before jumping into our presentation, please allow me to make a few highlight remarks. Our Americas business has steadily generated strong results over the past several years despite a challenging and volatile market backdrop, and we’ve built out a strong presence in the US capital market. I believe this result attributes to the integrated corporate investment banking operating model, or CIB model, that we introduced several years ago through the integration of banking, fixed income, and equity based on a client-centric approach. This allows us to compete more effectively for business through cross-selling efforts.

We have been increasing the fee pool coverage and diversifying our product portfolio through

selective investment in talent and capabilities. The most recent notable transaction along this strategy was the acquisition of Greenhill, which closed in November of last year. This pivotal transaction has significant upside on Mizuho's platform, enhancing our M&A capabilities, providing more cross-selling opportunities, and diversifying our product line.
By further driving these factors going forward, we'd like to continuously provide differentiated solutions tailored to our clients, and expand and deepen our CIB model with a long-term commitment to the market.

I would also add that an important area of focus as we scale is around the appropriate investment in our corporate functions and infrastructure, ones that allow us to confidently deliver robust results. The combination of all these efforts will help Mizuho further penetrate the American CIB fee pool and cement our position among the top 10 banks. With that, I will turn it over to Jerry, my partner, for the main presentation. Thank you again for your time today.

Rizzieri: Great. Thank you, Matsuura-san, and welcome to the IR Select presentation. I'm Jerry Rizzieri, Head of Corporate Investment Bank in the Americas. Today, I'll speak about the businesses we've built in the Americas over the last decade or so. I'll also share some specifics on the approach we've taken as well as insights into where we're heading.

Page 5 AMERICAS EXECUTIVE OVERVIEW
Here, I'll just start with a brief overview of the Americas, beginning with the management team.

The three business heads, pictured on the slide, have significant experience leading large businesses at major Wall Street firms. They've been in their Mizuho roles ranging from 4.5 years in the case of Banking Head, Michal Katz, to about eight years in the case of Fixed Income Head, Tom Hartnett. Each has over 25 years of industry experience and a broad network from their years of competing and winning in the US market. This has been a critical factor for us, actually, in attracting and retaining top talent and investing for growth. I'll let you read more about them in the appendix at your leisure.

Turning your attention to the right side of the page, our business has been quite successful, with gross profits growing steadily and achieving a 17% CAGR over the last five years. This growth has far exceeded the growth in the overall market by about eight times. You can also see that our revenues in the region have more than doubled from approximately USD1.8

billion in 2018 to more than USD4 billion in 2023. Now this growth has not been accidental. It's been part of a strategy that has been in place for about 10 years and has been a methodical, deliberate march. Like perhaps many of our competition, the goal has been to produce a predictable revenue growth path through a diversified mix of products and clients in both good markets and bad.

Now you might say, that's what all firms strive for, so what makes you different? That is a legitimate question. I think what makes us a bit different is that our journey for Mizuho Americas only really started about 15 years ago. In fact, many of today's most important businesses, such as leveraged capital markets, fixed income derivatives, equity derivatives, and now M&A, did not even exist in the Americas eight years, 10 years, six years ago. These are now very sizable businesses here in the Americas.

The bar chart reflects three different revenue buckets, facilitation; fee; and financing. Each bucket is central to our strategy of developing multiple client touch points across our businesses and achieving diversification of revenues. The growth in each of these segments has been quite impressive. For example, our financing business, which is largely made up of net interest margin across banking and markets businesses, has grown from USD400 million in 2018 to approximately USD1.6 billion in 2023. Our fee revenue, which primarily consists of our banking capital markets and advisory lines, has gone from USD700 million to approximately USD1.1 billion. Finally, our facilitation, or, perhaps better said, sales and trading revenue, has more than tripled during the same period from USD400 million to approximately USD1.3 billion. As you can see, this performance has been resilient and, in fact, has accelerated despite challenging credit markets, various rate environments, including the last couple of years, and COVID-19. I'll add, there was a meaningful contraction in the CIB fee pool in 2022 and 2023, compared to 2021.

Page 6 AMERICAS CIB – AN INTEGRATED APPROACH

As Matsuura-san mentioned, our success has been bolstered by our integrated approach, or the CIB model, which we introduced in 2018. Our banking and markets businesses are managed holistically. It promotes collaboration and cross-selling with the client in the center. In fact, we think less about banking and market labels and more about how to best touch the client. The goal is to deliver the entire firm and make it as easy as possible for customers to do business with Mizuho. If you look at the competitive landscape, the top firms are organized in a similar way to us for this very reason. However, I will add that our modest size compared to the top five firms, in many ways, makes it a somewhat easier issue for us to coordinate across our business teams. We see this as a bit of an advantage.

Now in the middle of the page, you'll see a gray box labeled shared services. This is all part of the integrated approach, front to back. The shared service model was established in the years following the 2018 CIB creation, and allows us to deliver integrated support to our businesses regardless of legal entity. The model also ensures that we have the appropriate risk and controls across the entire platform regardless of legal entity, bank, or securities.
Of course, regulators also have very high expectations and demand that we are resilient and able to address issues across the entire platform. Finally, in addition to the strong risk management and control benefits, the shared service model also allows us to generate operational leverage and deliver cost synergies, which is a major focus of ours.

Page 7 OUR GROWING SIGNIFICANCE TO FG

I like the simplicity of this slide. It sums up what our efforts have produced. We've contributed meaningfully to the financial group's bottom line. In FY2022, we made up 25% of net income for Mizuho Financial Group. As you can see, this is up from just 7% in FY2018. But as seen in prior slides, it's been a consistent growth trajectory rather than a onetime step. It's been about diversification, and expanding the depth and breadth of our businesses.

Now this 25% contribution certainly underpins the importance of the Americas business to the financial group and the impact it has been able to deliver for shareholders. Going forward, we expect the region will contribute an even higher percentage of net income, and I'll touch more on this in later slides.

Page 8 A GROWTH ENGINE FOR MIZUHO FINANCIAL GROUP

Building off the prior page, here you can see how the growth of the global CIB business fits into the financial group's medium-term plan. Taking the JPY1 –1.1 trillion target in FY2025, the majority of the net business profit contributed by the global CIB will be from the Americas. This is consistent with the key initiatives outlined by the financial group and actually seen in the second and third bullet points on the right side of the page, specifically: expand the CIB model globally and reallocate financial resources to high-growth areas.

Page 9 A GROWTH ENGINE FOR MIZUHO FINANCIAL GROUP

Here, you can see an illustration of my last point around reallocation of financial resources, specifically risk-weighted assets into higher-returning opportunities. As I'll speak more on that later, the Americas has consistently generated above-target returns. In fact, our focus on growing businesses that offer high risk-adjusted returns -- such as capital markets, financing, structuring, and derivatives -- is a central feature of how we operate the business. When added up, the net result of the Americas contribution, along with other key strategic growth opportunities globally, should allow Mizuho to achieve our FY2025 RORA target of 3%.

Page 11 TOTAL ADDRESSABLE MARKET IN THE AMERICAS

Now that we've covered some of the foundational elements of who we are in the Americas, I'd like to move into our strategy. This is a look at the total addressable wallet in the Americas for CIB fees. We refer to it as the fee pool. This is fee income and does not include, for example, net interest margin earned from various bank money. The Americas fee pool is the largest globally, at about USD140 billion on average. The size of the Americas fee pool relative to other regions reinforces why it's so impactful for Mizuho to compete and win here in the Americas.

As a matter of comparison, Asia, including Japan, is about USD60 billion, and Europe is about USD80 billion. Those are still large, but the breadth and depth of opportunities in the Americas, coupled with our track record and momentum, is why the Americas continues to be an area of considerable growth for the financial group. Now for me, it all starts with the components of the fee pool. It helps us assess where we choose to compete and win. We're realistic. We have been selective and thoughtful about where we choose to enhance for those capabilities, and there are some areas where we have decided not to compete.

Let's take a look at investment banking. We have fees to the street that average about USD50 billion annually. We have a long track record of success in the debt and equity capital markets. However, M&A advisory was an area where we needed more scale, hence, the Greenhill acquisition that Matsuura-san mentioned earlier, and I'll speak more on that later.

Moving into FICC, or fixed income, currencies, and commodities. This is a USD60 billion fee pool, the largest in the Americas, and we have great momentum in many of these product areas. Most, like rates and FX, have been built organically. We've also placed a high emphasis on building out high value-added structuring and financing businesses. These are businesses that consistently produce, whether it rains or shines. On the other hand, securitized products is the largest subset of the FICC fee pool, at about USD14 billion. We've historically had a pretty decent business here, but we were capturing only a very modest share of the fee pool. In late 2022, we had a unique opportunity to significantly grow our presence and revenues in this business, so we acquired Credit Suisse's agency mortgage business and are now viewed as a top five agency MBS platform. While M&A and MBS have been long-time targets as part of our future growth, given the similar size of these fee pools, the entry point in the case of M&A or the scaling in the case of MBS were both driven by unique opportunities and our confidence in our ability to execute. We actually believe we're pretty good operators in the Americas. The preference at Mizuho Financial Group is to own and operate rather than passively participate.

Moving finally to the equities. There's a USD30 billion fee pool on equities. Our approach here remains consistent, which is: selectively developing our capabilities, specifically in cash equities and equity derivatives, and providing support for our equities capital markets platform. You'll see that prime services is also a large fee pool, but we've made the decision to not participate in that business due to the high execution risks associated with setting up and operating in that space. I'll also mention that we've had the same view regarding commodities in the FICC fee pool, given the highly volatile nature of that business and the high expense of offering such a platform. Because we will not likely participate in some market segments, as I just mentioned, we kept our participation in the overall fee pool.

Page 12 EXPANDING OUR FOOTPRINT

Now that we've seen the Americas fee pool opportunity, I'll speak on our progress and strategy for increasing our participation in many of these fee pools. Since 2018, we significantly increased our coverage of the fee pool. Our strategy of growing our participation is quite simply to add breadth and depth to products and clients.

As an example, we only started with corporate fixed income derivatives in 2018. But every year, we've added new lines of products or clients within that space. This expansion around the derivatives base perimeter allows us to compete for more of the derivative fee pool. More recent initiatives, such as the Greenhill M&A and restructuring advisory business, residential mortgage finance, and select institutional equity derivatives have increased our coverage meaningfully. Now, we estimate coverage to be a bit under 80%.

Many have probably heard of the so-called flywheel effect, whereby business momentum is created when new capabilities are added. An example of that here would be our investment-grade debt capital markets business. Since our 2015 purchase of about USD40 billion in loan commitments from RBS and the simultaneous transfer of 120 bankers and capital markets professionals to Mizuho, we've been a top 10 investment-grade debt capital markets firm. That's probably something a lot of you might not know.

In becoming a more important lending relationship to this transaction, we suddenly had better access to hundreds of corporate clients who, from time to time, engage in hedging future debt issuance. The enhanced connectivity with corporates resulting from the RBS transaction, in turn, led us to accelerate the buildout of our corporate derivatives platform and is now truly with the very best in the Americas. In turn, increased corporate derivatives activity then led to opportunities to hedge some of our exposure via our institutional fixed income clients. So, we added additional capabilities there. All of these add up to greater client connectivity across banking and markets, increases our participation in the fee pool, and creates more business diversification.

Now, looking ahead, there are select areas where we expect to expand our footprint and deepen client penetration. Ultimately, we see ourselves competing for about 85% or so of this USD140 billion fee pool. We think our cap is about USD120 billion of fee pool opportunity for Mizuho. So, we're getting close to where we need to be in terms of fee pool coverage and will set us up for achieving our medium- and long-term goals.

Page 13 AMERICAS VISION & STRATEGIC OBJECTIVE

This illustrates what we expect the results to be. Basically, Mizuho moving up in cementing our competitive positioning to be formally among the top 10 CIBs in the Americas. Now this was a goal that may have seemed ambitious to some when we started planning this several years back. But we are actually quite confident that we have the right team and strategy to achieve this result.

Now, a question I used to hear, but frankly not so much today is: “why are clients and talent choosing Mizuho?” This is, in fact, a fiercely competitive market. The reality is that Mizuho has done something unique over the last decade, something that few foreign banks have done since the global financial crisis. What is it? We've grown considerably. So, while many foreign banks have retrenched, or are just trying to hold ground, we've responsibly invested in the big-leagues table and, of course, significantly grown revenue. Now this is a good story and it resonates with clients. Clients also value that Mizuho has a strong reputation for reliability, especially when it comes to world-class capabilities.

This is also a great story of recruiting talent. Talent is naturally drawn to firms with growing businesses. Our individuals believe they can make a big impact, have a great career, and be part of a great culture. We have a lot going for us around this business.

Page 14 STRATEGIC BUSINESS PRIORITIES

Here we highlight the strategic business opportunities as we deliver the next USD1 billion-plus of revenue to the firm. As mentioned previously, the fee pool opportunity informs where we prioritize investment in resources. Areas like M&A and securitized products are huge fee pools, for even a slight increase in market share represents meaningful revenue for the firm.

For example, leveraged finance is a USD9 billion fee pool. M&A accounts for another USD18 billion. Securitized products, like I just mentioned, is USD14 billion. These are significant market opportunities where we can compete and win. If we were just to add 1% to our current share to overlay that against the USD120 billion of the fee pool that, which we think we can compete for, we add USD1.2 billion of additional fee income. While some might sound ambitious, it can happen rather quickly, and I'll show you how in a couple of slides.

Now, while we are confident in our business strategies to achieve the targeted growth in all of these areas, we are also focused on the strategic drivers that enable this growth, namely, financial resource deployment, human capital development, technology investment, and most importantly, risk management, including liquidity risk.

Page 15 DELIVERING SUSTAINABLE GROWTH

With our continued focus on executing our strategy and operating our business, we are on track to achieve USD4 billion this year and are forecasting growth in years to come. In addition to growing our business, we will continue to focus on operating more efficiently, maintaining cost discipline, and deploying assets to high-return businesses.

While this presentation is focused primarily on revenues, make no mistake that our focus is on the bottom line. So where do we end up? This all comes together to deliver strong bottom-line results and deliver a return on equity in excess of 12%.

Now, I want to briefly turn to a specific transaction that highlights our progress in a particularly competitive space, the IPO market.

Page 16 ARM IPO - DELIVERING OUR CIB PLATFORM

The development of the US CIB allowed Mizuho to support key global relationships. A great example is SoftBank and the ARM IPO. As many of you know, this was the largest IPO over the year. Mizuho was one of only four lead banks on the transaction, alongside JPMorgan, Barclays, and Goldman Sachs. All of the bulge brackets sought to be a lead on this transaction. It's a true testament about the quality of our business that we have built in the Americas that we were selected. Our deliberate investments in equity capital markets for research, derivatives, and of course, banking sector coverage, differentiated Mizuho from other firms.

It's also worth mentioning, though, that this transaction was by no means a one-off win for our Equities franchise. We also held active roles in other high-profile transactions like T-Mobile, NextEra, and American Tower. Our market positioning demonstrates our commitment and progress in doing this business. We held active roles in 15 ECM transactions of over USD1 billion in 2023. It's also worth mentioning that we are in the number eight spot in convertible bond league tables in 2023, and that's a real strength for us.

Page 18 GREENHILL: A PIVOTAL TRANSACTION

We'll talk about Greenhill now, which I know is a topic of interest. I've talked a lot about fee pools, and the addition of Greenhill immediately addressed untapped potential from Mizuho M&A advisory, which is the largest contributor for the investment banking fee pool. In fact, advisory represents about 40% of fees on average in the banking pool. So, I mentioned how a 1% increase in our cost with a USD120 billion fee pool could add USD1.2 billion in fees. Well, here's an example of how quickly that can happen. The addition of Greenhill will add several hundred million dollars of future revenue from M&A advisory, restructuring, and other cross-sales. It can happen very quickly. We just closed November 30.

Now I want to talk about our strategic rationale for Greenhill. It was really driven by five key factors. One is that Greenhill has been a premier investment bank with a very respected global brand. The transaction also built scale quickly for us with the addition of over 80 managing directors to the platform. There is a minimal overlap with our existing businesses that offered us a, call it a plug-and-play opportunity. It's also very complementary for our existing businesses. We were significantly, I'd say, underweight M&A. Greenhill, by the same token, had no ability to offer services such as financing or capital markets or derivatives. Finally, and this was ultimately what sealed the deal for us, the culture is excellent at Greenhill and is a great fit with us.

Looking at the right-hand side of the page, you can see how the addition of Greenhill's M&A business translates into a banking business mix that is aligned with the overall fee pool. The top shows the composition of investment banking fees paid to the street. Below that, you can see how Mizuho was positioned before and then after Greenhill. We're still a bit overweight investment grade, but that fits well with our risk appetite strategy, and we're completely fine with that.

Page 19 GREENHILL OVERVIEW

These are just some facts and figures regarding Greenhill, and I won't spend time on this now. Rather, I think what I'll do is preempt the natural question of: “how has it been going?” Since deal closing and as of December 1, Greenhill is part of Mizuho, we have net added to the MD and M&A staffing in Greenhill. In other words, we've had success retaining and recruiting talent.

On the business side, again, we closed November 30. We've only had three months of data. But as of last week, we have held over 270 joint client meetings, resulting in 126 deals in the engagement letter stage on Greenhill’s pipeline, and 15 of those being with Mizuho banking clients across the US, EMEA, and Australia. I guess, so far, so good.

Page 20 TALOS ENERGY CASE STUDY

This is my last one here. On this slide, I wanted to show how the combined capabilities of Mizuho and Greenhill can really come together to deliver for the client and the firm. In the Talos transaction, leveraging the M&A opportunity secured and executed by Greenhill, Mizuho was able to deliver financing and capital-raising capabilities to the client. In fact, we were the only bank that served in leadership roles across all aspects of the deal. So yes, it's still early days. However, we're quite excited about the momentum.

Q&A

Answers

Jerry Rizzieri	President & CEO, Mizuho Securities USA
Michal Katz	Head of Investment & Corporate Banking, Mizuho Americas
Tom Hartnett	Head of Fixed Income, Mizuho Americas
Darlene Pasquill	Head of Equities, Mizuho Americas
Paul Hughes	Head of Strategy, Mizuho Americas
David Kronenberg	Chief Financial Officer, Mizuho Americas

Q1. Regarding Greenhill, page 18. The integration with Mizuho US of Greenhill is expected to increase the scale of M&A business and associated financing opportunities. How large do you expect the synergy revenue to be over the next three years?

Q2. What is the strength of Mizuho compared to other investment banks?

Q3. Is there any risk in the future that could cause regulatory disruption and limit Mizuho's Americas` balance sheet expansion?

A1.

Rizzieri: Relating to the size of the opportunity, Greenhill historically has done, call it, USD300 million of revenues. Michal started our M&A practice a few years ago, and that's actually been successful as well -- we think that the two kind of feed off each other.

I'm not sure if I can get into exact specifics, but we're looking for a few hundred million at least this year. And over the coming years, we think we can substantially grow that. That number could be USD500 million, maybe it's USD600 million over the coming years. That's in terms of the M&A fees that we think we can accumulate over the next few years.

Katz: I would just add that from a market perspective, you have corporates that are sitting with a significant amount of cash on their balance sheet. You have the financial sponsor community, which have pretty much been on the sidelines over the last couple of years as the interest rate has risen pretty quickly over the last 18 months or so, looking to deploy capital and put it to work. We believe that both our financial sponsor clients as well as corporate clients would be fertile grounds for us to participate and support them on M&A advisory and acquisition financing opportunities.

A2.

Rizzieri: Related to your second question, or regarding the strength of Mizuho compared to

other investment banks. Now I always think about it really a little different, like we don't necessarily need to be better across all the different areas, we just need to be able to compete because there's a lot of business that can be allocated across the industry.
As you know, firms don't like to allocate more than, I don't know, 10%, 15% of their business to counterparties, and that's kind of what it is in the US right now. You've got the top five firms -- JPMorgan, Goldman, Morgan Stanley, Citi, BofA -- all call it between 8% and 14% of the fee pool. We think there's a lot of opportunity for us.

Of course, we have several strengths as an organization. We're well capitalized. We have a global network. We've got a strong balance sheet, high credit ratings. We've got fantastic coverage of the client base, which is a great opportunity for our clients to access intelligence and potential partners in Japan. There's a lot going for Mizuho, and we feel good about our positioning.

A3.
Finally, I guess, around the Fed, I guess you're referring to the USD100 billion cap related to IHC rule. Our view on that is it's pretty simple. We're not going to go above USD100 billion. We can control that pretty well. As you probably know, most of the assets sit within the bank, the IHC is mostly made up of the broker dealer. We have a significant ability to control the assets within the IHC since a lot of those assets are very liquid tradable assets and financing.

Q4. From an investors' perspective, RWA allocation in a corporate-wide perspective is very important. We understand that your business is really important for the Financial Group. But of course, capital discipline is also important. From this perspective, how are the negotiations that take place between Mizuho Americas and the Tokyo headquarters, in regards to risk weighted asset allocation. Are there usually difficulties here?
Q5. Regarding US corporate banking business earnings stability. Of course, Mizuho is a commercial bank, so stability in quarterly earnings is a good thing from an investors' perspective. Can you share any initiatives you are implementing to stabilize your quarterly revenue or quarterly profit?

A4
Rizzieri: With respect to negotiations with Tokyo, I think our interests are quite aligned. I think Tokyo very much wants to allocate resources where we can get the best returns.

Tokyo has been a huge supporter of the US buildout. We wouldn't be where we are today without support from Tokyo, from both its securities level and the FG level. When we see opportunities, such as Greenhill as an example or the situation in Credit Suisse 1.5 years ago, Tokyo has been very, very supportive of our efforts.

A5.
Rizzieri: In terms of the corporate bank stability, we like that we're a corporate and investment bank. That's a really good thing. We celebrate that. Corporate bank earnings, as you stated, are pretty consistent. As you saw actually on, I think, my very first slide, our revenue growth has been very deliberate over the last five years. We haven't had big spikes up or down. Why is that? It's because the businesses we've chosen on the investment banking side have also been the type that we feel we can consistently see growth.

For example, we've invested in our capital markets businesses like DCM, ECM. We've invested in our securitized products origination business. We have warehouses, we do the warehouse. We then originate bonds from those warehouses. We have a financing business in fixed income and equities. Again, financing businesses are more stable. We tend to focus on higher-margin businesses there. Our derivatives business is geared around corporates. That's a much more stable business for us. It leverages the strengths of Mizuho.

The prior question was the strength of Mizuho. One of the strengths we have is we are a bank. We have thousands of clients, well over 1,000 in the Americas, not even including the subsidiaries or Japanese companies that we are lenders to. Being lenders to those clients then leads to debt capital markets capabilities, securitization capabilities, derivatives capabilities. And, by the way, we then try to translate that and leverage those opportunities to work with our colleagues in London and the rest of the world. So, investment banking, combined with corporate banking, does not necessarily mean less stable. In fact, I would argue it adds more stability to the business.

Q6. All of you have worked for prestigious investment banks before. Mizuho Financial Group is a commercial bank-based group. Comparing your experiences, and pretending that Yonezawa-san and Matsuura-san are not present here, how would you describe the Mizuho Americas corporate culture and autonomy you have there?

A6.
Rizzieri: You're right. I was at 23 years leading to all this. 1985 to 2008, and I stayed for 1.5

years at Barclays. Michal Katz was similarly at Lehman Brothers for a long time before joining RBC after the financial crisis hit. Tom Hartnett also coincidentally was at Lehman Brothers for a short period of time, a few years, but also spent the bulk of his career at Deutsche Bank. Darlene was at DLJ and then Credit Suisse. So, we've all been at different places. I think we all believe that those places were nice places to work.

I will tell you that the reason I chose to work at Mizuho is I felt there was significant opportunity to make a difference. When I joined in 2010, it was a commercial bank primarily. We had small businesses here in the US and in Europe, and other places. Even the securities arm of Mizuho Group was relatively small. A lot's changed.

The reason I actually joined Mizuho was because I thought there was opportunity, but I also knew there was a good corporate culture. I think the Japanese business culture is very collaborative, a pleasant place to be. That's just the reality. The reason our people come to join as usual, as I mentioned in my earlier comments, is that they actually feel that we're growing, that we certainly have a US-style of a business, and that it's a good place to work. I would say, I wouldn't use the word autonomy; I would say that we are working within the framework that the Financial Group provides and supports.

I think for me, it's the best of both worlds. Individuals can come here. They can make a difference. The culture’s great. By the way, we received the best culture award, by Markets Media last year in the US. We were voted as having the best corporate culture among the financial institutions in the US last year. It's a great source of pride for us that we lose very few of our employees and that they actually like coming to work at Mizuho.

Hartnett: We have, as Jerry mentioned, had the privilege to recruit many great leaders from across the industry who have worked at bulge-bracket firms. Also, we have a great culture that focuses on collaboration. When I talk to leaders about joining Mizuho, it's about a place where you can make an impact. It's a place with a growth mindset, a collaborative mindset, as Jerry mentioned, but also very strong foundations. We are practical. We're deliberate. We're very client-focused.

When I talk to candidates at leading US firms or leading European banks, they aspire towards that. That's an exciting story, to be part of a growth culture where you could have an impact, but also the point about corporate banking, where there is a strong foundation, strong rating, deliberate approach to control and cost-income ratio management. These are disciplines that

I think Mizuho really values. Many senior leaders who come here recognize that value. It's really, in a lot of ways, sometimes an easy pitch, we're really able to attract the best and brightest for those reasons.

Katz: Just to add on, everything you heard today is, I think, what enables us to be relevant to clients. The talent that we recruit wants to be able to deliver full-service platform. With the additions and investments that the firm has made has been a big differentiator. Where other firms, as Jerry had mentioned, all may have been retrenching, we have invested in growth. Being able to be relevant to clients is incredibly important.

I think the other thing is we don't take culture for granted. The one thing that we've all learned from the pandemic and the need to maintain engagement and be able to attract workforce, particularly in the US, where we have had to deal with the silent resignation or the great resignation. Culture matters. Being able to not just retain talent during these types of dislocations, but also hire talent is something that I'm incredibly proud of. I'm very fortunate to have partners like Tom and Darlene to execute our strategy.

Pasquill: I think everything has been well said. I'm here at Mizuho and have been the happiest in my career. Culture is about people, and the people we hire are phenomenal. Great people want to work with other great people. We have a tremendous amount of support from Tokyo. We do collaborate with them a lot. We have great relationships. We're able to grow and I tend to hire difference makers, as does Michal and Tom, and we all do work together. The common bond is we all do know how to deliver the whole firm to a client, to Jerry's point earlier. That makes us different for the client, and that makes us more relevant to the clients. So, cross-selling is super important, and we all have that from our background.

Q7. On slide 11, you have shown the industry revenue pool. Could you share your views on where we are in the global capital market cycle. Also, what is your outlook for 2024, given that Japan and US are most likely going into different rate cycles? How would this impact the products by category? What is your outlook in IG fixed-income and equities?

Q8. Relating to slides 12 and 13 - it is amazing to see your positioning on the league table and your outlook on how you can expand your coverage in the market. You have the strategy, you have the products, you have a great team, but to elevate your positioning even higher, what do you think is important? Is it products? Or is it more resources?.

A7.

Rizzieri: The first is around the industry, the revenue pool. Is that correct? How that shakes out, given the cycle we're in now. Look, the fee pool is lower than it was in 2021. To put it in perspective, 2021, the CIB fee pool in the Americas was about USD170 billion. That was a record. It's averaged about USD140 billion, maybe a little bit more than that. But that was a record. Of course, now we're back at different levels.

I think my own views, and I think it sort of takes well with the other business heads, are that we're going to have a better market in M&A in 2024, 2025. There's a lot of a sort of pent-up demand, I think Michal can articulate that very, very well. This rate environment we think is actually pretty good. When you're at very, very low rates, it's hard for investors to do much of anything. When you're sort of, in the sort of 4% to 5% area, there's lots of different opinions as to what direction rates can go. That then creates hedging opportunities, portfolio rebalancing - all those types of things.

Equity capital markets has been at rather depressed levels for a few years now. I think Darlene told me that it's the lowest level in quite some time. We're actually thinking there's going to be a rebound. But let's suppose there's not a rebound, just for a second. I think that's just fine for us, because for us, we're still at a relatively modest market share. We're closer to 1% than we are to 2%. To me, that means we can take a share for all the reasons that I outlined earlier. I think that's happening. I mean the reason that our revenues are higher, significantly higher this year than they were in 2021 -- 2021 being a record year -- is that we've just grown our product perimeter, their capabilities. Whether the fee pool is USD140 billion or USD150 billion, I don't care so much because what I'm thinking is, okay, how do we get from sort of low 1% to 2%? That 1% growth is going to mean a lot more than the fee pool differentiation will.

A8.

Rizzieri: It's interesting, we're focused on being a top-10 CIB in the Americas. A lot of our customers already view us as a top-10 CIB in the Americas. For me, like the top 10 CIB, we're speaking about the fee pool, but we have come quite a long way. A lot of our clients already view us in that. The way we do it simply is by adding more capabilities, which we’re doing. Greenhill is a great one because it will take us a long, long time to hire 80 MDs in M&A. It would take five years, six years, seven years. It takes a while. We've got scale now. We are definitively more relevant to our clients today than we were before Greenhill.

Securitized products I mentioned earlier. Credit Suisse had one of the absolute best agency mortgage businesses on the street. We got a good one. Don't get me wrong. We are maybe top 15, but we weren't top three. We are solidly in the top five now in that business, and that's a big fee pool. I think it's just kind of doing the things we've been doing, continuing to bring good people, and retaining talent. We're not in a hurry. We can do this in a measured way, which balances the risks, and not taking too much risk to get to where we need to be. There's plenty of upside for us on the fee side.

Q9. I'm looking at page 15. What is your assumption on ROE? For IB business, I'd like to see about 15% over the cycle. Is it possible to achieve a higher ROE over the long term? If so, what would be the challenge there?

A9.
Kronenberg: ROE from the US side is, as we said earlier, above the 12% mark. It varies. We look at it by business, by Michal’s business, by Tom's business, and Darlene's business. Places where we get the good ROE tend to be a little bit more skewed toward markets businesses than the banking businesses. Tom's business, Darlene's business, and equity, are strong performers for us. Also, outside the CIB, our Japanese clients here in the US are particularly strong. That's a business that has a slightly lower cost base than some of these other businesses, which were a little bit more high-tech. That performs sizably above some of these other markets businesses. Generally, the banking business, a large user of balance sheet produces a lower ROE. But as pointed out earlier, it also provides a consistency of earnings and stability, as there is a trade-off between capital return and earnings stability.

Closing Remarks

Speaker: Takefumi Yonezawa, Group CFO, Mizuho Financial Group

Hello everyone. This is Takefumi Yonezawa speaking, Group CFO for Mizuho Financial Group. Let me express my gratitude for your participation in this event.

As Matsuura-san mentioned in his opening remarks, and as we heard in-depth from Jerry and the American management team, the global CIB model is one of Mizuho's strengths and something that differentiates us with our peers with its stability and persistent goals.

When I meet with investors, I'm often asked what it is that makes our CIB business model different from our competitors. As I'm sure you have understood from our session today focused on the Americas, we see that as our effective combination of banking, markets, and our client-driven approach, both in the Americas and on a global scale, we are aiming to leverage our Asian edge in order to become a core Asian bank for our global blue-chip clients. That isn't something that any bank can do. Even with capital markets, we place our focus on the primary market and secondary market business is heavily centered on customer flow, meaning that we do not take excessive risk.

We are also selective with our investment in both the platform and our talent. Specifically to the United States, our significant presence there is fully organic and fully internalized, unlike our Japanese mega bank peers and many other global banks. This approach and business platform has delivered strong yet stable growth against the backdrop of volatile markets, and this is becoming a unique competitive advantage that cannot be imitated by our competitors.

Like us, the Financial Group, we hope that you, the investor, can also be excited for additional growth to be delivered going forward. One last comment on the topic of ROE, Mizuho Americas is already achieving a high ROE. It's quite important to keep strict discipline of capital management, and realize optimal allocation of management resources.

Finally, thank you again to the Mizuho Americas team and to our investors for your continued support. Thank you very much.