

Capital Markets Strategy
Essential insights for the C-Suite



Chatter for the Chairlift

12 Known Unknowns that Warrant Discussion in the Year Ahead

FEB 2025

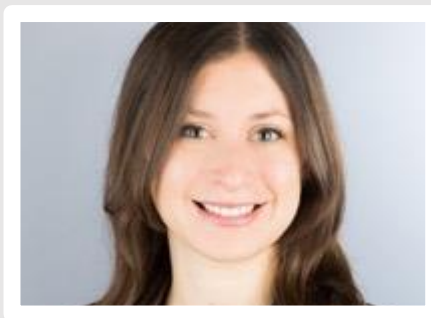
Global Corporate & Investment Bank Capital Markets Strategy Team



Tom Joyce

Managing Director
Capital Markets Strategist
New York, NY

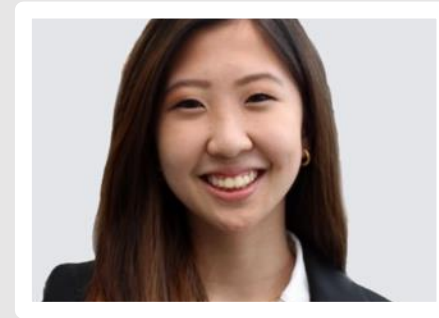
Tom.Joyce@mufgsecurities.com
(212) 405-7472



Stephanie Kendal

Vice President
Capital Markets Strategist
New York, NY

Stephanie.Kendal@mufgsecurities.com
(212) 405-7443

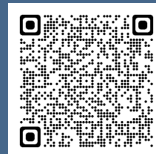


Angela Sun

Analyst
Capital Markets Strategist
New York, NY

Angela.Sun@mufgsecurities.com
(212) 405-6952

AUTHORS



Click or scan to view our
website and access past reports,
policy notes and more.

12 Known Unknowns for the Year Ahead

1 Should the West trust Putin's peace pivot, or is this just a strategic pause?

2 Does "American Exceptionalism" have legs, or has it run its course?

3 Will the GOP change long standing CBO/JCT scoring rules to allow tariff revenue to fund tax cuts?

4 Will Trump policy reinvigorate inflation, or will policy uncertainty dampen growth and price pressures?

5 How sensitive will 2025 US rates markets be to government disruption, tax cuts and fiscal expansion?

6 Will Trump continue to export Dollar strength, or will policy uncertainty (or even a Mar-a-Lago Accord) precipitate a new period of Dollar weakness?

12 Known Unknowns for the Year Ahead

7

How will energy prices respond to tectonic shifts in regulation, trade policy and geopolitical uncertainty (Russia, Middle East)?

8

Will President Trump dismantle the IRA, or do many Republicans actually like the color green?

9

Is Trump just escalating to de-escalate, or will Trade War 2.0 be different?

10

Will reciprocal tariffs threatened for April 1st evolve into a more expansive and dangerous phase of the trade war?

11

Will USD corporate bonds be more resilient to trade and policy escalation than stocks, currencies and commodities?

12

Is President Trump pursuing rapprochement with China in his 2nd term, or is a more profound US-China decoupling underway?

**Should the West trust
Putin's peace pivot, or is
this just a strategic pause?**

“Ukraine is not just a neighbor. It is an inherent part of our history, culture and spiritual space.”

President Vladimir Putin
(February 2022)



Displaced Ukrainian Citizens Since Feb 2022



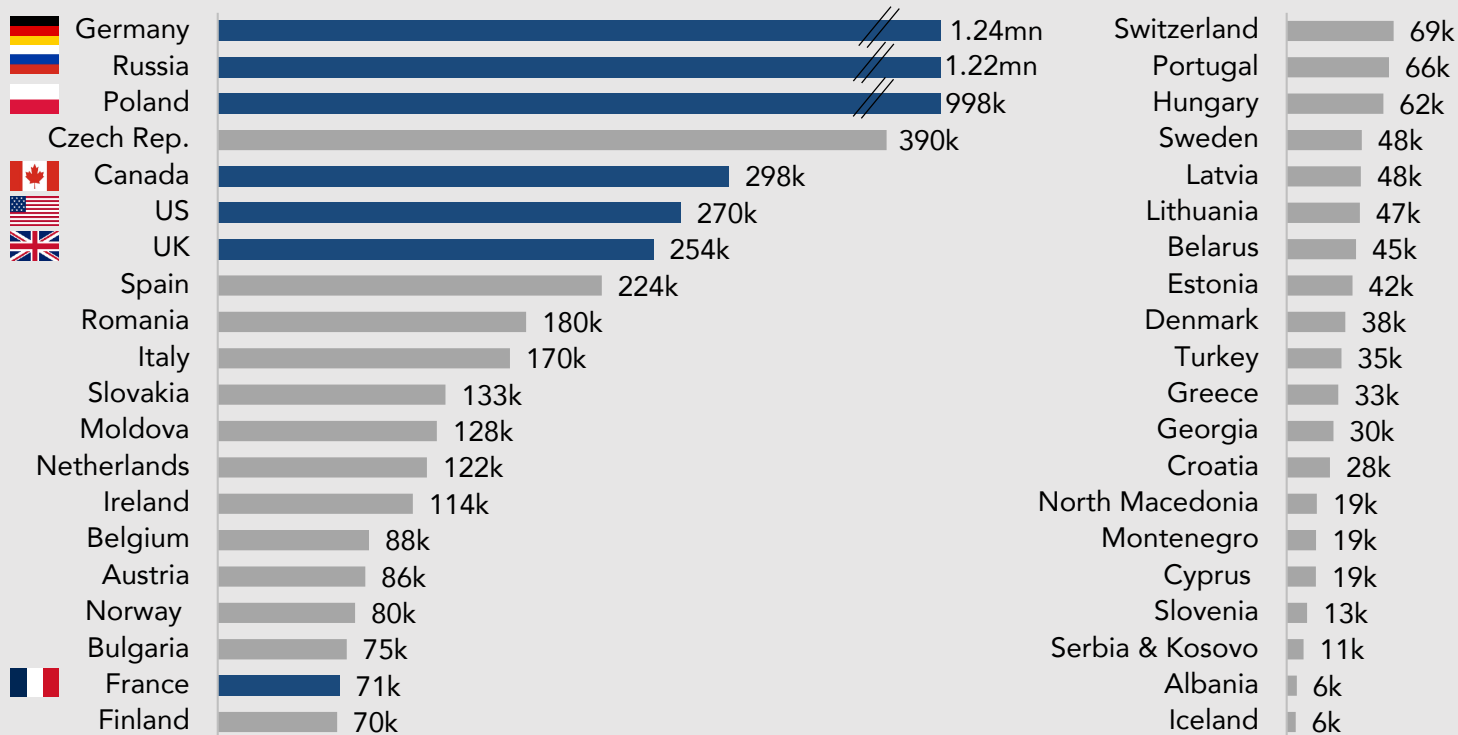
Total Ukrainian refugees since February 24, 2022

6.9 mn displaced globally

~4 mn displaced internally

11 million displaced Ukrainians

Breakdown by country



Source: USA for UNHCR UN Refugee Agency. Operational Data Portal. Total data as of February 2025, breakdown data varies by country. Countries with less than 5k refugees not on map include: Azerbaijan, Luxembourg, Malta, Lichtenstein, Armenia and Bosnia & Herz.

Global Markets Since February 24, 2022

Equities

 S&P 500

\$6,013

+42%

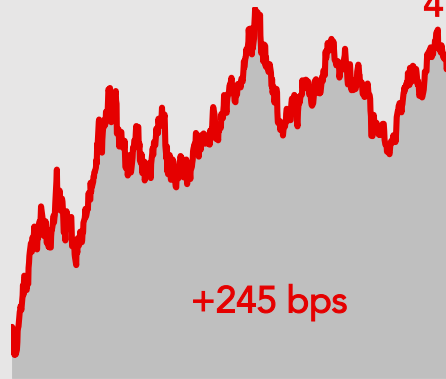


Credit

 10 yr UST

4.44%

+245 bps

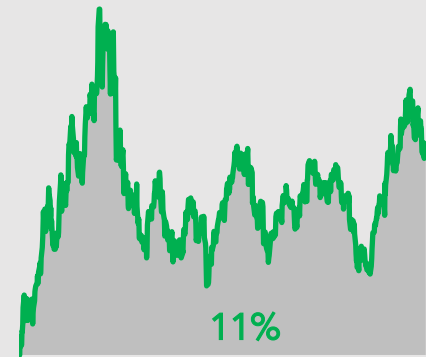


FX

 USD index

106.7

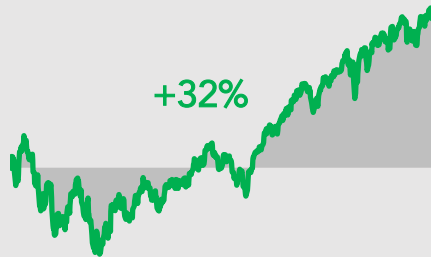
11%



 MSCI World

\$3,843

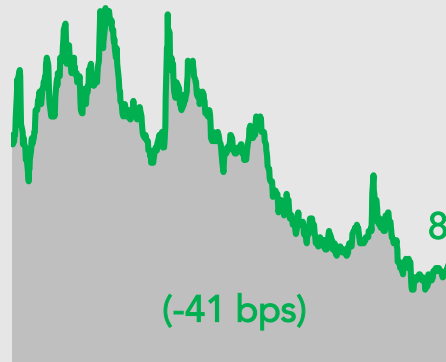
+32%



 USD IG OAS

80 bps

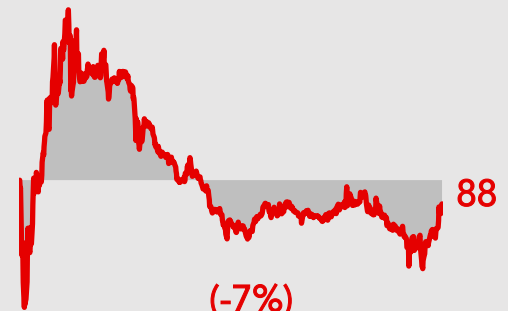
(-41 bps)



 USD / RUB

88


(-7%)

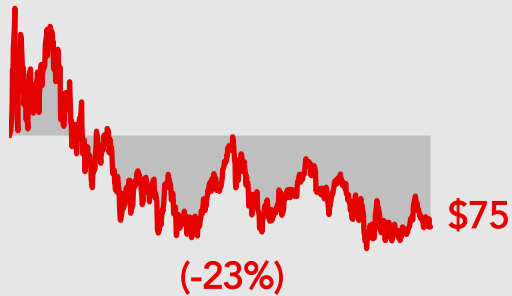


Source: (1-6) Bloomberg. Data as of February 24, 2025. Russian ruble graphed vs. USD to show depreciation.

Commodity Markets Since February 24, 2022

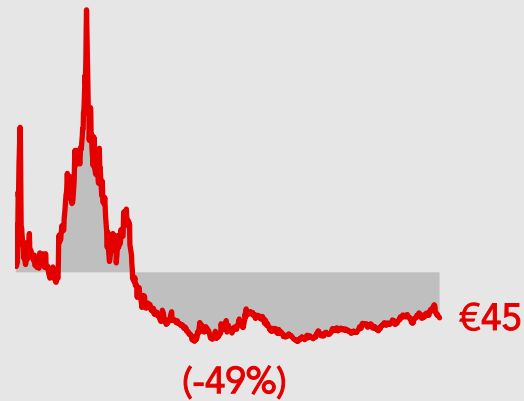
Oil

 Brent



Natural Gas

 European nat gas (TTF)

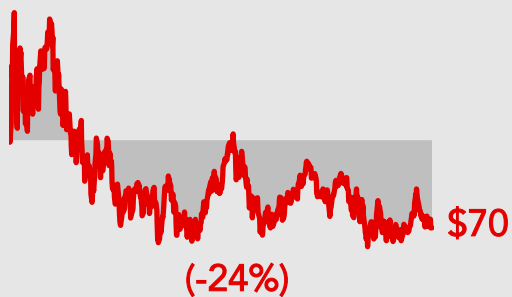



Precious Metals

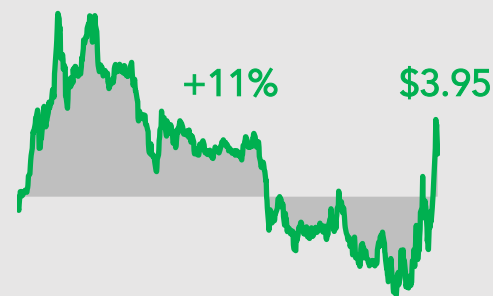
Gold



 WTI



 US nat gas



Silver



Source: (1-6) Bloomberg. Data as of February 24, 2025. EU natural gas axis is from (-100%) to 300%. All other graphs are from (-40%) - 60%.

**Does "American
Exceptionalism" have legs,
or has it run its course?**

Dynamic, High Growth US Economy



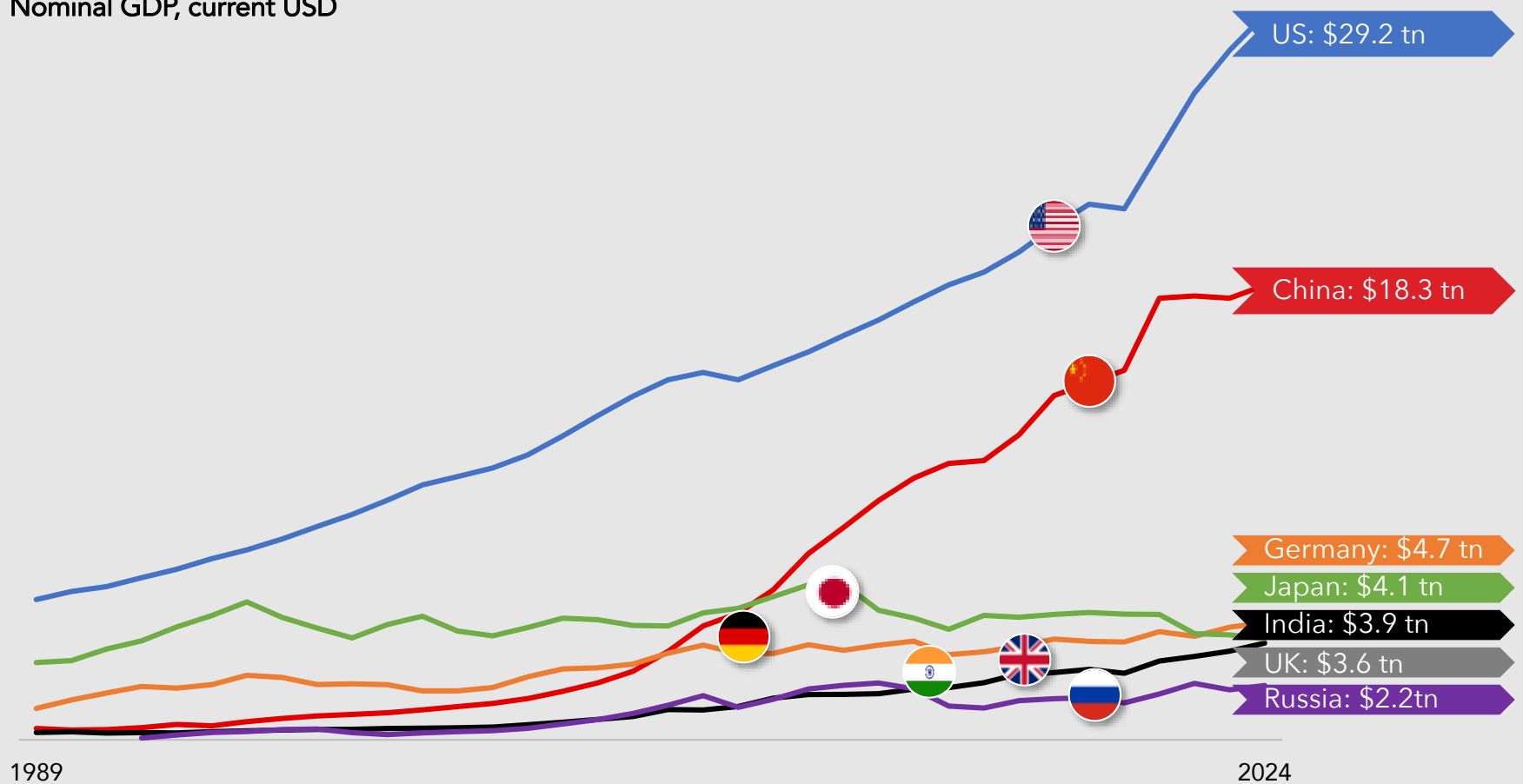
Post-Cold War

Post-9/11

Post-GFC

Post-COVID

Nominal GDP, current USD



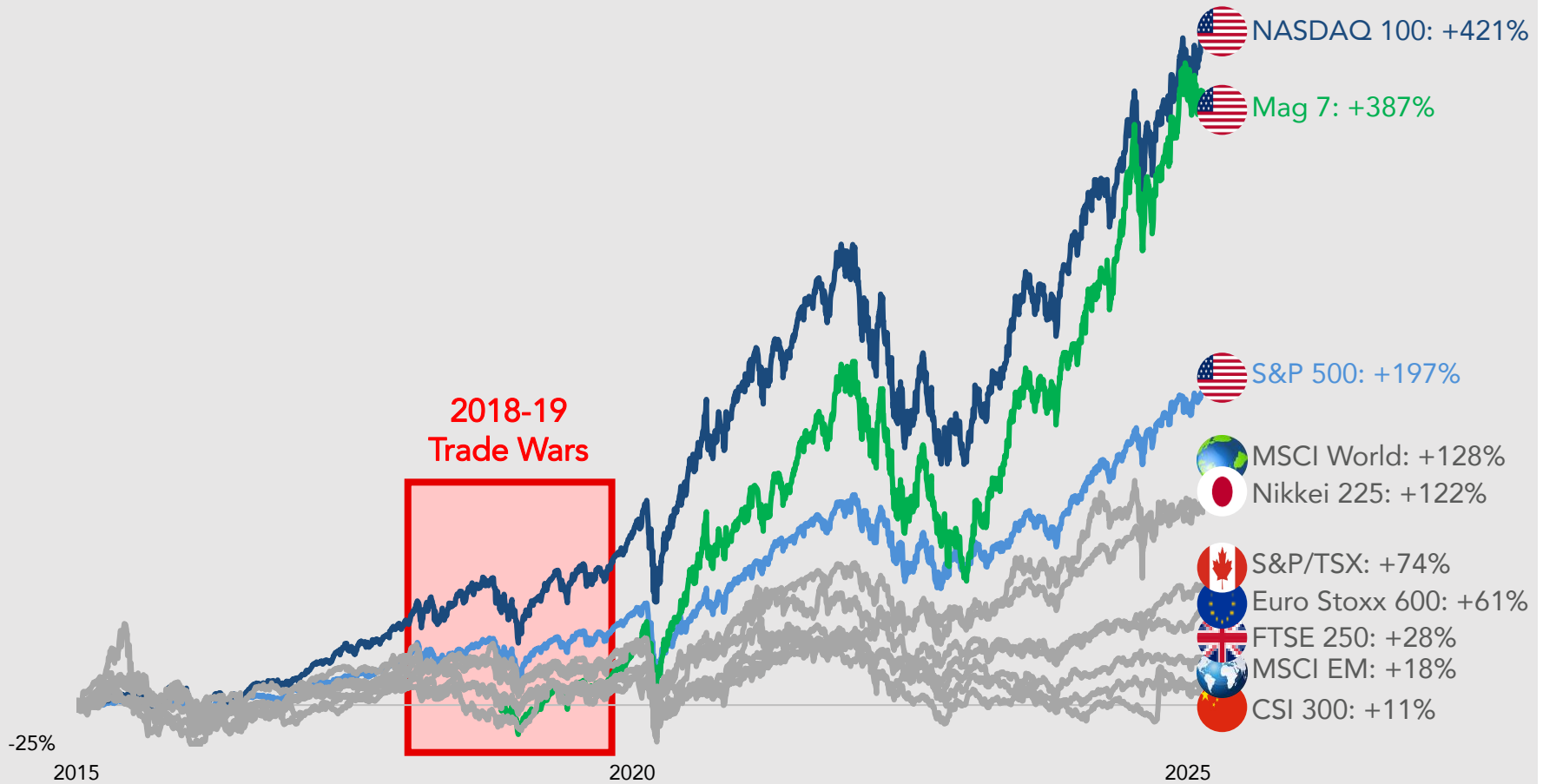
Source: (1) IMF. Data as of October 2024.

US Equity Market Outperformance



Equity market performance since January 2015

450%

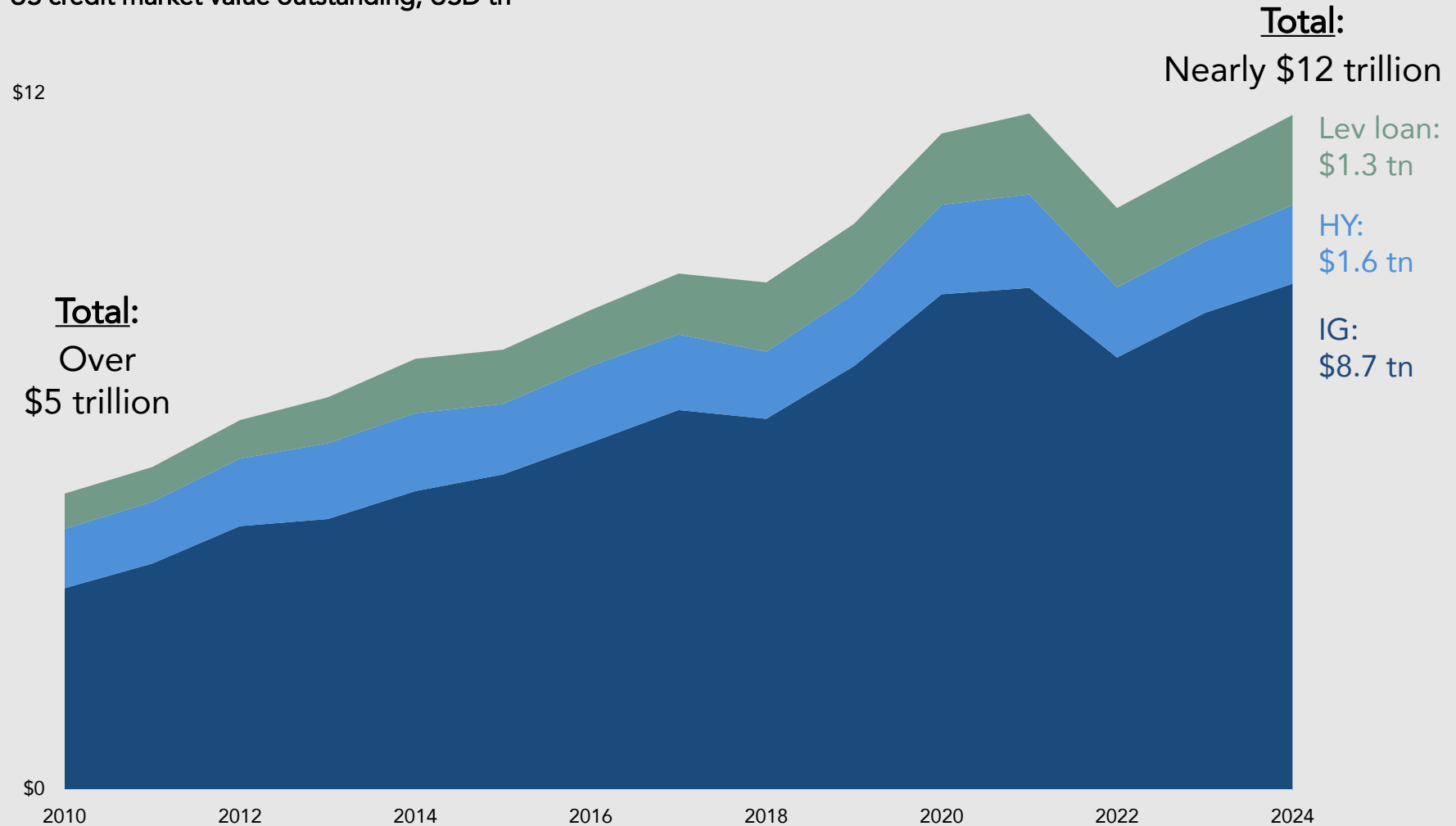


Source: (1) Bloomberg. Data as of February 21, 2025.

Worlds Largest Corporate Debt Markets



US credit market value outstanding, USD tn

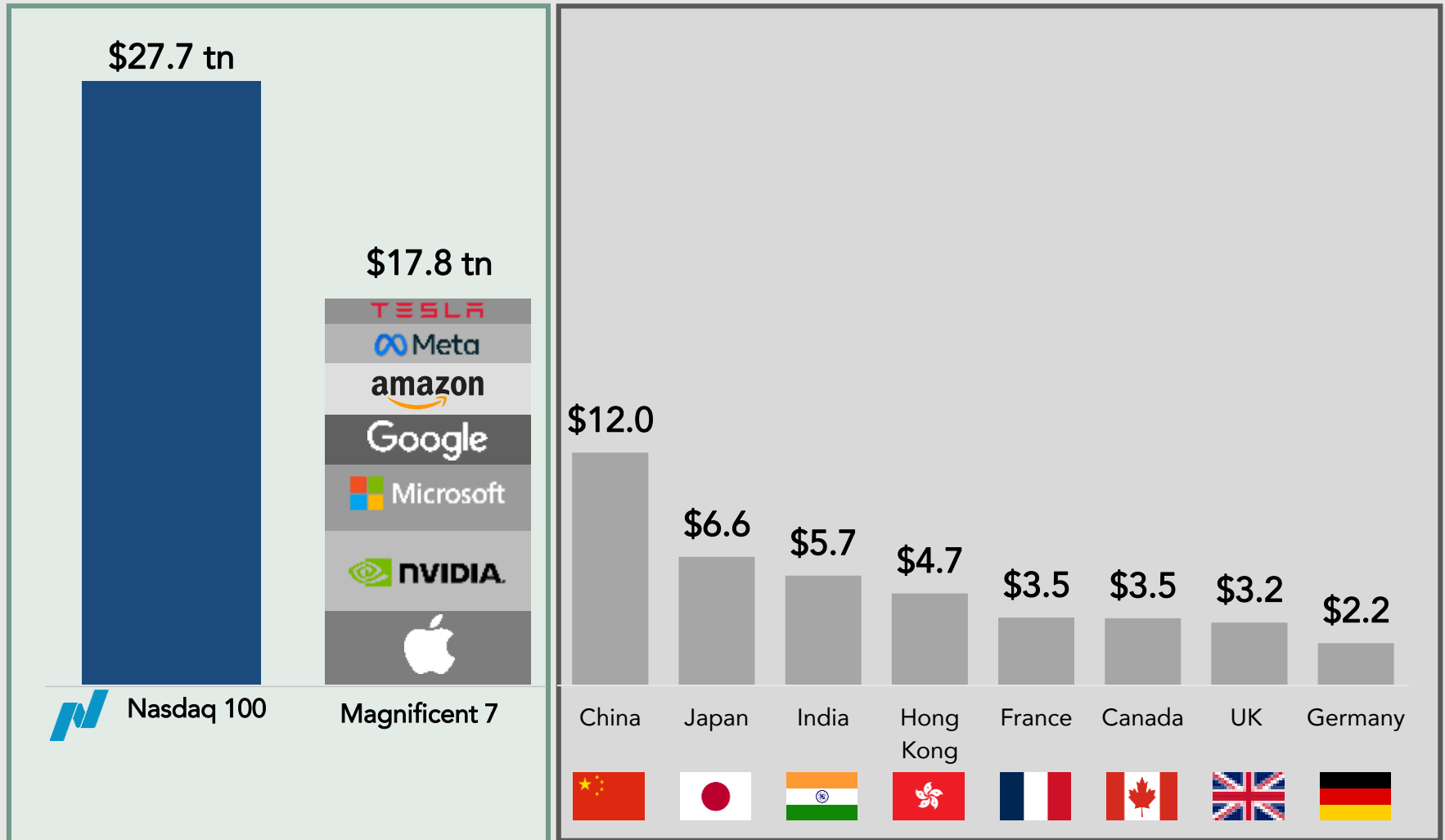


Source: (1) CreditSights. FactSet. ICE Data Indices. LLC. LFI. CFR. IG and HY data as of December 10, 2024. Leveraged loan as of end of Q3 2024.

Innovation & Tech Sector Leadership



Magnificent 7 market cap vs. G7 countries market cap



Source: (1) Bloomberg. CEIC. SIFMA. Data as of February 14, 2025.

Will the GOP change long standing CBO/JCT scoring rules to allow tariff revenue to fund tax cuts?

Funding the 2025 Tax Cut Extensions



President Trump frequently mentions that he will use tariff revenue to fund the multi-trillion dollar 2025 tax cut extensions. In fact, President Trump has announced plans to create an **External Revenue Service (ERS)**, which requires an act of Congress, to shine a bright light on tariff income collected from foreign countries.

However, based on *current* rules, the **Joint Committee on Taxation (JCT)** and the **Congressional Budget Office (CBO)**, who work in parallel to score the revenue and costs of US legislation, are not permitted to include the benefit of tariff revenue to fund tax cuts unless the tariffs are implemented by an act of Congress.

Republican budget hawks concerned about **the reliability and durability of tariffs**, as well as **the economic damage of trade wars**, may be reticent to support a change in legislative scoring rules.

Tax is Expensive, Complicated & Time Consuming

Budgetary cost of extending 2017 tax cuts (over 10 years)

Total: **\$4.6 trillion**

Individual tax brackets:
\$3.3 trillion



Higher estate & gift tax
exemptions: **\$167 bn**



Investment treatment:
\$378 bn



Corporate tax provisions:
\$172 bn



Increased interest expense:
\$605 bn



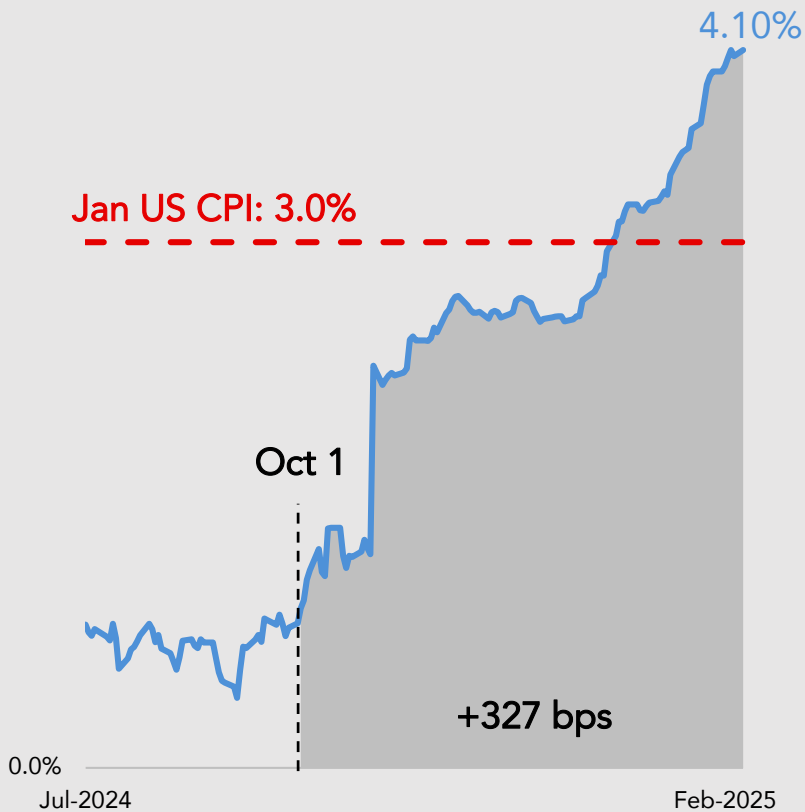
Source: (1) Veda Partners (Treyz). CBO, "Budgetary Outcomes Under Alternative Assumptions About Spending and Revenue" (May 2024).

**Will Trump policy
reinvigorate inflation, or
will policy uncertainty
dampen growth and
price pressures?**

Market Repricing Higher US Inflation Expectations

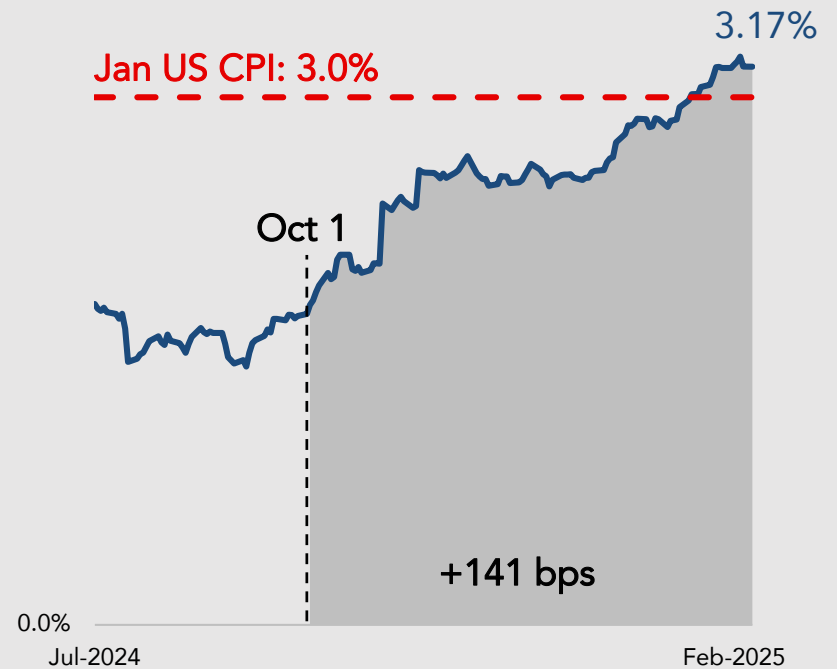
1 year US breakeven inflation

5.0%



2 year US breakeven inflation

5.0%



Source: (1-2) Bloomberg. Data as of February 24, 2025.

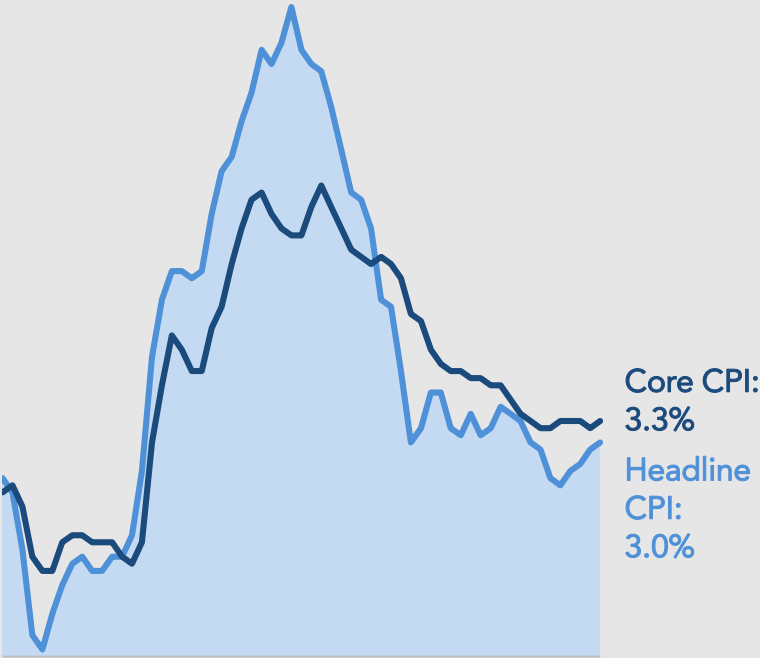
America First Inflation & Made in China Deflation, At Exactly the Same Time



US inflation

10%

June 2022 peak
Headline CPI: 9.1% y/y



-1%

Jan-2020

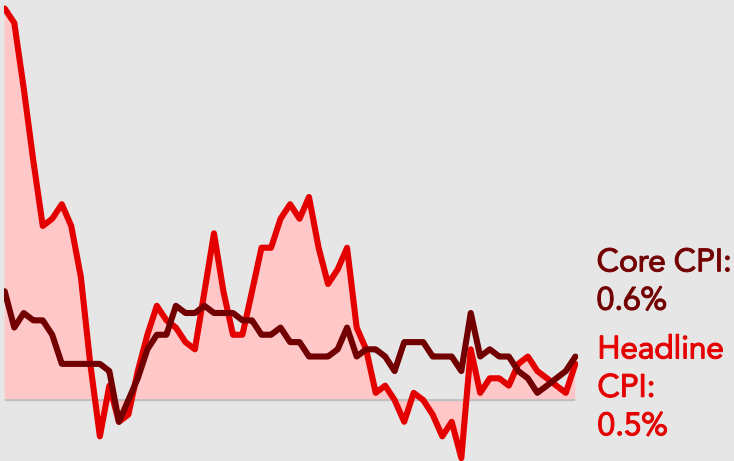
Jan-2025



China inflation

10%

Jan 2020 peak
Headline CPI: 5.4% y/y



-1%

Jan-2020

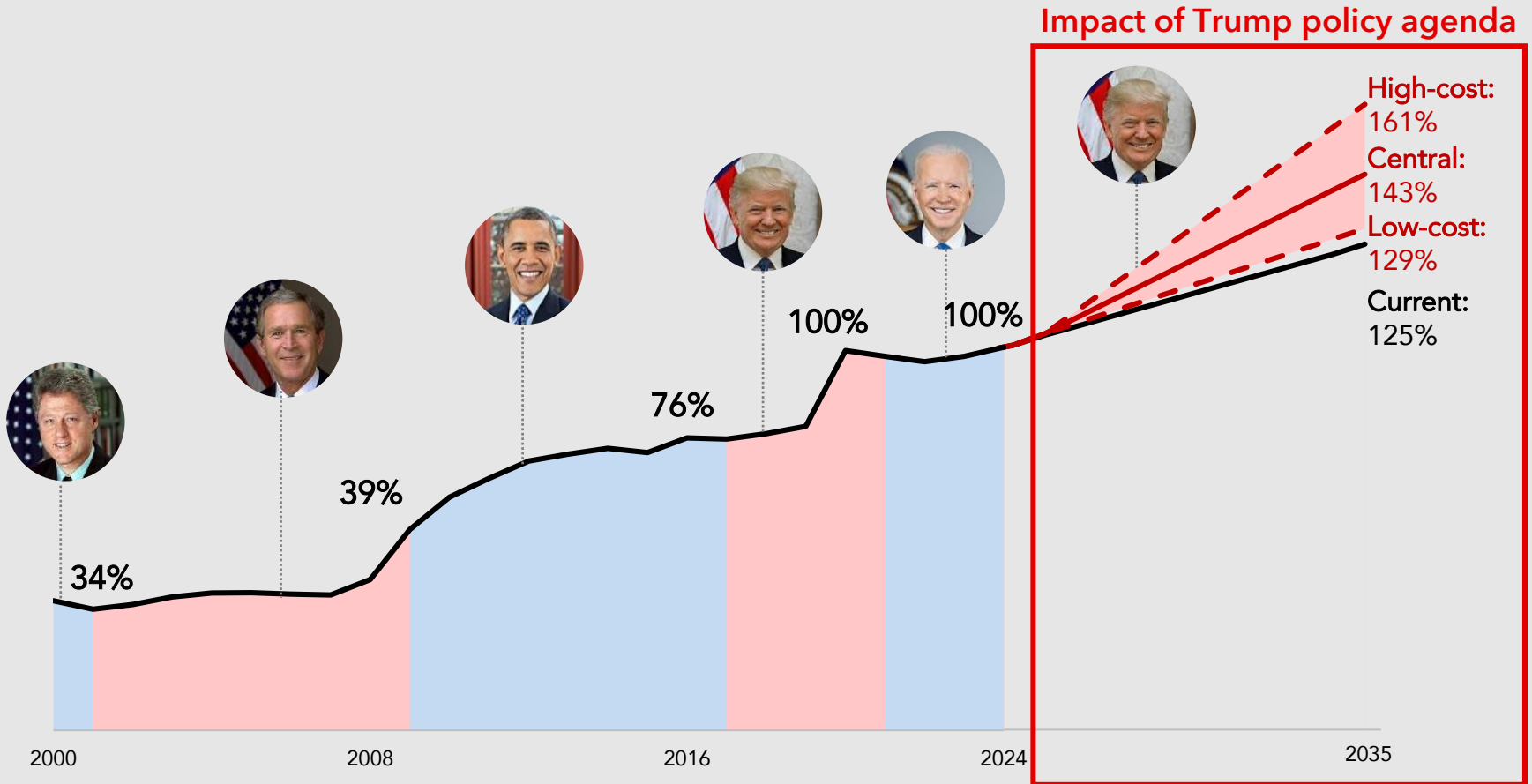
Jan-2025

Source: (1-2) Bureau of Labor Statistics. CPI Report January 2025. Bloomberg. Data as of February 21, 2025. Y/Y inflation for US and China.

How sensitive will 2025 US rates markets be to government disruption, tax cuts and fiscal expansion?

2025 US Deficits Could Exceed \$2 Trillion

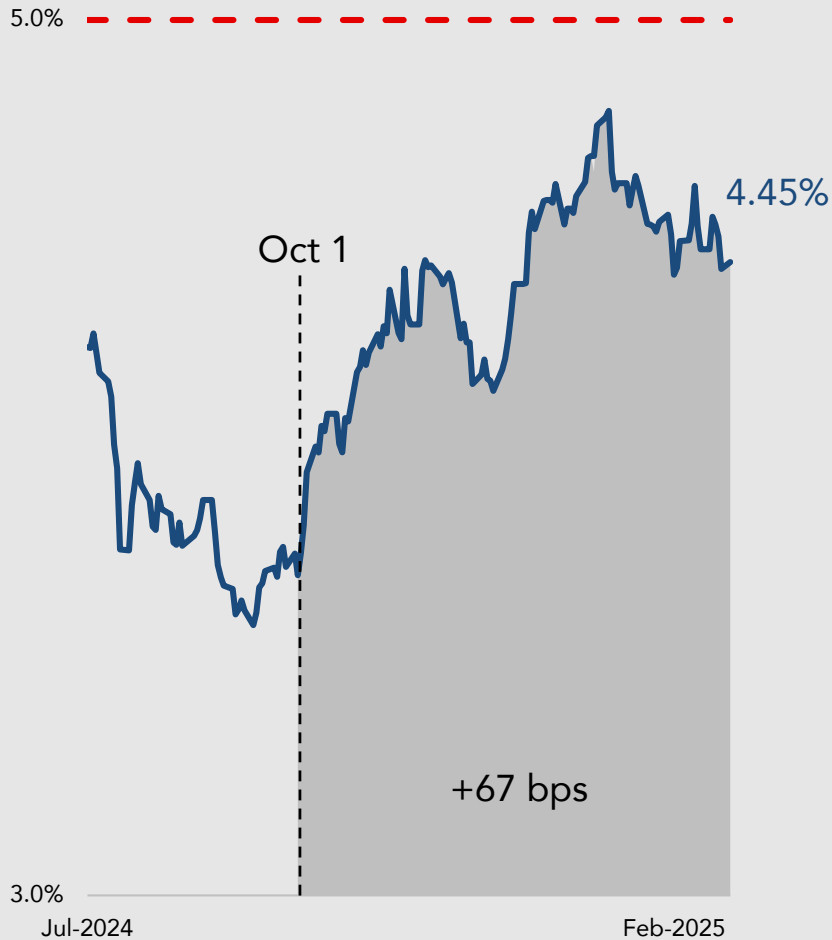
Federal debt held by the public, % of GDP



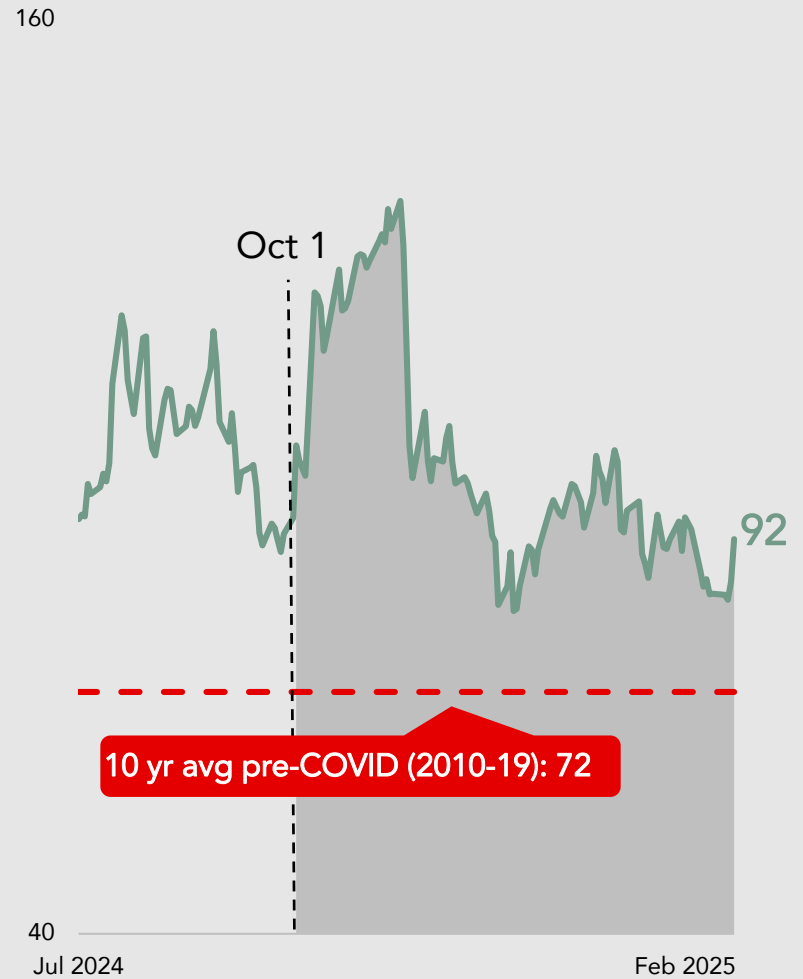
Source: (1) Committee for a Responsible Federal Budget, "The Fiscal Impact of the Harris and Trump Campaign Plans" (October 28, 2024). CBO.

Bearish Steepening, Elevated Volatility

10 year UST yield



US rate volatility (MOVE)



Source: (1-2) Bloomberg. Data as of February 24, 2025.

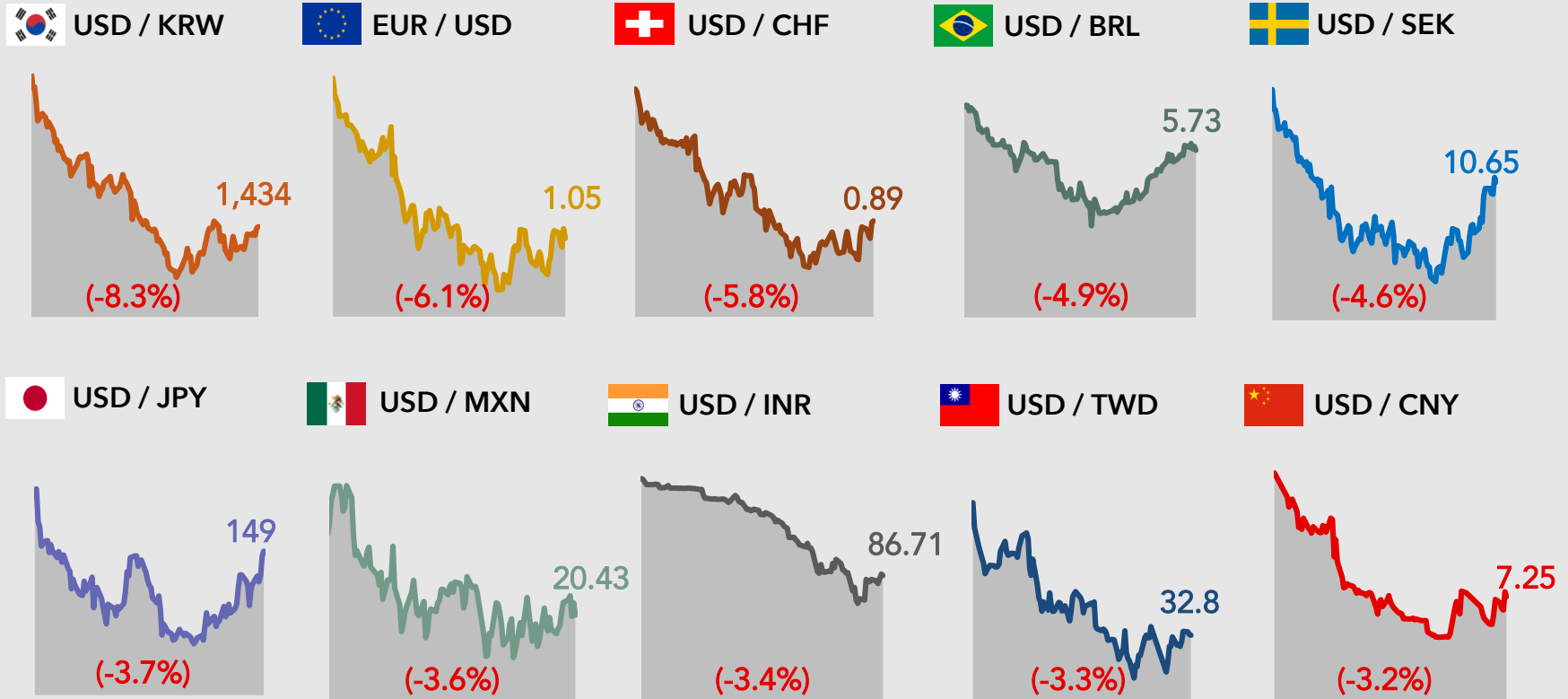
Will Trump continue to export Dollar strength, or will policy uncertainty (or even a Mar-a-Lago Accord) precipitate a new period of Dollar weakness?

Trump Exporting Dollar Strength

Currency performance vs. US Dollar since October 1, 2024

- Deregulation
- Tighter immigration
- Fiscal expansion
- Trade wars

Large Trade-Based Economies






Source: (1-10) Bloomberg. Data as of February 21, 2025. All currencies graphed vs. USD to show depreciation.

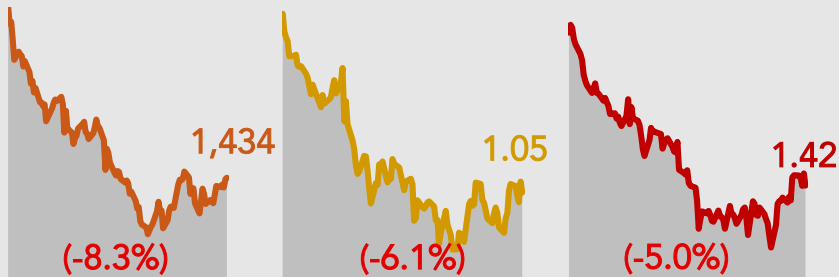
Trump Exporting Dollar Strength

Currency performance vs. US Dollar since October 1, 2024

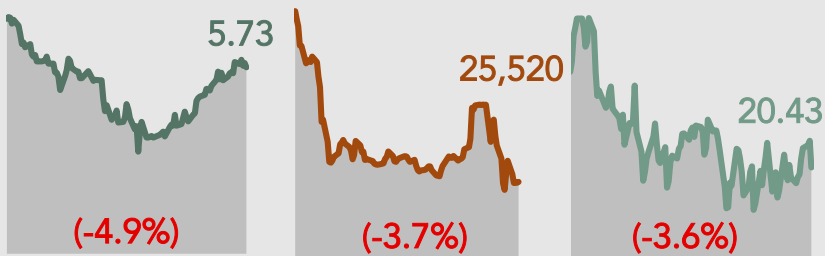
- Deregulation
- Tighter immigration
- Fiscal expansion
- Trade wars

Large Exporters of Steel & Aluminum to the US

 USD / KRW
  EUR / USD
  USD / CAD



 USD / BRL
  USD / VND
  USD / MXN

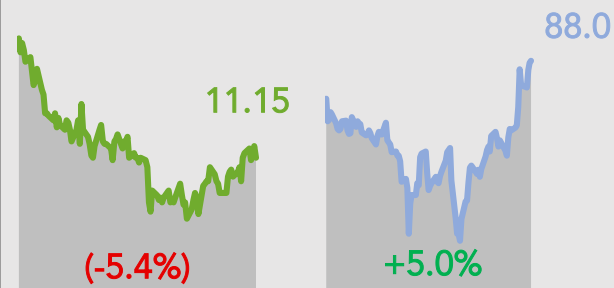


Major Commodity-Linked Currencies

 AUD / USD
  USD / IDR
  USD / ZAR



 USD / NOK
  USD / RUB



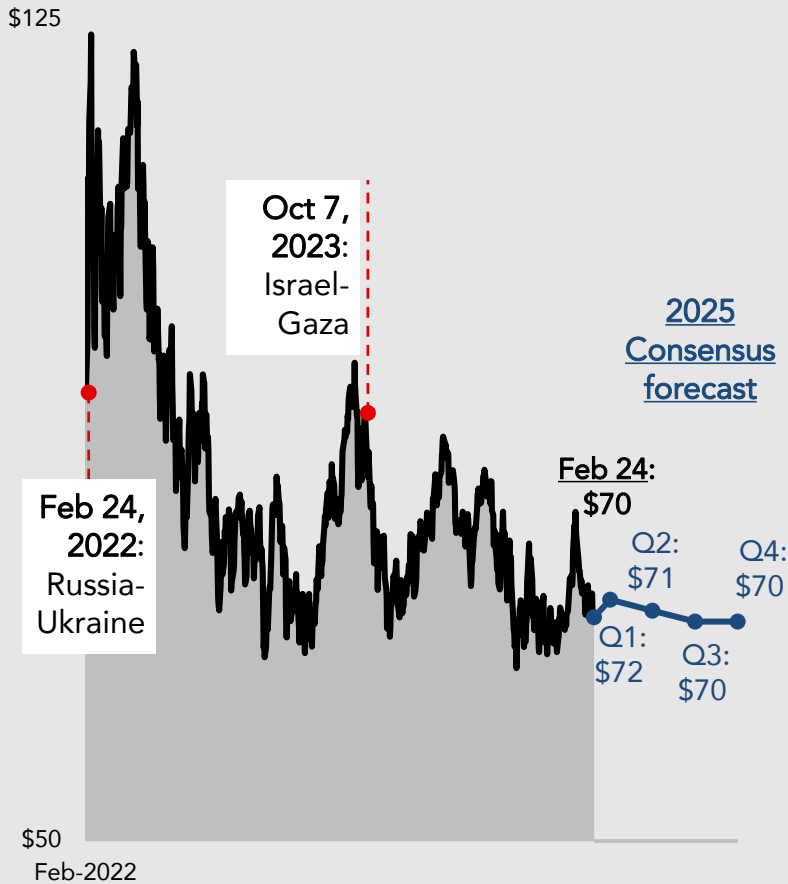
Source: (1-11) Bloomberg. Data as of February 21, 2025. All currencies graphed vs. USD to show depreciation.

How will energy prices respond to tectonic shifts in regulation, trade policy and geopolitical uncertainty (Russia, Middle East)?

Counterintuitive Decline in Energy Prices



Oil (WTI)



US natural gas

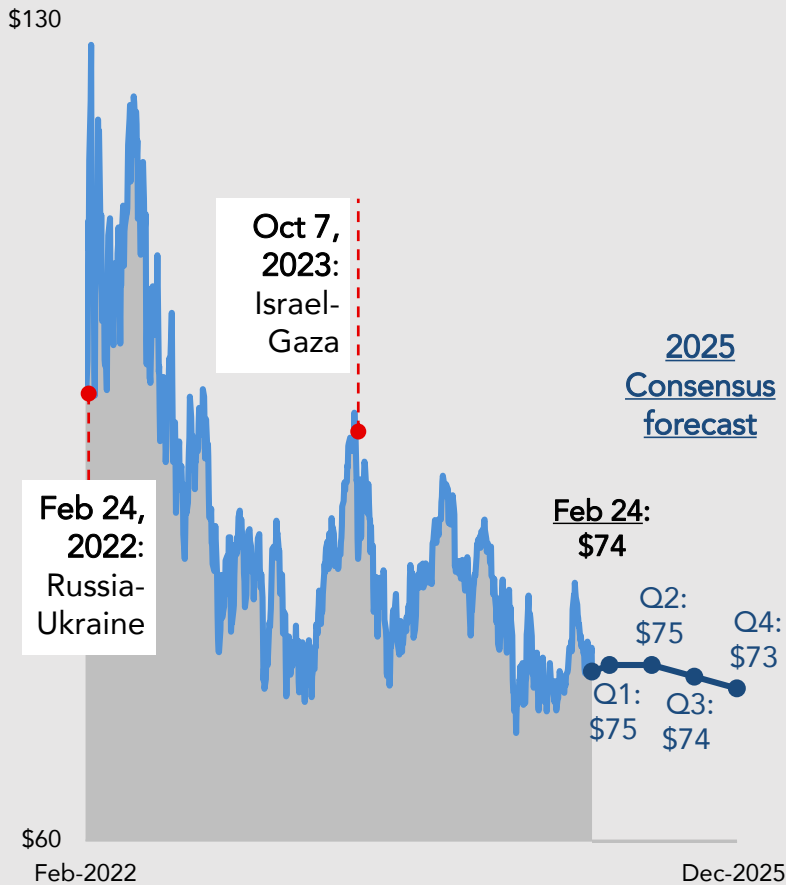


Source: (1-2) Bloomberg. Data as of February 24, 2025.

Counterintuitive Decline in Energy Prices



Oil (Brent)



European natural gas

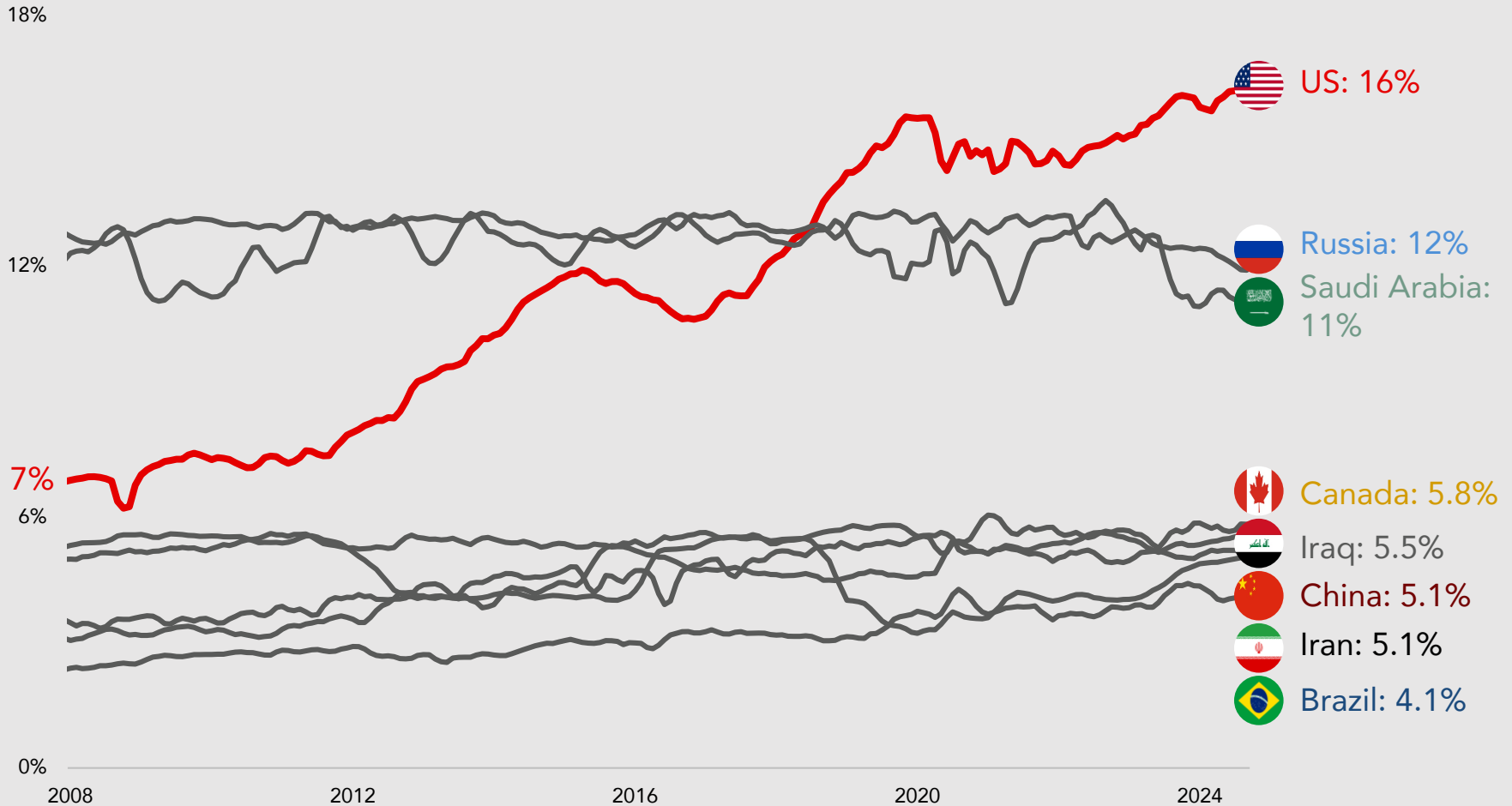


Source: (1-2) Bloomberg. Data as of February 24, 2025.

Capital Discipline Expected in Oil Markets



Oil production as % of world total

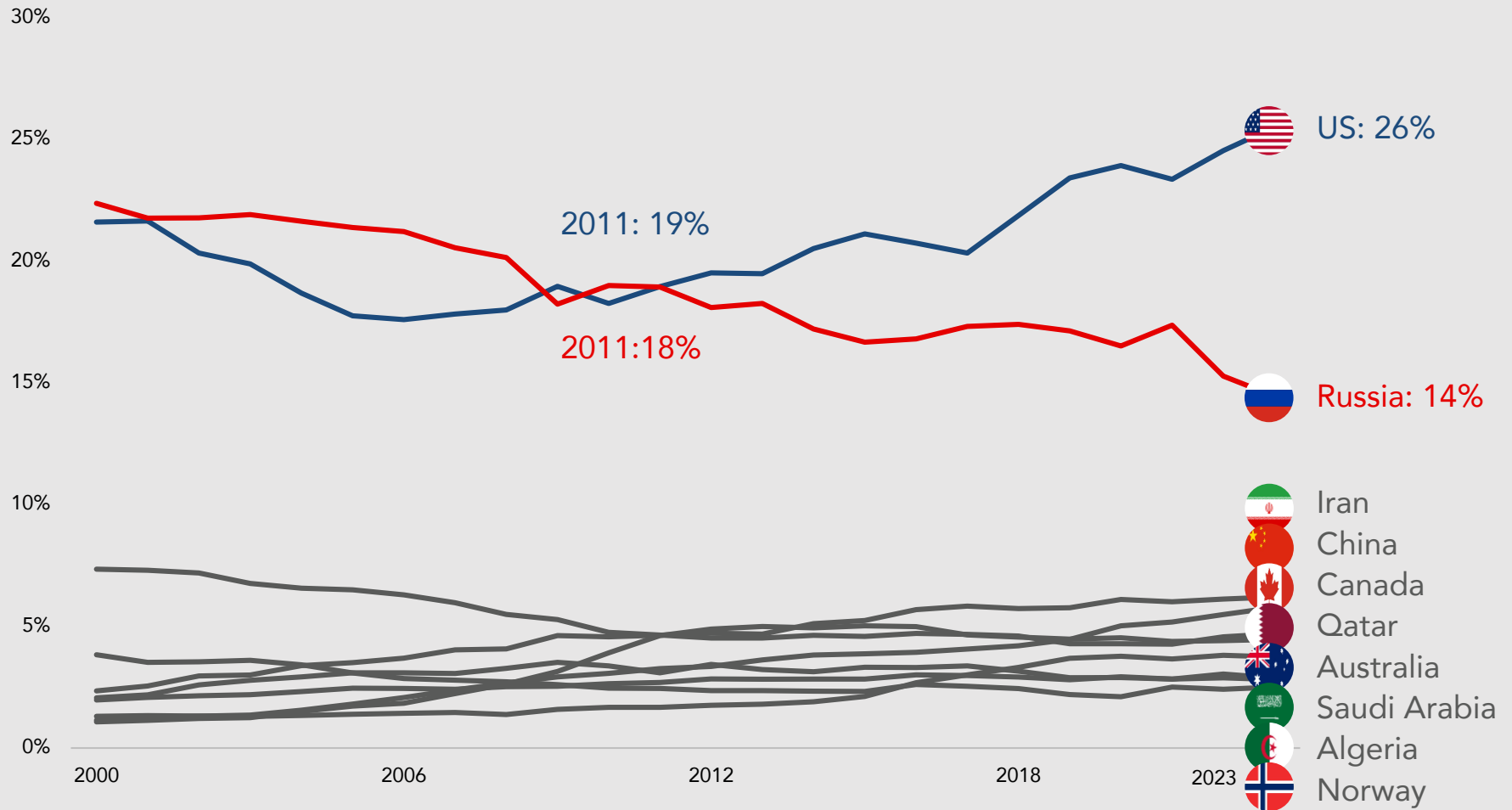


Source: (1) Bloomberg. Data through September 2024. EIA. 3 month moving average.

Bearish Nat Gas Prices, With Delay for Buildout



Natural gas production as % of world total



Source: (1) Energy Institute, "Statistical Review of World Energy" (2023 data).

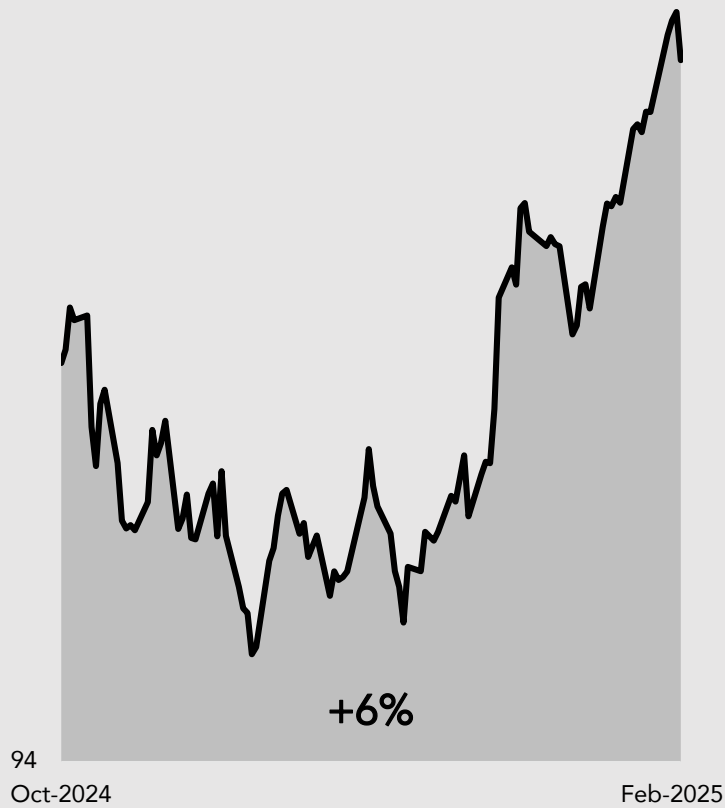
**Will President Trump
dismantle the IRA, or do
many Republicans actually
like the color green?**

Deregulation and Energy Transition



Bloomberg commodities index

110



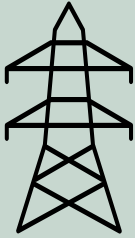






S&P global clean energy index

950



Source: (1-2) Bloomberg. Data as of February 21, 2025.

Breaking Down the \$400bn Inflation Reduction Act

<p>Clean Electricity Tax Credits \$161bn</p> 	<p>Air Pollution, Hazardous Materials, Transportation and Infrastructure \$40bn</p> 	<p>Conservation, Rural Development, Forestry \$35bn</p> 
	<p>Individual Clean Energy Incentives \$37bn</p> 	<p>Building Efficiency and DOE Grants \$27bn</p> 
	<p>Clean Manufacturing Tax Credits \$37bn</p> 	<p>Other Energy / Climate Spending \$18bn</p>
	<p>Clean Fuel & Vehicle Tax Credits \$36bn</p> 	

Source: (1) COB. CFRB. Bloomberg.

Notable Facts & Figures for the IRA



President Trump's efforts to roll-back energy transition & the IRA



Repeal the IRA:

- **60** votes required in US Senate
- **\$400bn - \$1tn** potential total size of IRA government support
- **\$500bn** private sector projects already announced (**\$3tn** potential)



IRA Loans & Grants are More Vulnerable:

- **~30%** of IRA made up of loans & grants
- Trump issued an EO suspending billions in IRA grants and loans for 90 days



IRA Tax Incentives are Harder to Stop:

- **~70%** of IRA made up of tax incentives (**uncapped**)
- Requires Congress to eliminate



GOP Support for IRA:

- **18** GOP House members sent IRA support letter to Speaker Johnson in Aug 2024
- **60-70%** announced IRA projects in GOP controlled districts
- **800k** estimated number of new jobs

Is Trump just escalating to de-escalate, or will Trade War 2.0 be different?

Trade War 2.0 Will Be Different

Expectations for Trade War 2.0



More pervasive than tactical



More universal across countries and sectors



Sooner this time



Fewer carve-outs and product-based exclusions



Less process, investigations & reviews

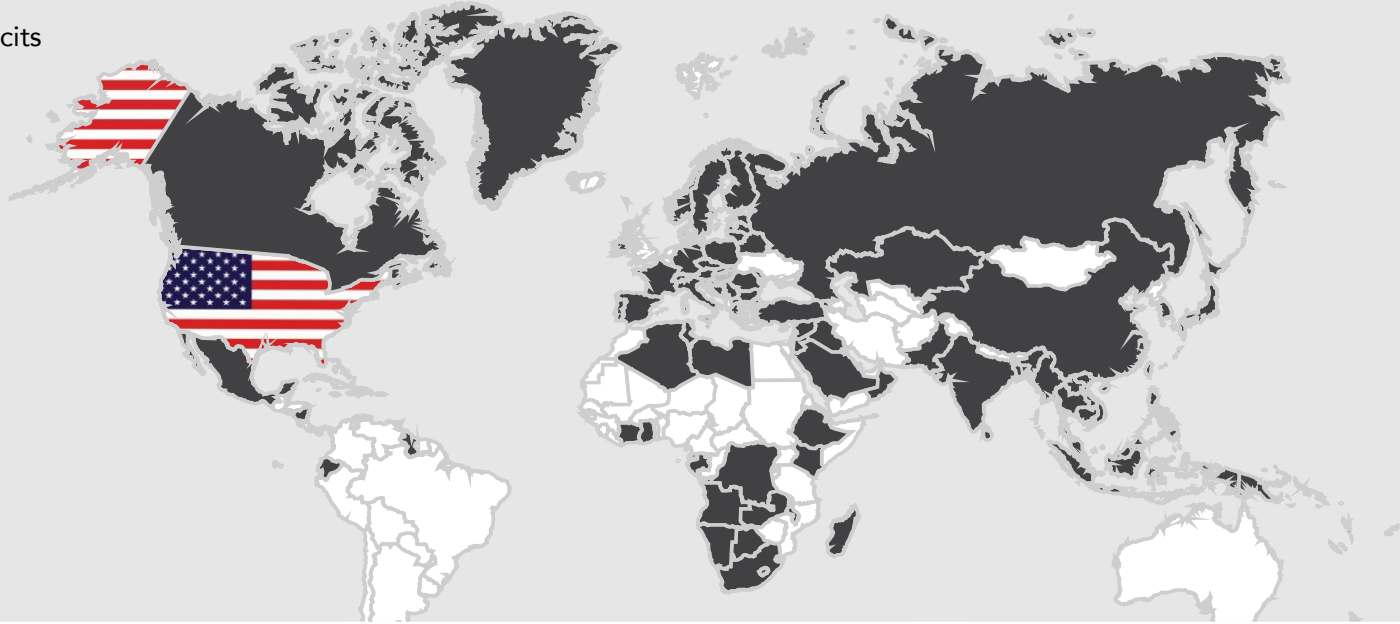






Allies & adversaries “ready” this time (with expansive retaliatory toolkit)

Larger, Sooner, More Pervasive This Time

Key date to watch: April 1, 2025 (trade review recommendations)

■ US trade deficits



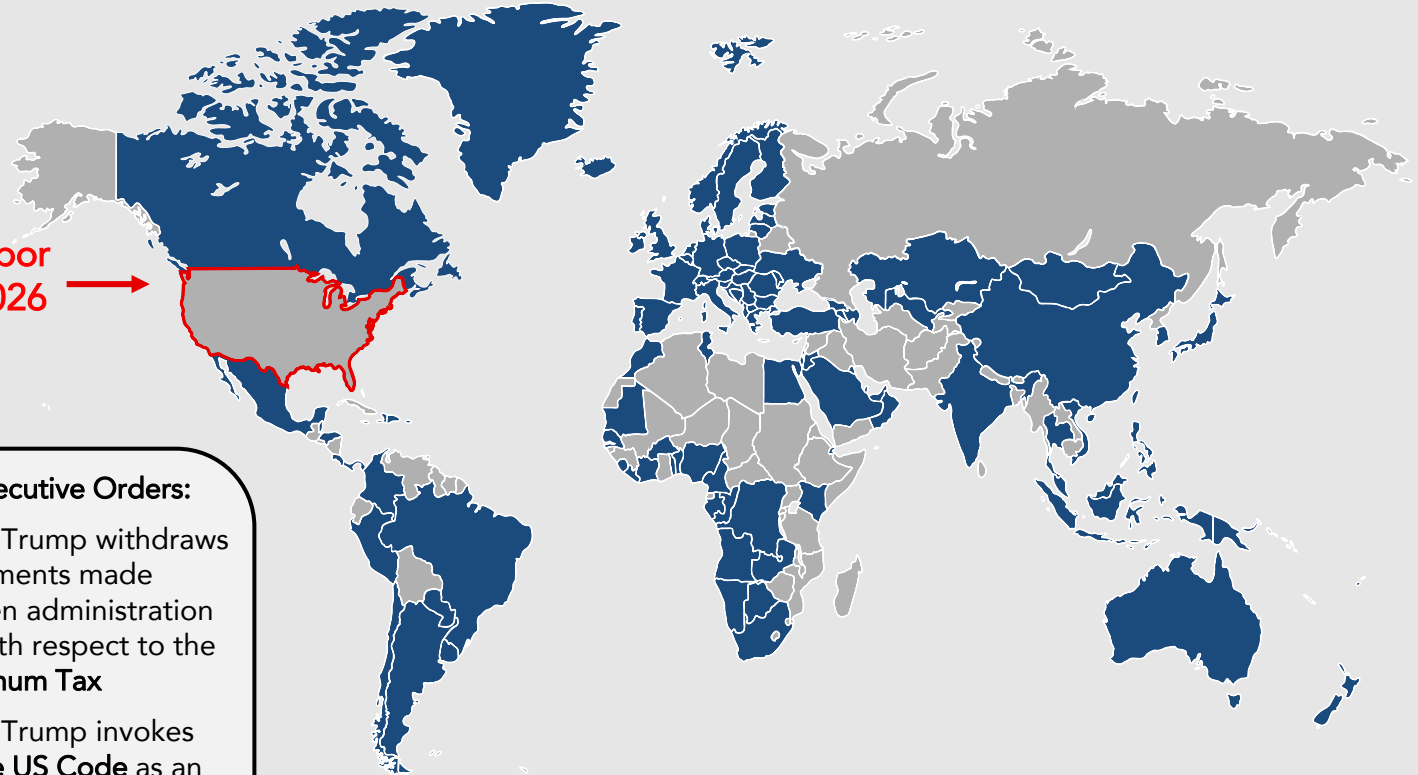
Country-based tariffs		Sector-based tariffs	Reciprocal tariffs
		25% steel & aluminum	10-20%+ TBD based on April 1 review of tariff and nontariff barriers
25%	25%	TBD auto	
		TBD semiconductors	
10%+	TBD	TBD pharma	

Source: (1) Sidley Austin LLP. World Integrate Trade Solution. Full year data as of 2022.

US Withdrawal From 15% Global Minimum Tax

Countries committed to the OECD Pillar 2 Global Minimum Tax Agreement

US Safe Harbor
Expires in 2026



Relevant Trump Executive Orders:

- **Jan 20:** President Trump withdraws from any commitments made between the Biden administration and the OECD with respect to the **15% Global Minimum Tax**
- **Jan 20:** President Trump invokes **Section 891 of the US Code** as an option for protection from discriminatory and extraterritorial tax measures

Source: (1) OECD. "Members of the OECD/G20 Inclusive Framework on BEPS that have approved the July 2023 Outcome Statement on the Two-Pillar Solution to Address the Tax Challenges Arising from the Digitalization of the Economy as of May 28, 2024. Including Canada who signed in September 2024.

Key Dates to Watch

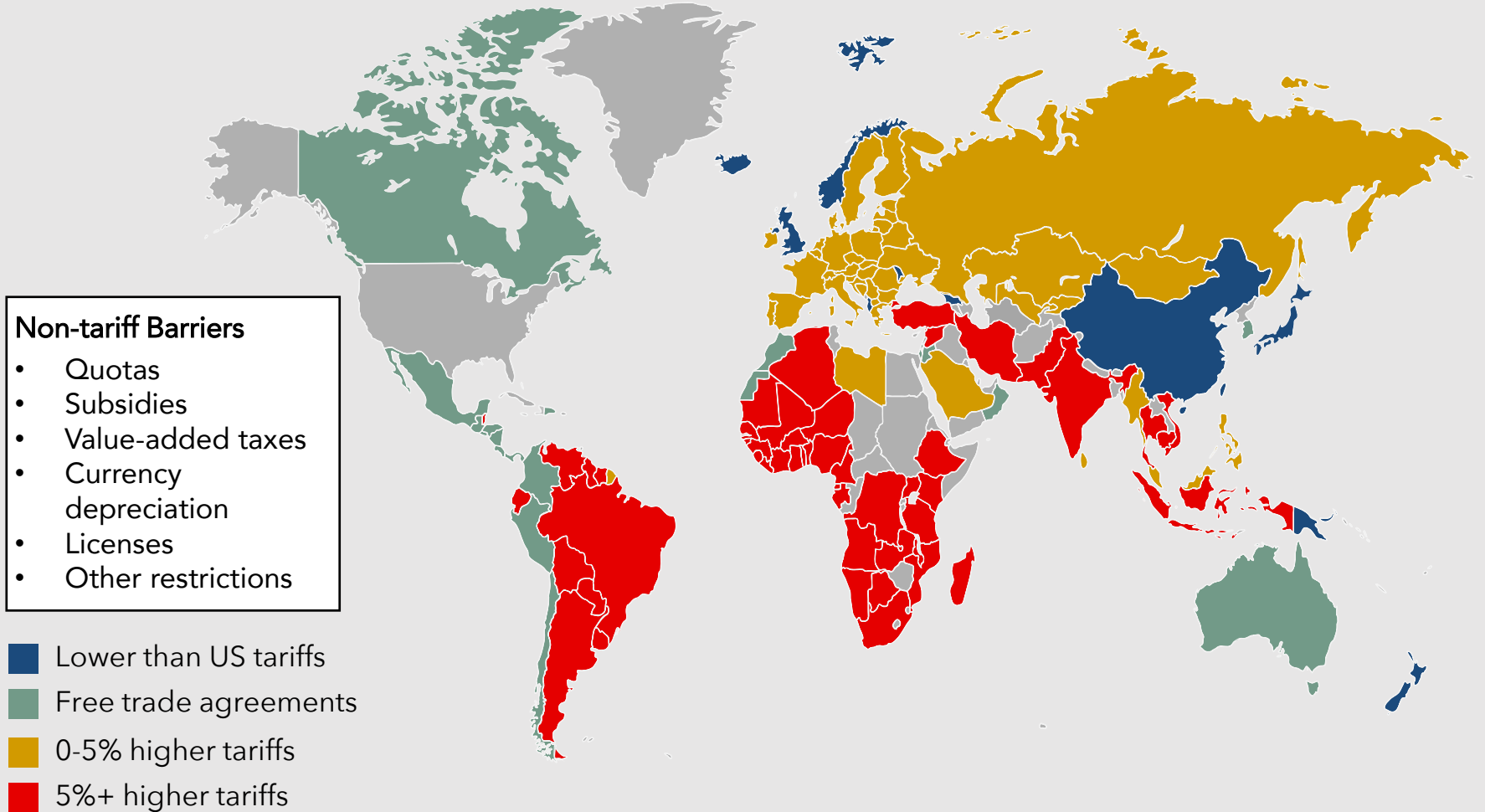
Feb 4, 2025:	10% US tariffs on China implemented
Mar 4, 2025:	30 day delay on 25% US tariffs on Mexico & Canada expires
Mar 12, 2025:	25% US tariffs on steel & aluminum implemented
Mar 14, 2025:	Potential US Government shutdown
Apr 1, 2025:	US inter-agency review and recommendations on US trade and tariff policy (USTR, Treasury, Commerce & Homeland Security)
Apr 2, 2025:	Potential new US country-based (Europe?), sector-based (auto, pharma, semis?) and reciprocal tariff announcements

Source: (1) Bloomberg. Data as of February 21, 2025.

**Will reciprocal tariffs
threatened for April 1st
evolve into a more expansive
and dangerous phase of the
trade war?**

Reciprocal Tariffs are Larger Than Universal Tariffs

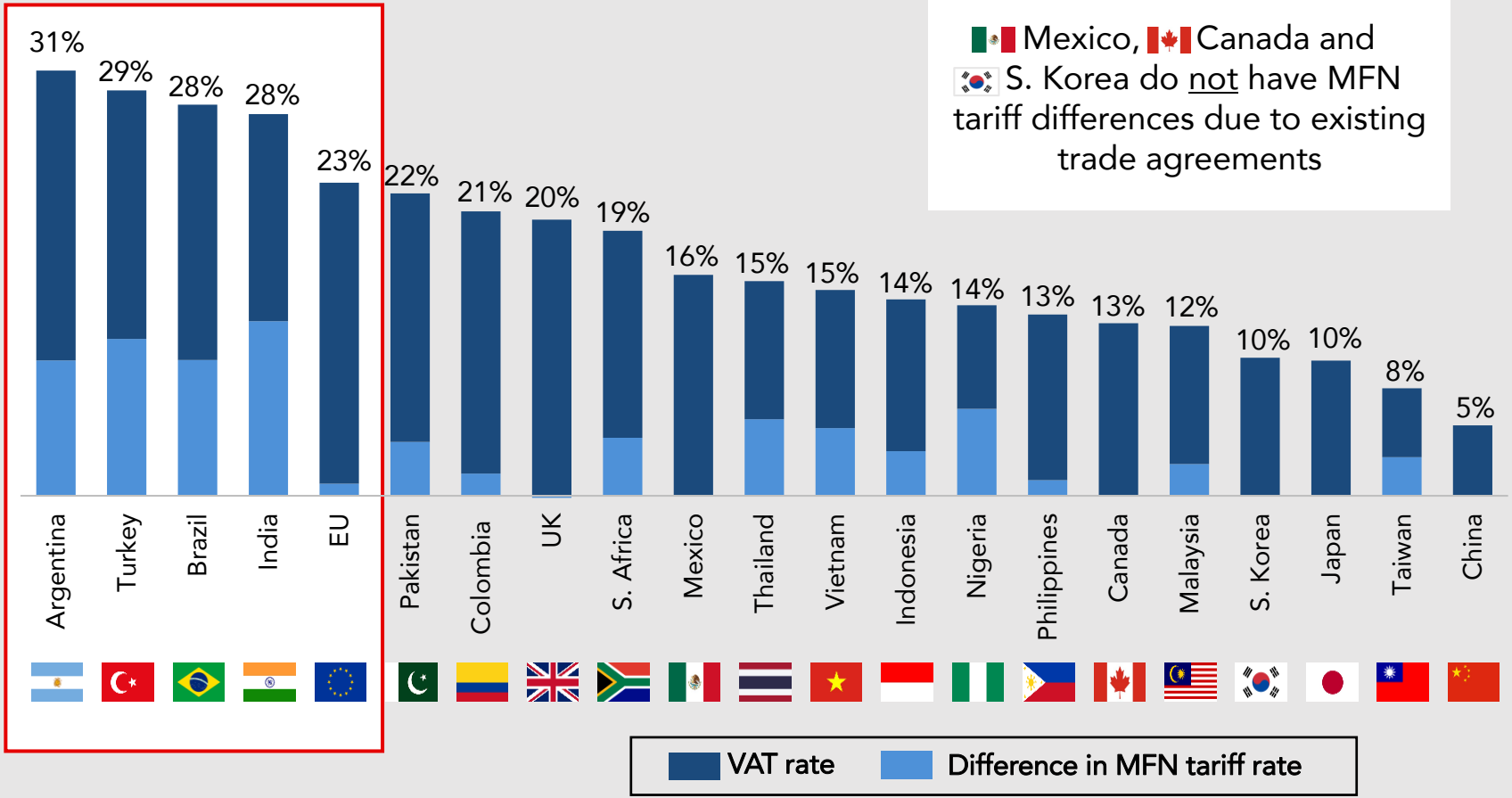
Global tariff rates on the US



Source: Bloomberg Government. UNCTAD TRAINS. Office of the USTR. Uses simple average form latest year available. Uses EU average for all EU countries. US-China accounts for additional tariffs.

Countries More Vulnerable To Reciprocal Tariffs

Difference in most favored nation tariff rate + VAT rate

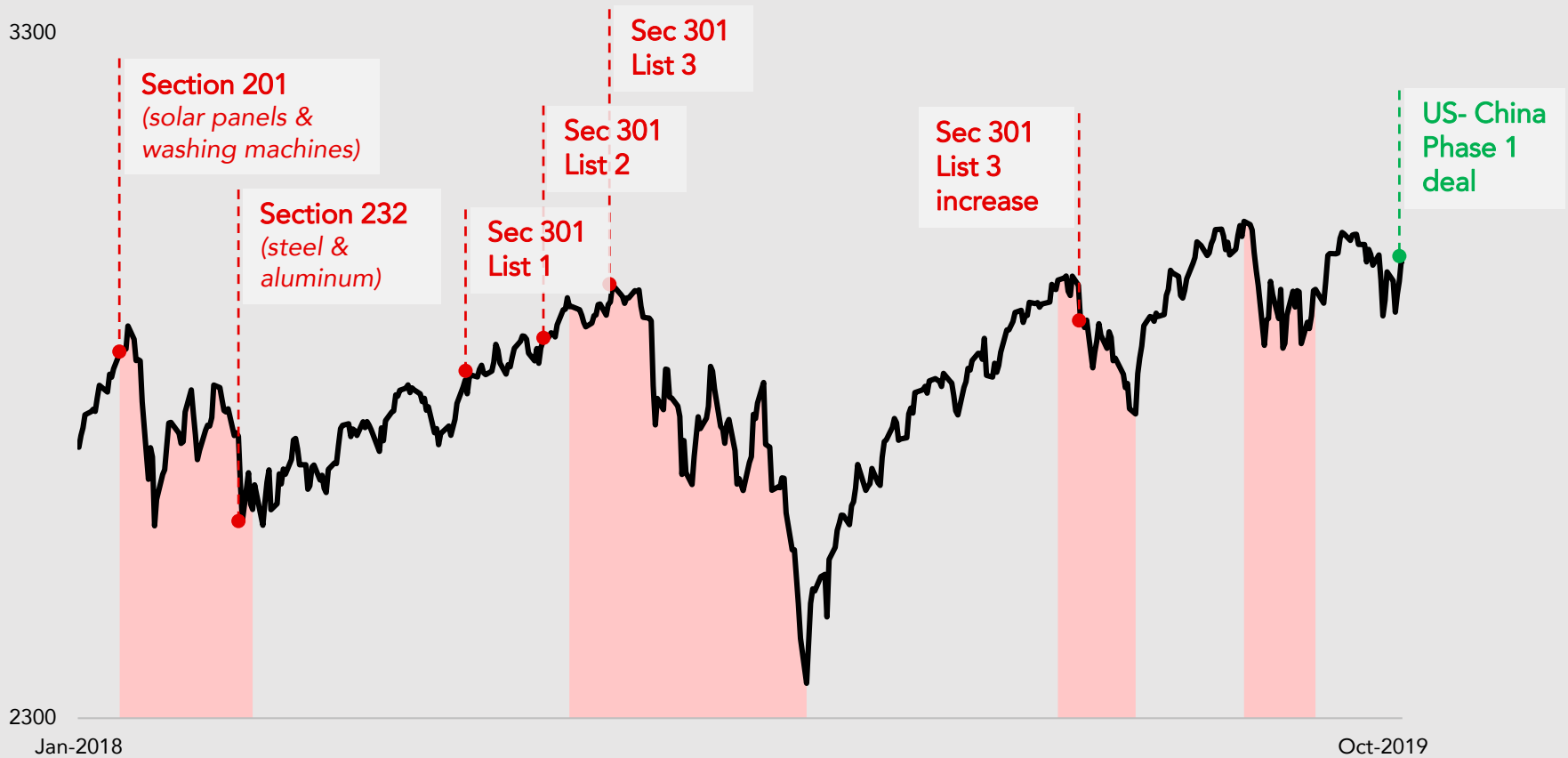


Source: (1) Capital Economics. Bloomberg, "Trump Widens Trade Fight to Include Global Taxes and Regulation." China figure is CE estimate. Canada VAT figure includes provincial sales tax. UK, Japan, and China have lower MFN rates on US, negative values not shown on graph.

**Will USD corporate bonds
be more resilient to trade
and policy escalation than
stocks, currencies and
commodities?**

Equities & Risk Assets Vulnerable to Trade Policy

S&P 500 during 2018-19 trade war

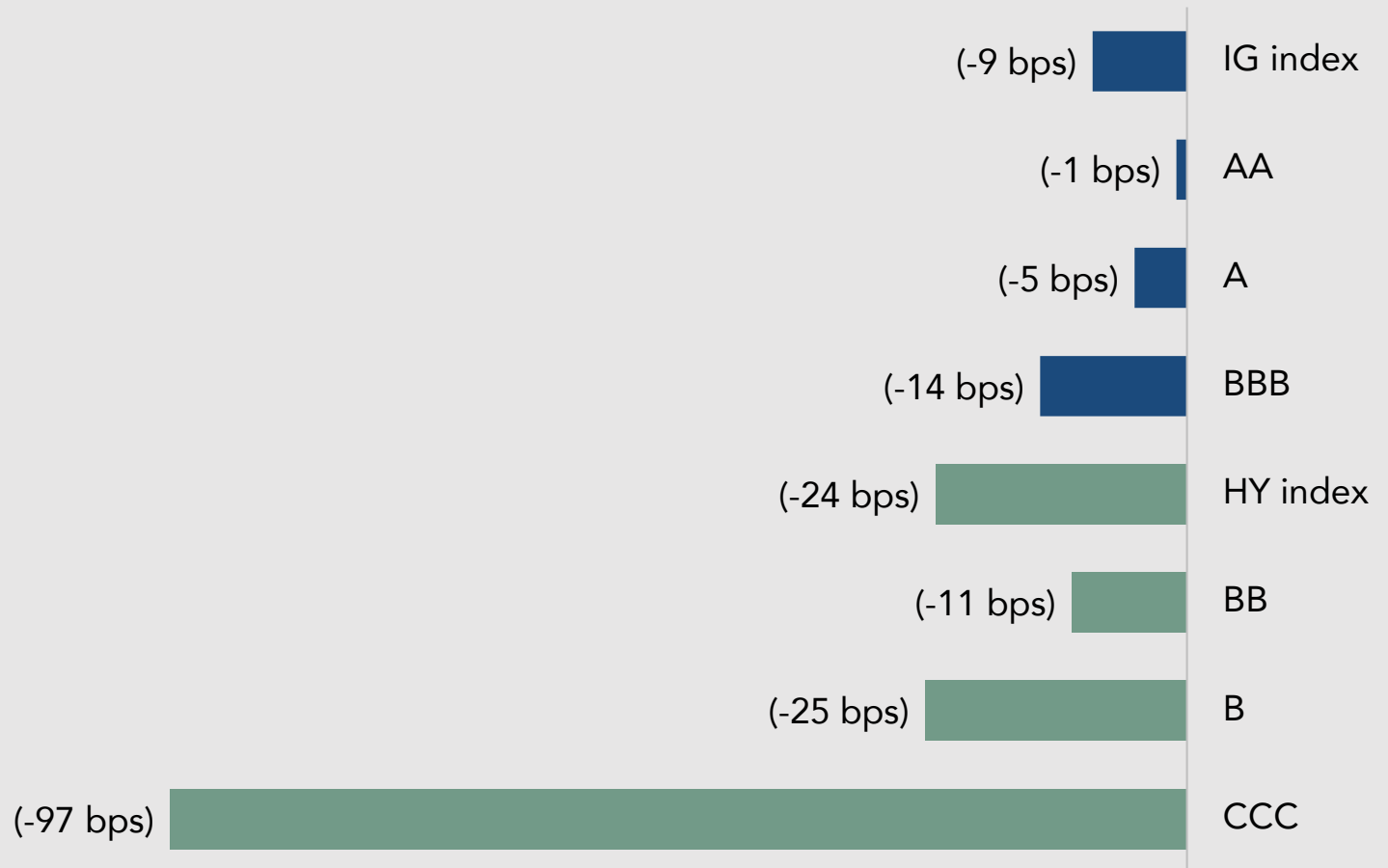


Source: (1) Bloomberg.

USD Spread Tightening Since Oct 1, 2024



USD credit spread performance



Source: (1) Bloomberg. Data as of February 24, 2025.

USD Credit Spreads Near Multi-Decade Tights



USD IG OAS

Historic recession threshold: 250 bps

LT 30 yr avg: 150 bps

Tightest levels since 1998

80 bps

(-49 bps)

Nov-2023

Feb-2025

USD HY OAS

Historic recession threshold: 800 bps

LT 30 yr avg: 525 bps

Tightest levels since 2007

271 bps

(-167 bps)

Nov-2023

Feb-2025

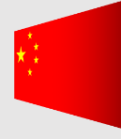
Source: (1-2) Bloomberg. Data as of February 24, 2025. 30 year average is 1994-2023.

Is President Trump pursuing rapprochement with China in his 2nd term, or is a more profound US-China decoupling underway?

US-China Decoupling More Likely Than Rapprochement

US decoupling from China

1. Trade wars, tariffs (50-60%)
2. Supply chain movement "away from China"
3. Possible revocation of China's PNTR status
4. Tech licensing restrictions & export controls
5. Inbound & outbound FDI restrictions
6. Outbound investment screenings
7. Capital wars: financial market restrictions
8. Entity List commercial restrictions
9. Social media platform bans
10. Geo-strategic rivalry



China decoupling from US

1. Retaliatory tariffs
2. Reducing US trade and tech dependency
3. Slowing pace of UST purchases
4. Unreliable entity listings
5. Anti-foreign sanctions enforcement
6. Export controls (minerals & rare earths)
7. Higher regulatory pressure on US corporations
8. Market access restrictions
9. Pivoting away from US agriculture
10. Geo-strategic realignment away from the West

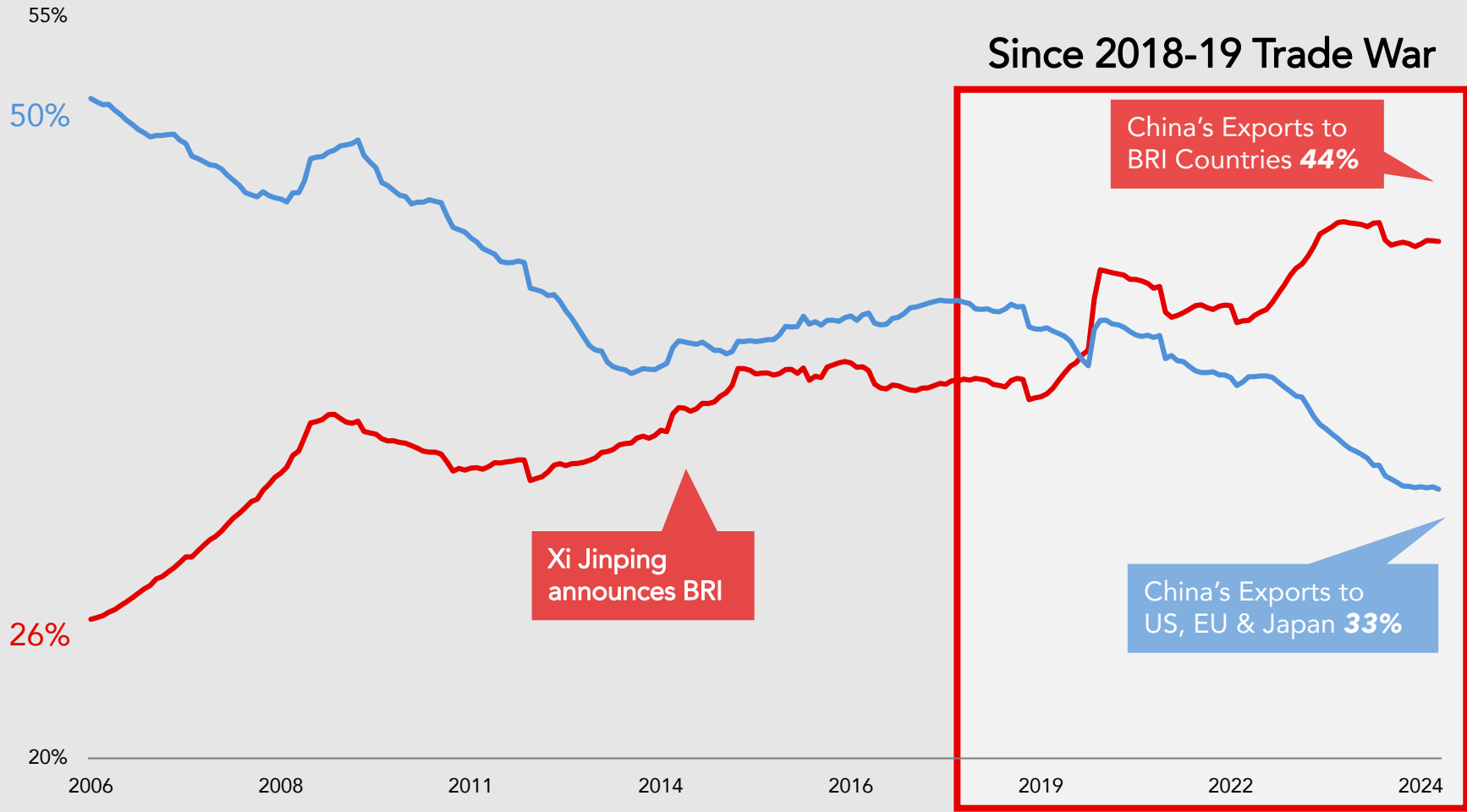
"After 30 years of globalization, we now face the very real prospect that an economic iron curtain may descend."

Former US Treasury Secretary, Henry Paulson, in Singapore in November 2018

China's Global Trade Realignment



% of total China exports

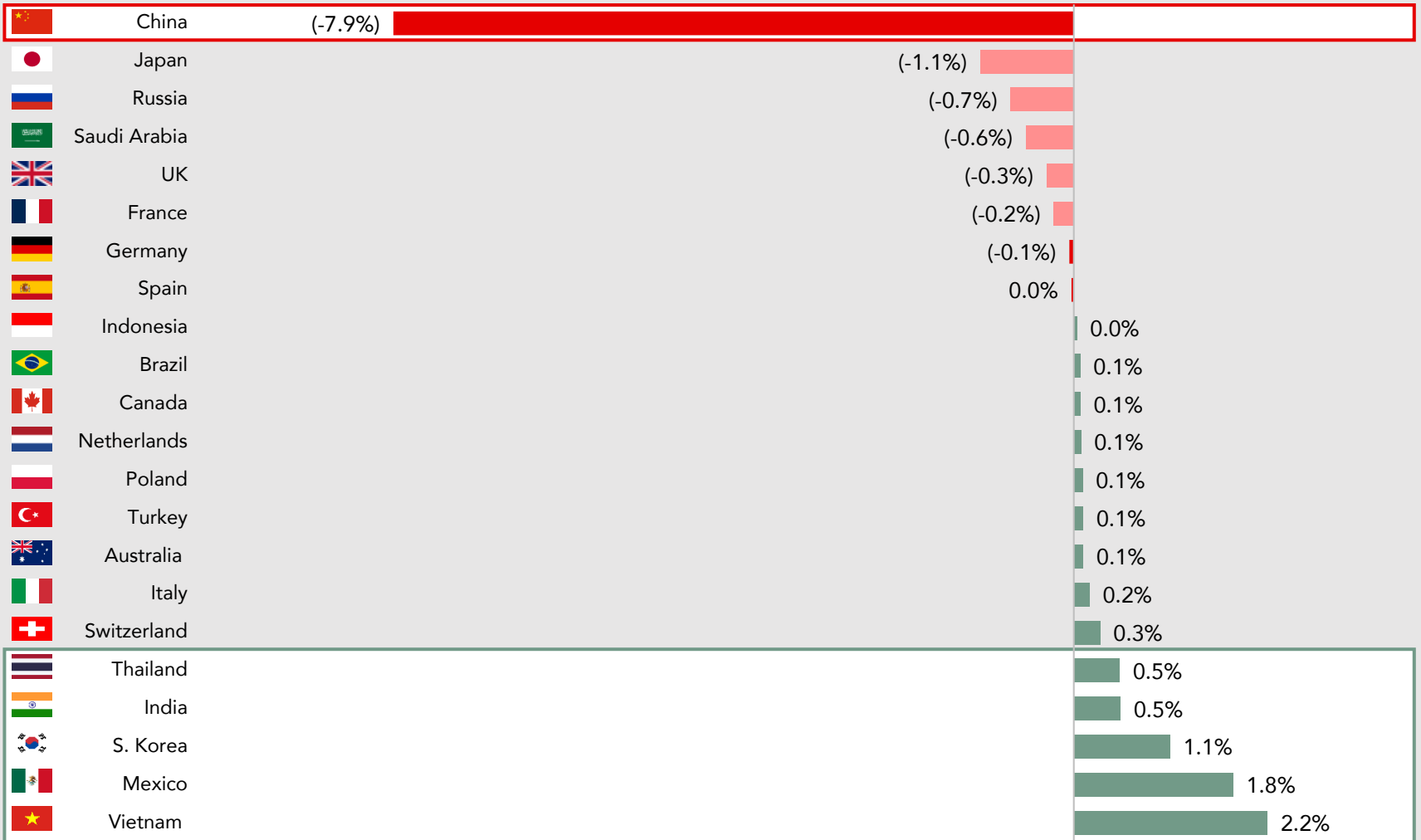


Source: (1) Bloomberg. Data as of February 19, 2025. China trade in USD terms. Customs General Administration PRC. Financial Times "China's Plan to Reshape World Trade on Its Own Terms" (Feb 25, 2024). Trade data through December 2024.

US Restructuring Supply Chains



US import market share change since December 2017



Source: (1) US Census Bureaus. Change in import market share is rolling 12-month change since December 2017. Latest data is through December 2024.



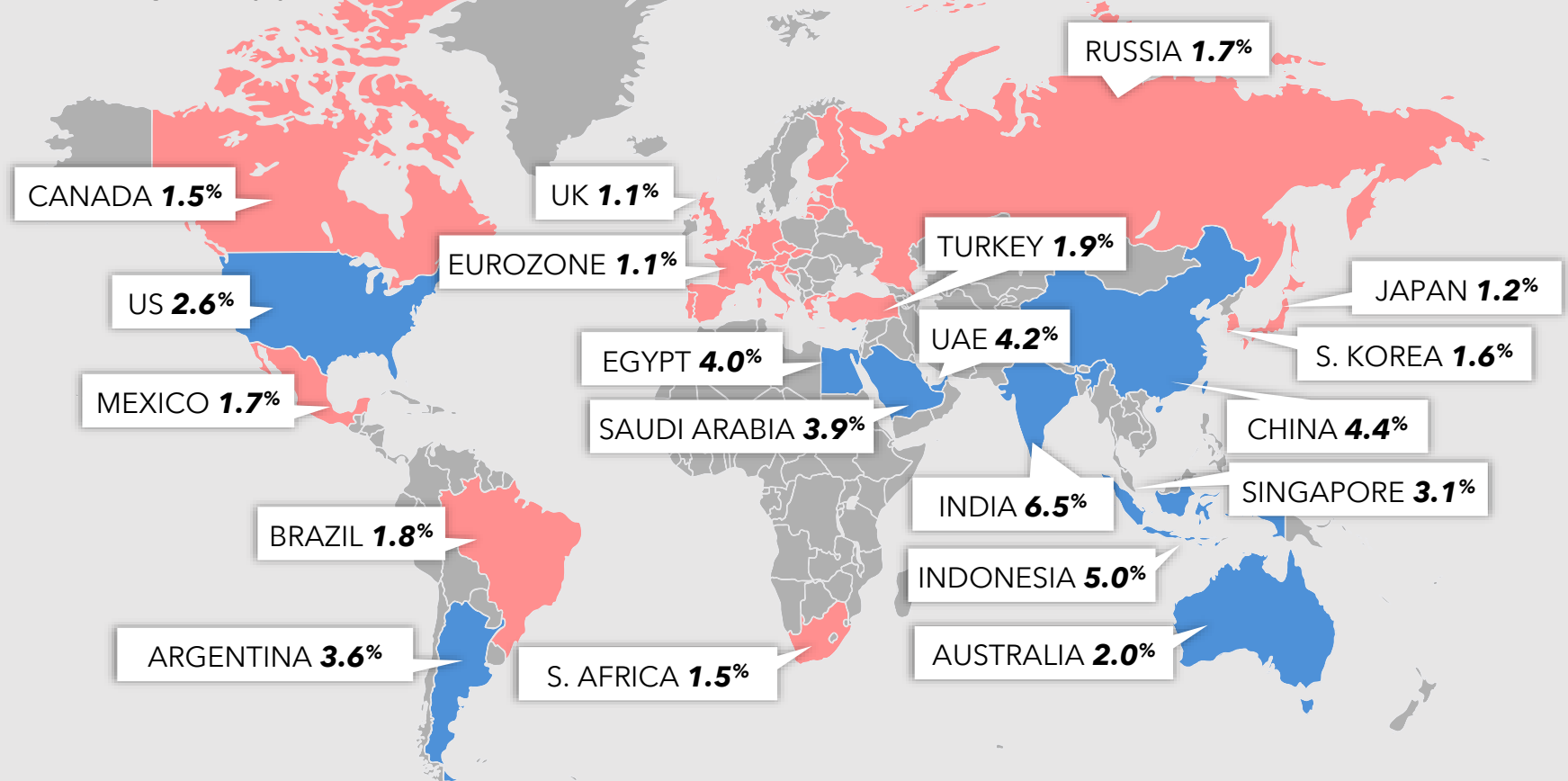
A photograph of a snowy mountain slope. In the foreground, a wooden fence runs across the frame, with its posts and rails creating a strong sense of perspective as they recede into the distance. The snow is bright white, and the sky is a clear, pale blue. In the background, more snow-capped mountains are visible under the same sky. The overall scene is bright and serene.

Appendix

Subdued Global Economy in 2025

As evident in softer commodity prices, global economic growth has generally been below trend going into 2025, and is highly vulnerable to trade policy escalation. While China and Europe have been notably under-performing among large advanced economies, growth in the US and India has been quite resilient.

2025 GDP growth, y/y










































Source: (1) Oxford Economics. Data as of February 21, 2025.

2025 Global Economic Forecasts

The global economy is expected to grow at about 2.7% in 2024, well below its long term 3.5% average, with the US one of the only advanced economies to grow above 2% in the year ahead.

GDP growth forecasts, y/y

Region / country	2024E	2025E	
North America			
 US	2.8%	2.6%	↓
 Mexico	1.5%	1.7%	↑
 Canada	1.3%	1.5%	↑
Eurozone			
 Spain	3.1%	2.5%	↓
 France	1.1%	0.8%	↓
 Netherlands	0.9%	1.3%	↑
 Italy	0.5%	0.8%	↑
 Germany	(-0.2%)	0.4%	↑
 Ireland	(-0.2%)	4.0%	↑
 Finland	(-0.4%)	1.4%	↑
Other Europe			
 Russia	3.9%	1.7%	↓
 Denmark	2.7%	2.4%	↓
 Türkiye	2.7%	1.9%	↓
 Norway	2.4%	0.8%	↓
 Poland	2.4%	3.3%	↑
 Switzerland	1.3%	1.0%	↓
 Czech Republic	1.0%	2.4%	↑
 UK	0.8%	1.1%	↑
 Sweden	0.6%	2.4%	↑
APAC			
 India	6.4%	6.5%	↑
 Indonesia	5.1%	5.0%	↓
 China	4.8%	4.4%	↓
 Singapore	4.0%	3.1%	↓
 South Korea	2.1%	1.6%	↓
 Australia	1.0%	2.0%	↑
 Japan	(-0.2%)	1.2%	↑
 New Zealand	(-0.3%)	1.2%	↑
LatAm			
 Brazil	3.2%	1.8%	↓
 Chile	2.3%	2.4%	↑
 Colombia	1.8%	2.1%	↑
 Argentina	(-2.3%)	3.6%	↑
MENA			
 UAE	3.7%	4.2%	↑
 Sub-Saharan Africa	3.4%	3.6%	↑
 Egypt	2.9%	4.0%	↑
 Qatar	1.9%	2.1%	↑
 Oman	1.5%	2.1%	↑
 Saudi Arabia	1.4%	3.9%	↑
 South Africa	0.7%	1.5%	↑
 Kuwait	(-2.0%)	2.0%	↑

Source: (1) Oxford Economics. Data as of February 19, 2025.

2025 Global Currency Forecasts

Currency pair	Spot (Feb 24)	Q1 2025	Q2 2025	Q3 2025	Q4 2025
EUR / USD	1.05	0.99	1.02	1.05	1.08
GBP / USD	1.26	1.20	1.24	1.28	1.30
USD / JPY	150	154	152	150	148
USD / CNY	7.25	7.40	7.50	7.50	7.40
AUD / USD	0.64	0.59	0.60	0.62	0.64
NZD / USD	0.57	0.54	0.54	0.56	0.58
USD / CAD	1.42	1.52	1.47	1.45	1.42
USD / NOK	11.12	12.02	11.86	11.43	11.02
USD / SEK	10.66	11.72	11.57	11.14	10.74
USD / CHF	0.90	0.94	0.90	0.89	0.87
USD / MXN	20.47	22.00	21.50	21.25	20.75
USD / BRL	5.73	5.95	6.10	6.20	6.30

Source: (1) MUFG Annual Foreign Exchange Outlook - February 2025. (Derek Halpenny). Bloomberg.

Denotes peak USD strength

2025 MUFG Global Rates Forecasts

	Spot (Feb 24)	Q1 2025		Q2 2025		Q3 2025		Q4 2025	
		MUFG	Consensus	MUFG	Consensus	MUFG	Consensus	MUFG	Consensus
Fed Funds	4.50%	4.50%	4.35%	4.25%	4.20%	4.00%	4.05%	4.00%	3.95%
2 yr UST	4.22%	4.38%	4.14%	4.13%	4.01%	4.25%	3.89%	4.00%	3.82%
5 yr UST	4.28%	4.63%	4.29%	4.50%	4.21%	4.38%	4.13%	4.25%	4.08%
10 yr UST	4.45%	4.75%	4.47%	4.75%	4.42%	4.63%	4.36%	4.63%	4.34%
30 yr UST	4.69%	5.00%	4.68%	5.00%	4.65%	4.88%	4.60%	4.88%	4.57%

Source: (1) MUFG Global Macro Research (George Goncalves). Bloomberg. Data as of February 24, 2025. Fed funds is upper bound.

2025 MUFG Commodities Forecasts

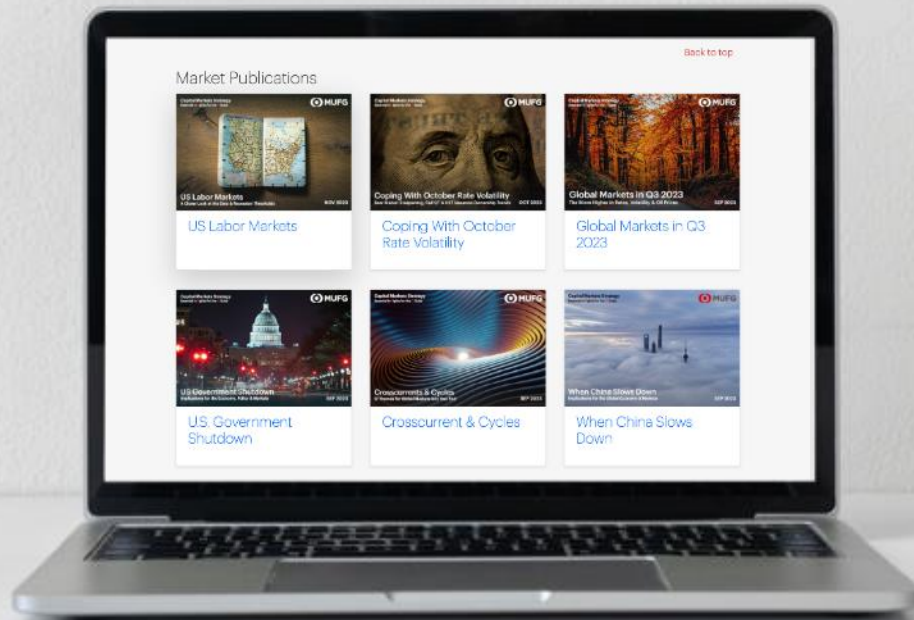
	Spot (Feb 24)	Q1 2025		Q2 2025		Q3 2025		Q4 2025	
		MUFG	Consensus	MUFG	Consensus	MUFG	Consensus	MUFG	Consensus
WTI	\$70	\$68	\$72	\$64	\$71	\$69	\$70	\$72	\$70
Brent	\$74	\$73	\$75	\$69	\$75	\$74	\$74	\$77	\$73
US Nat Gas	\$3.95	\$3.20	\$3.21	\$2.90	\$3.10	\$2.70	\$3.50	\$2.90	\$3.80
Euro Nat Gas	€46	€52	€50	€38	€43	€33	€40	€29	€40

Source: (1) MUFG Commodities Research (Ehsan Khoman). Bloomberg. Data as of February 21, 2025.



LEARN MORE

Click or scan the QR code to view past reports, policy notes and more.



About the Authors



Tom Joyce

Managing Director
Capital Markets Strategist
New York, NY

Tom.Joyce@mufgsecurities.com
(212) 405-7472

Role

Tom Joyce is a Managing Director and Capital Markets Strategist within MUFG's global capital markets and investment banking business. Based in New York, Tom heads a team that creates customized analytical content for multi-national S&P 500 companies. His team provides in depth analysis on the impact of economic, political, public policy and regulatory dynamics on the US credit, foreign exchange, rates and commodities markets.

Experience

Tom has over 30 years of Investment Banking experience in New York, London, Hong Kong, and San Francisco. Tom created and built the Capital Markets Strategy role, advising corporate C-Suite executives (Boards, CEOs, CFOs, and Treasurers) on the pervasive macro forces driving markets. Tom also presents at dozens of corporate events each year including Board meetings, CEO ExCo sessions, CFO and Treasury off-sites, corporate leadership events and conferences.

Education

Tom's educational background includes a year of study at Oxford University from 1991 - 1992, a Bachelor of Arts in Political Science from Holy Cross College in 1993, and a MBA from Kellogg Business School, Northwestern University in 2000.

Personal

Tom resides in New Canaan, CT with his wife and four sons, where he previously served on the Board of Trustees of the New Canaan Library. Tom also serves on the President's Council of Holy Cross College.

About the Authors



Stephanie Kendal

Vice President
Capital Markets Strategist
New York, NY

Stephanie.Kendal@mufgsecurities.com
(212) 405-7443

Role

Stephanie Kendal is a Vice President in MUFG's Capital Markets Strategy group within the global capital markets and investment banking business. The team provides market based content for corporate clients to assist in strategic decision making. Focus areas include the impact of economic, political, public policy and regulatory dynamics on the US credit, foreign exchange, rates and commodities markets.

Experience

Stephanie has spent nearly seven years as a Capital Markets Strategist. She is an active member of the University of Michigan recruiting team and is focused on the diversity recruiting effort at MUFG. Stephanie is also a part of MUFG's DEI, Culture & Philanthropy (DCP) Council.

Education

Stephanie graduated with honors from the University of Michigan's Ross School of Business with a BBA .

Personal

Stephanie is actively involved in NYC's iMentor program, mentoring high school students with their journey to college graduation. She also volunteers at Experience Camps, a free summer camp program for grieving children.



Angela Sun

Analyst
Capital Markets Strategist
New York, NY

Angela.Sun@mufgsecurities.com
(212) 405-6952

Role

Angela Sun is an Analyst in MUFG's Capital Markets Strategy group within the global capital markets and investment banking business. The team provides market based content for corporate clients to assist in strategic decision making. Focus areas include the impact of economic, political, public policy and regulatory dynamics on the US credit, foreign exchange, rates and commodities markets.

Experience

Angela previously interned at MUFG working in Capital Markets within the Equity Capital Markets and Leveraged Finance divisions. She is also an active member of the Carnegie Mellon University recruiting team.

Education

Angela graduated with honors from Carnegie Mellon University's Tepper School of Business with a BS in Business Administration with an additional major in Statistics and a minor in Media Design. She was a member of Alpha Kappa Psi business fraternity and the Undergraduate Entrepreneurship Association.



Click or scan the QR code to view past reports, policy notes and more.



Disclaimer

The information herein provided is for information purposes only, and is not to be used or considered as investment research, a proposal or the solicitation of an offer to sell or to buy or subscribe for securities or other financial instruments. Neither this nor any other communication prepared by MUFG Bank, Ltd. ("MUFG Bank"), MUFG Securities Americas Inc., or other MUFG group companies (collectively, "MUFG") is or should be construed as investment advice, a recommendation or proposal to enter into a particular transaction or pursue a particular strategy, or any statement as to the likelihood that a particular transaction or strategy will be effective in light of your business objectives or operations. Before entering into any particular transaction, you are advised to obtain such independent financial, legal, accounting and other advice as may be appropriate under the circumstances. In any event, any decision to enter into a transaction will be yours alone, not based on information prepared or provided by MUFG. MUFG hereby disclaims any responsibility to you concerning the characterization or identification of terms, conditions, and legal or accounting or other issues or risks that may arise in connection with any particular transaction or business strategy. MUFG is not acting and does not purport to act in any way as an advisor or in a fiduciary capacity.

Certain information contained in this presentation has been obtained or derived from third party sources and such information is believed to be correct and reliable but has not been independently verified. While MUFG believes that factual statements herein and any assumptions on which information herein are based, are in each case accurate, MUFG makes no representation or warranty regarding such accuracy and shall not be responsible for any inaccuracy in such statements or assumptions. Note that MUFG may have issued, and may in the future issue, other reports that are inconsistent with or that reach conclusions different from the information set forth herein. Such other reports, if any, reflect the different assumptions, views and/or analytical methods of the analysts who prepared them, and MUFG is under no obligation to ensure that such other reports are brought to your attention. Furthermore, the information may not be current due to, among other things, changes in the financial markets or economic environment and MUFG has no obligation to update any such information contained in this presentation. This presentation is not intended to forecast or predict future events. Past performance is not a guarantee or indication of future results. Any prices provided herein (other than those identified as being historical) are indicative only and do not represent firm quotes as to either price or size. This presentation has been prepared by members of our capital markets strategy team and does not necessarily represent the MUFG "house" view.

This presentation is proprietary to MUFG Securities and may not be quoted, circulated or otherwise referred to without our prior written consent. Notwithstanding this, MUFG Securities shall not be liable in any manner whatsoever for any consequences or loss (including but not limited to any direct, indirect or consequential loss, loss of profits and damages) arising from any reliance on or usage of this presentation and accepts no legal responsibility to any investor who directly or indirectly receives this material.

IRS Circular 230 Disclosure: MUFG Securities does not provide tax advice. Accordingly, any discussion of U.S. tax matters included herein (including any attachments) is not intended or written to be used, and cannot be used, in connection with the promotion, marketing or recommendation by anyone not affiliated with MUFG Securities of any of the matters addressed herein or for the purpose of avoiding U.S. tax-related penalties.

The MUFG logo and name is a service mark of Mitsubishi UFJ Financial Group, Inc., and may be used by it or other MUFG group companies for branding or marketing purposes. Group companies include MUFG Bank, MUFG Americas Capital Leasing & Finance, LLC, Mitsubishi UFJ Trust and Banking Corporation, MUFG Securities Americas Inc., and deposit activities performed by banking affiliates of MUFG, including, in the United States, MUFG Bank.

MUFG Bank is NOT a member of the FDIC and its deposit products are NOT insured by the FDIC or by any other government agency.

© 2025 Mitsubishi UFJ Financial Group Inc. All rights reserved.