

## ISHIKAWA Tomohiro

Chief Regulatory Engagement Officer, Mitsubishi UFJ Financial Group

### Nationality

Japanese

### Career History

Tomo Ishikawa is Chief Regulatory Engagement Officer at MUFG. Ishikawa is responsible for orchestrating MUFG's group-wide advocacy strategy on financial regulatory policies, including prudential requirements and climate change. He oversees recovery/resolution planning for the group, and government relations across the regions. Prior to his current role, Ishikawa headed MUFG's Government and Regulatory Affairs (August 2018 - March 2023) based in Tokyo, and MUFG's Regulatory Strategy for the EMEA region (March 2017- July 2018) based in London.

As part of MUFG's sustainability/climate change program, Ishikawa serves as a member of the Steering Group of NZBA (Net Zero Banking Alliance). He chairs the "NZBA Transition Finance" working group, which published the "NZBA Transition Finance Guide" in October 2022. Ishikawa serves as a board member of GFMA (Global Financial Markets Association), representing MUFG. Until January 2017, Ishikawa headed the advocacy team on digital/technology policies within the Government & Regulatory Affairs Division at Deutsche Bank AG (based in London).

Prior to joining Deutsche Bank in London, Ishikawa served as Deputy Director of Prudential Policy Office at Financial Services Agency of Japan (Japan FSA), where he led the derivative reform implementation in Japan. He chaired a work stream under the Working Group on Margin Requirement (WGMR), reporting to the BCBS & IOSCO Board, with the mandate to harmonize margin rules across the regions.

Ishikawa started his professional career at Merrill Lynch as an investment banker. After 12 years at Merrill Lynch (Tokyo and NY), he moved to RECOF Corporation (a Japanese M&A boutique), and then to Deutsche Bank (financial institutions coverage banker based in Tokyo). He has 15 years of experience as a "FIG" investment banker, prior to becoming a regulatory policy expert.

Ishikawa graduated from Keio University (Tokyo, Japan) in 1996. He lived in Toronto, Canada, prior to studying economics at Keio.