IR presentation for FY2019H1

November 18, 2019

Mitsubishi UFJ Financial Group, Inc.

MUFG

- ✓ Good morning, everyone. This is Mike speaking.
- ✓ Thank you very much for attending our IR presentation despite your busy schedules. Without further ado, I shall start.

- ✓ Please refer to page 3.

Disclaimer

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Definitions of figures used in this document

Consolidated :	Mitsubishi UFJ Financial Group (consolidated)
Non-consolidated :	Simple sum of MUFG Bank (non-consolidated) and Mitsubishi UFJ Trust & Banking Corporation (non-consolidated)
the Bank (consolidated) :	MUFG Bank (consolidated)

MUFG:	Mitsubishi UFJ Financial Group
the Bank (BK):	MUFG Bank
the Trust Bank (TB):	Mitsubishi UFJ Trust & Banking Corporation
the Securities HD (SCHD):	Mitsubishi UFJ Securities Holdings
MUMSS:	Mitsubishi UFJ Morgan Stanley Securities
MSMS:	Morgan Stanley MUFG Securities
NICOS:	Mitsubishi UFJ NICOS
MUAH:	MUFG Americas Holdings Corporation
KS:	Bank of Ayudhya (Krungsri, KS)
Bank Danamon (BDI):	Bank Danamon Indonesia
FSI:	First Sentier Investors (Colonial First State Global Asset Management (CFSGAM) announced the rebrand in Sep 2019)
R&C:	Retail & Commercial Banking
JCIB:	Japanese Corporate & Investment Banking
GCIB:	Global Corporate & Investment Banking
GCB:	Global Commercial Banking
AM/IS:	Asset Management & Investor Services

Key messages

FY19H1 result and FY19 target

- FY19H1 result : **67.8%** progress toward FY19 target in net profit (6.3% YoY decrease)
- FY19 target : Maintain FY19 target of **¥900bn**, given an uncertain business environment

Shareholder returns

- Dividend : FY19 dividend forecast is **¥25 per share**, up by ¥3 compared to FY18
- Share buyback: **Up to ¥50bn of share buyback** due to further reduction in RWA[*1]

Initiatives to achieve financial targets

- Top-line : **Asian commercial banks**, **Global AM/IS**[*2], **GCIB business**, **WM**[*3], **CF**[*4]
- Cost control : **Reduce costs** (workloads, facility, purchasing/system and overseas costs)
- RWA control : **Reduce RWA** by reducing low-profit asset & upgrading risk measurement method

*1 Risk-weighted asset *2 Asset management / Investor services *3 Wealth management *4 Consumer finance

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- ✓ This page outlines the three key messages.
- ✓ First is our performance. The net profit for the first half was 67.8% progress for the fiscal year 2019 target. The fiscal year 2019 target will be maintained at JPY 900 billion given the uncertain business environment.
- ✓ Second is shareholder return. Fiscal year dividend will be JPY 25 per share, up by JPY 3 compared to fiscal year 2018. And the share buyback, up to JPY 50 billion, will be implemented.
- ✓ Third is the initiatives to achieve the financial targets. We will promote top-line growth in Japan and globally, along with cost control and risk-weighted asset control, which details will be explained later.
- ✓ I would now like you to refer to page 6. The financial results will be explained.

Contents

FY19H1 financial results

FY19H1 financial results and FY19 targets

– FY19H1 net profits represent 67.8% progress toward the FY19 target
Maintain FY19 target of ¥900bn

	Consolidated (¥bn)	FY18H1	FY19H1				FY19 full year	
		Results	Targets	Results	YoY	vs. FY19H1 targets	Targets	Changes from initial targets
1	**Gross profits** before credit cost for trust accounts	1,882.5	-	**1,973.3**	90.7	-	-	-
2	**G&A expenses**	1,314.4	-	**1,342.0**	27.5	-	-	-
	Expense ratio	69.8%		**68.0%**	(1.8ppt)			
3	**Net operating profits** before credit costs for trust accounts and provision for general allowance for credit losses	568.1	530.0	**631.3**	63.1	101.3	1,080.0	-
4	**Total credit costs**	117.9	(80.0)	**(18.0)**	(136.0)	61.9	(180.0)	50.0
5	**Ordinary profits**	885.9	680.0	**795.2**	(90.6)	115.2	1,280.0	-
6	**Profits attributable to owners of parent**	650.7	450.0	**609.9**	(40.8)	159.9	900.0	-

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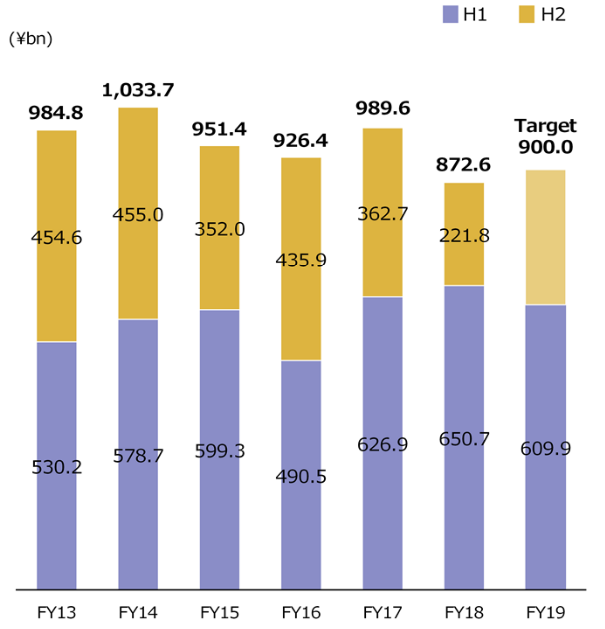
- ✓ Based on the revenues from global markets, gross profits increased by JPY 90.7 billion year on year at JPY 1,973.3 billion.
- ✓ G&A expenses have been suppressed domestically; however because of regulatory cost increase as well as business expansion overseas, it increased by JPY 27.5 billion year on year.
- ✓ As a result, our net operating profits increased by JPY 63.1 billion year on year at JPY 631.3 billion. For this fiscal year, we have been trying to reverse the trend in net operating profits, which has been declining since the introduction of the negative interest rate policy of Bank of Japan, but we have been able to increase the core business for the first time in four periods. The expense ratio decreased by 1.8 points at 68.0%.
- ✓ Below the net operating profits, there was a reversal of loan-loss reserves. And net profits decreased by JPY 40.8 billion year on year at JPY 609.9 billion.
- ✓ Net profits had a significant upside compared to the original forecast. The progress against the fiscal year target exceeded 60%. However, we will maintain a net profit target of JPY 900 billion to consider a possible downside risk, mainly from the additional rate cut in the United States.
- ✓ Please refer to page 9.

Profits attributable to owners of parent

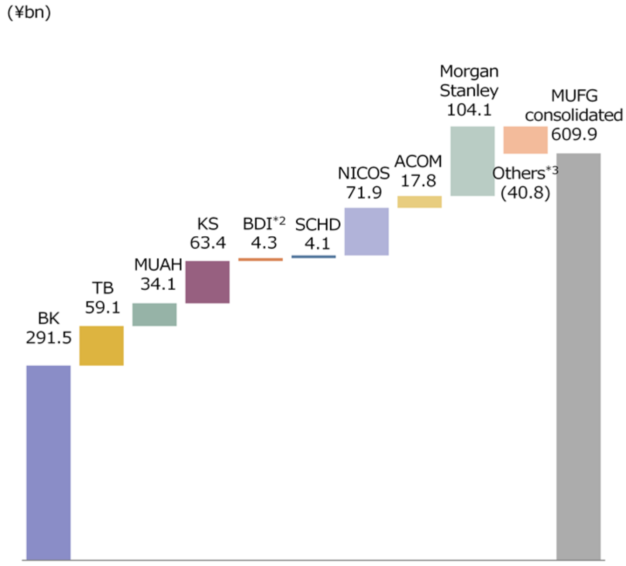
Historical performance

Consolidated



Breakdown of FY19H1 net profits

Consolidated

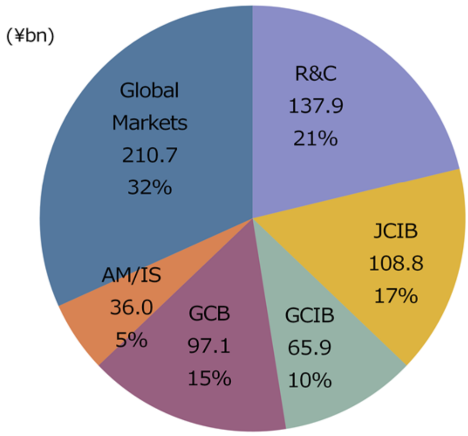


*1 The above figures take into consideration the percentage holding in each subsidiary and equity method investee (after-tax basis)
*2 Quarterly results after consolidation (Apr–Jun)
*3 Including cancellation of the amount of inter-group dividend receipt and equity method income from other affiliate companies

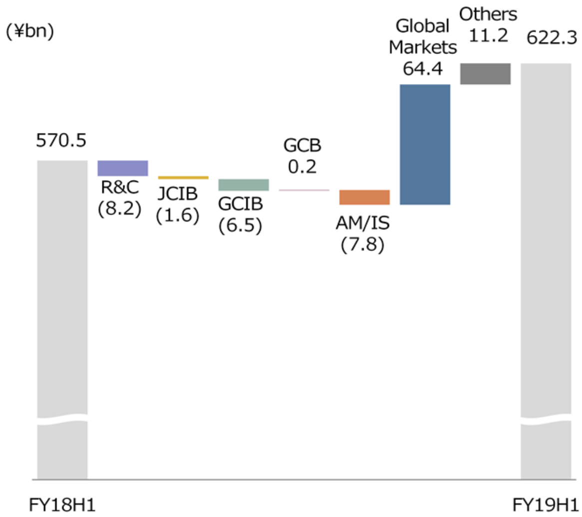
Results by business group (1)

Net operating profits by business group*1 Consolidated

FY19H1 ¥622.3bn*2



Changes by business group Consolidated



*1 All figures are in actual exchange rate and managerial accounting basis
*2 Including profits or losses from others

Results by business group (2)

Consolidated Business group		Net operating profits (¥bn) FY18H1	FY19H1	Changes	Expense ratio FY18H1	FY19H1	ROE*1 FY18H1	FY19H1
Retail & Commercial Banking	R&C	146.0	**137.9**	(8.2)	81%	**81%**	9% (9%)	**14%*2 (14%)**
Japanese Corporate & Investment Banking	JCIB	110.4	**108.8**	(1.6)	58%	**59%**	17% (17%)	**14% (14%)**
Global Corporate & Investment Banking	GCIB	72.4	**65.9**	(6.5)	63%	**65%**	11% (11%)	**8% (8%)**
Global Commercial Banking	GCB	96.9	**97.1**	0.2	71%	**74%**	7% (9%)	**6% (8%)**
Asset Management & Investor Services	AM/IS	43.8	**36.0**	(7.8)	58%	**64%**	20% (21%)	**20% (22%)**
Global Markets	Global Markets	146.2	**210.7**	64.4	44%	**35%**	6% (6%)	**8% (8%)**

*1 Calculated based on Risk Assets (R&C, JCIB, GCIB and GCB) or economic capital (AM/IS and Global Markets)
(Managerial accounting basis. Net profit basis. Calculated excluding non-JPY mid- to long-term funding costs)
Figures in parentheses exclude the impacts of investment related accounting factors (amortization of goodwill, etc.)
*2 ROE excluding the impact of one-time tax effect is 7%

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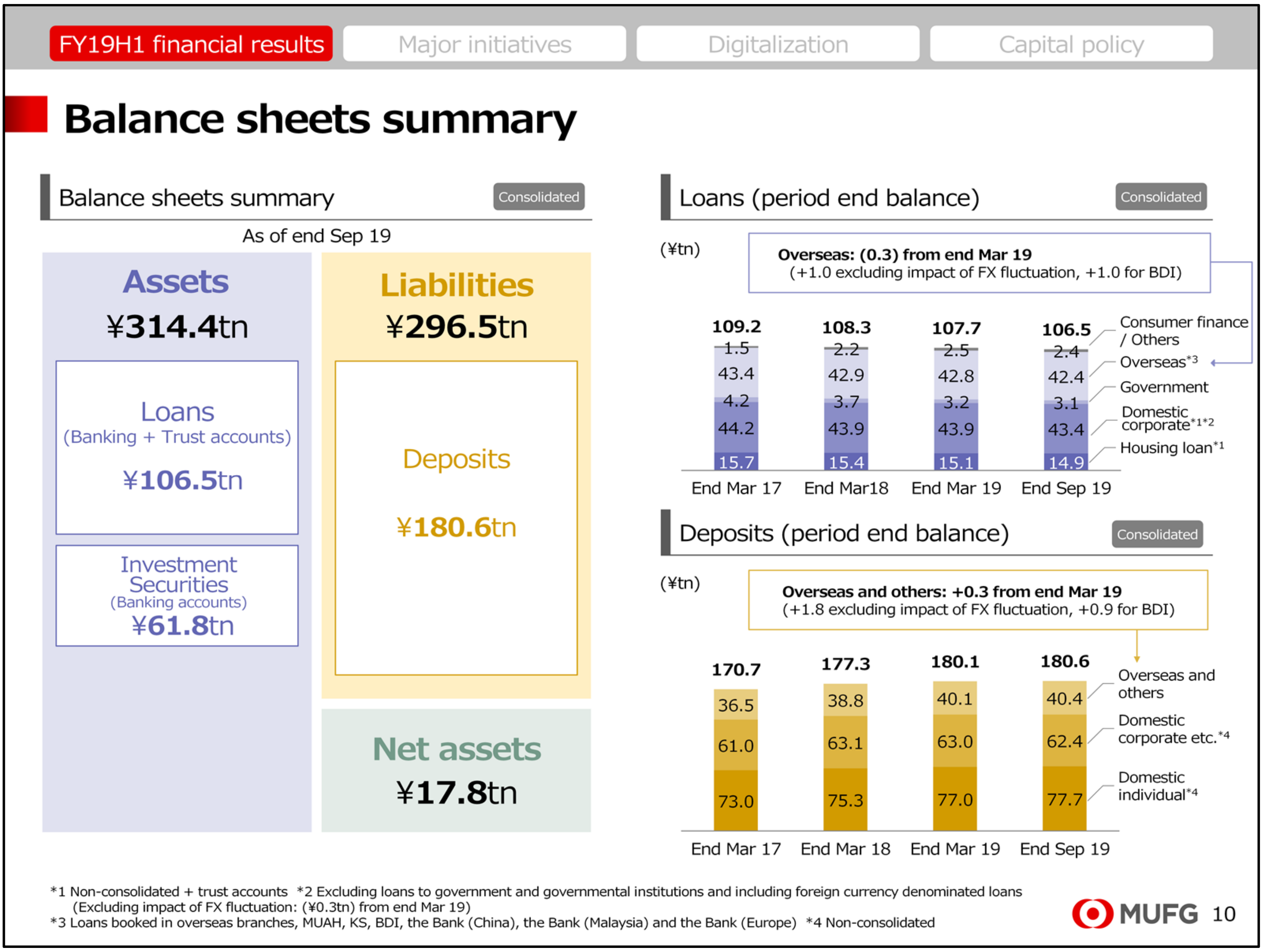
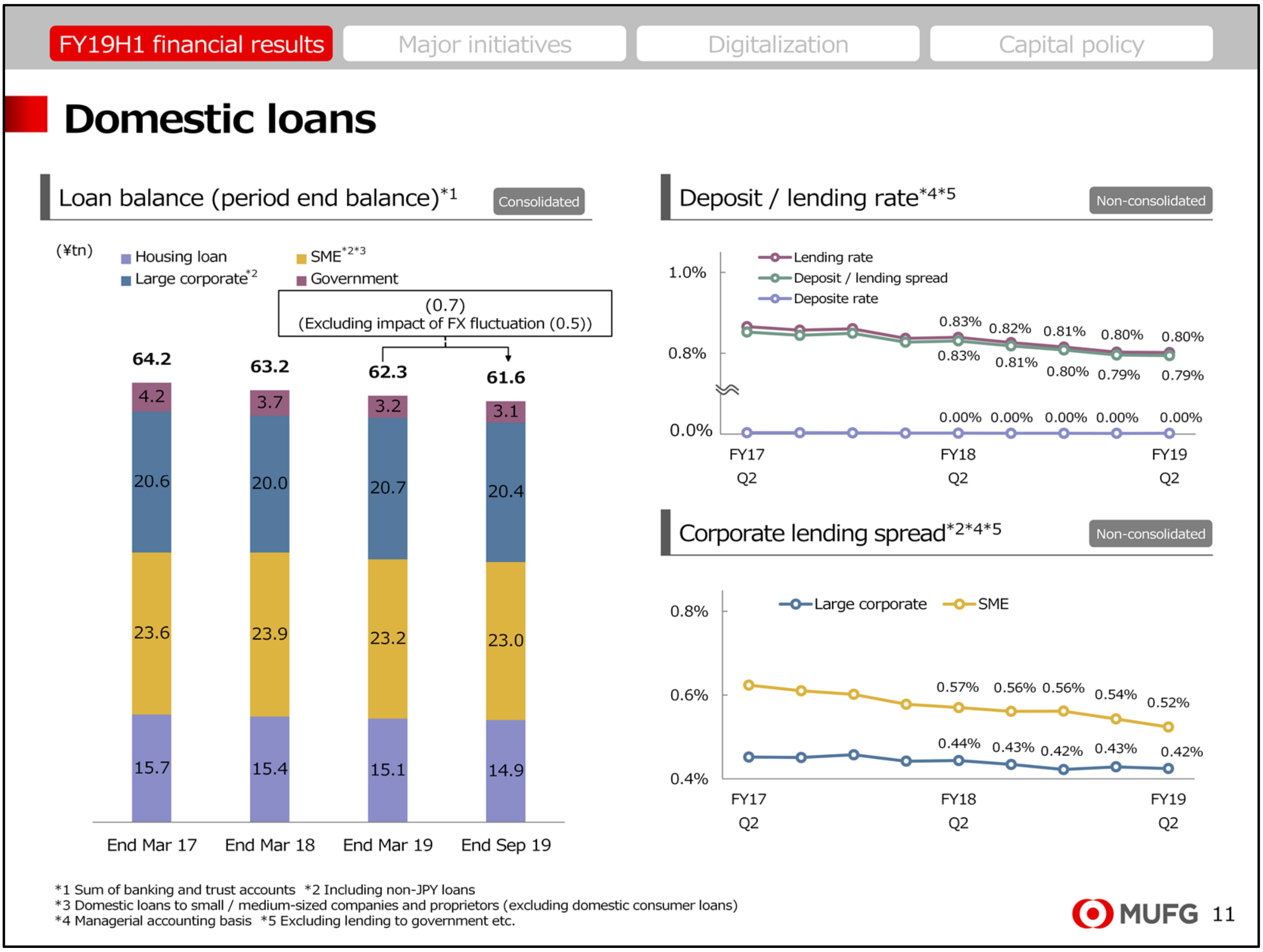
- ✓ Next, I would like to explain the results by business groups. The customer segments came in negative, except for Global Commercial Banking. On the other hand, Global Markets increased on the back of the increase in Treasury revenues.
- ✓ As for Japanese Corporate & Investment Banking and Global Corporate & Investment Banking, on a constant currency basis, revenues increased. Asset Management & Investor Services had a temporary decline because of increased expenses as a result of the acquisition of the Australian asset management company. However, the main business remains strong.
- ✓ As for details of the performance, please refer to the appendix of the materials.
- ✓ Please proceed to page 10.



- ✓ Loans and deposits will be explained. The right-hand graph shows that loans overseas increased by JPY 1 trillion. The impact of the consolidation of Bank Danamon was JPY 1 trillion; therefore, existing business was flat.

- ✓ Overseas deposits on a constant currency basis increased by JPY 1.8 trillion. Even without the Bank Danamon consolidation, it increased by JPY 0.9 trillion. The deposit loan gap in foreign currency decreased by JPY 0.9 trillion.

- ✓ Please refer to page 11.



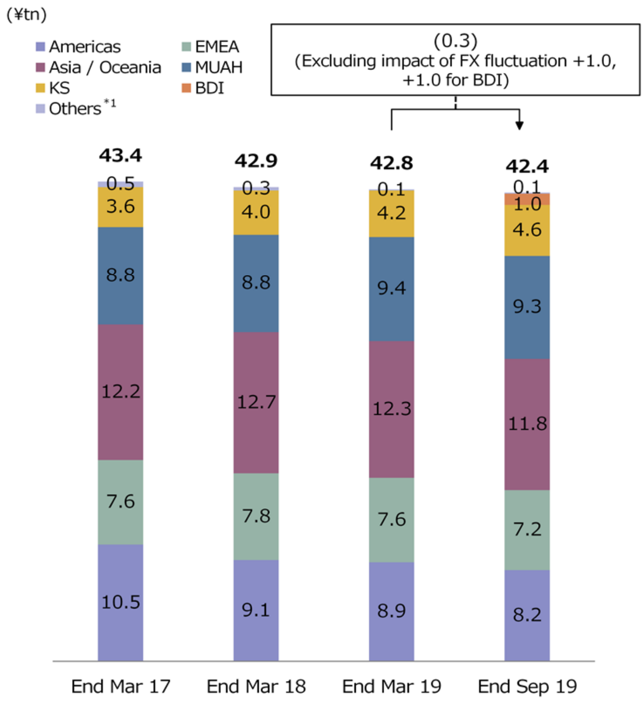
- ✓ This page is about domestic loans. The right-hand top of the graph shows the deposit lending rate. A low interest rate environment continues. Easing of the supply and demand for funding continues; therefore a gradual decline is expected going forward.

- ✓ Please refer to page 12.

Overseas loans

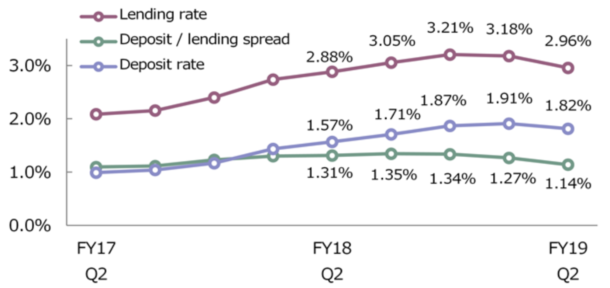
Loan balance (period end balance)

Consolidated



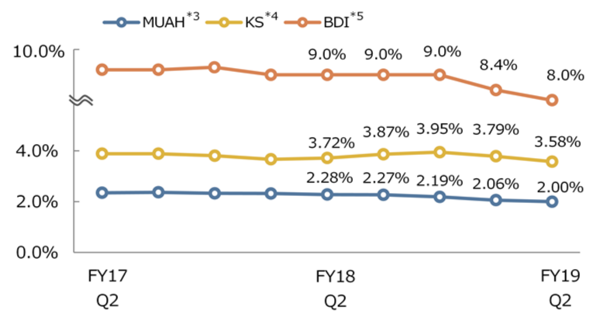
Change in deposit / lending rate*2

Non-consolidated



Net interest margin

MUAH / KS / BDI



*1 Loans booked at offshore markets etc. *2 Managerial accounting basis *3 Financial results as disclosed in MUAH's 10-K and 10-Q reports based on U.S. GAAP
*4 Financial results as disclosed in KS's financial reports based on Thai GAAP *5 Financial results as disclosed in BDI's financial reports based on Indonesia GAAP

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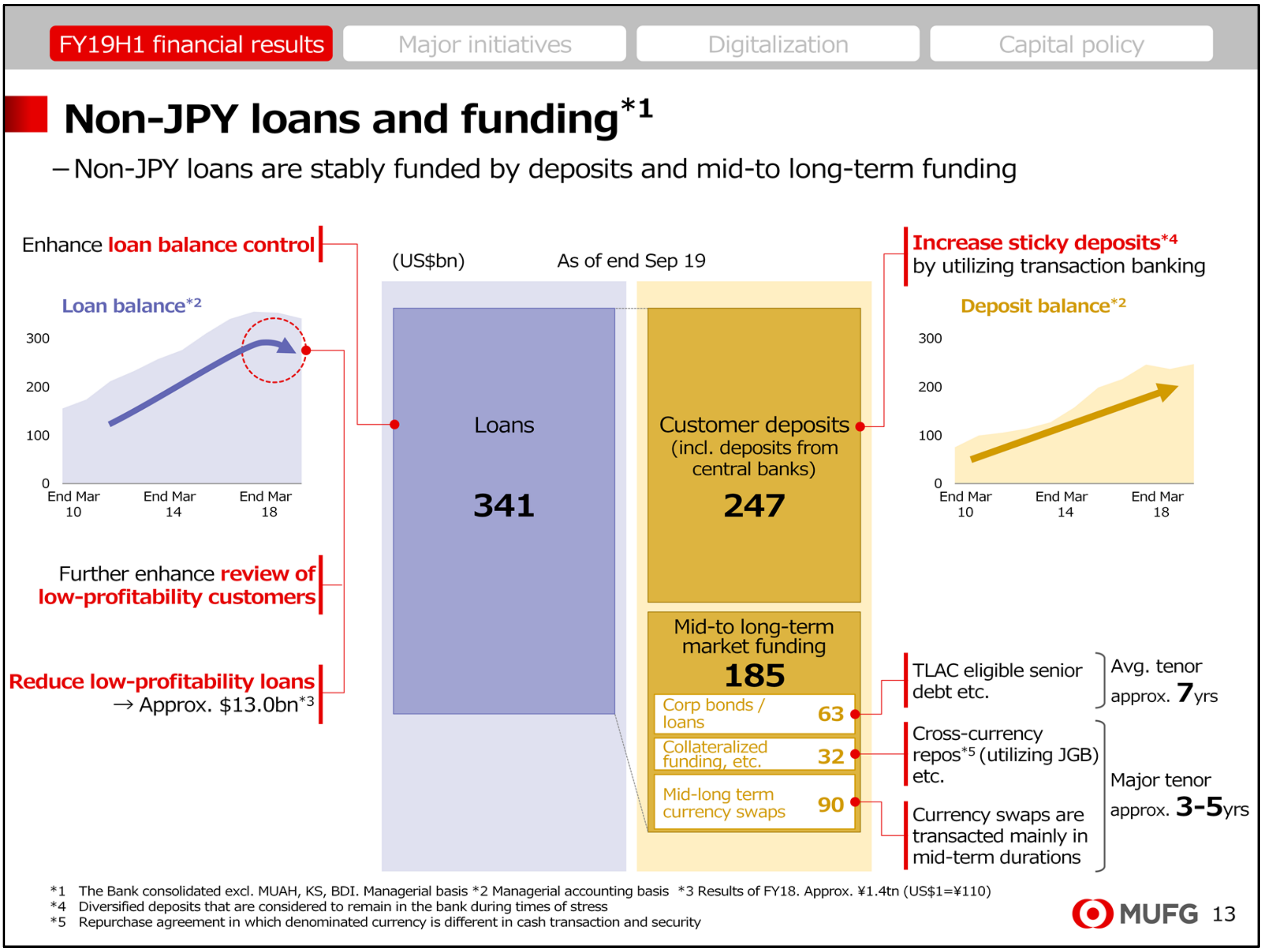
- ✓ This page is about overseas loans. The right-hand top, the combined deposit lending spread for the Bank and the Trust Bank was impacted by the lowering of the interest rate in the market, showing declines.
- ✓ And the NIM of the three partner banks has declined because of a funding cost increase.
- ✓ Please refer to page 13.



✓ This page is about the non-Japanese yen loans and funding. Customer deposits and mid- to long-term market funding stably cover the foreign currency loans.

✓ The loan balance is now to be referred to. We had been increasing the loan balance overseas in the past. We have recently enhanced the loan balance control through reducing low-profitability loans and further enhancing review of low-profitability customers.

✓ The deposit balance is shown on the right-hand side. Transaction banking has been strengthened leading to an increase in sticky deposits. The foreign currency deposit loan gap is shrinking as a result.

✓ Right hand bottom is mid- to long-term market funding. The foreign currency-denominated corporate bonds with an average tenure of seven years, as well as secured dollar-denominated funding utilized JGBs, have led to diversification of funding. Currency swaps are transacted mainly in mid- to long-term durations. The deposit loan gap is being funded in a stable manner.

✓ Please refer to page 14.

Investment securities (1)

AFS securities[*1] with fair value

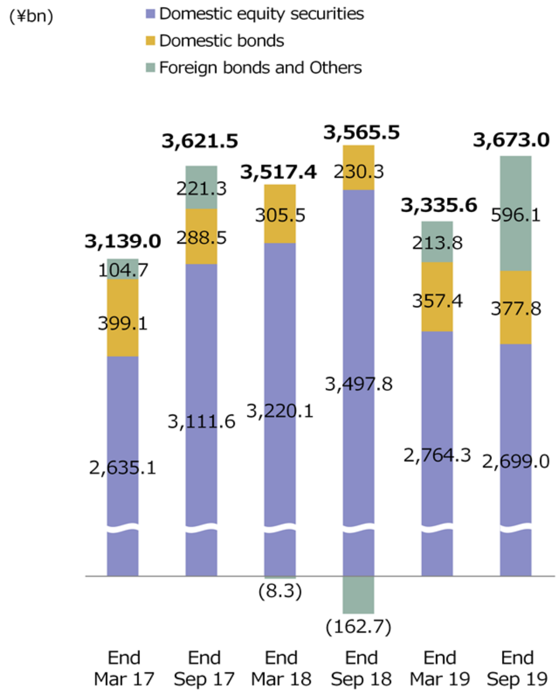
Consolidated

(¥bn)

		Balance		Unrealized gains (losses)	
		End Sep 19	Changes from end Mar 19	End Sep 19	Changes from end Mar 19
1	**Total**	**58,541.3**	(2,037.3)	**3,673.0**	337.3
2	Domestic equity securities	**4,811.2**	(142.1)	**2,699.0**	(65.3)
3	Domestic bonds	**25,273.8**	(1,987.3)	**377.8**	20.3
4	Japanese government bonds (JGB)	**19,022.4**	(2,519.8)	**292.8**	13.8
5	Foreign bonds	**21,624.5**	91.6	**539.2**	365.5
6	Others	**6,831.6**	0.5	**56.9**	16.7

Unrealized gains / losses on AFS securities[*1]

Consolidated



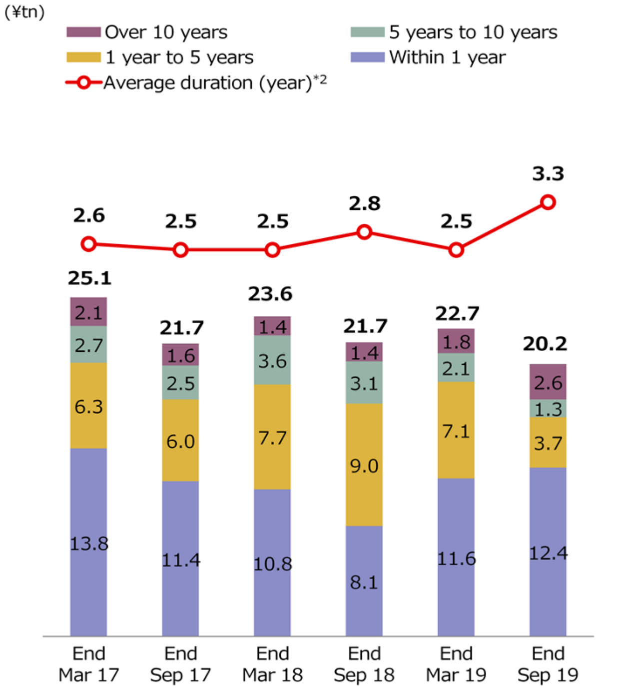
*1 Available for sale securities

- ✓ This page is about investment securities. Please refer to the table on the left-hand side. The outstanding balance decreased by JPY 2 trillion because of declines in JGBs. With respect to valuations, we have been able to realize unrealized gains in the first half. However, with the lowering interest rate in the United States, foreign bonds improves significantly, with an unrealized gain of around JPY 540 billion. Together with the domestic bonds, we have JPY 900 billion of unrealized gains.
- ✓ Please refer to page 16.

Investment securities (2)

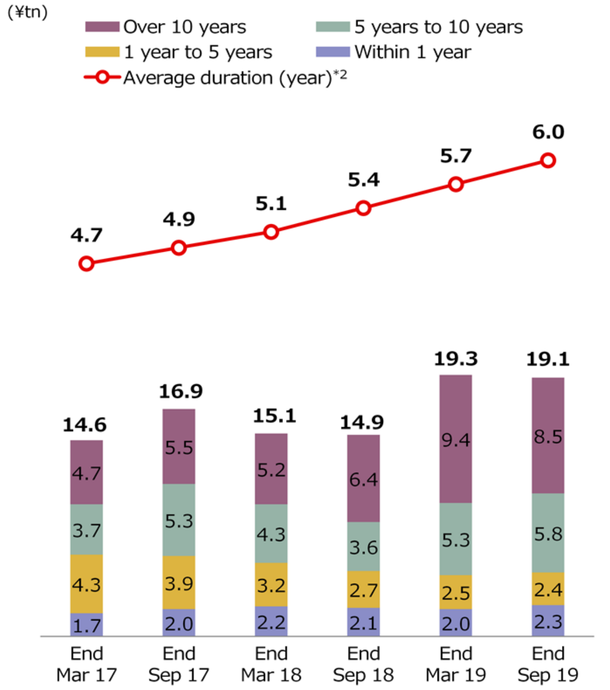
JGB balance*1 and duration

Non-consolidated



Foreign bond balance*1 and duration

Non-consolidated

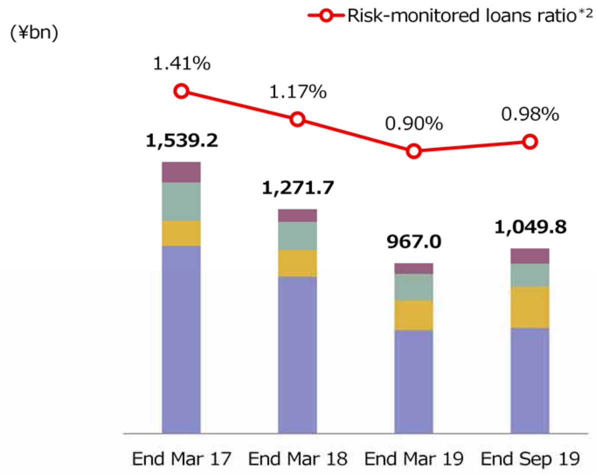


*1 Available for sale securities and securities being held to maturity
*2 Available for sale securities

Asset quality

Risk-monitored loans*1

Consolidated

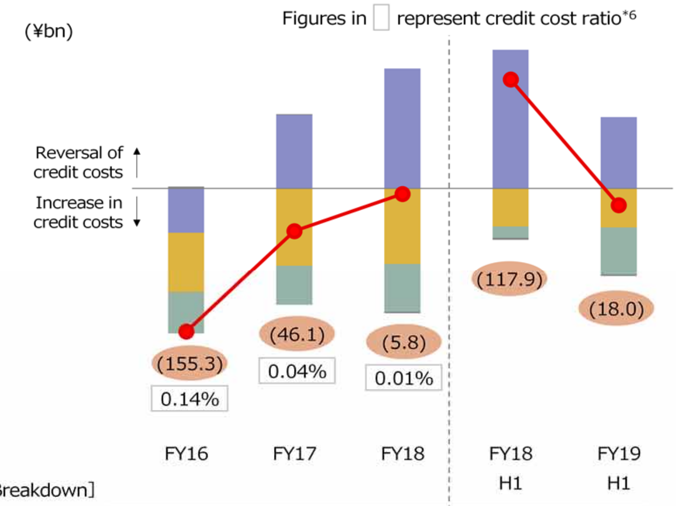


[Breakdown*3]

	End Mar 17	End Mar 18	End Mar 19	End Sep 19
EMEA	116.0	71.3	64.0	85.7
Americas	216.0	157.5	148.2	132.3
Asia*4	142.3	155.8	170.3	233.3
Domestic	1,064.7	887.0	584.3	598.3

Total credit costs*5

Consolidated



[Breakdown]

	FY16	FY17	FY18	FY18 H1	FY19 H1
Non-consolidated	(47.9)	79.5	129.8	173.4	77.2
CF*7	(64.5)	(83.6)	(81.7)	(41.1)	(42.2)
Overseas*8	(45.0)	(42.7)	(52.3)	(12.3)	(51.3)
Others*9	2.1	0.8	(1.5)	(2.0)	(1.6)

*1 Risk-monitored loans based on Banking Act *2 Total risk-monitored loans / total loans and bills discounted (banking accounts as of period end)
*3 Based on the locations of debtors *4 The figure of Asia as of end Sep 19 includes approximately ¥40.0bn for BDI *5 Including gains from write-off
*6 Total credit costs / loan balance as of end of each fiscal year *7 Sum of NICOS and ACOM on a consolidated basis
*8 Sum of overseas subsidiaries of the Bank and the Trust Bank *9 Sum of other subsidiaries and consolidation adjustment

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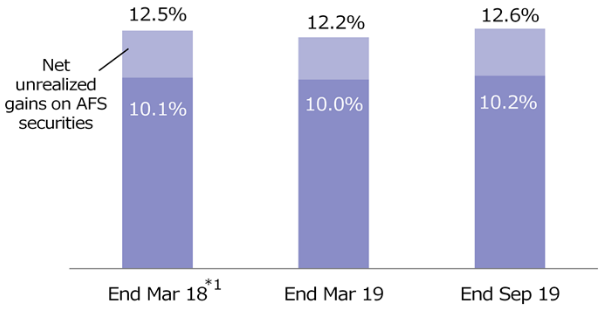
- ✓ Asset quality will be explained. As you can see on the right-hand side, on the back of the rating upgrade of major companies, credit costs still remained at JPY 18 billion.
- ✓ Please refer to page 19.

Capital

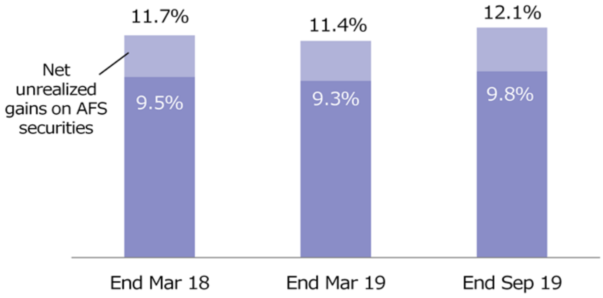
CET1 ratio

Consolidated



CET1 ratio (Finalized Basel III reforms basis)*2

Consolidated



FY19H1 results

Consolidated

	(¥bn)	End Mar 19	End Sep 19	Changes
1	Common Equity Tier 1 capital	14,322.4	**14,337.6**	15.2
2	Additional Tier 1 capital	1,953.8	**1,870.7**	(83.1)
3	**Tier 1 capital**	16,276.3	**16,208.4**	(67.8)
4	**Tier 2 capital**	2,493.4	**2,613.6**	120.1
5	**Total capital (Tier 1+Tier 2)**	18,769.7	**18,822.1**	52.3
6	**Risk-weighted assets**	117,091.1	**113,066.6**	(4,024.4)
7	Credit risk	90,843.0	**87,504.3**	(3,338.7)
8	Market risk	2,920.5	**3,012.8**	92.3
9	Operational risk	8,107.2	**8,166.4**	59.1
10	Floor adjustment*3	15,220.2	**14,382.9**	(837.2)
11	**Total exposures**	329,048.6	**330,860.8**	1,812.1
12	Leverage ratio	4.94%	**4.89%**	(0.04%)

*1 Estimated CET1 ratio calculated on the basis of current regulations applied
*2 Estimated CET1 ratio reflecting the RWA increase calculated on the finalized Basel III reforms basis
*3 Adjustments made for the difference between risk-weighted assets under Basel I and Basel III

Major initiatives

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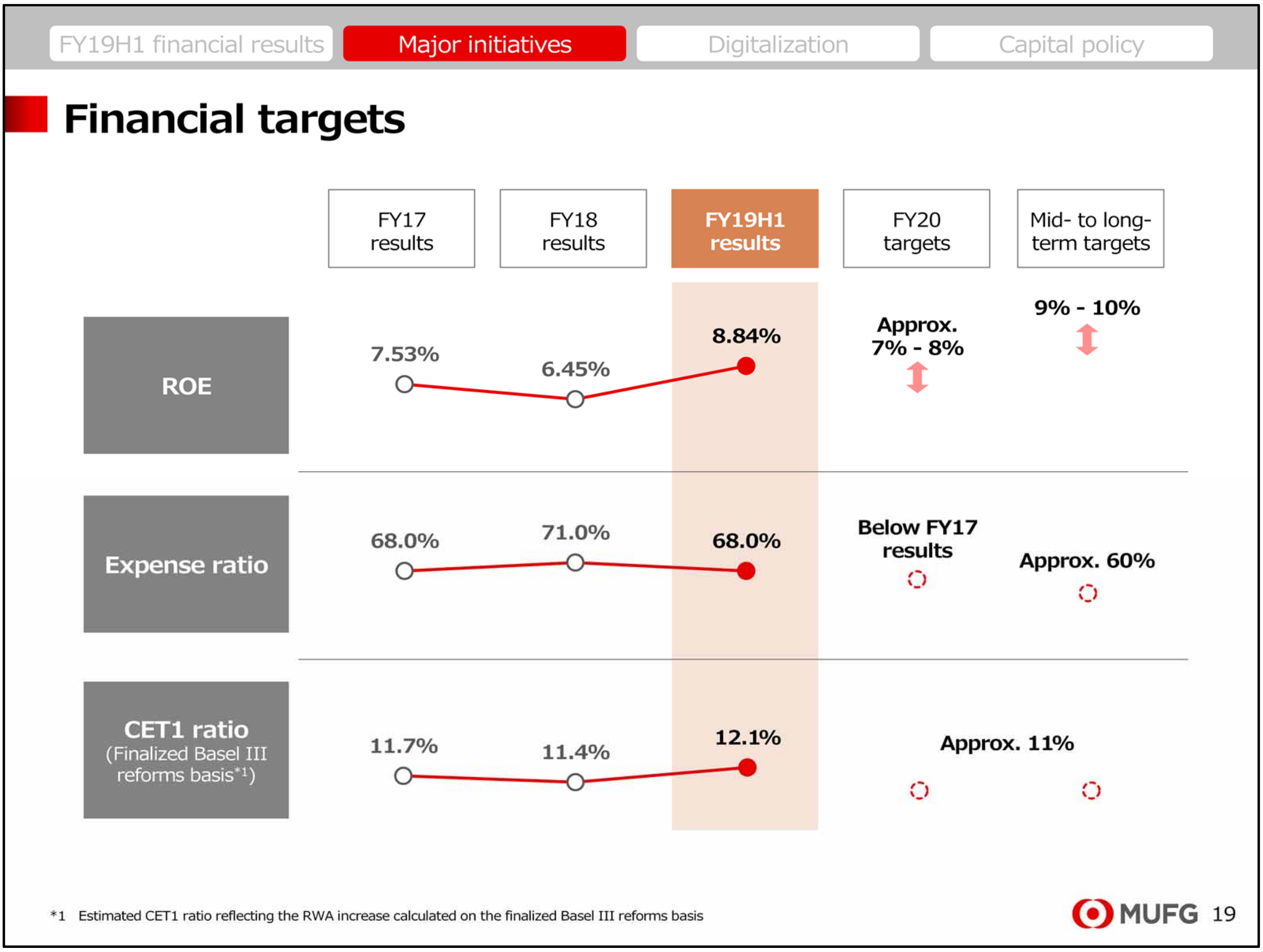


- ✓ Major initiatives will be explained. Before explaining the major initiatives, let us confirm the financial targets. As of end of September, ROE was 8.84%, expense ratio, 68.0%, and CET1 ratio on a finalized Basel III reforms basis was 12.1%. In the first half, there were one-off factors. Results were fair, but further initiatives will be required to achieve the targets for fiscal year 2020, as well as mid- to long-term targets. In particular for ROE and expense ratio, we must remain vigilant.

- ✓ Please refer to page 20.

Initiatives to achieve financial targets

Top-line

- Overseas: Asian commercial banks | Global AM/IS | GCIB business ・・・ Page **21**
- Domestic: Wealth Management | Consumer Finance ・・・ Page **25**

Cost control

- Workloads
- Facility costs
- Purchasing and system costs
- Overseas costs

・・・ Page **28**

RWA control

- Initiatives by business groups
- Initiatives by corporate center
- Upgrading risk measurement method

・・・ Page **32**

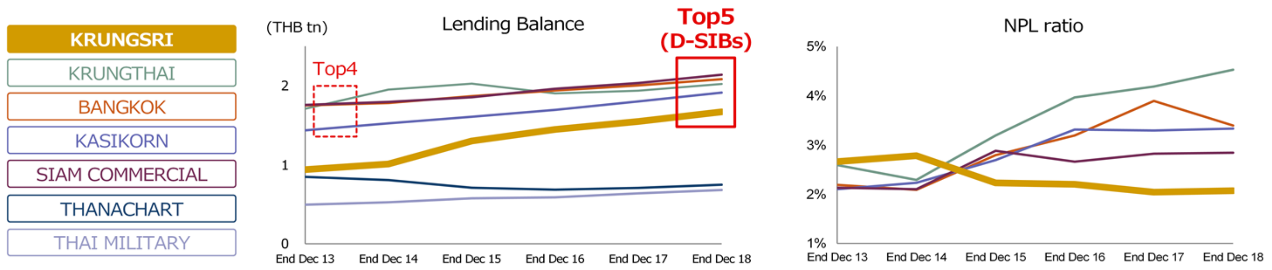
✓ On this page, initiatives to achieve the financial targets are explained. From here, top-line, cost control and risk-weighted asset control will be explained.

✓ First of all, the top line. Please refer to page 21.

Top-line (1) Asian commercial banks

– KS's business model successfully captured the growth in Asian markets

Peer comparison



Synergies with MUFG focusing on value chains

(Case of Japanese automakers)

Auto manufacturer → Dealer → Retail customers

(1) Deposit balance

CAGR*1 (vs. peer)

4 times

KS+9.7% vs top 4 banks average+2.5%

(2) Dealer finance balance

CAGR*2 (vs. 2015)

58%

Thai auto sales*3 : CAGR+4.3%

(3) New auto loan balance

CAGR*1 (vs. peer)

3 times

KS+17.3% vs top 4 banks average+6.3%

(Source) Bloomberg, Company data

*1 CAGR during 2014 to 2018 *2 CAGR during 2015 to 2018 *3 Thai Automotive Industry Association

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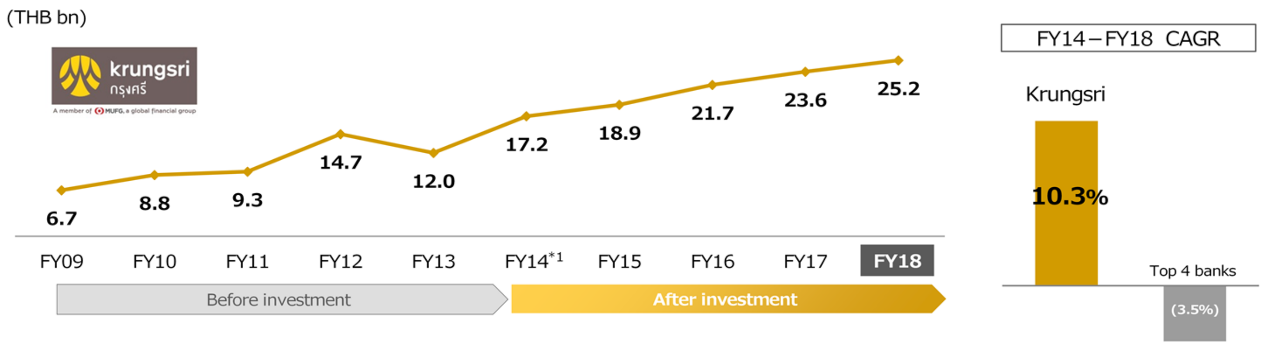
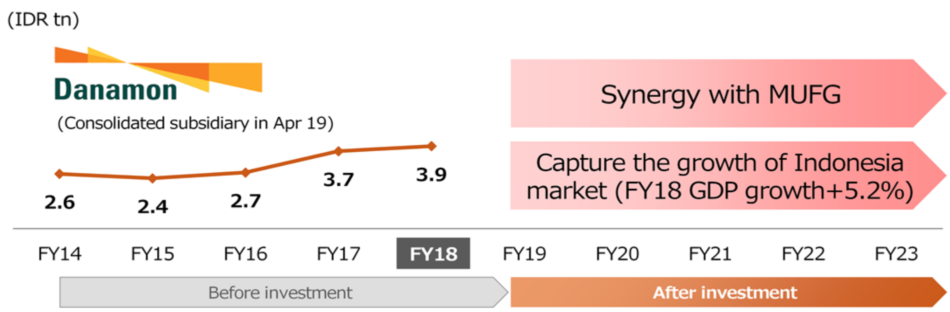
- ✓ These are the commercial banks in Asia. Krungsri of Thailand has been increasing loans successfully, and the NPL ratio is stable at low levels. It has been designated as a D-SIBs in Thailand. The driver of this growth is synergies with MUFG being harnessed, with a focus on the value chain.
- ✓ Please refer to page 22.

Top-line (1) Asian commercial banks

–Accelerate BDI's growth through rolling out KS's successful business model

Trend of net incomes



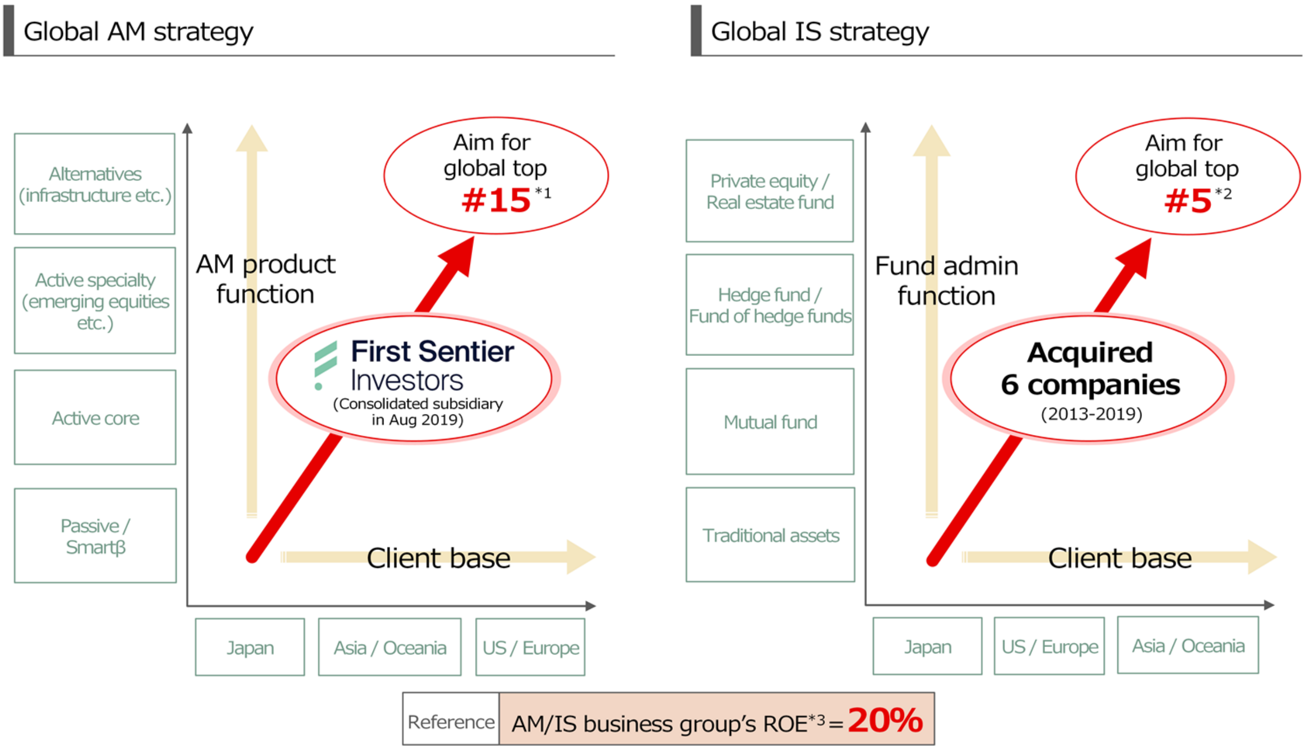


*1 FY14 net income includes net income of MUFG Bank's Bangkok branch

- ✓ The trend of net incomes for Krungsri is shown here. After our investment, the CAGR has been exceeding 10%. It is clearly showing growth different to other local banks in Thailand.
- ✓ This success model will now be deployed in Bank Danamon by capturing the growth of the Indonesian market, and by harnessing synergies with MUFG, Bank Danamon's growth will be further accelerated.
- ✓ Please refer to page 23.

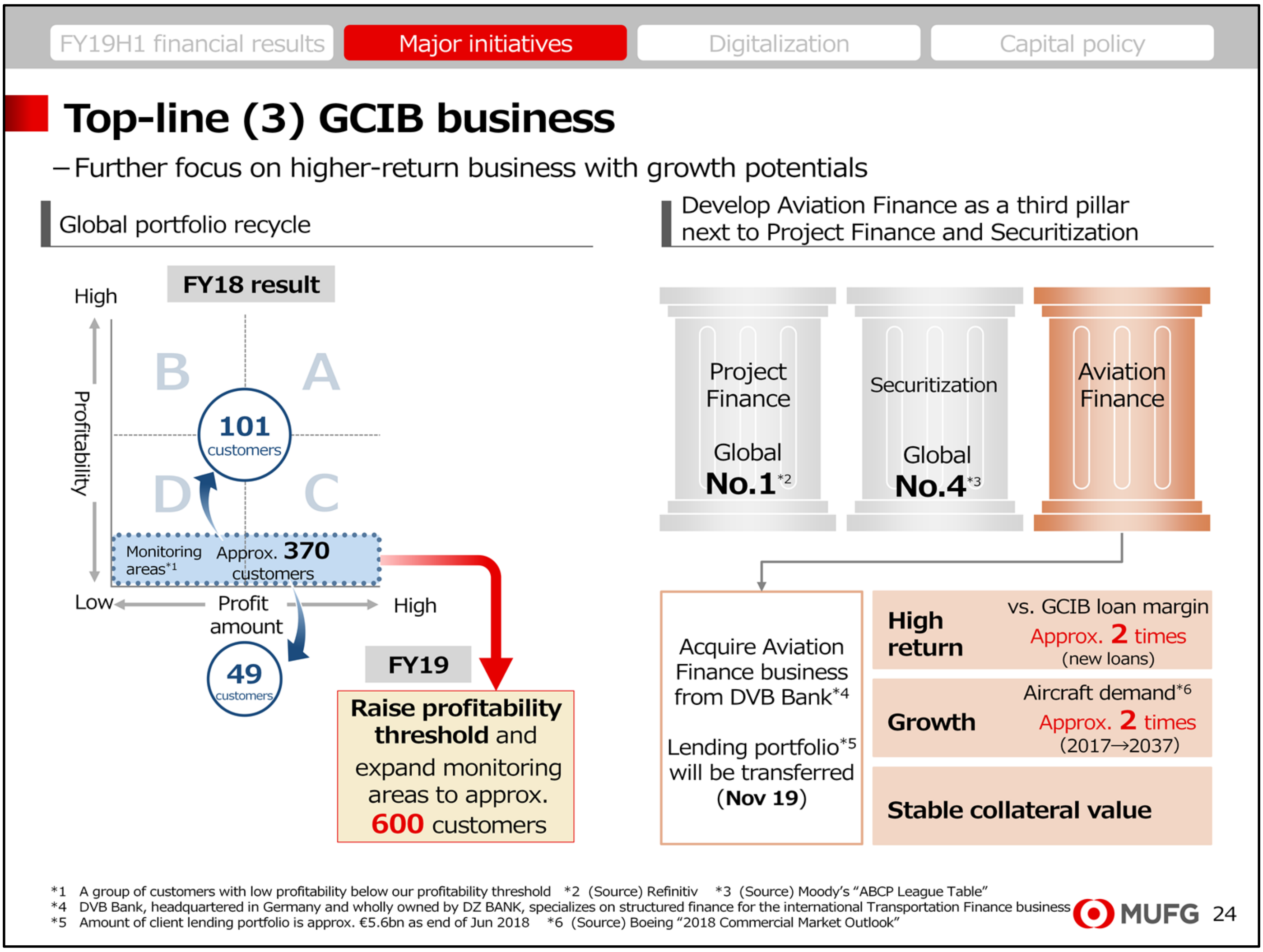
Top-line (2) Global AM/IS

– Expand asset-light fee business through strategic acquisition of AM/IS functions



*1 Ranking of AuM *2 Ranking of AuA for alternative funds *3 FY19H1's ROE

- ✓ Global Asset Management and Investment Services will be explained. As you can see here below, the ROE for Asset Management and Investment Services business group was 20%. It is an asset-light fee business. Our strategy is to expand this business so that ROE for MUFG overall can be improved.
- ✓ In the asset management industry, subject to intensifying competition, we will aim to become a player with global presence. In August of this year we completed the acquisition of an Australian-based asset management company. In September, the new globally-uniform brand of "First Sentier Investors" will be introduced. PMI is proceeding successfully. From fiscal year 2020, it will contribute to the consolidated revenues of MUFG in a full-fledged manner. In asset management, we will aim for among the global top 15 asset managers.
- ✓ For investor services, through acquisitions, we have been focusing on fund administration of alternative investment management, a growth area. And through the expansion of the customer base and expansion of services, we will aim for the global top 5 position in this area.
- ✓ Please refer to page 24.



- ✓ Global Corporate & Investment Banking business will be explained. The left-hand side should be referred to. In fiscal year 2018, we have been reviewing low-profitability relationships in the monitoring area. We are accelerating this process in fiscal year 2019. Specifically, we will raise the profitability threshold for taking up transactions. And the number of monitored customers who do not meet the criteria will be increased from 370 to 600. By so doing we will aim for improved profitability as well as ROE.

- ✓ Please refer to the right-hand side. We have acquired the Aviation Finance business from DVB Bank of Germany. The lending portfolio transfer will be completed soon. With this acquisition we will have Aviation Finance become the third pillar of our business, which will follow Project Finance, which is global No. 1, and Securitization, global No. 4.

- ✓ The average lending margin for new transactions is two times that of Global Corporate & Investment Banking. The global demand for the aviation market is strong against the downturn in the economy, and further growth is expected. With this acquisition, we will obtain a team that is strong in terms of evaluation of aircraft value for aviation finance, as well as the disposition, in addition to the lending assets, which is very significant for our aviation finance business going forward.

- ✓ Please refer to page 25.

Top-line (4) Wealth management

–Capture opportunities by leveraging customer base and diverse functions

Wealth management business model unique to MUFG

Distinctive features of the domestic market

Uneven distribution of wealth among the elderly

66% of financial assets are unevenly distributed among people aged 60 and over

High inheritance tax rate[*1]

Japan approx. **22%**, Germany approx. 12%, U.S. 0%
(*In case of ¥2bn inheritance to a spouse and two children)

MUFG's customer base and diverse functions

Largest customer base in Japan

Approx. **1.36mm** target customers

Strong relationship with corporate customers

We have main or sub-main banking relationships with **Over 60%** corporate customers[*2]

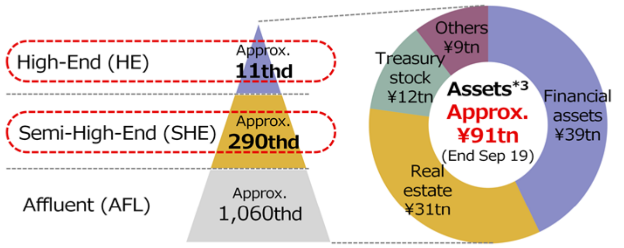
Client base centered on corporate owners

Approx. 60% of the High-End customers are corporate owners

Various solutions offered by the Bank, the Trust Bank and the Securities

Utilizing Morgan Stanley's expertise

Solutions tailored to each customer segment



HE: By leveraging relationships with corporate customers

- SWAs[*4] provide comprehensive solutions from capital policy to owners' individual asset inheritance

SHE: By promoting profiling to provide best solutions

- Expand cross transactions[*5] by leveraging diverse functions of the Bank, the Trust Bank and the Securities

Major KPIs (FY19H1 results)

No. of profiling	No. of group collaborations	AuM of HE / SHE customers[*6]
2.5thd	**16.6thd**	**¥12.0tn**
(YoY +0.2)	(YoY +8.0)	(+0.1 from End Mar 19)

*1 Source: Ministry of Finance, "Inheritance Tax Burden Rate of Major Countries" *2 Approximately 1,250 corporates: unlisted corporates (EBITDA over ¥3bn), listed companies (personal assets over ¥10bn), and Forbes 50 companies *3 Assets identified by the Bank *4 Senior Wealth Advisor, who serves High-End customers *5 Inheritance and real estate transactions and transactions with client's asset administration companies *6 Provisional figure

MUFG 25

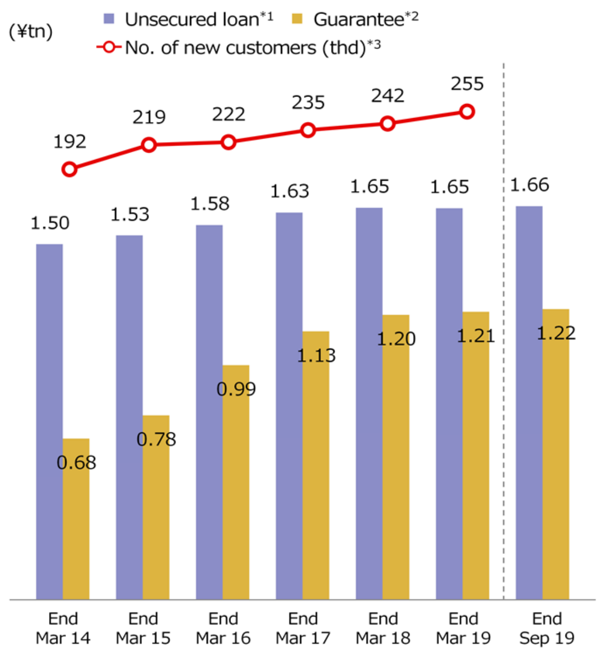
- ✓ This page is about wealth management. Japan is unique in that there is uneven distribution of wealth among the elderly, globally high inheritance tax, and corporate owners accounting for the majority of high net worth people. Therefore, in the wealth management business, it is important to meet needs not only in investment management, but also asset succession as well as business succession. We need to provide advisory services for customer's total assets inclusive of real estate and equity. Therefore, we will create business opportunities, taking into consideration the customer base as well as comprehensive financial functions. We will also harness the expertise of Morgan Stanley in terms of wealth management.

- ✓ Please refer to page 26.

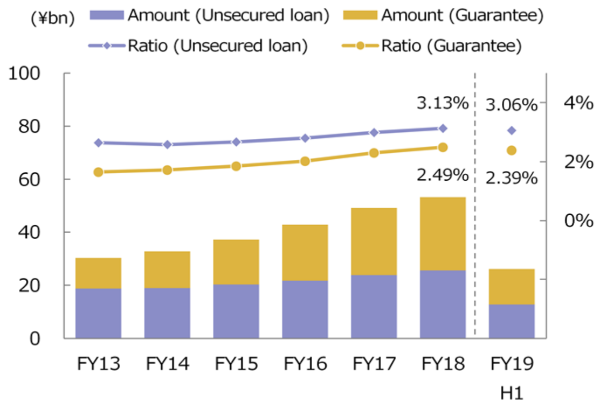
Top-line (5) Consumer finance

– Have grown steadily in step with market growth

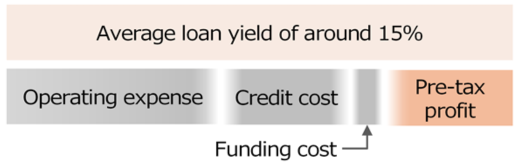
Steady growth of unsecured loan and guarantee



Bad debt expense ratio*4 has remained low



Business model (image)*5



*1 Managerial accounting basis. Sum of the Bank, NICOS and ACOM *2 Managerial accounting basis. ACOM consolidated basis
*3 Unsecured loan of ACOM *4 ACOM non-consolidated basis *5 ACOM's loan and credit card business

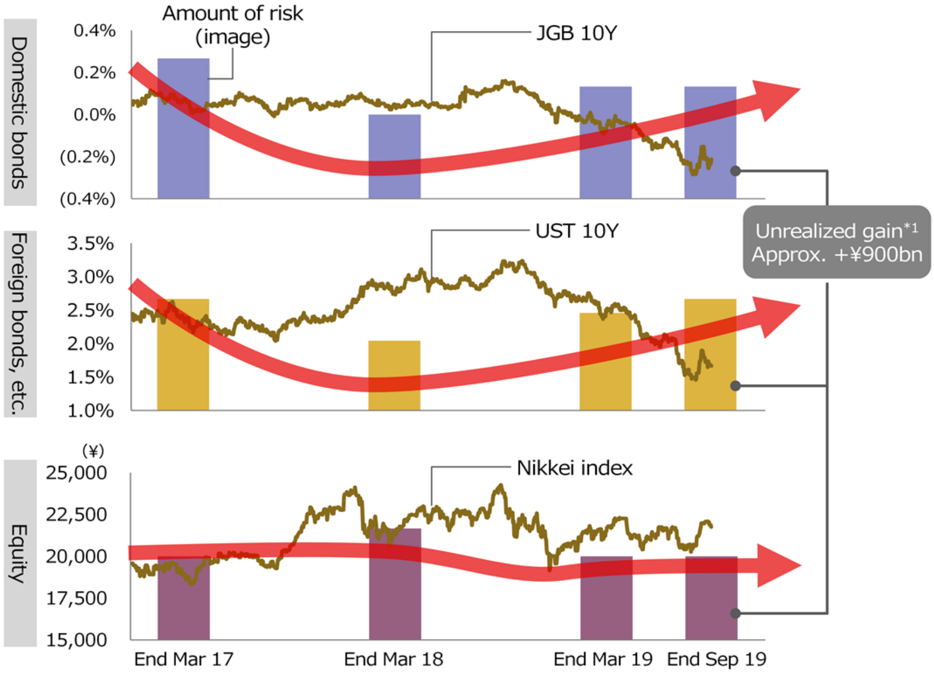
MUFG 26

- ✓ This page is about consumer finance business in Japan. In the prolonged low interest rate environment, one of the few businesses that is growing is consumer finance.
- ✓ The left-hand side is the combined unsecured loan and guarantees, inclusive of the Bank, NICOS and ACOM, which are continuing to increase.
- ✓ The right-hand side, the bad debt expense ratio is stable at a low level. Risk will be monitored and we will continue to capture market growth in this area.
- ✓ Please refer to page 27.

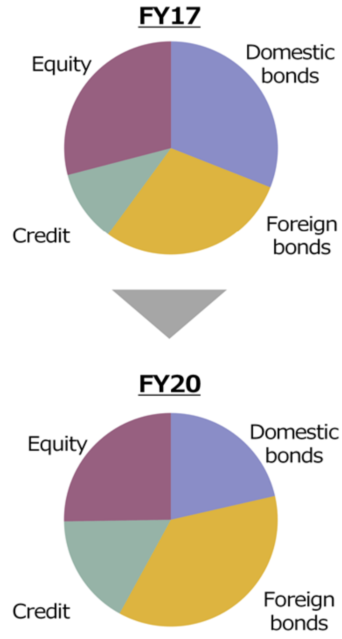
Flexible portfolio management (Treasury)

– Accumulate stable profit source through flexible asset allocation

Results of operations

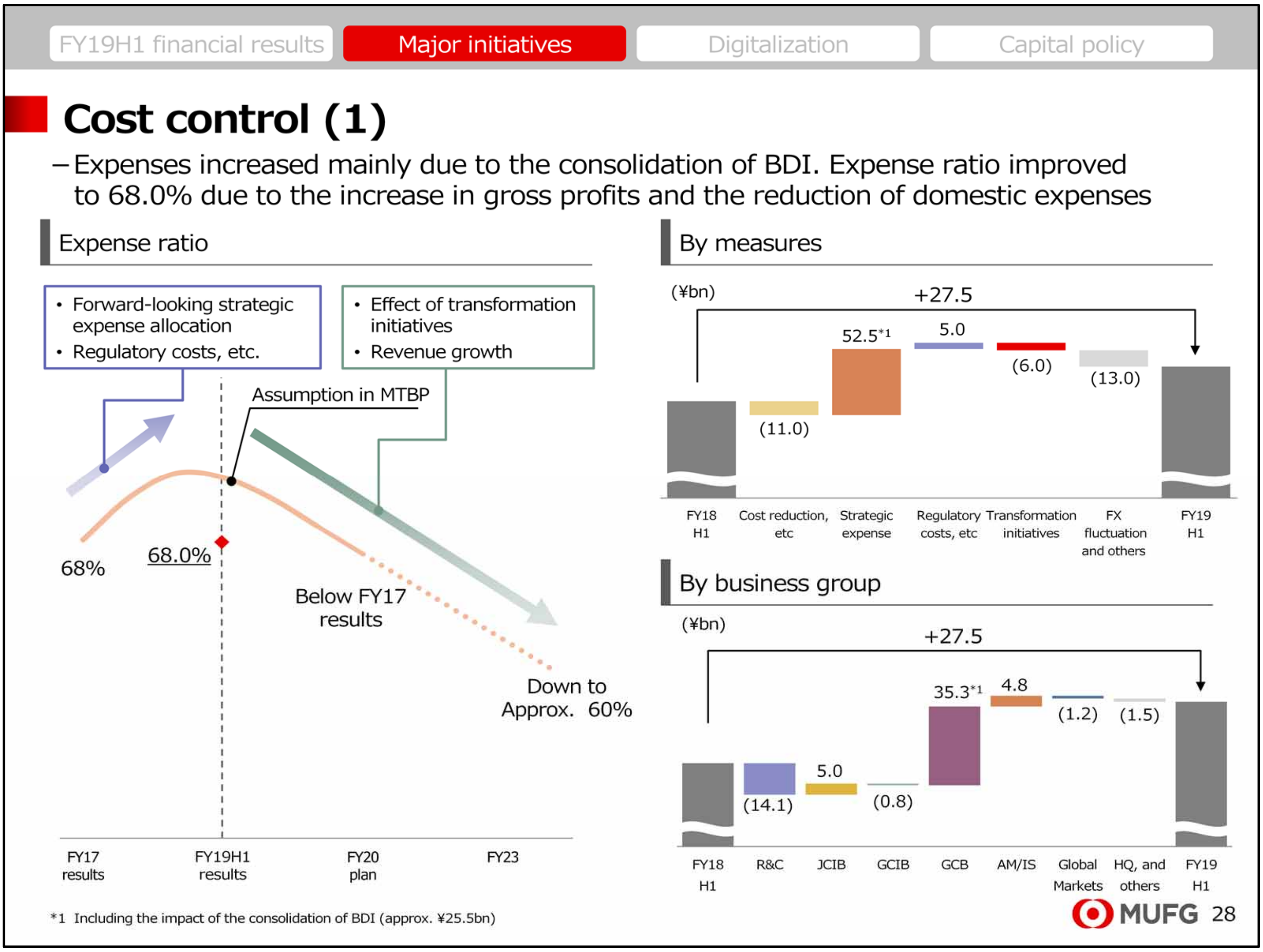


Concept of asset allocation



*1 Managerial figure. Sum of unrealized gain composed of domestic bonds, foreign bonds, equities (excluding equity holdings) and other investment products managed by Global Markets business group

- ✓ This page is about Treasury. On the back of flexible portfolio management to the changes in the environment, unrealized gains for the Global Market business group increased to JPY 900 billion as of end September 2019. We shall continue a stable portfolio management in the mid- to long-term.
- ✓ Please refer to page 28.

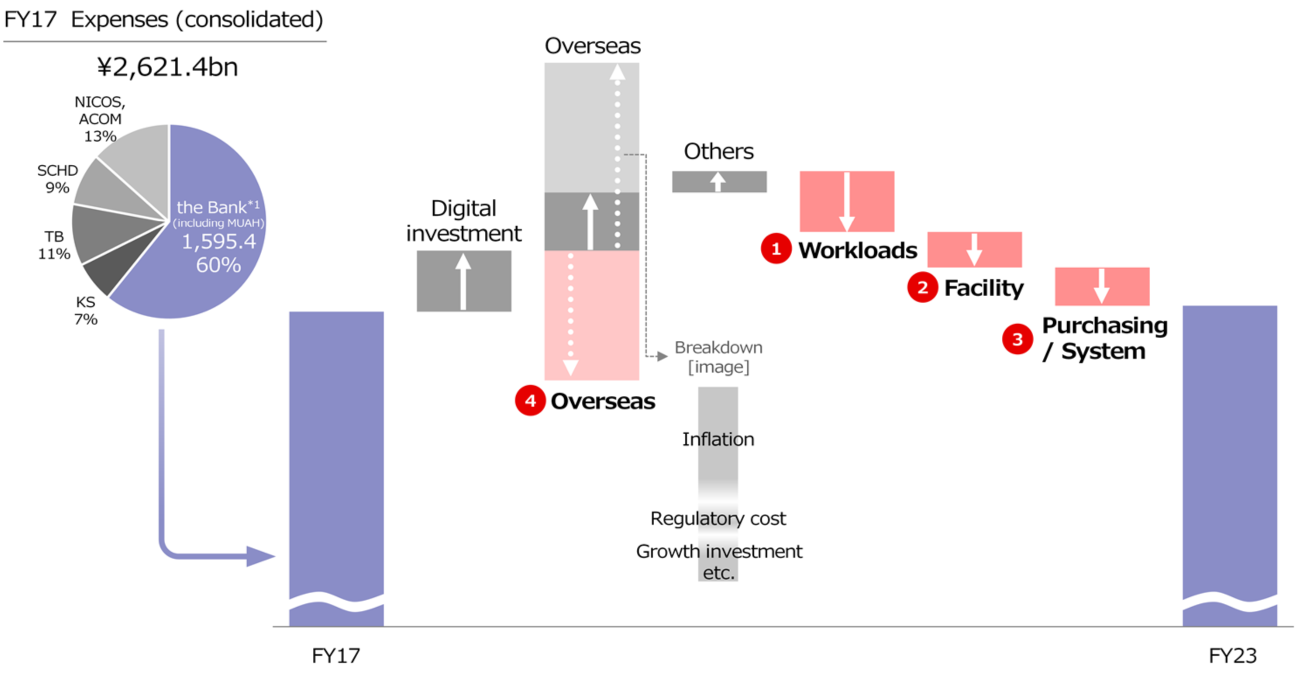


- ✓ From here onward, I will explain the cost control and risk-weighted asset control, identified as the two major challenges of MUFG by the investors.
- ✓ First, cost control. Please refer to the graph on the left-hand side. This is the expenses in the interim for fiscal year 2019. The curve shows the outlook of expense ratio announced in May of last year. As you can see, the current expense ratio is below the assumed level of the medium-term business plan due to an increase in gross profits and efforts to suppress expenses in Japan and overseas.
- ✓ Please look at the upper-right chart. I will explain by measures. Mainly on the Japanese domestic side, cost reduction has progressed due to transformation initiatives, such as reduction in HR expenses and depreciation, and workload reduction through digitalization. On the other hand, in addition to the increase of regulatory costs, we have invested over JPY 50 billion as strategic expenses in growth areas, such as Global Commercial Banking and consumer finance. Approximately half of this strategic expense is from the consolidation of Bank Danamon.
- ✓ If we look at this by business group, as you see on the bottom diagram, Global Commercial Banking, which is seeking expansion of operations, shows an increase. However, on the other hand, Retail & Commercial Banking business group that has Japan as its main market has progressed in cost reduction.
- ✓ Please refer to page 29.

Cost control (2)

– Implement various measures to curb growth in costs

Outlook for expense of MUFG bank[*1] (including MUAH)



*1 The Bank (consolidated) excluding KS and BDI, but including MUAH and other subsidiaries

- ✓ This page is showing the outlook for expenses in the long term. First of all, please look at the left-side pie chart. The consolidated expenses of MUFG in fiscal year 2017 were JPY 2.6 trillion; 60% is comprised by the Bank and MUAH. Other than the Bank and MUAH, such as Southeast Asia, Asset Management & Investment Services and domestic consumer finance, are assuming an increase in expenses in response to the gross profit growth. Therefore, in order to reduce the group-wide expenses, the most important point is how we are going to reduce the actual expenses amount of the Bank and MUAH.

- ✓ The dark gray bars of the graph are the main factors of cost increases. From the left, advanced investments in growth areas, such as digital, next is overseas, then taxes and other factors. These will be offset by measures 1 through 3 in the red colors, which are domestic workloads, facility, and purchasing/system, which means compressing the actual expense amount in the next medium-term business plan's final fiscal year, fiscal year 2023, to the level of our previous medium-term business plan (fiscal year 2017). This is my grand design and will as CEO.

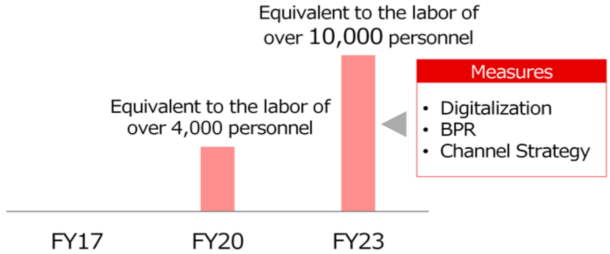
- ✓ Fiscal year 2020 plan and the following next medium-term business plan will be formulated from now onward; however, there are many measures that will take time to express its effects. Therefore, in order to realize thorough cost reduction, currently we are reviewing specific measures to enable us to establish some parts of the medium-term business plan in a front-loading manner. Especially as shown in the graph, as for the overseas operations, if we just leave it as it is, costs will largely increase due to regulatory costs as well as inflation; therefore, the strategy is to consider additional measures mainly in the Americas to minimize the net increase of expenses.

- ✓ Please look at page 30.

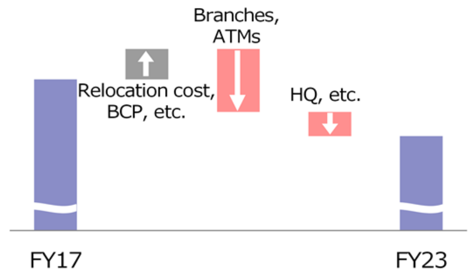
Cost control (3)

1 Workloads

- Reduction of workloads (compared to FY17)



2 Facility cost



3 Purchasing / System cost

- Purchasing / Outsourcing cost
  - Purchasing cost: Optimize quality as well as negotiate with suppliers to improve unit prices
  - Outsourcing cost: Optimize outsourcing cost while reducing dependence on external resources
- System cost
  - Control overall investment to curb depreciation costs
  - Streamline IT assets by integrating products and services
  - Reduce maintenance services and tests

4 Overseas cost

- Americas (including MUAH)
  - Strengthen control of HR expenses
  - Reduce purchasing and outsourcing cost
  - Optimize our resource location strategy through leveraging strategic locations
  - Enhance network of branches
- Europe
  - Strengthen control of HR expenses
  - Review of branch networks (Spain Branch, Vienna Branch)
- Asia (excluding KS, BDI)
  - Streamline operations and systems

MUFG 30

✓ I will explain specific contents of cost control. First of all, as for the domestic workloads, by thoroughly digitalizing our processes and sales channel as well as BPR strategies, we will reduce the workloads that are equivalent to the labor of 4,000 personnel by fiscal year 2020 and 10,000 personnel by fiscal year 2023.

✓ As for facility costs, we expect an increase due to one-time relocation expenses and initiatives to respond to the business continuity plan. However, in addition to the reduction of branches and ATMs, as well as consolidating the headquarter functions spread in the Marunouchi and Otemachi areas, we are planning to achieve a reduction that will exceed the incremental costs.

✓ As for purchasing and system costs, it will be reduced by optimizing quality as well as negotiating with suppliers to improve unit prices, and outsourcing costs will be reduced by optimizing the relevant costs. Moreover, system costs will be reduced through controlling total investment amount, consolidating products and services, as well as streamlining IT assets.

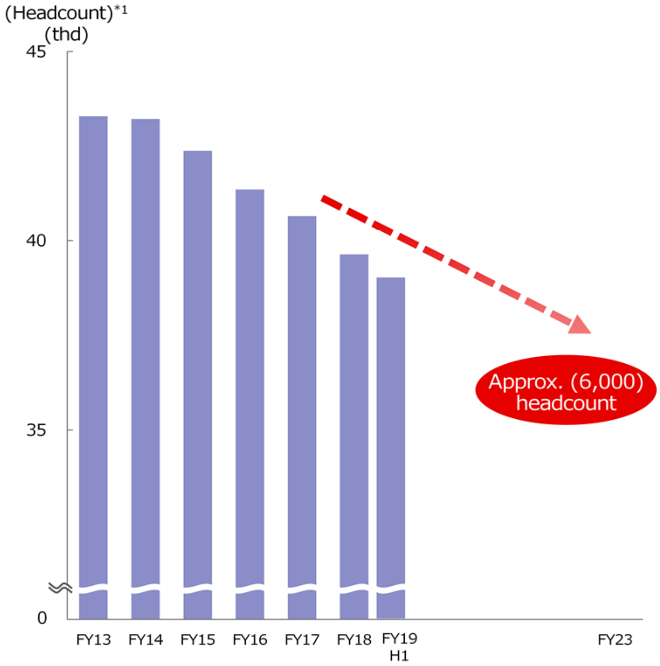
✓ Lastly, is regarding expense control for overseas, which has the most issues. In the Americas, we will proceed in controlling HR expenses, reduce purchase and outsourcing costs, relocate some resources to lower-cost locations and reexamine the branch network. As for Europe, we will review the branch network, in addition to HR expenses control. We have made the press release the other day that we will consolidate the booking accounts of Spain and Vienna branches. In Asia, we will be working on streamlining the operations and systems.

✓ Please refer to page 31.

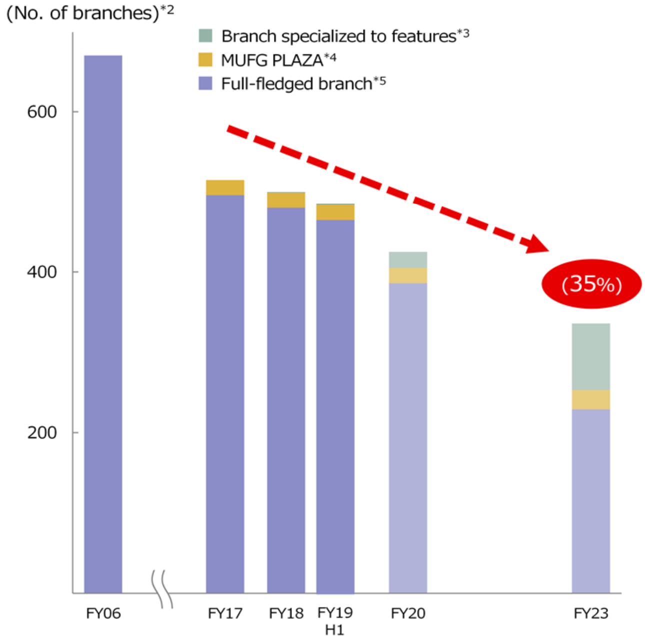
Cost control (headcount, branches)

– Expect a decrease in employee headcount totaling approx. 6,000 (attrition) and the reduction of no. of branches by 35%, compared to FY17

Forecast of employees headcount



Forecast of number of branches



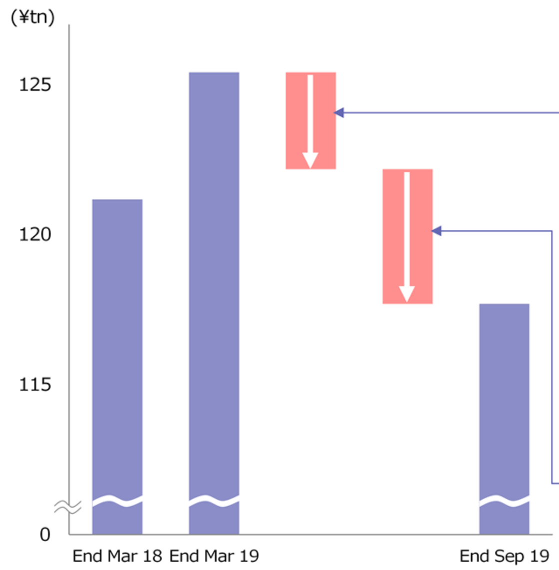
*1 The figure includes MUFG Bank's domestic bank staff, part-time and contract staff as well as temporary staff but excludes overseas staff hired locally. The figure also includes employees of other companies seconded to MUFG Bank but excludes employees temporarily transferred to other companies
*2 MUFG Bank non-consolidated basis *3 MUFG NEXT and consulting office *4 Group co-located branch
*5 A branch that handles all services including consulting service at bank counter by clerk

- ✓ This page shows the situation of the domestic headcount and branches. Headcount decreased at a faster pace than what we have originally expected due to controlling the hiring side and increasing retirement of employees hired during the mass hiring period. As for branches, we are steadily reviewing the network.
- ✓ Please refer to page 32.

RWA control

– Improve financial soundness and profitability by enhancing RWA control

RWA (Finalized Basel III reforms basis*1)



Cases

Business Group

Reduction of **equity holdings**
– Sold ¥646.0bn*2 (Page 47)

Reduction of **low profitable asset**
– Reduced ¥1.4tn*3 (Page 13)

Corporate Center

Divestment of **strategic investments**
– Reduced ¥170bn*4 / 4 cases (Page 46)

Upgrade risk measurement method

Decrease of RWA by **¥4.5tn***5

*1 Estimated RWA on the finalized Basel III reforms basis
*2 Cumulative amount since FY15. Acquisition cost basis *3 FY18 results *4 Cumulative amount since FY17
*5 Reduction amount of estimated RWA on finalized Basel III reforms basis through upgrading risk measurement method

MUFG 32

- ✓ I will explain about the other management issue, risk-weighted asset control. From the past we have been growing our loan balance mainly in overseas and increasing risk-weighted assets. However, when we think of non-Japanese yen liquidity and constrains of capital and risk-weighted assets, I thought this pace is not sustainable. In order to effectively utilize valuable capital and non-Japanese yen moving forward, our policy is to have a more thorough risk-weighted asset control.
- ✓ When we do so, what is most important is the steady efforts taken by the business groups and sales front. We have been already closely observing our risk return through RORA. However, we would like to take another step forward and build a framework that business groups can reduce the total amount in a self-sufficient way.
- ✓ As part of this initiative, we have been working on the reduction of low-profitability assets, mainly in Japanese Corporate & Investment Banking business group and Global Corporate & Investment Banking business group since last fiscal year. We are also reviewing our business portfolio as well. In addition to optimizing our strategic investments, we are reviewing measures under the lead of corporate center by looking at the future finalized Basel III reforms basis. We are also putting efforts into continuously advancing and refining risk measurement methods.
- ✓ Risk-weighted asset control and improvement of capital efficiency. I actually feel that the awareness of the two at the front level is steadily increasing. We would like to maintain this momentum and thoroughly consider the impacts towards the top line, as well as to our customers and proceed in it with a strong will.
- ✓ Please refer to page 35.

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Digitalization

MUFG 34

FY19H1 financial results | Major initiatives | **Digitalization** | Capital policy

Promote shift of sales channel (1)

– Steady progress in sales channel shift by expanding digital and non face-to-face channels

	Transaction volume (FY19H1)	Branch	ATM, STM*1 etc.*2	IB*3, App
Fund transfer	Approx. **46** mm	2% → 2%	59% → 56%	39% → **42%**
Pay tax and utility bills	Approx. **9** mm	15% → 9%	21% → **24%**	64% → **67%**
Change of address	Approx. **1** mm	58% → 53%	27% → 24%	15% → **23%**
Replacement of unusable cards	Approx. **260** thd	83% → 74%	12% → 8%	5% → **18%**

Upper: FY18H1 results
Lower: FY19H1 results

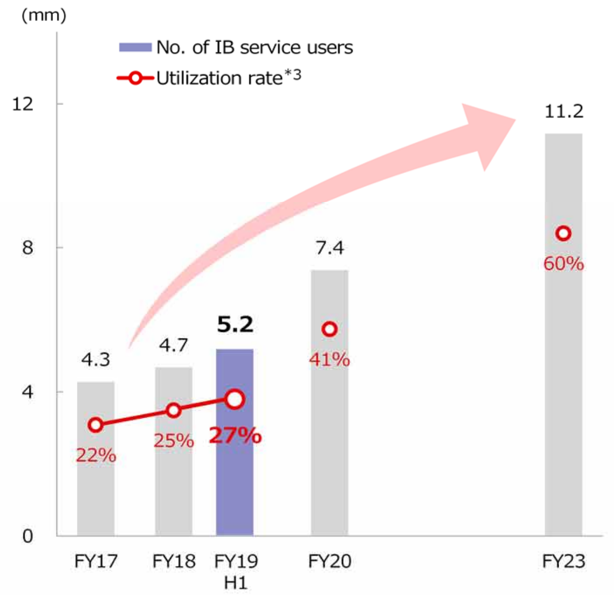
*1 Store Teller Machine (ATM equipped with functions to handle tax payment, utility bills payment and domestic transfer with a private request form)
*2 Including transactions via TV, telephone and mail *3 Mitsubishi UFJ DIRECT: Internet banking for individual customers

MUFG 35

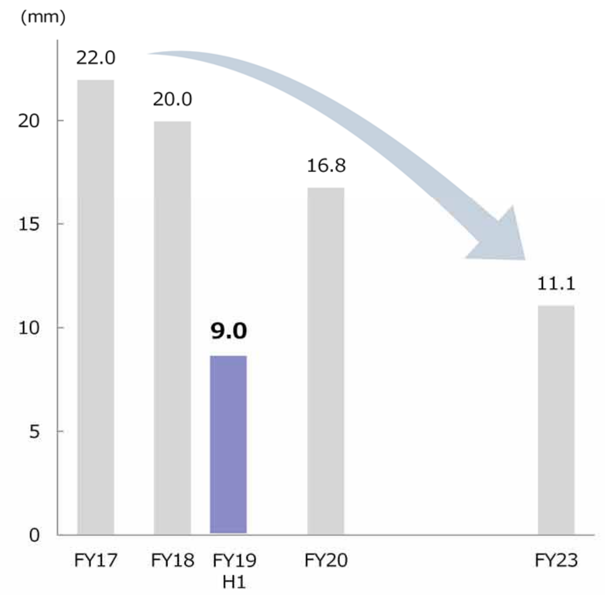
- ✓ From here, I will explain digitalization, which is an important pillar throughout the medium-term business plan.
- ✓ First, a shift of sales channel. In recent years, we have been putting efforts in enhancing the function of smartphone apps, improving the user interface and user experience, and installing new-type ATMs. And the positive effects of these efforts are starting to become visible.
- ✓ For example, in fund transfers in which we have approximately 46 million in a half year, the percentage of it being done through Mitsubishi UFJ DIRECT or apps has gone up from 39% to 42%. As for paying tax and utility bills, pay at branch largely decreased from 15% to 9%, and there was an increase through STM or the internet. For a change of address and replacement of unusable cards, also there is a large increase of it being done using apps.
- ✓ Please refer to page 36.

Promote shift of sales channel (2)

No. of IB*1 service users*2

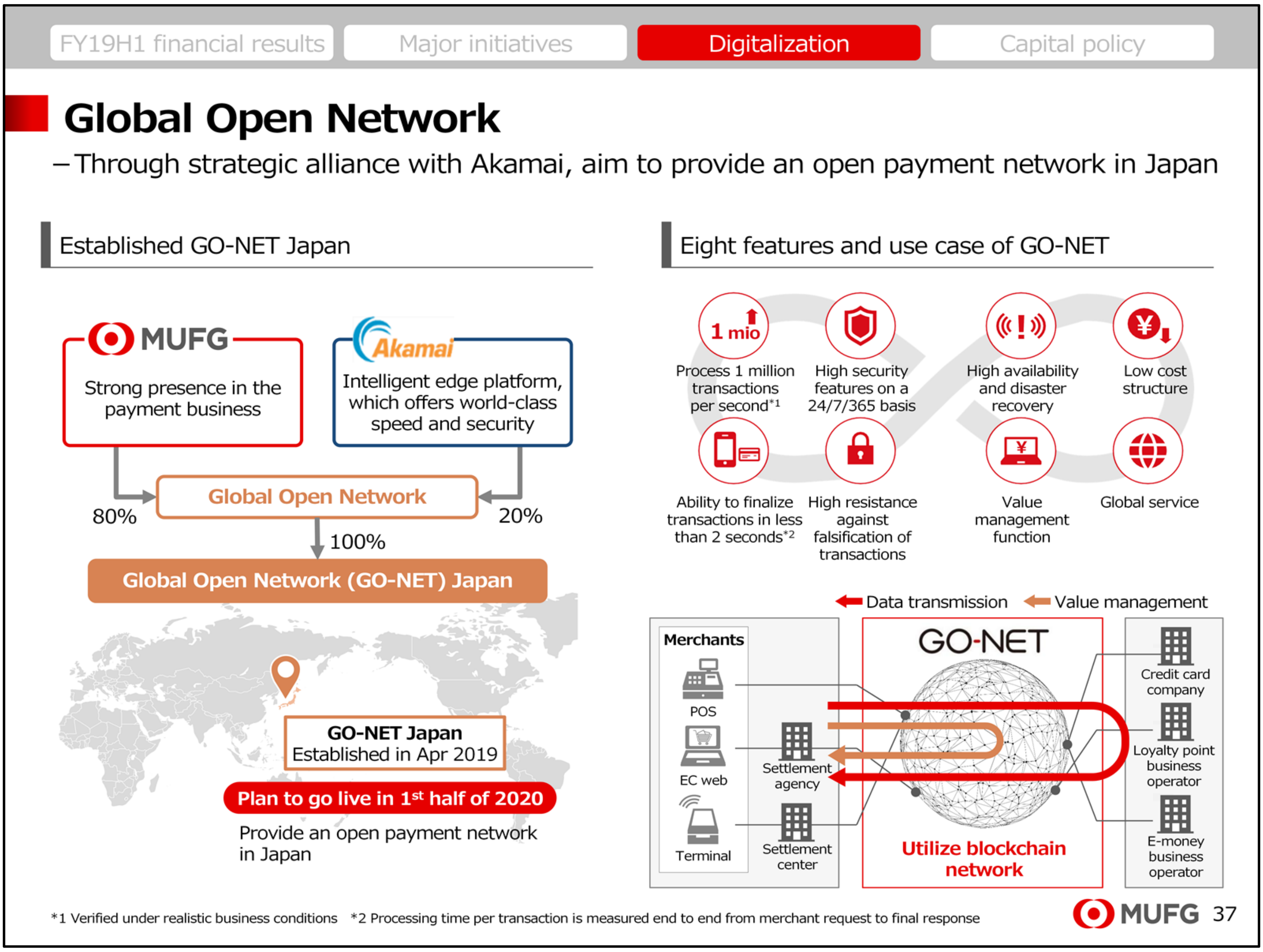


No. of transactions at bank-counter



*1 Mitsubishi UFJ DIRECT: Internet banking for individual customers
*2 Users who log-in IB at least once in 6 months out of all active accounts (excl. accounts used for direct debit only)
*3 Utilization rate = IB service users / active accounts

- ✓ As a result of what was mentioned, the usage of internet banking for individual users, Mitsubishi UFJ DIRECT, has steadily increased, and the transactions at the bank counter are steadily decreasing.
- ✓ Please refer to page 37.



✓ This page is about Global Open Network, GO-NET, which we have co-established with Akamai of the United States.

✓ This August, we welcomed Mr. Tokunaga from Akamai's Japan local subsidiary as our GO-NET Japan CEO and are steadily preparing for the operation start. We are proceeding in the development to start the service for credit card businesses operator in the first half of 2020. After that, we are planning to expand the service to payment business operator, such as prepaid cards, e-money, and loyalty points.

✓ Please refer to page 38.

Released smartphone app “MUFG Wallet”

– Realize the more secure and centralized management of various payment methods, such as those employing debit cards, via data tokenization

Smartphone app “MUFG Wallet”*1

Transaction screen

Introduced Visa contactless*2 for the first time in Japan

Available in 200 countries and regions around the world

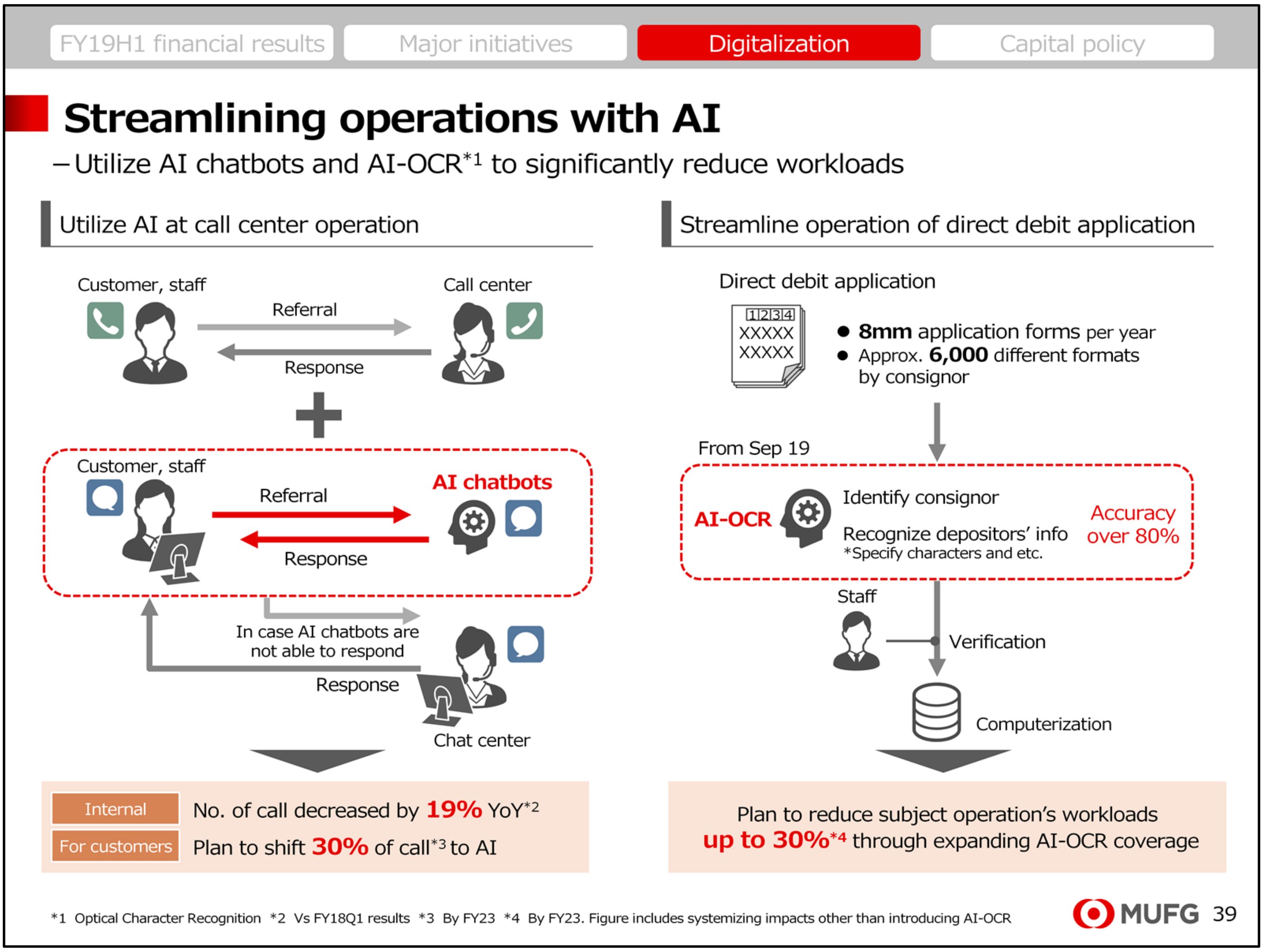
Settlement info and credit card no. are tokenized and securely stored

To be the new touch point with customers

*1 Android app *2 Contactless payment based on ISO standard Type A/B

- ✓ This page is about the smartphone app, MUFG Wallet. We, for the first time in Japan, have adopted VISA touch payment and released an app this October that can be used in 200 countries and regions around the world.

- ✓ Please refer to page 39.

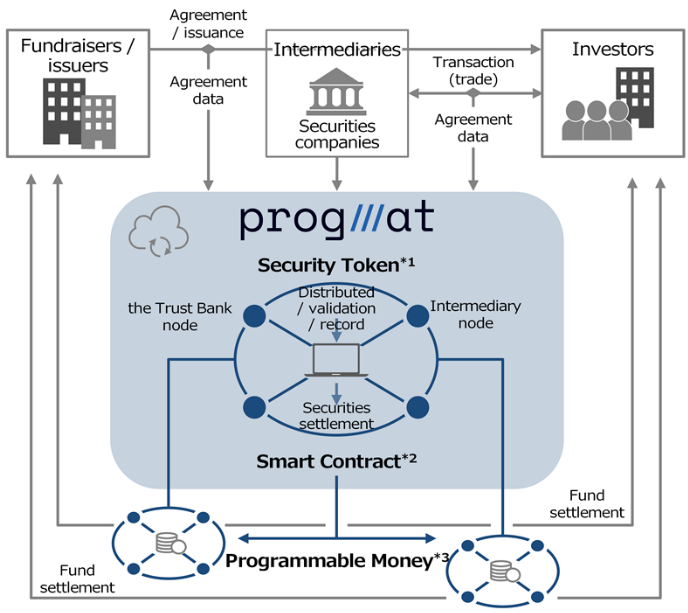


- ✓ This page shows the case of streamlining operations utilizing new technology.
- ✓ The left side shows streamlining the call center operation, utilizing AI. We have implemented AI chatbots responding to 12,000 referrals a month from customers, as well as reducing the number of calls to the internal help desk by approximately 20%.
- ✓ The right side is streamlining operations of direct debit application. Eight million application forms per year need to be processed. However, by having AI read the forms, it is contributing to the reduction of workloads.
- ✓ Please refer to page 40.

Next-generation financial transaction platform "Progmat"

– Realize the centralized and automated execution of financial transactions by utilizing blockchain technology

Progmat grand design



Vision of Progmat

Blockchain technology ✖ Trust bank function

Aim to provide platform which enables easy, speedy and secure financial transactions

Features of Progmat

- Diversify funding methods
  Enable funding backed by **various types of assets**
- Expand investment opportunity
  Enable **small-lot investment** to **new types of assets**
- Utilize blockchain
  Enable **automatic** and **real-time settlement** of securities and funds
- Centralize execution of transaction by a trust bank function
  Trusty and **custody** functions

*1 Proprietary value of a bond or securitized product that can be transferred using an electronic data processing system
*2 A block-chain program that automatically executes and confirms the terms and conditions of a contract without going through third parties
*3 Payment instruments in the blockchain designed to have stable value for easy use as payment instruments

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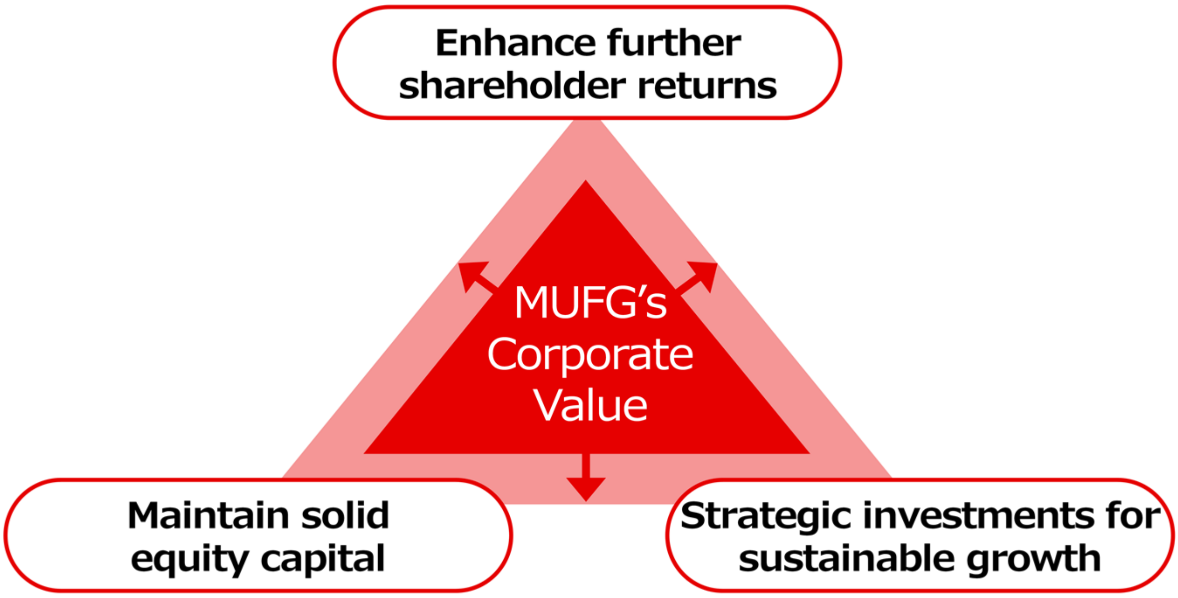
- ✓ This page is showing what we have said in the press release the other day.
- ✓ The next-generation financial transaction service which utilizes blockchain technology. By utilizing the blockchain technology, we aim to provide a platform where security settlement and fund settlement can be executed automatically in a centralized manner and preserve the investors' rights. Towards the realization of this, we have established a ST (Security Token) Research Consortium with collaborating companies.
- ✓ Please go to page 43.

Capital policy

Basic policy ("Capital Triangle")

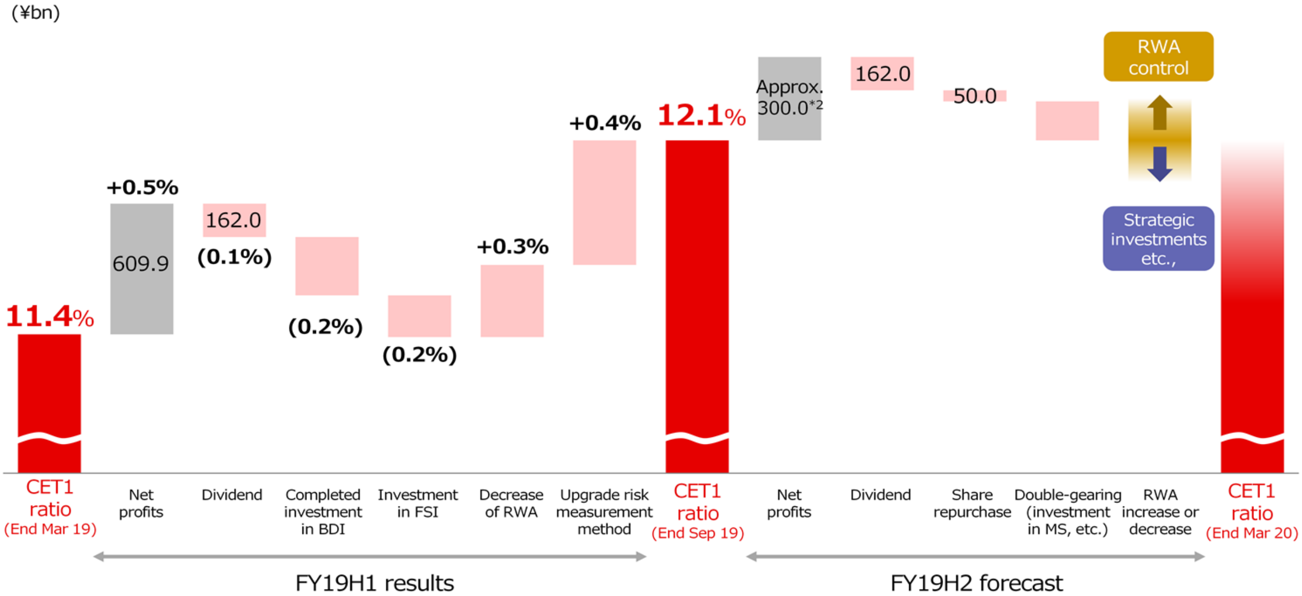
–Implement well-balanced capital management



Capital allocation

– Create excess capital through RWA control

Capital allocation results and forecast (Finalized Basel III reforms basis*1)



*1 Estimated RWA reflecting the result of calculation on the finalized Basel III reforms basis
*2 Difference between FY19 financial targets and FY19H1 financial results

- ✓ From here, I will explain the capital policy.
- ✓ First of all, I will explain the first half capital allocation results and the second half outlook. Here, we are showing the CET1 ratio changes on a finalized Basel III reforms basis.
- ✓ In the first half, we have utilized our capital for two major acquisition deals, namely, Bank Danamon and First Sentier Investors. However, as I have explained on the risk-weighted asset control page, we were able to largely reduce risk-weighted assets by strengthening risk asset management and advancing risk measurement methods. As a result, the CET1 ratio on a finalized Basel III reforms basis has improved by 0.7%.
- ✓ In the second half, the CET1 ratio will decrease due to the impact of the release of special treatment of Morgan Stanley's investment. In addition to this, the growth investments shown in blue, which are acquisition of aviation finance business and expansion of overseas business, mainly in Global Commercial Banking business group, is expected to increase risk-weighted assets. We would like to offset this increase by strengthening the risk-weighted asset control, which I mentioned previously.
- ✓ Please go to page 45.

Basic policies for shareholder returns

– Improve shareholder returns, focusing on dividends

Dividends

MUFG aims for a **stable and sustainable increase** in dividends per share through profit growth, **with a dividend payout ratio target of 40%**

➡ Target a dividend payout ratio of 40% by the end of FY23

Share Repurchase

MUFG plans to **flexibly repurchase** its own shares, as part of its shareholder return strategies, in order to improve capital efficiency

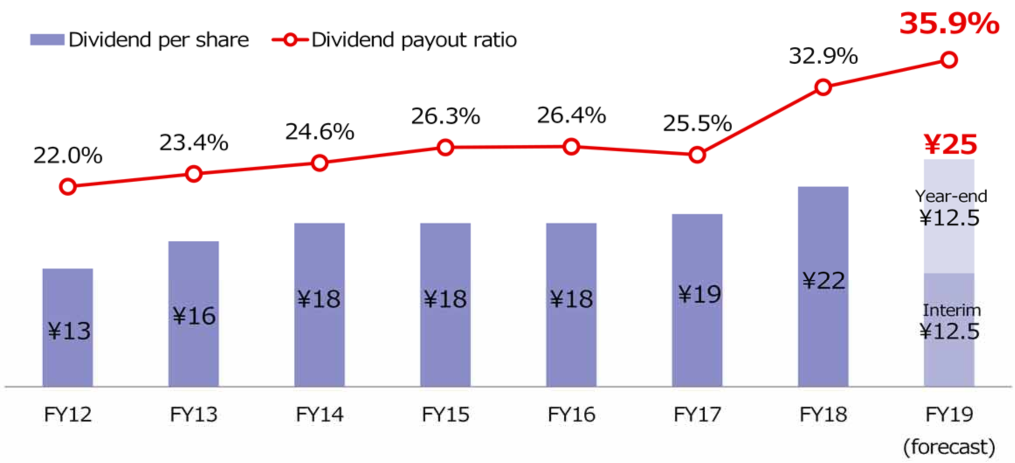
➡ Consider (1) Performance progress / forecast and capital situation, (2) Strategic investment opportunities (3) Market environment including share price

➡ Confirm if MUFG's capital level remains stable as required to secure "A" or higher credit rating

Share Cancellation

In principle, MUFG plans to hold a maximum of **approximately 5% of the total number of issued shares**, and cancel shares that exceed this amount

Results of shareholder return



(¥bn)

	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19 (forecast)
Dividend	184.1	226.6	253.7	249.3	243.6	251.8	286.9	324.0
Share repurchase	-	-	100.0	200.0	200.0	200.0	150.0	50.0
Total payout	184.1	226.6	353.7	449.3	443.6	451.8	436.9	374.0
Net profits	852.6	984.8	1,033.7	951.4	926.4	989.6	872.6	900.0
Total payout ratio	22.0%	23.4%	34.2%	47.2%	47.9%	45.7%	50.1%	41.5%

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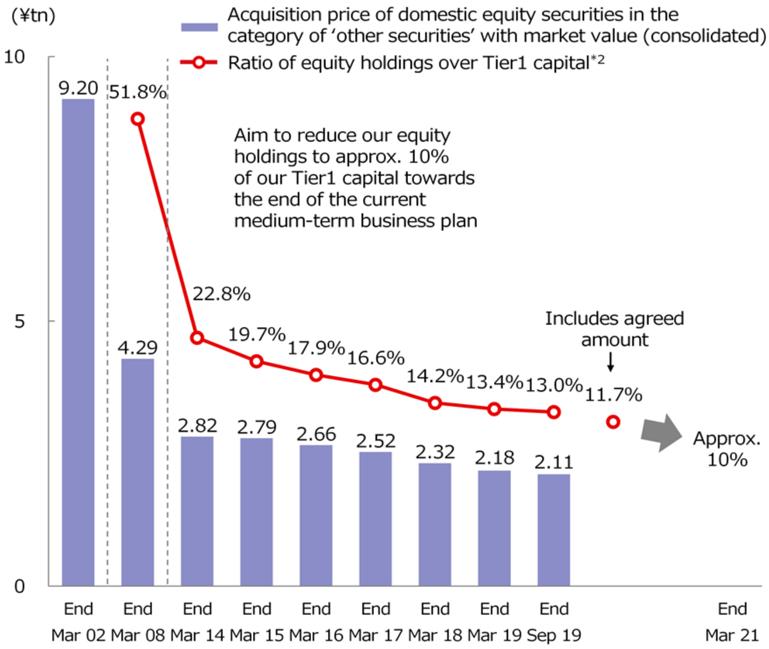
- ✓ This is regarding dividend and share repurchase.
- ✓ No change in our policy of putting efforts in enhancing shareholder returns having dividend as a base. At the latest, by the end of fiscal year 2023, we aim to increase our dividend payout ratio up to 40%.
- ✓ Dividend per share at the interim period will be JPY 12.5, as originally forecasted, and the annual dividend of JPY 25 will be maintained.
- ✓ We have also decided to conduct JPY 50 billion of share repurchase. All of the repurchased shares will be cancelled. We will continue to surely maintain our capital soundness.
- ✓ Please refer to page 46.

- ✓ This page shows the history of strategic investment in overseas.
- ✓ First, the top blue layer. Since 2012, we have been investing in commercial banks in Vietnam, Thailand, Philippines, and Indonesia in order to capture growth in Asian markets. Moreover, as shown in the blue bottom layer, in order to expand the fee business that does not require assets, we have also been investing in overseas asset management and investor service-related companies.
- ✓ On the other hand, we are regularly reviewing our strategic investments from a strategic, investment profitability, and capital efficiency perspective. As shown in the orange layer, we have had four divestments. Moving forward, we will continue to proceed in the optimization of strategic investments.
- ✓ Please refer to page 47.

Reduction of equity holdings*1

Historical performance



Approx. selling amount

(¥bn)	Selling amount	Acquisition cost basis	Net gains (losses)
FY15	211	117	94
FY16	267	149	118
FY17	318	201	117
FY18	242	127	115
FY19 H1	**93**	**52**	**41**
Total	1,131	646	485
Agreed amount	-	213	-

*1 Sum of the Bank and the Trust Bank.
*2 Under Basel II basis until end Mar 12 (consolidated)

- ✓ This page shows our equity holdings. As you can see, on the right-hand side, the interim for fiscal year 2019 reduced the equity holdings by JPY 52 billion on an acquisition cost basis. From this, we have recorded JPY 41 billion of gains on sale. As a result of this, the accumulated selling book value from the start of our selling plan is now approximately JPY 646 billion. Moreover, agreed amount has increased to JPY 213 billion, and we expect to fully realize the sales of five years' accumulated book value of JPY 800 billion by our targeted end of fiscal year 2020.

- ✓ Please refer to page 48.

Appendix

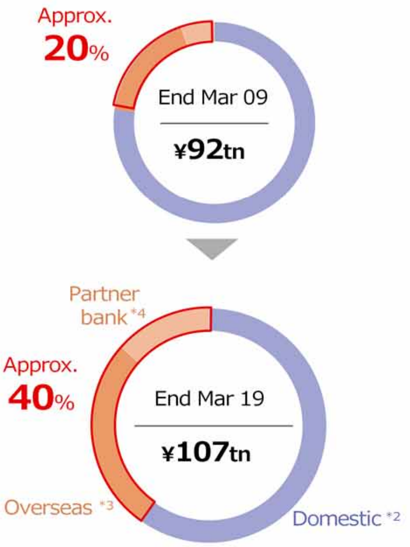
MUFG 48

- ✓ The business environment remains severe; however, we would like to promptly respond to issues and surely realize a leap from reversal.
- ✓ We will continue to aim of winning the confidence and trust of customers all around the globe. We will remain a forerunner in terms of innovation thereby enhance our corporate value. Therefore, we seek further understanding and support from our investors and rating agencies.
- ✓ That is all from my side. Thank you very much.

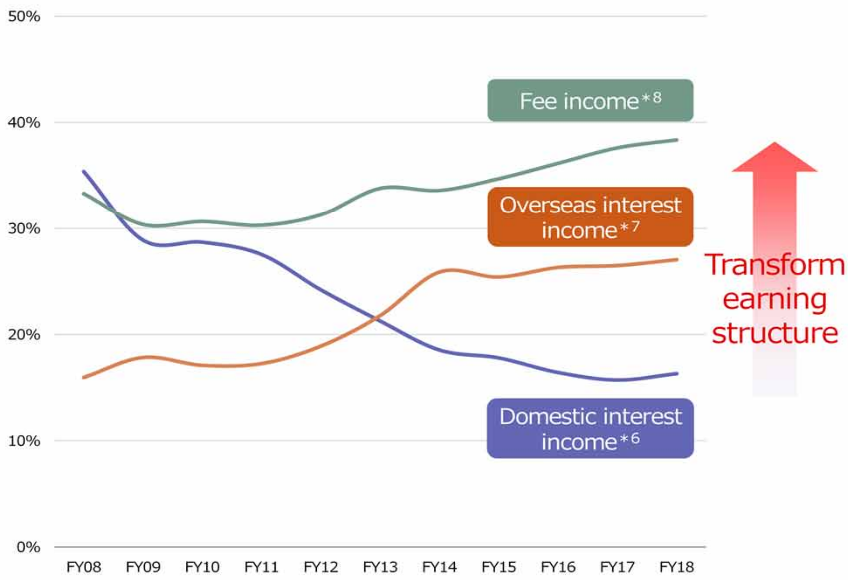
Transition of earning structure

– Shift portfolio to growth areas in response to a low interest environment in Japan

Transition of loan portfolio*1



Gross profits trend (proportion)*5



*1 Excludes others and consolidation adjustments *2 Non-consolidated. Sum of banking and trust accounts. Includes non-JPY loans
*3 Loans booked in overseas branches, the Bank (China), the Bank (Malaysia), the Bank (Europe) *4 MUAH+KS
*5 Proportion of each income in MUFG's consolidated gross profits *6 Non-consolidated. Domestic operations. Excludes dividend from subsidiaries, etc.
*7 International operations (non-consolidated), MUAH, KS, the Bank (China), the Bank (Malaysia), the Bank (Europe).
Excludes dividend from subsidiaries, etc. *8 Consolidated

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Income statement summary

Income statement

Consolidated

	(¥bn)	FY18H1	FY19H1	YoY
1	**Gross profits (before credit costs for trust accounts)**	1,882.5	1 **1,973.3**	90.7
2	Net interest income	970.2	**934.1**	(36.1)
3	Trust fees + Net fees and commissions	696.7	**684.6**	(12.1)
4	Net trading profits + Net other operating profits	215.5	**354.5**	139.0
5	Net gains (losses) on debt securities	(1.6)	**179.5**	181.1
6	**G&A expenses**	1,314.4	2 **1,342.0**	27.5
7	**Net operating profits**	568.1	**631.3**	63.1
8	**Total credit costs*1**	117.9	3 **(18.0)**	(136.0)
9	**Net gains (losses) on equity securities**	85.1	**17.7**	(67.4)
10	Net gains (losses) on sales of equity securities	86.6	**48.6**	(37.9)
11	Losses on write-down of equity securities	(1.4)	**(30.9)**	(29.4)
12	**Profits (losses) from investments in affiliates**	163.7	**149.6**	(14.1)
13	**Other non-recurring gains (losses)**	(49.1)	**14.7**	63.8
14	**Ordinary profits**	885.9	**795.2**	(90.6)
15	**Net extraordinary gains (losses)**	(17.1)	**(9.1)**	7.9
16	**Total of income taxes-current and income taxes-deferred**	(165.3)	**(126.7)**	38.5
17	**Profits attributable to owners of parent**	650.7	4 **609.9**	(40.8)
18	EPS (¥)	49.65	**47.20**	(2.46)

1 Gross profits

- Gross profits increased ¥90.7bn mainly due to an increase in net gains on debt securities, partially offset by a decrease in net interest income, reflecting a decline in interest rates

2 G&A expenses / Expense ratio

- G&A expenses increased due to increases in expenses for overseas operations because of the expansion of overseas business and higher expenses for global financial regulatory compliance purposes
- Expense ratio decreased to 68.0% due to an increase in gross profits

3 Total credit costs

- Total credit costs increased ¥136.0bn due to the lack of reversal of allowance recorded in the previous year

4 Profits attributable to owners of parent

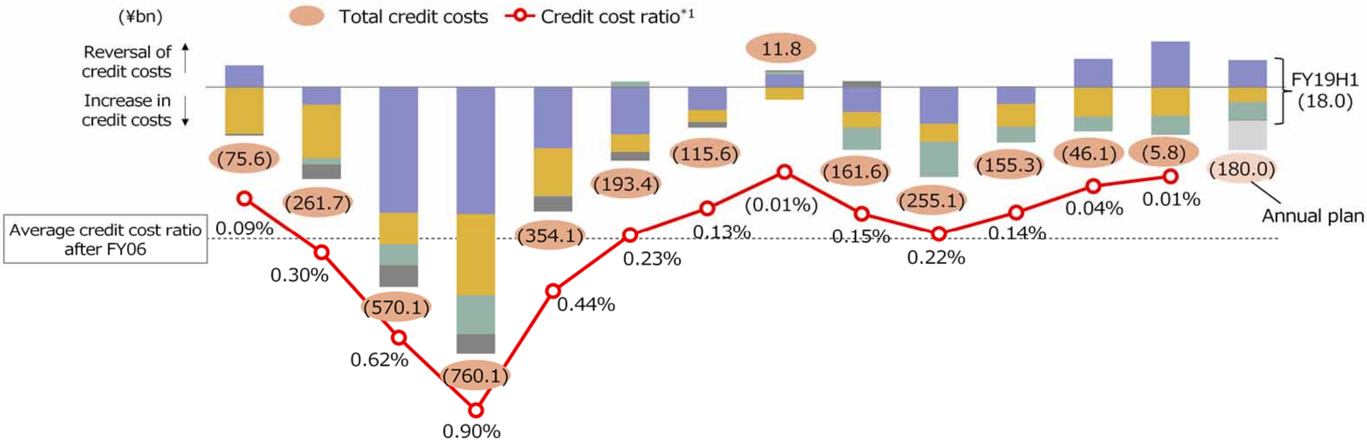
- Profits attributable to owners of parent decreased ¥40.8bn mainly due to a decrease in net gains on equity securities as well as a decrease in equity in earnings of equity method investees

*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

Historical credit costs

Total credit costs / Credit cost ratio

Consolidated



[Breakdown]	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19 H1
Non-consolidated	61.5	(50.1)	(357.8)	(361.6)	(174.2)	(134.5)	(65.3)	35.1	(71.1)	(103.7)	(47.9)	79.5	129.8	77.2
CF[*2]	(133.0)	(152.1)	(91.0)	(232.2)	(135.0)	(50.1)	(33.7)	(35.7)	(44.1)	(51.6)	(64.5)	(83.6)	(81.7)	(42.2)
Overseas[*3]	0.7	(17.8)	(59.7)	(110.6)	(2.7)	16.1	(0.8)	9.2	(63.2)	(100.8)	(45.0)	(42.7)	(52.3)	(51.3)
Others[*4]	(4.9)	(41.5)	(61.5)	(55.7)	(42.1)	(24.9)	(15.6)	3.2	16.9	1.0	2.1	0.8	(1.5)	(1.6)

*1 Total credit costs / loan balance as of the end of each fiscal year *2 Sum of NICOS and ACOM on a consolidated basis
*3 Sum of overseas subsidiaries of the Bank and the Trust Bank *4 Sum of other subsidiaries and consolidation adjustment

Plan by business group*1

Business group		Net operating profits (¥bn)			Expense ratio		ROE*2	
		FY17 results	FY20 targets	Change	FY17 results	FY20 targets	FY17 results	FY20 targets
Retail & Commercial Banking	R&C	350	350	+0 (+0%)	78%	79%	9% (9%)	9% (9%)
Japanese Corporate & Investment Banking	JCIB	220	260	+40 (+20%)	58%	54%	10% (10%)	10% (11%)
Global Corporate & Investment Banking	GCIB	120	200	+80 (+65%)	67%	58%	7% (7%)	8% (8%)
Global Commercial Banking	GCB	190	320	+130 (+65%)	70%	66%	6% (8%)	8% (10%)
Asset Management & Investor Services	AM/IS	70	80	+10 (+15%)	63%	63%	21% (23%)	19% (20%)
Global Markets	Global Markets	390	490	+100 (+25%)	36%	35%	7% (7%)	9% (9%)

*1 Re-shown from page 25, Fiscal 2017 Results Presentation
*2 Managerial accounting basis. Calculated based on risk assets (R&C, JCIB, GCIB and GCB) or economic capital (AM/IS and Global Markets)
Calculated excluding mid- to long-term foreign currency funding costs
Figures in parentheses exclude the impacts of investment related accounting factors (amortization of goodwill, etc.)
Note: FY17 results are provisional numbers

Retail & Commercial Banking

R&C

FY19H1 results[*1]

(¥bn)	FY18H1	FY19H1	YoY
Gross profits	774.9	**756.5**	(18.4)
Loan interest income	101.8	**96.6**	(5.2)
Deposit interest income	78.1	**77.2**	(0.9)
Domestic and foreign settlement / forex	71.5	**71.2**	(0.3)
Derivatives, solutions	19.5	**24.1**	4.6
Real estate, corporate agency and inheritance	23.3	**25.9**	2.6
Investment product sales	117.4	**88.9**	(28.5)
Card settlement	151.8	**157.5**	5.7
Consumer finance	143.8	**147.5**	3.7
Overseas	21.2	**24.2**	3.0
Expenses	626.4	**613.6**	(12.7)
Expense ratio	81%	**81%**	0ppt
Net operating profits	148.5	**142.9**	(5.7)
ROE	9%	**14%[*2]**	5ppt

Loans / Deposits

(¥tn)	FY18H1	FY19H1	YoY
Ave. loan balance[*3]	32.0	**31.9**	(0.1)
Lending spread[*4]	0.76%	**0.72%**	(0.04ppt)
Ave. deposit balance	115.7	**117.9**	2.2

KPI

	FY18H1	FY19H1	YoY
Investment assets (¥tn)	42.2	**41.1**	(1.1)
No. of entrusted testamentary trust[*5]	2,239	**1,933**	(305)
Gross profits of cross transactions (¥bn)[*6]	14.2	**13.5**	(0.7)
No. of effective information sharing of real estate	3,027	**3,050**	23
Volume of card shopping (¥tn)[*7]	2.9	**3.0**	0.1
Balance of consumer loans (¥tn)[*6]	1.5	**1.5**	0.0

*1 Managerial accounting basis. Local currency basis. Gross profits, expenses and net operating profits include profits from overseas transactions with Japanese corporate customers and profits from business owner transactions which belong to JCIB. ROE is calculated based on net profits and exclude non-JPY mid- to long-term funding costs
*2 ROE excluding the impact of one-time tax effects is 7% *3 Excluding consumer loans *4 Excluding non-JPY mid- to long-term funding costs
*5 Including estate division *6 Revenue from inheritance and real estate transactions and transactions with client's asset administration companies
*7 For NICOS cardmembers *8 Total balance of personal card loans of the Bank, the Trust Bank and ACOM (excl. guarantee)

Japanese Corporate & Investment Banking

JCIB

FY19H1 results*1

(¥bn)	FY18H1	FY19H1	YoY
Gross profits	266.6	**278.0**	11.4
Loan interest income	48.0	**51.7**	3.7
Deposit interest income	60.7	**66.3**	5.6
Domestic and foreign settlement / forex*2	40.3	**37.7**	(2.6)
Derivatives, solutions*2	35.6	**30.6**	(5.0)
Real estate, corporate agency	19.6	**20.5**	0.8
M&A,DCM,ECM*3	21.4	**25.0**	3.6
Non-interest income from overseas business	34.4	**38.1**	3.7
Expenses	153.8	**162.7**	8.9
Expense ratio	58%	**59%**	1ppt
Net operating profits	112.9	**115.3**	2.4
ROE	12%	**14%**	3ppt

Loans / Deposits

(¥tn)	FY18H1	FY19H1	YoY
Ave. loan balance	39.6	**38.8**	(0.7)
Lending spread*4	0.49%	**0.49%**	(0.00ppt)
Ave. non-JPY loan balance*5	18.6	**17.0**	(1.6)
Non-JPY lending spread*4*5	0.63%	**0.64%**	0.01ppt
Ave. deposit balance	31.2	**32.8**	1.7
Ave. non-JPY deposit balance*5	13.5	**14.9**	1.4

KPI

	FY18H1	FY19H1	YoY
Transaction volume *6 ($bn)	546.7	**551.7**	5.0
No. of domestic settlement (mm)	88	**88**	1
M&A advisory League Table*7	#1	**#2**	-
DCM league table*7	#3	**#1**	-
ECM league table*7	#2	**#1**	-

*1 Managerial accounting basis. Local currency basis. Gross profits, expenses, and net operating profits include profits from business owner transactions which belong to R&C and profits from Japanese corporate customers served by MUAH and KS which belong to GCB. ROE is calculated based on net profits and excludes non-JPY mid- to long-term funding costs *2 Figures are domestic business only *3 Including real estate securitization etc. *4 Excluding non-JPY mid- to long-term funding costs *5 Sum of domestic and overseas loans and deposits *6 Domestic foreign exchange transaction amount related to trade, inward and outward investment, dividend, and services, etc. *7 Based on data of Refinitiv, etc., M&A advisory only counts Japanese corporates related deals. DCM includes both domestic and foreign bonds

Global Corporate & Investment Banking

GCIB

FY19H1 results*1

(¥bn)	FY18H1	FY19H1	YoY
Gross profits	204.5	**217.9**	13.4
Loan interest income	82.0	**91.0**	9.0
Deposit interest income	23.5	**22.0**	(1.5)
Commission, forex, derivatives	95.1	**99.2**	4.1
DCM, ECM	12.9	**6.4**	(6.5)
Profits from large global corporates located in Japan, etc.	9.6	**9.8**	0.1
Joint venture profits with Global Markets*2	7.5	**12.0**	4.5
Expenses	130.3	**136.8**	6.6
Expense ratio	64%	**63%**	(1ppt)
Net operating profits	74.2	**81.0**	6.8
ROE	11%	**8%**	(3ppt)

Loans / Deposits

(¥tn)	FY18H1	FY19H1	YoY
Ave. loan balance	23.8	**24.2**	0.4
Lending spread*3	1.06%	**1.07%**	0.01ppt
Ave. deposit balance	9.9	**12.1**	2.2

KPI

	FY18H1	FY19H1	YoY
Distribution amount*4 (¥tn)	10.6	**10.3**	(0.3)
Distribution ratio*5*6	55%	**52%**	(3ppt)
GSB*7 profits (¥bn)	43.6	**42.8**	(0.8)
ABS league table (US)	#9	**#9**	-
Wallet share of syndicated loan and DCM (Non-IG*8)	1.07%	**1.17%**	0.1ppt

*1 Managerial accounting basis. Local currency basis. Gross profits, expenses and net operating profits include profits from large global corporates of KS which belong to GCB and JCIB's large global corporates located in Japan, and Joint venture profits with Global Markets. ROE is calculated based on net profits and excludes non-JPY mid- to long-term funding costs
*2 Including O&D profits through collaboration with Global Markets *3 Excluding non-JPY mid- to long-term funding costs
*4 Distribution amount = Arrangement amount – Final hold amount (Syndicated loan, Project Finance, Securitization, Aviation Finance, etc.) + Securities' arrangement amount of DCM, ABS, etc.
*5 Distribution ratio = Distribution amount / Total amount of loans to global corporate customers *6 Provisional numbers
*7 Global Subsidiary Banking. Transactions with subsidiaries of global corporate multinational customers *8 Non-investment grade

Global Commercial Banking GCB

FY19H1 results*1

(¥bn)	FY18H1	FY19H1	YoY
Gross profits	329.7	**363.3**	33.6
MUAH*2	177.1	**170.3**	(6.8)
KS*3	153.1	**160.5**	7.4
BDI*4	–	**36.7**	36.7
Expenses	234.9	**270.3**	35.3
(Expense ratio)	71%	**74%**	3ppt
MUAH*2	135.0	**137.7**	2.7
(Expense ratio)	76%	**81%**	5ppt
KS*3	79.3	**85.6**	6.3
(Expense ratio)	52%	**53%**	2ppt
BDI*4	–	**18.7**	18.7
(Expense ratio)	–	**51%**	–
Net operating profits	94.7	**93.0**	(1.7)
MUAH*2	42.0	**32.5**	(9.5)
KS*3	73.8	**74.9**	1.1
BDI*4	–	**18.0**	18.0
ROE	7%	**6%**	(1ppt)

Loans / Deposits

(¥tn)		FY18H1	FY19H1	YoY
MUAH*2	Ave. loan balance	7.2	**7.7**	0.6
	Ave. deposit balance	7.9	**8.9**	0.9
	NIM*5	2.78%	**2.46%**	(0.32ppt)
KS*3	Ave. loan balance	5.1	**5.5**	0.4
	Ave. deposit balance	4.4	**4.8**	0.4
	NIM*6	3.75%	**3.69%**	(0.06ppt)
BDI*4	Ave. loan balance	–	**0.6**	0.6
	Ave. deposit balance	–	**0.5**	0.5
	NIM	–	**8.0%**	–

*1 Managerial accounting basis. Local currency basis. Gross profits, expenses and net operating profits include figures which belong to GCB only and not include figures which belong to other business groups. BDI entity basis. ROE is calculated based on net profits
*2 MUAH figures as reported in MUAH's 10-Q and 10-K excluding figures belonging to Trust/Securities subsidiaries, GCIB and Global Markets
*3 After GAAP adjustment. Excluding figures which belong to Global Markets *4 Quarterly results after consolidation
*5 Excluding figures which belong to Global Markets *6 KS entity basis

Asset Management & Investor Services AM/IS

FY19H1 results[*1]

(¥bn)	FY18H1	FY19H1	YoY
Gross profits	104.0	**101.9**	(2.0)
AM[*2]	26.4	**21.6**	(4.8)
IS[*3]	46.8	**49.9**	3.1
Pension	30.8	**30.5**	(0.3)
Expenses	60.5	**65.7**	5.3
Expense ratio	58%	**64%**	6ppt
Net operating profits	43.5	**36.2**	(7.3)
ROE	20%	**20%**	1ppt

Loans / Deposits

		FY18H1	FY19H1	YoY
AM	Investment products balance of corporate customers (¥tn)	6.84	**9.71**	2.88
	Alternative products balance (¥bn)[*4]	198.4	**318.5**	120.1
IS	Global IS balance ($bn)	537.5	**638.1**	100.7
Pension	DB / Balance (¥tn)	11.4	**11.4**	(0.0)
	DC / Increase number of subscriber (thd)[*5]	155	**249**	94

*1 Managerial accounting basis. Local currency basis. ROE is calculated based on net profits *2 Asset Management *3 Investor Services
*4 Balance of internally developed low-liquidity investment products, such as real estate-based products *5 Net increase of subscribers from FY17

Global Markets

Global Markets

FY19H1 results*1

(¥bn)	FY18H1	FY19H1	YoY
Gross profits	308.0	**351.9**	43.8
Customer business	154.8	**158.8**	4.0
FIC & equity	116.5	**120.6**	4.1
Corporates	51.1	**53.7**	2.6
Institutional investors	50.1	**55.1**	5.0
Asset management	1.7	**0.9**	(0.7)
JV with GCIB*2	44.2	**49.3**	5.0
Treasury	157.0	**198.1**	41.2
Expenses	136.4	**138.3**	1.8
Expense ratio	44%	**39%**	(5ppt)
Net operating profits	171.6	**213.6**	42.0
Customer business	47.3	**48.9**	1.7
Treasury	130.2	**172.6**	42.4
ROE	6%	**8%**	2ppt

KPI

	FY18H1	FY19H1	YoY
Derivative revenues from strategic fields*3 (¥bn)	3.1	**3.9**	0.8
Client value*4 (YoY)	-	**6%**	-
Digitalization ratio of FX rate contracts*5	67%	**72%**	5ppt

*1 Managerial accounting basis. Local currency basis. Gross profits, net operating profits, and expenses includes Joint venture profits with GCIB. ROE is calculated based on net profits
*2 Profits including O&D profits through collaboration with GCIB
*3 Profits from new type of risk hedging (e.g. hedging against interest rate and forex risks in M&A transactions) and deals related to investment banking products
*4 Quasi sales & trading profits in institutional investors business *5 Internal transactions

Financial results*1 of MUAH, KS, and BDI

MUAH*2 UnionBank

	(¥bn)			(US$mm)		
	FY18H1	FY19H1	YoY	FY18H1	FY19H1	YoY
Total revenue	290.4	**306.2**	15.7	2,628	**2,841**	213
Non-interest expenses	239.5	**250.5**	10.9	2,167	**2,324**	157
Pre-tax, Pre-provision income	50.9	**55.7**	4.7	461	**517**	56
Provision for credit losses	(2.3)	**10.1**	12.4	(21)	**94**	115
Net income attributable to MUAH	56.3	**41.2**	(15.0)	510	**383**	(127)

KS*3 krungsri

	(¥bn)			(THB mm)		
	FY18H1	FY19H1	YoY	FY18H1	FY19H1	YoY
Total income	179.1	**226.7**	47.5	53,803	**64,786**	10,983
Operating expenses	83.1	**93.3**	10.2	24,977	**26,681**	1,704
Pre-provision operating profit	95.9	**133.3**	37.3	28,826	**38,105**	9,279
Impairment loss of loans and debt securities	43.5	**45.7**	2.1	13,087	**13,074**	(13)
Net profit attributable to owners of the bank	41.5	**69.1**	27.5	12,488	**19,747**	7,259

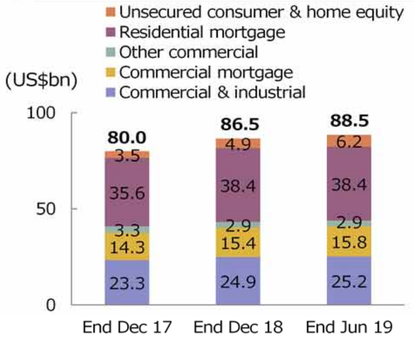
BDI*4 Danamon

	(¥bn)			(IDR bn)		
	FY18H1	FY19H1	YoY	FY18H1	FY19H1	YoY
Total operating income	67.9	**67.4**	(0.4)	8,819	**8,760**	(59)
Operating expenses	32.8	**33.9**	1.1	4,267	**4,414**	147
Pre-provision operating profit	35.0	**33.4**	(1.5)	4,552	**4,346**	(206)
Cost of credit	12.9	**13.2**	0.2	1,686	**1,716**	30
Net profit after tax	15.4	**13.9**	(1.5)	2,011	**1,813**	(198)

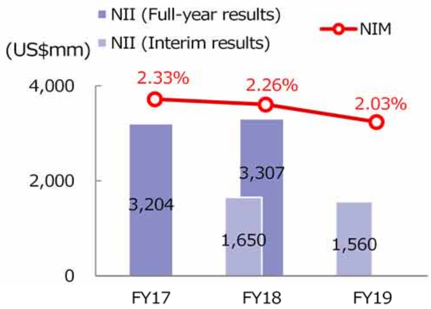
*1 All figures are converted into ¥ with actual exchange rates as of end of each interim period. For FY18H1 is US$1=¥110.54, THB1=¥3.33, IDR1=¥0.0077. For FY19H1 is US$1=¥107.79, THB1=¥3.50, IDR1=¥0.0077 *2 Financial results as disclosed in MUAH's 10-K and 10-Q reports based on U.S. GAAP
*3 Financial results as disclosed in KS's financial report based on Thai GAAP *4 Financial results as disclosed in BDI's financial report based on Indonesian GAAP

Key figures*1 of MUAH

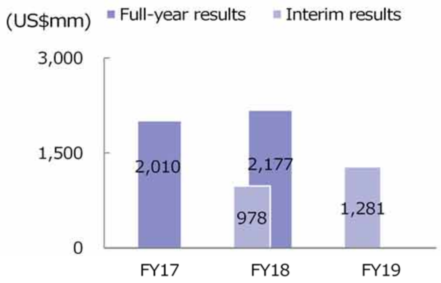
Lending balance*2



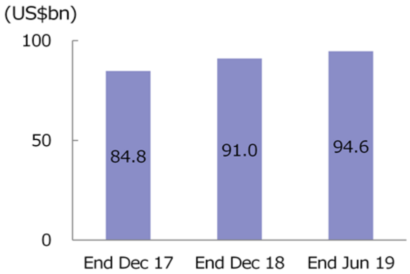
Net interest income



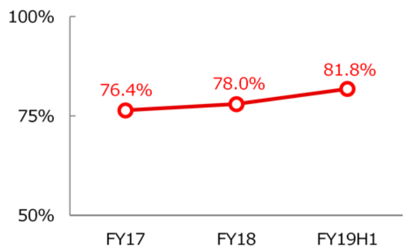
Non-interest income



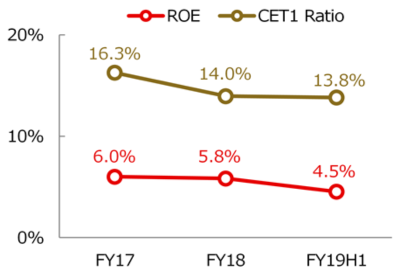
Deposit balance



Cost to income ratio*3 *4



ROE / CET1 ratio*5



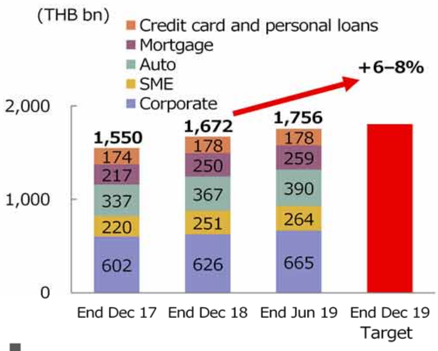
*1 Financial results as disclosed in MUAH's 10-K and 10-Q reports based on U.S. GAAP *2 Loans held for investment based on year-end balances *3 Efficiency ratio

*4 The adjusted efficiency ratio is a non-GAAP financial measure. Management believes adjusting the efficiency ratio for the fees and costs associated with the provision of services to MUFG Bank, Ltd. branches in the U.S. enhances the comparability of MUAH's efficiency ratio when compared with other financial institutions. Management believes adjusting revenue for the impact of the TCJA enhances comparability between periods. Adjusted Efficiency Ratio for FY18 was 72.47% and for FY19H1 was 77.82%

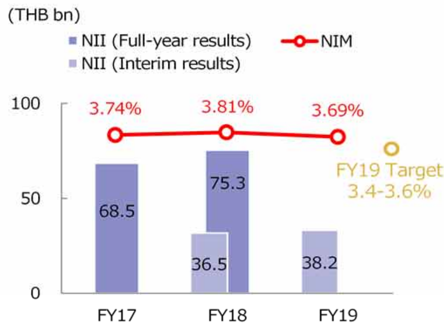
*5 U.S. Basel III standardized approach; fully phased-in MUAH is working on capital optimization and paid a US$500mm dividend in 2017 to MUFG and MUFG Bank, Ltd. and repurchased approximately US$2.5bn of its outstanding common stock from MUFG and MUFG Bank, Ltd. in 2018

Key figures of KS

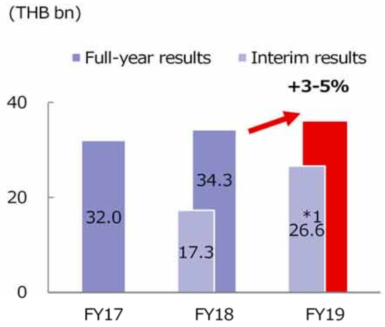
Lending balance



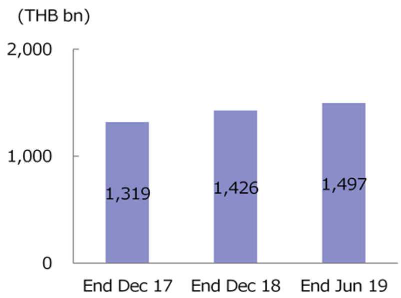
Net interest income



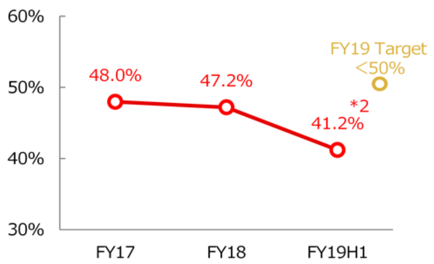
Non-interest income



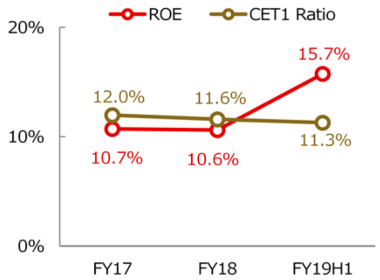
Deposit balance



Cost to income ratio



ROE / CET1 ratio



*1 Excluding one-tine gains on investment from the sales of 50% of shares in Ngern Tid Lor Company Limited (NTL transaction), normalized non-interest income recorded at THB 17.98bn

*2 Excluding one-time gains on investment from NTL transaction and provision in accordance to the amended Labor Protection Act, normalized cost to income was recorded at 45.4%

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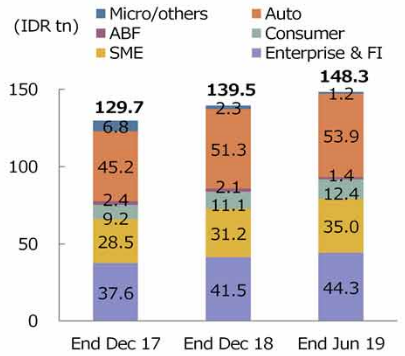
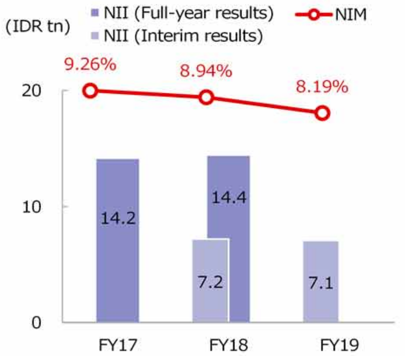
Key figures of BDI

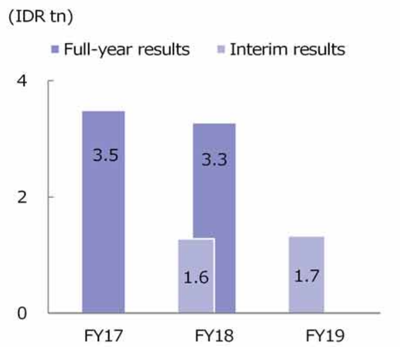
Lending balance



Net interest income



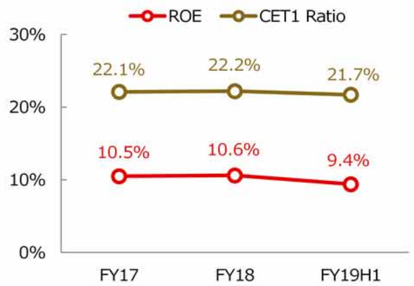
Non-interest income



Deposit balance

Cost to income ratio

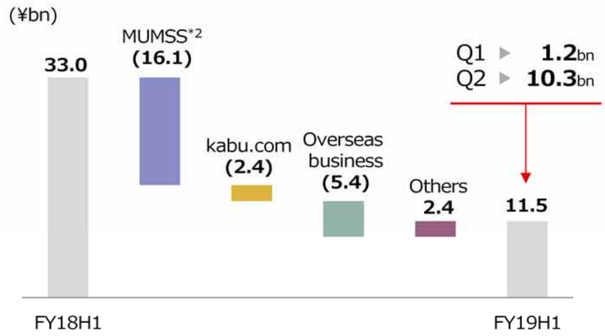
ROE / CET1 ratio



Mitsubishi UFJ Securities Holdings

－Business model reforms & cost cuts for domestic retail and overseas businesses

Consolidated ordinary profit (substantial base[*1])



Overseas business

- Strengthen fields with growth potential
  - Global Markets : **Structured business**, **O&D/OtoD**
  - Investment Banking : **ABS**, **CMBS** in addition to IG bonds
- Optimize business in response to changes in the environment
  - US & Europe : **Reduce costs, while reviewing low profitable businesses**
  - Asia : **Shift to a business model with DCM at the core**

Domestic retail business

- Business model reforms
  - **Abolish profit target & product sales target** and shift to a **performance evaluation system that emphasizes asset under management**
  - Establish **"Wealth Management Division"** (Jun 2020)
  - Support from HQ, Enhance an ability to supply products
- Rebuild our sales organization
  - Redeployment of resources
    → "From Bank to Securities" "From local to city"
  - **Consolidate branch offices** (Dec 2019)
    → 11 branch offices
  - **Open non-visiting sales offices** with in bank branches (by FY20)
    → Approx. 10 offices (planned)
- Reorganization of domestic group companies
  - **Merger of MUMSS and PB Securities** (Jun 2020)
    → Integrate asset management services run by PB Securities employing unique know-how with the full-service securities functions of MUMSS
  - **Establish "au kabucom Securities Co., Ltd."** (Dec 2019)
    → Integrate KDDI's customer base and IT know-how with MUFG's customer base and financial know-how

*1 The aggregation with the results of MUFG Securities America Inc. (hereinafter "MUSA"), given that MUSA, despite its deconsolidation in FY17Q3 as a result of the application of the U.S. EPS, continues to be included in the Company's internal management
*2 Figures are on a consolidated basis, which includes Mitsubishi UFJ Morgan Stanley PB Securities Co., Ltd. (PB Securities)

Mitsubishi UFJ NICOS

– Solid FY19H1 results. Revision of system integration plan progressed on schedule

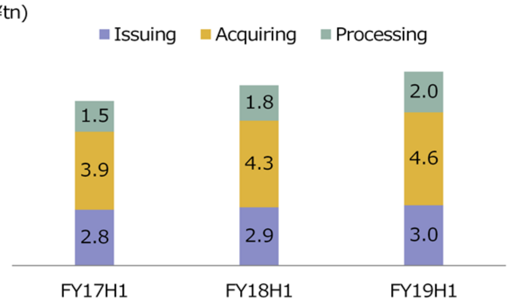
FY19H1 results and transaction volume

■ FY19H1 results

(¥bn)	FY18H1	FY19H1	YoY
Operating revenues	146.7	**151.6**	4.9
Operating expenses	144.9	**143.6**	(1.3)
Operating profits	1.8	**8.0**	6.2
Other profits and losses	1.2	**0.7**	(0.4)
Total of income taxes current and income tax deferred	(0.5)	**(63.1)**	(62.6)
Profits attributable to owners of parent	3.5	**71.9**	68.4

■ Transaction volume

(¥tn)



Fundamental revision of system integration plan

Considering to build a new system for integration,
Aim to present the date when we complete to make the plan during FY19H2

■ Items to be considered for making the plan

- **Ensure scalability** to respond flexibly to changes in the business environment
- **Emphasize safety and stability** as social infrastructure
- **Control development costs**

■ Progress to date

- **Reinforced the structure of the project management**
  → MUFG dispatched additional project leader & manager
  → NICOS increased project staffs and established a checking department
- **Kept the project on schedule**

■ Efforts in FY19H2

- **Decide on final policies** in system integration
- Formulate an action plan after FY20

Eleven Transformation Initiatives*1

– "Eleven Transformation Initiatives" have been outlined in the new medium-term business plan as specific initiatives to achieve the MUFG Re-Imagining Strategy
– MUFG promotes the initiatives with a joint collaboration by entities, business groups and corporate center

*1 Re-shown from page 26, Fiscal 2017 Results Presentation

Eleven Transformation Initiatives (1)

Sales Channel	FY17	FY18	FY19H1	Changes	FY20	FY23
No. of IB[*3] service users[*4] (mm)	4.3	4.7	**5.2**	0.5[*1]	7.4	11.2
Utilization rate[*5]	22%	25%	**27%**	2%[*1]	41%	60%
No. of transactions at bank-counter (mm)	22.0	20.0	**9.0**	(1.4)[*2]	16.8	11.1

Wealth Management	FY17	FY18	FY19H1	Changes	FY20	FY23
No. of profiling[*6](thd)	4.3	5.3	**2.5**	0.3[*2]	6.9	7.8
No. of group collaborations[*7] (thd)	4.5	13.4	**16.6**	7.4[*2]	9.3	10.5
AuM of HE[*8] / SHE[*9] customers (¥tn)	11.6	11.9	**12.0**[*10]	0.1[*1]	14.5	16.3[*11]

New Model for Wholesale Banking in Japan	FY17	FY18	FY19H1	Changes	FY20	FY23
DB pension balance (¥tn)	11.2	11.3	**11.4**	0.1[*1]	12.3	13.6
DC pension/ Increase no. of subscribers[*12] (thd)	90	195	**249**	54[*1]	372	-

Real Estate	FY17	FY18	FY19H1	Changes	FY20	FY23
AM balance (¥bn)	180.0	230.0	**244.9**	14.9[*1]	380.0	580.0
No. of effective information sharing	3,100	7,481	**3,884**	(272)[*2]	4,860	-

*1 Increase / decrease compared to FY18 *2 Increase / decrease compared to FY18H1 *3 Mitsubishi UFJ DIRECT: Internet banking for individual customers
*4 Users who log-in IB at least once in 6 months out of all active accounts (excl. accounts used for direct debit only)
*5 Utilization rate = IB service users / active accounts *6 No. of testamentary trusts + wealth assessment etc.
*7 No. of customer referral from the Bank to MUMSS + collaboration between the Trust Bank and MUMSS etc. *8 High-End customers. Over ¥2 bn assets
*9 Semi-High-End customers. Over ¥0.3bn assets *10 Provisional figure *11 Excluding changes in market prices *12 Net increase of subscribers from 2017

Eleven Transformation Initiatives (2)

Asset Management in Japan	FY17	FY18	FY19H1	Changes	FY20	FY23
(Corporate) No. of customers[*3] (thd)	5.1	5.9	**6.4**	0.5[*1]	7.5	10.1
(Individual / Corporate) Investment assets[*4] (¥tn)	47.1	49.6	**49.5**	(0.1)[*1]	56.8	-
Individual investors	26.4	26.2	**26.4**	0.2[*1]	31.2	-
Corporate investors	20.7	23.4	**23.1**	(0.3)[*1]	25.6	-

Institutional Investors	FY17	FY18	FY19H1	Changes	FY20	FY23
Client value[*5]	100	89	**47**	6[*2]	130	-
Operating income from IS[*6] business (¥bn)	26.0	35.1	**19.7**	1.6[*2]	37.1	48.4

Global CIB	FY17	FY18	FY19H1	Changes	FY20	FY23
Distribution amount[*7] (¥tn)	19.6	22.8	**10.3**	(0.3)[*2]	24.7	-
Distribution ratio[*8]	46%	59%	**52%**	(3%)[*2]	53%	-

*1 Increase / decrease compared to FY18 *2 Increase / decrease compared to FY18H1
*3 Number of corporate customers with investment products *4 Reflecting changes in market prices
*5 Quasi sales & trading profits in institutional investors business. Indexation using in FY17 as 100 *6 Investor Services
*7 Distribution amount = Arrangement amount – Final hold amount (Syndicated loan, Project Finance, Securitization, Aviation Finance, etc.) + Securities' arrangement amount of DCM, ABS, etc.
*8 Distribution ratio = Distribution amount / Total amount of loans to global corporate customers

Overview of ESG initiatives

FY2013	G		Commenced evaluations of Board of Directors
FY2015	G		**Transitioned to "company with the three committees" structure**
	G		Established Independent Outside Director Meeting / Appointment of lead independent outside director
FY2016	S		Published MUFG Human Resources Principles
	G		**Introduced performance-based stock compensation plan for directors and other executives**
	E		Issued first Green Bonds in conformity with international TLAC regulations in the world
FY2017	S G		Established Fiduciary Duties Committee
	G		**Appointed two foreign nationals as directors**
	E		**Announced to support TCFD**
FY2018	E S		**Established Environmental Policy Statement, Human Rights Policy Statement and Environmental and Social Policy Framework**
	E S		Determined priority of Environmental and Social issues
	S G		Announced the Cyber Security Management Declaration
	G		**Outside directors accounting for majority of Board of Director membership**
	G		Revised compensation program for executives
FY2019	S	**Apr/Oct**	The Bank and the Securities HD revised human resources system*1
	E S	**May**	**Set Sustainable Finance Goals, "total of 20 trillion yen in Sustainable Finance by the end of fiscal 2030"** / Revised Environmental and Social Policy Framework
	E S G	**Aug**	**Announced to endorse Principles for Responsible Banking**

*1 Revisions of human resources system intend to nurture a greater number of professionals and ensure human resources management with performance-based assignment. Please also refer page 74 on MUFG Integrated Report 2019 for more details

Utilize insights offered by outside directors

– Independent outside directors accounting for the majority of the Board of Director membership
– Diversified director composition from various perspectives such as expertise, regionality and gender

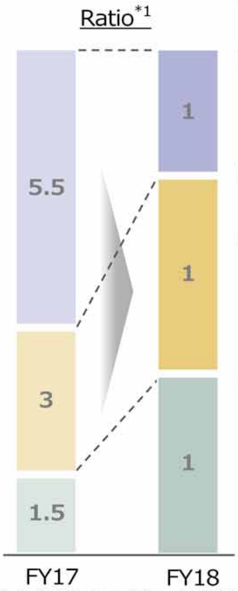
	Name			Current position at MUFG and committee-related duties	Other public Co. Boards (#)	Expertise			
						Business Admin.	Finance	Accounting	Law
1	**Mariko Fujii**		Newly elected Outside Independent	Director Nominating Compensation Risk (Chairperson)	1	–	●	–	–
2	**Kaoru Kato**		Newly elected Outside Independent	Director Audit	0	●	–	–	–
3	**Haruka Matsuyama**		Reelected Outside Independent	Director Nominating Compensation (Chairperson)	3	–	–	–	●
4	**Toby S. Myerson**		Reelected Outside Independent	Director Risk	0	–	–	–	●
5	**Hirofumi Nomoto**		Newly elected Outside Independent	Director Nominating Compensation	4	●	–	–	–
6	**Tsutomu Okuda**		Reelected Outside Independent	Director Nominating (Chairperson) Compensation	0	●	–	–	–
7	**Yasushi Shingai**		Reelected Outside Independent	Director Audit Risk	2	●	–	●	–
8	**Tarisa Watanagase**		Reelected Outside Independent	Director Risk	1	–	●	–	–
9	**Akira Yamate**		Reelected Outside Independent	Director Audit (Chairperson)	0	–	–	●	–

Nominating: Nominating and Governance Committee member
Compensation: Compensation Committee member
Audit: Audit Committee member
Risk: Risk Committee member
As of end Sep 2019

Compensation policy for individual officers, etc.

< Philosophy and objective > From "Policy on Decisions on the Contents of Compensation for Individual Officers, etc."

- Prevent excessive risk-taking and raise motivation of Officers, etc., to contribute not only to the short-term but also to the medium- to long-term improvement of financial results, thereby enabling sustainable growth and the medium- to long-term enhancement of the enterprise value of the Group
- This policy has been prescribed in accordance with the business performance and financial soundness of the Group and applicable Japanese and overseas regulations regarding compensation of officers and is designed to ensure high objectivity and transparency in the determination process of compensation for officers



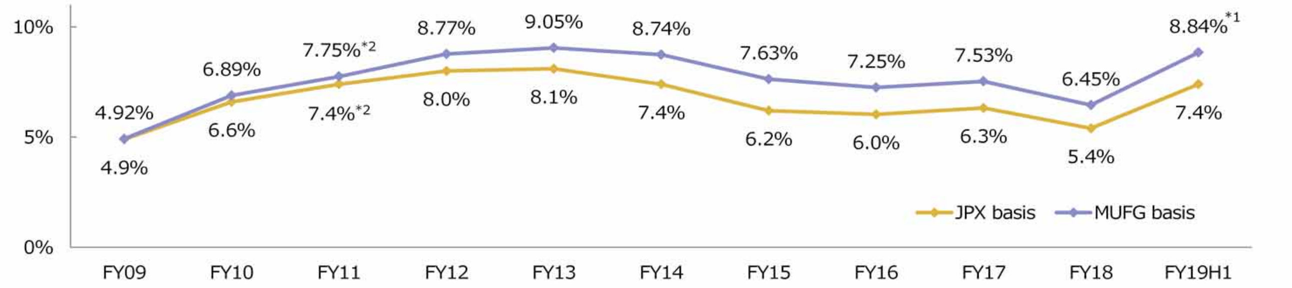
Type	Evaluation method		Payment
Basic Compensation (Fixed)	Determined by the position and place of residence of individual Officers, etc.		Monthly in cash
Stock Compensation (Non-performance-based)	Corresponding to the base amount determined depending on position		At the time of retirement*7
Stock Compensation (Mid-to long-term performance-based*2)	Base amount determined depending on the position ×	Performance factor*3 [medium/long-term evaluation] 1) Consolidated ROE 2) Consolidated expense ratio Performance factor*4 [single FY evaluation] 1) Consolidated net business profits 2) Profits attributable to owners of parent	Upon the termination of MTBP*7
Officers' Bonuses (short-term performance-based*2)	Base amount determined depending on the position ×	Performance factor*5 1) Consolidated NOP 2) Profits attributable to owners of parent 3) Consolidated ROE 4) Consolidated expense ratio Status of the execution of the duties of the Officers, etc.*6	Annually in cash

*1 As for the case of the president of MUFG *2 Range: 0-150% *3 Rate of attainment of targets of the indicators in the MTBP
*4 Comparison of the rate of increase in the indicators from the previous fiscal year with that of competitors
*5 Rate of increase / decrease of the indicators from the previous fiscal year and the rate of attainment of targets of these indicators
*6 Determined exclusively by independent outside directors at the Compensation Committee *7 Subject to claw-back clause, etc.

ROE / EPS

ROE

Consolidated



EPS

Consolidated

*1 $\dfrac{\text{Interim profits attributable to owners of parent x 2}}{\{(\text{Total shareholders' equity at the beginning of the period + Foreign currency translation adjustments at the beginning of the period}) + (\text{Total shareholders' equity at the end of the period + Foreign currency translation adjustments at the end of the period})\} / 2} \times 100$

*2 11.10%(MUFG basis), 10.6%(JPX basis) before excluding negative goodwill associated with application of equity method accounting on our investment in Morgan Stanley

*3 ¥68.09 before excluding negative goodwill associated with application of equity method accounting on our investment in Morgan Stanley

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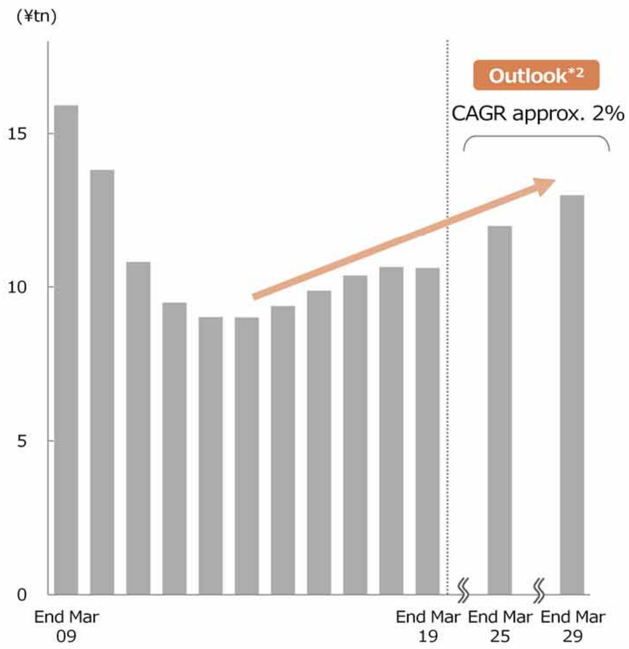
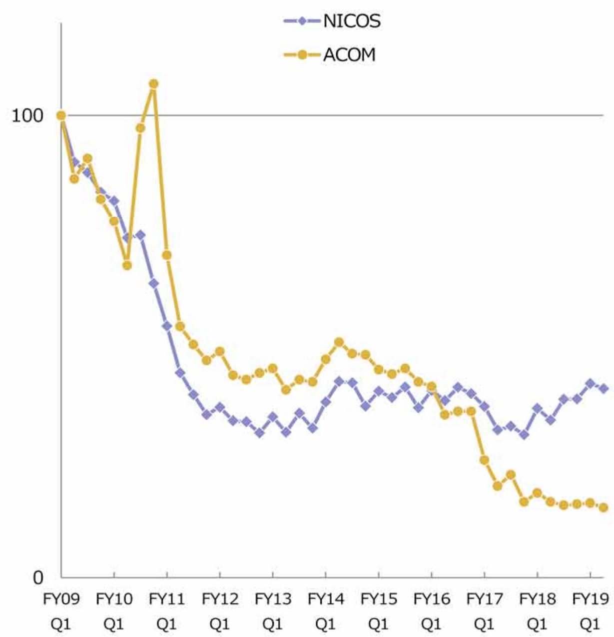
Consumer finance

Estimate of domestic personal card loan market*1



No. of requests for interest repayment*3



*1 Total of receivables outstanding (including loan on deeds) in statistics by Japan Financial Services Association and the volume of personal card loans provided by domestic banks and credit unions in statistics by Bank of Japan *2 Estimated figure
*3 Requests for interest repayment in FY09Q1 = 100

TLAC requirement – The best capital mix and external TLAC ratio

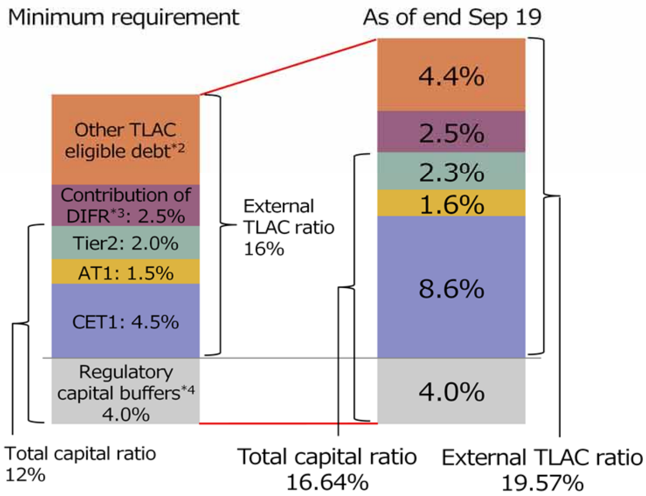
– Aim for optimal balance between capital efficiency and adequacy in qualitative and quantitative aspects
- Control necessary and sufficient level of capital with utilization of AT1 / Tier2
- Maintain sustainable external TLAC ratio for the long term by raising external TLAC eligible senior debt

External TLAC ratio

	As of end Sep 19	Minimum requirement	
		From end Mar 19	From end Mar 22
Risk weighted asset basis	**19.57%**	16.0%	18.0%
Total exposure basis	**8.07%**	6.0%	6.75%

MUFG is the primary funding entity, which is designated as the resolution entity in Japan by FSA

MUFG's RWA[*1] based external TLAC ratio

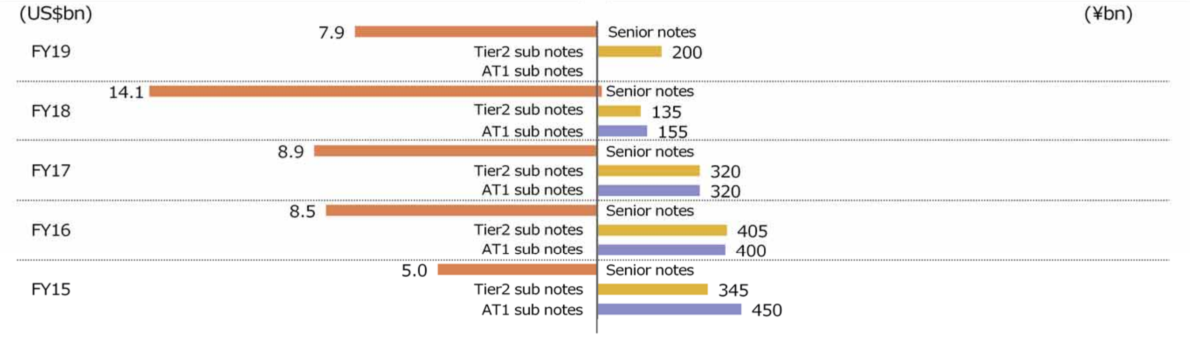


*1 Risk weighted asset
*2 Including adjustment of difference between calculation method of total capital ratio and external TLAC ratio and adjustment of amount of other TLAC eligible liabilities owned by the issuer's group, etc.
*3 Contribution of Deposit Insurance Fund Reserves : Japanese Deposit Insurance Fund Reserves fulfill the requirements for ex-ante commitments to recapitalize a G-SIB in resolution set out in the FSB's TLAC termsheet (Can include 2.5% and 3.5% of RWAs from end Mar 2019 to Mar 2022 and after end Mar 2022, respectively, in external TLAC ratio)
*4 CET1 Buffer applicable to MUFG: G-SIB Surcharge:1.5%, Capital Conservation Buffer:2.5%, and Counter-cyclical Buffer:0.04%

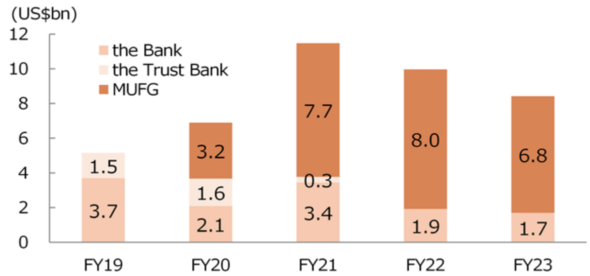
TLAC requirement – Issuance track record

MUFG issuance track record[*1]

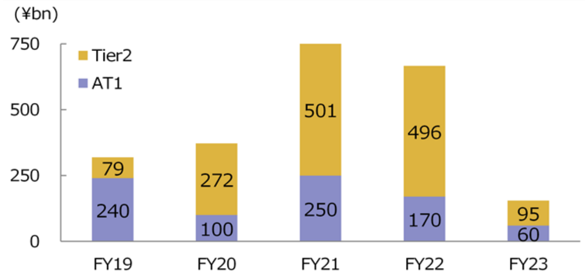
Global market | Domestic market



Senior unsecured bond redemption schedule[*2]



AT1, Tier2 bond call / redemption schedule[*3]



*1 Total of public issuance, as of end Sep 19. TLAC Eligible Senior Debt are converted into US$ with actual exchange rates as of end Sep 19
*2 Annual figures assuming that all callable notes are to be redeemed on its first callable date. All figures are converted into US$ with actual exchange rates as of end Sep 19. Excluding structured bond and notes issued by overseas branches and subsidiaries
*3 Annual figures assuming that all callable notes are to be redeemed on its first callable date. AT1 and Tier2 contain Basel II Tier1 preferred securities and Basel II Tier2 sub notes issued by the Bank and the Trust Bank respectively

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