

Last Update: July 8, 2019  
Nippon Steel Corporation  
Representative Director and President  
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<https://www.nipponsteel.com/en>

The corporate governance of Nippon Steel Corporation (“NIPPON STEEL” or the “Company”) is described below.

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

### 1. Basic Views

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Major updates made in the Corporate Governance Report, as of July 8, 2019, are as follows.

#### II-1. Organizational Composition and Operation

- [Directors]: The members of the Nomination and Compensation Advisory Committee have been specified.
- [Incentives]: In the “Supplementary Explanation”, indicators for performance-linked compensation and reasons for selecting such indicators have been newly indicated.

#### II-2. Matters on Functions of Business Execution, Supervision, Nomination, and Compensation Decisions

- The main agenda items to be deliberated at the meetings of the Board of Directors and the status of attendance of each Director and Audit & Supervisory Board Member have been newly indicated in (1).
- The “Policies and Reasons for Selection of the Accounting Auditor” and “Evaluation of the Accounting Auditor by the Audit & Supervisory Board Members and the Audit & Supervisory Board” have been newly indicated in (2).

#### V-1. Adoption of Anti-Takeover Measures

- As the “the Fair Rules for the Acquisition of Substantial Shareholdings ( Takeover Defense Measures for the Protection and Enhancement of Shareholders’ Common Interests)” has been terminated due to the expiration of its effective term at the conclusion of the 95th General Meeting of Shareholders, its details have been renewed.

Other descriptions based on performance results have been updated to reflect the latest information.

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(1) For the Group's sound and sustainable growth, and improvement of its corporate value in the mid-to long-term, in response to the delegation of responsibilities by and trust from all stakeholders, including shareholders and business partners, NIPPON STEEL has established a corporate governance structure appropriate for the Group's business.

(2) The basic structure of NIPPON STEEL's corporate governance is as follows.

a. Reasons for Adopting a Company Structure with an Audit & Supervisory Board

NIPPON STEEL, with its core business being steelmaking, has adopted a company structure with an Audit & Supervisory Board, because NIPPON STEEL believes that the following structure is effective in ensuring management efficiency and soundness: the Board of Directors, consisting of Executive Directors with intimate knowledge of NIPPON STEEL's businesses and Outside Directors with vast experience and deep insights, makes decisions on basic management policies and the execution of important business matters; and the Audit & Supervisory Board Members, with considerable legal authority, independently supervise the performance of responsibilities by Directors.

b. Corporate Governance System

Currently, the Board of Directors of NIPPON STEEL is comprised of ten (10) Executive Directors who are familiar with the businesses of NIPPON STEEL and three (3) Outside Directors who are independent, and is chaired by the Representative Director and President.

The Audit & Supervisory Board of NIPPON STEEL is comprised of three (3) full-time Audit & Supervisory Board Members who were employees of NIPPON STEEL with intimate knowledge of NIPPON STEEL's businesses, and four (4) Outside Audit & Supervisory Board Members with deep insights, and is chaired by the Senior Audit & Supervisory Board Member.

Since all Audit & Supervisory Board Members attend meetings of NIPPON STEEL's Board of Directors, Non-executive Members of the Board account for one half (10 out of 20) and Outside Directors and Outside Audit & Supervisory Board Members account for over one third (7 out of 20) of all attendees at the meetings of the Board of Directors.

Of the above, the Outside Directors contribute to the Board of Directors' decision-making from diverse perspectives and its enhancement of the function of supervising management by, among others, expressing their respective independent opinions, at the Board of Directors and other opportunities, and exercising their voting rights, based on their vast experience in, and deep insights into, such areas as corporate management, international affairs, economies, employment and labor.

To ensure the soundness of management, full-time Audit & Supervisory Board Members who were employees of NIPPON STEEL, with intimate knowledge of NIPPON STEEL's businesses, and Outside Audit & Supervisory Board Members, with deep insights, attend meetings of the Board of Directors and express their opinions from an independent standpoint. Further, in collaboration with NIPPON STEEL's Accounting Auditor, Internal Control and Audit Division, and other divisions, they audit, among others, the status of performance of responsibility by the Directors and the status of NIPPON STEEL's assets on a day-to-day basis.

At NIPPON STEEL, as just described, all attendees at the meetings of the Board of Directors appropriately fulfill their roles and responsibilities to promptly make decisions corresponding to changes in the management environment and to ensure multifaceted and sufficient deliberations and objective decision-making.

At NIPPON STEEL, in order for all Outside Directors and Outside Audit & Supervisory Board Members to obtain the necessary information and sufficiently fulfill their roles, the Chairman, the President, other senior management, and Senior Audit & Supervisory Board Members regularly hold meetings with those Outside Directors and Outside Audit & Supervisory Board Members to share the management challenges, and exchange opinions.

c. Appropriate Information Disclosure

To enhance management transparency and advance a correct understanding by stakeholders on the management situation of the Group, NIPPON STEEL not only seeks to disclose information in accordance with applicable laws and regulations and the rules of financial instruments exchanges, but also seeks to disclose financial and non-financial information at an appropriate timing, in an easily understandable manner, and accurately.

d. Establishment and Operation of the Internal Control System

To comply with applicable laws and regulations, and ensure the integrity of financial reports and the effectiveness and efficiency of business and affairs, NIPPON STEEL establishes and appropriately operates an internal control system, and strives to continually improve it. To create a sound and open organization, NIPPON STEEL establishes the internal control environment by emphasizing dialogue in and outside the workplace, regularly conducting attitude surveys with all employees, and establishing a whistleblower system to receive consultation and reports not only from employees of NIPPON STEEL and the Group companies, but also from temporary workers and employees of contractors and suppliers, and their families.

e. Regular Examination and Review of Corporate Governance

NIPPON STEEL regularly examines and reviews, at the Board of Directors, the corporate governance structure, its operating situation, and other relevant facts and circumstances, including the analysis and evaluation of the effectiveness of the Board of Directors as a whole so that NIPPON STEEL will be able to make improvements autonomously, considering the opinions of Outside Directors and Outside Audit & Supervisory Board Members. For the specific initiatives and situations regarding the NIPPON STEEL's corporate governance, please see each item of this report.

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

NIPPON STEEL conducts all matters related to every principle of the Code.

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

**[Principle 1.4] (Strategic Shareholdings)**

(1) Policy on Strategic Shareholdings

NIPPON STEEL, from the standpoint of sustainable growth and improvement of its corporate value in the mid- to long-term, believes that it is extremely important to maintain and develop the relationships of trust and alliance with its extensive range of business partners and alliance partners both in Japan and overseas, which have been cultivated through its business activities over the years. Accordingly, NIPPON STEEL shall continue to hold strategic shareholdings which are judged to contribute to maintaining and strengthening its business foundation such as the business relationships and alliance relationships between NIPPON STEEL and the investees, enhancing the profitability of both parties, and thereby improving the corporate value of NIPPON STEEL and the Group.

(2) Examination of the Appropriateness of the Strategic Shareholdings

NIPPON STEEL confirms the appropriateness of its strategic shareholdings by specifically examining all shareholdings to determine, among others, whether the purpose of each shareholding is appropriate and whether the benefit and risk associated with each shareholding is commensurate with the cost of capital. Of these shareholdings, each shareholding with the market value exceeding a certain threshold is examined each year at the Board of Directors. The total market value of the shareholdings examined at the Board of Directors accounts for approximately 90% of the total market value of the strategic shareholdings held by NIPPON STEEL on a consolidated basis (as of March 31, 2019).

The number of stocks held as strategic shareholdings by NIPPON STEEL on a non-consolidated basis was 495, as of October 1, 2012, when Nippon Steel & Sumitomo Metal Corporation was found, while 345 stocks were held as of March 31, 2019 (total value on the balance sheet was 464.8 billion yen).

(3) Basic Policy on Exercise of Voting Rights Concerning Strategic Shareholdings

Regarding the voting rights concerning each strategic shareholding, NIPPON STEEL exercises its voting rights upon comprehensively evaluating whether the agenda of the General Meeting of Shareholders of the investee company contributes to the improvement of the respective corporate values of NIPPON STEEL and the investee company. Specifically, NIPPON STEEL formulates criteria for the exercise of voting rights which set forth guidelines for judgment according to the type of agenda items such as the appropriation of surplus, the election of Directors and Audit & Supervisory Board Members, etc., and exercises its voting rights based on these criteria together with the results of the examination of the appropriateness of the shareholdings in (2) above.

**[Principle 1.7] (Related Party Transactions)**

Regarding transactions (including indirect transactions) between NIPPON STEEL and Directors, NIPPON STEEL verifies the contents of each transaction. If the transactions fall under conflict-of-interest transactions, in accordance with applicable laws and regulations and NIPPON STEEL's internal rules, the "Rules for Board of Directors," NIPPON STEEL seeks approval at, and reports to, the Board of Directors, and confirms that all those transactions will not harm NIPPON STEEL.

Also, regarding the transactions between NIPPON STEEL, on the one hand, and the Audit & Supervisory Board Members and other related parties, on the other hand, NIPPON STEEL verifies the contents of each transaction; subject to applicable laws and regulations, it discloses the

transactions appropriately, depending on their importance and nature.

**[Principle 2.6] (Roles of Corporate Pension Funds as Asset Owners)**

In order to ensure the payment of pension benefits to beneficiaries into the future, NIPPON STEEL carries out the management of pension assets to achieve long-term and stable asset formation. The Accounting & Finance Division manages the pension assets under a contract-type defined-benefit corporate pension plan. Persons in charge within the Accounting & Finance Division, who are rotated every several years, manage the pension assets in accordance with NIPPON STEEL's basic policy on pension fund management and strive to exercise the roles expected of asset owners, while at the same time reinforcing their expertise through the utilization of outside consultants and other means.

Furthermore, the persons in charge of pension fund management confirm with each fund manager its investment performance, management policy, management system, management process, etc. at occasions such as quarterly investment reporting sessions, and comprehensively evaluate all of the investment products and the fund managers. In addition, NIPPON STEEL periodically convenes the Fund Management Committee comprising personnel including officers in charge of the Accounting & Finance, Corporate Planning, Human Resources and Legal Division, to confirm the soundness of pension financing and the appropriateness of the internal management system by checking the investment performance and through the deliberation and approval of the management policy.

NIPPON STEEL avoids any conflicts of interest which may arise between the beneficiaries and NIPPON STEEL by entrusting the management of its pension fund to several Japanese and overseas fund managers and by delegating the authority to exercise the relevant voting rights to each fund manager.

**[Principle 3.1] (Full Disclosure)**

(1) Corporate Philosophy, Management Strategies, and Management Plans

◆ Corporate Philosophy

As a fundamental philosophy, the Group will pursue world-leading technologies and manufacturing capabilities, and contribute to society by providing excellent products and services. In order to achieve this, the Group has the following management principles:

- (i) We continue to emphasize the importance of integrity and reliability in our actions.
- (ii) We provide products and services that benefit society, and grow in partnership with our customers.
- (iii) We pursue world-leading technologies and manufacturing capabilities.
- (iv) We continually anticipate and address future changes, innovate from within, and pursue unending progress.
- (v) We develop and bring out the best in our people to make our Group rich with energy and enthusiasm.

◆ Employee Action Guidelines

In order to realize the above Corporate Philosophy, NIPPON STEEL has established the following "NIPPON STEEL Group Employee Action Guidelines" that express the daily attitude and frame of mind of its employees.

What we strive for:

**Creativity, Innovation and Growth**

We constantly seek self-improvement, pursue ambitious goals with enthusiasm, and continuously challenge ourselves to do better.

What we value most:

**Self-empowerment, Workplace and Essentiality**

We observe rules, keep our promises and pierce to the heart of matters by actively investigating the facts.

What we encourage:

**Dialogue, Collaboration and Sharing of Knowledge**

We build mutual trust through dialogue and collaboration, and seek to pass on our spirit and skills to the next generation.

We will be guided by these principles, and act fairly and equitably throughout the world.

◆ **Management Strategies and Management Plans**

In March 2018, the NIPPON STEEL Group developed the 2020 Mid-Term Management Plan (the “2020 Plan”), which consists of a three-year plan for fiscal year 2018 through fiscal year 2020 and the initiation of development of measures beyond fiscal year 2021.

Through the implementation of the 2020 Plan, the NIPPON STEEL Group will seek to advance towards “the best steelmaker with world-leading capabilities” by continuing to strengthen the “manufacturing capabilities” of domestic mother mills, while at the same time addressing the megatrends of major changes in society and industry, including the rapid innovation in IT, growing need for lighter and stronger vehicles and a shift to electric and other new energy vehicle, and further improving its capabilities in terms of “technology,” “cost,” and “being global,” and “creating the value of steel.”

Please refer to the details provided on NIPPON STEEL’s website (URL: <https://www.nipponsteel.com/ir/library/strategy.html>).

By implementing the series of measures of the 2020 Plan, the NIPPON STEEL Group aims at a medium- to long-term growth in profit and an expansion of its cash flow generating ability with a target ROS of about 10% and ROE of about 10% in fiscal year 2020.

(2) **Basic Views and Guidelines on Corporate Governance**

Please refer to I-1 “Basic Views” of this report.

(3) **Board Policies and Procedures in Determining the Compensation of Directors**

a. **Policies on Determining the Compensation**

NIPPON STEEL has determined the “Policies regarding the Decision on the Amount of Remuneration for Directors” at the Board of Directors, and discloses these in the “Business Report.”

Directors’ compensation consists only of monthly compensation in cash, and is all based upon performance of NIPPON STEEL, in order to provide incentives for the Group’s sustainable growth and improvement of its corporate value.

Specifically, NIPPON STEEL sets the base amount of compensation for each Director’s rank taking into consideration each Director’s required skills and

responsibilities, and this base amount varies within a specific range based on NIPPON STEEL's consolidated results, and the amount of each Director's compensation is determined within the limits approved by the General Meeting of Shareholders. Such limit was approved at 180 million yen per month (the maximum number of Directors prescribed in the Articles of Incorporation is 20) by the 88th General Meeting of Shareholders held on June 26, 2012.

NIPPON STEEL abolished its retirement benefits for Directors in 2006. Furthermore, the policies relating to bonuses were deleted from the "Policies regarding the Decision on the Amount of Remuneration for Directors" in 2013.

Regarding Audit & Supervisory Board Members' compensation, NIPPON STEEL determines the monthly compensation for each Audit & Supervisory Board Member, within the limits approved by the General Meeting of Shareholders, by considering the Audit & Supervisory Board Member's responsibilities, depending on its rank and whether the Audit & Supervisory Board Member is full- or part-time. Such limit was approved at 22 million yen per month (the maximum number of Audit & Supervisory Board Members prescribed in the Articles of Incorporation is seven) by the 82nd General Meeting of Shareholders held on June 28, 2006.

b. Procedures for Determining the Compensation

The policies on determining compensation mentioned in a. above and the specific amount of each Director's compensation is resolved at the Board of Directors after discussion at the "Nomination and Compensation Advisory Committee," comprised of the Chairman, the President, and three members designated by the President from among the Outside Directors and Outside Audit & Supervisory Board Members.

The Nomination and Compensation Advisory Committee conducts discussions and deliberations on a wide-range of topics including the system of Directors' compensation and the appropriateness of the compensation levels by position, taking into account the survey results of directors' compensation levels of other companies obtained from third-party research organizations.

Each Audit & Supervisory Board Member's compensation is determined by discussions of the Audit & Supervisory Board Members.

(4) Policies on and Procedures in the Nomination of Director Candidates and Audit & Supervisory Board Member Candidates and the Appointment and Dismissal of Senior Management

a. Policies on the Nomination of Director Candidates and Audit & Supervisory Board Member Candidates and the Appointment of Senior Management

For the nomination of Director candidates and Audit & Supervisory Board Member candidates, and the appointment of senior management, NIPPON STEEL'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 Audit & Supervisory Board as a whole, and the balance of candidates comprising these respective boards (including the number of Outside Directors and Outside Audit & Supervisory Board Members) so that NIPPON STEEL will establish an optimum board composition in which each individual is able to appropriately fulfill its role and responsibilities and properly respond to the management challenges of the Group's business.

NIPPON STEEL believes the appointment of the President and other senior management to be one of the most important roles/functions of the Board of Directors. To ensure that optimum human resources who are capable of realizing the sustainable growth of the entire Group and the mid- to long-term improvement of its corporate value are appointed to the office of President and other senior management in a timely manner, NIPPON STEEL provides various opportunities for Directors and Executive Officers who are to become successor candidates to improve their credentials by strategically assigning and rotating them to various positions, and by other means as well.

b. Procedures in the Nomination of Director Candidates and Audit & Supervisory Board Member Candidates and the Appointment of Senior Management

The nomination of Director candidates and Audit & Supervisory Board Member candidates, and the appointment of senior management, are resolved at the Board of Directors after discussion at the “Nomination and Compensation Advisory Committee,” comprised of the Chairman, the President, and three members designated by the President from among the Outside Directors and Outside Audit & Supervisory Board Members.

The Nomination and Compensation Advisory Committee conducts discussions and deliberations from various perspectives, in accordance with the policies stated in a. above, taking into account, among others, the sizes of the entire Board of Directors and the Audit & Supervisory Board the balance among the candidates who will comprise the members.

The nomination of Audit & Supervisory Board Member candidates will be submitted to the Board of Directors for deliberation, after the approval at the Audit & Supervisory Board.

c. Procedures in the Dismissal of the President and Other Senior Management

In the event that any disqualification for Directors as stipulated by laws and regulations occurs to the President or other senior management, NIPPON STEEL shall dismiss him or her from the President or other managerial positions by the resolution of the Board of Directors. In addition, in the event that the President or other senior management has engaged in any acts suspected of committing fraud or breach of trust, or in the occurrence of an incident to the President or other senior management that has caused significant hindrance to the continuation of duties, etc., NIPPON STEEL may dismiss him or her from the President or other managerial positions by the resolution of the Board of Directors, while also taking into account discussions and deliberations at the Nomination and Compensation Advisory Committee as necessary.

(5) Explanations for the Appointment, Dismissal and Nomination of Each Individual in the Appointment and Dismissal of Senior Management and the Nominations of Director Candidates and Audit & Supervisory Board Member Candidates by the Board of Directors Based on the above (iv)

NIPPON STEEL explains the nomination, appointment and dismissal of each individual in nominating Director candidates and Audit & Supervisory Board Member candidates, as well as the appointment and dismissal of senior management, by indicating NIPPON STEEL's management system, including the allocation of each individual's responsibilities, the designation of managerial positions, and other related matters, and each individual's brief personal history in reference materials attached to the “Notice of the General Meeting of Shareholders,” the “Securities Report” and press releases related

to managerial personnel matters.

In addition, the reasons for appointment and independence of Outside Directors and Outside Audit & Supervisory Board Members are explained in reference materials attached to the “Notice of the General Meeting of Shareholders” and also indicated in [Directors] and [Audit & Supervisory Board Members] of “Organizational Composition and Operation” of II-1 of this report for your reference.

**[Supplementary Principle 4.1.1] (Brief Summary of the Scope of Matters Delegated to the Management)**

NIPPON STEEL’s internal rules, “the Rules for the Board of Directors,” specify that the following matters shall be resolved at the Board of Directors: the matters to be resolved at the Board of Directors as set forth under applicable laws and regulations and in the Articles of Incorporation, such as the disposal and acquisition of material assets (including investments and provision of loans), decisions on financial plans, the appointment of important employees, and the important organizational reforms. The decision-making regarding matters except for those matters above is delegated to each of the President and other Executive Directors.

NIPPON STEEL has introduced an Executive Officer system for setting clear responsibilities and improving management efficiency by more prompt decision-making.

**[Principle 4.9] (Independence Standards of Independent Directors and Audit & Supervisory Board Members)**

NIPPON STEEL decides the independence of Outside Directors and Outside Audit & Supervisory Board Members in accordance with the independence standards set by financial instruments exchanges in Japan (e.g. Tokyo Stock Exchange), considering each individual’s personal relationship, capital relationship, transaction relationship, and other interests with NIPPON STEEL. For the interests between the Outside Directors and Outside Audit & Supervisory Board Members, on the one hand, and the NIPPON STEEL, on the other hand, on which the NIPPON STEEL bases its decisions, please refer to [Directors] and [Audit & Supervisory Board Members] of “Organizational Composition and Operation” of II-1 of this report.

**[Supplementary Principle 4.11.1] (View on the Balance between Knowledge, Experience, and Skills of the Board of Directors as a Whole, and on Diversity and Board Size)**

To enable a prompt decision-making and to establish an effective corporate governance structure corresponding to changes in the management environment, the Board of Directors will be an appropriate size for the Group’s business lineup and management challenges, and be comprised of members, considering the balance among experience, insights, and expertise of the Board of Directors as a whole and its diversity.

The Articles of Incorporation provide that the number of Directors will be twenty (20) or less and the number of Audit & Supervisory Board Members will be seven (7) or less. Currently, in addition to ten (10) Executive Directors, three (3) Outside Directors and seven (7) Audit & Supervisory Board Members (three (3) full-time Audit & Supervisory Board members who were employees of NIPPON STEEL and four (4) Outside Audit & Supervisory Board Members), who do not engage in the execution of business, attend meetings of NIPPON STEEL’s Board of Directors. Non-executive Directors and Audit & Supervisory Board Members account for one-half (10 out of 20) and Outside Directors and Outside Audit & Supervisory Board Members account for more than one-third (7 out of 20) of all attendees at the meetings of the Board of Directors.

For the balance of the Board of Directors as a whole and its diversity, please see “b. Corporate Governance System” of I-1, (2) of this report.

**[Supplementary Principle 4.11.2] (Directors and Audit & Supervisory Board Members Serving**

**Concurrently as Directors, Audit and Supervisory Board Members, or Management at Other Listed Companies)**

When deciding Director candidates and Audit & Supervisory Board Member candidates, NIPPON STEEL confirms that each candidate is able to appropriately fulfill its role and responsibilities, including confirming whether the candidate concurrently serves as a director, an audit and supervisory board member, or the management at other listed companies. Whether Directors and Audit & Supervisory Board Members serve concurrently as directors, audit and supervisory board members or management at other listed companies are disclosed every year in reference materials attached to “Notice of Convocation for the General Meeting of Shareholders,” and in “Business Report” and “Securities Report,” among others. They are all posted on NIPPON STEEL’s website. Please see the site for details.

(Notice of the 95th General Meeting of Shareholders,

URL: <https://www.nipponsteel.com/en/ir/individual/meeting.html>, pp. 42-46)

(The 94th Term Securities Report (available only in Japanese),

URL: <https://www.nipponsteel.com/ir/library/securityreport.html>, pp. 61-65)

**[Supplementary Principle 4.11.3] (Analysis and Evaluation of the Effectiveness of the Board of Directors as a Whole)**

At NIPPON STEEL, the office of the Board of Directors (General Administration Division) conducts quantitative analysis through comparison of the number of the agenda items submitted for deliberation or reported to the Board of Directors and the number of hours of deliberation, as well as the attendance rate and the number of opinions expressed by each Director and Audit & Supervisory Board Member with these of prior years; and the Board of Directors, taking into account each Director’s and Audit & Supervisory Board Member’s self-assessments and opinions on the operation of the Board of Directors obtained through individual interviews with them, annually analyzes and evaluates the effectiveness of the entire Board of Directors and utilizes such analysis and evaluation to improve the future operation and administration of the Board of Directors.

The Board of Directors, at its meeting held in May 2019, analyzed and evaluated the effectiveness of the Board of Directors for fiscal year 2018, confirming that the Board of Directors functions effectively because, among other reasons, all of the matters submitted for deliberation or reported to the Board of Directors pursuant to the Companies Act or NIPPON STEEL’s rules were resolved or confirmed, after discussion among Directors and Audit & Supervisory Board Members, from the point of view of improvement of NIPPON STEEL’s corporate value in the mid- to long-term or other various perspectives, with relevant information being provided in advance. In addition, from the standpoint of further enhancing the effectiveness of the Board of Directors, NIPPON STEEL has decided to spend further time on the deliberations of current major issues and other topics and the status reports on the implementation of important management issues, as well as the Mid-Term Management Plan, based on the opinions voiced by each Director and Audit & Supervisory Board Member in the effectiveness evaluation for fiscal year 2018.

**[Supplementary Principle 4.14.2] (Training Policy for Directors and Audit & Supervisory Board Members)**

NIPPON STEEL, via relevant officers, explains its corporate philosophy and the Group business lineups, among others, to each Outside Director and Outside Audit & Supervisory Board Member individually once they assume their positions. In addition, after the assumption, NIPPON STEEL proactively provides opportunities for them to visit steelworks, research laboratories, and to have dialogue with the Chairman, the President, and the Vice Presidents. NIPPON STEEL also explains anew to Executive Directors and Audit & Supervisory Board Members, both of whom were employees of NIPPON STEEL, their responsibilities under important applicable laws and regulations such as the Companies Act, and NIPPON STEEL’s rules, upon the assumption of their positions.

Moreover, NIPPON STEEL provides opportunities for Directors and Audit & Supervisory Board Members to attend exchanges of opinions with outside experts and executives of other companies, as well as lectures and seminars.

**[Principle 5.1] (Policy for Dialogue with Shareholders)**

With a view to achieving sustainable growth and improvement of NIPPON STEEL's corporate value in the mid- to long-term, NIPPON STEEL takes various measures to enhance constructive dialogue with the shareholders. The dialogue with the shareholders and investors is generally supervised by the Director responsible for General Administration and the Director responsible for Accounting and Finance, and the General Administration Division and the Accounting & Finance Division work in conjunction with other divisions of NIPPON STEEL to enhance the measures.

Specifically, for shareholders, 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, NIPPON STEEL seeks to promote understanding of its management situation, and enhance dialogue through holding management business briefings and plant tours, regularly in various locations, and issuing information booklets. On the other hand, for institutional investors, NIPPON STEEL not only explains its management strategies, business lineups, business performance and other related matters, by means of briefings on financial results in each quarter, briefings on the Mid-Term Management Plan, steelworks/research laboratory tours, and other opportunities, but also seeks to enhance dialogue by means of, among others, small meetings for investors, various conferences, and visit to overseas institutional investors. Senior management and an officer in charge of IR attend these dialogues, as necessary. The opinions and other comments received from the shareholders and investors through the above-listed initiatives are reported and fed back to the Board of Directors and others responsible for the dialogue with the shareholders and investors on a regular basis.

Insider information (undisclosed material facts) is appropriately managed in accordance with NIPPON STEEL's internal rules, "Rules on Insider Information Management and Insider Trading Regulations."

"NIPPON STEEL Corporate Disclosure and Dialogue Policy" is posted on the NIPPON STEEL's website. Please see that site for reference (URL :

<https://www.nipponsteel.com/en/ir/management/disclosure.html> ) .

## 2. Capital Structure

Foreign Shareholding Ratio	From 20% to less than 30%
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### [Status of Major Shareholders]

Name / Company Name	Number of Shares Owned	Percentage (%)
Japan Trustee Services Bank, Ltd. (Trust Account)	48,028,900	5.21
The Master Trust Bank of Japan, Ltd. (Trust Account)	46,976,600	5.09
Nippon Life Insurance Company	24,532,498	2.66
Japan Trustee Services Bank, Ltd. (Trust Account 5)	18,034,400	1.96
Japan Trustee Services Bank, Ltd. (Trust Account 9)	16,537,900	1.79
Sumitomo Corporation	16,239,011	1.76
Sumitomo Mitsui Banking Corporation	14,647,067	1.59
Meiji Yasuda Life Insurance Company	14,064,318	1.53
MUFG Bank, Ltd.	13,957,126	1.51
JP Morgan Chase Bank 385151	12,621,776	1.37

Controlling Shareholder (except for Parent Company)	-----
Parent Company	None

### Supplementary Explanation

- In addition to the above, Sumitomo Mitsui Banking Corporation has established retirement benefit trusts holding 6,638,152 shares in NIPPON STEEL (shareholding ratio: 0.72%).
- In addition to the above, there are 28,297,739 treasury shares owned by NIPPON STEEL (shareholding ratio: 3.07%).
- In the Change Report pertaining to the Statement of Large-Volume Holdings made available for public inspection on April 16, 2018, it is stated that Mitsubishi UFJ Financial Group, Inc. held the following shares of NIPPON STEEL as of April 9, 2018. However, as NIPPON STEEL is unable to confirm the actual number of shares held by the said company and its group companies as of March 31, 2019, they are not included in the above Status of Major Shareholders, other than MUFG Bank, Ltd.

The details in the Change Report pertaining to the Statement of Large-Volume Holdings are as follows:

Name / Company Name	Number of Shares Owned	Ownership Ratio (%)
MUFG Bank, Ltd.	13,655,401	1.44
Mitsubishi UFJ Trust and Banking Corporation	26,059,921	2.74
Mitsubishi UFJ Kokusai Asset Management Co., Ltd.	4,077,700	0.43
Mitsubishi UFJ Morgan Stanley Securities Co., Ltd.	2,359,506	0.25
Total	46,152,528	4.86

4. In the Statement of Large-Volume Holdings made available for public inspection on November 6, 2018, it is stated that BlackRock Japan Co., Ltd. held the following shares of NIPPON STEEL as of October 31, 2018. However, as NIPPON STEEL is unable to confirm the actual number of shares held by the said company and its group companies as of March 31, 2019, they are not included in the above Status of Major Shareholders.

The details in the Statement of Large-Volume Holdings are as follows:

Name / Company Name	Number of Shares Owned	Ownership Ratio (%)
BlackRock Japan Co., Ltd.	16,242,900	1.71
BlackRock Fund Managers Limited	979,226	0.10
BlackRock Life Limited	1,076,716	0.11
BlackRock Asset Management Ireland Limited	3,456,855	0.36
BlackRock Fund Advisors	12,208,748	1.28
BlackRock Institutional Trust Company, N.A.	11,512,242	1.21
BlackRock Investment Management (UK) Limited	2,146,642	0.23
Total	47,623,329	5.01

5. In the Statement of Large-Volume Holdings made available for public inspection on February 21, 2019, it is stated that Sumitomo Mitsui Trust Bank, Limited held the following shares of NIPPON STEEL as of February 15, 2019. However, as NIPPON STEEL is unable to confirm the actual number of shares held by the said company and its group companies as of March 31, 2019, they are not included in the above Status of Major Shareholders.

The details in the Statement of Large-Volume Holdings are as follows:

Name / Company Name	Number of Shares Owned	Ownership Ratio (%)
Sumitomo Mitsui Trust Bank, Limited	7,913,100	0.83
Sumitomo Mitsui Trust Asset Management Co., Ltd.	28,902,509	3.04
Nikko Asset Management Co., Ltd.	10,966,852	1.15
Total	47,782,461	5.03

### 3. Corporate Attributes

Listed Stock Market and Market Section	Tokyo Stock Exchange First Section, Nagoya Stock Exchange First Section, Fukuoka Stock Exchange Main Board, Sapporo Stock Exchange Main Board
Fiscal Year-End	March
Type of Business	Iron & Steel
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	More than 300

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

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

NIPPON STEEL has five listed subsidiaries.

While sharing business strategies with NIPPON STEEL, each subsidiary conducts its corporate management autonomously, at its own responsibility and on its own authority.

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

### 1. Organizational Composition and Operation

Organization Form	Company with Audit & Supervisory Board
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#### [Directors]

Maximum Number of Directors Stipulated in Articles of Incorporation	20
Term of Office Stipulated in Articles of Incorporation	1 year
Chairperson of the Board	President
Number of Directors	13
Appointment of Outside Directors	Appointed
Number of Outside Directors	3
Number of Independent Directors	3

#### Outside Directors' Relationship with NIPPON STEEL (1)

Name	Attribute	Relationship with NIPPON STEEL*											
		a	b	c	d	e	f	g	h	i	j	k	
Mutsutake Otsuka	From another company									△			
Ichiro Fujisaki	Other									○			
Noriko Iki	Other									○			

\* Categories for "Relationship with NIPPON STEEL"

\* "○" when the director presently falls or recently fell under the category;

"△" when the director fell under the category in the past

\* "●" when a close relative of the director presently falls or recently fell under the category;

"▲" when a close relative of the director fell under the category in the past

a. Executive of NIPPON STEEL or its subsidiaries

b. Non-executive director or executive of a parent company of NIPPON STEEL

c. Executive of a fellow subsidiary of NIPPON STEEL

d. A person whose major client or supplier is NIPPON STEEL or an executive of such person

e. Major client or supplier of NIPPON STEEL or an executive of such client or supplier

f. Consultant, accountant or legal professional who receives a large amount of monetary consideration or other property from NIPPON STEEL besides compensation as a director/audit & supervisory board member

- g. Major shareholder of NIPPON STEEL (or an executive of the said major shareholder if the shareholder is a legal entity)
- h. Executive of a client or supplier of NIPPON STEEL (which does not fall under any of d, e, or f) (the director himself/herself only)
- i. Executive of a company with which NIPPON STEEL mutually appoints outside directors/audit & supervisory board members (the director himself/herself only)
- j. Executive of a company or organization that receives donations from NIPPON STEEL (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
Mutsutake Otsuka	Yes	Although Mr. Otsuka engaged in the execution of business of East Japan Railway Company which has a business relationship with NIPPON STEEL for transactions of steel and other products / services until March 2012, he does not currently engage in the execution of business of the said company. Since the amount of transactions with the said company accounted for less than 1% of the consolidated revenue of NIPPON STEEL, the said company is not a specified associated service provider of NIPPON STEEL.	<p><b>[Reasons for Appointment as an Outside Director]</b>  NIPPON STEEL believes that Mr. Otsuka is well-qualified for the position by his deep insights and vast experience as a company executive.</p> <p><b>[Reasons for Designation as an Independent Director]</b>  Although he engaged in the execution of business of East Japan Railway Company which has a business relationship with NIPPON STEEL for transactions of steel and other products /services until March 2012, he does not currently engage in the execution of business of the said company. Since the amount of transactions with the said company accounted for less than 1% of the consolidated revenue of NIPPON STEEL, the said company is not a specified associated service provider of NIPPON STEEL. In addition, his other material concurrent positions are only as an outside director and outside audit &amp; supervisory board member at other companies, and he does not engage in the execution of business of the said companies. He does not conflict with the independence standards as set by each financial instruments exchange on which NIPPON STEEL is listed (e.g. Tokyo Stock Exchange), and does not have any special interests with NIPPON STEEL.</p> <p>Because NIPPON STEEL believes that there is no possibility of a conflict of interest between him and the general shareholders as stated above, NIPPON STEEL has designated him as an Independent Director.</p>

Ichiro Fujisaki	Yes	<p>Although Mr. Fujisaki serves as President of the America-Japan Society, Inc., to which NIPPON STEEL pays the membership fee, the said society is not a specified associated service provider of NIPPON STEEL. The annual membership fee paid to the said society by NIPPON STEEL is 180,000 yen.</p>	<p><b>[Reasons for Appointment as an Outside Director]</b>  NIPPON STEEL believes that Mr. Fujisaki is well-qualified for the position by his deep insights into international affairs, economies, cultures and other matters that he accumulated at the Ministry of Foreign Affairs of Japan, and his vast experience serving as the Ambassador Extraordinary and Plenipotentiary and other key positions.</p> <p><b>[Reasons for Designation as an Independent Director]</b>  Although he serves as President of the America-Japan Society, Inc., to which NIPPON STEEL pays the membership fee, the said society is not a specified associated service provider of NIPPON STEEL. The annual membership fee paid to the said society by NIPPON STEEL is 180,000 yen. He does not conflict with the independence standards as set by each financial instruments exchange on which NIPPON STEEL is listed (e.g. Tokyo Stock Exchange), and does not have any special interests with NIPPON STEEL. Because NIPPON STEEL believes that there is no possibility of a conflict of interest between him and the general shareholders as stated above, NIPPON STEEL has designated him as an Independent Director.</p>
Noriko Iki	Yes	<p>Although Ms. Iki serves as President of Japan Institute for Women's Empowerment &amp; Diversity Management, to which NIPPON STEEL outsources a part of its in-house trainings and pays the membership fee, since the amount of outsourcing fee paid to the said institute accounts for less than 1% of the consolidated selling, general and administrative expenses of NIPPON STEEL, the said institute is not a specified associated service provider of NIPPON STEEL. The</p>	<p><b>[Reasons for Appointment as an Outside Director]</b>  NIPPON STEEL believes that Ms. Iki is well-qualified for the position by her deep insights into employment, labor, and promotion of active role engagement for diverse human resources that she accumulated at Ministry of Health, Labour and Welfare ("MHLW") and her vast experience, etc. serving as Director-General of the Tokyo Labour Bureau of MHLW, the Ambassador Extraordinary and Plenipotentiary and other key positions.</p> <p><b>[Reasons for Designation as an Independent Director]</b>  Although she serves as President of Japan Institute for Women's Empowerment &amp; Diversity Management, to which NIPPON STEEL outsources a part of its in-house</p>

		annual membership fee paid to the said institute by NIPPON STEEL is 640,000 yen.	<p>trainings and pays the membership fee, since the amount of outsourcing fee paid to the said institute accounts for less than 1% of the consolidated selling, general and administrative expenses of NIPPON STEEL, the said institute is not a specified associated service provider of NIPPON STEEL. The annual membership fee paid to the said institute by NIPPON STEEL is 640,000 yen. She does not conflict with the independence standards as set by each financial instruments exchange on which NIPPON STEEL is listed (e.g. Tokyo Stock Exchange), and does not have any special interests with NIPPON STEEL.</p> <p>Because NIPPON STEEL believes that there is no possibility of a conflict of interest between her and the general shareholders as stated above, NIPPON STEEL has designated her as an Independent Director.</p>
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Voluntary Establishment of Committee(s) Corresponding to Nomination Committee or Compensation Committee	Established
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Committee's Name, Composition, and Attributes of Chairperson

	Committee Corresponding to Nomination Committee	Committee Corresponding to Compensation Committee
Committee's Name	Nomination and Compensation Advisory Committee	Nomination and Compensation Advisory Committee
All Committee Members	5	5
Full-time Members	0	0
Inside Directors	2	2
Outside Directors	3	3
Outside Experts	0	0
Other	0	0
Chairperson	An Executive Director	An Executive Director

Supplementary Explanation

The "Nomination and Compensation Advisory Committee", comprising a total of five members, including the Chairman, the President, and three members designated by the President from among the Outside Directors and Outside Audit & Supervisory Board Members, has been established to conduct discussions and deliberations on a wide range of topics relating to the nomination and compensation of the Directors and Audit & Supervisory Board Members in general, including the compositions of the entire Board of Directors and the Audit & Supervisory Board, the system and levels of the Directors' compensation, and other topics.

The Nomination and Compensation Advisory Committee comprises five members, the Representative Director and Chairman, Kosei Shindo, the Representative Director and President, Eiji Hashimoto, and Outside Directors Mutsutake Otsuka, Ichiro Fujisaki and Noriko Iki. The President serves as the chairman of the Committee. The Nomination and Compensation Advisory Committee, as a general rule, is held twice a year (in fiscal year 2019, in June and December (scheduled)).

#### [Audit & Supervisory Board Members]

Establishment of Audit & Supervisory Board	Established
Maximum Number of Audit & Supervisory Board Members Stipulated in Articles of Incorporation	7
Number of Audit & Supervisory Board Members	7

#### Cooperation among Audit & Supervisory Board Members, Accounting Auditors, and Internal Audit Departments

- Cooperation between Audit & Supervisory Board Members and the Accounting Auditor  
At the beginning of a fiscal year, the Audit & Supervisory Board Members and the Accounting Auditor exchange opinions on matters of concern from the previous fiscal year, items of focus in the audit and other matters, based on the audit plan drafted by the Accounting Auditor, which outlines scope of the audit, the audit structure, and priority audit items for the period, among others, so that an effective accounting audit will be executed.

Moreover, at each quarter, the Audit & Supervisory Board Members receive a report on the progress and the results of the quarterly review from the Accounting Auditor and exchange opinions regarding matters stated in the quarterly report including non-financial information.

Furthermore, at the end of a fiscal year, the Audit & Supervisory Board Members receive the Auditor's Report and a report on the audit results including the priority audit items for the period from the Accounting Auditor, and use such reports for the basis of the Audit Report, which is subsequently prepared by the Audit & Supervisory Board.

In addition, the Audit & Supervisory Board Members and the Accounting Auditor cooperate and mutually contribute to forming their respective audit opinions by exchanging opinions on audit activities at regular liaison conferences.

- Cooperation between Audit & Supervisory Board Members and Internal Audit Departments  
The Audit & Supervisory Board Members attend quarterly meetings of the Risk Management Committee, receive reports from and exchange opinions with the Internal Control & Audit Division, and regularly interview functional divisions managing risks, such as safety, environment, disaster prevention, quality assurance, and other matters, on the status of their respective activities, to enhance the effectiveness of audit activities. In addition, the Audit & Supervisory Board Members hold liaison conferences with the Legal Division and the corporate attorneys to share information on litigation.

- Cooperation between the Accounting Auditor and Internal Audit Departments  
The internal audit department reports quarterly to the Accounting Auditor with respect to the contents and related matters of the discussions at the Risk Management Committee, and discusses appropriately with the Accounting Auditor the development and operation of the internal control system relating to financial reports, to pursue its continuous improvement.

Appointment of Outside Audit & Supervisory Board Members	Appointed
Number of Outside Audit & Supervisory Board Members	4
Number of Independent Audit & Supervisory Board Members	4

#### Outside Audit & Supervisory Board Members' Relationship with NIPPON STEEL (1)

Name	Attribute	Relationship with NIPPON STEEL*												
		a	b	c	d	e	f	g	h	i	j	k	l	m
Hiroshi Obayashi	Lawyer													
Jiro Makino	Other													
Seiichiro Azuma	CPA													
Hiroshi Yoshikawa	Scholar												△	

\* Categories for "Relationship with NIPPON STEEL"

\* "○" when the director presently falls or recently fell under the category;

"△" when the director fell under the category in the past

\* "●" when a close relative of the director presently falls or recently fell under the category;

"▲" when a close relative of the director fell under the category in the past

a. Executive of NIPPON STEEL or its subsidiary

b. Non-executive director or accounting advisor of NIPPON STEEL or its subsidiaries

c. Non-executive director or executive of a parent company of NIPPON STEEL

d. Audit & supervisory board member of a parent company of NIPPON STEEL

e. Executive of a fellow subsidiary of NIPPON STEEL

f. A person whose major client or supplier is NIPPON STEEL or an executive of such a person

g. Major client or supplier of NIPPON STEEL or an executive of such client or supplier

h. Consultant, accountant, or legal professional who receives a large amount of monetary consideration or other property from NIPPON STEEL besides compensation as a director/audit & supervisory board member

i. Major shareholder of NIPPON STEEL (or an executive of the said major shareholder if the shareholder is a legal entity)

j. Executive of a client or supplier of NIPPON STEEL (which does not fall under any of f, g, or h) (the Audit & Supervisory Board Member himself/herself only)

k. Executive of a company with which NIPPON STEEL mutually appoints outside directors/audit & supervisory board members (the audit & supervisory board member himself/herself only)

l. Executive of a company or organization that receives donations from NIPPON STEEL (the audit & supervisory board member himself/herself only)

m. Others

#### Outside Audit & Supervisory Board Members' Relationship with NIPPON STEEL (2)

Name	Designation as Independent Audit & Supervisory Board Member	Supplementary Explanation of the Relationship	Reasons of Appointment
Hiroshi Obayashi	Yes	Not applicable	<b>[Reasons for Appointment as an Outside Audit &amp; Supervisory Board</b>

			<p><b>Member]</b> NIPPON STEEL believes that Mr. Obayashi is well-qualified for the position by his deep insights as a legal professional and vast experience that he accumulated as Prosecutor-General and other key positions.</p> <p><b>[Reasons for Designation as an Independent Audit &amp; Supervisory Board Member]</b> His material concurrent positions are only as an outside director and outside audit &amp; supervisory board member at other companies, and he does not engage in the execution of business of the said companies. He does not conflict with either the independence standards or attribute information as set by each financial instruments exchange on which NIPPON STEEL is listed (e.g. the Tokyo Stock Exchange), and does not have any special interests in NIPPON STEEL. Because NIPPON STEEL believes that there is no possibility of a conflict of interest between him and the general shareholders as stated above, NIPPON STEEL has designated him as an Independent Audit &amp; Supervisory Board Member.</p>
Jiro Makino	Yes	Not applicable	<p><b>[Reasons for Appointment as an Outside Audit &amp; Supervisory Board Member]</b> NIPPON STEEL believes that Mr. Makino is well-qualified for the position by his deep insights into national finances in general that he accumulated at the Ministry of Finance, and vast experience serving as a National Tax Agency Commissioner, and other key positions.</p> <p><b>[Reasons for Designation as an Independent Audit &amp; Supervisory Board Member]</b> He does not conflict with either the independence standards or attribute information as set by each financial instruments exchange on which NIPPON STEEL is listed (e.g. the Tokyo Stock Exchange), and does not have any special interests in NIPPON STEEL. Because NIPPON STEEL believes that there is no possibility of a conflict of interest between him and the general</p>

			shareholders as stated above, NIPPON STEEL has designated him as an Independent Audit & Supervisory Board Member.
Seiichiro Azuma	Yes	Not applicable	<p><b>[Reasons for Appointment as an Outside Audit &amp; Supervisory Board Member]</b> NIPPON STEEL believes that Mr. Azuma is well-qualified for the position by his deep insights and vast experience as a certified public accountant who is familiar with corporate accounting.</p> <p><b>[Reasons for Designation as an Independent Audit &amp; Supervisory Board Member]</b> His material concurrent position is only as an outside audit &amp; supervisory board member at another company, and he does not engage in the execution of business of the said company. He does not conflict with either the independence standards or attribute information as set by each financial instruments exchange on which NIPPON STEEL is listed (e.g. the Tokyo Stock Exchange), and does not have any special interests in NIPPON STEEL. Because NIPPON STEEL believes that there is no possibility of a conflict of interest between him and the general shareholders as stated above, NIPPON STEEL has designated him as an Independent Audit &amp; Supervisory Board Member.</p>
Hiroshi Yoshikawa	Yes	Although Mr. Hiroshi Yoshikawa engaged in the execution of business of The University of Tokyo until March 2016, to which NIPPON STEEL makes donations, he currently does not engage in the execution of business of the university. Furthermore, the university is not a specified associated service provider of the Company. NIPPON STEEL donates eighteen million (18,000,000) yen annually for corporate sponsored research program in the School of	<p><b>[Reasons for Appointment as an Outside Audit &amp; Supervisory Board Member]</b> NIPPON STEEL believes that Mr. Yoshikawa is well-qualified for the position by his deep insight he accumulated as a university professor and his ample experience as President of Rissho University and Dean of the Graduate School of Economics of The University of Tokyo.</p> <p><b>[Reasons for Designation as an Independent Audit &amp; Supervisory Board Member]</b> Although he engaged in the execution of business of The University of Tokyo until March 2016, to which NIPPON STEEL makes donations, he currently does not engage in the execution of business of the university. Furthermore,</p>

		Engineering at The University of Tokyo.	the university is not a specified associated service provider of NIPPON STEEL. NIPPON STEEL donates eighteen million (18,000,000) yen annually for corporate sponsored research program in the School of Engineering at The University of Tokyo. He does not conflict with the independence standards as set by each financial instruments exchange on which NIPPON STEEL is listed (e.g. the Tokyo Stock Exchange), and does not have any special interests in NIPPON STEEL. Because NIPPON STEEL believes that there is no possibility of a conflict of interest between him and the general shareholders as stated above, NIPPON STEEL has designated him as an Independent Audit & Supervisory Board Member.
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**[Independent Directors/ Audit & Supervisory Board Members]**

Number of Independent Directors/ Audit & Supervisory Board Members	7
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**Matters relating to Independent Directors/ Audit & Supervisory Board Members**

NIPPON STEEL decides the independence of Outside Directors and Outside Audit & Supervisory Board Members in accordance with the independence standards set by the financial instruments exchanges in Japan (e.g. Tokyo Stock Exchange), considering each individual's personal relationship, capital relationship, business relationship, and other interests with NIPPON STEEL.

As stated above, since NIPPON STEEL believes that each of the Outside Directors and Outside Audit & Supervisory Board Members is independent, NIPPON STEEL has reported all of them as Independent Directors or Audit & Supervisory Board Members to each financial instruments exchange in Japan (e.g. Tokyo Stock Exchange).

**[Incentives]**

Incentive Policies for Directors	Introduction of Performance-linked Compensation
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**Supplementary Explanation**

In accordance with “a. Policies on Determining the Compensation” indicated in (3) under I-1. [Principle 3.1] (Full Disclosure) of this report, Directors’ compensation consists only of monthly compensation, and is all based upon performance of NIPPON STEEL, in order to give incentives for the Group’s sustainable growth and improvement of its corporate value.

As indicators for performance-linked compensation, NIPPON STEEL uses consolidated profit or loss for the year attributable to owners of the parent, which clearly indicates its business performance, and business profit or loss of the Steelmaking and Steel Fabrication segment, which accounts for about 90% of consolidated revenues, while taking into account other factors including revenue targets in the Mid-Term Management

Plan.

The method for determining the amount of such performance-linked compensation is indicated in (3) b. “Procedures for Determining the Compensation” under I-1. [Principle 3.1] (Full Disclosure) of this report.

Recipients of Stock Options

Supplementary Explanation

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### [Director Compensation]

Disclosure of Individual Directors’  
Compensation

Selected Directors

Supplementary Explanation

The total amounts for all the Directors, all the Outside Directors, all the Audit & Supervisory Board Members, and all the Outside Audit & Supervisory Board Members, respectively, are disclosed in the Securities Report and the Business Report. In addition, when the total amount of consolidated compensation and other consideration for an individual Director is one hundred million (100,000,000) yen or more, such total amount is disclosed in the Securities Report.

In fiscal year 2018, total monthly compensation amounts of 935,097,000 yen were paid to nineteen (19) directors (including monthly compensation of 39,600,000 yen to three (3) Outside Directors) and 210,000,000 yen paid to seven (7) Audit & Supervisory Board Members (including monthly compensation of 57,600,000 yen to four (4) Outside Audit & Supervisory Board Members).

\* The amounts stated above include the compensation paid to five (5) Directors who resigned at the conclusion of the 94th General Meeting of Shareholders held on June 26, 2018.

\* Limits on the amount of compensation for Directors and Audit & Supervisory Board Members are as follows.

- (1) Limit on the amount of compensation for Directors  
Monthly compensation of 180 million yen (the maximum number of Directors prescribed in the Articles of Incorporation is twenty (20))  
(approved at the 88th General Meeting of Shareholders held on June 26, 2012)
- (2) Limit on the amount of compensation for Audit & Supervisory Board Members  
Monthly compensation of 22 million yen (the maximum number of Audit & Supervisory Board Members prescribed in the Articles of Incorporation is seven (7))  
(approved at the 82nd General Meeting of Shareholders held on June 28, 2006)

Policy on Determining Compensation Amounts  
and Calculation Methods

Established

Disclosure of Policy on Determining Compensation Amounts and Calculation Methods

This is indicated in (3) “Board Policies and Procedures in Determining the Compensation of Directors” of [Principle 3.1] (Full Disclosure), I-1 [Disclosure Based on the Principles of the Corporate Governance Code] of this report for reference.

**[Supporting System for Outside Directors and/or Audit & Supervisory Board Members]**

NIPPON STEEL supports the performance of responsibilities by Outside Directors and Outside Audit & Supervisory Board Members by assigning a sufficient number of staff members in the General Administration Division and the Audit & Supervisory Board Members' Office, and timely and appropriately providing company information such as offering prior explanations about the matters to be submitted for deliberation or reported to meetings of the Board of Directors and other important meetings. The Audit & Supervisory Board Members' Office has dedicated staff members that support Audit & Supervisory Board Members, in order to ensure their independence from the Directors. Under the direction of all Audit & Supervisory Board Members, including Outside Audit & Supervisory Board Members, such staff members support supervisory activities and otherwise engage in work relating to supervision.

**[Status of persons who resigned from Representative Director and President or other position]**

Name	Position / title	Description of duties	Working arrangements/terms (full-time/part-time with/without compensation)	Date of resignation from office of President	Term of office
Takashi Imai	Senior Advisor, Honorary Chairman	Expresses opinions upon the request of management. Also serves as executives of some outside organizations. [Major public office] Chief Director, The Industry Club of Japan Chairman, Japan Atomic Industrial Forum, Inc. Former Chairman, KEIDANREN (Japan Business Federation)	Part-time without compensation	March 31, 1998	None
Akio Mimura	Senior Advisor, Honorary Chairman	Expresses opinions upon the request of management. Also serves as executives of some outside organizations. [Major public office] Chairman, The Japan Chamber of Commerce and Industry Chairman, The Tokyo Chamber of Commerce and Industry Former Vice Chair, KEIDANREN (Japan Business Federation)	Part-time with compensation	March 31, 2008	None
Hiroshi Tomono	Senior Advisor	Expresses opinions upon the request of management. Also serves as executives of some outside organizations. [Major public office] Chairman, Kansai Association Switzerland-Japan President, Tekko Gakuen Educational Association Former Vice Chair, KEIDANREN (Japan Business Federation)	Full-time with compensation	March 31, 2014	5 years or less

Shoji Muneoka	Senior Advisor	Expresses opinions upon the request of management. Also serves as executives of some outside organizations. [Major public office] Chairman, Japan-China Economic Association Chairman, Japan Project-Industry Council Former Vice Chair, KEIDANREN (Japan Business Federation)	Full-time with compensation	March 31, 2014	5 years or less
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Number of Senior Advisors/Honorary Chairmen who served as Representative Director and President or other equivalent positions	4
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## 2. Matters on Functions of Business Execution, Supervision, Nomination, and Compensation Decisions (Overview of Current Corporate Governance System)

A summary of and views on the current corporate governance system are indicated in the I-1 “Basic Views” of this report.

Please also see I-1 “Basic Views” of this report, in addition, the following supplementary explanations about business execution, auditing and supervision, nomination, and compensation decisions, among others, and the chart at the end.

### (1) Business Execution and activities of the Board of Directors

The important matters concerning the management of NIPPON STEEL and the Group is resolved and reported at the “Board of Directors” (held once or twice per month) after deliberations in the “Corporate Policy Committee” (held once a week, in principle) comprised of the Chairman, President, Executive Vice Presidents, and other members, pursuant to NIPPON STEEL’s internal rules.

The Board of Directors adopts resolutions on important matters based on the provisions of laws and regulations, NIPPON STEEL’s Articles of Incorporation and its internal rule “the Rules of the Board of Directors,” while regularly receiving reports on the progress of implementation of the resolutions, as well as on the status of business execution by the Executive Directors, Executive Officers, and General Managers, including General Managers of the business units.

As corporate committees engaging in deliberations before the Corporate Policy Committee and the Board of Directors, there are 23 company-wide committees, depending on their respective purposes and areas.

The status of attendance at the meetings of the Board of Directors held in the fiscal year ended March 31, 2019 (17 meetings in total) for those who attended the meetings of the Board of Directors held after the conclusion of the 95th General Meeting of Shareholders is as follows.

	Name	Attendance rate	
Inside Director	Kosei Shindo	100%	
	Eiji Hashimoto	100%	
	Shinji Tanimoto	94%	
	Shinichi Nakamura	100%	
	Akihiko Inoue	100%	*1
	Katsuhiro Miyamoto	100%	*1
	Akio Migita	—	*2
	Shin Nishiura	100%	*1
	Atsushi Iijima	100%	*1
	Yutaka Andoh	100%	*1
Outside Director	Mutsutake Otsuka	100%	
	Ichiro Fujisaki	100%	
	Noriko Iki	100%	*1
Inside Audit & Supervisory Board Member	Masato Matsuno	—	*2
	Atsuhiko Yoshie	100%	
	Masato Tsuribe	100%	
Outside Audit & Supervisory Board Member	Hiroshi Obayashi	100%	
	Jiro Makino	100%	
	Seiichiro Azuma	100%	
	Hiroshi Yoshikawa	—	*2

\*1 Status of attendance at the 14 meetings of the Board of Directors held since his/her appointment.

\*2 Appointed on June 25, 2019.

(2) Supervision

(i) Supervision by the Board of Directors

The Board of Directors is comprised of ten (10) Executive Directors who are familiar with the business of NIPPON STEEL and three Outside Directors who are independent. The Board appropriately and promptly decides on the execution of important business, and supervises the performance of the responsibilities of Directors, Executive Officers, and other officers.

Of the above, the Outside Directors contribute to the Board of Directors' decision-making from diverse perspectives and its enhancement of the function of supervising management by, among others, expressing their respective opinions independently, at the Board of Directors and other opportunities, and exercising their voting rights, based on their vast experience in, and deep insights into, such areas as corporate management, international affairs, economies, employment and labor. In addition, Outside Directors strive to share information and understanding about NIPPON STEEL's management issues with the Chairman, President and Outside Audit & Supervisory Board Members through liaison meetings and other means, as well as opportunities for exchanging opinions exclusively among Outside Directors and Outside Audit & Supervisory Board Members.

To secure capable Outside Directors and allow them to adequately carry out their expected roles, NIPPON STEEL has concluded an agreement with each of the Outside Directors that limits his liability under Article 423, paragraph 1 of the Companies Act to the greater of twenty (20) million yen or the Minimum Liability Amount, as defined in Article 425, paragraph 1 of the Companies Act, so long as he acts in good faith and without gross negligence in performing his responsibilities.

(ii) Supervision by Audit & Supervisory Board Members

NIPPON STEEL's Audit & Supervisory Board Members are comprised of three (3) full-time Audit & Supervisory Board Members who were employees of NIPPON STEEL, with intimate knowledge of NIPPON STEEL's businesses, and four (4) Outside Audit & Supervisory Board Members, with deep insights. The Audit & Supervisory Board Members act with the obligation of contributing to the establishment of a high-quality corporate governance system that enables the Group's sound and sustainable growth, by supervising the performance of responsibilities by Directors, and other matters, as an independent organ fulfilling its roles and responsibilities that are recently expected, in response to the delegation of responsibilities by the shareholders, and social trust.

Specifically, the Audit & Supervisory Board Members cooperate with each other and proceed with daily supervisory activities in a planned way, with a focus on the development and operation of the internal control system and the progress of various measures for management plans, in accordance with, among others, the audit and supervisory standards, and the policies and plans of audit and supervision as set forth by the Audit & Supervisory Board. In addition, the Audit & Supervisory Board Members attend important meetings, such as meetings of the Board of Directors, and conduct onsite audits of steelworks and other facilities. Further, the Audit & Supervisory Board Members ask Directors and employees, among others, to explain the performance of their responsibilities, and other related matters, and actively express opinions.

For the Group companies, the Audit & Supervisory Board Members of NIPPON STEEL exchange opinions and information with the Directors of such Group companies, and as necessary, receive business reports from them and ask them for explanations. Further, the Audit & Supervisory Board Members of NIPPON STEEL seek to improve the quality of the supervisory activities as the whole Group, by establishing close cooperation with the Group companies' audit & supervisory board members, through liaison conferences and

other opportunities. In addition, five members are assigned as staff dedicated to assisting the Audit & Supervisory Board Members of NIPPON STEEL.

The Outside Audit & Supervisory Board Members contribute to NIPPON STEEL's sound and fair management, by, among other tasks, expressing their respective opinions independently at the Board of Directors, the Audit & Supervisory Board, and other opportunities, and performing supervisory activities, including auditing the business and affairs and the status of assets, based on their vast experience in, and deep insights into, such areas as laws, public administration, public finances, corporate accounting and economies. In addition, Outside Audit & Supervisory Board Members strive to share information and understanding about NIPPON STEEL's management issues with the Chairman, President and Outside Directors through liaison meetings and other means, as well as opportunities for exchanging opinions exclusively among Outside Directors and Outside Audit & Supervisory Board Members.

To contribute to further improvement in supervisory conditions that allows the Audit & Supervisory Board Members to independently perform more enriching supervisory activities, NIPPON STEEL has concluded an agreement with each of the Outside Audit & Supervisory Board Members that limits his liability under Article 423, paragraph 1 of the Companies Act to the greater of twenty (20) million yen, or the Minimum Liability Amount as defined in Article 425, paragraph 1 of the Companies Act, so long as he acts in good faith and without gross negligence in performing his responsibilities.

(iii) Accounting Audits

NIPPON STEEL has appointed KPMG AZSA LLC as its accounting auditor. The names of the certified public accountants who execute the accounting audit activities at NIPPON STEEL under the Companies Act and the Financial Instruments and Exchange Act, and the composition of the assistants for such audit activities, are as follows.

KPMG AZSA LLC

- Names of the Certified Public Accountants Who Execute the Activities (Designated Limited Liability Partner)

Mr. Koichi Kobori, certified public accountant; Mr. Hirotaka Tanaka, certified public accountant; and Mr. Takashi Hasumi, certified public accountant.

The number of years that Mr. Koichi Kobori, Mr. Hirotaka Tanaka, and Mr. Takashi Hasumi have continuously conducted NIPPON STEEL's audits is seven or less.

- Composition of the Assistants Involved in Accounting Audit Activities

The composition of the assistants involved in accounting audit activities is decided under KPMG AZSA's appointment standards. Specifically, certified public accountants are the principal members, and assistants, such as system specialists, are also included.

In addition, KPMG AZSA and its executive partners in charge of NIPPON STEEL's audits have no special interests with NIPPON STEEL.

(Policies and Reasons for Selection of the Accounting Auditor)

NIPPON STEEL selects the Accounting Auditor considered well-qualified based on the policy formulated by the Audit & Supervisory Board. Specifically, such policy requires selection of an Accounting Auditor from among multiple candidates based on the scale

and the global nature of our business, while taking into consideration the Accounting Auditor's independence, specialty, audit quality, track record, audit plan, audit structure, and level of audit fees. On the basis of such policy, NIPPON STEEL has judged that KPMG AZSA LLC is well-qualified for its Accounting Auditor.

As for the policy regarding decision on dismissal or non-reelection of the Accounting Auditor, NIPPON STEEL shall dismiss the Accounting Auditor by unanimous consents of the Audit & Supervisory Board Members upon occurrence of events justifying such dismissal, pursuant to laws and regulations. In addition, the Audit & Supervisory Board shall resolve and submit proposal to dismiss or not to reelect the Accounting Auditor to the General Meeting of Shareholders if any event materially interferes with continuation of the audit services occurs. On the basis of such policy, the Audit & Supervisory Board of NIPPON STEEL carried out an evaluation of KPMG AZSA LLC, to conclude that a proposal for dismissal or non-reelection of the Accounting Auditor need not be submitted to the General Meeting of Shareholders.

(Evaluation of the Accounting Auditor by the Audit & Supervisory Board Members and the Audit & Supervisory Board)

Following the evaluation of the Accounting Auditor in consideration of the factors including its independence, specialty, audit quality, audit activities, level of audit fees, and adequacy of audit report, the Audit & Supervisory Board Members and the Audit & Supervisory Board of NIPPON STEEL have judged that KPMG AZSA LLC is suitable and adequate as the Accounting Auditor.

(iv) Internal Control and Audit

NIPPON STEEL has determined its basic policy on the internal control system at the Board of Directors, as indicated in "IV. Matters Related to the Internal Control System" of this report, and is operating it under such policy.

(3) Decision on Directors' Compensation and the Nomination of Director Candidates and Audit & Supervisory Board Member Candidates

This is indicated in (3) "Board Policies and Procedures in Determining the Compensation of Directors" and (4) "Policies on and Procedures in the Nomination of Director Candidates and Audit & Supervisory Board Member Candidates and the Appointment of Senior Management" of [Principle 3.1] (Full Disclosure) of I-1 of this report for reference.

### 3. Reasons for Adoption of Current Corporate Governance System

This is indicated in (2) of I-1 "Basic Views" of this report, for reference.

### 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	A notice of the General Meeting of Shareholders is sent three weeks prior to the General Meeting of Shareholders (one week prior to the statutory deadline). From the viewpoint of early disclosure of information, the notice of the General Meeting of Shareholders, with its English translation, is posted on the websites of NIPPON STEEL and Tokyo Stock Exchange at least four weeks prior to the General Meeting of Shareholders (in 2019, the Japanese original text was posted on May 21 and the English translation on May 27).
Scheduling AGMs Avoiding the Peak Day	The ordinary General Meeting of Shareholders is held by avoiding the peak day.
Allowing Electronic Exercise of Voting Rights	Implemented.
Participation in Electronic Voting Platform	NIPPON STEEL is registered at the electronic voting platform operated by ICJ, Inc.
Providing Convocation Notice in English	English translation of the notice of the General Meeting of Shareholders (full text including Reference Documents for the General Meeting of Shareholders) is posted on the websites of NIPPON STEEL and Tokyo Stock Exchange four weeks prior to the General Meeting of Shareholders (in 2019, English translation was posted on May 27).
Other	<p>[Disclosure of supplementary explanation materials of the items on the agenda of the General Meeting of Shareholders]</p> <p>Based on the questions from shareholders about the items on the agenda of the General Meeting of Shareholders, supplementary information is disclosed and posted on the websites of NIPPON STEEL and Tokyo Stock Exchange, as necessary (in 2019, no supplementary information was posted).</p> <p>[Explanations and summary of Q&amp;A at the General Meeting of Shareholders]</p> <p>As the General Meeting of Shareholders NSSNC makes every effort to clearly explain the business report and the major management issues to shareholders using slides and other audiovisual materials throughout the presentation, and politely answer questions from shareholders.</p> <p>[Analysis of the results of the exercise of voting rights]</p> <p>Items on the agenda that received a considerable number of opposing votes are analyzed each year at subsequent meetings of the Board of Directors based on the proportions of votes “for” and “against” by shareholder composition and by shareholder category, and the information disclosed by the institutional investors on the results of the exercise of voting rights. NIPPON STEEL utilizes these results in its SR and IR activities.</p>

#### 2. IR Activities

	Supplementary Explanations	Explanation by a representative
Preparation and Publication of Disclosure Policy	NIPPON STEEL aims to realize its sustainable growth and the medium- to long-term enhancement of corporate value by gaining shareholders' and investors' understanding and trust as to its management policies and business activities through timely, appropriate and	

	<p>fair disclosure of information and constructive dialogue. To this end, “NIPPON STEEL Corporate Disclosure and Dialogue Policy” has been established and is available on NIPPON STEEL’s website. (URL:<a href="https://www.nipponsteel.com/en/ir/management/disclosure.html">https://www.nipponsteel.com/en/ir/management/disclosure.html</a>)</p>	
Regular Investor Briefings for Individual Investors	<p>Management performance briefings are held for individual shareholders who hold ten units of shares or more. In the briefing, NIPPON STEEL Directors or officers explains on business performance, the Mid-Term Management Plan, NIPPON STEEL’s contribution to regional communities, and initiatives towards the environmental preservation and other topics, while questions from shareholders are also answered. In fiscal year 2018, NIPPON STEEL held a total of nine briefings in Tokyo, Osaka, Sapporo, and Okayama.</p>	Yes
Regular Investor Briefings for Analysts and Institutional Investors	<p>At the time of announcing the performance four times a year, an officer in charge of IR holds briefings in Japan to explain the performance overview and other topics. Subsequently, the materials used in the briefing and a summary of Q&amp;A are posted both in Japanese and English on NIPPON STEEL’s website. When important matters arise regarding the management strategies, briefings are organized as necessary.</p> <p>Furthermore, as part of constructive dialogue to enhance corporate value, NIPPON STEEL regularly holds small meetings between the analysts, institutional investors and the President. NIPPON STEEL also invites the analysts and institutional investors to plant tours as necessary to deepen their understanding of NIPPON STEEL’s business.</p>	Yes
Regular Investor Briefings for Overseas Investors	<p>NIPPON STEEL’s senior management, an officer in charge of IR, and the IR department conduct dialogue with overseas investors through face-to-face meetings and securities conferences held in Japan and overseas.</p>	Yes
Posting of IR Materials on Website	<p>Financial results materials (IR Briefings, Summaries of Q&amp;A, Financial Results, Securities Reports, Quarterly Reports and others) and publications for shareholders and investors (Annual Reports, Fact Books, Business Reports, Interim Reports, Shareholder Letters and others) are posted in “IR Library” on NIPPON STEEL’s website. (Japanese) <a href="https://www.nipponsteel.com/ir/library/index.html">https://www.nipponsteel.com/ir/library/index.html</a> (English) <a href="https://www.nipponsteel.com/en/ir/library/">https://www.nipponsteel.com/en/ir/library/</a></p> <p>Documents relating to the General Meeting of Shareholders (Notices of the General Meeting of Shareholders, Notices of Resolutions of the General Meeting of Shareholders and others) are posted on the General Meeting of Shareholders page. (Japanese) <a href="https://www.nipponsteel.com/ir/individual/meeting.html">https://www.nipponsteel.com/ir/individual/meeting.html</a></p>	

	(English) <a href="https://www.nipponsteel.com/en/ir/individual/meeting.html">https://www.nipponsteel.com/en/ir/individual/meeting.html</a>	
	English translations are provided for all documents excluding Securities Reports.	
Establishment of Department and/or Manager in Charge of IR	The Investor Relations Department in the Accounting & Finance Division is established.	
Others	In addition to the above initiatives, in fiscal year 2018, to deepen shareholders' understanding of the Group's business performance and others, NIPPON STEEL sent out the Interim Report in November and the Shareholder Letter in February to shareholders. Furthermore, six of NIPPON STEEL's steelworks and factories gave tours in fiscal year 2018 for shareholders who held ten units of shares or more (chosen by lottery) to view the actual manufacturing sites.	

### 3. Measures to Ensure Due Respect for Stakeholders

	Supplementary Explanations
Stipulation of Internal Rules for Respecting the Position of Stakeholders	The "Corporate Philosophy of the NIPPON STEEL Group" provides that the Group continues to emphasize the importance of integrity and reliability, and the "Code of Conduct of the NIPPON STEEL Group" requires that the Group act with a strong sense of ethical values and in compliance with applicable laws and regulations, and respect the positions of various stakeholders.
Implementation of Environmental Activities, CSR Activities etc.	<p>[Sustainability Report 2018 — In Step with Progress toward SDGs] Since NIPPON STEEL (former Nippon Steel Corporation) became the first in the Japanese steel industry to issue an environmental report in 1998, it has presented in the sustainability reports its progress in environmental management and various initiatives in environmental preservation activities and CSR activities.</p> <p>The Sustainability Report 2018 — In Step with Progress towards SDGs, which was published in 2018, presents in an organized manner various specific initiatives taken by the Group, including environmental initiatives, relating to the 17 goals stated in Sustainable Development Goals (SDGs) that were adopted at the United Nations Summit in September 2015.</p> <p>In the Report, pages contain links (QR code) to the relevant websites for those who wish to view more detailed information. Additionally, NIPPON STEEL accepts a request for postal delivery from those who wish a hard copy of the Report on NIPPON STEEL's website. (Sustainability Report 2018, URL: <a href="https://www.nipponsteel.com/en/csr/report/index.html">https://www.nipponsteel.com/en/csr/report/index.html</a>)</p> <p>[Environmental Activities] Having identified environmental activities as critical for our corporate management, under the principle of Ecological Management, NIPPON STEEL is commented in the Basic Environmental Policy established in October 2012, to contribute to the creation of a society oriented toward environmental preservation with lower environmental impact. We have been actively engaged in various environmental measures, which encompass some at the local community level and others of global scale. These efforts</p>

	<p>include the maintenance and improvement of good living environments, the promotion of reduction and recycling of waste, addressing global warming issues, and the maintenance and improvement of biological diversity. (URL: <a href="https://www.nipponsteel.com/en/csr/env/policy/index.html">https://www.nipponsteel.com/en/csr/env/policy/index.html</a>)</p> <p>NIPPON STEEL is committed to solving the issues involved in creating a sustainable society through innovative technology development and by promoting “three ecos,” namely, Eco Process (The way we manufacture is eco-friendly: We manufacture steel products with world’s highest-level energy efficiency and low CO2 emission), Eco Products (What we produce is eco-friendly: We contribute energy saving and lowering CO2 emission by reducing the weight of products, improving energy efficiency, and utilizing by-products), and Eco Solution (Sharing our eco-solutions: We contribute to environmental preservation on a global level by providing environment and energy-efficient technology to countries around the world.</p> <p>[CSR Activities]</p> <p>As CSR activities to support art and culture, NIPPON STEEL opened the Kioi Hall in 1990 with halls dedicated to both classical music and traditional Japanese music, and has been focused on music sponsorship through the operation of the Hall and support for the activities of the NIPPON STEEL Arts Foundation, including the awarding of the NIPPON STEEL Music Awards each year to promising young musicians and to those who have made contributions to the development of the culture of music in Japan.</p> <p>NIPPON STEEL also supports community-based sports teams for soccer, volleyball, rugby, judo, baseball and other sports, and develops junior sports teams, gives sports classes for children, and makes its sport facilities available for them nationwide.</p> <p>NIPPON STEEL is also involved in the creation of forests and community clean-ups in the areas of its steelworks. Our “Creation of Hometown Forests” projects started with planting small tree saplings on the premises of Oita Works in 1971, with the aim of facilitating harmonious coexistence between nature and humans. This project has subsequently expanded to our domestic production bases, and our forests have grown into large forests with a total area of around 900 hectares.</p> <p>As educational activities, NIPPON STEEL supports environmental education and conducts lectures mainly at its steelworks and nearby elementary and junior high schools, in order to foster interest and better understanding of the steel industry among young people and to have them know the joy of manufacturing and the depth of science technology.</p> <p>Over the years, NIPPON STEEL has accepted school teachers each year under the Training Programs for Educators at Private Companies sponsored by the Japan Institute for Social and Economic Affairs and the Japan Iron and Steel Federation, offering tours of its steelworks for the teachers to gain better understanding of the industry, as well as an experience-based safety education program.</p> <p>Going forward, NIPPON STEEL will continue to promote these activities and, together with local communities, contribute to regional development.</p>
Development of Policies on Information Provision to Stakeholders	<p>(1) The “Nippon Steel Corporation Group Code of Conduct” provides that NIPPON STEEL discloses its corporate information in a fair and proactive manner.</p> <p>(2) The “Basic Policy on Internal Control System” of NIPPON STEEL</p>

	<p>provides that NIPPON STEEL seeks timely and accurate disclosure of important corporate information such as management plans and financial information, in compliance with applicable laws and regulations, and other requirements.</p> <p>(3) The “Rules on Insider Information Management and Insider Trading Regulations” provide that after corporate decision that falls under “insider information” is made by or reported to the Board of Directors, NIPPON STEEL will release it promptly to multiple news media organizations, and disclose it in accordance with the rules of each financial instruments exchange on which NIPPON STEEL is listed (e.g. Tokyo Stock Exchange).</p> <p>(4) The “NIPPON STEEL Corporate Disclosure and Dialogue Policy” provides that NIPPON STEEL will disclose information in compliance with applicable laws and regulations and the rules of each financial instruments exchange, and that with respect to financial and non-financial information other than that stated above, NIPPON STEEL will also disclose the information that is considered to be likely to affect investment decision in a timely, appropriate, and fair manner.</p>
Others	<p>In addition to the above, NIPPON STEEL is engaged in a wide-range of initiatives.</p> <p>[Initiatives towards the empowerment of women]  NIPPON STEEL, given the advance of the aging society with low birthrate, is promoting various measures to realize a work environment, in both offices and operational worksites, in which diverse personnel such as the elderly and women can be active, and also proactively hire women for manufacturing worksites. Four worksites have 24-hour in-house nurseries in order to support early return of female workers in shift work-places from maternity and baby care leave (established at Kimitsu Works, Nagoya Works, Yawata Works, Oita Works, and Hirohata Works).</p> <p>[Quality Assurance Structure]  Under the principle of “Quality always prevails production,” NIPPON STEEL has persistently carried out measures for quality management in line with the “Guidelines for Reinforcement of the Quality Assurance Structure” issued by the Japan Iron and Steel Federation in July 2008.</p> <p>Specifically, NIPPON STEEL, through continuous education of employees, thoroughly raises awareness of “compliance with laws and regulations” and “quality assurance.” Furthermore, to prevent quality problems, NIPPON STEEL has separated the Quality Control Department from the manufacturing departments at all steelworks, and has them receive certifications from JIS, API and other certification authorities, and periodically undergo third-party audits, and so on. In addition, to detect nonconformity before they occur, NIPPON STEEL performs regular quality audits internally as well as in Group companies.</p>

## IV. Matters Related to the Internal Control System

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

(1) Basic policy on internal control system

The resolutions made to ensure appropriateness of its business are as follows.

NIPPON STEEL is aiming at continuous improvement of its corporate value and winning the trust of society under the “Corporate Philosophy of the NIPPON STEEL Group.” In addition, NIPPON STEEL will establish and appropriately manage an internal control system as follows to comply with applicable laws and regulations, and ensure integrity of financial reporting, and effectiveness and efficiency of business, and will continue to improve such system in view of further enhancement of corporate governance.

(i) System to Ensure that Performance of Responsibilities by the Directors of NIPPON STEEL Complies with Applicable Laws and Regulations and the Articles of Incorporation.

The Board of Directors will make decisions or receive reports on important matters of management in accordance with the Rules of the Board of Directors and other relevant internal rules.

In accordance with the resolution at the Board of Directors, each of the Executive Directors will, in his/her assigned area, perform his/her responsibilities and supervise the performance of responsibilities of employees, and report such supervisory status to the Board of Directors.

(ii) System for the Preservation and Management of Information in relation to the Performance of Responsibilities by the Directors of NIPPON STEEL

NIPPON STEEL will appropriately preserve various information in relation to the performance of responsibilities, including minutes of Meetings of the Board of Directors, by, among others, specifying managers in charge of information preservation and management, and classifying each information by security level, in accordance with the internal rules for information management.

NIPPON STEEL will seek to make timely and accurate disclosure of important corporate information, such as its management plan and financial information, in addition to such disclosure as required by applicable laws and regulations.

(iii) Rules and Other Systems with respect to Loss-related Risk Management of NIPPON STEEL

The General Manager of each division will identify and evaluate risks associated with business in his/her division, and carry out his/her duties in accordance with the authority and responsibilities set out in internal rules for organization and operation.

With respect to risks related to areas such as safety and health, environment and disaster prevention, information management, intellectual properties, quality control, and integrity of financial reporting, the division in charge of each specific area (each functional division) will establish rules and other systems from a company-wide perspective, inform other divisions of such rules and systems, identify and evaluate the status of risk management at other divisions through monitoring and other methods, and provide guidance and advice to such divisions.

Upon the occurrence of an accident, disaster, compliance issue, or other event which causes a material effect on the management, the Executive Directors will immediately convene “Emergency Control Headquarters” and other meetings, and take necessary

actions in order to minimize the damage, impact, and other effects.

(iv) System to Ensure Efficiency in the Performance of Responsibilities by Directors of NIPPON STEEL

The Board of Directors will make decisions on the execution of management plans and business strategies, as well as important business executions such as capital expenditure, and investments and provision of loans, after such matters are deliberated by companywide Committees for relevant areas such as ordinary budget, plant and equipment investment budget, investment and financing, and technology development, and the Corporate Policy Committee.

The business execution under the resolution at the Board of Directors and other corporate organizations is performed promptly by the Executive Directors, Executive Officers, and General Managers.

(v) System to Ensure that Performance of Responsibilities by Employees of NIPPON STEEL Complies with Applicable Laws and Regulations and the Articles of Incorporation

NIPPON STEEL will build and maintain an internal control system based on autonomous internal controls.

Each General Manager will develop an autonomous internal control system in his/her Division, and strive to ensure thorough compliance with applicable laws and regulations and internal rules, and prevent any violation of applicable laws and regulations in business and affairs. NIPPON STEEL will also develop and enhance an employee-education system that includes regular seminars, and the creation and distribution of manuals for the purpose of ensuring compliance with applicable laws and regulations and internal rules. When each General Manager becomes aware of any potentially illegal acts or facts, he or she will immediately report such matters to the General Manager for the Internal Control & the Audit Division.

The General Manager of the Internal Control & Audit Division will confirm the status of developing and operating company-wide internal control systems, and identify and evaluate each Division's situation of compliance with applicable laws and regulations and internal rules, and take necessary measures such as preventing violations of applicable laws and regulations and internal rules. Moreover, the General Manager will report on such matters to the Risk Management Committee, and further report on important items among such matters to the Corporate Policy Committee and the Board of Directors. The General Manager will also establish and operate a whistleblower system that provides consultations and takes reports regarding risks in the operation of business.

Employees are obligated to comply with applicable laws and regulations and internal rules and to appropriately perform their responsibilities. Employees who violate applicable laws and regulations and internal rules will be subject to disciplinary action under the Rules of Employment.

(vi) System to Ensure Appropriateness of Operation in the Corporate Group Consisting of NIPPON STEEL and its Subsidiaries

Under the "Corporate Philosophy of the NIPPON STEEL Group," NIPPON STEEL and each Group company will share business strategy and conduct their business in a unified manner, taking into account each company's business characteristics, and will familiarize their respective employees with their respective business operation policies and other related matters. With respect to control of the Group companies, NIPPON STEEL will set forth basic rules in the Rules for Control of group companies, and ensure their appropriate application.

Each Group company will build and maintain its internal control system based on autonomous internal controls, and seek to improve measures relating to internal control through, among other measures, information sharing with NIPPON STEEL. Each responsible division of NIPPON STEEL will confirm the status of internal controls at each Group company, and provide assistance in its improvements, where necessary.

The General Manager of the Internal Control & Audit Division will coordinate with each functional division, and identify and evaluate the situation of internal control of the Group companies as a whole, and provide guidance and advice to each responsible division and each Group company.

The specific systems under the views above are as follows.

i) System for Reporting to NIPPON STEEL in relation to the Performance of Responsibilities by the Group Companies' Directors

The responsible divisions of NIPPON STEEL will request that each Group company report on important management matters in relation to NIPPON STEEL's consolidated management or each Group company's management, including business plans, significant business policies, and financial results, and give advice and other guidance.

ii) Rules and Other Systems with respect to Group Companies' Loss-related Risk Management

The responsible divisions of NIPPON STEEL will request that each Group company report on the situation of risk management in each Group company, and give advice and other guidance.

iii) System to Ensure Efficiency in the Performance of Responsibilities by the Group Companies' Directors

The responsible divisions of NIPPON STEEL will evaluate the business performance of each Group company, and give support for the management.

iv) System to Ensure that the Performance of Responsibilities by Group Companies' Directors and Employees Complies with Applicable Laws and Regulations and the Articles of Incorporation

The responsible divisions of NIPPON STEEL will request that Group companies report on their respective situation on compliance with applicable laws and regulations, and the development and operation of internal control systems, and give necessary support, advice, and other guidance. Additionally, such divisions will request that each Group company report on any actions and facts in such Group company that may violate applicable laws and regulations, and promptly report to the General Manager of the Internal Control & Audit Division.

(vii) Matters concerning Supervision by Audit & Supervisory Board Members

The Directors, Executive Officers, General Managers, and other employees of NIPPON STEEL will timely and appropriately report important matters, such as the situation of the performance of responsibilities and facts that cause a material effect on the management, to the Audit & Supervisory Board Members or the Audit & Supervisory Board, directly or through the related divisions such as the Internal Control & Audit Division. They will also report important management matters such as the situation of operation of the internal control system to the Board of Directors, the Corporate Policy Committees and the Risk

Management Committees, and other corporate committees, and thereby share such information with Audit & Supervisory Board Members.

The directors, audit & supervisory board members, and employees of each Group company will timely and appropriately report important matters in such Group company, such as the situation of the performance of responsibilities, and facts that cause a material effect on the management, to the Audit & Supervisory Board Members or the Audit & Supervisory Board of NIPPON STEEL, directly or through the related Divisions such as the Internal Control & Audit Division.

NIPPON STEEL will not unfavorably treat a person who has reported as stated above, for reasons of such report, in accordance with the Rules for the Whistleblower System.

The General Manager of the Internal Control & Audit Division will act as a liaison and cooperate with the Audit & Supervisory Board Members by, among others, exchanging opinions on the situation of operations of internal control systems, both regularly and as needed. The General Manager will also report on the situation of operating the Whistleblower Systems to the Audit & Supervisory Board Members.

NIPPON STEEL will establish the Audit & Supervisory Board Members' Office, and assign dedicated staff members, in order to support the performance of responsibilities by Audit & Supervisory Board Members. To ensure independence from the Directors, dedicated staff members necessary for supervisory work will be assigned and will engage in such work under the direction of Audit & Supervisory Board Members. The General Manager of the Human Resources Division will discuss personnel matters relating to such staff members, including transfers and evaluations, with the Audit & Supervisory Board Members.

NIPPON STEEL will budget costs that it deems necessary for Audit & Supervisory Board Members to perform their responsibilities. In addition, NIPPON STEEL will reimburse costs incurred by Audit & Supervisory Board Members after Audit & Supervisory Board Members pay costs in an urgent or temporary situation.

(2) Outline of status of operation

(i) Operational organization

NIPPON STEEL has established an operational organization for its internal control systems. This organization consists of the Internal Control & Audit Division (14 full-time and 21 concurrently with their other posts), which is responsible for the internal control plan and internal audits, and functional divisions responsible for managing risk in each field (about 700 staffs). NIPPON STEEL has also designated a person in charge of risk management (about 150 for NIPPON STEEL) and a person responsible for risk management (about 550 in group companies) who are engaged in planning and promoting autonomous internal-control activities in each division and Group company.

This organization operates the internal control system as follows.

(ii) Specific status of operation

i) Internal control plan

In March of each year, NIPPON STEEL develops an annual plan on internal control for NIPPON STEEL Group as a whole based on changes in the related laws and the business circumstances. This plan includes a basic policy, separate plans for each function, including safety, environment, plant safety, and quality, an internal audit plan, and an education plan. Each division and

Group company creates its own plan for the fiscal year based on such annual plan developed by NIPPON STEEL.

ii) Autonomous internal control activities

In accordance with the annual plan, each division and Group company autonomously performs internal control activities based on the characteristics of each business and its inherent risks. Specifically, such activities include establishment, education and voluntary inspections of operational rules, manuals and other documentation; third-party monitoring; and improvements to operations based on the results thereof.

Such divisions and Group companies immediately report any accidents, disasters, facts that may violate applicable laws and regulations, etc. to the Internal Control & Audit Division, and coordinate with the relevant divisions to take corrective measures, such as measures to prevent recurrence. The Internal Control & Audit Division compiles case studies of such incidents and shares them within the NIPPON STEEL Group. Each division and Group company then performs inspections for similar risks.

iii) Internal audits, etc.

Internal audits confirm the status of internal controls via internal-control checklists and other documents. Additionally, the Internal Control & Audit Division and each functional division monitor each division and group company.

As measures to complement NIPPON STEEL's internal controls, NIPPON STEEL also operates a hotline for internal reporting and consultation hotlines within the company and at external professional organizations, which are open to employees of NIPPON STEEL and group companies and their families, as well as employees of NIPPON STEEL's suppliers and others. In fiscal year 2018, there were 287 cases of internal reporting and consultations. In addition, NIPPON STEEL and its major group companies conduct employee awareness surveys regarding internal controls.

iv) Assessment and improvement

The Internal Control & Audit Division reports the status of operation of the internal control system at the quarterly meeting of the Risk Management Committee. It is also reported at meetings of the Corporate Policy Committee and Board of Directors. Such status is also shared with each division and Group company at the meeting of the persons in charge of risk management and the meeting of the persons responsive for risk management.

The Internal Control & Audit Division also assesses the effectiveness of its internal control system as of the end of each fiscal year, and compiles a report of its assessment based on the status of internal-control activities, internal audits, etc. This assessment is then reported to the Risk Management Committee, Corporate Policy Committee, and Board of Directors.

Based on the results of these assessments, NIPPON STEEL establishes measures to improve the effectiveness of its internal control system, and incorporates them into the next fiscal year's internal control plan.

v) Education and awareness raising

The Company educates employees and officers of NIPPON STEEL and those

of its group companies through sessions on internal controls prepared by NIPPON STEEL. The sessions include position-specific training, and are given to everyone from new hires to executive management. The Company also works actively to raise awareness of its approach to internal controls, establishment of better workplace culture, and other topics through a dialog between the Internal Control & Audit Division, and each division of NIPPON STEEL, and its group companies.

vi) Coordination with Audit and Supervisory Board Members and Accounting Auditor

The Internal Control & Audit Division reports the status of internal controls to the Audit and Supervisory Board each quarter. It also reports and discusses the status of internal controls with the Risk Management Committee with the attendance of Audit and Supervisory Board Members. The Internal Control & Audit Division is also committed to sharing information and coordinating, including holding monthly liaison meetings with the Audit & Supervisory Board Members' Office. It reports and discusses such matters as the results of assessments of internal controls relating to the status of operation of the Risk Management Committee and reporting of financial statements to the Accounting Auditor periodically.

## 2. Basic Views on Eliminating Anti-Social Forces

NIPPON STEEL provides, in "Corporate Philosophy of the NIPPON STEEL Group," that the Group continues to emphasize the importance of integrity and reliability, and provides in the "Code of Conduct of the NIPPON STEEL Group" that the Group will not have any relationships of any kind with anti-social forces or organizations that threaten order and safety in the civil society, and will take firm action against all unreasonable demands. NIPPON STEEL has established "Rules that Prohibit any Relationships with Anti-social Forces and Prevent Damage Caused by Them," and internal systems thereunder.

Specifically, NIPPON STEEL defines the role of each relevant division and communication systems between them by establishing a division, a General Manager, and a personnel in charge of public relations, maintains regular contacts with police departments and other relevant authorities, and seeks to promote educational activities through information sharing within the Group and internal seminars.

## V. Other

### 1. Adoption of Anti-Takeover Measures

Adoption of Anti-Takeover Measures	Not adopted
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#### Supplementary Explanation

#### The Basic Policy on the Composition of Persons to Control the Decision-Making over the Financial and Business Policies of the Company

Under the corporate philosophy that the NIPPON STEEL Group will pursue world-leading technologies and manufacturing capabilities, and contribute to society by providing excellent products and services, the NIPPON STEEL Group aims to improve its corporate value, and further the common interests of its shareholders, by enhancing its competitiveness and profitability through the planning and execution of management strategies.

NIPPON STEEL believes that in the event a third party proposes the acquisition of substantial shareholdings in NIPPON STEEL (a "Takeover Proposal"), the ultimate decision as to whether or not to accept the Takeover Proposal should be made by the then shareholders of NIPPON STEEL. On the other hand, NIPPON STEEL believes that such Takeover Proposals could include those with the potential to cause clear damage to the corporate value of NIPPON STEEL or the common interests of the shareholders of NIPPON STEEL or those with the potential to practically coerce shareholders into selling their shares of NIPPON STEEL.

Consequently, NIPPON STEEL will pay close attention to the status of trading of shares of NIPPON STEEL and changes of its shareholders in order to prepare for such disadvantages to the shareholders of NIPPON STEEL in the event a Takeover Proposal is made by a third party, and, for the occasions where a Takeover Proposal is actually made, will make efforts to enable its shareholders to make an appropriate informed judgment based on sufficient information and with a reasonable time period to consider such proposal. If a Takeover Proposal is reasonably judged to damage the corporate value of NIPPON STEEL, which could result in harm to the common interests of shareholders of NIPPON STEEL, NIPPON STEEL will aim to protect its corporate value and the common interests of its shareholders by taking prompt and appropriate measures to the extent permitted under the then applicable laws and regulations.

### 2. Other Matters Concerning to Corporate Governance System

- (1) The Corporate Governance System, including an Overview of the Internal Control System  
Please see the chart indicated below.
- (2) Overview of the Timely Disclosure System  
NIPPON STEEL's internal system for ensuring the timely disclosure of its corporate information as described below.
  - (i) Information Disclosure Concerning Corporate Decisions  
Corporate Decisions by NIPPON STEEL and its subsidiaries that are subject to timely disclosure are submitted for deliberation by or reported to the Board of Directors, or reported to the General Manager of the General Administration Division in accordance with the internal rules, and then disclosed in accordance with the rules of each financial instruments exchange on which NIPPON STEEL is listed (e.g. Tokyo Stock Exchange).
  - (ii) Information Disclosure Concerning the Occurrence of Facts

Occurrence of Facts regarding NIPPON STEEL and its subsidiaries that are subject to timely disclosure are reported to the Board of Directors or the General Manager of the General Administration Division in accordance with the internal rules, and then disclosed in accordance with the rules of each financial instruments exchange on which NIPPON STEEL is listed (e.g. Tokyo Stock Exchange).

(iii) Information Disclosure Concerning Financial Results

Information concerning financial results is submitted for deliberation by and reported to the Board of Directors, and then disclosed in accordance with the rules of each financial instruments exchange on which NIPPON STEEL is listed (e.g. Tokyo Stock Exchange).

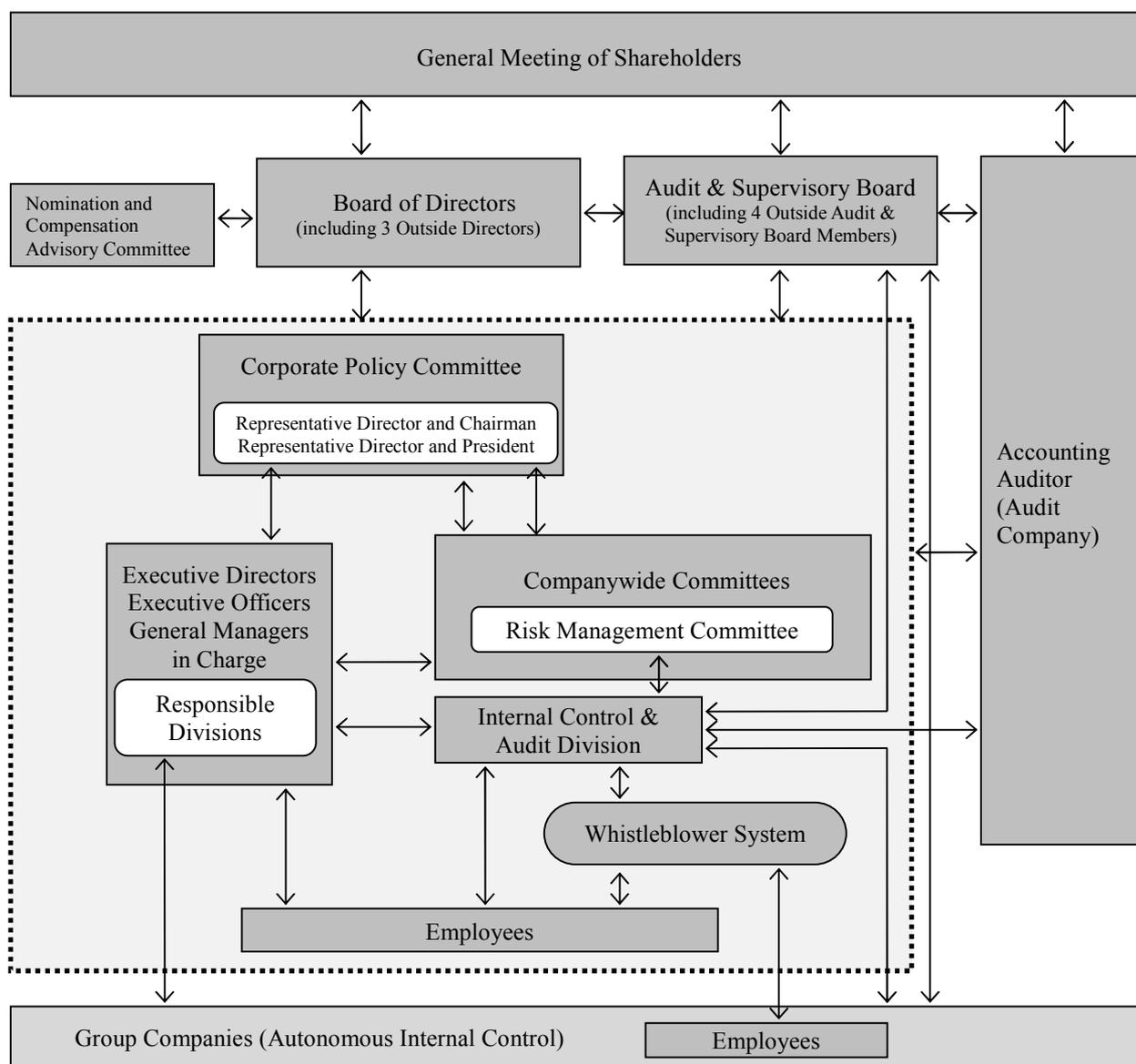
(iv) Others

All of the information mentioned above is disclosed by the Senior Manager of the General Administration Department of the General Administration Division (the responsible person for handling information), in a timely manner. Furthermore, when such information is disclosed, it is posted on NIPPON STEEL's website.

(Translation)

<Reference: Relationship Diagram regarding NIPPON STEEL's Organization and Internal Control>

The following is a diagram illustrating the relationship regarding NIPPON STEEL's organization and internal control.



(Note)

- 1: The execution of important matters concerning the management of NIPPON STEEL and NIPPON STEEL Group is determined at the Board of Directors (held once or twice per month) after deliberations in the Corporate Policy Committee (held once a week, in principle) comprised of the Chairman, President, Executive Vice Presidents, and other members, pursuant to NIPPON STEEL's rules.
- 2: As corporate organizations engaging in deliberations before the Corporate Policy Committee and the Board of Directors, there are 23 company-wide committees in total, including the Ordinary Budget Committee, the Plant and Equipment Investment Budget Committee, the Investment and Financing Committee, the Fund Management Committee, the Technology Development Committee, the Environment Management Committee, and the Risk Management Committee, depending on each purpose.
- 3: NIPPON STEEL has established an operational organization for its internal control systems. This organization consists of the Internal Control & Audit Division (14 full-time and 21 concurrently with their other posts), which is responsible for the internal control plan and internal audits, and functional divisions responsible for managing risk in each field (about 700 staffs). NIPPON STEEL has also designated a person in charge of risk management (about 150 for NIPPON STEEL) and a person responsible for risk management (about 550 in group companies) who are engaged in planning and promoting autonomous internal-control activities in each division and Group company.
- 4: As far as the Group companies are concerned, each company establishes and develops an internal control system based on its autonomous internal control, and the responsible divisions of NIPPON STEEL provide assistance in their improvement, where necessary. Furthermore, the General Manager for the Internal Control & Audit Division of NIPPON STEEL identifies and evaluates the situation of internal control of NIPPON STEEL Group as a whole, and gives guidance and advice to each responsible division and each Group company.