

Steel Connect, Inc.

CORPORATE GOVERNANCE GUIDELINES

Revised as of December 11, 2024

The following Corporate Governance Guidelines (the “Guidelines”) have been adopted by the Board of Directors (the “Board”) of Steel Connect, Inc. (the “Company”) to assist the Board in the exercise of its responsibilities. These Guidelines reflect the Board’s commitment to monitor the effectiveness of policy and decision making both at the Board and management level, with a view to enhancing long-term stakeholder value. These Guidelines will be reviewed and updated on a periodic basis by the Nominating and Corporate Governance Committee.

Director Qualification Standards

1. **Size of the Board.** The Company’s Bylaws provide that the number of directors shall not be less than three nor more than fifteen. The Board believes that it should generally have no fewer than five and no more than nine members. This range permits diversity of perspectives and experience without hindering effective discussion. However, the Board has authority to change its size, and will periodically review its size as appropriate.
2. **Board Membership Criteria.** The Board seeks members who combine a broad spectrum of experience and expertise with very high integrity. The Board is responsible for reviewing, on an annual basis, the appropriate criteria for membership to the Board. This assessment will include an examination of whether the individual is independent. The Nominating and Corporate Governance will review Board membership criteria and make recommendations to the Board with respect thereto.
3. **Selection of New Directors.** The full Board is responsible for selecting its members and recommending them for election by the shareholders or by a majority vote of the Board to fill vacancies. The invitation to join the Board should be extended by the Chairman of the Board, on behalf of the entire Board. The Nominating and Corporate Governance Committee will review candidates for membership on the Board and make recommendations to the Board with respect thereto.
4. **Independent Directors.** The Board adheres to the applicable independence standards of Rule 5605(a)(2) of the Nasdaq Stock Market corporate governance standards (the “Nasdaq Rules”) and the Securities Exchange Act of 1934. For so long as the Company qualifies as a “controlled company” within the meaning of the Nasdaq Rules, it may elect not to comply with certain corporate governance standards, including the requirement that a majority of the board of directors consist of independent directors. Subject to an election by the Company to rely on the exemption available to controlled companies and the applicable transition periods under the applicable Nasdaq Rules, the Board shall make an affirmative determination at least annually as to the independence of each director. In addition, on an annual basis, the Company’s Corporate Secretary collects from each current director and director nominee a completed questionnaire and other relevant information to serve as the basis for a determination of the director’s and/or nominee’s independence.
5. **Term Limits; Retirement.** The Board does not have limits on the number of terms a director may serve. The Board does not have any retirement or tenure policies that would limit the ability of a director to be nominated for reelection.
6. **Executive Sessions of Independent Directors.** The independent directors of the Board will

meet in executive session (i.e., without directors who are members of management or are otherwise not independent) from time to time, but at least twice per year, to discuss such topics as the independent directors determine. The presiding director at each executive session shall be chosen by the directors present at that meeting.

Director Responsibilities

1. **Duties of Directors.** The basic responsibility of the directors is to exercise their business judgment to act in what they reasonably believe to be in the best interests of the Company and its shareholders, and to conduct themselves in accordance with their duties of care and loyalty. Directors are expected to regularly attend Board meetings and meetings of committees on which they serve, and meetings of the Company's shareholders absent exceptional cause. Directors should spend the time needed and meet as frequently as necessary to properly discharge their responsibilities. Directors are expected to review meeting materials prior to Board, committee and shareholder meetings. Directors are encouraged to ask questions and communicate concerns at any time.
2. **Director Orientation and Continuing Director Education.** The Board does not maintain any formal orientation or continuing education programs but makes available an orientation program for new directors and may from time to time offer continuing education programs for all directors, when appropriate.
3. **Evaluating the Board's Performance.** The Board, through the Nominating and Corporate Governance Committee, conducts a self-evaluation at least annually to determine whether it and its committees are functioning effectively. Each of the Audit, Organization and Compensation, and the Nominating and Corporate Governance Committees separately conducts evaluations of its performance and its charters relative to the requirements of its charter and reports its conclusion to the Board.
4. **Ethics and Conflicts of Interest.** In their roles as directors, all directors owe a duty of loyalty to the Company. The Board expects its directors, officers and other employees to act ethically at all times and to acknowledge adherence to the Company's Code of Business Conduct and Ethics. Any waiver of the Code of Business Conduct and Ethics for directors and executive officers may be made only by the Board of Directors or a Board Committee.
5. **Confidentiality.** The proceedings and deliberations of the Board and its committees are confidential. Each director shall maintain the confidentiality of information received in connection with their service as a director.

Board Meeting Procedures

1. **Frequency of Meetings.** The Board has approximately four regularly scheduled meetings per year, although there may be more or less in any given year. In addition, special meetings may be called from time to time as needed.
2. **Selection of Agenda Items for Board Meetings.** The Chairman of the Board will establish the agenda for Board meetings. Each Board member is free to suggest the inclusion of items on the agenda. The agenda will be distributed in advance of the meeting to each director. Each Board member is also free to raise at any Board meeting subjects that are not on the agenda for that meeting.
3. **Board Materials Distributed in Advance.** Information, data and presentation materials that are

important to the Board's understanding of the business or of any specific agenda items will be distributed in writing to the Board before the Board meets, whenever time permits. The Board acknowledges that, under certain circumstances, written materials may be unavailable to directors in advance of a meeting.

Involvement of Senior Management

1. **Attendance of Non-Directors at Board Meetings.** The Board welcomes the attendance at Board meetings of non-Board members who are present at the invitation of the Chairman for the purpose of making presentations, responding to questions by the directors or providing counsel on specific matters within their area of expertise.
2. **Board Access to Management and Outside Advisors.** Board members have complete access to the Company's management. Board member contact with such individuals shall be handled in a manner that would not be disruptive to the business operation of the Company. Any such contact that is in writing should be copied to the Chairman. The Board and each of its Committees has the authority to hire independent legal, financial or other advisers as it may deem necessary.

Committee Matters

1. **Number, Structure and Independence of Committees.** The Board currently has three principal committees: Audit, Nominating and Corporate Governance, and Organization and Compensation. Each of these committees consist solely of independent directors that satisfy applicable legal and regulatory requirements. From time to time, the Board may elect to form a new committee or disband a current committee depending upon the circumstances.
2. **Assignment of Committee Members.** The Board does not favor mandatory rotation of committee assignments or chairs. The Board believes that experience and continuity are often more important than rotation.
3. **Frequency and Length of Committee Meetings.** The chair of each committee, in consultation with committee members, determines the frequency and length of the meetings of the committee consistent with any requirements set forth in the committee's charter. The committee chair reports the highlights of their meetings to the full Board at the next meeting of the Board.

Director Compensation

1. All directors of the Company who are not simultaneously employed as officers by the Company will be properly compensated and reimbursed for their services as a director. Any employee of the Company who is elected as a director of the Company will not receive any director compensation and will not participate in director benefits for his or her services as a director of the Company.
2. The Board will be responsible for setting director compensation. The Organization and Compensation Committee will periodically review the compensation of the Company's directors and make recommendations to the Board with respect thereto. In making such compensation determinations and in making determinations with respect to a director's independence, the Board and the relevant committee will consider and critically evaluate any amount that a director might receive directly or indirectly from the Company.

Corporate Services: Succession Planning

1. At least annually, the Board considers and evaluates the services that the Company is receiving from Steel Services Ltd. under its management services agreement. The Board also considers succession planning for the CEO, or individuals holding similar positions, including succession in the event of an emergency or the retirement.

Periodic Review

1. The Nominating and Corporate Governance Committee is responsible for reviewing these guidelines from time to time, as well as considering other corporate governance principles that may, from time to time, merit consideration by the Board.