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Feb 24, 2026

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### **Notice Concerning Disposition of Treasury Shares in Connection with Introduction of Performance-Linked Stock Compensation System and Acquisition of Shares by Trustee**

Nippon Steel Corporation (the “Company”) resolved at a meeting of the Board of Directors held on May 16, 2025 to introduce a performance-linked compensation system (the “System”) using a trust (the “Trust”) for the Company’s Directors (excluding Directors who are Audit & Supervisory Committee Members and Outside Directors; the same shall apply hereinafter) and Executive Officers (collectively, the “Eligible Officers”). Subsequently, the introduction of the System for the Company’s Directors was approved at the 101st General Meeting of Shareholders held on June 24, 2025.

The Company further resolved at a meeting of the Board of Directors held on February 17, 2026 to delegate to the Representative Director, President the authority to decide on the disposition of treasury shares (the “Disposition of Treasury Shares”) to the trustee of the Trust. Based on such delegation, the Company decided today to conduct the Disposition of Treasury Shares. Together with matters concerning the acquisition of the Company’s shares by the trustee of the Trust, the Company hereby announces as follows.

#### 1. Overview of the Disposition of Treasury Shares

(1) Date of disposition	Mar 11, 2026
(2) Class and number of shares for disposition	3,130,300 shares of common stock of the Company
(3) Disposition price	¥673.9 per share
(4) Total disposition amount	¥2,109,509,170
(5) Recipient of the disposed treasury shares	Sumitomo Mitsui Trust Bank, Limited (trust account) (Re-entrustment trustee: Custody Bank of Japan, Ltd. (trust account))
(6) Other	Regarding the Disposition of Treasury Shares, an Extraordinary Report has been filed in accordance with the Financial Instruments and Exchange Act.

#### 2. Purpose and reason for the Disposition of Treasury Shares

At the meeting of the Company’s Board of Directors held on May 16, 2025, the Company resolved to introduce the System with the aim of linking a portion of the compensation of the Eligible Officers to the Company’s stock value, enabling them to share with its shareholders both profits and risks arising from stock price fluctuations, and thereby further strengthening the Eligible Officers’ focus on contributing to the enhancement of medium- to long-term

performance and to corporate value. The introduction of the System for the Directors was approved at the 101st General Meeting of Shareholders held on June 24, 2025.

For an overview of the System, please refer to the “Notice Concerning Introduction of Performance-Linked Stock Compensation System for the Company Directors.

The Disposition of Treasury Shares is to be conducted for the trustee of the Trust, Sumitomo Mitsui Trust Bank, Limited (trust account) (re-entrustment trustee: Custody Bank of Japan, Ltd. (trust account)).

The number of shares to be disposed was determined taking into consideration factors such as the positions of the Eligible Officers and expected changes in their composition during the trust period, and corresponds to the number of shares expected to be delivered to the Eligible Officers, based on the share delivery regulations established by the Company in connection with the introduction of the System. The scale of dilution resulting from the Disposition of Treasury Shares is calculated to be 0.06% of the total number of issued shares as of Sep 30, 2025 (5,373,633,760 shares) and 0.06% of the total number of voting rights as of Sep 30, 2025 (51,860,520 votes), with all figures rounded to the third decimal place. As the Company implemented a stock split at a rate of five shares per one share on October 1, 2025, the total number of issued shares and the total number of voting rights are calculated as if the stock split had been implemented at the beginning of the current fiscal year. The Company believes that the System clarifies the linkage between the compensation of the Company’s Eligible Officers and the Company’s stock value and contributes to enhancing the Company’s corporate value over the medium- to long-term. Accordingly, the Company considers that the number of shares to be disposed and the scale of dilution resulting from the Disposition of Treasury Shares are reasonable and that the impact on the trading market will be negligible.

### 3. Basis of calculation of the disposition price and its details

The disposition price is set at ¥673.9 per share, being the closing price of the Company’s shares on the Tokyo Stock Exchange on Feb 20, 2026, the business day immediately preceding the date of the decision on the Disposition of Treasury Shares, in order to eliminate arbitrariness in pricing. The Company chose the closing price of the business day immediately preceding the date of the decision because it represents the market value immediately prior to the date of the decision, which the Company considers highly objective and reasonable as a basis for calculation.

### 4. Overview of the Trust

(1)	Name	Share Delivery Trust for Directors and Officers
(2)	Trustor	The Company
(3)	Trustee	Sumitomo Mitsui Trust Bank, Limited (Re-entrustment trustee: Custody Bank of Japan, Ltd.)
(4)	Beneficiaries	Eligible Officers who satisfy the beneficiary requirements
(5)	Trust administrator	A third party to be selected that is independent of the Company and its directors and officers
(6)	Exercise of voting rights	The voting rights for the Company’s shares held in the Trust shall not be exercised during the trust period
(7)	Type of trust	Trust of money other than “money trust” ( <i>kinsen-shintaku</i> ) (third-party-benefit trust)
(8)	Date of trust agreement	Mar 11, 2026
(9)	Date of entrustment of money	Mar 11, 2026
(10)	Date of termination of the trust	Aug 30, 2028 (scheduled)

### 5. Matters related to acquisition of the Company’s shares by the trustee of the Trust

(1)	Class of shares to be acquired	Common shares
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(2)	Amount of money to be entrusted by the Company as acquisition funds	¥2,109,509,170
(3)	Total number of shares to be acquired	3,130,300 shares
(4)	Method of acquisition of shares	Acquisition through disposition of treasury shares
(5)	Timing of acquisition of shares	Mar 11, 2026

End