



Mitsubishi UFJ Financial Group

# 11<sup>th</sup> CLSA Japan Forum 2014

February, 2014

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 “Outline of Financial Results” was prepared in accordance with accounting standards generally accepted in Japan, or Japanese GAAP

#### Definitions of figures used in this document

<b>Consolidated</b>	Mitsubishi UFJ Financial Group (consolidated)
<b>BTMU &amp; MUTB</b>	Bank of Tokyo-Mitsubishi UFJ (non-consolidated) + Mitsubishi UFJ Trust and Banking Corporation (non-consolidated) (without any adjustments)
<b>Commercial bank consolidated</b>	Bank of Tokyo-Mitsubishi UFJ (consolidated)



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# Outline of FY2013 Q3 Results



# FY2013 Q3 key points



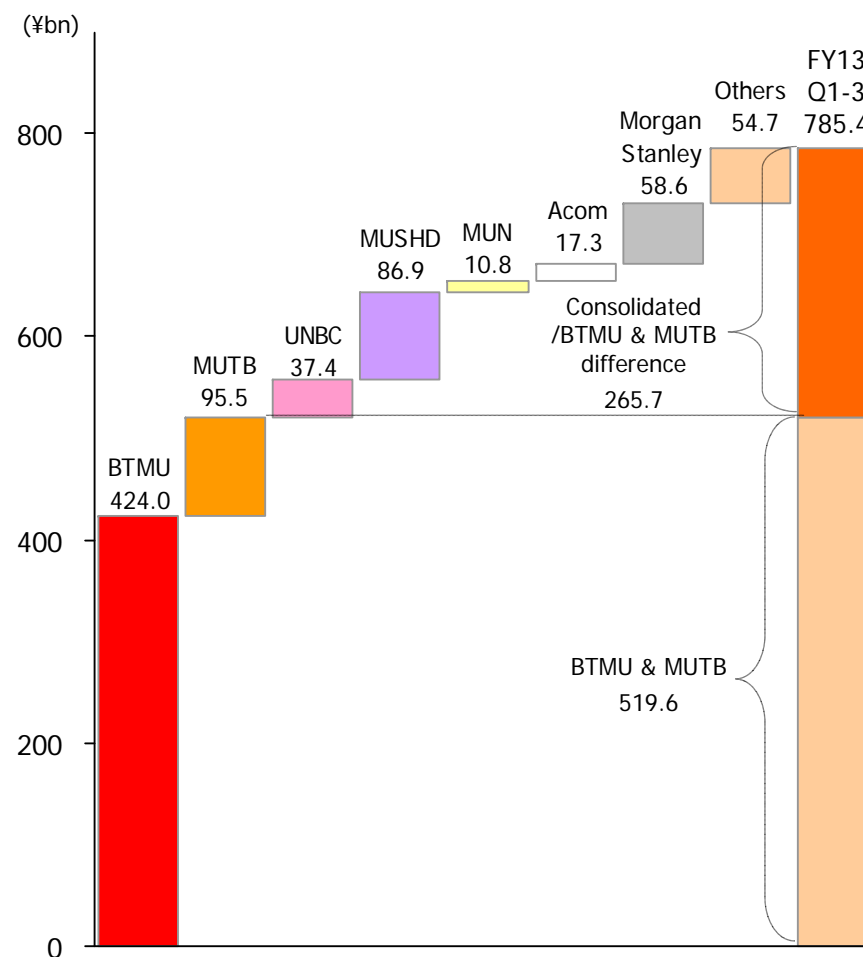
## ● Net income was ¥784.5 bn

- Achieved 86% of full year net income target of ¥910 bn
- Subsidiaries also performed well resulting in difference between consolidated and BTMU & MUTB net income of ¥265.7 bn

## ● Steady progress on each initiative of medium-term business plan

- Customer segments grew profits
- Domestic corporate loan balance bottomed out. Strong profits from domestic investment banking, investment product sales
- Strong expansion in overseas business, steady increase in loan balance
- Progress on non-organic growth strategy
  - Addition of VentinBank (Vietnam) as equity method subsidiary (May 13)
  - Acquisition of US commercial real estate financing business by UNBC (Jun 13)
  - Consolidation of Bank of Ayudhya (Thailand) (Dec 13)

## Breakdown of net income<sup>\*1</sup>



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



# FY2013 financial targets

(Consolidated  
/BTMU & MUTB)



- Following good interim results, revised full year targets upward to ¥910.0 bn
- Consolidated net income in FY13 Q3 was ¥785.4 bn, representing 86% progress towards the full year target

## <Financial targets>

### <Consolidated>

		FY12		FY13		Progress in %
		Q1-3 (Results)	Full Year (Results)	Q1-3 (Results)	Full Year (Targets)	
1	Ordinary profits	¥936.4 bn	¥1,344.1 bn	¥1,259.6 bn	¥1,530.0 bn	82%
2	Net income	¥532.4 bn	¥852.6 bn	¥ 785.4 bn	¥910.0 bn	86%
3	Total credit costs* <sup>1</sup>	(¥103.5 bn)	(¥115.6 bn)	¥40.7 bn	(¥20.0 bn)	—

## <BTMU & MUTB>

4	Net business profits	¥891.5 bn	¥1,163.8 bn	¥737.0 bn	¥1,020.0 bn	72%
5	Ordinary profits	¥673.0 bn	¥997.2 bn	¥823.7 bn	¥1,020.0 bn	80%
6	Net income	¥433.3 bn	¥710.2 bn	¥519.6 bn	¥615.0 bn	84%
7	Total credit costs* <sup>1</sup>	(¥54.3 bn)	(¥65.3 bn)	¥65.8 bn	¥10.0 bn	—

\*1 Total credit costs include gains on loans written-off. Bracket represents cost



# FY2013 Q3 summary (Income statement)

(Consolidated) 

## ● Net business profits

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

## ● Total credit costs

- Total credit costs amounted to a net reversal of ¥40.7 bn mainly due to a reversal of provision for general allowance for credit losses

## ● Net gains (losses) on equity securities

- Net gains (losses) on equity securities improved mainly due to an increase in gains on sales of equity securities and a decrease in losses on write-down of equity securities

## ● Net income

- As a result, net income increased by ¥252.9 bn from the same period in the previous year to ¥785.4 bn

Income statement (¥bn)		FY12	FY13 Q3	y-o-y
1	Gross profits (before credit costs for trust accounts)	3,634.2	2,774.6	96.5
2	Net interest income	1,816.8	1,393.9	84.1
3	Trust fees+Net fees and commissions	1,137.3	921.8	137.6
4	Net trading profits + Net other business profits	679.9	458.8	(125.1)
5	Net gains (losses) on debt securities	336.7	124.7	(219.6)
6	G&A expenses	2,095.0	1,686.0	162.0
7	Net business profits	1,539.2	1,088.6	(65.4)
8	Total credit costs <sup>*1</sup>	(115.6)	40.7	144.3
9	Net gains (losses) on equity securities	(53.6)	62.7	153.6
10	Losses on write-down of equity securities	(87.3)	(10.3)	99.8
11	Profits (losses) from investments in affiliates	52.0	86.5	66.2
12	Other non-recurring gains (losses)	(77.7)	(19.0)	24.4
13	Ordinary profits	1,344.1	1,259.6	323.2
14	Net extraordinary gains (losses)	9.6	(27.5)	(0.3)
15	Total of income taxes-current and income taxes-deferred	(395.7)	(327.7)	(44.7)
16	Net income	852.6	785.4	252.9

<sup>\*1</sup> 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



# FY2013 Q3 summary (Income statement) supplementary explanation

(Consolidated)



## Breakdown of net interest income (Managerial accounting base)

	(¥bn)	y-o-y	
1 Total	84.1		
2 BTMU & MUTB	20.6		Increase in lending income and markets income, while decline in deposit income
3 Lending income	40.6		Flat in Retail and Corporate segments; up in Global segment due to an increase in lending balance, forex effects
4 Deposits income	(36.1)		Down due to decline in market interest rates
5 Market income & others	16.0		Up in foreign currency ALM income
6 Subsidiaries	63.4		Large increase at UNBC, partly from forex effects
7 MUN/ACOM	(4.3)		Increase at ACOM, decline at MU NICOS
8 UNBC	51.1		Increase due to higher lending balance and forex effects

## Breakdown of net fees & commissions (Managerial accounting base)

	(¥bn)	y-o-y	
1 Total	126.4		
2 BTMU & MUTB	59.7		Strong growth in investment products, investment banking, overseas fees & commissions
3 Investment products sales	25.0		Up, largely on brisk sales of equity investment trusts
4 Investment banking (domestic)	7.7		Strong performance in structured finance
5 Overseas commissions	30.0		Strong performance in structured finance and syndicated loan
6 Subsidiaries	66.7		Increase mainly due to equity brokerage commission income at securities subsidiaries

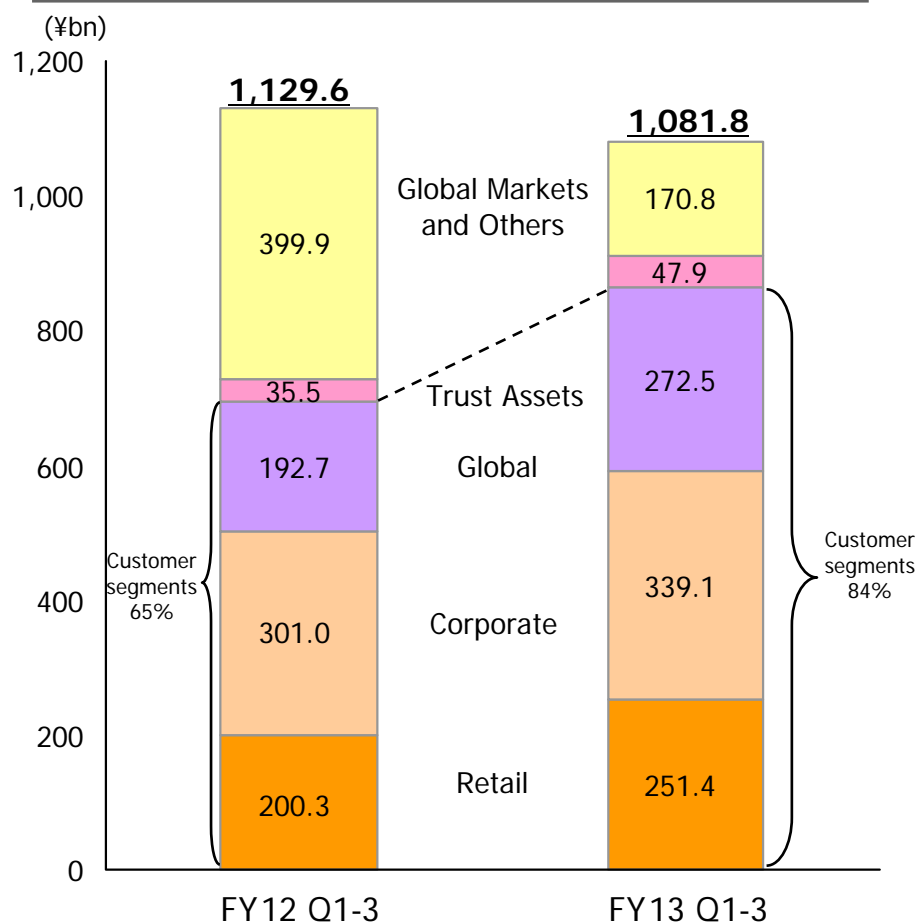


# Outline of results by business segment (Consolidated)



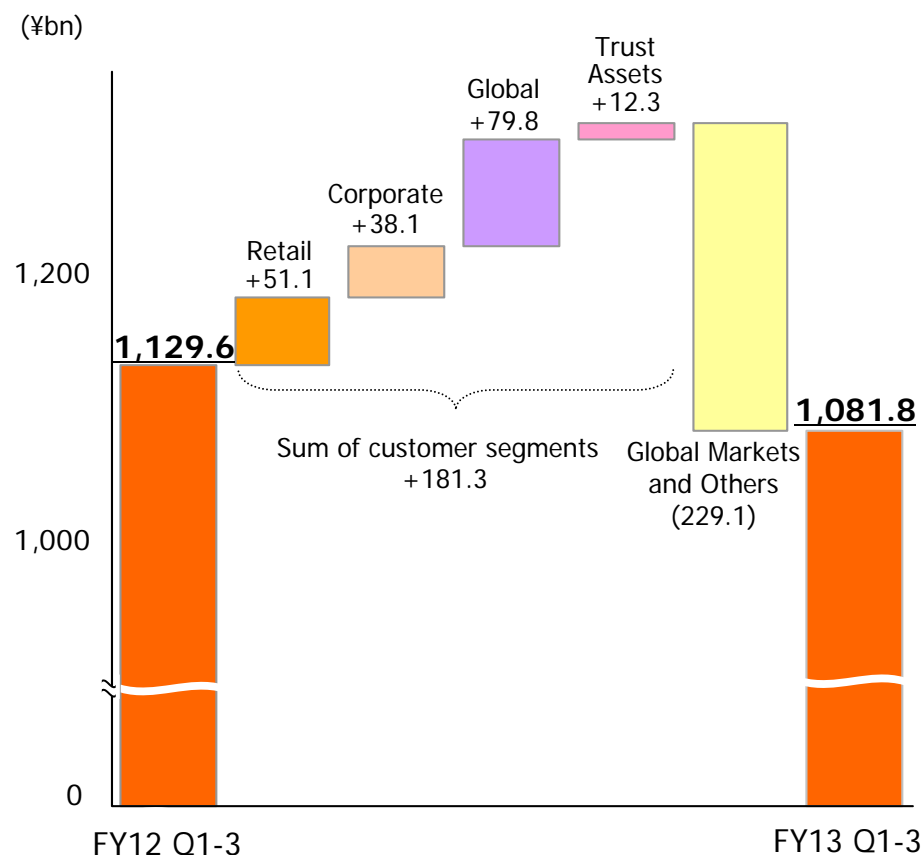
- Consolidated net operating profits from customer segment increased by ¥181.3 bn, due to higher net operating profits in each segment, despite continuous decrease in deposit income
- Customer segment accounted for 84% (up 19 points from FY12 Q1-3) of net operating profits

## Net operating profits by segment\*1



\*1 Consolidated net business profits on a managerial accounting basis

## Breakdown of changes in net operating profits





# Mitsubishi UFJ Securities Holdings



- Enhanced profitability through collaboration among BTMU, MUSHD and Morgan Stanley
- Highest net income for Q1-3 since establishment of MUS in 05, boosted by strong market
- MUMSS (non-consolidated) profits up largely from fee & commission and trading

## Results of MUSHD

<MUSHD* <sup>1</sup> consolidated>		FY12	FY13 Q1-3	y-o-y
(¥bn)				
1	Net operating revenue* <sup>2</sup>	306.0	342.1	142.9
2	Commission received	171.9	182.2	73.6
3	Net trading income	107.3	161.1	87.3
4	Net interest income, etc.	26.7	(1.2)	(18.0)
5	Selling, general and administrative expenses	256.8	231.8	55.8
6	Personnel expenses	110.4	97.1	23.5
7	Non-personnel expenses, etc.	146.4	134.7	32.3
8	Operating income	49.2	110.2	87.1
9	Non-operating income	35.0	26.5	3.3
10	Equity in earnings of affiliates	24.2	23.4	9.5
11	Ordinary income	84.2	136.8	90.5
12	Extraordinary income	1.6	7.5	5.2
13	Net income	46.9	86.9	58.8

\*1 Mitsubishi UFJ Securities Holdings Co., Ltd.

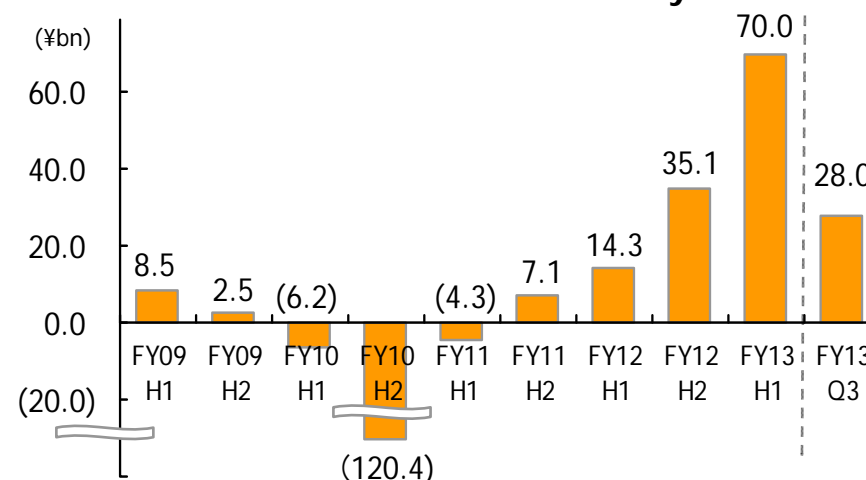
\*2 Operating revenue minus financial expenses

## Results of MUMSS

<MUMSS* <sup>3</sup> non-consolidated>		FY12	FY13 Q1-3	y-o-y
(¥bn)				
1	Net operating revenue* <sup>2</sup>	220.2	241.3	95.4
2	Selling, general and administrative expenses	172.4	144.3	22.0
3	Operating income	47.8	96.9	73.3
4	Ordinary income	49.4	98.0	72.9
5	Net income	56.0	109.8	78.6

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

### <MUMSS non-consolidated ordinary income>





# Consumer finance

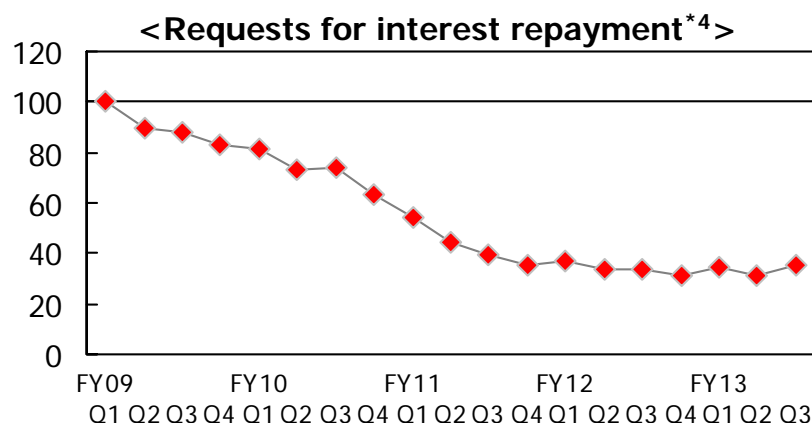


- ACOM increased the balance of guaranteed receivables, unsecured consumer loans bottomed out
- MU NICOS increased card shopping while decreased money lending business

## Results of MU NICOS

(¥bn)		FY12	FY13 Q1-3	y-o-y	FY13 (plan)
1	Operating revenue	266.9	198.0	(2.0)	272.9
2	Card shopping	163.6	127.4	6.0	-
3	Card Cashing	45.0	28.8	(5.9)	-
4	Operating expenses	242.9	185.5	4.6	249.6
5	G&A expenses	229.9	175.6	3.9	235.5
6	Credit related costs	12.9	9.8	0.6	14.1
7	Repayment expenses	0.0	0.0	0.0	0.0
8	Operating income	23.9	12.5	(6.6)	23.2
9	Ordinary income	24.6	12.8	(6.7)	23.7
10	Net income	31.6	12.7	(7.7)	-
11	Interest repayment*1	21.7	13.7	(3.3)	

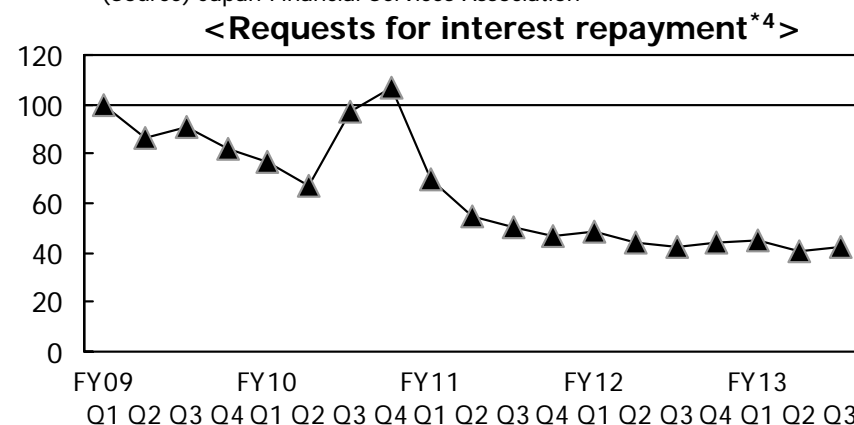
\*1 Including waiver of repayment



## Results of ACOM

(¥bn)		FY12	FY13 Q1-3	y-o-y	FY13 (plan)
1	Operating revenue	193.0	150.9	5.3	192.7
2	Operating expenses	172.0	103.9	5.3	147.0
3	G&A expenses	72.5	57.3	3.8	80.0
4	Provision for bad debts	34.2	30.6	2.4	44.9
5	Provision for loss on interest repayment	42.9	-	-	-
6	Operating income	20.9	46.9	(0.0)	45.7
7	Net income	20.8	43.3	(2.0)	39.5
8	Guaranteed receivables (Non-consolidated)	586.5	646.9	82.2	654.2
9	Unsecured consumer loans (Non-consolidated)	700.8	705.1	1.2	709.6
10	Share of loans*2	32.4%	33.2%*3	+1.3%*3	
11	Interest repayment*1	92.1	55.2	(17.5)	

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



\*4 Requests for interest repayment in FY09 Q1 = 100



# FY2013 Q3 summary (Balance sheets) (Consolidated)



## ● Loans

- Increased, mainly due to continuous increases in domestic corporate loans and overseas loans

## ● Investment securities

- Decreased from end Mar 13 mainly due to a decrease in Japanese government bonds. Increased from end Sep 13 mainly due to an increase in foreign bonds

## ● Deposits

- Increased, mainly due to increases in individual and overseas deposits

## ● Non performing loans ('NPLs')

- Decreased, mainly due to decreases in doubtful and special attention loans

## ● Net unrealized gains on securities available for sale

- Increased, mainly due to higher unrealized gains on domestic equity securities

Balance sheet (¥bn)		End Dec 13	Change from Mar 13	Change from Sep 13
1	Total assets	258,441.7	23,943.0	16,218.7
2	Loans(Banking+Trust accounts)	100,224.1	8,820.9	4,877.2
3	Loans(Banking accounts)	100,121.3	8,821.7	4,876.0
4	Housing loans <sup>*1</sup>	16,314.9	(275.3)	(75.4)
5	Domestic corporate loans <sup>*1*2</sup>	41,004.5	660.4	557.1
6	Overseas loans <sup>*3</sup>	32,533.1	7,095.5	4,187.3
7	Investment securities (banking accounts)	78,289.0	(1,237.7)	1,175.2
8	Domestic equity securities	5,506.6	783.8	346.3
9	Japanese government bonds	38,914.6	(9,793.2)	(2,355.4)
10	Foreign bonds	26,240.1	7,370.5	2,764.6
11	Total liabilities	243,832.4	22,853.3	15,937.8
12	Deposits	142,904.6	11,207.5	6,776.3
13	Individual deposits (Domestic branches)	69,666.0	2,323.2	1,614.2
14	Total net assets	14,609.3	1,089.6	280.9
15	FRL disclosed loans <sup>*1*4</sup>	1,492.2	(204.5)	(29.4)
16	NPL ratio <sup>*1</sup>	1.48%	(0.31%)	(0.08%)
17	Net unrealized gains (losses) on securities available for sale	1,953.2	68.1	142.2

\*1 BTMU & MUTB + trust accounts

\*2 Excluding lending to government

\*3 Loans booked in overseas branches, UNBC, Bank of Ayudhya, BTMU (China) and BTMU (Holland)

\*4 FRL=the Financial Reconstruction Law



# Loans/Deposits

(Consolidated)



## ● Loan balance ¥100.2 tn

(increased by ¥4.8 tn from Sep 13)

### <Changes from Sep 13 >

■ Housing Loan	(¥0.0 tn)
■ Domestic corporate <sup>*1</sup>	+¥0.5 tn
Large corporation <sup>*2</sup>	+¥0.3 tn
SME <sup>*2</sup>	+¥0.1 tn
■ Overseas <sup>*3</sup>	+¥4.1 tn
Excluding impact of foreign currency exchange	+¥2.8 tn
Of which Bank of Ayudhya	+¥2.0 tn

\*1 Excluding lending to government

\*2 Figures for internal management purpose

\*3 Loans booked in Overseas branches + UNBC + Bank of Ayudhya + BTMU (China) + BTMU (Holland)

\*4 Sum of banking and trust accounts

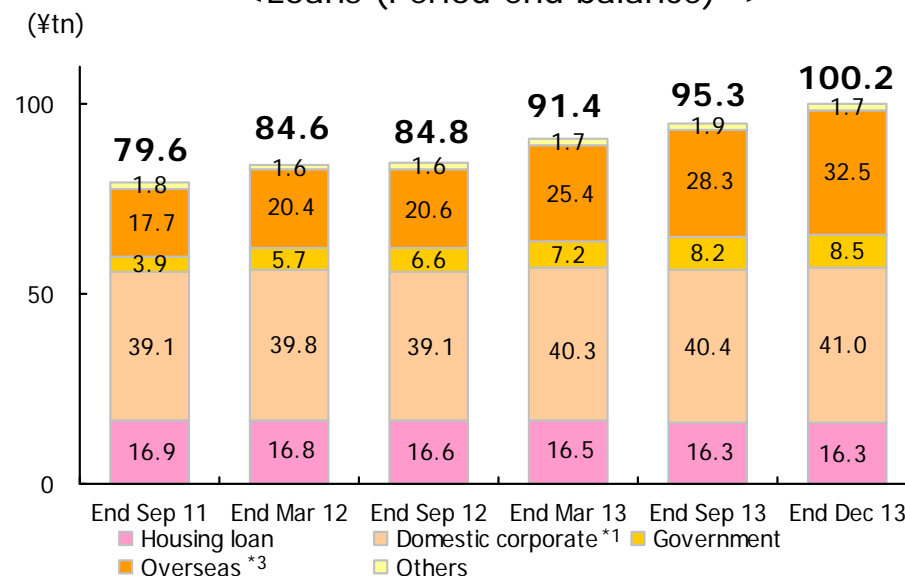
## ● Deposit balance ¥142.9 tn

(increased by ¥6.7 tn from Sep 13)

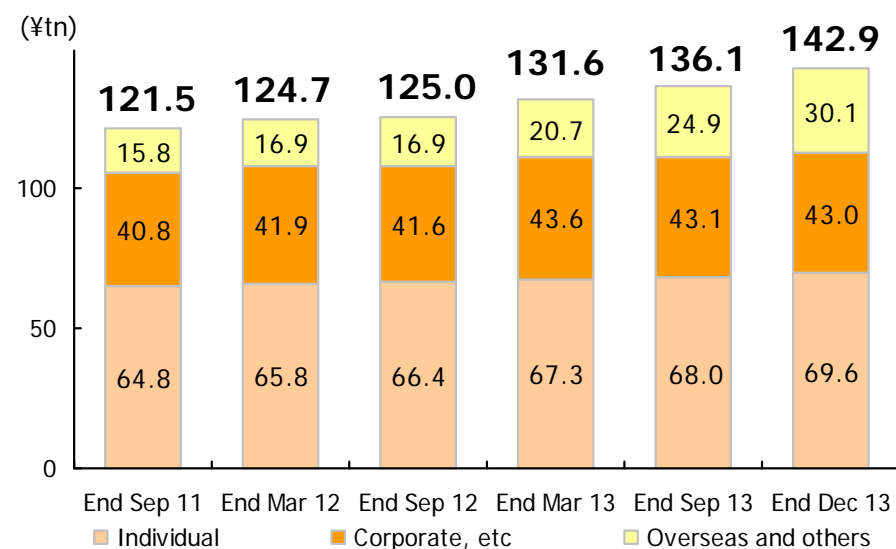
### <Changes from Sep 13 >

■ Individual	+¥1.6 tn
■ Corporate, etc.	(¥0.0 tn)
■ Overseas and others	+¥5.2 tn
Excluding impact of foreign currency exchange	+¥4.0 tn
Of which Bank of Ayudhya	+¥2.4 tn

### <Loans (Period end balance)\*4>



### <Deposits (Period end balance)>



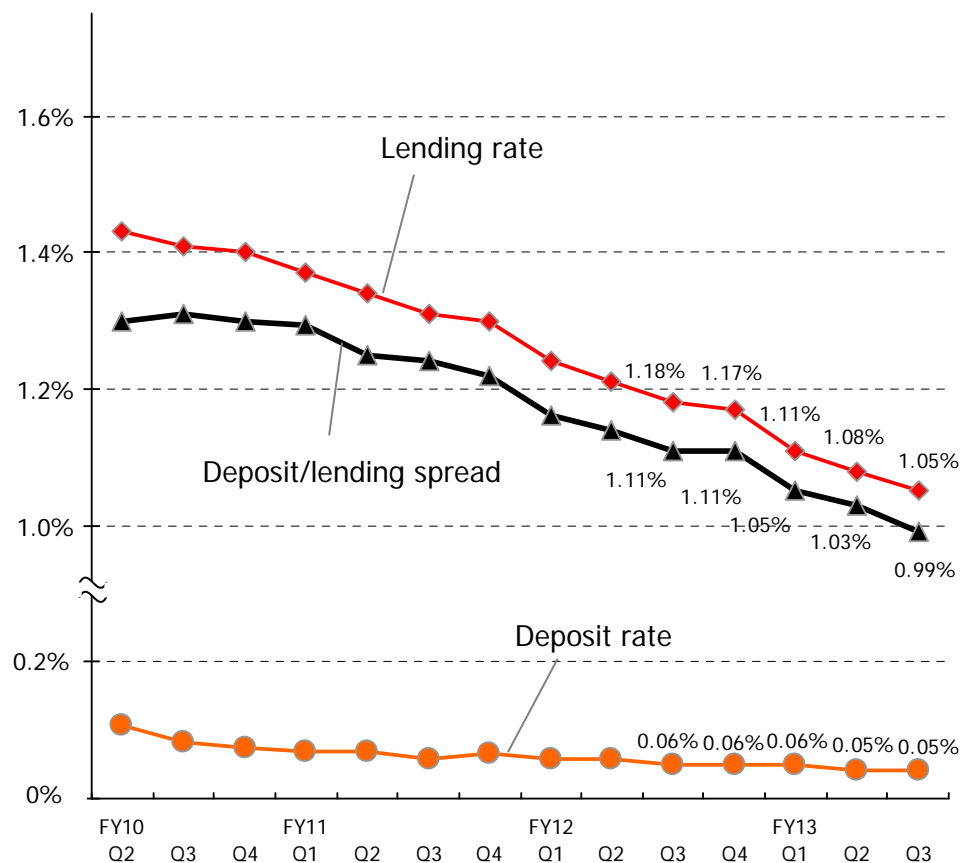


# Domestic deposit/lending rates

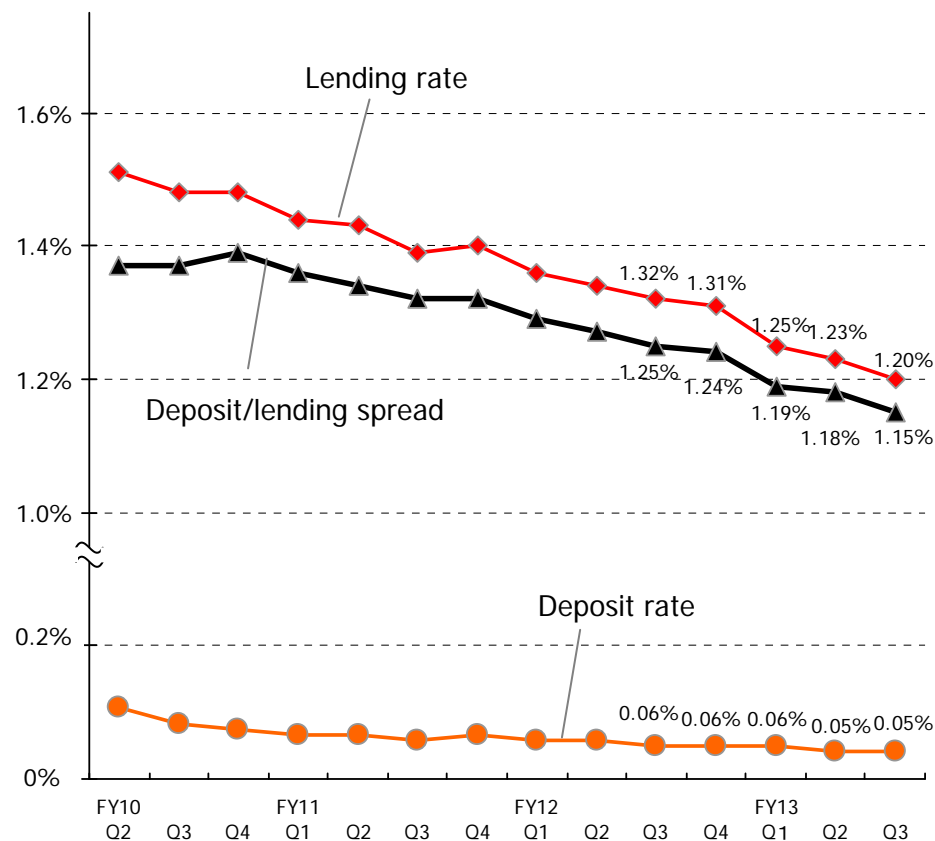
(BTMU & MUTB) 

- Deposit/lending spread in (excl. Lending to government) FY13 Q3 was 1.15%, decline by 0.03% from FY13 Q2

Domestic deposit/lending rates



Domestic deposit/lending rates  
(Excl. Lending to government)



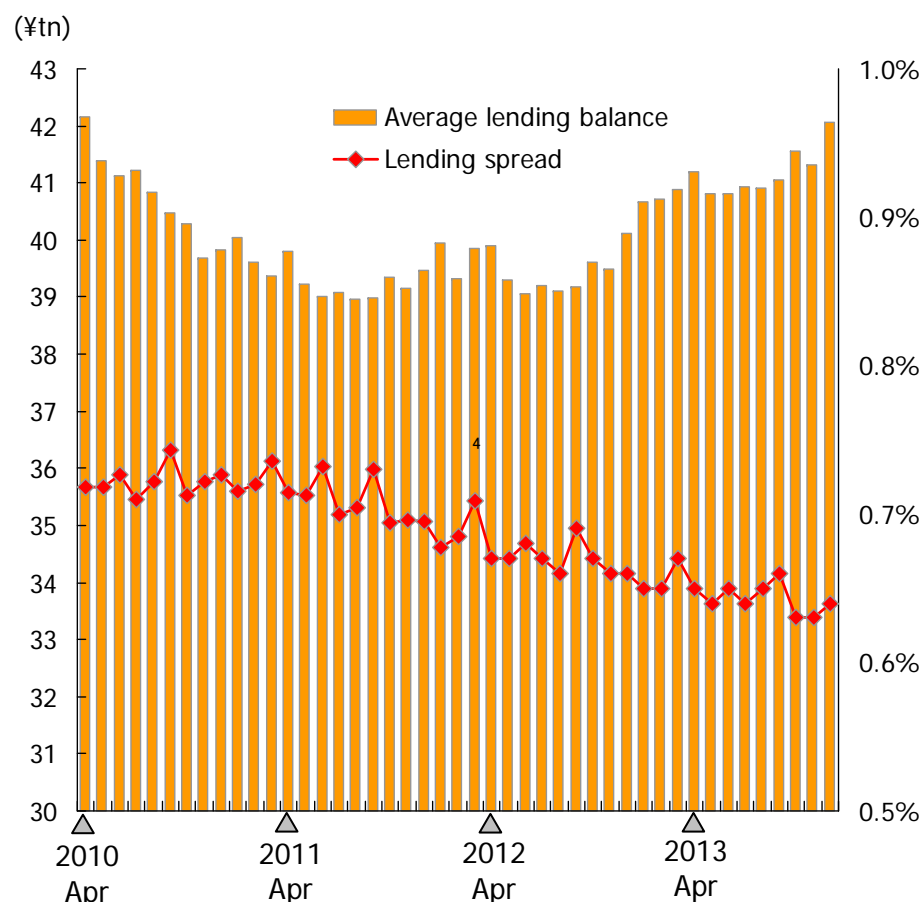


# Domestic and overseas lending



- Domestic corporate lending bottomed out. Overseas corporate lending expanded constantly

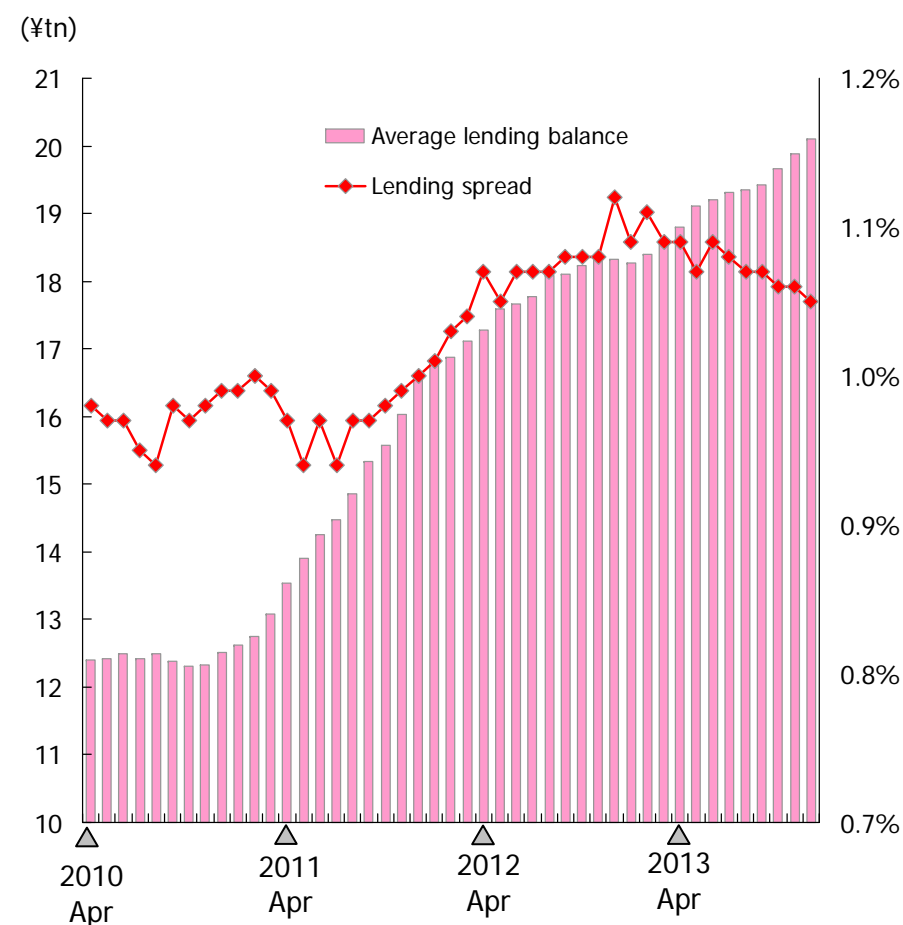
Domestic corporate lending/Spread\*1



\*1 Excl. Lending to government

Overseas corporate lending/Spread (Excl. UNBC)

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





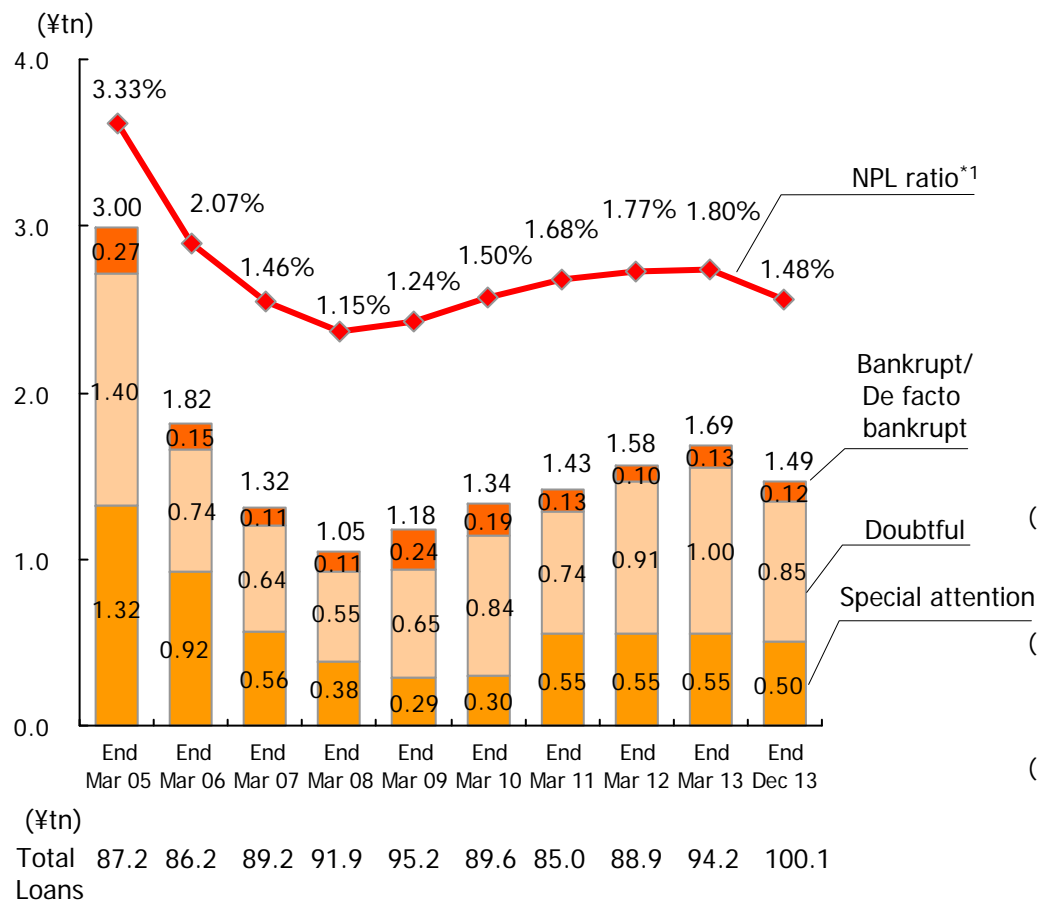
# Loan assets

(Consolidated/BTMU & MUTB)



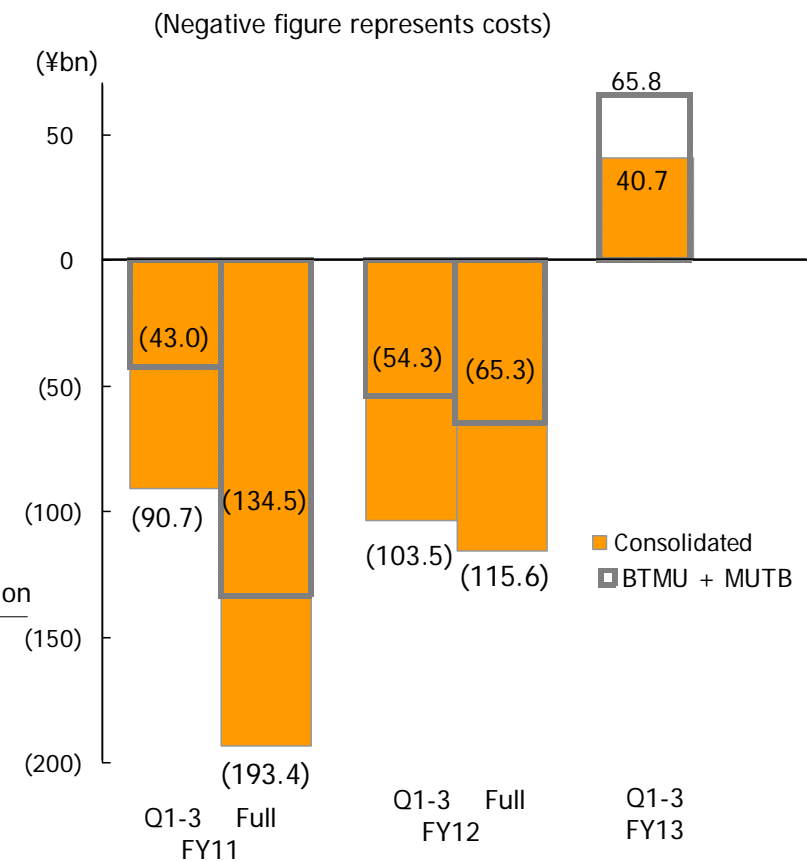
- NPLs ratio decreased substantially from end Mar 13, mainly due to decrease in Doubtful and Special attention
- Total credit costs improved YoY, reversal of ¥40.7 bn on consolidated basis (reversal of ¥65.8 bn on BTMU & MUTB basis)

## 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



# Holdings of investment securities

(Consolidated)

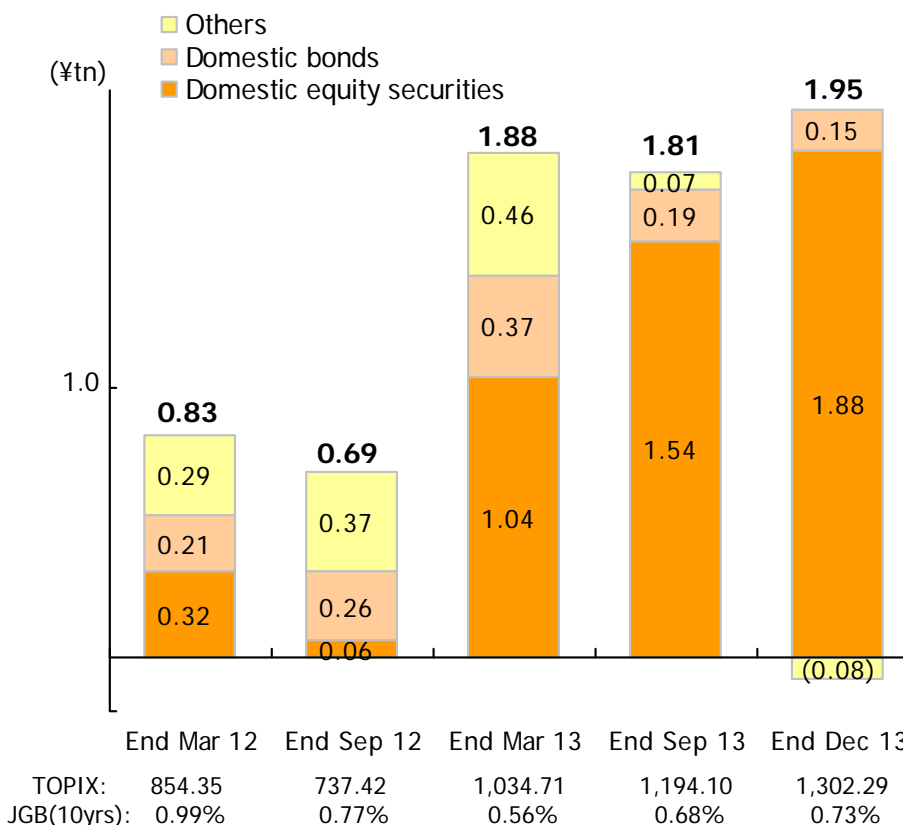


- Total unrealized gains on securities available for sale was kept at high level. Unrealized gains on domestic equity securities increased, offset by decrease of unrealized gain on JGB and increase of unrealized loss on foreign bonds

## Breakdown of securities available for sale with fair value

		Balance		Unrealized gains (losses)	
		End Dec 13	Change from End Sep 13	End Dec 13	Change from End Sep 13
1	Total	75,547.0	760.7	1,953.2	142.2
2	Domestic equity securities	4,718.7	334.4	1,882.7	341.6
3	Domestic bonds	41,473.2	(2,342.8)	157.6	(38.4)
4	Japanese government bonds	38,699.6	(2,355.4)	105.8	(33.7)
5	Others	29,355.0	2,769.1	(87.0)	(160.8)
6	Foreign equity securities	237.4	27.1	99.6	7.0
7	Foreign bonds	25,563.1	2,369.4	(260.9)	(197.1)
8	Others	3,554.4	372.5	74.1	29.1

## Unrealized gains on securities available for sale





# Japanese government bonds

(BTMU & MUTB)



## ● Balance of Japanese government bonds (JGB)

- The balance decreased ¥2.3 tn from end Sep 13

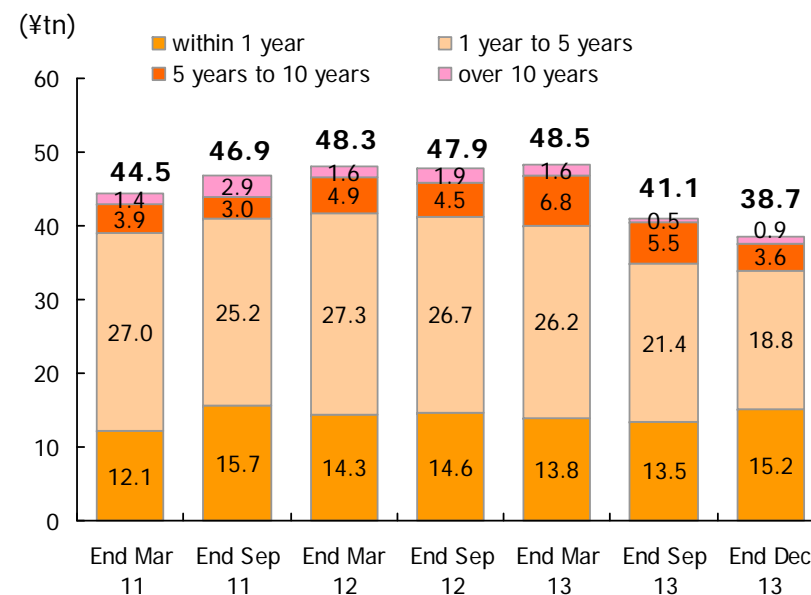
## ● Duration and interest rate risk

- Duration shortened by 0.4 year to 2.3 year from end Sep 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

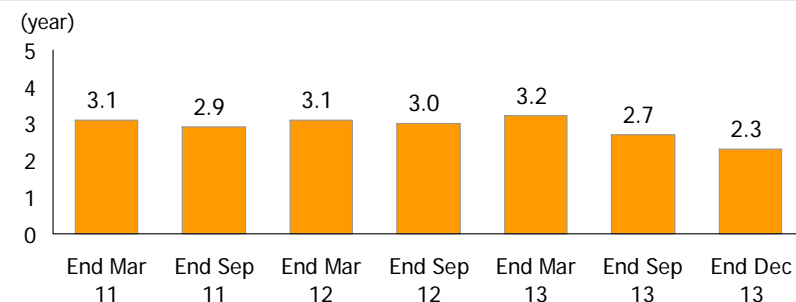


\*1 Securities available for sale and securities being held to maturity  
BTMU & MUTB

## Balance of JGB

(¥bn)		Balance		Unrealized gains (losses)	
		End Dec 13	Change from End Sep 13	End Dec 13	Change from End Sep 13
1	Total	38,914.6	(2,355.4)	106.8	(33.9)
2	Securities being held to maturity	214.9	0.0	1.0	(0.2)
3	Securities available for sale	38,699.6	(2,355.4)	105.8	(33.7)

## JGB Duration\*2



\*2 Securities available for sale BTMU & MUTB



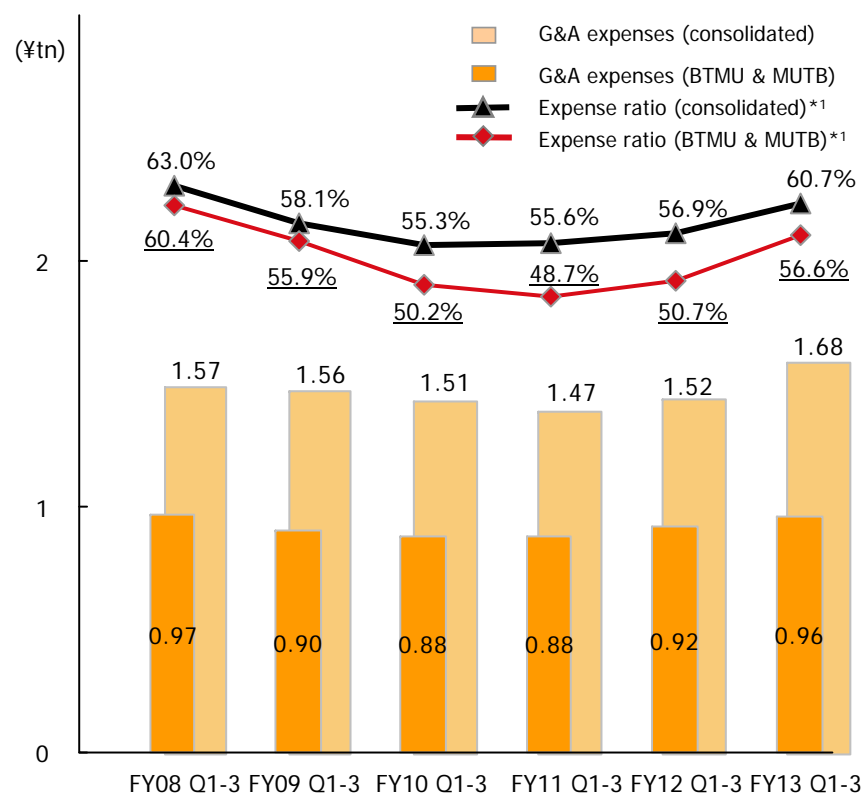
# Expenses/Equity holdings

(Consolidated/BTMU & MUTB)



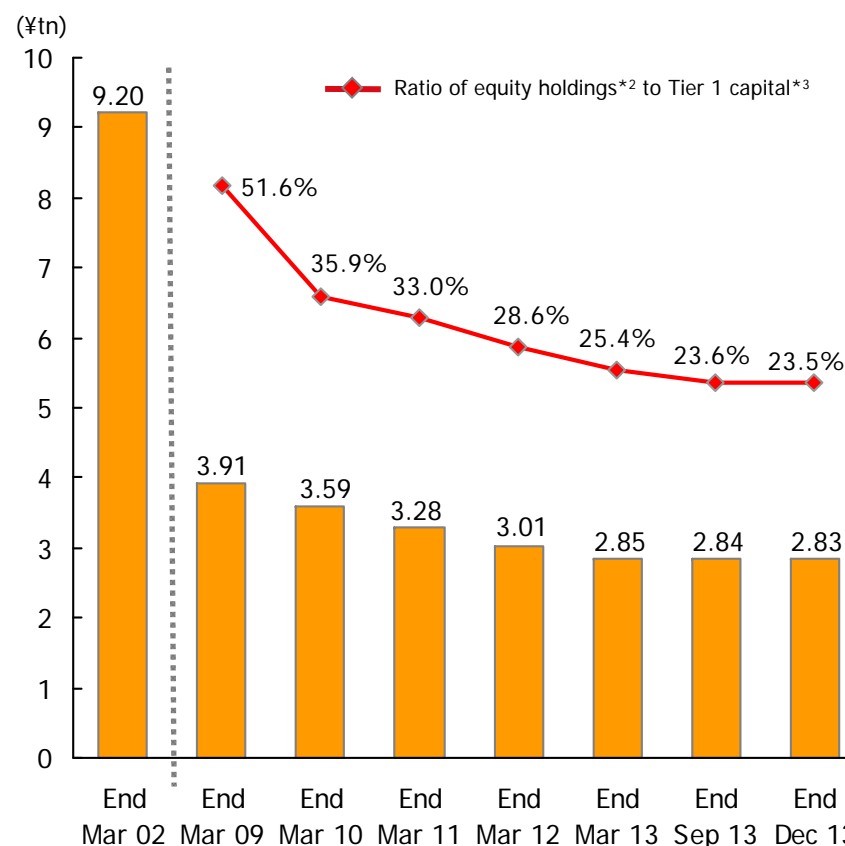
- Expenses increased due to distribution of resources to strengthen some business areas, such as overseas business. Consolidated expense ratio was 60.7%, BTMU & MUTB ratio was 56.6%
- Owing to continuous efforts, ratio of equity holdings to Tier1 capital is controlled lower

## G&A expenses



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

## Equity holdings



\*2 Acquisition price of domestic equity securities in the category of "other securities" with market value (consolidated)

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



## ● Total capital

- Common equity Tier1 capital increased ¥344.1 bn, mainly due to an increase in retained earnings
- Additional Tier 1 capital decreased ¥289.3 bn, mainly due to an increase of good will regarding consolidation of Bank of Ayudhya

## ● Risk weighted assets (RWA)

- RWA increased ¥8,030.8 bn, mainly due to an increase in credit risk by consolidating Bank of Ayudhya

## ● Risk-adjusted capital ratio

- Common Equity Tier1 ratio : 11.16%
- Tier1 ratio : 12.11%
- Total capital ratio : 15.50%

(Full implementation<sup>\*1</sup>)

Common Equity Tier1 ratio : 10.7%

Excluding impact of net unrealized gains (losses) on securities available for sale : 9.1%

<sup>\*1</sup> Calculated on the basis of regulations applied at end of Mar 19

(¥bn)		End Sep 13	End Dec 13	Change
1	Common Equity Tier1 ratio	11.77%	11.16%	(0.61%)
2	Tier1 ratio	13.12%	12.11%	(1.01%)
3	Total capital ratio	16.84%	15.50%	(1.34%)
4	Common Equity Tier1 capital	10,765.6	11,109.8	344.1
5	Capital and stock surplus	3,924.3	3,924.7	0.3
6	Retained earnings	6,688.2	6,833.9	145.7
7	Additional Tier1 capital	1,232.9	943.6	(289.3)
8	Preferred stock and Preferred securities	1,491.7	1,491.7	—
9	foreign currency translation adjustments	163.7	135.2	(28.4)
10	Tier1 capital	11,998.6	12,053.4	54.8
11	Tier2 capital	3,409.2	3,373.4	(35.7)
12	Subordinated debt	2,384.9	2,260.4	(124.5)
13	Total capital (Tier1+Tier2)	15,407.8	15,426.9	19.0
14	Risk weighted assets	91,448.5	99,479.4	8,030.8
15	Credit risk	79,692.1	85,577.0	5,884.8
16	Market risk	1,853.2	2,271.7	418.4
17	Operational risk	5,456.6	5,550.3	93.6
18	Transitional floor	3,748.8	5,354.1	1,605.3



# Abenomics and growth strategy

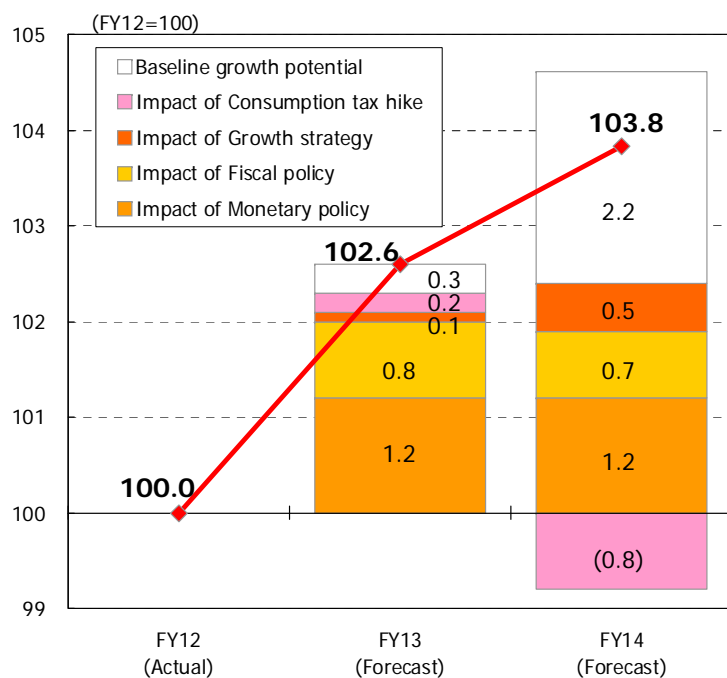


# Abenomics(1) Future prospects



- In Oct 13, the government announced an economic stimulus package and decided to increase consumption tax. It contained ¥5 tn supplementary budget (revised budget in Dec, setting aside ¥5.5 tn for “Economic Measures for Realization of Virtuous Cycles”) and ¥1 tn tax revisions (tax breaks for capex, strengthening income growth promotion measures, early abolishment of the corporate tax for reconstruction, etc.)
- Japan’s economy will overcome the negative effects of increase in consumption tax and maintain growth, supported by financial and fiscal policy and effective manifestation of growth strategies through creation of a virtuous cycle. Demand stemming from the Tokyo Olympics is also expected in a few years

## Real GDP (Forecast)<sup>\*1\*2</sup>

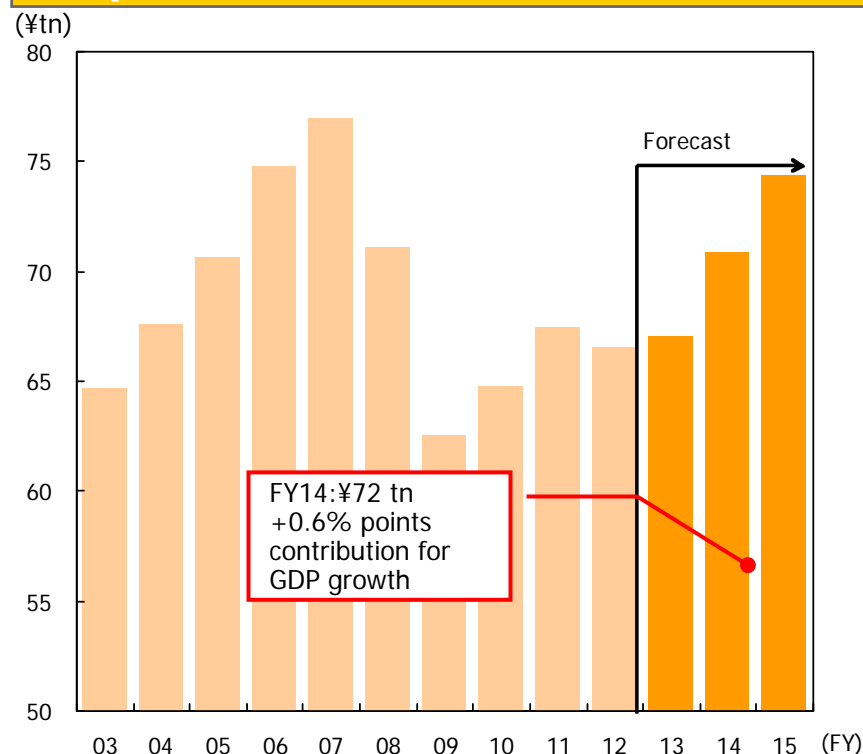


\*1 Baseline growth potential based on potential growth rate plus future inventory accumulation from virtuous cycle resulting from policy effects and expanded demand

\*2 Monetary policy effects includes improvement in net exports, ripple effects from increase in exports, and asset effects resulting from higher share prices as a result of a weaker JPY

(Source) Compiled by BTMU Economic Research Office from Cabinet Office data

## Capex (Real GDP base<sup>\*3</sup>, Forecast)



\*3 Based on 2005 prices

(Source) Compiled by BTMU Economic Research Office from Japan Economic Revitalization Headquarters materials and Cabinet Office data

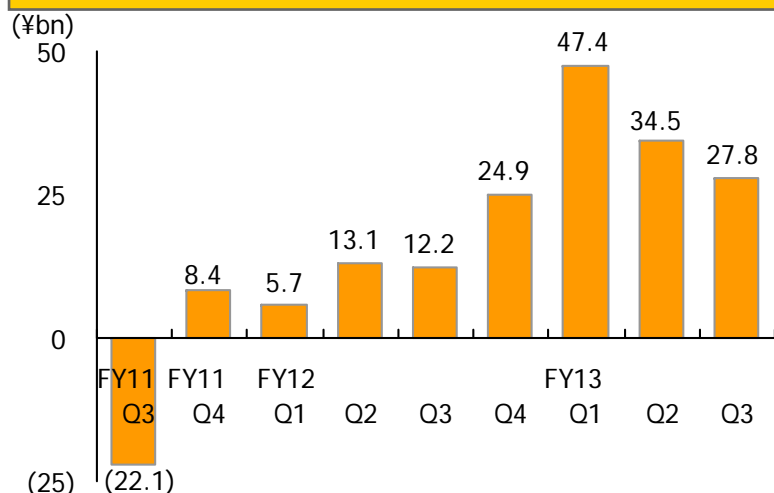


# Abenomics(2) Impact on business performance

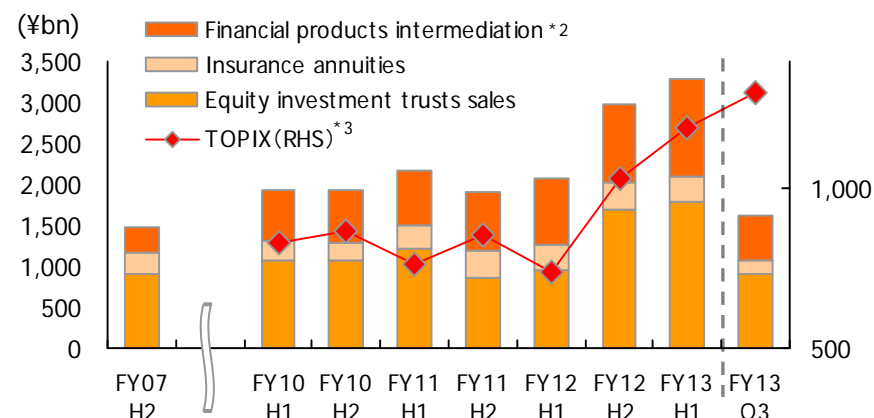


- Securities subsidiary MUMSS achieved a large improvement in its results, due to changes in domestic macro environment
- Domestic corporate lending turned around positively. Domestic investment banking business revenue continued to increase reflecting stronger financial markets

## MUMSS Net income



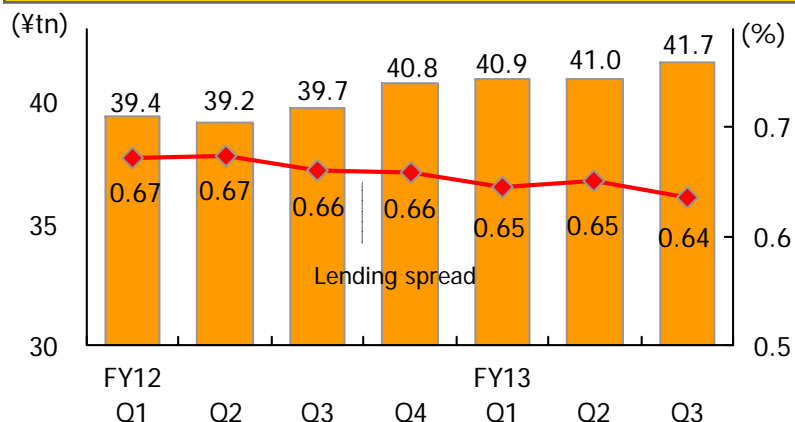
## Investment product sales<sup>\*1</sup>



<sup>\*1</sup> Managerial accounting base <sup>\*2</sup> Includes sales by Mitsubishi UFJ Merrill Lynch PB Securities

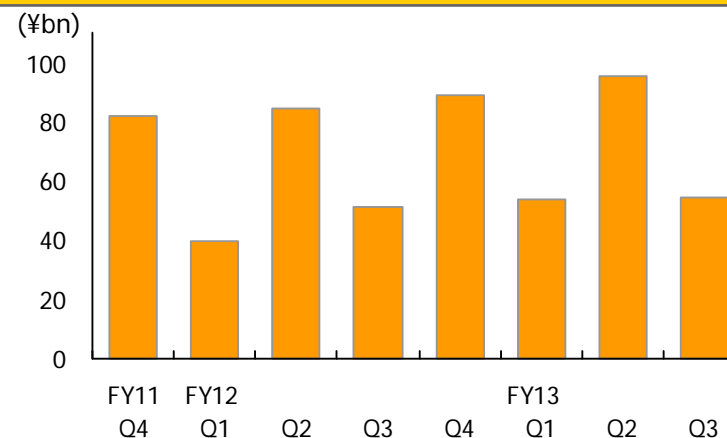
<sup>\*3</sup> Closing price base

## Domestic corporate average lending<sup>\*2</sup>



<sup>\*2</sup> Excl. lending to government, etc. consolidated managerial figures

## Domestic investment banking revenue<sup>\*3</sup>



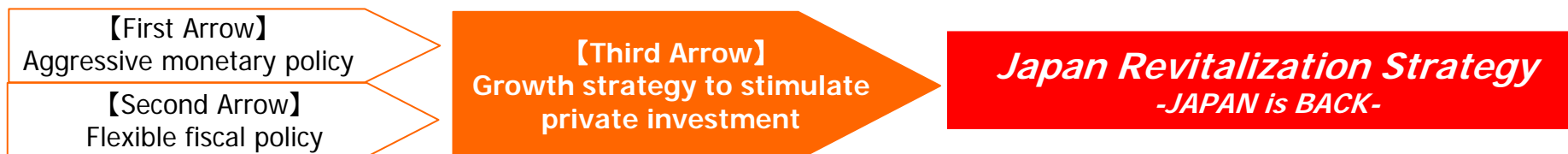
<sup>\*3</sup> Managerial figure including duplicated counts between businesses



# Abenomics(3) Approach of MUFG



- Focus on capturing business opportunities arising from implementation of the growth strategies, supporting Japan's economy to end deflation
- In retail business, respond to changes driven by legal reform such as NISA and education donation trusts. In corporate business, financial contribution with MUFG basis, particularly in domestic infrastructure, renewable energy, and healthcare, where market expansion is expected



## 【Approach of MUFG】

	Theme	Approach
Retail	NISA (Nippon Individual Savings Account)	Promoted jointly by BTMU, MUTB, MUMSS, and Kabu.com Securities to meet a variety of customer needs. Received around 360,000 account applications as of end Dec. Released MUFG jointly-promoted products utilizing internal and external pension management know-how
	Education donation trusts	Released by MUTB, also sold by BTMU. Thanks in part to such group collaboration, our product ranks at the top of the industry (approx. 23,000 contracts/approx. ¥150.0 bn as of end Dec)
Corporate	Agriculture, forestry and fisheries	BTMU, Mitsubishi UFJ Capital: Established a ¥2 bn fund to support agriculture, forestry and fisheries develop their value chains
	Support for SMEs	Established a lending fund (¥200 bn) to support financing for capex and for growth businesses, established a lending fund (¥100 bn) through collaboration with TKC (a nationwide network of more than 10,000 accountants and tax accountants), promoted an electronically recorded monetary claim business (credit balance of ¥1.2tn as of end Dec), accommodated various IPO needs, and provided further support for business matching and overseas expansion initiatives
	Renewable energy	Arranged project finance for six domestic mega solar projects (including the largest in Japan, at Rokkasho, Aomori Prefecture) in FY13 H1. Provided ¥10 bn for five projects under the Ministry of the Environment's Green Finance Program
	Domestic infrastructure (PPP/PFI)	BTMU: Established Growth Strategy Origination Team to strengthen marketing BTMU and MUTB: Investment in public-private collaboration infrastructure fund "Private Finance Initiative Promotion Corporation of Japan"
	Medical, home care	To support Japanese companies' overseas expansion, our Group collaborated to provide a full range of support covering information provision and local market surveys to finance



# Growth strategy



- Achieve sustainable growth, thorough businesses listed below as key earning drivers

- Global strategy by regions including emerging markets (Asia, Americas, EMEA)
- Project finance
- Transaction banking
- Sales & Trading
- Global strategic alliance with Morgan Stanley
- Integrated corporate & retail business
- Investment product sales
- Consumer finance
- Global asset management & administration



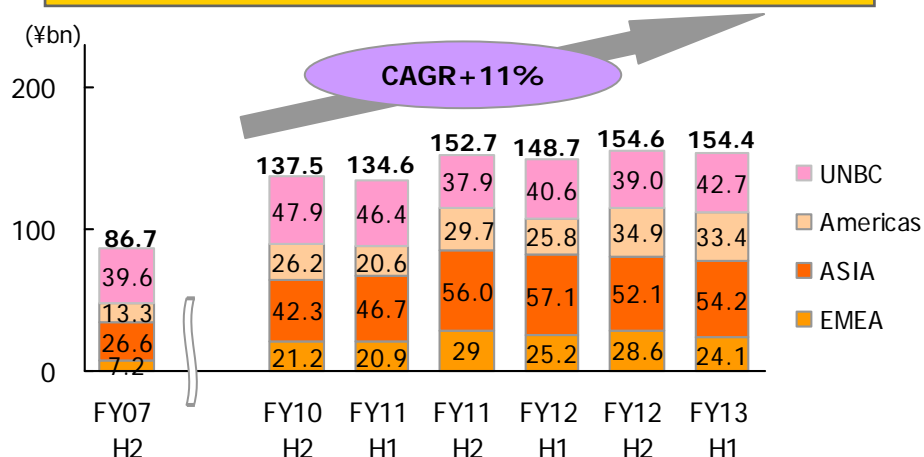
# Global strategy(1)

(Commercial bank consolidated)



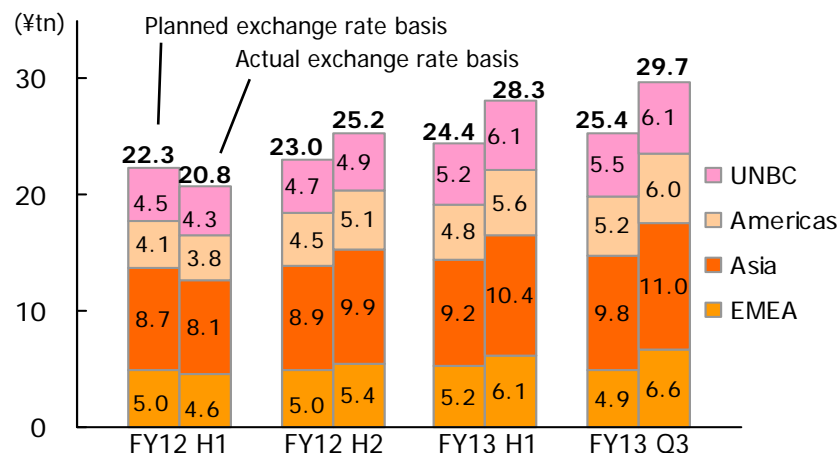
- Solid increase in net operating profits in Asia, Americas and EMEA
- Expanded our lending in the Asia, Americas and EMEA. Customer deposits also growing.  
In addition, the risk-monitored overseas loans ratio remains at a low level due to our strict credit controls

## Net operating profits by regions<sup>\*1\*2</sup>

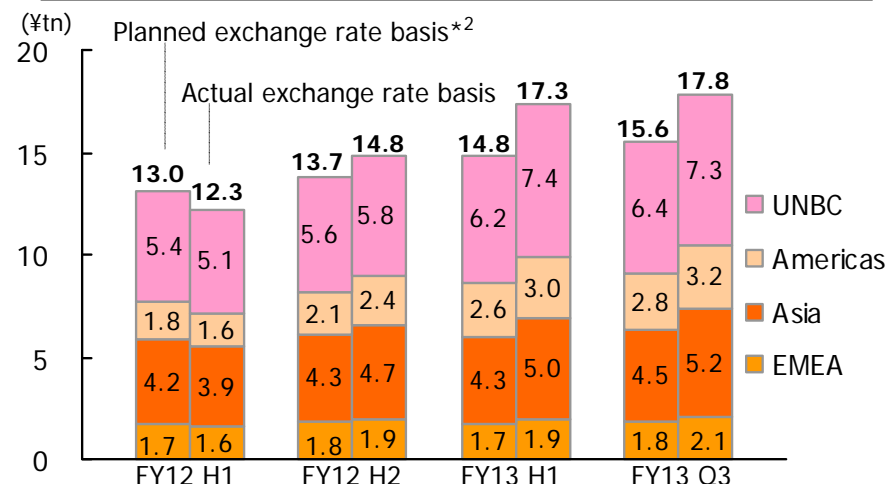


\*1 Excl. other business gross profits and before elimination of duplication

## Average lending balance by regions<sup>\*2</sup>

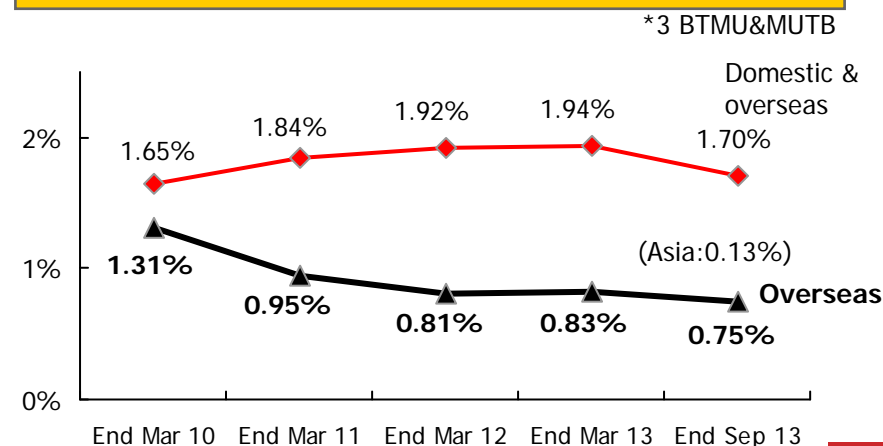


## Average deposits balance by regions



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

## Risk-monitored overseas loan ratio<sup>\*3</sup>



\*3 BTMU&MUTB



# Share acquisition of Bank of Ayudhya (Krungsri)



- Acquired 72.01% of Krungsri's total outstanding shares through Voluntary Tender Offer (VTO)
- Plan to integrate BTMU Bangkok branch into Krungsri within one year from share acquisition

## Results of Voluntary Tender Offer (VTO)

- Acquired 72.01% of Krungsri's total outstanding shares (including 25.33% purchased from GE Capital International Holdings Corporation)
- Funds used in the VTO was approx. THB170.6 bn (approx. ¥536.0 bn, calculated at the currency exchange rate of THB1 = ¥3.142)
- Krungsri has become a subsidiary of BTMU
  - Consolidation of balance sheet started from Dec 13
  - Consolidation of income statement will start from Jun 14
- Krungsri remains listed on the Stock Exchange of Thailand

## Future plan

- In accordance with Thailand's One Presence Policy, BTMU's Bangkok branch plans to be integrated into Krungsri through the contribution in kind of the BTMU Bangkok branch business to Krungsri within one year from the date of the acquisition of Krungsri shares through the VTO
- BTMU's ownership in Krungsri is estimated to be 76.44% after the integration

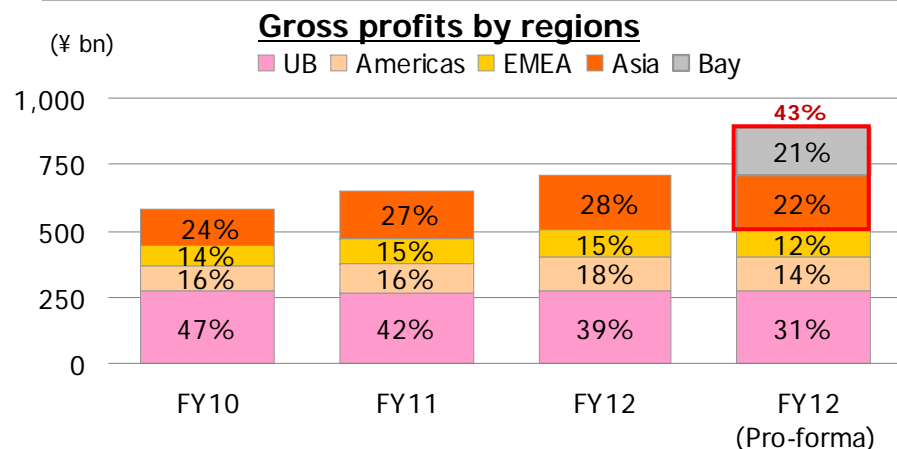


# Strategic significance of Bank of Ayudhya



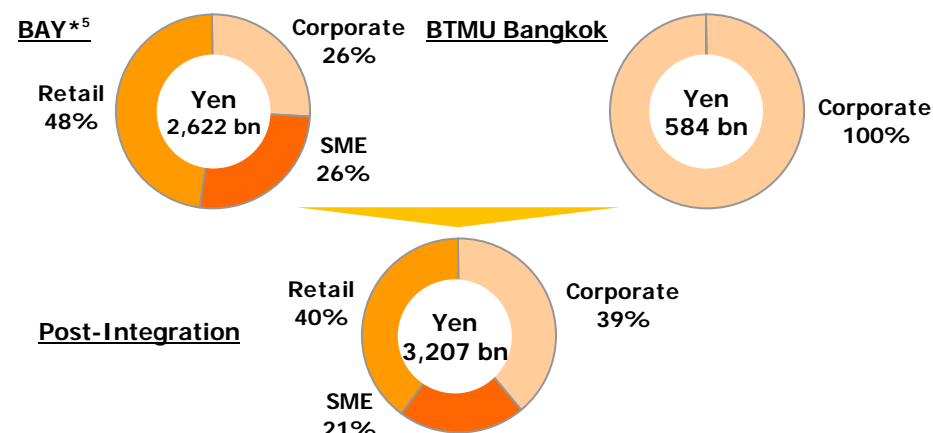
- Asia, as well as Americas, has become profit driver
- Build comprehensive commercial banking platform in Asia, including retail and SME banking
- The combination of MUFG and BAY will bring in significant synergies

## Diversified geographic mix<sup>\*1\*2\*3</sup>



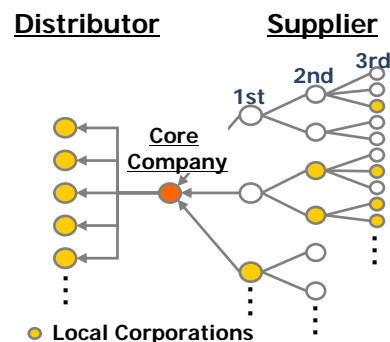
<sup>\*1</sup> Including gross profits of other business and adjustment of duplicated counts elimination between business plan (\$/¥=83, etc) <sup>\*2</sup> Exchange rates: Those adopted in our business <sup>\*3</sup> Does not consider investment ratio regarding BAY (counted as 100%) <sup>\*4</sup> As of end FY12. THB/¥=3.16 <sup>\*5</sup> Including leasing receivables

## Well-balanced loan portfolio mix<sup>\*4</sup>

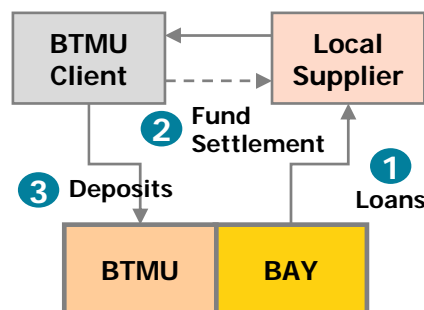


## Supply Chain Approach

### Pattern of supply chain

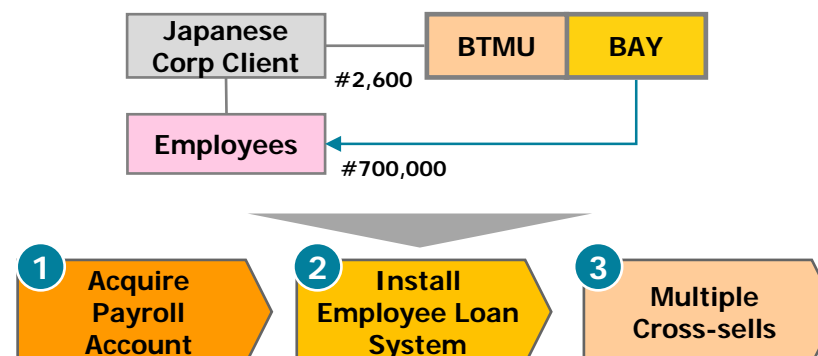


### Targeted synergy areas



## Cross-sell retail banking service

### Business flows & targeted opportunities





# BAY - Financials



(¥bn)	FY10 <sup>*1</sup>	FY11 <sup>*1</sup>	FY12 <sup>*1</sup>	FY13 <sup>*1*2</sup>	CAGR(FY10-13)
<b>PL</b>					
Total operating income	164.9	177.0	195.8	219.2	10.0%
Other operating expenses	85.7	87.9	98.6	107.5	7.8%
Operating income before provision	79.1	89.0	97.3	111.7	12.2%
Net income attributable to shareholders	28.1	29.6	46.8	44.9	16.8%
<b>BS</b>					
Loan <sup>*3</sup>	2,076.7	2,302.4	2,656.0	3,016.4	13.3%
Corporate	608.1	653.7	678.1	779.5	8.6%
SME	576.3	604.7	681.1	740.4	8.7%
Retail	892.2	1,044.1	1,296.8	1,496.5	18.8%
Deposit	1,844.7	1,793.7	2,198.9	2,445.0	9.8%
Total asset	2,783.5	3,033.0	3,430.3	3,781.5	10.8%
Total shareholder's equity	317.1	328.6	363.2	396.2	7.7%

	FY10 <sup>*1</sup>	FY11 <sup>*1</sup>	FY12 <sup>*1</sup>	FY13 <sup>*1*2</sup>	CAGR(FY 10-13)
<b>Key Indicate</b>					
NIM	4.6%	4.5%	4.3%	4.4%	–
CIR (Cost to income ratio)	52.0%	49.7%	50.3%	49.0%	–
NPL (Non performing loan ratio)	5.5%	3.7%	2.4%	2.6%	–
LDR (Loan to deposit ratio)	99.0%	96.9%	102.9%	104.3%	–
ROA	1.1%	1.0%	1.5%	1.2%	–
ROE	9.2%	9.2%	13.5%	11.8%	–
<b>Others</b>					
#of Branches	590	588	605	614	1.3%

\*1 Fiscal year ends in Dec

\*2 Unaudit base

\*3 Including leasing receivables

\*4 THB/¥=3.2



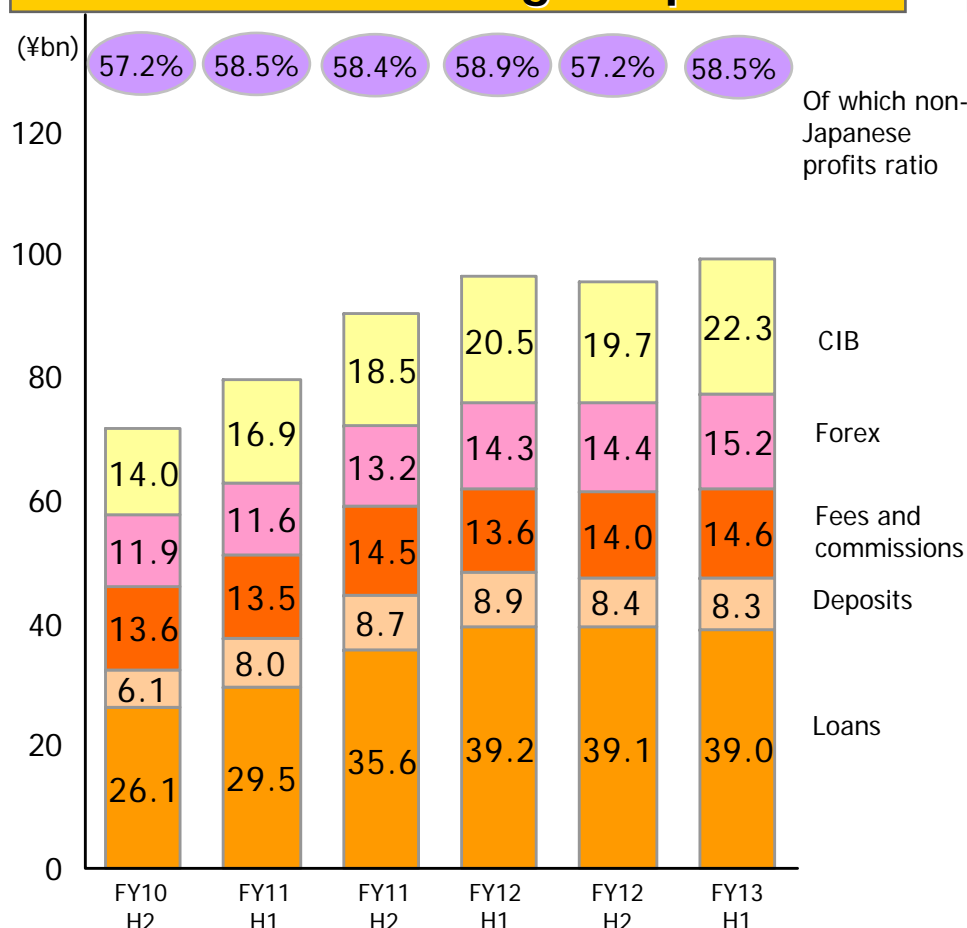
# Asia strategy(1)

(Commercial bank consolidated)



- Increase of gross profits in Asia is driven by CIB and forex income
- Aim to increase FY14 gross profit by 50% since FY11 by accumulating high quality assets and strengthening cross selling
- Aim to secure position as a top foreign bank by improving business model to capture Asian growth

## Customer business gross profits\*1



## Key points of Asia strategy

- **Strengthen sales through cross-entities and cross-region to expand products/services both inside and outside region. Strengthen governance/ risk management framework**
- **Organic growth**
  - Respond to Japanese company's needs accompanying expansion of regional business flows by strengthening transaction banking business and sales capability
  - Support customers expanding into emerging regions by opening offices, using our alliance network of local banks and utilization of headquarters functions
  - Aim for major expansion of transactions with non-Japanese companies by strengthening solution proposal ability, sales to financial institutions, etc.
  - Strengthen local currency business, beginning with enhancing Renminbi-related business
- **Non-organic growth**
  - Pursue investment and alliance strategy to capture Asian growth opportunities, expand customer services through use of local office network
  - Acquired 20% stake in VietinBank, made it an equity-accounted affiliate (May 13)
- **Establishment of two headquarters in Asia**
  - Shift to one headquarters for East Asia (China, Hong Kong, etc.) and one for SE Asia, Oceania, etc. (in Singapore)
  - Strengthen ability to handle expansion of business volume, changes in environment in the region

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

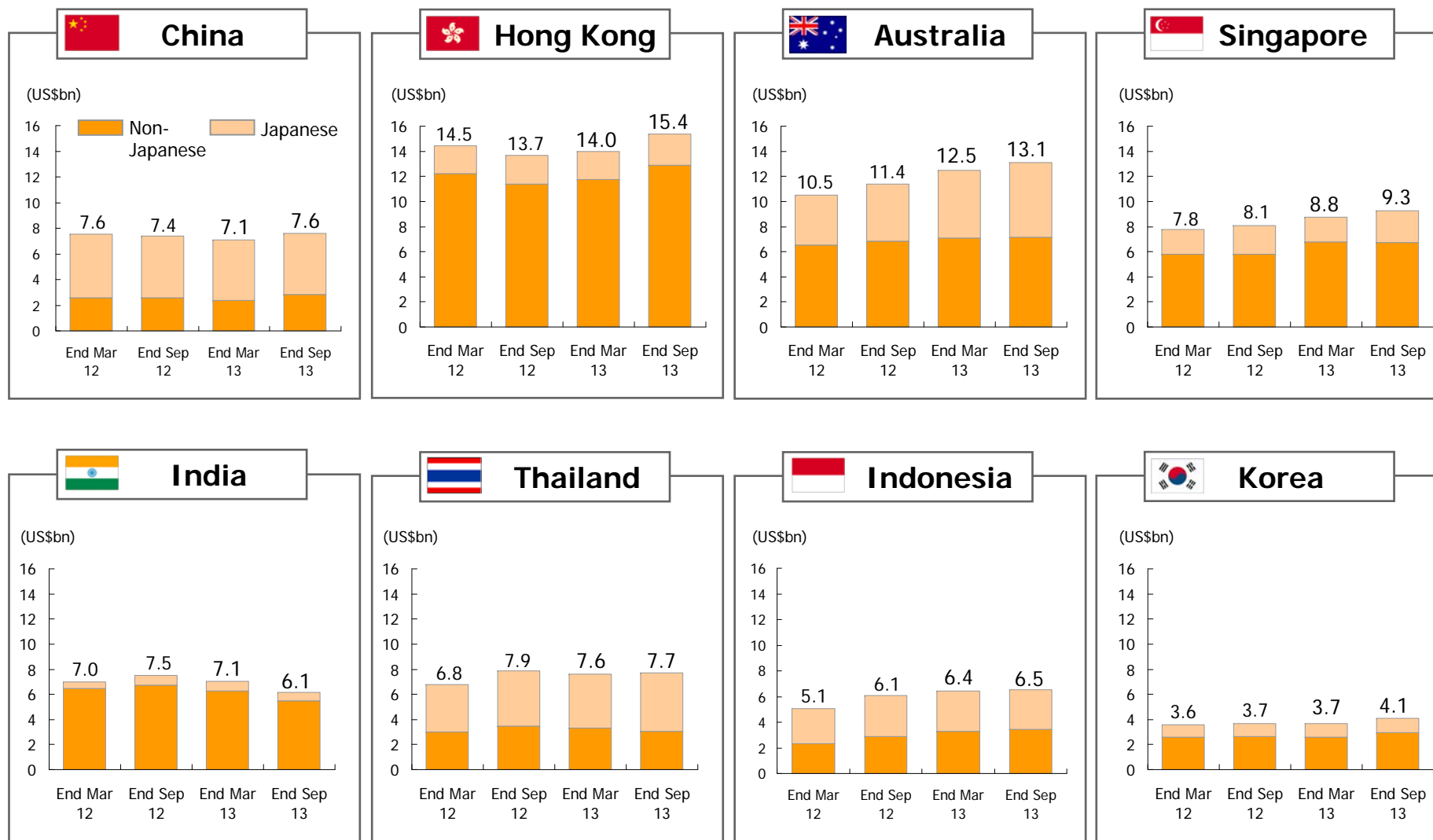


# Asia strategy(2)

(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.

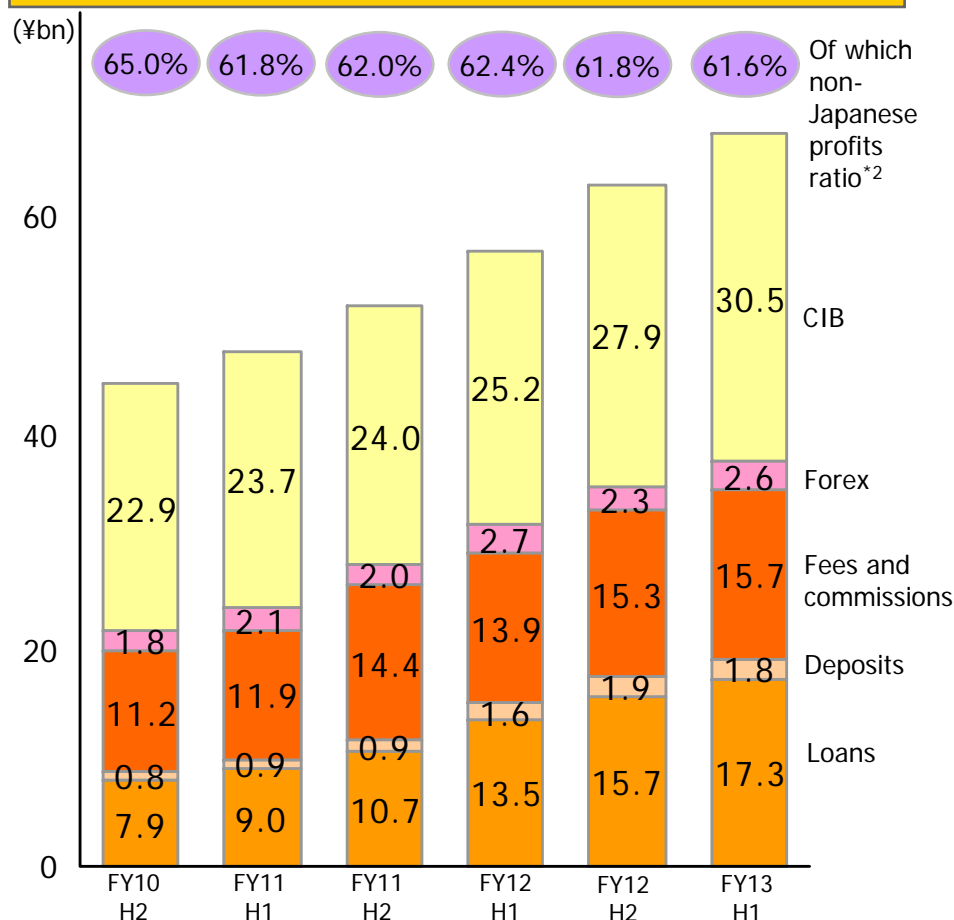


# Americas strategy(1)



- In the Americas, which comprises approx. 60% of overseas business income, in FY13 H1 increased sales and profit driven by lending and CIB income
- In FY14 aiming for 30% increase in gross profit compared to FY11
- Aim to become a US top 10 financial institution by scale and profitability

Customer business gross profits (Excl. UNBC) \*1



## Key points of Americas strategy

- **Organic growth**
  - Accelerate growth through expansion of customer base, intra-Group collaboration and new product development
  - Strengthen base in personnel, risk management, IT, etc. to support business volume growth
- **Non-organic growth**
  - Pursue opportunities for strategic acquisitions. Respond to high value-added acquisitions opportunities
- **Latin America**
  - Accelerate steady execution of integrated strategy by country and realize benefits of capital increases
- **BTMU and UNBC full business integration (details on P32)**
  - After making UNBC a 100% in 08, steadily developed collaboration and introduced a US Quasi-holding company framework. Unified management in Jul 13. Planning to unify business in Jul 14

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



# Americas strategy(2)



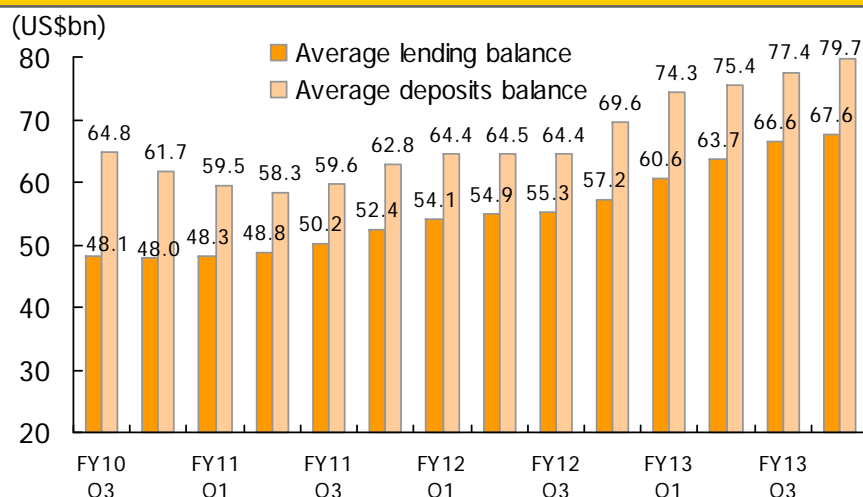
- UNBC built firm results despite the drop in interest rates and higher regulatory costs. Loans and deposits increased steadily
- Consider additional high value acquisitions for enhancing business basis

## UNBC business performance

(US\$mm)	FY11	FY12	FY13				
			Q1	Q2	Q3	Q4	
Gross profits	3,294	3,420	904	873	919	896	3,592
Non-interest expenses	2,415	2,566	713	702	689	689	2,793
Net business profits	879	854	191	171	230	207	799
Provision for allowance for credit losses*1	(202)	25	(3)	(3)	(16)	(23)	(45)
Net income	778	628	148	142	198	179	667

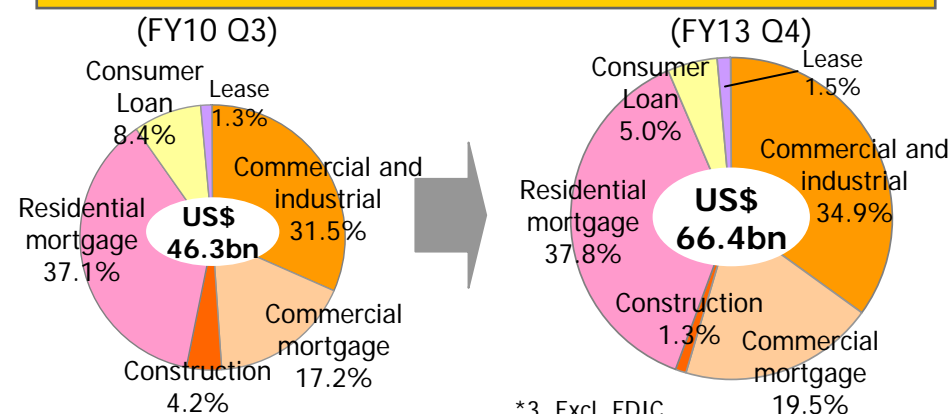
\*1 Negative figures are reversal

## UNBC average lending and deposits balance\*2



\*2 Effective of acquisition of Pacific Capital Bancorp was reflected from Dec 12, commercial real estate finance firm from Deutsche Bank's subsidiary was from Jun 13

## UNBC loan portfolio (average)\*3



\*3 Excl. FDIC

## Recent acquisition of UNBC

Status	Case	
Oct 12, completed acquisition	Deposits/settlement service business for apartment management associations (from PNC Bank)	\$1 bn in deposits
Dec 12, completed acquisition	Pacific Capital Bancorp	\$3.8 bn in loans \$4.7 bn in deposits
Nov 13, completed acquisition	Deposits/settlement service business for apartment management associations (from First Bank)	\$550 mm in deposits
Jun 13, completed acquisition	Commercial real estate finance firm (from Deutsche Bank's 100% subsidiary in US)	\$3.5bn in assets



# Americas strategy(3)

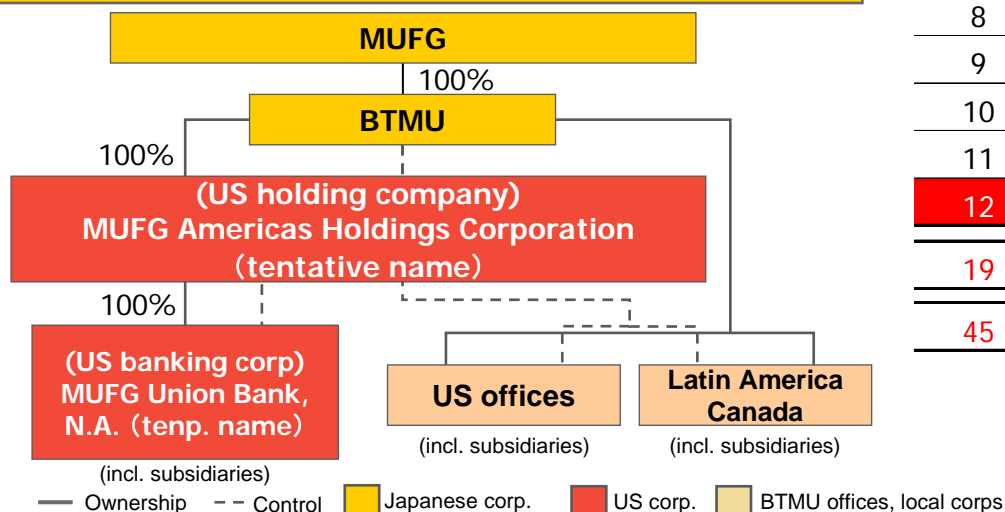


- Plan to integrate BTMU and UNBC business by Jul 14, and establish a new US holding company and US banking corporation to unify BTMU's Americas business
- Maximize profit opportunities by combining BTMU and UNBC strengths

## BTMU-UNBC business integration aims

- Strengthen foreign currency funding ability
  - Strengthen dollar funding ability on a global basis through use of UB's dollar deposits
- Response to US financial regulations
  - Strengthen governance and risk management to respond to US prudential regulations and future strengthened local regulations

## Post-integration organization structure\*<sup>1</sup> (Jul 14)



\*<sup>1</sup> This is current main scenario. Has not been decided yet

## Ranking of deposits balance in the US (end Dec 12)

Rank	Company	Deposits balance in the US (bn US\$)
1	Bank of America Corporation	1,029
2	JPMorgan Chase & Co.	932
3	Wells Fargo & Company	930
4	Citigroup Inc.	377
5	U.S. Bancorp	231
6	Capital One Financial Corporation	211
7	PNC Financial Services Group, Inc.	211
8	TD Bank US Holding Company	181
9	Bank of New York Mellon Corporation	139
10	BB&T Corporation	133
11	SunTrust Banks, Inc.	132
12	BTMU Americas+UNBC	96
19	UnionBanCal Corporation	74
45	BTMU Americas	22

(Source) SNL



# Project finance



- No1 in Jan-Dec 13 global ranking. Maintaining high rankings: 1st in Americas, 3rd in EMEA and 3rd in Asia Pacific
- Secure leading bank status by strengthened staffing, etc. as the core of solutions business

## Global presence

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

Rank	Mandated Arrangers	Origination Volumes (US\$ bn)	#	Rank Jan-Dec 12
1	<b>MUFG</b>	<b>11.43</b>	<b>108</b>	<b>1</b>
2	State Bank of India	10.09	20	2
3	China Development Bank	8.31	6	45

(Source) Project Finance International

<By regions>	Jan-Dec 12			Jan-Dec 13	
	Rank	Share		Rank	Share
Americas	1	11.5%	→	1	9.3%
EMEA	6	3.2%	→	3	3.9%
Asia Pacific	2	5.4%	→	3	5.0%

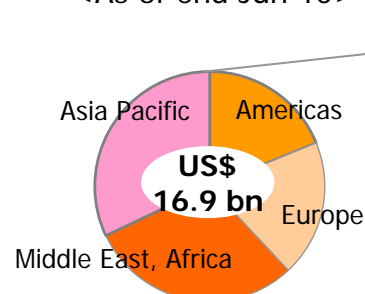
(Source) Project Finance International

## Strategies to strengthen the business

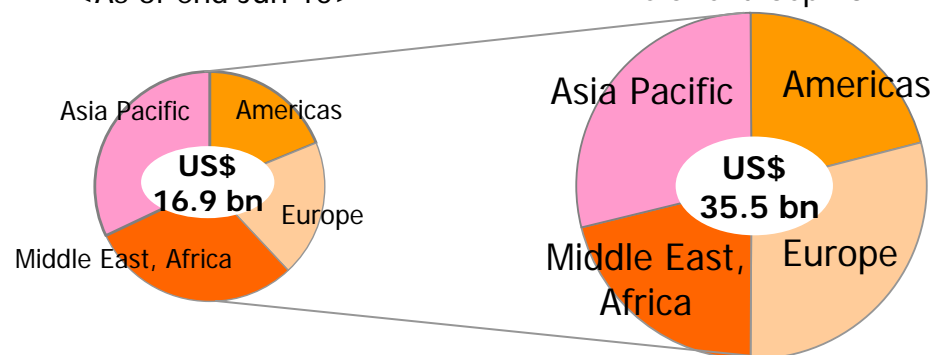
- Global approach: strengthening our platform in the shale gas, infrastructure sector
- Domestic approach: enhancing our supports in relation to Japanese companies' project finance related to PFI, renewable energy, etc. and infrastructure exports to Asia
- Strengthening marketing structure through staff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

## Project finance loan portfolio\*1

<As of end Jun 10>



<As of end Sep 13>



\*1 Commercial bank (consolidated, excl. UNBC)



# Global strategic alliance with Morgan Stanley



- Enhance strategic alliance by expanding scope of collaboration, fully leveraging BTMU customer base
- No.1 position in cross-border M&A advisory for transactions involving Japanese corporations for 2013
- Utilize MS' global expertise to further develop wealth management business in Japan  
(plan to change company name of Mitsubishi UFJ Merrill Lynch PB Securities to Mitsubishi UFJ Morgan Stanley PB Securities in Mar 14)

## Results of Morgan Stanley

(US\$mm)	FY12	FY13				
		Q1	Q2	Q3	Q4	
1 Net revenue	26,102	8,158	8,503	7,932	7,830	32,417
2 Net revenue (Excl.DVA) *1	30,504	8,475	8,328	8,103	8,198	33,098
3 Non-interest expenses	25,582	6,576	6,728	6,591	7,897	27,785
4 Income from continuing operations before taxes	520	1,582	1,775	1,341	(67)	4,632
5 Income from continuing operations before taxes (Excl.DVA) *1	4,922	1,899	1,600	1,512	301	5,313
6 Net income applicable to MS*2	68	962	980	906	181	3,029
7 Earnings applicable to MS common shareholders*2	(30)	936	803	880	133	2,752

\*1 Calculated by MUFG based on Morgan Stanley public data

\*2 On Feb 4, MS announced it will record an addition to legal reserves, which will have the impact of reducing income from continuing operations applicable to MS of Q4 and FY13 by \$97 mm

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

Rank	FA	#	Amount (¥bn)	Share (%)
1	<b>MUMSS</b>	<b>24</b>	<b>2,508.7</b>	<b>36.4</b>
2	Goldman Sachs	21	2,255.9	32.7
3	Bank of America Merrill Lynch	13	1,341.9	19.4
4	Deutsche Bank Group	12	884.2	12.8

Any Japanese involvement announced

(Source) Thomson Reuters

## Major collaborations around the globe

- **Acquisition of Beam by Suntory Holdings**
  - MUMSS is acting as exclusive financial advisor for Suntory Holdings in its approx. \$16 bn acquisition of Beam (ongoing deal)
- **Merger of Tokyo Electron and Applied Materials**
  - MUMSS acted as exclusive financial advisor in the approx. ¥690 bn, landmark cross-border merger
- **Large global follow-on offerings**
  - MS/MSMS were JGC and International Joint Bookrunner for the approx. ¥128 bn follow-on offering for Dentsu
  - MS/MSMS/MUMSS acted as JGC and Joint Bookrunner for both international and domestic tranches for the approx. ¥144 bn follow-on offering for Daiwa House

## Equity underwriting (Jan 13-Dec 13)

Rank	Bookrunner	#	Amount (¥bn)	Share (%)
1	Nomura	166	1,229.6	26.4
2	Daiwa	143	737.4	15.8
3	SMFG	176	632.3	13.6
4	<b>MUMSS</b>	<b>127</b>	<b>625.7</b>	<b>13.4</b>

(Source) Thomson Reuters

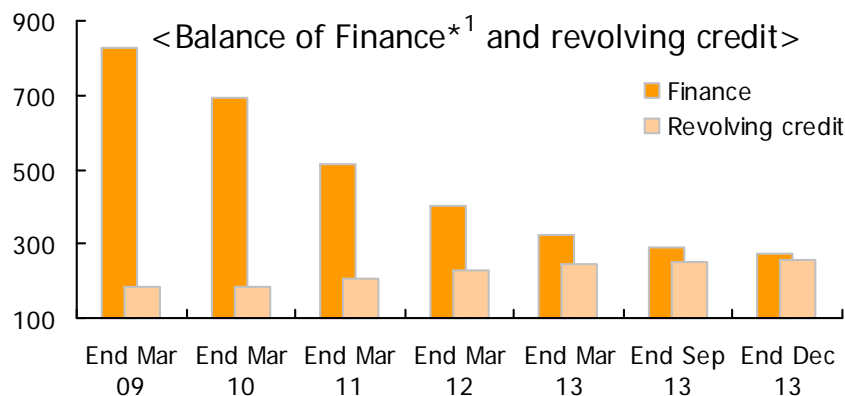
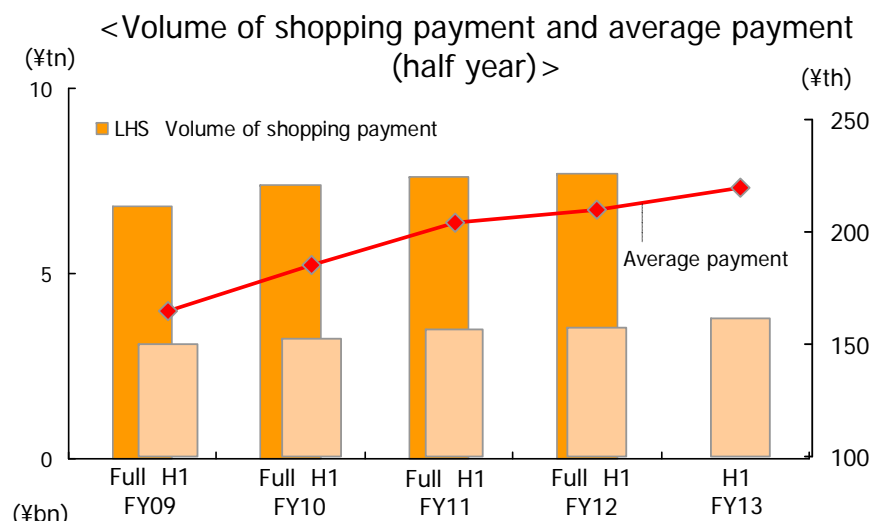


# Consumer finance



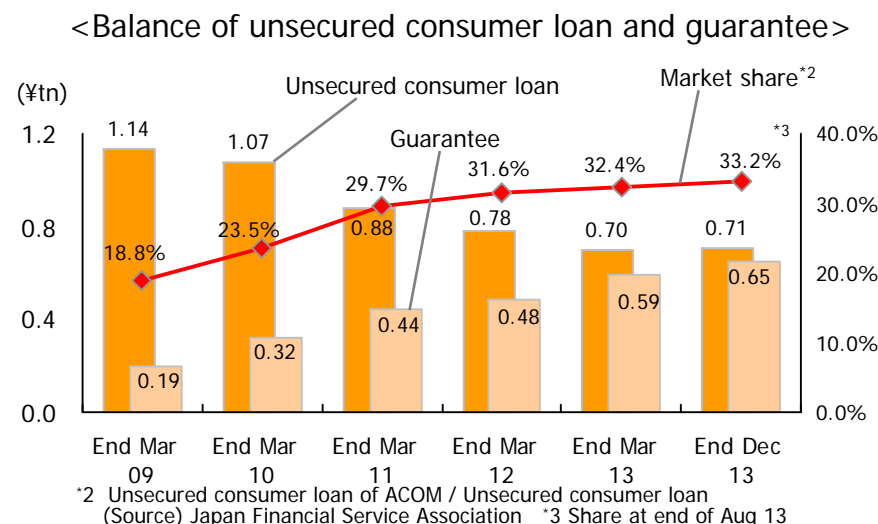
- Key issue is to achieve top-line growth through growth strategy
  - MU NICOS: Aiming to increase volume of shopping and revolving credit in the growing credit card business
  - ACOM: Declining trend in unsecured consumer loan balance bottomed out. Aiming to increase gross profits, including growth from guarantee business
  - BTMU: Loan balance of BANQIC shows consistent growth, aiming to double or more by FY14 from FY11

## MU NICOS

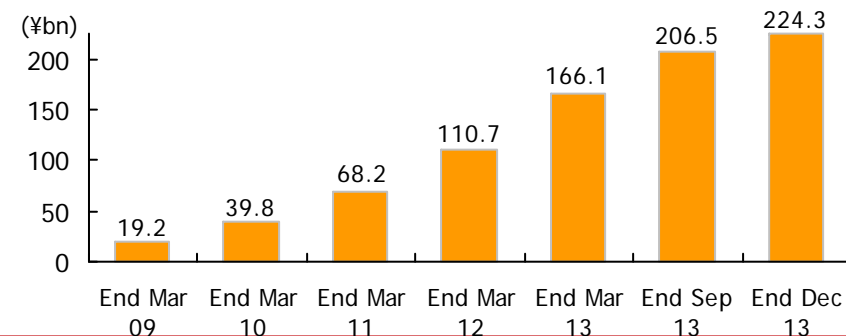


\*1 Card cashing + Card loan (counted for internal management purpose)

## ACOM



## Loan balance of BTMU BANQUIC



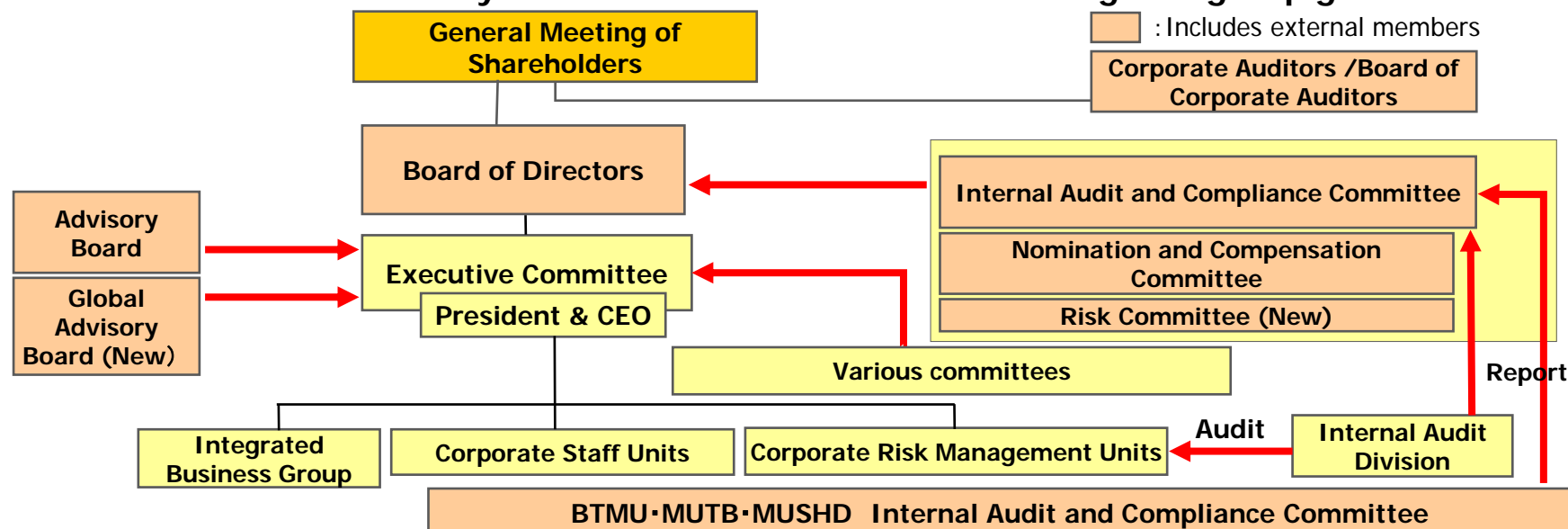


# Governance



# Enhancement of Governance

- Established Global Advisory Board and Risk Committee to strengthen group governance



	Global Advisory Board	Risk Committee
Function	<ul style="list-style-type: none"> <li>An Advisory body for Executive Committee</li> <li>An advisory board composed of independent overseas experts that provides advice and counsel to the Executive Committee from overseas</li> </ul>	<ul style="list-style-type: none"> <li>An Advisory committee for Board of Directors</li> <li>Deliberates on matters pertaining to risk management for the Group as a whole to contribute to the Board of Directors' decision making</li> </ul>
Member	<ul style="list-style-type: none"> <li>John C. Dugan (Partner, Covington Burling LLP, Former Comptroller of the Currency, United States Treasury Department)</li> <li>Dr. Victor K. Fung (Group Chairman, Fung Group, Hong Kong, Former Honorary Chairman, the International Chamber of Commerce)</li> <li>John V. Roos (Former United States Ambassador to Japan)</li> <li>Lord (James) Sassoon, Kt (Director, Jardine Matheson Holdings Limited Former Commercial Secretary to the Treasury, United Kingdom)</li> <li>Simon S.C. Tay (Chairman of the Singapore Institute of International Affairs, Former Member of Parliament, Singapore)</li> <li>Dr. Gertrude Tumpel-Gugerell (Member of Supervisory Board, Österreichische Bundesbahnen- Holding AG, Former Member of Executive Board, European Central Bank)</li> </ul>	<p>Chairperson:</p> <ul style="list-style-type: none"> <li>Yuko Kawamoto (Non-executive director/ Professor at Waseda University, Graduate School of Finance, Accounting and Law)</li> </ul> <p>Members:</p> <ul style="list-style-type: none"> <li>Ryuji Araki (Outside director/ Advisor of Toyota Motor Corporation)</li> <li>Akira Ariyoshi (Professor at Hitotsubashi University, School of International and Public Policy)</li> <li>Akihiko Kagawa (Managing Director in charge of risk management)</li> </ul>



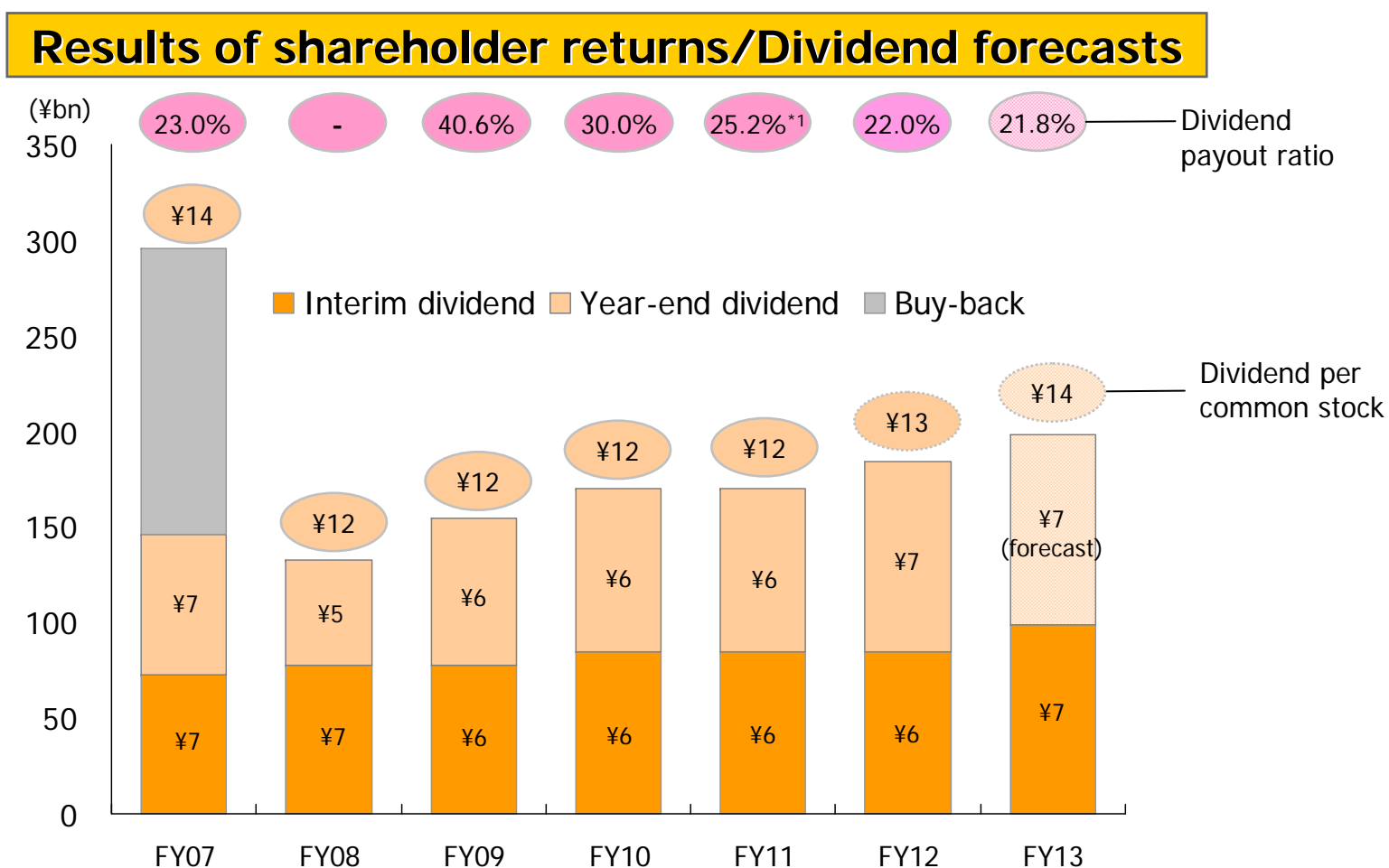
# Capital policy



# 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



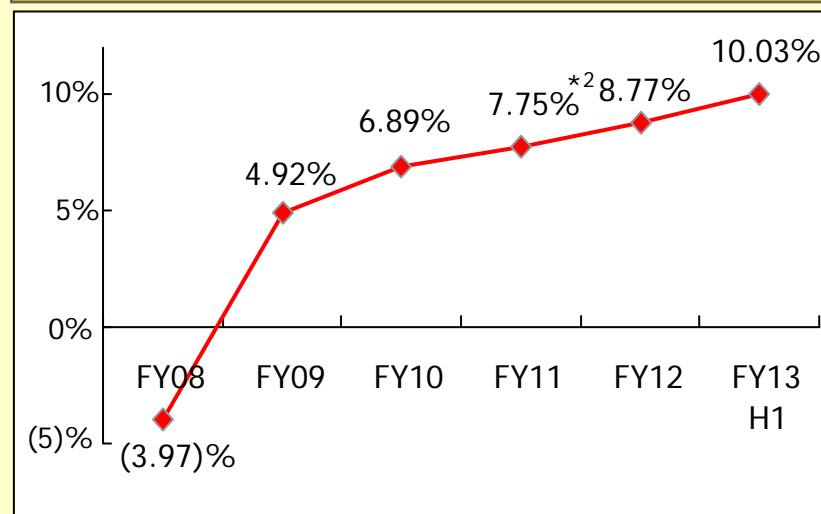
\*1 17.6% before excluding negative goodwill associated with application of equity method accounting on our investment in Morgan Stanley



## Approach to use of capital

- Management that stresses on capital efficiency
  - Increase ROE
  - Awareness to the volatility of global financial markets, and the business environment
    - CET1 ratio (full implementation basis\*<sup>1</sup>), excluding effects of net unrealized gains on marketable securities was at 9.1% (as of end Dec 13)
    - Reflected negative effects of 0.6%, regarding consolidation of Bank of Ayudhya
    - Positive effects on CET1 ratio is expected from the accumulation of retained earnings, etc.
    - Closely monitoring regulations regarding Leverage ratio and bail-in bonds, etc.
- Focus on investment in Bank of Ayudhya in terms of strategic M&A. Keep highly qualified investment criteria for new investment opportunities
- If CET1 target (9.5%) is achieved, excluding effects of net unrealized gains on marketable securities, will consider share buybacks, taking into account the capital necessary for future growth

### Consolidated ROE



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

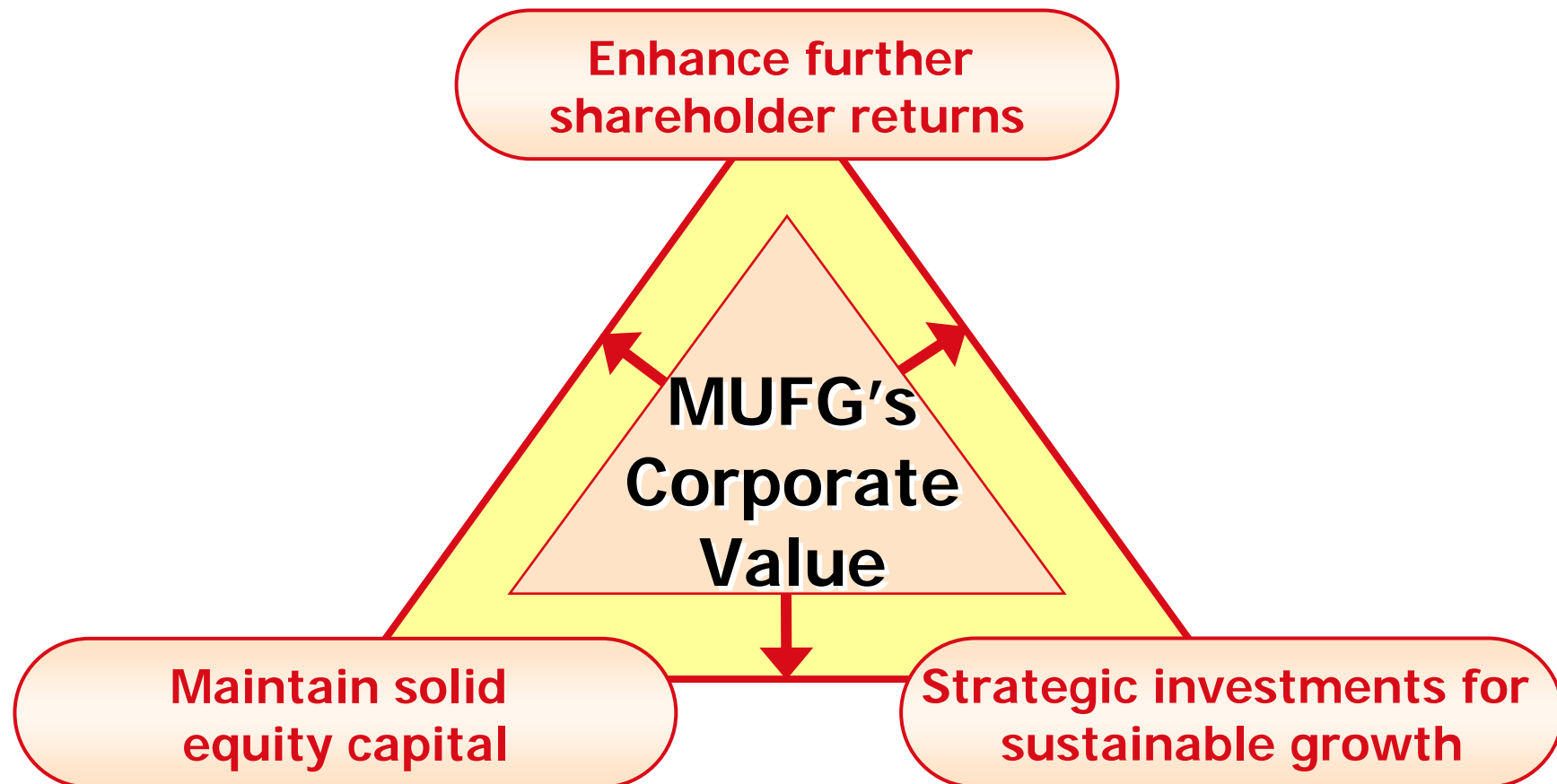
\*2 11.10% before excluding negative goodwill associated with application of equity method accounting on our investment in Morgan Stanley



# Capital policy



- 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
<b>Growth</b>	Consolidated net operating profit (customer divisions) <sup>*1</sup>	¥1,036.0 bn	¥1,065.1 bn (Up approx. 3% from FY11)	20% increase from FY11
<b>Profitability</b>	Consolidated expense ratio	56.9%	57.6%	Between 55-60%
	(Non-consolidated)	50.4%	51.4%	Between 50-55%
	Consolidated net income RORA <sup>*2*3</sup>	0.8%	0.95%	Approx. 0.9%
	Consolidated ROE <sup>*2</sup>	7.75%	8.77%	Approx. 8%
<b>Financial Strength</b>	CET1 ratio (Full implementation) <sup>*3</sup>	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%

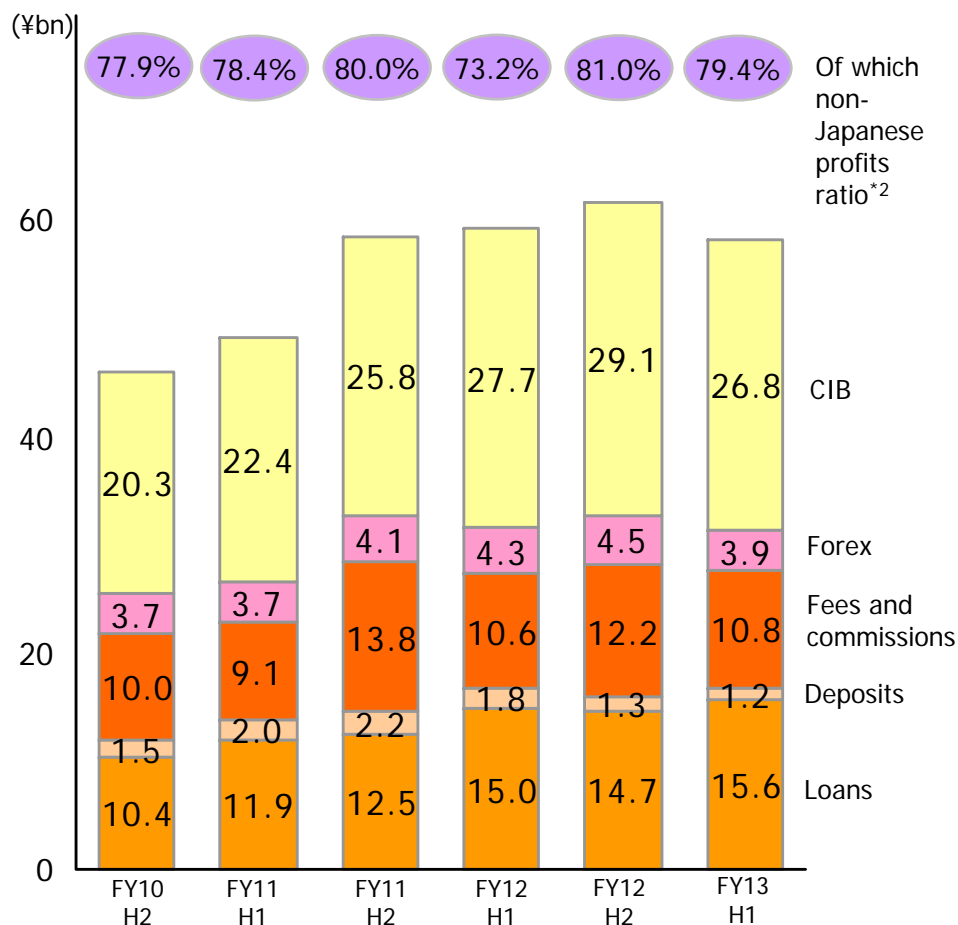


# Appendix: EMEA strategy (Commercial bank consolidated)



- Determine opportunities to expand business, while considering European debt crisis and competitive situation. Strengthen local functions and network
- Aiming to increase gross profits for FY14 by 20% from FY11

## Customer business gross profits<sup>\*1</sup>



## Key points of EMEA strategy

- **Expand business while taking into account European debt crisis, status of competitors, etc.**
  - 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**
  - Upgrade Johannesburg and St. Petersburg representative offices to sub-branch status
  - Strengthen business oversight ability in Middle East through upgrading Dubai sub-Branch to branch status
  - Opened local corporation in Turkey (Nov 13)
- **Strengthen management fundamentals such as governance and risk control to support growth and business expansion in the EMEA**

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



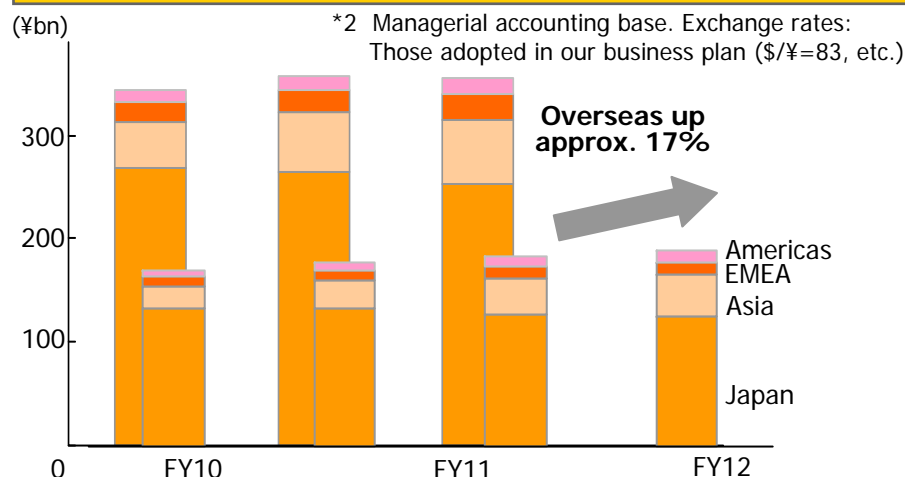
# Appendix: Transaction banking business

(Commercial bank consolidated)

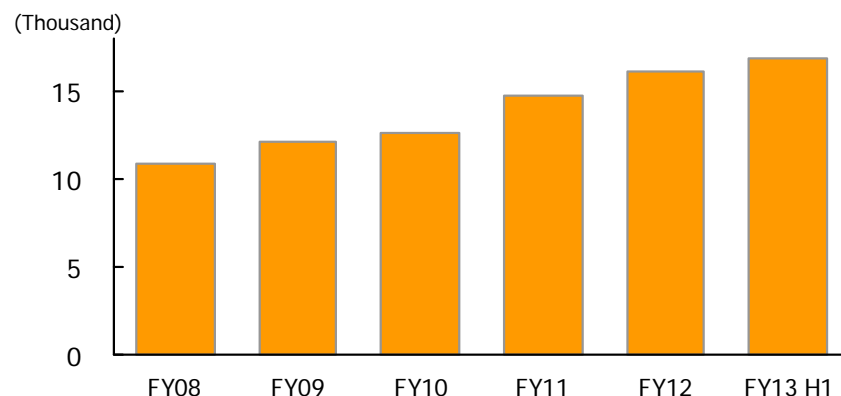


- Transaction banking business\*<sup>1</sup> gross profits increased steadily in overseas operations\*<sup>2</sup>
- Aiming to increase revenue for FY14 by ¥100 bn from FY11 through strengthening approach to capture global commercial flow and expanding products/services

## Gross profits (Excl. UNBC)\*<sup>2</sup>



## 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\*<sup>3</sup>) and centralized payment operation management system (GPH\*<sup>4</sup>), ahead of competitors
- **Further strengthen non-Japanese customers' business**
  - Strengthen business development with non-Japanese corporations centered on capturing trade flows related to natural resource business

\*<sup>1</sup> Collectively refers to services capturing commercial flows of customers such as deposits, settlements and trade finance

\*<sup>3</sup> TSU: Trade Services Utility \*<sup>4</sup> GPH: Global Payment Hub

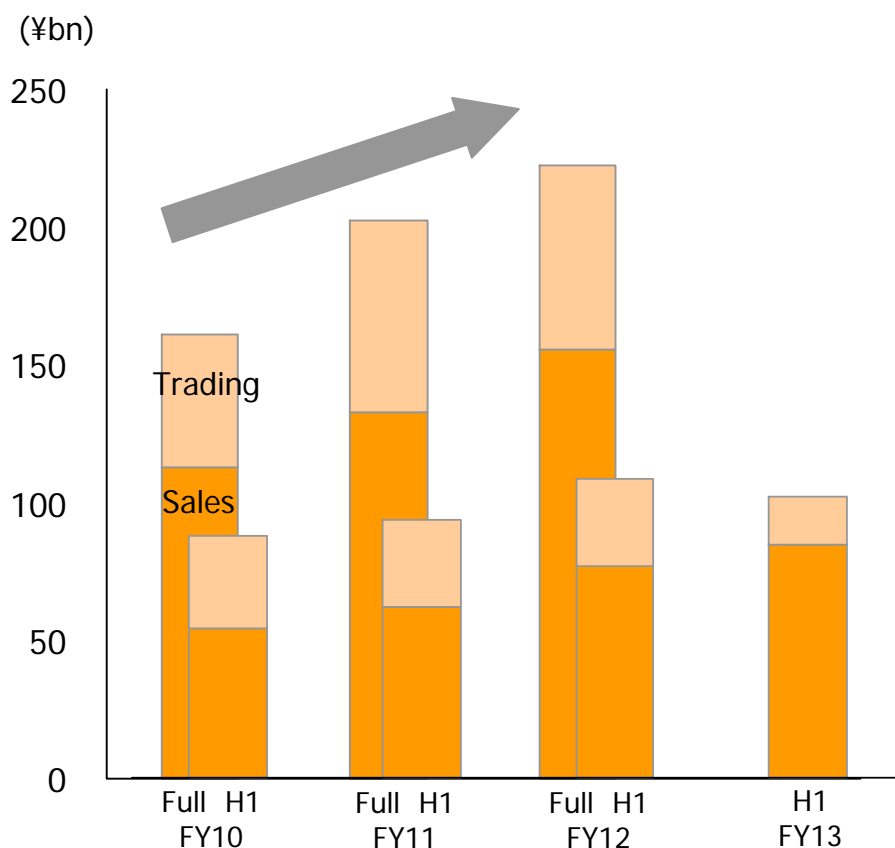


# Appendix: Sales & Trading business



- Strengthen flow trading as a commercial bank, build on customer base
- Correspond to 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

## Gross profits (BTMU consolidated, excl UNBC) \*1



## 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, BTMU Malaysia and Seoul
  - Expand emerging currency business (strengthen RMB business, product providing capabilities)
  - 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 Sum of customer divisions and global markets segment

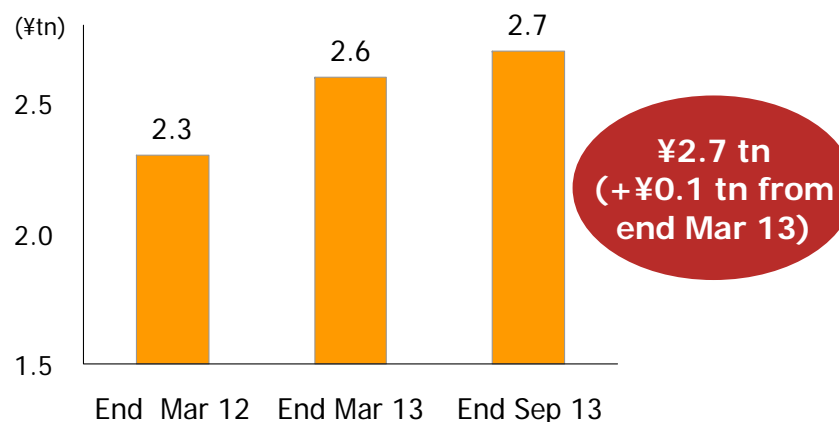


# Appendix: Integrated corporate & retail business



- Increased business owners assets under management and housing loans for corporate employees
- Aiming to generate additional revenue for FY14 by ¥10 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<sup>\*1</sup>
- **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 in BTMU
- **Expand integrated offices (one-stop sales locations)**
  - Expand one-stop offices unifying corporate and retail business to increase regionally-centered business
  - Expanded to 71 offices by FY13 H2
  - Continue expansion of integrated offices in FY14

<sup>\*1</sup> Name to be changed Mitsubishi UFJ Morgan Stanley PB Securities in Mar 14

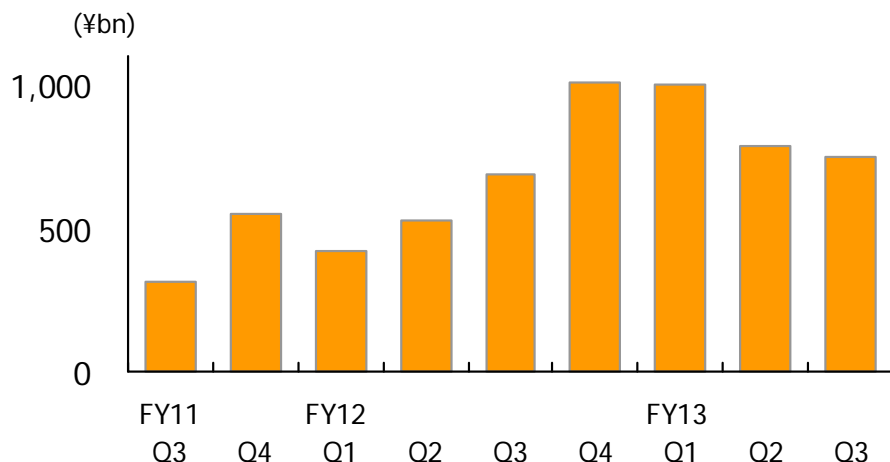


# Appendix: Investment product sales



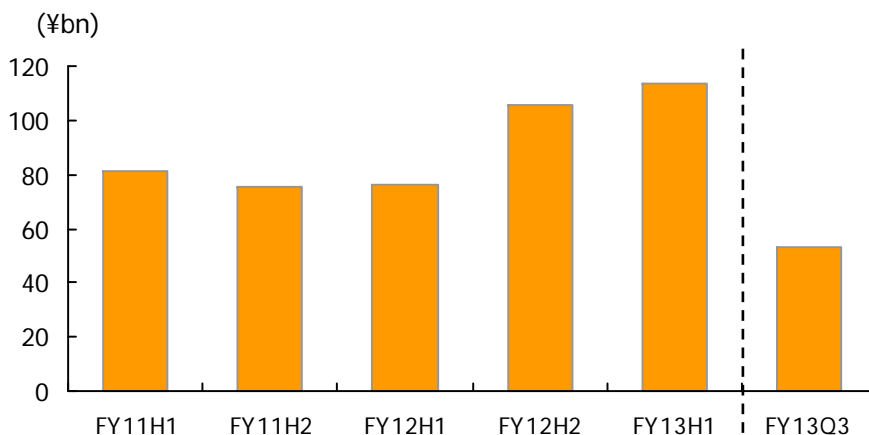
- Recovery in sales and income from investment products, led by investment trust and financial products intermediation. Aim to increase gross profits for FY14 by 40% from FY11
- Continue strengthening of collaboration among the group companies

## Equity investment trust sales<sup>\*1</sup>



\*1 BTMU+MUTB+MUMSS, managerial figure

## Income from investment products<sup>\*2</sup>



\*2 Includes sales by Mitsubishi UFJ Merrill Lynch PB Securities

## Group cooperation to strengthen 'Total asset sales'

### 【BTMU】

- **Strengthen retail money desk<sup>\*3</sup>**
  - Increase staff seconded from MUMSS
- **Increase total asset advisors<sup>\*4</sup>**
  - 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**
  - Plan to consolidate Mitsubishi UFJ Morgan Stanley PB Securities into MUMSS in Apr 14. Strengthen wealth management business with collaboration among securities
  - Extend business with business owners with BTMU/MUMSS collaboration

\*3 Team of experts with high level investment product sales expertise. As of end Dec 13, assigned to 63 locations in Japan

\*4 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 Dec 13, 140 advisors

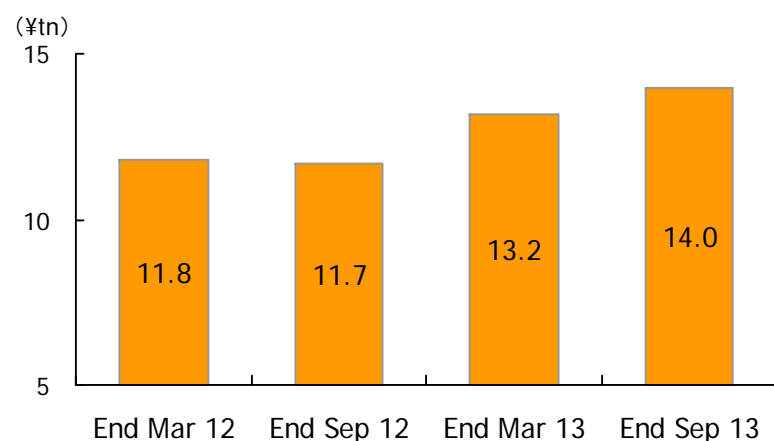


# Appendix: Global asset management & administration strategy

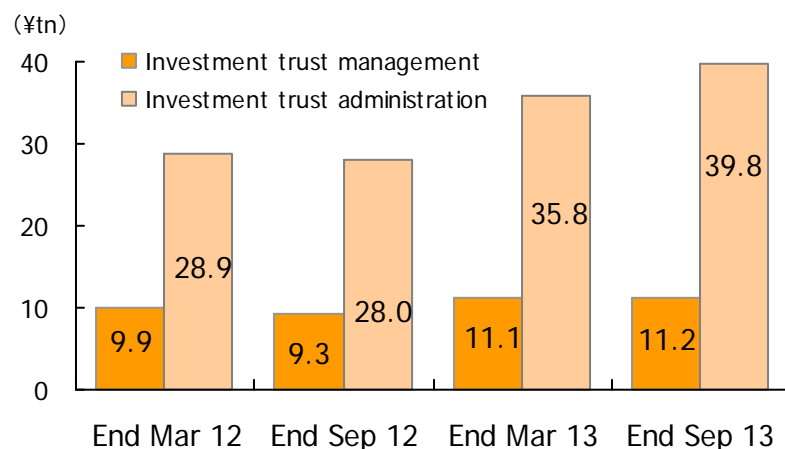


- Pension: Further expand robust operating base by extending BTMU/MUTB cooperation. Enhance consulting marketing towards regulations and investment accounting
- Investment trust: Introduce line up of MUFG group wide products, foreseeing introduction of NISA, and increase AUM through strengthening support towards sales institutions
- Global operations: Accelerate global development to correspond to diverse customer needs by alliance and investment

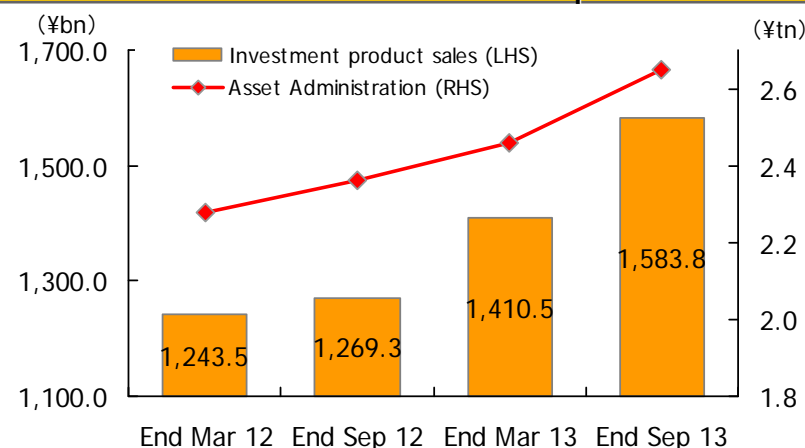
## Pension trust balance



## Investment trust management and administration balance



## DC pension plan balance Asset administration and Investment product sales



## Global development

Completed acquisition of fund administration service provider Butterfield Fulcrum Group (Now Mitsubishi UFJ Fund Services Holdings) in Sep 13

- Butterfield has approx. ¥10 tn in AUM and strong track record of providing bespoke administrative services to wide range of investment strategies
- Utilize the global network of Butterfield, to accelerate global development of fund administrative services
- Extend cross-sell towards new client base, through cross selling of MUFG services and high value-added products

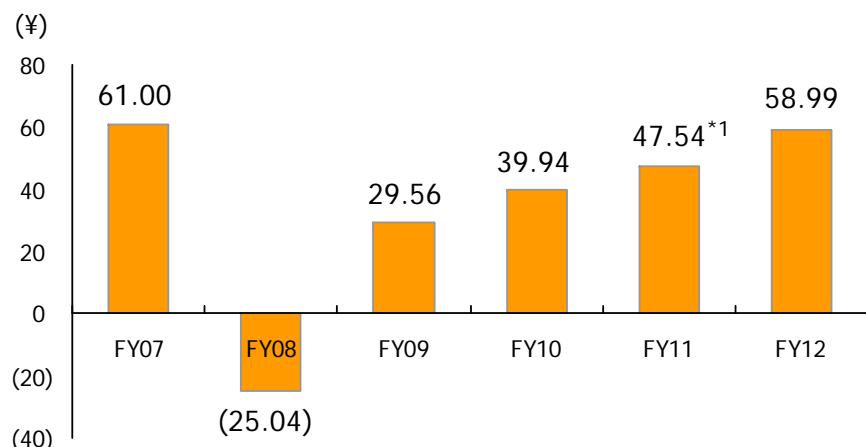


# Appendix: Management index

(Consolidated)

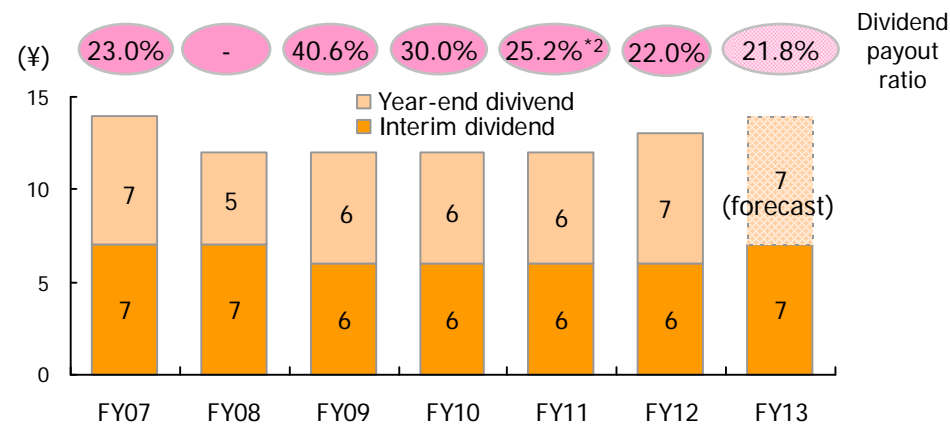


## EPS



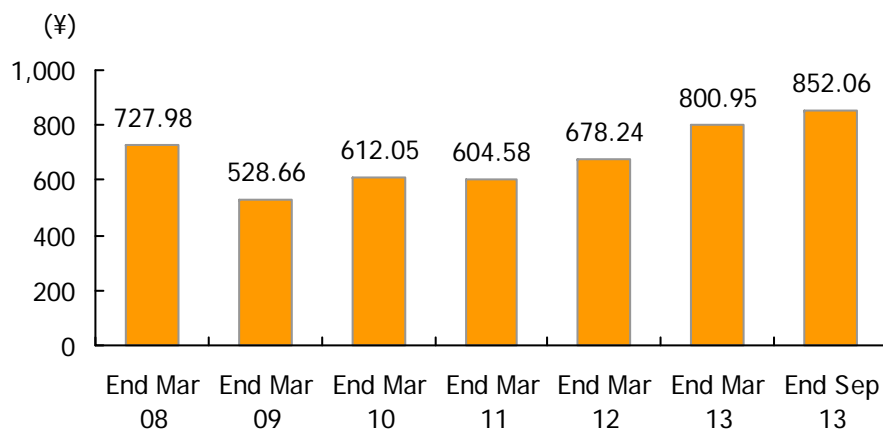
<sup>\*1</sup> ¥68.09 before excluding negative goodwill associated with application of equity method accounting on our investment in Morgan Stanley

## Dividend per share/Dividend payout ratio

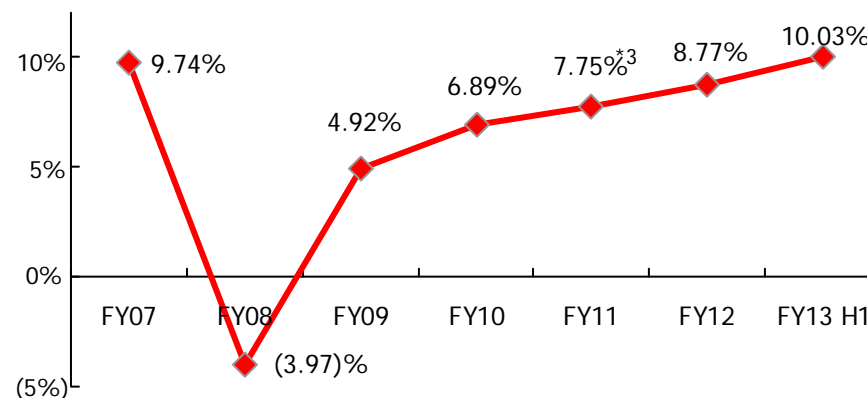


<sup>\*2</sup> 17.6% before excluding negative goodwill associated with application of equity method accounting on our investment in Morgan Stanley

## BPS



## ROE



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