

Governance Data

Corporate Governance

Data on Corporate Governance System (as of July 1, 2025)

Items		System Overview
Organizational design type		Company with Board of Directors and an Audit and Supervisory Board
Number of Directors		13
	Number of independent Outside Directors	6
	Number of female Directors	2
Number of Directors (Audit & Supervisory Board Members)		5
	Number of independent Outside Directors (Audit & Supervisory Board Members)	3
	Number of female Directors (Audit & Supervisory Board Members)	1
Term for Directors (years)		1
Term for Outside Directors (Audit & Supervisory Board Members) (years)		2
Term for (Audit & Supervisory Board Members) (years)		1
Term for Outside Directors (Audit & Supervisory Board Members) (years)		2
Corporate Officer System		Adopted
Voluntary advisory committees of the Board of Directors		Nomination Committee and Remuneration Committee

Directors (as of July 1, 2025)

Position		Name	Significant Concurrent Post	Independent Executive	Number of Meetings of the Board of Directors Attended in FY2024	Number of Meetings of the Audit & Supervisory Board
Director	Inside	Yoshihisa Kitano	Chairman of the Board of Directors of JFE 21st Century Foundation (Public Interest Incorporated Foundation)	Attended in FY2024	14/14 (100%)	—
		Masayuki Hirose	Representative Director, President and CEO of JFE Steel Corporation	—	11/11 (100%)	—
		Masashi Terahata	Director of JFE Steel Corporation, Representative Director of JFE 21st Century Foundation (Public Interest Incorporated Foundation)	—	14/14 (100%)	—
		Kazuyoshi Fukuda	Representative Director, President and CEO of JFE Engineering Corporation	—	11/11 (100%)	—
		Yoshifumi Ubagai	Representative Director, President and CEO of JFE Shoji Corporation	—	—	—
	Outside	Yoshiko Ando	Outside Director of Kirin Holding Company, Limited Outside Director of Sansei Technologies, Inc.	○	14/14 (100%)	—
		Takuya Shimamura	Director and Chairman of AGC Inc. Outside Director of EBARA Corporation	○	14/14 (100%)	20/20 (100%)
		Keiichi Kobayashi	Chairman of the Board, Furukawa Electric Co., Ltd. Outside Director, NTT DATA Group Corporation	○	11/11 (100%)	—
Audit & Supervisory Board Member	Inside	Nobuya Hara	Audit & Supervisory Board Member of JFE Steel Corporation	—	14/14 (100%)	20/20 (100%)
		Nakaba Akimoto	Audit & Supervisory Board Member of JFE Engineering Corporation Audit & Supervisory Board Member of JFE Shoji Corporation	—	14/14 (100%)	20/20 (100%)
	Outside	Tsuyoshi Numagami	Professor, Institute for Business and Finance, Waseda University Outside Director of Tokyo Century Corporation Outside Director of EBARA Corporation	○	14/14 (100%)	20/20 (100%)
		Yoshihisa Suzuki	Outside Director of the Board of Kyowa Kirin Co., Ltd. Outside Director, OMRON Corporation	○	—	—
		Naoto Nakamura	Lawyer, Nakamura Law Firm	○	—	—

*Mr. Masayuki Hirose, Mr. Kazuyoshi Fukuda, and Mr. Keiichi Kobayashi were elected for the first time as directors at the previous year's Ordinary General Meeting of Shareholders, on June 25, 2024, and therefore the total number of board meetings attended differs from that of the outside directors.

Data on Nomination Committee and Remuneration Committee (as of July 1, 2025)

Items	Members	Chairperson	Number of Meetings in FY2024
Nomination Committee	6	Takuya Shimamura (Outside Director)	4
Inside Director	2		
Outside Director	2		
Outside Director (Audit & Supervisory Board Member)	2		
Remuneration Committee	6	Keiichi Kobayashi (Outside Director)	5
Inside Director	2		
Outside Director	2		
Outside Director (Audit & Supervisory Board Member)	2		

Data on Operating System

Committee	Company	Chairperson	Attendees
Group Management Strategy Committee	JFE Holdings	President	Inside Directors (including 3 operating company Presidents), Corporate Officers
Management Committee	JFE Holdings	President	Inside Directors (excluding 3 operating company Presidents), Corporate Officers
	Each operating company	President	Directors, major Corporate Officers and Audit & Supervisory Board Members

Data on Executive Remuneration (FY2024)

Executive remuneration						
Position Type	Total Remuneration, etc. (million yen)*1	Total Amount by Remuneration Type (million yen)*1				Number of Executives (Members)
		Basic remuneration	Bonus	Stock remuneration*2		
				Linked to performance	Linked to service length	
Directors (excluding Outside Directors)	283.737	244.463	25.890	0	13.384	7
Audit & Supervisory Board Members (excluding Outside Audit & Supervisory Board Members)*1	78.335	78.335	—	—	—	2
Outside Directors/ Audit & Supervisory Board Members	111.647	111.647	—	—	—	7

*1 Directors' (excluding outside directors) performance-linked remuneration is composed of bonus and stock remuneration. Total amount of performance-linked remuneration for the current fiscal year is 25.890 million yen.

*2 Only directors (excluding outside directors) are included in the scope of the above-mentioned stock remuneration, and the entire amount is non-monetary remuneration. Total amount of stock remuneration expensed for the current fiscal year as non-monetary remuneration is 13.384 million yen.

Officers whose consolidated remuneration exceeded 100 million yen

Name	Position	Company	Total (Consolidated Basis) (million yen)	Per Company (Consolidated Basis) (million yen)	Total Amount by Remuneration Type (million yen)			
					Basic remuneration	Bonus	Stock remuneration	
							Linked to performance	Linked to service length
Yoshihisa Kitano	Director	JFE Holdings	145.977	145.977	120.047	16.370	—	9.560
Masayuki Hirose	Director	JFE Holdings	129.603	9.000	9.000	—	—	—
	Director	JFE Steel		120.603	111.043	—	—	9.560

Ratio of Remuneration for Each

Basic remuneration: fixed (%)	Annual bonus: linked to short-term performance (%)	Stock remuneration: linked to medium- to long-term performance (%)
2	1	1

Note: The ratios above are applicable only when the company's president has attained the performance target goals.

Data on Internal Control System (as of July 1, 2025)

Internal Control System			
Items		Number of Companies	Number of People Assigned
Internal audit	Internal audit organization	61	179
Audit by Audit & Supervisory Board	Full-time Audit & Supervisory Board Members	30	35
	Dispatched Audit & Supervisory Board Members (part-time Audit & Supervisory Board member)	44	12
Cooperation of Audit & Supervisory Board members			
Items		Number of Meetings in FY2024	
Accounting auditor		10	
Internal Audit Department		21	

*Data on internal audit is as of April 1, 2025.

Compliance

Whistleblowing

Items	Contact Point	Unit	FY2023	FY2024
Cases handled by the Corporate Ethics Hotline and the harassment consultation desk	JFE Holdings and operating companies	Cases	134	161
	Group companies of operating companies		201	153