

Notice of Changes in Board Members and Officers

This is to announce that, with the establishment of “Zero-Carbon Steel Project” and “Next-Generation Hot Strip Mill Project” on April 1, 2021, it was resolved to change part of the division of business responsibilities and delegation of office for the related Executive Vice Presidents, Managing Director and Managing Executive Officers effective as of April 1, 2021, which was originally resolved at the meeting of the Board of Directors held on February 19, 2021.

In conjunction with this changes, the division of business responsibilities and delegation of office for Executive Vice Presidents and Managing Director that will be members of the Board of Directors as of the date of the 97th Annual Meeting of Shareholders, which will be officially resolved at the meeting of the Board of Directors to take place immediately after the annual meeting of shareholders will also be as follows.

1. Changes in the division of business responsibilities and delegation of office for Executive Vice Presidents, Managing Director, Managing Executive Officers effective as of April 1, 2021

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
 - Project Leader, Zero-Carbon Steel Project
- Shuhei ONOYAMA
- Head of Research and Development
 - Cooperating with Executive Vice President A. Migita on Zero-Carbon Steel

Executive Vice President

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

Managing Director, Member of the Board

Tadashi IMAI

- Corporate Planning; Technical Administration & Planning (including Standardization); Ironmaking Technology; Steelmaking Technology; Energy Technology
- Deputy Project Leader, Zero-Carbon Steel Project ; Deputy Project Leader, Next-Generation Hot Strip Mill Project
- 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

Managing Executive Officers

Hideo SUZUKI

- Environment
- Deputy Project Leader, Zero-Carbon Steel Project
- 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

Takashi HIROSE

- 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
- Marketing Administration & Planning; Transportation & Logistics

<Notes: Additions and/or changes have been made of the underlined part mentioned above>

2. Changes in the division of business responsibilities and delegation of office for 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)

Name	Title (planned)	Division of Business Responsibilities and Delegation of Office (planned)
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• <u>Project Leader, Zero-Carbon Steel Project</u>
Shuhei ONOYAMA	Representative Director and Executive Vice President	<ul style="list-style-type: none">• Head of Research and Development• <u>Cooperating with Executive Vice President A. Migita on Zero-Carbon Steel</u>

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 • <u>Project Leader, Next-Generation Hot Strip Mill Project</u>; Deputy Project Leader, India Iron and Steel Project, Global Business Development Sector • Cooperating with Executive Vice President A. Migita on Environment and <u>Zero-Carbon Steel</u>
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 • <u>Deputy Project Leader, Zero-Carbon Steel Project</u> ; <u>Deputy Project Leader, Next-Generation Hot Strip Mill Project</u> • 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

<Notes: Additions and/or changes have been made of the underlined part mentioned above>

Reference 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· Project Leader, Zero-Carbon Steel Project |
| Shuheii ONOYAMA | <ul style="list-style-type: none">· Head of Research and Development· Cooperating with Executive Vice President A. Migita on Zero-Carbon Steel |

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· Deputy Project Leader, Zero-Carbon Steel Project ; Deputy Project Leader, Next-Generation Hot Strip Mill Project· 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.

**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

Seiichiro AZUMA

Hiroshi YOSHIKAWA

Note:

Messrs. Hiroshi OBAYASHI, Jiro MAKINO, Seiichiro 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 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· Project Leader, Next-Generation Hot Strip Mill Project; Deputy Project Leader, India Iron and Steel Project, Global Business Development Sector· Cooperating with Executive Vice President A. Migita on Environment and Zero-Carbon Steel |
| <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 · Environment
· Deputy Project Leader, Zero-Carbon Steel Project
· 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; Deputy Project Leader, Next-Generation Hot Strip Mill Project
· 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 2:

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· Project Leader, Zero-Carbon Steel Project |
| Shuhei ONOYAMA | <ul style="list-style-type: none">· Head of Research and Development· Cooperating with Executive Vice President A. Migita on Zero-Carbon Steel |
| 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· Project Leader, Next-Generation Hot Strip Mill Project; Deputy Project Leader, India Iron and Steel Project, Global Business Development Sector· Cooperating with Executive Vice President A. Migita on Environment and Zero-Carbon Steel |
| 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
 - Deputy Project Leader, Zero-Carbon Steel Project ; Deputy Project Leader, Next-Generation Hot Strip Mill Project
 - 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

Seiichiro AZUMA

Hiroshi YOSHIKAWA

Note:

Messrs. Hiroshi OBAYASHI, Jiro MAKINO, Seiichiro 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
· Deputy Project Leader, Zero-Carbon Steel Project
· 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 ; Deputy Project Leader, Next-Generation Hot Strip Mill Project
· 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