

- ✓ I am Kamezawa. Thank you very much for taking time out of your busy schedule today to attend our MUFG IR presentation.
- ✓ Mr. Togawa, CFO, explained the financial results at the online conference call the other day, so today, I would like to talk mainly about the progress of the medium-term business plan.
- ✓ Please turn to page 6 of the material.

# **MUFG 20 Year Anniversary: Trajectory of Corporate Value Enhancement**

#### 2005~

#### Strengthened investment banking operations

- Establishment of MUFG
   Formation of Mitsubishi UFJ
   Trust and Banking, Mitsubishi UFJ
   Securities



2005

**Establishment** 

of MUFG

- 2006
   Formation of the Bank of Tokyo-Mitsubishi UFJ (currently MUFG Bank)
- 2007
   Formation of Mitsubishi UFJ NICOS

2008
• Strategic alliance with Morgan Stanley



- Converted UnionBanCal Corporation into a wholly owned subsidiary
   Converted ACOM into a subsidiary

Formation of Mitsubishi UFJ Morgan Stanley Securities, Morgan Stanley MUFG Securities

#### 2012~

# Enhanced our presence

Converted Bank of Ayudhya (Krungsri), a major commercial bank in Thailand, into a subsidiary



- Capital and operational alliance with Vietnam Joint Stock Commercial Bank (VietinBank)
- Transitioned to a Company with Nominating Committee, etc.

Capital and business alliance with Security Bank Corporation in the Philippines

Integrated corporate lending operations of the Bank and the Trust Bank

Converted Bank Danamon, Indonesia, into a subsidiary



Converted an Australia-based asset manager, First Sentier Investors (currently First Sentier Group) into a subsidiary

Capital and business alliance with Grab Holdings Inc.

#### 2021~

#### Challenges to transform the business model

- Established the MUFG Way (renamed from Corporate Vision)

  Announced the MUFG Carbon Neutrality Declaration

- 2022 Sold MUFG Union Bank
- Accelerated investment in Asia's digital finance sector (Invested in Home Credit, Akulaku, DMI, Mynt, Ascend Money and others)

2023

• Alliance 2.0—Enhancement of strategic alliance with Morgan Stanley



Decided strategic investment in Global AM/IS (converted AlbaCore, Link (currently MUFG Pension & Market Services) into a subsidiary)

- Converted Mitsubishi UFJ Asset Management into a wholly owned subsidiary
   Converted WealthNavi into a wholly owned subsidiary

- Changed the name of au Kabucom Securities to Mitsubishi UFJ eSmart Securities, and converted into a wholly owned subsidiary

  Launched a new service brand

  "M-tto"

2025 **MUFG 20 Year Anniversary** 



**Committed to Empowering a Brighter Future.** 



# **Key messages**

### FY25 progress and review of targets

- FY25H1 result ••• ¥1,292.9bn in net profits\*1 Historical-high profits for three consecutive periods
- FY25 target • • • Revised net profits target to **¥2.1tn** (up by +¥100bn from initial target) Over 10% growth compared to the historical-high profits in FY24
- Shareholders returns • FY25 DPS forecast revised to ¥74, up by ¥10 compared to FY24 Additional repurchase of own shares up to ¥250bn was resolved

### Progress of MTBP

- · Financial results ••• ROE was **12.5%**. CET1 ratio\*2 was 10.5%
- • Growth strategies made progress of ¥150bn Key strategies Under the retail strategy, the announcement of "M-tto" Med to expanded transactions among group companies

Fee income grew significantly in domestic and overseas corporate business Plan to publish MUFG Transition Whitepaper 4.0 in Dec 2025

Accelerating initiatives towards transforming into an "AI-native company"

<sup>\*1</sup> Profits attributable to owners of parent
\*2 Estimated CET1 ratio reflecting the RWA calculated on the finalized and fully implemented Basel III basis. Excludes net unrealized gains on AFS securities



# **Contents**

Progress of FY25 financial results and review of targets	5	
Progress of the medium-term business plan (MTBP)	14	
Status of each strategy in the MTBP  Appendix	27	
	37	

### Definitions of figures used in this document

Consolidated: Mitsubishi UFJ Financial Group (consolidated)

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

the Bank (consolidated): MUFG Bank (consolidated) Bank of Ayudhya (Krungsri) Bank Danamon (BDI): Bank Danamon Indonesia Mitsubishi UFJ Financial Group FSG: First Sentier Group\*1 the Bank (BK): MUFG Bank Mitsubishi UFJ Trust & Banking Corporation R&D: Retail & Digital the Trust Bank (TB):

the Securities HD (SCHD): Mitsubishi UFJ Securities Holdings CWM: Commercial Banking & Wealth Management JCIB: Japanese Corporate & Investment Banking MUMSS: Mitsubishi UFJ Morgan Stanley Securities GCIB: Global Corporate & Investment Banking MSMS: Morgan Stanley MUFG Securities

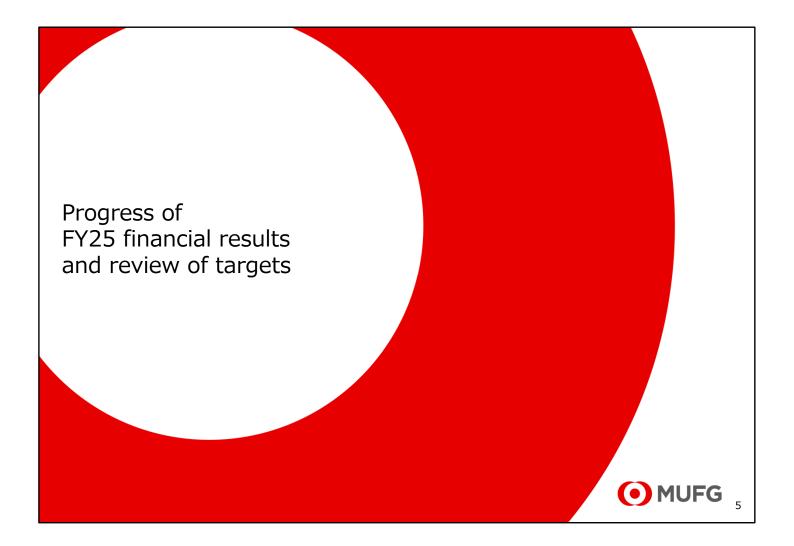
Global Commercial Banking MS: Morgan Stanley GCB:

AM/IS: Asset Management & Investor Services MUAM: Mitsubishi UFJ Asset Management GM: Global Markets

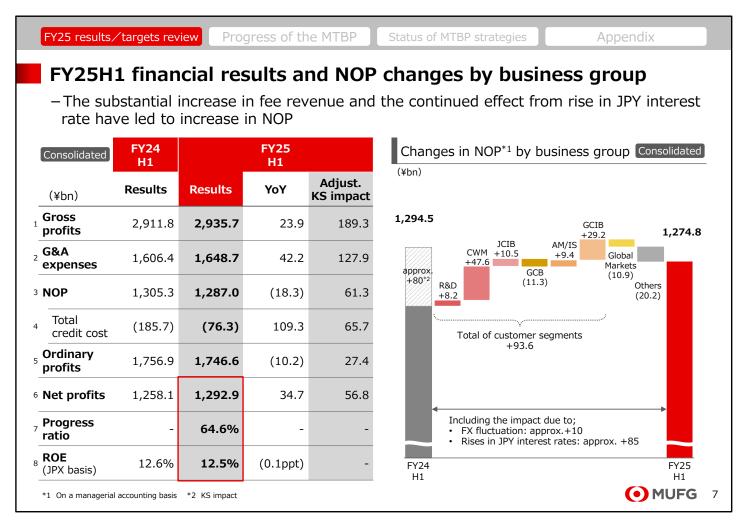
NICOS: Mitsubishi UFJ NICOS

MUAH: **MUFG Americas Holdings Corporation** 

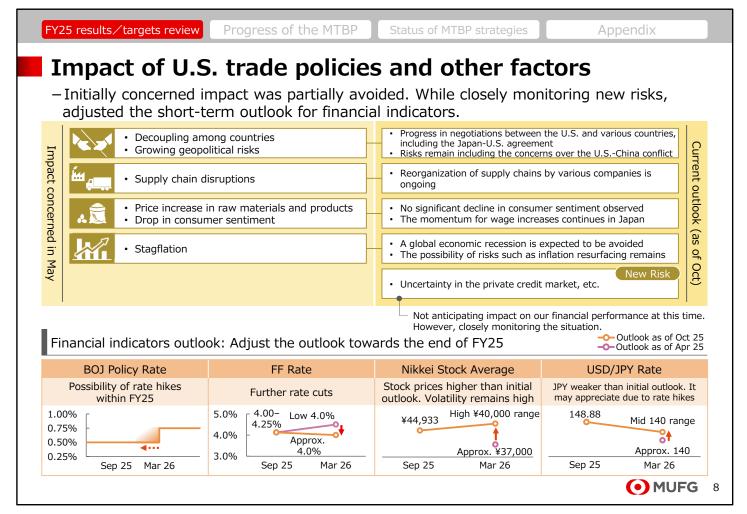
MUB: MUFG Union Bank  $^{*}1$  In Jul 25, changed the company name from First Sentier Investors



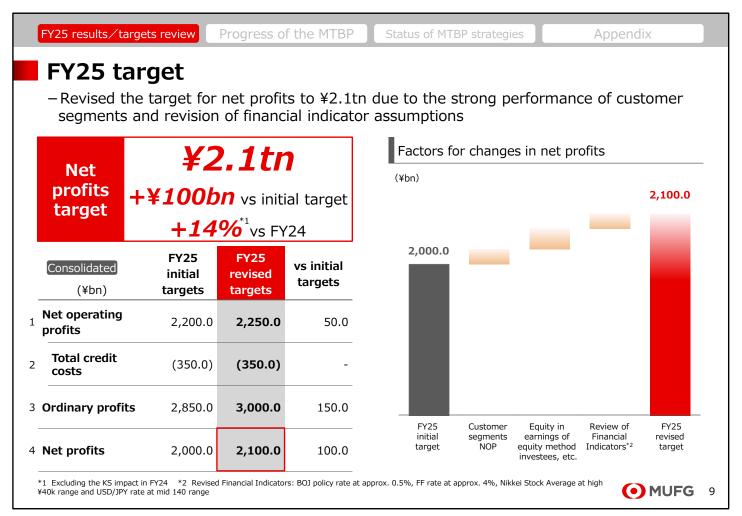
- ✓ In the first half of FY25, net profits reached 1,292.9 billion yen, marking the third consecutive year of record high profits for the first half. Progress toward the performance target of 2 trillion yen is 64.6%. I will explain the factors of the profit increase using the chart on the right.
- ✓ During the first half, strong growth in the customer segment, interest income gain from last year's bond portfolio rebalancing, and an increase in equity in earnings of equity method investees, mainly Morgan Stanley, outweighed the impact of the changes in the equity method accounting date of Krungsri in Thailand and gain on sale of large equity holdings last year, resulting in a record high profit.
- ✓ Please turn to page 7.



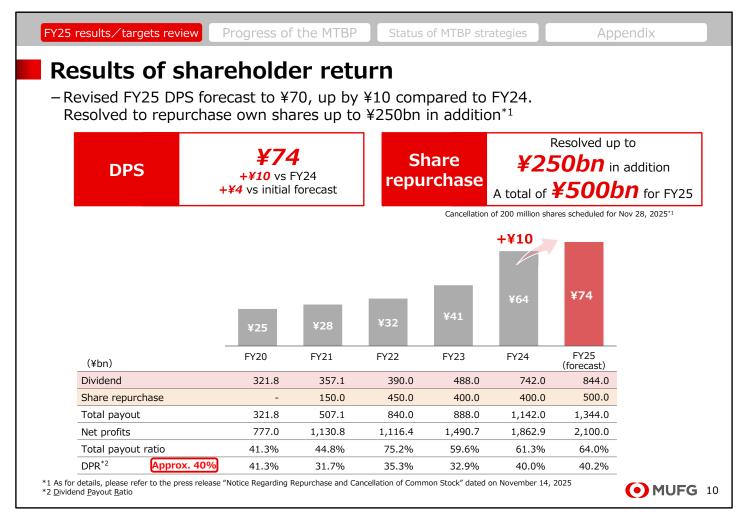
- ✓ The step chart on the right shows the factors of changes in NOP. Increase in loan and deposit interest income, thanks to rising yen interest rates and strong increase in fee income, both in Japan and overseas, boosted customer segment revenues, resulting in a steady increase in NOP.
- ✓ Please turn to page 8. I will explain our current assessment of the impact of US trade policies and other factors.



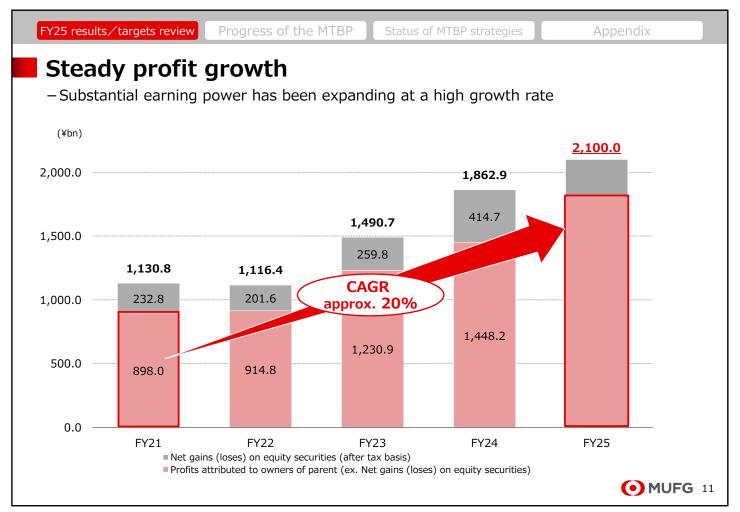
- ✓ Currently, supply chain reorganization is ongoing in line with the progress in tariff negotiations, but there has been no significant decline in consumer sentiment so far, and the momentum for wage increases continues in Japan.
- ✓ While the initially concerned impact in May was partially avoided, uncertainties remain, including the continued possibility of excessive inflation and risk events seen in the US.
- ✓ Furthermore, in Japan, we expect that the policies aimed at reviving Japan's growth to be implemented by the Takaichi administration will also change our business environment.
- ✓ Given these circumstances and the current levels of key financial indicators, as detailed below, we adjusted our initial outlook for FF rate in March '26 downward, Nikkei stock average upward and dollar/yen rate to weaker yen.
- ✓ Please turn to the next page.



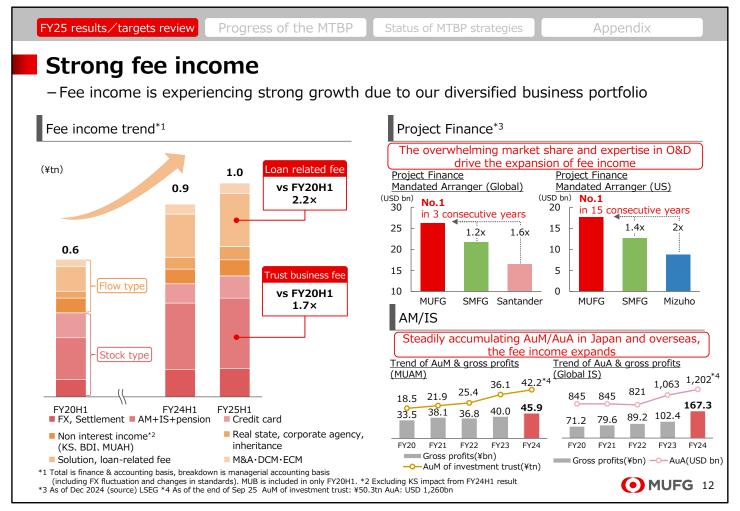
- ✓ Taking into account the changes in the business environment and the progress of our financial results, we revised the target for net profits by 100 billion yen to 2.1 trillion yen. This represents a growth rate of over 10% from FY24 when we recorded a record high profit.
- ✓ Please turn to page 10 on shareholder returns.



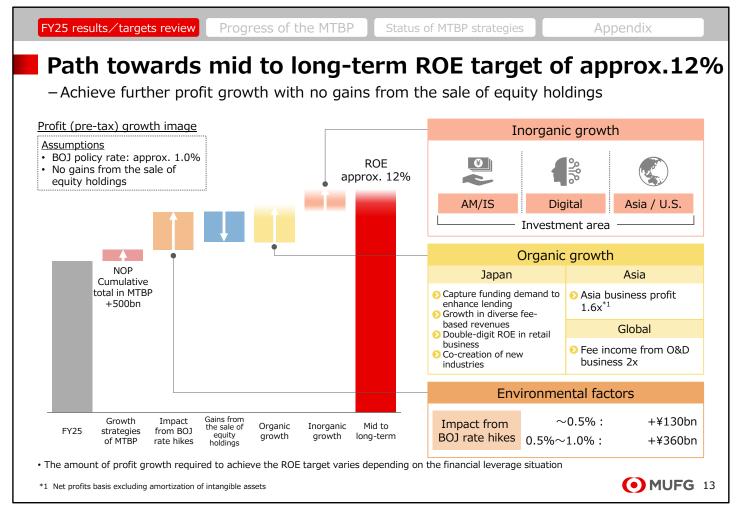
- ✓ In line with our increased profit target, we are raising our full-year dividend forecast to 74 yen, an increase of 10 yen year on year. We also resolved to repurchase our own shares up to 250 billion yen. Share buybacks are expected to total 500 billion yen, a record high for the full year, with the total payout ratio of over 60%.
- ✓ We will continue striving to enhance shareholder returns while considering the optimal balance between solid equity capital and growth investment.
- ✓ Please turn to page 11 on profit growth.



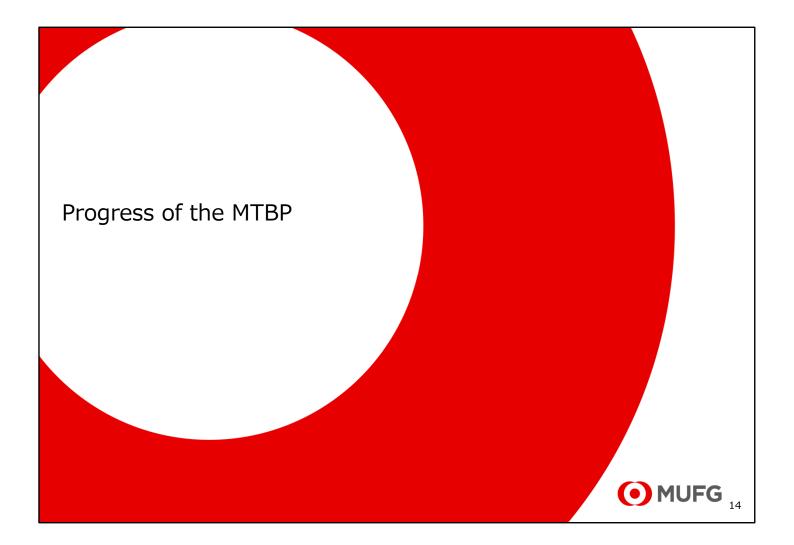
- ✓ If we achieve performance targets for FY25, based on our substantial earning power, excluding net gains and losses on equity securities, we will have achieved annual profit growth of approximately 20% for the past five years. In other words, we have steadily increased our earning power over five years and will continue to achieve solid profit growth even in an environment where gain on sale of equity holdings will gradually decrease.
- ✓ Please turn to page 12.

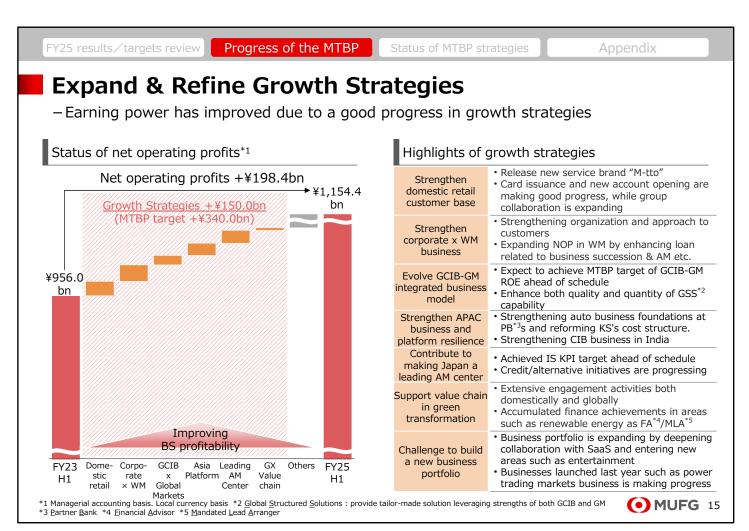


- ✓ The strong profit growth I mentioned earlier is supported by fee income, which is one
  of our strengths.
- ✓ Over the past few years we have strengthened our earning power by diversifying our business portfolio, while responding to various changes in the business environment. During the first half of FY25, we continued to achieve steady growth, primarily driven by domestic and oversea loan-related fees and trust business fees.
- ✓ Please turn to page 13, on the path toward achieving the mid- to long-term ROE target announced in May.

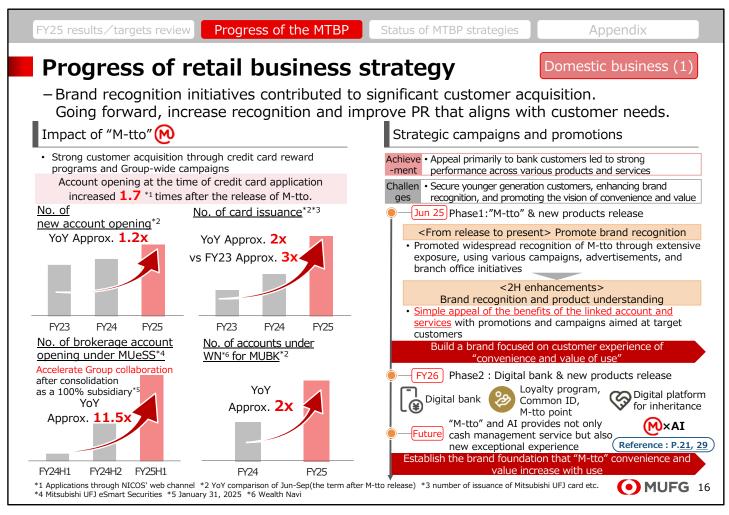


- ✓ The assumptions are BOJ policy rate rising to around 1% and no gains from the sale of equity holdings as the reduction comes to an end.
- ✓ After completing the growth strategy outlined in the current MTBP, we will aim to achieve an ROE of around 12% by generating both organic and inorganic growth.
- ✓ Regarding organic growth, first, domestically, we will generate growth in Japan and capture the rising funding demand by providing high value-added services as well as fee-based revenues.
- ✓ In our retail business, we will realize the outcome of various initiatives under the current MTBP and aim for double-digit ROE.
- ✓ And overseas, we will accelerate collaboration with partner banks and digital investees, including Ascend Money and Mynt, to strengthen MUFG's economic sphere and increase Asia business profit to 1.6 times.
- ✓ Furthermore, we will double fee income by globally expanding our O&D business, which is steadily building a track record centering on the US.
- ✓ For inorganic growth we will pursue acquisitions that are ROE accretive over the medium to long term, targeting AM/IS, digital and Asia/US. Through these efforts, we aim to achieve corporate value on par with global top-tier companies.
- ✓ Please turn to page 15.

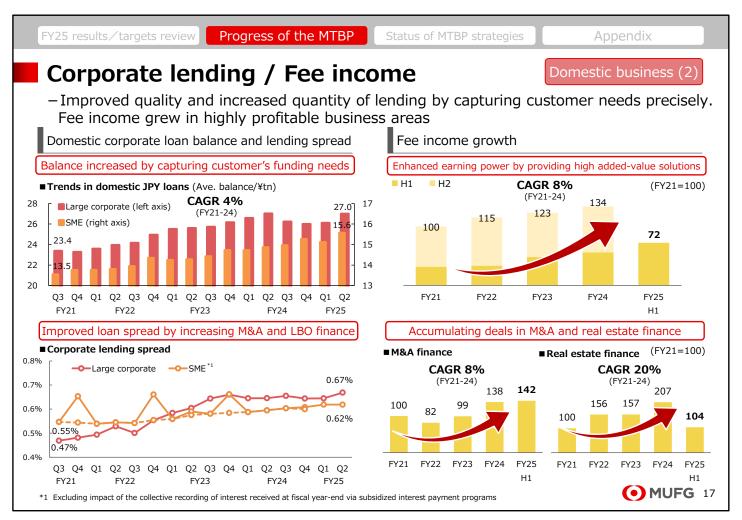




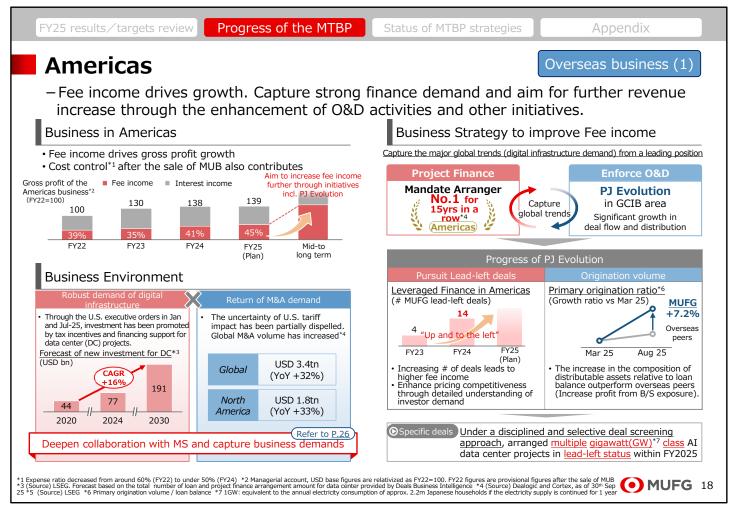
- ✓ From here, I will explain the progress of the MTBP, starting from expanding and refining our growth strategies.
- ✓ In addition to the steady expansion of our domestic business, GCIB business centered on project finance, and O&D also continued to progress, resulting in approximately a 200 billion yen increase in NOP vis-à-vis FY23.
- ✓ On the next page, I will elaborate on our Japan business and Asia and Americas businesses, where our measures are beginning to bear fruit under major changes in the environment.



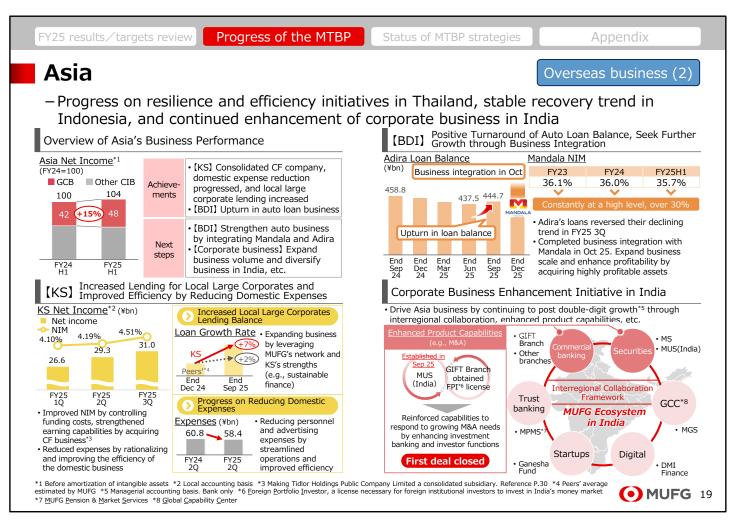
- ✓ Page 16 covers the progress of our domestic retail business strategy.
- ✓ In June this year, we launched our new service brand, M-tto. The accompanying credit card reward program has received a big response and is doubling card issuance year on year.
- ✓ Furthermore, by rolling out various groupwide campaigns, we have significantly boosted not only new bank account openings but also the performance of group companies, such as online securities and global advisor. Leveraging the bank's strong customer base is driving the expansion of transactions across the group.
- ✓ On the other hand, we believe that more strategic promotions are necessary to attract younger generation customers and enhance brand recognition. Toward the second half of the year, we will aim to further establish and penetrate the brand through simple appeal of the benefits of the linked accounts and services.
- ✓ In terms of functionality, we plan to release new services, including a digital bank in FY26, and we'll also provide new experiential value through our recently announced strategic collaboration with OpenAI.



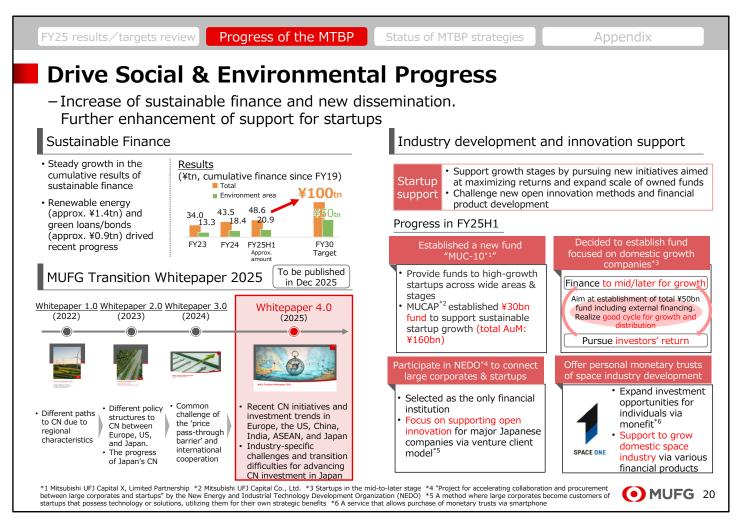
- ✓ Page 17 covers domestic corporate lending and fee income.
- ✓ By leveraging the group's comprehensive capabilities and capturing funding needs arising from corporate actions, we have steadily increased our loan balance and improved our lending spread. Furthermore, fee income has outpaced the growth of the loan balance, achieving strong results, especially in high profitable areas, such as M&A and real estate finance.



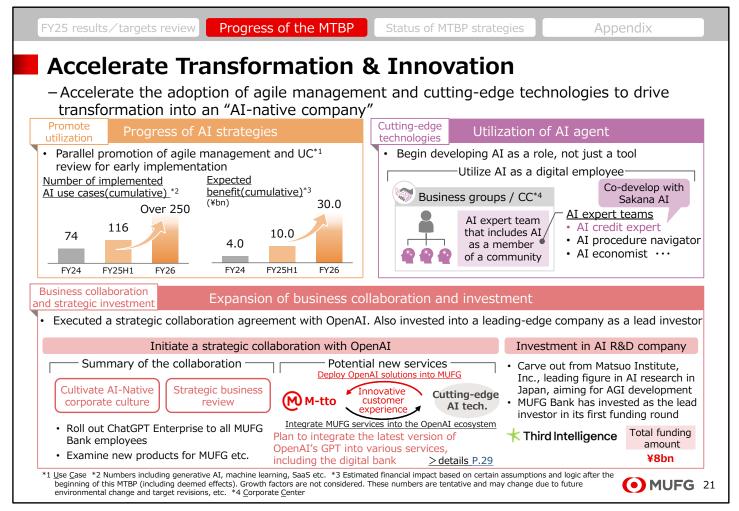
- ✓ Page 18 is on the progress and future growth of our Americas business.
- ✓ As shown in the upper-left graph, since the sale of Union Bank, we have concentrated our resources on the wholesale business and gross profit in the Americas is growing significantly, driven primarily by fee income. We expect the strong finance demand to continue going forward driven by large-scale investments in digital infrastructure, such as data centers, and increased demand for M&A.
- ✓ As shown on the right side, we will capture this demand by dramatically increasing activity levels in both asset origination and distribution. Our O&D business is steadily evolving with the number of lead-left deals secured in leveraged finance in Americas this fiscal year already increasing 3.5 times vis-à-vis FY24 and the composition of primary origination amount relative to loan balance outperforming overseas peers.
- ✓ We have already originated several large deals for AI data centers this fiscal year, and our pipeline is growing toward the second half. We will achieve further business expansion primarily through fee income.
- ✓ Please turn to the next page.



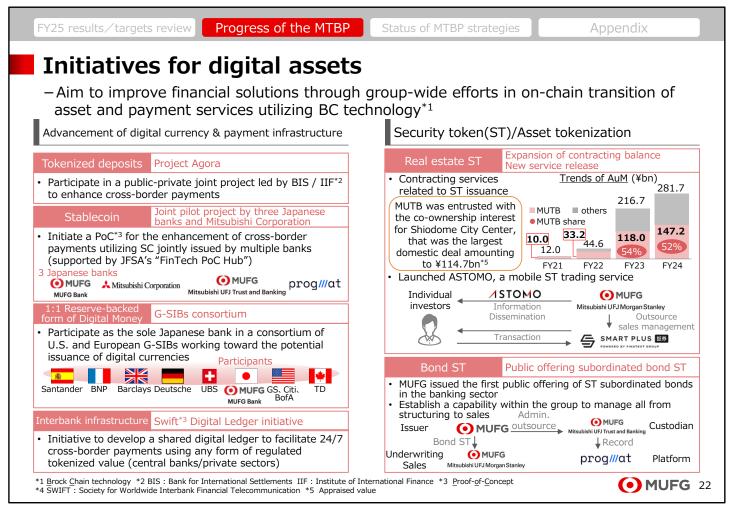
- ✓ In Asia, profits increased mainly in GCB area.
- ✓ In Thailand, we are expanding our revenue base by increasing our large corporate lending. And the effects of expense reduction measures are emerging.
- ✓ In Indonesia, we are seeing a positive turnaround of auto loan balance and will accelerate this trend through the integration of Mandala and Adira Finance. We will work on both structural reform and strengthening our business foundation, aiming to capture the high growth potential of Asia.
- ✓ In the corporate business, we are focusing especially on India, which is experiencing rapid growth within the region. In addition to establishing a securities subsidiary in September this year, collaboration with Morgan Stanley is progressing steadily, and we aim to continue achieving double-digit growth by firmly capturing the strong finance needs and active market trends.



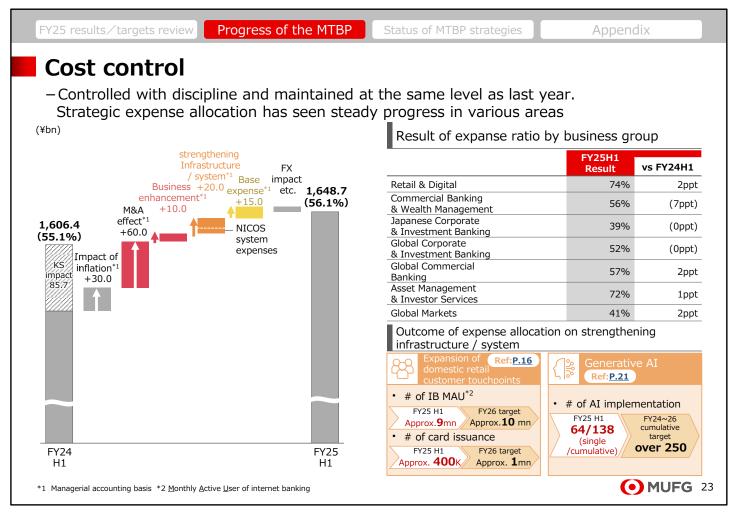
- ✓ Page 20 shows the progress of our efforts to resolve social issues.
- ✓ On the left, regarding sustainable society, there are different trends in sustainable investment globally, but our commitment remains unchanged, and we are steadily building up a track record focusing on renewable energy financing and green loans.
- ✓ Furthermore, we will publish a whitepaper again this year to disseminate views that will contribute to accelerating the transition going forward. We will focus on industryspecific challenges and take a deep dive into the direction of initiatives by Japanese companies.
- ✓ The right side shows our support of startups aimed at creating a vibrant society. We are expanding our investment base, including the establishment of a new fund focused on growth companies. Furthermore, we have launched initiatives, such as promoting venture client model, where large corporates become customers of startups to create new value in reproducible ways and offering personal money trusts of space industry development. We are supporting startup growth not only financially but also by providing business support and expanding investor networks.
- ✓ Please turn to page 21 on our AI and data strategy.



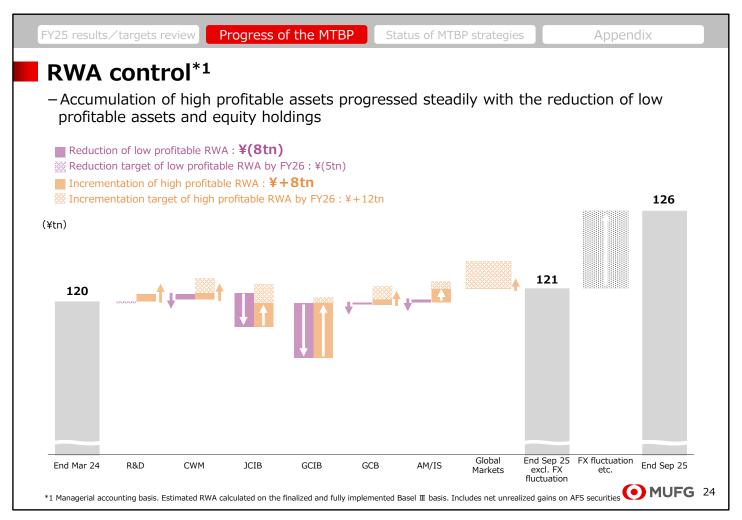
- ✓ We believe a world where AI is embedded in all products and services will arrive in the near future. To prepare for this world, companies must transform into AI-native organizations. We are implementing various initiatives to welcome AI as a member of our community and foster a corporate culture where humans and AI work together. We have already implemented AI in 116 use cases and aim to exceed 250 by FY26. The cumulative expected benefit during the current three-year MTBP is approximately 30 billion yen.
- ✓ We are also advancing the development of AI agents. As our first initiative, we are codeveloping an AI credit expert with Sakana AI and have already begun operational
  validation at some branches.
- ✓ We have also begun a new strategic collaboration with OpenAI. In addition to accelerating company-wide AI adoption, such as rolling out ChatGPT Enterprise to all 35,000 MUFG bank employees, we are launching initiatives to create innovative customer experience in the retail business domain. We will introduce ChatGPT specifically for digital banking and expand various services.
- ✓ As announced the other day, we also invested as the lead investor in Third Intelligence, a startup aiming to develop Japan-originated AGI. We are accelerating our efforts not only in the penetration and utilization of AI but also in contributing to future technological advancement.
- ✓ Please turn to the next page on our initiatives for digital assets.



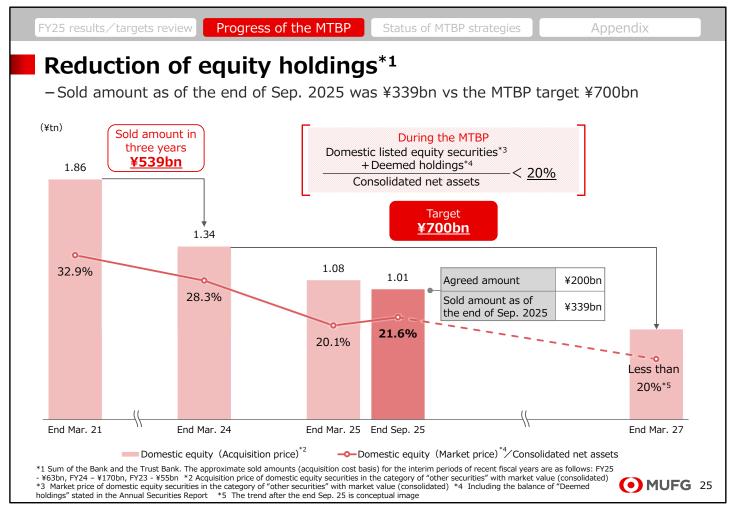
- ✓ MUFG is aiming to utilize blockchain technology in a wide range of areas through group-wide efforts.
- ✓ In the payment area on the left, we will work to improve the speed and convenience of payments through our participation in global projects, such as the project to enhance cross-border payments using tokenized deposits, a joint stablecoin PoC by 3 megabanks and G-SIBs consortium on digital currencies.
- ✓ On the right, in the area of security tokens, we are promoting the on-chain transition of assets, including real estate and bonds.
- ✓ In the real estate security token contracting business, the Trust Bank is unrivaled with a market share of over 50%.
- ✓ In securities, we launched ASTOMO, a new mobile security token trading service for individual investors, this October. Furthermore, we are steadily expanding the group's capabilities, from structuring to sales, including issuing the banking industry's first publicly offered security token subordinated bonds by leveraging our trust and securities business functions.



- ✓ Page 23 is on cost control.
- ✓ We will continue to invest resources necessarily for future growth while controlling business enhancement expenses by ratio and infrastructure strengthening expenses by amount. Additionally, for infrastructure and systems strengthening expenses, we set KPIs tailored to the characteristics of each business and measure the effectiveness.
- ✓ KPIs are established across all areas and monitored regularly. And the outcome of expense allocation in mass retail and generative AI are shown on the bottom right, as an example.
- ✓ While making these investments for the future, we kept the expense ratio flat year on year.



- ✓ Page 24 shows the status of RWA control.
- ✓ Although reductions were realized first, due to the accelerated sale of equity holdings, we have made progress in capturing finance demand resulting from corporate actions and are currently accumulating high profitable assets steadily. We will continue to replace assets by maintaining tight discipline.



- ✓ Page 25 shows the status of reduction of equity holdings.
- ✓ The cumulative amount sold, as of the first half of FY25, was 339 billion yen on an acquisition cost basis, reaching approximately 50% of our 700 billion yen target. Including the remaining agreed but unsold balance, we have reached nearly 80% of our target.



- ✓ Page 26 is on enhancement of our strategic alliance with Morgan Stanley.

  Collaboration is accelerating in investment banking, and we have recently realized several large-scale global projects. We are also beginning to see results from cross-selling our respective investment products in AM/IS and further collaboration in private credit area.
- ✓ We have built a track record across various fields, and Alliance 2.0 is steadily progressing. Furthermore, personnel exchange and interaction have progressed significantly. Morgan Stanley employees with expertise visited not only the headquarters but also multiple branches for roundtable discussions to share know-how and hold discussions.
- ✓ By strengthening this unique and strategic partnership, we will deepen our collaboration and also work to further expand the scope of our collaboration.
- ✓ That is all from me.
- ✓ In October 2025, MUFG celebrated its 20<sup>th</sup> anniversary. Over the past two decades, the environment surrounding us has undergone significant changes at an accelerating pace. Under such circumstances, we have continuously taken on challenges for various transformations, building a robust group foundation, strengthening our global presence, and in recent years, enhancing the resilience of our domestic business model, shifting from quantity to quality overseas, advancing AI and digitalization initiatives, and driving cultural reform.
- ✓ The support of our investors, rating agencies, customers, local communities and all our stakeholders enabled our sustained growth to this point, so I would like to express my heartfelt gratitude. Under the purpose of Committed to Empowering a Brighter Future, we will continue to embrace challenges, adapt to environmental changes, accelerate growth, and strive to further enhance shareholder value. We sincerely ask you for your continued support.



Progress of major KPI

(tn)

\*1 Monthly Active User of internet banking for industrial customers \*2 BK non-consolidated

FY24

10.0

FY26

Target

Balance of financial assets

from retail customers Approx.

98

FY25H1

FY26

Target

No. of IB MAU\*1

8.8

FY24

9.0

FY25H1

(mn)

#### Strengthen corporate imes WM business • Front: Promote acquisition of in-house qualifications for business/asset succession and M&A Develop career recruitment of specialists in capital strategy and asset management • Accelerate customer approach by specialists and pile up pipelines Pipeline related to business (Including in-house qualification) succession\*2 +¥250bn +1.35tn +910\_2,240 1,330 ¥1.1tn FY23 FY25 H1 FY23 H1 FY25 H1 • Further scaling of WM business by improving personnel in face-toface areas and leveraging non-face-to-face & digital methods Aug 25 Face to A new customer IT AI assistant for proposal face development team Progress of major KPI Net operating profits Full year in WM (¥bn) Loan balance related to business succession\*2 in WM (¥bn) 140 (¥bn) 680 70 60 320 270 20 FY26 FY26 FY25 FY25 FY23 FY23 Target Target **MUFG** 28

**Appendix** 

Status of MTBP strategies

# Create and study new customer experience in retail business

- Combine the advanced features of finance and AI to significantly enhance service convenience at M-tto

### Evolution of CX\*1

### Deploy OpenAI solutions into MUFG\*2

### AI concierge in MUFG Apps



Plan to implement in the digital bank launching next year. To be an AI-native digital bank

- Install the latest GPT model into each group company's app
- · Each App's AI is seamlessly integrated, providing personalized proposals and responses

#### AI chat bot for M-tto application



A User-friendly experience for new customers including recommendations for beneficial programs

· AI recommendations enable users to apply for MUFG services that match their interests collectively

### Evolution of CX

### Integrate MUFG services into the OpenAI ecosystem\*2

Expansion of customer touchpoint

### System adaptation to Agentic Commerce\*3

# Instant Checkout \*4



Coin+



Seamless settlement through MUFG's payment services

• Payment solutions compliant with the Agentic Commerce protocol enable a new purchasing experience on ChatGPT

### Connect "Apps in ChatGPT"

Analyze deposit, withdrawal and transfer data

- Connect "Apps in ChatGPT" released by OpenAI with MUFG's apps and API integration Also make campaign proposals
- based on user interests
- · A new financial experience where household budget management and asset investment consultations can be naturally conducted through conversations with ChatGPT

\*1 Customer experience \*2 Screens and images shown are conceptual and may not reflect the actual services offered
\*3 An open standard that enables AI agents and businesses to complete transactions smoothly \*4 A service that allows completing all from product searches
to purchases on ChatGPT. For supported products, tap "Buy" to review order/delivery/payment details, and proceed with the purchase



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Plan
\*1 End Mar 26 plan vs End Mar 25 result \*2 FY26 targets: GCIB-GM ROE 8.3%, Syndication/ DCM wallet rank 10<sup>th</sup>, FIC growth rate; better than peers \*3 Adjusted individual factors \*4 Calendar year basis \*5 Eixed Income and Currencies \*6 Growth rates of peers are calculated from Coalition Greenwich data \*7 In order to mitigate the impact of market factors, the reference was changed from FY23 result to the average result for the previous 3 years \*8 Comparison with FY22 the time of establishment of the GIFT branch \*9 Managerial accounting basis. Bank only \*10 Micro, Small and Medium Enterprises \*11 FY24 result has been refined and subsequently revised \*12 Excluding KS impact \*13 ROE after amortization of intangible assets

FY24

FY25

Reference\*7 FY25 H1

FY23\*4 FY25 H1

FY23

FY25

6%

FY24 FY25

Next

Next

# **Growth strategies (3)**

Contribute to making Japan a leading asset management center

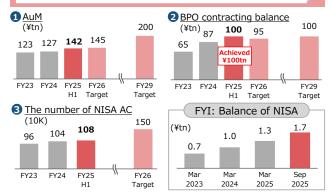
#### Topics

#### [AM] Initiatives to enhance investment capabilities 1

- Provide commitment line to 4 funds of AM companies by EMP\*1 established last year
- Expand the capabilities for managing private assets both domestically and internationally as well as progress in transferring credit investment functions MUFG group collaboration [IS] Initiatives to support AM companies 2
- Achieved the fiscal year 2029 target of ¥100tn ahead of schedule

#### [Pension] Initiatives to enhance financial literacy

 Provide service of human capital disclosure and support tools ("Jibun Shihon Pallet")



\*1 Emerging Managers Program \*2 Net Zero World \*3 Carbon dioxide Capture and Storage \*4 Number of business co-creation through dialogue and engagement with customers

### Support value chain in green transformation (GX)

#### Engagemen

♦ Held MUFG NOW\*2 summits in APAC for engagement



Inviting business leaders, government officials, and customers from various regions to discuss challenges and solutions

Track record of MUFG NOW

Australia, China, Hong Kong, India, Indonesia,
Malaysia, Singapore, The Philippines,
Thailand, Vietnam

#### Finance (Domestic)

Project finance structuring for full merchant system batteries

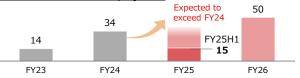


Create Japan's first scheme using only merchant revenue for repayment

# Project finance structuring for CCS<sup>+3</sup> project in the UK

Contributed to enhancing bankability and creating CCS market as Mandated Lead Arranger

#### Number of co-created GX projects\*4



MUFG 31

Progress of the MTBP

Status of MTBP strategies

**Appendix** 

**MUFG** 32

# **Growth strategies (4)**

### Challenge to Build a New Business Portfolio

# through Strategic Investments and Alliances

- Invest in LayerX and Accelerate Collaboration (Sep 25)
  - ✓ Deepen integration between LayerX's "Bakuraku" and MUFG's financial services LayerX

• Initiative to Develop a New Model for Producing

Entertainment Titles (JCW1\*1)

MUTB Structuring and management

**Fund Suppliers** 

Consider expanding collaboration in the DX (Digital Transformation) domain utilizing AI

Creators of Works

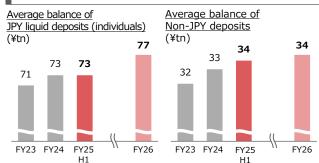
Launched a new model with two leading entertainment companies that separates Fund Suppliers and Creators of

- NICOS Consolidated Zenhoren as a Subsidiary (Apr 25)
- ✓ entered the rent liability guarantee business Expand touchpoints with younger customers and strengthen card business synergies Zenhoren

# Improving BS profitability

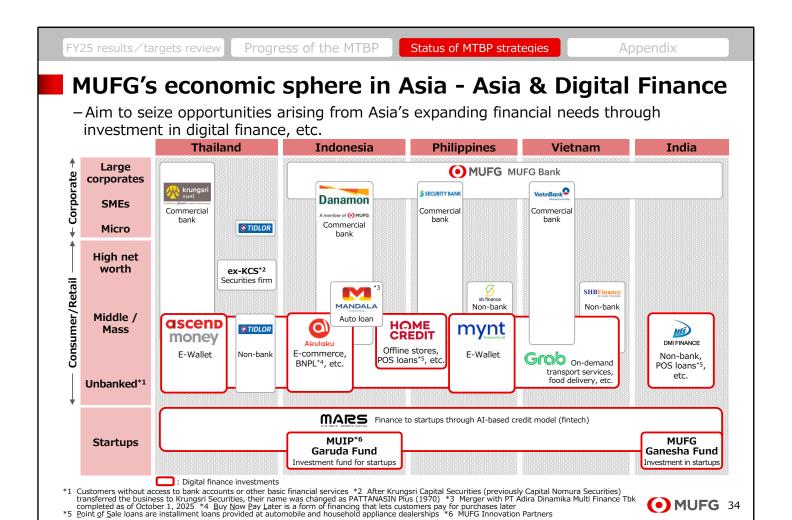


Examples of Progress in Launched Businesses





cainment



# **Drive Social & Environmental Progress**

### Circular Economy: Recycled materials

- Signed a MoU with Hitachi $^{*1}$  to explore the commercialization of "Marketplace System for Recycled Materials " to promote the use of recycled materials.
- Aim to provide financial functions such as supply chain finance to companies involved in the production of recycled materials.



### Drive Social & Environmental Progress

following 2024.



- Visualized the pathway to impact realization using a logic model. The second issuance
- Updated the performance of the impact indicators set last year. Expanded information by including numerous examples of initiatives starting from employees.
- \*1 Hitachi, Ltd. Hitachi High-Tech Corporation \*2 Japan International Cooperation Agency

# Sustainable Finance Framework



- Jul 25: In collaboration with JICA\*2, developed a sustainable finance framework.
- Clarified the requirements for sustainable finance regarding the co-financing to be provided by the bank and partner banks with JICA.
- By utilizing JICA's evaluation expertise, the bank and partner banks enhance financing capabilities and contribute to the promotion of sustainable

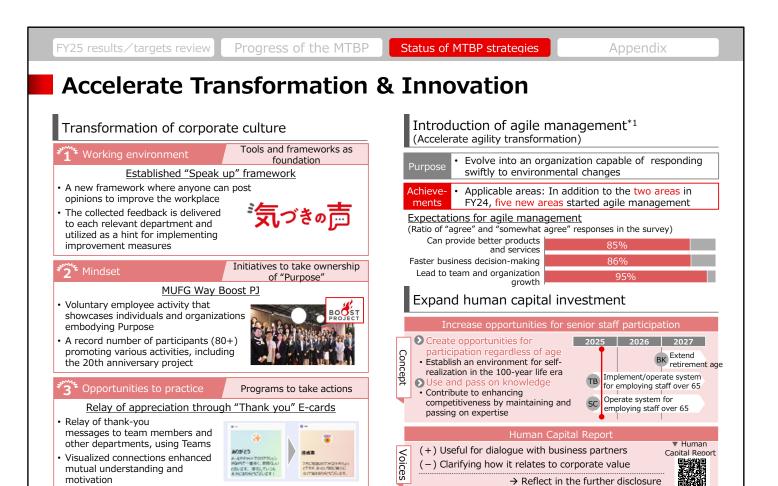
### MUFG STADIUM

- $\bullet$  Oct 25: Announced to become the National Stadium Partner of the Japan National Stadium
- Aim to contribute to solving social issues and revitalizing local communities by combining the expertise and assets of partners, while preserving the public nature of the stadium.
- Series of activities will be announced domestically and internationally from the stadium as a "hub of co-creation" where sustainable social value is continuously generated.











## **Income statement summary**

Consol	lidated (¥bn)		FY24 H1	FY25 H1	YoY	Adjust. KS impact
1 (Befo	ss profits ore credit costs for trust acco	ounts)	2,911.8	2,935.7	23.9	189.3
2 N	let interest income		1,508.5	1,440.0	(68.5)	57.4
3 T	rust fees + let fees and commissions		978.7	1,077.9	99.2	126.5
4 N	let trading profits (losses)+ let other operating profits		424.5	417.7	(6.7)	5.3
5	Net gains (losses) on debt s	securities	2.3	2.9	0.6	-
6 <b>G&amp;A</b>	Expenses		1,606.4	1,648.7	42.2	127.9
7 (Exp	pense ratio)	Progress vs initial target	55.1%	56.1%	0.9ppt	0.7ppt
8 Net	operating profits	58.5%	1,305.3	1,287.0	(18.3)	61.3
9 <b>Tota</b>	l credit costs		(185.7)	3 (76.3)	109.3	65.7
10 Net	gains (losses) on equity so	ecurities	363.9	130.2	(233.7)	(235.3)
11	Net gains (losses) on sales o	of equity securities	379.7	134.3	(245.3)	-
12 <b>Equi</b>	ty in earnings of equity m	ethod investees	257.1	381.9	124.7	126.4
13 Othe	er non-recurring gains (los	sses)	16.2	23.8	7.6	9.1
14 Ordi	nary profits (losses)		1,756.9	1,746.6	(10.2)	27.4
15 Net	extraordinary gains (losse	es)	(15.0)	23.8	38.9	38.7
16 <b>Prof</b> i	its attributable to owners	of parent 64.6%	1,258.1	1,292.9	34.7	56.8
<re< td=""><td>eference&gt;</td><td></td><td>_</td><td></td><td></td><td></td></re<>	eference>		_			
	(JPX basis)		12.6%	12.5%	(0.1ppt)	

#### Gross profits (FX impact: approx. +¥10.0bn)

 Increased by the impact of rising JPY interest rates, improved net interest income including benefits from last year's bond portfolio rebalancing, growth in various fee revenues from domestic and overseas solution services, and effects of overseas acquisitions

#### G&A expenses (FX impact: approx. +¥0.0bn)

- In addition to the impact of overseas acquisitions and inflation, expenses increased by the strategic investments for the growth
- Expense ratio rose slightly by these investments, however, remained below the control target of around 60% set in the current mid-to-long term business plan

#### 3 Total credit costs

• Lower credit costs due to the large reversal of credit cost accounted in this year, and the rebound of large credit costs accounted in overseas last year

#### Equity in earnings of equity method investees

 Increased by strong performance of Morgan Stanley and etc.

#### Profits attributable to owners of parent

- · Achieved a historical high record of interim net profit
- With the inclusion of one-time gains\*1, progress toward initial full-year target of ¥2tn stands high level at 64.6%

<sup>\*1</sup> Approx. ¥100.0bn (incl. a negative goodwill gain of approx. ¥27.0bn from increasing the equity stake in JACCS Co., Ltd, a gain of approx. ¥20.0bn from KS's acquisition of Tidlor Holdings PCL as a subsidiary, and a gain of approx. ¥17.5bn from the liquidation of a subsidiary, and etc.)



# Results by business group(1)

			Net operating profits (¥bn)*1 Expense ratio*1		ROE*2		RWA (¥tn)*³		
Consolidated Business g	roup	FY25 H1	YoY	FY25 H1	YoY	FY25 H1	YoY	FY25 H1	YoY
Potail 9 Digital*4	R&D	133.2	7.5	74%	2ppt	11.0%	4.0ppt	9.6	0.5
Retail & Digital*4	Kab	140.6	11.1	72%	1ppt	12.0%	4.5ppt	9.0	0.5
Commercial Banking & Wealth Management	CWM	172.1	49.1	56%	(7ppt)	15.0%	3.0ppt	16.8	0.5
Japanese Corporate & Investment Banking	JCIB	289.2	15.8	39%	(0ppt)	15.5%	2.5ppt	31.2	0.2
Global Corporate & Investment Banking	GCIB	181.5	14.3	52%	(0ppt)	11.5%	4.0ppt	24.2	0.8
Global Commercial	Con	142.2	(11.9)	57%	2ppt	11.5%	2.5ppt	7.5	0.1
Banking* <sup>4,5</sup>	GCB	155.2	(20.7)	53%	3ppt	14.0%	1.0ppt	7.5	
Asset Management	AM/IS	72.8	10.2	72%	1ppt	14.0%	2.5ppt	3.2	0.6
& Investor Services*4	(A11/13)	88.2	12.6	66%	2ppt	17.0%	3.0ppt	3.2	
Global Markets	Global Markets	204.7	(8.4)	41%	2ppt	10.5%	0.5ppt	17.3	0.8

<sup>\*1</sup> Local currency basis \*2 Calculated based on Risk Assets (R&D, CWM, JCIB, GCIB and GCB) or economic capital (AM/IS and Global Markets)
(Managerial accounting basis. Net profits basis.) \*3 Managerial accounting basis. Estimated RWA on the finalized and fully implemented Basel III basis
\*4 The bottom excludes amortization of goodwill \*5 The impact of the change on closing date for KS in FY24H1 is adjusted based on managerial accounting basis

# Results by business group(2)

### Retail & Digital\*1

(¥bn)	FY24H1	FY25H1	YoY
Gross profits	450.7	509.4	58.7
Loan and deposit interest income	117.1	148.7	31.6
Domestic and foreign settlement / forex	22.6	22.3	(0.3)
Investment product sales	23.4	28.5	5.1
Card settlement	106.6	123.2	16.6
Consumer finance	155.8	161.7	5.9
Expenses	325.0	376.3	51.2
Expense ratio	72%	74%	2ppt
Net operating profits	125.7	133.2	7.5
Credit costs*2	(50.9)	(55.6)	(4.7)
Net profits	37.2	66.7	29.5
RWA*3 (¥tn)	9.1	9.6	0.5
ROE	7.0%	11.0%	4.0ppt
Ave. housing loan balance (¥tn)	11.5	11.7	0.2
Ave. deposit balance (¥tn)	77.7	77.5	(0.2)
Balance of consumer loans*4 (¥tn)	0.8	1.0	0.2
Volume of card shopping*5 (¥tn)	3.1	3.3	0.2

### Commercial Banking & Wealth Management\*1

(¥bn)	FY24H1	FY25H1	YoY
Gross profits	333.6	395.4	61.8
Loan and deposit interest income	118.2	175.4	57.2
Domestic and foreign settlement / forex	48.6	51.1	2.5
Derivatives, solutions	33.5	39.5	6.0
Real estate, corporate agency and inheritance	29.7	27.0	(2.7)
Investment product sales	96.0	91.7	(4.3)
Expenses	210.6	223.3	12.7
Expense ratio	63%	56%	(7ppt)
Net operating profits	123.0	172.1	49.1
Credit costs	12.2	8.0	(4.2)
Net profits	95.6	124.9	29.3
RWA*3 (¥tn)	16.3	16.8	0.5
ROE	11.5%	15.0%	3.0ppt
Ave. loan balance*6 (¥tn)	19.6	20.1	0.5
Lending spread*7	0.55%	0.56%	0.01ppt
Ave. deposit balance (¥tn)	64.2	65.6	1.4

\*1 Managerial accounting basis. Local currency basis. ROE is calculated based on net profits \*2 Including provision for losses from interest repayments \*3 Estimated RWA on the finalized and fully implemented Basel III basis. Managerial accounting basis \*4 Total balance of personal card loans of the Bank and ACOM (excl. guarantee) \*5 For NICOS cardmembers \*6 Excluding consumer loans \*7 Excluding non-JPY mid- to long-term funding costs



# Results by business group(3)

### Japanese Corporate & Investment Banking\*1

(¥bn)	FY24H1	FY25H1	YoY
Gross profits	451.3	476.7	25.4
Loan and deposit interest income	248.9	258.0	9.1
Domestic and foreign settlement / forex*2	44.3	43.5	(0.7)
Derivatives, solutions*2	38.4	45.9	7.5
Real estate, corporate agency	32.4	38.1	5.7
M&A·DCM·ECM*3	31.3	35.6	4.3
Expenses	177.9	187.5	9.7
Expense ratio	39%	39%	(0ppt)
Net operating profits	273.4	289.2	15.8
Credit costs	5.0	34.6	29.6
Net profits	221.5	264.7	43.2
RWA*4 (¥tn)	31.1	31.2	0.2
ROE	13.0%	15.5%	2.5ppt
Ave. loan balance (¥tn)	41.6	41.9	0.3
Lending spread*5	0.69%	0.70%	0.01ppf
Ave. non-JPY loan balance*6 (¥tn)	13.0	13.3	0.3
Non-JPY lending spread*5,6	0.95%	0.97%	0.02ppt
Ave. deposit balance (¥tn)	38.4	36.7	(1.7)
Ave. non-JPY deposit balance*6 (¥tn)	16.0	15.5	(0.5)

### Global Corporate & Investment Banking\*1

(¥bn)	FY24H1	FY25H1	YoY
Gross profits	348.9	377.6	28.7
Loan and deposit interest income	183.8	181.7	(2.1)
Commission	143.3	170.4	27.2
Forex, derivatives	15.8	17.9	2.2
DCM·ECM	14.0	14.0	(0.0)
Expenses	181.7	196.1	14.4
Expense ratio	52%	52%	(0ppt)
Net operating profits	167.2	181.5	14.3
Credit costs	(27.6)	22.9	50.5
Net profits	94.3	147.0	52.7
RWA*4 (¥tn)	23.4	24.2	0.8
ROE	8.0%	11.5%	4.0ppt
Ave. loan balance (¥tn)	24.4	24.7	0.3
Lending spread*6	1.70%	1.63%	(0.07ppt)
Ave. deposit balance (¥tn)	15.0	16.0	1.0



<sup>\*1</sup> Managerial accounting basis. Local currency basis. ROE is calculated based on net profits \*2 Domestic business only
\*3 Including real estate securitization etc. \*4 Estimated RWA on the finalized and fully implemented Basel II basis. Managerial accounting basis.
\*5 Excluding non-JPY mid- to long-term funding costs \*6 Sum of domestic and overseas loans and deposits

# Results by business group(4)

### Global Commercial Banking\*1

(¥bn)	FY24 H1	FY25 H1	YoY
Gross profits	336.9	328.0	(8.9)
KS*2	253.4	244.5	(8.9)
BDI	76.4	76.1	(0.3)
Expenses	182.8	185.8	2.9
(Expense ratio)	54%	57%	2ppt
KS*2	118.9	122.2	3.4
(Expense ratio)	47%	50%	3ppt
BDI	41.9	42.8	1.0
(Expense ratio)	55%	56%	1ppt
Net operating profits	154.1	142.2	(11.9)
KS*2	134.5	122.2	(12.3)
BDI	34.5	33.3	(1.3)
Credit costs	(87.3)	(78.4)	8.9
KS*2	(65.9)	(59.4)	6.5
BDI	(19.6)	(16.4)	3.2

(¥bn)		FY24 H1	FY25 H1	YoY
Net pr	ofits	49.0	60.0	11.0
KS*2		43.1	42.0	(1.1)
BDI		11.1	12.4	1.4
RWA*3	³ (¥tn)	7.4	7.5	0.1
ROE		9.0%	11.5%	2.5ppt
KS*2		14.5%	15.0%	0.5ppt
BDI		11.0%	13.0%	2.0ppt
(¥tn)				
	Ave. loan balance	7.0	6.7	(0.3)
$\mathbf{KS}^{*2}$	Ave. deposit balance	6.8	6.3	(0.5)
	NIM*4	4.30%	4.35%	0.05ppt
	Ave. loan balance	1.4	1.5	0.1
BDI	Ave. deposit balance	1.1	1.2	0.1
	NIM*5	7.56%	6.94%	(0.62ppt)

<sup>\*1</sup> Managerial accounting basis. Local currency basis. Per KS, gross profits, expenses and net operating profits include figures which belong to GCB only and exclude figures which belong to other business groups. BDI entity basis. ROE is calculated based on net profits. For FY24 H1 figures, excluded the KS impact in managerial accounting basis.

\*2 After GAAP adjustment \*3 Estimated RWA on the finalized and fully implemented Basel III basis. \*4 KS entity basis \*5 OJK definition 42

# Results by business group(5)

### Asset Management & Investor Services\*1

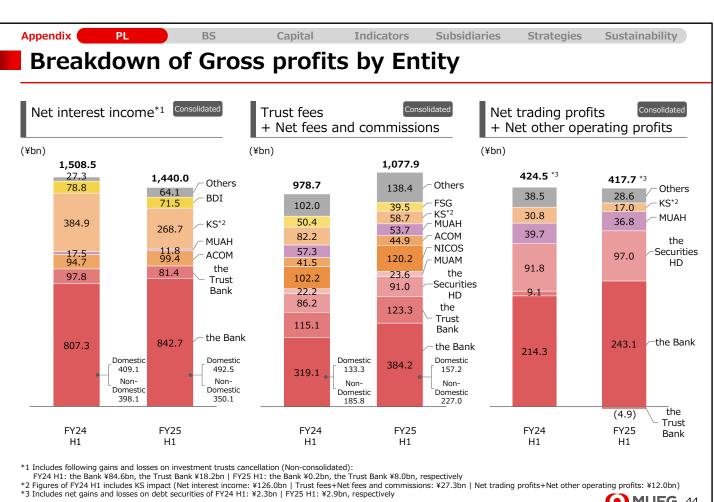
(¥bn)	FY24H1	FY25H1	YoY
Gross profits	210.5	257.4	47.0
AM	71.9	75.4	3.5
IS	101.2	141.5	40.3
Pension	37.3	40.5	3.2
Expenses	147.9	184.6	36.8
Expense ratio	70%	72%	1ppt
Net operating profits	62.6	72.8	10.2
Net profits	44.2	49.5	5.2
Economic capital (¥tn)	0.5	0.4	(0.0)
ROE	11.5%	14.0%	2.5ppt

## Global Markets\*1

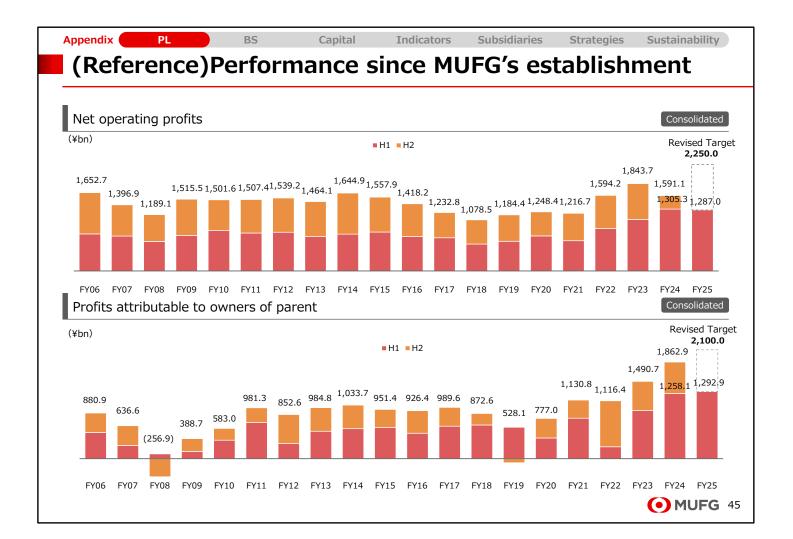
(¥bn)	FY24H1	FY25H1	YoY
Gross profits	352.9	348.2	(4.8)
Sales & trading	171.5	161.0	(10.4)
FIC & equity	170.2	159.8	(10.5)
Corporates	80.2	69.2	(11.1)
Institutional investors	74.9	71.1	(3.7)
Asset management	1.2	1.3	0.0
Treasury	174.8	176.0	1.2
Expenses	139.9	143.5	3.6
Expense ratio	40%	41%	2ppt
Net operating profits	213.0	204.7	(8.4)
Customer business	61.8	45.9	(15.9)
Treasury	145.6	148.5	2.9
Net profits	143.1	149.5	6.4
Economic capital (¥tn)	4.4	4.3	(0.0)
ROE	10.0%	10.5%	0.5ppt

<sup>\*1</sup> Managerial accounting basis. Local currency basis. ROE is calculated based on net profits

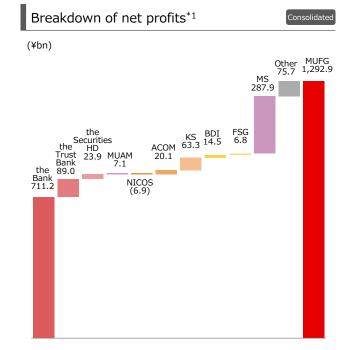




MUFG 44



## Net profits (breakdown by entity)



	the I	Bank	the Trust Bank		the Secu	rities HD
(¥bn)	FY25 H1	YoY	FY25 H1	YoY <sup>*3</sup>	FY25 H1	YoY
Cross profits	1 470 0	120.2	100.0	(22.2)	1777	(7.0)

Financial summary of major entities\*2

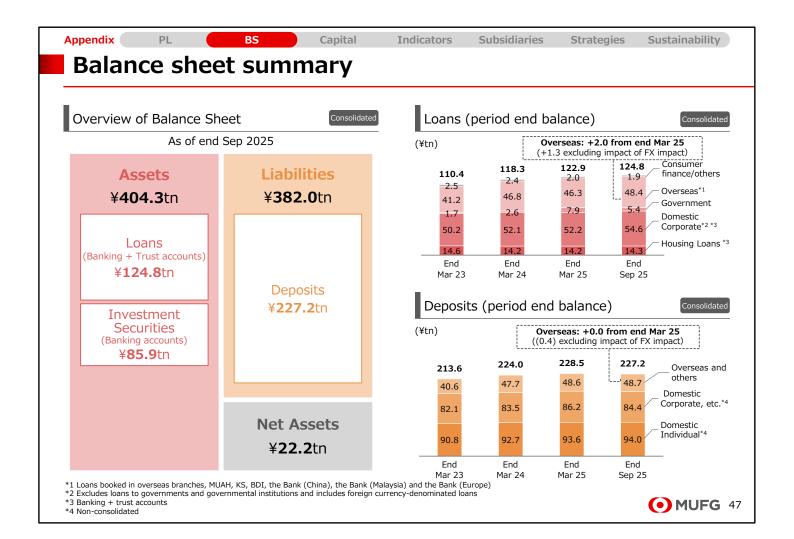
(¥bn)	H1	YoY	H1	YoY	H1	YoY
Gross profits	1,470.0	129.2	199.9	(22.2)	177.7	(7.8)
NOP	745.0	59.1	93.4	(26.5)	33.7	(4.1)
Net profits	711.2	(3.5)	89.0	(76.3)	23.9	(4.9)

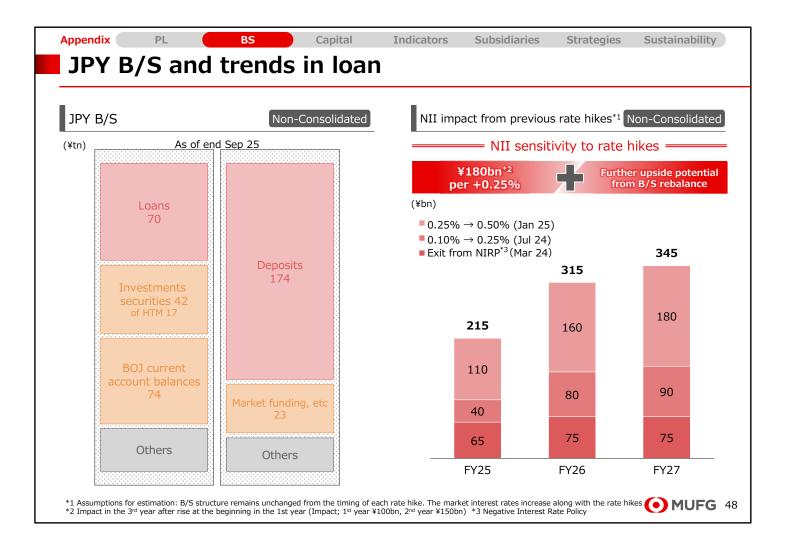
	MUAM		NIC	os	ACOM		
(¥bn)	FY25 H1	YoY	FY25 H1	YoY	FY25 H1	YoY	
<b>Gross profits</b>	24.0	1.3	125.0	16.9	145.6	8.2	
NOP	9.8	0.4	10.1	(0.2)	93.5	5.5	
Net profits	7.1	1.7	(6.9)	(3.8)	50.9	21.1	

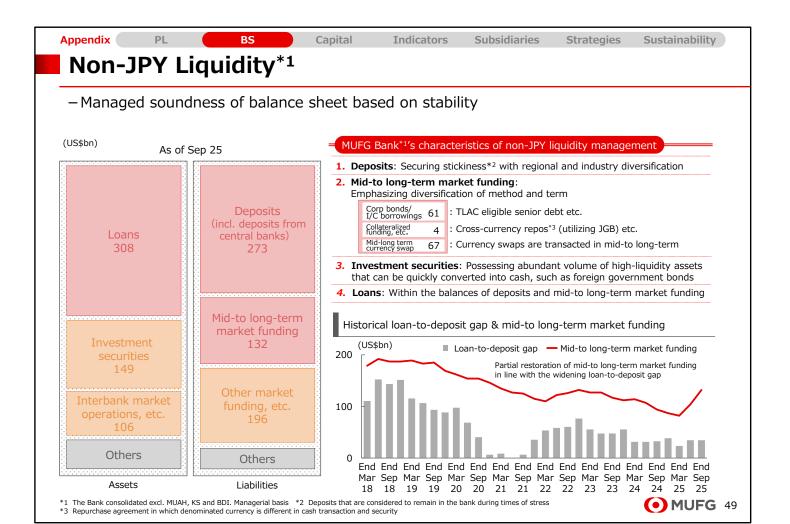
	KS		ВІ	οI	FSG		
(¥bn)	bn) FY25 H1		FY25 H1	YoY	FY25 H1	YoY	
Gross profits	344.5	11.3	89.9	(8.9)	43.9	(9.3)	
NOP	160.8	(0.0)	36.8	(6.0)	9.4	(3.9)	
Net profits	82.3	16.8	15.7	1.1	6.8	(3.6)	

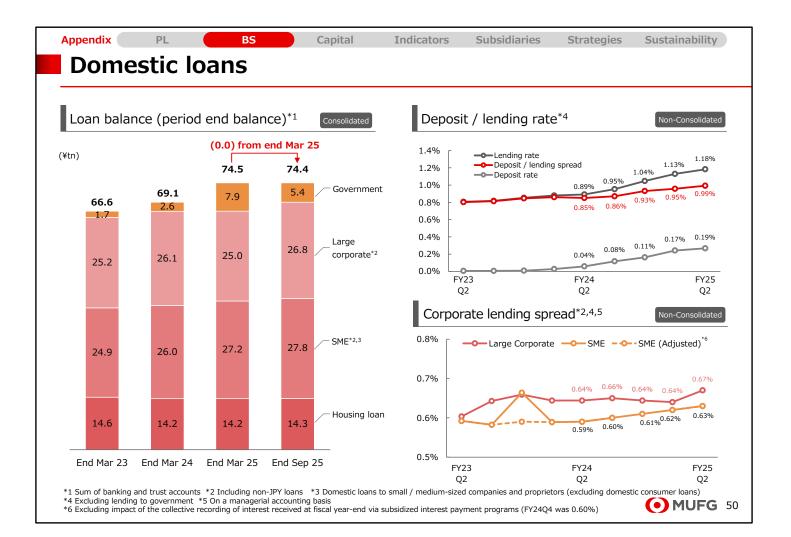


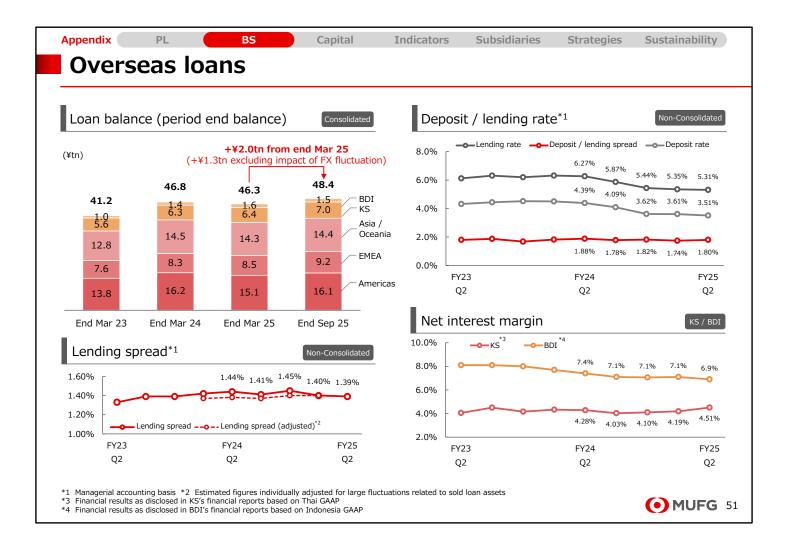
<sup>\*1</sup> The figures reflect the percentage holding in each subsidiary and equity method investee
\*2 Figures except the Bank and the Trust Bank are approx. and before consolidation adjustments. The equity holding ratio of MUFG is not reflected in net profits
(ACOM: Approx. 39.6%, KS: Approx. 76.9%, BDI: Approx. 92.5%)
\*3 YOY figures include the dividend paid by MUAM at approx. ¥46bn (pre-tax) in FY24
\*4 Excluded the KS impact with the figures before consolidation adjustment and reflection of equity holding ratio

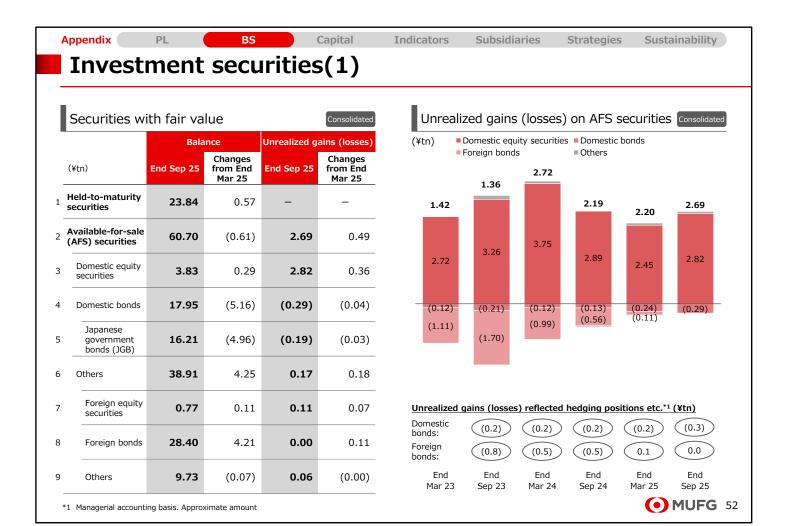


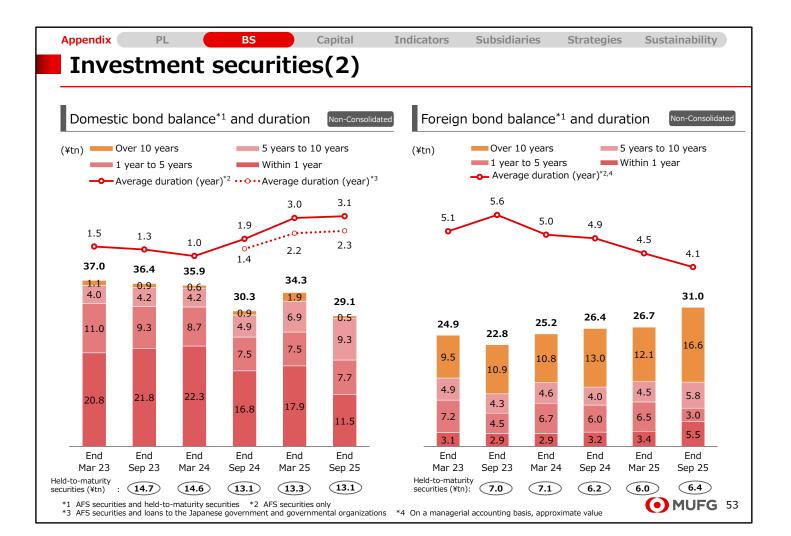


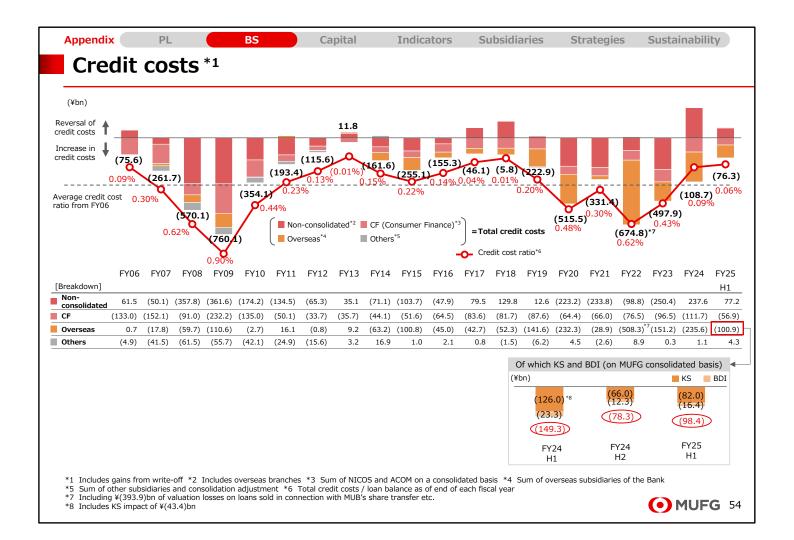


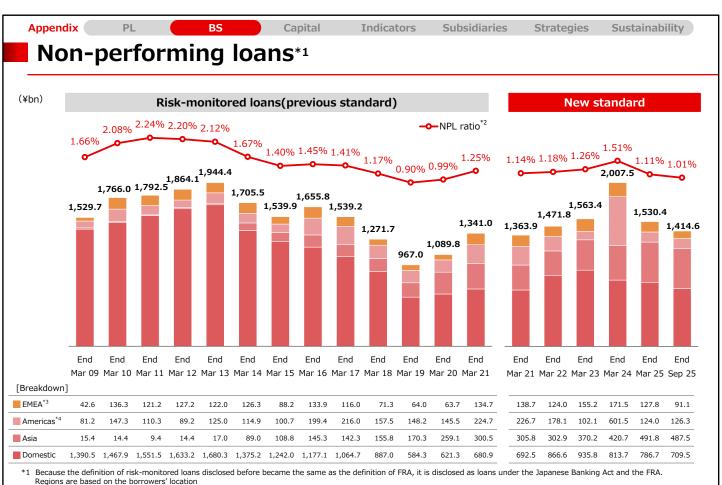










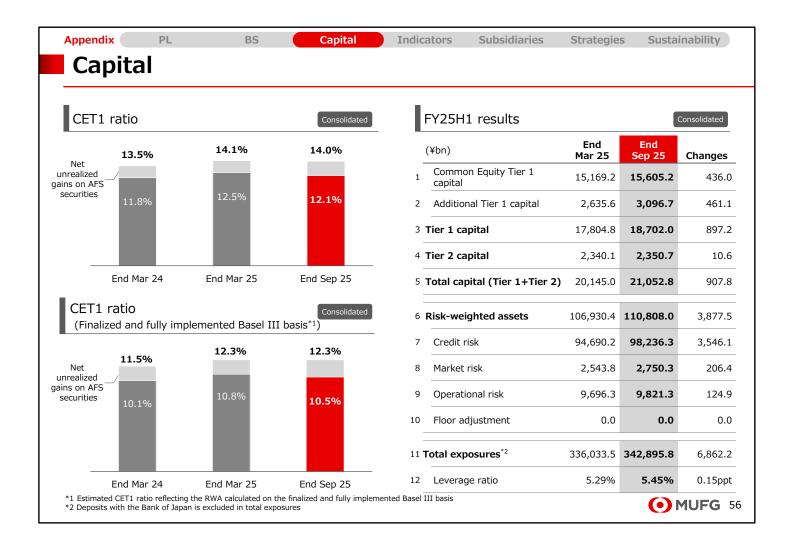


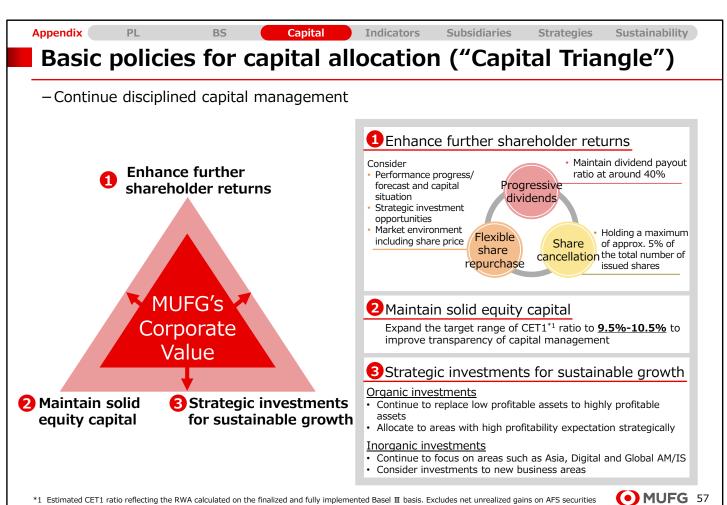
Regions are based on the borrowers' location

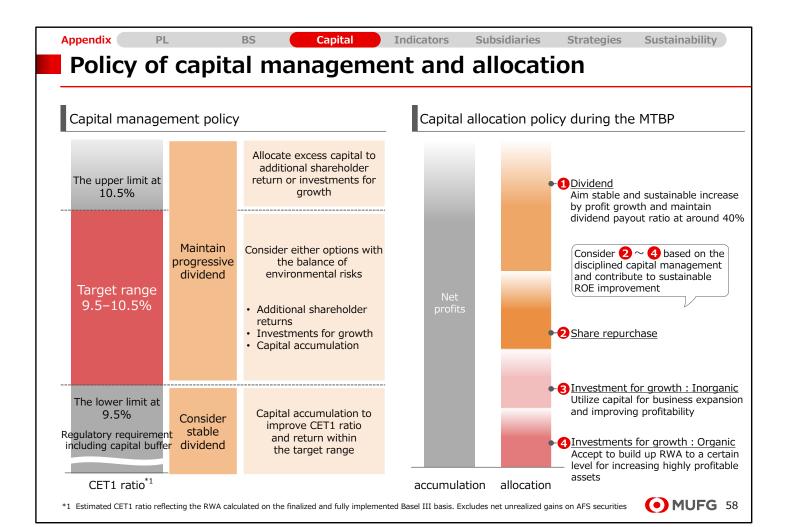
\*2 Total non-performing loans ÷Total loans (Previous standard : Total risk-monitored loans ÷ Total loans and bills discounted (banking accounts as of period end))

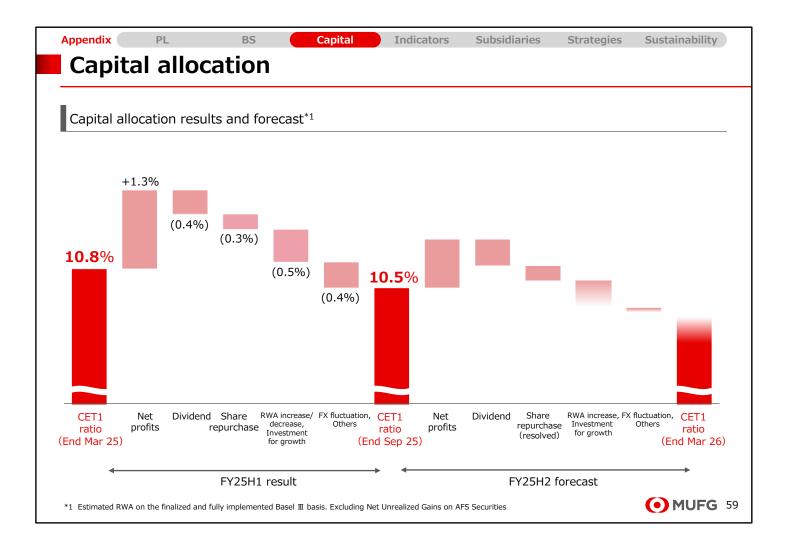
\*3 End Mar 2009 – End Mar 2012 includes parts of other regions

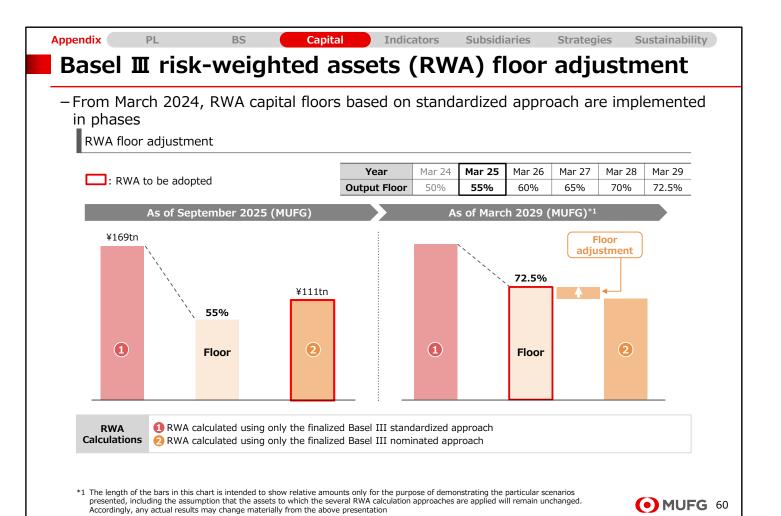
\*4 End Mar 2009 – End Mar 2012 includes only US





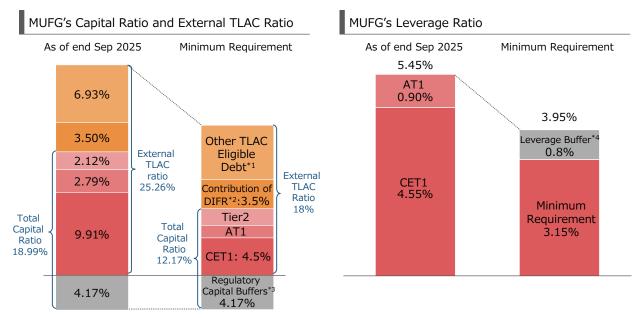






## Capital and TLAC requirement – The best capital mix and required ratio

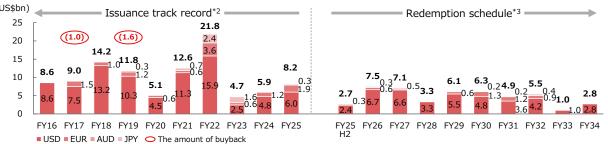
- Aiming for optimal balance between capital efficiency and medium- to long-term capital adequacy in line with the required ratios



<sup>\*1</sup> Including adjustment of difference between calculation method of total capital ratio and external TLAC ratio and adjustment of amount of other TLAC-

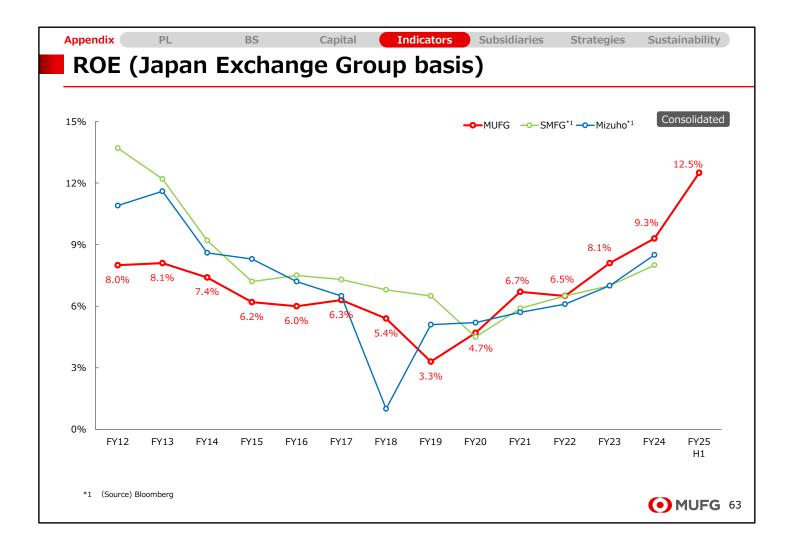


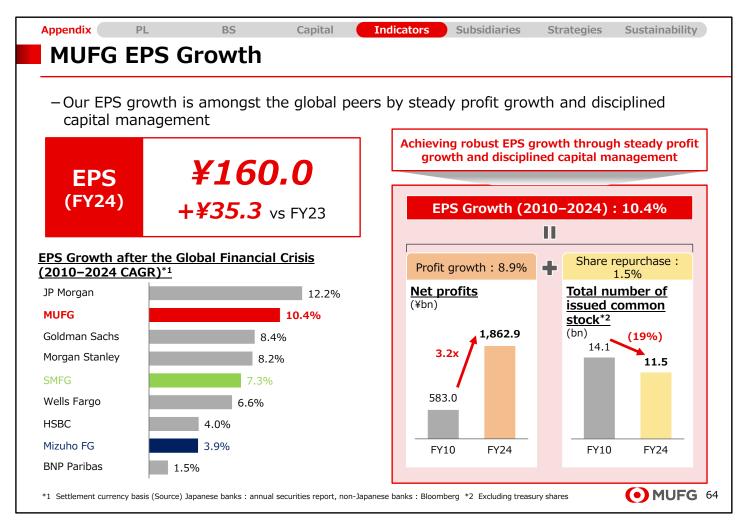
 <sup>\*1</sup> Including adjustment of underlended of total capital ratio and external TEXC ratio and adjustment of under TEXC eligible liabilities owned by the issuer's group, etc.
 \*2 Contribution of Deposit Insurance Fund Reserves: Japanese Deposit Insurance Fund Reserves fulfill the requirements for ex-ante commitments to recapitalize a G-SIB in resolution set out in the FSB's TLAC termsheet (Can include 3.5% of RWAs after end Mar 2022, in external TLAC ratio)
 \*3 CET1 buffer applicable to MUFG: G-SIB Surcharge:1.5%, Capital Conservation Buffer:2.5%, and Counter-cyclical Buffer:0.17%
 \*4 Capital buffer added to the required leverage ratio for G-SIBs



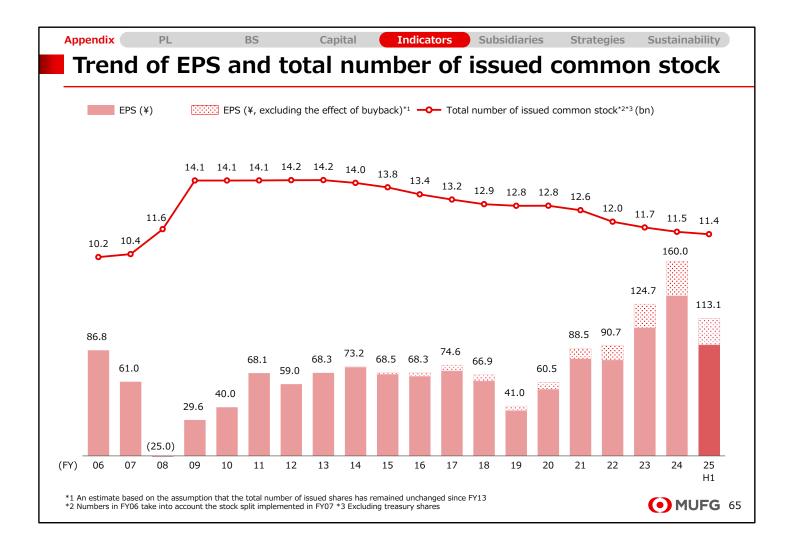
Tier2 contains Basel II Tier2 sub notes issued by the Bank and the Trust Bank (including their respective overseas special purpose companies) \*4 All figures are converted into US\$ using actual exchange rates as of end Sep 2025

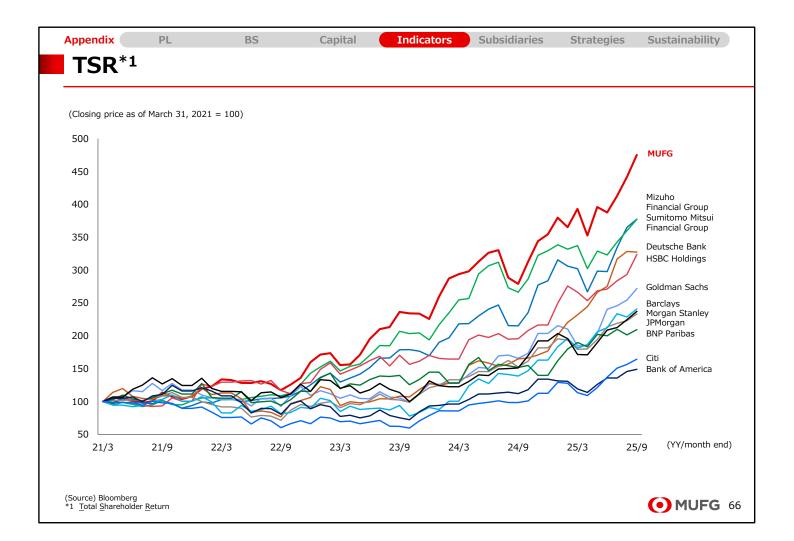
<sup>\*1</sup> All figures are converted into JPY using actual exchange rates as of end Sep 2025
\*2 Total of public issuance (excluding the amount of buyback), as of end Oct 2025
\*3 Annual figures assuming that all callable notes are to be redeemed on their respective first callable dates (only redemption amounts from Oct 2025 onward are included)





- ✓ The EPS growth rate from FY2010, after the global financial crisis, to FY24 was 10.4%, which is a very high level compared to global peers.
- ✓ The right side shows the breakdown of this EPS growth into profit growth and share repurchase. While net profits became 3.2 times higher, the total number of issued common stock decreased by about 20% through share repurchase.
- ✓ Please turn to page 11 on the impact of US trade policy.





## Financial results\*1 of KS and BDI

### KS\*2

krungsri	(¥bn)							(THB mn)
A member of @MUTC. a stoked (functed stroop	FY24H1	FY25H1	YoY	Reference*3 FY25Q1-3	FY24H1	FY25H1	YoY	Reference FY25Q1-3
Total income	340.0	326.5	(13.5)	544.4	78,004	74,904	(3,100)	117,843
Operating expenses	147.4	146.0	(1.3)	252.8	33,810	33,494	(316)	54,722
Pre-provision operating profit	192.6	180.5	(12.1)	291.6	44,194	41,410	(2,784)	63,121
Expected credit loss	105.0	88.4	(16.6)	144.8	24,088	20,278	(3,810)	31,362
Net profit attributable to owners of the bank	68.6	69.0	0.3	113.7	15,752	15,829	77	24,612

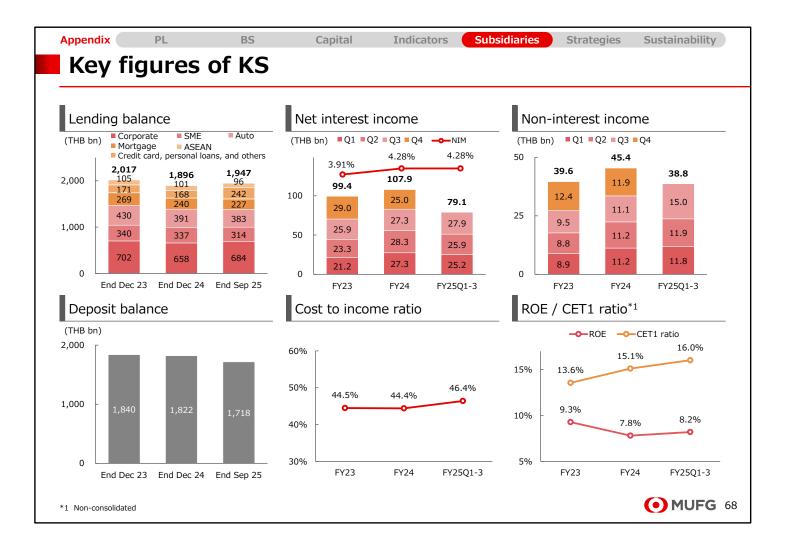
### $\mathsf{BDI}^{*4}$

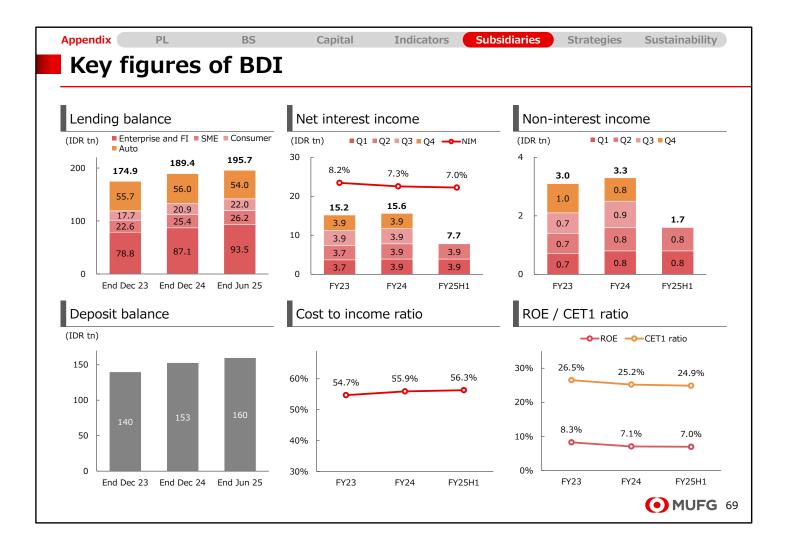
Danaman			(¥bn)	
Danamon  A member of  MUFG	FY24H1	FY25H1	YoY	
Total operating income	93.3	84.5	(8.8)	
Operating expenses	51.1	47.5	(3.6)	
Pre-provision operating profit	42.2	36.9	(5.3)	
Cost of credit	23.9	18.1	(5.8)	
Net profit after tax	14.4	14.6	0.2	

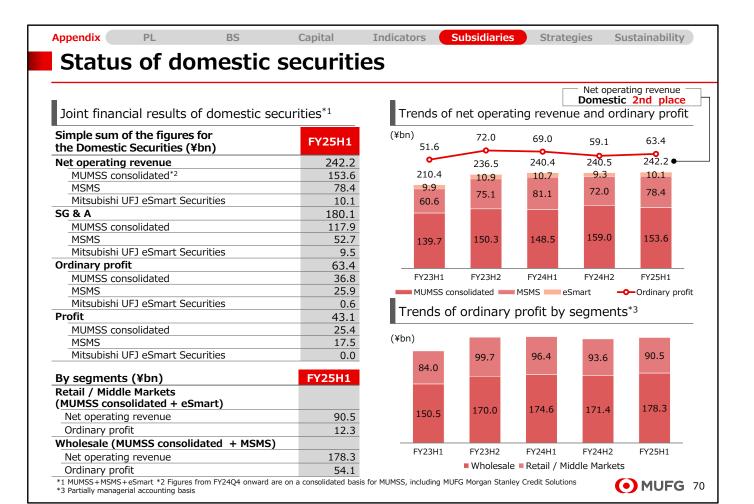
		(IDR bn)
FY24H1	FY25H1	YoY
9,432	9,392	(40)
5,168	5,286	118
4,265	4,106	(159)
2,417	2,021	(396)
1,455	1,633	178

<sup>\*1</sup> All figures are converted into ¥ with actual exchange rates as of end of each period. For FY24H1 is THB1=¥4.36, IDR1=¥0.0099. For FY25H1 is THB1=¥4.44, IDR1=¥0.0090 \*2 Financial results as disclosed in KS's financial report based on Thai GAAP \*3 Figures converted into ¥ using THB1=¥4.62 \*4 Financial results as disclosed in BDI's financial report based on Indonesian GAAP

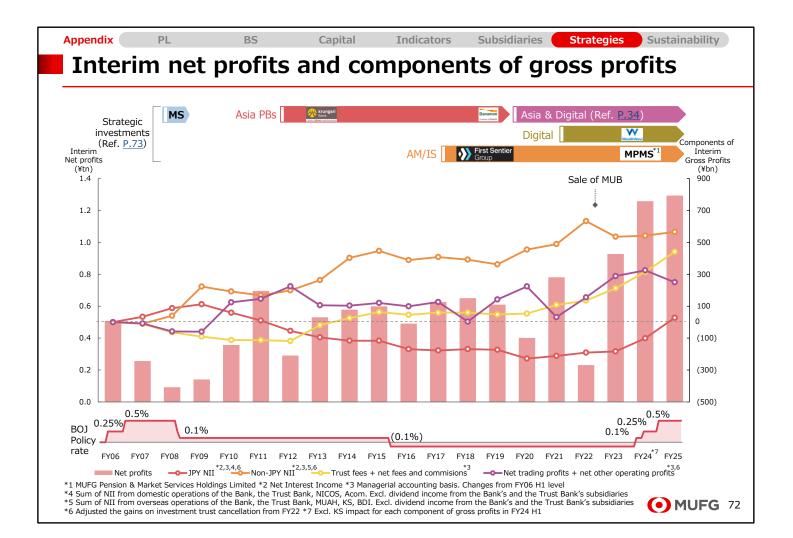


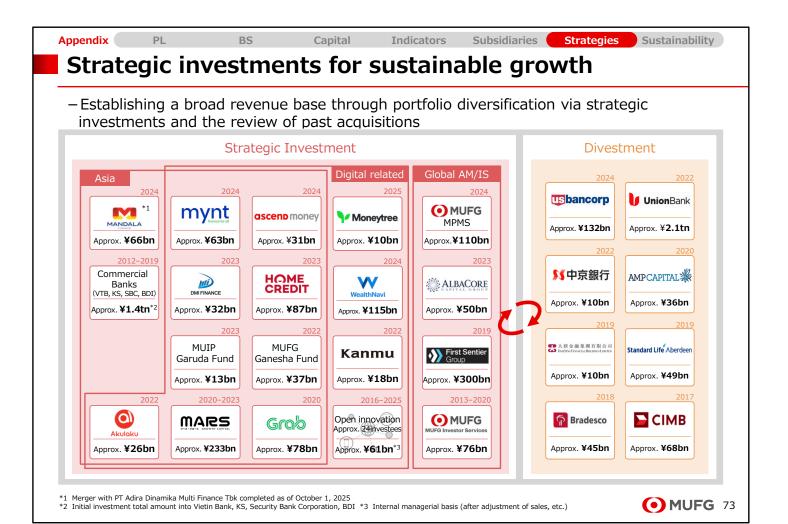


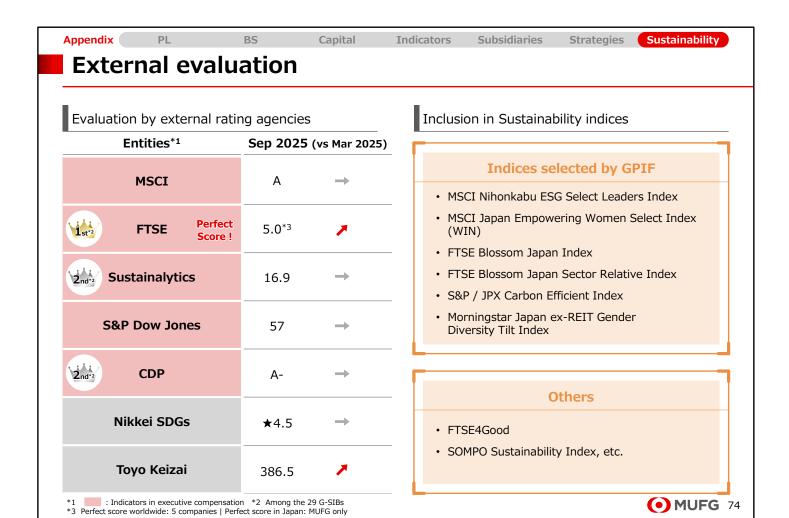




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**Appendix** Capital **Indicators** Subsidiaries Strategies Sustainability

## **Human Capital KPIs**

- A global financial group capable of contributing to society and customers by making a positive social impact and foresting a culture where our employees thrive

		Progress*1	FY26 Target		
Employee	Core DX specialists	1,177	1,200		
enablement and	IT skill acquisition*2	82.9%	100%		
progression	Candidate pool for key overseas posts	4.2x	Maintain 3x or more		
Improving employee engagement	Engagement score*3	76%	A level improved from the FY23 result		
	Ratio of female managers (Japan)*4	25.3%	27%		
DEI	Ratio of eligible male employees who took childcare leave*5	89.8%	100%		
workforce	Inclusion score*3	78%	Maintain 75 or more		
	Ratio of employment of people with disabilities	2.65%*6	Maintain statutory employment ratio or more		
Embedding a culture of	Absenteeism	0.93%	1% or lower		
healthy working	Presenteeism	13.0%	15% or lower		



<sup>\*1</sup> Total for the three main domestic subsidiaries (the Bank, the Trust bank, MUMSS). KPIs without notes are as of Sep 2025
\*2 Participate in IT Passport, e-learning, and acquire IT-related qualifications \*3 Consolidated basis, including major overseas subsidiaries (engagement and inclusion scores are from Group Employee Survey) \*4 The ratio of female employees in line manager level or higher positions
\*5 Real ratio of childcare leave usage reflecting the expiration date for the leave \*6 Total for the six main domestic subsidiaries as of June 2025

Appendix PL BS Capital Indicators Subsidiaries Strategies Sustainability

## Strengthening governance

Status of measures for business improvement orders related to bank-securities collaboration

 Confirm the establishment of improvement measures via training quizzes, consultation desk inquiries, and monitoring. Continue training and issue alerts on identified issues



Completed improvement measures\*1 as planned Effectiveness has been verified through internal audits

- (1) Revise/emphasize procedures/rules based on specific examples
- (2) Enhance training more in line with practice
- (3) Review performance evaluations and reemphasize the objective of group profitability management
- (4) Enhance monitoring framework at sales/risk management divisions
- (5) Enhance management framework
- (6) Improvement measures as the holding company

FY25

Confirm the establishment of improvement measures Continue training and issue alerts on identified issues

- Continue practical training and establish correct regulatory understanding and penetration
- Reflect cases captured by internal consultation desk and monitoring on future training and internal alerts

→Realize customer-centric sales activities leveraging MUFG's collective strengths

Status of response to the incident of customers' asset theft from safe deposit boxes

- Measures to prevent the incident recurrence\*2 are making progress as planned. Confirm the implementation of new or revised procedures/ rules as well as continue efforts to strengthen fraud prevention measures
- $(\mbox{\sc 1})$  Review safe deposit box procedures/rules and strengthen management
- Centralize management of all safe deposit box share keys
- Stricter management of safe deposit box spare keys etc. and internal alerts for comprehensive awareness and understanding
- Revision and client notification of the safe deposit box usage rule to promote proper usage
- · Install additional CCTV in the safe deposit box area
- (2) Strengthen checks and monitoring at branches
- Check and monitoring system to review operation service departments by risk managers\*3
- Initiatives to strengthen internal controls by branch managers
- (3) Enhance checks and monitoring by headquarters, etc.
- Add/review inspection items/procedures to strengthen oversight and monitoring by headquarters and to ensure the through implementation and establishment of procedures
- (4) Review HR Management
- Revise various HR operation rules to enhance early detection of irregularities
- Stricter confirmation at the time of promotion to branch management positions, incl. Operation Service Department heads
- (5) Reemphasize through compliance with laws, regulations, etc.
- Reemphasized employee compliance awareness with top management messages and various training
- Initiated collecting and addressing of "awareness" from employees on-site to strengthen fraud prevention

The Board of Directors and Audit committee was involved from planning stage, and will closely monitor and oversee whether improvement measures have been established

\*1 Reference: press release issued on July 19, 2024 \*2 Reference: press release issued on January 16, 2025 \*3 Former branch operation managers



## **Governance (Structure of the Board of Directors)**

(as of end June 2025) Knowledge, expertise and experience **Independent** Indepen dent Outside Committee-related duties\*1 outside directors Name Finance & accounting Sustaina-bility 9/16 1 Keiko Honda **56.3**% Nominating 2 Satoko Kuwabara Compensation\*  $Nominating \\ ^*$ 3 Hirofumi Nomoto • Compensation 4 Mari Elka Pangestu Female directors Risk\* 5 Hiroshi Shimizu Audit 6 David Sneider • Risk 4/16 Nominating 25.0% 7 Miyuki Suzuki Compensation 8 Koichi Tsuji • Nominating 9 Teruhisa Ueda • Compensation Audit 10 Ryoichi Shinke 11 Takayuki Yasuda Audit Foreign nationals 12 Kanetsugu Mike • 2/16 Extensive knowledge of MUFG's Nominating Compensation business and the ability to 12.5% 13 Hironori Kamezawa appropriately perform management of MUFG 14 Junichi Hanzawa 15 Makoto Kobayashi 16 Hiroshi Kubota



**Appendix** Capital Indicators Subsidiaries Strategies Sustainability

# **Governance (Compensation system)**

Type of compensation	Linkage with performance	Performance- based range	Standards for payment		Weight	Time of payment	Payment method	Proportion of Group CEO's compensation
Annual base salary	Fixed	-	·Includes Dire	•Paid based on positions, etc. •Includes Director Allowance, Committee and Chair Allowance, Housing Allowance, etc.		Monthly	Cash	1
	Non performance based	-	·Base amoun	t by position	-	At the time of retirement of executives		
Stock compen- sation *1	Medium- to long-term performance based	0%-150%	Base amount by position ×	Target attainment rate of indices below in MTBP  (1) Consolidated ROE (2) Consolidated expenses ratio (3) ESG assessment • Reduction of GHG emissions from our own operations • MUFG Employees survey score • Ratio of women in management • Ratings granted by ESG rating agencies*2 (4) TSR  Comparison of YoY growth rate of indices below with competitors*3 (1) Consolidated net operating profits (2) Profits attributable to owners of parent	<55%> 30% 10% 10% 5% <45%> 25% 20%	At the end of the MTBP	50% in shares and 50% in cash	1
Cash *1 bonuses	Short-term performance based	0%-150%	Base amount by position ×	Performance factor (quantitative evaluation factor applied to the Group CEO) Rate of YoY change and target attainment rate of indices below (1) Consolidated net operating profits (2) Profits attributable to owners of parent (3) Consolidated ROE (4) Consolidated expense ratio  Status of individual execution of duties (qualitative evaluation factor applied to Group CEO) •Expand & refine growth strategies •Drive social & environmental progress •Accelerate transformation & innovation •Optimize resource & portfolio management •Enhance stakeholder value etc.	<60%> 20% 10% 20% 10% <40%>	Annually	Cash	1

<sup>\*1</sup> Subject to malus (confiscation) and clawback (restitution claim)
\*2 A relative evaluation basis in light of the degree of improvement in external ratings by major five ESG rating agencies (CDP, FTSE, MSCI, S&P Dow Jones and Sustainalytics)
\*3 Evaluated based on comparisons with main competitors (Mizuho Financial Group and Sumitomo Mitsui Financial Group)



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