

Small meeting with outside directors

March 22, 2024

Profile of Outside Directors



Hirofumi Nomoto

Member of the Board of Directors
(Lead Independent Outside Director)

Tenure as an Outside Director: Four years

● Ordinary Shares: 25,000 ■ 10/10

Chairman & Representative Director,
TOKYU CORPORATION

1971 Joined TOKYU CORPORATION

2003 Executive General Manager of Media Business
Headquarters of TOKYU CORPORATION

2004 President & Representative Director of its
communications Inc.

2007 Director of TOKYU CORPORATION
Executive Officer of Real Estate Development
Business Unit of TOKYU CORPORATION

2008 Managing Director of TOKYU CORPORATION
Senior Managing Director of TOKYU CORPORATION

2010 Executive Officer & Senior Executive General
Manager of Urban Life Produce Business Unit of
TOKYU CORPORATION

Senior Managing Director & Representative
Director of TOKYU CORPORATION

2011 President & Representative Director of TOKYU
CORPORATION

2018 Chairman & Representative Director of TOKYU
CORPORATION (current)

2019 Member of the Board of Directors (Outside
Director), MUFG (current)
President & CEO of THREE HUNDRED CLUB Co.,
Ltd. (current)



Tarisa Watanagase

Member of the Board of Directors
(Outside Director)

Tenure as an Outside Director: Six years

● Ordinary Shares: 0 ■ 10/10

Former Governor, the Bank of Thailand

1975 Joined the Bank of Thailand

1988 Economist, International Monetary Fund
(On the Secondment)

2002 Deputy Governor of the Bank of Thailand

2006 Governor of the Bank of Thailand

2010 Retired from the Bank of Thailand

2013 Outside Director of the Siam Cement Public
Company Limited

2017 Member of the Board of Directors (Outside
Director), MUFG (current)

● Type and Number of MUFG Shares Owned as of March 31, 2023 (Dilutive Shares: The number of corresponding vested points in the stock compensation system using a trust structure.)

■ Attendance at Board of Directors Meetings (FY2022)

Composition of the Board of Directors and Skill Matrix

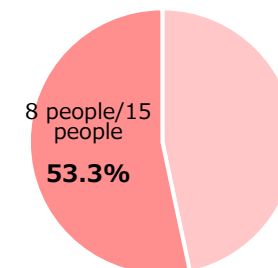
(as of end June 2023)

List of Directors

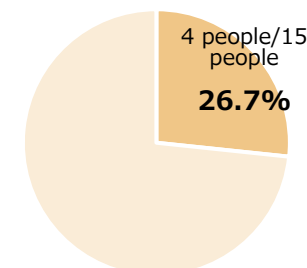
| | Name | Gender | Current position at MUFG and committee-related duties ^{*1} | | | | Knowledge, expertise and experience | | | | | | |
|--------------------|-------------------|--------|---|------------------------|-----------------|----------------|-------------------------------------|---------|----------------------|---------------|--------|------------|----------------|
| | | | Nominating and Governance Committee | Compensation Committee | Audit Committee | Risk Committee | Corporate management | Finance | Finance & accounting | Legal affairs | Global | IT/digital | Sustainability |
| Outside directors | Mariko Fujii | Female | ○ | ○ | | ◎ | | ● | | | ● | | |
| | Keiko Honda | Female | | | ○ | | | ● | | ● | | ● | |
| | Kaoru Kato | Male | ○ | ○ | ○ | | ● | | | | ● | ● | |
| | Satoko Kuwabara | Female | ○ | ◎ | | | | | ● | ● | | ● | |
| | Hirofumi Nomoto | Male | ◎ | ○ | | | ● | | | | ● | ● | |
| | David Sneider | Male | | | | ○ | | | ● | ● | | | |
| | Koichi Tsuji | Male | | | ◎ | | | | ● | ● | | | |
| Tarisa Watanagase | Female | | | | ○ | | ● | | ● | | | | |
| Internal directors | Kenichi Miyanaga | Male | | | ○ | | | | | ● | | | |
| | Ryoichi Shinke | Male | | | ○ | | | | | ● | | | |
| | Kanetsugu Mike | Male | | | | | | | ● | ● | ● | | |
| | Hironori Kamezawa | Male | ○ | ○ | | | | | ● | ● | ● | | |
| | Iwao Nagashima | Male | | | | | | | ● | | ● | | |
| | Junichi Hanzawa | Male | | | | | | | | | ● | | |
| | Makoto Kobayashi | Male | | | | | | | ● | | ● | | |

*1 ◎: Chairperson of the Committee; ○: Committee member

Percentage of Independent Outside Directors



Percentage of women



Percentage of foreign nationals

