

For Immediate Release

February 17, 2022

Company name: Nippon Steel Corporation
Name of representative: Eiji Hashimoto, Representative Director and President
Code number: 5401 TSE 1st Section, NSE, FSE, and SSE
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Notice of Changes in Representative Directors, Board Members and Officers

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

1. Reason for the Changes

Changes to representation rights accompanying changes in board members

2. Name, Titles, Appointment Date and Number of Shares of Retiring and New Representative Directors**(1) Decision****(Retiring Representative Directors)**

| Name (Date of birth) | New Title | Current Title | Appointment Date | Number of Shares of the Company Owned |
|--|-------------------------------|--|------------------|---------------------------------------|
| Shinichi NAKAMURA (February 15, 1959) | Director, Member of the Board | Representative Director and Executive Vice President | April 1, 2022 | 18,158 shares |
| Shuhei ONOYAMA (December 20, 1961) | Director, Member of the Board | Representative Director and Executive Vice President, Head of Research and Development | April 1, 2022 | 8,685 shares |

(Note) The number of shares of the Company owned is as of January 31, 2022.

(2) Informal Decision**(New Representative Director)**

| Name (Date of birth) | New Title | Title (as of April 1, 2022) | Appointment Date | Number of Shares of the Company Owned |
|------------------------------------|--|--|------------------|---------------------------------------|
| Takashi HIROSE (April 19, 1962) | Representative Director and Executive Vice President, Head of Unit, Flat Products Unit ; Deputy Project Leader, Next-Generation Hot Strip Mill Project | Executive Vice President, Head of Unit, Flat Products Unit ; Deputy Project Leader, Next-Generation Hot Strip Mill Project | Late June, 2022 | 1,030 shares |

(Note1) The change will be officially resolved at the meeting of the board of directors to be held immediately after the 98th General Meeting of Shareholders scheduled for late June 2022.

(Note2) The number of shares of the Company owned is as of January 31, 2022.

(Note3) The current title is as follows.

| Name | Current Title |
|----------------|---|
| Takashi HIROSE | Managing Executive Officer, Head of Unit, Flat Products Unit ; Project Leader, Shanghai-Baoshan Cold-rolled & Coated Sheet Products Project, Global Business Development Sector ; Deputy Project Leader, Next-Generation Hot Strip Mill Project |

3. Brief Career Summary of New Representative Director

| Name | Brief Career Summary | |
|----------------|----------------------|--|
| Takashi HIROSE | April 1986 | Joined Nippon Steel Corporation |
| | April 2016 | Executive Officer, Head of Div., Marketing Administration & Planning Div. of the Company |
| | April 2018 | Executive Officer, Head of Unit, Plate Unit of the Company |
| | April 2019 | Managing Executive Officer, Head of Unit, Plate Unit ; Vice Head of Unit, Flat Products Unit of the Company |
| | April 2020 | Managing Executive Officer, Head of Unit, Flat Products Unit ; Project Leader, Shanghai-Baoshan Cold-rolled & Coated Products Project, Global Business Development Sector of the Company |
| | April 2021 | Managing Executive Officer, Head of Unit, Flat Products Unit ; Project Leader, Shanghai-Baoshan Cold-rolled & Coated Products Project, Global Business Development Sector ; Deputy Project Leader, Next-Generation Hot Strip Mill Project of the Company |

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

Notice of Changes in Board Members and Officers

This is to announce that, at the meeting of the Board of Directors held today, (i) the candidates for members of the Board of Directors (excluding directors who are Audit & Supervisory Committee Members) and (ii) the candidates for members of the Board of Directors who are Audit & Supervisory Committee Members to be submitted to the 98th Annual Meeting of Shareholders scheduled to be held in late June 2022 were decided. Also, (iii) (x) the appointment of members of the Board of Directors with titles, (y) the appointment of Representative Directors, and (z) division of business responsibilities and delegation of office for Executive Vice Presidents and Managing Director 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 98th Annual Meeting of Shareholders (scheduled to be held in late June 2022)

(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 98th 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 | |
| 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 • Head of Green Transformation 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; Research and Development • Project Leader, Next-Generation Hot Strip Mill Project; Project Leader, Ironmaking Operations Project; Deputy Project Leader, India Iron and Steel Project, Global Business Development Sector • Cooperating with Executive Vice President A. Migita on Environment and Green Transformation Development |
| 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 |

| | | |
|------------------|--|--|
| * 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 • Head of Unit, Flat Products Unit; 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 | Managing Director, Member of the Board | <ul style="list-style-type: none"> • Corporate Planning • Project Leader, Thai Steel Project, Global Business Development Sector ; Vice Head of Green Transformation Development ; Deputy Project Leader, Next-Generation Hot Strip Mill Project • Rendering assistance to Executive Vice President A. Migita on Digital Innovation • Rendering assistance to Executive Vice President N. Sato on Ironmaking Operations Project • Rendering assistance to Executive Vice President K. Fukuda on Corporate Planning in R & D |
| Tetsuro TOMITA | Director, Member of the Board | |
| * Kuniko URANO | Director, Member of the Board (Current Position: Advisor, Komatsu Ltd. Former Position: Director and Senior Executive Officer, Komatsu Ltd.) | |

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. Candidates for members of the Board of Directors who are Audit & Supervisory Committee Members to be submitted to the 98th Annual Meeting of Shareholders (scheduled to be held in late June 2022)

| Name | Title (planned) |
|--------------------|--|
| Shozo FURUMOTO | Director, Member of the Board who is an Audit & Supervisory Committee Member |
| * Masayoshi MURASE | Director, Member of the Board who is an Audit & Supervisory Committee Member (Current Position : Executive Officer, Head of Division, Internal Control & Audit Division, Nippon Steel Corporation) |
| Seiichiro AZUMA | Director, Member of the Board who is an Audit & Supervisory Committee Member |
| Hiroshi YOSHIKAWA | Director, Member of the Board who is an Audit & Supervisory Committee Member |
| * Masato KITERA | Director, Member of the Board who is an Audit & Supervisory Committee Member (Current Position : Director, Member of the Board (excluding directors who are Audit & Supervisory Committee Members), Nippon Steel Corporation) |

Notes:

- Asterisks (*) indicate new candidates for the members of the Board of Directors who are Audit & Supervisory Committee Members
- 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.

III. 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, 2022 >

Representative Director and Chairman

Kosei SHINDO

Representative Director and President

Eiji HASHIMOTO

Representative Directors and Executive Vice Presidents

Akio MIGITA

- Corporate Planning; Group Companies Planning; General Administration; Legal; Internal Control & Audit; Digital Innovation; Information & Communication Technology; Human Resources; Environment; Business Transformation & Standardization
- Head of Green Transformation Development

Naoki SATO

- 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; Research and Development
- Project Leader, Next-Generation Hot Strip Mill Project; Project Leader, Ironmaking Operations Project; Deputy Project Leader, India Iron and Steel Project, Global Business Development Sector
- Cooperating with Executive Vice President A. Migita on Environment and Green Transformation Development

Takahiro MORI

- 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
 - Project Leader, Thai Steel Project, Global Business Development Sector ; Vice Head of Green Transformation Development ; Deputy Project Leader, Next-Generation Hot Strip Mill Project
 - Rendering assistance to Executive Vice President A. Migita on Digital Innovation
 - Rendering assistance to Executive Vice President N. Sato on Ironmaking Operations Project
 - Rendering assistance to Executive Vice President K. Fukuda on Corporate Planning in R & D

Directors, Members of the Board

- Shinichi NAKAMURA
- Advisor to the President

- Shuheï ONOYAMA
- 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

- Kazuhisa FUKUDA
- Head of Research and Development
 - Cooperating with Executive Vice President A. Migita on Green Transformation Development

- Takashi HIROSE*
- Marketing Administration & Planning; Transportation & Logistics; Project Development; Raw Materials; Machinery & Materials Procurement; Steel Products Units; Domestic Office and Branches
 - Head of Unit, Flat Products Unit; Deputy Project Leader, Next-Generation Hot Strip Mill Project
 - Cooperating with Executive Vice President T. Mori on Overseas Offices(including locally incorporated companies)

Persons in italics: newly appointed as Executive Vice President

Managing Executive Officers

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

- Junichi TANI
- Head of Works, East Nippon Works
 - Cooperating with Managing Executive Officer K. Araki on Ironmaking Operations Project
- 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; Deputy Project Leader, Thai 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
 - Internal Control & Audit Division; Digital Innovation ; Business Transformation & Standardization
- Hirofumi FUNAKOSHI
- Corporate Planning; Environment
 - Vice Head of Green Transformation Development
 - Rendering assistance to Executive Vice President N. Sato on Energy and Slag, Cement & Resource Recycling
 - Cooperating with Managing Executive Officer K. Araki on Ironmaking Operations Project
- Nobuhiro FUJITA
- Head of Laboratories, Steel Research Laboratories, R & D Laboratories
- Hiroyuki MINATO
- Intellectual Property(excluding Legal); Safety; Plant Safety; Technical Administration & Planning (including Standardization); Quality Management; Steelmaking Technology
 - Rendering assistance to Executive Vice President T. Hirose on Transportation & Logistics Technology
 - Cooperating with Managing Executive Officer K. Araki on Ironmaking Operations Project
- 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
 - 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 Managing Director T. Imai on Green Transformation Development
- Takahiko IWAI*
- Head of Division, Accounting & Finance Division
 - Rendering assistance to Executive Vice President T. Mori on Global Business Development
 - Cooperating with Managing Executive Officer K. Shinkai on Digital Innovation and Business Transformation & Standardization
 - Cooperating with Head of Division, General Administration Division on Public Relations
- Seita OUCHI*
- Legal; Legal in Intellectual Property
- Eiji SOGOH*
- Head of Division, Human Resources Division
 - 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*
- Vice Head of Unit, Pipe & Tube Unit
 - Rendering assistance to Executive Vice President T. Mori on Global Tubular Business

Persons in italics: newly appointed as Managing Executive Officer

Executive Officers

- Hideo SUZUKI
- Advisor to the President
- Hidetake ISHIHARA
- Advisor to the President
- Takeshi HONDA
- Advisor to the President
- Shinji KIDO
- Advisor to the President
- Akihiko KOJIMA
- Head of Division, R & D Planning Division, R & D Laboratories
- Masashi KISHIMOTO
- Head of Works, North Nippon Works
 - Rendering assistance to Managing Executive Officer K. Araki on Ironmaking Operations Project

- 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
 - Rendering assistance to Managing Executive Officer K. Araki on Ironmaking Operations Project
- Eiji ORIHASHI
- Head of Division, General Planning Div., Green Transformation Development Sector
 - Rendering assistance to Managing Director T. Imai on Production & Facilities Planning concerning Corporate Planning
 - Rendering assistance to Managing Executive Officer K. Araki on Ironmaking Operations Project
- Satoru ENDO
- Head of Unit, Plate & Construction Products Unit
- Masahiro NAKATA
- Head of Division, Information & Communication Technology Division
 - Digital Innovation
 - Rendering assistance to Managing Executive Officer K. Shinkai on Business Transformation & Standardization
- Tsuyoshi HARADA
- Head of Division, Legal Division
- Masayoshi MURASE
- Advisor to the President
- 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 ; Project Leader, Shanghai-Baoshan Cold-rolled & Coated Sheet Products Project, Global Business Development Sector
- Ryuichi NAGAI
- Head of Division, Marketing Administration & Planning Division ; Head of Unit, Titanium Unit
 - Rendering assistance to Managing Executive Officer K. Shinkai on Digital Innovation and Business Transformation & Standardization

- Hiroto NAITOH
- Head of Division, Corporate Planning Division
 - Rendering assistance to Managing Executive Officer K. Shinkai on Digital Innovation and Business Transformation & Standardization
 - Rendering assistance to Managing Executive Officer K. Araki on Ironmaking Operations Project
 - Cooperating with Head of Division, General Planning Div., Green Transformation Development Sector on Green Transformation Development
- Nobuo OKOCHI*
- Head of Division, Global Business Development Div.- I , Global Business Development Sector; Project Leader, CSVC Project, Global Business Development Sector; Project Leader, Wuhan Tin Mill Project, Global Business Development Sector
 - Rendering Assistance to Head of Unit, Flat Products Unit on CSVC Project and Wuhan Tin Mill Project concerning Flat Products
- Ken ITO*
- 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 on Digital Innovation and Business Transformation & Standardization
 - 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, 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
- 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, Tin Mill Products & Electrical Steel Sheet Division, Flat Products Unit

Persons in italics: newly appointed as Executive Officer

Reference 1:

Expected management structure as of the date of the 98th Annual Meeting of Shareholders scheduled to be held in late June 2022 (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

- | | |
|----------------|---|
| 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• Head of Green Transformation 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; Research and Development• Project Leader, Next-Generation Hot Strip Mill Project; Project Leader, Ironmaking Operations Project; Deputy Project Leader, India Iron and Steel Project, Global Business Development Sector• Cooperating with Executive Vice President A. Migita on Environment and Green Transformation Development |
| 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 |
| Takashi HIROSE | <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• Head of Unit, Flat Products Unit; Deputy Project Leader, Next-Generation Hot Strip Mill Project• Cooperating with Executive Vice President T. Mori on Overseas Offices(including locally incorporated companies) |

Managing Director, Member of the Board

Tadashi IMAI

- Corporate Planning
- Project Leader, Thai Steel Project, Global Business Development Sector ; Vice Head of Green Transformation Development ; Deputy Project Leader, Next-Generation Hot Strip Mill Project
- Rendering assistance to Executive Vice President A. Migita on Digital Innovation
- Rendering assistance to Executive Vice President N. Sato on Ironmaking Operations Project
- Rendering assistance to Executive Vice President K. Fukuda on Corporate Planning in R & D

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.

Executive Vice President

Kazuhisa FUKUDA

- Head of Research and Development
- Cooperating with Executive Vice President A. Migita on Green Transformation Development

Managing Executive Officers

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

- Junichi TANI
 - Head of Works, East Nippon Works
 - Cooperating with Managing Executive Officer K. Araki on Ironmaking Operations Project

- 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; Deputy Project Leader, Thai 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
 - Internal Control & Audit Division; Digital Innovation ; Business Transformation & Standardization

- Hirofumi FUNAKOSHI
 - Corporate Planning; Environment
 - Vice Head of Green Transformation Development
 - Rendering assistance to Executive Vice President N. Sato on Energy and Slag, Cement & Resource Recycling
 - Cooperating with Managing Executive Officer K. Araki on Ironmaking Operations Project

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

- Hiroyuki MINATO
 - Intellectual Property(excluding Legal); Safety; Plant Safety; Technical Administration & Planning (including Standardization); Quality Management; Steelmaking Technology
 - Rendering assistance to Executive Vice President T. Hirose on Transportation & Logistics Technology
 - Cooperating with Managing Executive Officer K. Araki on Ironmaking Operations Project

- 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
 - 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 Managing Director T. Imai on Green Transformation Development
- Takahiko IWAI
 - Head of Division, Accounting & Finance Division
 - Rendering assistance to Executive Vice President T. Mori on Global Business Development
 - Cooperating with Managing Executive Officer K. Shinkai on Digital Innovation and Business Transformation & Standardization
 - Cooperating with Head of Division, General Administration Division on Public Relations
- Seita OUCHI
 - Legal; Legal in Intellectual Property
- Eiji SOGOH
 - Head of Division, Human Resources Division
 - 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
 - Vice Head of Unit, Pipe & Tube Unit
 - Rendering assistance to Executive Vice President T. Mori on Global Tubular Business

Executive Officers

- Akihiko KOJIMA
 - Head of Division, R & D Planning Division, R & D Laboratories
- Masashi KISHIMOTO
 - Head of Works, North Nippon Works
 - Rendering assistance to Managing Executive Officer K. Araki on Ironmaking Operations Project

- 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
 - Rendering assistance to Managing Executive Officer K. Araki on Ironmaking Operations Project
- Eiji ORIHASHI
- Head of Division, General Planning Div., Green Transformation Development Sector
 - Rendering assistance to Managing Director T. Imai on Production & Facilities Planning concerning Corporate Planning
 - Rendering assistance to Managing Executive Officer K. Araki on Ironmaking Operations Project
- Satoru ENDO
- Head of Unit, Plate & Construction Products Unit
- Masahiro NAKATA
- Head of Division, Information & Communication Technology Division
 - Digital Innovation
 - Rendering assistance to Managing Executive Officer K. Shinkai on Business Transformation & Standardization
- Tsuyoshi HARADA
- Head of Division, Legal 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 ; Project Leader, Shanghai-Baoshan Cold-rolled & Coated Sheet Products Project, Global Business Development Sector
- Ryuichi NAGAI
- Head of Division, Marketing Administration & Planning Division ; Head of Unit, Titanium Unit
 - Rendering assistance to Managing Executive Officer K. Shinkai on Digital Innovation and Business Transformation & Standardization
- Hiroto NAITOH
- Head of Division, Corporate Planning Division
 - Rendering assistance to Managing Executive Officer K. Shinkai on Digital Innovation and Business Transformation & Standardization
 - Rendering assistance to Managing Executive Officer K. Araki on Ironmaking Operations Project
 - Cooperating with Head of Division, General Planning Div., Green Transformation Development Sector on Green Transformation Development

- Nobuo OKOCHI
 - Head of Division, Global Business Development Div.- I , Global Business Development Sector; Project Leader, CSVC Project, Global Business Development Sector; Project Leader, Wuhan Tin Mill Project, Global Business Development Sector
 - Rendering Assistance to Head of Unit, Flat Products Unit on CSVC Project and Wuhan Tin Mill Project concerning Flat Products

- Ken ITO
 - 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 on Digital Innovation and Business Transformation & Standardization
 - 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, 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

- 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, Tin Mill Products & Electrical Steel Sheet Division, Flat Products Unit

Reference 2:

Managing Executive Officer to retire on March 31, 2022

Retiring Managing Executive Officer

Kazuhiro NAKASHIMA

Reference 3:

Directors (excluding directors who are Audit & Supervisory Committee Members), Directors who are Audit & Supervisory Committee Members and Executive Officers to retire at the end of the 98th Annual Meeting of Shareholders scheduled to be held in late June 2022

Retiring Directors, Members of the Board

<Expected position after retirement>

| | |
|-------------------|--|
| Shinichi NAKAMURA | Representative Director and President, NIPPON STEEL TRADING CORPORATION |
| Shuhei ONOYAMA | Representative Director and President, NIPPON STEEL TEXENG.CO.,LTD. |
| Noriko IKI | President, Japan Institute for Women's Empowerment & Diversity Management (Current Position) |

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

<Expected position after retirement>

| | |
|------------------|--|
| Masato MATSUNO | Executive Advisor, Nippon Steel Corporation Audit & Supervisory Board Member, Nippon Steel Engineering Co., Ltd |
| Nobuhiro MIYOSHI | Executive Advisor, Nippon Steel Corporation |
| Hiroshi OBAYASHI | Lawyer, Obayashi Law Office (Current Position) |
| Jiro MAKINO | Chairman, The General Insurance Institute of Japan (Current Position) |

Retiring Executive Officers

<Expected position after retirement>

| | |
|-------------------|---|
| Hideo SUZUKI | Executive Advisor, Nippon Steel Corporation |
| Hidetake ISHIHARA | Director, Member of the Board, and Executive Vice President, NIPPON STEEL TRADING CORPORATION |
| Takeshi HONDA | Managing Executive Officer, NIPPON STEEL TEXENG.CO.,LTD. |
| Shinji KIDO | Representative Director and Executive Vice President, OJI STEEL Co.,Ltd. |

Reference 4:

Executive Officers to be newly appointed on April 1, 2022

< Current Position >

- | | |
|-------------------|---|
| Nobuo OKOCHI | <ul style="list-style-type: none">• Executive Counselor, Head of Division, Global Business Development Division, Global Business Development Sector; Project Leader, CSVC Project, Global Business Development Sector; Project Leader, Wuhan Tin Mill Project, Global Business Development Sector |
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