



Small meeting with outside directors

March 10, 2021



Profile of outside directors



Member of the Board of Directors (Outside Director)

Hirofumi Nomoto

● Ordinary Shares: 25,000 ■ 8/8

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
- 2010 Senior Managing Director & Representative Director of Tokyu Corporation
- 2011 President & Representative Director, Tokyu Corporation
- 2018 Chairman & Representative Director, Tokyu Corporation (current)
- 2019 Member of the Board of Directors (Outside Director), MUFG (current)



Member of the Board of Directors (Outside Director)

Keiko Honda

● Ordinary Shares: 0 ■ –

Former Chief Executive Officer of Multilateral Investment Guarantee Agency, World Bank Group

- 1984 Joined Bain & Company Japan, Inc.
- 1986 Joined Shearson Lehman Brothers Securities Co., Ltd.
- 1989 Joined McKinsey & Company Inc. Japan
- 1999 Partner of McKinsey & Company Inc. Japan
- 2007 Director (Senior Partner) of McKinsey & Company Inc. Japan
- 2013 Chief Executive Officer of Multilateral Investment Guarantee Agency, World Bank Group
- 2019 Retired from Chief Executive Officer of Multilateral Investment Guarantee Agency, World Bank Group
- 2020 Adjunct Professor and Adjunct Senior Research Scholar of School of International and Public Affairs, Columbia University (current)
Outside Director of AGC Inc. (current)
Member of the Board of Directors (Outside Director), MUFG (current)

- Type and Number of MUFG Shares Owned as of March 31, 2020
- Attendance at Board of Directors Meetings (FY2019)

Insights offered by outside directors

- Independent outside directors accounting for the majority of the Board of Director membership
- Diversified director composition from various perspectives such as expertise, regionality and gender

Name	Current position at MUFG and committee-related Duties	Other public Co. Boards (#)	Expertise			
			Business Admin.	Finance	Accounting	Law
1 Mariko Fujii	Reelected Outside Independent Director Nominating, Compensation Risk (Chairperson)	1	–	●	–	–
2 Keiko Honda	Newly elected Outside Independent Director	1	–	●	–	–
3 Kaoru Kato	Reelected Outside Independent Director Nominating, Compensation Audit	0	●	–	–	–
4 Haruka Matsuyama	Reelected Outside Independent Director Nominating Compensation (Chairperson)	3	–	–	–	●
5 Toby S. Myerson	Reelected Outside Independent Director Risk	0	–	–	–	●
6 Hirofumi Nomoto	Reelected Outside Independent Director Nominating (Chairperson) Compensation	4	●	–	–	–
7 Yasushi Shingai	Reelected Outside Independent Director Audit Risk	2	●	–	●	–
8 Tarisa Watanagase	Reelected Outside Independent Director Risk	1	–	●	–	–
9 Akira Yamate	Reelected Outside Independent Director Audit (Chairperson)	0	–	–	●	–

* As of end Jan 2021.

Nominating: Nominating and Governance Committee member
Compensation: Compensation Committee member

Audit: Audit Committee member
Risk: Risk Committee member