

# Digital Transformation Strategy

## Main Q&A

Q. Looking to the future, is the current mainframe banking system gradually going to be replaced by cloud-based operations?

A. I think the replacement of our core banking system will indeed not be that quick. Rather, we will begin by migrating our systems other than core banking system to the cloud.

Q. The MUFG Re-Imagining Strategy aims to achieve business reforms through digital transformation. How will you reform your business process and corporate culture?

A. Our business process can be broken down into customer channels and operational process.

With regard to reforms in customer channels, we should be able to better accommodate customer requests while ensuring social acceptance. The issues involved cannot be handled with technological solutions alone. Therefore, we will discuss and make decisions on said issues in the context of overall customer channel reforms.

As for operational process, we are streamlining each process thoroughly by utilizing RPA and other technologies. Previously it took much time to reform our process. However, we are currently developing a new structure in which the Digital Transformation Committee determines overarching operational policies, with due consideration given to frontline employees' insights, while allowing each department the flexibility to handle operations on their own as long as they maintain an approach consistent with these policies. I feel that these efforts are helping us change the conventional culture.

Q. What is the advantage of using MUFG Coin?

A. The most significant advantage is that MUFG Coin provides users with highly convenient services while helping reduce social cost.

Q. What does the bank book of the future look like?

A. We consider the handling of bank books one of challenges we must tackle. Although our online bank books, branded "Eco Bank Books," boast superior user convenience, a number of customers still prefer paper-based bank books. Looking ahead, we will proactively recommend the use of online "Eco Bank Books" while at the same time issuing paper-based bank books to those who feel the need for them.