



- ✓ This is Kamezawa. Thank you for joining the MUFG Investor Briefing Session despite your busy schedule today.
- ✓ Please turn to page 6 of the IR presentation material.

## Disclaimer

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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\*<sup>1</sup>, **surpassing revised target announced in Nov 2021 by ¥80.8bn**
- FY22 target: **¥1tn** in net profits\*<sup>1</sup>. 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\*<sup>1</sup>, 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

## Contents

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FY21 financial results .....	5
Progress of the medium-term business plan (MTBP) .....	25
Capital policy .....	45
Approach to sustainability .....	53
Appendix .....	61

FY21 financial results

## FY21 financial results

– ¥1,130.8bn in net profits\*<sup>1</sup>, surpassing revised target announced in Nov 2021, by ¥80.8bn

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

 MUFG 6

- ✓ First, on the fiscal year 2021 financial results.
- ✓ Please follow the middle row of “FY21 financial results” from top to bottom.
- ✓ The first line, gross profits came to 3,964 billion yen, up 43 billion yen year on year. The major factors for the increase were increased net interest income with lending spread improvement and increased fee revenue in asset management business and others.
- ✓ G&A expenses, line 2, was 2,747.2 billion yen, up 74.6 billion yen year on year, but if we exclude FX impact of yen depreciation of approximately 91 billion yen, it declined from the previous year.
- ✓ As a result, net operating profits, line 3, was down 31.6 billion yen at 1,216.7 billion yen, but the net operating profit for the customer segment saw considerable increase year on year. I will explain this in more detail later.
- ✓ Below net operating profits, line 4, total credit costs came to 331.4 billion yen, but with reversal of allowance for credit losses at MUFG Union Bank, there was an improvement of 184 billion yen from the previous year. In the fourth quarter, we recorded allowance of approximately 140 billion yen related to Russia.
- ✓ The sale of equity holdings progressed well ahead of our plan, resulting in increased gains on equity securities and there was an increase in equity in earnings of equity method investees from our alliance partner Morgan Stanley.
- ✓ We did record impairment loss of fixed assets of approximately 130 billion yen, but line 6, profits attributable to owners of parent came to 1,130.8 billion yen, up 353.8 billion yen, which was a record profit for MUFG since its establishment.
- ✓ Please turn to page 8.

## Income statement summary

	Consolidated (¥bn)	FY20	FY21	YoY
1 <b>Gross profits (before credit costs for trust accounts)*<sup>1</sup></b>		3,920.9	<b>3,964.0</b>	43.0
2 Net interest income		1,905.1	<b>2,043.6</b>	138.5
3 Trust fees + Net fees and commissions* <sup>1</sup>		1,398.2	<b>1,574.7</b>	176.5
4 Net trading profits + Net other operating profits		617.6	<b>345.6</b>	(272.0)
5 Net gains (losses) on debt securities		119.0	<b>(140.4)</b>	(259.5)
6 <b>G&amp;A expenses*<sup>1</sup></b>		2,672.5	<b>2,747.2</b>	74.6
7 <b>Net operating profits</b>		1,248.4	<b>1,216.7</b>	(31.6)
8 <b>Total credit costs</b>		(515.5)	<b>(331.4)</b>	184.0
9 <b>Net gains (losses) on equity securities</b>		130.2	<b>332.6</b>	202.3
10 Net gains (losses) on sales of equity securities		138.3	<b>343.8</b>	205.4
11 Losses on write-down of equity securities		(8.0)	<b>(11.1)</b>	(3.0)
12 <b>Equity in earnings of equity method investees</b>		321.7	<b>441.5</b>	119.8
13 <b>Other non-recurring gains (losses)</b>		(131.3)	<b>(121.9)</b>	9.4
14 <b>Ordinary profits</b>		1,053.6	<b>1,537.6</b>	484.0
15 <b>Net extraordinary gains (losses)</b>		(11.5)	<b>(47.7)</b>	(36.2)
16 <b>Total of income taxes-current and income taxes-deferred</b>		(185.0)	<b>(283.4)</b>	(98.3)
17 <b>Profits attributable to owners of parent</b>		777.0	<b>1,130.8</b>	353.8
18 EPS (¥)		60.50	<b>88.45</b>	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\*<sup>2</sup> decreased.
- Expense ratio rose to 69.3%

### 3 Total credit costs\*<sup>3</sup>

- 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

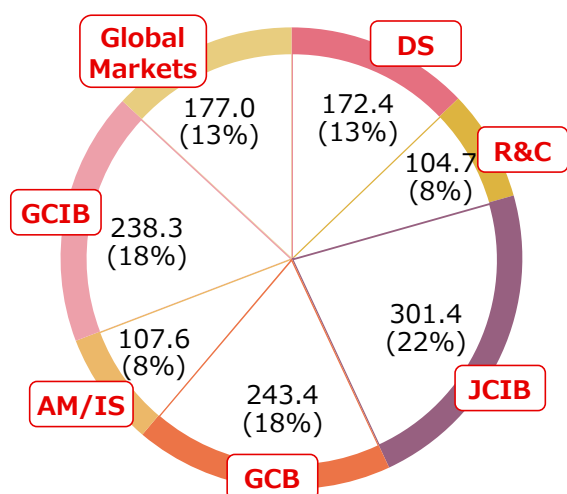
\*3 Although the reversal of allowance for credit losses (approx. ¥60.0bn) of held for sale asset made in FY21 associated with the decision to sell all shares of MUB was included in a part of expected gains on sale to be occurred in FY22 stated in the press release dated on September 21, 2021, it was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

## Net operating profits results by business group

Net operating profits by business group\*1 Consolidated

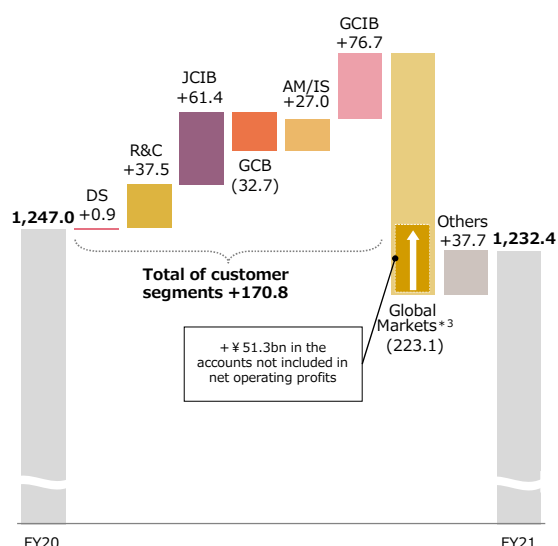
(¥bn)

**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

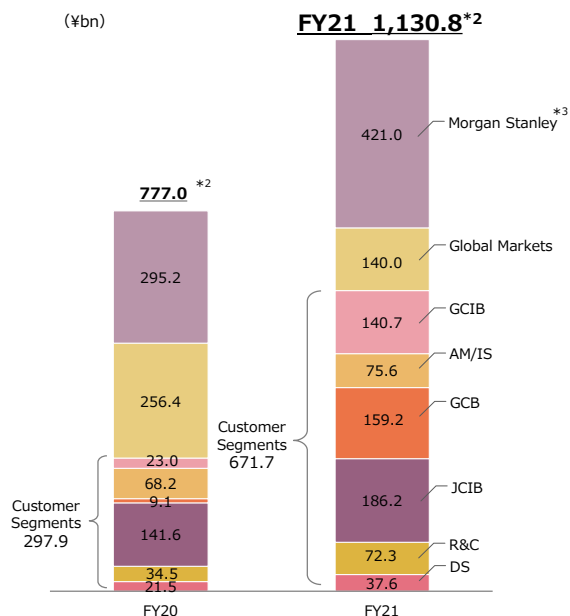
- ✓ This page shows net operating profits results by business group.
- ✓ As shown on the step chart on the right, in the customer segment, Global Commercial Banking business group saw profit decline negatively impacted by declining consumption under the COVID-19 pandemic and lower interest rates. But in the remaining business groups, the growth strategies of the medium-term business plan saw steady progress resulting in increased profits, resulting in a substantial increase of profit of 170.8 billion yen year on year for the customer segment as a whole.
- ✓ On the other hand, the Global Markets business group, mainly due to recording of losses on sales of foreign bonds in the fourth quarter, saw a profit decline; however, it was partially offset with revenue coming from accounts not included in net operating profits.
- ✓ Please turn to page 9



## Net income results by business group

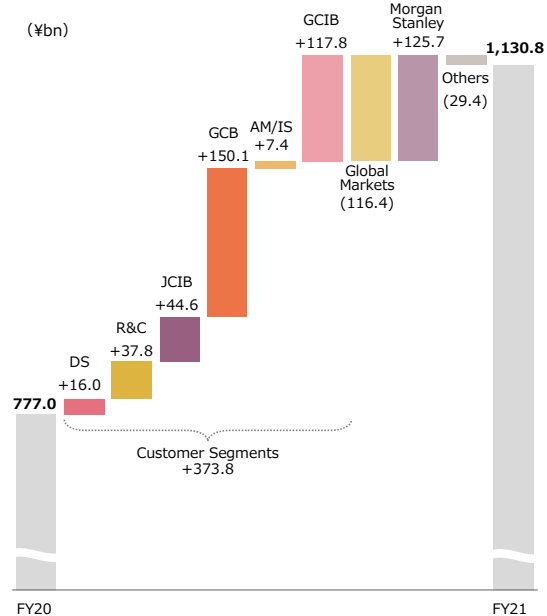
Net income by business group, etc.\*1

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)

- ✓ This page shows net income results by business group.
- ✓ As shown on the step chart on the right, in addition to higher net operating profits and total credit cost reduction, the income was up except for the Global Markets.
- ✓ Please proceed to page 16

## Results by business group (1)

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

\*<sup>1</sup> Local currency basis \*<sup>2</sup> 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)

\*<sup>3</sup> Excluding the impact of impairment loss of fixed assets

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

### Retail & Commercial Banking\*1

(¥bn)	FY20	FY21	YoY
<b>Gross profits</b>	565.9	<b>599.7</b>	33.8
Loan and deposit interest income	162.9	<b>162.1</b>	(0.8)
Domestic and foreign settlement / forex	91.4	<b>96.1</b>	4.7
Derivatives, solutions	47.4	<b>55.8</b>	8.5
Real estate, corporate agency and inheritance	49.0	<b>61.1</b>	12.1
Investment product sales	190.0	<b>194.6</b>	4.6
<b>Expenses</b>	500.2	<b>495.8</b>	(4.4)
Expense ratio	88%	<b>83%</b>	(6ppt)
<b>Net operating profits</b>	65.7	<b>103.9</b>	38.2
Credit costs	(23.1)	<b>(2.3)</b>	20.8
<b>Net profits</b>	34.5	<b>72.3</b>	37.8
<b>RWA*3 (¥tn)</b>	17.2	<b>17.0</b>	(0.1)
<b>ROE</b>	2%	<b>4%</b>	2ppt
<b>Ave. loan balance*6 (¥tn)</b>	20.4	<b>20.2</b>	(0.3)
Lending spread*7	0.53%	<b>0.56%</b>	0.03ppt
<b>Ave. deposit balance (¥tn)</b>	73.9	<b>80.3</b>	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\*<sup>1</sup>

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

### Global Corporate & Investment Banking\*<sup>1</sup>

(¥bn)	FY20	FY21	YoY
<b>Gross profits</b>	403.6	<b>447.0</b>	43.4
Loan and deposit interest income	208.3	<b>226.2</b>	17.9
Commission	172.1	<b>198.2</b>	26.0
Forex, derivatives	15.7	<b>13.9</b>	(1.8)
DCM·ECM	28.9	<b>26.1</b>	(2.8)
<b>Expenses</b>	262.5	<b>260.5</b>	(1.9)
Expense ratio	65%	<b>58%</b>	(7ppt)
<b>Net operating profits</b>	141.1	<b>186.5</b>	45.3
Credit costs	(105.9)	<b>1.3</b>	107.2
<b>Net profits</b>	23.0	<b>140.7</b>	117.8
<b>RWA*<sup>4</sup> (¥tn)</b>	22.4	<b>23.0</b>	0.6
<b>ROE</b>	3%	<b>7%</b>	4ppt
<b>Ave. loan balance (¥tn)</b>	21.3	<b>19.6</b>	(1.7)
Lending spread* <sup>5</sup>	1.15%	<b>1.21%</b>	0.06ppt
<b>Ave. deposit balance (¥tn)</b>	14.4	<b>13.5</b>	(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
<b>Gross profits</b>	776.1	<b>731.2</b>	(44.9)
MUAH*2	311.3	<b>286.9</b>	(24.4)
KS*3	335.7	<b>322.3</b>	(13.4)
BDI	126.9	<b>122.2</b>	(4.7)
<b>Expenses</b>	504.2	<b>501.8</b>	(2.4)
<b>(Expense ratio)</b>	65%	<b>69%</b>	4ppt
MUAH*2	245.7	<b>240.3</b>	(5.3)
(Expense ratio)	79%	<b>84%</b>	5ppt
KS*3	160.4	<b>161.9</b>	1.5
(Expense ratio)	48%	<b>50%</b>	2ppt
BDI	59.2	<b>61.9</b>	2.7
(Expense ratio)	47%	<b>51%</b>	4ppt
<b>Net operating profits</b>	271.9	<b>229.4</b>	(42.5)
MUAH*2	65.6	<b>46.5</b>	(19.1)
KS*3	175.4	<b>160.4</b>	(14.9)
BDI	67.7	<b>60.2</b>	(7.4)
Credit costs	(232.4)	<b>(31.9)</b>	200.5
MUAH*2	(80.2)	<b>96.1</b>	176.4
KS*3	(100.1)	<b>(83.8)</b>	16.3
BDI	(51.7)	<b>(41.8)</b>	9.9

(¥bn)	FY20	FY21	YoY
<b>Net profits</b>	9.1	<b>159.2</b>	150.1
MUAH*2	(21.3)	<b>100.8</b>	122.1
KS*3	50.7	<b>75.2</b>	24.5
BDI	6.7	<b>10.7</b>	3.9
<b>RWA*4 (¥tn)</b>	17.2	<b>16.6</b>	(0.6)
<b>ROE</b>	0.5%	<b>8.5%</b>	8ppt
MUAH*2	(2.5%)	<b>13%</b>	15ppt
KS*3	7%	<b>10%</b>	3ppt
BDI	4%	<b>6.5%</b>	2.5ppt
<b>(¥tn)</b>			
Ave. loan balance	7.1	<b>6.2</b>	(0.9)
<b>MUAH*2</b> Ave. deposit balance	8.6	<b>8.6</b>	(0.0)
NIM*5	2.22%	<b>2.17%</b>	(0.06ppt)
Ave. loan balance	6.2	<b>6.2</b>	(0.0)
<b>KS*3</b> Ave. deposit balance	5.7	<b>6.2</b>	0.5
NIM*6	3.47%	<b>3.24%</b>	(0.23ppt)
Ave. loan balance	1.0	<b>0.9</b>	(0.1)
<b>BDI</b> Ave. deposit balance	0.9	<b>0.9</b>	0.0
NIM*7	7.40%	<b>7.69%</b>	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\*<sup>1</sup>

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

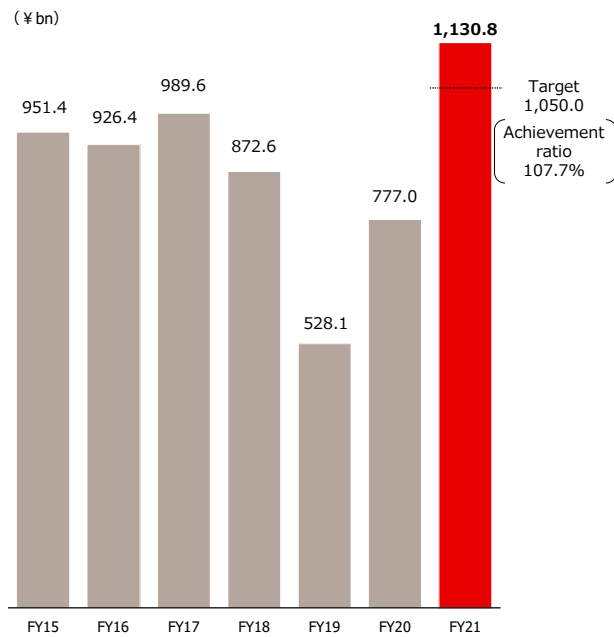
### Global Markets\*<sup>1</sup>

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

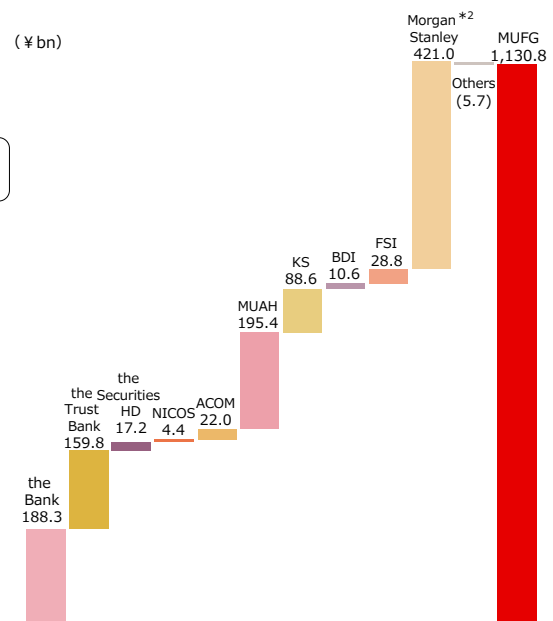
\*1 Managerial accounting basis. Local currency basis. ROE is calculated based on net profits

## Achievement ratio of FY21 and breakdown by entity

Profits attributable to owners of parent Consolidated



Breakdown by entity\*1 Consolidated



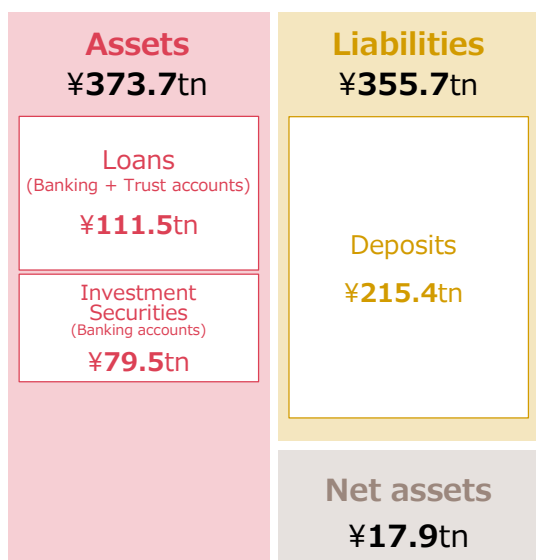
\*1 The figures reflect the percentage holding in each subsidiaries and equity method investees  
 \*2 The figure includes +¥36.8bn of gains on change in equity

## Balance sheet summary

### Balance sheet summary

Consolidated

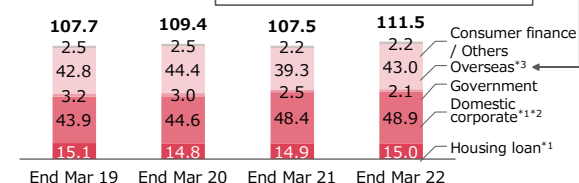
As of end Mar 2022



### Loans (period end balance)

Consolidated

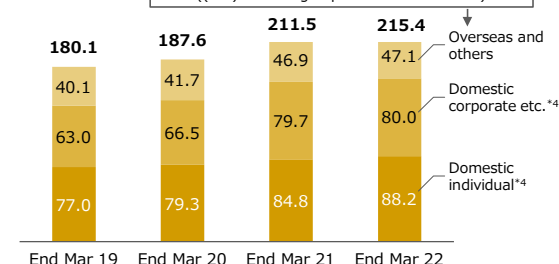
(¥tn)

Overseas: +3.7 from end Mar 2021  
(+0.4 excluding impact of FX fluctuation)

### Deposits (period end balance)

Consolidated

(¥tn)

Overseas and others: +0.2 from end Mar 2021  
(3.5) excluding impact of FX fluctuation

\*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

- ✓ This page shows balance sheet summary.
- ✓ The top-right red bar graph, loans, increased 3.9 trillion yen, but excluding the 3.3 trillion yen, a result of FX fluctuation impact, it was a slight increase.
- ✓ On the other hand, the bar graph in yellow, deposits, period end balance, with domestic individual deposit increasing by 3.4 trillion yen resulted in a year-on-year increase of 3.9 trillion yen. But overseas and others declined, excluding the impact of FX fluctuation, so as a whole it was almost flat year on year.
- ✓ Please turn to page 17.

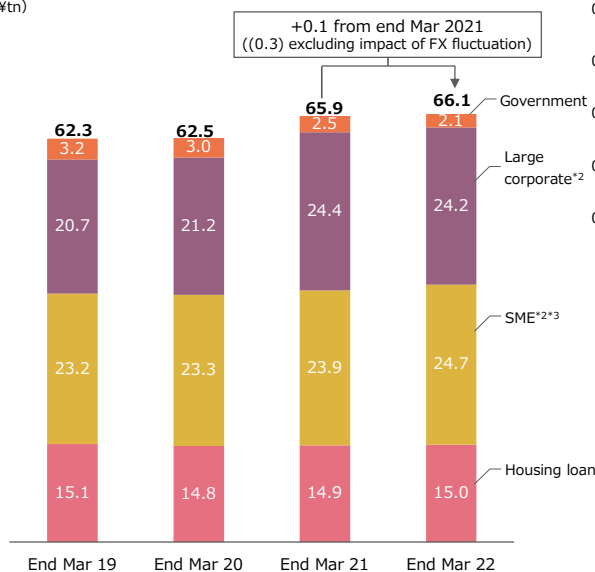


## Domestic loans

Loan balance (period end balance)\*1

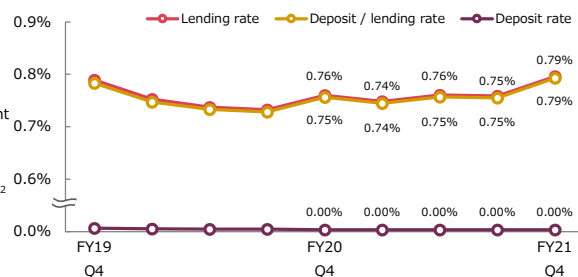
Consolidated

(¥tn)



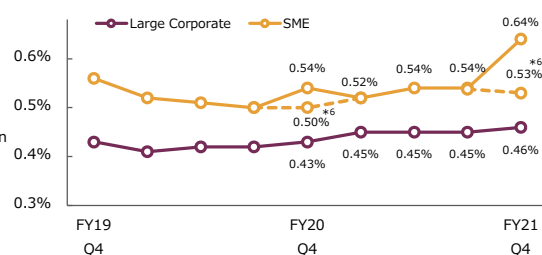
Deposit / lending rate\*4

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

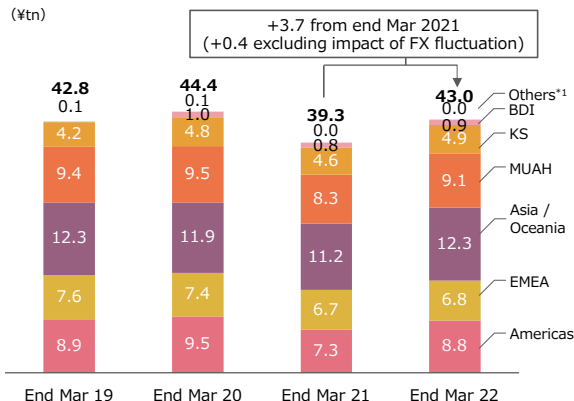
- ✓ This page shows domestic loans.
- ✓ Deposit/lending rate, the yellow line graph top right, with increased lending spread for large corporates, is showing steady improvement.
- ✓ Please turn to page 18.

## Overseas loans

Loan balance (period end balance)

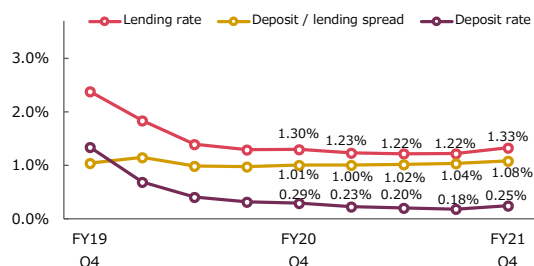
Consolidated

(\¥tn)



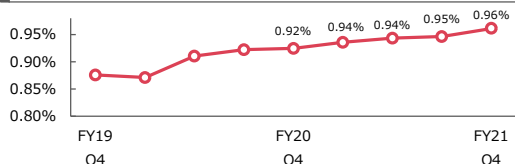
Deposit / lending rate\*2

Non-consolidated



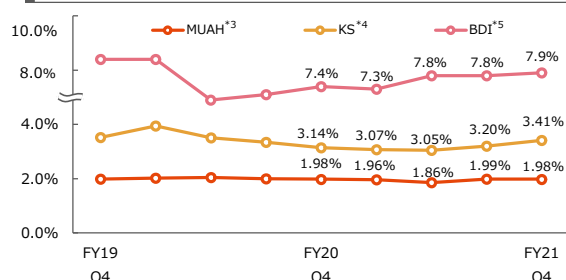
Lending spread\*2

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

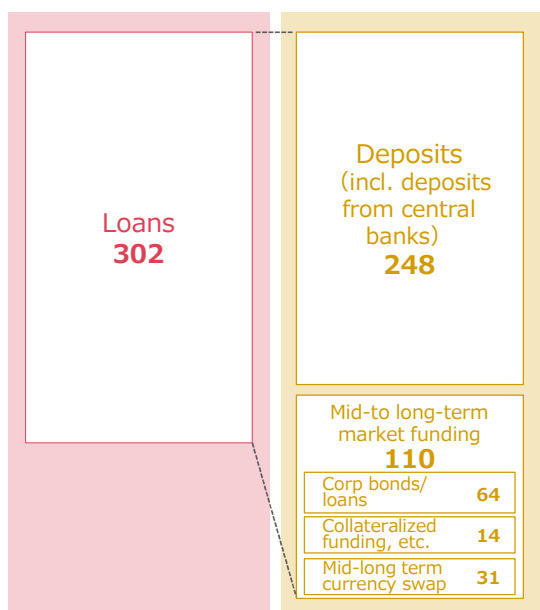
\*4 Financial results as disclosed in KS's financial reports based on Thai GAAP, and starting from January 1, 2020, Thailand adopted TFRS 9 (which is broadly similar to the IFRS 9 international accounting standard) \*5 Financial results as disclosed in BDI's financial reports based on Indonesia GAAP.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

- ✓ This page shows overseas loans.
- ✓ Top right, the yellow line graph is the deposit lending spread for both the Bank and the Trust Bank. It shows steady improvement on the back of improved lending spread.
- ✓ Please turn to page 19.

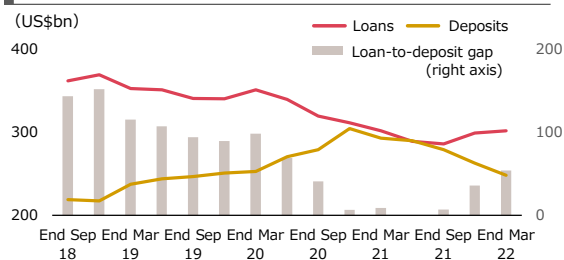
## Non-JPY Liquidity<sup>\*1</sup>

(US\$bn)

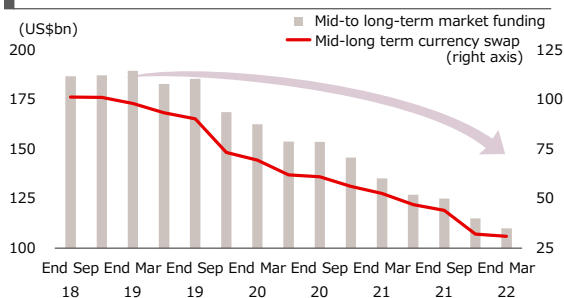
As of end Mar 2022



### Historical loan-to-deposit gap



### Historical mid-to long-term market funding



<sup>\*1</sup> The Bank consolidated excl. MUAH, KS and BDI. Managerial basis

- ✓ This page shows the non-Japanese yen liquidity.
- ✓ As the top-right bar graph shows, together with increased overseas loan, the loan-to-deposit gap expanded slightly, but, as you can see, on the left-hand side, deposits and mid- to long-term market funding are covering the loans in a stable manner.
- ✓ Please turn to page 20.

## Investment securities (1)

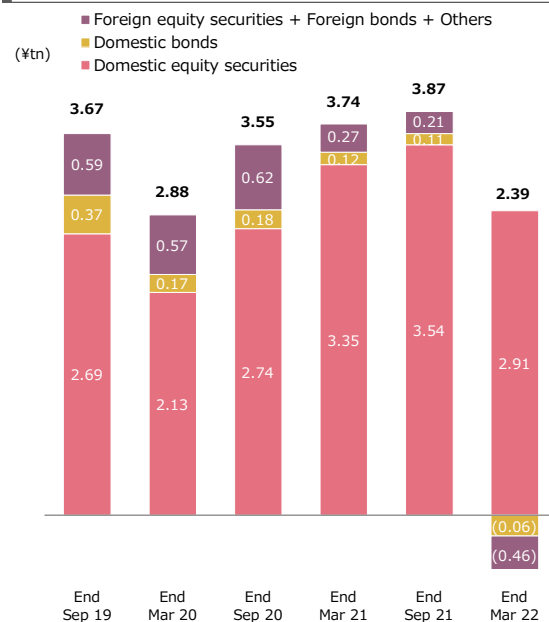
### AFS securities\*1 with fair value

Consolidated

(\$bn)	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



\*1 Available for sale securities

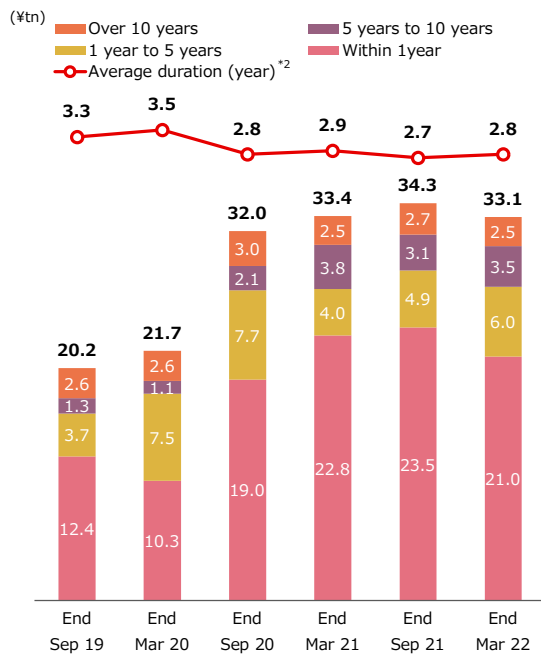
MUFG 20

- ✓ This page shows the status of investment securities.
- ✓ Please look at the table on the left. Unrealized gains on available for sale securities decreased primarily due to higher interest rates in Japan and the U.S., but in total, including domestic equity securities, unrealized gains for other investment securities is maintained at above 2 trillion yen.
- ✓ Please turn to page 22.

## Investment securities (2)

### JGB balance\*<sup>1</sup> and duration

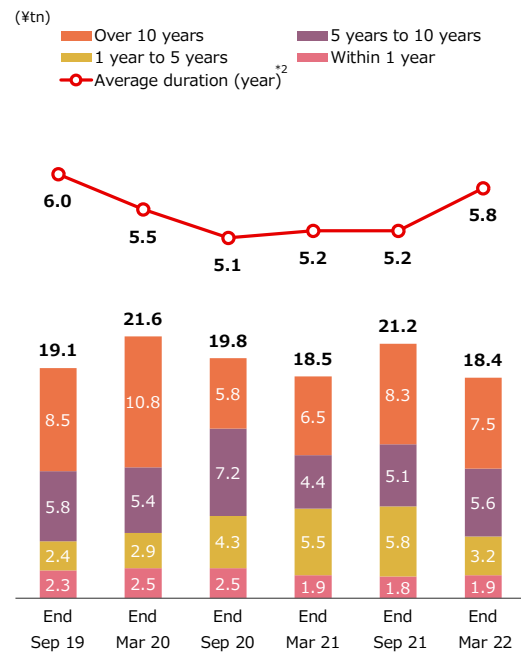
Non-consolidated



\*1 Available for sale securities and securities being held to maturity  
\*2 Available for sale securities

### Foreign bond balance\*<sup>1</sup> and duration

Non-consolidated



\*1 Available for sale securities and securities being held to maturity  
\*2 Available for sale securities

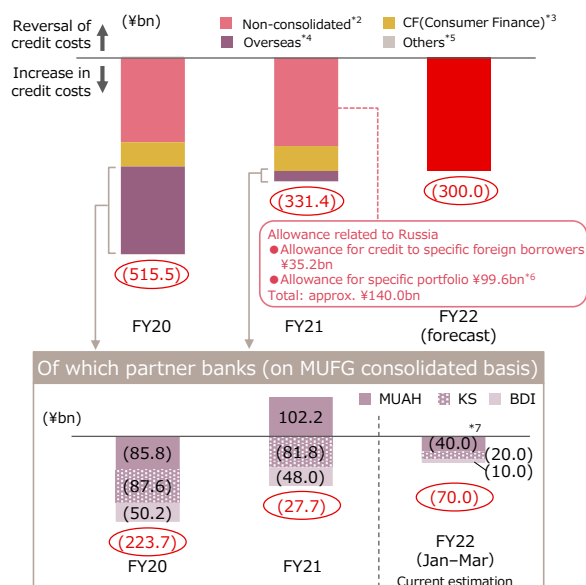
## Credit costs

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

### Total credit costs\*1

P.64

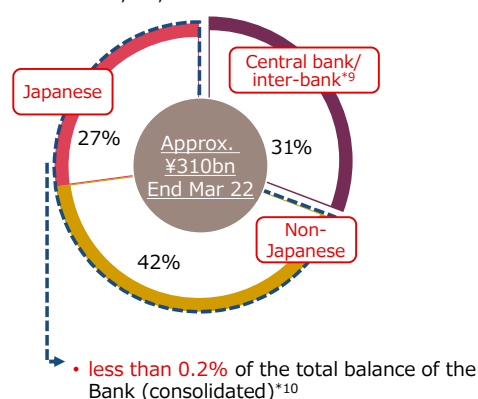
Consolidated



### (Reference) Exposures to Russia

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

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



\*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.

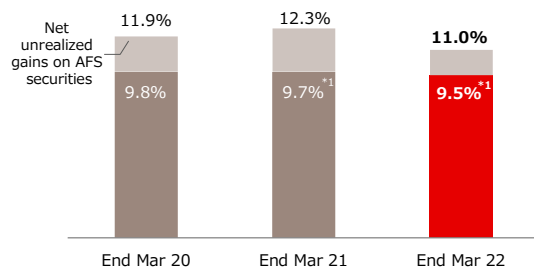
MUFG 22

- ✓ This page shows credit costs.
- ✓ On the left, total credit costs declined 184 billion yen year on year to 331.4 billion yen from a decline in allowance of MUFG Union Bank as a result of improved economic indicators in the U.S. and a reversal gain of allowance with a decision to sell shares of MUFG Union Bank.
- ✓ On the other hand, in the fourth quarter, allowance for credit to specific foreign borrowers of 35.2 billion yen and allowance for specific portfolio to prepare for a wider impact of 99.6 billion yen, in total approximately 140 billion yen, is recorded as allowance related to Russia.
- ✓ Please turn to page 23.

## Capital

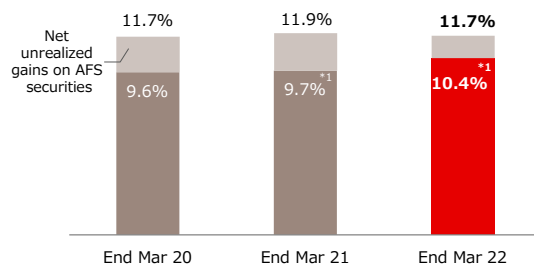
### CET1 ratio

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	<b>Tier 1 capital</b>	15,982.7	15,476.2	(506.4)
4	<b>Tier 2 capital</b>	2,686.7	2,382.3	(304.3)
5	<b>Total capital (Tier 1+Tier 2)</b>	18,669.5	17,858.6	(810.8)
6	<b>Risk-weighted assets</b>	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	<b>Total exposures*4</b>	292,725.0	300,792.3	8,067.2
12	<b>Leverage ratio</b>	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

- ✓ This page shows the capital situation.
- ✓ Bottom left, the CET1 ratio, finalized Basel III reforms basis, excluding the impact of net unrealized gains and losses, was 10.4 percent at the end of March 2022, continuing to secure an adequate level.
- ✓ Please turn to page 24.

## FY22 target

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

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

- ✓ This page shows the fiscal year 2022 target.
- ✓ We aim to increase net operating profits in order to steadily improve performance towards fiscal year 2023, the final year of the medium-term business plan. We expect credit costs to be almost the same level as in fiscal year 2021.
- ✓ Taking into account factors such as decreasing gains of equity securities and the recording of unrealized losses on bonds related to sale of MUFG Union Bank, we have set a target of 1 trillion yen as profits attributable to owners of parent.
- ✓ In the current fiscal year, we will continue to face an uncertain and challenging environment with lingering cautions against the COVID-19 pandemic, heightened international and geopolitical risks, and fluctuations in interest rates and exchange rates, but we will continue to meet the challenges of our medium-term business plan; that is, to become a company which constantly earns 1 trillion yen of profits attributable to owners of parent.
- ✓ Please turn to page 26.

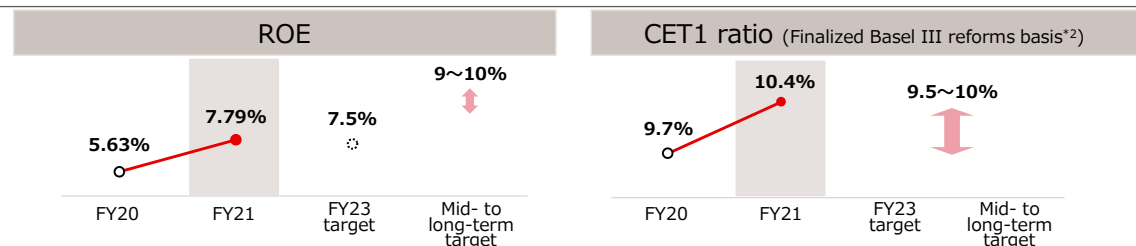


Progress of the medium-  
term business plan  
(MTBP)

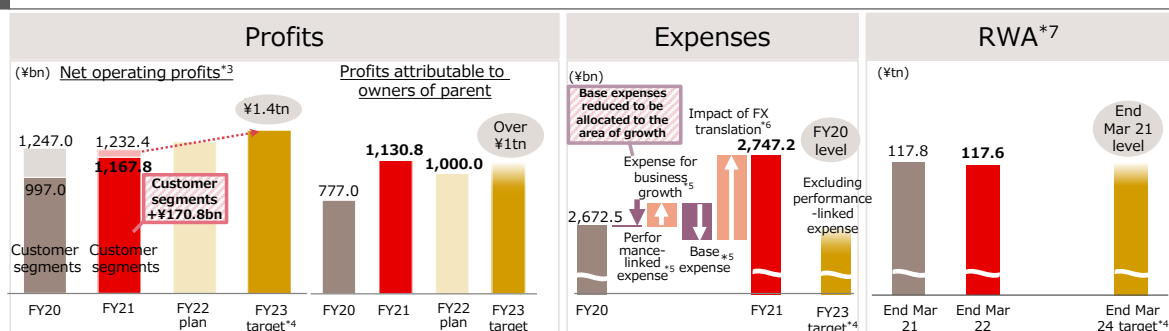
## Financial targets

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

Target for ROE / Capital management



3 drivers to achieve ROE target



\*<sup>1</sup> Profits attributable to owners of parent \*<sup>2</sup> Estimated CET1 ratio reflecting the RWA increase calculated on the finalized Basel III reforms basis.

Excluding net unrealized gains on AFS securities \*<sup>3</sup> On a managerial accounting basis \*<sup>4</sup> Target as of announcement of the medium-term business plan

\*<sup>5</sup> On a managerial accounting basis (after adjustment) \*<sup>6</sup> Approximately +¥91.0bn

\*<sup>7</sup> Estimated RWA on the finalized Basel III reforms basis. Includes net unrealized gains on AFS securities

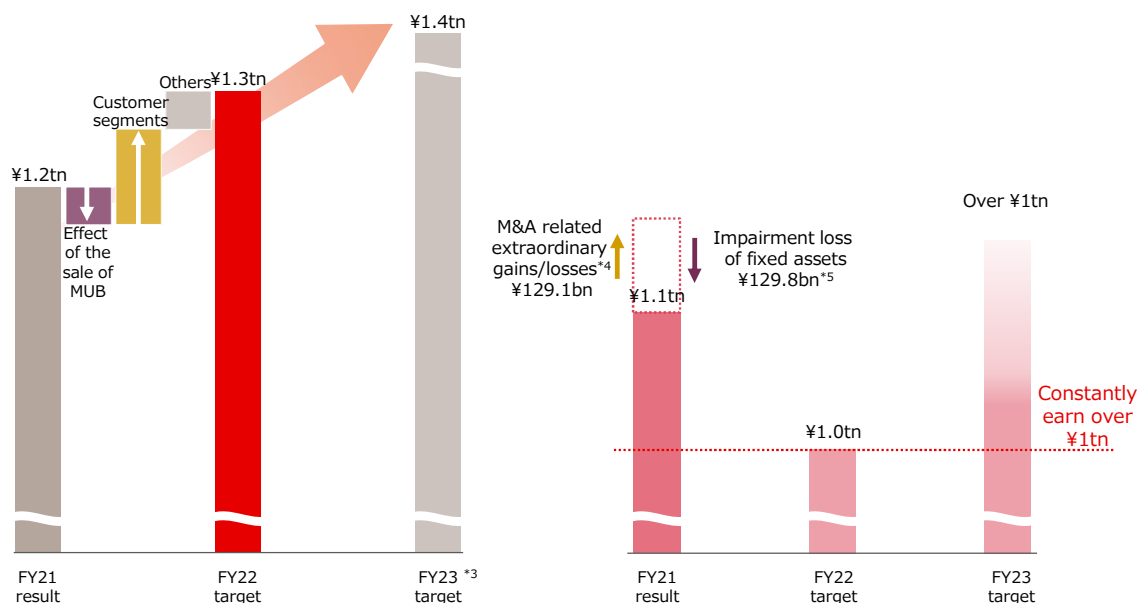
- ✓ This page is about the progress of the medium-term business plan.
- ✓ First, progress against the financial targets.
- ✓ The fiscal year 2021 ROE and CET1 ratio were 7.79 percent and 10.4 percent, respectively.
- ✓ The progress of the three drivers to achieve ROE target in fiscal year 2023, namely, profits, expenses, and RWA, is shown in the bottom-half of the slide.
- ✓ Profits is shown on the bottom left. As explained earlier, net operating profits was down from the previous year, but if we exclude the ins and outs of the accounting items below net operating profits, including net gains and losses on equity securities, which is managed in an integrated manner by Global Markets, and technical factors, for example CVA, profits did increase.
- ✓ The customer segment centered around the growth strategy areas, like wealth management and Global AM/IS, was up significantly by 170.8 billion yen year on year, with record-high profits attributable to owners of parent.
- ✓ Expenses and RWA were well controlled against the plan. I will explain in more detail later in the presentation.
- ✓ Please turn to page 27.

## Roadmap toward the final year of the MTBP

- Aim for steady growth in NOP and to constantly earn over ¥1tn of net profits\*<sup>1</sup>

Net operating profits\*<sup>2</sup>

Profits attributable to owners of parent



\*<sup>1</sup> Profits attributable to owners of parent \*<sup>2</sup> On a managerial accounting basis \*<sup>3</sup> Target as of announcement of the medium-term business plan  
 \*<sup>4</sup> 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) \*<sup>5</sup> Net extraordinary losses resulting from changing the methodology on recognition of impairment loss related to fixed assets allocation of each business segment (before tax)

- ✓ This page shows a roadmap of achieving the MTBP.
- ✓ To achieve our net operating profit target for the final year of the MTBP, we will aim for steady growth throughout fiscal year 2022 centered on the customer segment.
- ✓ As for profits attributable to owners of parent, as mentioned earlier, we will aim to become a company which constantly earns 1 trillion yen.
- ✓ Please turn to page 28.

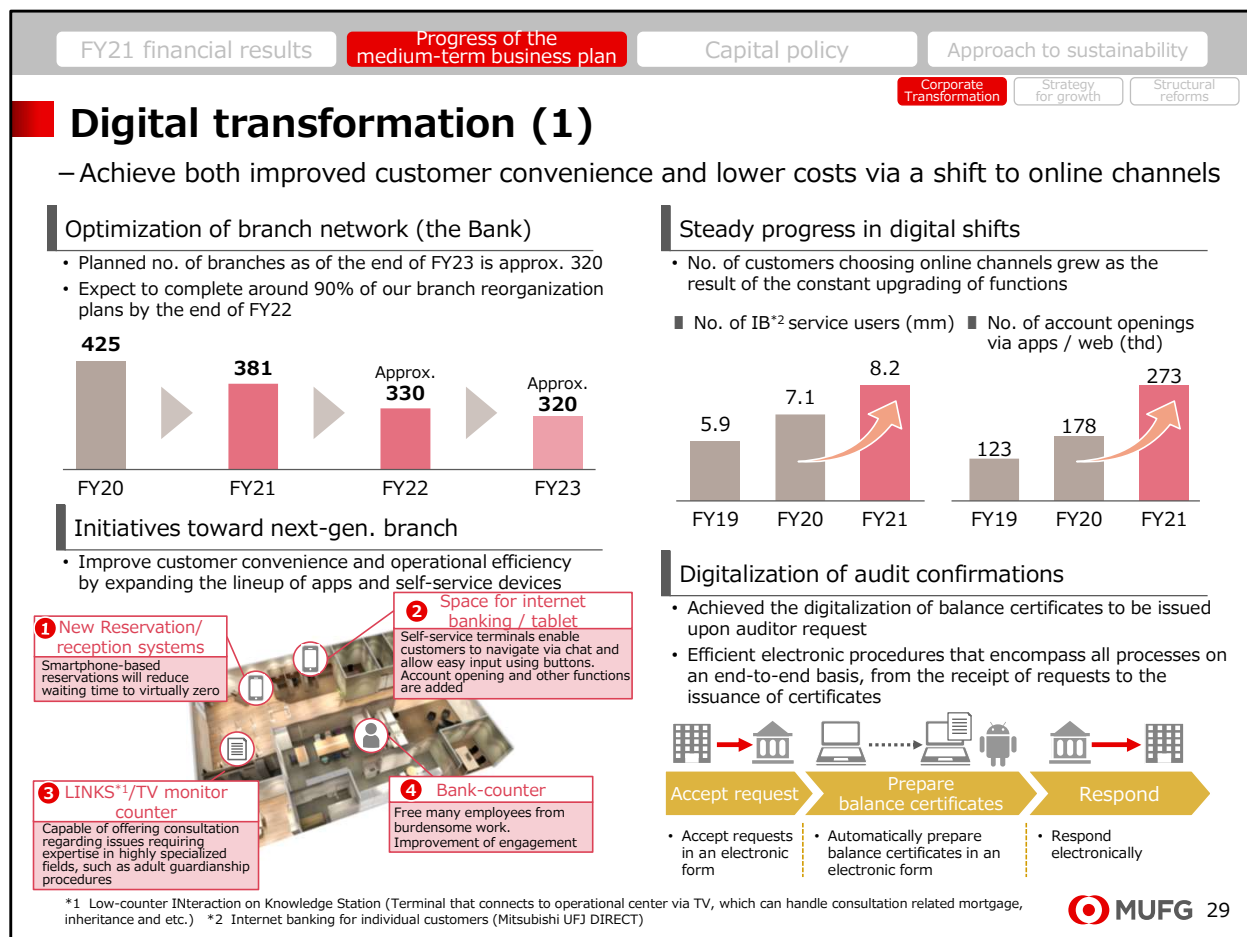
## Review of the first year of the MTBP

– 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 <sup>*1</sup> 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 <sup>*2</sup> by capturing market expansion	⇒ P.34, 38
	Global AM/IS	• In AM field, FSI achieved a new profit record, while we expanded AuA <sup>*3</sup> 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

- ✓ This page shows a review of the first year of the MTBP by key strategies. In the following pages, I would like to update you on the progress of the key strategies under the three pillars of MTBP, namely, corporate transformation, strategy for growth, and structural reforms, all of which are showing steady progress.
- ✓ Please turn to page 29.

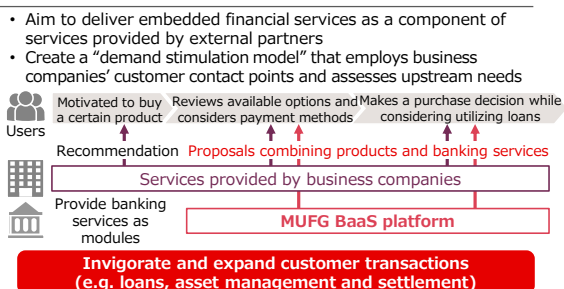


- ✓ First, digital transformation, one of the pillars of corporate transformation. On this page, I will explain achieving efficiency and cost reduction through digital shift initiatives.
- ✓ As shown top right, the digital shift is progressing steadily. The number of internet banking service users has surpassed 8 million. And as for new accounts, the number of account openings via applications has surpassed that of branches for the first time, reflecting the improvement in the functions of the applications.
- ✓ The transactions at branches, as shown bottom left, we are putting our efforts into expanding the lineup of applications and self-service devices to improve customer convenience. While making efforts to improve convenience both online and at branches, as shown in the top-left graph, we are continuing with the reduction and consolidation of the branches.
- ✓ In the current MTBP, the plan is to reduce the number of branches from 425 to about 320, but we will move forward the plan to complete 90 percent of the consolidation and reach about 330 branches by the end of fiscal year 2022.
- ✓ Bottom right is a case of the digitalization of balance certificates to be issued to auditors, just one example of automation of various administrative procedures to steadily reduce the workload.
- ✓ Please turn to page 30.

## Digital transformation (2)

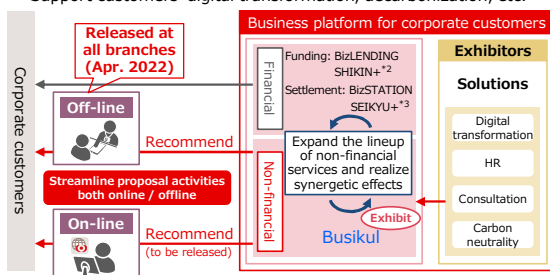
– Initiatives made progress to update ourselves into a financial and digital platform operator

### Provision of BaaS\*<sup>1</sup> platform



### Problem resolution platform "Busikul"

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



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

### 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"



### 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

- ✓ This page shows some of the initiatives undertaken to become a financial and digital platform operator.
- ✓ First, on banking as a service, top left.
- ✓ As the lifestyles of individual customers diversify, it is essential to understand their financial needs from the upstream of their lives and to collaborate with external businesses that have extensive customer contact in order to provide products and services that are optimized for each individual customer. Through such collaborations, we aim to expand customer touchpoints combining data to offer bank serviced modules.
- ✓ The bottom left is Busikul, a service for domestic corporate customers. In November last year, we made Business Tech, a company that offers platforms to support solving problems of the non-financial field, such as digital transformation and ESG, our subsidiary.
- ✓ In April, we released this platform at all branches and will offer various non-financial solutions that will solve many general issues our customers are facing, including digital transformation and decarbonization.
- ✓ Progmat, top right, is a platform service that issues and manages security tokens using blockchain technology, and since the first token issuance in July last year, we are expanding the targets of issuance to accumulate a track record.
- ✓ Please turn to page 31.

FY21 financial results
Progress of the medium-term business plan
Capital policy
Approach to sustainability

Corporate Transformation

Strategy for growth

Structural reforms

## 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
□ New form of collaboration

• Developing countries (India, Africa)
• Collaboration between investees and customers (Triple wins)

• ESG related (GHG emission control)

• Wealth management (ASEAN, U.S.)

### 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

Fund 1
Fund 2

• Finance to middle stage start-ups
• Finance to late stage start-ups

• USD200mm
• USD300mm

Provide finance by leveraging real-time data gathering and AI technology

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

### 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

### 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	<b>185thd loans disbursed</b> 248% increase vs Mar.2021
	Food Merchants	Oct.2020	<b>42thd loans disbursed</b> 755% increase vs Mar.2021
	Users	<b>Jun.2022</b>	<b>To be launched (Fully-digital)</b>

\*1 MUFG Innovation Partners

31

- ✓ This page shows the initiatives of open innovation.
- ✓ Top left, MUIP Fund 1. In light of the current market environment, the valuation of startups has exceeded the amount of capital contribution, and collaboration with investees is showing progress.
- ✓ This achievement has led to the launch of Fund 2, worth 20 billion yen, which, in addition to us and the investees, we are involving our customers to explore new investment fields, such as open innovation and ESG.
- ✓ Bottom left is a new initiative. India is developing very fast economically and digitally with rapid increases in startups utilizing digital technology and knowledge. We have established the MUFG Ganesha Fund, a 300-million-dollar investment facility targeting such Indian startups. In the future, we plan to aim to leverage our Group strengths to provide a wide range of financial services to our portfolio startups.
- ✓ Top right is Mars Growth Capital, financing to startups using AI. We are steadily accumulating financing startups, increasing the size of Fund 1 to 200 million dollars in last September, and in January this year, to further expand the project, we established a 300-million-dollar Fund 2 targeting late-stage startups.
- ✓ The bottom right shows our collaboration with Grab. In Thailand, KS is building up small loans to drivers and food merchants and is planning to start offering loans to general users starting this June.
- ✓ Please turn to page 32.

FY21 financial results
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## 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”

Sustainable growth (financial and non-financial)

Accelerate business initiatives originated from the Purpose

**② Employees’ mindset**  
 3,000+ times\*<sup>1</sup> 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


In-house extra career : Certified instructor

Global mobility\*<sup>2</sup>


Global mobility\*<sup>2</sup>




**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\*<sup>2</sup>**  
 HR Div. Ms. Lapasrada (Ja) Laksanasopin  
 Transferred from KS to promote globalization of the business lines’ HR management



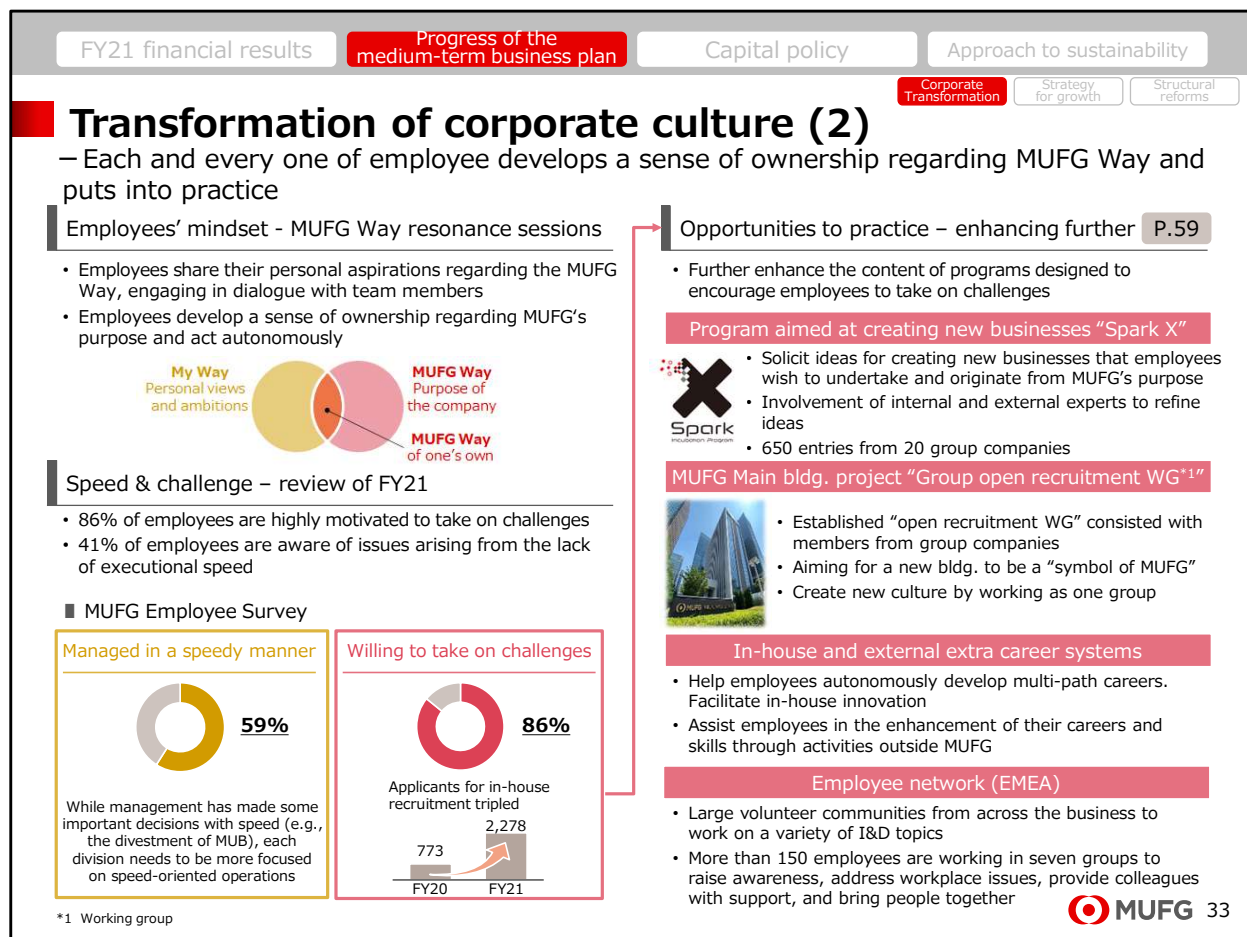
**Global mobility\*<sup>2</sup>**  
 Treasury & Investment Div. Mr. Andrew Parker  
 Transferred from Sydney and assumed the post of the Head of Balance Sheet management team

<sup>\*1</sup> In FY21, head of each branch and other business base held sessions with their respective staff, totaling to 50,000 employees  
<sup>\*2</sup> Global mobility programs for locally-hired staff

 **MUFG** 32

- ✓ This page shows transformation of corporate culture as part of the corporate transformation.
- ✓ We have been working on cultural reform with the goal of having everyone say MUFG has changed. For challenge and speed to take root as a pattern of behavior in MUFG, we have promoted various measures, and we have seen examples of change emerging.
- ✓ Please turn to page 33.

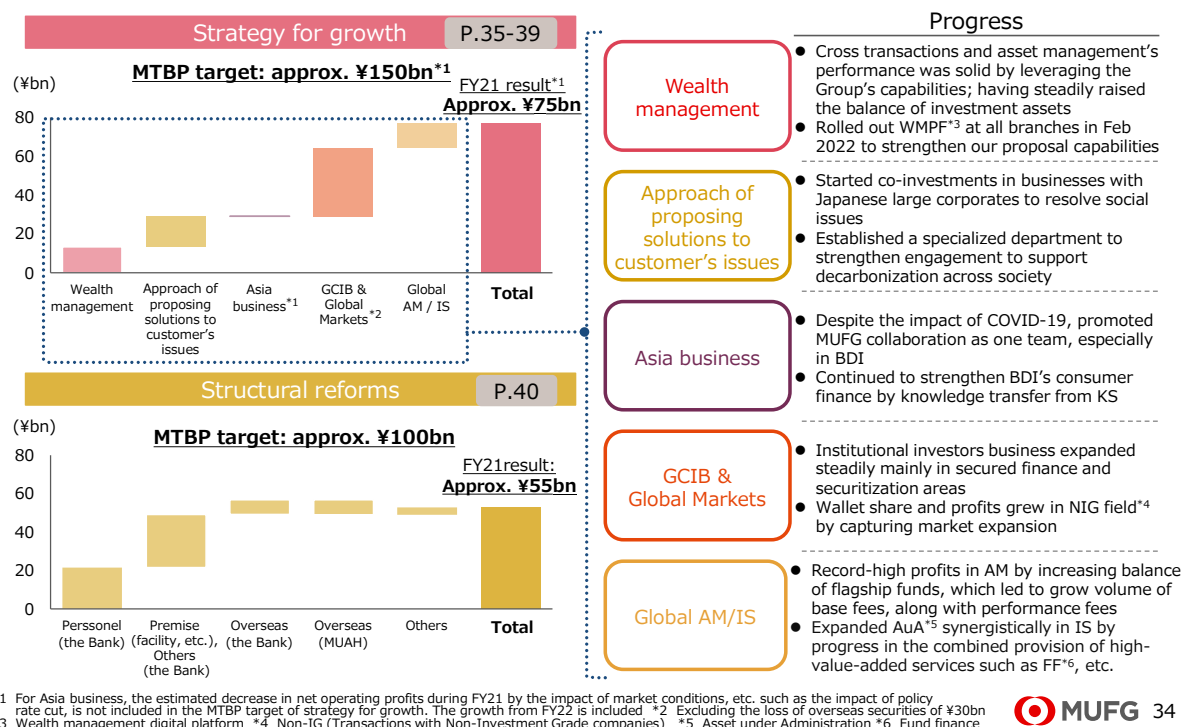




- ✓ As the gray bar graph in the bottom half of the slide shows, the last fiscal year, about 2,300 employees, triple the number of the previous year, applied for the in-house recruitment system, the job challenge, reflecting the expansion of the challenging culture within the group. We will further enhance the programs to encourage employees to take on challenges so that this positive change will become a larger tide.
- ✓ As shown on the right, programs aimed at creating new businesses, Spark X and MUFG Main building project, are just two of the opportunities to be offered to employees to link their motivation for transformation and challenge their actual practice.
- ✓ On the other hand, there are still challenges in the speed of implementation. Only 59 percent feel that it is managed in a speedy manner, so we will be more mindful of speed-oriented operations going forward.
- ✓ Please turn to page 34.

## Progress of the key strategies

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

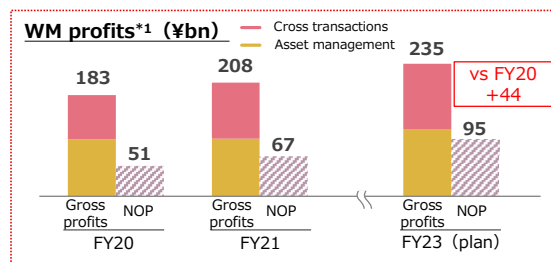


- ✓ Page 34 shows progress of the strategy for growth and structural reform.
- ✓ As shown in the graph on the left, we are targeting to raise net operating profit by 150 billion yen with strategy for growth and 100 billion yen with structural reform during the three years of the MTBP. In the first year, we saw steady progress with increases of 75 billion yen and 55 billion yen, respectively.
- ✓ On the right shows the progress of the five strategies for growth. Details can be found in the following pages, so I will omit explanations here.
- ✓ First, wealth management. By leveraging the group's comprehensive capabilities, cross-transactions, for example entrusted testamentary trusts and real estate and asset management, achieved steady growth.
- ✓ By expanding the wealth management digital platform to all of the domestic branches to enhance the linkage of the Bank, Trust Bank, and securities, to allow for building of a system to offer comprehensive propositions as a group in an expedited and deep manner, we will continue to work to enhance the quality of our propositions to our customers.
- ✓ Next is the second strategy for growth: approach of proposing solutions to customers' issues. In addition to enhancing the ability to provide solutions in real estate business and others, we have started business investments with Japanese large corporates to resolve social issues.
- ✓ And centered on the Sustainable Business Division established July last year, we will work to strength engagement with customers to realize a decarbonized society.
- ✓ The third strategy for growth is the Asia business. The GDP growth rate in Thailand and Indonesia deviated downward from mutual assumptions due to the spread of COVID-19 in fiscal year 2021 with both countries suffering.
- ✓ We focused on measures to support the growth of Bank Danamon, including strengthening of the MUFG collaboration and consumer finance to prepare well for the economic recovery expected from this fiscal year onward.
- ✓ The fourth strategy for growth is GCIB and Global Markets. With increased market share of institutional investor business and investment grade and non-investment grade company business, revenue increased significantly, together with improvement in the ROE.
- ✓ The fifth strategy for growth is Global AM/IS. In Global AM, receipt of performance fees from infrastructure fund and others allowed us to hit a new profit record. In Global IS, with synergistic effect of providing in combination higher value-added services, the balance of AuA grew.
- ✓ Please turn to page 40.

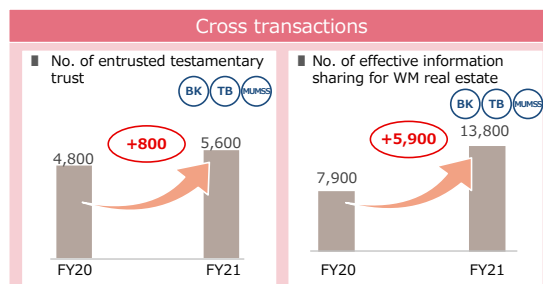
## Strategy for growth (1) - Wealth Management (WM)

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

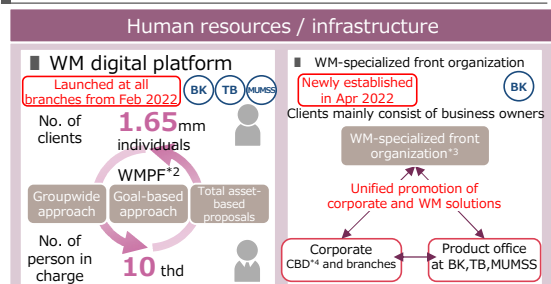
### KPI



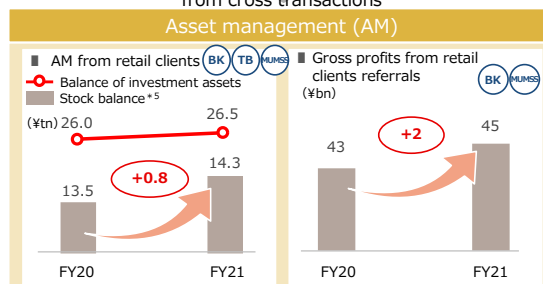
### Progress of key strategies



### Progress of key strategies



Accelerate to expand asset management base from cross transactions



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

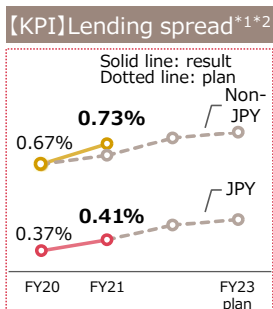
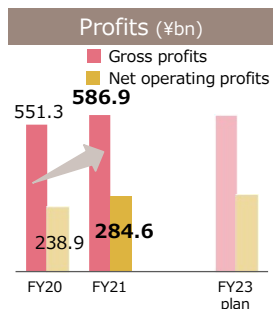
\*3 Three offices located in Tokyo, Nagoya and Osaka cities \*4 Corporate banking division \*5 Products that generate profits in accordance with balance / period, such as investment trusts, fund wraps, and investment advice, etc. Reflect the revision of applicable products (revised FY20 results)

## Strategy for growth (2)

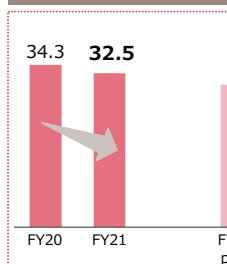
### - Approach of proposing solutions to customer's issues

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

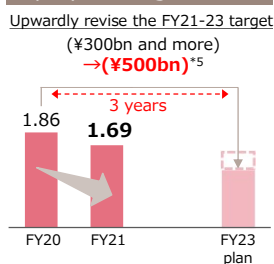
#### JCIB's financial highlight (FY21)



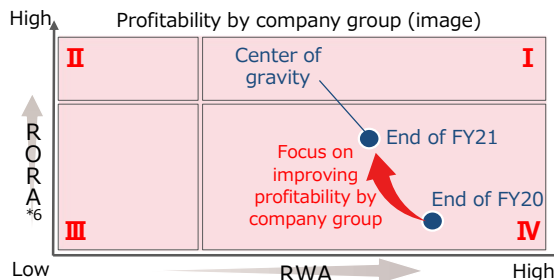
#### [KPI] RWA (¥tn)



#### Equity holdings<sup>\*3\*4</sup> (¥tn)



#### 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.

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

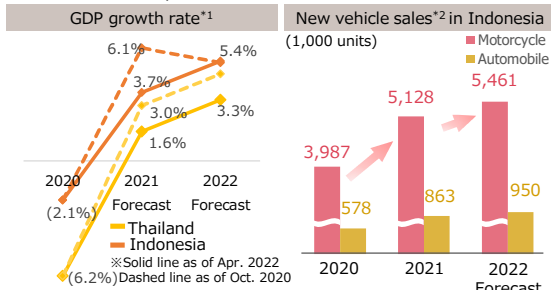
<sup>\*3</sup> Sum of the Bank and the Trust Bank including R&C <sup>\*4</sup> Acquisition price of domestic equity securities in the category of 'other securities' with market value (consolidated) <sup>\*5</sup> Total amount of sale <sup>\*6</sup> Return On Risk-Weighted Assets

## Strategy for growth (3) - Asia business

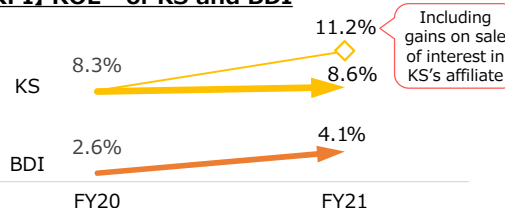
– Macroeconomic environment was negatively affected by the resurgence of COVID-19, while showing a recovery trend at this moment. The initiatives are steadily progressing

### 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\*<sup>3</sup> of KS and 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

\*4 Current account and savings account

### Support the growth of BDI

#### Collaboration with MUFG

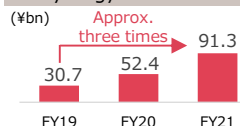
- Established a collaboration framework between MUFG and BDI
- Increased the balance of synergy loans and deposits

#### One Team (Virtual unit)



Single leader · Create joint account plan · Set common target

#### Synergy loan balance

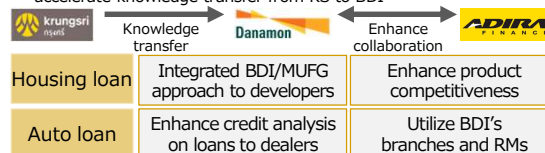


#### Synergy CASA\*<sup>4</sup> balance



#### Initiatives in consumer finance (CF)

- Appointed former CEO of Adira Finance\*<sup>5</sup> 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



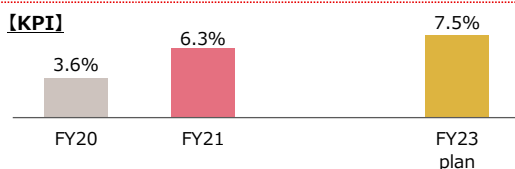
## Strategy for growth (4) - GCIB & Global Markets

- 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\*<sup>1</sup>

- 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

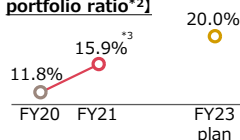
#### [KPI]



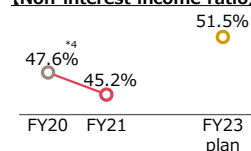
### Other KPIs

- 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\*<sup>2</sup>]

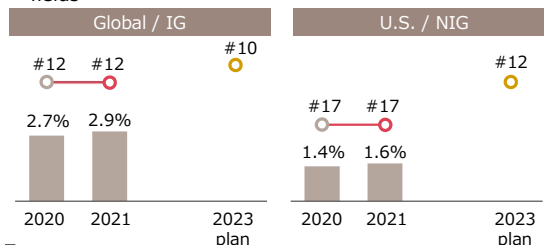


#### [Non-interest income ratio]



### Syndication/DCM wallet rank & share\*<sup>5</sup>

- MUFG's wallet share expanded in both IG\*<sup>6</sup> and NIG\*<sup>7</sup> 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)

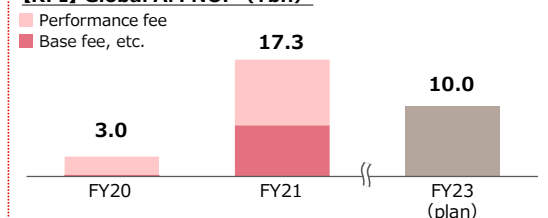
## Strategy for growth (5) - Global AM / IS

– 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

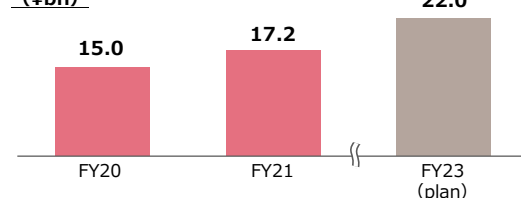
Performance  
(Outperformance ratio\*1)

**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

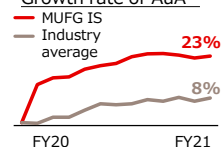
##### ■ Progress

- 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



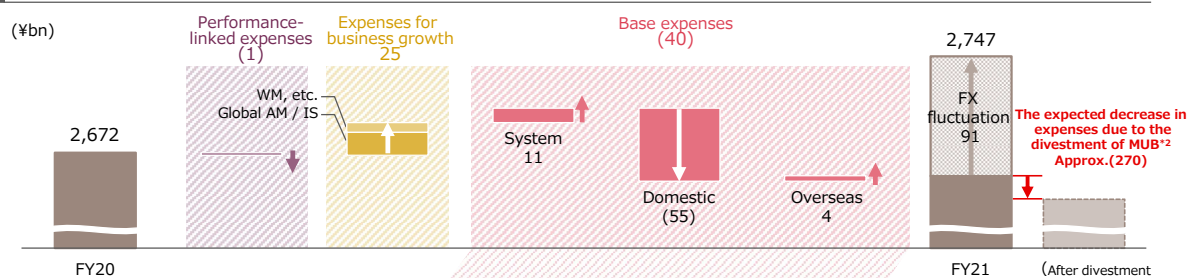
\*1 Three-year performance trend as of end Dec 21. Proportion of AuM achieving asset management performance in excess of benchmarks

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

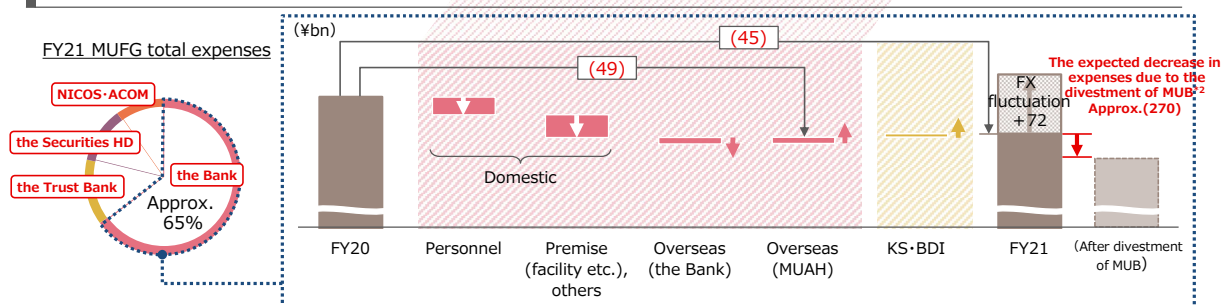
## Cost and RWA control - Expenses

– 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



\*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.

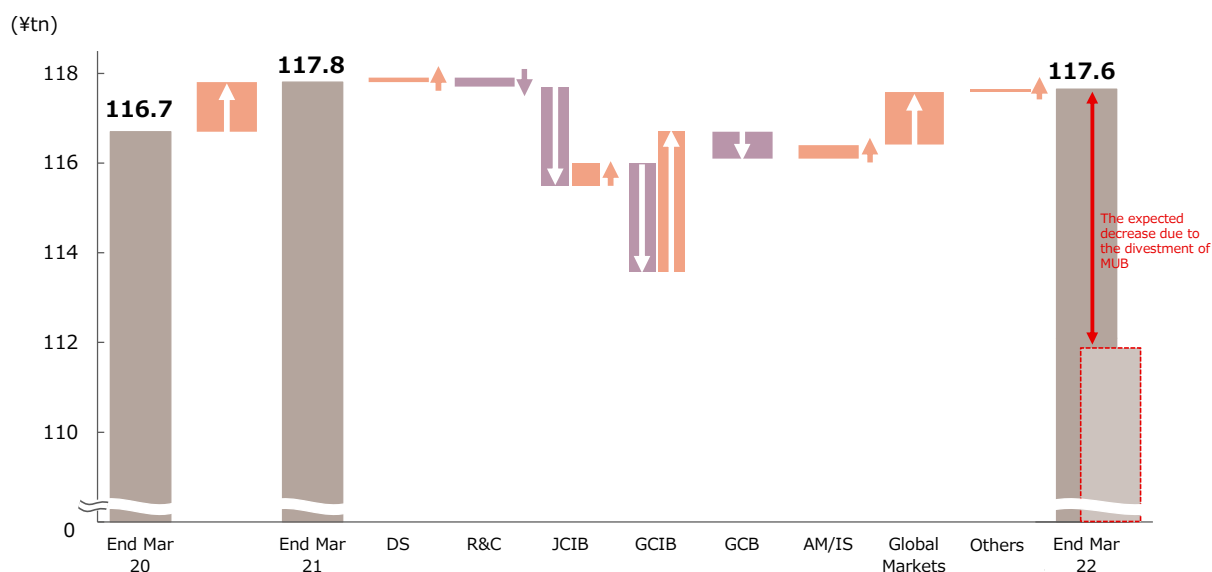
MUFG 40

- ✓ This page shows cost and RWA control under the third strategy for growth, structural reform.
- ✓ First, on expenses. While resources were invested in the growth areas, such as AM/IS business, but with reduction of base expenses, if FX impact is excluded, total expenses declined.
- ✓ Please turn to page 41.



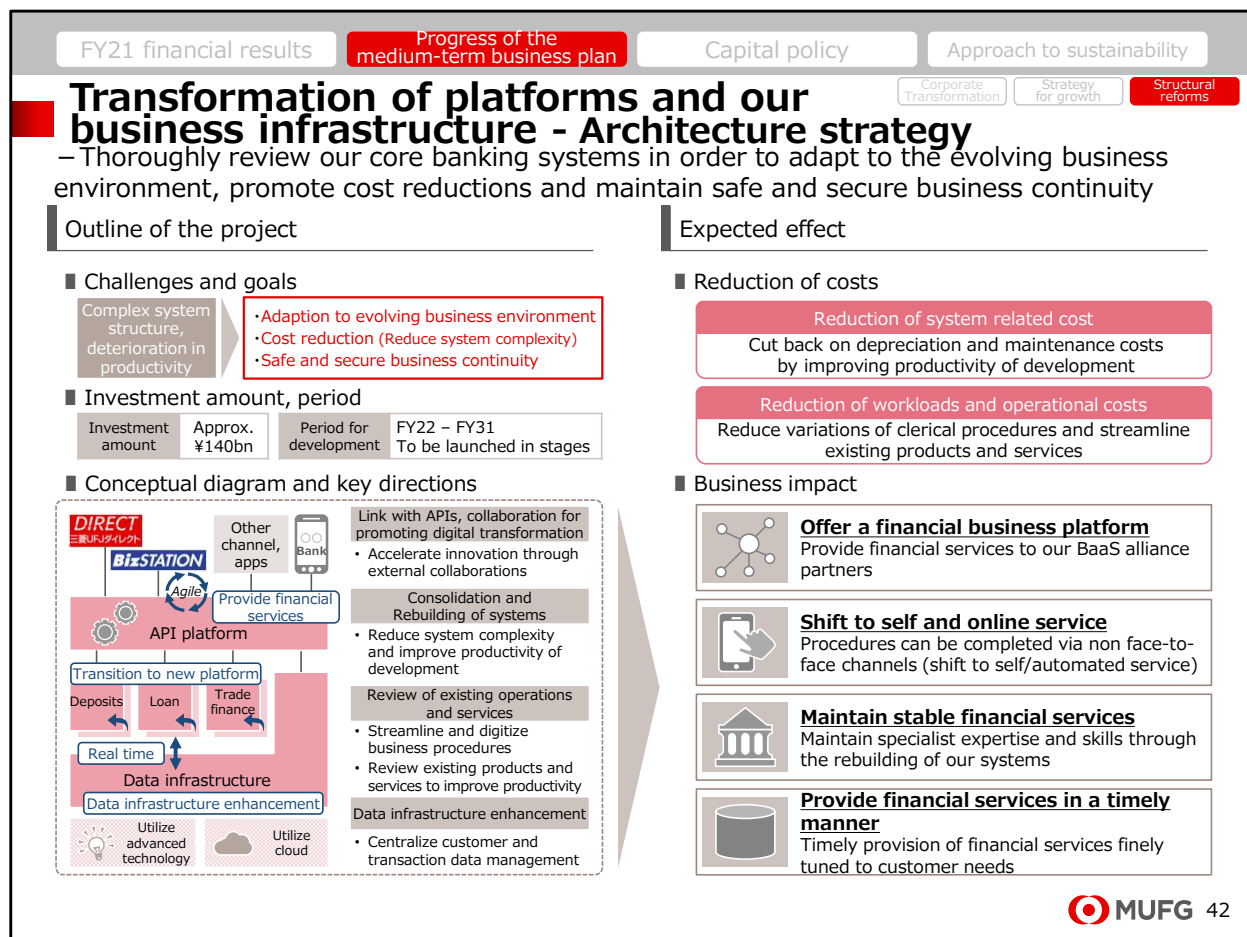
## Cost and RWA control - RWA<sup>\*1</sup>

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

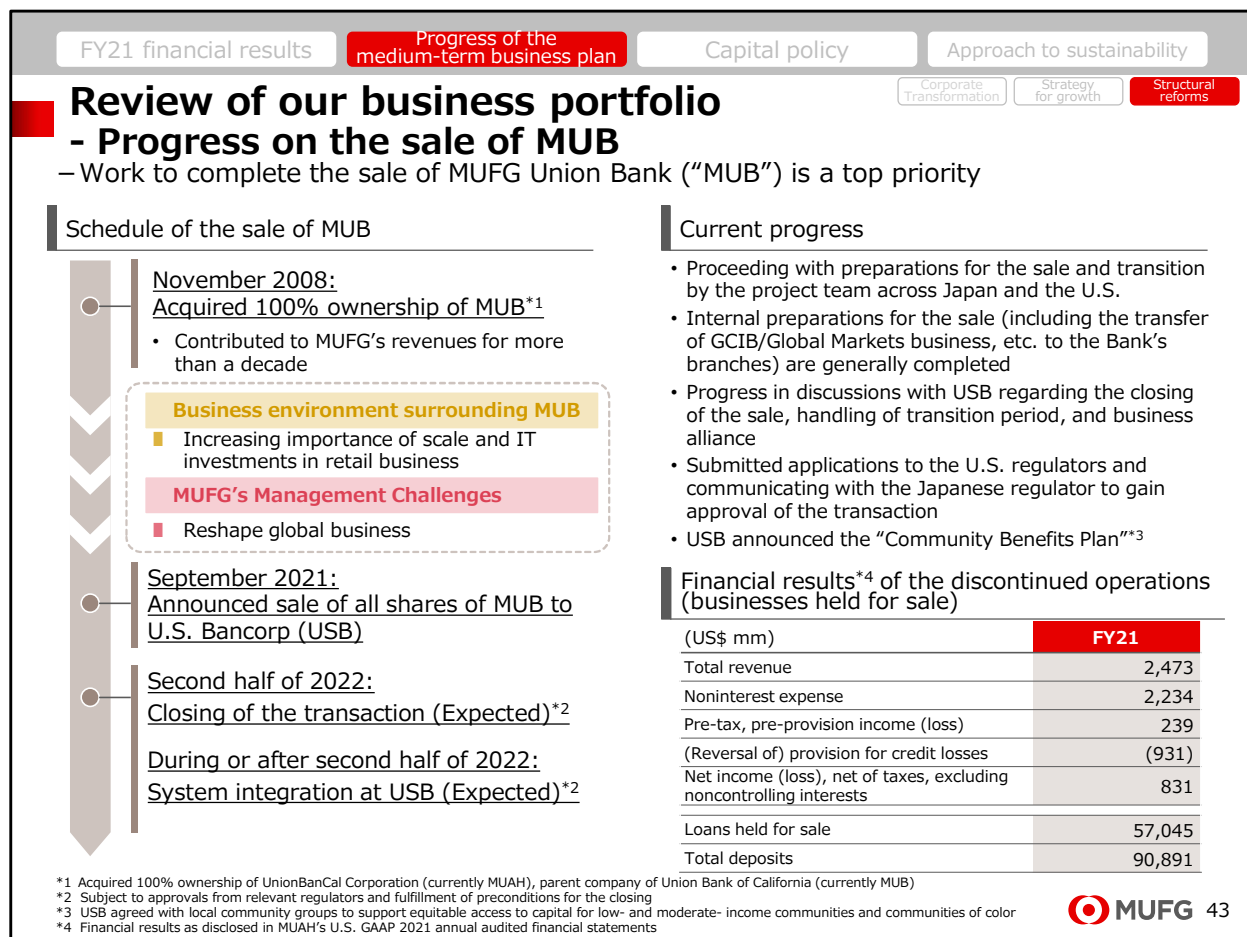


<sup>\*1</sup> Estimated RWA on the finalized Basel III reforms basis. Includes net unrealized gains on AFS securities

- ✓ This page shows RWA. Risk asset was almost flat from the previous year and well controlled. With increased lending spread, risk return is improving.
- ✓ Please turn to page 42.



- ✓ Here I will talk about the architecture strategy as part of the transformation of platforms and our business infrastructure.
- ✓ In order to enhance adaptability to the changing business environment, reduced cost, and for safe and secure business continuity, we started considering architecture strategy through review of the legacy system.
- ✓ We have completed organizing policies for system development by the end of last fiscal year, and this fiscal year, we will start formulation of concrete services and requirements for development.
- ✓ Through this project, we will aim to reduce system-related costs, as well as workload and operational costs, through product and service review in order to strengthen our ability to adapt to the changing financial operations.
- ✓ We are planning ten years of our development and 140 billion yen of total investment, but by growing up levels in steps, we will reduce transfer risks and adapt to changes in the business environment in a flexible manner.
- ✓ Please turn to page 43.



- ✓ This page shows the progress on the sale of MUFG Union Bank.
- ✓ On the left is the schedule of the sale. Currently, the approval process by the relevant authorities is ongoing, so the decision was made to change the closing date to the second half of 2022.
- ✓ As shown top right, all other proceedings are advancing smoothly, and we will make an announcement as soon as the approval process is completed and closing is decided.
- ✓ Please turn to page 44.

## 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	<b>Engagement with clients</b>	Changes in industrial structure and the growing importance of addressing environmental and social issues
	<b>Sustainability</b>	The pace of relevant discussion in the international community has further picked up, while stakeholder interest in MUFG's initiatives becomes stronger
	<b>Acceleration of digital shift</b>	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

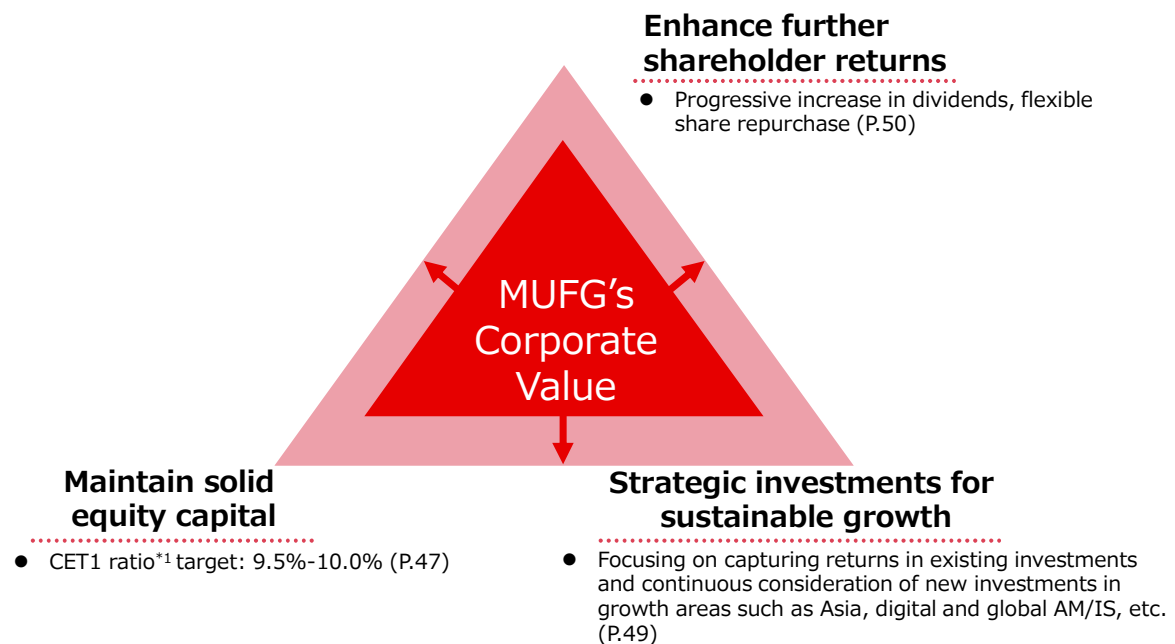
**Work on the development of new businesses (incl. via strategic investment) on a groupwide basis, upon the launch of a dedicated team in the corporate center**

- ✓ To further strengthen our earning power, in addition to implementing the strategies for growth in the MTBP, we need to capture environmental changes as business opportunities and take on new risk-taking and business fields. We believe that the key to our future business operations will be the extent to which we can enhance our earning power through risk-taking in both existing and new businesses based on appropriate risk control.
- ✓ In addition, we will continue to consider investment into strategies for growth, like digital, Asia, and Global AM/IS, and partnering with external companies to strengthen business portfolios.
- ✓ Please turn to page 47.

Capital policy

## Basic policy (“Capital Triangle”)

– Implement well-balanced capital management

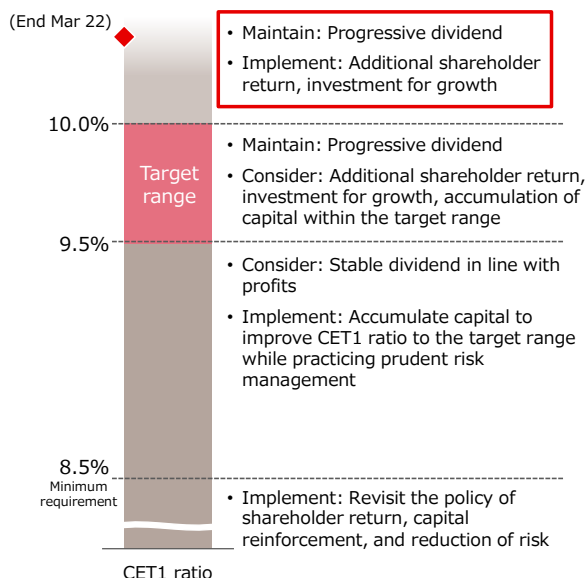


\*1 Estimated CET1 ratio reflecting the RWA increase calculated on the finalized Basel III reforms basis. Excludes net unrealized gains on AFS securities

## Capital management policy

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

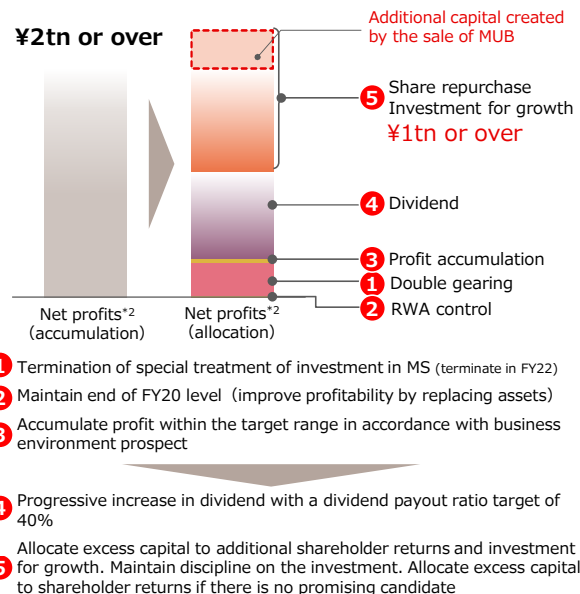
### Capital management policy\*<sup>1</sup>



\*<sup>1</sup> Estimated CET1 ratio reflecting the RWA increase calculated on the finalized Basel III reforms basis. Excludes net unrealized gains on AFS securities  
 \*<sup>2</sup> Profits attributable to owners of parent

### Breakdown of net profits\*<sup>2</sup> during remaining MTBP period (2 years)

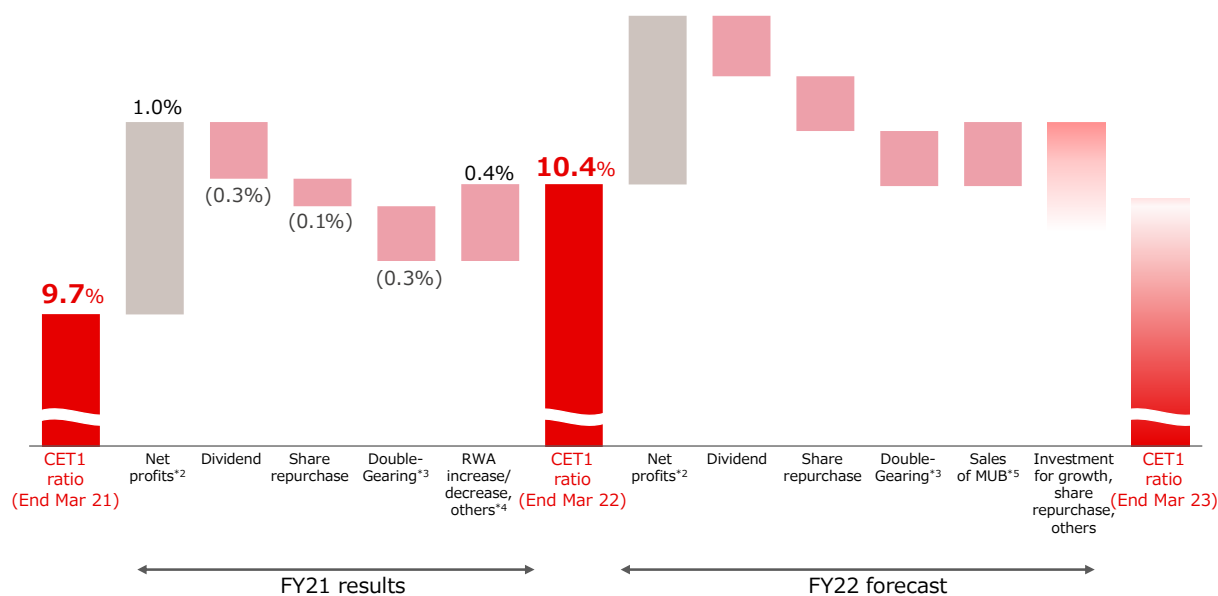
(image)



- ✓ From here is our capital policy.
- ✓ We have announced that we will align our approach to capital management policy with a CET1 ratio target between 9.5 and 10.0 percent. We will consider capital allocation in ways of investments into growth and additional shareholder returns, taking into account the current capital situation and future prospects in alignment of this target range.
- ✓ Please turn to page 49.

## 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

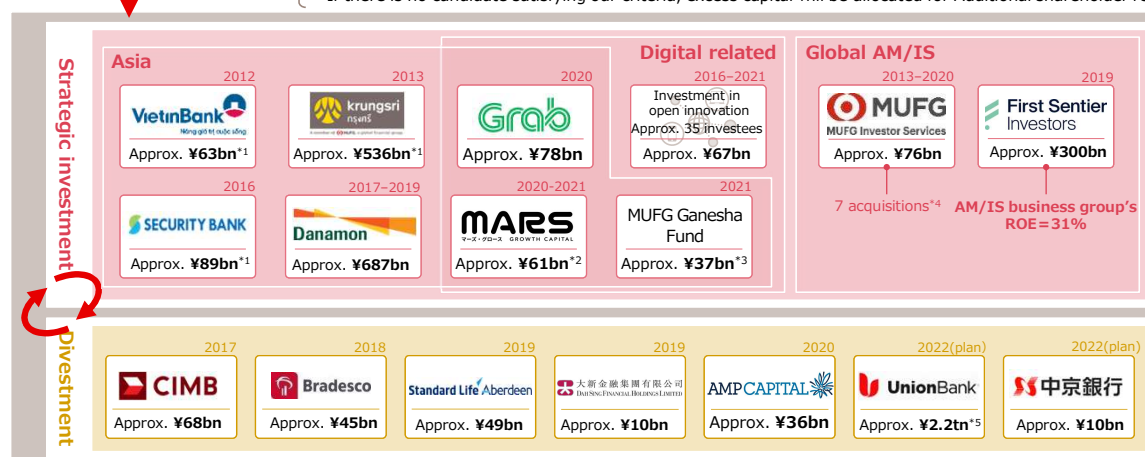
– Consider capital utilization, albeit in a disciplined manner, as a key measure for securing sustainable growth. Periodically review the existing investments

### Disciplined investment criteria

<b>Strategy</b>	Consider new investments in growth areas such as digital, global AM/IS and Asia, etc.	<b>Profitability</b>	Profitability criteria for enhancing corporate values Periodic monitoring after investments	<b>Capital efficiency</b>	Reallocate capital to strategic areas
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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



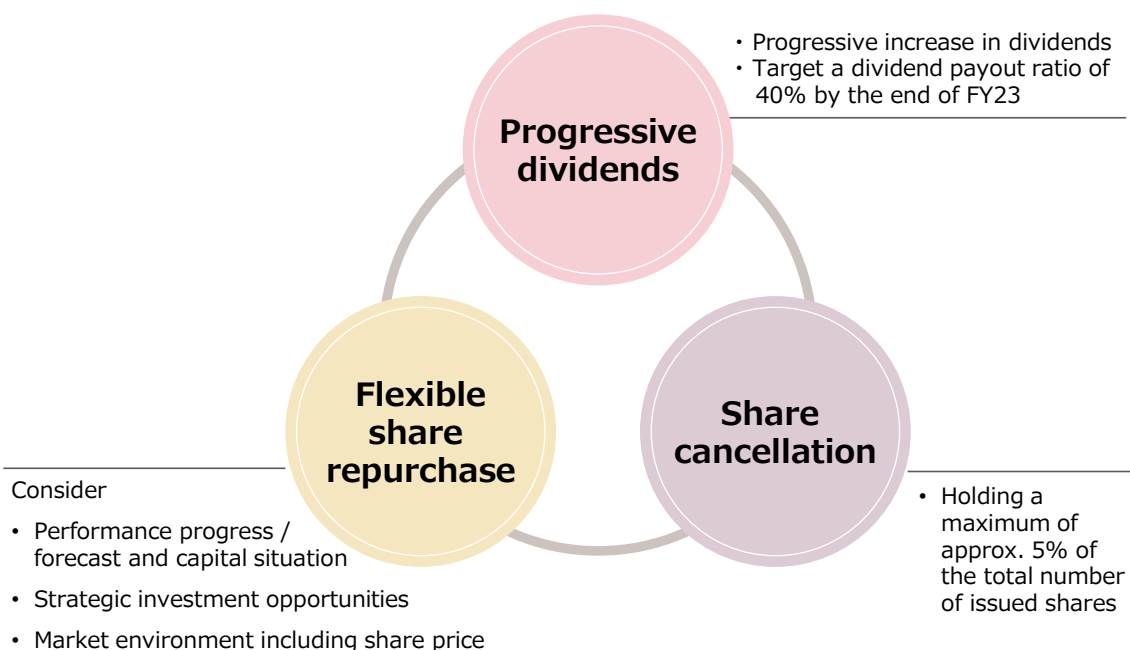
<sup>\*1</sup> Initial investment amount <sup>\*2</sup> JPY equivalent of USD500mm, MUFG's LP commitment for No. 1 and 2 funds using actual exchange rates as of end Mar 2022 <sup>\*3</sup> JPY equivalent of planned investment amounting of USD300mm using actual exchange rates as of end Mar 2022 <sup>\*4</sup> Butterfield, Meridian, UBS AFS, Capital Analytics, Rydex, Point Nine, Maitland <sup>\*5</sup> 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

- ✓ Here you will see capital utilization to enhance profitability.
- ✓ We are considering the use of capital while maintaining discipline in our efforts to achieve sustainable growth. We are not planning any major investments at this time, but we will continue to consider investments in growth areas, such as Asia, in order to achieve sustainable growth. If there are no projects that meet our investment criteria, we would like to use the funds for shareholder returns from the perspective of ROE improvement, while maintaining a certain level of capital surplus.
- ✓ Please turn to page 50.

## Basic policies for shareholder returns

– Improve shareholder returns, focusing on dividends.

Consider share repurchase in a continuous and flexible manner

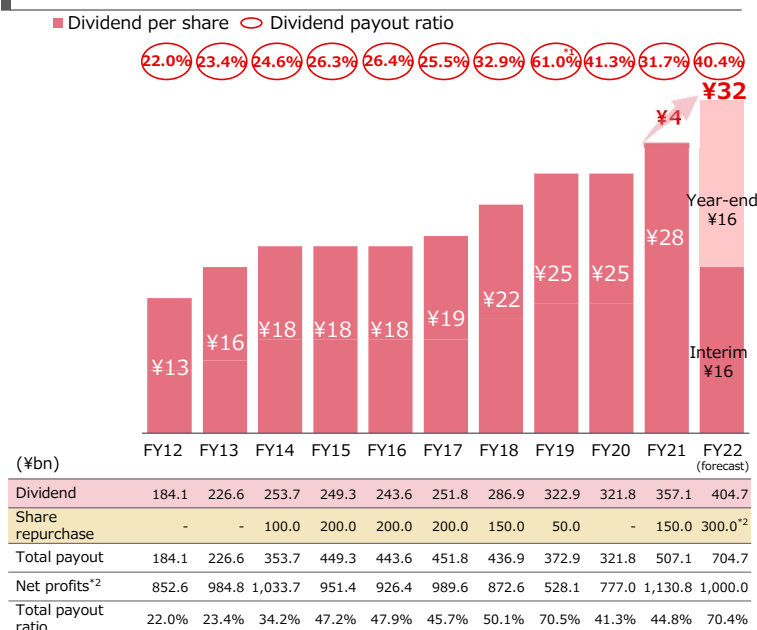


- ✓ This page shows the basic policies for shareholder returns.
- ✓ We will continue to consider share buybacks taking into account the capital situation and outlook, as well as the status of investment for growth, while maintaining our policy of increasing shareholder returns based on dividends.
- ✓ Please turn to page 51.

## 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



\*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

### 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<sup>\*3</sup>: ¥1tn or above  
Dividend payout ratio: 40%

#### Share repurchase

##### Resolved to repurchase own shares up to ¥300bn

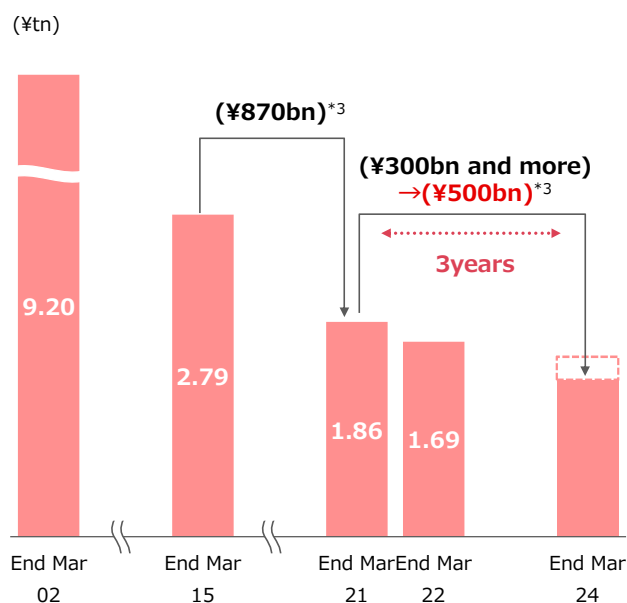
- Have maintained CET1 ratio<sup>\*4</sup> above our target range
- Made comprehensive consideration for improving ROE towards FY23, opportunities for strategic investments, etc.

- ✓ This page shows the shareholder return announced this time.
- ✓ The dividend forecast for fiscal year 2022 is 32 yen per share, an increase of 4 yen from fiscal year 2021, in order to achieve a dividend payout ratio of 40 percent during the period of MTBP, aiming for progressive dividend payment.
- ✓ With regard to share repurchase, we have resolved to repurchase 300 billion yen of our own stock, taking into account that the CET1 ratio has remained above the upper limit of the target range.
- ✓ Please turn to page 52.

## Reduction of equity holdings<sup>\*1</sup>

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

### Historical performance<sup>\*2</sup>



### 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
<b>FY15-20 Total</b>	<b>1,545</b>	<b>870</b>	<b>675</b>
<b>FY21</b>	<b>470</b>	<b>169</b>	<b>301</b>
<b>FY21-23 Target</b>	<b>-</b>	<b>500</b>	<b>-</b>
Agreed amount <sup>*4</sup> (End Mar 22)	-	244	-

<sup>\*1</sup> Sum of the Bank and the Trust Bank

<sup>\*2</sup> Acquisition price of domestic equity securities in the category of 'other securities' with market value (consolidated)

<sup>\*3</sup> Total amount of sale <sup>\*4</sup> Amount planned to be sold until FY23

- ✓ This page shows the reduction of equity holdings.
- ✓ As shown on the right side, in fiscal year 2021, on an acquisition cost basis, a 169-billion-yen reduction was achieved. In addition, we have accumulated 244 billion yen in agreed amount of unsold stocks to be sold by the end of March 2024.
- ✓ Based on this recent progress, we have decided to upwardly revise the selling amount target from 300 billion yen to 500 billion yen during the MTBP period.
- ✓ Please turn to page 54.

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									<b>Net zero</b>
Power (emission intensity) *1	349 gCO <sub>2</sub> e / kWh				156–192 gCO <sub>2</sub> e / kWh	<b>NEW</b>			
Oil & gas (absolute emission) *2	83MtCO <sub>2</sub> e				Reduction rate 15–28%	<b>NEW</b>			
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	<b>NEW</b>	

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

### Major initiatives for customers' decarbonization

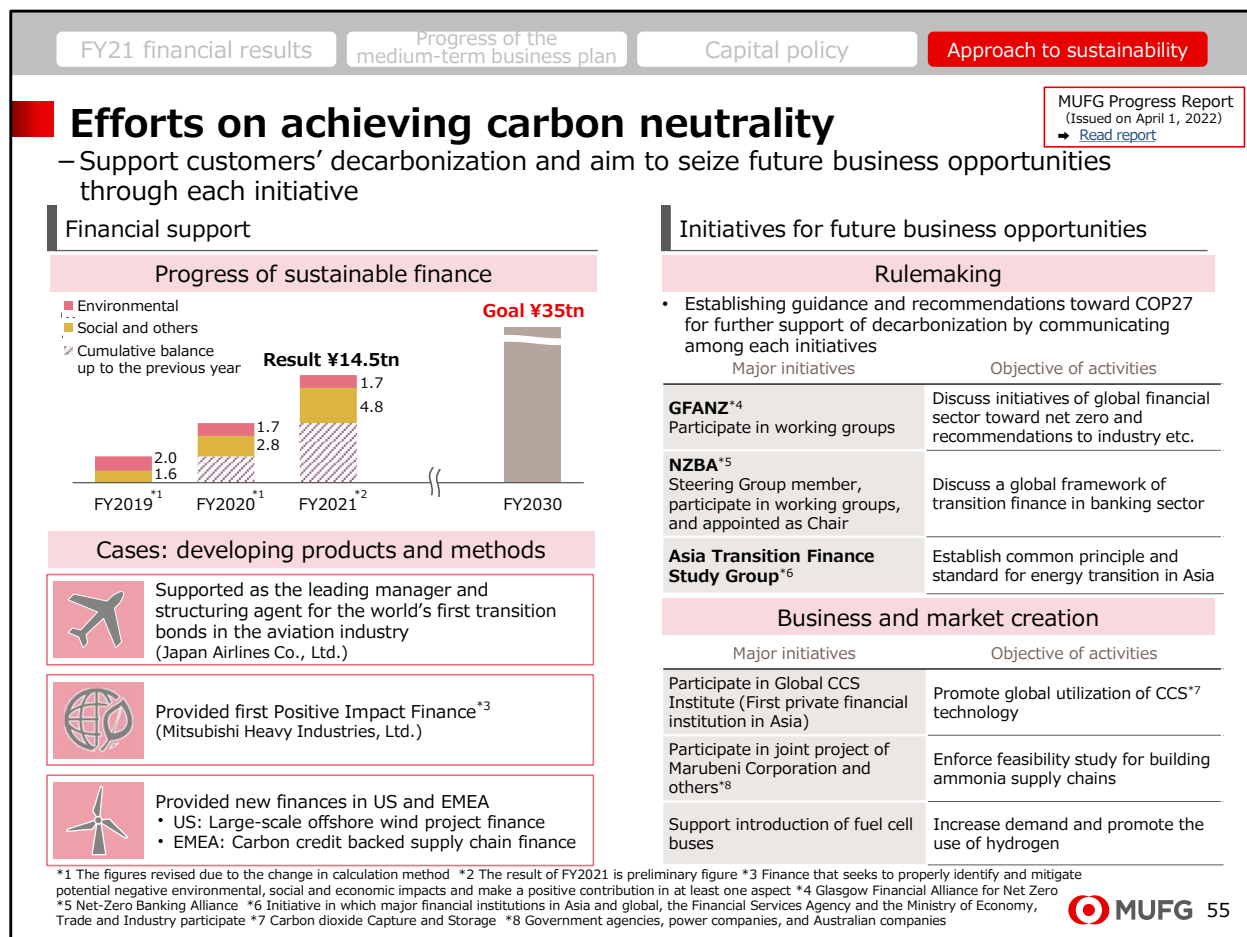
Engagement activities: dialogue with Japanese and non-Japanese customers

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

- ✓ I will now explain our sustainability initiatives.
- ✓ First, I would like to explain the progress of our efforts towards carbon neutrality, which we announced in our progress report in April.
- ✓ Please look at the net zero GHG emission from the finance portfolio in the milestone diagram of the slide. To move towards net zero GHG emissions, we first set interim targets for the power and oil & gas sectors for 2030, and under decarbonization through financial services, we set a new target for the corporate finance balance for coal-fired power generation.
- ✓ Supporting our customers' decarbonization efforts is critical to achieving our goals and becoming carbon neutral. To understand the unique challenges and needs of each customer, we have engaged with approximately 550 Japanese and non-Japanese customers. We are simultaneously expanding our services to meet the needs we have identified through these activities.
- ✓ Please turn to page 55.



- ✓ I would like to explain specific efforts to achieving carbon neutrality.
- ✓ We are making steady progress towards our goal of 35 trillion yen in sustainable finance by fiscal year 2030, of which 14.5 trillion yen has been achieved. We are also actively engaging rule-making, commercialization, and market creation through participation in global initiatives and collaboration with operating companies to capture future business opportunities.
- ✓ Please turn to page 56.

FY21 financial results
Progress of the medium-term business plan
Capital policy
Approach to sustainability

## New solutions for customers' decarbonization

- 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
<div style="background-color: #f8bbd0; padding: 10px; margin-bottom: 5px;">Support for visualization of GHG emissions</div> <div style="background-color: #f8bbd0; padding: 10px; margin-bottom: 5px;">Support for developing reduction plan and strategy</div> <div style="background-color: #f8bbd0; padding: 10px; margin-bottom: 5px;">                     Support for execution (Investments and loans, solutions, etc.)                     <div style="display: flex; justify-content: space-around; margin-top: 5px;"> <span style="border: 1px solid #f8bbd0; padding: 2px 5px;">Green</span> <span style="border: 1px solid #f8bbd0; padding: 2px 5px;">Transition</span> <span style="border: 1px solid #f8bbd0; padding: 2px 5px;">Innovation</span> </div> </div> <div style="background-color: #f8bbd0; padding: 10px;">Carbon offset</div>	<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <div style="background-color: #e0e0e0; padding: 10px; margin-bottom: 10px;"> <b>Support for visualization of GHG emissions</b>                      Collaboration with Zeroboard Inc. and Hitachi, Ltd.                 </div> <div style="background-color: #e0e0e0; padding: 10px;"> <b>Sustainable finance</b>                      Renewable energy finance                 </div> </div> <div style="width: 50%;"> <div style="border: 2px solid #f44336; padding: 10px; margin-bottom: 10px;"> <div style="text-align: right; font-size: 0.8em; font-weight: bold; background-color: #f44336; color: white; padding: 2px;">NEW</div> <b>TCFD consulting services</b>                      Collaboration with Tokio Marine &amp; Nichido Fire Insurance Co., Ltd.                 </div> <div style="border: 2px solid #f44336; padding: 10px; margin-bottom: 10px;"> <div style="text-align: right; font-size: 0.8em; font-weight: bold; background-color: #f44336; color: white; padding: 2px;">NEW</div> <b>Development of sustainability-linked loans</b>                      Collaboration with Japan Credit Rating Agency, Ltd.                 </div> <div style="border: 2px solid #f44336; padding: 10px;"> <div style="text-align: right; font-size: 0.8em; font-weight: bold; background-color: #f44336; color: white; padding: 2px;">NEW</div> <b>Consulting service for improving ESG rating evaluation</b> </div> </div> </div> <div style="border: 2px solid #f44336; padding: 10px; margin-top: 10px;"> <div style="text-align: right; font-size: 0.8em; font-weight: bold; background-color: #f44336; color: white; padding: 2px;">NEW</div> <b>Provide overseas carbon credits to Japanese companies</b>                      Collaboration with ENGIE SA (France), and others                 </div>

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

NEW : Started from FY21H2

56

- ✓ This page shows new solutions to be provided beyond finance.
- ✓ We have begun collaborating with various companies in areas where customers are facing challenges and need immediate action to decarbonize. We will continue to support our customers' decarbonization efforts by bringing together a wide range of businesses and expertise.
- ✓ Please turn to page 58.



## 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* <sup>1</sup>	372.3	389.9

No1.  
financial  
institution in  
Japan

### Inclusion in ESG indices

#### ESG indices selected by GPIF



2022 CONSTITUENT MSCI JAPAN  
EMPOWERING WOMEN INDEX (WIN)



#### Others



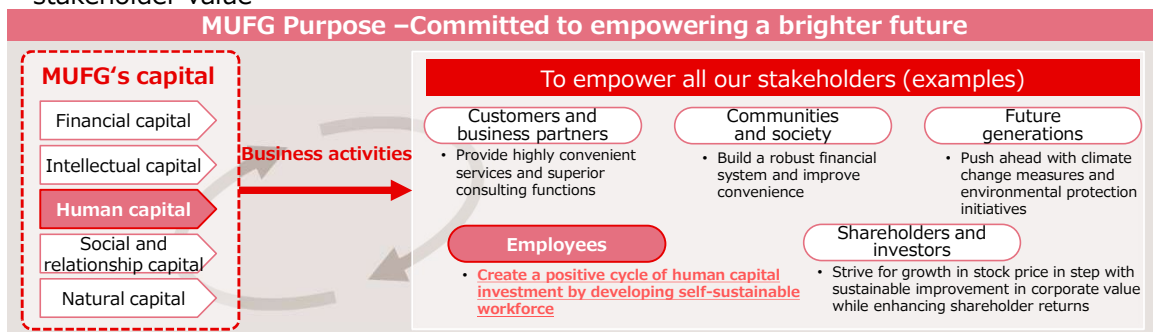
FTSE4Good



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

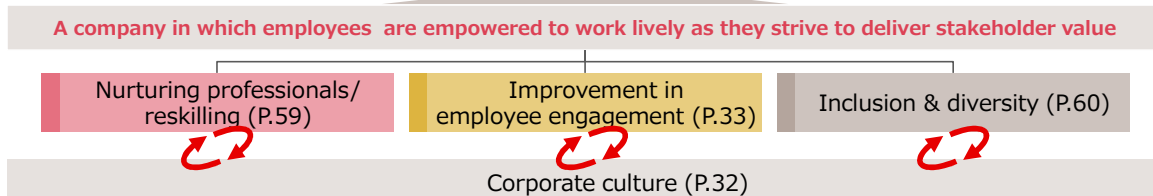
## Human Capital Investment

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



### 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



- ✓ From here, I will explain our investment in human capital.
- ✓ Human capital is one of MUFG's most important assets, and through investment in human capital, we are creating an environment in which our employees can make further progress and growth, as shown in the lower part of the slide, by implementing various initiatives to enable our employees to work with vitality, and enhanced with our ability to provide value to our stakeholders.
- ✓ Since I have already explained the improvement of engagement in corporate culture in the section on corporate transformation, I will now explain the other initiatives.
- ✓ Please turn to page 59.

## 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

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)
<b>New</b> 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)

\*1 Gross number of participants \*2 Global Leaders Forum

### Career Development

Take on new challenges

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* <sup>1</sup> Training for business manager 5,000* <sup>1</sup> Training for relationship manager 6,900* <sup>1</sup>
Work style reforms related investment	¥4.5bn (during current MTBP)
<b>New</b> 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* <sup>1</sup> in total
Training for global top talents (GLF* <sup>2</sup> )	Leadership training in collaboration with IMD business school 160 participants* <sup>1</sup> in total

- ✓ This page is about nurturing professionals and reskilling.
- ✓ In order to secure human resources who can respond to the business environment, which is changing at unprecedented speed, we are enhancing opportunities to challenge and learn and investing in our employees in anticipation of changes in the business environment.
- ✓ Please turn to page 60.

## 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	Create inclusive culture where employees respect and accept diversity
Gender	Ratio of women in management* <sup>1</sup>	18%	20.0% by end Mar 2024
	Number of female directors and executive officers* <sup>2</sup>	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" <sup>3</sup>
	Ratio of male employees taking childcare leave* <sup>4</sup> (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* <sup>5</sup>	28.7%	Maintaining or improving the current level
Mid-career hires	Ratio of mid-career hires in managerial positions* <sup>6</sup>	10.2%	Maintaining or improving the current level
People with disabilities	Number of people with disabilities	Approx. 1,400 (As of end Mar 2021)	–

Revised the target from 18%

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 Japan \*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)

- ✓ This page is about inclusion and diversity.
- ✓ We believe that productivity is further enhanced in an open organization where a diverse range of employees can freely and openly express their opinions. We have made steady progress in promoting female employees, and we have recently raised the target for the ratio of women in management in Japan to further accelerate the promotion of female employees.
- ✓ We will further promote inclusion and diversity to make MUFG a company where all employees can shine bright and make further contributions to customers and society.

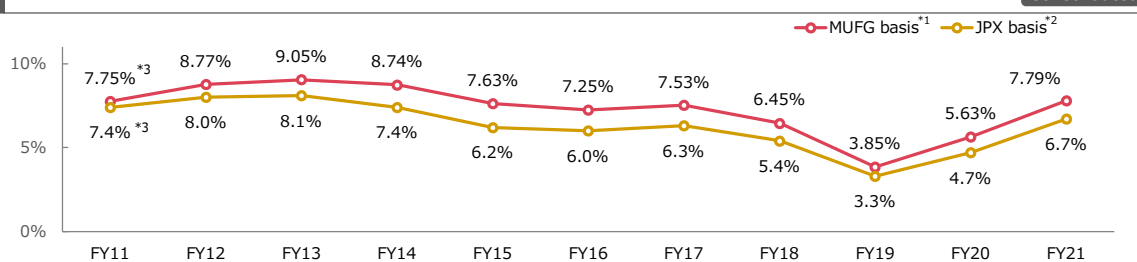
## Appendix

- ✓ This is the end of my presentation, but I would like to conclude by saying that we at MUFG are “committed to empowering a brighter future.” which is our purpose. We at MUFG are united in our commitment to continue to vigorously pursue challenge and transformation in order to become the power that moves society, our customers, employees, and all our stakeholders forward in the midst of change. We would like to ask all of our investors and rating agencies for their continued understanding and support.
- ✓ Thank you very much for your attention.

# ROE / EPS

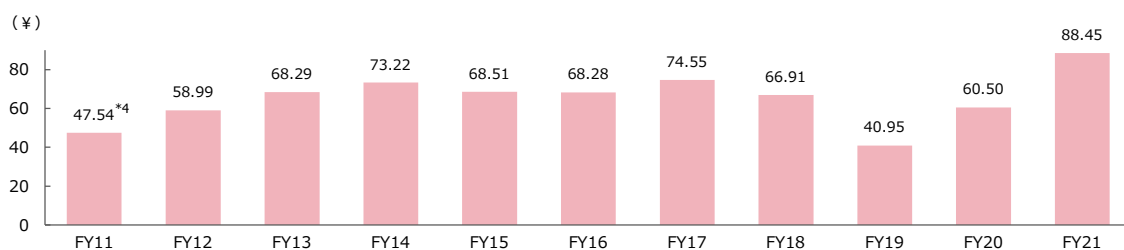
## ROE

Consolidated



## EPS

Consolidated



<sup>\*1</sup> Profits attributable to owners of parent  

$$\frac{\{(\text{Total shareholders' equity at the beginning of the period} + \text{Foreign currency translation adjustments at the beginning of the period}) + (\text{Total shareholders' equity at the end of the period} + \text{Foreign currency translation adjustments at the end of the period})\}}{2} \times 100$$

<sup>\*2</sup> Japan Exchange Group

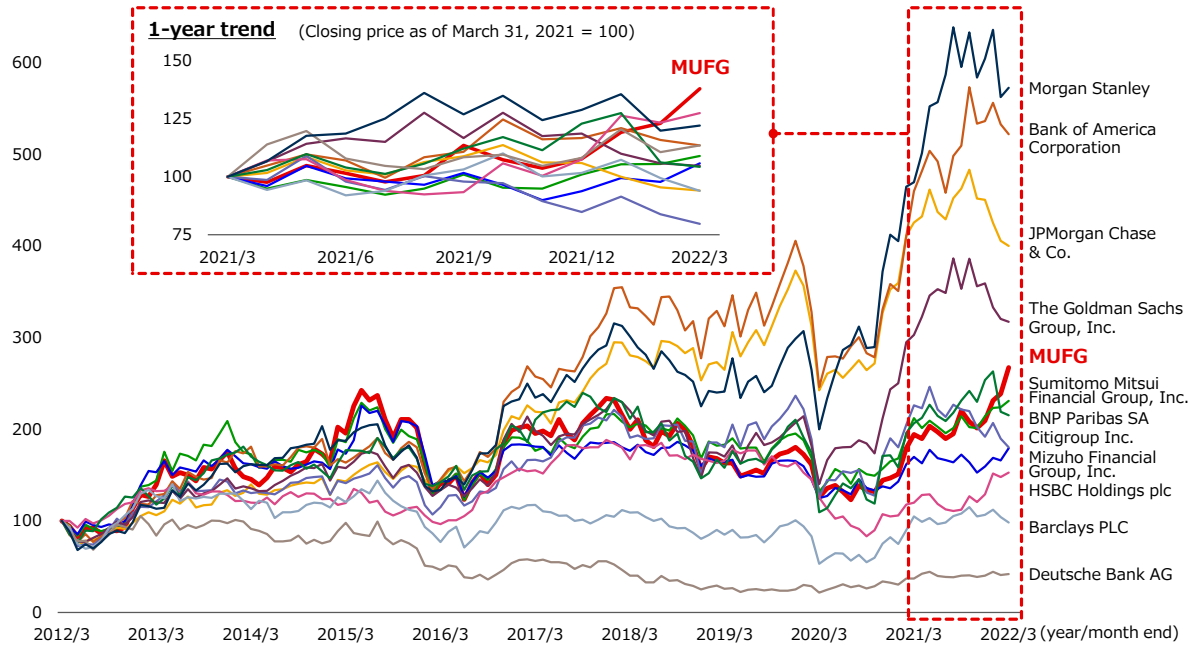
<sup>\*3</sup> 11.10%(MUFG basis), 10.6%(JPX basis) before excluding negative goodwill associated with application of equity method accounting on our investment in Morgan Stanley

<sup>\*4</sup> ¥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

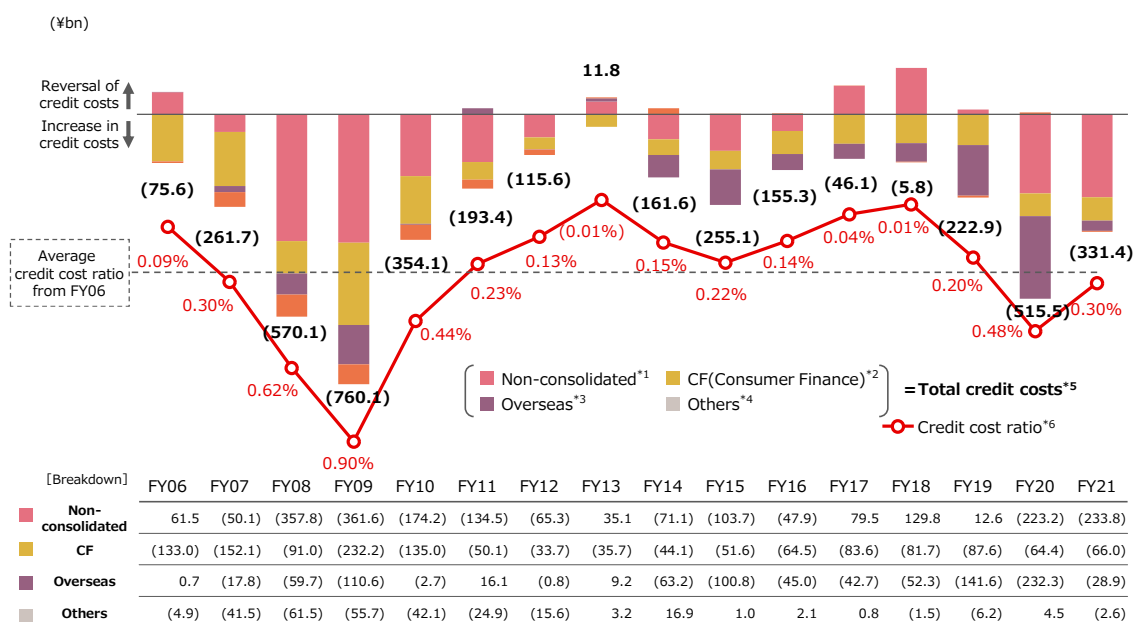
## 10-year trend

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



Source: Bloomberg

## Credit costs

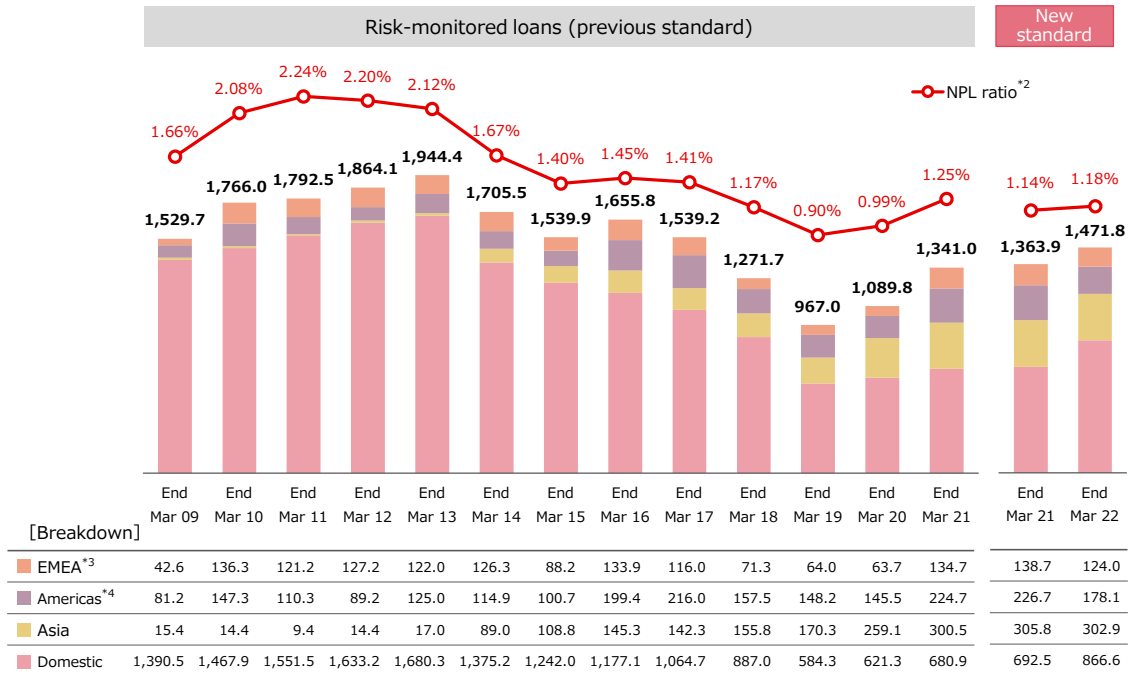


\*1 Including overseas branches \*2 Sum of NICOS and ACOM on a consolidated basis \*3 Sum of overseas subsidiaries of the Bank and the Trust Bank  
 \*4 Sum of other subsidiaries and consolidation adjustment \*5 Including gains from write-off \*6 Total credit costs / loan balance as of end of each fiscal year



# Non-performing loans<sup>\*1</sup>

(¥ bn)



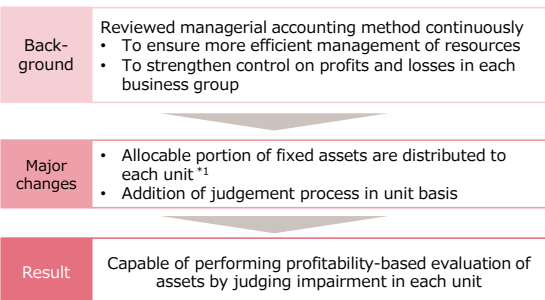
<sup>\*1</sup> Because the definition of risk-monitored loans disclosed before became the same as the definition of FRA, it is disclosed as loans under the Japanese Banking Act and the FRA. Regions are based on the borrowers' location. Excluding normal loans

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

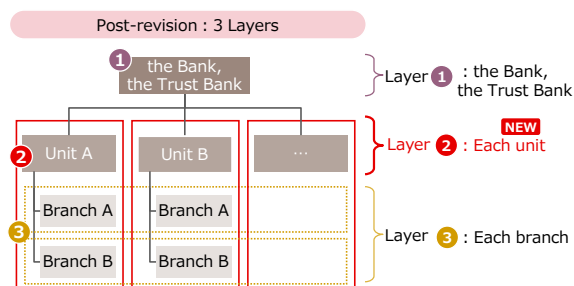
<sup>\*4</sup> End Mar 2009 – End Mar 2012 includes only US

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

## Revision of impairment judgement process



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

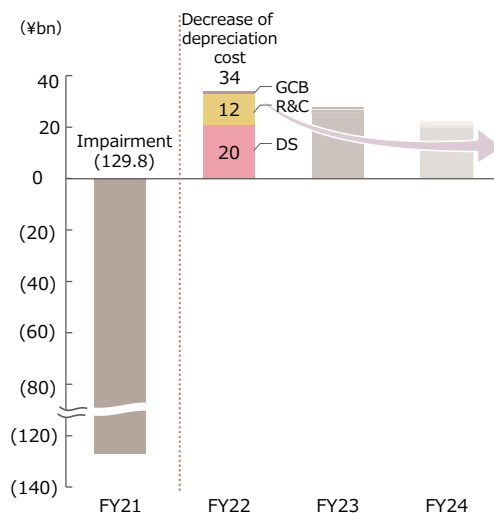


\*1 Organization name of business group for the Bank and the Trust Bank

## 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

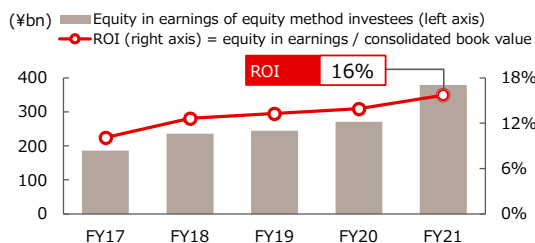


# Investment and alliance with Morgan Stanley

- 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\*<sup>1</sup> 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\*<sup>2</sup>,  
 Former Group Head of GCIB

## Cases of collaboration

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

- 1 Progress in the existing area
- 2 Expand to new fields

### 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\*<sup>3</sup>



### 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\*<sup>4</sup> 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

\*<sup>1</sup> Our holding of MS's net asset and goodwill. Includes preferred stock. ¥2.4tn as of end of March 2022

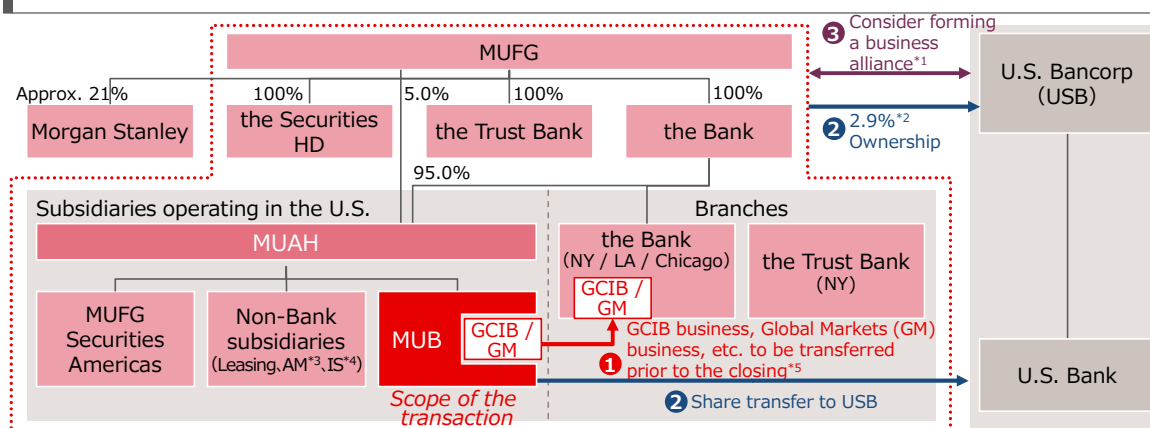
\*<sup>2</sup> To be elected at the MS General Meeting in May 26, 2022

\*<sup>3</sup> 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

\*<sup>4</sup> 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	Capital and business alliance with U.S. Bancorp	Use of released capital
<ul style="list-style-type: none"> <li>Focus on corporate transactions through collaboration among the Bank, the Trust Bank and the Securities as well as the strategic alliance with Morgan Stanley</li> <li>Streamline operations and systems</li> </ul>	<ul style="list-style-type: none"> <li>Indirect involvement in the U.S. retail and commercial banking businesses</li> <li>Collaborate in businesses with Japanese customers and the digital field</li> </ul>	<ul style="list-style-type: none"> <li>Giving comprehensive consideration to shareholder returns, investment in growth areas, etc.</li> </ul>

\*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<sup>\*1</sup> of MUAH, KS, and BDI

MUAH <sup>*2</sup> 	(¥bn)			(US\$mm)		
	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 <sup>*3</sup>	(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

KS <sup>*4</sup> 	(¥bn)			(THB mm)		
	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

BDI <sup>*5</sup> 	(¥bn)			(IDR bn)		
	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

<sup>\*1</sup> 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 <sup>\*2</sup> Financial results as disclosed in MUAH's U.S. GAAP 2021 annual audited financial statements

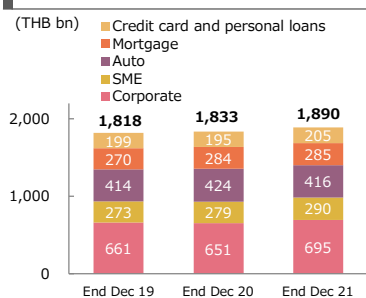
<sup>\*3</sup> See page 43 for more information on income from discontinued operations for FY21

<sup>\*4</sup> Financial results as disclosed in KS's financial report based on Thai GAAP

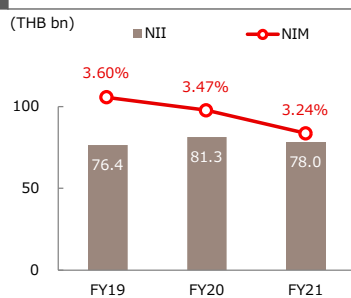
<sup>\*5</sup> Financial results as disclosed in BDI's financial report based on Indonesian GAAP. Incorporated impact from netting-off loss on restructuring to interest income

## Key figures of KS

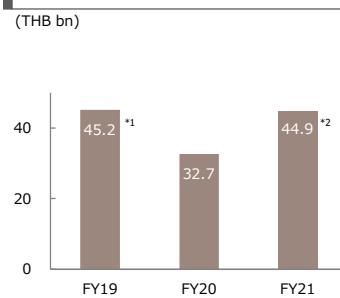
### Lending balance



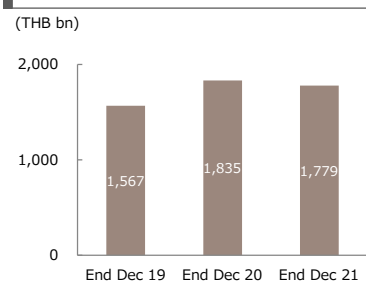
### Net interest income



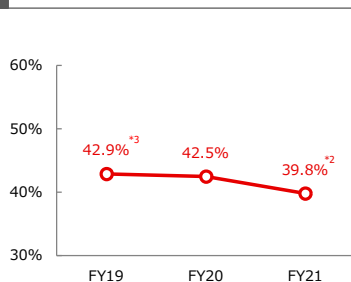
### Non-interest income



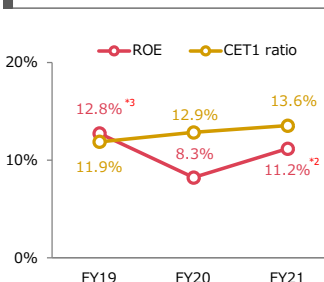
### Deposit balance



### Cost to income ratio



### ROE / CET1 ratio<sup>\*4</sup>



<sup>\*1</sup> 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

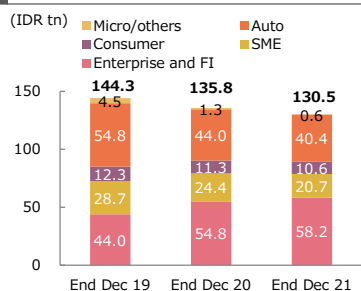
<sup>\*2</sup> Excluding the extraordinary gains from the sales of 20% of shares in TIDLOR, normalized non-interest income, normalized cost to income ratio and normalized ROE of FY21 were THB 34.2bn, 43.2% and 8.6%, respectively

<sup>\*3</sup> 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

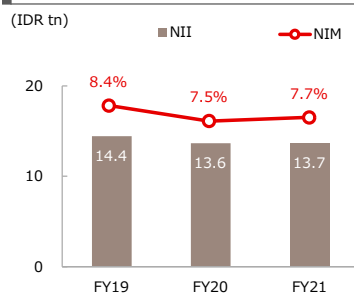
<sup>\*4</sup> Non-consolidated

## Key figures of BDI

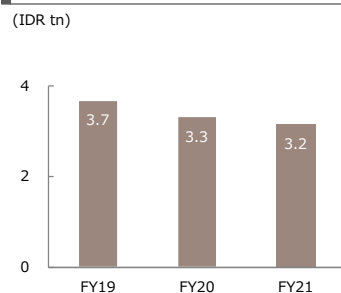
### Lending balance



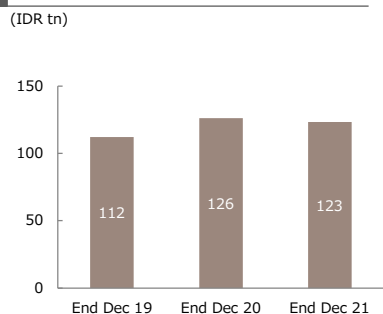
### Net interest income\*1



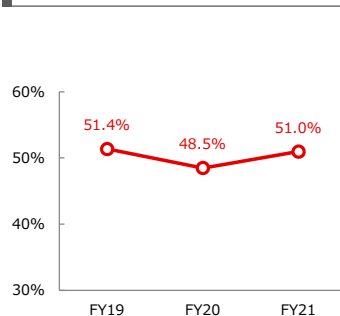
### Non-interest income



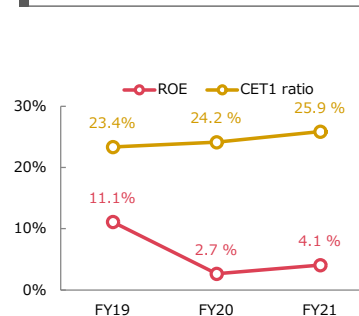
### Deposit balance



### Cost to income ratio



### ROE\*2 / CET1 ratio



\*1 Netted-off with loss on restructuring

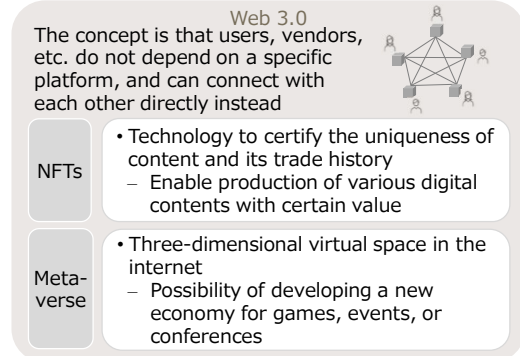
\*2 Following new OJK regulation dated 20 July 2020, ROE is calculated per Tier 1 capital

## Web 3.0 initiatives

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

### Trend toward decentralization and the technologies and services attracting attention

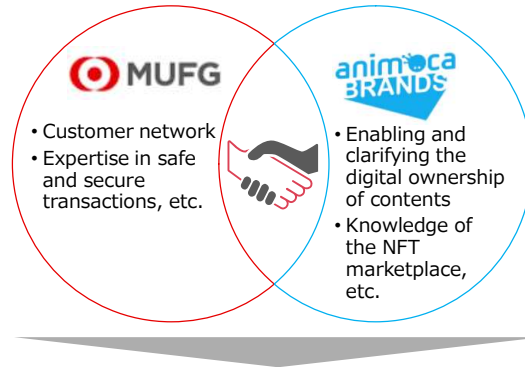
- NFTs and metaverse-related technologies and services along with the trend toward decentralization in Web 3.0 are capturing people's attention globally



- 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

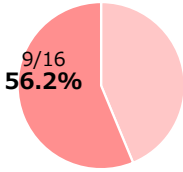
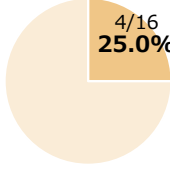
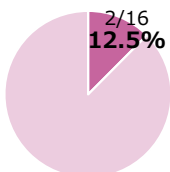
Issues	Aging population			Low birthrate	
	Succession of businesses and assets Deterioration in economic capabilities due to the closing or suspension of businesses	Response to the elderly Increase in number of dementia patients, and inheritance issues	Asset building Preparation for the coming age of 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"> <li>Support succession of businesses and assets</li> <li>- Groupwide, integrated approach</li> </ul>	<ul style="list-style-type: none"> <li>Respond to deterioration of cognitive functions</li> <li>Prepare for inheritance and living wills</li> <li>Support testament and bestowal etc. via trust banking functions</li> </ul>	<ul style="list-style-type: none"> <li>Financial planning / robo-advisor</li> <li>Pension investment and consulting services for corporates</li> <li>Asset building for post retirement</li> </ul>	<ul style="list-style-type: none"> <li>Contribute by utilizing financial knowledge</li> </ul>	<p>① Insurance for protection after bereavement</p> <p>② D-Canvas</p> <p>③ Money Canvas</p> <p>④ Excellent Club</p>
Infrastructure	<ul style="list-style-type: none"> <li>Services in response to aging population and deterioration of cognitive functions (23,000 registered supporters in the Bank)</li> </ul>			<ul style="list-style-type: none"> <li>Universal branches</li> <li>Improvement of UI/UX*<sup>1</sup></li> </ul>	
Research / social contribution	<ul style="list-style-type: none"> <li>MUFG Inheritance Research Institution</li> <li>Japan Financial Gerontology Institution</li> </ul>			<ul style="list-style-type: none"> <li>MUFG Financial Education Institute</li> <li>Financial and economic education for students from elementary – high school</li> <li>Donation for children and students</li> </ul>	<p>⑤ Industry-academia collaboration</p>
Support for employees	<ul style="list-style-type: none"> <li>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)</li> </ul>				

### 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							(Planned for end of June 2022)
			Corporate management	Finance	Finance & accounting	Legal affairs	Global	IT/digital	Sustainability	
1 Mariko Fujii	Nominating Compensation Risk*	●	—	●	—	—	●	—	—	<b>Independent outside directors</b>  9/16 56.2%
2 Keiko Honda	Audit	●	—	●	—	—	●	—	●	
3 Kaoru Kato	Nominating Compensation Audit	●	●	—	—	—	—	●	●	
4 Satoko Kuwabara	Nominating Compensation*	●	—	—	—	●	●	—	●	
5 Toby S. Myerson	Risk	●	—	—	—	●	●	—	—	<b>Female directors</b>  4/16 25.0%
6 Hirofumi Nomoto	Nominating* Compensation	●	●	—	—	—	—	●	●	
7 Yasushi Shingai	Audit Risk	●	●	—	●	—	●	●	●	
8 Koichi Tsuji	Audit*	●	—	—	●	—	●	—	—	
9 Tarisa Watanagase	Risk	●	—	●	—	—	●	—	—	<b>Foreign nationals</b>  2/16 12.5%
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							●	—	●	

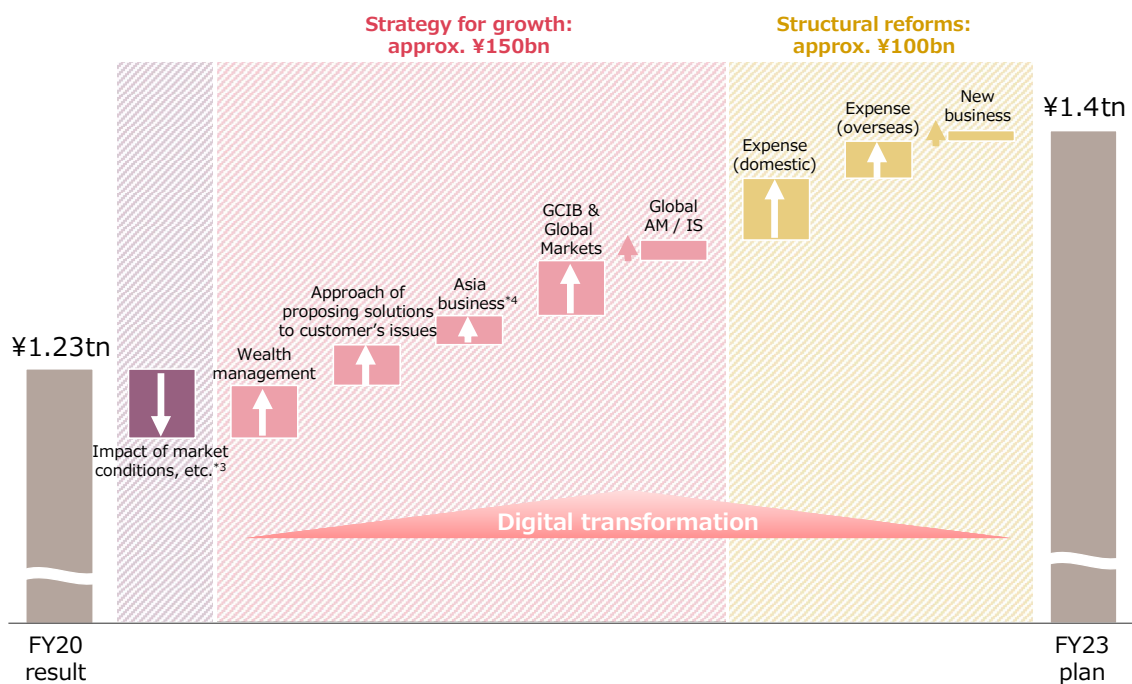
Nominating: Nominating and Governance Committee member    Compensation: Compensation Committee member  
 Audit: Audit Committee member    Risk: Risk Committee member    \*Chairperson

## 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 30% (2) Consolidated expenses reduction amount (excluding those linked to revenues) 15% (3) Ratings granted by ESG rating agencies*1 5%	<50%> <50%> <50%>	At the end of the MTBP		
Cash bonuses	Short-term performance -based	0% - 150%	Base amount by position ×	Comparison of year-on-year growth rate of indices below with competitors*2 (1) Consolidated net operating profits 25% (2) Profits attributable to owners of parent 25%	<50%> <50%>	Annually	Cash	1
				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 20% (2) Profits attributable to owners of parent 10% (3) Consolidated ROE 20% (4) Consolidated expense amount 10%	<60%> <60%>			
				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<sup>\*1\*2</sup>



\*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

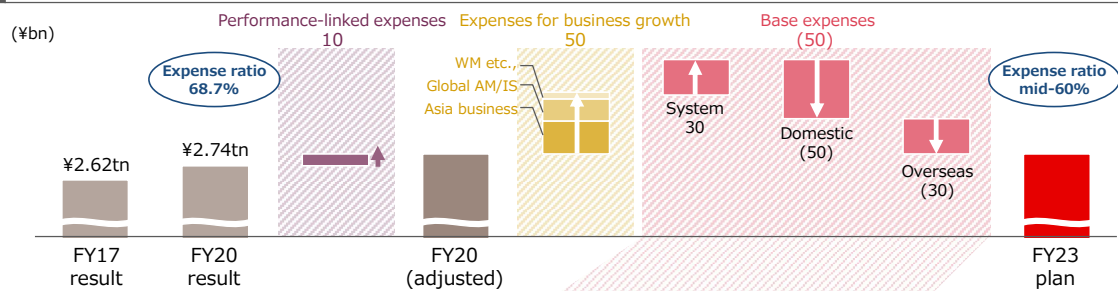
\*3 Includes impact of CVA related profits/losses, impact of policy rate cut in Asia etc.

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

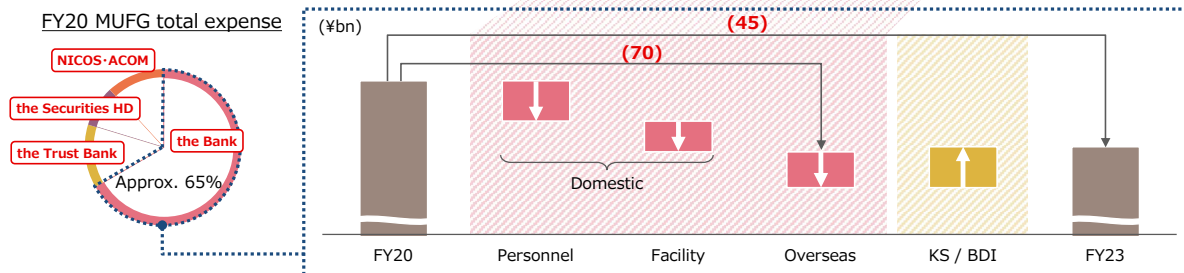
## (Re-shown) Plan of expenses<sup>\*1</sup>

- 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)<sup>\*2</sup>

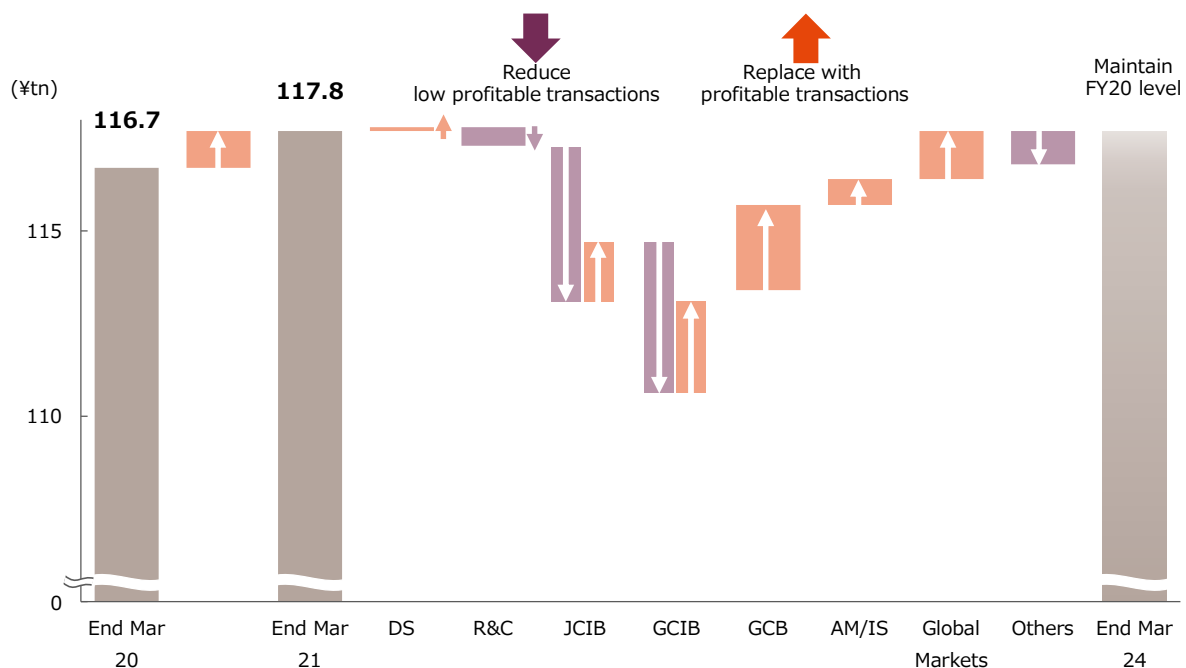


<sup>\*1</sup> From page 48, Fiscal 2020 Results Presentation. Target as of announcement of the medium-term business plan

<sup>\*2</sup> Internal managerial figure

## ■ (Re-shown) Plan of RWA<sup>\*1\*2</sup>

– Reduce low profitable transactions and replace them with profitable transactions



<sup>\*1</sup> From page 50, Fiscal 2020 Results Presentation. Target as of announcement of the medium-term business plan  
<sup>\*2</sup> Estimated RWA on the finalized Basel III reforms basis. Includes net unrealized gains on AFS securities

## (Re-shown) Plan by business group<sup>\*1</sup>

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

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

<sup>\*2</sup> Local currency basis

<sup>\*3</sup> 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)

<sup>\*4</sup> The finalized Basel III reforms basis. Managerial accounting basis. (Estimation as of March 2021)

<sup>\*5</sup> +3% excluding the impact of profits on sales of AMP Capital shares

## TLAC requirement

### – The best capital mix and external TLAC ratio

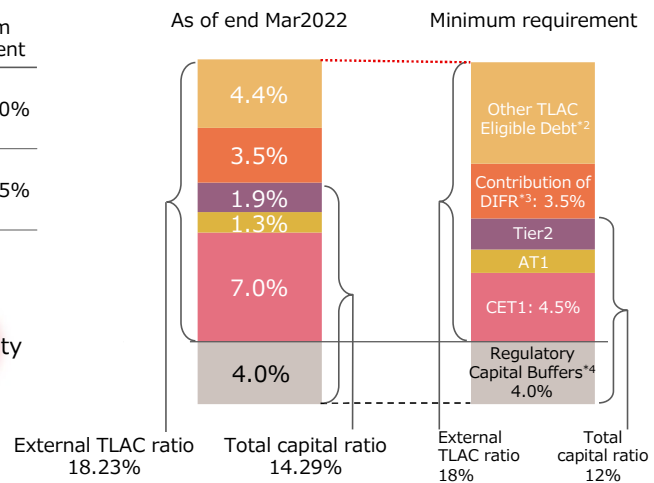
- Aiming for optimal balance between capital efficiency and capital adequacy in qualitative and quantitative aspects
  - Secure necessary and sufficient level of capital with utilization of AT1 / Tier2
  - Maintain sustainable external TLAC ratio for the long term by raising external TLAC eligible senior 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\*<sup>1</sup> based external TLAC ratio



\*<sup>1</sup> Risk weighted asset

\*<sup>2</sup> 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.

\*<sup>3</sup> 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)

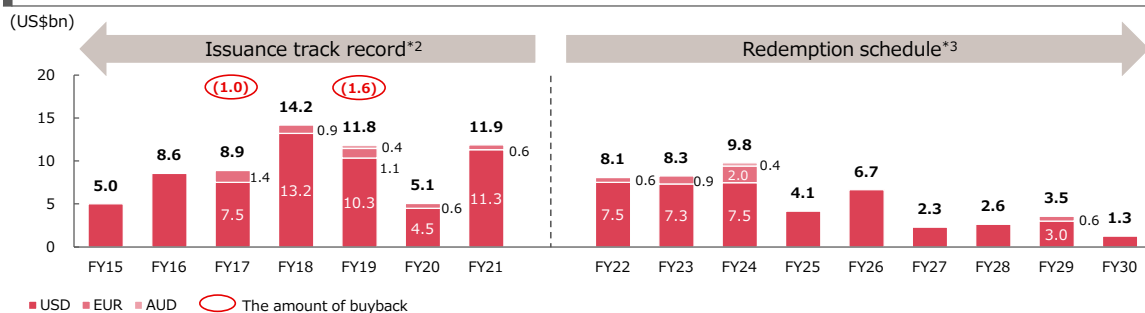
\*<sup>4</sup> CET1 Buffer applicable to MUFG: G-SIB Surcharge:1.5%, Capital Conservation Buffer:2.5%, and Counter-cyclical Buffer:0.01%



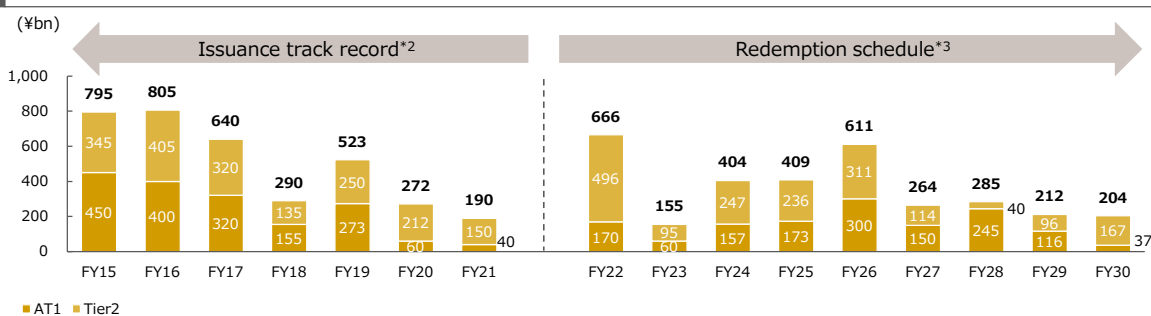
# TLAC requirement

## – Issuance track record & redemption schedule

### TLAC-eligible senior debt\*<sup>1</sup>



### 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)