February 17, 2026
Nippon Steel Corporation

Notice of Changes in Board Members and Officers

This is to announce that, at the meeting of the Board of Directors held today, (i) the candidates for members of the Board of Directors (excluding directors who are Audit & Supervisory Committee Members) and (ii) the candidates for members of the Board of Directors who are Audit & Supervisory Committee Members to be submitted to the 102nd Annual Meeting of Shareholders scheduled to be held in late June 2026 were decided. Also, (iii) (x) the appointment of members of the Board of Directors with titles, (y) the appointment of Representative Directors, and (z) division of business responsibilities and delegation of office for Vice Chairman and Executive Vice President, and Executive Vice Presidents that will be members of the Board of Directors, each of which will be officially resolved at the meeting of the Board of Directors to be held immediately after the Annual Meeting of Shareholders, were decided. Furthermore, it was resolved to undertake the following matters effective as of April 1: (i) changes in division of business responsibilities and delegation of office for Vice Chairman and Executive Vice President, Executive Vice Presidents and Director that will be members of the Board of Directors, and (ii) (x) the appointment of Executive Vice Presidents, Senior Managing Executive Officers, Managing Executive Officers and Executive Officers, and (y)the division of business responsibilities and delegation of office for Executive Vice Presidents, Senior Managing Executive Officers, Managing Executive Officers and Executive Officers.

I. Candidates for members of the Board of Directors (excluding directors who are Audit & Supervisory Committee Members) to be submitted to the 102nd Annual Meeting of Shareholders (scheduled to be held in late June 2026)

(The appointment of members of the Board of Directors with titles, the appointment of Representative Directors, and the division of business responsibilities and delegation of office for Vice Chairman and Executive Vice President, and Executive Vice Presidents that will be members of the Board of Directors will be officially resolved at the meeting of the Board of Directors to take place immediately after the 102nd Annual Meeting of Shareholders.)

Name	Title (planned)	Division of Business Responsibilities and Delegation of Office (planned)
Eiji HASHIMOTO	Representative Director, Chairman and CEO	
Tadashi IMAI	Representative Director, President and COO	
Takahiro MORI	Representative Director, Vice Chairman and Executive Vice President	• Rendering assistance to Chairman and CEO, and cooperating with President and COO on large-scale overseas projects • Head of Global Business Development; Project Leader, India Project, Global Business Development Sector; Project Leader, Thai Project, Global Business Development Sector; Project Leader, USS Project • Overseas Offices (including locally incorporated companies)
Naoki SATO	Representative Director and Executive Vice President	• Plant Engineering and Facility Management; Plant/Machinery Engineering & Construction Management; • Deputy Project Leader, India Project, Global Business Development Sector; Deputy Project Leader, Thai Project, Global Business Development Sector; Deputy Project Leader, USS Project • Cooperating with Executive Vice President T. Mori on Technology and Facilities concerning Global Business Development
Takashi HIROSE	Representative Director and Executive Vice President	• Marketing Administration & Planning; Transportation & Logistics; Project Development; Raw Materials; Raw Materials Business Development; Steel Scrap, HBI & Pig Iron General Planning; Machinery & Materials Procurement; Steel Products Units; Domestic Offices • Deputy Project Leader, USS Project Deputy Project Leader, Next-Generation Hot Strip Mill Project • Cooperating with Executive Vice President T. Mori on Overseas Offices (including locally incorporated companies)

	Hirofumi FUNAKOSHI	Representative Director and Executive Vice President	• Corporate Planning; Group Companies Planning; General Administration; Business Transformation Project; Legal; Internal Control & Audit; Human Resources; Environmental Planning; Policy issues concerning Green Transformation Development; • Deputy Project Leader, USS Project • Rendering assistance to President and COO on Corporate Communication
	Hiroyuki MINATO	Representative Director and Executive Vice President	• Digital Innovation; Information & Communication Technology; Intellectual Property; Safety, Environment & Plant Safety; Technical Administration & Planning; Quality Management; Ironmaking Technology; Steelmaking Technology; Energy Technology; Slag, Cement & Resource Recycling; Technical issues concerning Green Transformation Development • Deputy Project Leader, USS Project Project Leader, Electric Furnace Project Project Leader, Next-Generation Hot Strip Mill Project; • Cooperating with Executive Vice President H. Funakoshi on Production & Facilities Planning concerning Corporate Planning • Cooperating with Executive Vice President T. Hirose on Transportation & Logistics Technology • Cooperating with Executive Vice President T. Hirose on Steel Scrap, HBI & Pig Iron General Planning • Cooperating with Executive Vice President T. Hirose on Steel Products Units
	Nobuhiro FUJITA	Representative Director and Executive Vice President	• Head of Research and Development Deputy Project Leader, USS Project • Cooperating with Executive Vice President H. Minato on Green Transformation Development
*	Jun SAWADA	Director, Member of the Board	Current position: Chairman and Member of the Board of NTT, Inc.
*	Miharu KOEZUKA	Director, Member of the Board	Current position: Outside Director of Nankai Electric Railway Co., Ltd. Outside Director of Sekisui Chemical Co., Ltd. Previous position: Senior Managing Director (Representative Director), of Takashimaya Company, Limited

Notes:

・Asterisk (*) indicates a new candidate for the member of the Board of Directors.

・Mr. Jun SAWADA and Ms. Miharu KOEZUKA meet the requirements of an outside director as set forth in Article 2, Item 15 of the Companies Act.

II. Candidates for members of the Board of Directors who are Audit & Supervisory Committee Members to be submitted to the 102nd Annual Meeting of Shareholders (scheduled to be held in late June 2026)

	Name	Title (planned)
	Kazumasa SHINKAI	Director, Member of the Board who is an Audit & Supervisory Committee Member
*	Takeshi YAMANE	Director, Member of the Board who is an Audit & Supervisory Committee Member (Current Position: Executive Officer, Head of Division, General Administration Division, Corporate Communications)
	Kenji HIRAMATSU	Director, Member of the Board who is an Audit & Supervisory Committee Member
	Aiko SEKINE	Director, Member of the Board who is an Audit & Supervisory Committee Member
	Sumiko TAKEUCHI	Director, Member of the Board who is an Audit & Supervisory Committee Member

Notes:

- Asterisks (*) indicate new candidates for the members of the Board of Directors who are Audit & Supervisory Committee Members
- Mr. Kenji HIRAMATSU, Ms. Aiko SEKINE, and Ms. Sumiko TAKEUCHI meet the requirements of an outside director as set forth in Article 2, Item 15 of the Companies Act.

Ⅲ. Changes in the division of business responsibilities and delegation of office for Vice Chairman and Executive Vice President, Executive Vice Presidents and Directors that will be members of the Board of Director, the appointment of Executive Vice Presidents, Senior Managing Executive Officer, Managing Executive Officers and Executive Officers, and the division of business responsibilities and delegation of office for Executive Vice Presidents, Senior Managing Executive Officer, Managing Executive Officers and Executive Officers as of April 1

< Management Structure as of April 1, 2026>

Representative Director, Chairman and CEO

Eiji HASHIMOTO

Representative Director, President and COO

Tadashi IMAI

Representative Director, Vice Chairman and Executive Vice President

Takahiro MORI
- Rendering assistance to Chairman and CEO, and cooperating with President and COO on large-scale overseas projects
- Head of Global Business Development;
  Project Leader, India Project, Global Business Development Sector;
  Project Leader, Thai Project, Global Business Development Sector;
  Project Leader, USS Project
- Overseas Offices (including locally incorporated companies)

Representative Directors and Executive Vice Presidents

Naoki SATO
- Plant Engineering and Facility Management;
  Plant/Machinery Engineering & Construction Management;
- Deputy Project Leader, India Project, Global Business Development Sector;
  Deputy Project Leader, Thai Project, Global Business Development Sector;
  Deputy Project Leader, USS Project
- Cooperating with Executive Vice President T. Mori on Technology and Facilities concerning Global Business Development

Takashi HIROSE
- Marketing Administration & Planning; Transportation & Logistics; Project Development; Raw Materials; Raw Materials Business Development; Steel Scrap, HBI & Pig Iron General Planning; Machinery & Materials Procurement; Steel Products Units; Domestic Offices
- Deputy Project Leader, USS Project
  Deputy Project Leader, Next-Generation Hot Strip Mill Project
- Cooperating with Executive Vice President T. Mori on Overseas Offices (including locally incorporated companies)

Hirofumi FUNAKOSHI
- Corporate Planning; Group Companies Planning; General Administration; Business Transformation Project; Legal; Internal Control & Audit; Human Resources; Environmental Planning; Policy issues concerning Green Transformation Development;
- Deputy Project Leader, USS Project
- Rendering assistance to President and COO on Corporate Communication

Hiroyuki MINATO	• Digital Innovation; Information & Communication Technology; Intellectual Property; Safety, Environment & Plant Safety; Technical Administration & Planning; Quality Management; Ironmaking Technology; Steelmaking Technology; Energy Technology; Slag, Cement & Resource Recycling; Technical issues concerning Green Transformation Development • Deputy Project Leader, USS Project Project Leader, Electric Furnace Project Project Leader, Next-Generation Hot Strip Mill Project; • Cooperating with Executive Vice President H. Funakoshi on Production & Facilities Planning concerning Corporate Planning • Cooperating with Executive Vice President T. Hirose on Transportation & Logistics Technology • Cooperating with Executive Vice President T. Hirose on Steel Scrap, HBI & Pig Iron General Planning • Cooperating with Executive Vice President T. Hirose on Steel Products Units
Nobuhiro FUJITA	• Head of Research and Development Deputy Project Leader, USS Project • Cooperating with Executive Vice President H. Minato on Green Transformation Development

Directors, Members of the Board

Tetsuro TOMITA

Kuniko URANO

Notes:
Mr. Tetsuro TOMITA and Ms. Kuniko URANO meet the requirements of an outside director as set forth in Article 2, Item 15 of the Companies Act.

Executive Vice Presidents

Yuji NOMIYAMA	• Head of Works, East Nippon Works

Senior Managing Executive Officer and Managing Executive Officers

[**Senior Managing Executive Officer**]

Takahiko IWAI	• Accounting & Finance(CFO) • Rendering assistance to President and COO on Accounting & Finance and IR concerning Corporate Communications • Rendering assistance to Executive Vice President T. Mori on Global Business Development

[**Managing Executive Officers**]

Takeshi IMAI	• Head of Works, Setouchi Works
Hidenori OGAWA	• Head of Works, Kansai Works
Masashi KISHIMOTO	• Head of Works, North Nippon Works

Noriyuki HIRAMITSU	• Head of Works, Nagoya Works
Eiji ORIHASHI	• Head of Green Transformation Development ; Deputy Project Leader, Electric Furnace Project; • Rendering assistance to Executive Vice President H. Funakoshi on Production & Facilities Planning concerning Corporate Planning • Rendering assistance to Executive Vice President H. Minato on Steel Scrap, HBI & Pig Iron General Planning • Rendering assistance to Deputy Project Leader, on USS Project
Satoru ENDO	• Project Leader, Business Transformation Project • Corporate Planning; Group Companies Planning; General Administration; Human Resources • Cooperating with Head of Green Transformation Development on Green Transformation Development
Masahiro NAKATA	• Head of Works, Kyushu Works Deputy Project Leader, Electric Furnace Project
Tsuyoshi HARADA	• Legal; Legal in Intellectual Property • Rendering assistance to Executive Vice President T. Mori on Global Business Development
Nobuo OKOCHI	• Cooperating with Managing Executive Officer Hideki Ogawa on Global Business Development in Southeast Asia excluding Thailand, India, Middle east and Africa and Overseas Offices (including locally incorporated companies) in Southeast Asia excluding Thailand, India, and Middle east.
Kenichi ONODA	• Head of Unit, Railway, Automotive & Machinery Parts Unit
Hiroshi ONO	• Cooperating with Managing Executive Officer S. Iwamoto to on Global Business Development and Overseas Offices (including locally incorporated companies) in the Americas
Masashi IMOTO	• Managing matters relating to United States Steel Corporation
Ryuichi NAGAI	• Head of Unit, Flat Products Unit; • Marketing Administration & Planning • Rendering assistance to Deputy Project Leader, on USS Project • Rendering assistance to Deputy Project Leader, on Thai Project, Global Business Development Sector • Cooperating with Head of Business Transformation Project on Business Transformation Project
Hiroto NAITOH	• Head of Unit, Pipe & Tube Unit • Rendering assistance to Deputy Project Leader, on USS Project • Rendering assistance to Deputy Project Leader, on Thai Project, Global Business Development Sector

Shigekazu IWAMOTO	• Head of Division, Global Business Development Division-Ⅱ, Global Business Development Sector • Global Business Development in the Americas, Europe and Overseas Offices (including locally incorporated companies) in the Americas, Europe. • Rendering assistance to Deputy Project Leader, on USS Project
Hideki OGAWA	• Head of Division, Global Business Development Division-Ⅰ, Global Business Development Sector Project Leader, CSVC Project, Global Business Development Sector; Project Leader, WINSteel Project, Global Business Development Sector; Deputy Project Leader, India Project, Global Business Development Sector; Deputy Project Leader, Thai Project, Global Business Development Sector; • Global Business Development in Asia, India, Middle east and Africa and Overseas Offices (including locally incorporated companies) in Asia, India, and Middle east. • Managing matters relating to NS-Siam United Steel Co. Ltd. on Global Business Development • Rendering assistance to Executive Vice President T. Mori Overseas Offices (including locally incorporated companies) • Cooperating with Head of Unit, Flat Products Unit on CSVC Project and WIN Steel Project
Ken ITO	• Head of Division, Technical Administration & Planning Division • Ironmaking Technology; Steelmaking Technology; Energy Technology; Slag, Cement & Resource Recycling; • Rendering assistance to Executive Vice President H. Minato on Transportation & Logistics Technology • Rendering assistance to Executive Vice President N. Sato on India Project, Global Business Development Sector • Rendering assistance to Deputy Project Leader, on USS Project • Cooperating with Head of Business Transformation Project on Business Transformation Project

Persons in italics: newly appointed as Managing Executive Officer

Executive Officers

Ichiro SATO	• Advisor to the President
Hiroto SONODA	• Advisor to the President
Kohji MIZOGUCHI	• Head of Division, Flat Products Technology Division, Flat Products Unit; Project Leader, JCAPCPL Project, Global Business Development Sector; • Rendering assistance to Deputy Project Leader, on USS Project
Kentaro WAKAMATSU	• Head of Division, Digital Innovation Division; Deputy Project Leader, Business Transformation Project • Rendering assistance to Deputy Project Leader, on USS Project
Masato KOBAYASHI	• Head of Division, Bar & Wire Rod Technology Division, Bar & Wire Rod Unit

Tadamitsu MIYOSHI	• Head of Division, Human Resources Division • Cooperating with Head of Division, Safety, Environment & Plant Safety Division on Safety • Cooperating with Deputy Project Leader on Business Transformation Project
Keiji TANAKA	• Head of Center, Plant Engineering and Facility Management Center • Rendering assistance to Executive Vice President N. Sato on India Project, Global Business Development Sector • Rendering assistance to Deputy Project Leader, on USS Project • Cooperating with Deputy Project Leader on Business Transformation Project
Yasushi KURITA	• Vice Head of Works, Kyushu Works (Representative of Oita Area)
Yasunari SHIGETA	• Head of Division, Electrical Steel Sheet Division, Flat Products Unit • Rendering assistance to Head of Unit, Flat Products Unit on Flat Products • Rendering assistance to Deputy Project Leader, on USS Project
Akihiro UENISHI	• Head of Division, R & D Planning Division, R & D Laboratories • Rendering assistance to Deputy Project Leader, on USS Project
Shigeaki TANAKA	• Environmental Planning • Rendering assistance to Head of Green Transformation Development on Green Transformation Development
Tomomitsu INADA	• Managing matters relating to United States Steel Corporation
Hideyuki HAYASHI	• Head of Center, Plant/Machinery Engineering & Construction Management Center • Rendering assistance to Deputy Project Leader, on USS Project
Akira KUBOTA	• Managing matters relating to United States Steel Corporation
Kazunori YASUMITSU	• Vice Head of Works, East Nippon Works (Representative of Kashima Area)
Takeshi YAMANE	• Advisor to the President
Yosuke SAKAI	• Head of Unit, Stainless Steel & Titanium Unit
Yutaka AKASE	• Head of Division, Safety, Environment & Plant Safety Division • Cooperating with Deputy Project Leader on Business Transformation Project

Satoru IKEDA	• Head of Division, Accounting & Finance Division • Rendering assistance to Senior Managing Executive Officer T. Iwai on Corporate Communications. • Cooperating with Deputy Project Leader on Business Transformation Project
Ken TERAI	• Head of Office, Kansai Office
Kenichi TAKANO	• Head of Unit, Bar & Wire Rod Unit • Rendering assistance to Deputy Project Leader, on Thai Project, Global Business Development Sector
Shinichi KATO	• Head of Division, Corporate Planning

Persons in italics: newly appointed as Executive Officer

Reference 1:
Expected management structure as of the date of the 102nd Annual Meeting of Shareholders scheduled to be held in late June 2026(at the time of completion of the meeting of the Board of Directors to be held immediately after the annual meeting of shareholders)

Representative Director, Chairman and CEO

Eiji HASHIMOTO

Representative Director, President and COO

Tadashi IMAI

Representative Director, Vice Chairman and Executive Vice President

Takahiro MORI	• Rendering assistance to Chairman and CEO, and cooperating with President and COO on large-scale overseas projects • Head of Global Business Development; Project Leader, India Project, Global Business Development Sector; Project Leader, Thai Project, Global Business Development Sector; Project Leader, USS Project • Overseas Offices (including locally incorporated companies)

Representative Directors and Executive Vice Presidents

Naoki SATO	• Plant Engineering and Facility Management; Plant/Machinery Engineering & Construction Management; • Deputy Project Leader, India Project, Global Business Development Sector; Deputy Project Leader, Thai Project, Global Business Development Sector; Deputy Project Leader, USS Project • Cooperating with Executive Vice President T. Mori on Technology and Facilities concerning Global Business Development

Takashi HIROSE	• Marketing Administration & Planning; Transportation & Logistics; Project Development; Raw Materials; Raw Materials Business Development; Steel Scrap, HBI & Pig Iron General Planning; Machinery & Materials Procurement; Steel Products Units; Domestic Offices • Deputy Project Leader, USS Project Deputy Project Leader, Next-Generation Hot Strip Mill Project • Cooperating with Executive Vice President T. Mori on Overseas Offices (including locally incorporated companies)
Hirofumi FUNAKOSHI	• Corporate Planning; Group Companies Planning; General Administration; Business Transformation Project; Legal; Internal Control & Audit; Human Resources; Environmental Planning; Policy issues concerning Green Transformation Development; • Deputy Project Leader, USS Project • Rendering assistance to President and COO on Corporate Communication
Hiroyuki MINATO	• Digital Innovation; Information & Communication Technology; Intellectual Property; Safety, Environment & Plant Safety; Technical Administration & Planning; Quality Management; Ironmaking Technology; Steelmaking Technology; Energy Technology; Slag, Cement & Resource Recycling; Technical issues concerning Green Transformation Development • Deputy Project Leader, USS Project Project Leader, Electric Furnace Project Project Leader, Next-Generation Hot Strip Mill Project; • Cooperating with Executive Vice President H. Funakoshi on Production & Facilities Planning concerning Corporate Planning • Cooperating with Executive Vice President T. Hirose on Transportation & Logistics Technology • Cooperating with Executive Vice President T. Hirose on Steel Scrap, HBI & Pig Iron General Planning • Cooperating with Executive Vice President T. Hirose on Steel Products Units
Nobuhiro FUJITA	• Head of Research and Development Deputy Project Leader, USS Project • Cooperating with Executive Vice President H. Minato on Green Transformation Development

Directors, Members of the Board

Jun SAWADA

Miharu KOEZUKA

Note:

・Mr. Jun SAWADA and Ms. Miharu KOEZUKA meet the requirements of an outside director as set forth in Article 2, Item 15 of the Companies Act.

Directors, Members of the Board who are Audit & Supervisory Committee Members

(Senior Audit & Supervisory Committee Member)

Kazumasa SHINKAI

Directors, Members of the Board who are Audit & Supervisory Committee Members

(Audit & Supervisory Committee Member)

Takeshi YAMANE

Directors, Members of the Board who are Audit & Supervisory Committee Members

(Audit & Supervisory Committee Members)

Kenji HIRAMATSU

Aiko SEKINE

Sumiko TAKEUCHI

Note:

・Mr. Kenji HIRAMATSU, Ms. Aiko SEKINE, and Ms. Sumiko TAKEUCHI meet the requirements of an outside director as set forth in Article 2, Item 15 of the Companies Act.

Executive Vice President

Yuji NOMIYAMA	• Head of Works, East Nippon Works

Senior Managing Executive Officer and Managing Executive Officers

[**Senior Managing Executive Officer**]

Takahiko IWAI	• Accounting & Finance(CFO) • Rendering assistance to President and COO on Accounting & Finance and IR concerning Corporate Communications • Rendering assistance to Executive Vice President T. Mori on Global Business Development;

[**Managing Executive Officers**]

Takeshi IMAI	• Head of Works, Setouchi Works
Hidenori OGAWA	• Head of Works, Kansai Works
Masashi KISHIMOTO	• Head of Works, North Nippon Works
Noriyuki HIRAMITSU	• Head of Works, Nagoya Works
Eiji ORIHASHI	• Head of Green Transformation Development; Deputy Project Leader, Electric Furnace Project; • Rendering assistance to Executive Vice President H. Funakoshi on Production & Facilities Planning concerning Corporate Planning • Rendering assistance to Executive Vice President H. Minato on Steel Scrap, HBI & Pig Iron General Planning • Rendering assistance to Deputy Project Leader, on USS Project

Satoru ENDO	• Project Leader, Business Transformation Project • Corporate Planning; Group Companies Planning; General Administration; Human Resources • Cooperating with Head of Green Transformation Development on Green Transformation Development
Masahiro NAKATA	• Head of Works, Kyushu Works; Deputy Project Leader, Electric Furnace Project
Tsuyoshi HARADA	• Legal; Legal in Intellectual Property • Rendering assistance to Executive Vice President T. Mori on Global Business Development
Nobuo OKOCHI	• Cooperating with Managing Executive Officer Hideki Ogawa on Global Business Development in Southeast Asia excluding Thailand, India, Middle east and Africa and Overseas Offices (including locally incorporated companies) in Southeast Asia excluding Thailand, India, and Middle east.
Kenichi ONODA	• Head of Unit, Railway, Automotive & Machinery Parts Unit
Hiroshi ONO	• Cooperating with Managing Executive Officer S. Iwamoto to on Global Business Development and Overseas Offices (including locally incorporated companies) in the Americas
Masashi IMOTO	• Managing matters relating to United States Steel Corporation
Ryuichi NAGAI	• Head of Unit, Flat Products Unit; • Marketing Administration & Planning • Rendering assistance to Deputy Project Leader, on USS Project • Rendering assistance to Deputy Project Leader, on Thai Project, Global Business Development Sector • Cooperating with Head of Business Transformation Project on Business Transformation Project
Hiroto NAITOH	• Head of Unit, Pipe & Tube Unit • Rendering assistance to Deputy Project Leader, on USS Project • Rendering assistance to Deputy Project Leader, on Thai Project, Global Business Development Sector
Shigekazu IWAMOTO	• Head of Division, Global Business Development Division-Ⅱ, Global Business Development Sector • Global Business Development in the Americas, Europe and Overseas Offices (including locally incorporated companies) in the Americas, Europe. Rendering assistance to Deputy Project Leader, on USS Project

Hideki OGAWA	• Head of Division, Global Business Development Division- Ⅰ, Global Business Development Sector Project Leader, CSVC Project, Global Business Development Sector; Project Leader, WINSteel Project, Global Business Development Sector; Deputy Project Leader, India Project, Global Business Development Sector; Deputy Project Leader, Thai Project, Global Business Development Sector; • Global Business Development in Asia, India, Middle east and Africa and Overseas Offices (including locally incorporated companies) in Asia, India, and Middle east. • Managing matters relating to NS-Siam United Steel Co. Ltd. on Global Business Development • Rendering assistance to Executive Vice President T. Mori Overseas Offices (including locally incorporated companies) • Cooperating with Head of Unit, Flat Products Unit on CSVC Project and WIN Steel Project
Ken ITO	• Head of Division, Technical Administration & Planning Division • Ironmaking Technology; Steelmaking Technology; Energy Technology; Slag, Cement & Resource Recycling; • Rendering assistance to Executive Vice President H. Minato on Transportation & Logistics Technology • Rendering assistance to Executive Vice President N. Sato on India Project, Global Business Development Sector • Rendering assistance to Deputy Project Leader, on USS Project • Cooperating with Head of Business Transformation Project on Business Transformation Project

Executive Officers

Kohji MIZOGUCHI	• Head of Division, Flat Products Technology Division, Flat Products Unit; Project Leader, JCAPCPL Project, Global Business Development Sector; • Rendering assistance to Deputy Project Leader, on USS Project
Kentaro WAKAMATSU	• Head of Division, Digital Innovation Division; Deputy Project Leader, Business Transformation Project • Rendering assistance to Deputy Project Leader, on USS Project
Masato KOBAYASHI	• Head of Division, Bar & Wire Rod Technology Division, Bar & Wire Rod Unit
Tadamitsu MIYOSHI	• Head of Division, Human Resources Division • Cooperating with Head of Division, Safety, Environment & Plant Safety Division on Safety • Cooperating with Deputy Project Leader on Business Transformation Project
Keiji TANAKA	• Head of Center, Plant Engineering and Facility Management Center • Rendering assistance to Executive Vice President N. Sato on India Project, Global Business Development Sector • Rendering assistance to Deputy Project Leader, on USS Project • Cooperating with Deputy Project Leader on Business Transformation Project

Yasushi KURITA	• Vice Head of Works, Kyushu Works (Representative of Oita Area)
Yasunari SHIGETA	• Head of Division, Electrical Steel Sheet Division, Flat Products Unit • Rendering assistance to Head of Unit, Flat Products Unit on Flat Products • Rendering assistance to Deputy Project Leader, on USS Project
Akihiro UENISHI	• Head of Division, R & D Planning Division, R & D Laboratories • Rendering assistance to Deputy Project Leader, on USS Project
Shigeaki TANAKA	• Environmental Planning • Rendering assistance to Head of Green Transformation Development on Green Transformation Development
Tomomitsu INADA	• Managing matters relating to United States Steel Corporation
Hideyuki HAYASHI	• Head of Center, Plant/Machinery Engineering & Construction Management Center • Rendering assistance to Deputy Project Leader, on USS Project
Akira KUBOTA	• Managing matters relating to United States Steel Corporation
Kazunori YASUMITSU	• Vice Head of Works, East Nippon Works (Representative of Kashima Area)
Yosuke SAKAI	• Head of Unit, Stainless Steel & Titanium Unit
Yutaka AKASE	• Head of Division, Safety, Environment & Plant Safety Division • Cooperating with Deputy Project Leader on Business Transformation Project
Satoru IKEDA	• Head of Division, Accounting & Finance Division • Rendering assistance to Senior Managing Executive Officer T. Iwai on Corporate Communications. • Cooperating with Deputy Project Leader on Business Transformation Project
Ken TERAI	Head of Office, Kansai Office
Kenichi TAKANO	Head of Unit, Bar & Wire Rod Unit Rendering assistance to Deputy Project Leader, on Thai Project, Global Business Development Sector
Shinichi KATO	Head of Division, Corporate Planning

Reference 2:

Directors (excluding directors who are Audit & Supervisory Committee Members), Directors who are Audit & Supervisory Committee Members, and Executive Officers to retire at the end of the 102nd Annual Meeting of Shareholders scheduled to be held in late June 2026

Retiring Director, Member of the Board

	<Expected position after retirement>
Tetsuro TOMITA	• East Japan Railway Company Advisor
Kuniko URANO	

Retiring Directors, Members of the Board who are Audit & Supervisory Committee Members

Eiji SOGOH	• NIPPON STEEL Chemical & Material CO., LTD. Director, Member of the Board Managing Executive Officer

Retiring Executive Officer

	<Expected position after retirement>
Ichiro SATO	• (*)
Hiroto SONODA	• NIPPON STEEL TRADING CORPORATION President and Representative Director

(*) Position after retirement will be announced as it is determined.

Reference 3:

Executive Officers to be newly appointed on April 1, 2026

	< Current Position>
Ken TERAI	• Head of Unit, Titanium Unit
Kenichi TAKANO	• Head of Branch, Nagoya Marketing Branch
Shinichi KATO	• Head of Division, Corporate Planning

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