This document contains forward-looking statements in regard to forecasts, targets and plans of Mitsubishi UFJ Financial Group, Inc. (“MUFG”) and its respective group companies (collectively, “the group”). These forward-looking statements are based on information currently available to the group and are stated here on the basis of the outlook at the time that this document was produced. In addition, in producing these statements certain assumptions (premises) have been utilized. These statements and assumptions (premises) are subjective and may prove to be incorrect and may not be realized in the future. Underlying such circumstances are a large number of risks and uncertainties. Please see other disclosure and public filings made or will be made by MUFG and the other companies comprising the group, including the latest kessantanshin, the Form 20F financial reports, Japanese securities reports and annual reports, for additional information regarding such risks and uncertainties. The group has no obligation or intent to update any forward-looking statements contained in this document.

In addition, information on companies and other entities outside the group that is recorded in this document has been obtained from publicly available information and other sources. The accuracy and appropriateness of that information has not been verified by the group and cannot be guaranteed.

The financial information used in this document was prepared in accordance with accounting standards generally accepted in Japan, or Japanese GAAP.
### Explanation of figures used in this document

<table>
<thead>
<tr>
<th>BS items</th>
<th>PL items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Starting March 31, 2006: Mitsubishi UFJ Financial Group (consolidated)</td>
<td>Starting FY2005 H2 : Mitsubishi UFJ Financial Group (non-consolidated) + Mitsubishi UFJ Trust &amp; Banking Corporation (non-consolidated) (simple sum without other adjustments)</td>
</tr>
<tr>
<td>Up to September 30, 2005: Mitsubishi Tokyo Financial Group (consolidated) + UFJ Holdings (consolidated) (simple sum without other adjustments)</td>
<td>Up to FY2005 H1: Mitsubishi Tokyo Financial Group (consolidated) + UFJ Holdings (consolidated) (simple sum without other adjustments)</td>
</tr>
</tbody>
</table>

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<th>PL items</th>
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</thead>
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<tr>
<td>Starting March 31, 2006: Bank of Tokyo-Mitsubishi UFJ (non-consolidated) + Mitsubishi UFJ Trust &amp; Banking Corporation (non-consolidated) (simple sum without other adjustments)</td>
<td>Starting FY2006 H1: Bank of Tokyo-Mitsubishi UFJ (non-consolidated) + Mitsubishi UFJ Trust &amp; Banking Corporation (non-consolidated) (simple sum without other adjustments)</td>
</tr>
</tbody>
</table>

<table>
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<tr>
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</tr>
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<tr>
<td>Up to September 30, 2005: Bank of Tokyo-Mitsubishi (non-consolidated) + UFJ Bank (non-consolidated, October - December) + Mitsubishi UFJ Trust &amp; Banking Corporation (non-consolidated) (simple sum without other adjustments)</td>
<td>FY2005 H2: Bank of Tokyo-Mitsubishi UFJ (non-consolidated) + UFJ Bank (non-consolidated, October - December) + Mitsubishi UFJ Trust &amp; Banking Corporation (non-consolidated) (simple sum without other adjustments)</td>
</tr>
<tr>
<td>Up to FY2005 H1: Bank of Tokyo-Mitsubishi (non-consolidated) + UFJ Bank (non-consolidated) + Mitsubishi Trust &amp; Banking Corporation (non-consolidated) + UFJ Trust Bank (non-consolidated) (simple sum without other adjustments)</td>
<td>Up to FY2005 H1: Bank of Tokyo-Mitsubishi (non-consolidated) + UFJ Bank (non-consolidated) + Mitsubishi Trust &amp; Banking Corporation (non-consolidated) + UFJ Trust Bank (non-consolidated) (simple sum without other adjustments)</td>
</tr>
</tbody>
</table>

*Unless specifically stated otherwise figures do not include separate subsidiaries (UFJ Strategic Partner, UFJ Equity Investments and UFJ Trust Equity).*
FY 2007 Q1 Results Summary

Achievements over past year

Becoming a global top five bank
**FY 2007 Q1 Results Summary (P/L) (Consolidated)**

- **Consolidated gross profits up ¥24.4 bn from FY 06 Q1**
  - Gross profits increased driven mainly by increase in investment trust related revenue and trading revenue

- **Operating expenses up ¥19.0 bn**
  - Main causes of increase were increased costs corresponding to the increase in gross profits and additional costs related with system integration and compliance

- **Net income ¥151.2 bn (down ¥68.2 bn)**

- **Credit-related costs showed an expense of ¥84.0 bn (increase of costs by ¥72.3 bn)**

### From Consolidated Statement of Income

<table>
<thead>
<tr>
<th></th>
<th>FY 06 Q1</th>
<th>FY 07 Q1</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gross profits</strong></td>
<td>841.5</td>
<td>866.0</td>
<td>24.4</td>
</tr>
<tr>
<td>(before credit costs for trust accounts)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Net interest income</strong></td>
<td>470.7</td>
<td>465.7</td>
<td>(4.9)</td>
</tr>
<tr>
<td><strong>Net fees and commissions</strong></td>
<td>260.9</td>
<td>265.9</td>
<td>5.0</td>
</tr>
<tr>
<td><strong>Net gains on debt securities</strong></td>
<td>(24.8)</td>
<td>(14.2)</td>
<td>10.5</td>
</tr>
<tr>
<td><strong>Operating expenses</strong></td>
<td>504.8</td>
<td>523.9</td>
<td>19.0</td>
</tr>
<tr>
<td><strong>Net business profit</strong></td>
<td>336.6</td>
<td>342.1</td>
<td>5.4</td>
</tr>
<tr>
<td><strong>Non-recurring gains (losses)</strong></td>
<td>(14.9)</td>
<td>(63.3)</td>
<td>(48.4)</td>
</tr>
<tr>
<td><strong>Ordinary profit</strong></td>
<td>321.7</td>
<td>293.0</td>
<td>(28.7)</td>
</tr>
<tr>
<td><strong>Net special gains (losses)</strong></td>
<td>71.4</td>
<td>14.2</td>
<td>(57.1)</td>
</tr>
<tr>
<td><strong>Net income</strong></td>
<td>219.5</td>
<td>151.2</td>
<td>(68.2)</td>
</tr>
<tr>
<td><strong>Credit-related costs</strong></td>
<td>(11.7)</td>
<td>(84.0)</td>
<td>(72.3)</td>
</tr>
<tr>
<td>(Sum of non-consolidated)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Credit-related costs</strong></td>
<td>16.1</td>
<td>(44.2)</td>
<td>(60.4)</td>
</tr>
</tbody>
</table>

Negative numbers refer to costs or losses.

*1 Before credit costs for trust accounts and provision for general allowance for loan losses

*2 Credit-related costs = Credit costs for trust accounts (included in gross profits) + Provision for formula allowance for loan losses + credit-related costs (included in net non-recurring gains and losses) + Reversal of allowance for loan losses.
**Loans up ¥1 tn from end of Mar. 2007 driven mainly by increases in overseas lending**

**Deposits flat as retail deposits increased while corporate deposits decreased**

**Continued decrease in FRL disclosed loans, down ¥42.9 bn from end of Mar. 2007**

- NPL ratio down to 1.39%

**Appraisal gains on available-for-sale securities increased ¥169.4 bn due to higher stock prices**

**BIS ratio 12.80%**

- Tier 1 ratio 7.64%
FY 2007 Q1 Results Summary

Achievements over past year

Becoming a global top five bank
Management issues identified last year

- Strengthen profitability (achieve financial targets)
- Implement a balanced capital strategy
- Further promote smooth integration
- Improve customer satisfaction and strengthen CSR management
Recent interest rate changes

July 18, 2006
Ordinary deposit rate
0.001% ⇒ 0.100%

Aug. 10, 2006
Short-term prime rate
1.375% ⇒ 1.625%

Oct. 1, 2006
Variable mortgage rate of new loans
2.375% ⇒ 2.625%
(the new rates apply to repayments by existing borrowers from January 2007)

Feb. 26, 2007
Ordinary deposit rate
0.100% ⇒ 0.200%

Mar. 20, 2007
Short-term prime rate
1.625% ⇒ 1.875%

Jul. 1, 2007
Variable mortgage rate of existing loans
2.625% ⇒ 2.875%

The new rates apply to new mortgage loans from Oct. 1, 2007
Increase in overall customer assets

- Overall customer assets steadily increasing due to the shift from savings to investment and insurance, increased sales staff, etc.
Internet strategy: Consolidation of kabu.com Securities

- **Further strengthening Group collaboration in net-based financial services through the consolidation of kabu.com Securities**
  - The Group holds 40.36% of the voting rights and the majority of directors (4 out of 7) are executives* or employees of MUFG or MUFG subsidiaries
    *include an ex-executive
  - Realize synergies by servicing online securities trading needs of MUFG’s customers and various banking needs of kabu.com’s 580,000 customers

### Results of main Group company alliances with kabu.com Securities

#### The Bank of Tokyo-Mitsubishi UFJ
- Partial return of monthly transaction fees to customers through BTMU Super IC Card/IC Cash Card
  - Edy electronic money
- Securities intermediation services
- Obtained approval and made full-fledged start to bank agency business with BTMU as the affiliated bank

#### Mitsubishi UFJ Trust and Banking
- Establishment of “kabu.com Masters Club”, a membership organization for baby boomers/seniors, and provision of various services by kabu.com Securities and MUTB

#### Mitsubishi UFJ Securities
- Comprehensive business alliance for equity and other underwriting (substantial increase in IPOs/POs)
- Plan to participate in after-hours trading market “kabu.comPTS”

#### Mitsubishi UFJ NICOS
- Issuance of Kabu.com Card, a joint card
- 1% of transaction fees returned to card users in Edy electronic money form
Consumer finance strategy: Alliance with JACCs

- Further enhance services and strengthen competitive position in consumer finance business through business and capital alliance with JACCs

Details of main business alliances under discussion

1. Installment credit business alliance
   - Discussions with a view to JACCs inheriting the Mitsubishi UFJ NICOS installment credit business

2. Credit card business alliance
   - Increase operational efficiency in credit card processing and merchant acquiring through business alliance between JACCs and Mitsubishi UFJ NICOS

3. Potential alliances in other business areas
   - JACCs, Mitsubishi UFJ NICOS and BTMU to strengthen their alliance in settlement businesses such as e-commerce settlement and collection agency
   - Alliance between JACCs and BTMU for real estate-backed loans for individuals and loan securitization
   - Alliance among JACCs, Mitsubishi UFJ NICOS and BTMU to enhance and collaborate in their respective services aimed at high net worth individuals

4. Capital alliance discussions
   - JACCs plans to become an equity method affiliate of BTMU, with BTMU taking a stake of approximately 20% in JACCs
Developing the CIB model: Mitsubishi UFJ Securities (MUS) becoming a wholly owned subsidiary

- Enhance integrated management system, and further unify and combine management as a comprehensive financial group
- Effectively use Group business resources in the securities business and further strengthen securities capabilities. Aim to harness further bank/trust bank/securities company synergies

**Share of Public Offering Underwriting**

<table>
<thead>
<tr>
<th></th>
<th>FY05</th>
<th>FY06</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nomura</td>
<td>28%</td>
<td>33%</td>
</tr>
<tr>
<td>Nikko CITigroup</td>
<td>14%</td>
<td>21%</td>
</tr>
<tr>
<td>Daiwa SMBC</td>
<td>26%</td>
<td>17%</td>
</tr>
<tr>
<td>MUS</td>
<td>6%</td>
<td>11%</td>
</tr>
<tr>
<td>Mizuho</td>
<td>8%</td>
<td>6%</td>
</tr>
</tbody>
</table>

Source: Thomson Financial

**MUS Becoming Wholly Owned Subsidiary**

**Schedule for share exchange**

- Sep 25, 2007   Delisting
- Sep 30, 2007   Effective date of share exchange

**Share exchange ratio**

MUFG:MUS = 1:1.02

(MUFG is scheduled to implement a stock split, with September 30, 2007 as the effective date)

**Achievements in FY06 H2**

- **Equities (exc. IPOs):** Won major lead manager mandates — including Millea Holdings, Mitsubishi Corp.
- **M&A:** Won financial advisory mandates including Myojo Foods/ Nisshin Food Products and Kirin Brewery/Mercian
Implementing overseas strategy

- Pursuing investment and alliance strategy to strengthen profitability

Major investments and alliances over the past year

Nov. 2006:
- BTMU and ACOM conclude stock purchase agreement with existing shareholders to jointly acquire a 75.4% stake in ◆ Bank Nusantara Parahyangan (Indonesia)
- Business alliance between BTMU and ◆ Vietcombank (Vietnam)

Jan. 2007:
- MUS and ◆ Daewoo Securities (South Korea) announce business alliance

Apr. 2007:
- BTMU increases its stake in ◆ Bumiputra-Commerce Holdings (Malaysia)
- MUTB and ◆ Morley Fund Management (U.K.) announce real estate asset management business alliance

May 2007:
- MUTB and ◆ Northern Trust Company (U.S.) announce business alliance for testamentary trust related business

Aug. 2007:
- BTMU, MUS and ◆ Challenger Financial Service Group (Australia) sign a basic agreement about capital and business alliance
Capital policy

- Strengthen equity capital and enhance shareholder returns while using capital efficiently to achieve sustainable growth and enhanced profitability.

**Enhance shareholder returns**
- Sustained increase in dividend payments
- Medium term target of 20% payout ratio
- May consider options for returning capital via share buybacks, etc.

**Strengthen equity capital**
- Tier1 8%
- Equity capital 12%

**Strategic investments for sustainable growth**

MUFG’s corporate value
Enhance shareholder returns

- Steady dividend increases since repayment of public funds

### Dividends on common shares

- **Dividend per share**
  - FY05: ¥3,000
  - FY06: ¥5,000
  - FY07 (forecast): ¥7

- **Dividend payout ratio**
  - FY05: 7.5%
  - FY06: 12.7%
  - FY07 (forecast): around 18%

### Notes
1. The interim dividend for FY05 was for the former Mitsubishi Tokyo Financial Group.
2. The forecast dividend for FY07 is after adjusting for stock split effective September 30, 2007 (1000 for 1 common stock split).
3. The forecast dividend payout ratio for FY07 assumes net income of ¥800.0 bn and is calculated based on the number of issued shares after adjusting for stock split as of the end of March 2007.
Completion of reorganization at main Group companies

Following the integration of the holding companies, commercial banks, trust banks and securities companies, the integration of leasing and credit card companies in April this year has completed the creation of a comprehensive financial group.

Main MUFG companies

- Bank of Tokyo-Mitsubishi UFJ
  - Established Jan 2006
- Mitsubishi UFJ Trust and Banking
  - Established Oct 2005
- Mitsubishi UFJ Securities
  - Established Oct 2005
- Mitsubishi UFJ NI COS
  - Established Oct 2005
  - Merged Apr 2007
- Mitsubishi UFJ Lease & Finance*
  - Established Oct 2005
  - Merged Apr 2007
- Mitsubishi UFJ Capital
- Mitsubishi UFJ Factors
- Mitsubishi UFJ Merrill Lynch PB Securities
- Mitsubishi UFJ Real Estate Services
- Mitsubishi UFJ Asset Management / KOKUSAI Asset Management
- ACOM / DC Cash One / Mobit
- Mitsubishi UFJ Real Estate Services
- Mitsubishi UFJ Research and Consulting
- Mitsubishi UFJ Research and Consulting
- UnionBanCal
- Mitsubishi UFJ Merrill Lynch PB Securities

* An equity method affiliate
Completion of Day2 integration

- Project is proceeding on schedule towards safe and smooth full-system integration
- Employee training commenced from FY07
- Implement thorough testing, training and rehearsal

**Current schedule for completion of Day2 integration (BTMU)**

<table>
<thead>
<tr>
<th>2007</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>System development / Test</td>
<td>Branch Group Transfer* (approx. 6 months)</td>
</tr>
<tr>
<td>Training / Exercise / Rehearsal</td>
<td>New system changeover (scheduled for H1 of 2008)</td>
</tr>
</tbody>
</table>

*The nationwide branch network will be split into a number of groups and transfer to the system will be completed on a group-by-group basis.*
Initiatives to improve customer satisfaction

- Constantly improving business from customer’s perspective
- Overall satisfaction level based on customer satisfaction survey* 64.3%, up 0.5 points year-on-year  
  * Survey conducted by The Bank of Tokyo-Mitsubishi UFJ in March 2007

Results of initiatives to improve customer service

- In June 2007, obtained ISO 9001 certification for quality of service at all BTMU domestic branches and offices
- Weekday daytime withdrawals from convenience store ATMs free of charge since March 2007
- Launched reservation service for in-person visits to branches in response to requests from customers
- Started review and renovation of all branches and offices

Results of customer satisfaction survey (BTMU)

- Degree of priority when choosing a financial institution (Sep. 2006 survey data)
Key points of enhanced compliance framework

- **Enhanced enterprise-wide, global framework**
  - Appointed an independent Chief Compliance Officer (CCO) for the holding company
  - Established Group CCO Council
  - Created an independent and consistent reporting framework, from the holding company to branches

- **Strengthened front line power at branches**
  - Total 500 compliance staff in Japan and overseas
    - Retail: Assigned 244 Area Business Administrators
    - Domestic Corporate: Assigned 35 compliance officers
    - Overseas Corporate: Increased number of compliance staff by approx. 100 to 213
Group compliance framework

- Create an independent and consistent framework from holding company to branches (vertical controls)
- Enterprise-wide (horizontal controls)

MUFG director responsible for compliance (Chief Compliance Officer)

Group CCO Committee

- Holding company corporate center
- Corporate center
- Branches
- Bank
- Trust bank
- Securities company

Director responsible for compliance
- Compliance & Legal Division
- Business Unit compliance managers
- Internal Control Managers
- Branches

Director responsible for compliance
- Compliance & Legal Division
- Business Unit compliance managers
- Internal Control Managers
- Branches

Director responsible for compliance
- Compliance Control Division
- Business Unit compliance managers
- Internal Control Managers
- Branches

Strengthen supervisory functions

Strengthen compliance functions that transcend business categories
FY 2007 Q1 Results Summary

Achievements over past year

Becoming a global top five bank
Key points of Medium-term Business Plan

- Growth strategy to join the global top 5 by market cap
- Strengthening internal controls globally and on an enterprise-wide basis
- Completion of Day 2 and steady realization of benefits of integration
- Maintaining and strengthening brand power
### Global position of MUFG

#### Market capitalization
**As of the end of June 2007**

<table>
<thead>
<tr>
<th>Rank</th>
<th>Company</th>
<th>Market Capitalization ($ bn)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Citigroup</td>
<td>253</td>
</tr>
<tr>
<td>2</td>
<td>Bank of America</td>
<td>216</td>
</tr>
<tr>
<td>3</td>
<td>HSBC</td>
<td>215</td>
</tr>
<tr>
<td>4</td>
<td>Industrial and Commercial Bank of China</td>
<td>211</td>
</tr>
<tr>
<td>5</td>
<td>J P Morgan Chase</td>
<td>165</td>
</tr>
<tr>
<td>6</td>
<td>Bank of China</td>
<td>154</td>
</tr>
<tr>
<td>7</td>
<td>China Construction Bank</td>
<td>154</td>
</tr>
<tr>
<td>8</td>
<td>UBS</td>
<td>126</td>
</tr>
<tr>
<td>9</td>
<td>Royal Bank of Scotland</td>
<td>120</td>
</tr>
<tr>
<td>10</td>
<td>MUFG</td>
<td>119</td>
</tr>
</tbody>
</table>

Source: Bloomberg

#### Total Assets
**As of the end of December 2006**

<table>
<thead>
<tr>
<th>Rank</th>
<th>Company</th>
<th>Total Assets ($ tn)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>UBS</td>
<td>1.96</td>
</tr>
<tr>
<td>2</td>
<td>Barclays</td>
<td>1.95</td>
</tr>
<tr>
<td>3</td>
<td>BNP Paribas</td>
<td>1.89</td>
</tr>
<tr>
<td>4</td>
<td>Citigroup</td>
<td>1.88</td>
</tr>
<tr>
<td>5</td>
<td>HSBC</td>
<td>1.86</td>
</tr>
<tr>
<td>6</td>
<td>Royal Bank of Scotland</td>
<td>1.70</td>
</tr>
<tr>
<td>7</td>
<td>Credit Agricole</td>
<td>1.66</td>
</tr>
<tr>
<td>8</td>
<td>ING</td>
<td>1.61</td>
</tr>
<tr>
<td>9</td>
<td>MUFG</td>
<td>1.60</td>
</tr>
</tbody>
</table>

Source: Bloomberg
Business environment

- Shift from *savings to investment* and from *loans to securities* set to continue
- Both of Corporations and Households keep fund surplus.
  Money flow changing from *unilinear introduction of funds from households to corporations* to *multilinear fund introduction and risk reallocation using the markets*

---

**YoY trends in households’ financial assets**

<table>
<thead>
<tr>
<th>Year</th>
<th>Investment products</th>
<th>JGBs</th>
<th>Savings</th>
</tr>
</thead>
<tbody>
<tr>
<td>04</td>
<td>10</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>05</td>
<td>15</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>06</td>
<td>20</td>
<td>15</td>
<td>15</td>
</tr>
<tr>
<td>07</td>
<td>25</td>
<td>20</td>
<td>20</td>
</tr>
</tbody>
</table>

**YoY trends in corporations’ fund procurement**

<table>
<thead>
<tr>
<th>Year</th>
<th>Direct financing (Equities, corporate bonds, CP)</th>
<th>Syndicated loans /Securitization</th>
<th>Loans (excl. syndicated loans)</th>
</tr>
</thead>
<tbody>
<tr>
<td>04</td>
<td>5</td>
<td>10</td>
<td>20</td>
</tr>
<tr>
<td>05</td>
<td>10</td>
<td>20</td>
<td>30</td>
</tr>
<tr>
<td>06</td>
<td>15</td>
<td>30</td>
<td>40</td>
</tr>
<tr>
<td>07</td>
<td>20</td>
<td>40</td>
<td>50</td>
</tr>
</tbody>
</table>

**Note:**
1. Investment products = equities + investment trusts + foreign bonds + foreign currency deposits + annuities + insurance
2. Excluding impact of market price fluctuations.

Source: Bank of Japan, *Flow of Funds*. 

Growth strategy (1) Strengthen sales aimed at overall customer assets

- As the shift from savings to investment and insurance continues, we aim to further strengthen sales targeting customers’ overall assets by increasing sales staff, etc.

**Overall customer assets**
(bank + trust bank + securities company)

- **Market outlook**
  - Retirement of baby-boomers, deregulation of insurance sales means that shift from savings to investment and insurance is set to continue
  - Increase in market interest rate

- **Planned approach**
  - Expand individual deposits as a business base
  - Respond to customer needs for investment products and insurance

1. **Increase sales staff**
   - Further strengthen sales force
     - Currently approx. 5,000 (BTMU) → in FY07 increase by approx. 500
   - Improve staff sales skills
     - Design and implement training program for each staff

2. **Products**
   - Capture baby boomers retirement funds through QLC* etc.
   - Introduce products responding to customer needs through open architecture, strengthen product lineup

3. **Channels**
   - Expand Private Banking Office (currently 13 → approx. 30 (planned))
   - Branch renewal
   - Reduction in usage charges for convenience store ATMs

*QLC (Quality Life Club) : A membership organization offering financial and non-financial services

**Approach to strengthening sales targeting customers’ overall assets**

**Trends in Japanese individuals’ financial assets**

Sources: Bank of Japan, Investment Trust Association, Hoken Mainichi Shimbun
Growth strategy (2)  Consumer finance

- Enhance and combine group strengths to respond to diversifying customer needs
- Aim to build a reliable consumer finance business adapted to legal and other reforms of the new era

MU Nicos

Largest credit card company in Japan
- Cards outstanding: 26 m
- Gross billings: ¥7.1 tn

Discussion on business alliance

JACCS

Cards outstanding: 9 m
- Gross billings: ¥900 bn

Gross billings: ¥860 bn

Discussion with regard to JACCS inheriting shopping credit business of MU Nicos
- Becoming the largest installment credit company in Japan

BTMU

Cumulative total of approx. 1.62 m comprehensive cards issued

Introduce alliance card issuers and affiliated stores (corporate customers)

Comprehensive card business support

Other customers

Regional bank customers 30 m
JA customers 30 m

Consumer finance business

Plan to introduce new type of card loan

Guarantees from ACOM

Acom

Loan outstanding: ¥1.4 tn

Unsecured card loan outstanding: ¥320 bn

Unsecured card loan outstanding: ¥120 bn

Bank customers 40 million

Other customers

Regional bank customers 30 m
JA customers 30 m

Credit card business

Installment credit business

Enhance and combine group strengths to respond to diversifying customer needs
Aim to build a reliable consumer finance business adapted to legal and other reforms of the new era

Discussing on business alliance and making JACCS an equity method affiliate of BTMU (expected investment ratio: approx. 20%)

Discussion with regard to JACCS inheriting shopping credit business of MU Nicos
- Becoming the largest installment credit company in Japan

Gross billings: ¥420 bn

Gross billings: ¥80 bn

MU Nicos

Largest credit card company in Japan
- Cards outstanding: 26 m
- Gross billings: ¥7.1 tn

Discussion on business alliance

JACCS

Cards outstanding: 9 m
- Gross billings: ¥900 bn

Gross billings: ¥860 bn

Discussion with regard to JACCS inheriting shopping credit business of MU Nicos
- Becoming the largest installment credit company in Japan

BTMU

Cumulative total of approx. 1.62 m comprehensive cards issued

Introduce alliance card issuers and affiliated stores (corporate customers)

Comprehensive card business support

Other customers

Regional bank customers 30 m
JA customers 30 m

Consumer finance business

Plan to introduce new type of card loan

Guarantees from ACOM

Acom

Loan outstanding: ¥1.4 tn

Unsecured card loan outstanding: ¥320 bn

Unsecured card loan outstanding: ¥120 bn
Growth strategy (3)   Internet strategy

- Promote Internet strategy to capture new commercial flows
- Strengthen Group collaboration through the consolidation of kabu.com Securities, and further bolster internet financial services through our joint ventures with KDDI and DeNA

<table>
<thead>
<tr>
<th>‘Real’ channel</th>
<th>‘Net’ channel</th>
</tr>
</thead>
<tbody>
<tr>
<td>Branches/ATMs</td>
<td>Direct banking 8.9 million users</td>
</tr>
<tr>
<td>BTMU MUTB</td>
<td>Individual accounts 40 million</td>
</tr>
<tr>
<td>MUS</td>
<td>Specialist mobile internet bank (J V with KDDI)</td>
</tr>
<tr>
<td>MU Nicos</td>
<td>Net settlement services (J V with DeNA)</td>
</tr>
</tbody>
</table>

- Approach to new market
  - KDDI
    - Cell phone users 26 million
  - DeNA
    - 10.78 million users

- Start bank agency business
  - Open kabu.com branch, issue IC cards
  - Strengthen sales links
  - Strengthen securities intermediation
  - Joint seminars
- Strengthen securities intermediation
- Centralize underwriting function to MUS
- Strengthen IPO sales collaboration
- Plan to participate in after-hours trading market “kabu.comPTS”
- Providing research reports
- Strengthen securities intermediation
- Promote joint cards
- Secure collaboration
- Strengthen collaboration
- KDDI
- DeNA
- Plan to participate in after-hours trading market “kabu.comPTS”
- Providing research reports

z Promote Internet strategy to capture new commercial flows
z Strengthen Group collaboration through the consolidation of kabu.com Securities, and further bolster internet financial services through our joint ventures with KDDI and DeNA
Growth Strategy (4) Corporate Investment Banking (CIB) business

- Aim to establish ourselves as top three player in the Japanese market in the full-line investment banking and corporate banking businesses, and increase share of customers (by market cap) where MUS is lead manager.
- Inject management resources and implement reforms to achieve the target in around 3 years.

MUFG customer base
3,800 publicly-held companies

Banking customer base
400,000 corporate customers
40 million retail accounts
￥86 trillion of retail assets under management

MUFG capital strength/personnel

- Direct financing
- Indirect financing

Banking customer base
3,800 publicly-held companies

CM: Functions
Structuring
Securitization
Underwriting/Sales

Securities

No. of securities intermediation accounts (end Jul. 07)
Approx. 180,000 (up 50,000 from end Sep. 06)
Securities intermediation/Introduction
Growth strategy (5) Overseas strategy

- Establish international business model appropriate for a global top five financial group by actively developing investment and alliance strategy and utilizing Japan’s leading global network

Europe

- MUTB and Morley Fund Management for real estate asset management business
- Established BTMU Russian subsidiary
- Opened BTMU (Holland) Prague branch
- Opened MUS International Milan branch
- Opened BTMU Dubai Office

Middle East and Africa

- MUTB and Morley Fund Management for real estate asset management business
- Established BTMU Russian subsidiary
- Opened BTMU (Holland) Prague branch
- Opened MUS International Milan branch
- Opened BTMU Dubai Office

Asia/Oceania

- Investment: BTMU → Bank of China (China, incl. business alliance)
- BTMU → CIMB (Malaysia, incl. business alliance)
- BTMU → Bank Nusantara Parahyangan (Indonesia, acquisition)
- BTMU and MUS → Challenger Financial Service Group (Australia, incl. business alliance)
- Business alliances: MUTB alliance with three pension management institutions (China)
  - BTMU alliance with Vietcombank (Vietnam)
  - MUS alliance with ICICI Bank (India)
  - MUS alliance with Daewoo Securities (South Korea)
- Branch network development: Wuxi branch (BTMU), Tianjin Binhai Sub-branch (BTMU)
  - Dalian Economic & Technological Development Area Sub-branch (BTMU),
  - Established BTMU (China),
  - Mumbai rep. office (MUS)

Note: Figures for MUFG are figures for BTMU
Branch numbers are total of branches, sub-branches, representative offices and subsidiaries (formulated based on financial reports of each company, etc. as of June 2007)
Growth strategy(6) Investment trust management and administration

- **Investment trust management**: Strengthen support for sales companies inside and outside the Group, strengthen products at MUAM and KAM, and increase number of large-scale funds.

- **Investment trust administration**: Use enhanced administration capabilities to expand mandates for equity investment trusts.

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**Investment trust management balances**

- **Equities**: 1.6, 12.0, 13.0, 13.4
- **Bonds**: 0.8, 4.6

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**Investment trust administration balances**

- **Equities**: 5.2, 24.9, 25.6, 28.3
- **Bonds**: 20.4, 25.6, 4.6

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* KAM is included from End of Mar. 2006.
No.1 Service

No.1 Reliability

No.1 Global Coverage
Appendix
**Financial targets (announced Feb. 2007)**

- Targeting consolidated net operating profit of approx. ¥2.5 tn and net income of approx. ¥1.1 tn in FY09

<table>
<thead>
<tr>
<th>(Consolidated)</th>
<th>FY06 Results</th>
<th>FY09 Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net operating profit*1</td>
<td>1,630.4</td>
<td>Approx. 2,500</td>
</tr>
<tr>
<td>Expense ratio</td>
<td>55.7%</td>
<td>Around 45%</td>
</tr>
<tr>
<td>Net income</td>
<td>880.9</td>
<td>Approx. 1,100</td>
</tr>
<tr>
<td>ROE</td>
<td>14.97%</td>
<td>Approx. 15%</td>
</tr>
</tbody>
</table>

**Macro-economic assumptions at the time of announcement**

<table>
<thead>
<tr>
<th></th>
<th>FY07</th>
<th>FY08</th>
<th>FY09</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unsecured call money (period average)</td>
<td>0.6%</td>
<td>1.0%</td>
<td>1.0%</td>
</tr>
<tr>
<td>10 year JGB (period average)</td>
<td>2.1%</td>
<td>2.5%</td>
<td>2.5%</td>
</tr>
<tr>
<td>Yen/ Dollar (value at end of period)</td>
<td>¥115</td>
<td>¥115</td>
<td>¥115</td>
</tr>
<tr>
<td>Real GDP growth ratio (annual rate)</td>
<td>1.8%</td>
<td>2.3%</td>
<td>1.6%</td>
</tr>
</tbody>
</table>

*1Net operating profit in the mid-term business plan is produced based on a new management accounting standards. FY06 results are preliminary figures.
Building an optimal business portfolio

- Build an optimal business portfolio for sustainable growth by focusing on growing profits in the three customer businesses led by retail and by strengthening risk/return management

Change in business portfolio through organic growth

Net operating profit target *2

*2 Net operating profit in the mid-term business plan is produced based on a new management accounting standards. FY06 results are preliminary figures
Reduction of investment unit

- Decision to reduce stock investment unit, aiming to expand shareholder base and enhance corporate value

**Details**

Investment unit to be reduced to one-tenth of the current unit

1. 1,000 for one split of ordinary stock
2. Adoption of unit share system (one unit = 100 shares)

**Schedule**

- **Aug. 10, 2007** Begin submission of existing share certificates
- **Sep. 25-28, 2007** Suspension of trading on Tokyo Stock Exchange, Osaka Securities Exchange and Nagoya Stock Exchange
- **Sep. 29, 2007** Record date for stock split, Final date for submission of outstanding share certificates
- **Sep. 30, 2007** Effective date of stock split, Adoption of share unit system
- **Oct. 1, 2007** Begin trading with new investment unit

Reduction of investment unit, aiming to expand shareholder base and enhance corporate value.
Outline of Shareholder Benefit Program (MUFG Shareholder Club)

- Record date: September 30 of each year (September 30, 2007 will be the first record date)

- Eligible shareholders: Shareholders recorded in the shareholders registry as of the record date and holding 100 shares or more of MUFG common stock*1

- Summary of benefits for individual shareholders (planned)*1
  - Holders of 100-500 shares, Benefit (f.) in the list below
  - Holders of 500-1000 shares, One of Benefits (a.) to (f.) in the list below
  - Holders of more than 1,000 shares, Two of Benefits (a.) to (f.) in the list below (same or different benefits)

  a. Preferential interest rate for 1 year time deposit accounts with BTMU
  b. Preferential interest rate for 2 years time deposit accounts with MUTB
  c. Preferential exchange fees for foreign currency denominated time deposit accounts with BTMU
  d. Discounted initial fees for services relating to execution of wills provided by MUTB
  e. Discounted fees for brokerage services provided by MUS
  f. Character merchandise available only to MUFG shareholders

*1 Based on number of shares held following the share (1000 shares for 1 share) split planned for September 30, 2007.
Comparison with other major Japanese financial groups

**Gross profits/ Fees + Trust fees**

(End of Jun. 2007)

<table>
<thead>
<tr>
<th></th>
<th>MUFG</th>
<th>Mizuho</th>
<th>SMFG</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross profits</td>
<td>866.0</td>
<td>449.6</td>
<td>481.2</td>
</tr>
<tr>
<td>% of gross profits</td>
<td>300.0 (34.6%)</td>
<td>121.4 (27.0%)</td>
<td>142.0 (29.5%)</td>
</tr>
</tbody>
</table>

Of which: Net fees & commissions + trust fees

<table>
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<tr>
<th></th>
<th>MUFG</th>
<th>Mizuho</th>
<th>SMFG</th>
</tr>
</thead>
<tbody>
<tr>
<td>Domestic deposits balance</td>
<td>100.3</td>
<td>61.9</td>
<td>63.4</td>
</tr>
<tr>
<td>% of gross profits</td>
<td>66.1</td>
<td>33.3</td>
<td>34.1</td>
</tr>
</tbody>
</table>

**Tier 1 ratio (Consolidated)**

(End of Jun. 2007)

<table>
<thead>
<tr>
<th></th>
<th>MUFG</th>
<th>Mizuho</th>
<th>SMFG</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tier 1 ratio</td>
<td>7.64%</td>
<td>6.86%</td>
<td>6.60%</td>
</tr>
</tbody>
</table>

**Number of branches (sum of non-consolidated)**

<table>
<thead>
<tr>
<th></th>
<th>MUFG</th>
<th>Mizuho</th>
<th>SMFG</th>
</tr>
</thead>
<tbody>
<tr>
<td>Domestic branches*2</td>
<td>742</td>
<td>414</td>
<td>406</td>
</tr>
<tr>
<td>Overseas branches*3 (right scale)</td>
<td>95</td>
<td>49</td>
<td>45</td>
</tr>
</tbody>
</table>

*1 Before credit costs for trust accounts

*2 Sum of commercial bank and trust bank (as of end of Mar. 07, not including sub-branches and agencies)

*3 Total of branches, sub-branches, representative offices and subsidiaries (as of end of Jun. 07, Figures for commercial bank only)
Group Network

No.1 domestic and overseas branch network among Japanese banks

**Domestic branches**

- Western Japan (incl. Osaka)
  - Retail: 250
  - Corporate: 117
- Central Japan (incl. Nagoya)
  - Retail: 165
  - Corporate: 81
- Eastern Japan (incl. Tokyo)
  - Retail: 458
  - Corporate: 190

ATMs (in convenience stores): approx. 23,000
Stand alone ATM locations: approx. 2,000

**Number of subsidiaries, branches, agents and offices**

- Union Bank of California (UBOC)
  - 323
- Americas
- Europe, the Middle East & Africa
  - 28
  - 26
- Asia & Oceania
  - 52

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(1) Figures are aggregate figures of Bank of Tokyo-Mitsubishi UFJ, Mitsubishi UFJ Trust and Banking and Mitsubishi UFJ Securities as of the end of Mar. 07