Mitsubishi UFJ Financial Group

Overseas Business Strategy

July 1, 2008
This document contains forward-looking statements in regard to forecasts, targets and plans of Mitsubishi UFJ Financial Group, Inc. (“MUFG”) and its group companies (collectively, “the group”). These forward-looking statements are based on information currently available to the group and are stated here on the basis of the outlook at the time that this document was produced. In addition, in producing these statements certain assumptions (premises) have been utilized. These statements and assumptions (premises) are subjective and may prove to be incorrect and may not be realized in the future. Underlying such circumstances are a large number of risks and uncertainties. Please see other disclosure and public filings made or will be made by MUFG and the other companies comprising the group, including the latest kessantanshin, financial reports, Japanese securities reports and annual reports, for additional information regarding such risks and uncertainties. The group has no obligation or intent to update any forward-looking statements contained in this document.

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

The financial information used in this document was prepared in accordance with accounting standards generally accepted in Japan, or Japanese GAAP.
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Conclusion
Outline of overseas business

- MUFG Group overseas business income composition
- BTMU operating results
- MUFG strengths
Gross profits from overseas business comprised about 17% of the entire Group. Gross profits of BTMU and UNBC were approximately ¥590 bn, 94% of the overseas business total.

**Composition of gross profits (FY 2007)**

<table>
<thead>
<tr>
<th></th>
<th>P/L</th>
<th>B/S</th>
<th>Operating base</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Gross profits</td>
<td>Net operating profits</td>
<td>Lending</td>
</tr>
<tr>
<td>All MUFG</td>
<td>(¥ bn)</td>
<td>(¥ bn)</td>
<td>(¥ tn)</td>
</tr>
<tr>
<td>Overseas business</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>UNBC</td>
<td>298.6</td>
<td>109.6</td>
<td>4.7</td>
</tr>
<tr>
<td>Americas</td>
<td>2.4</td>
<td>(0.4)</td>
<td>0.5</td>
</tr>
<tr>
<td>Asia</td>
<td>32.4</td>
<td>(0.9)</td>
<td>-</td>
</tr>
<tr>
<td>Europe</td>
<td>2.4</td>
<td>(0.4)</td>
<td>0.5</td>
</tr>
<tr>
<td>Total</td>
<td>629.6</td>
<td>247.0</td>
<td>20.1</td>
</tr>
</tbody>
</table>

Figures are those of integrated corporate banking business group on management accounts basis. After adjustment of change in the accounting period of China operation resulting from the creation of a locally incorporated subsidiary in China. Exchanged rates for our business plan are used (¥/$=¥115, etc).
Gross profits and net operating profits increased and both loan and deposit balance grew considerably.

Gross profits and net operating profits

Balance of lending and deposits

(Fiscal year)

Significant increase in net operating profits of Commercial banking, excluding UNBC, thanks to the benefit of business integration.

Commercial banking loan balance strengthened considerably.

Figures are those of integrated corporate banking business group on management accounts basis.
After adjustment of change in the accounting period of China operation resulting from the creation of a locally incorporated subsidiary in China.
Exchanged rates for our business plan are used (¥/$=¥115, etc)
Good performance in all sectors by region, by segment and by product

Especially Asia and Non-Japanese businesses contributed to the increase in gross profits

By region

- Asia has the largest scale and growth potential

By segment

- Business with Japanese companies: Core business for steady growth
- Business with non-Japanese companies: Growth business, seek accelerated growth

By product

- Double digit growth in deposits, Forex and CIB products
  - Deposits and loan outstanding expanded
  - Forex/CIB: Expanded cross-selling

Figures are customer business gross profits of integrated corporate banking business group on management accounts basis.
After adjustment of change in the accounting period of China operation resulting from the creation of a locally incorporated subsidiary in China.
Exchanged rates for our business plan are used (¥$/¥=¥115, etc)
Lending to Japanese and Non-Japanese customers grew in all three regions.

Especially loans to Non-Japanese customers were growth driver.

- Lending to Non-Japanese customers rapidly grew and exceeded lending to Japanese customers in Asia.
- Strong growth in lending to Japanese and non-Japanese customers in Americas.
- Lending to non-Japanese customers grew rapidly to approx. three times as large as lending to Japanese customers in Europe.

Figures are those of integrated corporate banking business group on management accounts basis. After adjustment of change in the accounting period of China operation resulting from the creation of a locally incorporated subsidiary in China. Exchanged rates for our business plan are used (¥/$=¥115, etc.)
Largest global branch network of any Japanese financial group, opening new branches in growth areas

 MUFG strengths (1) Network

New branches

Europe

- Commercial banking: Created Chinese subsidiary (Jul. 07)
- Commercial banking: Established Kentucky rep. office (Dec. 07)
- Commercial banking: Established St. Petersburg rep. Office (Apr. 08)
- Commercial banking: Established Dubai Office (Sep. 07)

Americas

- Commercial banking: Established Shanghai subsidiary (Sep. 07)
- Commercial banking: Established Indian subsidiary (Apr. 08)
- Commercial banking: Created Chinese subsidiary (Jul. 07)

Asia

- Commercial banking: Established Shanghai subsidiary (Sep. 07)
- Trust banking: Established Shanghai subsidiary (Sep. 07)

Middle East and Africa

- Expanding branches in Middle Eastern area
- Expanded access to Middle Eastern funds

C. and S. America

- Commercial banking: Established St. Petersburg rep. Office (Apr. 08)

Asia and Oceana

- Union Bank Of California
  336 branches in the U.S.

Note: Branch numbers are total of branches, sub-branches, representative offices and subsidiaries of BTMU as of end Apr. 08
MUFG strengths (2) Operations

- Global commercial banking operations: Commercial bank non-consolidated: about 8,000 staff / Commercial bank consolidated: about 18,000 staff
- Actively developing local operations largely staffed by locally hired staff (LS)

Europe
- About 1,100 staff

Middle East and Africa
- About 100 staff

Asia and Oceana
- About 5,000 staff
- UBOC: About 10,000 staff
- Expatriate
- LS

North America
- About 1,200 staff

C. and S. America
- About 300 staff
- LS
About 80% *2 of Japanese companies operating overseas are our customers; significantly expanding our base of non-Japanese customers, primarily quality firms.

**MUFG strengths (3) Customer base**

- **Europe**
  - Listed companies in 5 key countries*1 with more than Euro 1 bn annual sales: 480 companies

- **Americas**
  - Fortune 500: 500 companies

- **Japan**
  - Japanese customer base: 400,000 companies

- **Asia**
  - Asia MNC*3 targets with more than ¥100 bn annual sales: 149 companies

**Japanese**
- 80% *2

**Non-Japanese**
- 31%
- 34%
- 63%

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*1: UK, Germany, France, Spain and Italy
*2: Source: BTMU
*3: Multinational Company
An overwhelming presence in overseas business even in a customer perception study

Perception study of financial division general managers of domestic listed companies
(Includes MUFG clients and non-clients)

Q. Which group has the most international presence? (Number of companies: 787)

Source: Mitsubishi UFJ Research & Consulting, 2007 Survey
Outline of overseas business

Overseas business strategy

Conclusion
Overseas business strategy

- Business environment
- Outline of MUFG’s global strategy
- 5 Pillar Strategies
### Business environment (1)

- In the medium-term, strong growth is expected in Asia and other developing regions.
- Rapid growth in Asia will create a corporate and investment banking market that ranks alongside those of the US and Europe.

#### Worldwide Real GDP forecasts

<table>
<thead>
<tr>
<th>Region</th>
<th>2007 ($ tn)</th>
<th>2011 ($ tn)</th>
<th>2011 Share</th>
<th>07 - 11 Growth rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Japan</td>
<td>4.4</td>
<td>4.7</td>
<td>8.3 %</td>
<td>1.6 %</td>
</tr>
<tr>
<td>Asia</td>
<td>7.1</td>
<td>9.6</td>
<td>17.1 %</td>
<td>7.9 %</td>
</tr>
<tr>
<td>Oceania</td>
<td>1.0</td>
<td>1.2</td>
<td>2.1 %</td>
<td>3.4 %</td>
</tr>
<tr>
<td>US</td>
<td>13.9</td>
<td>15.1</td>
<td>26.9 %</td>
<td>2.2 %</td>
</tr>
<tr>
<td>C. and S. America</td>
<td>2.5</td>
<td>2.9</td>
<td>5.2 %</td>
<td>4.2 %</td>
</tr>
<tr>
<td>W. Europe</td>
<td>15.8</td>
<td>17.0</td>
<td>30.4 %</td>
<td>2.0 %</td>
</tr>
<tr>
<td>Russia/ E. Europe</td>
<td>2.4</td>
<td>3.0</td>
<td>5.4 %</td>
<td>5.6 %</td>
</tr>
<tr>
<td>Middle East/ Africa</td>
<td>2.2</td>
<td>2.6</td>
<td>4.6 %</td>
<td>4.2 %</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>49.3</strong></td>
<td><strong>56.1</strong></td>
<td><strong>100.0 %</strong></td>
<td><strong>3.4 %</strong></td>
</tr>
</tbody>
</table>

#### 2007 revenue pool

- **Corporations**
  - Asia: 7.9% growth rate, 2007 share 26.9%, 2011 share 17.1%
  - Americas: 2.7% growth rate, 2007 share 2.0%, 2011 share 5.2%
  - Europe: 3.7% growth rate, 2007 share 5.4%, 2011 share 4.6%

- **Investors**
  - Asia: 8.4% growth rate, 2007 share 17.1%, 2011 share 1.6%
  - Americas: 2.0% growth rate, 2007 share 1.3%, 2011 share 5.3%
  - Europe: 5.6% growth rate, 2007 share 2.1%, 2011 share 3.4%

- **Individuals**
  - Asia: 10.6% growth rate, 2007 share 1.6%, 2011 share 4.2%
  - Americas: 1.3% growth rate, 2007 share 1.0%, 2011 share 6.0%
  - Europe: 2.2% growth rate, 2007 share 1.0%, 2011 share 5.4%

**Sources:** IMF, BTMU Economic Research Office

*Wealth Management*
Business environment (2)

- Growth of developing economies will lead to diversity of global money flows, away from focus on the US
- Growing presence of Asia & Middle East, SWF, Islamic Finance
- General view that high resource prices will continue in medium/long term; and global environment may suffer further damage
- Many US and European financial institutions seriously affected by effects of sub-prime issue. Business opportunities for MUFG are expanding

Environmental issues on a global scale

- Russia/CIS
- China distribution hub for trade flows
- India
- Large demand for energy
- New Europe
- Change from receiving foreign capital to investing in foreign countries
- Middle East/Africa
- Alarming rise in personnel expenses
- Core Europe
- ASEAN/NIEs, others
- Moved to local currency issuance in primary securities markets
- North America
- Financial industry reorganization due to effects of sub-prime issue
- C. and S. America
- Expanding investment in private infrastructure
- Retail customers expanding global investment

The need to strengthen compliance is increasing

- External environment
- Competitive trends
MUFG’s global strategy

- Fully leverage MUFG’s strengths and pursue 5 pillar strategies matched to the changing business environment

### MUFG’s strengths

- Global network covering developed and developing countries
- Clear lead in business with Japanese companies overseas
- Longstanding local presence, experience
- Local business management mainly by local staff

### Business environment

- Strong growth in developing economies mainly in Asia and the Middle East
- Financial sector realignment triggered by sub-prime issue, customers returning to commercial banking
- Expanding demand for energy
- Expanding infrastructure investment
- Expanding global investment flows

### 5 pillar strategies

- Strengthen Asia business
  - Leverage strong customer base and network to grow to become No. 1 in Asia
- Strengthen business with non-Japanese customers in the US and Europe
  - Leverage our leading overseas network to expand base of non-Japanese customers/ accelerate cross-selling
- Strengthen CIB-related business
  - Build on our track record in structured finance to win a position as a global top bank
- Investment and alliance strategy
  - Supplement network, enter new businesses, expand operations and optimize portfolio
- Strengthen our organization
  - Develop first-class local staff/ Build robust overseas operations by creating a strong internal control framework
5 Pillar Strategies

- Asia business
- Business with non-Japanese customers in the US and Europe
- CI B-related business
- Investment and alliance strategy
- Strengthen organizational capabilities
Asia business (1) Our goal

- Aim to become Asia’s No. 1 bank by expanding business with non-Japanese customers, developing new businesses such as retail business.

Now | Step I | Step II
--- | --- | ---

**Business with non-Japanese customers** | **Large growth potential** | **Create strong source of profits (Grow the MUFG brand)**

**New businesses e.g. retail** | **Business entry phase (Entry into Indonesian consumer finance business)**

**Non organic + new businesses e.g. retail** | **Significantly enhance market presence (Strengthen CIB related business)**

**Clear leading position** | **Further extend our lead (Enhance settlement functions)**

**Become a Top Tier Bank**

**Further extend our lead (Capture business with Japanese companies expanding in Asia)**
Asia business (2) Organic growth strategy

- Leverage the No. 1 Japanese bank network in Asia to accelerate growth of our Japanese/non-Japanese customer base, capturing commercial/settlements flows between European/US and Asia, inter Asia as well as between Japan and Asia
- Promote cross-selling of Loan, Forex and CMS products to customers

Expanding customer base by capturing commercial/settlement flows (image)

Promote cross-selling

Strengthening cross-selling = Long-term customers & Profit growth

Branches/Offices

Major trade flows
Business with non-Japanese customers in the US and Europe (1)

Basic strategy

- **US**: Leverage CIB business across strong customer base and grow profits through unified management
- **Europe**: Diversify profit sources by expanding customer base and becoming a core bank of customers

**US : Business with non-Japanese customers**

- **Strong customer base**
  - Concentrate business with customers in 5 key sectors to NY and Houston office
  - Strengthen proposals by unified management with CIB business, raise cross-selling ratio and grow profits

**Europe : Business with non-Japanese customers**

- **Expansion of EU zone/Active corporate reorganization**
  - Leverage branch network to grow customer base
  - Target of 1,000 non-Japanese customers (869 as of End Mar. 08)
  - Promote M&A finance to benefit from active corporate reorganization

**EU zone expanding eastwards**

- **New York**
  - Utilities
  - Media
  - Insurance
  - Financial
  - Oil & Gas
  - Houston

- **EU zone expanding eastwards**
Leverage MUFG’s comprehensive strengths to expand our market presence in the rapidly growing markets of the Middle and Near East.

Middle and near East business has expanded significantly

- SWF asset management needs growing as oil revenues expand
- Increased needs for regional infrastructure development
- Increased needs for regional fund management business
- Funding business

MUFG will leverage its comprehensive Group strengths to develop business in this key strategic region.

Strengthen front-line marketing (further develop our office network)

* Source: BTMU
UNBC

- No. 6 in California by deposits, strong in retail and mid-sized companies
- Collaborating and seeking synergies with MUFG in various businesses

### Financial highlights (Year ended Dec. 07)

<table>
<thead>
<tr>
<th>Category</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>¥298.6 bn</td>
</tr>
<tr>
<td>Net business profit</td>
<td>¥109.6 bn</td>
</tr>
<tr>
<td>Total assets</td>
<td>¥6.4 tn</td>
</tr>
<tr>
<td>Loan assets</td>
<td>¥4.7 tn</td>
</tr>
<tr>
<td>Deposits</td>
<td>¥4.9 tn</td>
</tr>
<tr>
<td>BIS capital ratio</td>
<td>11.21%</td>
</tr>
<tr>
<td>Long-term rating</td>
<td>A (S&amp;P)</td>
</tr>
<tr>
<td>Market cap.</td>
<td>¥0.8 tn</td>
</tr>
<tr>
<td>ROA/ROE</td>
<td>0.79% / 9.28%</td>
</tr>
</tbody>
</table>

### UBOC loan portfolio

- Corporate 35.3%
- Housing loans 33.6%
- Construction 5.8%
- Commercial real estate 17.0%
- Individuals’ loans 6.5%
- Leasing, etc 1.8%

### Collaboration with MUFG

- Collaborates on U.S. West coast business with Japanese companies
  - Lending/securitization by BTMU. Deposits and settlement by UBOC
  - Creating a business model that leverages the strengths of BTMU and UBOC
- **California Account service**
  - US dollar non-resident accounts for BTMU customers in Japan
- Collaboration with MUTB in trusts business

Figures are on management accounts basis. Exchanged rate for our business plan is used (¥/$=¥115)
Aiming to compete at the global top; Initially strengthening project finance
Between 2005 and 2007, the market expanded 62% primarily in resources, energy, transportation infrastructure
MUFG is in a good position to become a leading bank with particular strength in the energy sector

Composition of the project finance market

MUFG’s position in project finance business

(2007 League tables)

<table>
<thead>
<tr>
<th>Rank</th>
<th>Mandated Arranger</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>BNP Paribas</td>
</tr>
<tr>
<td>2</td>
<td>Royal Bank of Scotland</td>
</tr>
<tr>
<td>3</td>
<td>Dexia</td>
</tr>
<tr>
<td>10</td>
<td>MUFG</td>
</tr>
</tbody>
</table>

Leading record in certain sectors
- Alternative energy (Strong in wind-generated electricity)
- Pipelines, etc.

(Source: Thomson Financial)

(MUFG is in a good position to become a leading bank with particular strength in the energy sector)
**CI B related business**

*Strategy to strengthen structured finance (2)*

- Significantly strengthen structured finance business through a global approach, enhanced risk taking capabilities/ enhanced staffing in order to gain a foothold as a top global bank

### League table targets

<table>
<thead>
<tr>
<th>Region</th>
<th>Current (2007)</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asia</td>
<td>TOP 18</td>
<td>Aiming to be in TOP 10 in all areas</td>
</tr>
<tr>
<td>Americas</td>
<td>TOP 5</td>
<td>Aiming to be in TOP3 in a certain market/sector</td>
</tr>
<tr>
<td>Europe</td>
<td>TOP 22</td>
<td></td>
</tr>
</tbody>
</table>

### Strengthening the following five factors to realize our goals

- Strengthen sector response globally
  - Accumulate global knowledge/Establish customer coverage framework

- Strengthen risk taking capabilities using sound B/S
  - Accumulate front office and credit screening expertise

- Actively strengthen staffing
  - Strengthen execution ability in focusing area/sector

- Create competitive human resource management
  - Actively promote local staff, train young staff

- Improve infrastructure
  - Develop a system infrastructure conducive to developing global operations
## Investment and alliance strategy (1)
**Strengthening regional coverage and functionality in Asia**

- Promoting a collaborative Group approach to investments and alliances, creating a framework to supplement area coverage in Asia
- Established key synergistic alliances as the basis of active development in growth areas

<table>
<thead>
<tr>
<th>Investment/Alliance</th>
<th>Head office/Location</th>
<th>Investment/alliance partner</th>
<th>New Functionality</th>
<th>Network benefit</th>
<th>New business opportunity</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Acquisition</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bank Nusantara</td>
<td>Indonesia</td>
<td>Regional mid-sized commercial bank</td>
<td></td>
<td></td>
<td>√ Retail</td>
</tr>
<tr>
<td>Parahyangan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Equity method</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dahshin Financial</td>
<td>Hong Kong</td>
<td>Major bank in Hong Kong</td>
<td>√ Small-medium sized businesses</td>
<td></td>
<td>√ Retail</td>
</tr>
<tr>
<td>Holdings</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Investment</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bank of China</td>
<td>China</td>
<td>11,000 domestic branches</td>
<td></td>
<td>√ Network in China</td>
<td>√ Retail</td>
</tr>
<tr>
<td>Kim Eng Hold.</td>
<td>Singapore</td>
<td>Largest ASEAN network</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Challenger Financial</td>
<td>Australia</td>
<td>Australia’s No. 3 diversified financial services company/No. 1 in pension funds</td>
<td>√ IB (Secondary business)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CIMB</td>
<td>Malaysia</td>
<td>ASEAN’s strongest IB, No. 1 in Islamic financing</td>
<td>√ IB (Primary)</td>
<td>√ ASEAN investor base</td>
<td>√ Islamic financing</td>
</tr>
<tr>
<td><strong>Business alliance</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>China Merchants</td>
<td>China</td>
<td>Leading Chinese commercial bank</td>
<td></td>
<td></td>
<td>√ Retail</td>
</tr>
<tr>
<td>Bank</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vietcombank</td>
<td>Vietnam</td>
<td>Largest domestic bank</td>
<td>√ 1B business (M&amp;A/Infrastructure related, etc.)</td>
<td>√ Network in Vietnam</td>
<td></td>
</tr>
<tr>
<td>ICICI Bank</td>
<td>India</td>
<td>Largest Indian private bank</td>
<td></td>
<td>√ General IB</td>
<td>√ Network in India</td>
</tr>
<tr>
<td>Daewoo Securities</td>
<td>Korea</td>
<td>One of major Korean securities companies</td>
<td></td>
<td>√ General IB</td>
<td></td>
</tr>
</tbody>
</table>
Investment and alliance strategy (2)
Aiming for an overseas business ratio of more than 20%

- Promote strategic investment and alliance which fit our overseas strategy and with significant synergies

- Supplement functionality and network

- Enter new business fields

- Strengthen specialized organization in charge of strategic investment and alliance
Strengthen organization capabilities (1) Staff development

- Further enhance locally hired staff at overseas operations to strengthen business execution
- Training core expatriate to further strengthen the development of globally active staff

Training locally hired staff (LS)
- Asian Human Resource Development Center
  - Open September 2008 (planned)

Training core expatriate
- Hired by area of expertise (International finance course)
- Dispatch more young staff from Japan (corporate division)

Asian Human Resource Development Center
- Location: Singapore
- Appoint professional local staff as office heads and significantly improved local staff training

Begin by targeting training and career development

Wide ranging measures to strengthen systems including the reward structure, staff evaluation system, employment policies, etc.

Implement on a global basis including the Americas and Europe
Strengthen organization capabilities (2) Strengthen internal control

- Create an solid internal control system appropriate to a global bank
- Framework is largely in place, strengthen and clearly instill front line capabilities

Internal control framework of BTMU

**Europe**
- European Compliance Div.
  - Compliance Officers
- European Operation Div.
  - Operations Officers
- Branches/Representative Offices
- BTMU China Compliance Div.
  - Compliance Officers
  - Operations Officers
- Branches/Representative Offices

**Japan**
- Global Compliance Div.
- Global Operations & Information Systems Office

**Americas**
- Compliance Div. for the Americas
  - Compliance Officers
- Operations Div. for the Americas
  - Operations Officers
- Branches/Representative Offices

**Asia**
- Asia Compliance Office
  - Compliance Officers
- Asia/China Div. Operations Group
  - Operations Officers
- Branches/Representative Offices
Outline of overseas business

Overseas business strategy

Conclusion
Aiming for a globally respected position (1)

- Stepping up from being Japan’s leading bank to being a top global bank

The global development process

- Develop Forex operations
- Develop international business
- Strengthen regional presence
- Establish global presence

(Presence)

(Time)

MUFG today

Aspiration

Customer base
- Japanese only
- Primarily Japanese
- Expanding Non-Japanese customers
- Japanese/Non-Japanese retail

Business development
- Some CB businesses such as Forex
- Focus on CB business ⇒ provide IB services
- Full banking operations: CB/IB/AM/WM/retail

Contributing to Japan’s internationalization
- Supporting the global development of Japanese companies

Become a global universal bank by leveraging all Group strengths
- Cooperation between the Bank, Trust bank and Securities company
- Develop new businesses

Establish global presence as a leading bank in the international financial market
- Actively engage in cutting-edge financing
- Contribute to environmental initiatives
- Actively provide opinions externally
Aiming for a globally respected position (2)

- MUFG overseas business medium-term outlook

- Investment and alliance
  - Global CIB
  - North America strategy
  - C. And S. America strategy

- Environmental business
  - CIS/ Central Asia strategy
  - Middle East/ Africa strategy
  - China/ India strategy

- Improve system infrastructure
  - Strengthen risk management

- Asia retail strategy
  - Asia securities strategy
Quality for You

No.1 Service
No.1 Reliability
No.1 Global Coverage
Appendix
Large growth of gross profits in Asia, increased revenues in the Americas and Europe primarily from business with non-Japanese customers

- Deepened country strategies
  - Launched Chinese subsidiary, etc. (July 2007)
- Accelerated build-up of loan book with non-Japanese customers
  - ¥2.3 tn → ¥3.1 tn (end 2006 → end 2007)
- Strengthened revenues in a difficult environment
- Developed sector strategies for non-Japanese customers
  - Focus on the utilities, financials, media, insurance, and Oil/Gas sectors
- Expanded our non-Japanese customer base in Russia, the Middle East and other emerging markets in addition to the core European region
- Strove to capture more Japanese business through branch network expansion

Figures are customer business gross profits of integrated corporate banking business group on management accounts basis. After adjustment of change in the accounting period of China operation resulting from the creation of a locally incorporated subsidiary in China. Exchanged rates for our business plan are used (¥/$=¥115, etc)
Gross profits growth in Asia driven by traditional commercial banking. Increased CIB revenues in Europe and the Americas

Asia

- Large contribution from lending revenue
  - Benefits of tailor made strategy for each major non-Japanese customer
- Expanded market products such as Forex and derivatives
- Improved cross selling ratio

Growth driven by CIB revenues (10% average annual growth)
- Contribution from increase in leasing revenues
- Derivatives and syndicate loans were steady

Americas

Europe

Revenue
- CIB
- Forex
- Fees and Commissions
- Deposits
- Lending

Significant growth in CIB revenues (12% average annual growth)
- Acquired project financing mandates in areas of strength such as wind-generated electricity
- Acquisition finance mandates for large aircraft

Figures are customer business gross profits of integrated corporate banking business group on management accounts basis.
After adjustment of change in the accounting period of China operation resulting from the creation of a locally incorporated subsidiary in China.
Exchanged rates for our business plan are used (¥/$=¥115, etc)