



Mitsubishi UFJ Financial Group

CSR Report 2014

Full Edition

About this Report

MUFG is a comprehensive financial group with Mitsubishi UFJ Financial Group, Inc. (MUFG) as its holding company.

MUFG's medium- to long-term Corporate Vision is to be the world's most trusted financial group.

To realize this vision and continue to support our customers and society at large, we engage in a variety of CSR activities.

The Corporate Social Responsibility Report 2014 helps us improve the quality of these activities—and thus their effectiveness in promoting sustainability—by reporting to stakeholders about our progress and challenges and inviting feedback on what we can do better in the future.

From the Editorial Team

To clearly convey the links between MUFG business activities and CSR activities, this FY 2014 report was compiled with reference to Version 3.1 of the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines, international guidelines for CSR and sustainability reports.

- **Scope of Reporting:** This report mainly covers the following five core companies: Mitsubishi UFJ Financial Group (the holding company), The Bank of Tokyo-Mitsubishi UFJ (BTMU), Mitsubishi UFJ Trust and Banking (MUTB), Mitsubishi UFJ Morgan Stanley Securities (MUMSS), and Mitsubishi UFJ NICOS

(MUN). The report also covers some of the activities of Mitsubishi UFJ Lease & Finance (MUL) and MUFG Union Bank (in this report, Union Bank: UB). In this report, "MUFG" refers the entire group. Where activities relate to a specific company, the following symbols are used:

MUFG **BTMU** **MUTB** **MUMSS** **MUN** **MUL** **UB**

- **Period Covered:** This report describes activities and achievements in FY 2013 (April 2013 to March 2014). In some cases, reporting covers activities before or after FY 2013.
- **Content Selection:** Criteria for the selection of content in this report are as follows—(1) level of stakeholder interest (based on readers' surveys and our policies), (2) level of importance for MUFG concerned (based on company's own judgment).
- **This Publication:** December 2014.

MUFG publishes the following CSR reports to meet the interests of our readers.

Full Edition	The full edition provides a comprehensive summary of MUFG's approach to CSR and our FY 2013 CSR activities, with detailed data.
Highlights Edition	The highlights edition presents the highlights from the full edition to give readers a clearer understanding of MUFG's CSR activities in FY 2013.

<http://www.muftg.jp/english/csr/csrreport/>

To learn more about the management, financial performance, and services of MUFG, please refer to the disclosure documents on the following website. <http://www.muftg.jp/english/ir/>

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Serving society as a foundation of strength.
Committed to meeting the needs of our customers.
And fostering shared and sustainable growth for a better world.

At MUFG, we are working ever harder, ever more diligently to fulfill our long-term vision of making your community and society at large a better place.

To help realize sustainable growth in Japan and around the world, we hope to earn greater trust from you and all our stakeholders.

Message from the CEO

We will work to fulfill our inherent mission in society as a financial group and to contribute to the realization of a sustainable society.

I would like to express my appreciation to readers for their interest in MUFG.

It is with pride that I present the Mitsubishi UFJ Financial Group's Corporate Social Responsibility Report 2014, which describes our principles and initiatives relating to CSR. I invite you to review these pages.

At MUFG, our Corporate Vision guides all activities carried out by group companies, while our Principles of Ethics and Conduct provide a standard by MUFG employees make and carry out decisions. The Corporate Vision and Principles of Ethics and Conduct underpin all group CSR activities as well.

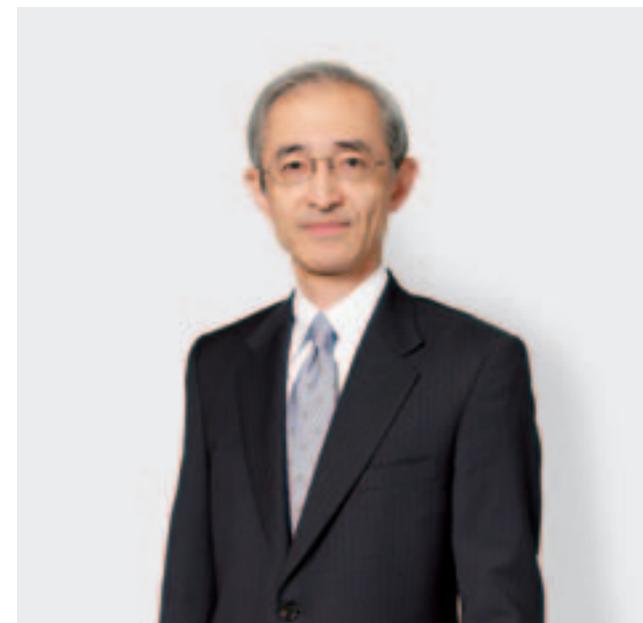
The priority themes for MUFG's CSR activities are "Addressing Global Environmental Issues" and "Nurturing Society's Next Generation"—themes that were selected from the perspective of contributing to the resolution of the most important issues of society as a whole. Under the first theme, we have sought to use the financial functions of MUFG as we strive to provide products and services that contribute to a reduction in environmental impacts. Under the second theme, we have focused our social contribution on employee participation in activities as members of the local community and society.

All MUFG employees will continue to work together to fulfill our core mission in society as a financial group, and contribute, by leveraging our strengths as a financial

intermediary, to the sustained growth of Japan and the world.

We welcome your continued support.

Nobuyuki Hirano
President & CEO
Mitsubishi UFJ Financial Group, Inc.
September 2014



Corporate Vision

The corporate vision will serve as the basic policy in conducting its business activities, and will provide guidelines for all group activities.

The corporate vision will also be the foundation for management decisions, including the formulation of management strategies and management plans, and will serve as the core value for all employees.



OUR MISSION

To be a foundation of strength, committed to meeting the needs of our customers, serving society, and fostering shared and sustainable growth for a better world.

OUR VISION

— **Be the world's most trusted financial group** —

1. Work together to exceed the expectations of our customers

Strive to understand and respond to the diversified needs of our customers.
Maintain and expect the highest levels of professionalism and expertise, supported by our consolidated strength.

2. Provide reliable and constant support to our customers

Give the highest priority to protecting the interests of our customers.
Promote healthy, sustainable economic growth.
Maintain a robust organization that is effective, professional, and responsive.

3. Expand and strengthen our global presence

Leverage our strengths and capabilities to attract a loyal global customer base.

Adapt rapidly to changes in the global economy and their impact on the needs of our customers.

OUR VALUES

1. Integrity and Responsibility

Strive to be fair, transparent, and honest. Always act responsibly in the best interest of customers and society as a whole, building long-term stakeholder relationships and giving back to our communities.

2. Professionalism and Teamwork

Respect the diversity of our fellow workers and foster a strong spirit of teamwork. Expect the highest levels of professionalism.

3. Challenge Ourselves to Grow

Adopt a global perspective to anticipate trends and opportunities for growth. Create and sustain a responsive and dynamic workplace where everyone can focus on providing outstanding customer service and embrace new challenges.

Principles of Ethics and Conduct

The Principles of Ethics and Conduct establish clear and consistent standards for all MUFG employees to guide decisions and actions. They reflect and support the MUFG Corporate Vision.



Principles of Ethics and Conduct

The principles are organized in three sections.

Chapter 1 presents the attitude that we adopt with our customers, to act with honesty and integrity and pursue their best interests, which is a core component of our business practices.

Chapter 2 presents a set of standards to help us fulfill our responsibilities as a good corporate citizen. MUFG's reputation depends upon the trust and confidence of our customers and other stakeholders, including local communities, and we are responsible to society on a global level.

Chapter 3 describes the actions and mindset that will create a stimulating and supportive working environment as MUFG continues to grow. Our success depends on building and maintaining a dynamic workplace where all employees can reach their full potential in ways that support our customers and contribute to society as a whole.

Chapter 1 Customer Focus

We place our diverse customers at the center of all our activities and always act in their best interests. MUFG is able to thrive today because of the trust and confidence that customers have placed in us—the result of years of fair, transparent, and honorable dealings. Our business culture is not driven by the prospect of short-term, immediate gains. Instead, we place a premium on supporting long-term, sustainable relationships with our customers to help them meet their goals.

1-1. Acting with Honesty and Integrity

We always place our diverse customers at the center of all activities and act with honesty and integrity in all of our dealings with them. We protect customer assets, including their personal information, and strive at all times not to damage their interests.

1-2. Controlling Quality

In order to earn the lasting trust and confidence of our customers, we maintain thorough quality control of our products and services in all aspects from product design and development to delivery, and continually improve our processes to provide accurate and secure transactions.

1-3. Exceeding Customer Expectations

We strive to satisfy the diverse needs of our customers worldwide and to exceed their expectations through the highest standards of professionalism and by effectively leveraging our global network and consolidated strength.

Chapter 2 Responsibility as a Corporate Citizen

As a member of MUFG with global operations, we act honorably, with honesty and integrity, and comply at all times with laws, regulations, rules, and internal policies globally. We strive to maintain stability and confidence in the global financial system and to contribute to the sound growth and development of society. We behave in a manner that supports and strengthens the trust and confidence that MUFG has built up over the years.

2-1. Adherence to Laws and Regulations

We always judge and act with honesty and integrity, do what is right, and comply with both the letter and the spirit of the laws, regulations, and rules that apply to us. We avoid insider trading, do not engage in anti-competitive conduct or any form of corrupt activity, and publicly disclose corporate information in an appropriate manner.

2-2. Combating Criminal Activity

We do not conduct business with criminal elements. We do not allow our financial products and services to be used for illegal or improper activities such as money laundering, fraud, or financing terrorist activities.

2-3. Commitment to Social Sustainability

We respect the history, culture, and customs of local communities and strive to contribute to their development and the protection of the environment through our corporate activities and employee volunteer efforts.

Chapter 3 Ethical and Dynamic Workplace

We are committed to creating a working environment that fosters mutual respect among MUFG employees, supports the full expression of our individuality as professionals, promotes the power of teamwork, honors diversity, transcends differences, and embraces new challenges.

3-1. Stimulating Workplace

We strive to enhance our knowledge and expertise, focus on maximizing the value of teamwork, and view changes in the business environment as opportunities to launch new initiatives.

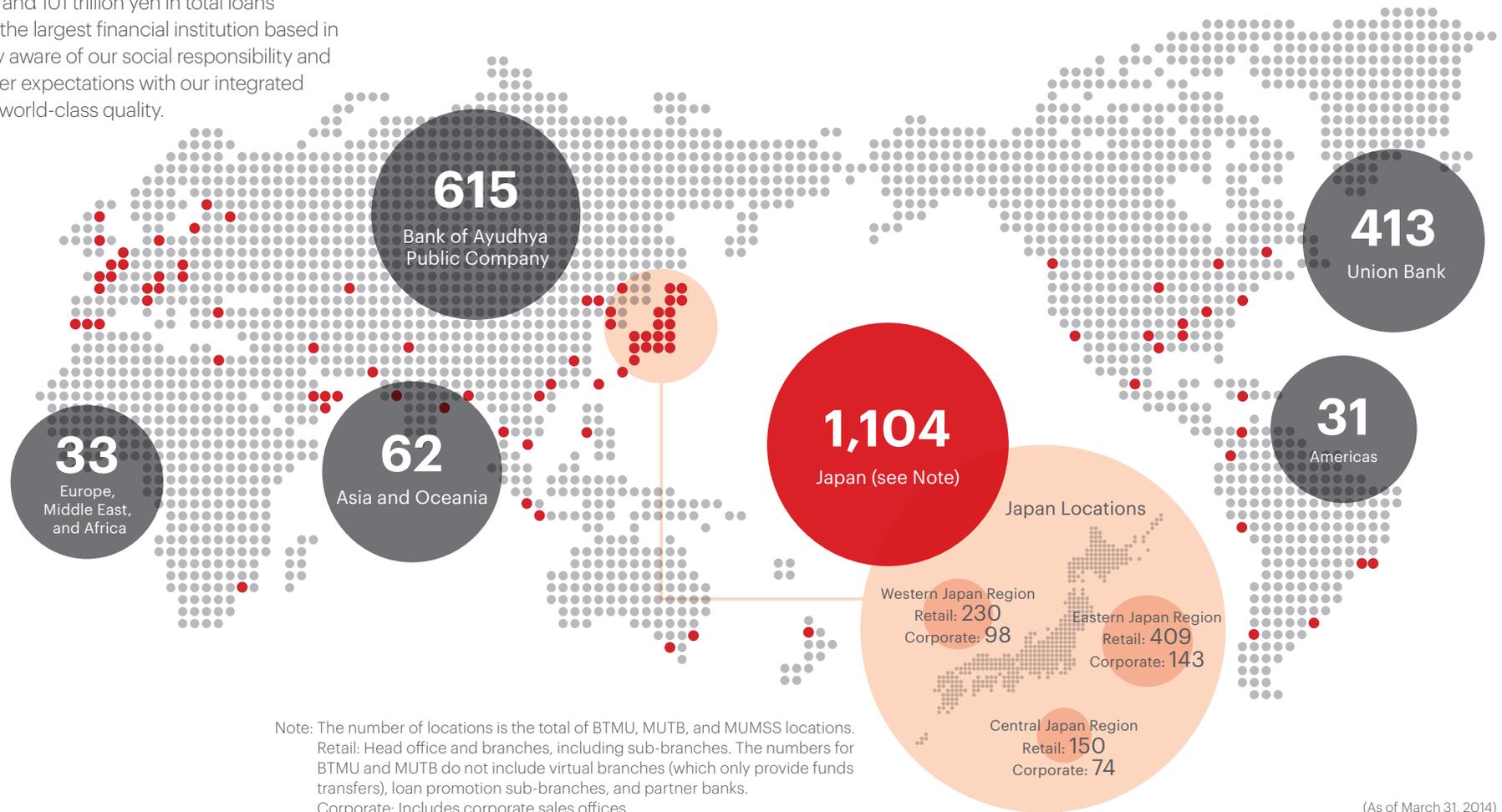
3-2. Ethical Workplace

We respect the diversity and human rights of all MUFG employees. We do not engage in or tolerate discrimination, harassment, intimidation, or any other behavior or activity that is inconsistent with these core beliefs. We report any violations of laws and rules, and we manage corporate assets appropriately.

MUFG Profile

Mobilizing Our Global Network for Maximum Group Synergy.

With 500,000 corporate customers, 40 million individual customer accounts, and 101 trillion yen in total loans outstanding, we are the largest financial institution based in Japan. We are keenly aware of our social responsibility and aim to meet customer expectations with our integrated group capacity and world-class quality.



Major MUFG Companies

Mitsubishi UFJ Financial Group (MUFG)

Commercial Bank

The Bank of Tokyo-Mitsubishi UFJ (BTMU)

Trust Bank

Mitsubishi UFJ Trust and Banking (MUTB)

Securities

Mitsubishi UFJ Securities Holdings (MUSHD)
Mitsubishi UFJ Morgan Stanley Securities (MUMSS)
Morgan Stanley MUFG Securities

Leasing

Mitsubishi UFJ Lease & Finance (MUL)
BOT Lease

Venture Capital

Mitsubishi UFJ Capital
Marunouchi Capital

Factoring

Mitsubishi UFJ Factors

Research / Consulting

Mitsubishi UFJ Research and Consulting
Mitsubishi Asset Brains
Mitsubishi UFJ Trust investment Technology Institute

Asset Administration

The Master Trust Bank of Japan

DC Pensions

Defined Contribution Plan Consulting of Japan

Information Technology

Mitsubishi Research Institute DCS
Mitsubishi UFJ Information Technology
MU Business Engineering

Shareholder Relations Consulting Services

Japan Shareholder Services

Asset Management

Mitsubishi UFJ Asset Management
MU Investments
KOKUSAI Asset Management

Real-Estate Brokerage

Mitsubishi UFJ Real Estate Services

Online Securities

kabu.com Securities

Internet Settlements

Paygent

Internet Bank

Jibun Bank

Foreign Exchange

Tokyo Credit Services (World Currency Shop)

Consumer Loan

ACOM

Credit Cards / Installment Credit

Mitsubishi UFJ NICOS (MUN)
JACCS
Ryoshin DC Card
JALCARD

Housing Loans

Mitsubishi UFJ Loan Business

Finance

Nippon Mutual Housing Loan

Wealth Management

Mitsubishi UFJ Morgan Stanley PB Securities
Mitsubishi UFJ Personal Financial Advisers

Debt Collection

MU Frontier Servicer

Electronically Recorded Monetary Claims

Japan Electronic Monetary Claim Organization

Regional Banks

The Chukyo Bank
TAISHO Bank

Overseas Subsidiaries

Bank of Ayudhya Public Company
MUFG Americas Holdings Corporation
PT U Finance Indonesia
PT. BTMU-BRI Finance
BTMU Capital Corporation
BTMU Leasing & Finance
Mitsubishi UFJ Trust International
Mitsubishi UFJ Global Custody
Mitsubishi UFJ Trust & Banking Corporation (U.S.A)
Mitsubishi UFJ Securities International
Mitsubishi UFJ Securities (HK) Holdings
Mitsubishi UFJ Securities (USA)
Mitsubishi UFJ Wealth Management Bank (Switzerland)
PT. Bank Nusantara Parahyangan
BTMU Capital Leasing & Finance, Inc

(As of July 1, 2014)

MUFG's CSR

Corporate Vision and Our CSR

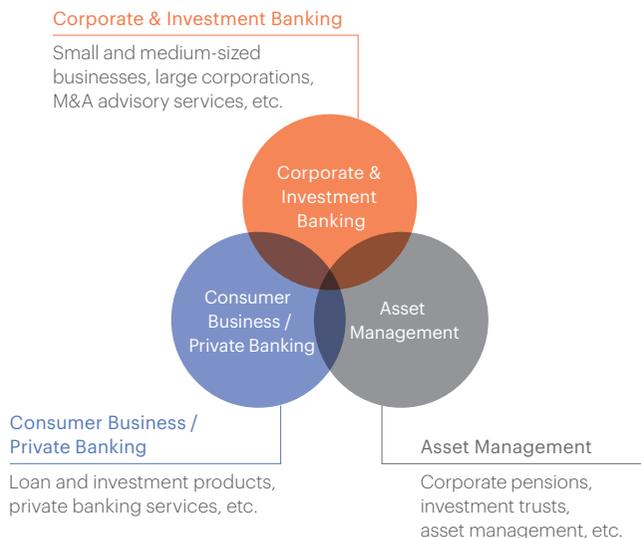
■ Values-Based CSR Activities

We work to fulfill our corporate social responsibility through our business, using our Corporate Vision and Principles of Ethics and Conduct as guidelines.

■ Our Responsibility and Role as a Financial Institution

Financial institutions have a fundamental responsibility to use their business functions to help stabilize and maintain trust in financial systems and contribute to the sustainable growth of society. MUFG carries out CSR efforts based on a belief in fulfilling our inherent social mission as the lifeblood of the economy, and contributing to solutions to social issues through our core financial businesses.

■ Business Segments



■ Efforts to Improve Customer Satisfaction

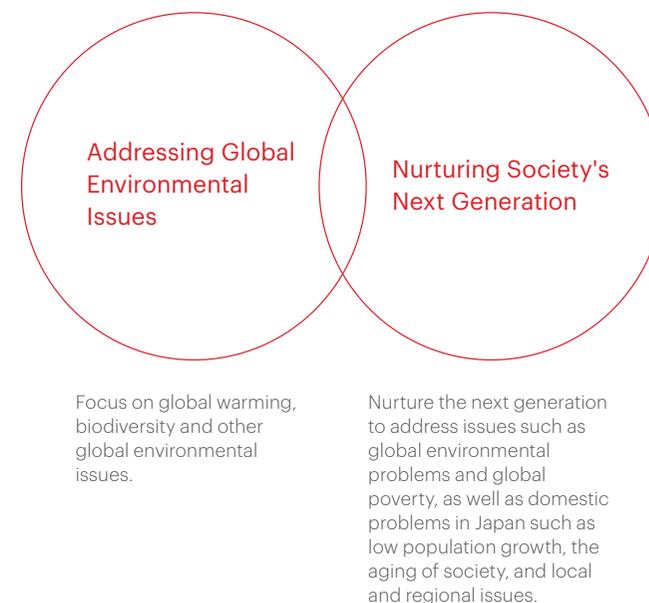
The customer focus stance listed at the top of our Principles of Ethics and Conduct is the core philosophy of our business and all CSR activities.

Efforts to Improve Customer Satisfaction

The practice of living up to customers' trust and contributing to their long-term, sustainable growth by always keeping them first in mind, by acting fairly and honestly, by pursuing quality, and by providing services that exceed their expectations.

■ Group CSR Priority Themes

At MUFG, we have adopted Addressing Global Environmental Issues and Nurturing Society's Next Generation as the two priority themes of our group CSR activities.



Addressing Global Environmental Issues

MUFG will continue to leverage its unique capabilities as a comprehensive financial group to provide financial support so that funds flow to companies and individuals that are passionate about social and environmental initiatives. We will continue to offer products and services that directly lead to customers' social and environmental projects. We will also continue our initiatives to promote biodiversity.

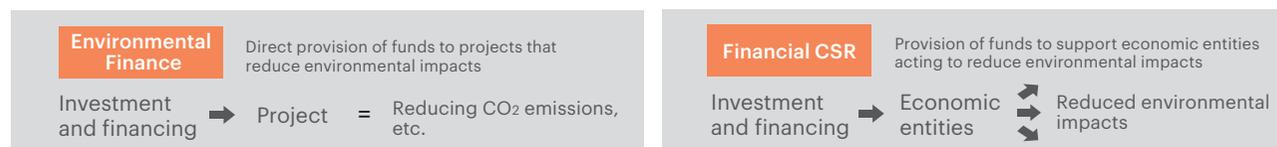
■ MUFG Environmental Action Policy

MUFG is concerned about global environmental issues. To put those concerns into action, we created our policy to promote concrete efforts for the environment as the MUFG Environmental Action Policy in June 2008. This policy will make employees aware of the roles that we should play as a comprehensive financial group—as we work to strengthen our environmental initiatives in various ways, such as by offering products and services that are better for the environment.

■ Environmental Finance and Financial CSR

In order to create an eco-friendly society through finance, we are active in "environmental finance," whereby funds are provided directly to projects aiming to reduce environmental impacts, as well as "financial CSR," whereby funds are provided to economic entities including businesses, groups and individuals working to reduce environmental impacts. MUFG is implementing a balanced approach, recognizing the significance and issues involved with each type of environmental finance.

Environmental Finance and Financial CSR



MUFG Environmental Action Policy

MUFG views environmental issues with the utmost seriousness, and aims to help realize a sustainable society in which future generations can live with peace of mind.

- Environmental threats such as global warming, resource depletion, and pollution are increasing at an accelerating rate. In particular, in Asia, pollution of water, air, and soil is worsening.
- Environmental issues constitute an urgent problem requiring a unified approach from the entire world. It is essential that, in seeking solutions, we reexamine from an environmental perspective the patterns of our own lifestyles as well as society itself.
- MUFG gains support from customers and members of society around the world, and we therefore feel it is our duty to address environmental issues, which have a major impact on the lives of future generations. We will channel our full capabilities into working toward the benefit of the environment and future generations.
- We aim to fulfill society's expectations of us as a comprehensive financial group that exerts a wide-reaching influence on the environment and society through its capital flows, while working to achieve a sustainable society in which future generations can live with peace of mind. We will also endeavor to enhance the awareness of each individual Group employee, while taking initiatives to reduce our own environmental impact.

I. We will dedicate our efforts to create an environmentally conscious society through finance.

- We will provide products and services that reflect the concerns of individual customers in relation to the environment.
 - We will provide loans to support the installation of solar power generation systems.
 - Through our credit card operations, we will provide access to emission rights, which aid global warming prevention.
 - We will promote the spread of Socially Responsible Investment (SRI) funds, which contribute not only to the growth of customer assets but also the wellbeing of society and the planet as a whole.
- We will use our comprehensive financial capabilities to support the environmental initiatives of our corporate customers.
 - We will provide seamless support to customers as they advance environmental initiatives, involving the cooperation of companies with advanced environmental technology to provide consulting, business

matching and fund procurement, and other services.

- We will support the activities of companies that actively engage in initiatives to address environmental issues by developing and selling products such as SRI-type investment products, which invest in shares of companies associated with environmental measures, and by promoting SRI amongst our pension fund customers.
- We will actively promote initiatives overseas that take regional characteristics into account.
 - In Asia (particularly China), we will use the capabilities of Group companies to conduct Clean Development Mechanism (CDM) and other operations.
 - In the Americas and Europe, we will promote initiatives centered on the provision of finance in the fields of alternative energy and renewable energy.
- In addition to our approach based on the Equator Principles, we will further clarify our lending criteria from an environmental perspective, in order to contribute to the creation of an environmentally conscious society through our financial functions.
- We will leverage the comprehensive strengths of the Group, making use of our market intermediary functions to provide stable means for emissions reductions to more customers.
 - We will provide a range of services that increase the liquidity of emissions rights, which are created in CDM operations.
 - We will enhance our transaction base to allow the maintenance of cost transparency and liquidity.

II. We will work to reduce our own environmental impact and also focus on social contribution activities.

- We will work to reduce our emissions of greenhouse gases, conducting measurements of data concerning the environmental burden at each of our locations, continuously operating and improving environmental management systems based on ISO 14001, switching to environmentally friendly equipment, and adopting alternative energy, amongst other initiatives.
- We will provide environmental burden measurement tools to Group, employees and their families in order to increase their environmental awareness in relation to their own lifestyles.
- We will pursue environmental conservation initiatives such as tree planting by employees, environmental education support, and local contribution activities both in Japan and overseas.

Group Companies' Contribution to Society

As an active member of communities all around the world, MUFG promotes a wide range of social contribution activities driven by employee efforts.

See page 70 for expenditures on social contribution activities.

■ MUFG Activities



Hito-Machi Kiko TV Program (See page 61.)



Environmental Education Project: "Save Our Common Treasures of the Earth" (See page 61.)



Next Generation Leaders Program for Asia and the Pacific (See page 61.)



Economic/Financial Education Program "Let's Learn about Finance and Economy" (See page 61.)



Job Shadowing Work Experience Program (See page 61.)



MUFG Graduation Memorial Cup Soccer Tournament (See page 62.)

■ Wide-Ranging Social Contribution Activities Promoted by MUFG



Donation of Peter Rabbit™ Gardening Diorama (See page 14.)



Coastal Reforestation Effort (See page 14.)



Sponsoring the FIT For Charity Run 2013 (See page 62.)



"Peter Rabbit™ Forest for the Future" Environmental Conservation Activities (See page 62.)



Photo: Takeshi Arai

Culture Support Project: Shiki Theatre Company's *Kokorono Gekijou* (See page 62.)



Supporting the Activities of UNESCO Associated Schools (See page 63.)



Sponsoring the Special Olympics Nippon (See page 63.)



Global Volunteer Month "MUFG Gives Back" (See page 67.)

■ Community Outreach and Participation Activities



BTMU Hiroshima/Hiroshima-Chuo Branch (See page 65.)



BTMU Retail Banking Video Counter Center (Osaka) (See page 65.)



BTMU (Brazil) (see Note) (See page 65.)



BTMU Bangkok Branch (See page 68.)



MUTB Yokohamaeki-Nishiguchi Branch (See page 66.)



MUTB Mito Branch (See page 66.)



MUTB London Branch (See page 66.)



MUMSS Takamatsu Branch (See page 66.)

Note: Banco de Tokyo-Mitsubishi UFJ Brasil S/A

CSR Topics at MUFG

	2013 Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	2014 Jan	Feb	Mar	Apr	May	Jun	Jul	
Mitsubishi UFJ Financial Group (MUFG)	<ul style="list-style-type: none"> ● Sixth term started for Next Generation Leaders Program for Asia and the Pacific ● Carried out MUFG NFUAJ*1 East Japan Earthquake Recovery and Scholarship Fund flower-replanting volunteer works (12 times in FY 2013) ● Launched a Facebook page focused on MUFG CSR activities 		<ul style="list-style-type: none"> ● First tree-growing event held for the "Save Our Common Treasures of the Earth" project 	<ul style="list-style-type: none"> ● Second tree-growing event held for the "Save Our Common Treasures of the Earth" project ● Held the second TOMODACHI MUFG International Exchange Program ● Held seventh Job Shadowing program 				<ul style="list-style-type: none"> ● Participated in FIT For Charity Run 2013 			<ul style="list-style-type: none"> ● Held the seventh MUFG Graduation Memorial Cup Soccer Tournament 	<ul style="list-style-type: none"> ● Sixth Next Generation Leaders Program for Asia and the Pacific ended 	<ul style="list-style-type: none"> ● Seventh term started for Next Generation Leaders Program for Asia and the Pacific ● Carried out MUFG NFUAJ*1 East Japan Earthquake Recovery and Scholarship Fund flower-replanting volunteer works (three times through July in FY 2014) ● Launched Hito-Machi Kiko TV Program 	<ul style="list-style-type: none"> ● Third tree-growing event held for the "Save Our Common Treasures of the Earth" project 	<ul style="list-style-type: none"> ● Fourth tree-growing event held for the "Save Our Common Treasures of the Earth" project ● Held the third TOMODACHI MUFG International Exchange Program ● Held eighth Job Shadowing program 		
The Bank of Tokyo-Mitsubishi UFJ (BTMU)	<ul style="list-style-type: none"> ● Held MUFG Junior Tennis Tournament 2013 				<ul style="list-style-type: none"> ● Held sixth Kagaya Kids' Day 			<ul style="list-style-type: none"> ● Exhibited at MESSE NAGOYA 2013 				<ul style="list-style-type: none"> ● Implemented fourth ESD International Exchange Program 			<ul style="list-style-type: none"> ● Held MUFG Junior Tennis Tournament 2014 		
Mitsubishi UFJ Trust and Banking (MUTB)	<ul style="list-style-type: none"> ● Launched Educational Fund Gift Trust 	<ul style="list-style-type: none"> ● Dispatched lecturer to The University of Tokyo Graduate School of Engineering -- Innovation Case Studies 		<ul style="list-style-type: none"> ● Weed-clearing as part of Peter Rabbit™ "Forest for the Future" activities 		<ul style="list-style-type: none"> ● Held Children's Visiting Day 		<ul style="list-style-type: none"> ● Held fifth CSR-Related Business Plans Presentation Conference 		<ul style="list-style-type: none"> ● Educational Fund Gift Trust received first place in 2013 Nikkei Superior Products and Services Awards Nikkei Veritas Award for Excellence 	<ul style="list-style-type: none"> ● Donated Peter Rabbit™ Gardening Diorama to Onagawa Town, Miyagi Prefecture 	<ul style="list-style-type: none"> ● Kakehashi-Shintaku Ai-no-Kikin Fund donated social welfare facilities, etc. 			<ul style="list-style-type: none"> ● Launched Okuru Shiawase Trust 		
Mitsubishi UFJ Securities Holdings (MUSHD)	<ul style="list-style-type: none"> ● Coastal forest restoration in Kujukurihama Beach ● Donated funds raised by the e-post campaign (second half 2012) to MUFG NFUAJ*1 East Japan Earthquake Recovery and Scholarship Fund*3 	<ul style="list-style-type: none"> ● Conducted e-post campaign (first half 2013)*3 	<ul style="list-style-type: none"> ● Implemented carbon offsets*3 	<ul style="list-style-type: none"> ● Coastal forest restoration in Kujukurihama Beach*2 	<ul style="list-style-type: none"> ● Donated to two organizations from Employee Donations Account 			<ul style="list-style-type: none"> ● Participated in Furusato-seiso neighborhood cleanup rally (October, November) ● Picture Book and Jazz Collaboration in Tagajo*3 ● Conducted e-post campaign (second half 2013)*3 ● Donated funds raised by the e-post campaign (first half 2013) to MUFG NFUAJ*1 East Japan Earthquake Recovery and Scholarship Fund*3 ● Participated in FIT For Charity Run 2013*2 ● Christmas cards for children hospitalized for extended stays*2 				<ul style="list-style-type: none"> ● Blood donation drive at Meijirodai Building 	<ul style="list-style-type: none"> ● Coastal forest restoration in Kujukurihama Beach*2 		<ul style="list-style-type: none"> ● Conducted e-post campaign (first half 2014)*3 ● Donated funds raised by the e-post campaign (second half 2013) to MUFG NFUAJ*1 East Japan Earthquake Recovery and Scholarship Fund*3 	<ul style="list-style-type: none"> ● Coastal forest restoration in Kujukurihama Beach*2 ● Conducted Clothing Drive*2 	
Mitsubishi UFJ NICOS (MUN)	<ul style="list-style-type: none"> ● Made endowment for a next-generation personal identification technology course at the University of Tokyo 	<ul style="list-style-type: none"> ● Conducted volunteer activities to restore agriculture in disaster areas (five times through June 2014) ● Conducted volunteer activities for nurseries for evacuee children (11 times through July 2014) ● Provided assistance for concert for emotional care (nine times through July 2014) 		<ul style="list-style-type: none"> ● Implemented Cool Earth Day (No Overtime Day) ● Launched new forms of voluntary activities to meet needs in disaster areas (five times through March 2014) 	<ul style="list-style-type: none"> ● Held Family Visit Day ● Hosted training programs for educators at private companies 		<ul style="list-style-type: none"> ● Launched DCC Payment Service 		<ul style="list-style-type: none"> ● Reported on special FM radio program about people in disaster areas on New Year's Eve 		<ul style="list-style-type: none"> ● Donated picture books collected from employees to nurseries for evacuee children 		<ul style="list-style-type: none"> ● Supported farmers in disaster areas by purchasing their agricultural products 	<ul style="list-style-type: none"> ● Launched volunteer activities to restore coastal forest (four times through July 2014) 		<ul style="list-style-type: none"> ● Implemented Cool Earth Day (No Overtime Day) ● Hosted training programs for educators at private companies 	

*1 National Federation of UNESCO Associations in Japan

*2 Joint CSR Activity by Mitsubishi UFJ Morgan Stanley Securities (MUMSS) and Morgan Stanley MUFG Securities (MSMS).

*3 Activity by MUMSS.

Summary of Key Indicators for FY 2013

This page summarizes key indicators concerning the CSR initiatives of MUFG.

Reporting Category	Item	Indicator	Notes
Environment	Greenhouse gas emissions	MUFG Total CO ₂ emissions Unadjusted emission factors 299,228 t Adjusted emission factors 259,590 t	140.8% compared to FY 2012 125.4% compared to FY 2012
	Cost of environmental measures by offices	MUFG Investment 2,382 million yen Expenses 5,552 million yen	30.8% compared to FY 2012 94.8% compared to FY 2012
	Number of UN-registered CDM consulting projects	MUMSS 76 (as reported by UNFCCC)	Cumulative as of May 2014
	Projects reviewed for social and environmental considerations based on Equator Principles*1	BTMU By Category Category A 1 Category B 22 Category C 3 Total 26 By Region Americas 9 Asia and Oceania 10*2 Europe, Middle East, Africa 8*2 Total 27 By Sector Infrastructure 6 Mining 0 Oil and gas 5 Petrochemicals 0 Power 15 Total 26	Projects subject to EP (EP II + EP III) from April 2013 to March 2014

Reporting Category	Item	Indicator	Notes
Employees	Career development for female employees	BTMU Top management 77 (80) Middle management 296 (220) Total 373 (300) Female managers 14.8% (15%)	As of early April 2014 Numbers in parentheses indicate targets for March 2015
Local and International Communities	Expenditures for social contribution activities	BTMU Education & culture 159 million yen MUTB Social welfare & environmental conservation 143 million yen Community contributions, international exchange, others 1.047 billion yen Total*3 1.349 billion yen	FY 2013
Customers	Customer satisfaction (individual customers)	Total of "Satisfied" or "Somewhat satisfied" BTMU 67.0% MUTB 68.2% MUMSS 63.9% MUN 65.0%	Customer Satisfaction Survey Results in FY 2013

*1 For information on project-related corporate loans and project finance advisory services, visit our website at: <http://www.bk.muftg.jp/global/csr/eco/implementing.html>.

*2 The sum of the numbers reported for each region does not match with the total as one of the projects is located over two regions.

*3 Combined totals for BTMU, MUTB, MUSHD, MUMSS

Supporting Reconstruction

We are carrying out a range of programs while working to raise awareness wherever we can. All of the group companies work together to promote a number of initiatives.

Group Company Initiatives

MUFG appealed to group companies to undertake initiatives, through their core businesses and charity programs, that will contribute to the reconstruction of disaster-affected areas.

In February 2014, it also provided support through a large-scale business-matching conference.

BTMU, meanwhile, has established a Reconstruction Public-Private Partnership Office at its local branch office in Sendai and has been providing reconstruction support through its business—by offering loans, for example, that take advantage of a Reconstruction Agency's assistance program.

Other ongoing efforts include employee volunteering, holding a picture book and music event for emotional support and inspiration, and soliciting support for the reconstruction through sponsored radio programs.

Medium- to Long-Term Reconstruction Assistance Efforts

BTMU MUFG NFUAJ East Japan Earthquake Recovery and Scholarship Fund

BTMU, in cooperation with a public interest incorporated association, the National Federation of UNESCO Associations in Japan (NFUAJ), established in April 2011 the MUFG NFUAJ

East Japan Earthquake Recovery and Scholarship Fund. For up to 15 years, the fund has been working with local schools in operating a scholarship program and holding various support projects for orphaned students (children who lost one or both of their parents as a result of the earthquake and tsunami) from elementary through high school. The fund is expected to grow to around three billion yen.

1. Scholarship Program

Each student is awarded 100,000 yen at the start of the program and 20,000 yen every month until high school graduation. The number of scholarship students was 1,128 at the end of FY 2013. The program will issue its last round of new scholarships to children entering elementary school in FY 2014, which will continue until those students have graduated from high school in 2026.

2. Healthy Growth Program

This program provides a Support Exchange Meeting among scholarship recipients. In December 2013, 31 scholarship recipients were invited to the Japan Pro-Footballers Association's Charity Soccer 2013 event held at Yurtec Stadium Sendai. Participating students enjoyed the day watching the match, walking onto the field as "escort kids", and talking with the athletes.

3. Flower-Replanting Program

Executives and employees from group companies visited elementary and junior high schools in Iwate, Miyagi, and Fukushima Prefectures, where damage from the tsunami and earthquake was particularly severe, and replanted some 14,000 flowering plants and 500 trees at 15 schools from April through November in FY 2013. To date roughly 35,000 plants have been donated to 42 schools.

4. Volunteer Program

In FY 2013, some 370 MUFG executives and employees volunteered to help the programs mentioned above, bringing the total number of volunteers to 940.



Sponsoring a concert in the disaster area



Flower-Replanting Program

MUFG Participation in the TOMODACHI Initiative

As part of the TOMODACHI Initiative, a U.S.-Japan exchange program involving the U.S. government and a U.S. non-profit organization, the U.S.-Japan Council, MUFG established the TOMODACHI MUFG International Exchange Program, a three-year exchange program for students and educators from the disaster-affected areas in Japan and their counterparts in the United States.

In FY 2014, the program's third year, 26 junior high and high school students and two teachers from Iwate, Miyagi, and Fukushima prefectures were invited to Los Angeles, California, for a two-week visit from the end of July. The students studied English, experienced a homestay, engaged in exchange with the local community and businesses, and also spent time with the California high schools students who visited Japan the previous year through the program.

Initiatives through Business

BTMU Financial Assistance based on Public-Private Partnerships

BTMU has established the Reconstruction Public-Private Partnership Office at its local branch office in Sendai, with the aim of promoting investment in the region targeted for reconstruction, based on partnerships with national and local government agencies.

Making use of the support systems available under the Interest Subsidy Program in Special Zones for Reconstruction (see Note) of the government's Reconstruction Agency, we provided the largest amount of funding of any major banking group in Japan, at about 13 billion yen (in 11 loans) cumulatively.

In addition, we are expanding a support program we

developed for Onagawa Town, Miyagi Prefecture, which uses electronically recorded monetary claims for the construction of public housing for disaster victims, in the hopes that other municipalities will be able to utilize it as well.

Note: For funding of core projects as part of reconstruction plans in designated Special Zones for Reconstruction in the disaster areas (in 227 municipalities), the national government subsidizes up to 0.7% of the interest for five years.

BTMU Seminars on Capital Investment Support for Energy and Reconstruction

In cooperation with Mitsubishi UFJ Research and Consulting (MURC) and MUL, BTMU organized seminars in Tokyo, Nagoya, Osaka, and Sendai to introduce support systems related both to energy and reconstruction as well as ways to use electricity and gas efficiently, as responses to electricity shortages and potential energy cost increases after the Great East Japan Earthquake. At the seminars, Regional Bureaus of Economy, Trade and Industry provided explanations about various support programs while Miyagi Prefectural Office explained reconstruction support systems. Power and gas companies gave presentations on energy-conservation methods as well as energy-efficient equipment for which consumers can apply for subsidies. MUL discussed details about utilizing subsidies, MURC talked about businesses in reconstruction areas, and BTMU explained interest subsidy programs. A total of 106 companies participated. We will continue to support customers by promoting the effective use of information from government and the latest trends.

BTMU Support through Business Matching

BTMU invited regional banks (the Bank of Iwate, the 77 Bank, and the Toho Bank) and customers from the disaster areas to a large-scale business conference known as "Business Link *Shobai Hanjo*," held in February 2014 by MUFG. The meeting offered them a variety of opportunities to meet, as well as for business negotiations.



TOMODACHI MUFG International Exchange Program

Other Initiatives

MUMSS Picture Books and Music: Supporting Reconstruction

MUMSS supported a Picture Book and Jazz Collaboration event in October 2013, held at the Tagajo City Cultural Center, and led by our company's clinical psychologist (professor of the Graduate School at Ritsumeikan University).

MUTB Donation of Peter Rabbit™ Gardening Diorama

MUTB donated a gardening diorama depicting the world of Peter Rabbit™, displayed at its head office building until January 2014, to Onagawa Town, Miyagi Prefecture.

This display commemorates 25 years of our mascot, Peter Rabbit™. It was created by world-renowned garden designer Kazuyuki Ishihara and donated to a regional medical facility in Onagawa Town with wishes for recovery from the 2011 earthquake. Installation costs were covered by donations from directors and employees, and money left over after the installation was donated to the town.

MUN Support for the Disaster Area through Radio Broadcasts

MUN "Dear Partner" FM radio program hosted by Masataka Matsutoya invites special guests at the forefront of reconstruction efforts every month to share their thoughts about the reconstruction of the disaster-affected areas and disaster prevention measures. By providing an ongoing discussion about the disaster, MUN aims to contribute to the reconstruction of disaster-affected areas.

MUMSS Coastal Reforestation Effort

Through the efforts of employee volunteers, MUMSS, together with MSMS, has been supporting activities to restore the coastal forest at Kujukurihama Beach (Sammu City, Chiba Prefecture) since 2012, where trees suffered salt damage from the tsunami caused by the Great East Japan Earthquake. From April 2012 to July 2014, more than 210 employees and family members visited the site a total of five times. In spring, they planted Japanese black pine; in summer, they returned to check on the seedlings' progress, and to weed and clean up the area around them.

As a corporate group CSR activity under MUSHD, about 25 employees from KOKUSAI Asset Management, MUS Business Services, and MUMSS, all MUFG companies, carried out supplementary tree planting and weeding at the same site in April 2013.

MUN Employee Volunteers' Activities to Support Reconstruction

Since July 2011, MUN has been allowing employees to make use of its volunteer leave system. The program has evolved over time to reflect the changing needs of the disaster-affected areas. A total of 649 employees had participated in a variety of volunteer activities by July 2014, aiming to help the local people, including through the restoration of farming activities and the provision of emotional care. The company actively supported the volunteer activities on the necessary expenses. Many employees participated in a variety of ways, such as by purchasing the farm products harvested from the activity areas, and by donating children's clothing and picture books to nurseries that had accepted evacuee children.



Stone monument and gardening display



Coastal forest restoration in Kujukurihama Beach

Corporate Governance

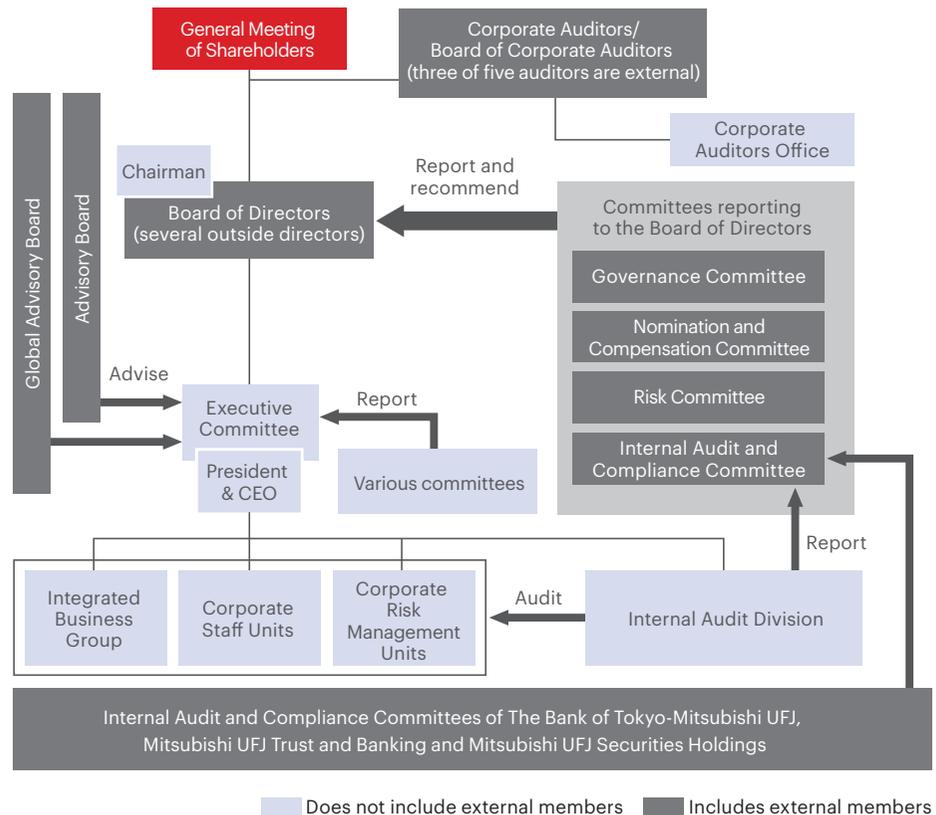
To realize the medium- to long-term goal articulated in our Corporate Vision—to be the world's most trusted financial group—MUFG treats the development and maintenance of a properly functioning corporate governance system as one of management's highest priorities.

MUFG Governance Functions of the Holding Company

The holding company (MUFG) has established a fair and transparent corporate governance system including a board of corporate auditors and voluntary committees (i.e., not required by legislation) in incorporate outside perspectives into management deliberations. We are making every effort to enhance the system.

To provide general management advice and maintain a position of supervision and checks with respect to directors responsible for operational execution, five of MUFG's 15 directors are either outside directors or non-executive directors with a high degree of independence from MUFG. Four outside directors are designated as independent directors, as per the regulations of the Tokyo Stock Exchange and other domestic financial products exchanges. The Board of Corporate Auditors is made up of five members, with the three outside corporate auditors comprising a majority and each satisfying the requirements for Securing Independent Director(s) / Auditor(s) under the Company Law and stock exchange regulations. In addition, MUFG has established the Governance Committee, the Nomination and Compensation Committee, the Risk Committee, and the Internal Audit and Compliance Committee as voluntary committees within the Board of Directors; a majority of these committees' members are from outside the company (outside directors or outside legal, accounting, or financial experts). The holding company has also established the Advisory Board and the Global Advisory Board, which is made up of

Governance Structure of the Holding Company



external experts, and holds regular meetings of these boards as advisory bodies to the Executive Committee (which deliberates and decides on the execution of important business matters).

MUFG Group Corporate Governance Framework

Cross-Group governance frameworks covering risk management, compliance, and internal audits bolster the governance of MUFG and aid the holding company in supervising Group business activities. The holding company assigns directors to BTMU, MUTB, and MUSHD to provide additional oversight of the operations of these major subsidiaries.

In addition, these subsidiaries have each appointed outside directors as a means of actively stimulating objective discussion at board meetings and promoting greater transparency. Each of these major subsidiaries has also voluntarily established an internal audit and compliance committee that reports to its respective board of directors. These committees are made up of a majority of external members, including outside directors and externally appointed experts in law, accounting, or other fields.

Overview of Committees under the Board of Directors

Committee Name	Scope of Committee Deliberations	Members
Governance Committee	Matters related to the status of corporate governance and relevant policies and structure	Chairperson: Kunie Okamoto (Outside director) Members: Tsutomu Okuda (Outside director) Ryuji Araki (Outside director) Yuko Kawamoto (Outside director*) Haruka Matsuyama (Outside director) Shinsaku Iwahara (External expert/ Professor) Nobuyuki Hirano (President & CEO, MUFG)
Nomination and Compensation Committee	Matters related to the selection of candidates for directorships at the holding company, important personnel affairs at the holding company and Group subsidiaries, and remuneration for senior management of the holding company and Group subsidiaries	Chairperson: Tsutomu Okuda (Outside director) Members: Ryuji Araki (Outside director) Kunie Okamoto (Outside director) Yuko Kawamoto (Outside director*) Haruka Matsuyama (Outside director) Nobuyuki Hirano (President & CEO, MUFG)
Risk Committee	Matters related to the status, control, and management of all types of risk	Chairperson: Yuko Kawamoto (Outside director*) Members: Tsutomu Okuda (Outside director) Akira Ariyoshi (External expert/ Professor, Ph.D) Kenzo Yamamoto (External expert) Akihiko Kagawa (Senior Managing Director and Chief Compliance and Risk Officer, MUFG)
Internal Audit and Compliance Committee	Matters related to internal audits and statutory compliance at the holding company and Group subsidiaries	Chairperson: Ryuji Araki (Outside director) Members: Haruka Matsuyama (Outside director) Shin Kikuchi (External expert/ Attorney at law) Akira Yamate (External expert/ Certified public accountant) Tatsuo Wakabayashi (Deputy Chairman and Chief Audit Officer, MUFG)

*Not an outside director as defined by Article 2, Item 15, of the Company Law

(As of July 1, 2014)

Members of Advisory Board

Mr. Toru Nagashima
(Senior Adviser, TEIJIN LIMITED)

Dr. Shin-ichi Fukuda
(Professor, the University of Tokyo, Graduate School of Economics)

Dr. Mariko Fujii
(Professor, the University of Tokyo, Research Center for Advanced Science and Technology)

Mr. Akio Mimura
(Senior Advisor, Honorary Chairman, Nippon Steel & Sumitomo Metal Corporation)

(As of July 1, 2014)

Members of Global Advisory Board

Mr. John C. Dugan
(Partner, Covington Burling LLP/ Former Comptroller of the Currency, United States Treasury Department)

Dr. Victor K. Fung
(Group Chairman, Fung Group, Hong Kong/ Former Honorary Chairman, the International Chamber of Commerce)

Ambassador John V. Roos
(Former United States Ambassador to Japan)

Lord (James) Sassoon, Kt
(Director, Jardine Matheson Holdings Limited/ Former Commercial Secretary to the Treasury, United Kingdom)

Associate Professor Simon S.C. Tay
(Chairman of the Singapore Institute of International Affairs/ Former Member of Parliament, Singapore)

Dr. Gertrude Tumpel-Gugereit
(Member of Supervisory Board, Österreichische Bundesbahnen-Holding AG/ Former Member of Executive Board, European Central Bank)

(As of July 1, 2014)

Risk Management

We comprehensively monitor and manage various risks to maintain financial soundness.

MUFG Risk Management Policy

Numerous changes in our business environment have occurred as a result of globalization of the financial industry, the advancement of information technology, and changes in economic conditions. We aim to be a global and comprehensive financial group encompassing leading commercial and trust banks, and securities firms. Risk management plays an increasingly important role as the risks faced by financial groups such as us increase in scope and variety.

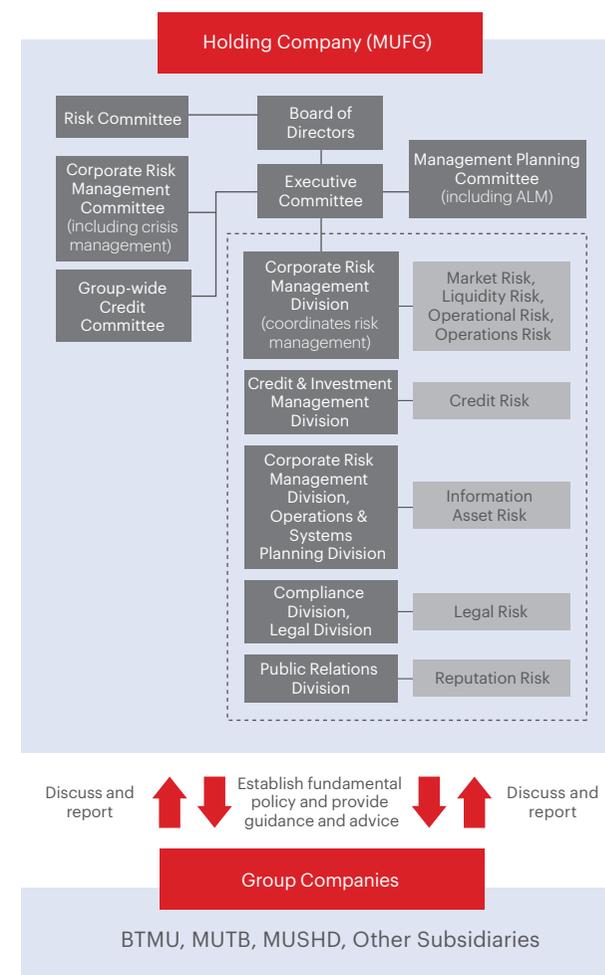
We identify various risks arising from businesses based on uniform criteria, and implement integrated risk management to ensure a stronger financial condition and to maximize shareholder value. Based on this policy, we identify, measure, control and monitor a wide variety of risks so as to achieve a stable balance between earnings and risks. We undertake risk management to create an appropriate capital structure and to achieve optimal allocation of resources.

MUFG Risk Management System

We have adopted an integrated risk management system to promote close cooperation among the holding company and group companies. The holding company and the major subsidiaries (which include BTMU, MUTB and MUSHD) each appoint a chief risk officer and establish an independent risk management division. The board of directors of the holding company determines risk management policies for various type of risk based on the discus-

sions at, and reports and recommendations from, committees established specially for risk management purposes. The holding company has established committees to assist management in managing risks relevant to the Group. Following the fundamental risk management policies determined by the board of directors, each group company establishes its own systems and procedures for identifying, analyzing and managing various types of risks from both quantitative and qualitative perspectives. The holding company seeks to enhance group wide risk identification, to integrate and improve the Group's risk management system and related methods, to maintain asset quality, and to eliminate concentrations of specific risks.

Risk Management System



Compliance

We go to great lengths to ensure full compliance throughout MUFG, guided by our Corporate Vision, which emphasizes strict compliance with laws and regulations and the conduct of business in a transparent manner, to gain the public's trust and confidence.

Compliance Framework

Compliance Divisions are in place at the holding company (MUFG), as well as at BTMU, MUTB, and MUSHD. The Compliance Divisions at each company promote compliance policies and measures by developing compliance programs and offering training, etc., and report the status of compliance to the Executive Committee and to the Boards of Directors of the respective companies. All four companies have also established voluntary committees, such as a Compliance Committee and an Internal Audit and Compliance Committee (a majority of which consist of external members), for the deliberation of important compliance issues. We have also established a Group CCO Committee comprising the Chief Compliance Officer and Deputy Chief Compliance Officers of the holding company. The Group CCO Committee deliberates important compliance issues as well as issues that require a common understanding throughout the group, shares problematic issues for the group as a whole, and works to prevent problems from occurring. Expanded Group CCO Committee meetings, with additional members, are held for deliberations on compliance issues that are in common among multiple group companies.

Group-Wide Efforts

MUFG adopted its current Corporate Vision in April 2012, and revised its Principles of Ethics and Conduct in December that year, with the aim of providing concrete standards for decision-making and conduct under that Vision. To

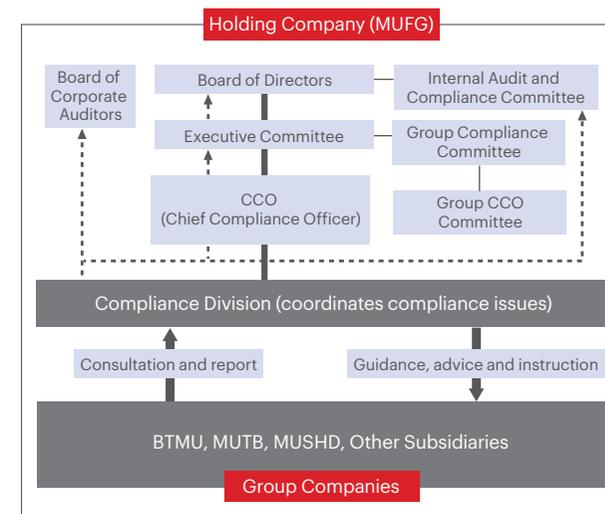
ensure that our Vision and Principles are well known and understood among directors and employees throughout the group, we engage in discussions about required policies and measures and continue to implement a variety of initiatives.

MUFG also carries out regular compliance awareness surveys of group employees. The FY 2013 survey received responses from over 80,000 employees, and confirmed that there is still a high level of awareness regarding compliance. Individual group companies also grasp and analyze their own issues by raising their own questions, and take steps toward improvement.

Internal Reporting Systems

MUFG has established internal reporting systems that aim to identify compliance issues early so that any problems can be quickly rectified. This system includes an independent external compliance hotline. Furthermore, the holding company has set up an MUFG Compliance Helpline that supplements group-companies' internal reporting systems and provides a reporting channel for directors and employees of group companies.

Compliance Framework



Major Compliance Policies and Measures

MUFG Conflicts of Interest Management

MUFG has established a system whereby items that might pose a conflict of interest are centrally managed at the holding company to prevent any untoward damages to customer interests.

We have also announced a Policy for Conflicts of Interest Management, and conduct trainings for the education of officers and employees as well as periodic reviews of the management system.

MUFG Response to Anti-Social Elements

MUFG has announced a Basic Policy regarding Anti-Social Elements, which includes organized crime exclusion clauses in contracts, transaction terms and other agreements, and is reinforcing efforts to ensure that anti-social elements cannot take advantage of the financial system.

MUFG Basic Policy regarding Anti-Social Elements

MUFG has adopted the following Basic Policy regarding Anti-Social Elements, and our officers and employees are striving to ensure the propriety and safety of all group operations by observing this Basic Policy.

Policy for Conflicts of Interest Management

Mitsubishi UFJ Financial Group, the holding company, and its subsidiaries and affiliates (collectively, "MUFG") shall establish the following policy for conflicts of interest management and take all necessary actions to ensure all officers and employees to comply with the policy and not to falsely harm clients' interest.

1. Conflicts of Interest

A conflict of interest means the situation where an MUFG's client's interest conflicts with MUFG's or one MUFG's client's interest conflicts with other MUFG's clients'. While such conflicts of interest occur on a day-to-day basis as a result of conglomerations of financial institutions and diversification of financial trading, MUFG shall establish appropriate business management and compliance system to prevent adverse effects from conflicts of interest within the Group.

2. Identifying Transactions with Potential Risk of Adverse Effects from Conflicts of Interest

MUFG shall identify in advance businesses, which require special management ("Managed Businesses"), from businesses in the following situations. MUFG shall intensively manage transactions with potential risk of adverse effects from conflicts of interest in performing the Managed Businesses, taking into consideration reputation risk.

- (1) Situations where a client reasonably expects MUFG to prioritize the client's best interest (e.g., advisory service)
- (2) Situations where MUFG could inappropriately benefit in the market using information obtained from transactions with clients
- (3) Situations where high reputation risk resulting from transactions between MUFG and clients could arise

Examples for Managed Businesses include: M&A advisory, Securitization of Assets/Receivables, Loan Syndication, Principal Investment, Equity and Debt Underwriting, and Bond Management.

3. Companies with Requirement for Conflicts of Interest Management

MUFG companies conducting Managed Businesses shall be required to develop appropriate management system for conflicts of interest.

Examples of companies with requirement for conflicts of interest management include:

The Bank of Tokyo-Mitsubishi UFJ, Ltd., Mitsubishi UFJ Trust and Banking Corporation, Mitsubishi UFJ Morgan Stanley Securities Co., Ltd., kabu.com Securities Co., Ltd., The TAISHO Bank, Ltd., and The Chukyo Bank, Ltd.

4. Management System for Conflicts of Interest

MUFG shall centralize the management of conflicts of interest by establishing divisions responsible for management and control of conflicts of interest at each company under a legal duty to establish management system for conflicts of interest. MUFG shall comply with applicable laws and regulations related to conflicts of interest and maintain appropriate management for conflicts of interest.

5. Measures for Management of Conflicts of Interest

With the following measures MUFG shall prevent adverse effects from conflicts of interest issues and avoid falsely damaging clients' interest.

- (1) Separating a division/company conducting a transaction with potential risk of adverse effects by conflicts of interest from other divisions/companies
- (2) Changing the conditions/methods of either/both transactions with potential risk of adverse effects by conflicts of interest
- (3) Terminating either one of transactions with potential risk of adverse effects by conflicts of interest
- (4) Notifying clients of potential risk of adverse effects by conflicts of interest

Basic Policy regarding Anti-Social Elements

1. Response as an Organization

In relation to anti-social elements, the Company has established the foundation of express provisions in the Principles of Ethics and Conduct and Internal Rules, etc., and will respond as an entire organization, from the top management downward. In addition, the Company will guarantee the safety of employees who would respond to anti-social elements.

2. Cooperation with External Specialist Organizations

Under normal circumstances, the Company endeavors to establish a close cooperative relationship with external specialist organizations such as the police, the Centers for the Elimination of *Boryokudan*, and lawyers.

3. Blocking of Relationships, including Business Transactions

The Company shall block all relationships with anti-social elements, including business relationships.

4. Civil and Criminal Legal Responses in Times of Emergency

The Company shall reject improper demands from anti-social elements, and take legal actions on both a civil and criminal basis, as the need arises.

5. Prohibition of Secret Deals and Provision of Funds

The Company shall absolutely not engage in secret deals with anti-social elements.

The Company shall absolutely not provide funds to anti-social elements.

Financial Crime Countermeasures

MUFG is implementing diverse countermeasures against malicious financial crimes.

Financial Crime Countermeasures and Victim Assistance

Recently, there has been an increase in the number of crimes that involve the stealing of customers' ID numbers and passwords for Internet banking using fake emails, and that infect customers' computers with a virus to fraudulently transmit money. Likewise, there has been a rapid increase in the victims of malicious solicitation for investment. Each group company is proactively implementing diverse countermeasures against these crimes and providing assistance to victims.

BTMU **Loss Prevention from Money Transfer and** **MUTB** **Investment Fraud**

BTMU and MUTB take numerous measures to make customers aware of the criminal methods used in money transfer and investment fraud. Such measures include placing posters in branch offices and displaying warnings on ATM screens, and so on. Attendants frequently remind customers to take precautions or to verify the details of transactions. Also, when customers open an account, attendants ask them to show their identification and make inquiries about the purpose of use, to make sure that the account won't be used for crimes.

BTMU **Preventing Losses from Forged or Stolen ATM** **MUTB** **Cards**

BTMU and MUTB have been introducing technologies to verify user identity, such as electronic IC cards and

biometric authentication, to prevent losses from cash card forgery and theft. The banks are also implementing countermeasures to prevent strangers from learning or guessing passwords, such as installing rear-view mirrors for ATM users, installing polarized film on ATM screens, and displaying reminders about password management on ATM screens.

BTMU **Security Measures for Internet Banking Service** **MUTB**

BTMU and MUTB are protecting customers' valuable information by using advanced encryption technologies for Internet banking transactions. The banks have established appropriate security systems with 24-hour monitoring for Internet-based attacks, and address a variety of risks, including unauthorized third-party access, information leaks, impersonation of contractors, and so on.

BTMU **Security Measures to Reduce Losses from** **MUTB** **Phishing**

BTMU and MUTB have adopted an electronic signature system which displays a warning message when the e-mail contents have been tampered with during transmission and allows customers to confirm the message sender. The banks have also made arrangements so that customers can easily verify that they are connected to the authentic Internet server when using Internet banking service from their personal computers. As a measure to prevent virus infection on their computers, the banks offer Rapport anti-virus software for Internet banking service, free of charge.

BTMU began to offer a one-time password application for smartphones, which is used for transaction authentication for personal Internet banking transfers and other purposes. It is designed to display a one-time password that becomes invalid after a fixed period of time, thereby reducing the risk of illicit transaction by unauthorized third parties.

MUN **Introduction of PCIDSS to Prevent Illicit Card** **Use**

Throughout the company, MUN is advancing conformity with the Payment Card Industry Data Security Standard (PCIDSS), which is an international credit card industry security standard established for the safe handling of credit card member data. In September 2010, MUN acquired certification of conformity with the EC Card Settlement System which provides Internet card settlement. MUN has been steadily expanding the range of applications since then, and will continue working to improve security levels.

BTMU **Assistance for Victims of Money Transfer Fraud** **MUTB**

Based on Japan's Act on Damage Recovery Benefit Distributed from Fund in Bank Accounts Used for Crimes, which entered into force in June 2008, we repay victims with funds arising from criminal damages and remaining in financial institutions' bank accounts if they were used for criminal purposes.

BTMU Assistance for Victims of Fraudulent

MUTB Withdrawals

MUMSS

BTMU and MUTB compensate victims for losses suffered from the use of forged or stolen cash cards, stolen passbooks, and Internet bank fraud withdrawals based on Japan's Depositor Protection Act and on an arrangement announced by the Japanese Bankers Association in February 2008.

Based on a resolution of the board of directors of the Japan Securities Dealers Association, MUMSS provides compensation to victims of unauthorized withdrawals that were made using forged or stolen cards.

Major Policies

MUFG's CSR activities are guided by a set of principles, policies, and rules.

BTMU Activities against Cluster Bombs

MUTB

Cluster bombs contain multiple smaller bombs that scatter over a wide area. As they have often affected civilians, the international community has expressed humanitarian concerns about the impacts of these munitions. Japanese legislation, in principle, prohibits the production and possession of cluster bombs. Based on the enactment of that legislation, and in accordance with the spirit of its own Charter of Corporate Conduct, the Japanese Bankers Association, recognizing the importance of the banking industry's public role, agreed in October 2010 that Japanese banks shall not provide financing for the manufacture of cluster bombs in Japan or overseas.

BTMU and MUTB are full members of the Japanese Bankers Association. Both clearly stipulate in their credit policies and financing checksheets that the provision of financing for the manufacture of cluster bombs is prohibited. Both companies strictly observe these procedures.

Initiatives to Facilitate Financing

BTMU The Bank of Tokyo-Mitsubishi UFJ

BTMU has adopted Management Principles to Facilitate Financing as a basic policy, positioned smoother financing to customers as one of its most important roles in society, and is working toward its realization.

To establish and maintain an appropriate management structure to facilitate financing, BTMU has appointed a

Director in Charge of Facilitating Financing, has established an Office to Facilitate Financing, and has appointed Managers to Facilitate Financing at each sales branch office. The entire bank is working to strengthen initiatives to facilitate financing. Please visit the following website for the status of our initiatives to facilitate financing (number of loans and amounts).

http://www.bk.mufg.jp/info/kinyu_enkatsuka/index.html (in Japanese)

MUTB Mitsubishi UFJ Trust and Banking

MUTB has established a Management Policy to Facilitate Financing, which specifies the basic policy for facilitating financing as well as Management Regulations to Facilitate Financing, which specify the basic items and internal systems for management to facilitate financing.

The company has also appointed a Director in Charge of Facilitating Financing as well as Managers to Facilitate Financing at each branch, and established a Smooth Retail Financing Office, a Smooth Corporate Financing Office, an Office to Facilitate Financing and a Management Office to Facilitate Financing at headquarters as specialized units to facilitate financing. The company's officers and employees are united in implementing works to facilitate financing, with the active involvement of corporate management. Please visit the following website for the status of MUTB's initiatives to facilitate financing (number of loans and amounts).

http://www.tr.mufg.jp/ippan/soudan/kinyu_soudan_joukyou.html (in Japanese)

BTMU **Designated Dispute Resolution Organization**
MUTB **System**
MUMSS

Designated dispute resolution organizations are dispute resolution bodies designated by government authorities. From a fair and neutral standpoint, they are to deal with complaints and requests from customers for dispute resolution concerning the actions of financial institutions. The following designated dispute resolution organizations have been contracted by BTMU, MUTB, and MUMSS for these matters.

Designated Dispute Resolution Organization System

The Bank of Tokyo-Mitsubishi UFJ (BTMU)

Organization	Japanese Bankers Association*1
Contact	JBA Customer Relations Center
	0570-017109 or 03-5252-3772

Mitsubishi UFJ Trust and Banking (MUTB)

Organization	Japanese Bankers Association*1
Contact	JBA Customer Relations Center
	0570-017109 or 03-5252-3772

Organization	Trust Companies Association of Japan*2
Contact	Trust Consultation Center
	0120-817335 or 03-3241-7335

Mitsubishi UFJ Morgan Stanley Securities (MUMSS)

Organization	Financial Instruments Mediation Assistance Center*3
Contact	Consultation Service
	0120-64-5005 or 03-3669-9833 (fax)

*1 The Japanese Bankers Association is a designated dispute resolution organization under the Banking Act and the Norinchukin Bank Act.

*2 The Trust Companies Association of Japan is a designated dispute resolution organization under the Trust Business Act and the Act on Provision, etc. of Trust Business by Financial Institutions.

*3 The Financial Instruments Mediation Assistance Center is a designated legal organization for dispute resolution that aims to resolve troubles related to financial instruments, including stocks, investment trusts, and foreign exchange margin trading (FX).

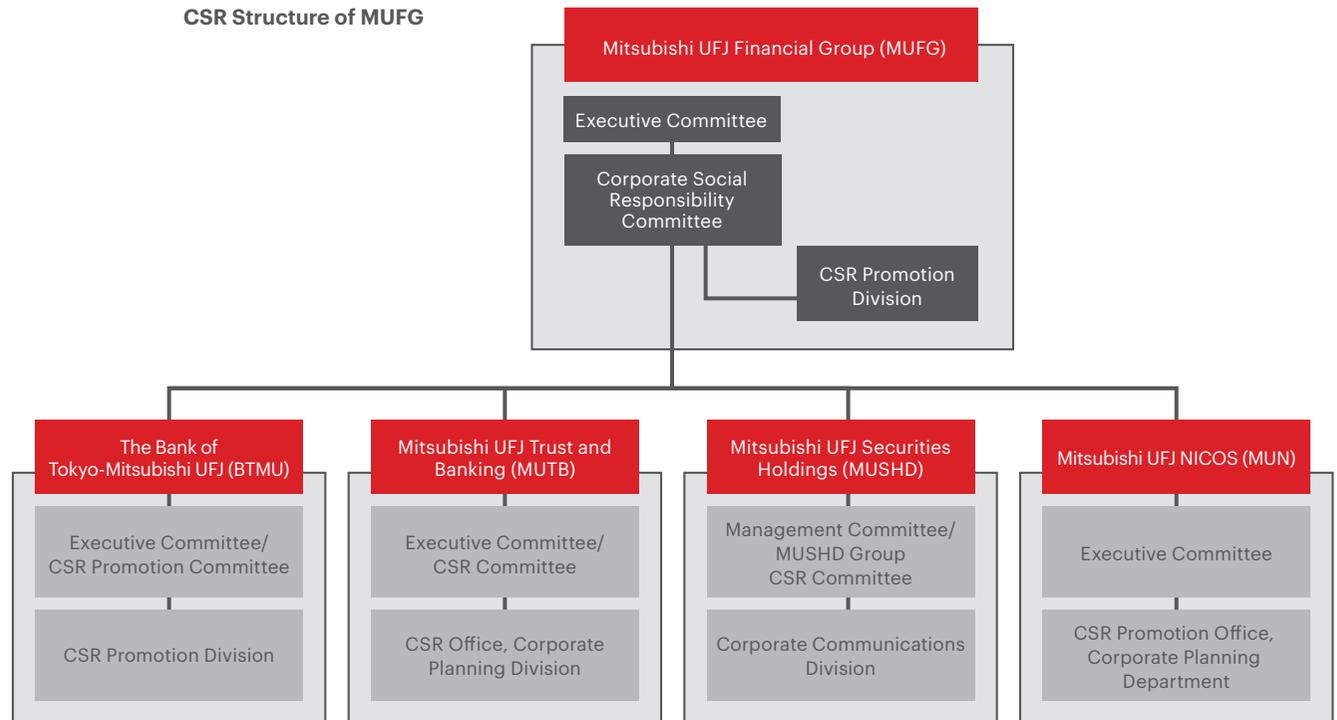
CSR Structure

MUFG has established a CSR structure integrated with its management strategies.

MUFG CSR Promotion Structure of MUFG

MUFG has established a Corporate Social Responsibility Committee (meets twice per year) to promote CSR activities throughout the group, consisting mostly of members of the Executive Committee of the holding company. The committee discusses the group's CSR policies, develops strategies for the entire group, and works to strengthen cooperation between member companies. Each group company is engaged in CSR activities and maximizes its special characteristics along with the group policy. During FY 2013, the Corporate Social Responsibility Committee met in July and March, and discussed future directions for activities based on the current status of CSR activities in the group, as well as other topics.

CSR Structure of MUFG



Participation in Initiatives

MUFG participates in a variety of initiatives to identify, promote and realize the adoption of the best environmental and sustainability practices.

MUFG UN Global Compact

MUFG has endorsed the United Nations Global Compact. A voluntary code of conduct advocated in 1999 by the then-Secretary General of the United Nations, Kofi Annan, it calls for corporations and organizations around the world to work within their respective spheres of influence to support internationally recognized standards for human-rights, labor, the environment, and anti-corruption and to act based on them.

MUFG, as a financial group that upholds the philosophy of contributing to the realization of a sustainable society, endorses the principles of the Global Compact, and works to fulfill its duties as a global citizen.



BTMU The Equator Principles

BTMU adopted the Equator Principles (EP)^{*1} as a framework to ensure that environmental considerations are made when financing large-scale development projects. We advise our clients to take due care in complying with international standards, and also monitor environmental

impacts even after financing support has been rendered.

While EP originally applied only to project finance, its third version effective June 4, 2013 (EP III) now includes large corporate loans within its scope, thus strengthening environmental and social considerations. All financial institutions that have adopted EP currently apply EP III.

To show that its EP implementation is reliable, BTMU has been disclosing its internal EP procedures and information on financed projects to an independent third party and, since FY 2012, has been obtaining an Independent Assurance Report to demonstrate that all of the disclosed information related to EP implementation^{*2} is compliant with the guidelines.

^{*1} The Equator Principles is a framework independently established by the financial industry to assess and manage social and environmental impacts and risks associated with financing large-scale development projects, in order to avert and mitigate the impacts of such development on the surrounding environment and communities. EP requires assessment of the environmental and social risks of projects from the planning stage, implementation of effective measures, and management of such measures even after financing is complete. BTMU and 79 other financial institutions in 34 countries worldwide have adopted the Equator Principles as of July 2014.

^{*2} <http://www.bk.mufg.jp/global/csr/eco/implementing.html>

BTMU Participating in the United Nations Environment Programme Finance Initiative

BTMU and MUTB are signatories to the United Nations Environment Programme Finance Initiative (UNEP FI). This is a global partnership between UNEP and the financial sector with the mission to identify, promote, and realize the adoption of the best environmental and sustainability practice at all levels of financial institution operations.

MUTB Promotion of Principles for Responsible Investment (PRI)

UNEP FI and the UN Global Compact jointly promote the Principles for Responsible Investment (PRI), which were announced in 2006. The PRI are intended to address decision-making issues related to environmental and social responsibility and corporate governance (ESG) for investments within the scope of an organization's fiduciary responsibility, and to improve the long-term results of investments. In May 2006, MUTB was among the first organizations in Japan to endorse these Principles, and actively participates in the PRI Japan Network, which promotes PRI and responsible investments in Japan.

BTMU **Signing of Principles for Financial Action for the**
MUTB **21st Century**

BTMU and MUTB signed the Principles for Financial Action towards a Sustainable Society (also known as Principles for Financial Action for the 21st Century) when they were first announced in November 2011, developed mainly through the efforts of financial institutions.

The Principles include seven items for best-effort actions by the financial industry to create a sustainable society, and guidelines for each sub-industry to put the principles into action.

The banks will continue to actively consider the environment and society based on these principles.

MUFG **Participation in the Carbon Disclosure Project**
(CDP)

The Carbon Disclosure Project (CDP) is a project run by institutional investors from around the world that urges corporations to disclose their strategies on climate change as well as detailed data on their emissions of greenhouse gases. MUFG has participated in the project since 2004.

BTMU **Exhibit at MESSE NAGOYA 2013**

The MESSE NAGOYA 2013, one of Japan's largest multi-sector trade exhibitions, was held in Nagoya in November 2013, under the theme of "Environment & Energy, Safety & Security, and New Manufacturing." This was the eighth such exhibition and drew more than 60,000 visitors, with the participation of some 800 companies, the highest number ever. BTMU has put an effort into this exhibition every year by introducing each group company's environmental and social contribution activities using video, panel displays, and mini-seminars.

Our Stakeholders and MUFG

MUFG's business activities are founded on the support of our various stakeholders in Japan, across Asia, and worldwide. We will continue working to maintain mutually harmonious and prosperous relations with all our stakeholders and to contribute to the realization of a sustainable society.



Note: The number of locations is the total of BTMU, MUTB, and MUMSS locations.

(As of March 31, 2014)

Relations with Shareholders and Investors

We strive to increase our corporate value by manifesting our comprehensive strengths as a group and responding to the expectations of customers and society.

We are also striving to enhance two-way communication with our shareholders and investors.

Medium-Term Business Plan

MUFG Strategies Aimed at Stable Growth

FY 2013 was the second year of our three-year medium-term business plan, and MUFG made progress in laying a foundation for sustainable future growth through the implementation of both offensive and defensive measures. In Japan, we contributed to the recovery of the domestic economy from a financial perspective by supporting retail customers' asset formation through Nippon Individual Savings Account (NISA) and other measures, and by supporting our corporate customers through meeting their financing needs related to M&A, capital investment, etc. Looking towards medium- to long-term growth, MUFG made Thailand's Bank of Ayudhya Public Company a subsidiary, expanding our business base in Asia where further economic growth can be expected. With regards to business management, we strengthened our governance approach through the establishment of a Risk Committee and a Global Advisory Board.

MUFG Maintaining Sound Financial Foundations

Under the Basel III regulatory frameworks for capital and liquidity introduced in March 2013, our Common Equity Tier 1 capital ratio, which shows the percentage of core capital, is sufficient at 11.25%. The non-performing loan ratio remains low at 1.41% (as of March 31, 2014). For details,

see the following website.

<http://www.mufig.jp/english/ir/fs/>

Capital Management and IR

MUFG Appropriate Capital Policy

In our aim to raise corporate value, our capital policy emphasizes balance between maintaining sufficient equity capital, further enhancing shareholder returns, and utilizing capital for increased earning power.

MUFG Basic Stance on Investor Relations

MUFG discloses information on our financial conditions, business strategies, and risks involved in our operations in a fair and timely manner. We also aim to raise corporate value by giving market perceptions proper consideration in our management processes.

The MUFG website provides information for investor relations (IR).

www.mufig.jp/english/ir/

MUFG IR Activities for Institutional Investors

We proactively provide information to domestic and foreign institutional investors by holding investor meetings

regarding our financial results and using various other channels. We also carry out diverse activities such as responding to requests for interviews and regularly visiting investors.

MUFG IR Activities for Individual Investors

We clearly convey MUFG's financial information and management strategies to individual investors through seminars and so on. Our website also plainly explains MUFG using video and diagrams in the section for individual investors.

<http://www.mufig.jp/investors/> (in Japanese)

MUFG Shareholder Benefit Program (MUFG Shareholder Club)

The MUFG Shareholder Club provides preferential services, making use of the comprehensive strengths of MUFG, including preferential interest rates on time deposits and discounted stock trading commissions.

MUFG **General Shareholders' Meeting**

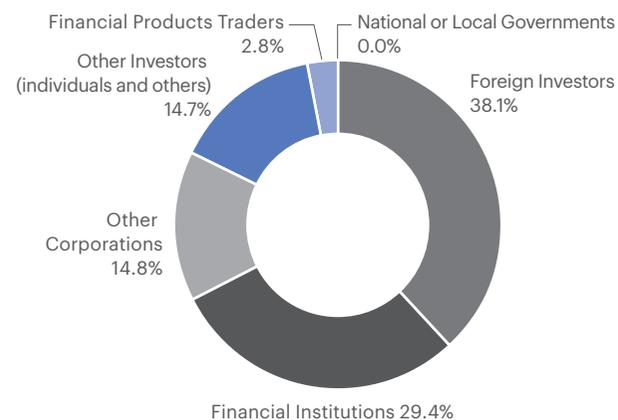
The ninth Annual General Meeting of Shareholders was held in June 2014 at the Nippon Budokan (Tokyo). A webcast of the meeting can be viewed at the following site:

<http://www.mufg.jp/investors/movie/> (in Japanese)

MUFG **MUFG Selected for SRI Indexes**

In recent years, socially responsible investment (SRI) has become increasingly popular in the world of asset management as a standard for investment decisions that are based not only on financial perspectives, but also the broader views of society, including environmental considerations and social contributions. MUFG has been selected for inclusion in SRI indexes, such as the DJSI Asia Pacific, FTSE4Good Index Series, and MS-SRI (as of July 31, 2014).

Shareholder Composition (Common Shares)



Excluding treasury shares; percentages calculated to the first decimal point.
(As of March 31, 2014)

Relations with Business Partners

MUFG works with a wide range of business partners, including institutions that provide financial products and services, and business alliance partners. We strive for fairness in all interactions with these business partners, and work to create value through collaboration.

MUFG Fairness in Business

MUFG has included three items in its Principles of Ethics and Conduct to create and sustain healthy relationships with business partners—"acting with honesty and integrity," "adherence to laws and regulations" and "combating criminal activity."

We maintain fairness in business by carefully observing the law under all circumstances, and by building fair and sound partnerships, while ensuring that we do not support anti-social, corrupt, or criminal elements.

MUFG Approach to Purchasing Activity

MUFG purchases paper and other materials in accordance with the principles discussed below.

1. Fair and Honest Selection and Treatment of Suppliers.

We determine suppliers fairly and honestly based on economic common sense. We do not give special treatment to specific suppliers without any appropriate reasons, nor do we treat any suppliers unfairly.

2. Compliance with Laws and Social Norms

When purchasing goods, we comply with all related laws, regulations and rules, and act based on high ethical standards.

3. Secure Management of Confidential Information

We securely manage all confidential information about suppliers that we obtain through purchasing activities.

4. Environmental Considerations

We consider environmental implications, such as mitigation of global warming and biodiversity protection, when making purchasing decisions. In principle, we only purchase office paper which is produced using appropriate forest management practices and is otherwise manufactured in an eco-friendly manner. We respect companies that have obtained environmental certifications and otherwise try to protect the environment, and work to deepen our partnerships with such companies.

5. Requesting Cooperation from Suppliers

We ask that our suppliers maintain fair and sound business practices. This includes respect for basic human rights, compliance with laws and regulations, environmental considerations, and elimination of business with anti-social, corrupt, or criminal elements.

6. Maintaining Partnerships with Suppliers

We respect all companies that we do business with as partners, and we strive to maintain relationships of trust and cooperation by treating them with honesty and as

equals. We do not use a dominant bargaining position to demand or receive unfair benefits.

MUFG Creating New Societal Value through Collaboration

Collaboration with business partners holds the potential for creating new societal value by making the most of the merits of each company's core businesses. We strive to develop relationships with our business partners based on this understanding not only to provide services and products that are more useful to society, but also to contribute to the development of healthy financial markets and the construction and development of social infrastructure.

Examples of Major Business Partnerships

Date	Business Partner	MUFG	Details
April 2013	Mitsubishi Materials Corporation	MUL	Launched joint solar power project.
April 2013	Investment and Development Agency of Latvia	BTMU	Concluded memorandum on operating alliance.
May 2013	Invest Lithuania	BTMU	Concluded memorandum on operating alliance.
July 2013	Bank Gospodarstwa Krajowego SA	BTMU	Concluded memorandum on operating alliance.
July 2013	PT Sarana Multi Infrastruktur (Persero)	BTMU	Concluded memorandum on operating alliance.
July 2013	Enterprise Estonia	BTMU	Concluded memorandum on operating alliance.
August 2013	TKC Corporation	BTMU	Established new financing system.
December 2013	Prime Bank Limited	BTMU	Concluded memorandum on operating alliance.
December 2013	Paygent	MUN	Concluded capital and operating alliance agreement.
January 2014	Misawa Homes	MUL	Concluded operating alliance agreement on healthcare service.
February 2014	The Ministry of Planning and Investment of Lao People's Democratic Republic	BTMU	Concluded memorandum on operating alliance.
February 2014	Malaysia's Halal Industry Development Corporation	BTMU	Concluded memorandum on operating alliance.
February 2014	Seven Bank	MUMSS	Launched alliance on ATM use.

Environmental Policies and Initiatives

We work to reduce negative impacts on the environment through our core business as a financial institution, such as the financing of environmentally friendly business.

Basic Policies and Structures

Reducing environmental impacts and helping create a sustainable society are key concerns for MUFG. To address these concerns in a unified way, in March 2006 we formulated the MUFG Environmental Statement and Policy. Based on a shared awareness within MUFG of the critical nature of global environmental challenges, in June 2008 we also adopted the MUFG Environmental Action Policy, which provides guidelines for concrete actions to deal with environmental issues. Our efforts relating to the environment are based on the philosophy and principles outlined in these policies.

MUFG MUFG Environmental Statement

We, the directors and employees of MUFG, recognize that protection of the global environment is the responsibility of all human beings and, as a good corporate citizen, MUFG fulfills its social responsibility by working actively towards the realization of a sustainable environment.

Through our business activities, we will support environmental protection efforts by both industry and individuals that contribute to realizing a sustainable society.

MUFG MUFG Environmental Policy

In accordance with the spirit and philosophy outlined in its Environmental Statement, we, the directors and employees of MUFG will:

1. Comply with all laws and regulations related to environmental protection and other requirements to which group companies subscribe;
2. Support business activities that contribute to the protection and improvement of the environment through the provision of high-quality financial products and services, and aim to reduce environmental risks;
3. Recognize the environmental burden caused by consumption of resources and release of waste from our own business activities and aim to protect the environment through resource recycling as well as efficient use of energy and resources;
4. Monitor the effects of our activities on the environment and work towards continuous improvement and pollution prevention;
5. Provide in-house environmental education and support and promote environmental protection activities of individual directors and employees both during and outside working hours;
6. Inform the entire group and the general public of our environmental statement and policy and help raise awareness of environmental issues through extensive communication.

MUFG MUFG Environmental Action Policy

MUFG views environmental issues with the utmost seriousness, and aims to help realize a sustainable society in which future generations can live with peace of mind.

- I. We will dedicate our efforts to create an environmentally conscious society through finance.
- II. We will work to reduce our own environmental impact and also focus on social contribution activities.

(For details of the MUFG Environmental Action Policy, see page 8.)

MUFG Our Approach to Addressing Biological Diversity Conservation

Biological diversity, or biodiversity, is considered to have three dimensions: ecosystem diversity, species (interspecies) diversity, and intra-species (genetic) diversity. It is said that biodiversity is facing three crises: reduction and extermination of species due to human activities (development and overharvesting), deterioration in the quality of nature due to insufficient care for woodlands, and disruption of ecosystems from influences such as invasive species and chemical substances.

In recognition of the importance of conserving the biological diversity that supports the global environment, MUFG intends to pursue efforts based on the following approaches:

(1) Active engagement

Raise awareness among corporate officers and employees about biological diversity, linking them to voluntary and company-wide activities.

(2) Promotion of social contribution activities that make use of financial products and services

Support biodiversity conservation projects through the provision of integrated financial services. Make use of the expanding business base and other resources of MUFG to support social contribution activities.

(3) Linkages with communities and society

In order to conserve biodiversity, link and cooperate with a wide variety of partners, including international organizations, national government, communities, and non-profit organizations.

(4) Considerations related to purchasing activities

Consider biodiversity protection when purchasing materials for business operations.

(5) Information disclosure and communications

Share information about our activities widely with society, contributing to the development of society's overall efforts to conserve biodiversity.

MUFG ISO 14001 Certification

ISO 14001 is an international standard for management systems that aim to reduce environmental impacts. This standard requires that the environmental impacts of business activities continually be reduced.

The following locations in MUFG have acquired ISO 14001 certification:

MUTB
—Marunouchi Head Office, Konan Building

MUMSS
—Mejirodai Building (including Clean Energy Finance Division in Toyosu Front Building)

MUN
—Head Office Building

MUL
—Head Office, affiliate companies (MUL Business Company Ltd. Head Office and MUL Eco-Business Co., Ltd. Tokyo Office)

BTMU **Independent Assurance Report on Equator Principles**

In December 2005, BTMU adopted the Equator Principles (EP), which encourage financial institutions to conduct prior assessments of the environmental and social impacts of the development projects they fund, to avert and mitigate those impacts, and to monitor performance. We have applied the EP to many resource and infrastructure development projects.

Investors, NGOs and other stakeholders have called for improvements in reliability and transparency of the EP.

In response to those demands, we have disclosed our internal EP procedures and information on financed projects to an independent third party and have obtained its assurance report for disclosed information (see Note) related to EP implementation in FY 2013.

Note: <http://www.bk.mufg.jp/global/csr/eco/implementing.html>

MUFG **MUFG Support Framework**

For the success of environmental projects or businesses, we make the most of our comprehensive strengths by providing customers with across-the-board support, including financial, business matching, and consulting services.

Independent Assurance Report



MUFG Support Framework



Reducing Our Environmental Impacts through Core Business (Corporate & Investment Banking)

BTMU Environmental Accounting—Finance to Reduce Environmental Impacts

The environmental concerns of our customers are diversifying, from the reduction of greenhouse gas (GHG) emissions to energy conservation. MUFG works to indirectly reduce environmental impacts, providing a wide array of services to support the initiatives of such customers to reduce electricity consumption and GHG emissions from operations, covering everything from planning support to assistance in reducing financing costs.

BTMU evaluates corporate customers' environmental management activities, and provides innovative financing options with preferential terms. In addition we provide environmental loans that use national governmental subsidy systems, such as the Ministry of the Environment's interest subsidy programs for environmental loans and green financing promotion, and Ministry of Economy, Trade and Industry's subsidy program for promotion of upgrading facilities for energy efficiency in FY 2013.

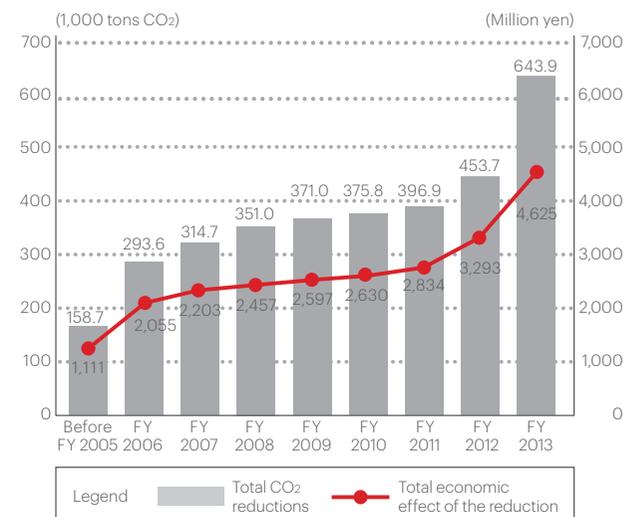
The loans apply to a wide range of areas, including the introduction of solar, wind, and other alternative energy generation facilities; the installation of air conditioners, lighting and other energy-conservation equipment and materials in factory and office buildings; energy-efficient construction; industrial waste recycling facilities; and appropriate waste treatment facilities for fusion furnaces and final disposal sites, etc.

BTMU made 38 loans through such activities in FY 2013, the largest number to date, resulting in an annual CO₂ reduction of 190,000 tons and a cumulative total economic effect of about 4.5 billion yen (the cost neces-

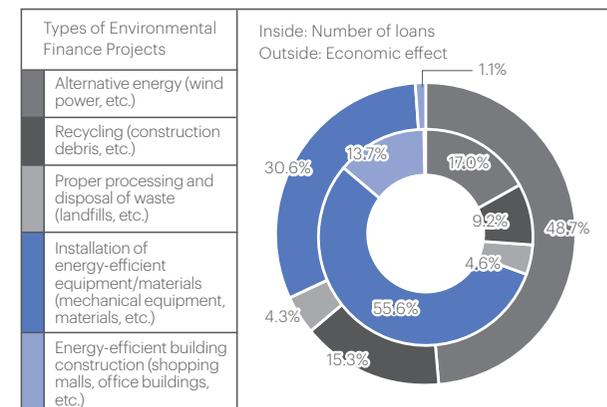
sary to reduce CO₂ emissions).

Moving forward, BTMU will strive to contribute to the environmentally friendly business of our clients through financing.

Total CO₂ Reductions and Economic Effect through Financing



Ratio by Field of Number of Loans and Total Economic Effect according to CO₂ Reduction



Changes in CO₂ Reductions and Economic Effect through Financing

Item	Units	Before FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Number of environmental loans, by fiscal year	No. of loans	16	10	6	6	7	9	36	25	38
Annual CO ₂ reductions due to financing, by fiscal year	1,000 t-CO ₂	158.7	134.9	21.1	36.3	20.0	4.8	21.2	56.8	190.2
Total CO ₂ reductions	1,000 t-CO ₂	158.7	293.6	314.7	351.0	371.0	375.8	396.9	453.7	643.9
Total economic effect of the reduction	million yen	1,111	2,055	2,203	2,457	2,597	2,630	2,834	3,293	4,625
Reduction unit cost (see Note)	yen/t-CO ₂	7,000	7,000	7,000	7,000	7,000	7,000	9,600	8,100	7,000

Note: 7,000 yen/ton was used as the highest cost of measures necessary to meet Kyoto Protocol targets until FY 2010. The average cost of Excess Reductions is detailed in the "Results of the assessment of trading prices," a Tokyo Metropolitan Government survey on total reduction obligations and the emissions trading structure in the metropolitan area. From FY 2011 onwards, this was used as a measure that could be equated with a reduction cost within Japan.

BTMU Project Finance for Renewable Energy

Governments around the world are initiating steps to support the growth of renewable energy sources as environmentally clean alternatives to fossil fuels. Through its role as a project finance lender and provider of other financial services, BTMU is a proactive supporter in the global development of renewable energy for reducing greenhouse gas emissions and supporting the future of industries and modern lifestyles. Renewable energy sectors where BTMU and its group companies, including Union Bank in the United States, have provided debt financing include wind, solar, and biomass power generation.

The 2011 earthquake and tsunami reanimated the debate over Japan's medium- to long-term energy and environmental policy, prompting a rise in renewable energy installations. Japan's Basic Energy Plan adopted in 2010 sets a target to increase the share of zero-emission sources (nuclear and renewable) in the energy mix by more than 50% by 2020. A feed-in tariff scheme for renewables (solar, wind, hydro, geothermal, and biomass) was launched in July 2012, imparting further momentum to the spread of renewable energy across all sectors of society.

Based on its substantial track record and expertise acquired through overseas projects, BTMU has been providing full-fledged financing to energy development projects in Japan since around 1998. In FY 2013, the company arranged financing for the Eurus Rokkasho Solar Park*1 (Aomori Prefecture), the largest photovoltaic development project in Japan to date, and the Eurus Yurikogen Wind Farm*1 (Akita Prefecture), among other projects.

For the Eurus Rokkasho Solar Park, the plan is to install around 510,000 solar panels in two districts, Takahoko and

Chitosedairakita, totalling 253 hectares of land (about the size of 50 baseball stadiums). With a total output of 148 MW (direct current), the solar park is expected to generate enough electricity year-round to power approximately 38,000 ordinary Japanese households, offsetting roughly 70,000 tons of CO₂ emissions per year. Financing for this project totaled 39.3 billion yen, with BTMU serving as lead arranger in a group of 14 banks including regional banks. The Eurus Yurikogen Wind Farm, meanwhile, is a project to install seventeen 130-meter-tall turbines on a plateau spanning the three districts of Koyoshi, Nishiyurihara, and Nishime located five kilometers inland from the Japan Sea. With a total output of 51 MW, the wind farm is expected to generate enough electricity to power some 30,000 ordinary households, offsetting roughly 57,000 tons of CO₂ emissions per year. BTMU coordinated financing as lead arranger of a group underwriting 11.3 billion yen for the project.

In the geothermal field overseas, BTMU served as mandated lead arranger of a financing contract totalling US\$1.17 billion underwritten by six Japanese and overseas banks, the Japan Bank for International Cooperation (JBIC), and the Asian Development Bank for a power generation project in the Sarulla district of Sumatra, Indonesia, owned by a consortium of private companies from Japan, the U.S., and Asia. Project finance for geothermal energy, although known for having a more challenging risk assessment process than other resources, is the largest in the world. The power plant is scheduled to supply 320.8 MW of electricity to a state-owned power utility for 30 years starting in 2016, and is expected to offset 1.84 million tons of CO₂ per year.*2

*1 Rokkasho Solar Park and Yurikogen Wind Farm are projects developed by renewable energy developer Eurus Energy Group.

*2 According to an estimate by JBIC

Renewable Energy Project Finance MLA 2013

Rank	Company	Total(US\$ million)	Market Share (%)
1	Mitsubishi UFJ Financial Group	1,301.43	5.86
2	Sumitomo Mitsui Financial Group	1,183.26	5.33
3	Deutsche Bank	1,011.25	4.55
4	Credit Agricole Group	830.94	3.74
5	UniCredit	828.56	3.73
6	NordLB	734.07	3.31
7	HSH Nordbank	714.55	3.22
8	National Australia Bank	685.22	3.09
9	Rabobank	683.97	3.08
10	ING Group	682.32	3.07

Source: Infrastructure Journal League Tables (www.ijonline.com)

In addition to geothermal, BTMU's involvement in solar, wind, and other projects around the globe resulted in its being ranked as the world's leading provider of project finance debt to renewable energy projects in 2013 (see Note), as well as the world's largest provider of project financing overall. BTMU will continue to utilize its arrangement experience and know-how in driving renewable energy growth in countries around the world that are promoting sustainable development.

Note: Results of survey by Infrastructure Journal, a project finance magazine

BTMU Supporting Funds-Procurement for Customers
MUTB Promoting Environmental Efforts

BTMU and MUTB provide extensive support—from support for planning environmental initiatives to the provision of financing—for customers who engage in environmental businesses and for customer initiatives that aim to reduce greenhouse gas emissions from business activities.

To support funds-procurement, all branches are making use of BTMU's strengths in the banking sector by actively promoting financing to meet the demand for capital expenditures required for facilities to contribute to energy conservation. In addition, the Environmental Business Office provides broad support for customers looking to introduce energy-efficient technologies in their factory, office building, retail store, or other location and for projects that involve solar power or other renewable energy systems. MUTB also offers environmental financing schemes to support corporate efforts to address climate change.

● **Environmental Management Support Loans**

BTMU works with Mitsubishi UFJ Research & Consulting (MURC) to evaluate environmental management initiatives

of corporate customers, and depending on the results, can offer a CSR-Type Environmental Management Support Loan to finance them. Many customers have used these loans since the bank started offering them in April 2011. Also, through this type of financing, it promotes the use of Environmental Management Support Loan (with 1% interest subsidized) that makes use of Japanese Ministry of the Environment's interest subsidy program for financing businesses that encourage environment friendly management. In FY 2013, financing was provided for a wide range of companies that attained environmental ratings for having "progressive environmental management" and "acceptable initiatives," including Fuji Logistics Co., Ltd. (Tokyo) and Kawamura Electric Inc. (Aichi Prefecture).

The Ministry of the Environment's interest subsidy program offers a maximum 1% interest subsidy for up to three years for the interest on loans made to install environmentally friendly equipment and facilities, provided the borrower has acquired a certain environmental rating, and has made a declaration to reduce CO₂ emissions and achieved results.

● **Green Project Support Loan**

BTMU began offering the Green Project Support Loan (with 1% interest subsidized) using the Japanese Ministry of the Environment's interest subsidy program to promote green financing in August 2013, and has introduced the product to many clients.

In FY 2013, BTMU made loans to diverse clients, including OG Corporation (Osaka Prefecture), Chuetsu Pulp & Paper Co., Ltd. (Toyama Prefecture), and Yamada Oil Co., Ltd. (Yamaguchi Prefecture). Of the 16 such loans approved by the government throughout Japan, 11 were approved by BTMU.

The interest subsidy program to promote green financing is a program by which a business can receive a subsidy of up to 2% on the interest charged, for up to five years, on a loan made for capital investments to address climate change. Applications must be under the environmental risk assessment financing program.

In the environmental risk assessment financing program, the borrower is required to present to the financial institution the results of environmental impact assessments on projects and environmentally conscious measures. The financial institution then verifies the details and status of execution. To this end, BTMU and MURC designed a system to carry out such verifications.

● **Energy Conservation Support Loan**

BTMU also offers Energy Conservation Support Loan (with 1% interest subsidized) using the Ministry of Economy, Trade and Industry's subsidy program for promotion of upgrading facilities for energy efficiency. These are used by many customers when they invest to upgrade to energy-efficient facilities and introduce top-runner equipment, etc. The subsidy program for promotion of upgrading facilities for energy efficiency is an interest subsidy program under METI. Applicants can receive an interest subsidy for up to ten years of up to 1% of the interest used for installation of energy-efficient equipment.

● ECO Accreditation Support Loan

BTMU is developing products and services that support small- and medium-sized enterprises working to reduce their impacts on the environment. BTMU offers ECO Accreditation Support Loan, which provides 100,000 yen in financing to cover a portion of accreditation costs of customers who have already acquired or are working to acquire ISO 14001, EcoAction 21, or some other type of environmental certification, such as Eco Stage (see Note).

Note: Japan-specific environmental management standards

● CSR Support Loan / CO₂ Reduction Support Loan

MUTB offers its own original products to support the CSR activities and CO₂ emission reduction efforts of corporate customers working actively for CSR and reducing CO₂ emissions in order to fight global warming.

CSR Support Loan

Loan with preferential interest rate for customers who have committed to targets for improving their CSR performance in specific areas (three to five targets).

CO₂ Reduction Support Loan

Loan with preferential interest rate for customers who have committed to reducing their CO₂ emissions.

Both the CSR Support Loans and CO₂ Reduction Support Loans require a prior declaration of targets, but prior rating work is not required. Even if the targets are not achieved, it is still possible to make a social or environmental contribution, such as by donating to an external organization the amount of interest subsidized by the government, and it is also possible for customers to publicize their CSR and environmental initiatives.

MUMSS CDM Consulting Activities

The Clean Development Mechanism (CDM) is a market mechanism defined in Article 12 of the Kyoto Protocol to the United Nations Framework Convention on Climate Change (UNFCCC). Under the CDM, developed countries with a greenhouse gas (GHG) emission reduction targets provide technical or financial assistance to GHG emission mitigation projects to promote sustainable development in developing countries.

The United Nations certifies the resulting GHG emissions reductions and developed countries are allowed to count these reductions towards their own targets. Knowledge of the CDM process and expertise in baseline and monitoring methodologies development is essential to the successful implementation of projects under the CDM scheme. MUMSS became engaged early on in providing CDM consulting services, and has been involved in over 100 projects so far, including a biomass power project in Kandal Province in Cambodia that utilizes waste rice husks as fuel. As of May 2014, 76 of these projects have been registered by the United Nations.

MUMSS Initiatives under the Joint Crediting Mechanism (JCM)

In November 2013, the 19th Conference of the Parties (COP 19) to the United Nations Framework Convention on Climate Change was held in Warsaw, Poland, where it was agreed to look into the introduction of voluntary greenhouse gas emissions reduction targets under the new international climate change mitigation framework that will start in 2020 with the participation of all countries. Various initiatives are currently under discussion in the lead-up to the creation of a new international framework. Meanwhile, the Japanese government has proposed the Joint Crediting Mechanism (JCM)^{*1} as a new mechanism. As of May 2014, 11 countries, including Mongolia, Kenya, Vietnam, and Indonesia, have signed intergovernmental memoranda with Japan on the JCM.

Since FY 2010, the Japanese government has been inviting new proposals for JCM projects under its Feasibility Studies Program for Establishing Joint Crediting Mechanisms. MUMSS has been an active participant in this process and has been involved in more than 50 projects so far. The JCM can support activities in various sectors, including streamlining urban transport and energy-saving buildings and appliances, technologies in which Japan has advantages. Other activities include making use of know-how acquired through experience gained with the CDM and MUFG financial functions to promote JCM initiatives and advance climate change solutions on a global scale, in ways that will benefit both Japan and the developing world.

● **Solar lanterns in Kenya**

One JCM project for which MUMSS is providing consulting services is a project to distribute solar lanterns^{*2} to non-electrified communities in Kenya.

Since the rural electrification rate is less than 20%, people in these areas rely heavily on kerosene^{*3} lamps, which represent a fire hazard, emit harmful black smoke and weigh heavily on family finances due to rising fuel costs. The introduction of solar lanterns eliminates such problems in addition to cutting CO₂ emissions.

^{*1} A bilateral credit scheme proposed by the Japanese government to the international community as a new mechanism to complement CDM. Benefits of JCM include mutual implementation of projects by countries who sign a bilateral agreement, a broader range of applicable projects than CDM, short processing times, and the availability of Japanese government subsidies.

^{*2} Rechargeable LED lanterns powered by solar energy. They can also be used as a power source for mobile phones. Replacing 100,000 kerosene lamps with solar lanterns can reduce approximately 15,000 tons of CO₂ per year.

^{*3} A constituent of petroleum, kerosene is the primary ingredient in fuels used across a range of applications, such as lamps, heaters, and jet engines.

BTMU Supporting Environmental Risk Management through the Equator Principles

Financial institutions are now expected to undertake efforts to prevent potential environmental degradation, human rights violations, and other issues attributed to loans to development projects in emerging countries and to other domestic and international business activities.

In 2005, BTMU adopted the Equator Principles (EP)^{*1} as a framework to ensure that environmental considerations are made when financing large-scale development projects. We advise our clients to take due care in complying with international standards, and also monitor environmental impacts even after financing support has been rendered.

While EP originally applied only to project finance, its third version effective June 4, 2013 (EP III) now includes large corporate loans within its scope, thus strengthening environmental and social considerations. All financial institutions that have adopted EP currently apply EP III.

To show that its EP implementation is reliable, BTMU has been disclosing its internal EP procedures and information on financed projects to an independent third party and, since FY 2012, has been obtaining an Independent Assurance Report to demonstrate that all of the disclosed information related to EP implementation^{*2} is compliant with the guidelines.

^{*1} The Equator Principles is a framework independently established by the financial industry to assess and manage social and environmental impacts and risks associated with financing large-scale development projects, in order to avert and mitigate the impacts of such development on the surrounding environment and communities. EP requires assessment of the environmental and social risks of projects from the planning stage, implementation of effective measures, and management of such measures even after financing is complete. BTMU and 79 other financial institutions in 34 countries worldwide have adopted the

Equator Principles as of July 2014.

^{*2} <http://www.bk.mufg.jp/global/csr/eco/implementing.html>

Disclosure of EP Projects and Their Risk Categories

In compliance with EP II (2006 version) and EP III, BTMU has disclosed the number and risk categories of projects reviewed in FY 2013 that are subject to the Equator Principles. These projects are those that reached their financial close in the period from April 1, 2013, to March 31, 2014.

Project Finance^{*3}

The table below shows the number of projects that were reviewed after April 1, 2013, and reached financial close between April 1, 2013, and March 31, 2014.

Projects subject to EP (EP II + EP III)			
By Category	A	B	C
Total	1	22	3
By Region	A	B	C
Americas	-	9	-
Asia and Oceania	-	8 ^{*4}	2
Europe, Middle East, Africa	1	6 ^{*4}	1
By Sector	A	B	C
Infrastructure	-	5	1
Mining	-	-	-
Oil and gas	1	4	-
Petrochemicals	-	-	-
Power	-	13	2

Category A: Projects with potential significant adverse environmental and social risks and/or impacts that are diverse, irreversible or unprecedented.

Category B: Projects with potential limited adverse environmental and social risks and/or impacts that are few in number, generally site-specific, largely reversible and readily addressed through mitigation measures.

Category C: Projects with minimal or no adverse environmental and social risks and/or impacts.

^{*3} For information on project-related corporate loans and project finance advisory services, visit our website at: <http://www.bk.mufg.jp/global/csr/eco/implementing.html>.

^{*4} The sum of the numbers reported for each region does not match with the total as one of the projects is located over two regions.

MUL Various Services

MUL is engaged in a variety of other initiatives and services to address climate change.

● **ESCO Services**

Energy service company (ESCO) projects can assist large consumers of energy—including commercial facilities such as buildings, factories, and hotels and public facilities such as street light systems—to achieve greater energy efficiency. An ESCO project provides a package of services (which can include energy audits, proposals for project planning and facilities upgrades, and validation of results after construction) that achieve reductions in environmental impacts while also reducing costs.

Because all of the costs associated with an ESCO project, including facility upgrades, can be recouped through future reductions in energy costs resulting from improved energy efficiency, ESCO projects require essentially no investment of new funds. After the initial investment has been recovered, the reduced energy costs remaining after subtracting maintenance and management costs are counted as customer profit. Another positive feature is that even if the ESCO project produces a smaller reduction in energy consumption than originally expected, no additional burden is placed on the customer. Also, being within a comprehensive ESCO framework facilitates the use of subsidies in many countries, thereby reducing total investment costs.

MUL was one of the first companies in Japan to provide services for ESCO projects and is recognized for its top-class performance in the field, having been involved in 430 ESCO projects so far (as of March 31, 2014). In the process, MUL has become a one-stop provider of coordinated energy-efficiency solutions.

● **Financial Services for Environmental Businesses**

MUL provides total support for achieving business plans by offering finance services to customers engaged in energy conservation and renewable energy. Besides providing corporate financing, we also offer diverse financial services that match projects and operations, such as by using project financing methods that rely on profitability and stability.

● **Renewable Energy Initiatives**

MUL has been actively promoting renewable energy projects. One example is a joint solar power project using land owned by a corporate customer in Japan, which launched its operation in December 2013. All electricity generated will be sold to the local power utility. MUL is also contributing to solutions for global environmental protection and energy issues through other renewable energy initiatives, such as a solar power project using the rooftops of rental apartments.

● **Carbon Offset Services**

MUL offers the Offset Partner Service (a trust service for carbon offsets) to support from procurement to management of carbon offsets. This service supports customers' environmental initiatives in a variety of scenarios, such as development of products that come with carbon emission credits and provision of carbon offsets for exhibition events and manufacturing plants. Our Carbon Natural Lease (lease bundled with carbon emission credits) offsets the CO₂ that will be emitted in connection with the lease using carbon emission credits. Customers can, in effect, be engaged in environmental activities without having to do the cumbersome paperwork or accounting.

● **Green Leases and Tradable Green Certification Services**

A Green Lease is a leasing service that covers a portion of the electricity consumed by leased equipment, by using "green" electricity generated using natural energy sources that have a low environmental impact, such as wind or solar power. Customers can easily use green power by applying Tradable Green Certificates to their lease contracts, thereby certifying the environmental value of the renewable energy used.

In July 2010, MUL was authorized as an issuer of Tradable Green Certificates, and launched a Tradable Green Certification service, by which MUL purchases from a customer the environmental value of the renewable energy generated from the use of photovoltaic equipment leased to the customer. MUL is using these acquired Tradable Green Certificates for green leases, which connect customers who want to invest in the environment with customers who want to reduce CO₂ emissions by using green power.

● **Used Equipment Trading Business**

Taking advantage of being a leasing company that deals with physical assets in the course of daily business, MUL is aware of its various roles and responsibilities relating to topics such as waste reduction, and has been trading in machine tools, medical, information and other used equipment. For example, information-processing equipment is reused and recycled through MUL Eco-Business Co., Ltd., which has a complete in-house system for secure data destruction, and approaches zero emissions (see Note) in its operations.

Note: Zero emissions refers to systems in society that employ reuse and various other means to result in almost no net emissions or waste.

Reducing Our Environmental Impacts through Core Business (Consumer Business / Private Banking)

BTMU Supporting Purchases of Eco-Friendly Homes

MUTB

BTMU and MUTB support the greater use of renewable energy by offering a reduction in interest from posted rates that apply to each type of mortgage for a customer who builds or purchases an eco-friendly home meeting BTMU or MUTB criteria by having a photovoltaic system installed, and so on.

BTMU Supporting Eco-Friendly Home Improvement

Responding to a growing awareness about climate change and other environmental issues, BTMU offers incentives such as preferential interest rates on home improvement loans for eco-friendly improvements.

We also offer financing at interest rates below posted rates for projects such as barrier free renovations to make homes more people-friendly.

MUN Service via Credit Cards

MUN offers a service in which customers can contribute to the environment by using points accumulated with credit cards (MUFG CARD, DC, or NICOS). The MUN points program offers a "Charity" option*¹ giving customers the option of making a five-yen donation per point—to research for environmental protection and conservation through tree planting and forest management, or to a variety of volunteer organizations engaged in capacity building.

*¹ This program enables users to donate money to an environmental project or organization of their choice, including projects conducted by a public interest incorporated foundation, the Organization for Industrial, Spiritual and Cultural Advancement-International, Japan

(OISCA Japan) and organizations such as the Global Environmental Forum of Japan.

MUFG Paperless Initiatives

To reduce CO₂ emissions by going paperless, BTMU introduced Eco Bank Book and Eco Notification in May 2012, providing account information to customers anywhere and at any time through the Internet. The Eco Bank Book provides access via personal computers and smartphones to up to 25 months of deposits and withdrawals, and also allows customers to save notes about transactions to assist them in managing their household budgets. Because paper-based passbooks are not issued, customers do not need to record transactions, and there is no need to worry about losing the passbook. Eco Notification is a service through which status updates are provided by the bank online instead of by mail, including notifications of mutual fund transactions and the maturation of time deposits. When a new notification is posted, an e-mail is sent to the registered e-mail address, allowing the customer to efficiently manage the account and eliminating any worries about unrecorded transactions. Our efforts to go paperless are progressing steadily, with about 700,000 customers applying for Eco Bank Book and about 350,000 for Eco Notification, by the end July 2014.

Through Internet banking service, MUTB offers electronic delivery that allows customers to view various documents relating to investment trust transactions that would otherwise be sent by mail. One benefit of this method is the reduction of environmental impact, by eliminating the need to print and mail the documents. They are received and saved by personal computer. MUTB stores electronic versions of some paper pamphlets, such as prospectuses for mutual funds being sold in branches, and has introduced the capability to print and bind such booklets

on demand using copiers. This approach reduces the use of paper that would otherwise have been wasted when branches had to dispose of surplus pamphlets after revisions were made.

MUMSS is working to expand a service that allows customers to view electronically by Internet (in PDF format) about 60 types of documents the company sends out, including transaction statements and account statements. Since 2012, we have repeated our e-post sign-up campaign every half year. For every account signed up for this service during the campaigns, we donate 100 yen to the MUFG NFUAJ*² East Japan Earthquake Recovery and Scholarship Fund. The campaign was done for the fifth time in the first half of 2014.

MUN is working to expand its service by enabling customers to view their account statements online instead of relying on printed statements sent by mail. By reducing the amount of paper used for statements, we can reduce CO₂ emissions by about 500 grams per item mailed. Also, a portion of costs saved by customers signing up to check their MUFG CARD statements online will be donated to organizations engaged in environmental protection.

*² National Federation of UNESCO Associations in Japan

Reducing Our Environmental Impacts through Core Business (Asset Management)

MUTB Initiatives for ESG Investment

Global pension funds and other investors pursuing stable investment returns consider the business outlook and financial data when evaluating companies, but are also increasingly looking at a company's extra-financial information such as environmental and social responsibility and corporate governance (ESG). A consensus is starting to take hold that investing in companies with clear social responsibility policies and programs and strong corporate governance systems can increase returns over the medium- to long-term and reduce risk. Assessment methods that place higher value on corporate dialogue for verifying this extra-financial information are also becoming more widespread.

Drawing on its experience as a pioneer in ESG-based corporate assessment and asset management, MUTB is working on creating and managing funds with selected equities that are expected to experience sustained growth. These funds have grown in size as more investors have come to recognize their performance and management strategies. Through seminars and other events, we also educate participants about methods of selecting companies for investment based on ESG principles, and we work to promote broader use of corporate assessment methods that make use of extra-financial information. We also became a signatory to the international Principles for Responsible Investment (PRI) (see Note) to propagate PRI-based investing activities in Japan.

Note: PRI were announced by the then-Secretary General of the United Nations, Kofi Annan, in 2006. The PRI are intended to address decision-making issues related to ESG for investments, to improve the long-term results of investments, and to reduce risk. MUTB has endorsed these Principles and also actively participates in the PRI

Japan Network, which promotes PRI and responsible investments in Japan.

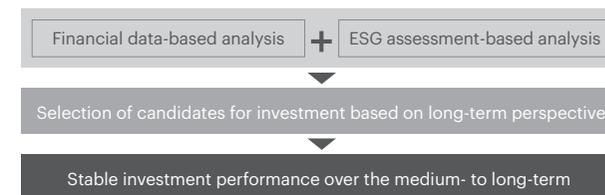
MUTB The Wild Bird and Greenery Trust Fund for Environmental Conservation

MUTB created the Wild Bird and Greenery Trust fund as a financial vehicle to support environmental conservation activities; income from this trust fund is donated to a public interest incorporated foundation, the Wild Bird Society of Japan. When payments are made to this society, MUTB provides a matching contribution from its own funds (a minimum of 500,000 yen, and maximum of 2.5 million yen, semi-annually), further meeting our customers' desire to protect the environment. As of March 2014, the trust fund's contract balance was 253.23 million yen. In FY 2013, donations from the trust fund and matching donations from MUTB totaled 1.12 million yen.

● Bird Sanctuary Created for Red-Crowned Crane Habitat

In March 2008, MUTB contributed funds to the Wild Bird Society of Japan to acquire land to permanently protect from development the nesting grounds of the red-crowned crane (also known as the Japanese crane) in Japan. The society purchased a 34.9-hectare parcel of wetlands in Nemuro City, Hokkaido, and established the Wild Bird Society of Japan-MUTB Rakuyo Bird Sanctuary.

The Sustainability Assessment Process



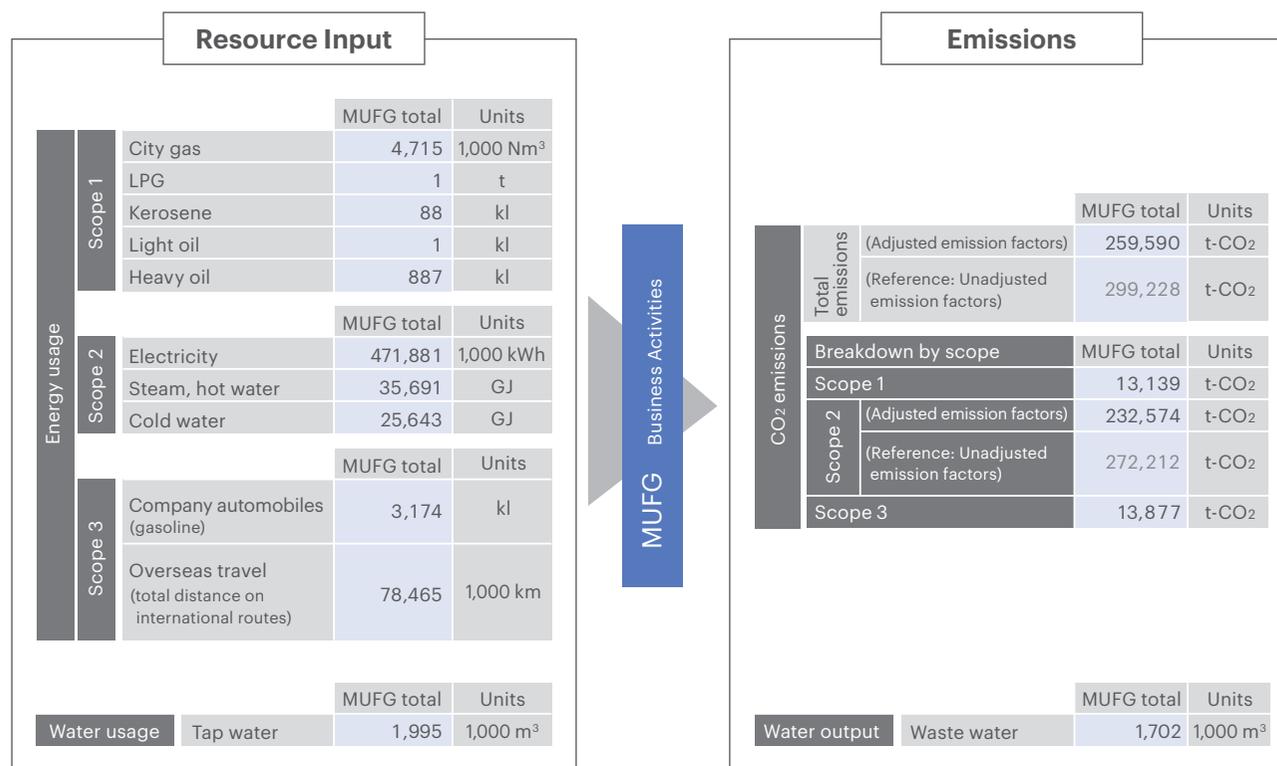
Reducing Our Environmental Impacts of Business Activities

MUFG Current Environmental Impact of Business Activities

MUFG calculates the amount of energy and water resources input, and the amount of CO₂ and waste water emitted through business activities.

- Scope of Reporting: Includes five companies: MUFG, BTMU, MUTB, MUMSS, and MUN. Data for MUMSS includes data for MUSHD, with the exception of overseas travel (international routes) and company automobiles (gasoline).
- CO₂ Emissions Calculation Method: (1) City gas, LPG, kerosene, light oil, heavy oil, steam/hot water, cold water, and gasoline are calculated according to factors based on the Act on Promotion of Global Warming Countermeasures; (2) Electricity is calculated according to the most recent values in FY 2012 listed in the Environmental Action Plan by the Japanese Electric Utility Industry (The Federation of Electric Power Companies of Japan, September 2013); (3) Overseas travel (international routes) is calculated according to a factor specified in the General Guidelines on Supply Chain GHG Emission Accounting (Ministry of the Environment / Ministry of Economy, Trade and Industry).
- CO₂ Emissions associated with the Use of Electricity: "Adjusted emission factors" are factors calculated by power utilities, reflecting an offset by an emission-reduction credit based on the Kyoto Protocol. Those not reflecting an offset are "unadjusted emission factors." This report lists the calculation results according to both factors.

FY 2013 MUFG Business Activity Mass Balance — Energy/Water Inputs and CO₂/Waste Water Emissions for Offices in Japan



Units: 1,000 Nm³ = thousand normal cubic meters (unit of volume in a standard state (0°C, 1 Atm.)); 1,000 m³ = thousand cubic meters; kl = kiloliter; 1,000 kWh = thousand kilowatt-hours; GJ = gigajoule; t = ton; t-CO₂ = ton of CO₂ (CO₂ emissions expressed in weight (ton))

MUFG Reducing Environmental Impacts of Business Activities

To reduce greenhouse gas (GHG) emissions and mitigate global warming, MUFG actively seeks reductions in CO₂ emissions from business activities and employee travel.

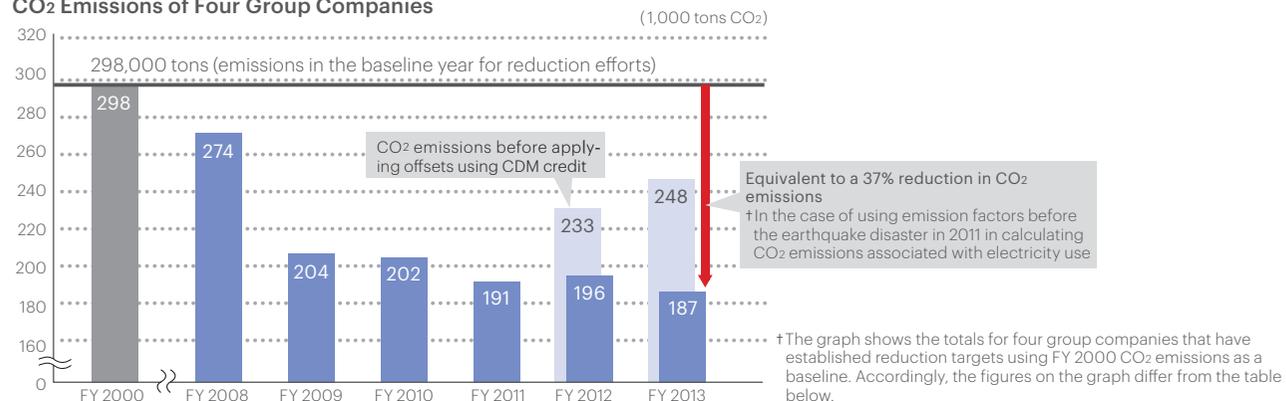
MUFG has set forth the goal of reducing CO₂ emissions from four core group companies (MUFG, BTMU, MUTB, and MUMSS) excluding MUN by at least 25% by FY 2012, using FY 2000 as the baseline year, and conducted various reduction activities. As a result, we greatly exceeded this goal, achieving a reduction of 34% in FY 2012 in comparison to the baseline year.

MUFG has been continuing efforts to reduce CO₂ emissions, but FY 2013 saw an increase in emissions over the previous year. This was partly due to increased power consumption as a result of a particularly hot summer. Another impact came from the emission factors for calculating CO₂ emissions from electricity supplied by power utilities, which increased significantly as a result of a greater proportion of electricity being generated by thermal power plants due to the suspension of operation of nuclear power plants in Japan.

The graph titled "CO₂ Emissions of Four Group Companies" on the top right shows reference emissions for FY 2012 with CO₂ emissions before application of CDM credits.

The CO₂ emissions resulting from power use in FY 2013 are also shown calculated using the emission factor before the earthquake disaster in 2011 for reference. In this case, FY 2013 CO₂ emissions correspond to 187,000 tons, equivalent to a 37% decrease from the baseline year.

CO₂ Emissions of Four Group Companies



MUFG Environmental Impact Data and GHG Emissions

Item (GRI Indicators)		Units	FY 2010	FY 2011	FY 2012	FY 2013	
Total floor space		1,000 m ²	2,348	2,319	2,327	2,261	
Direct energy consumption (EN3)	City gas	1,000 Nm ³	4,393	5,429	4,680	4,715	
	Heavy oil	kl	1,714	1,417	1,359	887	
	Kerosene	kl	134	137	140	88	
Indirect energy consumption (EN4)	Electricity	1,000 kWh	531,761	457,522	455,947	471,881	
	Steam, hot water	GJ	38,212	36,211	32,989	35,691	
	Cold water	GJ	35,372	26,374	23,624	25,643	
Energy use from employee travel and transportation (EN30)	Overseas travel (international routes)	1,000 km	56,982	67,185	78,148	78,465	
	Company automobiles (gasoline)	kl	3,615	3,537	3,277	3,174	
Water usage efficiency (EN8)	Tap water	1,000 m ³	2,225	2,036	1,841	1,995	
	Waste water	1,000 m ³	1,633	1,552	1,553	1,702	
Carbon dioxide emissions	Scope 1	Direct CO ₂ emissions (EN15)	t-CO ₂	14,802	16,317	14,492	13,139
	Scope 2	Indirect CO ₂ emissions (EN16) (adjusted emission factors)	t-CO ₂	180,648	166,933	212,143	232,574
		Indirect CO ₂ emissions (EN16) (unadjusted emission factors)	t-CO ₂	210,191	176,858	217,688	272,212
	Scope 3	Other indirect CO ₂ emissions (EN17)	t-CO ₂	15,875	16,747	17,320	13,877
	Offsets using CDM credits		t-CO ₂	—	—	37,026	—
Total	Adjusted emission factors	t-CO ₂	211,324	199,997	206,928	259,590	
	Unadjusted emission factors	t-CO ₂	240,868	209,922	212,473	299,228	
Basic unit of CO ₂ emission (CO ₂ emissions per unit of floor space)	Adjusted emission factors	t-CO ₂ /1,000m ²	90	86	89	115	
	Unadjusted emission factors	t-CO ₂ /1,000m ²	103	91	91	132	
Basic unit of electricity use	(Electricity use emission per unit of floor space)	kWh/m ²	226	197	196	209	

● The scope of reporting and calculation method are based on the approach detailed in MUFG Business Activity Mass Balance on the previous page. ● Numbers represented with "EN" are performance indices according to the G4 Sustainability Reporting Guidelines. ● In FY 2013, the total area of floor space occupied was 1,697,000 m² for MUFG and BTMU combined; 350,000 m² for MUTB; 117,000 m² for MUMSS; and 96,000 m² for MUN.

MUFG Environmental Accounting Information for Our Offices

MUFG introduced and began announcing the results of environmental accounting from FY 2009, as part of environmentally conscious business activities, for the quantitative management of environmental efforts. Table 1 (Costs for Environmental Measures) presents the aggregate results for the costs for group environmental measures. MUFG measures and reports environmental impact data and greenhouse gas emissions quantities for all core group companies. Table 2 (Benefits of Environmental Measures) presents data regarding the benefits of these environmental measures, including the consumption of fuel, electricity and heat, and other factors, as well as CO₂ emissions.

Investments in cost for environmental measures in FY 2013 decreased by 5.339 billion yen compared to the previous year, to 2.382 billion yen, while the expense decreased by 305 million yen, to 5.552 billion yen.

The largest share of investments in cost for environmental measures was for global environmental protection, mainly for installation of energy-efficient air conditioning and lighting equipment.

Electricity consumption, our main environmental performance indicator for investments into global environmental protection measures, was increased from the previous year to 471.88 million kWh in FY 2013 as a result of greater use of air conditioning due to the hot summer.

We aim to further enhance the group's environmental measures and build upon the benefits, as demonstrated through this environmental accounting, of the environmental actions taken by the group's core companies.

- Period covered: April 1, 2013 through March 31, 2014
- Companies included: Core group companies (MUFG, BTMU, MUTB, MUMSS and MUN).
- Accounting method: Based on Environmental Accounting Guidelines 2005, published by Japanese Ministry of the Environment.
 - As for the method of calculation, the depreciation expenses on investment amounts are included in expenses using the straight line method for a service life of five years (with no residual value). The service life is set at five years as the period during which repairs and improvements are required following the introduction of environmental equipment.
 - As for standards for the posting of compound costs, items related to environmental preservation are calculated following Environmental Accounting Guidelines 2005, published by Japanese Ministry of the Environment.

Trends of Costs for Environmental Measures

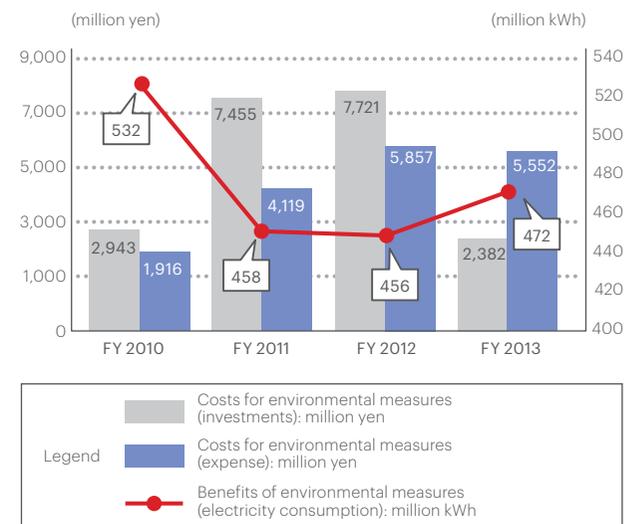


Table 1. Costs for Environmental Measures

(Million yen)

Category	Details	FY 2010		FY 2011		FY 2012		FY 2013		Cost for environmental measures compared to FY 2012	
		Investment	Expense	Investment	Expense	Investment	Expense	Investment	Expense	Investment	Expense
1. Operation area costs	-	2,935	1,488	7,448	3,651	7,695	5,312	2,332	5,056	-5,363	-256
Details	1-1. Costs for pollution prevention	-	321	-	83	-	626	-	235	-	-391
	1-2. Costs for addressing global environmental issues	2,935	1,102	7,448	3,217	7,695	4,359	2,332	4,442	-5,363	83
	1-3. Costs for reuse of resources	-	65	-	351	-	327	-	379	-	52
2. Upstream/downstream costs	-	-	-	-	-	-	-	-	-	-	-
3. Costs for management activities	Development/operation of environmental management systems, environmental information disclosure, etc.	8	320	7	279	26	389	50	345	24	-44
4. Costs for research and development	-	-	-	-	-	-	-	-	-	-	-
5. Social activity costs	Charitable contributions related to environmental conservation, etc.	-	108	-	189	-	156	-	151	-	-5
6. Environmental remediation costs	-	-	-	-	-	-	-	-	-	-	-
Total		2,943	1,916	7,455	4,119	7,721	5,857	2,382	5,552	-5,339	-305

Table 2. Benefits of Environmental Measures

Category	Environmental performance indicators	Units	FY 2010	FY 2011	FY 2012	FY 2013	Environmental benefits compared to FY 2012
Environmental benefits related to resource inputs for business activities	City gas	1,000 Nm ³	4,393	5,429	4,680	4,715	-35
	Heavy oil	kl	1,714	1,417	1,359	887	472
	Kerosene	kl	124	137	140	88	52
	Electricity	1,000 kWh	531,761	457,522	455,947	471,881	-15,934
	Steam, hot water	GJ	34,122	32,972	29,958	35,691	-5,733
	Cold water	GJ	35,372	26,374	23,624	25,643	-2,019
	Tap water	1,000 m ³	2,225	2,036	1,841	1,995	-154
Environmental benefits related to goods and services produced through business activities	GHG emission according to unadjusted emission factors (see Note)	t-CO ₂	240,868	209,922	212,473	299,228	-86,755
	Waste water	1,000 m ³	1,633	1,552	1,553	1,702	-149
Other environmental benefits	Energy consumption associated with travel for executives and employees: air travel (international routes)	1,000 km	56,982	67,185	78,148	78,465	-317
	Energy consumption associated with road travel for executives and employees: company automobiles (gasoline)	kl	3,615	3,537	3,277	3,174	103

 Note: Calculated using unadjusted emission factors that do not reflect emission reduction credits based on the Kyoto Protocol or other offsets. One of the emission factors used to calculate indirect CO₂ emissions according to electricity use published by power utilities.

MUFG Reducing CO₂ Emissions

Each group company is implementing plans for phasing in more environmentally friendly equipment at their offices and sales outlets. Efforts are also being made to reduce CO₂ emissions, including turning off lights when not needed, stopping some elevators, promoting casual (cooler) attire in the summer time, changing the settings of air conditioning and heating, and having staff turn off their computers and monitors when they leave their desks.

BTMU is making an effort to utilize renewable energy, and has installed solar and wind power generation equipment for its Nagoya Building. In addition, BTMU is working to reduce electricity consumption by installing upgraded heating systems and automatic lighting controls at each of its buildings.

MUTB is reducing energy consumption by installing energy-efficient lighting equipment and updating HVAC (heating, ventilation, and air-conditioning) equipment and transformer equipment at its main buildings and branches. MUTB is also saving energy by increasing monitoring of energy consumption at some of its main buildings.

With the Mejirodai Building having been designed and constructed to facilitate a high level of energy conservation, MUMSS is putting efficient energy management into practice here, with a focus on the Tokyo Metropolitan Government's GHG reduction ordinance. Independent of government initiatives, all employees are making an ongoing effort to save electricity, such as appropriate control of air conditioning temperatures, reduced lighting, and turning off office equipment when staff leave the office.

MUN conserves energy by utilizing a "universal plan" office layout having no pillars or dividers in a space of 140 square

meters. This leads to improved efficiency for HVAC and lighting systems, and allows employees to share a smaller number of facsimile machines, copiers, and other types of office equipment.

MUMSS Carbon Offsets

MUMSS receives a portion of its compensation for CDM consulting services in the form of emission credits, which are applied as offsets.

MUMSS Recycling Waste Cooking Oil

MUMSS recycles cooking oil used in the cafeteria of its Mejirodai Building.

The waste oil is collected by a waste processing company and converted into biodiesel fuel, an alternative to petroleum-derived diesel for use in diesel engines. Biodiesel fuel is a clean energy source, largely free of the air pollutants (sulfur oxides) that cause childhood asthma, atopic dermatitis, and other health problems. In the roughly two years since the cafeteria's opening, 1.3 tons of used cooking oil have been collected and completely recycled.

MUFG Reducing Paper Consumption

Each group company works to reduce the amount of copy paper used in its offices, and also to recycle used paper.

To the extent possible, each group company is also switching to environmentally responsible paper, such as that certified by the Forest Stewardship Council (FSC), and vegetable-based or other environmentally friendly inks for brochures and printed materials distributed at branches.

BTMU Reducing Waste

MUTB

MUMSS

Each group company is working actively to separate and recycle waste.

BTMU's Head Offices in Tokyo, Nagoya, and Osaka separate waste into 13 categories and recycle more than 95% of their waste.

To actively promote recycling, MUMSS sorts waste into six categories at its Mejirodai Building, and MUTB separates waste into 19 categories at its Head Office and 17 categories at its Konan Building.

BTMU Leading the Banking Industry in Adopting Electric Vehicles

In FY 2009, BTMU and MUTB became the first companies in Japanese banking industry to introduce electric vehicles for official business use. Currently 97 electric vehicles are used at their main offices and branches. These eco-friendly vehicles (i-MiEVs) produce no CO₂ emissions when operated, and have total emissions (including CO₂ emissions from the electricity used for charging) that are only about 30% of the level of emissions from gasoline vehicles in the same class.

MUFG Eco-Friendly Promotional Goods

Each group company also gives consideration to the environment in connection to the promotional items that are presented to customers, by using PVC-free materials, and other measures.

MUMSS provides Blue Dolphin's Natural Soap (a 100% natural, additive-free soap) as an environmentally friendly promotional item. This soap is made by a social services organization that supports the independence of disabled persons, and is sold by a non-profit organization that engages in activities to promote an appreciation of the global environment based on the wish to protect the oceans that are home to dolphins and whales.

UB Union Bank's Efforts to Reduce Environmental Impacts

Environmental conservation and sustainability are incredibly relevant and important values to Union Bank (UB)—and central to its overall commitment to corporate social responsibility (CSR). In 2013, UB achieved substantial results: the bank provided US\$5.6 billion in financing for a wide variety of sustainable businesses, including leading innovators in alternative energy, greener waste management, and sustainable agricultural businesses. Furthermore, UB's employees volunteer generously on behalf of a large number of environmental causes, which the bank also supports financially through the UB Foundation.

UB has more than 11,000 employees and operates 420 branches throughout California and in six other states. UB works hard to develop innovative ways to minimize its impact in terms of paper use, energy consumption, greenhouse gas (GHG) emissions, etc.: The bank recently introduced a paperless invoicing program that prevented several metric tons of paper from entering the waste

stream. In the 2013 ENERGY STAR*¹ National Building Competition: Battle of the Buildings, a contest that represents excellence in energy performance, UB was highly recognized: Five of its branches have been recognized by the U.S. Environmental Protection Agency (EPA) for exceeding the Agency's 20% energy savings goal—as measured by the energy use in 2013 compared to 2012, and 26 branches earned ENERGY STAR certification*² from the EPA.

*¹ ENERGY STAR was introduced by EPA as a voluntary, market-based partnership to encourage consumers to select energy-saving products. Products that have earned the ENERGY STAR designation prevent GHG emissions by meeting strict energy-efficient specifications set by the government.

*² The ENERGY STAR certification is a label the national government uses to signify superior energy efficiency, and other forms of environmental responsibility of buildings and products.

BTMU Efforts to Reduce Environmental Impacts in Europe

At BTMU's London Office, a team of Green CSR Champions were appointed. The team is made up of BTMU staff who are passionate about environmental issues. Regular communications between the Facilities department, the Green Champions team and the wider staff population have meant that environmental events and initiatives have been a real success. The London Office also built on its relationship working alongside the City of London Corporation as an active member of their Clean City Awards scheme. The scheme facilitates a network of businesses in the City to share best practice around environmental and sustainability issues. As a result BTMU's London Office received a Gold Award from the Clean City Awards Scheme in recognition of our recycling performance and various initiatives to reduce, reuse and recycle waste.

BTMU Environmental Targets and Results

Reducing and Greening Paper Consumption

Medium- to long-term plan	Reduce use of copy paper.
FY 2013 targets	Keep copy paper use at the same level as in previous fiscal year.
Results	The same level of copy paper was used as in previous fiscal year.

Waste Reduction

Medium- to long-term plan	Firmly establish zero emissions efforts (a recycling rate of at least 95%).
FY 2013 targets	Achieve a recycling rate of at least 95% for waste.
Results	Achieved recycling rates of about 95% through careful sorting of waste: - Head Office Marunouchi Building: 94% - Head Office Nagoya Building: 98% - Head Office Osaka Building: 96%

Prevention of Air Pollution

Medium- to long-term plan	Work at reducing air pollution from vehicle emissions.
FY 2013 targets	Reduce number of sales vehicles; promote shift to compact vehicles.
Results	Reduced by about 70 vehicles and shifted to about 20 compact vehicles.

MUTB Environmental Targets and Results

Reduction of Copy-Paper Use

FY 2013 target at Head Office Building	Manage the volume of copy paper used at the Head Office Building.
Results	Copy paper purchases for Head Office Building: Approx. 310 tons (5.7% increase compared to previous fiscal year). †Continued efforts resulted in 32% reduction compared to FY 2006, the year before acquiring ISO 14001 certification.

Waste Recycling

FY 2013 target at Head Office Building	Implement waste sorting programs at Head Office Building.
Results	Regularly checked compliance with waste-sorting rules at each Head Office division and office.

Reduction of Energy Use

FY 2013 target at Head Office Building	Implement program to reduce energy use at Head Office Building.
Results	Limited the use of air conditioning out of hours at Head Office Building (prohibited use from October to May). Used some LED lighting at Head Office Building. Clearly indicated which switches control which lights in the offices of Head Office Building.

MUMSS Environmental Targets and Results

Reduction of Copy Paper Use

FY 2013 targets	Construct a management system to reduce the purchase quantity of office paper at Head Office Building.
FY 2013 results	Constructed the foundations of a system to reduce the purchase quantity of office paper at Head Office Building by tracking trends, calculating the effects of reduction measures, and establishing new target criteria.

Reduction of Electricity Use

FY 2013 targets	Decide measures to reduce electricity use at Mejirodai Building, with a focus on the Tokyo Metropolitan Government's GHG reduction ordinance, and establish a target reduction rate for the future.
FY 2013 results	Limit electricity use at the Mejirodai Building in FY 2014 and onwards to the same level as the previous year. Continue electricity-saving efforts, such as appropriate temperature control, turning off power in unoccupied rooms, and turning off power when leaving desks.

MUN Environmental Impact Reduction Targets

Reduction of Electricity Use

FY 2013 company-wide target	Reduce by 17% compared to FY 2010.
Results	Year-long electricity conservation measures were impacted by the hot summer, limiting the reduction to 15% compared to FY 2010.

Reduction of Copy-Paper Use

FY 2013 company-wide target	Reduce by 6.5% compared to FY 2010.
Results	Achieved a reduction of 7.5% compared to FY 2010 through an Office Paper Reduction Awareness Month and other initiatives.

Employee Policies and Initiatives

We strive to create work environments that foster an effective approach towards work.

Basic Policies and Structure

MUFG believes that higher employee satisfaction is reflected in work performance, and leads to increased customer satisfaction. MUFG also believes that employees' job fulfillment is reflected in society and at home, fostering better communities. Based on these beliefs, we listen to employees' ideas to create more fulfilling workplaces.

Number of Employees Using Support Systems and Leave

		FY 2011	FY 2012	FY 2013
The Bank of Tokyo-Mitsubishi UFJ	Childcare leave	1,503 (198 men)	1,974 (222 men)	1,942 (190 men)
	Shorter work hours for childcare	654	845	1,073
	Nursing care leave	131 (24 men)	142 (25 men)	190 (45 men)
	Relocation recruitment system	79	148	136
	Family care leave	16	10	18
Mitsubishi UFJ Trust and Banking	Childcare leave	178	196	222 (2 men)
	Shorter work hours	137	166	213
	Subsidy for childcare expenses	208	216	195
	Use of maiden name	120	152	217
	Job Challenge system	44	11	9
Mitsubishi UFJ Morgan Stanley Securities	Childcare leave	138 (3 men)	115 (4 men)	115 (1 men)
	Shorter work hours for childcare	112	89	107
	Family care leave	0	0	1
	Relocation requests*1	3	3	5

*1 Total for fiscal year.

Status of Employees (new criteria)

		FY 2011	FY 2012	FY 2013
The Bank of Tokyo-Mitsubishi UFJ	Number of Employees*2	35,480	36,499	37,527
	Of these, overseas local hires	6,814	7,535	8,085
	Contract employees	1,896	1,815	1,874
	Temporary employees*3	12,262	12,166	12,675
	Average age*4	38 yrs. 1 mo.	38 yrs. 2 mo.	38 yrs. 3 mo.
	Average years of continuous service*4	14 yrs. 11 mo.	14 yrs. 11 mo.	14 yrs. 11 mo.
Mitsubishi UFJ Trust and Banking	Number of employees*5	6,999	6,889	6,868
	Of these, contract salespersons	749	697	632
	Of these, overseas local hires	214	233	263
	Temporary employees	1,471	1,367	1,477
	Average age*6	40 yrs. 8 mo.	41 yrs. 1 mo.	41 yrs. 5 mo.
	Average years of continuous service*6	15 yrs. 8 mo.	16 yrs. 3 mo.	16 yrs. 8 mo.
Mitsubishi UFJ Morgan Stanley Securities	Number of employees*5	4,707	4,536	4,659
	Of these, overseas local hires*7	0	0	0
	Temporary employees	Avg. 187	Avg. 272	Avg. 413
	Average age	39 yrs. 10 mo.	40 yrs. 8 mo.	41 yrs. 0 mo.
Mitsubishi UFJ NICOS	Average years of continuous service	12 yrs. 8 mo.	13 yrs. 5 mo.	13 yrs. 7 mo.
	Number of employees*8	3,420	3,454	3,249
	Average age	38 yrs. 9 mo.	39 yrs. 7 mo.	39 yrs. 4 mo.
	Average years of continuous service	15 yrs. 2 mo.	15 yrs. 6 mo.	15 yrs. 7 mo.

*2 Does not include executive officers, excludes BTMU employees seconded to other companies, includes employees of other companies seconded to BTMU.

*3 Includes temporary staff.

*4 Excludes employees hired by overseas subsidiaries and employees of other companies seconded to BTMU.

*5 Does not include executive officers.

*6 Excludes executive officers, employees seconded from other companies and employees hired by overseas subsidiaries.

*7 Employees hired by the Beijing office.

*8 Does not include executive officers and seconded employees.

Number of Hires*1

		FY 2011	FY 2012	FY 2013
The Bank of Tokyo-Mitsubishi UFJ	Main Career Track	583	598	583
	Main Career Track (specific)	158	247	294
	Area-Specific Track	591	612	803
	Total	1,332	1,457	1,680
Mitsubishi UFJ Trust and Banking	Track G	148	119	184
	Track B	48	28	111
	Total	196	147	295
Mitsubishi UFJ Morgan Stanley Securities	Main Career Track	47	138	168
	Area-Specific Main Career Track	-	39	84
	Regional Track	0	0	57
	Total	47	177	309
	Females among new hires for Main Career Track*2	31.9%	31.2%	16.7%
Mitsubishi UFJ NICOS	Main Career	20	28	61
	Regular Service	0	20	61

*1 These join the company on April 1 each fiscal year (only new graduates).

*2 There were 15 female Main Career Track employees in FY 2011, 43 in FY 2012, and 28 in FY 2013.

Promoting Work-Life Balance

MUFG Supporting Employees' Childrearing

Each group company has obtained certification under the Act on Advancement of Measures to Support Childrearing. Employers satisfying certain requirements, such as having a proper employer action plan in place and supporting the work-life balance of employees, are able to obtain certification from the directors general of prefectural labor departments. Going forward, MUFG will continue to provide additional support to enable employees to balance work and family life.

BTMU Merihari Work & Life

BTMU is carrying out a program to further enhance the work-life balance of employees. Named the *Merihari* Work & Life Campaign (meaning "Improve work efficiency and balance" and "Reduce working hours"), this program aims to promote lively working styles by adding tips and improvements to what are already highly-productive working styles and efficient use of time. "Going home" signs (*kaeru fuda*) are distributed to offices and branches that request them, to promote greater efficiency at work. The idea is to let employees declare what time they plan to finish work and go home.

MUTB Work-Life Balance 10 Personnel System

To further promote a good work-life balance for its employees, MUTB has established a personnel system called Work-life Balance 10. This system consists of ten components combined into one overall program:

1. Expanded childcare leave system (two weeks of paid leave),
2. shorter work hours system (up to three hours),
3. hospital care leave system (one paid day of leave per month),
4. subsidy for childcare expenses,
5. interviews

6. before taking leave and before returning to work,
7. re-challenge plan (re-hiring program),
8. use of maiden name,
9. awareness-raising seminars to boost productivity and promote work-life balance, including time management trainings, etc., and
10. awareness-raising for management level personnel, etc.

MUN Reduction of Working Hours

MUN promotes employees' work-life balance by reducing long working hours, and encouraging employees to take consecutive days of paid annual leave.

We make it a rule to have a No Overtime Day once each week, and employees are encouraged to leave early on paydays, bonus payment days, and on July 7 (Cool Earth Day), as well as each day during *Obon* week (Japanese traditional annual holiday in the summer) and two weeks in November for Family Week. In addition, MUN has established a system for employees to take five consecutive days of paid annual leave each year, as well as "anniversary leave," which encourages employees to take paid leave on private anniversaries. In FY 2013, 97.3% of employees took five consecutive days of paid annual leave. As a result, 66.8% of overall annual leave days (12.8 days) were taken in FY 2013.

BTMU Programs to Support Employees' Return to Work

BTMU supports women who wish to use their full abilities while balancing work with childrearing. Examples include trainings and interviews for expecting mothers before they take maternity leave, the Internet-based "wiwiw" support program that helps employees on childcare leave prepare for return to work, and career-awareness and skills training programs once they return to work. BTMU also offers diversity-management training for management-level employees to learn methods for developing and managing a diverse workforce that includes working mothers.

BTMU Childcare Leave with Partial Pay

MUTB

MUMSS

In response to requests by male employees to take childcare leave and be involved in raising their children, BTMU and MUMSS allow male employees to take up to ten days of paid childcare leave, while MUTB offers male employees up to two weeks of paid childcare leave. These options encourage male employees to take childcare leave, as part of MUFG's efforts to create a corporate culture conducive to realizing work-life balance.

MUMSS Enhancing Work-Life Balance Program for Childrearing

MUMSS is making further changes to improve work-life balance with childrearing, including extending programs that allow shorter work hours and shift work for childcare to the third year of primary school, creating new options for late arrival and early departure to/from work and a child subsidy, and improving a babysitter subsidy. MUMSS also works to reduce stress and prepare parents to return to work by offering Return-to-Work Seminars for employees on childcare leave.

MUN Childcare Support

In FY 2010, MUN introduced a Return to Work Program comprising at-home learning and a class upon their return to work for employees taking childcare or family care leave. This program helps these employees maintain their skills and feel confident upon returning to work when their period of leave ends. In addition, to support diverse working styles, the scope of employees considered to be raising children was expanded to include an individual with a child up until the end of the fiscal year when the child is in the third grade of elementary school. The half-day leave program was expanded to allow employees to take a half-day off up to 20 times per year.

BTMU Kagaya Kids' Day

BTMU held *Kagaya Kids' Day* at head offices in Tokyo, Nagoya, and Osaka, and at other offices and branches. Its aims were to introduce employees' children to their parents' workplaces and to teach them about the role finance plays in society. Each venue made arrangements for an enjoyable experience for both parents and children. Employees who participated had comments about how memorable it was to see the happy faces of the children, and how just having young children at work created a nice atmosphere in the office.

MUN Family Visit Day

In August 2013, MUN held Family Visit Day at the Head Office and five other offices. This was an event for employees' family members to learn about their parents' workplace. They deepened an understanding of the company through workplace tours, practiced exchanging business cards, and visited the Card Gallery. MUN aims to continue providing opportunities to strengthen ties between family members and to boost employees' company loyalty and work motivation.

MUTB Children's Visiting Day

In August 2013, MUTB held its seventh Children's Visiting Day at its Head Office Building. The event featured workplace tours, quizzes about trust banking, the opportunity to feel the weight of 100 million yen in cash, and a chance to exchange business cards with the company president, among other activities. Feedback included many comments that the event let children see another side of their parents, and helped them feel closer. MUTB will continue in the future to promote events to raise awareness about work-life balance.

Offering an Open Workplace

MUFG Listening to Our Employees

In FY 2013, each group company in Japan again utilized intranet systems to gather opinions from employees and conduct employee satisfaction surveys in order to ensure that employees' opinions are reflected in both operations and company systems.

BTMU has introduced a system on its intranet called OPEN which provides a channel for employees to share their opinions anonymously or using their real names. As a survey of employee satisfaction, we generally conduct an anonymous survey of all our employees in Japan once each year, for the purpose of creating a dynamic workplace and fostering good corporate culture.

MUTB conducts an annual employee satisfaction survey (ES Survey) of all its employees in Japan. Survey results and employees' opinions are communicated to management and employees alike in order to build a shared understanding, and are also used to improve the working environment. MUTB plans to continually make improvements around issues that are raised by the survey.

MUMSS has an Opinion Box that lets employees send in their comments and requests by e-mail. It also implements an employee satisfaction survey once per year, with the findings used by management and in initiatives to improve corporate culture.

MUN has been conducting an employee awareness survey (morale survey) that targets all employees, including part-timers and temporary workers, since FY 2008. A comparative analysis of the most recent survey with past surveys helps the company monitor changes

in awareness. The survey also helps identify unresolved issues and shape future policy decisions, the results of which are shared with all managers and employees.

MUFG Employee Health Promotion

BTMU has set up Health Centers in three locations (Marunouchi Head Office, Nagoya and Osaka Buildings), with full-time medical advisors and occupational health nurses. Based on the results of routine medical exams, they support employees' health maintenance through activities such as offering follow-up health checkups, health advice, and consultations with employees about issues of overwork. They are also engaged in awareness-raising, through dental health checks and health-education programs for people at the age of thirty, and publish Health Center Newsletters. In addition, efforts are being made to get a better assessment of the workplace environment, by conducting mobile health consultations at local branch offices. Three BTMU offices are equipped with Health Consultation Offices, where they work with doctors and counselors to help employees with any mental health issues they face. They hold various types of mental health trainings for personnel, including newly-appointed chief and senior managers, and are actively engaged in awareness-raising, including through providing useful information for mental health via a Health Consultation Office Newsletter once per month.

MUTB has established the Employees Counselors Division, which works with medical advisors and counselors to promote the physical and mental health of employees. The offices work to maintain employee health, for example, by launching counseling services, offering health advice based on routine medical exams, and providing health-related information.

At the Healthcare Center of MUMSS, medical doctors and occupational health nurses provide healthcare support to employees based on the results of routine medical exams, and also work to improve the working environment by meeting with employees about overwork, and managing the Health Committee. The Health Promotion Division also publishes a newsletter, lends audio CDs for relaxation and otherwise disseminates useful information about managing and improving one's health in a timely manner. With respect to mental health, professional counseling is provided by clinical psychologists who work closely with physicians, and employees are encouraged to become more aware of mental health issues through activities such as managerial-level trainings and seminars open to all employees.

At MUN, a full-time supervising medical advisor in the head office works closely with part-time medical advisors in offices throughout the country. Follow-up measures after medical exams, mental healthcare, meetings with employees about overwork, and other measures are used to promote employee health management. Through a checklist that allows employees to determine the degree of their accumulated fatigue, and through the company bulletin, employees are educated about the importance of proactively managing their own health.

Developing Human Resources

MUFG Sharing and Implementing Our Corporate Vision

With 140,000 employees in more than 40 countries, MUFG is committed to education and training to ensure that all employees worldwide can understand our Corporate Vision and put it into practice.

Outside of Japan, we launched a new corporate logo in July 2014 that will unite all group companies under the

global MUFG identity. We held workshops in our major markets, Europe, the Americas, and Asia, to help employees implement the Corporate Vision as a unifying aspect of the new MUFG brand. Workshop participants are now advancing the Corporate Vision as brand ambassadors at their respective branches.

In Japan, MUFG companies hold joint training events for new hires, new branch heads, new company directors, and employees in various other positions. For young employees up to their tenth year with the company, we hold workshops where they can engage in direct dialogue with company directors to further catalyze their understanding of the Corporate Vision.

These objectives also apply to the recruiting process, where we assist university students in their understanding of MUFG companies through the MUFG careers website, collaborative recruiting events, and introductory DVDs and other materials. Our aim is to attract employees who share similar values with the Corporate Vision, so they are immediately ready to put these values into practice and challenge themselves to grow.

MUFG Enhancing Training Programs

BTMU divides human resources development for all employees into two main categories, one being personal capacity, and the other skills and expertise. While human resources development is based on reinforcement through daily work, in order to bolster the personal capacity of employees, training is implemented on a company-wide basis according to rank. In addition, skills-training programs are provided for each division, with the aim of raising the level of employees' skills and expertise, which are necessary in order to provide superior financial services. Furthermore, a full palette of self-enrichment support systems is offered to all employ-

ees, providing them with opportunities for self-directed learning. BTMU believes that enhancing these training programs helps employees think about their own aptitude and orientation at each juncture in their careers, to blaze their own trail for their careers, to enhance their personal capacity, and to develop as individuals.

MUTB provides training catered to each individual's position, rank, and occupation, and through its Personnel Development Program in each field of business, conducts practical job rotation, carries out training for the specific work responsibilities of each division, and supports employee efforts to attain job-related qualifications with the aim of strengthening its human resources. In addition, the bank is expanding the range of educational opportunities for employees seeking to independently develop their careers by offering classes that cover such subjects as time management and logical thinking.

MUMSS provides both rank-specific and function-specific training to all employees, from new hires to corporate directors. The company also supports employees' efforts to develop personal qualities and skills and attain work-related qualifications. To strengthen compliance, monthly training sessions focusing on a common, company-wide topic are held in each division, and employees are tested on what they learned every six months. MUMSS established a human resources development framework in FY 2012, and is working on reforms, including ways to boost personal capacity and the level of expertise.

MUN sees personnel training as the starting point for everything, and fosters a diverse workforce through educational programs with on-the-job training (OJT) and other training programs (OFF-JT). To enhance OJT, we are reconfiguring the design of our evaluation system in FY 2014 and working to empower the workforce. Also, at the MUN Academy, our in-house educational organization,

we are engaged in self-directed transformation of awareness and actions of each employee and upgrading knowledge and skills, through such things as trainings for all ranks and employees, and through measures that target each staff rank and objective.

BTMU Preparing Ourselves for Globalization

BTMU organizes and implements a variety of training courses under MUFG Global Academy to give employees the skills they need in order to succeed on the global stage. For example, the Global Rotation Training Program provides locally hired staff in our overseas operations with a year of on-the-job training in another country. By providing more opportunities for employees from any country, geographic area, or culture to boost their skills, BTMU aims to develop human resources (including employees recruited overseas) that can meet our customers' increasingly globalized needs.

MUFG Changes in Career Track and In-House Recruiting

Each group company has put in place systems that allow employees to change their particular occupation or career track, as well as in-house job-posting systems that let employees apply for different jobs that they want to try. As one example of this, in order to support independent career development of each and every employee, BTMU has created an in-house recruiting system that permits employees to apply for jobs they desire. They can apply for a variety of posts at branches and offices in Japan and overseas as well as at the Head Office, and many employees respond when job openings are announced several times a year. BTMU has also added CSR approaches as a company that respects the work-life balance, for example, by offering a system to allow changes in career track between Main Career Track, Main Career Track (specific) and Area Specific (AS) tracks; a Relocation Posting System

combined with consideration of circumstances such as job transfer of a spouse, or the need to care for a family member; and a system that allows non-permanent staff including contract employees to become regular employees.

MUTB implements in-house recruiting two to four times per year based on the Job Challenge (an in-house recruitment system) for all employees who wish to change their careers in the company and the Post Challenge system for managerial-level employees. As part of the Job Challenge system, MUTB offers the Global Challenge Course for employees to transfer to overseas offices and domestic offices that require foreign language ability. There have been cases of employees hired as area-specific employees transferring to overseas offices to take on new responsibilities at branches and offices. As part of MUTB's efforts to help employees build their careers, MUTB created the Active Career Challenge System, putting in place a framework whereby employees can choose how they want to work until the age of 65. Going forward, MUTB will continue to develop systems in response to employees' own motivation and desire to challenge themselves.

In FY 2012, MUMSS established an Area-Specific Main Career Track, in addition to the Specific-Track, for employees wanting to work in a broader capacity like Main Career Track employees. Every year, many employees at MUMSS take the test to switch from a regional track to an Area-Specific Main Career Track, or from an Area-Specific Main Career Track to a Main Career Track under the company's existing system to allow changes in career track.

MUN also offers broad opportunities for employees who have the desire to use their skills to the utmost, by starting to offer the new Regional Main Career Track in FY 2014, which involves no job transfers. Our system to allow changes in career track lets employees challenge them-

selves for career advancement by adding the Regional Main Career Track to existing Regular Service and Main Career options. Going forward, we will actively hire talented employees with a desire to change career tracks and strive to put in place systems that emphasize work-life balance.

BTMU Corporate Citizenship Project

Since FY 2007, BTMU has included volunteer work in the training programs for new employees. By having them participate in volunteer activities in the local community, this program aims to help employees become aware of their roles as members of society and to have them adopt the basic attitude of serving society and proactively offering what they can to people and society in general. Under this hands-on training program, called the Corporate Citizenship Project, and in cooperation with the Tokyo Voluntary Action Center and other volunteer centers in Tokyo, 577 new employees visited 137 facilities in two days in the Tokyo area, including facilities for seniors and persons with disabilities. The entire process, including the pre-visit orientation, doing the actual work, and post-activity review, gave the new employees a chance to realize a lot about the role of the bank as a corporate citizen and their own role as an individual. At the conclusion of the training, the new hires discussed their experiences, with some commenting that the program was a good opportunity to think about what they can do as a member of society and others saying that it helped them to understand the importance of thinking about things from someone else's point of view. Just as importantly, the program allowed newly-hired employees to recognize their significance as members of society.

Promoting Diversity

BTMU Supporting the Career Development of Female Employees

To support the career development of female employees, BTMU has set numerical targets (see Note) and actively recruits female workers. In April 2011 we created new numerical targets, and are working to develop female managers in domestic commercial banking offices, overseas branches and headquarters management that had limited female managers so far. BTMU is also promoting its programs to allow employees to change their career track and support contract employees who want to become regular employees.

In addition, the Main Career Track (specific) and Area Specific (AS) Track Relocation Recruitment System allows Main Career Track (specific) and AS Track employees, who would normally not be given a job transfer that requires them to change their place of residence, to request a transfer to another area for reasons such as the work relocation of a spouse or to provide care for family members. BTMU also introduced a system giving employees shorter working hours for maternity, child care, or family care. These measures enable certain employees to continue their careers without interruption.

MUTB Promoting Female Employment

An active supporter of women in the workplace, MUTB holds seminars for female college students where it takes an innovative approach to helping women paint a clear picture of the careers they could have after joining the company. One such approach is passing out pamphlets that illustrate the day-to-day lives of female employees striving to balance work with personal or family life. Efforts like this have led to an expansion in the roles of women

hired, with women making up around 50% of those hired by the company in FY 2014.

MUMSS Launch of Our Diversity & Inclusion Office

MUMSS opened a Diversity & Inclusion Office in October 2013, and working to create a workplace where diverse employees are engaged and motivated and to achieve work-life balance for employees to build their medium- and long-term career plans. To promote a better understanding of diversity, we published the first edition of a booklet entitled "evolution" and are implementing Diversity Training Course, an e-learning program for all employees. We also adopted a new practice that allows employees to use their maiden names at work. Starting in FY 2013, new university graduates were hired for Area-Specific Main Career Track positions that will not require job transfers to new locations, and the ratio of new graduate female recruitment was expanded to 55%. We are working to create an environment where all employees, including women, can demonstrate their full ability.

MUN Supporting Female Employees' Work-Life Balance

To help achieve a better work-life balance, MUN offers a longer period of time during which women can work reduced hours when raising a child, and introduced a program to help employees on childcare or family care leave return to work.

As of March 2014, 251 employees are utilizing these programs aimed at building a more supportive work environment.

Support for Women's Career Development (Targets and Results)

Target Item	New targets (March 31, 2015)	April 2014 (start of month)
Total number of line management positions	300	373
Top management	80	77
Middle management	220	296
Female manager ratio	15%	14.8%

Note: The target is aiming for promoting 300 female workers to line management positions by the end of the current Medium-Term Business Plan (March 2015).

MUFG Evaluating Our Diversity Initiatives

Each group company promotes diversity as part of its endeavor to create dynamic organizations. Diversity means embracing both our external and internal differences and creating an environment where everyone can use their abilities to the fullest to contribute to the organization.

The Ministry of Economy, Trade and Industry (METI) and the Tokyo Stock Exchange jointly designated MUFG as a FY 2013 Nadeshiko Brand, to recognize us as one of the leaders among publicly-listed companies for being supportive of women in the workplace.

BTMU issues an annual diversity report for all employees, and strives to raise awareness through various training events, including an annual Diversity Forum. In March 2014, these efforts were recognized by METI in its "Diversity Management Selection 100" program.

Meanwhile, the non-profit organization Japan Women's Innovative Network (J-Win) awarded us second prize in the J-Win Diversity Awards. This was the second time to be recognized, the first being in 2012. The awards recognized our steady improvements in creating paths for women to top management positions and supporting them to reach their full potential, as we have included the promotion of diversity in our corporate strategy.

BTMU Employing Persons with Disabilities

MUTB

Within the group, employees with disabilities are actively working in various offices. The group works closely with employees to match their duties to each individual's skills and aptitudes.

BTMU has two special subsidiaries, MU Business Aid Co.,

Ltd. and MU Business Partner Co., Ltd., which promote the hiring of persons with disabilities. These companies are hiring many persons with disabilities to work on bank operations on an outsourcing basis.

MUTB works with special subsidiary Ryoshin Data Co., Ltd., which specializes in data entry operations, to create employment for persons with hearing and other disabilities. The company has hired a cumulative total of 140 persons with disabilities over the past 35 years, and as of June 2014, 47 such employees were engaged in a wide range of operations, such as data entry and creating electronic versions of various documents.

MUFG Continuing Employment of Retirees

Recognizing the increasing diversity of employees' life planning, and to support workers who wish to remain active after passing the mandatory retirement age, group companies have introduced systems for ongoing employment of qualified employees who wish to remain employed with the company.

Human Rights Policies and Initiatives

MUFG recognizes respect for basic human rights as an important management theme, and has established the Principles of Ethics and Conduct and compliance manuals. (The Principles of Ethics and Conduct are listed on page 4.)

Human Rights Initiatives

MUFG recognizes respect for basic human rights as an important management theme, and has established the Principles of Ethics and Conduct and compliance manuals as part of its efforts to eliminate discrimination and create friendly work-places. We declare that, in the spirit of human respect, we shall not discriminate against people or violate human rights on the basis of race, nationality, beliefs, religion, gender, or other grounds.

More specifically, in group subsidiaries we have established human rights awareness promotion entities, which conduct awareness-raising trainings for executives and employees of every rank, and work to promote the correct understanding and appreciation of the human rights issues by each and every employee.

In addition, each company offers a place where employees can consult with professional staff about harassment-related behavior in the workplace, including sexual harassment and abuses of power. With this arrangement, we show no tolerance for this type of behavior and aim to prevent it.

MUFG Consultation Systems at Group Companies

BTMU has established a Counseling Room in its offices in Tokyo, Nagoya and Osaka. All employees, including temporary staff, can consult the Room about human rights

issues such as sexual harassment and other abuses of power. The Room also visits branches and offices for in-person interviews, and carries out human rights awareness activities as part of efforts to create friendly work-places.

MUTB has established a Human Rights Awareness Promotion Office in the Personnel Division. All employees, including temporary staff, can consult the Office about human rights issues such as sexual harassment and other abuses of power in a variety of ways, including in person, over the phone, or via e-mail. The Office also carries out human rights awareness activities as part of its efforts to create friendly workplaces.

MUMSS has started hotlines both inside and outside of the company to receive and handle consultations from employees about human rights issues such as sexual harassment and other abuses of power in the workplace, and also has offered trainings for all employees.

MUN has established a telephone consultation center in the Compliance Supervising Department and an external telephone consultation center as help lines to receive and handle consultations from employees about human rights issues such as sexual harassment and abuse of authority in the workplace.

BTMU Human Rights Awareness Slogan

MUTB

MUN

The three companies BTMU, MUTB and MUN are actively engaged in human rights awareness activities, each year calling for suggestions for human rights awareness slogans for the Japanese Bankers Association and the Industrial Federation for Human Rights, Tokyo.

In connection with Human Rights Week (December 4 to 10), MUN made a broad appeal for slogan ideas from executives, employees and their families, with the aim of securing a solid foundation of a corporate culture of respect for human rights and a pleasant and discrimination-free workplace. Six slogans were awarded in the company-three each in the employee and family categories.

Local Community Policies and Initiatives

We encourage a range of social contribution activities based on employee participation, as a member of the communities where we interact with many people, in Japan and around the world.

Basic Policies and Structures

We recognize that the very existence of MUFG is sustained by society as a whole and that we have a duty to consider the key issues facing society. We have therefore identified Addressing Global Environmental Issues and Nurturing Society's Next Generation as the two priority themes to be addressed by the entire group. We undertake our environmental and social contribution efforts in keeping with this basic policy and philosophy.

(The Group CSR Priority Themes are listed on page 7.)

Major Initiatives

MUFG Hito-Machi Kiko TV Program

As part of its CSR efforts, MUFG had been sponsoring the TV program *Gifts for the Future* since 2009, which featured companies dealing with social issues. In May 2014, five years after starting, the program was revamped. The new program is called *Hito-Machi Kiko* (on-air every Saturday from 10:00 to 10:54 pm on BS-TBS). In the program, professional photographers present charming features of towns across Japan while focusing on the people who live and work there every day. By sponsoring this program, MUFG is supporting companies that are working to make the world a better place, and people who are committed to revitalizing local communities and globalizing Japan. You can watch previews of upcoming episodes, as well as previous episodes, on MUFG's: <http://www.mufg.jp/csr/movies> (in Japanese).

MUFG Environmental Education Project: "Save Our Common Treasures of the Earth"

MUFG and the Mitsubishi UFJ Environment Foundation, in collaboration with the National Federation of UNESCO Associations in Japan (NFUAJ), are engaged in an educational project, named "Save Our Common Treasures of the Earth." The project's aim is to help ensure that humanity's shared treasures are passed on to future generations. Our major efforts in this project around the World Heritage site Shirakami-Sanchi include the planting of 100,000 seedlings between 2008 and 2013, and subsequent care and nurturing of the growing trees. We will continue to give the next generation of children opportunities to know the wonders of the natural environment and biodiversity and to develop an interest in sustainability through learning, discovery and action. <http://www.unesco-esd.jp/> (in Japanese)

MUFG Next Generation Leaders Program for Asia and the Pacific

Since FY 2008, MUFG and a public interest incorporated foundation, the Organization for Industrial, Spiritual and Cultural Advancement-International, Japan (OISCA Japan), have jointly conducted the Next Generation Leaders Program for Asia and the Pacific.

This program brings youths from countries in Asia and the Pacific to OISCA Japan's training center in Fukuoka City, Fukuoka Prefecture, where they receive one year of

training in management and environmentally friendly organic farming techniques, to prepare them to serve as leaders in their home countries after their return.

MUFG Economic/Financial Education Program "Let's Learn about Finance and Economy"

In collaboration with the University of Tsukuba, MUFG has developed this educational support program to help students enjoy learning about the importance of money and the mechanisms of finance. This program is used in elementary school classes throughout the country. MUFG employees host field trips to branch offices, where they use this program to provide explanations to teachers and students.

MUFG Job Shadowing Work Experience Program

Every year since FY 2007, we have conducted a Job Shadowing Work Experience Program, through which high school students pair up with employees to learn firsthand about the challenges and joys of the work experience; this helps participating students to think about their future careers and employment options. In the FY 2013 program, about 100 students from metropolitan high schools experienced what it would be like to work at MUFG, BTMU, MUTB, MUMSS, MUN, and MUL Head Offices, and later participated in a group discussion with other participants. Participants reported that the program really helped them to think about their future options.

MUFG Hosting Internships

Each group company hosts opportunities for college students to pursue internships while they undertake their academic studies. These internships provide students with work experiences that allow them to make use of their talents, while providing them with a variety of insights.

MUFG Hosting the MUFG Graduation Memorial Cup Soccer Tournament

Each year, MUFG sponsors the MUFG Cup, a youth soccer tournament for sixth-grade students about to graduate from elementary school in Tokyo, Aichi, and Osaka. The concept for this tournament is to use sports as a way to foster friendships among soon-to-graduate students and to develop an appreciation of others.

The Seventh MUFG Cup was held from February to March 2014, assisted by volunteers including group employees. A total of more than 10,000 children have participated since the first annual tournament.

MUFG Mitsubishi Asian Children's *Enikki Festa*

Since the United Nations declared 1990 to be International Literacy Year, the Mitsubishi Public Affairs Committee (MPAC) has been organizing the Mitsubishi Asian Children's *Enikki Festa* (an illustrated diary festival), in collaboration with the Asian-Pacific Federation of UNESCO Clubs and Associations and the National Federation of UNESCO Associations in Japan (NFUAJ). MPAC endorses the UN's goal of "Literacy for All," and is comprised of 39 Mitsubishi Group companies. The festival welcomes participation from 24 Asian countries and regions, and has received submissions of 635,511 works of art as of 2013. Ongoing efforts in this program are focused on displaying outstanding works in venues across Japan and around the

world to deepen cross-cultural understanding, and creating instructional materials with those works to broaden literacy and education in participating regions.

MUFG Participation in FIT For Charity Run 2013

Each group company helps to organize the Financial Industry in Tokyo (FIT) For Charity Run, through which sponsored runners and walkers raise donations for charity. The ninth of these events was held during FY 2013 with the participation of some 8,700 employees and family members from 108 Tokyo-based financial sector companies. Approximately 1,200 runners and volunteers participated from 21 group companies. Donations collected go to non-profit organizations that are engaged in meaningful community-based activities but lack sufficient funds because they are not well known.

MUFG Supporting Volunteer Activities by Employees

To support the desire on the part of their employees to contribute to society in various ways, BTMU, MUTB, MUMSS and MUN all have programs to provide employees with information about volunteering, in addition to instituting volunteer leave systems and volunteer grants programs.

MUTB "Peter Rabbit™ Forest for the Future" Environmental Conservation Activities

MUTB signed the Saitama Prefecture Afforestation Agreement with Nagatoro Town in Saitama Prefecture in May 2009; based on this, forest conservation activities were initiated for a community forest (about one hectare in size) on Hodo Mountain in Nagatoro Town. Because MUTB has adopted Peter Rabbit™ as its mascot since 1988, this forest on Hodo Mountain has been named the "Peter Rabbit™ Forest for the Future." Employees and their families

participate in tree planting and weeding activities every year.

MUMSS Fostering Environmental Leaders

The transition to a low-carbon society is essential to curb global warming and realize a sustainable economy.

MUMSS participated in the development of the Designing a Low-Carbon Society course offered since FY 2009 by Keio University's Graduate School and was responsible for delivering its Designing Environmental Business component. Starting with spring 2011, this course has been updated and relaunched as the International Program for Environmental Innovators. MUMSS is still responsible for the Designing Environmental Business segment and regularly hosts graduate student interns. Through its activities, MUMSS aims at creating the environment and nurturing the highly skilled environmental specialists that will lead the way to a low-carbon society.

BTMU Culture Support Project: Shiki Theatre Company's *Kokorono Gekijou*

Since 2007, BTMU has cosponsored the Shiki Theatre Company's culture support project, *Kokorono Gekijou*, which seeks to share stories about the things that are important in human lives, such as instilling in children's hearts the value of life, caring for others, and the joys of trusting in one another. In FY 2013, 560,000 children attended these performances nationwide. BTMU also donated 450 complimentary tickets to 28 children's nursing facilities, so that children from these facilities could attend performances of productions including *Hadaka-no-Osama* (The Emperor's New Clothes).

BTMU Supporting the Activities of UNESCO Associated Schools

BTMU has been collaborating with a public interest incorporated association, the National Federation of UNESCO Associations in Japan (NFUAJ) to support the activities of UNESCO Associated Schools, centers of Education for Sustainable Development (ESD) where students learn about the environment and international understanding. In FY 2013, 113 schools received grants from the UNESCO Associated Schools ESD Assistance Project. The ESD International Exchange Program was launched in FY2011 to send high school students from UNESCO Associated Schools to Germany and France, providing them with ESD-related learning opportunities every year based on international exchanges (14 students dispatched in FY 2013).

MUTB Teaching as Part of Industry-Academia Partnerships

Since April 2007, MUTB has participated in joint industry-academia courses in cooperation with the Graduate School of Engineering at the University of Tokyo. Employees provide lectures on subjects they are working on, sharing the latest information in their fields. Beginning in May of FY 2014, four sessions were held, focused on the themes of "Equity Investment Strategies" and "Corporate Acquisitions". Each year, MUMSS employees participate in intensive lectures organized by Nagoya University for graduate students. This lecture was intended not only to promote an appreciation of the role played by mathematics in the financial sector, but also to interest science and engineering students in the field of finance.

MUN Research on Next-Generation Personal Identification Technology

While electronic settlement over the Internet is convenient, issues such as credit card fraud and other problems point to a need for further improvements in security. MUN worked together with the Graduate School of Information Science and Technology, the University of Tokyo and made an endowment to offer a course in Next-Generation Personal Identification Technology at the school in FY 2013. MUN is donating a total of 250 million yen over five years to help realize international standards for this technology and safe and secure e-commerce.

MUN Hosting Training Programs for Educators at Private Companies

MUN takes part in the Trainings Program for Educators at Private Companies implemented by Keizai Koho Center (Japan Institute for Social and Economic Affairs) to promote communications between the business world and academia.

MUN has hosted trainees a total of 13 times since 1999, presenting trainings developed in house. In FY 2014, a training was presented in July for eight members of the Tokyo Metropolitan Board of Education.

BTMU Sponsoring and Volunteering in the Special Olympics Nippon

BTMU and MUTB are sponsors of a public-interest incorporated foundation, Special Olympics Nippon, an international sports organization that provides support for persons with intellectual disabilities to participate in society by creating opportunities to train for and compete in sports competitions. Since 2007, MUTB employees have participated as volunteer staff in basketball competitions

sponsored by the Special Olympics Nippon Tokyo. Employees and their families have also participated in the Special Olympics Nippon—Tokyo Walk & Run Festival, interacting with athletes with intellectual disabilities in activities including running around the Imperial Palace.

MUMSS Supporting Neighborhood Cleanup Rally

MUMSS supports the national *Furusato-seiso* neighborhood cleanup rally that engages workplaces and schools in efforts to beautify Japan; MUMSS has been calling on employees at all of its branch offices nationwide to participate since FY 2009. To date, 519 employees from 50 branch offices and headquarters departments participated in neighborhood cleanups.

BTMU Mitsubishi UFJ Foundation

Mitsubishi UFJ Foundation promotes international exchanges in Asian and other countries. To foster human resources development in Japan and overseas, the Foundation provides financial assistance to a variety of international exchange programs and offers scholarships to students in Japan and overseas. The Foundation gave financial support to 16 graduate and two undergraduate students from Asian countries to study in Japan in FY 2013. It also provided scholarships for 572 students at 27 universities in nine Asian countries, including China, Thailand, Vietnam, and Bangladesh, bringing the total to more than 10,000 students since 1984. The Foundation also hosts periodic events for students studying in Japan to get together and mingle.

BTMU Mitsubishi UFJ Environment Foundation

The Mitsubishi UFJ Environment Foundation plays a key role in MUFG's efforts to address environmental and social concerns, supporting a wide range of efforts. These include activities to improve the natural environment, especially through tree planting (a total of 1.06 million trees have been planted so far), village forest conservation, and the creation of biotopes (natural habitat areas) at schools; organizing the *Midori-no-e* Concour (held in 2014 for the 39th time); offering sponsored lectures at universities and other environmental education events; and undertaking the Headwaters Forest project, which has involved participants in hands-on reforestation and nature observation activities in the Tone River watershed.

BTMU Mitsubishi-UFJ Technology Development Foundation

Mitsubishi-UFJ Technology Development Foundation (known as MU-TECH), created in 1983, has been a pioneer in providing support for private sector ventures in Japan. To comprehensively foster the development of the technology-oriented small- and medium-sized enterprises (especially venture businesses) that are so vital for Japan's economic development, the Foundation provides a wide range of assistance, including research and development grants, information, and consulting services. In FY 2013, MU-TECH provided 32.5 million yen in grants for a total of 11 projects, including projects making significant contributions in the environmental field. In April 2012, the Foundation became registered as a public interest incorporated foundation in Japan and at the same time began holding equity in small- and medium-sized enterprises that have received the Foundation's grant assistance or loan guarantees.

MUTB Mitsubishi UFJ Trust Scholarship Foundation

The Mitsubishi UFJ Trust Scholarship Foundation was established in 1953 to provide scholarships and funding to foster human resources development and advance academic research.

In FY 2013, the Foundation paid a total of 191.8 million yen in scholarships for 354 students, including exchange students. Between the time it was established and FY 2013, it has paid out a total of approximately 5.156 billion yen in scholarships to 5,734 students (including exchange students).

Besides the scholarship programs, since the Foundation was established it has also been implementing a technology research funding program, and by FY 2013 had provided 242.41 million yen to 48 organizations.

MUTB Mitsubishi UFJ Trust Foundation for the Arts

The Mitsubishi UFJ Trust Foundation for the Arts was established in 1987 to support the advancement and dynamism of music and arts, and provides funding for performances by Japanese groups such as operas and orchestras that have attained a certain level of artistic standard.

In FY 2013, the Foundation provided a total of 32.8 million yen for 51 opera, orchestral and other performances. Between the time it was established and FY 2013, the Foundation has provided a total of 1.586 billion yen to 1,418 performances.

MUTB Mitsubishi UFJ Trust Cultural Foundation

This Foundation was established in 1989 to support organizations that contribute to the promotion of local

culture in the fields of music, art, theatre, and traditional arts. It supports a wide range of causes, including ongoing amateur musical and theatre groups active at the local level, exhibitions that present notable works of art and opportunities for viewing by local communities, the preservation and passing on of traditional arts, and performances to train people to carry on traditions.

In FY 2013, the Foundation provided 19.7 million yen to 51 projects. Between the time it was established and FY 2013, it has provided a total of 619.7 million yen to 1,210 performances and activities.

Local Community Involvement by Branch Employees

Based on the recognition that MUFG is supported by society and the people in communities in which it operates, employees of local branches show appreciation by participating in local community activities.

In FY 2013, employees played a key role at local branch offices of the group, and engaged in a wide variety of activities, such as cleanup events, tree planting, financial education, company visits, seminars, and charitable projects.

BTMU Community Involvement Activities by BTMU Branches

Branch	Activity
Hiroshima/ Hiroshima-Chuo Branch	Continued exchange activities with a welfare facility and organization for the disabled, and held finance and economics classes for local children.
Head Office	Provided company visits and financial education with branch offices and head office departments to cultivate the next generation of human resources.
Akabane/ Akabane-Ekimae Branch	Engaged in regular activities such as financial education, cleanup events, crime prevention, and blood donation with the cooperation of local police, NPOs, businesses, and the Lions Club.
Handa Branch	Engaged in ongoing activities such as financial education, cleanup events, crime prevention, fire prevention, and proactively exchanging with the local community.
Nakano-Ekimae/ Nakanoeki-Minamiguchi Branch	Participated in crime prevention activities with the local police and regional vitalization events, in addition to providing ongoing financial education.
Umeda Branch	Engaged in cleanup and crime prevention activities in addition to providing financial education in cooperation with group companies.
Kawachi-Nagano Branch	Participated in many events organized by local police, city hall, and public interest corporations. Engaged in community-based activities, such as providing financial education to high school students.
Oi/Oimachi Branch	Engaged in community-based activities, such as cleanup and cooperation with the social welfare council, in addition to providing financial education to elementary, junior-high and university students.
Business Loan Division	Provided financial education to students on excursions, regularly cooperated with welfare institutions, and engaged in cleanup and other activities.
Retail Banking Video Counter Center (Osaka)	Working with a branch office, hosted workplace visits and held finance and economics classes.

Branch	Activity
BTMU (Brazil)*1	Sao Paulo office gave lectures on water protection and energy conservation at a local school. Rio de Janeiro office worked on a program to minimize global warming.
Los Angeles Branch	In partnership with Heal the Bay, participated in beach cleanups in Los Angeles. More than 15 employees participate in each session and raised over US\$1,600.
New York Branch	Employees conducted financial literacy sessions with students through Banking on Our Future program.
Chicago Branch	Employees volunteered to revitalize a school cafeteria.
London Branch	Hosted an event, raising over £11,000 with bank matching, for a charity partner NPO who provides sports and recreational facility for kids with special needs.
Milano Branch	Employees provided garden and planting service to the City of Milan.
Dubai Branch	Participated in a cleanup-the-desert campaign, raising awareness of the impact of plastic on the desert wildlife.
Brussels Branch	As part of the Junior Achievement program, employees used music to engage the students with money matters to increase their financial literacy.
BTMU (Poland)*2	Participated in "global entrepreneurship week," putting together a presentation for schools on the role of banks in the global economy.
Taipei Branch	More than 100 employees cleaned up the Zhishan Cultural and Ecological Garden, a National Heritage Site.
BTMU (China)*3 Wuhan Branch	Employees participated in cleaning a marshland, and donating and setting up trash boxes in a natural reserve.
Ho Chi Minh City Branch	Employees visited an orphanage to teach children basic survival skills such as growing vegetables, and offered a program to teach the basics of financial management.
Jakarta Branch	Employees participated in a five-km run to raise money for children in an orphanage. The Branch gave a donation for every staff who reached the finishing line, and raised a total of 5,000,000 Indonesian rupiahs.
Sydney and Melbourne Branches	Participated in activity by an NPO that distributes food to people in need. The branches also donated six printers and 20 scanners to the organization.
Hanoi Branch	Organized a run around Hanoi City's biggest public park to raise funds on behalf of the Red Cross Association for the victims of tropical storm Haiyan.
Manila Branch	Joined the One Million Trees and Beyond project in Cavite province to plant sugar palm trees.



Hiroshima/Hiroshima-Chuo Branch



Akabane/Akabane-Ekimae Branch



Retail Banking Video Counter Center (Osaka)

*1 Banco de Tokyo-Mitsubishi UFJ Brasil S/A *2 Bank of Tokyo-Mitsubishi UFJ (Polska) Spolka Akcyjna *3 Bank of Tokyo-Mitsubishi UFJ (China), Ltd.

MUTB Community Involvement Activities by MUTB Branches

Branch	Activity
Sendai Branch	Organized a ceremony at Onagawa Restoration Gardens to unveil the Peter Rabbit™ Garden created to commemorate 25 years as MUTB's mascot.
Kichijoji Branch	Participated in cleanup activities in front of Kichijoji Station to support the Musashino City cleanup plan.
Financial Institutions Division	Engaged in the sorting of used postage stamps.
Pension Business Division IV	Volunteered to clean care facilities for sick children.
Global Operations Division	Participated in the "Xmas Cards for Children in Disaster Area" project.
Yokohamaeki-Nishiguchi Branch	Hosted a bank tour for preschool children as part of the branch's 50th anniversary celebration.
Mito Branch	Hosted cleaning activities around the Kodokan, a nationally designated important cultural property.
6 Offices in Nagoya Area, Gifu Branch	Held a ceramics workshop for children from foster homes in Aichi Prefecture.
Osaka Corporate Business Division	Participated in a tree planting activity at the 11th <i>Forest of Symbiosis</i> Tree Planting Festival supported by the Mitsubishi UFJ Environment Foundation.
Nara Branch	Young employees participated in career guidance event for parents of high-school students.
Kobe Branch	Participated in local improvement work at Mount Rokko, and engaged in tree planting and grass cutting.
Kochi/Okayama/Takamatsu/Tokushima Branch	Participated in the "Collaborative Forest Restoration with Environmentally Progressive Companies" project organized by Kochi Prefecture.
Kyushu Corporate Business Division, Fukuoka Branch	Engaged in Tenjin district cleanup work in Chuo Ward, Fukuoka City.
London Branch	Participated in a charity walk and fund-raiser for a cancer research fund.

MUMSS Community Involvement Activities by MUSHD Group companies

• Activities by MUMSS

Branch	Activity
Sapporo Branch	Engaged in tree planting and held a disaster prevention class in Nakajima Park jointly with Mitsubishi Group companies.
Osaka/Namba/Umeda/Kobe/Kyoto/Himeji/Wakayama/Nara/Sakaihigashi Branch	Cleaned the vicinity of Hattori Ryokuchi Park after the Kinki district athletic meet (attended by 320 employees and their families).
Takamatsu Branch	Held a cleanup in the surrounding neighborhood and customer parking lot.
Tachikawa Branch	Cleaned up around the branch.
Head Office (10 Offices)	Cleaned up around Mejirodai Building and KR Toyosu Building.

• Activities by overseas MUSHD subsidiaries

Branch	Activity
MUSI*1	Provided career guidance (workplace visits, acceptance of internships, etc).
	Supported NPOs and other organizations with goods and donations. •Gave donations collected at charity events (marathons, triathlons, bicycle races, parties, and the sale of bread and confectioneries baked by employees in company offices, etc) to hospitals, cancer awareness-raising organizations, support groups for the disabled, and other organizations. •Participated in Wrap Up London (the collection and donation of unneeded coats for organizations that support the homeless, refugees, and other people in need), Christmas Shoebox appeal (giving Christmas presents to residents of senior care homes), and other initiatives.
	Engaged in the cleanups, flower bed planting, and painting of playground equipment, etc., at parks and local facilities.
MUS (USA)*2	Supported NPOs and other organizations with goods and donations. •Contributed donations collected at charity events (parties and the sale of bread and confectioneries baked by employees in company offices) to NPOs and other organizations. •Participated in Happy Doll project (sending painted and decorated white dolls to children), Paintfest (drawing pictures for local hospitals, etc), and other initiatives.
	Engaged in the cleanups, flower bed planting, and painting of playground equipment etc. at parks and local facilities.
MUS (Singapore)*3	Supported NPOs and other organizations with goods and donations, etc. •Contributed donations collected in a charity event (SGX Bull Charge, a marathon race) to an NPO.
	Invited a visually-impaired masseur to the office to provide a massage service for the independence of the visually-impaired.
	Contributed daily commodities and gifts to children from poor families.
MUS (Hong Kong)*4	Supported NPOs and other organizations with goods and donations. •Gave donations collected at a charity event (Walk for Millions, a walking event) to an NPO. •Invited a visually-impaired masseur to the office to provide a massage service for the independence of the visually-impaired; collected unsold bread from shops and donated it to an NPO; visited a facility for the elderly to celebrate on the day of the Dragon Boat Festival; and recycled daily necessities such as clothes, bags, bed linen, and toys.
	Engaged in a beach cleanup and flower bed planting at a park.

*1 Mitsubishi UFJ Securities International *2 Mitsubishi UFJ Securities (USA) *3 Mitsubishi UFJ Securities (Singapore)

*4 Mitsubishi UFJ Securities (Hong Kong)

MUN Community Involvement Activities by MUN Branches

Branch	Activity
2 Offices in Akihabara and Higashi Nihonbashi	Held blood donation campaigns in cooperation with the Japanese Red Cross Society.
Tokyo Regional Collection & Administration Department	Recovered PET bottle caps for recycling, supported vaccine purchases and employment of persons with disabilities.

Local and International Community Initiatives

BTMU Global Volunteer Month "MUFG Gives Back"

BTMU designated November 2013 as Global Volunteer Month, kicking off its employee-driven social engagement activities—"MUFG Gives Back." Through the initiative, BTMU is keen to show appreciation, through local volunteer activities, for the support Japan received from around the world in the wake of the Great East Japan Earthquake. 3,623 employees from 76 offices in 35 countries and regions engaged in various volunteer activities in a single month. This was one of the largest-ever CSR initiatives among Japanese companies in which employees unite to volunteer across the globe, and participants gained a new appreciation for volunteerism.

BTMU Community Involvement Activities in EMEA

In Europe, the Middle East, and Africa (EMEA), BTMU CSR policy focuses on the triple bottom line of a sustainable business—people, planet and profit, in line with the group CSR priority themes. In 2013 BTMU in EMEA supported 73 charities through fundraising, corporate volunteering, and financially, with over £132,000. An inspiring 92% of volunteers stated that they feel prouder to work for BTMU as a result of this year's community engagement programs. Working alongside the Junior Achievement program, our volunteers supported the development of student-led business ventures. The community investment focus is to engage employees by leveraging their skills base and to develop young people through education and business skills. Thirty employees from seven branches (Brussels, Dubai, Paris, Warsaw, Madrid, Moscow and London) participated in the initiative, resulting in the involvement of 297 students across various programs.

In September 2013, London Branch entered into the

long-term MUFG Mentoring Programme. In this collaborative project with Mitsubishi UFJ Securities International (MUSI), employees from BTMU and MUSI co-mentor students on education and career choices, aiming to raise students' career aspirations and develop their self-confidence. We also organized various fundraising and volunteer opportunities in cooperation with KEEN, our charity partner NPO.

Over the year 2013, nine team-challenge days took place across the region, in Brussels, Dubai, London, Istanbul, Dusseldorf and Milan. These volunteer events ranged from cleanup activities to gardening, maintenance and painting for local schools and community groups, which were also an opportunity to strengthen solidarity among employees.

Dubai Branch joined the Infocity IT Education Programme which presented children in the UAE with the opportunity to develop and learn IT skills, now so necessary in contemporary society and business. Over 1,000 children attended, and each child was presented with a laptop at the end of the session.

BTMU Community Involvement Activities in the United States

BTMU's employees in the Americas offer donations and volunteer their time and energy to a wide range of community involvement activities.

BTMU in the U.S. contributed to major civic and cultural institutions like the Art Institute of Chicago. Its corporate contributions for the arts and culture totaled about US\$1.5 million. In other efforts, in a joint project with Morgan Stanley, BTMU volunteers marched in the AIDS Walk in New York for the first time as a team (the only Japanese financial institution to participate), raising almost US\$45,000. In the U.S., BTMU also expanded its activities through employee matching grants (see Note).

BTMU also increased funding for the environment by working with the WWF on sustainable agriculture in Brazil and National Audubon Society on grasslands conservation in Mexico.

Washington D.C. Representative Office supported services in a national park known for its beautiful lotus flowers and water lilies during the summer. The employees removed lotus leaves to prevent the ponds from filling up with decaying matter.

Kentucky volunteers took all the withered bamboo and trimmed them to make nice bamboo sticks for the park to make fences around trees to protect them from deer. They contributed to Boone County, where the Kentucky Corporate Banking Office is located, by trimming and cleaning up bamboo groves in Boone County Central Park and Arboretum.

Santiago branch employees painted educational murals with iconic images of the Chilean culture. They also constructed a hanging vegetable garden with vases made of recycled material, and presented and installed a high-quality bulletin board as a gift for a school.

BTMU (Canada) employees participated in jean Fridays for a month, thereby raising C\$893, donated 52 books to the Toronto Public Library and 46 books to the Vancouver Public Library, and donated 20 pairs of used eyeglasses to One Sight, a charitable organization that provide access to vision care and eyewear to people worldwide.

Atlanta Corporate Banking Office participated in a gift drive, and delivered Christmas presents to children in the community, in collaboration with the Salvation Army.

Note: An initiative in which a business or organization contributes an additional fixed ratio to match donations collected from individuals.

BTMU Community Involvement Activities in Asia and Oceania

BTMU employees across Asia and Oceania partake passionately in wide ranging activities aligned with MUFU's CSR priority themes of protecting the environment and nurturing the next generation.

As part of its 60th Anniversary celebrations, Karachi Branch donated an ambulance to a hospital. And BTMU staff also presented fruit baskets to patients in different wards to wish them a complete recovery.

Bangkok Branch organized a visit to a disabled children's home where employees donated necessities and educated the children on social etiquette skills. Staff also set up a pretend "store" to teach the children how money is used and transacted during a shopping experience.

In collaboration with OISCA, New Delhi Branch committed to a five-year Children's Forest program, which teaches the importance of preserving the environment. Activities included lectures, nature tours, and tree-planting, during which staff proactively engaged with the students.

Singapore Branch organized a Kite Design & Flying event to engage and benefit the underprivileged children. It also collaborated with a local secondary school to educate students on environmental conservation.

Staff from Mumbai Branch visited the Happy Home and School for the Blind as part of its annual support to the school, which currently looks after visually challenged children. This year, the branch engaged Lesle Lewis, a locally renowned singer-composer, who held a mini-concert for the children.

More than 120 employees from Hong Kong Branch went

vegetarian at Green Lunches. The event drew attention to the environmental impact of meat consumption. Staff also bought special meat-free sandwiches, donating the purchase prices to the Community Chest of Hong Kong for educational and environmental purposes.

Employees at BTMU (China)* Shenyang Branch visited a public child welfare facility, donating daily necessities and interacting with the children to assist in the development of the next generation. The activity was held jointly with the local government, and personnel from the Shenyang Foreign Affairs Office also participated.

Employees from BTMU (China) Guangzhou Branch participated in tree planting activities with their children at the South China Botanical Garden.

Employees from BTMU (China) Beijing Branch participated in a refuse cleanup at Fragrant Hills as part of environment beautification activities. They also participated in afforestation work at a site in Huaibeizhen, Huairou District, where they planted 300 donated saplings.

*Bank of Tokyo-Mitsubishi UFJ (China), Ltd.

UB Community Involvement Activities at Union Bank

As a financial institution, Union Bank targets the bulk of our philanthropy to four strategic areas: community economic development, affordable housing, education and the environment. These categories are closely aligned with our core businesses.

● Participation and Cooperation of Stakeholders

Union Bank embraces "the power of participation." One of the most important jobs is to foster participation and partnerships among many stakeholders—employees,

customers, suppliers, industry groups, and community members. Union Bank listens to these audiences closely through a variety of means, including social media, and public opinion surveys.

● Active Participation of Employees

One of the proudest things at Union Bank is the participation of its own workforce in many CSR activities. In FY 2013, the team members contributed a record 78,081 hours of volunteer time, on behalf of a wide variety of community initiatives, including public health, education, youth mentoring, community redevelopment, and environmental stewardship. Among its senior leadership, 285 Union Bank officers volunteer on the boards of 478 nonprofit organizations.

● Improvement of Financial Literacy

A particular focus of Union Bank's volunteer efforts is promoting financial literacy. Union Bank believes that leading in today's world requires a solid grasp of the fundamentals of banking, saving and investing to accomplish goals such as buying a home, saving for college, or planning for retirement. Union Bank has strong partnerships with Operation HOPE, Junior Achievement, Big Brothers Big Sisters, Boys & Girls Clubs and other groups, in which the bank could harness the financial expertise within the business for the benefit of communities, particularly young people.

●Community Development

Union Bank's commitment to CSR is grounded in the understanding that the business can be only as healthy and prosperous as the communities the bank serves. Leaders of Union Bank and its predecessor banks contributed to the creation of the first transcontinental railroad, the San Francisco cable cars and other institutions. CSR is an important part of Union Bank's heritage and DNA, and this should be a key reason why Union Bank was recently voted the nation's No. 1 bank in terms of reputation by American Banker Magazine. One of the most important ways to partner with communities is through the Community Advisory Board, an 11-member group of prominent, engaged citizens. Union Bank sees this group as a "strategic consultancy" that provides the bank with valuable insight into the needs and priorities of the communities throughout the footprint. Many of the successful programs and initiatives have stemmed from the feedback provided by the Community Advisory Board.

●Reinvestment in the Community

Union Bank formulates a Community Service Action Plan (CSAP), which details its specific goals and commitments in terms of community reinvestment. Under the current ten-year CSAP, Union Bank has agreed to invest at least 5.2% of our total annual assets in loans and activities related to the Community Reinvestment Act (CRA) through 2014. The total investment in community-serving loans and activities totaled US\$7.7 billion in 2013. Its new plan is being formulated, involving a great deal of interaction with core community groups and other stakeholders.

●Evaluation of Activities

Union Bank launched a new initiative with the University of San Diego (USD) to measure and quantify its total impact

even more closely. Partnership with the school gives Union Bank clearer insight into the difference the bank is truly making in communities. Based on USD's impact analysis in 2011, Union Bank now knows that, on the environmental front, its efforts led to 3,000 trees being planted, 2.5 million gallons of polluted water being treated, 3,100 tons of material being recycled, and 1,000 individuals trained in green jobs, resulting in 778 job placements. Quantifying and analyzing the impact will allow the bank to continually refine and improve community-building strategies and investments.

Contributions to Local Communities

MUN Social Contribution Credit Cards

MUN issues credit cards designed to benefit society in a variety of ways. A percentage of purchases is donated to partner welfare- and health-related organizations. Examples of credit cards that are helping more people participate in social welfare programs are the Bone Marrow Bank Card, the Red Cross DC Card, and the Japan Guide Dog Association DC Card.

BTMU Emergency Disaster Assistance

BTMU has a system in place to quickly provide support when a large natural disaster occurs in Japan or elsewhere in the world. When an earthquake, flood or other disaster strikes, BTMU works with non-profit organizations and others to set up special bank accounts to collect donations for relief efforts.

In 2013, the bank contributed 100,000 Chinese yuan to relief efforts for the Sichuan earthquake disaster in China in April; three million yen for the flood disaster in Northern India in July; and ten million yen in response to the typhoon in the Philippines in November.

BTMU "Club for You" Social Contribution Fund

In August 2007, BTMU launched the "Club for You" social contribution fund which gives money to organizations addressing social issues, using funds donated by company executives and employees through deductions from their salaries each month combined with matching contributions from the bank. In FY 2013 (through June 2014), approximately 4,500 employees participated, contributing about 75 million yen to 24 organizations for the year, including the bank's matching contributions.

MUTB Kakehashi-Shintaku Ai-no-Kikin Fund

The Kakehashi-Shintaku Ai-no-Kikin Fund established in 1977 has been collecting membership fees for over 30 years from MUTB and affiliated company officers, employees, former employees, and their families to make donations to social welfare organizations nationwide. In FY 2013, a total of 8.4 million yen was collected from 6,906 members. These voluntary membership fees and donations collected were given to 21 social welfare facilities, including those for the aged and children.

MUMSS Employee Donations Account

In October 2007, MUMSS opened an account for collecting employee donations. MUMSS matches the funds donated by employees each year (from July through June). From its establishment through July 2013, the account has donated a total of approximately 2.6 million yen to two organizations.

UB Charitable Activities of Union Bank

Through its various philanthropic programs, the Union Bank Foundation donates 2% of the after-tax profits each year. Union Bank also has a matching program in which the bank matches donations made by employees.

MUN **Supporting Environmental Protection through OISCA Japan**

Since 2009, MUN has been donating a portion of expenses saved in the shift to paperless statements and a portion of the money used to convert ecopoints into gift cards to the Organization for Industrial, Spiritual and Cultural Advancement-International, Japan (OISCA Japan), a public interest incorporated foundation that promotes a wide variety of environmental protection initiatives. In FY 2013, approximately 17 million yen were donated to support school-managed forests, the Coastal Forest Restoration Project, and other projects promoted by OISCA Japan.

MUMSS **Spoiled Postcard Collection Campaign**

As a joint CSR activity in FY 2013, MUSHD and MUMSS engaged in the Spoiled Postcard Collection Campaign, which appeals for the donation of spoiled and unused postcards and unused stamps. The companies collected postcards and stamps from employees in February, equivalent to about 160,000 yen in value, and donated them to two specified nonprofit corporations. In total, the companies have donated postcards and stamps equivalent to around 770,000 yen from the start of the campaign in FY 2006 until FY 2013.

MUN **Support for the Japan Philharmonic Orchestra**

MUN is a special sponsor of regular concerts in Tokyo by the Japan Philharmonic Orchestra and provides special support for performances by Alexander Lazarev and the orchestra. As part of efforts for reconstruction after the Great East Japan Earthquake, MUN collaborated with the Japan Philharmonic Orchestra in organizing concerts at 42 venues as of December 2013, to provide a moment of peace to the people in the affected areas.

MUN **Sponsorship of the JAL Honolulu Marathon**

Since 1994, MUN has been a co-sponsor of the JAL Honolulu Marathon. This is one of the four top marathons in the United States, with about 30,500 runners participating in 2013 (including about 13,600 Japanese). MUN offers a photo service and other assistance contributing to participants' fond memories of the event, as well as special cardholder-only events.

BTMU **The Bank of Tokyo-Mitsubishi UFJ Money Museum**

The highly-acclaimed Bank of Tokyo-Mitsubishi UFJ Money Museum (Nagoya City, Aichi Prefecture) presents organized displays of roughly 10,000 rare items from 2,000 years of Japanese and global currency history, including the oldest shell money and the largest gold coin *Tensho Naga Oban* in the world. It is Japan's largest private collection of monetary artifacts. Visitors can also enjoy displays free of charge on the history of money and *ukiyo-e* woodblock prints from the Edo period, including a collection of prints by Hiroshige Utagawa, who influenced impressionists such as Vincent van Gogh and was famous for the Fifty-Three Stations of the Tokaido.

MUN **Card Gallery**

MUN has a CSR display called Card Gallery on the theme of credit cards, placed in front of the company's head office reception desk on the sixteenth floor of the Akihabara UDX building in Tokyo. The gallery's history section presents the development of credit cards in Japan over the past 60 years, from the "coupon system" which was the predecessor to credit cards in Japan, to the dawn of credit cards, and onward to the present. It also includes a display of co-branded and other representative credit cards issued from the 1960s onwards. The display allows visitors to glimpse how credit cards in Japan have changed throughout Japan's economic boom and other periods.

BTMU **Expenditures for Social Contribution Activities**

MUTB
MUMSS

(million yen)

Categories	FY 2011	FY 2012	FY 2013
Education & culture	199	231	159
Social welfare & environmental conservation	157	167	143
Community contributions, international exchange, others	2,221	833	1,047
Total (see Note)	2,576	1,231	1,349

Note: Combined totals for BTMU, MUTB, MUSHD, MUMSS. Totals may not equal item sums, due to rounding. Also, figures do not include donations for the Great East Japan Earthquake.

Relations with Customers

We aim to satisfy our customers by providing top-quality services that respond to their input and expectations.

Basic Policies and Structures

We treat customers' input and requests as a valuable resource that helps us to provide higher-quality services to customers. We seriously confront the issues that are the root causes of customer opinions and requests, and we use this feedback to improve our products, services, business processes, and other facets of our work.

MUFG Products and Services based on the Voice of Customers

MUFG takes the comments and requests it receives from customers—in all its various forms—seriously, using such feedback to enhance products and services.

Business Link *Shobai Hanjo*, a large-scale business matching conference, is one example of an initiative we started based on requests from our corporate customers (See page 79 for details.)

Group companies are always working to improve the satisfaction of our individual customers as well. Recent examples include the addition of new functionality to our smartphone app, website notifications on loan counter (consultation desk) availability (BTMU), improvements to our Nippon Individual Savings Accounts (NISA) online trading interface (MUMSS), and expansion to 24-hour Web services for DC Card customers (MUN).

MUFG Developing a Better Feedback Processing System

We treat customer feedback as a valuable asset. BTMU, MUTB, MUMSS, MUN, and ACOM collectively gather more than 280,000 comments and requests every year (see Note). Received in person at local branch offices, over the phone, via email, and through various other means, these inputs are analyzed and used to make important improvements. MUFG monitors these efforts and strives to make continuous improvements to its processing system.

Note: Data from April 1, 2013 to March 31, 2014

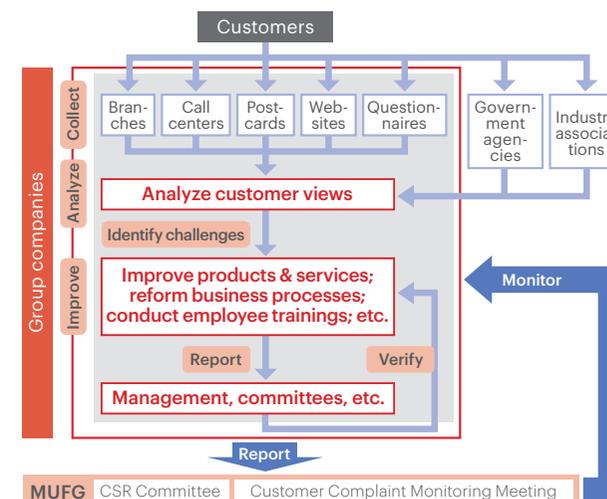
MUFG Improving the Quality of Products and Services from the Customer's Perspective

To build enduring relationships of trust with customers, all MUFG companies strive to manage and improve quality in every businesses process—from planning and development to delivery and after-sales servicing of products and services.

BTMU, MUTB, MUMSS, MUN, and ACOM all use a four-point checklist to confirm that adequate measures are being taken to consider the customer's perspective in the planning and development of new products and services.

Employees at both the head offices and local branch offices are always cognizant of the effect their daily work activities have on the customer's evaluation of the company, and therefore strive to provide products and services that exceed their expectations.

MUFG Monitoring System



Four-Point Checklist for Putting the Customer First

- 1 Accurately meets customer needs
- 2 Pros and cons have been clearly laid out for the customer, and cons, if any, have been properly explained
- 3 All efforts have been made to make the product easily understandable, including the provision of advertising and information on comparisons with similar products
- 4 All actions have been taken to prevent customer complaints from occurring, and measures for responding quickly to complaints have been prepared in the event of their occurrence

MUFG Extensive Training Programs

Training and education for MUFG employees are focused on application of our customer-first principles. In our MUFG Values Talk workshops, young staff discuss and develop an awareness of various topics related to our Corporate Vision of becoming the world's most trusted financial group, such as what MUFG and its employees need to do to attract and retain customers, and what they should aspire to ten years in the future.

Each group company also works to improve customer satisfaction (CS) by training employees to acquire better communication skills, in addition to professional expertise. Examples include customer consultation training (BTMU), a retail banking education program (MUTB), quality improvement training for call center staff (MUMSS), and a CS promotion contest where participants practice and present role-playing skits (ACOM).

All of us at MUFG approach our daily work with the hope of serving and exceeding the expectations of our customers. We remain committed to building enduring relationships with customers through sincere communication.

BTMU Putting the Customer-First Approach into

MUTB Practice

MUN

Creating systems for service improvements that reflect the opinions of customers and employees who interact with them is an important management theme.

BTMU's CSR Promotion Committee, attended by the president and general managers, meets regularly to discuss measures to continuously enhance customer and employee satisfaction and creates systems to incorporate operational improvements in response to customer input and complaints.

Seeing improvements in customer evaluations as one of the most important topics for management, MUTB promotes customer satisfaction as an integral part of its business strategy. Executives, including the president, hold regular meetings with each division in order to discuss initiatives to boost customer satisfaction. Through these efforts, MUTB is working to improve operations from the customer's perspective.

At MUN, important management issues relating to customer satisfaction are discussed at the CS Committee chaired by the president. MUN also has a Customer Focus Committee, which works to improve operations based on customer input.

MUN Acquisition of ISO 9001 Certification

As one initiative to boost customer satisfaction, MUN has raised service levels by acquiring ISO 9001 certification under the International Standard for Quality Management Systems.

The Customer Relations Office, which acquired this certification, is working steadily to improve service quality and increase customer satisfaction.

Protecting Customer's Personal Information

MUFG Personal Information Protection Policy

Under its Corporate Vision, Mitsubishi UFJ Financial Group (MUFG) understands it is the group's social responsibility to handle customers' personal information properly. The following is our Personal Information Protection Policy. We intend to do our best to protect our customers' personal information by ensuring that every executive and employee complies with this Policy.

1. MUFG will comply with laws and regulations regarding the proper handling of the customers' personal information.
2. MUFG will acquire personal information properly. MUFG will notify and/or disclose the purpose of such personal information to customers and will not use it beyond the disclosed purpose except as permitted by law.
3. MUFG will educate all of its executives and employees so that they understand the importance of protecting personal information and handle customers' personal information properly.
4. MUFG will take necessary and appropriate measures to ensure the security of personal information and will endeavor to prevent improper access to, alteration, loss and/or leakage of personal information.
5. MUFG will not supply any personal information to third parties (including parties in MUFG) without the prior consent of the individual concerned, except as permitted by law.
6. When outsourcing the handling of personal information to other institutions, MUFG will monitor the institutions

concerned to ensure that appropriate measures are taken to protect customers' personal information.

7. MUFG will establish procedures for correcting and disclosing personal information of customers. MUFG is also willing to receive opinions and inquiries regarding the handling of such personal information.
8. MUFG will continually review and improve its management systems to protect personal information.

MUMSS Information Security/Protecting Customer's MUN Personal Information (ISO/IEC 27001 Certification)

MUMSS has acquired the internationally-recognized ISO/IEC 27001 certification for information security management systems at its call centers, and continues working to protect customers' personal information.

MUN has also acquired ISO/IEC 27001 certification for all operating divisions engaged in NICOS brand operations to increase the security of customer information and transaction settlement systems.

Improving Customer Satisfaction

MUFG Customer Satisfaction (CS) Surveys

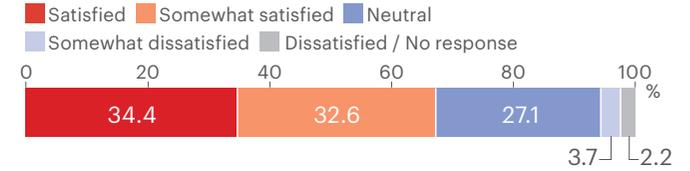
In order to improve CS and provide services optimized by customer feedback, each group company conducts regular customer satisfaction surveys to determine whether our activities are meeting expectations. Each group company is working to incorporate customer responses into our product development and services, so that customers can enjoy a high level of satisfaction with our branches and services.

● **BTMU (Individual Customers)**

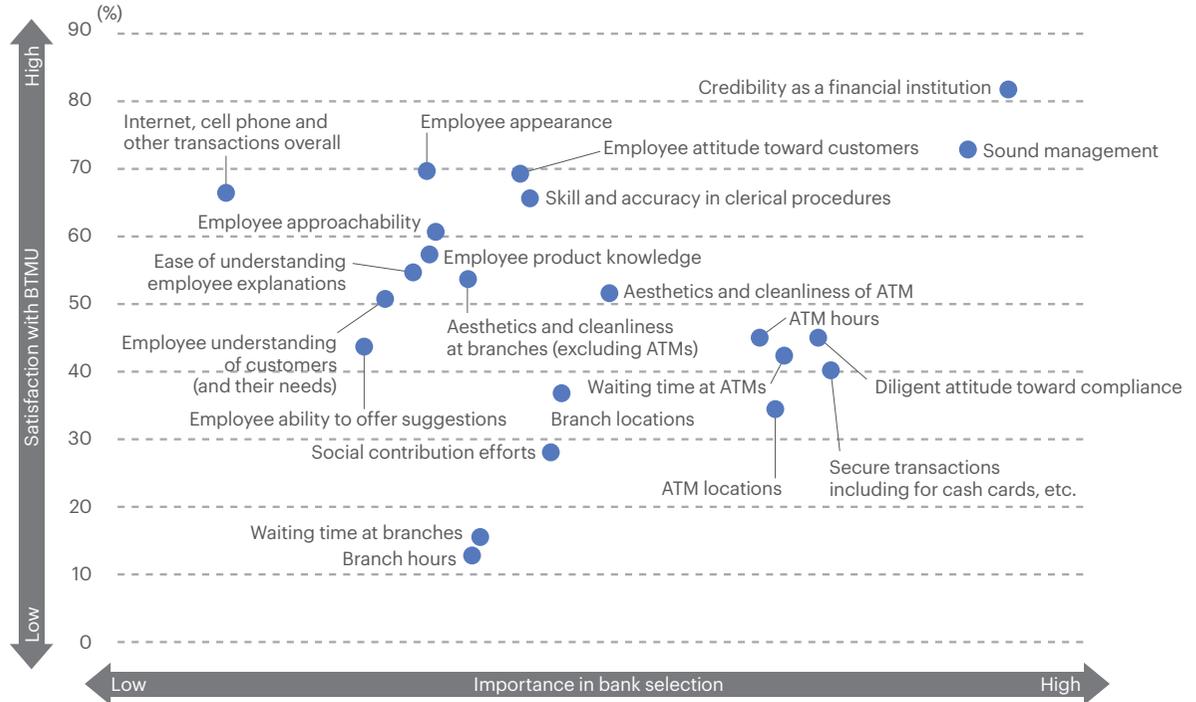
In a survey conducted in October 2013, nearly 70% of respondents indicated they were "satisfied" or "somewhat satisfied" overall with BTMU.

Individual Customer Satisfaction Survey: Survey Outline (BTMU)

Respondents	Individual customers selected at random
Distribution method	Mail
Quantity distributed	About 8,000
Quantity of responses	About 2,300



Customer Satisfaction Survey Results (BTMU)



† "Credibility" as a financial institution, "Sound management," and "Diligent attitude toward compliance" related to satisfaction levels for all respondents. Other criteria relate only to users.

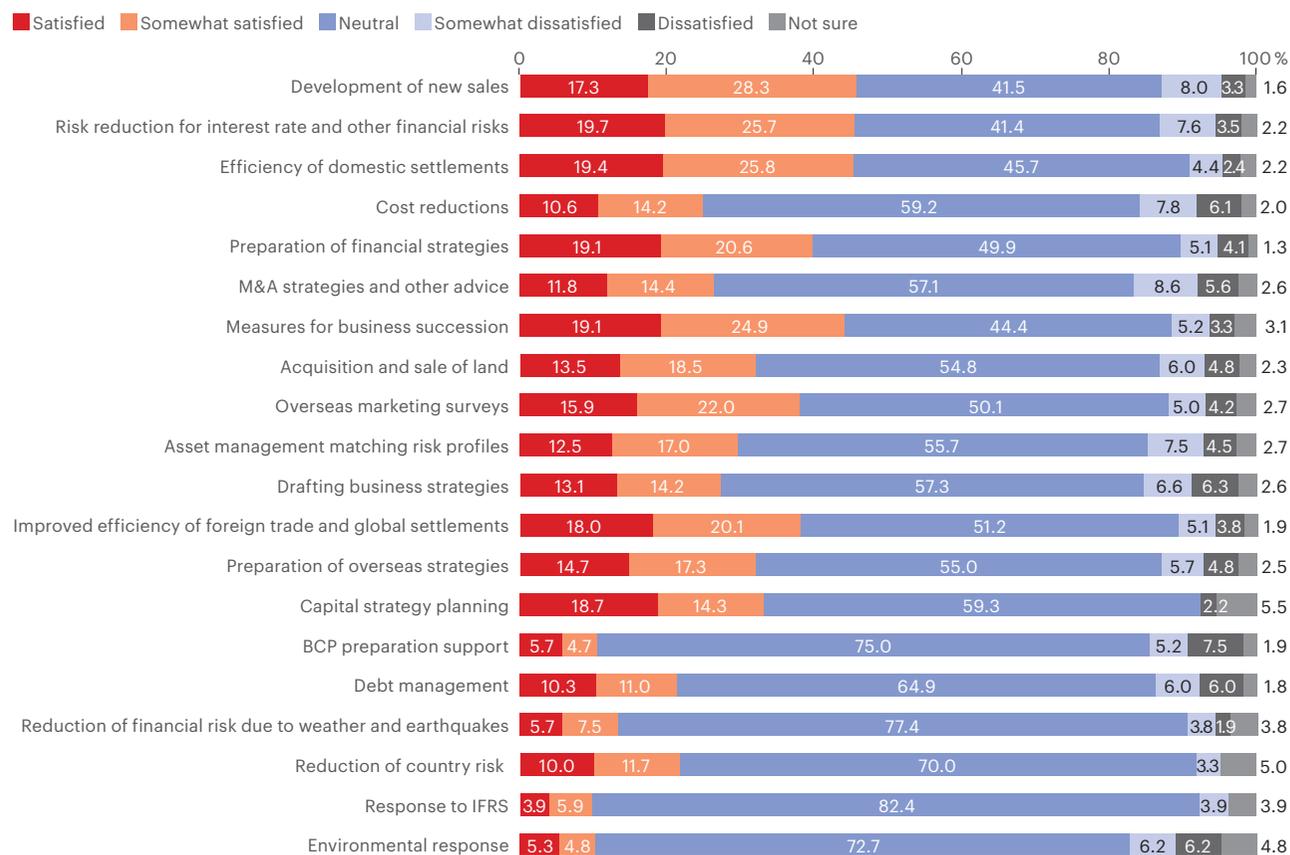
(Conducted in Oct. 2013)

● **BTMU (Corporate Customers)**

BTMU conducts corporate customer satisfaction surveys once a year.

The bank is sharing customer opinions obtained by branch bankers from surveys and customer interviews with all employees, discussing improvements, and working to boost customer satisfaction at its commercial banking offices.

Corporate Customer Satisfaction Survey Results (BTMU) (%)



Corporate Customer Satisfaction Survey: Survey Outline
 Respondents: Corporate customers selected at random
 Distribution method: Mail Quantity distributed: 25,000 companies Quantity of responses: 4,658 companies
 (Total may not equal 100% due to rounding)

(Conducted May-June 2014)

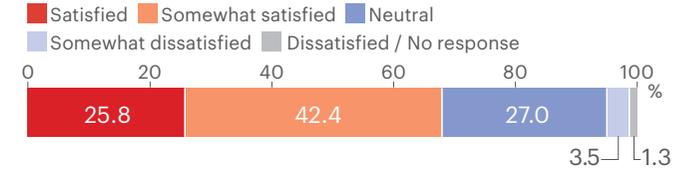
● MUTB

In a survey conducted in December 2013, about 70% of respondents indicated they were "satisfied" or "somewhat satisfied" with MUTB.

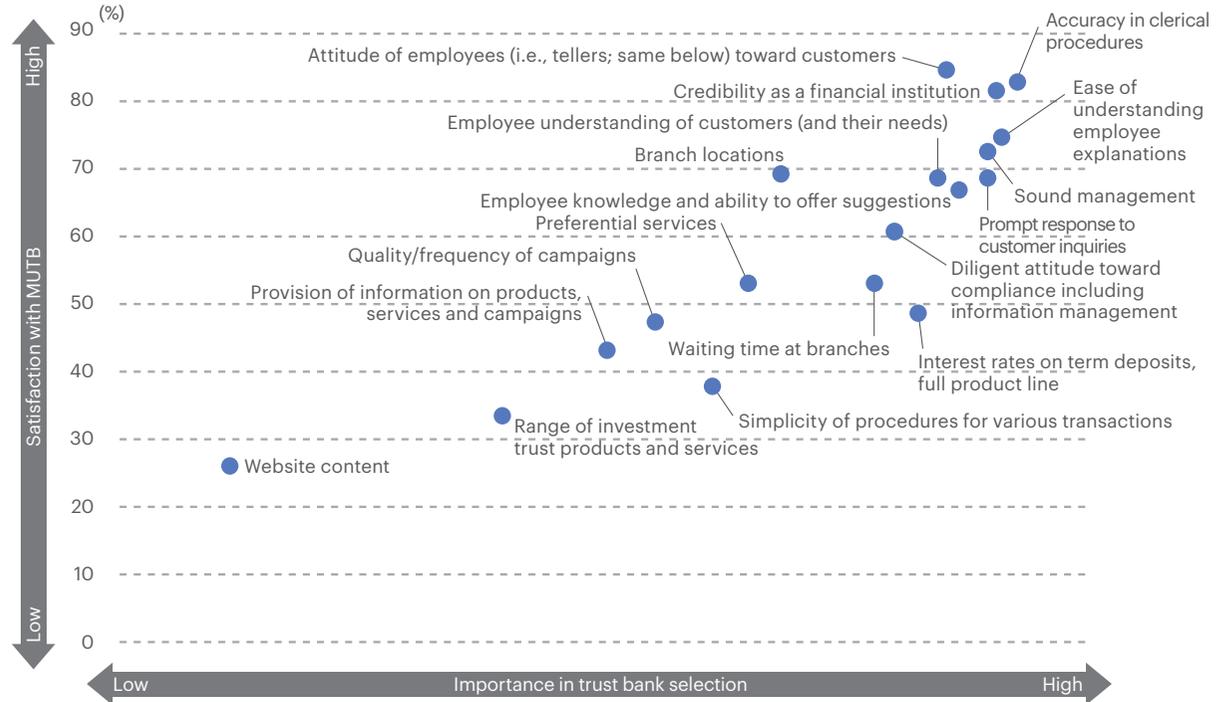
Among reasons customers emphasize for selecting a trust bank, MUTB received high scores for credibility as a financial institution, employee attitude towards customers, ease of understanding employee explanations, and accuracy in clerical procedures. MUTB recognizes the need for greater efforts on items which received low ratings, and will continue striving to make further improvements.

Individual Customer Satisfaction Survey: Survey Outline (MUTB)

Respondents	Individual customers selected at random
Distribution method	Mail
Quantity distributed	About 6,000
Quantity of responses	About 3,200



Customer Satisfaction Survey Results (MUTB)



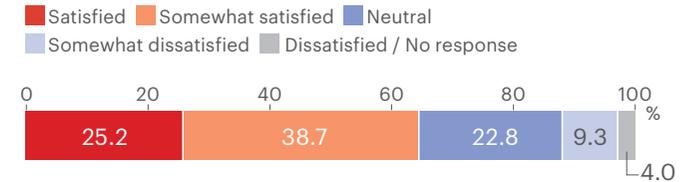
(Conducted in Dec. 2013)

● MUMSS

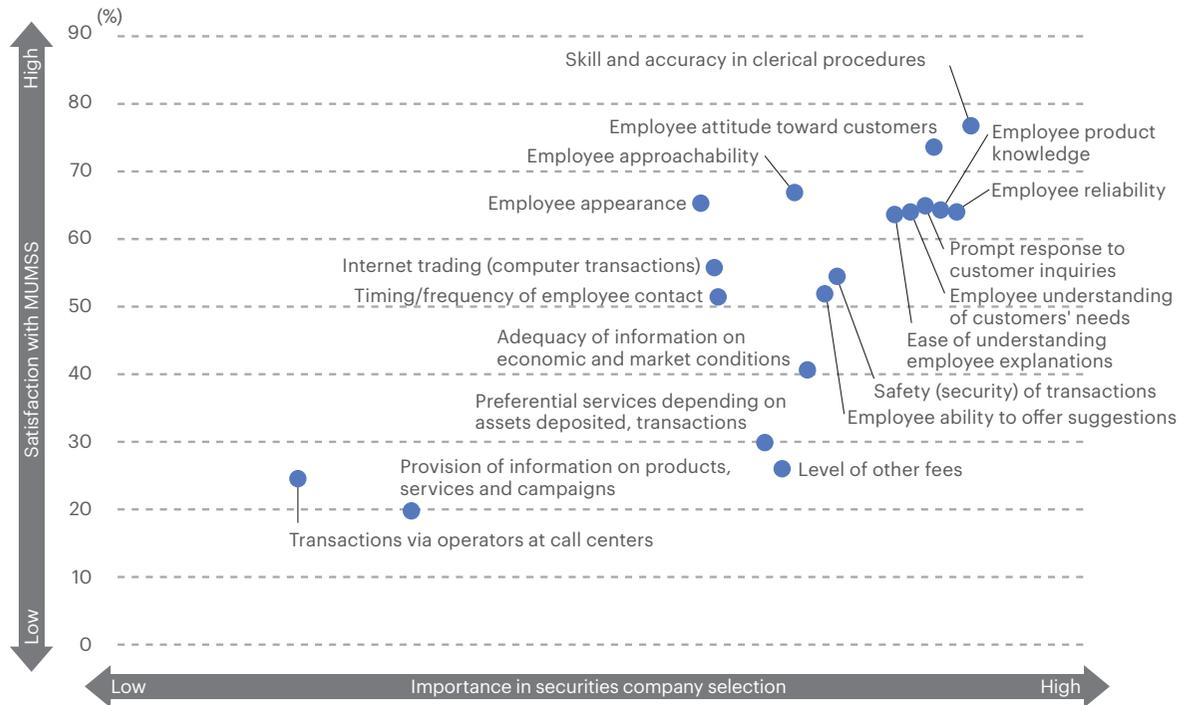
A survey by MUMSS in October 2013 showed that customer satisfaction overall increased by more than ten percentage points above the previous year. Scores for skill and accuracy in clerical procedures and employee attitude toward customers and employee attitude toward customers were relatively high. Issues arose with other items, however, so MUMSS is working hard to make improvements, in order to be a securities company that maintains long-term relations with customers.

Individual Customer Satisfaction Survey: Survey Outline (MUMSS)

Respondents	Individual customers selected by quarter sampling in three categories of managed assets
Distribution method	Mail
Quantity distributed	About 5,000
Quantity of responses	About 1,700



Customer Satisfaction Survey Results (MUMSS)



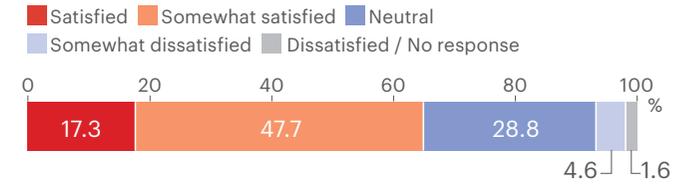
(Conducted in Oct. 2013)

● **MUN**

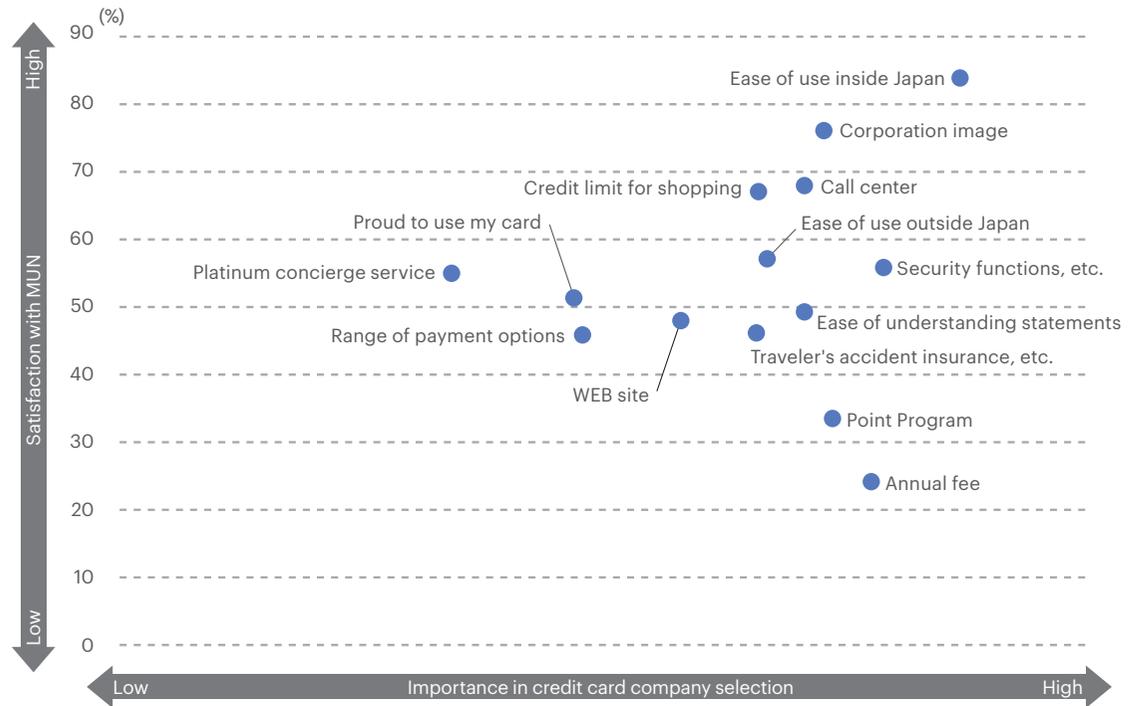
In a customer satisfaction survey conducted in FY 2013, 65% of customers responded that they are "very satisfied" or "somewhat satisfied" overall. MUN received a high score in ease of use inside Japan. For items where the company did not receive high ratings, MUN is striving to improve products and services to satisfy customers.

Individual Customer Satisfaction Survey: Survey Outline (MUN)

Respondents	Brand (non-affiliated) credit card users of MUFG CARD, DC, and NICOS
Distribution method	Mail (web responses also accepted)
Quantity distributed	1,900
Quantity of responses	489



Customer Satisfaction Survey Results (MUN)



(Conducted in Dec. 2013)

Improvements and Services for Corporate Customers

MUFG Business Link Shobai Hanjo

Business Link *Shobai Hanjo*, a large-scale business matching conference launched in 2005, is one example of an initiative we started based on requests from our corporate customers. At our 11th conference held in Osaka in February 2014, approximately 3,200 companies—an all-time record—engaged in some 7,100 business-matching negotiations.

This year's conference was also attended by more than 50 governmental agencies, investment promotion bodies, and non-Japanese companies from 13 countries around the world. At the conference, our overseas business partners, Bank of Ayudhya Public Company, Vietnam Joint Stock Commercial Bank for Industry and Trade, and Union Bank, also placed a display booth for the first time. MUFG will continue to actively support companies using our strength, the group network throughout Japan and the world, which seek to lower the barriers—in terms of sectors, operational scales, and regions—that come between companies, thus facilitating encounters that create value.

MUTB CSR-Related Business Plans Presentation Conference

MUTB has been holding the CSR-Related Business Plans Presentation Conference since 2009 as one means of supporting the growth of enterprises engaged in CSR-related businesses. At the conference, presenters explain their business plans to venture capitalists and operating companies, and may find new investors and business partners. Plans are being advanced to draw a greater number of participants in FY 2014.

MUTB Supporting Customers' SR Strategies

Utilizing our wealth of experience in the provision of shareholder services, MUTB responds to the diverse investor strategy needs of customers. This includes providing tools and comprehensive support for shareholder relations (SR) strategies, which are designed to build relationships of trust with shareholders.

● SR NAVI

SR NAVI, a system arising from the needs of individual shareholder satisfaction, converts information from a shareholder register into a database that can be accessed online. It also allows for data analysis from a variety of angles through the Internet, making it possible to analyze the composition of shareholders in terms of time series, shareholding period, and many other criteria.

● Shareholder Surveys

By conducting shareholder surveys and analyzing the results, which makes it possible to grasp the attributes of individual investors, MUTB provides comprehensive support for investor relations strategies targeting individual shareholders.

● Institutional Investor Services

MUTB has arranged a system to comprehensively support customers' shareholder relations and investor relations strategies toward institutional investors through its affiliate Japan Shareholder Services. MUTB provides support with a specialized menu of services, including surveys of the holdings of customer's shares by domestic and overseas institutional investors (shareholder identification surveys) and preparations for the exercise of voting rights at shareholders' meetings.

MUTB Trust Type Employee Incentive Plans

MUTB has been offering Employee Stock Ownership Plans (ESOP) Trusts, which apply an employee stock ownership framework, since 2009, and began offering Stock Grant ESOP Trusts, which give employees gratis shares of their own companies, from 2011. Since 2012 MUTB has also been handling the Board Incentive Plan Trust which grants shares of company stock to board members as an incentive.

Both of these trusts boost the incentives of corporate customer directors and employees and contribute to capital policies while also helping to expand employee welfare systems and to strengthen corporate governance, which is of great concern to institutional investors.

MUTB Proposals for Environmental Real Estate Holdings

MUTB makes proposals for environmental improvements and energy conservation to boost the value of customers' real estate holdings. Specifically, MUTB makes diverse proposals in line with customer needs while introducing providers and collaborating with partner companies. Examples of ideas proposed include creation of smoking and non-smoking areas in office buildings and facilities, strategies for CO₂ reduction and energy conservation, and development of business continuity plans.

MUL Private Finance Initiatives (PFI)

MUL has been actively promoting Private Finance Initiatives. PFIs are designed to provide the dual benefits of higher quality service and lower project cost, by utilizing financing and know-how from the private sector for the construction, maintenance and operation of public buildings and facilities.

MUL has received orders for a total of 53 PFI projects so far, and has served as the lead company for 15 of these projects (as of March 31, 2014).

Improvements and Services for Individual Customers

BTMU Customer Opinion Cards and Branch Action

MUTB

Customer opinion cards are distributed at all BTMU and MUTB branches to broadly solicit customer input and requests to improve the products and services. Branches respond promptly to customer opinion card items that can be addressed at the office or branch level. The improvements being advanced at each branch include providing loaner umbrellas for sudden downpours, furnishing special seats for senior citizens, and providing magnifying glasses and eye-glasses for customer use. In this way, each branch is working to eliminate inconvenience to customers.

MUN Efforts to Further Improve Quality of Operations

MUN is acting to further improve the quality of operations as a cornerstone for building long-term customer reliance and trust. Beginning from full legal compliance, MUN is working to strengthen its response to customer needs through improvement based on customer opinions at consumer protection and responding to customer needs. MUN strives to thoroughly manage, further improve the quality of operations in all processes in planning, develop-

ing and providing products and services.

MUN Listening to the Voice of Customers

MUN has introduced the CSnavi information system to analyze and share customer opinions received at call centers and other locations and link these to specific operational improvements. With this system, customer opinions regarding operations can be viewed at terminals in each department and used to improve products and services. MUN will continue using CSnavi to respond to customer input and requests.

MUN Acquisition of ISO 10002 Certification

MUN has been working to improve quality in responding to customer complaints with the acquisition of ISO 9001 certification. To further boost customer satisfaction, in 2012 MUN acquired certification under ISO 10002, the international standard for complaints-handling management systems. MUN will continue striving to improve administrative quality to respond to customer needs.

BTMU Support for Visually Impaired Customers

MUTB

At BTMU and MUTB, customers who have difficulties using ATMs because of visual disabilities can send funds transfers at bank teller counters for the same fees charged at ATMs. For customers who have difficulty reading or filling out forms, employees will allow their family to fill out forms and support them by reading forms on their behalf. BTMU and MUTB hold seminars at each office and branch, and are striving to provide comprehensive service.

BTMU Insurance Products

MUTB

BTMU offers a variety of insurance products, such as annuity insurance products, whole life insurance products,

medical insurance products, and nursing insurance products, to meet wide-ranging customer needs, in response to requests from customers who want to consult about insurance along with asset management.

All MUTB branches handle 16 annuity insurance, whole life insurance, and medical insurance products, and make proposals to meet the needs of trust bank customers. (Number of products: as of March 31, 2014.)

MUMSS Installing Computers for Internet Trading at Branches

To respond to customers unfamiliar with Internet trading, MUMSS has installed computers for customers to experience Internet trading at each branch. With this staff support, even customers who are not accustomed to using computers can conduct Internet trading with confidence through guided, hands-on use of the computers stationed at each branch. This system has been well received by customers.

MUN Notification to Suspend Card Transactions to Prevent Fraud

MUN has introduced a system to detect fraudulent use of credit cards, to protect customers from malicious credit card crimes. The system monitors customer card use for unusual activity 24 hours a day, 365 days a year. With this system, transactions are sometimes suspended when cards are used, until we can confirm the identity of the cardholder. In response to customer requests asking for advance notification that there are such cases, MUN now regularly prints information on efforts to prevent fraud in its members magazine and on postcards explaining fees.

MUN Improved Website Usability

Noting the rapid spread of smart phones, MUN began to display characters and designs that fit smart phone screens for some online services for MUFG CARD members in March 2014, and for NICOS CARD members in June. The new designs are easy to read and navigate, for example, with larger icons on main page. MUN will continue working to offer convenient services to meet the diverse needs of card members by steadily improving our website designs and functions.

BTMU Improvements to Branches and Facilities

MUTB

Each group company is improving facilities to make it more accessible to elderly customers and customers with disabilities.

BTMU and MUTB, for example, are working to enhance convenience and safety at branch entrances by installing ramps to eliminate steps. They are also installing guide blocks for the visually impaired at the main entrances of branches. BTMU is installing automatic doors, and provides wheelchairs at 90% of the branches nationwide.

MUN POINT Meijin.com Service

MUN operates the POINT *Meijin.com* service that allows card members to automatically earn as much as 25 times the regular points when they shop at POINT *Meijin.com*, a members-only online shopping site. The service has been made easier to use with a simple login function, whereby card members do not have to log in every time they access the site for a certain period, and the preparation of a smart phone version. In addition to providing points to card members, the service contributes to increased sales of participating merchants by giving them access to one of the largest membership networks in the market.

MUN Services for MUFG CARD Members

MUN provides MUFG CARD members with special services and benefits from each group company. Examples of Services:

Examples of Services:

- Free use of ATMs both day and night at BTMU
- Preferential rates on purchases of foreign currency through World Currency Shop (Tokyo Credit Services)
- Point rewards for MUTB direct membership registration (Internet banking) and new housing loans (MUTB)

MUN supports card members in their daily lives and during emergencies with services from each group company.

MUN Cards Meeting Customers' Needs

With the steadily increasing popularity of online shopping, MUN offers VIASO cards that give online shoppers more points for the money they spend. With the *Urawa Reds* VIASO CARD, a 0.255% of purchases is donated for the *Urawa Reds* (a team in Japan's professional football league) to train players and support the team. With the *Kumamon* VIASO CARD, 0.2% of purchases is donated to support local communities in Kumamoto (the *Kumamon* character is Kumamoto Prefecture's official mascot). Through such efforts, MUN is making arrangements to offer greater value for the use of our cards.

MUTB Private Account Service

MUTB provides the *Private Account*, a service for management of accounts with financial assets of at least 50 million yen. *Private Account* provides individualized investment

planning proposals, execution and reporting by a portfolio manager. *Private Account* supports customer asset conservation and growth from a long-term perspective, and is aimed at building long and deep relationships of mutual trust with customers.

MUN DCC (Dynamic Currency Conversion) Payment Service

In October 2013, MUN began to offer a dynamic currency conversion (DCC) payment service that accepts credit card transactions in multiple currencies. When foreign customers visiting Japan use a credit card at DCC member shops, they can now choose to pay either in Japanese yen or in their home currency. The charge is then determined by the exchange rate at the time of purchase, so there is no further exposure to exchange rate fluctuations, giving customers more peace of mind.

MUN Virtual Prepaid Card e-saifu

MUN provides the *e-saifu* prepaid settlement service for Internet shopping. The service can be used in the same manner as a credit card.

e-saifu is a prepaid service with an online account that allows the customer to use the card at online shops that accept Visa, within the prepaid amount. Visa numbers issued online can be assigned to a family member and used as an educational tool in families with minors, to teach proper credit card usage, with amount settings (total withdrawal, monthly withdrawal, and single withdrawal limits). MUN is responding to customers' diverse needs by offering *e-saifu* as a new way to pay for purchases.

MUN Cloud-Type Multi-Payment System 'J-Mups'

Together with JR East Mechatronics Co., Ltd., MUN jointly developed a cloud-type joint multi-payment processing system "J-Mups," which supports credit cards, UnionPay cards and electronic money, and began full-scale operations from July 2012.

The advantages of J-Mups include scalability whereby point, coupon and other applications can be freely added, cost reduction at merchant side, and higher security and speed processing. MUN has positioned J-Mups as an innovative new infrastructure for the card settlement environment, and is broadly calling on member stores to introduce J-Mups.

MUFG Guidelines for Better Customer Publications and Forms

Each publication and form viewed by customers is an important communication tool between MUFG and our customers. MUFG established Guidelines for the Preparation of Customer Publications and Forms in October 2010 to ensure that our increasingly complex and diverse products and services are introduced to customers in ways that are easier to understand. In May 2012, we prepared a collection of case studies of concrete improvements made based on the Guidelines. We share and use them on our group's in-house portal site. MUFG undergoes external checks by consumer groups for certain items and strives to provide customer publications and forms that are easy to read, easy to understand, and easy to fill out from the customer's perspective.

Response to Low Birthrate and Longevity

MUFG is developing new products and improving services to address challenges related to Japan's low birthrate and longevity.

MUFG MUFG Property Succession Seminars

The need for estate planning or succession planning is more common than many people think, and could arise for anyone. Wills are an effective tool for succession planning and the smooth disposal of assets, but they require expertise and know-how regarding laws, tax regulations and other diverse factors.

MUFG holds seminars where specialists use concrete examples to provide explanations and advice on wills and inheritance planning strategies. It also provides support in line with the individual conditions of each customer, for smooth property succession.

MUTB Products that Address Japan's Demographic Issues

MUTB currently provides three asset succession products that draw on the benefits of a trust: *Zutto Anshin* Trust, which, in the event of the customer's passing, allows the bereaved family to easily receive money without burdensome inheritance paperwork; Educational Fund Gift Trust (*Magoyorokobu*), which takes advantage of a tax exemption on monetary gifts to grandchildren and other family members for education purposes; and *Okuru Shiawase* Trust which substitutes for the annual paperwork needed to make gifts to family members while the customer is living. *Zutto Anshin* Trust and Educational Fund Gift Trust are also offered by BTMU to meet a wider range of customer needs.*1

● *Zutto Anshin* Trust*2

MUTB offers a range of property management and asset succession trust products, so customers and their families can always feel secure.

Zutto Anshin Trust is a self-managed trust product which provides the following three security functions.

- Security function 1: For oneself (periodic receipt of a fixed amount)
- Security function 2: For one's family (lump-sum receipt)
- Security function 3: For one's family (periodic receipt of a fixed amount)

Zutto Anshin Trust solidly protects deposited funds so funds owners and their families can receive funds systematically. The product was revised in March 2013, making it possible to design means of receiving funds more freely and in greater detail by the three security functions.

*1 Some BTMU branches do not offer the products.

*2 *Zutto Anshin* Trust received first place in 2012 Nikkei Superior Products and Services Awards Nikkei Veritas Award for Excellence.

● Educational Fund Gift Trust*1

MUTB offers the Educational Fund Gift Trust, a trust product that supports the donation of educational funds to respond to the needs of customers who want their assets to help with the educational expenses of their grandchildren.

This product complies with the Exemption on Gifts for Education in Lump Sum under the FY 2013 revision of Japan's tax system, with gifts up to 15 million yen (five million yen for certain gifts) tax free. The recipients are limited to children, grandchildren, great grandchildren and other direct descendants under 30 years old. The gifted funds can be used for school entry fees and tuition, and for preparatory schools, private tutors, and sports, music, painting and other lessons. Because this product can pay up front for educational expenses, parents do not need to advance their own funds. The bankbook can be personalized with the names and handwritten messages of grandparents and other donors, and a photo with their grandchild.

*1 Educational Fund Gift Trust received first place in 2013 Nikkei Superior Products and Services Awards Nikkei Veritas Award for Excellence.

● Okuru Shiawase Trust

Revisions to Japan's inheritance tax system in January 2015, are putting a spotlight on inheritance planning strategies such as the gifting of property before death.

In June 2014, MUTB began offering the *Okuru Shiawase* Trust, a new product that facilitates the giving of gifts to family members. It is designed to replace the annual paperwork needed to make gifts, and is free of management fees. The product has the following features:

1. No cumbersome procedures for gifting property, such as preparing contracts and transferring funds, are required.
2. Gift transactions are recorded. Gifts to more than one person or over multiple years can be handled easily.
3. MUTB sends annual reminders, ensuring that gifting opportunities are not missed. Customers receive notification of recipients' balances, which are a useful reference for future gifts.

MUTB Specified Donation Trust

Specified Donation Trust is an arrangement whereby the funds entrusted by a customer and their operating profits are donated over time to non-profit foundations or other recipients designated by the customer. As tax benefits, the operating profits from the trust are not taxed while the customer can take tax deductions on the portion of the donations that comes from the principal each year.

MUTB Guardianship System Support Trust

In February 2012, MUTB launched Guardianship System Support Trust that is based on examinations by the Family Bureau of the General Secretariat of the Supreme Court, Civil Affairs Bureau at the Ministry of Justice, and the Trust Companies Association of Japan. This product is designed for management of the property of individuals (wards) under the guardian system. It conserves deposits and other property using the trust framework, based on instructions issued by family courts. In the trust compensation, no management fees are charged.

MUTB Personal Trust

Personal Trust is a made-to-order trust product under

which the funds management and payment methods of the entrusted funds can be freely set for customers and their families. For example, in combination with a testamentary trust, *Personal Trust* can be set up to begin funds management and investment for the family after inheritance.

BTMU Membership Organization the Quality Life Club

The *Quality Life Club* is a membership organization operated by BTMU which provides services around the themes of the richness of the mind and heart, physical and mental health, and economic affluence to help customers improve their quality of life. Members receive many benefits including invitations to seminars and events, and support services related to travel, health and leisure.

MUN Health Care Consultation Services

MUN provides services to support customers and their families who require health care or nursing care. These services offer health, medicine and nursing telephone consultations by dedicated staff 24 hours a day, 365 days a year for MUFG Platinum and Gold Prestige Card holders and other gold card members. MUN also provides overseas medical treatment consultation, medical institution information and other services to certain card members.*2

*2 The services provided vary according to the type of card.

Third Party Comment



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For the past several years, I have been reviewing MUFG'S CSR reports from an external perspective. When a corporate group becomes as large as MUFG, CSR activities become increasingly diverse, requiring a major effort to grasp the big picture. Furthermore, if the report is going to be released externally as a summary of these activities, it is important to have a format that responds to the diverse interests of readers and recipients, and there must also be some kind of story to it.

Who Are the Stakeholders?

From that perspective, if we read the Highlights Edition and Full Report Edition that have become the regular approach in the past several years, we see that the Full Edition has increased in volume by about 10% from the previous year, and readers will notice that the overall CSR activities of the group are becoming well established. I feel it is safe to say that the quantitative and qualitative information presented in each story in the reports—such as detailed data on environmental impacts or employee initiatives—is generally introduced without overstatement

or understatement.

The Highlights Edition is formatted to narrow its focus to three areas—"Efforts to Improve Customer Satisfaction," plus the group-wide CSR priority themes of "Addressing Global Environmental Issues," and "Nurturing Society's Next Generation"—and it describes the features and achievements of the past year. The two CSR priority themes of "global environment" and "next generation" are important in terms of the broad geographical obligations of a global corporation, and in terms of social responsibility as a sustainable company. Also, it is noteworthy that "customers" are identified as the most influential among the wide range of stakeholders. The relationship between a corporation and each stakeholder is not the same. There can also be conflicts of interest between different stakeholders. A typical example is the divergence of interests between shareholders, employees, and customers when it comes to the distribution of profits.

The essence of CSR management could be described as minimizing the conflicts of interest between the diverse stakeholders in society and maximizing the "economic pie" of profit distribution. If the pie can be expanded, the conflicts among stakeholders can naturally be reduced. To expand the pie, the key is to increase the scale of business activity by attracting more customers and boosting profitability by improving customer satisfaction levels. MUFG's CSR stories clearly reveal this orientation.

Evaluation of Governance, and Connection with Investor Relations

As an issue about further raising "customer satisfaction" in

a way that contributes to greater corporate value, I would like to add one more point. Customer satisfaction involves the level of confidence in products and services provided by the corporation, but at the same time, that confidence is supported by the soundness of governance of the corporation itself. MUFG's CSR is built upon its Corporate Vision and Principles of Ethics and Conduct, and by reading the details of the Full Report Edition, a reader will notice that MUFG sees corporate governance as its highest priority. However, I think it is also desirable to provide information that raises an understanding of governance in the Highlights Edition, which is accessed by many more readers.

In July 2014, to strengthen its governance structure, MUFG established a new Governance Committee, with a majority of members coming from outside the group. The knowledge of this multi-leveled governance structure with four committees—including the Nomination and Compensation Committee and other existing committees—is important information that will influence the satisfaction of not only investors but also customers.

Related to that point is how to incorporate the perspective of the shareholder, which with the customer is among the most important stakeholders. The typical shareholder invests into corporations whose present share prices are undervalued, or corporations that have future prospects for improving corporate value. Corporations with a consistent management stance that puts customers first can be expected to increase corporate value steadily. However in general, there are many Japanese corporations that fail to link CSR to investor relations (IR) oriented toward shareholders. But if, as stated above, an increase in customer satisfaction leads to an increase in corporate value, CSR also corresponds to the interests of shareholders. The question is how to link or integrate CSR and IR together. Here too I look to MUFG for a leadership role.

Integration of Financial and Extra-Financial Matters

As I pointed out in my comments last year, the linking and integrating of CSR and IR overlaps with the international trend of integrated reporting, which encourages the merging of financial and extra-financial values. Indeed, in terms of efforts for this kind of integration, MUFG has already made some achievements.

A number of international trends are evident in integrated reporting. Among them, the financial industry edition of disclosure standards for extra-financial information in each industry, under the United States' Sustainable Accounting Standards Board (SASB), calls upon financial institutions to disclose their contributions to business partners' reductions of greenhouse gas emissions through their core businesses, investment and financing. I think it's a good point that captures the essence of the financial industry, but as stated in the Full Report Edition, MUFG was engaged even before FY 2005 in such initiatives to reduce greenhouse gas emissions, and has disclosed the outcomes.

Integrated reporting is not just about appearing to be integrated. It is also the integration of these kinds of achievements. The important thing is to communicate well to readers the information that is disclosed. Besides this kind of integration, I look forward to seeing further advances in how CSR is communicated.

GRI Content Index

The table below indicates the pages in this report that correspond to items indicated in the 3.1 edition of the Sustainability Reporting Guidelines issued by the Global Reporting Initiative (GRI), which were used as a reference in the preparation of this report.

Item	Indicator	MUFG2014	
		Highlights Ed.	Full Ed.
1. Strategy and Analysis			
1.1	Statement from the most senior decision-maker of the organization (e.g., CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and its strategy.	2	2
1.2	Description of key impacts, risks, and opportunities.	3-4, 5, 12-18, 20-22, 24, 26-32	3-4, 7-11
2. Organizational Profile			
2.1	Name of the organization.	1, 41-43	1, 5-6
2.2	Primary brands, products, and/or services.	12-18, 20-22, 24, 26, 41-43	5-6
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	41-43	5-6
2.4	Location of organization's headquarters.	Back cover	Back cover
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	15-18, 41-43	5-6
2.6	Nature of ownership and legal form.	41-43	1, 5-6

Item	Indicator	MUFG2014	
		Highlights Ed.	Full Ed.
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	41-43	5-6
2.8	"Scale of the reporting organization, including: • Number of employees; • Net sales (for private sector organizations) or net revenues (for public sector organizations); • Total capitalization broken down in terms of debt and equity (for private sector organizations); and • Quantity of products or services provided."	-	Annual Report (F-6 - F-7), 27
2.9	"Significant changes during the reporting period regarding size, structure, or ownership including: • The location of, or changes in operations, including facility openings, closings, and expansions; and • Changes in the share capital structure and other capital formation, maintenance, and alteration operations (for private sector organizations)."	41-43	Annual Report (157p), 5-6
2.10	Awards received in the reporting period.	8, 15, 40	37-38, 50, 59, 82-83
3. Report Parameters			
Report Profile			
3.1	Reporting period (e.g., fiscal/calendar year) for information provided.	1	1

Item	Indicator	MUFG2014	
		Highlights Ed.	Full Ed.
3.2	Date of most recent previous report (if any).	-	-
3.3	Reporting cycle (annual, biennial, etc.)	-	1
3.4	Contact point for questions regarding the report or its contents.	Back cover	Back cover
Report Scope and Boundary			
3.5	Process for defining report content, including: • Determining materiality; • Prioritizing topics within the report; and • Identifying stakeholders the organization expects to use the report.	-	1
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.	-	1
3.7	State any specific limitations on the scope or boundary of the report.	-	1, 45-48
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	-	1

Item	Indicator	MUFG2014	
		Highlights Ed.	Full Ed.
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the indicators and other information in the report.	-	36, 45-48
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	-	-
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	-	1
GRI Content Index			
3.12	Table identifying the location of the Standard Disclosures in the report.	-	This table
Assurance			
3.13	Policy and current practice with regard to seeking external assurance for the report. If not included in the assurance report accompanying the sustainability report, explain the scope and basis of any external assurance provided. Also explain the relationship between the reporting organization and the assurance provider(s).	17-18	25-26, 34, 41, 84-85
4. Governance, Commitments, and Engagement			
Governance			
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	-	15-16

Item	Indicator	MUFG2014	
		Highlights Ed.	Full Ed.
4.2	Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organization's management and the reasons for this arrangement).	-	15-16
4.3	For organizations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or non-executive members.	-	15-16
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	-	15-16
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).	-	15-16
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	-	15-16
4.7	Process for determining the composition, qualifications, and expertise of the members of the highest governance body and its committees, including any consideration of gender and other indicators of diversity.	-	15-16
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	3-4, 5, 34-36	3, 4, 7-8, 12-14, 19, 22-23, 28-29, 30-31, 32-33, 52, 60, 61, 71, 73

Item	Indicator	MUFG2014	
		Highlights Ed.	Full Ed.
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	-	1, 24
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	-	8, 24
Commitments to External Initiatives			
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	17-18, 24	8, 25-26, 34, 39-41, 44
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	17-18, 24	8, 25-26, 33-34, 39-41, 44
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: <ul style="list-style-type: none"> • Has positions in governance bodies; • Participates in projects or committees; • Provides substantive funding beyond routine membership dues; or • Views membership as strategic. 	17-18, 24	8, 25-26, 34, 39-41, 44
Stakeholder Engagement			
4.14	List of stakeholder groups engaged by the organization.	-	27
4.15	Basis for identification and selection of stakeholders with whom to engage.	-	27

Item	Indicator	MUFG2014	
		Highlights Ed.	Full Ed.
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	27-36	27
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	27-36	27
5. Management Approach and Performance Indicators			
Economic Performance Indicators			
	Management Approach	-	28-29
Economic Performance			
EC1 core	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	-	Annual Report (F-6 - F-7), 70
EC2 core	Financial implications and other risks and opportunities for the organization's activities due to climate change.	12-18, 20-22, 24	7-11
EC3 core	Coverage of the organization's defined benefit plan obligations.	-	Annual Report (F-73)
EC4 core	Significant financial assistance received from government.	-	-
Market Presence			
EC5 add	Range of ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation.	-	-
EC6 core	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	-	-

Item	Indicator	MUFG2014	
		Highlights Ed.	Full Ed.
EC7 core	Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation.	-	-
Indirect Economic Impacts			
EC8 core	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	12-18, 20-22, 24, 26-36	11, 61-70
EC9 add	Understanding and describing significant indirect economic impacts, including the extent of impacts.	17-18	41
Environmental Performance Indicators			
	Management Approach	12-18, 20-22, 24	32-34
Materials			
EN1 core	Materials used by weight or volume.	-	-
EN2 core	Percentage of materials used that are recycled input materials.	-	-
Energy			
EN3 core	Direct energy consumption by primary energy source.	-	45-46, 48
EN4 core	Indirect energy consumption by primary source.	-	45-46, 48
EN5 add	Energy saved due to conservation and efficiency improvements.	-	48-51
EN6 add	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	12-18, 20-22, 24	35-51
EN7 add	Initiatives to reduce indirect energy consumption and reductions achieved.	-	35-36

Item	Indicator	MUFG2014	
		Highlights Ed.	Full Ed.
Water			
EN8 core	Total water withdrawal by source.	-	45-46, 48
EN9 add	Water sources significantly affected by withdrawal of water.	-	-
EN10 add	Percentage and total volume of water recycled and reused.	-	-
Biodiversity			
EN11 core	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	-	44
EN12 core	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	-	44
EN13 add	Habitats protected or restored.	-	44
EN14 add	Strategies, current actions, and future plans for managing impacts on biodiversity.	-	33, 44
EN15 add	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.	-	-
Emissions, Effluents, and Waste			
EN16 core	Total direct and indirect greenhouse gas emissions by weight.	-	11, 35-36, 45-46
EN17 core	Other relevant indirect greenhouse gas emissions by weight.	-	45-46
EN18 add	Initiatives to reduce greenhouse gas emissions and reductions achieved.	-	49-51
EN19 core	Emissions of ozone-depleting substances by weight.	-	-

Item	Indicator	MUFG2014	
		Highlights Ed.	Full Ed.
EN20 core	NOx, SOx, and other significant air emissions by type and weight.	-	-
EN21 core	Total water discharge by quality and destination.	-	45-46
EN22 core	Total weight of waste by type and disposal method.	-	-
EN23 core	Total number and volume of significant spills.	-	-
EN24 add	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.	-	-
EN25 add	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.	-	-
Product and Services			
EN26 core	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	12-18, 20-22, 24	11, 37-44
EN27 core	Percentage of products sold and their packaging materials that are reclaimed by category.	-	-
Compliance			
EN28 core	Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with environmental laws and regulations.	No violation	No violation
Transport			
EN29 add	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	-	45-46, 48, 51

Item	Indicator	MUFG2014	
		Highlights Ed.	Full Ed.
Overall			
EN30 add	Total environmental protection expenditures and investments by type.	-	11, 48
Social Performance Indicators			
Labor Practices and Decent Work			
	Management Approach	38-40	52
Employment			
LA1 core	Total workforce by employment type, employment contract, and region.	-	52-53
LA2 core	Total number and rate of new employee hires and employee turnover by age group, gender, and region.	-	52-53
LA3 add	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation.	-	54-59
LA15 core	Return to work and retention rates after parental leave, by gender.	-	-
Labor/Management Relations			
LA4 core	Percentage of employees covered by collective bargaining agreements.	-	-
LA5 core	Minimum notice period(s) regarding operational changes, including whether it is specified in collective agreements.	-	-
Occupational Health and Safety			
LA6 add	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	-	-

Item	Indicator	MUFG2014	
		Highlights Ed.	Full Ed.
LA7 core	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region and by gender.	-	-
LA8 core	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	-	55-56
LA9 add	Health and safety topics covered in formal agreements with trade unions.	-	-
Training and Education			
LA10 core	Average hours of training per year per employee by gender, and by employee category.	-	-
LA11 add	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	-	56-57
LA12 add	Percentage of employees receiving regular performance and career development reviews, by gender.	-	56-57
Diversity and Equal Opportunity			
LA13 core	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.	-	11, 58-59
Equal Remuneration for Women and Men			
LA14 core	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation.	-	-

Item	Indicator	MUFG2014	
		Highlights Ed.	Full Ed.
Human Rights			
	Management Approach	17-18	22, 25, 41, 60
Investment and Procurement Practices			
HR1 core	Percentage and total number of significant investment agreements and contracts that include clauses incorporating human rights concerns, or that have undergone human rights screening.	-	-
HR2 core	Percentage of significant suppliers, contractors and other business partners that have undergone human rights screening, and actions taken.	-	30-31
HR3 core	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	-	60
Non-discrimination			
HR4 core	Total number of incidents of discrimination and corrective actions taken.	-	-
Freedom of Association and Collective Bargaining			
HR5 core	Operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and actions taken to support these rights.	-	-
Child Labor			
HR6 core	Operations and significant suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor.	-	-

Item	Indicator	MUFG2014	
		Highlights Ed.	Full Ed.
Forced and Compulsory Labor			
HR7 core	Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor.	-	-
Security Practices			
HR8 add	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.	-	60
Indigenous Rights			
HR9 add	Total number of incidents of violations involving rights of indigenous people and actions taken.	-	-
Assessment			
HR10 core	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments.	-	-
Remediation			
HR11 core	Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms.	-	-
Society			
	Management Approach	27-36	61
Local Community			
SO1 core	Percentage of operations with implemented local community engagement, impact assessments, and development programs.	29-30	67
SO9 core	Operations with significant potential or actual negative impacts on local communities.	-	-

Item	Indicator	MUFG2014	
		Highlights Ed.	Full Ed.
SO10 core	Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities.	-	-
Corruption			
SO2 core	Percentage and total number of business units analyzed for risks related to corruption.	-	-
SO3 core	Percentage of employees trained in organization's anti-corruption policies and procedures.	-	18
SO4 core	Actions taken in response to incidents of corruption.	-	-
Public Policy			
SO5 core	Public policy positions and participation in public policy development and lobbying.	12-13, 16, 33-36	12-14, 25-26, 38-43
SO6 add	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	-	-
Anti-Competitive Behavior			
SO7 add	Total number of legal actions for anticompetitive behavior, anti-trust, and monopoly practices and their outcomes.	-	-
Compliance			
SO8 add	Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with laws and regulations.	-	-
Product Responsibility			
	Management Approach	8-10	20-23, 71-73

Item	Indicator	MUFG2014	
		Highlights Ed.	Full Ed.
Customer Health and Safety			
PR1 core	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	8-10	20-23, 71-73
PR2 add	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	-	-
Product and Service Labeling			
PR3 core	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	-	71-83
PR4 add	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.	-	-
PR5 add	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	9	11, 74-78
Marketing Communications			
PR6 core	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	8-10	71-78, 82
PR7 add	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.	-	-

Item	Indicator	MUFG2014	
		Highlights Ed.	Full Ed.
Customer Privacy			
PR8 add	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	-	-
Compliance			
PR9 core	Monetary value of significant fines for noncompliance with laws and regulations concerning the provision and use of products and services.	-	-

Financial Services Sector Supplement (2008)

Product and Service Impact (Financial Services Sector Specific Disclosure on Management Approach)			
Item	Indicator	Highlights Ed.	Full Ed.
FS1 core	Policies with specific environmental and social components applied to business lines.	3-4, 5	7-8, 22-23, 25-26, 32-34
FS2 core	Procedures for assessing and screening environmental and social risks in business lines.	-	8, 22-23, 25-26
FS3 core	Processes for monitoring clients' implementation of and compliance with environmental and social requirements included in agreements or transactions.	17-18	25, 41
FS4 core	Process(es) for improving staff competency to implement the environmental and social policies and procedures as applied to business lines.	17-18, 38-39	8, 56-57
FS5 core	Interactions with clients/investees/business partners regarding environmental and social risks and opportunities.	12-18, 20-22, 24	32-51

Item	Indicator	MUFG2014	
		Highlights Ed.	Full Ed.
Product and Service Impact (Performance Indicators)			
Product Portfolio			
FS6 core	Percentage of the portfolio for business lines by specific region, size (e.g. micro/SME/large) and by sector.	-	Annual Report (106p)
FS7 core	Monetary value of products and services designed to deliver a specific social benefit for each business line broken down by purpose.	-	-
FS8 core	Monetary value of products and services designed to deliver a specific environmental benefit for each business line broken down by purpose.	-	-
Audit			
FS9 core	Coverage and frequency of audits to assess implementation of environmental and social policies and risk assessment procedures.	-	17, 18, 41
Active Ownership			
FS10 core	Percentage and number of companies held in the institution's portfolio with which the reporting organization has interacted on environmental or social issues.	-	-
FS11 core	Percentage of assets subject to positive and negative environmental or social screening.	-	-
FS12 core	Voting polic(ies) applied to environmental or social issues for shares over which the reporting organization holds the right to vote shares or advises on voting.	-	-

Item	Indicator	MUFG2014	
		Highlights Ed.	Full Ed.
Society (Performance Indicators)			
Community			
FS13 core	Access points in low-populated or economically disadvantaged areas by type.	-	80-81
FS14 core	Initiatives to improve access to financial services for disadvantaged people.	34	13, 80-81
Product Responsibility (Management Approach)			
FS15 core	Policies for the fair design and sale of financial products and services.	8-10	18-19, 71-73
Product Responsibility (Performance Indicators)			
Product and Service Labeling			
FS16 core	Initiatives to enhance financial literacy by type of beneficiary.	27-28, 31-32	61-63, 65-68

Comparative Table with ISO 26000 Core Subjects

Our engagements are shown together with the corresponding seven core subjects of ISO 26000 (Guidance on Social Responsibility).

Core Subjects of Social Responsibility (6.2-6.8)	Issues	MUFG2014	
		Highlights Ed.	Full Ed.
6.2 Organizational governance	1. Organizational governance	3-4, 5	3-4, 7-26
6.3 Human rights Note: Linked to the UN Global Compact Principles 1-6	1. Due diligence 2. Human rights risk situations 3. Avoidance of complicity 4. Resolving grievances 5. Discrimination and vulnerable groups 6. Civil and political rights 7. Economic, social and cultural rights 8. Fundamental principles and rights at work	17-18	22, 25, 41, 60
6.4 Labour practices Note: Linked to the UN Global Compact Principles 3-6	1. Employment and employment relationships 2. Conditions of work and social protection 3. Social dialogue 4. Health and safety at work 5. Human development and training in the workplace	38-40	52-59
6.5 The environment Note: Linked to the UN Global Compact Principles 7-9*	1. Prevention of pollution 2. Sustainable resource use 3. Climate change mitigation and adaptation 4. Protection of the environment, biodiversity and restoration of natural habitats	12-24	32-51
6.6 Fair operating practices Note: Linked to the UN Global Compact Principles 3-10	1. Anti-corruption 2. Responsible political involvement 3. Fair competition 4. Promoting social responsibility in the value chain 5. Respect for property rights	-	18-19, 30

Core Subjects of Social Responsibility (6.2-6.8)	Issues	MUFG2014	
		Highlights Ed.	Full Ed.
6.7 Consumer issues	1. Fair marketing, factual and unbiased information and fair contractual practices 2. Protecting consumers' health and safety 3. Sustainable consumption 4. Consumer service, support, and complaint and dispute resolution 5. Consumer data protection and privacy 6. Access to essential services 7. Education and awareness	8-10	20-21, 22-23, 71-83
6.8 Community involvement and development	1. Community involvement 2. Education and culture 3. Employment creation and skills development 4. Technology development and access 5. Wealth and income creation 6. Health 7. Social investment	27-36	12-14, 61-70

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BTMU supports Education for Sustainable Development (ESD), a global initiative to include key sustainable development issues in teaching and learning.



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