

# Small meeting with outside directors

March 14, 2023

Mitsubishi UFJ Financial Group, Inc.



# Profile of outside directors



**Mariko Fujii**

Member of the Board of Directors  
(Outside Director)

Tenure as an Outside Director: Three years  
● Ordinary Shares: 0 ■ 10/10

Former Ambassador Extraordinary and Plenipotentiary of Japan to the Republic of Latvia  
Emeritus Professor of The University of Tokyo

- 1977 Joined Ministry of Finance of Japan
- 1997 Director, International Affairs and Research Division, Customs and Tariff Bureau, Ministry of Finance
- 1999 Associate Professor, Research Center for Advanced Science and Technology, The University of Tokyo
- 2001 Professor, Research Center for Advanced Economic Engineering, The University of Tokyo
- 2004 Professor, Research Center for Advanced Science and Technology, National University Corporation, The University of Tokyo
- 2014 Outside Director of Electric Power Development Co., Ltd.
- 2015 Retired from The University of Tokyo  
Retired from Outside Director of Electric Power Development Co., Ltd.  
Ambassador Extraordinary and Plenipotentiary of Japan to the Republic of Latvia
- 2016 Emeritus Professor of The University of Tokyo (current)
- 2019 Retired from Ambassador of Japan to the Republic of Latvia  
Outside Director of NTT DATA CORPORATION (current)  
Member of the Board of Directors (Outside Director), MUFG (current)



**Yasushi Shingai**

Member of the Board of Directors  
(Outside Director)

Tenure as an Outside Director: Four years  
● Ordinary Shares: 0 ■ 10/10

Former Executive Vice President and Representative Director of Japan Tobacco Inc.

- 1980 Joined Japan Tobacco and Salt Public Corporation (current Japan Tobacco Inc.)
- 2001 Vice President of Finance Planning Division of Japan Tobacco Inc.
- 2004 Senior Vice President, Head of Finance Group of Japan Tobacco Inc.  
Senior Vice President, Chief Financial Officer of Japan Tobacco Inc.
- 2005 Member of the Board, Senior Vice President, and Chief Financial Officer of Japan Tobacco Inc.
- 2006 Member of the Board of Japan Tobacco Inc.  
Executive Vice President and Deputy CEO of JT International S.A.
- 2011 Representative Director and Executive Vice President of Japan Tobacco Inc.
- 2014 External Board Director of Recruit Holdings Co., Ltd.
- 2018 Member of the Board of Japan Tobacco Inc.  
Outside Director of Asahi Group Holdings, Ltd.  
Outside Director of ExaWizards Inc. (current)  
Member of the Board of Directors (Outside Director), MUFG (current)
- 2019 Outside Director of Dai-ichi Life Holdings, Inc. (current)
- 2022 Outside Director of Olympus Corporation (current)



**Koichi Tsuji**

Member of the Board of Directors  
(Outside Director)

Tenure as an Outside Director: One year  
● Ordinary Shares: 0 ■ 9/9\*1

Certified Public Accountant

- 1984 Joined Peat Marwick Mitchell & Co.
- 1988 Registered as Certified Public Accountant in Japan
- 1989 Resident Representative, Zurich, Switzerland
- 2004 Senior Partner of Ernst & Young ShinNihon LLC
- 2016 Chairman & CEO of Ernst & Young ShinNihon LLC
- 2019 Chairman & CEO of EY Japan Godo Kaisha  
Member of the Board of Directors of EY Japan Co., Ltd.
- 2021 Member of the Board of Directors (Outside Director), MUFG (current)

● Type and Number of MUFG Shares Owned as of March 31, 2022 (Dilutive Shares: The number of corresponding vested points in the stock compensation system using a trust structure.)

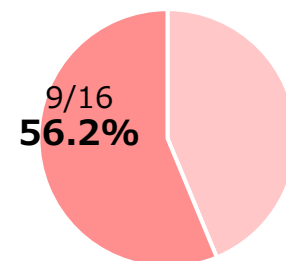
■ Attendance at Board of Directors Meetings (FY2021)

# Governance (Structure of the Board of Directors)

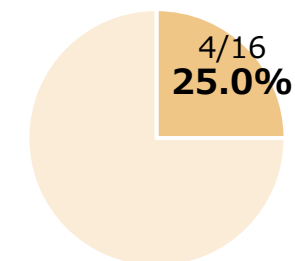
Name	Committee-related duties	Independent Outside	Knowledge, expertise and experience						
			Corporate management	Finance	Finance & accounting	Legal affairs	Global	IT/digital	Sustainability
1 Mariko Fujii	Nominating Compensation Risk*	●	–	●	–	–	●	–	–
2 Keiko Honda	Audit	●	–	●	–	–	●	–	●
3 Kaoru Kato	Nominating Compensation Audit	●	●	–	–	–	–	●	●
4 Satoko Kuwabara	Nominating Compensation*	●	–	–	–	●	●	–	●
5 Toby S. Myerson	Risk	●	–	–	–	●	●	–	–
6 Hirofumi Nomoto	Nominating* Compensation	●	●	–	–	–	–	●	●
7 Yasushi Shingai	Audit Risk	●	●	–	●	–	●	●	●
8 Koichi Tsuji	Audit*	●	–	–	●	–	●	–	–
9 Tarisa Watanagase	Risk	●	–	●	–	–	●	–	–
10 Ritsuo Ogura	Audit	●	Extensive knowledge of MUFG's business and the ability to appropriately perform management of MUFG	–	–	–	–	–	–
11 Kenichi Miyanaga	Audit			●	–	–			
12 Kanetsugu Mike				●	●	●			
13 Hironori Kamezawa	Nominating Compensation			●	●	●			
14 Iwao Nagashima				●	–	●			
15 Junichi Hanzawa				–	–	●			
16 Makoto Kobayashi				●	–	●			

(As of end June 2022)

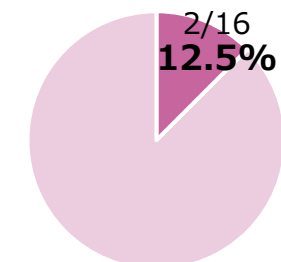
**Independent outside directors**



**Female directors**



**Foreign nationals**



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