

**8<sup>th</sup> CLSA Japan Forum 2011**

# Mitsubishi UFJ Financial Group

**February, 2011**

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.

#### Definitions of figures used in this document

<b>Consolidated</b>	Mitsubishi UFJ Financial Group (consolidated)
<b>Non-consolidated</b>	Bank of Tokyo-Mitsubishi UFJ (non-consolidated) + Mitsubishi UFJ Trust and Banking Corporation (non-consolidated) (without any adjustments)

## Outline of FY2010 Q3 Results

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## **Outline of Fiscal 2010 Q3 Results**

**Initiatives for achieving mid-term  
business plan**

# Income statement summary

(Consolidated)



## ● Net business profits

- Gross profits increased due to an increase in market product income such as net gains on sales of debt securities, partially offset by a decrease in net interest income caused by a decline of interest-rates and a decrease in loan balance
- G&A expenses decreased reflecting the progress of an intensive corporate-wide cost reduction. Expense ratio improved to mid-50% range
- As a result, net business profits increased

## ● Total credit costs

- Significantly decreased due to a decrease in provision for credit losses reflecting a decrease in number of bankruptcies

## ● Net gains (losses) on equity securities

- Net gains on equity securities were almost flat. Lower write-downs of equity securities were offset by a decrease in gains on sales of equity securities

## ● Net income

- As a result, net income increased significantly. Both EPS and ROE also improved substantially

Income statement (¥bn)	FY10 H1	FY10Q3 (3months) <sup>*1</sup>	FY10 Q1-3	change(yoy)
1 Gross profits (before credit costs for trust accounts)	1,870.7	861.8	2,732.5	42.6
2 Net interest income	1,009.3	487.1	1,496.4	(154.6)
3 Trust fees+Net fees and commissions	524.7	254.4	779.2	(14.2)
4 Net trading profits +Net other business profits	336.6	120.1	456.7	211.5
5 Net gains (losses) on debt securities	170.7	43.4	214.1	151.1
6 G&A expenses	1,018.8	492.9	1,511.8	(52.1)
7 Expense ratio	54.5%	57.2%	55.3%	(2.8%)
8 Net business profits	851.8	368.8	1,220.6	94.8
9 Credit costs <sup>*2</sup>	(190.4)	(64.4)	(254.9)	372.8
10 Net gains (losses) on equity securities	(27.3)	3.5	(23.8)	(3.7)
11 Other non-recurring gains (losses)	(91.9)	(13.7)	(105.7)	16.1
12 Ordinary profits	542.0	294.0	836.1	480.1
13 Net extraordinary gains (losses)	6.9	12.9	19.8	10.8
14 Total of income taxes-current and income taxes-deferred	184.8	93.0	277.8	179.2
15 Net income	356.7	195.0	551.8	334.7
16 Total credit costs <sup>*3</sup>	(186.7)	(62.0)	(248.8)	378.9
17 Non-consolidated	(58.0)	(14.0)	(72.0)	241.6

<sup>\*1</sup> [Q1-3](9months) – [H1](6months)

<sup>\*2</sup> Credit costs for trust accounts+Provision for general allowance for credit losses  
+Credit costs(Included in non-recurring gains/losses)

<sup>\*3</sup> Credit costs+Reversal of allowance for credit losses+Reversal of reserve for contingent losses included in credit costs.

Total credit costs (9 months) including gains on loans written-off posted (¥201.5bn), decreased by ¥385.5bn compared to FY09 Q1-3

### Reference(¥)

18 EPS	24.60	13.79	38.39	20.92
19 ROE <sup>*4</sup>	8.51%	9.18%	8.75%	5.12%

<sup>\*4</sup> 
$$\frac{\text{Net income (annualized)} - \text{Equivalent of annual dividends on nonconvertible preferred stocks}}{\left\{ \frac{\text{(Total shareholders' equity at the beginning of the period} - \text{Number of nonconvertible preferred stocks at the beginning of the period} \times \text{Issue price} + \text{Foreign currency translation adjustments at the beginning of the period})}{\text{(Total shareholders' equity at the end of the period} - \text{Number of nonconvertible preferred stocks at the end of the period} \times \text{Issue price} + \text{Foreign currency translation adjustments at the end of the period})} \right\} \div 2} \times 100$$

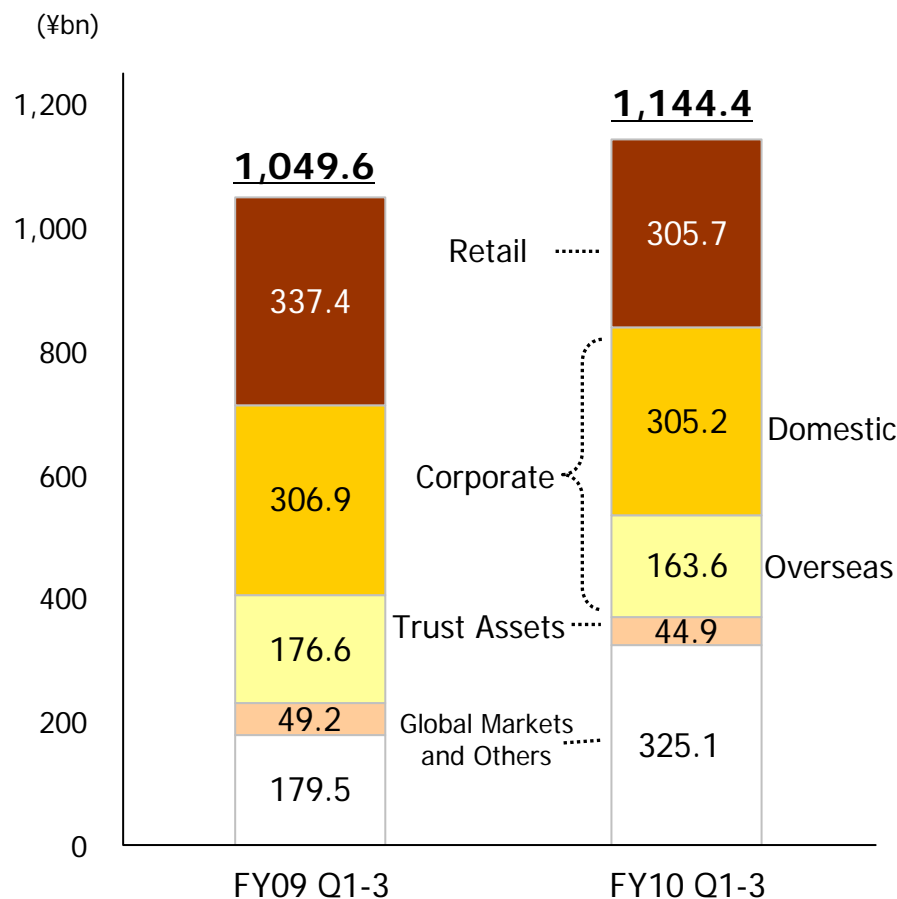
# Outline of results by business segment

(Consolidated)



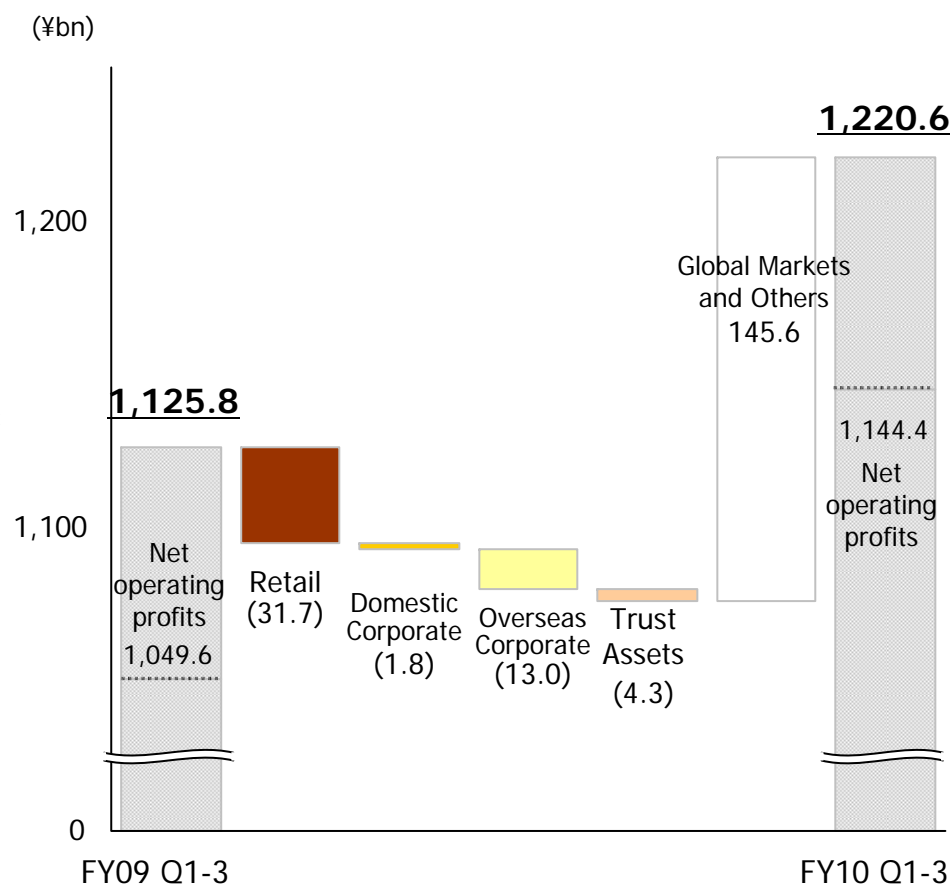
- Total net business profits increased ¥94.8 bn compared to FY09 Q1-3. An increase in net business profits from Global Markets segment and cost reduction throughout the segments more than offset a decrease in profits from customer segments in aggregate due to downturn of market environment, such as decline of interest rates

## Net operating profits by segment\*1



\*1 Consolidated net business profits on a managerial accounting basis (Preliminary basis)

## Breakdown of changes in Net business profits\*2



\*2 Changes in segmental income are on a managerial accounting basis (Preliminary basis)

## Loans

- Decreased from End Sep. 10 mainly due to lower demand in domestic corporate loans and overseas loans

## Investment securities

- Decreased from End Sep. 10 mainly due to a decrease in Japanese government bonds and foreign bonds, partially offset by an increase in domestic equity securities

## Deposits

- Decreased from End Sep. 10 due to a decrease in domestic corporate deposits, partially offset by a continued increase in individual deposits

## Total net assets

- Decreased from End Sep. 10 mainly due to a decrease in total valuation and translation adjustments, partially offset by an increase in total shareholders' equity

## Non performing loans (“NPLs”)

- NPL ratio improved from End Sep. 10 as a result of a decrease in FRL disclosed loans

## Net unrealized gains (losses) on securities available for sale

- Decreased from End Sep. 10 mainly due to a decrease in net unrealized gains on Japanese government bonds and foreign bonds, partially offset by an increase in those on domestic equity securities

Balance sheet(¥bn)		End Mar.10	End Sep.10	End Dec.10
1	Total assets	204,106.9	206,380.8	202,642.3
2	Loans(Banking+Trust accounts)	85,035.9	79,397.1	78,448.2
3	Loans(Banking accounts)	84,880.6	79,254.4	78,302.2
4	Domestic corporate loans* <sup>1</sup>	47,771.9	43,562.6	43,256.2
5	Housing loans* <sup>1</sup>	17,467.3	17,417.2	17,335.8
6	Overseas loans* <sup>2</sup>	16,651.7	15,612.2	15,185.6
7	Investment securities (banking accounts)	63,964.4	70,053.1	65,409.8
8	Japanese government bonds	39,725.3	43,541.6	40,986.1
9	Total liabilities	192,807.4	195,048.9	191,370.1
10	Deposits	123,891.9	122,268.7	118,758.8
11	Individual deposits (Domestic branches)	63,045.3	63,290.7	64,428.9
12	Total net assets	11,299.4	11,331.9	11,272.1
13	Deposit/lending spread (Domestic, non-consolidated)	FY09 2H 1.31%	FY10 1H 1.29%	FY10 3Q 1.31%
14	FRL disclosed loans* <sup>1*3</sup>	1,348.7	1,415.9	1,364.8
15	NPL ratio* <sup>1</sup>	1.50%	1.69%	1.64%
16	Net unrealized gains(losses) on securities available for sale	812.7	697.3	511.4

\*1 Non-consolidated+trust accounts

\*2 Loans booked in overseas branches, UnionBanCal Corporation and BTMU(China)

\*3 FRL=the Financial Reconstruction Law

# Loans/deposits

(Consolidated)



● **Loan balance ¥78.4tn**  
(down ¥0.9tn from End Sep. 10)

Changes from End Sep. 10:

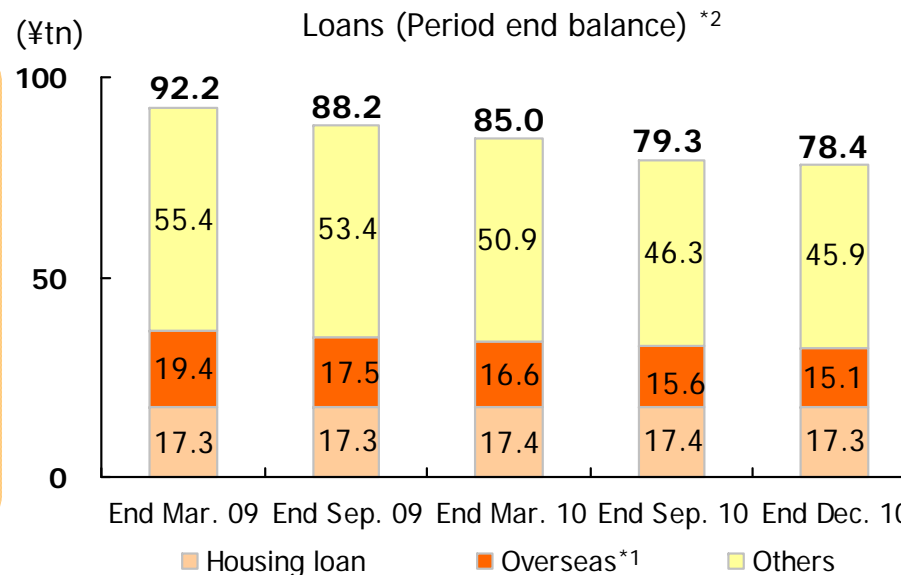
- Domestic corporate -¥0.3tn
- Overseas\*<sup>1</sup> -¥0.4tn

\*1 Overseas branches + UnionBanCal Corporation + BTMU (China)

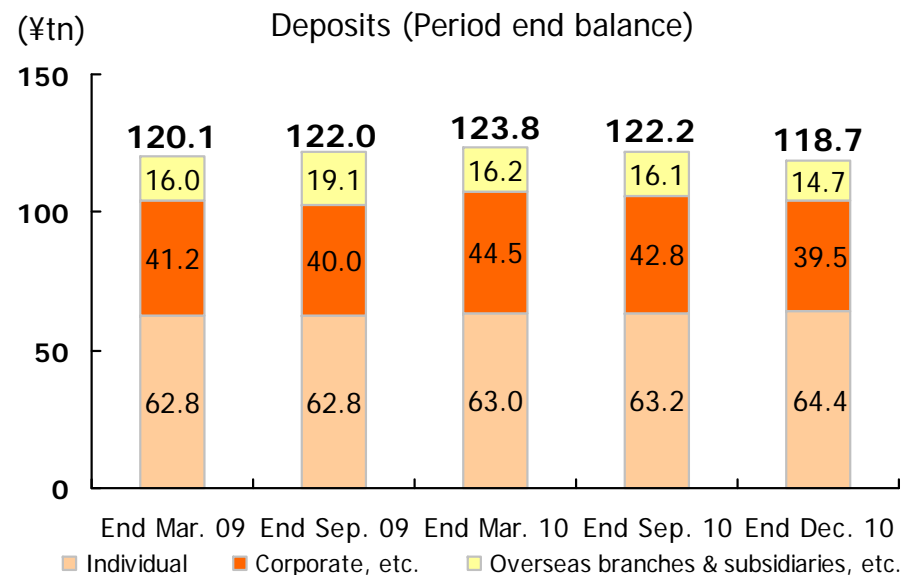
● **Deposit balance ¥118.7tn**  
(down ¥3.5tn from End Sep. 10)

Changes from End Sep. 10:

- Individual +¥1.1tn
- Corporate, etc. -¥3.2tn
- Overseas branches -¥0.8tn



\*<sup>2</sup> Sum of banking and trust accounts





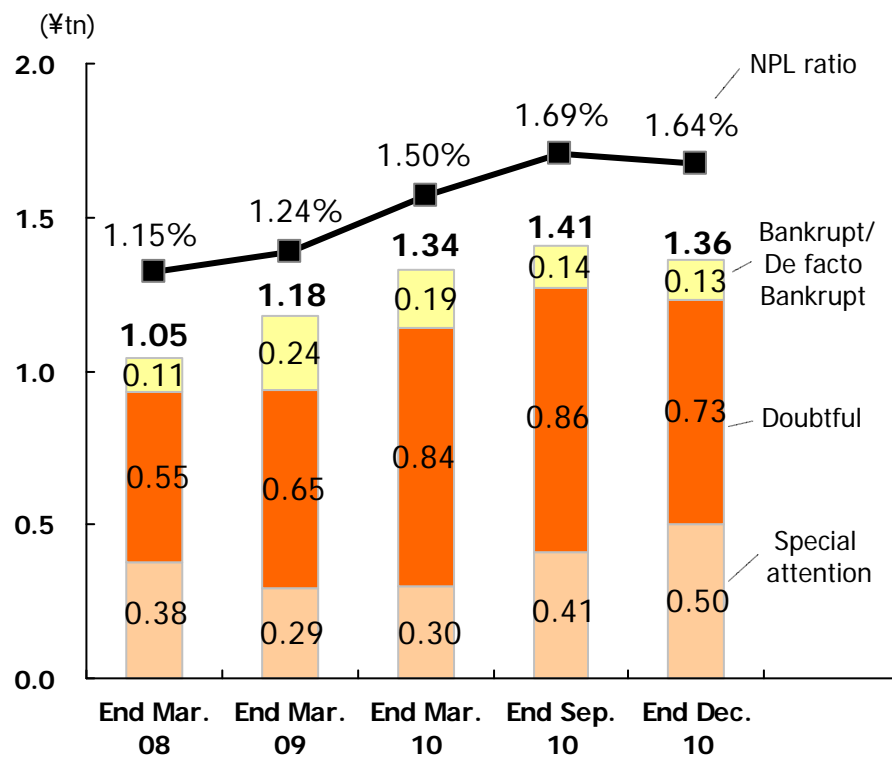
# Loan assets

(Consolidated/Non-consolidated)

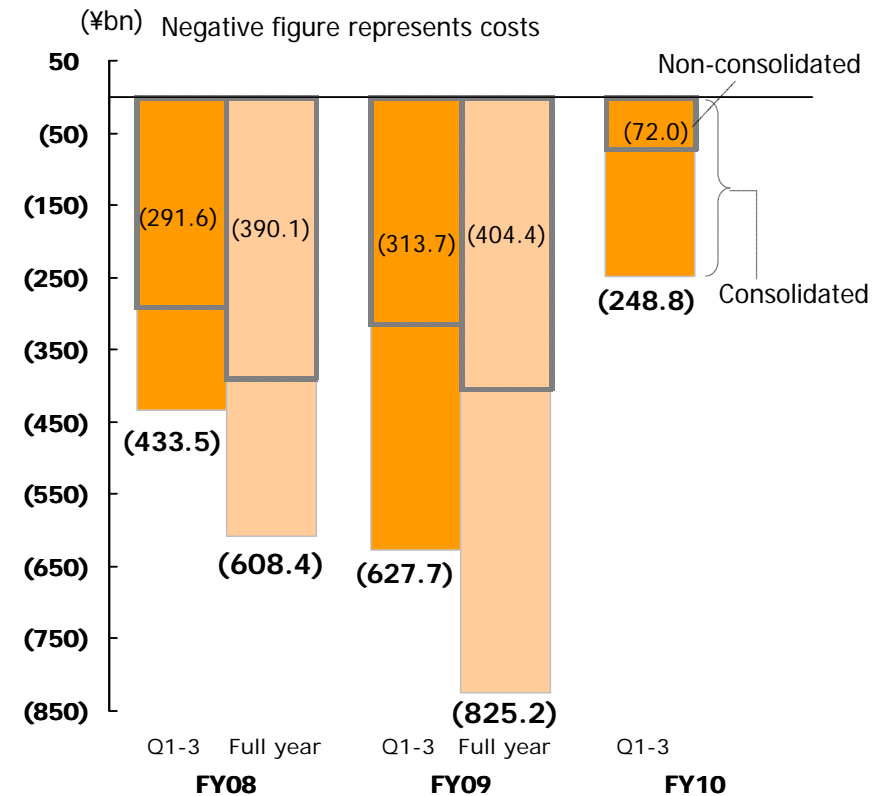


- NPL ratio down by 0.04% from End Sep. 10 to 1.64% mainly due to a decrease in doubtful category loans
- Total credit costs of Non-consolidated were ¥72.0bn and those of Consolidated were ¥248.8bn

## Balance of FRL disclosed loans (Non-consolidated)



## Total credit costs



# Holdings of investment securities

(Consolidated)

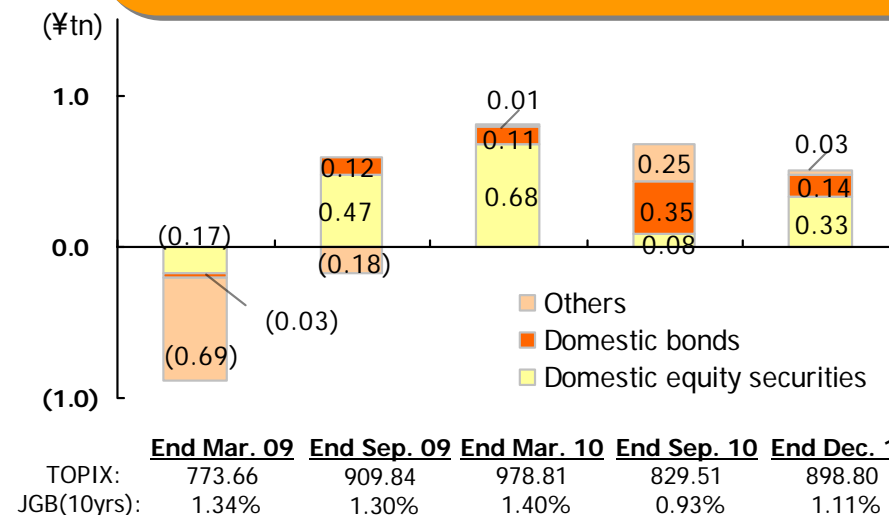


- Total unrealized gains (losses) on securities available for sale decreased by ¥185.9bn from End Sep. 10.
- An increase in unrealized gains on domestic equity securities was more than offset by a decrease in those on Japanese government bonds and foreign bonds.

## Breakdown of securities available for sale (with market value)

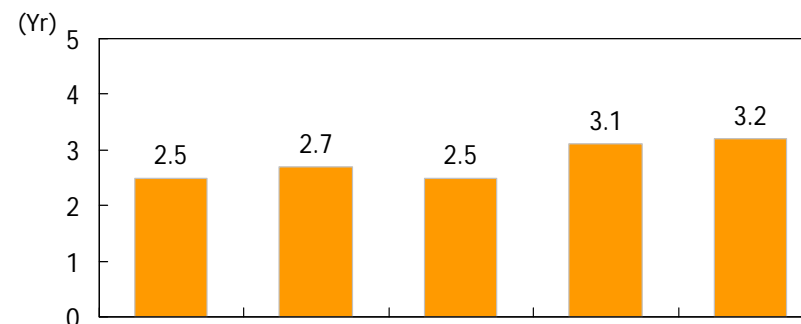
	Balance	Unrealized gains(losses)	
		Change from End Sep.10	Change from End Sep.10
1 Total	61,620.3	(4,720.1)	511.4 (185.9)
2 Domestic equity securities	3,729.4	191.4	330.8 242.9
3 Domestic bonds	44,248.6	(2,647.9)	140.9 (212.7)
4 Government bonds	40,038.8	(2,525.4)	81.7 (197.8)
5 Others	13,642.2	(2,263.6)	39.6 (216.1)
6 Foreign equity securities	269.1	7.2	71.7 7.4
7 Foreign bonds	11,549.2	(2,382.2)	41.2 (237.6)
8 Others	1,823.8	111.2	(73.4) 14.0

## Unrealized gains (losses) on securities available for sale



	End Mar. 09	End Sep. 09	End Mar. 10	End Sep. 10	End Dec. 10
TOPIX:	773.66	909.84	978.81	829.51	898.80
JGB(10yrs):	1.34%	1.30%	1.40%	0.93%	1.11%

## JGB Duration\*1



End Mar 09 End Sep 09 End Mar 10 End Sep 10 End Dec 10  
\*1 Non-consolidated

- Capital ratio 15.24%, Tier1 ratio 11.74%

## Risk-adjusted capital ratios

(¥bn)

	End Sep 10	End Dec 10	Change
1 Capital ratio	15.24%	15.24%	-
2 Tier 1 ratio	11.57%	11.74%	0.16%
3 Tier 1	10,194.1	10,337.6	143.4
4 Tier 2	3,990.7	3,873.2	(117.4)
5 Deductions	(763.2)	(794.5)	(31.2)
6 Total Capital	13,421.6	13,416.4	(5.2)
7 Risk-adjusted assets	88,054.3	88,017.3	(37.0)
8 Required Capital*1	7,044.3	7,041.3	(2.9)

\*1 Risk-adjusted asset × 8%

## Changes from End Sep 10

- Tier1: +JPY 143.4 bn
  - Net income      Approx. +JPY 200 bn
  - Foreign currency translation adjustments from yen appreciation      Approx.-JPY 60 bn
- Tier2: -JPY 117.4 bn
  - Change of 45% of unrealized gains on investment securities      Approx. -JPY 80 bn
- Risk-adjusted assets
  - Broadly flat

# FY2010 targets/dividend forecasts

(Consolidated/  
Non-consolidated)



## Earnings targets

### [Consolidated]

		FY2010		FY2009	
		FY2010 Q1-3 (results)	Full Year (targets)	FY2009 Q1-3 (results)	Full Year (results)
1	Ordinary profits	¥836.1 bn	¥900.0 bn	¥356.0 bn	¥545.6 bn
2	Net income	¥551.8 bn	¥500.0 bn	¥217.0 bn	¥388.7 bn

### [Non-consolidated]

(Bank of Tokyo-Mitsubishi UFJ)

3	Net business profits	¥755.2 bn	¥970.0 bn	¥629.6 bn	¥863.1 bn
4	Ordinary profits	¥590.7 bn	¥660.0 bn	¥211.6 bn	¥407.8 bn
5	Net income	¥430.1 bn	¥450.0 bn	¥186.5 bn	¥342.6 bn

(Mitsubishi UFJ Trust and Banking)

6	Net business profits	¥120.3 bn	¥150.0 bn	¥86.6 bn	¥110.2 bn
7	Ordinary profits	¥99.2 bn	¥110.0 bn	¥53.8 bn	¥53.2 bn
8	Net income	¥66.1 bn	¥70.0 bn	¥42.3 bn	¥67.2 bn

## Dividend forecasts

		FY2010			FY2009		
		Interim (results)	Year-end (forecasts)	Annual (forecasts)	Interim (results)	Year-end (results)	Annual (results)
9	Dividend per common share	¥6	¥6	¥12	¥6	¥6	¥12

**Outline of Fiscal 2010 Q3 Results**

**Initiatives for achieving mid-term  
business plan**

- Further accelerate growth strategies in second half of the medium-term business plan



**Risk management and enhancement of core business fundamentals**

**Growth acceleration**

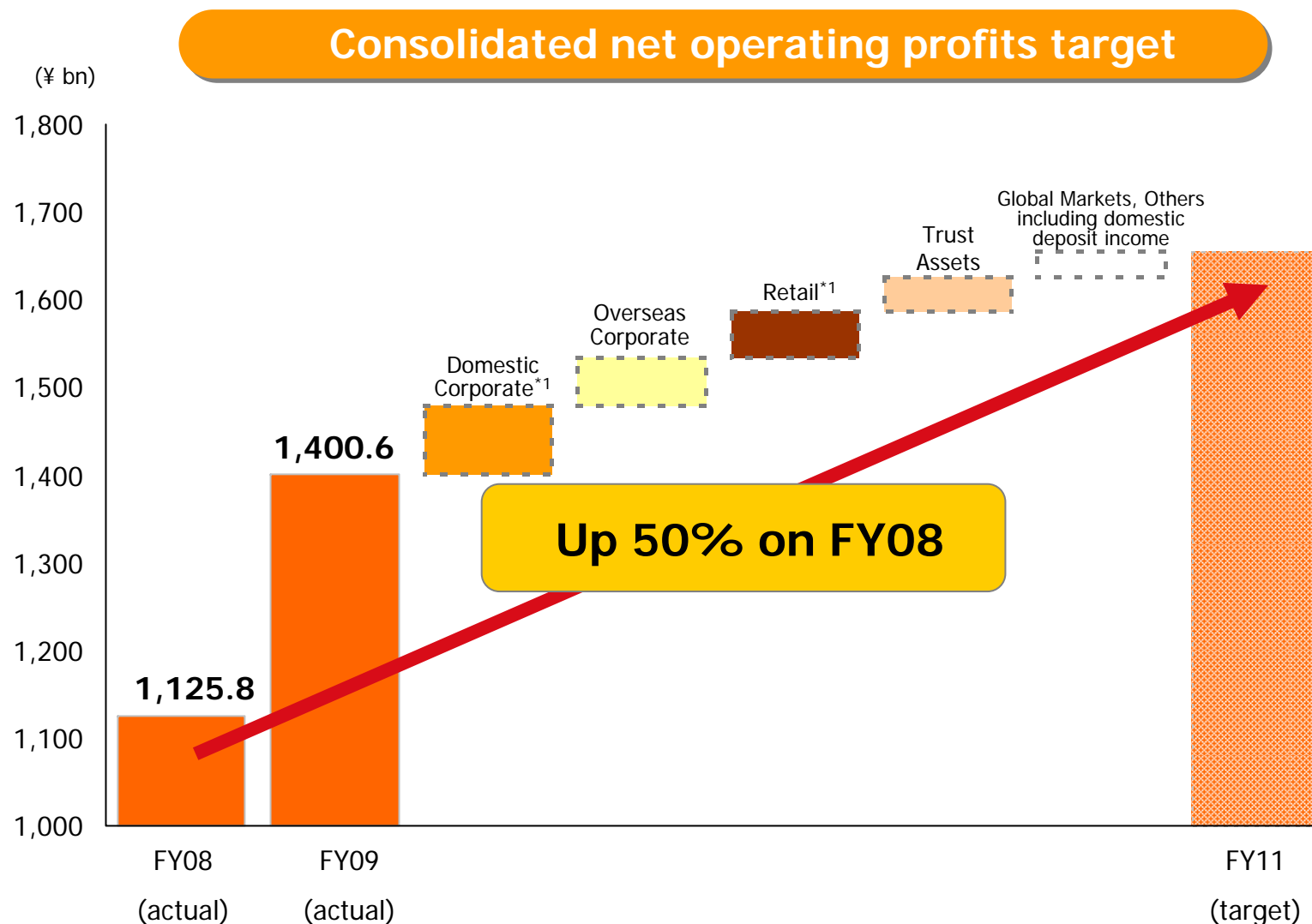
1. Act on anticipated new regulatory capital requirements
2. Improve operational efficiency
3. Reduce strategic equity holdings
4. Maintain stable shareholder returns

1. Pursue growth in priority business areas
2. Maintain and improve operational efficiency
3. Reduction of equity holdings
4. Maintain and enhance capital base
5. Increase shareholder value  
—Maintain stable shareholder returns/Enhance shareholder returns

# Net operating profits target in the mid-term business plan



- Strengthen profitability of customer businesses to achieve net operating profits target



\*1 Excluding deposit income

- **Corporate**

- ✓ Asia, North America

- ✓ CIB

- ~Strategic alliance with Morgan Stanley

- ~Promotion of project finance

- **Retail**

- ✓ Segment-based strategy

- ~Investment product sales

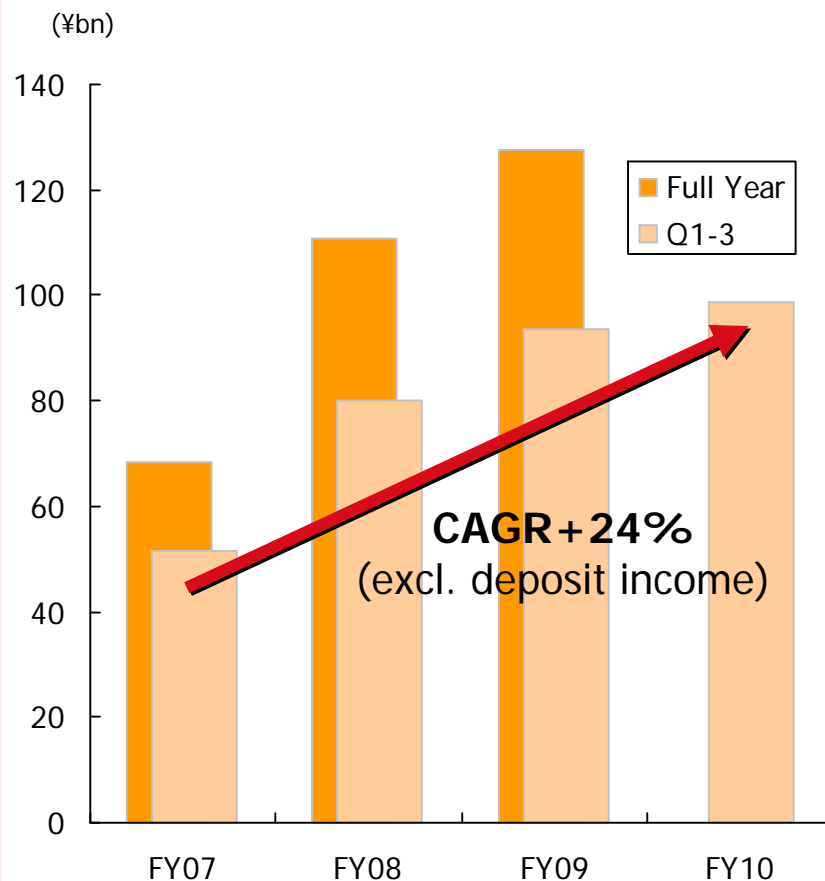
- **Trust Assets**

- ✓ Global asset management



- Solid increase in gross profits despite decline in deposit income due to low interest rates
- Preparing for further growth—increased capital of India and China operations, and expanded network

## Gross profits\*1 — Asia business



\*1 Exchange rates: Those adopted in our business plan (\$/¥=95, etc)

## Organic strategies

### ■ BTMU China

#### Capital Increase

- Implemented a RMB 1.5 bn capital increase, and secured a capital base on par with leading foreign financial institutions to meet booming demand for funds (Sep 2010)

#### Network Expansion

- Opened Chengdu Branch, first Japanese bank branch in western China (Mar 2010), Guangzhou Nansha Sub-branch, first foreign bank branch in Nansha area (Jul 2010)
- Acquired approval to prepare to open a sub-branch in Hongqiao Shanghai (Sep 2010)
- Acquired approval to prepare to open a branch in Tsingtao (Dec 2010)
- Aiming to quickly expand to 20 offices (currently 12 offices)

#### Others

- First foreign bank to issue RMB bonds in mainland China (May 2010)
- Starting Retail business at Hong Kong Branch (Dec 2010)

### ■ India operations

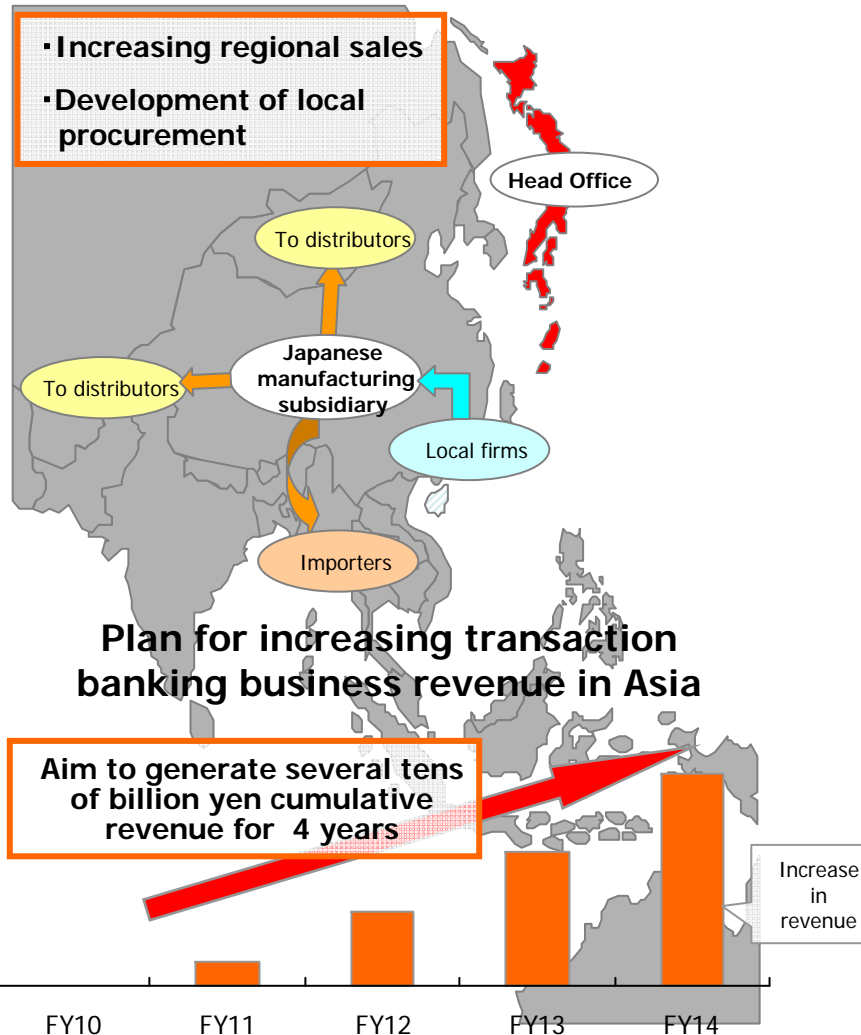
- Enhanced capital to meet increased demand for funds due to economic growth (Jan 2010), (Dec 2010)
- Considering to open new branches

# Asia strategy (2) Transaction banking business



- Expand transaction banking business\*<sup>1</sup> that captures the changing and expanding commercial flow accompanied by the economic growth in Asian countries, through leveraging our solid Japanese customer base and extensive network

## Change in commercial flow



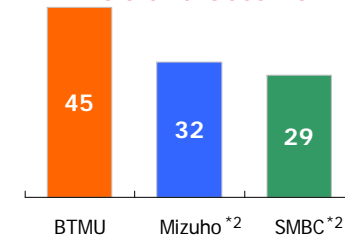
## Our competitive advantages

### Solid corporate customer base

Japan	500 thousand customers
Asia	40 thousand customers

### Extensive network

Number of offices in Asia and Oceania



\*2 Company web site

## Strategies to strengthen transaction banking business\*<sup>1</sup>

- ✓ New investments in computer systems and construction of a platform for enhancing settlement products and services that can match the changes in commercial flow
- ✓ Strengthen network, including partnerships with local banks
  - Concluded business tie-up contract with Bank Of China especially in financial settlement service (Sep 2010)
- ✓ Enhance settlement and forex transactions with Japanese customers' head office in Japan

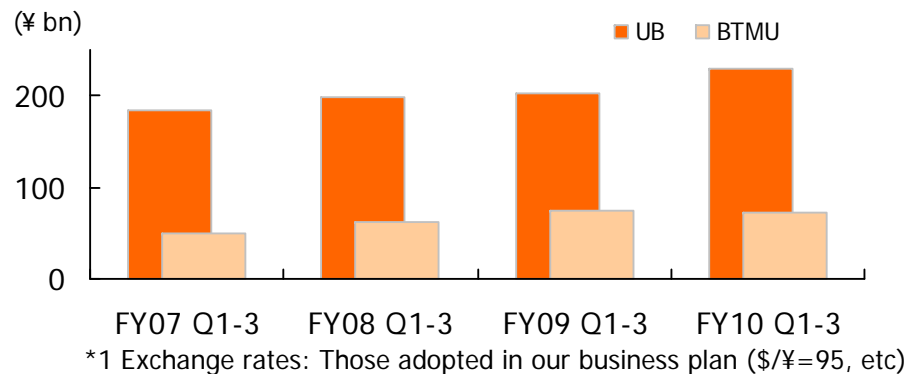
\*1 Collectively refers to services capturing commercial flows of customers such as deposits, settlement, and trade finance

# North America strategy

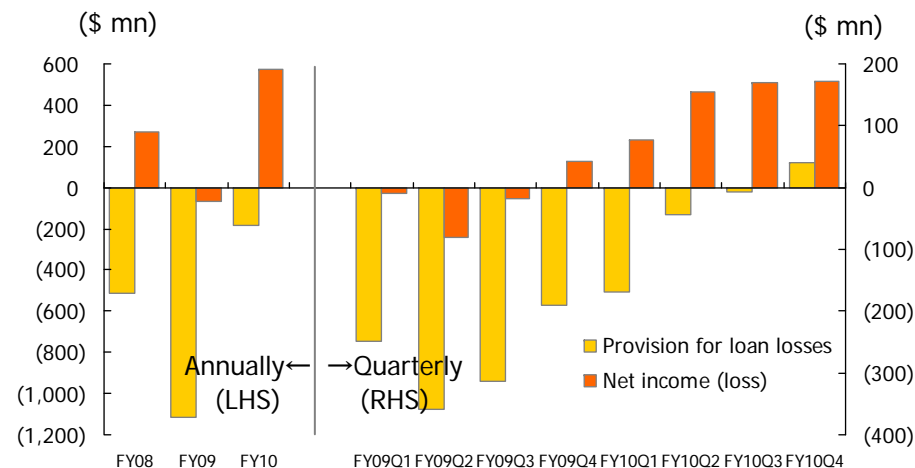


- Solid gross profits of BTMU, mainly in business with non-Japanese customers, UB results improved steadily on lower credit costs
- Accelerating growth through acquisition, stronger ties between BTMU and UB

## Gross profits\*1 – BTMU North America



## Financial results of UB



## Key points of North America strategy

### Stronger ties between BTMU and UB

- Began joint marketing, using the MUFG brand name in project finance for electric power and other areas (Feb 2010)
- Ranked 1st in Americas project finance Jan-Dec 2010

Americas project finance league table (Jan-Dec 2010)

Rank	Mandated Arrangers	Origination volumes (\$mn)	No. of Projects
1	<b>MUFG</b>	<b>3,307</b>	<b>42</b>
2	Credit Agricole	1,660	25
3	SMFG	1,263	12

Source: Thomson Reuters

- Established a single leadership structure to increase market share in corporate deposit and cash management, and accelerate strengthening collaboration (Jan 2011)

### Non-organic growth

- UB acquired the assets and liabilities of Tamalpais Bank, California and Frontier Bank, Washington in a purchase and assumption agreement with the Federal Deposit Insurance Corporation (FDIC) (Apr 2010)
- Actively consider quality investment opportunities

# Global strategic alliance with Morgan Stanley (1) Domestic

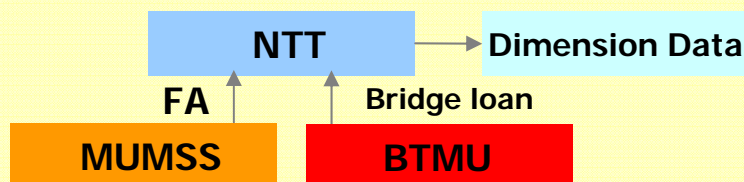


- Established two securities joint ventures in Japan to leverage each firm's network and client base
- Aim to become No.1 in Japan in primary investment banking services including M&A, equity and debt

## Major investment bank deals

### <Acquisition of major South African IT firm, Dimension Data Holdings by NTT>

- Announced in Jul 2010 and closed in Dec 2010
- Deal totaling approx. £2.12 bn
- Morgan Stanley acted as NTT's financial advisor and thoroughly supported NTT by leveraging its global reach
- BTMU offered bridge loan facility to NTT



### <Merger with Unicharm PetCare and issuance of convertible bonds by Unicharm>

- 1) Merger with Unicharm PetCare (Jun 2010)
  - M&A deal totaling ¥63 bn
  - Morgan Stanley acted as Unicharm's financial advisor
  - BTMU solely offered bridge loan to Unicharm
- 2) Issuance of convertible bonds (CB)
  - Issued ¥80.5bn Euro-yen-CB for the M&A funding
  - Morgan Stanley acted as joint bookrunner

## League table

M&A (Apr 10 to Dec 10)				
Rank	FA	#	Amount (¥bn)	Share (%)
1	Nomura	85	3,681.1	54.5
2	JP Morgan	12	2,004.5	29.7
3	<b>MUMSS</b>	<b>45</b>	<b>1,766.7</b>	<b>26.1</b>

M&A (In-Out) (Apr 10 to Dec 10)				
Rank	FA	#	Amount (¥bn)	Share (%)
1	<b>MUMSS</b>	<b>13</b>	<b>833.2</b>	<b>38.8</b>
2	Nomura	18	447.6	20.9
3	JP Morgan	3	333.0	15.5

Deal value amount, Any Japanese involvement announced excluding real estate

Equity total (Apr 10 to Dec 10)				
Rank	Book runner	#	Amount (¥bn)	Share (%)
1	Nomura	36	842.9	33.0
2	Mizuho	21	448.8	17.6
3	Daiwa	28	247.4	9.7
4	<b>MUMSS</b>	<b>30</b>	<b>234.8</b>	<b>9.2</b>

Equity total : PO (Domestic: Total underwriting + Overseas: Book runner) + CB

Domestic Debt total (Apr 10 to Dec 10)				
Rank	Book runner	#	Amount (¥bn)	Share (%)
1	Mizuho	233	2,169.3	19.6
2	<b>MUMSS</b>	<b>201</b>	<b>2,092.3</b>	<b>18.9</b>
3	Nomura	205	2,084.4	18.8

Domestic Debt total : SB + Agency bonds +Municipal bonds etc.

Source : Calculated by MUMSS based on Thomson Reuters data

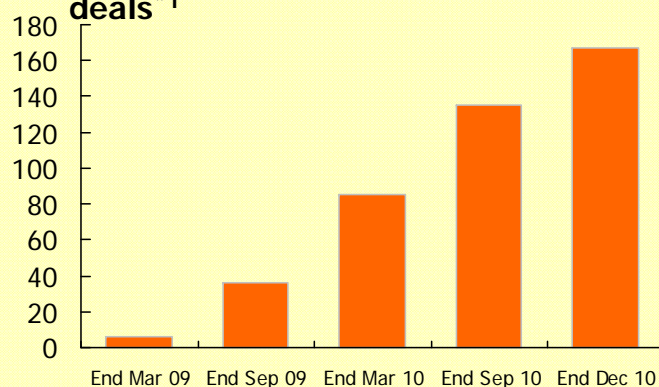
# Global strategic alliance with Morgan Stanley (2) Overseas



- Steady progress in corporate finance through overseas strategic alliance

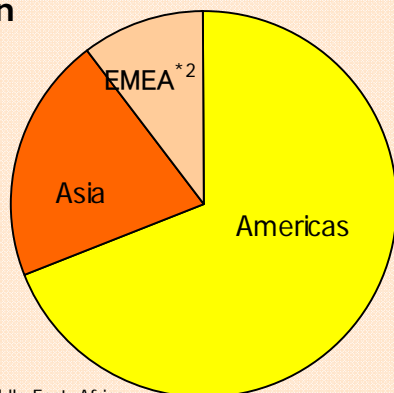
## Cooperation with Morgan Stanley

(1) Cumulative number of completed deals\*1



\*1 MUFG figures, including mandates won

(2) Breakdown of completed deals by region



\*2 Europe, Middle East, Africa

## Regional alliances

### U.S.

- Large acquisition by a commercial fertilizer producer (Apr 2010)  
Acted together as joint lead arrangers and fully underwrote \$4.05 bn syndicated loan for large acquisition finance

### EMEA

- Commodity related trade finance for a UK oil production company (May 2010)  
Agreed a structured trade finance deal with commodity customers of MS (commodity-backed export advance)

### ASIA

- Finance for acquisition of African business by major Indian mobile phone company (Jun 2010)  
BTMU acted as MLA for \$7.5 bn large acquisition finance syndicated loan, MS was a joint financial advisor for the buyer

## Union Bank - MS collaboration

- Started sales of Union Bank's investment and trust products to Morgan Stanley customers

# Promotion of project finance

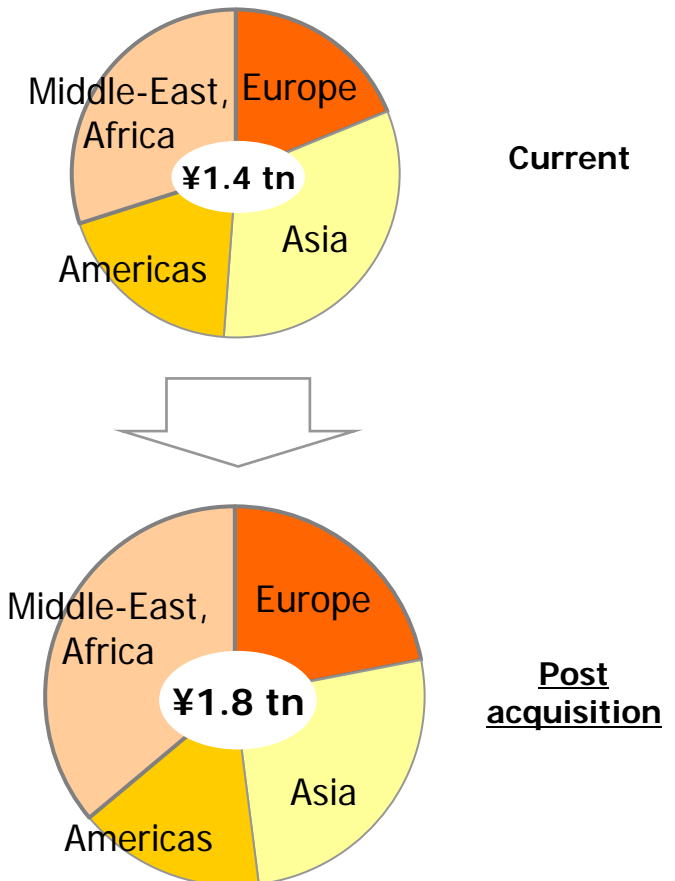


- We aim to strengthen our project finance business through the acquisition of project finance assets from RBS, especially in the EMEA region, the world's largest market ~ continuing discussions with RBS on the purchase of other project finance assets

## Acquisition of project finance assets from RBS

Size of assets	✓ GBP 3.3 billion (approx. JPY 430 billion)
Loan portfolio	✓ Natural resources, power and infrastructure assets in EMEA (Europe, Middle-East and Africa)
Employees	✓ Employment of certain employees by BTMU
Transfer of assets	<ul style="list-style-type: none"> <li>✓ Signed a Sale and Purchase Agreement on December 17, 2010</li> <li>✓ Expected to complete in substance by mid 2011</li> </ul>

<Project finance loan portfolio of BTMU>

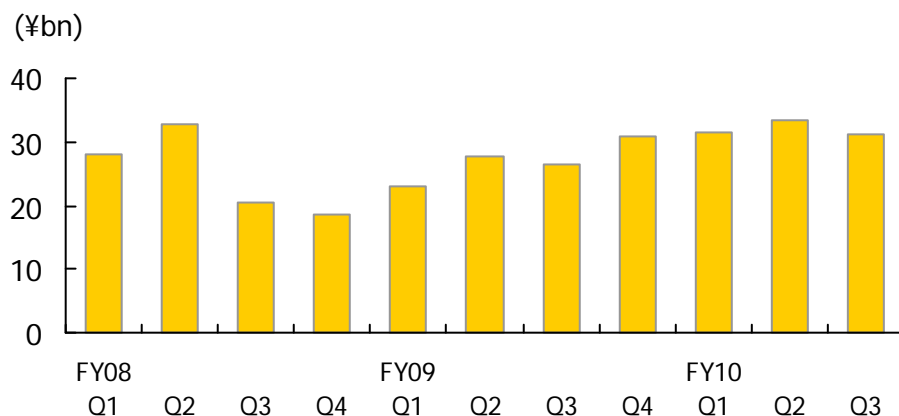


# Investment product sales



- Continued growth in income from investment products, driven by strong investment trust sales
- Aim to further grow income through further intra-Group collaboration

## Income from investment products



## Group measures to strengthen 'Total Asset Sales'

### BTMU

- ✓ **Increase staff on Retail Money Desk<sup>\*1</sup>**
  - Increase staff seconded from MUMSS
- ✓ **Assigned Total Asset Advisor<sup>\*2</sup>**
  - Large increase in private banking specialist staff who assess customer assets, advise on inheritance, etc.
  - assigned more specialists to branch network

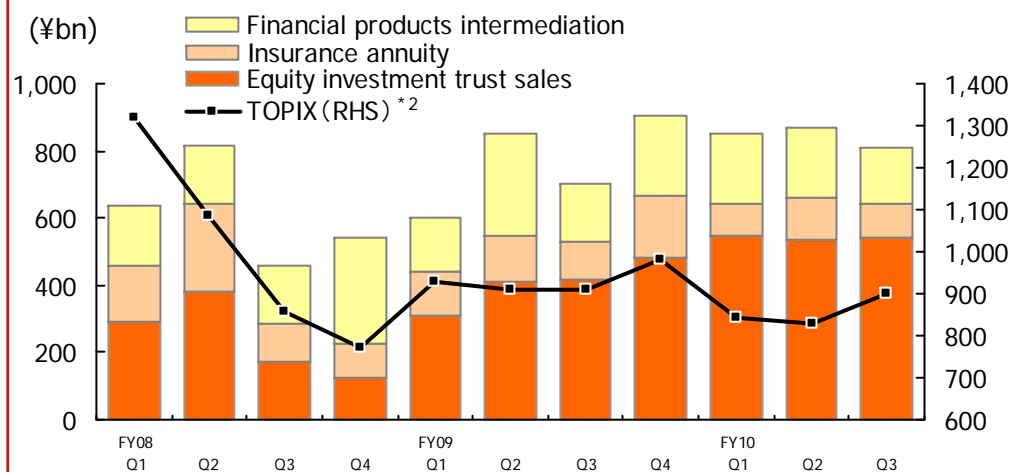
### MUTB

- ✓ **Increase staff for Total Asset Sales and Consulting**
  - Training around 100 staff per year
  - Leveraging trust capabilities to make broad proposals covering investment products, inheritance, real estate

### MUMSS

- ✓ **PB Consultants<sup>\*3</sup> assigned to branches**
  - Link with BTMU Retail Money Desk to promote business with company owners

## Investment products sales<sup>\*1</sup>



\*1 Managerial accounting basis  
\*2 Closing price base

\*1 A team of experts with high level investment product sales expertise. As of Dec 31, 2010 assigned to 52 locations in Japan

\*2 A team with specialist knowledge of overall assets including wills and trusts, assigned to use their skills to promote sales targeting overall customer assets. As of Dec 31, 2010, 82 assigned, plan to steadily increase numbers

\*3 Expert and knowledgeable private banking and investment product sales officers. To be newly assigned to 7 domestic locations in Nov. 2010

# Global asset management strategy



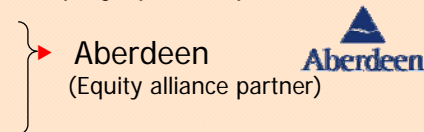
- Further expand robust operating base in Japan, also meeting Japanese demand for overseas investment and developing business with overseas customers

## Development of overseas investment products

- Strengthen product lineup to meet demand for investment in emerging and Asian markets

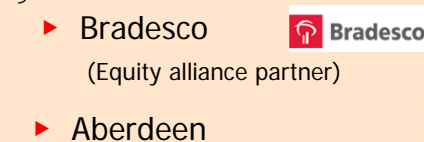
### Institutional investors

- Undervalued emerging equity/quants (planned)
- Undervalued Asian equity/quants (planned)
- Emerging market equity
- Global equity
- Asian equity

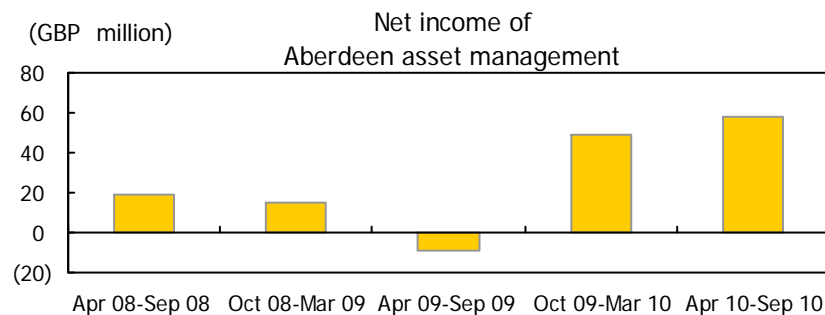


### Retail investors

- Brazil investment trust
- Asian bonds



(Ref) Solid financial results of Aberdeen, an equity method affiliate of MUFG

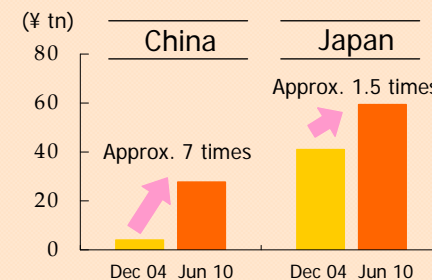


## Development of overseas customer base

- Provide Japan investment products to SWF, etc.
- Consider market entry, including alliance and investment with partners in high growth Asian market and large scale US and European markets
- ▶ Initially enter high growth Chinese market
  - Invest (33% holding) in asset management subsidiary of major Chinese securities firm Shenyin & Wanguo Securities (to be completed by Mar 2011)



## (Ref) Chinese investment trust market



Sources: China Galaxy Securities; Investment Trusts Association, Japan



- **Consumer finance**
- **Maintain and improve operational efficiency**
- **Reduction of equity holdings**
- **Maintain and enhance capital base**

# Consumer finance 1



- Despite a continuing tough environment, both ACOM and MU NICOS stayed profitable at the underlying earnings level by reducing G&A expenses
- Nurturing sound consumer finance market on a group-wide basis

## Acom, MU NICOS results

		(¥bn)		
		FY08	FY09	FY10 Q1-3
<b>ACOM</b>				
1	Operating revenue	324.3	278.7	189.4
2	Operating expenses	293.6	272.7	215.0
3	G&A expenses	131.4	102.5	63.3
4	Interest repayment related expenses*1	52.1	58.3	84.0
5	Operating income	30.7	6.0	(25.5)
6	Underlying earnings (4+5)	82.8	64.4	58.4
7	Net income	13.6	(7.2)	(42.1)
8	Guaranteed receivables	115.7	317.2	431.8
9	Unsecured consumer loans	1,137.0	1,074.8	926.6
10	Share of loans*2	19.2%	23.5%	29.1%

\*1 Provision for loss on interest repayment

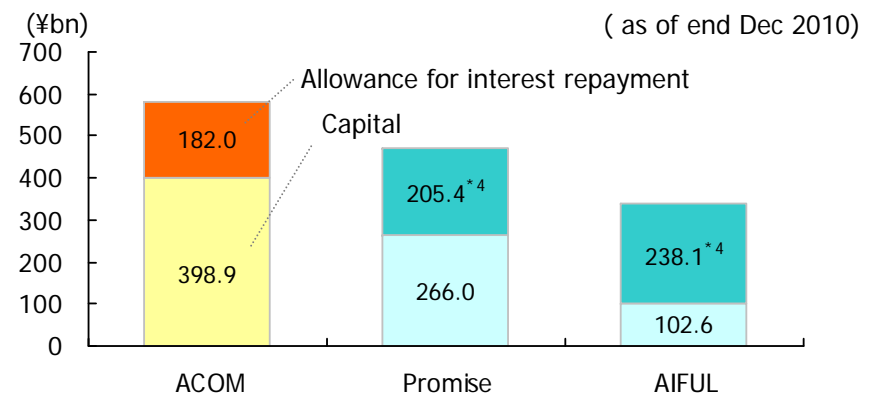
\*2 Source: Japan Financial Services Association (Latest figures on preliminary basis)

Acom unsecured consumer loan balance (non-consolidated)/Consumer finance industry loan balance

		(¥bn)		
		FY08	FY09	FY10 Q1-3
<b>MU NICOS</b>				
1	Operating revenue	364.0	326.5	228.9
2	Card shopping	144.2	142.8	111.8
3	Operating expenses	361.1	371.9	232.5
4	G&A expenses	249.2	230.1	162.6
5	Interest repayment related expenses*3	20.3	46.3	17.5
6	Operating income	2.8	(45.4)	(3.6)
7	Underlying earnings (5+6)	23.1	0.9	13.9
8	Net income	8.8	(46.2)	2.5

\*3 Total of expenses for transfer to allowance for losses from reimbursement of loan payments and related expenses included in bad debt related expenses

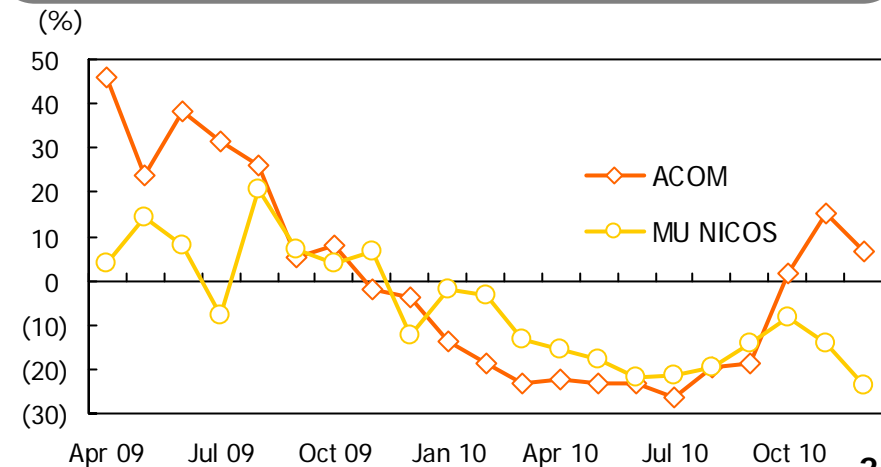
## Capital and allowance for interest repayment



Source: Company disclosure

\*4 Including allowance for credit losses (applied to the principal)

## YoY Change in requests for interest repayment



- MU NICOS has decided to set aside a sufficient provision for interest repayment expenses with estimating ¥109 bn net losses in FY10
- Formulated a new mid-term business plan, which aims to achieve ordinary profit of around ¥40 bn in FY13
- Issuing approx ¥100 bn new shares through allotment to existing shareholders, MUFG (85%) and Norinchukin (15%)

## 【Quantitative targets】

(¥ bn)

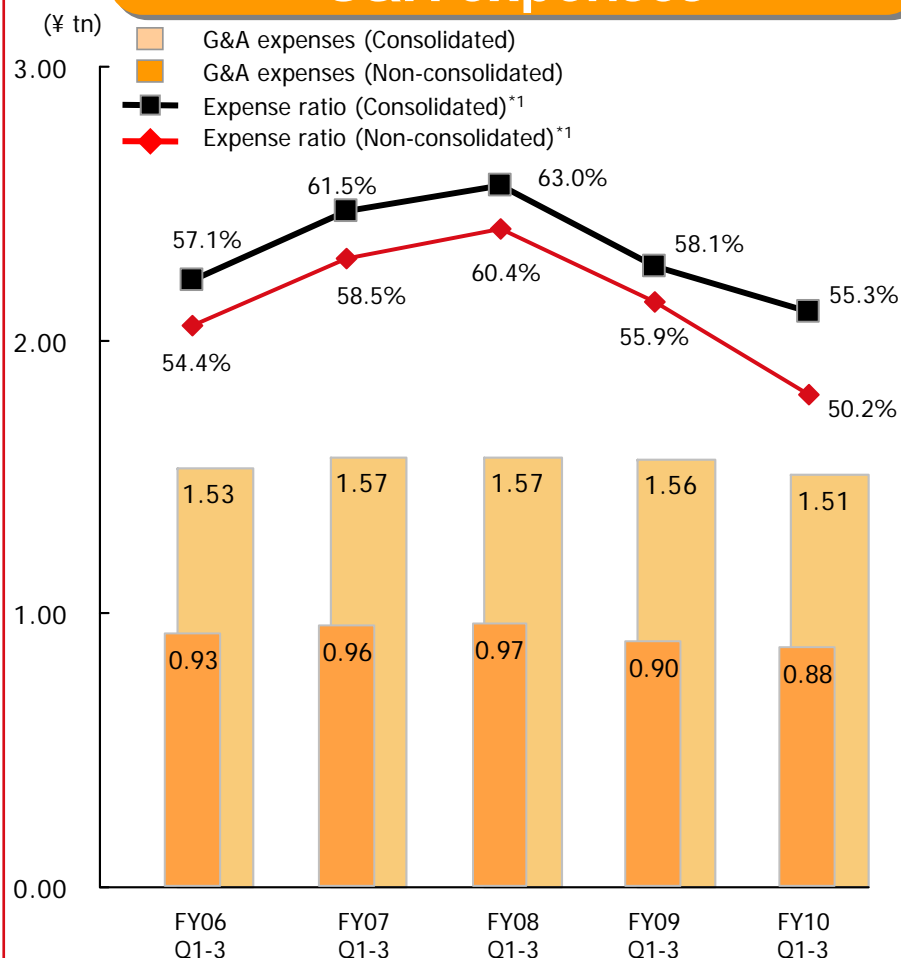
	FY10 estimates	FY13 targets
Operating revenue	303	305
Ordinary profit (excl. interest repayment expenses)	28	39
Net profit (before lump-sum provision for interest repayment expenses and so on)	(3)	39
Net profit (after lump-sum provision for interest repayment expenses and so on)	(109)	39

# Maintain and improve operational efficiency



- Decreased non-consolidated G&A expenses by ¥25.7 bn and consolidated expenses by ¥52.1 bn by achieving system integration in Dec 08 and improvement of operational efficiency
- Improving overall operational efficiency further while allocating resources to key areas

## G&A expenses



\*1 Expense ratio = G&A expenses / Gross profits (before credit costs for trust accounts)

## Outlook: Key points

### Operational reform project

- Enhance customer convenience through project to reform operations (automation; remove need for personal seals and passbooks, etc.), while increasing efficiency and reducing operating expenses (BTMU)

### Reduce HQ staff

- Reductions proceeding in line with plan
- Reallocate staff to strategic areas

	HQ staff reduction targets	% achieved (End Dec 2010)
<b>BTMU</b>	<b>30% reduction</b> (around 2,000 staff)	<b>67%</b>
<b>MUTB</b>	<b>15% reduction</b> (around 250 staff)	<b>69%</b>
<b>MUMSS</b>	<b>20% reduction</b> (around 400 staff)	<b>41%</b>

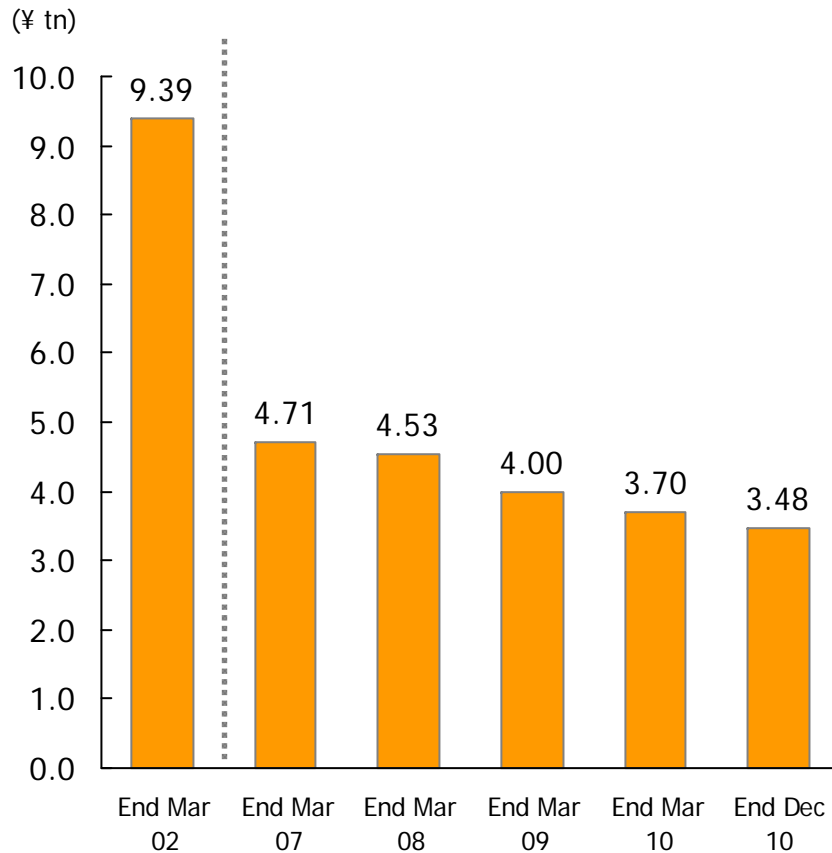
# Reduction of equity holdings

(Non-consolidated)

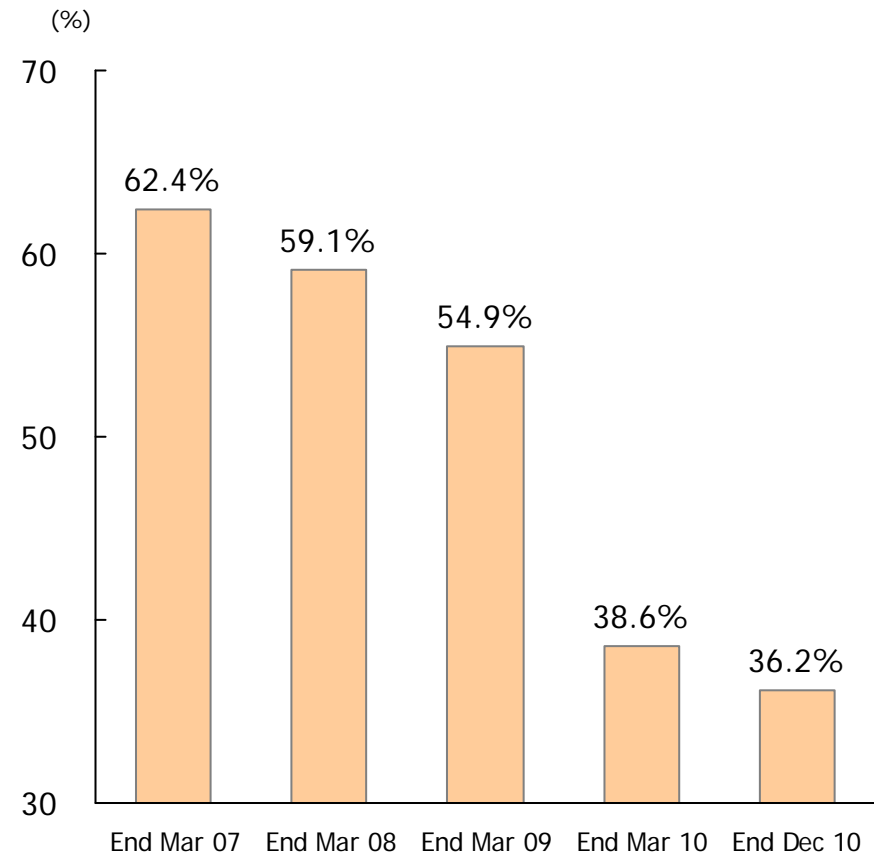


- Reduced equity holdings by ¥ 210 bn from FY10 Q1 to Q3, ratio of equity holdings to Tier 1 capital declined to the 30% mark
- Continue to reduce equity holdings to minimize stock price fluctuation risk on capital

Equity holdings (acquisition price)<sup>\*1</sup>



Ratio of equity holdings<sup>\*1</sup> (acquisition price) to Tier 1 capital



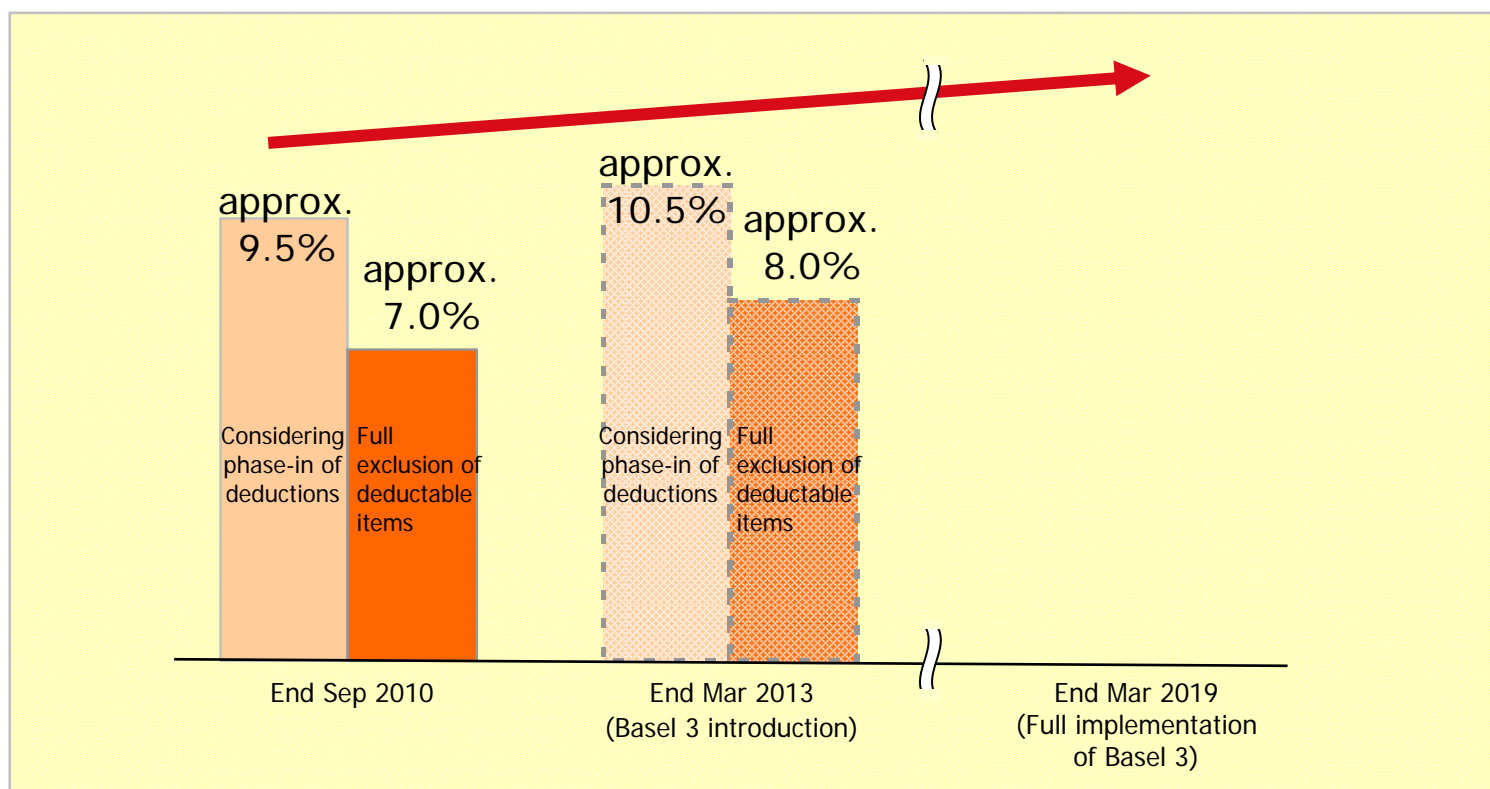
<sup>\*1</sup> Acquisition price (after impairment) of domestic equity securities in the category of "other securities" with market value (Non-consolidated)

# Maintain and enhance capital base

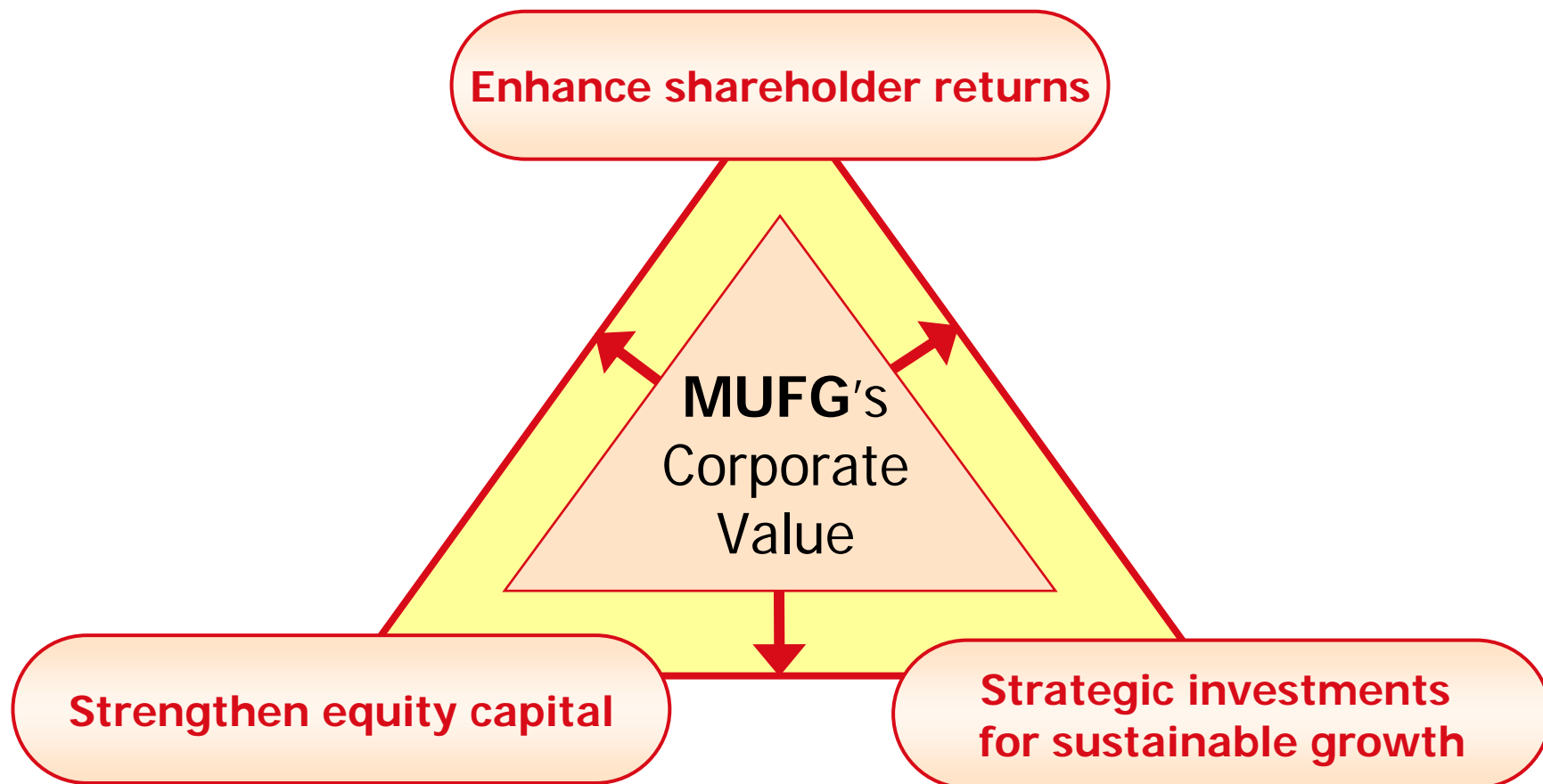


- CET1 ratio on the basis of full exclusion of deductible items is estimated to be approx. 7% as of end Sep 2010 and approx. 8% as of end Mar 2013 when Basel 3 is implemented
- Limited impact on RWA under new Basel regulations
- Reinforce core capital by accumulating retained earnings and effective capital management, while closely monitoring the course of new regulations

## Effects to CET1 ratio of new Basel regulations (calculated on the basis of current information)



- Increase corporate value through appropriate capital strategy while properly responding to the new capital regulation
- Secure stable shareholder returns while maintaining a balance between strengthening capital and making strategic investment for sustainable growth



Strong profitability

Strong financial  
strength

Strong brand

**A sound financial group with strong  
profitability and integrity**

**A globally respected financial group**

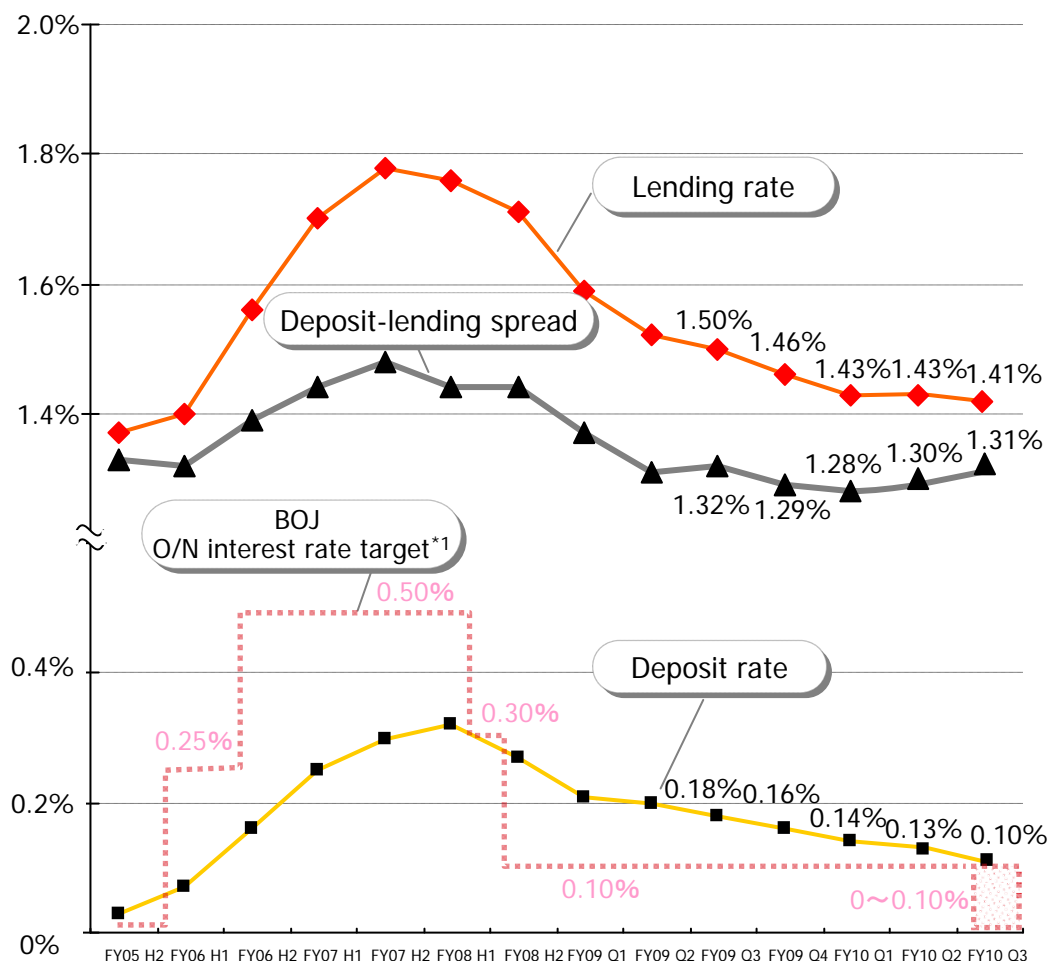


# Appendix

Quality for You   
MUFG

- Deposit/lending spread in FY10 Q3 was 1.31%, slightly up from FY10 Q2

## Changes in domestic deposit/lending rates (non-consolidated)



\*1 Before Mar. 06, during quantitative easing : Actual O/N interest rate

## Interest rate changes

- November 4, 2008  
Interest rate on ordinary deposits: 0.200% ⇒ 0.120%
- November 20, 2008  
Short-term prime rate: 1.875% ⇒ 1.675%
- December 22, 2008  
Interest rate on ordinary deposits: 0.120% ⇒ 0.040%
- January 13, 2009  
Short-term prime rate: 1.675% ⇒ 1.475%
- April 1, 2009  
Variable rate on new housing loans :  
⇒ Changed based on the long-term lending rate linked to short-term prime rate as of March 1
- July 1, 2009  
Variable rate on existing housing loans :  
⇒ Changed based on the long-term lending rate linked to short-term prime rate as of April 1
- September 6, 2010  
Interest rate on ordinary deposits: 0.040% ⇒ 0.020%

# UNBC (1) Financial results

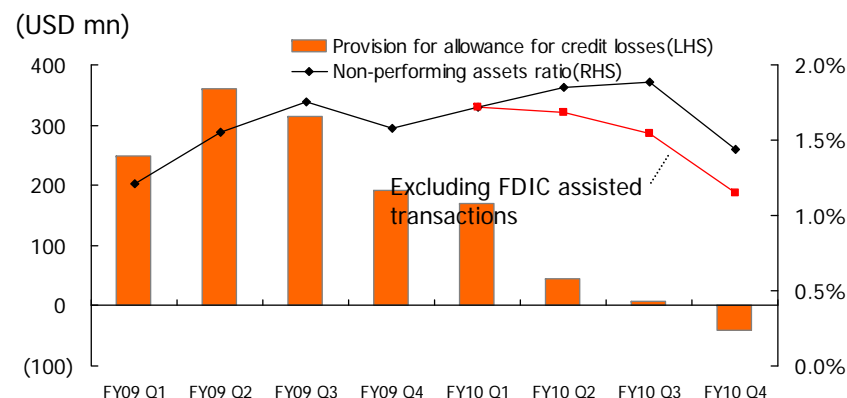


- Posted \$172 mn net income in FY10 Q4 mainly due to decreased credit costs
- NPA ratio declined for 3 consecutive quarters

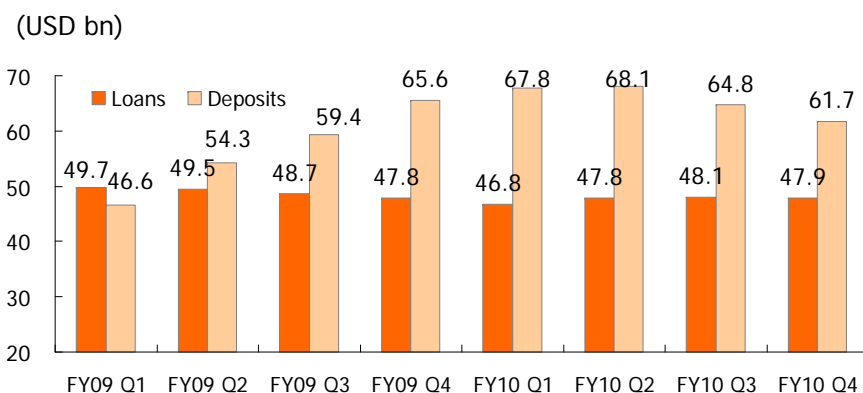
## Business performance

(USD mn)	FY09	FY10					YoY change
		Full Year	Q1	Q2	Q3	Q4	
Gross Profits	2,987	3,357	786	847	838	885	119
Noninterest Expenses	2,088	2,372	524	584	562	701	172
Net Business Profits	899	985	262	262	275	184	(53)
Provision for allowance for credit losses	1,114	182	170	44	8	(40)	(231)
Net Income / loss	(65)	573	77	153	169	172	130
Net Income / loss (excluding integration related cost (profits), discontinued operations)	(6)	609	89	162	178	179	123

## Provision for allowance for credit losses, NPA ratio

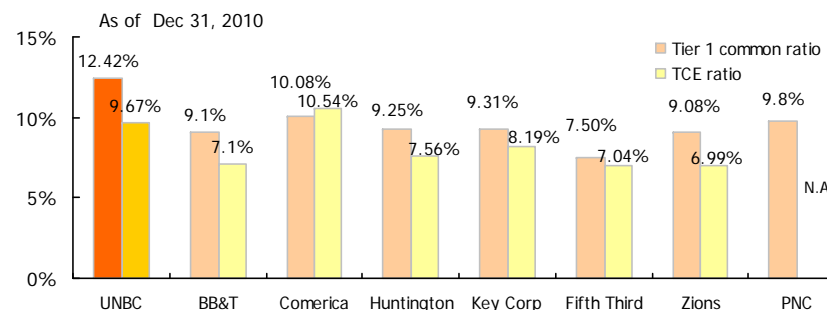


## Average balance of loans and deposits



## Comparison of core capital ratio<sup>\*1</sup> with peers

- Capital base comparable to US Banks supported by public funds
- Capital will be used for growth if the baseline scenario plays out



Source: Company disclosures

\*1 BB&T: BB&T Corporation, Comerica: Comerica Incorporated, Huntington: Huntington Bancshares Incorporated, Key Corp: Key Corp Ltd, Fifth Third: Fifth Third Bancorp, Zions: Zions Bancorporation, PNC: The PNC Financial Services Group, Inc.

# UNBC (2) Recent acquisitions



- Acquired the assets and deposits of two banks in FDIC-assisted transactions

## 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



## Frontier Bank

- **Assets and deposits acquired**

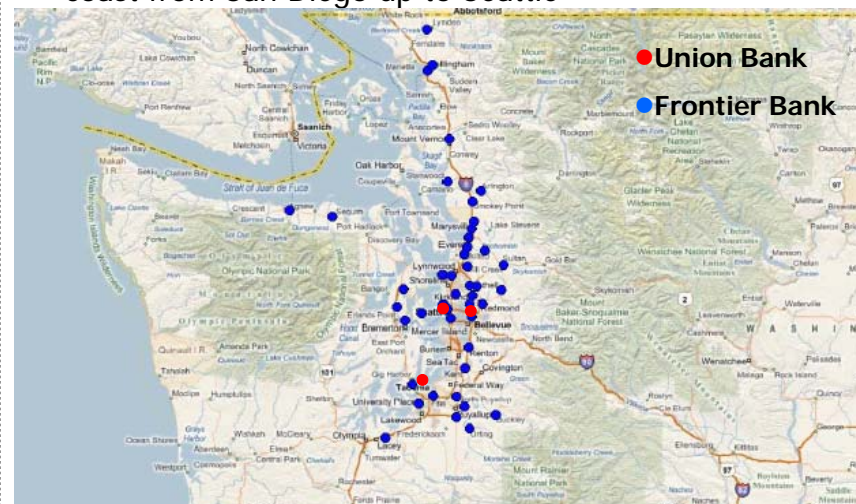
- Assets: approx. US\$3.2 bn (including loans of approx. US\$2.8 bn)
- Deposits: approx. US\$2.5 bn

- **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
- UB's branch network now covers the entire U.S. west coast from San Diego up to Seattle

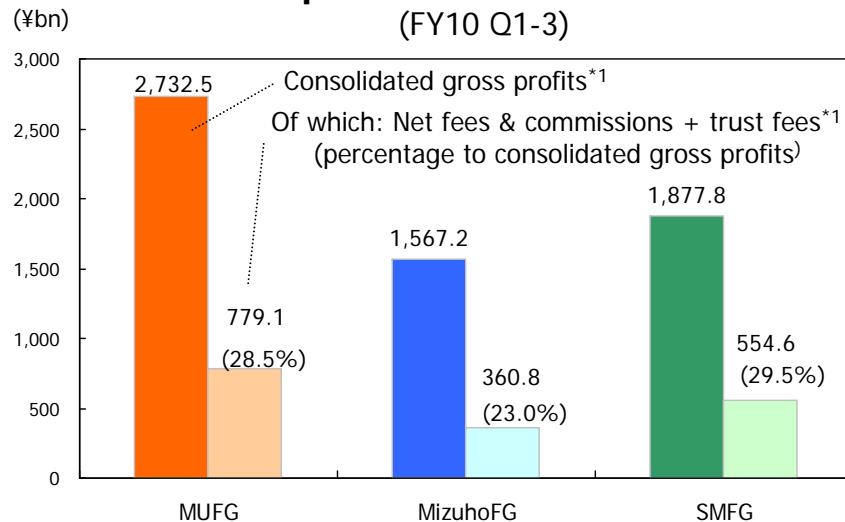


# Comparison with other Japanese financial groups



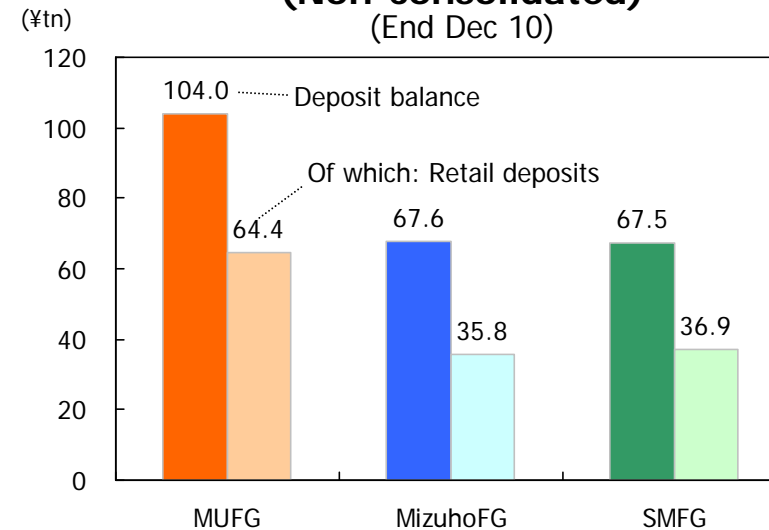
Source :Disclosure materials of each group

## Gross profits/ Fees + Trust fees (FY10 Q1-3)

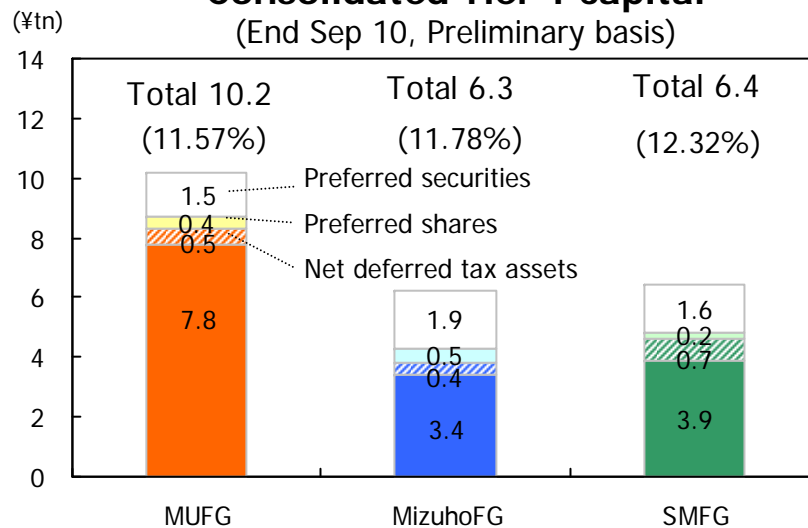


\*1 Before credit costs for trust accounts

## Domestic deposit balance (Non-consolidated) (End Dec 10)

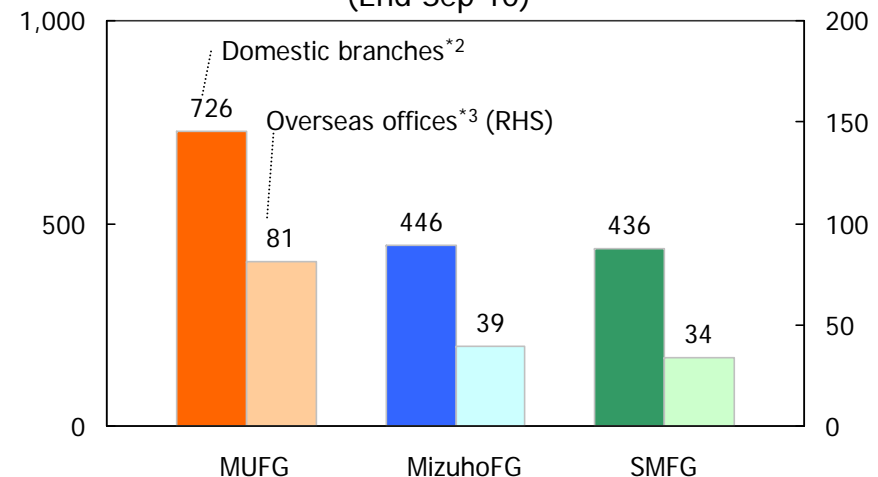


## Consolidated Tier 1 capital (End Sep 10, Preliminary basis)



Tier1 ratio in parenthesis

## Number of branches (Non-consolidated) (End Sep 10)



\*2 Not including sub-branches, agencies and representative offices, etc.

\*3 Total of branches, sub-branches and representative offices

**No.1  
Service**

**Quality for You**

**No.1  
Reliability**

**No.1  
Global  
Coverage**