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 that could cause actual results to differ materially. Please see other disclosure and public filings made or that will be made by MUFG and the other companies comprising the group, including the latest kessantanshin, financial reports, Japanese and U.S. securities reports and annual reports and filings, 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 Peer Group is comprised of the following 19 banks>

Current State of Union Bank

North American Strategy
• Overview of Union Bank

• Financial results for FY2010

• Business environment for FY2011
**Company profile and history**

**One of the largest regional banks headquartered in California, with approximately 150 years of history**

<table>
<thead>
<tr>
<th><strong>UB Company Profile</strong></th>
<th><strong>History</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Head office</td>
<td>San Francisco</td>
</tr>
<tr>
<td>Branches</td>
<td>400 (mainly in California)</td>
</tr>
<tr>
<td>Employees</td>
<td>10,686</td>
</tr>
<tr>
<td>Total assets</td>
<td>$79 billion / ¥6.5 trillion</td>
</tr>
<tr>
<td>Total loans</td>
<td>$48 billion / ¥3.9 trillion</td>
</tr>
<tr>
<td>Total deposits</td>
<td>$60 billion / ¥4.9 trillion</td>
</tr>
<tr>
<td>Net business profits</td>
<td>$985 million / ¥80.8 billion</td>
</tr>
<tr>
<td>Net Income</td>
<td>$573 million / ¥47.0 billion</td>
</tr>
</tbody>
</table>

*Figures are for FY2010 or as of the end of 2010, converted at 82 yen to a dollar*

1864: The Bank of California established as the first commercial bank in the west coast of the USA
1883: First National Bank of San Diego (later changed its name to Southern California First National Bank) established
1914: Kaspare Cohn Commercial and Savings Bank (later changed name to Union Bank) established
1975: Bank of Tokyo California acquired Southern California First National Bank to form California First Bank
1984: The Mitsubishi Bank acquired The Bank of California
1988: California First Bank acquired Union Bank (Union Bank name retained)
1996: As a result of the merger of The Mitsubishi Bank and The Bank of Tokyo, The Bank of California and Union Bank merged to form Union Bank of California
2008: Became a wholly owned subsidiary of BTMU and Bank name was changed to Union Bank
Footprint

- 400 branches, mainly in California, provide a solid foundation
- Good coverage in many desirable west coast markets, including San Diego, Los Angeles, San Francisco, and Seattle

Note: UB owns corporate banking offices in Texas, New York and Illinois
**Ranking in the U.S.**

- Ranked 18\(^{th}\) in the U.S. and 3\(^{rd}\) in California in terms of total deposits as of June 2010 (most recent data available)

### Ranking in the U.S.

<table>
<thead>
<tr>
<th>Bank name</th>
<th>Total deposits ($ bn)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Bank of America</td>
<td>829</td>
</tr>
<tr>
<td>2 Wells Fargo Bank</td>
<td>719</td>
</tr>
<tr>
<td>3 JPMorgan Chase Bank</td>
<td>633</td>
</tr>
<tr>
<td>4 Citibank</td>
<td>255</td>
</tr>
<tr>
<td>5 PNC Bank</td>
<td>177</td>
</tr>
<tr>
<td>6 U.S. Bank</td>
<td>169</td>
</tr>
<tr>
<td>7 Bank of the West</td>
<td>96</td>
</tr>
<tr>
<td>10 Regions Bank</td>
<td></td>
</tr>
<tr>
<td>18 Union Bank</td>
<td>64</td>
</tr>
</tbody>
</table>

### Ranking in California

<table>
<thead>
<tr>
<th>Bank name</th>
<th>Total deposits ($ bn)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Bank of America</td>
<td>222</td>
</tr>
<tr>
<td>2 Wells Fargo Bank</td>
<td>163</td>
</tr>
<tr>
<td>3 Union Bank</td>
<td>61</td>
</tr>
<tr>
<td>4 JPMorgan Chase Bank</td>
<td>61</td>
</tr>
<tr>
<td>5 Citibank</td>
<td>48</td>
</tr>
<tr>
<td>6 U.S. Bank</td>
<td>31</td>
</tr>
<tr>
<td>7 Bank of the West</td>
<td>23</td>
</tr>
<tr>
<td>8 City National Bank</td>
<td>17</td>
</tr>
<tr>
<td>9 East West Bank</td>
<td>13</td>
</tr>
<tr>
<td>10 Comerica Bank</td>
<td>13</td>
</tr>
</tbody>
</table>
Corporate governance

- UnionBanCal’s Board of Directors has 15 members, 11 of which are independent
- Established 4 committees under the Board, all chaired by independent directors
- Committed to good disclosure, including voluntarily issuing quarterly earnings releases and filing quarterly and annual financial statements with the SEC

Directors
- Nobuo Kuroyanagi (Chairman of BTMU)(*)
- Tatsuo Tanaka (Chairman, Deputy president of BTMU)
- Masaaki Tanaka (Managing executive officer, BTMU)
- Masashi Oka (President & CEO)

(*) Director of Union Bank only

Independent Directors
- Aida Alvarez (former Administrator, Small Business Administration)
- David Andrews (retired SVP, Governmental Affairs, General Counsel & Secretary, PepsiCo, Inc.)
- Nicholas Binkley (Partner, Forest Binkley & Brown)
- Dale Crandall (President, Piedmont Corporate Advisors, Inc.)
- Murray Dashe (retired Chairman, CEO & President, Cost Plus, Inc.)
- Mohan Gyani (Vice Chairman, Roamware, Inc.)
- Christine Garvey (former global head of Corporate Real Estate & Services, Deutsche Bank AG)
- Takeo Hoshi (Professor, University of California, San Diego)
- Fernando Niebla (President, International Technology Partners, LLC)
- Barbara Rambo (CEO, Taconic Management Services)
- Dean Yoost (retired Partner, PriceWaterhouseCoopers)
A U.S.-based management team of mostly American executives

Executive Committee members:

- President & CEO: M. Oka
- Vice Chairman & Chief Corporate Banking Officer: J. Erickson
- Vice Chairman & CFO: J. Woods
- Vice Chairman & Chief Risk Officer: M. Midkiff
- Vice Chairman & Chief Retail Banking Officer: T. Wennes
- Commercial Banking: R. Dawson, SEVP
- Global Treasury Management: J. Bourne, SEVP
- Real Estate Industries: M. Stedman, SEVP
- Community Banking: P. Habis, SEVP
- Human Resources: P. Fearer, SEVP
- Deputy CFO & Chief Liaison Officer: M. Yasuda, SEVP
- General Counsel: M. Hirsch, SEVP
- Independent Risk Monitoring: J. Wied, SEVP
**Business characteristics**

- **Portfolio is well balanced between corporate and retail segments**

**Revenue breakdown (FY10)**

- **By segment**
  - Corporate: 55%
  - Retail: 40%
  - Other: 5%

- **By account type**
  - Net interest income: 73%
  - Fees & commissions: 16%
  - Trading, etc.: 11%

**Business characteristics**

- **Corporate banking segment:**
  - Serves middle market and corporate businesses headquartered throughout the U.S., with particular strength in California small & mid-sized companies
  - Commercial real estate
  - Examples of specialized corporate industries nationwide:
    - Highly competitive power & utilities player in the North America, MUFG ranked No. 1 in North America project finance
    - Corporate Cash Management Services
  - Wealth management services

- **Retail banking segment:**
  - Serves approximately 1 million households
  - High-touch, high-quality customer service
  - High-quality residential mortgage portfolio
Union Bank’s strategic goal is to be a high profitability relationship bank, with national niches.

FY2011 Strategic focus is franchise optimization:

- **Optimize Revenue:**
  - Improved focus & execution in regional relationship banking and national niche businesses

- **Optimize Expense:**
  - Transform processes & infrastructure, with “funding” from productivity initiatives

- **M&A driven growth:**
  - Additional revenue growth through bank & non-bank M&A to improve geographic penetration & diversification

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### Corporate Banking

- **Infill within Existing Core Geographies**
  - Expand presence in Pacific North West
  - Leverage existing presence in Texas

- **Wealth Management Expansion**
  - Leverage existing commercial relationships
  - Align product offerings and balance revenue mix

- **Niche and Product Expansion**
  - Expansion in existing niche business lines as well as development of new niche business lines

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### Retail Banking

- **Jumbo Lending Business**
  - Profitable, market share leader, high credit quality
  - Continue to grow jumbo California residential mortgages

- **Consumer credit offerings**
  - Expand product set, business line, and geographies

- **Business Banking**
  - Restructure the group for growth and scale

- **Distribution Channels**
  - Investing in alternative channels (online, mobile, ATM)
Overview of Union Bank

Financial results for FY2010

Business environment for FY2011
## Income statement summary

### Pre-tax, pre-provision income

- **Net interest income increased primarily due to:**
  - Balance sheet optimization and securities portfolio re-balancing strategy adopted in FY2010
- **Noninterest income increased primarily due to:**
  - Higher gains from securities sales in FY2010 (related to securities portfolio re-balancing)
  - Higher Capital Markets and Commercial Banking fee income
  - Partially offset by declining deposit fees from lower rates & regulatory pressures, an industry-wide challenge
- **Operating expenses increased primarily due to:**
  - Higher FTE from acquisitions
  - Significant one-time charges in the 4th quarter due to certain reserves for contingencies and an asset impairment charge
- **Pre-tax pre-provision income up 10% over FY2009**

### Provision for loan losses

- Significant reduction (84%) in provision due to improvement in credit environment, resulting in improved credit quality throughout the portfolio

### Net income

- Strong return to profitability in FY2010 with net income of $573 mn

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### Consolidated Income Statement

<table>
<thead>
<tr>
<th></th>
<th>FY2009</th>
<th>FY2010</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total revenue</td>
<td>2,987</td>
<td>3,357</td>
<td>370</td>
</tr>
<tr>
<td>Net interest income</td>
<td>2,260</td>
<td>2,434</td>
<td>174</td>
</tr>
<tr>
<td>Noninterest income</td>
<td>727</td>
<td>923</td>
<td>196</td>
</tr>
<tr>
<td>Service charges on deposits accounts</td>
<td>291</td>
<td>250</td>
<td>(41)</td>
</tr>
<tr>
<td>Trust and investment management fees</td>
<td>135</td>
<td>133</td>
<td>(2)</td>
</tr>
<tr>
<td>Merchant banking fees</td>
<td>65</td>
<td>83</td>
<td>18</td>
</tr>
<tr>
<td>Brokerage commissions and fees</td>
<td>34</td>
<td>40</td>
<td>6</td>
</tr>
<tr>
<td>Card processing fees, net</td>
<td>32</td>
<td>41</td>
<td>9</td>
</tr>
<tr>
<td>Trading account activities</td>
<td>74</td>
<td>111</td>
<td>37</td>
</tr>
<tr>
<td>Securities gains, net</td>
<td>24</td>
<td>105</td>
<td>81</td>
</tr>
<tr>
<td>Noninterest expense</td>
<td>2,088</td>
<td>2,372</td>
<td>284</td>
</tr>
<tr>
<td>Salaries and employee benefits</td>
<td>972</td>
<td>1,230</td>
<td>258</td>
</tr>
<tr>
<td>Other than above</td>
<td>1,116</td>
<td>1,142</td>
<td>26</td>
</tr>
<tr>
<td>Pre-tax, pre-provision income</td>
<td>899</td>
<td>985</td>
<td>86</td>
</tr>
<tr>
<td>Provision for loan losses</td>
<td>(1,114)</td>
<td>(182)</td>
<td>932</td>
</tr>
<tr>
<td>Income (loss) before income taxes and including noncontrolling interests</td>
<td>(215)</td>
<td>803</td>
<td>1,018</td>
</tr>
<tr>
<td>Net income (loss)</td>
<td>(65)</td>
<td>573</td>
<td>638</td>
</tr>
</tbody>
</table>
Total revenue increased for corporate and retail segments from FY2009 to FY2010:

- Corporate revenue growth driven primarily by increased fee income and higher net interest income on deposits
- Retail revenue growth driven primarily by growth in average deposit and loan balances and an expansion in the margin on assets, slightly offset by a reduction in fee income driven by regulatory changes

**Total revenue by segment**

<table>
<thead>
<tr>
<th></th>
<th>FY09</th>
<th>FY10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate</td>
<td>1,638</td>
<td>1,841</td>
</tr>
<tr>
<td>Retail</td>
<td>1,137</td>
<td>1,327</td>
</tr>
<tr>
<td>Others</td>
<td>201</td>
<td>179</td>
</tr>
</tbody>
</table>

**Breakdown of changes in total revenue**

<table>
<thead>
<tr>
<th></th>
<th>Change ($ mn)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate</td>
<td>203</td>
</tr>
<tr>
<td>Retail</td>
<td>190</td>
</tr>
<tr>
<td>Others</td>
<td>(22)</td>
</tr>
</tbody>
</table>

**Total Revenue**

- FY09: 2,976
- FY10: 3,347
Balance sheet summary

● Loans
  □ Increased due to acquisitions and a return
  to loan growth across most loan categories
  in FY10H2

● Securities
  □ Declined due to balance sheet optimization
  and securities portfolio re-balancing
  strategy

● Deposits
  □ Deposit optimization strategy reduced
  higher-rate deposit accounts volumes,
  supporting net interest margin expansion

● Non-performing assets
  □ NPA levels improved as economy
  strengthened and asset quality improved
  across the board
  □ NPA ratio*1 at low level of 1.15%, very
  favorable compared with peers

<Consolidated Balance Sheet>

<table>
<thead>
<tr>
<th></th>
<th>End Dec. 09</th>
<th>End Dec. 10</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total assets</td>
<td>85,598</td>
<td>79,097</td>
<td>(6,501)</td>
</tr>
<tr>
<td>Loans</td>
<td>47,220</td>
<td>48,094</td>
<td>874</td>
</tr>
<tr>
<td>Securities</td>
<td>23,787</td>
<td>22,114</td>
<td>(1,673)</td>
</tr>
<tr>
<td>Available for sale</td>
<td>22,559</td>
<td>20,791</td>
<td>(1,768)</td>
</tr>
<tr>
<td>Held to maturity</td>
<td>1,228</td>
<td>1,323</td>
<td>95</td>
</tr>
<tr>
<td>Total liabilities</td>
<td>76,018</td>
<td>68,706</td>
<td>(7,312)</td>
</tr>
<tr>
<td>Deposits</td>
<td>68,518</td>
<td>59,954</td>
<td>(8,564)</td>
</tr>
<tr>
<td>Noninterest bearing</td>
<td>14,559</td>
<td>16,343</td>
<td>1,784</td>
</tr>
<tr>
<td>Interest bearing</td>
<td>53,959</td>
<td>43,611</td>
<td>(10,348)</td>
</tr>
<tr>
<td>Total equity</td>
<td>9,580</td>
<td>10,391</td>
<td>811</td>
</tr>
<tr>
<td>Net interest margin</td>
<td>3.40%</td>
<td>3.24%</td>
<td>(0.16%)</td>
</tr>
<tr>
<td>Nonperforming assets</td>
<td>1,350</td>
<td>1,142</td>
<td>(208)</td>
</tr>
</tbody>
</table>
| Nonperforming assets
to total assets*1      | 1.58%       | 1.15%       | (0.43%) |

*1 Excluding FDIC covered assets
**Loans**

- Strong 5-year loan growth reflects franchise strength and balance
- Challenging economic environment in FY2010 made growth difficult, but UB held the portfolio nearly steady with acquisitions
- UB has a well-balanced loan portfolio with a relatively low concentration in CRE

### Average loans

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Average Loans ($) bn</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY06</td>
<td>35.7</td>
</tr>
<tr>
<td>FY07</td>
<td>39.4</td>
</tr>
<tr>
<td>FY08</td>
<td>46.1</td>
</tr>
<tr>
<td>FY09</td>
<td>49.0</td>
</tr>
<tr>
<td>FY10</td>
<td>47.7</td>
</tr>
<tr>
<td>FY10Q1</td>
<td>46.8</td>
</tr>
<tr>
<td>FY10Q2</td>
<td>47.8</td>
</tr>
<tr>
<td>FY10Q3</td>
<td>48.1</td>
</tr>
<tr>
<td>FY10Q4</td>
<td>48.0</td>
</tr>
</tbody>
</table>

**CAGR +8%**

### Loan portfolio*1

- **Commercial, financial and industrial**: 31.7%
- **Construction**: 4.4%
- **Residential mortgage**: 36.8%
- **Lease financing**: 1.4%
- **Consumer**: 8.4%

*1 Average loans for FY10, excluding FDIC covered assets
Credit quality

- NPL ratio consistently lower than peers, due to differentiated business model, loan mix, and long-term commitment to conservative credit management
- UB manages risk through portfolio diversification, industry concentration limits, loan limits, geographic distribution, and type of borrower
- No subprime or option ARM residential mortgages loans
- Low residential mortgage delinquency rate due to focus on prime loans, high FICO scores, and low LTVs

**NPL/ total loans**

- UB manages risk through portfolio diversification, industry concentration limits, loan limits, geographic distribution, and type of borrower
- No subprime or option ARM residential mortgages loans
- Low residential mortgage delinquency rate due to focus on prime loans, high FICO scores, and low LTVs

**Net Charge-offs/ average loans**

Source: SNL and company reports
• UB benefited from depositor flight-to-quality beginning in FY2008
• Lack of quality, risk-appropriate opportunities to invest the large pool of deposits led to the balance sheet optimization project in FY2010
• Balance sheet optimization targeted right-sizing the balance sheet through runoff of higher-rate deposits and remixing the securities portfolio to enable NIM expansion
Annual net interest margin results on declining trend as fall in funding costs due to lower rates is largely complete, while decline in yield on earning assets continues. Returned to NIM expansion in FY10Q2 as balance sheet optimization project succeeded.

Source: 2010 10-K, Quarterly Earnings Releases

Yield on total earning assets = Interest Income / Total earning assets
Net interest margin = (Interest Income - Interest expense) / Total earning assets
Rate on total interest bearing liabilities = Interest Expense / Total interest bearing liabilities
Liquidity

- UB maintains a robust liquidity profile anchored by a strong deposit base with diverse wholesale funding capacity
- Portfolio of high-quality securities, mainly U.S. government bonds and Agency RMBS, can be readily converted to cash or serve as collateral

Deposits & Wholesale Funding

- U.S. Treasury and other U.S. government bonds
- RMBS-agency
- RMBS-non agency
- State and municipal
- ABS and debt securities
- Equity securities

Securities available for sale

<table>
<thead>
<tr>
<th></th>
<th>Amortized cost</th>
<th>Gross Unrealized Gains &amp; Losses</th>
<th>Fair Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>20,726</td>
<td>65</td>
<td>20,791</td>
</tr>
<tr>
<td>U.S. Treasury and other U.S. government</td>
<td>6,839</td>
<td>75</td>
<td>6,914</td>
</tr>
<tr>
<td>RMBS-agency</td>
<td>12,743</td>
<td>13</td>
<td>12,756</td>
</tr>
<tr>
<td>RMBS-non agency</td>
<td>710</td>
<td>(28)</td>
<td>682</td>
</tr>
<tr>
<td>State and municipal</td>
<td>25</td>
<td>1</td>
<td>26</td>
</tr>
<tr>
<td>ABS and debt securities</td>
<td>369</td>
<td>4</td>
<td>373</td>
</tr>
<tr>
<td>Equity securities</td>
<td>40</td>
<td>0</td>
<td>40</td>
</tr>
</tbody>
</table>
Capital position

- Tier 1 common and TCE ratios compared very favorably with peers at December 31, 2010
- At December 31, 2010: BIS Tier 1 ratio 12.44%, total capital ratio 15.01%
- No government funds in capital structure
- Sizable capital cushion, available to support organic growth and acquisitions

Select Capital Ratios

<table>
<thead>
<tr>
<th>Capital Type</th>
<th>End Dec. 09</th>
<th>End Dec. 10</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tier 1 capital</td>
<td>7,485</td>
<td>8,029</td>
<td>544</td>
</tr>
<tr>
<td>Tier 2 capital</td>
<td>1,718</td>
<td>1,656</td>
<td>(63)</td>
</tr>
<tr>
<td>Total capital</td>
<td>9,203</td>
<td>9,685</td>
<td>482</td>
</tr>
<tr>
<td>Tier 1 common capital ratio</td>
<td>11.82%</td>
<td>12.44%</td>
<td>0.62%</td>
</tr>
<tr>
<td>Tangible common equity ratio</td>
<td>8.29%</td>
<td>9.67%</td>
<td>1.38%</td>
</tr>
<tr>
<td>Total capital ratio</td>
<td>14.54%</td>
<td>15.01%</td>
<td>0.47%</td>
</tr>
</tbody>
</table>

Comparison of Capital Ratios with Peers

As of end Dec. 10

- Tier 1 common capital ratio: UnionBanCal 12.42%, Peers Average 9.08%
- Tangible common equity ratio: UnionBanCal 9.67%, Peers Average 7.22%

Source: Company disclosures
FDIC assisted transactions

- Completed integration of Tamalpais bank in January 2011
- On track to complete integration of Frontier bank in April 2011

**Tamalpais Bank**

- **Assets and deposits acquired**
  - Assets: approx. US$0.6 bn
    (including loans of approx. US$0.5 bn)
  - Deposits: approx. US$0.4 bn

- **Network**
  - 7 branches in Marin County, California

- **Strategic implication**
  - Expand branch network and customer base in Marin County, home to many high-income individuals
  - More efficient than de novo expansion

**Frontier Bank**

- **Assets and deposits acquired**
  - Assets: approx. US$3.2 bn
    (including loans of approx. US$2.8 bn)
  - Deposits: approx. US$2.5 bn

- **Network**
  - 47 branches in Washington State, 3 branches and 1 loan production office in Oregon

- **Strategic implication**
  - Washington State is a growing market, highly ranked by market size and population growth among all 50 U.S. states
  - Achieved strong coverage in Seattle, creating stronger footprint on west coast
Overview of Union Bank

Financial results for FY2010

Business environment for FY2011
Business environment for FY2011

- **Economic environment**
  - **Economy/Interest rates**
    - Clear signs of improvement but FRB cautious about early termination of monetary easing
    - Fed Funds rate expected to remain near zero in FY2011

- **Regulatory environment**
  - **Dodd Frank**
    - Durbin amendment, Volcker rule, Regulation Q repeal, enhanced risk management
  - **Regulation E**
    - Prohibit charging overdraft fees unless customers expressly opt-in
  - **Basel III**
    - Need to address liquidity regulations (LCR ratio)
Current state of Union Bank

North American Strategy
Weight of North America business within BTMU

- North America gross profits approx. 60% of BTMU’s overseas total
- North America accounts for one third of global revenue pool

### Gross profits breakdown (FY09)

<table>
<thead>
<tr>
<th>Region</th>
<th>MUFG total (Yen 3,605.1 bn)</th>
<th>BTMU consolidated (Yen 2,373.3 bn)</th>
<th>Overseas business (Yen 564.6 bn)</th>
</tr>
</thead>
<tbody>
<tr>
<td>North America</td>
<td>BTMU 66%</td>
<td>Overseas business 24%</td>
<td>UNBC 45%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Europe 14%</td>
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<td></td>
<td></td>
<td>Asia 9%</td>
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<td></td>
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<td></td>
<td>Latin America 33%</td>
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<tr>
<td>Other Asia</td>
<td></td>
<td></td>
<td>Other Asia 9%</td>
</tr>
<tr>
<td>Latin America</td>
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<td></td>
<td>China 9%</td>
</tr>
<tr>
<td>North America</td>
<td></td>
<td></td>
<td>Japan 9%</td>
</tr>
<tr>
<td>Other Asia</td>
<td></td>
<td></td>
<td>Middle East and Africa 3%</td>
</tr>
<tr>
<td>Europe</td>
<td></td>
<td></td>
<td>Europe 30%</td>
</tr>
</tbody>
</table>

Source: Boston consulting group
Overview of Headquarters for the Americas, BTMU

**Business, customers and management**

Business: Commercial banking in the Americas
Customers: Japanese and non-Japanese
Management: Masaaki Tanaka, CEO for the Americas
Y. Nishio, Head of Asian Corporate Banking
R. Chafetz, Head of Corporate and Investment Banking for the Americas
C. Trunz, Chief Risk Officer for the Americas

**Business lines**

- Corporate Banking Division for the Americas No.1
- Corporate Banking Division for the Americas No.2
- Corporate Banking Division for the Americas No.3
- Corporate Banking Division for the Americas No.4
- Investment Banking Division for the Americas
- Global Markets Division for the Americas
- Overseas branches

**Gross revenue in the Americas, BTMU**

<table>
<thead>
<tr>
<th>Year</th>
<th>Loans</th>
<th>Deposits</th>
<th>Fees &amp; commissions</th>
<th>Forex</th>
<th>CIB</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY07</td>
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<tr>
<td>FY08</td>
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<tr>
<td>FY09</td>
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<tr>
<td>FY10 H1</td>
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</tr>
</tbody>
</table>

**Network**

North America
- Vancouver
- Seattle
- Minnesota
- Toronto
- Montreal
- Boston
- New York
- Washington
- Atlanta
- Mexico City
- Dallas
- Houston
- Los Angeles
- San Francisco

South America
- Bogota
- Lima
- Rio de Janeiro
- Sao Paulo
- Buenos Aires
- Caracas
North American Management Committee

Name: North American Management Committee (NAMCO)

Established: August 2009

Role: Creation of integrated business strategies and pursuit of group synergies among all U.S. units

Members:
- Tatsuo Tanaka, Chief Executive, Global Business Unit, BTMU (Chairman)
- Masaaki Tanaka, CEO for the Americas, BTMU
- Masashi Oka, President and CEO, Union Bank
- D. Andrews, Lead Director, UnionBanCal & UB Board
- P. Kelly, President, Knox & Co.
- B. Rambo, Strategy Designated Director, UnionBanCal & UB Board
- E. Ludwig, Founder and CEO, Promontory Financial Group
NAMCO initiatives

• Integrated North America strategy
  • Shared aspiration of becoming a top 10 US bank
  • Strengthen non-organic growth

• Strengthen overlapping businesses
  • Introduce a unified model in Power & Utility business and become No. 1 in North America
  • Start to incorporate P&U model in other overlapping business areas

• Enhance Cross Sell
  • Deposits and Cash Management Services, Investment banking products

• Promote cooperation of administration functions
  • Harmonize processes in risk management and financial control
  • Strengthen staff exchange program
Alliance with Morgan Stanley in the Americas

<Collaboration between BTMU and Morgan Stanley>
BTMU and Morgan Stanley collaborate through Morgan Stanley MUFG Loan Partners, LLC, a joint marketing company, to leverage the expertise of MUFG and Morgan Stanley in corporate finance and securities underwriting to provide first class financial services to corporate customers in the Americas.

- An example of a successful deal
  - Large acquisition by a Chemical fertilizer producer (April 2010)
  
  Acted as Joint Lead Arrangers and fully underwrote a $4.05 bn syndicated loan facility for this large acquisition finance.

<Collaboration between UB and Morgan Stanley>
UB and Morgan Stanley promote collaborative business through corporate and personal trust businesses and asset management (sales of UB investment products through Morgan Staley’s distribution channels).

- An example of a successful progress
  
  - Started sales of Union Bank’s Market Linked CDs and trust products to Morgan Stanley customers.
In order to become a top 10 U.S. bank, actively pursue quality acquisition opportunities that meet key strategic and financial criteria

(Examples of investment criteria)

- Strategic fit
  - Expand geographic reach
  - Improve market share in existing markets
  - Diversify revenue and profit streams
  - Scale benefits
  - Business model fit
- Cost synergies
- Revenue synergies
- Investment return