Prepared: April 2026

Mitsubishi UFJ Financial Group Health & Productivity Management Strategy Map

Health Investment

Improvement of Literacy
- Implementation of literacy improvement initiatives

Maintenance and Promotion of Physical Health and Improvement of Lifestyle Habits
- Regular checkups & screening subsidies
- Encouragement to undergo secondary examinations
- Encouragement to receive specific health guidance
- Lifestyle improvement programs
- Women's health initiatives

Maintenance and Promotion of Mental Health
- Implementation of training
- Conducting Stress Checks and follow ups
- Establishment of consultation services

Improvement of Workplace Environment and Systems
- Support for return to work and relapse prevention
- Restriction of long
- working hours
- Support for balancing treatment and work
- Smoking / passive smoking measures

Outcomes of Health Investment

Indicators Related to the Implementation Status of Health Investment Initiatives
- Participation rate in training & events
- Regular Health check-up attendance rate
- Secondary examination attendance rate (Re-examinations and
- detailed examinations)
- Implementation rate of specific health guidance
- Participation rate in mental health training
- Stress Check participation rate
- Utilization rate of various systems

Indicators Related to Changes in Employee Awareness and Behavior

Improvement of Lifestyle Indicators
- Smoking rate
- Exercise habit rate
- Sleep duration

Improvement of Workplace Environment Indicators
- Average overtime hours
- Number and rate of long working hours employees
- Average number of paid leave days taken

Ultimate Goal Indicators

Presenteeism
Suppression and Improvement of Performance Decline Due to Poor Health

Absenteeism
Suppression and Reduction of Long-term Leave Due to Physical and Mental Illness

Engagement
Maintaining and enhancing employees' motivation to work and their sense of contribution to the organization

Fostering a Culture of Health

HPM Penetration Status
- E-learning completion rate

Governance & Environment to Execute the Policy
- Establish a promotion structure led by the CHRO (including occupational physicians and insurers)

Support, Perceived Organizational Support (POS), WSC, etc.
- Stress Check (workplace support)
- Pulse survey
- Group climate survey

Target Year: 2026

KGI
- Presenteeism (15% or less)
- Absenteeism (1% or less)
- Engagement (improve vs. final year of the previous mid-term plan)

Management Policy

Committed to empowering a brighter future, we aim to be the world's most trusted financial group by contributing to solving customer and societal challenges and to sustainable growth.

Health & Productivity Management Policy
- Enable each employee to achieve a state of well-being in which they can maintain their physical and mental health and thrive at work.
- Contribute to the realization of healthy and fulfilling lives for employees and their families.

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

Employee Health Challenges

Physical
- Follow-up for findings
- Lifestyle improvement
- Women's health support
- More senior staff

Mental
- Prevent mental issues
- Support high-stress staff

Health Literacy
- Insufficient literacy for appropriate health behaviors

MUFG