

Two Cultures, One Team: Leading a Major Japanese-Owned Bank in the Americas as the First American CEO

Tuesday, December 1, 2015

12:30 – 2:00 p.m. (Lunch will be served.)

Room 330, Uris Hall, Columbia Business School



Steve Cummings '79

President and CEO

MUFG Union Bank, N.A.

Moderated by

Alicia Ogawa

Senior Advisor, CJEB

Adjunct Associate Professor, School of
International and Public Affairs

Mr. Cummings will share his experiences as the first American CEO at the helm of all U.S. operations of Japan's largest bank, a position he assumed in May 2015. He'll reflect on notable contrasts he's observed between Japanese and American business cultures, how their strengths complement each other, and where they share common ground. He looks forward to taking questions.

(see other side for brief biographies)

STEPHEN E. CUMMINGS

President and CEO, MUFG Union Bank, N.A.

Steve Cummings is the first American to serve as President and CEO of MUFG Union Bank. He is also a Managing Executive Officer of The Bank of Tokyo-Mitsubishi UFJ, Ltd. (BTMU), the first non-Japanese to hold the title in this global company of more than 100,000 employees.

As BTMU CEO for United States, Steve is in charge of all its operations in the nation. He is a member of the Board of Directors of MUFG Americas Holdings Corporation and MUFG Union Bank. Cummings joined MUFG in May 2015 and is based in the company's New York headquarters.

Steve began his career in 1979 with Kidder, Peabody, and has since held progressively senior positions at Bowles Hollowell Conner, Wachovia, and UBS, where most recently he was Managing Director and Chairman for the Americas before joining MUFG. He holds a BA from Colby College and an MBA from Columbia University. He and his wife, Karen, have six children and two grandchildren.

Moderator

ALICIA OGAWA

Senior Advisor, CJEB

Adjunct Associate Professor, School of International and Public Affairs

Alicia Ogawa is senior advisor at CJEB and led CJEB's Program on Alternative Investments from 2006 to 2009. She is also an adjunct associate professor at the Columbia University School of International and Public Affairs (SIPA). Until 2006, she was managing director at Lehman Brothers, where she was responsible for managing the firm's global equity research. Prior to joining Lehman Brothers, Professor Ogawa spent 15 years in Tokyo, where she was a top-rated bank analyst and director of research for Nikko Salomon Smith Barney, having managed the original Salomon Brothers Research Department through three mergers. She is a member of the Board of Directors of The Maureen and Mike Mansfield Foundation and is a consultant on Japan markets to a number of global investment funds. She graduated from Barnard College and earned a master's degree in international affairs at SIPA.