

Change in Board Members, Audit & Supervisory Board Members and Officers

This is to announce that, at a meeting of the board of directors held today, (i) the candidates for the board of directors and the audit & supervisory board to be submitted to the 92nd Annual Meeting of Shareholders scheduled to be held in late June 2016 were decided and (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.

Also, it was resolved to undertake the following matters effective as of April 1: (i) (x) the appointment of Executive Vice Presidents that will be members of the board of directors, (y) the appointment of representative directors, and (z) the change in division of business responsibilities and delegation of office for Executive Vice Presidents, Managing Directors 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 to be Submitted to the 92nd Annual Meeting of Shareholders (scheduled for late June 2016)

(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 Directors 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 92nd Annual Meeting of Shareholders.)

Name	Title (planned)	Division of Business Responsibilities and Delegation of Office (planned)
Shoji MUNEOKA	Representative Director and Chairman	
Kosei SHINDO	Representative Director and President	
Soichiro SAKUMA	Representative Director and Executive Vice President	<ul style="list-style-type: none"> <li>• General Administration; Legal; Internal Control &amp; Audit; Business Process Innovation; Human Resources; Environment</li> </ul>
Yasumitsu SAEKI	Representative Director and Executive Vice President	<ul style="list-style-type: none"> <li>• Marketing Administration &amp; Planning; Transportation &amp; Logistics; Project Development; Machinery &amp; Materials Procurement; Steel Products Units; Domestic Office and Branches</li> <li>• Cooperating with Executive Vice President E. Hashimoto on Overseas Offices</li> </ul>
Shinji FUJINO*	Representative Director and Executive Vice President	<ul style="list-style-type: none"> <li>• Intellectual Property; Safety; Plant Safety; Technical Administration &amp; Planning; Quality Management; Plant Engineering and Facility Management; Ironmaking Technology; Steelmaking Technology; Energy Technology; Slag &amp; Cement</li> <li>• Cooperating with Executive Vice President S. Sakuma on Environment</li> </ul>
Eiji HASHIMOTO*	Representative Director and Executive Vice President	<ul style="list-style-type: none"> <li>• Head of Global Business Development</li> <li>• Overseas Offices</li> </ul>

Kenji TAKAHASHI*	Representative Director and Executive Vice President	<ul style="list-style-type: none"> <li>• Head of Research and Development</li> </ul>
Toshiharu SAKAE*	Representative Director and Executive Vice President	<ul style="list-style-type: none"> <li>• Corporate Planning; Group Companies Planning; Accounting &amp; Finance; Raw Materials</li> </ul>
Ritsuya IWAI	Managing Director, Member of the Board	<ul style="list-style-type: none"> <li>• Head of Unit, Pipe &amp; Tube Unit; Project Leader, VSB Project, Global Business Development Sector</li> </ul>
Machi NAKATA	Managing Director, Member of the Board	<ul style="list-style-type: none"> <li>• Head of Unit, Railway, Automotive &amp; Machinery Parts Unit</li> </ul>
Shinji TANIMOTO	Managing Director, Member of the Board	<ul style="list-style-type: none"> <li>• Head of Center, Plant Engineering and Facility Management Center</li> <li>• Intellectual Property; Safety; Plant Safety; Technical Administration &amp; Planning; Quality Management; Ironmaking Technology; Steelmaking Technology; Energy Technology; Slag &amp; Cement</li> <li>• Rendering Assistance to Executive Vice President Y. Saeki on Steel Products Units</li> </ul>
Shinichi NAKAMURA *	Managing Director, Member of the Board	<ul style="list-style-type: none"> <li>• Head of Unit, Flat Products Unit; Project Leader, Shanghai-Baoshan Cold-rolled &amp; Coated Sheet Products Project, Global Business Development Sector; Project Leader, India Continuous Annealing &amp; Processing Line Project, Global Business Development Sector</li> <li>• Marketing Administration &amp; Planning; Transportation &amp; Logistics</li> </ul>

Mutsutake OTSUKA            Director, Member of the Board

Ichiro FUJISAKI            Director, Member of the Board

Notes:

- An asterisk (\*) indicates a new candidate for a member of the board of directors. However, Mr. Fujino had been appointed to Managing Director, Member of the Board from June 2014 to June 2015.
- Messrs. Otsuka and Fujisaki meet the requirements of an outside director as set forth in Article 2, Item 15 of the Companies Act.

## II. Candidates for Audit & Supervisory Board Member to be Submitted to the 92nd Annual Meeting of Shareholders (scheduled for late June 2016)

Name	Current Position
Atsuhiko YOSHIE	Managing Executive Officer, NSSMC (Head of Laboratories, Steel Research Laboratories, R&D Laboratories)
Masato TSURIBE	Executive Counsellor, NSSMC (General Manager, Head of Division, Internal Control & Audit Division)
Seiichiro AZUMA	Partner, Deloitte Touche Tohmatsu LLC

Notes:

- All of the above three people are new candidates for the audit & supervisory board members.
- Mr. Azuma meets the requirements of an outside company auditor as set forth in Article 2, Item 16 of the Companies Act.

## III. Change in the division of business responsibilities and delegation of office for Executive Vice Presidents, Managing Directors 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, 2016 >

### **Representative Director and Chairman**

Shoji MUNEOKA

### **Representative Director and President**

Kosei SHINDO

## **Representative Directors and Executive Vice Presidents**

- |                        |  |
|------------------------|--|
| Soichiro SAKUMA        | <ul style="list-style-type: none"><li>• General Administration; Legal; Internal Control &amp; Audit; Business Process Innovation; Human Resources; Environment</li></ul>   |
| <i>Yasumitsu SAEKI</i> | <ul style="list-style-type: none"><li>• Marketing Administration &amp; Planning; Transportation &amp; Logistics; Project Development; Machinery &amp; Materials Procurement; Steel Products Units; Domestic Office and Branches</li><li>• Cooperating with Executive Vice President E. Hashimoto on Overseas Offices</li></ul> |

*Person in italics newly appointed as Representative Director and Executive Vice President*

## **Managing Directors, Members of the Board**

- |                 |  |
|-----------------|--|
| Ritsuya IWAI    | <ul style="list-style-type: none"><li>• Head of Unit, Pipe &amp; Tube Unit; Project Leader, VSB Project, Global Business Development Sector</li></ul>  |
| Machi NAKATA    | <ul style="list-style-type: none"><li>• Head of Unit, Railway, Automotive &amp; Machinery Parts Unit</li></ul>   |
| Shinji TANIMOTO | <ul style="list-style-type: none"><li>• Head of Center, Plant Engineering and Facility Management Center</li><li>• Intellectual Property; Safety; Plant Safety; Technical Administration &amp; Planning; Quality Management; Ironmaking Technology; Steelmaking Technology; Energy Technology; Slag &amp; Cement</li><li>• Rendering Assistance to Executive Vice President Y. Saeki on Steel Products Units</li></ul> |

## **Directors, Members of the Board**

- |                  |  |
|------------------|--|
| Shinya HIGUCHI   | <ul style="list-style-type: none"><li>• Advisor to the President</li></ul> |
| Katsuhiko OTA    | <ul style="list-style-type: none"><li>• Advisor to the President</li></ul> |
| Akihiro MIYASAKA | <ul style="list-style-type: none"><li>• Advisor to the President</li></ul> |
| Kinya YANAGAWA   | <ul style="list-style-type: none"><li>• Advisor to the President</li></ul> |
| Shinji MORINOBU  | <ul style="list-style-type: none"><li>• Advisor to the President</li></ul> |
| Mutsutake OTSUKA |  |
| Ichiro FUJISAKI  |  |

### Notes:

- Messrs. Otsuka and Fujisaki meet the requirements of an outside director as set forth in Article 2, Item 15 of the Companies Act.

## **Executive Vice Presidents**

*Shinji FUJINO*

- Intellectual Property; Safety; Plant Safety; Technical Administration & Planning; Quality Management; Plant Engineering and Facility Management; Ironmaking Technology; Steelmaking Technology; Energy Technology; Slag & Cement
- Cooperating with Executive Vice President S. Sakuma on Environment

*Eiji HASHIMOTO*

- Head of Global Business Development
- Overseas Offices

*Kenji TAKAHASHI*

- Head of Research and Development

*Toshiharu SAKAE*

- Corporate Planning; Group Companies Planning; Accounting & Finance; Raw Materials

*Persons in italics newly appointed as Executive Vice Presidents*

## **Managing Executive Officers**

Akihiko INOUE

- Head of Works, Kimitsu Works

Hirotsune SATOH

- General Administration; Internal Control & Audit; Business Process Innovation

Katsuhiro MIYAMOTO

- Vice Head of Global Business Development; Project Leader, CSVC Project, Global Business Development Sector; Project Leader, Wuhan Tin Mill Project, Global Business Development Sector
- Corporate Planning; Accounting & Finance

Masato MATSUNO

- Head of Office, Osaka Office
- Rendering Assistance to Executive Vice President S. Sakuma on Matters relating to General Administration

Shin NISHIURA

- Head of Office, Beijing Office
- Rendering Assistance to Executive Vice President E. Hashimoto on Global Business Development in China

Yoichi FURUTA

- Project Leader, Usiminas Project, Global Business Development Sector
- Rendering Assistance to Executive Vice President E. Hashimoto on Global Business Development in the Americas

Hiroyuki NITTA

- Head of Works, Oita Works

- Nobuhiko TAKAMATSU*
- Vice Head of Global Business Development
  - Overseas Offices
- Hideo SUZUKI*
- Environment
  - Rendering Assistance to Executive Vice President E. Hashimoto on Global Business Development
  - Cooperating with Managing Director S. Tanimoto on Energy, Recycling and Slag
- Kazuhiro EGAWA*
- Rendering Assistance to Executive Vice President E. Hashimoto on Global Business Development in Southeast Asia and India
  - Cooperating with Managing Executive Officer N.Takamatsu on Overseas Offices in Southeast Asia and India
- Naoki KONNO*
- Rendering Assistance to Executive Vice President T.Sakae on Matters relating to Corporate Planning
  - Cooperating with Managing Director S. Tanimoto on Quality Management and Slag & Cement
  - Cooperating with Head of Division, Technical Administration & Planning Division on Monozukuri Planning and Integrated Process Management
- Toru TAKEGOSHI*
- Group Companies Planning; Machinery & Materials Procurement
  - Rendering Assistance to Executive Vice President S. Sakuma on Human Resources
- Atsushi IIJIMA*
- Head of Unit, Plate Unit; Head of Unit, Construction Products Unit
- Shinichi NAKAMURA*
- Head of Unit, Flat Products Unit; Project Leader, Shanghai-Baoshan Cold-rolled & Coated Sheet Products Project, Global Business Development Sector; Project Leader, India Continuous Annealing & Processing Line Project, Global Business Development Sector
  - Marketing Administration & Planning; Transportation & Logistics
- Masaki IWASAKI*
- Head of Works, Hirohata Works
- Toshihiko KUNISHI*
- Vice Head of Unit, Pipe & Tube Unit; Deputy Project Leader, VSB Project, Global Business Development Sector
- Yutaka ANDOH*
- Head of Works, Muroran Works, Bar & Wire Rod Unit

*Kazuo TANIMIZU*

- Raw Materials

*Persons in italics newly appointed as Managing Executive Officers*

**Executive Officers**

Atsuhiko YOSHIE

- Advisor to the President

Masato YAMADA

- Advisor to the President

Tsuneo MIYAMOTO

- Advisor to the President

Tomoaki NAKAGAWA

- Advisor to the President

Yoshiyuki KOMURO

- Rendering Assistance to Head of Unit, Flat Products Unit on Flat Products Technology

Hiromi ISHII

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

Kazuhiro NAKASHIMA

- Head of Works, Wakayama Works

Naoki SATOH

- Head of Works, Yawata Works

Akio MIGITA

- Head of Division, Human Resources Division
- Cooperating with Head of Division, Safety Division on Safety

Makoto TSURUHARA

- Vice Head of Unit, Railway, Automotive & Machinery Parts Unit
- Head of Division, Railway, Automotive & Machinery Parts Marketing Division, Railway, Automotive & Machinery Parts Unit

Yoshimi YAMADERA

- Head of Works, Amagasaki Works, Pipe & Tube Unit

Yasushi AOKI

- Head of Division, Raw Materials Division-II

Shunichi HAYASHI

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

Kazuhisa FUKUDA

- Head of Division, Safety Division

Shuhei ONOYAMA

- Head of Division, Technical Administration & Planning Division
- Cooperating with Head of Division, Business Process Innovation Division on Business Process Innovation



Hiromitsu UENO	<ul style="list-style-type: none"> <li>• Head of Division, Ironmaking Technology Division</li> <li>• Cooperating with Head of Division, Technical Administration &amp; Planning Division on Ironmaking Technology</li> </ul>
<i>Hideki MURAKAMI</i>	<ul style="list-style-type: none"> <li>• Head of Laboratories, Process Research Laboratories, R&amp;D Laboratories</li> </ul>
<i>Atsuki MATSUMURA</i>	<ul style="list-style-type: none"> <li>• Rendering Assistance to Managing Executive Officer K. Miyamoto on Corporate Planning</li> </ul>
<i>Hiroaki TAKENAKA</i>	<ul style="list-style-type: none"> <li>• Head of Works, Kashima Works</li> </ul>
<i>Kimitoshi YONEZAWA</i>	<ul style="list-style-type: none"> <li>• Head of Division, Business Process Innovation Division</li> </ul>
<i>Shuji SOUMA</i>	<ul style="list-style-type: none"> <li>• Head of Division, Flat Products Technology Division, Flat Products Unit; Deputy Project Leader, Shanghai-Baoshan Cold-rolled &amp; Coated Sheet Products Project, Global Business Development Sector; Deputy Project Leader, India Continuous Annealing and Processing Line Project, Global Business Development Sector</li> <li>• Cooperating with Head of Division, Technical Administration &amp; Planning Division on Hot Rolling Technology</li> </ul>
<i>Hiroaki MATSUOKA</i>	<ul style="list-style-type: none"> <li>• Head of Unit, Bar &amp; Wire Rod Unit</li> </ul>
<i>Shozo FURUMOTO</i>	<ul style="list-style-type: none"> <li>• Head of Division, Legal Division</li> </ul>
<i>Hidetake ISHIHARA</i>	<ul style="list-style-type: none"> <li>• Head of Division, Accounting &amp; Finance Division</li> <li>• Cooperating with Managing Executive Officer H.Satoh on Public Relations</li> </ul>
<i>Takashi HIROSE</i>	<ul style="list-style-type: none"> <li>• Head of Division, Marketing Administration &amp; Planning Division</li> </ul>
<i>Takahiro NAGAYOSHI</i>	<ul style="list-style-type: none"> <li>• Head of Division, Corporate Planning Division</li> </ul>
<i>Tadashi IMAI</i>	<ul style="list-style-type: none"> <li>• Head of Works, Nagoya Works</li> </ul>
<i>Yoshiaki SHIMADA</i>	<ul style="list-style-type: none"> <li>• Vice Head of Unit, Flat Products Unit</li> </ul>

*Persons in italics newly appointed as Executive Officers*

Reference 1: Expected Management Structure as of the Date of the 92nd Annual Meeting of Shareholders Scheduled for Late June 2016 (at the time of completion of the meeting of the board of directors to be held immediately after the meeting of shareholders)

**Representative Director and Chairman**

Shoji MUNEOKA

**Representative Director and President**

Kosei SHINDO

**Representative Directors and Executive Vice Presidents**

- |                 |   |
|-----------------|---|
| Soichiro SAKUMA | <ul style="list-style-type: none"><li>• General Administration; Legal; Internal Control &amp; Audit; Business Process Innovation; Human Resources; Environment</li></ul>  |
| Yasumitsu SAEKI | <ul style="list-style-type: none"><li>• Marketing Administration &amp; Planning; Transportation &amp; Logistics; Project Development; Machinery &amp; Materials Procurement; Steel Products Units; Domestic Office and Branches</li><li>• Cooperating with Executive Vice President E. Hashimoto on Overseas Offices</li></ul>  |
| Shinji FUJINO   | <ul style="list-style-type: none"><li>• Intellectual Property; Safety; Plant Safety; Technical Administration &amp; Planning; Quality Management; Plant Engineering and Facility Management; Ironmaking Technology; Steelmaking Technology; Energy Technology; Slag &amp; Cement</li><li>• Cooperating with Executive Vice President S. Sakuma on Environment</li></ul> |
| Eiji HASHIMOTO  | <ul style="list-style-type: none"><li>• Head of Global Business Development</li><li>• Overseas Offices</li></ul>  |
| Kenji TAKAHASHI | <ul style="list-style-type: none"><li>• Head of Research and Development</li></ul>  |
| Toshiharu SAKAE | <ul style="list-style-type: none"><li>• Corporate Planning; Group Companies Planning; Accounting &amp; Finance; Raw Materials</li></ul>   |

**Managing Directors, Members of the Board**

- |              |   |
|--------------|---|
| Ritsuya IWAI | <ul style="list-style-type: none"><li>• Head of Unit, Pipe &amp; Tube Unit; Project Leader, VSB Project, Global Business Development Sector</li></ul> |
| Machi NAKATA | <ul style="list-style-type: none"><li>• Head of Unit, Railway, Automotive &amp; Machinery Parts Unit</li></ul>  |

Shinji TANIMOTO

- Head of Center, Plant Engineering and Facility Management Center
- Intellectual Property; Safety; Plant Safety; Technical Administration & Planning; Quality Management; Ironmaking Technology; Steelmaking Technology; Energy Technology; Slag & Cement
- Rendering Assistance to Executive Vice President Y. Saeki on Steel Products Units

Shinichi NAKAMURA

- Head of Unit, Flat Products Unit; Project Leader, Shanghai-Baoshan Cold-rolled & Coated Sheet Products Project, Global Business Development Sector; Project Leader, India Continuous Annealing & Processing Line Project, Global Business Development Sector
- Marketing Administration & Planning; Transportation & Logistics

### **Directors, Members of the Board**

Mutsutake OTSUKA

Ichiro FUJISAKI

Note:

Messrs. Otsuka and Fujisaki meet the requirements of an outside director as set forth in Article 2, Item 15 of the Companies Act.

### **Senior Audit & Supervisory Board Members**

Yutaka TAKEUCHI

Atsuhiko YOSHIE

### **Audit & Supervisory Board Members**

Masato TSURIBE

Katsunori NAGAYASU

Hiroshi OBAYASHI

Jiro MAKINO

Seiichiro AZUMA

Note:

Messrs. Nagayasu, Obayashi, Makino and Azuma meet the requirements of an outside company auditor as set forth in Article 2, Item 16 of the Companies Act.

### **Managing Executive Officers**

- |                    |   |
|--------------------|---|
| Akihiko INOUE      | <ul style="list-style-type: none"><li>• Head of Works, Kimitsu Works</li></ul>  |
| Hirotsune SATOH    | <ul style="list-style-type: none"><li>• General Administration; Internal Control &amp; Audit; Business Process Innovation</li></ul>   |
| Katsuhiko MIYAMOTO | <ul style="list-style-type: none"><li>• Vice Head of Global Business Development; Project Leader, CSVC Project, Global Business Development Sector; Project Leader, Wuhan Tin Mill Project, Global Business Development Sector</li><li>• Corporate Planning; Accounting &amp; Finance</li></ul> |
| Masato MATSUNO     | <ul style="list-style-type: none"><li>• Head of Office, Osaka Office</li><li>• Rendering Assistance to Executive Vice President S. Sakuma on Matters relating to General Administration</li></ul>   |
| Shin NISHIURA      | <ul style="list-style-type: none"><li>• Head of Office, Beijing Office</li><li>• Rendering Assistance to Executive Vice President E. Hashimoto on Global Business Development in China</li></ul>  |
| Yoichi FURUTA      | <ul style="list-style-type: none"><li>• Project Leader, Usiminas Project, Global Business Development Sector</li><li>• Rendering Assistance to Executive Vice President E. Hashimoto on Global Business Development in the Americas</li></ul>   |
| Hiroyuki NITTA     | <ul style="list-style-type: none"><li>• Head of Works, Oita Works</li></ul>   |
| Nobuhiko TAKAMATSU | <ul style="list-style-type: none"><li>• Vice Head of Global Business Development</li><li>• Overseas Offices</li></ul>   |
| Hideo SUZUKI       | <ul style="list-style-type: none"><li>• Environment</li><li>• Rendering Assistance to Executive Vice President E. Hashimoto on Global Business Development</li><li>• Cooperating with Managing Director S. Tanimoto on Energy, Recycling and Slag</li></ul>                                     |
| Kazuhiro EGAWA     | <ul style="list-style-type: none"><li>• Rendering Assistance to Executive Vice President E. Hashimoto on Global Business Development in Southeast Asia and India</li><li>• Cooperating with Managing Executive Officer N.Takamatsu on Overseas Offices in Southeast Asia and India</li></ul>    |
| Naoki KONNO        | <ul style="list-style-type: none"><li>• Rendering Assistance to Executive Vice President T.Sakae on Matters relating to Corporate Planning</li><li>• Cooperating with Managing Director S. Tanimoto on</li></ul>  |

- Quality Management and Slag & Cement
  - Cooperating with Head of Division, Technical Administration & Planning Division on Monozukuri Planning and Integrated Process Management
- Toru TAKEGOSHI
- Group Companies Planning; Machinery & Materials Procurement
  - Rendering Assistance to Executive Vice President S. Sakuma on Human Resources
- Atsushi IJIMA
- Head of Unit, Plate Unit; Head of Unit, Construction Products Unit
- Masaki IWASAKI
- Head of Works, Hirohata Works
- Toshihiko KUNISHI
- Vice Head of Unit, Pipe & Tube Unit; Deputy Project Leader, VSB Project, Global Business Development Sector
- Yutaka ANDOH
- Head of Works, Muroran Works, Bar & Wire Rod Unit
- Kazuo TANIMIZU
- Raw Materials
- Executive Officers**
- Yoshiyuki KOMURO
- Rendering Assistance to Head of Unit, Flat Products Unit on Flat Products Technology
- Hiromi ISHII
- Head of Division, Bar & Wire Rod Technology Division, Bar & Wire Rod Unit
- Kazuhiro NAKASHIMA
- Head of Works, Wakayama Works
- Naoki SATOH
- Head of Works, Yawata Works
- Akio MIGITA
- Head of Division, Human Resources Division Cooperating with Head of Division, Safety Division on Safety
- Makoto TSURUHARA
- Vice Head of Unit, Railway, Automotive & Machinery Parts Unit
  - Head of Division, Railway, Automotive & Machinery Parts Marketing Division, Railway, Automotive & Machinery Parts Unit
- Yoshimi YAMADERA
- Head of Works, Amagasaki Works, Pipe & Tube Unit
- Yasushi AOKI
- Head of Division, Raw Materials Division-II
- Shunichi HAYASHI
- Head of Division, R & D Planning Division, R & D Laboratories

Kazuhisa FUKUDA	<ul style="list-style-type: none"> <li>• Head of Division, Safety Division</li> </ul>
Shuhei ONOYAMA	<ul style="list-style-type: none"> <li>• Head of Division, Technical Administration &amp; Planning Division</li> <li>• Cooperating with Head of Division, Business Process Innovation Division on Business Process Innovation</li> </ul>
Hirimitsu UENO	<ul style="list-style-type: none"> <li>• Head of Division, Ironmaking Technology Division</li> <li>• Cooperating with Head of Division, Technical Administration &amp; Planning Division on Ironmaking Technology</li> </ul>
Hideki MURAKAMI	<ul style="list-style-type: none"> <li>• Head of Laboratories, Process Research Laboratories, R&amp;D Laboratories</li> </ul>
Atsuki MATSUMURA	<ul style="list-style-type: none"> <li>• Rendering Assistance to Managing Executive Officer K. Miyamoto on Corporate Planning</li> </ul>
Hiroaki TAKENAKA	<ul style="list-style-type: none"> <li>• Head of Works, Kashima Works</li> </ul>
Kimitoshi YONEZAWA	<ul style="list-style-type: none"> <li>• Head of Division, Business Process Innovation Division</li> </ul>
Shuji SOUMA	<ul style="list-style-type: none"> <li>• Head of Division, Flat Products Technology Division, Flat Products Unit; Deputy Project Leader, Shanghai-Baoshan Cold-rolled &amp; Coated Sheet Products Project, Global Business Development Sector; Deputy Project Leader, India Continuous Annealing and Processing Line Project, Global Business Development Sector</li> <li>• Cooperating with Head of Division, Technical Administration &amp; Planning Division on Hot Rolling Technology</li> </ul>
Hiroaki MATSUOKA	<ul style="list-style-type: none"> <li>• Head of Unit, Bar &amp; Wire Rod Unit</li> </ul>
Shozo FURUMOTO	<ul style="list-style-type: none"> <li>• Head of Division, Legal Division</li> </ul>
Hidetake ISHIHARA	<ul style="list-style-type: none"> <li>• Head of Division, Accounting &amp; Finance Division</li> <li>• Cooperating with Managing Executive Officer H.Satoh on Public Relations</li> </ul>
Takashi HIROSE	<ul style="list-style-type: none"> <li>• Head of Division, Marketing Administration &amp; Planning Division</li> </ul>
Takahiro NAGAYOSHI	<ul style="list-style-type: none"> <li>• Head of Division, Corporate Planning Division</li> </ul>
Tadashi IMAI	<ul style="list-style-type: none"> <li>• Head of Works, Nagoya Works</li> </ul>
Yoshiaki SHIMADA	<ul style="list-style-type: none"> <li>• Vice Head of Unit, Flat Products Unit</li> </ul>

Reference 2: Executive Officer to Retire on March 31, 2016

- Retiring Executive Officer

Takahiro MORI

<Expected position after retirement>

- Advisor, NSSMC

Reference 3: Managing Executive Officer to Be Newly Appointed on April 1, 2016  
(Persons to be promoted are omitted)

Hideo SUZUKI < Current Position >  
• Advisor

Reference 4: Executive Officers to Be Newly Appointed on April 1, 2016

Hideki MURAKAMI < Current Position >  
• Executive Counsellor,  
General Manager, Head of Laboratories, Process  
Research Laboratories, R&D Laboratories

Atsuki MATSUMURA • Executive Counsellor,  
Managing matters relating to corporate planning

Hiroaki TAKENAKA • Deputy General Superintendent, Kashima Works

Kimitoshi YONEZAWA • Head of Division, Business Process Innovation  
Division

Shuji SOUMA • Head of Division, Production & Technical Control  
Division, Kimitsu Works

Hiroaki MATSUOKA • Head of Division, Bar & Wire Rod Marketing Division,  
Bar & Wire Rod Unit

Shozo FURUMOTO • Head of Division, Legal Division

Hidetake ISHIHARA • Head of Division, Accounting & Finance Division

Takashi HIROSE • Head of Division, Marketing Administration &  
Planning Division

Takahiro NAGAYOSHI • Head of Division, Corporate Planning Division

Tadashi IMAI • Head of Division, Production & Technical Control  
Division, Nagoya Works

Yoshiaki SHIMADA • Head of Division, Automotive Flat Products Division,  
Flat Products Unit



Reference 5: Directors, Audit & Supervisory Board Members and Executive Officers to Retire at the End of 92nd Annual Shareholders Meeting Scheduled for Late June 2016

- Retiring Directors, Members of the Board

	<Expected position after retirement>
Shinya HIGUCHI	(*)
Katsuhiko OTA	Representative Director and President, Nippon Steel & Sumikin Chemical Co., Ltd.
Akihiro MIYASAKA	Executive Advisor, NSSMC
Kinya YANAGAWA	Executive Advisor, NSSMC
Shinji MORINOBU	(*)

(\*) Positions after retirement will be announced as they are determined.

- Retiring Audit & Supervisory Board Members

	<Expected position after retirement>
Hiroto SUETSUGU	Advisor , NSSMC
Hirohiko MINATO	Audit & Supervisory Board Member, Nippon Steel & Sumikin Texeng.Co., Ltd.
Hirotake ABE	Hirotake Abe Office, Certified Public Accountant

- Retiring Executive Officers

	<Expected position after retirement>
Atsuhiko YOSHIE	Senior Audit & Supervisory Board Member, NSSMC
Masato YAMADA	Executive Advisor, NSSMC
Tsuneo MIYAMOTO	Director, Member of the Board and Executive Vice President, Nippon Steel & Sumikin Bussan Corporation
Tomoaki NAKAGAWA	Representative Director and President, Nippon Steel & Sumikin Metal Products Co., Ltd.