

Mitsubishi UFJ Financial Group

Committed to empowering a brighter future.



# MUFG Way

*– Bringing it to life*



# Our management guidelines

## MUFG Way

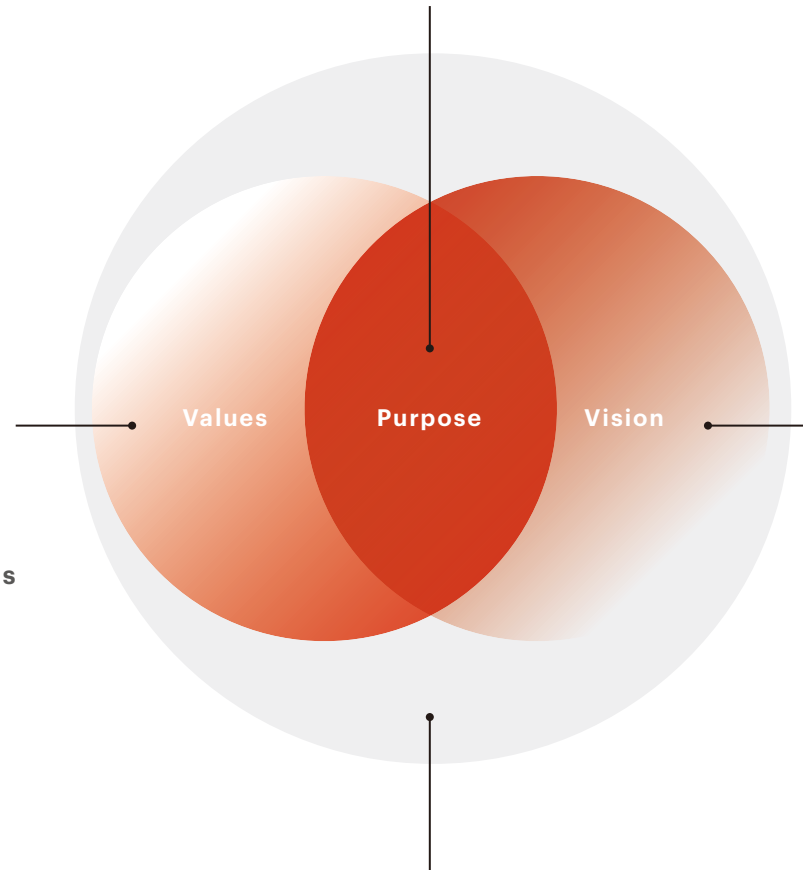
**Purpose**  
Committed to empowering  
a brighter future.

### Values

1. Integrity and Responsibility
2. Professionalism and Teamwork
3. Challenge Ourselves and Grow

### Vision

Be the world's  
most trusted  
financial group



**Code of Conduct**

The MUFG Way serves as the underlying principles in how we conduct our business activities, and provides guidelines for all group activities.

The MUFG Way is also the foundation for management decisions, including the formulation of management strategies and management plans, and serves as the core value for all employees.

# Our management guidelines

## MUFG Way

### The Brighter Future We Empower

In these rapidly changing times, all stakeholders are striving to overcome difficulties and move toward a more sustainable future and the next stage. MUFG's unchanging reason for existing is to support them in realizing their ambitions.

### Talking about the MUFG Way

In FY2021, the year the MUFG Way was established, we held MUFG Way sessions, in which the MUFG Way was communicated, and colleagues took the time to consider it in light of their own personal beliefs.

In FY2022, we held MUFG Way Employee sessions, in which colleagues shared their own beliefs with the aim of further embedding and aligning MUFG Way in our Culture and everything we do. More than 3,000 sessions were held around the world and approximately 50,000 colleagues participated.

Empowering customers and partners

Empowering local communities and society

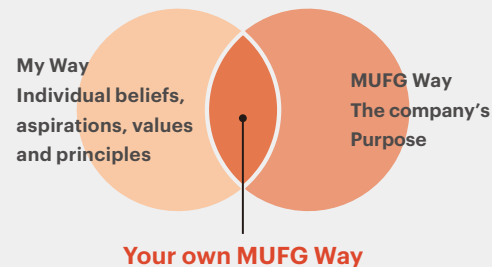
Empowering future generations

Empowering MUFG members

#### Overview of MUFG Way Employee Sessions

Sharing your own MUFG Way with your team

Taking ownership of our Purpose and acting autonomously



### Culture Initiatives in MUFG

Culture can be defined as the behaviors we demonstrate each and every day to take actions towards our goals. At MUFG, we embed key behaviors into our daily work by engaging colleagues through meaningful networks and projects around the world.

In Japan, about 70 colleagues representing various Group companies and overseas offices have joined the "MUFG Way Boost Project." Together, this group holds weekly online meetings and discusses how to increase the number of colleagues who embody the MUFG Way and plan related communication initiatives. We believe that bringing together members with different working styles and values, such as those who balance work with childcare or nursing, will generate new ideas and bring life to the MUFG Way.

Our global teams in the Americas, APAC, and EMEA, where dedicated Culture Teams and Executive Management would regularly meet with networks of colleagues to hear direct feedback, amplify the employee voice, and drive positive, employee-led culture initiatives aligned to our Purpose, Culture Principles and the MUFG Way.

In addition, we have also established employee networks focused on key populations including gender diversity, multiculturalism, race, veteran status, generation diversity, sexual orientation, social mobility, disability (including mental health) and all aspects of family. Each group is empowered to focus on activities related to their specific priorities driven by employee feedback. There are also networks for colleagues to challenge the status quo, ensuring we remain relevant and competitive by embedding a mindset of continuous improvement or kaizen in our corporate DNA, to further shape our organizational future.

# MUFG Way

## – Colleague stories

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**Committed to empowering  
a brighter future.**

Since the establishment of the MUFG Way in April 2021, many colleagues have connected MUFG's Purpose with their own work, putting their own MUFG Way to practice. What is the significance of MUFG's existence? Who do we want to empower while working for MUFG? Here, we will cover 35 different stories from colleagues all over the world about empowering a brighter future.



**Daniel Meals**

Operations & Technology  
MUFG Bank

## I empower and encourage colleagues to celebrate diversity and authenticity.

I have always been drawn to opportunities where I have the potential to create positive, impactful, and sustainable change. In the 18+ years that I have been with MUFG, I have stepped into many newly created positions where I've had the opportunity to influence leaders, programs, and policies that have resulted in higher levels of equity and inclusivity. Being a trailblazer and a pioneer is not for the faint of heart! It requires vision, strength, and tenacity in addition to embodying the Culture Principles to successfully build collaborative working relationships on a global level.



Source of empowerment:  
My daughter

My daughter inspires me to empower a brighter future for the next generation. I am motivated to do everything to create an inclusive and equitable world where all girls can thrive.

## Teamwork makes the dream work.

Since joining MUFG, I have been focusing on building high-performing, inclusive, and diverse teams. My strength is the ability to authentically build relationships with colleagues and identify the right teams to solve complex problems as quickly as possible. While challenging problems may translate into frustration, gaps, and possibly errors, it is important to ensure that the team continues to make forward progress and is fully supported throughout the journey. After all, it is teamwork that makes the dream work. I would like each interaction—be it professional or within the community—to be rooted in authenticity. I believe that will yield positive results for everyone!



Source of empowerment:  
Adventure

My source of empowerment is seeking out adventure with my family. You never know when you might stumble upon a hidden gem or make a lifelong memory!



**Halisi Wolf**

Human Resources Division  
MUFG Bank



**Frank Di Leonardo**

Reputation Risk Management  
MUFG Bank

## The MUFG Way embodies how we support clients, colleagues, and our careers.

As an enterprise risk manager, I work to mitigate risks that would harm the corporate value of MUFG. In 2022, I was nominated as Chair of the Americas Risk Management People Council, which focuses on engaging employees, providing strategic educational opportunities, and supporting bank-wide initiatives. This position provided a tremendous opportunity to understand the organizational culture impacts caused by the pandemic. After four years at MUFG, I can confidently state that following the MUFG Culture Principles is a key factor to accomplishing career and bank-wide goals.



### Source of empowerment: A greener tomorrow

When I am not at work, I typically spend my time outdoors doing seasonal activities such as skiing, kayaking, and hiking, so I am excited to see MUFG take proactive action to tackle climate change risks.

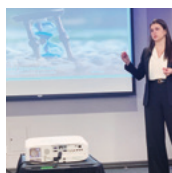
## I always ask the question, “How will this help our clients?”

Simply put, MUFG’s Capital Markets Strategy group provides market-based reports and insights for corporate clients of our bank and securities business. The market and economic backdrop is increasingly complex—particularly in the past two to three years—and our team is focused on helping clients navigate the more challenging environment they are operating in. We build frameworks to understand the myriad of intersecting complex issues in the market and use those frameworks to support our corporate clients’ strategic decision-making processes. When writing reports, I am always asking myself, “How will this help our clients?” I really enjoy the thought process of putting myself in the clients’ shoes to offer insights and help them navigate through key challenges.



**Hailey Orr**

Capital Markets Strategist  
MUFG Securities Americas



### Source of empowerment: Supporting future generations

Supporting our younger generations, through career mentorship, community education, or even within my own family (I have two young nephews), is very important to me. I am excited to help forge a future with new opportunities.



**Etsuko Molka**

Japanese Corporate Banking Division (U.S. (East))  
MUFG Bank



### Source of empowerment: My family

My family is my biggest cheerleader. They give me power to work towards a better future and society.

## Turning corporate vision into reality requires embedding corporate culture into everyday interactions and decisions.

As the Chief Information and Operations Officer, my mandates cover three areas: business strategy, transformation, and optimization. Essentially, it is to take our corporate vision, dissect it into digestible parts, and convert those parts into reality. To create a corporate culture that nurtures our values, we focus on developing the “four Ps”: purpose, people, processes, and platforms. We are ever mindful of our vision, “to be the world’s most trusted financial group,” and strive to create an exciting and dynamic environment for our staff.

## Do the right thing, build long-term trust, and stay nimble!

We provide comprehensive banking services for the U.S. subsidiaries of Japanese corporations, providing them with the best solutions to achieve their goals. Every day, I look at each deal, thinking about where I can add value and how I can create opportunities for my team to grow professionally. In the two decades I have been with MUFG, our clients’ trust in us seems to have remained unchanged. I will continue making balanced decisions while considering the long-term success of my clients.



**Ron Lee**

Canada Branch  
MUFG Bank



### Source of empowerment: “Batman” and my family

The comic-book hero Batman is a master strategist who can defeat powerful foes, despite not having any superpowers. No matter the challenge, we only need to look within ourselves to overcome it.

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**Patrick "Eli" Allagoa**

Americas Legal Department  
MUFG Bank / MUFG Securities Americas

## I empower a brighter future by being a trusted colleague and advocate.

I have been a litigation paralegal for more than 15 years. Here at MUFG, I manage and support a broad range of litigation matters and government/regulatory investigations across MUFG's entities within the Americas. Our group supports and educates every layer and line of business in the Americas and at times abroad. I am committed to providing immeasurable value to my colleagues. I accomplish this by being a trusted legal advisor, supporting our internal human resource functions, and monitoring governmental/regulatory investigations so that our colleagues can focus on the day-to-day work that has made MUFG, in my opinion, the best financial institution in the world.



**Source of empowerment: My daughters**

I spend my non-workdays with my daughters, who are my diamonds. We typically do something fun, but I also mix in some life and moral lessons. My diamonds motivate me to make the world a better place.

## Lead by example and others will follow.

In my 22 years at MUFG, I have been fortunate enough to work with many talented colleagues who have inspired me to always do my best. In today's work environment, we all face many challenges and demands, but our source of strength remains our culture, mutual respect, and talented colleagues. I believe that everyone in our organization contributes to what makes MUFG today. To stay competitive in our industry, we have to continue to evolve professionally and as an organization. I believe in making a difference in our organization and in society by being present, being transparent, and pursuing ongoing engagement and a culture of diversity. Lead by good example and people will follow.



**Source of empowerment: My family and traveling**

Work hard, play hard. Traveling allows me to spend quality time with my family, meet people, and learn about other cultures. Each travel experience brings new insights, perspectives, and knowledge that I apply to my work.



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**Leah Aquino**

New York Branch  
Mitsubishi UFJ Trust and Banking Corporation

# MUFG Way GLOBAL CROSS TALK

How do MUFG employees globally relate to the MUFG Way and what are they doing to embody it? Eight colleagues who are all actively involved in culture-related initiatives around the world discuss the current state of the MUFG Way and its future.



**9 Tomitaka Matsumura**  
Overseas Business Management Department  
ACOM

**10 Yuina Kubo**  
Wealth Management Strategy Office  
MUFG Bank

**11 Yuta Yoshida**  
Financial Institutions & Public Institutions Division  
Mitsubishi UFJ Morgan Stanley Securities

**12 Mao Kubota**  
Tenant Leasing Services Division  
Mitsubishi UFJ Trust and Banking Corporation

**13 Yu Nishimura**  
Corporate Planning Department  
Mitsubishi UFJ NICOS

**14 Sophia Baker**  
Investment Banking Division for EMEA  
MUFG Bank

**15 Umesh Gopinath**  
Mumbai Branch  
MUFG Bank

**16 Andrea Saavedra**  
Legal Division  
MUFG Bank (Mexico)

MUFG's ideal future is built on the development of our individual team members

**Question** "Thanks everyone for joining today to talk about Culture and the MUFG Way. Our first question is — can you please share your thoughts on why you've participated in the Boost Project\* or other culture-related initiatives globally?"

**Yuina** I am working to develop and promote the use of informational tools for the wealth management segment. Through this work, I have realized the difficulty of gaining support for new ideas. So, I believe that, while not an easy task, spreading the MUFG Way is important. I'm participating in the Boost Project in Japan to better understand how my activities can empower a brighter future for our customers and society and what actions I can take to achieve that goal.

**Mao** I have worked in a variety of areas including pensions, retail, and real estate.

Based on that, I have two beliefs: "To help those in need" and "To take action on my own and meet many people." I think the Boost Project is a great activity that allows us to recognize our own My Way and make progress in our work. I'm participating to share information and good practices with my team.

**Tomitaka** I believe in challenges and growth. I think it's important to start learning from the cycle of challenges and growth from childhood, and I also find it rewarding in my work today, as an adult. Now that I am in a managerial position, My Way is to encourage my team to take on challenges and grow so that they will find their own satisfaction in their individual development. I joined the project because I share the belief that MUFG will grow through the growth of its individual members.



Your Source of Empowerment

Tomitaka Matsumura



**My colleagues**  
It's the people we work with that amplify the joy when we succeed and drive us to work for a better tomorrow.

Yuina Kubo



**My children**  
The weekend is precious time to spend with my children. Lately, our favorite place is Spa Resort Hawaiians in Fukushima.

Yuta Yoshida



**My children**  
I'm struggling to raise a two-year-old and a new born. It's hard work but watching them grow up is an irreplaceable joy.

Mao Kubota



**My family**  
My driving force is spending my days off with my family, eating good food, and refreshing myself.

GLOBAL CROSS TALK

I learned what a banking and finance industry expert should be from peers with different experiences

**Umesh** I too believe that there is great value in taking on new challenges for growth. I am constantly striving to change and improve the status quo for the bank and our customers. In the Asia Pacific region, we have been focused on standardizing, automating, and simplifying our processes. We believe it is fundamental in our journey to empowering a brighter future. So, when I was asked to participate in the development of a new core banking system in India, I grabbed the once-in-a-lifetime opportunity. It was one of the most challenging projects for the bank, but we worked in close collaboration with various stakeholders across

APAC to overcome the obstacles. I am very glad to have been part of such a major transformation project.

**Yu** Mitsubishi UFJ NICOS can't afford to miss out on the MUFG Way. By joining the Boost Project, I was able to take a step forward—particularly given that purpose-driven business is becoming more and more prevalent. I won't see any progress in overcoming challenges unless I think about and practice my own personal purpose along with the purpose of NICOS. I feel that I must embody my own My Way and that my actions are connected to the activities of MUFG as a whole.

**Andrea** I joined the South American Women's Empowerment Project, because I thought it was important for promoting

DE&I (Diversity, Equity & Inclusion). Also, by talking with members of the Boost Project like this and learning best practices from all over the world, I hope that we can move toward being a more inclusive company globally in how we communicate and learn from one another.

**Umesh** We would love to be part of the next phase of the Boost Project! As Andrea said, it will help to promote diversity and give us ideas for our work.

**Sophia** I am a member of the LGBTQ+ Employee Network in EMEA. I joined because I wanted to help change the organization and deepen my connection with LGBTQ+ community through our activities. In a large organization like MUFG, I believe that change should be driven both from the top

down and from the bottom up. I can bring about change and help to empower my colleagues with my own hands. Also, when you are busy with day-to-day operations, it is easy to forget that you are part of a larger network, both globally and locally. By getting involved in this network, I can help revitalize communication across countries and regions, which is a positive step toward building a more inclusive culture at MUFG.

**Question** "Sparking a bottom-up movement is one of the goals of the Boost Project in Japan. Who have you met through your activities to empower a brighter future? Please also tell us about the people who have influenced you."

**Yuta** I used to work in a department that provided due diligence for underwriting and selling stocks and bonds to investors. There, I worked with a banker from Morgan Stanley for the first time, and I learned what a real financial expert is, and became more aware of the need to comprehensively improve my understanding outside my own area, working as one team with the sales people to jointly manage risk rather than dividing people into roles like sales and back office.



The MUFG Way and My Way.  
How are they connected to create new value for society?

\*Boost Project aims to increase colleagues' understanding, engagement and advocacy for our MUFG Way which brings together our Purpose "Committed to empowering a brighter future", our values and our vision.

Yu Nishimura



Time with family

In this photo is my two elementary school daughters and my dog (a Miniature Pinscher). Traveling with my family and my pet is my source of energy.

Umesh Gopinath



Family and colleagues

Spending time with family and MUFG colleagues motivates me to live life to the fullest and do my best.

Sophia Baker



Friends in the LGBTQ+ community

This source of joy in my life gave me an incredible cultural experience.

Andrea Saavedra



My family

It's the driving force behind everything that I do. I'm always thinking about creating a better place for my children to grow up.

**Mao** Meeting someone of a higher position or greater experience brings new insights, doesn't it? In my case, it was the deputy general manager of the Main Branch. I was doing sales in a department that dealt exclusively with executives of listed companies, and I was worried that I didn't have the knowledge to manage high-profile customers. My supervisor encouraged me by saying, "No matter who you are dealing with, if you work hard and thoughtfully prepare your proposals, they will be open and respect your work and opinions. You should go to them with confidence." These words laid the foundation for my own MUFG Way.

**Umesh** Replacing our core banking system came with its challenges; it required cross-border collaboration, and it happened amidst COVID-19! Although I was the project leader, I couldn't do everything by myself due to the scale of the project. It was only with the help of more than 500 team members — comprising colleagues from the region and our vendors — that we were able to succeed. Everyone contributed by carrying out their responsibilities and demonstrated teamwork. It was a wonderful opportunity to experience collaboration at scale. This collective effort led to a successful rollout with minimal impact on our customers.

**Tomitaka** President Kinoshita, the Head of ACOM, said that the key to spreading our vision is to consider how one's work is connected to the company vision and how achieving that vision will contribute to society. As a member of MUFG, I think it is important to come up with a story of how we can improve society and contribute to it and tell that story in your own words. In the

The important thing is to become a group that can realize the happiness of all our members



experience. The pandemic has changed the environment around us and the way that we work, and I think this is an opportunity to lead change in a new world.

**Umesh** As with all change and transformation projects, timely communication of end-user benefits is essential, particularly when the project impacts many different groups of colleagues and spans a long period. We must be sensitive to those who may be impacted by the change by ensuring clarity and empathy in all communications. Today, when most of us must get through a wave of emails every day, I have learnt that communicating simple explanations such as, "What does this mean?", "How will the change benefit you" and "What must you do now?" in a timely manner can make a huge impact on the general attitude towards change.

course of our daily work, we tend to forget how our work is connected to our Purpose. I think it will be easier to remember if we have regular opportunities to get together with our colleagues and talk about what we are working for—just like we are in this conversation.

**Andrea** I think that people with different backgrounds and ideas working together to change the environment and make the company a little better will lead to the company's cultural transformation. It's important to make small efforts to bring about change for the betterment of those around us, both at work and in life. The company's assets are truly our people.

**Sophia** I can think of countless examples and many influential people. I think the common thread here is that those who

understand the benefits of change and can communicate it well are the ones who can influence the company and its members. I'd also like to be able to explain to people that MUFG's activities are necessary for a sustainable society.

**Question** "I'd like to ask a question in relation to what Sophia just said. What do you think are the important points for communicating the benefits of change and transformation?"

**Sophia** I think it's important to be open to new things. I also think that decisiveness and quick implementation are the keys to success.

**Andrea** For MUFG to truly transform itself, it needs to be more open to change. We must listen to our employees and our customers to create a better customer ex-





**Yu** Being open to change is important, isn't it? But I also think it's important to realize that there are things that must change and things that should stay the same. Our mission at NICOS is to increase customer wealth, and this has remained unchanged since the company's inception. However, the form of that affluence is changing day by day. From products to services, and more recently, to meaningful consumption. We want to help advance the world with new payment methods without changing our base of safety and security. Another criterion for evaluating a company is whether it contributes to the environment and society. The question is whether we have a firm understanding of our Purpose and the MUFG Way, and whether this understanding has been instilled in all of us.

**Yuina** Change is necessary to enrich the company and one's life, but I think there are still many people, myself included, who have not yet incorporated this into one's own work and work style. Instead of thinking about how we should change, we tend to focus on the immediate — whether at work or personal life (like what's for our child's lunch for tomorrow!). So, rather than being too difficult, it should be things like "Where do I want to be in a year in my career?" or "What do I want financial institutions and society to be like when my children reach junior high school?" By thinking about the

small changes that we want to see around us, and taking action, we can gradually bring about an impactful change.

**Mao** Our work is becoming increasingly complex and diverse. So, in contrast to that, I would like our own MUFG Way to be simple and clear. I think that makes it easier for us to take ownership. I took maternity and childcare leave four years ago, and during that time I thought every day about what I was working for. The change in my environment provided an opportunity for me to take ownership. I also think it is important to learn about other people's work and MUFG Ways, like we are doing with today's discussion. We can only experience so many things in one lifetime, so listening to our colleagues at MUFG, where there are many types of people and work, will help us to build on and simplify our own MUFG Way.

**Yuta** While participating in this project, I am reminded that everyone has their own important My Way. Mitsubishi UFJ Morgan

## An openness to new things will help to accelerate change

Stanley Securities was created through the merger of several companies, so there are many people from various backgrounds, and this is even more true for MUFG as a whole. Naturally, it is important to set a direction for everyone to aim for, but it is perhaps even more important to be a group that can realize the happiness of each and every one of us. If all of us can achieve our My Way through work, the happiness of employees will increase, and we can attract a diverse group of talent. If we can cultivate a rich culture that accepts diverse values, I believe we can become a better group.

**Tomitaka** I will try to live my own My Way to the fullest. If all colleagues around the world can do this, I'm certain that we can empower a bright future. I'd like to see a future where MUFG can support all the challenges of our colleagues.

—  
Cross Talk brought together colleagues from around the world who otherwise would never have met, sparking a meaningful discussion with many insights.

We hope this inspires others to take time out to chat with different colleagues in the course of daily work and through projects.





**Alvin Utama**

Jakarta Branch  
MUFG Bank

### Bringing our purpose to life is critical to building a dynamic and inclusive culture.

My job is to make sure our financial solutions are tailored to the needs of my Indonesian clients. I strongly believe that building lasting relationships with our clients is the foundation of our business. For me, creating a vision that encompasses both mid- and long-term objectives is critical to success. That way, the time, efforts, and resources of the entire team can be mobilized toward achieving one common goal. I can't overemphasize the importance of teamwork and coordination. In my team, I value our members' different personalities, backgrounds, and cultures. We celebrate diversity while also rallying together toward a shared vision.



**Source of empowerment: Marathons**

Finishing a marathon requires long practice hours, dedication, as well as physical and mental strength. I believe that those are also the key ingredients for a successful career.

### Showing a little bit of progress every day.

After nine years in the Risk Management Department, I took on a new role in Operation Planning around the time we were migrating our core banking system. At the beginning, as I responded to customer requests, there were lots of opportunities for me to continue to enhance and improve our procedures and customer delivery. While trying to provide optimal and timely support in a speedy manner, I learned that a strong will and collaboration were key. Sharing even the smallest detail can contribute to success. Since the pandemic, MUFG has been making great strides in digitalization and new ways of working. We have implemented many changes to innovate our daily operations and overcome the toughest situations. I strongly believe that collaboration, and the willingness to change are crucial for a brighter future.



**Source of empowerment: Gardening**

Taking care of the plants in my little garden teaches me meaningful lessons and I make new discoveries every morning. I enjoy watching the plants grow and flowers bloom.



**Le Thi Tuyet**

Ho Chi Minh City Branch  
MUFG Bank

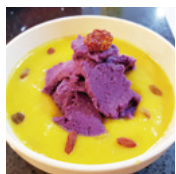


**Max Phoon**

Japanese Corporate Banking  
MUFG Bank (Malaysia) Berhad

### Change is necessary for progress.

This is my ninth year as a Relationship Manager in the Japanese Corporate Banking Division. One of our main challenges is change management. Change can happen for many reasons, and adapting to new ideas can often be challenging. My MUFG Way is to build sustainable relationships with clients by anticipating their needs and providing them with timely and appropriate solutions. To uphold MUFG's high-performance culture, I strive to nurture young talent, encourage open communication, and cultivate a bottom-up approach.



**Source of empowerment:**  
Cooking

I enjoy cooking for my family, because good food brings everyone together. Cooking is full of surprises and has unlimited potential. It helps me relax and motivates me to improve.

### Chung-Ki Hong

Seoul Branch  
MUFG Bank



### As an organization, we have great power.

In the midst of stiff competition from other banks, as a Japanese corporate sales representative, I seek to become a "first call partner" for our clients. MUFG is an organization of people with diverse abilities. There are limits to what we can do as individuals, but as an organization, we have great power. We must channel this power in the right direction and deliver value for our customers. This is my MUFG Way.



**Source of empowerment: My daughter**  
My six-year-old daughter Yelin always says, "I want to be a banker like daddy!" I hope she will always be proud of her banker father.



**Olivia Tanong**

Human Capital Digitalization  
Bank Danamon

### Providing support to help others achieve the next milestone in their career.

As a Human Capital system analyst, I am responsible for identifying challenges faced by colleagues and working with the relevant departments to maintain and improve business processes and systems. My aim is to provide innovative solutions and strategic advice that satisfy employee needs and add value to their work. I would like to use the experience and listening skills I have cultivated over 15 years with the bank to sense changes in the future of business and empower a brighter future for my colleagues.



**Source of empowerment:**  
My daughter

She taught me the importance of listening to others. With her, even if dark clouds cover the sky, and I get hit by rain, I will still move forward.

### Having a "glocal" mindset is a powerful tool to transform your day-to-day work.

As a part of Krungsri Core Values, "Global Awareness" is always on top of my mind. Our bank has a unique business matching service that helps our clients find potential business partners all over the world. At work, I value a "glocal" mindset. I usually tell my team to maximize Krungsri's asset which is a "local" network, and MUFG's asset which is a "global" network that other Thai or foreign banks do not have. With digitalized technology, our business world doesn't need to have any boundaries. We will strive to become our customers' first call business partner and provide solutions that only Krungsri and MUFG can offer.



**Mongkol Luesuwannakit**

Global Business Synergy Department  
Krungsri (Bank of Ayudhya)



**Source of empowerment: Eating**

I'm always on the lookout for Michelin starred restaurants and trendy eateries. I enjoy seeing simple ingredients elevated to be world-class fine dining, and I try to apply the same philosophy of creating great projects from simple ideas in my work.



**Ryan Harris**

Operations & Technology  
MUFG Securities Asia

## Delivering meaningful change and improvement.

As the Head of Technology and Head of Operations for MUFG Securities Asia, I have opportunities to drive meaningful change in our organization. I am fortunate to lead an effective local team that partners with international colleagues to add value to our business and our clients. We will continue exploring how to best use new technologies to deliver innovation, further digitization, and process automation—the reasons I chose technology as a career!

I strive to embody the MUFG Way by taking full responsibility for all of our commitments to clients, both internal and external. I consider openness, honesty, and integrity to be non-negotiable traits, and I strive to adhere to them. I am also a firm believer in feedback, enabling continuous improvement to our systems, processes, and people.



**Source of empowerment:**  
**My family**

I have an energetic, mischievous eight-year-old son who keeps my wife and I constantly entertained. Setting an example to him motivates me to be my best.

## Creating "Aha!" moments for colleagues.

Our team manages a cloud-based system called "Anaplan" to generate analytics to support effective workforce planning. We cover a range of metrics such as employee headcount, gender diversity, hiring, attrition, and personnel expenses, and various workforce statistics can be generated from a centralized database with just a few clicks. For example, we recently developed an automated global headcount reporting process in Anaplan that will save 1,500 working hours annually. With less effort required for reporting, the HR team can focus more on the needs of all colleagues. I hope to create more "Aha!" moments where our data provides previously unknown insights and triggers constructive discussions in the organization.



**Source of empowerment:**  
**Digital piano**

I started to play the piano when I was three years old. Though I have fewer chances to practice recently, playing music still brings me great joy. These days I am teaching the piano to my son, and I hope we can perform together in the future.



**Shizuka Ichimasa**

Global Human Resources Asia Pacific  
MUFG Bank

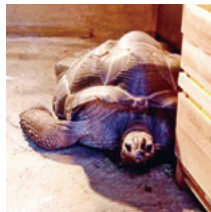


**Akiji Mori**

Himeji Branch  
MUFG Bank

## I want to interact with the community and support its challenges.

As a line manager of the Business Development Department, which leads MUFG’s retail and commercial business in Himeji Branch, I oversee customer support and work to deepen our services in the Harima area. In my role, I am dedicated to working with customers directly to find solutions to support their needs, so it is important to interact with the community outside of work. I have been able to meet local residents through social contribution activities by MUFG SOUL and a food bank, which provides children in need with free or inexpensive nutritious meals, as well as opportunities for them and their parents to connect with members of the community. Currently, I am discussing local revitalization efforts with Himeji City Hall, including an night junior high school that will open next spring. I aim to continue supporting local challenges and the community. Moving forward, I would like to empower Himeji by sharing success stories to those who are tackling local issues.



**Source of empowerment:**  
**Mr. Soul, a giant tortoise**  
We rescued a giant tortoise from a zoo that was going to be closed down due to the pandemic and gave him to Himeji City Zoo. He was named Soul after the MUFG SOUL social initiative.

## I always try to listen carefully to others and put myself in their shoes.

The role of corporate sales is to explore and understand the potential needs of our customers. For example, we are currently exploring how to better serve our customers by supporting not only fund management but also their other core businesses. By working together in our Securities business and in partnership with other entities across MUFG, we aim for MUFG to be a “first-call” advisor for our customers. Personally, I acknowledge that the people I have met and experiences I have encountered nurtured who I am today. In my work, I try to listen carefully to others and to understand their true needs. As times change, customers’ expectations of securities firms are also changing. To be the best advisor to our customers, we will empower a brighter future by responding to their various needs in securities management, M&A, financial and economic education, and more.



**Source of empowerment:**  
**Relaxing times**  
Traveling with my friends, eating great food... A little relaxation recharges me for work.



**Natsumi Komaki**

Nagoya Branch  
Mitsubishi UFJ Morgan Stanley Securities



**Mika Mita**

**Kyushu Business Division**  
**Mitsubishi UFJ NICOS**

## My mission is to build a relationship of trust with our customers through consideration.

The shift to cashless transactions, such as paperless expense reimbursements and purchases using corporate credit cards, is accelerating in the Business-to-Business field. In the corporate credit card business, we provide services based on various needs, not only promoting the use of cards, but also trying to improve efficiencies. In my work, I am always conscious of the MUFG brand and constantly ask myself whether we are providing the best service to our customers. In particular, I rely on empathy to figure out what customers really want by understanding their situation, and then find the best solution to propose to them. While I may only support our sales representatives, I value our connection to internal clients in the back office and make it a priority to build trust and strengthen my relationships with them. I will continue to support our customers with empathy to drive success and a positive outcome for all of our stakeholders.



**Source of empowerment:**  
**Travel**

I refresh myself by learning about local cultures, experiencing nature, and eating good food.

## Companies, investors, society, and MUFG. We will strive to create value for these four parties

I am involved with Progmatt, MUFG's proprietary system that allows for the electronic management, recording, and transfer of securities and other assets on a blockchain. It is challenging but rewarding to take an abstract concept and create a highly-detailed proposal, which is necessary for commercialization. What I find most valuable in my role is curiosity and having a "challenger's spirit." When I was a student, I traveled around Paris, drawing and selling pictures. I find that curiosity and intellectual stimulation are sources of energy for the mind, and a fulfilled mind leads to a fulfilling life. In the future, MUFG will provide companies with the means to issue and distribute financial products at a lower cost and opportunities to securitize a variety of assets. For investors, we will offer the ability to make small investments and other means of building assets. Furthermore, we aim to have a positive impact on society by issuing digital assets related to renewable energy and community revitalization. With MUFG as a platform provider, we will strive to create value for all four key stakeholders – companies, investors, society, and MUFG.



**Source of empowerment:**  
**My backpack**

My backpack is full of solo camping gear. It's refreshing to spend time at a campsite in the great outdoors.



**Keisuke Nakamura**

**Digital Planning Division**  
**Mitsubishi UFJ Trust and Banking Corporation**

# “Inspiration” to form your MUFG Way

Each of us embraces and practices our own MUFG Way. These beliefs and values were born through important experiences during both our student days and careers. Here, we share some short stories of how MUFG members arrived at their own MUFG Way.

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**Kento Chida**

Digital Service Planning Department  
MUFG Bank

**I’m determined to support our dynamically changing business with systems and data. I believe that this will become the new normal and empower my colleagues.**

I don’t want to have any regrets. In uncertain situations, I try to make the best decisions to support the well-being of my colleagues, my family, and my future. It all started with my university entrance exams. During the gap year I took to study, I sometimes felt anxious and lost, but I did what I had to do and never gave up. I made the right decision to take the time to study hard—and I passed. After joining MUFG Bank, I worked in corporate sales before being transferred to the department in charge of systems development. I was completely inexperienced in system development, so I knew nothing. Nevertheless, I persevered and worked to help improve system development processes for four years to support sales representatives throughout Japan. Currently, I’m working in the planning department, where I am making efforts to

bridge the gap between colleagues and the systems they use every day. I want to support busy Relationship Managers so that they can be more responsive to their customers. In this role I try to always keep empathy for my colleagues top of mind. I have had opportunities to work with colleagues from a variety of backgrounds. In those situations, I always try to put myself in the other person’s shoes and find common ground. No matter how logical you think your perspective is, if you aren’t empathetic, people aren’t going to agree with you. This is the most important way to get to the heart of matters and to simplify complex situations. I believe that doing my best, one thing at a time, will help my colleagues, and by extension, our customers.



**Source of empowerment: Drives with my family**  
You can play music, chat, or just enjoy the trip. It’s a great time for communication and refreshment.

## Don’t let fear stand in the way of accomplishing your goals.

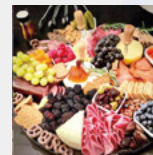
In my current position, I support audit execution within the Global Financial Crimes OFAC division. Through the execution of independent and objective audit reviews, we provide assurance of the effectiveness of risk management and control practices to the board of directors, senior management, and other key stakeholders. My goal with every client interaction is to genuinely help them understand our Purpose and the value internal audits provide to stakeholders. As an adult, I became inspired by the writings of Earl Nightingale. One of his most impactful quotes is “Don’t let the fear of the time it will take to accomplish something stand in the way of your

doing it. The time will pass anyway; we might just as well put that passing time to the best possible use.” At the age of fifty-one, I made the decision to follow this advice and will be pursuing my Juris Master in the spring of 2023. In order to thrive and meet the needs of our clients, we must continue to pursue professional development, leverage the unique skill sets of our auditors, and ensure that we provide growth opportunities to junior colleagues. I would like to see the company continue to invest in our diversity, employee skills, and career development.

# 30

**Nichole Wilson**

Global Financial Crimes OFAC, Internal Audit Division  
MUFG Bank



**Source of empowerment: Cooking**  
I enjoy cooking large family meals that bring everyone to the table. During each meal we share some comical and some serious stories, all of which help us to stay connected as a family.





**Mark Sherratt**

Johannesburg Representative Office  
MUFG Bank

## Helping those who can't help themselves by providing them with opportunities to grow.

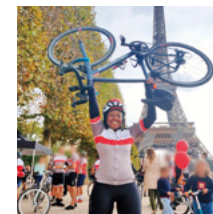
As Head of the Johannesburg Representative Office, I provide solutions to both our Japanese and overseas customers by thinking globally and acting locally. South Africa has one of the highest income disparity rates in the world, so poverty is not far from our office or homes. MUFG Johannesburg has invested itself in our local community and is supporting a secondary school in Eldorado Park, an area of extreme poverty and violent crime. In the three years of running this project, we have seen a massive difference. Our small team is committed to empowering a brighter future.



**Source of empowerment:**  
**Inspiring youth**  
Whether by providing support to my son's football team or by mentoring a student from a disadvantaged community, I would like to provide our youth with opportunities to prosper.

## The importance of communication in empowering a brighter future in EMEA and beyond.

As part of the Corporate Communications department, I have to ask myself on a daily basis: "What is the purpose of the messages I send out?" and "How do they serve and empower the employees who read them?" These questions guide my interactions with colleagues across the group. I strive to empower a brighter future by providing stakeholders with the information necessary to help them deal effectively with shifts in an ever-changing environment. I am proud to work with departments such as Inclusion & Diversity, Learning & Development, and CSR, who aim to utilize their resources to help not just employees but also communities across the EMEA network. Through my work, I would like to help my colleagues grow and develop in a way that they create their own brighter futures.



**Source of empowerment:**  
**Cycling**  
I use cycling as a means to serve the community by raising money for charity. For example, I cycled from London to Paris as part of the MUFG EMEA team in September this year to raise money for charity partners.



**Rebecca Whitter**

Corporate Communications for EMEA  
MUFG Bank



**Ian Gunn**

Corporate Bond Investment  
Mitsubishi UFJ Trust and Banking Corporation

## Be the change you want to see in the world.

In recent years, companies have been increasingly issuing green bonds, and momentum toward sustainability has been growing rapidly, with MUFG setting a “net zero” greenhouse gas (GHG) emissions reduction target for its investment portfolio in 2050. In my role, I assess the GHG emissions reduction plans of corporate issuers in our bond portfolio, evaluate their current positions, and encourage transparency. However, we cannot only rely on the actions of companies to address the impacts of climate change. We can all make changes, no matter how small. I try to ensure that I turn my computer screen off, turn off lights in meeting rooms, and avoid using the printer if possible. Such small actions, when taken collectively, can also help MUFG achieve its goal of net zero GHG emissions by 2030.



**Source of empowerment:**  
Cycling

Cycling is a pleasant way of seeing the country. My longest trip to date was 215 miles from the west coast to the east coast on the Trans Pennine Trail in the north of England.



**Kieran Hull**

GCIB Securitised Products & SCF Group  
MUFG Bank



**Source of empowerment:**  
Our environment

I am involved in the bank’s Green Team in EMEA. We are a voluntary group who are trying to encourage the bank and its employees to be more sustainable and conscious of our fragile environment.

## My MUFG Way is to make a difference by helping others every way I can.

I have worked in Japanese Corporate Banking since I joined MUFG in 2005. A lot has changed since I joined, but my MUFG Way has always been to make a difference by helping people every way I possibly can. I feel a sense of family within MUFG, where people are valued and trusted, and where differences are accepted. Throughout my career with MUFG, trust and empowerment have gone hand in hand. I have been trusted by many staff in Japan and empowered to do the same and pass that trust onto others. I will continue to embrace the challenge of building trust in our pursuit of guaranteeing an excellent client experience.



**Yoshino Cobb**

Japanese Corporate Banking Division (London)  
MUFG Bank



**Source of empowerment: My family**

At the weekend, I spend quality time with my family, including my two children, who are growing up in a completely different environment and culture. It inspires me to see how they are growing up so differently and empowered to make the world a better place.



Committed to  
**empowering**  
**YOU**

*What is your MUFG Way?*

**There is a world where  
your small actions can have a  
large impact.  
A place where someone is waiting to  
be empowered.  
Your ability to empower  
is MUFG's ability to empower.**

## Editors' Note

We have had a close look at how colleagues from around the world bring the MUFG Way and our Culture to life every day in their own words.

We hope that you see some of what you do in your daily work and life reflected in

what these colleagues have shared.

A common understanding that each and every one of us plays a role in shaping our Culture is the driving force towards our Purpose and the MUFG Way – “Committed to empowering a brighter future.”

