Governance Data

Corporate Governance

Data on Corporate Governance System (as of July 1, 2026)

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

Directors (as of July 1, 2026)

Position		Name	Significant Concurrent Post	Independent Executive	Number of Meetings of the Board of Directors Attended in FY2025	Number of Meetings of the Audit & Supervisory Board / Audit & Supervisory Committee Attended in FY2025	Number of Meetings of the Nomination Committee Attended in FY2025	Number of Meetings of the Remuneration Committee Attended in FY2025
Director	Inside	Yoshihisa Kitano	Chairman of the Board of Directors of JFE 21st Century Foundation (Public Interest Incorporated Foundation)	—	15/15 (100%)	—	3/3 (100%)	5/5 (100%)
		Masayuki Hirose	Representative Director, President and CEO of JFE Steel Corporation	—	15/15 (100%)	—	3/3 (100%)	—
		Toshihiro Tanaka	Director of JFE Steel Corporation, Representative Director of JFE 21st Century Foundation (Public Interest Incorporated Foundation)	—	—	—	—	—
		Kazuyoshi Fukuda	Representative Director, President and CEO of JFE Engineering Corporation	—	15/15 (100%)	—	—	—
		Yoshifumi Ubagai	Representative Director, President and CEO of JFE Shoji Corporation	—	12/12 (100%)	—	—	—

Directors (as of July 1, 2026)

Position		Name	Significant Concurrent Post	Independent Executive	Number of Meetings of the Board of Directors Attended in FY2025	Number of Meetings of the Audit & Supervisory Board / Audit & Supervisory Committee Attended in FY2025	Number of Meetings of the Nomination Committee Attended in FY2025	Number of Meetings of the Remuneration Committee Attended in FY2025
Director	Outside	Yoshiko Ando	Outside Director of Kirin Holding Company, Limited Outside Director of Sansei Technologies, Inc.	○	15/15 (100%)	—	3/3 (100%)	—
		Takuya Shimamura	Outside Director of EBARA Corporation	○	15/15 (100%)	Audit & Supervisory Board 6/6 (100%)	3/3 (100%)	4/4 (100%)
		Keiichi Kobayashi	Outside Director, NTT DATA Group Corporation, Outside Director, Toray Industries, Inc.	○	14/15 (93%)	—	—	5/5 (100%)
Director Serving as a Member of the Audit & Supervisory Committee	Inside	Nobuya Hara	Audit & Supervisory Board Member of JFE Steel Corporation	—	15/15 (100%)	Audit & Supervisory Board 6/6 (100%) Audit & Supervisory Committee 14/14 (100%	—	—
		Nakaba Akimoto	Audit & Supervisory Board Member of JFE Engineering Corporation Audit & Supervisory Board Member of JFE Shoji Corporation	—	15/15 (100%)	Audit & Supervisory Board 6/6 (100%) Audit & Supervisory Committee 14/14 (100%)	—	—
	Outside	Tsuyoshi Numagami	Professor, Institute for Business and Finance, Waseda University Outside Director of Tokyo Century Corporation Outside Director of EBARA Corporation	○	15/15 (100%)	Audit & Supervisory Board 6/6 (100%) Audit & Supervisory Committee 14/14 (100%)	3/3 (100%)	5/5 (100%)
		Yoshihisa Suzuki	Outside Director of the Board of Kyowa Kirin Co., Ltd. Outside Director, OMRON Corporation	○	12/12 (100%)	Audit & Supervisory Committee 14/14 (100%)	—	—
		Naoto Nakamura	Lawyer, Nakamura Law Firm	○	12/12 (100%)	Audit & Supervisory Committee 14/14 (100%)	—	4/4 (100%)

*1 JFE Holdings, Inc. transitioned to a company with an Audit & Supervisory Committee upon the conclusion of the Ordinary General Meeting of Shareholders held on June 25, 2025. As part of this transition, Mr. Takuya Shimamura stepped down as an Audit & Supervisory Board Member and was appointed as Director on the same date. In addition, Mr. Noboya Hara, Mr. Nakaba Akimoto, and Mr. Tsuyoshi Numagami stepped down as Audit & Supervisory Board Members and were appointed as Directors serving as Members of the Audit & Supervisory Committee on the same date. Attendance data for Audit & Supervisory Board meetings correspond to the period prior to the transition, while attendance data for Audit & Supervisory Committee meetings correspond to the period following the transition.

*2 Mr. Yoshifumi Ubagai, Mr. Yoshihisa Suzuki, and Mr. Naoto Nakamura were elected for the first time as Directors at the previous year's Ordinary General Meeting of Shareholders, held on June 25, 2025, and therefore attended fewer Board of Directors meetings than the other Directors.

*3 Mr. Takuya Shimamura and Mr. Naoto Nakamura became Members of the Remuneration Committee on June 25, 2025, and therefore attended fewer meetings than the other Members.

*4 Mr. Masashi Terahata stepped down as Director upon the conclusion of the Ordinary General Meeting of Shareholders held on June 25, 2025. He attended all 15 Board of Directors meetings in FY2025, with an attendance rate of 100%. In addition, he attended all 5 Remuneration Committee meetings in FY2025, with an attendance rate of 100%.

Data on Nomination Committee and Remuneration Committee (as of July 1, 2026)

Item	Members	Chairperson	Number of Meetings in FY2025
Nomination Committee	6	Takuya Shimamura (Outside Director)	3
Inside Director	2		
Outside Director	2		
Outside Director (Audit & Supervisory Committee Member)	2		
Remuneration Committee	6	Keiichi Kobayashi (Outside Director)	5
Inside Director	2		
Outside Director	2		
Outside Director (Audit & Supervisory Committee 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 Committee Members

*Presidents of operating companies and senior executives from operating companies attend as necessary.

Data on Executive Remuneration (FY2025)

Executive Remuneration

Position Type	Total Remuneration, etc. (million yen)	Total Amount by Remuneration Type (million yen)*1				Number of Executives (Members)
		Basic Remuneration	Bonus	Stock Remuneration*2, 3		
				Linked to Performance	Linked to Service Length	
Directors (excluding Directors serving as Audit & Supervisory Committee Members and Outside Directors)	260,840	217,415	19,680	11,554	12,191	6
Directors serving as Audit & Supervisory Committee Members (excluding Outside Directors)	58,680	58,680	—	—	—	2
Audit & Supervisory Committee Members (excluding Outside Audit & Supervisory Committee Members)*1	19,655	19,655	—	—	—	2
Outside Directors / Audit & Supervisory Committee Members	111,687	111,687	—	—	—	8

*1 JFE Holdings, Inc. transitioned to a company with an Audit & Supervisory Committee upon the conclusion of the Ordinary General Meeting of Shareholders held on June 25, 2025. Remuneration for Audit & Supervisory Board Members corresponds to the period prior to the transition, while remuneration for Audit & Supervisory Committee Members corresponds to the period following the transition.

*2 Performance-linked remuneration for Directors (excluding Outside Directors) is composed of bonus and stock remuneration. The total amount of performance-linked remuneration for the current fiscal year is 31.233 million yen.

*3 Only directors (excluding Outside Directors) are included in the scope of the above-mentioned stock remuneration, and the entire amount is paid in the form of non-monetary remuneration. The total amount of stock remuneration expensed for the current fiscal year as non-monetary remuneration is 23.744 million yen.

Segment Profit	
Segment	FY2025 (billion yen)
Steel	38.0
Engineering	23.9
Trading	40.2
JFE Holdings	110.5

Achievement Levels for ESG Performance			
Company	Safety (%)	Climate Change (%)	Employee Engagement (%)
JFE Steel	120	120	80
JFE Engineering	43	100	110
JFE Shoji	0	100	90
JFE Holdings	54	114	93

Actual Performance of Metrics for Calculating Stock-Based Compensation		
Metrics	Actual	Achievement Level
ROE	2.7%	0%
Relative TSR*	0.84	68%

*Calculated based on JFE Holdings' TSR of 170% and the TOPIX Index's TSR of 202% over the past 5 years, including dividends.

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	149,204	149,204	120,047	12,450	7,998	8,708
Masayuki Hirose	Director	JFE Holdings	133,599	12,000	12,000	—	—	—
	Director	JFE Steel		121,599	104,893	—	7,998	8,708

Ratio of Remuneration Components		
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 achieved the performance target goals.

Data on Internal Control System (as of July 1, 2026)

Internal Control System			
Item		Number of Companies	Number of People Assigned
Internal audit	Internal audit organization	62	187
Audit by Audit & Supervisory Committee	Full-time Audit & Supervisory Committee Members	30	36
	Dispatched Audit & Supervisory Committee Members (part-time Audit & Supervisory Committee Members)	47	13

Cooperation of Audit & Supervisory Committee Members	
Item	Number of Meetings in FY2025
Accounting auditor	10
Internal Audit Department	16

Note: Data on internal audit is as of April 1, 2026.

Compliance

Whistleblowing

			FY2024 (cases)	FY2025 (cases)
Cases handled by the Corporate Ethics Hotline and the harassment consultation desk			314	305
	Cases of compliance violations identified Note: Corrective measures have been implemented for all cases. Cases where investigation and countermeasures are ongoing as of March 31, 2026, are excluded.		178	140
		Harassment	82	81
		Bribery	0	0
		Violation of Antimonopoly Act	0	0

Political Contributions

Item	FY2023(million yen)	FY2024(million yen)	FY2025(million yen)
Political contribution	13.0	13.0	10.0

Note: Political contributions are handled appropriately in accordance with Japan's Political Funds Control Act.