

Notice of Changes in Board Members and Officers**1. Changes in Board Members and Officers as of April 1, 2024**

Name	New position	Current position
OI Shigehiro	Director, Member of the Board and Managing Executive Officer <u>Supervises the Safety & Disaster Prevention Department, Production Planning & Administration Department, Industrial Engineering Office, Equipment Department, Steelmaking Department, Bar & Wire Manufacturing Department, and Tube Manufacturing Department.</u> <u>In charge of the Environmental Management & Carbon Neutrality Promotion Department, and Slag Products Manufacturing & Sales Office.</u> Serves as Deputy Leader of DX Project Team.	Director, Member of the Board and Managing Executive Officer <u>Supervises the Environmental Management Department, and Slag Products Manufacturing & Sales Office.</u> <u>In charge of the Safety & Disaster Prevention Department, Production Planning & Administration Department, Industrial Engineering Office, Equipment Department, Steelmaking Department, Bar & Wire Manufacturing Department, and Tube Manufacturing Department.</u> Serves as Deputy Leader of DX Project Team.
OMAE Kozo	Director, Member of the Board and Managing Executive Officer <u>Supervises the Human Resources Planning Department.</u> <u>In charge of the Computer Systems Planning Office, Personnel & Labor Relations Department, General Administration Department, and Internal Control & Audit Department.</u> Serves as Deputy Leader of DX Project Team.	Director, Member of the Board and Managing Executive Officer <u>Supervises the Sales Planning & Administration Department, Overseas Marketing Department and Formed & Fabricated Products Division.</u> <u>In charge of the Sales Department for Bearings, Sales Department for Automobiles & Industrial Machinery, Special Products Sales Department, Osaka Branch, Nagoya branch, Hiroshima Branch and Kyushu Sales Office.</u> Serves as General Manager, Head of Tokyo Regional Office.
YANAGIMOTO Katsu	Director, Member of the Board and Managing Executive Officer <u>Supervises the Quality Assurance Department.</u> In charge of the Metal Powder Manufacturing & Sales Division, Research & Development Center, and Technical Planning & Administration Department.	Director, Member of the Board and Managing Executive Officer In charge of the Metal Powder Manufacturing & Sales Division, Research & Development Center, Technical Planning & Administration Department, <u>and Quality Assurance Department.</u>
TAKAHASHI Kozo	Director, Member of the Board <u>Advisor to the President</u>	Director, Member of the Board and Managing Executive Officer <u>Supervises the Accounting & Finance Department.</u> <u>In charge of the Corporate Planning Department, Computer Systems Planning Office, Personnel & Labor Relations Department, General Administration Department, Internal Control & Audit Department, and Procurement Department.</u> Serves as Deputy Leader of DX Project Team.
YATSUNAMI Takashi	Managing Executive Officer In charge of the <u>Corporate Planning Department, Accounting & Finance Department, and Procurement Department.</u>	Managing Executive Officer In charge of the Accounting & Finance Department. <u>Serves as General Manager, Head of Corporate Planning Department.</u>
HORI Yoshiro	Executive Officer <u>Supervises the Formed & Fabricated Products Division.</u> In charge of the Sales Planning & Administration Department, <u>Sales Department for Bearings, Sales Department for Automobiles & Industrial Machinery, Special Products Sales Department, Overseas Marketing Department, Osaka Branch, Nagoya branch, Hiroshima Branch and Kyushu Sales Office.</u> Serves as General Manager, Head of Tokyo Regional Office.	Executive Officer In charge of the Sales Planning & Administration Department. <u>Serves as General Manager, Head of Osaka Branch, Hiroshima Branch, and Kyushu Sales Office.</u>
AOTA Hidetoshi	Executive Officer <u>Serves as Deputy General Manager of Tokyo Regional Office.</u> Representative Director and President of Yohkoh Bussan Co., Ltd.	Executive Officer Representative Director and President of Yohkoh Bussan Co., Ltd.

Name	New position	Current position
OGURA Tomohiko	Executive Officer In charge of the Formed & Fabricated Products Division. <u>Serves as General Manager, Head of Osaka Branch, Hiroshima Branch, and Kyushu Sales Office.</u>	Executive Officer In charge of the <u>Overseas Marketing Department</u> and Formed & Fabricated Products Division. <u>Serves as Deputy General Manager of Tokyo Regional Office.</u>
SHIMIZU Katsuhisa	Executive Officer <u>In charge of the Safety & Disaster Prevention Department, Production Planning & Administration Department, Industrial Engineering Office, Equipment Department, Steelmaking Department, Bar & Wire Manufacturing Department, and Tube Manufacturing Department.</u> Serves as Plant Manager, Safety and Health Manager, and Disaster Prevention Manager.	Executive Officer <u>In charge of the Environmental Management Department, and Slag Products Manufacturing & Sales Office.</u> Serves as Plant Manager, <u>General Manager, Head of Safety & Disaster Prevention Department</u> , Safety and Health Manager, and Disaster Prevention Manager.
OUCHI Hiroaki	Executive Officer <u>In charge of the Quality Assurance Department.</u> Serves as General Manager, Head of Technical Planning & Administration Department and Process Innovation Working Group Leader of DX Project Team	Executive Officer Serves as General Manager, Head of Technical Planning & Administration Department and Process Innovation Working Group Leader of DX Project Team
TACHIBANA Yoshitaka	Executive Officer <u>In charge of the Human Resources Planning Department.</u> Serves as General Manager, Head of Personnel & Labor Relations Department.	Executive Officer Serves as General Manager, Head of Personnel & Labor Relations Department.
* ¹ KOMATSU Takashi	Executive Officer <u>Serves as General Manager, Head of Formed & Fabricated Products Division.</u>	Executive Councilor <u>PRESIDENT & DIRECTOR GENERAL of Sanyo Special Steel Manufacturing de México, S.A. de C.V.</u>
* ² SUZUKI Hirokazu	Executive Councilor EXECUTIVE DIRECTOR of Sanyo Special Steel Manufacturing India Pvt. Ltd.	EXECUTIVE DIRECTOR of Sanyo Special Steel Manufacturing India Pvt. Ltd.
* ² MATSUSHITA Munchiro	Executive Councilor <u>Serves as General Manager, Head of Environmental Management & Carbon Neutrality Promotion Department</u>	<u>General Manager, Head of Environmental Management Department</u>
* ² ADACHI Eriko	Executive Councilor <u>Serves as General Manager, Head of Human Resources Planning Department.</u>	<u>General Manager, Head of Legal Group</u>
* ² MISHIMA Kazuya	Executive Councilor CHIEF OPERATING OFFICER of Sanyo Special Steel Manufacturing India Pvt. Ltd.	CHIEF OPERATING OFFICER of Sanyo Special Steel Manufacturing India Pvt. Ltd.
* ² MISAKI Hiroya	Executive Councilor Serves as General Manager, Head of Sales Planning & Administration Department	General Manager, Head of Sales Planning & Administration Department

*1: new Executive Officer

*2: new Executive Councilor

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Please note that the official text of this document has been prepared in Japanese. To the extent there is any discrepancy between the English translation and original Japanese version, please refer to the Japanese version.

(Reference 1)**Management Structure as of April 1, 2024**

Titles	Name	Division of business responsibilities and delegation of office
Representative Director and President	*MIYAMOTO Katsuhiko	Presides overall management. Serves as Leader of DX Project Team.
Director, Member of the Board and Managing Executive Officer	OI Shigehiro	Supervises the Safety & Disaster Prevention Department, Production Planning & Administration Department, Industrial Engineering Office, Equipment Department, Steelmaking Department, Bar & Wire Manufacturing Department, and Tube Manufacturing Department. In charge of the Environmental Management & Carbon Neutrality Promotion Department, and Slag Products Manufacturing & Sales Office. Serves as Deputy Leader of DX Project Team.
	OMAE Kozo	Supervises the Human Resources Planning Department. In charge of the Computer Systems Planning Office, Personnel & Labor Relations Department, General Administration Department, and Internal Control & Audit Department. Serves as Deputy Leader of DX Project Team.
	YANAGIMOTO Katsu	Supervises the Quality Assurance Department. In charge of the Metal Powder Manufacturing & Sales Division, Research & Development Center, and Technical Planning & Administration Department.
Director, Member of the Board	TAKAHASHI Kozo	Advisor to the President
Independent External Director, Member of the Board	*USUKI Masaharu	
	*FUJIWARA Kayo	
Director, Member of the Board	SONODA Hiroto	
Director, Member of the Board and Senior Audit & Supervisory Committee Member	NAGANO Kazuhiko	
Independent External Director, Member of the Board and Audit & Supervisory Committee Member	*YOGI Hiroshi	
	*TOIDE Iwao	

Note: Asterisk (*) indicate Member of the Nomination & Compensation Advisory Committee

Titles	Name	Division of business responsibilities and delegation of office
Managing Executive Officer	HIRAOKA Kazuhiko	Serves as General Manager, Head of Research & Development Center.
	YATSUNAMI Takashi	In charge of the Corporate Planning Department, Accounting & Finance Department, and Procurement Department.
Executive Officer	MORISHITA Norihiko	Serves as General Manager, Head of Production Planning & Administration Department and Organizer of DX Project Team.
	HORI Yoshiro	Supervises the Formed & Fabricated Products Division. In charge of the Sales Planning & Administration Department, Sales Department for Bearings, Sales Department for Automobiles & Industrial Machinery, Special Products Sales Department, Overseas Marketing Department, Osaka Branch, Nagoya branch, Hiroshima Branch and Kyushu Sales Office. Serves as General Manager, Head of Tokyo Regional Office.
	AOTA Hidetoshi	Serves as Deputy General Manager of Tokyo Regional Office. Representative Director and President of Yohkoh Bussan Co., Ltd.
	OGURA Tomohiko	In charge of the Formed & Fabricated Products Division. Serves as General Manager, Head of Osaka Branch, Hiroshima Branch, and Kyushu Sales Office.
	SHIMIZU Katsuhisa	In charge of the Safety & Disaster Prevention Department, Production Planning & Administration Department, Industrial Engineering Office, Equipment Department, Steelmaking Department, Bar & Wire Manufacturing Department, and Tube Manufacturing Department. Serves as Plant Manager, Safety and Health Manager, and Disaster Prevention Manager.
	OUCHI Hiroaki	In charge of the Quality Assurance Department. Serves as General Manager, Head of Technical Planning & Administration Department and Process Innovation Working Group Leader of DX Project Team
	TACHIBANA Yoshitaka	In charge of the Human Resources Planning Department. Serves as General Manager, Head of Personnel & Labor Relations Department.
	SUDA Atsuko	Serves as General Manager, Head of Internal Control & Audit Department.
	KOMATSU Takashi	Serves as General Manager, Head of Formed & Fabricated Products Division.

Executive Councilor	YAMAMOTO Masatoshi	Serves as General Manager, Head of Metal Powder Manufacturing & Sales Division.
	SUGANO Shinichi	Serves as General Manager, Head of General Administration Department, and Improve Efficiency Working Group Leader of DX Project Team.
	NAKAHORI Hideki	Serves as General Manager, Head of Sales Department for Bearings.
	NISHIMURA Nobuki	Serves as General Manager, Head of Tube Manufacturing Department.
	HASEGAWA Tetsuya	Serves as General Manager, Head of Bar & Wire Manufacturing Department.
	SUZUKI Hirokazu	EXECUTIVE DIRECTOR of Sanyo Special Steel Manufacturing India Pvt. Ltd.
	MATSUSHITA Munehiro	Serves as General Manager, Head of Environmental Management & Carbon Neutrality Promotion Department
	ADACHI Eriko	Serves as General Manager, Head of Human Resources Planning Department.
	MISHIMA Kazuya	CHIEF OPERATING OFFICER of Sanyo Special Steel Manufacturing India Pvt. Ltd.
	MISAKI Hiroya	Serves as General Manager, Head of Sales Planning & Administration Department

2. Changes in Officers as of late June, 2024

Note: It will be officially resolved at the meeting of the Board of Directors to take place immediately after the Annual Meeting of Shareholders to be held in late June 2024. (The current position shows as of April 1, 2024.)

Name	New title(planned)	Current position
* ³ YATSUNAMI Takashi	<u>Director, Member of the Board and Managing Executive Officer</u> In charge of the Corporate Planning Department, Accounting & Finance Department, and Procurement Department.	Managing Executive Officer In charge of the Corporate Planning Department, Accounting & Finance Department, and Procurement Department.
* ³ HORI Yoshiro	<u>Director, Member of the Board and Executive Officer</u> Supervises the Formed & Fabricated Products Division. In charge of the Sales Planning & Administration Department, Sales Department for Bearings, Sales Department for Automobiles & Industrial Machinery, Special Products Sales Department, Overseas Marketing Department, Osaka Branch, Nagoya branch, Hiroshima Branch and Kyushu Sales Office. Serves as General Manager, Head of Tokyo Regional Office.	Executive Officer Supervises the Formed & Fabricated Products Division. In charge of the Sales Planning & Administration Department, Sales Department for Bearings, Sales Department for Automobiles & Industrial Machinery, Special Products Sales Department, Overseas Marketing Department, Osaka Branch, Nagoya branch, Hiroshima Branch and Kyushu Sales Office. Serves as General Manager, Head of Tokyo Regional Office.
* ³ TOIDE Iwao	<u>Independent External Director, Member of the Board</u>	<u>Independent External Director, Member of the Board and Audit & Supervisory Committee Member</u>
* ⁴ MIYAGUCHI Aki	<u>Independent External Director, Member of the Board and Audit & Supervisory Committee Member</u>	-
* ⁵ TAKAHASHI Kozo	<u>Advisor</u>	<u>Director, Member of the Board Advisor to the President</u>
* ⁵ USUKI Masaharu	-	<u>Independent External Director, Member of the Board</u>
* ⁶ MORISHITA Norihiko	<u>Managing Director of the Santoku Computer Service Co., Ltd.</u>	<u>Executive Officer</u> <u>Serves as General Manager, Head of Production Planning & Administration Department and Organizer of DX Project Team.</u>
NISHIMURA Nobuki	Executive Councilor <u>Serves as General Manager, Head of Production Planning & Administration Department and Organizer of DX Project Team.</u>	Executive Councilor <u>Serves as General Manager, Head of Tube Manufacturing Department.</u>

*3: YATSUNAMI Takashi, HORI Yoshiro, and TOIDE Iwao are candidates for new Director, Member of the Board. Furthermore, the term of office of TOIDE Iwao, who is currently a Member of the Board and Audit & Supervisory Committee Member, will expire at the conclusion of the Annual Meeting of Shareholders to be held in late June 2024.

*4: MIYAGUCHI Aki is candidate for new Member of the Board and Audit & Supervisory Committee Member.

*5: TAKAHASHI Kozo and USUKI Masaharu will retire from their positions as Director, Member of the Board at the conclusion of the Annual Meeting of Shareholders to be held in late June 2024.

*6: MORISHITA Norihiko will retire as Executive Officer at the conclusion of the board following the Annual Meeting of Shareholders to be held in late June 2024.

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Brief Personal History of New Directors

Name (date of birth)	Brief personal history	
YATSUNAMI Takashi (Augst 12,1963)	April 1986 April 2010 April 2014 April 2015 July 2015 September 2016 April 2019 June 2019 June 2022	Joined Nippon Steel Corporation (NSC) Head of NSC Guangzhou Office Senior Manager of Overseas Business Planning Department and Overseas General Affairs Office, General Administration Department of NSC Head of Overseas Business Planning Department of NSC Head of Overseas Business Planning Department, Global Business Promotion Headquarters of NSC President of NIPPON STEEL & SUMITOMO METAL U.S.A., INC. (currently NIPPON STEEL NORTH AMERICA, INC.) Advisor of the Company Executive Officer of the Company Managing Executive Officer of the Company (current position)
HORI Yoshiro (Augst 1,1964)	April 1988 April 2005 April 2013 June 2016 April 2019 May 2023 June 2023	Joined Nippon Steel Corporation (NSC) Domestic Group Leader, Electromagnetic Steel Sheet Sales Department, Sheet Sheets Division of NSC Chicago Office Manager of NIPPON STEEL & SUMITOMO METAL U.S.A., INC. (currently NIPPON STEEL NORTH AMERICA, INC.) Head of Production Operations Department of Steelworks, Transportation & Industrial Equipment Division of NSC CEO of Standard Steel, LLC Advisor of the Company Executive Officer of the Company (current position)
MIYAGUCHI Aki (January 19, 1967)	October 1989 March 1993 October 1998 October 2014	Joined Ota Showa Auditing firm (currently Ernst & Young ShinNihon LLC) Certified Public Accountant registration Manager of Audit Division, Osaka office of Auditing firm Senior Manager of Audit Division, Osaka office of Auditing firm (current position)

(Reference 3)**Expected Management Structure as of late June 2024**

Titles	Name	Division of business responsibilities and delegation of office
Representative Director and President	*MIYAMOTO Katsuhiko	Presides overall management. Serves as Leader of DX Project Team.
Director, Member of the Board and Managing Executive Officer	OI Shigehiro	Supervises the Safety & Disaster Prevention Department, Production Planning & Administration Department, Industrial Engineering Office, Equipment Department, Steelmaking Department, Bar & Wire Manufacturing Department, and Tube Manufacturing Department. In charge of the Environmental Management & Carbon Neutrality Promotion Department, and Slag Products Manufacturing & Sales Office. Serves as Deputy Leader of DX Project Team.
	OMAE Kozo	Supervises the Human Resources Planning Department. In charge of the Computer Systems Planning Office, Personnel & Labor Relations Department, General Administration Department, and Internal Control & Audit Department. Serves as Deputy Leader of DX Project Team.
	YANAGIMOTO Katsu	Supervises the Quality Assurance Department. In charge of the Metal Powder Manufacturing & Sales Division, Research & Development Center, and Technical Planning & Administration Department.
	YATSUNAMI Takashi	In charge of the Corporate Planning Department, Accounting & Finance Department, and Procurement Department.
Director, Member of the Board and Executive Officer	HORI Yoshiro	Supervises the Formed & Fabricated Products Division. In charge of the Sales Planning & Administration Department, Sales Department for Bearings, Sales Department for Automobiles & Industrial Machinery, Special Products Sales Department, Overseas Marketing Department, Osaka Branch, Nagoya branch, Hiroshima Branch and Kyushu Sales Office. Serves as General Manager, Head of Tokyo Regional Office.
Independent External Director, Member of the Board	* FUJIWARA Kayo	
	* TOIDE Iwao	
Director, Member of the Board	SONODA Hiroto	
Director, Member of the Board and Senior Audit & Supervisory Committee Member	NAGANO Kazuhiko	
Independent External Director, Member of the Board and Audit & Supervisory Committee Member	*YOGI Hiroshi	
	* MIYAGUCHI Aki	

Note: Asterisk (*) indicate Member of the Nomination & Compensation Advisory Committee

Titles	Name	Division of business responsibilities and delegation of office
Managing Executive Officer	HIRAOKA Kazuhiko	Serves as General Manager, Head of Research & Development Center.
Executive Officer	AOTA Hidetoshi	Serves as Deputy General Manager of Tokyo Regional Office. Representative Director and President of Yohkoh Bussan Co., Ltd.
	OGURA Tomohiko	In charge of the Formed & Fabricated Products Division. Serves as General Manager, Head of Osaka Branch, Hiroshima Branch, and Kyushu Sales Office.
	SHIMIZU Katsuhisa	In charge of the Safety & Disaster Prevention Department, Production Planning & Administration Department, Industrial Engineering Office, Equipment Department, Steelmaking Department, Bar & Wire Manufacturing Department, and Tube Manufacturing Department. Serves as Plant Manager, Safety and Health Manager, and Disaster Prevention Manager.
	OUCHI Hiroaki	In charge of the Quality Assurance Department. Serves as General Manager, Head of Technical Planning & Administration Department and Process Innovation Working Group Leader of DX Project Team
	TACHIBANA Yoshitaka	In charge of the Human Resources Planning Department. Serves as General Manager, Head of Personnel & Labor Relations Department.
	SUDA Atsuko	Serves as General Manager, Head of Internal Control & Audit Department.
	KOMATSU Takashi	Serves as General Manager, Head of Formed & Fabricated Products Division.

Executive Councilor	YAMAMOTO Masatoshi	Serves as General Manager, Head of Metal Powder Manufacturing & Sales Division.
	SUGANO Shinichi	Serves as General Manager, Head of General Administration Department, and Improve Efficiency Working Group Leader of DX Project Team.
	NAKAHORI Hideki	Serves as General Manager, Head of Sales Department for Bearings.
	NISHIMURA Nobuki	Serves as General Manager, Head of Production Planning & Administration Department and Organizer of DX Project Team.
	HASEGAWA Tetsuya	Serves as General Manager, Head of Bar & Wire Manufacturing Department.
	SUZUKI Hirokazu	EXECUTIVE DIRECTOR of Sanyo Special Steel Manufacturing India Pvt. Ltd.
	MATSUSHITA Munehiro	Serves as General Manager, Head of Environmental Management & Carbon Neutrality Promotion Department
	ADACHI Eriko	Serves as General Manager, Head of Human Resources Planning Department.
	MISHIMA Kazuya	CHIEF OPERATING OFFICER of Sanyo Special Steel Manufacturing India Pvt. Ltd.
	MISAKI Hiroya	Serves as General Manager, Head of Sales Planning & Administration Department

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