

# Small Meeting with Outside Directors

March 2025

# Profile of Outside Directors



**Keiko Honda**  
Member of the Board  
of Directors (Outside  
Director)

Tenure as an Outside Director: Four years  
● Ordinary Shares: 0 ■ 9/9

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  
2007 Director (Senior Partner) of McKinsey & Company  
2013 Executive Vice President of Multilateral Investment Guarantee Agency, World Bank Group  
2014 Executive Vice President & CEO of Multilateral Investment Guarantee Agency, World Bank Group  
2019 Retired from 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)  
2022 Outside Director of the Board of Recruit Holdings Co., Ltd. (current)



**David Sneider**  
Member of the Board  
of Directors (Outside  
Director)

Tenure as an Outside Director: One year  
● Ordinary Shares: 0 ■ 8/8<sup>\*1</sup>

Attorney at law  
1984 Associate of Paul, Weiss, Rifkind, Wharton & Garrison LLP  
1985 Registered as an attorney at law, admitted in State of New York in the United States  
1987 Director and Counsel of Legal Department of Salomon Brothers Inc.  
1992 Associate of Simpson Thacher & Bartlett LLP  
1994 Partner of Simpson Thacher & Bartlett LLP  
2022 Outside Director of PHC Holdings Corporation (current)  
2023 Member of the Board of Directors (Outside Director), MUFG (current)

● Type and Number of MUFG Shares Owned as of March 31, 2024 (Dilutive Shares: The number of corresponding vested points in the stock compensation system using a trust structure.)

■ Attendance at Board of Directors Meetings (FY2023)

<sup>\*1</sup> Attendance rate for Board of Directors meetings held since assuming office in June 2023.

# Composition of the Board of Directors and skill matrix

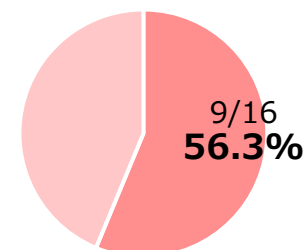
List of Directors

Name		Gender	Current position at MUFG and committee-related duties <sup>1)</sup>				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	◎	○			●					●	●	
	Mari Elka Pangestu	Female				○		●			●		●	
	Hiroshi Shimizu	Male				○	●	●				●	●	
	David Sneider	Male				○				●	●			
Koichi Tsuji	Male			◎				●		●				
Internal directors	Kenichi Miyanaga	Male			○		Internal directors shall have extensive knowledge of MUFG Group's business and the ability to appropriately perform management of MUFG Group					●		
	Ryoichi Shinke	Male			○							●		
	Kanetsugu Mike	Male										●	●	●
	Hironori Kamezawa	Male	○	○								●	●	●
	Iwao Nagashima	Male										●		●
	Junichi Hanzawa	Male												●
	Makoto Kobayashi	Male										●		●

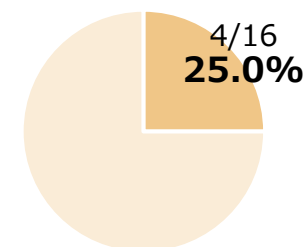
<sup>1</sup> ◎: Chairperson of the Committee; ○: Committee member

Excerpt from the Integrated Report  
(As at June 2024)

% of Outside Directors



% of women



% of foreign nationals

