

Tokyo, October 20, 2026

Natixis CIB builds out global IBRA and M&A business in Japan

Natixis Corporate & Investment Banking (Natixis CIB) is pleased to announce it will extend its global Investment Banking & Real Assets (IBRA) and M&A capabilities in Tokyo, Japan, subject to obtaining approval from the Japan Financial Services Agency. As part of a broader team expansion and reflecting its strong commitment to the Japanese market, Natixis CIB has agreed to acquire one of the market's leading local M&A specialists, Sangyo Sosei Advisory Inc. (SSA). SSA staff will formally join Natixis CIB's Japan team on January 1, 2027.

Gary Chan, Co-Founder and Managing Partner of SSA, will be appointed **Head of Investment Banking, Real Assets and M&A, Japan, Natixis CIB**. In this role, he will oversee Natixis CIB's newly established IBRA and M&A businesses in Japan.

Gary will report to **Emmanuel Gillet-Lagarde, Head of Real Assets, Global Trade & Credit Portfolio and Resources Management, Asia Pacific & Middle East, Natixis CIB**, **Raghu Narain, Head of Investment Banking, Asia Pacific & Middle East, Natixis CIB** and **Makito Nagahiro, Senior Country Manager, Japan, Natixis CIB**.

Kentaro Relnick, Managing Director at SSA, will assume the role of **Head of M&A, Japan, Natixis CIB**, reporting to **Miranda Zhao, Head of M&A, Asia Pacific & Middle East, Natixis CIB** and **Gary Chan**. **Fumiaki Sato**, Co-Founder and Managing Partner of SSA, will be appointed **Executive Advisor of Natixis Tokyo Branch**.

SSA was created in 2009 as Japan's first independent financial advisor focusing on Technology, Media, Telecommunications (TMT) sectors. It has since expanded into the Infrastructure sector and become one of the most accomplished financial advisors in Japan within its specialized sectors, working with many of the world's leading corporations and financial sponsors.

By synergizing SSA's deep local expertise with Natixis CIB's robust global platform, it positions the bank to deliver unparalleled, forward-looking financial solutions and drive the future of investment banking in Japan.

Fabrice Croppi, Global Head of IBRA, Natixis CIB, commented: "IBRA is a core part of Natixis CIB's ecosystem of financial experts, bringing together complementary teams of specialists to deliver on key areas including structured advisory, investments and divestments, access to capital and liquidity, value creation, listing and ratings, capital structure, and risk management. We are excited to build our global IBRA solutions offering in Japan and fully support our clients in their strategic decisions as they navigate complex challenges and opportunities."

Bruno Le Saint, CEO, Asia Pacific & Middle East, Natixis CIB said: "Building out our IBRA & M&A practice in Japan will drive forward our global and regional Scale Up ambitions and deliver value not only to clients, but the Japanese economy overall. Our strong global expertise allows us to support our Japanese clients and global clients active in Japan, with capabilities in key sectors such as infrastructure, energy & renewables, insurance, transportation, healthcare, telecom and technology."

Makito Nagahiro, Senior Country Manager, Japan, Natixis CIB added: "It is a great honor to welcome the experienced SSA team to Natixis CIB. Expanding our IBRA and M&A capabilities in Japan underscores our ongoing commitment to the Japanese market and accelerates our strategic growth

trajectory following the establishment of our Tokyo Banking Branch in July 2025. Our growth and success in Japan would not have been possible without our valued clients and partners, building long-lasting relationships, and our deep understanding of the evolving financial ambitions of Japanese companies.”

Gary Chan and Fumiaki Sato, Co-Founder and Managing Partners of SSA added: “The SSA team is honored to have the chance to work with Natixis CIB. Given the rapid growth of investment banking in Japan, our transition from M&A specialist to a diversified financial solutions provider comes at a perfect time. We are excited about the new value we can provide to our clients as part of the Natixis CIB ecosystem as well as the individual growth opportunities for the SSA team.”

About Natixis Corporate & Investment Banking

Natixis Corporate & Investment Banking is a leading global financial institution that provides advisory, investment banking, financing, corporate banking and capital markets services to corporations, financial institutions, financial sponsors and sovereign and supranational organizations worldwide.

Our teams of experts in close to 30 countries advise clients on their strategic development, helping them to grow and transform their businesses, and maximize their positive impact. Natixis CIB is committed to aligning its financing portfolio with a carbon neutrality path by 2050 while helping its clients reduce the environmental impact of their business.

As part of Groupe BPCE, the second largest banking group in France through the Banque Populaire and Caisse d'Epargne retail networks, Natixis CIB benefits from the Group's financial strength and solid financial ratings (Standard & Poor's: A+, Moody's: A2, Fitch Ratings: A+, R&I: A+).

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