

IR event: Investors Meeting with Outside Directors

March 18, 2026

Profile of Outside Directors



Keiko Honda

Former Chief Executive Officer,
Multilateral Investment
Guarantee Agency

Career Summary

- Apr. 1984 Joined Bain & Company Japan, Incorporated
- May. 1986 Joined Shearson Lehman Brothers Securities Co., Ltd.
- Jul. 1989 Joined McKinsey & Company, Inc. Japan
- Jul. 1999 Partner of McKinsey & Company
- Jul. 2007 Director (Senior Partner) of McKinsey & Company
- Jul. 2013 Executive Vice President of MIGA* (World Bank Group)
- Jun. 2014 Executive Vice President & CEO of MIGA* (World Bank Group)
- Oct. 2019 Retired from MIGA* (World Bank Group)
- Jan. 2020 Adjunct Professor and Adjunct Senior Research Scholar of Columbia University School of International and Public Affairs
- Mar. 2020 Outside Director of AGC Inc. (current)
- Jun. 2020 Member of the Board of Directors (Outside Director), MUFG (current)
- Jun. 2022 Outside Director of the Board of Recruit Holdings Co., Ltd. (current)
- Apr. 2025 Professor of Waseda Business School (Graduate School of Business and Finance), Faculty of Commerce, Waseda University (current)

*Multilateral Investment Guarantee Agency



Teruhisa Ueda

Representative Director,
Chairman of the Board,
SHIMADZU CORPORATION

Career Summary

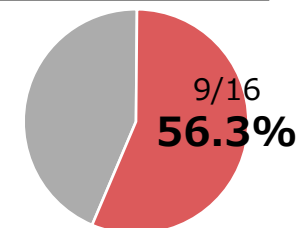
- Apr. 1982 Joined SHIMADZU CORPORATION
- Jun. 2007 Corporate Officer, Deputy General Manager, Analytical & Measuring Instruments Division
- Jun. 2011 Director, Member of the Board, General Manager, Analytical & Measuring Instruments Division
- Jun. 2013 Director, Member of the Board, Managing Executive Office
- Jun. 2014 Director, Member of the Board, Senior Managing Executive Officer
- Jun. 2015 Representative Director, President & CEO
- Apr. 2022 Representative Director, Chairman of the Board of (current)
- Jun. 2025 Member of the Board of Directors (Outside Director), MUFG (current)

Structure of the Board of Directors

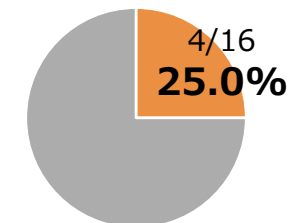
(as of end June 2025)

Name	Committee-related duties*1	Independent Outside	Knowledge, expertise and experience						
			Corporate management	Finance	Finance & accounting	Legal affairs	Global	IT/digital	Sustainability
1 Keiko Honda	Audit	●	-	●	-	-	●	-	●
2 Satoko Kuwabara	Nominating Compensation*	●	-	-	-	●	●	-	●
3 Hirofumi Nomoto	Nominating* Compensation	●	●	-	-	-	-	●	●
4 Mari Elka Pangestu	Risk	●	-	●	-	-	●	-	●
5 Hiroshi Shimizu	Risk*	●	●	●	-	-	-	●	●
6 David Sneider	Audit Risk	●	-	-	-	●	●	-	-
7 Miyuki Suzuki	Nominating Compensation	●	●	●	-	-	●	●	●
8 Koichi Tsuji	Audit*	●	-	-	●	-	●	-	-
9 Teruhisa Ueda	Nominating Compensation	●	●	-	-	-	●	●	●
10 Ryoichi Shinke	Audit	-	Extensive knowledge of MUFG's business and the ability to appropriately perform management of MUFG	●	-	-	●	-	-
11 Takayuki Yasuda	Audit			●	-	-	●	-	-
12 Kanetsugu Mike				●	●	●	●	●	●
13 Hironori Kamezawa	Nominating Compensation			●	●	●	●	●	●
14 Junichi Hanzawa				-	-	-	-	●	●
15 Makoto Kobayashi				●	-	-	-	●	●
16 Hiroshi Kubota				●	-	-	-	●	●

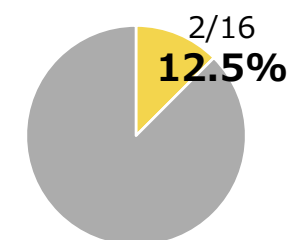
Independent outside directors



Female directors



Foreign nationals



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