Human Capital Report 2025

— To MUFG Colleagues Creating Global Unity —

To MUFG Colleagues Creating Global Unity

This report presents MUFG's approach to human capital management, highlighting real-life examples of HR programs and professional development opportunities. It also features stories from colleagues who have benefited from these initiatives.

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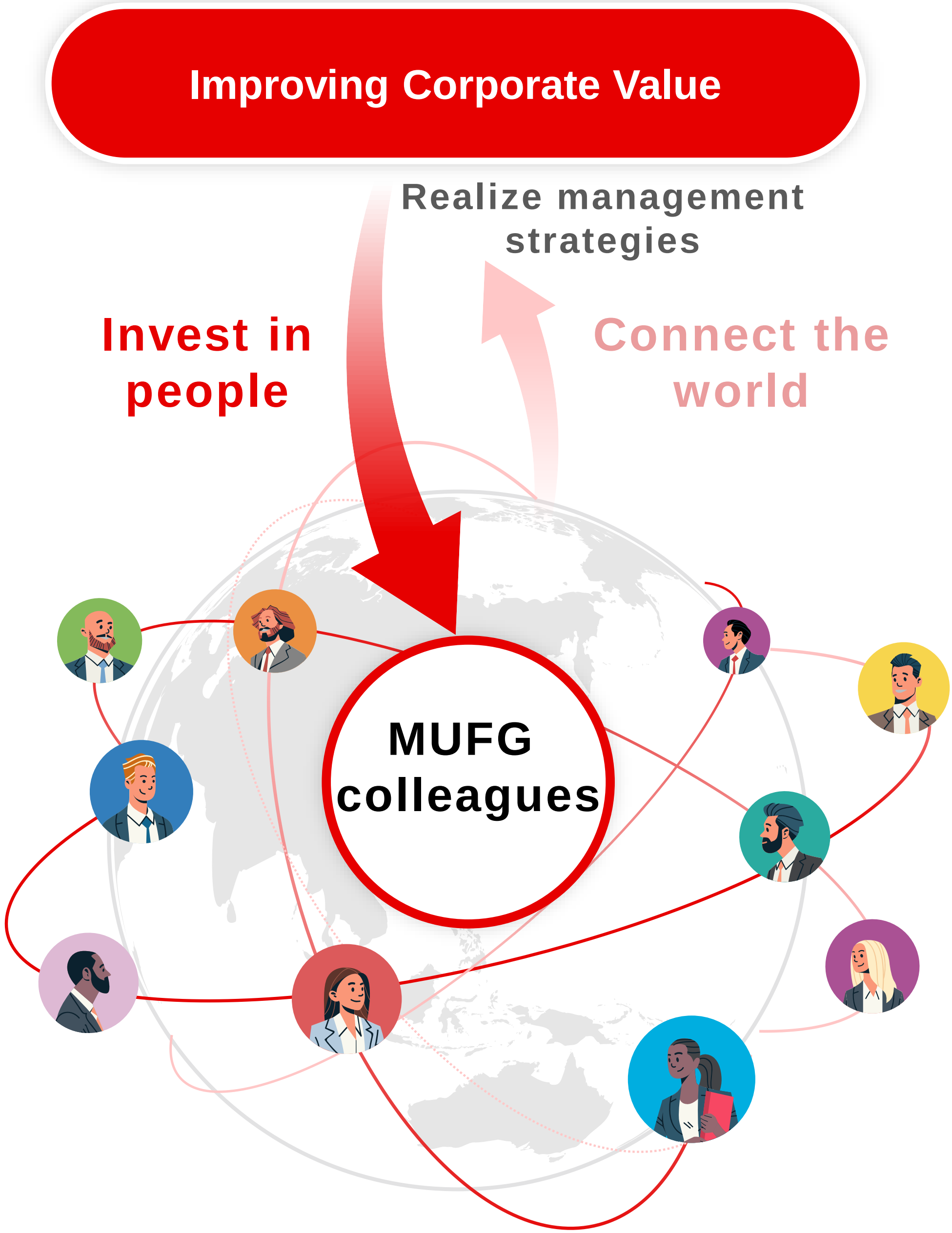
To Our Stakeholders

This report is primarily intended to share with our employees the success stories of colleagues across MUFG Group companies who empathize the values of the MUFG Way, and to illustrate how MUFG's human capital management initiatives support their success.

We also hope that through this report, we can clearly communicate to other stakeholders—including shareholders, investors, communities, society, customers, business partners, and future generations—MUFG's commitment to our colleagues, and how ongoing investments in human capital contribute to enhancing corporate value.

Significance of Human Capital Investment at MUFG

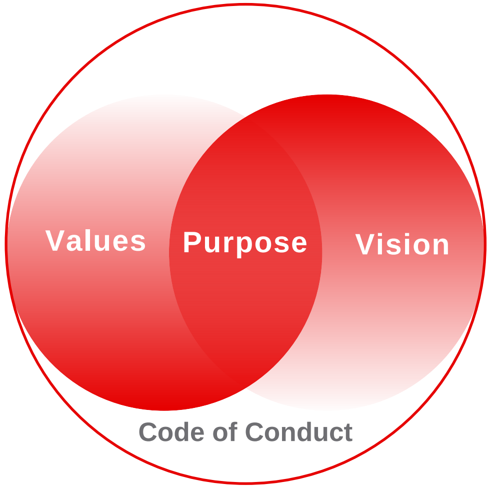


MUFG globally brings together diverse colleagues with a wide range of expertise and ideas, united by MUFG Way, “Committed to empowering a brighter future.”

In an era of growing division and conflict, our colleagues embodying MUFG Way become a connecting presence in the world through their daily work.

They implement our management strategies, thereby improving our corporate value.

MUFG continues to invest in our colleagues, recognizing that each individual is a source of value creation.



MUFG Way

Purpose
Committed to empowering a brighter future.

Values
1. Integrity and Responsibility
2. Professionalism and Teamwork
3. Challenge and Agility

Vision
Be the world’s most trusted financial group

Code of Conduct

MUFG's Approach to Human Capital Management

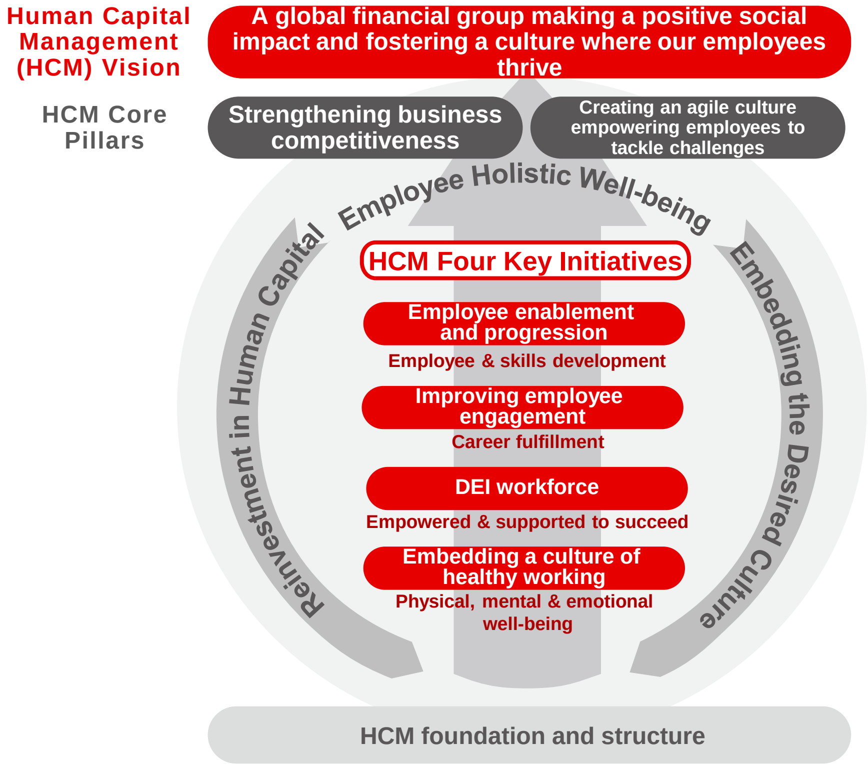
MUFG aims to become a global financial group making a positive social impact and fostering a culture where our employees thrive, through the enhancement of human capital.

To achieve this, our human capital management focuses on strengthening HCM foundation and structure and four key initiatives: "Embedding a culture of healthy working" and "DEI*1 workforce", which serve as the foundation where our employees thrive, along with "Improving employee engagement" and "Employee enablement and progression."

By addressing these key initiatives, we will promote employee holistic well-being, *2 and work with our employees to strengthen HCM two core pillars: "Strengthening business competitiveness" and "Creating an agile culture empowering employees to tackle challenges".

By continuing with these initiatives, we will create a virtuous cycle of reinvesting in human capital and embedding an agile culture empowering employees to tackle challenges to continuously enhance MUFG's human capital.

This is MUFG's approach to human capital management.



- **"Employee enablement and progression"**
  Identify the required number and skillsets of talent and offer attractive systems such as extensive recruitment channels, training opportunities, and career paths and employee compensation packages for highly skilled professionals to secure talents with expertise needed to implement business strategies, assigning them to their respective specialties
- **"Improving employee engagement"**
  Establish systems and environments where employees can gain further insight into employee policies and basic principles such as the MUFG Way and autonomously develop their career while challenging themselves to enhance career fulfillment
- **"DEI workforce"**
  Foster an inclusive organizational and work environment and provide equal and fair opportunities and support, enabling each of our diverse employees to make the most of their strengths and thrive with confidence
- **"Embedding a culture of health working"**
  Expand wellness benefits to improve employees' health literacy and maintain and promote their mental and physical health and optimize the workplace and systems to enhance employee career fulfillment and comfort

*1 DEI: Diversity, Equity, and Inclusion

*2 Employee Holistic Well-being: Medium-to-long-term life fulfillment for employees

MUFG's History and Colleagues

Founded in 2005, MUFG celebrates its 20th anniversary this year. Our origins date back over 360 years ago to the Edo period, and throughout our history, integrity and responsibility built by serving customers have been the foundation of everything we do. While honoring and preserving this legacy, MUFG colleagues have expanded our presence as a leading global financial group. Today, we continue to embody MUFG Way, adapting to a rapid changing environment and striving to overcome new challenges.

MUFG will continue to actively invest in its invaluable employees, who will continue to build and uphold integrity and responsibility that form the basis of all our activities.

1656 -

Hard-earned trust backed by a history spanning more than 360 years and a robust customer base

1656

- Konoike Exchange Bureau opened in Osaka (Precursor of Sanwa Bank founded in 1933)

1880

- Mitsubishi Exchange House established by Yataro Iwasaki (Precursor of Mitsubishi Bank founded in 1919)
- Yokohama Specie Bank established (Precursor of The Bank of Tokyo founded in 1946)

1927

- Mitsubishi Trust established
- Kawasaki Trust established

1941

- Tokai Bank established

1948

- Yachiyo Securities established

1959

- Toyo Trust and Banking established

2005 -

Strengthened investment banking operations

2005

- MUFG inaugurated, Mitsubishi UFJ Trust and Banking, Mitsubishi UFJ Securities inaugurated

2006

- Bank of Tokyo-Mitsubishi UFJ (now MUFG Bank) inaugurated

2007

- Mitsubishi UFJ NICOS inaugurated

2008

- Strategic alliance with Morgan Stanley
- ACOM became a subsidiary of MUFG (JGAAP only)

2010

- Mitsubishi UFJ Morgan Stanley Securities, Morgan Stanley MUFG Securities inaugurated

2012 -

Enhanced our presence in the ASEAN region

2013

- Conversion of Bank of Ayudhya (Krungsri), a major commercial bank in Thailand, into a subsidiary
- Capital and operational alliance with Vietnam Joint Stock Commercial Bank for Industry and Trade (VietinBank), a national bank in Vietnam

2016

- Capital and business alliance with Security Bank Corporation in the Philippines

2019

- Conversion of Bank Danamon, Indonesia, into a subsidiary
- Conversion of Australia-based asset manager First Sentier Investors into a subsidiary

2021 -

Started to take on the challenge of business model reforms

2021

- Established the MUFG Way (renamed from Corporate Vision)

2023

- Alliance 2.0" – Enhancement of strategic alliance with Morgan Stanley

2024

- Conversion of Mitsubishi UFJ Asset Management into a wholly-owned subsidiary
- Conversion of WealthNavi into a wholly-owned subsidiary

2025

- Changed the name of au Kabucom Securities to Mitsubishi UFJ eSmart Securities and converted it into a wholly-owned subsidiary

Established the foundation of integrity and responsibility, through many years of serving customers.

MUFG was founded on a mission to become a leading global comprehensive financial group. Expanded its global presence by welcoming new team members from all over the world.

MUFG colleagues across the globe embody MUFG Way by adapting to rapid changes and continuously striving for improvement.

MUFG's Human Capital at a Glance

Employee and company data (as of the end of March 2025)

Number of employees

Consolidated **150,755** employees

Consolidated subsidiaries

334 companies

Number of locations

Japan **430** locations

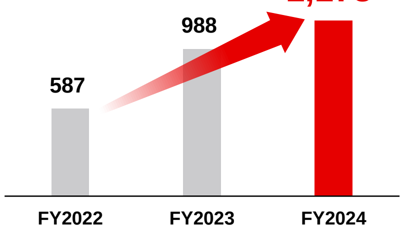
Overseas About **1,500** locations

Net operating income by business group*1 (billion yen)

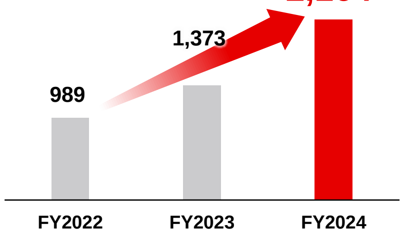
Retail & Digital	277
Commercial Banking & Wealth Management	296.9
Japanese Corporate & Investment Banking	639
Global Commercial Banking	438.1
Global Corporate & Investment Banking	473.1
Asset Management & Investor Services	135.5
Global Markets	(648.7)
Total	1,565.7

Recruitment and compensation

- The number of mid-career hires*2,3 has been increasing.

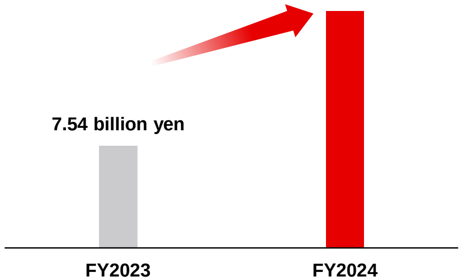


- The number of specialist-grade*2,4 employees has been increasing.



Talent development

- The annual training expenses*5 have reached approximately 9 billion yen, indicating MUFG is actively investing in talent development. **8.91 billion yen**



Employee engagement

- The employee engagement score*6 has been improving.

FY2022	FY2023	FY2024
73%	73%	76%

- *The challenge score**6 which measures employees' motivation to take on new challenges, has been improving.

FY2022	FY2023	FY2024
74%	75%	78%

- Employee ratings of organizational decision-making and speed (Agility score*6) have been improving.

FY2022	FY2023	FY2024
71%	71%	73%

DEI

- The ratio of women in management positions has been increasing.*7

FY2022	FY2023	FY2024
19.6%	22.3%	24.0%

- The inclusion score*6 has been improving, indicating that the culture of mutual recognition and development has been fostered.

FY2022	FY2023	FY2024
73%	75%	78%

*1. Managerial accounting basis. Local currency basis. The figures of the Global Markets include the effects of bond portfolio rebalancing to enhance future profitability. The total comprises the combined figures from all Business Groups plus headquarters and other divisions.
*2 Includes the Bank, the Trust Bank, MUMSS, NICOS, ACOM, and MUAM.
*3 Mid-career hires from April 2024 to March 2025.
*4 Employees eligible for the specialist development and compensation programs.
*5 Total of the Bank, the Trust Bank, MUMSS, NICOS, ACOM, MUAM and other major subsidiaries in Japan and overseas.
*6 Consolidated figures based on the average of results to related questions in the MUFG Group employee survey. The survey respondents include employees of major overseas subsidiaries. Levels of 75% and above are classified as "No Concerns," 65%-74% fall into the "Monitoring Required," and 64% and below are considered "Attention Required" levels (according to standards established by Willis Towers Watson).
*7 The ratio of women in management positions equivalent to Chief Manager and above at the Bank, the Trust Bank, and MUMSS (Japan only).

External assessment

人的資本リーダーズ2024
人的資本経営品質2024

MUFG earned "Leaders Gold," the highest rating in the *Jinteki Shihon Chosa* (Human Capital Survey) 2024," which recognizes companies for their outstanding human capital management and disclosure practices.

The Bank won the excellence award at the HR Award 2024 (Corporate HR category), which honors exceptional initiatives for human resource development and organizational excellence

The Bank, the Trust Bank, MUMSS, NICOS, ACOM, and MUAM have earned the "Kurumin" certification, which is given to companies recognized for effectively supporting employees in balancing work and family responsibilities, based on certain criteria.

Message

Message from the Chief Executive Officer

Hironori Kamezawa

Member, Board of Directors
President & Group CEO

Message from the Chief Executive Officer

About this report

MUFG celebrates its 20th anniversary this October. Supported by countless stakeholders, the Group has grown to be an international financial institution with over 150,000 colleagues across the globe.

The driver of our growth is ***people* –** they are the reason for this report focused on colleagues of MUFG. In these pages, we convey our approaches to people management, including the kind of talent we want to develop and the work environment we aim to create.

Colleagues are the company itself

People sometimes ask who a company belongs to. In my view, it exists for customers and society, and its colleagues are the company itself. Each colleague, in some capacity as an MUFG representative, ultimately engages with customers and society. So in a sense, the company belongs to all these parties.

Achieving colleague well-being

For our colleagues to thrive, we must ensure their individual well-being above all. Because they spend so much time at the company, we have many opportunities as an organization to help promote their well-being. MUFG is currently working on human capital management and health management initiatives as part of our Medium-Term Business Plan. These initiatives range from providing support for autonomous career development to enhancing colleague benefits and promoting mental and physical health.

Embracing challenges in an age of change

We live in an era of division and fragmentation, on a global scale and in a milieu of accelerating change. Today’s remarkable technological evolution can challenge a company’s ability to adapt to changes and significantly affect its competitiveness.

Four years ago, MUFG formally defined our corporate purpose to be “Committed to empowering a brighter future.” This era of rapid change requires us to adapt rapidly and flexibly while abiding by this purpose as a universal principle. It is my desire that MUFG colleagues think and act autonomously while embodying our purpose and contributing to customers and society.

Evolving toward transformation

Increasingly these days, observers tell us that MUFG seems to have changed recently. I am grateful for this observation. It’s true we have earned trust and credibility. We have built an unparalleled customer base, global network, and Group synergy over many years. Above all, we have excellent colleagues who can shape the future.

Yet we still have work to do. As CEO, it is my mission to maximize the potential embedded in MUFG as an organization and unlock the full capabilities of our people.

I sincerely hope this report conveys our dedication to this goal.

Hironori Kamezawa

Member, Board of Directors
President & Group CEO

Message from the Chief Human Resources Officer

Our commitment to human capital management

In my capacity as Group CHRO since this past April, I want to thank you for your interest in this report, particularly in regard to our work on human capital management at MUFG.

MUFG's human capital management initiatives have been accelerating for the past few years. Yet frankly, I am concerned about how well the concept and related initiatives at our company are understood by colleagues who are relatively unfamiliar with HR matters.

MUFG provides plentiful programs and opportunities for our colleagues – who are the company itself – to challenge themselves and thrive. This report shares the experiences of a few of the colleagues who have successfully taken advantage of these programs and opportunities. These stories showcase how the company invests in people in various ways.

My intention going forward as CHRO is to focus on communicating MUFG's philosophies and initiatives both internally and externally. This report is meant as a tool to help each and every colleague truly understand our approach so they can experience it themselves.

Achieving new heights

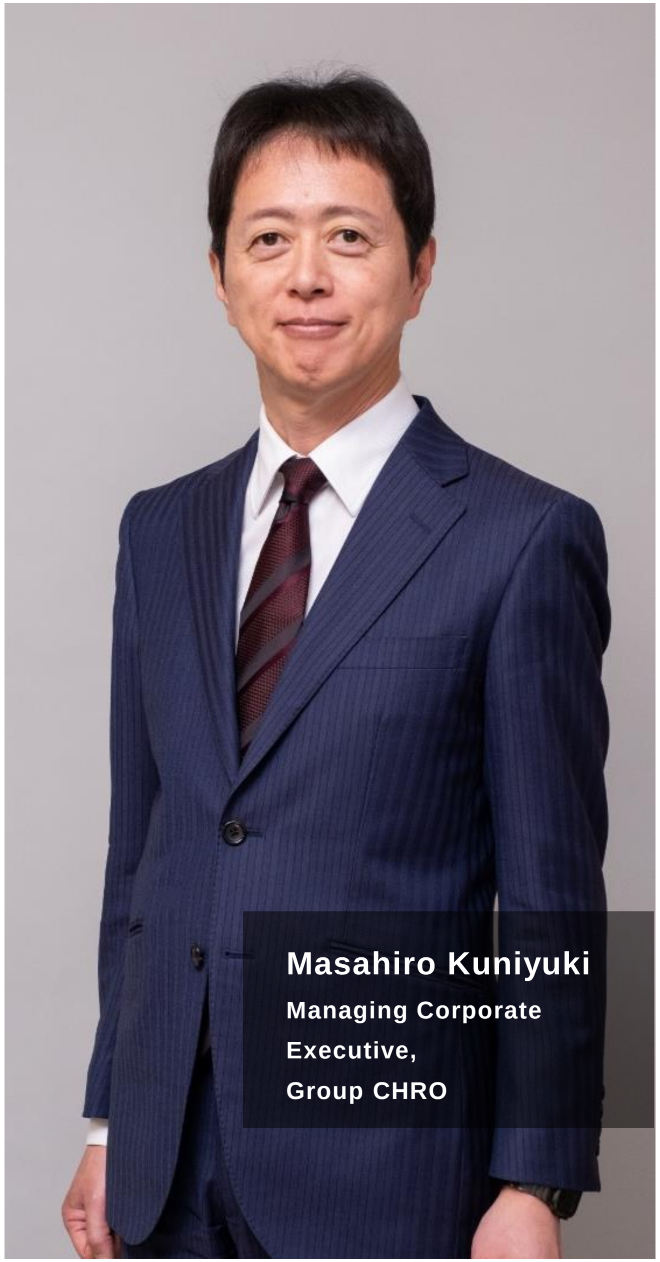
The financial industry is often perceived as traditional and somewhat rigid, characterized by seniority-based systems and generalist-oriented career paths. That has been true in the past, but for MUFG to survive in today's environment of tremendous change, I feel a strong sense of urgency to challenge these conventions – swiftly.

This report aims to help our colleagues better understand our human-capital initiatives by disclosing more detail than we have in the past. We trust that this will demonstrate our commitment to our company's transformation, not only to colleagues but to all stakeholders.

Our aim

By promoting human capital management at MUFG, my mission is to build an environment where each colleague can thrive, contribute to our competitive advantage, and experience personal well-being. Because there remains much room for improvement in our human capital management practices, we will continue to intensify our efforts.

I hope this report offers greater insight into our ongoing initiatives and demonstrates MUFG's commitment to our people and to our company's transformation.



Masahiro Kuniyuki
Managing Corporate Executive, Group CHRO

Messages from the Chief Security & Chief Financial Officers

Hideaki Takase
Senior Managing Corporate Executive, Group CSO and Group CSuO

MUFG has designated the three-year timeframe of our Medium-Term Business Plan as a period of action for growth, with an aim to enhance economic and social values. If asked what the most important factor for this to happen might be, I would answer, “People.” We need to develop our growth strategies while simultaneously addressing social issues; this can only be achieved through MUFG colleagues. To adapt to the era of rapid change with flexibility and agility, we must ensure a work environment that encourages colleagues to work with energy and confidence, keeping in mind MUFG’s ultimate purpose of being “Committed to empowering a brighter future.”

Determined to create such a work environment, my team is driving corporate transformation. For example, our “Agility Transformation” initiatives focus on fostering a culture where each individual can think autonomously, make swift decisions, and take immediate action. Agility is an essential element for improving customer and colleague engagement through, for example, simplifying various procedures and administrative tasks. Going forward, we will implement agile organizational managements to enhance cross-functional collaboration, delegate authority and accountability, and deliver results through short-cycle Plan–Do–Check–Adjust processes.

MUFG will continue to transform in line with these changing times. We aim to maintain a virtuous cycle of providing a facilitating work environment, enhancing the colleague mindset, and addressing issues faced by our customers and society.

Jun Togawa
Senior Managing Corporate Executive, Group CFO

It is often said that “people are assets,” and references to “human capital” are common. Within this context, as a financial officer who routinely deals in assets and capital, I think of human capital as an intangible asset that cannot be represented in financial statements.

In the financial services sector, people are indeed a great source of embedded corporate value through PERs and PBRs that reflect the company’s growth potential and sustainability assessments. With this viewpoint in mind, we have created a “foundation enhancement budget” to accelerate investment in human capital as part of our expense planning in the Medium-Term Business Plan introduced last April. I will continue to work on the financial aspect of human capital investment to help drive the Group’s corporate value and sustainable growth.

Messages from Business Group Heads

Tadashi Yamamoto
Group Head, Retail & Digital Business Group CDTO

The Retail & Digital Business Group has implemented various initiatives under “M-tto,” a new service brand designed to maximize “Life Time Value (LTV) × the customer base”. Such initiatives include revamping the MUFG Bank app and launching a new reward point program to provide seamless access to financial products offered by Group companies, such as accounts, cards, loans, and securities.

To promote these initiatives, group-wide collaboration in strategy planning, system development, and promotion is essential. Therefore, we have organized eight cross-functional working groups where professionals from across Group companies discuss and promote initiatives by leveraging their own strengths.

Moving forward, I will continue to engage in human capital management by listening to staff feedback and strengthening and reviewing the operational system so that people with advanced skills and expertise can thrive across Group companies.

Yasushi Itagaki
Group Head,
Global Commercial Banking Group
Group COO-I

MUFG has expanded our global operation in line with the international expansion of our corporate customers. In recent years, we have been investing in leading commercial banks (MUFG “partner banks”) across Asia, which is our second home market, establishing a traditional financial platform offering retail banking and other services.

At the same time, we are building our unique financial platform mainly through investments in multiple digital financial service providers in Asia, aiming to steadily capture growth opportunities in the region.

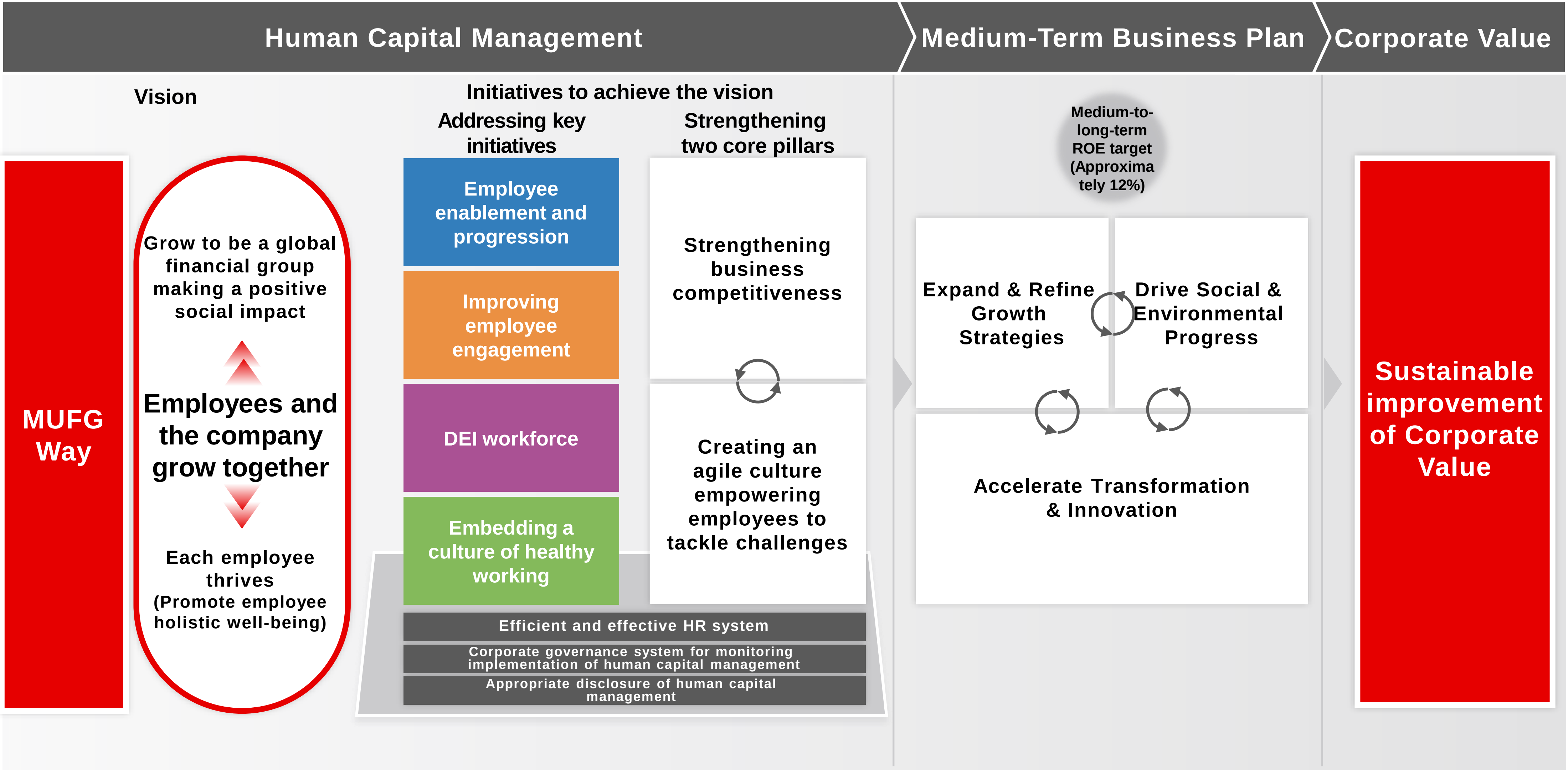
With the development of this global business, about 100,000 of MUFG’s 150,000 colleagues currently work outside Japan. Looking back on my career, I have spent more than 16 years working overseas, witnessing how diverse colleagues come together to enhance each other’s expertise across various fields and areas of expertise. This experience has caused me to realize that such collaboration strengthens our business. We will continue to foster a facilitating work environment where diverse colleagues, including those of our investee companies, can let their strengths shine, promoting MUFG’s human capital management from abroad.

Human Capital Management for Enhanced Corporate Value

MUFG

Enhancing Our Corporate Value by Integrating Human Capital Management with Management Strategy

Human capital management is one of the main strategies in our Medium-Term Business Plan to “Accelerate transformation ＆ innovation” and “Drive Social ＆ Environmental Progress”. We will sustainably continue to improve corporate value by contributing to solving social issues while advancing our growth strategies and accelerating transformation and innovation to support these initiatives.



*For details of our Medium-Term Business plan, please refer to the “MUFG Report 2024 (Integrated Report)” on our website.

Integrating Human Capital Management with Efforts to Solve Social Issues

In the Medium-Term Business Plan, we have set "Management focusing on human capital" as one of the ten priorities for sustainability management, aiming to create a vibrant society through human capital management initiatives. We believe that by creating future positive impacts on communities / society and employees through addressing key initiatives, we can realize the vision of human capital management.

Key initiatives for human capital management

- Employee enablement and progression
- Improving employee engagement
- DEI workforce
- Embedding a culture of healthy working

Outputs from initiatives

- Development of sustainability-focused talent
- Development of wealth management professionals
- Development of talent with the ability to serve seniors and provide financial and economic education
- Expansion of DX core talent
- Expanding the global management talent pool
- More opportunities to pursue autonomous career development
- Commitment to accelerated reforms
- Elimination of the gender gap
- Creation of inclusive workplace
- Work-life integration
- Appropriate management of working hours
- Improvements in lifestyles habits

Future impacts

Impact on regional communities

- Contributing to GX, global financial inclusion, and social infrastructure development
- Enhancing financial support for seniors amid Japan's declining birthrate and aging population
- Advancing efforts to establish Japan as a leading nation in asset management

Impacts on employees

- Provide and expand opportunities to leverage advanced skills and expertise
- Provide and expand opportunities for individuals to take on challenges independently
- Create and sustain an environment where individuals can fully leverage their strengths
- Create an environment that supports the maintenance of physical and mental well-being

Ultimate impact

Make a positive social impact and foster a culture where our employees thrive

*For details about our initiatives to solve social issues, please refer to "MUFG Driving Social &Environmental Progress- for our Brighter Future-" on our website.

13 HR Measures to Reinforce Our Two Core Pillars

We focus on 13 HR measures to further reinforce our two core pillars of “Strengthening business competitiveness” and “Creating an agile culture empowering employees to tackle challenges”. These ongoing HR measures focus on strengthening the human capital management foundation and structure and advancing the four key initiatives.

Advancing 4 Key initiatives

Employee enablement and progression

1. Building a talent portfolio
2. Enhancing expertise

Improving employee engagement

3. Strengthening the mindset
4. Autonomous career development and practice
5. Optimizing the work environment and compensation packages

DEI workforce

6. Encouraging Diverse Talent to Play an Active Role
7. Providing fair and equitable opportunities and support
8. Creation of an inclusive workplace

Embedding a culture of healthy working

9. Promoting physical health
10. Promoting mental health
11. Improving health literacy and optimizing the workplaces and systems

Strengthening two core pillars

Strengthening business competitiveness

Creating an agile culture empowering employees to tackle challenges

Strengthening HCM foundation and structure

12. Strengthening the HR Management Structure
13. Development of a Governance Structure and Enhancement of Disclosure

KGIs for Human Capital Management

We have established Key Goal Indicators (KGI) to promote "Strengthening business competitiveness" and "Creating an agile culture empowering employees to tackle challenges" as the two core pillars. The KGI for strengthening our business competitiveness is our group-wide ROE. To achieve our goal, we will secure sufficient human resources to fill talent gaps (mismatches between talent demand and supply) in each business domain while building a talent portfolio. Meanwhile, the KGI for creating an agile culture empowering employees to tackle challenges tracks "Challenge" and "Agility" scores. We will work toward achieving our goals through various initiatives to improve engagement and inclusion scores, while improving absenteeism and presenteeism.

Some items currently have internal targets only; however, we plan to disclose these goals in the future and further enhance the visibility of our progress.

●KGIs for Human Capital management

	KGIs	Applicable companies	Target (FY2026)	FY2024 Results
Strengthening business competitiveness	**Company-wide ROE**			
	ROE	MUFG	-	9.3% *1
	Build a talent portfolio	The Bank, the Trust Bank, MUMSS	Targets for filling talent gaps set by business domain (Achieve internal targets) *2	Assigned necessary personnel to each business domain
	Secure the required number of new graduate and mid-career hires	The Bank, the Trust Bank, MUMSS NICOS, ACOM, MUAM	Set internal targets *3	2,443 new hires
Creating an agile culture empowering employees to tackle challenges	**Indicators for challenges and agility**			
	Challenge score *4	MUFG	Improve from 74% in FY2023	78%
	Agility score *4	MUFG	Improve from 71% in FY2023	73%
	Engagement score *4	MUFG	Improve from 73% in FY2023	76%
	Inclusion score *4	MUFG	Maintain 75% or more	78%
	Absenteeism *5	The Bank, the Trust Bank, MUMSS	1% or less	0.93%
	Presenteeism *6	The Bank, the Trust Bank, MUMSS	15% or less	13.0%

*1 ROE as defined by TSE.
*2 We set target numbers for filling talent gaps for each business domain and establish them as internal company goals.
*3 We flexibly adjust hiring targets to accommodate external factors and talent gaps.
*4 Consolidated numbers from the MUFG Group employee survey. The survey respondents include major overseas subsidiaries. Levels of 75% and above are classified as "No Concerns," 65%-74% fall into the "Monitoring Required," and 64% and below are considered "Attention Required" levels (according to standards established by Willis Towers Watson).
*5 As an indicator to measure the control and reduction of long-term leave due to mental and physical illness, we calculate the percentage of total days of absence and leave of absence due to injury and illness relative to the total scheduled working days.
*6 As an indicator to measure performance decline due to poor health conditions, we calculate the indices of work performance, quality, and quantity (productivity).

KPIs for Human Capital Management

For the four key initiatives, we have established KPIs (Key Performance Indicators) to monitor their progress. We will continuously review and adjust our KPIs to maintain visibility of initiative progress and ensure they are set with maximum quantitative precision.

●KPIs for Human Capital Management

	KPIs	Applicable companies	Target (FY2026)	FY2024 results
Employee enablement and progression	Develop DX core specialists	The Bank, the Trust Bank, MUMSS	Develop 1,200 DX leaders	791 specialists
	Build employee IT capabilities	The Bank, the Trust Bank, MUMSS	Achieve 100% rate for completion of IT Passport-related e-learning courses and IT-related qualifications. Improve IT skills through integrated operations across the Bank, Trust Bank, and Securities	78.5%
	Develop wealth management specialists	The Bank, the Trust Bank, MUMSS	Double the number of wealth management professionals who possess both knowledge and practical expertise during the Medium-Term Business Plan period	Approximately 1.4 times of FY2023
	Develop sustainability talent*4	The Bank, the Trust Bank, MUMSS	Improve the sustainability literacy of all employees and expand the pool of highly skilled talent	Number of employees who have acquired related qualifications: Approx. 2,200*1
	Secure a candidate pool for key overseas positions	The Bank, the Trust Bank, MUMSS	Maintain a candidate pool that is at least three times the number of available positions	3.9 times
Improving employee engagement	Hold MUFG Way Employee Sessions*4	The Bank, the Trust Bank, MUMSS	Continue to hold MUFG Way Employee Sessions	MUFG Way Employee Sessions have been held for 4 consecutive years
	Employee satisfaction with the office environment	The Bank, the Trust Bank, MUMSS	Improve from FY2025	(Implemented in FY2025)
DEI workforce	Ratio of women in management positions	The Bank, the Trust Bank, MUMSS	27% (*30% in FY2030)	24.0%
		The Bank	30%	29.2%
		The Trust	23%	16.1%
		MUMSS	23%	16.6%
		NICOS	25% (FY2025)	24.1%
		ACOM	10.5%	9.3%
		MUAM	15% (as of the end of FY2025)	11.0%
	Ratio of eligible male employees who took childcare leave*2	The Bank, the Trust Bank, MUMSS	100%	89.8%
		NICOS	70%	86.8%
		ACOM	100%	96.7%
		MUAM	100%	100%
	Ratio of employees with disabilities	The Bank, the Trust Bank, MUMSS	Maintain statutory employment ratio or higher	2.72% (As of June 2024)
	Female employees aspiring for higher positions*3 *4	The Bank, the Trust Bank, MUMSS	-	-
Embedding a culture of healthy working	Rate of completion of regular health checkups	The Bank, the Trust Bank, MUMSS, NICOS, ACOM, MUAM	100% each	The Bank: 98.8%, others: 100% (See p.51 for the results of each company)

*1 These are examples of our initiatives to develop sustainability talent.
*2 For better accuracy, the ratio is calculated based on internal rules : (Number of male employees who took childcare leave among those whose eligibility deadline occurred in the current fiscal year ÷ Total number of male employees whose eligibility deadline occurred in the current fiscal year) × 100.
*3 This number indicates whether female employees are interested in promotion or not.
*4 We particularly pay attention to this KPI even though we have not set quantitative targets.

HR Measures for Robust Human Capital Management

13 HR Measures to Address Four Key Initiatives and Strengthen the Foundation and Structure

To support the four key initiatives and strengthen the foundation and structure, we focus on 13 HR measures.

Key Initiative 1: Employee enablement and progression

p.22-

- The Business Groups and the HR division are identifying the required number and skillsets of personnel for implementing business strategies, and are recruiting qualified personnel.
- We are accelerating our efforts to build the talent portfolio required for business expansion and to secure and train highly skilled personnel.

1 Building a talent portfolio

The Business Groups and the HR division are working closely to identify the quantity and quality of required human resources and are promoting recruitment, talent development and senior personnel engagement to optimize placement of personnel.

2 Enhancing expertise

In certain business domains, we have implemented specialist development and compensation programs and clarified personnel requirements to secure and train highly skilled talent.

Key Initiative 2: Improving employee engagement

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- We continuously enhance the work environment to increase career fulfillment and improve employee engagement.
- Employees are encouraged to strengthen their mindset and take on challenges, while the company supports autonomous career development and practice by optimizing work environments and compensation packages.

3 Strengthening the mindset

Employees are enhancing their comprehension of employee policies and fundamental principles, including internalizing the corporate purpose.

4 Autonomous career development and practice

To help employees autonomously develop their career, the company, their supervisors, and senior staff provide support and various opportunities to take on challenges.

5 Optimizing the work environment and compensation programs

We are enhancing our compensation programs, benefits, and the work environment to support our employees' aspirations.

Key Initiative 3: DEI workforce

P.43-

- We are creating an inclusive organizational and work environment where each diverse employee can leverage their unique strengths and thrive with confidence. We also provide support for employees juggling work with personal challenges such as childcare, caregiving, and medical conditions.

6 Encouraging Diverse Talent to Play an Active Role

To incorporate various perspectives and values in management and organizational operation, we encourage diverse talent to play an active role

7 Providing fair and equitable opportunities and support

Through workplace systems and financial aid, we enable flexible work arrangements to facilitate employees juggling work with personal challenges such as childcare, caregiving, and medical conditions.

8 Creation of an inclusive workplace

We conduct training and awareness activities and help create employee communities.

Key Initiative 4: Embedding a culture of healthy working

P.51-

- We embed a culture of healthy working so that our employees can work with a sense of career fulfillment and maximize their job performance.
- We will continue with our initiatives to improve employees' health literacy, maintain and promote their physical and mental health, and further optimize the workplaces and systems.

9 Promoting physical health

To maintain and promote employees' physical health, we conduct health checkups, and any concerns are subsequently addressed by our industrial health care and other related staff.

10 Promoting mental health

To cultivate a mentally sound work environment, we follow up on stress survey results and provide consultation services.

11 Improve health literacy Optimize workplaces and systems

We conduct health-related training and improve our workplace environment and systems to enhance both career fulfillment and comfort for our employees.

Strengthening HCM foundation and structure

P.54-

- We are strengthening the foundation and structure that underpin our human capital management efforts.
- We are enhancing the HR management structure, building an appropriate governance framework, and promoting disclosure to internal and external parties.

12 Strengthening the HR Management Structure

We are strengthening the partnership between the Business Groups and the HR division and enhancing the system/data infrastructure across the Group globally.

13 Development of a Governance Structure and Enhancement of Disclosure

We have established a progress monitoring system for human capital management initiatives, and leverage insights gained through active disclosure to stakeholders to improve our efforts.

Key Initiative 1

Employee enablement and progression

Main measures

- Building a talent portfolio
- Enhancing expertise

KPIs for human capital management

	Target (FY2026)
Develop core DX specialists	Develop 1,200 DX leaders
Build employee IT capabilities	Achieve 100% rate for completion of IT Passport-related e-learning courses and IT-related qualifications. Improve IT skills through integrated operations across the Bank, the Trust Bank, and Securities
Develop wealth management personnel	Double the number of wealth management professionals who possess both knowledge and practical expertise during the Medium-Term Business Plan period
Develop sustainability personnel	Improve the sustainability literacy of all employees and expand the pool of highly skilled talent
Secure a candidate pool for key overseas posts	Maintain a candidate pool that is at least three times the number of available posts

Background and Current Challenges

As the external environment changes at an accelerating pace, MUFG has defined seven growth strategies to drive our growth. Business Groups and HR division need to identify required number and skillsets of personnel to execute business strategies, and secure qualified personnel through various initiatives, including recruitment, talent development, and compensation programs. In some business domains, securing highly skilled professionals is particularly essential for business expansion.

To address this situation, we have identified both quantitative and qualitative talent gaps (discrepancies between talent demand and supply) and implemented two measures: “Building a talent portfolio” and “Enhancing expertise” by securing highly skilled professionals.

These talent gaps have been identified through close collaboration between Business Groups and HR division. However, there is still room for improvement in visualizing required skillsets of talents and expanding the successor pool for key positions. While mid-career recruitment to enhance our pool of highly skilled professionals is progressing, efforts to improve retention and establish development systems vary across business domains. To tackle these challenges, we aim to establish an agile and sustainable talent management framework that enables optimal placement of personnel across MUFG Group and around the globe.

Overview of Measures

●Building a talent portfolio

Business Groups and HR division work together to identify talent gaps and secure the required number and skillsets of personnel through recruitment and senior personnel engagement initiatives. In addition, they identify key positions and implement candidate training and optimal staffing in accordance with the succession plan. They regularly hold group-wide training sessions for future executive candidates, who will lead group management in the medium-to-long-term.

Identifying talent gaps
- Business Groups and HR division work together to quantify and qualify the required personnel.

Securing required quantity and quality
- Boost recruitment of new graduates and mid-career professionals
- Retain newly hired personnel and accelerate time-to-productivity through effective training programs for them
- Engage senior personnel

Optimized placement of personnel
- Secure and train candidates for key positions and optimize placement of personnel in accordance with the succession plan

Management capability building
- Implement multi-tiered group-wide training program to expand the candidate pool for future management roles

●Enhancing expertise

We are optimizing specialist development and compensation programs to lay the foundation underpinning success of highly skilled personnel. In particular, we focus on expanding specialist talent in the following strategically critical areas: digital technology, system, wealth management (WM), sustainability, global and quants.

Implementation of specialist development and compensation programs

Strategically critical specialists

Digital Specialist	System Specialist	WM Specialist	Sustainability Specialist	Global Specialist	Quantitative Specialist

Building a Talent Portfolio - Identifying Talent Gaps

To determine the number and skillsets of personnel needed to implement the Medium-Term Business Plan, Business Groups and HR division collaborate to identify talent gaps by business domain. These gaps are regularly reviewed to respond to changes in the external environment and recruitment progress. The gaps related to the seven growth strategies and transformation & innovation acceleration under the Medium-Term Business Plan are identified and addressed through targeted measures.

Identifying talent gaps

Human resources required to implement the Medium-Term Business Plan (TO BE)

Existing personnel (As IS)

Talent gaps
- Quantitative gaps
- Qualitative gaps

← Identifying talent gaps

The Business Groups and the HR division work together to identify the required number and skillsets of personnel

Business Groups ⟲ HR division

Illustrated image of talent gaps concerning the seven growth strategies and transformation & innovation acceleration of the Medium-Term Business Plan

New channels

Existing products x new channels — Talent gaps[1] ↑
- 4 Strengthen APAC business platform resilience

New products x new channels — Talent gaps[1] ↑
- 5 Contribute to making Japan a leading asset management center
- 7 Challenge to build a new business portfolio

Existing products x existing channels — Talent gaps[1] ↑↑↑
- 1 Strengthen domestic retail customer base
- 3 Evolve GCIB-GM integrated business model
- 2 Strengthen corporate x WM business

New products x existing channels — Talent gaps[1] ↑↑
- 6 Support value chain in Green Transformation (GX)

Existing channels

Existing products ↔ New products

Accelerate Transformation & Innovation — Talent gaps[1] ↑↑↑
- Acceleration of agility transformation
- Enhance AI/data infrastructure
- Enhance human capital
- Increase system development capability

*1 The greater number of "↑"arrows indicate larger talent gaps.

Building a Talent Portfolio - Securing Required Quantity and Quality

To secure the required number and skillsets of personnel, HR division and Business Groups collaborate on various initiatives, including increased recruitment of new graduates and mid-career professionals, accelerated onboarding and training to boost productivity, and active engagement of senior personnel.

Boosting recruitment of new graduates and mid-career professionals

●Boosting recruitment of new graduates

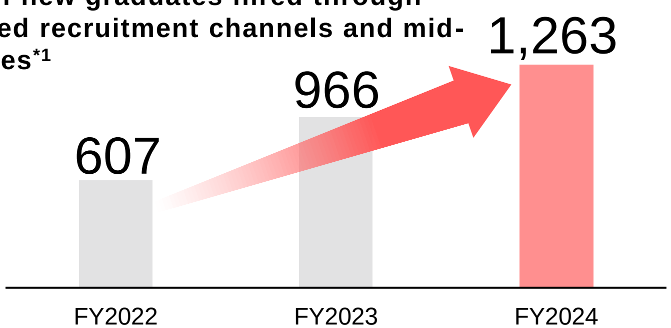
As hiring competition intensifies, we are implementing various measures to attract students with strong foundational knowledge in specialized fields. These include improving compensation, expanding student engagement opportunities, and strengthening connections with university seminars and research labs through sponsored courses. In addition, we are increasing the ratio of track-based recruitment channels for new graduates to expand hires with deep knowledge in certain fields.

●Boosting recruitment of mid-career professionals

We are boosting mid-career recruitment to secure human resources who can contribute immediately to our teams, thereby addressing both quantitative and qualitative talent gaps. In Japan, we are hiring an increasing ratio of mid-career professionals by optimizing our HR programs and work environment to attract highly skilled talent (p.26) and diversifying the recruitment channels, including alumni networks.

"Welcome Day," an onboarding event for mid-career hires

Number of new graduates hired through track-based recruitment channels and mid-career hires*1



*1 Total of domestic hires at the Bank, the Trust Bank and MUMSS

Accelerating time-to-productivity through retention and training efforts

We are broadening our measures to retain and enhance training so that new hires can play an active role while developing their expertise across MUFG's diverse business fields.

Example timeline for transforming new graduates into professional talent

Retain → Build capabilities → Contribute as a professional

- **Join the company**
  - New employee induction
- **Onboarding**
  - New employee training
  - Personal trainer program
- **Training**
  - Group-level training
  - Function-level training
- **OJT**
  - Support from supervisors and senior staff
  - Self-development support
- **Specialized knowledge assessment**
  - Specialist development program

Initiatives for mid-career hires

We are also committed to helping mid-career professionals joining as immediate contributors to integrate quickly and thrive at MUFG.

Mid-career hire induction	Onboarding training	Mentorship program

Engaging senior personnel

In light of the social environment of shrinking domestic workforce, each of the Group companies is strategically promoting the active engagement of senior talent by reviewing their respective compensation systems, evaluation frameworks, and placement policies. For example, the Trust Bank has introduced a senior job program with enhanced compensation packages targeting senior personnel expected to make substantial contributions, among other ongoing concrete initiatives across Group companies.

Building a Talent Portfolio - Optimized Placement of Personnel and Management Capability Building

To ensure optimal placement of personnel across the Group globally, we systematically develop and secure successors for key positions in line with our succession plans. We also continuously expand our pool of management talents to support MUFG's growth over the medium to long term.

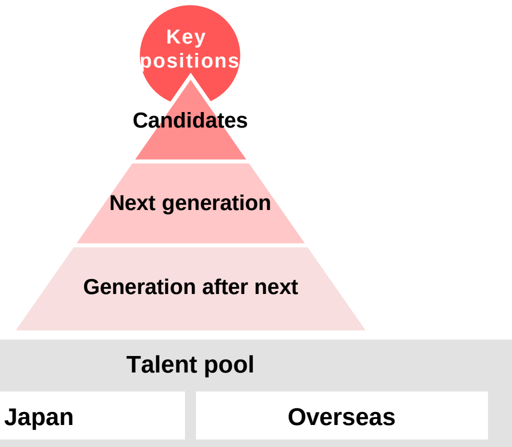
Formulating succession plans

We identify key positions in Japan and overseas and systematically implement staffing policies to train and retain successors in accordance with succession plans developed through committees and other decision-making bodies. For key overseas positions, we formulate succession plans on a global level.

Formulating and implementing succession plans

Identify key positions → Select candidates Build candidate pools → Implement monitoring and training plans

- Ensure diverse representation in the candidate pool
- Build a global, group-wide candidate pool
- Monitor the candidates and appoint them to challenging positions as part of medium to long term training plans



Expanding the talent pool of next generation for management positions

MUFG is training future management talents who will drive transformation, embrace bold initiatives, and lead value creation. In FY2018, we launched MUFG University for line managers and above. Each year, about 200 employees from across the Group attend the program, with over 1,400 participants to date. Through the training, we develop organizational skills, embed MUFG culture, and facilitate communication between management and staff to continuously develop future management leaders who can excel across our global Group operations.

MUFG's initiatives to build management capabilities

Level	Course	Program	Aim
Division and branch manager level	Management leader course	MUFG New Executive Officer Training	Establish leadership core and implement strategies
		MUFG Executive Candidate Training	Develop acumen for group management and develop next-generation leaders
		Global Leaders Forum	Develop acumen for global business management
Deputy division and branch manager level	Next-generation management course	MUFG Liberal Arts Session	Acquire the broad perspective and strategic thinking capabilities necessary for management roles
		MUFG Management Strategy Program	Nurture the management strategy development and decision-making abilities
		Global LEAD	Strengthen global management capabilities

Global Leaders Forum

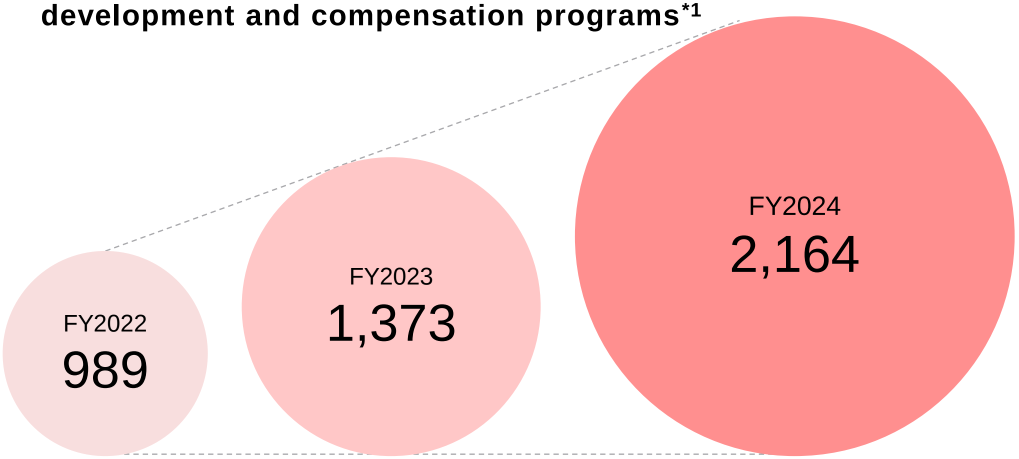
Each year, about 30 employees are selected from MUFG Group companies for training sessions held in Japan and overseas to cultivate leadership capabilities for driving MUFG's transformation. These sessions offer high-quality programs, including lectures provided by external vendors, personalized coaching, and presentations to MUFG management, effectively training future management leaders.

Enhancing Expertise - Expanding Specialist Development and Compensation Programs

To consistently deliver value that exceeds customer expectations, we are strengthening the foundations to enable highly skilled personnel to thrive. Through specialist development and compensation programs, we empower employees to pursue career paths dedicated to developing expertise. We have also established systems for evaluating and compensating professional expertise appropriately.

Expanding specialist development and compensation programs

●Changes in number of employees participating in the specialist development and compensation programs*1



Attract external specialists more effectively

Motivate employees for developing expertise

A system that allows employees to take ownership of their career development while enhancing their expertise

Multi-track career paths

Expanding specialist development and compensation programs

*1 Employees participating in the specialist development and compensation programs offered by the Bank, the Trust Bank, MUMSS, NICOS, ACOM, and MUAM.

●Specialist development and compensation programs

Sector	Name	Overview
MUFG	MUFG Employment	A program to develop talent capable of contributing in certain specialized domains across MUFG
The Bank	EX System	A specialized compensation and career framework designed for over 50 business functions that demand high-level expertise.
The Trust Bank	AFM HR program	A job-based program for highly skilled active fund managers
	Professional Job HR program	A job-based program for highly skilled specialists in each business domain
	Fellow/Junior fellow	Compensation programs mainly for basic research and survey personnel with outstanding expertise recognized internally and externally
MUMSS	Specialist program	A program that offers career opportunities to specialists in certain domains
	WMM long-term relationship manager program	A compensation program for specialists suitable for the wealth management area
NICOS	Skilled/highly skilled professional program	A compensation program for recognizing employees that contribute their high-level expertise, share know-how, and train successors.
ACOM	Specialist appointment program	A compensation program for specialists who have advanced expertise in system, accounting, and other fields
MUAM	AFM HR program	A compensation program for fund managers who have advanced expertise
	Fellow	A compensation program for leading industry experts with advanced expertise

*The programs shown are not exhaustive.

Enhancing Expertise - Strategically Critical Specialists (1)

To successfully drive digital transformation (DX), we must acquire and develop specialized talent. Our initiatives include enhancing recruitment for digital career tracks, introducing targeted training programs for various employee levels, and promoting professional growth through job rotation. We aim to expand our digital talent pool, with a KPI of 1,200 DX core specialists and a 100% IT skill attainment rate as of FY2006. To date, approximately 790 employees have completed the hands-on selection program, and about 1,000 completed the open-application training program, making significant contributions to digital talent development.

Digital talent development

Number of employees that took the selection program	Target for FY2026
Cumulative total of about **790**	DX core specialists **1,200**

●System chart for digital talent development

Target group	Initiatives in 2019 and onward	Description
Organization	Digital assessment survey	Visualized and monitored utilization of digital technologies, including skills, mindsets, activity volume and usage patterns.
Management	Practical digital skill training for management	Training to foster the mindset needed for business creation and operational efficiency and develop digital/IT skills. The Bank conducted training for employees across the hierarchy and the Trust Bank and the Securities provided training for executives.
Mid-level employees (DX Core specialists)	Selective training program to develop digital core specialists	Implemented a training program to enhance data analysis, AI, cloud, agile, UI/UX and other skills to develop core DX leaders across Business Groups.
Young employees (DX core specialists candidates)	Open-application training program for core digital specialists candidates	Implemented programs to develop future DX core specialists focusing on skillsets like Excel Macro, VBA, ChatGPT, Power Platform, Tableau, and Copilot.
All employees	Literacy improvement	・Digital skill certification program: **12,461 employees certified**[*1] ・IT Passport qualification as a mandatory requirement: **23,753 employees certified**[*1]

[*1] As of May 2025

●Strengthen recruitment of digital specialists

The Bank has reinforced new graduate recruitment for the system/digital career tracks, securing human resources with backgrounds in quantitative and analytical skills and programming/development knowledge.

●Talent development through job rotation

We develop digital professionals who have IT/digital and business skills through job rotation and DX projects.

●Group-wide data science competition

Through data science competitions held multiple times, we aim to improve analytical skills using Python. In addition to the modelling competition, we have implemented Insight Challenge programs to develop business insight capabilities.

Enhancing Expertise - Strategically Critical Specialists (2)

We have clarified specialist requirements for business strategy implementation and are actively recruiting and training qualified talent.

●System specialists

To accelerate system investment, we have defined the types of personnel we need such as "system experts" with advanced expertise and "hybrid professionals" who can drive business initiatives with both business and IT skills. We have mapped specialist requirements across the entire system deployment lifecycle, from upstream to downstream, and are actively implementing talent development measures, including increased recruitment of new graduate and mid-career professionals and expanded practical experience through strategic staffing.

●Wealth management specialists

To address increasingly sophisticated customer needs and provide services that exceed expectations, we are prioritizing securing and developing highly skilled wealth management professionals, aiming to double the related talent pool by FY2026, compared to FY2023.

●Sustainability specialists

We are improving the sustainability literacy of all our employees to accelerate our efforts to solve social issues. Simultaneously, we are also visualizing our talent portfolio and training our personnel as well as helping employees to acquire certifications to expand our pool of highly skilled sustainability professionals.

●Global specialists

About 65% of MUFG employees are overseas hires, reflecting the diversity of our workforce (as of the end of March 2025). We are tracking a FY2026 KPI to maintain candidate pools exceeding three times the number of key overseas positions.

Main initiatives

・**Global LEAD Program:**
A global management development program. In FY2024, employees selected from Group companies in Japan and overseas attended training in Tokyo and Thailand.

・**Global Executive Acceleration Program:**
Since FY2024, we have been offering a training program for overseas hires appointed to important positions above a certain level to smoothly understand MUFG's organizations, culture, and business domains and quickly become effective contributors.

●Quantitative specialists

As the importance of data analysis and risk management grows due to increasingly complex financial markets and continuously evolving digital technologies, we are accelerating recruitment and development of quantitative professionals with expertise in these areas.

Voices of MUFG Family Track-based recruitment

Wataru Yoshii

Global Markets Planning Division
Global Markets Engineering Office
Digital Transformation Depart. Expert (Quants Ex)

I chose to utilize the track-based program to join the Bank by leveraging my expertise.

I chose to join the company through the track-based recruitment channel to make the most of my mathematical and statistical expertise. Furthermore, I was appointed as a quants expert through the Ex system at the Bank. I find my job very interesting as it entails developing and verifying various models based on financial engineering, statistics, and data science, allowing me to make the most of my expertise while gaining related experience at the Bank. Another strength of MUFG is its extensive footprint stretching across Japan and worldwide, offering career opportunities overseas. Indeed, after joining the Bank, I had the opportunity to aggregate and analyze data from our international locations, which gave me a real sense of the massive scale of MUFG's operations. Since I aspire to work internationally, I am confident that joining the MUFG was the best decision.

The Bank provides broad opportunities for professional growth.

The six-month Financial Engineering training I received following my assignment to the Global Markets Engineering Office turned out to be very useful for my professional development. At the training, I participated in group reading sessions of specialized mathematical finance texts and attended programming training taught by senior staff who are active front-line quants. After starting my role, I've been lucky to have continuous learning opportunities through ongoing group reading sessions that help me develop my professional expertise. Through practical experience, I realize that I can apply this knowledge more effectively and with greater depth.

I would like to continue enhancing my expertise by joining academic conferences and collaborating with professionals from other fields to keep up with the latest insights.

Voice of MUFG Colleague - MUFG employees working overseas

Prakob Phiencharoen

Head of Corporate and Investment Banking Group,
Bank of Ayudhya Public Company Limited (Krungsri)

Becoming Thailand's top international bank through merger with MUFG

I currently serve as the head of the Corporate and Investment Banking (CIB) Group at Krungsri (Bank of Ayudhya). I mainly oversee corporate banking, investment banking, and securities services, and provide comprehensive support for corporate growth by combining Bank of Ayudhya's strengths and MUFG's global network.

Nine years ago, when I joined Bank of Ayudhya shortly after the merger with MUFG, I was already confident that the bank had the potential to become Thailand's top international bank, rather than settling as the country's fifth-largest regional bank. MUFG, as a global bank, made a serious commitment to the Thai market, and the synergy between the Group's expertise and network and Bank of Ayudhya's advanced capabilities in retail and SME has allowed us to improve our ability to propose solutions to corporate customers and enhance transaction support. As the CIB grew, we have evolved into a truly trustworthy financial partner.

The connection between leaders across the globe enhances business opportunities

Participating in MUFG's Global Leaders Forum (p.25) served as a major turning point for expanding my management perspective. Conversations with global colleagues and exposure to diverse values have significantly elevated my perspective. Such opportunities not only drive my personal growth but also directly contribute to creating group-wide synergies.

MUFG and its partner banks have abundant potential generated by group synergy. I am convinced that the key to winning in global competition lies in MUFG's global HR function and Bank of Ayudhya's HR division working closely together to build a foundation where more employees can learn, interact, and grow.

Elaine Hutchinson

Risk Management Dept.
Head of MUSA Enterprise & Operational Risk Management

Why I chose MUFG among global financial institutions

I oversee the enterprise and operational risk management division at MUFG Securities America (MUSA). It is a rewarding experience to plan and execute strategies by leveraging my extensive skillset for risk and project management to address various issues faced by the company.

Before joining the company, I had interviews with over 12 executives, including MUSA's CRO, CFO, and CEO. Through dialogue with all the executives, I was fascinated and truly inspired by MUFG's vision and their personal qualities, so I decided to join MUFG. I felt instinctively that this company offers an ideal environment where I could enjoy working alongside excellent people.

MUFG offers an ideal environment for making the most of your strengths while designing career and enhancing skills.

My current position allows me to make the most of my experience and expertise, and I am making every effort to further build on my strengths.

In addition, MUFG provides broad career and skill development opportunities. For example, the Global LEAD program (p.28) was an amazing opportunity. This program allowed me to expand my network with MUFG and many Group companies across the globe, and improve my leadership skills. In particular, the opportunities to learn effective feedback delivery methods and reflect on my leadership and decision-making styles were extremely valuable.

I feel implementing global programs like this is a truly amazing initiative. I myself will further enhance my capabilities to contribute to the company.

Key initiative 2

Improving employee engagement

Main measures

- Strengthening the mindset
- Autonomous career development and practice
- Optimizing the work environment and compensation packages

KPIs for human capital management

	Target (FY2026)
Engagement score	Improvement over FY2023 result
Holding MUFG Way Employee Sessions	Continue to hold MUFG Way Employee Sessions
Satisfaction with office environment	Improvement over FY2025 result

Background and Current Challenges

Enhancing employee’s career fulfillment and engagement is essential for advancing human capital management. Improving employee’s engagement requires efforts from both employees and the company.

Employees are working to strengthen their mindset by internalizing the purpose of the MUFG Way and deepening their understanding of the principles and core values that guide MUFG employees.

The company, in turn, supports and provides opportunities for employees to autonomously build and pursue their career paths, while also offering optimized work environments and compensation packages to encourage their challenges.

Going forward, it will be necessary to continuously review and promote the core mindsets of employees, such as a commitment to solving social issues, in response to external environmental changes. In addition, we will continue to promote autonomous career development and practice through internal job postings, improve compensation programs to strengthen recruitment competitiveness, and further develop workplace environments.

Overview of Measures

Strengthening the mindset

Internalizing the purpose Nurturing a group and global mindset	Each year, we hold MUFG Way Employee Sessions to help employees to discover how their personal values align with MUFG Way, thereby encouraging them to internalize the purpose. In this process, we help them better understand the vision and increase awareness of diverse stakeholders, nurturing a group and global mindset. Moving forward, we will work to promote awareness of the significance of solving social issues and insights into well-being.
Nurturing a DX mindset	We are utilizing DX projects as opportunities to accelerate development of digital professionals, and nurturing a DX mindset through such means as externally disclosing KPIs for employee IT skill attainment. *1
Understanding DEI	We are cultivating a mindset to accept diverse individuals who have various attributes and values and create new values together. *2

*1 For details on “Nurturing a DX mindset,” please refer to p.27 *2 For details on “Understanding DEI,” please refer to p.44-50.

Autonomous career development and practice

Talent and career development support from the company, supervisors, and senior staff	We have a comprehensive support system, including one-on-one meeting with the supervisor, mentorship programs with senior staff, career advisory desks, and self-development tools.
Providing internal and external opportunities to apply learnings	We provide broad opportunities for motivated employees to actively contribute across the Group globally and even at external organizations, including open-enrollment, side-job, and secondment programs.
Autonomous career paths	We provide extensive options of work locations and assignments so that our employees can autonomously select their career paths during recruitment, onboarding, and throughout their careers.

Optimizing the work environment and compensation programs

Expanding compensation and benefits programs	Each Group company is enhancing its compensation and benefits programs to improve employee’s career fulfillment.
Optimizing the work environment	We value employee satisfaction with the office environment and continuously work on improving it to increase employee engagement. In particular, under the current Medium-Term Business Plan, we have formulated and are implementing workplace improvement strategies based on “comfort”, “selectivity”, and “versatility”.
Promoting success of young employees	We provide opportunities for employees to challenge themselves, including promotions to management positions based on ability regardless of age.

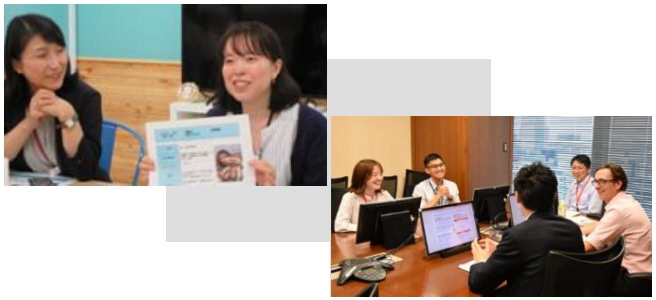
Strengthening the Mindset - Internalizing the Purpose, Showcasing Examples of Initiatives Embodying the MUFG Way, and Expressing Support for Such Initiatives

To encourage MUFG employees to tackle transformation with a group and global mindset, we showcase, recognize, and support employees embodying the MUFG Way. We are promoting employee activities to foster a sense of personal ownership of our corporate purpose to empower a brighter future. We are also helping employees to better understand other employee principles about essential matters like DX and DEI.

Internalizing the purpose

●MUFG Way Employee Sessions

MUFG Way Employee Sessions help employees discover and articulate how the MUFG Way aligns with their personal purpose (My Way), enabling them to practice our corporate mission of empowering a brighter future. Since the launch in 2022, many employees across Group companies have participated in the sessions, internalizing the purpose and cultivating a group and global mindset. Moving forward, we will continue to provide the MUFG Way Employee Sessions to provide opportunities to understand the significance of solving social issues and how it relates to well-being.



Showcasing examples of initiatives embodying the MUFG Way and expressing support for such initiatives

●MUFG Way Boost Project

In this project, openly recruited members from across MUFG Group companies in Japan and overseas show support for employees embodying the MUFG Way and widely introduce their initiatives internally and externally. So far, 170 employees in total have participated in this project.

"*Tsunagaru* My Way," a special page featuring employees embodying the MUFG Way

●Dissemination by "evangelists" (NICOS)

To communicate our management vision to employees, NICOS has appointed "evangelists" in each workplace. These "evangelists" also disseminate the MUFG Way, encouraging employees to internalize the purpose.

An image from an internal event sharing strategies for disseminating the management vision and specific implementation case studies

●MUFG SOUL

MUFG SOUL is a charity project where employees who want to solve social issues in their communities can engage with local stakeholders. Through this program, employees can propose and implement initiatives such as child support, financial and economic education and environmental conservation, with funding of up to 500,000 yen per project.

Employees working on a landscape conservation project

Communication from top management

Executives, including top management of each company, promotes the MUFG Way and encourage employees to internalize the purpose through company-wide events and conversations with staff-level employees. Furthermore, we maintain programs like the Trust Bank's presidential recognition award for employees who embody the MUFG Way, ensuring that top management can share these best practices with the entire organization.

Autonomous Career Development and Practice - Talent Development and Career Building Support from the Company, Supervisors, and Senior Staff

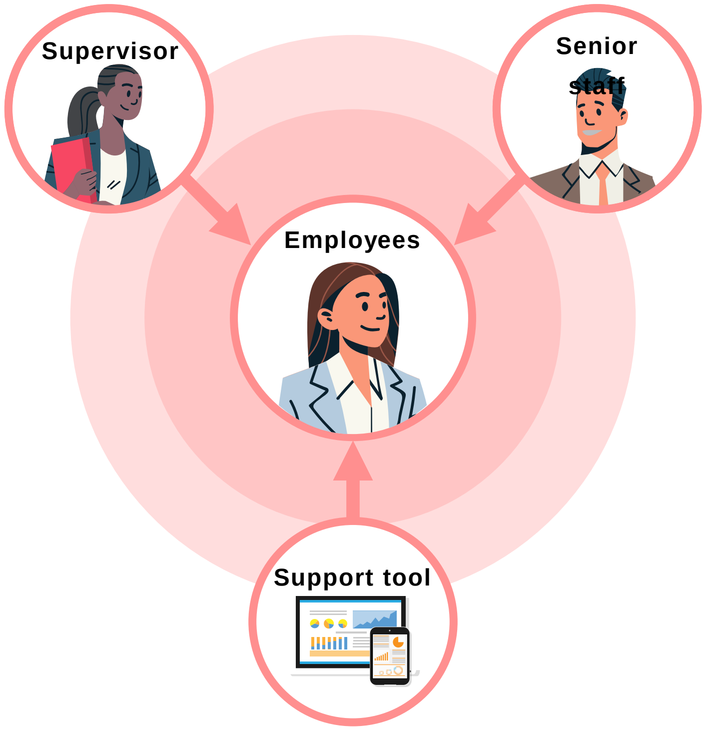
Each Group company has career support systems where employees at all levels, including supervisors and senior staff, help their team members and junior colleagues build their capabilities and design their career. Employees can also proactively seek advice through career advisory channels and utilize support tools such as self-development platforms for upskilling.

Support from Supervisor

Supervisors play a key role in employee development by engaging in meaningful one-on-one meetings and other means, providing thorough assessment, feedback and advice to help them grow. In addition to promoting more active conversations between supervisors and their members, we are also expanding programs to enhance supervisors' support capabilities.

●Development-Oriented Culture Program (Bank)

The Bank implemented the "Development-Oriented Culture Program" in June 2024. This program provides opportunities for employees in management positions to reflect on their employee training approaches, learn effective development methodologies and receive coaching to become leaders who drive talent development.



Support from Senior Staff

At each workplace, senior staff helps train their junior colleagues. We are expanding this system because support from senior staff not only helps improve their job skills but also significantly contributes to the junior employees' career development.

●Mentorship program (each company)

Each company has a mentorship program. At MUAM, employees have access to multiple mentorship programs for talent development and engagement enhancement. In the early career stage, employees are supported by "cross-functional mentors," who are not directly involved in their day-to-day work. We offer programs to support employees at various career stages, including women's mentorship programs for women's career support and managerial mentorship programs for those appointed to management positions.

Support tool

We provide support tools for various employees, ranging from young to seasoned, allowing them to take ownership of their career reflection and improve their skills at any time. Each Group company is enhancing its support frameworks such as career consultation services and platforms for autonomous upskilling and career planning.

●Career Advisory Desk (Bank)

In October 2023, the Bank implemented the Career Advisory Desk to provide personalized support for each individual's concerns and help them with positive career development. The Bank conducts one-on-one career consultation sessions and training/seminars across its locations to actively support its employees.

●Self-development (Group companies)

Our Group companies offer extensive self-development support such as online educational platforms and support for obtaining certifications so that employees can autonomously learn what they want, when they want to learn it.

Autonomous Career Development and Practice - Providing Internal and External Opportunities to Apply Learnings

To encourage each employee to autonomously design their career and help them select their career paths, our Group companies offer open-enrollment and internal and external side job programs across the Group globally. They also provide external opportunities to drive employees' success, including side-job and secondment programs.

The following are some examples of various programs and opportunities encouraging employees to challenge themselves across Group companies.

Career development opportunities across the Group

●Job Challenge

MUFG's Job Challenge program is a group-wide open recruitment system that allows employees to apply for positions in various locations, including their company, Group companies and overseas. In FY2024, the program attracted about 2,300 applicants, with about 1,200 admitted, allowing many employees to autonomously develop their careers.

Career development opportunities across the globe

●MUFG's Global EMP*1

To drive the initiative to make Japan a leading asset management center, the Group has launched MUFG's Global EMP, a fund manager development program aiming to strengthen the foundation for fund management business operations and accelerate cultural reform. We send our employees to two investment management teams at First Sentier Investors, the Trust Bank's investee, to provide opportunities to acquire global-class expertise.

●Global mobility

The Bank and the Securities have established programs where locally hired employees are deployed to regions outside their country of employment, including Japan, to work on medium to long-term assignments.

●Three-month Intensive Program

We have implemented a group-wide program for locally hired employees to receive training at the Japan HQ on three-month assignments. The participants have opportunities to gain knowledge and experience and build professional networks within MUFG for their future career advancement.

Career development opportunities across Group companies

●Challenge job-posting system

NICOS's Challenge job-posting system supports employees in their initiatives to achieve their desired careers. Twice a year, the company announces open positions for employees, allowing them to apply for their desired positions.

●Internal side jobs

The Bank and the Trust Bank offer programs where employees can work internal or external side jobs for up to one to two days a week while maintaining their job at their division or branch. These programs allow employees to try new things of their interest at an internal or external organization while continuing their current work. As of the end of March 2025, 900 employees are successfully engaged in external side jobs.

Career development opportunities outside MUFG

●Secondment to external organizations

The Bank offers the Open Ex program, where employees are seconded to host organizations like startups and municipal governments for up to two years. In this program, participating employees are seconded to the Bank's business partners and other organizations for a certain percentage of their time, balancing responsibilities at both organizations. So far, a total of 93 employees have been dispatched to jobs in different industries through this program.

*1 MUFG's Global Emerging Manager Program (Investment manager development program)

Autonomous Career Development and Practice — Choosing Your Own Career Path

Each Group company offers all employees many opportunities to autonomously choose their own career path according to individu al circumstances and preferences during the hiring process as well as when joining and after starting at each company.

Selection at Employment and Joining the Company

●Choices for Work Location

Some employees do not mind where they work while other employees prefer not to relocate because of work. In consideration of these circumstances, each Group company is gradually implementing flexible systems for work location, including a system that allows employees to limit where they work during the hiring process and upon joining a company.

Case Examples

The Securities introduced an "Open Course (Region-based Career Course)" system where employees can choose their work location from the Tokyo metropolitan area, Tokai area, or Kansai area. The company does not issue transfers requiring relocation to employees hired under the system without consent.

●Choices for Jobs

Some employees seek work in specific business areas immediately after joining a company while others prefer to identify their suitability after gaining experience in various business areas. Each Group company works on initiatives including hiring by different career paths so employees can choose a career according to their own diverse career desires.

Case Examples

The Bank has introduced "Track-based recruitment system" in addition to the "Open Course" where the employees can experience a wide variety of duties. Once a certain period of time elapses after joining the company, employees hired under the track-based recruitment system are guaranteed assignments to specific divisions such as "Global," "Customer Service," "Trade Business," "System Digital," "Wealth Management," and "Global Markets."

Selection after Joining the Company

●Taking on New Challenges in Different Work Locations — Group-wide and Global

After joining MUFG or a Group company, MUFG employees are able to work in different companies or business areas through transfers and secondments.

In addition, MUFG operates in approximately 50 countries with partner banks and numerous investees in addition to alliance partners, which offer many overseas work opportunities for employees. Employees are able to work on developing their careers groupwide and globally beyond the borders of companies and countries.

●Taking on New Challenges in Different Business Areas — Job Posting Programs and Transfers

Job posting programs are in place group-wide and at each company, which enable employees to take ownership of their own career development and work at different companies and divisions as well as engage in different jobs. By utilizing the job posting programs, employees develop their own career paths through various ways including transfers from Head Office divisions to sales offices and from sites in Japan to overseas.

Moreover, the company provides opportunities for employees to take on challenges and expand their experiences through transfers in consideration of individual aptitude and requests.

Autonomous Career Development and Practice — Career Path Example Utilizing the HR System

Career Path Example

Example of A
MUFG Bank

Pursuit of expertise while balancing with life events

- **Ex system**: Use of the Ex system from the passion for specializing in a business domain that I worked in at the time. Continuously refining the skills to become a pioneer in structured finance
- **Transfer through open recruitment**: Applied to the Job Challenge program to try new interesting duties. Transfer to the Solution Products Division
- **Transfer through open recruitment**: By use of the Relocation Posting System, limiting her work location to the Tokyo metropolitan area to live with his spouse
- **Joining the bank**: Assignment to a bank branch in the Kansai region. Engagement in corporate customer sales

Example of B
Mitsubishi UFJ Morgan Stanley Securities

Seizing opportunities for global business by using secondments to overseas Group companies and the company-sponsored overseas study program

- **Transfer**: Transfer to the Corporate Planning Division of MUFG. In charge of management of overseas entities
- **Overseas study program**: Studying abroad and obtaining an MBA overseas by using the company-sponsored overseas study program
- **Transfer**: Transfer to the investment banking division in Japan
- **Secondment through open recruitment**: Secondment to U.S. investment bank, Morgan Stanley, by using the internal job-posting program
- **Joining the company**: Assignment to a local sales branch as a retail sales representative. Later, transfer to the corporate sales division

Yuichiro Saito
GeNiE Inc.
CEO

Created a new business in ACOM and became CEO of it

I was able to foster a management perspective through work in corporate planning and obtaining an MBA. When I proposed the creation of a business in the company to realize a vision that I developed, some people disagreed, but I gained their understanding and support for my idea to build the next business pillar.

"Choose new methods" is the DNA of the innovation inherited from our founder that takes root in ACOM and supports every single employee with realizing their vision. Nowadays, I work on projects that can only be realized by ACOM by taking advantage of its stable foundation and abundance of know-how.

- **Starting a business within the company**: Refined a business planned in the Innovation Planning Department and proposed establishment of the GeNiE business. GeNiE was carved out from ACOM with100% financing by ACOM. Currently promoting new businesses as CEO of GeNiE
- **Transfer**: Transfer to the Business Planning Department. Served as the manager of digitalization and product development of the loan business. Simultaneously obtained an MBA and continuously prepared for the launch of new businesses
- **Transfer**: After working in various departments, established the Innovation Planning Department. Implementation of an embedded finance project where financial services are embedded in non-financial services
- **Transfer**: Transfer to the Corporate Planning Division Engagement in the planning of company-wide strategy and marketing duties
- **Joining the company**: Assignment to a branch office

Voices of MUFG Colleagues — Career Development Using the Internal Job-posting System and Side Job System

Transfer by use of the internal job-posting program

Setsu Aihara
Mitsubishi UFJ NICOS
Corporate Business Planning Division No. 2

Request to work in sales planning to offer added value to a wider range of customers

I applied in the Challenge job-posting system and was transferred to Corporate Business Planning Division No. 2. Prior to that, I worked for the department in charge of sales promotion for approximately eight years. I wanted to continue supporting corporate customers in the department, but on the other hand, I also wanted to try offering additional value to a wider range of customers instead of specific customers. That is why I applied for a department where I could work in planning.

Following my transfer, I now work on planning an optimal new payment solution for digital and non-face-to-face channels for the promotion of cashless payments in business. I face many challenges, but I find it rewarding to work on a project for MUFG to offer further added value in the future.

Applying through the job-posting system made me realize the gap between what I want to do and what I can do and review my career vision. In addition, I requested the transfer so I could work hard positively without blaming others no matter what happens.

Transfer by use of the internal job-posting program

Naohiro Takahashi
First Sentier Investors Analyst
(Secondment from Mitsubishi UFJ Asset Management)

With unwavering belief, aiming to become a competitive analyst and fund manager who flourishes on the global stage

I was transferred by using the MUFG Global EMP program to an investment team under First Sentier Investors, which is an investee of the Trust Bank.

After joining Mitsubishi UFJ Asset Management following my graduation from university, I was placed in charge of managing index funds. I was able to gain experience in supporting the asset management of investors across Japan through various challenges even though I was still a new employee. From the belief that high quality active funds maximize the profits of investors and fortify the brand of the company, I applied for the Equity Investment Division that conducts active management in the internal job-posting program and was transferred to the division. I was primarily involved in Asian stocks in the Global Equity Growth Strategy Team, and I worked hard toward realization of the team’s management philosophy of long-term investment in companies with the potential for growth. In the process, I began thinking I would like to acquire the competitiveness and research skills that would allow me to work on the global stage, and through the EMP program, I was transferred to my current position as of April 2025.

I think the environment where employees are given opportunities to grow beyond the borders of the company is great. While continuing to take on new challenges, I would like to continue supporting customers through MUFG.

Side Job System

By using side job system, I applied for a content creation position on the “Kakehashi” internal portal in the Internal Communication Department, Corporate Planning Division.

Basically, I spent one day every two weeks on creating articles and video editing remotely and attending online meetings with the Corporate Planning Division. In this way, I was able to work on another assignment in addition to my original job at the Sendai Branch (for a period of one year).

Rinko Ando
Mitsubishi UFJ Trust and Banking Corporation
Sendai Branch

Akane Mito
Mitsubishi UFJ Trust and Banking Corporation
Sendai Branch

Experience of broadening my perspective by doing work I like to do

Since joining the company, I continued to work in retail operations. Therefore, the range of my work was limited. I always liked writing, and I believe that writing is powerful. That is why I applied for work where I could write for the internal newsletter. I was able to see people that I would have never met if I did not engage in a side job assignment, and I was able to broaden my horizons. This work allowed me to see various colleagues in the company doing their best for our customers, which made me want to work hard to fulfill my role.

Gaining experience at head office while continuously working for a branch and considering myself as stakeholder for the activities of MUFG

Thinking about sales measures at the branch while making suggestions about management products and inheritance to customers as a teller piqued my interest in public relations and planning work. That is why I applied for a position in the side job system. Through working with colleagues at head office, I learned about the company as a whole, and I now consider myself as a stakeholder for the activities of MUFG. It was very rewarding work that allowed me to take on new challenges while maintaining balance with my original job. The experience broadened my perspective.

Autonomous Career Development and Practice — Spark X

Spark X showcases our initiatives to broadly offer opportunities to employees so they can take on challenges. The MUFG group-wide new business incubation program was launched in FY2022. The ideas of employees to solve small problems encountered in daily life lead to the sustainable growth of the companies. Therefore, the participation of bottom-up business incubation programs by employees is the embodiment of the MUFG Way, and Spark X is one of the programs that supports such ideas. For ideas selected in the final screening of Spark X, opportunities to develop the ideas into business are also provided. 1,300 submissions have been received in total to this point, seven of which actually advanced into examination for the creation of business. MUFG will continue to support these initiatives.

Spark
Incubation Program

(Spark X Award 2024 Ceremony)

Voices of MUFG Colleagues — Spark X Award Winners

Spark X Award 2024 Grand Prix winner

Teppei Hatakeyama
Digital Strategy Division, MUFG Bank
(As of award winning) Ueno Branch, MUFG Bank

Award Winner Project
AI-kata (pronounced as "aikata")
Service to wholesalers and intermediate wholesalers working in the market for breaking away from analog operation

Creation of an idea after many visits to a site to return a favor to a hometown

AI-kata is a digitalization service for analog operations of a fish market business. I hope AI-kata will work as a catalyst to increase financing in the fishery industry by utilizing data obtained by digital transformation.

I was disappointed when my idea was not selected at Spark X before. However, I felt strongly about helping my hometown of Kesennuma. I also witnessed the decline of industry, which made me want to contribute to an industrial revival there. That is why I applied for Spark X again. This time, I visited the fish market many times, interviewed more than 100 people in the fishing industry, and identified the issues. I believe it led to winning the award. I learned that strong belief is important when taking on a challenge. I also learned that understanding the needs of customers thoroughly is critical. It was such a wonderful experience.

Spark X Award 2023 Grand Prix winner

Shinichi Mori
Digital Strategy Division, MUFG Bank
(As of the award ceremony) Corporate Finance & Strategic Advisory Division, MUFG Bank

Award Winner Project
Employment Support for People with Disabilities
Service for companies for the stable employment and fast development of people with disabilities to be work ready

Promotion of a lifelong mission as a project manager at MUFG

When I heard a friend of mine from university started a business and struggled but grew as a person, I wanted to try starting a business. Then, I learned about Spark X. It allowed me to take ownership of launching a new business while continuously working for MUFG. I became interested in Spark X, and I submitted my idea.

I have a family member with disabilities. I created a business idea in the welfare field for people with disabilities as my lifelong mission. In the screening process, I spoke directly with people with disabilities, some company representatives, and government representatives. While I was searching for a business idea, my passion for new business and support for people with disabilities grew further.

After receiving the award, I began working on the business as a manager, and we have already started to provide the service to several companies. I believe MUFG will continue with businesses to resolve social issues, and I would like to embody that.

Spark X 2022 Special Award Winners

Award Winner Project
Art Industry Complement Project
Offering independent artists a location to display and sell their art

Wakana Mizuguchi
Business Process and IT Planning Division, Mitsubishi UFJ Asset Management
(As of the award ceremony) Investment Planning Division, Mitsubishi UFJ Asset Management

Taiyo Ogino
Index Investment Division, Mitsubishi UFJ Asset Management
(As of the award ceremony) Index Investment Division, Mitsubishi UFJ Asset Management

Support for artists with encouragement by a manager (Mizuguchi)

I planned a service to support talented artists who constantly work on their art independently by offering a place to display and sell their creations at MUFG facilities. I graduated from art university, and I know being an artist is difficult. Therefore, I wondered if it was possible to support artists as a company. At that time, my manager Ogino, recommended I submit my idea to Spark X, and so I did.

Since it was determined making a profit from the idea would be difficult, developing the idea into a business was withdrawn. However, the potential for implementation as a social activity of the company was recognized. Consequently, I was able to implement the idea as an activity of the Business Promotion & Management Division.

Through the experience, I created a plan and flow and learned how to implement the project in cooperation with related personnel.

Contribution as a supporter to encourage the younger generation to challenge themselves (Ogino)

I always try new things, and I definitely wanted to try Spark X. Since I wanted the younger generation to challenge themselves, I talked with Ms. Mizuguchi, who was on my staff at that time, and we submitted the idea. As a supporter, I listened to her idea and helped her arrange a plan. Together, we shaped her unique idea.

Unfortunately, the idea was not developed into a business, but the experience of starting a project from scratch led to confidence for facing challenges.

Optimizing the Work Environment and Compensation Programs — Enhancement of the Compensation Programs and Allowances

Each Group company enhances its compensation programs and allowances based on necessity so employees can find a greater sense of career fulfillment. In response to changes in the external environment, each Group company reviews systems and programs as needed and offers solutions according to the times. Here are some case examples.

Wage Increases

To create an environment where talent can play an active role with career fulfillment, we widely increase investment in human capital. In response to changes in the external environment, we increase actual wages including regular raises, promotions, and various allowances and subsidies. Actual examples of the Bank, the Trust, and MUMSS are shown in the table below.

FY2025 Actual Wage Increases*1

The Bank	The Trust Bank	MUMSS
Approx. 9% of annual income	Approx. 7.5% of annual income	Approx. 8% of monthly income*2

*1 Includes base-ups, regular raises, promotions, other allowances and subsidies, and bonuses (the Bank and the Trust Bank)
*2 Monthly income base raises since MUMSS bonuses are tied to performance

Introduction of a Share Delivery System

The Bank, the Trust Bank, and MUMSS introduced a share delivery system to approximately 5,600 eligible employees who satisfied certain requirements in July 2024. The plan aims for better employee engagement, higher corporate value, a virtuous cycle of investment in human capital, and improved employee retention.

Employees are expected to work on increasing corporate value and growth of ROE in the medium- and long-term perspective as well as demonstrate further leadership by owning MUFG stocks. Introduction of a share delivery system in other Group companies as well will also be examined in the future.

Other Benefit Programs

●Benefit Services

The Bank | The Trust Bank | Securities | NICOS | ACOM | MUAM

We introduce external platforms or create unique service programs in each company so our employees can enjoy wide-ranging benefit services including dining, leisure, and life support. For example, the Trust Bank introduced an external platform that allows employees to use 1.4 million services including leisure facilities as well as child and nursing care services across Japan at discount prices.

●Subsidies for Self-development Expenses

The Bank | The Trust Bank | MUMSS | NICOS | ACOM | MUAM

We offer enhanced subsidies for self-development expenses including the expenses for obtaining certifications and taking courses. For example, at NICOS, incentives ranging from 100,000 yen to 300,000 yen are provided to employees as financial assistance for test fees for certain certifications and as rewards when obtaining specific certifications.

●Subsidies for Benefit Service Use

The Bank | The Trust Bank | ACOM

We provide subsidies for benefit service use such as leisure and life support in addition to self-development. For example, at the Bank, subsidies exceeding 100,000 yen per year are provided at the maximum.

●Health Insurance Program

The Bank | The Trust Bank | Securities | NICOS | ACOM | MUAM

Health insurance societies of each company offer competitive health insurance programs compared to other companies.

●Subsidies for High-Cost Medical Expenses

The Bank | The Trust Bank | Securities | ACOM | MUAM

For high-cost medical expenses, in addition to statutory subsidies (government support), additional subsidy programs from health insurance societies are available to keep payments by individuals affordable. For example, at the Securities, subsidies are paid so payments by individuals at each medical institution do not exceed 25,000 yen per month.

●Subsidies for Stock Purchases at the Employee Shareholding Association

The Bank | The Trust Bank | Securities | NICOS | ACOM

We provide incentives for stock purchases through the Employee Shareholding Association.

●Other

The Securities

Visually impaired employees with a national anma massage therapy certificate offer massage services and provide health advice as Health Keepers. (FY2024 users: 3,523 in total)

Optimizing the Work Environment and Compensation Programs— Creation of a Better Workplace Environment (1)

To enhance employee engagement, each Group company operates systems that promote communication among employees and platforms that support increased productivity.

Strengthening Communication

Each Group company implements various initiatives for more active communication.

●Information Exchange by Using the Internal Social Media Platform

We have been proactively working on non-face-to-face communication by using digital tools. At the Bank, various communities were created in the internal social media platform. In addition, the President started his own blog to distribute information. Various information exchanges and active communication across the company are taking place.

Hanzawa's Voice, blog by President Hanzawa (the Bank)

●"MUFG Connect" PR Portal

MUFG Connect is located in the internal intranet as a navigator to deliver information in an easily comprehensible manner so employees can understand the current situation and foresee the future. The portal publishes MUFG related news as well as daily updates in featured columns containing useful information for employees. Necessary information is provided to employees when needed.

●Employee Social Events

At NICOS, various events to stimulate the communication of employees are held. In particular, Bar with Torii featuring NICOS's mascot, "Torii," is held bi-weekly where employees interact with each other after work while enjoying drinks and snacks. This event is popular among many employees and serves as a great communication opportunity.

Improvement of productivity

●Use of AI

AI is positioned as a tool to increase work efficiency and expand the skills of employees. "Hello, AI@MUFG" is an initiative for the penetration of AI across MUFG.

●Use of BI[*1]

We promote work efficiency and data use by continuously expanding BI use.

Hello, AI@MUFG

*1 Business Intelligence: A framework for analyzing and visualizing various data and utilizing it in the course of operation and management

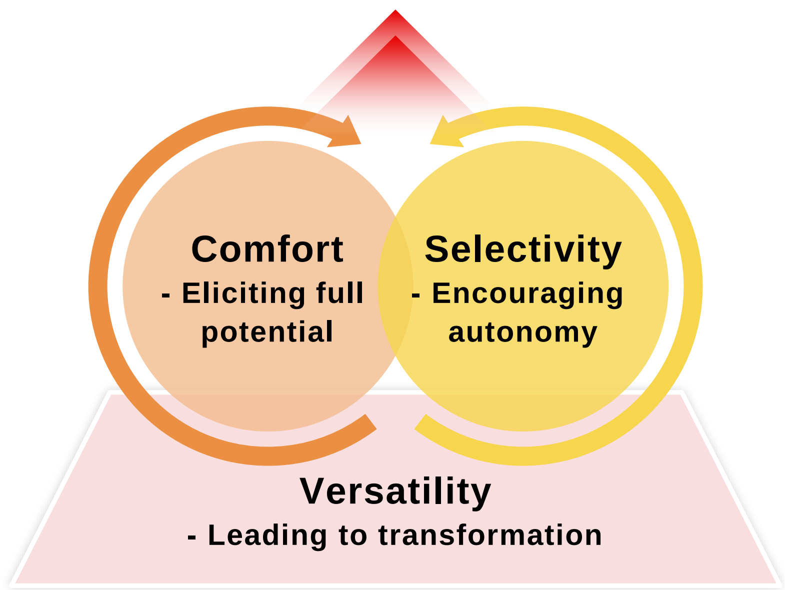
Optimizing the Work Environment and Compensation Programs— Creation of a Better Workplace Environment (2)

Focusing on the office satisfaction of employees, we continue to work on the creation of a better workplace environment. In the current Medium-Term Business Plan (MTBP), an office strategy featuring the concepts of comfort, selectivity, and versatility was formulated. In the course of deploying the strategy, we will create a workplace environment leading to well-being where employees work more energetically with increased engagement.

Office Strategy for Better Employee Engagement

Adaptation to management environment changes | Environment leading to well-being

Giving employees a sense of excitement and energy for work and increasing the productivity and engagement of employees



Three Perspectives of the Office Strategy	
Comfort	Maximizing performance by using colors and relaxing sounds that enable employees to focus naturally
Selectivity	Perfect environment for each work can be selected from various office and meeting spaces according to the characteristics and contents of the work
Versatility	Agile and appropriate alignment with changes in the business environment, organization, and work styles

●More Comfortable Office

We created an environment that realizes optimal stimulation of the five senses in addition to the body and mind based on scientific evidence.

・Circadian rhythm lighting

Color and brightness of the lighting changes according to biorhythms

・Color effects

Utilizing the color effect, selectable according to the purpose of use

・Biophilia

Stress reduction by exposure to nature such as live plants

●Selectable Office

The most suitable office can be selected from different environments depending on the purpose and type of work and communication.

Duration of Use: Short ← → Long

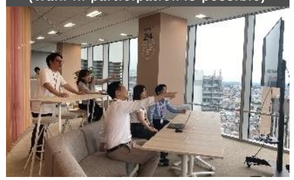
Seeking advice | Brainstorming | Periodic meetings and information sharing | Presentation and decision making

Impromptu discussion

Quick idea exchange

Sitting down and brainstorming and opinion exchange (1)

Sitting down and exchanging opinions / Information gathering while standing (Walk-in participation is possible)



Casual discussion

Quick information sharing

Sitting down and brainstorming and opinion exchange (2)

Knowledge sharing and information gathering (Walk-in participation is possible)

Optimizing the Work Environment and Compensation Programs— Promotion of Active Roles of Younger Employees (Voices from MUFG Colleagues)

Regardless of age, we promote employees to management positions and provide opportunities to take on challenges according to their talent.

Joined the company in 2014

Mayuka Yamamoto
Shimbashi Branch, MUFG Bank
Customer Service Section No. 1
Line manager

Thrilled with promotion to line manager in my ninth year at the company from nervousness and excitement

Currently, I am a line manager for the section that provides consulting on asset management and business succession to business owners and wealthy individual customers at a branch that offers both retail and commercial banking services. I was promoted to line manager in my ninth year of the company. I was very surprised, and I also worried if I would be able to fulfill my management duties.

However, I was honestly happy with my assignment to an important position, thankful for the opportunity to gain experience in organizational operations so early in my career, and excited by the new challenge.

Realization of management in my style by taking advantage of my closeness to the section members and fast decision making

At first, I sometimes worried whether I appeared dignified enough to be in a management role. However, since the department members and I are close in age, they asked me for advice not only for work but also for private matters without hesitation. This closeness was often an advantage. I think I am able to manage things in my own style with an awareness of quickly making decisions based on my standards while receiving cooperation from others.

Taking on the role of management was very rewarding on many occasions. For example, I felt satisfied with my work when I developed various measures under my own responsibility and discretion, and I shared the sense of achievement as a team and felt great observing the growth of my members.

MUFG has a field where employees can take on challenges regardless of how many years we work at the Group. I think each individual should take on challenges. I will continue challenging myself, and I hope my actions will provide incentive to others when they take on challenges.

Joined the company in 2012

Yudai Enomoto
Yokohama-eki Nishiguchi Branch,
Mitsubishi UFJ Trust and Banking
Asset Consulting Section No. 2
Line manager

Taking on the role of line manager utilizing the experience on the front lines as a sales representative

In our section, we provide comprehensive asset consultation services. Specifically, we offer tailored recommendations and support to individual clients across a wide range of areas, including asset management, inheritance planning, real estate, and financing.

When I was promoted to line manager in my 12th year at the company, I was worried if I would be able to fulfill my responsibilities as well as the senior colleagues who had once supported me. However, I also knew there must be many things that only I can realize with my front-line experience as a sales representative just before my assignment. So I tried to be positive and encouraged myself to face the challenge proactively.

Fulfillment of the role with an understanding of the perspective of department members

I find it difficult to manage members who were formerly my colleagues prior to my assignment as their manager. I worked with them at the same level and the same perspective, so I sometimes wonder how I should behave toward them, and I find it difficult. For example, when I was appointed, I struggled with communicating with members close to my age when giving advice or providing correction. There is no single correct approach for consulting with customers. Therefore, I often present and discuss different options to the suggestions of my members. Initially, my team was often unconvinced by my advice, as I didn't always refer to rules or formal corrections, but instead offered guidance based on my personal perspective. However, by sharing my suggestions alongside stories of my own failures from when I worked on the front lines, I gradually earned their trust. Through this process, I also felt a sense of personal growth.

At MUFG, there are so many opportunities for young members to play an active role. I would like to create an environment where the employees seize opportunities and grow in the process where every employee aims to become professionals trusted by the customers.

Key Initiative 3

DEI Workforce

Main Measures

- Encouraging Diverse Talent to Play an Active Role
- Providing Fair and Equitable Opportunities and Support
- Creation of an Inclusive Workplace

KPIs for human capital management in Japan

	Target (FY2026)
Ratio of women in management position	27% (30% by FY2030)*
Ratio of male employees who took childcare leave	100%
Inclusion score	Maintain 75% or more
Ratio of employees with disabilities	Maintain statutory employment ratio or higher

*Target is the Bank, the Trust Bank, and MUMSS. For details of other KPIs, please refer to P.18-19.

Background and Current Challenges

In our "DEI Statement," we declared that employees with diverse backgrounds and values can thrive and empower each other to perform at their best, create new value, and contribute to all stakeholders. We are committed to creating an organizational and workplace environment for this purpose.

Specifically, we are working on the creation of an organization and environment where each one of our diverse employees plays an active role with peace of mind while leveraging their strengths. Therefore, we provide support group-wide and globally to employees raising children, providing caregiving, and receiving medical treatment to assist with their work life balance. Through these initiatives, we are making steady progress for the KPIs of eliminating the gender gap and diverse employees playing an active role.

On the other hand, we also recognize the need to do more for employees so they can continuously be their authentic best at work regardless of life stage or background. Therefore, we will work on more support for employees to balance both childcare or caregiving and career development and further correct the long work hours. We will create an environment where diverse employees can create new value with their colleagues by enhancing support for employees raising children regardless of gender[*1] and accelerating work style reform.

*1 Support for employees raising children regardless of gender: Support for employees raising children so they can spend time with their children and raise children in cooperation with their partners.

Overview of Measures

Encouraging Diverse Talent to Play an Active Role

To incorporate various perspectives and values in management and organizational operations, we encourage diverse talent to play an active role. By setting the ratio of women in management position and ratio of employees with disabilities in KPIs, we work on the creation of a better work environment and training as well as awareness activities.

Gender	Disabilities	LGBTQ	Nationalities and culture	Age, etc.

Providing Fair and Equitable Opportunities and Support

We try to realize the continual active roles played by employees regardless of life events. Therefore, we provide systems and financial assistance to employees so they can work flexibly while raising children, providing caregiving, or undergoing medical treatment.

Support for employees raising children	Caregiving	Fertility treatment	Health issues, etc.

Creation of an Inclusive Workplace

MUFG supports the creation of employee communities beyond the borders of divisions in addition to the implementation of training and awareness activities so every single employee recognizes, leverages, and enhances each other's strengths.

Training	Awareness activities	Community creation support

Encouraging Diverse Talent to Play an Active Role — Elimination of the Gender Gap

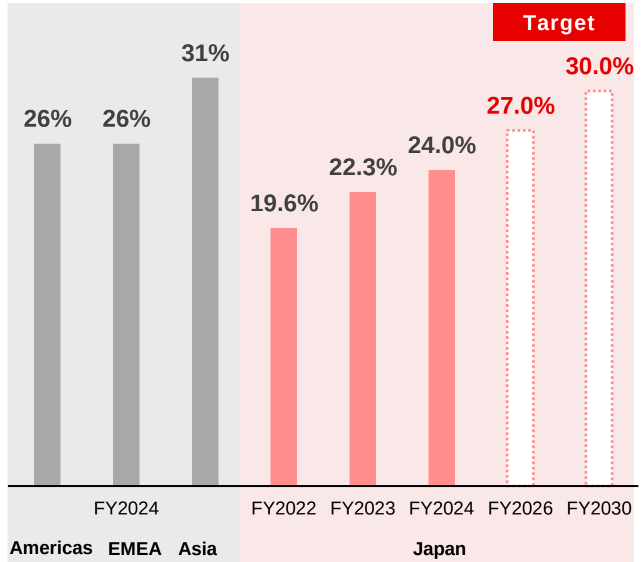
For sustainable growth, MUFG must incorporate diverse perspectives and values into management and organizational operations, and realize that female employees, who comprise half of our employees, should play a more active role. In addition to female employees, we are working on elimination of the gender gap and increasing the ratio of women in management position through training and activities to raise awareness not only for female employees but also for their managers and colleagues.

Elimination of the Gender Gap

To realize the greater role of female employees, we implement a wide variety of measures to assist female employees as well as organizations and workplaces from the perspectives of supporting career development and balancing careers with life events.

		Career Development Support		Support for Balancing Careers with Life Events
Female employees	Management leader candidates	**Executive mentoring program**	Providing opportunities where female employees learn about the management perspective and mindset from executives, who are mentors, primarily through one-on-one meetings	**Support for Balancing Work and Childcare** **Support for balance with female health issues**
		Training for selected employees “WILL Training”	Four-month program for selected employees to complement strategy-building and logical thinking capabilities	
	Next generation candidates	**Give Back mentoring**	Providing support and advice for problem solving and career development by female employees, who are subject to executive mentoring, as mentors	
		Training for selected employees “WISH training”	Program to consider pursuing management positions through dialogue with women in the same positions and with female managers	
Organization and Workplace	Increase awareness of managers	**Holding of the Diversity Management Forum**	Communication of the necessity and commitment for promoting DEI and eliminating the gender gap in company management for approximately 1,500 members from management top to Division and Branch Managers and approximately 4,700 Chief Managers. Realization of branch management, human resource development by Division and Branch Managers and Chief Managers	**Support for employees raising children regardless of gender and encouraging male employees to participate in childcare** **Work style reform**
	Coordination with Business Groups	**Target setting for the promotion of female employees to management positions**		
		Formulation and execution of succession plans		

Ratio of Women in Management Position



(note) Overseas bases: the ratio of female Managing Directors or Directors; Domestic bases: the ratio of female employees in Chief Manager equivalent positions and above in the Bank, the Trust Bank, and MUMSS
Each data is as of the end of March

Diversity Management Forum

Encouraging Diverse Talent to Play an Active Role — Employees with Disabilities Thriving in Their Roles and Promotion of Understanding about LGBTQ

MUFG has created an environment where everyone respects each other and works authentically regardless of sexual orientation or gender identity or whether or not they have a disability.

Employees with Disabilities Thriving at MUFG

MUFG aims to realize an inclusive society where every individual is respected and supported, regardless of whether they have a disability or not. Therefore, we expanded the roles for employees with disabilities by creating a workplace environment in consideration of the ability and aptitude of each employee. Currently, about 1,000 employees with disabilities play an active role within MUFG, which accounts for 2.68% at the Group. The rate exceeds the statutory employment ratio in Japan, the goal of MUFG. We will continue to work to ensure that employees with disabilities thrive even more and realize an inclusive society through expanding the roles and divisions where employees with disabilities work.

Ration of employees with disabilities within MUFG*

FY2022	FY2023	FY2024
2.56%	2.60%	2.68%

*As of June 1, 2025. The employment rate in Japan is calculated from the number of employees with disabilities at the Bank, the Trust Bank (for these two companies, special subsidiaries and the Group companies to which the exception rule applies are included), MUMSS, NICOS, ACOM, and MUAM using the statutory formula set in the Employment Rate System for Persons with Disabilities. However, the data for FY2022 and FY2023 does not include MUAM.

Promotion of Understanding about LGBTQ

At MUFG, we prohibit harassment and discrimination based on sexual orientation, gender identity, and other such factors. To encourage the proper understanding of LGBTQ, we provide training and distribute a handbook and hold raising awareness events. In addition, we have introduced a same-sex partnership recognition program that regards employees' same-sex partners as being equivalent to opposite-sex spouses and that allows them to be beneficiaries of company benefits. We also offer opportunities to increase those who understand and support LGBTQ (allies) through an in-house community and the creation and distribution of original straps. In recognition of these efforts, MUFG received the gold rating on the PRIDE Index 2024 for the fifth consecutive year. This is the sixth time MUFG has received the gold rating.

MUFG LGBT ALLY work with Pride Gold 2024

Takayuki Akiyama

Senior Fund Manager, Fixed Income Investment Division 2, Mitsubishi UFJ Asset Management

Thanks to support from the company when I thought I would have to quit this job, I am still working here.

I am visually impaired due to retinitis pigmentosa that I developed in my mid-30's. I lost my central vision, and it is especially hard to see in dark places. I find it difficult to see signboards and signals in daily life.

When my eyesight deteriorated, I worried if I would be able to continue work. It was the company that supported me at that time. My manager, human resource members, and industrial physicians cared about me and came up solutions with me. MUFG has a solid system to support employees with disabilities, and I am a recipient of support by this environment.

I am currently in charge of bond management. I use a PC with a screen reader and enlarged screen display. I also utilize the accessibility function for a tablet and smartphone for work. Furthermore, using the remote work system, which was introduced due to the COVID-19 pandemic, reduces the burden of commuting and allows me to focus on work further. I am very thankful to those from the system and human resource departments at the workplace for their consideration so I can work comfortably.

What We Can Do to Realize a More Inclusive Society

On the other hand, I found it challenging that tools and software developed by companies are not suitable for the visually impaired. I believe it is important that all companies develop products in consideration of accessibility to create a society where the visually impaired, including the customers and employees, can live and work comfortably. I would like it known that people with disabilities can play an active role with little support. MUFG has this environment in place, and I continue to play an active role here. Here at MUFG, employees with disabilities work and grow together with their colleagues.

Providing Fair and Equitable Opportunities and Support — Support for Balancing Work and Childcare or Caregiving and Promotion of Childcare Support for Employees Raising Children

MUFG offers a wide variety of support systems and programs to employees raising children regardless of their gender. In addition, as aging of the society progresses, it is expected that more employees will need to provide caregiving. Therefore, MUFG has established support systems for balancing work and caregiving.

Main Systems for Balancing Work and Childcare and Support for Employees Raising Children

●Supporting a Smooth Return to Work from Parental and Childcare Leave

For the purpose of smooth career continuation, we provide pre- and post-parental leave training and programs and assistance for early return to work.

●“Ten Plus Ten” leaves and “Family Care Leave” for encouraging male employees to take leave for childcare

For the purpose of making these leaves serve as catalyst for male employees to continually take part in childcare, we recommend employees take 20 working days off for childcare by combining 10-working day paid childcare leave with 10-working-day annual paid leave.

●“MUFG Parenting Seminar” for Employees and Their Partners

We hold online seminars where the employees and their partners learn about childcare and use the knowledge for actual childcare. The seminars feature lectures by outside instructors and roundtable meetings with employees who have experience raising children with their partners.

●Establishment of Nursing Room

At the Bank, a nursing room was set up in the break room of the Market division for breast-feeding female employees who returned to work early.

Main Systems

Before childbirth
- Pre parental leave training and meeting
- Notice of balancing work and caregiving system
- Shorter work hours, staggered working hours, working from home

After childbirth/ During leave
- Return to work support program
- Parental leave
- Childcare leave
- “Ten Plus Ten” leaves and “Family Care Leave” for encouraging male employees to take leave for childcare

After childbirth/ After return to work
- Post return to work training
- MUFG Parenting Seminar for Employees and Their Partners
- Community of employees who returned from leave and working parent employees
- Leave for caregiving to a sick child
- Shorter work hours, staggered working hours, working from home
- Financial assistance for childcare and baby sitter services
- Daycare search support and company-led nurseries

External Evaluation

The Trust Bank, NICOS, ACOM, and MUAM, etc. are “Kurumin” certified. This certification by the Ministry of Health, Labour and Welfare recognizes a business as a childcare support company. In particular, the Bank is certified as Platinum Kurumin Plus while MUMSS, etc. are Platinum Kurumin companies. For Eruboshi certification under the Act on the Promotion of Women's Participation and Advancement in the Workplace, NICOS and MUAM received the highest certification of 3rd-level and MUMSS received 2nd-level certification.

Main Systems for Balancing Work and Caregiving

●Information Provision for Caregiving

We issued the ‘Work and Caregiving Balance Support Handbook’ so employees can respond smoothly even when it becomes suddenly necessary to provide nursing care.

Main Systems

Prior information gathering → Establishment of a system to balance work and caregiving → Balancing work and caregiving

- Caregiving seminars, external concierge desk
- ‘Work and Caregiving Balance Support Handbook’ and ‘Work and Caregiving Balance Case Study Collection’
- Community of employees who are caregivers
- Notice of balancing work and caregiving system
- Caregiving leave, carry-over, long-term care leave
- Shorter work hours, staggered working hours, working from home

Voices of MUFG Colleagues — Balancing Work and Childcare

I obtained understanding and received support from my colleagues through communication before and after my childcare leave. Taking childcare leave had a positive impact on my career as well.

Tsuyoshi Sakiyama

Financial Advisory Line Manager, Financial Advisory Division No. 2, Shibuya Branch, Mitsubishi UFJ Morgan Stanley Securities

Daily Schedule

6:30 a.m.	**Wake up**
7:00 a.m.	**Children wake up** Help children change clothes, prepare and eat breakfast
7:30 a.m.	**Commute to work** Check newspaper articles and gather information on stock prices, etc.
8:00 a.m.	**Work starts** Check emails, share information and tasks in division meetings
9:00 a.m.	**Phone sales** Check stock prices, make appointments and recommendations, etc.
10:30 a.m.	**Customer visits** Report the portfolio management situation, gather information including profiling, make recommendations, etc.
Noon	**Lunch**
1:00 p.m.	**Two customer visits** Report the portfolio management situation, gather information including profiling, make recommendations, etc.
4:00 p.m.	**Return to office** Administrative work, check tasks, prepare for sales activity for the following day, etc.
6:00 p.m.	**Finish work**
6:30 p.m.	**Arrive home** Take care of children including bathing
7:00 p.m.	**Dinner with family**
8:00 p.m.	**Children go to bed** Give milk to the twins, read books for the children, put children to bed
9:30 p.m.	**Free time** Study for certification, watch TV, read books, etc.
11:00 p.m.	**Go to bed**

Q. Please tell us about your job.

I assist individuals or unlisted company corporate clients with their asset management and provide advice for asset creation. I make suggestions and offer solutions flexibly according to the needs of diverse clients. I work hard every day so I can be a trusted partner to my clients.

Q. Please tell us about your family and child rearing.

We are a family of five: my wife, our three children — a 3-year-old daughter and newborn twin sons. My daughter goes to daycare. During the daytime on weekdays, my wife, who is on childcare leave, takes care of our twin boys. I try to primarily take care of the children on my days off. The house is noisy and we are busy but I cherish the time with my family.

Q. Did you have any concerns or struggles before and after taking childcare leave?

I took a three-month childcare leave when my wife stayed at her parents to give birth to the twins. Just before and after, I took care of my daughter by myself while working. It was harder than I expected. At work, I tried to work more efficiently than usual to balance my chores and take care of my daughter. I felt it was hard to reduce my daughter's anxiety and stress due to the absence of my wife.

Q. How do you and your partner divide the roles in childcare?

My wife and I make an effort to ensure that the burden doesn't fall entirely on one of us. There are things only my wife can do such as breastfeeding. So, I'm mindful of not increasing her burden. For the aspects of childcare that both my wife and I can handle, we avoid rigidly dividing responsibilities. Instead, we try to stay flexible so that even when only one of us is available, things run smoothly and our children can feel secure and at ease.

Q. Did you have any worries over balancing career with childcare?

Before and after my childcare leave in particular, I proactively communicated with the workplace so they understood my family situation more. I talked with my colleagues about my family and showed photos of our children, so I obtained understanding from the workplace. Then I was no longer worried about balancing my career with childcare like I was at first. I think it is bringing a positive impact on my current career as well.

Q. What do you think about MUFG's support system?

When I use support programs and systems for childcare and flexible work style, understanding and assistance from my manager and colleagues support me greatly. I'm really thankful that the systems can be used by everyone while talking about childcare with colleagues and obtaining their understanding. Even now, I have support for working a flexible schedule that matches my family's needs such as starting work earlier or coming to work later, which is great.

In addition, MUFG hosts "MUFG Parenting Seminars." At the seminars, I can learn about raising children with my partner, who works at a different company. I feel the efforts by the company as a whole, not only by my manager and colleagues, for supporting my work and childcare balance. I also shared my experience of taking childcare leave and balancing work with childcare alone at the seminar as a presenter.

Q. Are there any points you would like the Company to improve for balancing work with childcare?

When I was taking childcare leave, I felt guilty since other members had to do my job. I think we need to create an environment where the employees can take leave with more peace of mind when taking a long absence from work.

Q. What kind of worries do you think your colleagues raising children have?

The change in households with the increase of family members affects not only the household but work. At the workplace in particular, many employees are worried about increases in workload of other members when using systems for balancing work with childcare. I also think information mainly from social media could cause anxiety about raising children when people find a gap from what other family members do and how they raise children.

Q. Please send a message to colleagues at MUFG and those who would like to join MUFG.

At MUFG, an environment where work and childcare can be fully balanced has been established and colleagues understand and support balancing work with childcare. If you have any problems, please ask your colleagues or company for help. I would like my colleagues to take care of their children with peace of mind with everyone's support. I support my colleagues as well.

Voices of MUFG Colleagues — Balancing Work and Childcare

When raising children, unexpected things happen one after another, which makes me wonder if I can continue to fulfill my role at the workplace.
However, I am able to balance work and childcare due to the flexible work system and understanding from my workplace.

Haruka Ichiyanagi

ACOM
Call Center, East Japan Business Promotion Dept.

Daily Schedule

6:00 a.m.	**Wake up** After making lunch for the children and getting the children ready, leave for daycare with my daughter
8:30 a.m.	**Start work (Come to office)** Meeting with team members before starting work
9:00 a.m.	**Start service to clients**
11:00 a.m.	**Small meeting about progress**
11:15 a.m.	**Lunch** Eat what I like for lunch
12:15 p.m.	**Back to work**
5:00 p.m.	**Work ends (Leaving work)** Pick up daughter from daycare
6:45 p.m.	**Arrive home** Right after arriving at home, prepare dinner, give the children a bath, check son's homework, and put the children to bed
9:00 p.m.	Enjoy videos on YouTube, etc. until going to sleep or take a walk to refresh myself sometimes
11:00 p.m.	**Go to bed**

Q. Please tell us about your job.

Currently, I provide information and respond to inquiries from customers at the call center. As line manager, I engage in various work from approval work for financing and secondary responses to target management of the team. When responding to urgent requests from customers, I carry out my work with a sense of urgency. In addition, my members and I try to make the most appropriate suggestions without forgetting to appreciate our customers.

Q. Please tell us about your family and childcare.

We married in 2014, and we have two children. We have an energetic nine-year-old boy and a cautious and cute five-year-old daughter. We are busy everyday. Recently, we went to the aquarium and had fun.

Q. Did you have any concerns or struggles before and after childcare leave?

Right after I returned to work, I was confused with changes to the system and operation manual. In addition, when I returned to work as manager, I worried since I continued to work shorter working hours. In particular, I left the office early in the evening. My working hours were limited so I struggled with working more efficiently.

Q. How do you and your partner divide the roles in childcare?

There is no clear division in who does what for childcare. Whoever notices does the work. We both work so cooperation with chores and childcare is a must, and I feel not seeking perfection and being considerate are important. My husband often goes on business trips. So he shares his schedule way ahead of time so I can make necessary arrangements. By the way, putting the garbage out is my husband's job (Laugh).

Q. Did you have any worries over balancing career and childcare?

Unexpected things often occur during childcare. In the course of career development, I sometime feel concerned about whether I can continue to fulfill this role. Since I value time with my children in particular, I was concerned about the balance with work.

Q. What do you think about MUFG's support system?

I can work shorter working hours and adjust my working hours according to my life style, which is very helpful. What was particularly reassuring was the understanding and support from others. My colleagues are willing to take over my job and my manager set up an opportunity where employees raising children discuss their concerns, which I am grateful for. In addition, my manager follows up on me as needed so I can maintain my motivation for my career.

Q. Are there any points you would like the Company to improve for balancing work and childcare?

I hope the number of days of childcare leave for male employees increases. For example, it would be great if we can create an environment that allows for diverse workstyles, for example, couples taking turns with working shorter hours.

Q. What kind of worries do you think your colleagues raising children have?

I believe employees who have concerns about childcare feel like they are pressed for time. They are physically tired in particular, and I believe they often don't have time for themselves. In addition, I feel they worry about whether their children will be sad if they can't attend their children's events.

Q. Please send a message to colleagues at MUFG and those who would like to join MUFG.

MUFG aims to be an organization where diverse personnel work comfortably. In addition to enhanced systems and programs, we have culture here where the employees care about and help each other. I look forward to working together with my colleagues as we try various things together.

Creation of an Inclusive Workplace — Training, Raising Awareness Activities, and Community Creation

MUFG aims to create an inclusive workplace in which each one of the employees with diverse backgrounds and values contributes individual strengths and uniqueness where they are empowered to take on active roles while feeling comfortable and rewarded. We implement various measures for employees to deepen their understanding of DEI, consider themselves as stakeholders, and act accordingly.

Training and Raising Awareness Activity

DEI Month

MUFG has designated every November as DEI Month and holds raising awareness activities during the month. The aim is to create a workplace in which diverse employees play an active role. For this reason, we try to deepen the understanding of DEI of every single employee and encourage the employees to act accordingly.

At all branches of the Bank, the Trust Bank, and Securities across Japan, training and workshops about unconscious bias, psychological safety, and other DEI related matters take place to create an inclusive workplace.

In FY2024, DEI Month was held globally for the first time. We offered an e-learning program under the shared theme of intentional inclusion (proactive creation of an inclusive workplace with awareness). In addition, MUFG hosted various programs around the world for raising the awareness of DEI and many employees participated.

Community Creation

Initiatives by the Employees

In Japan, employees with the same thoughts come together in an internal online community beyond the borders of the organization to disseminate information and exchange opinions freely in addition to networking and activities by volunteer members.

In the Americas, EMEA, and other Asia regions, activities for the purpose of improving the workplace environment and contributing to society actively take place in an employee network (ERN: Employee Resource Network). ERN activities also lead to the upgrading of skills and increasing of engagement of individual participating employees.

ERN Examples across the World

MOSAIC Multicultural Employee Resource Network	Community to deepen the understanding of MUFG and colleagues at MUFG while sharing differences in culture and nationalities
disABILITY WORKS Disability Employee Resource Network	Community to promote the understanding of disabilities and to create a workplace where employees with disabilities are able to work comfortably so they can play an active role
BALANCE Gender Diversity Employee Resource Network	Community to implement various initiatives for elimination of the gender gap in organizations and workplaces

DEI Promotion Structure

Based on the DEI Statement, MUFG promotes DEI across the Group and globally. Challenges in the Group as well as each region and Group company are tackled under the leadership of the two Co-Global Heads of DEI and supervision of the Group CHRO and CHRO from each region.

DEI Group and Global Promotion Structure

CHRO Members

Group CHRO

Masahiro Kuniyuki

CHRO for Asia Pacific

Paul Simons

CHRO for the Americas

Beth Hoerle

CHRO for EMEA

Shu Ando

Co-Global Heads of DEI

Co-Heads

[Left]
Okeatta Brown
Managing Director, Inclusion & Philanthropy Officer, MUFG Americas & Global Co-Head of Inclusion

[Right]
Nobue Kamba
General Manager of the Human Resources Division and Diversity & Inclusion Office, Mitsubishi UFJ Financial Group

DEI Promotion Teams in Each Overseas Region

- Japan
- Americas
- EMEA
- Asia

Group Companies in Japan DEI Related Division

MUFG Bank	Mitsubishi UFJ NICOS
Mitsubishi UFJ Trust and Banking Corporation	ACOM
Mitsubishi UFJ Morgan Stanley Securities	Mitsubishi UFJ Asset Management

Message from Heads of DEI

Brown: I feel, since the launch of DEI promotion under the Co-Heads structure in 2023, initiatives for globally shared challenges and unique challenges in each region have been steadily moving forward at MUFG.

Kamba: I agree. Challenges in each region are different such as bias based on historic background and social customs. However, we share the purpose of creating an inclusive organization where the diversity of individuals is respected and where employees can leverage their respective strengths for the sustainable growth of MUFG. Being able to work together for the purpose with another Co-Head made me feel very supported.

Brown: In FY2024, as a first attempt, we held a global DEI Month. Under the theme of intentional inclusion (proactive creation of an inclusive workplace with awareness), we held various seminars and discussion sessions across the regions. We were able to globally promote inclusive workplace creation, which is being worked on by MUFG.

Kamba: Through DEI Month, I was impressed with the spontaneous voluntary initiatives for DEI promotion by the employees particularly in the Americas and EMEA. In Japan as well, we have online communities where the employees connect with each other. Therefore, I would like to move the initiative one step forward to create an opportunity for our employees belonging in the same community to connect with each other beyond the borders of regions.

Brown: Communities are expanding in each region. In Asia as well, a community for the purpose of improving the gender gap was established. I had a discussion with promotion leaders in Asia. In particular, we talked about female employee empowerment, which was an extremely meaningful time.

Kamba: All activities and good practice examples of each region are very helpful for reference. Utilizing these activities and examples as energy for global DEI promotion, I would like to work on various measures so MUFG will become a strong organization where individual employees leverage their respective strengths.

Brown: Utilizing good practices in each region, I would like to implement effective measures further that allow every single employee to relate to themselves. I would like to contribute to building a society where anyone can play an active role by improving the MUFG workplace environment to embody MUFG's Purpose, "Committed to empowering a brighter future."

Key Initiative 4

Embedding a Culture of Healthy Working

Main Measures

- Promoting physical health
- Promoting mental health
- Improve health literacy Optimize workplaces and systems

KPIs for human capital management

	Target (FY2026)
Absenteeism	1% or lower
Presenteeism	15% or lower
Regular health checkup completion rate	100% at each company

Background and Current Challenges

To realize our Purpose, "Committed to empowering a brighter future.," it is important for our employees to work with vitality and a sense of fulfillment in a healthy workplace environment that supports their well-being. Based on this belief, MUFG practices health and productivity management to help employees perform at their best, contribute to all stakeholders, and drive further growth as a Group.

To promote it, the Group CEO has issued the MUFG Health Management Declaration, and we have formulated the MUFG Health and Productivity Management Strategy Map. This map guides the implementation of necessary initiatives such as improving health literacy, promoting physical and mental health, and optimizing workplaces and systems. We have also introduced a framework to set and continuously measure KPIs, enabling us to clarify the effectiveness of initiatives and identify challenges, which in turn allows us to take appropriate countermeasures. As a result, MUFG has received excellent external evaluations including certification in the Certified Health & Productivity Management Organization Recognition Program and selection as a Certified Health Productivity & Management Organization (White 500).

While efforts are underway to standardize indicators and measurement methods across the Group, further acceleration of these initiatives is needed. Additionally, for common themes such as women's health issues and smoking cessation, we will strengthen information sharing and promote unified Group-wide initiatives..

Overview of Measures

Main Measures

Based on the MUFG Health and Productivity Management Strategy Map (Details are on the following page), we aim to improve the health literacy of employees and maintain and promote both physical and mental health (including preventing the development of health issues) as well as optimize the workplaces and systems. The improvement of the workplace environment contributes to improving the well-being of employees through the formulation and execution of our office strategy (p.41).

Maintenance and promotion of physical health and improvement of lifestyle habits

Maintenance and Promotion of Mental Health

Health and Productivity Management at MUFG

Improvement of Health Literacy

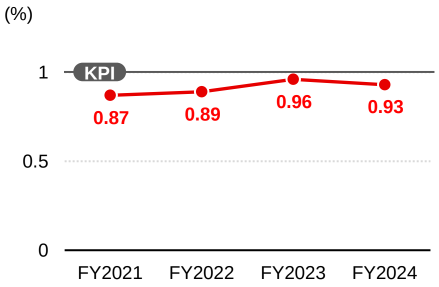
Improvement of the workplace environment and system

KPI Measurement and Countermeasures

We set absenteeism, presenteeism, and regular health checkup completion rate for KPIs and continuously measure the results. By doing so, we recognize issues and take countermeasures.

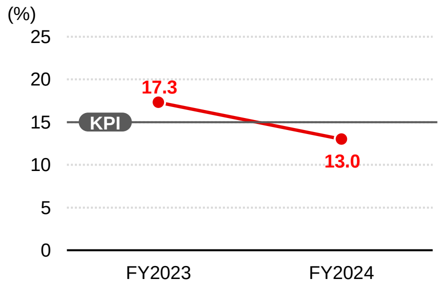
- Absenteeism*1

This KPI indicates long term absence due to physical or mental illness. It has fallen below the KPI Target of 1%.



- Presenteeism*1

This KPI indicates performance decline due to poor health. The KPI is set at 15% or lower and various measures are being taken.



- Regular health checkup completion rate

This KPI is set at 100% and various measures are being taken.

The most recent results are as follows.

	FY2024 Results
MUFG Bank	98.8 %
Mitsubishi UFJ Trust and Banking Corporation	100 %
Mitsubishi UFJ Morgan Stanley Securities	100 %
Mitsubishi UFJ NICOS	100 %
ACOM	100 %
Mitsubishi UFJ Asset Management	100 %

*1 Total of the Bank, the Trust Bank, and MUMSS

Main Measures — MUFG Health and Productivity Management Strategy Map

We are aiming to realize a workplace environment in which every employee works energetically in good health with a sense of well-being and implement MUFG's Purpose of "Commitment to empowering a brighter future."

MUFG Health and Productivity Management Strategy Map

Health Investment

Improvement of Literacy
- Implementation of Literacy Improvement Initiatives

Maintenance and promotion of physical health and improvement of lifestyle habits
- Conducting Regular Health Check-ups
- Encouragement to Undergo Secondary Examinations
- Encouragement to Receive Specific Health Guidance
- Subsidies for Influenza Vaccinations
- Anti-Smoking and Passive Smoking Measures
- Subsidies for Various Medical Examinations

Maintenance and Promotion of Mental Health
- Implementation of Mental Health Training
- Conducting Stress Checks and Follow-ups
- Establishment of Consultation Services

Improvement of the workplace environment and system
- Support for Return to Work and Relapse Prevention
- Restriction of Long Working Hours
- Support for Balancing Treatment and Work
- Addressing Health Issues Unique to Women

Outcomes of Health Investment

Indicators Related to the Implementation Status of Health Investment Initiatives
- Participation Rate in Health Literacy Training and Events
- Regular Health Check-up Attendance Rate
- Secondary Examination Attendance Rate (Re-examinations and Detailed Examinations)
- Implementation Rate of Specific Health Guidance
- Participation Rate in Mental Health Training
- Stress Check Participation Rate
- Utilization Rate of Various Systems for a Secure Working Environment

Indicators Related to Changes in Employee Awareness and Behavior

Improvement of Lifestyle Indicators
- Smoking Rate
- Exercise Habit Rate
- Sleep Duration

Workplace Environment Indicators
- Average Overtime Hours
- Number and Rate of Long Working Hours Employees
- Average Number of Paid Leave Days Taken

Health Indicators
- Health Checkup Findings Rate
- Appropriate Weight Maintenance Rate
- Overall Health Risk Rate from Stress Checks
- High Stress Rate and Numbers from Stress Checks

Ultimate Goal Indicators

Presenteeism
Suppression and Improvement of Performance Decline Due to Poor Health
Productivity Index of Work Performance, Quality, and Quantity

Absenteeism
Suppression and Reduction of Long-term Leave Due to Physical and Mental Illness
Proportion of Total Days of Absence and Leave Due to Injury and Illness to Total Prescribed Working Days

Engagement
Results of Employee Surveys

Management Challenges to Be Solved through Health and Productivity Management

- Maximization of Individual and Team Performance
- Maintenance and Promotion of Employees' Physical and Mental Health
- Creating a Work Environment Where Employees Can Thrive and Feel Fulfilled With a Holistic Sense of Well-being
- Creating an Environment Where Employees and Their Families Can Lead Healthy and Fulfilling Lives

Actual Results & Promotion System

Each Group company has been highly regarded for their past various initiatives for health and productivity management and actual results. MUFG will continue to be united to promote health and productivity management as a whole.

External Evaluation and Awards

In the Certified Health Productivity Management Organization Recognition Program jointly conducted by the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi, the following MUFG Group companies were selected as 2024 Certified Health Productivity Management Organizations (Large Enterprise Category)," with two companies selected as a 2024 Certified Health Productivity Management Organization (Large Enterprise Category (White 500).

2024
健康経営優良法人
Health and productivity
ホワイト500

- **2024 Certified Health Productivity Management Organization (Large Enterprise Category (White 500))**
  Mitsubishi UFJ Trust and Banking Corporation
  Mitsubishi UFJ Morgan Stanley Securities

- **2024 Certified Health Productivity Management Organization (Large Enterprise Category)**
  Mitsubishi UFJ Financial Group
  MUFG Bank
  Mitsubishi UFJ NICOS
  ACOM
  Mitsubishi UFJ Asset Management

*Selection in the Certified Health Productivity Management Organization Recognition Program jointly conducted by the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi

Group Promotion System

With the Group CHRO (Chief Human Resource Officer) as the project owner and the MUFG Human Resources Division as the overall coordinator, we promote health management across the MUFG Group in collaboration with each group company. Each MUFG Group company addresses its own challenges by coordinating efforts among relevant divisions, including the HR division, occupational health staff, and health insurance associations.

Mitsubishi UFJ Financial Group

Group CHRO (project owner)	HR Division (overall management)

MUFG Group Companies

MUFG Bank	Mitsubishi UFJ Trust and Banking Corporation	Mitsubishi UFJ Morgan Stanley Securities
Mitsubishi UFJ NICOS	ACOM	Mitsubishi UFJ Asset Management
Other Group companies		

At Each Group Company

Project owner	
HR Division, etc.	Occupational health staff
Health insurance society	Employee union

Strengthening HCM Foundation and Structure

Main Measures

- Strengthening the HR Management Structure
- Development of a Governance Structure and Enhancement of Disclosure

Background and Current Challenges

The promotion of measures for human capital management requires an enhanced organizational structure, strengthened data platform, and appropriate governance structures on both the execution and supervision sides. In addition to actively disclosing various initiatives, we also need to incorporate feedback from both inside and outside of the Group, which we hear through dialogue with stakeholders after the disclosure, into timely improvements of these initiatives.

We are working to enhance its human resources management structure such as strengthening coordination between HR division and Business Groups, and establishing a human resources management structure across regions and countries as well as enhancing systems and data platforms.

As a governance structure, the Group CHRO is serving as the responsible officer under the support from the Group CEO to formulate policies and execute initiatives. These efforts are regularly reviewed and reported through key committees and meetings, and are subject to supervision and advice from the Board of Directors. Progress on various initiatives and the achievement status of KGIs and KPIs are disclosed through official publications. After that, we will communicate with stakeholders to obtain their feedback on these and continue both developing a governance structure and enhancing disclosures.

While we have already deepened collaboration across the Group and globally in HR management structure, the development of data platform remains a work in progress. Disclosure practices also have room for improvement, particularly in effectively communicating with stakeholders including our employees. These areas will continue to be addressed going forward.

Overview of Measures

Strengthening the HR Management Structure

For promotion of the main human capital management measures including “Building a talent portfolio” (p.23-25) and “Enhancing expertise” (p.26-28), HR division and Business Groups are working more closely. In addition, human resource administration work, which was carried out by each region or country overseas, was streamlined and integrated globally to increase efficiency and enhance functionality.

Moreover, the strengthening and establishment of systems and a data platform that supports HR management structure are taking place groupwide and globally toward the establishment of a more efficient and more effective system.

Strengthening the HR Management Structure

Strengthening the Organization and Management Structure	Establishment of System and Data Platform
● Coordination between HR division and Business Groups ● Global Human Resource Organization and Management Structure	● Group HR Data Platform ● Global HR Data Platform

Development of a Governance Structure and Enhancement of Disclosure

Progress in human capital management is periodically reported to and discussed by key meeting bodies and various committees to ensure proper oversight by them. While supported by this corporate governance structure, we are continuing to improve our strategies and measures. We will also continue to enhance communication through communication tools including this report to effectively communicate our initiatives on human capital management with stakeholders inside and outside of the Group. Moreover, based on feedbacks from stakeholders, we review measures and KPIs in an agile manner and grow human capital management further.

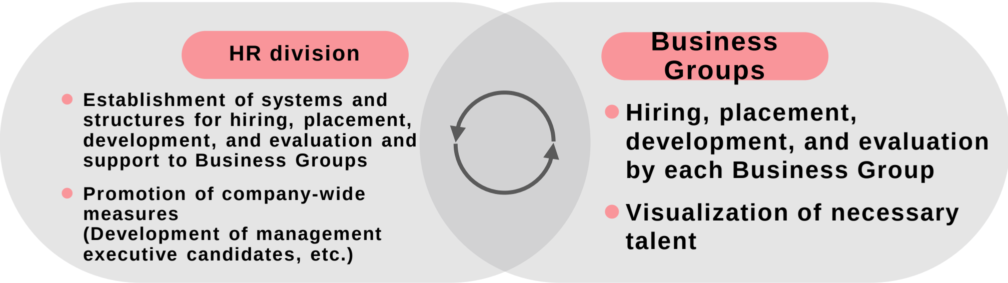
Strengthening the HR Management Structure — Enhancement of the Human Resource Platform in Japan and Overseas

In order to execute the human resource strategy that is aligned with our business strategy, we strengthen coordination between HR division and Business Groups. We also establish HR management structures beyond the borders of regions and countries overseas. In addition, these HR management structures require support systems and data platforms in Japan and overseas. Therefore, by using digital technology as well, we are also developing a system that can be shared among Group companies and overseas regions and countries in addition to the unification and integration of data definitions.

Strengthening the Organization and Management Structure

Coordination between HR division and Business Groups

We are strengthening coordination between HR division and Business Groups for human resource matters in order to ensure that HR operation effectively supports the business strategy. On the other hand, group-wide initiatives such as succession plan for executive roles will continue to be promoted under the leadership of HR division.



Global HR Organization and Management Structure

To align with the global operations of Business Groups, upgrading the HR organization and management structure is underway to be more effective and more efficient.

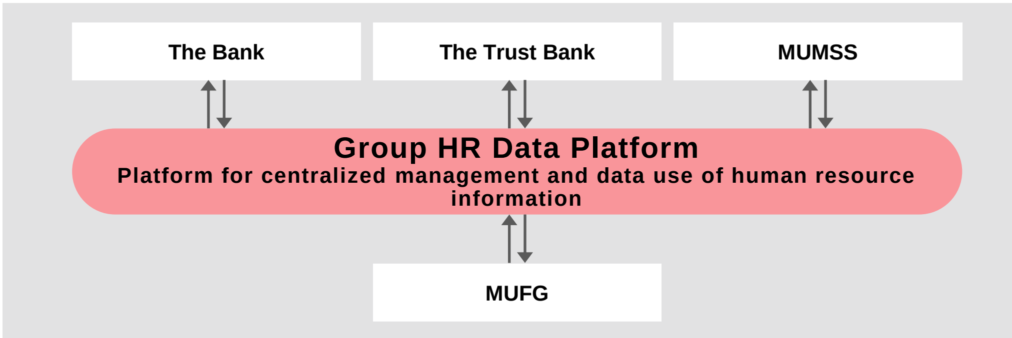
- **Shift from HR Management Structure by Region and Country to a Global Management Structure**

  At the Bank and the Securities, human resource administration work, which was carried out by each region or country overseas, is being streamlined and integrated globally to increase efficiency and enhance functionality. For example, as part of the “evolution of the GCIB/Global Markets integrated business model,” which is a growth strategy of our Medium-Term Business Plan, integration of the human resources management structure between the Bank and Securities is taking place amidst the integration of the banking and securities operations in the global and international wholesale business.

System and Data Platform Establishment

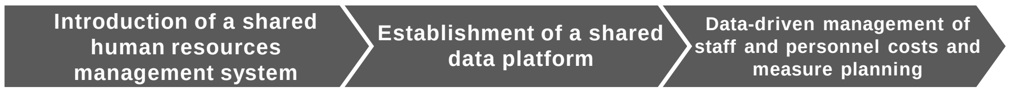
Group HR Data Platform

Coordination in the MUFG Group in human resources management is steadily underway while the establishment of a Group data platform, which will serve as a foundation of human resources management, is still in progress. Recently, a new Group HR data platform for data use is under examination ahead of a group-wide launch. This platform will enable centralized management and utilization of selected HR data among the Bank, the Trust Bank, MUMSS, and MUFG. We aim to have this platform serve as a data platform that strengthens coordination among many more Group companies.



Global Human Resource Data Platform

At the Bank and Securities, a globally unified human resources management system was introduced to realize the centralized information management of staff members employed in each region. The establishment of a structure that consolidates and integrates data on employee information and personnel costs will enable data-driven management and measure planning.

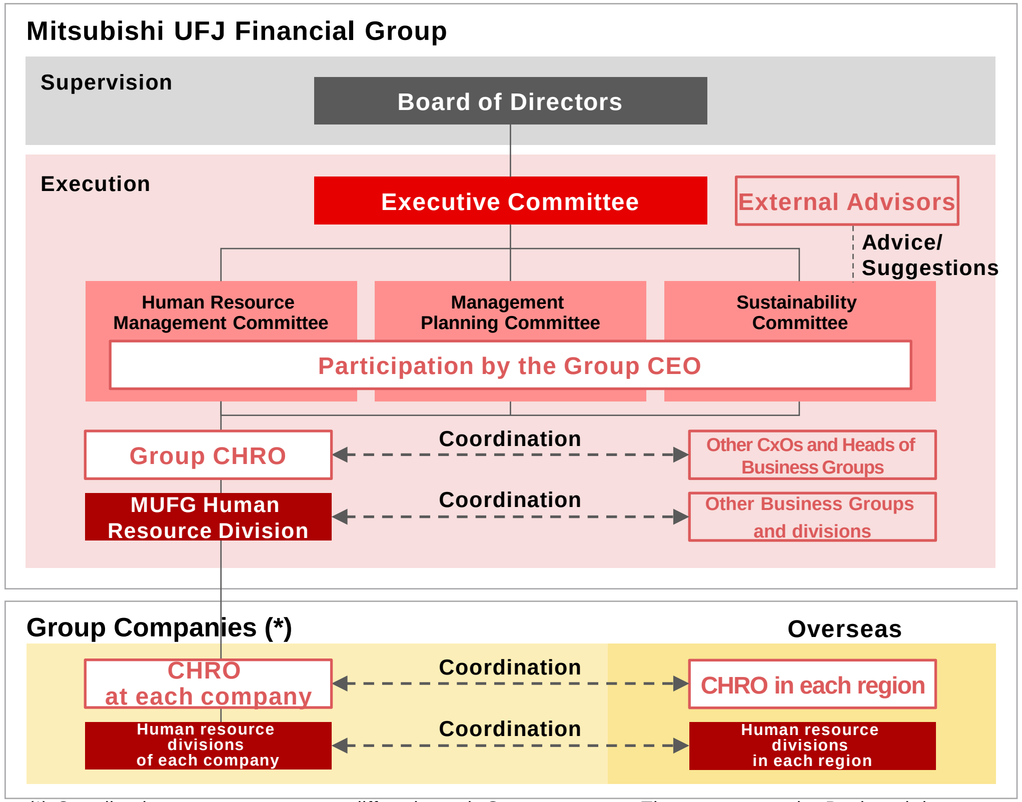


Development of a Governance Structure and Enhancement of Disclosure

At MUFG, with the Group CHRO serving as project owner, group-wide and global management takes place. In addition, we have established a governance structure where policies and various measures are appropriately controlled and supervised. We will continue to proactively disclose the progress of our various measures to a wide variety of stakeholders and reflect the response learned from dialogue with stakeholders following the disclosure in measures as needed.

Establishment of a Governance Structure

Under the commitment of the Group CEO, the Group CHRO is responsible for policy formulation and promotion of measures. Progress of the measures is reported to and discussed by key meeting bodies and committees periodically. The Board of Directors supervises and provides advice. The Group CHRO and the MUFG Human Resources Division work together with CxOs, Heads of Business Groups, and each division as well as human resource divisions of each Group company and across the world. Group-wide and globally united human capital management has been realized at MUFG.



(*) Coordination structure overseas differs in each Group company. The structure at the Bank and the Securities is shown as example.

Enhancement of Disclosure

We have enhanced the disclosure of human capital management in line with the concepts of the MUFG Corporate Governance Policies through Corporate Governance Reports and Integrated Reports. Through these disclosures, human capital management at MUFG has been recognized by external institutions, but we still think there is room for further improvement.

I am aware that I have something that I can improve. I should communicate more clearly how MUFG’s Purpose, management strategy, and corporate value are linked to human capital management in a simpler manner. Moreover, MUFG has so many unique and beneficial programs that I have not sufficiently communicated to our employees.

Starting from the awareness of such issues, we created this report after much consideration and time. Publication of this report does not conclude our efforts for disclosure. Here are the future initiatives;

- **Establishment of a data platform and continuous enhancement of information and data disclosure**
- **Proactive dialogue with stakeholders such as employees, shareholders, and investors by using this report**
- **Reflecting the voices heard through stakeholder dialogues to MUFG’s human capital management measures and enhancement of disclosure, etc.**

In addition, above all, we would like to steadily work hard to ensure the effectiveness of our human capital management initiatives. We will continue to proactively disclose and have conversations with stakeholders for the correct understanding of MUFG’s initiatives for human capital management.

Takeo Nakamura
Executive Officer, General Manager of the Human Resources Division, Mitsubishi UFJ Financial Group

Data

※ For reference indicators and data, the targets are indicated with abbreviations as follows; (“B”: The Bank, “T”: The Trust Bank, “S” : Securities, “S*”: MUMSS, “N”: NICOS, “A”: ACOM, “M”: MUAM)
For MUAM, the target range is FY2023 and onward.

Reference Indicators and Results

Item		Target	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
(1) Various Basic Information								
Age								
Number of male employees*1	Under 20	B, T, S* N, A, M	persons	0	0	0	0	0
	20-29 years old		persons	4,109	3,687	3,310	3,173	3,166
	30-39 years old		persons	5,621	5,645	5,559	5,813	5,780
	40-49 years old		persons	6,394	6,033	5,857	5,864	5,785
	50-59 years old		persons	7,639	7,045	6,571	6,123	5,876
	60 and over		persons	1,281	1,287	1,418	1,619	1,893
Number of female employees*1	Under 20		persons	0	0	0	0	0
	20-29 years old		persons	6,447	5,313	4,282	3,576	3,078
	30-39 years old		persons	8,019	8,375	8,407	8,651	8,296
	40-49 years old		persons	6,091	6,027	6,435	6,670	7,342
	50-59 years old		persons	3,908	4,105	4,233	4,293	4,344
	60 and over		persons	701	779	868	952	955
Average Age and Average Years of Continuous Service								
Average age		B, T, S* N, A, M	years old	39.9	40.4	40.9	41.1	41.3
Average years of continuous service		B, T, S* N, A, M	years	16.1	16.4	16.5	16.5	16.4
Male		B, T, S* N, A, M	years	17.9	17.9	17.8	17.2	16.6
Female		B, T, S* N, A, M	years	14.3	15.0	15.4	15.7	16.0
Average age of Board of Directors		MUFG	years old	63	64	65	65	66
Average age of Executive Officers		B, T, S* N, A, M	years old	54	54	54	54	54

*1 Includes secondments to other companies, but excludes secondments from other companies

Reference Indicators and Results

Item		Target	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
(1) Various Basic Information (Continued)								
Diversity Indicators								
Gender pay gap*1		The Bank	%	-	-	-	50.1	51.7
		The Trust Bank	%	-	-	-	65.0	67.2
		MUMSS	%	-	-	-	61.2	60.7
Ratio of women in management*1		B, T, S*	%	-	-	19.6	22.3	24.0
Other Items								
Average annual salary		B, T, S* N, A, M	10,000 yen	782.6	787.4	804.5	829.6	875.6
Labor union membership rate		B, T, S* N, M	%	-	80.4	81.3	78.9	77.6
(2) Diversity								
Ratio of Employees with Disabilities								
Employees with disabilities	Number of employees with disabilities	B, T, S* N, A, M	persons	1,056	1,038	1,045	1,028	1,063
	Employment rate	B, T, S* N, A, M	%	2.41	2.48	2.56	2.60	2.68
Nationalities								
Ratio of non-Japanese employees		B, T, S N, M	%	58	58	57	63	65
Ratio of non-Japanese managers		B, T, S N, M	%	28	28	25	25	25
Diversity of Executive Officers and the Management Team								
Ratio of female Directors		MUFG	%	25	25	25	27	25
Ratio of female Executive Officers		B, T, S* N, A, M	%	4.7	3.1	3.7	3.6	4.9
Ratio of Outside Directors		MUFG	%	56.3	56.3	56.3	53.3	56.3
Ratio of Non-Japanese Directors		MUFG	%	12.5	12.5	12.5	13.3	12.5
Ratio of Non-Japanese Executive Officers		B, T, S* N, M	%	6.0	5.3	4.6	5.3	5.3

*1 For details, refer to our Annual Securities Report for the fiscal year ended March 31, 2025.

Reference Indicators and Results

Item		Target	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
(3) Employment								
Total number of hires		B, T, S* N, A, M	persons	1,059	1,006	1,300	1,845	2,443
Ratio of female hires		B, T, S* N, A, M	%	42.1	40.8	36.2	32.2	41.7
New graduate recruitment	Number of new graduates in the fiscal year	B, T, S* N, A, M	persons	712	708	713	857	1,265
	Number of male hires	B, T, S* N, A, M	persons	422	426	452	563	770
	Number of female hires	B, T, S* N, A, M	persons	290	282	261	294	495
	Number of applicants*1	B, T, S* N, A, M	persons	-	22,663	20,805	20,464	21,495
	Ratio of new graduates in employment	B, T, S* N, A, M	%	67.2	70.4	54.8	46.4	51.8
	Number of internship participants	B, T, S* N, A, M	persons	17,994	19,352	19,981	17,813	30,431
	Number of internships offered	B, T, S* N, A, M	Times	90	107	123	126	158
Mid-career*2	Number of mid-career hires in the fiscal year	B, T, S* N, A, M	persons	347	298	587	988	1,178
	Number of male hires*1	B, T, S* N, A, M	persons	191	170	378	688	654
	Number of female hires*1	B, T, S* N, A, M	persons	156	128	209	300	524
	Ratio of mid-career hires in employment	B, T, S* N, A, M	%	32.8	29.6	45.2	53.6	48.2
	Number of applicants	B, T, N, A, M	persons	-	5,028	7,388	17,628	35,114
	Hiring costs	B, T, S* N, A, M	One million yen	-	302	649	1,206	1,799
	Hiring cost per employee	B, T, S* N, A, M	One million yen	-	1.0	1.1	1.2	1.5
Popular company rankings among job-seekers*3		The Bank	Ranking	-	-	1	1	1
		The Trust Bank	Ranking	48	63	36	45	9
		NICOS	Ranking	6	10	7	10	9
		ACOM	Ranking	10	4	2	3	2

*1 The number of applicants for hire for the year following the target fiscal year.

*2 Mid-career Recruitment includes the promotion of temporary employees and fixed-term employees to permanent employees.

*3 (B) *Career-tasu shukatsu kinyu gyokai rankingu* (Career-tasu Finance Industry Popular Company Ranking among New University Graduates) (T) *Diamond sha shinsotsu saiyoryoku rankingu* (Diamond Best Company Ranking for Employment Support for New Graduates) (N and A) *Mynavi nikkei gyoshu betsu (kurejitto, shinpan, riisu, sonota kinyu) rankingu* (Mynavi Nikkei Ranking by Business Category (Credit, consumer credit, leasing, and other financing services)

Reference Indicators and Results

Item	Target	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
(4) Talent Development*1							
Annual training costs*2	B, T, S*, N, A, M, Other main subsidiaries in and outside of Japan	One million yen	-	3,799	4,190	7,547	8,917
Average training costs per employee	B, T, S* N, A, M	yen	-	88,269	100,676	132,889	162,666
Annual training hours (Japan)*3	B, T, S* N, A, M	Hours	-	795,773	1,164,727	736,807	877,451
Average training hours per employee	B, T, S* N, A, M	Hours	-	20	31	19	23
Annual training hours (for management)	B, T, S* N, A, M	Hours	-	-	24,772	31,854	62,357
Average training hours per management	B, T, S* N, A, M	Hours	-	-	4	5	9
Employee training participation rate*4	B, T, S* N, A, M	%	-	100	100	100	100
Training for Officers*5	B, T, S* N, A, M	Times	8	18	15	19	31
Training participation rate by Executive Officers or higher executives*6	B, T, S* N, A, M	%	100	100	100	100	100
Number of online training platform participants*7	B, T, S* N, A, M	persons	69,054	85,812	85,053	85,635	85,314
Number of employees who acquired specified certifications (subject to cash rewards)*8	B, T, S* N, A, M	persons	20,252	23,096	18,223	16,372	18,807
Number of e-learning program, etc. viewers in the DEI Month	B, T, S*	persons	-	-	44,779	43,867	42,468
Compliance training participation rate*9	B, T, S* N, A, M	%	-	100	100	100	100

*1 [Approach to Human Resource Development at MUFG] MUFG has formulated “MUFG Human Resources Principles” as the foundation for our human capital management strategy and enable our global organization to deliver our business strategy in support of the MUFG Way. Our philosophy for human resource development is “By providing ongoing learning and development opportunities, we help each colleague enhance their knowledge, skills and experience and improve their ability to impact achievement of the MUFG Way and outperform the market -- and their own expectations -- to support them in future growth opportunities.” To provide customers and society as a whole with value that transcends their expectations, we accelerate the alignment of business strategies and human resources strategies and encourage each employee to upgrade their skills and specialties.

*2 For FY2021 and FY2022, other main overseas subsidiaries are excluded

*3 In FY2022, there was a temporary increase due to IT-related e-learning (approximately 400,000 hours) conducted for all employees at MUFG Bank.

*4 The ratio of employees participating in any training held by each company.

*5 The number of training sessions held by each company with participation by Executive Officers or higher executives

*6 The ratio of Executive Officers or higher executives participating in any training sessions held by each company.

*7 The number of employees registered in the online learning platform such as e-learning implemented by each company.

*8 The total number of employees acquiring certifications that are subject to cash incentives defined by each company.

*9 Completion rate for the common theme 'Code of Conduct' across six companies, namely, the Bank, the Trust Bank, the Securities, NICOS, ACOM, and MUAM. The completion rate is calculated based on the eligible participants at the time of each company's training.

Reference Indicators and Results

Item		Target	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
(5) Promotion and Resignations								
Promotion								
Overseas key positions[*1]		MUFG	positions	-	-	123	125	124
Resignation and Re-employment								
Turnover rate[*2]		B, T, S* N, A, M	%	5.5	5.7	5.8	5.8	5.0
Turnover rate (female employees)[*2]		B, T, S* N, A, M	%	-	-	-	4.1	3.9
Attrition rate		B, T, S* N, A, M	%	-	-	3.4	3.2	3.1
Attrition rate (female)		B, T, S* N, A, M	%	-	-	-	3.1	3.0
Post retirement re-employment program		B, T, S* N, A, M	persons	434	487	600	734	779
(6) Work-Life Balance Support								
Childcare leave		B, T, S* N, A, M	persons	-	2,317	2,169	2,168	2,302
Childcare leave (male)		B, T, S* N, A, M	persons	-	827	741	779	858
Ratio of eligible male employees taking childcare leave[*3]	Statutory disclosure	B, T, S* N, A, M	%	-	96.0	89.7	91.0	98.8
	Internal regulations	B, T, S* N, A, M	%	-	83.6	83.7	83.3	89.9
Shorter work hours for childcare		B, T, S* N, A, M	persons	2,805	2,968	3,078	3,199	3,481
Return to work support program		B, T, S* N, A, M	persons	1,559	1,228	1,159	2,174	3,646

*1 Number of positions managed by MUFG human resource divisions as key positions overseas

*2 The turnover rate includes voluntary resignations as well as company-initiated separations such as retirements.

*3 The statutory disclosure is based on the Act on Welfare of Workers Who Take Care of Children or Other Family Members Including Child Care and Family Care Leave. The internal regulations are calculated as 'the number of male employees who took paternity leave divided by the number of male employees whose paternity leave eligibility period ended during the fiscal year, multiplied by 100.

Reference Indicators and Results

Item	Target	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
(7) Health							
Working Hours and Holidays							
Average number of overtime hours worked per month (Legal overtime)	B, T, S* N, A, M	Hours	22.1	22.2	22.9	23.3	24.2
Ratio of overtime hours worked per month exceeding over 60 hours	B, T, S* N, A, M	%	0.0	0.0	0.0	0.3	0.2
Average number of paid leave days taken	B, T, S* N, A, M	%	66.1	68.7	73.8	76.4	73.2
Health							
Presenteeism*1	B, T, S*	%	-	-	-	17.3	13.0
Absenteeism	B, T, S* N, A, M	%	-	0.91	1.01	0.98	0.96
Regular health checkup completion rate	The Bank	%	98.3	99.2	98.8	99.1	98.8
	The Trust Bank	%	100.0	100.0	100.0	100.0	100.0
	MUMSS	%	-	100.0	100.0	100.0	100.0
	NICOS	%	100.0	100.0	100.0	100.0	100.0
	ACOM	%	99.1	100.0	100.0	100.0	100.0
	MUAM	%	-	-	-	100.0	100.0
Number of health management program participants*2	B, T, S*	persons	-	-	41,415	39,988	38,522

*1 In FY2023, the data is the total measured under the definition of each Group company. From FY2024, the measurement is unified based on the results of the MUFG Group Employee Survey.
*2 Number of participants in health management programs (health management e-learning, etc.) defined by each company

Reference Indicators and Results

Item		Target	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
(8) Employee Engagement								
Engagement score*1		MUFG	%	71	73	73	73	76
Challenge score*1		MUFG	%	86	85	74	75	78
Agility score*1		MUFG	%	62	60	71	71	73
MUFG Way Boost Project participants*2		MUFG	persons	-	-	63	62	48
Internal job recruitment system		B, T, S* N, A, M	persons	1,040	2,558	2,893	3,407	2,837
Side job system	Outside of the Company (Outside of MUFG)	B, T, S* N, A, M	persons	-	-	210	107	120
	Inside (Within MUFG)	B, T	persons	-	63	198	235	780
Employee stock ownership plan*2		MUFG	persons	11,698	10,928	10,342	10,083	10,601
Eligibility for the Share Delivery System		B, T, S*	persons	-	-	-	-	5,356
(9) Other (KGI and KPI Items)								
Company-wide ROE*3		MUFG	%	4.7	6.7	6.5	8.1	9.3
Digital specialists	DX core personnel	B, T, S*	persons	-	-	-	747	791
	IT skill mastering*4	B, T, S*	%	-	-	-	70.9	78.5
Global management talent	Candidate pool for key positions overseas	B, T, S*	times	-	-	-	3.6	3.9
Wealth management specialists		B, T, S*	times	-	-	-	-	1.4
Inclusion score		B, T, S*	%	-	-	73	75	78

*1 Consolidated base number including key overseas subsidiaries Questions for the FY2021 engagement score are different.
*2 Number of participating employees from each Group company
*3 ROE as defined by TSE.
*4 Completion of IT Passport-related e-learning courses and attainment of IT-related certifications

Editor's Note

Post Editing Note

Thank you very much for reading the Human Capital Report 2025 — To MUFG Colleagues Creating Global Unity.

Communicating the intentions and initiatives of human resources divisions to employees is often challenging, and MUFG Group companies are no exception. This was one of the main reasons we decided to create this report.

Since the inauguration of the group-wide project team, it took us approximately eight months on creating this report. The core project management team consisted of members from different companies and rolls, including representatives from the human resources divisions of six key Group companies and divisions related to human capital management at MUFG. We gathered and summarized opinions from members with diverse backgrounds and perspectives, holding repeated discussions to ensure the report would resonate with employees across the Group globally.

We hope this report helps employees gain a deeper understanding of MUFG's commitment and initiatives toward its people. Additionally, we hope this report serves as a source for all stakeholders to learn about MUFG's human capital management efforts, with the aim of sustainably growing corporate value.

We will continue to improve and expand specific measures for human capital management, actively seeking feedback through ongoing dialogue with stakeholders.

Editor in chief

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(Group CHRO, MUFG/Back row center)

Editing members

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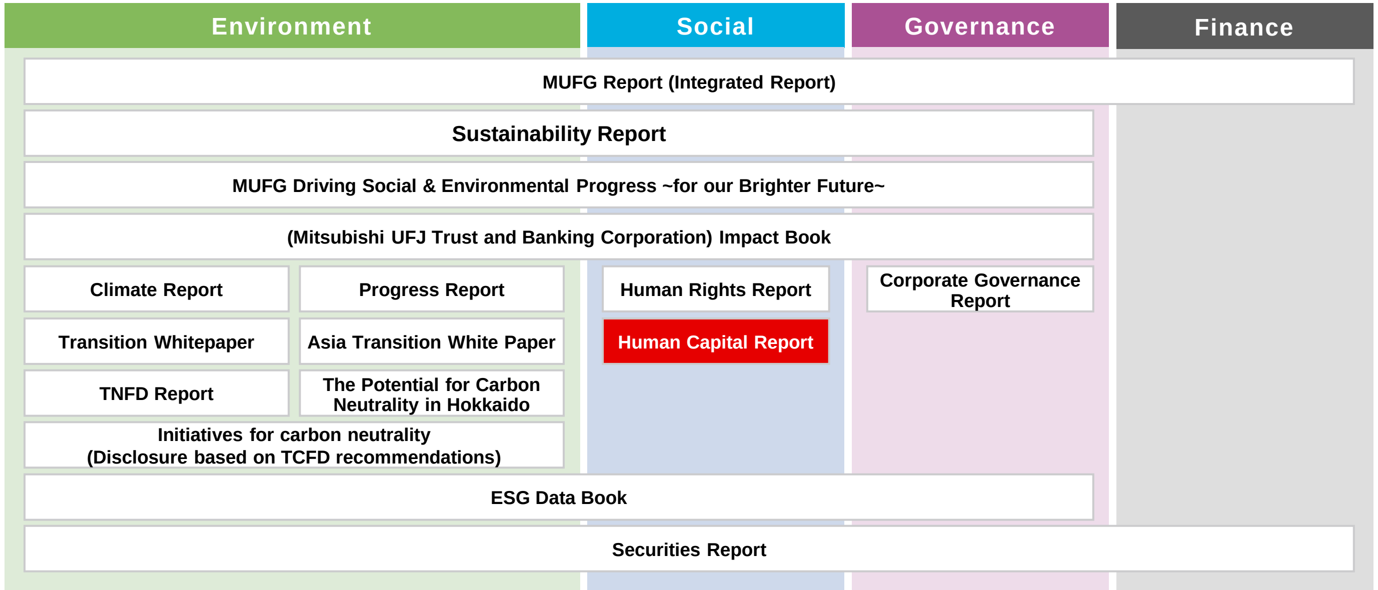
Editorial Policy

Information Disclosure System



Abbreviation for related organizations in

Official Names	Abbreviations
Mitsubishi UFJ Financial Group	MUFG
MUFG Bank	The Bank
Mitsubishi UFJ Trust and Banking Corporation	The Trust Bank
Mitsubishi UFJ Securities Holdings Co., Ltd.	Securities
Mitsubishi UFJ Morgan Stanley Securities	MUMSS
Mitsubishi UFJ NICOS	NICOS
Mitsubishi UFJ Asset Management	MUAM

Editorial Policy

MUFG created the “Human Capital Report 2025 — To MUFG Colleagues Connecting the World, for our stakeholders including the employees to assist their understanding of MUFG’s initiatives for human capital management. This report outlines MUFG’s approach and past initiatives for human capital management and connection of the Group’s human capital management and business strategy and solutions for social issues as non-financial information leading to increasing MUFG’s corporate value. This report also highlights unique initiatives including specific measures and latest efforts. MUFG’s structure of sustainable value creation and financial data can be found in MUFG Sustainability Report 2024, MUFG Driving Social & Environmental Progress ~for our Brighter Future~, and MUFG Report 2024 Integrated Report.

Period and Scope Subject to Reporting

In principle, this report covers FY2024 (April 1, 2024 to March 31, 2025), however, based on necessity, this report refers to information outside of the reporting period. In addition, the scope of the systems and figures in this report refers to Group companies in Japan unless otherwise stated.

Reference Guidelines, etc.

- Guidelines for Human Capital Visualization (Cabinet Secretariat)
- Report of the Study Group on Improvement of Sustainable Corporate Value and Human Capital (Ministry of Economy, Trade and Industry)
- Ito Report 2.0 for Human Capital Management (Ministry of Economy, Trade and Industry)

Disclaimer

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