This document contains forward-looking statements in regard to forecasts, targets, plans etc. of Mitsubishi Tokyo Financial Group (MTFG) and its group companies. These forward-looking statements are based on information currently available to MTFG 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 our latest Annual Report for additional information regarding such risks and uncertainties.

In addition, information in regard to companies and others etc. outside MTFG or 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 MTFG and cannot be guaranteed.
I. MTFG Integrated Retail Business Matrix

II. Developments since Feb 4 2004

III. Key measures for fiscal 2004
### Introduction of Integrated Retail Banking Business Group

Unified strategic planning; Unified product development; Unified advertising & promotion campaigns; Reduce consolidated group expenses; Strengthen compliance; Personnel exchanges; Standardize results-based rewards, etc.

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**Cost reduction**

- Reduce back office staff

**Closure & integration of branches, Integration of high counter businesses**

- Eliminate business overlap through product unification

- Develop mass retail as a core business and improve returns

**Strengthen compliance**
Deliver products and services through a variety of vehicles/alliances

Core vehicles

- Banking
  - BTM
- Trusts/Real estate
  - MTB
- Securities
  - Mitsubishi Securities

Global & Asset Management

- U.S. Banking
  - UBOC
    - Manulife, Meiji/Yasuda, Millea, Other major insurers
- Insurance
  - Manulife, Meiji/Yasuda, Millea, Other major insurers
- High net worth advice
  - Mitsubishi Tokyo Wealth Management Securities, Diamond Private Office
- Foreign currency exchange
  - Tokyo Credit

Consumer Finance

- Consumer finance
  - BTM, DC
    - Comprehensive Card, Cash One
  - ACOM

Integrated business model

Integrated business Group
Utilize advice from RM to discern global standard products

RM
To adopt customers’ viewpoint and deliver global standard next-generation value-added products

MTFG’s own services
Fundamentally strengthen

New strategic alliance
Developments since Feb 4

1. Start of integrated business group system

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**Integrated Retail Banking Business Group:**
Four divisions & 16 groups + Retail Academy (Total 260 staff members)

- **Retail Business Planning Division**

- **Retail Business Development Division**
  4 groups: Branch Management, Business Development, Loan Development, Trust Business

- **Investment Products Development Division**
  2 groups: Investment Products Planning, Investment Products Development

- **Comprehensive Card Division**
  3 groups: Card Strategy Planning, Card Business Development, Consumer Credit

- **Retail Academy**

**Introduced management and results appraisal based on integrated business areas (from first half of Fiscal 2004)**

- **Introduced joint targets for business areas and MTGF business area commendation system**
Developments since Feb 4
2. Players

- Planned to increase RM staffs by 1,500-2,000 people
- Fiscal 2004: Mid-career recruitment, etc 600
  Intra Group/Organizational change, etc 500
Fiscal 2005: Recruitment of new graduates 400~500
TOTAL 1,500~1,600

- Target to significantly raise quality: Retail Academy (established April 1 2004)
  - Thorough training programs:
    - On-site (training officer for each business field)
    - Group training
    - E-learning
  - Initial focus on branch general managers and new recruits
  - Initiate fundamental improvement in investment products knowledge and service skills

- Bonuses: Plan to link to MTFG business results

Target to increase largely in staff and significantly strengthen human resources through the establishment of the Retail Academy
Developments since Feb 4

3. Channels

- **Target to deliver comprehensive financial services**
  ‘At a convenient time, at a convenient place’

- **Opened first MTFG Plaza**
  Tokorozawa: Average number of customers a day have risen by about 1,000. Plan to open about 20 MTFG Plazas in fiscal 2004 (starting in July with each head office)

- **Develop branches specialized in consulting**
  Plan to open about 10 branches in fiscal 2004 (Locations have been largely decided)

- **2,000 comprehensive consulting meetings a year**
  Held about 140 times in this Feb and March

- **Extend opening hours to evenings and weekends**
  Instituted in 5 branches from April

- **Establish Loan Plazas**
  Target to open 10 Loan Plazas during the first half of fiscal 2004 (Locations have been almost decided)

- **Develop other new channels**
  Establish area call centers
  Establish ACMs (preparing to start in the 2nd half of fiscal 2004)
  Convenience store box banks (preparing to open in the 2nd half of fiscal 2004)
Developments since Feb 4

4. Products

- **Target to leverage our strengths in banking, trust and securities to introduce competitive new products**

- **Housing Loans**
  - Promotion campaign for 3-, 5- and 10-year housing loans with the same fixed rate between BTM and MTB

- **“Excellent Trust”**
  - Lower risk, market-based financial product for individuals
  - Currently targeting sales of ¥500 billion to ¥1 trillion

- **Individual annuity insurance**
  - Formed alliance with Manulife Life Insurance Company in January 2004
  - Started to sell high return annuity insurance with capital guarantee at 110% of the basic benefit amount (Such product is firstly introduced in Japan)
  - Expect to introduce more new products during fiscal 2004

- **Foreign exchange deposits**
  - Expect to introduce new products.

From June, we plan to introduce a succession of new products including the trust embedded products.

- **Cash One**
- **ACOM**
Developments since Feb 4

5. Retail strategy in a broad sense

- Target to build a global standard retail business model

- Insurance strategy
  - Started to offer Manulife’s new products
  - Continue to develop our strategy in the future

- Consumer finance strategy
  - Strategic capital and business alliance with ACOM to minimize the risk of default. (The most appropriate combination to allow us to fundamentally expand consumer finance business and profits under the interest rate restriction law)
  - Significantly improved capital base of Cash One. (Completed recapitalization to advance into a huge market)

- Card strategy
  - Scheduled to issue cards from Autumn 2004
  - Target to significantly improve profits from the mass retail market by being the first megabank to issue its own credit card
  - Planned to incorporate a new IC chip and biometric verification features, etc.

- International strategy and others

Retail Strategy in a broad sense
- Target to build a global standard retail business model
  - Insurance strategy
    - Manulife
  - International strategy
  - Respond to Securities Business deregulation
  - Card strategy
  - Consumer finance strategy

Develop mass retail as a core Business and improve returns
Retail strategy in a broad sense—Consumer finance

- Huge consumer finance market of approx. ¥60 trillion
- Target to contribute to healthy* development of this market and respond to consumers’ needs (Growing demand for household finance)

(*) ① Lower interest rates  ② Considerate service, strict legal compliance, sophisticated credit controls  ③ Control defaults within expected limits  ④ Secure profit

- Comprehensive Card Strategy
  - Planning first issuance of its own comprehensive card by a major Japanese bank
  - Income from its own clients (European/U.S. model card business)
  - Incorporates IC Chip/Biometric verification features

- Strategic alliance with ACOM
  - A core strategic partner in MTFG’s consumer finance business (Equity method affiliate)
  - Develop business based on sophisticated assessment and guarantee capabilities

- Tokyo-Mitsubishi Cash One
  - Main targets are those who are not customers of BTM/MTBC or ACOM
  - Mainly use direct channels such as internet/telephone etc.
  - Target to significantly strengthen business through recapitalization
Key measures for Fiscal 2004

- Target to successively launch competitive, profitable products with integrated advertising & promotional campaigns
  - Expand sales volume of profitable products

- Planned staff increase. Target to improve staff capabilities, increase marketing power/service through intensive training at Retail Academy
  - Key training area for fiscal 2004: Investment product sales skills

- Rapidly implement channel strategy

- Strengthen compliance system

- Deploy retail strategy broadly
  - Aggressive approach to securities brokerage business
  - New model integrating banking, trust and securities
  - Strategic initiatives in insurance, international business and consumer finance