



**Mitsubishi UFJ Financial Group**

# **Fiscal 2013 Interim Results Presentation**

**November 20, 2013**

**Quality for You**

**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)
<b>Commercial bank consolidated</b>	Bank of Tokyo-Mitsubishi UFJ (consolidated)

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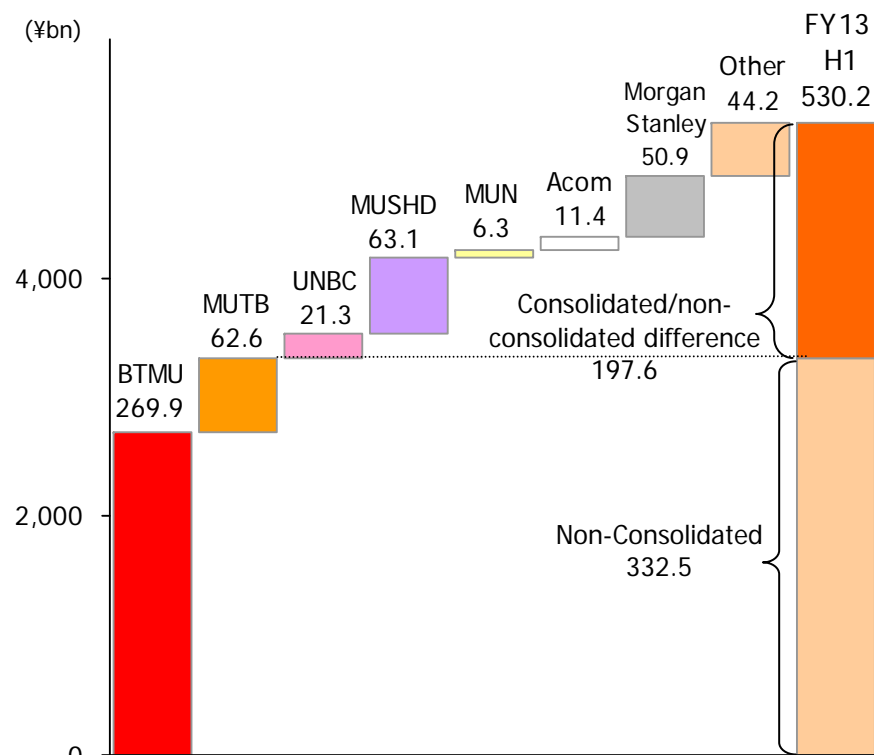
# Outline of FY2013 Interim Results

# FY2013 Interim key points



- **Net income was ¥530.2 bn (EPS ¥36.82). Exceeded net income target substantially**
  - Achieved 69.7% of initial full year net income target of ¥760.0 bn
  - Subsidiaries also performed well resulting in difference between consolidated and non-consolidated net income of ¥197.6 bn
- **Steady progress on each initiative of medium-term business plan**
  - Customer segments grew profits
  - Domestic corporate loan balance bottomed out. Strong profits from domestic investment banking, investment product sales
  - Strong expansion in overseas business, steady increase in loan balance
  - Progress with non-organic growth strategy
    - Addition of VentinBank (Vietnam) as equity method subsidiary (May 13)
    - Acquisition of US commercial real estate financing business by UNBC (Jun 13)
    - Announcement of aiming investment in bank of Ayudhya, Thailand (July 13); start of voluntary tender offer (Nov 13)
- **Upward revision to our full FY13 net income target**

## Breakdown of net income\*1



\*1 The above figures take into consideration the percentage holding in each subsidiary (after-tax basis)

	FY12 H1	FY13 H1	Change
EPS (¥)	19.90	36.82	16.92
Dividend per common stock (¥)	6	7	1
BPS (¥)	690.51	852.06	161.55
Consolidated ROE (%)	6.14	10.03	3.89

# FY2013 financial targets

(Consolidated  
/Non-consolidated)



- Consolidated net income in FY13 H1 was ¥530.2 bn, against FY13 original full-year target of ¥760.0 bn
- Following good interim results, revise full year targets upward to ¥910.0 bn

## <Financial targets>

### <Consolidated>

	FY12		FY13		Change from original
	Interim (Results)	Full Year (Results)	Interim (Results)	Full Year (Targets)	
1 Ordinary profits	¥570.0 bn	¥1,344.1 bn	¥850.4 bn	¥1,530.0 bn	¥260.0 bn
2 Net income	¥290.4 bn	¥852.6 bn	¥530.2 bn	¥910.0 bn	¥150.0 bn
3 Total credit costs* <sup>1</sup>	(¥62.2 bn)	(¥115.6 bn)	¥25.7 bn	(¥20.0 bn)	¥130.0 bn

### <Non-consolidated>

4 Net business profits	¥649.5 bn	¥1,163.8 bn	¥489.5 bn	¥1,020.0 bn	Unchanged
5 Ordinary profits	¥373.3 bn	¥997.2 bn	¥542.3 bn	¥1,020.0 bn	¥145.0 bn
6 Net income	¥211.1 bn	¥710.2 bn	¥332.5 bn	¥615.0 bn	¥70.0 bn
7 Total credit costs* <sup>1</sup>	(¥28.5 bn)	(¥65.3 bn)	¥44.4 bn	¥10.0 bn	¥100.0 bn

\*1 Total credit costs include gains on loans written-off. Bracket represents cost

# FY2013 H1 summary (Income statement) (Consolidated/ Non-consolidated)



## ● Net business profits

- Gross profits increased primarily due to increases in net interest income in overseas, net fees and commissions and income from sales and trading, partially offset by a decrease in net gains on debt securities
- G&A expenses increased mainly due to an increase in costs in overseas businesses
- As a result, net business profits decreased

## ● Total credit costs

- Total credit costs amounted to a net reversal of ¥25.7 bn by posting reversal of provision for general allowance for credit losses

## ● Net gains (losses) on equity securities

- Net gains (losses) on equity securities improved mainly due to an increase in gains on sales of equity securities and a decrease in losses on write-down of equity securities

## ● Net income

- As a result, net income increased by ¥239.7 bn from the same period in the previous year to ¥530.2 bn

### Income statement (¥bn)

〈Consolidated〉		FY12	FY13 H1	y-o-y
1	Gross profits (before credit costs for trust accounts)	3,634.2	1,845.2	13.6
2	Net interest income	1,816.8	908.6	32.3
3	Trust fees+Net fees and commissions	1,137.3	618.1	99.6
4	Net trading profits +Net other business profits	679.9	318.4	(118.4)
5	Net gains (losses) on debt securities	336.7	77.0	(198.1)
6	G&A expenses	2,095.0	1,120.2	105.8
7	Net business profits	1,539.2	725.0	(92.1)
8	Total credit costs <sup>*1</sup>	(115.6)	25.7	88.0
9	Net gains (losses) on equity securities	(53.6)	43.4	217.0
10	Losses on write-down of equity securities	(87.3)	(10.8)	176.0
11	Profits (losses) from investments in affiliates	52.0	68.6	41.2
12	Other non-recurring gains (losses)	(77.7)	(12.4)	26.2
13	Ordinary profits	1,344.1	850.4	280.3
14	Net extraordinary gains (losses)	9.6	(27.7)	(0.7)
15	Total of income taxes-current and income taxes-deferred	(395.7)	(212.1)	(17.4)
16	Net income	852.6	530.2	239.7
〈Non-consolidated〉		FY12	FY13 H1	y-o-y
17	Gross profits (before credit costs for trust accounts)	2,397.7	1,126.0	(131.8)
18	G&A expenses	1,233.9	636.4	28.0
19	Net business profits	1,163.8	489.5	(159.9)
20	Total credit costs <sup>*1</sup>	(65.3)	44.4	73.0
21	Ordinary profits	997.2	542.3	168.9
22	Net income	710.2	332.5	121.4

\*1 Credit costs for trust accounts+Provision for general allowance for credit losses  
+Credit costs(included in non-recurring gains/losses)+Reversal of allowance for credit losses  
+Reversal of reserve for contingent losses included in credit costs+Gains on loans written-off

Please see page 10-20 of the MUFG Databook

# FY2013 H1 summary (Income statement) supplementary explanation

(Consolidated) 

## Breakdown of net interest income (Managerial accounting base)

	(¥bn)	y-o-y	
1 Total		32.3	
2 Non-consolidated	(6.7)		Despite an increase in lending income, deposits income and markets income declined due to decline in market interest rates
3 Lending income	28.8		Flat in Retail and Corporate segments; up in Global segment due to an increase in lending balance, forex effects
4 Deposits income	(24.6)		Down due to decline in market interest rates
5 Market income & others	(11.0)		Yen-denominated ALM income declined mainly due to a decline in market interest rates. Foreign currency denominated ALM income up
6 Subsidiaries	39.1		Large increase at UNBC, partly on forex effects
7 MUN/ACOM	(3.6)		Decline at MU NICOS, increase at ACOM
8 UNBC	31.2		Increase due to higher lending balance and forex effects

## Breakdown of net fees & commissions (Managerial accounting base)

	(¥bn)	y-o-y	
1 Total		92.2	
2 Non-consolidated	42.7		Strong growth in investment products, investment banking, overseas fees & commissions
3 Investment products sales	19.6		Up, largely on brisk sales of equity investment trusts
4 Investment banking (domestic)	10.3		Strong performance in Structured finance
5 Overseas commissions	18.7		Strong performance in Structured finance
6 Subsidiaries	49.5		Increase in commission income at Mitsubishi UFJ Securities Holdings amid revival in domestic stock market

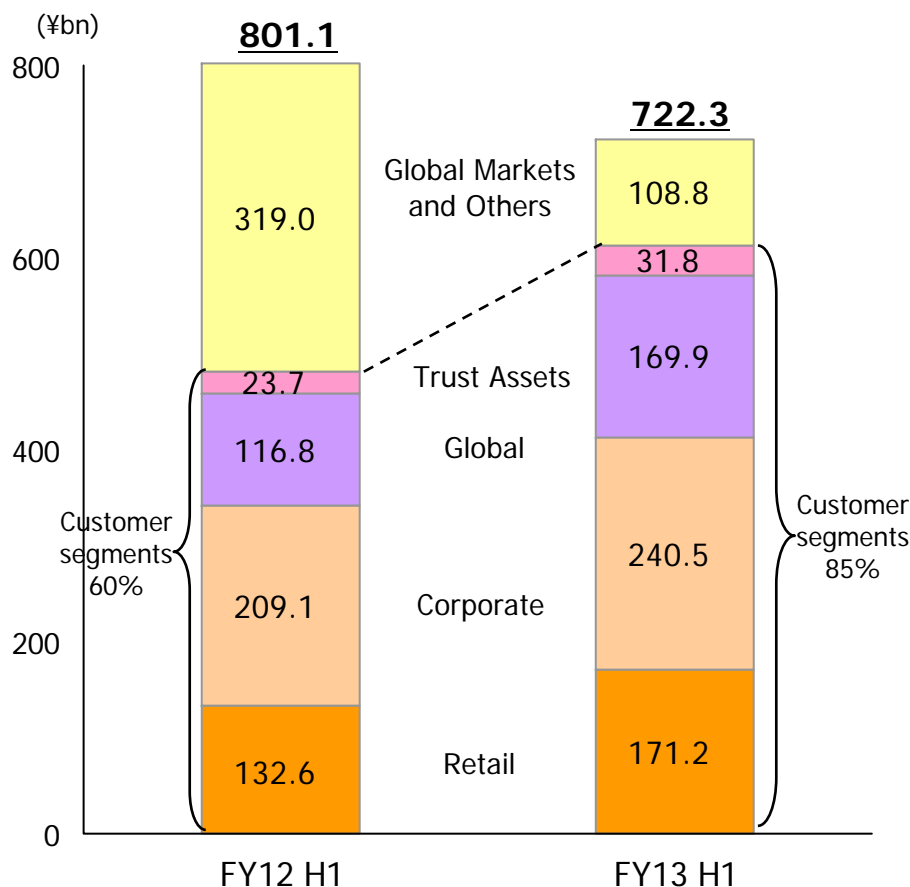


# Outline of results by business segment (Consolidated)

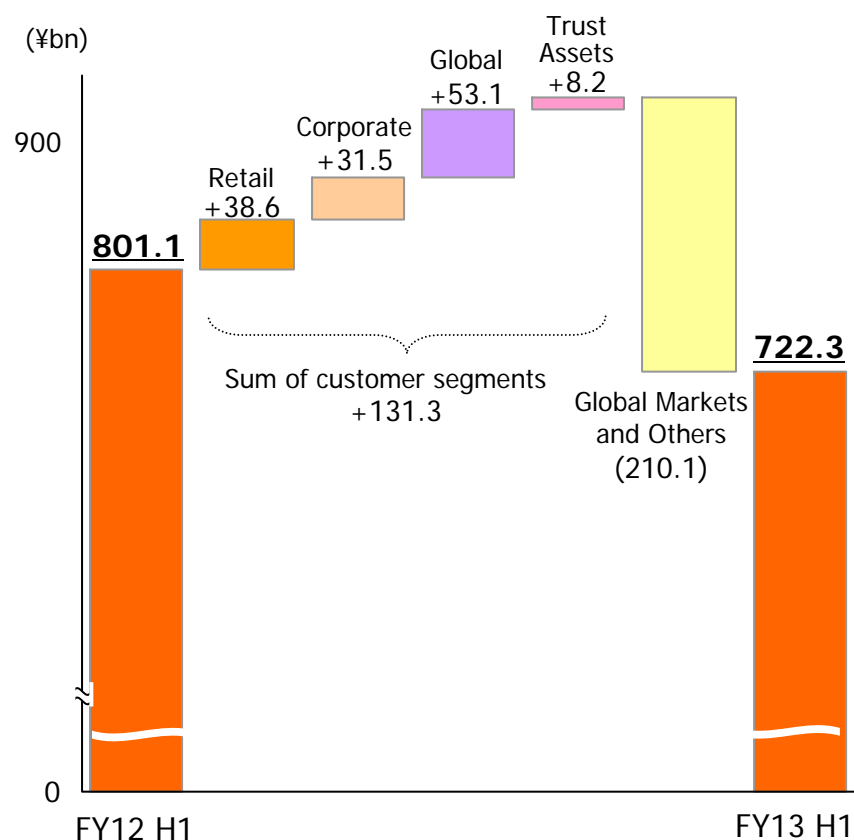


- Consolidated net operating profits from customer segment increased by ¥131.3 bn, due to higher net operating profits increased in each segment, though continuous decrease in deposit income
- Customer segment accounted for 85% (up 25 points from FY12 H1) of net operating profits

## Net operating profits by segment\*1



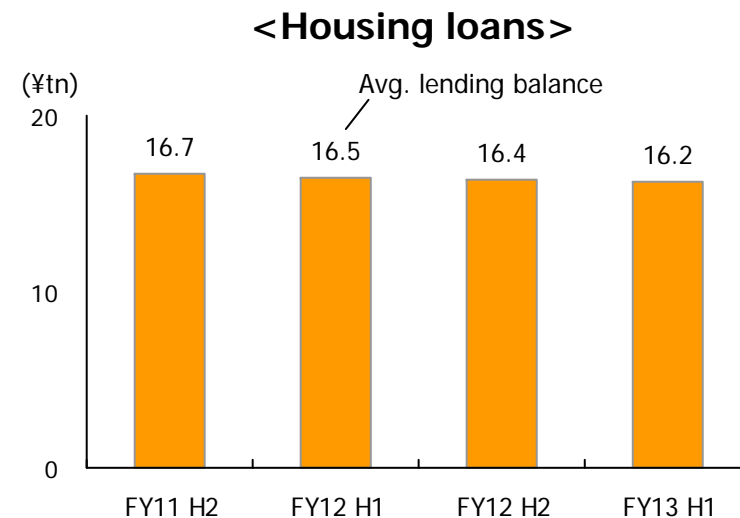
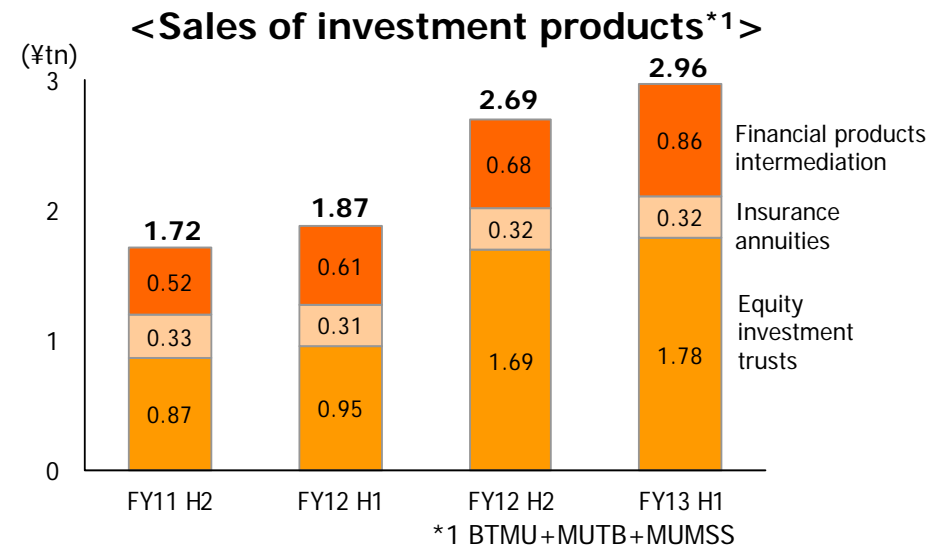
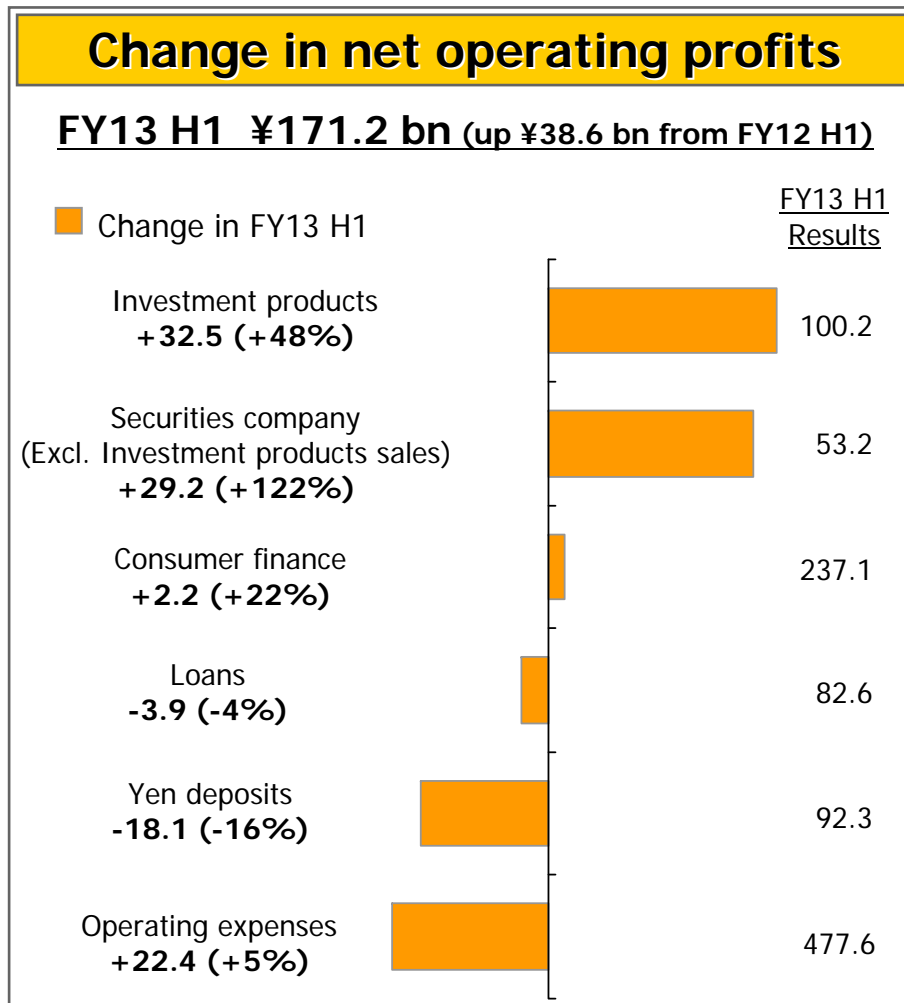
## Breakdown of changes in net operating profits



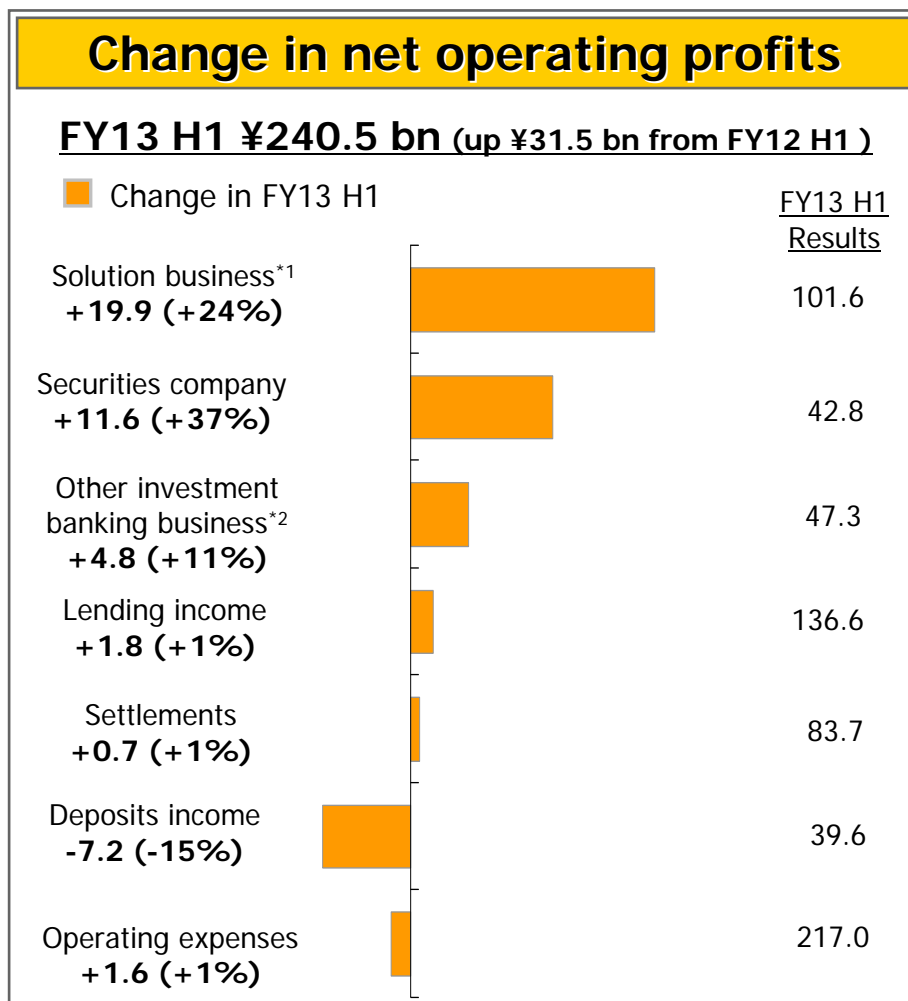
\*1 Consolidated net business profits on a managerial accounting basis

Please see page 39 of the MUFG Databook

- Net operating profits ¥171.2 bn, up ¥38.6 bn from FY12 H1
  - Investment products sales and securities business were strong, while revenues from loans and yen deposits decreased

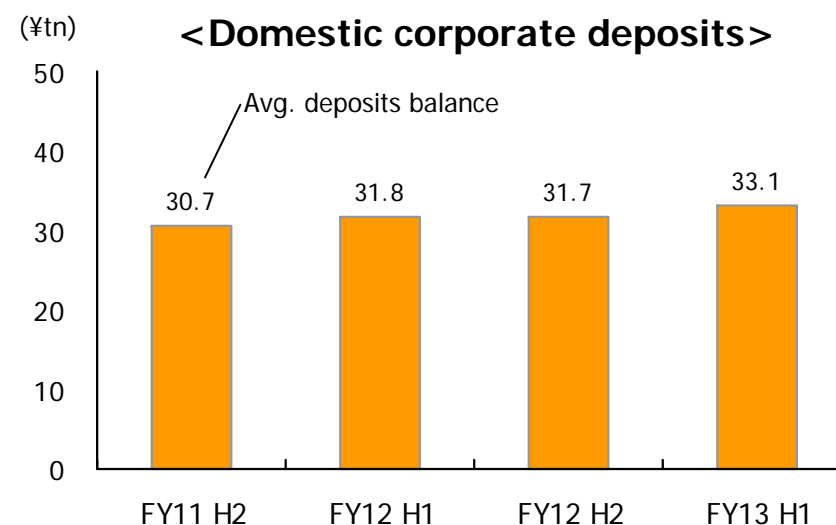
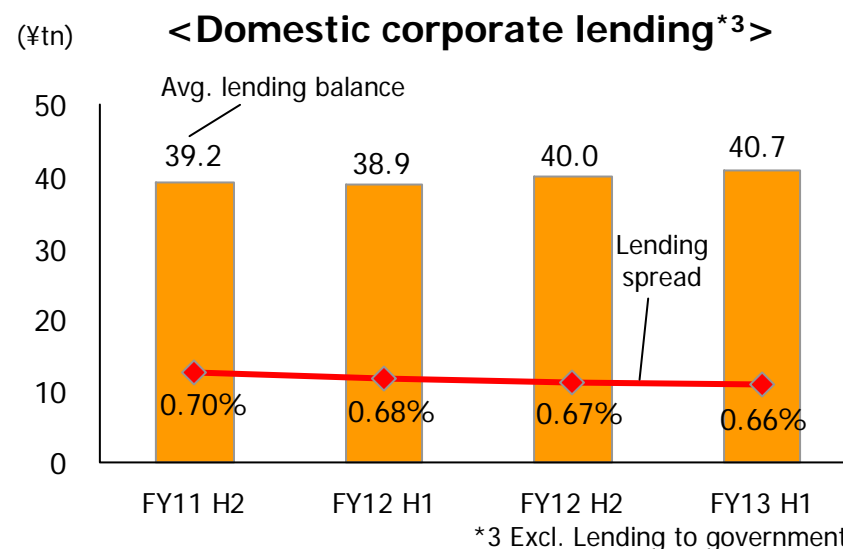


- Net operating profits ¥240.5 bn, up ¥31.5 bn from FY12 H1
  - Solutions business, securities company and other investment banking business increased, while deposits income decreased



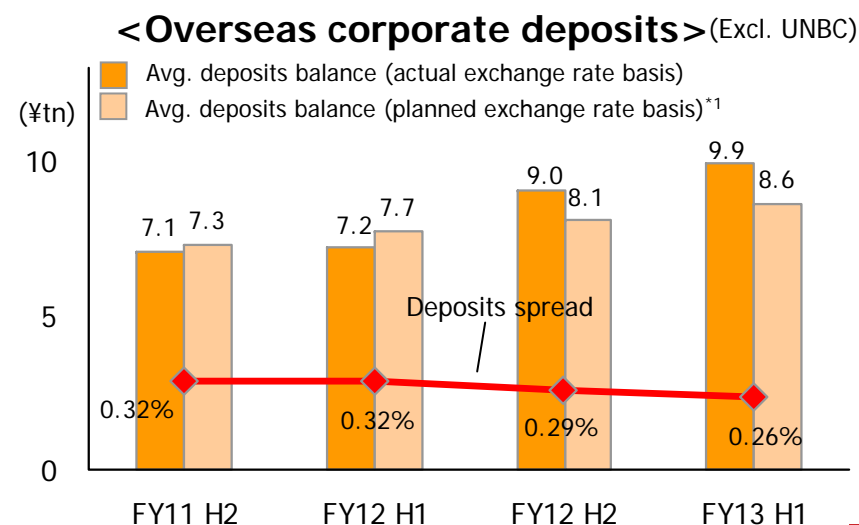
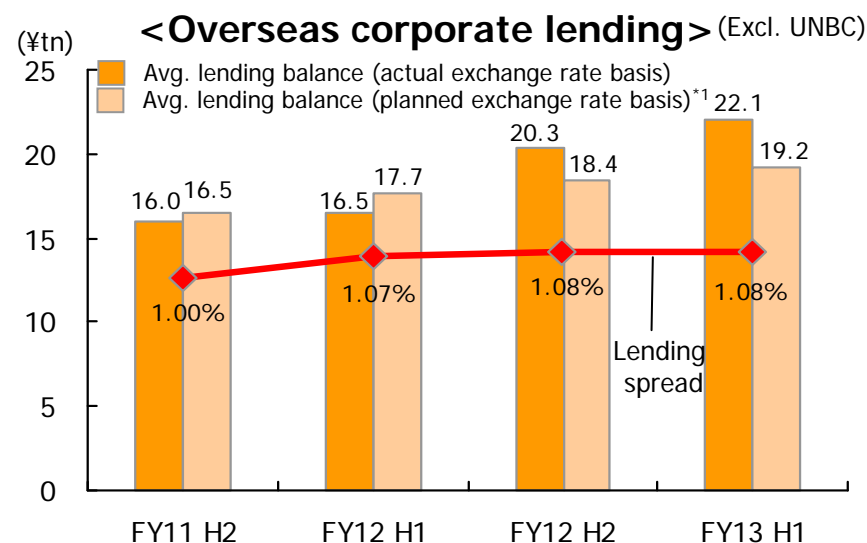
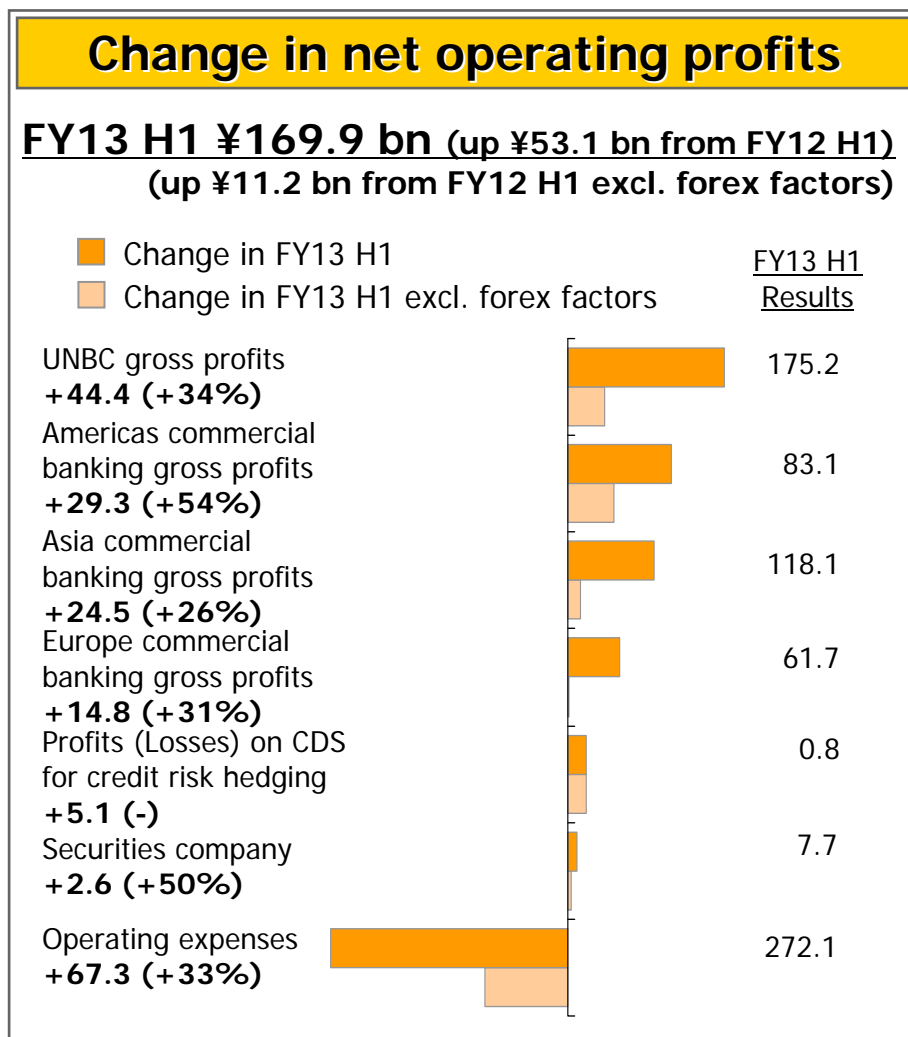
\*1 Structured finance, asset finance and domestic syndicated loans

\*2 Customer derivatives, underwriting, etc.



Please see pages 45-49 of the MUFG Databook

- Net operating profits ¥169.9 bn, up ¥53.1 bn from FY12 H1 (up ¥11.2 bn if excluding forex factors)
  - Americas including UNBC were strong. Lending and deposits balance increased steadily



Please see pages 50-53 of the MUFG Databook

\*1 Exchange rates: Those adopted in our business plan (\$/¥=83, etc.)

# Trust Assets

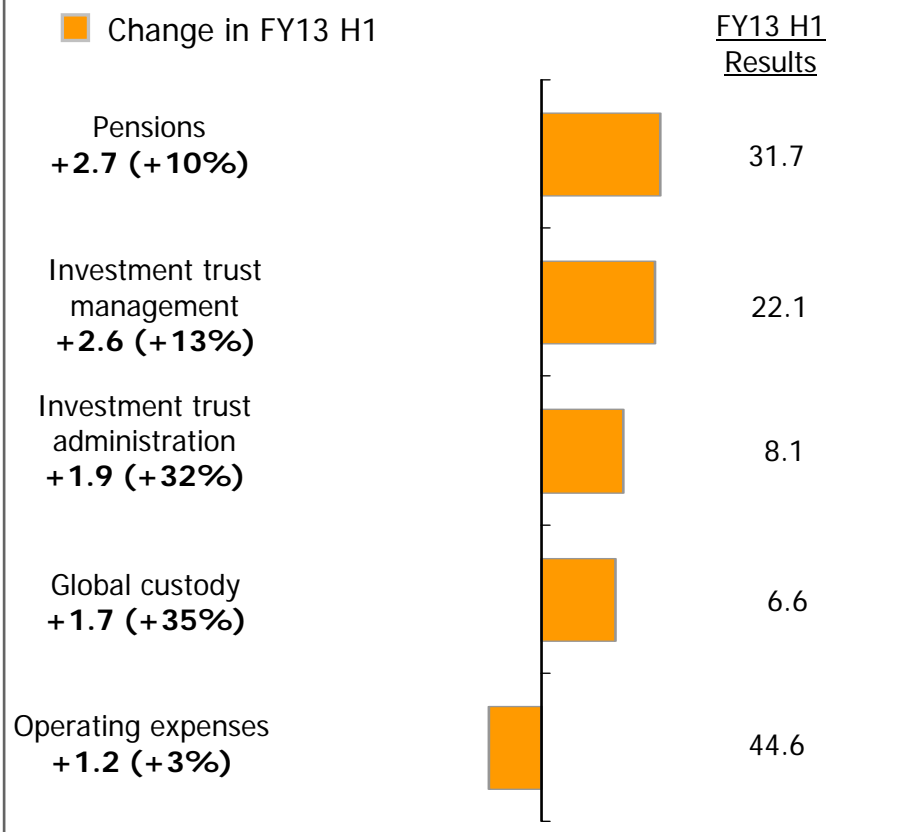
(Consolidated)



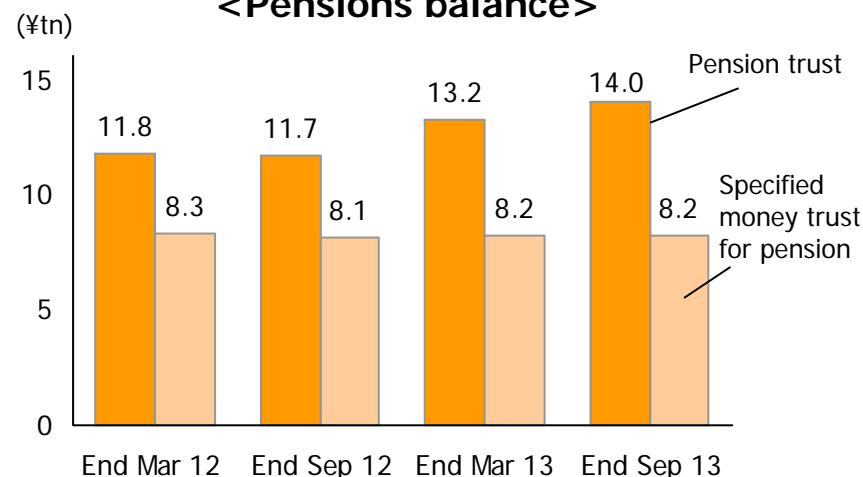
- Net operating profits ¥31.8 bn, up ¥8.2 bn from FY12 H1
  - Pensions, investment trust management and global custody business performed well as asset balance increased under the current good market condition

## Change in net operating profits

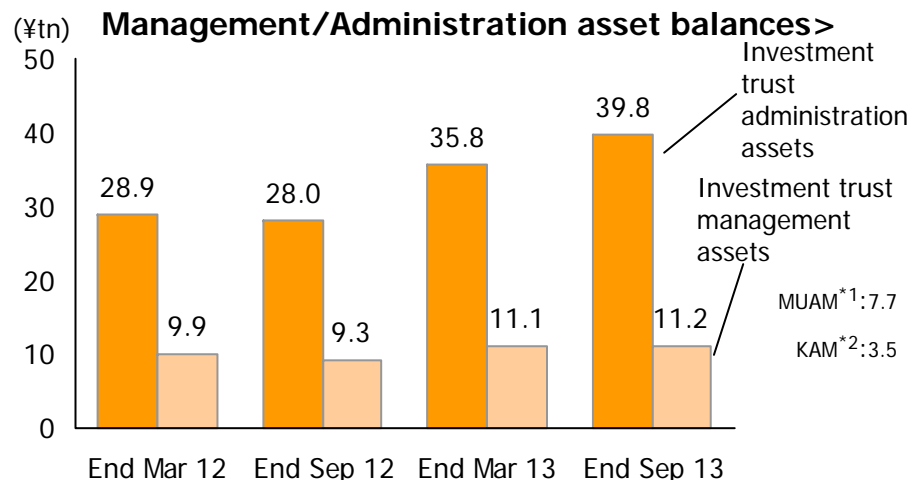
**FY13 H1 ¥31.8 bn (up ¥8.2 bn from FY12 H1 )**



## <Pensions balance>



## <Investment trust: Management/Administration asset balances>



\*1 MUAM: Mitsubishi UFJ Asset Management

\*2 KAM: KOKUSAI Asset Management

Please see pages 54-57 of the MUFG Databook

# FY2013 H1 summary (Balance sheets) (Consolidated)



## ● Loans

- Increased from end Mar 13, mainly due to an increase in overseas loans

## ● Investment securities

- Decreased from end Mar 13, mainly due to a decrease in Japanese government bonds

## ● Deposits

- Increased from end Mar 13, mainly due to increases in individual and overseas deposits

## ● Non performing loans ('NPLs')

- NPL ratio declined from end Mar 13, mainly due to decreases in doubtful and special attention loans

## ● Net unrealized gains on securities available for sale

- Decreased from end Mar 13, mainly due to lower market value in Japanese government bonds and foreign bonds

Balance sheet (¥bn)		End Mar 13	End Sep 13	Change from Mar 13
1	Total assets	234,498.7	242,222.9	7,724.2
2	Loans(Banking+Trust accounts)	91,403.2	95,346.9	3,943.7
3	Loans(Banking accounts)	91,299.5	95,245.2	3,945.6
4	Housing loans <sup>*1</sup>	16,590.3	16,390.3	(199.9)
5	Domestic corporate loans <sup>*1*2</sup>	40,344.1	40,447.4	103.3
6	Overseas loans <sup>*3</sup>	25,437.5	28,345.7	2,908.1
7	Investment securities (Banking accounts)	79,526.8	77,113.8	(2,413.0)
8	Domestic equity securities	4,722.7	5,160.2	437.5
9	Japanese government bonds	48,707.9	41,270.1	(7,437.7)
10	Foreign bonds	18,869.6	23,475.4	4,605.8
11	Total liabilities	220,979.0	227,894.5	6,915.5
12	Deposits	131,697.0	136,128.3	4,431.2
13	Individual deposits (Domestic branches)	67,342.8	68,051.8	708.9
14	Total net assets	13,519.6	14,328.3	808.7
15	FRL disclosed loans <sup>*1*4</sup>	1,696.8	1,521.7	(175.1)
16	NPL ratio <sup>*1</sup>	1.80%	1.57%	(0.22%)
17	Net unrealized gains (losses) on securities available for sale	1,885.1	1,811.0	(74.1)

\*1 Non-consolidated+Trust accounts

\*2 Excluding lending to government

\*3 Loans booked in overseas branches, UNBC, BTMU(China) and BTMU(Holland)

\*4 FRL=the Financial Reconstruction Law

# Loans/Deposits

● **Loan balance ¥95.3 tn**  
(up by ¥3.9 tn from end Mar 13)

<Changes from end Mar 13>

■ Housing Loan	(¥0.1 tn)
■ Domestic corporate <sup>*1</sup>	+¥0.1 tn
■ Overseas <sup>*2</sup>	+¥2.9 tn
Excluding impact of foreign currency exchange	+¥1.2 tn

\*1 Excluding lending to government

\*2 Overseas branches + UNBC + BTMU (China) + BTMU (Holland)

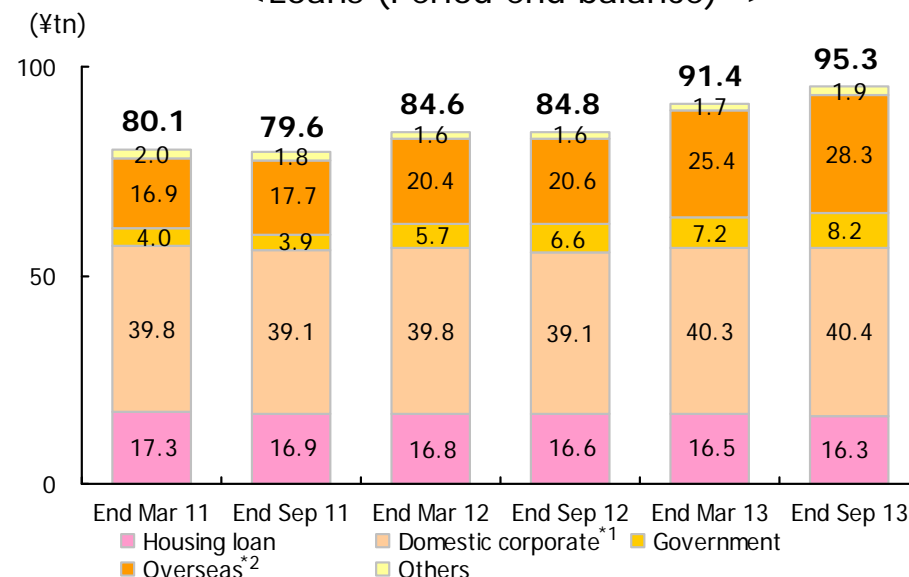
\*3 Sum of banking and trust accounts

● **Deposit balance ¥136.1 tn**  
(up by ¥4.4 tn from end Mar 13)

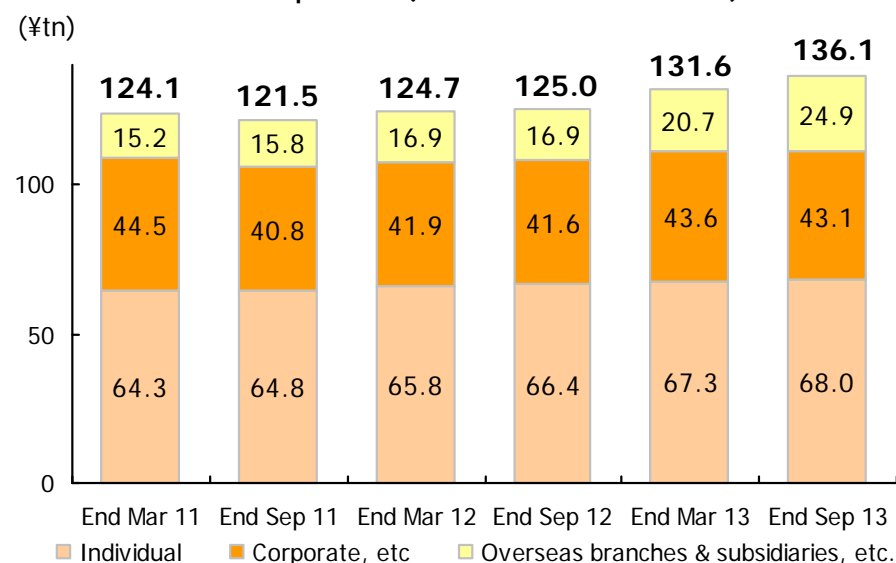
<Changes from end Mar 13>

■ Individual	+¥0.7 tn
■ Corporate, etc.	(¥0.5 tn)
■ Overseas and others	+¥4.2 tn
Excluding impact of foreign currency exchange	+¥2.3 tn

<Loans (Period end balance)<sup>\*3</sup>>



<Deposits (Period end balance)>



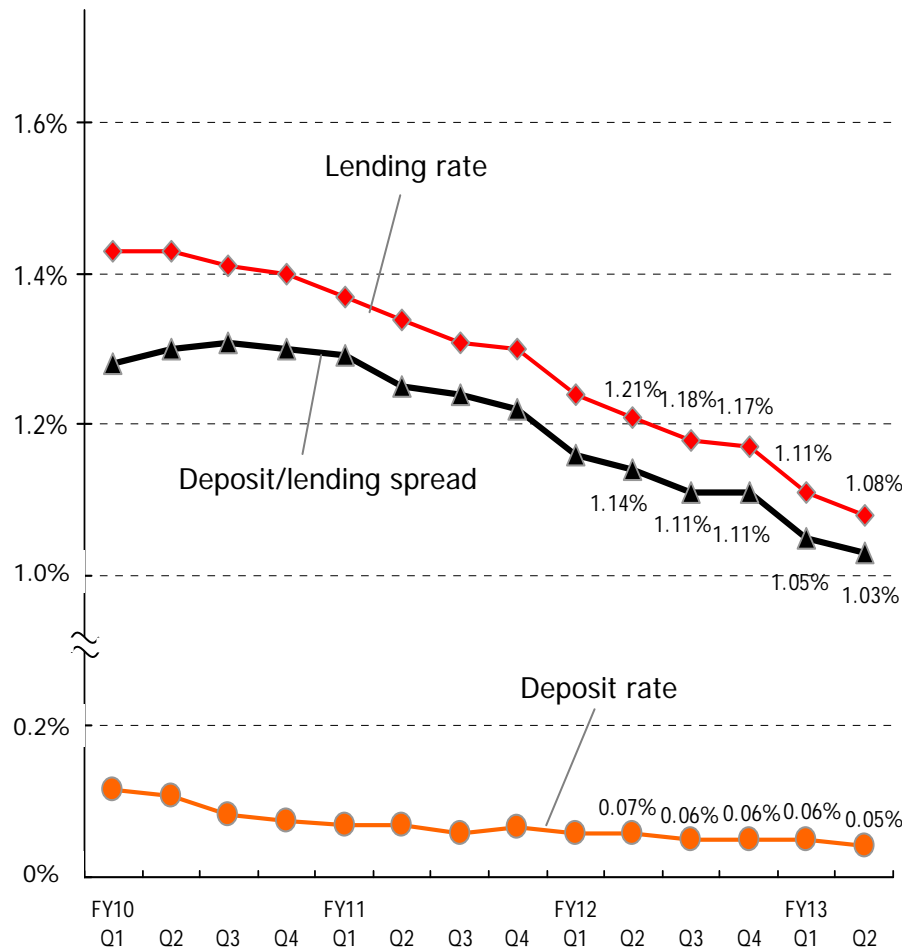
# Domestic deposit/lending rates

(Non-consolidated)

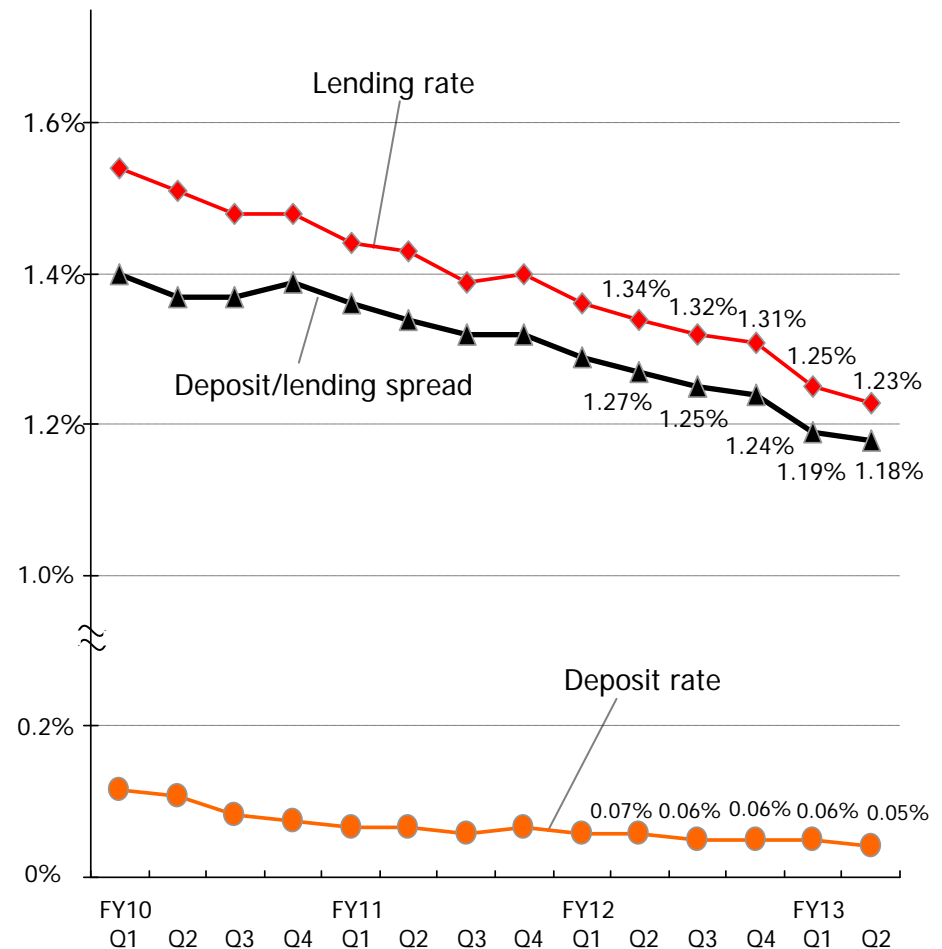


- Deposit/lending spread in (excl. Lending to government) FY13 Q2 was 1.18%, almost flat from FY13 Q1

Domestic deposit/lending rates



Domestic deposit/lending rates (Excl. Lending to government)



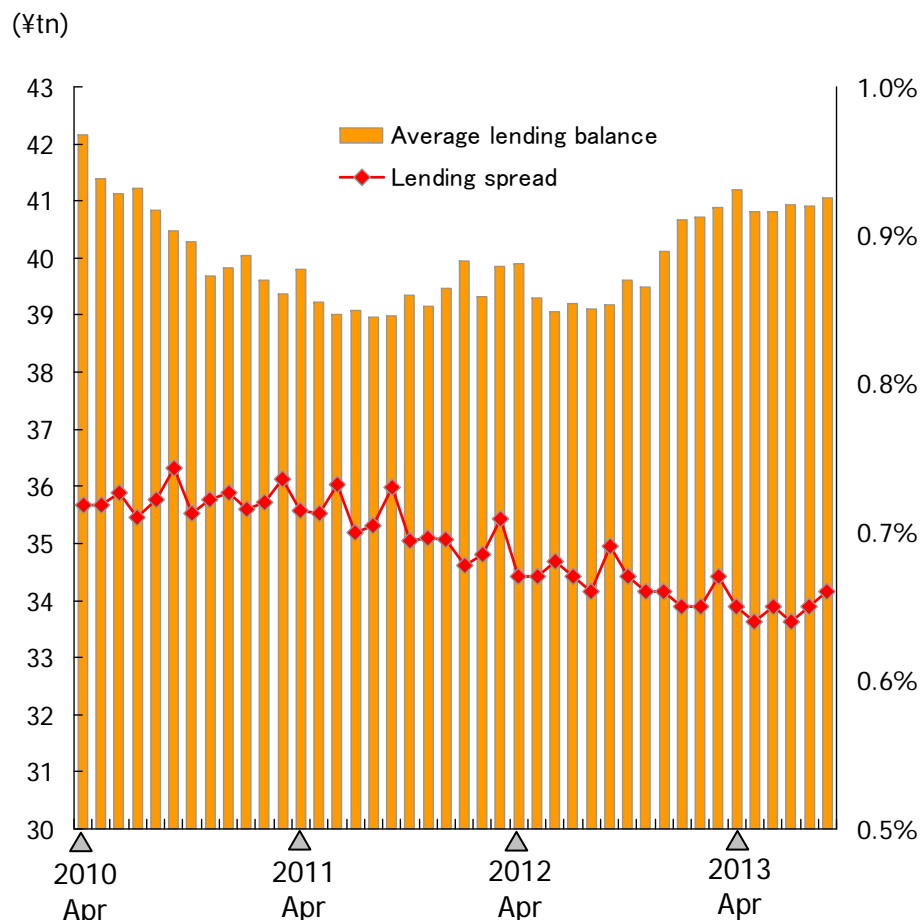


# Domestic and overseas lending



- Domestic corporate lending balance recovered. Overseas corporate lending expanded constantly

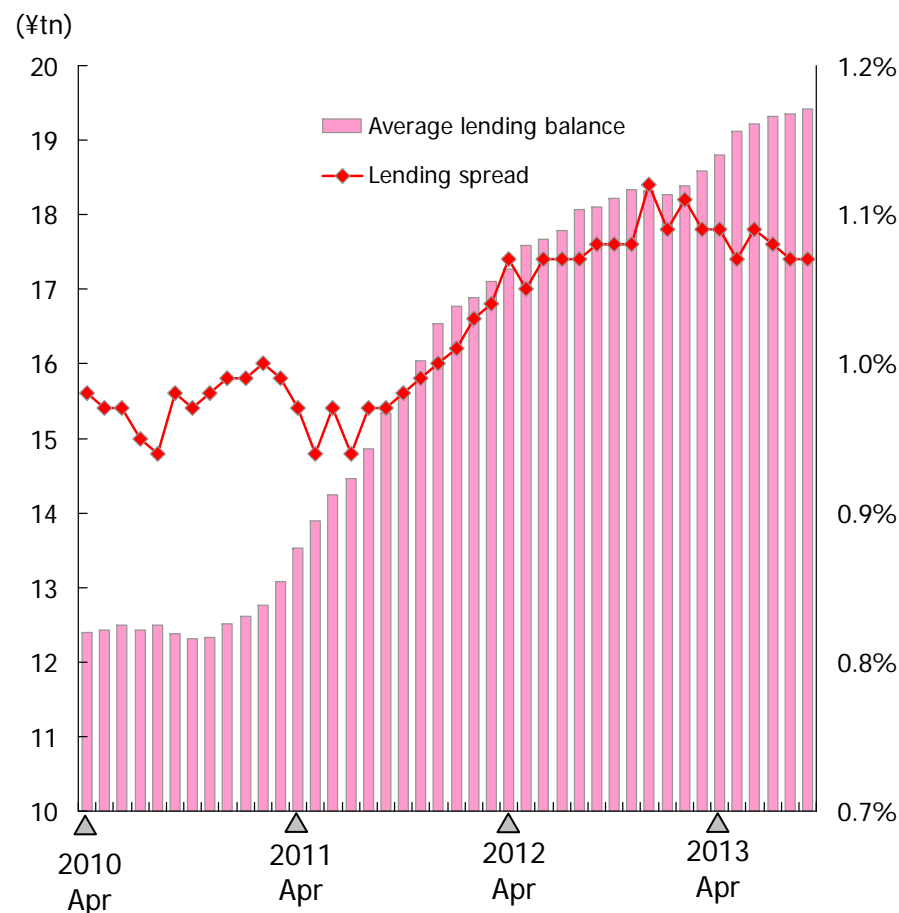
### Domestic corporate lending/Spread\*1



\*1 Excl. Lending to government

### Overseas corporate lending/Spread (Excl. UNBC)

(Note) Exchange rates: Those adopted in our business plan (\$/¥=83, etc.)



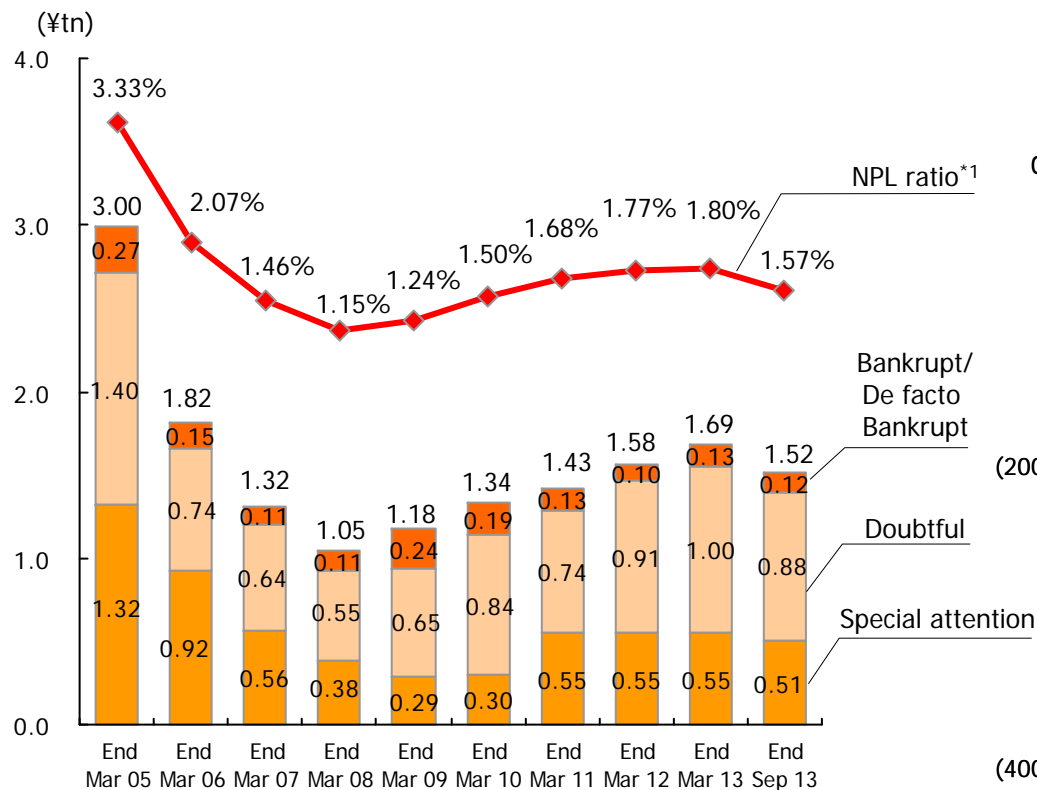
# Loan assets

(Consolidated/Non-consolidated)



- NPLs ratio decreased 0.22 points to 1.57%, mainly due to decrease of Doubtful and special attention
- Total credit costs improved and reverse ¥25.7 bn on consolidated basis (reversal of ¥44.4 bn on non-consolidated basis)

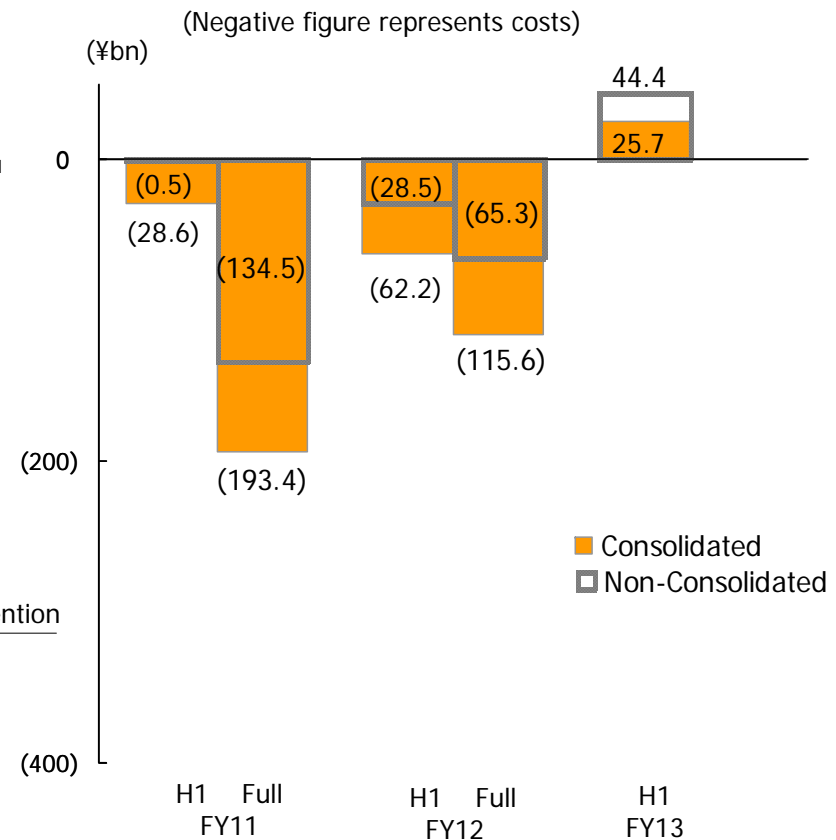
## Balance of non performing loans (non-consolidated)



Period	Total Loans
End Mar 05	87.2
End Mar 06	86.2
End Mar 07	89.2
End Mar 08	91.9
End Mar 09	95.2
End Mar 10	89.6
End Mar 11	85.0
End Mar 12	88.9
End Mar 13	94.2
End Sep 13	96.4

\*1 Non performing loan / Total loans

## Total credit costs\*2



\*2 Figures included gains on loans written-off

Please see pages 59-61 of the MUFG Databook

# Holdings of investment securities

(Consolidated)

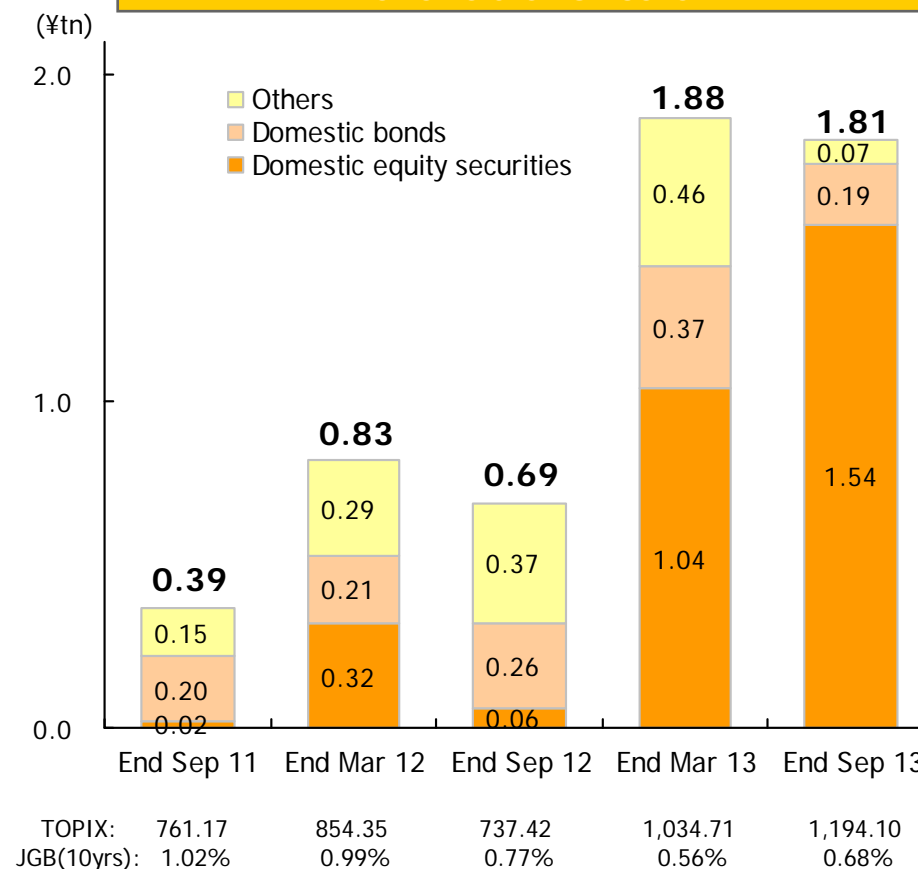


- Total unrealized gains on securities available for sale was kept at high level. Unrealized gains on domestic equity securities increased, offset by unrealized losses on Japanese government bonds and foreign bonds

## Breakdown of securities available for sale with fair value

	¥bn	Balance		Unrealized gains(losses)	
		End Sep 13	Change from End Mar 13	End Sep 13	Change from End Mar 13
1	Total	74,786.3	(2,305.5)	1,811.0	(74.1)
2	Domestic equity securities	4,384.3	487.7	1,541.1	495.0
3	Domestic bonds	43,816.1	(7,656.8)	196.0	(175.4)
4	Japanese government bonds	41,055.1	(7,422.8)	139.5	(163.5)
5	Others	26,585.8	4,863.6	73.8	(393.7)
6	Foreign equity securities	210.2	1.1	92.6	(1.9)
7	Foreign bonds	23,193.6	4,812.2	(63.7)	(369.0)
8	Others	3,181.9	50.2	44.9	(22.7)

## Unrealized gains on securities available for sale



# Japanese government bonds

(Consolidated  
/Non-consolidated)



## ● Balance of Japanese government bonds (JGB)

- The balance decreased ¥7.4 tn from end Mar 13

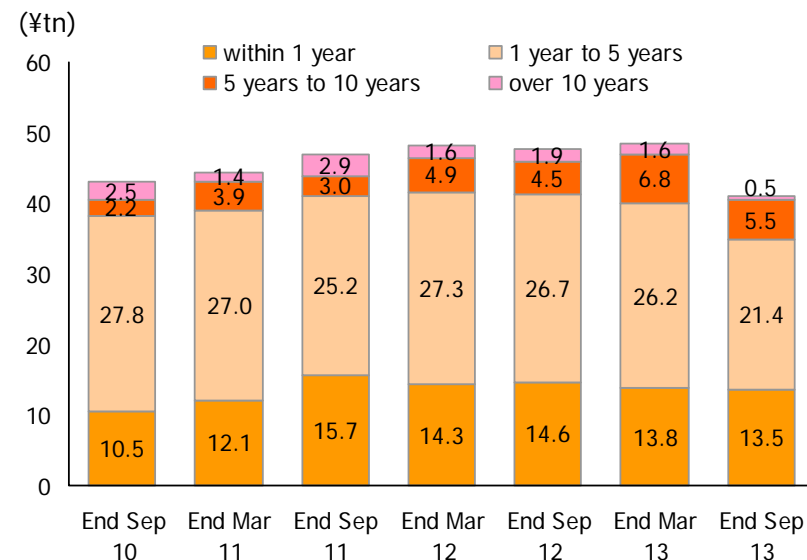
## ● Duration and interest rate risk

- Duration shortened by 0.5 year to 2.7 year from end Mar 13
- Interest rate risk decreased from end Mar 13

## ● MUFG's policy

- Basic policy of holding JGBs stably remains unchanged
- Interest rate risk is managed appropriately time to time in a given market environment

## Redemption schedule of JGB\*1

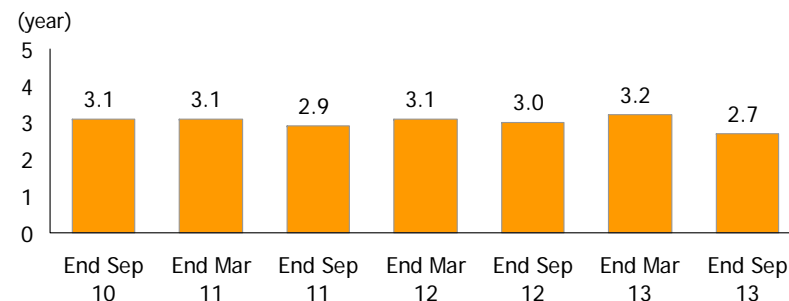


\*1 Securities available for sale and securities being held to maturity. Non-consolidated

## Balance of JGB

	(¥bn)	Balance		Unrealized gains(losses)	
		End Sep 13	Change from End Mar 13	End Sep 13	Change from End Mar 13
1	Total	41,270.1	(7,437.7)	140.8	(164.1)
2	Securities being held to maturity	214.9	(14.9)	1.2	(0.6)
3	Securities available for sale	41,055.1	(7,422.8)	139.5	(163.5)

## JGB Duration\*2



\*2 Securities available for sale. Non-consolidated

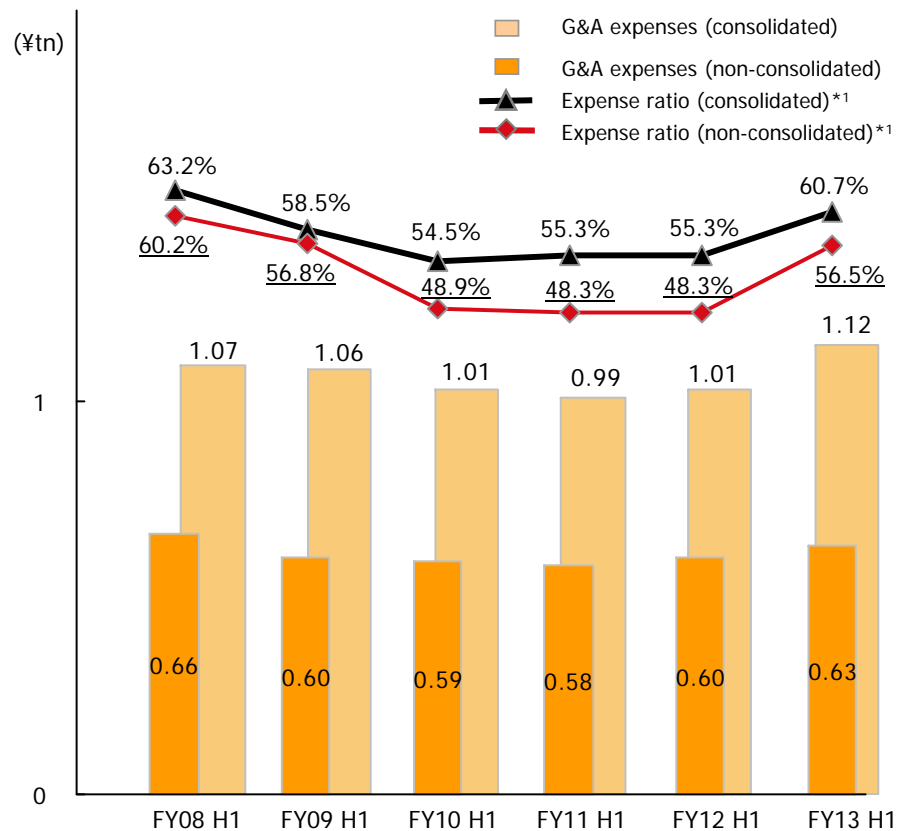
# Expenses/Equity holdings

(Consolidated/Non-consolidated)



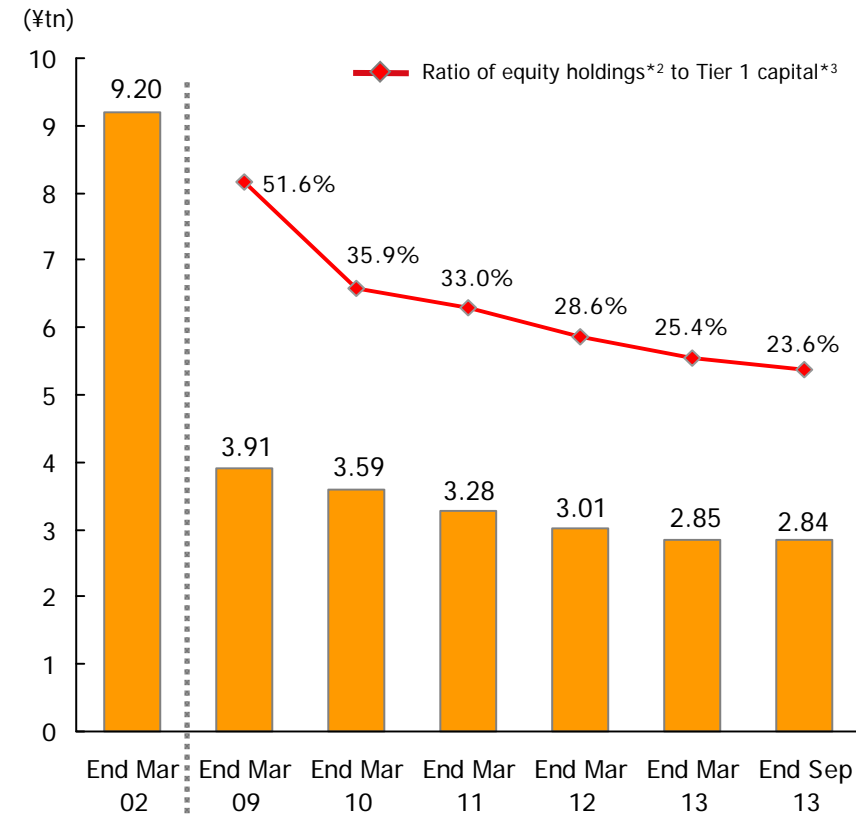
- Expenses increased due to distribution of resources to strengthen some business areas, such as overseas business. Consolidated expense ratio was 60.7%, non-consolidated expense ratio was 56.5%
- Sold equity holdings more than ¥11.0 bn in FY13 H1. Continue to minimize stock price fluctuation risk on capital

## G&A expenses



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

## Equity holdings



\*2 Acquisition price (after impairment) of domestic equity securities in the category of "other securities" with market value (consolidated)

\*3 Under Basel 2 basis by end Mar 12 (consolidated)

# Capital

(Consolidated)



## ● Total capital

- Tier1 capital increased ¥465.1 bn from end Mar 13 mainly due to an increase in retained earnings
- Additional Tier 1 capital increased ¥318.7 bn from end Mar 13 mainly due to an improvement of foreign currency translation adjustments

## ● Risk weighted assets (RWA)

- RWA increased ¥3,479.9 bn from end Mar 13 mainly due to an increase in transitional floor amount based on regulations

## ● Risk-adjusted capital ratio

- Common Equity Tier1 ratio : 11.77%
- Tier1 ratio : 13.12%
- Total capital ratio : 16.84%

(Full implementation<sup>\*1</sup>)

Common Equity Tier1 ratio : 11.6%

Excluding impact of net unrealized gains (losses) on securities available for sale : 9.9%

\*1 Calculated on the basis of regulations applied at end of Mar 19

(¥bn)	End Mar 13	End Sep 13	Change
1 Common Equity Tier1 ratio	11.70%	11.77%	0.07%
2 Tier1 ratio	12.74%	13.12%	0.38%
3 Total capital ratio	16.68%	16.84%	0.16%
4 Common Equity Tier 1 capital	10,300.5	10,765.6	465.1
5     Capital and stock surplus	3,922.3	3,924.3	2.0
6     Retained earnings	6,267.9	6,688.2	420.2
7 Additional Tier 1 capital	914.2	1,232.9	318.7
8     Preferred stock and Preferred securities	1,491.7	1,491.7	-
9     Foreign currency translation adjustments	(195.4)	163.7	359.1
10 Tier 1 capital	11,214.8	11,998.6	783.8
11 Tier 2 capital	3,459.1	3,409.2	(49.9)
12     Subordinated debt	2,384.9	2,384.9	-
13 Total capital (Tier1+Tier2)	14,673.9	15,407.8	733.9
14 Risk-adjusted assets	87,968.6	91,448.5	3,479.9
15     Credit risk	79,124.0	79,692.1	568.0
16     Market risk	2,486.8	1,853.2	(633.6)
17     Operational risk	5,284.8	5,456.6	171.8
18     Transitional floor	403.0	3,748.8	3,345.7

Please see page 67 of the MUFG Databook

# Mitsubishi UFJ Securities Holdings



- Enhanced profitability through BTMU/MUSHD collaboration and deeper collaboration with Morgan Stanley. Boosted by the current market situation, net income level for a half-year is highest since establishment of MUS in 2005
- MUMSS (non-consolidated) profits up strongly due to good fee & commission and trading performance

## Results of MUSHD

<MUSHD* <sup>1</sup> consolidated>		FY12	FY13 H1	y-o-y
(¥bn)				
1	Net operating revenue* <sup>2</sup>	306.0	229.8	100.7
2	Commission received	171.9	126.1	57.0
3	Net trading income	107.3	107.1	57.7
4	Net interest income, etc.	26.7	(3.4)	(14.0)
5	Selling, general and administrative expenses	256.8	156.1	38.6
6	Personnel expenses	110.4	63.4	15.1
7	Non-personnel expenses, etc.	146.4	92.7	23.4
8	Operating income	49.2	73.6	62.1
9	Non-operating income	35.0	20.2	1.3
10	Equity in earnings of affiliates	24.2	17.8	5.8
11	Ordinary income	84.2	93.9	63.4
12	Extraordinary income	1.6	7.6	6.5
13	Net income	46.9	63.1	45.1

\*1 Mitsubishi UFJ Securities Holdings Co., Ltd.

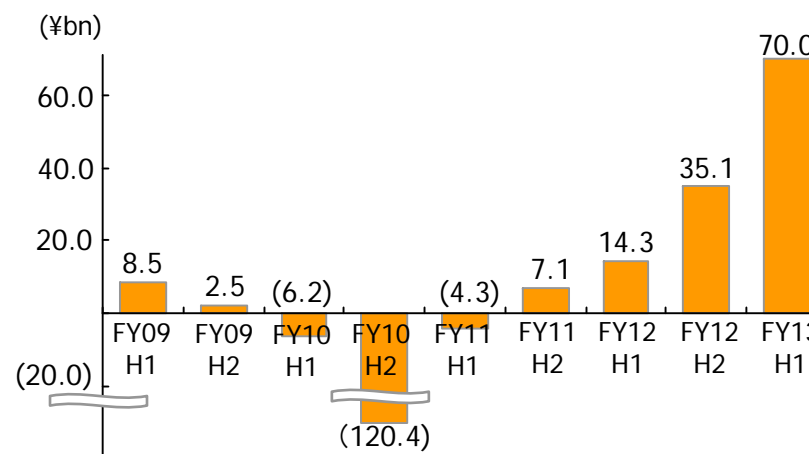
\*2 Operating revenue minus financial expenses

## Results of MUMSS

<MUMSS* <sup>3</sup> non-consolidated>		FY12	FY13 H1	y-o-y
(¥bn)				
1	Net operating revenue* <sup>2</sup>	220.2	167.0	72.2
2	Selling, general and administrative expenses	172.4	97.7	16.0
3	Operating income	47.8	69.3	56.1
4	Ordinary income	49.4	70.0	55.6
5	Net income	56.0	82.0	63.0

\*3 Mitsubishi UFJ Morgan Stanley Securities Co., Ltd.

### <MUMSS non-consolidated ordinary income>



# Consumer finance



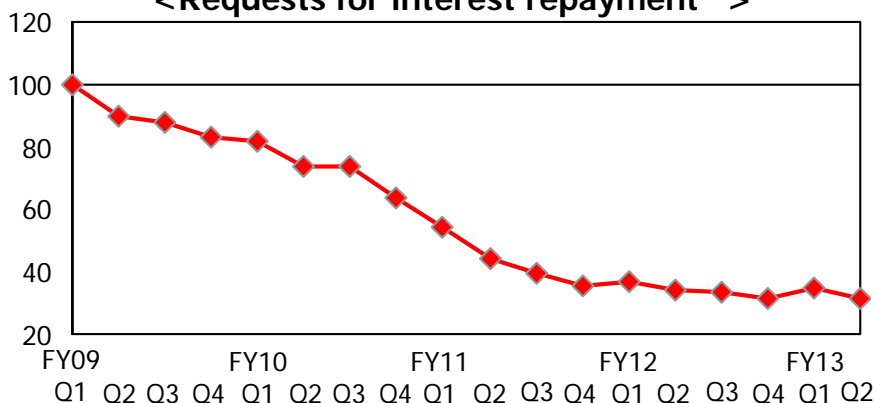
- Number of requests for interest repayment is kept at low level at both MU NICOS and ACOM
- MU NICOS increased card shopping. ACOM recovered the balance of unsecured consumer loans

## Results of MU NICOS

(¥bn)	FY12	FY13 H1	y-o-y	FY13 (plan)
1 Operating revenue	266.9	130.6	(2.4)	272.9
2 Card shopping	163.6	83.2	3.4	-
3 Operating expenses	242.9	123.2	3.2	249.6
4 G&A expenses	229.9	116.5	1.6	235.5
5 Credit related costs	12.9	6.6	1.6	14.1
6 Repayment expenses	0.0	0.0	0.0	0.0
7 Operating income	23.9	7.4	(5.6)	23.2
8 Ordinary income	24.6	7.5	(5.7)	23.7
9 Net income	31.6	7.5	(5.6)	-
10 Interest repayment*1	21.7	9.4	(2.0)	

\*1 Including waiver of repayment

<Requests for interest repayment\*4>

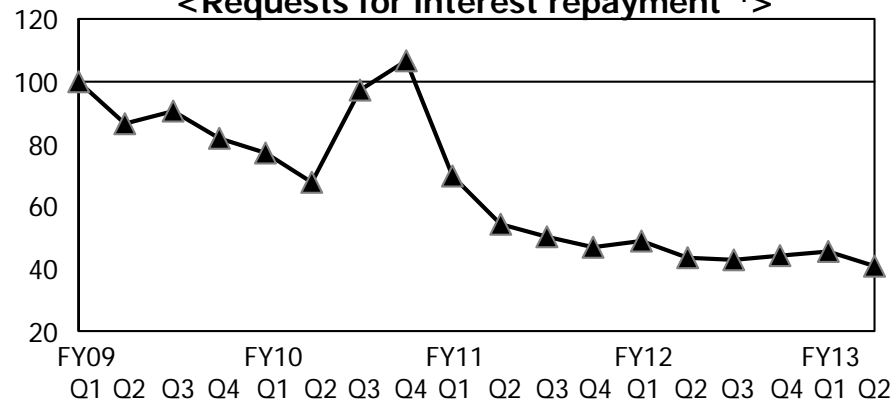


## Results of ACOM

(¥bn)	FY12	FY13 H1	y-o-y	FY13 (plan)
1 Operating revenue	193.0	99.7	1.8	192.7
2 Operating expenses	172.0	68.4	(0.9)	147.0
3 G&A expenses	72.5	38.3	2.1	80.0
4 Provision for bad debts	34.2	19.1	(2.6)	44.9
5 Provision for loss on interest repayment	42.9	0.0	-	-
6 Operating income	20.9	31.2	2.8	45.7
7 Net income	20.8	28.6	1.4	39.5
8 Guaranteed receivables (Non-consolidated)	586.5	631.3	74.3	654.2
9 Unsecured consumer loans (Non-consolidated)	700.8	707.0	(6.7)	709.6
10 Share of loans*2	32.4%	32.9%*3	+1.6%*3	
11 Interest repayment*1	92.1	35.3	(13.7)	

\*2 ACOM unsecured consumer loan balance (non-consolidated) / Consumer finance industry loan balance \*3 As of end Aug 13  
(Source) Japan Financial Services Association

<Requests for interest repayment\*4>



\*4 Requests for interest repayment in FY09 Q1 = 100



# Abenomics and growth strategy

# Abenomics (1): Immediate impacts



- First and second “arrows” having significant effect on financial markets (weaker yen, higher share prices), sentiment (brighter outlook among households and businesses), steadily spreading to real economy (revival in production and exports). Indicators point to economic recovery
- Solid GDP growth: +4.3% in Jan-Mar, +3.8% in Apr-Jun, +1.9% in Jul-Sep (annualized)

## First arrow (Aggressive monetary policy)

- BoJ introduction of quantitative and qualitative easing (decided Apr 4th)
  - To double monetary base and amount of long-term JGB holdings in two years
  - Increase monetary base by ¥60-70 tn/year, long-term JGBs by ¥50 tn/year
  - To more than double average duration of purchased long-term JGBs

## Second arrow (Flexible fiscal policy)

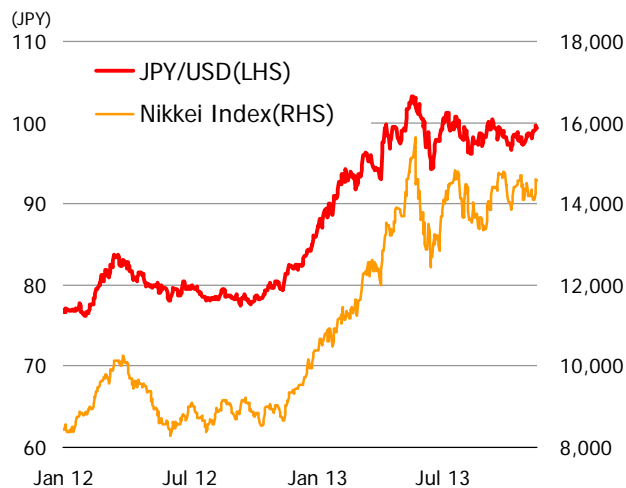
- Emergency economic stimulus (decided by cabinet Jan 11th)
  - FY2012 supplementary budget (passed Feb 26th)
  - Emergency economic stimulus of ¥10.3 tn, government to assume ¥2.8 tn of pension liabilities
  - FY2013 tax reform (passed Mar 29th) – 8 elements, etc.

Monetary base: + ¥ 47 tn (¥138 tn (end 2012) → ¥186 tn (end Sep))  
 Long term JGB holdings: + ¥37 tn (¥89 tn (end 2012) → ¥126 tn (end Sep))  
 Extend term of purchased JGBs: start purchasing 40-year bonds

Supplementary budget: 303 of 372 projects (81.5%) implemented as of Jun 1  
 Tax breaks: 8 elements of tax reform, including NISA (from Jan 2014) and tax-free intergenerational transfers for education trusts (from Apr 2013)

## Financial markets

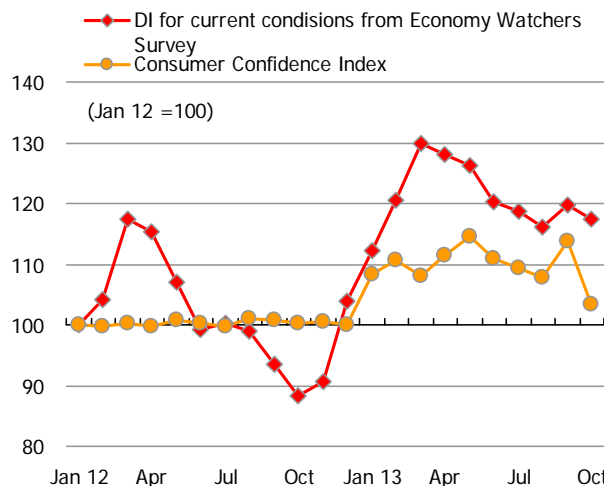
<Yen/dollar rate, Nikkei avg.>



(Source) BTMU Economic Research Group based on Bloomberg data

## Sentiment

<Indices of business conditions, consumer sentiment>



(Source) BTMU Economic Research Group based on Indices of Business Conditions, Cabinet Office

## Real economy

<Industrial production, Real GDP>

	(QoQ annualized %)			
	2012 Q4	2013 Q1	Q2	Q3
Increased items highlighted in orange				
Industrial Production	(7.3)	2.6	6.0	6.8
Real GDP	0.6	4.3	3.8	1.9
Private Consumption	1.6	3.3	2.3	0.4
Housing Investment	13.3	9.4	1.6	11.3
Private Business Fixed Investment	(4.7)	0.2	4.4	0.7
Business Inventory (Contribution)	(0.7)	(0.1)	(0.5)	1.4
Government Expenditures	4.3	2.0	6.4	6.5
Public Investment	13.9	10.6	20.6	28.7
Net Exports (Contribution)	(0.6)	1.6	0.6	(1.8)
Exports	(11.4)	16.7	12.2	(2.4)
Imports	(6.7)	4.2	6.8	9.2

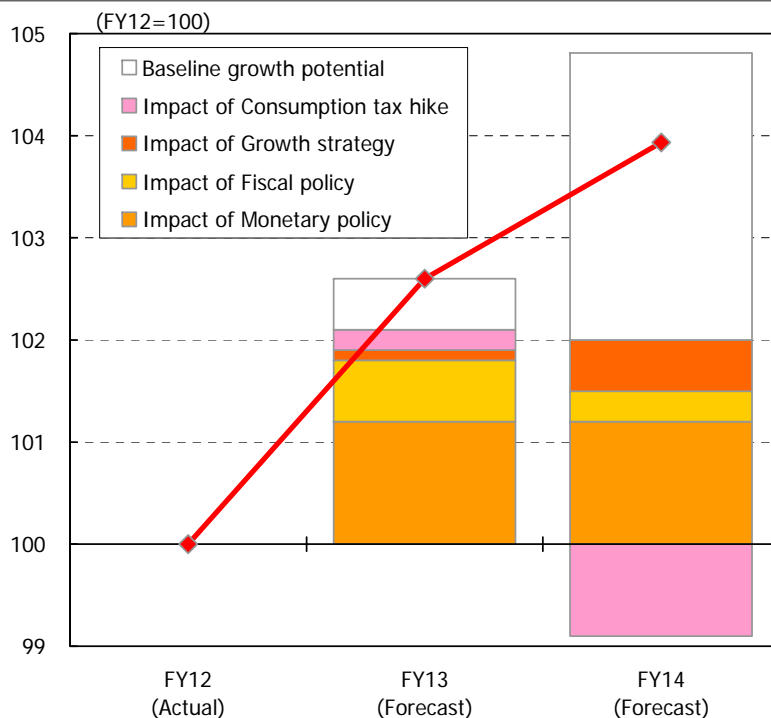
(Source) BTMU Economic Research Group based on METI, Cabinet Office data

# Abenomics(2) Future prospects



- In Oct 13 the government announced an economic stimulus package with its decision to increase the consumption tax rate. The composition of the ¥5 tn supplementary budget (scheduled for early Dec) includes tax revisions for ¥1 tn in tax breaks (tax breaks for capex, strengthening the tax system growth promotion measures, considering the early abolishment of the corporate tax for reconstruction, etc.)
- Japan's economy is expected to overcome the negative effects of the consumption tax increase and maintain growth due to the effects of financial and fiscal policy as well as effective manifestation of growth strategies and the creation of a virtuous cycle. Demand stemming from the Tokyo Olympics is also expected in a few years

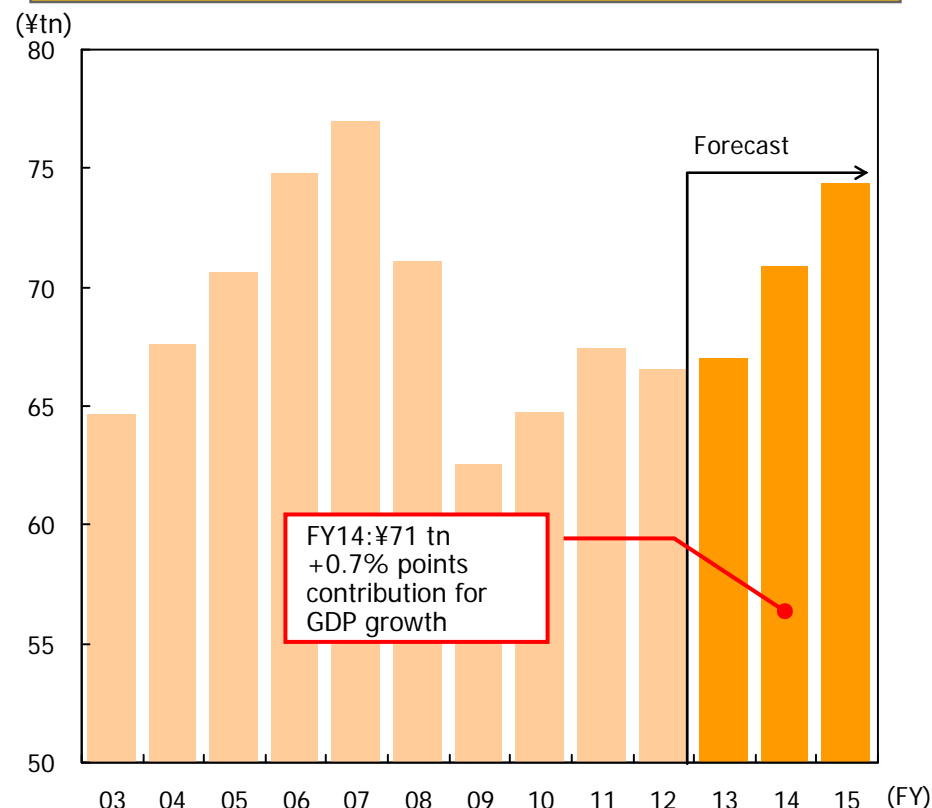
### Real GDP (Forecast) \*1\*2



\*1 Baseline growth potential based on potential growth rate plus future inventory accumulation from virtuous cycle resulting from policy effects and expanded demand  
 \*2 Monetary policy effects includes improvement in net exports, ripple effects from increase in exports, and asset effects resulting from higher share prices as a result of a weaker JPY.

(Source) Compiled by BTMU Economic Research Office from Cabinet Office data

### Capex (Real GDP base, Forecast)



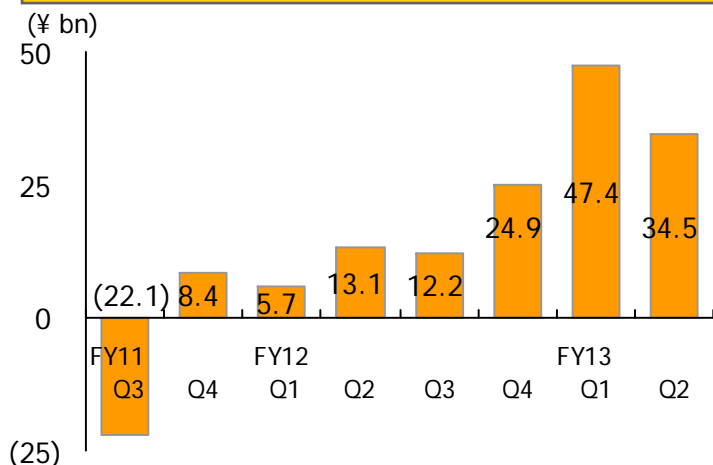
(Source) Compiled by BTMU Economic Research Office from Japan Economic Revitalization Headquarters materials and Cabinet Office data

# Abenomics(3) Impact on business performance

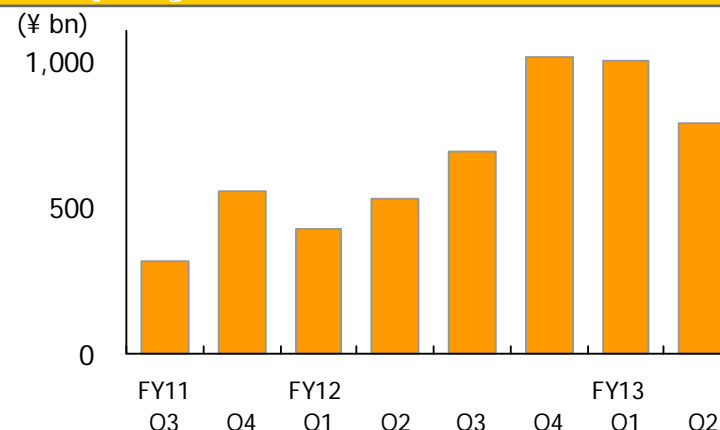


- Due in part to changes in the domestic macro environment, securities subsidiary MUMSS achieved a large improvement in its results. Investment trust sales grew at a record pace
- Domestic corporate lending turned around. Domestic investment banking business earnings also continued to increase due to stronger financial markets

## MUMSS Net income

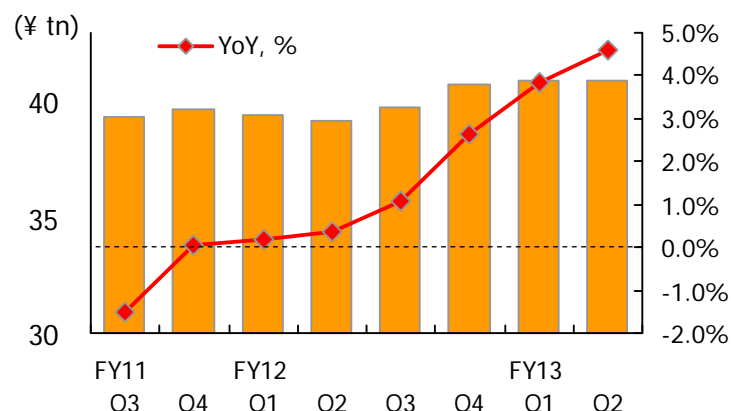


## Equity investment trust sales\*1



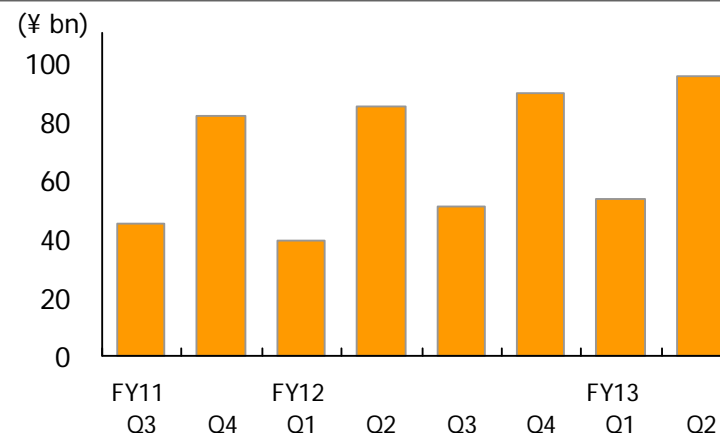
\*1 BTMU+MUTB+MUMSS, managerial figure

## Domestic corporate average lending\*2



\*2 Excl. lending to government, etc. consolidated managerial figures

## Domestic investment banking revenue\*3



\*3 Managerial figure including duplicated counts between businesses

# Abenomics(4) Approach of MUFG



- Actively respond to the implementation of the Abe administration's growth strategies and capture business opportunities while contributing to revival of Japan's economy and exit from deflation from the financial side
- In the Retail business respond to changes driven by legal reform such as NISA and education donation trusts, while in the Corporate business work on MUFG basis, particularly in domestic infrastructure, renewable energy, and healthcare, where we expect market expansion



## 【Approach of MUFG】

	Theme	Approach
Retail	NISA (Nippon Individual Savings Account)	Promoted jointly by BTMU, MUTB, MUMSS, and Kabu.com Securities to meet a variety of customer needs. Received around 300,000 account applications as of end Oct. Released MUFG jointly-promoted products utilizing internal and external pension management know-how.
	Education donation trusts	Released by MUTB, also sold by BTMU. Thanks in part to such group collaboration, our product ranks at the top of the industry (approx. 20,000 contracts/¥130bn as of end Oct).
Corporate	Agriculture, forestry and fisheries	BTMU, Mitsubishi UFJ Capital: Established a ¥2bn fund to support agriculture, forestry and fisheries develop their value chains.
	Support for SMEs	Established a lending fund (¥200bn) to support financing for capex and for growth businesses, established a lending fund (¥100bn) through collaboration with TKC (a nationwide network of more than 10,000 accountants and tax accountants), promoted an electronically recorded monetary claim business (end-Sep credit balance of ¥1.2tn), accommodated various IPO needs, and provided further support for business matching and overseas expansion initiatives.
	Renewable energy	Arranged project finance for six domestic mega solar projects (including the largest in Japan, at Rokkasho, Aomori Prefecture) in FY13 H1. Provided ¥10bn for five projects under the Ministry of the Environment's Green Finance Program.
	Domestic infrastructure (PPP/PFI)	BTMU: Established Growth Strategy Origination Team, strengthen marketing BTMU and MUTB: Investment in public-private collaboration infrastructure fund (Private Finance Initiative Promotion Corporation of Japan).
	Medical, home care	To support Japanese companies' overseas expansion, our Group collaborated to provide a full range of support ranging from information provision and local market surveys to finance.

# Growth strategy



- The businesses below are the principal earnings drivers and aims for sustainable growth

- Global strategy by regions including emerging markets (Asia, Americas, EMEA)
- Project finance
- Transaction banking business
- Sales & Trading business
- Global strategic alliance with Morgan Stanley
- Integrated corporate & retail business
- Investment product sales
- Consumer finance
- Global asset management & administration strategy

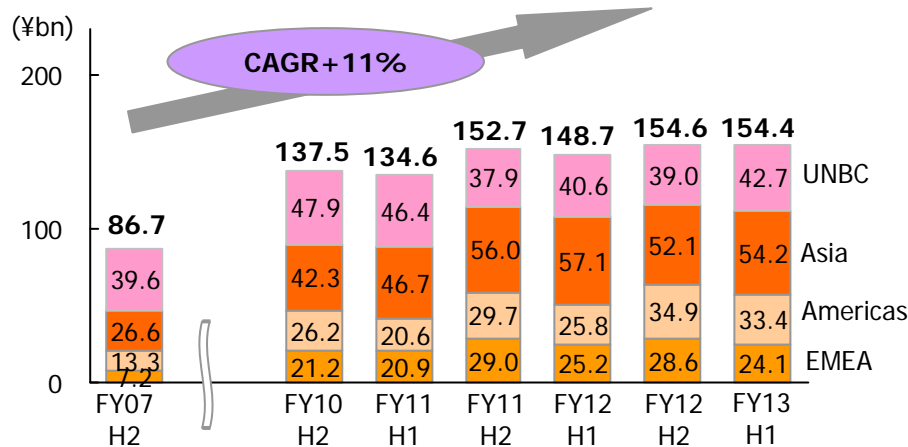
# Global strategy(1)

(Commercial bank consolidated)



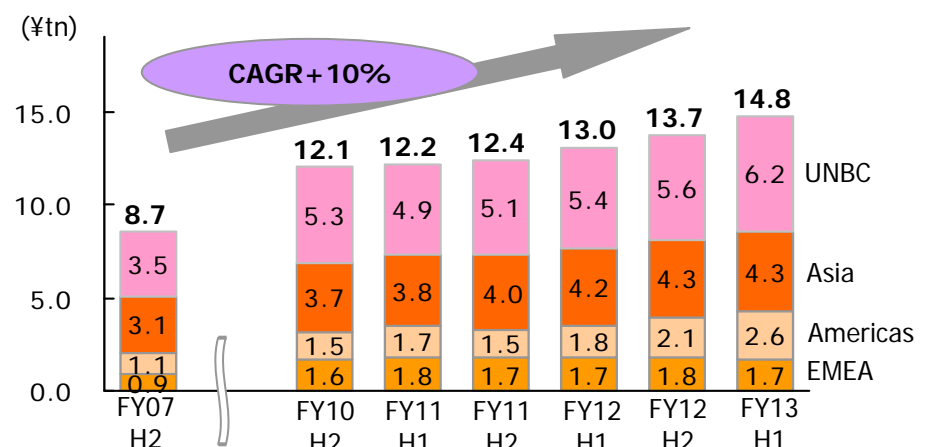
- Solid increase in net operating profits in Asia, Americas and EMEA
- Expanded our lending in the Asia, Americas and EMEA. Customer deposits also growing well. In addition, due to our strict credit controls, the risk-monitored overseas loans ratio remains at a low level

**Net operating profits by regions\*1\*2**



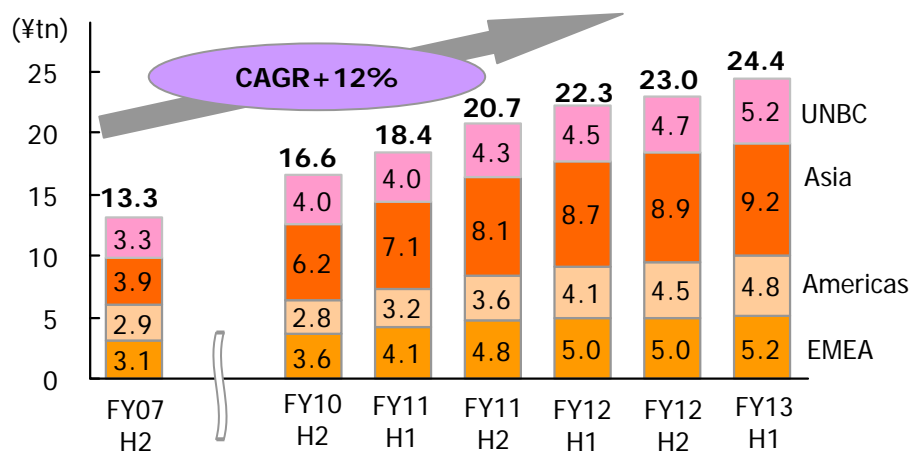
\*1 Excl. other business gross profits and before elimination of duplication

**Average deposits balance by regions\*2**

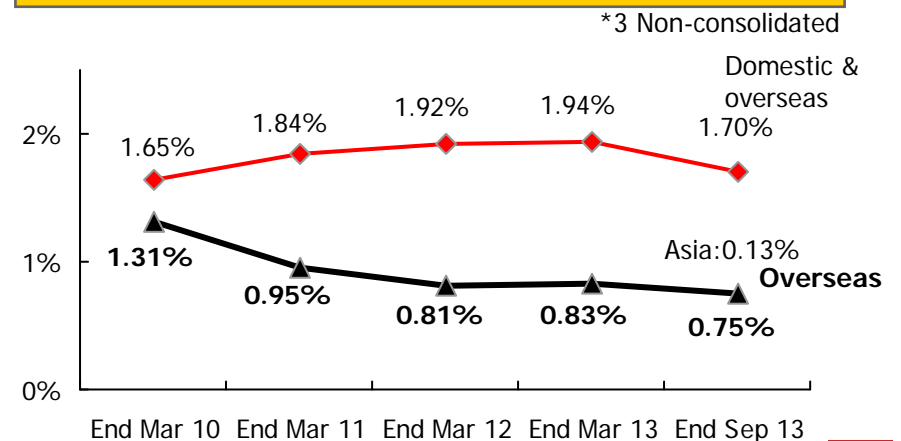


\*2 Exchange rates: Those adopted in our business plan (\$/¥=83, etc.)

**Average lending balance by regions\*2**



**Risk-monitored overseas loan ratio\*3**

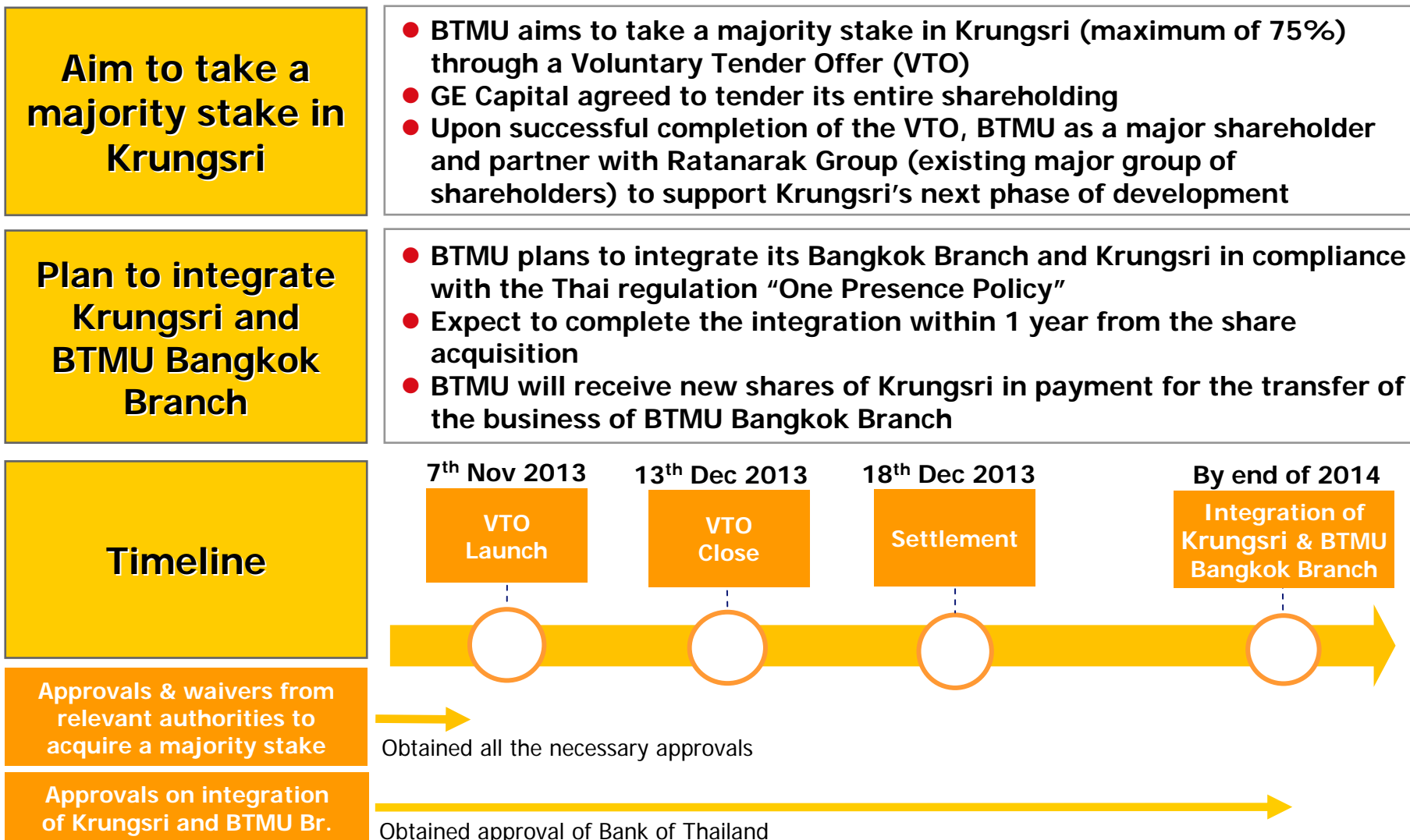


\*3 Non-consolidated

# Progress Update: Share acquisition of Bank of Ayudhya (Krungsri)



- Launched Voluntary Tender Offer (VTO) aiming to take a majority stake in Krungsri, after obtaining approvals by relevant authorities and Krungsri's shareholders' meeting
- Plan to integrate Krungsri and BTMU Bangkok Branch by the end of 2014



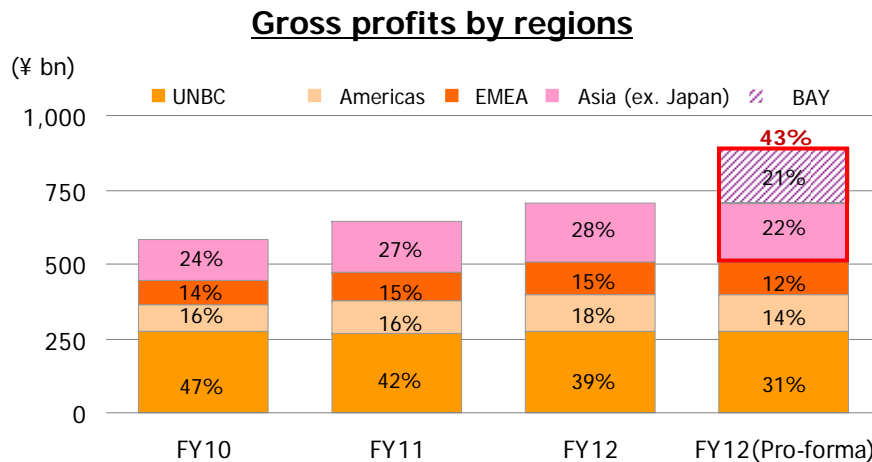


# Strategic significance of Bank of Ayudhya (1)

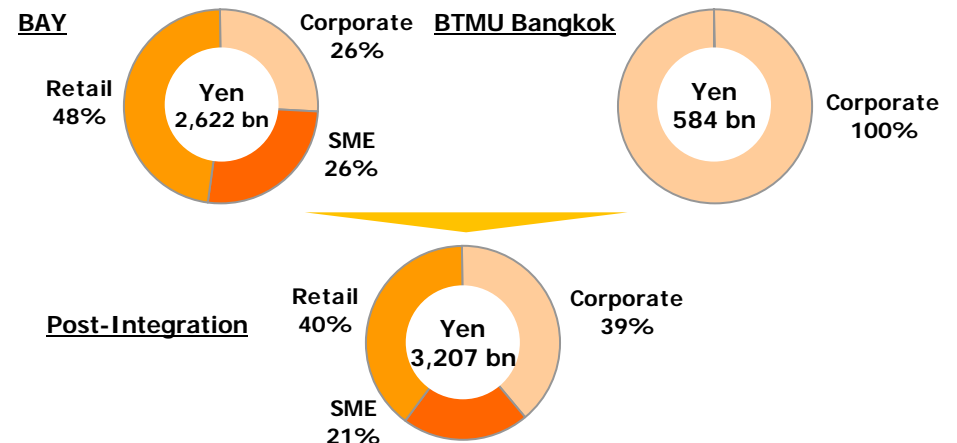


- Diversify our global portfolio's geographic mix
- Enable to enter into the Retail/SME banking business in Asia
- By mutually complementing each other, we can establish a bank having both local and global strengths

## Diversified geographic mix\*1\*2\*3

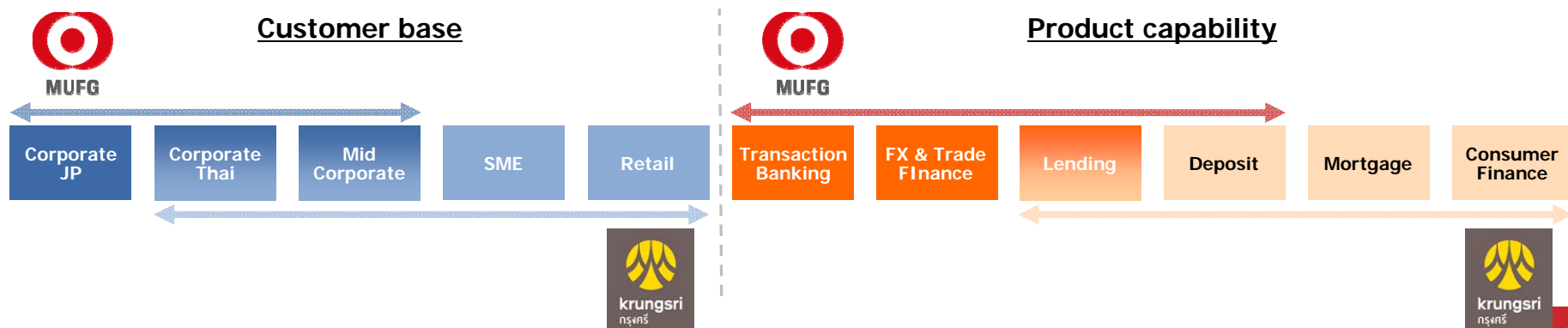


## Well-balanced loan portfolio mix\*4



\*1 Including gross profits of other business and adjustment of duplicated counts elimination between business \*2 Exchange rates: Those adopted in our business plan(\$/¥=83, etc) \*3 Does not consider investment ratio regarding BAY (counted as 100%) \*4 As of end of FY12. THB/¥=3.16

## Complementary strengths by customer base and products



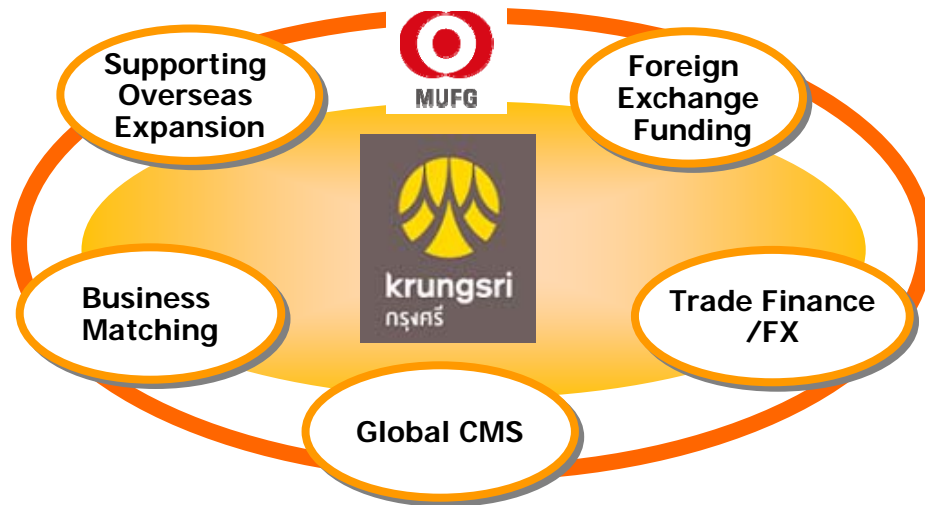
# Strategic significance of Bank of Ayudhya (2)



- The combination of BTMU and BAY (Krungsri) will bring in significant synergies
- Expand business In Greater Mekong through BAY's business platform

Provide MUFG's global capability to BAY's existing customers

Business expansion in Greater Mekong utilizing business platform of BAY



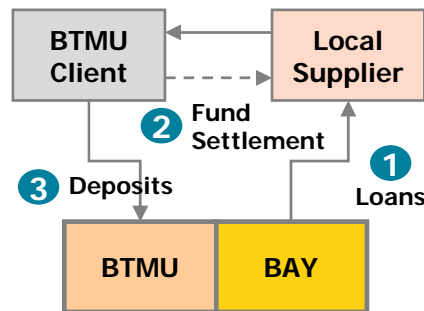
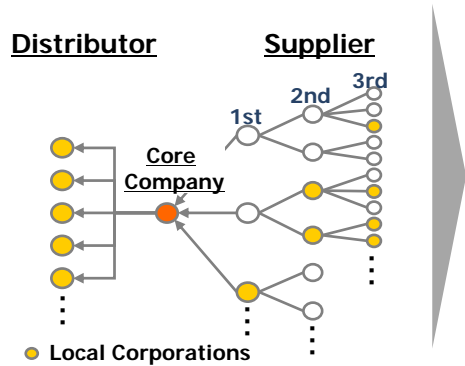
- **Thailand as Investment Destination**
  - Industrial center
  - Leading role in establishing AEC 2015
  - Historically deep relationship with Japan

Supply Chain Approach

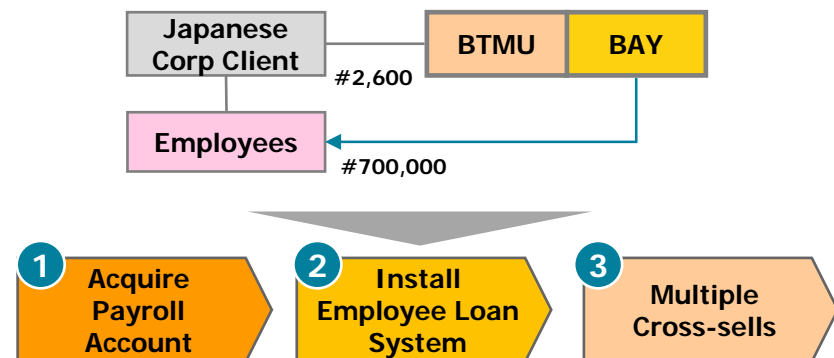
Cross-sell retail baking service

Pattern of supply chain

Targeted synergy areas



Business flows & targeted opportunities



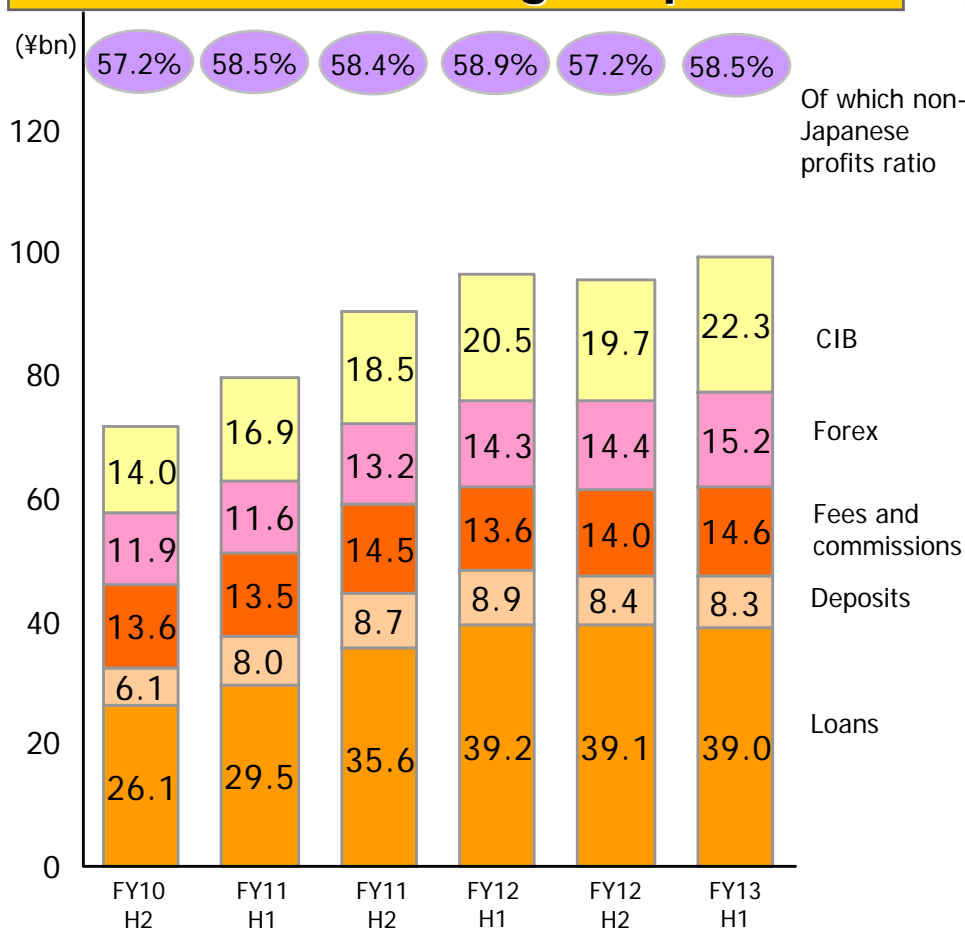
# Asia strategy(1)

(Commercial bank consolidated)



- Increase of gross profits in Asia is driven by CIB and forex income
- Aim to increase FY14 gross profit by 50% on FY11 by accumulating high quality assets and strengthening cross selling
- Aim to secure position as a top foreign bank by improving business model to capture Asian growth

## Customer business gross profits\*1



## Key points of Asia strategy

- **Strengthen sales through cross-entities and cross-region to expand products/services both inside and outside region. Strengthen governance/ risk management framework**
- **Organic growth**
  - Respond to Japanese company's needs accompanying expansion of regional commercial flows by strengthening transaction banking business and sales capability
  - Support customers expanding into emerging regions by opening offices, using our alliance network of local banks and utilization of headquarters functions
  - Aim for major expansion of transactions with non-Japanese companies by strengthening solution proposal ability, sales to financial institutions, etc.
  - Strengthen local currency business, beginning with enhancing Renminbi-related business
- **Non-organic growth**
  - Pursue investment and alliance strategy to capture Asian growth opportunities, expand customer services through use of local office network
  - Acquired 20% stake in VietinBank, made it an equity-accounted affiliate (May 13)
- **Establishment two headquarters for Asia & Oceania**
  - Shift to one headquarters for East Asia (China, Hong Kong, etc.) and one for SE Asia, Oceania, etc. (in Singapore)
  - Strengthen ability to handle expansion of business volume, changes in environment in the region

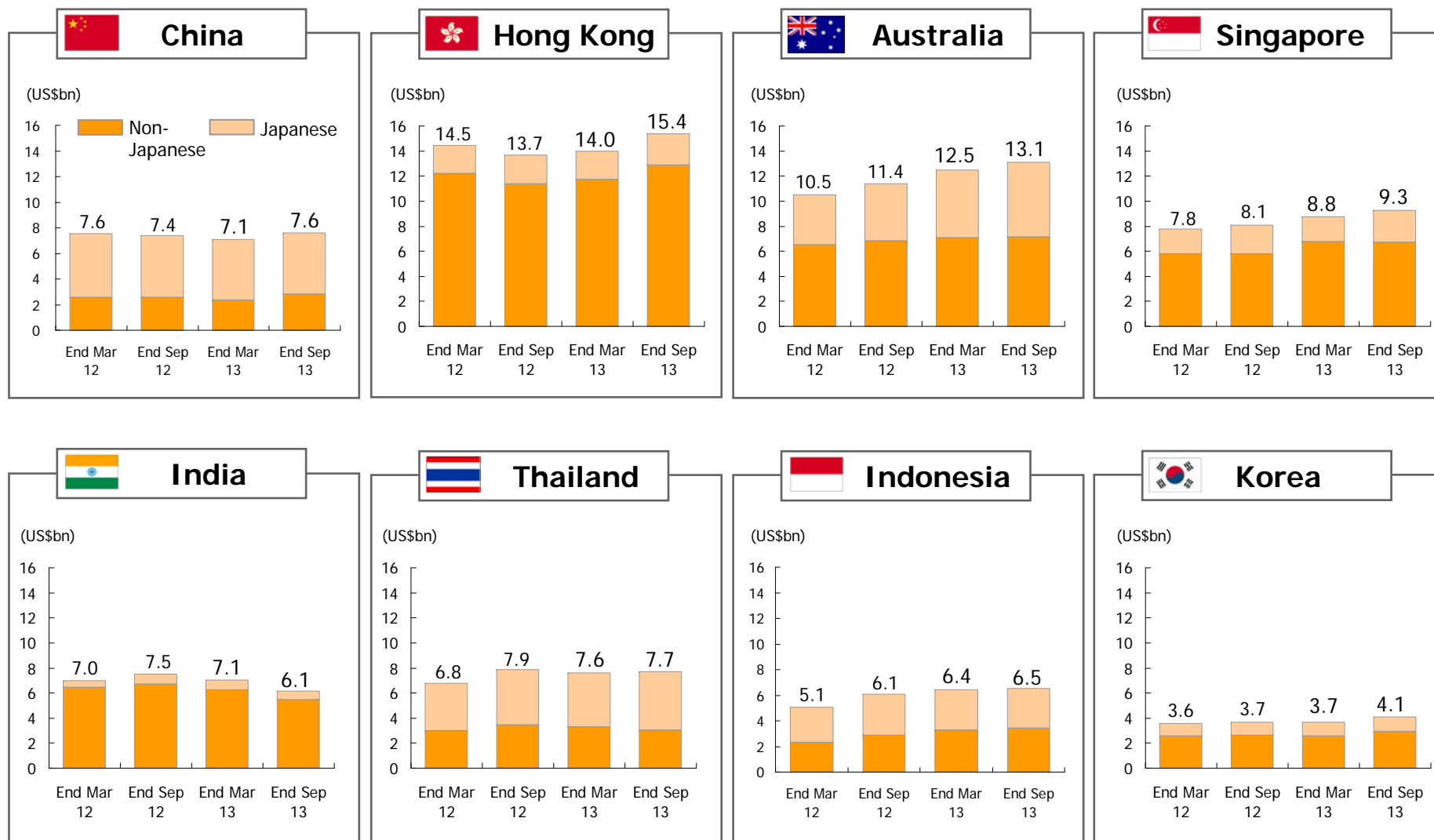
\*1 Exchange rates: Those adopted in our business plan (\$/¥=83, etc.)

# Asia strategy(2)

(Commercial bank consolidated)



- Aiming to increase lending balance through adopting strategy to the characteristics of each market



(Note) Loans outstanding on consolidated basis, counted by the nationality of each borrower for internal management purpose. Excl. Financial institution. Please see page 70 of the MUFG databook for details

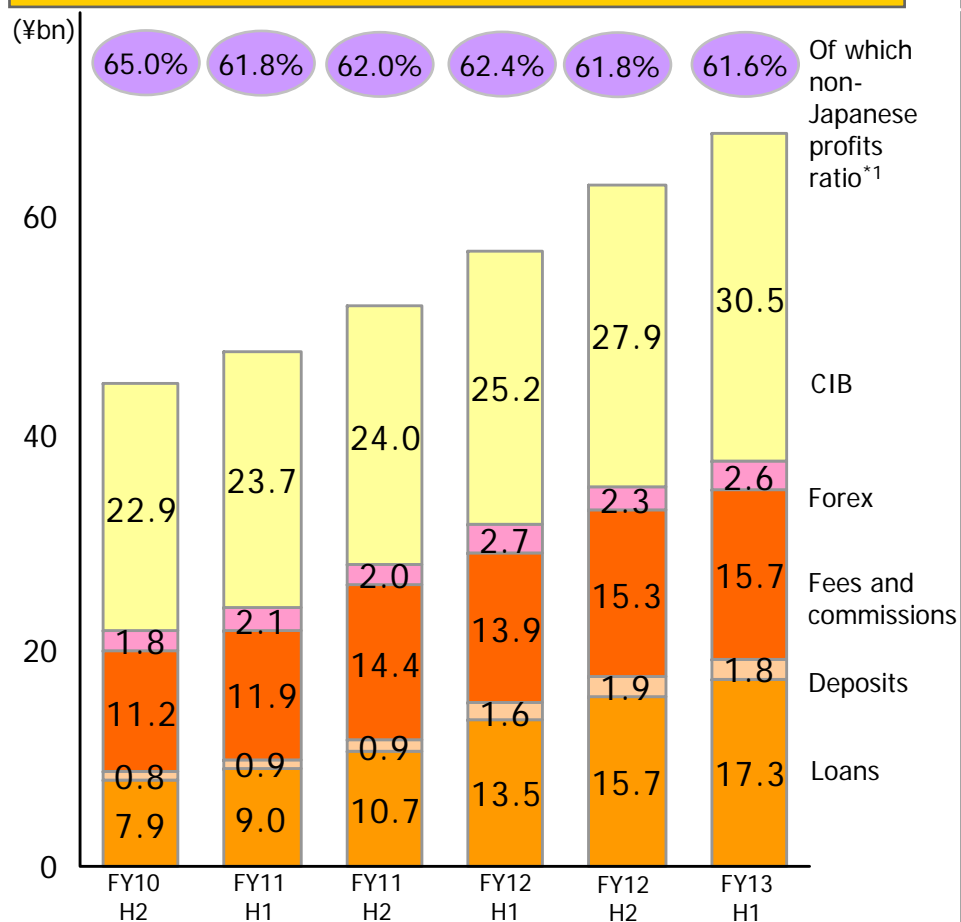
# Americas strategy(1)

(Commercial bank consolidated)



- In the Americas, which comprises approx. 60% of overseas business income, in FY13 H1 increased sales and profit driven by lending and CIB income
- In FY14 aiming for 30% increase in gross profit compared to FY11
- Aim to become a US top 10 financial institution by scale and profitability

Customer business gross profits (Excl. UNBC) \*1



## Key points of Americas strategy

- **Organic growth**
  - Accelerate growth through expansion of customer base, intra-Group collaboration and new product development
  - Strengthen base in personnel, risk management, IT, etc. to support business volume growth
- **Non-organic growth**
  - Pursue opportunities for strategic acquisitions. Respond to high value-added acquisitions.
- **Latin America**
  - Accelerate steady execution of integrated strategy by country and realize benefits of capital increases that have been implemented
- **BTMU and UNBC full business integration (details on P38)**
  - Since making UNBC a 100% subsidiary in 08 introduced a US Quasi-holding company framework and steadily developed collaboration. Unified management in Jul 13. Planning to unify business in Jul 14.

\*1 Exchange rates: Those adopted in our business plan (\$/¥=83, etc.) \*2 Excl. Latin America and others

# Americas strategy(2)



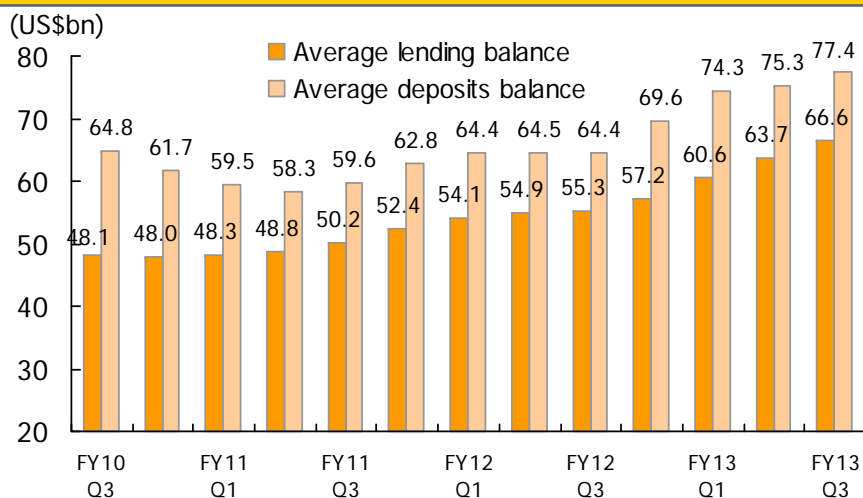
- UNBC built firm results despite the drop in interest rates and higher regulatory costs. Loans and deposits increased steadily
- Consider high added value acquisitions for enhancing business basis

## UNBC business performance\*1

(US\$mm)	FY11	FY12	FY13		
			Q1	Q2	Q3
Gross profits	3,294	3,421	904	873	919
Non-interest expenses	2,415	2,566	713	702	689
Net business profits	879	855	191	171	230
Provision for allowance for credit losses*2	(202)	25	(3)	(3)	(16)
Net income	778	629	148	142	198

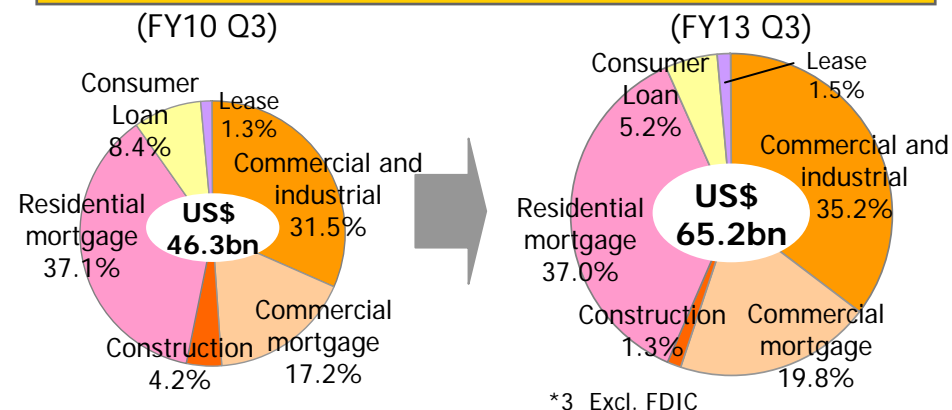
\*2 Negative figures are reversal

## UNBC average lending and deposits balance\*1



\*1 Effective of acquisition of Pacific Capital Bancorp was reflected from Dec 12. Commercial real estate finance firm from Deutsche Bank's subsidiary was from Jun 13

## UNBC loan portfolio (average)\*3



## Recent acquisition of UNBC

Case	Details	Value
Oct '12, completed acquisition	Deposits/settlement service business for apartment management associations (from PNC Bank)	\$1 bn in deposits
Dec '12, completed acquisition	Pacific Capital Bancorp	\$3.8 bn in loans, \$4.7 bn in deposits
Apr '13, announced	Deposits/settlement service business for apartment management associations (from First Bank)	\$550 mn in deposits
Jun '13, completed acquisition	Commercial real estate finance firm (from Deutsche Bank's 100% subsidiary in US)	\$3.5bn in assets

Please see page 26-29 of the MUFG databook for details

# Americas strategy(3)

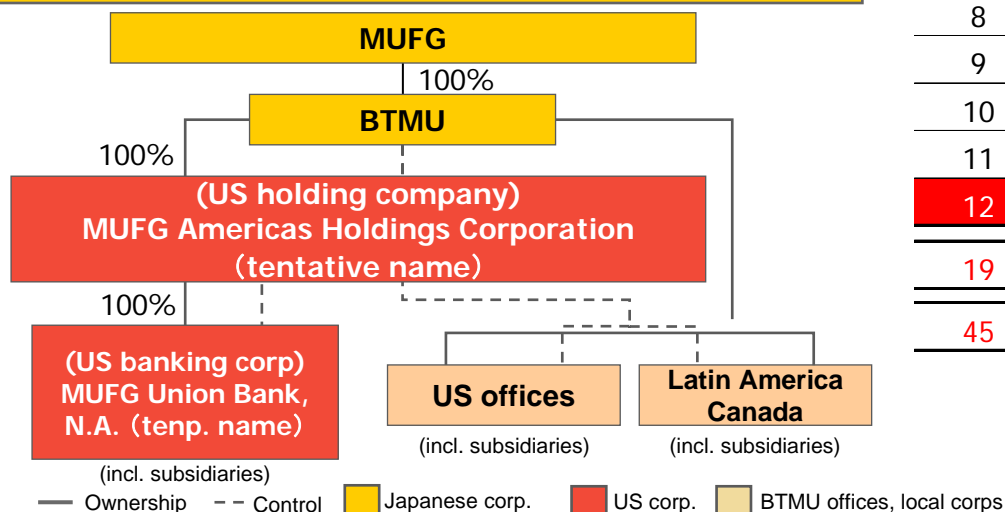


- Plan to integrate BTMU and UNBC business by Jul 14, and establish a new US holding company and US banking corporation to unify BTMU's Americas business
- Maximize profit opportunities by combining BTMU and UNBC strengths

## BTMU-UNBC business integration aims

- Strengthen foreign currency funding ability
  - Strengthen dollar funding ability on a global basis through use of UB's dollar deposits
- Response to US financial regulations
  - Strengthen governance and risk management to respond to US prudential regulations and future strengthening of local regulations

## Post-integration organization structure\*1 (Jul 14)



\*1 This is current main scenario. Has not been decided yet

## Ranking of deposits balance in the US (end Dec 12)

Rank	Company	Deposits balance in the US (bn US\$)
1	Bank of America Corporation	1,029
2	JPMorgan Chase & Co.	932
3	Wells Fargo & Company	930
4	Citigroup Inc.	377
5	U.S. Bancorp	231
6	Capital One Financial Corporation	211
7	PNC Financial Services Group, Inc.	211
8	TD Bank US Holding Company	181
9	Bank of New York Mellon Corporation	139
10	BB&T Corporation	133
11	SunTrust Banks, Inc.	132
12	BTMU Americas+UNBC	96
19	UnionBanCal Corporation	74
45	BTMU Americas	22

(Source) SNL

# Global strategic alliance with Morgan Stanley



- Enhance the strategic alliance and expand scope of collaboration, fully leveraging BTMU customer base
- Aiming to achieve No.1 position in cross-border M&A transactions involving Japanese corporations in FY14
- Utilize MS' global and high quality insight to further develop wealth management business in Japan (plan to change company name of Mitsubishi UFJ Merrill Lynch PB Securities to Mitsubishi UFJ Morgan Stanley PB Securities in Jan 14)

## Morgan Stanley performance

(US\$mm)	FY12			FY13		
	Q3	Q4	Full Year	Q1	Q2	Q3
1 Net revenue	5,280	6,966	26,112	8,158	8,503	7,932
2 Net revenue (Excl.DVA) *1	7,542	7,477	30,514	8,475	8,328	8,103
3 Non-interest expenses	6,763	6,107	25,597	6,576	6,728	6,593
4 Income from continuing operations before taxes	(1,483)	859	515	1,582	1,775	1,339
5 Income from continuing operations before taxes (Excl.DVA) *1	779	1,370	4,917	1,899	1,600	1,510
6 Net income applicable to MS	(1,023)	594	68	962	980	906
7 Earnings applicable to MS common shareholders	(1,047)	568	(30)	936	803	880

\*1 Calculated by MUFJ based on Morgan Stanley public data

## Major Collaborations Around the Globe

- **Merger of Tokyo Electron and Applied Materials**
  - MUMSS is acting as exclusive financial advisor in the approx. ¥690 billion, landmark cross-border merger
- **Global IPO of Suntory Beverage & Food**
  - MS/MSMS/MUMSS acted as Joint Global Coordinator (JGC) and Joint Bookrunner for both the international and domestic tranches for the approx. ¥389 billion
- **Large Global Follow-on Offerings**
  - MS/MSMS were JGC and International Joint Bookrunner for the approx. ¥128 billion follow-on offering for **Dentsu**
  - MS/MSMS/MUMSS acted as JGC and Joint Bookrunner for both the international and domestic tranches for the approx. ¥144 billion follow-on offering for **Daiwa House**

## M&A advisory (cross-border deals)

(Jan 13-Sep 13)

Rank	FA	#	Amount (¥bn)	Share (%)
1	<b>MUMSS</b>	<b>18</b>	<b>2,243.7</b>	<b>44.6</b>
2	Goldman Sachs	16	1,827.7	36.3
3	Bank of America Merrill Lynch	8	1,043.3	20.7
4	Deutsche Bank Group	8	842.5	16.7

Any Japanese involvement announced

(Source) Thomson Reuters

## Equity Underwriting

(Jan 13-Sep 13)

Rank	Bookrunner	#	Amount (¥bn)	Share (%)
1	Nomura	107	967.3	26.1
2	Daiwa	92	613.1	16.6
3	<b>MUMSS</b>	<b>85</b>	<b>477.6</b>	<b>12.9</b>
4	SMFG	109	465.7	12.6

(Source) Thomson Reuters

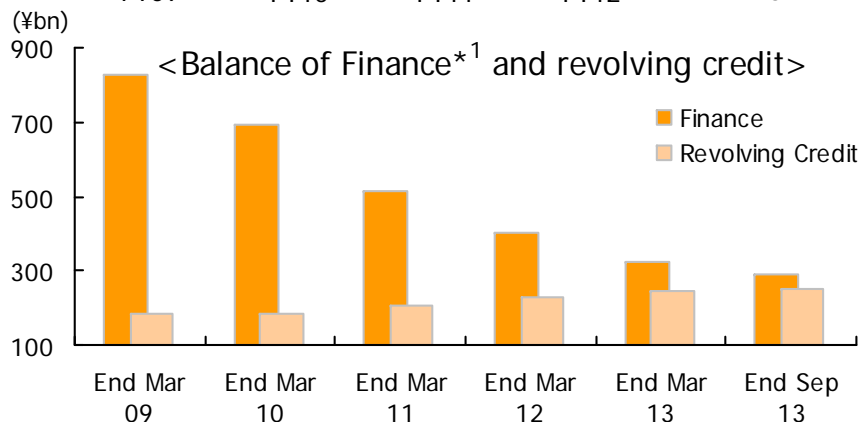
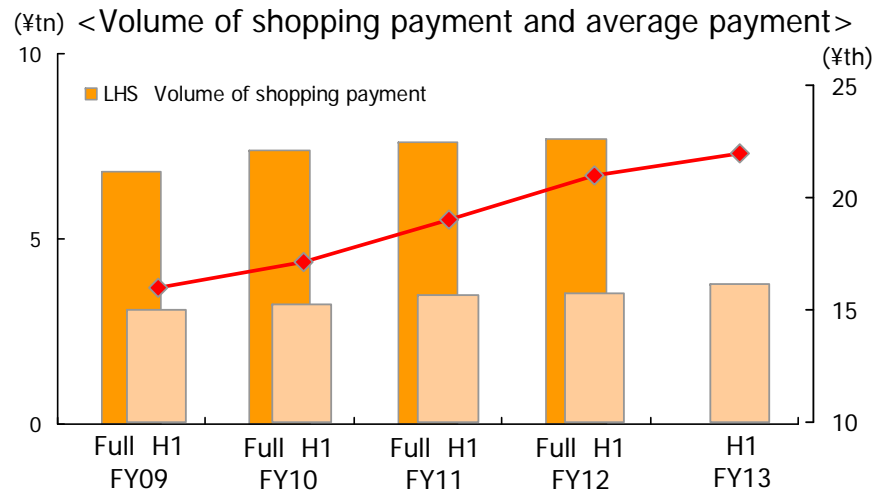


# Consumer finance



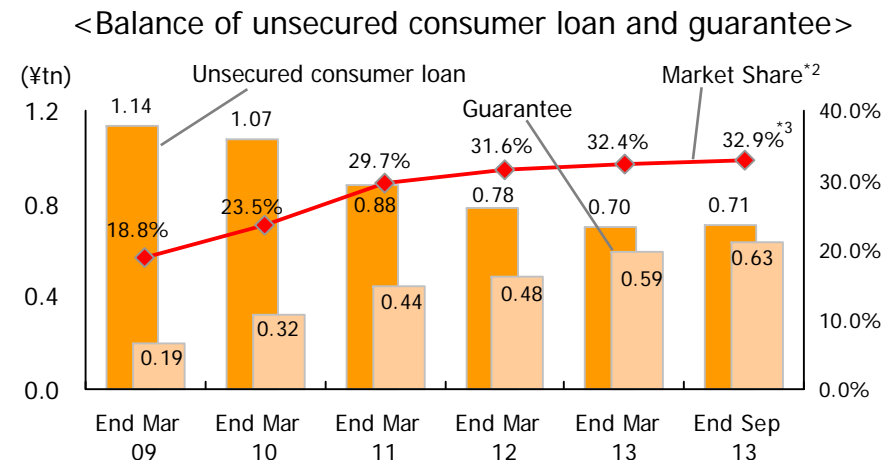
- Key issue is to achieve top-line growth through growth strategy
  - MU NICOS: Aiming to increase volume of shopping and balance of revolving credit in the growing credit card business
  - ACOM: Declining trend in unsecured consumer loan balance was bottomed out. Aiming to increase gross profits, including growth from guarantee business
  - BTMU: Loan balance of BANQIC shows consistent growth, aiming to double or more by FY14 from FY11

## MU NICOS



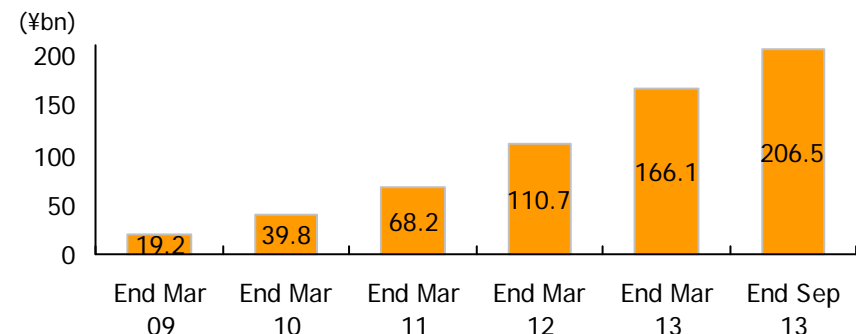
\*1 Card cashing + Card loan (counted for internal management purpose)

## ACOM



\*2 Unsecured consumer loan of ACOM / Unsecured consumer loan (Source) Japan Financial Service Association \*3 Share at end of Aug 13

## Loan balance of BTMU BANQIC

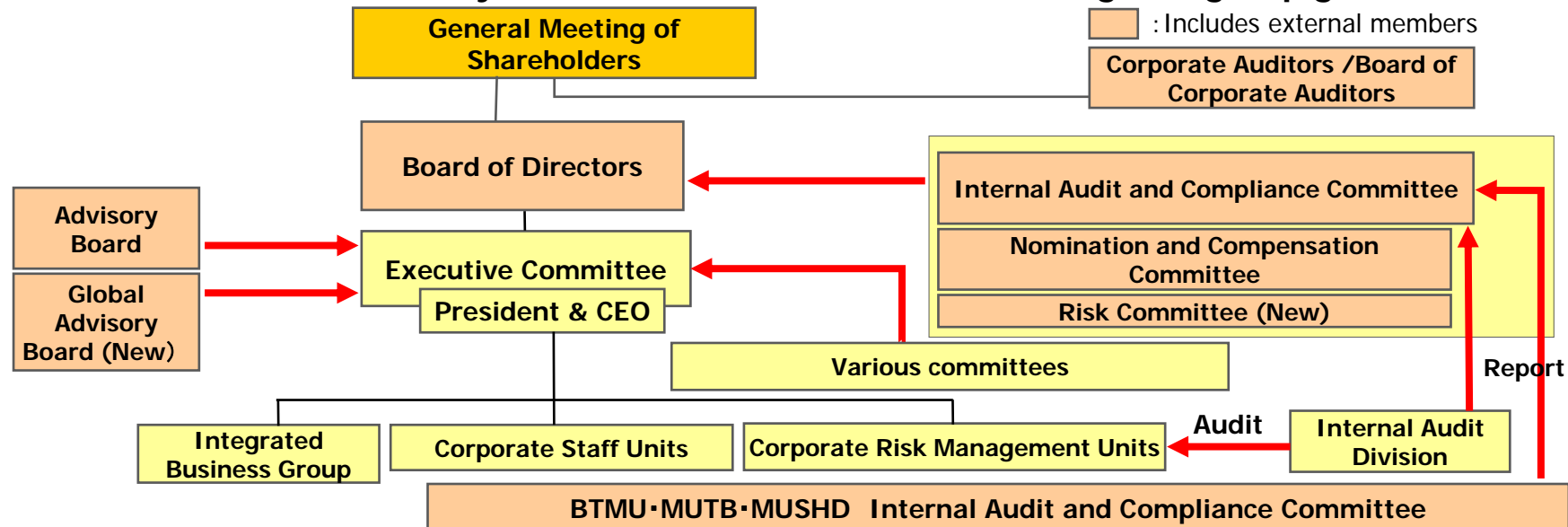


# Governance

# Enhancement of Governance



- Established Global Advisory Board and Risk Committee to strengthen group governance



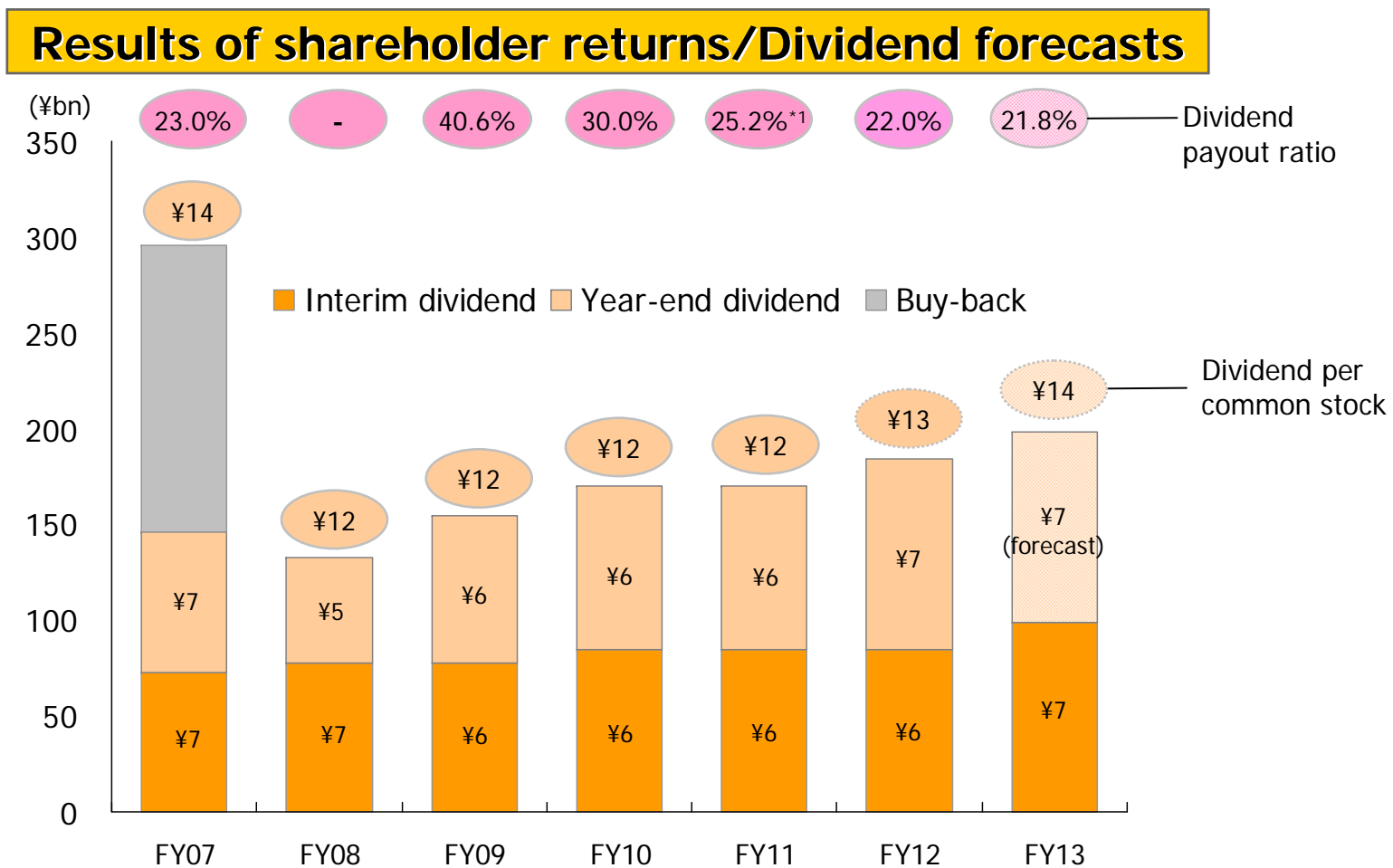
	Global Advisory Board	Risk Committee
Function	<ul style="list-style-type: none"> <li>An Advisory body for Executive Committee</li> <li>An advisory board composed of independent overseas experts that provides advice and counsel to the Executive Committee from overseas</li> </ul>	<ul style="list-style-type: none"> <li>An Advisory committee for Board of Directors</li> <li>Deliberates on matters pertaining to risk management for the Group as a whole to contribute to the Board of Directors' decision making</li> </ul>
Member	<ul style="list-style-type: none"> <li>John C. Dugan (Partner, Covington Burling LLP, Former Comptroller of the Currency, United States Treasury Department)</li> <li>Dr. Victor K. Fung (Group Chairman, Fung Group, Hong Kong, Former Honorary Chairman, the International Chamber of Commerce)</li> <li>John V. Roos (Former United States Ambassador to Japan)</li> <li>Lord (James) Sassoon, Kt (Director, Jardine Matheson Holdings Limited Former Commercial Secretary to the Treasury, United Kingdom)</li> <li>Simon S.C. Tay (Chairman of the Singapore Institute of International Affairs, Former Member of Parliament, Singapore)</li> <li>Dr. Gertrude Tumpel-Gugerell (Member of Supervisory Board, Österreichische Bundesbahnen- Holding AG, Former Member of Executive Board, European Central Bank)</li> </ul>	<p>Chairperson:</p> <ul style="list-style-type: none"> <li>Yuko Kawamoto (Non-executive director/ Professor at Waseda University, Graduate School of Finance, Accounting and Law)</li> </ul> <p>Members:</p> <ul style="list-style-type: none"> <li>Ryuji Araki (Outside director/ Advisor of Toyota Motor Corporation)</li> <li>Akira Ariyoshi (Professor at Hitotsubashi University, School of International and Public Policy)</li> <li>Akihiko Kagawa (Managing Director in charge of risk management)</li> </ul>

# Capital policy

# Enhance further shareholder returns



- FY12 dividend is ¥13 per common stock, an increase of ¥1 from FY11. FY13 dividend forecasts are ¥14 per common stock, an increase of ¥1 from FY12
- Policy of steady increase in dividends per share through sustainable strengthening of profitability

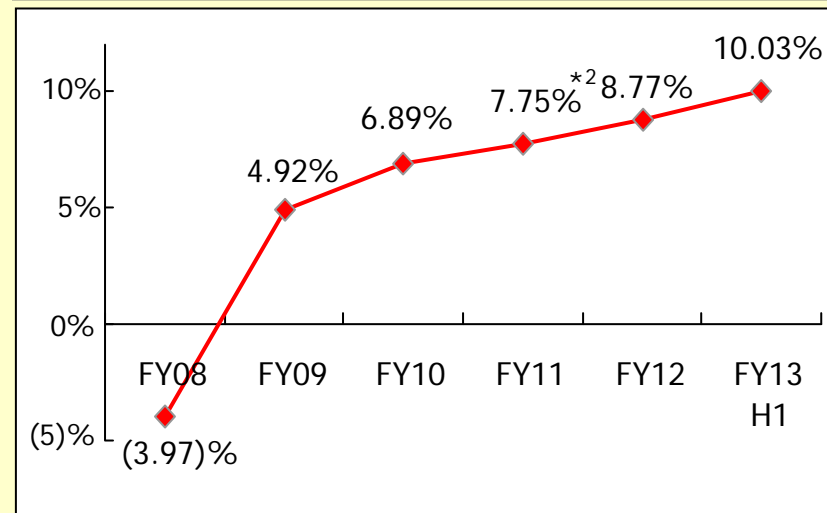


\*1 17.6% before excluding negative goodwill associated with application of equity method accounting on our investment in Morgan Stanley

## Approach to use of capital

- **Management that stresses on capital efficiency**
  - **Increase ROE**
  - **Awareness to the volatility of global financial markets, and the business environment**
    - CET1 ratio (full implementation basis\*1), excluding effects of net unrealized gains on marketable securities is estimated at 9.9% (as of end Sep 13)
      - Negative effects on CET1 ratio regarding investment of Bank of Ayudhya is estimated at approx. 0.6% (full implementation basis\*1)
      - Positive effects on CET1 ratio is expected from the accumulation of retained earnings, etc.
      - Closely monitoring regulations regarding Leverage ratio and bail-in bonds, etc.
- **Focus on investment in Bank of Ayudhya for strategic investment. Keep highly qualified investment criteria for new investment opportunities**
- **If CET1 target is achieved, excluding effects of net unrealized gains on marketable securities, will consider share buybacks, taking into account the capital necessary for future growth**

## Consolidated ROE



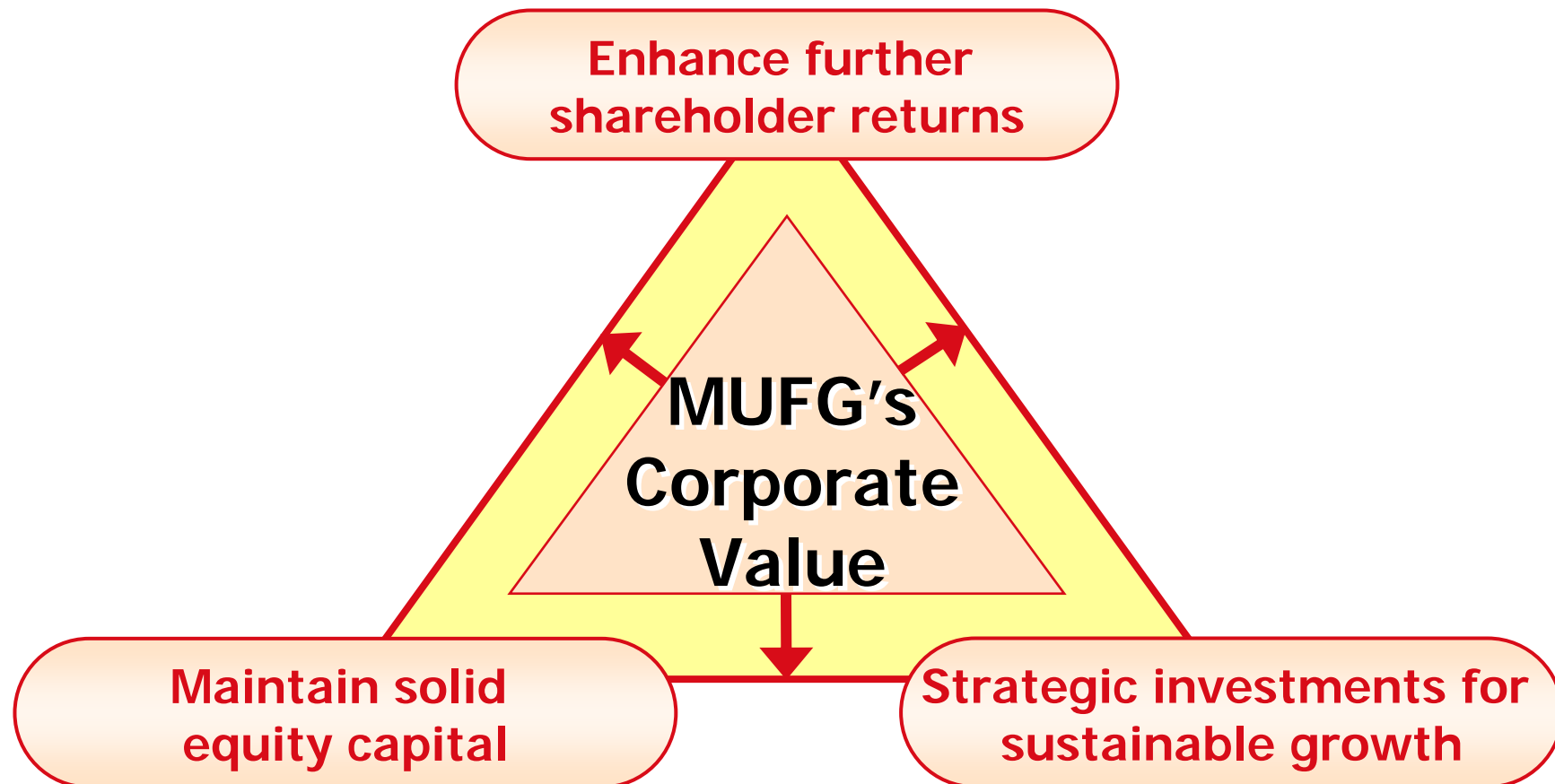
\*1 Calculated on the basis of regulations applied at end Mar 19

\*2 11.10% before excluding negative goodwill associated with application of equity method accounting on our investment in Morgan Stanley

# Capital policy



- Enhance further shareholder returns and make strategic investment for sustainable growth while maintaining solid equity capital



## —Be the world's most trusted financial group—

### **1. Work together to exceed the expectations of our customers**

Strive to understand and respond to the diversified needs of our customers.  
Maintain and expect the highest levels of professionalism and expertise, supported by our consolidated strength

### **2. Provide reliable and constant support to our customers**

Give the highest priority to protecting the interests of our customers.  
Promote healthy, sustainable economic growth.  
Maintain a robust organization that is effective, professional, and responsive

### **3. Expand and strengthen our global presence**

Leverage our strengths and capabilities to attract a loyal global customer base.  
Adapt rapidly to changes in the global economy and their impact on the needs of our customers

## Quality for You



# Financial targets



- The medium-term business plan aims for pursuit of sustainable increase of profitability and efficient capital management

		FY11 results	FY12 results	FY14 Targets
<b>Growth</b>	Consolidated net operating profit (customer divisions) <sup>*1</sup>	¥1,036.0 bn	¥1,065.1 bn	20% increase from FY11
			(Up approx. 3% from FY11)	
<b>Profitability</b>	Consolidated expense ratio	56.9%	57.6%	Between 55-60%
	(Non-consolidated)	50.4%	51.4%	Between 50-55%
	Consolidated net income RORA <sup>*2*3</sup>	0.8%	0.95%	Approx. 0.9%
	Consolidated ROE <sup>*2</sup>	7.75%	8.77%	Approx. 8%
<b>Financial Strength</b>	CET1 ratio (Full implementation) <sup>*3</sup>	Approx. 9%	11.1%	9.5% or above

\*1 Simple sum of consolidated operating profits for Retail, Corporate, Global and Trust Assets segments

\*2 FY11 figures exclude negative goodwill associated with application of equity method accounting on our investment in Morgan Stanley

\*3 Calculated on the basis of regulations applied at end Mar 19

	Consolidated net operating profits by segment : FY11 results	FY12 results	FY14 targets (from FY11)
Retail	¥314.7 bn	¥293.9 bn	Up 15%
Corporate	¥419.1 bn	¥416.7 bn	Up 15%
Global	¥249.3 bn	¥304.1 bn	Up 35%
Trust Assets	¥52.8 bn	¥50.5 bn	Up 45%

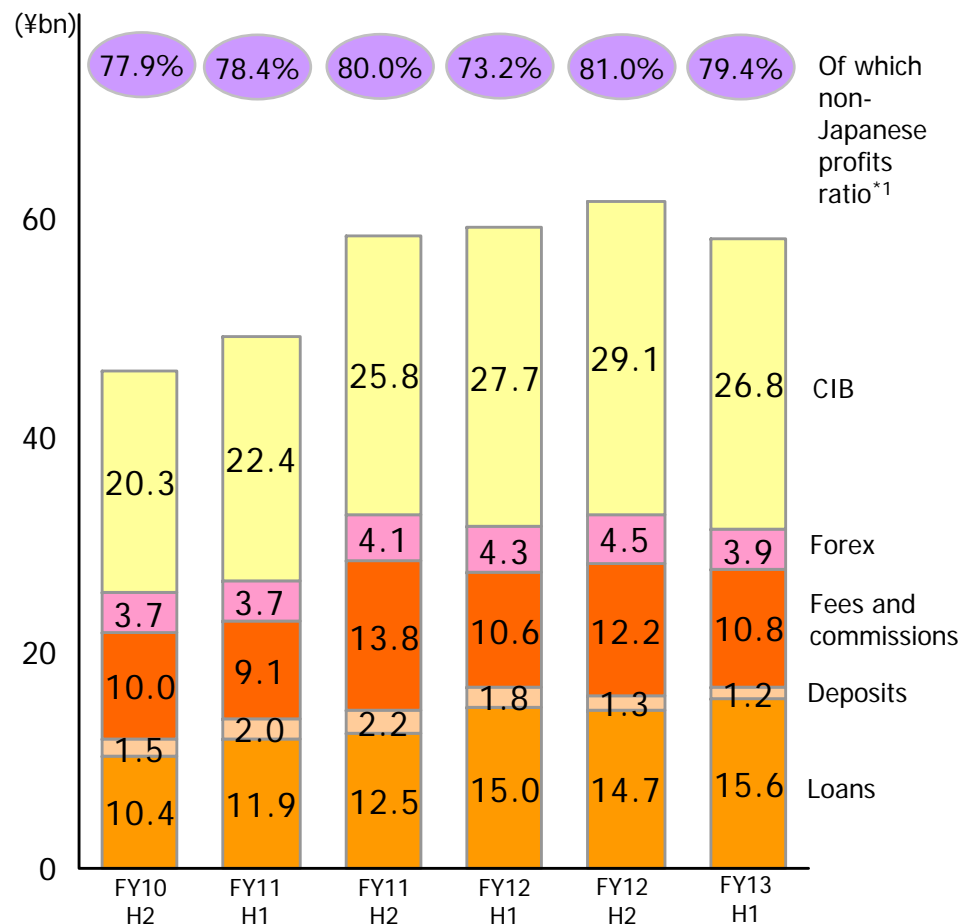
# EMEA strategy

(Commercial bank consolidated)



- Expand business while considering opportunities from the European debt crisis and the competitive situation. Also strengthen local functions and network
- Aiming to increase gross profits for FY14 by 20% from FY11

## Customer business gross profits



## Key points of EMEA strategy

- **Expand business while taking into account European debt crisis, status of competitors and other factors**
  - Region: Strengthen marketing in emerging countries and regions, including Russia, Turkey, Middle east, Africa, etc. in addition to Core Europe
  - Customers: Quality non-Japanese major corporations, local entities of Japanese
  - Operations: CIB (project finance, syndicated loans, DCM in cooperation between BTMU and securities subsidiaries, etc.), transaction banking
- **Aiming to realize benefits of enhanced network**
  - Upgrade Johannesburg and St. Petersburg Representative Offices to Sub-Branch status
  - Strengthen business oversight ability in Middle East through upgrading Dubai Sub-Branch to Branch status
  - Preparing to open local corporation in Turkey (scheduled for this autumn)
- **Strengthen management fundamentals such as governance and risk control to support growth and business expansion in the EMEA**

\*1 Exchange rates: Those adopted in our business plan (\$/¥=83, etc.) \*2 Incl. Middle East

# Project finance



- Jan-Sep 13 global ranking was 2nd. Maintained high rankings: 1st in Americas, 2nd in EMEA, 2nd in Asia and Oceania
- Goal of a 40% increase in gross profits from FY2011 to FY2014, with the solutions business as the core. Aim to secure leading bank status by strengthened staffing, etc.

\*1 Exchange rates: Those adopted in our business plan (\$/¥=83, etc.)

## Global presence

<Global project finance league table (Jan-Sep 13)>

Rank	Mandated Arrangers	Origination Volumes (US\$ bn)	#	Rank Jan-Dec 12
1	State Bank of India	11.09	22	2
<b>2</b>	<b>MUFG</b>	<b>8.72</b>	<b>74</b>	<b>1</b>
3	China Development Bank	7.70	3	38

(Source) Project Finance International

## Strategies to strengthen the business

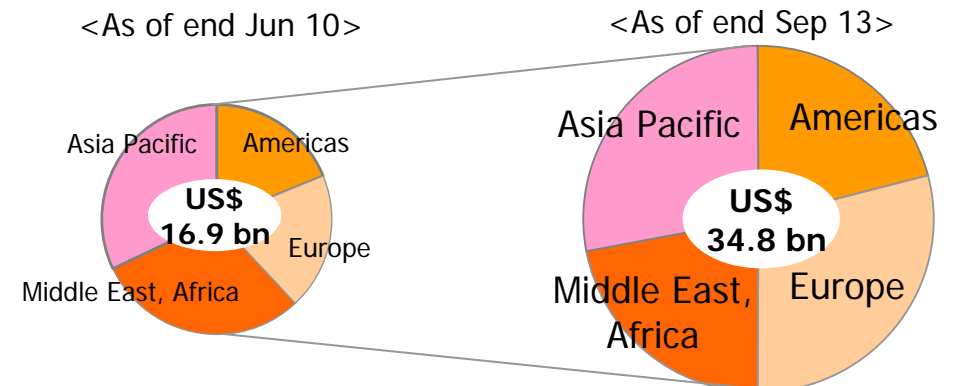
- Global approach: strengthening our platform in the shale gas, infrastructure sector, and others on a global basis
- Initiatives in Japan: enhancing our supports in relation to Japanese companies' project finance related PFI, renewable energy, etc. and infrastructure exports to Asia
- Strengthening marketing structure through staff increases

<By regions>

	Jan-Dec 12		→	Jan-Sep 13	
	Rank	Share		Rank	Share
Americas	1	11.5%	→	1	8.2%
EMEA	6	3.2%	→	2	4.4%
Asia Pacific	2	5.4%	→	2	6.3%

(Source) Thomson Reuters

## Project finance loan portfolio\*2



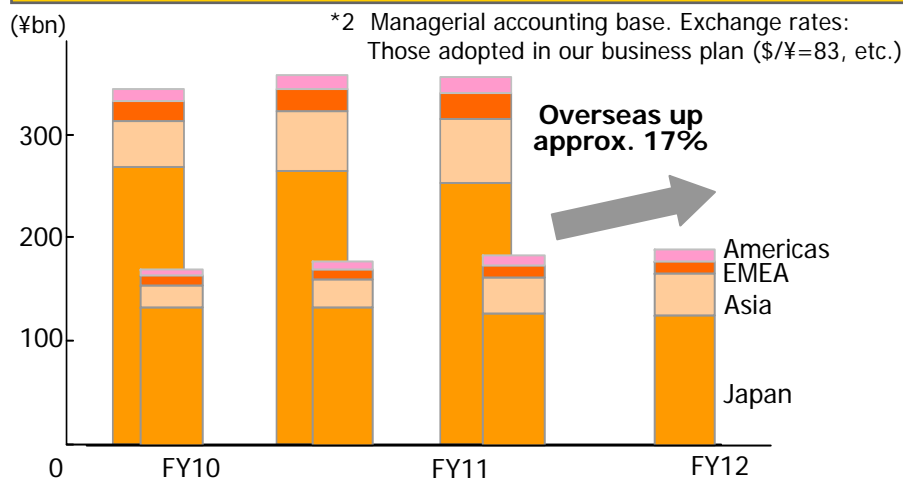
\*2 Commercial bank (consolidated, excl. UNBC)

# Transaction banking business (Commercial bank consolidated)

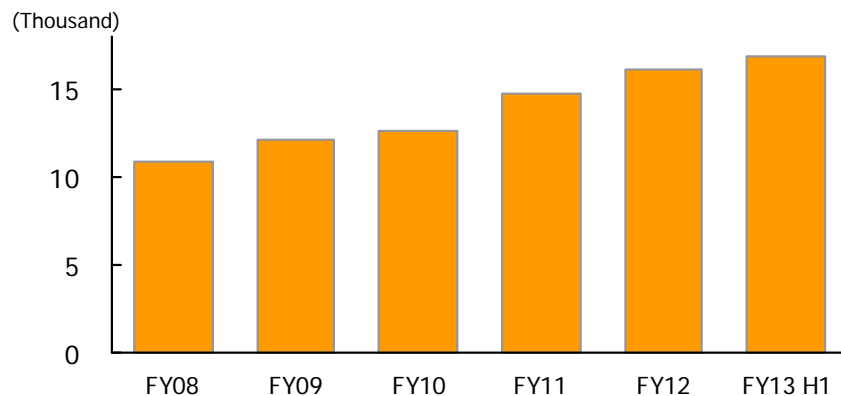


- Transaction banking business\*<sup>1</sup> gross profits increased steadily in overseas operations\*<sup>2</sup>
- Aiming to increase revenue for FY14 by ¥100 bn from FY11 through strengthening approach to capture global commercial flow and expanding products/services

## Gross profits (Excl. UNBC)\*<sup>2</sup>



## Overseas CMS contracts (Excl. UNBC)



## Strategies to strengthen the business

- **Develop a business targeting the entire supply chain on a global base**
  - Make the greatest possible use of overseas network, the best among Japanese banks, and our strong Japanese customer base to effectively provide solutions combining trade finance and cash management
- **Substantially increase system investment and development personnel, expand lineup of strategic products and services**
  - Expand functionality of settlement-related systems products such as BizSTATION and GCMS Plus. Also bolster leading-edge products and services, such as electric trade operation management (TSU\*<sup>3</sup>) and centralized payment operation management system (GPH\*<sup>4</sup>), ahead of competitors
- **Further strengthen non-Japanese customers' business**
  - Strengthen business development with non-Japanese corporations centered on capturing trade flows related to natural resource business

\*<sup>1</sup> Collectively refers to services capturing commercial flows of customers such as deposits, settlements and trade finance

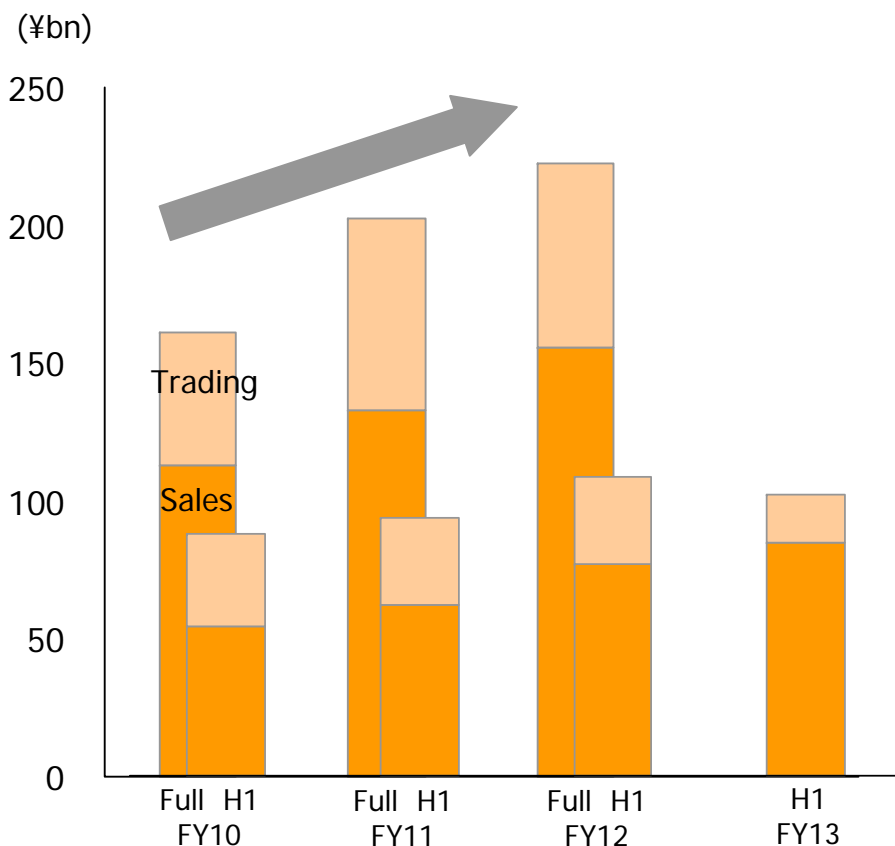
\*<sup>3</sup> TSU: Trade Services Utility \*<sup>4</sup> GPH: Global Payment Hub

# Appendix: Sales & Trading business



- Strengthen flow trading as a commercial bank, build on customer base
- Correspond to diversifying and globalizing needs of customers by progressing high value-added proposals and actively linking business between global regions.  
Maximize profit from global interbank flow trading business

**Gross profits**  
(BTMU consolidated, excl UNBC) \*1



## Strategies to strengthen the business

- **Link actively between global regions**
  - Strengthen approach towards cross-border business and event finance
- **Deepen collaboration between integrated business group**
  - Established joint management offices in BTMU China, Mumbai branch, Bangkok branch, Sydney branch, Jakarta branch, BTMU Malaysia and Seoul
  - Expand emerging currency business (strengthen RMB business, product providing capabilities)
  - Advance interbank business
- **Collaboration in banking-securities**
  - Collaboration in research function
- **Enhance internal control framework**
  - Impose high standards of compliance rules to Global Markets operations
  - Keep responsiveness to global regulatory requirements

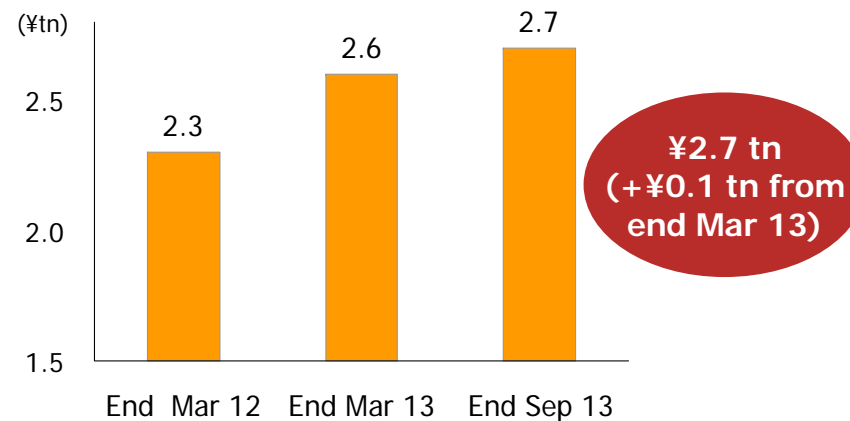
\*1 Sum of customer divisions and global markets segment

# Integrated corporate & retail business

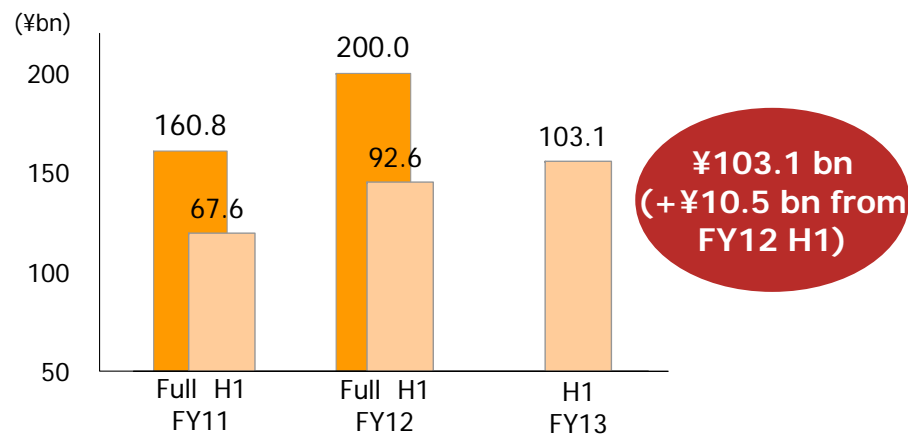


- To expand integrated corporate & retail business, increase business owners assets under management and housing loans for corporate employees. Aiming to generate additional revenue for FY14 by ¥10 bn from FY11

## Business owners assets under management



## Executed housing loans for corporate employee



## Strategies to strengthen the business

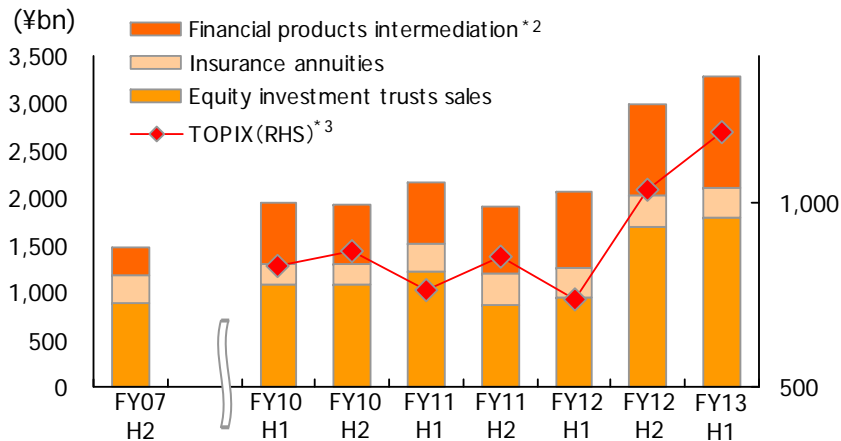
- **Expand owner business**
  - Further augment transactions with business owners by high-value added provision (business and asset inheritance)
  - Strengthen collaboration with Mitsubishi UFJ Merrill Lynch Securities
- **Expand business with corporate employee**
  - Enhance framework for 'life event' products/initiatives
- **Support for growing SMEs**
  - Strengthen the support of growing companies, including their owners, by establishing a specialist line within BTMU
- **Expand integrated offices (one-stop sales locations)**
  - Expanded to 71 offices until FY13 H2. Expand one-stop offices unifying corporate and retail business to increase regionally-centered business
  - Consider further expansion of integrated offices in FY14

# Investment product sales



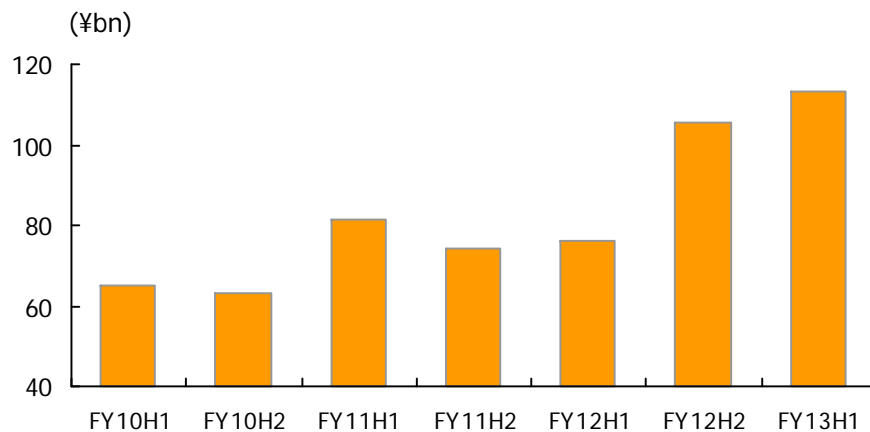
- Recovery in sales and income from investment products, led by investment trust and financial products intermediation. Aim to increase gross profits for FY14 by 40% from FY11
- Continue strengthening of collaboration among the group companies

## Investment product sales\*1



\*1 Managerial accounting base \*2 Includes sales by Mitsubishi UFJ Merrill Lynch PB Securities  
\*3 Closing price base

## Income from investment products\*4



\*4 Includes sales by Mitsubishi UFJ Merrill Lynch PB Securities

## Group cooperation to strengthen 'Total Asset Sales'

### 【BTMU】

- **Strengthen retail money desk\*5**
  - Increase staff seconded from MUMSS
- **Increase total asset advisors\*6**
  - Increase number of private banking specialists to enhance consulting services, who assess customer assets and advise on inheritance, etc.

### 【MUTB】

- **Develop total asset marketing approach, based on trust capabilities in inheritance & real estate**
  - Strengthen proposal marketing through BTMU/MUTB by joint promotion of succession and inheritance business

### 【MUMSS】

- **Strengthen marketing towards high-net-worth customer base**
  - Turned Mitsubishi UFJ Merrill Lynch PB Securities into a 100% MUFG subsidiary in Dec 12 (name to be changed to Mitsubishi UFJ Morgan Stanley PB Securities in Jan 14)
  - Extend business with company owners with BTMU/MUMSS collaboration

\*5 Team of experts with high level investment product sales expertise. As of end Sep 13, assigned to 62 locations in Japan

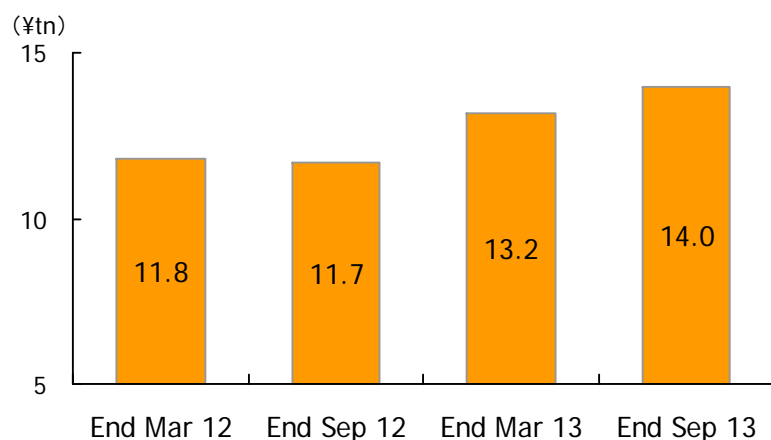
\*6 A team with specialist knowledge of investment assets, real estate, wills and trusts is assigned to use their skills to promote sales targeting overall customer assets. As of end Sep 13, 133 advisors

# Appendix: Global asset management & administration strategy

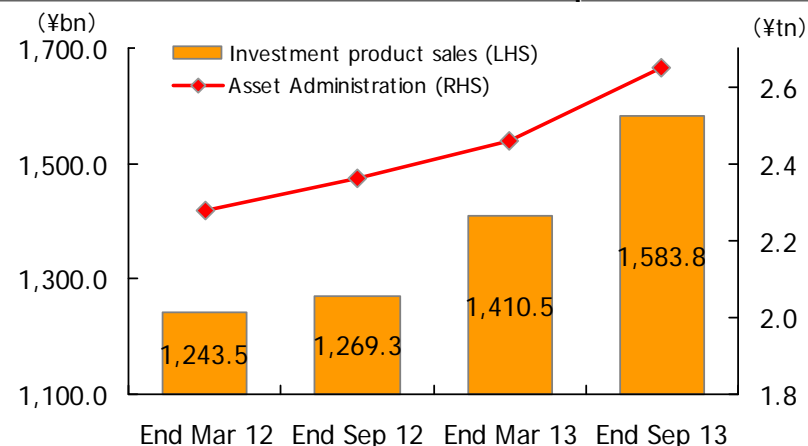


- Pension: Further expand robust operating base by extending BTMU/MUTB cooperation. Enhance consulting marketing towards regulations and investment accounting
- Investment trust: Introduce line up of MUFG group wide products, foreseeing introduction of NISA, and increase AUM through strengthening support towards sales institutions
- Global operations: Accelerate global development to correspond to diverse customer needs by alliance and investment

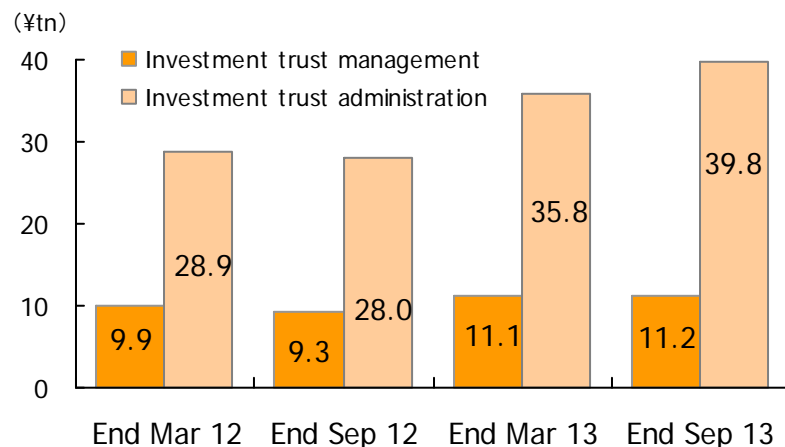
## Pension trust balance



## DC pension plan balance Asset administration and Investment product sales



## Investment trust management and administration balance



## Global development

Completed acquisition of fund administration service provider Butterfield Fulcrum Group (Now Mitsubishi UFJ Fund Services Holdings) in Sep 13

- Butterfield has approx. ¥10 tn in AUM and strong track record of providing bespoke administrative services to wide range of investment strategies
- Utilize the global network of Butterfield, to accelerate global development of fund administrative services
- Extend cross-sell towards new client base, through cross selling of MUFG services and high value-added products

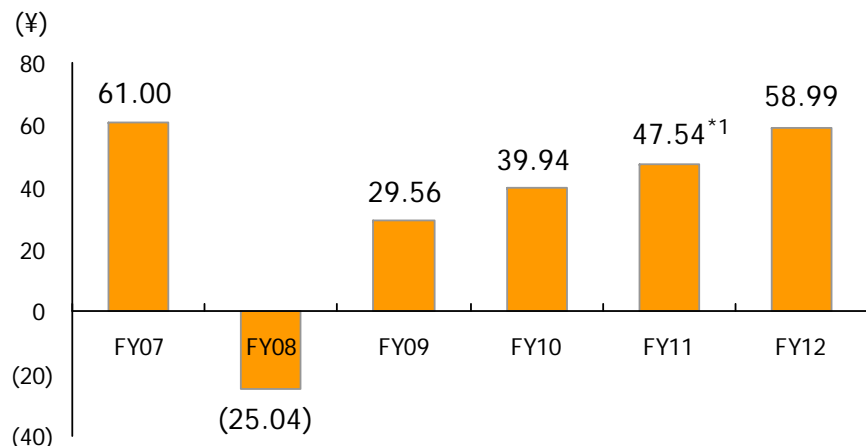


# Appendix: Management index

(Consolidated)

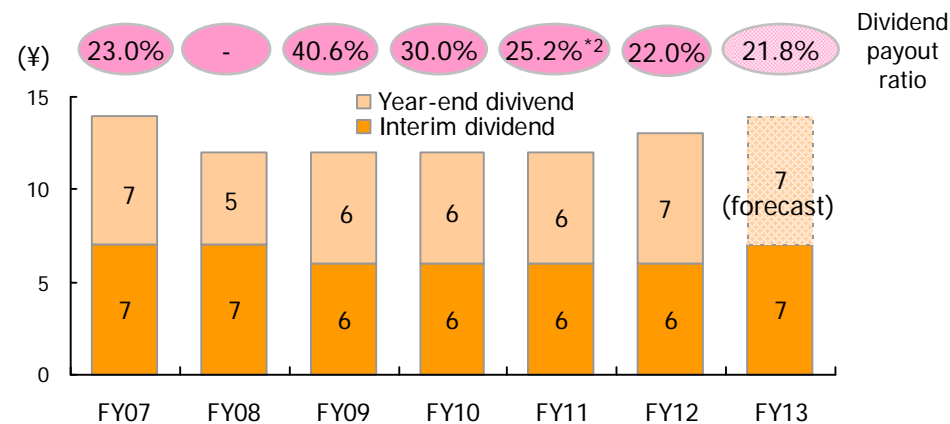


## EPS



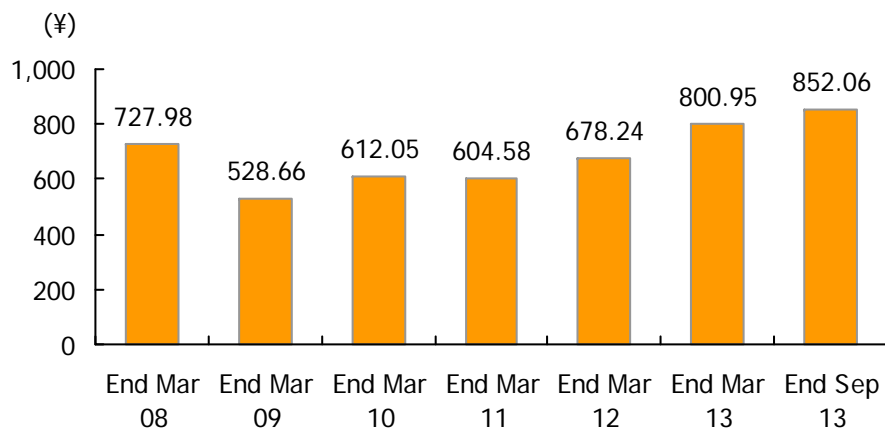
\*1 ¥68.09 before excluding negative goodwill associated with application of equity method accounting on our investment in Morgan Stanley

## Dividend per share/Dividend payout ratio

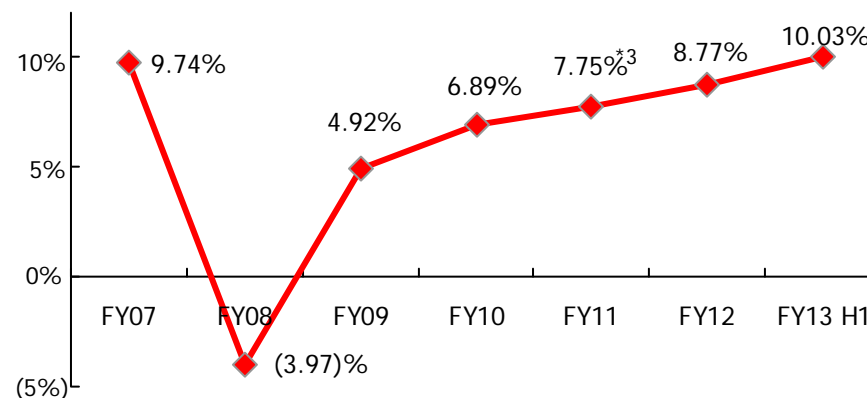


\*2 17.6% before excluding negative goodwill associated with application of equity method accounting on our investment in Morgan Stanley

## BPS



## ROE



\*3 11.10% before excluding negative goodwill associated with application of equity method accounting on our investment in Morgan Stanley

# BAY - Financials



(THB mm)	FY2010*1	FY2011*1	FY2012*1	Q3 FY2013*1*2	CAGR(FY10-13 Q3)
<b>PL</b>					
Total operating income	51,527	55,305	61,189	50,485	10.2%
Other operating expenses	26,796	27,477	30,798	24,417	7.3%
Operating income before provision	24,731	27,828	30,391	26,068	13.2%
Net income attributable to shareholders	8,793	9,265	14,626	10,878	20.0%
<b>BS</b>					
Loan	648,960	719,507	830,008	889,207	12.1%
Corporate	190,046	204,286	211,914	214,694	4.5%
SME	180,104	188,955	212,834	220,571	7.6%
Retail	278,810	326,266	405,260	453,942	19.4%
Deposit	576,479	560,540	687,159	736,439	9.3%
Total Assets	869,834	947,798	1,071,966	1,145,167	10.5%
Total shareholder's equity	99,104	102,696	113,486	120,585	7.4%
<b>Key indicators</b>					
NIM	4.6%	4.5%	4.3%	4.3%	—
CIR	52.0%	49.7%	50.3%	48.4%	—
NPL	5.5%	3.7%	2.4%	2.6%	—
LDR	99.0%	96.9%	102.9%	104.1%	—
Tier 1 Ratio (Basel II)	10.1%	10.3%	9.8%	—	—
ROA	1.1%	1.0%	1.5%	1.3%	—
ROE	9.2%	9.2%	13.5%	12.4%	—
<b>Others</b>					
# of branches	590	588	605	608	1.1%

\*1 Fiscal Year End December

\*2 Unaudit base