

Human Capital Report 2026

To MUFG Colleagues
Creating Global Unity



1

What does the company expect of its employees?

- p.10 Message from CEO
- p.12 Message from CHRO
- p.16-20 HR Heads Discussion on Professionalism

2

Where does your career currently stand, and what is your next step?

- p.21 Think about Professionalism and Autonomous Career Development!
- p.22 Where Do You Currently Stand as a Professional?
- p.25 Where Do You Currently Stand in Autonomous Career Development?

3

See Your Colleagues Who Are Thriving at MUFG

- p.23-24 Professionals in Action
- p.27-28 Autonomous Career Development in Action
- p.31 Success of Diverse Talent (DEI Workforce)

To MUFG Colleagues Creating Global Unity

The purpose of this report is to help you clearly understand what the company expects of you and reaffirm where you currently stand and the next step you should take.

This report also explains to all our stakeholders, including investors, where MUFG's human capital management currently stands and where it is heading.

Please start with the section that interests you most.

Click any item below to jump to the corresponding page. To return here, click "Introduction" at the top left of each page.

4

Does the company encourage you to take on challenges?

- p.26 Discover Your Next Step!
- p.29-32 Foundation that Supports Your Challenges
- p.34-38 [Column]Answers to Your Basic Questions

5

Does the company offer an environment where all employees can thrive?

- p.5-6 Global MUFG Colleagues
- p.8 Evolving into an Organization where All Employees Can Be True to Themselves and Take on Challenges
- p.50-51 DEI^{*1} Workforce

6

To Our Investors
Learn about MUFG's Human Capital Management

- p.40-53 MUFG's Human Capital Management
- p.54-58 Integrating Management/Business Strategies with Human Capital Investment Strategy
- p.60-66 Reference Indicators and Results

*1 "DEI" is an acronym for Diversity, Equity, and Inclusion.

Table of Contents

- p.02 To MUFG Colleagues Creating Global Unity
- p.03 Table of Contents

Introduction

- p.04 Human Capital Report: “Talk. Understand. Connect.”
- p.05 Connections Among Global MUFG Colleagues
- p.06 Well-being Initiatives of Global MUFG Colleagues
- p.07 MUFG HR Topics for Your Working Life
- p.08 Evolving into an Organization where All Employees Can Be True to Themselves and Take on Challenges
- p.09 Evolving into an Organization where Diverse Talent Circulates and Delivers New Value

Message

- p.10 Message from CEO
- p.12 Message from CHRO
- p.14 MUFG’s Human Capital Strengths at a Glance

Exploring Professionalism and Autonomous Career Development

- p.16 HR Heads Discussion on Professionalism
- p.21 Think about Professionalism and Autonomous Career Development!
- p.22 Where Do You Currently Stand as a Professional?
- p.23 Professionals in Action
- p.25 Where Do You Currently Stand in Autonomous Career Development?
- p.26 Discover Your Next Step!
- p.27 Autonomous Career Development in Action
- p.29 Foundation that Supports Your Challenges
 - p.29 Career Fulfillment and Productivity
 - p.30 Success of Diverse Talent (DEI Workforce)
 - p.32 Physical, Mental & Emotional Well-being (Embedding a Culture of Healthy Working)

[Column]Answers to Your Basic Questions

- p.34 Autonomous Career Development and Career Opportunities
- p.35 Employee Returns and Evaluation
- p.36 Leveraging AI
- p.37 Office Strategies and Work Styles
- p.38 DEI

Human Capital Investment for Enhanced Corporate Value

- p.40 MUFG’s Human Capital Management
- p.41 Enhancing Corporate Value by Integrating Human Capital Investment Strategy with Management/Business Strategies
- p.42 Key Performance Indicators (KPIs) for Human Capital Management
- p.43 KPIs for Human Capital Management: Building a Talent Portfolio and KPIs
- p.44 Key Goal Indicators (KGIs) for Human Capital Management
- p.45 Identifying Challenges in Human Capital Investment Strategy and Our Next Steps
- p.46 Employee Enablement and Progression: Our Next Steps
- p.48 Improving Employee Engagement: Our Next Steps
- p.50 DEI Workforce: Our Next Steps
- p.52 Embedding a Culture of Healthy Working: Our Next Steps
- p.53 Governance Structure
- p.54 Integrating Management/Business Strategies with Human Capital Investment Strategy: Messages from CSO/CFO
- p.55 Integrating Management/Business Strategies with Human Capital Investment Strategy in Practice

Data

- p.60 Reference Indicators and Results
- p.67 Editor’s Note
- p.68 Editorial Policy

Human Capital Report: “Talk. Understand. Connect.”



Human Capital Report 2025

Since publishing the Human Capital Report 2025 (HCR2025), we have been actively engaging with internal and external stakeholders. Dialogue and mutual understanding have enabled us to connect with employees, customers, and job seekers more extensively. This fiscal year, we will further expand direct dialogue with our stakeholders.

VOICE

- 1 The report lays out the full picture of our human capital management, enabling me to grasp HR initiatives holistically rather than as isolated points.
- 2 I use this report as reference material to share the company's approach and initiatives when meeting with team members or discussing HR matters within my own organization.
- 3 When customers sent us inquiries about human capital, I carefully read HCR2025, which helped me better understand MUFG's human capital management.
- 4 Learning about various Group employees' success stories and work styles prompted me to reflect on my past and future career.



Involving Employees

The Group CHRO held the first-ever Town Hall for employees across Group companies, speaking with them directly about human capital management and careers. In addition, each Group company is increasingly engaged in dialogue activities that use HCR2025 to support discussion and engagement.

Involving Customers

Growing customer interest in HCR2025 and using it as reference material for customer seminars and similar events has enabled us to engage with our customers more actively.



Involving Job Seekers

By creating an HCR2025 leaflet for job seekers, we shared voices from individual employees and specific career paths. By showing what it is like to work and grow at MUFG, we are deepening job seekers' understanding of and interest in our work, thereby connecting with our future colleagues.

Connections Among Global MUFG Colleagues

MUFG is strengthening connections as the foundation enabling our diverse employees worldwide to thrive.

We are expanding opportunities for our employees to connect with and deepen their understanding of the MUFG Way, engage with their colleagues, and share their experiences, while strengthening connections among employees that transcend countries, regions, and roles. These measures are enhancing employees' sense of being part of MUFG (Belonging).

Global

Connections strengthened through a shared understanding of the MUFG Way

The MUFG Way represents fundamental principles that guide the MUFG Group in conducting its business and all other activities. Our commitment to "empowering a brighter future" extends to all our stakeholders - our customers, local communities and society, future generations, MUFG colleagues, shareholders, and those we care about. We are united by a shared aspiration to help them move forward, and employees share their individual aspirations through the MUFG Way Kyomei (Resonance) Sessions^{*1}



Europe (EMEA)

Bringing people together through shared experience

Black History Month 2025 demonstrated how belonging grows when employees see their experiences recognized and shared. Through events such as "We All Need Allies," colleagues across countries came together to engage in open conversations on allyship^{*2} and culture. The observance generated strong engagement on Kizuna, the regional intranet, and helped build momentum into Global DEI Month - reinforcing how shared experiences can deepen connection and trust.



Message from CHRO



Belonging is built through recognition, dialogue, and shared experience.

Shu Ando

Asia Oceania (APAC)

Shared moments that connect us globally

International Women's Day ^{*3} 2026, supported by the Women's Initiative Network (WIN) ^{*4}, brought together more than 600 employees across APAC. Colleagues from multiple markets joined - often outside local business hours - reflecting the importance of these shared moments. In addition, MUFG joined a multi-year partnership with the Global Finance & Technology Network (GFTN) to support the development of future FinTech talent in Bhubaneswar, India.



Message from CHRO



The theme, 'Moving Forward,' Together,' reflects an important truth: meaningful progress happens when we unite our efforts and move forward collectively.

Nishi Chandran

Americas

Extending impact into the communities we serve

Season of Giving 2025 ^{*5} brought together more than 1,300 employees across the Americas, contributing over 6,000 hours of service in partnership with 40+ nonprofits. More than a campaign, it created a shared sense of purpose—connecting employees across roles and locations through community impact and reinforcing belonging through action.



Message from CHRO



Belonging is strengthened when employees can see that their work, their values, and their communities are connected.

Beth Hoerle

^{*1} A dialogue forum where each employee puts "what the MUFG Way means to me" into words and, while engaging with others' perspectives, deepens their understanding of and commitment to the Purpose, Values, and Vision. ^{*2} Allyship is the act of supporting people from diverse backgrounds and taking meaningful action to help create a more equitable and inclusive society, even when you are not a member of the affected group. ^{*3} International Women's Day is a global observance on March 8 each year that promotes women's rights, social roles, and gender equity. ^{*4} WIN Employee Resource Network that strives to raise awareness of gender balance and its importance in the workplace by sponsoring initiatives that deepen engagement and awareness in broadening the conversation around gender support. ^{*5} Season of Giving 2025 is a community contribution and volunteer campaign held at MUFG Americas.

Well-being Initiatives of Global MUFG Colleagues

At MUFG, we view well-being as a sustainable sense of fulfillment across work and life over time and are undertaking a variety of initiatives to realize it.

While advancing initiatives that reflect the cultures and ways of thinking in each region, we are working together globally.

Global

Coordination with the MUFG Way Kyomei (Resonance) Sessions and stronger initiatives across the globe

In FY2025, in conjunction with the MUFG Way Kyomei (Resonance) Sessions, we invited employees to reflect on the connections between their well-being and MUFG's growth. We have also established a framework for regularly exchanging information on initiatives around the world that contribute to well-being. Going forward, we will continue to advance our well-being initiatives while working together globally.



Masahiro Kuniyuki
Group CHRO

Europe (EMEA)

Focus on balance, predictability, and clear boundaries to support sustainable performance

In EMEA, colleagues often emphasize the importance of balance, predictability, and clear boundaries to sustain performance. To support this, we have introduced well-being activities such as Fitprints for Good^{*1}, which encourages physical activity, mental wellness and social connection, alongside efforts to embed well-being into everyday leadership, team routines and open conversations.



Message from CHRO



By demonstrating that well-being matters in the way we lead, work, and communicate, we ensure it becomes a living, breathing part of who we are as an organization for the benefit of our colleagues, clients and communities.
Shu Ando

Asia Oceania (APAC)

Emphasis on team environment and psychological safety

In APAC, well-being is closely tied to collective responsibility and psychological safety, where team environment and trust play a central role. Across APAC, approximately 300 colleagues participated in interactive sessions on building psychological safety to support team growth.

GLOBAL
TALENT
LEARNING
& CULTURE

**Building Psychological Safety
for Team Growth**

July 2025



Message from CHRO



Well-being is deeply connected to trust and team environment. When people feel psychologically safe, well-being strengthens naturally.
Nishi Chandran

Americas

Emphasis on access to mental health resources, financial well-being, and open dialogue

In the Americas, themes of mental health access, financial well-being, and open dialogue are particularly prominent. International Men's Day^{*2} provided an opportunity to raise awareness of men's mental health and encourage open dialogue.



Message from CHRO



Well-being shows up in the moments that matter most—how supported people feel, how openly we talk about challenges, and whether people can sustain their energy over time.
Beth Hoerle

^{*1} Fitprints for Good is a charity and well-being initiative involving employees across MUFG's Europe, Middle East, and Africa region. ^{*2} International Men's Day is a global observance on November 19 each year that aims to deepen understanding of the challenges men face.

MUFG HR Topics for Your Working Life

MUFG Bank

MUFG Bank, Ltd.



Evolving into a Company where Employees Can Continue to Thrive and Take on Challenges

To become a company where individual employees with diverse attributes and values can continue taking on challenges as professionals, we have abolished our career track system^{*1} and introduced a new Professional Course. In addition, we are building an environment where every employee can thrive on merit by making multifaceted human capital investments to enhance employee benefits, offer more extensive support for balancing work and family and for managing health, and strengthen talent development measures such as AI utilization and global training.

Mitsubishi UFJ Trust and Banking Corporation

Mitsubishi UFJ Trust and Banking Corporation



Launched the “Senior Job Elder (SJE)” Framework

As expertise grows more advanced and jobs become more diverse, we are working to effectively manage talent so that each employee can continue to contribute their knowledge and experience. In October 2025, we launched SJE Framework, an employment system for those aged 65 and older. This framework enables them to apply the knowledge they have built over the years in their work, and eligible employees are working on the front lines (Picture of Kazuhide Ara, Retail Banking Business Planning and Development Division, who currently speaks at various seminars and lectures).

Mitsubishi UFJ Morgan Stanley Securities

Mitsubishi UFJ Morgan Stanley Securities Co., Ltd.



Work with integrity, live with flexibility

To build a framework in which every employee can grow and try new things on merit, we abolished our career track system and unified compensation into a single, fair structure based on job duties and responsibilities. At the same time, as a general rule, employees can now choose their own work location category, enabling flexible work arrangements that reflect their preferences. These changes are designed to support employees' positive desire to take on challenges. We remain fully committed to helping each employee work in a way that suits them.

Mitsubishi UFJ NICOS

Mitsubishi UFJ NICOS Co., Ltd.



Established HRBPs^{*2} to support the execution of business strategies

To execute our business strategies, we are building a structure that more closely ties HR initiatives to business operations. To identify the challenges each Business Group faces and plan HR measures for recruitment, talent development, and staffing in an integrated way, we established the HRBP function. We have begun operating this as a framework in which the HR division and the front lines work together to manage talent in line with business strategies, and we plan to expand it to more Business Groups gradually.

ACOM

ACOM CO., LTD.



Held a “PRO Meeting” to drive innovation

To develop new businesses and create new value, we are advancing innovation initiatives that bring executives and employees together. We held a “PRO Meeting” as a forum where a team that includes executives could discuss and propose new businesses and improvements to existing ones. Through cross-departmental teams and a process that brings proposed concepts to life within a set period, we are fostering practical talent development and collaboration within the organization.

Mitsubishi UFJ Asset Management

Mitsubishi UFJ Asset Management Co., Ltd.



Introduced the AFM^{*3} and advanced professional systems^{*4}

We introduced an HR system to maximize the expertise and performance of our active investment personnel. Under the advanced professional system, qualified employees can perform their duties with a high degree of discretion and autonomy. While investment performance is the primary criterion, we evaluate them holistically, weighing accountability to customers, contribution to the organization, and other factors, and reflect the results in compensation and roles. In this way, we aim to deliver sustained investment results and enhance our corporate value.

^{*1} Refers to the abolition of the track distinction between Open Course(Career-track Employee) and Business Specialist Course. ^{*2} HR personnel who, working as one with Business Groups, address challenges in business operations from the perspective of people and the organization. ^{*3} The HR and compensation system for fund managers engaged in active fund management. ^{*4} A system that applies to certain employees with advanced expertise in accordance with laws and regulations.

Evolving into an Organization where All Employees Can Be True to Themselves and Take on Challenges

We are building an organization in which each employee can stay true to themselves and take on challenges while contributing to society and customers.

To date, our Group companies have been reviewing their HR systems under the concepts of “merit-based appointment,” “growth and challenges,” “pursuit of expertise,” and “realization of diverse work styles.”

We are currently expanding opportunities for employees of all ages to thrive.

Support to accelerate young employees' challenges and growth

By addressing both compensation and growth opportunities, we help young employees reach their full potential and create an environment where they can contribute early on, energizing the organization as a whole.



- In FY2026, we raise starting salaries and take other steps to help young employees build their careers with confidence.
- To help our employees develop their careers, we provide opportunities to make an impact early on that align with their motivation and abilities, including assignments to important projects.

An environment where senior employees can fully contribute their knowledge and experience

By extending the retirement age and enabling diverse work styles, we make the most of senior employees' knowledge and experience to drive the organization's sustainable growth.



- At the Bank, the Trust Bank, and MUMSS, in FY2027, we will extend the retirement age from 60 to 65, thereby enhancing the environment in which senior employees with knowledge and experience can thrive.
- At the Bank, we are developing a work environment that offers career fulfillment by abolishing the employee category for those aged 55 and older and expanding training programs.

FY2019 onward

Evolution of Our
HR System Concepts



“Merit-based
appointment”
“Growth and
challenges”



“Pursuit of expertise”
“Realization of
diverse work styles”



Expand opportunities
for employees of all ages
to thrive



Evolving into an Organization where Diverse Talent Circulates and Delivers New Value

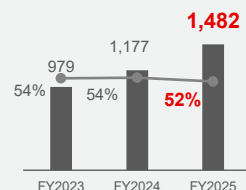
To keep up with the rapidly changing business environment, we are expanding mid-career recruitment.

By circulating the knowledge and experience of diverse talent inside and outside the company, we will strengthen our ability to respond to change and create value.

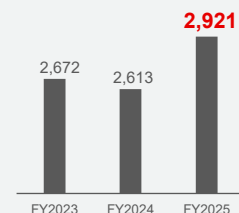
Mid-career recruitment

Through mid-career recruitment, we will bring in diverse knowledge and experience from outside the Company and integrate them with our internal knowledge, thereby enhancing the organization's ability to adapt to change and create value.

Number of mid-career hires in Japan (people)
• Ratio of mid-career hires (%)^{*1}

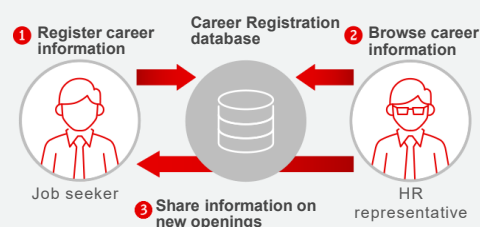


Number of overseas hires at the Bank and Securities (people)^{*2}



“Career Registration”

In Japan, we have launched the “Career Registration” program^{*3}, which allows job seekers to register their work history and career preferences across the Group and to reach HR representatives at each Group company through a single point of contact. By building a pool of potential candidates who are interested in the wide range of fields MUFG offers, we are expanding our points of contact with diverse talent.



Incorporating external knowledge and experience

Strengthening our ability to respond to change and create value by circulating knowledge and experience internally and externally

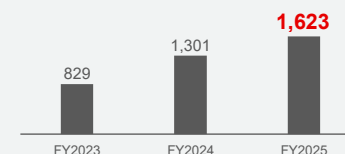
Deliver new value internally and externally

Alumni network^{*4}

Our alumni network, launched at the Bank and the Trust Bank in 2023, has grown to more than 1,600 registered members, an increasing number of whom are returning to the Group.

By accelerating partnerships and collaboration with alumni, who understand MUFG's culture and bring external knowledge and experience, we will create new value.

Number of members registered with the alumni network at the Bank and the Trust Bank (people)



Alumni networking event (the Bank)

We hold the meetup once a year. We have also begun to hold department-hosted events and small regional gatherings.

Joint alumni event (the Bank and the Trust Bank)

At this event, we share the latest business information from the Bank and the Trust Bank with alumni, explore opportunities for collaboration, and deepen our ties. This initiative received its first Best in Category Award at the 2025 Japan Alumni Awards for successfully integrating programs originally launched separately at the Bank and the Trust Bank, and for its potential to expand further across the Group.



For details on registration with the alumni network, please see below.
The Bank: [External link](#), the Trust Bank: [External link](#)

^{*1} Includes the Bank, the Trust Bank, MUMSS, NICOS, ACOM, and MUAM. The line graph shows mid-career hires as a percentage of all hires in Japan. ^{*2} The majority of overseas hires are mid-career hires.

^{*3} Please see our website ([link](#)). ^{*4} Network of former MUFG employees.

Message from CEO

Member, Board of Directors, President
& Group CEO

Junichi Hanzawa



Message from CEO

At MUFG, we regard people as the source of corporate value creation. Through this report, I hope to share MUFG's philosophy and initiatives regarding people, as well as my own thoughts.

MUFG's source of value creation

As global uncertainty rises further, technological innovation, including AI, is fundamentally changing the very assumptions that underlie daily life and business. Even in this era of change, MUFG's source of growth remains the same: our people. I believe that every employee is MUFG itself, and the origin of the trust we build with our customers and society.

Becoming "professionals" who autonomously shape their own careers

MUFG aims to become an organization where each employee can hone their expertise and shape their career path based on their own initiative. We are building an environment where each employee can take on challenges and grow as a professional in their own way.

Not everything will go smoothly in the process of taking on challenges. However, we believe that such experiences, too, provide valuable lessons that drive further growth. While nurturing a culture where each employee can confidently take on challenges, we aim to become an organization where "challenge and speed" are practiced as a matter of course.

In addition, our ability to collaborate across countries, regions, and organizations, combining diverse insights to create value, is another distinctive strength of MUFG as a global business.

Expanding human potential in the age of AI

At MUFG, we see AI not as a replacement for people but as something that further enhances human expertise and judgment, thereby expanding human potential. We will further strengthen our support for learning and growth so that every employee can hone their strengths and take on the challenge of creating new value. In the age of AI, MUFG will create a virtuous cycle of employee growth, corporate growth, and value creation for society.

Conclusion

It is individual employees who deliver value to our customers and society. I will do everything I can to ensure that MUFG remains a company where employees can thrive with a sense of fulfillment and pride. The more employees feel proud to work at MUFG and find their work rewarding and fulfilling, the stronger and more resilient MUFG will become as a team. Creating conditions in which employee growth and organizational growth converge is the management's key responsibility.

I hope that this report conveys MUFG's philosophy and initiatives regarding people, as well as the future we are striving toward. Believing in the power of people, MUFG will continue to tackle challenges in this era of change.

Member, Board of Directors,
President & Group CEO
Junichi Hanzawa

半沢淳一

Message from CHRO



Voices from Our Stakeholders and the Insights They Brought

Once again this year, thank you for reading this far into the report. Since assuming the role of Group CHRO in April last year, I have held many direct dialogues with numerous stakeholders, including employees, investors, and experts, with last year's Human Capital Report 2025 in hand.

At first, I was eager to convey MUFG's ideas and initiatives for human capital management, but in fact, I gained many valuable insights through these dialogues.

While some employees said they now understood human capital management better, others frankly shared their questions and concerns, such as "What kind of people is MUFG looking for?" and "How can I grow by working at MUFG?" In addition, external stakeholders advised us to improve disclosure, saying, "MUFG should quantify and further clarify how its human capital investment is contributing to corporate value."

Although we have not yet been able to address all the insights from these dialogues, I think about them every day and how to reflect them as fully as possible in our internal and external communications, our HR initiatives, and my own day-to-day approach to dialogue.

And now, we have completed this report. As I did last year, I look forward to sharing this report and speaking with people inside and outside the company. This time, I hope to strengthen our communication both overseas and in Japan, and later this year, we will launch new dialogue initiatives with employees in Japan and abroad. I hope to create more opportunities to connect with you and to gain even more insights than last year.

Professionalism, Autonomous Career Development, and What Lies Beyond

In this report, we share messages focused on professionalism and autonomous career development to communicate what the company expects of you.

Message from CHRO

This is because I heard directly from employees that “professionals are experts with market value, and I can’t become one” or “a company-initiated transfer is not autonomous career development,” and I realized that we had not yet accurately conveyed what kind of professionals we hope to become together. To communicate our expectations in more approachable language, we devised messages focused on professionalism and autonomous career development.

In addition, professionalism and autonomous career development are crucial concepts in human capital management. That is why, since March this year, we have convened a new forum, the “HR Round Table.” The forum has brought together the HR heads of Group companies, who have had in-depth, face-to-face discussions to put MUFG’s definitions into words. Details of the forum are included in this report, so I encourage you to take a look.

Some may think, “These initiatives are too conceptual,” or “Are you still working on such basic things?” However, we believe that accurately sharing the vision of the professionals we should aspire to be and supporting you in pursuing genuine autonomous career development toward that vision will help you achieve well-being while enhancing corporate value.

This report is designed to help you see where you currently stand as a professional and in your autonomous career development, and to think about your next step. I hope you will take some time to reflect on yourself and envision your future career.

Conclusion

Many of you may have joined us because you were drawn to a specific type of work. You should cherish such aspirations as the foundation on which to build your career. However, with developments such as the rapid evolution of generative AI and other technologies, the environment around us is growing increasingly uncertain. That is why I hope you will not fear change but instead see it as an opportunity and will keep taking on challenges to become a little better than you were yesterday.

When I took on work I had never done before, I sometimes struggled at first, but beyond that, there were always new lessons and encounters with diverse colleagues, and I felt myself grow far more than I had imagined. I have come to believe that taking on such challenges again and again will lead to significant growth for you and become the strength that shapes MUFG’s future.

Fortunately, MUFG offers a wide range of work opportunities around the globe, and diverse colleagues thrive here. There you will find numerous opportunities to try new things. I hope that you will feel confident in proactively pursuing opportunities to grow across the wide range of fields at MUFG.

As Group CHRO, I remain committed to building an environment where each of you can keep pursuing challenges while staying true to who you are, regardless of your age, attributes, or career background. And I will continue to drive both the growth of every employee and the enhancement of MUFG’s corporate value. I hope this report encourages you to take a step into the future.

MUFG's Human Capital Strengths at a Glance

Employee and company data (as of the end of March 2026)

Number of employees

Consolidated 161,576 employees



Consolidated subsidiaries 345 companies

Number of locations

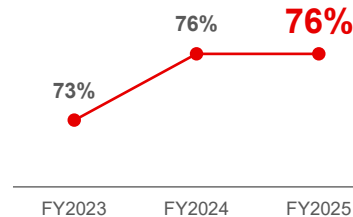
Japan 431 locations
Overseas About 1,900 locations

Net operating profits by business group^{*1} (billion yen)

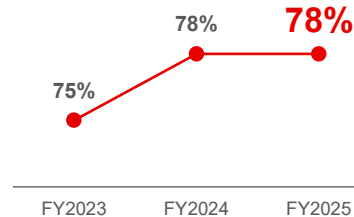
Retail & Digital	285.9
Commercial Banking & Wealth Management	408.0
Japanese Corporate & Investment Banking	707.0
Global Commercial Banking	387.6
Global Corporate & Investment Banking	580.3
Asset Management & Investor Services	152.5
Global Markets	(35.5)
Total ^{*2}	2,365.4

Employee engagement has been consistently high, and a culture of mutual recognition and growth is steadily taking hold

Engagement score^{*3}



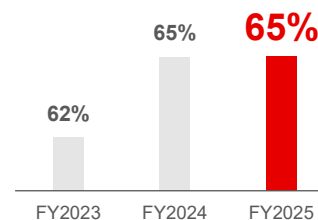
Inclusion score^{*3}



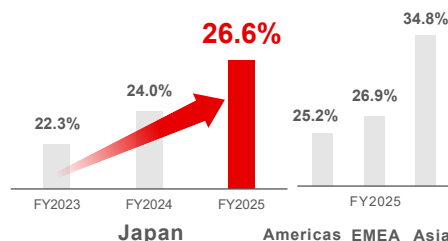
Diversity

Our diverse employees are thriving around the world

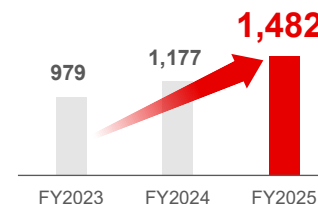
Ratio of overseas hires^{*4}



Ratio of women in management positions^{*5}



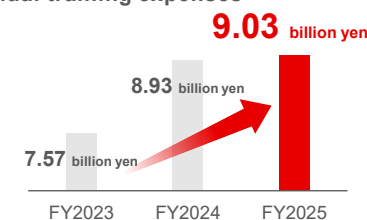
Number of mid-career hires (Japan)^{*6}



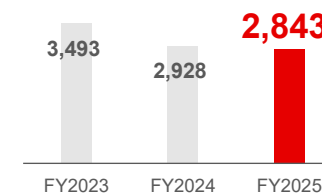
Talent development and autonomous career development

Investment in talent development and opportunities for employees to take on challenges autonomously are both expanding

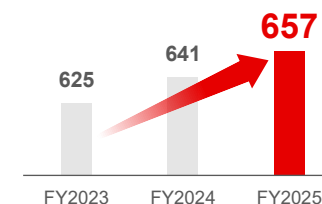
Annual training expenses^{*7}



Number of employees using the internal job recruitment system^{*6}



Number of employees using the internal and external side job systems^{*8}



^{*1} On a managerial accounting basis. ^{*2} Includes figures for headquarters and others in addition to total net operating profits of the seven business groups. ^{*3} 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). ^{*4} We present the ratio of non-Japanese employees under a name that reflects what the indicator actually measures. ^{*5} The figures for Japan are the ratios of women in management positions equivalent to Chief Manager and above at the Bank, the Trust Bank, and MUMSS (Japan only). For EMEA, the Americas, and Asia, the scope is the Bank and Securities. ^{*6} Includes the Bank, the Trust Bank, MUMSS, NICOS, ACOM, and MUAM. ^{*7} Total of the Bank, the Trust Bank, MUMSS, NICOS, ACOM, MUAM and other major subsidiaries in Japan and overseas. ^{*8} The external side job system is available at the Bank, the Trust Bank, MUMSS, NICOS, ACOM, and MUAM, while the internal side job system is available at the Bank and the Trust Bank.

Exploring Professionalism and Autonomous Career Development

HR Heads Discussion on Professionalism — HR Round Table —

Tomohiro Sakagami

Managing Executive Officer
Mitsubishi UFJ NICOS

Hikaru Umehara

Managing Executive Officer
Mitsubishi UFJ Morgan
Stanley Securities

Masahiro Kuniyuki

Managing Corporate Executive,
Group CHRO
Mitsubishi UFJ Financial Group

Hiroshi Minami

Member of the Board of
Directors, Managing
Executive Officer
MUFG Bank

Masashi Yoshiba

Senior Managing Director
ACOM
(As of March 2026)

Hidemichi Kanesawa

Member, Board of Directors,
Managing Executive Officer
Mitsubishi UFJ Asset Management
(As of March 2026)



**Individuals move forward. The organization has their back.
The “theory of professional evolution” that MUFG aims for**

The HR heads who lead MUFG’s six business entities came together for the HR Round Table to exchange views on the Group’s human capital management. Here is a digest of the lively discussion, which ranged from the fundamental question of “What does it mean to be a professional at MUFG?” to the essence of autonomous career development in a rapidly changing environment.

The Four Common Elements of a “Professional” as We Define It

—First, what does “professional” mean at MUFG? How do you define it?

Kuniyuki (The Trust Bank^{*1}) I think a professional is built on four things: advanced expertise, delivering results, ethics, and ripple effects.

First, “advanced expertise” means having enough knowledge that the people around you recognize you as the go-to person in your field. Being knowledgeable is a given; what really matters is being someone people look up to. The second is delivering results.

^{*1} Concurrently serves as Group CHRO and HR head of Mitsubishi UFJ Trust and Banking Corporation.

HR Heads Discussion on Professionalism — HR Round Table —

No matter how much knowledge you have, you cannot call yourself a professional unless you consistently deliver value to customers and the organization, thereby delivering concrete results.

And what I value most is the third element, ethics. It is about whether you embody trust and sincerity — what we call integrity. On the front lines of trust banking, many situations call not simply for a “capable person” but for a “good person.”

The fourth element, ripple effects, is about whether you can go beyond working alone to involve the organization and spread a positive influence. I see that as the kind of influence a professional should have.

I considered adding “autonomy” as a fifth

element, but it is somewhat different in nature, so I see these four as the essential qualities common to professionals.

When I was young, I had a formative experience that brought home to me the importance of ethics. I was responsible for an elderly customer as a retail sales representative. His loan trust, worth several tens of millions of yen, was maturing. When I visited him to propose renewing it, he told me anxiously that he never knew when he might be hospitalized, so that a long-term product would be a problem. Rather than have him renew our product, I honestly told him that a product from another company would suit him better.

As a result, all of the funds were set to leave our company. But the next day, the customer came into our branch, said, “You make the best suggestions for me,” and kept the entire amount with us. That’s when I truly realized that “a trust professional is someone who is trusted and entrusted.”

Yoshiba (ACOM) I agree with the four points Mr. Kuniyuki raised. In fact, as I thought about what a “professional” is at MUFG, I also kept wondering, “A professional for whom?” In our business, I feel customers almost never say to us, “You really are a loan professional.” Our guarantee partner companies do sometimes tell us, “You really are dependable,” but unlike Mr. Kuniyuki, we seldom have customers feel, “I want to entrust this to you because it is you.” That raises a question: is a professional someone recognized as such inside the company, or someone seen that way by customers? This is something that nagged at me for a long time. But listening to Mr. Kuniyuki, I thought of the phrase “being sincere with each and every customer.” That, I felt, is what lies at the very heart of being a professional. It is a basic principle of business, but perhaps going back to it is what makes you a professional.

Minami (The Bank) Generally, professionals tend to be evaluated based on “external qualifications and market value.”



HR Heads Discussion on Professionalism — HR Round Table —



I have always questioned whether we can call someone a “professional” based solely on recognition outside the company. Today, the Bank has many jobs that only people inside the Bank can do. People who deeply understand our internal systems and operations and who help operate the organization are, without question, professionals, too. In other words, we need to rethink professionalism in terms of both the value seen from outside and the value seen from inside.

Kuniyuki (The Trust Bank) It is true that the industry as a whole, including us, tends to put too much weight on external evaluation. What do you think, Mr. Sakagami?

Sakagami (NICOS) I feel that a true professional is someone who has mastered the basics of finance and can also bring in an external perspective. On the front lines at a card company, people sharpen their expertise, but within the silos, they tend to build their careers without ever learning what goes on outside. Professionals will not grow if we rely solely on internal resources. Only by opening up to the outside do we broaden our perspective and begin to refine our level of professionalism. I came here today thinking that we should increase our exposure to the outside world, looking beyond the company, not only for talent but also for the work itself.

Kanesawa (MUAM) MUAM is a group of asset management professionals. Fund managers who continually pursue performance in domestic and overseas markets must possess extremely high levels of expertise and responsibility. However specialized the field, the fundamentals of being a professional are the same as for everyone — committing to results; continuing to learn; and returning those results to customers with sincerity. Especially in a micro world like asset management, sincerity and commitment to growth are put to the test. The fiduciary duty^{*1} we must uphold is precisely about returning value to our customers in good faith.

Umehara (MUMSS) Like MUAM, our securities company is often seen as a group of professionals. Alongside the generalist track, we have a professional category called the specialist program, and as a general rule, employees on the specialist program are not subject to internal transfers. Their compensation is linked to performance, and they are expected to deliver results continuously in the specialized field they have committed to. If an employee’s performance falls short of the company’s expectations, they may ultimately have to leave. That is how clearly accountability for results is defined in this role.

At the same time, we do not regard only specialists as “professionals.” We also have a program under which employees on the generalist track who demonstrate high expertise and deliver strong results are treated as professionals. So what does “professional” mean to me?

^{*1} This refers to the fiduciary responsibility to put customers’ interests first and to act in good faith.

HR Heads Discussion on Professionalism — HR Round Table —

Listening to everyone, I was struck again by the fact that a professional is ultimately someone who helps enhance corporate value. Someone who, even as their job or role changes, keeps delivering results beyond expectations in the role they are given; and someone who, rather than stopping at the role they are asked to serve, keeps striving to contribute more broadly to the organization — such people, I believe, are professionals.

Kuniyuki (The Trust Bank) Your views have helped me organize my own thoughts again. Whether someone has deep vertical expertise or has built up cross-functional experience, they can be a professional if they have the ability to engage others and move the whole organization forward. And I think the difference between a “professional” and someone who is “simply competent” lies in the quality of their results and the scale of their impact. Someone who produces results, gets others to act, and spreads a positive influence throughout the organization is surely the kind of professionalism MUFG is aiming for.

**Is autonomy a requirement for being a professional?
Or is it the mindset required to be one?**

—You said that “autonomy” belongs to a separate discussion. Why is that?

Kuniyuki (The Trust Bank) Is autonomy an essential element of being a professional, or a condition for remaining one? We have not yet sorted that out well enough, and I feel the message has not landed with our employees.

When people hear the word “autonomy,” they tend to think it means deepening your specialty, but it is really the mindset of continuing to learn, adapting to change, and consistently delivering results. However, it is easily misinterpreted as “being able to choose your career as you like,” so I think we need to convey its true meaning carefully.

Minami (The Bank) I agree. I don’t want people to equate autonomy with simply choosing their own jobs. At the Bank, there has long been a strong sense that managers and HR decide careers, so as the internal job recruitment system spreads, it has led to the misconception that employees can choose their careers.

True autonomy means sensing change, continuing to learn, and making the effort to broaden your range of skills. Beyond that, I think it is important to have the mindset that even an unexpected assignment is part of how you grow.

Sakagami (NICOS) Some younger employees think that speaking up about what they want to do is autonomy, but they often lose sight of contributing to the organization. A “dream” alone lacks substance, and autonomous career development becomes an end in itself. A perspective that connects personal aspirations with organizational results is essential.



HR Heads Discussion on Professionalism — HR Round Table —

Kuniyuki (The Trust Bank) As Mr. Minami and Mr. Sakagami said, autonomy is not the “freedom to choose as you please”; it is a mindset of working out for yourself how to make the most of the environment you are given. That is what I want to convey accurately.

Kanesawa (MUAM) The key is how you contribute within the organization and how you expand your potential as an individual. And what matters is the mindset of taking on challenges, learning, and continually honing your skills to that end. Leaning too heavily on personal preferences narrows your view, so seeing opportunities from a broad perspective helps you grow.

Yoshiba (ACOM) What we can offer are real opportunities. If there is a job you want to try, the question is what you have done to prepare for it. What matters is whether you can speak of it not just as an aspiration but together with the effort behind it. If what you want to do is unrelated to our business, we cannot

accommodate it. That is why we encourage employees to consider realistic opportunities within the company and prepare for them.

Umehara (MUMSS) MUFG is a big stage for individuals, with a wide variety of opportunities. A major strength is having an environment where you can make use of the “platform” that is MUFG and grow beyond the boundaries between our business entities.

Minami (The Bank) Expanding the internal job recruitment system has broadened career options, but it has also left more people unsure which one to choose. For example, by adding a recommendation function to the on-demand learning platform we provide employees—one that suggests the next challenge to those who are proactively learning—we believe we can help them develop their careers in a genuinely autonomous way.

Kuniyuki (The Trust Bank) MUFG’s business areas are extremely broad, and as understanding across our business entities

deepens, you are sure to find a place where your aspirations can be put to use. I want to expand those opportunities further.

Sakagami (NICOS) One of MUFG’s strengths is our ability to convey a common message as a Group while still valuing both individuals and the organization. I want to make the most of each entity’s character while giving employees a sense of security.

Kuniyuki (The Trust Bank) We engage with each of our employees fully prepared to take on responsibility for their lives. And if someone joined the Trust Bank but would actually be a better fit at another entity, I want us to refer them to one another freely. MUFG really is a wonderful organization. At the same time, I want to tell all our employees to value themselves, understand the organization, and stay committed to results. I want to communicate this clearly through more careful conversations.



Think about Professionalism and Autonomous Career Development!

**Have you ever thought about
what “professionalism” and “autonomous career development”
mean at MUFG?**

A “professional” is someone who has
high integrity*¹ and takes responsibility for their role,
demonstrating advanced expertise to keep delivering value
inside and outside the company.

“Autonomous career development”
means employees are engaging with their own careers,
adapting to changes in their environment, proactively
continuing to learn and gain experience, and enhancing
their ability to deliver value inside and outside the company.

Where do you currently stand?

**1 Check where you currently stand as
a professional**

What are you a professional at? At MUFG, every employee
contributes to enhancing corporate value as a professional.
Let's check where you currently stand as a professional.

To  p.22

**2 Check where you currently stand in
autonomous career development**

How are you engaging with your career?
For example, a company-initiated transfer is also one means of
autonomous career development.
Referring to the frequently asked questions on autonomous career
development ( p.34), let's check where you currently stand.

To  p.25

*1 Integrity means trust and sincerity.

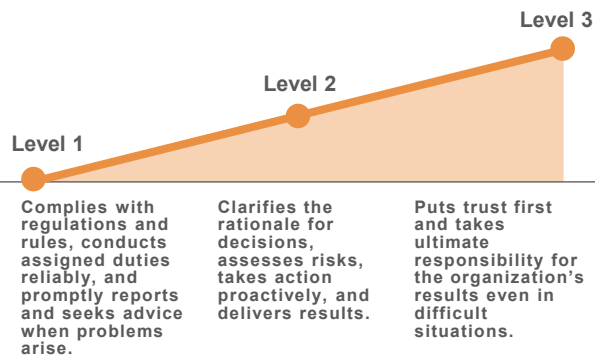
Where Do You Currently Stand as a Professional?

Let's check where you currently stand as a professional based on four elements!

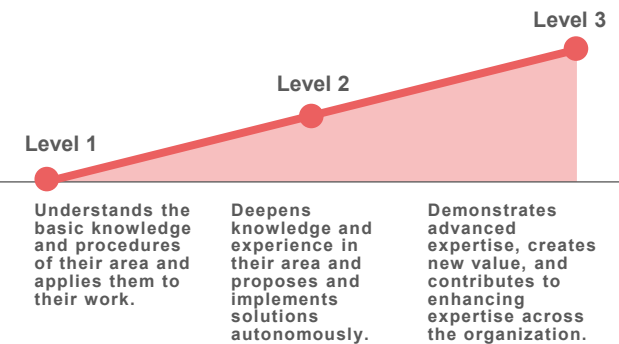
Take a fresh look at your strengths and challenges to develop your own image of what it means to be a professional.



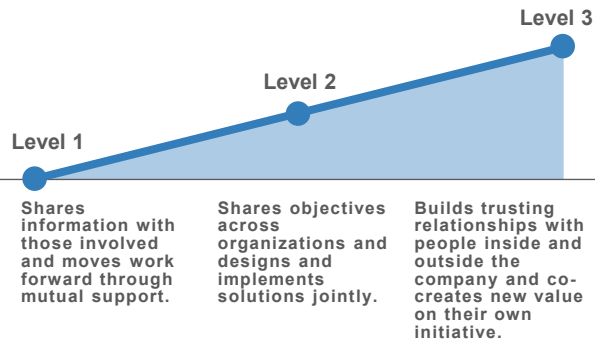
[Integrity and responsibility*¹]



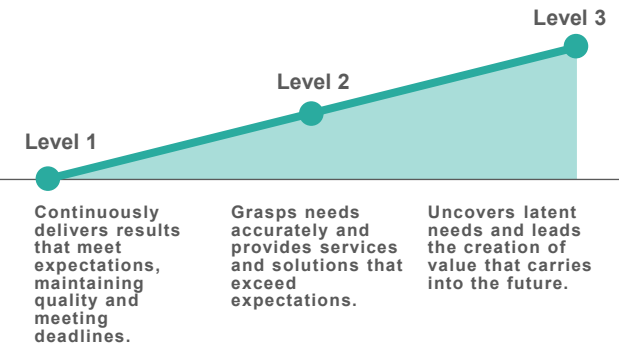
[Expertise]



[Co-creation*²]



[Delivering value]



From the stories of your fellow professionals in action, think about your next step (to p.23).

*¹ Integrity means trust and sincerity. *² Co-creation means several people combining their ideas and strengths and working together to create new value and services.

Professionals in Action

The four elements of a professional are not limited to particular job types.

See six colleagues who engage with customers, coworkers, and the organization and practice professionalism in their own roles.



Expertise

Delivering value

Senior Manager, Motosumiyoshi Branch, MUFG Bank

Makiko Inazawa

A branch teller operations professional committed to customer-first proposals

Exceeding customer expectations through sound judgment

Even as teller services become increasingly digital, issues still arise — particularly for elderly and non-Japanese customers — that can only be resolved face-to-face. For each procedure, rather than applying a uniform approach, I assess the risks, take the customer's circumstances fully into account, and decide quickly. I see this as the value a branch teller operations professional delivers, which is grounded in experience and impossible for digital technology to replace.

Delivering value to customers and to the organization

I always review appointment details in advance so that I can recommend the best option from among our various channels, including internet banking and our dedicated app. It's a practical way of saving our customers the trouble of visiting the branch. We now hear more often that customers were able to resolve their issue quickly. I also share with my team what I have learned about choosing the best channel, and I feel this contributes to better service quality across the organization.



Integrity and responsibility

Delivering value

Sub Manager, West Japan Business Promotion Dept., ACOM

Sumika Yamaguchi

A call center professional who creates understanding and reassurance through dialogue

Being there for customers when they feel anxious

Setting aside preconceptions, I keep the "listen7, speak 3" ratio in mind and, above all, I prioritize accurately grasping the customer's situation and feelings. Even when increasing a loan is difficult, I explain not only the outcome but also, in light of the customer's circumstances, why it is not possible, what we can do now, and the outlook ahead. Responding sincerely and with a human touch, rather than sticking to the manual, is the value a call center professional delivers.

Delivering value to customers we never see

Precisely because our work is not face-to-face, I read customers' feelings from their tone of voice and adjust my own tone and pace as we talk. Even when we cannot resolve an issue right away, I explain the situation clearly to ease the customer's worry, aiming for service that leaves them glad they called. The moment a customer's voice brightens at the end of a call is the greatest reward of all.



Integrity and responsibility

Co-creation

Senior Manager, Nagoya Branch, Mitsubishi UFJ Morgan Stanley Securities

Takuto Mizuno

A securities sales professional who identifies latent needs and provides specialized services

Building trust and delivering value through expertise

I believe that a securities sales professional is someone who builds trust by dealing with customers fairly, sincerely, and with a sense of urgency, and who, by honing their expertise, identifies latent needs in the course of dialogue and provides services best suited to each customer. I find it rewarding to meet customers on the front line as a company representative, to be entrusted with their important assets, and to deliver long-term value.

Reaching the best solution through co-creation inside and outside the company

For a customer who had long struggled with the succession of their company's shares, I worked with our head office product structuring team and an external law firm to develop a proposal focused solely on resolving their concerns. Through repeated dialogue, our wish to be of service came across, and the customer chose our proposal over competitors'. I believe co-creation through internal and external collaboration delivered new value.

Professionals in Action



Integrity and responsibility

Delivering value

Managing Director, Global Corporate Banking Division for the Americas, MUFG Bank

Katherine Hansell

A management professional who maximizes organizational strength

A definition of professionalism that changes along with your role

I once thought of a “professional” as someone who understood the details, delivered high-quality work, and earned the trust of their manager and customers. But since becoming a manager, I have been expected to bring stability for customers and my team, even amid uncertainty, and to develop the next generation of talent. This has changed my perspective considerably. Now I see a professional as someone who goes beyond delivering their own results to give the team lasting value.

Delivering value to strengthen the organization

In leading team members from diverse backgrounds, I make sure to listen to each person and create an environment where they can speak up with confidence, thereby converting diversity into results. I understand each member's differences and strengths and provide opportunities for growth. By acting consistently and responsibly as a leader, I build trust, and by connecting people, I maximize the organization's strength.



Co-creation

Delivering value

Manager, System Planning Department, Mitsubishi UFJ NICOS

Tatsuya Shirako

A systems professional who works alongside the front lines and thinks things through together

Bringing together members with different positions and perspectives

I was once responsible for planning and facilitating performance testing on a systems integration project. In selecting what to test, Operations and Systems thoroughly discussed matters as one team, prioritizing operations from the customer's perspective and aligning our views on system impact. As a result, our mutual understanding across different positions and viewpoints deepened, enabling us to identify the best solution, overcome the difficulties, and complete the project.

Co-creating a medium- to long-term systems strategy

My current job is to build a future company-wide systems architecture strategy based on our medium- to long-term business strategy. Achieving overall optimization, which is the essential value of that strategy, requires Operations and Systems to work through issues together. Through ongoing dialogue with each business unit, I translate operational requirements into the desired systems strategy. By getting into the field and thinking through problems together, I am building a wider circle of colleagues who think strategically about systems architecture across the company, and together we are co-creating effective strategies.



Integrity and responsibility

Expertise

Senior Manager, Pension Business Division III, Mitsubishi UFJ Trust and Banking Corporation

Hirokazu Umezaki

A pension sales professional who keeps living up to the responsibility of safeguarding what customers entrust to us

For the future of every employee at the companies we serve

Working in the pension business, I am keenly aware that our responsibility is to help every employee behind client companies' pension teams build their financial foundations for the future. When making proposals, I put myself in the position of both the company and its employees and keep asking whether what we offer is truly valuable. I make a point of understanding customers deeply and, through repeated dialogue, identify the best possible proposal.

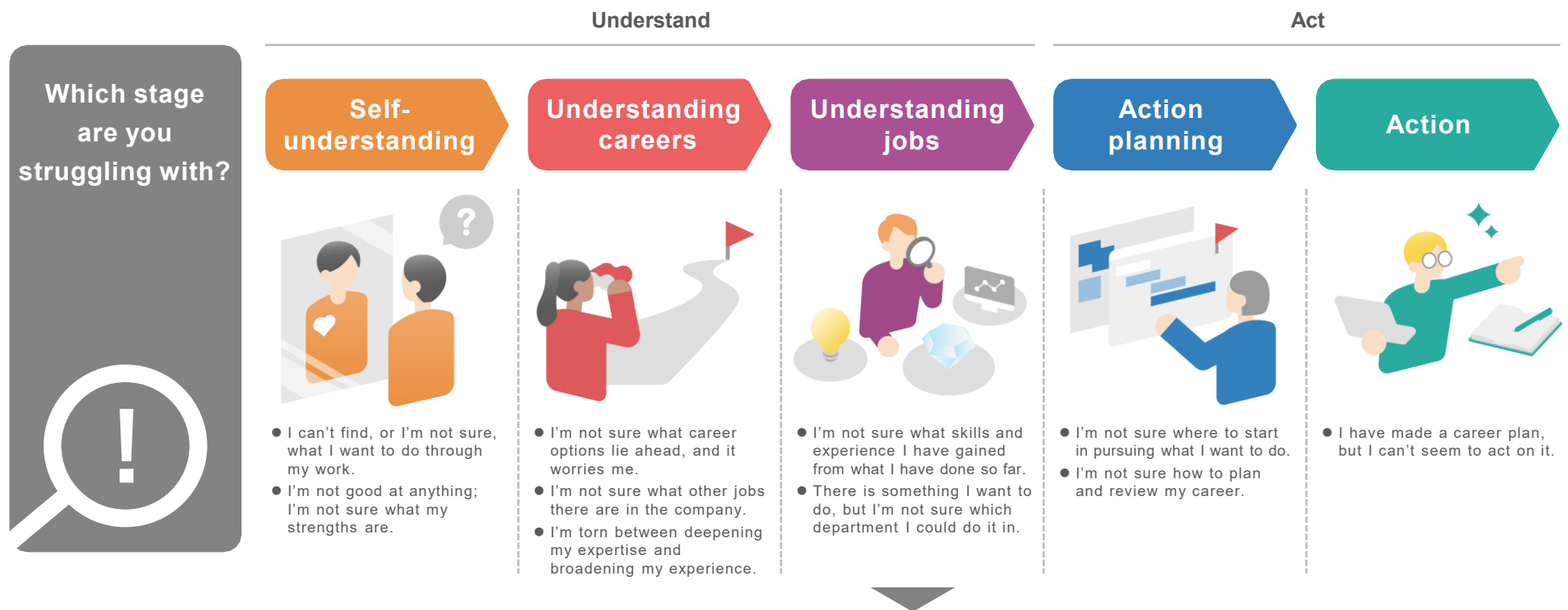
We are entrusted with trust, not money

In the pension business, I believe we are entrusted not only with customers' important assets but with trust itself. I make a point of using my expertise so that our support delivers benefits to customers and makes sense to them. I also believe that, to keep living up to that trust, it is essential to look beyond the short term and keep considering — from the same viewpoint as the customer — whether something is sustainable over the medium to long term.

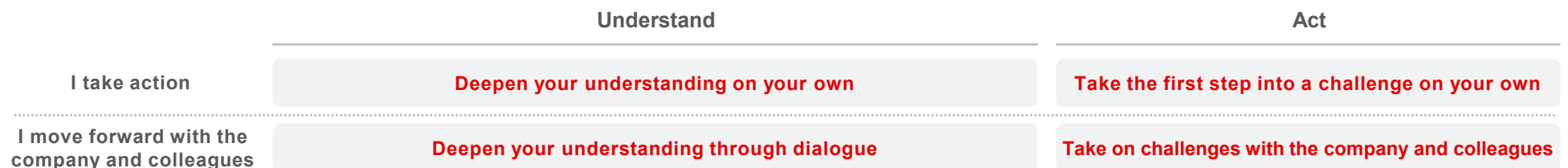
Where Do You Currently Stand in Autonomous Career Development?

Where do your career concerns lie?

Identify the stage of autonomous career development you are at now, and picture your next step!



Below are the systems and tools you can use for your next step (To  p.26).



Discover Your Next Step!

We offer a variety of systems and tools to support your next step.

[The Five Stages of Autonomous Career Development]

● Self-understanding ● Understanding careers
● Understanding jobs ● Action planning ● Action

Understand

Deepen your understanding on your own

Internal systems and tools	Applicable stage	Overview
Department introductions	● ●	Tools and events that introduce a wide range of jobs and career paths to help you think about your career
Individual career plans	● ● ● ●	Tools for drawing up and reviewing your own career plan (such as the self-reporting form)

I take action

Deepen your understanding through dialogue

Internal systems and tools	Applicable stage	Overview
One-on-one meetings ^{*1} / Mentorship program ^{*2*}	● ● ● ●	Opportunities to take stock of your strengths and challenges and discuss career concerns with your manager or a senior colleague
MUFG Way Kyomei (Resonance) Sessions ^{*3}	● ● ● ●	An annual session to understand the connection between your own values (My Way) and the MUFG Way, and to personalize the corporate purpose
Career consultation service ^{*3}	● ● ● ●	A service where you can consult a specialist to examine your strengths and challenges and address career concerns

*For details of each system, please refer to HCR2025, p.31-32.

I move forward with
the company and colleagues

Act

Take the first step into a challenge on your own

Internal systems and tools	Applicable stage	Overview
Self-development support	● ●	e-learning, qualification support, and other tools and systems that help you acquire new knowledge and skills
Various training programs	● ●	Opportunities to build your knowledge and skills, perspective, personal qualities, and ability to develop others, and to expand the capabilities you need now and in the future
Internal side jobs ^{*3}	●	A program that lets you take on new work that interests you inside or outside the company while continuing in your current job

*For details of each system, please refer to HCR2025, p.25, 27, 32-34.

Take on challenges with the company and colleagues

Internal systems and tools	Applicable stage	Overview
Job Challenge ^{*3} (internal job recruitment)	●	A program that lets you apply for a wide range of positions across the Group
Specialist career track and compensation programs ^{*3}	●	A specialist career track and compensation program that helps you commit to a specific field and acquire highly specialized skills and experience
(The Bank and Securities) Global mobility and TIP ^{*4}	●	Opportunities to take on career development across our global network and to grow through new learning and experience
Job rotation ^{*5}	●	Opportunities to face and adapt to the assignments you are given and to gain new learning and experience
(The Bank) External secondment: Open EX program	●	Opportunities to gain experience in other industries, such as startups and municipal governments, while continuing to work at the Bank

*For details of each system, please refer to HCR2025, p.26, 33.

*1 A one-on-one dialogue between a manager and a team member, or between a mentor and a mentee. *2 A program that supports growth through dialogue with colleagues outside your direct reporting line and with senior colleagues. *3 The availability and content of these systems and tools differ considerably by Group company. *4 An abbreviation of "Three-month Intensive Program." A program in which employees hired overseas train at our head office in Japan for three months. *5 A standard company-initiated transfer.

Autonomous Career Development in Action

Over the course of your career, you move back and forth between the five stages of autonomous career development several times.

Explore what these six colleagues have done, along with cases from our career consultation service, to find hints for your own next step.



Job rotation

Senior Manager, Okayama Branch, MUFG Bank

Tsuneaki Nakamura

Engaging with a corporate banking career and delivering value from the front lines

Taking the first step myself

Since joining the Bank, I have been working on the front lines of domestic and overseas corporate business, and I have valued the mindsets of moko-tari (acting for our customers and colleagues), sekizen-yokei (constantly doing the right thing), and bonji-tettei (doing ordinary things thoroughly).

Even when I face new responsibilities or a difficult request, I believe I am the only one, as the customer's relationship manager, who can take the first step to open the way. I believe this step leads to drawing on MUFG's comprehensive strengths and becomes real support for our customers.

Creating value from the front lines and passing it on to the next generation

Going forward, I want to work on both creating new value and developing talent. I will convert insights from the front lines into new solutions, contribute to the growth of the entire Group, and encourage the next generation to take on challenges, thereby supporting the growth of our people, whose contributions are fundamental to the Bank's success.



Global mobility and TIP

Director, Global Corporate and Investment Banking, Asia Pacific, MUFG Bank (currently assigned to the International Credit Division in Tokyo)

Fay Chiam

Participating in TIP to bridge the head office and overseas offices

Bridging Cultures Through Communication

One of my goals in joining TIP was to better adapt to Japan's more nuanced, high-context communication style and strengthen my ability to collaborate across cultures. Through TIP, I became more attuned to the intent behind what is communicated and gained a broader perspective on what it takes to develop and execute credit strategies across the Bank. Working with colleagues in Head Office also reinforced the importance of being balanced, open-minded, practical, forward-looking and collaborative — qualities I hope to carry with me throughout my career.

Turning Global Perspectives into Value

TIP changed how I saw the role overseas colleagues can play in Head Office initiatives. Working with colleagues in Tokyo showed me that regional perspectives are not only welcomed but valued. It was especially rewarding to learn the "Tokyo way" while being encouraged to bring an APAC perspective. That experience gave me confidence to contribute across borders and opened the door to my assignment in Global Credit Strategy Office. I hope to continue bridging Head Office and the regions while contributing to a stronger global credit culture.



Internal job recruitment

Manager, Global Investor Services sales Division, Mitsubishi UFJ Trust and Banking Corporation

Hirokazu Kawamura

Taking on a new career through the Career Challenge program

Taking on an unfamiliar business in my 11th year with the company

In my 11th year with the company, I used the Career Challenge program to move from retail banking to our global investor services business. I had hoped for an overseas role, but after many years in domestic retail banking, I had not managed to take a new step. Then I had the chance to be seconded to a foreign bank and saw a senior colleague from my retail branch days move to the global investor services business through the same program. These experiences prompted me to give it a try. Honestly, I was full of doubts about whether I could really manage, but I saw it as a chance to start an entirely new career — something that would have been unlikely by changing employers — and made my decision.

Stepping out of your comfort zone, believing your strength will come in handy

I am currently engaged in domestic sales of the services provided by our overseas subsidiaries, and I work hard every day, anticipating an assignment to one of those subsidiaries. I want to use my strengths to help grow the investor services business and enhance corporate value across the company. I believe the Career Challenge program can be a valuable way to build your career with a positive outlook.

Career consultation
service

Seeking
advice

- I'm not sure how to plan my career.
- I'm worried about whether I can build a career in my current department.

Comments after
the consultation

- Now that I understand how to approach it, I'll sort things out myself! I'll come back if I get stuck!
- Hearing about people in similar departments taking on different challenges broadened the possibilities I see for my future. I want to think it through myself.

Autonomous Career Development in Action



Self-development support

Senior Manager, Equity Investment Division, Mitsubishi UFJ Asset Management

Hiroyuki Kurosu

Deepening my asset management expertise faster through the graduate school support program

Realizing the need to combine work and study

As the shift from savings to investment gains momentum, I felt that to become a fund manager, I needed to understand financial academic papers well enough to explain them in my own words, so I used the graduate school support program. Since I believe that pursuing work and study in parallel and continuing to build expertise raises the value we deliver to customers, I chose to do both.

Understanding accurately and contributing to results through numbers and logic

Studying in graduate school led me to place greater emphasis on the accuracy of my understanding and to reconsider how I approach both my studies and my work. Company research and investment decisions are built up from numbers and logic, and the depth and accuracy of your understanding translate directly into results. Going forward, I will apply the thinking skills I have developed to my work and, as I build my career as an equity analyst and fund manager, work to improve investment performance while strengthening the organization's expertise and supporting our customers in building their assets.



Self-development support

Manager, Product Consulting Office, Advisory Business Development Division, Mitsubishi UFJ Morgan Stanley Securities

Jin Murachi

Deepening my specialist career through the open-application study program

Studying to meet investors' needs

Working on the development of investment products in private assets, I saw for myself the gap between our practices and those in Europe and the United States and concluded that meeting increasingly diverse investor needs requires a quantitative approach grounded in theory, data, and models. So, I applied to Hitotsubashi University Graduate School, which has one of Japan's leading finance research bases, and I am now studying alongside other practitioners. Studying leading-edge financial theory, statistics-based data analysis, and corporate valuation lets me look again, from an academic perspective, at judgments based on rules of thumb.

Contributing through the development of advanced products

Going forward, I want to build my expertise from both practical and academic perspectives and, by developing more advanced investment products, introduce many investors to excellent investment opportunities around the world and help the Japanese private asset market develop further.



Internal job recruitment

Assistant Manager, Corporate Planning Dept., ACOM

Mariko Kadota

Acquiring a systematic management perspective through domestic study leave

Shifting my own perspective from the front lines to management

I now work in the Corporate Planning Division, drawing on the management perspective I gained through my MBA. In the Business Promotion and Business Planning Divisions, where I worked before, I tended to focus only on the issue I was facing at the moment. However, I can now step back and see how each initiative connects to the company's overall value. Being able to move between the customer-first instincts of the front lines and a broader management perspective has become central to how I build my career.

Giving meaning to experience and applying it to the next challenge

These programs gave me the chance to broaden my perspective step by step. Looking back, I feel that a career is not about choosing a clear right answer from the start, but about giving each experience your own meaning along the way and connecting it to the next challenge. Rather than waiting until you are perfectly prepared, I hope you will choose opportunities that stretch you a little. That one step should be the best possible catalyst for broadening your perspective and your role.

Career consultation service

Seeking advice

- Even after a career discussion with my manager, things still don't feel clear.
- Parenting is harder than I imagined; I'm not sure what to do after returning to work.

Comments after the consultation

- I realized how important it is to think about and build my career myself, rather than leaving it to my manager. It reminded me of what I had wanted to do in the first place.
- I can now picture how to balance things after returning to work, so I'll give it a try! I may come back if I get stuck again.

Foundation that Supports Your Challenges — Career Fulfillment and Productivity —

Career Fulfillment and Productivity

Success of Diverse Talent (DEI Workforce)

Physical, Mental & Emotional Well-being (Embedding a Culture of Healthy Working)

We are building an environment where employees find their work rewarding, work productively, and thrive.

Expanding compensation and benefits programs^{*1}

Through wage increases, enhanced benefits, and other measures, we are creating an environment where employees can find fulfillment in their work and thrive. We continue to review these programs to keep them updated in line with the changing external environment.

FY2026 Actual Wage Increases^{*2}

The Bank	The Trust Bank	MUMSS ^{*3}
Approx. 10% of annual income	Approx. 10% of annual income	Approx. 5% of monthly salary

Introducing generative AI and promoting its use in internal operations

MUFG-wide AI adoption campaign “Hello, AI@MUFG”

We are continuing the “Hello, AI@MUFG” campaign to promote the use of AI across MUFG, holding study sessions on using AI and sharing use cases to help employees improve their AI skills and productivity.

Completing the rollout of generative AI across Group companies

Every Group company has now finished implementing generative AI and is expanding its use in internal operations. In January 2026, working with OpenAI, the Bank rolled out ChatGPT Enterprise to all of its employees in Japan and is applying AI to tasks that used to take a great deal of time, such as drafting internal documents and researching and analyzing large volumes of data.



“Hello, AI@MUFG” campaign in action

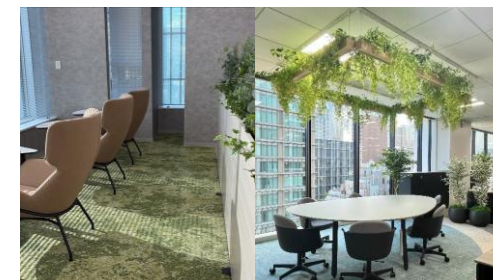
Improving the office environment^{*4}

Expanding the choice of work settings

We are creating workspaces suited to a variety of job characteristics and types of work, expanding employees' choices of work settings. From spaces designed to aid concentration to those where casual conversation leads to new ideas, we are creating a variety of work settings across our sites.

Creating a work environment where well-being is nurtured

By adding greenery to work areas and bringing in natural light, we are helping employees relax and encouraging dialogue among them. We offer areas where several people can talk together, places where employees can recharge on their own, and a variety of other work and break spaces that help maintain physical and mental health and maximize performance.



^{*1} Please also refer to HCR2025 p.39. ^{*2} Includes base pay increases, regular raises, promotions, allowances and subsidies, and bonuses (the Bank and the Trust Bank). ^{*3} Since MUMSS bonuses are performance-linked, the wage increase is on a monthly salary basis. ^{*4} Please also refer to HCR2025 p.41.

Foundation that Supports Your Challenges — Success of Diverse Talent (DEI Workforce) —

Career Fulfillment and Productivity

Success of Diverse Talent (DEI Workforce)

Physical, Mental & Emotional Well-being (Embedding a Culture of Healthy Working)

We are building a psychologically safe environment where employees respect and draw on differences in gender, nationality, life stage, and views, and can make the most of their abilities^{*1}.

Encouraging Diverse Talent to Play an Active Role

— We incorporate diverse views and values into how we manage and operate our organization —

Mid-career hires thriving at MUFG

To help new joiners make an impact early on, we support them in understanding our culture and organizational rules through onboarding training^{*2}, mentorship programs, and other measures. The Bank and the Trust Bank also hold welcome events for mid-career hires.

Employees with disabilities thriving at MUFG

We are creating an environment where employees, with or without disabilities, support one another and maximize the strength of their teams. Within its Human Resources Division, the Bank has established the Inclusion Hub, a team that helps employees with disabilities and their prospective departments with job matching, training, and stable working arrangements.



Welcome Day, the Bank's event for mid-career hires



Inclusion Hub: [link to the news section of the Bank's website](#)

Providing Fair and Equitable Opportunities and Support

— We help employees continue to thrive regardless of life events —

Thank-you bonus for employees who helped colleagues on childcare leave

To build a culture in which the entire workplace helps employees balance work and childcare, the Bank, the Trust Bank, and MUMSS pay a thank-you bonus of up to ¥100,000 to employees who helped colleagues on childcare leave.

Helping employees balance parenting and caregiving with work

Employees can use special paid leave, shorter working hours, and similar programs to build their careers while raising children or caring for family. We also run internal communities, organized by theme, where employees can exchange information and seek advice.

Childcare leave take-up by male employees^{*3}

Take-up rate
90.1%

Average days taken
26 days



An example of an internal community

Creating an Inclusive Workplace

— We provide an environment where each person's strengths and individuality are put to use and developed together —

Eliminating unconscious bias and ensuring psychological safety

To help eliminate unconscious bias and create an environment where people feel safe speaking up, we promote both understanding and action through MUFG DEI Month, a company-wide awareness initiative, and training for managers.

Fostering an environment where employees can thrive regardless of gender

We raise awareness of career development and of balancing work with life events, not only among individual employees but across the organization and its workplaces. Through these efforts, we aim to ensure that no one is held back by assumptions about gender roles and that everyone has the opportunity to thrive.



MUFG DEI Month Leaders Message



Internal awareness activities timed to International Women's Day

^{*1} Please also refer to HCR2025 p.43-50. ^{*2} Training that helps mid-career hires make an impact early on. ^{*3} FY2025 results. The take-up rate is the combined figure for the Bank, the Trust Bank, and MUMSS, calculated under internal rules that factor in the timing of leave to better reflect the actual situation. The average number of days taken is the figure for the Bank alone.

Foundation that Supports Your Challenges — Success of Diverse Talent (DEI Workforce) —



Line Manager, Head Office
Corporate Division, Mitsubishi
UFJ Morgan Stanley Securities

Minako Akazawa

As a manager, building a team where members help one another balance work and personal life

You don't have to be perfect at first — just take it one step at a time

When I changed my career and took on a management role, I often lacked confidence and found myself focusing on my weaknesses. But as I talked with colleagues and senior managers through internal training and communities for female employees, I came to see things more positively, realizing that I did not have to be perfect from the start. Now I work to build a team where people feel comfortable sharing their circumstances and helping one another in a spirit of give-and-take.

Balancing a management role with housework and parenting, with help from people around me

I believe in asking for support whenever possible, instead of shouldering everything on my own. At work, I share how I am balancing things and discuss adjusting meeting times and splitting duties. I share housework and childcare with my husband and also make use of external services. Feeling grateful for my colleagues' support and encouraged by my children's words, I will continue to balance work and family.



Chief Manager, Yotsuya
Branch, MUFG Bank

Shota Sasaki

Using childcare leave as a starting point to spread a positive approach to balancing work and life

What childcare leave taught me about balancing work and family

Balancing work and parenting began with the one-month childcare leave I took right after my child was born. This experience has made me realize the importance of delivering results within a limited time and of communicating with my wife. At work, I prioritize tasks and share information with colleagues early; at home, we flexibly review how we balance and split work, housework, and childcare. Together with my wife, who also works, I will continue to handle both career development and parenting.

Building a workplace where employees can feel positive about handling both work and parenting

I believe it is important for me, as a manager, to demonstrate that I embrace the balance between work and family. I actively utilize staggered working hours and remote work around daycare drop-off and pickup. I also talk with other managers as we build a workplace where people can confidently use support programs for balancing work and family and focus on their work.



Retail Operations Services Office,
Operations Planning Division,
Mitsubishi UFJ Trust and Banking
Corporation

Ritsuki Yoshimura

A workplace where we work together regardless of disability

Facing the nature of my disability and broadening my work

I was uneasy about multitasking, adapting on the spot, and managing schedules, but I joined feeling reassured by MUFG's support system. Since joining, with support from those around me, I have dealt with things I initially found difficult, and I now coordinate my team. Going forward, I want to take on responsibilities such as handling changes to the document digitization system we use and managing IT tools and keep growing.

Creating an environment where everyone can thrive with confidence

In my daily work, I make a point of thinking and acting from the other person's perspective. Rather than simply carrying out the work I am asked to do, I try to imagine the background and intent behind it and to stay a step ahead of what is expected. In the team I coordinate, I never lose sight of respect for each member, and when giving instructions I consciously choose words that will be easy for the other person to understand.

Foundation that Supports Your Challenges

— Physical, Mental & Emotional Health (Embedding a Culture of Healthy Working) —

Career Fulfillment and Productivity

Success of Diverse Talent (DEI Workforce)

Physical, Mental & Emotional Well-being (Embedding a Culture of Healthy Working)

We help our employees maintain and improve their physical and mental health.

Early support to prevent conditions from becoming serious

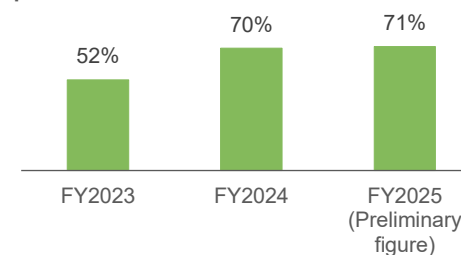
Follow-up after health checkups

We have a framework in place through which employees can consult occupational physicians, public health nurses, and external professional counselors at any time, and we follow up on checkup results and encourage re-examinations. Across the Group, we place particular emphasis on encouraging secondary health examinations and providing specific health guidance^{*1}, and we work with employees to improve their lifestyle habits.

Supporting health management with data

Our health-related departments centrally manage and analyze data, including health checkup and stress check results, and we are building a framework to support preventive health management.

Implementation Rate of
Specific Health Guidance^{*2}



Improving health literacy

Walking challenge campaign

Group companies designate campaign periods that encourage employees to walk as a natural extension of their daily routines, making the event easy to join without extra effort. Walking gives employees a chance to reflect on how much exercise they get and on their daily rhythms, and to become aware of their own condition.

Introducing health apps

These apps award credits for actions such as reading health-related articles and walking each day, which can be redeemed for healthcare products, e-money, and more. Group companies have introduced them to encourage employees to stay aware of their own health in daily life and to enjoy managing it.

Health apps at Group companies



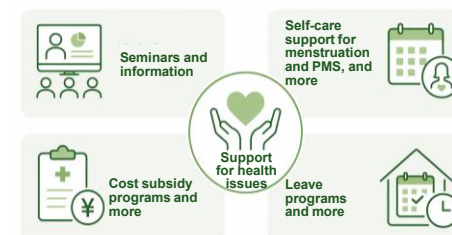
Addressing women's health issues

Holding seminars on women's health

Every year we run awareness programs timed to International Women's Day (March 8). Seminars and information-sharing deepen employees' understanding of women's health issues and prompt them to take a fresh look at their daily lives and at how they interact with others at work.

Support for balancing work with women's health issues

So that our employees can keep working comfortably while managing health issues, we provide a range of support, including self-care support for menstruation and PMS^{*3}, subsidies for the cost of fertility treatment and egg freezing, and various leave programs.



^{*1} Health guidance based on checkup results, aimed at preventing lifestyle-related diseases. ^{*2} Applies to the Bank, the Trust Bank, and MUMSS. ^{*3} Premenstrual syndrome, the physical and mental symptoms that occur before menstruation.

[Column]

Answers to Your Basic Questions

[Column] Autonomous Career Development and Career Opportunities

I answer frequently asked
questions about

careers



Executive Officer and General
Manager, Human Resources Division,
Mitsubishi UFJ Financial Group

Takeo Nakamura

**Does autonomous career
development mean actively
applying through the internal
job recruitment system?**

Applying through the internal job recruitment system is one option in building your career, but it is not all there is to autonomous career development. Autonomous career development means engaging with your own career, adapting to changes in your environment, proactively continuing to learn and gain experience, and strengthening your ability to deliver value inside and outside the company.

**A company-initiated transfer
isn't autonomous career
development, is it?**

A company-initiated transfer is also an opportunity for autonomous career development. Autonomy does not mean "having the right to decide what work you do." Autonomous career development means engaging with your own career, deepening your self-understanding, responding to the changes in the environment that a transfer brings, proactively learning and gaining the experience you need, and contributing both inside and outside the company.

**I want to broaden the scope of
my career globally — what
programs and opportunities
does MUFG offer?**

MUFG offers various programs for gaining experience overseas, including working at overseas offices, studying abroad, transfers through the internal job recruitment system, and global mobility (the programs available vary by Group company). Deliver results in your current role, develop your own skill sets such as language ability, and actively take advantage of these programs and opportunities.

**Does age limit the scope of
your work?**

We are creating an environment in which every employee, from young to senior, can thrive (p.8). In an era of rapid environmental change, for MUFG to keep growing, we need to adopt new ways of thinking, unbound by convention, while drawing on the skills and experience we have built up and passing them on to the next generation. We help every generation of employees to succeed.

**I joined as a mid-career hire —
am I at any disadvantage
compared with
new graduate hires?**

Your hiring category gives you no advantage or disadvantage in your evaluation or your career. About half of our hires today are mid-career. Indeed, more and more mid-career hires and employees seconded to other companies are drawing on external knowledge and experience in management and other key roles. Your hiring category is no more than "a difference in starting point"; what matters is your growth and contribution after joining the company.

**I haven't yet clearly identified
my strengths or what I want to
do in the future.
What should I do?**

Take a moment to reflect by referring to "Where Do You Currently Stand as a Professional?" and "Where Do You Currently Stand in Autonomous Career Development?" in this report (p.22, 25). We provide a range of tools and opportunities to think and learn about careers (p.26). It is also a good idea to talk with your manager or a senior colleague you trust.



Vice President,
Human Resources Division,
MUFG Bank

Yuka Masui

[Column] Employee Returns and Evaluation

I answer frequently asked
questions about

employee returns and evaluation



Executive Officer, Managing Director,
Head of Human Resources Division,
MUFG Bank
Masaki Ezure

How do employee returns actually work? I don't feel my pay has increased in line with the profit the Company have gained...

There are several ways to use the company's profits: investing to strengthen earning power, returning to employees, maintaining a solid capital base, and returning to shareholders. Returns to employees include not only monetary returns such as salaries and bonuses but also non-monetary returns such as training opportunities, self-development support, and improvements to work infrastructure and the workplace environment. Profit gains are not reflected directly in salaries, but we return profit to each employee in other ways, including expanding opportunities to grow and creating a comfortable work environment.

[Main uses of profits]

Investment to strengthen
earning power

Employee returns

Maintenance of a solid
capital base

Returns to shareholders

[Main forms of employee returns]

Monetary
returns

Salaries and bonuses

Benefits

Non-monetary
returns

Provision of training
opportunities

Self-development support

Improvements to work
infrastructure and the
workplace environment

Pay increases for particular groups of employees, such as the raise in starting salaries, stand out. Is this fair?

We consider monetary and non-monetary returns to enhance the sense of fulfillment and motivation among all our employees. Analysis of the MUFG Group employee survey shows that a combination of monetary and non-monetary returns is effective, so we will keep listening to our employees and explore various forms of return.

What kind of people are valued at MUFG?

MUFG values professionals who consistently deliver value both inside and outside the company (p.21-22). What delivering value looks like depends on the role each employee is asked to play, and we also evaluate the effort and contribution people make toward it. Seniority plays no part in our evaluations; we assess behavior and results appropriately and fairly.

Are employees evaluated appropriately and fairly?

We believe that having your everyday efforts and challenges evaluated appropriately and fairly is what drives you toward your next challenge. We are expanding opportunities, such as one-on-ones and feedback on evaluations, with managers. Rather than simply conveying a positive or negative rating, we are creating an environment in which managers and team members engage in two-way dialogue to build strengths and overcome challenges, ensuring employees are evaluated appropriately and fairly.



Vice President,
Human Resources Division,
MUFG Bank

Reiko Nakajima

[Column] Leveraging of AI

I answer frequently asked
questions about

leveraging AI



Managing Director,
Digital Solution Division,
MUFG Bank

Kohei Shimano

As AI advances, what impact do you think it will have on society, on the financial industry, and on MUFG?

AI's advance is transforming society and the very nature of business, and employees and AI are evolving into partners that elevate each other and create value. In our work, using AI not just to be more efficient but to create new value is now expected across every industry, not only finance. MUFG will aim to be an AI-native organization in which employees and AI elevate each other and keep evolving.

As AI is used more widely, I may lose my job. I'm honestly worried.

AI is a partner that allows humans to concentrate on the high-value roles only they can perform, such as making decisions and reconciling interests. While AI may take on more and more tasks, people will continue to play important roles such as making judgments, handling exceptions, and assuming ultimate responsibility. It is important for employees to build these capabilities and use them to create new value together with AI. It is natural to feel uneasy about AI, which is newly transforming our environment. However, as always, it is important to see change as an opportunity, adapt to it, and take on new challenges.

In the age of AI, what capabilities should I develop?

The capability needed in the age of AI is not handing work over to AI, but creating value while working together with it. Humans will increasingly be expected to ask the right questions, judge value, and talk with customers.

The extent to which AI is used seems likely to create significant differences in results. What opportunities does the company offer employees?

MUFG positions AI as an essential skill for every employee and will continue to provide not only AI tools but also step-by-step learning opportunities from the basics through to applied use. We are also strengthening a specialist team that supports the application of AI to day-to-day operations. We have also introduced a system that allows every employee to easily post and share AI use cases, encouraging mutual learning and information sharing and accelerating AI adoption. AI is a fast-evolving technology, and it is important that every employee keeps learning and builds their ability to use it through practice.



Vice President,
Digital Solution Division,
MUFG Bank

Sayuri Yonese

[Column] Office Strategies and Work Styles

I answer frequently asked questions about

office strategies and work styles



Vice President,
Corporate Administration Division,
MUFG Bank
Ikue Iwasa

The office environment seems to be changing bit by bit lately. Why upgrade the office now?

As remote work and other diverse work styles have spread, the benefits of working in the office are gaining renewed appreciation: face-to-face discussion fosters new ideas, and new colleagues can receive extensive support. We see improving the environment in which employees work as a human capital investment in itself, and we are investing more effort in it than ever to accelerate our corporate transformation.

Tell me about the specific initiatives to improve the office environment.

For example, we are expanding spaces where people can gather and talk casually. To support hybrid work^{*1}, we are also introducing online meeting systems that seamlessly connect in-person attendees with those joining remotely. We are also placing height-adjustable desks and taking other steps to reduce the physical strain of desk work, creating a comfortable work environment.



The office in the MUFG Main Building^{*2} is now under construction. What kind of place will it be for the Group?

We want the MUFG Main Building to be a place where we connect with customers, society, and our partners and create new value together while addressing social issues. Through measures such as providing lounge space on the lower floors for co-creation, we are working to create an environment that is open and connected with all our stakeholders.



I hear the uniforms are being redesigned for the first time in about 10 years. What is the vision behind it, and what details did you focus on?

Uniforms not only play an important role in conveying our brand image but also help employees work comfortably. So, while staying faithful to our brand colors, we incorporated as much feedback as possible from the front lines, gathered through a bank-wide survey and fitting sessions across the country. We have renewed our uniforms to offer a wider range of designs, sizes, and silhouettes, so that each employee feels comfortable being themselves.



Corporate Administration Division,
MUFG Bank
Yukiko Matsushima

^{*1} A working arrangement that combines working in the office with working remotely. ^{*2} The building that will replace the former "MUFG Bank Main Building" in Marunouchi, Tokyo.

[Column] DEI

I answer frequently asked
questions about

DEI



General Manager of the Diversity & Inclusion Office, Human Resources Department, Mitsubishi UFJ NICOS
Masayuki Fujii

Why does inclusion matter?

As customers and societal challenges become more complex, MUFG needs diverse perspectives to develop timely, relevant solutions. By creating an inclusive workplace where employees respect differences, exchange ideas openly, and thrive with confidence, we can strengthen innovation and deliver greater value to customers and society.

Would having Inclusion evaluation conflict with merit-based principles?

Inclusion complements merit-based evaluation. Decisions remain based on skills, performance, and contribution. MUFG monitors progress to better understand and address unconscious bias, workplace constraints, and other barriers—helping ensure fair opportunities for everyone to grow and reach their full potential.

How do we work well with colleagues from diverse backgrounds?

What matters most is not allowing differences to become misunderstandings—and that starts with recognizing our own perspectives. By staying curious, listening with respect, and engaging in open dialogue, we can create a stronger workplace that continues to deliver new value to customers and society.

How does MUFG support employee balancing caregiving and work?

MUFG supports employees balancing caregiving and work through advance guidance, flexible work and leave options, manager check-ins, and peer communities. Colleagues are encouraged to have open conversations about their needs and work collaboratively with their managers to identify solutions that support both wellbeing and business outcomes.

What should managers prioritize in diverse teams?

Managers make inclusion real by maintaining open dialogue, welcoming diverse views, and building psychological safety. MUFG supports leaders through structured learning and accountability, helping them leverage each team member's skills and experience to maximize team performance.

How does MUFG provide flexibility with fairness?

MUFG supports flexibility by fostering shared accountability across teams rather than relying on individual effort alone. Through thoughtful workload planning, recognition of contributions, and regular review of work distribution, we aim to support employees through different life stages and responsibilities while maintaining a sustainable and inclusive working environment for everyone.



APAC DEI Lead,
Diversity & Inclusion Office,
Human Resources Division,
MUFG Bank (Singapore Branch)

Ruchi Parida

Human Capital Investment for Enhanced Corporate Value

MUFG's Human Capital Management

Human Capital Investment for Enhanced Corporate Value

Amid the rapidly changing business environment, strategic investment in employees is an important factor in enhancing corporate value. We frame human capital investment as a means of supporting sustainable growth and thus implement HR measures aligned with management/business strategies. For higher corporate value, we reinforce our two core pillars of “Strengthening business competitiveness” and “Creating an agile culture empowering employees to tackle challenges” to realize the Human Capital Management (HCM) Vision.



MUFG's Approach to Human Capital Management (HCR2025, p.5)

Human Capital Management (HCM) Vision

A global financial group making a positive social impact and fostering a culture where our employees thrive

HCM Core Pillars

Strengthening business competitiveness

Creating an agile culture empowering employees to tackle challenges



Human capital investment strategy

In addition to strengthening the HCM foundation and structure, we have identified four key initiatives to implement HR measures strategically.

Employee enablement and progression

Strengthening business competitiveness

To strengthen our business competitiveness, we continue to focus on building a strategic talent portfolio and on hiring and training highly skilled professionals.

Improving employee engagement

Enhancing transformative capabilities and productivity

To enhance transformative capabilities and productivity, we work to reinforce HR measures—including promoting autonomous career development aligned with the ongoing culture transformation—and to create an environment conducive to enhancing employee career fulfillment and productivity.

DEI workforce

Strengthening our ability to create value and respond to change

To strengthen our ability to create value and respond to change, we foster an enabling environment in which diverse employees can leverage their strengths. Measures to this end include eliminating the gender gap, helping senior employees fulfill their potential, and offering more opportunities for employees to play a more active role globally.

Embedding a culture of healthy working

Securing a stable labor force and enhancing productivity

To secure a stable labor force and enhance productivity, we support employees in maintaining and promoting their physical, mental, and emotional well-being. To this end, we focus on conducting health checkups, providing medical expense coverage, and increasing health literacy for our employees, among other measures.

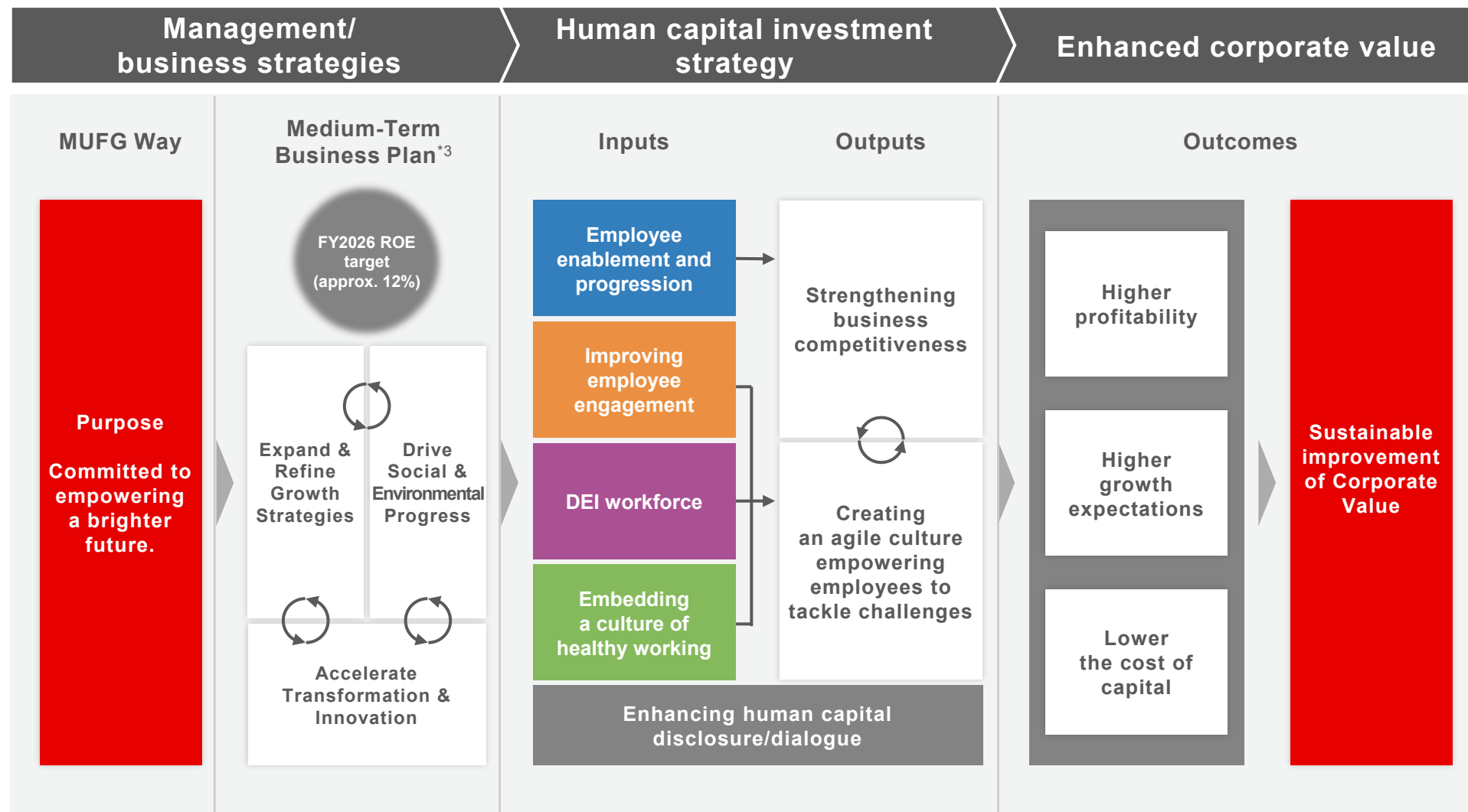
Strengthening HCM foundation and structure

To bolster the foundation and structure for promoting HCM, we focus on building the data-driven management structure, expanding human capital disclosure, and having more dialogue with investors after the disclosure (HCR2025, p. 54–56).

Enhancing Corporate Value by Integrating Human Capital Investment Strategy with Management/Business Strategies

By investing human capital needed for management/business strategies as “Inputs”, we achieve the two core pillars—“strengthening business competitiveness” and “creating an agile culture empowering employees to tackle challenges”—as “Outputs”. The “Outputs” enhance profitability, raise growth expectations, and lower the cost of capital, thereby driving sustainable improvement in corporate value (“Outcomes”).

We monitor progress in our human capital investment strategy in terms of both HCM key performance indicators (KPIs)^{*1} and HCM key goal indicators (KGIs)^{*2}.



^{*1} Indicators against which progress in the HCM Four Key Initiatives (inputs) is monitored ^{*2} Indicators against which progress in the two core pillars— “strengthening business competitiveness” and “creating an agile culture empowering employees to tackle challenges”—(outputs) are measured ^{*3} For details, please refer to [our integrated reports](#) on our website.

KPIs for Human Capital Management (HCM)

We have KPIs for HCM in place to monitor progress in HR measures for the HCM Four Key Initiatives to achieve KGIs for HCM more effectively. Progress in such KPIs is monitored by relevant meeting bodies (p.53). In FY2025, some KPIs already achieved their targets set for FY2026. The health app registration rate has been added as a new KPI.

KPIs for HCM

HCM Four Key Initiatives	KPIs	FY2024 results ^{*1}	FY2025 results ^{*1}	Target for FY2026 ^{*1}
Employee enablement and progression	Building a talent portfolio ^{*2}	-	-	Achieve the internal targets
	Develop DX core specialists	791 specialists	1,340 specialists	Develop 1,200 DX leaders
	Build employee IT capabilities ^{*3}	78.5%	89.8%	100%
	Develop wealth management (WM) specialists ^{*4}	Approximately 1.4 times of FY2023	Approximately 1.6 times of FY2023	Double the number during the Medium-Term Business Plan period
	Develop sustainability talent ^{*5}	Number of employees who have acquired related qualifications: Approx. 2,200 ^{*6}	Number of employees who have acquired related qualifications: Over 4,400 ^{*6}	^{*7}
	Secure a candidate pool for key overseas posts	3.9 times	5.0 times	Maintain a candidate pool that is at least three times the number of available positions
Improving employee engagement	Hold MUFG Way Kyomei (Resonance) Sessions ^{*5}	Held for 4 consecutive years	Held for 5 consecutive years	Continue to hold MUFG Way Kyomei (Resonance) Sessions
	Employee satisfaction with the office environment	(Implemented in FY2025)	The Bank: 63%; the Trust Bank: 61%; MUMSS: 71%	Improvement over FY2025 result
DEI workforce	Ratio of women in management positions (Japan)	24.0%	26.6%	27.0%
	Ratio of eligible male employees who took childcare leave ^{*8}	89.8%	90.1%	100%
	Inclusion score ^{*9}	78%	78%	Maintain 75% or more
	Ratio of employees with disabilities	2.72% (As of June 2024)	2.67% (As of June 2025)	Maintain statutory employment ratio or higher
	Female employees aspiring for higher positions ^{*5 *10}	40.9%	41.7%	-
Embedding a culture of healthy working	Absenteeism ^{*11}	0.93%	1.01%	1% or less
	Presenteeism ^{*12}	13.0%	12.3%	15% or less
	Rate of completion of regular health checkups	The Bank: 98.8% The Trust Bank and MUMSS: 100%	The Bank: 99% The Trust Bank and MUMSS: 100%	100% each
	Health app registration rate ^{*5}	(Implemented in FY2026)	73.3%	-

Enhanced corporate value

Sustainable improvement of corporate value

HCM Core Pillars

Strengthening business competitiveness

Creating an agile culture empowering employees to tackle challenges

KGIs for HCM

- ROE
- Challenge score
- Agility score
- Engagement score

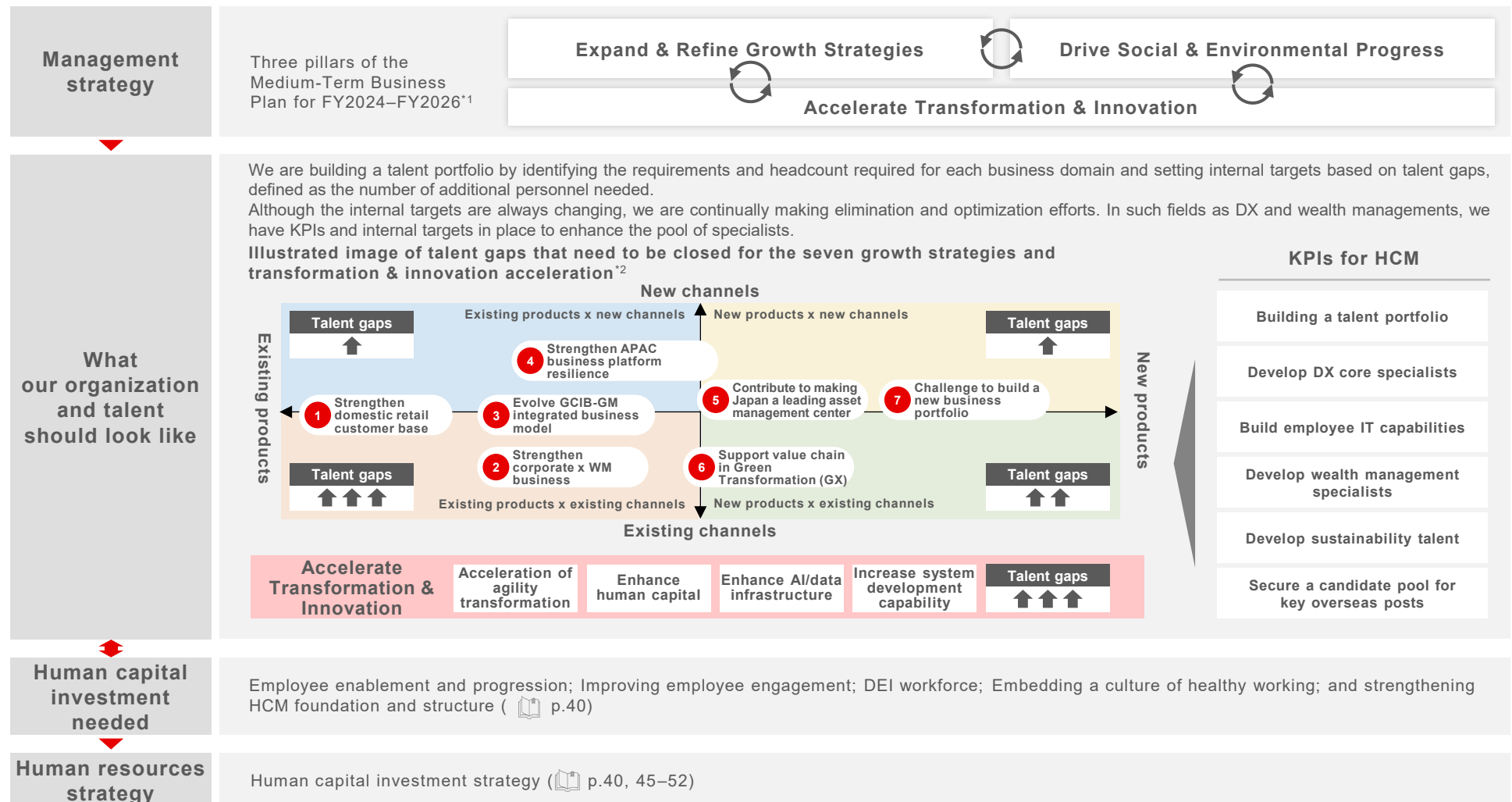
^{*1} The figures are for the Bank, the Trust Bank, and MUMSS combined unless otherwise stated in KPI definitions or result columns. ^{*2} Refers to whether the numerical targets for eliminating the gap between supply and demand for human resources set for different business areas have been achieved. ^{*3} The achievement rate of 100% for completion of IT Passport-related e-learning courses and IT-related qualifications and for improving IT skills through integrated operations across the Bank, the Trust Bank, and MUMSS. ^{*4} Refers to the rate of increase in the number of WM professionals who possess both knowledge and practical expertise. ^{*5} We particularly pay attention to this KPI even though we have not set quantitative targets. ^{*6} These are examples of our initiatives to develop sustainability talent. ^{*7} The target is to "improve the sustainability literacy of all employees and expand the pool of highly skilled talent." ^{*8} 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. ^{*9} 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). ^{*10} This number indicates whether female employees are interested in promotion or not. ^{*11} 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. ^{*12} 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: Building a Talent Portfolio and KPIs

We are building a talent portfolio to achieve related internal targets after identifying the requirements and the number of personnel needed to realize our management/business strategies.

We are also enhancing the pool of highly skilled professionals (specialists) toward achieving related KPIs and internal targets. To achieve such KPIs and internal targets, we are implementing the human capital investment strategy, which involves, among other things, strategically allocating, hiring, and training personnel, and creating a working environment more conducive to diverse talent.

Actions Taken to Build a Necessary Talent Portfolio



^{*1} For details, please refer to [our integrated reports](#) on our website. ^{*2} This figure is a reproduction of the conceptual diagram on page 24 of HCR2025. The greater number of “↑” arrows indicate larger talent gaps.

KGIs for Human Capital Management (HCM)

We have in place four KGIs for HCM, i.e., “ROE,” “Challenge score,” “Agility score,” and “Engagement score,” to monitor progress in two HCM core pillars: “Strengthening business competitiveness” and “Creating an agile culture empowering employees to tackle challenges.” The “Engagement score” has changed from a KPI to a KGI effective from FY2026.

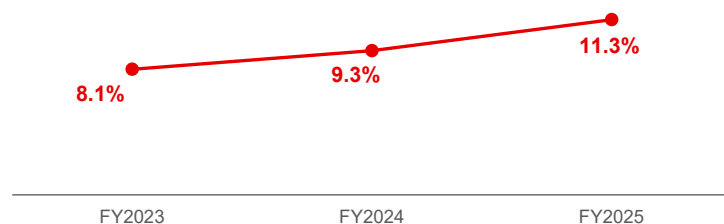
Current Status and Challenges

- ROE increased year on year. We will work to expand our human capital to further improve ROE in our aim for shareholder value comparable to that of top global banks.
- The challenge score fell to 77%, representing a year-on-year decrease of 1 percentage point, yet exceeding the target of 75%.
- The both agility and engagement scores remained unchanged from a year earlier but above the target.

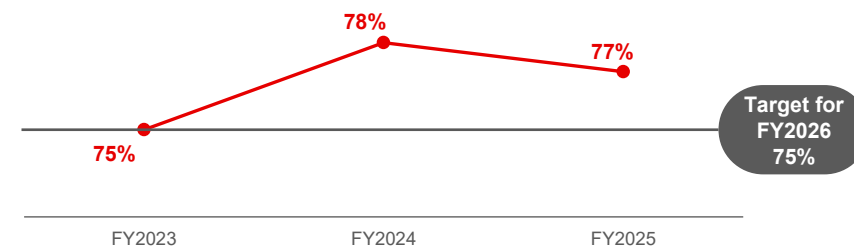
Major Actions to Take

- We are doubling our efforts to hire, train, and strategically allocate personnel to accelerate the refinement and restructuring of our talent portfolio and secure the human resources that support our management/business strategies.
- The challenge, agility, and engagement scores all exceeded their respective target figures. At any rate, Group companies aim to increase these scores even further.

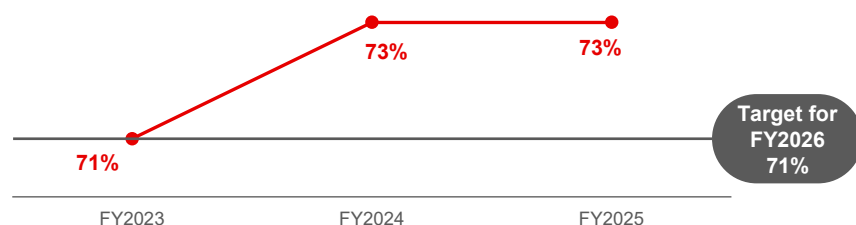
ROE ^{*1*2}



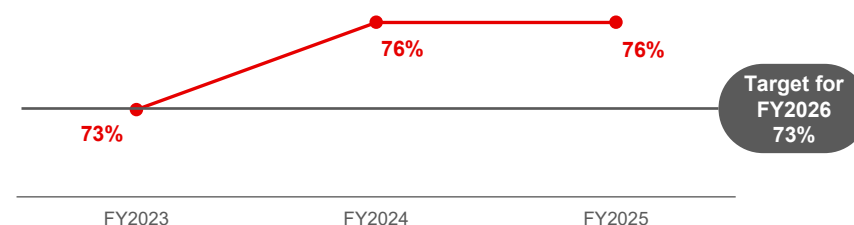
Challenge score ^{*2*3}



Agility score ^{*2*3}



Engagement score ^{*2*3*4}



^{*1} ROE as defined by TSE. ^{*2} Consolidated base number including major overseas subsidiaries ^{*3} 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). ^{*4} This score has changed from a KPI to a KGI effective from FY2026.

Identifying Challenges in Human Capital Investment Strategy and Our Next Steps

Human capital investment strategy	Identified challenges (opportunities and risks)	Approaches to take
Employee enablement and progression • Building a talent portfolio • Enhancing expertise	We consider it important for the business groups and the human resources division to work more closely to visualize, in a timely manner, the requirements for and the amount of talent needed to execute business strategies with a view to strengthening the structure for global recruitment, talent development, and personnel allocation, as it constitutes an opportunity for us to be able to accelerate the expansion of our talent pool as needed. We understand that failing to take sufficient action in this regard risks reducing business competitiveness. We recognize that agilely refining and restructuring the talent portfolio in response to environmental changes is challenging. We will advance our efforts to hire and train highly skilled professionals, globally optimize personnel allocation within the Group, and reinforce the structure for management capability building.	• Refining and reconstructing the talent portfolio • Hiring and training highly skilled professionals • Globally optimizing personnel allocation within the Group • Reinforcing the structure for management capability building  p.46-47
Improving employee engagement • Strengthening the mindset • Autonomous career development and practice • Optimizing the work environment and compensation programs	We recognize that creating an environment where employees can feel career fulfillment—which involves increasing support for autonomous career development and giving more back to employees through higher wages or better benefits—is an opportunity to improve employee engagement. We understand that failing to take sufficient action in this regard risks contributing to lower productivity or higher employee turnover. We recognize that strengthening HR Measures, which include supporting autonomous career development aligned with culture transformation that involve internalization of the Purpose and agility transformation, constitutes a challenge. We also recognize that another challenge is creating an environment conducive to greater career fulfillment and higher productivity.	• Strengthening HR Measures in Step with Culture Transformation • Creating an environment conducive to better career fulfillment and higher productivity  p.48-49
DEI workforce • Encouraging diverse talent to play an active role • Providing fair and equitable opportunities and support • Creating an inclusive workplace	We recognize that creating an inclusive environment where people with different perspectives can contribute fully presents an opportunity for employees to develop both their creativity and their capacity to cope with social change. We understand that failing to take sufficient action in this regard risks contributing to unbalanced judgment, reduced capacity to cope with social changes, or higher employee turnover. We also recognize that accelerating the creation of an enabling environment for diverse talent to play a more active role globally constitutes a challenge.	• Encouraging Diverse Talent to Play an Active Role • Accelerating the creation of an enabling environment for employees to play a more active role globally  p.50-51
Embedding a culture of healthy working • Promoting physical health • Promoting mental health • Improving health literacy and optimizing the workplaces and systems	We recognize that maintaining and promoting the physical, mental, and emotional well-being of employees constitutes an opportunity to secure a stable labor force and enhance productivity. We understand that failing to take sufficient action in this regard risks disrupting stable operations due to factors such as lower productivity. We also recognize that further advancing measures to maintain and promote health and working to improve absenteeism rate, which has not yet met the target, constitute a challenge.	• Enhancing health support for employees • Working to improve absenteeism rate  p.52

Employee Enablement and Progression: Our Next Steps

Approaches to Take

Refining and reconstructing the talent portfolio

We agilely review the requirements for and the amount of talent needed for the management/business strategies. Going forward, we will define the amount of talent required for each business domain as an internal target and implement this and other internal targets and KPIs to enhance our pool of highly skilled professionals. In this way, we will refine and reconstruct our talent portfolio.

Hiring and training highly skilled professionals (specialists)

We will develop the capacity to hire, train, and retain specialists—for whom competition in the external market is intensifying, especially in the fields of DX, wealth management, and systems—through such means as offering specialist development and compensation programs.

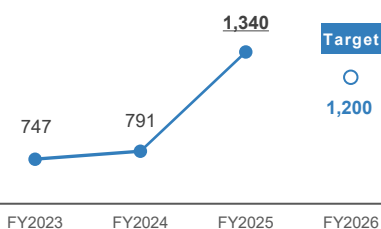
Globally optimizing personnel allocation within the Group

We will identify key positions in Japan and abroad and advance our efforts to strengthen the succession-planning structure and refine the training and systematic allocation of candidates for such positions.

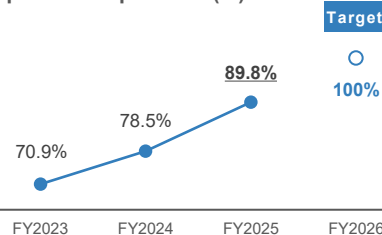
Reinforcing the structure for management capability building

We will enhance programs offered by MUFG University, the Group's platform for developing management capabilities, to continually develop management talent by drawing on the experience and capabilities of more than 160,000 employees across the Group.

Develop DX core specialists
(Number of employees)



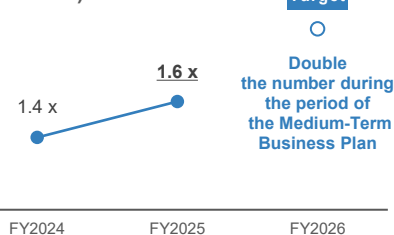
Percentage of employee who
acquired IT capabilities(%)



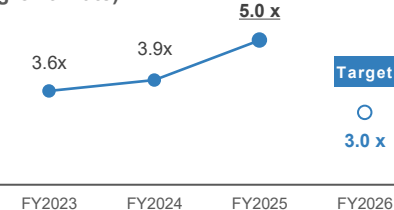
Ideas behind the KPIs

Building a talent portfolio	To build a necessary talent portfolio, the management and Business Groups work closely with the HR Division to identify the required qualifications and the number of personnel needed and set internal targets for the number of personnel required.
Develop DX core specialists	This KPI tracks progress in expanding the pool of talent needed to enhance AI/data infrastructure, a key indicator for accelerating transformation and innovation under the Medium-Term Business Plan (MTBP). We monitor the extent to which the gaps in talent needed for business model transformation and data-driven management are filled.
Build employee IT capabilities	
Develop wealth management specialists	This KPI measures progress in expanding the pool of specialists needed to strengthen corporate x WM business, a key indicator for expanding & refining growth strategies under MTBP. An internal target is set for this indicator.
Develop sustainability talent	This KPI measures progress in expanding talent with the skills needed to drive social & environmental progress under MTBP, in tandem with expanding & refining growth strategies.
Secure a candidate pool for key overseas posts	This KPI measures progress in nurturing candidates for next-generation global leaders essential to executing overseas operations, which generate more than half of our revenues.

Number of WM specialists
(growth rate)



Scale of the candidate pool for
key overseas positions
(growth rate)



Employee Enablement and Progression: Specific Measures to Take

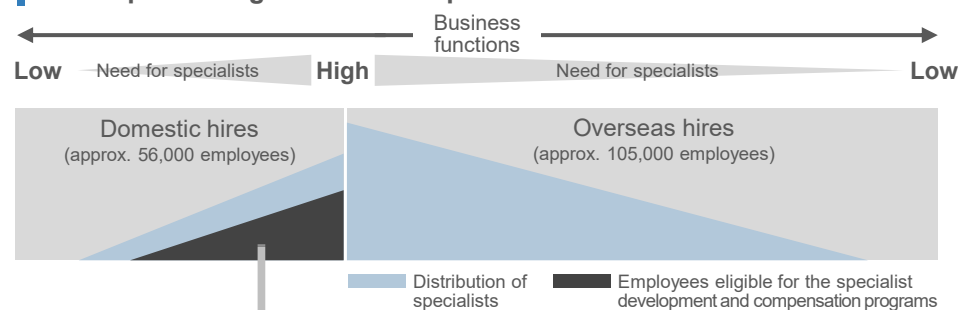
Refining and Reconstructing the Talent Portfolio

We are refining and reconstructing our talent portfolio after identifying the requirements and the number of personnel needed to implement our management/business strategies, and accordingly setting internal targets (p. 43).

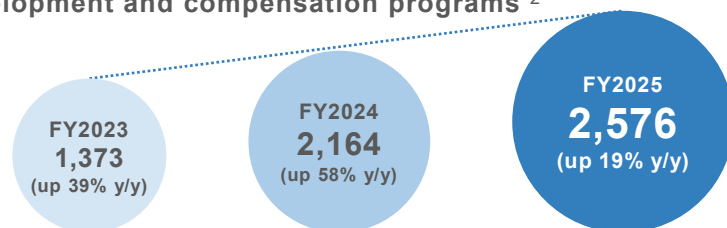
Hiring and Training Highly Skilled Professionals (Specialists)

In Japan, each Group company is expanding its pool of specialists by strengthening its hiring and training structure through specialist development and compensation programs. Outside Japan, we have already identified the requirements for and the number of personnel. Accordingly, we hire and retain specialists, referencing compensation levels in their respective recruitment markets, to enhance the training structure as needed.

Conceptual diagram of how specialists are distributed^{*1}

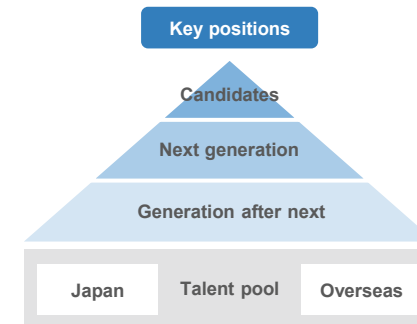


Changes in the number of employees participating in the specialist development and compensation programs^{*2}



Globally Optimizing Personnel Allocation within the Group

We develop succession plans for key positions in Japan and abroad to nurture and systematically allocate successors. Effective from FY2025, all key overseas positions must be decided through succession consultations by regional meeting bodies, which also discuss nurturing policies. We are also improving our capability assessment method to refine our succession plans.



Reinforcing the Structure for Management Capability Building

To date, more than 1,800 employees have attended MUFG University^{*3}, which was launched in FY2018 to develop management talent over the medium- to long-term. Currently, we are expanding the scope of its eligibility to include more young employees and scaling up its programs to ramp up the development of management talent across the Group. In addition, we have launched the Global Leaders Forum^{*4} as part of efforts to bolster the development of global talent.

MUFG's initiatives to build management capabilities



^{*1} This figure is conceptual in nature; each area in the figure does not necessarily reflect the accurate number of employees. ^{*2} The number of employees participating in the specialist development and compensation programs offered by the Bank, the Trust Bank, MUMSS, NICOS, ACOM, and MUAM. Please refer to HCR2025, p. 26, for an overview of the programs. ^{*3} An in-house training program designed to develop next-generation management talent. ^{*4} An annual short-term intensive workshop has been newly set up for participants in the Global Leaders Forum to strengthen networking among them. This workshop is also designed to serve as a problem-solving incubator. ^{*5} A global leadership training program held every year and attended by about 30 employees selected from Group companies.

Improving Employee Engagement: Our Next Steps

Approaches to Take

Strengthening HR Measures in Step with Culture Transformation

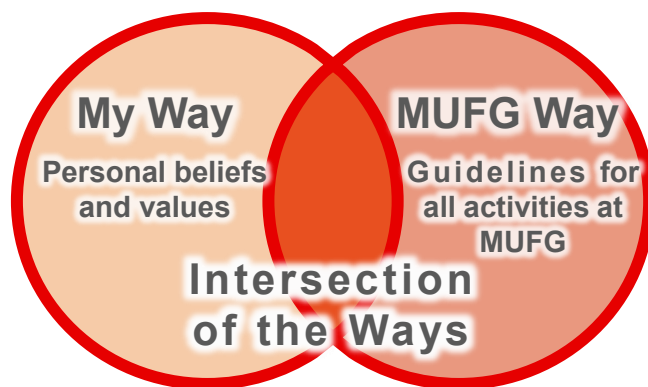
To enable employees to thrive in an environment where “Challenge and Agility” are firmly embedded, we will advance HR measures to foster autonomous career development, in tandem with culture transformation initiatives such as bringing our Purpose to life and agility transformation.

Creating an environment conducive that Enhances Employee Fulfillment and Productivity

We will enhance compensation and benefits, promote the use of generative AI, and improve the office environment.

MUFG Way Kyomei (Resonance) Sessions

This session was conducted
for five consecutive years from
FY2021 to FY2025



Bringing the MUFG Way to life

Ideas behind the KPIs

Hold MUFG Way Kyomei (Resonance) Sessions^{*1}

This KPI measures the extent to which the principles of the MUFG Way, which guide all our activities, have filtered down among our employees. Proactive participation in activities nurtures our corporate culture and a sense of oneness among employees.

Employee satisfaction with the office environment

This KPI measures employee satisfaction with their work environments. It helps employees to improve their productivity and revitalize their communication.

Employee satisfaction with the office environment (FY2025 results)^{*2}

The Bank	The Trust Bank	MUMSS
63%	61%	71%



A co-creation space for diverse work styles

^{*1} A forum for dialogue where individual employees verbalize their personal definitions of the MUFG Way and encounter the views of others to deepen their understanding of our Purpose, Values, and Vision and raise their awareness of the need to practice them. ^{*2} This KPI was effective from FY2025.

Improving Employee Engagement: Specific Measures to Take

Strengthening HR Measures in Step with Culture Transformation

Embedding Autonomous Career Development

A culture is taking root in which employees think independently, make decisions, and act swiftly. To empower employees to take on transformation guided by our Purpose, we are enhancing HR measures to make autonomous career development the norm. (p.25–28, 34).

Culture Transformation to Foster Autonomous Career Development

Continuing to Bring Our Purpose to Life

Through MUFG Way Kyomei (Resonance) Sessions, employees explore how their personal values align with the MUFG Way, helping them bring our Purpose, “Committed to empowering a brighter future.” to life. Sharing the Purpose as a guiding principle for all our activities strengthens employees’ sense of belonging to the Group while fostering a mindset of taking on challenges with greater autonomy



Accelerating agility transformation

We are accelerating the creation of a culture in which each employee thinks independently, makes and acts swiftly. Measures to this end include streamlining procedures and rules, revitalizing communication, and introducing agile management.



Creating an Environment Conducive to Better Career Fulfillment and Higher Productivity

Expanding compensation and benefits programs

We are working to enhance career fulfillment by, for example, raising wages and improving various benefits (p.29, 35). In July 2024, the Bank, the Trust Bank, and MUMSS introduced a share delivery system for eligible employees who meet certain requirements as a medium- to long-term incentive, both to enhance our corporate value and to exercise leadership. (In FY2025, 5,395 were eligible.)

Putting generative AI to good use

Every Group company has completed the adoption of generative AI and is now implementing it for employees’ individual purposes and in operational processes to boost productivity. Resources freed up through higher efficiency will be mobilized to expand customer touchpoints and support growth strategies (p.29, 36).



Improving the office environment

We are making various improvements to the office environment to enhance employees’ productivity and career fulfillment. These include increasing the number of work area options and improving rest spaces (p.29, 37).



DEI Workforce: Our Next Steps

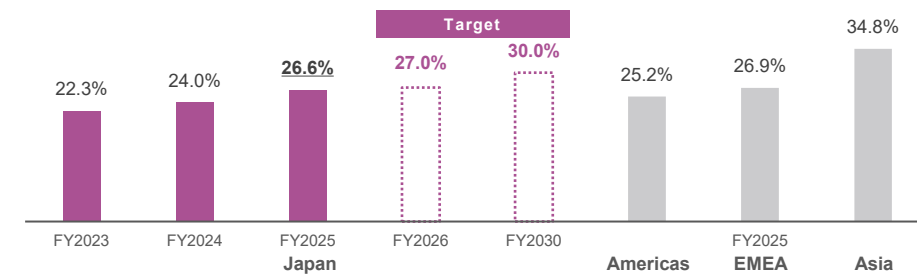
Approaches to Take

Encouraging Diverse Talent to Play an Active Role

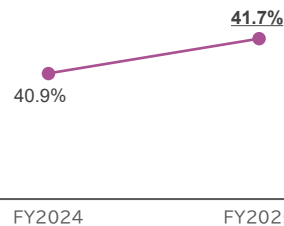
We will continue to build an enabling environment for employees with diverse perspectives and experiences to build on their strengths, create value, and respond to change. In an effort to close the gender gap, we will strategically increase the ratio of female employees in management positions while monitoring the percentage of female employees aspiring for higher positions. We will also offer more opportunities for senior employees to apply and share their extensive knowledge and experience and create an environment where mid-career hires can thrive early on.

Accelerating the creation of an enabling environment for employees to play a more active role globally

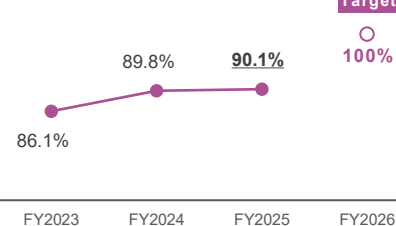
To build on our global networks and create new growth opportunities, we are creating an environment where colleagues with diverse backgrounds and perspectives respect one another, contribute fully, and thrive globally.



Female employees aspiring for higher positions (%)



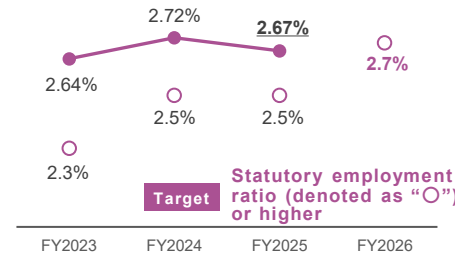
Ratio of eligible male employees who took childcare leave (%)



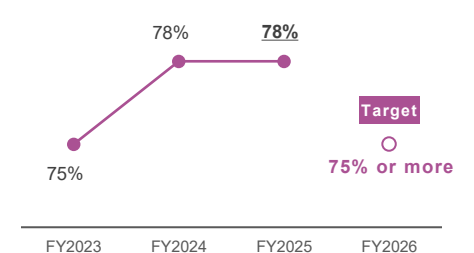
Ideas behind the KPIs

Ratio of women in management position	This KPI measures the diversity of decision-makers within the organization. We aim to raise this ratio to 30% by the end of FY2030, given that a majority of our employees are women and that the minimum critical mass in a decision-making body is often cited as 30%.
Female employees aspiring for higher positions	This KPI represents the ratio of female employees who wish to challenge themselves by assuming a higher position. While monitoring relevant figures, we work to create an enabling environment for female employees to proactively challenge themselves to assume higher positions, regardless of conventional gender-role attitudes and life events that differ by gender.
Ratio of eligible male employees who took childcare leave	We aim to achieve 100% for this ratio on the premise that the practice of male employees taking childcare leave, if it becomes routine, will serve as a catalyst for them to continue taking part in childcare. This, in turn, is expected to help eliminate gender role stereotypes and to encourage work styles that are more aware of the need for time efficiency.
Ratio of employees with disabilities	This KPI measures the extent to which an environment in which employees with disabilities can fulfill their potential in a supportive environment has been created. We work to create a society and workplace where everyone, regardless of whether they have a disability, respects and helps one another and thrives.
Inclusion score	This KPI measures the maturity of our culture of respect, inclusion, and appreciation of different perspectives and experiences. Measurements are based on employee survey findings related to inclusion, respect, and the value placed on different perspectives..

Ratio of employees with disabilities (%)^{*2}



Inclusion score (%)



^{*1} The ratio of women in management positions equivalent to Chief Manager and above at the Bank, the Trust Bank, and MUMSS (Japan only). For EMEA, the Americas, and Asia, the scope is the Bank and Securities. ^{*2} As of June 1 for each fiscal year.

DEI Workforce: Specific Measures to Take

Encouraging Diverse Talent to Play an Active Role

Advancing opportunities for women

To raise the ratio of women in management positions to 30% by FY2030, we provide necessary support not only to female employees but also to their organizations and workplaces, with a focus on career development and balancing careers with life events. Support for female employees includes training and mentoring at each position level, designed to systematically nurture candidates for management positions. Support for organizations and workplaces includes setting targets for promoting female employees to management positions and organizing the Diversity Management Forum annually. In this forum, top management communicates the need for every division and branch to take concrete action to promote DEI and to empower all division and branch managers at the Bank, the Trust Bank, and MUMSS (p.30, 38).

Major efforts to empower female employees

	Career development	Balancing career and life events
Female employees	Management development program by position level (Mentoring, training for female employees, and others)	- Support for employees juggling work with childcare, etc. - Financial support for ovum freezing and fertility treatment
Organizational and workplace	- Abolition of the track distinction - Target setting for the promotion of female employees to management positions - Awareness raising among management	- Supporting employees in raising children regardless of gender and encouraging male employees to participate in childcare (introducing thank-you bonus to employees who helped colleagues on childcare leave.) - Work style reform

Female management development program by position level

Management executive candidates	Executive mentoring program Advice from executives to candidates Training for selected employees “WILL Training” Acquiring complementary skills such as strategy-building and logical thinking capabilities
Next generation candidates	Give Back mentoring Advice from management executive candidates to next-generation candidates Training for employees selected from open application “WISH training” Program for women with management aspirations

Usefulness of the Diversity Management Forum^{*1}

99.2%



External expert presenters and members of the forum organizing team

Expanding opportunities for senior and mid-career employees

We will create a more enabling environment in which senior employees can apply and share their knowledge and experience to play a more active role. Measures to this end include extending the mandatory retirement age from 60 to 65 and introducing personnel and evaluation systems that are based on merit rather than age. We will continue to support mid-career hires by, for example, enhancing our onboarding training and mentorship programs so they can perform effectively soon after joining us (p.30, 34).

Accelerating the Creation of an Enabling Environment for Employees to Play a More Active Role Globally

Offering more opportunities to play a more active role globally

To strengthen business operations across the Group and create growth opportunities, we will offer more than 160,000 employees with diverse backgrounds more opportunities to play a more active role globally based on merit. In addition to developing and implementing succession plans for key positions in Japan and abroad (p.47), we are enlarging opportunities for employees to thrive globally within the Group through such means as strategic job rotations and open recruitment transfers. More than 2,000 employees have worked outside the regions where they are hired.

Ratio of overseas hires^{*2}

65%

Ratio of non-Japanese managers^{*3}

26.6%

Number of executive officers at the Bank who were originally hired overseas as employees^{*4}

11
(of which one is female)

^{*1} According to a questionnaire survey of participants in the FY2025 forum. ^{*2} We present the ratio of non-Japanese employees under a name that better reflects what the indicator actually measures. The figure is the aggregate for the Bank, the Trust Bank, Securities, NICOS, ACOM, and MUAM, as of the end of March 2026. ^{*3} The ratio of employees hired overseas—at local subsidiaries that effectively serve as a branch of the Bank and MUMSS (excluding overseas branches and partner banks) and at overseas branches of the Trust Bank—to those in managerial positions at home and abroad as of the end of March 2026. ^{*4} The figure is as of the end of March 2026.

Embedding a Culture of Healthy Working: Our Next Steps

Approaches to Take

Enhancing health support for employees^{*1}

We will remain committed to maintaining and promoting employees' physical, mental, and emotional well-being. Measures to this end will include providing follow-up support after health checkups, using such data to detect disease early and prevent its progression, offering more health-related events and training to raise employee health literacy, and assisting female employees in balancing work and health issues specific to women.

Working to improve absenteeism rate

We have already analyzed factors behind the failure to achieve the target (1.0% or less) and identified multiple candidate factors. We will get to the root causes, enhance existing measures, and devise and implement new ones to improve this indicator to the target level or lower.

External evaluation and certification of our initiative to embed a culture of healthy working

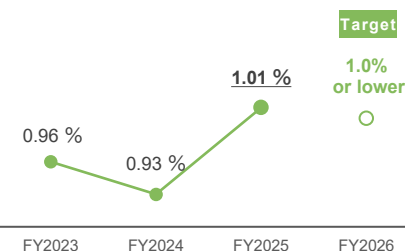


2025 Certified Health Productivity Management Organization^{*2} (Large Enterprise Category (White 500))	- Mitsubishi UFJ Financial Group - MUFG Bank - Mitsubishi UFJ Trust and Banking Corporation - Mitsubishi UFJ Morgan Stanley Securities - Mitsubishi UFJ NICOS - ACOM
2025 Certified Health Productivity Management Organization^{*2} (Large Enterprise Category)	Mitsubishi UFJ Asset Management

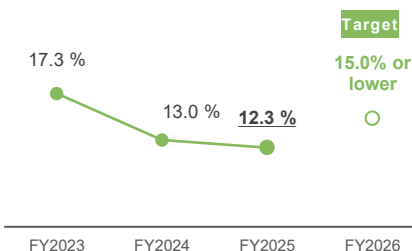
Ideas behind the KPIs

Absenteeism/ Presenteeism	This KPI measures both the percentage of total days of absence and leave due to physical or mental issues and work performance decline due to poor health conditions. Targets are set to keep the impact of employees' health conditions on productivity below a certain level.
Rate of completion of regular health checkups	This KPI measures the percentage of employees who undergo a regular medical examination. To monitor employees' health conditions—necessary to ensure their industrial health and safety—and to detect disease early and prevent its progression, we aim to achieve a 100% rate.
Health app registration rate	This KPI measures the usage of the health app we offer for our employees. It represents their health awareness and level of commitment to their self-care.

Absenteeism^{*3}



Presenteeism



Rate of completion of regular health checkups for FY2025 (Figures in parentheses denote a y/y change in %.)

The Bank	99.9% (+1.1%)
The Trust Bank	100% (±0)
MUMSS	100% (±0)
NICOS	100% (±0)
ACOM	100% (±0)
MUAM	100% (±0)

Health app registration rate^{*4}

73.3%

^{*1} For details of this approach's strategy and promotion system, please refer to HCR2025, p. 51–53. ^{*2} Selected in the Certified Health Productivity Management Organization Recognition Program jointly conducted by the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi.

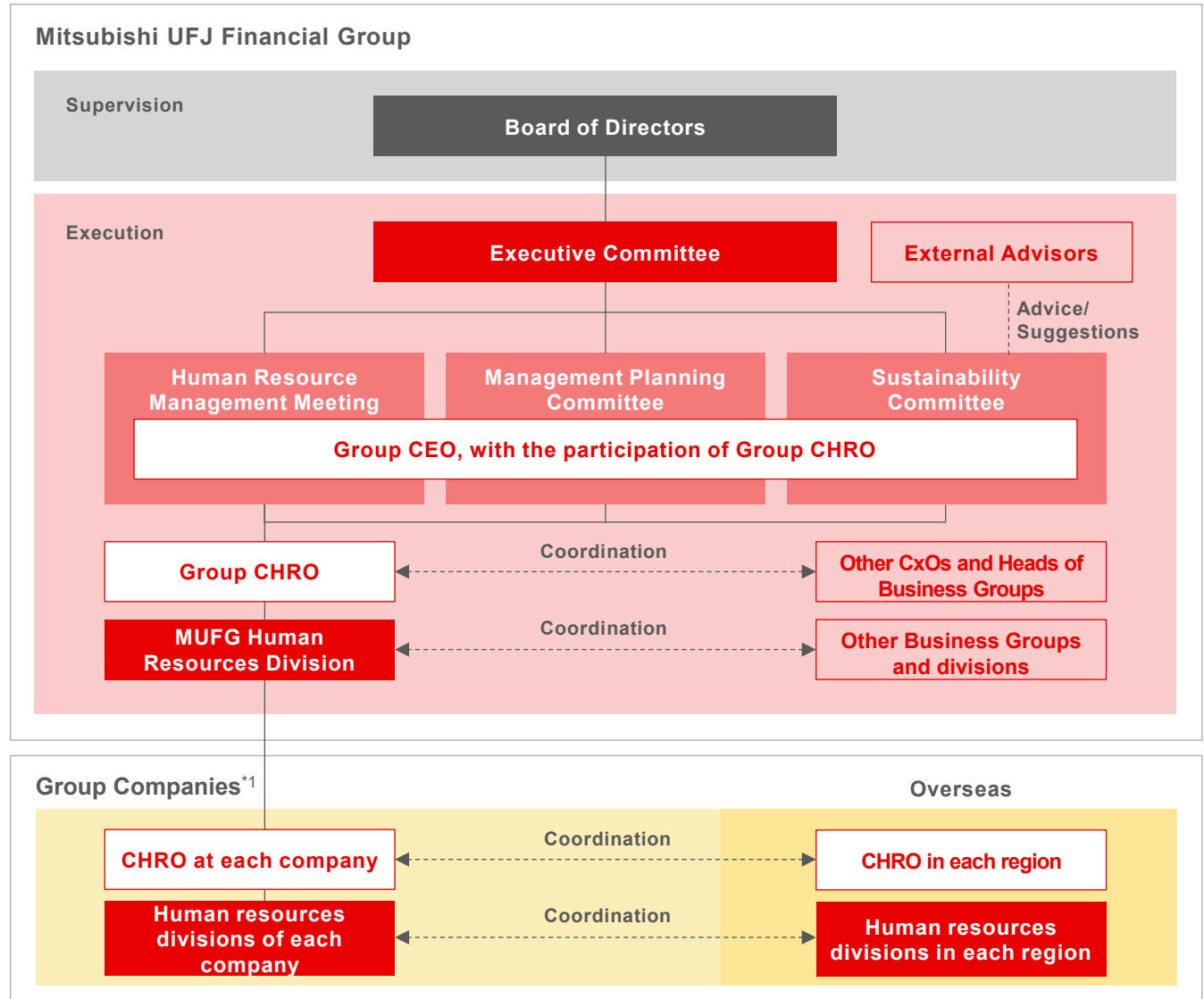
^{*3} This indicator fell short of the target in FY2025 due in large part to an increase in the number of days of absence and leave at the Bank. ^{*4} The average registration rate for the Bank, the Trust Bank, and MUMSS.

Governance Structure

We at MUFG have a group-wide, global governance structure, with the Group CHRO taking charge of human capital management. Under this governance structure, the Board of Directors monitors and oversees talent-related risks and opportunities, as well as the implementation of the policies and measures based on them.

Governance Structure

Under the commitment of the Group CEO, the Group CHRO is responsible for formulating policies on human capital management and implementing related measures. Progress in such implementation is reported to and discussed by key meeting bodies and committees periodically. It is also subject to oversight by and advice from the Board of Directors. The Group CHRO and the MUFG Human Resources Division work with officers, including other CxOs and Heads of Business Groups, other Business Groups and divisions, and human resource divisions of Group companies and other related organizations worldwide to drive group-wide and cross-regional human capital management.



*1 Coordination structures overseas differ depending on the Group company. The structure at the Bank and Securities is shown as an example.

Integrating Management/Business Strategies with Human Capital Investment Strategy: Messages from CSO/CFO



Managing Corporate Executive,
Group CSO & Group CSuO

Yoshiaki Ueno

Message

Evolving into an Agile Organization with Investment in People

Human capital constitutes the most important foundation for MUFG to sustainably create value and help drive social and environmental progress. With agility added to the values of MUFG Way, we are shifting toward a culture where each of us thinks, decides on our own, and acts swiftly. We are also implementing agile operational management and upgrading the operational environment to encourage employees to challenge themselves and grow. Furthermore, we are offering more opportunities for such endeavors and reskilling to nurture talent with diverse expertise. By allowing diverse talent to unleash their full potential and thus enhance the organizational creativity, we will increase both economic and social values and achieve the sustainable growth of MUFG. To this end, we will continue to invest in human capital to increase the organization's capacity to get things done and create added value. In this way, we aim to evolve into a robust organization that continues to adapt successfully to environmental changes.



Senior Managing Corporate Executive,
Group CFO

Jun Togawa

Message

Investing in People Who Shape “MUFG’s Uniqueness”

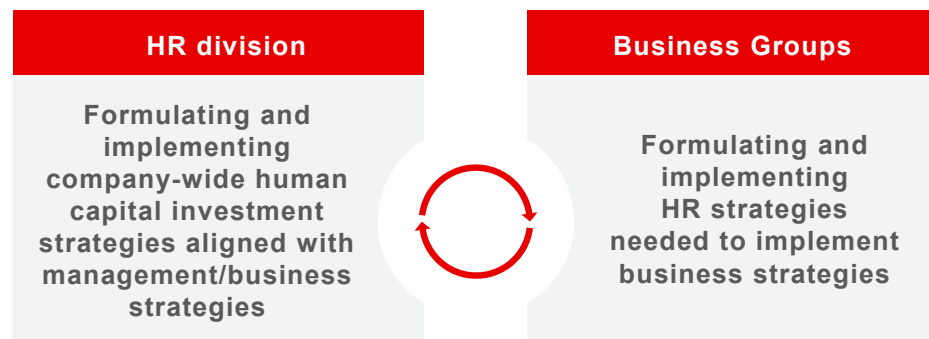
It is often said that “people are a fundamental source of corporate value,” and references to “human capital” are common. Within this context, as a financial officer who routinely deals in assets and capital, I think of human capital as an intangible asset that cannot be represented in financial statements. In the financial services sector, each employee’s capabilities and knowledge constitute an essential factor for both the added value (excess return = α) and the sustainable growth (growth rate = g) that are unique to their respective organizations. Likewise, a corporate culture based on integrity and responsibility constitutes a foundation for financial soundness, contributing to a lower cost of capital.

Thus, in terms of shareholder value as well, human capital is embedded in PERs and PBRs. With this viewpoint in mind, we have been working to maintain and develop such a sound culture since MUFG’s inception. In the Medium-Term Business Plan, which began in April 2024, we created a “foundation enhancement budget” to accelerate investment in human capital as part of our expense planning. The outcomes of these initiatives manifest themselves in the KPIs described in this report. Going forward, we will continue working to enhance investment in MUFG’s human capital from the financial aspect.

Integrating Management/Business Strategies with Human Capital Investment Strategy in Practice

Integration between the HR Division and Business Groups

The HR division and Business Groups work together closely to drive human capital management. Such collaboration involves formulating and implementing HR strategies for hiring, training, and allocating personnel needed to implement business strategies. Company-wide human capital investment strategies are formulated and implemented by the HR division.



Human capital management initiatives by Business Groups

Business Groups	Initiatives
Retail & Digital	Building an organization that links diverse expertise and turns such connected expertise into strengths
Commercial Banking & Wealth Management	Enhancing support for mid-career hires so that they can thrive early on
Japanese Corporate & Investment Banking	Enhancing support for talent who tackle new tasks
Global Commercial Banking	Building an organization that leverages diversity to maximize the value of individuals
Global Corporate & Investment Banking	Nurturing next-generation management who sublimate diversity into a competitive edge
Asset Management & Investor Services	Increasing the number of specialist-grade employees to enhance investment capabilities
Global Markets	Expanding cross-functional HR development and management

Retail & Digital Business Group



Hiroshi Kanazawa

Director and Chief Designer,
Customer Experience Design (CXD) Office,
Retail & Digital Planning Division,
Mitsubishi UFJ Financial Group

Theme

Linking Different Expertise to Create a Better Customer Experience

The CXD Office, where I work, aims to enhance the value of experience across products, services, and different kinds of channels in a customer-centric manner. Employees well-versed in banking operations and designers hired through mid-career recruitment who specialize in experience design, UI/UX, etc., collaborate to work on everything from identifying issues and devising measures to address them to making effective improvements, while capitalizing on their own knowledge. I especially cherish translating my colleagues' words and perspectives—rather than laying out their different expertise as is—and serving as a bridge between relevant divisions to turn such expertise into customer value. In fact, we visualize customer feedback through research and customer journeying and put it into a cycle of improvement in an effort to build an organization that transforms diversity into our strength. Rather than limiting such an initiative to a temporary project, we incorporate it into broader day-to-day operations. And we steadily hone the strengths thus gained to ensure that each employee's insights and decisions lead to a better customer experience.

Message

Tadashi Yamamoto

Senior Managing Corporate Executive,
Group Head, Retail & Digital Business Group & Group CDO



The CXD Office has been playing a pivotal role in making increasing efforts to enhance customer-centric products and services. The practice of combining diverse specialists' knowledge and turning it into organizational strengths is a driver of creating competitive services. To offer a better customer experience, we will double our efforts to manage our organization in ways that allow diverse talent to thrive.

Integrating Management/Business Strategies with Human Capital Investment Strategy in Practice

Commercial Banking & Wealth Management Business Group



Marie Hangui (left)

Director, Academy of Retail & Corporate Commercial Banking & Wealth Management Business Planning Division, Mitsubishi UFJ Financial Group

Manami Narumi (right)

Kawasaki Branch, MUFG Bank

Theme

Onboarding mid-career employees with support across the Business Group

We have launched a support desk for mid-career employees who have joined us to welcome them and provide them with a learning environment. The idea is to allow them to unleash their potential with peace of mind and to thrive early on. The Business Group concerned work together to manage the support desk agilely based on feedback from such employees and their workplaces. The support desk provides enhancements to support tools and offers networking opportunities. The desk also supports their workplaces as part of efforts to build an organization in which employees mutually learn from diverse values and continue creating new value.

Voice of Manami Narumi, a mid-career employee

At first, I wondered whether I could fit into the culture of this bank. But I was able to start a new job here with a positive mindset, thanks to substantial support—including the great orientation training program and many opportunities to network with other mid-career employees—and, of course, a warm welcome from the branch that accepted me.

Message

Takuya Tanaka

Senior Managing Corporate Executive (Representative Corporate Executive),
Group Head, Commercial Banking & Wealth Management Business Group



The environment around us is undergoing ever-intensifying changes, as highlighted by growing geopolitical risks and rapid advances in AI. Under such circumstances, we work to bolster our human capital both qualitatively and quantitatively so that mid-career employees can unlock their full potential at MUFG. In this way, we will remain committed to enhancing our problem-solving capabilities.

Japanese Corporate & Investment Banking Business Group



Takumi Hashizume

Head of Space Innovation Office, Industry Research & Creation Division, MUFG Bank

Theme

An industrial co-creating banker tackling the development of next-generation infrastructure in space

We tend to regard the society in which we live as a matter of course. But it is, in fact, supported by assets and systems built by many of our predecessors. Meanwhile, our society and industry are at a major crossroads. When I was thinking of what Japan would need in the future, I was intrigued by the potential of the space industry among other nascent sectors. As a player in industrial financing, I have had many opportunities to exchange views with officials from companies, local governments, and central government offices. This experience has made me realize that public-private co-creation is critical to solving social issues and creating new industries. In the process, I was often touched by MUFG's generosity and open-mindedness in encouraging new attempts, and by its sense of mission in supporting Japan's industry. Each of our jobs has the power to shape our future, especially now that we are living in an era of change. I intend to work with my colleagues to tirelessly take on challenges to shape "matters of course" for future generations.

Message

Hideaki Takase

Senior Managing Corporate Executive (Representative Corporate Executive),
Group Head, Japanese Corporate & Investment Banking Business Group



Talents who embrace social and industrial changes, explore new territories, and create new businesses constitute a critical driver of sustainable value creation. This business group assists every aspiring employee in challenging themselves and pursuing their expertise. It also embraces value co-creation that involves diverse stakeholders. In this way, the business group will remain committed to contributing to the development of customers and society.

Integrating Management/Business Strategies with Human Capital Investment Strategy in Practice

Global Commercial Banking Business Group



Konrad Strek

Expert,
Global Commercial Banking(GCB) Planning Division,
Mitsubishi UFJ Financial Group

Theme

Toward an Organization that Turns Diversity into Strengths and Maximizes the Value of Individuals

I joined MUFG about three years ago through mid-career recruitment and was assigned to the GCB Planning Division. Before joining, my impression was that Japanese financial institutions were highly hierarchical and lacked openness. I was surprised to learn, however, that MUFG has a well-established flat culture in which employees feel free to express their opinions regardless of their positions or years of service. More and more people with diverse backgrounds are joining this division through mid-career recruitment and in-house staff recruitment systems. English communication is becoming more common these days. These changes are helping us to revitalize the organization and improve operational efficiency. And a corporate culture that highly respects individual skills and expertise allows us to draw on our own experiences and strengths to tackle new challenges. This represents an enabling environment for us to grow with high motivation.

Message

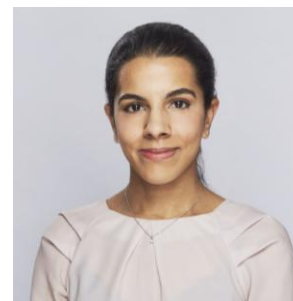
Masatoshi Komoriya

Senior Managing Corporate Executive,
Group COO-I & Group Head, Global Commercial
Banking Business Group



MUFG operates globally with an extensive overseas network. In Asia, it has developed a distinct economic sphere, with local commercial banks and digital finance investees playing pivotal roles. It is vital to develop human resources that underpin the growth of these overseas operations. We are thus building up an enabling environment for individual employees with diverse backgrounds, including Mr. Konrad, to unleash their full potential.

Global Corporate & Investment Banking Business Group



Tara Bajaría

Vice President, Co-Head
Sustainable Finance EMEA,
MUFG Bank

Theme

Bright Futures: From the Growth of Individuals to Organizational Strengths

Bright Futures is an elective nine-month program that GCIB has established to develop diverse talent. The program involves coaching and workshops, sessions with senior leaders and line management, dialogue with participants invited from other business groups, and opportunities to listen to internal and external leaders. It provided me with a good opportunity to review my management style and career from different angles. Through this learning process, I became more capable of seeing my particular ways of thinking and deciding in a more objective light, and of making decisions and communicating with others more mindfully of their perspectives and circumstances. The network built across organizations has broadened my horizons and provided substantial support in thinking about my future career path and, more broadly, my future growth.

Message

Fumitaka Nakahama

Senior Managing Corporate Executive,
Group Head, Global Corporate & Investment Banking
Business Group



We launched this program with the idea that expanding opportunities for talent with diverse values and ideas to take on management roles will lead to sustainable growth in a dynamic business environment. I feel the significance of the program when I see program participants broadening their horizons and changing their decisions and behaviors.

Integrating Management/Business Strategies with Human Capital Investment Strategy in Practice

Asset Management & Investor Services Business Group



Asuka Noda

Manager,
Asset Management Business Division,
Mitsubishi UFJ Trust and Banking Corporation

Theme

Professional Excellence to Exceed Customer Expectations

Asset Management & Investor Services is focused on enhancing its HR framework to support investment professionals in developing their expertise and delivering services that exceed customer expectations. MUAM and the Trust Bank have been introducing evaluation and compensation programs for each professional role. We have also introduced a new compensation program for fund managers with strong track records, designed to align their compensation more closely with the performance of the funds they manage. Through these programs, we encourage each employee to take ownership of their development, deepen their expertise, and grow as an investment professional capable of exceeding customer expectations.

Message

Takafumi Ihara

Senior Managing Corporate Executive,
Group Head, Asset Management & Investor Services
Business Group



We identify maximizing our talent value to help make Japan a leading asset management center as an important management challenge. Accordingly, we implement programs designed to train and appropriately compensate professionals, encouraging them to autonomously upgrade their expertise and grow. The idea is to bolster our business infrastructure so that we will continue to be chosen by customers.

Global Markets Business Group



Shinichi Sakagami

Managing Director,
Treasury and Investment Division,
MUFG Bank

Theme

Initiatives in Group-Based Cross-Entity HR Development and Management

The Global Markets Business Group is engaged in group-based HR development and management that encourages cross-entity career development. With a career view that values challenging myself across many different business domains, I was transferred twice to the Bank after joining MUMSS fresh out of school. I accumulated knowledge and experience in domains where I felt my growth and a sense of fulfillment, alongside other wide-ranging business fields at MUFG. Now, as a manager in charge of foreign currency ALM,^{*1} I work to enhance the profitability of a foreign currency balance sheet worth some 100 trillion yen by capitalizing on securities and derivatives. Looking ahead, I want to contribute to organizational management supported by a diverse team of professionals while navigating an ever-changing market environment on a daily basis.

Message

Tomoyuki Kamioka

Managing Corporate Executive,
Group Head, Global Markets
Business Group



We implement cross-entity HR development and management that accommodate employees' wishes and qualifications as much as possible. We remain committed to building a robust organization that embraces diverse talent in order to offer optimal solutions to customers through sustainable balance sheet management.

^{*1} Asset liability management

Data

*For reference indicators and data, MUFG Group companies 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	FY2021	FY2022	FY2023	FY2024	FY2025
(1) Various Basic Information								
Age								
Number of male employees ^{*1*2}	Under 20	B, T, S* N, A, M	persons	0	0	0	0	0
	20-29 years old		persons	3,695	3,322	3,185	3,191	3,535
	30-39 years old		persons	5,666	5,594	5,854	5,820	5,919
	40-49 years old		persons	6,142	5,955	5,960	5,862	5,703
	50-59 years old		persons	7,146	6,673	6,231	6,010	5,791
	60 and over		persons	1,347	1,492	1,702	1,969	2,266
Number of female employees ^{*1*2}	Under 20		persons	0	0	0	0	0
	20-29 years old		persons	5,315	4,286	3,582	3,088	3,075
	30-39 years old		persons	8,383	8,415	8,663	8,314	8,333
	40-49 years old		persons	6,062	6,468	6,702	7,372	7,464
	50-59 years old		persons	4,125	4,255	4,320	4,368	4,614
	60 and over		persons	799	889	973	975	1,083
Average Age and Average Years of Continuous Service								
Average age		B, T, S* N, A, M	years old	40.4	40.9	41.1	41.3	41.2
Average years of continuous service ^{*2}			years	16.4	16.5	16.5	16.3	16.0
Male			years	17.9	17.8	17.2	16.7	15.9
Female			years	15.0	15.4	15.7	15.9	15.9
Average age of Board of Directors		MUFG	years old	64	65	65	66	65
Average age of Executive Officers		B, T, S* N, A, M	years old	54	54	54	54	55

*1 Includes secondments to other companies but excludes secondments from other companies and temporary moving-outs. *2 Due to the change in definition for compilation purposes, the figures are restated for prior fiscal years.

Reference Indicators and Results

Item		Target	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
(1) Various Basic Information (Continued)								
Diversity Indicators								
Gender pay gap ^{*1}		The Bank	%	-	-	50.1	51.7	53.2
		The Trust Bank	%	-	-	65.0	67.2	69.6
		MUMSS	%	-	-	61.2	60.7	62.6
Ratio of Women in Management Positions ^{*1}		B, T, S [*]	%	18.0	19.6	22.3	24.0	26.6
Other Items								
Average annual salary ^{*2}		B, T, S [*] N, A, M	10,000 yen	786.2	803.1	828.1	873.8	921.1
Labor union membership rate		B, T, S [*] N, M	%	80.4	81.3	78.9	77.6	76.7
(2) Diversity								
Ratio of Employees with Disabilities								
Employees with disabilities ^{*3}	Number of employees with disabilities	B, T, S [*] N, A, M	persons	1,056	1,045	1,028	1,063	1,072
			%	2.48	2.56	2.60	2.68	2.65
		Employment rate ^{*4}	B, T, S [*]	%	2.52	2.62	2.64	2.72
Nationalities								
Ratio of non-Japanese employees ^{*5}		B, T, S N, A, M	%	58	57	62	65	65
Ratio of non-Japanese managers		B, T, S N, M	%	28	25	25	25	26
Diversity of Executive Officers and the Management Team								
Ratio of female Directors		MUFG	%	25	25	27	25	25
Ratio of female Executive Officers		B, T, S [*] N, A, M	%	3.1	3.7	3.6	4.9	4.6
Ratio of Outside Directors		MUFG	%	56.3	56.3	53.3	56.3	56.3
Ratio of Non-Japanese Directors			%	12.5	12.5	13.3	12.5	12.5
Ratio of Non-Japanese Executive Officers		B, T, S [*] N, M	%	5.3	4.6	5.3	5.3	5.8

^{*1} For details, please refer to our Annual Securities Report for the fiscal year ended March 31, 2026. ^{*2} Due to a change in the definition of the number of employees for compilation purposes, the figures are restated for prior fiscal years. ^{*3} As of June 1 for each fiscal year. The figures for the Bank and the Trust Bank include those for special subsidiaries and the Group companies to which the exception rule applies. ^{*4} As of June 2026. B, T, S*, N, A, M: 2.67%; B, T, S*: 2.66%. ^{*5} The measurable ratio of employees hired overseas is presented as the ratio of non-Japanese employees.

Reference Indicators and Results

Item		Target	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
(3) Employment								
Total number of hires			persons	961	1,346	1,809	2,162	2,841
Ratio of female hires ^{*4}			%	38.3	38.0	34.0	41.4	45.3
New graduate recruitment	Number of new graduates in the fiscal year ^{*4}	B, T, S [*] N, A, M	persons	696	768	830	985	1,359
	Number of male hires ^{*4}		persons	423	464	516	615	780
	Number of female hires ^{*4}		persons	273	304	314	370	579
	Number of applicants ^{*1}		persons	22,663	20,805	20,464	21,495	27,763
	Ratio of new graduates in employment ^{*4}		%	72.4	57.1	45.9	45.6	47.8
	Number of internship participants		persons	19,352	19,981	17,813	30,431	34,585
	Number of internships offered		Times	107	123	126	158	177
	Number of mid-career hires in the fiscal year ^{*4}		persons	265	578	979	1,177	1,482
Mid-career ^{*2}	Number of male hires ^{*1*4}		persons	170	370	678	652	774
	Number of female hires ^{*1*4}		persons	95	208	301	525	708
	Ratio of mid-career hires in employment ^{*4}		%	27.6	42.9	54.1	54.4	52.2
	Number of applicants		persons	5,028	7,388	17,628	35,114	43,553
	Hiring costs		One million yen	302	649	1,206	1,799	1,953
	Hiring cost per employee		One million yen	1.1	1.1	1.2	1.5	1.3
Popular company rankings among job-seekers ^{*3}		The Bank	Ranking	-	1	1	1	1
		The Trust Bank	Ranking	63	36	45	9	8
		NICOS	Ranking	10	7	10	9	9
		ACOM	Ranking	4	2	3	2	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 ranking (Career-tasu Finance Industry Popular Company Ranking among New University Graduates) (T) Diamond sha shinsotsu saiyoryoku ranking (Diamond Best Company Ranking for Employment Support for New Graduates) (N and A) Mynavi nikkei gyoshu betsu (kurejitto, shinpan, riisu, sonota kinyu) ranking (Mynavi Nikkei Ranking by Business Category (Credit, consumer credit, leasing, and other financing services) ^{*4} Due to a change in the definition of the number of employees for compilation purposes, the figures are restated for prior fiscal years.

Reference Indicators and Results

Item	Target	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
(4) Talent development* ¹							
Annual training expenses* ²	B, T, S* N, A, M, Other main subsidiaries in and outside of Japan	One million yen	3,799	4,190	7,570	8,926	9,032
Average training hours per employee	B, T, S* N, A, M	yen	88,269	100,676	132,889	162,666	166,759
Annual training hours (Japan)* ³		Hours	795,773	1,164,727	736,807	877,451	918,800
Average training hours per employee		Hours	20	31	19	23	24
Annual training hours (for management)* ⁴		Hours	-	24,772	31,854	62,357	30,489
Average training hours per management		Hours	-	4	5	9	4
Employee training participation rate* ⁵		%	100	100	100	100	100
Training for Officers* ⁶		Times	18	15	19	31	31
Training participation rate by Executive Officers or higher executives* ⁷		%	100	100	100	100	100
Number of online training platform participants* ⁸		persons	85,812	85,053	85,635	85,314	88,194
Number of employees who acquired specified certifications (subject to cash rewards)* ⁹		persons	23,096	18,223	16,372	18,807	22,710
Number of e-learning program, etc. viewers in the DEI Month	B, T, S*	persons	-	44,779	43,867	42,468	38,072
Compliance training participation rate* ¹⁰	B, T, S* N, A, M	%	100	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 enables 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 exceeds expectations, we accelerate the alignment of management/business strategies with human capital investment strategies and encourage each employee to upgrade their skills and expertise. *2 For FY2021 and FY2022, other main overseas subsidiaries are excluded Due to a change in the definition for compilation purposes, the figures have been restated for FY2023 and FY2024. *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 figure spiked temporarily in FY2024 due to DX-related training for management at the Bank. *5 The ratio of employees participating in any training held by each company. *6 The number of training sessions held by each company with participation by Executive Officers or higher executives *7 The ratio of Executive Officers or higher executives participating in any training sessions held by each company. *8 The number of employees registered in the online learning platform such as e-learning implemented by each company. *9 The total number of employees acquiring certifications that are subject to cash incentives defined by each company. *10 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	FY2021	FY2022	FY2023	FY2024	FY2025
(5) Promotion and Resignations								
Promotion								
Overseas key positions*1		MUFG	positions	-	123	125	124	110
Resignation and Re-employment								
Turnover rate*2		B, T, S* N, A, M	%	5.7	5.8	5.8	5.0	4.1
Turnover rate (male employees)*2			%	-	-	7.6	6.2	4.9
Turnover rate (female employees)*2			%	-	-	4.1	3.9	3.3
Attrition rate			%	-	3.4	3.2	3.1	2.9
Attrition rate (male)			%	-	-	3.2	3.2	3.0
Attrition rate (female)			%	-	-	3.1	3.0	2.7
Post retirement re-employment program			persons	487	600	734	779	711
(6) Work-Life Balance Support								
Childcare leave*3		B, T, S* N, A, M	persons	2,086	1,952	1,958	2,070	2,024
Childcare leave (male)			persons	827	741	779	858	861
Childcare leave (female)			persons	1,259	1,211	1,179	1,212	1,163
Ratio of eligible male employees who took childcare leave*4	Statutory disclosure	B, T, S* N, A, M	%	96.0	89.7	91.0	98.8	100.7
		B, T, S*	%	97.8	91.2	90.2	98.3	100.6
	Internal regulations	B, T, S* N, A, M	%	83.6	83.7	83.3	89.9	90.5
		B, T, S*	%	88.6	87.4	86.1	89.8	90.1
Shorter work hours for childcare		B, T, S* N, A, M	persons	2,968	3,078	3,199	3,481	3,332
Return to work support program			persons	1,228	1,159	2,174	3,646	3,473

^{*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} Due to a change in definition for compilation purposes, the figures are restated for prior fiscal years. ^{*4} 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 figure, based on internal regulations, is 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	FY2021	FY2022	FY2023	FY2024	FY2025
(7) Health							
Working Hours and Holidays							
Average number of overtime hours worked per month (Legal overtime)	B, T, S* N, A, M	Hours	22.2	22.9	23.3	24.2	24.1
Ratio of overtime hours worked per month exceeding over 60 hours* ¹		%	0.4	0.4	0.4	0.4	0.8
Average paid leave utilization rate* ¹		%	70.8	75.6	78.7	74.9	76.2
Health							
Presenteeism* ²	B, T, S*	%	-	-	17.3	13.0	12.3
Absenteeism	B, T, S* N, A, M	%	0.91	1.01	0.98	0.96	1.04
	B, T, S*	%	0.87	0.89	0.96	0.93	1.01
Rate of completion of regular health checkups	The Bank	%	99.2	98.8	99.1	98.8	99.9
	The Trust Bank	%	100.0	100.0	100.0	100.0	100.0
	MUMSS	%	100.0	100.0	100.0	100.0	100.0
	NICOS	%	100.0	100.0	100.0	100.0	100.0
	ACOM	%	100.0	100.0	100.0	100.0	100.0
	MUAM	%	-	-	100.0	100.0	100.0
Health app registration rate	B, T, S* N, A, M	%	-	-	-	-	71.2
	B, T, S*	%	-	-	-	-	73.3
Implementation Rate of Specific Health Guidance	B, T, S*	%	-	-	52	70	71
Number of health management program participants* ³	B, T, S*	persons	-	41,415	39,988	38,522	40,678

*1 Due to the change in definition for compilation purposes, the figures are restated for prior fiscal years. *2 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. *3 Number of participants in health management programs (health management e-learning, etc.) defined by each company

Reference Indicators and Results

Item		Target	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
(8) Employee engagement								
Engagement score* ¹		MUFG	%	73	73	73	76	76
Challenge score* ¹			%	85	74	75	78	77
Agility score* ¹			%	60	71	71	73	73
MUFG Way Boost Project participants* ²			persons	-	63	62	48	80
Internal job recruitment system* ³		B, T, S* N, A, M	persons	2,711	3,000	3,493	2,928	2,843
Side job system* ³	Outside of the Company (Outside of MUFG)		persons	-	-	342	416	455
	Inside (Within MUFG)	B, T	persons	-	258	283	225	202
Employee stock ownership plan* ²		MUFG	persons	10,928	10,342	10,083	10,601	11,649
Eligibility for the Share Delivery System		B, T, S*	persons	-	-	-	5,356	5,395
(9) Other (KGI and KPI Items)								
ROE* ⁴		MUFG	%	6.7	6.5	8.1	9.3	11.3
Digital Specialist	Core DX specialists	B, T, S*	persons	-	-	747	791	1,340
	Percentage of employee who acquired IT capabilities* ⁵		%	-	-	70.9	78.5	89.8
Global management talent	Candidate pool for key positions overseas		times	-	-	3.6	3.9	5.0
Wealth management specialists			times	-	-	-	1.4	1.6
Employee satisfaction with the office environment		The Bank	%	-	-	-	-	63
		The Trust Bank	%	-	-	-	-	61
		MUMSS	%	-	-	-	-	71
Inclusion score		MUFG	%	-	73	75	78	78
Female employees aspiring for higher positions		B, T, S*	%	-	-	-	40.9	41.7

^{*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} Due to a change in definition for compilation purposes, the figures are restated for prior fiscal years. ^{*4} ROE as defined by TSE. ^{*5} 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 taking the time to read this report.

After issuing the previous report last year, we were engaged in active dialogue with employees, investors, experts, and many other stakeholders. They provided us with diverse feedback, including positive comments on our disclosures and HR measures, as well as advice on how to make improvements. We humbly accepted such insights to review our HR measures and disclosures and make improvements to our human capital report.

Project members tasked with producing this report have been invited from HR divisions and other departments related to human capital management across the Group's six key companies. In the production process, we (project members) with different views and aspirations offered many ideas and had discussion after discussion. We also considered how best to reach internal and external stakeholders, including investors and employees at Group companies and locations around the globe.

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

In this fiscal year, we will further expand opportunities for dialogue and squarely accept your feedback to improve and expand measures for human capital management and enhance related disclosures.



(11) (12) (7) (6) (5) (8) (9)
(3) (1) (2) (4)

Editor-in-Chief

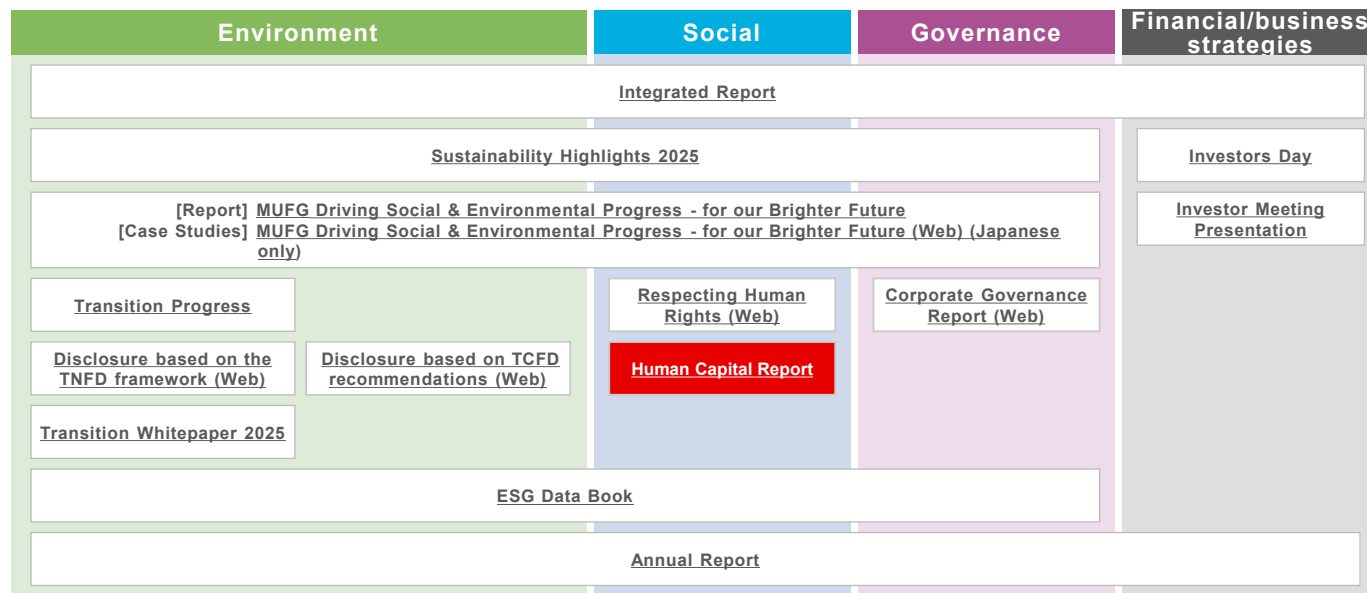
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Editorial Policy

Information Disclosure System



Abbreviation for related organizations in this report

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 compiled the Human Capital Report 2026 for our stakeholders, including employees, to assist in their understanding of MUFG's human capital management initiatives. As non-financial information that contributes to increasing MUFG's corporate value, this report outlines MUFG's approach to human capital management and how it relates to its management/business strategies and solutions to social issues. The report also highlights MUFG's unique initiatives, including specific measures and latest efforts. For more information on our sustainable value creation mechanism and financial data, please refer to Sustainability Highlights, MUFG Driving Social & Environmental Progress - for our Brighter Future, and the Integrated Report, among others. All these reports are available on our website.

Period and Scope Subject to Reporting

In principle, this report covers FY2025 (April 1, 2025 to March 31, 2026), 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)
- Guidelines for Human Capital Visualization (revised) (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

This report contains forward-looking statements with regard to the expectations, forecasts, targets and plans of MUFG and its Group companies. These forward-looking statements are based on information currently available to the Group and are stated in this report on the basis of the outlook at the time that this report was produced. In producing these forward-looking statements, certain assumptions (premises) have been utilized. These certain assumptions (premises) are subjective and may prove to be incorrect or unattainable. In addition, forward-looking statements in this report are as of the time of creation of this report as stated above. The Group has no obligation or intent to update any forward-looking statements contained in this report. In addition, information on companies and other entities outside the Group that is included in this report has been obtained from publicly available information and other sources. The accuracy and appropriateness of that information has not been verified by the Group and cannot be guaranteed.



Human Capital Report **2026**

To MUFG Colleagues Creating Global Unity