

To Whom It May Concern:

February 15, 2024

Company Name: Nippon Steel Corporation
Representative: Eiji Hashimoto
Representative Director and President
Stock listing: Prime Market of Tokyo Stock Exchange, / Nagoya
Stock Exchange / Fukuoka Stock Exchange /
Sapporo Securities Exchange
Code Number: 5401
Contact: Public Relations Center, General Administration Div.
Telephone: +81-3-6867-2135, 2146, 2977, 3419

Notice of Changes in Representative Directors, Board Members and Officers

Nippon Steel Corporation (the “Company”) has resolved and decided informally at the Meeting of the Board of Directors held today to the changes in Representative Directors as described below.

1. Reason for the Changes

Changes to representation rights accompanying changes in board members

2. Name, Titles, Appointment Date and Number of Shares of Retiring and New Representative Directors

(1) Decision

(Retiring Representative Director)

Name (Date of birth)	New Title	Current Title	Appointment Date	Number of Shares of the Company Owned
Kosei SHINDO (September 14, 1949)	Director, Member of the Board	Representative Director and Chairman	April 1, 2024	55,796 shares

(Note) The number of shares of the Company owned is as of January 31, 2024.

(2) Informal Decision

(New Representative Director)

Name (Date of birth)	New Title	Title (as of April 1,2024)	Appointment Date	Number of Shares of the Company Owned
Hiroyuki MINATO (February 23, 1965)	Representative Director and Executive Vice President, Project Leader, Next-Generation Hot Strip Mill Project; Project Leader, Electric Furnace Project	Executive Vice President, Project Leader, Next-Generation Hot Strip Mill Project; Project Leader, Electric Furnace Project	Late June,2024	5,395 shares

(Note1) The change will be officially resolved at the meeting of the board of directors to be held immediately after the 100th General Meeting of Shareholders scheduled for late June 2024.

(Note2) The number of shares of the Company owned is as of January 31, 2024.

(Note3) The current title is as follows.

Name	Current Title
Hiroyuki MINATO	Managing Executive Officer, Deputy Project Leader, Thai Steel Project, Global Business Development Sector

3. Brief Career Summary of New Representative Director

Name	Brief Career Summary	
Hiroyuki MINATO	April 1989	Joined Nippon Steel Corporation
	April 2018	Executive Officer; Head of Div., Technical Administration & Planning Div. of the Company
	April 2020	Executive Officer; Head of Works, Muroran Works of the Company
	April 2021	Managing Executive Officer; Head of Works, Muroran Works of the Company
	April 2022	Managing Executive Officer of the Company
	April 2023	Managing Executive Officer; Deputy Project Leader, Thai Steel Project, Global Business Development Sector of the Company

In addition, the Company announces the Changes in Board Members and Officers as described below.

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 100th Annual Meeting of Shareholders scheduled to be held in late June 2024 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 100th Annual Meeting of Shareholders (scheduled to be held in late June 2024)

(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 100th 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	<ul style="list-style-type: none"> • 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, USS Project • Accounting & Finance; Overseas Offices (including locally incorporated companies)
Naoki SATO	Representative Director and Executive Vice President	<ul style="list-style-type: none"> • Digital Innovation; Information & Communication Technology; Plant Engineering and Facility Management; Plant/Machinery Engineering & Construction Management; Ironmaking Technology; Steelmaking Technology; Energy Technology • Deputy Project Leader, India Project, Global Business Development Sector; Deputy Project Leader, Thai Steel Project, Global Business Development Sector; Deputy Project Leader, USS Project • Cooperating with Executive Vice President H. Minato on Production and Facilities stabilization concerning Technical Administration & Planning • Cooperating with Executive Vice President T. Hirose on Production and Facilities stabilization concerning Steel Products Units • Cooperating with Executive Vice President T. Mori on Technology and Facilities concerning Global Business Development
Takashi HIROSE	Representative Director and Executive Vice President	<ul style="list-style-type: none"> • Marketing Administration & Planning; Transportation & Logistics; Project Development; Raw Materials; Machinery & Materials Procurement; Steel Products Units; Domestic Office and Branches • Deputy Project Leader, Next-Generation Hot Strip Mill Project • Cooperating with Executive Vice President T. Mori on Overseas Offices (including locally incorporated companies)

Kazuhisa FUKUDA	Representative Director and Executive Vice President	<ul style="list-style-type: none"> • Head of Research and Development • Cooperating with Executive Vice President H. Minato on Green Transformation Development
Hirofumi FUNAKOSHI	Representative Director and Executive Vice President	<ul style="list-style-type: none"> • Corporate Planning; Group Companies Planning; General Administration; Legal; Internal Control & Audit; Human Resources; Environmental Planning; Business Transformation & Standardization; Policy issues concerning Green Transformation Development • Cooperating with Executive Vice President H.Minato on Environmental Technology & Management
* Hiroyuki MINATO	Representative Director and Executive Vice President	<ul style="list-style-type: none"> • Intellectual Property; Safety; Environmental Technology & Management; Technical Administration & Planning (including Standardization); Quality Management; Slag, Cement & Resource Recycling; Technical issues concerning Green Transformation Development • Project Leader, Next-Generation Hot Strip Mill Project; Project Leader, Electric Furnace Project • Cooperating with Executive Vice President H. Funakoshi on Production & Facilities Planning concerning Corporate Planning • Cooperating with Executive Vice President H. Funakoshi on Environmental Planning • Cooperating with Executive Vice President T. Hirose on Steel Products Units • Cooperating with Executive Vice President T. Hirose on Transportation & Logistics Technology
Tetsuro TOMITA	Director, Member of the Board	
Kuniko URANO	Director, Member of the Board	

Notes:

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

II. Candidates for members of the Board of Directors who are Audit & Supervisory Committee Members to be submitted to the 100th Annual Meeting of Shareholders (scheduled to be held in late June 2024)

Name	Title (planned)
* Kazumasa SHINKAI	Director, Member of the Board who is an Audit & Supervisory Committee Member (Current Position : Managing Executive Officer, Nippon Steel Corporation (General Administration; Internal Control & Audit; Business Transformation & Standardization))
* Eiji SOGOH	Director, Member of the Board who is an Audit & Supervisory Committee Member (Current Position : Managing Executive Officer, Nippon Steel Corporation (Human Resources; Group Companies Planning))
* Kenji HIRAMATSU	Director, Member of the Board who is an Audit & Supervisory Committee Member (Current Position: Chairman of the Institute, Institute for International Strategy, The Japan Research Institute. Limited) (Former Position: Ministry of Foreign Affairs of Japan, Ambassador Extraordinary and Plenipotentiary of Japan to Spain)
* Aiko SEKINE	Director, Member of the Board who is an Audit & Supervisory Committee Member (Current Position: Professor, Faculty of Commerce, Waseda University; Senior Advisor, The Japanese Institute of Certified Public Accountants)
* Sumiko TAKEUCHI	Director, Member of the Board who is an Audit & Supervisory Committee Member (Current Position: Senior Fellow / Member, Board of Directors, International Environment and Economy Institute; Specially appointed professor, Tohoku University)

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 Officers, Managing Executive Officers and Executive Officers, and the division of business responsibilities and delegation of office for Executive Vice Presidents, Senior Managing Executive Officers, Managing Executive Officers and Executive Officers as of April 1

< Management Structure as of April 1, 2024 >

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, USS Project
- Accounting & Finance; Overseas Offices (including locally incorporated companies)

Representative Directors and Executive Vice Presidents

Naoki SATO

- Digital Innovation; Information & Communication Technology; Plant Engineering and Facility Management; Plant/Machinery Engineering & Construction Management; Ironmaking Technology; Steelmaking Technology; Energy Technology
- Deputy Project Leader, India Project, Global Business Development Sector; Deputy Project Leader, Thai Steel Project, Global Business Development Sector; Deputy Project Leader, USS Project
- Cooperating with Executive Vice President H. Minato on Production and Facilities stabilization concerning Technical Administration & Planning
- Cooperating with Executive Vice President T. Hirose on Production and Facilities stabilization concerning Steel Products Units
- 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; Machinery & Materials Procurement; Steel Products Units; Domestic Office and Branches
- Deputy Project Leader, Next-Generation Hot Strip Mill Project
- Cooperating with Executive Vice President T. Mori on Overseas Offices (including locally incorporated companies)

Kazuhisa FUKUDA

- Head of Research and Development
- Cooperating with Executive Vice President H. Minato on Green Transformation Development

- Hirofumi FUNAKOSHI
- Corporate Planning; Group Companies Planning; General Administration; Legal; Internal Control & Audit; Human Resources; Environmental Planning; Business Transformation & Standardization; Policy issues concerning Green Transformation Development
 - Cooperating with Executive Vice President H.Minato on Environmental Technology & Management

Directors, Members of the Board

- Kosei SHINDO
- Senior Advisor

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

- Hirofumi MINATO*
- Intellectual Property; Safety; Environmental Technology & Management; Technical Administration & Planning (including Standardization); Quality Management; Slag, Cement & Resource Recycling; Technical issues concerning Green Transformation Development
 - Project Leader, Next-Generation Hot Strip Mill Project; Project Leader, Electric Furnace Project
 - Cooperating with Executive Vice President H. Funakoshi on Production & Facilities Planning concerning Corporate Planning
 - Cooperating with Executive Vice President H. Funakoshi on Environmental Planning
 - Cooperating with Executive Vice President T. Hirose on Steel Products Units
 - Cooperating with Executive Vice President T. Hirose on Transportation & Logistics Technology
- Yuji NOMIYAMA*
- Head of Works, East Nippon Works

Persons in italics: newly appointed as Executive Vice President

Senior Managing Executive Officers and Managing Executive Officers

[Senior Managing Executive Officers]

Ichiro SATO

- Vice Head of Global Business Development; 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; Project Leader, Thai Steel Project, Global Business Development Sector; Deputy Project Leader, USS Project
- Overseas Offices (including locally incorporated companies)
- Cooperating with Head of Unit, Flat Products Unit on CSVC Project and WINSteel Project

Nobuhiro FUJITA

- Head of Laboratories, Steel Research Laboratories, R & D Laboratories

Persons in italics: newly appointed as Senior Managing Executive Officer

[Managing Executive Officers]

Kyoichi ARAKI

- Ironmaking Technology; Energy Technology; Slag, Cement & Resource Recycling
- Cooperating with Head of Green Transformation Development on Green Transformation Development

Takahiko IWAI

- Accounting & Finance
- Rendering assistance to Executive Vice President T. Mori on Global Business Development
- Cooperating with Head of Division, General Administration Division on Public Relations and Business Transformation & Standardization
- Cooperating with Head of Division, Digital Innovation Division on Digital Innovation

Takeshi IMAI

- Head of Works, Setouchi Works

Hidenori OGAWA

- Head of Works, Kansai Works

Akihiko KOJIMA

- Head of Division, Intellectual Property Division

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; Deputy Project Leader, USS Project
 - Rendering assistance to Executive Vice President K. Fukuda on Corporate Planning in R & D
 - Rendering assistance to Executive Vice President H. Funakoshi on Production & Facilities Planning concerning Corporate Planning
 - Cooperating with Head of Division, Digital Innovation Division on Digital Innovation
- Satoru ENDO
- Head of Unit, Flat Products Unit; Project Leader, BNA Project, Global Business Development Sector
 - Marketing Administration & Planning; Transportation & Logistics
- 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 Senior Managing Executive Officer I. Sato on Global business Development and Overseas Offices (including locally incorporated companies) in Southeast Asia and India
- Kenichi ONODA*
- Head of Unit, Railway, Automotive & Machinery Parts Unit
- Hiroshi ONO*
- Project Leader, USIMINAS Project, Global Business Development Sector
 - Cooperating with Senior Managing Executive Officer I. Sato on Global business Development and Overseas Offices (including locally incorporated companies) in the Americas
- Hiroto SONODA*
- Head of Unit, Plate & Construction Products Unit; Head of Unit, Bar & Wire Rod Unit
- Masashi IMOTO*
- Cooperating with Senior Managing Executive Officer I. Sato on USS Project
- Ryuichi NAGAI*
- Head of Unit, Pipe & Tube Unit
 - Raw Materials; Machinery & Materials Procurement
- Hiroto NAITOH*
- Corporate Planning; Group Companies Planning; Human Resources
 - Cooperating with Head of Green Transformation Development on Green Transformation Development
 - Cooperating with Head of Division, General Administration Division on Business Transformation & Standardization
 - Cooperating with Head of Division, Digital Innovation Division on Digital Innovation

Shigekazu IWAMOTO

- Head of Division, Global Business Development Division-II, Global Business Development Sector
- Cooperating with Senior Managing Executive Officer I. Sato on USS Project

Persons in italics: newly appointed as Managing Executive Officer

Executive Officers

Junichi TANI

- Advisor to the President

Kazumasa SHINKAI

- Advisor to the President

Hidenori KINUGASA

- Advisor to the President

Eiji SOGOH

- Advisor to the President

Ken ITO

- Head of Division, Technical Administration & Planning Division
- Standardization
- Rendering assistance to Executive Vice President N. Sato on India Project, Global Business Development Sector
- Rendering assistance to Managing Executive Officer S. Endo on Transportation & Logistics Technology
- Cooperating with Head of Division, General Administration Division on Business Transformation & Standardization
- Cooperating with Head of Division, Digital Innovation Division on Digital Innovation

Kohji MIZOGUCHI

- Head of Division, Flat Products Technology Division, Flat Products Unit; Project Leader, JCAPCPL Project, Global Business Development Sector; Deputy Project Leader, BNA Project, Global Business Development Sector
- Cooperating with Head of Division, Technical Administration & Planning Division on Hot Rolling Technology

Kentaro WAKAMATSU

- Rendering assistance to Executive Vice President N. Sato 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
- Rendering assistance to Executive Vice President H. Minato on Safety

Takeo HOSHINO

- Head of Division, Digital Innovation Division;
Head of Division, Information & Communication Technology Division
- Cooperating with Head of Division, General Administration Division on Business Transformation & Standardization

- 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

- Yasushi KURITA
 - Vice Head of Works, Kyushu Works (Representative of Oita Area)

- Yasunari SHIGETA
 - Head of Division, Tin Mill Products & Electrical Steel Sheet Division, Flat Products Unit
 - Rendering assistance to Head of Unit, Flat Products Unit on Flat Products

- Akihiro UENISHI
 - Head of Division, R & D Planning Division, R & D Laboratories

- Shigeaki TANAKA*
 - Environmental Planning
 - Rendering assistance to Head of Green Transformation Development on Green Transformation Development

- Hideki OGAWA*
 - Managing matters relating to NS-Siam United Steel Co. Ltd. on Global Business Development

- Tomomitsu INADA*
 - Rendering assistance to Executive Vice President N. Sato on USS Project

- Hideyuki HAYASHI*
 - Head of Center, Plant/Machinery Engineering & Construction Management Center

- Akira KUBOTA*
 - Head of Division, Flat Products, Rail & Shape Global Marketing Division, Flat Products Unit;
 - Rendering assistance to Head of Unit, Flat Products Unit on Flat Products

- Kazunori YASUMITSU*
 - Vice Head of Works, East Nippon Works (Representative of Kashima Area)

- Takeshi YAMANE*
 - Head of Division, General Administration Division
 - Business Transformation & Standardization
 - Cooperating with Head of Division, Digital Innovation Division on Digital Innovation

Persons in italics: newly appointed as Executive Officer

Reference 1:

Expected management structure as of the date of the 100th Annual Meeting of Shareholders scheduled to be held in late June 2024(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, USS Project
- Accounting & Finance; Overseas Offices (including locally incorporated companies)

Representative Directors and Executive Vice Presidents

Naoki SATO

- Digital Innovation; Information & Communication Technology; Plant Engineering and Facility Management; Plant/Machinery Engineering & Construction Management; Ironmaking Technology; Steelmaking Technology; Energy Technology
- Deputy Project Leader, India Project, Global Business Development Sector; Deputy Project Leader, Thai Steel Project, Global Business Development Sector; Deputy Project Leader, USS Project
- Cooperating with Executive Vice President H. Minato on Production and Facilities stabilization concerning Technical Administration & Planning
- Cooperating with Executive Vice President T. Hirose on Production and Facilities stabilization concerning Steel Products Units
- 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; Machinery & Materials Procurement; Steel Products Units; Domestic Office and Branches
- Deputy Project Leader, Next-Generation Hot Strip Mill Project
- Cooperating with Executive Vice President T. Mori on Overseas Offices (including locally incorporated companies)

Kazuhisa FUKUDA

- Head of Research and Development
- Cooperating with Executive Vice President H. Minato on Green Transformation Development

Hirofumi FUNAKOSHI

- Corporate Planning; Group Companies Planning; General Administration; Legal; Internal Control & Audit; Human Resources; Environmental Planning; Business Transformation & Standardization; Policy issues concerning Green Transformation Development
- Cooperating with Executive Vice President H.Minato on Environmental Technology & Management

Hiroyuki MINATO

- Intellectual Property; Safety; Environmental Technology & Management; Technical Administration & Planning (including Standardization); Quality Management; Slag, Cement & Resource Recycling; Technical issues concerning Green Transformation Development
- Project Leader, Next-Generation Hot Strip Mill Project; Project Leader, Electric Furnace Project
- Cooperating with Executive Vice President H. Funakoshi on Production & Facilities Planning concerning Corporate Planning
- Cooperating with Executive Vice President H. Funakoshi on Environmental Planning
- Cooperating with Executive Vice President T. Hirose on Steel Products Units
- Cooperating with Executive Vice President T. Hirose on Transportation & Logistics Technology

Directors, Members of the Board

Tetsuro TOMITA

Kuniko URANO

Note:

- 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.

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

Kazumasa SHINKAI

Eiji SOGOH

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 Officers and Managing Executive Officers

[Senior Managing Executive Officers]

- Ichiro SATO
- Vice Head of Global Business Development; 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; Project Leader, Thai Steel Project, Global Business Development Sector; Deputy Project Leader, USS Project
 - Overseas Offices (including locally incorporated companies)
 - Cooperating with Head of Unit, Flat Products Unit on CSVC Project and WINSteel Project
- Nobuhiro FUJITA
- Head of Laboratories, Steel Research Laboratories, R & D Laboratories

[Managing Executive Officers]

- Kyoichi ARAKI
- Ironmaking Technology; Energy Technology; Slag, Cement & Resource Recycling
 - Cooperating with Head of Green Transformation Development on Green Transformation Development
- Takahiko IWAI
- Accounting & Finance
 - Rendering assistance to Executive Vice President T. Mori on Global Business Development
 - Cooperating with Head of Division, General Administration Division on Public Relations and Business Transformation & Standardization
 - Cooperating with Head of Division, Digital Innovation Division on Digital Innovation
- Takeshi IMAI
- Head of Works, Setouchi Works
- Hidenori OGAWA
- Head of Works, Kansai Works
- Akihiko KOJIMA
- Head of Division, Intellectual Property Division
- 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; Deputy Project Leader, USS Project
 - Rendering assistance to Executive Vice President K. Fukuda on Corporate Planning in R & D
 - Rendering assistance to Executive Vice President H. Funakoshi on Production & Facilities Planning concerning Corporate Planning
 - Cooperating with Head of Division, Digital Innovation Division on Digital Innovation

Satoru ENDO	<ul style="list-style-type: none"> • Head of Unit, Flat Products Unit; Project Leader, BNA Project, Global Business Development Sector • Marketing Administration & Planning; Transportation & Logistics
Masahiro NAKATA	<ul style="list-style-type: none"> • Head of Works, Kyushu Works; Deputy Project Leader, Electric Furnace Project
Tsuyoshi HARADA	<ul style="list-style-type: none"> • Legal; Legal in Intellectual Property • Rendering assistance to Executive Vice President T. Mori on Global Business Development
Nobuo OKOCHI	<ul style="list-style-type: none"> • Cooperating with Senior Managing Executive Officer I. Sato on Global business Development and Overseas Offices (including locally incorporated companies) in Southeast Asia and India
Kenichi ONODA	<ul style="list-style-type: none"> • Head of Unit, Railway, Automotive & Machinery Parts Unit
Hiroshi ONO	<ul style="list-style-type: none"> • Project Leader, USIMINAS Project, Global Business Development Sector • Cooperating with Senior Managing Executive Officer I. Sato on Global business Development and Overseas Offices (including locally incorporated companies) in the Americas
Hiroto SONODA	<ul style="list-style-type: none"> • Head of Unit, Plate & Construction Products Unit; Head of Unit, Bar & Wire Rod Unit
Masashi IMOTO	<ul style="list-style-type: none"> • Cooperating with Senior Managing Executive Officer I. Sato on USS Project
Ryuichi NAGAI	<ul style="list-style-type: none"> • Head of Unit, Pipe & Tube Unit • Raw Materials; Machinery & Materials Procurement
Hiroto NAITOH	<ul style="list-style-type: none"> • Corporate Planning; Group Companies Planning; Human Resources • Cooperating with Head of Green Transformation Development on Green Transformation Development • Cooperating with Head of Division, General Administration Division on Business Transformation & Standardization • Cooperating with Head of Division, Digital Innovation Division on Digital Innovation
Shigekazu IWAMOTO	<ul style="list-style-type: none"> • Head of Division, Global Business Development Division-II, Global Business Development Sector • Cooperating with Senior Managing Executive Officer I. Sato on USS Project

Executive Officers

- Ken ITO
- Head of Division, Technical Administration & Planning Division
 - Standardization
 - Rendering assistance to Executive Vice President N. Sato on India Project, Global Business Development Sector
 - Rendering assistance to Managing Executive Officer S. Endo on Transportation & Logistics Technology
 - Cooperating with Head of Division, General Administration Division on Business Transformation & Standardization
 - Cooperating with Head of Division, Digital Innovation Division on Digital Innovation
- Kohji MIZOGUCHI
- Head of Division, Flat Products Technology Division, Flat Products Unit; Project Leader, JCAPCPL Project, Global Business Development Sector; Deputy Project Leader, BNA Project, Global Business Development Sector
 - Cooperating with Head of Division, Technical Administration & Planning Division on Hot Rolling Technology
- Kentaro WAKAMATSU
- Rendering assistance to Executive Vice President N. Sato 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
 - Rendering assistance to Executive Vice President H. Minato on Safety
- Takeo HOSHINO
- Head of Division, Digital Innovation Division;
 - Head of Division, Information & Communication Technology Division
 - Cooperating with Head of Division, General Administration Division on Business Transformation & Standardization
- 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
- Yasushi KURITA
- Vice Head of Works, Kyushu Works (Representative of Oita Area)
- Yasunari SHIGETA
- Head of Division, Tin Mill Products & Electrical Steel Sheet Division, Flat Products Unit
 - Rendering assistance to Head of Unit, Flat Products Unit on Flat Products
- Akihiro UENISHI
- Head of Division, R & D Planning Division, R & D Laboratories
- Shigeaki TANAKA
- Environmental Planning
 - Rendering assistance to Head of Green Transformation Development on Green Transformation Development
- Hideki OGAWA
- Managing matters relating to NS-Siam United Steel Co. Ltd. on Global Business Development

- Tomomitsu INADA
- Rendering assistance to Executive Vice President N. Sato on USS Project
- Hideyuki HAYASHI
- Head of Center, Plant/Machinery Engineering & Construction Management Center
- Akira KUBOTA
- Head of Division, Flat Products, Rail & Shape Global Marketing Division, Flat Products Unit;
 - Rendering assistance to Head of Unit, Flat Products Unit on Flat Products
- Kazunori YASUMITSU
- Vice Head of Works, East Nippon Works (Representative of Kashima Area)
- Takeshi YAMANE
- Head of Division, General Administration Division
 - Business Transformation & Standardization
 - Cooperating with Head of Division, Digital Innovation Division on Digital Innovation

Reference 2:

Managing Executive Officers, and Executive Officers to retire on March 31, 2024

Retiring Managing Executive Officers

<Expected position after retirement>

- Hiroshi TSUGA • (*)
- Seita OUCHI • Special Advisor, Nippon Steel Corporation

Retiring Executive Officers

<Expected position after retirement>

- Takahisa OHNO • Executive Officer, NIPPON STEEL Chemical & Material Co., Ltd.

Reference 3:

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 100th Annual Meeting of Shareholders scheduled to be held in late June 2024

Retiring Director, Member of the Board

<Expected position after retirement>

- Kosei SHINDO • Senior Advisor, Nippon Steel Corporation

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

<Expected position after retirement>

- Shozo FURUMOTO • Advisor, Nippon Steel Corporation
- Masayoshi MURASE • Director, Member of the Board and Managing Executive Officer, NIPPON STEEL Chemical & Material Co., Ltd.
- Seiichiro AZUMA • Certified Public Accountant Office, AZUMA Seiichiro
- Hiroshi YOSHIKAWA • Professor Emeritus, The University of TOKYO
- Masato KITERA • Director, Marubeni Corporation; Director, Japan Tobacco Inc.

Retiring Executive Officers

<Expected position after retirement>

- Junichi TANI • (*)
- Hidenori KINUGASA • Director, Member of the Board and Executive Vice President, NIPPON STEEL TECHNOLOGY Co., Ltd.
(*) Position after retirement will be announced as it is determined.

Reference 4:

Managing Executive Officer to be newly appointed on April 1, 2024

< Current Position >

Hiroshi ONO

- Executive Counselor,
Project Leader, USIMINAS Project, Global Business Development Sector
- Managing matters relating to Global Business Development in the Americas
Managing matters relating to Overseas Offices (including locally incorporated companies) in the Americas

Reference 5:

Executive Officers to be newly appointed on April 1, 2024

< Current Position >

Shigeaki TANAKA

- Advisor, Nippon Steel Corporation

Hideki OGAWA

- Advisor, Nippon Steel Corporation
Managing matters relating to NS-Siam United Steel Co. Ltd.

Tomomitsu INADA

- Advisor, Nippon Steel Corporation
Managing matters relating to India Project

Hideyuki HAYASHI

- Executive Counselor,
Head of Center, Plant/Machinery Engineering & Construction Management Center

Akira KUBOTA

- General Manager,
Head of Division, Flat Products, Rail & Shape Global Marketing Division,
Flat Products Unit

Kazunori YASUMITSU

- General Manager,
Head of Division, Equipment Division, Nagoya Works

Takeshi YAMANE

- Head of Division, General Administration Division

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