

Fiscal 2012 Results Presentation

May 21, 2013

Quality for You



This document contains forward-looking statements in regard to forecasts, targets and plans of Mitsubishi UFJ Financial Group, Inc. ("MUFG") and its group companies (collectively, "the group"). These forward-looking statements are based on information currently available to the group and are stated here on the basis of the outlook at the time that this document was produced. In addition, in producing these statements certain assumptions (premises) have been utilized. These statements and assumptions (premises) are subjective and may prove to be incorrect and may not be realized in the future. Underlying such circumstances are a large number of risks and uncertainties. Please see other disclosure and public filings made or will be made by MUFG and the other companies comprising the group, including the latest kessantanshin, financial reports, Japanese securities reports and annual reports, for additional information regarding such risks and uncertainties. The group has no obligation or intent to update any forward-looking statements contained in this document

In addition, information on companies and other entities outside the group that is recorded in this document has been obtained from publicly available information and other sources. The accuracy and appropriateness of that information has not been verified by the group and cannot be guaranteed

The financial information used in this document was prepared in accordance with accounting standards generally accepted in Japan, or Japanese GAAP

Definitions of figures used in this document

Consolidated	Mitsubishi UFJ Financial Group (consolidated)	

Non- Bank of Tokyo-Mitsubishi UFJ (non-consolidated) + Mitsubishi UFJ Trust and Banking

consolidated Corporation (non-consolidated) (without any adjustments)

Commercial bank Bank of Tokyo-Mitsubishi UFJ (consolidated)

consolidated

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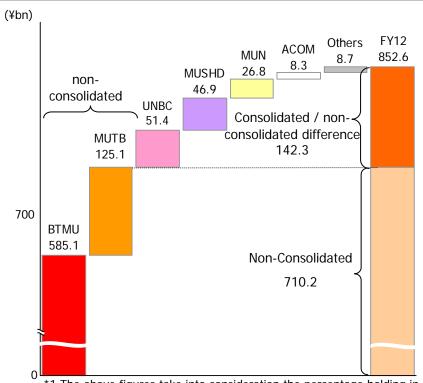


FY2012 key points



- Net income was ¥852.6 bn (EPS ¥58.99). Exceeded net income target substantially
 - Achieved our net income target of ¥670.0 bn. Primary factors included strong performance from the Global Markets and Global segments, and low level of credit costs, etc.
 - Difference between consolidated and nonconsolidated net income was ¥142.3 bn
- Deploying growth strategies of medium-term business plan
 - Overseas business continued to grow strongly under growing lending balance
 - Domestic corporate lending balance grew. Sales of investment products were performing well
 - Advanced non-organic strategy
 - •UNBC completed the acquisition of Pacific Capital Bancorp (Dec 12)
 - BTMU announced the acquisition of approx. 20% shares in Vietnam's Vietinbank (Dec 12)
 - •UNBC announced the acquisition of commercial real estate assets & origination platform in U.S. (Apr 13)
- Enhanced shareholder returns via increase in dividends

Breakdown of net income*1



*1 The above figures take into consideration the percentage holding in each subsidiary (after-tax basis)

	FY11	FY12	Change
EPS (¥)	68.09	58.99	(9.10)
Excl. negative goodwill*2 (¥)	47.54	58.99	11.45
Dividend per share (¥)	12.00	13.00	1.00
BPS (¥)	678.24	800.95	122.70
Consolidated ROE ^{*2} (%)	7.75	8.77	1.02

^{*2} Excluding negative goodwill associated with application of equity method accounting on our investment in Morgan Stanley

FY2012 summary (Income statement)





Net business profits

- Net interest income decreased mainly due to tighter domestic deposit-loan margin, lower interest income in Global Markets segment and lower income from consumer finance subsidiaries, partially offset by an increase in overseas lending income. Gross profits, however, increased primarily due to increases in net fees and commissions, income from sales and trading and net gains on debt securities
- G&A expenses increased mainly due to an increase in costs in strengthening overseas businesses
- Net business profits increased second straight year, as a result

Total credit costs

 Total credit costs decreased mainly due to decreases in losses on loan write-offs and provision for specific allowance for credit losses

Net losses on equity securities

Net losses on equity securities decreased due to a decrease in losses on sales of equity securities

Net income

- As a result, net income excluding one-time effect of negative goodwill*1 increased by ¥161.9 bn
- Achieved our target :¥670.0 bn

Income statement (¥bn)

<(Consolidated>	FY11	FY12	Change
1	Gross profits (before credit costs for trust accounts)	3,502.0	3,634.2	132.1
2	Net interest income	1,840.5	1,816.8	(23.6)
3	Trust fees+Net fees and commissions	1,061.1	1,137.3	76.2
4	Net trading profits +Net other business profits	600.2	679.9	79.6
5	Net gains (losses) on debt securities	270.3	336.7	66.3
6	G&A expenses	1,994.5	2,095.0	100.4
7	Net business profits	1,507.4	1,539.2	31.7
8	Total credit costs*2	(193.4)	(115.6)	77.8
9	Net gains (losses) on equity securities	(88.6)	(53.6)	35.0
10	Losses on write-down of equity securities	(79.2)	(87.3)	(8.1)
11	Profits (Losses) from investments in affiliates	377.5	52.0	(325.5)
12	Other non-recurring gains (losses)	(130.8)	(77.7)	53.1
13	Ordinary profits	1,471.9	1,344.1	(127.8)
14	Net extraordinary gains (losses)	(23.8)	9.6	33.4
15	Total of income taxes-current and income taxes-deferred	(376.4)	(395.7)	(19.2)
16	Net income	981.3	852.6	(128.7)
17	Excluding one-time effect of negative goodwill*1	690.6	852.6	161.9

(1	Non-consolidated>	FY11	FY12	Change
18	Gross profits (before credit costs for trust accounts)	2,362.0	2,397.7	35.6
19	G&A expenses	1,191.0	1,233.9	42.8
20	Net business profits	1,171.0	1,163.8	(7.1)
21	Total credit costs ^{*2}	(134.5)	(65.3)	69.2
22	Ordinary profits	853.4	997.2	143.8
23	Net income	544.9	710.2	165.3

^{*2} Credit costs for trust accounts+Provision for general allowance for credit losses

⁺Credit costs (included in non-recurring gains/losses) +Reversal of allowance for credit losses

⁺Reversal of reserve for contingent losses included in credit costs+Gains on loans written-off

^{*1} one-time effect of negative goodwill associated with the application of equity method accounting on our investment in Morgan Stanley

FY2012 summary (Income statement) supplementary explanation



Breakdown of net interest income (Managerial accounting base)

-				
		(¥bn)	у-о-у	
1	Tot	al	(23.6)	
2	ſ	Non-consolidated	(34.6)	Down due to decreases in yen deposits income and market income & others, partially offset by an increase in lending income
3		Lending income	33.4	Declines in Retail and Corporate segments(-22.1) were more than offset by Global segment(+55.9)
4	Deposits income (4		(40.8)	Decreased in Retail and Corporate segments due to lower market interest rates, partially offset by an increase in Global segment(+2.4)
5		Market income & others	(27.2)	Down mainly due to effects of lower market interest rates on yen-denominated ALM
6	(Subsidiaries	10.9	Good performance in UNBC and other overseas subsidiaries. However, down in consumer finance subsidiaries
7		MUN/ACOM	(30.8)	Loan balance declined due to continued effects of the regulation of total lending limit
8		UNBC	29.1	Up due to an increase in residential mortgage and commercial and industrial lending

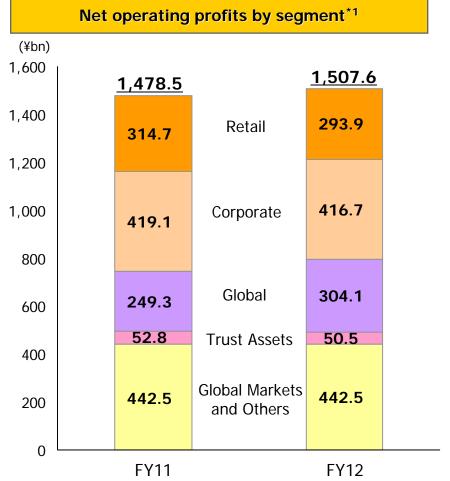
Breakdown of net fees & commissions (Managerial accounting base)

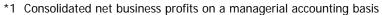
		(¥bn)	у-о-у	
1	То	tal	78.0	
2		Non-consolidated	41.4	Good performance in domestic and overseas investment banking business. Investment products sales also good
3		Investment products sales	18.9	Investment trust sales income increased, and income from financial products intermediation continued to perform well
4		Investment banking (domestic)	11.8	Strong performance in the syndicated loan and structured finance businesses
5		Overseas commissions	18.9	Strong performance in the structured finance and trade finance businesses
6		Others	(8.1)	Down due to a decrease in guarantee commission of private notes, etc.
7		Subsidiaries	36.5	Up mainly due to an increase in fee income at MUSHD resulting from strong equity markets

Outline of results by business segment (Consolidated)

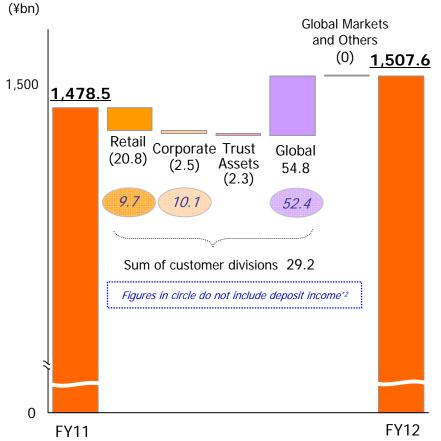


 Net operating profits from customer divisions increased by ¥29.2 bn compared to FY11. Driven by higher net business profits from Global segment mainly supported by higher lending related income, partially offset by lower profits from Retail, Corporate and Trust Assets segments mainly due to tighter domestic deposit-loan margin (of ¥29.2 bn, decrease in deposits income: ¥40.8 bn, positive impact of change in foreign exchange rate: ¥45.0 bn)





Breakdown of changes in net operating profits



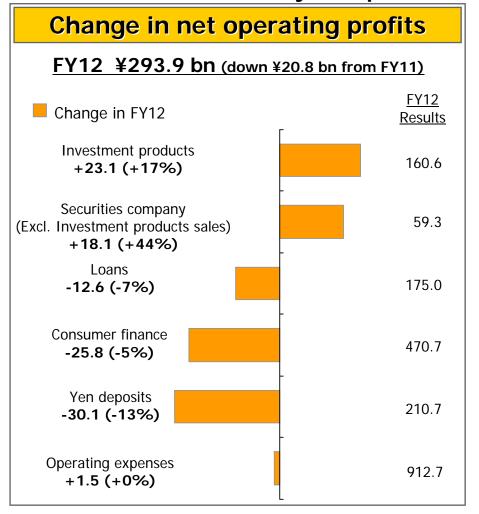
^{*2} Deposits income (managerial accounting basis) is non-consolidated figures

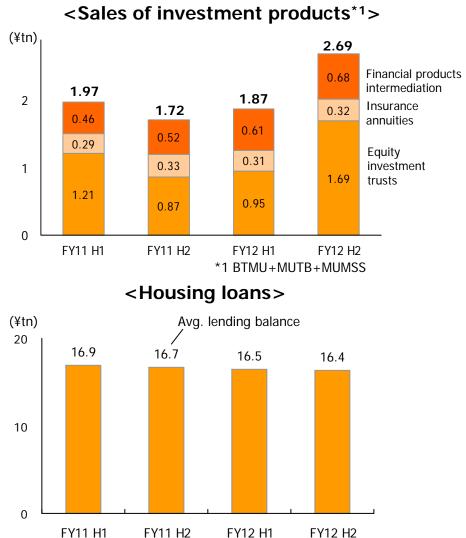
Retail



Net operating profits ¥293.9 bn, down ¥20.8 bn from FY11

 Investment products sales and securities were strong, while revenues from consumer finance and yen deposits decreased

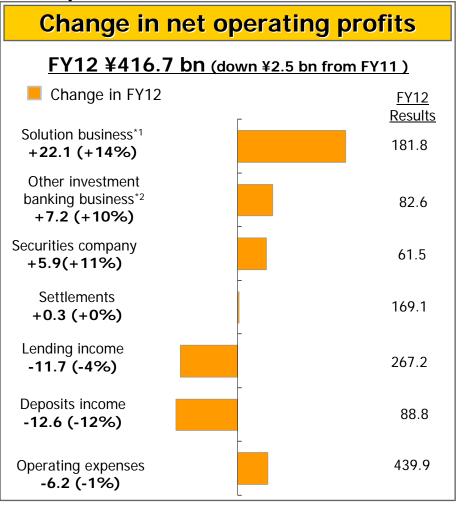


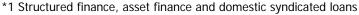


Corporate

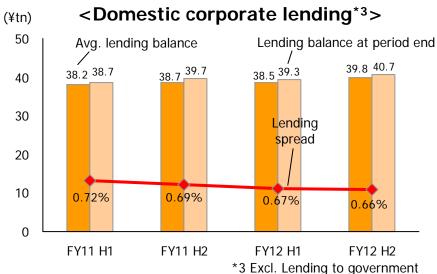


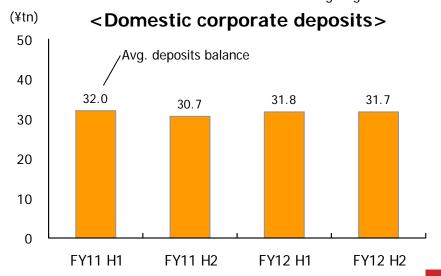
- Net operating profits ¥416.7 bn, down ¥2.5 bn from FY11
 - Solutions and other investment banking income increased but lending and deposits income decreased





^{*2} Customer derivatives, underwriting, etc.

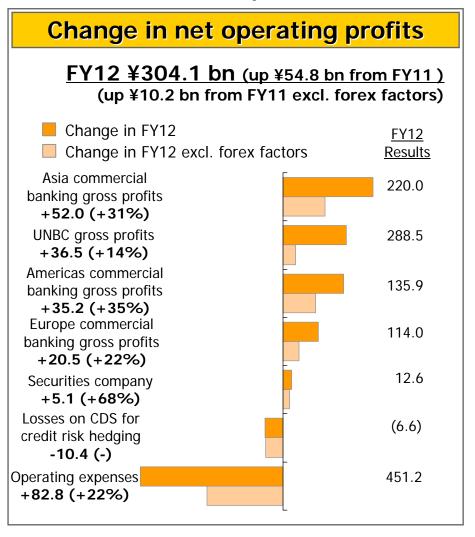


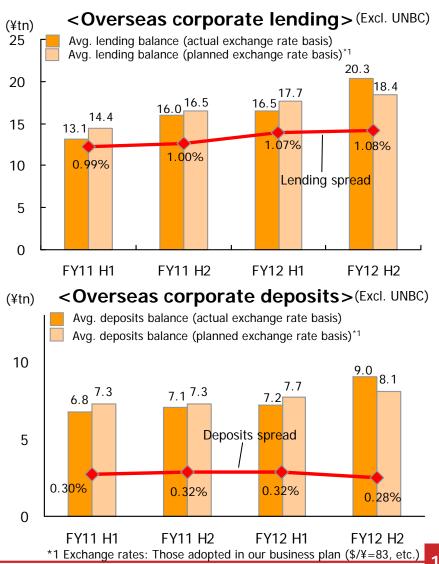


Global



- Net operating profits ¥304.1 bn, up ¥54.8 bn from FY11 (up ¥10.2 bn if excluding forex factors)
 - Asia, Americas, Europe commercial banking were strong. Lending increased steadily

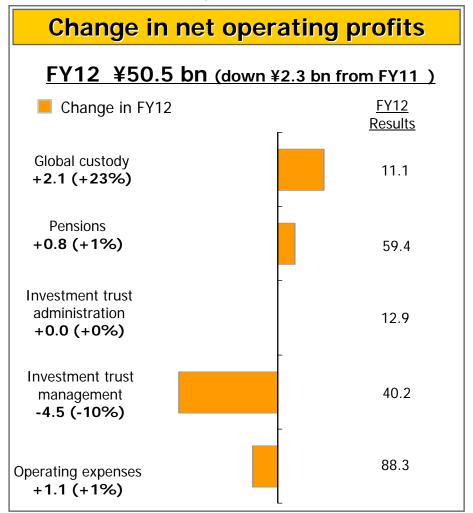


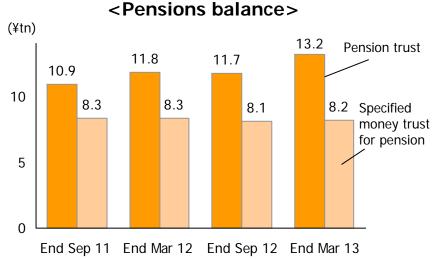


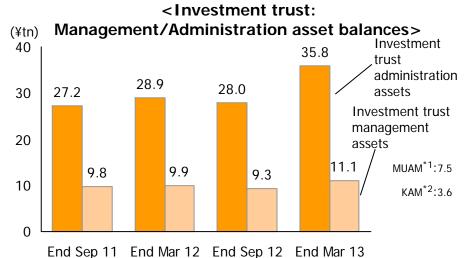
Trust Assets



- Net operating profits ¥50.5 bn, down ¥2.3 bn from FY11
 - Global custody business was firm, but investment trust management profits decreased partly due to market slump in FY12 H1







^{*1} MUAM: Mitsubishi UFJ Asset Management

^{*2} KAM: KOKUSAI Asset Management

FY2012 summary (Balance sheets)





Loans

Increased from both end Mar 12 and end Sep 12 mainly due to higher domestic corporate loans and overseas loans

Investment securities

Increased from both end Mar 12 and end Sep 12 mainly due to increases in domestic equity securities, Japanese government bonds and foreign bonds

Deposits

Increased from both end Mar 12 and end Sep 12 due to higher individual, corporate and overseas & others deposits

Non performing loans ('NPLs')

Increased from both end Mar 12 and end Sep 12.
NPL ratio decreased from end Sep 12 due to an increase in total loans

Net unrealized gains on securities available for sale

Improved from both end Mar 12 and end Sep 12 mainly due to higher unrealized gains on domestic equity securities

1	_	- 00			
	Ba	llance sheet (¥bn)	Mar 13	Change	Change
					from Sep 12
1	To	otal assets	234,498.7	15,637.0	15,857.5
2		Loans(Banking+Trust accounts)	91,403.2	6,763.1	6,574.7
3		Loans(Banking accounts)	91,299.5	6,806.8	6,618.4
4		Housing loans ^{*1}	16,590.3	(275.6)	(101.3)
5		Domestic corporate loans*1	47,610.7	1,976.0	1,840.7
6		Overseas loans*2	25,437.5	4,944.6	4,760.5
7		Investment securities (banking accounts)	79,526.8	1,262.1	2,250.0
8		Domestic equity securities	4,722.7	506.1	998.0
9		Japanese government bonds	48,707.9	145.1	633.9
10		Foreign bonds	18,869.6	97.5	197.7
11	To	otal liabilities	220,979.0	13,793.2	14,204.7
12		Deposits	131,697.0	6,907.8	6,611.2
13		Individual deposits (Domestic branches)	67,342.8	1,498.4	861.6
14	4 Total net assets		13,519.6	1,843.8	1,652.7
15	FRL disclosed loans*1*3		1,696.8	114.7	45.7
16	6 NPL ratio*1		1.80%	0.02%	(0.07%)
17		et unrealized gains (losses) securities available for sale	1,885.1	1,053.0	1,185.5

^{*1} Non-consolidated+trust accounts

^{*2} Loans booked in overseas branches, UNBC, BTMU(China) and BTMU(Holland)

^{*3} FRL=the Financial Reconstruction Law

Loans/Deposits



Loan balance ¥91.4 tn
 (up by ¥6.5 tn from end Sep 12)

<Changes from end Sep 12>

■ Housing Loan (¥0.1 tn)

Domestic corporate ¥1.8 tn

Overseas*1 ¥4.7 tn
 Excluding impact of foreign currency exchange

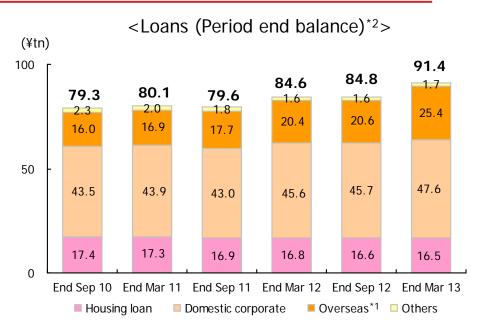
¥1.3 tn



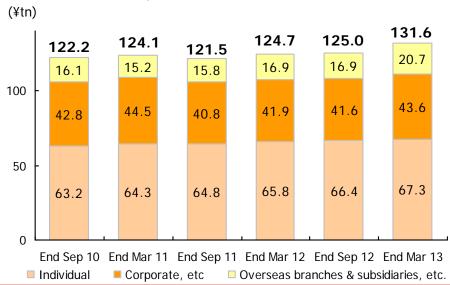
<Changes from end Sep 12>

■ Individual ¥0.8 tn

Corporate, etc. ¥2.0 tn



<Deposits (Period end balance)>



^{*1} Overseas branches + UNBC + BTMU (China) + BTMU (Holland)

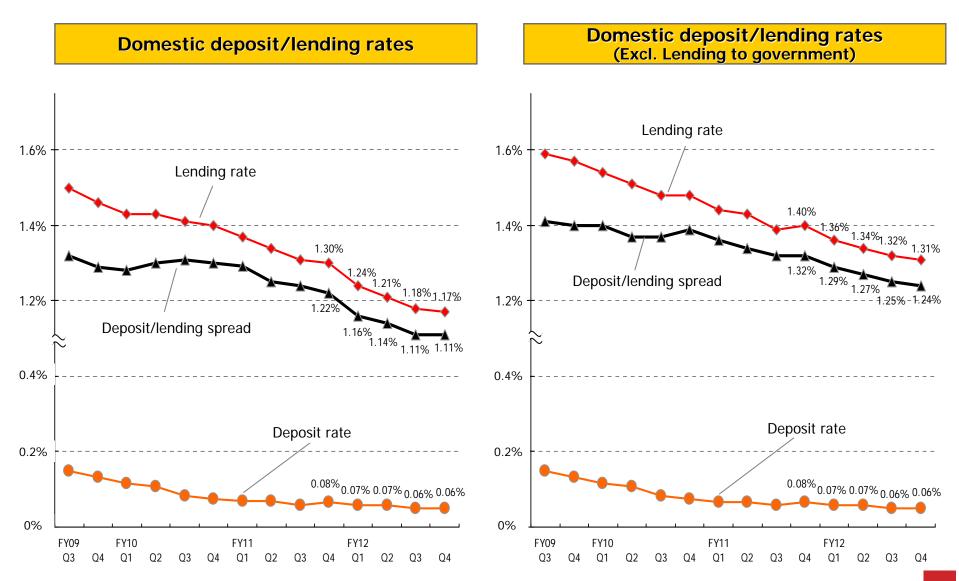
^{*2} Sum of banking and trust accounts

Domestic deposit/lending rates





Deposit/lending spread in FY12 Q4 was 1.11%, almost flat from FY12 Q3



Domestic and overseas lending

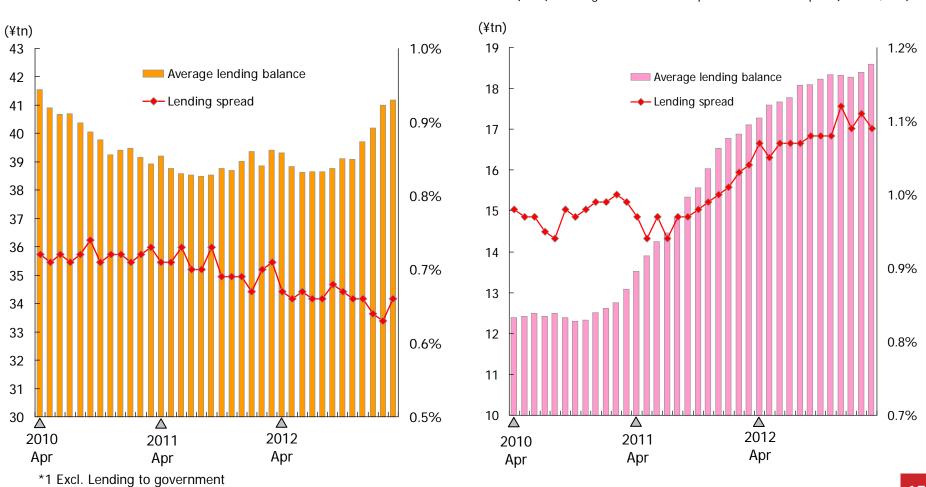


Domestic corporate lending balance grew. Overseas corporate lending expanded constantly

Domestic corporate lending/Spread*1

Overseas corporate lending/Spread (Excl. UNBC)

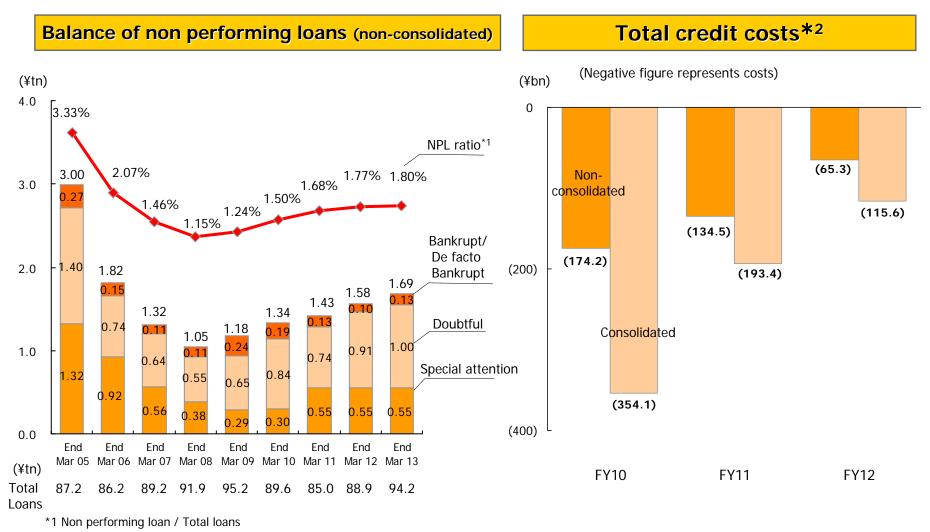
(Note) Exchange rates: Those adopted in our business plan (\$/¥=83, etc.)



Loan assets



- NPLs increased from end Mar 12 mainly due to an increase in Doubtful, NPL ratio was 1.80%
- Total credit costs decreased by ¥77.8 bn from FY11 to ¥115.6 bn on consolidated basis.
 ¥65.3 bn on non-consolidated basis



Holdings of investment securities





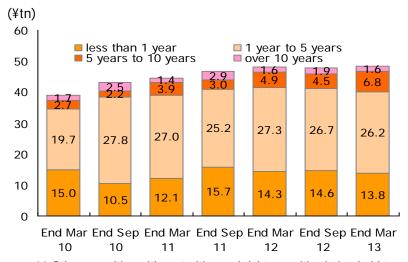
 Maintained high level of unrealized gains. Unrealized gains on domestic and foreign equity securities increased reflecting strong stock performance

Breakdown of other securities (with market value)

			Balance		Unrealized gains(losses)	
(¥bn)		≨bn)	Mar 13	Change from Sep 12	Mar 13	Change from Sep 12
1		Total	77,091.8	2,997.7	1,885.1	1,185.5
2		Domestic equity securities	3,896.5	1,026.2	1,046.0	984.4
3	Domestic bonds		51,473.0	610.8	371.5	107.5
4		Government bonds	48,477.9	933.9	303.1	102.1
5		Others	21,722.2	1,360.5	467.5	93.4
6		Foreign equity securities	209.1	58.8	94.6	62.7
7		Foreign bonds	18,381.4	420.8	305.2	(25.2)
8		Others	3,131.6	880.9	67.7	55.9

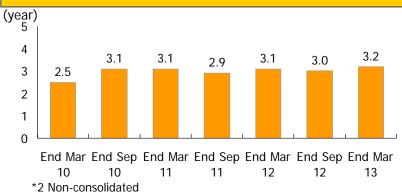
End Mar 13 TOPIX:1,034.71, JGB(10yrs):0.56%

Redemption schedule of JGB*1



*1 Other securities with maturities and debt securities being held to maturity. Non-consolidated

JGB Duration*2

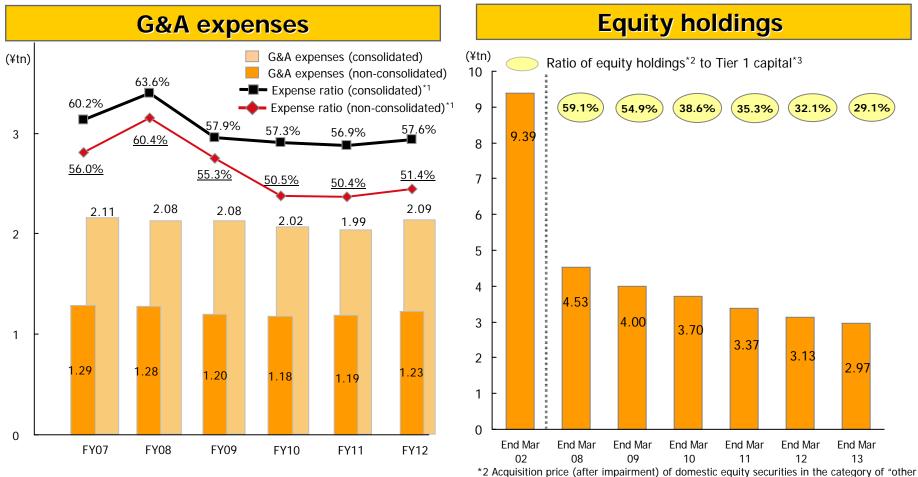


Expenses/Equity holdings

(Consolidated/Non-consolidated)



- Expenses increased due to distribution of resources to strengthen some business areas, such as overseas business. Consolidated expense ratio was 57.6%, non-consolidated expense ratio was 51.4%
- Sold equity holdings by approx. ¥100.0 bn in FY12. Continue to reduce equity holdings to minimize stock price fluctuation risk on capital, while considering market conditions



^{*1} Expense ratio = G&A expenses / Gross profits (before credit costs for trust accounts)

^{*3} Under Basel 2 basis by end Mar 12, under Basel 3 basis (Common Equity Tier1 capital Additional Tier1 capital) from end Mar 13, (non-consolidated)

Capital



Risk-adjusted capital ratio (Basel 3)

■ Common Equity Tier1 ratio : 11.70%

■ Tier1 ratio : 12.74%

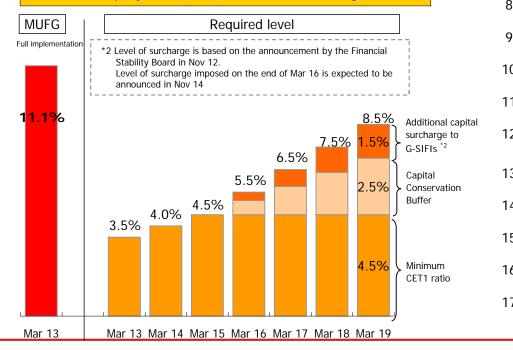
■ Total capital ratio : 16.68%

(Full implementation*1)

Common Equity Tier1 ratio : 11.1%

*1 Calculated on the basis of regulations applied at end Mar 19

Common Equity Tier1(CET1) ratio of Basel 3 regulations



	(¥bn)	Mar 13
1	Common Equity Tier1 ratio	11.70%
2	Tier1 ratio	12.74%
3	Total capital ratio	16.68%
4	Common Equity Tier 1 capital	10,300.5
5	Capital and stock surplus	3,922.3
6	Retained earnings	6,267.9
7	Additional Tier 1 capital	914.2
8	Preferred stock and Preferred securities	1,491.7
9	Tier 1 capital	11,214.8
10	Tier 2 capital	3,459.1
11	Subordinated debt	2,384.9
12	Total capital (Tier1+Tier2)	14,673.9
13	Risk-adjusted assets	87,968.6
14	Credit risk	79,124.0
15	Market risk	2,486.8
16	Operational risk	5,284.8
17	Transitional floor	403.0

Mitsubishi UFJ Securities Holdings



- Enhanced profitability through BTMU/MUSHD collaboration and deeper collaboration with Morgan Stanley. Commissions income increased, trading income also rose driven by client transaction flows. Net income rose sharply to ¥46.9 bn
- MUMSS (non-consolidated) profits up strongly due to good investment trusts sales and trading performance

Results of MUSHD

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	(consolidated>	FY11	FY12	у-о-у			
1	N	et operating revenue*2	238.5	306.0	67.4			
2		Commission received	143.0	171.9	28.9			
3		Net trading income	86.0	107.3	21.2			
4		Net interest income, etc.	9.5	26.7	17.2			
5	Selling, general and administrative expenses		240.1	256.8	16.7			
6		Personnel expenses	97.2	110.4	13.1			
7		Non-personnel expenses etc.	142.8	146.4	3.5			
8	Operating income		(1.5)	49.2	50.7			
9	Ordinary income		38.1	84.2	46.0			
10	Extraordinary income		(13.6)	1.6	15.2			
11	N	et income	16.5	46.9	30.3			

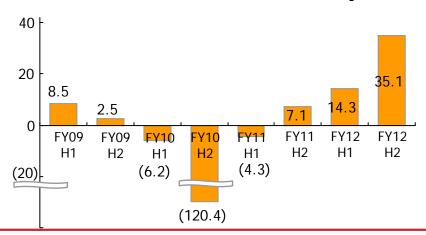
^{*1} Mitsubishi UFJ Securities Holdings Co., Ltd.

Results of MUMSS

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•	non-consolidated> (¥bn)	FY11	FY12	у-о-у
1	Net operating revenue*2	170.1	220.2	50.1
2	Selling, general and administrative expenses	169.6	172.4	2.7
3	Operating income	0.4	47.8	47.3
4	Ordinary income	2.7	49.4	46.6
5	Net income	(16.7)	56.0	72.8

^{*3} Mitsubishi UFJ Morgan Stanley Securities Co., Ltd.

(¥bn) < MUMSS non-consolidated ordinary income>



^{*2} Operating revenue minus financial expenses

Consumer finance

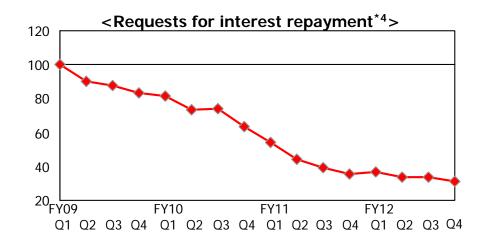


- Number of requests for interest repayment keeping at low level at both MU NICOS and ACOM
- Both companies posted profits in FY12

Results of MU NICOS

(¥bn)		FY11	FY12	у-о-у	FY13 (plan)	
1	Op	perating revenue	281.2	266.9	(14.3)	276.4
2		Card shopping	160.8	163.6	2.7	-
3	Or	perating expenses	252.2	242.9	(9.2)	251.6
4		G&A expenses	228.3	229.9	1.6	236.1
5		Credit related costs	23.8	12.9	(10.8)	15.5
6		Repayment expenses	0.0	0.0	0.0	0.0
7	Op	perating income	29.0	23.9	(5.1)	24.8
8	Ordinary income		29.5	24.6	(4.9)	25.2
9	Net income		28.7	31.6	2.9	_
10	In	terest repayment*1	36.6	21.7	(14.8)	

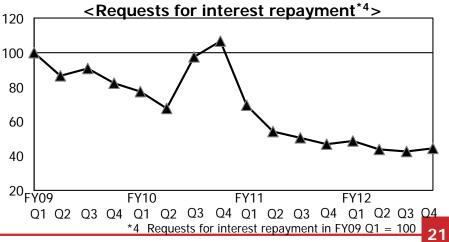
^{*1} Including waiver of repayment



Results of ACOM

	(¥bn)	FY11	FY12	у-о-у	FY13 (plan)
1	Operating revenue	210.4	193.0	(17.4)	192.7
2	Operating expenses	179.5	172.0	(7.5)	147.0
3	G&A expenses	71.8	72.5	0.6	80.0
4	Provision for bad debts	34.7	34.2	(0.4)	44.9
5	Provision for loss on interest repayment	48.8	42.9	(5.8)	-
6	Operating income	30.8	20.9	(9.9)	45.7
7	Net income	21.4	20.8	(0.6)	39.5
8	Guaranteed receivables (Non-consolidated)	483.2	586.5	103.2	654.2
9	Unsecured consumer loans (Non-consolidated)	779.9	700.8	(79.1)	709.6
10	Share of loans*2	31.6%	32.2%*3	+0.6%	
11	Interest repayment*1	131.9	92.1	(39.7)	
	+0.40014				

^{*2} ACOM unsecured consumer loan balance (non-consolidated) / Consumer finance industry loan balance (Source) Japan Financial Services Association *3 As of end Feb 13







Financial targets



 The medium-term business plan aims for pursuit of sustainable increase of profitability and efficient capital management

		_				
			FY11 results	FY12 results	FY14 Targets	
Growth	Consolidated net operating profit (customer divisions)*1		¥1,036.0 bn	¥1,065.1 bn	20% increase from FY11	
			_	(Up approx. 3% from	FY11)	
	Consolidated expense ratio (Non-consolidated) Consolidated net income RORA*2*3 Consolidated ROE*2		56.9%	57.6%	Between 55-60%	
Drofitobility			50.4%	51.4%	Between 50-55%	
Profitability			0.8%	0.95%	Approx. 0.9%	
			7.75%	8.77%	Approx. 8%	
Financial Strength	CET1 ratio (Full implementation)*3		Approx. 9%	11.1%	9.5% or above	
•	unsolidated operating profits for Retail, Corpude negative goodwill associated with app	•	•			
	e basis of regulations applied at end Mar 19	9				
	Co		et operating profits	FY12 results	FY14 targets	
by segment: FY11 results			11121034113	(from FY11)		
	Re	Retail ¥314.7 bn		¥293.9 bn	Up 15%	
	Co	Corporate ¥419.1 b		¥416.7 bn	Up 15%	
	Glo	Global ¥249.3 bn		¥304.1 bn	Up 35%	
	Tri	Trust Assets ¥52.8 bn		¥50.5 bn	Up 45%	

FY2013 financial targets

(Consolidated/Non-consolidated)



 Consolidated net income target for FY13 set at ¥760.0 bn, assuming leveling of income in markets business and credit costs, etc.

<Financial Targets>

<consolidate< th=""><th>ed></th><th>FY</th><th>12</th><th colspan="3">FY13</th></consolidate<>	ed>	FY	12	FY13		
		Interim (Results)	Full year (Results)	Interim (Targets)	Full year (Targets)	
1	1 Ordinary profits		¥1,344.1 bn	¥610.0 bn	¥1,270.0 bn	
2	Net income	¥290.4 bn	¥852.6 bn	¥360.0 bn	¥760.0 bn	
	-					
3	Total credit costs	¥62.2 bn	¥115.6 bn	¥70.0 bn	¥150.0 bn	

<Non-consolidated>

4	Net business profits	¥649.5 bn	¥1,163.8 bn	¥470.0 bn	¥1,020.0 bn
5	Ordinary profits	¥373.3 bn	¥997.2 bn	¥400.0 bn	¥875.0 bn
6	Net income	¥211.1 bn	¥710.2 bn	¥255.0 bn	¥545.0 bn
ī					
7	Total credit costs	¥28.5 bn	¥65.3 bn	¥45.0 bn	¥90.0 bn

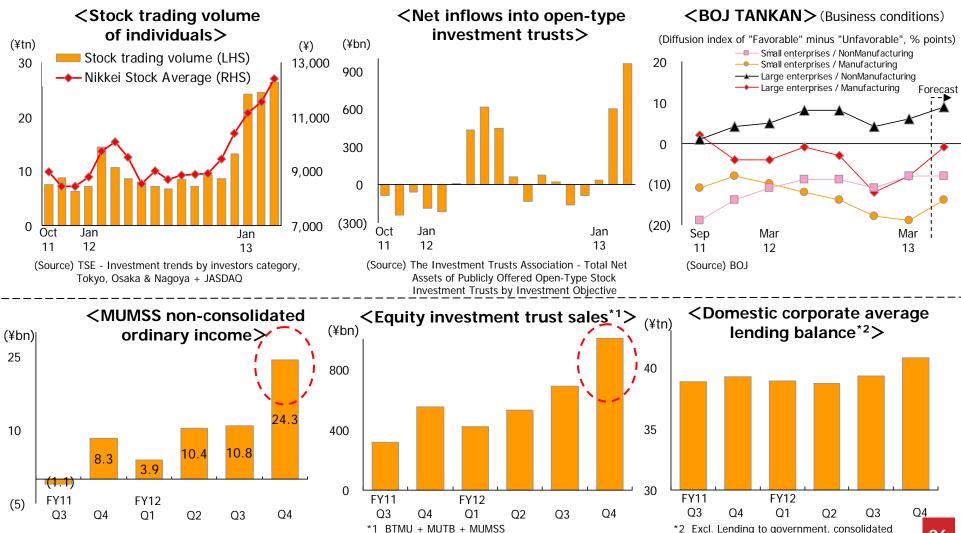
(Note) Total credit costs include gains on loans written-off

Abenomics' impacts on the domestic business(1)



26

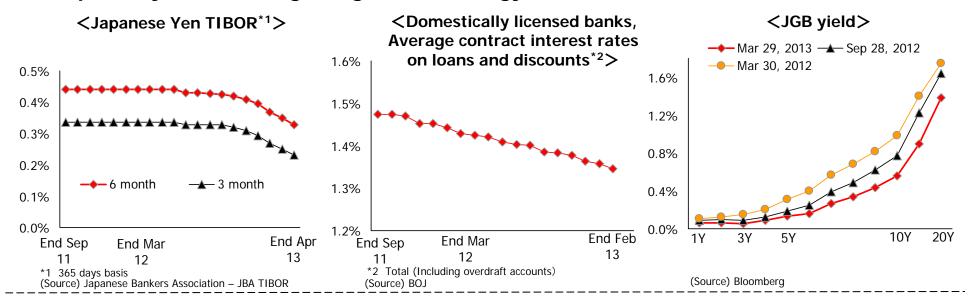
- The new government's emergency economic measures, supplementary budget and further monetary
 easing have corrected the strong yen and pushed up stcok prices. Business sentiment is expected to
 improve further
- Capture business opportunities by responding positively to the introduction of J-ISAs and tax-exempt education funds, etc.



Abenomics' impacts on the domestic business(2)



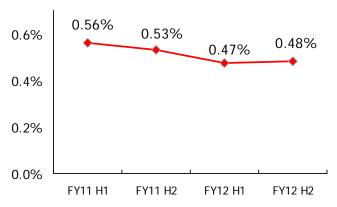
- Market interest rates fall due to further monetary easing
- Lower interest rates deliver lower net interest income in the short-term.
 Respond by accelerating our growth strategy, etc.



<Domestic deposit/lending spreads*3>

1.4% 1.32% 1.32% 1.29% 1.27% 1.3% 1.25% 1.24% 1.2% 1.1% 1.0% **FY11** FY12 Q3 Q4 Q3 Q4 Q2 *3 Excl. Lending to government, non-consolidated

<Yen-denominated investment securities yield*4>



^{*4} Investment securities income / average balance, commercial bank non-consolidated

Growth strategy



- The businesses below are the principal earnings drivers and aims for sustainable growth
 - Global strategy by regions including emerging markets (Asia, Americas, EMEA)
 - Project finance
 - Transaction banking business
 - Sales & Trading business
 - Global strategic alliance with Morgan Stanley
 - Integrated corporate & retail business
 - Investment product sales
 - Consumer finance
 - Global asset management & administration strategy



Global strategy(1)

(Commercial bank consolidated)

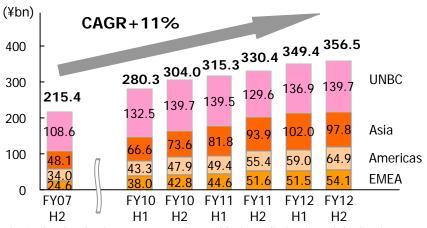


Solid increase in gross profits, about 1.7 times increase over the last 5 years

Expanded our lending in the Asia, Americas and EMEA. Customer deposits also growing well.
 In addition, due to our strict credit controls, the risk-monitored overseas loans ratio remains

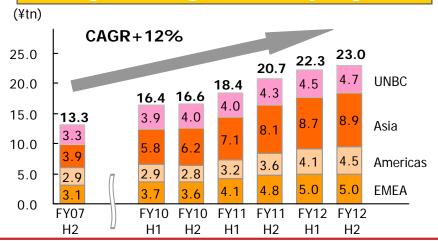
at a low level

Gross profits by regions*1*2



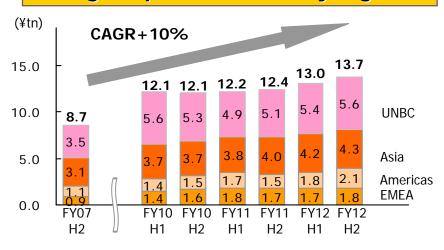
*1 Excl. other business gross profits and before elimination of duplication

Average lending balance by regions*2



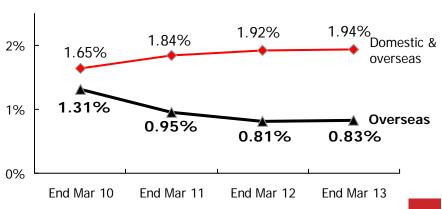
*2 Exchange rates: Those adopted in our business plan (\$/¥=83, etc.)

Average deposits balance by regions*2



Risk-monitored overseas loan ratio*3

*3 Non-consolidated



Global strategy(2)



 Implement growth strategies in each region worldwide. Expand global network through strategic investments and alliances

★ Vietnam

Signed agreement to acquire approx.
 20% shares in state-owned VietinBank and form a capital and business alliance (Dec 12). Scheduled to become an equity method affiliate (Approx. VND15.5 tn)

<Strategic implications>

- Make use of VietinBank's top class Vietnam branch network (1,274 branches and sub-branches*1) to strengthen our settlement and other services to local Japanese companies and develop BTMU business
- Participate in high-growth economy of Vietnam
- Provide BTMU's risk management expertise, etc. to develop their operations and management

<VietinBank profile>

- Second in total assets in Vietnam: approx. ¥1.88 tn*1
- Achieving high growth consistently as one of the most healthiest banks in Vietnam

Lending balance: approx. ¥1.2 tn*1 - CAGR (07-11) 30.2%

Net income: approx. ¥25.3 bn*1 - CAGR (07-11) 52.7%

*1 As of end Dec 11, \(\xi\$1=VND245.1

Malaysia

Opened Penang branch (Jul 12)

Myanmar Myanmar

 Business alliance with a leading private bank Co-operative Bank (Mar 13)

India

- Opened Neemrana branch (Nov 12, our 4th location in India)
- Preparing to open Bangalore branch (already approved)

XAustralia

Opened Perth branch (Apr 12, our 3rd location in Australia)

Mexico

 Business alliance with major Mexican bank Banorte (Aug 12)

Chile

 Increased capital (US\$70 mm) in Santiago branch (Mar 13)

* Canada

 Increased capital (CA\$150 mm) in Canada subsidiary (Aug 12)

U.S.A

- UNBC completed acquisition of Pacific Capital Bancorp (aggregate value US\$1.5 bn) (Dec 12)
- UNBC announced acquisition of institutional commercial real estate lending portfolio & platform (Loan assets US\$3.7 bn) (Apr 13). For details see P35

Russia

- Increased capital (RUB 8.0 bn) in Russia subsidiary (Jun 12)
- Opened Vladivostok sub-branch (Sep 12)

C Turkey

- Decided to establish an subsidiary in Turkey (to open in 13)
- Business alliance with major Turkish bank Isbank (Oct 12)

UAE

 Upgraded Dubai office to branch status to strengthen supervisory functions in the Middle East (Oct 12)

Asia strategy(1)

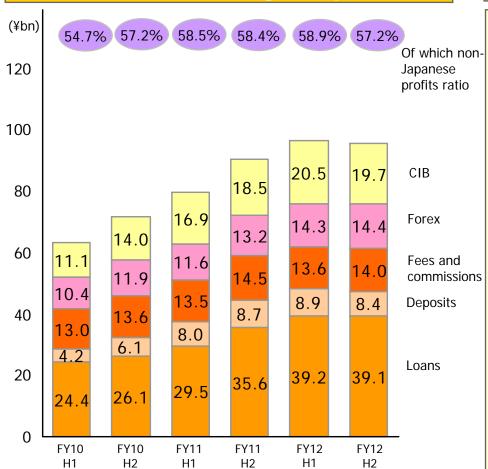
(Commercial bank consolidated)



- Gross profits in FY12 increased +14%*1 from FY11. But increasing trend flattened, partly due to macro factors
- Aiming to increase gross profits for FY14 by 50% from FY11, through increasing high quality assets and strengthening cross-sell

Upgrade the Asian business model and become established as the leading foreign bank

Customer business gross profits*1



Key points of Asia strategy

- Improve products and services with strengthening marketing within and beyond the region through BTMU/MUTB/MUSHD cooperation. Also strengthen governance and risk management framework
- Organic growth
 - Respond to the growing needs of Japanese corporations arising from the expansion of regional trade flows by strengthening transaction banking business and marketing capabilities
 - Support penetration of newly developing regions by opening new branches, using head office capabilities and our network of regional bank alliances
 - Further increase transactions with non-Japanese corporations by improving solutions proposals and strengthening marketing to financial institutions
 - Strengthen business in local currencies with particular focus on upgrading RMB-related business
- Non-organic growth
 - Unlock strategic potential. Actively pursue high value acquisition
- Asia region administration control to switch to a dual HQ system
 - Plan to set up one HQ for East Asia including China and HK, etc. and another HQ in Singapore for Southeast Asia and Australia, etc.
 - Expand business volume and reinforce our ability to respond to change in the business environment

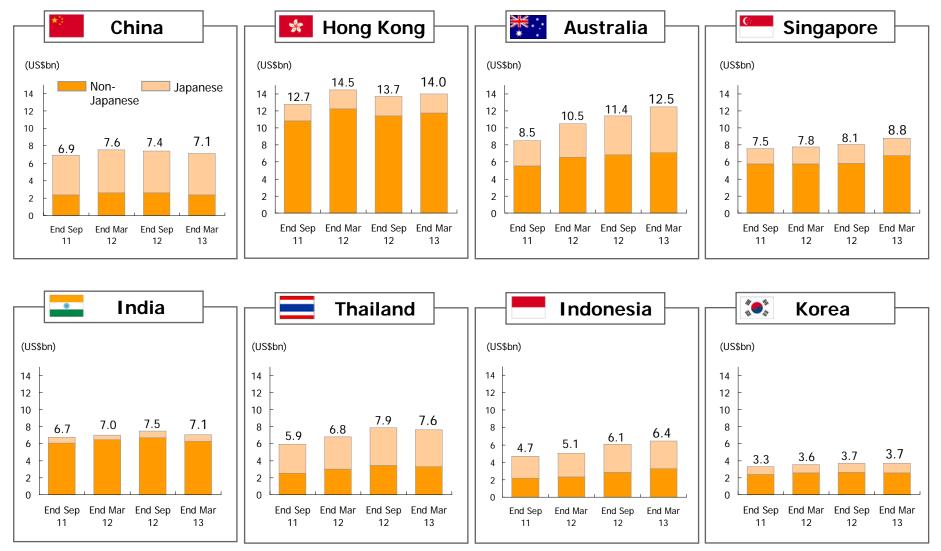
^{*1} Exchange rates: Those adopted in our business plan (\$/¥=83, etc.)

Asia strategy(2)

(Commercial bank consolidated)



 Aiming to increase lending balance through adopting strategy to the characteristics of each market



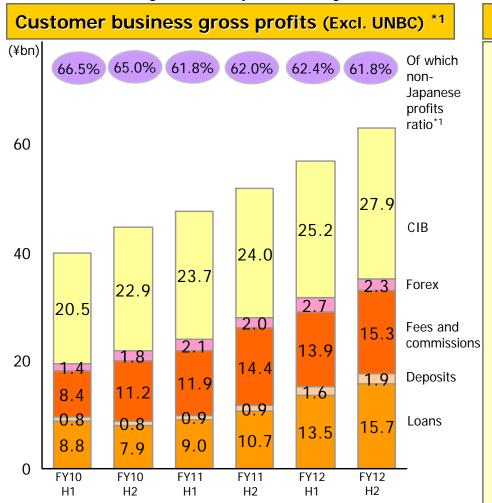
(Note) Loans outstanding on consolidated basis, counted by the nationality of each borrower for internal management purpose. Excl. Financial institution. Please see page 73 of the MUFG databook for details

Americas strategy(1)

(Commercial bank consolidated)



- In the Americas (about 60% of overseas income), both profits and revenue rose in FY12 as collaboration between BTMU and UNBC advanced
- Aiming to increase gross profits for FY14 by 30% from FY11 ⇒ FY12 +7%^{*1} from FY11
- Aspire to achieve a premier position among U.S. banks by becoming one of the top 10 banking groups as measured by size and profitability



Key points of Americas strategy

Organic growth

- Accelerate growth with expanding customer base,
 MUFG group collaboration and enhancement of new products
- Achieve strong foundation with support functions, such as HR/IT/Risk management

Non-organic growth

Unlock strategic potential. Actively pursue high value acquisition

Latin America

Consistently implementing country-by-country general strategy and accelerating the beneficial effects at operations that have increased capital. Increased capital in Santiago branch

Examine fully unify the BTMU and UNBC businesses

Collaboration, such as establishment of a virtual U.S. holding company structure, has steadily progressed since UNBC was made a 100% subsidiary in FY08. Maximize opportunities with realizing revenue and cost synergies

Americas strategy(2)



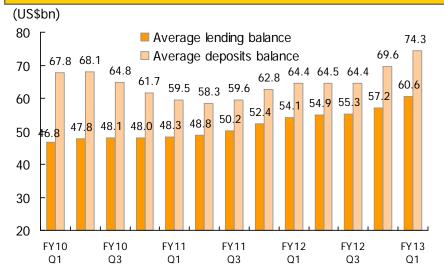
- UNBC built firm results despite the drop in interest rates and higher regulatory costs. Loans and deposits increased steadily
- Actively consider high added value acquisitions using capital base

UNBC business performance*1

		FY11		FY13				
	(US\$mm)		Q1	Q2	Q3	Q4		Q1
1	Gross profits	3,294	855	834	843	889	3,421	903
2	Non-interest expenses	2,415	614	599	638	715	2,566	713
3	Net business profits	879	241	235	205	174	855	190
4	Provision for allowance for credit losses*2	(202)	(1)	(14)	45	(5)	25	(3)
5	Net income	778	195	187	124	123	629	147

^{*2} Negative figures are reversal

UNBC average lending and deposits balance*1



Please see pages 26~29 of the MUFG Databook

Acquisition of commercial real estate lending portfolio & platform

Overview

- Acquisition of institutional commercial real estate loan origination and servicing platform from wholly-owned U.S. subsidiary of Deutsche Bank
- Assets: US\$3.7 bn. High quality, LTV 63%. 69% of loans originated after 2007
- Expected closing date: FY13 Q2

Strategic implications

- Strengthen the prime U.S. real estate business dramatically by taking on a strong business platform which has relationships with top-tier customers
- Expect high returns, including cross-sell opportunities with commercial real estate investors, developers and owners
- Diversify UNBC's real estate exposures geographically and by asset class. Enable MUFG to efficiently leverage its strength in the Americas and deploy capital into high-quality assets

^{*1} Effect of acquisition of Pacific Capital Bancorp was reflected from Dec 12

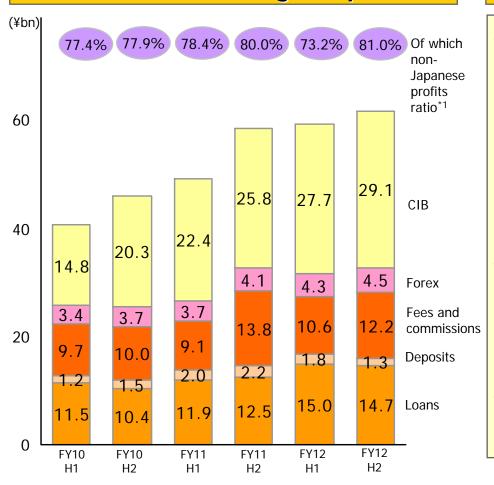
EMEA strategy

(Commercial bank consolidated)



- Advance cross-selling and becoming a core bank based on business segment strategy. CIB business, mainly project finance, performed well in FY12, posting increased profits and revenue. Collaboration with overseas securities subsidiaries progressed, helped by a favorable market for bond issues
- Aiming to increase gross profits for FY14 by 20% from FY11 ⇒ FY12 +10%^{*1} from FY11

Customer business gross profits



Key points of EMEA strategy

- Expand business while taking into account European debt crisis, status of competitors and other factors
 - Region: Strengthen marketing in emerging countries and regions, including Russia, Turkey, Middle east, Africa, etc. in addition to Core Europe
 - Customers: Quality non-Japanese major corporations, local entities of Japanese
 - Operations: CIB (project finance, syndicated loans, DCM in cooperation between BTMU and securities subsidiaries, etc.), transaction banking
- Aiming to realize benefits of enhanced network
 - Increased capital at Russian subsidiary, established representative at Vladivostok
 - Upgraded Dubai office to branch status to strengthen supervisory functions in the Middle East
 - Preparing for start of operations at Turkish subsidiary
- Strengthen management fundamentals such as governance and risk control to support growth and business expansion in the EMEA

Project finance



- Ranked No.1 in 2012 global rankings. Ranked No.1 in Americas for 3 consecutive years, rising our ranking in EMEA and Asia Pacific
- Increase personnel and take other steps to establish status as a leading bank. Solution business centered on project finance, aiming to increase gross profits for FY14 by 40% from FY11

⇒ FY12 +15%*1 from FY11

Global presence

<Global project finance league table (Jan-Dec 12)>

Rank	Mandated Arrangers	Origination Volumes (US\$ bn)	#	Rank Jan-Dec 11	
1	MUFG	11.62	96	2	
2	State Bank of India	10.95	32	1	
3	SMFG	7.58	68	3	

(Source) Thomson Reuters

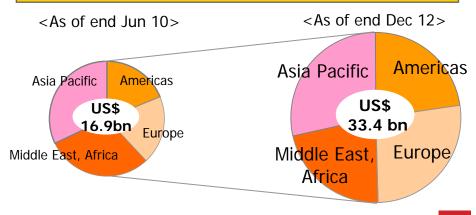
	Jan-Dec 11			Jan-Dec 12	
<by regions=""></by>	Rank	Share		Rank	Share
Americas	1	12.3%	→	1	11.5%
EMEA	9	3.0%	\rightarrow	6	3.2%
Asia Pacific	12	2.5%	\rightarrow	2	5.4%
(Source) Thomson Reuters					

Strategies to strengthen the business

*1 Exchange rates: Those adopted in our business plan (\$/¥=83, etc.)

- Global approach: strengthening our platform in the shale gas, infrastructure sector, and others on a global basis
- Initiatives in Japan: enhancing our supports in relation to Japanese companies' project finance related PFI, renewable energy, etc. and infrastructure exports to Asia
- Strengthening marketing structure through staff increases

Project finance loan portfolio*2



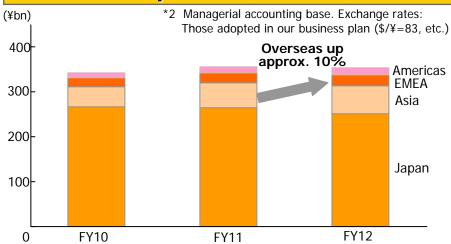
*2 Commercial bank (consolidated, excl. UNBC)

Transaction banking business (Commercial bank consolidated)

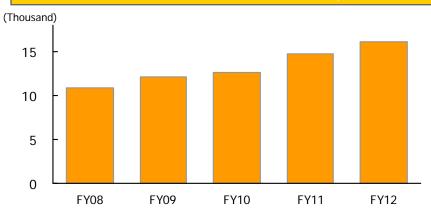


- Transaction banking business*1 gross profits increased strongly in overseas operations, but in domestic
 operations higher non-interest income did not offset decline in deposits income. Overall income flat from FY11
- Aiming to increase revenue for FY14 by ¥100 bn from FY11 through strengthening approach to capture global commercial flow and expanding products/services

Gross profits (Excl. UNBC)*2 *2 Managerial accounting base. Exchan



Overseas CMS contracts (Excl. UNBC)



Strategies to strengthen the business

- Develop a business targeting the entire supply chain on a global base
 - Make the greatest possible use of overseas network, the best among Japanese banks, and our strong Japanese customer base to effectively provide solutions combining trade finance and cash management
- Substantially increase system investment and development personnel, expand lineup of strategic products and services
 - Expand functionality of settlement-related systems products such as BizSTATION and GCMS Plus. Also bolster leading-edge products and services, such as electric trade operation management (TSU*3) and centralized payment operation management system (GPH*4), ahead of rival banks
- Further strengthen non-Japanese customers' business
 - Strengthen business development with non-Japanese corporations centered on capturing trade flows related to resource business

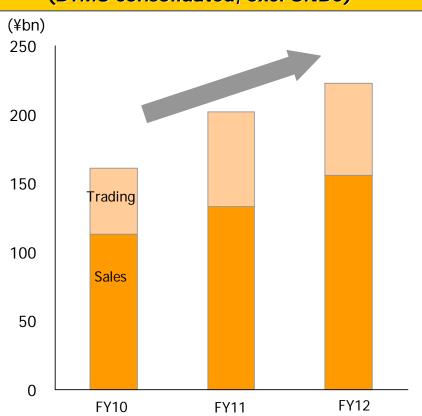
^{*1} Collectively refers to services capturing commercial flows of customers such as deposits, settlements and trade finance

Sales & Trading business



- Strengthen flow trading as a commercial bank, build on customer base
- Correspond to the diversifying and globalizing needs of customers by progressing high value-added proposals and actively linking business between global regions. Maximize profit from global interbank flow trading business
- Aim to increase gross profits for FY14 by 30% from FY11 ⇒ FY12 up 10%*1 from FY11

Gross profits (BTMU consolidated, excl UNBC) *2



Strategies to strengthen the business

- Link actively between global regions
 - Strengthen approach towards cross-border business and event finance
- Deepen collaboration between integrated business group
 - Established joint management offices in BTMU China, Mumbai branch, Bangkok branch, Sydney branch, Jakarta branch and BTMU Malaysia
 - Expand emerging currency business (strengthen RMB business, product providing capabilities and expand business in Latin America)
 - Advance interbank business
- Collaboration in banking-securities
 - Collaboration in research function
- Enhance internal control framework
 - Impose high standards of compliance rules to Global Markets operations
 - Keep responsiveness to global regulatory requirements

^{*1} Exchange rates: Those adopted in our business plan (\$/¥=83, etc.)

^{*2} Sum of customer divisions and global markets segment

Global strategic alliance with Morgan Stanley



- Enhance the strategic alliance and expand scope of collaboration, fully leveraging BTMU customer base
- Aiming to achieve No.1 position in cross-border M&A transactions involving Japanese corporations in FY14 ⇒ Ranked No.2 in FY12

Morgan Stanley performance

- Results for FY13 Q1 show a strong start with increased revenue and profits compared to FY12 Q4 and are ahead of analyst forecasts
- 22% of approx. \$0.96 bn Morgan Stanley post-tax profits to be reflected in MUFG FY13 Q1 (Apr-Jun) earnings as Equity in net income of affiliates

Results of cooperation

M	M&A advisory (cross-border deals) (Apr 12-Mar 13			
Rank	FA	#	Amount (¥bn)	Share (%)
1	Mizuho FG	29	2,651.8	34.2
2	MUMSS	27	2,060.9	26.6
3	Nomura	31	2,046.6	26.4
4	Rothschild	9	1,963.4	25.3

Any Japanese involvement announced

(Source) Thomson Reuters

	FY12			FY13		
(US\$mm)		Q1	Q2	Q3	Q4	Q1
1	Net Revenues	6,924	6,953	5,280	6,966	8,158
2	Net Revenues (Excl. DVA)*1	8,902	6,603	7,542	7,477	8,475
3	Non-interest expenses	6,722	6,013	6,763	6,107	6,544
4	Income from continuing operations before taxes	202	940	(1,483)	859	1,614
5	Income from continuing operations before taxes (Excl. DVA)*1	2,180	590	779	1,370	1,931
6	Net income applicable to MS	(94)	591	(1,023)	594	984
7	Earnings applicable to MS common shareholders	(119)	564	(1,047)	568	958

^{*1} Calculated by MUFG based on Morgan Stanley public data

Major Collaborations Around the Globe

<Americas>

- Financing for the merger of satellite companies A and B (Jan 13)
 - ~Entire acquisition financing underwritten by BTMU and Morgan Stanley

<EMEA>

- Refinancing for manufacturing company C (Jan 13)
 - ~BTMU and Morgan Stanley jointly committed to refinance

<Asia>

- Financing for the privatization of Plant D (Jun 12)
 - ~Morgan Stanley acted as advisor, and BTMU and Morgan Stanley provided finance

Integrated corporate & retail business



 To expand integrated corporate & retail business, increase business owners assets under management and housing loans for corporate employee. Aiming to generate additional revenue for FY14 by ¥10 bn from FY11 ⇒ FY12 +¥4.4 bn from FY11

Business owners assets under management



Executed housing loans for corporate employee



Strategies to strengthen the business

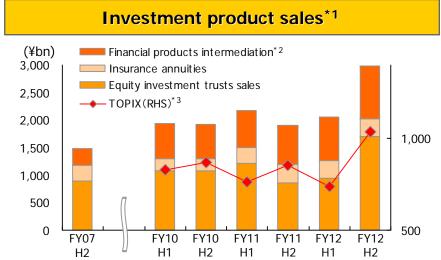
Expand owner business

- Further augment transactions with business owners by high-value added provision (business and asset inheritance)
- Strengthen collaboration with Mitsubishi UFJ Merrill Lynch Securities, which was made 100% subsidiary
- Expand business with corporate employee
 - Enhance framework for 'life event' products/initiatives
- Support for growing SMEs
 - Strengthen the support of growing companies, including their owners, by establishing a specialist line within BTMU
- Expand integrated offices (one-stop sales locations)
 - Expanded to 53 offices in FY12. Expand one-stop offices unifying corporate and retail business to increase regionally-centered business
 - Consider further expansion of integrated offices in FY13

Investment product sales



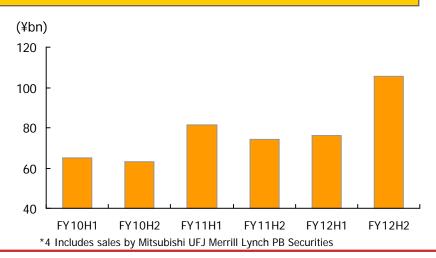
- Recovery in sales and income from investment products, led by investment trust and financial products intermediation. Aim to increase gross profits for FY14 by 40% from FY11 ⇒ FY12 up 17% from FY11
- Continue strengthening of collaboration among the group companies



*1 Managerial accounting base *2 Includes sales by Mitsubishi UFJ Merrill Lynch PB Securities

*3 Closing price base

Income from investment products*4



Group cooperation to strengthen 'Total Asset Sales'

[BTMU]

- Strengthen retail money desk*5
 - Increase staff seconded from MUMSS
- Increase total asset advisors*6
 - Increase number of private banking specialists to enhance consulting services, who assess customer assets and advise on inheritance, etc.

[MUTB]

- Develop total asset marketing approach, based on trust capabilities in inheritance & real estate
 - Strengthen proposal marketing through BTMU/MUTB by joint promotion of succession and inheritance business

[MUMSS]

- Strengthen marketing towards high-net-worth customer base
 - Mitsubishi UFJ Merrill Lynch PB Securities became 100% subsidiary of MUFG in Dec 12
 - Extend business with company owners with BTMU/MUMSS collaboration

^{*5} Team of experts with high level investment product sales expertise. As of end Mar 13, assigned to 64 locations in Japan

^{*6} A team with specialist knowledge of investment assets, real estate, wills and trusts is assigned to use their skills to promote sales targeting overall customer assets.

As of end Mar 13, 135 advisors

Consumer finance



- Key issue is to achieve top-line growth through growth strategy
 - ~ MU NICOS: Aiming to increase volume of shopping and balance of revolving credit in the growing credit card business
 - ~ ACOM: Declining trend in unsecured consumer loan balance seems to bottom out. Aiming to increase gross profits, including growth from guarantee business
 - ~ BTMU: Loan balance of BANQIC shown consistent growth, aiming to double or more by FY14 from FY11 ⇒ As of end Mar 13 +50% from end Mar 12

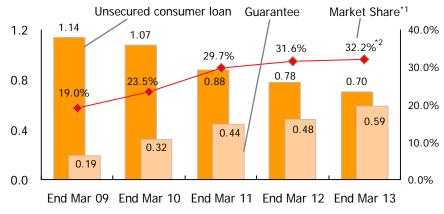
MU NICOS

(¥tn) < Volume of shopping payment and average payment > (¥th)

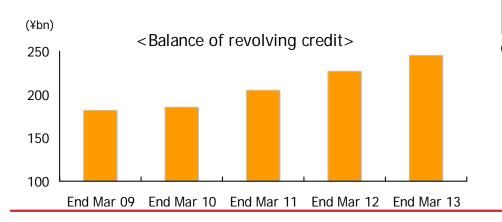


ACOM

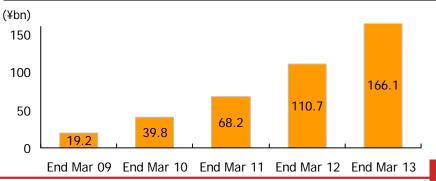
(¥tn) < Balance of unsecured consumer loan and guarantee>



^{*1} Unsecured consumer loan of ACOM / Unsecured consumer loan (Source) Japan Financial Service Association *2 Share at end of Feb 13



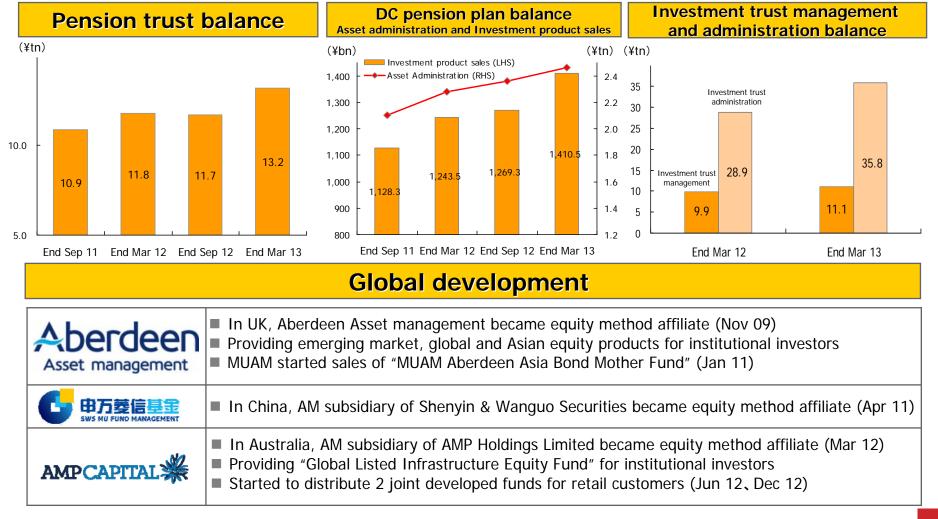
Loan balance of BTMU BANQUIC



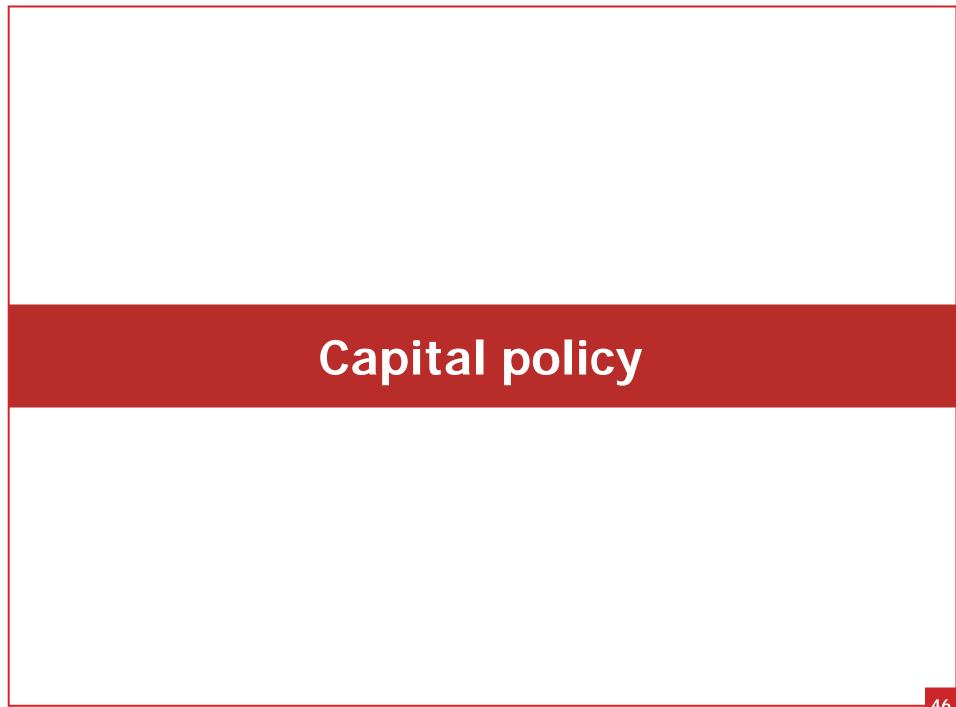
Global asset management & administration strategy



- Pension: Further expand robust operating base by extending BTMU/MUTB cooperation. Enhance consulting marketing towards regulations and investment accounting
- Investment trust: Foreseeing introduction of NISA, increase product line up and strengthen support towards sales institutions to increase AUM
- Global operations: Acceralate global development through investments, alliances and increase of overseas customers base





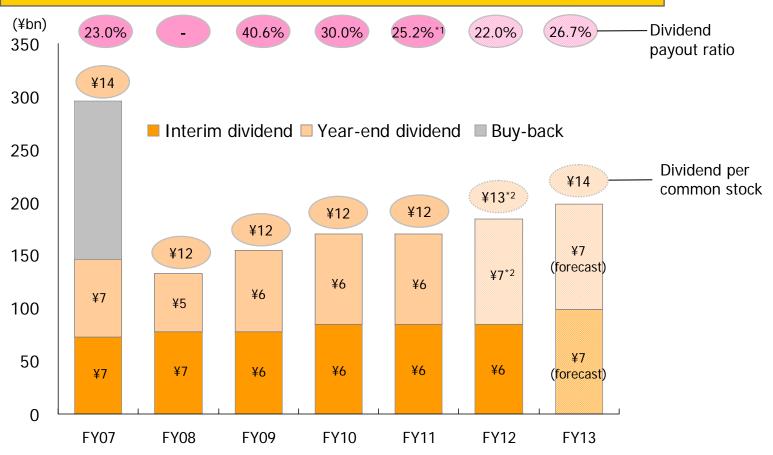


Enhance further shareholder returns



- FY12 dividend is ¥13 per common stock, an increase of ¥1 from FY11. FY13 dividend forecasts are ¥14 per common stock, an increase of ¥1 from FY12
- Policy of steady increase in dividends per share through sustainable strengthening of profitability

Results of shareholder returns/Dividend forecasts



^{*1 17.6%} before excluding negative goodwill associated with application of equity method accounting on our investment in Morgan Stanley

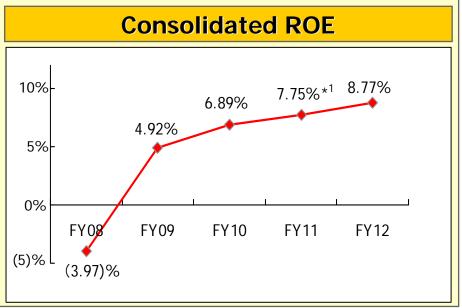
^{*2} FY12 year-end dividend is subject to approval by the General Meeting of Shareholders, scheduled for Jun 27, 13

Efficient use of capital



Approach to use of capital

- Make strategic investments when good opportunities arise with due regard for the external environment and regulatory trends
 - Business purchases to be considered provided they contribute to strengthening existing business and offer reasonable returns
 - Existing investments to be reviewed periodically based on established rules, taking into account investment efficiency and other factors
- Consider buy-back if there are no opportunities for strategic investment
- Manage equity capital with focus on efficiency
 - Increase ROE
 - Take heed of high volatility in domestic and overseas equity and bond markets
 - CET1 ratio (full implementation*2)
 excluding an effect of net unrealized gains on securities is estimated at 9.3%
 (as of end Mar 13)

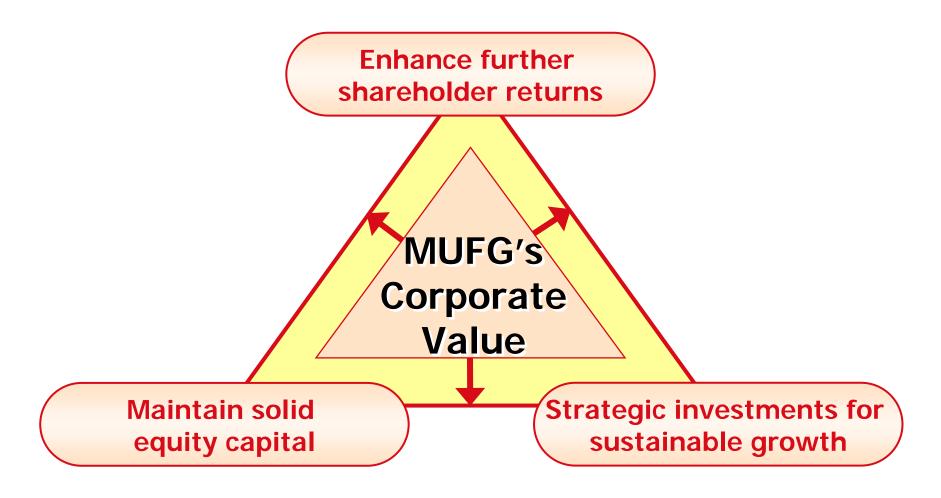


^{*1 11.10 %} before excluding negative goodwill associated with application of equity method accounting on our investment in Morgan Stanley *2 Calculated on the basis of regulations applied at end Mar 19

Capital policy



 Enhance further shareholder returns and make strategic investment for sustainable growth while maintaining solid equity capital



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.

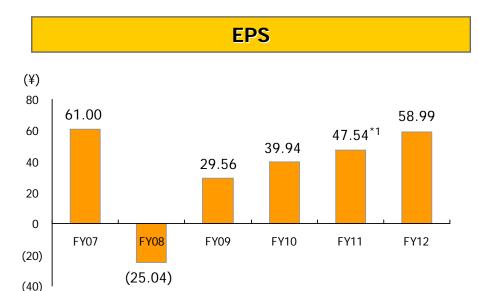
Adapt rapidly to changes in the global economy and their impact on the needs of our customers

Quality for You

Appendix: Management index

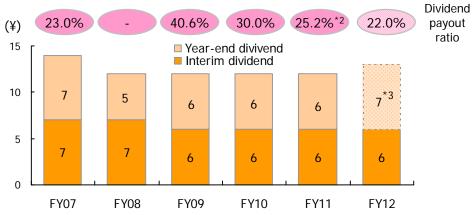






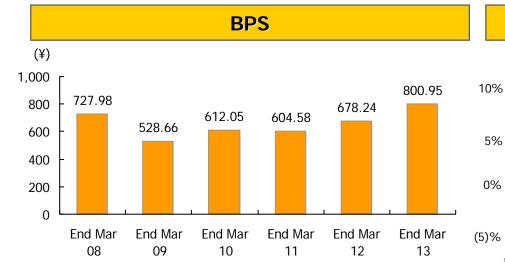
*1 ¥68.09 before excluding negative goodwill associated with application of equity method accounting on our investment in Morgan Stanley

Dividend per share/Dividend payout ratio



- *2 17.6% before excluding negative goodwill associated with application of equity method accounting on our investment in Morgan Stanley
- *3 FY12 year-end dividend is subject to approval by the General Meeting of Shareholders, scheduled for Jun 27, 13

ROE





(3.97)%

*4 11.10% before excluding negative goodwill associated with application of equity method accounting on our investment in Morgan Stanley