

Career development

At MUFG in the Americas, growing our internal talent is key to our success. By providing a variety of career development tools and resources, we enable our colleagues to drive their own professional growth, strive for continuous improvement, and support the bank's commitment to creating a culture of excellence.

From individual development plans to enterprise-wide leadership programs, our colleagues can manage their careers and build the skills necessary for success in their current positions and future growth. By focusing on our colleagues' growth, we stay true to our value of creating and sustaining a responsive and dynamic workplace, where everyone can focus on providing outstanding customer service and embracing new challenges.

Here are some of the tools, resources, and programs that we offer:

- **Individual Development Plan (IDP):** The IDP is our most widely used career development tool. By creating an IDP, colleagues (with their supervisors' guidance) are able to manage their career goals, create action items based on these goals, and formally measure their progress.
- **Training classes and workshops:** Instructor-led and eLearning classes are available on a wide range of subjects, from technical and job-specific training to soft skills such as presentation basics, project management, and leadership essentials.
- **Performance Management:** Our Performance Management Process facilitates ongoing dialogue about professional growth and development year-round. Starting with goal setting and continuing with coaching and feedback throughout the year, colleagues are able to get input from their managers not only on how they do their current job, but also how they can develop new skills for future opportunities.
- **Educational Assistance:** We believe in continuous learning, and one way the organization supports this philosophy is through the Educational Assistance Program. This program reimburses eligible colleagues for tuition and some expenses associated with approved external educational activities.
- **Global Rotation:** Global awareness, teamwork, inclusion, diversity, and professionalism are critical to the foundation of our organization as we aim to "be the world's most trusted financial group." Our global rotation programs provide colleagues exposure to other regions and business units in the MUFG family of companies, and insights into a variety of different cultures as well.

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We offer more than 1,500 courses in the areas of leadership, project management, business analysis, compliance, credit, and more using a variety of learning methods:

- Self-paced learning
- Video on Demand
- Virtual classes
- Web-based instruction
- Instructor-led courses

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- **Internal Mobility:** As one of the largest global financial groups, we offer colleagues access to a multitude of job opportunities across the organization. We are committed to filling as many open positions with qualified internal candidates as possible, and provide notification of up-to-date job openings via our internal career website.
 - **Business of Banking (BoB):** In partnership with the American Banker's Association, we offer the Business of Banking Program, where nominated colleagues develop a comprehensive overview of banking as a business. This program involves a dynamic simulation, where participants can explore and learn more about the relationship between various bank functions and overall bank management and profitability. Participants also gain unique insight about MUFG from keynote speakers—our own executive leadership.
 - **Leadership Development:** We have a number of nomination-based leadership development programs that provide a platform for building our next generation of leaders. Colleagues participate in workshops that enable them to sharpen their leadership skills, build on their global mind-set, and collaborate with other leaders across the organization.