

To Whom It May Concern:

February 17, 2023

Company Name: Nippon Steel Corporation
Representative: Eiji Hashimoto
Representative Director and President
Stock listing: Prime Market of Tokyo Stock Exchange, and
Nagoya, Fukuoka and Sapporo Stock Exchanges
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

(New Representative Director)

| Name (Date of birth) | New Title | Current Title | Appointment Date | Number of Shares of the Company Owned |
|--------------------------------|---|--|------------------|---------------------------------------|
| Tadashi IMAI (May 22, 1963) | Representative Director and Executive Vice President Head of Green Transformation Development; Deputy Project Leader, Next-Generation Hot Strip Mill Project | Managing Director, Member of the Board Project Leader, Thai Steel Project, Global Business Development Sector; Vice Head of Green Transformation Development; Deputy Project Leader, Next-Generation Hot Strip Mill Project | April 1, 2023 | 12,636 shares |

(Note) The number of shares of the Company owned is as of January 31, 2023.

(Retiring Representative Director)

| Name (Date of birth) | New Title | Current Title | Appointment Date | Number of Shares of the Company Owned |
|-----------------------------------|-------------------------------|--|------------------|---------------------------------------|
| Akio MIGITA (October 19, 1961) | Director, Member of the Board | Representative Director and Executive Vice President Head of Green Transformation Development | April 1, 2023 | 18,713 shares |

(Note) The number of shares of the Company owned is as of January 31, 2023.

(2) Informal Decision
(New Representative Directors)

| Name (Date of birth) | New Title | Title (as of April 1, 2023) | Appointment Date | Number of Shares of the Company Owned |
|---|--|--|------------------|---------------------------------------|
| Kazuhisa FUKUDA (December 8, 1960) | Representative Director and Executive Vice President Head of Research and Development | Executive Vice President Head of Research and Development | Late June, 2023 | 8,724 shares |
| Hirofumi FUNAKOSHI (June 17, 1963) | Representative Director and Executive Vice President | Executive Vice President | Late June, 2023 | 2,477 shares |

(Note1) The changes will be officially resolved at the meeting of the board of directors to be held immediately after the 99th General Meeting of Shareholders scheduled for late June 2023.

(Note2) The number of shares of the Company owned is as of January 31, 2023.

(Note3) The current titles of members above are as follows.

| Name | Current Title |
|--------------------|---|
| Kazuhisa FUKUDA | Executive Vice President Head of Research and Development |
| Hirofumi FUNAKOSHI | Managing Executive Officer Vice Head of Green Transformation Development |

3. Brief Career Summaries of New Representative Directors

| Name | Brief Career Summary | |
|--------------------|--|---|
| Tadashi IMAI | April 1988 April 2016 April 2019 June 2020 April 2021 February 2022 April 2022 | Joined Nippon Steel Corporation Executive Officer; Head of Works, Nagoya Works of the Company Managing Executive Officer of the Company Managing Director, Member of the Board of the Company Managing Director, Member of the Board; Deputy Project Leader, Zero-Carbon Steel Project; Deputy Project Leader, Next-Generation Hot Strip Mill Project of the Company Managing Director, Member of the Board; Project Leader, Thai Steel Project, Global Business Development Sector; Deputy Project Leader, Zero-Carbon Steel Project; Deputy Project Leader, Next-Generation Hot Strip Mill Project of the Company Managing Director, Member of the Board; Project Leader, Thai Steel Project, Global Business Development Sector; Vice Head of Green Transformation Development; Deputy Project Leader, Next-Generation Hot Strip Mill Project of the Company |
| Kazuhisa FUKUDA | April 1986 April 2017 April 2018 April 2020 April 2021 April 2022 | Joined Nippon Steel Corporation Executive Officer; Head of Works, Hirohata Works of the Company Managing Executive Officer; Head of Works, Hirohata Works of the Company Managing Executive Officer; Head of Works, Setouchi Works of the Company Executive Vice President; Head of Works, Setouchi Works of the Company Executive Vice President; Head of Research and Development of the Company |
| Hirofumi FUNAKOSHI | July 1987 April 2016 April 2018 April 2019 April 2021 April 2022 | Joined Nippon Steel Corporation General Manager, Corporate Planning Div. of the Company Executive Officer of the Company Executive Officer; Head of Div., Corporate Planning Div. of the Company Managing Executive Officer of the Company Managing Executive Officer; Vice Head of Green Transformation Development 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) to be submitted to the 99th Annual Meeting of Shareholders scheduled to be held in late June 2023 were decided. Also, (ii) (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 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 Executive Vice Presidents and Directors that will be members of the Board of Directors, and (ii) (x) the appointment of Executive Vice Presidents, Managing Executive Officers and Executive Officers, and (y) division of business responsibilities and delegation of office for Executive Vice Presidents, 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 99th Annual Meeting of Shareholders (scheduled to be held in late June 2023)

(The appointment of members of the Board of Directors with titles, the appointment of Representative Directors and division of business responsibilities and delegation of office for 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 99th Annual Meeting of Shareholders.)

| Name | Title (planned) | Division of Business Responsibilities and Delegation of Office (planned) |
|----------------|--|---|
| Kosei SHINDO | Representative Director and Chairman | |
| Eiji HASHIMOTO | Representative Director and President | |
| Naoki SATO | Representative Director and Executive Vice President | <ul style="list-style-type: none"> • Digital Innovation; Information & Communication Technology; Intellectual Property; Safety; Environmental Technology & Management; Plant Safety; Technical Administration & Planning (including Standardization); Quality Management; Plant Engineering and Facility Management; Ironmaking Technology; Steelmaking Technology; Energy Technology; Slag, Cement & Resource Recycling • Project Leader, Next-Generation Hot Strip Mill Project; Project Leader, Ironmaking Operations Project; Deputy Project Leader, India Project, Global Business Development Sector • Cooperating with Executive Vice President T. Imai on Green Transformation Development • Cooperating with Executive Vice President H. Funakoshi on Environmental Planning |
| Takahiro MORI | Representative Director and Executive Vice President | <ul style="list-style-type: none"> • Head of Global Business Development; Project Leader, India Project, Global Business Development Sector • Accounting & Finance; Overseas Offices (including locally incorporated companies) |
| 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 T. Imai on Green Transformation Development |
| Tadashi IMAI | Representative Director and Executive Vice President | <ul style="list-style-type: none"> • Head of Green Transformation Development; Deputy Project Leader, Next-Generation Hot Strip Mill Project • Cooperating with Executive Vice President H. Funakoshi on Production & Facilities Planning concerning Corporate Planning |
| * 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 • Cooperating with Executive Vice President N.Sato on Environmental Technology & Management • Cooperating with Executive Vice President T. Imai on Green Transformation Development |
| Tetsuro TOMITA | Director, Member of the Board | |
| Kuniko URANO | Director, Member of the Board | |

Notes:

- Asterisks (*) indicate new candidates for the members 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. Changes in the division of business responsibilities and delegation of office for Executive Vice Presidents and Directors that will be members of the Board of Directors, the appointment of Executive Vice Presidents, Managing Executive Officers and Executive Officers, and the division of business responsibilities and delegation of office for Executive Vice Presidents, Managing Executive Officers and Executive Officers as of April 1

< Management Structure as of April 1, 2023 >

Representative Director and Chairman

Kosei SHINDO

Representative Director and President

Eiji HASHIMOTO

Representative Directors and Executive Vice Presidents

Naoki SATO

- Digital Innovation; Information & Communication Technology; Intellectual Property; Safety; Environmental Technology & Management; Plant Safety; Technical Administration & Planning (including Standardization); Quality Management; Plant Engineering and Facility Management; Ironmaking Technology; Steelmaking Technology; Energy Technology; Slag, Cement & Resource Recycling; Research and Development
- Project Leader, Next-Generation Hot Strip Mill Project; Project Leader, Ironmaking Operations Project; Deputy Project Leader, India Project, Global Business Development Sector
- Cooperating with Executive Vice President T. Imai on Green Transformation Development
- Cooperating with Executive Vice President H. Funakoshi on Environmental Planning

Takahiro MORI

- Head of Global Business Development; Project Leader, India Project, Global Business Development Sector
- Accounting & Finance; Overseas Offices(including locally incorporated companies)

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)

Tadashi IMAI

- Head of Green Transformation Development; Deputy Project Leader, Next-Generation Hot Strip Mill Project
- Cooperating with Executive Vice President H. Funakoshi on Production & Facilities Planning concerning Corporate Planning

Persons in italics: newly appointed as Executive Vice President

Directors, Members of the Board

Akio MIGITA • Advisor to the President

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

Kazuhisa FUKUDA • Head of Research and Development
• Cooperating with Executive Vice President T. Imai on Green Transformation Development

Hirofumi FUNAKOSHI • Corporate Planning; Group Companies Planning; General Administration; Legal; Internal Control & Audit; Human Resources; Environmental Planning; Business Transformation & Standardization
• Cooperating with Executive Vice President N. Sato on Environmental Technology & Management
• Cooperating with Executive Vice President T. Imai on Green Transformation Development

Persons in italics: newly appointed as Executive Vice President

Managing Executive Officers

Junichi TANI • Advisor to the President

Ichiro SATO • Vice Head of Global Business Development; Project Leader, Thai Steel Project, Global Business Development Sector; Deputy Project Leader, India Project, Global Business Development Sector;
• Overseas Offices (including locally incorporated companies)

Kazumasa SHINKAI • General Administration; Internal Control & Audit; Business Transformation & Standardization
• Rendering assistance to Executive Vice President N. Sato on Digital Innovation

Nobuhiro FUJITA • Head of Laboratories, Steel Research Laboratories, R & D Laboratories

- Hiroyuki MINATO
- Digital Innovation; Information & Communication Technology; Intellectual Property(excluding Legal); Safety; Environmental Technology & Management; Plant Safety; Technical Administration & Planning (including Standardization); Quality Management; Steelmaking Technology
 - Deputy Project Leader, Thai Steel Project, Global Business Development Sector
 - Rendering assistance to Executive Vice President T. Hirose on Steel Products Units
 - Cooperating with Managing Executive Officer K. Araki on Ironmaking Operations Project
 - Cooperating with Managing Executive Officer S. Endo on Transportation & Logistics Technology
- Hiroshi TSUGA
- Head of Office, Osaka Office
 - Rendering assistance to Executive Vice President H. Funakoshi on General Administration, Human Resources
- Yuji NOMIYAMA
- Head of Works, East Nippon Works
 - Cooperating with Managing Executive Officer K. Araki on Ironmaking Operations Project
- Hidenori KINUGASA
- Head of Works, Kansai Works
 - Cooperating with Managing Executive Officer K. Araki on Ironmaking Operations Project
- Kyoichi ARAKI
- Head of Division, Ironmaking Technology Division; Deputy Project Leader, Ironmaking Operations Project
 - Energy Technology; Slag, Cement & Resource Recycling
 - Cooperating with Head of Division, General Planning Division on Green Transformation Development
 - Ironmaking Operations Project in North Nippon Works and East Nippon Works
- Takahiko IWAI
- Accounting & Finance
 - Rendering assistance to Executive Vice President N. Sato on Digital Innovation
 - Rendering assistance to Executive Vice President T. Mori on Global Business Development
 - Cooperating with Managing Executive Officer K. Shinkai on Public Relations and Business Transformation & Standardization
- Seita OUCHI
- Legal; Legal in Intellectual Property
- Eiji SOGOH
- Human Resources; Group Companies Planning
 - Cooperating with Managing Executive Officer H. Minato on Safety
 - Cooperating with Managing Executive Officer K. Araki on Ironmaking Operations Project
- Takeshi IMAI
- Head of Works, Setouchi Works

- Hidenori OGAWA
 - Tubular Products Technology and Development
 - Cooperating with Head of Unit, Pipe & Tube Unit on Tubular Products Technology concerning Tubular Business

- Akihiko KOJIMA*
 - Head of Division, Intellectual Property Division

- Masashi KISHIMOTO*
 - Head of Works, North Nippon Works
 - Cooperating with Managing Executive Officer K. Araki on Ironmaking Operations Project

- Noriyuki HIRAMITSU*
 - Head of Works, Nagoya Works
 - Cooperating with Managing Executive Officer K. Araki on Ironmaking Operations Project

- Eiji ORIHASHI*
 - Head of Division, General Planning Division, Green Transformation Development Sector
 - Rendering assistance to Executive Vice President N. Sato on Digital Innovation
 - 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 Managing Executive Officer K. Araki on Ironmaking Operations Project

- Satoru ENDO*
 - Head of Unit, Flat Products Unit
 - Marketing Administration & Planning; Transportation & Logistics

- Masahiro NAKATA*
 - Head of Works, Kyushu Works
 - Cooperating with Managing Executive Officer K. Araki on Ironmaking Operations Project

- Tsuyoshi HARADA*
 - Head of Division, Legal Division
 - Rendering assistance to Executive Vice President T. Mori on Global Business Development

Persons in italics: newly appointed as Managing Executive Officer

Executive Officers

- Shuji SOHMA
 - Advisor to the President

- Kazuma YAMANAKA
 - Advisor to the President

- Shinji MINOBE
 - Advisor to the President

- Kenichi HOSHI
- Advisor to the President
- Kenichi ONODA
- Head of Unit, Railway, Automotive & Machinery Parts Unit
- Takahisa OHNO
- Head of Division, Safety Division
- Hiroto SONODA
- Head of Unit, Plate & Construction Products Unit;
Head of Unit, Bar & Wire Rod Unit
- Masashi IMOTO
- Head of Unit, Pipe & Tube Unit
- Ryuichi NAGAI
- Head of Division, Marketing Administration & Planning Division; Project Leader, BNA Project, Global Business Development Sector
 - Rendering assistance to Head of Unit, Flat Products Unit on Flat Products
 - Rendering assistance to Managing Executive Officer K. Shinkai on Business Transformation & Standardization
 - Rendering assistance to Managing Executive Officer H. Minato on Digital Innovation
- Hiroto NAITOH
- Head of Division, Corporate Planning Division
 - Rendering assistance to Managing Executive Officer K. Shinkai on Business Transformation & Standardization
 - Rendering assistance to Managing Executive Officer H. Minato on Digital Innovation
 - Rendering assistance to Managing Executive Officer K. Araki on Ironmaking Operations Project
 - Rendering assistance to Head of Division, General Planning Division, Green Transformation Development Sector on Green Transformation Development
- Nobuo OKOCHI
- 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
 - Rendering Assistance to Head of Unit, Flat Products Unit on CSVc Project and WINSteel Project concerning Flat Products
- Ken ITO
- Head of Division, Technical Administration & Planning Division
 - Rendering assistance to Executive Vice President N. Sato on India Project, Global Business Development Sector
 - Rendering assistance to Managing Executive Officer K. Shinkai on Business Transformation & Standardization
 - Rendering assistance to Managing Executive Officer H. Minato on Digital Innovation
 - Rendering assistance to Managing Executive Officer K. Araki on Ironmaking Operations Project

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

- Masato KOBAYASHI
 - Head of Division, Bar & Wire Rod Technology Division, Bar & Wire Rod Unit

- Tadamitsu MIYOSHI
 - Head of Division, Human Resources Division

- Jiro KOBAYASHI*
 - Raw Materials; Machinery & Materials Procurement
 - Head of Division, Raw Materials Division-II

- Takeo HOSHINO*
 - Head of Division, Digital Innovation Division;
 - Head of Division, Information & Communication Technology Division
 - Rendering assistance to Managing Executive Officer K. Shinkai 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
 - Rendering assistance to Managing Executive Officer K. Araki on Ironmaking Operations Project

- Yasushi KURITA*
 - Vice Head of Works, Kyushu Works (Representative of Oita Area)
 - Rendering assistance to Managing Executive Officer K. Araki on Ironmaking Operations Project
 - Rendering assistance to Head of Works, Kyushu Works on Ironmaking Operations Project

- Shigekazu IWAMOTO*
 - Head of Division, Global Business Development Division-II, Global Business Development Sector

- 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

Persons in italics: newly appointed as Executive Officer

Reference 1:

Expected management structure as of the date of the 99th Annual Meeting of Shareholders scheduled to be held in late June 2023(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 and Chairman

Kosei SHINDO

Representative Director and President

Eiji HASHIMOTO

Representative Directors and Executive Vice Presidents

Naoki SATO

- Digital Innovation; Information & Communication Technology; Intellectual Property; Safety; Environmental Technology & Management; Plant Safety; Technical Administration & Planning (including Standardization); Quality Management; Plant Engineering and Facility Management; Ironmaking Technology; Steelmaking Technology; Energy Technology; Slag, Cement & Resource Recycling
- Project Leader, Next-Generation Hot Strip Mill Project; Project Leader, Ironmaking Operations Project; Deputy Project Leader, India Project, Global Business Development Sector
- Cooperating with Executive Vice President T. Imai on Green Transformation Development
- Cooperating with Executive Vice President H. Funakoshi on Environmental Planning

Takahiro MORI

- Head of Global Business Development; Project Leader, India Project, Global Business Development Sector
- Accounting & Finance; Overseas Offices(including locally incorporated companies)

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 T. Imai on Green Transformation Development

Tadashi IMAI

- Head of Green Transformation Development; Deputy Project Leader, Next-Generation Hot Strip Mill Project
- Cooperating with Executive Vice President H. Funakoshi on Production & Facilities Planning concerning Corporate Planning

- Hirofumi FUNAKOSHI
- Corporate Planning; Group Companies Planning; General Administration; Legal; Internal Control & Audit; Human Resources; Environmental Planning; Business Transformation & Standardization
 - Cooperating with Executive Vice President N. Sato on Environmental Technology & Management
 - Cooperating with Executive Vice President T. Imai on Green Transformation Development

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.

Director, Member of the Board who is an Audit & Supervisory Committee Member (Senior Audit & Supervisory Committee Member)

Shozo FURUMOTO

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

Masayoshi MURASE

Seiichiro AZUMA

Hiroshi YOSHIKAWA

Masato KITERA

Note:

- Messrs. Seiichiro AZUMA, Hiroshi YOSHIKAWA and Masato KITERA meet the requirements of an outside director as set forth in Article 2, Item 15 of the Companies Act.

Managing Executive Officers

- Junichi TANI
- Advisor to the President
- Ichiro SATO
- Vice Head of Global Business Development; Project Leader, Thai Steel Project, Global Business Development Sector; Deputy Project Leader, India Project, Global Business Development Sector;
 - Overseas Offices (including locally incorporated companies)
- Kazumasa SHINKAI
- General Administration; Internal Control & Audit; Business Transformation & Standardization
 - Rendering assistance to Executive Vice President N. Sato on Digital Innovation

- Nobuhiro FUJITA
- Head of Laboratories, Steel Research Laboratories, R & D Laboratories
- Hiroyuki MINATO
- Digital Innovation; Information & Communication Technology; Intellectual Property(excluding Legal); Safety; Environmental Technology & Management; Plant Safety; Technical Administration & Planning (including Standardization); Quality Management; Steelmaking Technology
 - Deputy Project Leader, Thai Steel Project, Global Business Development Sector
 - Rendering assistance to Executive Vice President T. Hirose on Steel Products Units
 - Cooperating with Managing Executive Officer K. Araki on Ironmaking Operations Project
 - Cooperating with Managing Executive Officer S. Endo on Transportation & Logistics Technology
- Hiroshi TSUGA
- Head of Office, Osaka Office
 - Rendering assistance to Executive Vice President H. Funakoshi on General Administration, Human Resources
- Yuji NOMIYAMA
- Head of Works, East Nippon Works
 - Cooperating with Managing Executive Officer K. Araki on Ironmaking Operations Project
- Hidenori KINUGASA
- Head of Works, Kansai Works
 - Cooperating with Managing Executive Officer K. Araki on Ironmaking Operations Project
 -
- Kyoichi ARAKI
- Head of Division, Ironmaking Technology Division; Deputy Project Leader, Ironmaking Operations Project
 - Energy Technology; Slag, Cement & Resource Recycling
 - Cooperating with Head of Division, General Planning Division on Green Transformation Development
 - Ironmaking Operations Project in North Nippon Works and East Nippon Works
- Takahiko IWAI
- Accounting & Finance
 - Rendering assistance to Executive Vice President N. Sato on Digital Innovation
 - Rendering assistance to Executive Vice President T. Mori on Global Business Development
 - Cooperating with Managing Executive Officer K. Shinkai on Public Relations and Business Transformation & Standardization
- Seita OUCHI
- Legal; Legal in Intellectual Property

- Eiji SOGOH
 - Human Resources; Group Companies Planning
 - Cooperating with Managing Executive Officer H. Minato on Safety
 - Cooperating with Managing Executive Officer K. Araki on Ironmaking Operations Project

- Takeshi IMAI
 - Head of Works, Setouchi Works

- Hidenori OGAWA
 - Tubular Products Technology and Development
 - Cooperating with Head of Unit, Pipe & Tube Unit on Tubular Products Technology concerning Tubular Business

- Akihiko KOJIMA
 - Head of Division, Intellectual Property Division

- Masashi KISHIMOTO
 - Head of Works, North Nippon Works
 - Cooperating with Managing Executive Officer K. Araki on Ironmaking Operations Project

- Noriyuki HIRAMITSU
 - Head of Works, Nagoya Works
 - Cooperating with Managing Executive Officer K. Araki on Ironmaking Operations Project

- Eiji ORIHASHI
 - Head of Division, General Planning Division, Green Transformation Development Sector
 - Rendering assistance to Executive Vice President N. Sato on Digital Innovation
 - 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 Managing Executive Officer K. Araki on Ironmaking Operations Project

- Satoru ENDO
 - Head of Unit, Flat Products Unit
 - Marketing Administration & Planning; Transportation & Logistics

- Masahiro NAKATA
 - Head of Works, Kyushu Works
 - Cooperating with Managing Executive Officer K. Araki on Ironmaking Operations Project

- Tsuyoshi HARADA
 - Head of Division, Legal Division
 - Rendering assistance to Executive Vice President T. Mori on Global Business Development

- Executive Officers**
- Kenichi ONODA
 - Head of Unit, Railway, Automotive & Machinery Parts Unit

- Takahisa OHNO
- Head of Division, Safety Division
- Hiroto SONODA
- Head of Unit, Plate & Construction Products Unit;
Head of Unit, Bar & Wire Rod Unit
- Masashi IMOTO
- Head of Unit, Pipe & Tube Unit
- Ryuichi NAGAI
- Head of Division, Marketing Administration & Planning Division; Project Leader, BNA Project, Global Business Development Sector
 - Rendering assistance to Head of Unit, Flat Products Unit on Flat Products
 - Rendering assistance to Managing Executive Officer K. Shinkai on Business Transformation & Standardization
 - Rendering assistance to Managing Executive Officer H. Minato on Digital Innovation
- Hiroto NAITOH
- Head of Division, Corporate Planning Division
 - Rendering assistance to Managing Executive Officer K. Shinkai on Business Transformation & Standardization
 - Rendering assistance to Managing Executive Officer H. Minato on Digital Innovation
 - Rendering assistance to Managing Executive Officer K. Araki on Ironmaking Operations Project
 - Rendering assistance to Head of Division, General Planning Division, Green Transformation Development Sector on Green Transformation Development
- Nobuo OKOCHI
- 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
 - Rendering Assistance to Head of Unit, Flat Products Unit on CSVC Project and WINSteel Project concerning Flat Products
- Ken ITO
- Head of Division, Technical Administration & Planning Division
 - Rendering assistance to Executive Vice President N. Sato on India Project, Global Business Development Sector
 - Rendering assistance to Managing Executive Officer K. Shinkai on Business Transformation & Standardization
 - Rendering assistance to Managing Executive Officer H. Minato on Digital Innovation
 - Rendering assistance to Managing Executive Officer K. Araki on Ironmaking Operations Project
- 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
- Vice Head of Works, East Nippon Works (Representative of Kashima Area)

- | | |
|-------------------|---|
| Masato KOBAYASHI | <ul style="list-style-type: none"> • Head of Division, Bar & Wire Rod Technology Division, Bar & Wire Rod Unit |
| Tadamitsu MIYOSHI | <ul style="list-style-type: none"> • Head of Division, Human Resources Division |
| Jiro KOBAYASHI | <ul style="list-style-type: none"> • Raw Materials; Machinery & Materials Procurement • Head of Division, Raw Materials Division-II |
| Takeo HOSHINO | <ul style="list-style-type: none"> • Head of Division, Digital Innovation Division; • Head of Division, Information & Communication Technology Division • Rendering assistance to Managing Executive Officer K. Shinkai on Business Transformation & Standardization |
| Keiji TANAKA | <ul style="list-style-type: none"> • 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 Managing Executive Officer K. Araki on Ironmaking Operations Project |
| Yasushi KURITA | <ul style="list-style-type: none"> • Vice Head of Works, Kyushu Works (Representative of Oita Area) • Rendering assistance to Managing Executive Officer K. Araki on Ironmaking Operations Project • Rendering assistance to Head of Works, Kyushu Works on Ironmaking Operations Project |
| Shigekazu IWAMOTO | <ul style="list-style-type: none"> • Head of Division, Global Business Development Division-II, Global Business Development Sector |
| Yasunari SHIGETA | <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • Head of Division, R & D Planning Division, R & D Laboratories |

Reference 2:

Director (excluding directors who are Audit & Supervisory Committee Members) and Executive Officers to retire at the end of the 99th Annual Meeting of Shareholders scheduled to be held in late June 2023

Retiring Director, Member of the Board

<Expected position after retirement>

- | | |
|-------------|---|
| Akio MIGITA | <ul style="list-style-type: none"> • Representative Director and President, NIPPON STEEL Chemical & Material Co., Ltd. |
|-------------|---|

Retiring Executive Officers

<Expected position after retirement>

- | | |
|-----------------|---|
| Shuji SOHMA | • Director and Executive Vice President, NIPPON STEEL Stainless Steel Corporation |
| Kazuma YAMANAKA | • (*) |
| Shinji MINOBE | • Representative Director and President, NIPPON STEEL METAL PRODUCTS CO.,LTD. |
| Kenichi HOSHI | • Advisor, NIPPON STEEL CORPORATION |

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

Reference 3:

Executive Officers to be newly appointed on April 1, 2023

< Current Position>

- | | |
|-------------------|---|
| Jiro KOBAYASHI | • Executive Counselor, Head of Division, Raw Materials Division-II |
| Takeo HOSHINO | • Executive Counselor, Head of Division, Digital Innovation Division |
| Keiji TANAKA | • General Manager, Head of Division, Maintenance Planning Division, Plant Engineering and Facility Management Center |
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