

FY2021 IR presentation

May 19, 2022

Mitsubishi UFJ Financial Group, Inc.



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Definitions of figures used in this document

Consolidated :	Mitsubishi UFJ Financial Group (consolidated)		
Non-consolidated :	Simple sum of MUFG Bank (non-consolidated) and Mitsubishi UFJ Trust & Banking Corporation (non-consolidated)		
the Bank (consolidated) :	MUFG Bank (consolidated)		
MUFG:	Mitsubishi UFJ Financial Group	KS:	Bank of Ayudhya (Krungsri)
the Bank (BK):	MUFG Bank	Bank Danamon (BDI):	Bank Danamon Indonesia
the Trust Bank (TB):	Mitsubishi UFJ Trust & Banking Corporation	FSI:	First Sentier Investors
the Securities HD (SCHD):	Mitsubishi UFJ Securities Holdings	DS:	Digital Service
MUMSS:	Mitsubishi UFJ Morgan Stanley Securities	R&C:	Retail & Commercial Banking
MSMS:	Morgan Stanley MUFG Securities	JCIB:	Japanese Corporate & Investment Banking
NICOS:	Mitsubishi UFJ NICOS	GCIB:	Global Corporate & Investment Banking
MUAH:	MUFG Americas Holdings Corporation	GCB:	Global Commercial Banking
MUB:	MUFG Union Bank	AM/IS:	Asset Management & Investor Services

Key message

FY21 result and FY22 target

- FY21 result: ¥1,130.8bn in net profits*¹, **surpassing revised target announced in Nov 2021 by ¥80.8bn**
- FY22 target: **¥1tn** in net profits*¹. Aim to “become a company which constantly earns ¥1tn”

Progress of the medium-term business plan

- Financial target: Due to the strong performance of net profits*¹, ROE was **7.79% (+2.16ppt YoY)**
- Key strategies: The three strategic pillars (“Corporate transformation,” “Strategy for growth” and “Structural reforms”) are **steadily progressing**
Decided to sell MUB with an eye to optimally allocate management resources
(Closing of the transaction expected in the second half of 2022)

Capital policy

- Progressive dividend: FY22 DPS forecast is **¥32, up by ¥4** compared to FY21
- Share buyback: Repurchase of own shares up to **¥300bn** was resolved

Approach to sustainability

- Carbon neutrality: **Set 2030 interim targets** in April. Strengthened businesses to support customers’ decarbonization
- Human capital investment: Create a positive cycle of human capital investment by developing capabilities to deliver stakeholder value

*¹ Profits attributable to owners of parent

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FY21 financial results

FY21 financial results

– ¥1,130.8bn in net profits*¹, surpassing revised target announced in Nov 2021, by ¥80.8bn

	FY20	FY21			
	Results	Revised targets	Results	YoY	Changes from revised targets
MUFG Consolidated (¥bn)					
1 Gross profits * ² before credit cost for trust accounts	3,920.9	–	3,964.0	43.0	–
2 G&A expenses * ²	2,672.5	–	2,747.2	74.6	–
3 Net operating profits before credit costs for trust accounts and provision for general allowance for credit losses	1,248.4	1,150.0	1,216.7	(31.6)	66.7
4 Total credit costs	(515.5)	(150.0)	(331.4)	184.0	(181.4)
5 Ordinary profits	1,053.6	1,550.0	1,537.6	484.0	(12.4)
6 Profits attributable to owners of parent	777.0	1,050.0	1,130.8	353.8	80.8

*¹ Profits attributable to owners of parent

*² From FY21, expenses related to credit cards, which were previously recorded as G&A expenses, are recorded as fees and commissions expenses.
The amount of retroactive adjustment in FY20 was ¥76.9bn

Income statement summary

	Consolidated (¥bn)	FY20	FY21	YoY
1 Gross profits (before credit costs for trust accounts)*¹		3,920.9	3,964.0	43.0
2 Net interest income		1,905.1	2,043.6	138.5
3 Trust fees + Net fees and commissions* ¹		1,398.2	1,574.7	176.5
4 Net trading profits + Net other operating profits		617.6	345.6	(272.0)
5 Net gains (losses) on debt securities		119.0	(140.4)	(259.5)
6 G&A expenses*¹		2,672.5	2,747.2	74.6
7 Net operating profits		1,248.4	1,216.7	(31.6)
8 Total credit costs		(515.5)	(331.4)	184.0
9 Net gains (losses) on equity securities		130.2	332.6	202.3
10 Net gains (losses) on sales of equity securities		138.3	343.8	205.4
11 Losses on write-down of equity securities		(8.0)	(11.1)	(3.0)
12 Equity in earnings of equity method investees		321.7	441.5	119.8
13 Other non-recurring gains (losses)		(131.3)	(121.9)	9.4
14 Ordinary profits		1,053.6	1,537.6	484.0
15 Net extraordinary gains (losses)		(11.5)	(47.7)	(36.2)
16 Total of income taxes-current and income taxes-deferred		(185.0)	(283.4)	(98.3)
17 Profits attributable to owners of parent		777.0	1,130.8	353.8
18 EPS (¥)		60.50	88.45	27.95

1 Gross profits

- Net interest income increased due to improvement of lending spread for overseas and domestic corporate as well as profits from investment trust cancellation.
- Trust fees and net fees and commissions increased mainly due to investment product sales at domestic subsidiaries, fees and commissions at FSI and overseas.
- Despite of the decrease of net gains on debt securities due to record of losses on sales of foreign bonds during the fourth quarter when interest rate in U.S. rose, gross profits increased ¥43.0bn YoY.

2 G&A expenses / Expense Ratio

- G&A expenses excluding the impact of FX translation*² decreased.
- Expense ratio rose to 69.3%

3 Total credit costs*³

- Despite of the record of the allowance related to Russia, total credit costs decreased mainly due to reversal of the allowance reflecting an improvement of economic environment outlook in U.S. and reversal of allowance for credit losses etc. associated with the decision to sell all shares of MUB.

4 Profits attributable to owners of parent

- Profits attributable to owners of parent increased by ¥353.8bn to ¥1,130.8bn due to an increase of ¥202.3bn of net gains on equity securities reflecting steady stock markets as well as ¥119.8bn equity in earnings of equity method investees, mainly from Morgan Stanley, resulting the highest profits in MUFG history.

*1 From FY21, expenses related to credit cards, which were previously recorded as G&A expenses, are recorded as fees and commissions expenses. The amount of retroactive adjustment in FY20 was ¥76.9bn *2 Impact of FX translation was approximately +¥91.0bn

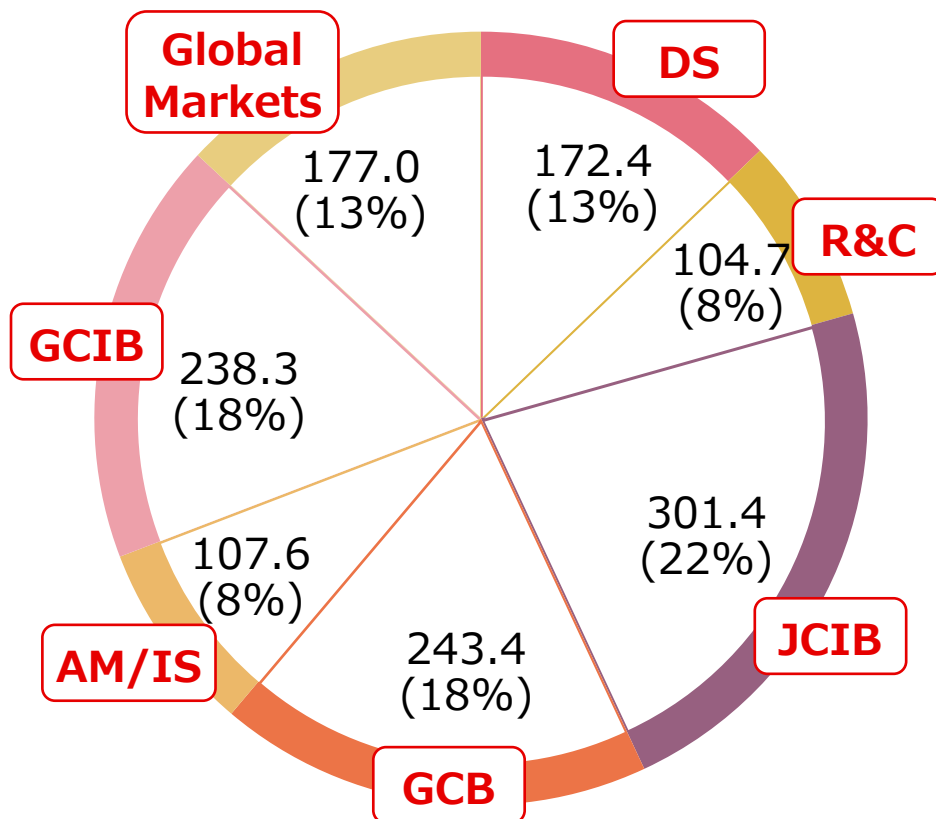
*3 Although the reversal of allowance for credit losses (approx. ¥60.0bn) of held for sale asset made in FY21 associated with the decision to sell all shares of MUB was included in a part of expected gains on sale to be occurred in FY22 stated in the press release dated on September 21, 2021, it was recorded ahead of schedule in FY21

Net operating profits results by business group

Net operating profits by business group*¹ Consolidated

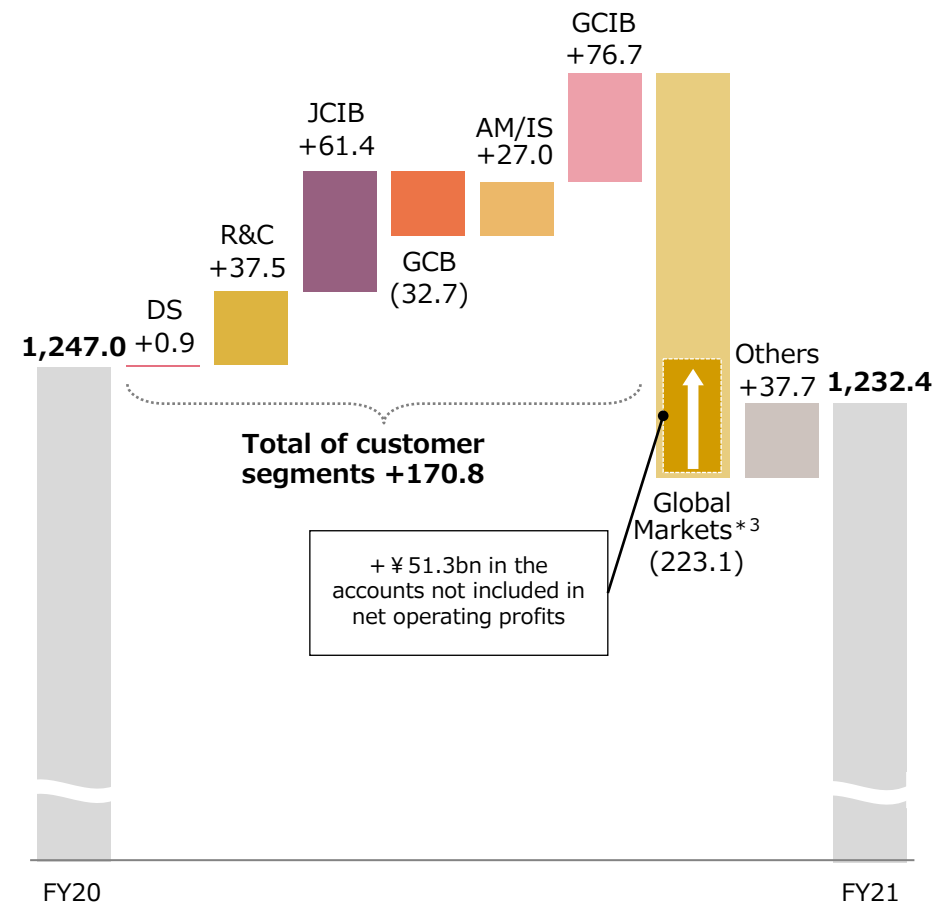
(¥bn)

FY21 ¥1,232.4bn^{*2}



Changes by business group Consolidated

(¥bn)



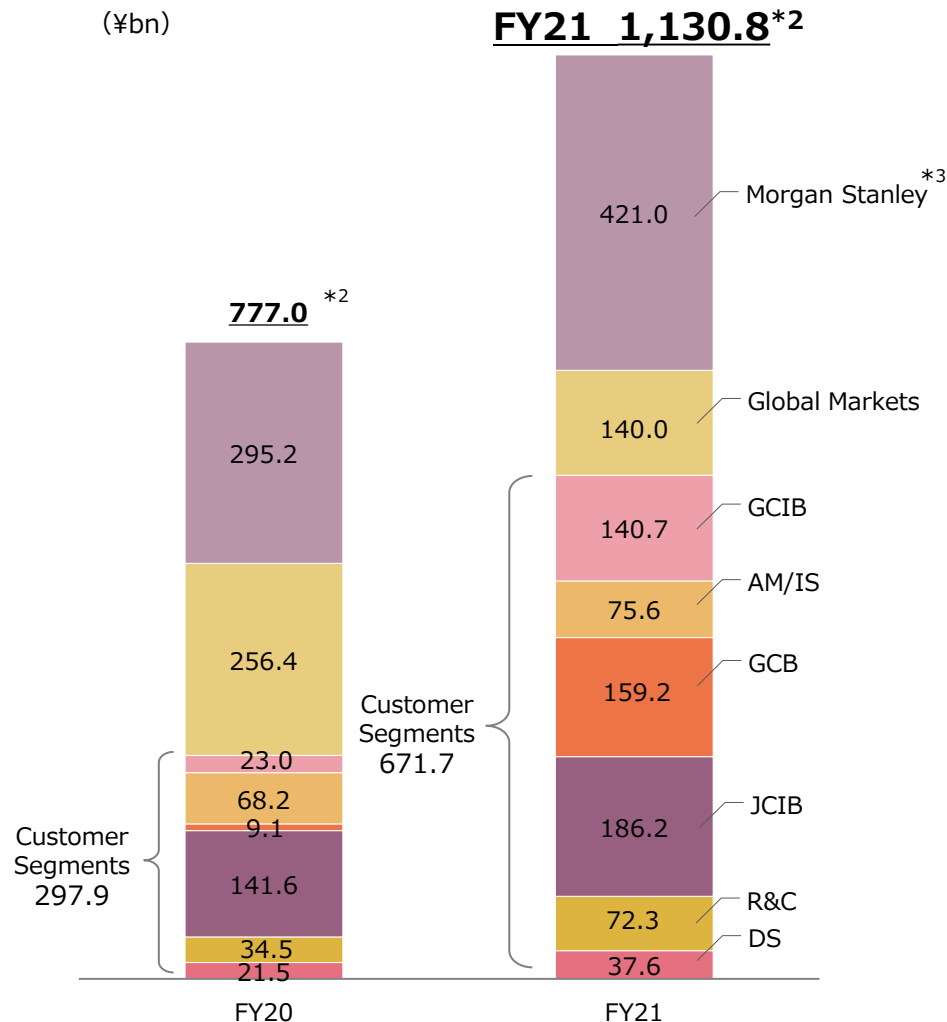
*¹ On a managerial accounting basis *² Include net operating profits from "Others" segment (FY20: (¥150.1)bn, FY21: (¥112.4)bn)

*³ Global Markets business group manages profits including accounts such as net gains(losses) on equity securities which are not included in net operating profits. The YoY change for those accounts was +¥51.3bn

Net income results by business group

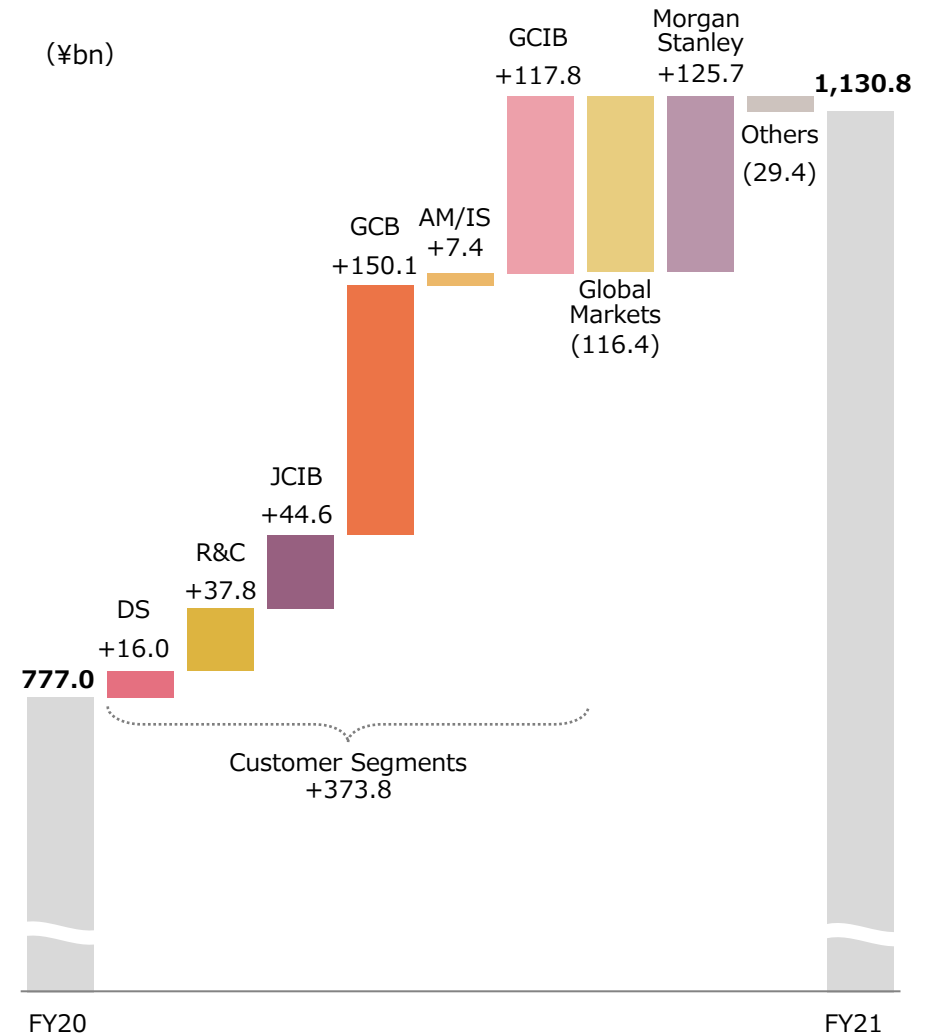
Net income by business group, etc.*1

Consolidated



Changes by business group, etc.

Consolidated



*1 On a managerial accounting basis (preliminary results). Local currency basis. Net extraordinary losses resulting from changing the methodology on recognition of impairment loss related to fixed assets allocation of each business segment recorded in Others

*2 Include other net income (FY20 : (¥72.6)bn, FY21 : (¥102.0)bn)

*3 These figures includes gains/losses on change in equity (FY20 : ¥22.0bn, FY21 : ¥36.8bn)

Results by business group (1)

Consolidated	Business group	Net operating profits (¥bn)*1		Expense ratio*1		ROE*2*3		RWA (¥tn)*4	
		FY21	YoY	FY21	YoY	FY21	YoY	FY21	Changes from end Mar 21
	Digital Service DS	172.5	(0.6)	76%	(0ppt)	4%	1.5ppt	9.0	0.0
	Retail & Commercial Banking R&C	103.9	38.2	83%	(6ppt)	4%	2ppt	17.0	(0.1)
	Japanese Corporate & Investment Banking JCIB	284.6	45.7	52%	(5ppt)	6%	1ppt	32.5	(1.8)
	Global Corporate & Investment Banking GCIB	186.5	45.3	58%	(7ppt)	7%	4ppt	23.0	0.6
	Global Commercial Banking GCB	229.4	(42.5)	69%	4ppt	8.5%	8ppt	16.6	(0.6)
	Asset Management & Investor Services AM/IS	103.3	23.4	69%	(4ppt)	31%	2.5ppt	2.2	0.3
	Global Markets Global Markets	208.3	(132.3)	53%	12ppt	4.5%	(2ppt)	19.7	1.2

*1 Local currency basis *2 Calculated based on Risk Assets (DS, R&C, JCIB, GCIB and GCB) or economic capital (AM/IS and Global Markets).
(Managerial accounting basis. Net profits basis. Calculated excluding non-JPY mid- to long-term funding costs)

*3 Excluding the impact of impairment loss of fixed assets

*4 The finalized Basel III reforms basis. Managerial accounting basis. (Estimation as of March). Actual figures as of end Mar 21 are restated

Results by business group (2)

Digital Service*¹

(¥bn)	FY20	FY21	YoY
Gross profits	732.8	727.0	(5.8)
Loan and deposit interest income	150.0	145.4	(4.5)
Domestic and foreign settlement / forex	44.7	38.5	(6.3)
Card settlement	218.9	217.7	(1.2)
Consumer finance	282.6	275.8	(6.8)
Expenses	559.7	554.6	(5.1)
Expense ratio	76%	76%	(0ppt)
Net operating profits	173.1	172.5	(0.6)
Credit costs* ²	(77.9)	(129.2)	(51.3)
Net profits	21.5	37.6	16.0
RWA * ³ (¥tn)	9.0	9.0	0.0
ROE	2.5%	4%	1.5ppt
Ave. housing loan balance (¥tn)	11.3	11.1	(0.2)
Ave. deposit balance (¥tn)	54.3	56.1	1.9
Balance of consumer loans * ⁴ (¥tn)	1.5	1.5	(0.1)
Volume of card shopping * ⁵ (¥tn)	5.1	5.3	0.2

Retail & Commercial Banking*¹

(¥bn)	FY20	FY21	YoY
Gross profits	565.9	599.7	33.8
Loan and deposit interest income	162.9	162.1	(0.8)
Domestic and foreign settlement / forex	91.4	96.1	4.7
Derivatives, solutions	47.4	55.8	8.5
Real estate, corporate agency and inheritance	49.0	61.1	12.1
Investment product sales	190.0	194.6	4.6
Expenses	500.2	495.8	(4.4)
Expense ratio	88%	83%	(6ppt)
Net operating profits	65.7	103.9	38.2
Credit costs	(23.1)	(2.3)	20.8
Net profits	34.5	72.3	37.8
RWA * ³ (¥tn)	17.2	17.0	(0.1)
ROE	2%	4%	2ppt
Ave. loan balance * ⁶ (¥tn)	20.4	20.2	(0.3)
Lending spread* ⁷	0.53%	0.56%	0.03ppt
Ave. deposit balance (¥tn)	73.9	80.3	6.5

*1 Managerial accounting basis. Local currency basis. ROE is calculated based on net profits and excludes non-JPY mid- to long-term funding costs

*2 Including provision for losses from interest repayments *3 The finalized Basel III reforms basis. Managerial accounting basis. (Estimation as of March)

*4 Total balance of personal card loans of the Bank, the Trust Bank and ACOM (excl. guarantee) *5 For NICOS cardmembers

*6 Excluding consumer loans *7 Excluding non-JPY mid- to long-term funding costs

Results by business group (3)

Japanese Corporate & Investment Banking^{*1}

(¥bn)	FY20	FY21	YoY
Gross profits	551.3	586.9	35.6
Loan and deposit interest income	200.9	219.0	18.1
Domestic and foreign settlement / forex ^{*2}	77.0	82.4	5.4
Derivatives, solutions ^{*2}	78.6	60.9	(17.6)
Real estate, corporate agency	52.4	62.8	10.4
M&A·DCM·ECM ^{*3}	47.2	49.8	2.6
Expenses	312.5	302.4	(10.1)
Expense ratio	57%	52%	(5ppt)
Net operating profits	238.9	284.6	45.7
Credit costs	(104.3)	(114.6)	(10.2)
Net profits	141.6	186.2	44.6
RWA^{*4} (¥tn)	34.3	32.5	(1.8)
ROE	5%	6%	1ppt
Ave. loan balance (¥tn)	40.9	38.0	(2.9)
Lending spread ^{*5}	0.48%	0.51%	0.04ppt
Ave. non-JPY loan balance ^{*6} (¥tn)	14.7	12.8	(1.9)
Non-JPY lending spread ^{*5*6}	0.67%	0.73%	0.06ppt
Ave. deposit balance (¥tn)	37.5	38.4	0.9
Ave. non-JPY deposit balance ^{*6} (¥tn)	14.5	15.3	0.8

Global Corporate & Investment Banking^{*1}

(¥bn)	FY20	FY21	YoY
Gross profits	403.6	447.0	43.4
Loan and deposit interest income	208.3	226.2	17.9
Commission	172.1	198.2	26.0
Forex, derivatives	15.7	13.9	(1.8)
DCM·ECM	28.9	26.1	(2.8)
Expenses	262.5	260.5	(1.9)
Expense ratio	65%	58%	(7ppt)
Net operating profits	141.1	186.5	45.3
Credit costs	(105.9)	1.3	107.2
Net profits	23.0	140.7	117.8
RWA^{*4} (¥tn)	22.4	23.0	0.6
ROE	3%	7%	4ppt
Ave. loan balance (¥tn)	21.3	19.6	(1.7)
Lending spread ^{*5}	1.15%	1.21%	0.06ppt
Ave. deposit balance (¥tn)	14.4	13.5	(0.9)

^{*1} Managerial accounting basis. Local currency basis. ROE is calculated based on net profits and excludes non-JPY mid- to long-term funding costs

^{*2} Domestic business only ^{*3} Including real estate securitization etc. ^{*4} The finalized Basel III reforms basis. Managerial accounting basis.

(Estimation as of March) ^{*5} Excluding non-JPY mid- to long-term funding costs ^{*6} Sum of domestic and overseas loans and deposits

Results by business group (4)

Global Commercial Banking*1

(¥bn)	FY20	FY21	YoY
Gross profits	776.1	731.2	(44.9)
MUAH*2	311.3	286.9	(24.4)
KS*3	335.7	322.3	(13.4)
BDI	126.9	122.2	(4.7)
Expenses	504.2	501.8	(2.4)
(Expense ratio)	65%	69%	4ppt
MUAH*2	245.7	240.3	(5.3)
(Expense ratio)	79%	84%	5ppt
KS*3	160.4	161.9	1.5
(Expense ratio)	48%	50%	2ppt
BDI	59.2	61.9	2.7
(Expense ratio)	47%	51%	4ppt
Net operating profits	271.9	229.4	(42.5)
MUAH*2	65.6	46.5	(19.1)
KS*3	175.4	160.4	(14.9)
BDI	67.7	60.2	(7.4)
Credit costs	(232.4)	(31.9)	200.5
MUAH*2	(80.2)	96.1	176.4
KS*3	(100.1)	(83.8)	16.3
BDI	(51.7)	(41.8)	9.9

(¥bn)	FY20	FY21	YoY
Net profits	9.1	159.2	150.1
MUAH*2	(21.3)	100.8	122.1
KS*3	50.7	75.2	24.5
BDI	6.7	10.7	3.9
RWA*4 (¥tn)	17.2	16.6	(0.6)
ROE	0.5%	8.5%	8ppt
MUAH*2	(2.5%)	13%	15ppt
KS*3	7%	10%	3ppt
BDI	4%	6.5%	2.5ppt
(¥tn)			
MUAH*2			
Ave. loan balance	7.1	6.2	(0.9)
Ave. deposit balance	8.6	8.6	(0.0)
NIM*5	2.22%	2.17%	(0.06ppt)
KS*3			
Ave. loan balance	6.2	6.2	(0.0)
Ave. deposit balance	5.7	6.2	0.5
NIM*6	3.47%	3.24%	(0.23ppt)
BDI			
Ave. loan balance	1.0	0.9	(0.1)
Ave. deposit balance	0.9	0.9	0.0
NIM*7	7.40%	7.69%	0.29ppt

*1 Managerial accounting basis. Local currency basis. Per MUAH and KS, gross profits, expenses and net operating profits include figures which belong to GCB only and not include figures which belong to other business groups. BDI entity basis. ROE is calculated based on net profits

*2 Excluding figures belonging to TB/SCHD subsidiaries, JCIB, GCIB and Global Markets

*3 After GAAP adjustment. Excluding figures which belong to Global Markets *4 The finalized Basel III reforms basis. Managerial accounting basis.

(Estimation as of March) *5 Excluding figures which belong to Global Markets *6 KS entity basis *7 OJK definition

Results by business group (5)

Asset Management & Investor Services*¹

(¥bn)	FY20	FY21	YoY
Gross profits	288.7	329.2	40.5
AM	121.0	143.9	22.9
IS	104.4	117.6	13.3
Pension	63.3	67.6	4.3
Expenses	208.8	225.9	17.1
Expense ratio	72%	69%	(4ppt)
Net operating profits	79.9	103.3	23.4
Net profits	68.2	75.6	7.4
Economic capital (¥tn)	0.3	0.3	0.0
ROE	28.5%	31%	2.5ppt

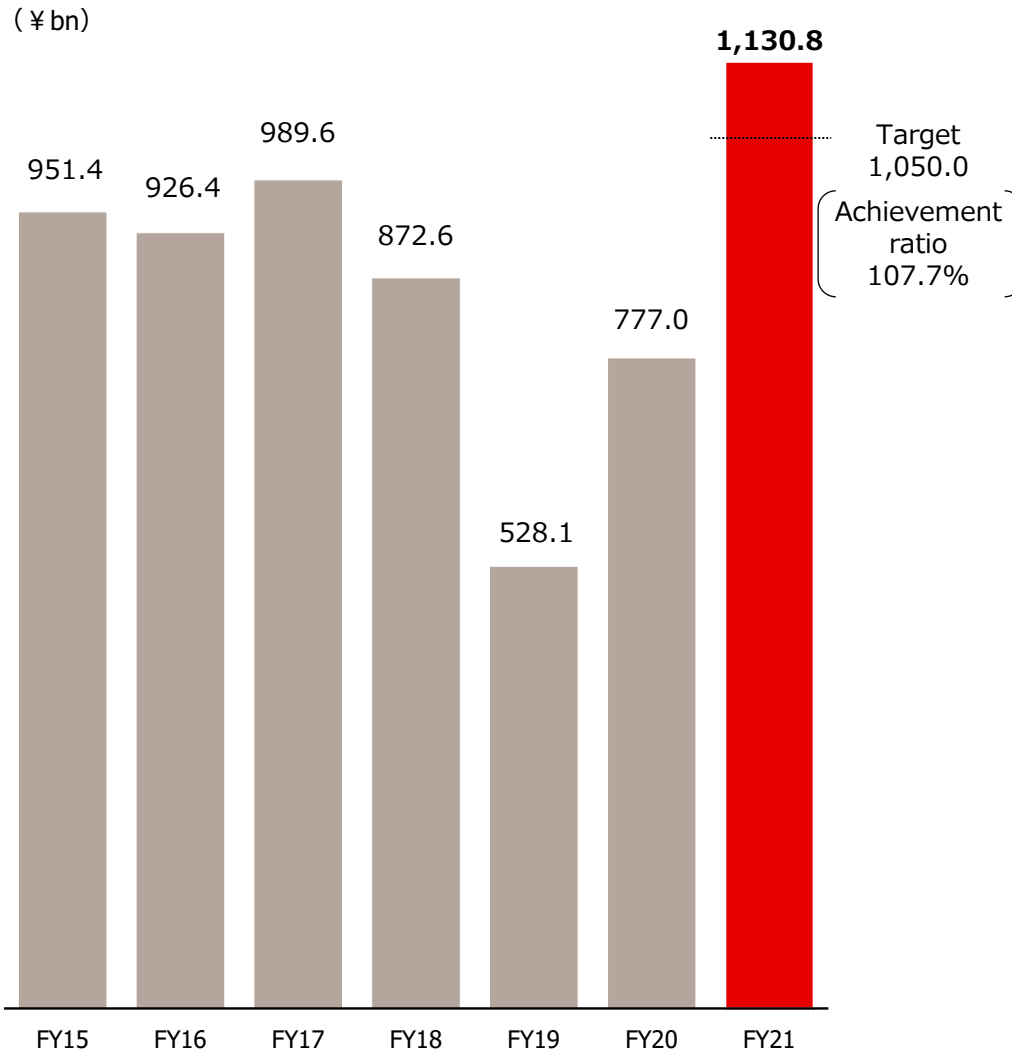
Global Markets*¹

(¥bn)	FY20	FY21	YoY
Gross profits	576.5	442.3	(134.2)
Sales & trading	280.4	234.9	(45.5)
FIC & equity	278.4	232.9	(45.5)
Corporates	97.0	102.2	5.2
Institutional investors	149.0	102.9	(46.1)
Asset management	2.0	2.0	0.0
Treasury	303.7	209.8	(93.9)
Expenses	236.0	234.0	(2.0)
Expense ratio	41%	53%	12ppt
Net operating profits	340.5	208.3	(132.3)
Customer business	99.3	56.3	(43.0)
Treasury	248.8	154.8	(94.0)
Net profits	256.4	140.0	(116.4)
Economic capital (¥tn)	5.2	4.1	(1.1)
ROE	6.5%	4.5%	(2ppt)

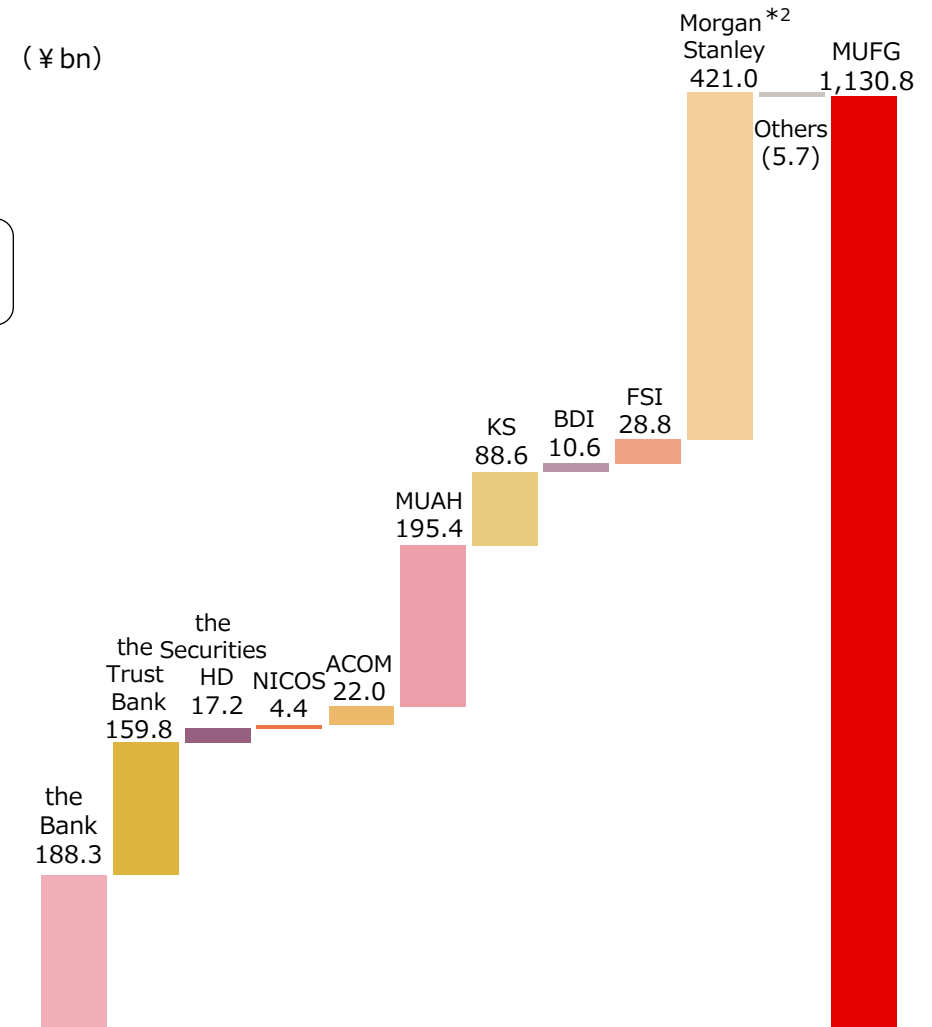
*1 Managerial accounting basis. Local currency basis. ROE is calculated based on net profits

Achievement ratio of FY21 and breakdown by entity

Profits attributable to owners of parent Consolidated



Breakdown by entity*1 Consolidated



*1 The figures reflect the percentage holding in each subsidiaries and equity method investees

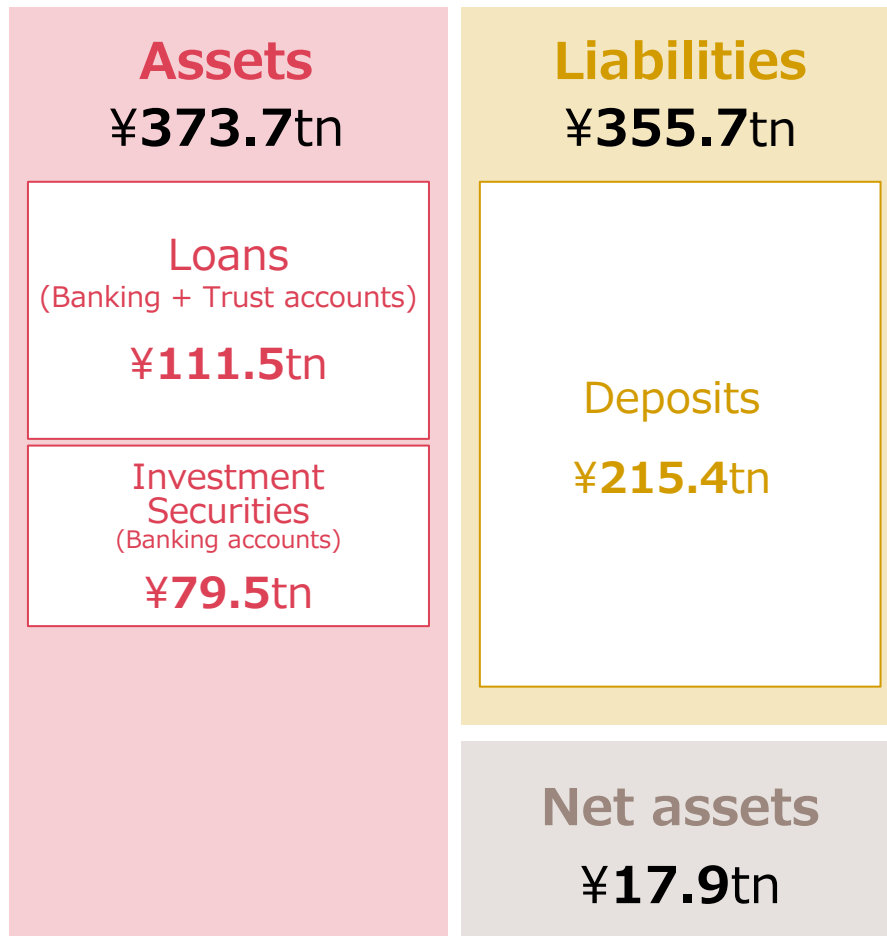
*2 The figure includes +¥36.8bn of gains on change in equity

Balance sheet summary

Balance sheet summary

Consolidated

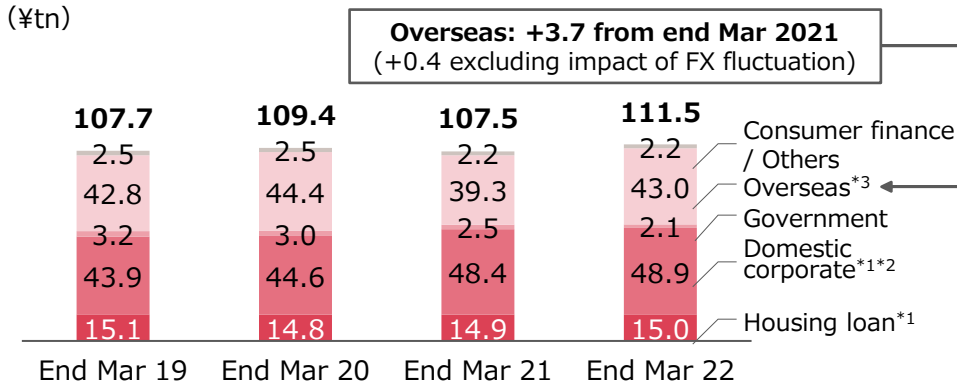
As of end Mar 2022



Loans (period end balance)

Consolidated

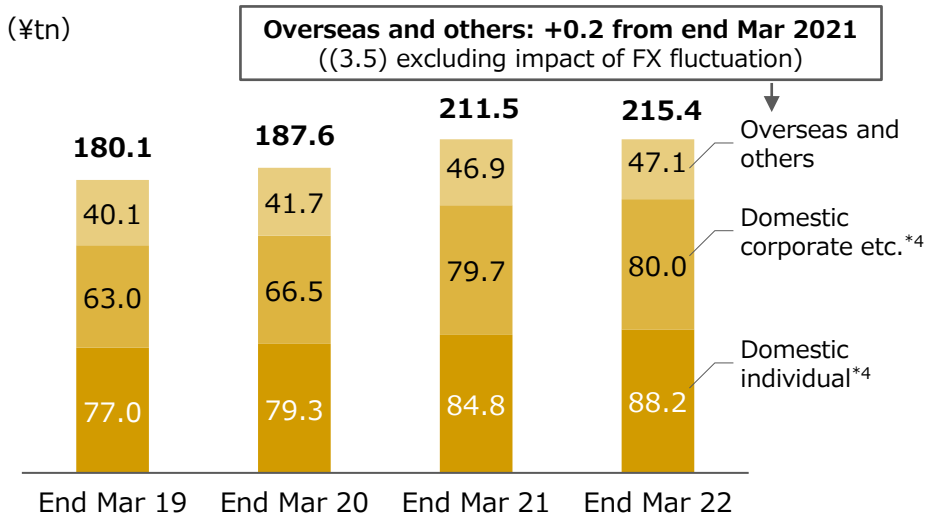
(¥tn)



Deposits (period end balance)

Consolidated

(¥tn)



*1 Non-consolidated + trust accounts *2 Excluding loans to government and governmental institutions and including foreign currency denominated loans
(Excluding impact of FX fluctuation: +¥0.0tn from end Mar 2021)

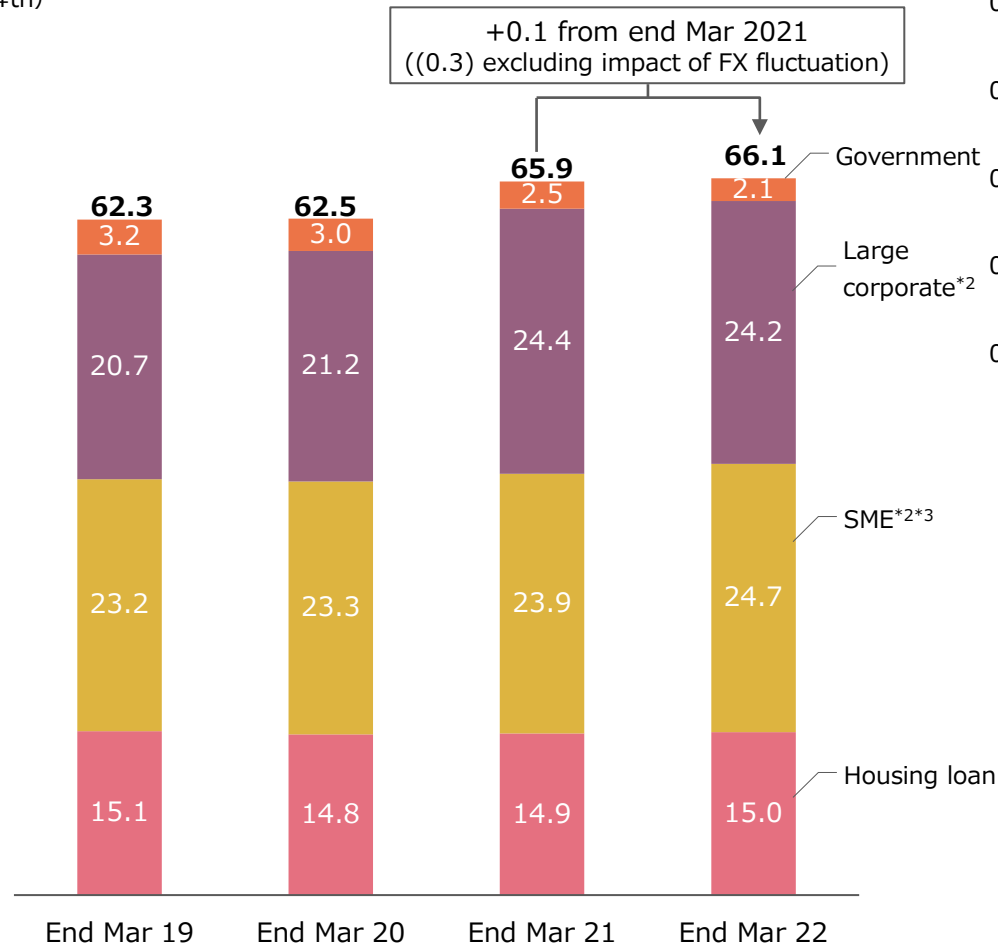
*3 Loans booked in overseas branches, MUAH, KS, BDI, the Bank (China), the Bank (Malaysia) and the Bank (Europe) *4 Non-consolidated

Domestic loans

Loan balance (period end balance)*¹

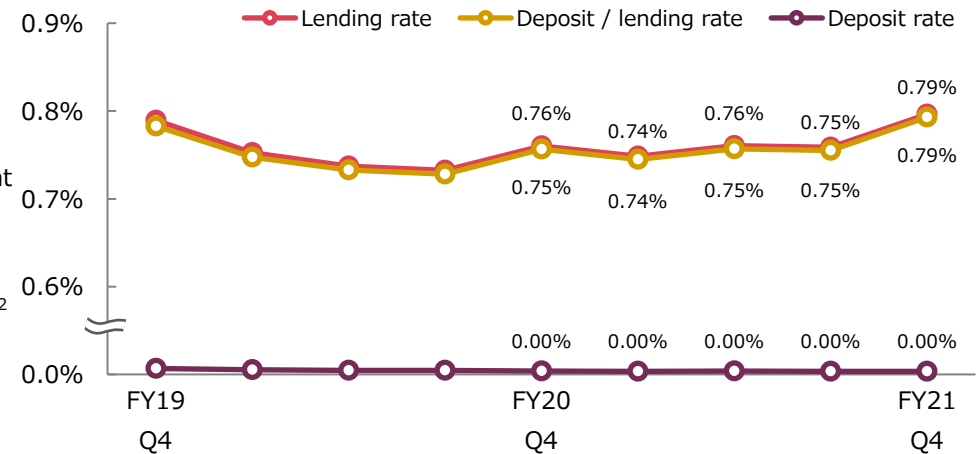
Consolidated

(¥tn)



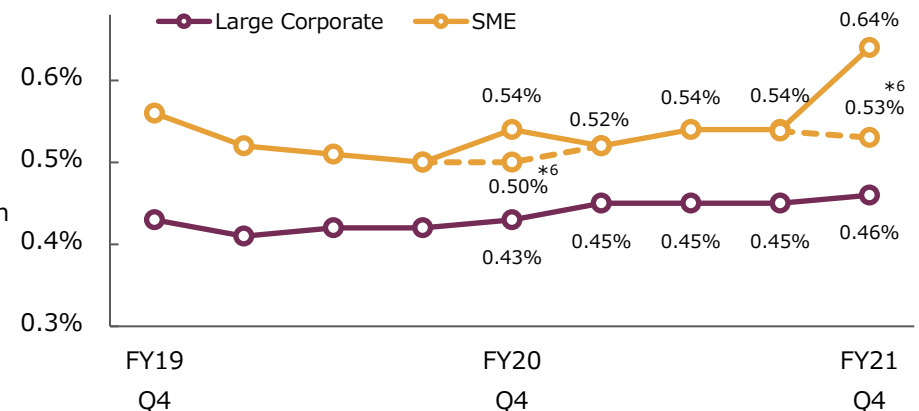
Deposit / lending rate*⁴

Non-consolidated



Corporate lending spread*^{2*4*5}

Non-consolidated



*1 Sum of banking and trust accounts *2 Including non-JPY loans

*3 Domestic loans to small / medium-sized companies and proprietors (excluding domestic consumer loans)

*4 Excluding lending to government *5 On a managerial accounting basis. Non-consolidated

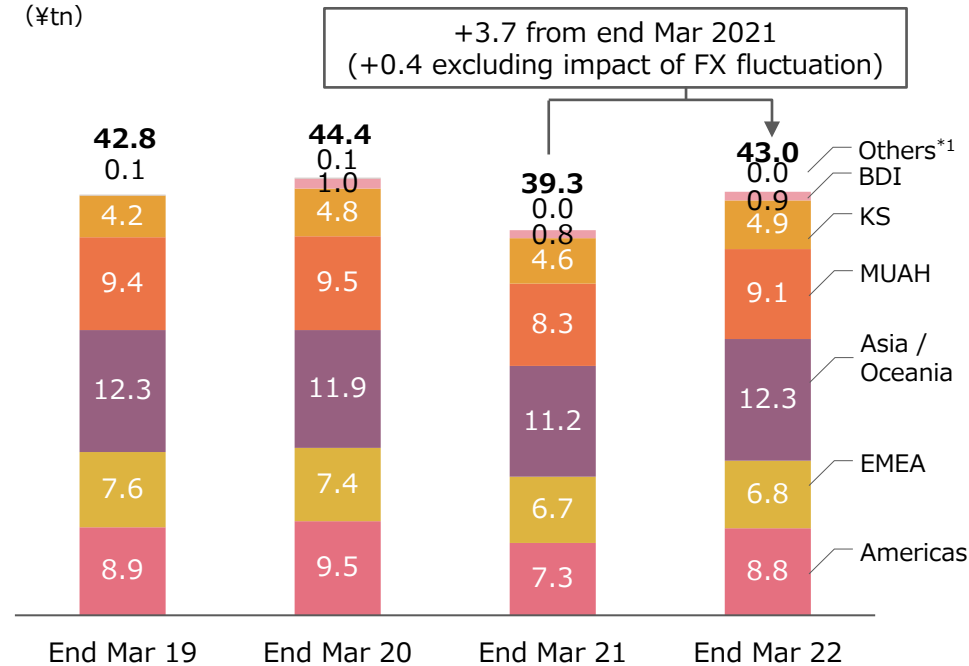
*6 Excluding impact of the collective recording of interest received at fiscal year-end via subsidized interest payment programs

Overseas loans

Loan balance (period end balance)

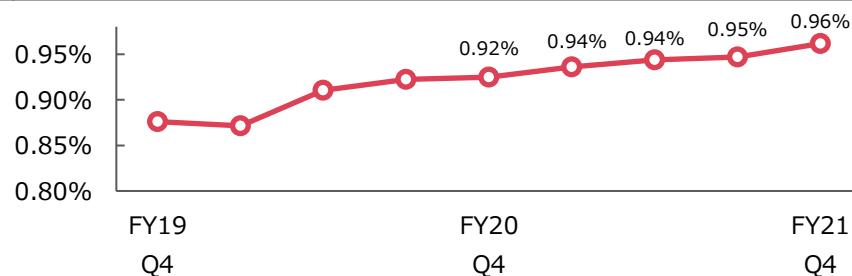
Consolidated

(¥tn)



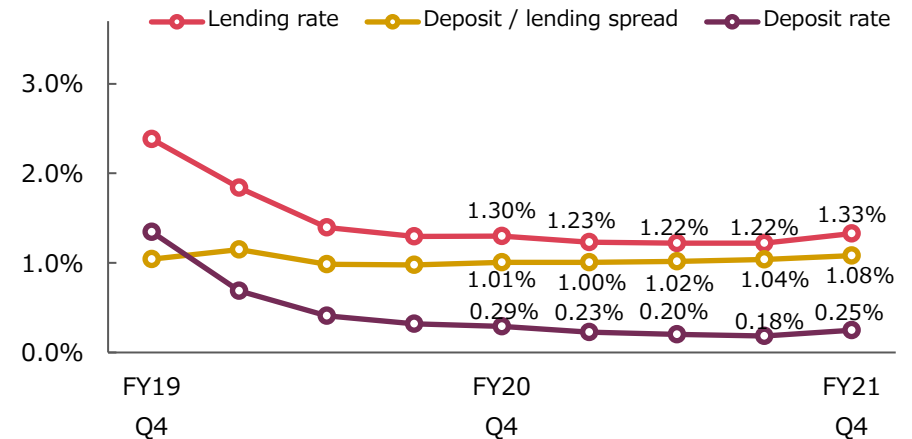
Lending spread*2

Non-consolidated



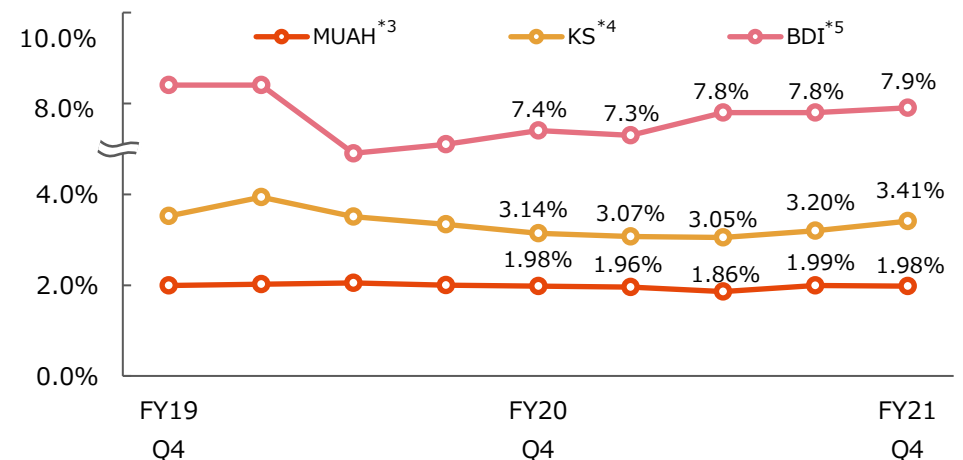
Deposit / lending rate*2

Non-consolidated



Net interest margin

MUAH / KS / BDI



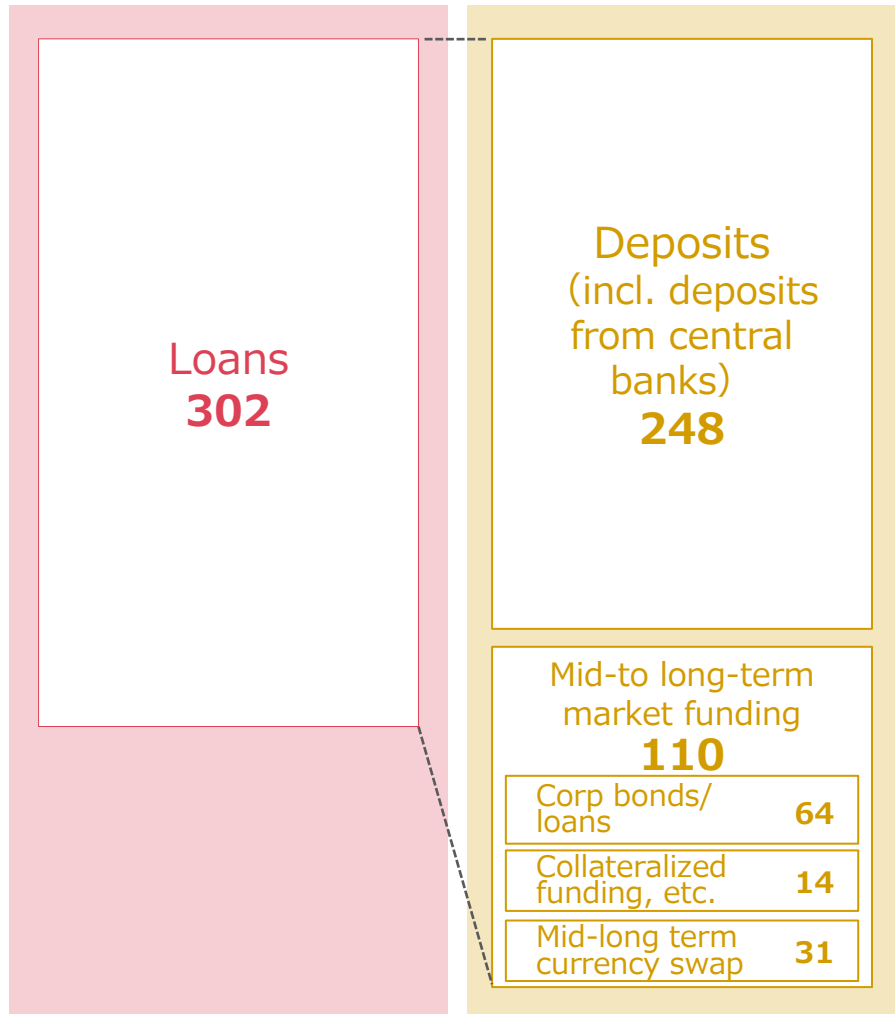
*1 Loans booked at offshore markets etc. *2 Managerial accounting basis *3 Financial results based on U.S. GAAP including balance classified as held-for-sale account

*4 Financial results as disclosed in KS's financial reports based on Thai GAAP, and starting from January 1, 2020, Thailand adopted TFRS 9 (which is broadly similar to the IFRS 9 international accounting standard) *5 Financial results as disclosed in BDI's financial reports based on Indonesia GAAP. Calculation method modified from FY21 and retroactively applied in this document.

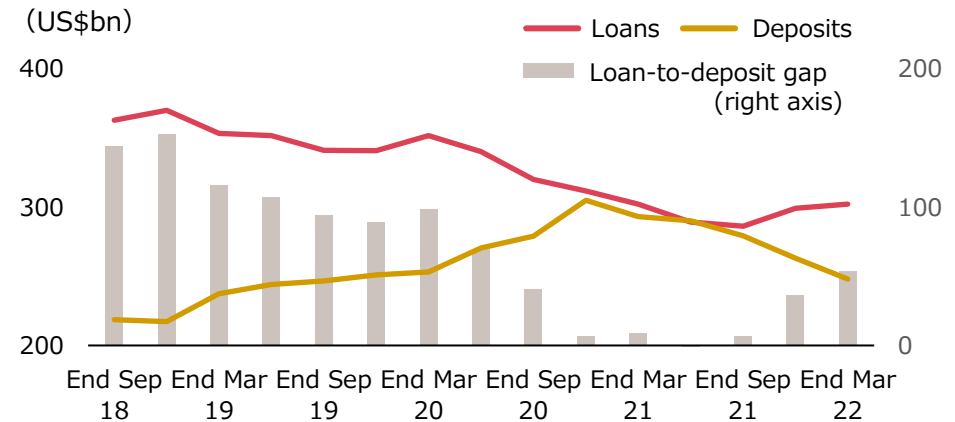
Non-JPY Liquidity^{*1}

(US\$bn)

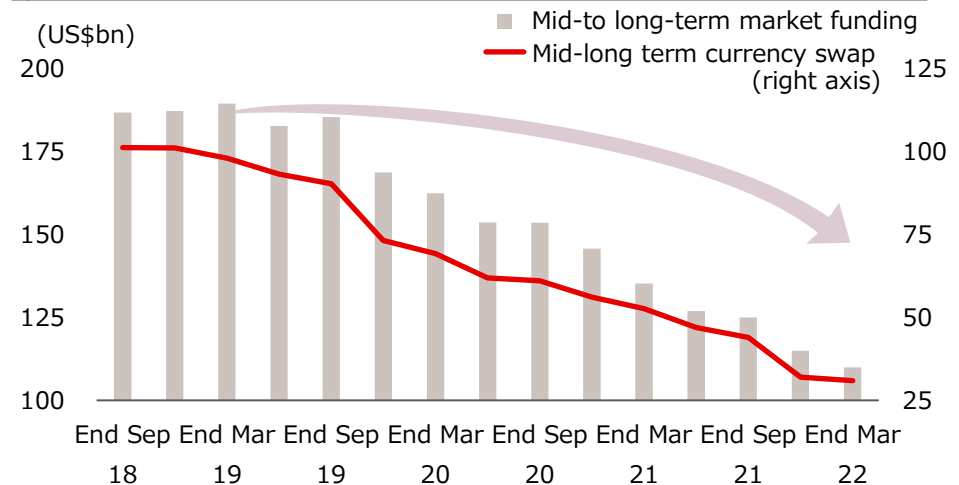
As of end Mar 2022



Historical loan-to-deposit gap



Historical mid-to long-term market funding



*1 The Bank consolidated excl. MUAH, KS and BDI. Managerial basis

Investment securities (1)

AFS securities*¹ with fair value

Consolidated

1 Total	Balance		Unrealized gains (losses)	
	End Mar 22	Changes from End Mar 21	End Mar 22	Changes from End Mar 21
1 Total	74,909.6	1,017.6	2,391.8	(1,358.0)
2 Domestic equity securities	4,613.7	(602.6)	2,914.1	(436.4)
3 Domestic bonds	40,433.6	(118.6)	(61.8)	(184.3)
4 Japanese government bonds (JGB)	31,411.8	(932.8)	(55.4)	(142.3)
5 Foreign equity securities	218.5	132.5	27.7	6.6
6 Foreign bonds	22,030.5	793.8	(852.8)	(955.8)
7 Others	7,613.2	812.5	364.6	211.8

Unrealized gains / losses on AFS securities*¹

Consolidated

(¥tn)

■ Foreign equity securities + Foreign bonds + Others
■ Domestic bonds
■ Domestic equity securities

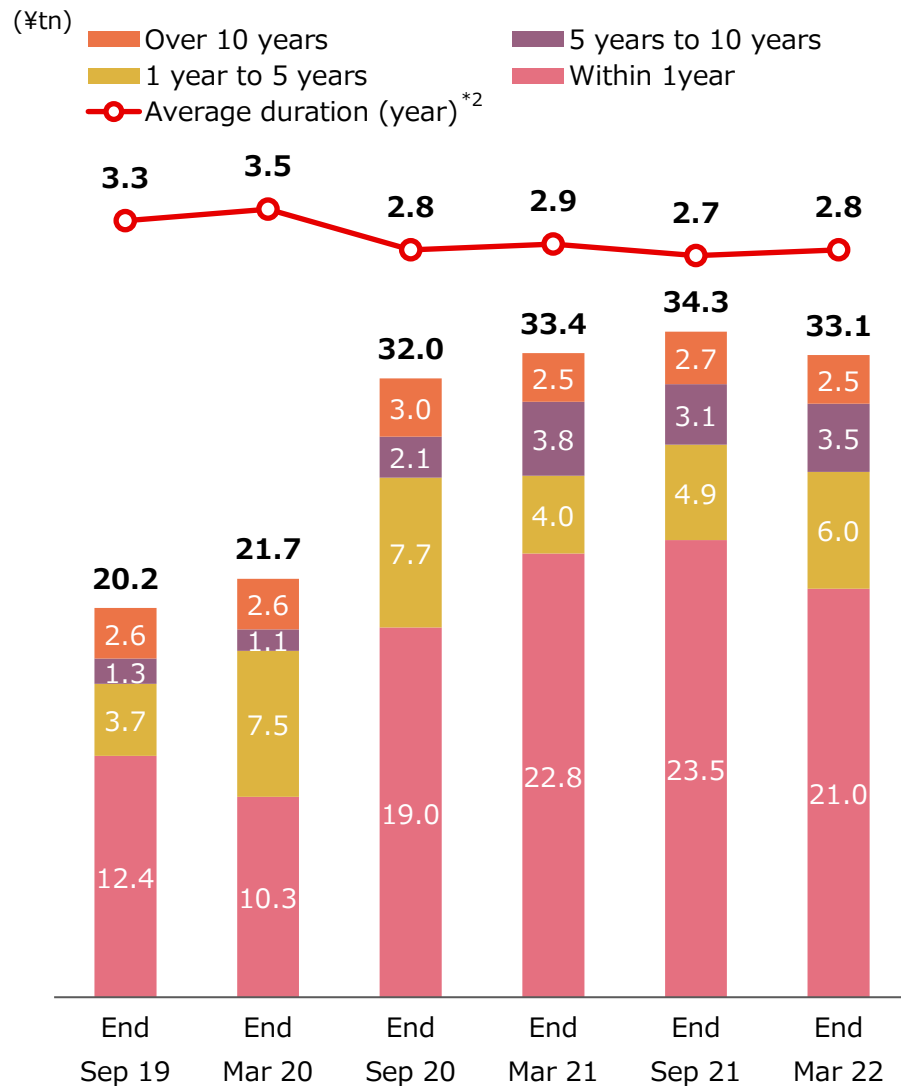


*1 Available for sale securities

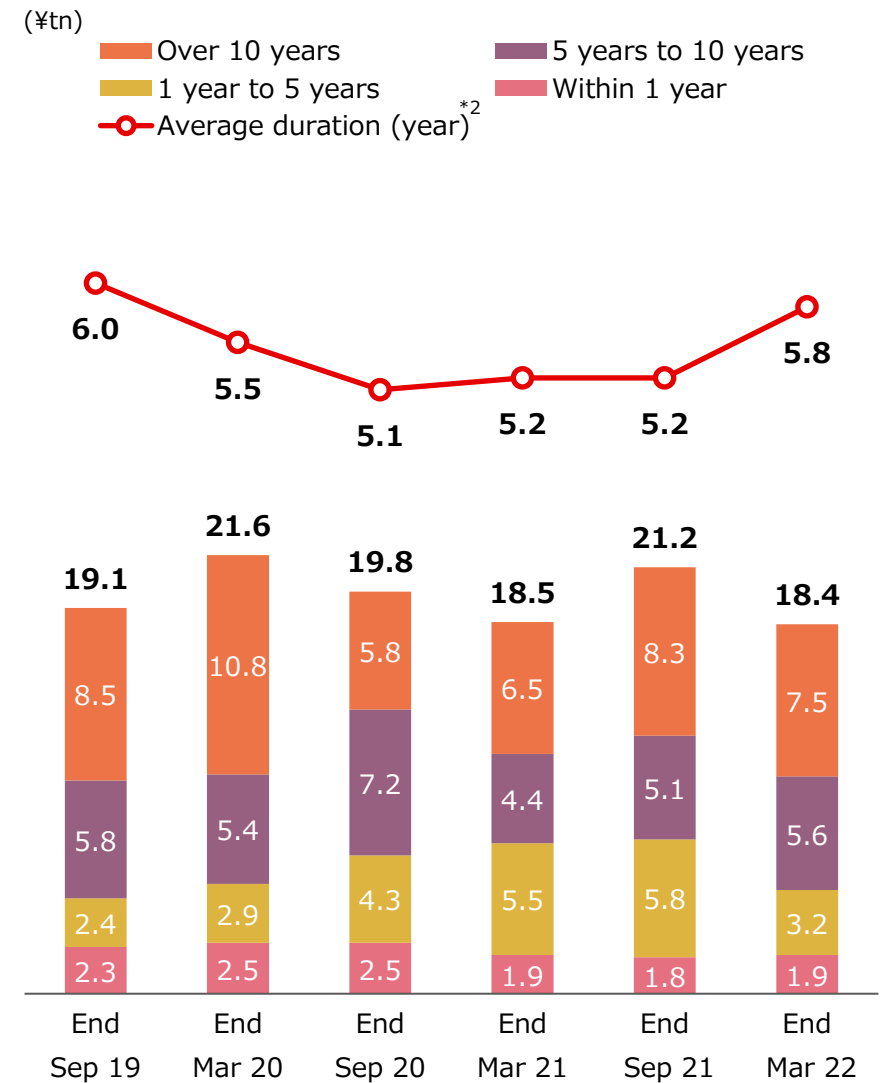
Investment securities (2)

JGB balance^{*1} and duration

Non-consolidated

Foreign bond balance^{*1} and duration

Non-consolidated



*1 Available for sale securities and securities being held to maturity

*2 Available for sale securities

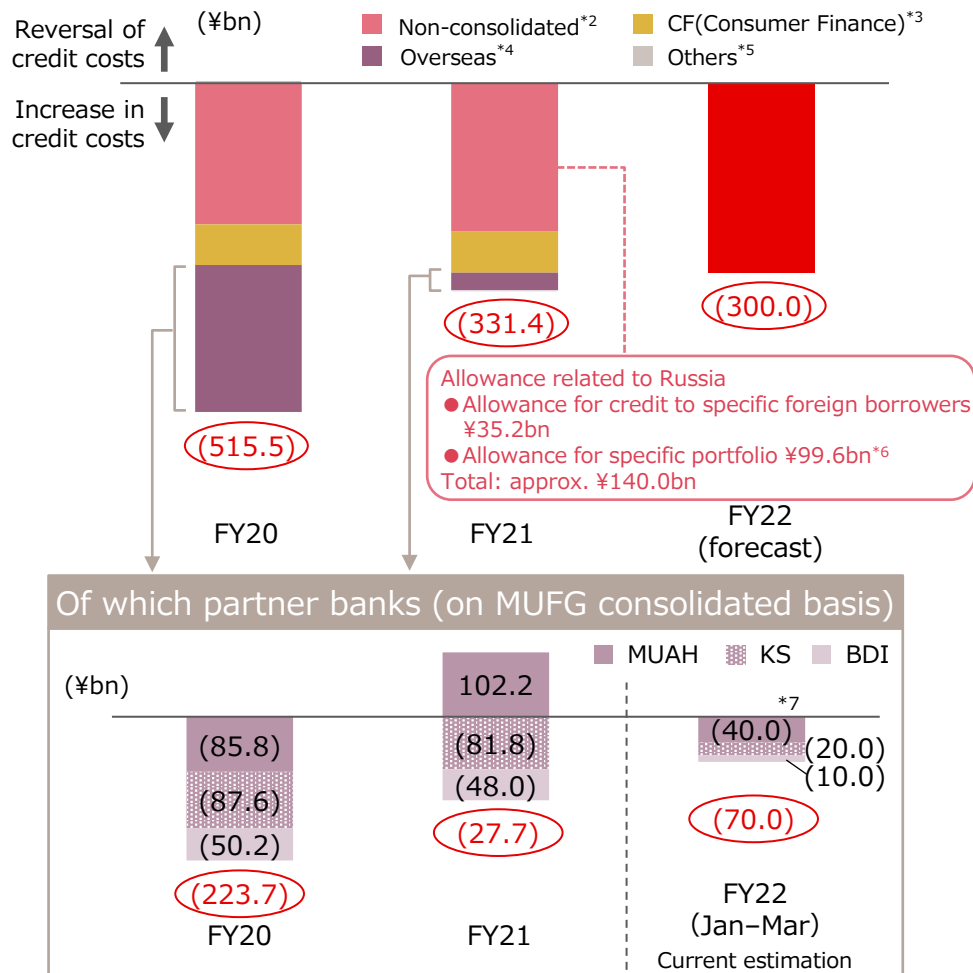
Credit costs

– Credit costs for FY21 were ¥331.4bn. Total credit costs forecast for FY22 is ¥300.0bn

Total credit costs*1

P.64

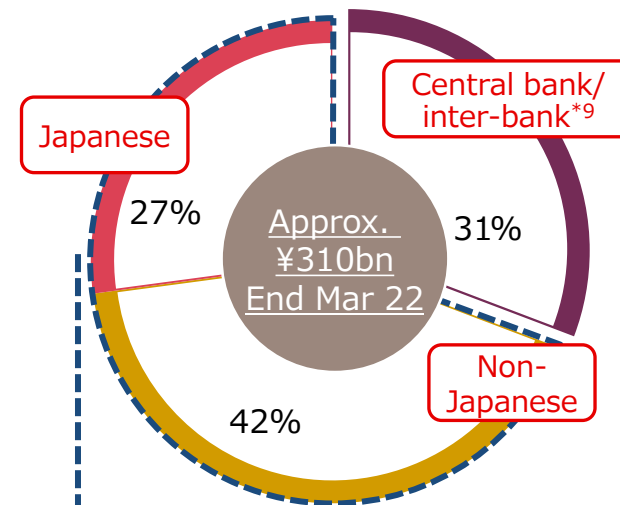
Consolidated



(Reference) Exposures to Russia

- Exposures to Russia*8 was approx. ¥310bn (End Mar 22)

■ the Bank consolidated, incl local subsidiary, excl MUAH, KS, BDI



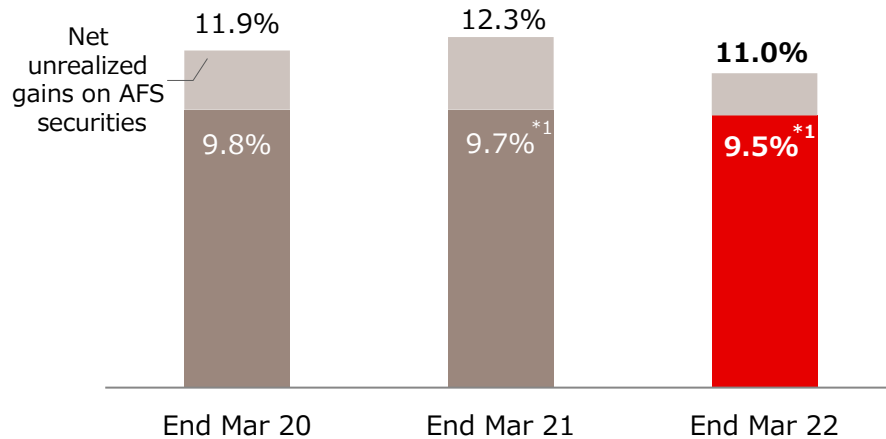
- less than 0.2% of the total balance of the Bank (consolidated)*10

*1 Includes gains from write-off *2 Includes overseas branches *3 Sum of NICOS and ACOM on a consolidated basis *4 Sum of overseas subsidiaries of the Bank and the Trust Bank *5 Sum of other subsidiaries and consolidation adjustment *6 Prepared for broader impact associated with the situation of Russia and Ukraine *7 MUAH includes unrealized losses associated with loans to be sold *8 Based on borrower's location. Including undrawn commitment, market risk exposure and etc. All figures are on managerial accounting basis *9 Including due from banks and Russian government bond *10 Excluding the balance of central bank and inter-bank transactions etc.

Capital

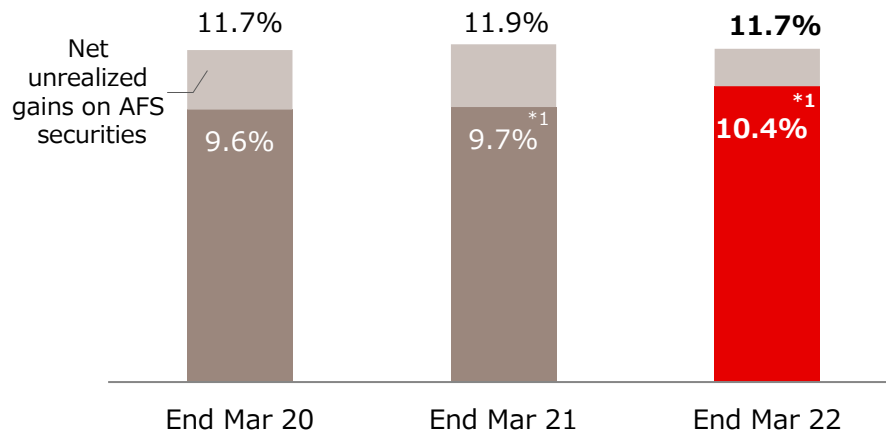
CET1 ratio

Consolidated



CET1 ratio (Finalized Basel III reforms basis^{*2})

Consolidated



FY21 results

Consolidated

	(¥bn)	End Mar 21	End Mar 22	Changes
1	Common Equity Tier 1 capital	14,113.7	13,823.9	(289.8)
2	Additional Tier 1 capital	1,869.0	1,652.3	(216.6)
3	Tier 1 capital	15,982.7	15,476.2	(506.4)
4	Tier 2 capital	2,686.7	2,382.3	(304.3)
5	Total capital (Tier 1+Tier 2)	18,669.5	17,858.6	(810.8)
6	Risk-weighted assets	114,419.3	124,914.2	10,494.8
7	Credit risk	90,410.0	91,927.2	1,517.2
8	Market risk	4,066.8	4,389.9	323.1
9	Operational risk	7,976.6	7,990.1	13.5
10	Floor adjustment ^{*3}	11,965.8	20,606.9	8,641.0
11	Total exposures^{*4}	292,725.0	300,792.3	8,067.2
12	Leverage ratio	5.45%	5.14%	(0.31ppt)

^{*1} Calculated by excluding impact of net unrealized gains (losses) on available for sale securities from RWA from the end of March 2021

^{*2} Estimated CET1 ratio reflecting the RWA increase calculated on the finalized Basel III reforms basis

^{*3} Adjustments made for the difference between risk-weighted assets under Basel I and Basel III

^{*4} Deposits with the Bank of Japan is excluded in total exposures

FY22 target

– FY22 target for consolidated profits attributable to owners of parent is ¥1tn

Consolidated (¥bn)	FY21 Result	FY22 Target*1	Changes
Net operating profits			
1 Before credit costs for trust accounts and provision for general allowance for credit losses	1,216.7	1,300.0	83.3
2 Total credit costs	(331.4)	(300.0)	31.4
3 Ordinary profits	1,537.6	1,250.0	(287.6)
4 Profits attributable to owners of parent	1,130.8	1,000.0	(130.8)

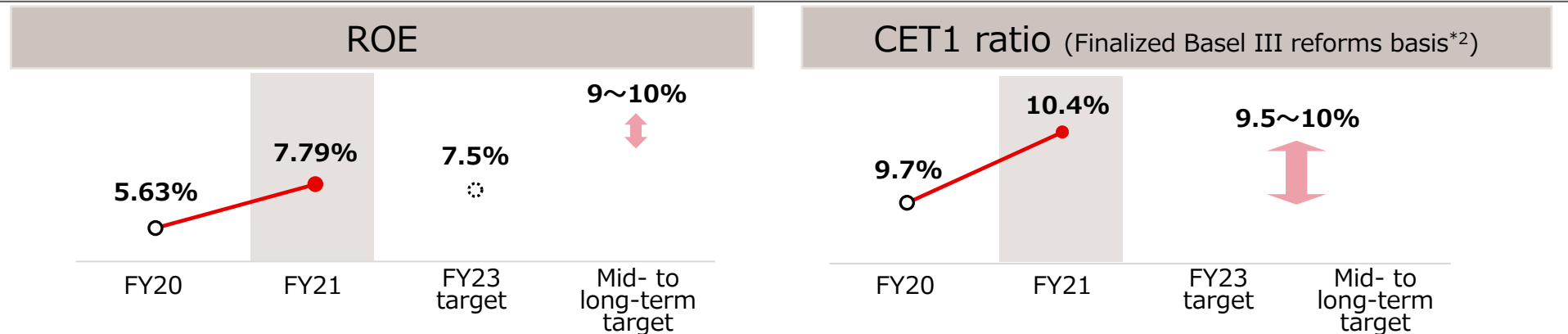
*1 It is currently assumed that, in connection with the agreement for the sale shares of MUB, approximately ¥270.0bn of unrealized losses associated with securities and loans to be sold will be recorded for the first quarter in FY2022 as other non-recurring losses etc., which are not included in net operating profits. Among these, as approximately ¥120.0bn of unrealized losses associated with held-to-maturity securities and loans etc., will reduce the book value of the assets to be sold, at this moment, the same amount is expected to be recorded as net extraordinary gains when the sale of shares of MUB is executed

Progress of the medium-term business plan
(MTBP)

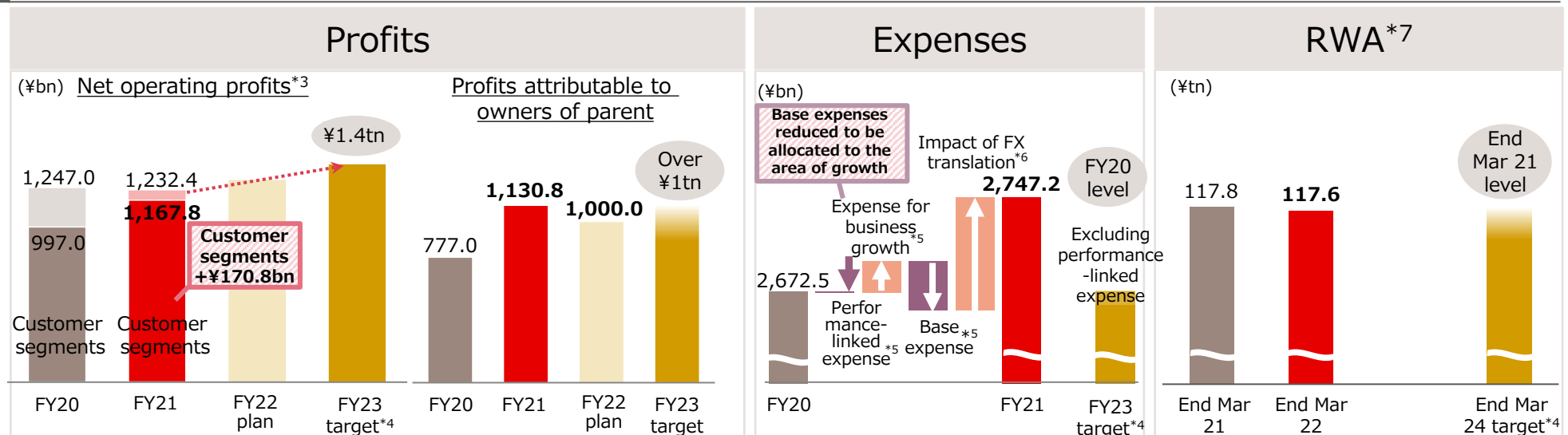
Financial targets

– Realized high level of ROE due to strong net profits*¹. CET1 ratio has exceeded target range

Target for ROE / Capital management



3 drivers to achieve ROE target

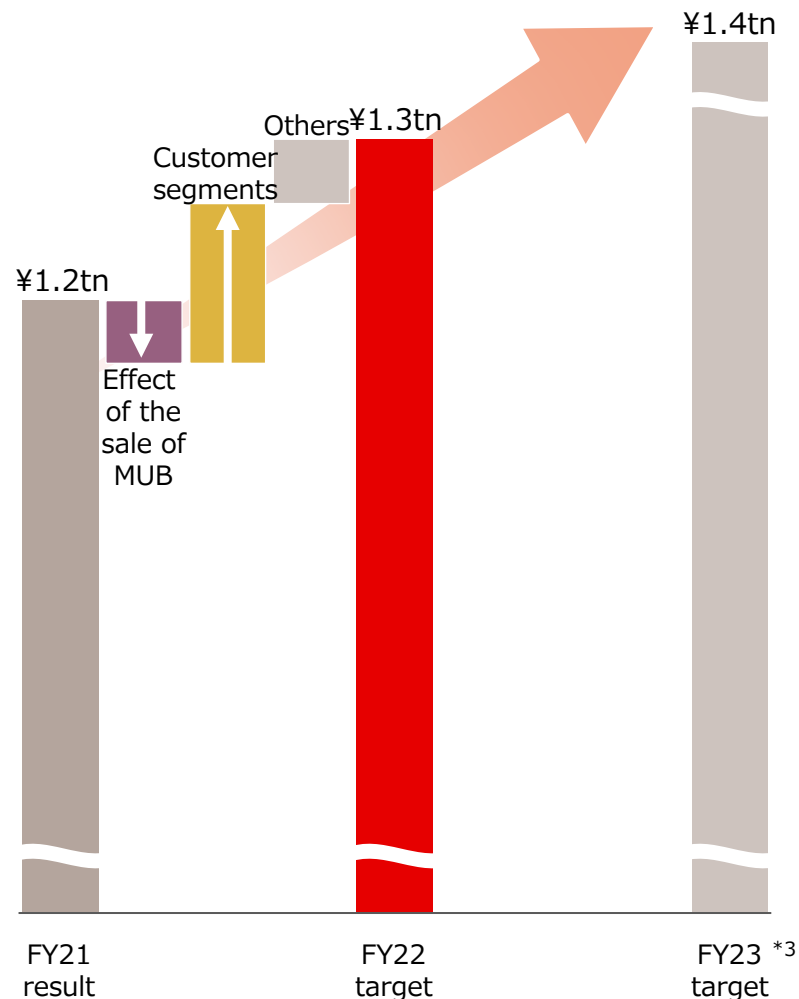


*¹ Profits attributable to owners of parent *² Estimated CET1 ratio reflecting the RWA increase calculated on the finalized Basel III reforms basis.
 Excluding net unrealized gains on AFS securities *³ On a managerial accounting basis *⁴ Target as of announcement of the medium-term business plan
 *⁵ On a managerial accounting basis (after adjustment) *⁶ Approximately +¥91.0bn
 *⁷ Estimated RWA on the finalized Basel III reforms basis. Includes net unrealized gains on AFS securities

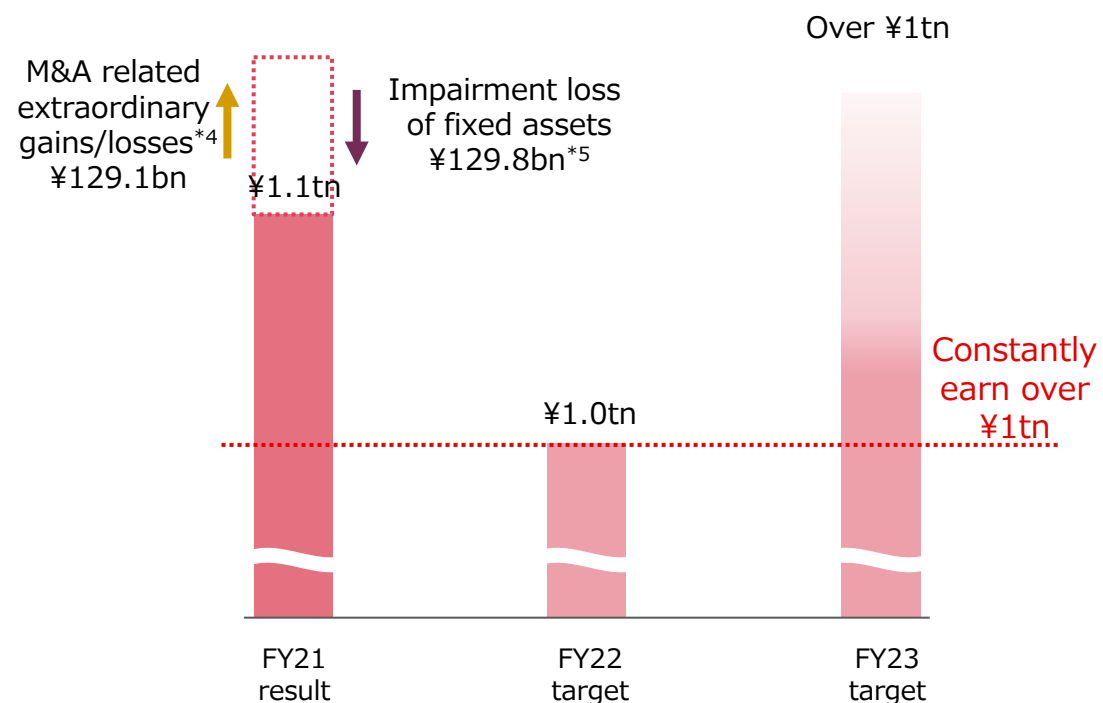
Roadmap toward the final year of the MTBP

- Aim for steady growth in NOP and to constantly earn over ¥1tn of net profits*¹

Net operating profits*²



Profits attributable to owners of parent



*¹ Profits attributable to owners of parent *² On a managerial accounting basis *³ Target as of announcement of the medium-term business plan

*⁴ Total of "Gains on change in equity," "Gains on sales of shares of affiliates," "Gains on transfer of businesses," and "Gains on sales of shares of subsidiaries" in MUFG consolidated results (before tax) *⁵ Net extraordinary losses resulting from changing the methodology on recognition of impairment loss related to fixed assets allocation of each business segment (before tax)

Review of the first year of the MTBP

– In the first year of the MTBP, which we positioned as “3 years of new challenges and transformation,” the key strategies have steadily progressed

Corporate Transformation	Digital transformation	•Steady progress in initiatives for cost reduction and updating ourselves into a financial and digital platform operator, etc.	⇒ P.29-31
	Contribution to address environmental and social issues	•Announced “MUFG Carbon Neutrality Declaration”. Set 2030 interim targets and strengthened decarbonization businesses	⇒ P.54-56
	Transformation of corporate culture	•A mindset of taking on challenges is prevailing among employees. “Speed” is still an issue	⇒ P.32, 33
Strategy for growth	Wealth management	•Operating results have been solid for both cross transactions and asset management; WMPF*1 was rolled out at all branches in February 2022	⇒ P.34, 35
	Approach of proposing solutions to customer’s issues	•Started business investments that share business risks with Japanese large corporates to resolve social issues	⇒ P.34, 36
	Asia business	•Macroeconomic environment was negatively affected by the resurgence of COVID-19, while showing a recovery trend at this moment. The initiatives are steadily progressing	⇒ P.34, 37
	GCIB & Global Markets	•Institutional investors business has expanded steadily, mainly in secured finance area. Wallet share and profits grew in NIG field*2 by capturing market expansion	⇒ P.34, 38
	Global AM/IS	•In AM field, FSI achieved a new profit record, while we expanded AuA*3 synergistically in IS field by progress in providing high-value-added products	⇒ P.34, 39
Structural reforms	Cost and RWA control	•Reduction of base expenses progressed steadily. Managed RWA in a disciplined manner	⇒ P.40, 41
	Transformation of platforms and our business infrastructure	•Review our core banking systems in order to adapt to the evolving business environment, promote cost reduction, etc.	⇒ P.42
	Review of our business portfolios	•Decided to sell MUB with an eye to optimally allocate management resources	⇒ P.43, 44

*1 Wealth management digital platform *2 Non-IG (Transactions with Non-Investment Grade companies)

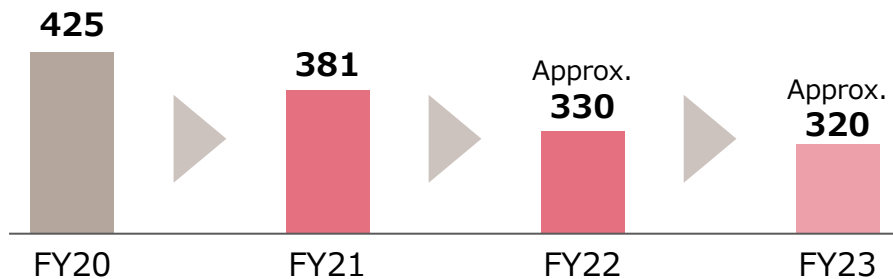
*3 Asset under Administration

Digital transformation (1)

– Achieve both improved customer convenience and lower costs via a shift to online channels

Optimization of branch network (the Bank)

- Planned no. of branches as of the end of FY23 is approx. 320
- Expect to complete around 90% of our branch reorganization plans by the end of FY22



Initiatives toward next-gen. branch

- Improve customer convenience and operational efficiency by expanding the lineup of apps and self-service devices

1 New Reservation/reception systems

Smartphone-based reservations will reduce waiting time to virtually zero

2 Space for internet banking / tablet

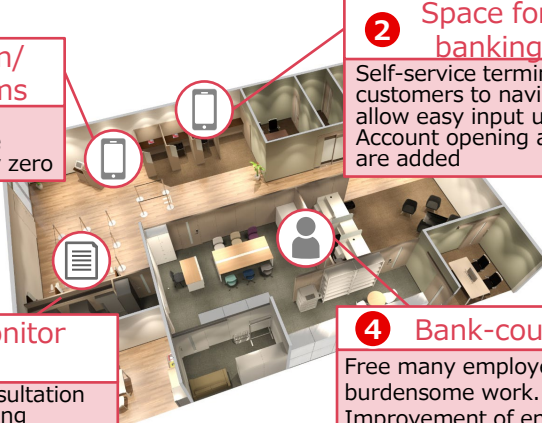
Self-service terminals enable customers to navigate via chat and allow easy input using buttons. Account opening and other functions are added

3 LINKS^{*1}/TV monitor counter

Capable of offering consultation regarding issues requiring expertise in highly specialized fields, such as adult guardianship procedures

4 Bank-counter

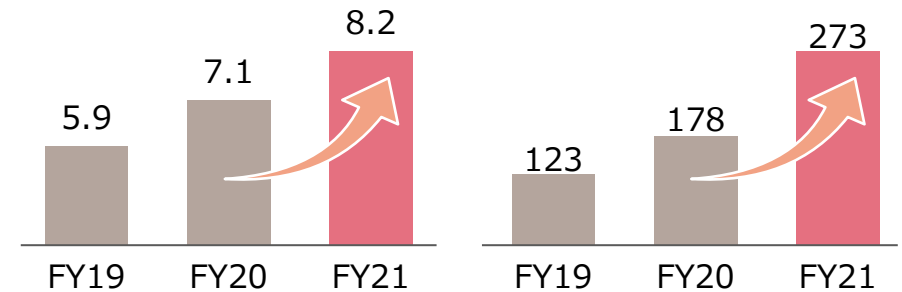
Free many employees from burdensome work. Improvement of engagement



Steady progress in digital shifts

- No. of customers choosing online channels grew as the result of the constant upgrading of functions

■ No. of IB^{*2} service users (mm) ■ No. of account openings via apps / web (thd)



Digitalization of audit confirmations

- Achieved the digitalization of balance certificates to be issued upon auditor request
- Efficient electronic procedures that encompass all processes on an end-to-end basis, from the receipt of requests to the issuance of certificates



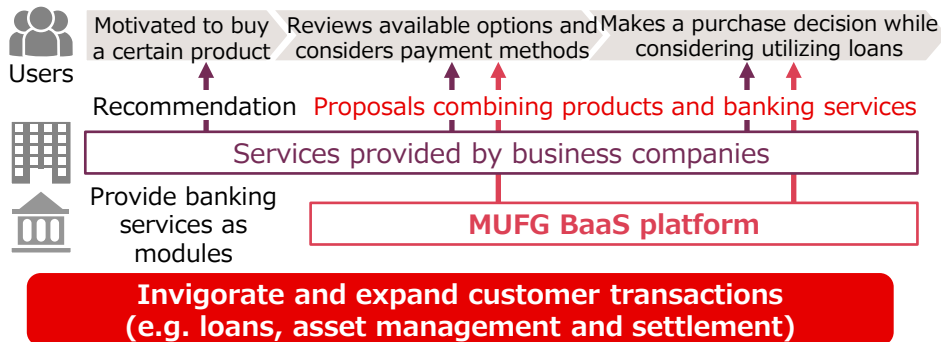
^{*1} Low-counter Interaction on Knowledge Station (Terminal that connects to operational center via TV, which can handle consultation related mortgage, inheritance and etc.) ^{*2} Internet banking for individual customers (Mitsubishi UFJ DIRECT)

Digital transformation (2)

– Initiatives made progress to update ourselves into a financial and digital platform operator

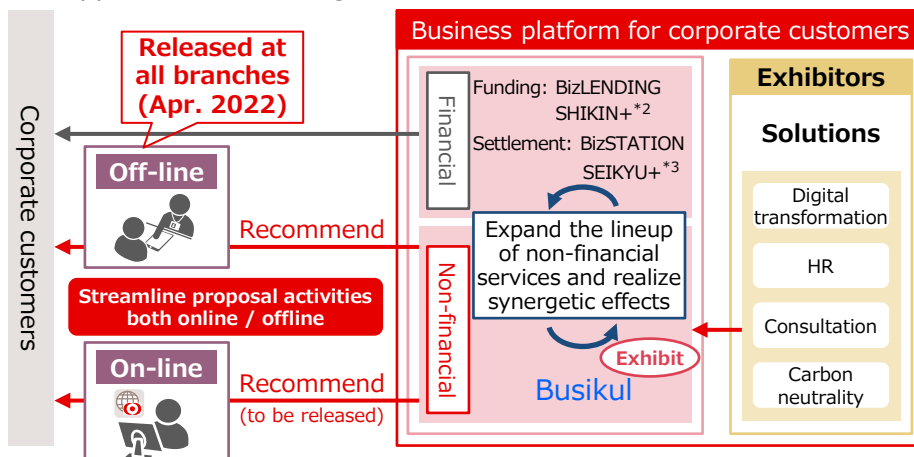
Provision of BaaS*1 platform

- Aim to deliver embedded financial services as a component of services provided by external partners
- Create a “demand stimulation model” that employs business companies’ customer contact points and assesses upstream needs



Problem resolution platform “Busikul”

- Launched in Apr. 2022. Propose solutions in non-financial fields
- Support customers’ digital transformation, decarbonization, etc.



Progmat

(Digital asset platform)

- Balance of assets managed surpassed ¥10bn
- Announced a utility token platform which grants users with external service membership and privileges coupled with investment accounts
- Announced a platform developed using a trust scheme to handle “stable coins”

Blockchain technology

Trust function

Provide security token platform which enables easy, speedy and secure financial transactions





progmat

Security token
(real estate, movable
asset, bonds)

Utility token
(privileges,
membership)

Stable coin
(1coin=beneficially
right of ¥1)

■ History of token issuance (tokenization of aircraft is planned)

	#1	#2	#3	#4
Timing	Jul. 2021	Nov. 2021	Feb. 2022	Feb. 2022
Amount	¥2.9bn	¥0.8bn	¥2.2bn	¥4.3bn
Managed assets	Residence 	Logistic facilities 	Residence for students 	Spring inn 

*1 Banking as a Service *2 Online factoring service provided by Biz Forward *3 Billing agency service provided by Biz Forward

Digital transformation (3)

– Deepen and explore new fields for initiatives of open innovation

Investment in start-ups (MUIP*1)

- MUIP has invested in 30 start-ups and has established a track record of collaboration with investees
- Fund 2 has explored new investment fields and new forms of collaboration

Fund 1 (¥20bn)

24 start-ups

- Current valuation is well in excess of its book value
- Develop collaboration with approx. half of investees

Fund 2 (¥20bn)

8 start-ups

- Explore new investment field
 - Developing countries (India, Africa)
 - ESG related (GHG emission control)
 - Wealth management (ASEAN, U.S.)
- New form of collaboration
 - Collaboration between investees and customers (Triple wins)

Invest in Indian start-ups: MUFG Ganesha Fund

- Plans to invest USD300mm in Indian middle- to late-stage startups, capturing the Indian growth and exploring new business opportunities

Business environment surrounding India

- Strong economic growth
- Rapid digitalization
- Rise of start-ups

Purpose of investment

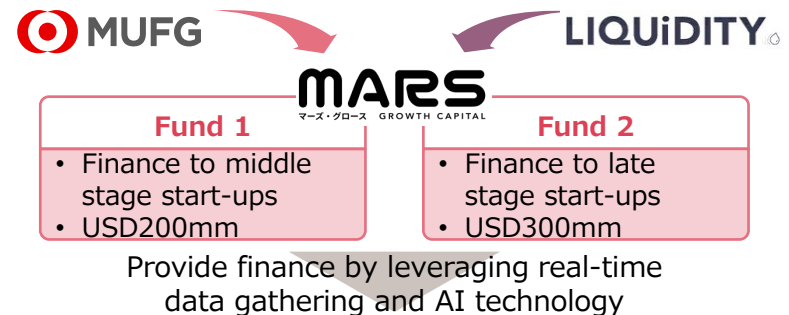
- Capture the growth of India
- Incubate new industries
- Leverage cutting-edge technologies/digital expertise

Aim to leverage our group strengths to provide a wide range of financial services to our portfolio startups

*1 MUFG Innovation Partners

Mars Growth Capital (Financing to overseas start-ups)

- Established Fund 2 in January 2022 to provide finance to pre-unicorn and unicorn companies
- Loan agreement signed with 17 startups (over USD200mm) in Asia and Europe



Support the growth of start-ups mainly in Asia-Pacific

Collaborations between Grab and Partner Banks

- Strong growth in loan offerings to drivers and food merchants in Thailand, meeting financial needs of the underbanked customers
- Expected launch of loan product to Grab users in June 2022

	Target	From	Progress
Expansion	Drivers	Sep.2020	185thd loans disbursed 248% increase vs Mar.2021
	Food Merchants	Oct.2020	42thd loans disbursed 755% increase vs Mar.2021
	Users	Jun.2022	To be launched (Fully-digital)



Exploring AI-based Scoring Model

Transformation of corporate culture (1)

– Implement initiatives to transform employees' behaviors with “challenge × speed”

Overview of transformation of corporate culture

- 1 Update our working environment to secure a platform supporting the transformation of employees' behaviors
- 2 Encourage employees to develop a sense of ownership regarding MUFG's Purpose to help them transform their mindset
- 3 Offer opportunities to practice, for example, via HR-related programs and “Spark X”

30+ managers
newly appointed

Sustainable growth (financial and non-financial)

Accelerate business initiatives originated from the Purpose

2 Employees' mindset

3,000+ times*1
of MUFG Way
integration
sessions

Types of
behavior =
Challenge ×
Speed

3 Opportunities to practice

1 Working environment

Communication reforms

Promote “smart” workstyles

HR system & management



Open recruitment for branch manager

Kyodo branch manager, Ms. Chikako Ido
Gained experience in branches, headquarters operations and also serviced as an instructor for new hires and then responded to an in-house job-posting



In-house extra career : Certified instructor

Konoike-shinden branch,
Ms. Natsuki Onishi
In addition to her main job in branch, she gives training for retail sales person monthly



Global mobility*2

HR Div. Ms. Lapasrada (Ja) Laksanasopin
Transferred from KS to promote globalization of the business lines' HR management



Global mobility*2

Treasury & Investment Div.
Mr. Andrew Parker
Transferred from Sydney and assumed the post of the Head of Balance Sheet management team

*1 In FY21, head of each branch and other business base held sessions with their respective staff, totaling to 50,000 employees

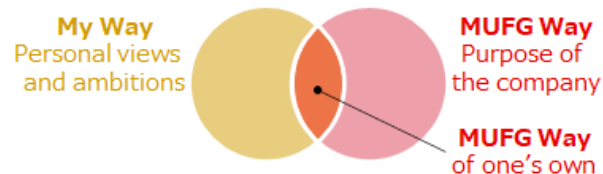
*2 Global mobility programs for locally-hired staff

Transformation of corporate culture (2)

– Each and every one of employee develops a sense of ownership regarding MUFG Way and puts into practice

Employees' mindset - MUFG Way resonance sessions

- Employees share their personal aspirations regarding the MUFG Way, engaging in dialogue with team members
- Employees develop a sense of ownership regarding MUFG's purpose and act autonomously

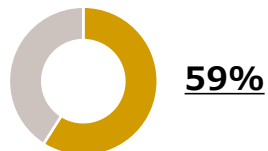


Speed & challenge – review of FY21

- 86% of employees are highly motivated to take on challenges
- 41% of employees are aware of issues arising from the lack of executional speed

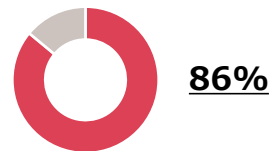
■ MUFG Employee Survey

Managed in a speedy manner

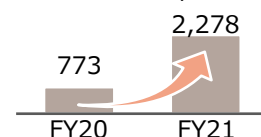


While management has made some important decisions with speed (e.g., the divestment of MUB), each division needs to be more focused on speed-oriented operations

Willing to take on challenges



Applicants for in-house recruitment tripled



Opportunities to practice – enhancing further P.59

- Further enhance the content of programs designed to encourage employees to take on challenges

Program aimed at creating new businesses "Spark X"



- Solicit ideas for creating new businesses that employees wish to undertake and originate from MUFG's purpose
- Involvement of internal and external experts to refine ideas
- 650 entries from 20 group companies

MUFG Main bldg. project "Group open recruitment WG^{*1}"



- Established "open recruitment WG" consisted with members from group companies
- Aiming for a new bldg. to be a "symbol of MUFG"
- Create new culture by working as one group

In-house and external extra career systems

- Help employees autonomously develop multi-path careers. Facilitate in-house innovation
- Assist employees in the enhancement of their careers and skills through activities outside MUFG

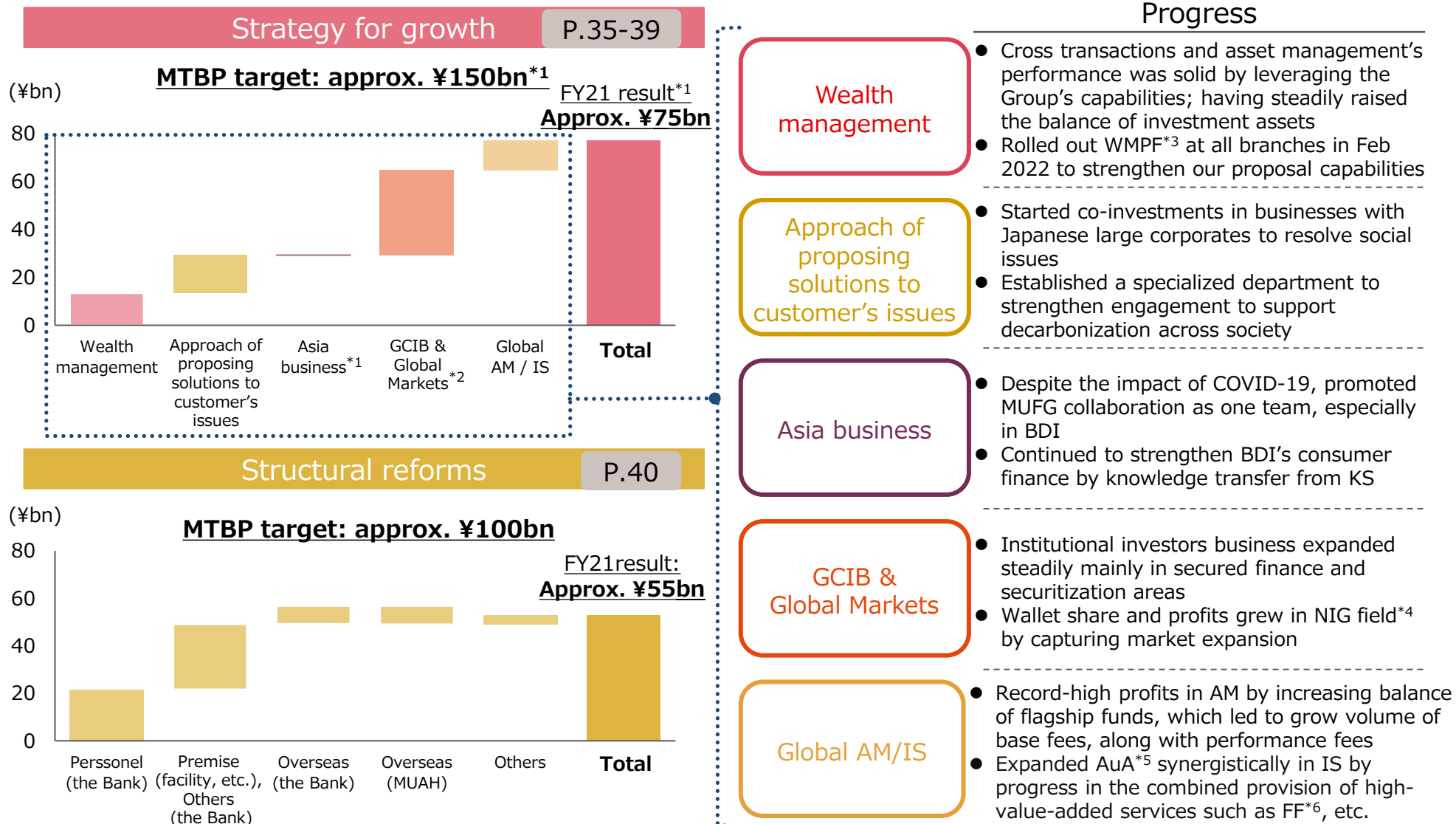
Employee network (EMEA)

- Large volunteer communities from across the business to work on a variety of I&D topics
- More than 150 employees are working in seven groups to raise awareness, address workplace issues, provide colleagues with support, and bring people together

*1 Working group

Progress of the key strategies

– The two key strategies are steadily progressing toward the MTBP target

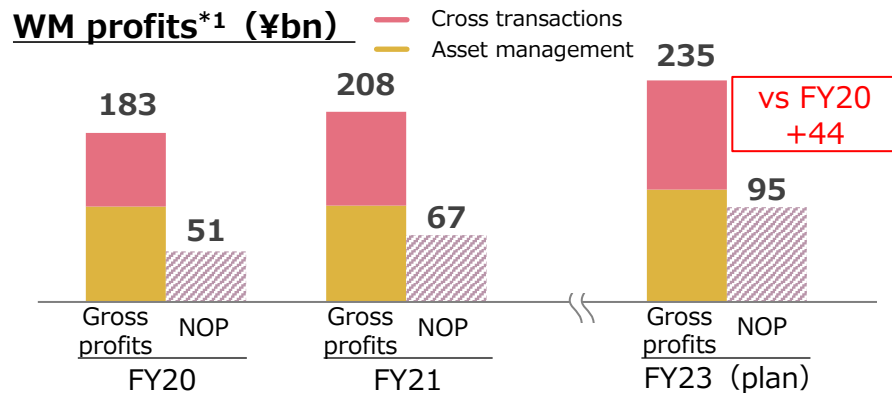


^{*1} For Asia business, the estimated decrease in net operating profits during FY21 by the impact of market conditions, etc. such as the impact of policy rate cut, is not included in the MTBP target of strategy for growth. The growth from FY22 is included ^{*2} Excluding the loss of overseas securities of ¥30bn
^{*3} Wealth management digital platform ^{*4} Non-IG (Transactions with Non-Investment Grade companies) ^{*5} Asset under Administration ^{*6} Fund finance

Strategy for growth (1) - Wealth Management (WM)

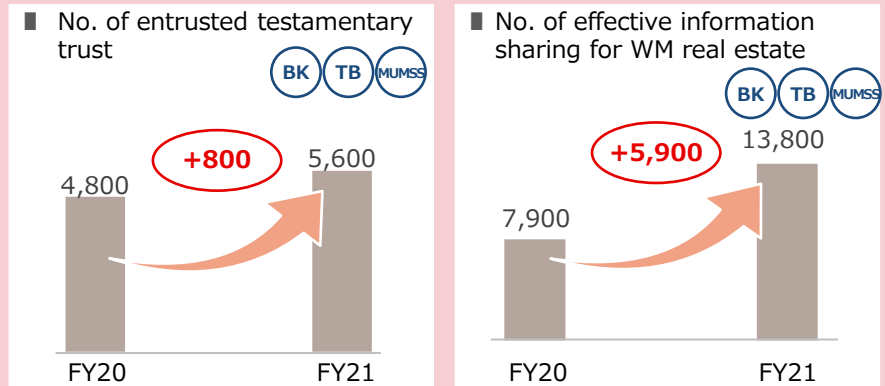
– Accelerate approach to retail and corporate clients by leveraging the Group's comprehensive capabilities. Achieved steady growth in cross transactions and asset management

KPI



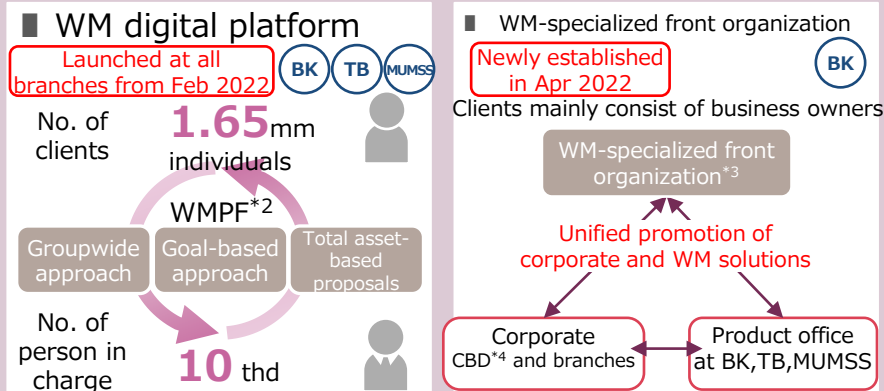
Progress of key strategies

Cross transactions



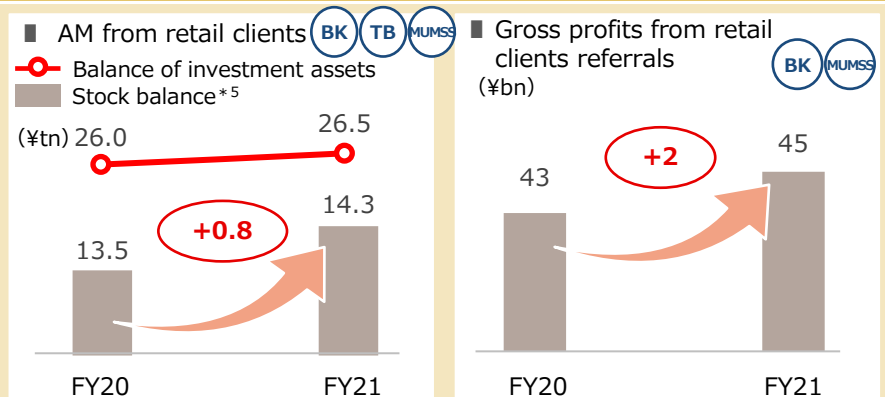
Progress of key strategies

Human resources / infrastructure



Accelerate to expand asset management base from cross transactions

Asset management (AM)



*1 Managerial accounting basis. Calculation is modified in step with the expansion of scope (revised FY20 results) *2 Wealth management digital platform

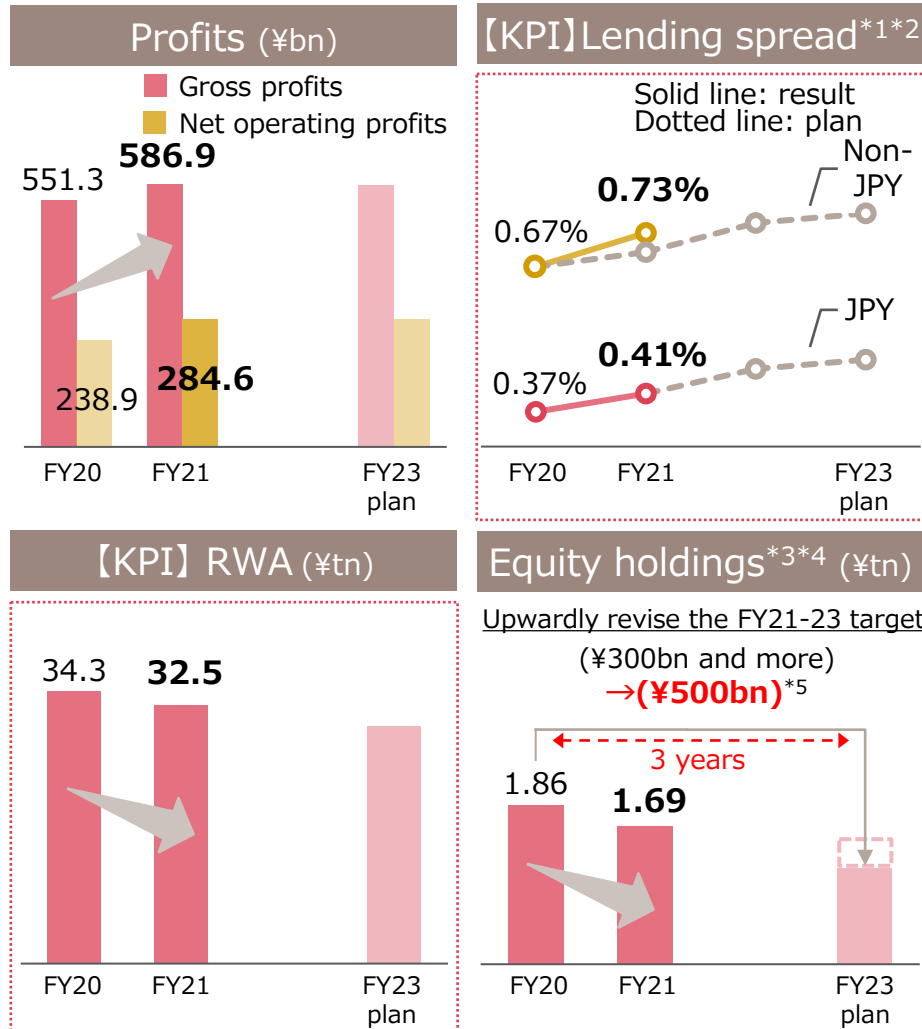
*3 Three offices located in Tokyo, Nagoya and Osaka cities *4 Corporate banking division *5 Products that generate profits in accordance with balance / period, such as investment trusts, fund wraps, and investment advice, etc. Reflect the revision of applicable products (revised FY20 results)

Strategy for growth (2)

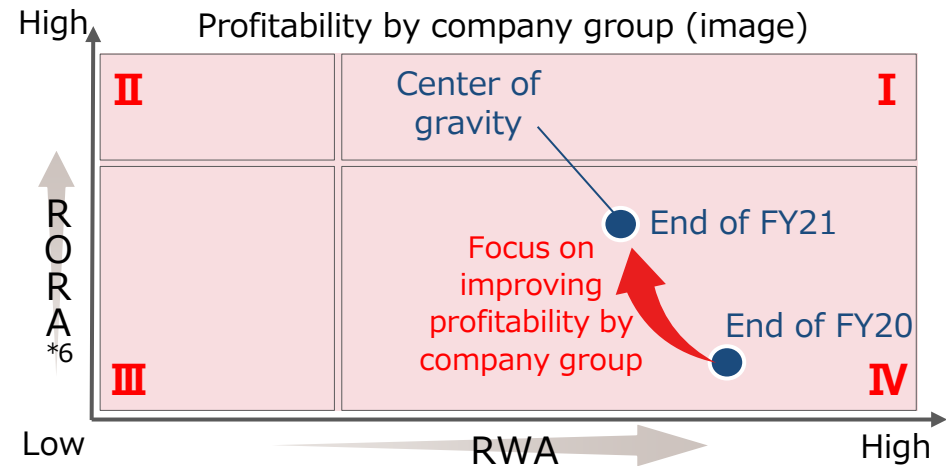
- Approach of proposing solutions to customer's issues

– Started business investments that share business risks with Japanese large corporates to resolve social issues

JCIB's financial highlight (FY21)



Progress seen in improving profitability



Taking on the challenge of new businesses

■ Together with our customers, we aim to create new businesses that contribute to resolve social issues

- Resolve driver-shortage problems of the logistics industry while reducing CO2 emissions
Partners: Hino Motors, Ltd. and 18 others
Investee: NEXT Logistics Japan, Ltd.
- Maintain and develop maritime transportation by improving financial services to seafarers
Partners: Nippon Yusen Kabushiki Kaisha, etc.
Investee: MarCoPay Inc.
- Optimization of supply chain through use of payment and purchase data
Partners: Mitsubishi Corporation, etc.
Investee: Transaction Media Networks Inc.

*1 Results of JCIB (the Bank, non-consolidated basis) *2 Calculated as net interest income / average loan balance of said period

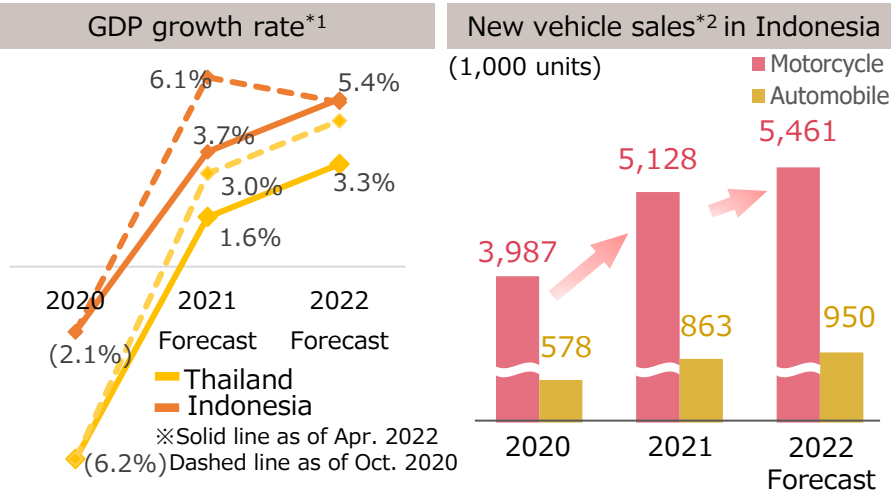
*3 Sum of the Bank and the Trust Bank including R&C *4 Acquisition price of domestic equity securities in the category of 'other securities' with market value (consolidated) *5 Total amount of sale *6 Return On Risk-Weighted Assets

Strategy for growth (3) - Asia business

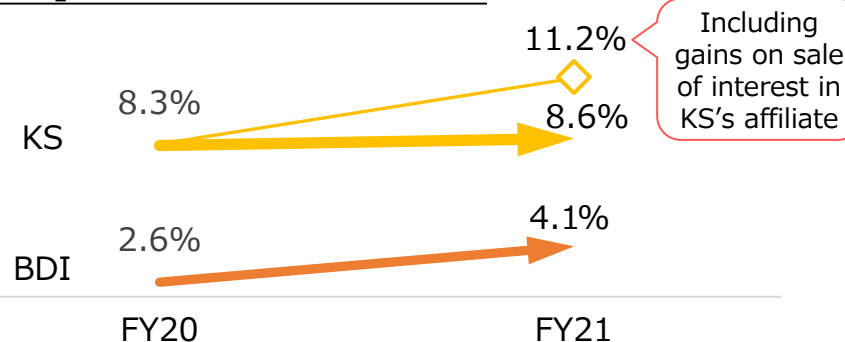
– Macroeconomic environment was negatively affected by the resurgence of COVID-19, while showing a recovery trend at this moment. The initiatives are steadily progressing

Macroeconomic environment in Thailand and Indonesia

- GDP growth rate is expected to deviate downward from initial assumptions, but to recover from 2022 onwards
- New automobile sales in Indonesia are recovering, and BDI's loan balance is expected to increase



[KPI] ROE*3 of KS and BDI

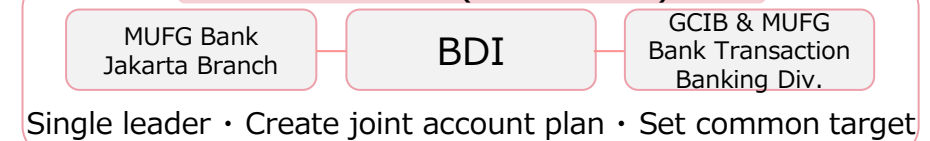


Support the growth of BDI

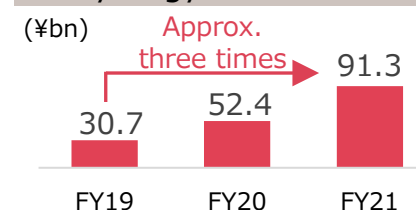
Collaboration with MUFG

- Established a collaboration framework between MUFG and BDI
- Increased the balance of synergy loans and deposits

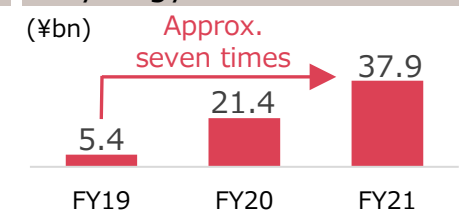
One Team (Virtual unit)



Synergy loan balance

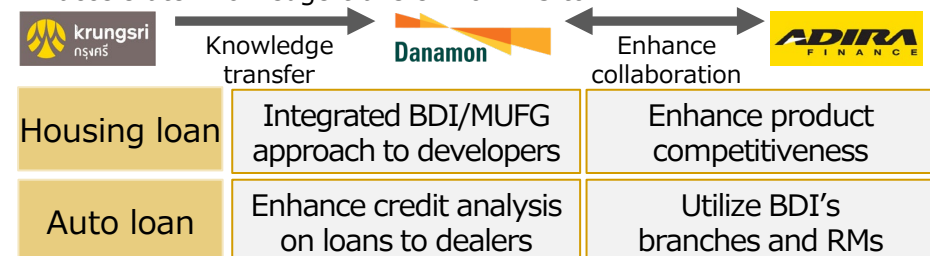


Synergy CASA*4 balance



Initiatives in consumer finance (CF)

- Appointed former CEO of Adira Finance*5 as Vice president director of BDI to further enhance collaboration between BDI and Adira Finance
- Appointed former KS's Retail CF Head as Commissioner of BDI to accelerate knowledge transfer from KS to BDI



*1 (Source) IMF "World Economic Outlook Database, Apr. 2022" Figure of Indonesia in 2021 is actual

*2 (Source) Gaikindo, "Indonesian Automobile Industry Data" for 2020 and 2021, Adira Finance's forecast for 2022

*3 ROE based on local disclosure standards

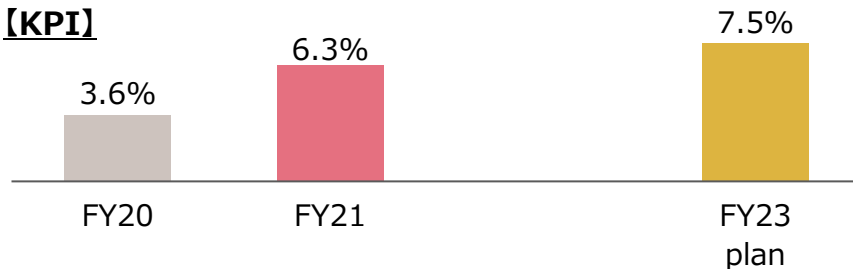
Strategy for growth (4) - GCIB & Global Markets

- Institutional investors business has expanded steadily, mainly in secured finance area. Wallet share and profits grew in Non-IG field by capturing market expansion

GCIB-Global Markets combined ROE*1

- Lending spreads improved and secured finance for institutional investors made steady growth
- The reversal of credit losses due to recovery of the credit environment contributed to ROE improvement

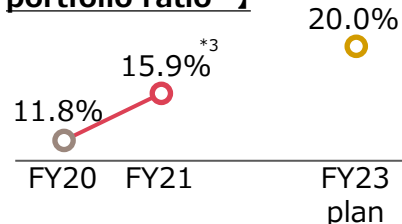
[KPI]



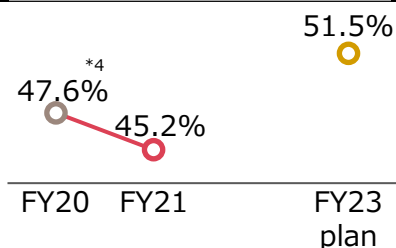
Other KPIs

- Net interest income improved on the back of a robust performance in the institutional investors business
- Also due in part to stagnation in market participants' activity, non-interest income ratio has dropped

[Institutional investor portfolio ratio*2]

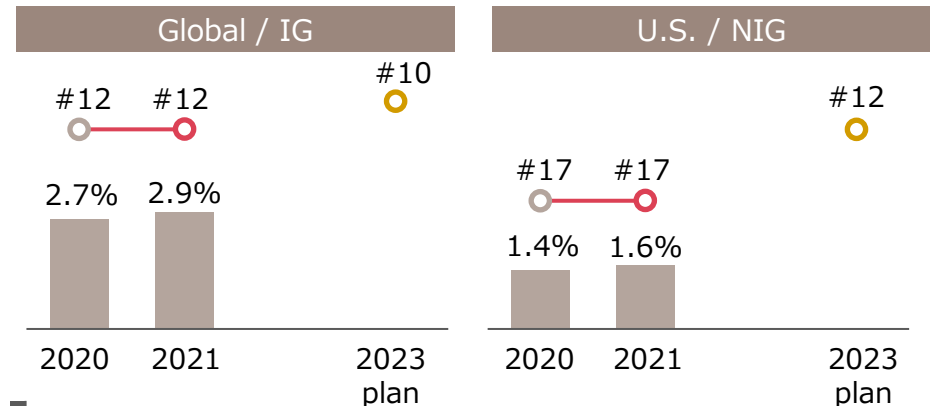


[Non-interest income ratio]



Syndication/DCM wallet rank & share*5

- MUFG's wallet share expanded in both IG*6 and NIG*7 fields



FY22 focus based on FY21 takeaways

- Strengthen resource allocation to growth initiatives

Enhance risk appetite for institutional investors business

- Expand product capabilities/scope of asset classes of secured finance by developing expertise and appropriate talent pool both in the first line and second line

Strengthen sales & trading functions

- Allocate resources to FX/flow products in overseas focus areas
- Accelerate efforts to promote FX with institutional investors

*1 Targeted domains: Overall GCIB + Global Markets S&T (excl. Japanese Corporate sales) *2 Lending amount in managerial basis

*3 Figure as of End Feb 22 *4 After adjustment of one-time impacts *5 Source: Dealogic (Calendar year basis)

*6 Investment Grade (Transactions with Investment Grade companies) *7 Non-IG (Transactions with Non-Investment Grade companies)

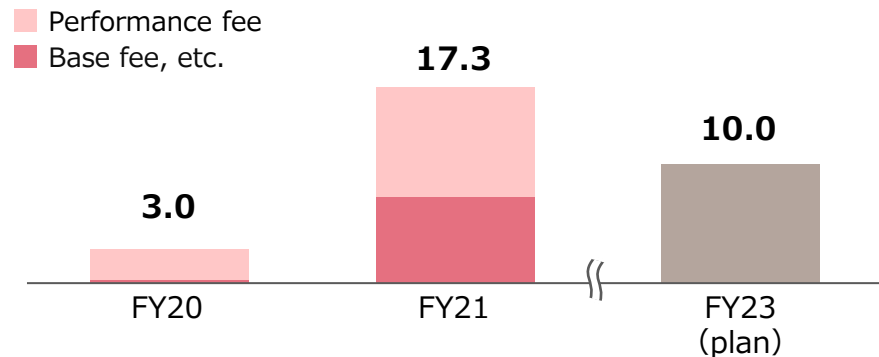
Strategy for growth (5) - Global AM / IS

– Steadily moved forward in terms of measures to realize our vision for global AM/IS operations, with KPIs indicating solid progress

Global AM

- In addition to the higher volume of base fees backed by the increased AuM, growth in performance fees helped us hit a new profit record

[KPI] Global AM NOP (¥bn)



Progress and future initiatives

■ Progress

- AuM increased due to the higher performance than the target mainly in flagship funds

■ Future initiatives

- Develop new products by employing seed investment
- Strive further to create synergies within MUFG
- Continue to consider new investments aimed at strengthening our functions

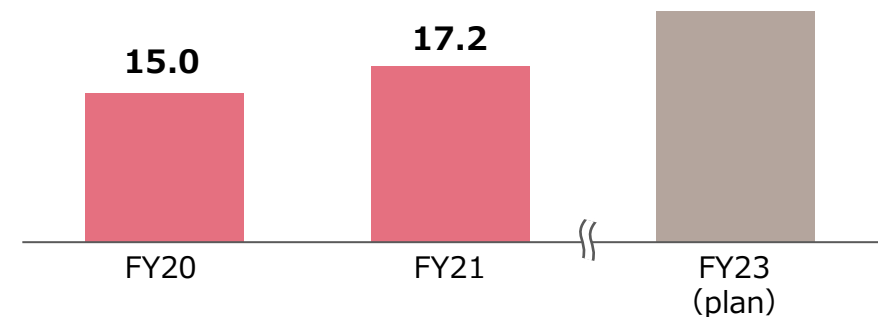
Performance
(Outperformance ratio*1)

83%
(Target+8%)

Global IS

- Made progress in the combined provision of high-value-added services such as fund finance, etc.

[KPI] Gross profits from banking business*2 (¥bn)



Progress and future initiatives

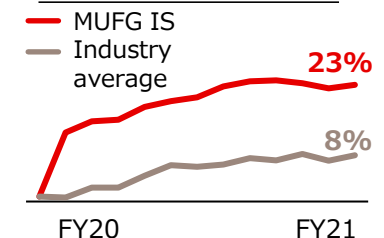
■ Progress

- Growth rate of AuA is higher than the industry average thanks to synergistic effects from combined services

■ Future initiatives

- Enhance the content of ESG-related services
- Further expand the volume of lending transactions
- Continue to consider new investments aimed at strengthening our functions

Growth rate of AuA*3



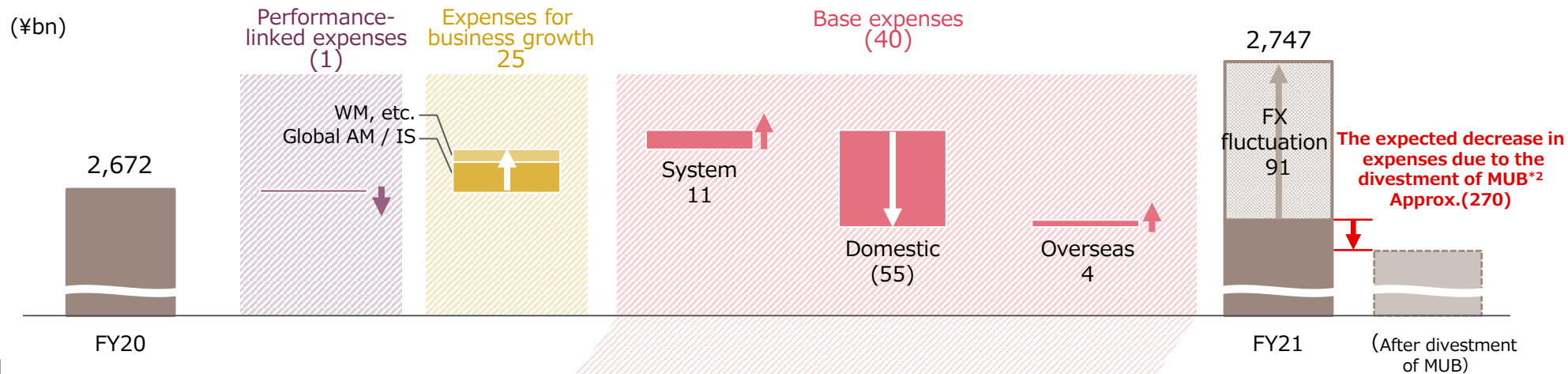
*1 Three-year performance trend as of end Dec 21. Proportion of AuM achieving asset management performance in excess of benchmarks

*2 Gross profits from fund finance, fund FX, interest income *3 Asset under Administration from alternative funds

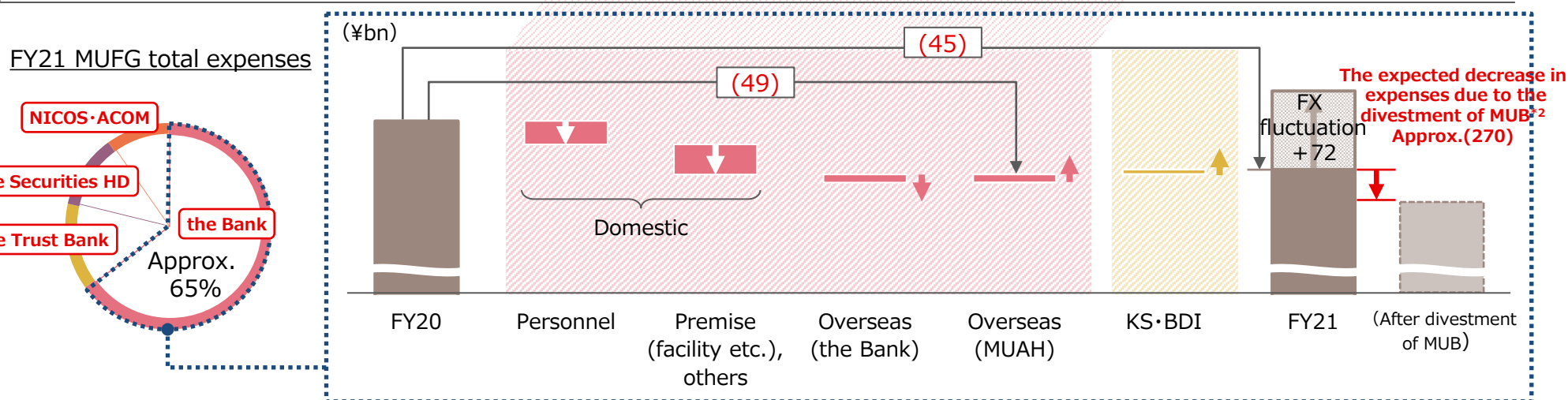
Cost and RWA control - Expenses

– FY21 expenses decreased YoY excluding the impact of FX fluctuation by the reduction of base expenses in spite of allocating expenses for business growth

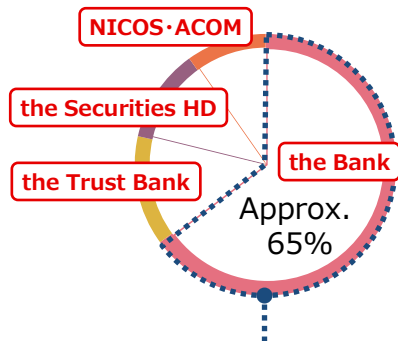
Expenses*1



Expenses (the Bank including MUAH, KS, BDI)*1*3



FY21 MUFG total expenses

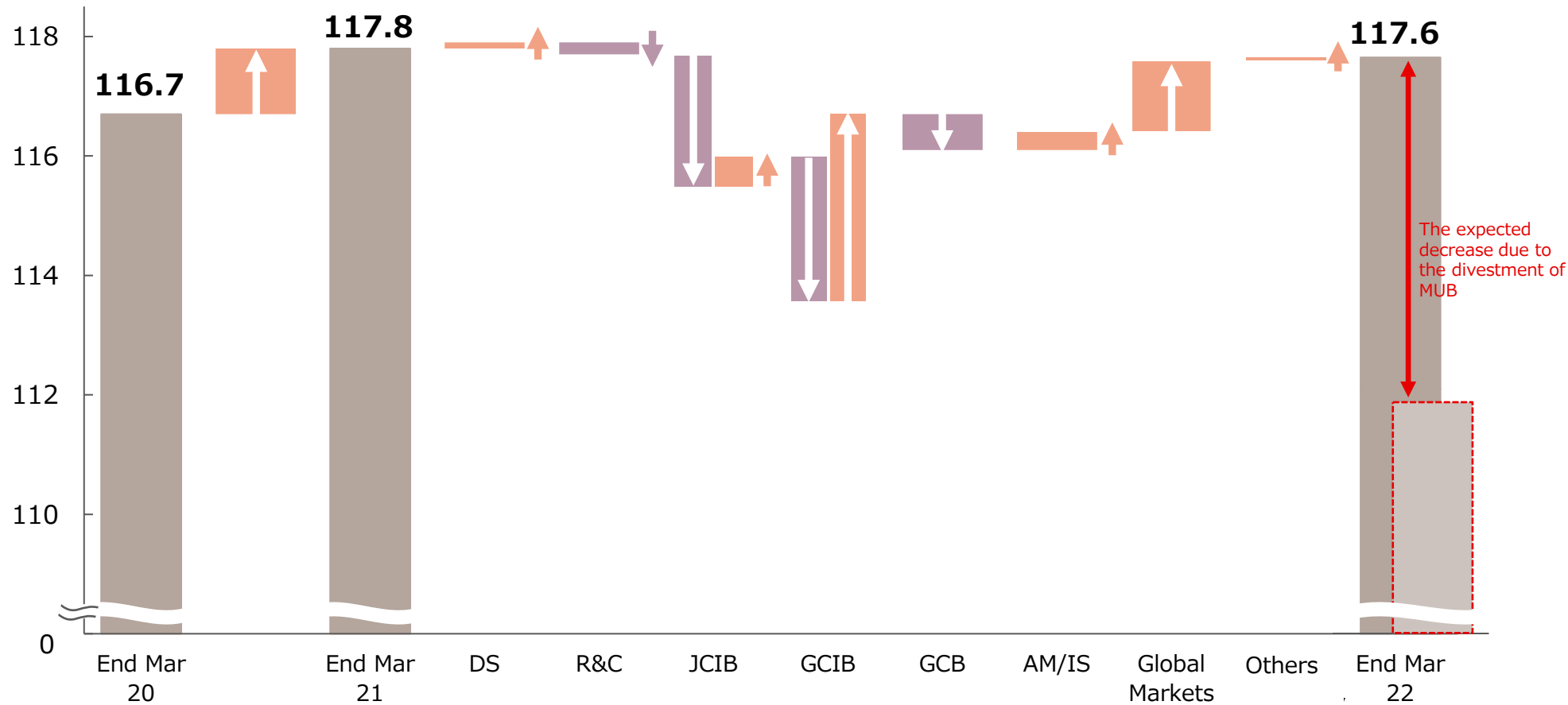


*1 Internal managerial figure *2 Noninterest expenses in FY21 of JPY equivalent of business held for sale amounting of approx.USD2.2bn using actual exchange rates as of end Mar 2022 *3 Includes parts of expenses for business growth, etc.

Cost and RWA control - RWA^{*1}

–RWA remained mostly at the same level through disciplined RWA management

(¥tn)



*1 Estimated RWA on the finalized Basel III reforms basis. Includes net unrealized gains on AFS securities

Transformation of platforms and our business infrastructure - Architecture strategy

– Thoroughly review our core banking systems in order to adapt to the evolving business environment, promote cost reductions and maintain safe and secure business continuity

Outline of the project

Challenges and goals

Complex system structure, deterioration in productivity

- Adaption to evolving business environment
- Cost reduction (Reduce system complexity)
- Safe and secure business continuity

Investment amount, period

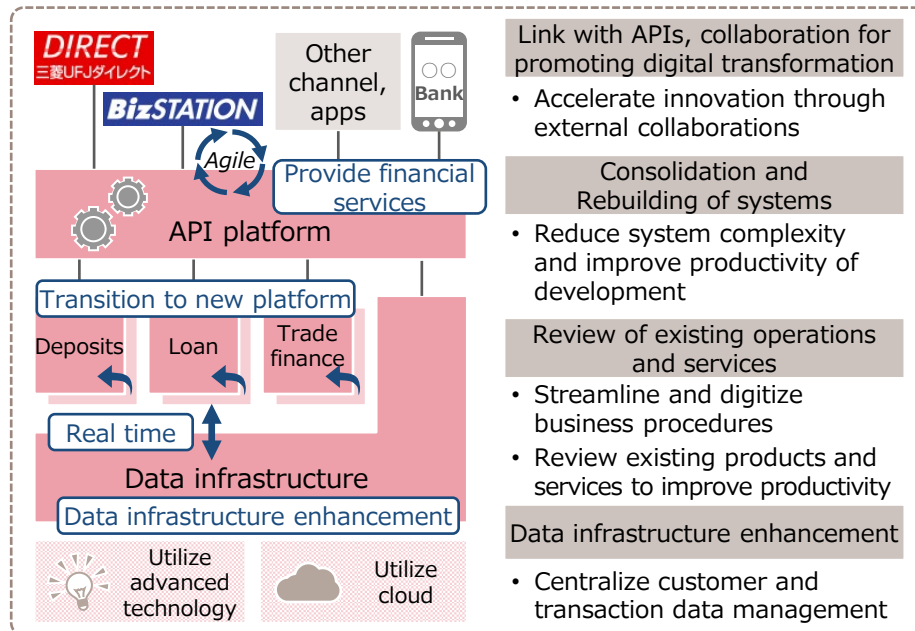
Investment amount

Approx. ¥140bn

Period for development

FY22 – FY31
To be launched in stages

Conceptual diagram and key directions



Expected effect

Reduction of costs

Reduction of system related cost

Cut back on depreciation and maintenance costs by improving productivity of development

Reduction of workloads and operational costs

Reduce variations of clerical procedures and streamline existing products and services

Business impact



Offer a financial business platform

Provide financial services to our BaaS alliance partners



Shift to self and online service

Procedures can be completed via non face-to-face channels (shift to self/automated service)



Maintain stable financial services

Maintain specialist expertise and skills through the rebuilding of our systems



Provide financial services in a timely manner

Timely provision of financial services finely tuned to customer needs

Review of our business portfolio

- Progress on the sale of MUB

– Work to complete the sale of MUFG Union Bank (“MUB”) is a top priority

Schedule of the sale of MUB

November 2008:

Acquired 100% ownership of MUB^{*1}

- Contributed to MUFG’s revenues for more than a decade

Business environment surrounding MUB

- Increasing importance of scale and IT investments in retail business

MUFG’s Management Challenges

- Reshape global business

September 2021:

Announced sale of all shares of MUB to U.S. Bancorp (USB)

Second half of 2022:

Closing of the transaction (Expected)^{*2}

During or after second half of 2022:

System integration at USB (Expected)^{*2}

Current progress

- Proceeding with preparations for the sale and transition by the project team across Japan and the U.S.
- Internal preparations for the sale (including the transfer of GCIB/Global Markets business, etc. to the Bank’s branches) are generally completed
- Progress in discussions with USB regarding the closing of the sale, handling of transition period, and business alliance
- Submitted applications to the U.S. regulators and communicating with the Japanese regulator to gain approval of the transaction
- USB announced the “Community Benefits Plan”^{*3}

Financial results^{*4} of the discontinued operations (businesses held for sale)

(US\$ mm)	FY21
Total revenue	2,473
Noninterest expense	2,234
Pre-tax, pre-provision income (loss)	239
(Reversal of) provision for credit losses	(931)
Net income (loss), net of taxes, excluding noncontrolling interests	831
Loans held for sale	57,045
Total deposits	90,891

^{*1} Acquired 100% ownership of UnionBanCal Corporation (currently MUAH), parent company of Union Bank of California (currently MUB)

^{*2} Subject to approvals from relevant regulators and fulfillment of preconditions for the closing

^{*3} USB agreed with local community groups to support equitable access to capital for low- and moderate- income communities and communities of color

^{*4} Financial results as disclosed in MUAH’s U.S. GAAP 2021 annual audited financial statements

Review of our business portfolio

- New initiatives for sustainable growth

– Tackle new endeavors, which may involve risk-taking, and tap into new businesses as we consider changes in the business environment to be business opportunities

Changes in the business environment	Engagement with clients	Changes in industrial structure and the growing importance of addressing environmental and social issues
	Sustainability	The pace of relevant discussion in the international community has further picked up, while stakeholder interest in MUFG's initiatives becomes stronger
	Acceleration of digital shift	The digital transformation of financial services progressed on the back of regulatory relaxation, which, attracted new players from different sectors

① Pursue further risk-taking in existing business fields

[Examples]

- A new framework in which MUFG shares business risks of clients **R&C** **JCIB**
- Accelerate support for growing companies **R&C** **JCIB**
- Strengthen risk-taking in real estate industries /related asset class in a flexible manner **R&C** **JCIB** **GCIB**
- Expand institutional investors business and transactions in Non-IG market **GCIB**
- Enhance lending business of partner banks **GCB**
- Strengthen sales & trading functions of Global Markets related products **GCIB** **Global Markets**

② Take on challenges of entering new business fields

[Examples]

- Support for start-ups outside Japan
- Financial data-related businesses
- Business platform for corporate clients
- Decarbonizing related business
- NFT (non-fungible token) related business
- In-house business contest

③ Utilize capital in partnering with and/or acquiring external companies

- Explore investment opportunities in such fields as digital, global asset management and investor services (AM/IS) and Asia business
- Strategic investment is also considered as a measure for supporting the earlier launch of new businesses

Work on the development of new businesses (incl. via strategic investment) on a groupwide basis, upon the launch of a dedicated team in the corporate center

Capital policy

Basic policy (“Capital Triangle”)

– Implement well-balanced capital management

Enhance further shareholder returns

- Progressive increase in dividends, flexible share repurchase (P.50)



MUFG's
Corporate
Value

Maintain solid equity capital

- CET1 ratio^{*1} target: 9.5%-10.0% (P.47)

Strategic investments for sustainable growth

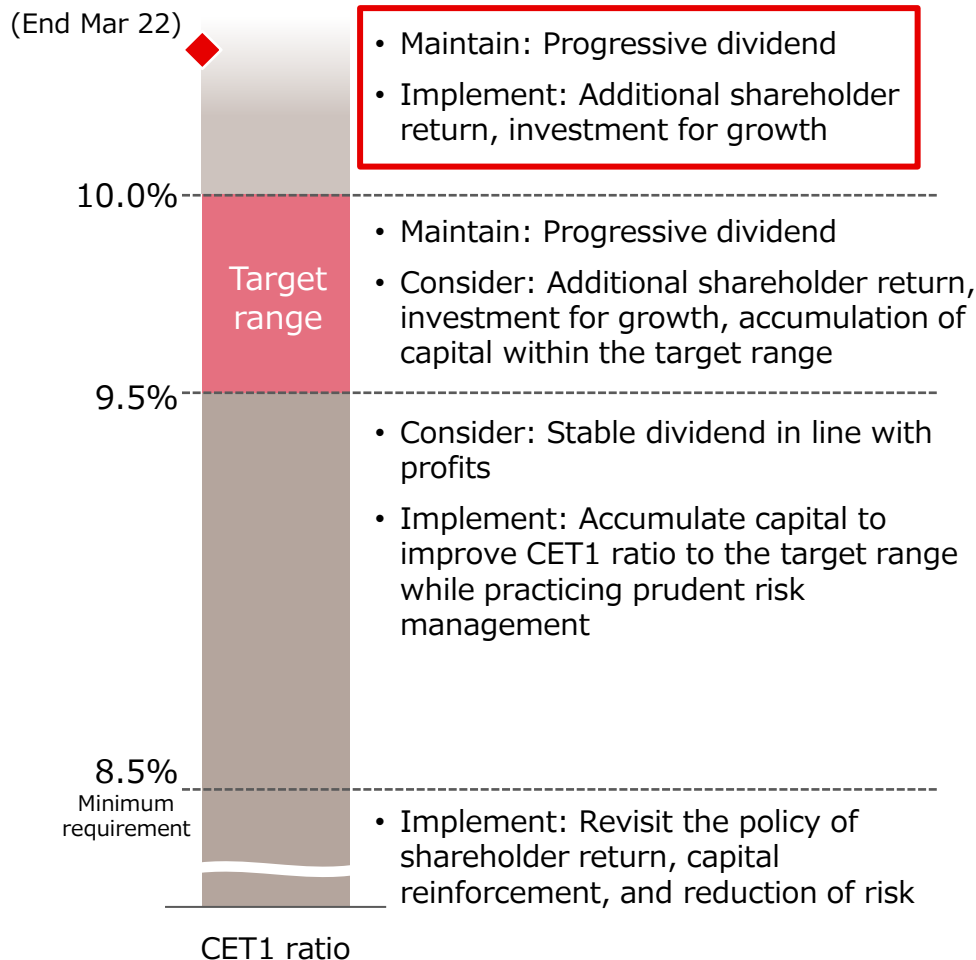
- Focusing on capturing returns in existing investments and continuous consideration of new investments in growth areas such as Asia, digital and global AM/IS, etc. (P.49)

^{*1} Estimated CET1 ratio reflecting the RWA increase calculated on the finalized Basel III reforms basis. Excludes net unrealized gains on AFS securities

Capital management policy

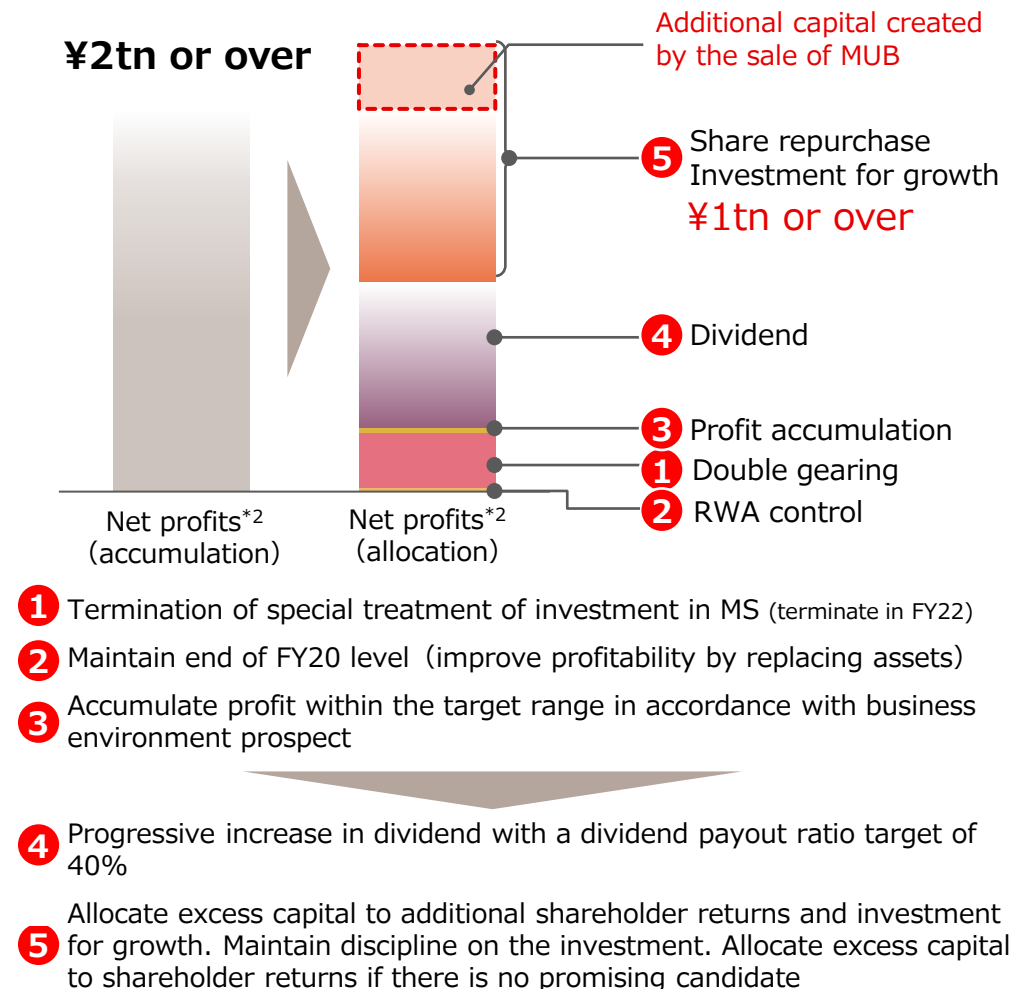
– CET1 ratio target at 9.5%–10.0%. Align our approach to capital management with CET1 ratio

Capital management policy*¹



Breakdown of net profits*² during remaining MTBP period (2 years)

(image)

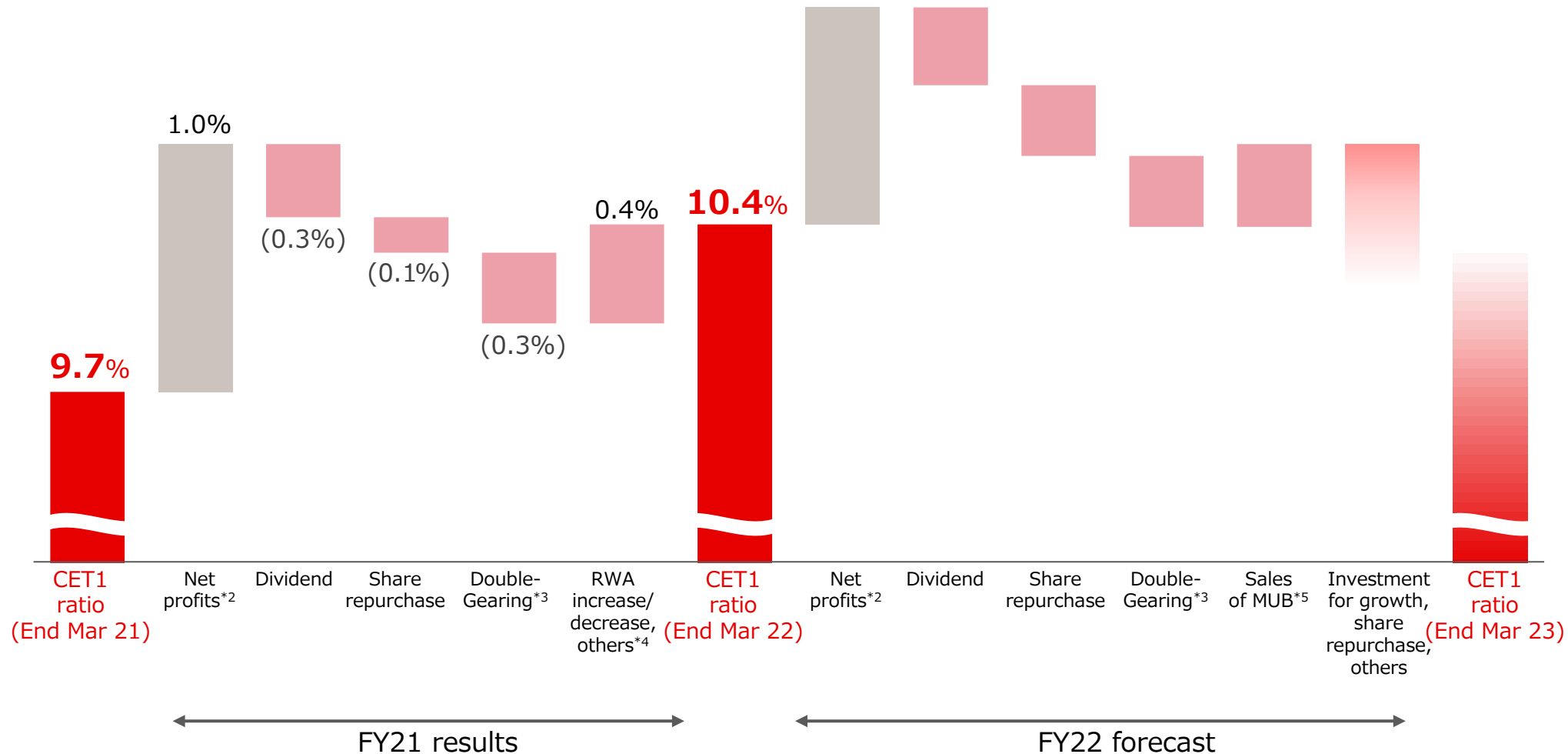


*¹ Estimated CET1 ratio reflecting the RWA increase calculated on the finalized Basel III reforms basis. Excludes net unrealized gains on AFS securities

*² Profits attributable to owners of parent

Capital allocation

Capital allocation results and forecast*¹



*¹ Estimated CET1 ratio reflecting the RWA increase calculated on the finalized Basel III reforms basis. Excludes net unrealized gains on AFS securities

*² Profits attributable to owners of parent *³ Capital deduction for the investment in MS *⁴ Including the impact of revision of Financial Services Agency Notification(effective as of Apr 28, 2022) *⁵ Not including the impact of the investment in USB

Strategic investments for sustainable growth

– Consider capital utilization, albeit in a disciplined manner, as a key measure for securing sustainable growth. Periodically review the existing investments

Disciplined investment criteria

Strategy

Consider new investments in growth areas such as digital, global AM/IS and Asia, etc.

Profitability

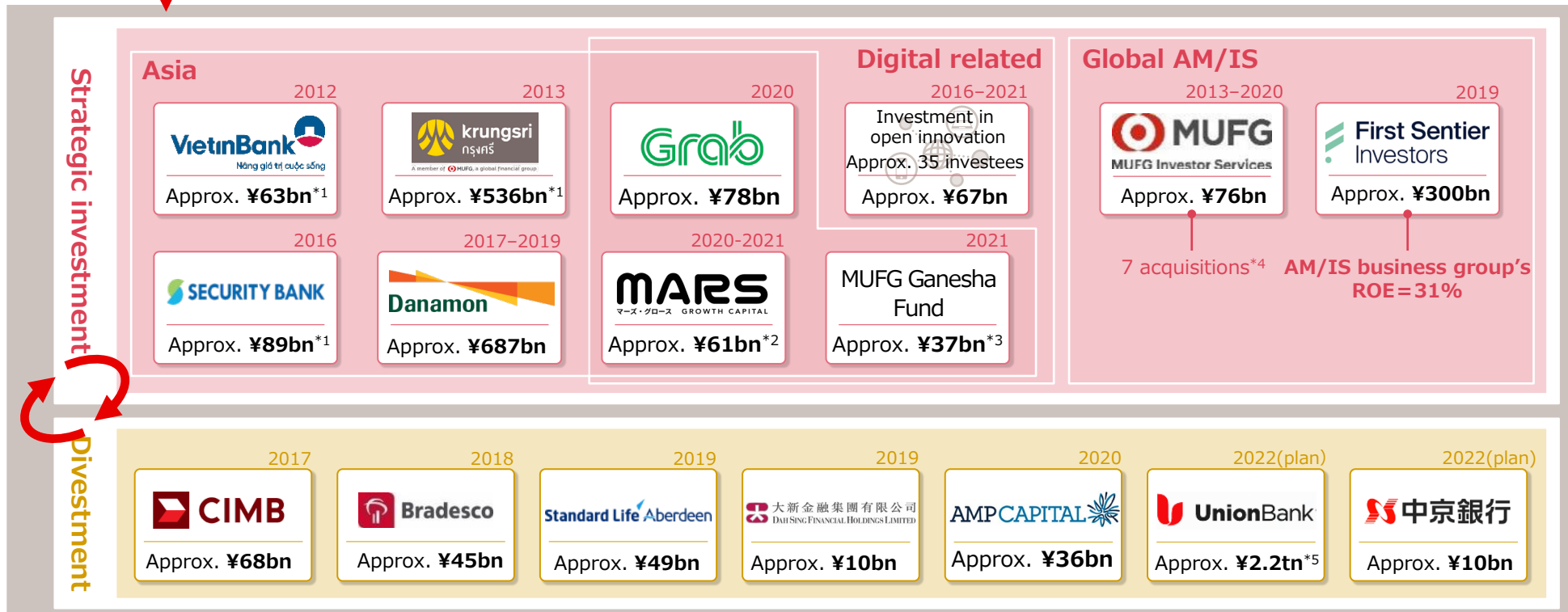
Profitability criteria for enhancing corporate values
Periodic monitoring after investments

Capital efficiency

Reallocate capital to strategic areas

Current situation of consideration

- Focus on capturing returns in existing investments
- In spite of continuous consideration, no major investment projects will be considered for the time being
- If there is no candidate satisfying our criteria, excess capital will be allocated for Additional shareholder return



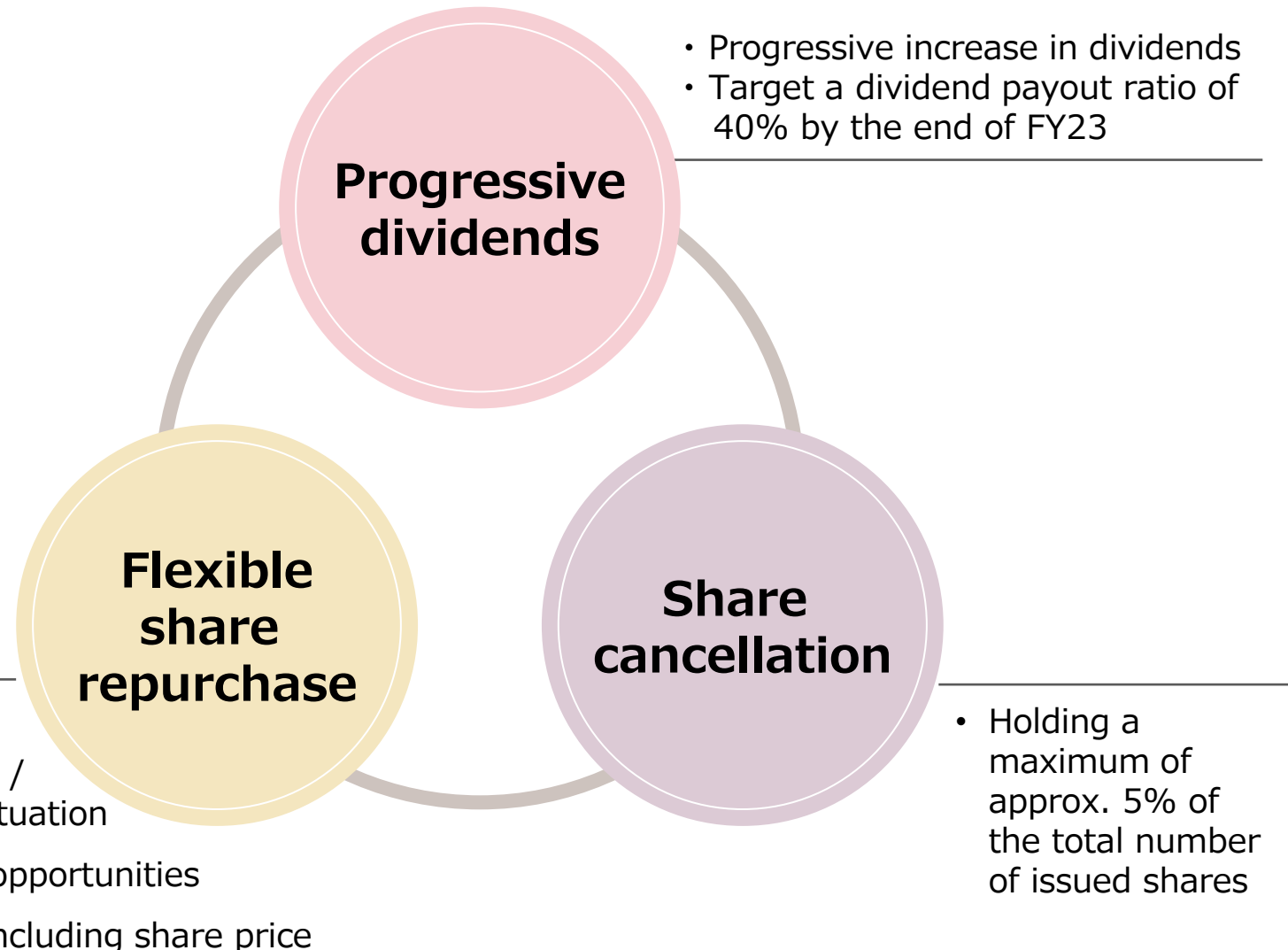
^{*1} Initial investment amount ^{*2} JPY equivalent of USD500mm, MUFG's LP commitment for No. 1 and 2 funds using actual exchange rates as of end Mar 2022 ^{*3} JPY equivalent of planned investment amounting of USD300mm using actual exchange rates as of end Mar 2022 ^{*4} Butterfield, Meridian, UBS AFS, Capital Analytics, Rydex, Point Nine, Maitland

^{*5} Approx. US\$17.6bn which is expected as the total transaction value is converted into ¥ using actual exchange rates as of end Mar 2022. The completion of the share transfer is subject to certain conditions precedent, including the approval from relevant regulators, and is expected to be effective in CY2022 H2

Basic policies for shareholder returns

– Improve shareholder returns, focusing on dividends.

Consider share repurchase in a continuous and flexible manner

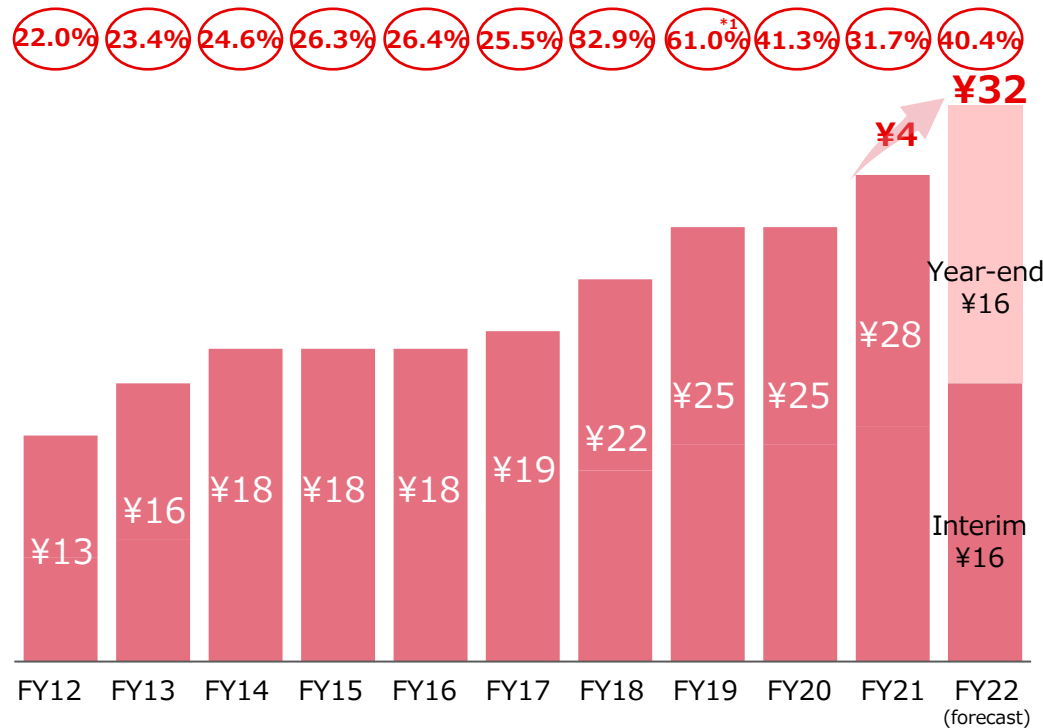


Results of shareholder return

– FY22 DPS forecast is ¥32, up by ¥4 compared to FY21.
Resolved to repurchase own shares up to ¥300bn

Results and forecast for FY21

■ Dividend per share ○ Dividend payout ratio



(¥bn)	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22 (forecast)
Dividend	184.1	226.6	253.7	249.3	243.6	251.8	286.9	322.9	321.8	357.1	404.7
Share repurchase	-	-	100.0	200.0	200.0	200.0	150.0	50.0	-	150.0	300.0*2
Total payout	184.1	226.6	353.7	449.3	443.6	451.8	436.9	372.9	321.8	507.1	704.7
Net profits*2	852.6	984.8	1,033.7	951.4	926.4	989.6	872.6	528.1	777.0	1,130.8	1,000.0
Total payout ratio	22.0%	23.4%	34.2%	47.2%	47.9%	45.7%	50.1%	70.5%	41.3%	44.8%	70.4%

Concepts of shareholder return for FY22

Dividend

Increase DPS forecast by ¥4

- Progressive increase in dividend per share
- Steady increase in dividends to achieve our dividend pay out ratio target for the final year of the MTBP

Net profits*3:
¥1tn or above

Dividend payout
ratio: 40%

Share repurchase

Resolved to repurchase own shares up to ¥300bn

- Have maintained CET1 ratio*4 above our target range
- Made comprehensive consideration for improving ROE towards FY23, opportunities for strategic investments, etc.

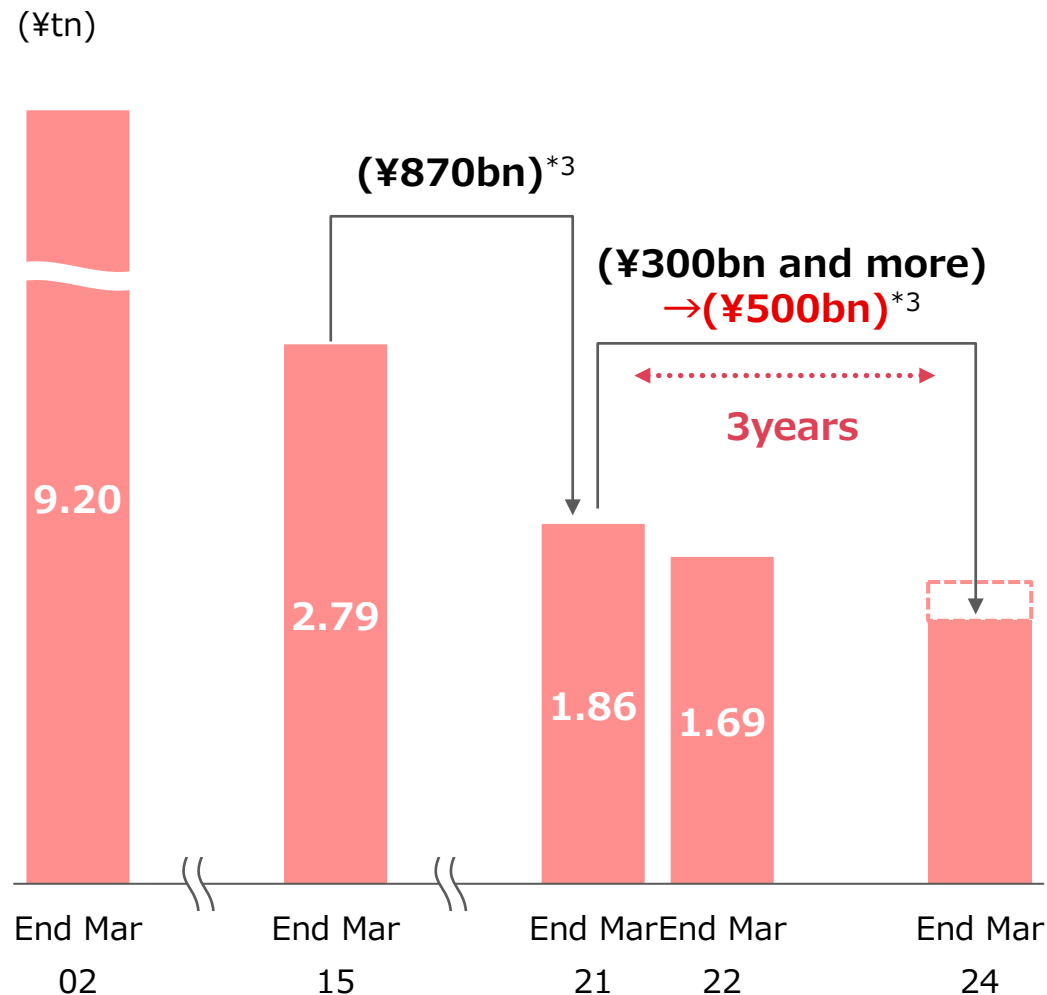
*1 Dividend payout ratio excluding the impact of one-time amortization of goodwill: 37% *2 Resolved amount *3 Profits attributable to owners of parent

*4 Estimated CET1 ratio reflecting the RWA increase calculated on the finalized Basel III reforms basis. Excludes net unrealized gains on AFS securities

Reduction of equity holdings^{*1}

– Based on the current progress, the MTBP target has been upwardly revised to ¥500bn

Historical performance^{*2}



Approx. selling amount

(¥bn)	Amount of sale	Acquisition cost basis	Net gains (losses)
FY15	211	117	94
FY16	267	149	118
FY17	318	201	117
FY18	242	127	115
FY19	240	139	101
FY20	267	137	130
FY15-20 Total	1,545	870	675
FY21	470	169	301
FY21-23 Target	-	500	-
Agreed amount ^{*4} (End Mar 22)	-	244	-

*1 Sum of the Bank and the Trust Bank

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

*3 Total amount of sale *4 Amount planned to be sold until FY23

Approach to sustainability

Milestone towards Carbon Neutrality

- Set and disclosed 2030 interim targets in range toward carbon neutrality by 2050
- Aim to achieve the goals by realizing customers' decarbonization through financing etc.

Milestone

	2019	2020	2021	...	2030	...	2040	...	2050
Net zero GHG emissions from the financed portfolio									Net zero
Power (emission intensity) ^{*1}	349 gCO ₂ e / kWh				156–192 gCO ₂ e / kWh	NEW			
Oil & gas (absolute emission) ^{*2}	83MtCO ₂ e				Reduction rate 15–28%	NEW			
Decarbonization through financial services									
Sustainable finance (environmental only) ^{*3}	¥3.5tn ^{*4} (¥2.0tn)	¥8.0tn ^{*4} (¥3.7tn)	¥14.5tn ^{*5} (¥5.4tn)		¥35tn (¥18tn)				
Credit balance targets for coal-fired power generation									
Project finance (FY)	US\$3.58bn	US\$3.77bn			50% reduction from FY2019		Zero		
Corporate finance (FY)		Approx. ¥120bn					Zero	NEW	

NEW : disclosed in Apr 2022**Bold**: targets

Major initiatives for customers' decarbonization

Engagement activities: dialogue with Japanese and non-Japanese customers

Approx. 550 companies

Financial support for
customers' decarbonization (P.55)Initiatives for seizing
future business opportunities (P.55)Launch partnerships and services
aimed at assisting customers'
decarbonization efforts (P.56)

*1 Scope 1 of power generation businesses *2 Scope 1, 2 and 3 of upstream production businesses

*3 Cumulative balance from FY2019 *4 The figures of FY2019 and FY2020 revised due to the change in calculation method

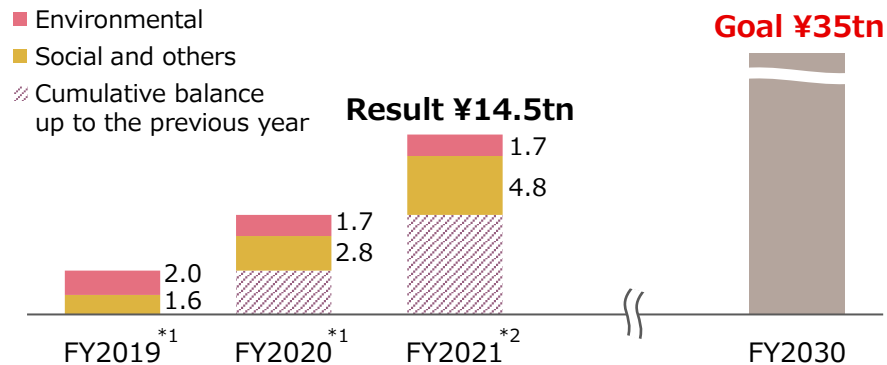
*5 The result of FY2021 is preliminary figure

Efforts on achieving carbon neutrality

– Support customers' decarbonization and aim to seize future business opportunities through each initiative

Financial support

Progress of sustainable finance



Cases: developing products and methods



Supported as the leading manager and structuring agent for the world's first transition bonds in the aviation industry (Japan Airlines Co., Ltd.)



Provided first Positive Impact Finance^{*3} (Mitsubishi Heavy Industries, Ltd.)



Provided new finances in US and EMEA

- US: Large-scale offshore wind project finance
- EMEA: Carbon credit backed supply chain finance

Initiatives for future business opportunities

Rulemaking

- Establishing guidance and recommendations toward COP27 for further support of decarbonization by communicating among each initiatives

Major initiatives

Objective of activities

GFANZ ^{*4} Participate in working groups	Discuss initiatives of global financial sector toward net zero and recommendations to industry etc.
NZBA ^{*5} Steering Group member, participate in working groups, and appointed as Chair	Discuss a global framework of transition finance in banking sector
Asia Transition Finance Study Group ^{*6}	Establish common principle and standard for energy transition in Asia

Business and market creation

Major initiatives

Objective of activities

Participate in Global CCS Institute (First private financial institution in Asia)	Promote global utilization of CCS ^{*7} technology
Participate in joint project of Marubeni Corporation and others ^{*8}	Enforce feasibility study for building ammonia supply chains
Support introduction of fuel cell buses	Increase demand and promote the use of hydrogen

^{*1} The figures revised due to the change in calculation method ^{*2} The result of FY2021 is preliminary figure ^{*3} Finance that seeks to properly identify and mitigate potential negative environmental, social and economic impacts and make a positive contribution in at least one aspect ^{*4} Glasgow Financial Alliance for Net Zero

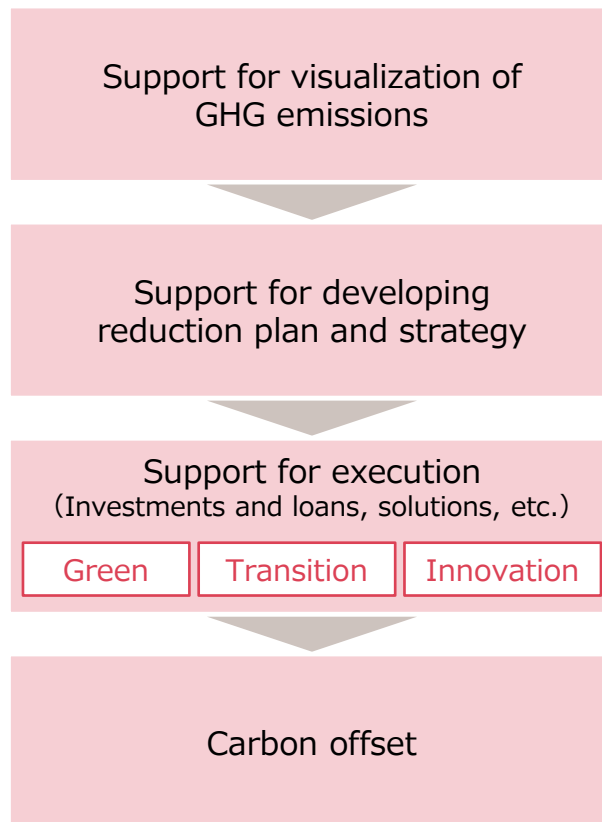
^{*5} Net-Zero Banking Alliance ^{*6} Initiative in which major financial institutions in Asia and global, the Financial Services Agency and the Ministry of Economy, Trade and Industry participate ^{*7} Carbon dioxide Capture and Storage ^{*8} Government agencies, power companies, and Australian companies

New solutions for customers' decarbonization

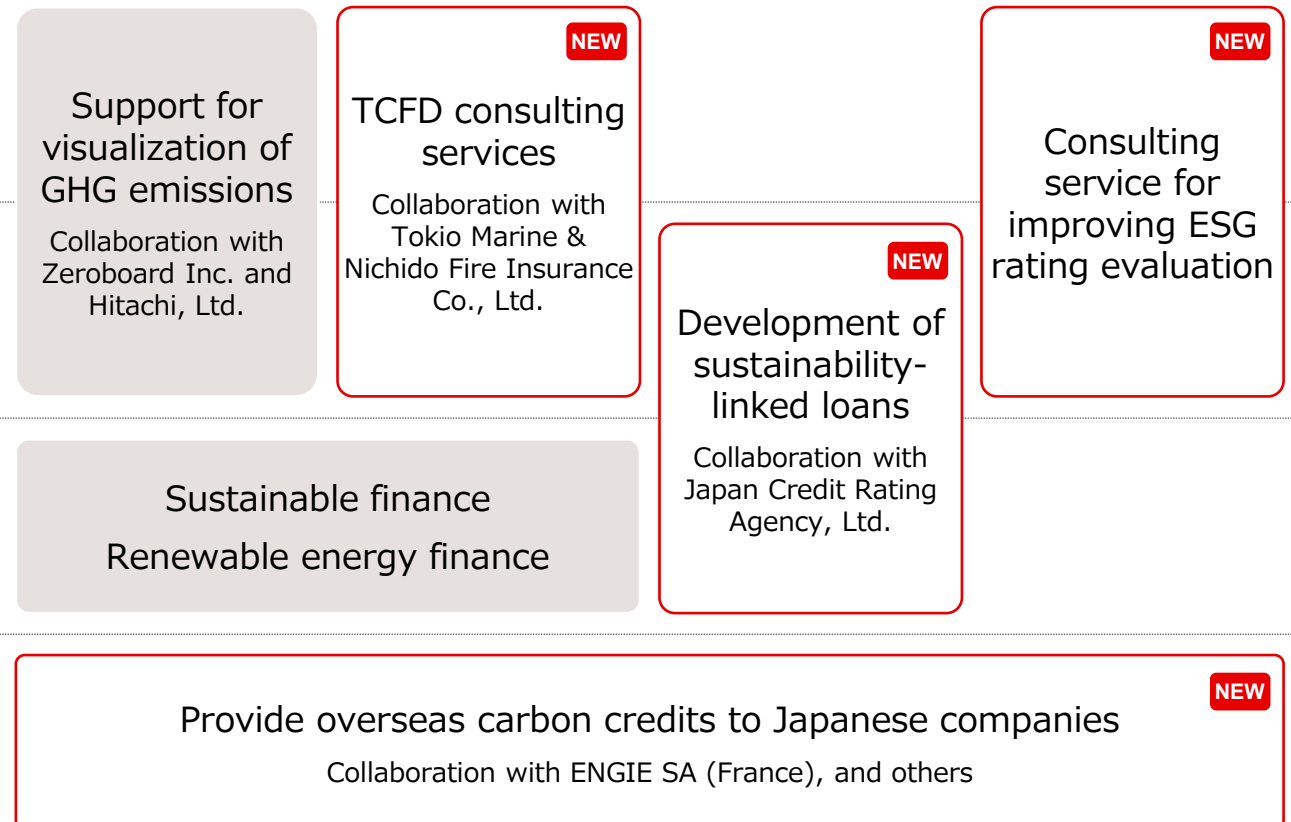
MUFG Progress Report
(Issued on April 1, 2022)
→ [Read report](#)

- Launch partnerships and services aimed at assisting customers' decarbonization efforts
- Established a system to provide comprehensive solutions to various customers' needs, including visualization of GHG emissions

Customers' issues and needs



Main initiatives and its position



NEW : Started from FY21H2

Reference: External evaluation

Evaluation of ESG-related efforts

The Third ESG Finance Awards Japan

- Gold award in the Banking category (MUFG Bank)
- Silver Award in the Financial Services category (Securities division) (MUMSS)
- Selected as an environmental sustainable company in the Environmental Sustainable Company category



: indicators in executive compensation

	Entities	2020	2021
1	MSCI	BBB	A
2	FTSE	3.4	3.3
3	Sustainalytics *Smaller figure is higher evaluation	20.6	19.3
4	S&P Dow Jones *Percentile rank	75	74
5	CDP	B-	B
6	Nikkei SDGs	★4.5	★5.0
7	Toyo Keizai*1	372.3	389.9

NIKKEI
SDGs
★★★★★

No1.
financial
institution in
Japan

Inclusion in ESG indices

ESG indices selected by GPIF



FTSE Blossom
Japan Sector
Relative Index

2022 CONSTITUENT MSCI JAPAN
EMPOWERING WOMEN INDEX (WIN)



Others



FTSE4Good

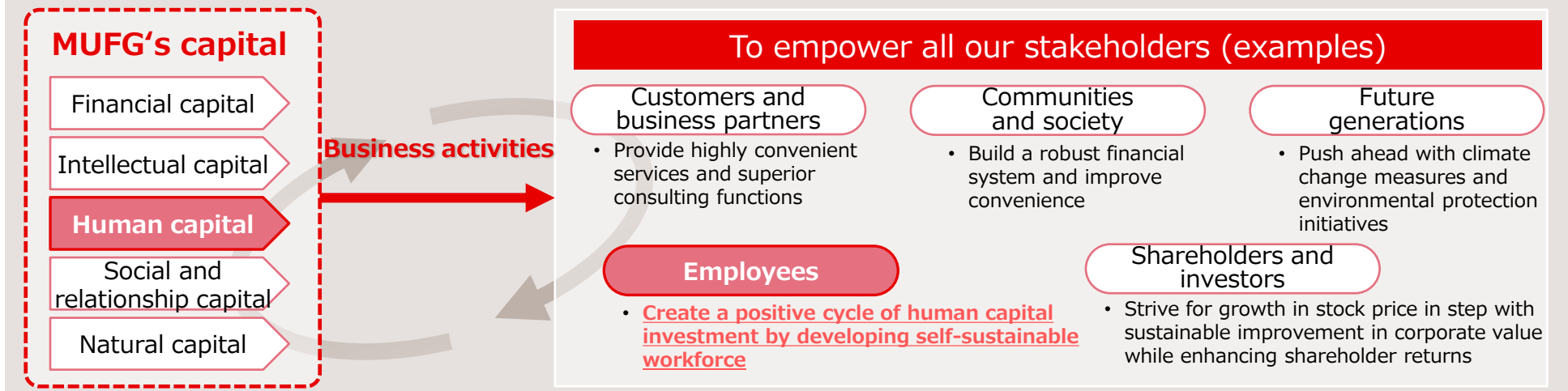


*1 Toyo Keizai Japan CSR Ranking. Toyo Keizai Inc. is an eminent economic magazine publisher in Japan

Human Capital Investment

- Create a positive cycle of human capital investment by developing capabilities to deliver stakeholder value

MUFG Purpose –Committed to empowering a brighter future



Approach of Human Capital Investment

By nurturing and rewarding individuals who do their utmost to pursue personal transformation as they strive to accommodate the evolving needs and desires of stakeholders, we aim to enhance employee engagement, attract external talents who empathize with MUFG Way and create a positive cycle of human capital investment

A company in which employees are empowered to work lively as they strive to deliver stakeholder value

Nurturing professionals/
reskilling (P.59)

Improvement in
employee engagement (P.33)

Inclusion & diversity (P.60)

Corporate culture (P.32)

Human Capital Investment - Nurturing professionals / reskilling

– Aiming to nurture individuals capable of adapting to changes amid a drastically fluctuating social and competitive environment, we provide robust opportunities for every employee to take on challenges and acquire new knowledge, empowering them so each individual may autonomously pursue career development

Career Ownership

Choose own career path

Career Development

Take on new challenges

Career Opportunities

Expand playing field

Employees who are quick to understand the stakeholders' needs and take action at their own initiatives

- Nurture employees who pursue success in the course of autonomous career development
- In FY21, number of Job Challenge program applicants tripled compared with FY20
- Began providing mid-level employees with recurrent education

Program	Details	Results
Job Challenge	• Offer opportunities to take on tasks regardless of which Group entity they belong to	2,278 applicants (FY21)
New Business Proposal	• Solicits proposals from employees regarding new services, products and operational improvements	216 applicants (FY21)
Open EX	• Provide employees with opportunities to be seconded to startups or other corporations	46 employees (in total)
Challenge Leave	• Supports employees' pursuit of their dreams or growth, by granting leave for a certain period of time	35 employees (in total)
New Career Initiative Seminar	• Help middle-level employees transform their modes of behavior and develop their own career in preparation for the coming era of centenarians	715 employees (plan)
Global mobility programs for locally-hired staff	• Opportunities for working abroad through internal job posting, three-month OJT HQ, short- and long-term assignments, etc.	728 employees (in total)

Strategic investment in employees by aligning with changes in business environment

- Inspire employees to take on challenges via the provision of in-house certification and opportunities for promotion and training
- Continue to focus on enhancing "digital" and "global" capabilities
- Invest in efforts to empower both managers and their staff to secure time for pursuing personal growth
- In FY22, 3.5% pay raise (including promotion) at the Bank

Training & development	Continue Human Capital Investment more than ¥2.5bn per year
In-house certificate system for digital skills	Pay reward Gold-skill certified employees 1,633/ ¥1.2bn of investment during current MTBP
Face-to-face/non face-to-face training (FY21 results)	Various online training 25,000*1 Training for business manager 5,000*1 Training for relationship manager 6,900*1
Work style reforms related investment	¥4.5bn (during current MTBP)
New In-house coaching and 1-on1 guidelines	Coaching for employees and managers by corporate title . Monthly 30-minute 1 on 1 sessions to enhance communications between managers and their staff
MUFG Analyst Program	Training program for new graduates (U.S. and EMEA) 380 participants*1 in total
Training for global top talents (GLF*2)	Leadership training in collaboration with IMD business school 160 participants*1 in total

*1 Gross number of participants *2 Global Leaders Forum

Human Capital Investment – Inclusion & diversity

– Diverse talent pools are the very foundation of innovative ideas, value-added services and a productive workplace. We continue to invest in the enhancement of all kinds of diversity

MUFG's diversity

	Results (As of end Mar 2022)	Targets	Revised the target from 18%
Gender	Ratio of women in management* ¹	18%	20.0% by end Mar 2024
	Number of female directors and executive officers* ²	19 (As of Apr 2021)	–
	Ratio of female directors (MUFG)	25%	Agreeing with the "Challenge initiatives for 30% of Executives to be Women by 2030"* ³
	Ratio of male employees taking childcare leave* ⁴ (the Bank, the Trust Bank, MUMSS)	98%, 91%, 100%	100%
Foreign nationals	Ratio of employees	51%	–
	Number of executive officers (the Bank)	10 (Inc. 1 woman)	–
	Ratio of foreign nationals in middle managerial positions* ⁵	28.7%	Maintaining or improving the current level
Mid-career hires	Ratio of mid-career hires in managerial positions* ⁶	10.2%	Maintaining or improving the current level
People with disabilities	Number of people with disabilities	Approx. 1,400 (As of end Mar 2021)	–

Create inclusive culture where employees respect and accept diversity

Trainings and workshops etc.

- Developing women's career
- Raising awareness of unconscious bias
- Promote well balanced management of childcare, caregiving, infertility treatment
- Support LGBTQ events
- Hold a seminar with people with disability as instructors

External recognition



Recognized due to our initiatives to facilitate women's career development



Received Gold rating due to such measures as the introduction of a same-sex partnership certification program

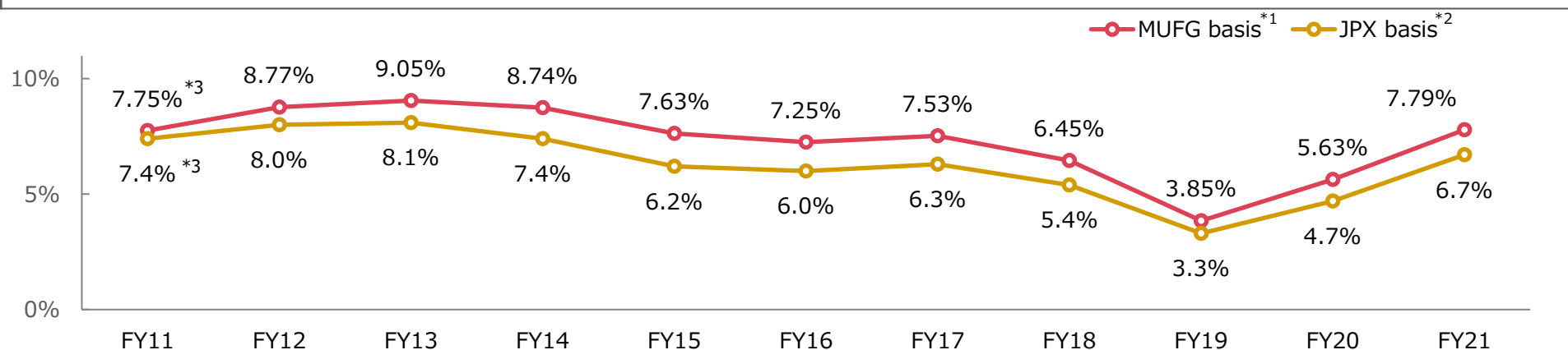
*1 Ratio of women in line manager or higher positions in the Bank, the Trust Bank and MUMSS in Jaao *2 Total of MUFG, the Bank, the Trust Bank, MUMSS, and NICOS *3 The initiative led by the Nippon Keidanren *4 Percentage of the use of the leave by male employees of each subsidiary whose eligibility for childcare leaves expired in FY21 *5 Ratio of individuals hired overseas (the Bank and MUMSS cover overseas branches and affiliates which are substantially treated as a branch, such as MUB. The Trust Bank only covers overseas branches.) to the number of those in managerial positions at home and abroad *6 Ratio of mid-career hires to individuals in managerial positions in Japan (including senior managers and others tasked with supervision)

Appendix

ROE / EPS

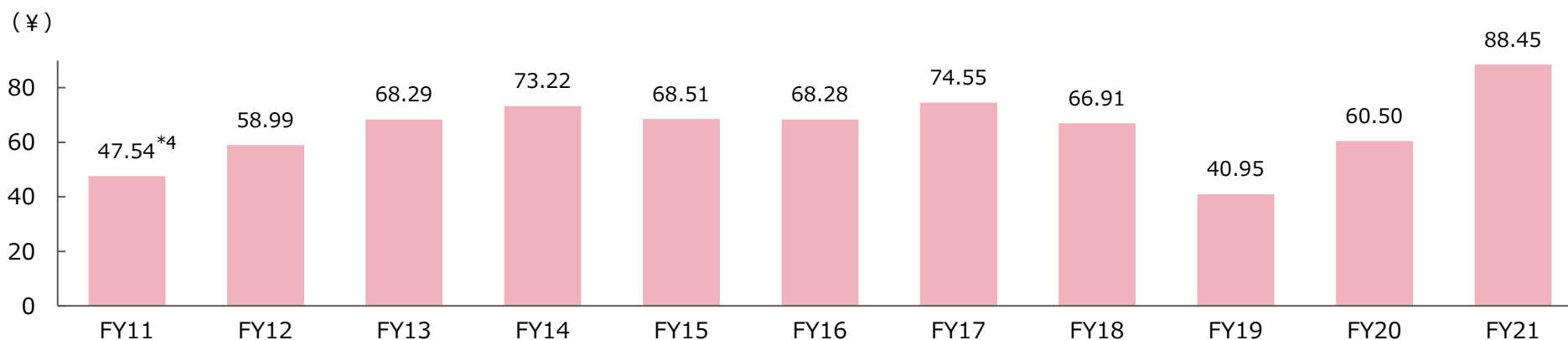
ROE

Consolidated



EPS

Consolidated



^{*1} $\frac{\text{Profits attributable to owners of parent}}{\left\{ \frac{(\text{Total shareholders' equity at the beginning of the period} + \text{Foreign currency translation adjustments at the beginning of the period}) + (\text{Total shareholders' equity at the end of the period} + \text{Foreign currency translation adjustments at the end of the period})}{2} \right\}} \times 100$

^{*2} Japan Exchange Group

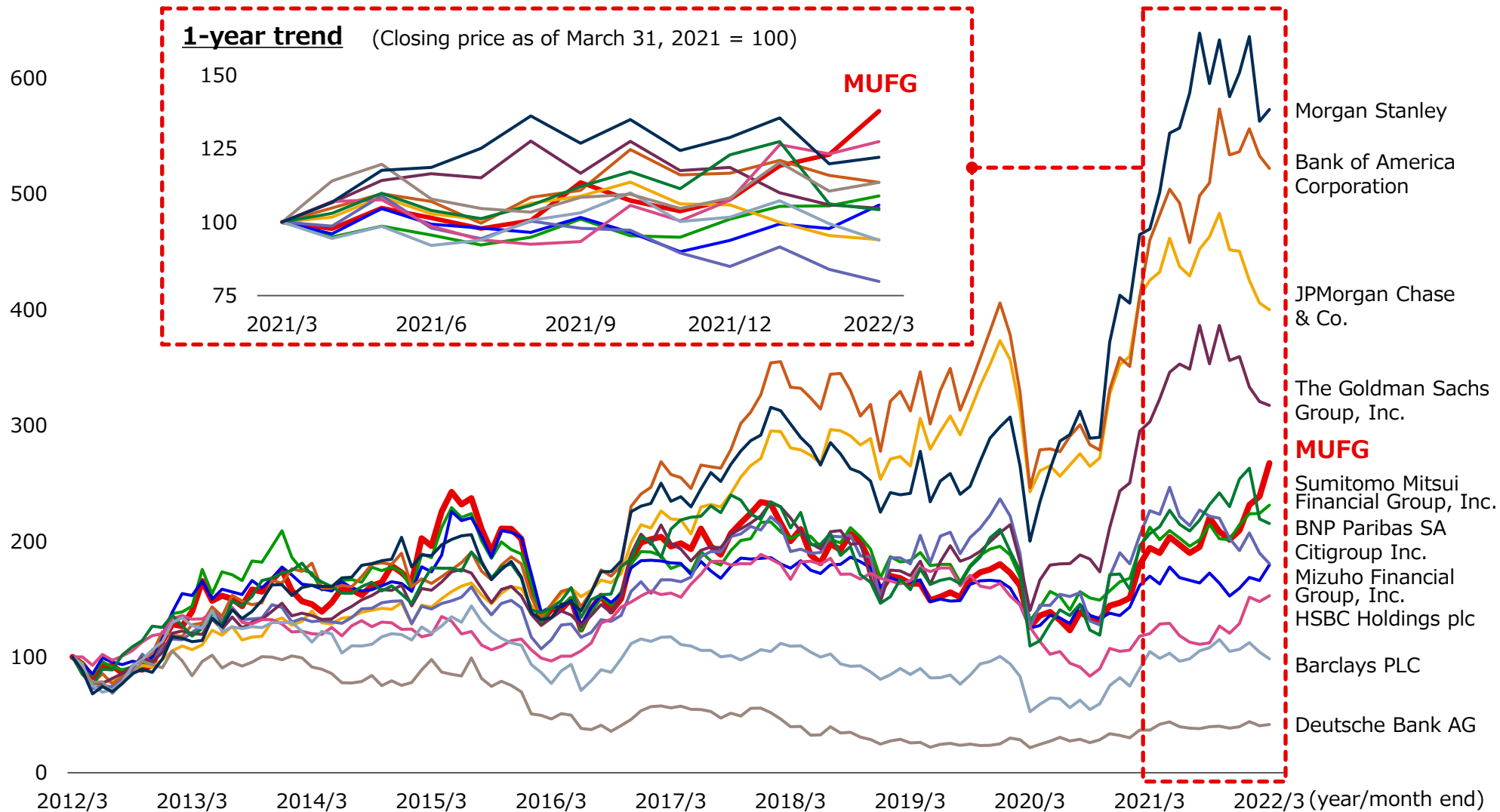
^{*3} 11.10%(MUFG basis), 10.6%(JPX basis) before excluding negative goodwill associated with application of equity method accounting on our investment in Morgan Stanley

^{*4} ¥68.09 before excluding negative goodwill associated with application of equity method accounting on our investment in Morgan Stanley

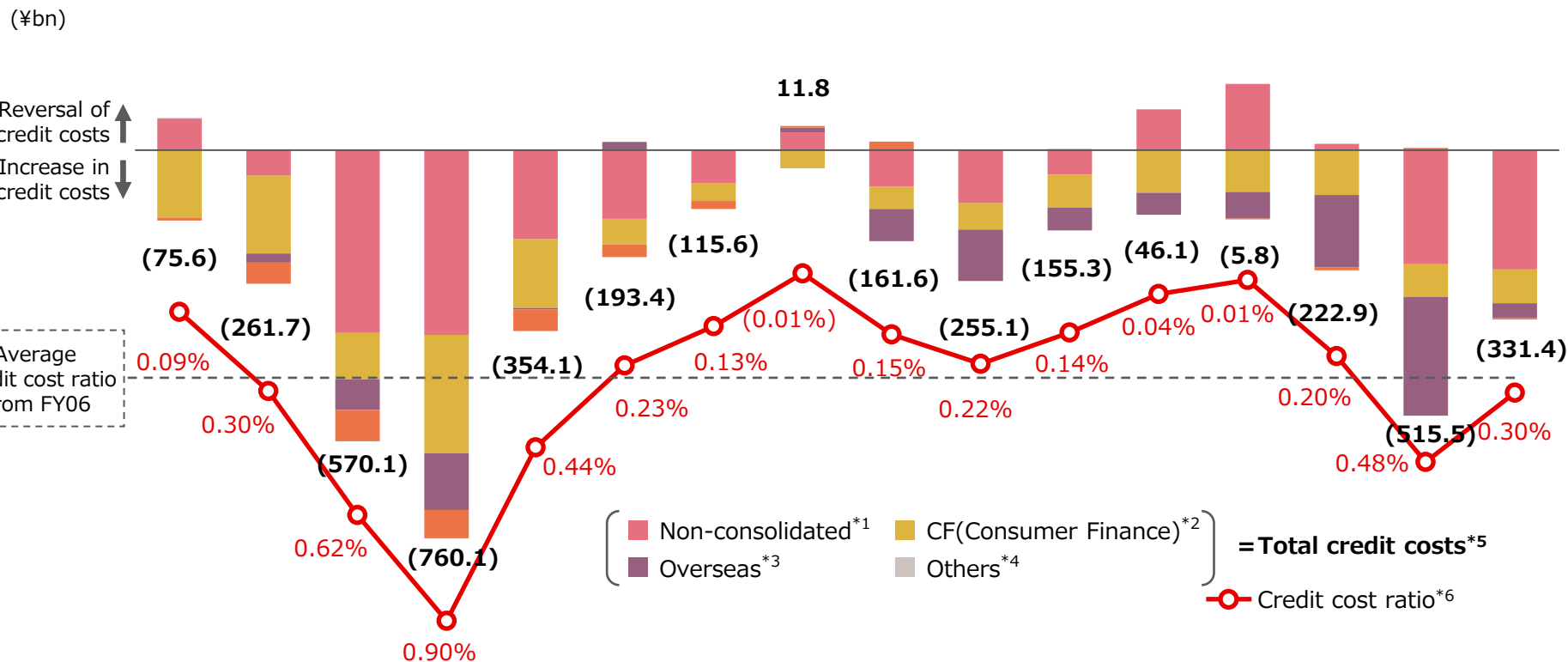
Total Shareholder Return (TSR) Global Comparison

10-year trend

(Closing price as of March 31, 2012 = 100)



Credit costs



[Breakdown]

	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21
Non-consolidated	61.5	(50.1)	(357.8)	(361.6)	(174.2)	(134.5)	(65.3)	35.1	(71.1)	(103.7)	(47.9)	79.5	129.8	12.6	(223.2)	(233.8)
CF	(133.0)	(152.1)	(91.0)	(232.2)	(135.0)	(50.1)	(33.7)	(35.7)	(44.1)	(51.6)	(64.5)	(83.6)	(81.7)	(87.6)	(64.4)	(66.0)
Overseas	0.7	(17.8)	(59.7)	(110.6)	(2.7)	16.1	(0.8)	9.2	(63.2)	(100.8)	(45.0)	(42.7)	(52.3)	(141.6)	(232.3)	(28.9)
Others	(4.9)	(41.5)	(61.5)	(55.7)	(42.1)	(24.9)	(15.6)	3.2	16.9	1.0	2.1	0.8	(1.5)	(6.2)	4.5	(2.6)

*1 Including overseas branches *2 Sum of NICOS and ACOM on a consolidated basis *3 Sum of overseas subsidiaries of the Bank and the Trust Bank

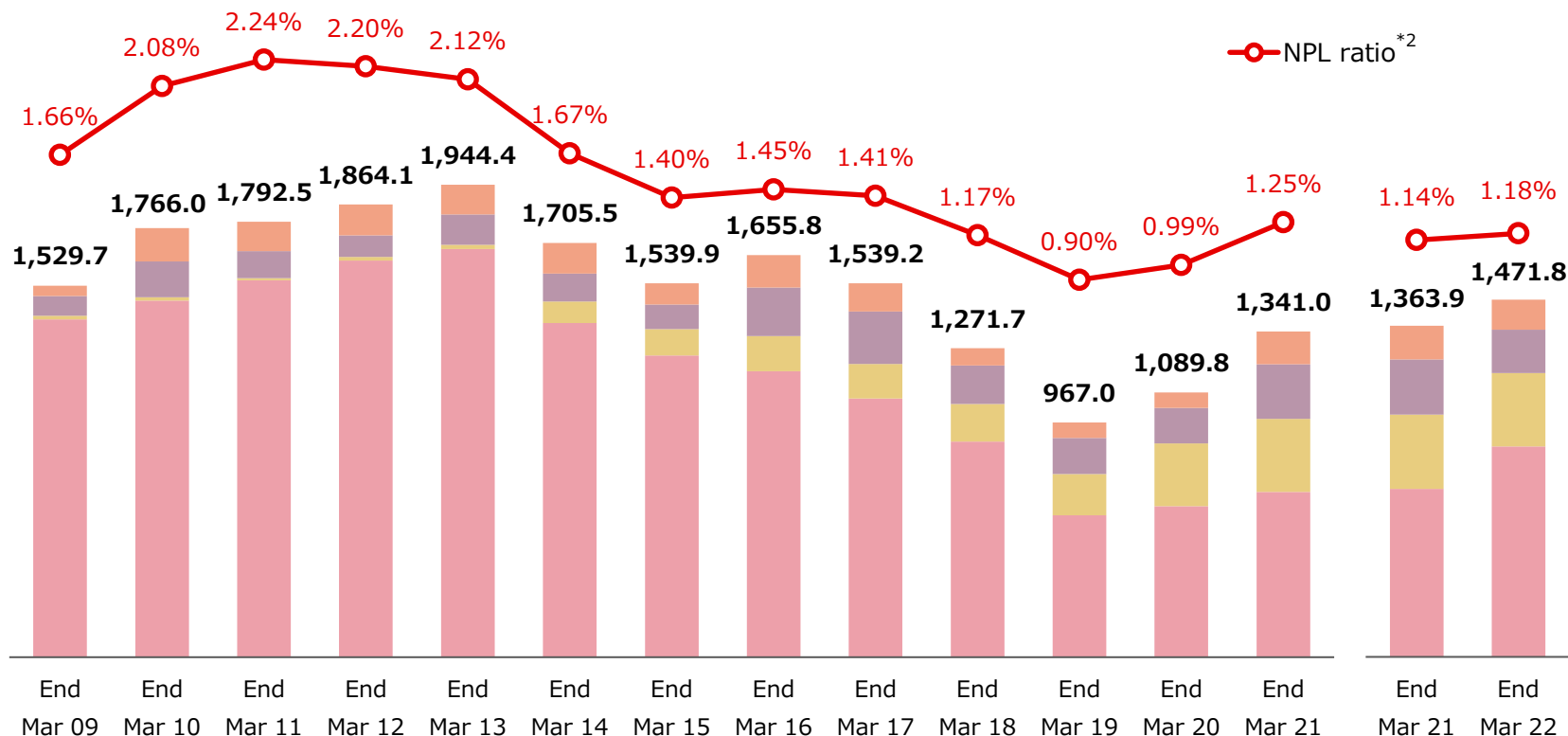
*4 Sum of other subsidiaries and consolidation adjustment *5 Including gains from write-off *6 Total credit costs / loan balance as of end of each fiscal year

Non-performing loans^{*1}

(¥ bn)

Risk-monitored loans (previous standard)

New standard



[Breakdown]

	End Mar 09	End Mar 10	End Mar 11	End Mar 12	End Mar 13	End Mar 14	End Mar 15	End Mar 16	End Mar 17	End Mar 18	End Mar 19	End Mar 20	End Mar 21	End Mar 21	End Mar 22
EMEA ^{*3}	42.6	136.3	121.2	127.2	122.0	126.3	88.2	133.9	116.0	71.3	64.0	63.7	134.7	138.7	124.0
Americas ^{*4}	81.2	147.3	110.3	89.2	125.0	114.9	100.7	199.4	216.0	157.5	148.2	145.5	224.7	226.7	178.1
Asia	15.4	14.4	9.4	14.4	17.0	89.0	108.8	145.3	142.3	155.8	170.3	259.1	300.5	305.8	302.9
Domestic	1,390.5	1,467.9	1,551.5	1,633.2	1,680.3	1,375.2	1,242.0	1,177.1	1,064.7	887.0	584.3	621.3	680.9	692.5	866.6

^{*1} Because the definition of risk-monitored loans disclosed before became the same as the definition of FRA, it is disclosed as loans under the Japanese Banking Act and the FRA. Regions are based on the borrowers' location. Excluding normal loans

^{*2} Total non-performing loans ÷ Total loans (Previous standard : Total risk-monitored loans ÷ Total loans and bills discounted (banking accounts as of period end)) ^{*3} End Mar 2009 – End Mar 2012 includes parts of other regions

^{*4} End Mar 2009 – End Mar 2012 includes only US

Impairment loss of fixed assets - the Bank, the Trust Bank

Revision of impairment judgement process

Back-ground

- Reviewed managerial accounting method continuously
- To ensure more efficient management of resources
 - To strengthen control on profits and losses in each business group

Major changes

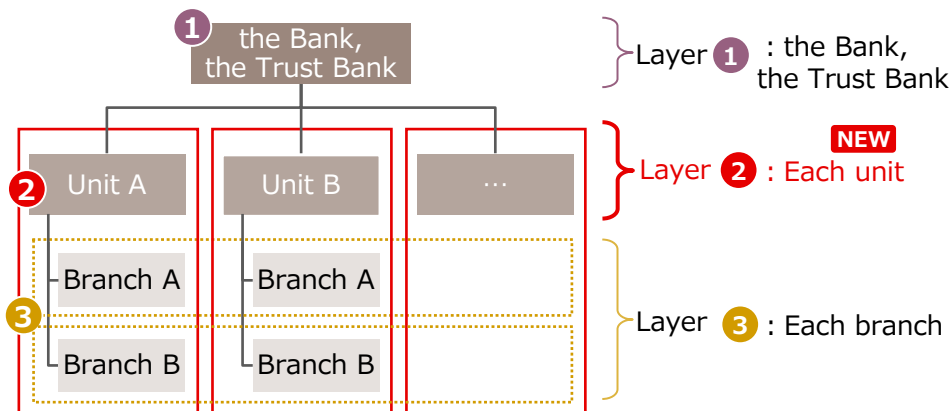
- Allocable portion of fixed assets are distributed to each unit ^{*1}
- Addition of judgement process in unit basis

Result

Capable of performing profitability-based evaluation of assets by judging impairment in each unit

■ Structural change of post-revision : Addition of a layer

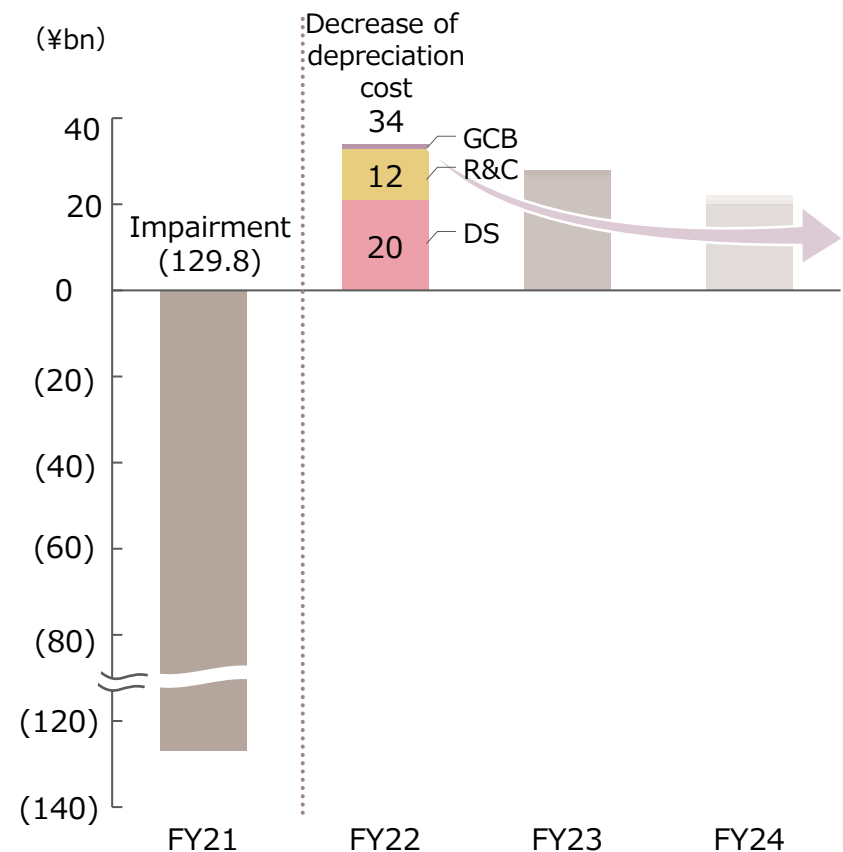
Post-revision : 3 Layers



Effects from revision

Non-consolidated

- FY21 recorded ¥129.8bn of impairment loss as a result of process revision
- Depreciation costs are expected to fall from FY22 onward



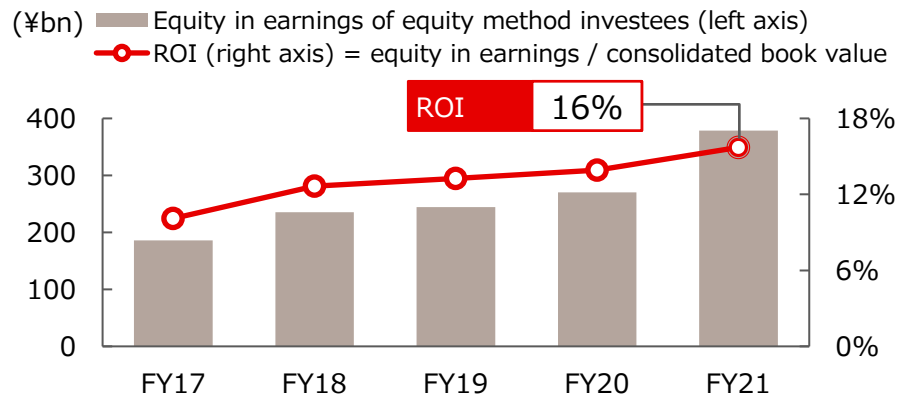
*1 Organization name of business group for the Bank and the Trust Bank

Investment and alliance with Morgan Stanley

- Our investment in MS is highly profitable
- Alliance with MS progressed mainly in investment banking, while expanding to WM & AM/IS

Equity in earnings and ROI

- ROI, which represents our equity in earnings of MS (as an equity method investee) divided by the consolidated book value*¹ of investment, stands at 16%
- Significantly contributing to MUFG's ROE



Continuous efforts on developing alliance

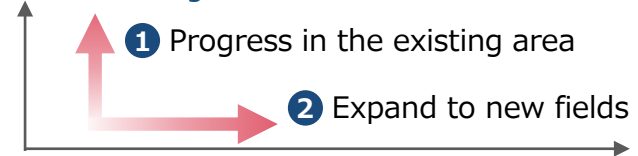
- Active dialogues between top management

The Global Steering Committee (GSC) is held twice a year

Two directors
 - Hironori Kamezawa, President & Group CEO
 - Masato Miyachi*², Former Group Head of GCIB

Cases of collaboration

Collaborate globally by taking full advantage of the combined strengths of MUFG and MS



1 Progress of collaboration in investment banking field

- GCIB** : Debt underwriting in Non-IG field (e.g. global large-scale acquisition finance)
- JCIB** : Sustainable finance (e.g. became a co-lead manager in issuance of green bonds by NTT at home and abroad)
- League tables of primary business for Japanese corporates*³



2 Expansion of collaboration to WM and AM/IS fields

- WM** : Incorporate expertise and know-how offered by MS in areas related to digital platform, house view*⁴ and branding
- AM/IS** : Made progress in collaboration, jointly marketing MS asset management products and acting as fund administrators
- Other** : Provide customers with access to a platform for managing stock compensation plans, designed by a MS subsidiary Shareworks under the strategic alliance agreement

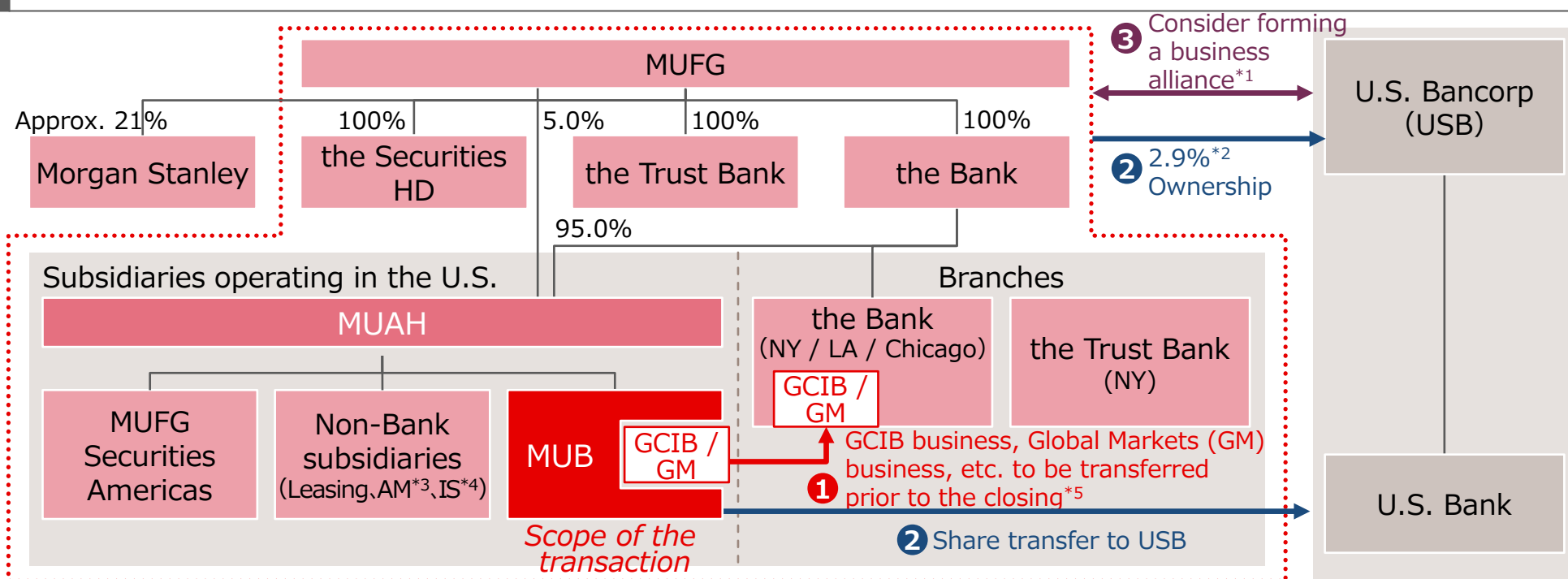
*¹ Our holding of MS's net asset and goodwill. Includes preferred stock. ¥2.4tn as of end of March 2022 *² To be elected at the MS General Meeting in May 26, 2022

*³ From April 2021 to March 2022. DCM includes domestic and foreign bonds. Green bond accumulated from April 2016 to September 2021. Source is as follows. Domestic bonds and green bond: data compiled by MUMSS based on REFINITIV and DealWatchDB. Foreign bonds: data compiled by MSMS based on corporate disclosure data, Dealogic, Bloomberg, IFR, and Informa. M&A: data compiled by MUMSS based on REFINITIV and any Japanese involvement announced

*⁴ MUFG Wealth Management's official position with regard to market outlook and investment trends

Sale of MUB (Structure and future direction)

Structure



Future direction

Strategic importance of the U.S. market remains unchanged

- Focus on corporate transactions through collaboration among the Bank, the Trust Bank and the Securities as well as the strategic alliance with Morgan Stanley
- Streamline operations and systems

Capital and business alliance with U.S. Bancorp

- Indirect involvement in the U.S. retail and commercial banking businesses
- Collaborate in businesses with Japanese customers and the digital field




Use of released capital

- Giving comprehensive consideration to shareholder returns, investment in growth areas, etc.

^{*1} Plan to discuss forming business alliances with USB after the Share Purchase Agreement is signed ^{*2} Post-transaction ownership ratio (based on the number of USB shares outstanding as of September 16, 2021) ^{*3} Asset Management ^{*4} Investor Services

^{*5} GCIB business, Global Markets business to the extent related to the GCIB business (transactions with clients and investors) and certain middle and back office functions to be transferred to the Bank's U.S. branches or its affiliates (prior to the closing)

Financial results^{*1} of MUAH, KS, and BDI

				(¥bn)					(US\$mm)
MUAH^{*2} 		FY20	FY21	YoY			FY20	FY21	YoY
Total revenue		355.8	353.9	(1.9)			3,438	3,077	(361)
Noninterest expenses		283.7	308.1	24.3			2,742	2,679	(63)
Pre-tax, pre-provision income (loss)		72.0	45.7	(26.2)			696	398	(298)
Provision for credit losses		7.9	1.7	(6.2)			77	15	(62)
Net income from continuing operations		53.8	50.6	(3.2)			520	440	(80)
Income (loss) from discontinued operations, net of taxes ^{*3}		(36.6)	95.5	132.2			(354)	831	1,185
Net income attributable to MUAH		17.1	146.1	129.0			166	1,271	1,105
				(¥bn)					(THB mm)
KS^{*4} 		FY20	FY21	YoY			FY20	FY21	YoY
Total income		392.1	421.5	29.4			113,987	122,906	8,919
Operating expenses		166.7	167.9	1.1			48,465	48,954	489
Pre-provision operating profit		225.3	253.6	28.2			65,522	73,952	8,430
Expected credit loss		126.0	108.4	(17.6)			36,644	31,604	(5,040)
Net profit attributable to owners of the bank		79.2	115.9	36.6			23,040	33,794	10,754
				(¥bn)					(IDR bn)
BDI^{*5} 		FY20	FY21	YoY			FY20	FY21	YoY
Total operating income		125.5	136.5	11.0			16,961	16,864	(97)
Operating expenses		60.9	69.6	8.7			8,237	8,600	363
Pre-provision operating profit		64.5	66.9	2.3			8,724	8,264	(460)
Cost of credit		48.2	46.1	(2.1)			6,523	5,699	(824)
Net profit after tax		7.4	12.7	5.2			1,008	1,573	565

*1 All figures are converted into ¥ with actual exchange rates as of end of each period. For FY20 is US\$1=¥103.50, THB1=¥3.44, IDR1=¥0.0074.

For FY21 is US\$1=¥115.02, THB1=¥3.43, IDR1=¥0.0081 *2 Financial results as disclosed in MUAH's U.S. GAAP 2021 annual audited financial statements

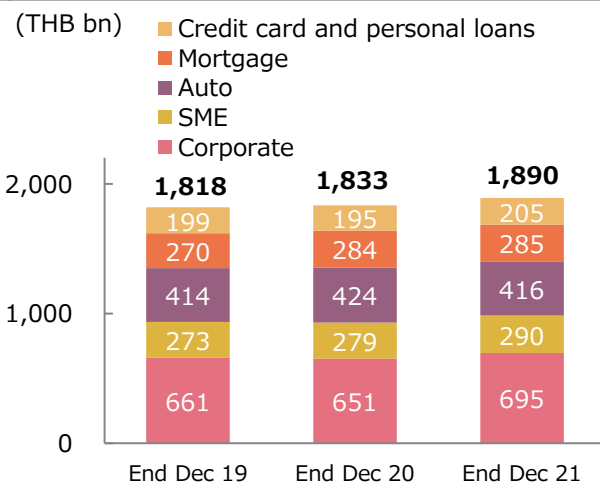
*3 See page 43 for more information on income from discontinued operations for FY21

*4 Financial results as disclosed in KS's financial report based on Thai GAAP

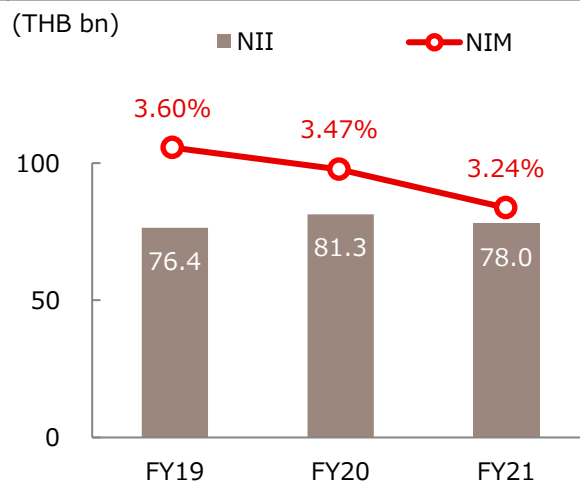
*5 Financial results as disclosed in BDI's financial report based on Indonesian GAAP. Incorporated impact from netting-off loss on restructuring to interest income

Key figures of KS

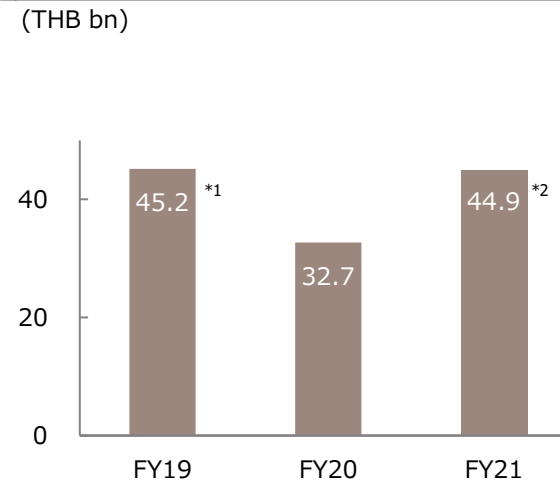
Lending balance



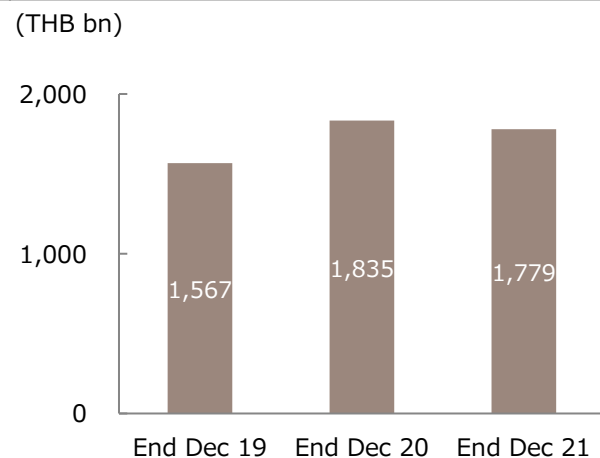
Net interest income



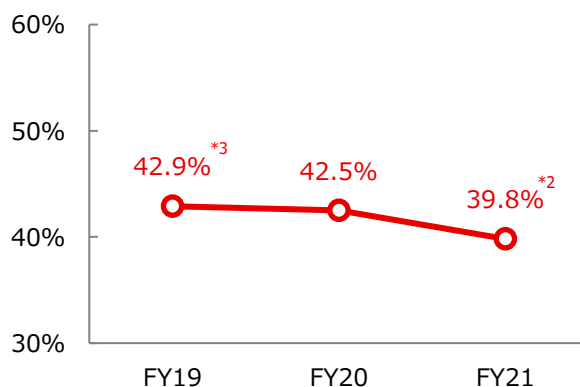
Non-interest income



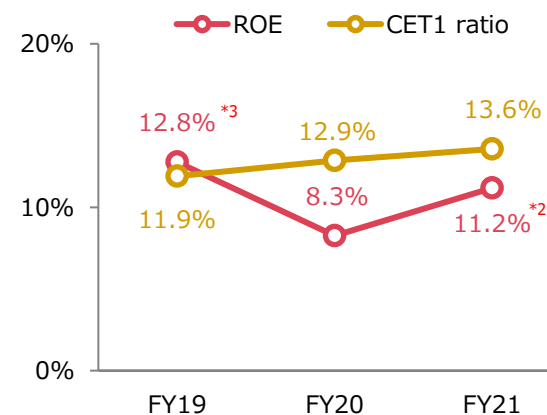
Deposit balance



Cost to income ratio



ROE / CET1 ratio^{*4}



^{*1} Excluding one-time gains on investments from the sales of 50% of shares in Ngern Tid Lor Public Company Limited (TIDLOR) (TIDLOR transaction), normalized non-interest income for FY19 recorded at THB 36.6bn. Ngern Tid Lor Company Limited changed the status to Ngern Tid Lor Public Company Limited (TIDLOR) on 17 December, 2020

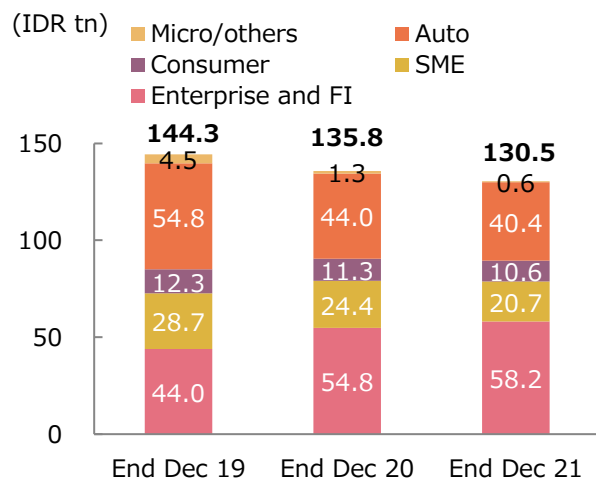
^{*2} Excluding the extraordinary gains from the sales of 20% of shares in TIDLOR, normalized non-interest income, normalized cost to income ratio and normalized ROE of FY21 were THB 34.2bn, 43.2% and 8.6%, respectively

^{*3} Excluding one-time gains on investments from TIDLOR transaction and provision in accordance to the amended Labor Protection Act, normalized cost to income and normalized ROE were recorded at 45.1% and 10.5%, respectively

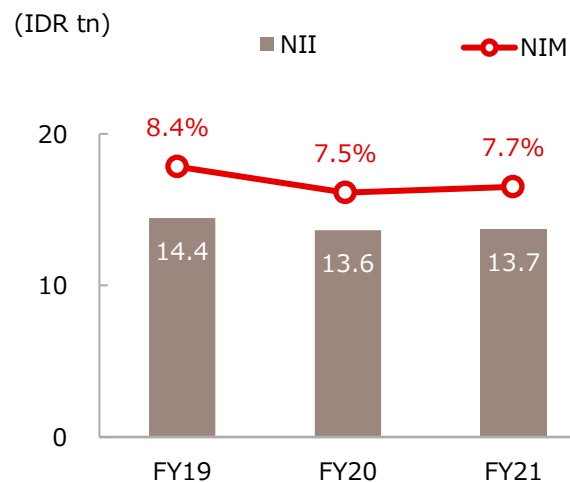
^{*4} Non-consolidated

Key figures of BDI

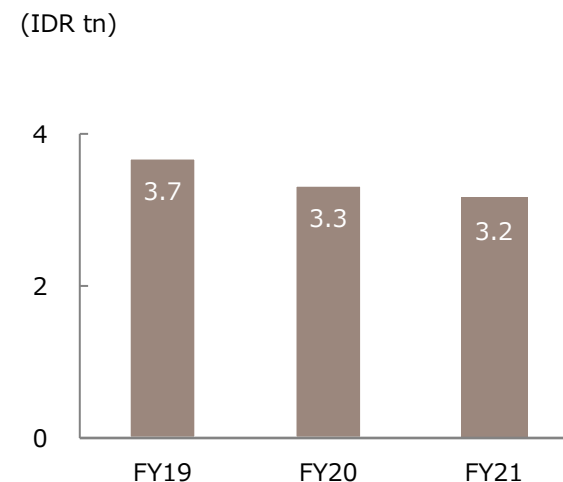
Lending balance



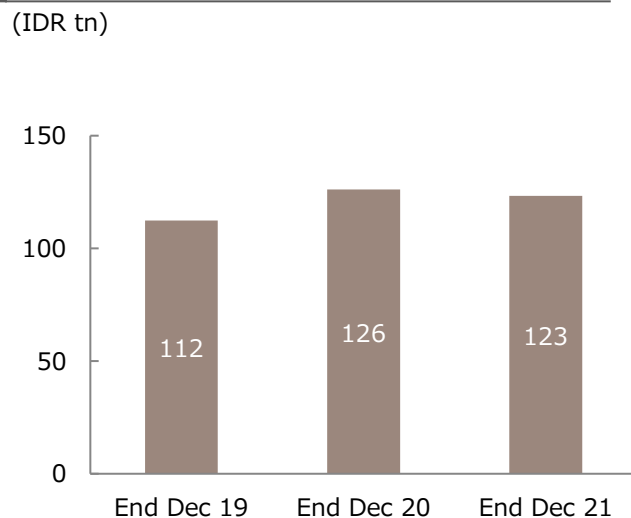
Net interest income*1



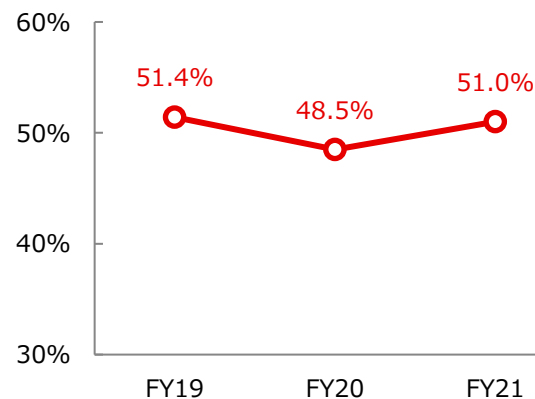
Non-interest income



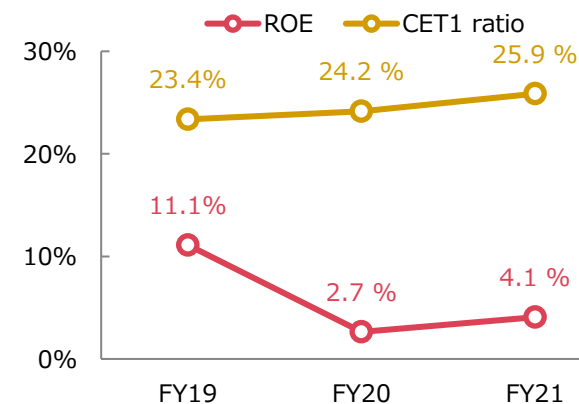
Deposit balance



Cost to income ratio



ROE*2 / CET1 ratio



*1 Netted-off with loss on restructuring

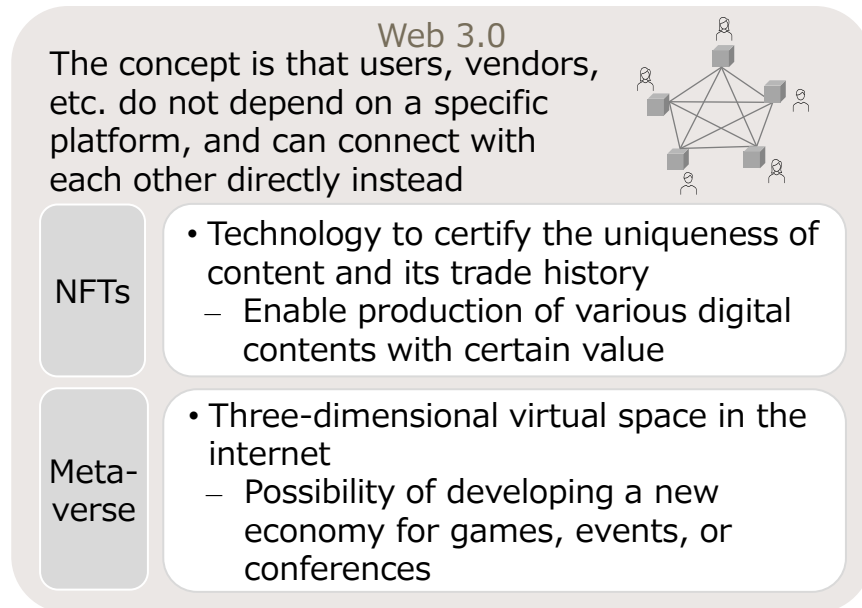
*2 Following new OJK regulation dated 20 July 2020, ROE is calculated per Tier 1 capital

Web 3.0 initiatives

- A basic agreement has been reached with Animoca Brands KK on business that creates new value by utilizing NFTs*¹ to make Japanese companies more competitive

Trend toward decentralization and the technologies and services attracting attention

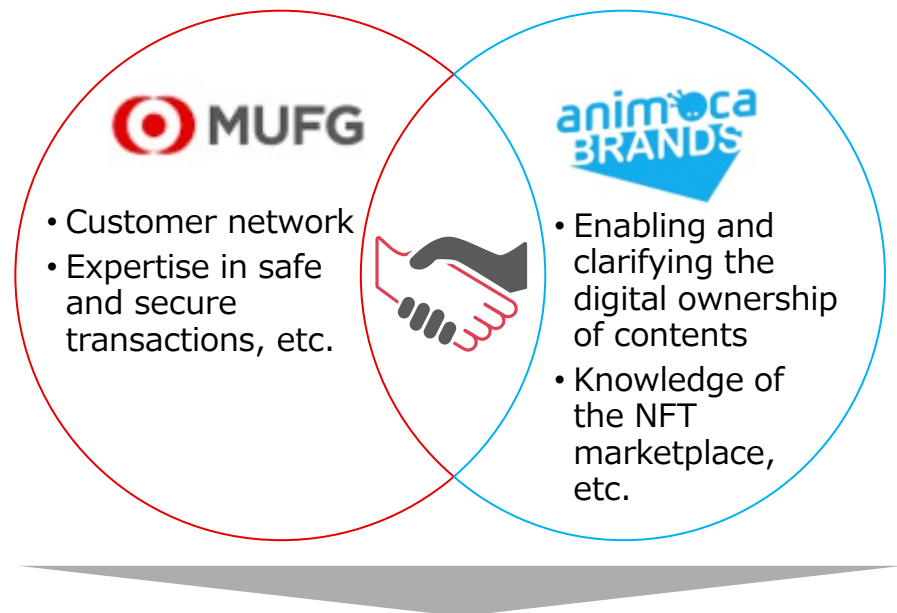
- NFTs and metaverse-related technologies and services along with the trend toward decentralization in Web 3.0 are capturing people's attention globally



- If Japan's "powerful contents" succeed in creating new value in the digital space, it will have a huge impact on Japan's growth
- Further penetration of Web 3.0 requires not only increased growth in the number of companies and individuals participating, but also in safety and security

Collaboration with Animoca Brands KK

- Animoca Brands KK and MUFG bring together their specific know-how and networks to support Japanese companies in increasing the value of their content and creating NFTs
 - Propose new business opportunities using NFTs
 - Establish a safe and secure NFT trading environment



Contribution to the competitiveness of Japanese companies

1: Non-fungible token. Data that is unique, cannot be replaced, and can be transferred using blockchain technology

Social (Response to aging population and low birthrate)

– Released products and services designed to serve as solutions for Japan's aging society while joining a new project involving industry-academia collaboration in FY21

Response to aging population and low birth rate
= Help to create a safe and secure society, in which elderly people and children can live with confidence

Issues	Aging population			Low birthrate
	Succession of businesses and assets Deterioration in economic capabilities due to the closing or suspension of businesses	Response to the elderly Increase in number of dementia patients, and inheritance issues	Asset building Preparation for the coming age of centenarians	Support for next generation Education for the future
Main business group	R&C	R&C DS Other	R&C DS AM/IS	Other
Financial Services	<ul style="list-style-type: none"> Support succession of businesses and assets - Groupwide, integrated approach <p>① Insurance for protection after bereavement</p>	<ul style="list-style-type: none"> Respond to deterioration of cognitive functions Prepare for inheritance and living wills Support testament and bestowal etc. via trust banking functions <p>② D-Canvas</p> <p>④ Excellent Club</p>	<ul style="list-style-type: none"> Financial planning / robo-advisor Pension investment and consulting services for corporates Asset building for post retirement <p>③ Money Canvas</p>	<ul style="list-style-type: none"> Contribute by utilizing financial knowledge
Infrastructure	<ul style="list-style-type: none"> Services in response to aging population and deterioration of cognitive functions (23,000 registered supporters in the Bank) 	<ul style="list-style-type: none"> Universal branches Improvement of UI/UX*1 		
Research / social contribution	<ul style="list-style-type: none"> MUFG Inheritance Research Institution Japan Financial Gerontology Institution <p>⑤ Industry-academia collaboration</p>	<ul style="list-style-type: none"> MUFG Financial Education Institute 	<ul style="list-style-type: none"> Financial and economic education for students from elementary – high school Donation for children and students 	
Support for employees	<ul style="list-style-type: none"> Create a workplace that enables both men and women to strike an optimal balance between work and childcare, nursing care or infertility treatment (ensure that our assistance programs are known by all, promote the utilization of such programs and foster an inclusive corporate culture) 			

■ Major services released and launched

① Foreign currency-denominated insurance with a lump-sum premium for people seeking protection after bereavement (Dec 2021)	A type of insurance that enables two individuals to be insured with a single policy while providing an effective solution for issues associated with secondary inheritance
② D-Canvas (Jun 2021)	Smartphones apps for DC participants
③ Money Canvas (Dec 2021)	App providing broad types of financial products for asset building
④ Excellent Club (Planned for FY22H1)	Expanding target of applicants for membership system
⑤ Industry-academia collaboration (Planned to be started in FY22H1)	Joint research of products and services designed to deliver solutions for an aging society by developing technologies to assess cognitive functions and systems to verify testament capabilities, etc.

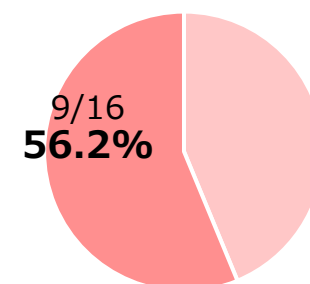
*1 UI(User interface) and UX(User experience). Experiences and values capable of earning through usability of the services

Governance (Structure of the Board of Directors)

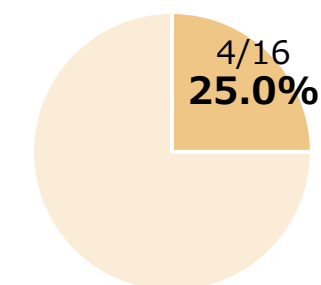
Name	Committee-related duties	Independent Outside	Knowledge, expertise and experience						
			Corporate management	Finance	Finance & accounting	Legal affairs	Global	IT/digital	Sustainability
1 Mariko Fujii	Nominating Compensation Risk*	●	—	●	—	—	●	—	—
2 Keiko Honda	Audit	●	—	●	—	—	●	—	●
3 Kaoru Kato	Nominating Compensation Audit	●	●	—	—	—	—	●	●
4 Satoko Kuwabara	Nominating Compensation*	●	—	—	—	●	●	—	●
5 Toby S. Myerson	Risk	●	—	—	—	●	●	—	—
6 Hirofumi Nomoto	Nominating* Compensation	●	●	—	—	—	—	●	●
7 Yasushi Shingai	Audit Risk	●	●	—	●	—	●	●	●
8 Koichi Tsuji	Audit*	●	—	—	●	—	●	—	—
9 Tarisa Watanagase	Risk	●	—	●	—	—	●	—	—
10 Ritsuo Ogura	Audit	Extensive knowledge of MUFG's business and the ability to appropriately perform management of MUFG					—	—	—
11 Kenichi Miyanaga	Audit						●	—	—
12 Kanetsugu Mike							●	●	●
13 Hironori Kamezawa	Nominating Compensation						●	●	●
14 Iwao Nagashima							●	—	●
15 Junichi Hanzawa							—	—	●
16 Makoto Kobayashi							●	—	●

(Planned for end of June 2022)

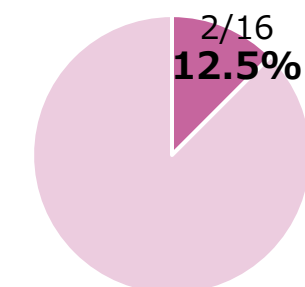
Independent outside directors



Female directors



Foreign nationals



Nominating: Nominating and Governance Committee member Compensation: Compensation Committee member
 Audit: Audit Committee member Risk: Risk Committee member *Chairperson

Governance (Compensation system)

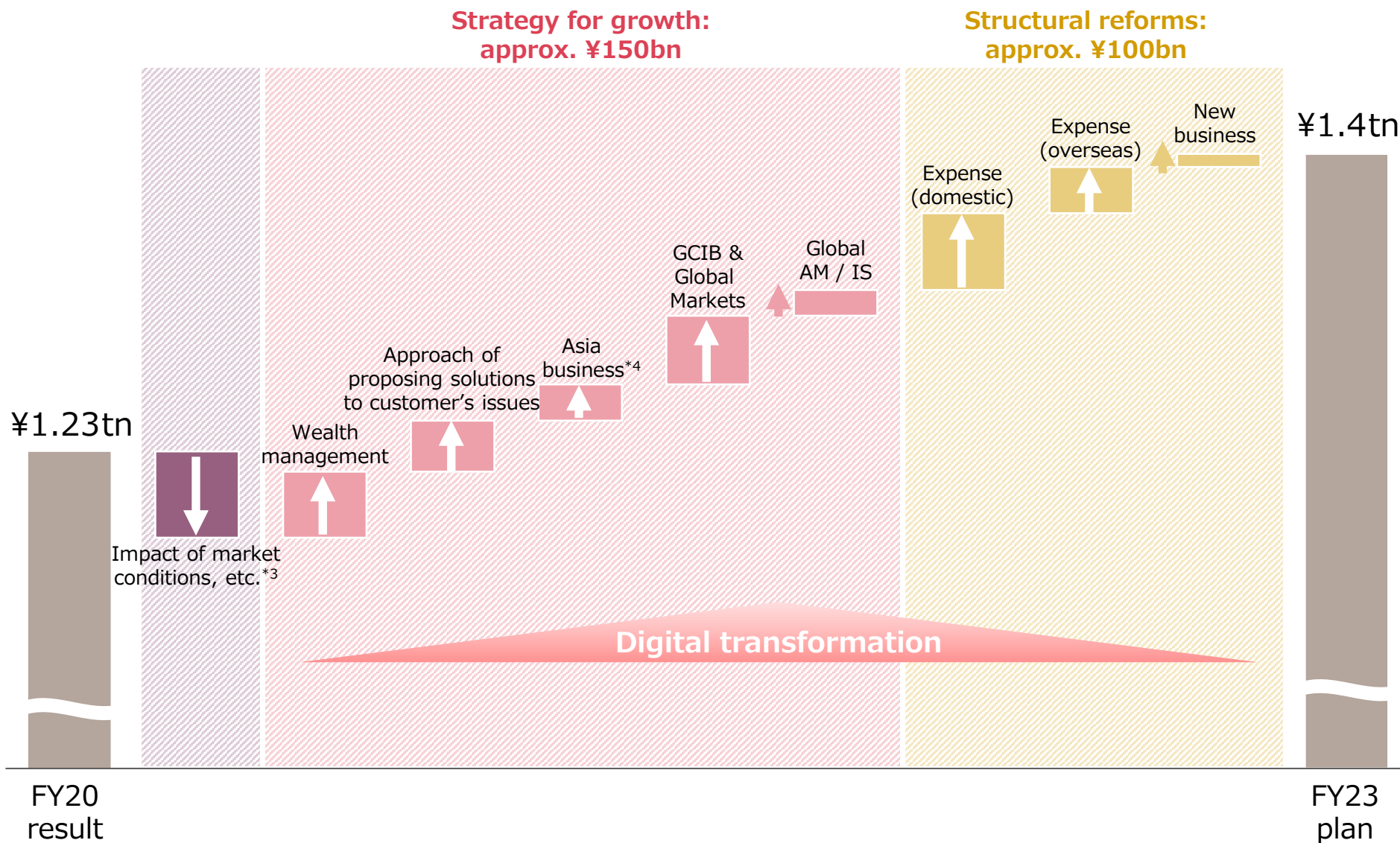
Type of compensation	Linkage with performance	Performance-based compensation range	Standards for payment		Weight	Time of payment	Payment method	Proportion of Group CEO's compensation
Annual base salary	Fixed	-	•Paid based on positions, etc. •Includes Director Allowance, Committee and Chair Allowance, Housing Allowance, Overseas Representative Allowance, etc.		-	Monthly	Cash	1
Stock compensation	Non performance - based	-	•Base amount by position		-	At the time of retirement of executives	50% in shares 50% in cash *4	1
	Medium- to long-term performance -based	0% - 150%	Base amount by position ×	Target attainment rate of indices below in MTBP (1) Consolidated ROE (2) Consolidated expenses reduction amount (excluding those linked to revenues) (3) Ratings granted by ESG rating agencies*1	<50%> 30% 15% 5%	At the end of the MTBP		
				Comparison of year-on-year growth rate of indices below with competitors*2 (1) Consolidated net operating profits (2) Profits attributable to owners of parent	<50%> 25% 25%			
Cash bonuses	Short-term performance -based	0% - 150%	Base amount by position ×	Performance factor (quantitative evaluation factor applied to the Group CEO) Rate of year-on-year change and target attainment rate of indices below (1) Consolidated net operating profits (2) Profits attributable to owners of parent (3) Consolidated ROE (4) Consolidated expense amount	<60%> 20% 10% 20% 10%	Annually	Cash	1
				Status of individual execution of duties (qualitative evaluation factor applied to Group CEO) •Improvement in customer-segment profitability •Risks handling •Advances in ESG-related initiatives and sustainability management*3 •TSR, etc.	<40%>			

*1 An absolute evaluation basis in light of the degree of improvement in external ratings granted by major five ESG rating agencies (CDP, FTSE, MSCI, S&P Dow Jones and Sustainalytics) *2 Evaluated based on comparisons with main competitors (Mizuho Financial Group and Sumitomo Mitsui Financial Group)

*3 Includes contribution to the resolution of environmental and social concerns, raising awareness of inclusion & diversity and its promotion, and the strengthening and upgrading of MUFG's governance structure

*4 Subject to malus (confiscation) and clawback (restitution claim)

(Re-shown) Plan of net operating profits^{*1*2}



*1 From page 42, Fiscal 2020 Results Presentation. Target as of announcement of the medium-term business plan

*2 Managerial accounting basis. Local currency basis

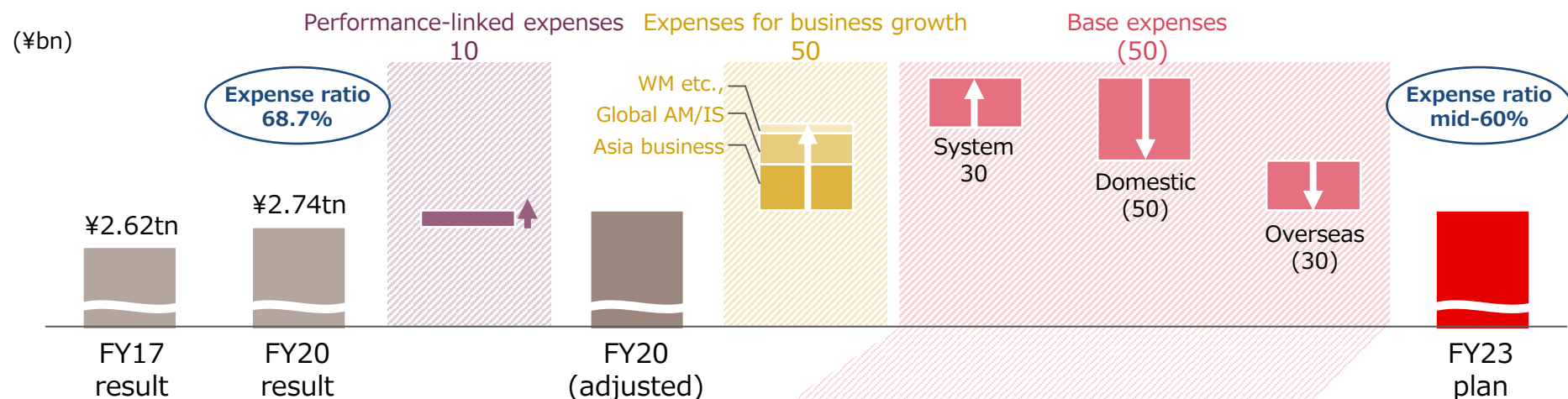
*3 Includes impact of CVA related profits/losses, impact of policy rate cut in Asia etc.

*4 FY23 plan versus FY21 plan. Estimated decrease in net operating profits during FY21 is included in impact of market conditions, etc.

(Re-shown) Plan of expenses^{*1}

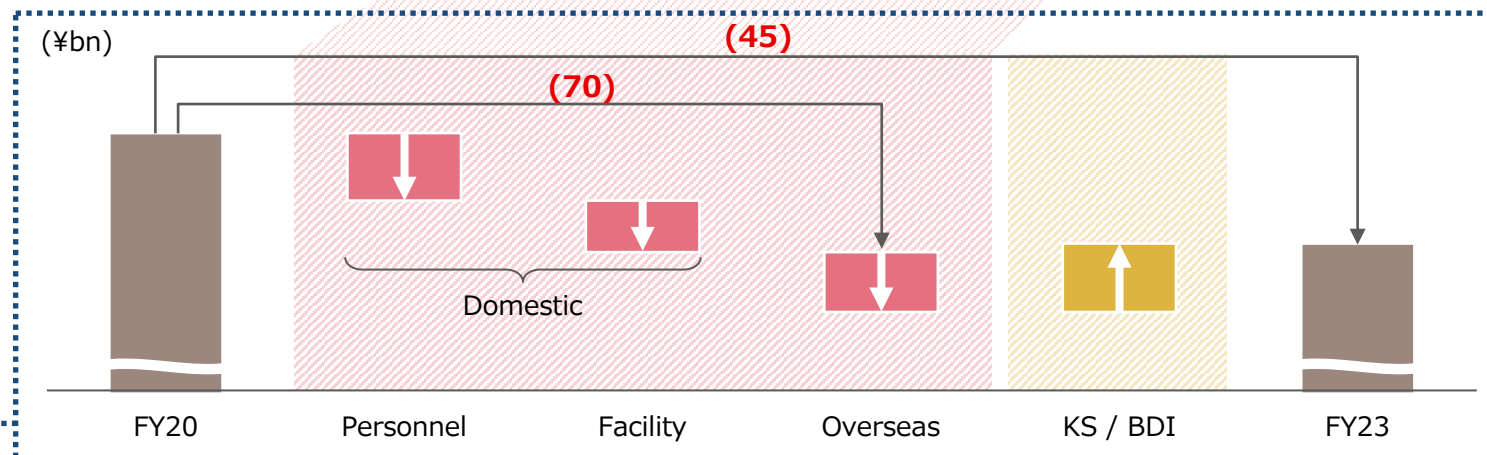
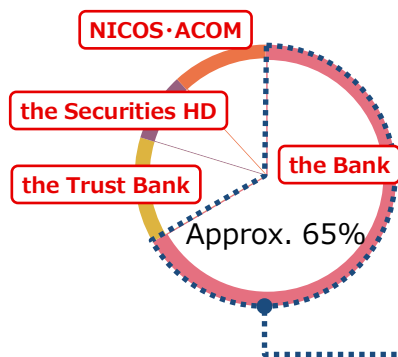
- Strictly allocate expenses in a way consistent with progress in each business.
Reduce base expenses in order to allocate funds to the area of growth

Plan of expenses



Expense forecast (the Bank including MUAH, KS, BDI)^{*2}

FY20 MUFG total expense

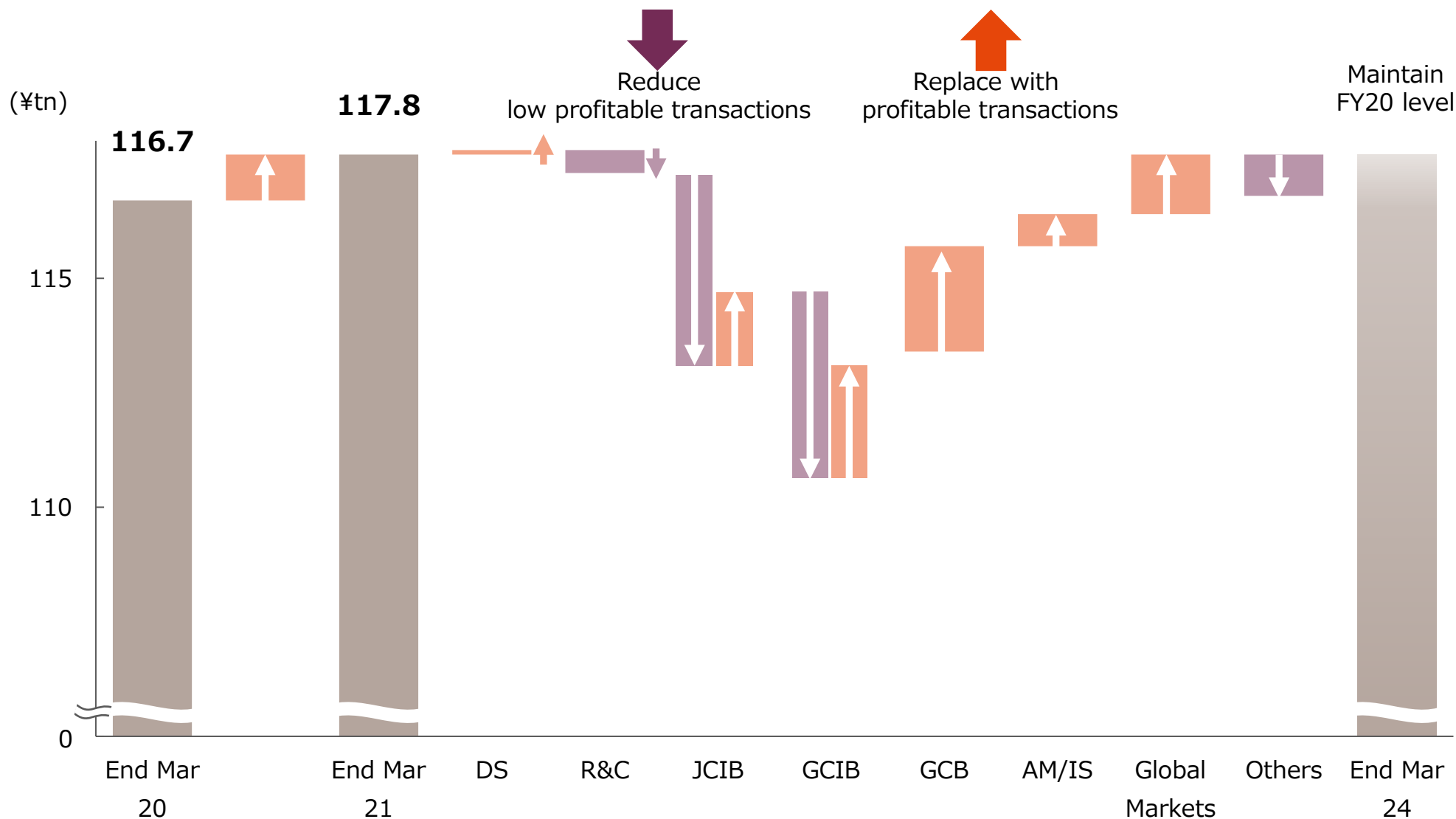


^{*1} From page 48, Fiscal 2020 Results Presentation. Target as of announcement of the medium-term business plan

^{*2} Internal managerial figure

(Re-shown) Plan of RWA^{*1*2}

– Reduce low profitable transactions and replace them with profitable transactions



*1 From page 50, Fiscal 2020 Results Presentation. Target as of announcement of the medium-term business plan

*2 Estimated RWA on the finalized Basel III reforms basis. Includes net unrealized gains on AFS securities

(Re-shown) Plan by business group^{*1}

Consolidated		Net operating profits (¥bn) ^{*2}		Expense ratio ^{*2}		ROE ^{*3}		RWA (¥tn) ^{*4}	
Business Group		FY23 plan	vs FY20	FY23 plan	vs FY20	FY23 plan	vs FY20	FY23 plan	vs FY20
Digital Service	DS	205.0	30.0	73%	(4ppt)	4.5%	2ppt	9.2	→
Retail & Commercial Banking	R&C	140.0	75.0	77%	(11ppt)	5%	3.5ppt	16.6	→
Japanese Corporate & Investment Banking	JCIB	285.0	45.0	51%	(5ppt)	9%	4ppt	30.0	↘
Global Corporate & Investment Banking	GCIB	180.0	40.0	58%	(8ppt)	7%	4ppt	21.8	↘
Global Commercial Banking	GCB	290.0	20.0	64%	(1ppt)	6%	5.5ppt	19.5	↗
Asset Management & Investor Services	AM/IS	100.0	25.0	69%	(3ppt)	28%	(0.5ppt) ^{*5}	3.4	↗
Global Markets	Global Markets	370.0	(25.0)	39%	2ppt	8%	2ppt	20.7	↗

*1 From page 54, Fiscal 2020 Results Presentation. Target as of announcement of the medium-term business plan

*2 Local currency basis

*3 Calculated based on Risk Assets (R&C, JCIB, GCIB and GCB) or economic capital (AM/IS and Global Markets) (Managerial accounting basis. Net profit basis. Calculated excluding non-JPY mid- to long-term funding costs)

*4 The finalized Basel III reforms basis. Managerial accounting basis. (Estimation as of March 2021)

*5 +3% excluding the impact of profits on sales of AMP Capital shares

TLAC requirement

– The best capital mix and external TLAC ratio

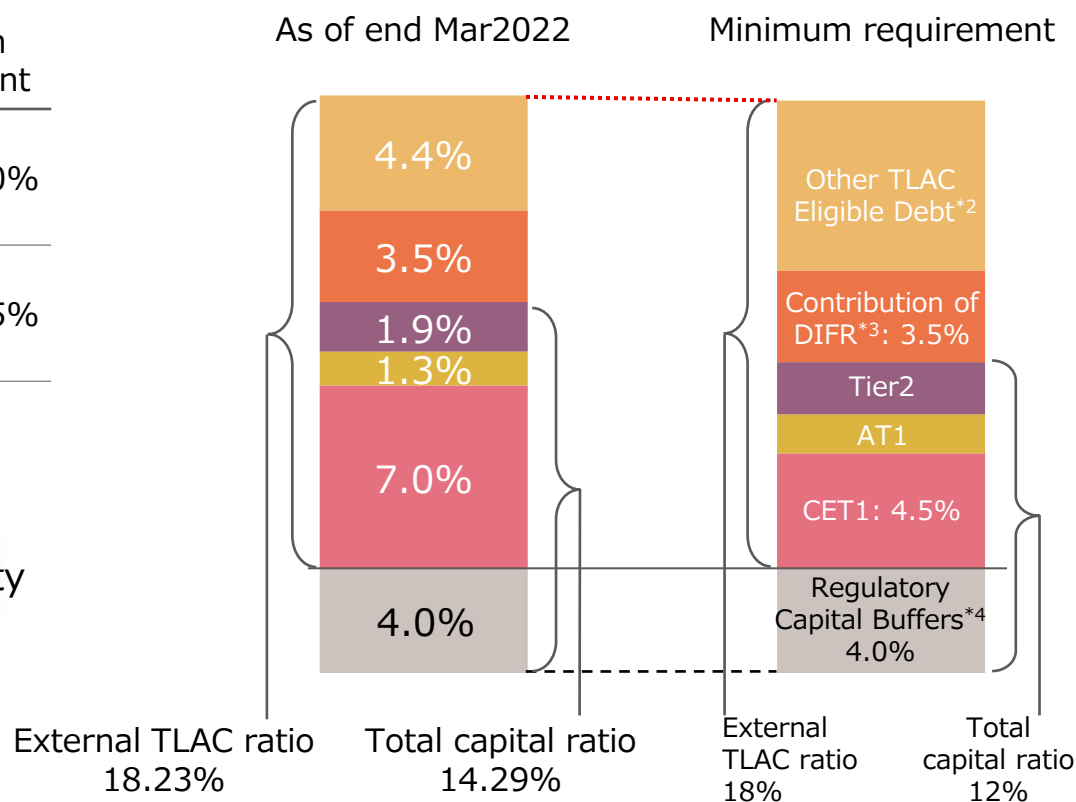
- Aiming for optimal balance between capital efficiency and capital adequacy in qualitative and quantitative aspects
 - Secure necessary and sufficient level of capital with utilization of AT1 / Tier2
 - Maintain sustainable external TLAC ratio for the long term by raising external TLAC eligible senior debt

MUFG's external TLAC ratio and minimum Requirement

	As of end Mar 22	Minimum requirement
Risk weighted asset basis	18.23%	18.0%
Total exposure basis	9.23%	6.75%

MUFG is the primary funding entity,
which is designated as the resolution entity
in Japan by FSA

MUFG's RWA^{*1} based external TLAC ratio



*1 Risk weighted asset

*2 Including adjustment of difference between calculation method of total capital ratio and external TLAC ratio and adjustment of amount of other TLAC-eligible liabilities owned by the issuer's group, etc.

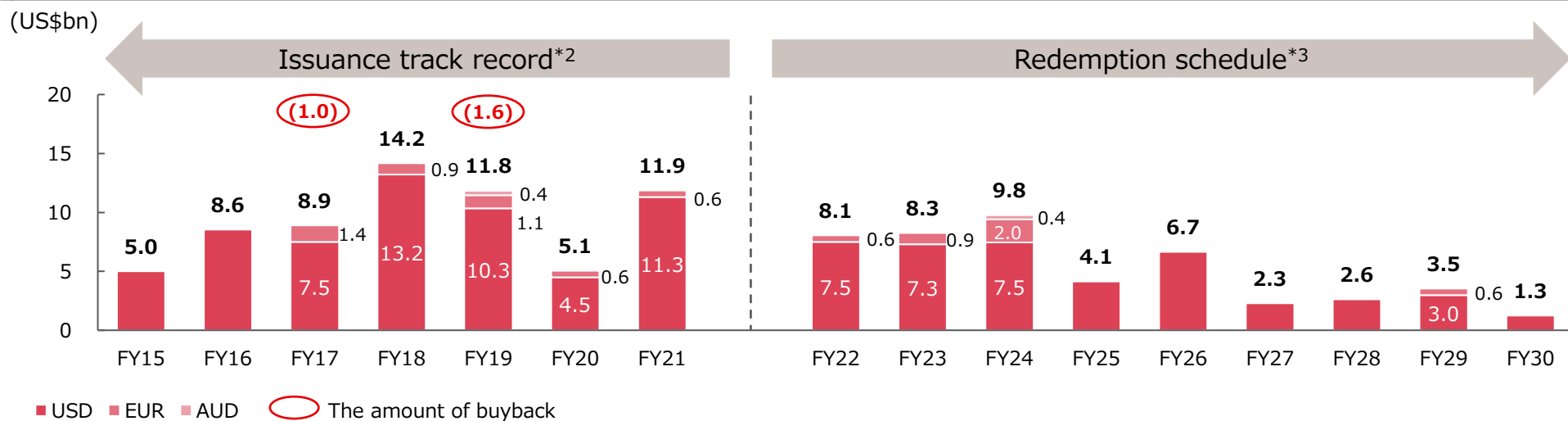
*3 Contribution of Deposit Insurance Fund Reserves : Japanese Deposit Insurance Fund Reserves fulfill the requirements for ex-ante commitments to recapitalize a G-SIB in resolution set out in the FSB's TLAC termsheet (Can include 3.5% of RWAs after end Mar 2022, in external TLAC ratio)

*4 CET1 Buffer applicable to MUFG: G-SIB Surcharge:1.5%, Capital Conservation Buffer:2.5%, and Counter-cyclical Buffer:0.01%

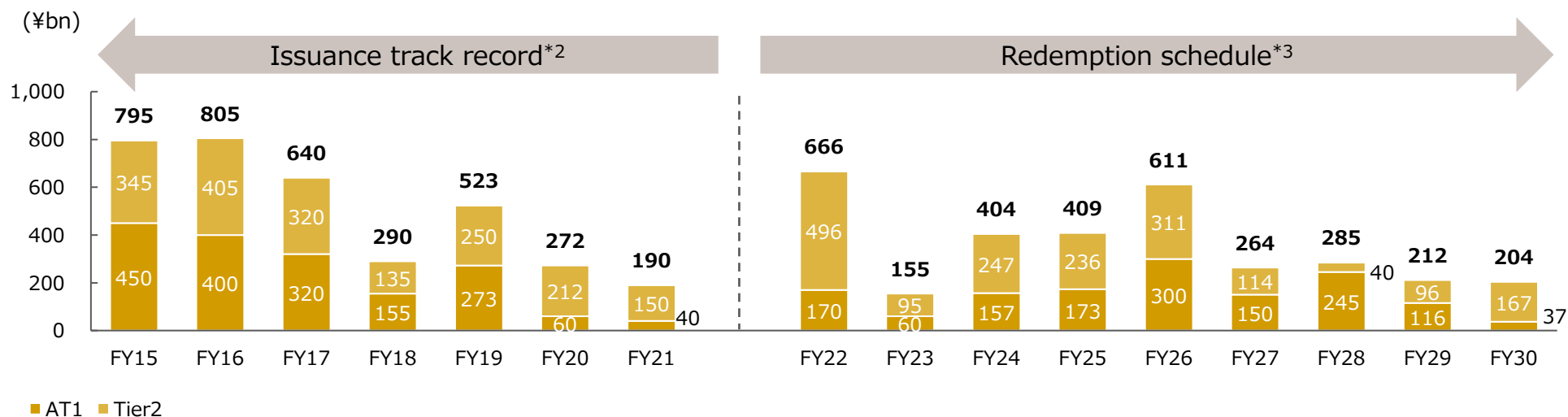
TLAC requirement

– Issuance track record & redemption schedule

TLAC-eligible senior debt*1



AT1, Tier2 bond



*1 All figures are converted into US\$ using actual exchange rates as of end Mar 2022

*2 Total of public issuance (excluding the amount of buyback), as of end Mar 2022

*3 Annual figures assuming that all callable notes are to be redeemed on their respective first callable dates. Tier2 contains Basel II Tier2 sub notes issued by the Bank and the Trust Bank (including their respective overseas special purpose companies)