NIPPON STEEL

Nippon Steel Data Book 2026

NIPPON STEEL CORPORATION

NET ZERO
NIPPON STEEL
Green Transformation
initiative

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Period covered
FY2025 (April 1, 2025 – March 31, 2026)
Part of our activity results in April 2025 or later is included in this period.

Organizations covered
Nippon Steel Corporation and Nippon Steel Group companies
605 companies as of March 31, 2026
(493 consolidated subsidiaries and 112 equity-method affiliates)

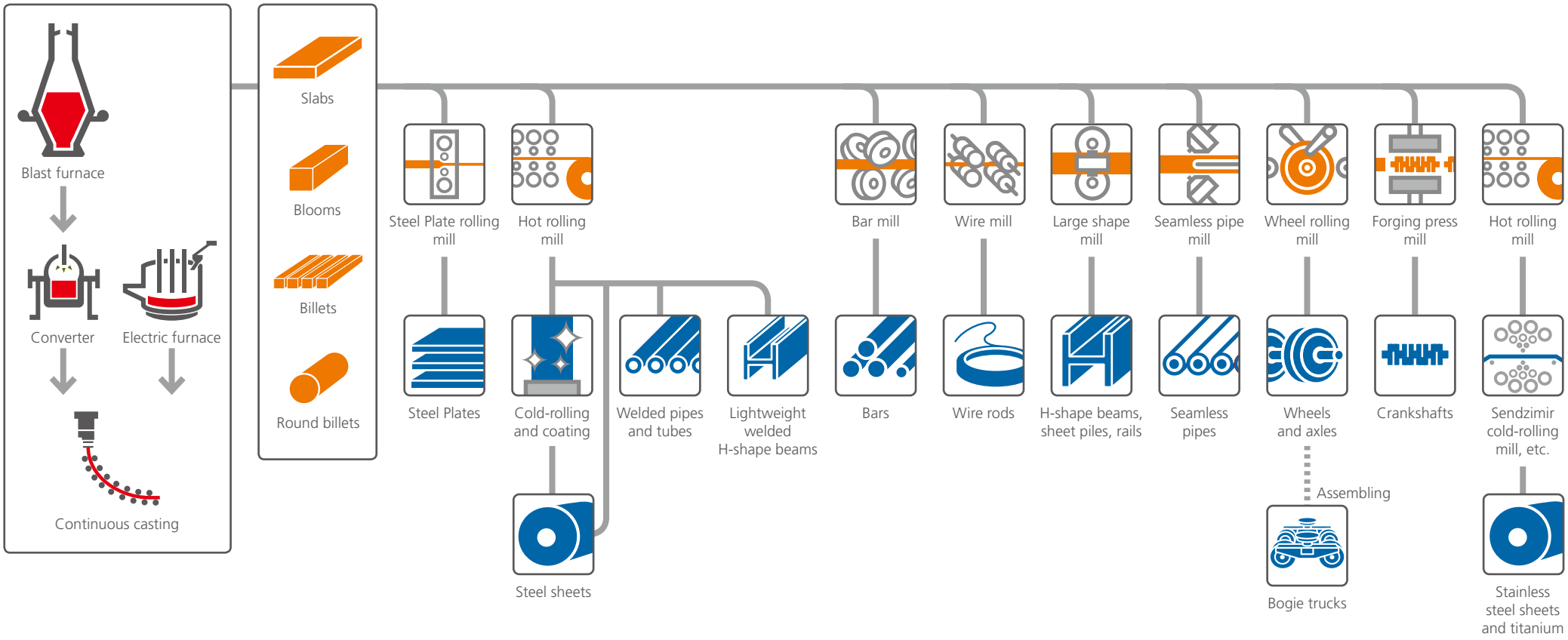
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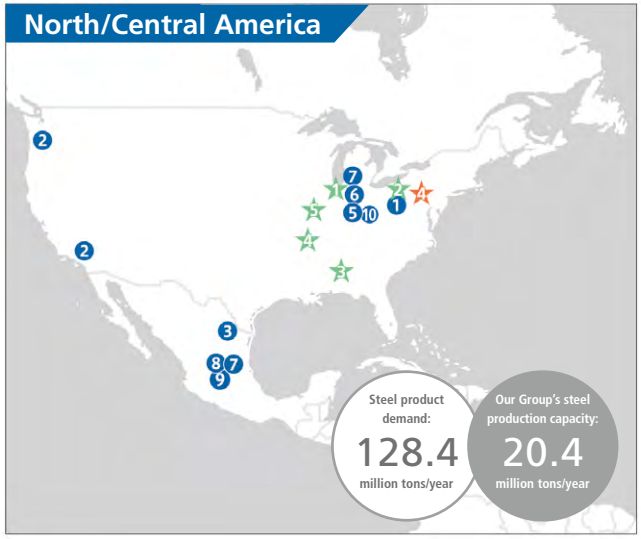
Business

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Steel Product Manufacturing Process



Global Production Framework

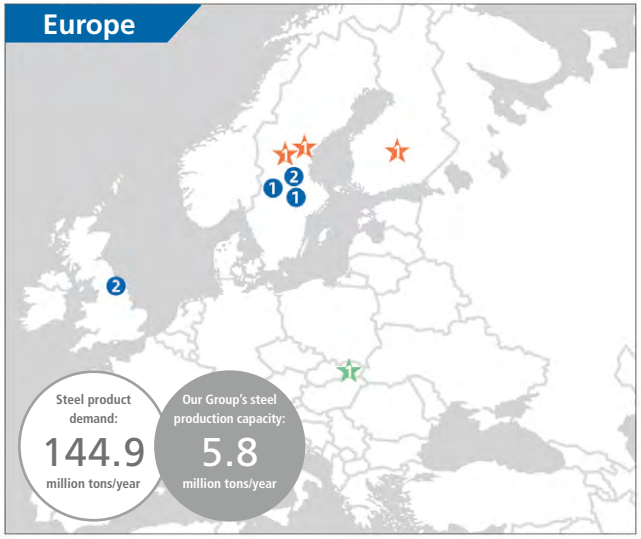


[U. S. Steel] Company / Manufacturing Bases	Established / Acquired Years*1	Product	Steel Production Capacity (10,000 tons/year)	Investment Ratio; Partner (%)
Gary Works (Indiana, US)	Commenced operations in 1908	Steel sheets	680	
Mon Valley Works (Pennsylvania, US)	Edgar Thomson Works: Established in 1901 Clairton Works: Acquired in 1904 Irvin Works: Commenced operations in 1938	Steel sheets	263	
Fairfield Works (Alabama, US)	Acquired in 1907	Steel sheets, pipes & tubes	82	100
Big River Steel (Arkansas, US)	Acquired (49.9% in 2019, 100% in 2021)	Steel sheets	572	
Granite City Works (Illinois, US)	Acquired in 2003	Steel sheets	254	

*1 Nippon Steel acquired U. S. Steel in 2025. Note that the years of establishment, commencement of operations, and acquisition for each of the following bases reflect the history of U. S. Steel. U. S. Steel began operations at Gary Works in 1908, established Edgar Thomson Works (now part of Mon Valley Works) in 1901, acquired Clairton Works in 1904, and began operations at Irvin Works in 1938. U. S. Steel also acquired Fairfield Works in 1907, Big River Steel in 2021, and Granite City Works in 2003.

Establishment	Company	Product	Steel Production Capacity (10,000 tons/year)	Investment Ratio; Partner (%)
1 1984	Wheeling-Nippon Steel	Steel sheets	60	100
2 2013*2	NSBS	Steel sheets	45	49*3 BlueScope
3 2010	Tenigal	Steel sheets	40	49 Ternium
2011*2	Standard Steel	Car wheels/Car axle	25	65*4
5 1989	NSPA	Pipes & tubes	7	80
6 1996	IPF	Bars & wire rods	1	100
7 2009*2	Suzuki Garphyttan	Bars & wire rods	3	100
8 2012	MNSP	Pipes & tubes	2	74
9 2015	SMM	Bars & wire rods	1	91
10 1990	ICI	Crankshafts	4 million units	80

*2 Equity participation year
*3 NSBS is a joint venture established in 2013 with BlueScope in Australia (Nippon Steel ownership: 50%).
In 2025, Nippon Steel transferred its 1% proprietary interest in NSBS/North American operation without changing governance rights or obligations.
*4 Investment ratio in Standard Steel Holdings



[U. S. Steel] Company / Manufacturing Bases	Established / Acquired Years	Product	Steel Production Capacity (10,000 tons/year)	Investment Ratio; Partner (%)
U. S. Steel Košice (Slovakia)	Acquired in 2000	Steel sheets	454	100

Establishment	Company	Product	Steel Production Capacity (10,000 tons/year)	Investment Ratio; Partner (%)
1 2018*1	Ovako	Bars & wire rods	110	100
2 2009*1	Suzuki Garphyttan*2	Bars & wire rods	3	100

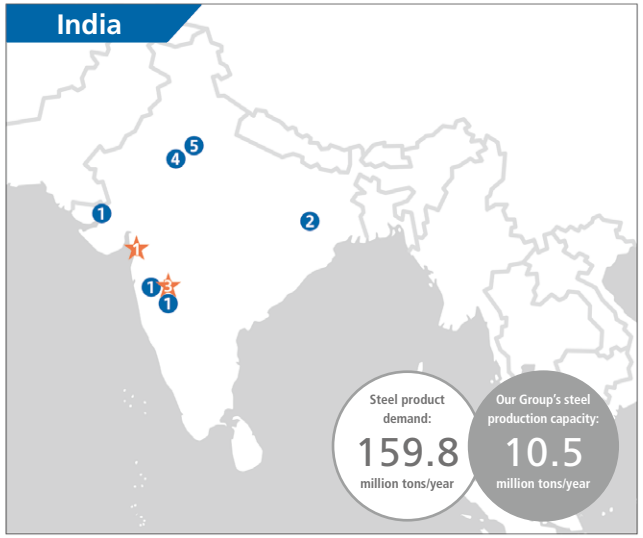
*1 Acquisition year
*2 Suzuki Garphyttan includes KTS Wire

Legend ★★ Integrated iron and steel works ● Downstream processes

Steel demand in each region represents FY2025 results
Source: worldsteel. Our Group's steel production capacity is calculated by simply adding the production capacities of our equity-method affiliates.
As for indirect equity through subsidiaries, their investment ratios stated here do not take into account the parent company's investment ratio of these subsidiaries unless otherwise stated.

Global Production Framework

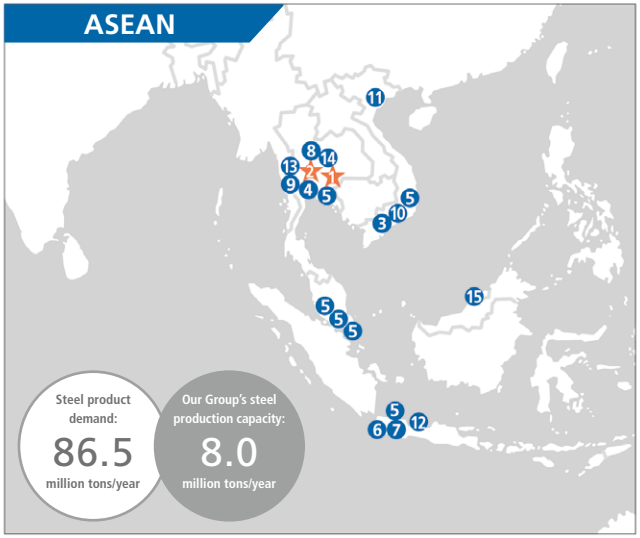
India



Establishment	Company	Product	Steel Production Capacity (10,000 tons/year)	Investment Ratio; Partner (%)
★1 ① 2019*1	ArcelorMittal Nippon Steel India	Flat products, plates, pipes & tubes	960	40*2 ArcelorMittal
② 2012	JCAPCPL	Steel sheets	60	49 Tata Steel
★2 2012*1	SSMI	Bars & wire rods	24	100
④ 2010	NSPI	Pipes & tubes	3	86
⑤ 2010	SMAC	Crankshafts	2.2 million units	40

*1 Equity participation year
*2 Investment ratio in AM/NS Lux (holding company)

ASEAN



Establishment	Company	Product	Steel Production Capacity (10,000 tons/year)	Investment Ratio; Partner (%)
★1 2022*1	G Steel	Steel sheets	158	60
★2 2022*1	G J Steel	Steel sheets	150	58
③ 2009	CSVC	Steel sheets	120	34 CSC
④ 1995*2	NS-SUS	Flat products/ tinplate	100	95
⑤ 2013*3	NSBS	Steel sheets	110	50 BlueScope
⑥ 2012	KNSS	Steel sheets	48	85*4 Krakatau
⑦ 2009*5	LATINUSA	Tinplate	16	39 Krakatau
⑧ 1963*6	NSPT	Pipes & tubes	8	59
⑨ 1997*7	NSSPT	Bars & wire rods	10	67
⑩ 2010	NPV	Pipes & tubes	6	80
⑪ 1997	VNSP	Pipes & tubes	3	60
⑫ 2005	INSP	Pipes & tubes	4	61
⑬ 2011*5	TSW	Bars & wire rods	2	51
⑭ 2012	TPP	Bars & wire rods	1	87
⑮ 2015	VAM®BRN	Pipes & tubes		60 Vallourec

*1 Acquisition year
*2 Invested in 1988 in a tinplate maker STP, which was integrated and is currently undergoing consolidation and company liquidation.
*3 Equity participation year
*4 Economic equity including preferred stock (shareholding ratio with voting rights is 80%)
*5 Acquisition year
*6 NSPT is derived from TSP, invested by former Sumitomo Metal in 1963, and SNP, invested by former Nippon Steel in 1994.
*7 NSSPT is derived from SP, invested by former Sumitomo Metal in 1997, and NBC, invested by former Nippon Steel in 2006.
SP and NBC were integrated to become NSSPT in 2013.

South America

Establishment	Company	Country	Product	Steel Production Capacity (10,000 tons/year)	Investment Ratio; Partner (%)
1999	UNIGAL	Brazil	Steel sheets	103	30 Usiminas

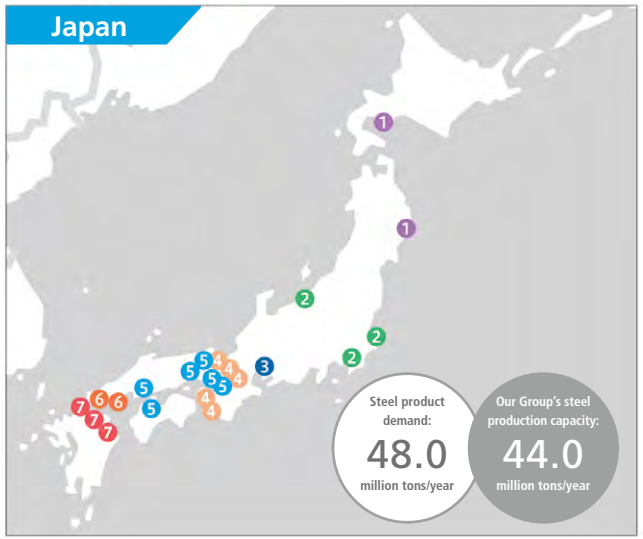
China

Establishment	Company	Country	Product	Steel Production Capacity (10,000 tons/year)	Investment Ratio; Partner (%)
2011	WINSteel	China	Tinplate	80	50 Wuhan Iron and Steel (Group) Corp.
2013	NSCh	China	Bars & wire rods	4	47
2001	Ningbo Sanyo Special Steel Products Co., Ltd.	China	Bars & wire rods	3	94
2009	Suzuki Garphyttan	China	Bars & wire rods	2	100
2003	Huizhou Nippon Steel Forging	China	Crankshafts	3.95 million units	60

Middle East

Establishment	Company	Country	Product	Steel Production Capacity (10,000 tons/year)	Investment Ratio; Partner (%)
1978	NPC	Saudi Arabia	Pipes & tubes	43	35
2005	AGIS	UAE	Steel sheets	40	20

Global Production Framework



Names of Steelworks	Names of Areas	Product
1 North Nippon Works	Muroran Area	Bars & wire rods
	Kamaishi Area	Bars & wire rods
2 East Nippon Works	Naoetsu Area	Flat products, structural shapes, titanium
	Kashima Area	Steel sheets, pipes & tubes
	Kimitsu Area	Steel sheets, bars & wire rods, pipes & tubes, steal plates
3 Nagoya Works	—	Steel sheets, pipes & tubes
4 Kansai Works	Wakayama Area	Pipes & tubes, structural shapes
	Osaka Area	Pipes & tubes, railway, automotive & machinery parts
5 Setouchi Works	Hanshin Area	Steel sheets
	Hirohata Area	Steel sheets
	Kure Area	Flat products (Stopped commercial production in September 2023)
6 Yamaguchi Works	—	Flat products, bars & wire rods, pipes & tubes, titanium
7 Kyushu Works	Yawata Area	Flat products, bars & wire rods, pipes & tubes, plates, structural shapes, rails, titanium
	Oita Area	Flat products, plates, pipes & tubes

Overseas Manufacturing Bases

As of July 1, 2026

	Company [Abbreviation]	Business domain		Location	Start of operations	Established / Acquired Years	Capital stock	CEO/President	Head of Dispatched Personnel	Number of employees	Number of dispatched personnel	Investment ratio (Investing company of indirectly owned subsidiary)	Principal equipment	Website
USA	WHEELING-NIPPON STEEL, INC. [WN]	Manufacturing and sales of hot-dip steel sheets	Head office/ Manufactory	Follansbee, West Virginia	Apr. 1988	Jun. 1984	72 million USD	President: Uichiro Kusumoto	Same as left	179	6	100	Hot-dip aluminum–plated/ galvanizing line (AGL / 1 line) Hot-dip galvanizing line (CGL/1 line)	
USA	NIPPON STEEL PIPE AMERICA,INC. [NSPA]	Manufacturing and sales of steel tubes for machine structural purposes	Head office/ Manufactory	Seymour, Indiana	Feb. 1990	Mar. 1989	10 million USD	President: Yoshinori Akiko	Same as left	383	6	80	Electric-welded steel pipe lines: 4 lines Cold-drawing equipment: 5 units Heat-treating furnace: 3 units, etc.	
USA	International Crankshaft Inc. [ICI]	Small-scale die forging Manufacturing and sales of crankshafts	Head office/ Manufactory	Georgetown, Kentucky	Apr. 1992	Feb. 1990	22 thousand USD	President: Yasuo Hida	Same as left	303	9	80	5,000-ton forging press line 6,000-ton forging press lines: 2 lines 7,000-ton forging press line	
USA	Standard Steel, LLC [SS]	Manufacturing and sales of forged wheels and axles	Head office/ Manufactory	Burnham, Pennsylvania		1795 Acquisition in Aug. 2011	77 million USD	CEO: Koki Takeshita	Same as left	584	5	65	9,000-ton (10,000 st) Forging press line, etc.	
USA	INDIANA PRECISION FORGE, L.L.C. [IPF]	Manufacturing and sales of automotive precision parts	Head office/ Manufactory	Shelbyville, Indiana		Jul. 1996	7 million USD	President: Ryuji Tashiro	Same as left	46	1	100 (Nippon Steel Precision Forge: 68.97%; Nippon Steel: 31.03%)	Parts formers NC lathes Vertical presses	
US / Europe	United States Steel Corporation [USS]	Manufacturing and sales of steel products through integrated blast furnace and electric arc furnace processes	Head office	Pittsburgh, Pennsylvania		Partnership launched: 2025	5.8 billion USD	Dave Burritt	Chief Strategy Officer: Masashi Imoto	22,053	37	100	Flat products (hot-rolled sheets, cold-rolled sheets, plated steel sheets, tinplate, electrical sheets) Pipes & tubes (seamless)	
			Gary Works	Gary, Indiana		Commenced operations in 1908								
			Mon Valley Works	Clairton and other locations, Pennsylvania		Edgar Thomson: Founded in 1901 Clairton: Acquired in 1904 Irvin: Commenced operations in 1938								
			Fairfield Works	Fairfield, Alabama		Acquired in 1907								
			Granite City Works	Granite City, Illinois		Acquired in 2003								
			Great Lakes Works	Ecorse and River Rouge, Michigan		Acquired in 2003								
			Big River Steel	Osceola, Arkansas		Acquired 49.9% stake in 2019 Acquired 100% ownership in 2021								
			PRO-TEC Coating Company	Leipsic, Ohio		Established in 1990								
			Double G Coating Company	Jackson, Mississippi		Acquired in 2003								
			Košice	Košice, Slovakia		Acquired in 2000								

Overseas Manufacturing Bases

As of July 1, 2026

	Company [Abbreviation]	Business domain		Location	Start of operations	Established / Acquired Years	Capital stock	CEO/President	Head of Dispatched Personnel	Number of employees	Number of dispatched personnel	Investment ratio (Investing company of indirectly owned subsidiary)	Principal equipment	Website
Mexico	TENIGAL,S. de R.L. de C.V. [TENIGAL]	Manufacturing and sales of automotive hot-dip galvanized steel sheets	Head office/ Manufactory	Pesquería, State of Nuevo León	Aug. 2013	Nov. 2010	217 million USD	CEO: José Luis González Tornquist	Director, Quality Director: Toshikazu Amemiya	138	5	49	Hot-dip galvanizing line (CGL)	—
Mexico	NIPPON STEEL PIPE MEXICO S.A. DE C.V. [MNSP]	Manufacturing and sales of steel tubes for machine structural purposes	Head office/ Manufactory	Puerto Interior Industrial Park, Silao City, State of Guanajuato	May 2013	Jun. 2012	41.9 million USD	President: Toshiyuki Takeuchi	Same as left	326	7	74	Electric-welded steel pipe line: 1 line Cold-drawing equipment: 1 unit Heat-treating furnace: 1 unit, etc.	
Mexico	Sanyo Special Steel Manufacturing de México, S.A. de C.V. [SMM]	Manufacturing and sales of formed & fabricated products	Head office/ Manufactory	State of Guanajuato	2018	2015	1,052 million peso	President: Masaya Nagai	Same as left	381	11	91 (Sanyo Special Steel)	Forging presses: 3 units Turning: 20 lines	—
India	ArcelorMittal Nippon Steel India Private Limited [AM/NS India]	Manufacturing and sales of steel products and pellets through an integrated steel process	Head office	Hazira, State of Gujarat (Finance and Marketing Site: Mumbai, State of Maharashtra)		Acquired in Dec. 2019	250.4 billion Indian rupee	CEO: Dilip Oommen	CTO: Hiroo Ishibashi	10,353	17	40	Pellet plant (Paradeep, Vizag) Hazira: Ironmaking (blast furnace, DRI, Corex), steelmaking, hot rolling, plates, pickling, cold-rolling, annealing, hot-dip plating, pipes & tubes Main products: Pellets, hot-rolled sheets, cold-rolled sheets, hot-dip galvanized steel sheets, plates, pipes & tubes	
			Hazira	Hazira, State of Gujarat		Acquired in Dec. 2019								
			Pune	Pune, State of Maharashtra		Acquired in Dec. 2019 Integrated in Dec. 2024								
			Khopoli	Khopoli, State of Maharashtra		Acquired in Nov. 2022 Integrated in Feb. 2025								
			Gandhidham	Gandhidham, State of Gujarat		Acquired in May 2023 Integrated in Jun. 2025								
			Paradeep	Paradeep, State of Odisha		Acquired in Dec. 2019								
			Vizag	Visakhapatnam, State of Andhra Pradesh		Acquired in Dec. 2019							Crude steel production volume (FY2025): 7.22 million tons Shipment volume of steel products (FY2025): 7.86 million tons	
India	JAMSHEDPUR CONTINUOUS ANNEALING & PROCESSING COMPANY PRIVATE LIMITED [JCAPCPL]	Manufacturing and sales of automotive cold-rolled sheets	Head office	Kolkata, State of West Bengal	May 2014	Aug. 2012	14.3 billion Indian rupee	President: Kapil Modi	Executive Vice President: Akihiko Taniguchi	300	6	49	Continuous annealing line (C.A.P.L.)	—
			Manufactory	Jamshedpur, State of Jharkhand										
India	NIPPON STEEL PIPE INDIA PRIVATE LTD. [NSPI]	Manufacturing and sales of steel tubes for machine structural purposes	Head office/ Manufactory	Neemrana Industrial Park, State of Rajasthan	Jan. 2012	Sep. 2010	2.18 billion Indian rupee	President: Mutsumi Tanida	Same as left	366	4	86	Electric-welded steel pipe line: 1 line Cold-drawing equipment: 1 unit Heat-treating furnaces: 2 units, etc.	—

Overseas Manufacturing Bases

As of July 1, 2026

	Company [Abbreviation]	Business domain		Location	Start of operations	Established / Acquired Years	Capital stock	CEO/President	Head of Dispatched Personnel	Number of employees	Number of dispatched personnel	Investment ratio (Investing company of indirectly owned subsidiary)	Principal equipment	Website
India	SMI Amtek Crankshaft Private Limited [SMAC]	Manufacturing and sales of small-scale die forging crankshafts	Head office/ Manufactory	Dharuhera, State of Haryana	Apr. 2010	Jul. 2009 Apr. 2010: Asset acquisition	1.54 billion Indian rupee	President: Yugo Matsui	Same as left	328	4	40	4,000-ton forging press line 5,000-ton forging press line	—
India	Sanyo Special Steel Manufacturing India Private Limited [SSMI]	Manufacturing and sales of special steel products	Head office/ Manufactory	Khopoli, State of Maharashtra	1962	2012 Sep. 2012: Capital investment Jun. 2018: Made a subsidiary	198 million Indian rupee	President: Dilipkumar Pachpande	Executive Director: Koichi Suzuki	830	1	100	50-ton electric furnace, LF-VD Blooming mill (BLM-Mill) Continuous (rolling) mill (C-Mill) Cross-type rolling mill (B-Mill) Formed & fabricated materials plant	
Thailand	G Steel Public Company Limited [G STEEL]	An integrated electric arc furnace and hot rolling steel manufacturer	Head office	Bangkok	1999	1995 (Siam Strip Mill) Mar. 2022: Acquisition	144,644 million baht	CEO: Toshihiro Miyakoshi	Same as left	698	21	60	Electric furnaces: 2 units Medium-thickness slab CC & hot rolling mill: 1 unit	
Thailand			Steelworks	Rayong Province									Shipment volume of steel products (FY2025): 0.45 million tons	
Thailand	G J Steel Public Company Limited [GJS]	An integrated electric arc furnace and hot rolling steel manufacturer	Head office	Bangkok	1998	1994 (Nakornthai Strip Mill) Mar. 2022: Acquisition	24,468 million baht	CEO: Toshihiro Miyakoshi	Same as left	763	20	58	Electric furnace: 1 unit Thin-slab CC & hot rolling mill: 1 unit	
Thailand			Steelworks	Chonburi Province									Shipment volume of steel products (FY2025): 0.58 million tons	
Thailand	NS-Siam United Steel Co., Ltd. [NS-SUS]	Manufacturing and sales of cold-rolled sheets, hot-dip galvanized steel sheets, tinplate, tin-free	Head office/ Manufactory	Map Ta Phut Industrial Estate, Rayong Province	Feb. 1992 (formerly STP) Jul. 1999 (formerly SUS) Oct. 2013 (formerly NSGT)	Aug. 1988 (former STP) Merger with NSGT in Sep. 2016 Merger with STP in Apr. 2022	13 billion baht	President: Toshihiro Miyakoshi	Same as left	1606	19	95	Pickling and cold-rolling line (CDCM), hot-dip galvanizing line (CGL), tinplate/TFS line	
Thailand	NIPPON STEEL PIPE (THAILAND) CO., LTD. [NSPT]	Manufacturing and sales of automotive electric-welded pipes & tubes and parts	Head office / Rayong plant	Siam Eastern Industrial Estate, Rayong Province		1995	8,336 million baht	President: Tomoyuki Ohashi	Same as left	788	8	59	Electric-welded steel pipe lines: 5 lines Cold-drawing equipment: 5 units Heat-treating furnace: 6 units, etc.	—
Thailand	Thai Special Wire Co., Ltd. [TSW]	Manufacturing and sales of piano wires, hard-steel wires, and suspension steel wires	Head office/ Manufactory	Pathum Thani Province		Mar. 1974	182 million baht	President: Hiroyuki Yoshino	Same as left	146	2	51 (SG Wire)	Pickling & coating lines: 2 lines Heat-treating furnace: 2 units Wire-drawing mills: 9 units	
Thailand	THAI PRECISION PRODUCTS Co., Ltd. [TPP]	Manufacturing and sales of automotive precision parts	Head office/ Manufactory	Amata City Chonburi Industrial Estate, Chonburi Province		Aug. 2012	300 million baht	President: Kazuhisa Usami	Same as left	113	1	87 (Nippon Steel Precision Forge)	Drilling machines Rolling machines NC lathes Machining centers Parts formers	—
Thailand	NIPPON STEEL Steel Processing (Thailand) Co., Ltd. [NSSPT]	Manufacturing and sales of steel wires for cold heading and cold-finished steel bars	Head office/ Manufactory	Eastern Seaboard Industrial Estate, Rayong Province	Jan. 2013 (formerly NBC: 2006; formerly SP: 1997)	Jan. 2013	571.4 million baht	President: Akihiro Ikemura	Same as left	269	6	67	Pickling & coating lines: 3 lines Wire-drawing mills: 11 units, drawing benches: 2 units Heat-treating furnace: 7 units	—

Overseas Manufacturing Bases

As of July 1, 2026

	Company [Abbreviation]	Business domain		Location	Start of operations	Established / Acquired Years	Capital stock	CEO/President	Head of Dispatched Personnel	Number of employees	Number of dispatched personnel	Investment ratio (Investing company of indirectly owned subsidiary)	Principal equipment	Website
Indonesia	PT KRAKATAU NIPPON STEEL SYNERGY [KNSS]	Manufacturing and sales of automotive cold-rolled sheets and (alloyed) hot-dip galvanized steel sheets	Head office/ Manufactory	Krakatau Industrial Estate, Cilegon, Banten Province	Jul. 2017	Dec. 2012	187 million USD	President: Koji Shimagami	Same as left	301	14	85 (Incl. preferred Stock) 80 (voting rights)	Continuous annealing and hot-dip galvanizing lines (GAPL)	
Indonesia	PT. Pelat Timah Nusantara Tbk. [LATINUSA]	Manufacturing and sales of tinplate	Head office/ Manufactory	Krakatau Industrial Estate, Cilegon, Banten Province	1986	Oct. 1982 Made a subsidiary in Dec. 2009	26.8 million USD	President: Jetrinaldi	Executive Vice President: Akihiko Hirata	224	7	39	Tinplate line: 1 line Shearing lines: 2 lines	
Indonesia	PT. INDONESIA NIPPON STEEL PIPE [INSP]	Manufacturing and sales of steel tubes for machine structural purposes	Head office/ Manufactory	Bukit Indah City Industrial Estate, Cikampek, Karawang Regency, West Java Province	Jan. 2007	Dec. 2005	11.6 million USD	President: Toyomitsu Akamune	Same as left	541	5	61	Electric-welded steel pipe lines: 2 lines Cold-drawing equipment: 3 units Heat-treating furnaces: 2 units, etc.	
Vietnam	CHINA STEEL AND NIPPON STEEL VIETNAM JOINT STOCK COMPANY [CSVC]	Manufacturing and sales of pickled, cold-rolled, hot dip galvanized, and non-oriented electrical sheets	Head office/ Manufactory	My Xuan A2 Industrial Park, Ho Chi Minh City	Nov. 2013	May 2009	574 million USD	Chairman: Li Jiacheng	Executive Vice President: Hiroki Murayama	782	7	34	Pickling & cold-rolling line: 1 line Continuous annealing line: 1 line Annealing and coating line: 1 line Hot-dip galvanizing line: 1 line	
Vietnam	VIETNAM NIPPON STEEL PIPE COMPANY LIMITED [VNSP]	Manufacturing and sales of steel tubes for machine structural purposes	Head office/ Manufactory	Quang Tien – Noi Bai Industrial Zone, Soc Son District, Hanoi City	Nov. 1997	Jun. 1997	72,898 million VND	President: Akifumi Shikita	Same as left	170	3	60	Electric-welded steel pipe lines: 2 lines, etc.	
Vietnam	NIPPON STEEL SPIRAL PIPE VIETNAM CO., LTD. [NPV]	Manufacturing and sales of steel pipe piles and steel sheet piles	Head office/ Manufactory	Phu My 2 Industrial Park, Ho Chi Minh City	May 2011	Jun. 2010	39 million USD	President: Teruyuki Usui	Same as left	151	5	80	Spiral tubes making line	—
ASEAN / North America	NS BlueScope Coated Products [NSBS]	Manufacturing and sales of hot-dip steel sheets, coated steel sheets, and sheet processed products for construction materials	Head office	Singapore		Mar. 2013: Capital participation by Nippon Steel		President: Connell Zhang	CFO: Hideyuki Iwasaki	1930	4	50	Cold rolling line Hot-dip galvanizing line (CGL) Coating line Steel sheets manufacturing and construction materials processing manufacturing bases: 21 sites	
			Thailand/ Manufactory	Map Ta Phut, Rayong Province										
			Vietnam/ Manufactory	Phu My, Ba Ria–Vung Tau Province										
			Indonesia/ Manufactory	Cilegon, Banten Province										
			Malaysia/ Manufactory: 2 manufacturing bases	Kapar, Selangor State Klang, Selangor State										
			US/Manufactory: 2 manufacturing bases	Kalama, Washington Rancho Cucamonga, California						593				

Overseas Manufacturing Bases

As of July 1, 2026

	Company [Abbreviation]	Business domain		Location	Start of operations	Established / Acquired Years	Capital stock	CEO/President	Head of Dispatched Personnel	Number of employees	Number of dispatched personnel	Investment ratio (Investing company of indirectly owned subsidiary)	Principal equipment	Website
Brunei	VAM® BRN SDN BHD	Threading and finishing of oil well pipes	Head office/ Manufactory	Bandar Seri Begawan	Nov. 2016		16.8 million USD	President: Koji Okabe	Same as left	96	3	60	Medium-diameter oil well pipe threading and finishing line and small-diameter oil well pipe threading and finishing line	—
Europe	Ovako AB	Manufacturing and sales of special steel and secondary processing products	Head office	Stockholm, Sweden		2010 Acquired in Jun. 2018	60 K EUR	CEO: Marcus Hedblom	EVP: Yoshihisa Otsu	2,655	5	100 (Sanyo Special Steel)		
			Sweden	Hofors, Sweden										
				Hällefors, Sweden										
				Boxholm, Sweden										
				Backwoodsmen, Sweden										
			Finland	Maitra, Finland										
	Suzuki Garphyttan AB	Manufacturing and sales of valve spring steel wires and stainless steel wires	Head office	Garphyttan, Örebro County, Sweden		1906 Acquired in Jun. 2009	15 million SEK	President: Ad Raatgeep	EVP: Masahiko Ichinose	616	2	100 (SG Wire)	Wire drawing lines OT lines Valve spring manufacturing	
			Sweden	Garphyttan, Örebro County, Sweden	Jan. 1907					306	1			
			USA	Indiana, United States	1997					87	1			
			Mexico	State of Guanajuato, Mexico	2017					72	0			
			China	Suzhou, Jiangsu Province, China	2008					96	0			
	Suzuki Garphyttan Limited (former KTS Wire Limited)	Manufacturing and sales of deformed steel wires	Head office/ Manufactory	Leeds, West Yorkshire, United Kingdom		1953	1,500 K GBP	President: Ad Raatgeep	—	55	0	100.0 (SGAB)	Wire drawing lines Rolling mills Plating lines	
Brazil	UNIGAL Ltda. [UNIGAL]	Manufacturing of hot-dip galvanized steel sheets		Ipatinga, State of Minas Gerais	Oct. 2000	Jun. 1999	584 million BRL	President: Silmar Rabelo	Executive Vice President: Katsuhiro Hamaguchi	285	3	30	Hot-dip galvanizing lines (CGL): 2 lines	—

Overseas Manufacturing Bases

As of July 1, 2026

	Company [Abbreviation]	Business domain		Location	Start of operations	Established / Acquired Years	Capital stock	CEO/President	Head of Dispatched Personnel	Number of employees	Number of dispatched personnel	Investment ratio (Investing company of indirectly owned subsidiary)	Principal equipment	Website
China	WISCO-NIPPON STEEL Tinplate Co., Ltd. [WINSteel]	Manufacturing and sales of tinplate, tinplate stocks, etc.	Head office/ Manufactory	Wuhan, Hubei Province	Dec. 2013	Oct. 2011	2.31 billion Chinese Yuan	General Manager: Takayoshi Miya	Deputy General Manager: Kanta Kuroda	476	4	50	Pickling and cold-rolling line (CDCM): 1 line Continuous annealing line (C.A.P.L.): 2 lines Tinplate line (ETL): 2 lines	—
China	Huizhou Nippon Steel Forging Co., Ltd. [HNFC]	Manufacturing and sales of small-scale die forging crankshafts	Head office/ Manufactory	Huizhou, Guangdong Province	Nov. 2004	Jul. 2003	239 million Chinese Yuan	General Manager: Osamu Matsumoto	Same as left	223	3	60	6,000-ton forging press line 5,000-ton forging press line	—
China	Ningbo Sanyo Special Steel Products Co., Ltd. [NSSP]	Manufacturing and sales of formed & fabricated products	Head office/ Manufactory	Yuyao, Zhejiang Province	Apr. 2002	Aug. 2001	40 million USD	General Manager: Morito Watanabe	Same as left	345	0	94 (Sanyo Special Steel)	Forging presses: 5 units Turning: HUB 12 lines + radial Taper: 17.5 set lines	—
China	NIPPON STEEL COLD HEADING WIRE (SUZHOU) CO., LTD. [NSCH]	Manufacturing and sales of steel wires for cold heading	Head office/ Manufactory	Suzhou, Jiangsu Province	Nov. 2015	Dec. 2013	15 million USD	General Manager: Kyoji Iwami	Same as left	68	3	47	Wire-drawing mills: 5 units Pickling & coating line: 1 line Heat-treating furnace: 2 units	—
Middle East	Al Ghurair Iron & Steel L. L. C [AGIS]	Manufacturing and sales of hot-dip galvanized steel sheets	Head office/ Manufactory	Emirate of Abu Dhabi Abu Dhabi Industrial Area	Apr. 2009	May 2005	165 million UAE Dirhams	President: Abu Bucker Husain	—	519	0	20	Pickling line Cold rolling line Hot-dip galvanizing line (CGL)	
Middle East	National Pipe Company Limited [NPC]	Manufacturing and sales of large-diameter steel pipes by spiral welding, and straight seam welding	Head office/ Manufactory	Al Khobar, Eastern Province, Saudi Arabia	Dec. 1980	Aug. 1978	200 million Saudi Riyals	General Director: Mitsuru Miura	Same as left	387	1	35	Spiral pipe forming machines: 2 units (20-84 inches) 3-roll bender: 1 unit (24-60 inches) Spiral tube finishing welding machines: 3 units	

Domestic Manufacturing Bases

As of July 1, 2026

		North Nippon Works		East Nippon Works			Nagoya Works	Kansai Works			
		Muroran Area	Kamaishi Area	Kashima Area	Kimitsu Area	Naoetsu Area		Wakayama Area	Osaka Area		
								Wakayama/Kainan	Sakai	Osaka	Amagasaki
Location		Muroran City, Hokkaido	Kamaishi City, Iwate Prefecture	Kashima City, Ibaraki Prefecture	Kimitsu City, Chiba Prefecture	Joetsu City, Niigata Prefecture	Tokai City, Aichi Prefecture	Wakayama City, Wakayama Prefecture	Sakai City, Osaka Prefecture	Osaka City, Osaka Prefecture	Amagasaki City, Hyogo Prefecture
Name of the General Manager		Masato Kobayashi		Yuji Nomiyama			Noriyuki Hiramitsu	Hidenori Ogawa			
Year of establishment		1909	1886	1968	1965	1934	1958	1942	1961	1901	1919
Site area*1		7,845 thousand m²	3,331 thousand m²	9,484 thousand m²	12,113 thousand m²	295 thousand m²	6,489 thousand m²	5,508 thousand m²	1,201 thousand m²	527 thousand m²	573 thousand m²
Crude steel production volume*2		0.7 million tons	—	3.97 million tons	7.06 million tons	—	5.68 million tons	2.45 million tons	—	0.04 million tons	—
Principal equipment	Blast furnaces (Inner volume of blast furnace) (Relining and operation)	1 unit No.2 (3,014 m³) (since Nov. 2020)	—	1 unit No.1 (5,370m³) (since Sep. 2004)	2 units No.2 (4,500m³) (since May 2012) No.4 (5,555m³) (since May 2003)	—	2 units No.1 (5,443m³) (since Apr. 2007) No.3 (4,425m³) (since Aug. 2022)	1 unit No.2 (3,700m³) (since Feb. 2019)	—	—	—
	Converter	2 units Steelmaking plant: 270 tons/ch × 2 units	—	2 units No. 2 steelmaking plant 345 tons/ch × 2 units	5 casters No. 1 steelmaking plant 220 tons/ch × 2 units No. 2 steelmaking plant 300 tons/ch × 3 units	—	6 casters No. 1 steelmaking plant 160 tons/ch × 3 No. 2 steelmaking plant 285 tons/ch × 3	3 casters Steelmaking plant 260 tons/ch × 3	—	—	—
	Electric furnaces	1 unit 100 tons/ch × 1 unit	—	—	—	3 casters Titanium melting furnace	—	1 unit Stainless steel making 80 tons/ch × 1 unit	—	1 unit Steelmaking and forging 40 tons/ch × 1 unit	—
	Continuous casters	1 unit For blooms × 1 unit	—	2 units For slabs × 2 units	4 casters No. 1 steelmaking plant For slabs/blooms × 1 unit No. 2 steelmaking plant For slabs × 3 units	—	3 casters For slabs × 3 units	5 casters For stainless steel slabs × 1 unit For slabs × 2 units For round billets × 1 unit For blooms × 1 unit	—	—	—
	Blooming mill	Sizing mill 1	—	Sizing mill 1	Blooming mill × 1	—	Blooming mill × 1	Blooming mill × 1	—	—	—
	Section mills	—	—	—	—	Medium shape mill × 1	—	—	Large shape mill × 1	—	—
	Bar, wire rod mills	Bars x 1 Wire rod mill × 1	Wire rod mill × 1	—	Wire rod mill × 1	—	—	—	—	—	—
	Pipes and tubes	—	—	ERW mill × 6 Hot finish ERW mill × 1	ERW mill × 1 Spiral mill × 2	—	ERW mill × 8	Seamless mill × 2 ERW mill × 3	—	—	Seamless mill × 2 ERW mill × 6
	Plate and sheet mills	—	—	Hot-rolling mill × 1 Cold-rolling mill × 3	Plate mill × 1 Hot-rolling mill × 1 Cold-rolling mill × 2	Cold-rolling mill × 2	Hot-rolling mill × 1 Cold-rolling mill × 2	Cold-rolling mill × 1	—	—	—
	Coating lines	—	—	Hot-dip galvanizing line × 2	Hot-dip galvanizing line × 3 Electro-galvanizing line × 1 Coil coating line × 1	—	Tinplate x 1 Tin-free steel line × 1 Hot-dip galvanizing line × 3 Film-laminating line × 2	—	—	—	—
	Wheel / Outer wheel mills	—	—	—	—	—	—	—	—	Wheel mill × 1 Outer wheel mill × 1	—
	Forging mills	—	—	—	—	Forging mill x 1	—	—	—	Die forging press × 4 Axle forging press × 1 Free forging press × 2	Super forging press × 1
	Lightweight welded H-shape beams	—	—	Thermatool welded H-shape mill × 1	—	—	—	—	—	—	—

*1 Including areas for employee welfare facilities *2 FY2025

Domestic Manufacturing Bases

As of July 1, 2026

		Setouchi Works						Yamaguchi Works		Kyushu Works			
		Hirohata Area	Kure Area	Hanshin Area				Hikari	Shunan	Yawata Area			Oita Area
				Sakai	Toyo	Osaka	Kanzaki			Tobata and Yawata	Kokura	Buzen	
Location		Himeji City, Hyogo Prefecture	Kure City, Hiroshima Prefecture	Sakai City, Osaka Prefecture	Saijyo City, Ehime Prefecture	Osaka City, Osaka Prefecture	Amagasaki City, Hyogo Prefecture	Hikari City, Yamaguchi Prefecture	Shunan City, Yamaguchi Prefecture	Kitakyushu City, Fukuoka Prefecture	Kitakyushu City, Fukuoka Prefecture	Buzen City, Fukuoka Prefecture	Oita City, Oita Prefecture
Name of the General Manager		Masaru Kishimoto						Kensuke Fujimura		Masahiro Nakata			
Year of establishment		1939	1951	1966	1999	1953	1950	1955	1959	1901	1918	2008	1971
Site area*1		6,430 thousand m²	1,379 thousand m²	507 thousand m²	758 thousand m²	55 thousand m²	45 thousand m²	2,031 thousand m²	985 thousand m²	14,458 thousand m²	1,269 thousand m²	10 thousand m²	7,096 thousand m²
Crude steel production volume*2		0.6 million tons	—	—	—	—	—	0.39 million tons	0.23 million tons	3.73 million tons	—	—	9.04 million tons
Principal equipment	Blast furnaces (Inner volume of blast furnace) (Relining and operation)	(Cold iron melting furnace)	—	—	—	—	—	—	—	1 unit Tobata No. 4 BF (5,000 m³) (since Apr. 2014)	—	—	2 units No.1 (5,775m³) (since Aug. 2009) No.2 (5,775m³) (since May 2004)
	Converter	3 casters Melting furnace 200 tons/ch × 1 unit Decarburization furnace 100 tons/ch × 1 unit Melting/decarburization furnace 120 tons/ch × 1 unit	—	—	—	—	—	—	2 units Steelmaking plant 80 tons/ch × 2 units	4 casters No. 1 steelmaking plant 170 tons/ch × 2 units No. 3 steelmaking plant 350 tons/ch × 2 units	—	—	3 casters Steelmaking plant 410 tons/ch × 3 units
	Electric furnaces	1 unit 100 tons/ch × 1 unit	—	—	—	—	—	1 unit 55 tons/ch × 1 unit	1 unit 160 tons/ch × 1 unit	—	—	—	—
	Continuous casters	2 units For slabs × 2 units East and West streets	—	—	—	—	—	3 casters For slabs × 1 unit For blooms × 2 units	1 unit For slabs × 1 unit	5 casters For slabs × 3 units For slabs/blooms × 1 unit For blooms × 1 unit	—	—	3 casters For slabs × 3 units
	Blooming mill	—	—	—	—	—	—	—	—	—	Blooming mill × 1	—	Sizing mill 1
	Section mills	—	—	—	—	—	—	—	—	Section mill x 1	—	—	—
	Bar, wire rod mills	—	—	—	—	—	—	Wire rod mill × 1	—	—	Bars x 1 Wire rod mill × 1	—	—
	Pipes and tubes	—	—	—	—	—	—	Seamless mill × 1 ERW mill × 2	—	Spiral mill × 1	—	ERW mill × 2	—
	Plate and sheet mills	Hot-rolling mill × 1 Cold-rolling mill × 2 Electrical sheet mill × 2	—	Cold-rolling mill × 2	Cold-rolling mill × 1	—	Cold-rolling mill × 2	Cold-rolling mill × 3	Cold-rolling mill × 4	Plate mill × 1 Hot-rolling mill × 1 Cold-rolling mill × 3 Electrical sheet mill × 2	—	—	Plate mill × 1 Hot-rolling mill × 1
	Coating lines	Tinplate x 1 Hot-dip galvanizing line × 2 Electro-galvanizing line × 1	—	Hot-dip galvanizing line × 1 Electrolytic copper plating line × 1 Coil coating line × 1	Hot-dip galvanizing line × 1	—	—	—	—	Tinplate 2 Tin-free steel line × 1 Hot-dip galvanizing line × 1 Hot-dip aluminizing line × 1 Terne-coating line × 1	—	—	—
	Wheel / Outer wheel mills	—	—	—	—	—	—	—	—	—	—	—	—
	Forging mills	—	—	—	—	—	—	—	—	—	—	—	—
	Lightweight welded H-shape beams	—	—	—	—	—	—	—	—	—	—	—	—

*1 Including areas for employee welfare facilities *2 FY2025

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Crude Steel Production Volume

(FY)

<10,000 tons>	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Consolidated	4,517	4,682	4,784	4,705	3,765	4,446	4,032	4,051	3,959	5,048
Non-consolidated*	4,262	4,067	4,100	3,954	3,300	3,868	3,425	3,499	3,425	3,388

* Figures up to FY2017 include those for Nippon Steel & Sumikin Koutetsu Wakayama Corporation.

Shipment Volume of Steel Products (non-consolidated)

(FY)

<10,000 tons>	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	3,978	3,779	3,797	3,631	3,122	3,556	3,147	3,203	3,162	3,116

Average Steel Selling Price (non-consolidated)

(FY)

<1,000 yen/ton>	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	72.6	84.7	89.9	87.3	86.1	117.7	148.9	144.8	142.1	140

Export Ratio (value basis, non-consolidated)

(FY)

<%>	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	42	41	40	40	36	42	43	44	44	41

Iron Ore Import Volume

(FY)

[10,000 tons]	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	6,255	5,942	5,861	5,777	4,877	5,641	4,993	5,159	4,974	4,901

Coking Coal Import Volume

(FY)

[10,000 tons]	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	2,937	2,654	2,519	2,624	2,437	2,574	2,497	2,487	2,419	2,243

NIPPON STEEL's Overseas Raw Material Investments

Iron ore

	Location	Investment ratio		Production capacity (million tons/year)
Robe River	Australia	Rio Tinto	53%	70
		Nippon Steel	14%	
		Other Japanese companies	33%	
NIBRASCO	Brazil	VALE	51%	10
		Nippon Steel	33%	
		Other Japanese companies	16%	
Kami	Canada	Champion Iron	51%	9
		Nippon Steel	30%	
		Sojitz	19%	

NIPPON STEEL's Overseas Raw Material Investments

Coking coal

	Location	Investment ratio		Production capacity (million tons/year)
Warkworth	Australia	Yancoal	85%	8
		Nippon Steel	10%	
		Other Japanese companies	6%	
Bulga	Australia	Glencore	88%	7
		Nippon Steel	13%	
Moranbah North	Australia	Anglo American	88%	12
		Nippon Steel (including 1% held by Nippon Steel Trading)	6%	
		Other Japanese companies	6%	
Foxleigh	Australia	Middlemount South	70%	3
		Nippon Steel	10%	
		Other Korean companies	20%	
Boggabri	Australia	Idemitsu Kosan	90%	7
		Nippon Steel	10%	
Coppabella & Moorvale	Australia	Peabody	73%	5
		Nippon Steel Trading	2%	
		Other foreign companies	21%	
		Other Japanese companies	4%	
Elk Valley Resources	Canada	Glencore	77%	27
		Nippon Steel	20%	
		POSCO	3%	
Blackwater	Australia	Whitehaven	70%	10
		Nippon Steel	20%	
		Other Japanese companies	10%	

Ferroalloy

	Location	Investment ratio		Production capacity (10,000 tons/year)
CBMM	Brazil	Moreira Salles Group	70%	15
		Nippon Steel	3%	
		POSCO	3%	
		Other Japanese companies	8%	
		Other Korean companies	3%	
		Other Chinese companies	15%	

Environment

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Energy and CO_2 Emissions

Energy consumption

(FY)

<PJ>	2021	2022	2023	2024	2025
Non-consolidated	977	884	893	884	805
Group companies <excluding U. S. Steel on a consolidated basis>	46	43	43	40	268 [36]
Total [excluding U. S. Steel on a consolidated basis]	1,023	927	936	924	1,073 [842]

Energy-derived CO_2 emissions

(FY)

<Million tons-CO_2>	2021	2022	2023	2024	2025
Non-consolidated	84	76	77	76	70
Group companies [excluding U. S. Steel on a consolidated basis]	2	2	2	1	22 [1]
Total [excluding U. S. Steel on a consolidated basis]	86	78	79	78	92 [72]

[Scope of aggregation] Nippon Steel*1, 2, EAF-based subsidiaries (Osaka Steel, Sanyo Special Steel, Oji Steel, Tokai Special Steel, Nippon Steel Structural Shapes, Tokyo Kohtetsu, U. S. Steel on a consolidated basis (incl. U. S. Steel Košice), Ovako, Sanyo Special Steel Manufacturing India, and Standard Steel). From FY2025, the figures for the former Nippon Steel Stainless (which was absorbed by Nippon Steel on April 1, 2025) are included in those for Nippon Steel. The results up to FY2024 include those for three Sanso Center companies.
The aggregation period for each company equals its fiscal year period. Due to a change in Ovako's fiscal year-end, the company's FY2021 results cover the 15-month period from January 1, 2021 to March 31, 2022. The FY2025 results for U. S. Steel on a consolidated basis cover the nine-month period from July 1, 2025 to March 31, 2026.

*1 From FY2025, the figures for the former Nippon Steel Stainless (which was absorbed by Nippon Steel on April 1, 2025) are included in those for Nippon Steel.
Energy consumption and CO_2 emissions associated with the IPP operation at steelworks are excluded from the scope of aggregation.

*2 The results up to FY2024 of Nippon Steel and its domestic subsidiaries were calculated based on the methodology set forth in the Japan Iron and Steel Federation "Carbon Neutrality Action Plan." Similarly, the results for FY2025 were based on the Act on Promotion of Global Warming Countermeasures.
The results up to FY2024 include the energy consumption and CO_2 emissions associated with the production of coke we purchase.

Efficient use of energy

(FY)

<%>	2021	2022	2023	2024	2025
Utilization ratio of by-product gas	100	100	100	100	100
Utilization ratio of waste heat (steam generation)	67	76	75	74	72
Utilization ratio of by-product energy (in-house power generation)	75	72	70	68	68
Electricity self-sufficiency ratio	87	88	89	88	88

Figures prior to FY2024 do not include those for Nippon Steel Stainless Steel and Nippon Steel Pipe.

Breakdown of Nippon Steel's GHG emissions [proportion of energy-derived CO_2 in total GHG] (non-consolidated)

(FY)

<1,000 t-CO_2e, [%]>	2021	2022	2023	2024	2025
GHG Total	88,194	79,304	80,792	80,012	73,794
Energy-derived CO_2	84,563 [96]	76,008 [96]	77,254 [96]	76,370 [95]	70,457 [96]
Non-energy-derived CO_2	3,383	3,079	3,280	3,389	3,087
CH_4	108	99	104	114	103
N_2O	140	118	154	139	147

[Scope of aggregation] Nippon Steel

CO_2 emissions in the value chain

Scope 1 and 2 emissions [Emission intensity per ton of crude steel produced]

(FY)

<1,000 t-CO_2, [t-CO_2/t]>		2021	2022	2023	2024	2025	
Scope 1	Emissions from in-house fuel combustion (direct emissions) <excluding U. S. Steel on a consolidated basis>	71,311	63,403	64,020	63,672	80,247 <61,869>	The results up to FY2024 were calculated based on the Japan Iron and Steel Federation's "Carbon Neutrality Action Plan." Similarly, the results for FY2025 were based on the Act on Promotion of Global Warming Countermeasures.
Scope 2	Emissions from the use of purchased energy (indirect emissions) <excluding U. S. Steel on a consolidated basis>	12,458	11,912	12,425	11,423	12,253 <9,925>	
Total <excluding U. S. Steel on a consolidated basis>		83,768 [1.88]	75,315 [1.92]	76,445 [1.95]	75,095 [1.94]	92,449 [1.90] <71,795> [<1,93>]	

[Scope of aggregation] Nippon Steel*1, 2, EAF-based subsidiaries (Osaka Steel, Sanyo Special Steel, Oji Steel, Tokai Special Steel, Nippon Steel Structural Shapes, Tokyo Kohtetsu, U. S. Steel on a consolidated basis (incl. U. S. Steel Košice), Ovako, Sanyo Special Steel Manufacturing India, and Standard Steel). This does not include G/GJ Steel.
The aggregation period for each company equals its fiscal year period. Due to a change in Ovako's fiscal year-end, the company's FY2021 results cover the 15-month period from January 1, 2021 to March 31, 2022. The FY2025 results for U. S. Steel on a consolidated basis cover the nine-month period from July 1, 2025 to March 31, 2026.
*1 Excluding CO_2 emissions associated with the IPP operation at steelworks.
*2 From FY2025, the figures for the former Nippon Steel Stainless (which was absorbed by Nippon Steel on April 1, 2025) are included in those for Nippon Steel.

Scope 3

(FY)

<1,000 t-CO_2>		2021	2022	2023	2024	2025	
Category 1	Purchased goods and services	15,994	12,939	11,995	11,413	11,595	Calculated for purchased iron ore, coking coal, coke, and oxygen*3.
Category 2	Capital goods	1,400	1,503	1,571	2,005	3,240	[Amount of capital expenditures] × [Emission factor]
Category 3	Fuel- and energy-related activities not included in Scope 1 or Scope 2	338	293	257	285	311	[Amount of electric power procured and fuel used] × [Emission factor]
Category 4	Upstream transportation and distribution	710	638	611	585	621	[Transportation distance reported in the Energy Saving Law document] × [Emission factor]
Category 5	Waste generated in operations	5	5	5	4	5	[Amount of waste] × [Emission factor]
Category 6	Business travel	4	4	4	4	4	[Number of employees] × [Emission factor]
Category 7	Employee commuting	14	13	13	13	14	[Number of employees] × [Emission factor]
Category 15	Investments	1,053	1,193	1,124	1,334	1,492	[Emissions by subsidiaries and affiliates that emit GHG of over 10,000 tons] × [Equity stake of each company]

[Scope of aggregation] Nippon Steel

*3 Iron ore and coal: [Amount purchased of procured iron ore and coal] × [Emission factor]
Coke: [Amount purchased of procured coal at source] × [Emission factor] + [Amount of energy used in production of coke] × [Emission factor by energy source]
Oxygen: [Amount of energy used in production of oxygen] × [Emission factor by energy source]

Modal shift ratios

(FY)

<%>	2021	2022	2023	2024	2025
	97	98	97	98	98

Number of CDQ units delivered [CO_2 reduction effects] (cumulative)

(FY)

<Units [million tons-CO_2]>	2020	2021	2022	2023	2024
	114 [22.96]	128 [25.81]	137 [28.73]	143 [30.44]	152 [32.53]

Other Environmental Data

Water resources related

(FY)

<100 million m^3, [%]>	2021	2022	2023	2024	2025
Amount of industrial water used	62	61	59	56	54
[Recycling rate]	[90]	[90]	[90]	[90]	[90]

Water intake	Industrial water	Rivers and lakes*1	7	7	7	6	6
		Groundwater*2	0	0	0	0	0
		Water supply (city drinking water)	0	0	0	0	0
	Seawater		21	19	19	20	18
	Rainwater and other sources of water intake		—	—	—	—	—
	Total		28	26	26	26	24
Wastewater discharged	Ocean*3, evaporation		28	26	26	26	24
	Off-site water treatment*4		0	0	0	0	0
	Other uses, other discharges		—	—	—	—	—
	Total		28	26	26	26	24

*1 The amount of water taken from the company's reservoirs is included in "Rivers and lakes (industrial water)."
*2 Some workplaces have taken water from groundwater, which is less than 0.3% of the total.
*3 Water discharge is treated appropriately according to water quality and discharged in compliance with water discharge standards.
*4 Other than the ocean, water treatment (sewerage) outside the site is less than 0.01% of the total.

Other Environmental Data

SOx and NOx Emissions

(FY)

<Million Nm³>	2021	2022	2023	2024	2025
SOx emissions	13	13	11	11	10
NOx emissions	25	23	23	23	21

Chemical substance emissions

(FY)

<Tons>	2021	2022	2023	2024	2025
VOC	584	443	529	532	490
Benzene	95	80	69	73	75

Amount of by-products generated and amount of final disposal [by-product recycling rate]

(FY)

<10,000 tons [%]>	2021	2022	2023	2024	2025
Amount of by-product generated	2,493	2,057	2,116	2,042	2,064
Amount of by-product generated [By-product recycling rate]	30.7 [99]	27.1 [99]	28.2 [99]	25.7 [99]	20.5 [99]

Figures prior to FY2024 do not include Nippon Steel Stainless and Nippon Steel Pipe

Amount of waste plastic treated

(FY)

<10,000 tons>	2021	2022	2023	2024	2025
	22	20	18	14	8

Creation of Hometown Forests (greenery space [maintenance cost])

(FY)

<ha [100 million yen]>	2021	2022	2023	2024	2025
	844 [13]	850 [13]	838 [14]	849 [14]	887 [14]

Creation of Sea Forests

(FY)

<Number of marine areas>	2021	2022	2023	2024	2025
	38	44	56	70	87

Society

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28 Personnel and Labor (Human Resources Development)
29 Personnel and Labor (Treatment)
30 Diversity & Inclusion
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Personnel and Labor (Employees)

Number of employees (consolidated)

(FY)

<Persons>	2017	2018	2019	2020	2021	2022	2023	2024	2025
	93,557	105,796	106,599	106,226	106,528	106,068	113,639	113,845	138,453

Changes in the number of employees (by business location)

(As of March 31 each year)

<Persons>	2018	2019	2020	2021	2022	2023	2024	2025	2026
• Head office	2,132	2,171	2,173	2,449	2,555	2,598	2,977	3,035	6,052
• Steelworks									
North Nippon	—	—	—	—	—	1,256	1,234	1,245	1,175
Muroran	969	1,014	1,033	1,041	1,026	—	—	—	—
Kamaishi*1	234	241	236	—	—	—	—	—	—
East Nippon	—	—	—	7,037	6,780	6,429	6,364	6,355	6,034
Kashima	2,963	2,985	3,042	—	—	—	—	—	—
Kimitsu	3,437	3,485	3,547	—	—	—	—	—	—
Naoetsu	188	201	200	—	—	—	—	—	—
Nagoya	3,076	3,153	3,211	3,246	3,183	3,130	3,150	3,168	3,144
Kansai	—	—	—	5,254	5,104	5,101	5,045	5,051	4,759
Wakayama*2	1,984	3,045	3,167	—	—	—	—	—	—
Steel works	1,157	1,225	1,265	—	—	—	—	—	—
Amagasaki	708	705	745	—	—	—	—	—	—
Setouchi	—	—	—	3,183	2,816	2,738	2,552	2,506	2,307
Hirohata	1,275	1,303	1,351	—	—	—	—	—	—
Yamaguchi	—	—	—	—	—	—	—	—	1,691
Kyushu	—	—	—	5,666	5,575	5,565	5,646	5,708	5,324
Yawata	3,563	3,548	3,578	—	—	—	—	—	—
Oita	1,962	2,011	2,083	—	—	—	—	—	—

Personnel and Labor (Employees)

Changes in the number of employees (by business location)

(As of March 31 each year)

<Persons>	2018	2019	2020	2021	2022	2023	2024	2025	2026
• R&D Laboratories	1,079	1,119	1,119	1,232	1,205	1,153	1,133	1,146	1,119
• Regional Offices and Marketing Branches	355	344	339	464	456	443	434	429	490
• Overseas Offices*3	19	20	7	7	8	8	8	9	7

*1 Employees at Kamaishi were counted under East Nippon Works for 2021–2022 and under North Nippon Works for 2023.

*2 In April 2018, Nippon Steel merged with Sumikin Koutetsu Wakayama Corporation

*3 Employees working at the following overseas companies are counted as dispatched staff: NIPPON STEEL NORTH AMERICA, INC., NIPPON STEEL AMÉRICA DO SUL LTDA., NIPPON STEEL EUROPE GmbH, NIPPON STEEL AUSTRALIA PTY. LIMITED, NIPPON STEEL BUSINESS CONSULTING (SHANGHAI) CO., LTD., PT. NIPPON STEEL INDONESIA, NIPPON STEEL (THAILAND) CO., LTD., NIPPON STEEL INDIA PRIVATE LIMITED.

Number of new hires (by administrative and technical staff)

(As of April each year)

<Persons>		2021	2022	2023	2024	2025	2026
Office staff and engineers*	Administrative staff	37	38	40	47	69	71
	Technical staff	105	99	99	94	176	153
Operators and maintenance personnel		279	414	699	600	503	207

* Number of new graduate hires

Number of employees studying abroad

(FY)

<Persons>	2017	2018	2019	2020	2021	2022	2023	2024	2025
Employees newly dispatched for study abroad	10	7	8	0	13	11	5	5	6

Personnel and Labor (Human Resources Development)

Hours of training and education (non-consolidated)

(FY)

<Hours/person-year [million hours/year]>	2019	2020*1	2021*1	2022	2023	2024	2025
	68 [184]	62 [182]	32 [90]*2	28 [80]*3	35 [99]	33 [94]	30*4 [97]

*1 Numbers have been revised from numbers reported in Sustainability Report 2022 due to reanalysis of past data
Numbers in FY2020 and FY2021 include hours for training programs conducted under a low level of production

*2 Decrease compared to FY2021 due to decline in hiring, suspension or cancellation of some training programs because of COVID-19 outbreak

*3 Excluded hours for training programs in FY2022 since the production level recovered from that of FY2020 or FY2021

*4 Impact of the reorganization of domestic Group companies

Personnel and Labor (Treatment)

Wage revision amount

(FY)

<Yen>	2018	2019	2020	2021	2022	2023	2024	2025	2026
Wage improvement	1,500	1,500	0	0	3,000	2,000	35,000	12,000	10,000
Regular pay raise amount, etc.*	3,700	3,700	3,700	3,700	6,700	6,900	6,900	8,000	8,200
Total	5,200	5,200	3,700	3,700	9,700	8,900	41,900	20,000	18,200

* Regular pay raise amount, etc.: the combined total of regular pay raises and the average amount of job-based salary revisions

Starting salaries (by educational background: university graduate vs. high school graduate)

(FY)

<Yen>	2018	2019	2020	2021	2022	2023	2024	2025	2026
University graduates (Bachelor's degree)	211,500	213,000	213,000	213,000	218,000	224,000	265,000	280,000	300,000
High school graduates	168,500	170,000	170,000	170,000	175,000	180,000	210,000	215,000	220,000

Standard bonus amounts

(FY)

<10,000 yen>	2018	2019	2020	2021	2022	2023	2024	2025	2026
Standard amount	153	157	100	105	237	235	230	215	194
Summer bonus	76.5	78.5	50.0	52.5	118.5	117.5	115.0	107.5	97
Year-end bonus	76.5	78.5	50.0	52.5	118.5	117.5	115.0	107.5	97

Diversity & Inclusion

Number of female employees in management positions

(FY)

<Persons>	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
	26	29	28	28	36	45	55	65	70	93	111*

* As of April

Utilization of paid leave days

(FY)

<%>	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	70.1	73.0	77.5	81.3	60.0*	77.8*	82.9	86.2	80.0	81.5

* The figures were affected by temporary shutdowns implemented in response to production cutbacks resulting from a significant decline in steel demand.

Ratio of childcare leave taken (male)

(FY)

<%>	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
				4	8	25*	56	66	77	88

* In the second half of FY2021, the Company launched an initiative encouraging all eligible male employees to take childcare-related leave.

Percentage of women among newly hired employees

(As of April each year)

<%>		2022	2023	2024	2025	2026
Office staff and engineers*	Administrative staff	32	33	36	44	47
	Technical staff	19	17	17	17	18
Operators and maintenance personnel		10	7	11	11	9
Overall hiring		13	10	14	16	18

* Number of new graduate hires

Percentage of women in the workforce

(As of end of March each year)

<%>	2022	2023	2024	2025	2026
	10.1	10.0	9.9	9.9	9.8

Percentage of women in managerial positions

(As of end of March each year)

<%>	2022	2023	2024	2025	2026
		1.4	1.5	1.6	1.8*

* 2.2 (As of April 2026)

Gender-based wage gap

(As of end of March each year)

<%>	2022	2023	2024	2025	2026
All workers		64.7	65.6	65.5	67.1
Of which, regular workers*		64.3	64.8	65.3	67.1
Of which, non-regular workers		77.8	74.6	78.5	83.1

* For regular workers, five employment categories are defined based on each employee's role and corresponding personnel allocation, and separate wage systems are applied by category.
The wage systems, as well as evaluation and operation frameworks, are applied equally to all employees regardless of gender. However, wage gaps arise due to differences in average years of service between men and women and variations in the proportion of men and women within each category.

Diversity & Inclusion

Difference in average length of service between genders

(As of end of March each year)

<Years>	2022	2023	2024	2025	2026
Men	17.0	17.7	18.0	18.6	19.9
Women	12.0	12.9	13.5	14.1	15.1
Difference	5.0	4.8	4.5	4.5	4.8

Average overtime hours per worker per month

(FY)

<Hours>	2022	2023	2024	2025
	22.2	23.6	24.9	25.3

Safety and Health

Accident frequency rate

(As of December 31 of each year)

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	0.13	0.14	0.10	0.09	0.10	0.08	0.11	0.08	0.18	0.08

Number of Lost time injuries

(As of December 31 of each year)

<Cases>	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Nippon Steel	6	15	10	8	3	6	5	8	14	4
Contractors	20	13	10	10	16	10	16	7	18	11

Number of fatalities

(As of December 31 of each year)

<Cases>	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Nippon Steel	1	0	1	2	0	0	0	1	1	1
Contractors	6	1	2	1	2	2	1	0	1	1

Disaster Prevention

Number of serious disaster-related accidents*

(As of December 31 of each year)

<Cases>	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	1	1	2	0	0	0	0	1	0	1

* Fatal accidents caused by fires or incidents that had a significant impact on operations.

Quality

Research and development costs

(FY)

<100 million yen>	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	691	730	720	776	653	664	705	727	807	827

Number of patents we hold

(FY)

<10,000 patents>	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	2.7	3.0	3.2	3.6	3.2	3.0	3.0	3.3	3.5	3.2

Number of awards from customers, government, and institutions

(FY)

<Cases>	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	15	13	14	15	9	9	10	10	9	7

Communities

Number of plant visitors

(FY)

<10,000 visitors>	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	14.1	14.2	13.5	13.0	— [Passed]	— [Passed]	— [Passed]	7.0	9.0	9.2

Contribution to Society

Tax payment (consolidated)

(FY)

<100 million yen>	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	417	664	808	925	267	860	2,144	1,265	1,809	2,233

Dividend per share

(FY)

<Yen/share>	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	9	14	16	2	2	32	36	32	32	24

* After stock split (1 share → 5 shares in October 2025)

Governance

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Board of Directors (as of July 1, 2026)

Representative Director, Chairman and CEO

Eiji Hashimoto

Representative Director, President and COO

Tadashi Imai

Representative Director, Vice Chairman and Executive Vice President— Responsibilities and Assigned Positions

Takahiro Mori

- Providing assistance to Chairman and support to President on special assignments related to major overseas projects
- Serving concurrently as Head of Global Business Development; Project Leader, India Project, Global Business Development Sector; Project Leader, Thai Steel Project, Global Business Development Sector; Project Leader, USS Project of NSC
- Responsible for overseas offices (including local corporations)
- Providing support to Executive Vice President Funakoshi on matters related to financial IR for corporate communications

Representative Director and Executive Vice President — Responsibilities and Assigned Positions

Naoki Sato

- Responsible for facilities and maintenance engineering, and facility design and construction engineering
- Serving concurrently as Deputy Project Leader, India Project, Global Business Development Sector; Deputy Project Leader, Thai Steel Project, Global Business Development Sector; Deputy Project Leader, USS Project of NSC
- Providing support to Executive Vice President Mori on matters related to engineering and technology in Global Business Development

Takashi Hirose

- Responsible for overseeing business administration, logistics, project development, raw materials, general planning for steel scrap & pig iron, machinery & materials procurement, product projects, and regional offices
- Serving concurrently as Deputy Project Leader, USS Project of NSC; Deputy Project Leader, Next-Generation Hot Strip Mill Project
- Providing support to Executive Vice President Mori on matters concerning overseas offices (including local corporations)

Hirofumi Funakoshi

- Responsible for policy matters related to corporate planning, group companies, general administration, business innovation and business transformation projects, legal affairs, internal control & audit, human resources, environmental planning, and green transformation promotion
- Serving concurrently as Deputy Project Leader, USS Project of NSC
- Assisting the President with special assignments related to corporate communications

Hiroyuki Minato

- Responsible for technical issues related to the promotion of digital transformation, information systems, intellectual property, safety, environment, and disaster prevention; overall technical oversight; quality assurance; ironmaking technology; steelmaking technology; energy technology; the slag business and resource recovery; and the promotion of green transformation
- Serving concurrently as Deputy Project Leader, USS Project of NSC; Leader, Electric Furnace Process Promotion Project; Leader, Next-Generation Hot Strip Mill Project
- Providing support to Executive Vice President Funakoshi on matters related to production equipment planning in corporate planning
- Providing support to Executive Vice President Hirose on matters related to the Intermodal Transportation & Logistics Technology Section
- Providing support to Executive Vice President Hirose on matters related to general planning for steel scrap & pig iron
- Providing support to Executive Vice President Hirose on matters related to product projects

Nobuhiro Fujita

- Serving concurrently as General Manager, R&D Laboratories; Deputy Project Leader, USS Project of NSC
- Providing support to Executive Vice President Minato on matters related to green transformation promotion

Outside Directors

Jun Sawada

Miharu Koezuka

Note: Mr. Jun Sawada and Ms. Miharu Koezuka satisfy the requirements for Outside Directors as defined in Article 2, Item 15 of the Companies Act.

Directors who are Audit & Supervisory Committee Members (Senior Audit & Supervisory Committee Member (full time))

Kazumasa Shinkai

Takeshi Yamane

Directors who are Audit & Supervisory Committee Members (Audit & Supervisory Committee Member (part-time))

Kenji Hiramatsu

Aiko Sekine

Sumiko Takeuchi

Note: Mr. Kenji Hiramatsu, Ms. Aiko Sekine, and Ms. Sumiko Takeuchi satisfy the requirements for Outside Directors as defined in Article 2, Item 15 of the Companies Act.

Executive Vice President Executive Officers — Responsibilities and Assigned Positions

Yuji Nomiyama

- Serving concurrently as General Manager of East Nippon Works

Chief Managing Executive Officers — Responsibilities and Assigned Positions

Naohiko Iwai

- Head of Finance (CFO)
- Providing support to the President on matters related to financial IR for corporate communications
- Providing assistance to Executive Vice President Mori on matters related to global business promotion

Board of Directors (as of July 1, 2026)

Managing Executive Officers — Responsibilities and Assigned Positions

Takeshi Imai
- Responsible for matters related to digital transformation promotion, information systems, intellectual property, safety, environment, and disaster prevention, and quality assurance

Hidenori Ogawa
- Serving concurrently as General Manager of Kansai Works

Masaru Kishimoto
- Serving concurrently as General Manager of Setouchi Works

Noriyuki Hiramitsu
- Serving concurrently as General Manager of Nagoya Works

Eiji Orihashi
- Serving concurrently as General Manager, Green Transformation Development Sector; Deputy Project Leader, Deputy Project Leader, Electric Furnace Promotion Project
- Providing assistance to Executive Vice President Funakoshi on matters related to production equipment planning in corporate planning
- Assisting Executive Vice President Minato with duties related to general planning for steel scrap & pig iron
- Assisting USS Project Deputy Leader with special assignments related to the USS Project

Satoru Endo
- Serving concurrently as Leader, Business Innovation and Business Transformation Project
- Responsible for matters related to corporate planning, group companies, general affairs, and human resources and labor policies
- Providing support to General Manager of Green Transformation Development Sector on matters related to green transformation promotion

Masahiro Nakata
- Serving concurrently as General Manager of Kyushu Works; Deputy Project Leader, Electric Furnace Process Promotion Project

Tsuyoshi Harada
- Responsible for matters related to legal affairs, including legal matters of intellectual property
- Providing assistance to Executive Vice President Mori on matters related to global business promotion

Nobuo Okouchi
- Responsible for special assignments related to ArcelorMittal Nippon Steel India
- Providing support to Managing Executive Officer Hideki Ogawa on matters related to the promotion of global business operations in Southeast Asia (excl. Thailand), India, the Middle East, and Africa
- Providing support to Managing Executive Officer Hideki Ogawa on operations related to overseas offices (incl. local corporations) in Southeast Asia (excl. Thailand), India, and the Middle East

Kenichi Onoda
- Serving concurrently as General Manager, Railway, Automotive & Machinery Parts Unit

Hiroshi Ono
- Assisting Managing Executive Officer Iwamoto with operations related to the promotion of global business in the Americas
- Assisting Managing Executive Officer Iwamoto with operations related to overseas offices in the Americas (incl. local corporations)

Masashi Imoto
- Responsible for special assignments related to United States Steel Corporation

Ryuichi Nagai
- Serving concurrently as General Manager, Flat Products Unit
- Responsible for matters related to overall sales management
- Assisting USS Project Deputy Leader with special assignments related to the USS Project
- Assisting the Deputy Project Leader, Thai Project, with operations related to the Thai Project of the Global Business Development Sector
- Assisting Project Leader, Business Transformation Project, with operations related to the Business Transformation Project

Hiroto Naito
- Serving concurrently as General Manager, Pipe & Tube Division
- Assisting USS Project Deputy Leader with special assignments related to the USS Project
- Assisting the Deputy Project Leader, Thai Project, with operations related to the Thai Project of the Global Business Development Sector

Shigekazu Iwamoto
- Serving concurrently as General Manager, Global Business Development Div.-II, Global Business Development Sector
- Responsible for matters related to global business promotion in the Americas and Europe, as well as matters related to overseas offices (incl. local corporations) in the Americas and Europe
- Assisting USS Project Deputy Leader with special assignments related to the USS Project

Hideki Ogawa
- Serving concurrently as General Manager, Global Business Development Div.-I, Global Business Development Sector; CSVC Project Leader, Global Business Development Sector; WINSteel; Project Leader, Global Business Development Sector; Deputy Project Leader, India Project, Global Business Development Sector; Deputy Project Leader, Thai Steel Project, Global Business Development Sector
- Responsible for matters related to global business promotion in Asia, India, Australia, the Middle East, and Africa, matters related to overseas offices (incl. local corporations) in Asia, India, Australia, and the Middle East, and special assignments related to NS Siam United Steel Co., Ltd. in global business promotion
- Assisting Executive Vice President Mori with operations related to overseas offices (incl. local corporations)
- Providing support to General Manager, Flat Products Unit, on operations related to the CSVC Project and the WINSteel Project of the flat products business

Ken Ito
- Serving concurrently as General Manager, Technical Administration & Planning Div.
- Responsible for matters related to ironmaking technology, steelmaking technology, energy technology, the slab business, and resource recycling promotion
- Assisting Executive Vice President Minato in operations related to logistics technology
- Assisting Executive Vice President Sato in operations related to the India Project, the Global Business Development Sector
- Assisting USS Project Deputy Leader with special assignments related to the USS Project
- Assisting Project Leader, Business Transformation Project, with operations related to the Business Transformation Project

Board of Directors (as of July 1, 2026)

Executive Officers — Responsibilities and Assigned Positions

Koji Mizoguchi
- Serving concurrently as General Manager, Flat Products Technology Div., Flat Products Unit; JCAPCPL Project Leader, Global Business Development Sector
- Assisting USS Project Deputy Leader with special assignments related to the USS Project

Kentaro Wakamatsu
- Serving concurrently as General Manager, Digital Innovation Div.; and Deputy Project Leader, Business innovation and Business Transformation Project
- Assisting USS Project Deputy Leader with special assignments related to the USS Project

Masato Kobayashi
- Serving concurrently as General Manager of North Nippon Works

Tadamitsu Miyoshi
- Serving concurrently as General Manager, Human Resources Div.
- Providing support to General Manager, Safety, Environment & Plant Safety Div. on matters related to safety promotion
- Assisting Deputy Project Leader, the Business Transformation Project, with operations related to this Project

Keiji Tanaka
- Serving concurrently as General Manager, Plant Engineering and Facility Management Center
- Assisting Executive Vice President Sato in operations related to the India Project, the Global Business Development Sector
- Assisting USS Project Deputy Leader with special assignments related to the USS Project
- Assisting Deputy Project Leader, the Business Transformation Project, with operations related to this Project

Yasushi Kurita
- Serving concurrently as Vice Head of Kyushu Works (representative of Oita Area)

Yasunari Shigeta
- Serving concurrently as General Manager, Electrical Sheets Sales Div., Flat Products Unit
- Providing assistance to General Manager, Flat Products Unit in operations related to the flat products business
- Assisting USS Project Deputy Leader with special assignments related to the USS Project

Akihiro Uenishi
- Serving concurrently as General Manager, Technical Planning & Development Coordination Div., R&D Laboratories
- Assisting USS Project Deputy Leader with special assignments related to the USS Project

Shigeaki Tanaka
- Responsible for matters related to environmental policy planning
- Providing assistance to General Manager, Green Transformation Development Sector, on operations related to green transformation development

Tomomitsu Inada
- Responsible for special assignments related to United States Steel Corporation

Hideyuki Hayashi
- Serving concurrently as General Manager, Plant/Machinery Engineering & Construction Management Center
- Assisting USS Project Deputy Leader with special assignments related to the USS Project

Akira Kubota
- Responsible for special assignments related to United States Steel Corporation

Kazunori Yasumitsu
- Serving concurrently as Vice Head of East Nippon Works (representative of Kashima Area)

Yosuke Sakai
- Serving concurrently as General Manager of the Stainless Steel and Titanium Business Unit

Yutaka Akase
- Serving concurrently as General Manager, Safety, Environment & Plant Safety Div.
- Assisting Deputy Project Leader, the Business Transformation Project, with operations related to this Project

Satoru Ikeda
- Serving concurrently as General Manager, Accounting & Finance Div.
- Assisting Chief Managing Executive Officers Iwai on operations related to corporate communication
- Providing support to Deputy Project Leader, the Business Transformation Project, in operations related to this Project

Ken Terai
- Serving concurrently as General Manager, Head of Kansai Office

Kenichi Takano
- Serving concurrently as General Manager, Bar & Wire Rod Unit
- Assisting the Deputy Project Leader, Thai Project, with operations related to the Thai Project of the Global Business Development Sector

Shinichi Kato
- Serving concurrently as General Manager of Corporate Planning Div.

List of Fellows (as of July 1, 2026)

Treatment	Name	Research and guidance areas
Treatment of Executive Officers	Kaori Kawano	Primarily matters related to metallurgy in the field of stainless and high-alloy steels
	Seiji Nomura	General Manager, Process Research Laboratories, R&D Laboratories Primarily matters related to ironmaking technology
	Shunji Hiwatashi	General Manager, Steel Research Laboratories, R&D Laboratories Matters concerning solutions related to steel products in general
	Shingo Yamazaki	General Manager, Advanced Technology Research Laboratories, R&D Laboratories Primarily matters related to metallurgy of steel products in general
	Hiroki Nishioka	Matters concerning computational science and high-temperature processes

"Fellow" system

The Fellow system selects researchers with exceptional expertise in their respective fields and outstanding achievements in research, as determined by the Fellow Selection Committee, and grants them a status equivalent to that of executive officers.

Primary External Positions Held by Directors

Position / Name	Primary external positions
Representative Director, Chairman and CEO Eiji Hashimoto	Chairman, Japan Iron and Steel Federation (June 16, 2020 – May 27, 2022) Vice Chairman, Keidanren (Japan Business Federation) (June 1, 2021 – May 29, 2025) Deputy Chairman, Deliberative Council, Keidanren (May 29, 2025 –) Chairman, Transport Policy Council, Ministry of Land, Infrastructure, Transport and Tourism (June 22, 2023 –)
Representative Director, President and COO Tadashi Imai	Chairman, Japan Iron and Steel Federation (May 28, 2024 –)

Past Chairmen and Presidents

Yawata Iron & Steel Co., Ltd.

Chairman	President	Term of office
—	Takashi Miki	April 1, 1950 – April 9, 1952
—	Gisuke Watanabe	May 10, 1952 – January 6, 1956
—	Arakazu Ojima	January 13, 1956 – May 28, 1962
Arakazu Ojima	Yoshihiro Inayama	May 28, 1962 – May 29, 1967
—	Yoshihiro Inayama	May 29, 1967 – March 30, 1970

Fuji Iron & Steel Co., Ltd.

Chairman	President	Term of office
—	Shigeo Nagano	April 1, 1950 – March 30, 1970

Nippon Steel Corporation

Chairman	President	Term of office
Shigeo Nagano	Yoshihiro Inayama	March 31, 1970 – May 30, 1973
Yoshihiro Inayama	Tomisaburo Hirai	May 30, 1973 – June 29, 1976
Yoshihiro Inayama	Teruyoshi Tasaka	June 29, 1976 – January 18, 1977
Yoshihiro Inayama	Eishiro Saito	January 20, 1977 – June 29, 1981
Eishiro Saito	Yutaka Takeda	June 29, 1981 – June 26, 1987
Yutaka Takeda	Hiroshi Saito	June 26, 1987 – June 29, 1989
Akira Miki	Hiroshi Saito	June 29, 1989 – June 29, 1993
Hiroshi Saito	Takashi Imai	June 29, 1993 – March 31, 1998
Takashi Imai	Akira Chihaya	April 1, 1998 – March 31, 2003
Akira Chihaya	Akio Mimura	April 1, 2003 – January 22, 2007
—	Akio Mimura	January 23, 2007 – March 31, 2008
Akio Mimura	Shoji Muneoka	April 1, 2008 – September 30, 2012

Past Chairmen and Presidents

Sumitomo Metal Industries, Ltd.

Chairman	President	Term of office
—	Hisakazu Hirota	July 1, 1949 – November 28, 1962
Hisakazu Hirota	Hosai Hyuga	November 28, 1962 – May 29, 1973
—	Hosai Hyuga	May 29, 1973 – November 28, 1974
Hosai Hyuga	Noboru Inui	November 28, 1974 – June 28, 1978
Hosai Hyuga	Yoshifumi Kumagai	June 28, 1978 – June 27, 1986
Yoshifumi Kumagai	Yasuo Shingu	June 27, 1986 – June 29, 1988
—	Yasuo Shingu	June 29, 1988 – June 26, 1992
Yasuo Shingu	Tameaki Nakamura	June 26, 1992 – June 27, 1996
Yasuo Shingu	Matao Kojima	June 27, 1996 – June 26, 1998
—	Matao Kojima	June 26, 1998 – October 1, 1998
Reijiro Mori	Matao Kojima	October 1, 1998 – June 29, 2000
Matao Kojima	Hiroshi Shimozuma	June 29, 2000 – June 28, 2001
—	Hiroshi Shimozuma	June 28, 2001 – June 29, 2005
Hiroshi Shimozuma	Hiroshi Tomono	June 29, 2005 – June 26, 2012
—	Hiroshi Tomono	June 26, 2012 – September 30, 2012

Nippon Steel & Sumitomo Metal Corporation

Chairman	President	Term of office
Shoji Muneoka	Hiroshi Tomono	October 1, 2012 – March 31, 2014
Shoji Muneoka	Kosei Shindo	April 1, 2014 – March 31, 2019

NIPPON STEEL CORPORATION

Chairman	President	Term of office
Kosei Shindo	Eiji Hashimoto	April 1, 2019 – March 31, 2024
Eiji Hashimoto	Tadashi Imai	April 1, 2024 –

Reorganization and Business Integration of Group Companies (Effective October 1, 2012, and thereafter)

Description	Integration date/ scheduled date
Integrations of Nippon Steel Pipeline Co., Ltd. and Sumitomo Metal Pipe Engineering Co., Ltd. (Trade name of the integrated company: Nippon Steel & Sumikin Pipeline & Engineering Co., Ltd.)	October 1, 2012
Integration of bar and wire secondary processing companies in Thailand (Trade name of the integrated company: NIPPON STEEL & SUMIKIN Steel Processing (Thailand) Co., Ltd.)	January 2, 2013
Nippon Steel & Sumikin Precision Forge, Inc. and NS BOLTEN Co., Ltd. integrate their high-tension bolt businesses (NS BOLTEN Co., Ltd. changed its name to Nippon Steel & Sumikin BOLTEN Co., Ltd.)	January 4, 2013
Merger and restructuring of Nippon Steel Logistics Co., Ltd. and Sumitomo Metal Logistics Service Co., Ltd. (Trade name of the integrated company: Nippon Steel & Sumikin Logistics Co., Ltd.)	April 1, 2013
Integration of Nippon Steel Techno-Research Co., Ltd. and Sumitomo Metal Technology Co., Ltd. (Trade name of the integrated company: Nippon Steel & Sumitomo Metal Technology Co., Ltd.)	April 1, 2013
Integration of Nippon Steel Kobelco Shearing Corporation and Shearing Plant Co., Ltd. (Trade name of the integrated company: Nippon Steel & Sumitomo Metal Kobelco Shearing Co., Ltd.)	April 1, 2013
Integration of Sumikin Bussan Co., Ltd. and Nippon Steel Trading Co., Ltd. (Trade name of the integrated company: Nippon Steel & Sumikin Bussan Corporation)	October 1, 2013
Integration of Taihei Kogyo Co., Ltd. and NITTETSU ELEX CO., LTD. (Trade name of the integrated company: Nippon Steel & Sumikin Texeng Co., Ltd.)	October 1, 2013

Description	Integration date/ scheduled date
Integration of Sumitomo Pipe & Tube Co., Ltd. and Nippon Steel Pipe Co., Ltd. (Trade name of the integrated company: Nippon Steel & Sumikin Pipe Co., Ltd.)	October 1, 2013
Restructuring and reorganization of business service companies (7 companies) (Reorganized into 5 companies for individual bases)	July 1, 2014
Integration of slag sales companies (5 companies) (Trade name of the integrated company: Nippon Steel & Sumikin Slag Products Co., Ltd.)	July 1, 2014
Integration of plant engineering and maintenance companies (8 companies) (Trade name of the integrated company: Nippon Steel & Sumikin Texeng Co., Ltd.)	October 1, 2014
Integration and restructuring of railway engineering businesses (Integration of the railway engineering businesses of Nippon Steel & Sumitomo Metal Technology Co., Ltd. and Nippon Steel & Sumikin Kansai Industries Co., Ltd.; the trade name of the integrated company: Nippon Steel & Sumikin Railway Technology Co., Ltd.)	April 1, 2015
Integration and reorganization of steel works manufacturing process companies (Integration of the machining and forging die manufacturing businesses of Nippon Steel & Sumikin Kansai Industries Co., Ltd. and the forged steel roll manufacturing businesses of Kantoku Corp. Ltd.; the trade name of the integrated company: Nippon Steel & Sumikin Kansai Machining Co., Ltd.)	April 1, 2015
Integration of Nippon Steel & Sumikin Fine Technology Co., Ltd. and Nippon Tubular Products Co., Ltd. (Trade name of the integrated company: Nippon Steel & Sumikin Precision Machining Co., Ltd.)	July 1, 2016
Integration of the Siam United Steel (1995) Co., Ltd. and Nippon Steel & Sumikin Galvanizing (Thailand) Co., Ltd. (Trade name of the integrated company: NS-Siam United Steel Co., Ltd.)	September 1, 2016

Reorganization and Business Integration of Group Companies (Effective October 1, 2012, and thereafter)

Description	Integration date/ scheduled date
Integration of Nippon Steel & Sumikin Chemical Co., Ltd. and Nippon Steel & Sumikin Materials Co., Ltd. (Trade name of the integrated company: Nippon Steel Chemical & Material Co., Ltd.)	October 1, 2018
Integration of the stainless steel sheet businesses of Nippon Steel & Sumitomo Metal Corporation, Nisshin Steel Co., Ltd., and Nippon Steel & Sumikin Stainless Steel Corporation (Trade name of the integrated company: Nippon Steel Stainless Steel Corporation)	April 1, 2019
Integration of the welded stainless steel pipe businesses of Nippon Steel & Sumitomo Metal Corporation, Nisshin Steel Co., Ltd., Nippon Steel & Sumitomo Metal Pipe Co., Ltd., Nippon Steel & Sumikin Stainless Steel Pipe Co., Ltd., and Nisshin Steel Stainless Steel Pipe Co., Ltd. (Trade name of the integrated company: Nippon Steel Stainless Steel Pipe Co., Ltd.)	April 1, 2019
Integration of Nippon Steel Logistics Co., Ltd. and Nippon Steel Nisshin Logistics Co., Ltd. (Reorganized into three Nippon Steel Logistics Group companies)	April 1, 2020
Integration of Nippon Steel Texeng. Co., Ltd. and Nippon Steel Nisshin Koki Co., Ltd. (Trade name of the integrated company: Nippon Steel Texeng. Co., Ltd.)	July 1, 2020
Integration of Nippon Steel Coated Sheet Corporation and Nippon Steel Nisshin Steel Building Materials Co., Ltd. (Trade name of the integrated company: Nippon Steel Coated Sheet Corporation)	July 1, 2020
Integration of Sakako Co., Ltd. and Taiyo Shearing Co., Ltd. (Trade name of the integrated company: Taiyo Sakako Co., Ltd.)	April 1, 2022
Integration of NS-Siam United Steel Co., Ltd. and Siam Tinplate Co., Ltd. (Trade name of the integrated company: NS-Siam United Steel Co., Ltd.)	April 1, 2022

Description	Integration date/ scheduled date
Integration of Nippon Steel Slag Products Co., Ltd., Esment Kanto Co., Ltd., and Esment Chubu Co., Ltd. (Trade name of the integrated company: Nippon Steel Slag Products Co., Ltd.)	April 1, 2023
Corporate split between Nippon Steel Corporation and Nippon Steel Engineering Co., Ltd. (Simplified absorption-type demerger)	October 1, 2023
Integration of Matsubishi Metal Industry Co., Ltd., Nittetsu Seiko Co., Ltd., and Nittetsu Wire Co., Ltd. (Trade name of the integrated company: Nippon Steel Processing Co., Ltd.)	October 1, 2023
Restructuring of the domestic electric-welded steel pipe businesses of Nippon Steel Corporation, Nippon Steel Metal Products Co., Ltd., Nippon Steel Pipe Co., Ltd., and Nippon Steel Coated Steel Pipe Co., Ltd. (April 2025)	April 1, 2025
Merger of Nippon Steel Kobelco Shearing Corporation and Fuji Steel Center Co., Ltd.	October 1, 2025
Management integration of Nittetsu Katakura Steel Pipe Co., Ltd., Tsurumi Steel Tube Co., Ltd., and Nippon Steel Pipe Fine Tube Co., Ltd.	January 1, 2026
Management integration of Nippon Steel Blast Furnace Slag Cement Co., Ltd. and Nippon Steel Cement Co., Ltd.	April 1, 2026
Sanyo Special Steel was made a wholly owned subsidiary	March 30, 2025
Krosaki Harima was made a wholly owned subsidiary	March 30, 2026
Merger of Nippon Steel Corporation and Sanyo Special Steel	Scheduled for April 2027

Finance

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Financial Position

(Fiscal year basis)

<Million yen>	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Total assets	7,261,923	7,592,413	8,049,528	7,444,965	7,573,946	8,752,346	9,567,099	10,714,627	10,942,458	14,660,583
Shareholders' equity*1	2,948,232	3,145,450	3,230,788	2,641,618	2,759,996	3,466,799	4,181,155	4,777,727	5,383,311	5,530,448
Total net assets*1	3,291,015	3,515,501	3,607,367	2,996,631	3,131,387	3,897,008	4,646,417	5,355,878	5,903,380	6,024,560
Interest-bearing debt*2	2,104,842	2,068,996	2,369,231	2,488,741	2,559,232	2,653,396	2,699,351	2,711,644	2,507,492	5,174,253

*1 Equity consists of shareholders' equity plus valuation and translation adjustments, etc. The difference between equity and net assets is minority interest.
*2 The amounts of "Outstanding borrowings" (the sum of "Borrowings," "Corporate bonds," and "Commercial paper") are stated.

Financial Performance

(Fiscal year basis)

<Million yen>	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Net sales	4,632,890	5,668,663	6,177,947	5,921,525	4,829,272	6,808,890	7,975,586	8,868,097	8,695,526	10,063,216
Business Profit*	174,531	297,541	336,941	(284,417)	110,046	938,130	916,456	869,657	683,237	514,128
Profit (loss) attributable to owners of parent	130,946	195,061	251,169	(431,513)	(32,432)	637,321	694,016	549,372	350,227	17,158

* Until FY2017, figures represent ordinary profit under Japanese GAAP; from FY2018 onward, they represent business profit under International Financial Reporting Standards (IFRS).

Cash Flow

(Fiscal year basis)

<Million yen>	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Cash flows from operating activities	484,288	458,846	452,341	494,330	403,185	615,635	661,274	1,010,159	978,593	716,939
Cash flows from investing activities	(343,738)	(353,419)	(381,805)	(345,627)	(389,035)	(378,866)	(366,580)	(710,654)	(462,428)	(2,837,181)
Cash flows from financing activities	(135,054)	(89,190)	(42,900)	(14,582)	52,694	(61,304)	(197,655)	(543,945)	(313,334)	1,886,301

Investments and Other Activities

(Fiscal year basis)

<Million yen>	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Capital expenditures*	351,038	411,930	440,830	481,310	474,489	407,448	437,622	457,358	583,470	942,986
Depreciation expense	304,751	340,719	408,616	417,339	290,863	330,611	340,171	363,002	385,243	573,916
R&D	69,110	73,083	72,043	77,691	65,336	66,431	70,555	72,743	80,794	82,788

* Only for "Tangible fixed assets," construction base.

Segment Information

(Fiscal year basis)

<Million yen>		2016	2017		2018	2019	2020	2021	2022	2023	2024	2025
Consolidated net sales by segment	Steelmaking business	4,052,261	5,017,245	Steelmaking business	5,454,536	5,257,344	4,228,449	6,153,632	7,245,547	8,076,345	7,874,377	9,221,705
	Engineering and construction	267,545	294,268	Engineering and construction	356,707	340,404	324,468	279,260	352,231	409,233	400,474	394,453
	Chemicals	174,227	200,767	Chemicals & materials business	247,067	215,733	178,678	249,816	274,586	260,834	269,128	257,961
	New materials	34,519	37,050									
	System solutions business	232,512	244,200	System solutions business	267,503	273,294	252,476	271,325	292,513	311,572	339,376	382,893
	Elimination of inter-segment transactions	(128,175)	(124,868)	Internal revenue or transfer among industry segments	(147,867)	(165,251)	(154,799)	(145,144)	(189,292)	(189,887)	(187,830)	(193,797)
Consolidated business profit by segment*	Steelmaking business	138,017	245,708	Steelmaking business	274,672	(325,341)	63,522	871,051	861,443	821,065	621,005	439,961
	Engineering and construction	6,838	9,110	Engineering and construction	9,474	10,717	17,708	6,302	11,674	(1,340)	14,628	23,105
	Chemicals	4,518	15,480	Chemicals & materials business	25,095	18,477	7,631	25,377	16,170	15,390	18,938	21,951
	New materials	1,786	1,919									
	System solutions business	22,113	23,292	System solutions business	26,576	26,162	23,948	30,859	32,111	35,588	38,888	43,315
	Elimination of inter-segment transactions	1,256	2,030	Elimination of inter-segment transactions	1,122	(14,433)	(2,764)	4,539	(4,944)	(1,046)	(10,223)	(14,205)

* Ordinary income under Japanese accounting standards up to FY2017. Operating income under International Financial Reporting Standards (IFRS) FY2018 and beyond

Financial Indices

(Fiscal year basis)

	Unit	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025*
Return on sales ((Ordinary profit / Net sales) × 100)	%	3.8	5.2	5.5	(4.8)	2.3	13.8	11.5	9.8	7.9	5.1
Return on equity ((Profit attributable to owners of parent / Shareholders' equity [average for the period]) × 100)	%	4.6	6.4	7.9	(14.7)	(1.2)	20.5	18.1	12.3	6.9	0.3
Capital adequacy ratio	%	40.6	41.4	40.1	35.5	36.4	39.6	43.7	44.6	49.2	37.7
Stock Price (at the end of each FY)	Yen	2,565.0	2,336.5	1,954.0	925.4	1,886.5	2,171.0	3,120.0	3,668.0	3,195.0	575.9
EPS	Yen/share	148	205	282	(469)	(35)	692	753	596	350	3
PER	Times	17.3	11.4	6.9	—	—	3.1	4.1	6.1	9.1	192.0
BPS	Yen/share	3,340	3,554	3,510	2,869	2,998	3,765	4,541	5,187	5,150	1,058
PBR	Times	0.8	0.7	0.6	0.3	0.6	0.6	0.7	0.7	0.6	0.5
Full-year dividend	Yen	45	70	80	10	10	160	180	160	160	24
Payout Ratio	%	30	34	28	—	—	23	24	27	46	731
Dividend Yield	%	1.8	3.0	4.1	1.1	0.5	7.4	5.8	4.4	5.0	4.2

* A 5-for-1 stock split was implemented on October 1, 2025

Stock-Related Information

Total Shareholder Return, Stock Price and Market Cap, and Strategic Shareholdings

FY	2021	2022	2023	2024	2025
Total shareholder return (TSR) <%>*1	123.6	183.4	220.9	204.3	194.0
(Comparative indicator: Dividend-included TOPIX) <%>	(102.0)	(107.9)	(152.5)	(150.2)	(202.2)
Highest share price <yen>*2	2,381.0	3,294.0	3,847.0	3,745.0	699.8 (3,450.0)
Lowest share price <yen>*2	1,690.5	1,838.0	2,705.5	2,802.0	571.5 (2,650.0)
Market capitalization (fiscal year-end) <100 million yen>	20,631	29,650	34,866	34,337	30,947
Strategic shareholdings <Number of stock brands>	284	264	252	236	261
Amount reported on the balance sheet <100 million yen>	2,559	2,192	2,697	2,232	3,011
(Ref) Nikkei Stock Average (fiscal year-end) <yen>	27,821.43	28,041.48	40,369.44	35,617.56	51,063.72

*1 Total shareholder return is obtained by dividing the return (dividends and capital gains) from stock investment by the invested amount (share price).
TSR = (Share price at the end of each fiscal year / Cumulative per-share dividends paid since FY2019) / Share price at the end of FY2018

*2 The share price shown is based on the listing on the Tokyo Stock Exchange Prime Market. Effective October 1, 2025, Nippon Steel implemented a 5-for-1 stock split. For stock prices in FY2025, we listed the highest and lowest prices after the stock split, with the highest and lowest prices before the stock split shown in parentheses.

Stock data (as of March 31, 2026)

Head office 2-6-1, Marunouchi, Chiyoda-ku, Tokyo, Japan 100-8071
URL: https://www.nipponsteel.com/en/

Establishment April 1, 1950

Capital stock ¥569,519 million

Stock Code 5401

Common Shares (Issued) 5,373,633,760 shares

Common Shares (Authorized) 10,000,000,000 shares

Number of Shareholders 980,174

Listings Tokyo Stock Exchange Prime Market
Nagoya Stock Exchange Premier Market
Fukuoka Stock Exchange
Sapporo Securities Exchange

Registration Agent Sumitomo Mitsui Trust Bank, Limited
1-4-1, Marunouchi, Chiyoda-ku, Tokyo, Japan
Administrative Office
Phone inquiries 0120-785-401
(Toll-free for domestic phone calls only)

Number of Shares per Trading Unit 100 shares

Share Ownership by Category

Ratio of shares held to the total number of common shares (issued)



[Principal Shareholders]

(As of March 31, 2026)

Shareholder name	Shares owned (1,000 shares)	Shareholding ratio (%)*
The Master Trust Bank of Japan, Ltd. (Trust Account)	729,415	13.6
Custody Bank of Japan, Ltd. (Trust Account)	208,824	3.9
THE CHASE MANHATTAN BANK,N.A. LONDONSECS LENDING OMNIBUS ACCOUNT	96,933	1.9
Nippon Life Insurance Company	95,895	1.8
JP MORGAN CHASE BANK 385642	94,009	1.8
JP MORGAN CHASE BANK 385781	72,665	1.4
STATE STREET BANK AND TRUST COMPANY 505001	72,641	1.4
Nippon Steel Group Employee Shareholding Association	70,301	1.3
Meiji Yasuda Life Insurance Company	68,563	1.3
Mizuho Bank, Ltd.	55,233	1.1

* The shareholding ratio is calculated after treasury stock owned by Nippon Steel Corporation is excluded from the number of common shares (issued).

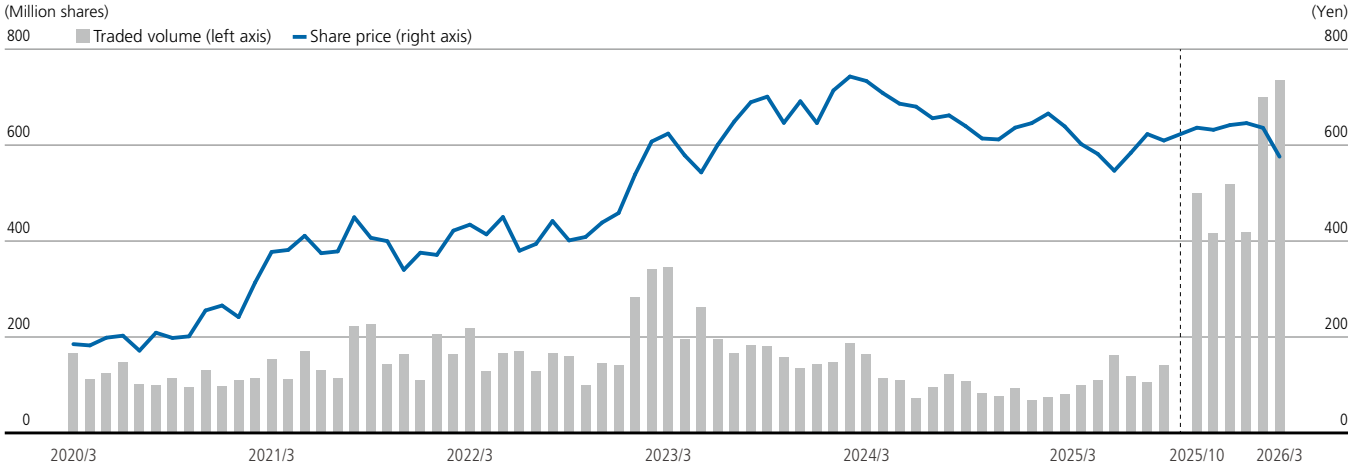
Stock-Related Information

[Shareholder benefits information]

Item	Description	Invitation frequency (timing)	Eligible shareholders
Invitation to steelworks tours (by lottery)	Invitation to visit steelworks	Twice a year (One around March–April and the other around October–November)	Shareholders holding 1,000 shares or more as of the end of March and the end of September

* Nippon Steel implemented a stock split (five shares for every one common share) effective October 1, 2025.
(The above descriptions are based on the criteria as of the end of September 2026)

[Share prices]



* We implemented a 5-for-1 stock split effective October 1, 2025. Stock prices shown are adjusted prices.

Macro Data (Steel-Related Information)

51 Top 30 Companies by Crude Steel Production

Top 30 Companies by Crude Steel Production

(Fiscal year basis)

	Company	Country name	2024	2025	Growth rate: FY2025/FY2024
1	China Baowu Group	China	130.09	124.76	-4.1
2	ArcelorMittal	Luxembourg	65.15	63.43	-2.6
3	Nippon Steel	Japan	43.64	57.78	32.4
4	Ansteel Group	China	59.55	57.61	-3.3
5	HBIS Group	China	42.28	42.49	0.5
6	Jiangsu Shagang Group	China	40.22	39.10	-2.8
7	Jianlong Group	China	39.37	38.02	-3.4
8	POSCO	Korea	37.79	37.36	-1.1
9	Delong Steel Group	China	29.33	32.03	9.2
10	Tata Steel	India	31.02	30.46	-1.8
11	JSW Steel	India	26.95	30.28	12.4
12	Shougang Group	China	31.57	30.23	-4.2
13	Jingye Group	China	22.72	23.91	5.2
14	JFE Steel	Japan	23.53	22.69	-3.6
15	Hunan Iron & Steel Group	China	24.90	22.60	-9.2

(Fiscal year basis)

	Company	Country name	2024	2025	Growth rate: FY2025/FY2024
16	Nucor	USA	20.66	22.33	8.1
17	Guangxi Liuzhou Iron & Steel Group	China	19.22	21.00	9.3
18	SAIL	India	19.10	19.44	1.8
19	Shandong Iron & Steel Group	China	19.45	18.26	-6.1
20	Hyundai Steel	Korea	18.36	17.95	-2.2
21	Fangda Iron & Steel Group	China	19.10	17.90	-6.3
22	Cleveland-Cliffs	USA	16.06	17.06	6.2
23	Rizhao Steel Holding Group	China	18.30	17.04	-6.9
24	Techint	Argentina	16.20	16.30	0.6
25	Tsingshan Holding Group	China	16.00	16.00	0
26	CITIC Pacific Special Steel Group	China	16.15	15.82	-2.0
27	Baotou Iron and Steel Group	China	14.99	15.73	4.9
28	Guangxi Shenglong Metallurgy	China	12.79	14.99	17.2
29	Jinan Iron & Steel	China	14.30	14.75	3.1
30	NLMK	Russia	13.60	13.33	-2.0

Notes on calculation standards for subsidiaries and affiliates:
For Chinese companies, figures are based on official data released by CISA (China Iron and Steel Association)
When the investment ratio is 50% or more, 100% of their production volume is included
When the investment ratio is 30% or more but less than 50%, only the proportion corresponding to the investment ratio is included
When the investment ratio is less than 30%, the figures are not included

Source: worldsteel

External Awards

External Awards

Award name	Sponsor	Details
FY2026 National Commendation for Invention: Invention Prize	Japan Institute of Invention and Innovation	Nippon Steel invented CORSPACE, steel for painting applications with higher corrosion resistance than conventional steel (ordinary steel), thereby contributing to extending painting cycles and prolonging the service life of painted steel structures (such as steel bridges and port facilities).
Dealwatch Awards 2025: Issuer of the Year	Dealwatch (London Stock Exchange Group PLC: Financial Services)	Nippon Steel raised the largest amount ever for a Japanese corporate convertible bond. The company also expanded the range of options for raising capital and securing funding during a period of rising interest rates through careful dialogue with investors and meticulous planning.
10th Manufacturing Japan Grand Prix: METI Minister's Award	Ministry of Economy, Trade and Industry; Ministry of Education, Culture, Sports, Science and Technology; Ministry of Health, Labour and Welfare; Ministry of Land, Infrastructure, Transport and Tourism	Nippon Steel developed the world's most efficient hot-stamping technology, which quadrupled productivity compared to conventional methods, while balancing performance, weight reduction, and costs (jointly awarded with Mazda Motor Corporation).
		Nippon Steel supplied new steel plates (duplex stainless steel NSSC2351) with both excellent economic and environmental performance, contributing to the development and upsizing of next-generation stainless-steel chemical tankers (jointly awarded with Kitanihon Shipbuilding Co., Ltd.).
21st Japan Stainless Steel Association Award: Grand Prize	Japan Stainless Steel Association	Nippon Steel supplied high-strength stainless steel for flow-through dam facilities (river flood management) that call for high strength and wear resistance, contributing to reduced construction costs due to the thinner and lighter material and extended service life (applicants: IHI Infrastructure Systems Co., Ltd. and Hokoku Kogyo Co., Ltd.).
Innovation Momentum 2026: The Global Top 100	LexisNexis Intellectual Property Solutions (LexisNexis)	Nippon Steel's patent value for aluminized hot-stamped steel sheets (tailored blanks), high-tensile steel sheets (Hi-Ten), electrical steel sheets, and carbon-neutral-related technologies significantly increased. The company also focused on patents of high-value-added, cutting-edge technologies.
ECOVC Gold Award	Panasonic Operational Excellence Co., Ltd.	Nippon Steel supplied pre-coated steel sheet "VIEWKOTE Matt" for the housing of Panasonic's heat pump-type hot water heating systems for the European market, contributing to the enhancement of the product competitiveness and cost savings and CO_2 reductions by eliminating the painting process during product manufacturing.



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Important Notes Regarding This Integrated Report and Data Book

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