

Message from the CEO

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President and Group CEO



Addressing Environmental and Social Issues

We believe that empowering members of society to effectively confront environmental and social issues is an integral part of our mission as a financial institution.

Pursuing All-Out Efforts in Climate Change Measures

The ongoing trend toward decarbonization is expected to result in major changes in global industrial structure which, in turn, will position MUFG and its customers to address risks affecting their business continuity as well as seize opportunities for growth. Aiming to realize smooth transition to a decarbonized society and creating a sustainable society by fostering a virtuous cycle between the environment and economy, we have been promoting our climate change-related initiatives at a robust pace since announcing the MUFG Carbon Neutrality Declaration in May 2021. In April 2022, we published the MUFG Progress Report and announced interim targets to achieve net zero greenhouse gas (GHG) emissions from our financed portfolio in the power and oil & gas sectors. In June, all MUFG companies in Japan shifted contracted electricity to 100% renewable energy.

To realize carbon neutrality, it is important not only to achieve net zero GHG emissions in our own operations but also support the decarbonization efforts of our customers. Thus far, MUFG has furthered customer engagement with about 550 companies in Japan and overseas to identify the challenges and needs of each customer. Through these engagement efforts, we have simultaneously been reinforcing a diverse range of services to respond to identified needs, such as helping calculate their GHG emissions and TCFD-disclosure consulting services. In September, we drafted the MUFG Transition White Paper to bundle extensive information about decarbonization initiatives at Japanese companies, the environment surrounding energy policy in Japan, and other such topics, in addition to engaging in an exchange of ideas with policymakers overseas. By genuinely supporting customers tackle their challenges, I hope MUFG can drive decarbonization efforts together.

As a leading global company, MUFG engages and plays our part in international initiatives that meet pressing issues head-on. The Net-Zero Banking Alliance (NZBA) is one such initiative in which we are committed to communicating our views as an Asian representative in the Steering Group. We are also a member of its six working groups and chair of one, where we are directly involved in developing an international framework for transition financing.

MUFG will continue to contribute to decarbonization initiatives globally through engaging with clients, supporting technological advances that promote decarbonization, establishing rules, commercialization, market creation, and many other such measures.

Responding to Social Issues

“Response to the aging population & low birthrate” is a challenge with particularly strong ties to MUFG business operations. As a financial institution in Japan, which has one of the highest rates of aging in the world, contributing to the resolution of issues arising from this ongoing shift in social structure is an integral part of our responsibilities as a financial institution. We are therefore striving to raise our abilities to accommodate customer needs associated with business and asset succession, along with other needs; to create channels to offer better access for the elderly; and to expand more comprehensive services utilizing digital technologies. To support the healthy upbringing of children and students who will shape the next generation, we promote social-contribution activities outside our areas of business. One such effort has established the Ashinaga MUFG Scholarship Fund for high-school students wishing to attend university, as well as university students studying science.

Aiming to Become Resilient

We cannot continue to contribute to solving ever-more complex and diverse environmental and social issues without becoming a resilient organization ourselves. Therefore, investments in human capital—the most important capital—is essential to create a favorable environment where employees can work energetically and enhance their ability to provide value to stakeholders as well as promote better “Inclusion and Diversity (I&D) ”.

As the business environment changes at unprecedented speed, MUFG must secure human resources capable of responding productively to these changes. MUFG invests in employees’ opportunities to progress their careers in pace with these changes in the business environment, such as providing opportunities to take on new challenges and to learn, and implementing a digital-skill certification program that offers reward toward earning specific qualifications.

To adapt with flexibility to environmental changes, we also must harness a wide range of ideas and points-of-view. In the appointment of female employees, for example, we have made some progress, raising our fiscal 2023 target for the ratio of female managers in Japan to 20%. This is why, starting in fiscal 2022, we tied our executive officers’ financial compensation to their effectiveness in promoting I&D.

Moreover, diversity is not just about biological or social characteristics. It involves creating an atmosphere where an individual can develop “intrapersonal diversity” as well—the personal ability to absorb, synthesize, and internalize new stimuli with curiosity and caring—which leads to understanding not only others but ourselves. If each individual employee successfully expanded “intrapersonal diversity” even incrementally, this would collectively add a substantial dimension of diversity to our organization.

Promoting Sustainability Management

Based on awareness that MUFG can grow only if society is sustainable, we have been engaging in value creation by employing an integrated approach in which the execution of management strategies goes in tandem with the pursuit of solutions for social issues. In a time when various environmental and social issues are becoming more important than ever, MUFG is striving to become more keenly focused on circumstances of change in the world, and more flexible in responding to the unexpected without overlooking signals of change.

To achieve our purpose of “Empowering a brighter future.”, we will continue to practice sustainability management and contribute to the realization of a sustainable environment and society throughout our team of Group members across the globe.

We ask for your continued understanding and support.

President and Group CEO

