Corporate Governance Report

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The corporate governance of NIPPON STEEL TRADING CORPORATION ("NST") is described below.

I. Basic Views on Corporate Governance, Capital Structure, Corporate Profile and Other Basic Information

1. Basic Views

1. NST has established its "Corporate Philosophy," "Management Principles" and "Employee Code of Conduct" as follows, and its Directors, *Kansayaku* and employees strives to put them into practice in the daily management and business of NST.

"Corporate Philosophy"

1. Continuing to be a corporate group driven the aspiration of providing goods and services that offer new value to the larger society.
2. Putting trust and reliability first, and by doing so developing together with our customers.
3. Aiming to become the kind of organization that increasingly cultivates, utilizes, and values human resources and their talents.

"Management Principles"

1. Strengthening and expanding the four areas of business that make NIPPON STEEL TRADING CORPORATION the core trading company of the NIPPON STEEL CORPORATION GROUP.
2. Accelerating global strategies.
3. Bringing to bear all of our strengths as a multiple specialty trading company.
4. Enforcing strict corporate compliance.

"Employee Code of Conduct"

We, NIPPON STEEL TRADING GROUP employee, shall realize the Group's corporate philosophy through the observation of the following code of conduct.

Growth	"Realize corporate growth through personal growth." We constantly stay ahead of the times with a sense of professionalism. We study, conduct and take action proactively in order to achieve mutual growth.
Reliability	"Be the one that can be trusted and relied upon constantly." We invest time in daily communication. We establish solid relationships of reliability through mutual respect.
Borderless	"Achieve organizational strength through integration of individuality." We maintain a flexible mind, breaking free of the confines of existing concepts. We bring together individual abilities to demonstrate comprehensive strength in all fields.
Challenge	"Advance to a higher stage with enthusiasm!" We never fear failure and willingly take the first step forward with a positive attitude, enthusiasm, curiosity, and the desire to improve. We are never satisfied with the status quo, have an awareness of potential and existing problems, and generate new value.

2. NST endeavors to enhance its corporate governance based on the principles of the Corporate Governance Code in order to continue to implement the Corporate Philosophy, etc.

3. NST endeavors to achieve sustainable growth and the increase of its corporate value over the mid- to long-term through the continuous improvement of corporate governance under consolidated management.

4. NST has already resolved a "Basic Policy about an Internal Control System" at the meeting of Board of Directors. By operating this policy appropriately, NST further enforces its corporate governance, ensures "compliance with laws and ordinances," "reliability of financial reporting" and "effectiveness and efficiency of operations," and aims to improve it continuously.

5. In NST, the Board of Directors, which is composed of Executive Directors with thorough knowledge about the business and management of NST and two or more Outside Directors with a wealth of experience and deep insight in the area of corporate management, makes decisions about the basic policy of management and important business executions, and also supervises the execution of duties by Directors. Furthermore, *Kansayaku* who have strong authority attend the meeting of the Board of Directors and audit the business executions of Directors, etc., from an independent standpoint. NST judges that such structure is effective to ensure the efficiency and soundness of management, and adopts the governance system of a "Company with *Kansayaku* Board."

6. NST introduces the "Executive Officer System" and targets the efficient operation of the Board of Directors by separating the function of decision-making and supervision and the function of business execution, and adopts a system to promptly cope with changes in the management environment.

[Reasons for Non-compliance with the Principles of the Corporate Governance Code]

NST currently complies with all principles of the Corporate Governance Code.

[Disclosure Based on the Principles of the Corporate Governance Code]

(Principle 1-4 Cross-Shareholdings)

1. Policies on cross-shareholdings

Regarding cross-shareholdings (all shares except shares of NST Group companies), the Group will conduct regular evaluations of the holding significance, economic rationale, etc. Shares for which the validity of holding is not recognized will be reduced through adequate dialogue with the counterparty company, etc. as a basic policy.

2. Examination of holding significance and economic rationale

In addition, the Board of Directors regularly verifies and examines whether these cross-shareholdings serve the holding purpose from the medium- to long-term perspective and whether the benefit and risk of holding them are appropriate for the cost of capital, on an individual company basis, to confirm the appropriateness of continuation of those shares.

3. Policies on the exercise of voting rights

Regarding voting rights concerning cross-shareholdings, on the assumption that said shares contribute to NST's financial performance, voting rights are exercised after each agenda item is appropriately deliberated and judged by the responsible division based on, among others, the financial performance of each company and the votes are approved internally in accordance with the prescribed procedure, in order to contribute to sustainable growth and the increase of the mid- to long-term corporate value of the investee company.

(Principle 1-7 Related Party Transactions)

Regarding transactions (including indirect transactions) between NST and the Directors, NST verifies the contents of each transaction. If the transactions fall under conflict of interest transactions, in accordance with laws, regulations and the Regulations of the Board of Directors of NST, NST seeks approval from, and reports to, the Board of Directors, and confirms that all such transactions will not harm NST.

In addition, regarding transactions between NST, on the one hand, and *Kansayaku* and other related parties, on the other hand, NST verifies the contents of each transaction; subject to applicable laws and regulations, NST discloses the transactions appropriately, depending on their importance and nature.

(Principle 2-6 Exercise of Functions as an Asset Owner of a Corporate Pension Plan)

Decisions regarding asset management of the NST Corporate Pension Fund are made by the Board of Representatives based on deliberations by the Asset Management Committee for the purpose of stable asset building and appropriate management of conflict of interest transactions for beneficiaries. The members of the Asset Management Committee and the Board of Representatives include qualified employees, such as the General Managers of the Finance Department and the Human Resources Department of NST, as well as senior officers of the labor union and other employees as beneficiary representatives. Qualified employees have also been selected and assigned to the secretariat of the Corporate Pension Fund. NST regularly monitors the management status of the plan assets and will continue to make appropriate efforts to improve the environment for the management of money contributed to the Fund. Of note, NST entrusts a pension management company with the corporate pension plan including the exercise of voting rights, so no conflict of interest arises between the beneficiaries of the plan and NST.

(Principle 3-1 Full Disclosure)

(i) Corporate Philosophy, Management Principles, Employee Code of Conduct and Medium- to Long-Term Management Plan

NST has established its “Corporate Philosophy,” “Management Principles” and “Employee Code of Conduct” as mentioned in “I-1. Basic Views on Corporate Governance, Capital Structure, Corporate Profile and Other Basic Information – Basic Views” of this report.

NST established the medium- to long-term management plan which set forth the strategy and action plan designed to realize the NST's corporate philosophy and management policies; fulfill NST's corporate social responsibility as a trading company that provides products and services related to food, clothing and housing; strengthen NST's management foundation – including securing and training the people that will be responsible for the next generation – and ensure legal compliance; and achieve greater growth. The management plan was posted on NST's website.

(ii) Basic Views and Guidelines on corporate governance

Please refer to “I-1. Basic Views on Corporate Governance, Capital Structure, Corporate Profile and Other Basic Information –Basic Views” in this report.

(iii) Board policies and procedures in determining the remuneration of Directors

NST has established the “Policies Regarding the Determination of the Amount of Remuneration for Directors, Etc.” regarding the policies in determining the details of remuneration of each Director, etc.

Each Director’s remuneration (excluding Outside Directors) consists only of monthly remuneration in cash, and is based entirely upon the performance of NST, in order to provide incentives for NST's group's sustainable growth and the improvement of its corporate value. Specifically, NST sets the base amount of remuneration for each Director’s rank taking into consideration each Director’s required skills and

responsibilities, and this base amount varies within a specific range, depending on NST's consolidated profit or loss (consolidated ordinary profit or loss, and profit or loss attributable to owners of parent) and each division's consolidated profit or loss, in view of the connection with the annual management plan and the medium-term management plan, and the amount and other details of each Director's remuneration are determined by the Board of Directors within the limits approved by the general meeting of shareholders following the exchange of opinions in the Personnel and Remuneration Committee.

In addition, remuneration for Outside Directors consists only of monthly remuneration in cash in view of their roles and independence from business execution.

Of note, remuneration for *Kansayaku* consists of monthly fixed remuneration in cash in consideration of the details of duties independent from business execution. The amount is determined through consultation with the *Kansayaku* Board within the limits approved by the general meeting of shareholders.

(iv) Board policies and procedures in the appointment/removal of senior management and the nomination of Director and *Kansayaku* candidates

1. Policies in the appointment/removal of senior management and the nomination of Director and *Kansayaku* candidates

For the appointment of senior management and the nomination of Director and *Kansayaku* candidates, NST's policy is to consider not only each individual's experience, insight and expertise, but also the size of each of the Board of Directors and the *Kansayaku* board as a whole, and the balance of candidates comprising these respective boards so that NST will establish an optimum board composition in which each individual is able to appropriately fulfill his or her role and responsibilities and properly respond to the management challenges of NST Group's business.

It is NST's policy to remove an individual from the office of senior management if, for example, he/she no longer has the required qualifications outlined above.

2. Procedures for the appointment/removal of senior management and the nomination of Director and *Kansayaku* candidates

The appointment/removal of senior management and the nomination of Director and *Kansayaku* candidates are resolved at the meeting of the Board of Directors following the exchange of opinions in the "Personnel and Remuneration Committee," a majority of which are Independent Outside Directors. Regarding *Kansayaku* candidates, prior approval by the *Kansayaku* Board shall be obtained.

(v) Explanations with respect to the individual appointments/removals and nominations based on iv)

NST explains each individual in the appointment/removal of senior management and in the nomination of Director and *Kansayaku* candidates, by, for example, indicating each individual's brief personal history and reasons for nomination in the reference documents attached to the convocation notice for the general meeting of shareholders and indicating NST's officer system, including the allocation of each

Executive Officer's responsibilities, the designation of managerial positions, and other related matters, in press releases related to officers' personnel matters.

(Supplementary Principles 4-1-1 Roles and Responsibilities of the Board (1))

The Board of Directors decides important business execution matters stipulated in laws, regulations, the Articles of Incorporation, and internal regulations such as the "Regulations of the Board of Directors" and other important managerial matters such as the disposal and acceptance of the transfer of important assets (including investments and loans), the borrowing of a significant amount (including financial plans or guarantees of obligations), the appointment of an important employee, and the establishment or changes of important structures.

The Board of Directors delegates NST's general policy of business execution or the execution of important matters on business operations to the President and the Executive Officers.

Executive Directors, etc., report on the status of the execution of duties to the Board of Directors in accordance with the Regulations of the Board of Directors, and the Board of Directors supervises the status of execution through said report.

(Principle 4-9 Independence Standards and Qualification for Independent Outside Directors)

NST decides the independence of Outside Directors in accordance with the independence standards set by the Tokyo Stock Exchange, considering each individual's personal relationship, capital relationship, transactional relationship and other interests with NST.

(Supplementary Principles 4-11-1 Composition of the Board)

1. To enable prompt decision-making and to establish an effective corporate governance system responding to changes in the management environment, the size of the Board of Directors shall be set appropriately for the NST Group's business lineup and management challenges, and when selecting its members, the composition of the Board of Directors as a whole in terms of experience, insight and expertise of the members, as well as diversity including gender, shall be considered. The Articles of Incorporation provide that the number of Directors will be fifteen (15) or less, and the number of *Kansayaku* will be three (3) or more. Currently, nine (9) Directors and four (4) *Kansayaku* have been elected.
2. The Board of Directors consists of six (6) Executive Directors who have thorough knowledge about the business and management of NST and three (3) Outside Directors who have a wealth of experience and deep insight in the area of corporate management including one (1) female Director.

   Three (3) persons among nine (9) Directors are Outside Directors, and two (2) persons among four (4) *Kansayaku* are Outside *Kansayaku*. Therefore, five (5) persons among thirteen (13) Directors and *Kansayaku* are outside officers. Lawyer, executive, certified public accountant, etc., are elected as Outside Directors and Outside *Kansayaku*.

Thus the diversity of the perspectives in the discussion at the meetings of Board of Directors is ensured.

3. Regarding the procedure for electing Directors, please refer to Principle 3-1 (iv).

(Supplementary Principle 4-11-2 Positions Concurrently Held by Directors and *Kansayaku*)

When deciding Director and *Kansayaku* candidates, NST confirms that each candidate is able to appropriately fulfill his or her role and responsibilities, including confirming whether the candidate concurrently serves as an officer at other listed companies. Whether Directors and *Kansayaku* serve concurrently as officers at other listed companies is disclosed every year in the reference documents attached to the convocation notice for the general meeting of shareholders, the business report, the securities report, etc.

(Supplementary Principle 4-11-3 Analysis and Evaluation of the Effectiveness of Board of Directors)

NST analyzes and evaluates the effectiveness of Board of Directors as a whole once a year based on the results of quantitative analysis in comparison with prior years regarding the number of proposals submitted and reported to the Board of Directors and discussion time, etc., which are conducted by the Office of the Board of Director, and the results of self-evaluation and opinions regarding the operation, etc. of the Board of Directors, which are obtained through a questionnaire and an interview of each Director and *Kansayaku.* NST makes use of the results of the analysis and evaluation to improve the future operation, etc. of the Board of Directors.

NST evaluated the effectiveness of Board of Directors in FY2020 (the meeting of the Board of Directors held in June 2021) and, as a result, the Board of Directors was judged to be effective from the comprehensive viewpoint. This was mainly because respective proposals submitted and reported to the Board of Directors were resolved through questions and deliberations from diverse perspectives by inside and outside officers in accordance with the Companies Act and internal rules.

Going forward, NST strives to further strengthen the function of the Board of Directors by further emphasizing, enhancing and advancing reports and deliberations by the Board of Directors based on the opinions from Directors and *Kansayaku* in the evaluation of the effectiveness in FY2020 from the viewpoint to further improve the effectiveness. NST will also reinforce the function of supervision to ensure the transparency of management primarily by deepening discussions on overall management issues under the governance system in which at least one-third of the Directors are Independent Outside Directors.

(Supplementary Principle 4-14-2 Director and *Kansayaku* Training)

NST explains its Corporate Philosophy, the details of NST Group businesses, etc., to each Outside Director and Outside *Kansayaku* at its assumption. NST also explains to Directors and *Kansayaku*, both of whom were employees of NST, their responsibilities and the policies and procedures related to the

business. For Directors and *Kansayaku*, NST bears the expenses for their participation in seminars, etc. held outside NST, in addition to conducting necessary training as appropriate,

(Principle 5-1 Policy for Dialogue with Shareholders)

NST, to the extent reasonable, responds to the requests from shareholders to engage in dialogue so as to support its sustainable growth and increase corporate value over the mid- to long-term. The dialogue with shareholders is handled by the Director in charge of the Accounting & Finance Department. Related Executive Officers and internal departments including the General Affairs & Cooperate Communication Department and the General Affairs & Corporate Communication Department coordinate and cooperate with said Directors. In addition to striving to actively provide information to the shareholders and sincerely responding to their questions and comments in the general meeting of shareholders, NST holds IR meetings for institutional investors on a regular basis and responds to requests to hold individual meetings from institutional investors. The opinions and other comments received from the shareholders and investors through the aforementioned initiatives are reported back to the Board of Directors, etc.
Insider information (undisclosed material facts) is appropriately managed in engaging in dialogue with shareholders in accordance with the "Rules to Comply with Insider Trading Regulations."

2. Capital Structure

Foreign Shareholding Ratio	10% to less than 20%

[Status of Major Shareholders]

Name / Company Name	Number of Shares Owned	Percentage (%)
Nippon Steel Corporation	11,141,529	34.54
Mitsui & Co., Ltd.	6,428,800	19.93
Custody Bank of Japan, Ltd. (Trust Account)	1,578,400	4.89
The Master Trust Bank of Japan, Ltd. (Trust Account)	1,409,300	4.37
Custody Bank of Japan, Ltd. (Trust Account 9)	514,900	1.60
Employee Stock Ownership	475,551	1
DFA INTL SMALL CAP VALUE PORTFOLIO	304,280	0.94
Custody Bank of Japan, Ltd. (account re-entrusted by the Mitsui Sumitomo Trust & Banking Co., Ltd., account for retirement benefit trust by Nippon Denko Co., Ltd.)	216,000	0.67
Custody Bank of Japan, Ltd. (Trust Account 5)	214,500	0.66
Custody Bank of Japan, Ltd. (Trust Account 4)	209,848	0.65

Controlling Shareholder (except for Parent Company)	No
Parent Company	No

3. Corporate Attributes

Listed Stock Market and Market Section	Tokyo Stock Exchange First Section
Fiscal Year-End	March
Type of Business	Wholesale Trade
Number of Employees (consolidated) as of the End of the Previous Fiscal Year	More than 1000
Sales (consolidated) as of the End of the Previous Fiscal Year	More than ¥1 trillion
Number of Consolidated Subsidiaries as of the End of the Previous Fiscal Year	From 50 to less than 100

4. Policy on Measures to Protect Minority Shareholders in Conducting Transactions with Controlling Shareholder

Not adopted

5. Other Special Circumstances which may have Material Impact on Corporate Governance

Nippon Steel Corporation and Mitsui & Co., Ltd. are companies which have a continuous and close business relationship with NST, and NST is an equity method affiliated Company of these two companies. However, NST independently makes and executes its management policy and business plan, and operates its daily business and transactions. Therefore, independency is secured.

II. Business Management Organization and Other Corporate Governance Systems regarding Decision-making, Execution of Business, and Oversight in Management

1. Organizational Composition and Operation

Organization Form	Company with *Kansayaku* Board

[Directors]

Maximum Number of Directors Stipulated in Articles of Incorporation	Not more than 15
Term of Office Stipulated in Articles of Incorporation	1 year
Chairperson of the Board	President
Number of Directors	9
Appointment of Outside Directors	Appointed
Number of Outside Directors	3
Number of Independent Directors	3

Outside Directors' Relationship with the Company (1)

Name	Attribute	Relationship with the Company*										
		a	b	c	d	e	f	g	h	i	j	k
Keishiro Kinoshita	From another company								△			
Ryuko Inoue	Lawyer											
Ryu Matsumoto	From another company								△			

* Categories for "Relationship with the Company"

* "○" when the director presently falls or has recently fallen under the category;
"△" when the director fell under the category in the past

* "●" when a close relative of the director presently falls or has recently fallen under the category;
"▲"when a close relative of the director fell under the category in the past

a. Executive of the Company or its subsidiaries
b. Non-executive director or executive of a parent company of the Company
c. Executive of a fellow subsidiary company of the Company
d. A party whose major client or supplier is the Company or an executive thereof
e. Major client or supplier of the listed company or an executive thereof
f. Consultant, accountant or legal professional who receives a large amount of monetary consideration or other property from the Company besides compensation as a director/*kansayaku*
g. Major shareholder of the Company (or an executive of the said major shareholder if the shareholder is a legal entity)
h. Executive of a client or supplier company of the Company (which does not correspond to any of d, e, or f) (the director himself/herself only)
i. Executive of a company, between which and the Company outside directors/*kansayaku* are mutually appointed (the director himself/herself only)
j. Executive of a company or organization that receives a donation from the Company (the director himself/herself only)
k. Others

Outside Directors' Relationship with the Company (2)

Name	Designation as Independent Director	Supplementary Explanation of the Relationship	Reasons of Appointment
Keishiro Kinoshita	○	Mr. Kinoshita is appointed as an Independent Director. Mr. Kinoshita was an employee or officer of The Industrial Bank of Japan, Ltd. (Currently Mizuho Bank, Ltd.), Mizuho Corporate Bank, Ltd. (Currently Mizuho Bank, Ltd.) and Sompo Japan Insurance Incorporation (Currently Sompo Japan Nipponkoa Insurance Incorporation). NST has loans for working capital from Mizuho Bank, Ltd. NST has transactions with Sompo Japan Nipponkoa Insurance Inc., and the transaction value between NST and said company is less than 0.1% of NST's selling, general and administrative expenses.	<Reason for appointment as an Outside Director> Mr. Kinoshita assumed office as an Outside Director of the Company in June 2016. Based on his knowledge and experience gained through many years of service at financial institutions and in the course of his career at listed companies, he has been expressing opinions about proposals etc. appropriately. The Company judges that he is suitable for the position of Outside Director for the above reasons. <Reason for appointment as an Independent Director> More than ten (10) years has passed since he retired from Mizuho Corporate Bank, Ltd. (currently Mizuho Bank, Ltd.) and NST judges a conflict of interest with general shareholders will not arise.
Ryuko Inoue	○	Ms. Inoue is appointed as an Independent Director.	<Reason for appointment as an Outside Director> Ms. Inoue has many years of experience at the Ministry of Agriculture, Forestry and Fisheries and has knowledge, experience, etc. gained as an attorney-at-law. The Company judges that she is suitable for the position of Outside Director for the above reasons. <Reason for appointment as an Independent Director> NST has neither entered into a consulting agreement with Ms. Inoue nor Atsumi & Sakai of which she is a member, and has not entrusted her with individual legal services for NST. NST judges a conflict of interest with general shareholders will not arise.

Ryu Matsumoto	○	Mr. Matsumoto is appointed as an Independent Director. Mr. Matsumoto was an employee or officer of Seibu Department Stores, Ltd. (Currently Sogo & Seibu Co., Ltd.) and Seven & i Holdings Co., Ltd. NST has transactions with Sogo & Seibu Co., Ltd. and Nissen Holdings Co., Ltd., which is a subsidiary of Seven & i Holdings Co., Ltd. The transaction value between NST and each of said companies is less than 0.1% of NST's net sales.	<Reason for appointment as an Outside Director> Mr. Matsumoto has a wealth of business experience in the distribution industry over years. He has knowledge on overall management mainly because he assumed office as Representative Director and President of Sogo & Seibu Co., Ltd. and possesses deep insight and ability. NST judges that he is suitable for the position of Outside Director for the above reasons. <Reason for appointment as an Independent Director> Mr. Matsumoto does not have a special interest with NST. NST judges a conflict of interest with general shareholders will not arise.

Voluntary Establishment of Committee(s) Corresponding to Nomination Committee or Remuneration Committee	Established

Committee's Name, Composition, and Attributes of Chairperson

	Committee Corresponding to Nomination Committee	Committee Corresponding to Remuneration Committee
Committee's Name	Personnel and Remuneration Committee	Personnel and Remuneration Committee
All Committee Members	4	4
Full-time Members	0	0
Inside Directors	1	1
Outside Directors	3	3
Outside Experts	0	0
Other	0	0
Chairperson	Inside Directors	Inside Directors

Supplementary Explanation

At the Personnel and Remuneration Committee, whose chairperson is the president and members are all Outside Directors, opinions are exchanged on particularly important matters such as the nomination of candidates for Directors and the remuneration of Directors. In the previous fiscal year, the Committee held a meeting twice, in which Outside Directors got involved and gave advice in an appropriate manner.

[*Kansayaku*]

Establishment of *Kansayaku* Board	Established

Maximum Number of *Kansayaku* Stipulated in Articles of Incorporation	Not stipulated
Number of *Kansayaku*	4

Cooperation among *Kansayaku*, Accounting Auditors and Internal Audit Departments

Kansayaku receives audit report from Accounting Auditor, and fulltime *Kansayaku* holds information exchange meetings with Accounting Auditor and Internal Auditing Department once every three months, thus mutual cooperation is enforced. *Kansayaku* attends Auditing Meetings and Audit Reporting Meetings at which the members are Directors, etc., and exchanges opinions regarding the yearly auditing plan, auditing results or improvement ideas, thus endeavoring to strengthen internal control functions for sound management.

Appointment of Outside *Kansayaku*	Appointed
Number of Outside *Kansayaku*	2
Number of Independent *Kansayaku*	1

Outside *Kansayaku*'s Relationship with the Company (1)

Name	Attribute	Relationship with the Company*												
		a	b	c	d	e	f	g	h	i	j	k	l	m
Shigeji Sugimoto	CPA								△					
Hirofumi Funakoshi	From another company						○	○		○				

* Categories for "Relationship with the Company"

* "○" when the director presently falls or has recently fallen under the category;
"△" when the director fell under the category in the past

* "●" when a close relative of the director presently falls or has recently fallen under the category;
"▲" when a close relative of the director fell under the category in the past

a. Executive of the Company or its subsidiary
b. Non-executive director or accounting advisor of the Company or its subsidiaries
c. Non-executive director or executive of a parent company of the Company
d. *Kansayaku* of a parent company of the Company
e. Executive of a fellow subsidiary company of the Company
f. A party whose major client or supplier is the Company or an executive thereof
g. Major client or supplier of the Company or an executive thereof
h. Consultant, accountant or legal professional who receives a large amount of monetary consideration or other property from the Company besides compensation as a *kansayaku*
i. Major shareholder of the Company (or an executive of the said major shareholder if the shareholder is a legal entity)
j. Executive of a client or supplier company of the Company (which does not correspond to any of f, g, or h) (the *kansayaku* himself/herself only)
k. Executive of a company, between which and the Company outside directors/*kansayaku* are mutually appointed (the *kansayaku* himself/herself only)
l. Executive of a company or organization that receives a donation from the Company (the *kansayaku* himself/herself only)

m. Others

Outside *Kansayaku*'s Relationship with the Company (2)

Name	Designation as Independent *Kansayaku*	Supplementary Explanation of the Relationship	Reasons of Appointment
Shigeji Sugimoto	○	Mr. Sugimoto was involved with financial audit as a certified public accountant in Deloitte Touche Tohmatsu LLC, the accounting auditor of NST, and retired from said LLC in December, 2015. Mr. Sugimoto has never been involved with a financial audit of NST.	<Reason for appointment as an outside *Kansayaku*> NST asks Mr. Sugimoto to reflect his professional perspective and experience as CPA in the audit engagements of NST. <Reason for appointment as an Independent *Kansayaku* > More than five (5) years has passed since he retired from Deloitte Touche Tohmatsu LLC and NST judges a conflict of interest with general shareholders will not arise.
Hirofumi Funakoshi		Mr. Funakoshi is a Managing Executive Officer of Nippon Steel Corporation. NST and said company are in a major business relationship, and said company is a major shareholder of NST (1st place).	<Reason for appointment as an outside *Kansayaku*> Mr. Funakoshi has many years of rich experience in the steel business. NST judges that he is capable of performing the duties as an Outside *Kansayaku* appropriately by reflecting his many years of experience in and deep insight about the steel industry in auditing of the Company.

[Independent Directors/*Kansayaku*]

Number of Independent Directors/*Kansayaku*	4

Matters relating to Independent Directors/*Kansayaku*

NST appoints all Outside Directors/*Kansayaku* who have the qualifications of Independent Directors/*Kansayaku* as Independent Directors/*Kansayaku*.

[Incentives]

Incentive Policies for Directors	Performance-linked Remuneration

Supplementary Explanation

As described earlier in (Principle 3-1 Full Disclosure), (iii) Board policies and procedures in determining the remuneration of Directors.

Recipients of Stock Options	

Supplementary Explanation

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[Director Remuneration]

Disclosure of Individual Directors' Remuneration	No Individual Disclosure

Supplementary Explanation

In business reports, NST discloses the total amount of remuneration, etc. by type in each of the following categories: Directors (excluding Outside Directors), *Kansayaku* (excluding Outside *Kansayaku*), Outside Directors and Outside *Kansayaku.*

Officer's remuneration for FY2020 (from April 1, 2020 to March 31, 2021) are as follows:
Eleven (11) Directors (excluding Outside Directors): 321 million yen (fixed compensation: none, performance-linked remuneration: 321 million yen)
Two (2) *Kansayaku* (excluding Outside *Kansayaku*): 44 million yen (fixed compensation: 44 million yen, performance-linked remuneration: none)
Three (3) Outside Directors: 31 million yen (fixed compensation: 31 million yen, performance-linked remuneration: none)
Two (2) Outside *Kansayaku*: 8 million yen (fixed compensation: 8 million yen, performance-linked remuneration: none)

Policy on Determining Remuneration Amounts and Calculation Methods	Established

Disclosure of Policy on Determining Remuneration Amounts and Calculation Methods

As described earlier in (Principle 3-1 Full Disclosure), (iii) Board policies and procedures in determining the remuneration of Directors.

[Supporting System for Outside Directors and/or *Kansayaku*]

To support the duties of Outside Directors, the General Affairs & Corporate Communication Department serves as a contact point and supplies necessary information appropriately.
To support the duties of Outside *Kansayaku*, NST established the Office of the *Kansayaku* Board and assigns two employees.

The General Affairs & Corporate Communication Department also supplies Outside Directors and *Kansayaku* with necessary support such as providing the notice of the meetings of Board of Directors or of its change, sending the materials for the meetings of Board of Directors in advance, and explaining the resolution matters for the meetings of Board of Directors in advance.

2. Matters on Functions of Business Execution, Auditing, Oversight, Nomination and Remuneration Decisions (Overview of Current Corporate Governance System)

NST adopts the governance system of a "Company with *Kansayaku* Board", and implements and operates the following internal corporate structure to ensure appropriate and efficient business execution. NST introduces the "Executive Officer System" and targets the efficient operation of the Board of Directors by separating the function of decision-making and supervision and the function of business execution, and adopts the management system to promptly cope with changes in the management environment.

(1) Board of Directors

The Board of Directors is organized by all Directors. Meeting of Board of Directors is held once every month. Important matters related to management are determined and the business execution of each Director is supervised.

(2) Personnel and Remuneration Committee (voluntary committee)

The appointment of senior management and the nomination of Director and *Kansayaku* candidates are resolved at the meeting of the Board of Directors following the exchange of opinion in the Personnel and Remuneration Committee which is composed of the President and three (3) Outside Directors. Each Director's remuneration is also resolved at the meeting of Board of Directors following the exchange of opinion in the Personnel and Remuneration Committee.

(3) Management Meeting

The Management Meeting is organized by Directors who serve as Executive Officers or Senior Advisors concurrently. It is held twice per month in principle. The policy of important business execution matters and other important matters related to management are discussed and the inquiries of the President are answered. *Kansayaku* have the right to attend the meeting and give his/her opinion.

(4) *Kansayaku*

Kansayaku attend important meetings such as meeting of Board of Director or Management Meeting to supervise the condition of business execution by Directors. *Kansayaku* has the right to inspect all draft plans and reports on the database, claim Directors report in case of necessity, and state opinion at the meeting.

(5) Internal Auditing

The Internal Control & Audit Department (22 full-time members, 4 concurrent members) is established as a department engaged in internal controls and auditing. It audits regularly validity and efficiency of business execution by NST and group companies in Japan and foreign countries.

(6) Accounting Auditor

NST requests Deloitte Touche Tohmatsu LLC to execute financial audits in accordance with the Companies Act, and financial statements audits and internal control audits in accordance with the Financial Instruments and Exchange Act. The Accounting Auditor, *Kansayaku* and Internal Control & Audit Department exchange information regularly and in mutual cooperation.

(7) Establishment of various committees

NST establishes various committees to further strengthen corporate governance. Major committees and their roles are as follows.

(a) Compliance Crisis Committee

To cope with the occurrence of various matters related to compliance and crisis management.

(b) Information Security Committee

To realize, ensure and support the basic principles stipulated in the basic policy on information security.

(c) Environment Committee

To discuss and determine environmental policy for NST-wide promotion of environmental conservation activities.

(d) Investment and Loan Committee

To investigate and examine investment and loan matters before the Management Meeting.

(e) Credit Committee

To discuss the necessary matters to judge the authorization about applications for credit limits, and to answer inquiries by authorized persons.

(f) Safety Trade Control and Trade Business Control Committee

To implement internal corporate structure and operational standards related to the trading business

(8) Outline of Contract for Limitation of liability

NST concluded contracts for the limitation of liability for damages to the extent of the Minimum Liability Amount stipulated in Article 425, paragraph 1 of Companies Act with Directors (excluding Executive Director) and *Kansayaku* in accordance with Article 427, paragraph 1 of the Companies Act, and Article 27, paragraph 2 and Article 38, paragraph 2 of the Articles of Incorporation.

3. Reasons for Adoption of Current Corporate Governance System

In NST, the Board of Directors, which is composed of Executive Directors with thorough knowledge about the business and management of NST and two or more Outside Directors with a wealth of experience and deep insight in the area of corporate management, makes decisions about the basic policy of management and important business executions, and also supervises the execution of duties by Directors. Furthermore, *Kansayaku* who have strong authority attend the meeting of the Board of Directors and audit the business executions of Directors, etc., from an independent standpoint. NST judges that such structure is effective to ensure the efficiency and soundness of management, and adopts the governance system of a "Company with *Kansayaku* Board."

Two (2) persons among four (4) *Kansayaku* are Outside *Kansayaku*. These Outside *Kansayaku* have a wealth experience and a broad perspective in various fields as CPA or in the operation of companies. NST strengthens the monitoring and supervising function of the Board of Directors, which has decision-making and supervising of business authority.

Each *Kansayaku* makes mutual cooperation to execute the daily audit engagements according to the schedule and makes decisions objectively about the legitimacy of the Directors' business execution and the validity and rationality of operational judgment with independent perspectives at meeting of Board of Directors or other important meetings. Thus, NST considers that the monitoring and supervising function in NST works thoroughly.

III. Implementation of Measures for Shareholders and Other Stakeholders

1. Measures to Vitalize the General Shareholder Meetings and Smooth Exercise of Voting Rights

	Supplementary Explanations
Early Notification of General Shareholder Meeting	In 2021, it was dispatched on June 4th, though the deadline stipulated in the Companies Act was June 14th.
Scheduling AGMs Avoiding the Peak Day	NST makes effort to schedule annual general meeting of shareholders avoiding the Peak Day, however, NST may schedule it on the Peak Day due to the reason of reserving a place.
Allowing Electronic Exercise of Voting Rights	From 2016, NST allowed Electronic Exercise of Voting Rights in order to improve the convenience of exercising shareholder rights.

Participation in Electronic Voting Platform	From 2016, NST participated in Electronic Voting Platform in order to improve the convenience of exercising shareholder rights.
Providing Convocation Notice in English	From 2015, the summarization of convocation notice in English was posted on NST's website.
Other	The convocation notice and resolution notice of general meeting of shareholders were posted on NST's website. NST is targeting visualization such as projecting the business reports on to a wide screen at the general meeting of shareholders.

2. IR Activities

	Supplementary Explanations
Regular Investor Briefings for Analysts and Institutional Investors	NST holds IR explanation meeting for analysts and institutional investors twice per year. (Last year, only one meeting was held during the year due to the effects of COVID-19, etc.)
Posting of IR Materials on Website	Quarterly financial results, year-end financial results, supplementary documents, quarterly reports and securities reports were posted on NST's website. The convocation notice and resolution notice of the general meeting of shareholders and documents concerning timely disclosure to the Tokyo Stock Exchange are also posted on NST's website. English translation of the convocation notice (summarize) and resolution notice of the general meeting of shareholders, and financial results are posted on NST's website. English translation of main news releases also posted on NST's website.
Establishment of Department and/or Manager in Charge of IR	Some employees in the Accounting & Finance Department are assigned as persons in charge of IR, and other departments in the Corporate Planning & Administration Division support them.
Other	Executive vice president is a responsible person of IR.

3. Measures to Ensure Due Respect for Stakeholders

	Supplementary Explanations
Implementation of Environmental Activities, CSR Activities etc.	NST considers the issues related to sustainability including society and the environment as the most important issue and an essential part of company management. NST, in accordance with its environmental policy, establishes environmental committee to comply with environmental laws and regulations related to NST Group business and promote environmental

	conservation actions such as saving energy, and establishes the Environmental Management Section in the General Affairs & Corporate Communication Department to cope with environmental issues. NST establishes specialized departments to deal with safety and quality, and endeavors to operate factories safely, improve the quality of goods and ensure the safety of foods.
Development of Policies on Information Provision to Stakeholders	NST executes timely disclosure appropriately in accordance with laws and regulations such as the Companies Act and the Financial Instruments and Exchange Act, and securities listing regulations of stock exchanges. NST endeavors to supply information such as other press releases or various information on NST's website, which is different from the disclosure in accordance with laws and regulations. NST performs IR activities for investors and endeavors to fulfill and improve it.

IV. Matters Related to the Internal Control System

1. Basic Views on Internal Control System and the Progress of System Development

"Basic Policy about an Internal Control System"

NST clarifies its basic attitude to regard compliance as important in accordance with the Corporate Philosophy, Management Principles and Employee Code of Conduct.

NST implements and operates internal control appropriately, further strengthens its corporate governance, endeavors to ensure "compliance with laws and ordinances," "reliability of financial reporting" and "effectiveness and efficiency of operations," and aims to improve it continuously.

1. System to ensure the compliance of Directors' business execution with laws, regulations and the Articles of Incorporation (In this chapter, hereinafter called "Laws, etc.")

The Board of Directors makes decisions and receives reports about important matters of management in accordance with the Regulations of Board of Directors, etc.

Executive Directors (Directors who serve as Executive Officers concurrently) perform business execution in accordance with the division of business responsibilities, supervise employees' business execution and reports to the Board of Directors in accordance with the resolution matters of the Board of Directors.

In case Directors find other Director's action in non-compliance with Laws, etc., he/she shall report to the *Kansayaku* and the Board of Directors immediately, and *Kansayaku* and the Board of Directors shall promptly take corrective action and thus the soundness of Directors' business execution shall be maintained.

2. System for storage and preservation of information related to Directors' business execution

Various information related to business execution such as the minutes of the Meeting of Board of Directors shall be preserved appropriately after the responsible person is clarified and the confidentiality level is set in accordance with the Information Management Regulations and Information Security Basic Regulations.

NST aims to disclose important information such as management plans or financial information appropriately in a timely manner, in addition to the method stipulated in laws and ordinances.

3. Regulations concerning the Risk of Loss Management and other Systems

Each Executive Director and Executive Officer shall understand and estimate business risk (investment and loan risk, etc.) executed by the department and branch which he/she manages or takes charge of, and perform duties based on the authority and responsibilities specified in the regulations. For each risk,

necessary regulations (Investment and Loan Management Regulations, etc.) shall be established and a committee (Investment and Loan Committee, etc.) meeting shall be held to make examinations.

Regarding risks relating to industrial safe and health, product safety and quality, etc., a section in charge shall establish regulations, etc. and convey them to each department and branch, understand and evaluate the management status of each department and branch through monitoring, etc., and then give appropriate guidance and advice.

In the case of accident, disaster or compliance issue, etc. that affects NST's management seriously, NST holds the Compliance Crisis Committee immediately to minimize the loss and influence, etc., and takes necessary measures promptly in accordance with the direction of the President.

NST has already established the "Crisis Management Manual" to prepare for the occurrence of accidents and incidents in NST and its subsidiaries, and implements the corporate structure to immediately report to top management.

4. System to ensure efficient performance of Directors

Important individual execution matters such as management plans, business strategy and investment and loans shall be determined by the Board of Directors through discussion at the Management Meeting, etc.

The matters in accordance with the determination of the Board of Directors, etc., shall be executed by the Representative Director, each Executive Director, each Executive Officer and each general manager.

The division of business responsibilities, direction line or authorization process shall be prescribed by the "Regulations Concerning Organizational Structure and Division of Business Responsibilities" and "Table of Authorization Standards," and their authority and responsibilities are clarified.

5. System to ensure the compliance of employees' business execution with Laws, etc.

NST shall construct and implement the internal control system based on three lines of defenses, including the first line of defense comprised of department(s) engaged in sales, etc., the second line of defense including department(s) engaged in functions that are mainly comprised of the Corporate Planning & Administration Division and each sales planning department, and the third line of defense comprised of department(s) engaged in internal controls and auditing.

The department(s) engaged in sales, etc. shall construct and implement the internal control system based on autonomous internal control, and each department shall manage the operation of internal control at its own initiative under the responsibility of each Executive Officer who supervises such department.

The department(s) engaged in functions shall identify and evaluate risks surrounding the companies, construct a framework to control risks in cooperation with the department(s) engaged in sales, etc. and provide the department(s) engaged in sales, etc. with necessary support, as well as take appropriate actions including education and enlightenment.

The department(s) engaged in internal controls and auditing shall confirm and evaluate appropriateness of the structural and operational conditions of the internal control system of the entire Group while ensuring independence and keeping the objective standpoint.

Each division shall comply with various laws and ordinances related to its business and enforce them, and aim to prevent non-compliance activities. In case of discovery of an activity or fact which may not comply with Laws, etc., prompt report shall be sent to department(s) engaged in functions and the department(s) engaged in internal controls and auditing.

After the receipt of a report, the department(s) engaged in functions and the department(s) engaged in internal controls and auditing shall cooperate with each other, correct the issue and aim to prevent its re-occurrence.

These departments shall report important facts such as violations of laws and ordinances to the Board of Directors, etc.

Employees shall comply with laws, ordinance and regulations, and have the responsibility to do his/her work appropriately. NST shall establish regulations to comply with Laws, etc., and implement and operate employee education such as seminars or instructional manuals to comply with Laws, etc. Employee who conducts non-compliance actions shall be reprimanded in accordance with the "Reward and Punishment Regulations."

6. System to ensure the appropriateness of business executed by NST and its subsidiaries

NST and each subsidiary shall establish internal regulations to ensure the appropriateness of business in accordance with the Corporate Philosophy, Management Principles and Employee Code of Conduct, and hold business strategy in common based on the business characteristics of each division and subsidiary. Thus, NST and each subsidiary shall operate as a single group.

Each Executive Director, Executive Officer and general manager in NST and the directors of each subsidiary shall have employees fully understand the Corporate Philosophy, Management Principles, Employee Code of Conduct and regulations, and perform self-check and monitoring.

The department in charge of the management of each subsidiary shall operate the subsidiary appropriately in accordance with the "Subsidiary Management Regulations," the "Subsidiary Management Standards," etc., under the responsibility of the Executive Officer who supervises such department.

NST shall dispatch its Executive Directors, Executive Officers or employees to subsidiaries as Directors or *Kansayaku* in case of necessity, and ensure the appropriateness of business execution.

The department(s) engaged in internal controls and auditing shall cooperate with the department(s) engaged in functions, instruct and support the internal control system of NST and its subsidiaries, hold information with the subsidiary in common, and aim to fulfill the internal control.

NST has already established the “Compliance Hotline System” as a reception point of Internal Reporting related to the risk of business operations, and keeps the confidentiality of reports strictly and never treats reporters unfavorably.

NST and its subsidiaries shall never have any relationship with anti-social forces. In case NST or subsidiaries receive unreasonable demands from anti-social forces, they shall take action in a resolute attitude.

The concrete system is as follows.

(1) System about reports on business execution by directors of subsidiaries to NST

Each subsidiary shall report important matters such as business plans, settlement, investment and loans to NST regularly and in case of necessity, and NST shall give said subsidiary instructions and advice.

(2) Regulations related to the risk management of loss of subsidiaries and other systems

Each subsidiary shall monitor the risk of business operations in normal times, and take measures to decrease the extracted risk.

NST has already established the “Emergency Report System” as a reporting method about the risk of loss in NST and its subsidiaries, and has already prepared the “Crisis Management Manual” for contingencies.

(3) System to ensure efficient performance of subsidiary's Directors

Each subsidiary shall establish regulations related to the organizational structure, the division of business responsibilities and authorities, and execute its business through the determination of important matters by the Board of Directors. NST shall evaluate subsidiaries with its achievements and operations, and support their management.

(4) System to ensure compliance of Directors’ and employees’ business execution of the subsidiaries with Laws, etc.

Each department in charge of the management of a subsidiary shall require the concerned subsidiary to report its implemental and operational conditions of compliance and internal control, and supply the subsidiary with necessary support, advice, etc. In addition, said department shall require the concerned subsidiary to report an activity or fact which may not be in compliance with Laws, etc., and promptly report the matter to the relevant department(s) engaged in functions and the department(s) engaged in internal controls and auditing.

Each subsidiary shall implement and operate its regulations in compliance with Laws, etc. In case a Director or an employee discovers actions in non-compliance with Laws, etc., he/she shall report to the Board of Directors in his/her own company immediately and report to NST with Emergency Report system, and NST shall give said subsidiary instructions and advice.

7. Matters of audit by *Kansayaku*

Directors, Executive Officers and employees of NST, and Directors, Auditors and employees of the Subsidiaries shall report on the condition of the business execution of NST and said subsidiary, and important matters such as facts that influence the management of NST, to *Kansayaku* or *Kansayaku* Board appropriately in a timely manner, and directly or through the relevant department(s) engaged in functions and the department(s) engaged in internal controls and auditing. Directors shall report import matters such as the operating condition of internal control at the Board of Directors Meeting and the Management Meeting, and hold such information with *Kansayaku* in common.

NST shall not treat such reporters unfavorably for the reason of his/her report.

The relevant department(s) engaged in functions and the department(s) engaged in internal controls and auditing shall cooperate with each other, by exchange of opinion about the operation condition of internal control system with *Kansayaku* regularly or in case of necessity.

To support audit engagements by *Kansayaku*, NST has already established Office of *Kansayaku* Board and arranges the employees necessary for audit engagements. To ensure the independence of Office members from Directors, these Office members work exclusively and execute audit engagements under *Kansayaku*.

The change and evaluation of Office members shall be discussed with *Kansayaku*.

NST shall include expenses necessary for the execution of audit engagements by *Kansayaku* in its budget. NST shall meet a request from *Kansayaku* for urgent and extraordinary expenses after the fact.

2. Basic Views on Eliminating Anti-Social Forces

NST aims to continue to be a company group relied upon by society, and has the policy never to have a relationship with Anti-Social Forces which threaten public order and social safety, and to never meet unreasonable demands.

NST has already established an internal corporate structure such as the Compliance Manual and the assignment of a responsible person for unreasonable demands.

NST belongs to the particular association managed by the Metropolitan Police Department and receives instructions and information, and cooperates with outside special organs such as the police or lawyers, etc., in normal times.

V. Other

1. Adoption of Anti-Takeover Measures

Adoption of Anti-Takeover Measures	Not Adopted

Supplementary Explanation

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2. Other Matters Concerning to Corporate Governance System

<Timely Disclosure Structure>

The internal corporate structure of Timely Disclosure shall be as follows.

1. Timely disclosure of Decisions by NST

A decision which becomes the object of timely disclosure about NST and its subsidiaries shall be determined and reported by the Board of Directors or the Management Meeting in accordance with the internal regulations, and disclosed in accordance with the Securities Listing Regulations of the Tokyo Stock Exchange.

2. Timely disclosure about the Facts which occurred for NST

Facts which occurred for NST or subsidiaries shall be disclosed in accordance with the Securities Listing Regulations of the Tokyo Stock Exchange promptly after the occurrence of said Fact.

3. Timely disclosure about NST's Earning information

Earning information shall be submitted and reported to the Board of Directors in accordance with NST's regulations and disclosed in accordance with the Securities Listing Regulations of the Tokyo Stock Exchange.

Each disclosure noted above shall be executed in a timely manner under the responsibility of the Executive Officer managing the General Affairs & Corporate Communication Department (Entity Responsible for the Handling of Information stipulated in the Securities Listing Regulations of the Tokyo Stock Exchange).

NST shall post it to NST's website at the same time of disclosure.