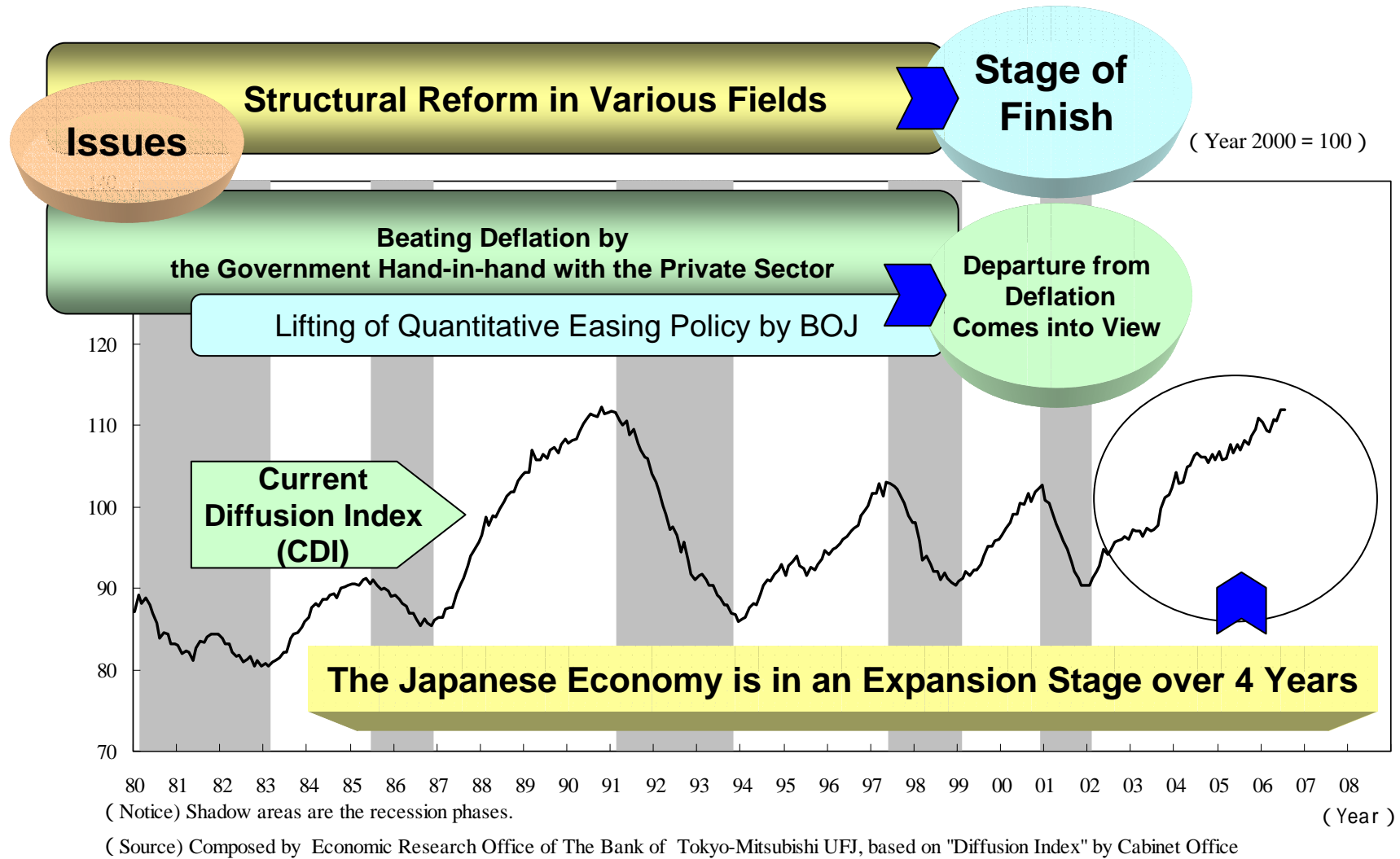

Japanese Financial Reforms and Challenges

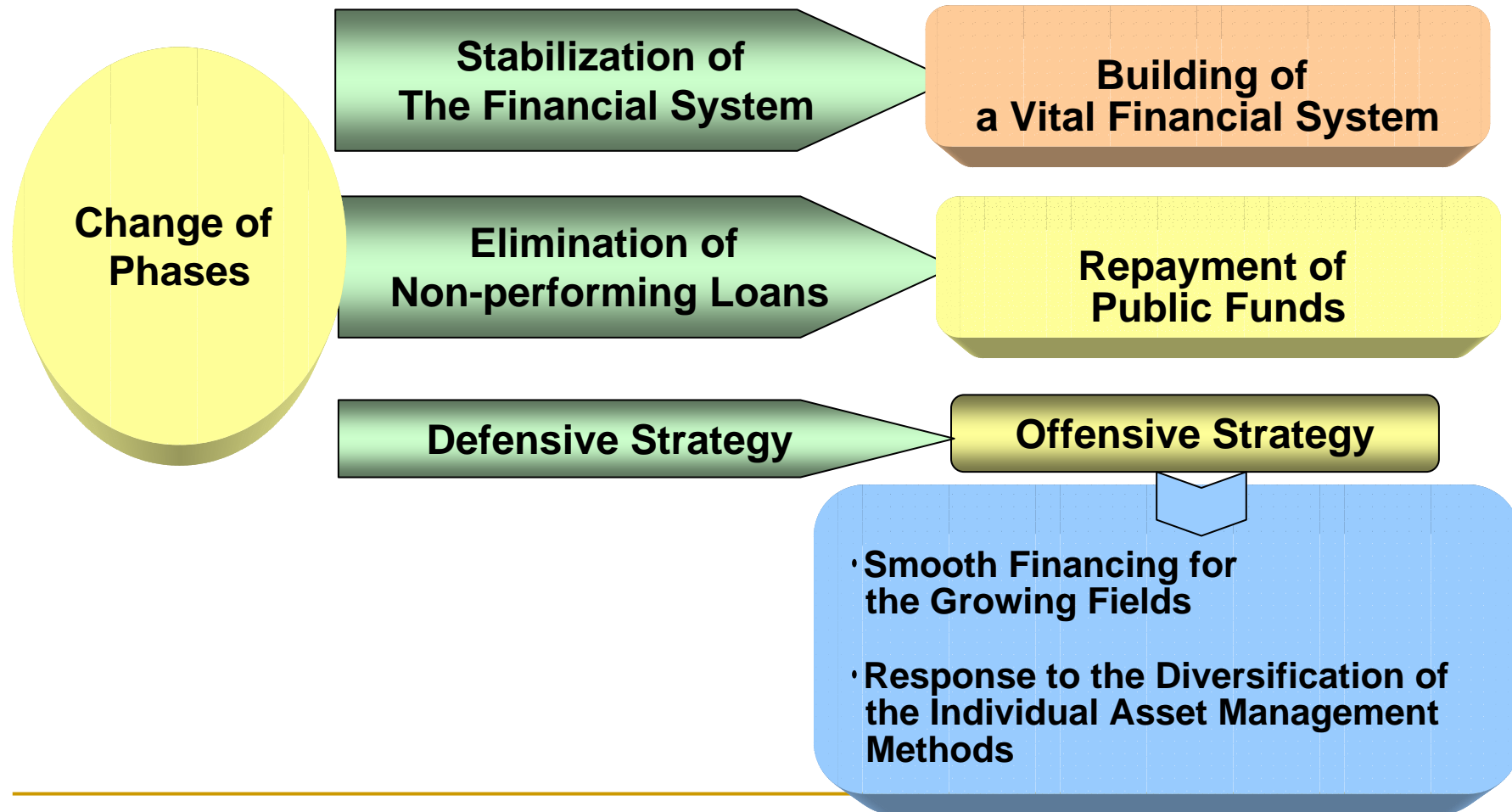
October 3rd, 2006

**Yoshiaki Kawamata
Managing Executive Officer
Deputy Chief Officer, Global Business Unit
The Bank of Tokyo-Mitsubishi UFJ, Ltd.**

Environmental Changes around Japanese Politics and Economy



Environmental Changes in the Financial World



Our Bank's Strategy

**Group's
Strategy**

**Building of the Organization by
Group Integration**
(Full-line Provision of
Bank, Trust, and Security Functions)

**Improvement of Business Contents
and Efficiency**
under the Consolidated Business Unit System

**Utilization of
the Largest Domestic and Overseas Network
among Japanese Banks**
(895 Domestic Retail Units, 398 Domestic Corporate Units,
and 436 Overseas Units in More Than 40 Countries)

**Strengthening of Checking Function of
Management from External**
(Increase of External Board Members and Various Committees,
and Setting of Advisory Board)

**Advanced Risk Management and
Building of a Firm Compliance Framework**

**Corporate
Governance**

"Global Top 5"
**Realization of
One of the Best
All-Round
Financial Groups**

Challenges for the Japanese Financial World

Further Enhancement and Activation of the Structural Reform of the Financial Market

Diversification and Sophistication of Financial Products and Services along with the Development of Financial Reform, and Response to Users' Protection
The "Financial Instruments and Exchange Law" is an Important Bill for Building the Market Infrastructure Appropriate for the New Era.

Transition from the Stage of "Formulation of Framework" to the Stage of "Detailed Planning"

Response to the "Postal Privatization" is an Important Issue

Promotion of Voluntary and Continuous Work by Financial Institutions for Reliable Financial Transactions

Voluntary Work for Further Confidence in the Management through Internal Control and Sophistication of Risk Management Is important