



# Small meeting with outside directors

March 11, 2022

# Profile of outside directors



Member of the Board of Directors (Outside Director)

**Kaoru Kato**

Tenure as an Outside Director: Two years

● Ordinary Shares: 0      ■ 10/10

Corporate Advisor, NTT DOCOMO, INC.

- 1977 Joined Nippon Telegraph and Telephone Public Corporation (NTT)
- 1999 General Manager of Plant Department of NTT Kansai Mobile Communications Network, Inc.
- 2000 General Manager of Plant Department of NTT DoCoMo Kansai, Inc.
- 2002 General Manager of Corporate Strategy and Planning Department, Member of the Board of Directors of NTT DoCoMo Kansai, Inc.
- 2005 Representative Director and Senior Corporate Executive Officer of Sumitomo Mitsui Card Co., Ltd.
- 2007 Executive Vice President, General Manager of Corporate Strategy and Planning Department, Member of the Board of Directors of NTT DoCoMo Kansai, Inc.
- 2008 Executive Vice President, General Manager of Corporate Strategy and Planning Department, Member of the Board of Directors of NTT DOCOMO, INC.
- 2012 President and Chief Executive Officer, Member of the Board of Directors of NTT DOCOMO, INC.
- 2016 Corporate Advisor, Member of the Board of Directors of NTT DOCOMO, INC.
- 2018 Corporate Advisor of NTT DOCOMO, INC. (current)
- 2019 Member of the Board of Directors (Outside Director), MUFG (current)
- 2021 Non-executive Director of Kirin Holdings Company, Limited (current)

● Type and Number of MUFG Shares Owned as of March 31, 2021

■ Attendance at Board of Directors Meetings (FY2020)



Member of the Board of Directors (Outside Director)

**Satoko Kuwabara**

● Ordinary Shares: 0      ■ –

Partner, Gaizen Partners

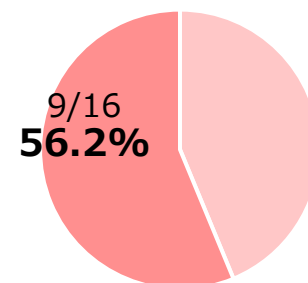
- 1990 Registered as an attorney at law, Member of the Daini Tokyo Bar Association  
Joined Mori Sogo (currently Mori Hamada & Matsumoto)
- 1998 Partner of Mori Hamada & Matsumoto
- 2016 Outside Director of BANDAI NAMCO Holdings Inc. (current)
- 2020 Outside Auditor of Unicafe Inc. (current)  
Partner of Gaizen Partners (current)  
Outside Audit & Supervisory Board Member of Nippon Yusen Kabushiki Kaisha (current)
- 2021 Member of the Board of Directors (Outside Director), MUFG (current)

# Structure of the Board of Directors and skill matrix

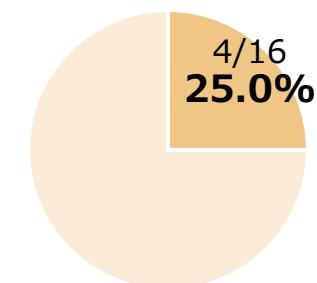
Name	Committee-related duties	Independent Outside	Knowledge, expertise and experience						
			Corporate management	Finance	Finance & accounting	Legal affairs	Global	IT/digital	Sustainability
1 Mariko Fujii	Nominating Compensation Risk*	●	—	●	—	—	●	—	—
2 Keiko Honda	Audit	●	—	●	—	—	●	—	●
3 Kaoru Kato	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 Saburo Araki							—	—	●
14 Iwao Nagashima							●	—	●
15 Junichi Hanzawa							—	—	●
16 Hironori Kamezawa	Nominating Compensation						●	●	●

(As of end June 2021)

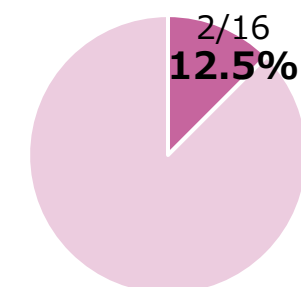
## Independent outside directors



## Female directors



## Foreign nationals



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