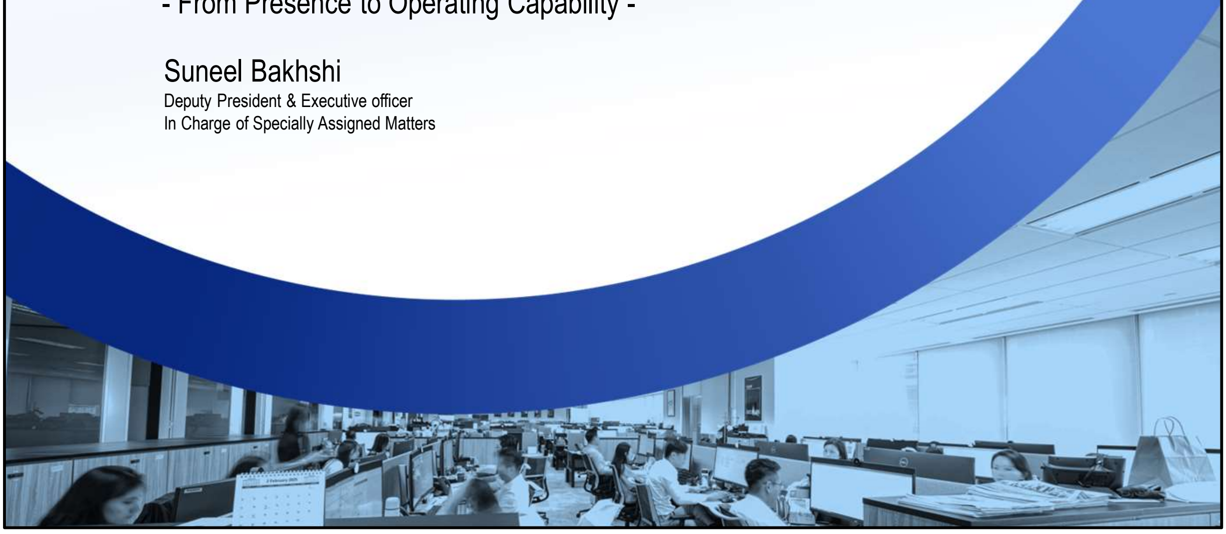
Towards True Globality

- From Presence to Operating Capability -

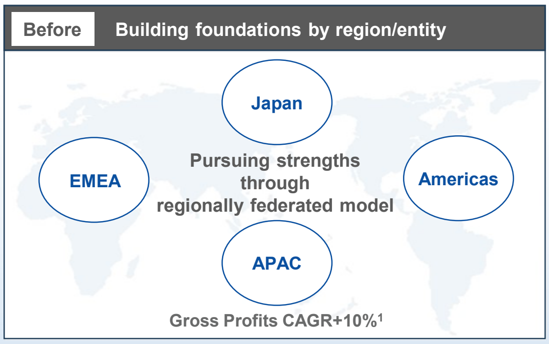
Suneel Bakhshi

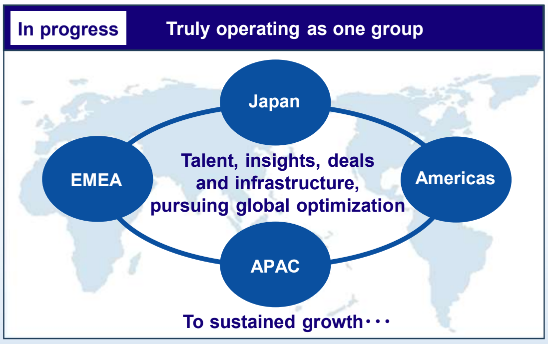
Deputy President & Executive officer

In Charge of Specially Assigned Matters



Our talent, organization, and platforms are evolving towards true globality





Talent Discovery & Mobility

■ Regional talent assigned to global roles within the past year

New Role	Before	Location
FG/ Deputy Head of Global CIB Company	CIO, Americas	NY
SC/ Co-Head of Global Markets	Head of FICC, Americas	NY
SC/ Deputy Head of Global Investment Banking[2]	Senior Advisor, EMEA	London
FG/ Head of Global CIB Coordination Dept	Head of Strategy, Americas	Tokyo[3]
FG/ Head of Talent Management and Acquisition Dept	CHRO, Mizuho Bank Europe	Tokyo[3]

Global Connectivity

■ Rolling out best practices across regions
- ➢ Strengthening global products, including Advisory
- ➢ Leveraging MGS[4] to unify infrastructure, including IT and Risk management

■ Driving talent discovery, executive relationship management, and cross-regional collaboration to “connect” global product capabilities with business opportunities.

<Illustrative transactions reflecting “Connectivity”>

SPACEX PayPay Uber

Evolving into a “Trusted Connector” model operating as one, centered on “Japan’s foundation of trust” × “Global Best Practices”

1. FY20-25. 2. Assigned in Oct 2025. Others, assigned in Apr 2026. 3. Relocated. 4. Mizuho Global Services.

MIZUHO

Bakhshi: I believe that Mizuho Financial Group is evolving into a trusted connector model operating as one, centered on Japan’s foundation of trust and of course, marrying that with global best practices.

As you heard from my colleagues, it is undoubtedly the case that as a global financial institution, our markets and banking teams are operating as one, in order to serve our clients. I also believe that the combination of the Japanese style of client service, combined with global best practices, can be unique, and is the key differentiator once we can begin to harness this fully from our traditional, very strong regional businesses that you see on the top left of that slide.

I can confirm having been in my role for over a year, as shown at the top right of the slide, that Mizuho is truly moving towards operating as one group.

As you all know, the strength, or the real alpha comes when the talent mindset changes towards operating as one for the delivery of the best product solution in a client-centric group. Mizuho Financial Group has been steadily increasing the strength of products globally.

Matsuura touched on Tom Hartnett, who is our Transatlantic Head of Markets since about a year ago. His is the second name on the bottom left of the slide. John Buchanan, who is Deputy to Matsuura, is operating with a focus on tech. That focus on tech is also driving [to the example given earlier] our global capability center in Pune in India. I’m a frequent visitor to India, and I can confirm also the quality of the talent coming together in our global capability center, serving the Americas to start with. Over time, as that model grows, it will be able to serve the other regions, therefore optimizing the innovation to cost ratio towards market or better than market in time ahead.

We also have, in London, a new appointment to our Global Head of Investment Banking in Japan. The deputy is Karen Frank, who is centered in London, but operating on a cross-regional basis.

Then, most critically to the point earlier made about the change we are driving also in the head office. We have two very talented people, Paul Hughes, who has come to Tokyo from New York as Co-Head of Strategy working in the GCIB and also our Head of Human Resources in Amsterdam for the EU, also moving here in the shape of Sebastian Witkamp, who is also now operating within our HR department here.

These are very real examples of rolling out best practices using the power of talent that is keen to work together, to leverage the strength we have as regions, and to operate as one team across cultures, adopting best practices, and always on the strong fundamentals of Japanese culture and heritage.

My role is, therefore, a combination of identifying talent, and building top relationships because that’s where it all begins. Of course, we are listening very carefully to the market, and promoting cross-regional collaboration to connect.

I’m here to reinforce the points already made, so I’m not going to go further. I think I can pause here. Thank you very much, and happy to take questions.