

FY2025 IR Presentation

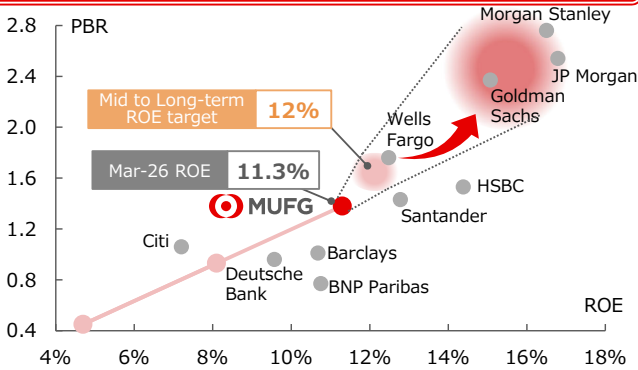
May 19, 2026

Mitsubishi UFJ Financial Group, Inc.

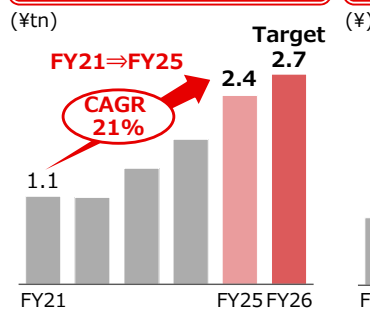
- ✓ I am Hanzawa, and I assumed the role of Group CEO in April this year. Thank you for taking time out of your busy schedule today to attend our MUFG IR Presentation.
- ✓ Mr. Togawa, CFO, explained the financial results at the online conference call the other day, so today, I will focus on Group CEO's management policy and the progress of our MTBP, medium-term business plan.
- ✓ Please turn to page 5.

Executive Summary

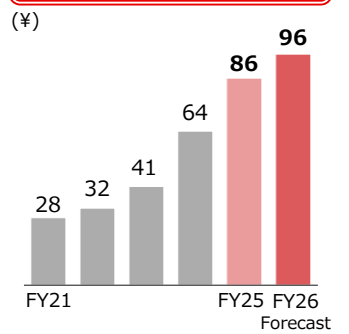
MUFG's target positioning*1



Net profits



DPS



※ Resolved repurchase of own shares up to ¥100bn for FY26H1.

A diverse portfolio and the unique strengths

Domestic 44%

Americas 35%

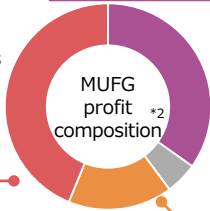
[Project Finance]
No.1 for 16yrs in a row*4

[Retail]
Approx. 33mn accounts

[Morgan Stanley]
The world's only alliance between global banks

[Corporate]
Domestic main bank research*3
No.1 for 13yrs in a row

Asia 16%
An economic sphere built through commercial banking and digital financial businesses



Strategy updates

- Fee revenue in Americas up 15% YoY thanks to the evolution of O&D. Collaboration with MS is deepening further. [p.16](#)
- Asia: Completed investment in **Shriram Finance**. Launched **MUFG Unity** to connect business flows between MUFG and PBs. [p.18](#)
- Domestic retail: Driven by the launch of "M Emut", the number of new accounts in FY25 surpassed **1mn**, with steady expansion in cross-selling. Announced a strategic partnership with **Google**. [p.22](#)
- Drive Social & Environmental Progress: Published **Transition Progress 2026**. Disclosed the action plan for 2050 net zero. [p.23](#)

*1 MUFG figures are based on fiscal year-end results for FY20, FY23, and FY25, while global peer data are as of the end of Dec 25. (source)Bloomberg
 *2 Managerial accounting basis of FY25. Ratios are computed on managerial numbers combining MUFG's net operating profits and MS equity in earnings of equity method investees *3 (source) "Corporate main bank" investigation issued by Tokyo Shoko Research in 2025 *4 As of Dec 25 (source) LSEG

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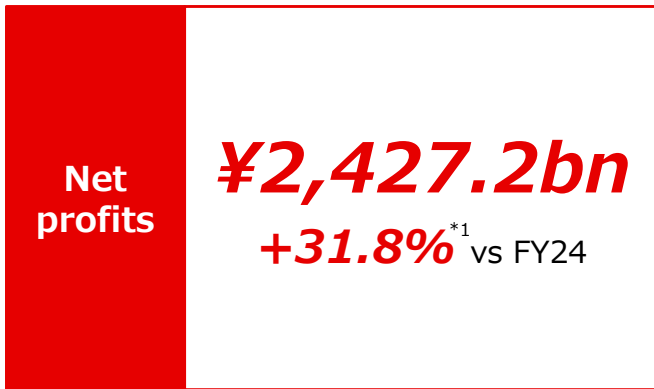
Definitions of figures used in this document

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)	KS:	Bank of Ayudhya (Krungsri)
MUFG:	Mitsubishi UFJ Financial Group	Bank Danamon (BDI):	Bank Danamon Indonesia
the Bank (BK):	MUFG Bank	FSG:	First Sentier Group
the Trust Bank (TB):	Mitsubishi UFJ Trust & Banking Corporation	R&D:	Retail & Digital
the Securities HD (SCHD):	Mitsubishi UFJ Securities Holdings	CWM:	Commercial Banking & Wealth Management
MUMSS:	Mitsubishi UFJ Morgan Stanley Securities	JCIB:	Japanese Corporate & Investment Banking
MSMS:	Morgan Stanley MUFG Securities	GCIB:	Global Corporate & Investment Banking
MS:	Morgan Stanley	GCB:	Global Commercial Banking
MUAM:	Mitsubishi UFJ Asset Management	AM/IS:	Asset Management & Investor Services
NICOS:	Mitsubishi UFJ NICOS	GM:	Global Markets
MUAH:	MUFG Americas Holdings Corporation		
MUB:	MUFG Union Bank		

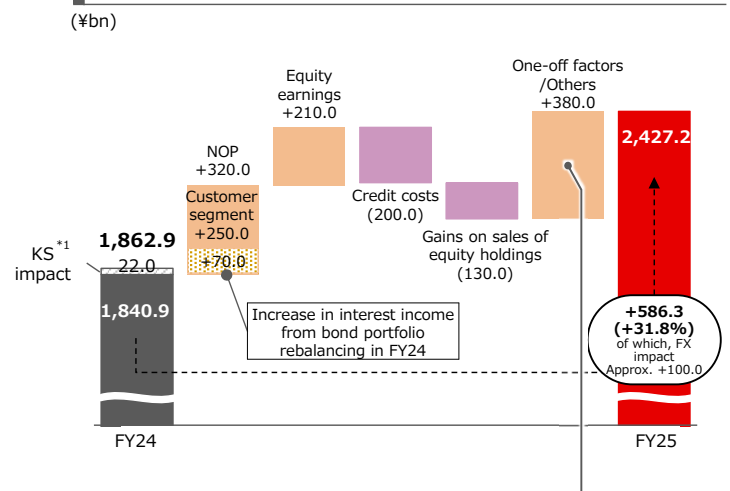
FY25 financial results and
FY26 targets

FY25 financial results

– Net profits resulted in ¥2.42tn. ROE at 11.3%



Factors of changes in net profits*2



Major upside factors		Major downside factors			
NOP	Impacts from rebalance of bond portfolio in FY24	+540.0	NOP	Review of JPY interest rate hedging operations	(140.0)
Equity earnings	Negative goodwill gain from JACCS ³	+27.0	Extra. loss	NICOS system integration	(30.0)
Extra. gains	KS's acquisition of Tidlor	+20.0	Extra. loss	Impairment at the trust bank's subsidiaries, etc.	(30.0)
Extra. gains	liquidation of a subsidiary, etc.	+18.0			

All references in this presentation to "KS impact" refer to the effects of notes *1

*1 Adjusted financial results of FY24, excluding impact of ¥79.5bn in NOP and ¥22.0bn in net income (after tax profits attributable to MUFG), translated at FX rate as of End Mar 2025, due to the change in closing period for consolidated financials (from Jan-Dec to Apr-Mar)

*2 Breakdown is on an after tax basis *3 Negative goodwill gain from increasing the equity stake in JACCS Co., Ltd

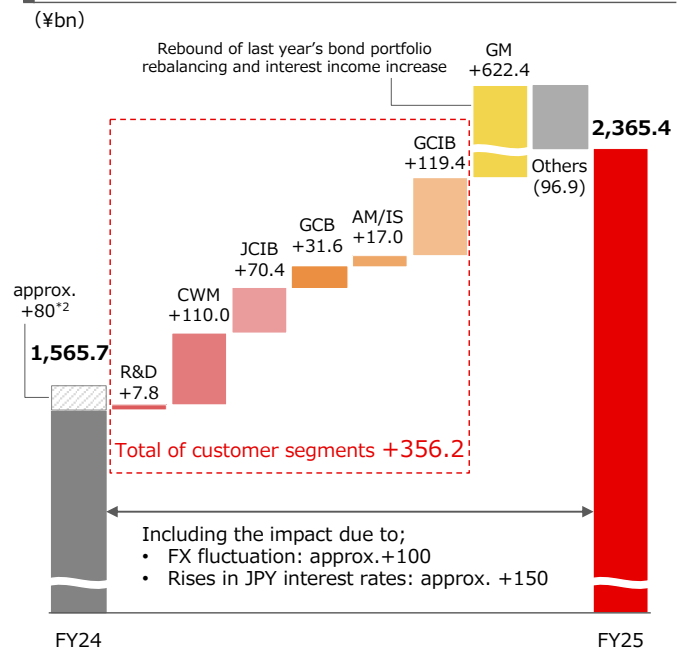
- ✓ In FY25, net profits reached 2,427.2 billion yen marking a record high for three consecutive years.
- ✓ Please look at the chart on the right. The main drivers of this profit growth were the steady increase in NOP, which reflects the underlying strength of our core business, and the rise in equity and earnings of equity method investees, primarily from Morgan Stanley.
- ✓ Net profits increased by 30% as the absence of reversal of large loan loss provisions recorded in FY24 and decrease in gain on sale of equity holdings were offset by the rebound from loss on sales, mainly on foreign bonds in FY24 and other factors.
- ✓ Please turn to page 6.

FY25 financial results and NOP changes by business group

– The continued strength of fee revenue and capture of interest rate effects led to a significant increase in NOP

Consolidated	FY24		FY25	
	Results	Results	YoY	Adjust. KS impact
(¥bn)				
1 Gross profits	4,819.3	5,944.4	1,125.1	1,290.2
2 G&A expenses	3,228.1	3,567.2	339.1	424.6
3 NOP	1,591.1	2,377.2	786.0	865.5
4 Total credit cost	(108.7)	(355.8)	(247.1)	(290.6)
5 Ordinary profits	2,669.4	3,410.1	740.7	778.2
6 Net profits	1,862.9	2,427.2	564.2	586.3
7 ROE (JPX basis)	9.3%	11.3%	2.1ppt	-

Changes in NOP*1 by business group Consolidated



*1 On a managerial accounting basis *2 KS impact

- ✓ The step chart on the right shows factors behind the changes in NOP. Increased loan and deposit interest income, capturing the rising yen interest rates, and higher domestic and overseas fee income are contributing to steady growth in our earning power.
- ✓ Please turn to the next page, which shows our FY26 performance target.

FY26 Target

– Targeting approx. 12% ROE in the final year of the MTBP

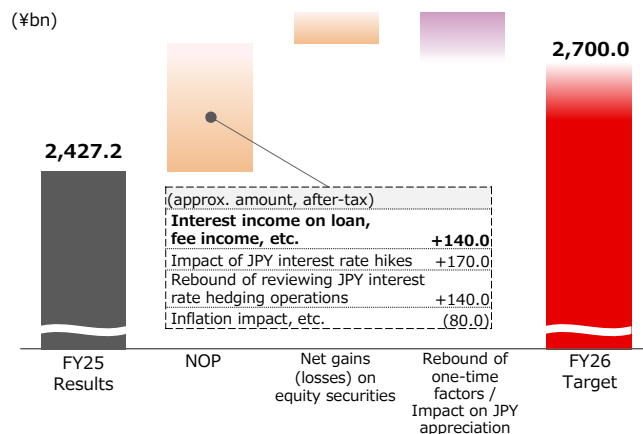
Net profits	¥2.7tn +11% vs FY25
ROE	Approx. 12%

Factors for changes in net profits

- Closely monitoring various risks, including further deterioration and prolonged instability in the Middle East, the impacts accompanying the rapid evolution of AI etc.
- Although the situation is highly uncertain, business impacts have not been factored into the targets at this point.

Assumption of financial indicators	BOJ policy rate	FF rate	Nikkei Stock Average	USD/JPY
	Approx. 1%	Mid 3% range	Mid ¥50,000 range	Low 150 range

Consolidated		FY25 results	FY26 targets	YoY
	(¥bn)			
1	Net operating profits	2,377.2	2,900.0	522.8
2	Total credit costs	(355.8)	(350.0)	5.8
3	Ordinary profits	3,410.1	3,950.0	539.9
4	Net profits	2,427.2	2,700.0	272.8
5	ROE*1	11.3%	Approx. 12%	-
6	ROE*1 (excl. equity holdings impact)	Approx. 10.4%	-	-



*1 JPX basis

- ✓ We have set the net profits target at 2.7 trillion yen, which is an increase of over 10% from FY25, when we achieved a record high.
- ✓ Furthermore, as a financial target for the final year of the MTBP, we aim for ROE of approximately 12% in FY26. As shown on the right, NOP, which reflects the strength of our core business, will continue to be the main driver of growth.
- ✓ While various risk factors are anticipated, including the current situation in the Middle East, none have materialized at this point and have not been factored into the assumptions of our plan.
- ✓ Please turn to page 8.

Results of shareholder return

– FY25 DPS increased to ¥86 (+¥12 vs forecast), FY26 expected at ¥96. Resolved share repurchase up to ¥100bn for FY26H1*1, considering CET1 ratio*2 and organic growth

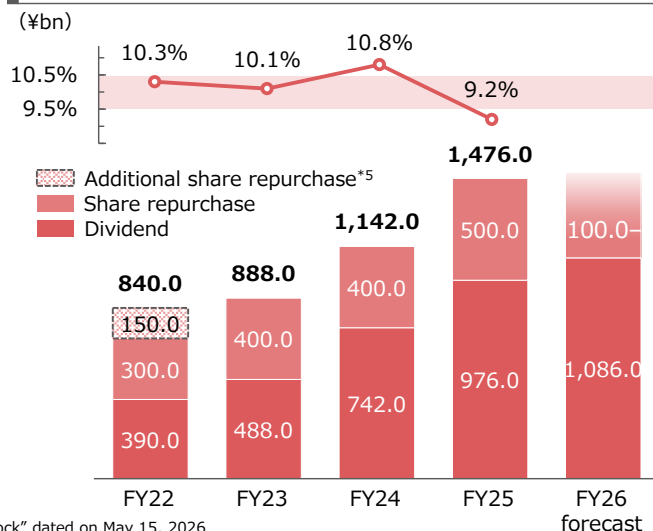
DPS	¥96 +10 vs FY25
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Share repurchase	Resolved up to ¥100bn for H1 FY26 H2: To be considered based on the external environment, profit progress, and other factors
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Shareholder return trends

	FY22	FY23	FY24	FY25	FY26 forecast
DPS	¥32	¥41	¥64	¥86	¥96
			CAGR 32%		
DPR*3 Approx. 40%	35.3%	32.9%	40.0%	40.3%	40.1%
Share repurchase (¥bn)	450	400	400	500	100 (H1)
TPR*4	75.2%	59.6%	61.3%	60.8%	-

Total shareholder returns and CET1 ratio



*1 As for details, please refer to the press release "Notice Regarding Repurchase of Common Stock" dated on May 15, 2026

*2 Estimated CET1 ratio reflecting the RWA calculated on the finalized and fully implemented Basel III basis. Excluding net unrealized gains on AFS Securities

*3 Dividend Payout Ratio *4 Total Payout Ratio *5 Utilized a part of the capital release effect through the sale of MUFG Union Bank

- ✓ Regarding shareholder return, we will continue to aim for a dividend payout ratio of around 40% and a sustainable increase in DPS, based on profit growth.
- ✓ The annual dividend in FY26 is expected at 96 yen, an increase of 10 yen year on year.
- ✓ Regarding share repurchase, we resolved up to 100 billion yen for the first half, considering the trend of the CET1 ratio.
- ✓ I will elaborate on FY26 capital allocation outlook on the next page. Please turn to page 9.

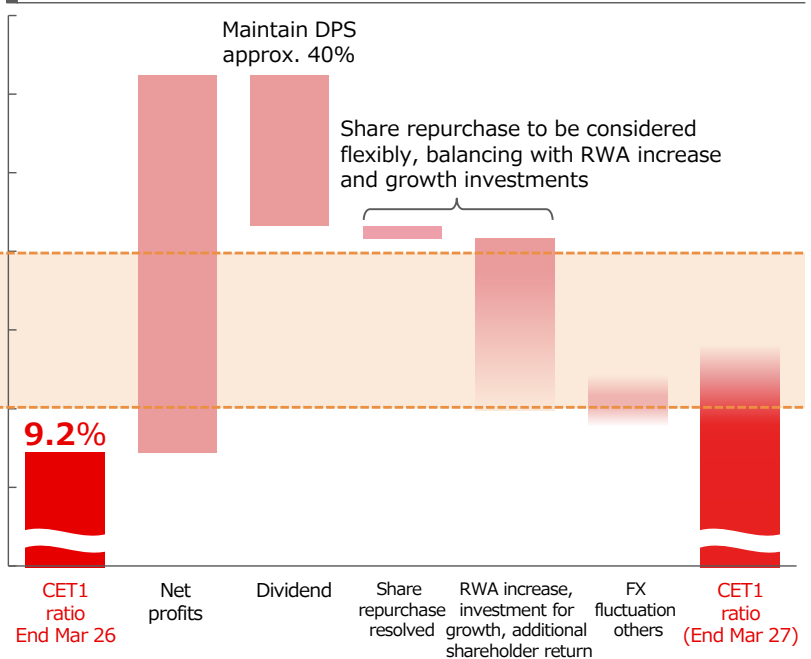
Capital allocation outlook*1

– Basic policy remains unchanged and continue target range-based capital management with discipline

Capital management policy

The upper limit at 10.5%	Allocate excess capital to additional shareholder return or investments for growth
Target range	Consider either options with the balance of environmental risks <ul style="list-style-type: none"> • Additional shareholder returns • Investments for growth • Capital accumulation
The lower limit at 9.5% <small>(Regulatory requirement including capital buffer)</small>	Capital accumulation to improve CET1 ratio and return within the target range

Capital allocation outlook



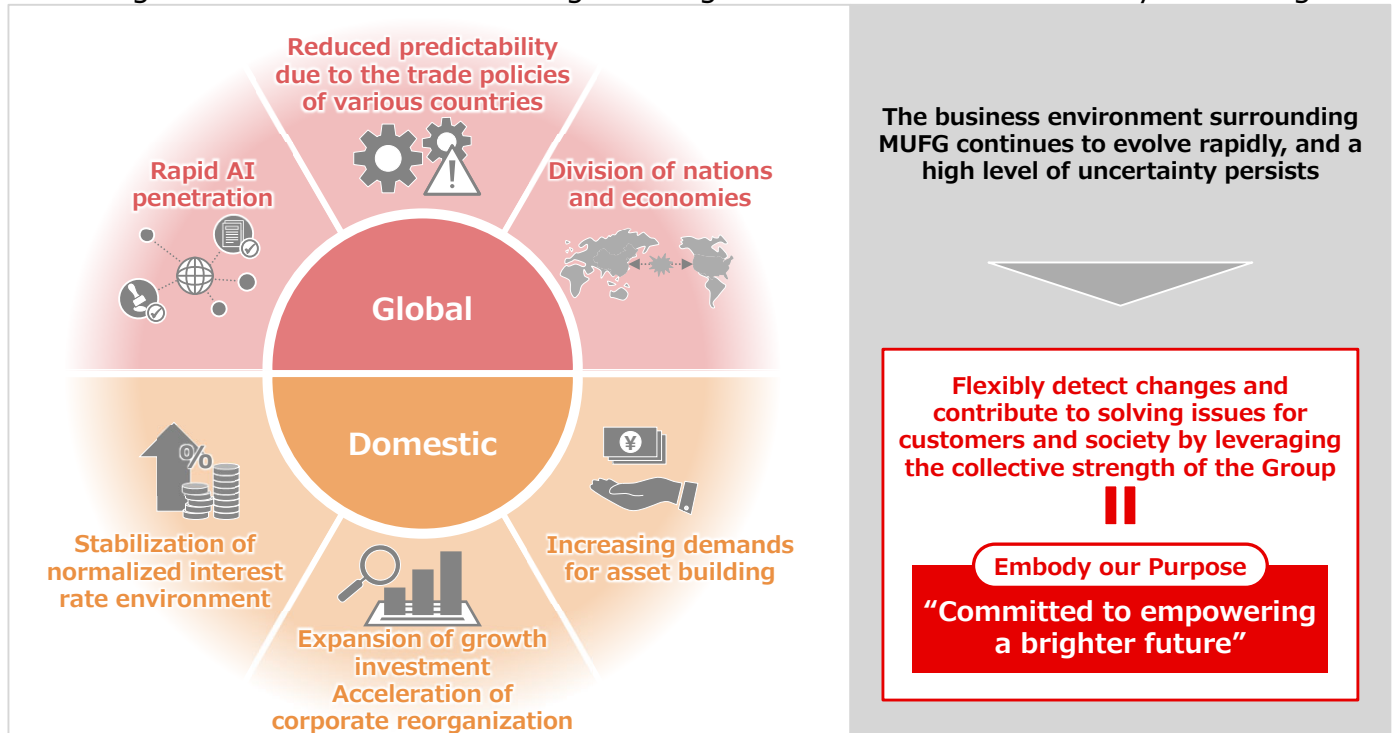
*1 Estimated CET1 ratio reflecting the RWA calculated on the finalized and fully implemented Basel III basis. Excluding net unrealized gains on AFS Securities

- ✓ As of the end of March 2026, the CET1 ratio was 9.2%, falling below the lower end of our target range of 9.5%. However, as profit levels have risen significantly over the past few years, our capital resilience is improving substantially, and we expect to return to the target range within this fiscal year.
- ✓ Meanwhile, we expect the uptrend in loans to continue in FY26. We will consider share repurchase in the second half based on both the outlook for capital utilization to support growth and the progress of profit.
- ✓ Next, let me explain the CEO's management policy. Please turn to page 11.

CEO's Management Policy

Business environment

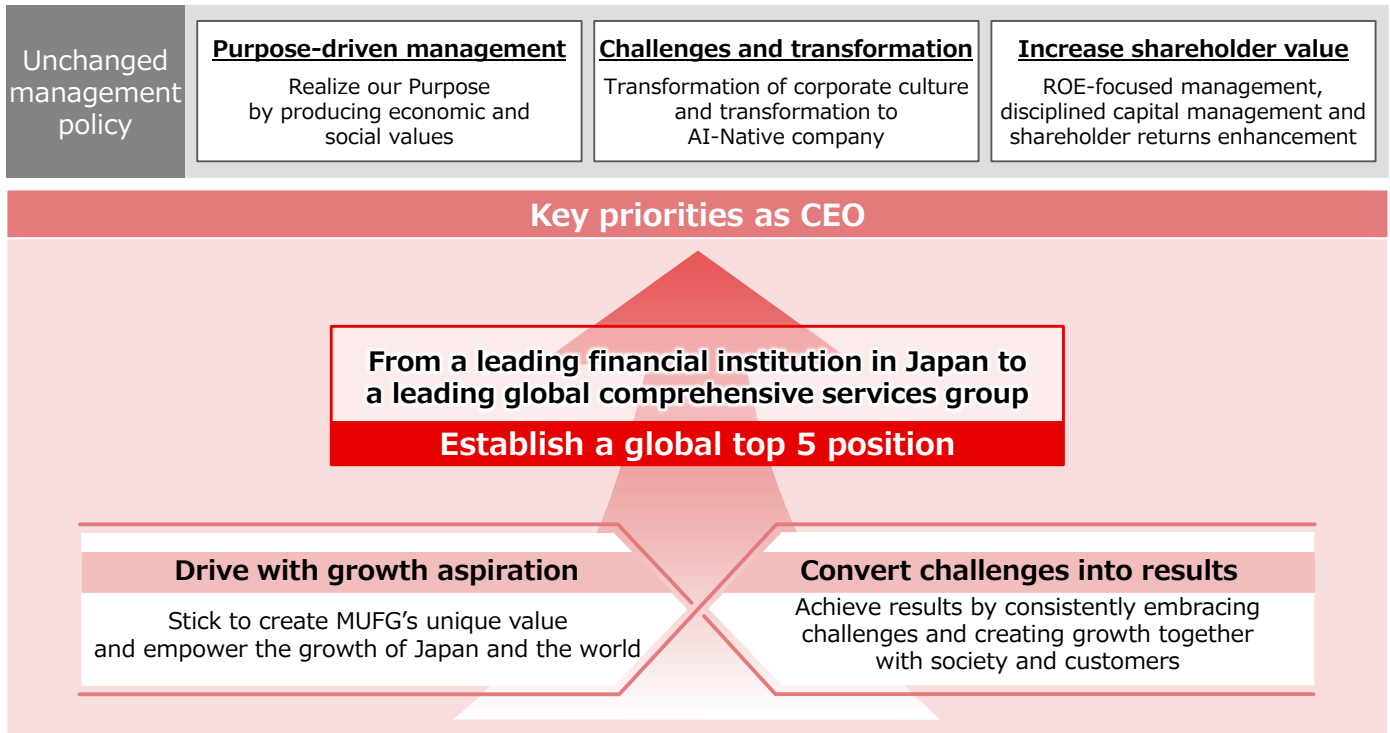
– As the business environment changes at an accelerating pace, the purpose is embodied through contributions to addressing challenges our customers and society are facing



- ✓ First, let me outline the business environment.
- ✓ The global business environment is undergoing significant changes, including reduced predictability due to the trade policies of various countries, the accelerated division of nations and economies, and rapid AI penetration.
- ✓ Turning to Japan, a normalized interest rate environment is stabilizing, demand for asset building is increasing, and companies are expanding growth investment and accelerating corporate reorganization, driven in part by the advancement of corporate governance.
- ✓ In this environment, we aim to embody our purpose of "Committed to empowering a brighter future" by capturing major global trends, while anticipating short-term fluctuations.
- ✓ Please turn to the next page on our basic policy.

Basic policy

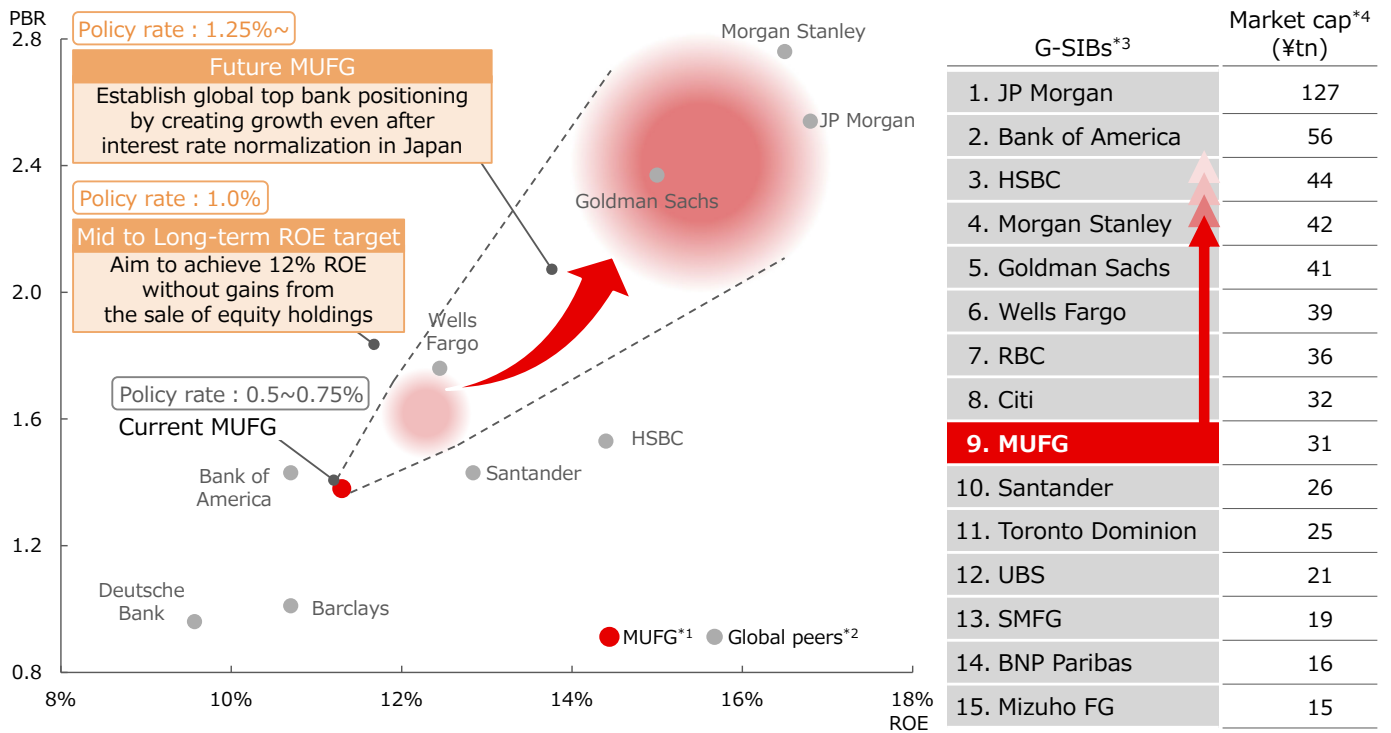
– Maintain the current management policy while enhancing growth aspirations to achieve the “will” set at MUFG’s establishment



- ✓ While maintaining the current management policy, I am committed to two key priorities as Group CEO.
- ✓ First is driving with growth aspiration. In this rapidly-changing environment, we will move beyond a structural reform mode and drive the evolution toward a growth orientated mode that looks to the future. I do not think we have fully achieved this mode change yet.
- ✓ I believe our mission is for MUFG itself to enhance growth aspirations, stick to create MUFG’s unique value, and empower the growth of Japan and the world.
- ✓ Second is converting challenges into results. Thanks to initiatives from the previous MTBP, a culture of proactive challenge is taking root. While cherishing this culture, I intend to place even greater emphasis on achieving results and create growth together with society and our customers.
- ✓ Through these efforts, we will evolve from a leading financial institution in Japan to a leading global comprehensive services group and aim to establish a global top 5 position by market cap, a goal we set at MUFG’s establishment.
- ✓ Please turn to the next page on MUFG’s target positioning.

MUFG's target positioning

– Achieve ROE above 12% and aim for shareholder value comparable to global top banks in terms of ratio and volume

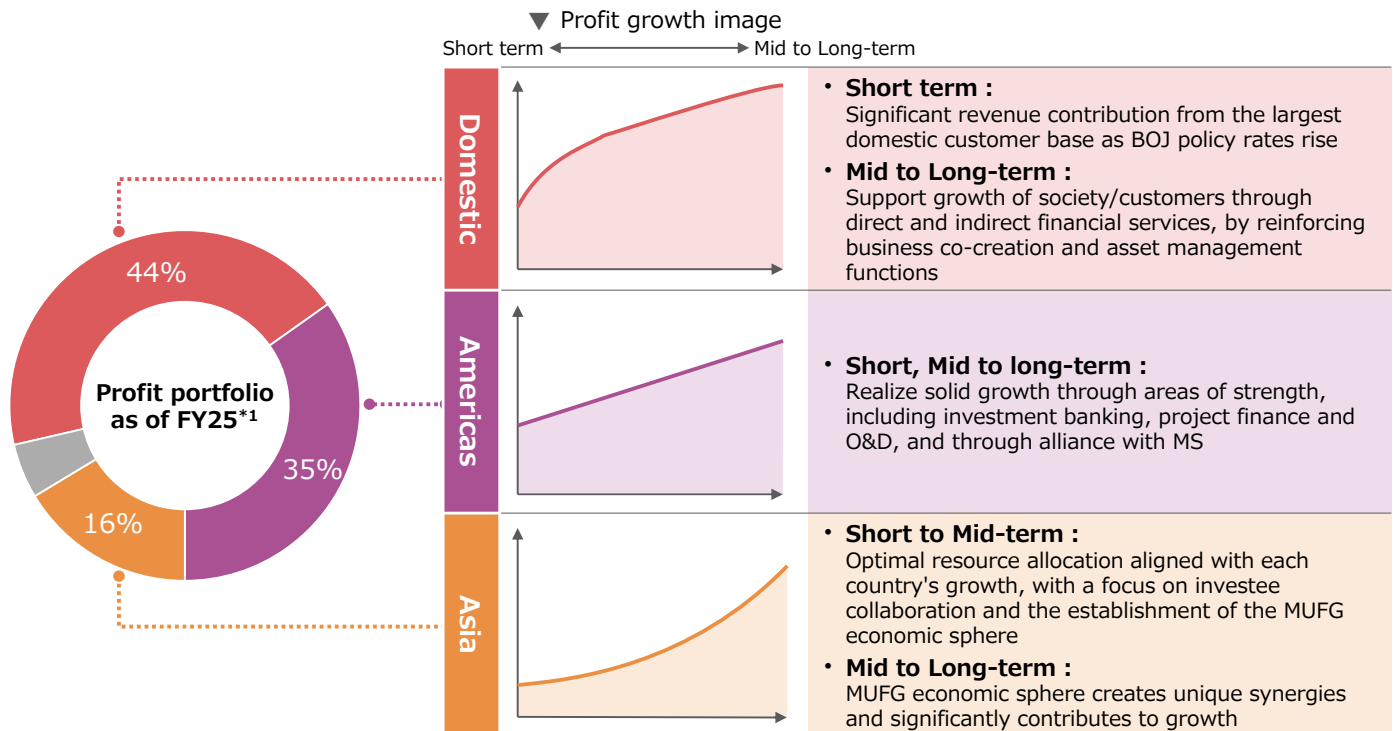


*1 JPX basis *2 As of the end of Dec 2025 (source) Bloomberg *3 excluding Chinese state-owned banks(Industrial and Commercial Bank of China, Agricultural Bank of China, China Construction Bank, Bank of China) *4 As of the end of Mar 2026 (source) Bloomberg

- ✓ We revised our mid- to long-term ROE target in FY25, and we believe that achieving 12% ROE without gains from the sale of equity holdings is coming into sight.
- ✓ MUFG has kicked off discussions on the next MTBP, which will begin in FY27. In these discussions, we will explore the sustainable level of ROE to enable MUFG to achieve corporate value comparable to global top banks.
- ✓ Please turn to the next page.

Profit growth achieved through a diversified portfolio

– A diversified portfolio with varied growth curves achieves sustainable growth for the whole Group

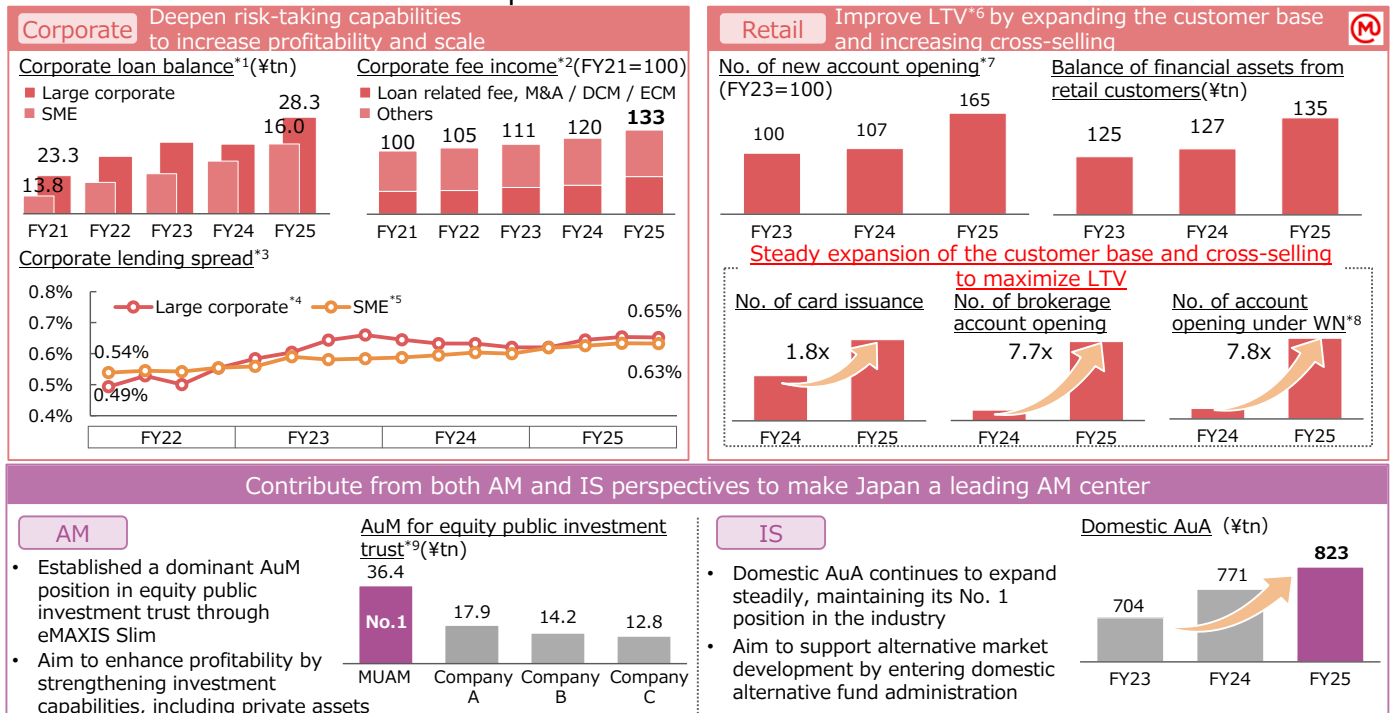


*1 Managerial accounting basis as of FY25. Ratios are computed based on managerial numbers combining MUFG's net operating profits and MS equity in earnings of equity method investees

- ✓ To achieve corporate value comparable to global top tier banks, sustainable mid- to long-term growth is essential. The key to this is our business portfolio mix. Business segments will follow varied growth curves.
- ✓ In Japan, in the short term, the largest customer base in the country will fully leverage rising policy interest rates to achieve high profit growth.
- ✓ Meanwhile, to drive mid- to long-term growth, we will reinforce business co-creation with our customers and further strengthen our financial, particularly our asset management functions, where MUFG holds a competitive advantage, to contribute to Japan's renewed growth through both direct and indirect financial services.
- ✓ In the Americas, we will capture high stable growth in the world's largest financial market by leveraging our strength in investment banking and project finance and deepening our alliance with Morgan Stanley, a powerful partner.
- ✓ In Asia, to capture both the high growth of individual countries in the medium to long term and the rapid growth of the digital sector, we will build an economic sphere with our investee companies, generate synergies unique to MUFG, and make a significant profit contribution over the medium to long term.
- ✓ We will achieve sustainable profit growth through a well-balanced portfolio of these business areas.
- ✓ I will explain the strategic direction of each area from the next slide. Please turn to page 15 on our domestic business.

Domestic business

– Provide full support for all aspects of growth in Japan, leveraging the largest domestic balance sheet and MUFG's unique value



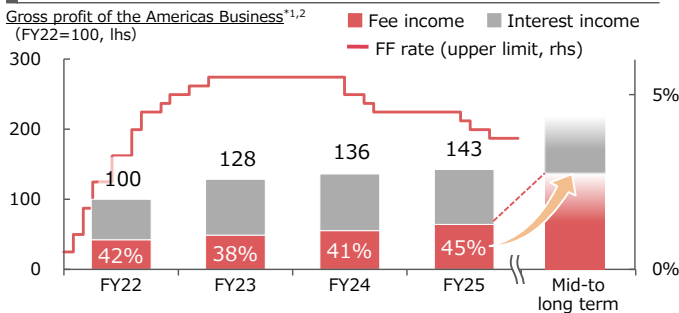
^{*1} Average balance in 4Q of each FY ^{*2} Managerial accounting basis ^{*3} Managerial accounting basis. Non-consolidated. Includes foreign currency-dominated loans, excludes loans to government and governmental institutions ^{*4} Adjusted an impact of the treatment in FY25 Q3 to reverse the large accrued interest recognized in prior fiscal years ^{*5} Excludes the impact of collective recording of interest received at fiscal year-end via subsidized interest payment programs ^{*6} Life Time Value ^{*7} Total number of account opening under the Bank and the Trust Bank ^{*8} WealthNavi for MUFG Bank ^{*9} As of the end of Mar 26 (excluding ETF)

- ✓ In the corporate segment, upper left, we will deepen our risk-taking and proposal-making capabilities, work as a unified group to provide high value-added services, and aim to increase profitability and scale.
- ✓ In the retail segment, upper right, initiatives under the Emut brand are progressing smoothly. The number of new account openings has increased by 50%, and the group's customer base is steadily expanding.
- ✓ We will firmly leverage this momentum for cross-selling to enhance profitability.
- ✓ AM/IS, on the lower half, is MUFG's strength, and we believe it is the key to future growth.
- ✓ In asset management, we will strengthen our active management capabilities based on client needs and expand our investment capabilities, including private assets.
- ✓ In investor services, we will further expand our dominant domestic assets under administration, enter the untapped alternative fund administration business, and contribute to making Japan a leading asset management center.
- ✓ Please turn to the next page on the Americas business.

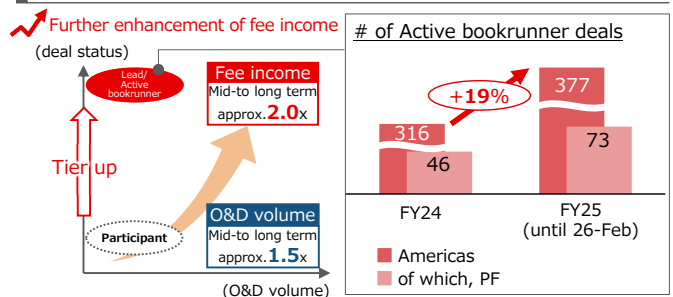
Americas business

– Enhance fee income in areas of strength. Refine the resilient business model

Realize sustainable growth by increasing fee income



Pursue active mandates and efficiently expand fee income



MUFG's strength

Project Finance (PF)

Mandate Arranger
No.1 for 16yrs in a row*
Americas

Product capabilities that steadily capture actual demand + distribution capabilities that support large deal origination

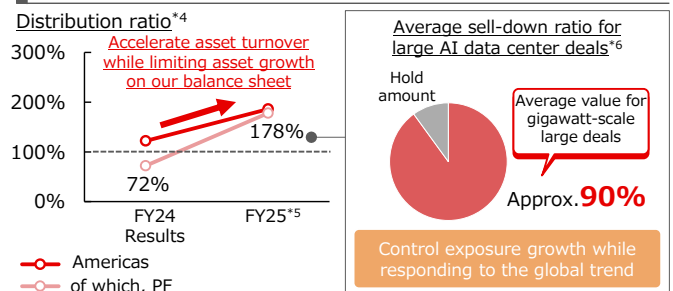
of invited investors for data center PF deals approx. **2x** (vs FY23)

High-quality finance demand tied to actual demand

Digital infrastructure, Energy, etc.

of days required for distribution in Americas underwriting deals Decreased by approx. **25%** (vs FY24)

Accelerate distribution



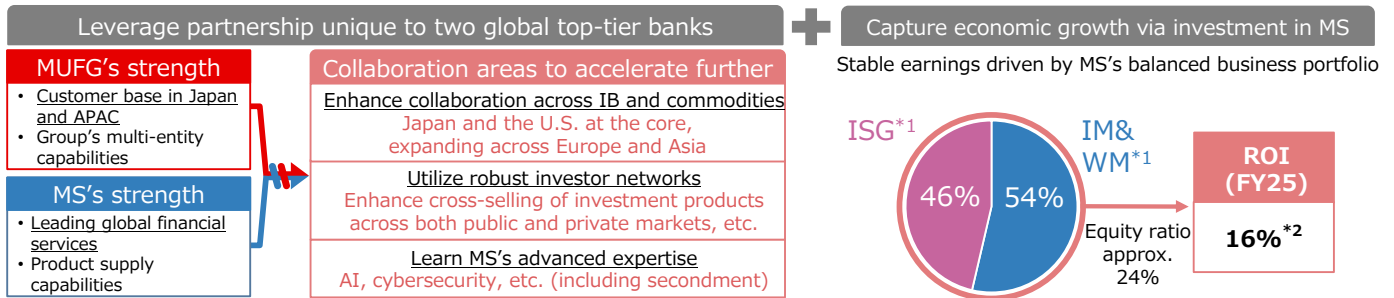
*1 Expense ratio decreased from around 60% (FY22) to under 50% (FY25) *2 Managerial account, USD base figures are relativized as FY22=100. FY22 figures are provisional figures after the sale of MUFG Union Bank *3 (Source) LSEG *4 An internal managerial metric that measures the proportion of saleable assets that were actually sold relative to total loan balance *5 Annualized based on results from Apr-25 to Feb-26 *6 The proportion of MUFG's share in deals we arranged that was distributed to investors

- ✓ As shown in the upper left, gross profit of the Americas business is driven by fee income, and we are steadily increasing profit despite the fluctuations of the federal funds rate.
- ✓ The source of this growth is the O&D business. Our product origination capabilities, including project finance, where we boast the No. 1 position in the Americas, and our distribution capabilities that leverage our extensive network are strengths unique to MUFG.
- ✓ Please look at the upper right. Going forward, we aim to double the fee income from O&D business. In origination, we will focus on acquiring active bookrunner deals to generate efficient fee income.
- ✓ Our distribution capabilities, shown on the bottom right, have also improved significantly. We will accelerate asset turnover and aim to enhance our earning power without relying on the balance sheet.
- ✓ We are currently seeing an increase in AI data center deals, but 90% of large deals are sold down to investors, allowing us to balance high profitability with exposure control.
- ✓ Please turn to the next page on our alliance with Morgan Stanley.

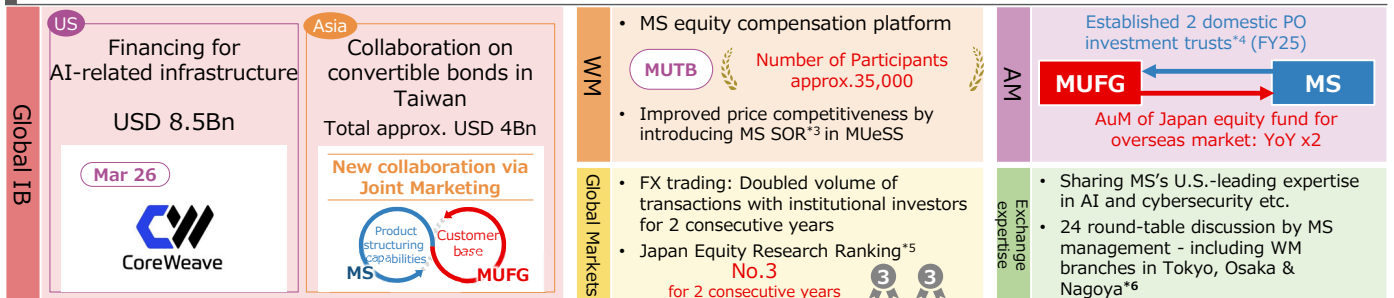
Alliance 2.0-Enhancement of Strategic Alliance with Morgan Stanley

– A unique partnership between two global top-tier banks, combining distinct strength to create value

MS Collaboration: A key driver supporting mid- to long-term growth



Collaboration Areas: Further Deepening and Expanding



*1 Based on net revenues in 2025. ISG: Institutional Securities. IM: Investment Management. WM: Wealth Management *2 Equity in earnings / consolidated book value (MUFG's holding of MS's net asset and goodwill. Includes preferred shares. ¥4.3tn as of end Mar 26) *3 MS's smart order routing *4 Morgan Stanley US Equity Insight Strategy Fund/ Emerging Markets Debt Opportunity Fund *5 MSMS Rankings by Exel (2025-2026) *6 Rolled out across bank branches (WM) and a wide range of areas including cybersecurity and IT, with TB and Securities also participating

- ✓ Under a unique alliance unparalleled in the world, we have collaborated in various areas by leveraging each other's strengths. As shown in the top left, we will continue to accelerate collaboration in investment banking and commodities by leveraging each other's networks, further utilize Morgan Stanley's expertise in Japan, and strengthen both inbound and outbound investment product sales to create value that our competitors cannot provide.
- ✓ Additionally, as shown in the top right, a key strength of this alliance is our ability to capture a broader range of US economic growth driven by Morgan Stanley's well-balanced portfolio.
- ✓ We will drive growth that is unique to this alliance, which is exceptional on a global scale.

Asia Business

– Drive medium- to long-term growth by acquiring new business platforms and making our current portfolio resilient

Completed investment in a top NBFC*¹ in India
Establish a business platform

- Acquired a 20%*² stake in Shriram Finance Limited (SFL) through an investment of approx. USD 4.4bn*³

Net profit CAGR*⁴
(FY22-25)

19%

ROE*⁵

16.5%

Loan balance*⁵

USD 32bn

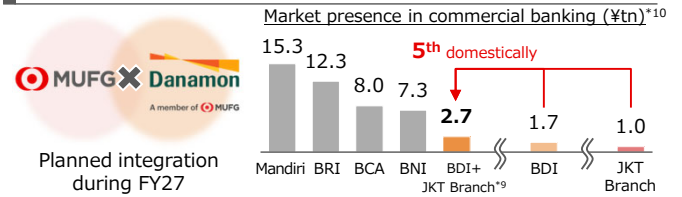
Ranks 2nd
in the sector

Accelerate MUFG's India strategy
by seeking synergy with SFL

- Provide comprehensive support to enhance SFL's creditworthiness and financing capabilities
 - Rated BBB- by S&P/Fitch, raised to the highest rating by local rating agencies*⁶
 - Support business expansion by providing various means of financing*⁷
- Promote the growth of new businesses
 - Expansion of new car financing business via capital increase
 - Collaboration between MUFG's OEM customers and SFL, which has excellent coverage of rural areas
- Strengthen MUFG's corporate management infrastructure
 - Sharing of expertise on corporate management between MUFG PBs*⁸ and SFL

*1 Non-Banking Financial Company *2 On a fully diluted basis *3 Refer to [the press release issued on April 8, 2026](#) *4 3Y CAGR *5 As of end Mar 26
*6 Rated AAA by CRISIL, ICRA, and CARE *7 Securitization, Samurai bonds, etc. *8 Partner banks *9 MUFG Bank Jakarta Branch
*10 Loan balance as of end Dec-25 *11 Indonesian Rupiah

Indonesia: Announced the integration of BDI and Jakarta Branch



Rationale for integration

- Scale expansion : Strengthen the business foundation to thrive
- B/S optimization : Reallocate excess IDR*¹¹ from JKT branch to BDI loans
- Customer base/capability integration : Build a bank with a competitive edge

Launched a new settlement solutions that connects Asia

- Provide new added value through the strong customer base and unique economic sphere
- Provide one-stop local settlement services for MUFG's customers in PB countries

MUFG's cash management functions × PB's local settlement functions



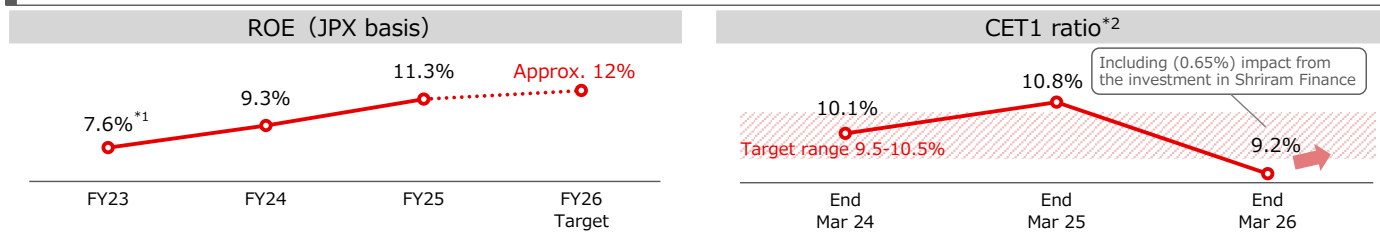
- ✓ Next is our Asia business.
- ✓ In April, we completed our investment in Shriram Finance and are now working to realize synergies through financing support, business collaboration, and knowledge-sharing. Some of these efforts are already beginning to bear fruit, such as the improvement in the company's credit rating.
- ✓ In India, boasting strong economic growth, we will achieve robust growth by leveraging the strengths of MUFG with its diverse capabilities and Shriram Finance, which is deeply rooted in the local market.
- ✓ In Indonesia, we will integrate our Jakarta branch with Bank Danamon to establish ourselves as the fifth-largest bank in the country. Through this integration, we aim to enhance management efficiency while combining our respective strengths to further improve profitability and scale our operations.
- ✓ Additionally, we launched MUFG Unity, a new settlement solution connecting MUFG with our partner banks. We will create added value unique to MUFG and establish an MUFG economic sphere in Asia.
- ✓ Please turn to page 21.

Progress of the MTBP

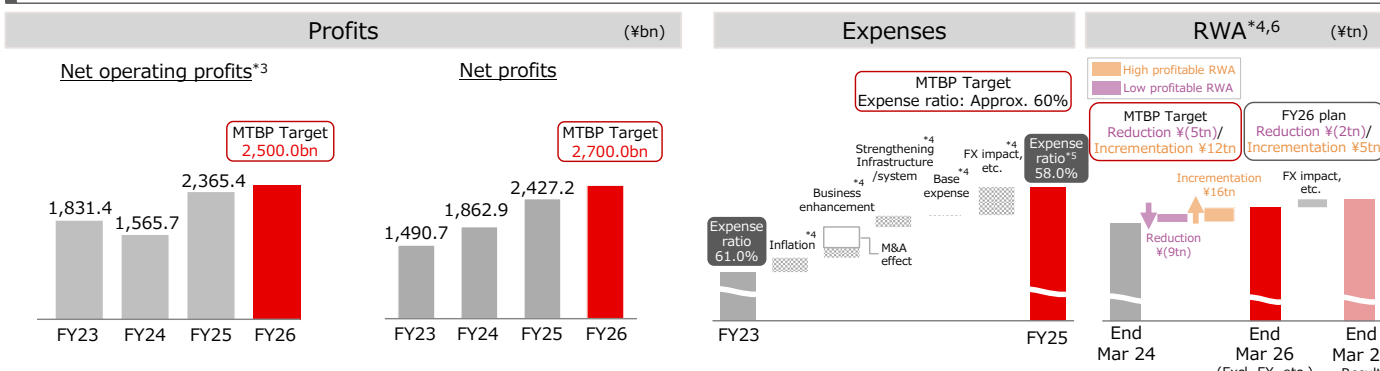
Progress on financial targets

– Increased ROE target to approx. 12%. Continue to operate with focusing on the three drivers

Target for ROE / Capital management



3 drivers to achieve ROE target

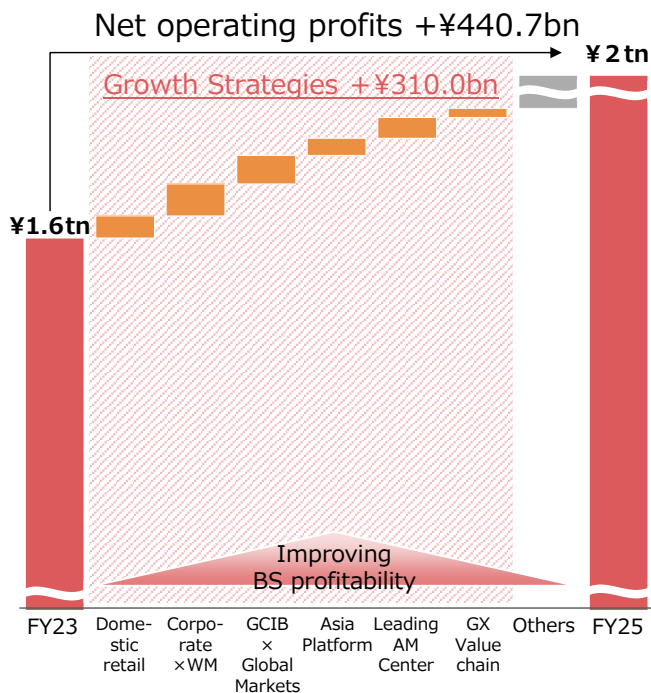


*1 Excluding the impact of change of the equity method accounting date of MS *2 Estimated CET1 ratio calculated on the finalized and fully implemented Basel III basis. Excludes net unrealized gains on AFS securities *3 Managerial accounting basis consolidated net operating profits *4 Managerial accounting basis *5 Excluding the loss associated with the review of JPY interest rate hedge operations *6 Estimated RWA calculated on the finalized and fully implemented Basel III basis. Includes net unrealized gains on AFS securities

Expand & Refine Growth Strategies

– Earning power has improved due to a good progress in growth strategies

Status of net operating profits*1



Highlights of growth strategies

Strengthen domestic retail customer base	<ul style="list-style-type: none"> Consistent progress in cross-selling and customer base expansion, including accounts Continue advancing "Emut" brand to the next stage by establishing a digital bank and leveraging AI and data
Strengthen corporate x WM business	<ul style="list-style-type: none"> Strengthening organization and approach to customers, and improving deal capturing capability Expanding loan related to business succession and investment product sales
Evolve GCIB-GM integrated business model	<ul style="list-style-type: none"> Sustained growth in integrated ROE, achieved MTBP target In addition to continued results from GSS*2 and cross-selling, deepened cooperation in primary and secondary markets
Strengthen APAC business and platform resilience	<ul style="list-style-type: none"> Offset rate-cut impact with higher non-interest income, and with cost reductions (incl. credit costs) at KS and BDI Completed investment in a major NBFC*3 in India
Contribute to making Japan a leading AM center	<ul style="list-style-type: none"> Incorporated listed REIT investment expertise to enhance the real estate AM product lineup Entered domestic alternative asset administration business
Support value chain in green transformation	<ul style="list-style-type: none"> Engage with global companies and governments to build GX value chain, and acquire business opportunities through financing and investment
Challenge to build a new business portfolio	<ul style="list-style-type: none"> Launched an investment fund targeting mid-to-late stage startups and donation intermediary services, while entering into cybersecurity consulting business

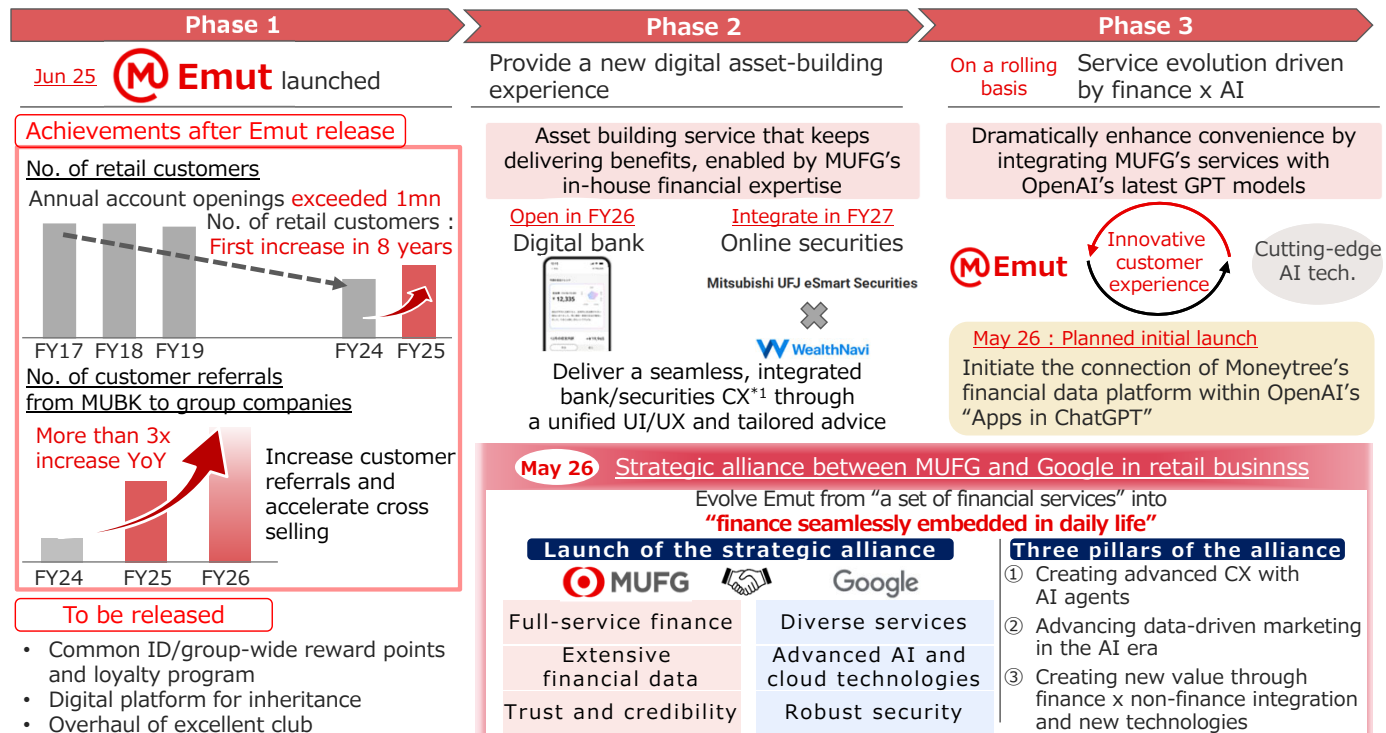
*1 Managerial accounting basis. Local currency basis *2 Global Structured Solutions : provide tailor-made solution leveraging strengths of both GCIB and GM

*3 Non-Banking Financial Company

- ✓ From here, I will explain the progress of the MTBP, starting with the evolution of our growth strategy.
- ✓ In addition to the steady expansion of our domestic business, GCIB's business, centered on project finance and O&D, continued to progress, resulting in approximately a 440 billion yen increase in NOP, compared to FY23.

Progress of retail business strategy

– The customer base continues to expand and cross-selling is going momentum. Emut will further evolve through the establishment of a digital bank and the use of data and AI.



*1 Customer experience

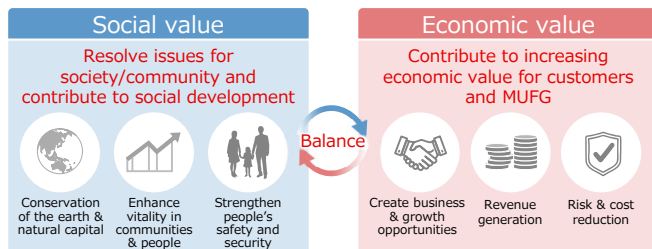
 MUFG 22

- ✓ Page 22 is on the progress of our domestic retail business strategy.
- ✓ Following the launch of Emut and the roll-out of functional updates and multiple campaigns, the number of retail customers turned around for the first time in eight years, and the number of customer referrals from MUBK, with the largest customer base to group companies, also increased significantly.
- ✓ In Phase 2, the digital bank, a new online securities entity integrated within the group, will provide a highly convenient and rewarding asset-building experience through a unified UI/UX and tailored proposals powered by AI, thereby increasing transaction stickiness.
- ✓ In Phase 3 and beyond, we will leverage AI to dramatically improve convenience.
- ✓ Furthermore, through the strategic alliance with Google announced recently, we will deploy MUFG's diverse financial functions within services that are deeply rooted in daily life. In this way, we aim to evolve Emut into finance seamlessly embedded in daily life with the goal of improving LTV.

Drive Social & Environmental Progress

– Pursue both social and economic value in tandem and link it to mid- to long-term growth

Drive Social & Environmental Progress



Each employee is increasingly taking personal ownership, and employee-driven initiatives are emerging

- Organized workshops at branches to foster a sense of ownership and enhance penetration across the organization^{*1}
- Boost employee-led initiatives through sponsoring internal awards^{*2}
- Disclose multiple employee-oriented initiatives as case studies^{*3}

Connecting to the future: MUFG's initiatives



Examples

- The Bank / JICA^{*4} The sustainable finance framework
- Demographic project
- "Shareholders' meeting accessibility enhancement service" using AI

Sustainable society: Transition Progress 2026

Transition Progress 2026 (May-26)



- The pursuit of decarbonizing the real economy while balancing economic growth remains unchanged.
- Updated the progress of the strategies set out in the transition plan.

Key Updates

Reducing own emissions

FY26 interim target
Achieved ahead of schedule

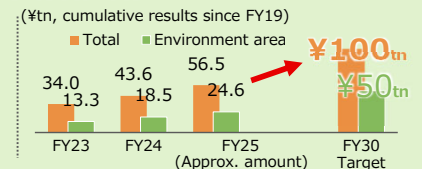
Managing the financed portfolio

FY30 interim target
Reviewed several targets^{*5}
Updated results

2050 net-zero
Five-Year Action Plan disclosed

Engagement and finance activities

Green loans/bonds and finance for renewable energy and environment-related projects increased



^{*1} Rolled out at 40 bank branches in FY25 ^{*2} Organized at the Bank, the Trust Bank, and the Securities ^{*3} In Japanese only. Featured 14 practices in FY25, with more to be added in the future ^{*4} Japan International Cooperation Association ^{*5} Power, Oil & Gas, Automotive, and Aviation

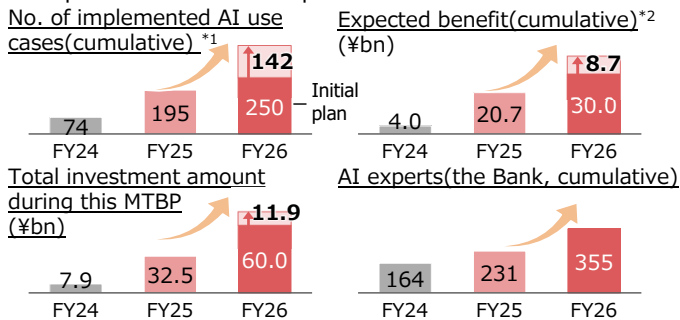
- ✓ Page 23 is on the progress of our initiatives aimed at addressing social issues.
- ✓ MUFG pursues both the resolution of social issues and the increase in economic value, thereby driving medium- to long-term growth for all stakeholders.
- ✓ Under the current MTBP, we have implemented measures, such as workshops and internal awards, to encourage employees to take personal ownership of these initiatives. As a result, many employee-oriented initiatives have emerged.
- ✓ The right side shows our progress toward realizing a sustainable society. Our recently-published Transition Progress 2026 focuses on the progress of our transition plan.
- ✓ Specifically, regarding reductions in our financed emissions, we reviewed several interim targets and newly disclosed a Five-Year Action Plan as part of our roadmap toward net-zero by 2050.
- ✓ Despite high uncertainty, we will continue to pursue decarbonization while balancing economic growth.
- ✓ Please turn to page 24 on our AI strategy.

Accelerate Transformation & Innovation

– Transformation into an “AI-native company” is outperforming plan.
Agile transformation accelerates initiatives

Progress of AI strategies

- Expect to exceed initial plans in this MTBP



Major examples of AI use cases

Business model transformation	<ul style="list-style-type: none"> • Call center (both corporate/retail clients)
Work style Reform	<ul style="list-style-type: none"> • Broadening available generative AI tools (ChatGPT Enterprise, Copilot) • AI internal procedures navigator • AI email monitoring • Optimization of system developments
Data-driven sales	<ul style="list-style-type: none"> • Drafting proposals • Voice documentation

Group-wide AI utilization and culture building



FY2025 initiatives

- **13K** participants from **41** group companies

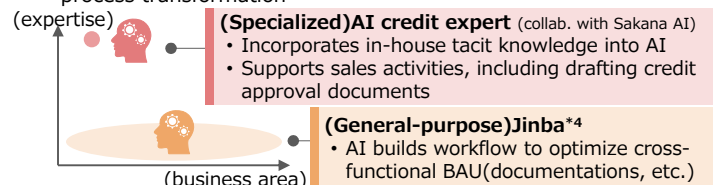
AI experience : Prompt challenge	Jul 25
Culture Building : Streamed video interview with Sakana AI COO Mr. Ito	Oct 25
Enhance utilization : Learning programs for upskilling	Nov 25
further exploration : Generative AI competition	Feb 26

FY2026 direction

- **Global expansion of AI utilization and culture building** through “Hello AI@MUFG” initiative, beginning in Asia

Initiatives towards AI Agent Deployment

- Developing specialized and general-purpose AI agents to optimize each business function
- Building AI platforms and codifying tacit knowledge*3 to advance process transformation



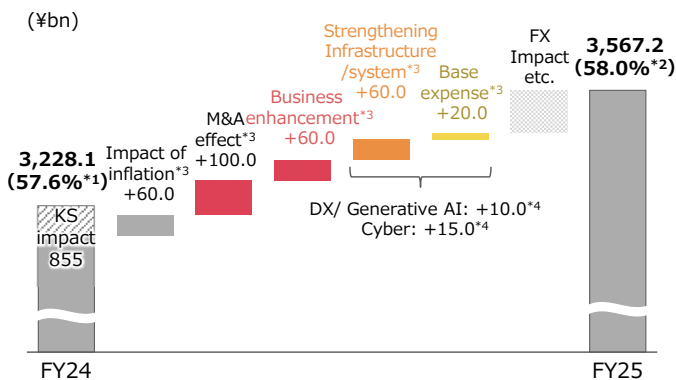
*1 Numbers including generative AI, machine learning, SaaS etc. *2 Estimated financial impact during this MTBP based on certain assumptions and logic (including deemed effects). Growth factors are not considered. These numbers are tentative and may change due to future environmental change and target revisions, etc. *3 Information not captured in formal knowledge such as internal rules and manuals *4 AI builds workflows from natural-language instructions chatbot. Planning to connect internal systems

- ✓ On the left, the number of implemented AI use cases in our operations is outpacing our plans. The total investment amount during the current MTBP period is expected to reach approximately 70 billion yen, with expected benefit of nearly 40 billion yen.
- ✓ Under agile organizational management, we are advancing flexible and speedy development, as shown in the examples of AI use cases on the bottom left, while simultaneously promoting group-wide initiatives to transform into an AI native company, as shown on the upper right. In this way, by simultaneously advancing agile management and building culture, we aim to further accelerate the utilization of AI.
- ✓ We are also making progress in our initiatives to deploy AI agents. Last fiscal year, we implemented Jinba, a general purpose AI agent available across various domains, and introduced specialized AI credit experts at select locations. To advance business process transformation, we are building AI platforms and codifying tacit knowledge.

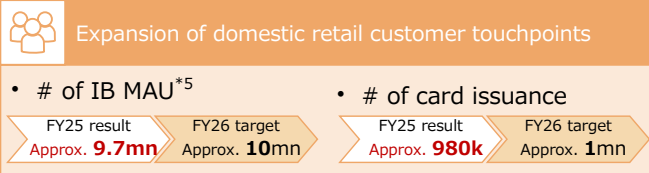
Cost control

- Continue to restrain the underlying expense ratio.
- Returns on expenses in each initiative are steadily progressing.

Factors for changes in cost



Outcome of expense allocation on strengthening infrastructure / system



Result of expense ratio by business group

	FY25 Result	YoY	FY26 Target
Retail & Digital* ⁶	74%	3ppt	74%
	72%	2ppt	73%
Commercial Banking & Wealth Management	53%	(6ppt)	51%
Japanese Corporate & Investment Banking	38%	(1ppt)	38%
Global Corporate & Investment Banking	51%	(2ppt)	50%
Global Commercial Banking* ⁶	58%	1ppt	62%
	54%	2ppt	58%
Asset Management & Investor Services* ⁶	74%	0ppt	72%
	68%	1ppt	67%
Global Markets	84%	N/A	48%

*1 Excluding the impact from rebalance of bond portfolio *2 Excluding the loss associated with the review of JPY interest rate hedge operations

*3 Managerial accounting basis *4 Including impact of inflation *5 Monthly Active User of internet banking *6 Lower row excludes amortization of goodwill

✓ Page 25 is on cost control.

✓ Although cost has increased due to inflation and acquisitions, we continue to control business enhancement expenses by ratio and infrastructure strengthening and system expenses by amount.

✓ Furthermore, for infrastructure strengthening and system expenses, we have set individual KPIs, as shown in the lower left, to monitor the return on expenses. The expense ratio, based on the initial assumptions of the MTBP, excluding the impact of rising interest rates, inflation, and FX, is below 60%, and we will continue to exercise discipline in managing these costs.

RWA control*1

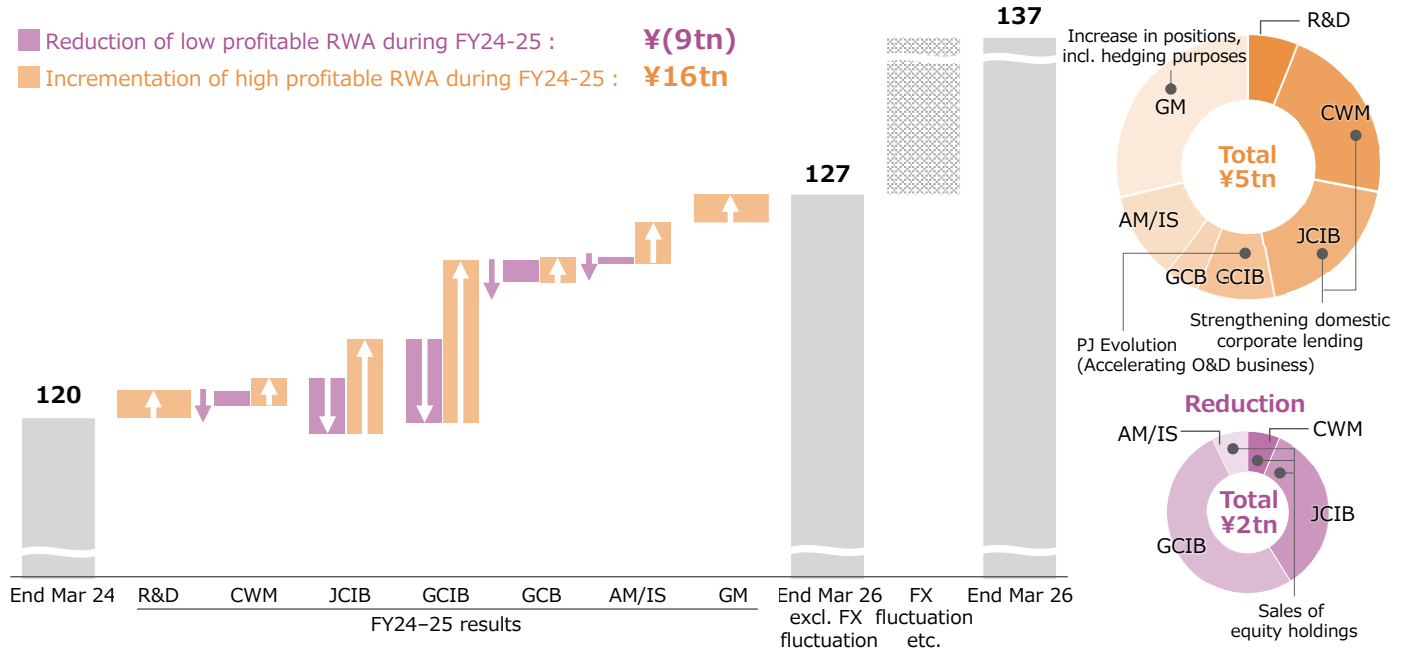
– Initial targets have been achieved. Further acceleration toward maximizing risk-return

Accumulation of RWA during current MTBP

FY26 forecast

(¥tn)

Reduction of low profitable RWA during FY24-25 : **¥(9tn)**
 Incrementation of high profitable RWA during FY24-25 : **¥16tn**

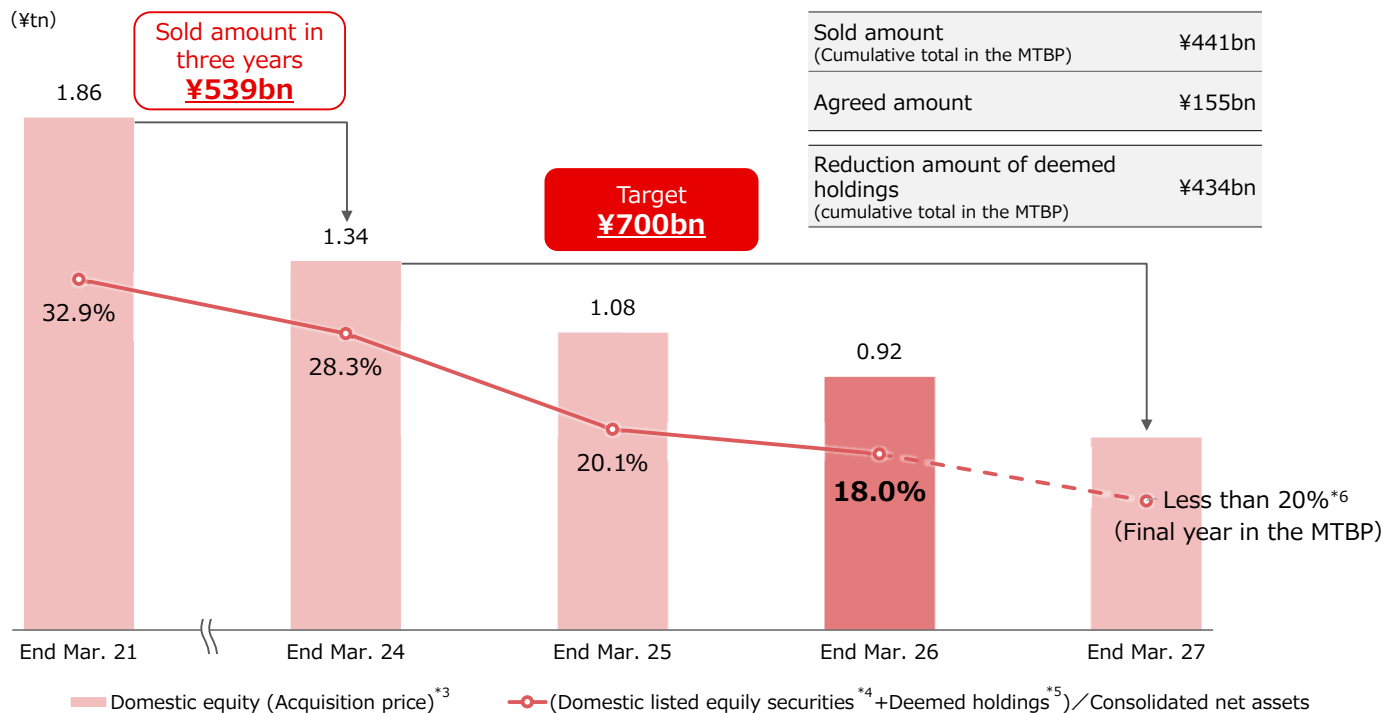


*1 Managerial accounting basis. Estimated RWA calculated on the finalized and fully implemented Basel III basis. Includes net unrealized gains on AFS securities **MUFG** 26

- ✓ Page 26 shows the status of RWA control.
- ✓ While we achieved our RWA reduction target ahead of schedule, driven by the accelerated sale of equity holdings, high profitability assets are steadily increasing, thanks to factors such as funding needs associated with corporate actions.
- ✓ In FY26, while continuing to reduce low profitability assets, we will capture growing funding demand in Japan and further accelerate our O&D business overseas. We will actively and selectively accumulate high profitability assets that contribute to ROE improvement and enhance our corporate value.

Reduction of equity holdings*1

– Sold amount in the MTBP was ¥441bn vs the MTBP target ¥700bn*2



*1 Sum of the Bank and the Trust Bank *2 FY24: ¥276bn, FY25: ¥166bn *3 Acquisition price of domestic equity securities in the category of "other securities" with market value (consolidated) *4 Market price of domestic equity securities in the category of "other securities" with market value (consolidated) *5 The balance of "Deemed holdings" stated in the Annual Securities Report *6 The trend after the end Mar. 26 is conceptual image

- ✓ Finally, reduction of equity holdings.
- ✓ As of the end of FY25, we had completed the sale of a cumulative total of 441 billion yen based on acquisition cost, which is roughly 60% progress toward the MTBP target of 700 billion yen, and the ratio of holdings to net assets has fallen below 20%. Including the agreed but unsold amounts, we have reached over 80% of the target and will continue to proceed with reductions to achieve the target.
- ✓ That concludes my presentation.
- ✓ I ask for the continued understanding and support of our investors and rating agencies, and look forward to your continued support in the future.

.../end

Status of each strategy
in the MTBP

Growth strategies (1)

Strengthen domestic retail customer base

Comprehensive enhancement of digital asset building services

Mitsubishi UFJ eSmart Securities
WealthNavi

FY27 Establish a new entity integrating broad securities capabilities and superior UI/UX

Deliver new AI and mobile native CX*1 with the digital bank

FY26 Progressively expand asset building services ahead of integration

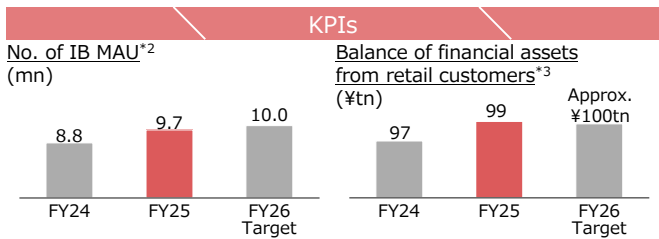
- MUeSS** Commission-free domestic equity trading
- MUeSS** Revision of margin trading interest rates
- MUeSS** Enhance point rewards for investment trust installment using credit cards
- WN** Launch investment trust installment using credit cards

Emut square

- Renovate branches (approx. 20) into retail-focused stores by FY26
- Plan new store openings in Chubu region this autumn

Strengthen credit card function

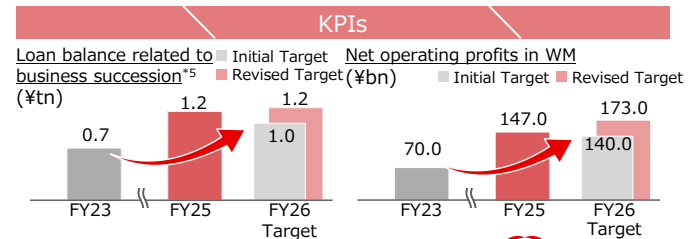
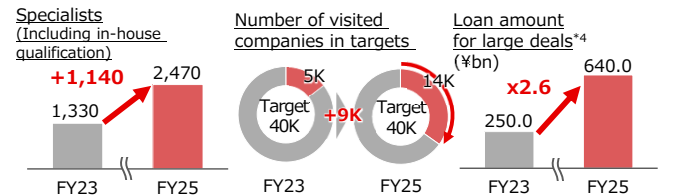
- Expand affiliate partners for point rewards
- Launch a service combining rent guarantee and credit card rent payments



*1 Customer experience *2 Monthly Active User of internet banking for individual customers *3 Excluding WealthNavi *4 The number of cases with a loan amount over 5 billion yen *5 BK non-consolidated

Strengthen corporate × WM business

- 1 Enhance organization**
Strengthen the internal structure from front and HO
 - Front: Promote acquisition of in-house qualifications for M&A, etc.
 - HO: Develop specialist talent and strengthen mid-career recruitment
- 2 Strengthen approach to customers**
Progress in both customer development and deal origination
 - Steady progress in developing untapped accounts
 - Enhanced deal origination by establishing a headquarters framework to capture diverse customer needs
- 3 Improve skill to capture deals**
Capture customer needs by strengthening organization and approach
 - Steadily captured needs for MBO for privatization, etc.
 - Large deals grew to 2.6 times FY23 level



Growth Strategies (2)

GCIB-GM integrated business model

Progress in the three main areas

1 GSS*1 Gross profit +15% vs FY24

Proven leading cases in the Americas have been expanded into EMEA, already resulting in multiple closed deals

➤ Reaching a phase focused on deal origination by capturing trends such as digital and GX

Pursue lead roles and promote distribution

2 Cross-selling +20%

Pursue lead positions in areas of strength and focus on ancillary business, such as FX and derivatives

➤ Recent achievements : DCH*2

Hedging transactions subject to deal closing. Driven by PF and M&A finance.

of closed deals: +185% YoY

3 Credit Vertical (Deepen coordination between primary & secondary) +21%

Enhance ecosystem functions that support the origination of large deals

GCIB: Primary

Loan/Bond originations

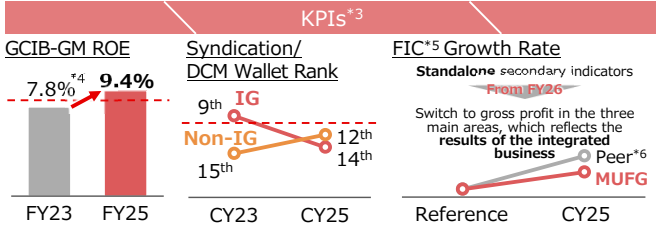
Effective allocation of resources aligned with demand has led to an increase in primary deals

GM: Secondary

Provide distribution capability

Expansion of product supply capacity. Strengthening relationships to capture demand and enhance collaboration

Provision of products for sale and revenue-generating opportunities



*1 Global Structured Solutions *2 Deal Contingent Hedge *3 FY26 targets: GCIB-GM ROE 8.3%, Syndication/ DCM wallet rank 10th, FIC growth rate; better than peers
 *4 Adjusted individual factors *5 Fixed Income and Currencies *6 Growth rates of peers are calculated from Coalition Greenwich data
 *7 Average of BBL, KTB, SCB, Kbank *8 MUFG Global Service Private Ltd *9 FY24 excludes KS impact
 *10 ROE after amortization of intangible assets. Capital consumption impact related to the investment in Shriram finance is reflected in FY25

Strengthen APAC business and platform resilience

KS's initiatives

Net profit (¥bn)

• KS outperformed peers in Jan to Mar 26, driven by the subsidiarization of TIDLOR and expansion of overseas business in FY25

Period	KS (¥bn)	Peers*7 (¥bn)
Jan to Mar 25	26.6	44.7
Jan to Mar 26	30.4 (+14%)	34.1 (-24%)

Key strategies

- Expense reduction initiative
 - Reviewed the branch network and implemented an early retirement program
- KS×Invesco business alliance
 - Strengthened the affluent business platform in terms of both proposal and product capabilities

Strengthening the India corporate business

New advisory team, supporting Japanese companies to enter India market

Enhancing product proposal capabilities (products including securitization, aviation/ project finance, etc.)

FY25: 46 new accounts opened FY25: 24 closed deals

Securing IT/cybersecurity staff at MGS*8 to support MUFG

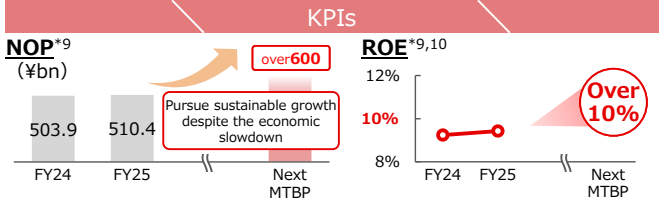
Current areas

- System Development, Maintenance
- Administration, etc.

+

New areas

- Cyber-security
- AI/data utilization, etc.

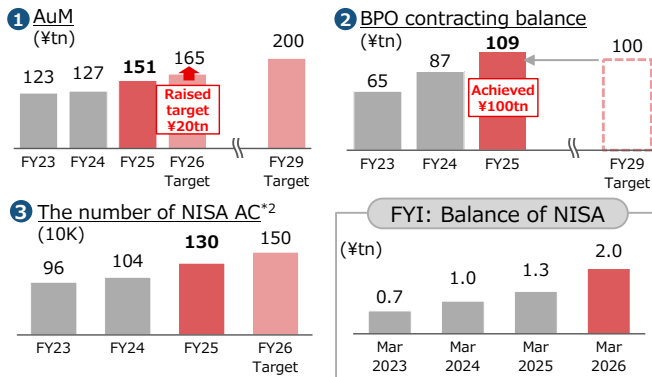


Growth strategies (3)

Contribute to making Japan a leading asset management center

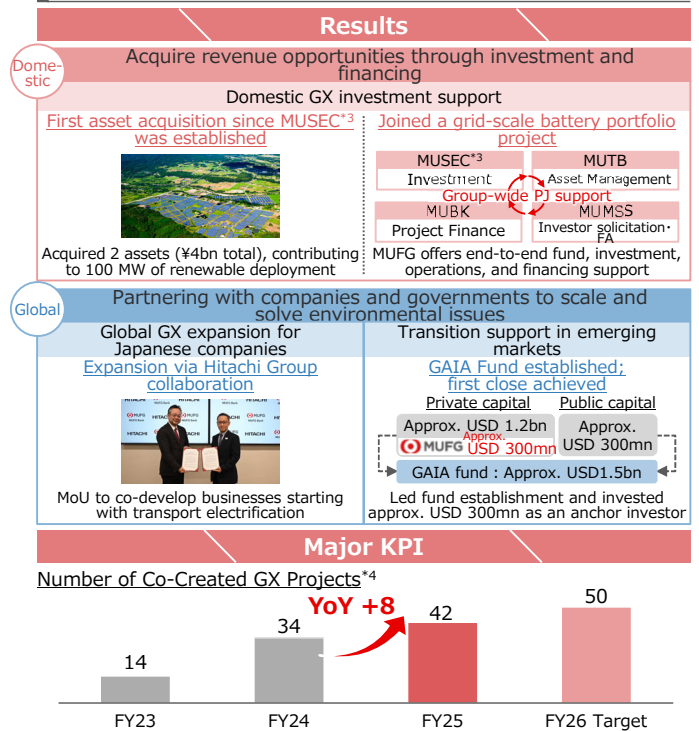
Topics

- [AM] Initiatives to enhance investment capabilities ①**
 - Expanded the real estate asset management product lineup by increasing the investment ratio in GAR¹, thereby incorporating expertise in managing listed REITs.
 - MUAM started external sales of CLO funds, by leveraging MUFG group treasury capabilities.
- [IS] Initiatives to support AM companies ②**
 - Entered the domestic alternative asset fund administration business on a full-scale basis as the first trust bank, leveraging group-wide capabilities and experience accumulated through traditional asset management to address diverse needs.



*1 Global Alliance Realty Co., Ltd *2 FY25 figures include the number of WealthNavi NISA accounts
 *3 MUFG Sustainable Energy Co., Ltd (Consolidated subsidiary of MUFG Bank) *4 Number of business co-creation through dialogue and engagement with customers

Support value chain in green transformation (GX)



Growth strategies (4)

Challenge to Build a New Business Portfolio

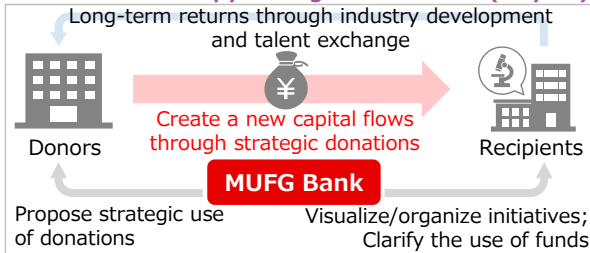
Evolution of Financial Functions

- Launch an Equity Investment Fund targeting Mid-to-Late stage Startups (Artemis Ventures : established in Feb 26)



- ✓ Develop Japanese capital markets by increasing funding to startups
- ✓ Contribute to making Japan a leading asset management center

- Launch Philanthropy Arrangement Service (May 26)



- ✓ Discover a new aspect of donations—traditionally associated with social contribution—as a form of ultra-long-term growth investment
- ✓ Broker corporate donations as a new funding source for academia, NPO and startups, etc. that had limited access to funding

Entry into New Areas and Sectors

- Cybersecurity Consulting Services (MUFG GMO Security : established in Jan 26)

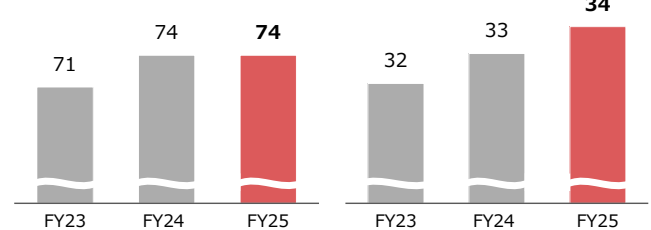


- ✓ Cybersecurity is one of the significant social issues. Leverage the strengths of each entity*1 to provide various services, including cybersecurity consulting, assessment, and training

Improving BS profitability

Average balance of JPY liquid deposits(individuals) (¥tn)

Average balance of Non-JPY deposits (¥tn)



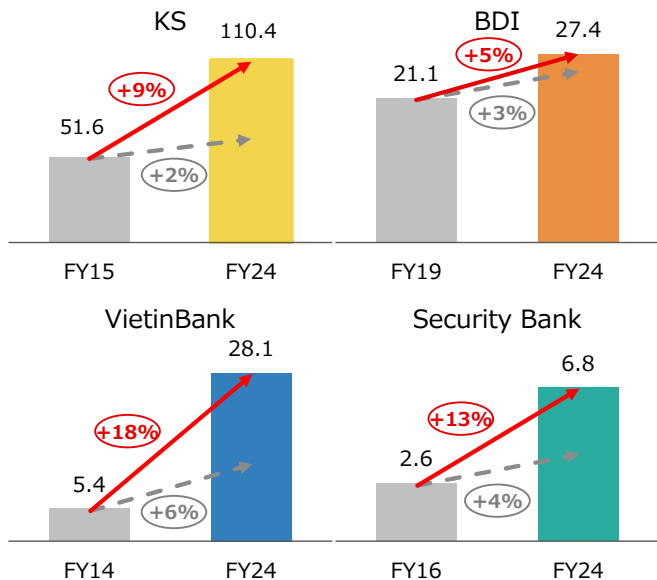
*1 GMO Internet Group, Inc., GMO Cybersecurity by Ierae, Inc., MUFG Bank

(Reference) Performance of Previous Investments and Current Profitability

– Focus areas are driving profit growth with strong above-GDP growth and ROE

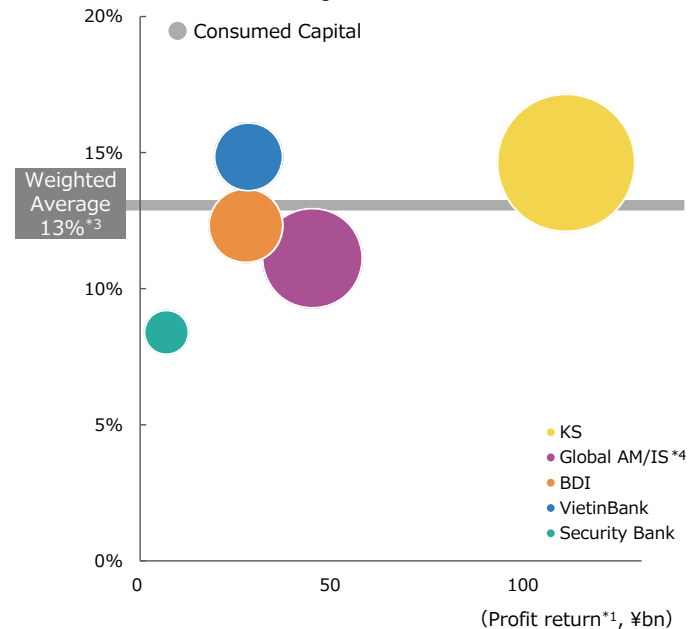
Trends in Profit Return

(¥bn) ○ Profit Return*¹ (CAGR) ○ Real GDP Growth rate (CAGR)*²



Profitability in FY24: ROE, Profit Return & Capital Consumption

(ROE before amortization of intangible assets*¹)




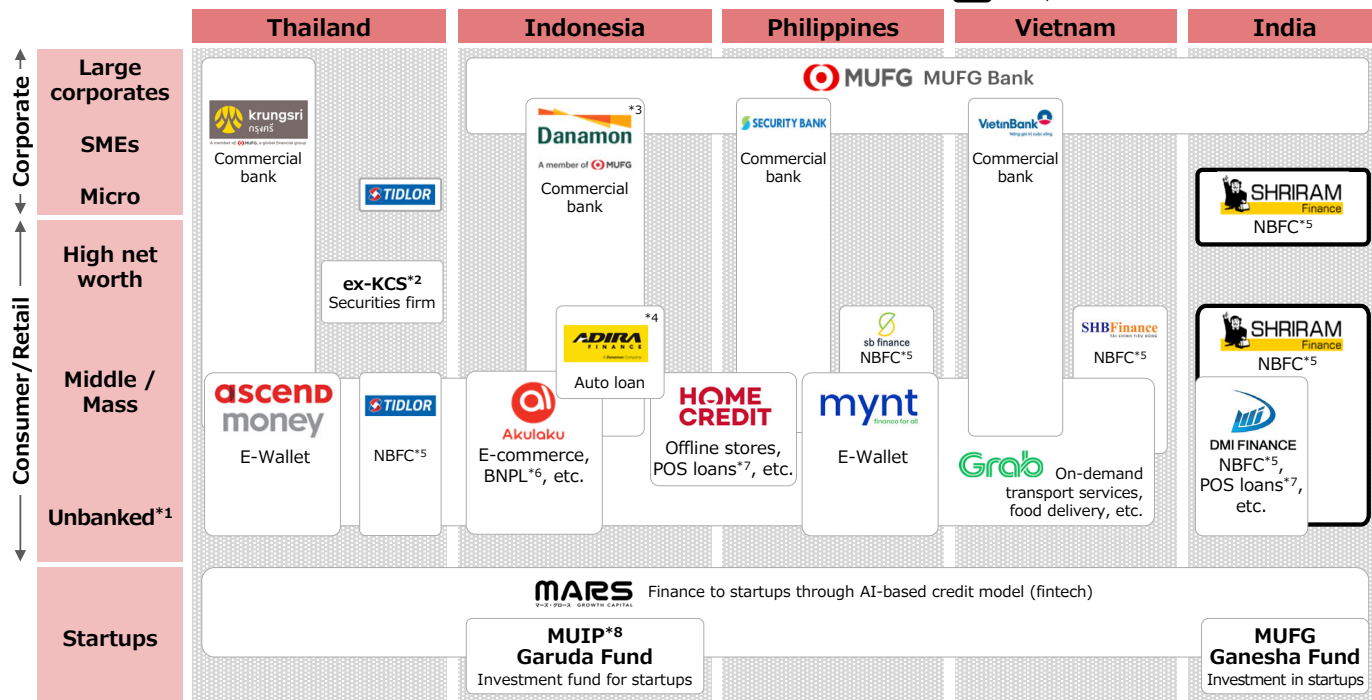
*1 Managerial Accounting Basis. Net Profit before amortization of intangible assets with synergy effects
 *3 10.5% ROE after amortization *4 Exclude the impact of goodwill impairment etc.

*2 Estimated from IMF data

MUFG's economic sphere in Asia

– Aim to seize opportunities arising from Asia's expanding financial needs

 : Newly added since FY25 interim announcements

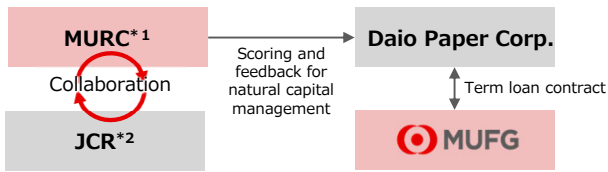


*1 Customers without access to bank accounts or other basic financial services *2 After Krungsri Capital Securities (previously Capital Nomura Securities) transferred the business to Krungsri Securities, their name was changed as PATTANASIN Plus (1970) *3 Announced integration with MUFG Bank Jakarta branch (Reference: May 11, 2026 press release)
 *4 Merged with PT Mandala Multifinance Tbk as of October 1, 2025 *5 Non-Banking Financial Company *6 Buy Now Pay Later is a form of financing that lets customers pay for purchases later *7 Point of Sale loans are installment loans provided at automobile and household appliance dealerships
 *8 MUFG Innovation Partners

Drive Social & Environmental Progress

Sustainable society: Natural capital and biodiversity restoration

Feb-26 Closed the first "Natural capital management evaluation loan"



Sustainable society: Promoting of circular economy

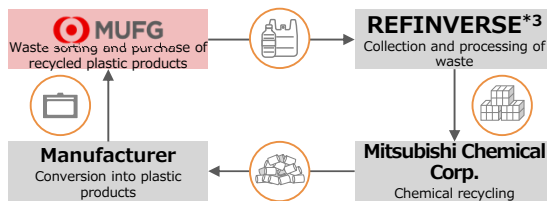
- Signed MOUs with companies on resource circulation; launched demonstration projects

Jan-26 Glass (example: solar glass)

- Collaboration with AGC on resource circulation for flat glass and related products
- Verify reusability, recyclability, and related factors



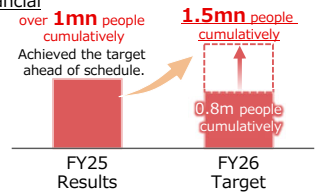
Feb-26 Plastics (example: post-use plastics from offices)



Vibrant Society: Response to aging population & low birthrate

of people who participated in our financial and economic education programs

- As a result of increased awareness from hosting events and the development of new content, the number has grown significantly.
- Raised the cumulative target for FY26.



Vibrant Society: Industry development and innovation support

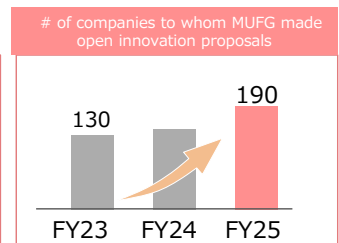
Startup support

- To foster next-generation industries, the entire group is working together to enhance the corporate value of startups
- In addition to supporting the listing of an energy-related startup through bank-securities collaboration, proposal activities for open innovation*4 are also making steady progress

Case study: Supporting Power X, Inc. IPO

Market cap has been exceeded ¥400bn*5

Securities Bank



*1 Mitsubishi UFJ Research and Consulting Co., Ltd. *2 Japan Credit Rating Agency, Ltd. *3 REFINVERSE Group, Inc *4 A method where large corporates become customers of startups that possess technology or solutions, utilizing them for their own strategic benefits *5 As of the end April, 2026

Accelerate Transformation & Innovation

Transformation of corporate culture

1 Mindset	Initiatives to take ownership of "Purpose"
<p><u>Diversification of purpose-centered dialogue opportunities</u></p> <ul style="list-style-type: none"> Cross-functional sessions on links between space business and daily work, with about 200 participants Discussion among branches in Yokohama and local customers toward co-creating the local community 	
2 Opportunities to practice	Programs to take actions
<p><u>Started co-creation activities with MUFG Stadium</u></p> <ul style="list-style-type: none"> 230 participants from MUFG-supported organizations and open-call applications joined a financial education program for kids 100 employees from group companies participated in a workshop to explore new value creation at the stadium 	
3 Working environment	Tools and frameworks as foundation
<p><u>Diversification of communication tools</u></p> <ul style="list-style-type: none"> Introduced employee digital signage to effectively communicate internal information and enhance information accessibility Held a town hall for managements, discussed cross-site initiatives to improve the work environment through culture transformation 	

*1 Organizational management framework to enhance inter-organizational collaboration, delegate authority and responsibility, and accumulate results through short-term PDCA cycles

Implementation of agile transformation*1

Action	<ul style="list-style-type: none"> Implemented the agile transformation across a cumulative total of 16 areas Developed a playbook and brought training in house to promote company-wide adoption Reviewed internal structures (such as budget operations and risk assessment process)
Change	<p>Evolution of work styles and mindsets</p> <ul style="list-style-type: none"> Reduce interdepartmental coordination costs / promote autonomous decisions Implement flexible plan reviews based on priorities
	<p>Improvement of flow</p> <ul style="list-style-type: none"> Accelerated delivery of outcomes and service development Faster collection and incorporation of feedback

Expand human capital investment

Establishment of an environment empowering all generations		
Junior	Mid-career	Senior
<ul style="list-style-type: none"> Higher graduate starting pay 	<ul style="list-style-type: none"> One-month paid parental leave expansion Thank-you bonuses for colleagues 	<ul style="list-style-type: none"> Retirement age extension
<ul style="list-style-type: none"> More self-directed career development opportunities (self-improvement, training, counseling) 		
Disclosure of human capital initiatives		
Purpose	<ul style="list-style-type: none"> Improvement of employee engagement Enhancement of corporate value 	<ul style="list-style-type: none"> Strengthen communications to stakeholders
Action	<ul style="list-style-type: none"> Human Capital Report 2026 (planned in Jul. 2026) Expanded internal town halls, stronger external media communications 	

Initiatives for digital assets

– Aim to improve financial solutions through group-wide efforts in on-chain transition of assets and payment services utilizing BC technology*1

Advancement of digital currency & payment infrastructure

JFSA's "FinTech PoC*2 Hub"

- Multiple pilot projects on the joint issuance of stablecoins by 3 Japanese banks

Adopted date	POC	Applicants
Nov 7 th , 2025	Joint stablecoin issuance and enhancement of cross-border money transfers	3 Japanese banks, Mitsubishi Corporation, MUTB
Feb 13 th , 2026	Enhance transitions, right transfers, and settlement of traditional assets*3	Nomura Securities, Daiwa Securities, 3 Japanese banks

Other initiatives

Tokenized deposits	Project Agora
<ul style="list-style-type: none"> Participate in a public-private joint project led by BIS / IIF*4 to enhance cross-border payments 	
1:1 Reserve-backed Form of Digital Money	G-SIBs consortium
<ul style="list-style-type: none"> Participate as one of the original members in a consortium of U.S. and European G-SIBs working toward the potential issuance of digital currencies 	
Interbank infrastructure	Swift*5 Ledger initiative
<ul style="list-style-type: none"> Initiative to develop a shared digital ledger to facilitate 24/7 cross-border payments using any form of regulated tokenized value (central banks/private sectors) 	

*1 Block Chain technology *2 Proof of Concept *3 JGB, listed stock, investment trust and corporate bond etc.

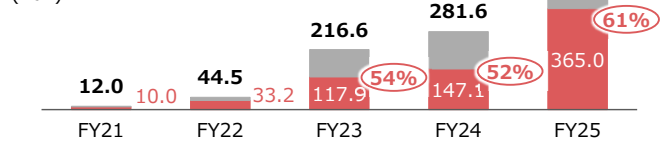
*4 BIS : Bank for International Settlements IIF : Institute of International Finance *5 SWIFT : Society for Worldwide Interbank Financial Telecommunication

Security token(ST)/Asset tokenization

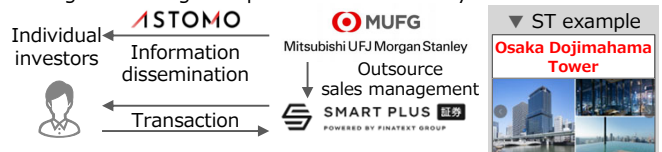
Real estate ST

- Maintain a dominant share in the growing market **600.8**

Trends of AuM (¥bn) ■ MUTB ■ Others ○ MUTB share



- "ASTOMO," a digital security trading service for smartphones, began handling multiple real estate security tokens



Tokenized investment trust

- Started preparation / consideration to provide the first JPY-denominated token-based investment trust in Japan

Enhanced Group-integrated investment products and services



Appendix

Income statement summary

Consolidated	(¥bn)	FY24	FY25	YoY	Adjust. KS impact
1	Gross profits (Before credit costs for trust accounts)	4,819.3	① 5,944.4	1,125.1	1,290.2
2	Net interest income	2,876.5	3,006.2	129.6	255.4
3	Trust fees + Net fees and commissions	2,090.2	2,389.9	299.7	326.9
4	Net trading profits (losses) + Net other operating profits	(147.4)	548.2	695.7	707.7
5	Net gains (losses) on debt securities	(991.4)	(177.2)	814.1	-
6	G&A Expenses	3,228.1	3,567.2	339.1	424.6
7	(Expense ratio)	66.9%	② 60.0%	(6.9ppt)	(7.5ppt)
8	Net operating profits	1,591.1	2,377.2	786.0	865.5
9	Total credit costs	(108.7)	③ (355.8)	(247.1)	(290.6)
10	Net gains (losses) on equity securities	592.5	④ 486.0	(106.5)	(108.1)
11	Net gains (losses) on sales of equity securities	643.5	504.4	(139.1)	-
12	Equity in earnings of equity method investees	596.9	⑤ 845.5	248.5	250.2
13	Other non-recurring gains (losses)	(2.4)	57.2	59.7	61.2
14	Ordinary profits (losses)	2,669.4	3,410.1	740.7	778.2
15	Net extraordinary gains (losses)	(118.8)	(88.0)	30.8	30.6
16	Profits attributable to owners of parent	1,862.9	⑥ 2,427.2	564.2	586.3
	<Reference>				
17	ROE (JPX basis)	9.3%	11.3%	2.1ppt	-

- ① Gross profits (FX impact: approx. +¥200bn)**
- Increased as growth in net interest income by the impact of higher JPY interest rates and improvements, including benefits from last year's bond portfolio rebalancing, growth in fee revenues mainly driven by domestic and overseas lending and solution businesses, and contributions from acquisitions
 - While net gains (losses) on debt securities increased significantly YoY due to the rebound from losses on sales following last year's bond portfolio rebalancing*1, losses were recognized in FY25 due to the review of JPY interest rate hedging operations*2
- ② G&A expenses (FX impact: approx. +¥100bn)**
- Increased due to strategic expense allocation for the growth, as well as the impact of acquisitions*3 and inflation
- ③ Total credit costs**
- Increased due to the rebound from the reversal of large overseas loan loss provisions included in the previous year, but remained within the initial outlook range
 - Accounted the credit cost by considering the potential increase in future credit risk associated with the situation in the Middle East
- ④ Net gains (losses) on equity securities**
- Decreased due to the absence of large gains in the prior year
- ⑤ Equity in earnings of equity method investees**
- Increased by strong performance of Morgan Stanley and etc.
- ⑥ Profits attributable to owners of parent**
- Increased over 30% YoY, marked record-high profits for the 3rd consecutive years

*1 Approx. ¥(780)bn *2 Approx. ¥(200)bn *3 Approx. ¥120bn

Revised plan by business group

Consolidated Business group		Net operating profits (¥bn) ^{*1}		Expense ratio ^{*1}		ROE ^{*2}		RWA (¥tn) ^{*3}	
		FY26 Revised plan	vs FY23	FY26 Revised plan	vs FY23	FY26 Revised plan	vs FY23	FY26 Revised plan	vs FY23
Retail & Digital ^{*4}	R&D	300.0	80.0	73%	0ppt	6%	(1.5ppt)	10.3	1.2
		310.0	95.0	72%	(1ppt)	6.5%	(0.5ppt)		
Commercial Banking & Wealth Management	CWM	475.0	265.0	51%	(15ppt)	17%	8ppt	18.1	1.4
Japanese Corporate & Investment Banking	JCIB	665.0	155.0	38%	(2ppt)	14.5%	2.5ppt	33.4	1.5
Global Corporate & Investment Banking	GCIB	430.0	155.0	50%	(7ppt)	9%	7.5ppt	26.6	1.9
Global Commercial Banking ^{*4}	GCB	260.0	5.0	61%	6ppt	5.5%	(3ppt)	7.6	0.3
		285.0	30.0	58%	2ppt	8.5%	(0.5ppt)		
Asset Management & Investor Services ^{*4}	AM/IS	155.0	45.0	72%	1ppt	15.5%	2.5ppt	4.0	1.5
		185.0	75.0	67%	(4ppt)	18.5%	5.5ppt		
Global Markets	Global Markets	335.0	335.0	48%	(50ppt)	7.5%	7.5ppt	19.6	2.4

*1 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

Results by business group (1)

Consolidated Business group		Net operating profits (¥bn) ^{*1}		Expense ratio ^{*1}		ROE ^{*2}		RWA (¥tn) ^{*3}	
		FY25	YoY	FY25	YoY	FY25	YoY	FY25	YoY
Retail & Digital ^{*4}	R&D	275.2	5.4	74%	3ppt	6%	2ppt	10.0	0.5
		288.9	11.3	72%	2ppt	7%	2.5ppt		
Commercial Banking & Wealth Management	CWM	399.2	111.6	53%	(6ppt)	16.5%	3.5ppt	17.1	0.7
Japanese Corporate & Investment Banking	JCIB	616.4	59.0	38%	(1ppt)	14%	(1ppt)	33.1	2.9
Global Corporate & Investment Banking ^{*5}	GCIB	388.3	48.7	51%	(2ppt)	9.5%	(4ppt)	27.2	3.7
Global Commercial Banking ^{*4,6}	GCB	287.6	2.4	58%	1ppt	7%	2ppt	7.4	0.3
		314.7	(73.3)	54%	2ppt	8.5%	(1.5ppt)		
Asset Management & Investor Services ^{*4}	AM/IS	140.6	16.3	74%	0ppt	10%	1ppt	3.6	0.7
		171.3	18.0	68%	1ppt	13.5%	1ppt		
Global Markets	Global Markets	57.7	707.1	84%	N/A	1.5%	N/A	18.1	2.1

^{*1} 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 ROE in FY24 after one-off adjustment for credit costs, interest income, and RWA is 7.5%. FY25 includes one-off gains(gain on a step acquisition). ^{*6} The impact of the change on closing date for KS in FY24 is adjusted based on managerial accounting basis. Includes Shriram Finance investment impact on FY25 ROE denominator

Results by business group (2)

Retail & Digital*1

(¥bn)	FY24	FY25	YoY
Gross profits	930.0	1,049.6	119.5
Loan and deposit interest income	245.9	314.0	68.1
Domestic and foreign settlement / forex	45.2	45.4	0.2
Investment product sales	46.4	62.0	15.5
Card settlement	228.7	251.8	23.1
Consumer finance	314.2	327.1	12.8
Expenses	660.3	774.4	114.1
Expense ratio	71%	74%	3ppt
Net operating profits	269.7	275.2	5.4
Credit costs*2	(150.0)	(128.0)	22.0
Net profits	45.2	76.6	31.4
RWA *3 (¥tn)	9.4	10.0	0.5
ROE	4%	6%	2ppt
Ave. housing loan balance (¥tn)	11.5	11.9	0.3
Ave. deposit balance (¥tn)	83.1	83.3	0.2
Balance of consumer loans *4 (¥tn)	1.5	1.6	0.1
Volume of card shopping *5 (¥tn)	6.3	6.7	0.4

Commercial Banking & Wealth Management*1

(¥bn)	FY24	FY25	YoY
Gross profits	716.8	858.1	141.3
Loan and deposit interest income	259.7	365.6	105.9
Domestic and foreign settlement / forex	99.0	103.0	4.1
Derivatives, solutions	84.9	95.8	10.9
Real estate, corporate agency and inheritance	64.2	68.6	4.4
Investment product sales	192.0	208.8	16.8
Expenses	429.2	458.9	29.7
Expense ratio	60%	53%	(6ppt)
Net operating profits	287.6	399.2	111.6
Credit costs	14.5	8.1	(6.5)
Net profits	217.1	286.9	69.7
RWA *3 (¥tn)	16.4	17.1	0.7
ROE	13%	16.5%	3.5ppt
Ave. loan balance *6 (¥tn)	19.7	20.4	0.6
Lending spread*7	0.55%	0.56%	0.01ppt
Ave. deposit balance (¥tn)	64.3	66.4	2.1

*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)	FY24	FY25	YoY
Gross profits	921.7	1,000.8	79.2
Loan and deposit interest income	498.3	514.4	16.1
Domestic and foreign settlement / forex*2	87.8	87.4	(0.4)
Derivatives, solutions*2	81.9	116.1	34.2
Real estate, corporate agency	73.2	81.2	8.0
M&A·DCM·ECM*3	65.0	77.5	12.6
Expenses	364.3	384.5	20.1
Expense ratio	40%	38%	(1ppt)
Net operating profits	557.3	616.4	59.0
Credit costs	24.5	(15.2)	(39.7)
Net profits	481.6	497.0	15.5
RWA *4 (¥tn)	30.2	33.1	2.9
ROE	14.5%	14%	(1ppt)
Ave. loan balance (¥tn)	41.4	42.7	1.3
Lending spread*5	0.69%	0.67%	(0.02ppt)
Ave. non-JPY loan balance*6 (¥tn)	13.1	13.4	0.3
Non-JPY lending spread*5,6	0.95%	0.98%	0.02ppt
Ave. deposit balance (¥tn)	37.7	36.7	(1.0)
Ave. non-JPY deposit balance*6 (¥tn)	16.0	15.4	(0.6)

Global Corporate & Investment Banking*1

(¥bn)	FY24	FY25	YoY
Gross profits	715.7	791.4	75.7
Loan and deposit interest income	368.5	382.3	13.8
Commission	304.4	359.2	54.8
Forex, derivatives	29.9	36.0	6.1
DCM·ECM	28.8	28.9	0.1
Expenses	376.1	403.1	27.0
Expense ratio	53%	51%	(2ppt)
Net operating profits	339.7	388.3	48.7
Credit costs	151.4	(12.4)	(163.8)
Net profits	335.8	270.7	(65.1)
RWA *4 (¥tn)	23.5	27.2	3.7
ROE *7	13.5%	9.5%	(4ppt)
Ave. loan balance (¥tn)	24.4	25.8	1.4
Lending spread*6	1.70%	1.62%	(0.08ppt)
Ave. deposit balance (¥tn)	15.2	16.4	1.2

*1 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 III basis. Managerial accounting basis.
 *5 Excluding non-JPY mid- to long-term funding costs *6 Sum of domestic and overseas loans and deposits *7 The estimated ROE in FY24 after one-off adjustment for credit costs, interest income, and RWA is 7.5%. FY25 includes one-off gains (gain on a step acquisition).

Results by business group (4)

Global Commercial Banking*1

(¥bn)	FY24	FY25	YoY	(¥bn)	FY24	FY25	YoY
Gross profits	655.3	682.8	27.5	Net profits	47.8	112.2	64.5
KS*2	488.1	513.0	24.8	KS*2	79.3	78.7	(0.5)
BDI	153.1	161.7	8.6	BDI	24.2	29.4	5.2
Expenses	370.1	395.2	25.1	RWA *3 (¥tn)	7.1	7.4	0.3
(Expense ratio)	56%	58%	1ppt	ROE *4	4.5%	7%	2ppt
KS*2	239.6	261.7	22.1	KS*2	13.5%	15%	1.5ppt
(Expense ratio)	49%	51%	2ppt	BDI	12.5%	14%	2ppt
BDI	85.6	89.5	3.9	(¥tn)			
(Expense ratio)	56%	55%	(1ppt)	Ave. loan balance	6.8	6.7	(0.1)
Net operating profits	285.3	287.6	2.4	KS *2 Ave. deposit balance	6.7	6.2	(0.5)
KS*2	248.6	251.2	2.7	NIM*5	4.19%	4.51%	0.32ppt
BDI	67.5	72.2	4.7	Ave. loan balance	1.4	1.5	0.1
Credit costs	(160.5)	(160.8)	(0.3)	BDI Ave. deposit balance	1.2	1.3	0.1
KS*2	(121.0)	(126.0)	(5.0)	NIM*6	7.33%	7.05%	(0.28ppt)
BDI	(35.7)	(30.7)	5.0				

*1 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

*2 After GAAP adjustment. FY24 figures are adjusted to exclude KS impact *3 Estimated RWA on the finalized and fully implemented Basel III basis

*4 Includes Shriram Finance investment impact on FY25 ROE denominator *5 KS entity basis *6 OJK definition

Results by business group (5)

Asset Management & Investor Services*¹

(¥bn)	FY24	FY25	YoY
Gross profits	469.5	534.3	64.8
AM	156.4	164.6	8.2
IS	236.6	284.7	48.0
Pension	76.5	85.0	8.5
Expenses	345.2	393.7	48.5
Expense ratio	74%	74%	0ppt
Net operating profits	124.3	140.6	16.3
Net profits	67.2	66.8	(0.4)
Economic capital (¥tn)	0.5	0.4	(0.0)
ROE	9.5%	10%	1ppt

Global Markets*¹

(¥bn)	FY24	FY25	YoY
Gross profits	(367.6)	351.6	719.1
Sales & trading	340.6	350.6	10.0
FIC & equity	338.0	347.7	9.7
Corporates	156.9	143.0	(13.9)
Institutional investors	155.0	167.6	12.6
Asset management	2.6	2.9	0.3
Treasury	(715.1)	(6.9)	708.2
Expenses	281.8	293.8	12.1
Expense ratio	N/A	84%	N/A
Net operating profits	(649.4)	57.7	707.1
Customer business	122.0	116.8	(5.2)
Treasury	(776.3)	(65.1)	711.2
Net profits	(462.7)	38.2	500.8
Economic capital (¥tn)	4.4	4.3	(0.1)
ROE	N/A	1.5%	N/A

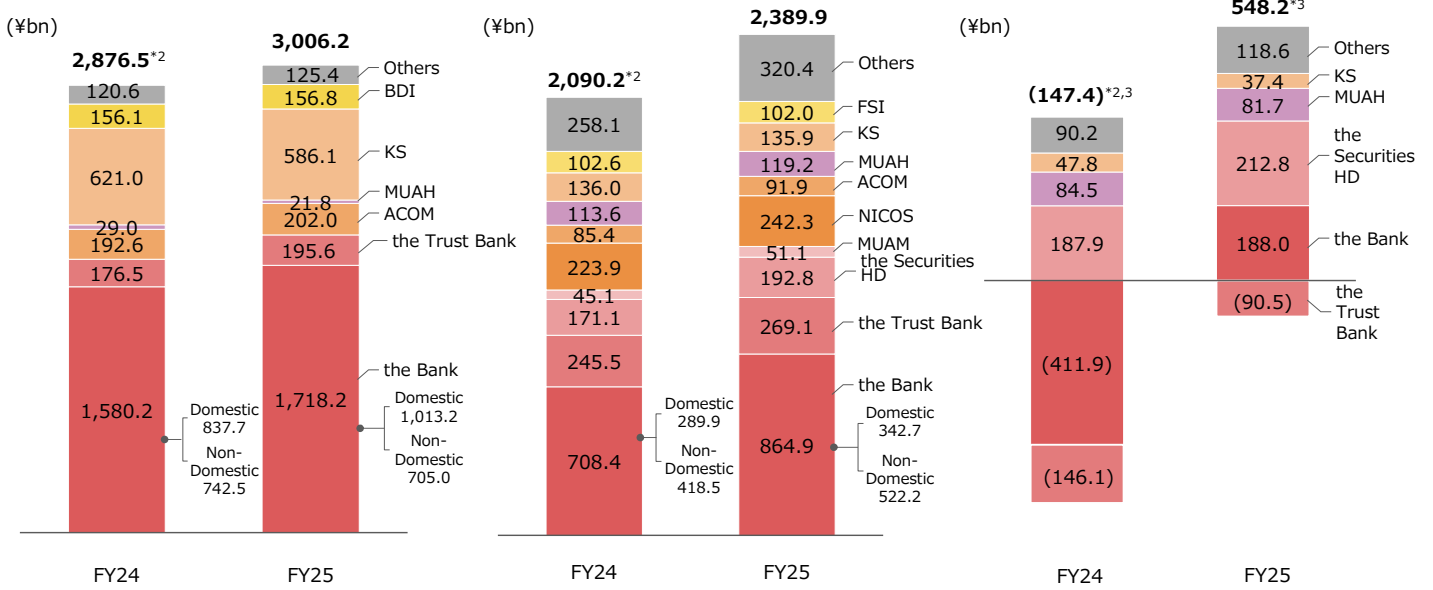
*1 Managerial accounting basis. Local currency basis. ROE is calculated based on net profits

Breakdown of Gross profits by Entity

Net interest income*1 **Consolidated**

Trust fees + Net fees and commissions **Consolidated**

Net trading profits + Net other operating profits **Consolidated**

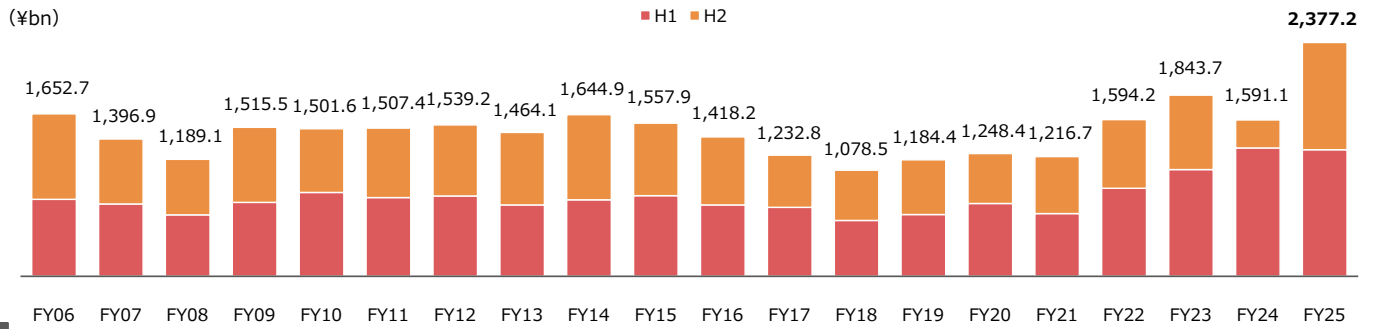


*1 Non-consolidated. Includes following gains and losses on investment trusts cancellation:
 FY24: the Bank ¥52.7bn, the Trust Bank ¥36.2bn | FY25: the Bank ¥(69.3)bn, the Trust Bank ¥37.7bn, respectively
 *2 Includes KS impact in FY24: ¥125.7bn in Net interest income, ¥27.2bn in Net fees and commissions and ¥12.0bn in Net trading profits + Net other operating profits
 *3 Includes net gains and losses on debt securities of FY24: ¥(991.4)bn | FY25: ¥(177.2)bn, respectively

Performance since MUFG's establishment

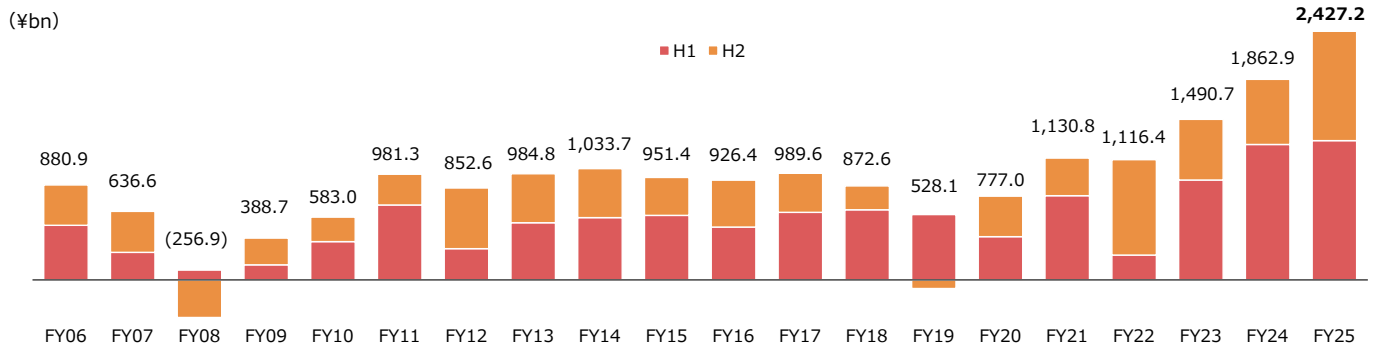
Net operating profits

Consolidated



Profits attributable to owners of parent

Consolidated

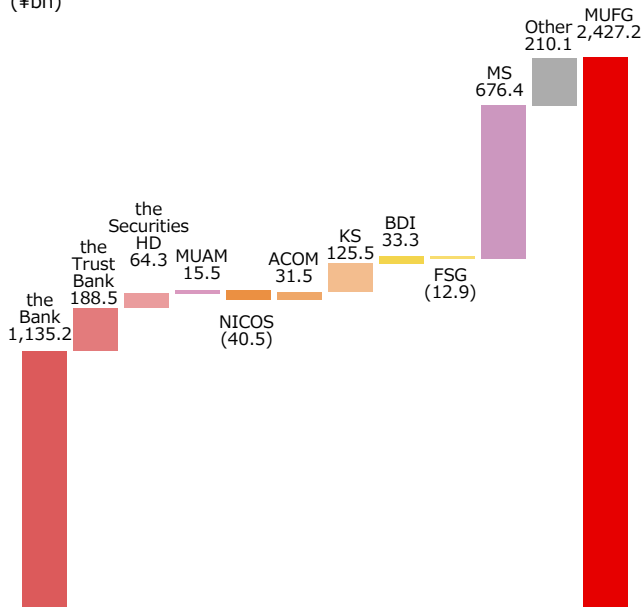


Net profits (breakdown by entity)

Breakdown of net profits*1

Consolidated

(¥bn)



Financial summary of major entities*2

Consolidated

(¥bn)	the Bank		the Trust Bank		the Securities HD	
	FY25 ^{*3}	YoY	FY25	YoY ^{*4}	FY25	YoY
Gross profits	2,771.2	894.3	374.1	98.2	374.6	4.1
NOP	1,212.0	690.2	153.3	83.2	95.7	21.3
Net profits	1,135.2	176.0	188.5	34.3	64.3	13.8

(¥bn)	MUAM		NICOS		ACOM	
	FY25	YoY	FY25 ^{*5}	YoY	FY25	YoY
Gross profits	51.6	5.7	252.7	17.4	296.4	16.2
NOP	21.8	3.7	22.2	(15.1)	188.8	10.3
Net profits	15.5	4.1	(40.5)	(18.7)	79.6	47.5

(¥bn)	KS		BDI		FSG	
	FY25	YoY ^{*6}	FY25	YoY	FY25 ^{*7}	YoY
Gross profits	759.5	119.1	199.6	2.5	110.3	0.6
NOP	350.4	51.7	81.8	1.8	23.8	(0.3)
Net profits	163.3	39.3	36.0	2.2	(12.9)	(18.1)

*1 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 Including the impact of the write-off of overseas subsidiary shares at approx. ¥(56)bn (pre-tax) (eliminated in MUFG's financials through consolidation adjustment)

*4 YoY figures include the dividend paid by MUAM at approx. ¥46bn (pre-tax) in FY24

*5 Including the impact of the expenses at approx. ¥(30)bn (pre-tax) relating to system integration in FY25 3Q

*6 Excluded the KS impact with the figures before consolidation adjustment and reflection of equity holding ratio

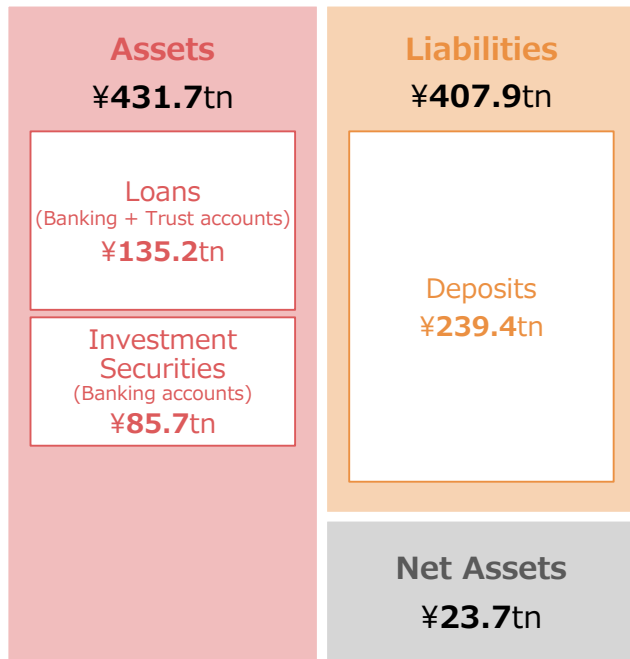
*7 Including the impact of impairment, etc. at approx. ¥(30)bn (pre-tax)

Balance sheet summary

Overview of Balance Sheet

Consolidated

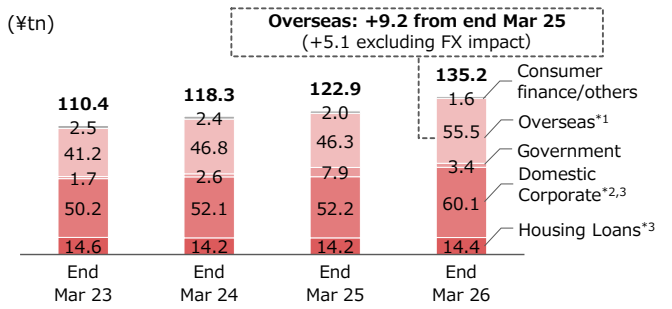
As of end Mar 2026



Loans (period end balance)

Consolidated

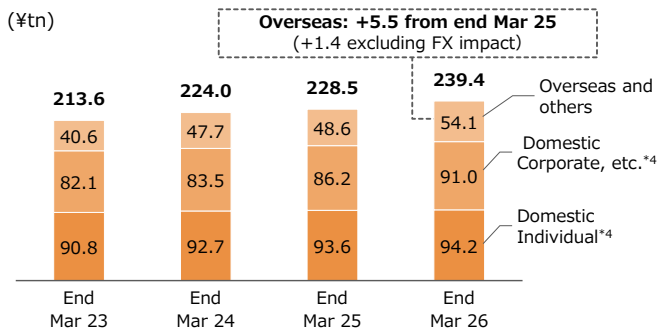
(\$tn)



Deposits (period end balance)

Consolidated

(\$tn)



*1 Loans booked in overseas branches, MUAH, KS, BDI, the Bank (China), the Bank (Malaysia) and the Bank (Europe)

*2 Excludes loans to governments and governmental institutions and includes foreign currency-denominated loans

*3 Banking + trust accounts

*4 Non-consolidated

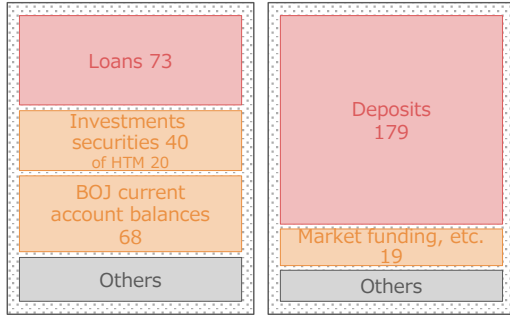
Impact of rises in JPY interest rates

JPY B/S

Non-Consolidated

(¥tn)

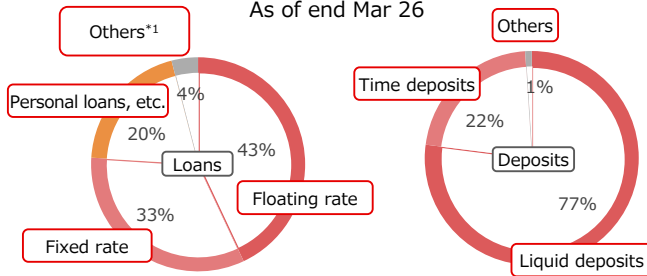
As of end Mar 26



Domestic JPY loans and deposits

Non-Consolidated

As of end Mar 26



*1 Prime rate and overdraft, etc.

*2 Assumptions for estimation: B/S structure remains unchanged from the timing of each rate hike. The market interest rates increase along with the rate hikes

*3 Impact in the 3rd year after rise at the beginning in the 1st year (Impact: 1st year ¥100bn, 2nd year ¥150bn) *4 Negative Interest Rate Policy

NII impact from previous rate hikes*2

Non-Consolidated

NII sensitivity to rate hikes

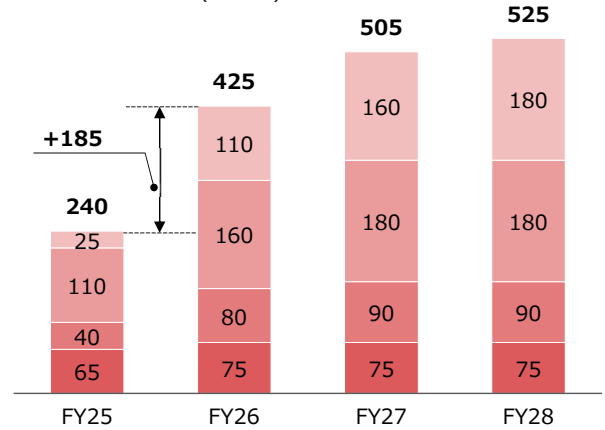
¥180bn^{*3} per +0.25%



Further upside potential from B/S rebalance

(¥bn)

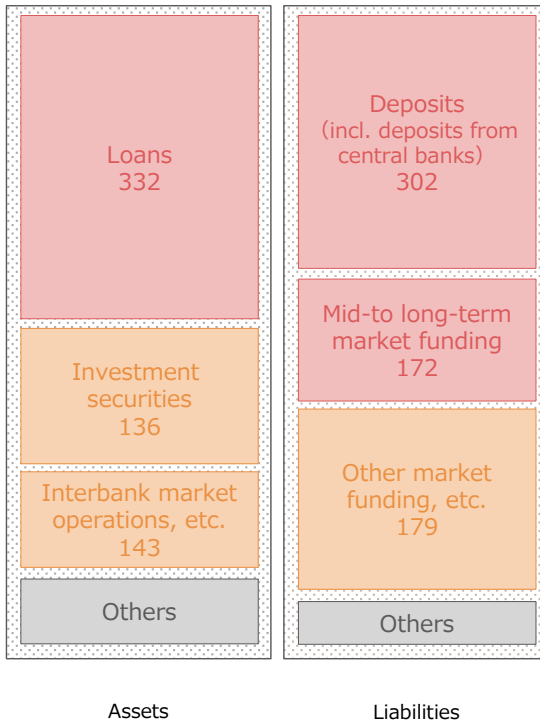
- 0.50% → 0.75% (Dec 25)
- 0.25% → 0.50% (Jan 25)
- 0.10% → 0.25% (Jul 24)
- Exit from NIRP*4 (Mar 24)



Non-JPY Liquidity*1

(US\$bn)

As of Mar 26

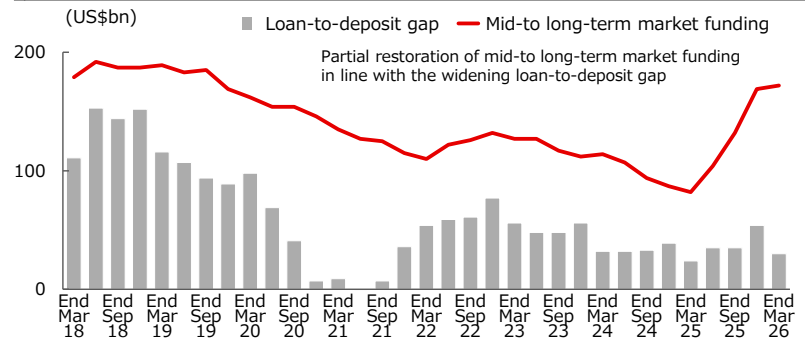


MUFG Bank*1's characteristics of non-JPY liquidity management

- Deposits:** Securing stickiness*2 with regional and industry diversification
- Mid-to long-term market funding:** Emphasizing diversification of method and term

Corp bonds/I/C borrowings	62	: TLAC eligible senior debt etc.
Collateralized funding, etc.	3	: Cross-currency repos*3 (utilizing JGB) etc.
Mid-long term currency swap	107	: Currency swaps are transacted in mid-to long-term
- Investment securities:** Possessing abundant volume of high-liquidity assets that can be quickly converted into cash, such as foreign government bonds
- Loans:** Within the balances of deposits and mid-to long-term market funding

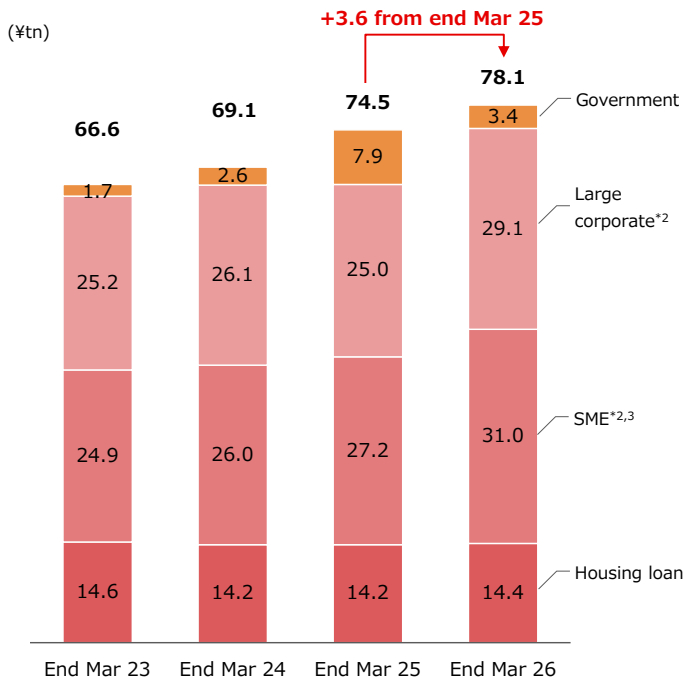
Historical loan-to-deposit gap & mid-to long-term market funding



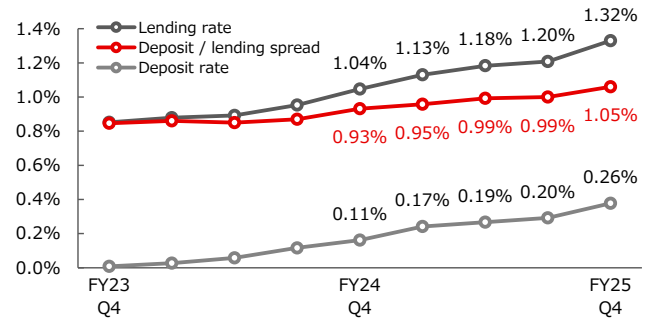
*1 The Bank consolidated excl. MUAH, KS and BDI. Managerial basis *2 Deposits that are considered to remain in the bank during times of stress
 *3 Repurchase agreement in which denominated currency is different in cash transaction and security

Domestic loans

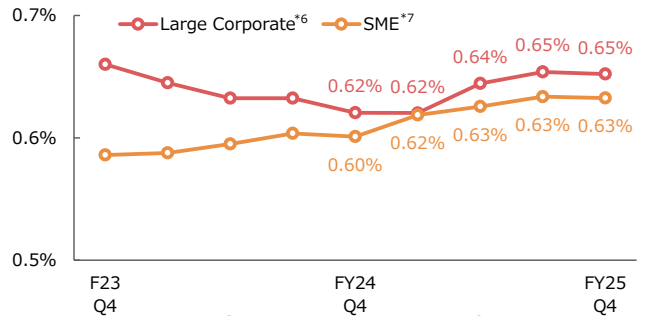
Loan balance (period end balance)*1 Consolidated



Deposit / lending rate*4 Non-Consolidated



Corporate lending spread*2,4,5 Non-Consolidated

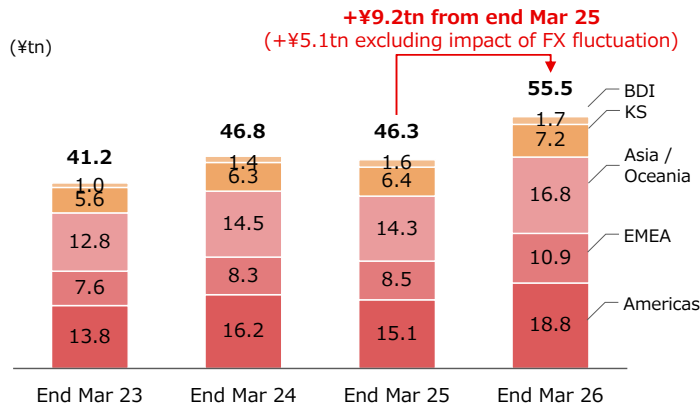


*1 Sum of banking and trust accounts *2 Including non-JPY loans *3 Domestic loans to small / medium-sized companies and proprietors (excluding domestic consumer loans) *4 Excluding lending to government *5 On a managerial accounting basis *6 Adjusted an impact of changing the treatment in FY25 Q3 to reverse the large accrued interest recognized in prior fiscal years. *7 Excluded impact of the collective recording of interest received at fiscal year-end via subsidized interest payment programs.

Overseas loans

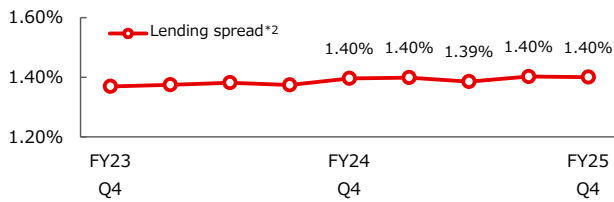
Loan balance (period end balance)

Consolidated



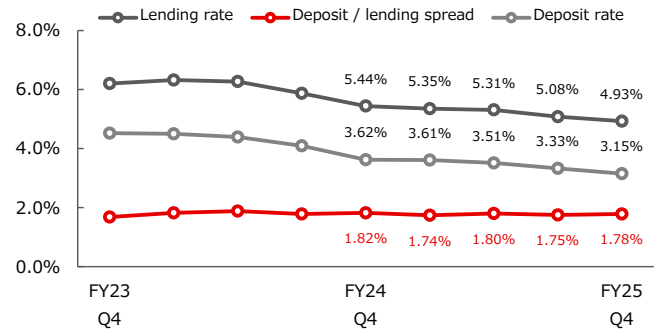
Lending spread*1

Non-Consolidated



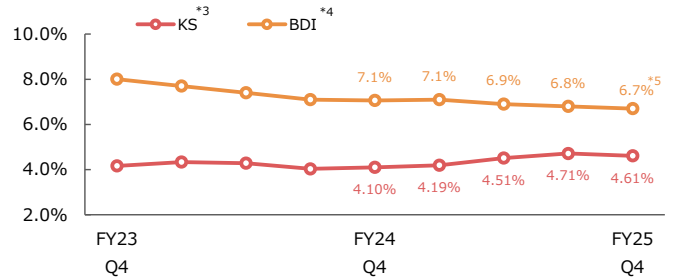
Deposit / lending rate*1

Non-Consolidated



Net interest margin

KS / BDI



*1 Managerial accounting basis *2 Estimated figures individually adjusted for large fluctuations related to sold loan assets from FY24Q1 to FY25Q1

*3 Financial results as disclosed in KS's financial reports based on Thai GAAP *4 Financial results as disclosed in BDI's financial reports based on Indonesia GAAP

*5 Adjusted figure excluding the positive impact from consolidating 10 months of PT Mandala Multifinance Tbk's (MFIN) results under Indonesian accounting standards in connection with the merger of PT Adira Dinamika Multi Finance Tbk (ADMF) and MFIN, both consolidated subsidiaries of MUFG Bank. The pre-adjustment NIM was 9.9%.

Investment securities(1)

Securities with fair value

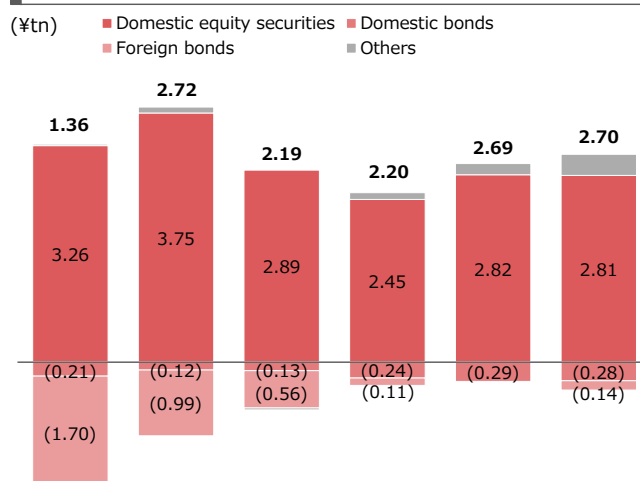
Consolidated

(¥tn)	Balance		Unrealized gains (losses)	
	End Mar 26	Changes from End Mar 25	End Mar 26	Changes from End Mar 25
1 Held-to-maturity securities	26.01	2.74	—	—
2 Available-for-sale (AFS) securities	57.78	(3.53)	2.70	0.50
3 Domestic equity securities	3.73	0.19	2.81	0.35
4 Domestic bonds	14.78	(8.33)	(0.28)	(0.03)
5 Japanese government bonds (JGB)	13.34	(7.83)	(0.14)	0.00
6 Others	39.26	4.60	0.17	0.18
7 Foreign equity securities	0.84	0.18	0.11	0.08
8 Foreign bonds	28.30	4.11	(0.14)	(0.03)
9 Others	10.11	0.30	0.21	0.13

*1 Managerial accounting basis. Approximate amount

Unrealized gains (losses) on AFS securities

Consolidated



Unrealized gains (losses) reflected hedging positions etc.*1 (¥tn)

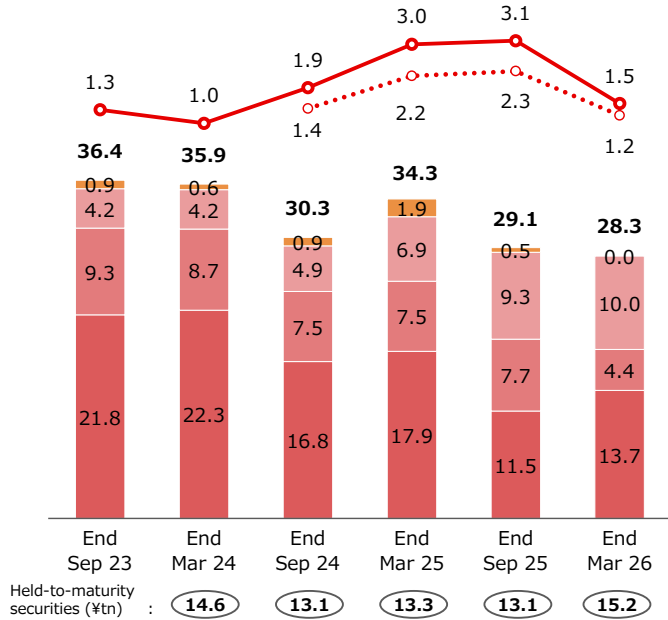
Domestic bonds:	(0.2)	(0.2)	(0.2)	(0.3)	(0.2)	
Foreign bonds:	(0.5)	(0.5)	0.1	0.0	0.1	
	End Sep 23	End Mar 24	End Sep 24	End Mar 25	End Sep 25	End Mar 26

Investment securities(2)

Domestic bond balance*1 and duration

Non-Consolidated

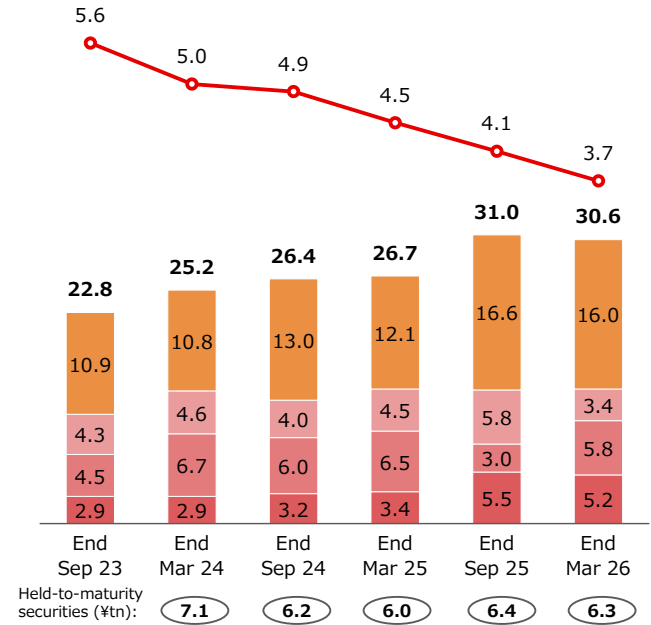
(¥tn) ■ Over 10 years ■ 5 years to 10 years
■ 1 year to 5 years ■ Within 1 year
—○— Average duration (year)*2 - - -○- - - Average duration (year)*3



Foreign bond balance*1 and duration

Non-Consolidated

(¥tn) ■ Over 10 years ■ 5 years to 10 years
■ 1 year to 5 years ■ Within 1 year
—○— Average duration (year)*2,4

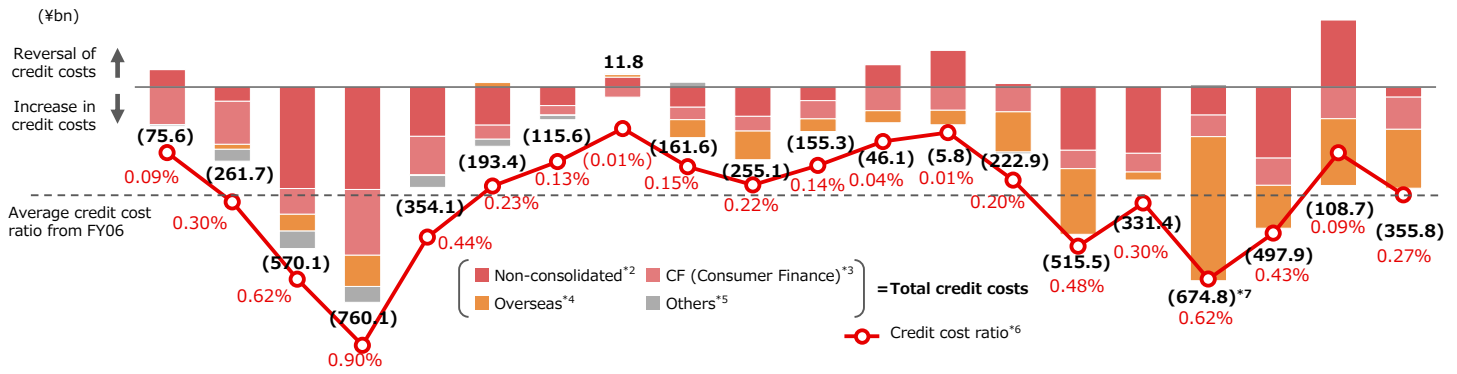


*1 AFS securities and held-to-maturity securities *2 AFS securities only

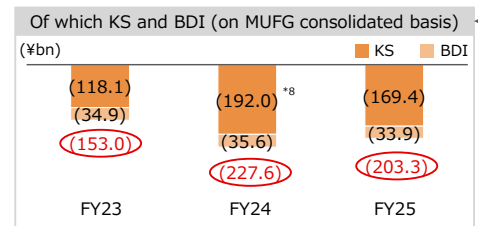
*3 AFS securities and loans to the Japanese government and governmental organizations

*4 On a managerial accounting basis, approximate value

Credit costs *1



[Breakdown]	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25
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	12.6	(223.2)	(233.8)	(98.8)	(250.4)	237.6	(35.4)
CF	(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)	(87.6)	(64.4)	(66.0)	(76.5)	(96.5)	(111.7)	(113.9)
Overseas	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)	(141.6)	(232.3)	(28.9)	(508.3) ^{*7}	(151.2)	(235.6)	(207.3)
Others	(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)	(6.2)	4.5	(2.6)	8.9	0.3	1.1	0.8

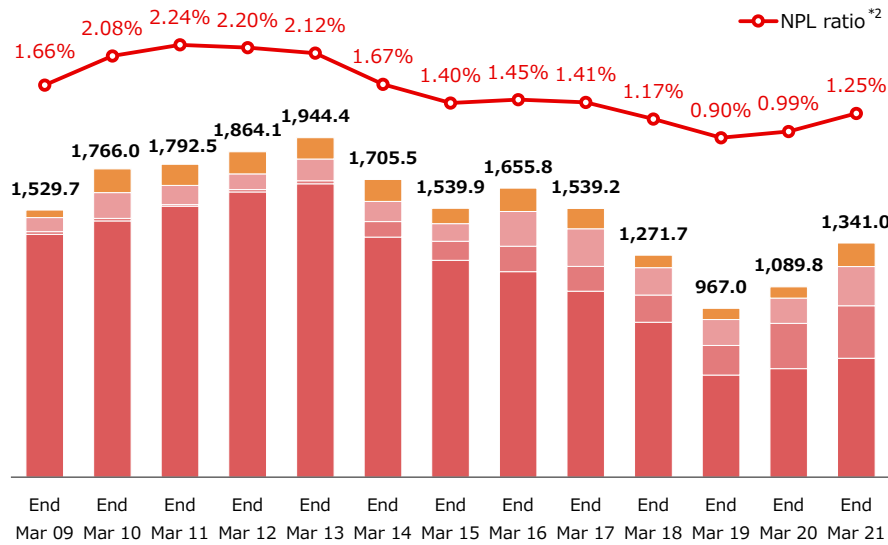


*1 Includes gains from write-off *2 Includes overseas branches *3 Sum of NICOS and ACOM on a consolidated basis *4 Sum of overseas subsidiaries of the Bank
 *5 Sum of other subsidiaries and consolidation adjustment *6 Total credit costs / loan balance as of end of each fiscal year
 *7 Including ¥(393.9)bn of valuation losses on loans sold in connection with MUB's share transfer etc.
 *8 Includes KS impact of ¥(43.4)bn

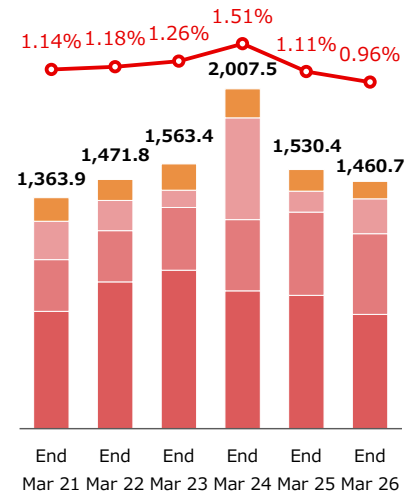
Non-performing loans*1

(¥bn)

Risk-monitored loans(previous standard)



New standard



[Breakdown]

	End Mar 09	End Mar 10	End Mar 11	End Mar 12	End Mar 13	End Mar 14	End Mar 15	End Mar 16	End Mar 17	End Mar 18	End Mar 19	End Mar 20	End Mar 21
EMEA*3	42.6	136.3	121.2	127.2	122.0	126.3	88.2	133.9	116.0	71.3	64.0	63.7	134.7
Americas*4	81.2	147.3	110.3	89.2	125.0	114.9	100.7	199.4	216.0	157.5	148.2	145.5	224.7
Asia	15.4	14.4	9.4	14.4	17.0	89.0	108.8	145.3	142.3	155.8	170.3	259.1	300.5
Domestic	1,390.5	1,467.9	1,551.5	1,633.2	1,680.3	1,375.2	1,242.0	1,177.1	1,064.7	887.0	584.3	621.3	680.9

	End Mar 21	End Mar 22	End Mar 23	End Mar 24	End Mar 25	End Mar 26
EMEA*3	138.7	124.0	155.2	171.5	127.8	103.6
Americas*4	226.7	178.1	102.1	601.5	124.0	205.6
Asia	305.8	302.9	370.2	420.7	491.8	477.2
Domestic	692.5	866.6	935.8	813.7	786.7	674.2

*1 Because the definition of risk-monitored loans disclosed before became the same as the definition of FRA, it is disclosed as loans under the Japanese Banking Act and the FRA.

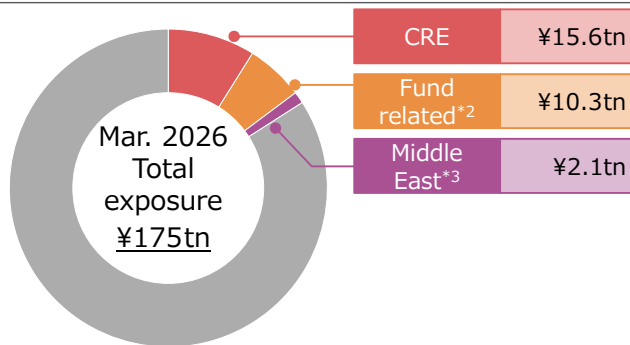
Regions are based on the borrowers' location

*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

Credit portfolio

Exposure breakdown*¹



CRE exposure*^{1,4}

Domestic	¥12.5tn	<ul style="list-style-type: none"> Corporate : 75% NRL*⁵ etc. : 25%
Americas	¥0.9tn	<ul style="list-style-type: none"> Corporate : 70% NRL etc. : 30%
Asia and others	¥2.2tn	<ul style="list-style-type: none"> Corporate : 92% NRL etc. : 8%

Fund related exposure*^{1,2}

Subscription finance	¥7.8tn	<ul style="list-style-type: none"> Investment-grade : more than 90% No NPLs
NAV finance	¥1.7tn	<ul style="list-style-type: none"> Investment-grade : more than 90% Conservative management with low LTV*⁶ No NPLs
Finance for BDC	¥0.8tn	<ul style="list-style-type: none"> Investment-grade : more than 70% No NPLs

Middle East exposure*^{1,3}

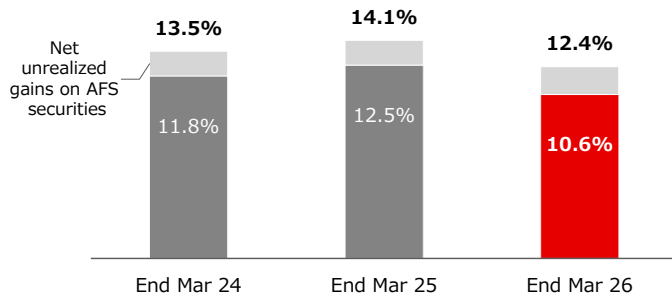
Saudi Arabia	¥0.7tn	<ul style="list-style-type: none"> Non-Japanese : 96.6% Close observation or Under : 1.7%
Qatar	¥0.5tn	<ul style="list-style-type: none"> Non-Japanese : 98.5% Close observation or Under : 0.0%
UAE	¥0.6tn	<ul style="list-style-type: none"> Non-Japanese : 84.3% Close observation or Under : 0.0%
Turkey	¥0.3tn	<ul style="list-style-type: none"> Non-Japanese : 77.1% Close observation or Under : 0.0%

*1 Sum of the Bank consolidated, incl local subsidiaries excl KS, BDI, and the Trust Bank unconsolidated. Excl the balance of central bank and inter-bank transactions etc. Incl undrawn commitment, market risk exposure etc. All figures are on managerial accounting basis *2 Sum of subscription finance, NAV finance, and Finance for BDC *3 Based on borrower's location. Incl project finance etc. *4 Booking country basis *5 Non Recourse Loan *6 Loan To Value

Capital

CET1 ratio

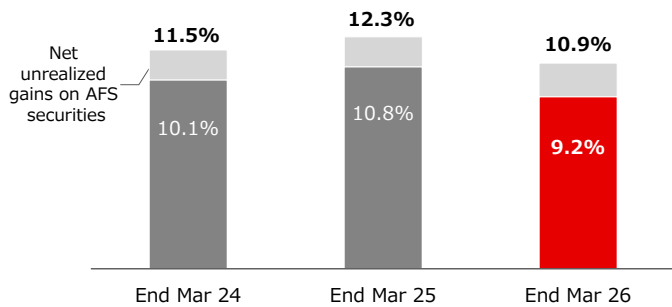
Consolidated



CET1 ratio

(Finalized and fully implemented Basel III basis*1)

Consolidated



*1 Estimated CET1 ratio reflecting the RWA calculated on the finalized and fully implemented Basel III basis

*2 Deposits with the Bank of Japan is excluded in total exposures

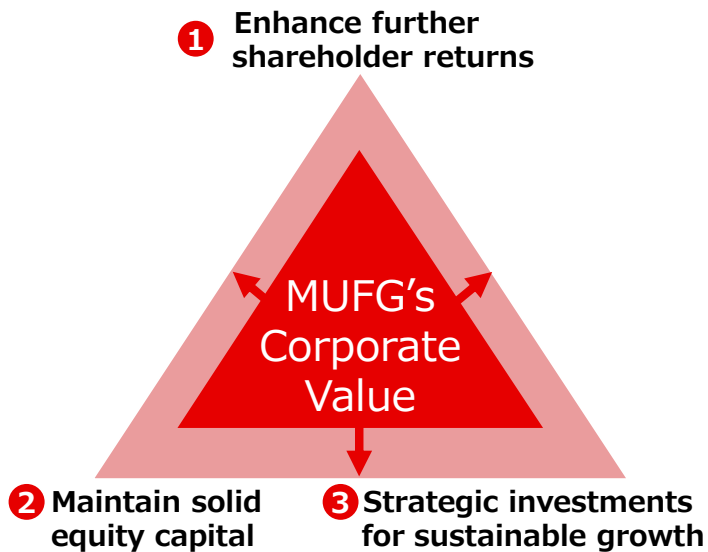
FY25 results

Consolidated

	(¥bn)	End Mar 25	End Mar 26	Changes
1	Common Equity Tier 1 capital	15,169.2	15,002.2	(167.0)
2	Additional Tier 1 capital	2,635.6	2,981.7	346.1
3	Tier 1 capital	17,804.8	17,984.0	179.1
4	Tier 2 capital	2,340.1	2,289.5	(50.5)
5	Total capital (Tier 1+Tier 2)	20,145.0	20,273.6	128.5
6	Risk-weighted assets	106,930.4	120,281.7	13,351.2
7	Credit risk	94,690.2	107,080.0	12,389.7
8	Market risk	2,543.8	2,915.6	371.7
9	Operational risk	9,696.3	10,286.1	589.7
10	Floor adjustment	-	-	-
11	Total exposures*2	336,033.5	363,858.0	27,824.5
12	Leverage ratio	5.29%	4.94%	(0.35ppt)

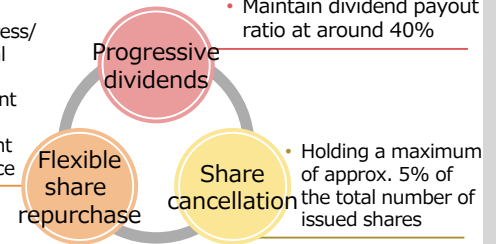
Basic policies for capital allocation (“Capital Triangle”)

– Continue disciplined capital management



1 Enhance further shareholder returns

- Consider
- Performance progress/forecast and capital situation
 - Strategic investment opportunities
 - Market environment including share price



2 Maintain solid equity capital

Expand the target range of CET1^{*1} ratio to **9.5%-10.5%** to improve transparency of capital management

3 Strategic investments for sustainable growth

Organic investments

- Continue to replace low profitable assets to highly profitable assets
- Allocate to areas with high profitability expectation strategically

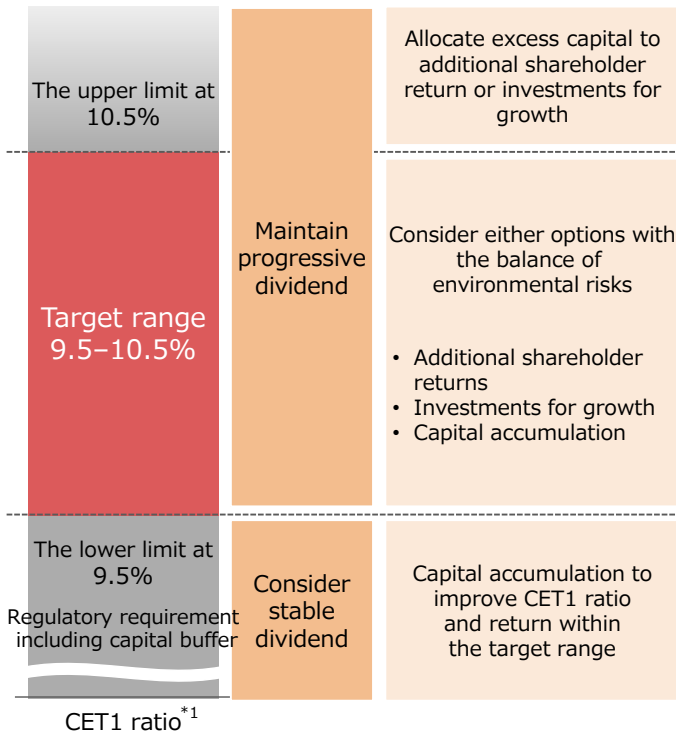
Inorganic investments

- Continue to focus on areas such as Asia, US, Digital and Global AM/IS
- Consider investments to new business areas

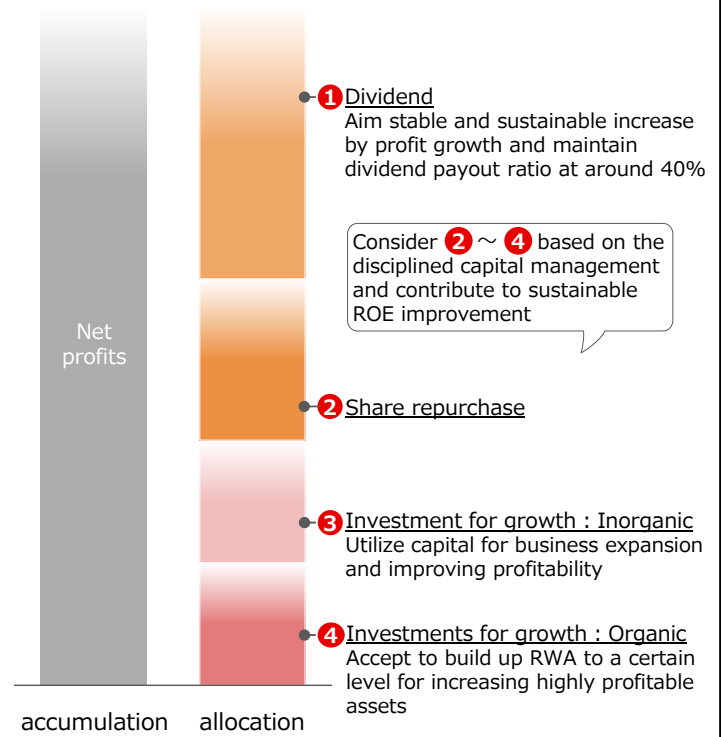
*1 Estimated CET1 ratio reflecting the RWA calculated on the finalized and fully implemented Basel III basis. Excludes net unrealized gains on AFS securities

Policy of capital management and allocation

Capital management policy



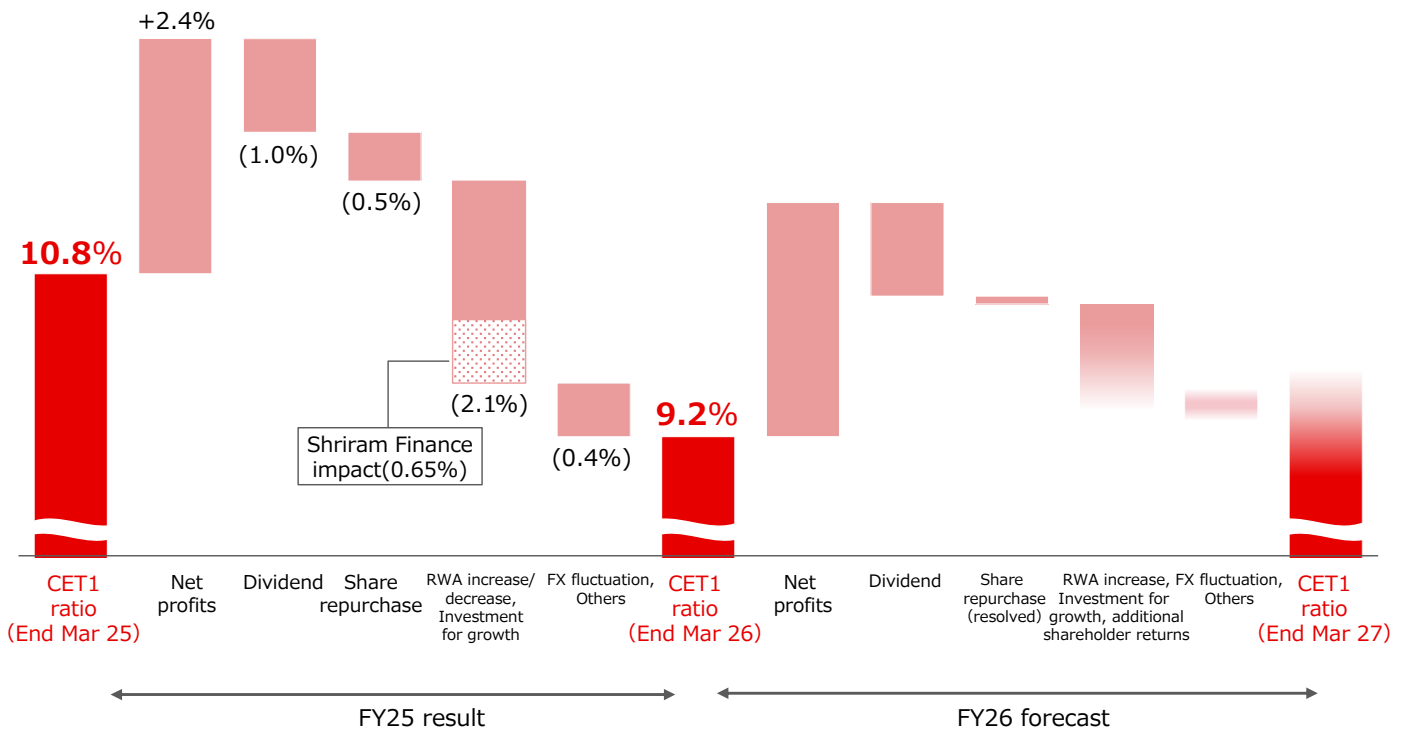
Capital allocation policy during the MTBP



*1 Estimated CET1 ratio reflecting the RWA calculated on the finalized and fully implemented Basel III basis. Excludes net unrealized gains on AFS securities

Capital allocation

Capital allocation results and forecast*1



*1 Estimated RWA on the finalized and fully implemented Basel III basis. Excluding Net Unrealized Gains on AFS Securities

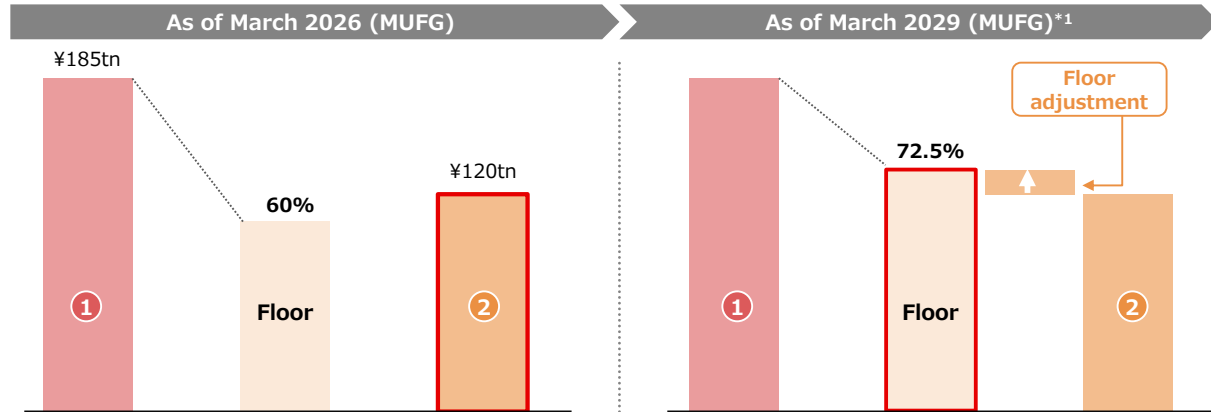
Basel III risk-weighted assets (RWA) floor adjustment

– From March 2024, RWA capital floors based on standardized approach are implemented in phases

RWA floor adjustment

: RWA to be adopted

Year	Mar 24	Mar 25	Mar 26	Mar 27	Mar 28	Mar 29
Output Floor	50%	55%	60%	65%	70%	72.5%



RWA Calculations

- ① RWA calculated using only the finalized Basel III standardized approach
- ② RWA calculated using only the finalized Basel III nominated approach

*1 The length of the bars in this chart is intended to show relative amounts only for the purpose of demonstrating the particular scenarios presented, including the assumption that the assets to which the several RWA calculation approaches are applied will remain unchanged. Accordingly, any actual results may change materially from the above presentation

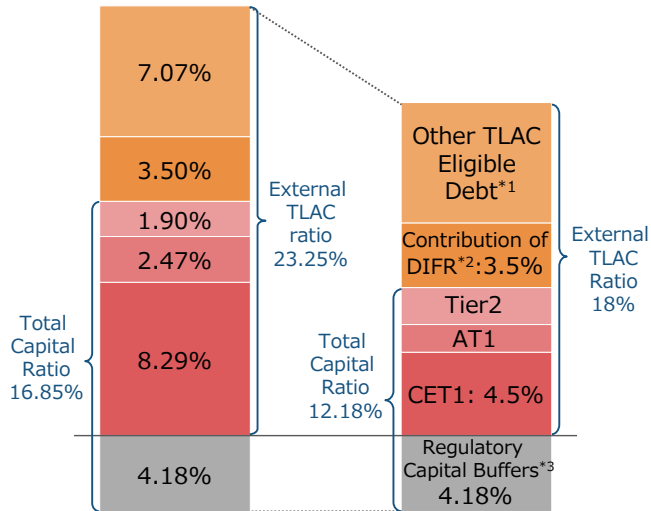
Capital and TLAC requirement – The best capital mix and required ratio

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

MUFG's Capital Ratio and External TLAC Ratio

As of end Mar 2026

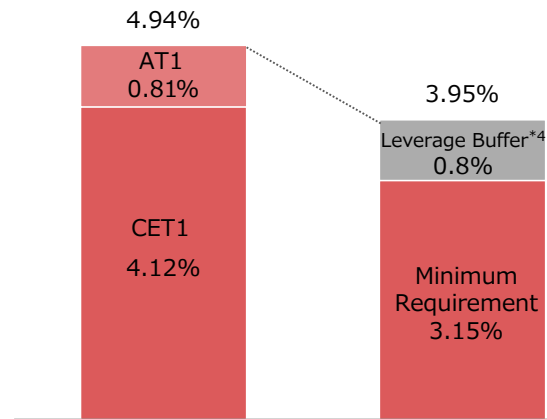
Minimum Requirement



MUFG's Leverage Ratio

As of end Mar 2026

Minimum Requirement



*1 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.

*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)

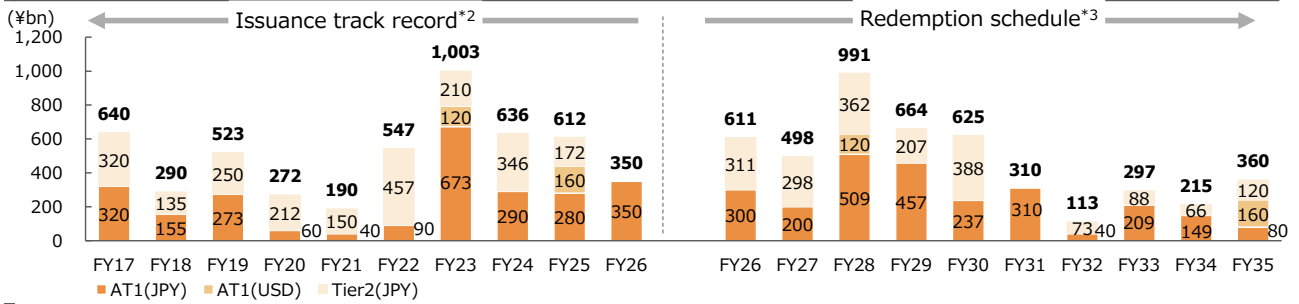
*3 CET1 buffer applicable to MUFG: G-SIB Surcharge:1.5%, Capital Conservation Buffer:2.5%, and Counter-cyclical Buffer:0.18%

*4 Capital buffer added to the required leverage ratio for G-SIBs

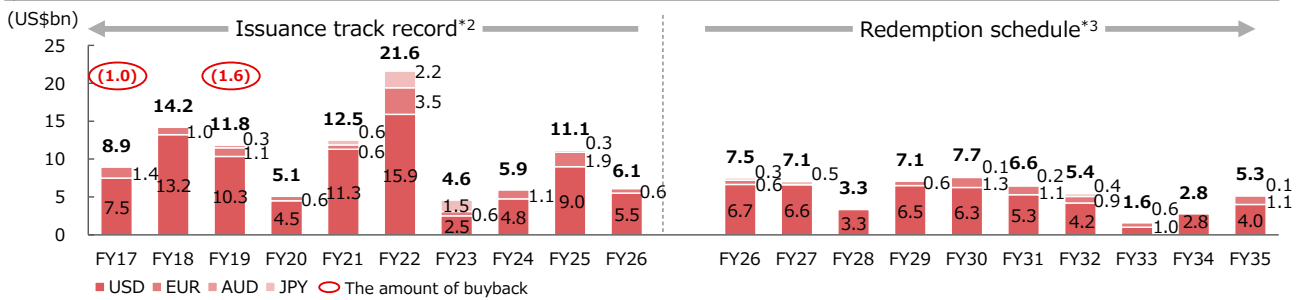
Capital and TLAC requirement- Issuance track record & redemption schedule

- In FY26, maintained stable capital ratios and external TLAC ratio by taking into account the balance of each regulatory capital

AT1, Tier2 bond*1

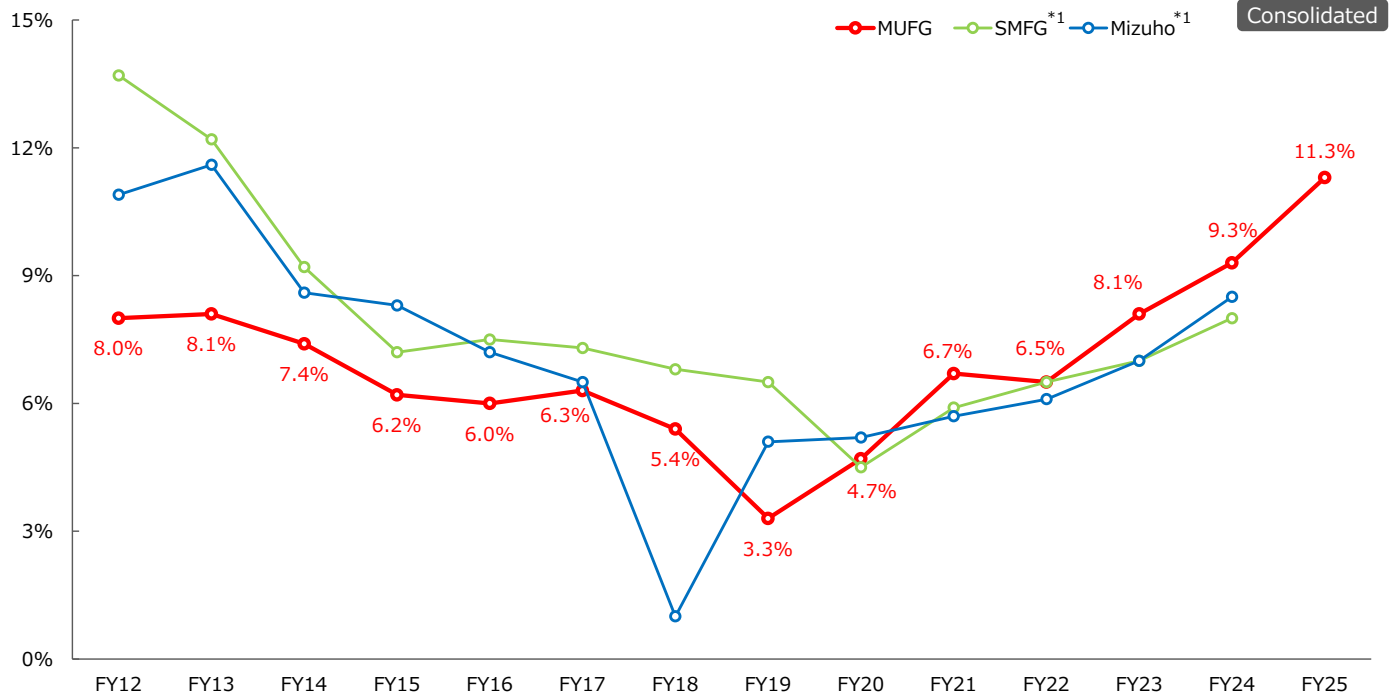


TLAC-eligible senior debt*4



*1 All figures are converted into JPY using actual exchange rates as of end Mar 2026
 *2 Total of public issuance (excluding the amount of buyback), as of end Apr 2026
 *3 Annual figures assuming that all callable notes are to be redeemed on their respective first callable dates.
 Tier2 contains Basel II Tier2 sub notes issued by the Bank (including its respective overseas special purpose companies)
 *4 All figures are converted into US\$ using actual exchange rates as of end Mar 2026

ROE (Japan Exchange Group basis)



*1 (Source) Company's financial statements

MUFG EPS Growth

– Our EPS growth is amongst the global peers by steady profit growth and disciplined capital management

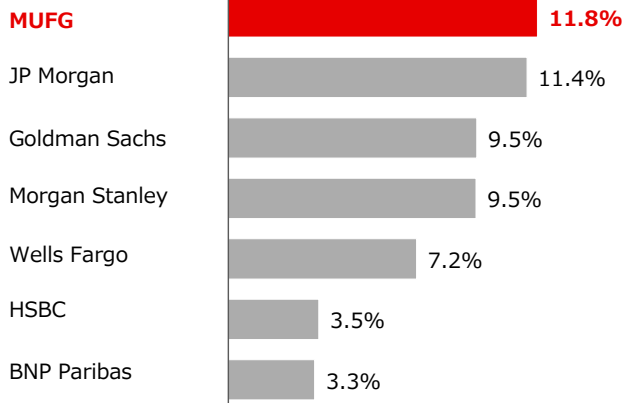
**EPS
(FY25)**

¥213.2
+¥53.2 vs FY24

Achieving robust EPS growth through steady profit growth and disciplined capital management

EPS Growth (2010–2025) : 11.8%

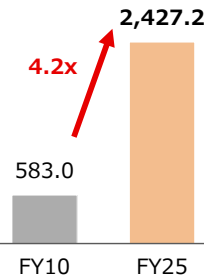
EPS Growth after the Global Financial Crisis (2010–2025 CAGR)*1



*1 Settlement currency basis (Source) Bloomberg *2 Excluding treasury shares

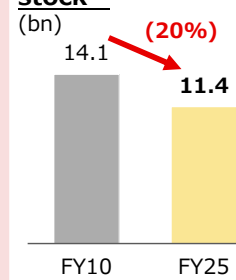
Profit growth : 10.2%

Net profits
(¥bn)

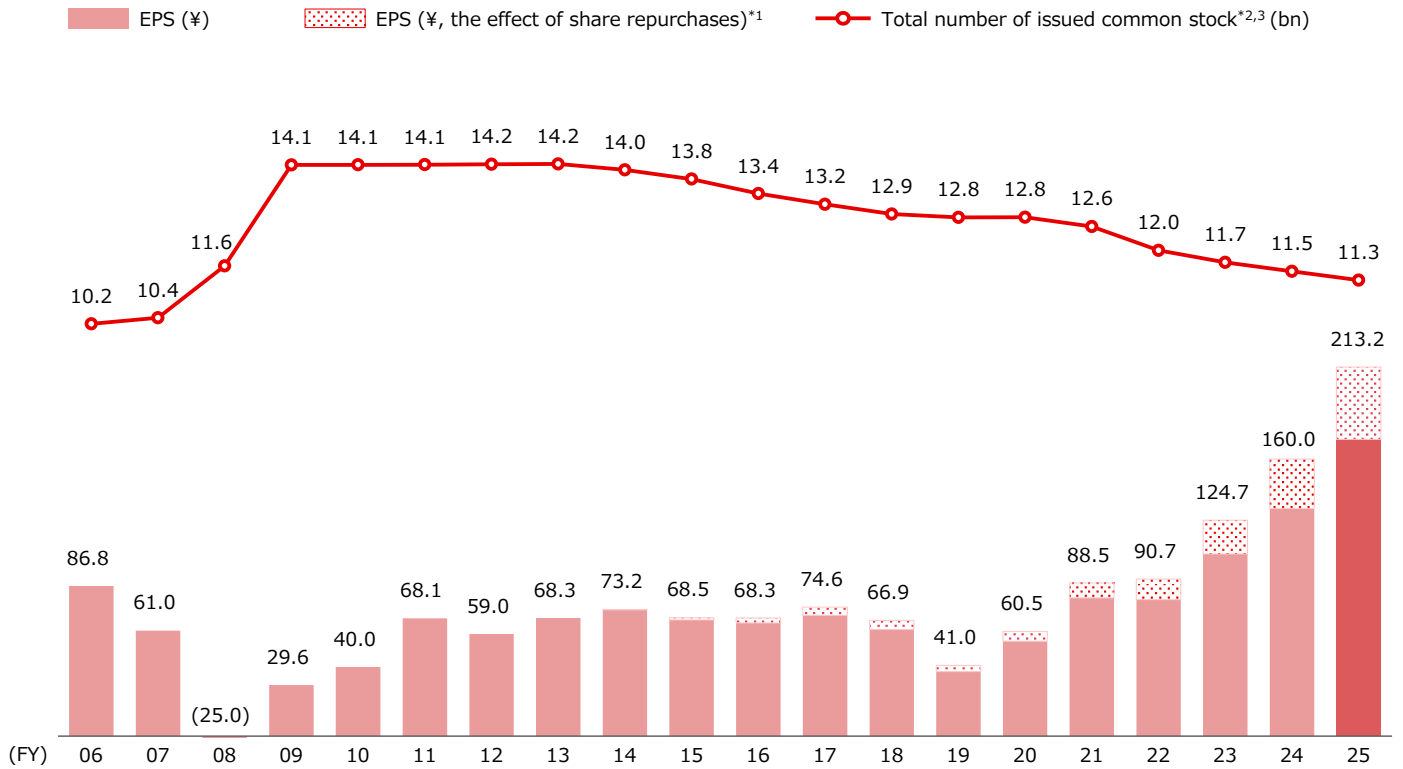


Share repurchase :
1.6%

**Total number of
issued common
stock*2**
(bn)



Trend of EPS and total number of issued common stock

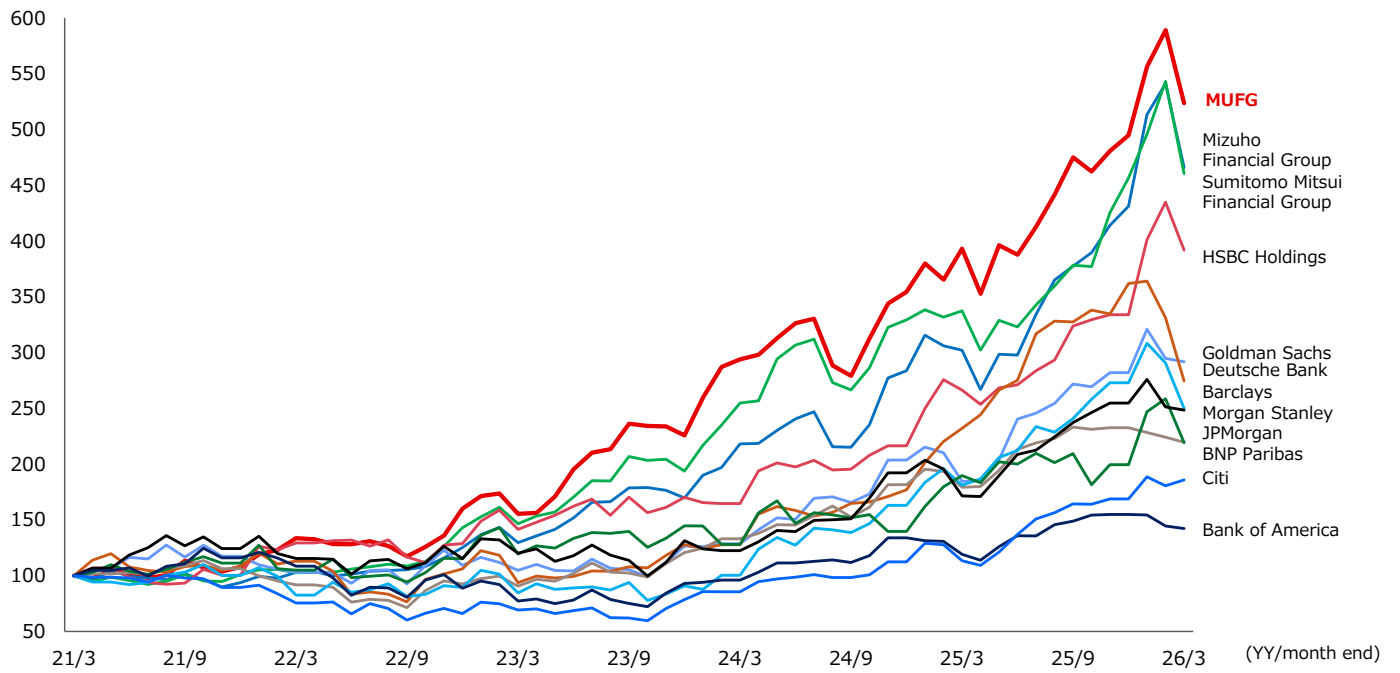


*1 An estimate based on the assumption that the total number of issued shares has remained unchanged since FY13

*2 Numbers in FY06 take into account the stock split implemented in FY07 *3 Excluding treasury shares

TSR*1


(Closing price as of March 31, 2021 = 100)




(Source) Bloomberg
 *1 Total Shareholder Return

Financial results*¹ of KS and BDI

KS*²

 krungsri ธนาคารกรุงศรี A member of MUFG a global financial group	(¥bn)				(THB mn)			
	FY24	FY25	YoY	Reference* ³ FY26Q1	FY24	FY25	YoY	Reference FY26Q1
Total income	711.2	796.7	85.5	208.2	153,279	160,320	7,041	42,855
Operating expenses	316.1	374.5	58.4	94.1	68,131	75,370	7,239	19,373
Pre-provision operating profit	395.0	422.2	27.2	114.1	85,148	84,950	(198)	23,482
Expected credit loss	212.4	217.6	5.2	55.7	45,782	43,790	(1,992)	11,472
Net profit attributable to owners of the bank	137.8	157.7	19.9	41.8	29,700	31,739	2,039	8,618

BDI*⁴

 Danamon A member of MUFG	(¥bn)			(IDR bn)		
	FY24	FY25	YoY	FY24	FY25	YoY
Total operating income	201.0	202.8	1.8	20,514	21,578	1,064
Operating expenses	110.4	112.1	1.7	11,268	11,931	663
Pre-provision operating profit	90.6	90.6	0.0	9,246	9,647	401
Cost of credit	46.7	40.3	(6.4)	4,769	4,294	(475)
Net profit after tax	34.1	37.3	3.2	3,483	3,971	488

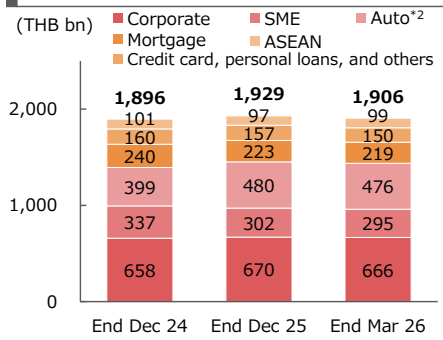
*1 All figures are converted into ¥ with actual exchange rates as of end of each period. For FY24 is THB1=¥4.64, IDR1=¥0.0098. For FY25 is THB1=¥4.97, IDR1=¥0.0094

*2 Financial results as disclosed in KS's financial report based on Thai accounting standards *3 Figures converted into ¥ using THB1=¥4.86

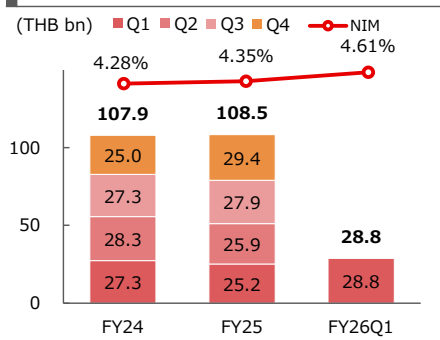
*4 Financial results as disclosed in BDI's financial report based on Indonesian accounting standards. Due to the merger of Mandala Finance and Adira Finance in October 1, 2025, the FY2024 results have been restated

Key figures of KS*1

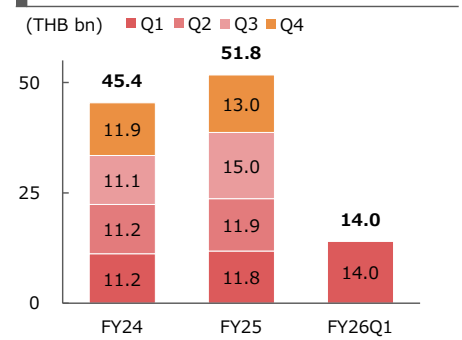
Lending balance



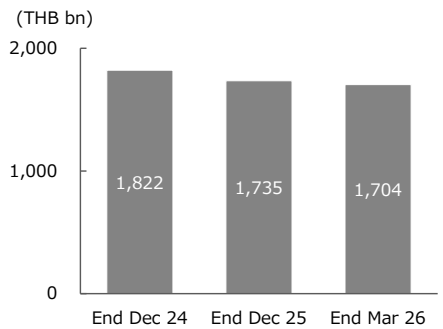
Net interest income



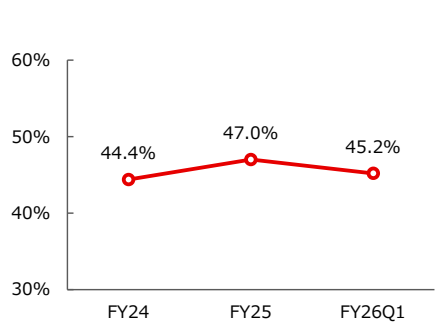
Non-interest income



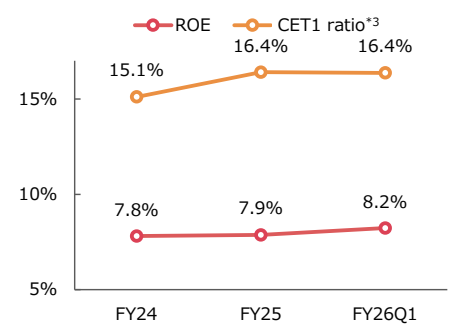
Deposit balance



Cost to income ratio



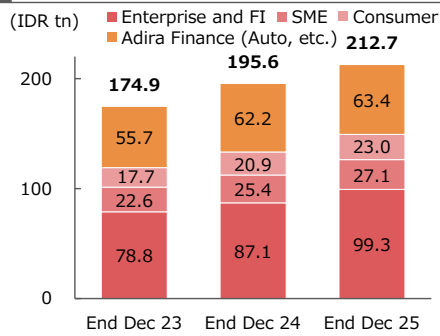
ROE / CET1 ratio



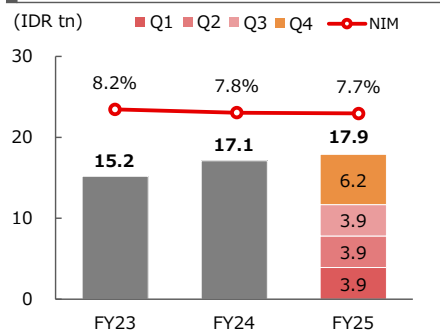
*1 Based on Thai accounting standards *2 Auto hire purchase and title loans *3 Non-consolidated

Key figures of BDI*1

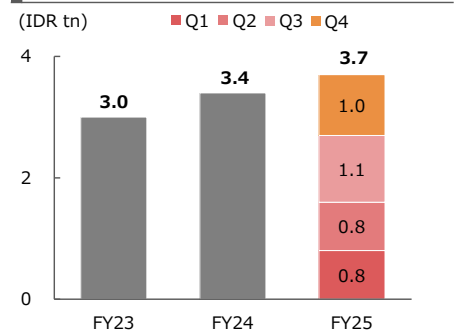
Lending balance



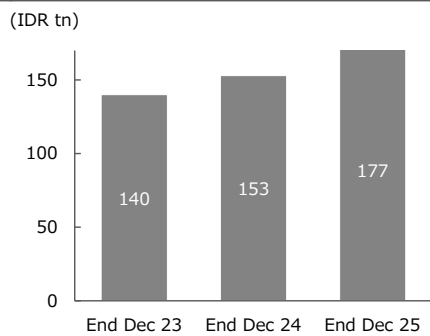
Net interest income*2



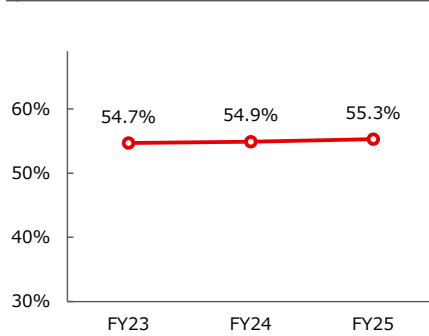
Non-interest income*2



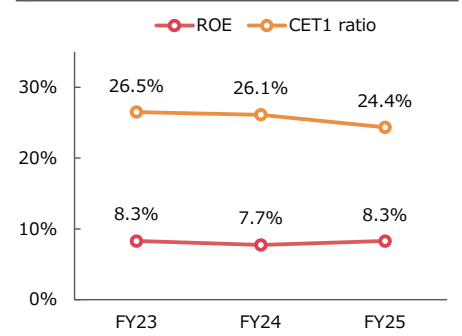
Deposit balance



Cost to income ratio



ROE / CET1 ratio



*1 Based on Indonesian accounting standards. Due to the merger of Mandala Finance and Adira Finance in October 1, 2025, the FY2024 results have been restated. 72

*2 The impact of restatement of Mandala Finance business for FY25 is reflected in 4Q25

Status of domestic securities

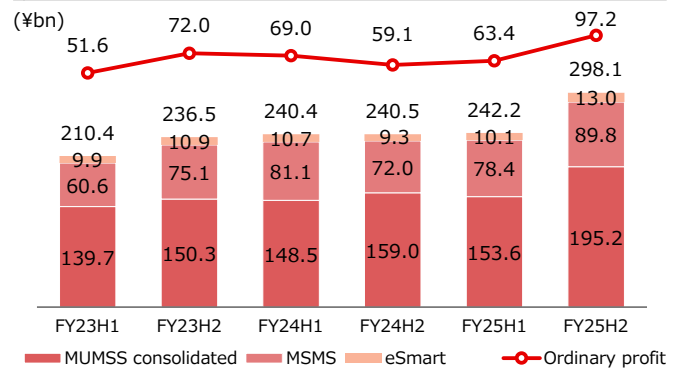
Joint financial results of domestic securities*¹

Simple sum of the figures for the Domestic Securities (¥bn)	FY25
Net operating revenue	540.3
MUMSS consolidated* ²	348.8
MSMS	168.2
Mitsubishi UFJ eSmart Securities	23.1
SG & A	382.2
MUMSS consolidated	249.7
MSMS	111.9
Mitsubishi UFJ eSmart Securities	20.5
Ordinary profit	160.6
MUMSS consolidated	100.9
MSMS	57.0
Mitsubishi UFJ eSmart Securities	2.6
Profit	111.7
MUMSS consolidated	75.4
MSMS	35.4
Mitsubishi UFJ eSmart Securities	0.8

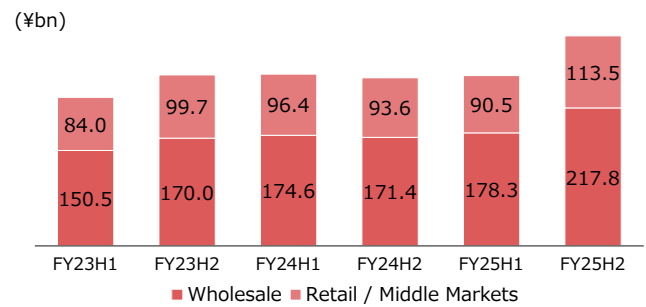
By segments (¥bn)	FY25
Retail / Middle Markets (MUMSS consolidated + eSmart)	
Net operating revenue	204.0
Ordinary profit	38.4
Wholesale (MUMSS consolidated + MSMS)	
Net operating revenue	396.1
Ordinary profit	130.9

*¹ MUMSS+MSMS+eSmart *² Figures from FY24Q4 onward are on a consolidated basis for MUMSS, including MUFG Morgan Stanley Credit Solutions
 *³ Partially managerial accounting basis

Trends of net operating revenue and ordinary profit



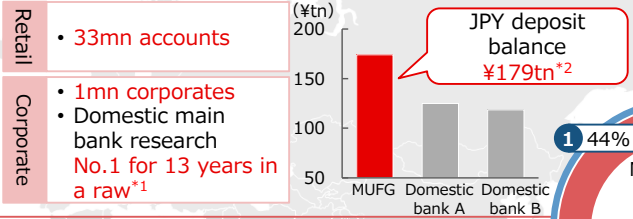
Trends of ordinary profit by segments*³



Business portfolio supporting MUFG's growth

1 Japan

The largest domestic customer base and balance sheet against the background of breaking away from deflation and normalization of the interest rate trend



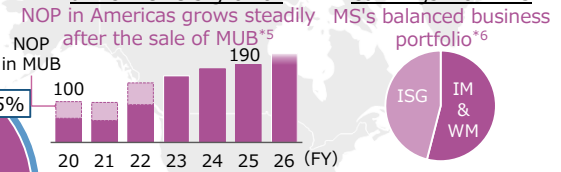
- Retail**
 - 33mn accounts
- Corporate**
 - 1mn corporates
 - Domestic main bank research
 - No.1 for 13 years in a row*1

3 US

Realize growth in the world's largest economic zones and capture stable size of the market through MS

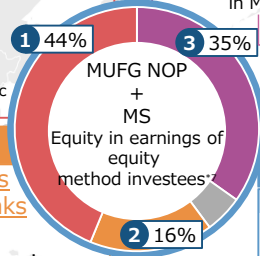
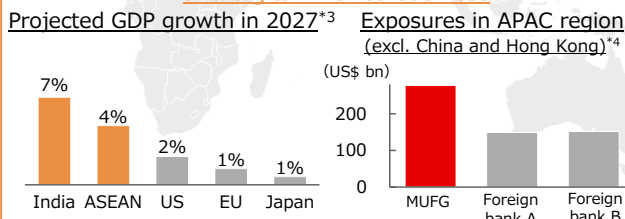
Concentrate resources in the wholesale area and drive MUFG's growth

Capturing US economic growth through equity in earnings from MS



2 Asia

Capture growth from various perspectives through investments in ASEAN commercial banks and digital finance business



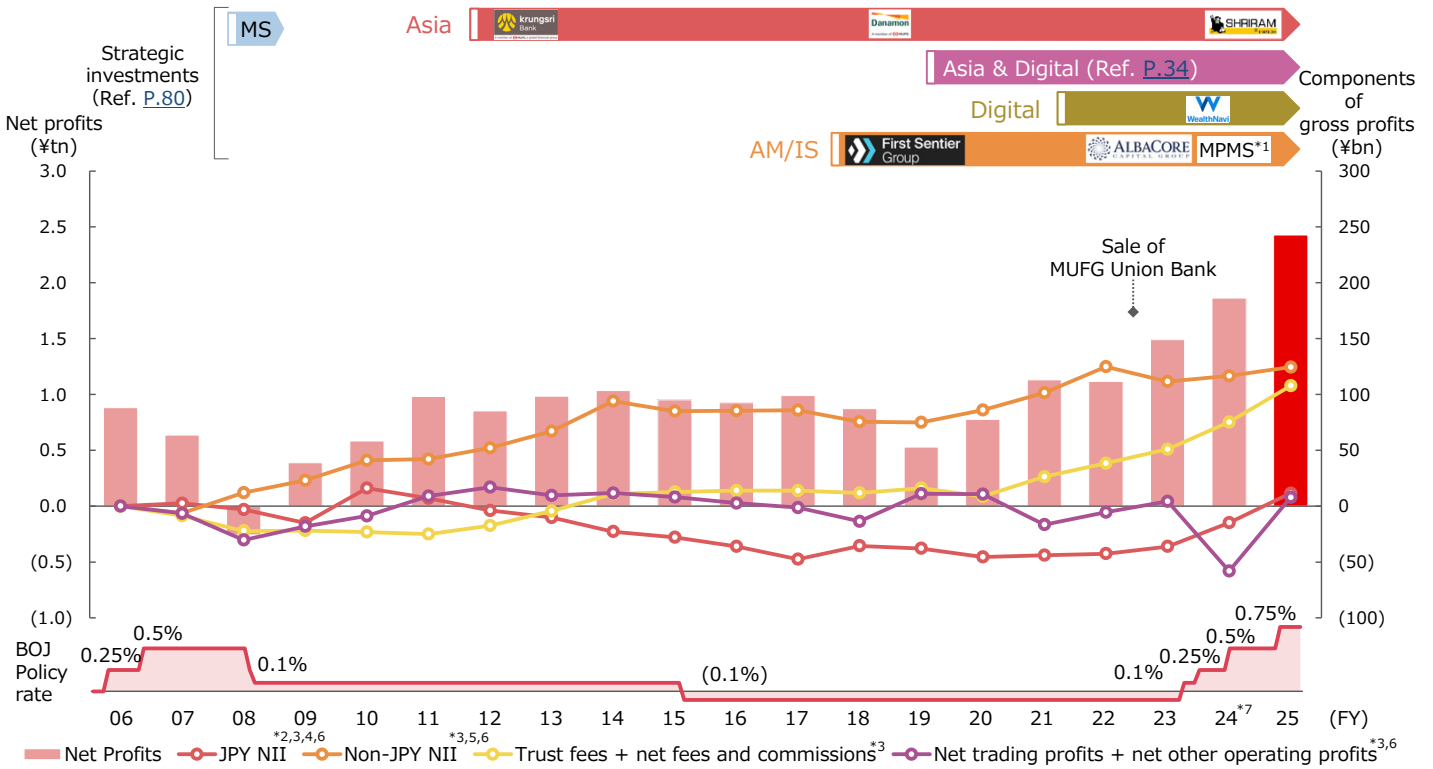
Strong functions in various areas

High level of expertise and presence

High level of expertise and presence	
Project finance*8	Project bond*8
Global: No.1	Global: No.2
US: No.1 for 16 years in a row	
GCIB Americas and EMEA	MS Alliance
Sophisticated strategies under single leadership	The only one strong partnership between global banks in the world
Various products and asset management capability / one-stop service	
Top share in domestic	Advantage in alternative AM such as infrastructure and PD*11
Publicly offered equity investment trust balance*9: No.1	
AuA*10: No.1	

*1 (source) "Corporate main bank" investigation issued by Tokyo Shoko Research in 2025
 *2 MUFG's balance is sum of the Bank and the Trust Bank. Other banks' figures are calculated based on disclosures of JPY or domestic deposit balances as at end of Mar 26
 *3 (source) IMF "World Economic Outlook Database, April 2026" *4 MUFG's figures include PBs. Calculated based on each bank's disclosures as at end of Mar 26.
 *5 FY20 result=100 *6 Net revenues. ISG: Institutional Securities, IM: Investment Management, WM: Wealth management (source) MS FY2025 Earnings update
 *7 Managerial accounting basis *8 As of Dec 25 (source) LSEG *9 excl. ETF *10 Assets under Administration in the Master Trust Bank of Japan
 *11 Private Debt

Net profits and components of gross profits



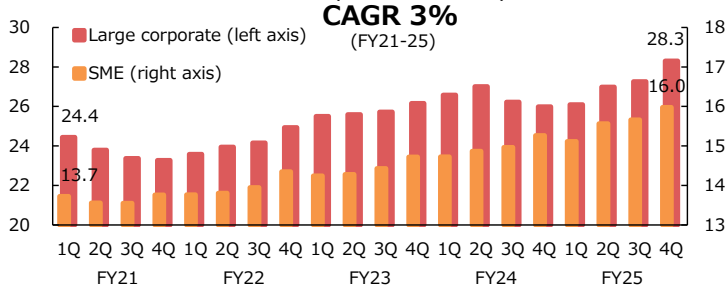
*1 MUFG Pension & Market Services Holdings Limited *2 Net interest income *3 Managerial accounting basis. Changes from FY06 level
 *4 Sum of NII from domestic operations of the Bank, the Trust Bank, NICOS, Acom. Excl. dividend income from the Bank's and the Trust Bank's subsidiaries
 *5 Sum of NII from overseas operations of the Bank, the Trust Bank, MUAH, KS, BDI. Excl. dividend income from the Bank's and the Trust Bank's subsidiaries
 *6 Adjusted the gains on investment trust cancellation from FY22 *7 Excl. KS impact for each component of gross profits in FY24

Corporate lending / Solution fee income

Domestic corporate loan balance and lending spread

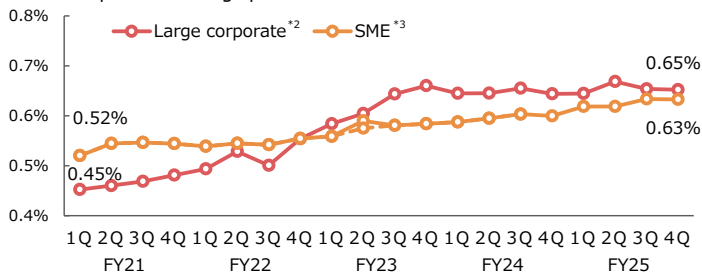
Balance increased by capturing customer's funding needs

Trends in domestic JPY loans (Ave. balance/¥tn)



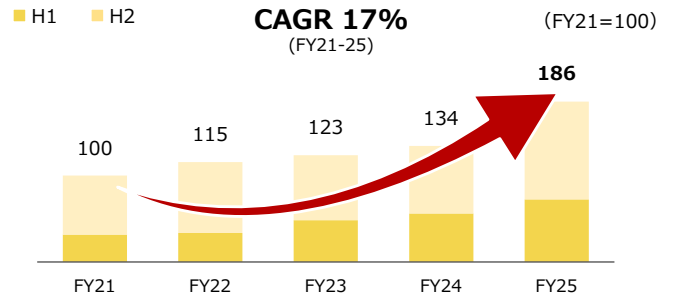
Improved loan spread by increasing M&A and LBO finance

Corporate lending spread*1

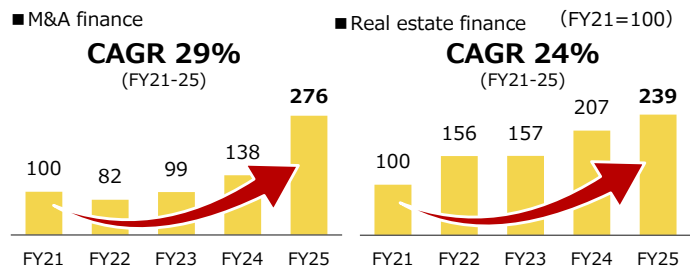


Solution fee income growth

Enhanced earning power by providing high added-value solutions



Accumulating deals in M&A and real estate finance



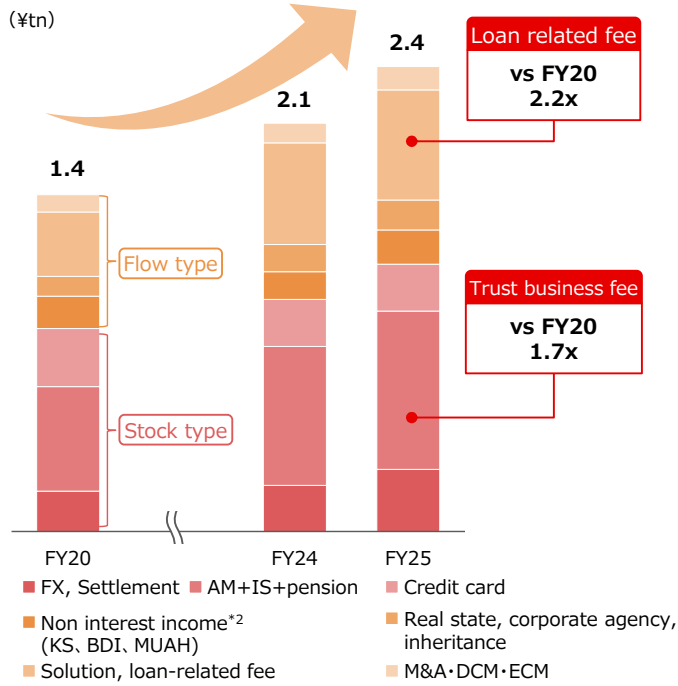
*1 Managerial accounting basis. Non-consolidated. Includes foreign currency-dominated loans, excludes loans to government and governmental institutions

*2 Adjusted an impact of the treatment in FY25 Q3 to reverse the large accrued interest recognized in prior fiscal years

*3 Excludes the impact of collective recording of interest received at fiscal year-end via subsidized interest payment programs

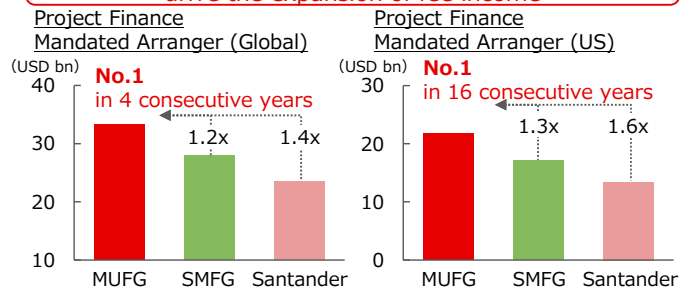
Strong fee income

Fee income trend*1



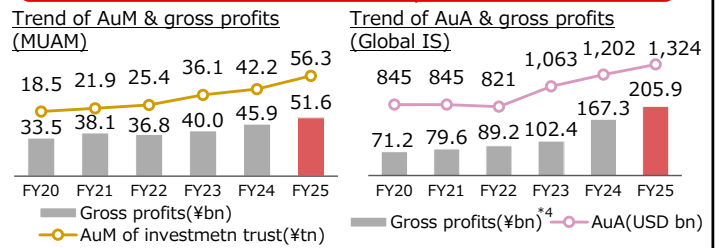
Project Finance*3

The overwhelming market share and expertise in O&D drive the expansion of fee income



AM/IS

Steadily accumulating AuM domestically and globally, the fee income expands



*1 Total is finance & accounting basis, breakdown is managerial accounting basis(including FX fluctuation and changes in standards). MUB is included in only FY20. *2 Excluding KS impact from FY24 result *3 As of Dec 2025 (source) LSEG *4 Managerial accounting basis

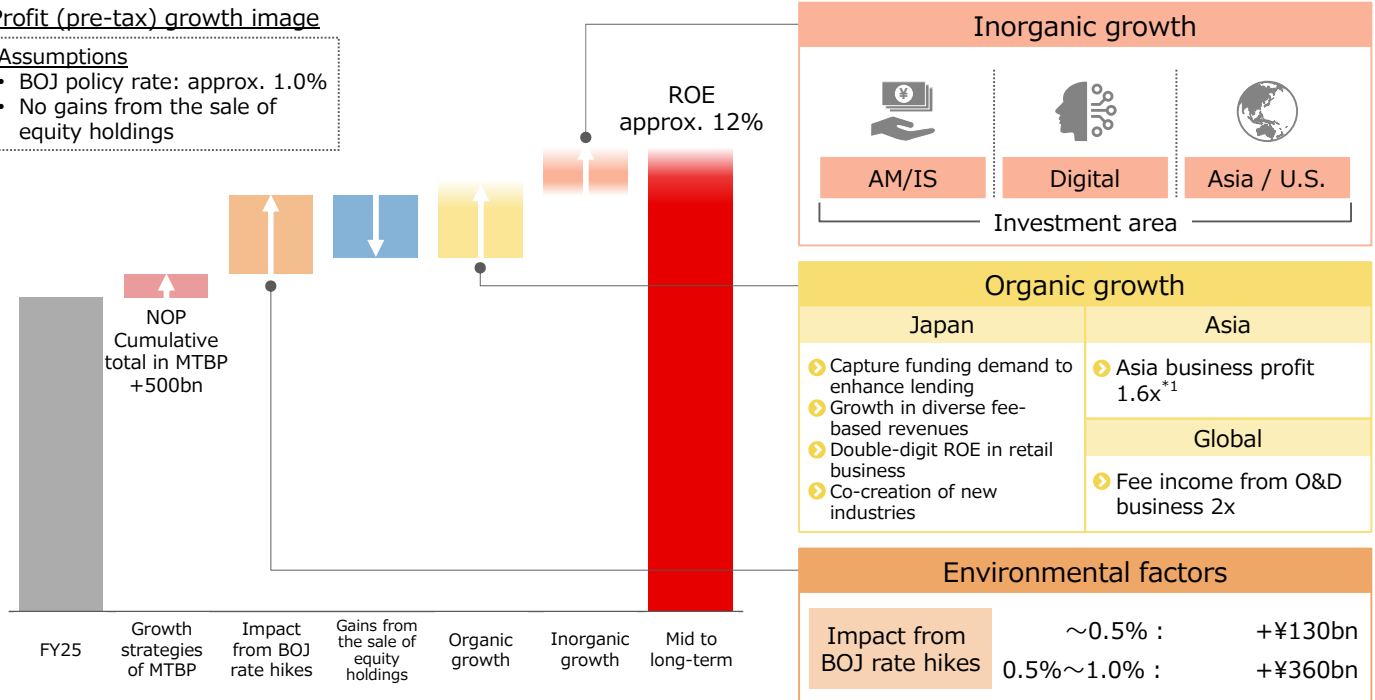
Path towards mid to long-term ROE target of approx.12% (Reference)

– Achieve further profit growth with no gains from the sale of equity holdings

Profit (pre-tax) growth image

Assumptions

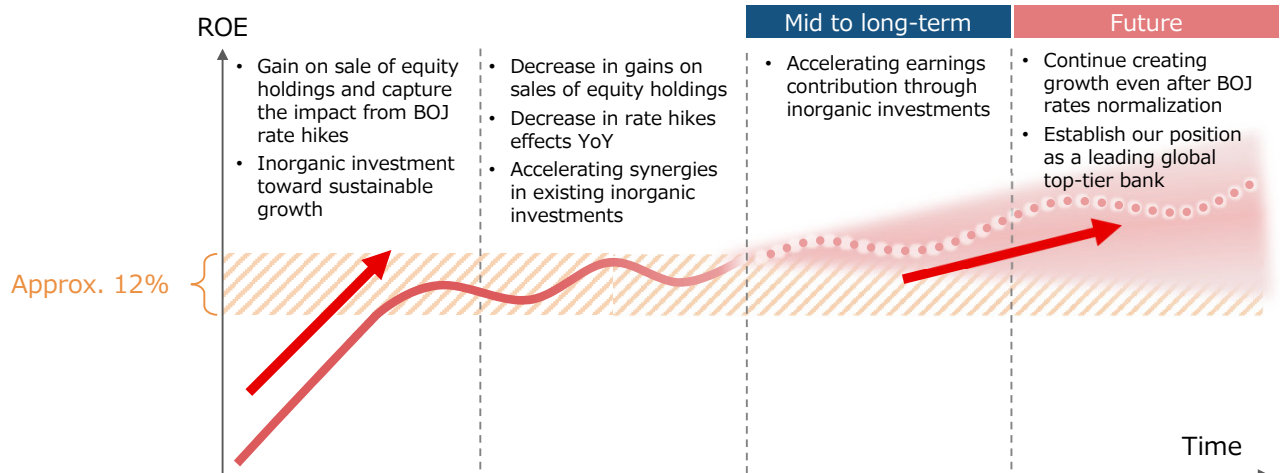
- BOJ policy rate: approx. 1.0%
- No gains from the sale of equity holdings



• The amount of profit growth required to achieve the ROE target varies depending on the financial leverage situation

*1 Net profits basis excluding amortization of intangible assets

Concept of ROE growth

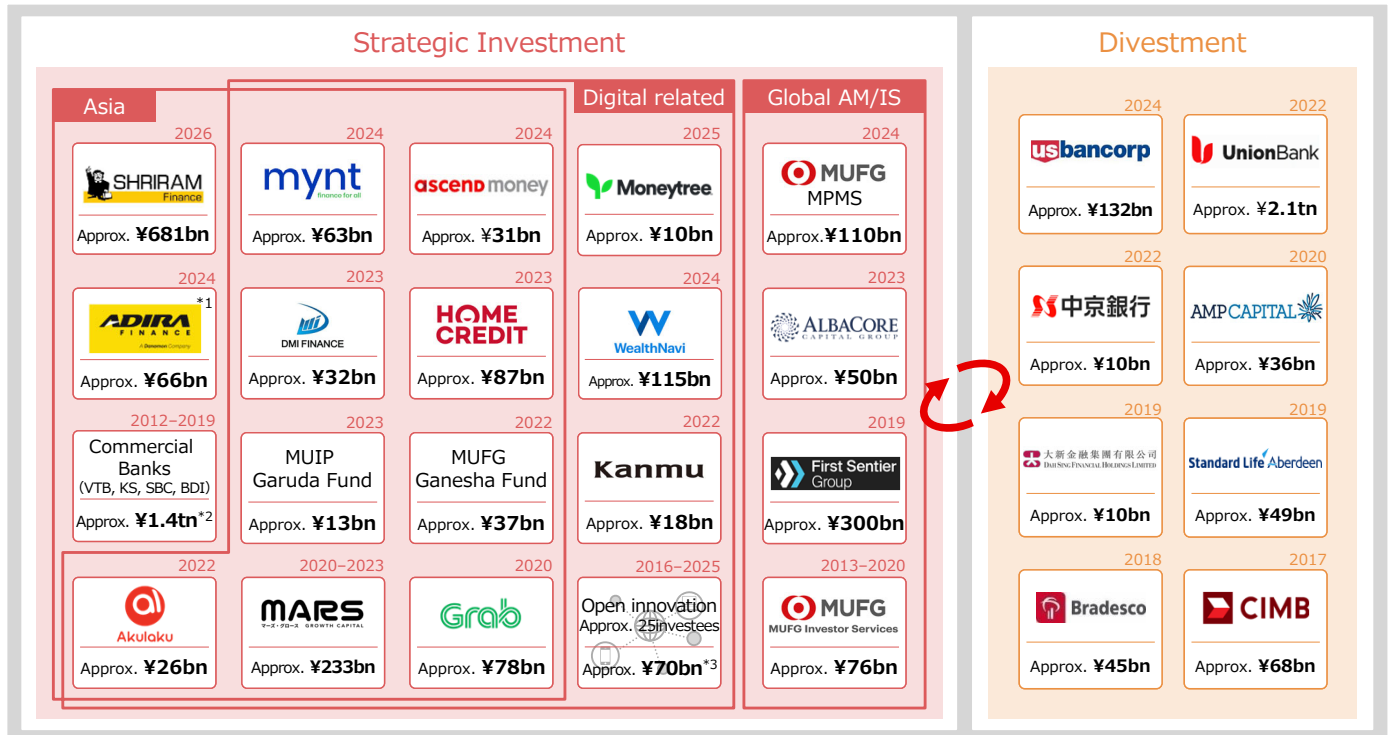


1	Gain from the sale of equity holdings	→	→	—	—
2	Impact from BOJ rate hikes	→	→	→	→
3	Organic growth	→	→	→	→
4	Inorganic growth	Exiting*1	→	→	→
		New*2	→	→	→

*1 Digital-related equity investees, excluding partner banks *2 Including Shriram Finance

Strategic investments for sustainable growth


- Establishing a broad revenue base through portfolio diversification via strategic investments and the review of past acquisitions




*1 Renamed PT Adira Dinamika Multi Finance Tbk on Oct 1, 2025, after acquiring PT Mandala Multifinance Tbk and merging under Adira
 *2 Initial investment total amount into Vietin Bank, KS, Security Bank Corporation, BDI *3 Internal managerial basis (after adjustment of sales, etc.)

External evaluation

Evaluation by external rating agencies

Entities* ¹	Mar 2026 (vs Mar 2025)	
MSCI	A	→
 FTSE Perfect Score! ^{*3}	5.0	↗
Sustainalytics	13.6	↗
S&P Dow Jones	64	↗
CDP	A-	→
Nikkei SDGs	★4.5	→
Toyo Keizai	382.4	↘

*1  : Indicators in executive compensation *2 Among the 29 G-SIBs
 *3 Perfect score worldwide: 5 companies | Perfect score in Japan: MUFG only

Inclusion in Sustainability indices

Indices selected by GPIF

- MSCI Nihonkabu ESG Select Leaders Index
- MSCI Japan Empowering Women Select Index (WIN)
- FTSE JPX Blossom Japan Index
- FTSE JPX Blossom Japan Sector Relative Index
- S&P/JPX Carbon Efficient Index
- Morningstar Japan ex-REIT Gender Diversity Tilt Index

Others

- FTSE4Good Japan Index
- SOMPO Sustainability Index, etc.

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 enablement and progression	Core DX specialists	1,340	1,200
	IT skill acquisition*2	89.8%	100%
	Candidate pool for key overseas posts	5.0x	Maintain 3x or more
Improving employee engagement	Engagement score*3	76%	A level improved from the FY23 result
DEI workforce	Ratio of female managers (Japan)*4	26.6%	27%
	Ratio of eligible male employees who took childcare leave*5	90.2%	100%
	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 healthy working	Absenteeism	1.01%*7	1% or lower
	Presenteeism	12.3%	15% or lower

*1 Total for the three main domestic subsidiaries (the Bank, the Trust bank, MUMSS). KPIs without notes are as of Mar 2026

*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

*7 Target exceeded due to factors such as increased absence or leave days in MUFG Bank

Strengthening Governance

Status of improvement measures*¹ related to bank-securities collaboration

- Notify/emphasize rules and procedures through training and other measures; continue alerting based on detected items from monitoring and inquiries received by the consultation desk

1	Revise/emphasize procedures/rules based on specific examples	<ul style="list-style-type: none"> Review operations for obtaining customer consent agreement, etc. Establish guidelines (the scope of internal sharing corporate information/compliance)
2	Enhance training more in line with practice	<ul style="list-style-type: none"> Training customized by layers and topics, penetration through verification tests Enhance supports such as establishment of internal consultation desk, and follow up with newly appointed personnel
3	Review performance evaluations and reemphasize the objective of group profitability management	<ul style="list-style-type: none"> Revise performance evaluations and rules to evaluate organizations Clarify/notify/emphasize interpretation of group profitability management
4	Enhance monitoring framework at sales/risk management divisions	<ul style="list-style-type: none"> Expand target products and the scope of monitoring Establish bank-securities integrated monitoring framework, and expanded the target of AI utilized monitoring
5	Enhance management framework	<ul style="list-style-type: none"> Top managements interview, training for executives and townhall meetings
6	Improvement measures as the holding company	<ul style="list-style-type: none"> The Group Crisis Control Headquarters meetings (held 31 times*²) Plan and continuously monitor group based improvement measures

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

- Measures to prevent the incident recurrence*³ are making progress as planned. Confirm the implementation of new or revised procedures/rules as well as continue efforts to strengthen fraud prevention measures

1	Review safe deposit box procedures/rules and strengthen management	<ul style="list-style-type: none"> Centralized management of all safe deposit box share keys, continuous inspections and instructions. Install additional CCTV in the safe deposit box area, use digital technology for analysis
2	Strengthen checks and monitoring at branches	<ul style="list-style-type: none"> Build a checks and monitoring system for risk managers to review the sales area Introduce a mutual check framework, real-time activity monitoring, and regular review of the implementation status.
3	Enhance checks and monitoring by headquarters, etc.	<ul style="list-style-type: none"> Add/review inspection items/procedures to strengthen management by headquarters, etc. Monthly monitoring of implementation status.
4	Review HR Management	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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 Cumulative number of the meetings held since the establishment (as of end Mar 26)

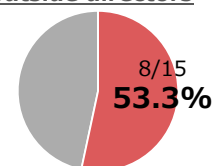
*3 Reference : [press release issued on January 16, 2025](#)

Governance (Structure of the Board of Directors)

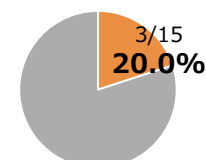
(Planned for end June 2026)

Name	Committee-related duties ^{*1}	Independent Outside	Knowledge, expertise and experience						
			Corporate management	Finance	Finance & accounting	Legal affairs	Global	IT/digital	Sustainability
1 Satoko Kuwabara	Nominating Compensation*	●	-	-	-	●	●	-	●
2 Mari Elka Pangestu	Risk	●	-	●	-	-	●	-	●
3 Hiroshi Shimizu	Audit Risk*	●	●	●	-	-	-	●	●
4 David Sneider	Audit Risk	●	-	-	-	●	●	-	-
5 Miyuki Suzuki	Nominating Compensation	●	●	-	-	-	●	●	●
6 Koichi Tsuji	Audit*	●	-	-	●	-	●	-	-
7 Teruhisa Ueda	Nominating Compensation	●	●	-	-	-	●	●	●
8 Kenichiro Yoshida	Nominating* Compensation	●	●	-	●	-	●	●	●
9 Takayuki Yasuda	Audit	-	Extensive knowledge of MUFG's business and the ability to appropriately perform management of MUFG				●	-	-
10 Norio Kanie	Audit						●	-	-
11 Hironori Kamezawa							●	●	●
12 Junichi Hanzawa	Nominating Compensation						-	-	●
13 Hiroshi Kubota							●	-	●
14 Masakazu Osawa							●	●	●
15 Hiroyuki Seki			●	-	●				

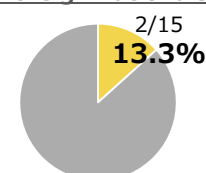
Independent outside directors



Female directors



Foreign nationals



*1 Nominating: Nominating and Governance Committee member Compensation: Compensation Committee member
Audit: Audit Committee member Risk: Risk Committee member *Chairperson

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	-	<ul style="list-style-type: none"> •Paid based on positions, etc. •Includes Director Allowance, Committee and Chair Allowance, Housing Allowance, etc. 		-	Monthly	Cash	1
Stock compensation ^{*1}	Non performance based	-	<ul style="list-style-type: none"> •Base amount by position 		-	At the time of retirement of executives	50% in shares and 50% in cash	1
	Medium- to long-term performance based	0%–150%	Base amount by position ×	Target attainment rate of indices below in MTBP (1) Consolidated ROE 30% (2) Consolidated expenses ratio 10% (3) ESG assessment 10% <ul style="list-style-type: none"> • Reduction of GHG emissions from our own operations • MUFG Employees survey score • Ratio of women in management • Ratings granted by ESG rating agencies^{*2} 	<55%>	At the end of the MTBP		
				(4) TSR Comparison of YoY growth rate of indices below with competitors ^{*3} (1) Consolidated net operating profits 25% (2) Profits attributable to owners of parent 20%	<45%>			
Cash bonuses ^{*1}	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 20% (2) Profits attributable to owners of parent 10% (3) Consolidated ROE 20% (4) Consolidated expense ratio 10%	<60%>	Annually	Cash	1
				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.	<40%>			

*1 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)

Disclaimer

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