



Mitsubishi UFJ Financial Group

**Bank of America Merrill Lynch
Japan Conference 2013**

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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-consolidated	Bank of Tokyo-Mitsubishi UFJ (non-consolidated) + Mitsubishi UFJ Trust and Banking Corporation (non-consolidated) (without any adjustments)
Commercial bank consolidated	Bank of Tokyo-Mitsubishi UFJ (consolidated)

FY2013 targets and Q1 results

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FY2013 targets and Q1 results

FY2013 financial targets and progress

(Consolidated
/Non-consolidated)



- Consolidated net income in FY13 Q1 was ¥255.2 bn against FY13 full-year target of ¥760.0 bn

<Financial targets>

<Consolidated>

	FY12 Full year (Results)	FY13		FY13 Q1 (Results)
		Interim (Targets)	Full year (Targets)	
1 Ordinary profits	¥1,344.1 bn	¥610.0 bn	¥1,270.0 bn	¥420.6 bn
2 Net income	¥852.6 bn	¥360.0 bn	¥760.0 bn	¥255.2 bn
3 Total credit costs	¥115.6 bn	¥70.0 bn	¥150.0 bn	¥15.4 bn

<Non-consolidated>

4 Net business profits	¥1,163.8 bn	¥470.0 bn	¥1,020.0 bn	¥255.1 bn
5 Ordinary profits	¥997.2 bn	¥400.0 bn	¥875.0 bn	¥238.8 bn
6 Net income	¥710.2 bn	¥255.0 bn	¥545.0 bn	¥142.2 bn
7 Total credit costs	¥65.3 bn	¥45.0 bn	¥90.0 bn	¥2.2 bn

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

FY2013 Q1 key points

● Overview

- Quarterly net income totaled ¥255.2 bn
- Satisfactorily 33.5% progress against FY13 full-year target of ¥760.0 bn
- Consolidated/non-consolidated difference widened mainly due to good results of MUSHD and Morgan Stanley

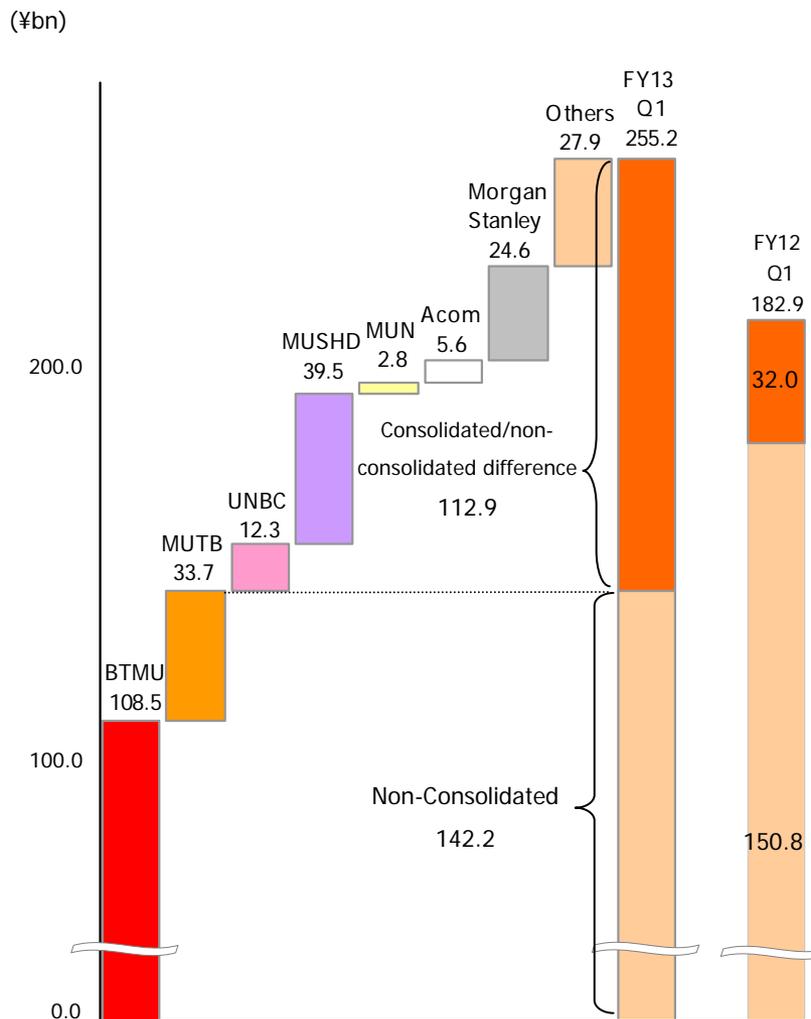
● Deploying growth strategies of medium-term business plan

- 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
 - Announced VTO of Bank of Ayudhya (Jul 13)

<Reference>

	FY12 Q1	FY13 Q1	Change	FY14 (Target)
Consolidated ROE	7.79%	9.85%	2.06%	Approx. 8%
EPS (¥)	12.93	18.03	5.10	

Breakdown of net income*1



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

● Net business profits

- Gross profits slightly increased primarily due to increases in net interest income reflecting higher loan income in overseas, net fees and commissions and income from sales & trading, partially offset by decrease in net gains on debt securities
- G&A expenses also increased mainly due to an increase in costs in overseas businesses
- Net business profits decreased, as a result

● Total credit costs

- Total credit costs remained almost unchanged due to a higher reversal of provision for general allowance for credit losses, offset by an increase in provision for specific allowance for credit losses

● Net gains (losses) on equity securities

- Net gains on equity securities improved mainly due to a decrease in losses on write-down of equity securities

● Net income

- As a result, net income increased by ¥72.3 bn to ¥255.2 bn

Income statement (¥bn) 〈Consolidated〉

	FY12	FY13 Q1	Change
1 Gross profits (before credit costs for trust accounts)	3,634.2	948.9	16.6
2 Net interest income	1,816.8	441.3	22.5
3 Trust fees+Net fees and commissions	1,137.3	295.7	60.1
4 Net trading profits +Net other business profits	679.9	211.8	(66.0)
5 Net gains (losses) on debt securities	336.7	67.5	(149.5)
6 G&A expenses	2,095.0	566.5	48.5
7 Net business profits	1,539.2	382.3	(31.8)
8 Total credit costs ^{*1}	(115.6)	(15.4)	(0.6)
9 Net gains (losses) on equity securities	(53.6)	12.8	67.3
10 Losses on write-down of equity securities	(87.3)	(7.3)	57.2
11 Profits (losses) from investments in affiliates	52.0	39.6	29.5
12 Other non-recurring gains (losses)	(77.7)	1.2	15.4
13 Ordinary profits	1,344.1	420.6	79.9
14 Net extraordinary gains (losses)	9.6	(26.8)	(3.7)
15 Total of income taxes-current and income taxes-deferred	(395.7)	(95.4)	7.6
16 Net income	852.6	255.2	72.3

〈Non-consolidated〉

	FY12	FY13 Q1	Change
17 Gross profits (before credit costs for trust accounts)	2,397.7	580.7	(63.2)
18 G&A expenses	1,233.9	325.6	14.5
19 Net business profits	1,163.8	255.1	(77.7)
20 Total credit costs ^{*1}	(65.3)	(2.2)	(2.6)
21 Ordinary profits	997.2	238.8	3.4
22 Net income	710.2	142.2	(8.5)

^{*1} 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

● Loans

- Increased from end Mar 13 mainly due to higher overseas loans, partially offset by lower housing loans and domestic corporate loans

● Investment securities

- Decreased from end Mar 13 mainly due to a decrease in Japanese government bonds

● Deposits

- Increased from end Mar 13 mainly due to higher individual and overseas & others deposits, partially offset by lower corporate deposits

● Non performing loans ('NPLs')

- NPL ratio declined from end Mar 13 mainly due to lower FRL^{*3} disclosed loans

● Net unrealized gains on securities available for sale

- Deteriorated from end Mar 13 mainly due to lower market value in Japanese government bonds and foreign bonds

Balance sheet (¥bn)

	End Mar 13	End Jun 13	Change from Mar 13
1 Total assets	234,498.7	234,081.7	(416.9)
2 Loans(Banking+trust accounts)	91,403.2	92,992.9	1,589.7
3 Loans(Banking accounts)	91,299.5	92,888.0	1,588.4
4 Housing loans ^{*1}	16,590.3	16,430.9	(159.4)
5 Domestic corporate loans ^{*1}	47,610.7	47,492.7	(118.0)
6 Overseas loans ^{*2}	25,437.5	27,133.3	1,695.7
7 Investment securities (Banking accounts)	79,526.8	71,070.9	(8,455.8)
8 Domestic equity securities	4,722.7	4,956.6	233.8
9 Japanese government bonds	48,707.9	40,279.9	(8,428.0)
10 Foreign bonds	18,869.6	19,085.3	215.6
11 Total liabilities	220,979.0	220,399.4	(579.6)
12 Deposits	131,697.0	134,028.6	2,331.5
13 Individual deposits (Domestic branches)	67,342.8	68,445.6	1,102.8
14 Total net assets	13,519.6	13,682.2	162.6
15 FRL disclosed loans ^{*1*3}	1,696.8	1,629.4	(67.4)
16 NPL ratio ^{*1}	1.80%	1.71%	(0.08%)
17 Net unrealized gains (losses) on securities available for sale	1,885.1	1,516.9	(368.1)

*1 Non-consolidated+trust accounts

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

*3 FRL=the Financial Reconstruction Law

● **Loan balance ¥92.9 tn**
(up by ¥1.5 tn from end Mar 13)

<Changes from end Mar 13 >

■ Housing Loan	(¥0.1 tn)
■ Domestic corporate	(¥0.1 tn)
■ Overseas ^{*1}	+¥1.6 tn
Excluding impact of foreign currency exchange	+¥0.5 tn

*1 Overseas branches + UNBC +BTMU (China) +BTMU (Holland)

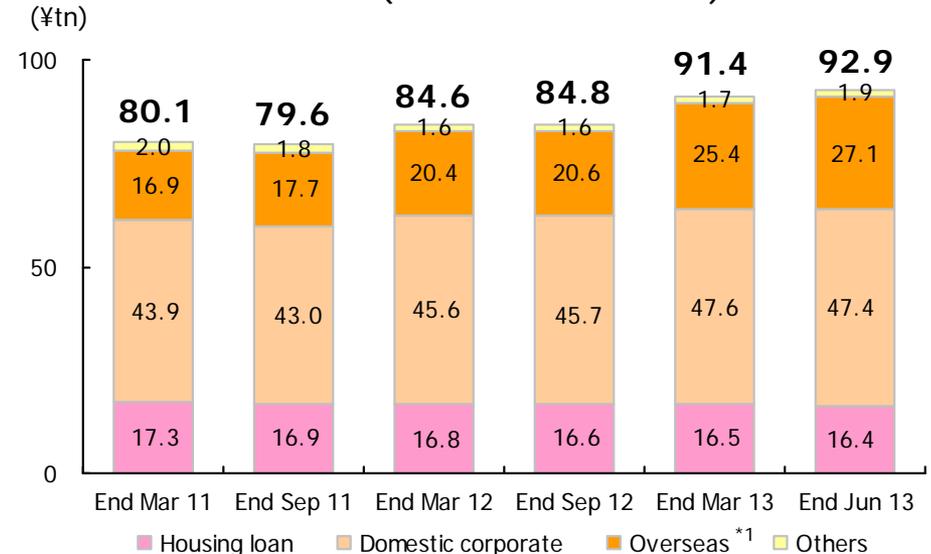
*2 Sum of banking and trust accounts

● **Deposit balance ¥134.0 tn**
(up by ¥2.3 tn from end Mar 13)

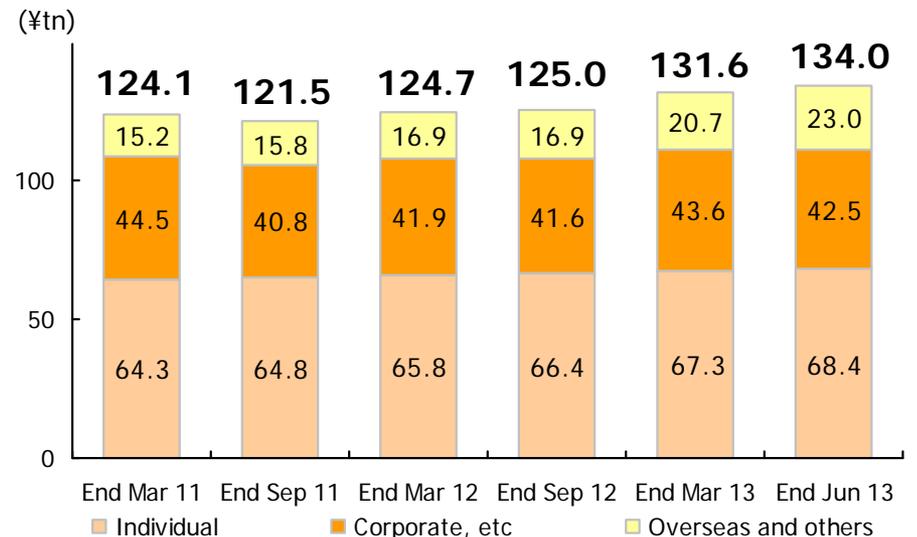
<Changes from end Mar 13 >

■ Individual	+¥1.1 tn
■ Corporate, etc.	(¥1.1 tn)
■ Overseas and others	+¥2.3 tn
Excluding impact of foreign currency exchange	+¥1.1 tn

<Loans (Period end balance)^{*2}>



<Deposits (Period end balance)>



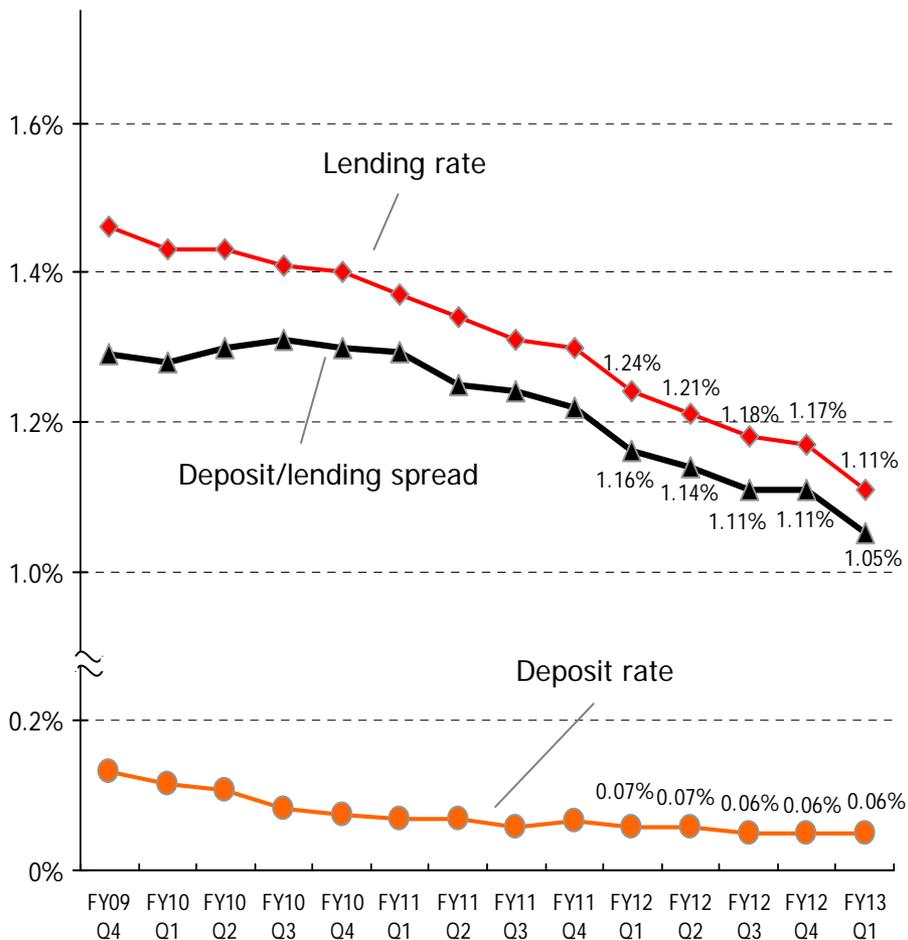
Domestic deposit/lending rates

(Non-consolidated)

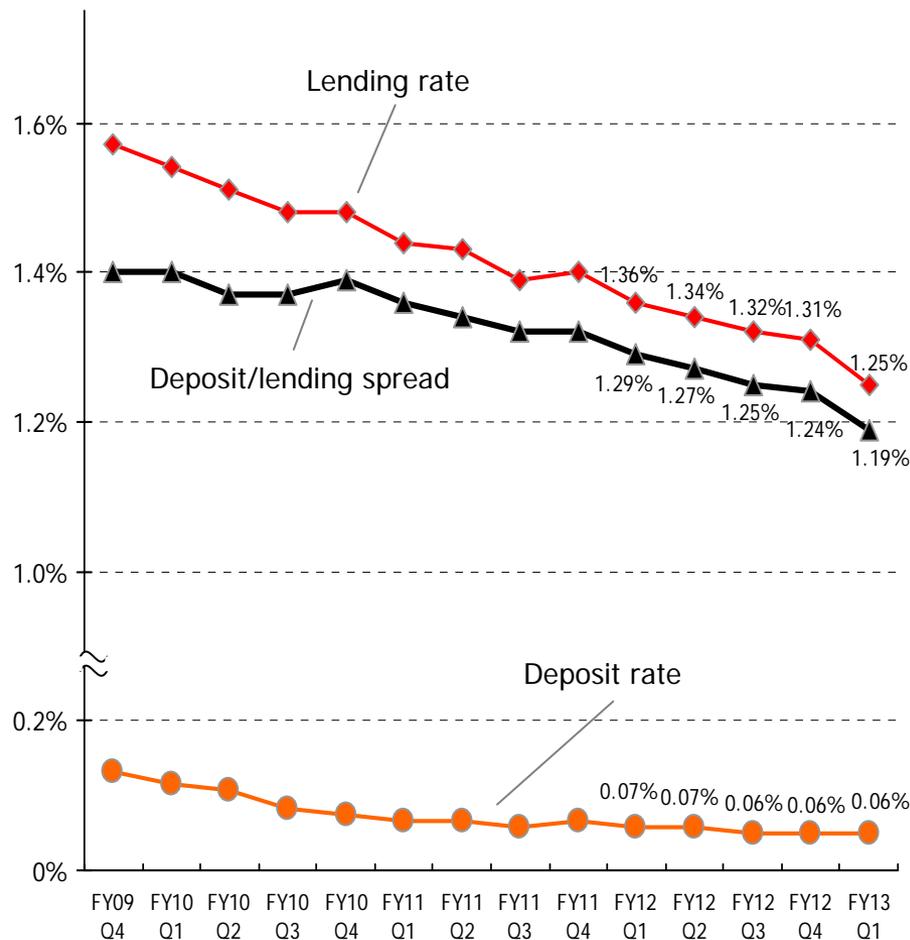


- Deposit/lending spread in FY13 Q1 decreased from FY12 Q4 mainly due to a decline in lending rate reflecting lower market interest rates

Changes in domestic deposit/lending rates

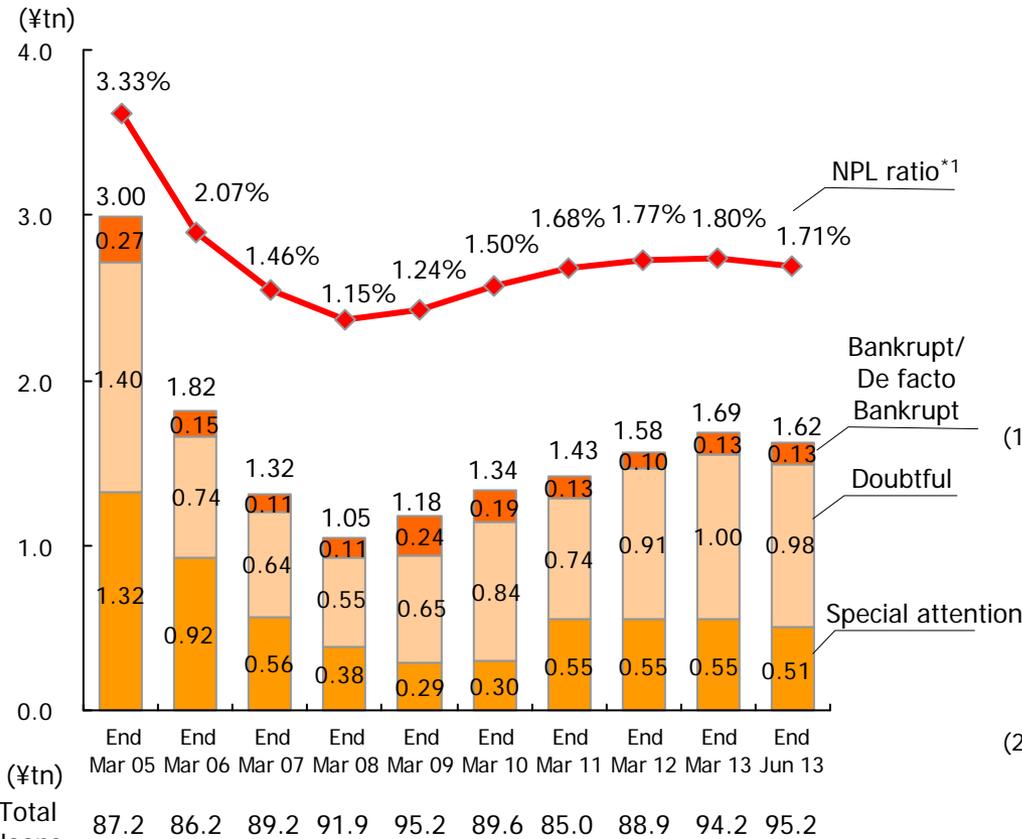


Changes in domestic deposit/lending rates (Excluding lending to government)



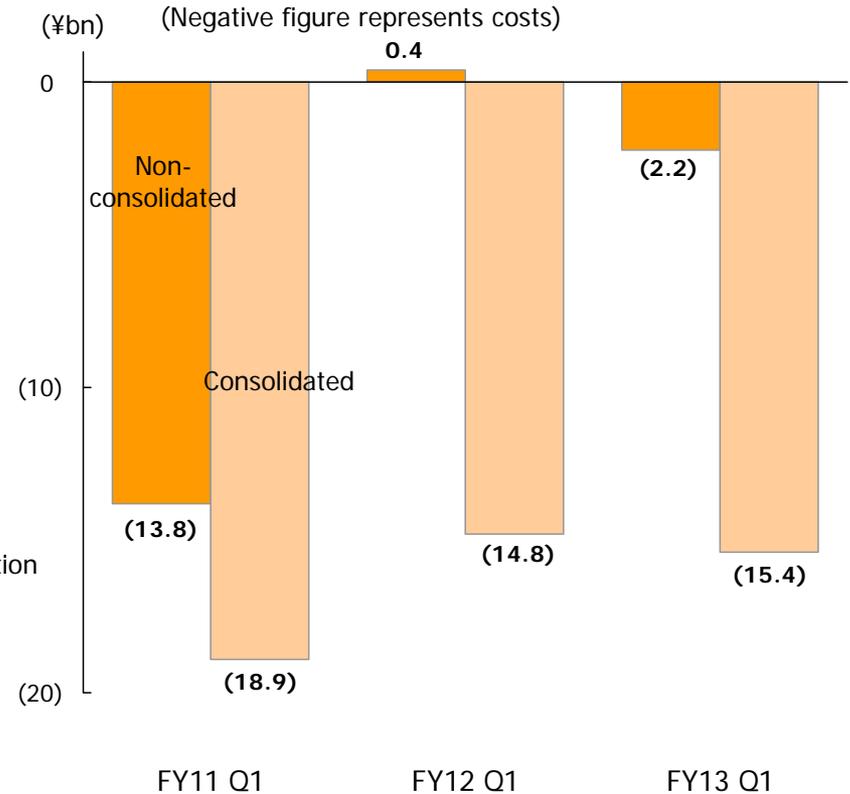
- NPLs ratio decreased 0.08 percentage points from end Mar 13 to 1.71% mainly due to lower doubtful and special attention loans
- Total credit costs remained almost unchanged at ¥15.4 bn on consolidated basis compared with FY12 Q1 (¥2.2 bn on non-consolidated basis)

Balance of non performing loans (non-consolidated)



*1 Non performing loan / Total loans

Total credit costs*2



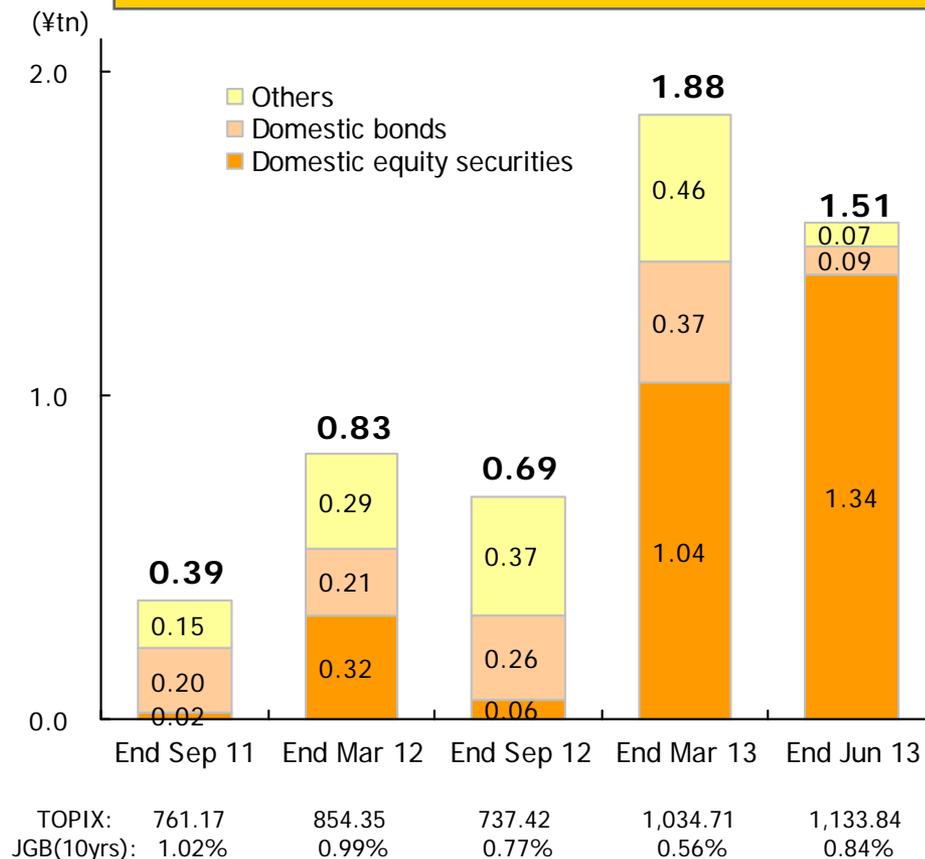
*2 Figures included gains on loans written-off

- Total unrealized gains on securities available for sale deteriorated by ¥368.1 bn from end Mar 13 mainly due to lower market value in Japanese government bonds and foreign bonds, partially offset by improvement of unrealized gains on domestic equity securities

Breakdown of securities available for sale with fair value

	(¥bn)	Balance		Unrealized gains (losses)	
		End Jun 13	Change from end Mar 13	End Jun 13	Change from end Mar 13
1	Total	68,625.3	(8,466.4)	1,516.9	(368.1)
2	Domestic equity securities	4,189.0	292.4	1,345.2	299.1
3	Domestic bonds	42,978.7	(8,494.3)	99.6	(271.8)
4	Japanese government bonds	40,064.9	(8,413.0)	51.1	(251.9)
5	Others	21,457.6	(264.6)	72.0	(395.4)
6	Foreign equity securities	207.7	(1.4)	89.3	(5.3)
7	Foreign bonds	18,667.3	285.8	(37.0)	(342.2)
8	Others	2,582.6	(549.0)	19.7	(47.9)

Unrealized gains on securities available for sale



● Balance of Japanese government bonds (JGB)

- As a leading bank, in response to the Quantitative and Qualitative Monetary Easing by the Bank of Japan, MUFG actively tendered bids for JGB purchase operations
- The balance decreased by ¥8.4 tn from end Mar 13

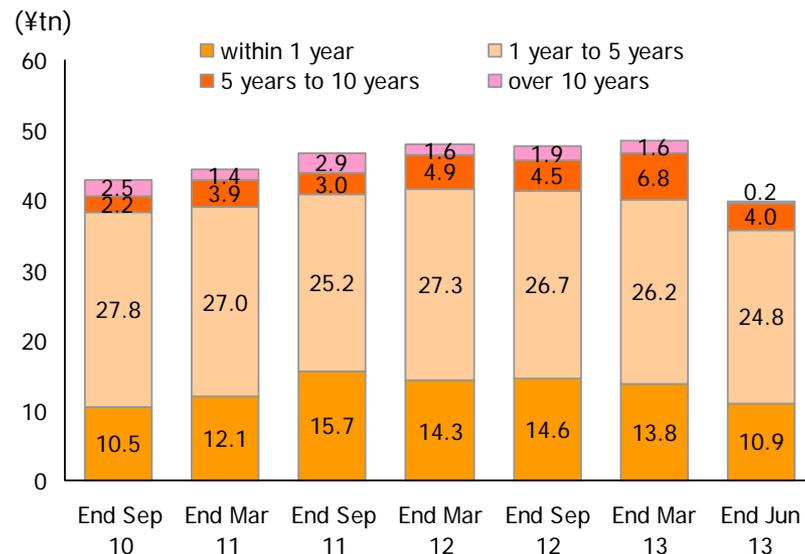
● Duration and interest rate risk

- Duration shortened by 0.5 year to 2.7 year from end Mar 13
- Interest rate risk decreased from end Mar 13

● MUFG's policy

- Basic policy of holding JGBs stably remains unchanged
- Interest rate risk is managed appropriately time to time in a given market environment

Redemption schedule of JGB*1



*1 Securities available for sale and securities being held to maturity. Non-consolidated

Balance of JGBs

	Balance		Unrealized gains (losses)	
	End Jun 13	Change from end Mar 13	End Jun 13	Change from end Mar 13
1 Total	40,279.9	(8,428.0)	52.4	(252.4)
2 Securities being held to maturity	214.9	(14.9)	1.3	(0.5)
3 Securities available for sale	40,064.9	(8,413.0)	51.1	(251.9)

(¥bn)

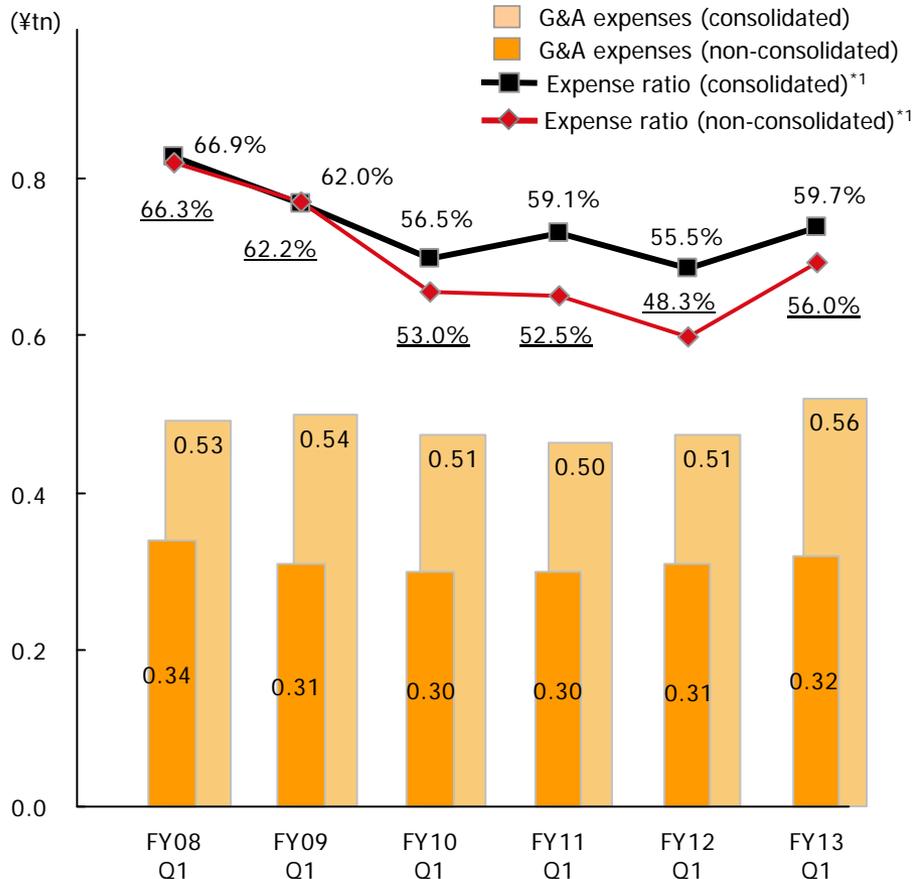
JGB Duration*2



*2 Securities available for sale. Non-consolidated

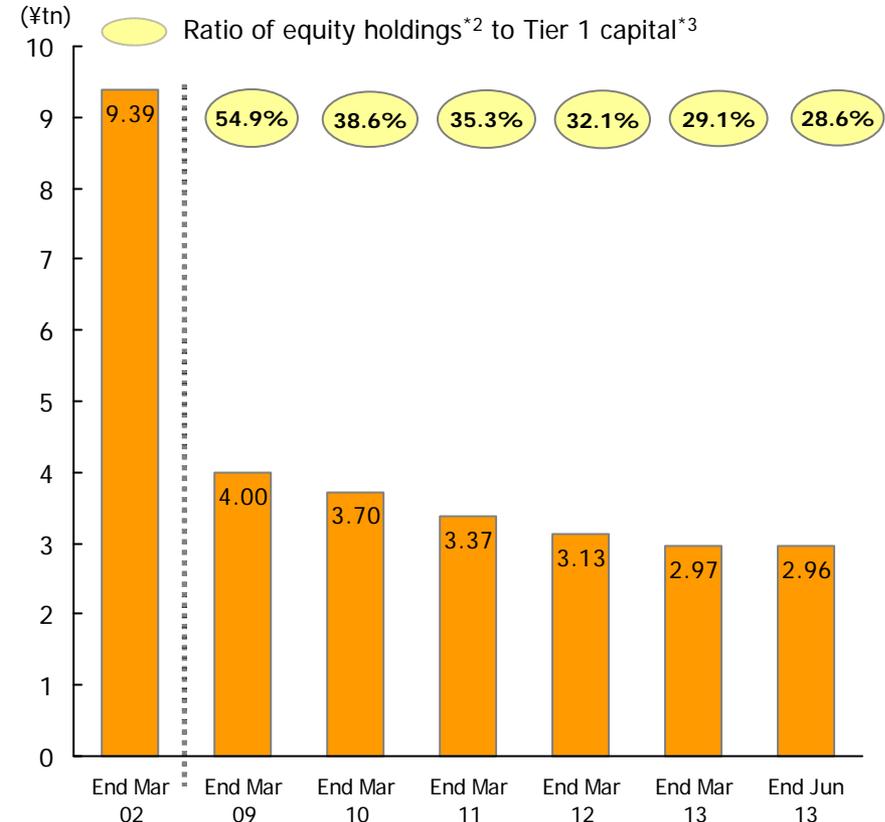
- Expenses increased due to distribution of resources to strengthen some business areas, such as overseas business. Consolidated expense ratio was 59.7%, non-consolidated expense ratio was 56.0%
- Sold equity holdings by approx. ¥100 bn in FY12. Continue to reduce equity holdings to minimize stock price fluctuation risk on capital, while considering market conditions. Sold by approx. ¥7 bn in FY13 Q1

G&A expenses



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

Equity holdings



*2 Acquisition price (after impairment) of domestic equity securities in the category of 'other securities' with fair value (non-consolidated)

*3 Under Basel 2 basis by end Mar 12 (non-consolidated)

● Risk-adjusted capital ratio (Basel 3)

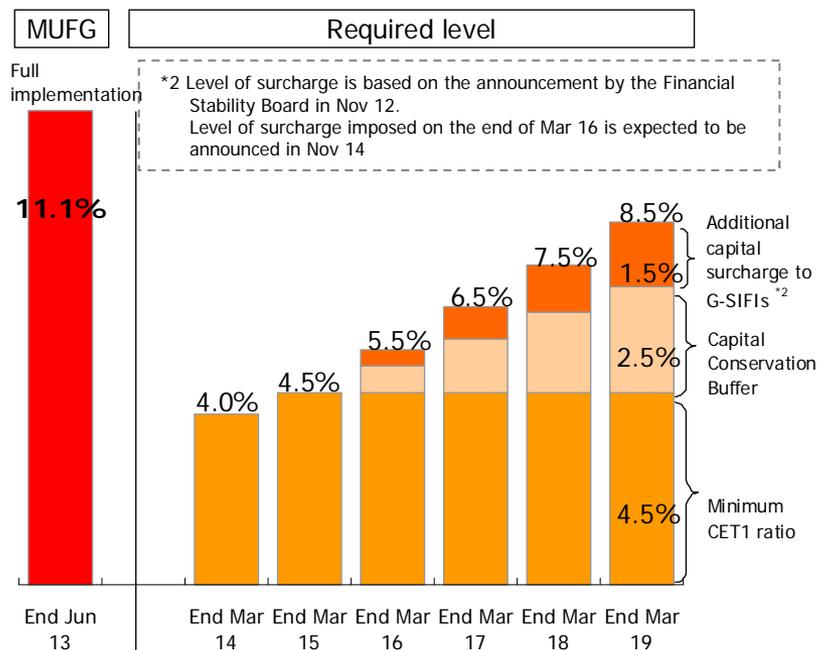
- Common Equity Tier1 ratio : 11.75%
- Tier1 ratio : 13.02%
- Total capital ratio : 16.69%

(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)	End Mar 13	End Jun 13	Change
1 Common Equity Tier1 ratio	11.70%	11.75%	0.05%
2 Tier1 ratio	12.74%	13.02%	0.28%
3 Total capital ratio	16.68%	16.69%	0.01%
4 Common Equity Tier 1 capital	10,300.5	10,576.1	275.5
5 Capital and stock surplus	3,922.3	3,922.9	0.6
6 Retained earnings	6,267.9	6,415.4	147.4
7 Additional Tier 1 capital	914.2	1,141.3	227.1
8 Preferred stock and preferred securities	1,491.7	1,491.7	-
9 Foreign currency translation adjustments	(195.4)	34.9	230.4
10 Tier 1 capital	11,214.8	11,717.4	502.6
11 Tier 2 capital	3,459.1	3,301.6	(157.5)
12 Subordinated debt	2,384.9	2,384.9	-
13 Unrealized gains on other securities	845.8	677.5	(168.3)
14 Total capital (Tier1+Tier2)	14,673.9	15,019.0	345.1
15 Risk-adjusted assets	87,968.6	89,985.6	2,017.0
16 Credit risk	79,124.0	80,857.9	1,733.9
17 Market risk	2,486.8	2,907.2	420.4
18 Operational risk	5,284.8	5,527.5	242.7
19 Transitional floor	403.0	34.1	(368.9)

Mitsubishi UFJ Securities Holdings



- Enhanced profitability through BTMU/MUSHD collaboration and deeper collaboration with Morgan Stanley. Under the current market situation, net income level for a quarter is highest since establishment of MUSHD in 2005
- MUMSS (non-consolidated) profits up strongly due to good investment trusts sales and trading performance

Results of MUSHD

<MUSHD* ¹ consolidated> (¥bn)		FY12	FY13 Q1	y-o-y
1	Net operating revenue* ²	306.0	126.1	62.2
2	Commission received	171.9	69.8	38.1
3	Net trading income	107.3	55.0	25.0
4	Net interest income, etc.	26.7	1.2	(1.0)
5	Selling, general and administrative expenses	256.8	83.6	23.6
6	Personnel expenses	110.4	33.5	8.9
7	Non-personnel expenses etc.	146.4	50.0	14.7
8	Operating income	49.2	42.5	38.5
9	Ordinary income	84.2	57.0	38.3
10	Extraordinary income	1.6	7.9	8.1
11	Net income	46.9	39.5	29.5

*1 Mitsubishi UFJ Securities Holdings Co., Ltd.

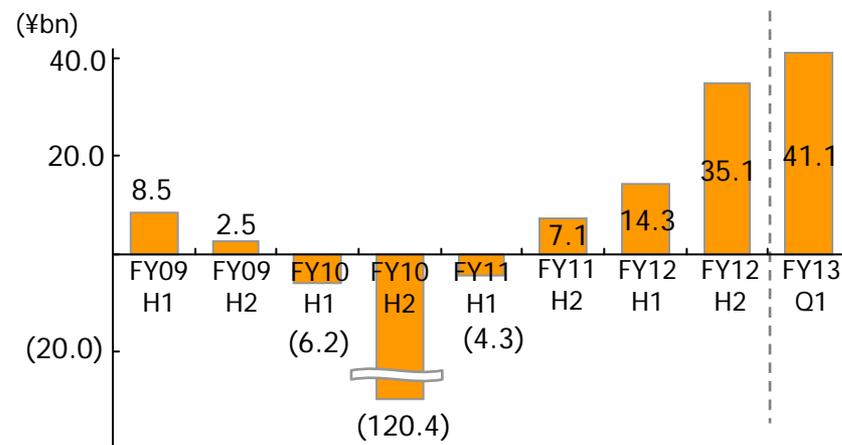
*2 Operating revenue minus financial expenses

Results of MUMSS

<MUMSS* ³ non-consolidated> (¥bn)		FY12	FY13 Q1	y-o-y
1	Net operating revenue* ²	220.2	91.3	48.2
2	Selling, general and administrative expenses	172.4	50.5	10.5
3	Operating income	47.8	40.7	37.6
4	Ordinary income	49.4	41.1	37.1
5	Net income	56.0	47.4	41.6

*3 Mitsubishi UFJ Morgan Stanley Securities Co., Ltd.

<MUMSS non-consolidated ordinary income>



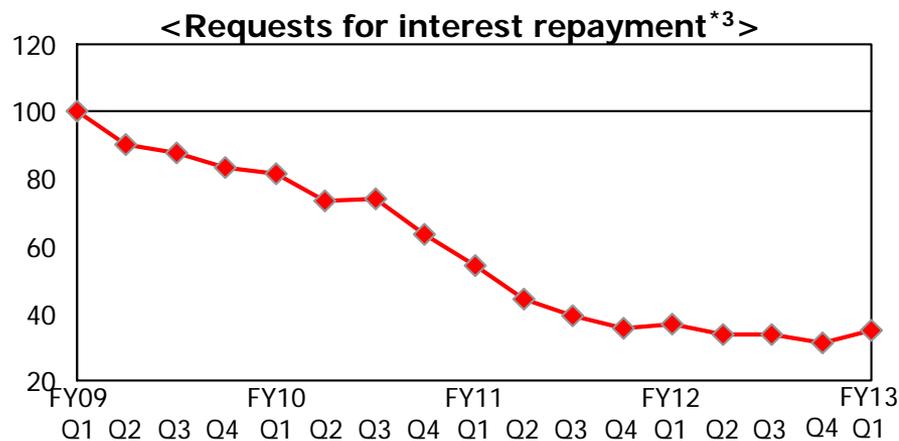
Consumer finance

- Number of requests for interest repayment keeping at low level at both MU NICOS and ACOM
- Both companies posted profits in FY12 and FY13 Q1

Results of MU NICOS

(¥bn)		FY12	FY13 Q1	y-o-y	FY13 (plan)
1	Operating revenue	266.9	65.8	(1.4)	276.4
2	Card shopping	163.6	41.6	1.4	-
3	Operating expenses	242.9	62.6	0.4	251.6
4	G&A expenses	229.9	58.5	0.9	236.1
5	Credit related costs	12.9	4.1	(0.5)	15.5
6	Repayment expenses	0.0	0.0	0.0	0.0
7	Operating income	23.9	3.2	(1.9)	24.8
8	Ordinary income	24.6	3.2	(1.9)	25.2
9	Net income	31.6	3.3	(2.1)	-
10	Interest repayment ^{*1}	21.7	4.8	(1.1)	

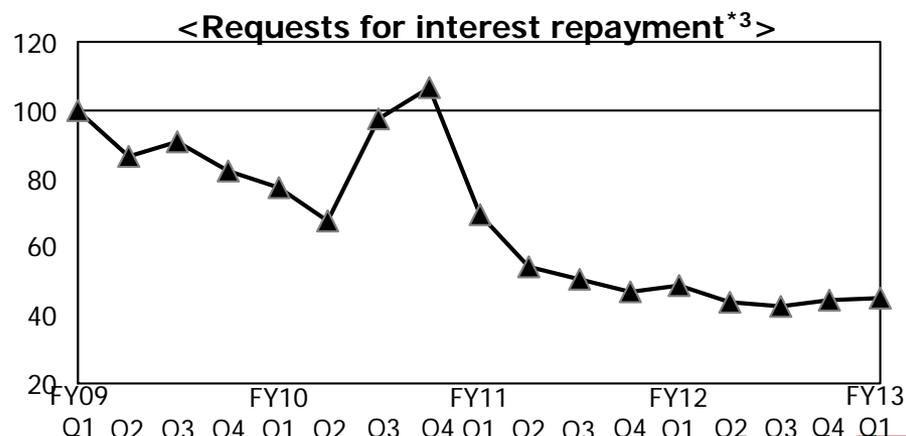
*1 Including waiver of repayment



Results of ACOM

(¥bn)		FY12	FY13 Q1	y-o-y	FY13 (plan)
1	Operating revenue	193.0	49.1	(0.2)	192.7
2	Operating expenses	172.0	33.5	0.9	147.0
3	G&A expenses	72.5	18.7	0.7	80.0
4	Provision for bad debts	34.2	9.0	0.3	44.9
5	Provision for loss on interest repayment	42.9	-	-	-
6	Operating income	20.9	15.6	(1.2)	45.7
7	Net income	20.8	14.1	(3.0)	39.5
8	Guaranteed receivables (Non-consolidated)	586.5	606.0	65.7	654.2
9	Unsecured consumer loans (Non-consolidated)	700.8	704.5	(18.3)	709.6
10	Share of loans ^{*2}	32.4%	32.7%	1.9%	
11	Interest repayment ^{*1}	92.1	16.7	(9.0)	

*2 ACOM unsecured consumer loan balance (non-consolidated) / Consumer finance industry loan balance (Source) Japan Financial Services Association



*3 Requests for interest repayment in FY09 Q1 = 100

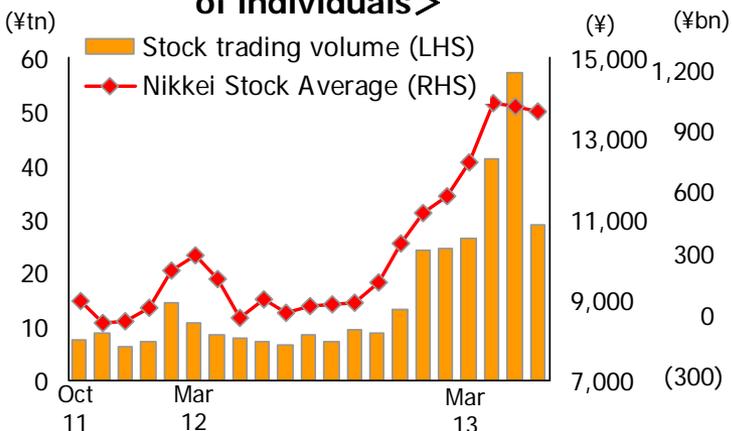
Progress and growth strategy of medium-term business plan

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Abenomics' impacts on the domestic business(1)

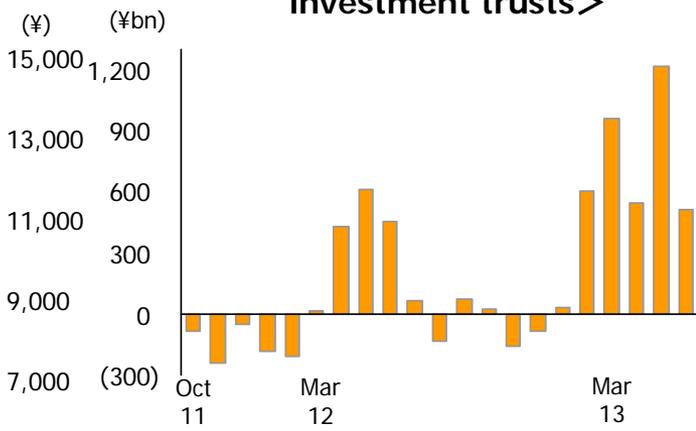
- Capture business opportunities by responding positively to the introduction of J-ISAs and tax-exempt education funds, etc.
- The new government's emergency economic measures, supplementary budget and further monetary easing have corrected the strong yen and pushed up stock prices. Business sentiment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

<Stock trading volume of individuals>



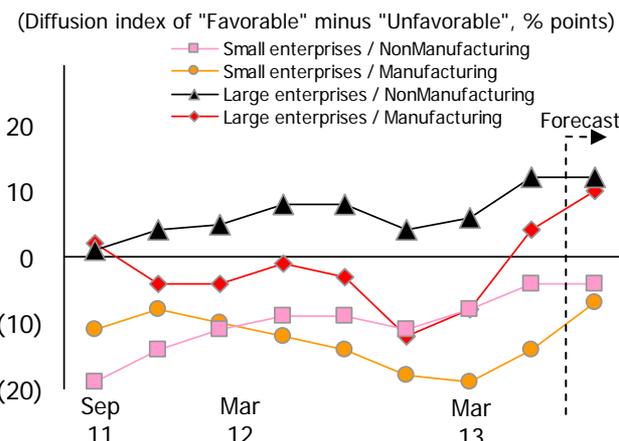
(Source) TSE - Investment trends by investors category, Tokyo, Osaka & Nagoya + JASDAQ

<Net inflows into open-type investment trusts>



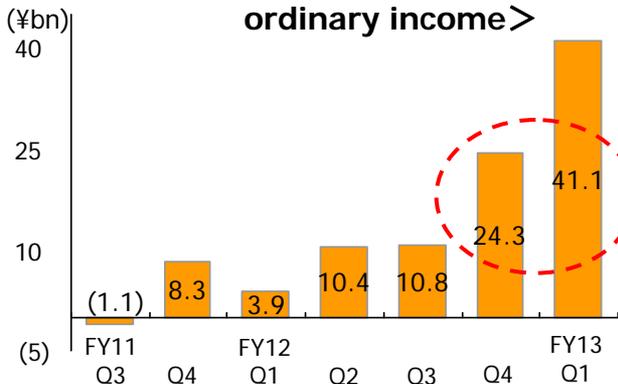
(Source) The Investment Trusts Association - Total Net Assets of Publicly Offered Open-Type Stock Investment Trusts by Investment Objective

<BOJ TANKAN> (Business conditions)

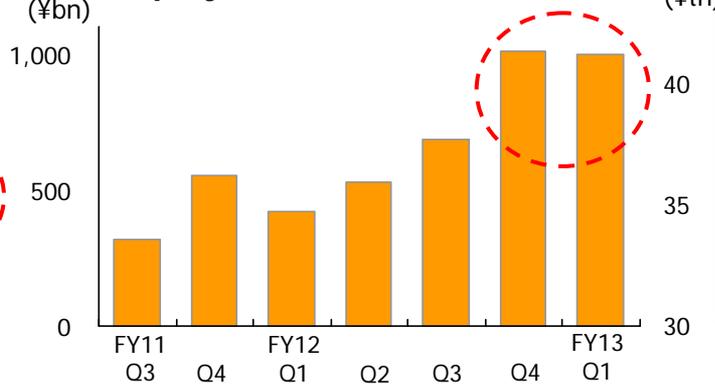


(Source) BOJ

<MUMSS non-consolidated ordinary income>

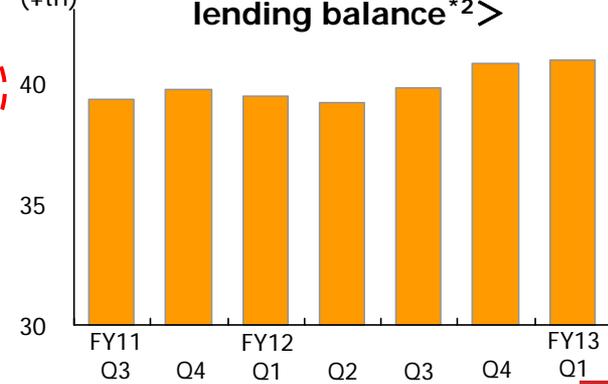


<Equity investment trust sales*1>



*1 BTMU + MUTB + MUMSS

<Domestic corporate average lending balance*2>

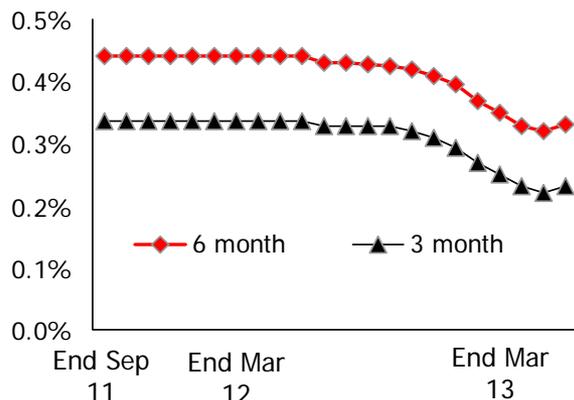


*2 Excl. Lending to government, consolidated

Abenomics' impacts on the domestic business(2)

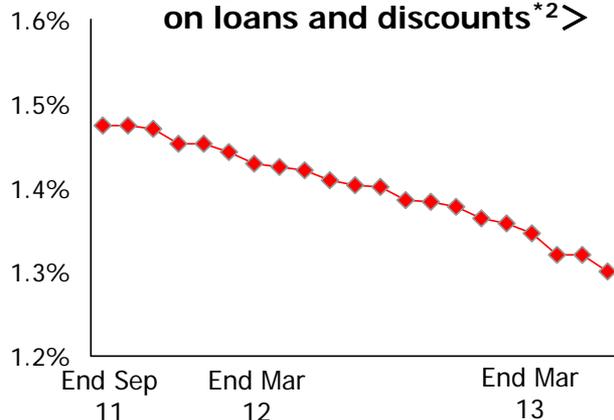
- Market interest rates fall due to further monetary easing
- Lower interest rates deliver lower net interest income in the short-term.
Respond by accelerating our growth strategy, etc.

<Japanese Yen TIBOR*1>



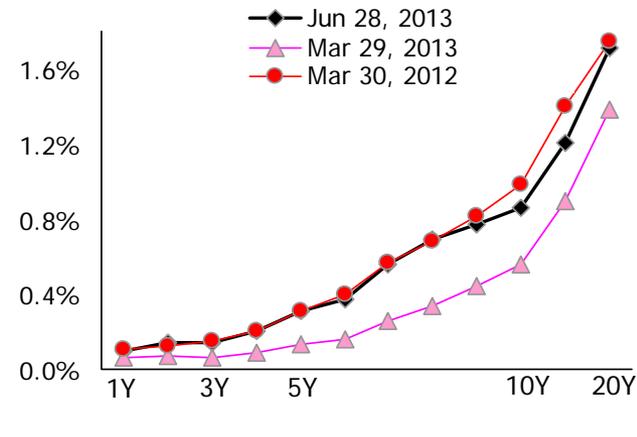
*1 365 days basis
(Source) Japanese Bankers Association – JBA TIBOR

<Domestically licensed banks, Average contract interest rates on loans and discounts*2>



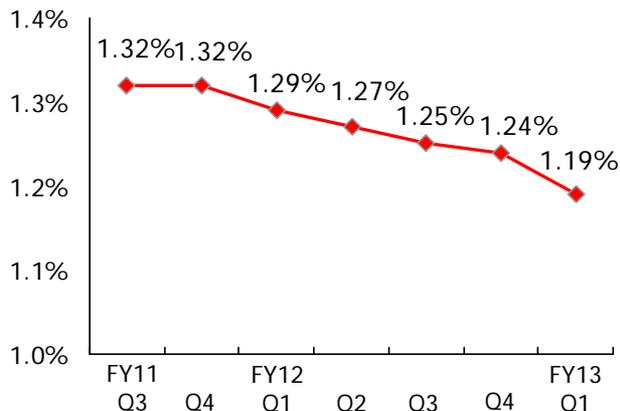
*2 Total (Including overdraft accounts)
(Source) BOJ

<JGB yield>



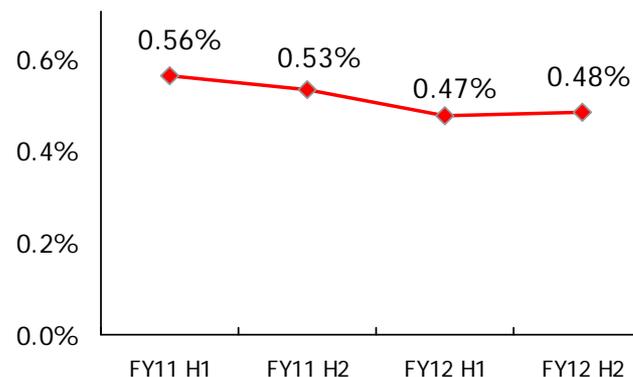
(Source) Bloomberg

<Domestic deposit/lending spreads*3>



*3 Excl. Lending to government, non-consolidated

<Yen-denominated investment securities yield*4>



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

- 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

Blank

- The most extensive overseas network in Japanese financial group. Well balanced over Americas, Asia and EMEA. Close ties to local information and culture through an operational structure built around locally-hired employees
- UNBC's solid presence in retail, mid-market, and wholesale operations in the U.S., the world's top financial market
- Strategic partnership with Morgan Stanley, with world-class investment banking capability especially for major companies
- Strong relationships with governments, information-gathering ability and know-how based on our long-term commitment to overseas business

Overview of overseas business strategy

Growth strategy

- Strategies for Asian and other regional businesses
- Global CIB
- Transaction banking
- Sales & Trading
- Collaboration with Morgan Stanley

Strengthen management fundamentals

Contribute to global society and the finance industry

Overseas business operations leveraging diversity

Key points for Implementation of business strategy

1 Promote 'cross-' initiatives

Respond to change in operating environment/client needs through cooperation and collaboration across organizations, regions, and business entities

2 Develop frontier areas

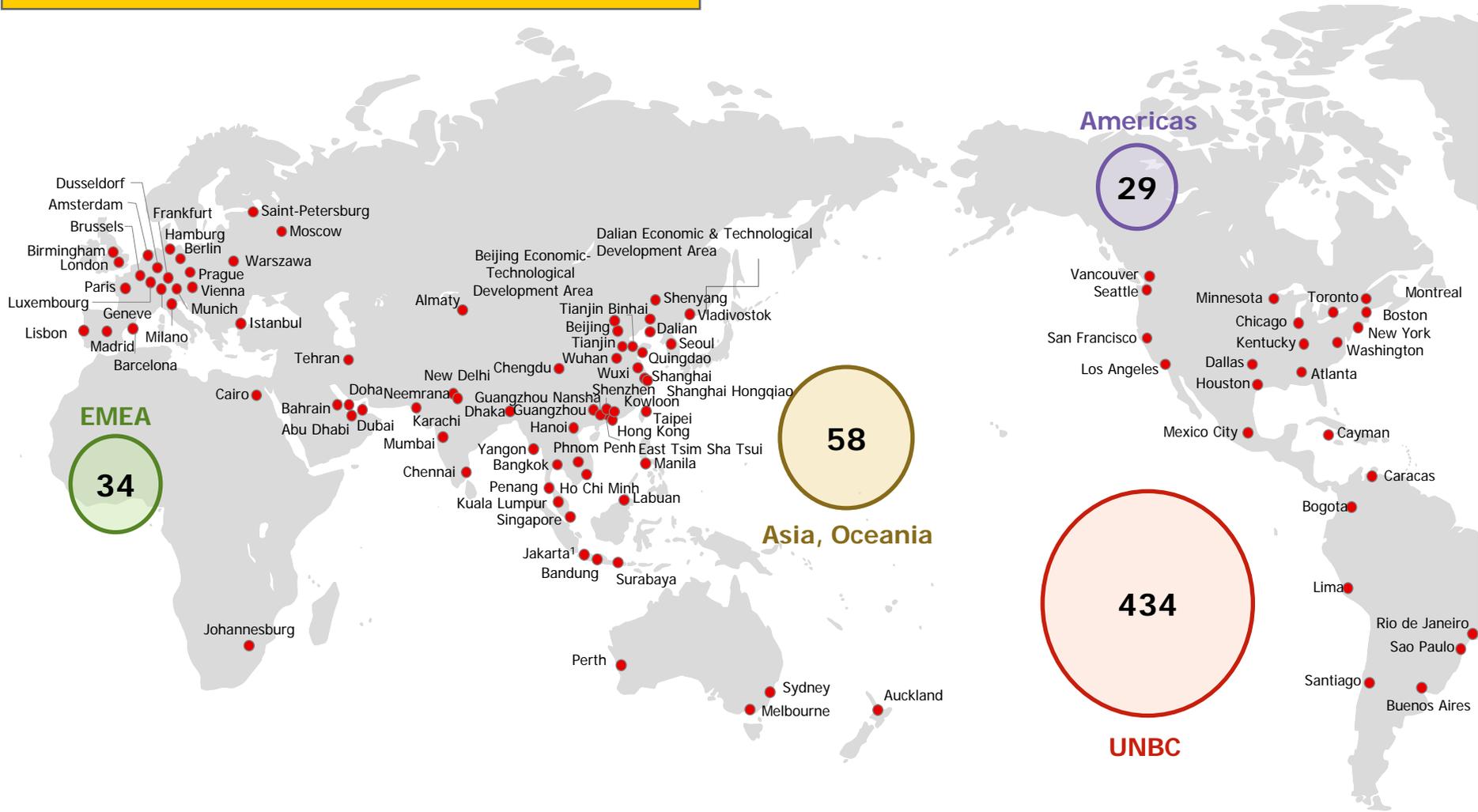
Execute non-organic growth strategies and develop new businesses and operations in emerging markets

3 Leverage management diversity

Leverage the strengths of a diverse management made up of Home Staff (HS) and Local-hired Staff (LS)

Global network

Global network (as of end Apr 13)



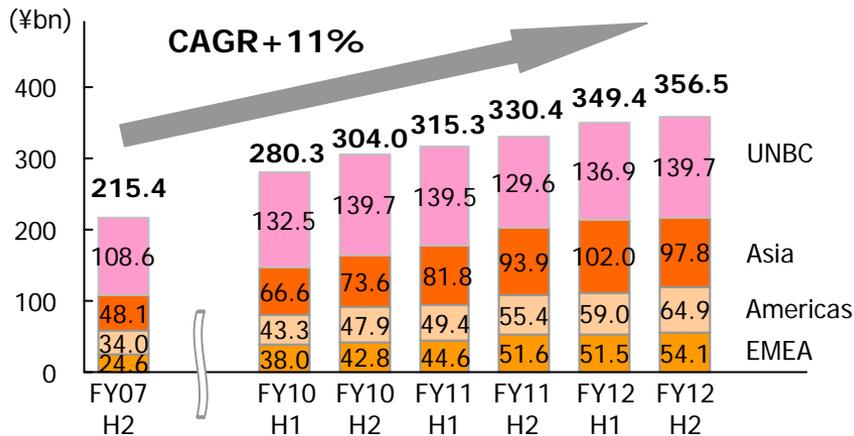
Global strategy(1)

(Commercial bank consolidated)



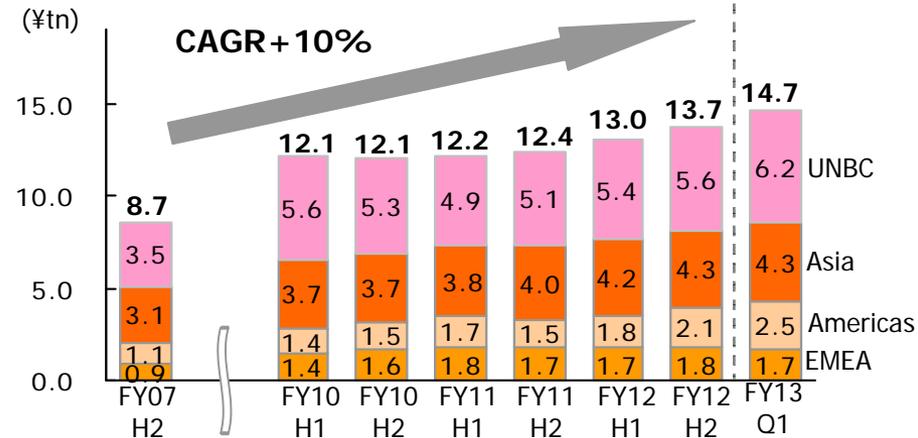
- Solid increase in gross profits, about 1.7 times increase over the last 5 years
- Expanded our lending in Asia, Americas and EMEA. Customer deposits also growing well. In addition, due to our strict credit controls, the risk-monitored overseas loans ratio remains at a low level

Gross profits by regions*1*2

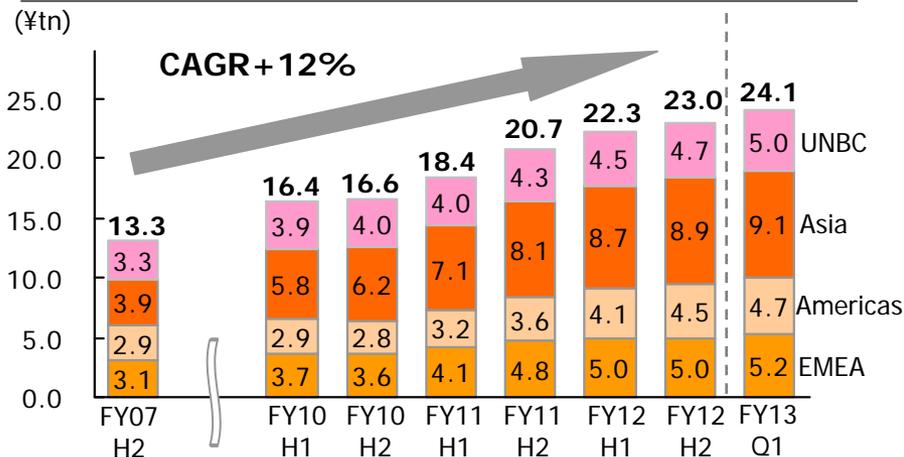


*1 Excl. other business gross profits and before elimination of duplication

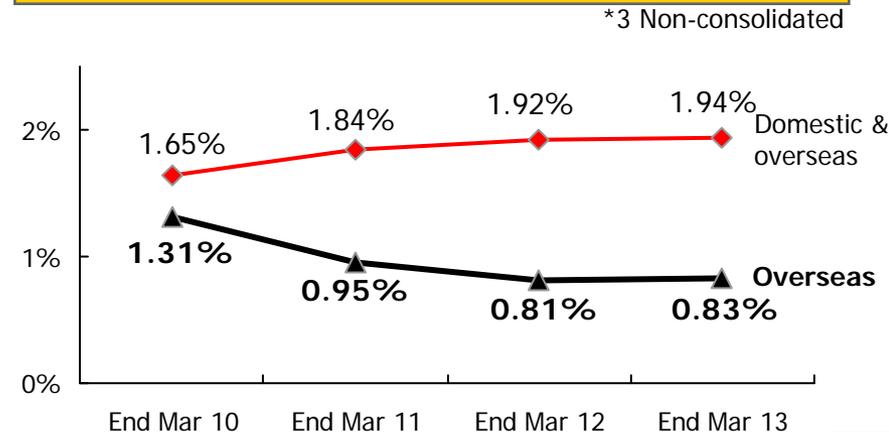
Average deposits balance by regions*2



Average lending 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). Become an equity method affiliate (Approx. VND15.5 tn) (May 13)

<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. ¥2.33 tn^{*1}
- Achieving high growth consistently as one of the most healthiest banks in Vietnam

Lending balance: approx. ¥1.5 tn^{*1}
- CAGR (10-12) 19.3%

Net income: approx. ¥28.5 bn^{*1}
- CAGR (10-12) 33.8%

^{*1} As of end Dec 12, ¥1=VND216

Thailand

- Announced VTO of Bank of Ayudhya (Jul 13) (Please refer to P28-29)

Malaysia

- Opened Penang branch (Jul 12)

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)

Australia

- 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)

U.S.A

- UNBC completed acquisition of Pacific Capital Bancorp (aggregate value US\$1.5 bn) (Dec 12)
- UNBC completed acquisition of institutional commercial real estate lending portfolio & platform (Loan assets US\$3.5 bn) (Jun 13)

Canada

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

Russia

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

Turkey

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

UAE

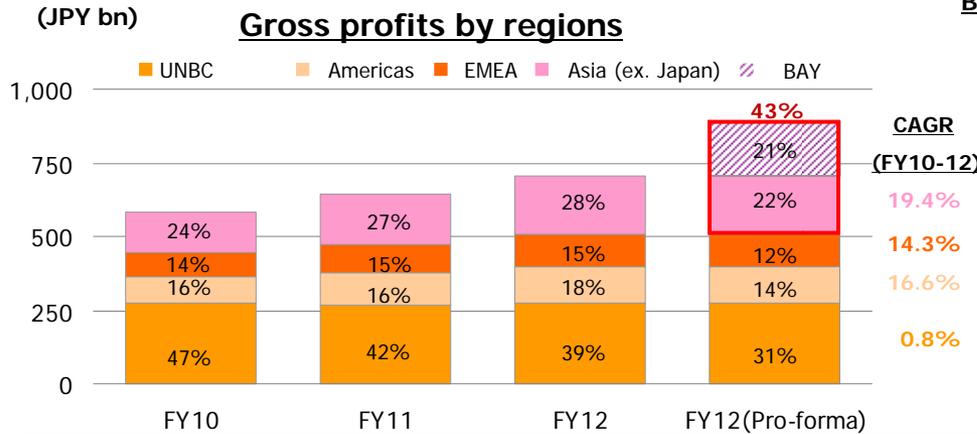
- Upgraded Dubai office to branch status to strengthen supervisory functions in the Middle East (Oct 12)

Strategic significance of Bank of Ayudhya (1)

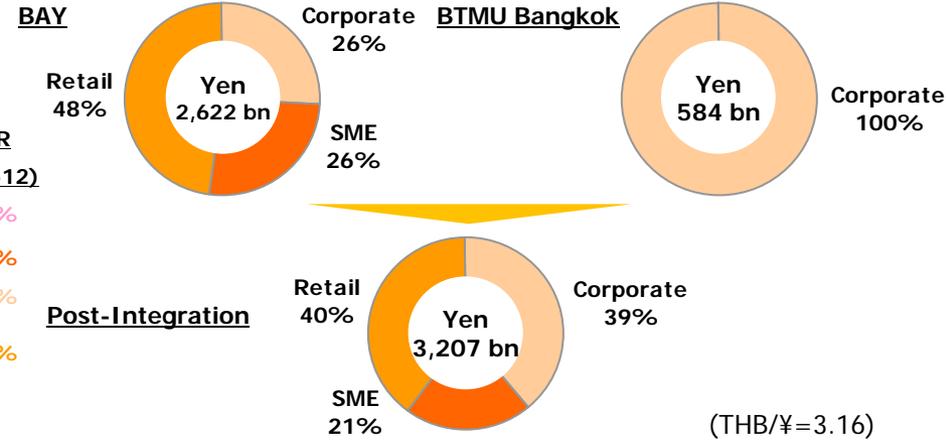


- Acquisition of BAY bring in further diversification of geographic mix
- Enable to enter into the Retail/SME banking through the acquisition of BAY(Krungsri)
- By mutually complementing each other, we can achieve well-balanced loan

Diversified geographic mix

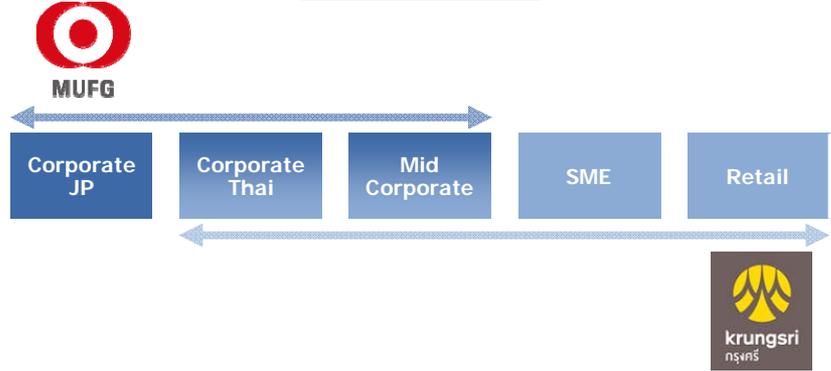


Well-balanced loan portfolio mix

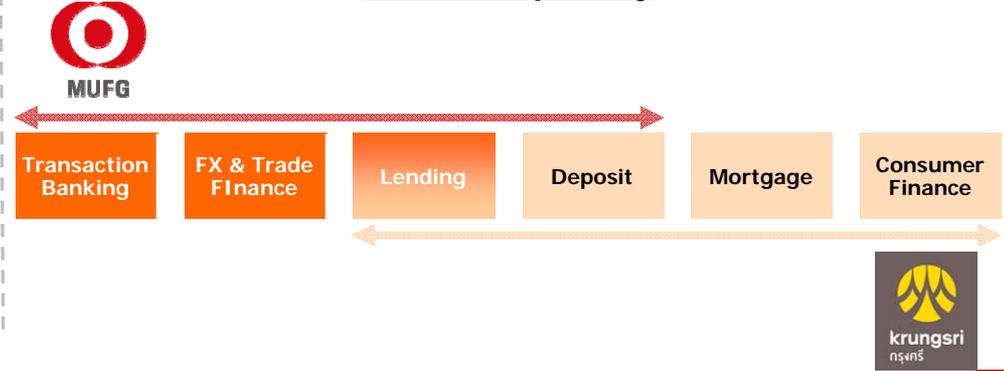


Complementary strengths by customer base and products

Customer base



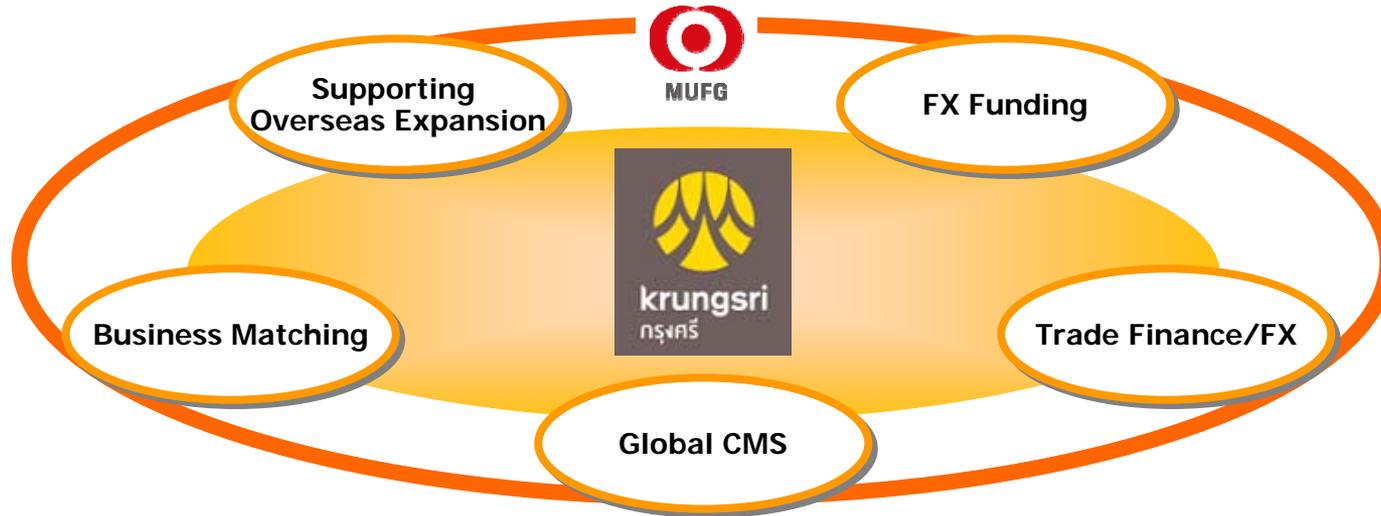
Product capability



Strategic significance of Bank of Ayudhya (2)

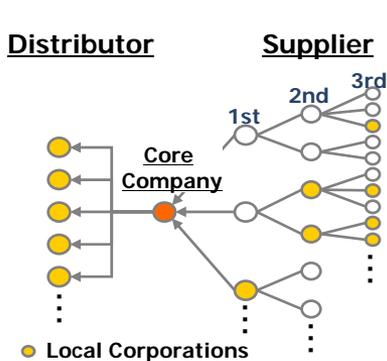
- The combination of BTMU and BAY (Krungsri) will bring in lots of synergy

MUFG's global capability to BAY's existing customers

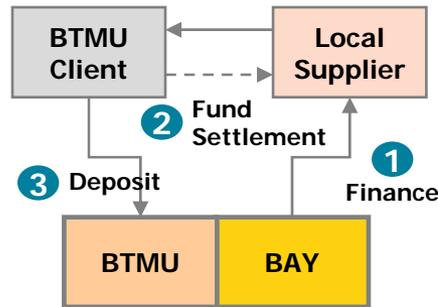


Supply Chain Approach

Pattern of supply chain

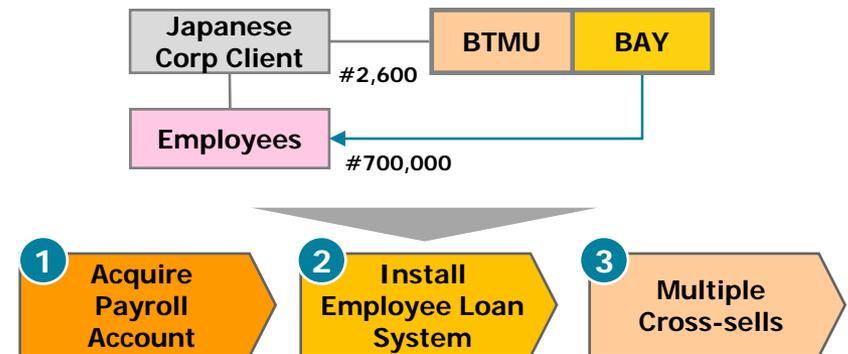


Targeted synergy areas



Cross-sell retail baking service

Business flows & targeted opportunities



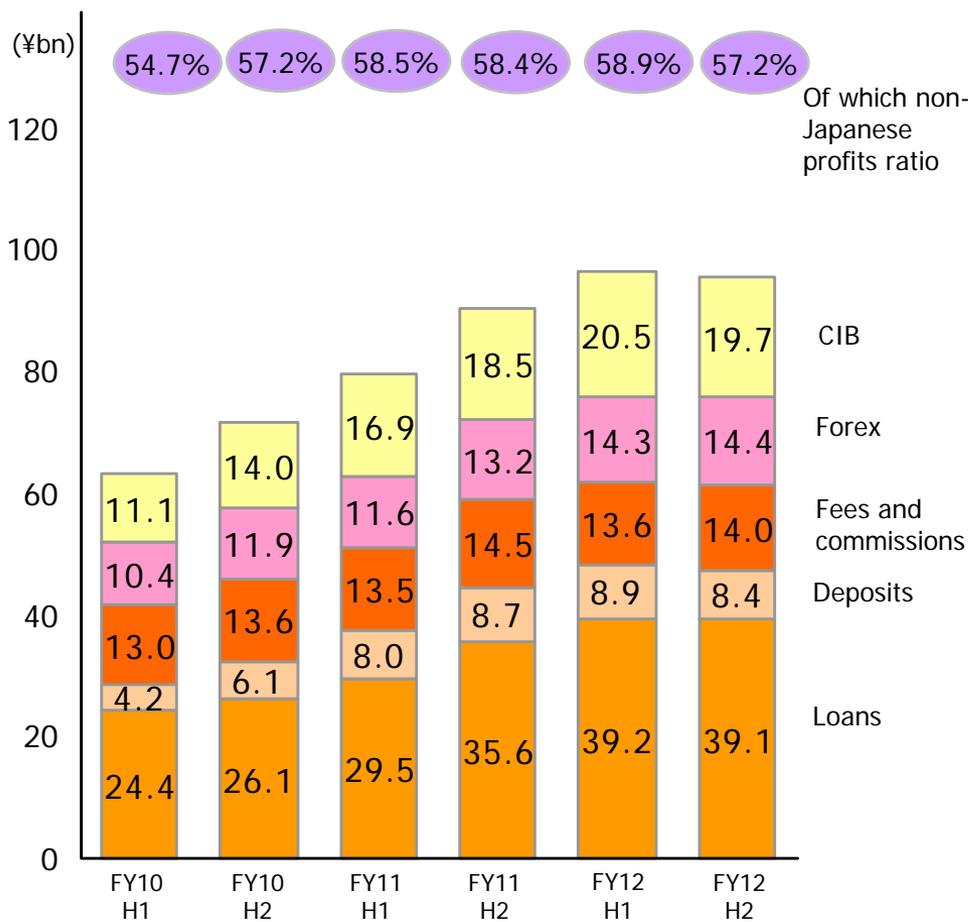
Asia strategy(1)

(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

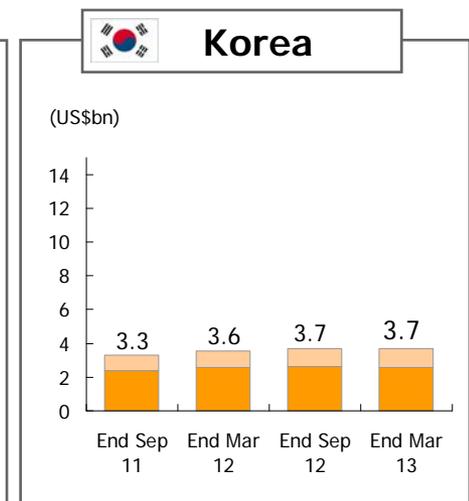
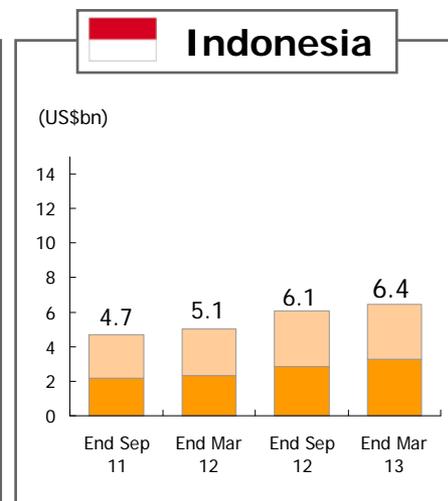
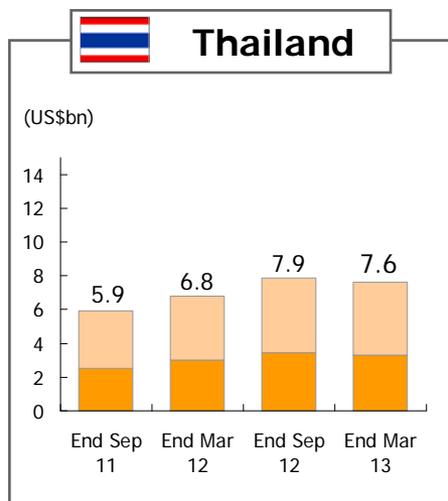
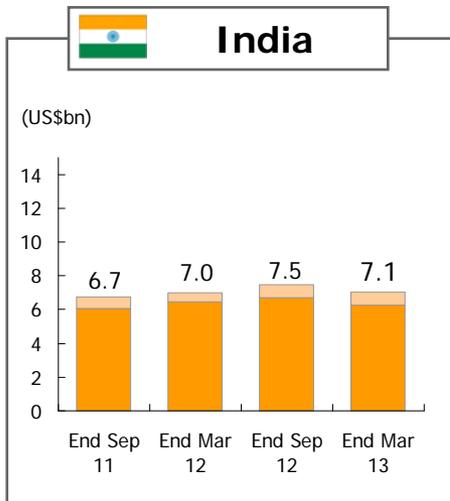
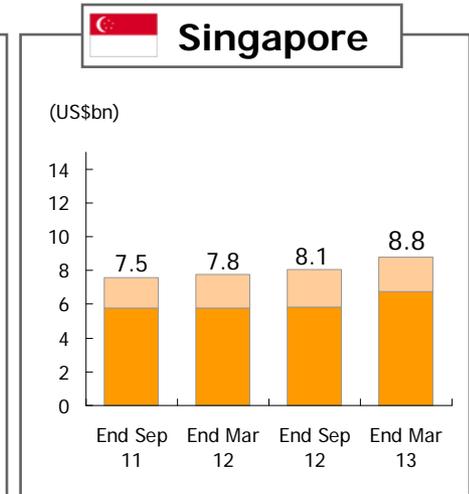
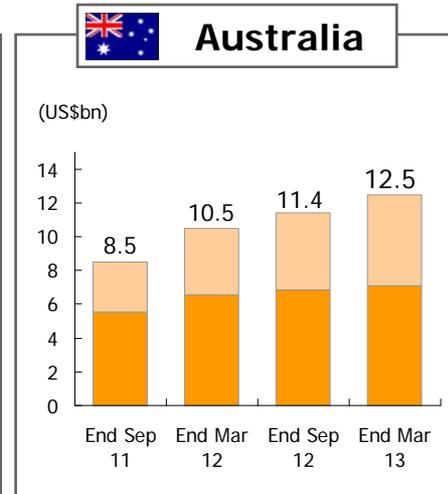
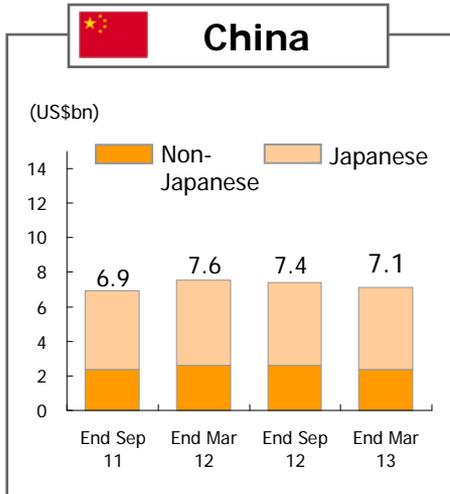


Key points of Asia strategy

- **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 regional 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.)

- 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

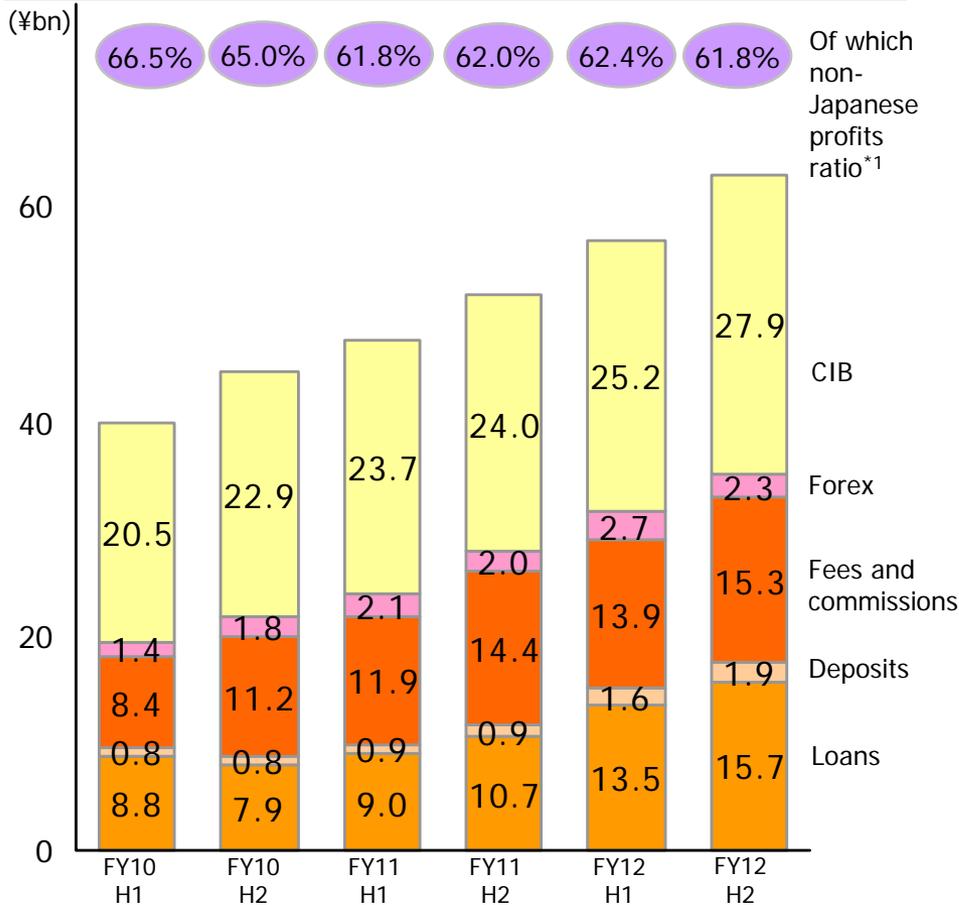
Americas strategy(1)

(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

Customer business gross profits (Excl. UNBC) *1



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

*1 Exchange rates: Those adopted in our business plan (\$/¥=83, etc.) *2 Excl. Latin America and others

Americas strategy(2)

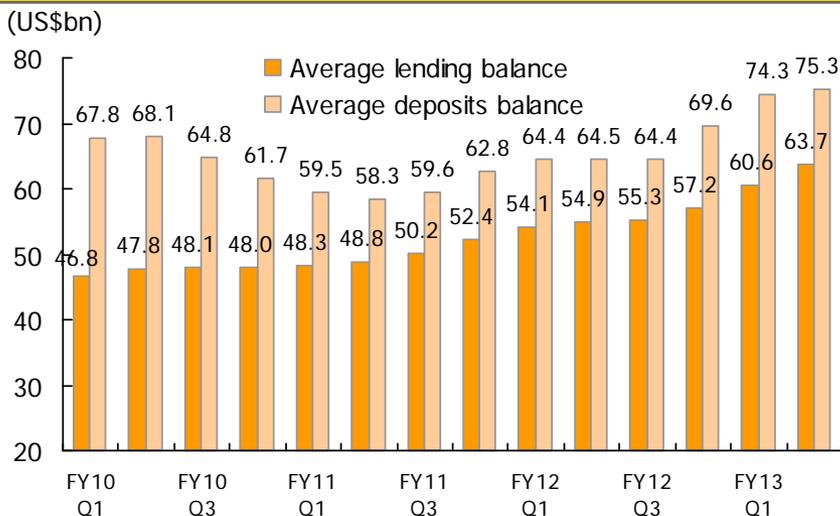
- UNBC built firm results despite the drop in interest rates and higher regulatory costs. Loans and deposits increased steadily
- Actively consider high added value acquisitions utilizing strong capital base

UNBC business performance*1

(US\$m)	FY11	FY12	FY13	
			Q1	Q2
Gross profits	3,294	3,421	903	871
Non-interest expenses	2,415	2,566	713	702
Net business profits	879	855	190	169
Provision for allowance for credit losses*2	(202)	25	(3)	(3)
Net income	778	629	147	141

*2 Negative figures are reversal

UNBC average lending and deposits balance*1



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\$3.5 bn. High quality, LTV 63%. 69% of loans originated after 08
- Completed in Jun 13

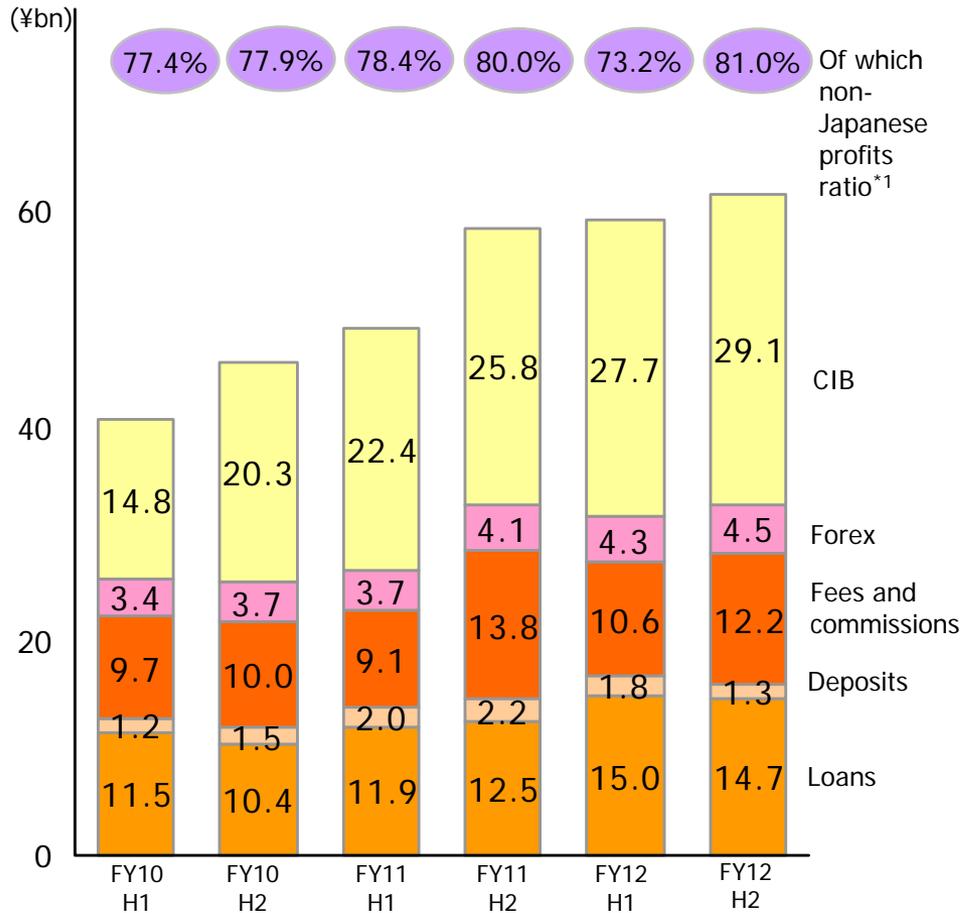
● Strategic implications

- 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

- 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 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 sovereign debt crisis, market condition 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**

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

Project finance

- Ranked No.3 in 1st half 2013 global rankings. Keep high Rank in Americas, EMEA and Asia Pacific respectively.
- 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**

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

Global presence

<Global project finance league table (Jan-Jun 13)>

Rank	Mandated Arrangers	Origination Volumes (US\$ bn)	#	Rank Jan-Dec 12
1	State Bank of India	9.21	10	2
2	China Development Bank	7.75	4	45
3	MUFG	5.58	41	1

(Source) Project Finance International

<By regions>

	Jan-Dec 12		→	Jan-Jun 13	
	Rank	Share		Rank	Share
Americas	1	11.5%	→	2	6.7%
EMEA	6	3.2%	→	3	3.3%
Asia Pacific	2	5.4%	→	2	7.0%

(Source) Thomson Reuters

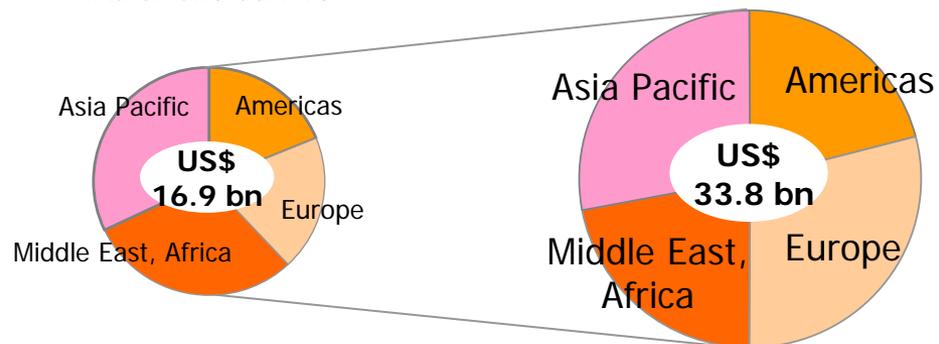
Strategies to strengthen the business

- **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

<As of end Jun 10>

<As of end Mar 13>



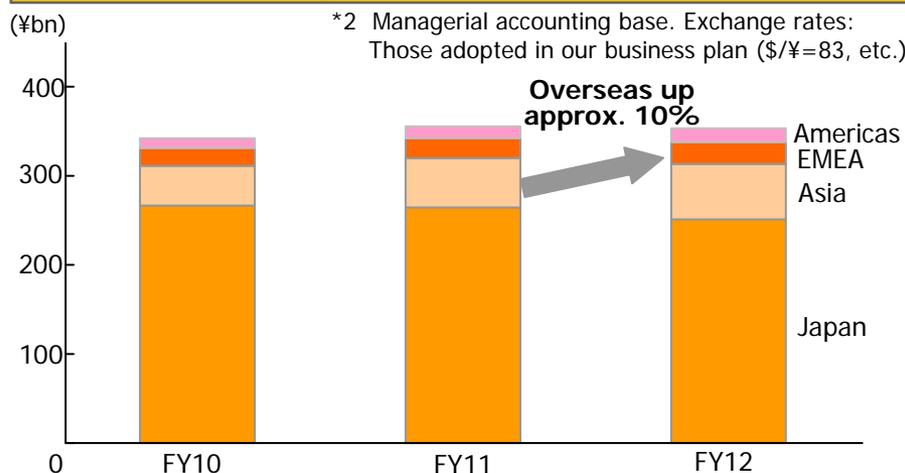
*2 Commercial bank (consolidated, excl. UNBC)

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

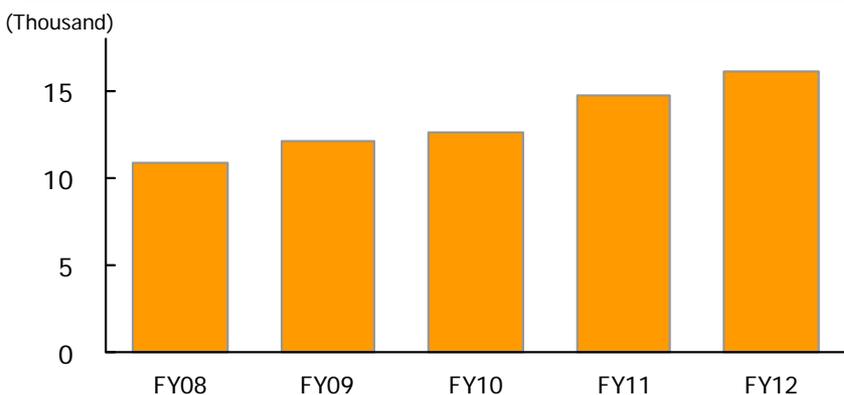
Gross profits (Excl. UNBC)*²



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 natural resource business

Overseas CMS contracts (Excl. UNBC)

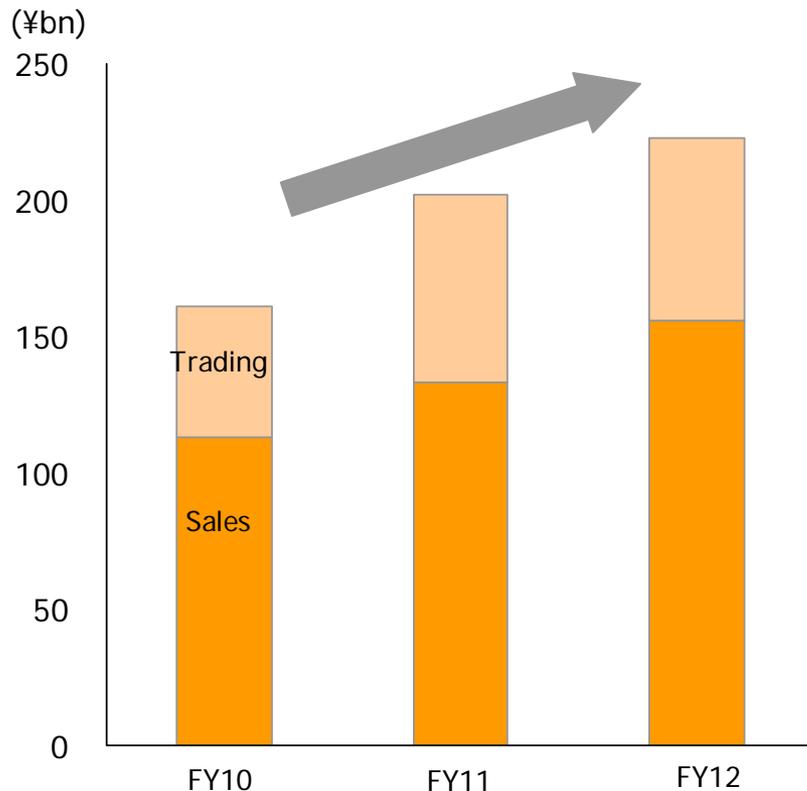


*¹ Collectively refers to services capturing commercial flows of customers such as deposits, settlements and trade finance

*³ TSU: Trade Services Utility *⁴ GPH: Global Payment Hub

- Strengthen flow trading as a commercial bank, based on customer flow
- 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 for the 1st half of 2013 (Jan-Jun)

Morgan Stanley performance

- Revenue and profits including DVA in FY13 Q2 increased compared to FY13 Q1.
- 22% of approx. \$0.95*1bn Morgan Stanley post-tax profits to be reflected in MUFG FY13 Q2 (Jul-Sep) earnings as Equity in net income of affiliates

Results of cooperation

M&A advisory (cross-border deals) (Jan 13-Jun 13)

Rank	FA	#	Amount (¥bn)	Share (%)
1	Goldman Sachs & Co	9	442.1	24.0
2	MUMSS	12	370.8	20.1
3	JP Morgan	3	288.3	15.6

Any Japanese involvement announced

(Source) Thomson Reuters

(US\$m)	FY12			FY13	
	3Q	4Q	Full Year	Q1	Q2
1 Net Revenue	5,280	6,966	26,112	8,158	8,503
2 Net Revenue (Excl.DVA)*2	7,542	7,477	30,514	8,475	8,328
3 Non-interest expenses	6,763	6,107	25,597	6,576	6,728
4 Income from continuing operations before taxes	(1,483)	859	515	1,582	1,775
5 Income from continuing operations before taxes (Excl.DVA)*2	779	1,370	4,917	1,899	1,600
6 Net income applicable to MS	(1,023)	594	68	962	980
7 Earnings applicable to MS common shareholders	(1,047)	568	(30)	936	803

*1 One time negative impact of US\$151mm related to the acquisition of Morgan Stanley Wealth Management eliminated from Earnings applicable to MS common shareholders

*2 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>

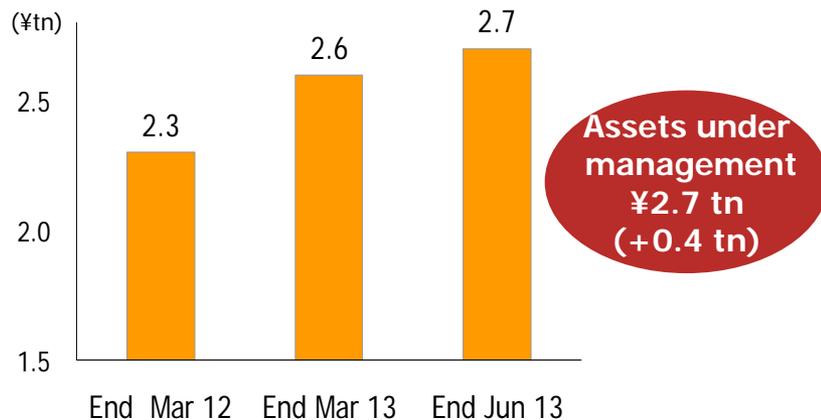
- **Refinancing for manufacturing company C (Jan 13)**
 - BTMU and Morgan Stanley jointly committed to refinance

<Asia>

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

- 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



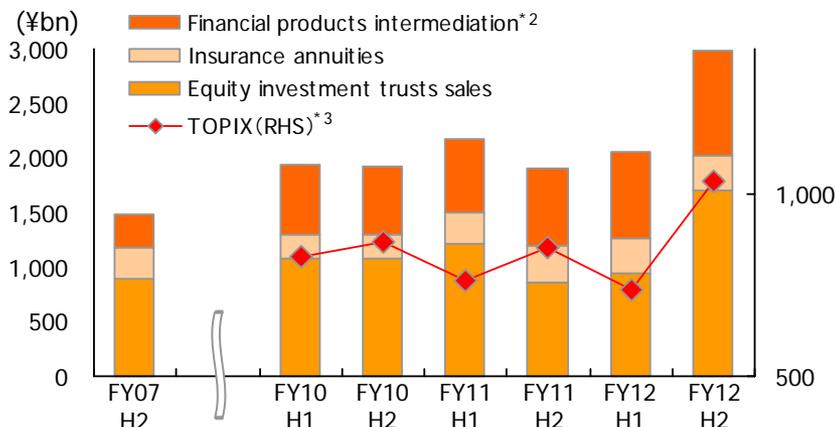
Strategies to strengthen the business

- 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 60 offices until 1H FY13. Expand one-stop offices unifying corporate and retail business to increase regionally-centered business
 - Consider further expansion of integrated offices in 2H FY13.

Investment product sales

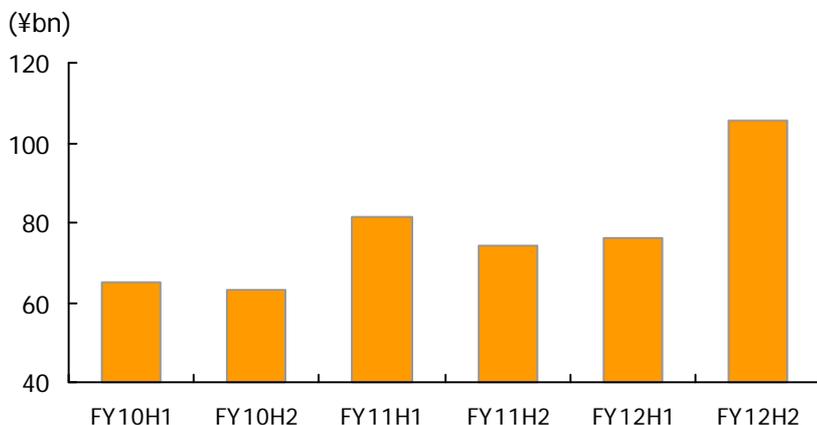
- Recovery in sales and income from investment products, led by investment trust and financial products intermediation. Aim to increase gross profits for FY14 by 40% from FY11 ⇒ FY12 up 17% from FY11
- Continue strengthening of collaboration among the group companies

Investment product sales*1



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

Income from investment products*4



*4 Includes sales by Mitsubishi UFJ Merrill Lynch PB Securities

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

● Key issue is to achieve top-line growth through performing 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 BANQUIC shown consistent growth, aiming to double or more by FY14 from FY11
⇒ As of end Jun 13 approx. +70% from end Mar 12

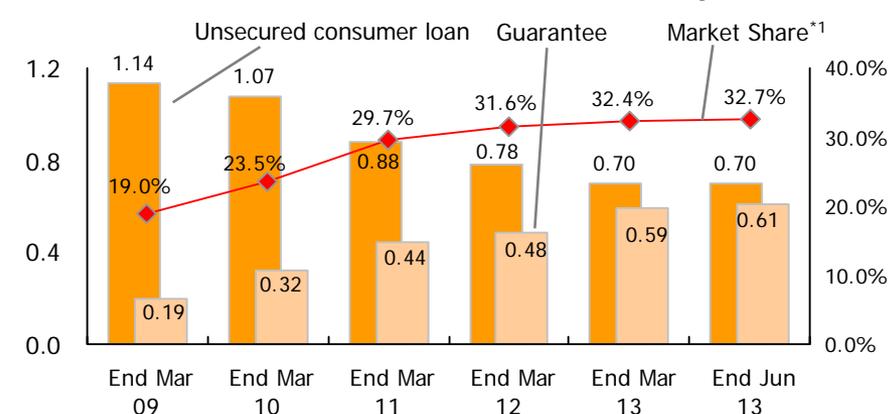
MU NICOS

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



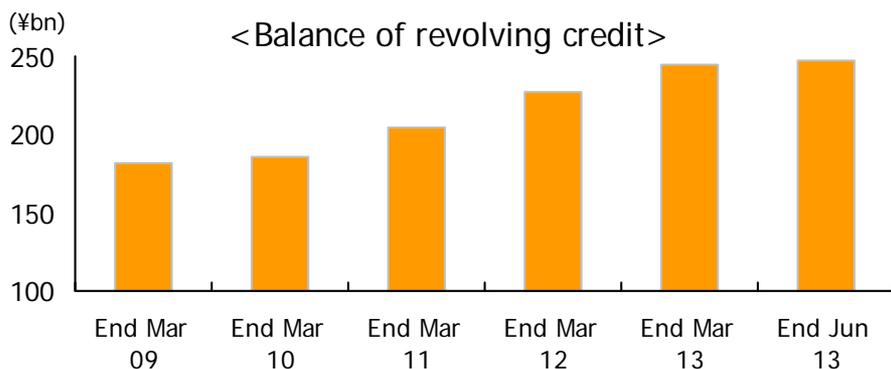
ACOM

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

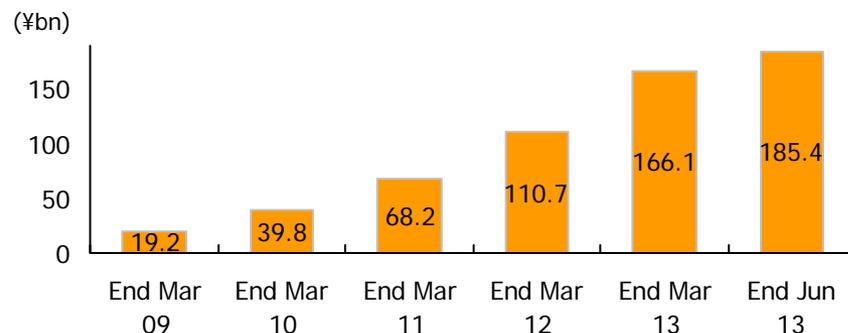


*1 Unsecured consumer loan of ACOM / Unsecured consumer loan
(Source) Japan Financial Service Association

<Balance of revolving credit>



Loan balance of BTMU BANQUIC

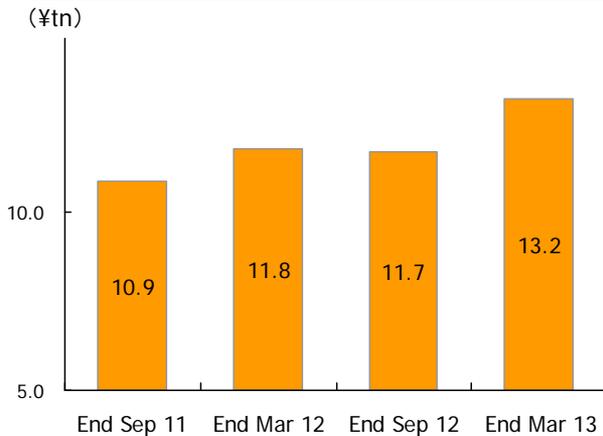


Global asset management & administration strategy



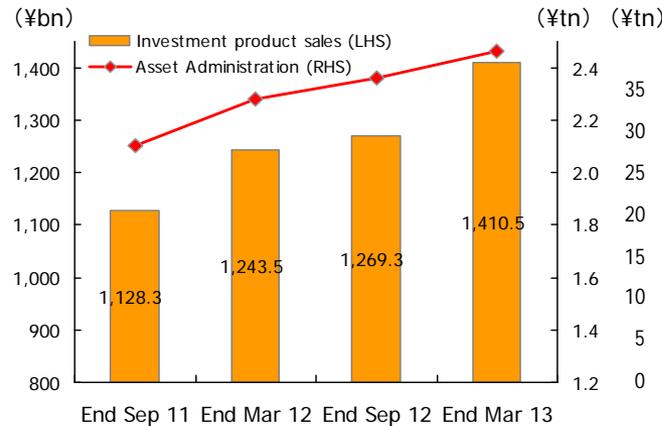
- Pension: Further expand robust operating base by extending BTMU/MUTB cooperation. Enhance consulting marketing towards regulations and investment accounting
- Investment trust: Foreseeing introduction of NISA, increase product line up and strengthen support towards sales institutions to increase AUM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

Pension trust balance

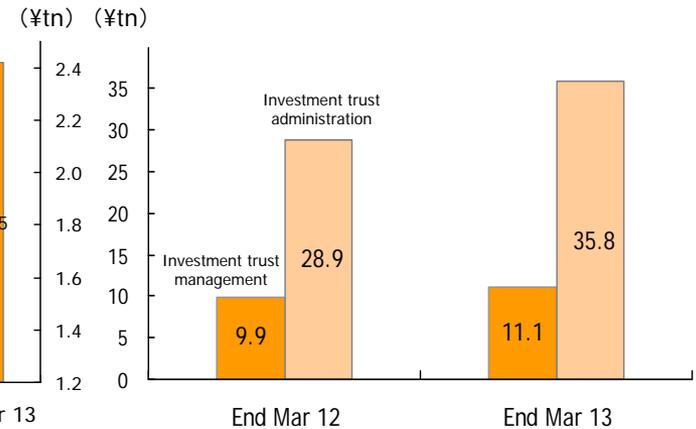


DC pension plan balance

Asset administration and Investment product sales



Investment trust management and administration balance



Global alliance

	<ul style="list-style-type: none"> ■ In UK, Aberdeen Asset management became equity method affiliate (Nov 09) ■ Providing emerging market, global and Asian equity products for institutional investors ■ MUAM started sales of "MUAM Aberdeen Asia Bond Mother Fund" (Jan 11)
	<ul style="list-style-type: none"> ■ In China, AM subsidiary of Shenyin & Wanguo Securities became equity method affiliate (Apr 11)
	<ul style="list-style-type: none"> ■ In Australia, AM subsidiary of AMP Holdings Limited became equity method affiliate (Mar 12) ■ Providing "Global Listed Infrastructure Equity Fund" for institutional investors ■ Started to distribute 2 joint developed funds for retail customers (Jun 12, Dec 12)

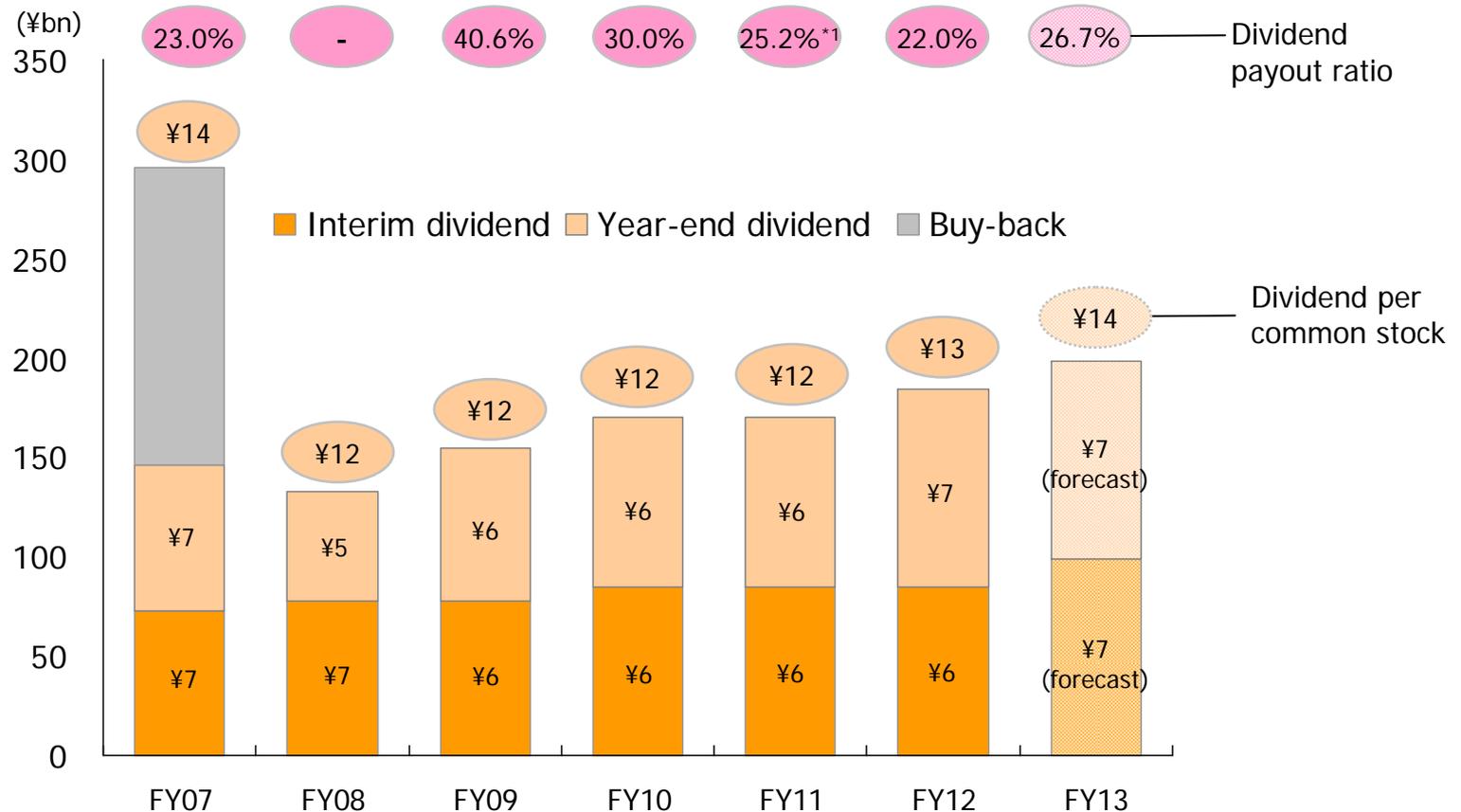
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Capital policy

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

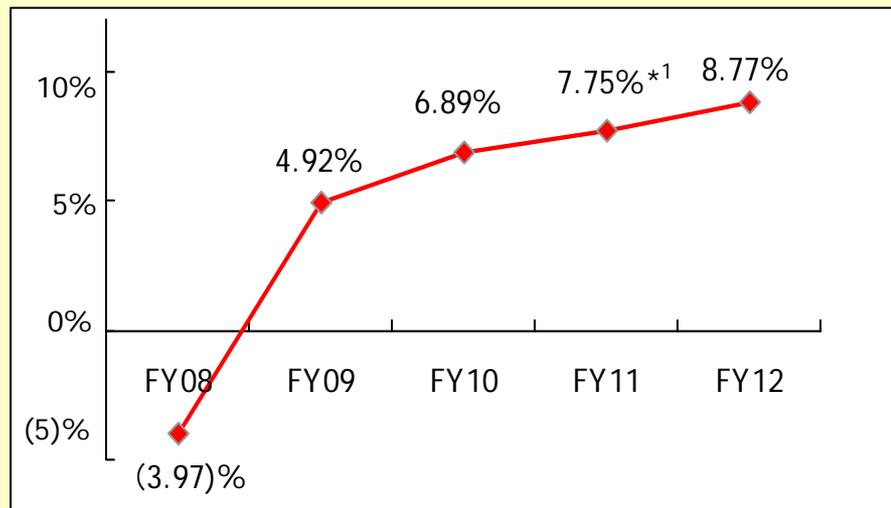


*1 17.6% before excluding negative goodwill associated with application of equity method accounting on our investment in Morgan Stanley

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 9.6% (as of end Jun 13)

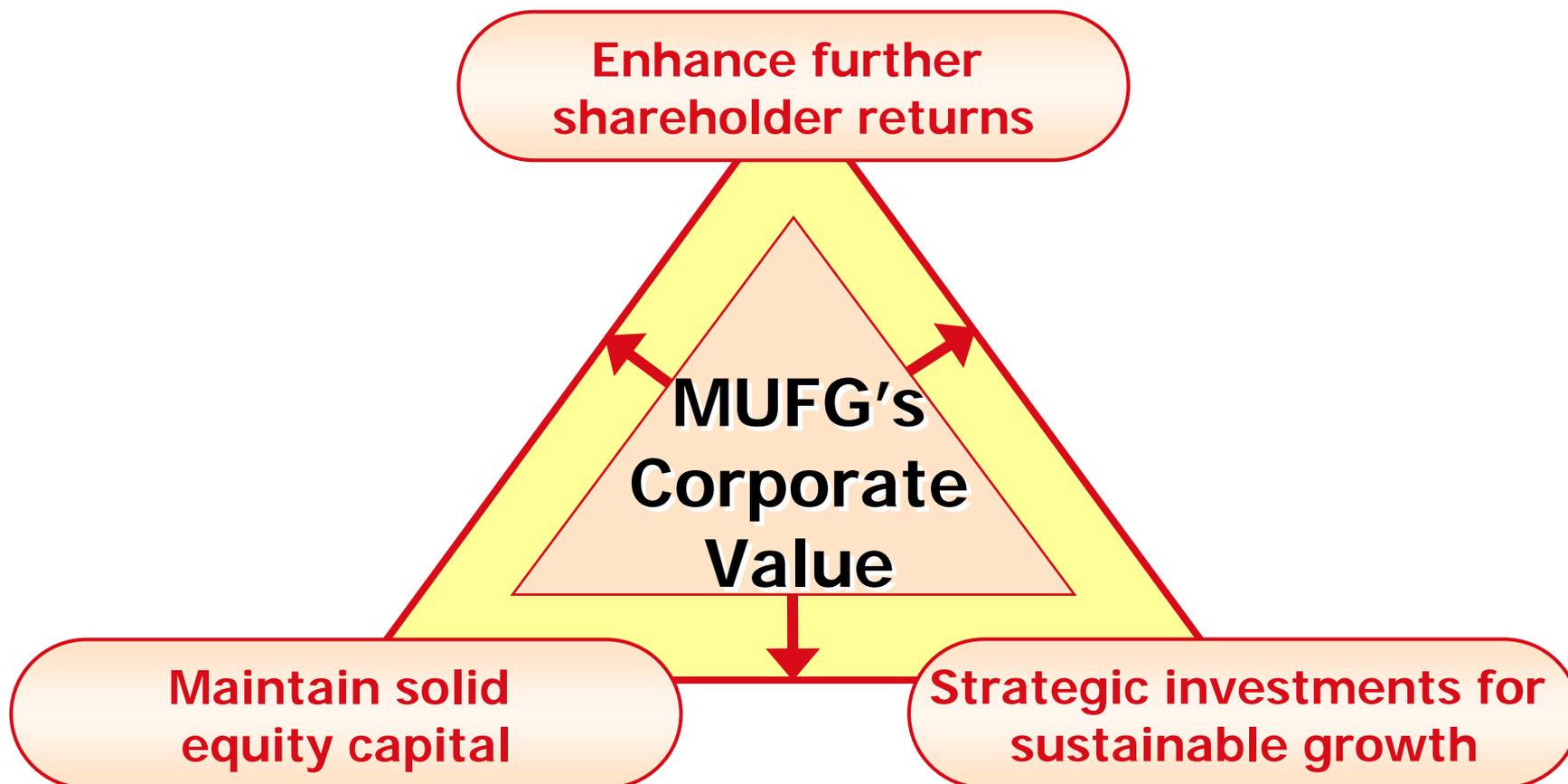
Consolidated ROE



*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

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



—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: 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)		
Profitability	Consolidated expense ratio (Non-consolidated)	56.9%	57.6%	Between 55-60%
		50.4%	51.4%	Between 50-55%
	Consolidated net income RORA ^{*2*3}	0.8%	0.95%	Approx. 0.9%
	Consolidated ROE ^{*2}	7.75%	8.77%	Approx. 8%
Financial Strength	CET1 ratio (Full implementation) ^{*3}	Approx. 9%	11.1%	9.5% or above

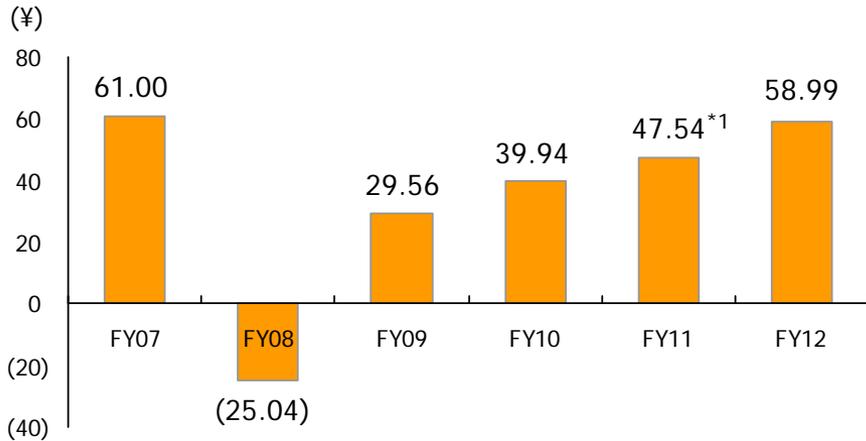
*1 Simple sum of consolidated operating profits for Retail, Corporate, Global and Trust Assets segments

*2 FY11 figures exclude negative goodwill associated with application of equity method accounting on our investment in Morgan Stanley

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

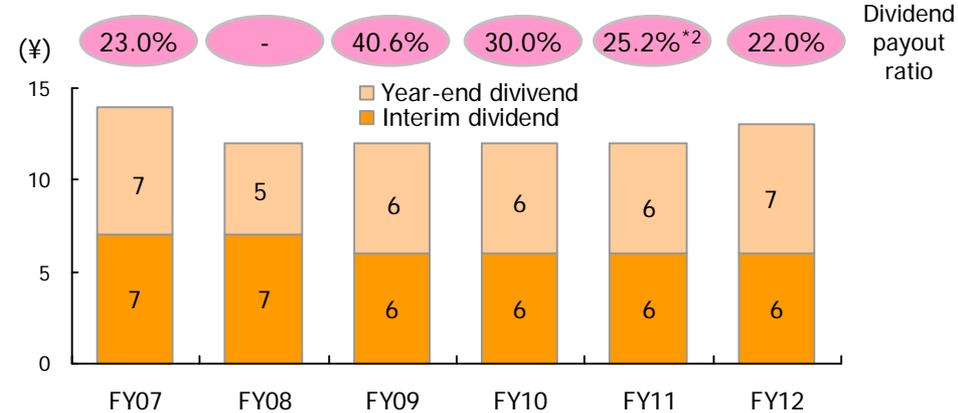
	Consolidated net operating profits by segment : FY11 results	FY12 results	FY14 targets (from FY11)
Retail	¥314.7 bn	¥293.9 bn	Up 15%
Corporate	¥419.1 bn	¥416.7 bn	Up 15%
Global	¥249.3 bn	¥304.1 bn	Up 35%
Trust Assets	¥52.8 bn	¥50.5 bn	Up 45%

EPS



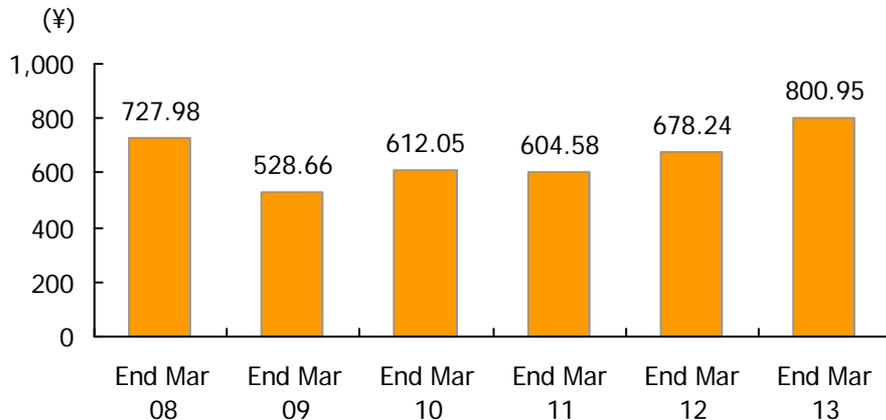
*1 ¥68.09 before excluding negative goodwill associated with application of equity method accounting on our investment in Morgan Stanley

Dividend per share/Dividend payout ratio

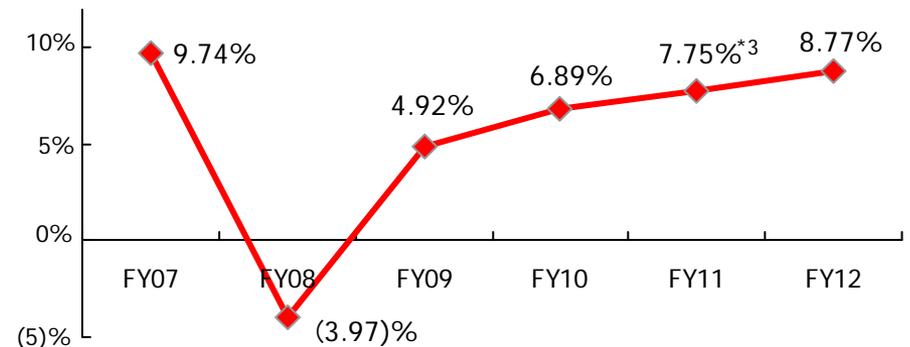


*2 17.6% before excluding negative goodwill associated with application of equity method accounting on our investment in Morgan Stanley

BPS



ROE



*3 11.10% before excluding negative goodwill associated with application of equity method accounting on our investment in Morgan Stanley