

For Immediate Release

February 19, 2021

Company name: Nippon Steel Corporation
 Name of representative: Eiji Hashimoto, Representative Director and President
 Code number: 5401 TSE 1st Section, NSE, FSE, and SSE
 Contact: Shinnosuke ARITA, General Manager, Public Relations Center
 Telephone: +81-3-6867-2135, 2146, 2977, 3419

Notice of Change 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 change in Representative Directors as described below.

1. Reason for the Change

Change 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 Directors)

Name (Date of birth)	New Title	Current Title	Appointment Date	Number of Shares of the Company Owned
Shinji TANIMOTO (May 24,1957)	Director, Member of the Board	Representative Director, Executive Vice President and Deputy Project Leader, India Iron and Steel Project, Global Business Development Sector	April 1, 2021	350 hundred shares
Katsuhiro MIYAMOTO (October 22,1956)	Director, Member of the Board	Representative Director, Executive Vice President, Head of Global Business Development Sector and Project Leader, India Iron and Steel Project, Global Business Development Sector	April 1, 2021	119 hundred shares

(Note) The number of shares of the Company owned is as of January 31, 2021.

(2) Informal Decision

(New Representative Directors)

Name (Date of birth)	New Title	Title (as of April 1,2021)	Appointment Date	Number of Shares of the Company Owned
Naoki SATO (March 23,1961)	Representative Director, Executive Vice President and Deputy Project Leader, India Iron and Steel Project, Global Business Development Sector	Executive Vice President and Deputy Project Leader, India Iron and Steel Project, Global Business Development Sector	Late June, 2021	74 hundred shares

Takahiro MORI (October 3,1957)	Representative Director, Executive Vice President, Head of Global Business Development and Project Leader, India Iron and Steel Project, Global Business Development Sector	Executive Vice President, Head of Global Business Development and Project Leader, India Iron and Steel Project, Global Business Development Sector	Late June, 2021	41 hundred shares
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(Note1) The change will be officially resolved at the meeting of the board of directors to be held immediately after the 97th General Meeting of Shareholders scheduled for late June 2021

(Note2) The number of shares of the Company owned is as of January 31, 2021

(Note3) The current title of members above is as follows.

Name	Current Title
Naoki SATO	Executive Vice President and Head of Works, East Nippon Works
Takahiro MORI	Managing Executive Officer, Head of Unit, Plate Unit, Head of Unit, Pipe & Tube Unit and Project Leader, VSB Project, Global Business Development Sector

3. Brief Career Summaries of New Representative Directors

Name	Brief Career Summary	
Naoki SATO	April 1983	Joined Nippon Steel Corporation
	April 2015	Executive Officer and Head of Works, Yawata Works of the Company
	April 2017	Managing Executive Officer and Head of Works, Yawata Works of the Company
	April 2018	Managing Executive Officer and Head of Works, Kashima Works of the Company
	April 2020	Executive Vice President and Head of Works, East Nippon Works of the Company
Takahiro MORI	April 1983	Joined Nippon Steel Corporation
	April 2014	Executive Officer and Vice Head of Unit, Flat Products Unit of the Company
	June 2016	Executive Vice President, Usinas Siderúrgicas de Minas Gerais S.A.
	April 2020	Managing Executive Officer, Head of Unit, Plate Unit, Head of Unit, Pipe & Tube Unit and Project Leader, VSB 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) to be submitted to the 97th Annual Meeting of Shareholders scheduled to be held in late June 2021 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 and Managing Directors 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, Managing Director 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 97th Annual Meeting of Shareholders (scheduled to be held in late June 2021)

(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 and Managing Director 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 97th 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	
Shinichi NAKAMURA	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 • Cooperating with Executive Vice President T. Mori on Overseas Offices(including locally incorporated companies)
Akio MIGITA	Representative Director and Executive Vice President	<ul style="list-style-type: none"> • Corporate Planning; Group Companies Planning; General Administration; Legal; Internal Control & Audit; Digital Innovation; Information & Communication Technology; Human Resources; Environment; Business Transformation & Standardization
Shuhei ONOYAMA	Representative Director and Executive Vice President	<ul style="list-style-type: none"> • Head of Research and Development
* Naoki SATO	Representative Director and Executive Vice President	<ul style="list-style-type: none"> • Intellectual Property; Safety; Plant Safety; Technical Administration & Planning (including Standardization); Quality Management; Plant Engineering and Facility Management; Ironmaking Technology; Steelmaking Technology; Energy Technology; Slag, Cement & Resource Recycling • Deputy Project Leader, India Iron and Steel Project, Global Business Development Sector • Cooperating with Executive Vice President A. Migita on Environment
* Takahiro MORI	Representative Director and Executive Vice President	<ul style="list-style-type: none"> • Head of Global Business Development; Project Leader, India Iron and Steel Project, Global Business Development Sector • Accounting & Finance; Overseas Offices (including locally incorporated companies); Global Tubular Business

Tadashi IMAI	Managing Director, Member of the Board	<ul style="list-style-type: none"> • Corporate Planning; Technical Administration & Planning (including Standardization); Ironmaking Technology; Steelmaking Technology; Energy Technology • Rendering assistance to Executive Vice President S. Nakamura on Steel Products Units • Rendering assistance to Executive Vice President A. Migita on Digital Innovation • Rendering assistance to Executive Vice President S. Onoyama on Corporate Planning in R & D • Cooperating with Managing Executive Officer T. Hirose on Transportation & Logistics Technology
Noriko IKI	Director, Member of the Board	
Tetsuro TOMITA	Director, Member of the Board	
Masato KITERA	Director, Member of the Board	

Notes:

- Asterisks (*) indicate new candidates for the members of the Board of Directors.
- Ms. Noriko IKI, Messrs. Tetsuro TOMITA and Masato KITERA 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, Managing Director 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, 2021 >

Representative Director and Chairman

Kosei SHINDO

Representative Director and President

Eiji HASHIMOTO

Representative Directors and Executive Vice Presidents

- | | |
|-------------------|---|
| Shinichi NAKAMURA | <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• Cooperating with Executive Vice President T. Mori on Overseas Offices (including locally incorporated companies) |
| Akio MIGITA | <ul style="list-style-type: none">• Corporate Planning; Group Companies Planning; General Administration; Legal; Internal Control & Audit; Digital Innovation; Information & Communication Technology; Human Resources; Environment; Business Transformation & Standardization |
| Shuhei ONOYAMA | <ul style="list-style-type: none">• Head of Research and Development |

Managing Director, Member of the Board

- | | |
|--------------|---|
| Tadashi IMAI | <ul style="list-style-type: none">• Corporate Planning; Technical Administration & Planning (including Standardization); Ironmaking Technology; Steelmaking Technology; Energy Technology• Rendering assistance to Executive Vice President S. Nakamura on Steel Products Units• Rendering assistance to Executive Vice President A. Migita on Digital Innovation• Rendering assistance to Executive Vice President S. Onoyama on Corporate Planning in R & D• Cooperating with Managing Executive Officer T. Hirose on Transportation & Logistics Technology |
|--------------|---|

Directors, Members of the Board

- | | |
|--------------------|--|
| Shinji TANIMOTO | <ul style="list-style-type: none">• Advisor to the President |
| Katsuhiro MIYAMOTO | <ul style="list-style-type: none">• Advisor to the President |

Noriko IKI

Tetsuro TOMITA

Masato KITERA

Notes:

Ms. Noriko IKI, Messrs. Tetsuro TOMITA and Masato KITERA meet the requirements of an outside director as set forth in Article 2, Item 15 of the Companies Act.

Executive Vice Presidents

- | | |
|------------------------|---|
| Naoki SATO | <ul style="list-style-type: none">• Intellectual Property; Safety; Plant Safety; Technical Administration & Planning (including Standardization); Quality Management; Plant Engineering and Facility Management; Ironmaking Technology; Steelmaking Technology; Energy Technology; Slag, Cement & Resource Recycling• Deputy Project Leader, India Iron and Steel Project, Global Business Development Sector• Cooperating with Executive Vice President A. Migita on Environment |
| <i>Takahiro MORI</i> | <ul style="list-style-type: none">• Head of Global Business Development; Project Leader, India Iron and Steel Project, Global Business Development Sector• Accounting & Finance; Overseas Offices (including locally incorporated companies); Global Tubular Business |
| <i>Kazuhisa FUKUDA</i> | <ul style="list-style-type: none">• Head of Works, Setouchi Works |

Persons in italics: newly appointed as Executive Vice President

Managing Executive Officers

- | | |
|--------------------|--|
| Hideo SUZUKI | <ul style="list-style-type: none">• Environment• Rendering assistance to Executive Vice President N. Sato on Energy, Slag, Cement & Resource Recycling• Rendering assistance to Executive Vice President T. Mori on Global Business Development |
| Kazuhiro NAKASHIMA | <ul style="list-style-type: none">• Head of Works, Kansai Works |
| Shuji SOHMA | <ul style="list-style-type: none">• Head of Works, Nagoya Works |
| Hidetake ISHIHARA | <ul style="list-style-type: none">• Vice Head of Global Business Development• Accounting & Finance• Cooperating with Managing Director T.Imai on Corporate Planning |
| Takashi HIROSE | <ul style="list-style-type: none">• Head of Unit, Flat Products Unit; Project Leader, Shanghai-Baoshan Cold-rolled & Coated Sheet Products Project, Global Business Development Sector• Marketing Administration & Planning; Transportation & Logistics |

- Junichi TANI • Head of Works, East Nippon Works
- Takeshi HONDA • Intellectual Property; Safety; Plant Safety; Quality Management; Slag, Cement & Resource Recycling
- Kazuma YAMANAKA* • Raw Materials; Machinery & Materials Procurement
- Ichiro SATO* • Vice Head of Global Business Development; Deputy Project Leader, India Iron and Steel Project, Global Business Development Sector
• Overseas Offices (including locally incorporated companies)
• Global Business Development in India
- Kazumasa SHINKAI* • Head of Division, General Administration Division
• Digital Innovation ; Business Transformation & Standardization
- Hirofumi FUNAKOSHI* • Corporate Planning; Group Companies Planning
- Nobuhiro FUJITA* • Head of Laboratories, Steel Research Laboratories, R & D Laboratories
- Hiroyuki MINATO* • Head of Works, Muroran Works
- Shinji MINOBE* • Head of Unit, Pipe & Tube Unit
• Rendering assistance to Executive Vice President T. Mori on Global Tubular Business
- Hiroshi TSUGA* • Head of Office, Osaka Office
• Rendering assistance to Executive Vice President A. Migita on General Administration, Human Resources
- Yuji NOMIYAMA* • Head of Works, Kyushu Works

Persons in italics: newly appointed as Managing Executive Officer

Executive Officers

- Hiroaki MATSUOKA • Advisor to the President
- Hidenori KINUGASA • Vice Head of Unit, Pipe & Tube Unit
• Rendering assistance to Executive Vice President T. Mori on Global Tubular Business
- Kazuhiro KOSHIKAWA • Advisor to the President
- Yoshio SATO • Advisor to the President
- Shinji KIDO • Head of Division, Bar & Wire Rod Technology Division, Bar & Wire Rod Unit

- Kyoichi ARAKI • Head of Division, Ironmaking Technology Division
- Takahiko IWAI • Head of Division, Accounting & Finance Division
 - Rendering assistance to Managing Executive Officer K. Shinkai and cooperating with Head of Division, Digital Innovation Division on Business Transformation & Standardization
 - Cooperating with Head of Division, General Administration Division on Public Relations
- Seita OUCHI • Legal
 - Rendering assistance to Managing Executive Officer T. Honda on Legal in Intellectual Property
- Eiji SOGOH • Head of Division, Human Resources Division
 - Rendering assistance to Managing Executive Officer T. Honda on Safety
- Takeshi IMAI • Head of Division, Flat Products Technology Division, Flat Products Unit; Project Leader, India Continuous Annealing and Processing Line Project, Global Business Development Sector; Deputy Project Leader, Shanghai-Baoshan Cold-rolled & Coated Sheet Products Project, Global Business Development Sector
 - Cooperating with Head of Division, Technical Administration & Planning Division on Hot Rolling Technology
- Akihiko KOJIMA • Head of Division, R & D Planning Division, R & D Laboratories
- Hidenori OGAWA • Vice Head of Works, Kansai Works (Representative of Amagasaki Area)
- Masashi KISHIMOTO • Vice Head of Works, East Nippon Works (Representative of Kashima Area)
- Noriyuki HIRAMITSU • Head of Center, Plant Engineering and Facility Management Center
 - Rendering assistance to Executive Vice President N. Sato on India Iron and Steel Project, Global Business Development Sector
- Eiji ORIHASHI • Head of Division, Technical Administration & Planning Division
 - Rendering assistance to Executive Vice President N. Sato on India Iron and Steel Project, Global Business Development Sector
 - Rendering assistance to Managing Executive Officer K. Shinkai and cooperating with Head of Division, Digital Innovation Division on Business Transformation & Standardization
- Satoru ENDO • Head of Unit, Plate & Construction Products Unit
- Masahiro NAKATA • 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
- Tsuyoshi HARADA • Head of Division, Legal Division
- Toshiaki NAGANUMA • Advisor to the President

- Masayoshi MURASE* • Head of Division, Internal Control & Audit Division
- Kenichi HOSHI* • Rendering assistance to Executive Vice President T. Mori on Global Business Development in Southeast Asia
• Rendering assistance to Managing Executive Officer I. Sato on Overseas Offices (including locally incorporated companies) in Southeast Asia
- Kenichi ONODA* • Head of Unit, Railway, Automotive & Machinery Parts Unit
- Takahisa OHNO* • Vice Head of Works, Kyushu Works (Representative of Oita Area)
- Hiroto SONODA* • Head of Unit, Bar & Wire Rod Unit
- Masashi IMOTO* • Vice Head of Unit, Flat Products Unit ; Head of Division, Flat Products, Rail & Shape Global Marketing Division, Flat Products Unit
- Ryuichi NAGAI* • Head of Division, Marketing Administration & Planning Division ; Head of Unit, Titanium Unit
• Rendering assistance to Managing Executive Officer K. Shinkai and cooperating with Head of Division, Digital Innovation Division on Business Transformation & Standardization
- Hiroto NAITOH* • Head of Division, Corporate Planning Division
• Rendering assistance to Managing Executive Officer K. Shinkai and cooperating with Head of Division, Digital Innovation Division on Business Transformation & Standardization

Persons in italics: newly appointed as Executive Officer

Reference 1:

Expected management structure as of the date of the 97th Annual Meeting of Shareholders scheduled to be held in late June 2021 (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

- | | |
|-------------------|---|
| Shinichi NAKAMURA | <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• Cooperating with Executive Vice President T. Mori on Overseas Offices (including locally incorporated companies) |
| Akio MIGITA | <ul style="list-style-type: none">• Corporate Planning; Group Companies Planning; General Administration; Legal; Internal Control & Audit; Digital Innovation; Information & Communication Technology; Human Resources; Environment; Business Transformation & Standardization |
| Shuhei ONOYAMA | <ul style="list-style-type: none">• Head of Research and Development |
| Naoki SATO | <ul style="list-style-type: none">• Intellectual Property; Safety; Plant Safety; Technical Administration & Planning (including Standardization); Quality Management; Plant Engineering and Facility Management; Ironmaking Technology; Steelmaking Technology; Energy Technology; Slag, Cement & Resource Recycling• Deputy Project Leader, India Iron and Steel Project, Global Business Development Sector• Cooperating with Executive Vice President A. Migita on Environment |
| Takahiro MORI | <ul style="list-style-type: none">• Head of Global Business Development; Project Leader, India Iron and Steel Project, Global Business Development Sector• Accounting & Finance; Overseas Offices(including locally incorporated companies); Global Tubular Business |

Managing Director, Member of the Board

Tadashi IMAI

- Corporate Planning; Technical Administration & Planning (including Standardization); Ironmaking Technology; Steelmaking Technology; Energy Technology
- Rendering assistance to Executive Vice President S. Nakamura on Steel Products Units
- Rendering assistance to Executive Vice President A. Migita on Digital Innovation
- Rendering assistance to Executive Vice President S. Onoyama on Corporate Planning in R & D
- Cooperating with Managing Executive Officer T. Hirose on Transportation & Logistics Technology

Directors, Members of the Board

Noriko IKI

Tetsuro TOMITA

Masato KITERA

Note:

Ms. Noriko IKI, Messrs. Tetsuro TOMITA and Masato KITERA 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)

Masato MATSUNO

Shozo FURUMOTO

Nobuhiro MIYOSHI

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

(Audit & Supervisory Committee Members)

Hiroshi OBAYASHI

Jiro MAKINO

Seichiro AZUMA

Hiroshi YOSHIKAWA

Note:

Messrs. Hiroshi OBAYASHI, Jiro MAKINO, Seichiro AZUMA and Hiroshi YOSHIKAWA meet the requirements of an outside director as set forth in Article 2, Item 15 of the Companies Act.

Executive Vice President

- Kazuhisa FUKUDA • Head of Works, Setouchi Works

Managing Executive Officers

- Hideo SUZUKI • Environment
• Rendering assistance to Executive Vice President N. Sato on Energy, Slag, Cement & Resource Recycling
• Rendering assistance to Executive Vice President T. Mori on Global Business Development
- Kazuhiro NAKASHIMA • Head of Works, Kansai Works
- Shuji SOHMA • Head of Works, Nagoya Works
- Hidetake ISHIHARA • Vice Head of Global Business Development
• Accounting & Finance
• Cooperating with Managing Director T.Imai on Corporate Planning
- Takashi HIROSE • Head of Unit, Flat Products Unit; Project Leader, Shanghai-Baoshan Cold-rolled & Coated Sheet Products Project, Global Business Development Sector
• Marketing Administration & Planning; Transportation & Logistics
- Junichi TANI • Head of Works, East Nippon Works
- Takeshi HONDA • Intellectual Property; Safety; Plant Safety; Quality Management; Slag, Cement & Resource Recycling
- Kazuma YAMANAKA • Raw Materials; Machinery & Materials Procurement
- Ichiro SATO • Vice Head of Global Business Development; Deputy Project Leader, India Iron and Steel Project, Global Business Development Sector
• Overseas Offices (including locally incorporated companies)
• Global Business Development in India
- Kazumasa SHINKAI • Head of Division, General Administration Division
• Digital Innovation; Business Transformation & Standardization
- Hirofumi FUNAKOSHI • Corporate Planning; Group Companies Planning
- Nobuhiro FUJITA • Head of Laboratories, Steel Research Laboratories, R & D Laboratories
- Hiroyuki MINATO • Head of Works, Muroran Works
- Shinji MINOBE • Head of Unit, Pipe & Tube Unit
• Rendering assistance to Executive Vice President T. Mori on Global Tubular Business

Hiroshi TSUGA

- Head of Office, Osaka Office
- Rendering assistance to Executive Vice President A. Migita on General Administration, Human Resources

Yuji NOMIYAMA

- Head of Works, Kyushu Works

Executive Officers

Hidenori KINUGASA

- Vice Head of Unit, Pipe & Tube Unit
- Rendering assistance to Executive Vice President T. Mori on Global Tubular Business

Shinji KIDO

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

Kyoichi ARAKI

- Head of Division, Ironmaking Technology Division

Takahiko IWAI

- Head of Division, Accounting & Finance Division
- Rendering assistance to Managing Executive Officer K. Shinkai and cooperating with Head of Division, Digital Innovation Division on Business Transformation & Standardization
- Cooperating with Head of Division, General Administration Division on Public Relations

Seita OUCHI

- Legal
- Rendering assistance to Managing Executive Officer T. Honda on Legal in Intellectual Property

Eiji SOGOH

- Head of Division, Human Resources Division
- Rendering assistance to Managing Executive Officer T. Honda on Safety

Takeshi IMAI

- Head of Division, Flat Products Technology Division, Flat Products Unit; Project Leader, India Continuous Annealing and Processing Line Project, Global Business Development Sector; Deputy Project Leader, Shanghai-Baoshan Cold-rolled & Coated Sheet Products Project, Global Business Development Sector
- Cooperating with Head of Division, Technical Administration & Planning Division on Hot Rolling Technology

Akihiko KOJIMA

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

Hidenori OGAWA

- Vice Head of Works, Kansai Works (Representative of Amagasaki Area)

Masashi KISHIMOTO

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

Noriyuki HIRAMITSU

- Head of Center, Plant Engineering and Facility Management Center
- Rendering assistance to Executive Vice President N. Sato on India Iron and Steel Project, Global Business Development Sector

- Eiji ORIHASHI
 - Head of Division, Technical Administration & Planning Division
 - Rendering assistance to Executive Vice President N. Sato on India Iron and Steel Project, Global Business Development Sector
 - Rendering assistance to Managing Executive Officer K. Shinkai and cooperating with Head of Division, Digital Innovation Division on Business Transformation & Standardization

- Satoru ENDO
 - Head of Unit, Plate & Construction Products Unit

- Masahiro NAKATA
 - 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

- Tsuyoshi HARADA
 - Head of Division, Legal Division

- Masayoshi MURASE
 - Head of Division, Internal Control & Audit Division

- Kenichi HOSHI
 - Rendering assistance to Executive Vice President T. Mori on Global Business Development in Southeast Asia
 - Rendering assistance to Managing Executive Officer I. Sato on Overseas Offices (including locally incorporated companies) in Southeast Asia

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

- Takahisa OHNO
 - Vice Head of Works, Kyushu Works (Representative of Oita Area)

- Hiroto SONODA
 - Head of Unit, Bar & Wire Rod Unit

- Masashi IMOTO
 - Vice Head of Unit, Flat Products Unit ; Head of Division, Flat Products, Rail & Shape Global Marketing Division, Flat Products Unit

- Ryuichi NAGAI
 - Head of Division, Marketing Administration & Planning Division ; Head of Unit, Titanium Unit
 - Rendering assistance to Managing Executive Officer K. Shinkai and cooperating with Head of Division, Digital Innovation Division on Business Transformation & Standardization

- Hiroto NAITOH
 - Head of Division, Corporate Planning Division
 - Rendering assistance to Managing Executive Officer K. Shinkai and cooperating with Head of Division, Digital Innovation Division on Business Transformation & Standardization

Reference 2:

Executive Officers to retire on March 31, 2021

Retiring Executive Officers

<Expected position after retirement>

Yuji KUBO	Managing Executive Officer, Nippon Steel Chemical & Material Co., Ltd.
Nozomu TAKAHASHI	Director, Member of the Board and Managing Executive Officer, Nippon Steel Technology Co., Ltd.
Atsushi TSUCHIYA	Managing Officer, Nippon Steel Logistics Co., Ltd
Yasutaka KAWAGUCHI	Managing Executive Officer, Nippon Steel Coated Sheet Corporation

Reference 3:

Directors and Executive Officers to retire at the end of the 97th Annual Meeting of Shareholders scheduled to be held in late June 2021

Retiring Directors, Members of the Board

<Expected position after retirement>

Shinji TANIMOTO	Representative Director and President, Nippon Steel Technology Co., Ltd.
Katsuhiro MIYAMOTO	President, Representative Director, Sanyo Special Steel Co., Ltd.

Retiring Executive Officers

<Expected position after retirement>

Hiroaki MATSUOKA	(*)
Kazuhiro KOSHIKAWA	Director, Member of the Board, and Managing Executive Officer, NIPPON STEEL TRADING CORPORATION
Yoshio SATO	President, WAKO STEEL CO.,LTD.
Toshiaki NAGANUMA	Managing Director, Nippon Steel Stainless Steel Pipe Co., Ltd.

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

Reference 4:

Executive Officers to be newly appointed on April 1, 2021

< Current Position >

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|------------------|---|
| Masayoshi MURASE | <ul style="list-style-type: none">• Executive Counselor,
Head of Division, Internal Control & Audit Division |
| Kenichi HOSHI | <ul style="list-style-type: none">• Advisor (President & CEO, WHEELING-NIPPON STEEL, INC) |
| Kenichi ONODA | <ul style="list-style-type: none">• Executive Counselor,
Head of Division, Railway, Automotive & Machinery Parts Marketing Division,
Railway, Automotive & Machinery Parts Unit |
| Takahisa OHNO | <ul style="list-style-type: none">• General Manager,
Head of Division, Production & Technical Control Division, Setouchi Works |
| Hiroto SONODA | <ul style="list-style-type: none">• General Manager,
Head of Division, Bar & Wire Rod Marketing Division, Bar & Wire Rod Unit |
| Masashi IMOTO | <ul style="list-style-type: none">• General Manager,
Head of Division, Flat Products Global Marketing Division, Flat Products Unit |
| Ryuichi NAGAI | <ul style="list-style-type: none">• General Manager,
Head of Division, Marketing Administration & Planning Division |
| Hiroto NAITOH | <ul style="list-style-type: none">• General Manager,
Corporate Planning Division |