



CORPORATE SOCIAL RESPONSIBILITY IN EMEA

Annual Report 2017





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Foreword

MUFG is a global bank with a local presence. We are proud of our global network across EMEA, Asia Pacific, and the Americas. MUFG's aim is to create stability and wealth for its clients, and by extension, we support people and communities that rely on those businesses for the jobs and opportunities they provide, and the taxes contributed into the wider economy.

Creating wealth and growth underpins a sustainable society; MUFG has its part to play in this so there is an obligation on us to be a responsible business, a business with a purpose beyond what we do as a bank, contributing more than profit to society.

Our Corporate Social Responsibility (CSR) programme is a prime example of going above and beyond what we do as a business. Using their two day volunteering allowance, our colleagues give back when they can to the communities we operate in, and in doing so tangibly demonstrate the values that we want to be known for as a responsible business.

This year we have seen renewed and further commitment from our colleagues to support our communities, and the next generation of young people who belong to them. As a result of our colleagues volunteering to share their skills, experience and effort, young people from our communities have:

- learned how to manage their money so they can make informed decisions to avoid getting into debt;
- learned new skills that will serve them well throughout life, as well as support them in gaining and sustaining employment;
- benefited from activities delivered by MUFG to support a sustainable environment.

We are proud that our volunteers, working in partnership with their communities, have and continue to deliver a hugely positive impact across the region.

By empowering our colleagues and encouraging them to give back, we hope to maximise our investment in CSR beyond the funds and effort that we contribute. We hope that our commitment to being a responsible business will ensure that our communities will positively impact the lives of the young people we support in a sustainable way.



Masahiro Kuwahara

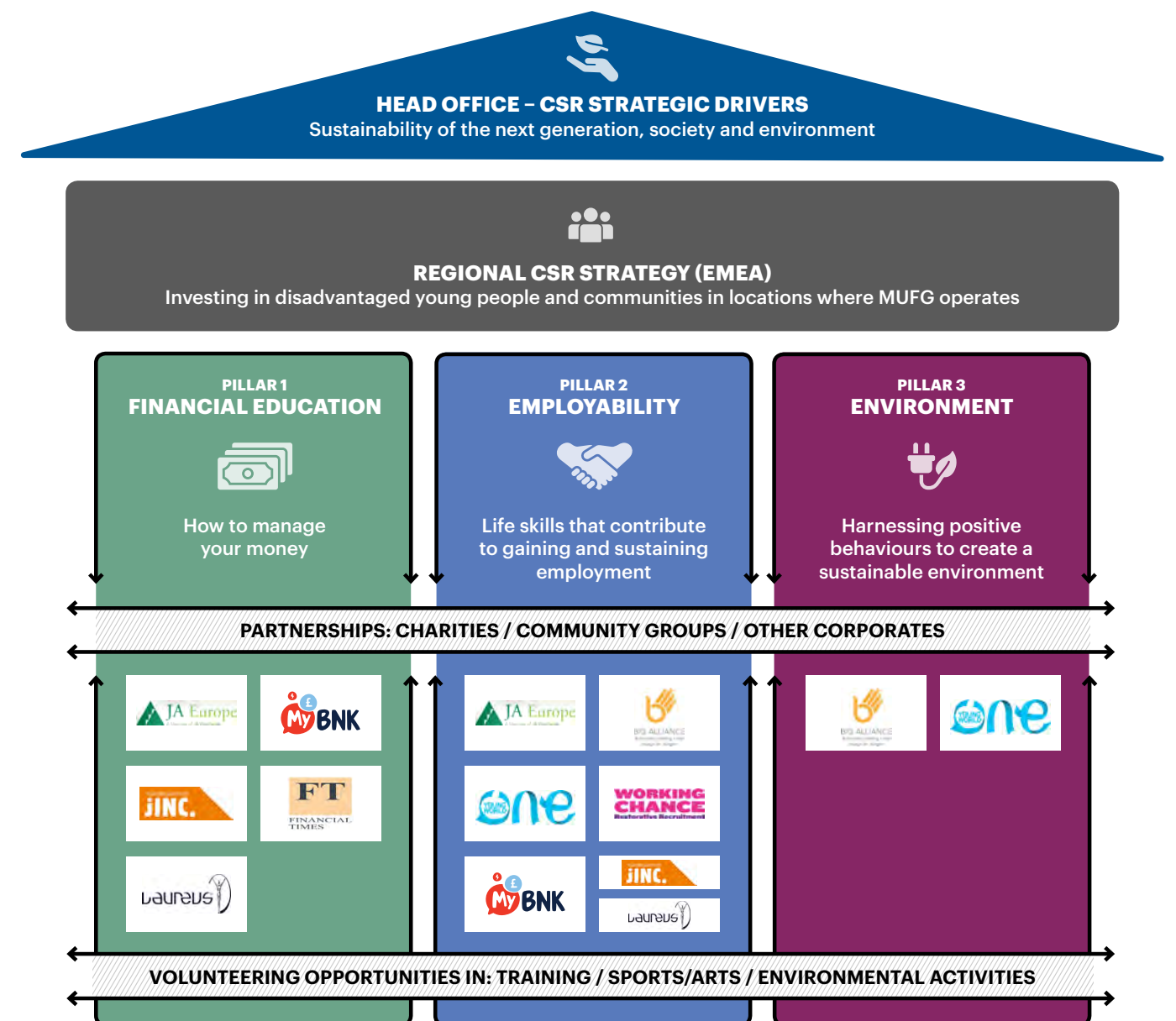
Masahiro Kuwahara
Regional Executive for
Europe, Middle East & Africa



David King

David King
Chief Executive Officer
Securities Business in EMEA

Our Strategy



Sustainable Development Goals

MUFG is taking positive action to end poverty, keep the planet and environment stable, as well as promoting peace and harmony. It does this by supporting, globally, the UN Sustainable Development Goals (SDGs), a list of 17 targets which have been identified as being of concern to the world's development for future generations.

As the success of one goal depends on the completion of another, all of the SDGs are interlinked. The SDGs that MUFG is in the best position to engage with through its business activities are:



Goal 3: Good Health and Well-being

Ensure healthy lives and promote well-being for all at all ages



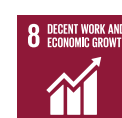
Goal 4: Quality Education

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all



Goal 7: Affordable and Clean Energy

Ensure access to affordable, reliable, sustainable and modern energy for all



Goal 8: Decent Work and Economic Growth

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all



Goal 9: Industry, Innovation and Infrastructure

Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation



Goal 11: Sustainable Cities and Communities

Make cities and human settlements inclusive, safe, resilient and sustainable



Goal 13: Climate Action

Take urgent action to combat climate change and its impacts

Through focusing our effort and investment on our CSR programme, our EMEA strategy contributes directly to, and/or supports the goals MUFG have committed to.

Our Champions

This year we have over 70 CSR champions supporting MUFG in EMEA in its mission to deliver its regional CSR programme. As part of an active community, our CSR champions lead and coordinate large parts of the programme, and provide insight on the volunteering experience to other colleagues, supporting the development of the programme itself.

As MUFG's ambassadors, our champions go above and beyond their day-to-day roles to drive our CSR programme. We could not achieve what we have without their involvement.

This year, Maki and Mariko, two of our longest serving CSR champions, were recognised by our EMEA CEOs for their commitment to the programme, and

going the extra mile. Olivia, our CSR champion in Johannesburg, was recognised for her efforts in developing the CSR programme locally, despite only beginning activities in 2016.

To hear why CSR and being a champion is important to them, here are a few words from Maki, Mariko and Olivia:



"I think CSR perfectly encapsulates MUFG's core values and I feel privileged to be involved with the initiative as a champion. Being involved in various volunteer programmes has allowed me to experience first-hand the positive contribution we make as a company to the local community, but also how much enjoyment and fulfilment volunteers gain as well – a valuable experience that every employee should try!"



Maki Kawaguchi
Assistant Vice President
Global Research Production Group



"This year, my focus was on building and strengthening our relationship with our charity partner Prospex – an Islington based youth charity supporting young people who are socially disadvantaged, through no fault of their own. We organised various team challenges and fundraised together with other departments to support Prospex's efforts. As a CSR champion, I hope to keep encouraging participation in CSR activities across all divisions and will continue to work with my peers to inspire others to be involved in giving back."



Mariko Lowery
Vice President
Risk Management Division



"The best part about participating in CSR activities is seeing the difference MUFG makes to the lives of others. It's a rewarding and humbling experience to be able to help and encourage the disadvantaged and needy. Our CSR programme in Johannesburg is young – we've always had the spirit of giving back as we had great leaders like Nelson Mandela and Archbishop Desmond Tutu that set the example for us. We wish to always show the spirit of Ubuntu (serving humanity) in all we do for our region."



Olivia Sivanesan
Personal Assistant
General Affairs



Our Partners

JUNIOR ACHIEVEMENT EUROPE



Junior Achievement Europe is part of a global federation and is Europe's largest provider of high quality enterprise, entrepreneurship, business and economics programmes for young people. Since 2013, supporting mainly financial education and employability programmes, MUFG's EMEA-wide partnership has been running successfully in 13 branch locations in the region. In 2017, around 100 volunteers from across the region supported 455 students.

During November 2017, 11 of our branches delivered the Job Shadow Day programme. An inspirational day for young people, Job Shadow Day allowed volunteers to be role models, offering young people a window into the world of work, meeting and interacting with people from diverse roles.

A student from Spain commented:

"I really enjoyed this experience and it's helped me get a better understanding of how a bank works and what they do. I was also surprised by how kind and supportive the volunteers were, and it was obvious that they enjoyed their work. I would recommend this activity to anyone and would love to repeat this experience again"

The need for young people to learn about finance and become more employable was emphasised by Caroline Jenner, CEO JA Europe and Global Head of Regional Growth and Development, who commented:

"The digital revolution makes it harder for young people to grasp the monetary and financial system and its impact on their daily decisions. By partnering with MUFG, we help hone the financial skills of tomorrow's entrepreneurs and employees."

MYBNK



MyBnk, an award winning financial education charity, provides the highest accredited money skills programme for young people in the UK. MUFG's partnership with MyBnk aims to positively impact around 1,200 young people over two years through teaching them real-life money skills.



The programme specifically targets 11 to 18 year-olds in the London boroughs of Tower Hamlets, Newham and Islington. MUFG's investment in this partnership supports young people in learning how to budget, bank and borrow, avoid debt, understand taxes, tuition fees and employment rights, and prepare them for the cost of university and independent living.

The partnership has been able to reach and support diverse groups of young people, especially those who are most vulnerable, e.g. young people who are leaving the care system, those not in education, employment or training, or young people living with HIV.



Thought Leadership

To coincide with the UK Government's calls for consultation on the teaching of Personal, Social, Health and Economic Education (PSHE) in English schools, our partnership polled over a thousand parents of children under 18 to gain their views on the need for delivering more financial education in schools.

Overall, the study found that parents do not believe that schools do enough to equip pupils with personal finance skills. The poll indicated that:

- 54% of parents agreed that schools should spend more time teaching personal finance,
- 56% of parents would reduce time from the national curriculum to ensure their child received more money lessons in things such as budgeting and how to avoid unnecessary debt.

Impact

Even in the short period of our partnership, results from a survey of young people the partnership supports speak for themselves: a 22% increase in confidence in managing their own money; an 18% rise in them using banks' online services regularly, and; a 38% jump in business planning skills that will empower these young people to make informed financial decisions and avoid getting into debt.

Since the inception of our partnership, we have:

- Delivered **76 programmes** dedicating **345 hours of education**
- Equipped **1,980 young people** with vital money management, enterprise and employability skills exceeding our target of reaching **1,260** over two years
- Awarded **30 accreditations** in Personal Money Management through the Money Works programme

BIG ALLIANCE



MUFG has partnered with The BIG Alliance, a charity based in the London borough of Islington, since its inception in 2012. Through connecting businesses and the community and using the skills and knowledge of MUFG's volunteers to support local charities and community groups, BIG Alliance aims to create a positive impact for disadvantaged young people who live in the borough.



The borough of Islington, where MUFG's EMEA headquarters is based, is often perceived as a place of affluence and status. While this is true of some communities in the borough, there exists a large part of the community who live in poverty and are deprived of educational and job opportunities.

Our partnership with BIG Alliance allows MUFG to reach further into our community and deliver against all three of our CSR pillars. Our volunteers provide their time and effort on team challenges, supporting local organisations that provide services for young people of the borough. They also volunteer their skills and knowledge to build

the capacity of local charities so they can become more sustainable.

In 2017, around **380 volunteers** based in London:

- volunteered in **32 activities** (work totalling around **1,900** hours) that supported local schools and organisations, and
- positively impacted the lives of around **5,000** young people.



CSR Steering Committee member
Tony Syson, Director of Product Control

at MUFG noted:

"The BIG Alliance has been, and continues to be, an invaluable

partner to MUFG by opening doors to volunteering opportunities and enabling us to practically implement our CSR strategy by connecting the skills base of our organisation with the needs of the local community.

I was lucky enough to attend the inaugural BIG Alliance forum and was taken aback by the passion of those involved, whether as representatives from charitable organisations, businesses or community representatives. Since inception the Alliance has achieved life-changing outcomes like placing 150 people into work, mentoring 400 pupils and enabling 1,000 business volunteers – it continues to do fantastic work and is a force for good in our local community."

Mentoring Works:

As part of MUFG's partnership with the BIG Alliance, in 2013 the CSR programme also began working with Mentoring Works, a programme developed by BIG's sister charity, ELBA, offering support to young people at a critical time in their lives. So far, we have had **190 mentees graduate** from this programme.

The local community where MUFG operates has one of the highest rates of child poverty, deprivation and unemployment in London. As part of our commitment to improving employability, our mentoring programme supports young people to acquire life, professional and interpersonal skills to gain and sustain future employment and improve career prospects.

MUFG mentors are matched with 15-year-old students from two local schools who set up regular mentoring meetings with each other. After nine months, the aim is for mentees to have:

- an introduction to the world of work,
- raised aspirations for their futures,
- identified career goals,
- increased their level of employability.

Our volunteer mentors support around **40 pupils** from two local schools, contributing to over **500 hours** in mentoring time during the year.

Apart from young people benefiting through their relationship with their mentees, our mentors also reinforce skills that they can apply at work such as listening, providing advice and giving clear instructions.


Our mentors have been recognised for going above and beyond in their roles and responsibilities, and have recently been recipients of the CEOs Awards; an EMEA-wide recognition event where colleagues from across MUFG were acknowledged for their achievements and contribution to the organisation, as well as our community.



Described as the DAVOS for young people, One Young World (OYW) is an annual summit which hosts delegates aged 18–30 from around the world, from business and civil society to formulate and share innovative solutions for pressing world issues.

MUFG has participated in One Young World since 2013, sending on average five delegates from across the region to the summit. In addition, MUFG also chose delegates from the Americas and Japan to participate, making this a truly global partnership.

The most recent summit attended by MUFG colleagues was in Bogotá, Columbia 2017.

 **Amira Egala,**
Assistant Vice President, from the Global Financial Crimes Division, an MUFG delegate chosen to attend described it as:

"...the most inspirational experience of my life. I would advise all those with an eye for global issues to apply – it's a fantastic opportunity and something you will never forget."



Similarly, **Nicola Calverley, Assistant Vice President, from the Regulatory Control and Transaction Reporting Operations Team,** said:

"Attending the summit opened my eyes to the efforts that hundreds of young delegates are applying all over the world. This has inspired me to start making a positive change."

On their return from Bogotá, and based on what they had learnt and experienced at the summit, our delegates were challenged by the EMEA management committee to develop a proposal that would have young people at its center. This proposal will be delivered later on in 2018.



OYW delegates are supported by world and business leaders, referred to as 'the councillors', who include activist Bob Geldof and UN Secretary-General and Nobel Peace Prize Laureate, Kofi Annan, and the godfather of microfinance and founder of the Grameen Foundation, Mohammad Yunus, pictured with our delegates in Bogotá.

The next summit is at The Hague, Netherlands in October 2018.

CSR in EMEA



MILAN



The Youth Cultural Club of Porta Romana became a new charity partner of our Milan branch in 2017. The charity was formed by parents of children born with Down's Syndrome, with the aim to support the inclusion and integration of their children into the local community.

Now in its 17th year, the charity has grown to support 35 young people, engaging them through sport and delivering life skills to build awareness of their identity, with the aim of eventually having the self-confidence to live an independent life.

It takes time and effort to build a trusting relationship with the club's clients. As such, Milan branch planned and delivered

several different activities over six months, from Origami and painting workshops, theatre and cinema sessions, football matches and a Christmas charity bazaar.

Working alongside family members of the young people, over **20 staff** volunteered to support the charity. However, what makes Milan special is the active participation of the

families of our volunteers. In 2017, almost **60 staff** and their families volunteered for CSR activities, resulting in this CSR programme being deeply connected with the wider community.

The commitment of the Milan branch to the Youth Club is going from strength-to-strength with further activities planned for the next year.

PARIS



How does a young person get a job when they don't have the necessary skills to make them stand out from the competition, when there are fewer jobs and opportunities on offer? Paris branch partnered with employability charity La Cravate Solidaire (LCS – The Strong Tie) to tackle these issues.

LCS's motto is "A springboard for sustained integration for those in need," and it has a two-pronged approach to employability. Firstly, through their network of volunteers they provide coaching to their clients before interviews. Secondly, as first impressions count, LCS also supplies clothing appropriate for job interviews.

Paris branch has supported LCS for several years and Alexandre Pruvot, CSR champion for the branch commented on the partnership:

"This initiative brings cohesion. Knowing ourselves how challenging it is to get a job we fully support LCS though sharing our experience with these young

people, and providing clothing that will hopefully give them the advantage in getting a job."

Since it began in 2012 LCS has supported around 1,400 people annually in France and Belgium to gain and sustain employment.



AMSTERDAM



2017 saw the launch of a new partnership between our Amsterdam office and JINC, a financial education and employability charity that supports young people aged 8 to 16 years to get a head start in the job market. JINC refers to Youth (Jongeren in Dutch) INCorporated.

It provides an insight into the working world by giving young people an opportunity to spend time with various professionals, with the aim of gaining a better understanding of what type of jobs are available, what roles might suit their talents, as well as learning about how to apply for a job.

In this partnership, our volunteers held workshops on MUFG's business operations including an overview of general work life in the office, and more specifically about MUFG's Japanese heritage.

The partnership allows MUFG to provide volunteering opportunities throughout the year, a factor that was central to the spirit of giving back and the eventual selection of this charity partner.



Maarten Rosenberg,
CSR Steering
Committee Member
and Managing

**Director, Deputy President of
MBE Management Board** said:

"The good thing about our partnership with JINC is that MUFG employees can use their knowledge and skills to actively contribute to the talent development and network building of local young people, who otherwise may not have had such opportunities because they were born in a socioeconomically disadvantaged neighbourhood."

Ms. Najlae Bensliman-Benmeseoud, JINC manager for Career Coach and Flash Internship programmes said:

"JINC fully appreciate our partnership with MUFG. Our focus is to work with corporates as they are a key in the delivery of positive impact our programmes have on young people. Without companies and their volunteers, JINC cannot offer students insights to work so it's great to see the commitment of MUFG staff to this partnership in the first year."

DUBAI



Taking the initiative in 2016 to identify causes that our colleagues wanted to support, Dubai branch focused their volunteering and fundraising efforts on children with special needs and environmental initiatives.

Aligned with Dubai's goal of becoming a disability-friendly city by 2020, colleagues participated in the emirates annual Unity Run. The event is organised in association with the United Nations International Day for Persons with Disabilities raising funds for their charity partner, SENSES.

SENSES are the first and only residential care facility for special needs children in the UAE and the Middle East. In addition to the Unity Run, volunteers also organised a sports and arts day event for the children who use SENSES' services.

To support a more sustainable environment, the CSR champions encouraged colleagues to use more environmentally-friendly travel options and increase

the awareness that everyone has responsibility to ensure a sustainable environment for the next generation.

The Dubai branch also makes an extra effort during Eid, a time to celebrate after Ramadan. Food, clothing and gifts were donated in recognition of the importance of this special time and the obligation to give back to the whole community.



Global Volunteer Month

In addition to giving back to our communities throughout the year, November is the month where MUFG goes the extra mile globally to support our local communities, and causes. For Global Volunteer Month 2017 we scaled up our volunteering and fundraising activities to include bake sales, competitive sport challenges and, for the first time, invited young people from our charity partners to support us in our fundraising activities.

Our first MUFG baking competition challenged volunteers to bake and sell homemade cakes and sweets to raise funds for Kith & Kids, a charity supporting young people with learning disabilities and autism.



MUFG also held its second Run in the Dark team event, a mass volunteer run that built on the great support felt when the event was held the previous year. One of the organisers of the run, **Atakan Akkaya, Head of Commodity Finance** said:

"Our second Run in the Dark campaign was another overwhelming success, not only in terms of the fundraising for UNICEF's Children's Emergency Fund, but for bringing people together across the organisation. We had approximately 300 runners, twice as many as in 2016, from 24 different departments."

'Beat the Chiefs', the indoor triathlon to beat our chiefs times, raised money for our flagship charity partner, MyBnk, who provide financial education training for young people in our community.

In a first for MUFG across EMEA, we held a Job Shadow Day collaborating with Junior Achievement Europe, our pan EMEA financial education and employability partner. Eleven branches supported more than 100 young people to learn more about the different career paths within the bank and to hear about the careers of our volunteers.

In 2017, we held more than 60 activities across the region during Global Volunteer Month raising additional funds for our charity partners and causes that are important to our employees.



Johannesburg

In certain areas of South Africa and especially prevalent in Johannesburg where MUFG is located, levels of poverty often result in some young people going to school without breakfast. This in turn affects their concentration and impacts their ability to learn. To combat this issue colleagues from our branch made healthy breakfasts and snacks to give to students. During Global Volunteer Month in November these young people were able to go to school on full stomachs and make the best use of their time in the classroom.

Moscow

In an effort to raise the spirits of young people who are supported by two local organisations, an orphanage and an organisation that look after young people whose parents are recovering addicts; colleagues in our Moscow office collected and delivered gifts to the charities before the festive holidays. This was a gesture that was deeply appreciated by the young people whom the charities support.



Our Performance

"Our colleagues volunteer to give back to our local communities, and its part and parcel of what we do as a bank. As a responsible business, our purpose is to support young people from our communities, as well as furthering a stable society through our core business of creating wealth for our clients. MUFG's commitment to the UN Sustainable Development Goals 2030 further defines our purpose and globally, we can now reach out to support communities in many more parts of the world. In doing so, MUFG can play its part in alleviating the world's most pressing development issues."



Chen Wong
Head of CSR in EMEA
MUFG

51%

COLLEAGUE PARTICIPATION
equating to around 1,500 colleagues volunteering in over 185 activities

± 17K

DISADVANTAGED YOUNG PEOPLE ACROSS THE REGION
positively impacted in 2017 by our volunteers, when set against our CSR pillars 185 activities

± £100K

GENERATED
from fundraising activities

"The success of our programme would not have been possible without the support of our charity partners across the region; they represent the true meaning of working in partnership. Through these collaborations we were able to run impactful programmes tackling relevant issues affecting disadvantaged young people in the region. This success is also owed to our colleagues and their continuous commitment to getting involved and to make a real difference. Over half of our colleagues participated this year which shows how deeply passionate they are about giving back to their communities."



Zinab Aldaraji
Assistant Vice President, Corporate Social Responsibility
MUFG



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