



# Global Corporate and Investment Banking Strategy

March 2016



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- 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 JGAAP, unless otherwise stated.

Definitions of Figures Used in this Document	
<b>Consolidated</b>	Mitsubishi UFJ Financial Group (consolidated)
<b>BTMU</b>	Bank of Tokyo-Mitsubishi UFJ (consolidated. excluding MUAH and Krungsri)
<b>MUSHD</b>	Mitsubishi UFJ Securities Holdings (consolidated)

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# Introduction

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- Randy Chafetz is Executive Officer of Global Corporate and Investment Banking for The Bank of Tokyo-Mitsubishi UFJ, Ltd. (“BTMU”). He is also General Manager of the Global Corporate Banking Division. He was the first non-Japanese Executive Officer in BTMU history.
- In his role as Head of Global Corporate, Mr. Chafetz is responsible for BTMU’s non-Japanese corporate client business. In addition, he provides oversight and strategic leadership to the Investment Banking businesses in the Americas, EMEA and Asia.
- Previously, Mr. Chafetz was the Head of Corporate and Investment Banking for the Americas, responsible for non-Japanese corporate banking in the United States and Latin America, as well as investment banking businesses across the Americas including Canada and Latin America. Prior to rejoining BTMU in 2008, he was Executive Vice President and Chief Operating Officer of Mitsubishi UFJ Securities (USA) (“MUS”). He had previously headed both Investment Banking and Capital Markets for MUS. Mr. Chafetz joined The Bank of Tokyo-Mitsubishi, Ltd. in 1998 as the Head of Capital Markets from UBS. Prior to UBS, he spent ten years at Credit Suisse in a variety of roles in London and New York.



*Randall Chafetz, Executive Officer,  
Global Corporate and Investment Banking*

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## Overview of MUFG's Global Corporate and Investment Banking (“Global CIB”) Business

# MUFG Global Network

- MUFG has an extensive global network with over 1,150 offices in approximately 50 countries including 350+ MUFG Union Bank branches in the U.S. and 650+ Krungsri branches in Thailand

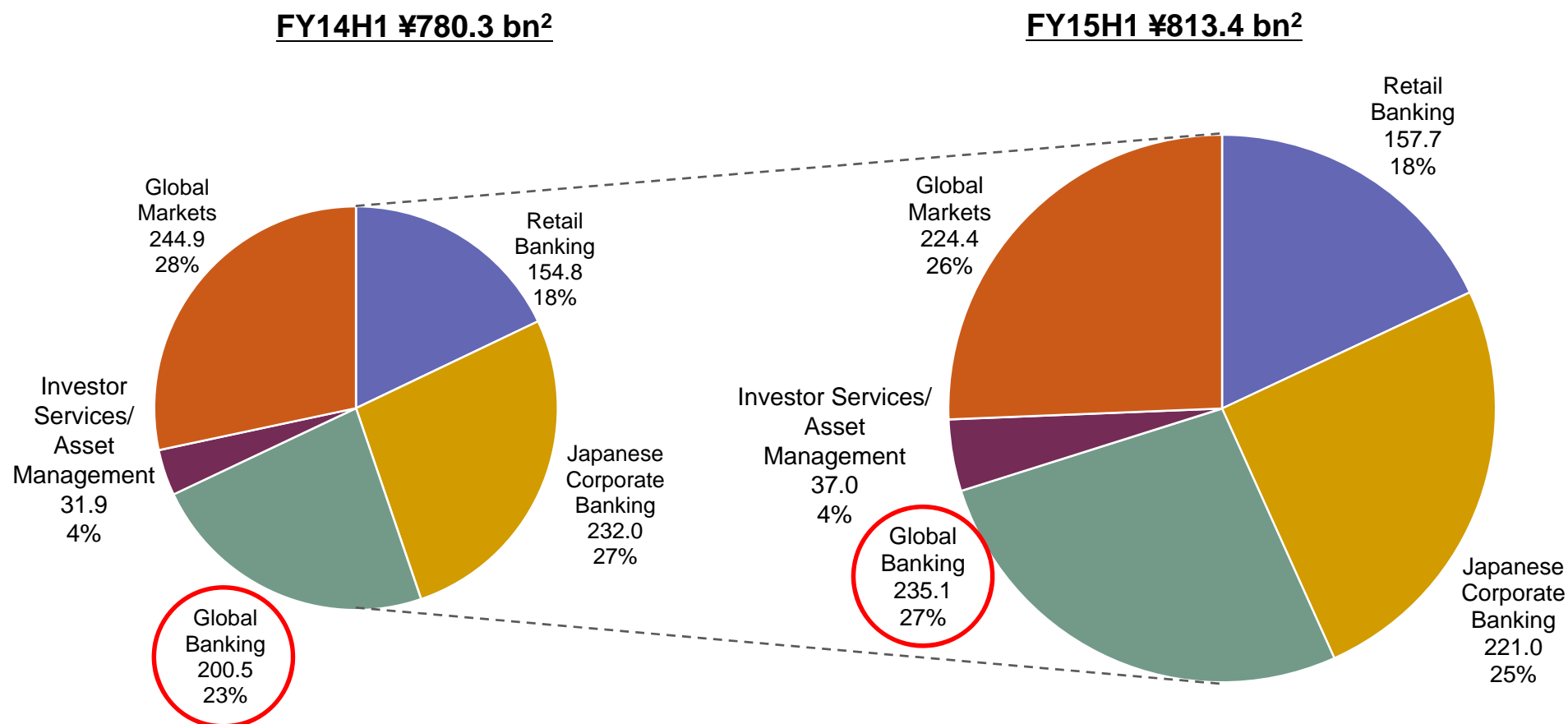


# MUFG Performance by Business Segment

(MUFG)

- Global Banking segment represents approximately 27%<sup>1</sup> of the total MUFG Net Operating Profit

## Net Operating Profits by Business Segment (¥bn)



(Note) 1. Proportion of Global Banking Segment to total of the five business segments. All figures are in actual exchange rate and managerial accounting basis.  
2. Including profits or loss from others

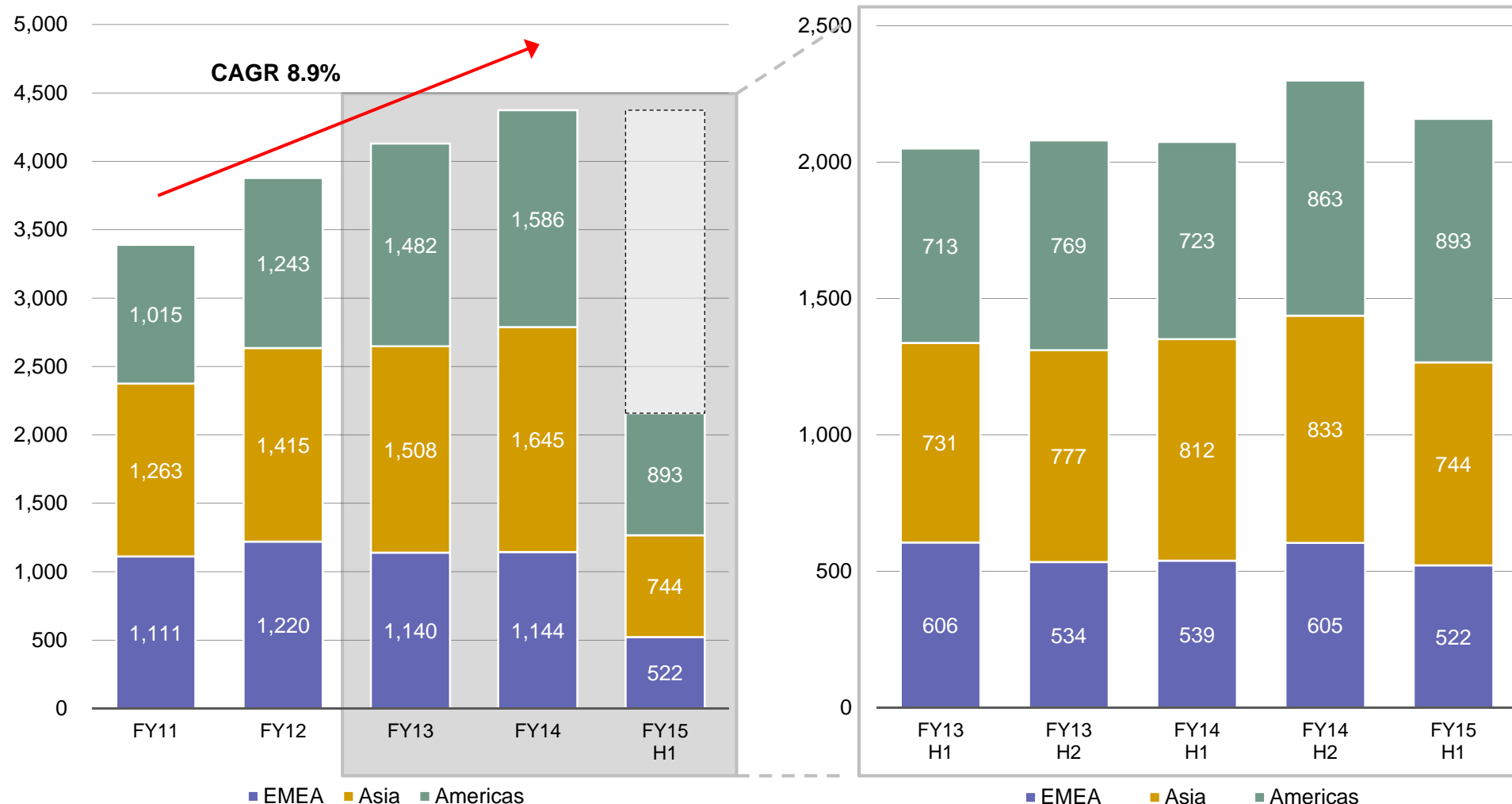
# Historical Performance of Global CIB Business

(BTMU)

## Gross Profits by Region

- Global CIB Business<sup>1</sup> has been the growth driver in the past years.
- Growth plateaued due to recent headwind in the Asian market despite active engagement in large event finance transactions primarily in the Americas

## Gross Profits by Region<sup>2</sup> (¥100M)



(Note) 1. Corporate and Investment Banking Business for non-Japanese global corporates. The figures on P.8,9,10 are BTMU consolidated base excluding KS and MUAH. and does not include MUSHD

8 2. Local currency basis(\$/¥=115). Each break down is before elimination of duplication, and excludes other gross profits

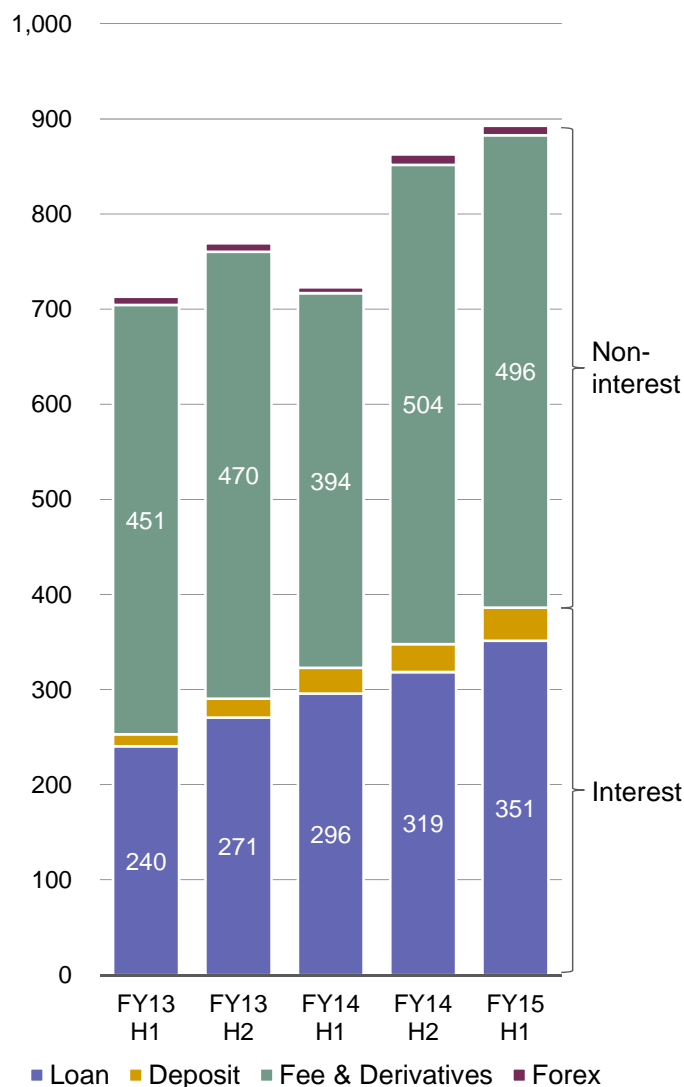


# Historical Performance of Global CIB Business (Cont'd)

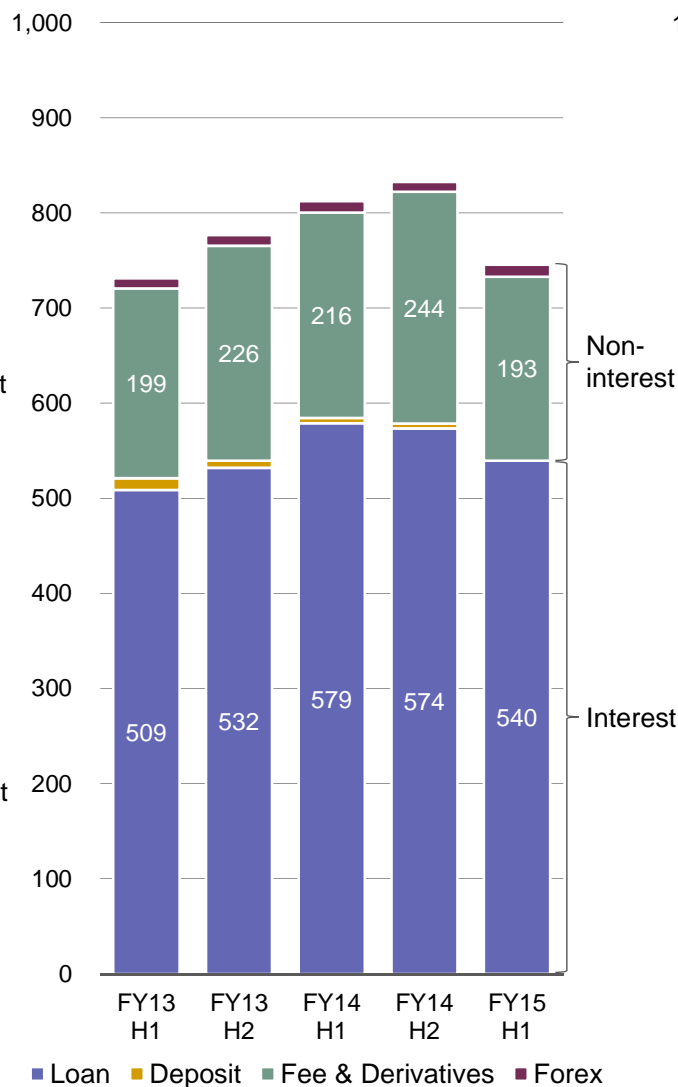
(BTMU)

## Breakdown of Gross Profit by Region

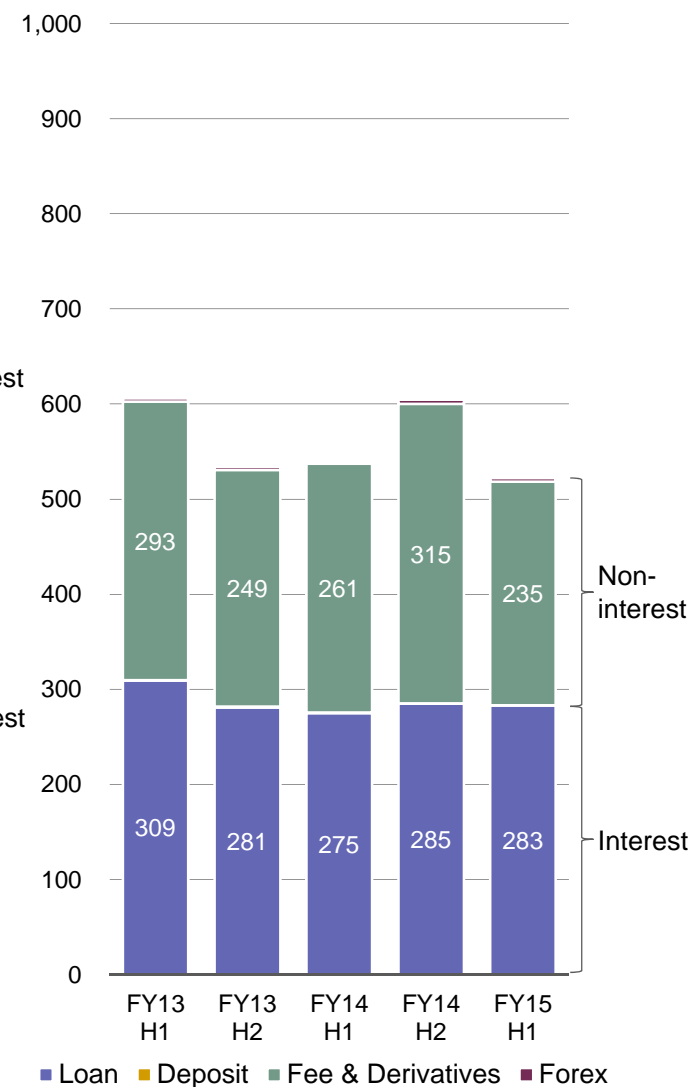
### Americas<sup>1</sup> (¥100M)



### Asia<sup>1</sup> (¥100M)



### EMEA<sup>1</sup> (¥100M)



(Note)1. Local currency basis. Each break down is before elimination of duplication and excludes other gross profits

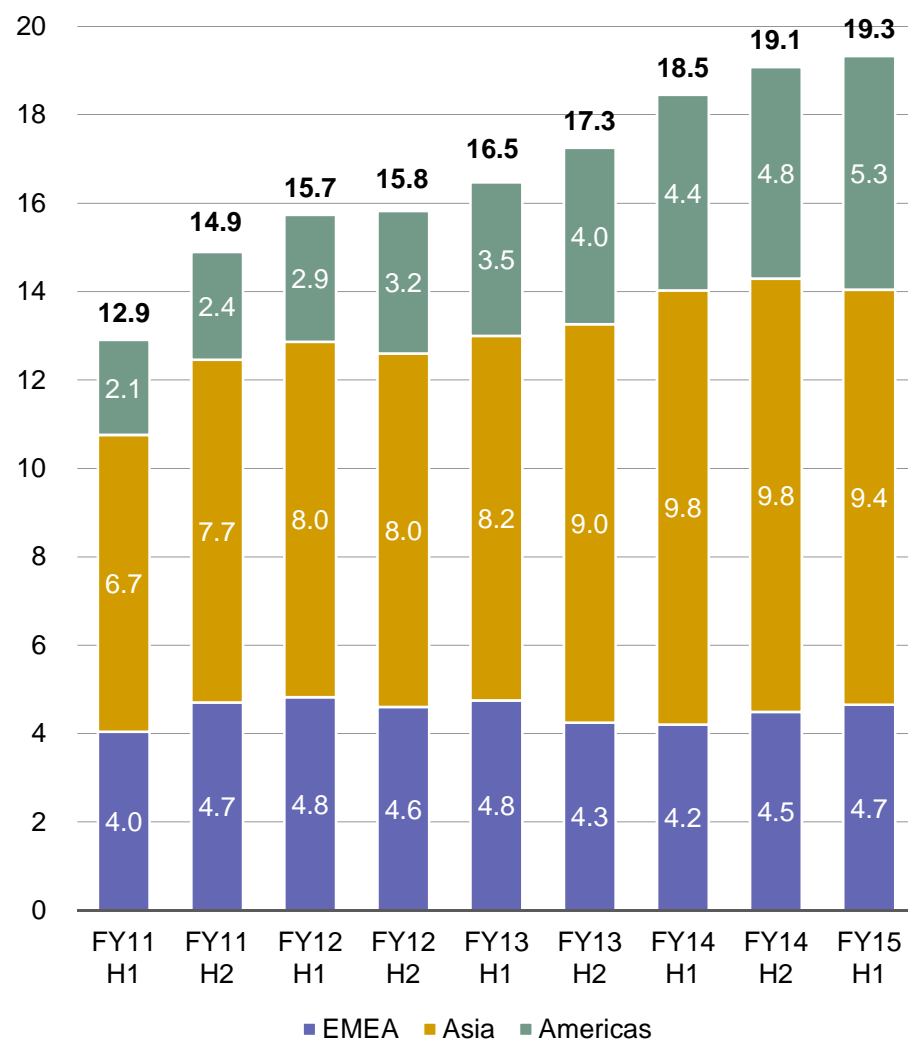
# Historical Performance of Global CIB Business (Cont'd)

(BTMU)

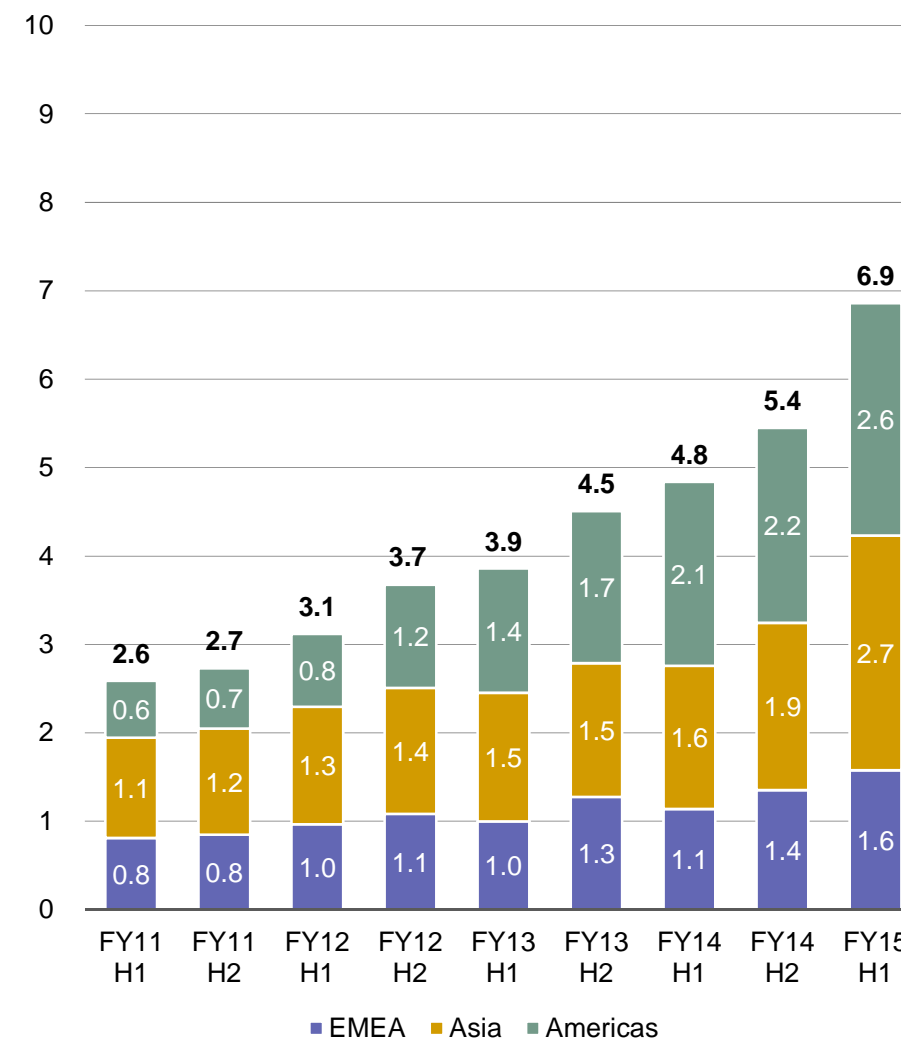
## Loans and Deposits by Region

■ Loan balance and deposit balance showed consistent growth

Average Loan Balance by Region<sup>1</sup> (¥tn)



Average Deposit Balance by Region<sup>1</sup> (¥tn)



# MUFG Ranking

## Performance of Key Products (1)

### Global and Regional League Table (2015 1Q-4Q and year-ago)

Global						
Rank	Bookrunner	Proceeds (US\$ MM)	Share	Deals	Year-ago	
					Rank	Share
1	BoA ML	336,578	8.3 %	1,226	2	8.9%
2	JP Morgan	309,130	7.6%	1,000	1	9.7%
3	Citi	248,526	6.1%	608	3	5.9%
4	Wells Fargo	193,963	4.8%	905	4	5.5%
5	MUFG	176,273	4.4%	1,017	5	3.8%
6	Mizuho	141,554	3.5%	721	8	3.0%
7	Barclays	141,128	3.5%	422	7	3.2%
8	Deutsche	117,439	2.9%	399	6	3.7%
9	BNP Paribas	113,171	2.8%	467	9	2.9%
10	HSBC	109,896	2.7%	426	12	2.2%
11	SMFG	91,192	2.3%	728	15	1.8%
	Industry Total	4,053,199	100%	8,970		

Americas						
Rank	Bookrunner	Proceeds (US\$ MM)	Share	Deals	Year-ago	
					Rank	Share
1	BoA ML	307,624	11.8%	1,151	2	12.8%
2	JP Morgan	275,806	10.6%	920	1	13.6%
3	Citi	208,718	8.0%	481	4	7.3%
4	Wells Fargo	187,666	7.2%	885	3	8.5%
5	Barclays	100,883	3.9%	299	5	3.8%
6	MUFG	86,969	3.3%	265	9	2.7%
7	RBC Capital Markets	82,337	3.2%	317	7	3.4%
8	Deutsche	73,758	2.8%	241	6	3.4%
9	Credit Suisse	65,452	2.5%	202	8	2.9%
10	Morgan Stanley	58,846	2.3%	174	12	2.0%
21	Mizuho	37,022	1.4%	120	22	1.0%
	Industry Total	2,608,013	100.0%	4,755		

Europe, Middle East & Africa						
Rank	Bookrunner	Proceeds (US\$ MM)	Share	Deals	Year-ago	
					Rank	Share
1	BNP Paribas	59,096	7.0%	250	1	6.8%
2	HSBC	53,504	6.3%	185	5	4.8%
3	Deutsche	39,407	4.7%	141	2	6.8%
4	Barclays	38,862	4.6%	128	12	3.6%
5	Citi	35,518	4.2%	107	3	5.1%
6	Societe Generale	34,916	4.1%	153	6	4.7%
7	UniCredit	34,377	4.1%	178	9	3.9%
8	JP Morgan	32,962	3.9%	87	8	4.0%
9	Credit Agricole CIB	32,604	3.9%	164	4	5.0%
10	ING	32,231	3.8%	156	7	4.0%
14	MUFG	24,422	2.9%	67	17	1.8%
16	SMFG	18,888	2.2%	54	19	1.8%
18	Mizuho	16,698	2.0%	39	32	0.7%
	Industry Total	846,472	100.0%	2,962		

Asia (ex-Japan, incl. Australia int. Currencies)						
Rank	Bookrunner	Proceeds (US\$ MM)	Share	Deals	Year-ago	
					Rank	Share
1	Bank of China	16,752	10.0%	43	—	—
2	ANZ	13,702	8.2%	79	1	9.2%
3	Standard Chartered	10,785	6.4%	71	3	5.0%
4	HSBC	9,945	5.9%	62	6	4.3%
5	Westpac	8,364	5.0%	39	2	5.3%
6	MUFG	7,124	4.2%	40	9	3.4%
7	Mizuho	6,876	4.1%	53	8	3.8%
8	DBS	6,485	3.9%	49	7	3.9%
9	Commonwealth Bank of Australia	5,513	3.3%	30	5	4.5%
10	National Australia Bank	4,744	2.8%	20	4	4.8%
12	SMFG	4,022	2.4%	31	11	3.0%
	Industry Total	167,796	100%	468		

Japan						
Rank	Bookrunner	Proceeds (US\$ MM)	Share	Deals	Year-ago	
					Rank	Share
1	Mizuho	77,903	35.8%	489	1	34.9%
2	MUFG	57,507	26.4%	642	2	28.7%
3	SMFG	57,017	26.2%	583	3	25.3%
4	DBJ	2,514	1.2%	26	4	1.8%
5	Resona	2,002	0.9%	88	7	1.3%
6	Aozora	1,735	0.8%	40	9	0.6%
7	Citi	1,484	0.7%	6	6	1.7%
8	Bank of Yokohama	1,473	0.7%	92	8	1.0%
9	Sumitomo Mitsui Trust	1,430	0.7%	28	5	1.7%
10	BNP Paribas	1,083	0.5%	25	10	0.5%
	Industry Total	217,727	100%	1,984		

Samurai Loan						
Rank	Bookrunner	Proceeds (US\$ MM)	Share	Deals	Year-ago	
					Rank	Share
1	MUFG	1,124	47.2%	5	1	42.3%
2	Mizuho	768	32.2%	6	2	40.5%
3	DBJ	395	16.6%	2	4	2.0%
4	BNP Paribas	95	4.0%	1	4	2.0%
—	SMFG	—	—	—	3	13.3%
	Industry Total	2,382	100%	—		

(Source) Thomson Reuters

Dealogic (for Samurai Loan)

# MUFG Ranking (Cont'd)

## Performance of Key Products (2)

### Global and Regional League Table (2015 1Q-4Q and year-ago)

#### Project Finance (Mandated Arrangers)

Global						
Rank	Bookrunner	Proceeds (US\$ MM)	Share	Deals	Year-ago	
					Rank	Share
1	MUFG	16,127	5.8%	143	1	5.9%
2	SMFG	12,832	4.6%	108	2	5.1%
3	Bank of Taiwan	12,053	4.4%	1	205	0.0%
4	State Bank of India	10,855	3.9%	30	11	2.2%
5	Mizuho	8,730	3.2%	79	3	3.6%
6	Credit Agricole CIB	8,286	3.0%	90	6	2.8%
7	ING	7,852	2.8%	89	5	3.1%
8	Santander	6,879	2.5%	91	12	2.0%
9	BNP Paribas	6,683	2.4%	76	4	3.5%
10	Societe Generale	6,568	2.4%	70	9	2.5%
Industry Total		276,950	100.0%	790		

Europe, Middle East & Africa						
Rank	Bookrunner	Proceeds (US\$ MM)	Share	Deals	Year-ago	
					Rank	Share
1	MUFG	5,001	4.6%	37	5	3.6%
2	SMFG	4,159	3.8%	29	2	4.7%
3	Credit Agricole CIB	4,026	3.7%	43	4	3.6%
4	Societe Generale	3,680	3.4%	40	6	3.5%
5	BNP Paribas	3,481	3.2%	41	1	5.4%
6	ING	3,144	2.9%	37	3	3.7%
7	Santander	2,746	2.5%	45	10	2.0%
8	KfW IPEX-Bank	2,691	2.5%	21	8	3.1%
9	Natixis	2,576	2.4%	45	9	2.8%
10	UniCredit	2,419	2.2%	38	12	1.8%
16	Mizuho	2,120	2.0%	15	14	1.8%
Industry Total		108,191	100.0%	329		

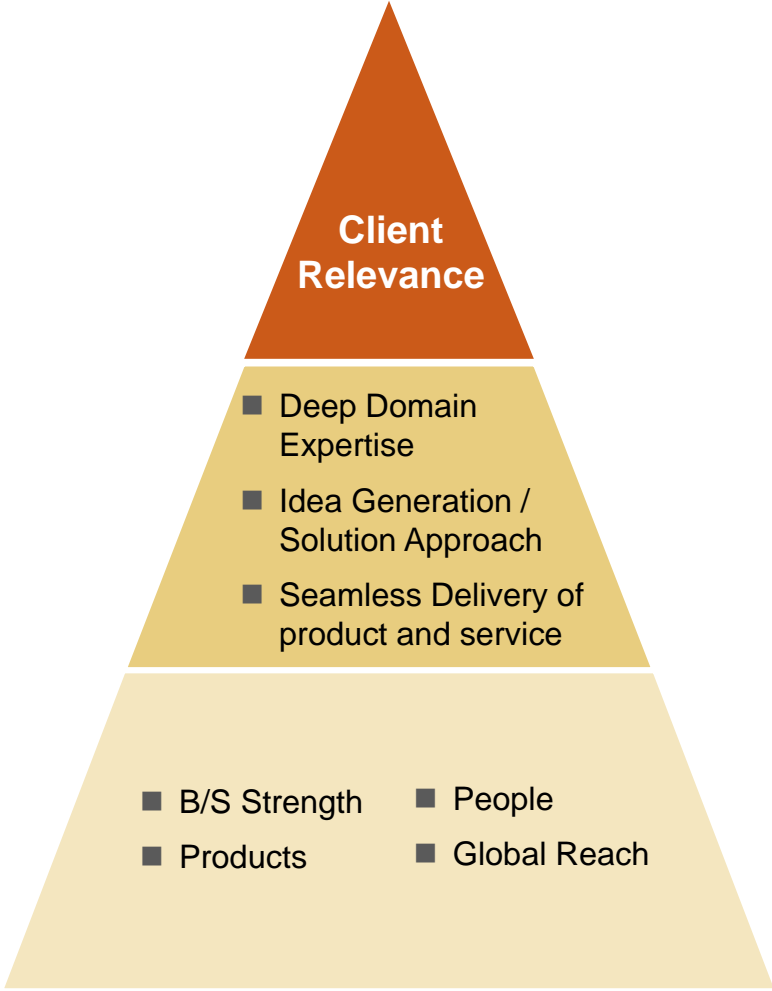
Americas						
Rank	Bookrunner	Proceeds (US\$ MM)	Share	Deals	Year-ago	
					Rank	Share
1	MUFG	5,740	6.2%	68	1	8.1%
2	SMFG	5,006	5.4%	54	2	5.1%
3	Santander	4,133	4.4%	46	5	3.6%
4	Mizuho	3,915	4.2%	41	3	4.6%
5	ING	3,858	4.1%	42	4	3.9%
6	Credic Agricole CIB	3,712	4.0%	41	8	3.3%
7	Morgan Stanley	3,543	3.8%	16	14	2.1%
8	HSBC	2,739	2.9%	18	15	2.0%
9	BBVA	2,711	2.9%	21	20	1.6%
10	BNP Paribas	2,563	2.8%	28	9	3.1%
Industry Total		93,276	100.0%	262		

Asia (incl. Australia & Japan)						
Rank	Bookrunner	Proceeds (US\$ MM)	Share	Deals	Year-ago	
					Rank	Share
1	Bank of Taiwan	12,053	16.0%	1	67	0.1%
2	State Bank of India	10,855	14.4%	30	1	8.0%
3	MUFG	5,386	7.1%	38	3	6.2%
4	Korea Development Bank	4,422	5.9%	12	8	5.0%
5	SMFG	3,667	4.9%	25	5	5.6%
6	Mizuho	2,696	3.6%	23	9	4.7%
7	Commonwealth Bank of Australia	2,630	3.5%	22	2	6.6%
8	Westpac	2,540	3.4%	23	6	5.6%
9	ANZ	2,513	3.3%	21	4	6.0%
10	National Australia Bank	1,995	2.6%	26	7	5.6%
Industry Total		75,483	100.0%	199		

#### ABCP Outstanding as of September '15

Global					
Rank	Bookrunner	Proceeds (US\$ MM)	Share	Year-ago	
				Rank	Share
1	JPMorgan	38,823	12.4%	1	10.8%
2	Royal Bank of Canada	28,937	9.3%	4	7.3%
3	Bank of Tokyo-Mitsubishi UFJ	26,772	8.6%	3	7.8%
4	Citi	25,047	8.0%	2	9.3%
5	Credit Agricole	17,835	5.7%	5	5.6%
6	FMS Wertmanagement	13,563	4.3%	-	-
7	Societe Generale	11,649	3.7%	8	3.3%
8	Lloyds Bank	10,243	3.3%	12	2.5%
9	Barclays	9,684	3.1%	10	2.8%
10	TD Securities	9,626	3.1%	7	3.5%
Industry Total		312,199	100.0%		

# Business Environment and Strategic Direction

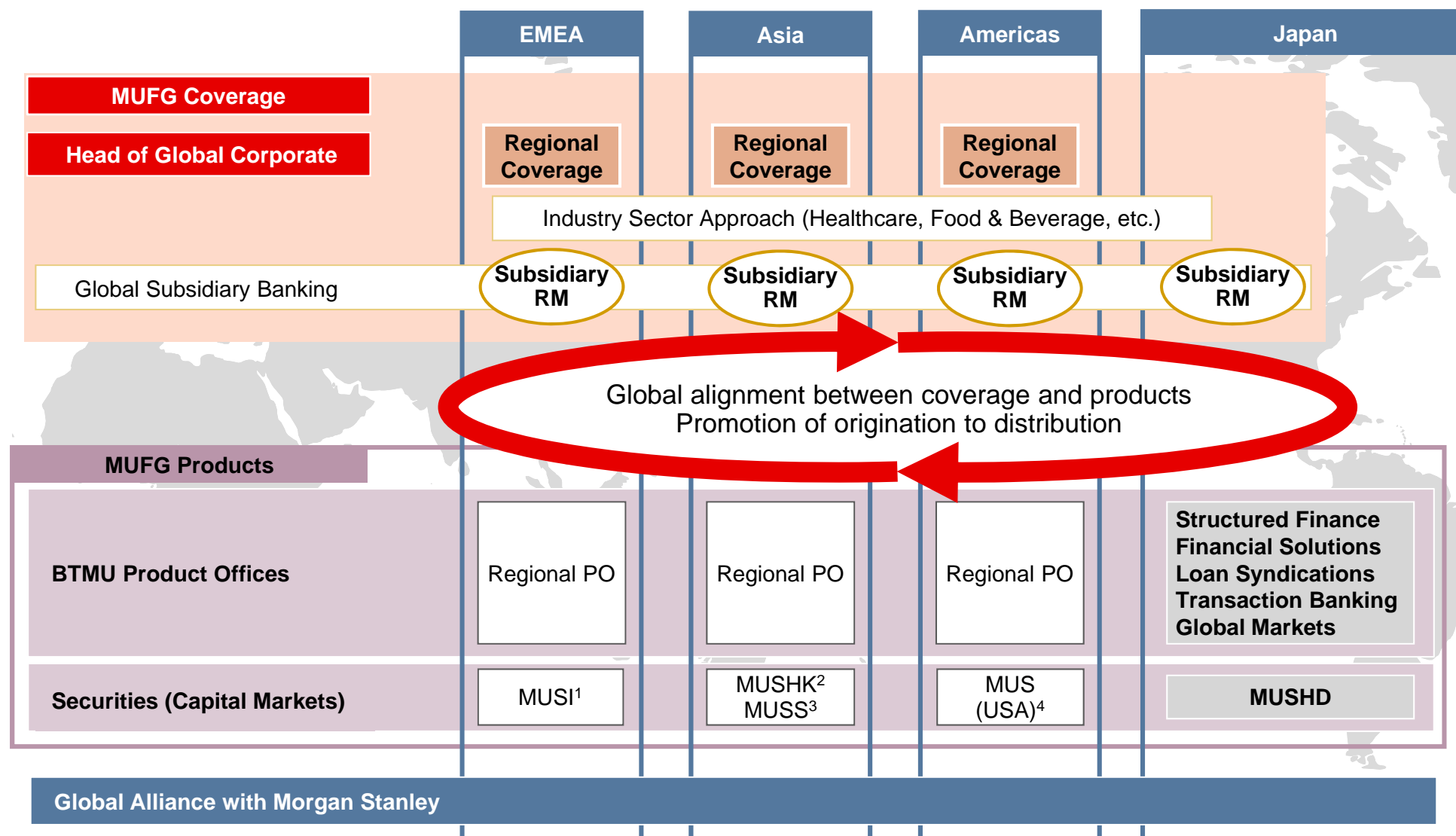
Market Environment		Strategic Direction	
Macro Economy	<ul style="list-style-type: none"> <li>■ Slowdown in Chinese economy and resulting impact across emerging countries</li> <li>■ Deterioration of commodity prices</li> <li>■ Negative impact on the business activities by geopolitical situation and changes of international monetary policies</li> </ul>		
	<ul style="list-style-type: none"> <li>■ Compressed margins and fees - banks crowding to limited number of high quality deals</li> <li>■ M&amp;A finance intensely competitive (particularly investment grade) and market volatility leading to uncertainty in continued volume</li> </ul>		
	<ul style="list-style-type: none"> <li>■ Ongoing trend in each region to further regulate activities of global financial institutions</li> </ul>		

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## Key Initiatives

# Coverage Model

- Enhanced global alignment through “matrix” governance of regional and global approach
- Ensure global alignment between CIB coverage and product function across MUFG

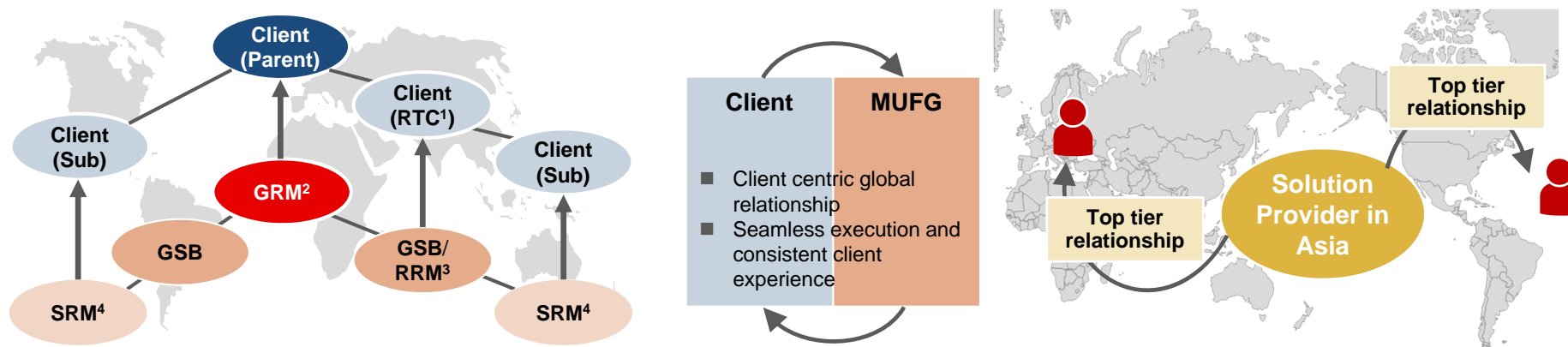


# Global Subsidiary Banking

## ■ Strengthening Global Subsidiary Banking (GSB) – taking advantage of the MUFG global footprint

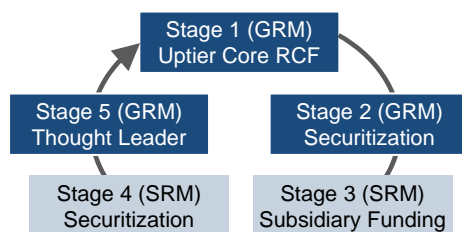
### Essentials

- Communication – Consistency - Alignment – Accountability
- Leverage top-tier relationship and serve as the No.1 Asian banking partner.



### Image

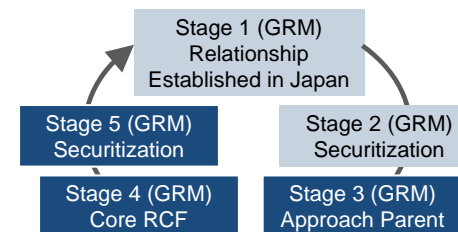
#### Scenario 1: Driven by Parent Relationship



#### Company B's Case

<b>Stage 1</b>	■ Uptier Core RCF of parent company
<b>Stage 2</b>	■ Participate in securitization program, expertise recognized
<b>Stage 3</b>	■ Subsidiary funding in Asia
<b>Stage 4</b>	■ Invited to participate in subsidiary's securitization program
<b>Stage 5</b>	■ MUFG recognized as thought leader

#### Scenario 2: Parent Relationship Set in Motion by Subsidiary Banking



#### Company E's Case

<b>Stage 1</b>	■ Local banking relationship established in Japan
<b>Stage 2</b>	■ Introduced securitization program in Japan
<b>Stage 3</b>	■ Leveraged relationship in Japan to approach parent
<b>Stage 4</b>	■ Invited to participate in the Core RCF
<b>Stage 5</b>	■ MUFG's relevance recognized leading to securitization for parent



# Transaction Banking

## ■ Leverage MUFG's global network and deliver best-in-class transaction banking services to our global corporate clients

### MUFG's Transaction Banking

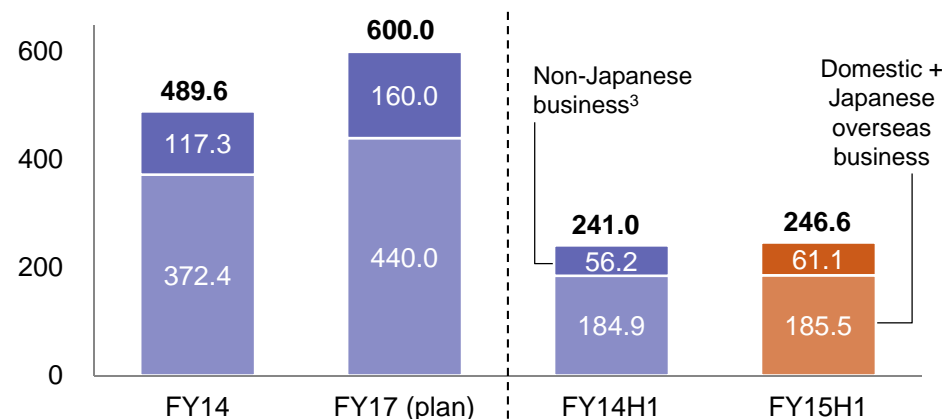
- We deliver total solutions in step with the various phases of our global corporate clients' business cycles.

- Collection
- Liquidity Management
- Payment
- Trade Finance

**COMSUITE**  
GLOBAL TRANSACTION BANKING SOLUTIONS

- "COMSUITE" is MUFG's total solutions for global transaction banking

### TB<sup>1</sup> Gross Profits<sup>2</sup> (¥bn)

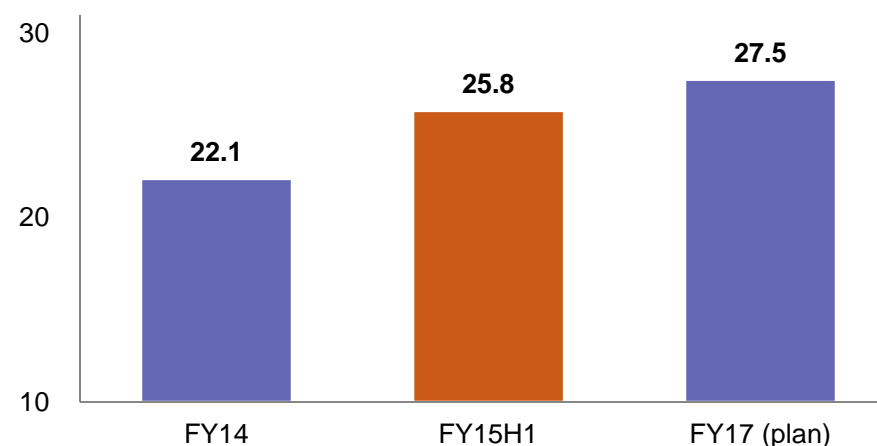


### MUFG's TB<sup>1</sup> Organization

- Recruited top talent from international banks as regional sales heads in key jurisdictions

MUFG's Transaction Banking Offices	Area of Responsibility
Tokyo	Japan
Shanghai	China
Hong Kong	East Asia
Singapore	Southeast Asia, South Asia, Oceania
Bangkok	Thailand
London	Europe, Middle East, Africa
New York	The Americas
Los Angeles	The Americas

### Non-JPY Deposits Average Balance<sup>2</sup> (¥tn)



(Note) 1. TB: Transaction banking

2. Figures are on managerial accounting basis and local currency basis

3. Including KS and MUAH

# Investment Banking Strategy

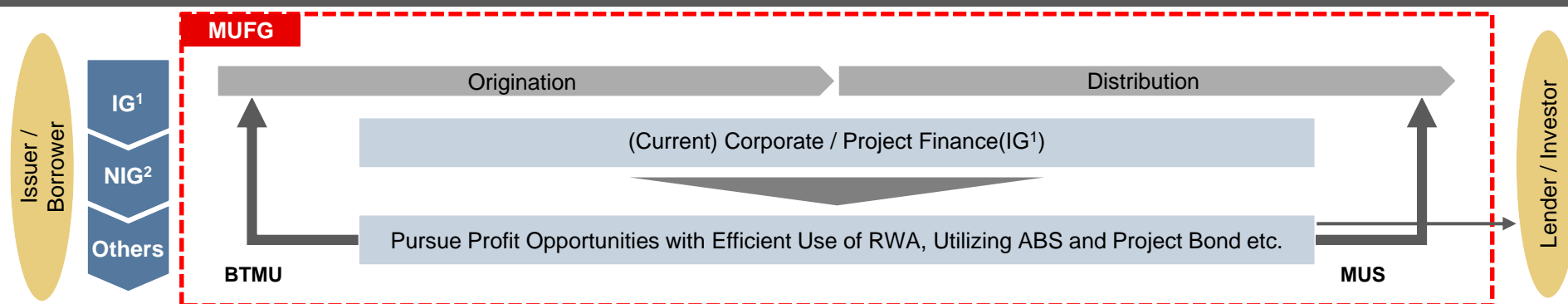
## MUFG's Capability for Integrated Banking and Securities Solutions across the Debt Funding Spectrum

- MUFG's integrated securities and investment banking operations deliver comprehensive solutions. Around the globe, MUFG supports our clients with bespoke service and direct access to international loan and capital markets

### MUFG's Product Capability

<b>BTMU</b>	<ul style="list-style-type: none"> <li>■ Syndications <ul style="list-style-type: none"> <li>• High profile globally, especially in the investment grade universe</li> </ul> </li> <li>■ Securitization <ul style="list-style-type: none"> <li>• Ability to provide comprehensive securitization solutions, through the Bank as well as through streamlined ABS business with MUS</li> </ul> </li> <li>■ Project Finance / Transportation <ul style="list-style-type: none"> <li>• Leading position in the field, with a well balanced portfolio across different industries and geographies</li> <li>• Rapidly expanding aviation business</li> </ul> </li> <li>■ Export Credit Agency (ECA) Finance / Structured Trade Finance <ul style="list-style-type: none"> <li>• Expanded global cooperation among specialized ECA and Structured Trade Finance teams in each region</li> </ul> </li> <li>■ Global Markets <ul style="list-style-type: none"> <li>• Forex / Derivatives : leading bank for providing hedging solutions</li> </ul> </li> </ul>	<b>MUS</b>	<ul style="list-style-type: none"> <li>■ Internationally integrated securities platform offering and enhanced suite of products to meet the needs of the MUFG client base <ul style="list-style-type: none"> <li>• Capital Markets</li> <li>• Equity Solutions</li> <li>• Structured Products</li> </ul> </li> </ul>
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### O&D Business Model across MUFG



# Investment Banking Strategy

MUFG has Financed the Largest and Most High-Profile M&A Transactions in the Market

15 Largest Global Corporate M&A Transactions 2012 – Present <sup>1</sup>				
Rank	Announced	Acquiror	Target	TEV (\$bn)
1	09/02/2013	Verizon	Verizon Wireless	130
2	09/17/2015	AB InBev	SABMiller	116
3	04/08/2015	Royal Dutch Shell	BG Group	86
4	05/26/2015	Charter	Time Warner Cable	79
5	10/12/2015	Dell	EMC	76
6	11/17/2014	Actavis (nka Allergan)	Allergan	73
7	05/18/2014	AT&T	DIRECTV	70
8	06/21/2015	Energy Transfer Equity	Williams Companies	67
9	08/10/2014	Kinder Morgan	Kinder Morgan Energy	63
10	06/20/2015	Anthem	Cigna	53
11	06/15/2014	Medtronic	Covidien	48
12	02/03/2016	ChemChina	Syngenta	47
13	10/15/2012	SoftBank	Sprint	41
14	07/27/2015	Teva Pharmaceutical	Allergan	41
15	11/04/2014	Halliburton	Baker Hughes	40

<p><b>5</b> 2015</p>  <p>acquisition of EMC</p> <p><b>\$7.0 bn</b> Term Loan A</p> <p><b>\$8.0 bn</b> Term Loan B</p> <p><b>\$25.0 bn</b> Bridge Loan Facilities</p> <p>Participant</p>	<p><b>2</b> 2015</p>  <p>acquisition of SABMiller</p> <p><b>\$75.0 bn</b> Acquisition Finance Facilities</p> <p>Bookrunner and Documentation Agent</p>	<p><b>14</b> 2015</p>  <p>acquisition of Allergan's Global Generics Business</p> <p><b>\$31.5 bn</b> Acquisition Finance Facilities</p> <p>Mandated Lead Arranger</p>	<p><b>8</b> 2015</p>  <p>acquisition of Williams Companies</p> <p><b>\$6.0 bn</b> Bridge Loan Facility</p> <p>Joint Lead Arranger</p>	<p><b>10</b> 2015</p>  <p>acquisition of Cigna</p> <p><b>\$22.5 bn</b> Bridge Loan Facility</p> <p>Participant</p>
<p><b>4</b> 2015</p>  <p>acquisition of Time Warner Cable</p> <p><b>\$24.5 bn</b> Acquisition Finance Facilities</p> <p>Senior Co-Arranger</p>	<p><b>3</b> 2015</p>  <p>acquisition of BG Group</p> <p><b>BGP 10.0 bn</b> Bridge Loan Facility</p> <p>Mandated Lead Arranger</p>	<p><b>6</b> 2014</p>  <p>acquisition of Allergan</p> <p><b>\$2.5 bn</b> Term Loan</p> <p><b>\$22.5 bn</b> Bond Offering</p> <p><b>\$8.9 bn</b> Converts / Equity</p> <p>Co-Manager</p>	<p><b>15</b> 2014</p>  <p>acquisition of Baker Hughes</p> <p><b>\$8.6 bn</b> Bridge Loan Facility</p> <p>Participant</p>	<p><b>9</b> 2014</p>  <p>consolidation of Kinder Morgan Energy Partners into one entity</p> <p><b>\$5.0 bn</b> Term Loan</p> <p>Joint Lead Arranger and Bookrunner</p>
<p><b>11</b> 2014</p>  <p>acquisition of Covidien</p> <p><b>\$16.3 bn</b> Acquisition Finance Facilities</p> <p>Lender</p>	<p><b>7</b> 2014</p>  <p>acquisition of Direct TV</p> <p><b>\$9.2 bn</b> Acquisition Finance Facilities</p> <p>Joint Lead Arranger and Joint Bookrunner</p>	<p><b>1</b> 2013</p>  <p>acquisition of remaining 45.0% of Verizon Wireless from Vodafone Group Plc</p> <p><b>\$61.0 bn</b> Bridge Loan Facility</p> <p>Senior Co-Arranger</p>	<p><b>13</b> 2012</p>  <p>acquisition of 70% of Sprint Nextel</p> <p><b>¥1.7 tn</b> Bridge Facility</p> <p>Mandated Lead Arranger</p>	

(Source) Capital IQ

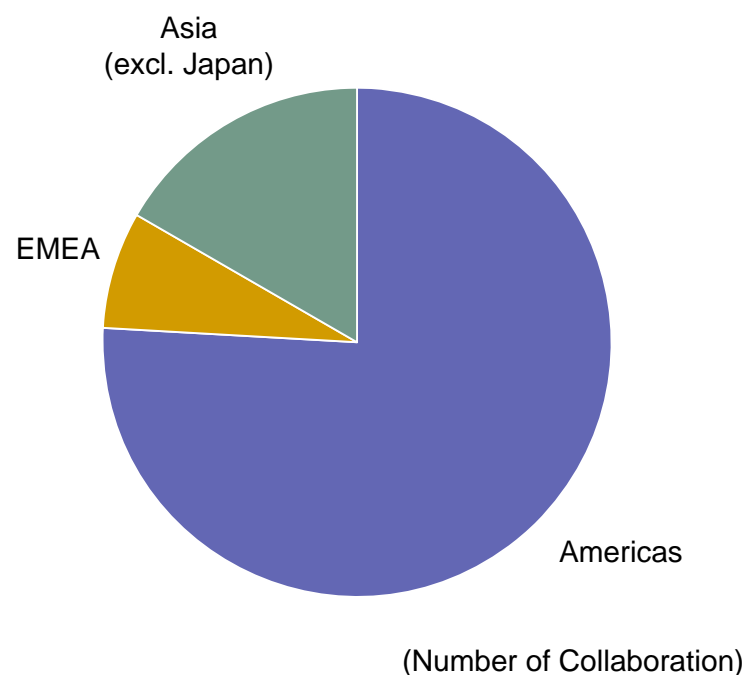
(Note) 1. Announced Largest Global Corporate M&A from 01.01.12 to 02.23.2016. Corporate M&A excludes financial sponsors, banks and REITs. Ranked by implied enterprise value ("TEV") for 100% of target at offer price in change of control transactions and consideration to target in acquisitions of non-controlling interests.

# Investment Banking Strategy

## Global Alliance with Morgan Stanley

- Further enhance collaboration with Morgan Stanley in Investment Banking, including event financing transactions

### Collaborative Activity with Morgan Stanley by Region



- There have been several hundred collaborative transactions with Morgan Stanley across the globe (ex-Japan) in the last 3.5 years ended July 2015 alone

### Lending Collaboration in the Americas

- The LMJV<sup>1</sup> offers MUFG and MS clients a world-class lending platform. Since the LMJV's inception, MUFG and MS have jointly provided commitments for numerous transactions
- MUFG and MS are able to act quickly and confidentially on a combined basis to support clients in their M&A finance

### Collaboration Cases

- (Americas) On January 15, 2016, Microsemi Corporation completed its acquisition of PMC-Sierra Inc. for US\$2.5 billion (cash and stock). Morgan Stanley acted as Lead Left Arranger and Bookrunner to Microsemi while MUFG underwrote the financing package together with Morgan Stanley
- (Asia) Leveraging BTMU's lending relationship coupled with Morgan Stanley's expertise and leading track record in Formosa bond issuances, in May 2015, Reliance Industries Limited appointed Morgan Stanley as Structuring Agent for its \$200 million 20 year Formosa bond issuance. The offering marks the first Formosa bond by an Indian issuer as well as the first ever Formosa Bond issuance by an Energy company globally

(Note) 1. Loan Marketing Joint Venture (LMJV) : Joint venture established in June 2009 for promoting lending and capital markets services in the Americas

## Key Locally Hired Talent

- Successfully enhanced global HR platform
- After attracting and retaining top talent in the Americas over the past five years, a number of high profile hires have recently been made across other regions:
  - Co-head of Corporate Banking, EMEA
  - Heads of Corporate Banking (Canada, Australia and Germany)
  - Head of Healthcare, EMEA
  - Head of TMT, EMEA
  - Head of Event Finance, Asia
  - Head of Acquisition and Strategic Finance, EMEA
  - Regional Head of Transaction Banking Sales, Asia & Oceania
  - Regional Head of Transaction Banking Sales, EMEA
  - Regional Head of Transaction Banking Sales, Greater China & East Asia
- 4 Executive Officers of the bank responsible for key Global CIB businesses

## Training Programs

- Introduced training program for both **executive** and **junior** level (Global Learning Center established in Yokohama, Japan)
- Both programs' attendees consist of locally hired staff and Japanese home staff
- Training programs are designed in collaboration with top global business school and/or external training professionals

### (Reference) Training for Management Level

<b>Program</b>	<b>MUFG Global Leaders Forum</b>
<b>Target</b>	General Manager level
<b>Numbers</b>	Approximately 20 staffs (globally from all regions)
<b>Period</b>	8 days (composed of 2 modules separately)
<b>Key Objectives</b>	<ul style="list-style-type: none"> <li>■ Enhance a network globally</li> <li>■ Expand expertise in areas outside of his/her specialized field</li> <li>■ Strengthen leadership and cross-cultural communication skills</li> <li>■ Propose strategies to senior executives for our sustainable growth</li> </ul>

# Case – 1 Cross Regional Transaction

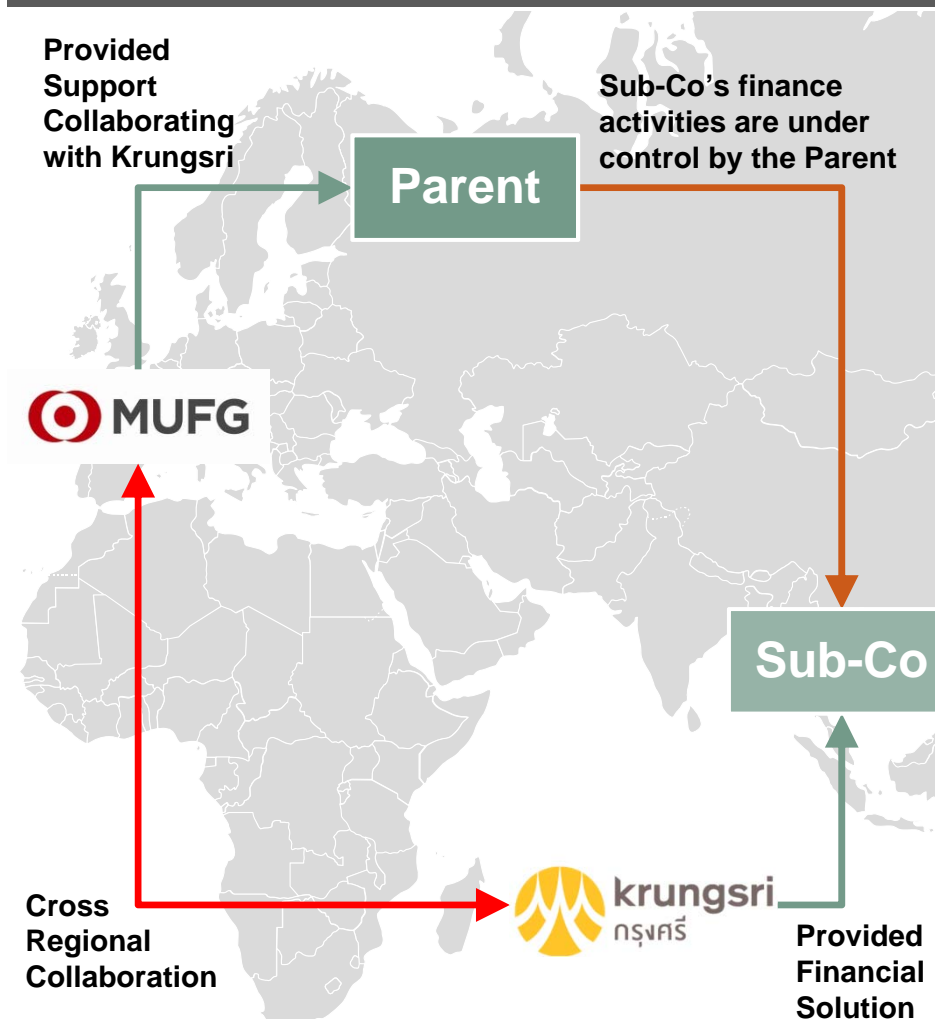
## Successful CAPEX Financing for European Client's Thai Subsidiary

Key Transaction Terms	
<b>Borrower / SRM</b>	■ Thai Subsidiary of European Co ("Sub-Co") / Krungsri
<b>Parent Name / GRM</b>	■ European Co ("Parent") / BTMU London
<b>Product</b>	■ Underwritten bond and CAPEX related credit facilities
<b>Collaboration Across</b>	■ BTMU London ■ Krungsri
<b>MLA / Agent for Bond Underwriting</b>	■ Krungsri and other local Thai banks

### Deal Highlights

- Corporate Banking Division for EMEA ("EBD") and Krungsri ("KS") have successfully closed a transaction for Sub-Co
- Sub-Co is the Parent's largest and most important subsidiary in Asia
- This is an excellent example of BTMU London / Krungsri collaboration on a multi-jurisdictional basis with the transaction structured in Europe / London, and executed in Bangkok
- We won the mandate and became the first foreign-owned bank to coordinate a finance package including DCM and CAPEX related financial solutions in the Thai market

### Cross Regional Collaboration in this Deal



# Case – 2 Acquisition Finance Collaboration within MUFG

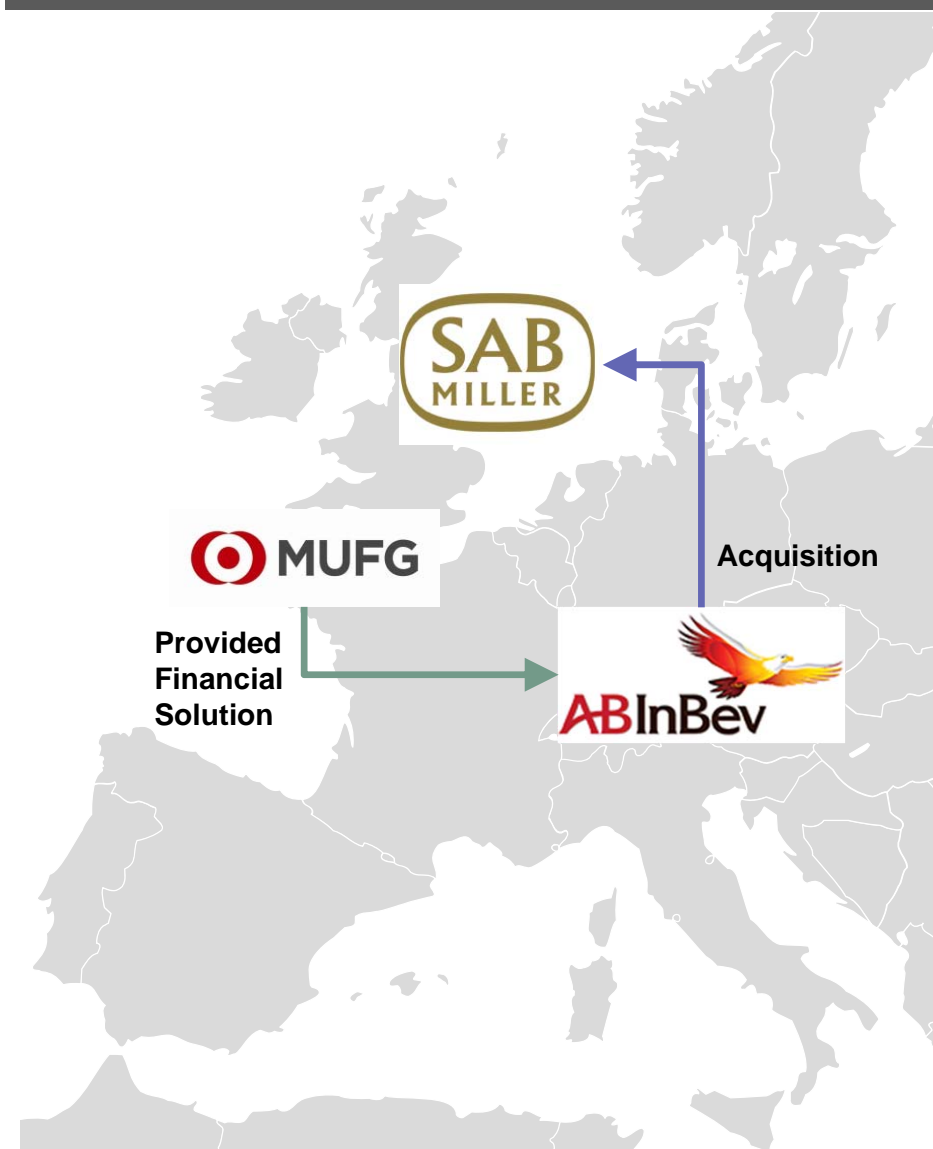
## AB InBev – MUFG “First Call” Bank for USD75bn Acquisition Finance

Key Transaction Terms	
<b>Borrower Name / RM</b>	■ AB InBev / BTMU London
<b>Product</b>	■ USD75bn total club debt facilities
<b>Purpose</b>	■ Acquisition of SABMiller
<b>Collaboration across</b>	■ Coverage bankers and product specialists in BTMU and MUS
<b>MUFG Role</b>	■ Bookrunner ■ Mandated Lead Arranger

### Deal Highlights

- MUFG signed a loan agreement with AB InBev for the Company's acquisition of its most powerful peer, SABMiller
- Having been involved from the initial structuring phase and successfully handled the fluid situation, MUFG lived up to its reputation as the First Call Bank of this client
- The merger of the largest and second largest breweries had been a long awaited deal in the market. This deal demonstrated MUFG's strength in M&A driven finance

### Collaboration in this Deal



# Case – 3 Acquisition Finance Collaboration within MUFG

## MUFG Lead-Left Acquisition Financing for a MUFG Union Bank U.S. Wholesale Banking Client

Key Transaction Terms	
<b>Borrower Name / RM</b>	■ Computer Sciences Government Services Inc. ("CSGS") / MUFG Union Bank
<b>Product</b>	■ USD3.5bn underwritten senior credit facilities
<b>Collaboration Across</b>	■ Coverage bankers and product specialists in BTMU and MUS
<b>MUFG Role</b>	■ Lead Left Arranger ■ Joint Bookrunner ■ Administrative Agent

### Deal Highlights

- Co-underwrote \$3.5 billion financing package for CSGS to support its spin-off from CSC and acquisition of SRA
- Showcased our acquisition financing prowess and technology banking capabilities
- Delivered capital certainty and flexibility to a valued, long-term client through a tailored execution and syndication process
- Maximized participation by company's relationship banks, enabling a flexible and cost-effective outcome
- Distributed a portion of the financing to institutional investors, providing longer-term, flexible capital to the client

### Collaboration in this Deal





## Case – 4 Cross-border “Samurai Loan”

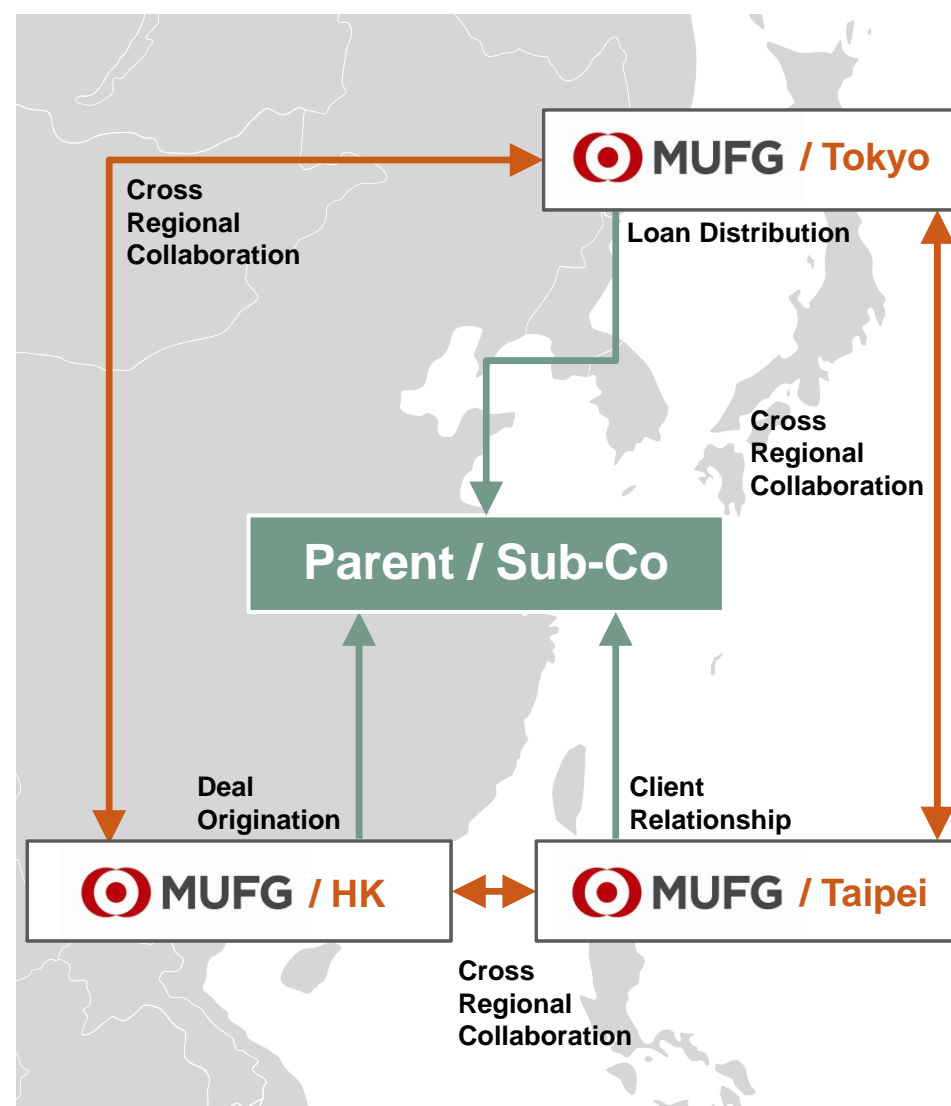
MUFG led cross-border syndicated loan to an Asian Corporate

Key Transaction Terms	
<b>Borrower / RM</b>	■ HK Subsidiary of Taiwanese Co (“Sub-Co”) / Taipei Branch
<b>Parent</b>	■ Taiwanese Co (“Parent”)
<b>Product</b>	■ USD300m U.S. dollar denominated Samurai Syndicated Loan
<b>Collaboration Across</b>	■ Coverage bankers and product specialists in BTMU
<b>MUFG Role</b>	■ Sole Mandated Lead Arranger and Bookrunner

### Deal Highlights

- The deal was BTMU’s first solely mandated U.S. dollar denominated samurai syndicated loan in the Asia-Pacific region and the first large-scale samurai syndicated loan for a Taiwanese enterprise
- It received an overwhelming response and was heavily oversubscribed by a large number of Japanese financial institutions
- The transaction demonstrates BTMU’s strong origination and distribution capability in samurai syndicated loan market
- The outcome also shows the enhancement of various Japanese bank’s capacity for USD lending and expansion of liquidity for USD lending in Japanese market

### Cross Regional Collaboration in this Deal



## Concluding Message

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- Significant progress has been made in developing a Global Corporate and Investment Banking business
- In a competitive environment we must differentiate ourselves by playing to our strengths being our stability, long-term vision, global reach and core competencies
- Our client centric focus continues on being relevant to our clients by generating sophisticated ideas and providing creative global MUFG solutions
- Global CIB will strongly contribute to MUFG becoming “the world’s most trusted financial group”