



NIPPON STEEL

Basic Facts About Nippon Steel

2020

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NIPPON STEEL CORPORATION

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- The figures indicating sales and other financial data, numbers of shares outstanding, and orders received are stated by discarding fractional amounts less than the nearest number, while all other figures are stated by rounding to the nearest number. Accordingly, total or subtotal amounts may not always equal the sum of the relevant figures.
- Each data is as of March 31, 2020, unless otherwise specified.
- Tonnage figures are in metric tons, unless otherwise specified.
- : Nil; ...: Unavailable or Undecided
- This publication includes forecasts and projections that are based on the assumptions and beliefs of Nippon Steel management in light of the information available to it as of the date on which the information is first distributed, and actual results may differ from such forecasts and projections.

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■ Group's Guiding Principles · Employee Action Guidelines

Corporate Philosophy

Our Values

Nippon Steel Corporation Group will pursue world-leading technologies and manufacturing capabilities, and contribute to society by providing excellent products and services.

Management Principles

1. We continue to emphasize the importance of integrity and reliability in our actions.
2. We provide products and services that benefit society, and grow in partnership with our customers.
3. We pursue world-leading technologies and manufacturing capabilities.
4. We continually anticipate and address future changes, innovate from within, and pursue unending progress.
5. We develop and bring out the best in our people to make our Group rich with energy and enthusiasm.

Employee Action Guidelines

What we strive for:

Creativity, Innovation and Growth

We constantly seek self-improvement, pursue ambitious goals with enthusiasm, and continuously challenge ourselves to do better.

What we value most:

Self-empowerment, Workplace and Essentiality

We observe rules, keep our promises, and pierce to the heart of matters by actively investigating the facts.

What we encourage:

Dialogue, Collaboration and Sharing of Knowledge

We build mutual trust through dialogue and collaboration, and seek to pass on our spirit and skills to the next generation.

We vow to be guided by these principles, and act fairly and equitably throughout the world.

Overview

Outline

Company Name	NIPPON STEEL CORPORATION
Head Office	2-6-1 Marunouchi, Chiyoda-ku, Tokyo 100-8071, Japan
Established	April 1, 1950
Common Stock	¥419,524million
Fiscal Year End	March 31
Stock Listings	Tokyo, Nagoya, Fukuoka, Sapporo

Brandmark and Logotype



The triangle in the logo represents a blast furnace and the people who create steel. It reflects the fact that steel, indispensable for civilization, brightens the world. The center point can be viewed as a peak, which represents the best steelmaker. It can be also viewed as the destination of a road, which represents the unlimited future of steel as a material. The blue color represents leading technology and reliability.

A common brandmark for Nippon Steel and the Nippon Steel Group was adopted in order to unify the branding as a group.

The brandmark is a combination of the corporate mark and the new English corporate name, Nippon Steel. As was the original font used in English, the typeface is roundish, representing a strong but yet flexible image of steel.

Scope of Business

Business Segment	Main Products		
Steelmaking and Steel Fabrication	Steel Materials	Bars and shapes	Billets, rails, sheet piles, H-beams, other shapes bars, bars, bars-in-coils, wire rods, special wire rods
		Flat-rolled products	Heavy plates, medium plates, hot-rolled sheets, cold-rolled sheets, tinplates, tin-free steel, hot-dipped galvanized sheets, other metallic coated sheets, pre-coated sheets, cold-rolled electrical sheets
		Pipes and tubes	Seamless, butt-welded, electric resistance-welded, electric-arc welded, cold-drawn, and coated pipes and tubes
		Railway/automotive/machinery parts	Parts for railway vehicles, die-forged products, forged aluminum wheels, retarders, ring-rolled products, forged steel products
		Specialty steel	Stainless steel, machine structural carbon steel, structural alloy steel, spring steel, bearing steel, heat-resistant steel, free-cutting steel, piano wire rods, high tensile strength steel
		Secondary steel products	Steel and synthetic segments, NS-BOX™, metro deck™, PANZERMAST, vibration-damping sheets and plates, structural steel sheet members, columns, welding materials, drums, bolts/nuts/washers, wire products, OCTG accessories, building and civil engineering materials
	Pig iron, steel ingots and others		Steelmaking pig iron, foundry pig iron, steel ingots, iron and steel slag products, cement, foundry coke
	Businesses incidental to Steelmaking and Steel Fabrication		Design/maintenance/installation of machines/electrical equipment/measurement apparatuses, marine transport, port/harbor transport, land transport, loading/unloading, warehousing, packaging, material testing/analysis, measurement of working environments, surveys on technical information, operation and management of facilities, security services, services related to payment of raw materials, iron-and steelmaking plant construction engineering, operating assistance, steelmaking know-how provision, rolls
	Others		Rolled titanium products, power supply, real estate, services and others
Engineering and Construction	Iron and steelmaking plants, industrial machinery and equipment, industrial furnaces, resources recycling and environment restoration solutions, environmental plants, waterworks, energy facilities and plants, chemical plants, storage tanks, on-land and offshore pipelines laying works, energy-related solutions, offshore structure fabrication/construction, civil engineering work, pipe piling work, building construction, steel-structure construction, trusses, standardized buildings products, base-isolation and vibration-control devices		
Chemicals and Materials	Pitch coke, pitch, naphthalene, phthalic anhydride, carbon black, styrene monomer, bisphenol A, styrene resin, epoxy resin, adhesive-free copper-clad laminated sheet for flexible printed circuit boards, liquid crystal display materials, organic EL materials, UV/thermosetting resins Rolled metallic foils, semiconductor bonding wire and microballs, fillers for semiconductor encapsulation materials, carbon-fiber composite products, metal catalyst carriers for cleaning automotive emissions		
System Solutions	Computer systems engineering and consulting, outsourcing and other services using IT		

Management Structure

Nippon Steel is a business holding company, which comprises four businesses.

NIPPON STEEL CORPORATION GROUP

Steelmaking and Steel Fabrication Business

PLATE

Nippon Steel contributes to enhancing the safety of structures and the development of society infrastructure by delivering high-performance steel plates for large industrial and social structures such as ships, bridges, and high-rise buildings; marine structures for gas extraction; and high performance steel plates used for tanks and other energy-related products.

FLAT PRODUCTS

Nippon Steel supports various industries and people's lives by delivering steel sheet used to make automobiles, electrical appliances, housing, beverage cans, transformers, and other goods. Having production and processing bases worldwide, this unit provides high quality, high-performance products and services in Japan and overseas.

BAR & WIRE ROD

Nippon Steel delivers high-quality high-performance bars and rods to a wide range of industries including the automotive, construction, and industrial machinery industries. In the automotive business, this unit focuses on high end products used in important automotive components such as engines, drive trains, and suspensions.

CONSTRUCTION PRODUCTS

Nippon Steel delivers H-beams, steel sheet piles, steel pipe piles, rails, and other steel materials used in the civil engineering and construction sectors in Japan and overseas. By responding to diverse needs, this unit contributes to the development of infrastructure that supports people's lives.

PIPES & TUBES

Nippon Steel is a world-leader in high-end seamless pipes used in oil and gas development and other energy areas. We respond to diverse needs such as Large-diameter pipes for pipelines, steel tubes for automobiles, and steel tubes for construction and industrial machinery, we provide high-quality, high-performance products and services in Japan and overseas.

RAILWAY, AUTOMOTIVE & MACHINERY PARTS

Nippon Steel is the only manufacturer of railway steel wheels and axles in Japan. This unit's major products are railway rolling stock components and forged crankshafts for automobiles. The unit has two manufacturing bases for railway wheels and axles, and four bases for crankshafts in the world.

TITANIUM

Utilizing titanium's lighter, high-strength, and corrosion-resistant properties, Nippon Steel is a world-leader in titanium products for construction, aviation, general industrial, and consumer-related applications.

STAINLESS STEEL

Nippon Steel Stainless Steel Corporation provides steel customers with a wide range of high-quality stainless steel products that includes steel plates, sheets, bars, and wire rods by leveraging its most advanced technologies in the world. This subsidiary has developed the world's first Sn-added low-interstitial ferritic steel grades, named the "FW (forward) series," and a new type of duplex stainless steel.

Engineering and Construction Business (Nippon Steel Engineering Co., Ltd.)

Chemicals and Materials Business (Nippon Steel Chemical & Material Co., Ltd.)

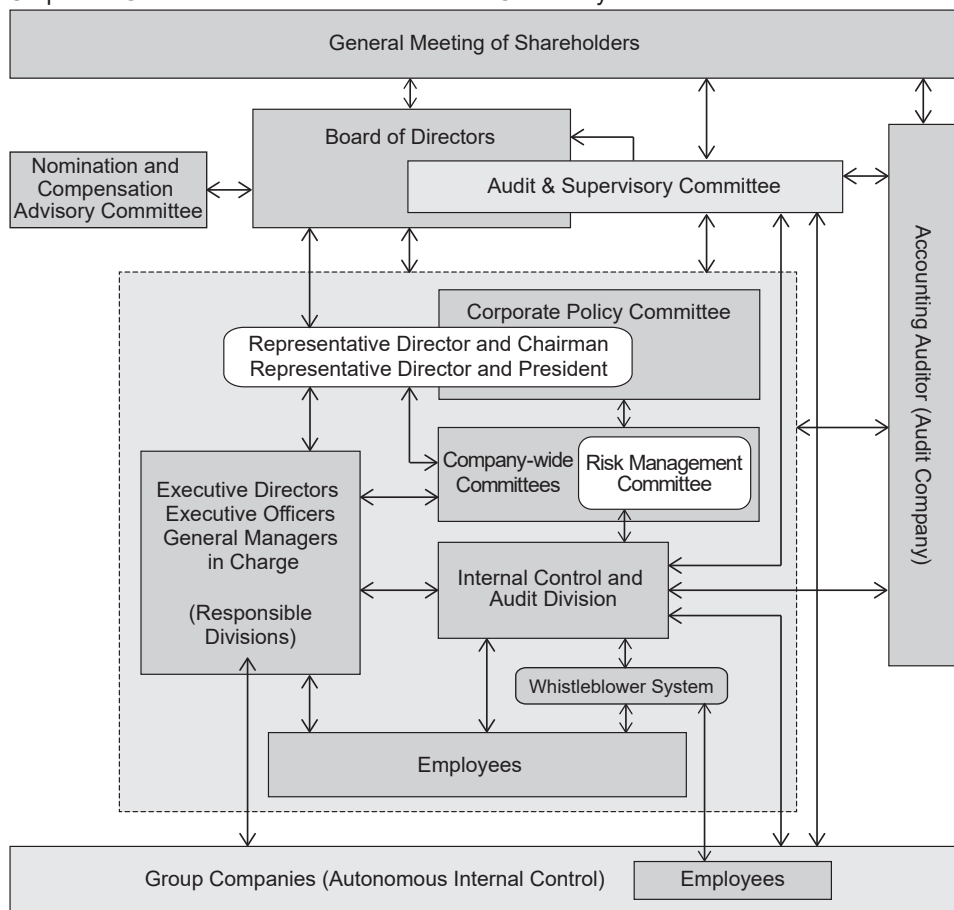
System Solutions Business (NS Solutions Corporation)

R&D Laboratories

The Nippon Steel Group has research laboratories in Futtsu, Amagasaki and Hasaki. These laboratories lead the world in manufacturing technology development that includes new product development and process improvement, mainly in high-growth sectors, as well as basic research to support these sectors.

Corporate Governance

Corporate Governance Structure and Internal Control System



For the Group's sound and sustainable growth, and improvement of its corporate value in the mid-to long-term, in response to the delegation of responsibilities by and trust from all stakeholders, including shareholders and business partners, Nippon Steel has established a corporate governance structure appropriate for the Group's business.

As the fluctuation of changes in the environment surrounding steelmaking and other businesses is becoming increasingly significant, Nippon Steel made a transition to a Company with an Audit & Supervisory Committee in June 2020 for the purpose of, among others, expediting management decision-making, enhancing discussions by the Board of Directors relating to matters such as the formulation of management policies and strategies by limiting the number of items for deliberation, and strengthening the supervisory function of the Board of Directors over management. Nippon Steel's Articles of Incorporation stipulate that, as a corporate governance structure, Nippon Steel shall have a Board of Directors and not more than 20 Directors (including not more than 7 Directors who are Audit & Supervisory Committee Members), an Audit & Supervisory Committee and an accounting auditor.

To ensure the soundness of management, Nippon Steel has in place a system where the Audit & Supervisory Committee, which is comprised of internal Directors who are full-time Audit & Supervisory Committee Members with intimate knowledge of Nippon Steel's businesses and Audit & Supervisory Committee Members who are Outside Directors with a high degree of expertise, conducts daily audit activities systematically, in collaboration with Nippon Steel's internal audit department. In the daily audit activities, the Audit & Supervisory Committee focuses on priority audit items such as the development and operational status of the internal control system, the development status of an operational foundation, promotion status of management plans and various measures. By all Directors appropriately fulfilling their roles and responsibilities multifaceted deliberations and objective and transparent decision-making by the Board of Directors are secured.

Nippon Steel's Board of Directors consists of 18 Directors, of whom 7 are Outside Directors, accounting for more than one-third of the total number of Directors. Nippon Steel decides the independence of Outside Directors in accordance with the independence standards set by the financial instruments exchanges in Japan. Since Nippon Steel believes that each of the Outside Directors is independent, Nippon Steel has reported all of them as Independent Directors to each financial instruments exchange in Japan.

In accordance with a provision in the Articles of Incorporation, the Board of Directors delegates part of the decisions regarding execution of important operations to the Representative Director and Chairman and Representative Director and President, thereby expediting management decision-making, enhancing discussions by the Board of Directors relating to matters such as the formulation of management policies and strategies, and strengthening the supervisory function of the Board of Directors over management. The execution of important matters concerning the management of Nippon Steel and the Nippon Steel Group is determined at the Board of Directors (held about once per month) after deliberations in the Corporate Policy Committee (held once a week, in principle) comprised of the Chairman, President, Executive Vice Presidents, and other members, pursuant to Nippon Steel's rules. In addition, Nippon Steel has set up a total of 23 company-wide committees, each with its own objective, where details on designated themes are hashed out before the Corporate Policy Committee and the Board of Directors embark on decision-oriented discussions. The execution of business strategies mandated by the Board of Directors and other executive structures is promptly addressed by the Directors responsible for these businesses, executive officers, and the general managers of relevant units/divisions, under the direction of the Chairman, Representative Director, as well as the President, Representative Director. These actions are accomplished by stipulating in writing the ordering authority, oversight responsibility, and procedures required to implement strategies.

Nippon Steel has resolved its Basic Policy concerning internal control system at its Board of Directors meeting and stipulates its Basic Rules for Internal Control for establishing a system for internal controls and risk management based on autonomous internal control activities.

- Nippon Steel establishes an annual plan on internal controls and risk management and acts accordingly.
- It regularly confirms the status of internal controls and the risk management system through the Risk Management Committee, chaired by the executive vice president in charge of internal control & audit.
- Each division of the company designates a person in charge of risk management, while each group company designates a person responsible for risk management. This is to encourage each division and company to take initiatives and share information about risk management among the company and group companies through regular meetings and other means.
- Nippon Steel regularly checks the group-wide status of internal controls by establishing measures to check and supervise matters related to internal controls and risk management.
- Nippon Steel has set up the Compliance Consulting Room as a whistleblower system. It has also established helpdesks internally and externally (an external professional organization) as a conduit for communication, to handle risk-related concerns raised by group employees, staff of purchase agreement companies, and other group employees regarding the execution of operations. This helps prevent accidents and the violation of laws and regulations preemptively and also improves operations.

Chronology

- 2020 Merged with Nippon Steel Nisshin Co., Ltd.
Integration and Reorganization of Steelworks (a newly formed six-works structure)
- 2019 Nippon Steel & Sumitomo Metal Corporation was renamed Nippon Steel Corporation.
Sanyo Special Steel Co., Ltd. was acquired and made into a subsidiary.
Nisshin Steel Co., Ltd. was made into a wholly owned subsidiary.
- 2018 The 2020 Mid-Term Management Plan was formulated.
Sanyo Special steel Co., Ltd. was acquired and made into a subsidiary.
- 2017 Nisshin Steel Co., Ltd. was acquired and made into a subsidiary.
- 2014 Yawata Works and Kokura Works were integrated to become Yawata Works.
Wakayama Works and Sakai Works were integrated to become Wakayama Works.
Kimitsu Works and Tokyo Works were integrated to become Kimitsu Works.
- 2012 Incorporated on October 1, integrating Nippon Steel Corporation and Sumitomo Metal Industries.

Nippon Steel Corporation

- 2011 Agreed to commence consideration of business integration with Sumitomo Metal Industries, Ltd.
- 2006 Engineering and construction business was spun off to Nippon Steel Engineering Co., Ltd.
New materials business was spun off to Nippon Steel Materials Co., Ltd.
- 2003 Stainless steel business was spun off to Nippon Steel & Sumikin Stainless Steel Corporation.
- 2002 Announced alliances with Sumitomo Metal Industries, Ltd. and Kobe Steel, Ltd.
All operations of Nippon Steel's Urban Development Division were integrated into Nippon Steel City Produce, Inc.
- 2001 Operations of Nippon Steel's Electronics & Information Systems Division and its subsidiary Nippon Steel Information & Communication Systems Inc. were integrated to organize NS Solutions Corporation.
- 2000 Divisionally integrated operation system within the Nippon Steel Group based on product item or business area was introduced in the steelmaking and steel fabrication sector.
- 1997 Silicon Wafer Division was organized (abolished in April 2004).
- 1993 Semiconductor Division was organized (abolished in April 1999).
- 1991 Technical Development Bureau was organized by integrating Central R&D Bureau and Plant Engineering & Technology Bureau, and R&E Center began operation.
- 1989 Urban Development Division was organized.
- 1987 Electronics & Information Systems Division, New Materials Division, and Service Business Division (integrated to Urban Development Division in June 1992) were organized.
- 1986 Electronics Division was organized.
- 1984 New Materials Projects Bureau was organized.
Nippon Steel Chemical Co., Ltd. was inaugurated through the merger of Nippon Steel Chemical Co., Ltd. and Nittetsu Chemical Industrial Co., Ltd.
- 1974 Engineering Division Group was organized.
- 1971 Nippon Steel absorbed Fuji Sanki Pipe & Tube Co., Ltd.
Oita Works began operation.
- 1970 Yawata Iron & Steel and Fuji Iron & Steel merged to form Nippon Steel Corporation.
- 1968 Yawata Iron & Steel absorbed Yawata Steel Tube Co., Ltd.
- 1967 Tokai Steel became Nagoya Works of Fuji Iron & Steel.
- 1965 Kimitsu Works of Yawata Iron & Steel began operation.
- 1961 Sakai Works of Yawata Iron & Steel began operation.
- 1958 Tokai Iron & Steel Co., Ltd. was established.
Yawata Iron & Steel inaugurated the Tobata Area of Yawata Works.
- 1955 Hikari Works of Yawata Iron & Steel began operation.
- 1950 Yawata Iron & Steel Co., Ltd. and Fuji Iron & Steel Co., Ltd. were established (Company's founding).

Sumitomo Metal Industries, Ltd.

- 2012 Merged with Sumitomo Metals (Kokura), Ltd. and Sumitomo Metals (Naoetsu), Ltd.
- 2011 Agreed to commence consideration of business integration with Nippon Steel Corporation.
- 2008 The titanium business was split and was absorbed by Sumitomo Metals (Naoetsu), Ltd.
- 2003 The stainless business was split off and became Nippon Steel & Sumikin Stainless Steel Corporation.
Wakayama Works' upstream operation was split off and became Sumikin Iron & Steel Corporation (Nippon Steel absorbed the company in 2018)
- 2002 Announced alliances with Nippon Steel Corporation and Kobe Steel, Ltd.
Silicon wafer business was transferred to Silicon United Manufacturing Corporation (present SUMCO Corporation).
- 2000 Sumitomo Metals spun off its Kokura Works and Naoetsu Works and made them into Sumitomo Metals (Kokura), Ltd. and Sumitomo Metals (Naoetsu), Ltd. respectively.
- 1998 Merged with Sumitomo Sitix Corporation.
- 1994 Kashima Stainless Steel Works was integrated in Kashima Works.
- 1992 Merged with Nippon Stainless Co., Ltd. (Naoetsu Works and Kashima Stainless Steel Works were established.)
- 1990 Electronics Division was established.
- 1988 Kainan Steel Tube Works was integrated in Wakayama Works.
- 1980 Merged with Kainan Steel Tube Co., Ltd. (to form Kainan Steel Tube Works).
- 1977 Engineering Division was established, marking entry into engineering business.
- 1974 Hasaki Research Center, present Hasaki R&D Center, was established.
- 1968 Kashima Works was established.
- 1966 Kainan Steel Tube Co., Ltd. was established.
- 1963 Sumitomo Special Metals Co., Ltd. (former Magnetic Steel and Electronic Parts Manufacturing Departments) was established.
- 1961 Sumitomo Precision Products Co., Ltd. (former Aircraft Instruments Department) was established.
- 1959 Sumitomo Light Metal Industries, Ltd. (former Copper Rolling and Aluminum Rolling Department) was established.
Central Research Laboratories, present Amagasaki R&D Center, was established.
- 1953 Merged with Kokura Steel Manufacturing Co. and established Kokura Works, an integrated steelmaker.
- 1952 Shin-Fuso Metal Industries, Ltd. was renamed Sumitomo Metal Industries, Ltd.
- 1950 Narumi China Corporation (former China Manufacturing Department) was established.
- 1949 Shin-Fuso Metal Industries, Ltd. was established (Company's founding).

Executive Management and Fellows

Note: "Time of joining the company" means the time of entering either the former Nippon Steel Corporation or Sumitomo Metal Industries, Ltd. or Nippon Steel Nisshin Co.,Ltd.

Executive Management

(As of July 1, 2020)

Name (Date of birth)	Responsibilities	Joined the company Assumed the position	Education
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Representative Director and Chairman

Kosei Shindo (Sep. 14, 1949)		Apr. 1973 Apr. 2019	Mar. 1973 Hitotsubashi U. (Economics) June 1982 Harvard Business School MBA
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Representative Director and President

Eiji Hashimoto (Dec. 7, 1955)		Apr. 1979 Apr. 2019	Mar. 1979 Hitotsubashi U. (Commerce) June 1988 Harvard Kennedy School of Government Master of Public Policy
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Representative Directors and Executive Vice Presidents

Shinji Tanimoto (May 24, 1957)	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 EVP A. Migita on Environment	Apr. 1982 Apr. 2018	Mar. 1982 Sophia U. (Graduate School of Mechanical Engineering)
Shinichi Nakamura (Feb. 15, 1959)	Marketing Administration & Planning; Transportation & Logistics; Project Development; Machinery & Materials Procurement; Steel Products Units; Domestic Office and Branches Cooperating with EVP K. Miyamoto on Overseas Offices (including locally incorporated companies)	Apr. 1982 Apr. 2018	Mar. 1982 Tokyo U. (Law)

Name (Date of birth)	Responsibilities	Joined the company Assumed the position	Education
Katsuhiko Miyamoto (Oct. 22, 1956)	Head of Global Business Development Sector; Project Leader, India Iron and Steel Project, Global Business Development Sector Accounting & Finance; Raw Materials; Overseas Offices (including locally incorporated companies)	Apr. 1981 June 2018	Mar. 1981 Hitotsubashi U. (Law) June 1988 London Business School Sloan Fellowship programme
Akio Migita (Oct. 19, 1961)	Corporate Planning; Group Companies Planning; General Administration; Legal; Internal Control & Audit; Digital Innovation; Information & Communication Technology; Human Resources; Environment; Business Transformation & Standardization	Apr. 1984 June 2019	Mar. 1984 Tokyo U. (Law)
Shuhei Onoyama (Dec. 20, 1961)	Head of R & D Laboratories	Apr. 1984 June 2020	Mar. 1984 Tokyo U. (Engineering)

Managing Director, Member of the Board

Tadashi Imai (May 22, 1963)	Corporate Planning; Technical Administration & Planning (including Standardization); Ironmaking Technology; Steelmaking Technology; Energy Technology Rendering Assistance to EVP S. Nakamura on Steel Products Units Rendering Assistance to EVP A. Migita on Digital Innovation Rendering Assistance to EVP S. Onoyama on Corporate Planning in R & D Cooperating with Managing Executive Officer T. Hirose on Transportation & Logistics Technology	Apr. 1988 June 2020	Mar. 1988 Tokyo U. (Graduate School of Metallurgical Engineering) Feb. 1997 Massachusetts Institute of Technology Sc. D. (Engineering)
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Directors, Members of the Board

Noriko Iki (Mar. 21, 1956)	(Outside Director)	- June 2018	Mar. 1979 Tokyo U. (Law)
Tetsuro Tomita (Oct. 10, 1951)	(Outside Director)	- June 2020	Mar. 1974 Tokyo U. (Law)
Masato Kitera (Oct. 10, 1952)	(Outside Director)	- June 2020	Mar. 1976 Tokyo U. (Law)

Name (Date of birth)	Responsibilities	Joined the company Assumed the position	Education
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**Directors, Members of the Board who are Audit & Supervisory committee Members
(Senior Audit & Supervisory Committee Members)**

Masato Matsuno (May 29, 1957)		Apr. 1981 June 2020 (Senior Audit & Supervisory Board Member from 2019)	Mar. 1981 Tokyo U. (Economics)
Shozo Furumoto (Jan. 19, 1961)		Apr. 1985 June 2020	Mar. 1985 Kyoto U. (Law) May 1993 Georgetown U. Master of Law
Nobuhiro Miyoshi (Feb. 23, 1960)		Apr. 1982 June 2020	Mar. 1982 Waseda U. (Commerce)

**Directors, Members of the Board who are Audit & Supervisory committee Members
(Audit & Supervisory Committee Members)**

Hiroshi Obayashi (June 17, 1947)	(Outside Audit & Supervisory Committee Member)	- June 2020 (Audit & Supervisory Board Member from 2014)	Mar. 1970 Hitotsubashi U. (Law)
Jiro Makino (Oct. 22, 1949)	(Outside Audit & Supervisory Committee Member)	- June 2020 (Audit & Supervisory Board Member from 2014)	Mar. 1973 Tokyo U. (Economics)
Seiichi Azuma (July 23, 1951)	(Outside Audit & Supervisory Committee Member)	- June 2020 (Audit & Supervisory Board Member from 2016)	Mar. 1975 Kobe U. (Business Administration)
Hiroshi Yoshikawa (June 30, 1951)	(Outside Audit & Supervisory Committee Member)	- June 2020 (Audit & Supervisory Board Member from 2019)	Mar. 1974 Tokyo U. (Economics) Dec. 1978 Yale University Ph.D. (Economics)

Name (Date of birth)	Responsibilities	Joined the company Assumed the position	Education
Executive Vice President			
Naoki Sato (Mar. 23, 1961)	Head of Works, East Nippon Works	Apr. 1983 Apr. 2020	Mar. 1983 Kyushu Institute of Technology (Engineering)
Managing Executive Officers			
Hideo Suzuki (Dec. 10, 1958)	Environment Rendering Assistance to EVP S. Tanimoto on Energy, Slag, Cement & Resource Recycling Rendering Assistance to EVP K. Miyamoto on Global Business Development	- Apr. 2016	Mar. 1981 Kyoto U. (Law) May 1988 Yale University Master of International Development Economics June 1989 University of Washington Master of Law
Takahiro Mori (Oct. 3, 1957)	Head of Unit, Plate Unit; Head of Unit, Pipe & Tube Unit; Project Leader, VSB Project, Global Business Development Sector	Apr. 1983 Apr. 2020	Mar. 1983 Tokyo U. (Law) May 1992 The Wharton School of the University of Pennsylvania, MBA
Kazuhiro Nakashima (Oct. 24, 1960)	Head of Works, Kansai Works	Apr. 1983 Apr. 2017	Mar. 1983 Osaka U. (Engineering)
Kazuhisa Fukuda (Dec. 8, 1960)	Head of Works, Setouchi Works	Apr. 1986 Apr. 2018	Mar. 1986 Keio U. (Graduate School of Mechanical Engineering)
Shuji Sohma (Sep. 14, 1961)	Head of Works, Nagoya Works	Apr. 1986 Apr. 2019	Mar. 1986 Nagoya Institute of Technology (Graduate School of Mechanical Engineering for Production)
Hiroaki Matsuoka (Aug. 31, 1960)	Head of Office, Osaka Office	Apr. 1985 Apr. 2019	Mar. 1985 Waseda U. (Political Science and Economics)
Hidetake Ishihara (July 7, 1962)	Vice Head of Global Business Development Accounting & Finance Cooperating with Managing Director T.Imai on Corporate Planning	Apr. 1985 Apr. 2019	Mar. 1985 Tokyo U. (Law) July 1993 London Business School Master of Science in Management
Takashi Hirose (Apr. 19, 1962)	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 Cooperating with Head of Division, General Administration Division and Head of Division, Digital Innovation Division on Business Transformation & Standardization	Apr. 1986 Apr. 2019	Mar. 1986 Tokyo U. (Letters) Apr. 1995 University of Michigan MBA

Name (Date of birth)	Responsibilities	Joined the company Assumed the position	Education
Junichi Tani (Nov. 26, 1962)	Head of Works, Kyushu Works	Apr. 1987 Apr. 2020	Mar. 1987 Osaka U. (Graduate School of Metallurgy)
Takeshi Honda (Mar. 6, 1964)	Intellectual Property; Safety; Plant Safety; Quality Management; Slag, Cement & Resource Recycling	Apr. 1988 Apr. 2020	Mar. 1988 Tokyo Institute of Technology (Graduate School of Precision Machinery Systems)
Executive Officers			
Yoshiaki Shimada (Feb. 18, 1964)	Advisor to the President	Apr. 1986 Apr. 2020	Mar. 1986 Keio U. (Law)
Hidenori Kinugasa (Feb. 8, 1962)	Vice Head of Unit, Pipe & Tube Unit; Deputy Project Leader, VSB Project, Global Business Development Sector	Apr. 1987 Apr. 2017	Mar. 1987 Osaka U. (Graduate School of Industrial Mechanical Engineering)
Yuji Kubo (Mar. 15, 1963)	Head of Laboratories, Advanced Technology Research Laboratories, R & D Laboratories	Apr. 1987 Apr. 2017	Mar. 1987 Tokyo U. (Graduate School of chemistry)
Nozomu Takahashi (Jan. 9, 1963)	Head of Office, Beijing Office Rendering Assistance to EVP K. Miyamoto on Global Business Development in China	Apr. 1985 Apr. 2018	Mar. 1985 Waseda U. (Political Science and Economics)
Kazuhiro Koshikawa (Aug. 10, 1961)	Head of Unit, Bar & Wire Rod Unit; Head of Unit, Titanium Unit	Apr. 1986 Apr. 2018	Mar. 1986 Keio U. (Economics)
Kazuma Yamanaka (Aug. 10, 1963)	Raw Materials; Machinery & Materials Procurement	Apr. 1986 Apr. 2018	Mar. 1986 Hitotsubashi U. (Law)
Ichiro Sato (Feb. 19, 1964)	Vice Head of Global Business Development; 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; Deputy Project Leader, India Iron and Steel Project, Global Business Development Sector Overseas Offices (including locally incorporated companies) Global Business Development in India Rendering Assistance to Head of Unit, Flat Products Unit on CSVC Project and Wuhan Tin Mill Project concerning Flat Products	Apr. 1986 Apr. 2018	Mar. 1986 Keio U. (Economics)

Name (Date of birth)	Responsibilities	Joined the company Assumed the position	Education
Kazumasa Shinkai (Oct. 4, 1962)	Head of Division, General Administration Division Planning & Coordination on Business Transformation & Standardization Cooperating with Head of Division, Digital Innovation Division on Business Transformation & Standardization	Apr. 1987 Apr. 2018	Mar. 1987 Tokyo U. (Law)
Hirofumi Funakoshi (June 17, 1963)	Head of Division, Corporate Planning Division Cooperating with Head of Division, General Administration Division and Head of Division, Digital Innovation Division on Business Transformation & Standardization	July 1987 Apr. 2018	June 1987 Tokyo U. (Law)
Nobuhiro Fujita (Sep. 20, 1964)	Head of Laboratories, Steel Research Laboratories, R & D Laboratories	Apr. 1989 Apr. 2018	Mar. 1989 Tokyo Institute of Technology(Graduate School of Metallurgical Engineering) July 2000 University of Cambridge Ph. D. (Metallurgical Engineering)
Hiroyuki Minato (Feb. 23, 1965)	Head of Works, Muroran Works	Apr. 1989 Apr. 2018	Mar. 1989 Kumamoto U. (Graduate School of Metallurgical Engineering)
Yoshio Sato (May 1, 1964)	Head of Unit, Construction Products Unit	Apr. 1988 Apr. 2018	Mar. 1988 Kobe U. (Economics)
Shinji Kido (July 4, 1963)	Head of Division, Bar & Wire Rod Technology Division, Bar & Wire Rod Unit	Apr. 1989 June 2018	Mar. 1989 Ritsumeikan U. (Graduate School of Mechanical Engineering)
Shinji Minobe (Apr. 29, 1959)	Head of Unit, Railway, Automotive & Machinery Parts Unit	Apr. 1983 Apr. 2019	Mar. 1983 Tokyo U. (Law) June 1992 University of California at Berkeley MBA
Hiroshi Tsuga (Nov. 5, 1962)	Group Companies Planning Cooperating with Head of Division, Human Resources Division on Human Resources	Apr. 1986 Apr. 2019	Mar. 1986 Kyoto U. (Economics)
Yuji Nomiya (Mar. 9, 1963)	Vice Head of Works, Kyushu Works (Representative of Oita Area)	Apr. 1988 Apr. 2019	Mar. 1988 Kyushu U. (Graduate School of Metallurgy)
Kyoichi Araki (Sep. 23, 1964)	Head of Division, Ironmaking Technology Division	Apr. 1989 Apr. 2019	Mar. 1989 Kyushu Institute of Technology (Graduate School of Metallurgical Engineering)

Name (Date of birth)	Responsibilities	Joined the company Assumed the position	Education
Takahiko Iwai (July 6, 1964)	Head of Division, Accounting & Finance Division Cooperating with Head of Division, General Administration Division and Head of Division, Digital Innovation Division on Business Transformation & Standardization Cooperating with Head of Division, General Administration Division on Public Relations	Apr. 1989 Apr. 2019	Mar. 1989 Waseda U. (Political Science and Economics)
Seita Ouchi (Dec. 3, 1963)	Legal Rendering Assistance to Managing Executive Officer T. Honda on Legal in Intellectual Property	Apr. 1989 Apr. 2019	Mar. 1989 Tokyo U. (Law)
Eiji Sogoh (June 16, 1966)	Head of Division, Human Resources Division Rendering Assistance to Managing Executive Officer T. Honda on Safety	Apr. 1989 Apr. 2019	Mar. 1989 Kyoto U. (Law)
Takeshi Imai (Sep. 19, 1965)	Head of Division, Flat Products Technology Division, Flat Products Unit; Deputy Project Leader, Shanghai-Baoshan Cold-rolled & Coated Sheet Products Project, Global Business Development Sector; Deputy Project Leader, India Continuous Annealing and Processing Line Project, Global Business Development Sector Cooperating with Head of Division, Technical Administration & Planning Division on Hot Rolling Technology	Apr. 1989 Apr. 2019	Mar. 1989 Nagoya Institute of Technology (Engineering)
Akihiko Kojima (Apr. 17, 1966)	Head of Division, R&D Planning Division, R&D Laboratories	Apr. 1991 Apr. 2019	Mar. 1991 Tohoku U. (Graduate School of Material Science Engineering) Mar. 2015 Okayama U Doctor (Engineering)
Hiddenori Ogawa (May 15, 1964)	Vice Head of Works, Kansai Works (Representative of Amagasaki Area)	Apr. 1991 Apr. 2019	Mar. 1991 Osaka U. (Graduate School of Nuclear Engineering)
Masashi Kishimoto (May 23, 1966)	Vice Head of Works, East Nippon Works (Representative of Kashima Area)	Apr. 1991 Apr. 2020	Mar. 1991 Osaka U. (Graduate School of Electrical Engineering)
Noriyuki Hiramitsu (Oct. 15, 1966)	Head of Center, Plant Engineering and Facility Management Center	Apr. 1991 Apr. 2020	Mar. 1991 Nagoya U. (Graduate School of Electronic-Mechanical Engineering)

Name (Date of birth)	Responsibilities	Joined the company Assumed the position	Education
Eiji Orihashi (Dec. 31, 1966)	Head of Division, Technical Administration & Planning Division Cooperating with Head of Division, General Administration Division and Head of Division, Digital Innovation Division on Business Transformation & Standardization	Apr. 1989 Apr. 2020	Mar. 1989 Tokyo U. (Engineering) Sep. 1998 University of Sussex Master of Cognitive Science
Satoru Endo (Apr. 18, 1967)	Vice Head of Unit, Flat Products Unit; Head of Division, Flat Products Marketing Division; Project Leader, India Continuous Annealing & Processing Line Project, Global Business Development Sector	Apr. 1990 Apr. 2020	Mar. 1990 Tokyo U. (Economics)
Masahiro Nakata (Aug. 28, 1967)	Head of Division, Digital Innovation Division; Head of Division, Information & Communication Technology Division Planning & Coordination on Business Transformation & Standardization	Apr. 1992 Apr. 2020	Mar. 1992 Waseda U. (Graduate School of Materials Engineering) May 2003 Carnegie Mellon University Master of Science in Materials Science
Tsuyoshi Harada (Dec. 25, 1967)	Head of Division, Legal Division	Apr. 1990 Apr. 2020	Mar. 1990 Tokyo U. (Department of Liberal Arts, College of Arts and Sciences)
Toshiaki Naganuma (Feb. 25, 1960)	Vice Head of Unit, Flat Products Unit Cooperating with Executive Officer H. Tsuga on Group Companies Planning	Apr. 1983 Apr. 2020	Mar. 1983 Chuo U. (Law)
Atsushi Tsuchiya (Sep. 28, 1960)	Rendering Assistance to EVP K. Miyamoto on Global Business Development in Southeast Asia Cooperating with Executive Officer I. Sato on Overseas Offices (including locally incorporated companies) in Southeast Asia	Apr. 1983 Apr. 2020	Mar. 1983 Waseda U. (Political Science and Economics)
Yasutaka Kawaguchi (May 29, 1960)	Rendering Assistance to Managing Director T. Imai on Technical Administration & Planning Cooperating with Head of Division, Human Resources Division on Collaborative Contractor Coordination in Human Resources	Apr. 1984 Apr. 2020	Mar. 1984 Osaka Prefecture U. (Engineering)

Made a transition to a Company with an Audit & Supervisory Committee (June, 2020)

Executive Management System

In order to facilitate decision-making by management with greater speed and mobility in responding to changes in business environments, Nippon Steel has adopted the Executive Management System. Executive officers are “important employees” (under the Company Law of Japan) who execute their respectively assigned important business responsibilities.

Fellows*

(As of April 1, 2020)

Name (Date of birth)	Responsibilities	Joined the company Assumed the position	Education
Hideki Murakami (Mar.2, 1960)	Process Technology and Industrial Informatics and Environmental Technology	Apr.1985 Apr.2019	Mar.1985 Osaka U.(Graduate School of Chemical Engineering) Mar.1994 McGill University Ph.D. (Engineering)
Katsuhiro Sasai (Aug. 2, 1961)	Head of Laboratories, Process Research Laboratories, R&D Laboratories Steelmaking and Process Metallurgy	Apr. 1988 Apr. 2017	Mar.1988 Kyoto U. (Graduate School of Earth Resources Engineering) Jan. 1996 Nagoya U. Doctor (Engineering)
Naoki Yoshinaga (Dec. 17, 1962)	Physical Metallurgy	Apr. 1988 Apr. 2017	Mar. 1988 Tokyo Institute of Technology (Graduate School of Materials Science and Engineering) Dec. 1999 Ghent University Doctor (Applied Science)
Kaori Kawano (May 24, 1964)	Microstructure design of structural steels	Apr. 1989 Apr. 2018	Mar. 1989 Nara Women's U (Graduate School of Physics) Mar. 2005 Osaka U. Doctor (Engineering)
Seiji Nomura (May 22, 1965)	Ironmaking Technology	Apr. 1989 Apr. 2020	Mar.1989 Tokyo U. (Graduate School of Chemical Engineering) Dec.1997 University of Newcastle upon Tyne Ph.D. (Chemistry)

* The Fellow Selection Committee selects fellows from researchers with outstanding achievements and according to professional specialization. Fellows are treated as executive officers.

Major Posts Outside the Company

Post and name	Major outside posts	Hobbies
Representative Director and Chairman Kosei Shindo	Chairman, The Japan Iron and Steel Federation (May 30, 2016-May 25, 2018) Vice Chairman, Keidanren (May 31, 2017-) Chairman, World Steel Association (Oct. 17, 2017-Oct. 17, 2018) Chairman, the Panel on Infrastructure Development (MLIT) (Mar. 6, 2019-) Chairman, Japan Project – Industry Council (June 15, 2020-)	• Sport watching, Golf
Representative Director and President Eiji Hashimoto	Chairman, The Japan Iron and Steel Federation (June 16, 2020-)	• Watching movies, Golf

Past Chairmen and Presidents

■ Yawata Iron & Steel Co., Ltd.

Chairman	Tenure	President
—	Apr. 1, 1950-Apr. 9, 1952	Takashi Miki
	May 10, 1952-Jan. 6, 1956	Gisuke Watanabe
	Jan. 13, 1956-May 28, 1962	Arakazu Ojima
Arakazu Ojima	May 28, 1962-May 29, 1967	Yoshihiro Inayama
—	May 29, 1967-Mar. 30, 1970	

■ Fuji Iron & Steel Co., Ltd.

Chairman	Tenure	President
—	Apr. 1, 1950-Mar. 30, 1970	Shigeo Nagano

■ Nippon Steel Corporation

Chairman	Tenure	President
Shigeo Nagano	Mar. 31, 1970-May 30, 1973	Yoshihiro Inayama
	May 30, 1973-Jun. 29, 1976	Tomisaburo Hirai
Yoshihiro Inayama	Jun. 29, 1976-Jan. 18, 1977	Teruyoshi Tasaka
	Jan. 20, 1977-Jun. 29, 1981	Eishiro Saito
Eishiro Saito	Jun. 29, 1981-Jun. 26, 1987	Yutaka Takeda
Yutaka Takeda	Jun. 26, 1987-Jun. 29, 1989	Hiroshi Saito
Akira Miki	Jun. 29, 1989-Jun. 29, 1993	
Hiroshi Saito	Jun. 29, 1993-Mar. 31, 1998	Takashi Imai
Takashi Imai	Apr. 1, 1998-Mar. 31, 2003	Akira Chihaya
Akira Chihaya	Apr. 1, 2003-Jan. 22, 2007	Akio Mimura
—	Jan. 23, 2007-Mar. 31, 2008	
Akio Mimura	Apr. 1, 2008-Sep. 30, 2012	Shoji Muneoka

■ Sumitomo Metal Industries, Ltd.

Chairman	Tenure	President
	Jul. 1, 1949-Nov. 28, 1962	Hisakazu Hirota
Hisakazu Hirota	Nov. 28, 1962-May 29, 1973	
—	May 29, 1973-Nov. 28, 1974	Hosai Hyuga
	Nov. 28, 1974-Jun. 28, 1978	Noboru Inui
Hosai Hyuga	Jun. 28, 1978-Jun. 27, 1986	Yoshifumi Kumagai
Yoshifumi Kumagai	Jun. 27, 1986-Jun. 29, 1988	
—	Jun. 29, 1988-Jun. 26, 1992	Yasuo Shingu
	Jun. 26, 1992-Jun. 27, 1996	Tameaki Nakamura
Yasuo Shingu	Jun. 27, 1996-Jun. 26, 1998	
—	Jun. 26, 1998-Oct. 1, 1998	Matao Kojima
Reijiro Mori	Oct. 1, 1998-Jun. 29, 2000	
Matao Kojima	Jun. 29, 2000-Jun. 28, 2001	Hiroshi Shimosuma
—	Jun. 28, 2001-Jun. 29, 2005	
Hiroshi Shimosuma	Jun. 29, 2005-Jun. 26, 2012	Hiroshi Tomono
—	Jun. 26, 2012-Sep. 30, 2012	

Nippon Steel & Sumitomo Metal Corporation

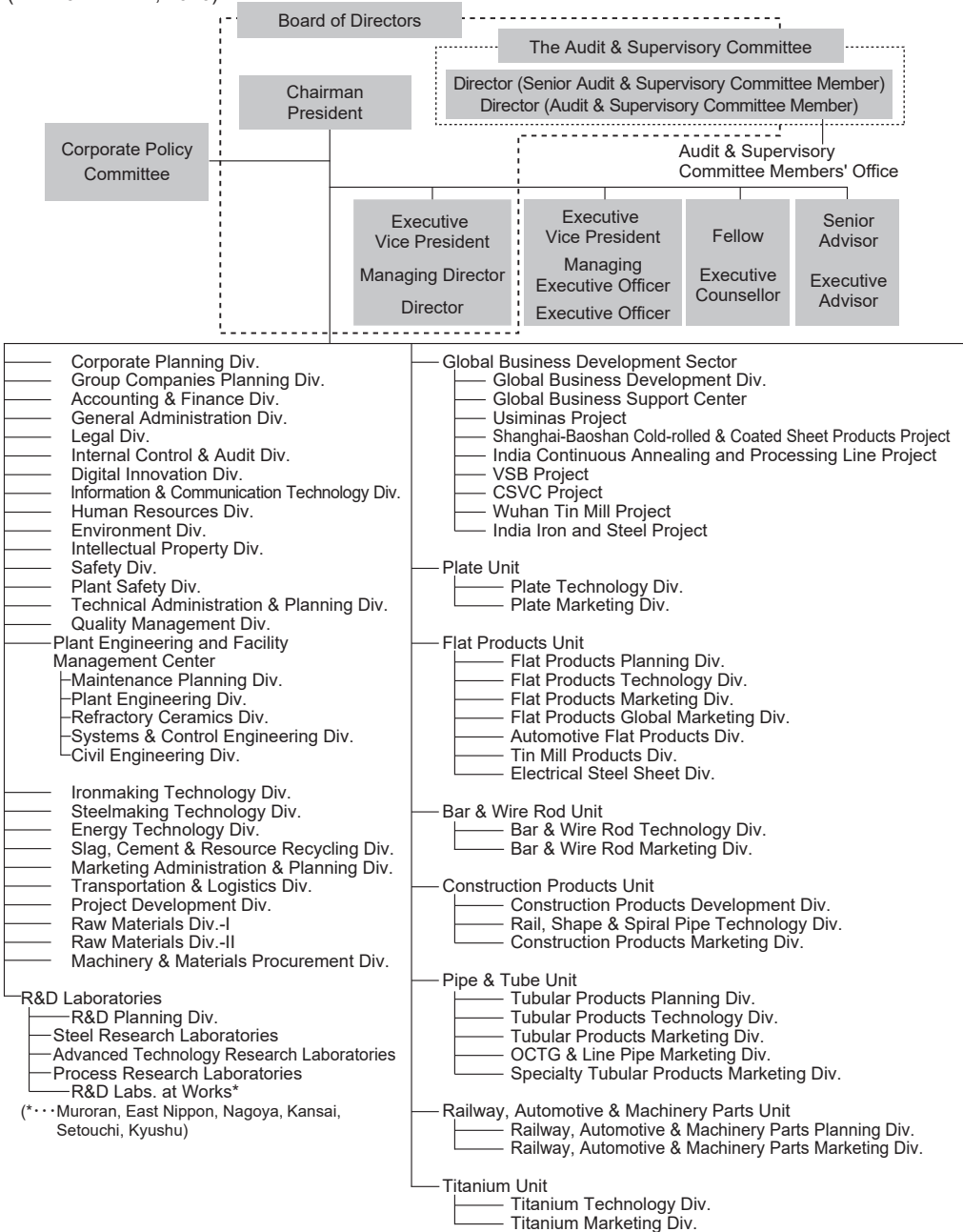
Chairman	Tenure	President
	Oct. 1, 2012-Mar. 31, 2014	Hiroshi Tomono
Shoji Muneoka	Apr. 1, 2014-Mar. 31, 2019	Kosei Shindo

Nippon Steel Corporation

Chairman	Tenure	President
Kosei Shindo	Apr. 1, 2019-	Eiji Hashimoto

Organization

(As of June 24th, 2020)



- Muroran Works
- East Nippon Works
- Nagoya Works
- Kansai Works
- Setouchi Works
- Kyushu Works
- Osaka Office
- Hokkaido Marketing Branch
- Tohoku Marketing Branch
- Niigata Marketing Branch
- Nagoya Marketing Branch
- Chugoku Marketing Branch
- Kyushu Marketing Branch

Overseas Subsidiaries and Offices

NIPPON STEEL NORTH AMERICA, INC.
(Head Office: New York, Chicago, Houston, Mexico City)

NIPPON STEEL AMÉRICA DO SUL LTDA.
(Head Office: São Paulo, Belo Horizonte)

NIPPON STEEL EUROPE GmbH
(Head Office: Düsseldorf)

NIPPON STEEL AUSTRALIA PTY. LIMITED
(Head Office: Sydney)

NIPPON STEEL CONSULTING (BEIJING) CO., LTD.
(Head Office: Beijing, Shanghai, Guangzhou)

PT. NIPPON STEEL INDONESIA
(Head Office: Jakarta)

NIPPON STEEL VIETNAM COMPANY LIMITED
(Head Office: Ho Chi Minh City, Ha Noi)

NIPPON STEEL SOUTHEAST ASIA PTE. LTD.
(Head Office: Singapore)

NIPPON STEEL (THAILAND) CO., LTD.
(Head Office: Bangkok)

NIPPON STEEL INDIA PRIVATE LIMITED
(Head Office: New Delhi)

Dubai Office
(Dubai)

Business Plan

Mid-Term Management Plan (announced on March 2, 2018)

Press release URL: www.nipponsteel.com/en/ir/library/strategy.html

Major Features of the 2020 Mid-Term Management Plan

1. Delivering materials and solutions to address changes in society and industry

Requirements for properties of materials are becoming diverse and advanced: automobiles are becoming lighter and more electrified, and electronic components are required to be even lighter, thinner, shorter, and smaller, as well as more reliable. Nippon Steel will develop materials that address evolving customer needs and expand its offer of solutions in areas such as application and processing technologies. This will include supporting customers through stable supply of and further enhanced performance of high-grade steel such as high-tensile steel sheet, high-efficiency electrical steel sheet, high-corrosion resistant seamless pipes, stainless steel for high-pressure hydrogen environment, and high-strength rails. Nippon Steel will thus aim to contribute to customers' value creation and to achieve growth in its own sales.

Moreover, Nippon Steel will respond to customer needs for multi-materials by organically allying technologies and products of its non-steel material businesses (Chemicals and New Materials) with steel. To advance this initiative, Nippon Steel & Sumikin Chemical Co., Ltd. and Nippon Steel & Sumikin Materials Co., Ltd. will be integrated to strengthen their capabilities in providing comprehensive material solution proposals (the integration is planned for October 2018).

2. Strengthening and expanding global business

Leveraging its product technology capability, cost competitiveness, and global supply network to the maximum extent, Nippon Steel will expand the supply of steel products in the automotive, energy and resources, and infrastructure sectors in Japan and overseas.

Nippon Steel will meet increasing overseas demand by the combination of exports of high-grade steel from Japan and supplies from overseas production bases. In order to expand supply of steel products to areas where demand for infrastructure in particular is increasing, and to prepare for rising protectionism and a shift towards self-sufficient markets, Nippon Steel will expand overseas integrated steel production bases. Nippon Steel is currently working with ArcelorMittal on joint acquisition of Essar Steel India Limited, an Indian integrated steelmaker.

In implementing these initiatives, Nippon Steel will continue to undertake alliances with major companies and M&As, with speed and flexibility.

3. Continuing to strengthen “manufacturing capabilities” of domestic mother mills

Nippon Steel's domestic mother mills will aim to strengthen their “manufacturing capabilities” and to continue to improve as bases for technology development, cost competitiveness, and productivity. The mother mills will be committed to stable supply of steel products in Japan and overseas and assisting overseas businesses.

(1) Further enhancing facilities and human resources capabilities

Nippon Steel will further increase capital expenditures by about ¥ 100 billion per year in addition to the capital expenditures in the 2017 Mid-Term Management Plan (“2017 Plan”), which were at a higher level than the previous years, in order to undertake refurbishment of blast furnaces, coke ovens, and other facilities and to introduce advanced equipment, thereby improving stability, productivity, and cost.

As for the enhancement of human resources, Nippon Steel will maintain the number of newly-hired employees at the increased level of the 2017 Plan and promote the succession of skills and know-how and employee training, and in parallel, promote labor-saving measures (i.e., use of IT and automation) to address labor shortage expected due to Japan's declining population.

(2) Establishing an optimal production framework

Nippon Steel will promote the development of an optimal production framework in order to build a lean manufacturing framework that can address changes in the business environment. In addition to the measures implemented under the 2017 Plan, namely, the consolidation of rolling and surface-treatment facilities and the ceasing of operation of the No. 3 blast furnace of Kimitsu Works, the following measures will be implemented as part of the 2020 Plan:

- 1) Yawata Works' advanced continuous caster will start operation (in FY2019) and the upstream facilities (the blast furnace and the steelmaking mill in the Kokura Area will cease operation at around the end of FY2020, as scheduled. Kokura's production of special steel bars and wire rods will be maintained at the current level. (as already announced)
- 2) At Wakayama Works, production will be switched from the No. 5 blast furnace to the new No. 2 blast furnace, which has been on standby, at around the end of FY2018, increasing steel production capacity by 500,000 tons per year. The steelmaking mill of Nippon Steel Structural Shapes Corporation located in Wakayama Works will cease operation at around the end of FY2019, after which steel slabs will be supplied by the Wakayama Works steelmaking mill.
- 3) The small-diameter seamless pipe & tube mill (former Tokyo Works) in Kimitsu Works will cease operation at around May 2020 and production will be consolidated to the Kainan Area of Wakayama Works.

4. Developing world-leading technologies and utilizing advanced IT (AI, IoT, and big data)

Nippon Steel will make the best of its R&D operations, which is the largest in scale (with about 800 researchers) and highest level in quality in the global steel industry, and promote technology development, a key driver for innovation. Specifically, Nippon Steel will work on the development of high-end products (e.g., products that provide lighter weight, higher strength, more corrosion-resistance, and lower electricity loss) by anticipating and addressing evolving customer needs. The company will also promote advances in design and processing technology as well as technology to minimize environmental impact through the use of steel products over their life cycle from manufacturing to use and recycling. Nippon Steel will thereby continue to demonstrate world-leading capabilities by "creating the value of steel".

Utilizing IT, which is continuously evolving, is becoming an essential element that determines the competitiveness of a company. Taking advantage of the system solutions business within the Group (NS Solutions Corporation) and utilizing advanced IT (AI, IoT, and big data), Nippon Steel will aim to achieve safety and competitiveness in manufacturing frontlines, stability in production, improvement in product quality, and sophistication in business operations.

5. Enhancing the operating structure of the Nippon Steel Group

Nippon Steel will enhance alliances within the Group to strengthen the Group's overall capabilities in order to deliver higher value to customers and society through materials and solutions, utilizing the Group's core competency in steel. At the same time, Nippon Steel will undertake further reorganization within the Group and advance concentration on core business operations.

- (1) Synergies with Nippon Steel Nisshin Co., Ltd. (former Nisshin Steel Co., Ltd.)

Nippon Steel and Nisshin Steel Co., Ltd., which became a subsidiary of Nippon Steel in March 2017, will realize synergies of ¥20 billion per year by the end of FY2020. In addition, the companies will further expand alliances in steel sheet, stainless steel, and other products, as well as in iron-making. The refurbishment of the Kure No. 1 blast furnace of Nippon Steel Nisshin Co., Ltd. has been

deferred from the end of FY2019 to the end of FY2023 by utilizing Nippon Steel's technology to extend the life of a blast furnace.

- (2) Through alliance of the steel business and integrated chemicals and new materials businesses, the Nippon Steel Group will strengthen its capability to respond to leading-edge needs in areas including vehicles and batteries, thereby advancing its business strategy.
- (3) The Engineering Business segment will work at strengthening the competitiveness of each of its businesses and enhancing its alliances within the Nippon Steel Group. In addition, to pursue synergies through collaboration with companies outside the Group, Nippon Steel Engineering Co., Ltd. will work on expanding its profitability through a comprehensive collaboration with Toyo Engineering Corporation.
- (4) Further growth in the System Solutions segment and enhancement of the Group's IT infrastructure NS Solutions Corporation is strengthening its capability to provide solutions to customers in the areas of IoT and AI, through its IoX Solution Business Promotion Department (established in April 2016) and its AI R&D Center (opened in October 2017). Taking advantage of NS Solution Corporation, the Nippon Steel Group will work on strengthening its IT infrastructure and utilizing advanced IT.

6. Proactively investing in growth

(1) Capital expenditures in Japan

Nippon Steel will implement capital expenditures of around ¥ 1,700 billion over the three-year term, an increase of ¥ 350 billion from the 2017 Plan, in order to (a) enhance facilities through the introduction of advanced equipment and maintenance of the soundness of facilities (e.g., relining of blast furnaces and coke ovens) and (b) capture demand in growth areas by strengthening its production capability.

(2) Business investments

Nippon Steel will implement business investment of around ¥ 600 billion over the three-year term. In addition to growth investment in (a) domestic and overseas businesses to be developed on product, customer sector, and region bases and (b) interests in raw materials, Nippon Steel will be alert for new opportunities through mergers and acquisitions.

(3) Hiring

In order to enhance its human resources capability, Nippon Steel plans to hire about 1,100 employees per year, similar to the 2017 Plan level.

In addition, Nippon Steel will further advance concentration on core business operations on a group-wide basis and proceed with asset compression (targeting approximately ¥ 100 billion within the three-year term), which will fund part of the growth investment above.

	2020 Plan targets	Forecasts for FY2015-2017	2017 Plan targets (FY2015-2017)
Capital expenditures in Japan (consolidated basis)	Approx. ¥1,700bn / 3 years	¥1,260bn / 3 years	Approx. ¥1,350bn / 3 years
Business investment (consolidated basis)	Approx. ¥600bn / 3 years	¥210bn / 3 years	Approx. ¥300bn / 3 years
R&D spending (consolidated basis)	Approx. ¥220bn / 3 years	¥210bn / 3 years	Approx. ¥210bn / 3 years
Number to be newly employed (non-consolidated basis)	Approx. 1,100 employees / year	Approx. 1,300 employees / year	Approx. 1,300 employees / year
Asset compression (consolidated basis)	Approx. ¥100bn / 3 years	Approx. ¥300bn / 3 years	Approx. ¥200bn / 3 years

7. Profit and financial targets and shareholder return

- (1) Under the 2017 Plan, Nippon Steel has implemented measures to enhance facilities and human resources capabilities as ways to fortify mother mills in Japan and measures to improve cost competitiveness. However, Nippon Steel experienced a large production decline due to equipment trouble and other reasons. In addition, depressed oil prices caused a decline in demand in the energy sector. As a result, the company does not expect to achieve the target level of 10% in return on sales (ROS) and return on equity (ROE) by the end of the 2017 Plan period.
- (2) Through implementation of the measures outlined above under the 2020 Plan, including global business development, strengthening of "manufacturing capabilities" and enhancement of the Group operating structure, Nippon Steel aims to advance towards "the best steelmaker with world-leading capabilities." Through these measures, the company aims at a medium-to-long-term growth in profit and an expansion of cash flow generating ability, with a target ROS of about 10% and ROE of about 10% in FY2020.
- (3) After incorporating facility enhancement investment and growth investment, Nippon Steel aims to achieve a debt-to-equity ratio of about 0.7 at the end of FY2020, a level similar to that at the end of FY2017.
- (4) With respect to return to shareholders, Nippon Steel will raise the targeted payout ratio from the current "around 20-30%" on a consolidated basis to "around 30%" (to be applied to FY2018 onwards).

2020 Mid-Term Management Plan Targets

	FY2020 targets	FY2017 forecasts	2017 Plan targets
Return on sales	About 10%	5.3%	10% or more
Return on equity	About 10%	About 6%	10% or more
D/E ratio	About 0.7	About 0.7	About 0.5
Payout ratio	Around 30%	About 30%	Around 20-30%

8. A company with integrity and reliability

(1)Corporate Philosophy

"The Nippon Steel Group will pursue world-leading technologies and manufacturing capabilities, and contribute to society by providing excellent products and services."

(2)Nippon Steel's priorities in manufacturing are "safety, environment, and disaster prevention," "quality," "production," and "cost and profit" in this order. Nippon Steel will continuously work at appropriate risk management and implement preventive measures, based on lessons learned from past events and accidents.

(3)Nippon Steel will implement and appropriately manage internal control systems and strive to continuously improve them in order to comply with laws and regulations and to ensure credibility of its financial reporting, as well as the validity and efficiency of its operations.

(4)Nippon Steel will achieve the Workstyle Innovation as endorsed by the Japanese government by standardization of operations and improvement in efficiency of operations as well as further utilization of IT.

(5)Nippon Steel will promote the establishment of a recycling-oriented society and preservation of the environment through its three Eco's (Eco Process, Eco Products, and Eco Solutions) and development of innovative technologies, such as COURSE50.

By implementing these measures, the Nippon Steel Group will aim to continue to be trusted companies in society.

Implementation of Production Facility Structural Measures (Feb. 7, 2020)

Press release URL:

https://www.nipponsteel.com/common/secure/en/news/20200207_700.pdf

1. Strengthening of competitiveness in upstream integrated production

- Setouchi Works Kure area / Upstream facilities (blast furnace, sintering, and steelmaking) will be closed [By around the end of the first half of fiscal 2021]
/ All other facilities, including hot strip mill and pickling line will be closed [By around the end of the first half of fiscal 2023]
- Kansai Works Wakayama area / No.1 blast furnace, No.4 and No.5 coke ovens, No.5-1 sintering machine, and part of No. 3 continuous caster will be closed [By around the first half of fiscal 2022]

2. Strengthening of the steel plate business

- Nagoya Works / Steel plate mill will be closed [By around the second half of fiscal 2022]

3. Efficiency enhancement of the steel sheet production system

- Setouchi Works Hanshin area (Sakai) / Electro-galvanizing line, Continuous annealing and processing line, No. 1 continuous aluminizing line will be closed [By around the end of fiscal 2020]

4. Withdrawal from the titanium round bar and welded pipe business

- Kansai Works Osaka area / Titanium round bar manufacturing special facility will be closed [By around the end of fiscal 2022]
- Kyushu Works Oita area (Hikari Pipe & Tube Div.) / Titanium welded pipe manufacturing line will be closed [By around the end of the first half of fiscal 2021]

5. Strengthening of the stainless steel business

- Kinuura Works of Nippon Steel Stainless Steel / Hot strip mill will be closed [By around the end of December 2020]
/ Dedicated manufacturing facility for precision products (a precision hot-rolling machine, a bright annealing line, and a rewinding line) will be closed [By around the end of the first half of fiscal 2020]

6. Previously announced measures the implementation of which will partly be pushed forward or changed

- Setouchi Works Hirohata area / Tinplate Mill will be closed [By around the end of fiscal 2020]
(previously by around the second half of fiscal 2021)
- Kyushu Works Yawata area (Kokura) / Upstream facility (blast furnace and steelmaking) will be closed [By around the end of the first half of fiscal 2020]
(previously by around the end of fiscal 2020)
- Nippon Steel Structural Shapes Corporation / Steelmaking facility Operation to continue (previously by around the end of fiscal 2019)

(Other previously announced measures)

- East Nippon Works Kashima area / UO mill will be closed [October 2019]
- East Nippon Works Kimitsu area (Tokyo) / Small-diameter seamless pipe mill will be closed [May 2020]
- Setouchi Works Hirohata area / Melting furnace and basic oxygen furnace will be closed [By around the first half of fiscal 2023]
(Installation of an electric furnace by around the first half of fiscal 2022)

Business Integration among Group Companies

(From October 1, 2012)

	Integration Date
Nippon Steel Pipeline Co., Ltd. and Sumitomo Metal Pipeline and Piping, Ltd. were integrated to NIPPON STEEL & SUMIKIN Pipeline & Engineering Co., Ltd.	Oct. 1, 2012
Bar & wire processing companies in Thailand were integrated to NIPPON STEEL & SUMIKIN Steel Processing (Thailand) Co., Ltd.	Jan. 2, 2013
High-tension bolt businesses of Nippon Steel & Sumikin Precision Forge, Inc. and NS Bolten Co., Ltd. were integrated to NIPPON STEEL & SUMIKIN Bolten CORPORATION	Jan. 4, 2013
Nippon Steel Logistics Co., Ltd. and Sumitomo Metal Logistics Service Co., Ltd. were integrated and reorganized to NIPPON STEEL & SUMIKIN LOGISTICS CO., LTD.	Apr. 1, 2013
Nippon Steel Techno Research Corporation and Sumitomo Metal Technology, Inc. were integrated to NIPPON STEEL & SUMIKIN TECHNOLOGY CO., LTD.	Apr. 1, 2013
Nittetsu Shinko Shearing Corporation and Shearing Kozuyo, Ltd. were integrated to NSS SHEARING CORPORATION	Apr. 1, 2013
Sumikin Bussan Corporation and Nippon Steel Trading Co., Ltd. were integrated to NIPPON STEEL & SUMIKIN BUSSAN CORPORATION	Oct. 1, 2013
Taihei Kogyo Co., Ltd. and Nittetsu Elex Co., Ltd. were integrated to NIPPON STEEL & SUMIKIN TEXENG.CO., LTD.	Oct. 1, 2013
Sumitomo Pipe & Tube Co., Ltd. and Nittetsu Steel Pipe Co., Ltd. were integrated to NIPPON STEEL & SUMIKIN Pipe Co., Ltd.	Oct. 1, 2013
7 operational support service companies were reorganized to 5 companies by location.	Jul. 1, 2014
5 slag sales companies were integrated to NIPPON STEEL & SUMIKIN SLAG PRODUCTS CO., LTD.	Jul. 1, 2014
8 equipment engineering & maintenance companies were integrated to NIPPON STEEL & SUMIKIN TEXENG. CO., LTD.	Oct. 1, 2014
Integration and reorganization of railway-related business (Nippon Steel & Sumikin Technology Co., Ltd. and Nippon Steel & Sumikin Kansai Industries, Ltd. were integrated to NIPPON STEEL & SUMIKIN RAILWAY TECHNOLOGY CO., LTD.)	Apr. 1, 2015
Integration and reorganization of a processing company for Osaka Steel Works (The machining business and the business of manufacturing of dies for forging of Nippon Steel & Sumikin Kansai Industries, Ltd. and the business of manufacturing business of forged rolls of Kantoc Roll, Ltd. were integrated to NIPPON STEEL & SUMIKIN KANSAI MACHINING CO., LTD.)	Apr. 1, 2015
Nippon Steel & Sumikin Fine Technology Co., Ltd. and Nippon Tubular Products Co., Ltd. were integrated to Nippon Steel & Sumikin Precision Machining Co., Ltd.	Jul. 1, 2016
The Siam United Steel (1995) Co., Ltd. and Nippon Steel & Sumikin Galvanizing (Thailand) Co., Ltd. were integrated to NS-Siam United Steel Co., Ltd.	Sep. 1, 2016
NIPPON STEEL & SUMIKIN CHEMICAL CO., LTD. and NIPPON STEEL & SUMIKIN MATERIALS CO., LTD. were integrated to NIPPON STEEL Chemical & Material Co., Ltd.	Oct. 1, 2018
Stainless Steel Sheet Businesses of Nippon Steel & Sumitomo Metal Corporation, Nisshin Steel Co., Ltd., and Nippon Steel & Sumikin Stainless Steel Corporation were integrated to NIPPON STEEL Stainless Steel Corporation.	Apr. 1, 2019
Welded Stainless Steel Pipe & Tube Business of Nippon Steel & Sumitomo Metal Corporation, Nisshin Steel Co., Ltd., Nippon Steel & Sumikin Pipe Co., Ltd., Nippon Steel & Sumikin Stainless Steel Pipe Co., Ltd., and Nisshin Stainless Steel Tubing Co., Ltd., were Integrated to NIPPON STEEL STAINLESS STEEL PIPE CO., LTD.	Apr. 1, 2019

Nippon Steel Logistics Co., Ltd. and Nippon Steel Nisshin Logistics Co., Ltd. were integrated to 3 companies of Nippon Steel Logistics Group	Apr. 1, 2020
Nippon Steel Texeng Co., Ltd. and Nippon Steel Nisshin Koki Co., Ltd. were integrated to Nippon Steel Texeng Co., Ltd.	Jul. 1, 2020
Nippon Steel Coated Sheet Corporation and Nippon Steel Nisshin A&C Co., Ltd. were integrated to Nippon Steel Coated Sheet Corporation	Jul. 1, 2020

Global Network

Alliances with Steelmakers

Alliances with Domestic Steelmakers

Former Nippon Steel, Former Sumitomo Metals, and Kobe Steel (up to the time Nippon Steel & Sumitomo Metal Corporation (NSSMC) was formed)

Dec. 2001	Nippon Steel Corporation (NSC) and Kobe Steel began alliance for strengthening each other's competitiveness (complementing of iron- and steelmaking materials and cost reduction)												
Feb. 2002	NSC and Sumitomo Metal Industries (SMI) began alliance for strengthening each other's competitiveness (cooperation in iron- and steelmaking materials and downstream processes, cooperation in the stainless steel business, and cost reduction)												
Jul. 2002	NSC and SMI integrated their welding-materials business (establishment of Nippon Steel & Sumikin Welding Co., Ltd.)												
Nov. 2002	NSC and SMI began cooperation for hot rolled steel sheets, strengthened the alliance, and agreed on mutual capital subscription (of about ¥5 billion each) NSC and Kobe Steel strengthened cooperation, and agreed on mutual capital subscription (of about ¥3 billion each)												
Sep. 2003	NSC and Kobe Steel integrated their plate fusion-cutting business (establishment of Nittetsu Shinko Shearing)												
Oct. 2003	NSC and SMI integrated their stainless-steel business (establishment of Nippon Steel & Sumikin Stainless Steel Corp.)												
Jan. 2005	NSC, SMI, Sumitomo Pipe & Tube Co., Ltd., and Sumitomo Corporation began alliance in the automotive steel tube business in China (start of commercial production by Guangzhou You-Ri Automotive Parts Co., Ltd.)												
Mar. 2005	NSC, SMI, and Kobe Steel began studying to deepen their cooperation and to mutually acquire each other's shares												
Apr. 2005	NSC and Kobe Steel began supplying hot rolled steel sheets to SMI												
Jun. 2005	NSC and Kobe Steel subscribed part of the capital of East Asia United Steel Corporation (10% and 2%, respectively) Joint use of the iron- and steelmaking facilities of Wakayama Works of Sumitomo Metals (start of slab supply to Nippon Steel)												
Dec. 2005	NSC, SMI, and Kobe Steel additionally cross-purchased each other's shares on the back of expanded and enhanced cooperation <table> <tr> <td>NSC → SMI</td><td>2.55%→5.01%</td></tr> <tr> <td>SMI → NSC</td><td>0.52%→1.81%</td></tr> <tr> <td>NSC → Kobe Steel</td><td>1.80%→2.05%</td></tr> <tr> <td>Kobe Steel → NSC</td><td>0.29%→0.41%</td></tr> <tr> <td>SMI → Kobe Steel</td><td>1.80%→2.05%</td></tr> <tr> <td>Kobe Steel → SMI</td><td>1.52%→1.71%</td></tr> </table>	NSC → SMI	2.55%→5.01%	SMI → NSC	0.52%→1.81%	NSC → Kobe Steel	1.80%→2.05%	Kobe Steel → NSC	0.29%→0.41%	SMI → Kobe Steel	1.80%→2.05%	Kobe Steel → SMI	1.52%→1.71%
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Kobe Steel → SMI	1.52%→1.71%												
Mar. 2006	NSC, SMI, and Kobe Steel agreed to deepen their cooperation (joint studies on deepening the cooperation and how to cope with a takeover bid)												
Apr. 2006	NSC and SMI jointly undertook their cast-steel rolling-mill roll business (establishment of Nippon Steel & Sumikin Rolls Corporation)												
Dec. 2006	The Nippon Steel Group and the Sumitomo Metals Group integrated their structural steel sheet business, and their road and civil engineering business (establishment of Nippon Steel & Sumikin Coated Sheet Corporation and Nippon Steel & Sumikin Metal Products Co., Ltd.)												

Oct. 2007	NSC, SMI, and Kobe Steel began study of deepening and expanding their cooperation • NSC and SMI to more effectively utilize the expanded iron- and steelmaking capacity of SMI's Wakayama works. • NSC and SMI to secure high-grade steel sheet supply capacity and to jointly deal with SMI's Naoetsu operation. • NSC and Kobe Steel to cooperate in the environmental and recycling areas and to exchange iron-making technology.												
Dec. 2007	NSC, SMI, and Kobe Steel additionally cross-purchased each other's shares on the back of expanded and enhanced cooperation <table> <tr> <td>NSC → SMI</td><td>5.01%→9.4%</td></tr> <tr> <td>SMI → NSC</td><td>1.81%→4.2%</td></tr> <tr> <td>NSC → Kobe Steel</td><td>2.05%→3.4%</td></tr> <tr> <td>Kobe Steel → NSC</td><td>0.41%→0.8%</td></tr> <tr> <td>SMI → Kobe Steel</td><td>2.05%→3.4%</td></tr> <tr> <td>Kobe Steel → SMI</td><td>1.71%→2.3%</td></tr> </table>	NSC → SMI	5.01%→9.4%	SMI → NSC	1.81%→4.2%	NSC → Kobe Steel	2.05%→3.4%	Kobe Steel → NSC	0.41%→0.8%	SMI → Kobe Steel	2.05%→3.4%	Kobe Steel → SMI	1.71%→2.3%
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Kobe Steel → NSC	0.41%→0.8%												
SMI → Kobe Steel	2.05%→3.4%												
Kobe Steel → SMI	1.71%→2.3%												
Apr. 2008	SMI began consigning production of stainless steel boiler tubes to Kobe Special Tube Co., Ltd.												
Oct. 2008	NSC and Kobe Steel undertook the business of steel dust recycling and production and utilization of directly-reduced iron on a joint basis (establishment of Nittetsu Shinko Metal Refine Co., Ltd.)												
Jul. 2009	The Nippon Steel group and the Sumitomo Metals group integrated their arc-welded stainless steel pipe and tube business (establishment of Sumikin & Nippon Steel Stainless Steel Pipe Co., Ltd.)												
Oct. 2012	NSC and SMI integrated their business and formed NSSMC <table> <tr> <td>NSSMC → Kobe Steel</td><td>2.9%</td></tr> <tr> <td>Kobe Steel → NSSMC</td><td>0.7%</td></tr> </table>	NSSMC → Kobe Steel	2.9%	Kobe Steel → NSSMC	0.7%								
NSSMC → Kobe Steel	2.9%												
Kobe Steel → NSSMC	0.7%												

Nippon Steel Nisshin

May 2000	Mutual supply of stainless steel hot rolled materials (chromium: Nippon Steel to Nisshin, nickel: Nisshin to Nippon Steel)
Mar. 2017	Nisshin Steel was acquired and made into a subsidiary. Aims to create synergies by bringing together the management resources of both groups and to promote alliance NSSMC's ownership: 51.0%
Jan. 2019	Nisshin Steel was made into a wholly owned
Apr. 2019	Integration of stainless steel sheet business of NSSMC, Nisshin Steel, and Nippon Steel & Sumikin Stainless Steel Corporation
Apr. 2019	Integration of welded stainless steel pipe & tube business of NSSMC, Nisshin Steel, Nippon Steel & Sumikin Pipe, Nippon Steel & Sumikin Stainless Steel Pipe, and Nisshin Stainless Steel Tubing
Apr. 2020	Merged with Nippon Steel

Sanyo Special Steel

Feb. 2006	Alliance for strengthening each other's competitiveness (mutual commissioning of production, cost reduction, and joint R&D) Sanyo Special Steel became an equity-method affiliate of Nippon Steel
Mar. 2019	NSSMC made Sanyo Special Steel a subsidiary. Sanyo Special Steel acquired all shares of Ovako AB from NSSMC and made Ovako a wholly-owned subsidiary Nippon Steel's ownership: 51%

Mitsubishi Steel Mfg.

- Apr. 1994 Mutual toll production with Mitsubishi Steel Muroran Inc
- Jul. 2005 Purchase of a shut-down electric furnace of Mitsubishi Steel and re-start of its operation at Nippon Steel's Muroran Works
- Oct. 2017 NSSMC increase volume in outsourced manufacturing of steel billets to Mitsubishi Steel Muroran Inc
Nippon Steel's ownership: 1.4%

Aichi Steel

- Nov. 2000 Cooperation in automotive special steel bar & wire rods (strengthening competitiveness on production and cost, and joint R&D)
Nippon Steel's ownership: 7.7%

Godo Steel

- Jun. 2007 Alliance for strengthening each other's competitiveness (commissioning of production, effective utilization of infrastructure of Godo Steel)
Godo Steel became an equity-method affiliate of Nippon Steel
Nippon Steel's ownership: 15.0%

Topy Industries

- Sep. 2008 Alliance for strengthening each other's competitiveness
- Oct. 2008 Topy Industries became an equity-method affiliate of Nippon Steel
Nippon Steel's ownership: 20.0%

Alliances with Overseas Steelmakers

ArcelorMittal

Mar. 1990	Start of operation of I/N Tek, a joint venture with Inland Steel* for toll processing of cold rolled steel sheets (Nippon Steel 40%, Inland Steel 60%)
Oct. 1991	Start of operation of I/N Kote, a joint venture with Inland Steel for the manufacture and sale of coated steel sheets (Nippon Steel 50%, Inland Steel 50%)
Jan. 2001	Global strategic alliance agreement with Usinor* (furthering business cooperation in the automotive sheet steel area, license agreements for the existing technologies, joint R&D, etc.)
Apr. 2002	Technical cooperation arrangements made for automotive steel sheet with Arcelor and Tata Steel
Oct. 2003	Deepened the alliance with the Ispat group in North America (improvement of the high-grade steel sheet supply system for Japanese automotive makers in North America)
Jul. 2007	Memorandum of understanding concerning a joint venture in North America and a strategic alliance agreement
Apr. 2008	Agreement on running a joint venture in North America and revision of the strategic alliance agreement (installation of a new hot-dip galvanizing line for automotive sheets at I/N Kote)
Dec. 2008	Agreement on deferral of installation of a new hot-dip galvanizing line at I/N Kote
Feb. 2014	Joint acquisition of ex. ThyssenKrupp Steel USA, LLC and established AM/NS Calvert LLC
Dec. 2019	Joint acquisition of ex. Essar Steel India Limited and established AM/NS India Limited

* Inland Steel became Ispat Inland in July 1998, and then Mittal Steel USA in May 2005. Usinor became Arcelor in February 2002. TOB for Arcelor by Mittal Steel was completed in July 2006. Integration of Arcelor and Mittal Steel was completed in July 2007.

POSCO

Dec. 1998	Mutual acquisition of stocks at the money values equal to those of the purchase of government-released securities attendant on the privatization of POSCO [Nippon Steel → POSCO: 0.65%] [POSCO → Nippon Steel: 0.24%]
Aug. 2000	Strategic Alliance Agreement and mutual capital subscriptions [Nippon Steel → POSCO: about 3%] [POSCO → Nippon Steel: a little over 2%]
Oct. 2006	Enhancement of strategic alliance and additional cross-purchase of shares [Mutual supply of semi-finished products and joint work on dry-type dust recycling Nippon Steel → POSCO: additional stock acquisition of about 2% POSCO → Nippon Steel: stock acquisition in approximate equal monetary value]
Jan. 2008	Establishment of POSCO-NIPPON STEEL RHF Joint Venture, Co., Ltd. (PNR), a joint venture concerning direct-reduction iron supply and dry-dust recycling (Nippon Steel 30%, POSCO 70%)
Oct. 2010	Joint participation in Mozambique Revuboe coal mine for co-development
Mar. 2011	Joint participation in Brazilian Niobium company, CBMM, as a Japanese and Korean consortium

Vallourec Group

1976	Signed a license agreement on VAM®, for premium joints to connect seamless pipes (In 1985, an R&D agreement was made)
1984	Started a joint venture to manufacture and service premium joint threading in the U.S.A. Subsequently similar ventures were started in Indonesia, Singapore, Vietnam, and China
Jul. 2007	Established Vallourec & Sumitomo Tubos do Brasil Ltda. (VSB), a joint venture with Vallourec to manufacture seamless pipe in Brazil
Feb. 2009	Agreed on mutual equity investments (Completed acquisition of equities in the first half of fiscal 2009)
Sep. 2011	VSB started commercial operation
Feb. 2016	Agreed on enhancement of strategic partnership • Strengthening of the VAM® Premium Connection - The acceleration of product development / industrialization, and customer services as the newly expanded scope of collaboration for VAM®. • Enhanced joint operation of the seamless pipe business in Brazil - Integrating Vallourec Tubos do Brasil S.A. ("VBR") and VSB. • Equity investment in vallourec - Increasing NSSMC's shareholding ratio to 15%. ※Vallourec issued new shares to its employees in December 2016, resulting in changing NSSMC's shareholding ratio
Oct. 2016	VBR and VSB merged to become a new company Vallourec Soluções Tubulares do Brasil S.A. ("VSB").

China Steel Corporation

Apr. 2002	Agreed on stable supply of slab
May 2003	Signed a joint venture agreement for upstream operation at Wakayama Steel
Jul. 2003	Established East Asia United Steel Corporation
Nov. 2003	Established Sumikin Iron & Steel Corporation (Completed the joint venture framework for upstream operations)
Spring of 2005	Expanded supply of slab to 1.8 million tons per year
May 2007	The cumulative shipment of slab reached 5 million tons
Aug. 2007	China Steel Group made capital investment in Thai Sumilox Co., Ltd.
Mar. 2008	Made capital investment in CSGT Metals Vietnam Joint Stock Company (CSMV)
Aug. 2008	Concluded agreement to establish China Steel Sumikin Vietnam Joint Stock Company (CSVC), a steel sheet joint venture in Vietnam
May 2009	Established CSVC, a steel sheet joint venture company in Vietnam
Apr. 2013	CSVC started operation

Maximizing the Effects of the Alliances in Japan and Abroad

Nippon Steel's ownership		Kobe Steel	USIMINAS (Brazil)	POSCO (S. Korea)	ArcelorMittal (Europe)	Vallourec (Europe)	CSC (Taiwan)
		2.9%	31.2%	3.3%		14.6%*	
Alliance			Dec. 2006: Equity method affiliate 2012: New shareholders agreement (Participation of Temium Group)	2000 Strategic alliance agreement	2001 Global strategic alliance agreement	2009: Agreement on mutual equity investments 2016: Enhancement of Strategic Partnership	
Cooperation in the supply of semi-products		Mutual supply of slabs & hot-rolled sheets		2007 Mutual supply of semi-products during blast-furnace refining			Supply of slabs to CSC
Mutual cooperation in products					Joint research and cross-licensing, etc. of automotive sheet steel technologies	R & D agreement Trademark license agreement on VAM [®] , for premium joints	
Cost reduction in procurement & distribution of raw materials							
Joint studies on iron- & steel-making processes		Exchanges in the department of iron-making technology		Support in production structure optimization	Joint studies & technical exchanges		
Joint operation of joint ventures		2005 East Asia United Steel	1999 UNIGAL		1987: JIN Tek 1989: JIN Kote 2014: AWINS Calvert 2019: AWINS India	1984: Joint ventures for processing of and services for premium joints (VAM USA, etc.) 2007: VSB	2003: East Asia United Steel 2007: Thai Sumilox 2009: CSVC
Integration of subsidiaries & affiliates		Integration of shearing business					
Cooperation in environmental protection and recycling		2008 RHF JV (on the premises of Hirohata)		2009 Start of operation of RHF JV (on the premises of Pohang & Gwangyang)	Joint studies & information exchanges		

Major Overseas Steelmaking Operations

Usinas Siderúrgicas de Minas Gerais S.A. (USIMINAS)

•Business	Integrated steel manufacture and sales
•Location	Belo Horizonte, Minas Gerais State, Brazil
•Capital	BRL 13,200 million
•Nippon Steel's equity share	31.2% (Ordinary shares) [As of Mar. 2020]
•Employees	14,200 (Consolidated) [As of Mar. 31, 2020]
•Production & Sales	Crude steel production 3.26 million tons. Sales volume 4.11 million tons. [CY 2019]
•Steelworks	Ipatinga Works (Ipatinga, Minas Gerais State) Blast furnaces (No.1 <885m³> / No.2 <885m³> / No.3 <3,163m³>) Plate mill (1.00 million tons/y) Hot-strip mill (3.60 million tons/y) Cold-rolling mill (2.50 million tons/y) [Hot-dip galvanizing line (1.03 million tons/y) by UNIGAL] Cubatão Works (Cubatão, São Paulo State) Blast furnaces (No.1 <1,829m³> / No.2 <3,365m³>)* Plate mill (1.00 million tons/y)* * Under temporary interruption of production Hot-strip mill (2.30 million tons/y) Cold-rolling mill (1.20 million tons/y)
•Others	Acquisition of iron-ore mines of J. Mendes in Serra Azul region (Minas Gerais State) in Feb. 2008 Establishment of Mineracao Usiminas SA for mining business in Aug. 2010 (Currently : USIMINAS 70%, Sumitomo Corporation Group 30%) Iron-ore production capacity was increased to 12 million tons/y in 2013

Cooperation with USIMINAS

Dec. 1957	Establishment of an investment company, Nippon Usiminas Co., Ltd., with Nippon Steel as the largest stockholder (In 1967, the Japanese government made a capital subscription)
Jan. 1958	Establishment of USIMINAS (the Brazilian side 60%, Nippon Usiminas 40%)
Oct. 1962	Blowing-in of the No. 1 blast furnace of Ipatinga Works
After 1966	Nippon Steel's technical assistance started (seven consecutive programs until 2014).
Jun. 1999	Establishment of a joint venture between Nippon Steel and USIMINAS for hot-dip galvanized automotive steel sheet manufacture, UNIGAL (in operation since Oct. 2000)
Dec. 2006	Nippon Usiminas became a subsidiary of Nippon Steel, making USIMINAS Nippon Steel's equity-method affiliate (equity ratio: 23.4%, including indirect participation).
Jan. 2012	Execution of share purchase agreement (equity ratio: 29.2%, including indirect participation) and new shareholders agreement of USIMINAS
Jul. 2016	Subscription of additional shares according to the capital increase of Usiminas (equity ratio: 31.2%, including indirect participation)
Apr. 2018	Amendment of the shareholders agreement (executed in Jan. 2012)

ArcelorMittal Nippon Steel India Ltd. (AM/NS India)

• Business	Integrated steel and pellet manufacture and sales
• Location	Registered office ; Hazira, Gujarat cf. Sales & Finance office ; Mumbai, Maharashtra
• Capital	INR 92.2 billion
• Nippon Steel's equity share	40.0%
• CEO	Dilip Oommen
• Employees	3,938 [as of Mar. 2020]
• Production & Sales	Crude steel 7.1 million ton, Sales volume 6.6 million ton [Apr.2019 to Mar. 2020]
• Steelworks	Hazira integrated steel works (Hazira, Gujarat) Pune downstream re-rolling plant (Pune, Maharashtra) Paradeep pellet plant (Paradeep, Odisha) Visag pellet plant (Visakhapatnam, Andhra Pradesh)

Automotive Steel Sheet Manufacturing & Sales Bases

I/N Tek L.P.

•Business	Commissioned rolling of cold-rolled steel sheets
•Location	New Carlisle, Indiana, U.S.A.
•Start-up	Mar. 1990 (established in Jul. 1987)
•Capital	US\$ 195 million
•President	Allen Waitkins
•Vice president	A. Yoshihara (dispatched from Nippon Steel)
•Employees	262
•Nippon Steel's equity share	40.0%
•Major facilities	1 CDCM (continuous descaling and cold-rolling mill) — (1.7 million short tons/y), 1 C.A.P.L.(continuous annealing and processing line) — (1.2 million short tons/y)
•Sales destination	Coil centers, automobile makers, electric appliance makers, steel furniture makers and construction material makers, including Japanese companies via ArcelorMittal and/or NS Sales (Nippon Steel's subsidiary)

I/N Kote L.P.

•Business	Manufacture and sale of coated steel sheets
•Location	New Carlisle, Indiana, U.S.A.
•Start-up	Oct. 1991 (established in Sep. 1989)
•Capital	US\$ 120 million
•President	Allen Waitkins
•Vice president	A. Yoshihara (dispatched from Nippon Steel)
•Employees	231
•Nippon Steel's equity share	50.0%
•Major facilities	1 continuous galvanizing line (500,000 short tons/y) 1 electrogalvanizing line (450,000 short tons/y)
•Sales destination	Japanese and U.S. automobile makers, parts makers, etc.

AM/NS Calvert LLC

•Business	Manufacture and sale of hot-rolled, cold-rolled, and coated steel sheets
•Location	Calvert, Alabama, U.S.A.
•Start-up	Feb. 2014 (Acquisition)
•Capital	US\$ 516 million
•CEO	Jorge Oliveira
•CTO	Y. Komuro (dispatched from Nippon Steel)
•Employees	1,640
•Nippon Steel's equity share	50.0%
•Major facilities	1 hot strip mill (5.3 million tons/y) 1 continuous pickling line (1.1 million tons/y) 1 pickling line & tandem cold rolling mill (2.5 million tons/y) 1 continuous annealing line (0.6 million tons/y) 3 continuous galvanizing lines (1.4 million tons/y)

UNIGAL Ltda.

•Business	Manufacture of hot-dip galvanized steel sheets
•Location	Ipatinga, Minas Gerais State, Brazil
•Start-up	Oct. 2000 (established in Jun. 1999)
•Capital	BRL 585 million
•President	Silmar Rabelo
•Vice president	N. Suzumura (dispatched from Nippon Steel)
•Employees	306
•Nippon Steel's equity share	30.0%
•Major facilities	2 continuous galvanizing lines (480,000 tons/y and 550,000 tons/y)

TENIGAL, S. de R.L. de C.V.

• Business	Manufacture and sale of automotive hot-dip galvanized and galvalnealed steel sheets
• Location	In the vicinity of Monterrey City, Mexico
• Start-up	Aug. 2013 (established in Nov. 2010)
• Capital	US\$ 238 million
• CEO	José Luis González Tornquist
• Director and a Member of the Board	S. Kamata (dispatched from Nippon Steel)
• Employees	158
• Nippon Steel's equity share	49.0%
• Major facility	1 hot-dip galvanizing line (420,000 tons/y)

BAOSTEEL-NIPPON STEEL Automotive Steel Sheets Co., Ltd. (BNA)

• Business	Manufacture and sale of cold rolled and hot-dip galvanized steel sheets
• Location	Shanghai, China
• Start-up	Mar. 2005 (established in Jul. 2004)
• Capital	RMB 3 billion
• President	Luo Wenqin
• Vice president	K. Chikamatsu (dispatched from Nippon Steel)
• Employees	672
• Nippon Steel's equity share	50.0%
• Major facilities	1 CDCM (continuous descaling and cold-rolling mill) — (2.4 million tons/y) 1 C.A.P.L.(continuous annealing and processing line) — (950,000 tons/y) Continuous galvanizing lines No.1 450,000 tons/y No.2 350,000 tons/y No.3 450,000 tons/y No.4 420,000 tons/y

NIPPON STEEL NISSHIN (NANTONG) HIGH-TECH SHEET CO., LTD.

• Business	Manufacture and sale of copper plated steel sheets
• Location	Nantong City, Jiangsu Province, China
• Start-up	May 2014 (established in Mar. 2013)
• Capital	RMB 106 million
• President	S. Tanaka (dispatched from Nippon Steel)
• Employees	23
• Nippon Steel's equity share	90.0%
• Major facility	1 copper plating line

TAIWAN NIPPON STEEL STAINLESS PRECISION CO., LTD.

• Business	Manufacture and sale of precision rolled products
• Location	Yung Kang City, Tainan Hsien, Taiwan, R.O.C.
• Start-up	Feb. 2017 (established in Jun. 2016)
• Capital	NTD 750 million
• President	K. Uematsu (dispatched from Nippon Steel Stainless)
• Employees	115
• Nippon Steel's equity share	— (Nippon Steel Stainless 50.5%)
• Major facilities	2 cold rolling mill 1 bright annealing line 1 skinpass mill

PT KRAKATAU NIPPON STEEL SYNERGY (KNSS)

•Business	Manufacture and sale of cold-rolled steel and hot-dip galvanized steel products for automotive use
•Location	Cilegon, Banten Province, the Republic of Indonesia
•Start-up	July 2017 (established in Dec. 2012)
•Capital	US\$ 142 million
•President	N. Arita (dispatched from Nippon Steel)
•Employees	Approx. 300
•Nippon Steel's equity share	80.0%
•Major facility	1GAPL (continuous galvanizing annealing and processing line) (480,000 tons/y)

NS-Siam United Steel Co., Ltd. (NS-SUS)

•Business	Manufacture and sale of cold-rolled steel and hot-dip galvanized and galvanized steel sheets
•Location	Hemaraj Eastern Industrial Estate (Maptaphut) , Rayong Province, Thailand
•Start-up	Sep. 2016 (established by amalgamation in Sep. 2016)
•Capital	THB 13,000 million
•President	I. Harada (dispatched from Nippon Steel)
•Employees	Approx. 1,080
•Nippon Steel's equity share	80.2%
•Major facilities	1 CDCM (continuous descaling and cold-rolling mill) : 1,000,000 tons/y 1 C.A.P.L. (continuous annealing and processing line) : 500,000 tons/y 1 CGL (continuous galvanizing line) : 360,000 tons/y

JAMSHEDPUR CONTINUOUS ANNEALING & PROCESSING COMPANY PRIVATE LIMITED (JCAPCPL)

•Business	Manufacture and sale of automotive cold-rolled steel sheets
•Location	Jamshedpur, Jharkhand, India
•Start-up	May 2014 (established in Aug. 2012)
•Capital	INR 13.5 billion
•Managing Director	CV Sastry
•Vice President	J. Matsunaga (dispatched from Nippon Steel)
•Employees	Approx. 300
•Nippon Steel's equity share	49.0%
•Major facility	1 C.A.P.L. (continuous annealing and processing line) — (600,000 tons/y)

Non-Automotive Steel Sheet Manufacturing & Sales Bases

WHEELING-NIPPON STEEL, INC. (WN)

•Business	Manufacture and sale of hot-dip aluminized and galvanized steel sheets
•Location	Follansbee, West Virginia, USA
•Start-up	Apr. 1988 (established in Jun. 1984)
•Investment	USD 71 million
•President & CEO	K. Hoshi (dispatched from Nippon Steel)
•Employees	174
•Nippon Steel's equity share	100%
•Major facilities	Continuous aluminizing and galvanizing line (400,000 Short tons/y) Continuous galvanizing line (300,000 Short tons/y)

Guangzhou Pacific Tinplate Co., Ltd. (PATIN)

•Business	Manufacture and sale of tinplate
•Location	Guangzhou City, Guangdong Province, China
•Start-up	Apr. 1997 (established in Dec. 1994)
•Capital	US\$ 36 million
•President	K. Kuroda (dispatched from Nippon Steel)
•Employees	204
•Nippon Steel's equity share	25.0%
•Production capacity	200,000 tons/y
•Major facilities	1 tinning line 3 shearing lines

WISCO-NIPPON STEEL Tinplate Co., Ltd. (WINSteel)

•Business	Manufacture and sale of tinplate, tin mill black plate, etc.
•Location	Wuhan City, Hubei Province, China
•Start-up	Dec. 2013 (established in Oct. 2011)
•Capital	RMB 2,310 million
•Vice president	H. Kikuchi (dispatched from Nippon Steel)
•Employees	Approx. 500
•Nippon Steel's equity share	50.0%
•Major facilities	1 CDCM (continuous descaling and cold-rolling mill) (800,000 tons/y) 2 C.A.P.L. (continuous annealing and processing lines) (800,000 tons/y) 2 electrolytic tinning lines (400,000 tons/y)

PT. Pelat Timah Nusantara Tbk. (Latinusa)

•Business	Manufacture and sale of tinplate
•Location	Industri KIEC Cilegon, Banten Indonesia
•Establishment	1982
•Capital	US\$ 26.8 million
•Vice President	K. Okamoto (dispatched from Nippon Steel)
•Employees	269
•Nippon Steel's equity share	35.0%
•Production capacity	160,000 tons/y
•Major facilities	1 tinning line 2 shearing line

Siam Tinplate Co., Ltd. (STP)

•Business	Manufacture and sale of tinplate and tin-free steel
•Location	Map Ta Phut Industrial Estate, Rayong Province, Thailand
•Start-up	Feb. 1992 (established in Aug. 1988)
•Capital	THB 800 million
•President	K. Uchikawa
•Vice president	Y. Nomura (dispatched from Nippon Steel)
•Employees	464
•Nippon Steel's equity share	15.6%
•Major facilities	1 tinning/tin-free steel line (150,000 tons/y) 1 tin-free steel line (120,000 tons/y) 4 shearing lines

CHINA STEEL AND NIPPON STEEL VIETNAM JOINT STOCK COMPANY (CSVN)

•Business	Manufacture and sales of pickled and oiled, cold rolled, electorical, and hot-dip galvanized steel sheet
•Location	My Xuan, Ba Ria-Vung Tau Province, Vietnam
•Start-up	Apr. 2013 (established in May 2009)
•Capital	US\$ 574 million
•President	Lee, Jiunn-Yann
•Employees	838
•Nippon Steel's equity share	30.0%
•Production capacity	1.2 million tons/y
•Major facilities	1 PLTCM (pickling and tandem cold mill) 1 CAL (continuous annealing line) 1 annealing and coating line 1 continuous galvanizing line

PT. Krakatau Osaka Steel (KOS)

•Business	Manufacture and Sale of small and middle shape, deformed bar and flat bar
•Location	Krakatau Industrial Estate Cilegon, Banten Province, Indonesia
•Start-up	Jan. 2017 (established in Dec. 2012)
•Capital	US\$ 70 million
•President	M.Takahashi (dispatched from Osaka Steel)
•Employees	185
•Nippon Steel's equity share	— (Osaka Steel 80.0%)
•Major facility	1 combined rolling mill (500,000 tons/y)

NS BlueScope Coated Products (NSBS)

•Business	Manufacture and sale of hot-dip galvanized steel sheet, painted steel sheet, and roll-formed building products
•Location	ASEAN and USA
•Start-up	Mar. 2013 (capital participation by Nippon Steel)
•CEO	Charlie Elias
•Employees	Approx. 2,400
•Nippon Steel's equity share	50.0%
•Major facilities	cold-rolling (1,000,000 tons/y) hot-dip galvanizing (1,400,000 tons/y) painting (500,000 tons/y) steel manufacturing & roll-forming bases (27 bases)

Al Ghurair Iron & Steel L.L.C. (AGIS)

•Business	Manufacture and sale of hot-dip galvanized steel sheets
•Location	The Industrial City of Abu Dhabi, the United Arab Emirates
•Start-up	2009 (established in May 2005)
•Capital	AED 165 million
•President	Abu Bucker Husain
•Employees	535
•Nippon Steel's equity share	20.0%
•Major facilities	1 pickling line (500,000 tons/y) 1 cold-rolling line (360,000 tons/y) 2 continuous galvanizing line (400,000 tons/y)

Pipes & Tubes and Building Materials: Manufacturing & Sales Bases

■ Energy

VAM USA LLC

• Business	Threading of Oil Country Tubular Goods
• Location	(Head Office · Hardy · Miller) Houston, Texas, U.S.A (Youngstown) Youngstown, Ohio, U.S.A
• Start-up	Aug. 1984
• President	Garrett Francis
• Employees	282
• Nippon Steel's equity share	34.0%
• Major facilities	OCTG Threading line

Pennsylvania Extruded Tube Company (PEXCO)

• Business	Manufacture of stainless seamless steel hot finished pipe
• Location	Clarks Summit, Pennsylvania, U.S.A.
• Start-up	October 1993 (established in May 1992)
• Capital	US\$ 8.915 million
• President	Ryan Stoa
• Employees	81
• Nippon Steel's equity share	30.0%
• Production capacity	12,000 st/y
• Major facility	1 extrusion press machine (1,820 tons)

VALLOUREC SOLUÇÕES TUBULARES DO BRASIL S.A. (VSB)

• Business	Production of seamless pipe at integrated steel works
• Location	Belo Horizonte, Minas Gerais State, Brazil
• Effective date	October 1, 2016
• Capital	BRL 8,688 million
• CEO	Alexandre Lyra
• Employees	5,151
• Nippon Steel's equity share	15.0%
• Production capacity	1,100,000 tons/y of seamless pipe
• Major facilities	Upstream facilities for iron & steel making processes Seamless pipe mill and finishing facilities

VAM® BRN SDN BHD

• Business	Threading of Oil Country Tubular Goods
• Location	Bandar Seri Begawan, Brunei Darussalam
• Start-up	Nov. 2016
• Capital	US\$ 16.8 Million
• President	Hiroyuki Hatanaka (dispatched from Nippon Steel)
• Employees	112
• Nippon Steel's equity share	60.0%
• Production capacity	18,000 tons/y
• Major facilities	OCTG Threading line for medium diameter and small diameter

National Pipe Company Limited (NPC)

• Business	Production and sale of spirally welded and straight seam welded steel pipes	
• Location	Al-Khobar City, Eastern Province, Saudi Arabia	
• Start-up	Dec. 1980	
• Capital	SAR 200 million	
• President	M. Miura (dispatched from Nippon Steel)	
• Employees	377	
• Nippon Steel's equity share	51.9%	
• Production capacity	430,000 tons/y	
• Major facilities	2 helical mills (20"-84")	(250,000 tons/y)
	1 three roll bender (24"-60")	(180,000 tons/y)
	Helical Pipe Final Welding Machine × 3	

■ Mechanical

NIPPON STEEL PIPE AMERICA, INC. (NSPA)

• Business	Manufacture and sale of mechanical tube for automotive parts application and construction machinery
• Location	Seymour, Indiana, U.S.A.
• Start-up	Feb. 1990 (established in Mar. 1989)
• Capital	US\$ 10 million
• President	N. Hiro (dispatched from Nippon Steel Pipe Co.)
• Employees	466
• Nippon Steel's equity share	— (Nippon Steel Pipe Co. 80%)
• Production capacity	84,000 tons/y
• Major facilities	4 of high frequency electric resistance welded pipe manufacturing machines 5 machines for cold drawing process 3 of heat treatment furnaces

NIPPON STEEL PIPE MEXICO, S.A. DE C.V. (MNSP)

• Business	Manufacture and sale of mechanical tube for automotive parts application and construction machinery
• Location	Puerto Interior Industrial Park, Silao, Guanajuato, Mexico
• Start-up	May 2013 (established in Jun. 2012)
• Capital	US\$ 41.9 million
• President	T. Osawa (dispatched from Nippon Steel Pipe Co.)
• Employees	327
• Nippon Steel's equity share	— (Nippon Steel Pipe Co. 73.7%)
• Production capacity	24,000 tons/y
• Major facilities	1 of high frequency electric resistance welded pipe manufacturing machine 1 machine for cold drawing process 1 of heat treatment furnace

NIPPON STEEL PIPE GUANGZHOU CO., LTD. (NSPG)

• Business	Manufacture and sale of mechanical tube for automotive parts application and construction machinery
• Location	Guangzhou City, China
• Start-up	Jul. 2004 (established in Nov. 2003)
• Capital	US\$ 6.47 million
• President	A. Zaima (dispatched from Nippon Steel Pipe Co.)
• Employees	153
• Nippon Steel's equity share	— (Nippon Steel Pipe Co. 66%)
• Production capacity	24,000 tons/y
• Major facilities	2 of high frequency electric resistance welded pipe manufacturing machines

NIPPON STEEL PIPE WUXI CO., LTD. (NSPW)

• Business	Manufacture and sale of mechanical tube for automotive parts application and construction machinery
• Location	Wuxi City, Jiangsu Province, China
• Establishment	Aug. 2004
• Capital	JPY 1,215 million
• President	N. Hashimoto (dispatched from Nippon Steel Pipe Co.)
• Employees	256
• Nippon Steel's equity share	— (Nippon Steel Pipe Co. 71%)
• Production capacity	24,000 tons/y
• Major facilities	2 of high frequency electric resistance welded pipe manufacturing machines 4 machines for cold drawing process 2 of heat treatment furnaces

VIETNAM NIPPON STEEL PIPE COMPANY LIMITED (VNSP)

• Business	Manufacture and sale of mechanical tube for automotive parts application and construction machinery
• Location	Noi bai Industrial Zone. Quang Tien, Soc Son, Hanoi, Vietnam
• Start-up	Nov. 1997 (established in Jun. 1997)
• Capital	VND 72,898 million
• President	K. Horiuchi (dispatched from Nippon Steel Pipe Co.)
• Employees	216
• Nippon Steel's equity share	— (Nippon Steel Pipe Co. 60%)
• Production capacity	48,000 tons/y
• Major facilities	2 of high frequency electric resistance welded pipe manufacturing machines

PT. INDONESIA NIPPON STEEL PIPE (INSP)

• Business	Manufacture and sale of mechanical tube for automotive parts application and construction machinery
• Location	Bukit Indah Industrial Park, Cikampek, Karawang Province, West Jawa, Indonesia
• Start-up	Jan. 2007 (established in Dec. 2005)
• Capital	US\$11.6 million
• President	S. Manaka (dispatched from Nippon Steel Pipe Co.)
• Employees	471
• Nippon Steel's equity share	— (Nippon Steel Pipe Co. 89.6%)
• Production capacity	42,000 tons/y
• Major facilities	2 of high frequency electric resistance welded pipe manufacturing machines 3 machines for cold drawing process 2 of heat treatment furnaces

NIPPON STEEL PIPE (THAILAND) CO., LTD. (NSPT)

• Business	Manufacture and sale of mechanical tube for automotive parts application and construction machinery
• Location	(Head office & Amata) Amatanakorn Industrial Park, Chonburi Province, Thailand (Rayong) Siam Eastern Industrial Park, Rayong Province, Thailand
• Start-up	Jan. 2016 (established by amalgamation in Jan. 2016)
• Capital	THB 8,336 million
• President	J. Okamoto (dispatched from Nippon Steel Pipe Co.)
• Employees	1,254
• Nippon Steel's equity share	— (Nippon Steel Pipe Co. 57.6%)
• Production capacity	155,000 tons/y
• Major facilities	6 of high frequency electric resistance welded pipe manufacturing machines 9 machines for cold drawing process 6 of heat treatment furnaces

NIPPON STEEL PIPE INDIA PRIVATE LTD. (NSPI)

• Business	Manufacture and sale of mechanical tube for automotive parts application and construction machinery
• Location	Neemrana Industrial Park, Rajasthan, India
• Start-up	Jan. 2012 (established in Sep. 2010) Jan. 2013 Integrated production system from the pipe-making process
• Capital	INR 2.18 billion
• President	I. Hiroshige (dispatched from Nippon Steel Pipe Co.)
• Employees	255
• Nippon Steel's equity share	— (Nippon Steel Pipe Co. 99.28%)
• Production capacity	24,000 tons/y
• Major facilities	1 of high frequency electric resistance welded pipe manufacturing machine 1 machine for cold drawing process 2 of heat treatment furnaces

■ Others

NIPPON STEEL SPIRAL PIPE VIETNAM CO., LTD. (NPV)	
•Business	Manufacture and sale of steel pipe piles & steel pipe sheet piles
•Location	Phu My II Industrial Zone, Ba Ria-Vung Tau Province, Vietnam
•Start-up	May 2011 (established in Jun. 2010)
•Capital	US\$ 39 million
•President	Y. Tokita (dispatched from Nippon Steel)
•Employees	208
•Nippon Steel's equity share	76.3%
•Major facilities	1 spiral pipe line (60,000 tons/y)

Railway, Automotive & Machinery Parts Manufacturing & Sales Bases

International Crankshaft Inc. (ICI)

• Business	Manufacture and sale of small-size forged crankshafts
• Location	Georgetown, Kentucky, U.S.A.
• Start-up	Apr. 1992 (established in Feb. 1990)
• Capital	US\$ 22 thousand
• President	K. Ohtsuki (dispatched from Nippon Steel)
• Employees	270
• Nippon Steel's equity share	80.0%
• Production capacity	4.0 million crankshafts/y
• Major facilities	1 5,000-ton die forging press line 2 6,000-ton die forging press lines 1 7,000-ton die forging press line

NIPPON STEEL INTEGRATED CRANKSHAFT LLC (NSI)

• Business	Manufacture and sale of machining crankshafts
• Location	Fostoria, Ohio, U.S.A.
• Start-up	Oct. 2008
• Capital	US\$ 25.5 million
• President	Y. Hida (dispatched from Nippon Steel)
• Employees	112
• Nippon Steel's equity share	60.0%
• Major facilities	5 Crankshaft machining lines (MQL drills, CBN grinders, pin milling machines, induction hardening machines, polishers, CMM / Adcole)

Standard Steel, LLC (SS)

• Business	Manufacture and sale of forged wheels and axles
• Location	Burnham, Pennsylvania, U.S.A.
• Establishment	1795
• Capital	US\$ 47 million
• CEO	Y. Hori (dispatched from Nippon Steel)
• Employees	578
• Nippon Steel's equity share	65.0%
• Production capacity	300,000 wheels/y
• Major facilities	1 9,000-ton forging press line

HUIZHOU NIPPON STEEL FORGING CO., LTD. (HNSF)

• Business	Manufacture and sale of small-size forged crankshafts
• Location	Huizhou City, Guangdong Province, China
• Start-up	Nov. 2004 (established in Jul. 2003)
• Capital	RMB 239 million
• President	K. Yoshida (dispatched from Nippon Steel)
• Employees	193
• Nippon Steel's equity share	60.0%
• Production capacity	2.1 million crankshafts/y
• Major facilities	1 6,000-ton die forging press line 1 5,000-ton die forging press line

SMI Amtek Crankshaft Private Limited (SMAC)

• Business	Manufacture and sale of small-size forged crankshafts
• Location	Dharuhera, Haryana, India
• Start-up	Apr. 2010
• Capital	INR 1,540 million
• President	H. Uchida (dispatched from Nippon Steel)
• Employees	240
• Nippon Steel's equity share	40.0%
• Production capacity	2.2 million crankshafts/y
• Major facilities	1 4,000-ton die forging press line 1 5,000-ton die forging press line

Bar & Wire Rod Manufacturing & Sales Base

OVAKO AB

• Business	Manufacture and Sale of Special Steel and Secondly Processed Products
• Location	Stockholm, Sweden (headquarter)
• Production bases	Sweden 4bases, Finland 1base
• Establishment	2010
• Capital	EUR 60 thousand
• CEO	Marcus Hedblom
• Employees	2,880
• Nippon Steel's equity share	— (Sanyo Special Steel Co., Ltd. 100%)
• Sales	780,000 tons

Bar & Wire Rod Processing & Service Bases

INDIANA PRECISION FORGE, L.L.C. (IPF)

• Business	Manufacture and sale of precision parts for automobiles
• Location	Shelbyville, Indiana, USA
• Establishment	Jul. 1996
• Capital	US\$ 7 million
• President	M. Yoshida (dispatched from NIPPON STEEL PRECISION FORGE, INC.)
• Employees	Approx. 60
• Nippon Steel's equity share	30.0% (NIPPON STEEL PRECISION FORGE, INC. 70.0%)
• Production capacity	37,000 tons/y
• Major facilities	Part formers Forging machine Numerical control lathe

NIPPON STEEL COLD HEADING WIRE INDIANA INC. (NSCI)

• Business	Manufacture and sale of steel wire for cold heading
• Location	Shelbyville, Indiana, USA
• Start-up	Apr. 2018 (established in Feb. 2016)
• Capital	US\$ 24 million
• President	H. Kimura (dispatched from Nippon Steel)
• Employees	Approx. 60
• Nippon Steel's equity share	42.0%
• Production capacity	36,000 tons/y
• Major facilities	1 pickling and coating line 2 heat treatment furnaces 4 wire drawing machines

Sanyo Special Steel Manufacturing de México, S.A. de C.V.

• Business	Manufacturing and marketing of special steel products (formed & fabricated materials)
• Location	Guanajuato, Mexico
• Establishment	2015
• Capital	MXN 1,052 million
• President & Director General	T. Komatsu (dispatched from Sanyo Special Steel)
• Employees	212
• Nippon Steel's equity share	— (Sanyo Special Steel Co., Ltd. 91.49%)
• Production capacity	10,000 tons/y
• Major facilities	2 forging press machines Turning machines (4 lines)

Suzuki-Sumiden Wire Products Guangzhou Co., Ltd.

• Business	Manufacture and sale of stainless wire
• Location	No.9. Baoshi Road, Guangzhou economic and technological development zone, China
• Establishment	Jul. 1994
• Capital	USD 9 million
• President	Y. Horikawa (dispatched from NIPPON STEEL SG WIRE CO., LTD.)
• Employees	117
• Nippon Steel's equity share	— (NIPPON STEEL SG WIRE CO., LTD. 43.55%)
• Production capacity	3,600 tons/y
• Major facilities	Wire drawing machines Heat treatment furnaces line

NINGBO SANYO SPECIAL STEEL PRODUCTS CO.,LTD.

•Business	Manufacturing and marketing of special steel products (formed & fabricated materials)
•Location	Yuyao City, Zhejiang Province, China
•Establishment	2001
•Capital	USD 40 million
•Managing Director	T. Matsui (dispatched from Sanyo Special Steel)
•Employees	484
•Nippon Steel's equity share	— (Sanyo Special Steel Co., Ltd. 88.96%)
•Production capacity	30,000 tons/y
•Major facilities	5 forging press machines Turning machines (12 hub inner ring lines, 17.5 radial and tapered roller ring lines)

NIPPON STEEL COLD HEADING WIRE (SUZHOU) CO., LTD. (NSCh)

•Business	Manufacture and sale of steel wire for cold heading
•Location	Jiangsu Sheng Suzhou Wuzhong Economic and Technological Development Zone, Jiangsu Province, China
•Start-up	Sep. 2007 (established in Sep. 2006)
•Capital	US\$ 15 million
•Managing director	T. Kawano (dispatched from Nippon Steel)
•Employees	85
•Nippon Steel's equity share	25.0%
•Production capacity	42,000 tons/y
•Major facilities	5 wire drawing machines 1 pickling and coating line 2 heat treatment furnaces

Thai Special Wire Co.,Ltd. (TSW)

•Business	Manufacture and sale of piano wire, hard steel wire and suspension steel wire
•Location	Pathumthani Province, Thailand
•Establishment	Mar. 1974
•Capital	THB 182 million
•President	Y. Hosoya (dispatched from NIPPON STEEL SG WIRE CO., LTD.)
•Employees	129
•Nippon Steel's equity share	— (NIPPON STEEL SG WIRE CO., LTD. 51.0%)
•Production capacity	20,000 tons/y
•Major facilities	1 pickling and coating line 2 heat treatment furnaces 10 wire drawing machines

SKJ Metal Industries Co., Ltd.

•Business	Manufacturing and marketing of special steel products
•Location	Samut Prakan, Thailand
•Establishment	1990
•Capital	THB 145 million
•President	Y. Ando (dispatched from Sanyo Special Steel)
•Employees	36
•Nippon Steel's equity share	— (Sanyo Special Steel Co., Ltd. 83.07%)
•Production capacity	3,000 tons/y
•Major facilities	Combined machine Wiredrawing machine

P.T. SANYO SPECIAL STEEL INDONESIA

•Business	Manufacturing and marketing of special steel products
•Location	Jawa Barat, Indonesia
•Establishment	1995
•Capital	USD 9.4 million
•President	D. Kimura (dispatched from Sanyo Special Steel)
•Employees	37
•Nippon Steel's equity share	— (Sanyo Special Steel Co., Ltd. 100%)
•Production capacity	1,000 tons/y
•Major facilities	Vacuum heat treatment furnace Atmosphere heat treating furnace Cutting band saw

THAI PRECISION PRODUCTS CO.,LTD. (TPP)

•Business	Manufacture of precision parts for automobiles
•Location	Amata City Industrial Estate, Chonburi Province, Thailand
•Establishment	Aug. 2012
•Capital	THB 300 million
•President	S. Murai (dispatched from NIPPON STEEL PRECISION FORGE, INC.)
•Employees	Approx.80
•Nippon Steel's equity share	— (NIPPON STEEL PRECISION FORGE, INC. 80.0%)
•Production capacity	10,000 tons/y
•Major facilities	Punching machine Rolling machine Numerical control lathe Machining center Parts former

NIPPON STEEL Steel Processing (Thailand) Co., Ltd. (NSSPT)

•Business	Manufacture and sale of steel wire for cold heading and cold drawn bar
•Location	Eastern Seaboard Industrial Estate, Rayong Province, Thailand
•Start-up	Jan. 2013 (established in Jan. 2013)
•Capital	THB 571.4 million
•President	T. Nakamura (dispatched from Nippon Steel)
•Employees	299
•Nippon Steel's equity share	58.91%
•Production capacity	120,000 tons/y
•Major facilities	3 pickling and coating lines 11 wire drawing machines 7 heat treatment furnaces

Siam Sanyo Special Steel Product Co., Ltd.

•Business	Manufacturing and marketing of special steel products (formed & fabricated materials)
•Location	Samut Prakan, Thailand
•Establishment	2014
•Capital	THB 418 million
•President	Y. Ando (dispatched from Sanyo Special Steel)
•Employees	71
•Nippon Steel's equity share	— (Sanyo Special Steel Co., Ltd. 100%)
•Production capacity	3,000 tons/y
•Major facilities	Turning machines (2 hub inner ring lines, 3 radial ring lines)

Mahindra Sanyo Special Steel Pvt. Ltd.	
• Business	Manufacturing and sales of special steel products
• Location	Mumbai, Maharashtra, India
• Production bases	Khopoli, Maharashtra, India
• Establishment	2012
• Capital	INR 152 million
• Managing Director	Y. Unigame (dispatched from Sanyo Special Steel)
• Employees	949
• Nippon Steel's equity share	— (Sanyo Special Steel Co., Ltd. 57.19%)
• Production capacity	Crude steel 240,000 tons/y
• Major facilities	50 t Electric Arc Furnace Ladle Furnace-Vacuum Degassing Blooming Mill Continuous Mill Bar Mill Ring Plant
Suzuki Garphyttan AB	
• Business	Manufacture and sale of valve spring wire and stainless wire
• Location	Garphyttan, Orebro, Sweden
• Establishment	1906
• Capital	SEK 15 million
• President	Ad Raatgeep
• Employees	283
• Nippon Steel's equity share	— (NIPPON STEEL SG WIRE CO., LTD. 100.0%)
• Production capacity	57,000 tons/y
• Major facilities	Wire drawing line Oil tempering line Manufacture and sale of valve spring manufacturing and sales base (3 bases)
KTS Wire Limited	
• Business	Manufacture and sale of deformed wire
• Location	Howley Park Road, Morley, LEEDS, West Yorkshire LS27 0BN, United Kingdom
• Establishment	1953
• Capital	1,500 £
• President	S.D.Longbottom
• Employees	48
• Nippon Steel's equity share	— (NIPPON STEEL SG WIRE CO., LTD. 100%)
• Production capacity	7,000 tons/y
• Major facilities	Wire drawing line Rolling mills Plating treatment line

Notes: Companies within World Steel Association definition of crude steel production statistics (parent company, subsidiaries, and equity method affiliates with over 30% ownership (incl.USIMINAS)) are listed above. In addition, some equity method affiliates less than 30% ownership are included, in either case, Nippon Steel provides semi-finished products to those companies or Nippon Steel sells those company's products (AGIS, PATIN, STP, VSB).

Environmental Considerations

The Nippon Steel Group is committed to "contribute to society by providing excellent products and services" as stated in its Corporate Philosophy. By implementing our Three Eco-Friendly Initiatives (Eco-Process/Eco Products/Eco-Solution) and developing innovative technologies, we strive earnestly to reduce waste in production activities and manufacturing processes, promote recycling, and reduce environmental burden. We are also determined to take actions for solving global environmental issues such as global warming and effective utilization of resources and energy.

* The group intends to tackle the three "ecos" by drawing on the overall strength of its four business segments (steelmaking, engineering, chemicals and materials, and system solutions).

ECO-PROCESS: The way we manufacture is "eco-friendly"

Nippon Steel uses world-leading resources and energy efficiency to manufacture steel products and aims to develop eco-friendly steelmaking processes by further improving efficiency.

ECO PRODUCTS: What we produce is "eco-friendly"

We produce and offer eco-friendly "products" using our world-leading technological capabilities, thus conserving resources and energy and thereby contributing towards building a sustainable society.

ECO-SOLUTION: Sharing our "eco-solution"

We contribute to the reduction of CO₂ emissions and other environmental burdens on a global scale by diffusing our Group's world-class environmental and energy-saving technologies in Japan and overseas.

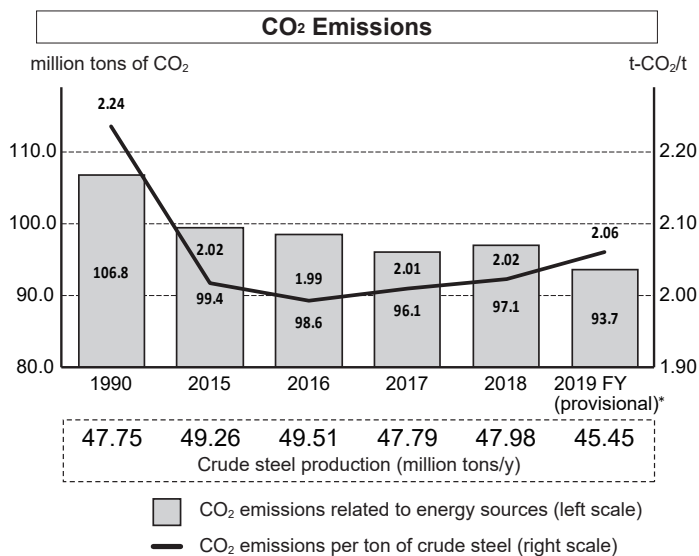
Development of innovative technology

Based on the objective of offering to society technologies and products that contribute to the saving of resources and energy and the reduction in environmental burden, we are developing innovative advanced technologies from a medium- to long-term perspective.

Tackling the issue of CO₂ reduction

From the time of the first oil shock in early 1970's to around 1990, the Nippon Steel Group intensively promoted measures such as the adoption of continuous processes and recovery of waste heat, and attained a significant energy saving of more than 20%. Then, the Japanese steel industry including the group addressed a voluntary action plan, and during the period from fiscal 2008 and fiscal 2012 the Nippon Steel Group achieved its target of a 10% reduction in energy consumption (9% reduction in CO₂ emissions) compared to fiscal 1990. At present, as a representative corporation in the Japanese steel industry, Nippon Steel is drawing up a low-carbon society implementation plan, aiming at achieving 3 million ton + α* reduction of CO₂ compared to the CO₂ emission quantity assumed to be emitted on the basis of a constant production volume of crude steel in fiscal year 2020, and a 9-million ton reduction of CO₂ in fiscal year 2030, by making full use of the most up-to-date technology.

* The primary focus is on a 3 million ton reduction in CO₂ emissions by steelmakers' own initiatives for efficient use of energy and other ways. Concerning collection of waste plastics and other ways, only an increase in the collected volume compared to FY2005 is counted as the amount of reduction in emissions.



Notes: Values in the above graph are the total of corporations consisting of Nippon Steel, related electric furnace companies, and others.

Data for certain fiscal years are recalculated above boundary.

*A provisional value based on the assumption that the CO₂ level in a unit of purchased electricity in FY2019 is the same as in FY2018.

ECO PRODUCTS (What we produce is “eco-friendly”)

	Promotion of measures against global warming (Energy conservation and CO ₂ reduction)	Promotion of environmental risk management (Environmental conservation and control over chemical substances)	Active participation in the creation of a recycling-based society (Longer life and recyclability of products)
Electrical power and energy	■ Higher power generation efficiency ● Non-oriented electrical steel sheets ● High-temperature boiler steel pipes ● Stainless steel boiler tubes for ultra supercritical coal-fired power generation ● Stainless steel sheet for polymer electrolyte fuel cell separator ■ Higher transformer efficiency ● Grain-oriented electrical steel sheets (ORIENTCORE®-HI-B™) ■ Higher efficiency for energy transportation ● High-strength transportation line pipes ■ Promotion of energy conversion ● Super high-strength oil country tubular goods (OCTG) for sour service ● Stainless steel & High alloy OCTG ● Steam generator (SG) heat transfer tubes for pressurized water reactor (PWR) nuclear power plants ● Stainless steel line pipes ● New stainless steel for high pressure hydrogen environment (HYDEREXEL™) ■ Renewable energy ● Steel for Offshore wind power	■ Increased use for LNG ● Highly corrosion-resistant thick plates for smoke stacks ● 6-7% Ni steel for LNG storage tank ■ Materials free of environmentally hazardous substances ● “CLEANWELL™ DRY” OCTG Connection	■ Measures to aid incineration plant. ● S-TEN™ 1 ● Highly corrosion-resistant steel pipes for boilers ■ Waste reduction through extended product lifespan ● Highly corrosion-resistant thick stainless steel plates for chemical tankers and food storage tanks
Automobiles	Weight reduction and improved safety ● High-strength steel sheets (hot rolled, cold rolled, coated/dual phase, TRIP, high-hole expanding, hotstamping material, etc.) ● Forming technology for ultra high strength steel “NSafe™-FORM-LT” ● High-tensile strength steel tubes, three dimensional hot bending and quenching (3DQ) tubes ● High-strength steel sheets, pipes ● Extra-heavy wall, small diameter ERW tubes ● High-efficiency crash box ● High heat-resistance stainless steel “NAR™-AH-4” for exhaust components and “dual-wall exhaust manifold” ● “NAR™-301L HS1” stainless steel plate for cylinder head gaskets ● Forged aluminium wheel for heavy duty commercial vehicles ● Permanent magnet retarder ● Titanium connecting rod for high-performance motor bike ■ Higher efficiency for motors in hybrid, electric vehicles ● Highly efficient non-oriented electrical steel sheets	■ Materials free of environmentally hazardous substances ● Lead-free free-cutting steel for crank shafts (steel bar) ● Lead-free galvanized steel sheets for fuel tanks (ECOKOTE™-S) ● Chromate-free galvanized steel plates for automobiles ■ Improved purification performance for exhaust gas ● Heat-resistant stainless steel for exhaust emission parts ● High-pressure fuel injection pipe for diesel engines ■ Products that address noise and vibration ● Laminated damping steel sheets	■ Waste reduction through extended product lifespan ● Galvanized steel sheets with high corrosion-resistance ● SUPERNICKEL™ steel sheets for HV-EV car batteries

* Eco Products of Nippon Steel Group companies are also printed.

	Promotion of measures against global warming (Energy conservation and CO ₂ reduction)	Promotion of environmental risk management (Environmental conservation and control over chemical substances)	Active participation in the creation of a recycling-based society (Longer life and recyclability of products)
	■ Simpler manufacturing and forming processes for users ● High formable anti-rust steel sheets (L-treatment) ● Steel pipes for hydro-form processing ● Non-heat treated nitrocarburized high-strength crankshaft steel ● High-strength steel for forged connecting rods		
Home appliances and electrical devices	■ Improved motor efficiency ● Highly efficient non-oriented electrical steel sheets ■ Simpler manufacturing process for users ● Pre-coated steel sheets ● Steel sheets treated with lubricant film ● Thin highly workable stainless steel sheets ● Precoated antistatic steel sheets ■ Higher heat dissipation efficiency ● Steel sheets with higher endothermic properties ● Heat-releasing pre-painted steel sheets	■ Materials free of environmentally hazardous substances ● Lead-free galvanized steel sheets (ECOKOTE™, ECOTRIO™) ● Chromate-free electro-galvanized steel sheets for home appliances (NS ZINKOTE™, NS ZINKOTE™ COLOR) ● Chromate-free precoated steel sheets for home appliances (Non-Chro VIEWKOTE™) ● Low-carbon lead-free free-cutting steel ■ Reduced noise and magnetic shields ● Non-oriented electrical steel sheets ● Grain-oriented electrical steel sheets ● Stainless steel damping sheets	■ Waste reduction through extended product lifespan ● Transparent coated stainless steel sheets ● Galvanized steel sheets with high corrosion resistance ● Titanium sheets ● SUPERNICKEL™ steel sheets for secondary batteries
Containers	■ Weight reduction of materials used in cans ● Extremely thin tinplate and laminated steel sheets	■ Materials free of environmentally hazardous substances ● Laminated steel sheets	■ Increased recycling rate ● Materials for steel cans (tinplate and laminated steel sheets)
Construction and civil engineering, etc.	■ Improved construction efficiency ● Mechanical joint for steel pipe pile (Rakunikan Joint, Gachi-cam Joint™) ● Hat-type sheet pile ● HTUFF™ (Super High HAZ (heat-affected-zone) toughness technology with fine microstructure imparted by fine particles) steel ● Fixed external dimension H-section steel, "NSHYPER BEAM™" "MEGA NSHYPER BEAM™" ● Fire-resistant steel "NSFR™" ● Super high tension bolt SHTB™ ■ Energy conservation ● "SMart BEAM™" lightweight welded H-beam ● Steel house (NS Super Frame™ method of construction) ● High-speed railway wheels, axles, and bogie trucks ● Pure titanium sheet for aircraft, titanium alloy rods for aircraft engines ■ CO₂ reduction ● Granulated blast furnace slag for Portland blast furnace slag cement	■ Environmental conservation (Reductions in surplus soil, noise and vibration, nature regeneration) ● NS ECO-PILE™ ● Steel-pipe piles for Gyropress Method™ ● GANTETSU pile™, Steel-pipe piles for TN Method ● Steel-pipe piles for TNX™ Method ● Steel-Slit Dams Type A ● Water-permeable steel sheet pile ● Steel pipe pile of low noise, low ground vibration and highly bearing capacity "RS Plus™" ● Silent Driving Gear Unit ● Noise damped Wheel ● Non-frame method ■ Improved marine safety ● High-Strength steel plate for ship with Excellent Brittle Crack Arrestability ● Plate for Shipbuilding with Improved Collision Safety (NSafe™-Hull) ● NS-Ship-Safety 235	■ Longer life and improved endurance and reliability ● High performance steel for bridge (SBHS) ● Steel for high-strength structures, high-tensile steel wires ● Abrasion resistant steel plate (ABREX™) ● Rails for heavy-load railway ● Bogies equipped with steering devices for metro ● Titanium material for architecture & civil construction (including "TranTixii™") ■ Improved corrosion-resistance capabilities ● Ni-based weather-resistant steel (NAW-TEN™) ● COR-TEN™ ● Highly corrosion-resistant galvanized steel sheets (Super Dyma™, etc.) ● Zinc Alloy-coated Wire with High Corrosion Resistance (Tough Guard™ Mild, ToughGuard™ Frost, ToughGuard™ Hard)

	Promotion of measures against global warming (Energy conservation and CO ₂ reduction)	Promotion of environmental risk management (Environmental conservation and control over chemical substances)	Active participation in the creation of a recycling-based society (Longer life and recyclability of products)
		■ Reduced use of rare metals ● Stainless steel that contains a very small amount of tin (NSSC FW1, FW2)	● Highly corrosion-resistant steel plates for crude oil tankers (NSGP™-1, 2) ● MARILOY™ ● Alloyed titanium (Super-TIX™ series) ● Corrosion Resistance steel for Painting cycle Extension (CORSPACE™) ■ Resource saving ● Iron and steel slag for road construction ■ Recycling ● Iron and steel slag fertilizer

ECO-PROCESS

(The way we manufacture is “eco-friendly”)

■ Recycling and Reuse of Resource: about 99% (of total by-products generated in steelworks is recycled)

Recycling steel slag and dust

Nearly all the steel slag, that makes up the majority of steel by-products is used as raw materials for cement, ground improvement material, road bed material, and so forth. This also helps natural resource conservation and energy conservation. Dust generated in the process of iron manufacture is processed by the “RHF” (rotary hearth furnace) equipment and to recover usable resources, thus establishing zero emission system for steel dust.

Recycling of resources from plastics of containers and packaging waste

Nippon Steel recovers 100% of resources (oil, coke, coke oven gas) from the container and packaging plastics collected by individual local governments from ordinary homes. At present, Nippon Steel has established the world's largest, waste-plastics reception network by which its seven areas of five steelworks in nationwide locations are servicing the entire country. Nippon Steel recycles about 30% (200,000 tons) of the container and packaging plastic collected from municipalities throughout Japan, and has processed a total of 3.27 million tons (between 2000 and 2019). This is equivalent to a total CO₂ reduction of approximately 10.5 million tons. In addition, the company also recycles fiber products including discarded uniforms and food trays from store front collection in cooperation with tray producing companies into petrochemical products, using our above-mentioned technology.

Recycling of resources from waste tire

Setouchi Works Hirohata area recycles waste tires gathered from all over the country. In resource recovery, waste tires are used as raw materials and fuel by the Scrap Melting Process (SMP) for iron manufacture and thermal cracking by the gasification recycling equipment. (This operation was stopped at the end of March 2020.)

■ Energy Recycling: about 81% (of the total power generation in steelworks is generated from recovered waste heat and by-product gas)

Electric power generation through recovered waste heat and by-product gases

Nippon Steel Group recovers high-temperature waste heat and 100% of by-product gas generated in coke ovens, blast furnaces, converters, and so on, and efficiently uses them as electric power. 81% of the total electric generation in steelworks is generated from the recovered waste heat and by-product gases.

CDQ (Coke Dry Quenching)

By introducing CDQ (a power generation system using recovered waste heat), a major-scale CO₂ reduction has been realized.

■ Water Circulation: about 90% achieved

About 90% of the water used for cooling and cleaning products and manufacturing equipment is being re-circulated.

■ Bio-mass from residual wood from the thinning of mountain forest, bio-mass from coffee grounds

East Nippon Works Kashima area and Kyushu Works Oita area are using such wood chips and non-commercial-grade timber for a coal-fired thermal power station. Mixing woody bio-mass with coal for combustion can serve the purpose of using less coal, which is a fossil fuel Japan imports, and thus reduce CO₂ emissions, while also helping to forest management. East Nippon Works Kashima area is making the similar effort by using coffee grounds.

ECO-SOLUTION (Sharing our “eco-solutions”)

■ Contribute to the reduction of CO₂ emission on a worldwide scale

Japan's steel industry, including Nippon Steel, plays a leading role in the Global Sectoral Approach*, a worldwide initiative to preserve the environment and conserve energy based on technologies accumulated in the steel industry. We think that Japan's steel industry can contribute to the reduction of CO₂ emission on a worldwide scale by transferring its advanced energy-efficient technologies to emerging countries where there is the potential to improve energy efficiency.

* Global Sectoral Approach is a method to help solve global warming problems by seeking CO₂ reduction potential based on sector-specific technologies and adopting the world's best energy-saving technologies.

International cooperation for energy-efficiency by the Japanese steel industry

As a core member of the Japan Iron and Steel Federation (JISF), Nippon Steel is promoting bilateral energy-saving and environmental international cooperation with India, South East Asia, and other countries together with multinational projects such as for the Environment Committee of the World Steel Association to deploy Japanese excellent environmental conservation/energy-efficient technologies to the world.

Three pillars of international cooperation

- (1) Joint meetings of public and private steel-related parties
To transfer the energy-efficient technology to emerging countries at an early stage, the current status is shared by the government and private parties of both countries after analyzing the customized list of technologies and assessing the steelworks.
- (2) Customized list of technologies
It is a list of energy-efficient technologies, which are identified as appropriate for the target country or region, summarizing supplier information in addition to detailed technology information to promote the transfer of the energy-efficient technology from Japan.
- (3) Energy-efficient assessment of steelworks based on ISO14404
Energy-efficiency experts in Japan's steel industry visit the foreign steelworks in order to make proposals of energy-efficient technology introduction based on the customized list of technologies and to give advice on operational improvement according to the utilization status of facilities. The experts also analyze the status of energy usage by using an international standard, ISO14404, which specifies calculation methods for the CO₂ intensity of steelworks.

R&D of a Revolutionary Iron-making Method

■COURSE50

The present iron-making process uses coal as a reducing agent for iron ores and, for this reason, unavoidably results in CO₂ emission. Nippon Steel and other Japanese integrated steel producers, together with Nippon Steel Engineering Co., Ltd., are undertaking the CO₂ Ultimate Reduction System for Cool Earth 50 (COURSE50).

COURSE50 envisages the development of the iron-making technology of hydrogen reduction in the blast-furnace gas, utilizing hydrogen contained in the coke-oven gas, and the technology of separation and recovery of CO₂ from the blast-furnace gas. With the target reduction in CO₂ emissions relative of about 30% from the level of the present steelmaking process, the COURSE50 project aims at making the first prototype* by around 2030 and diffusing this model by around 2050 in accordance with the timing of renewing blast furnace related equipment.

* A precondition is to ensure the economic rationality in establishing the required infrastructure and in making actual equipment and facilities for CO₂ sequestration.

■SCOPE21

This next-generation coke manufacturing technology, SCOPE21, designed for dramatic energy-saving, CO₂ emission reduction, and expansion of the use of low-grade metallurgical coal, was introduced at Kyushu Works Oita area in 2008 for the first time in the world. A second installation of the equipment was made at Nagoya Works in 2013.

Taking up the challenge to realize the “zero-carbon steel” production goal

The Japan Iron and Steel Federation (JISF) has adopted a new “long-term vision for climate change mitigation” for 2030 and beyond, which ultimately aims to realize the goal of producing “zero-carbon steel”.

Under the new vision, using the knowledge gained from the development of COURSE50 and other projects, the industry will attempt to develop steelmaking technologies through hydrogen reduction, aiming at ultimately achieving zero emissions from the iron making process; Carbon Capture and Storage (CCS) to recover and store CO₂ from steel production; and Carbon Capture and Utilization (CCU) to produce valuable materials using CO₂ as a raw material.

As a core member of the JISF, Nippon Steel has participated in the leading position in formulating the vision.

Conservation of Biodiversity

■Creation of Hometown Forests

In 1971, Nippon Steel launched “Creation of Hometown Forests” programs at all of its steelworks scattered throughout the country. After studies on natural vegetation inherent to the surrounding areas, seeding, and planting seedlings, the steelworks’ programs have produced forests covering an area of about 830 hectares with 30-meter-high trees, providing habitats for various wild birds and animals.

■Marine forest creation

Desertification of seashores has emerged recently as a new environmental problem. Decreasing seaweeds growth is an alarming sign of worsening environments for fish and other living things in coastal areas and telltale signs of immediate impact on coastal fisheries. One element of the causes is said to be a shortage of iron. To revitalize fields of seaweeds and marine plants, Nippon Steel has developed an iron-supply unit by mixing steel slag, a by-product of its iron manufacture, with humus and soil.

Personnel and Labor Relations

Employees

●Number of employees

As of March 31	2014	2015	2016	2017	2018	2019	2020
Employees by division							
Nippon Steel Corporation* ¹	24,152	23,775	24,903	24,822	25,101	26,570	27,096
Those seconded to subsidiaries and other organizations (excluded from above numbers)	1,138	1,208	1,215	1,104	947	829	748
• Head office	2,122	2,071	2,048	2,098	2,132	2,171	2,173
• Steelworks							
Kashima	2,711	2,726	3,066	3,025	2,963	2,985	3,042
Kimitsu	3,504	3,550	3,560	3,494	3,437	3,485	3,547
Tokyo ^{*2}	107	—	—	—	—	—	—
Nagoya	2,982	3,010	3,127	3,127	3,076	3,153	3,211
Wakayama ^{*3}	1,132	1,377	1,974	1,962	1,984	3,045	3,167
Sakai ^{*4}	328	—	—	—	—	—	—
Hirohata	1,239	1,224	1,241	1,256	1,275	1,303	1,351
Yawata	2,739	3,659	3,640	3,601	3,563	3,548	3,578
Kokura ^{*5}	1,066	—	—	—	—	—	—
Oita	1,960	1,963	1,952	1,927	1,962	2,011	2,083
Muroran	593	601	610	616	969	1,014	1,033
Kamaishi	231	228	237	236	234	241	236
Amagasaki	638	645	679	699	708	705	745
Osaka	1,058	1,072	1,138	1,157	1,157	1,225	1,265
Naoetsu	184	167	169	175	188	201	200
• Technical Development Bureau	1,165	1,097	1,079	1,067	1,079	1,119	1,119
• Domestic sales offices	379	368	363	360	355	344	339
• Overseas offices ^{*6}	14	17	20	22	19	20	7

*1 Those seconded to Nippon Steel from other companies are included.

*2 Tokyo Works was integrated into Kimitsu Works in April 2014.

*3 In April 2018, Nippon Steel & Sumikin Koutetsu Wakayama Corporation was merged to Nippon Steel

*4 Sakai Works was integrated into Wakayama Works in April 2014.

*5 Kokura Works was integrated into Yawata Works in April 2014.

*6 Those working at following companies are included in those seconded to subsidiaries and other organizations.

NIPPON STEEL NORTH AMERICA, INC., NIPPON STEEL AMÉRICA DO SUL LTDA., NIPPON STEEL EUROPE GmbH, NIPPON STEEL AUSTRALIA PTY. LIMITED, NIPPON STEEL CONSULTING (BEIJING) CO.,LTD., PT. NIPPON STEEL INDONESIA, NIPPON STEEL SOUTHEAST ASIA PTE. LTD., NIPPON STEEL (THAILAND) CO., LTD., NIPPON STEEL VIETNAM COMPANY LIMITED, NIPPON STEEL INDIA PRIVATE LIMITED

Reference:Nippon Steel Nisshin

As of March 31	2020
Head office and Others	560
Kure	909
Sakai	617
Toyo	107
Osaka	239
Total	2,432

(Reference, as of March 31, 2020)

Number of Employees	27,096	Average age	37.2	Average years of continuous service	15.1
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* Those seconded to subsidiaries and other organizations and those seconded to Nippon Steel from other companies are not included in the average age and the average years of continuous services.

●Number of newly employed

Fiscal Year	2015	2016	2017	2018	2019	2020
Sales & administration	116	162	170	221	196	156
Engineers	177	232	232	239	205	252
Workers*	600	1,420	740	740	985	1,030
Total	893	1,814	1,142	1,200	1,386	1,438
Female	200	336	266	300	281	228

* Mostly employees who are engaged in operation and maintenance of steelmaking facilities

●Number of employees studying abroad

Fiscal Year	2013	2014	2015	2016	2017	2018	2019
Employees newly studying abroad	6	11	4	9	10	7	7

Wages and Bonuses

●Increase in monthly wages

(¥/month)

Fiscal Year	2013	2014	2015	2016	2017	2018	2019	2020
Wage improvement	0	1,000	1,000	1,500	1,000	1,500	1,500	0
Regular wage increase	3,700	3,700	3,700	3,700	3,700	3,700	3,700	3,700
Total wage increase	3,700	4,700	4,700	5,200	4,700	5,200	5,200	3,700

Note: Multiple-year (2 year) agreement from fiscal 1998

●Starting salaries

(¥/month)

Fiscal Year	2013	2014	2015	2016	2017	2018	2019	2020
University graduates	203,000	203,500	204,500	205,500	210,000	211,500	213,000	213,000
High school graduates	160,000	160,000	161,000	163,500	167,000	168,500	170,000	170,000

●Annual bonus payment

(¥1,000/year)

Fiscal Year	2013	2014	2015	2016	2017	2018	2019	2020
Standard amount	1,200	1,610	1,700	1,410	1,380	1,530	1,570	1,000
Summer	600	805	850	705	690	765	785	500
Winter	600	805	850	705	690	765	785	500

The standard amount of bonus is determined by a method linked to business performance.

The following formula was adopted up to fiscal 2015.

The standard amount per employee = ¥1.2 million + the previous fiscal year's non-consolidated ordinary profit × ¥10,000 / ¥5,495 million

* In case ordinary profit is less than ¥25 billion, the standard amount is to be determined by negotiation between the management and the labor union.

The following formula is adopted in fiscal 2016-2018.

The standard amount per employee = ¥1.2 million + the steelmaking segment's consolidated ordinary profit for the previous fiscal year × ¥10,000 / ¥7,463 million

* In case the steelmaking segment's consolidated ordinary profit is less than ¥34 billion, the standard amount is to be determined by negotiation between the management and the labor union.

The following formula is adopted in fiscal 2019-2021.

The standard amount per employee = ¥1.2 million + the steelmaking segment's business profit for the previous fiscal year × ¥10,000 / ¥7,463 million

* In case the steelmaking segment's business profit is less than ¥34 billion, the standard amount is to be determined by negotiation between the management and the labor union.

Working Hours

(days and hours)

Fiscal Year	2013	2014	2015	2016	2017	2018	2019	2020
Annual number of holidays								
Regular daytime workers	118	119	119	119	119	119	119	119
Daytime/nighttime shift workers	103	103	103	103	103	103	103	103
Annual fixed working hours								
Regular daytime workers	1,916	1,908	1,908	1,908	1,908	1,908	1,908	1,908
Daytime/nighttime shift workers	1,899	1,899	1,899	1,899	1,899	1,899	1,899	1,899
Average	1,908	1,904	1,904	1,904	1,904	1,904	1,904	1,904

Note: Daily working hours: 7.75 hours for regular daytime workers

7.25 hours for daytime/nighttime shift workers

Holidays and other support programs for child-rearing and nursing care

Child-rearing

●Child-rearing leave

- Employees can take child-rearing leave until his/her child(ren) reach 18months old. If there is some specific reason, for example in the case of lack of availability of baby nursery, this leave can be taken up to the child(ren)'s 3rd birthday.

●Reduced working hours

- Employees who have child(ren) of up to the third grade of primary school can reduce his/her regular working time by up to 2 hours a day.

●Family holidays

- Expired paid holidays accumulated up to 50 days as "Family holidays" can be taken for the purpose of child-rearing on half day basis.

●Child-bearing holidays for male employees

- Male employees whose spouse is supposed to give birth to baby can take 2 paid holidays within the 10days period in which the day of delivery is included.

Nursing Care

●Long-term care leave

- Employees whose family member is in need of nursing care can take a leave of up to consecutive 12 months, or of up to 93 days in total in the case the employee chooses to take sporadic days-off.

●Reduced working hours

- Employees who have a family member in need of nursing care can reduce his/her regular working time by up to 2 hours a day.

●Family holidays

- Expired paid holidays accumulated up to 50 days as "Family holidays" can be taken for the purpose of nursing care on half day basis.

Career return system

- Employees who leave the company due to child-bearing, child-rearing, nursing care or transfer of his/her spouse can be employed, if approved by the company, within 5 years period after leaving the company.

Accompany Leave

- Employees whose spouse is transferred to other countries can take a leave of up to 3 years to accompany his/her spouse.

Temporary exemption from the transfer

- Employees who cannot transfer because of a child-rearing or nursing care, can be temporary exempt from the transfer if approved by the company.

Teleworking

- Nov. 2019 Implementation of teleworking

Benefit Program

●Company houses and apartments:

About 5,500 units (about 700 for head office area)

●Bachelor houses and apartments:

About 9,500 units (about 600 for head office area)

●Daycare center for infants:

Oita Donguri-no-mori Daycare Center, Kazusa Midori-no-mori Daycare Center, Sayagatani Hotaru-no-sato Daycare Center, Tokai Sakura-no-michi Daycare Center, Hirohata Aozora Daycare Center

●Loan system for house purchase:

Loan limit of ¥50 million for employees with more than 10 years of continuous service and of more than 30 years of age

●Child education support system:

Loan limit of ¥5 million

●Family care support system:

Loan limit of ¥5 million

●Refreshment holiday system:

	Travel coupon	Special holidays
Employees with 15 years of continuous service	¥100,000	5 holidays
Employees with 30 years of continuous service	¥500,000	10 holidays
Employees with 40 years of continuous service	¥80,000	5 holidays

●Work-life support system:

- Daycare center subsidy for raising children
- Support for tuition fee of raising children, medical, health, sport, leisure activities, etc.
- Membership discount service for affiliated leisure facilities

Sporting Activities

Judo—Hirohata Works, Head Office

■ Major results

- All-Japan Business Team Tournament Victory in 1996, 2nd best in 1997, victory in 1998, 3rd best in 1999, victory in 2000, 3rd best in 2001-2004, 2nd best in 2005-2006, 3rd best in 2009, victory in 2010-2011, 3rd best in 2013, 2nd best in 2014, 2nd best in 2015, 3rd best in 2016-2017, 2nd best in 2018, 3rd best in 2019
- All-Japan Team Tournament 2nd best in 1996-1997, 3rd best in 1998-1999

■ Major individual results at world tournaments

- Olympics
 - Seoul (1988) -95 kg H. Sugai Entry
 - Barcelona (1992) -78 kg H. Yoshida Victory/-95 kg Y. Kai 7th place
 - Atlanta (1996) -86 kg H. Yoshida 5th place
 - Sydney (2000) -90 kg H. Yoshida Entry
 - London (2012) -90 kg M. Nishiyama 3rd place
- World Championship
 - Japan (1995) -86 kg H. Yoshida 2nd best/-95 kg S. Okaizumi 3rd place
 - Birmingham (1999) -90 kg H. Yoshida Victory
 - Munich (2001) -90 kg M. Tobitsuka Entry
 - Tokyo (2010) +100 kg K. Takahashi 5th place
- Kano Jigoro Cup
 - Japan (1996) Open N. Yabu 3rd place
- Grand Slam
 - Tokyo (2009) +100 kg K. Takahashi Victory
 - Rio de Janeiro (2010) +100 kg K. Takahashi Victory
 - Tokyo (2010) -90 kg M. Nishiyama Victory/+100 kg K. Takahashi 2nd best
 - Tokyo (2011) -90 kg M. Nishiyama Victory
 - Tokyo (2012) -90 kg M. Nishiyama 2nd best
 - Tokyo (2014) -90 kg D. Nishiyama 2nd best
 - Paris (2016) -90 kg D. Nishiyama Victory
 - Kazakhstan (2012) -90 kg M. Nishiyama Victory
 - China (2010) Open K. Takahashi Victory
- World Master
- Asian Games

■ Major individual results at Japanese tournaments

- All-Japan Championship
 - 1997 T. Ishida 3rd place/K. Masuchi 3rd place
 - 1998 K. Masuchi 3rd place/2010 K. Takahashi Victory
- All-Japan Championship by Weight
 - 1997 -86 kg H. Yoshida 2nd best/1999 -90 kg H. Yoshida Victory
 - 2000 -90 kg H. Yoshida Victory/-90 kg M. Tobitsuka 2nd best
 - 100 kg T. Inoue 3rd place +100 kg K. Masuchi 3rd place
 - 2001 -90 kg M. Tobitsuka Victory
 - 2009 -90 kg M. Nishiyama Victory +100 kg K. Takahashi Victory
 - 2012 -90 kg M. Nishiyama 2nd best
 - 2016 -90 kg D. Nishiyama Victory
 - 2018 -100 kg D. Nishiyama Victory
 - 2019 +100 kg K. Sato 2nd best
- Kodokan Cup All-Japan Championship by Weight
 - 1997 +100 kg N. Yabu 2nd best -100 kg S. Okaizumi 3rd place
 - 1998 +100 kg N. Yabu 2nd best -90 kg H. Yoshida Victory
 - 1999 +100 kg K. Masuchi 2nd best -100 kg T. Inoue 2nd best
 - 2000 -90 kg M. Tobitsuka Victory/2001 -100 kg H. Yoshida 2nd best
 - 2005 -81 kg S. Yoshinaga Victory/2008-2011 -90 kg M. Nishiyama Victory
 - 2009 +100 kg K. Takahashi Victory
 - 2014 -90 kg D. Nishiyama Victory

Volleyball—Sakai Blazers

(Incorporated in December 2000 as a 100% subsidiary of Nippon Steel)

■ Major results

- Japan League
 - 3 continuous victories from 1988, 2nd best in 1991, 4th place in 1992, 3rd best in 1993, 13 cumulative victories
- V-League
 - Victory in 1996, 1997, 2005, 2010 and 2012
 - 2nd best in 1994, 1995, 2008 and 2009
 - 3rd best in 2001, 2013

■ Athletes in national team

- Olympics
 - Seoul (1988) 10th place M. Manabe
 - Barcelona (1992) 6th place T. Ueda, Y. Nakagaichi
 - Beijing (2008) T. Ueda (Head Coach), K. Tomonaga, Y. Ishijima

• World Cup	Japan (1991)	6th place	T. Ueda, Y. Nakagaichi
	Japan (1995)	5th place	M. Manabe, Y. Nakagaichi
	Japan (2015)	6th place	T. Dekita
• World Championship	Japan (2006)	Best 8	S. Chiba, K. Tomonaga, Y. Ishijima
• Asian Games	China (2010)	Victory	T. Ueda (Head Coach), Y. Ishijima
	Republic of Korea (2014)	2nd best	T. Dekita

Rugby – Kamaishi Seawaves RFC

(Reorganized as a club team centering on Kamaishi Works in April 2001)

■ Major results

- All-Japan Company Team Tournament Best 8 in 1992, 7 continuous victories since 1978
- All-Japan Championship 7 continuous victories since 1978

■ National team

- World Cup 1st (1987) K. Horaguchi, M. Chida, Y. Sakuraba
3rd (1995) Y. Sakuraba / 4th (1999) Y. Sakuraba

Baseball

■ Major results

- Inter-City Baseball Championship Tournament

Victory:	1954 Yawata 1968, 1971 Hirohata 1982 Wakayama
2nd best:	1959 Kamaishi 1963 Muroran 1965, 1966 Wakayama
	1974 Yawata 1983 Nagoya 1990 Hirohata
- Japan Amateur Baseball Championship

	Kashima 2000 Best 4, 2005 Best 8, 2010 Best 4, 2011 Best 4
	Kimitsu 1996 Best 8, 2000 Best 4
	Nippon Steel & Sumitomo Metal Kazusa Magic 2013 Best 4
	Nagoya 1995 Best 8
	Nippon Steel & Sumitomo Metal Tokai REX 2017 Best 8
	Hirohata 1981 Best 4, 1983 Best 4, 1991 Best 8
Victory:	1976 Nagoya, 1977, 1979, 1983, 1984, 1989, 1993, 1996
	Wakayama, 2013 Nippon Steel & Sumitomo Metal Kazusa Magic
	Nippon Steel & Sumitomo Metal Kazusa Magic 2017 Best 8
	Nippon Steel & Sumitomo Metal Kashima 2018 Best 4
	Nippon Steel & Sumitomo Metal Hirohata 2018 Best 8
	Nippon Steel Kashima 2019 Best 4

■ National team

- Olympics

Seoul (1988)	Atsuyoshi Outake, Daisuke Tsutsui, Hideo Nomo
Barcelona (1992)	Shinichiro Kawabata, Masatake Yamanaka (manager)
Atlanta (1996)	N. Matsunaka / Sydney (2000) S. Watanabe, K. Noda

* The baseball teams in Kimitsu and Nagoya became broad-area multi-corporate teams respectively in 2003.

Cultural Activities

Nippon Steel Mixed Chorus (NSMC)

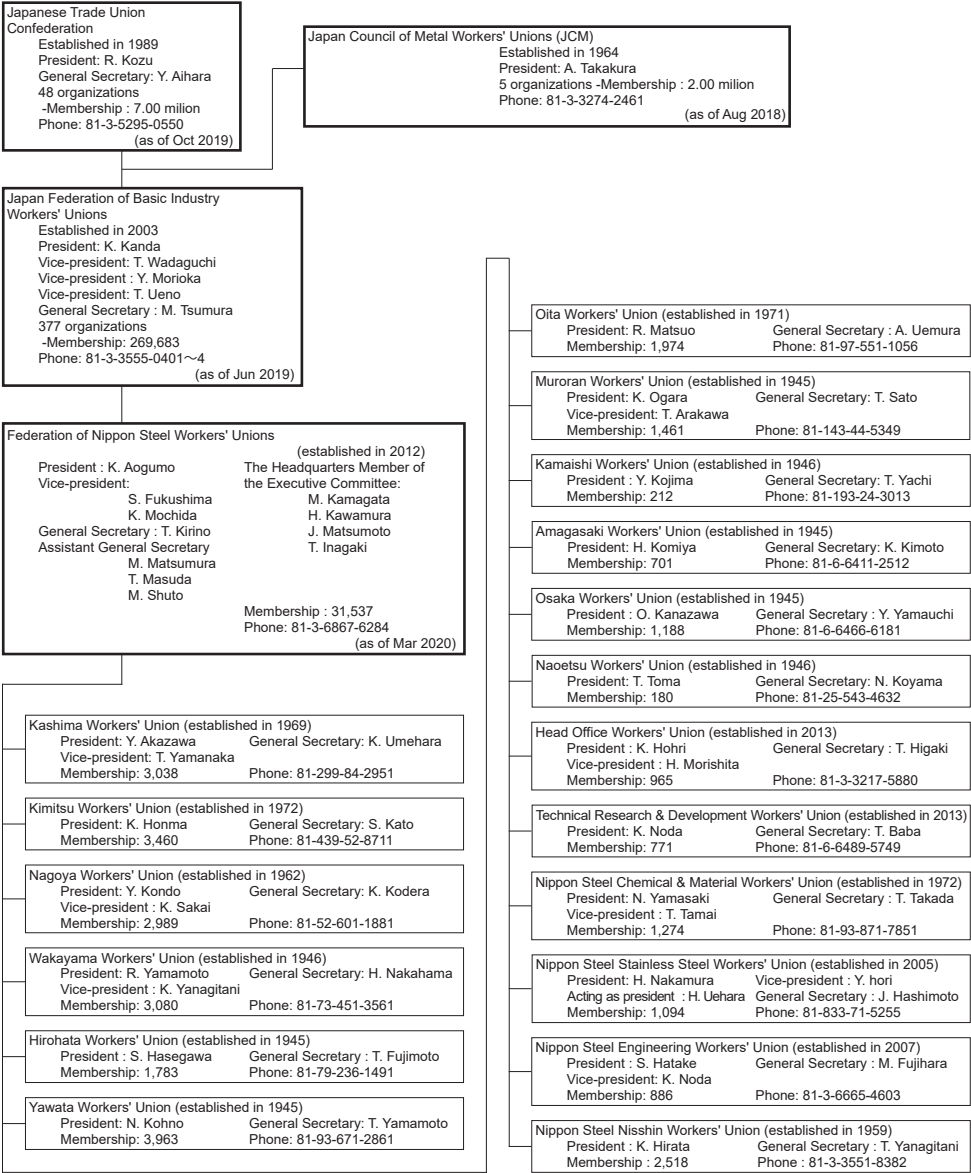
Major results

Winners of the Gold Medal of the Japan Choral Association National Choral Competition on 27 consecutive occasions from 1987 to 2013, and in 2016

Other Activities

- In addition to participation in competitions, the NSMC gives regular concerts in Osaka about once every four years and provincial concerts in workplace locations such as Tokyo, Kashima, Wakayama, Kokura, and Kamaishi.
 - The NSMC has accepted invitations to perform at special concerts in Okinoshima, Shimane Prefecture and in Koriyama City, Fukushima Prefecture. The Chorus also makes a broad contribution to society through its performances at charity concerts, etc.
 - In 2004, the NSMC was invited to perform in Shanghai, China as part of the 30th anniversary celebrations of the friendship city relationship between Osaka City and Shanghai. Accordingly, the NSMC gave its first overseas performance at the Japan Harmony Shanghai event.
-

Reference: Organization of Labor Unions



Financial Summary

Nippon Steel Group (consolidated) — IFRS

(¥ million, unless specified)

Fiscal year	2017	2018	2019
Crude steel(million tons) *1	47.02	47.84	47.05
Revenue	5,712,965	6,177,947	5,921,525
Business Profit *2	288,700	336,941	△ 284,417
EBITDA *3	655,265	745,557	466,890
Profit (loss) attributable to owners of parent	180,832	251,169	△ 431,513
Total equity	3,524,896	3,607,367	2,996,631
Total assets	7,756,134	8,049,528	7,444,965
Total equity attributable to owners of the parent per share (Yen)	3,554.21	3,509.72	2,869.19
Basic earnings per share (Yen)	204.87	281.77	△ 468.74
Diluted earnings per share(Yen)	-	-	-
Total equity attributable to owners of the parent	3,136,991	3,230,788	2,641,618
Ratio of Total equity attributable to owners of the parent (%)	40.4	40.1	35.5
ROE (%)	6.0	7.9	△ 14.7
Dividends per share (Yen)	¥70	¥80	¥10
Ratio of cash dividends to net income (%)	34.2	28.4	-
Net cash provided by operating activities	485,539	452,341	494,330
Net cash used in investing activities	△ 363,170	△ 381,805	△ 345,627
Net cash provided by(used in)financing activities	△ 104,969	△ 42,900	△ 14,582
Interest-bearing debt	2,157,755	2,369,231	2,488,741
Interest expenses	20,862	13,482	14,026
Capital expenditure	423,428	440,830	481,310
Depreciation and amortization	366,565	408,616	417,339
No.of consolidated subsidiaries	393	420	408
No.of equity-method affiliates	123	119	118
Number of employees	97,996	105,796	106,599

Segment Information *4

Segment revenue

Steelmaking and steel fabrication	5,017,245	5,454,536	5,257,344
Engineering and construction	294,268	356,707	340,404
Chemicals and Materials	237,817	247,067	215,733
System solutions	244,200	267,503	273,294
Total	5,793,531	6,325,814	6,086,777
Adjustments	△ 80,566	△ 147,867	△ 165,251
Consolidated	5,712,965	6,177,947	5,921,525

Segment profit

Steelmaking and steel fabrication	245,708	274,672	△ 325,341
Engineering and construction	9,110	9,474	10,717
Chemicals and materials	17,399	25,095	18,477
System solutions	23,292	26,576	26,162
Total	295,510	335,818	△ 269,984
Adjustments *5	△ 6,810	1,112	△ 14,433
Business profit	288,700	336,941	△ 284,417

Notes: Amounts of money are rounded down. Other figures are rounded to the nearest unit.

*1 The figures for crude steel production include production amounts of consolidated subsidiaries, in addition to Nippon Steel's production.

*2 Business profit on Consolidated Statements of Profit or Loss indicates the results of sustainable business activities, and is an important measure to compare and evaluate the Company's consolidated performance continuously. It is defined as being deducted Cost of sales, Selling general and administrative expenses and Other operating expenses from Revenue, and added Equity in profit of unconsolidated subsidiaries and affiliates and Other operating income. Other operating income and expenses is composed mainly of Dividend income, Foreign exchange gains or losses, Loss on disposal of fixed assets.

*3 EBITDA is made by adding depreciation, amortization and Impairment loss to Business Profit.

*4 The Chemicals segment and New Materials segment were merged to form the Chemicals and Materials segment after Nippon Steel Chemical & Material Co., Ltd. was established in October 2018 following the merger of Nippon Steel & Sumikin Chemical Co., Ltd. and Nippon Steel & Sumikin Materials Co., Ltd.

*5 Segment profit for the year ended March 31, 2019 is measured using business profit. Segment profit for the year ended March 31, 2018 is measured using ordinary profit under Japanese GAAP, which is adjusted to business profit on the consolidated statement of profit or loss. The adjustments of segment profit include investment return from the equity method associate Nippon Steel Kowa Real Estate Co., Ltd., and elimination of inter-segment revenue or transfers

Nippon Steel Group (consolidated) – JGAAP

Fiscal year	2009	2010	2011
Crude steel (million tons) *1	29.92	34.92	32.44
Net sales	3,487,714	4,109,774	4,090,936
Operating profit (loss)	32,005	165,605	79,364
Ordinary profit (loss)	11,833	226,335	143,006
Profit (loss) attributable to owners of parent	(11,529)	93,199	58,471
Net assets	2,335,676	2,380,925	2,347,343
Total assets	5,002,378	5,000,860	4,924,711
Net assets per share *2	¥2,931.87	¥2,958.44	¥2,907.79
Net income (loss) per share *2	(¥18.32)	¥148.16	¥92.96
Net income per share after dilution *2	—	¥145.14	—
Shareholders' equity	1,844,382	1,860,799	1,828,902
Ratio of shareholders' equity to total assets (%)	36.9	37.2	37.1
Ratio of net income (loss) to shareholders' equity (%)	(0.7)	5.0	3.2
Dividends per share *3	¥1.5	¥3.0	¥2.5
Ratio of cash dividends to net income (%)	—	20.2	26.9
Net cash provided by operating activities	437,668	369,500	237,414
Net cash used in investing activities	(412,827)	(325,781)	(226,096)
Net cash provided by (used in) financing activities	(79,985)	(47,244)	(31,785)
Interest-bearing debt	1,383,794	1,337,851	1,334,512
Interest expenses	17,999	15,609	14,533
Capital expenditure	329,356	287,236	281,748
Depreciation and amortization	284,092	291,587	280,940
No. of consolidated subsidiaries	255	270	286
No. of equity-method affiliates	73	74	76
Number of employees	52,205	59,183	60,508

Segment Information *4

Net sales by business segment

Steelmaking and steel fabrication	2,823,193	3,473,495	3,476,855
Engineering and construction	331,905	254,941	248,934
Urban development	80,073	86,556	80,419
Chemicals	179,412	193,896	197,669
New materials	58,799	60,888	54,245
System solutions	152,234	159,708	161,582
Total	3,625,619	4,229,485	4,219,706
Elimination of intersegment transactions	(137,904)	(119,711)	(128,769)
Consolidated total	3,487,714	4,109,774	4,090,936

Ordinary profit (loss) or Operating profit (loss) by business segment

Steelmaking and steel fabrication	(20,589)	181,968	98,846
Engineering and construction	31,655	14,883	12,775
Urban development	2,937	9,273	9,371
Chemicals	10,431	13,244	13,598
New materials	444	2,111	607
System solutions	10,732	11,332	11,215
Total	35,613	232,814	146,415
Elimination of intersegment transactions	(3,607)	(6,478)	(3,408)
Consolidated total	32,005	226,335	143,006

Notes: Amounts of money are rounded down.

Other figures are rounded to the nearest unit.

(¥ million, unless specified)

2012	2013	2014	2015	2016	2017
39.60	48.34	47.51	44.72	45.36	47.02
4,389,922	5,516,180	5,610,030	4,907,429	4,632,890	5,668,663
20,110	298,390	349,510	167,731	114,202	182,382
76,931	361,097	451,747	200,929	174,531	297,541
(124,567)	242,753	214,293	145,419	130,946	195,061
2,938,283	3,237,995	3,547,059	3,009,075	3,291,015	3,515,501
7,089,498	7,082,288	7,157,929	6,425,043	7,261,923	7,592,413
¥2,638.19	¥2,941.09	¥3,263.03	¥3,074.28	¥3,340.21	¥3,563.80
(¥162.30)	¥266.71	¥234.82	¥158.71	¥147.96	¥221.00
—	—	—	—	—	—
2,394,069	2,683,659	2,978,697	2,773,822	2,948,232	3,145,450
33.8	37.9	41.6	43.2	40.6	41.4
(5.9)	9.6	7.6	5.1	4.6	6.4
¥1.0	¥5.0	¥5.5	¥18.0	¥45	¥70
—	18.7	23.4	28.4	30.4	31.7
313,317	574,767	710,998	562,956	484,288	458,846
(327,336)	(196,856)	(263,667)	(242,204)	(343,738)	(353,419)
33,332	(367,115)	(451,843)	(337,555)	(135,054)	(89,190)
2,543,062	2,296,326	1,976,591	2,008,263	2,104,842	2,068,996
19,670	20,781	14,630	14,409	12,352	14,960
355,873	257,019	304,389	304,643	351,038	411,930
288,770	331,801	320,046	308,276	304,751	340,719
370	377	356	339	366	377
107	109	105	103	113	114
83,187	84,361	84,447	84,837	92,309	93,557
3,790,450	4,877,909	4,939,239	4,283,923	4,052,261	5,017,245
303,002	314,174	348,699	315,727	267,545	294,268
—	—	—	—	—	—
195,719	230,130	212,777	181,823	174,227	200,767
42,211	37,241	36,449	36,280	34,519	37,050
171,980	179,856	206,032	218,941	232,512	244,200
4,503,364	5,639,312	5,743,199	5,036,697	4,761,065	5,793,531
(113,442)	(123,132)	(133,168)	(129,267)	(128,175)	(124,868)
4,389,922	5,516,180	5,610,030	4,907,429	4,632,890	5,668,663
41,522	321,287	401,987	160,088	138,017	245,708
18,189	17,702	18,758	12,163	6,838	9,110
—	—	—	—	—	—
9,778	10,057	6,898	1,093	4,518	15,480
984	1,391	2,482	3,073	1,786	1,919
11,673	12,760	16,565	19,493	22,113	23,292
82,148	363,199	446,693	195,912	173,274	295,510
(5,217)	(2,101)	5,053	5,017	1,256	2,030
76,931	361,097	451,747	200,929	174,531	297,541

- *1 The figures for crude steel production include production amounts of consolidated subsidiaries, in addition to Nippon Steel's production.
 - *2 On October 1, 2015, NSC performed a 1-for-10 share consolidation. Consequently, NSC estimates the net assets per share, net income per share and net income per share after dilution assuming that the share consolidation occurred at the start of fiscal 2009.
 - *3 On October 1, 2015, NSC performed a 1-for-10 share consolidation. The dividend per share noted for fiscal 2015 is the sum of the interim dividend of 3.0 yen and the year-end dividend of 15.0 yen. Converting this amount based on the share consolidation, the interim dividend would be 30.0yen, so adding the year-end dividend of 15.0 yen, the annual dividend works out to 45.0 yen per share.
 - *4 Beginning with fiscal 2010, "Accounting Standard for Disclosures about Segments of an Enterprise and Related Information" (ASBJ Statement No. 17) and the "Guidance on the Accounting Standard for Disclosures about Segments of an Enterprise and Related Information" (ASBJ Guidance No. 20) have been applied. As a result of this, ordinary profit (loss) by segment is presented from fiscal 2010 and operating profit (loss) by segment is presented up to fiscal 2009.
- Following the business integration of Nippon Steel City Produce, Inc. and Kowa Real Estate Co., Ltd. on October 1, 2012, the results for the Urban development segment have been excluded from the reporting segments and are presented within the Elimination of intersegment transactions amount.
- Notes: The figures between fiscal 2009 to fiscal 2011 are those of Nippon Steel.
The figures of fiscal 2012 don't include the first half period of Sumitomo Metals.

Sumitomo Metals Group (consolidated)

(¥ million, unless specified)

Fiscal year	2009	2010	2011	2012 *3
Crude steel (million tons) *1	11.65	12.90	12.72	6.44
Net sales	1,285,845	1,402,454	1,473,367	693,601
Operating profit (loss)	(928)	56,301	76,801	15,759
Ordinary profit (loss)	(36,634)	34,049	60,803	10,815
Net income (loss)	(49,772)	(7,144)	(53,799)	(133,849)
Net assets	879,209	818,080	761,484	552,741
Total assets	2,403,670	2,440,761	2,386,158	2,218,959
Net assets per share	¥178.87	¥165.41	¥153.02	¥119.53
Net income (loss) per share	(¥10.74)	(¥1.54)	(¥11.61)	(¥29.35)
Net income per share after dilution	—	—	—	—
Shareholders' equity	829,219	766,777	709,315	500,102
Ratio of shareholders' equity to total assets (%)	34.5	31.4	29.7	22.5
Ratio of net income (loss) to shareholders' equity (%)	(5.9)	(0.9)	(7.3)	(22.1)
Dividends per share	¥5.0	¥3.5	¥2.0	—
Net cash provided by operating activities	67,002	202,340	88,065	—
Net cash used in investing activities	(172,933)	(144,009)	(120,110)	—
Net cash provided by (used in) financing activities	87,843	(1,325)	(32,714)	—
Interest-bearing debt *2	1,138,353	1,173,382	1,172,120	1,263,938
Capital expenditure (Property, plant and equipment)	136,643	109,934	115,797	65,605
Depreciation (Property, plant and equipment)	120,853	126,267	122,937	49,279
No. of consolidated subsidiaries	72	68	72	71
No. of equity-method affiliates	36	37	38	37
Number of employees	23,674	22,597	23,007	—

Notes: Amounts of money are rounded down.

Other figures are rounded to the nearest unit.

*1 Figures for crude steel include, in addition to Sumitomo Metals, production of its subsidiaries: Sumitomo Metals (Kokura), Ltd., Sumitomo Metals (Naoetsu), Ltd. and Sumikin Iron & Steel Corporation.

*2 Figures for "Interest-bearing debt" up to fiscal 2011 are amounts of debt.

*3 Figures for fiscal 2012 are the first-half results of Sumitomo Metals.

Capital Procurement from Capital Markets

Company	Bonds and notes	Date of issue	Total amount (¥ million)	Due date
Bonds issued by NSC	The 59th Issue of Unsecured Corporate Bonds	Sep. 2, '08	10,000	Jun. 20, '28
	The 65th Issue of Unsecured Corporate Bonds	Aug. 31, '10	15,000	Jun. 19, '20
	The 67th Issue of Unsecured Corporate Bonds	May 24, '11	30,000	Mar. 19, '21
	The 68th Issue of Unsecured Corporate Bonds	Oct. 20, '11	15,000	Sep. 17, '21
	The 70th No.2 Issue of Unsecured Corporate Bonds	Jul. 20, '12	20,000	Jun 20, '22
	The 1st Issue of Unsecured Corporate Bonds	Sep. 26, '16	10,000	Sep. 18, '26
	The 2nd Issue of Unsecured Corporate Bonds	Sep. 26, '16	10,000	Sep. 19, '31
	The 3rd Issue of Unsecured Corporate Bonds	May 25, '17	10,000	May 20, '24
	The 4th Issue of Unsecured Corporate Bonds	May 25, '17	10,000	May 20, '27
	The 5th Issue of Unsecured Corporate Bonds	Dec. 08, '17	10,000	Dec. 20, '24
	The 6th Issue of Unsecured Corporate Bonds	Dec. 08, '17	10,000	Dec. 20, '27
	The 7th Issue of Unsecured Corporate Bonds	Jun. 12, '18	20,000	Jun. 20, '23
	The 8th Issue of Unsecured Corporate Bonds	Jun. 12, '18	20,000	Jun. 20, '25
	The 9th Issue of Unsecured Corporate Bonds	Jun. 12, '18	20,000	Jun. 20, '28
	The 1st Issue of Unsecured Corporate Bonds	Jun. 14, '19	30,000	Jun. 20, '24
	The 2nd Issue of Unsecured Corporate Bonds	Jun. 14, '19	30,000	Jun. 19, '26
	The 3rd Issue of Unsecured Corporate Bonds	Jun. 14, '19	20,000	Jun. 20, '29
	The 1st Issue of Unsecured Subordinated Corporate Bonds ^{*1}	Sep. 12, '19	70,000	Sep. 12, '79
	The 2nd Issue of Unsecured Subordinated Corporate Bonds ^{*2}	Sep. 12, '19	30,000	Sep. 12, '79
	The 3rd Issue of Unsecured Subordinated Corporate Bonds ^{*3}	Sep. 12, '19	200,000	Sep. 12, '79
Bonds issued by Sanyo Special Steel Co., Ltd.	The 2nd Issue of Unsecured Corporate Bonds	Dec. 7, '17	10,000	Dec. 6, '24
Total			600,000	

^{*1} Early redemption may be made at the Company's discretion on each interest payment date from September 12, 2024 or upon the occurrence and continuation of a tax event or an equity credit change event on or after the issue date.

^{*2} Early redemption may be made at the Company's discretion on each interest payment date from September 12, 2026 or upon the occurrence and continuation of a tax event or an equity credit change event on or after the issue date.

^{*3} Early redemption may be made at the Company's discretion on each interest payment date from September 12, 2029 or upon the occurrence and continuation of a tax event or an equity credit change event on or after the issue date.

Equipment Investment by Nippon Steel

(¥billion)

Fiscal year	Nippon Steel		Sumitomo Metals *1	
	Consolidated		Consolidated	
	Capital Expenditure	Depreciation	Capital Expenditure	Depreciation
2000	157.3	207.0	77.0	132.2
2001	195.8	197.3	74.6	121.1
2002	163.3	196.7	50.9	91.7
2003	149.6	183.5	67.1	78.3
2004	195.2	180.6	60.3	79.2
2005	204.0	183.4	82.6	75.2
2006	273.4	192.5	135.8	72.2
2007	309.0	244.0	178.8	102.5
2008	305.7	273.7	159.1	109.8
2009	329.4	284.1	136.6	120.8
2010	287.2	291.6	109.9	126.2
2011	281.7	280.9	115.7	122.9
2012 *2	355.8	288.7	65.6	49.2
2013	257.0	331.8		
2014	304.3	320.0		
2015	304.6	308.2		
2016	351.0	304.7		
2017	411.9	340.7		
2018	440.8	408.6		
2019	481.3	417.3		

Notes:

Capital Expenditure is construction-based.

The figures for fiscal 2018 are based on IFRS.

*1 Amounts for Sumitomo Metals are only for tangible fixed assets.

*2 Figures of Nippon Steel for fiscal 2012 don't include the first half period of Sumitomo Metals.

Figures of Sumitomo Metals for fiscal 2012 consists of the first half of Sumitomo Metals.

Major New Installations at Nippon Steel

Major Equipment Investment Completed

Steelworks	Investment work	Completion	Capacity
Kashima	Construction of No.1 F coke oven	Aug. 2016	approx. 340,000 tons/y
Kimitsu	Relining of No.4 coke oven	Jan. 2017	approx. 900,000 tons/y
Kashima	Construction of No.2 E coke oven	May 2018	approx. 580,000 tons/y
Wakayama	Switch from No.5 BF to No.2 BF which has been on standby	Feb. 2019	No. 2 BF 3,700 m ³
Kimitsu	Relining of No.5 coke oven	Feb. 2019	approx. 900,000 tons/y
Yawata	Construction of No.3 continuous caster (CC) in the Tobata Area (Kokura No.2 blast furnace: ceased operation Steelmaking plant (refining furnaces and CC) in the Kokura Area: ceased operation No.2 CC 4 strand in the Tobata Area: ceased operation)	May 2019	approx. 1,680,000 tons/y
Muroran	Relining of No.5 West coke oven	Sep. 2019	approx. 280,000 tons/y

Major Equipment Investment in Progress or Planned

Steelworks	Investment work	Completion	Capacity
Kimitsu	Construction of No.6 CGL	First half of fiscal 2020*	approx. 33,000 tons/m
Muroran	Relining of No.2 BF	Second half of 2020*	3,014 m ³
Nagoya	Relining of No.3 coke oven	First half of fiscal 2021*	approx. 800,000 tons/y

* Scheduled to be completed.

Steelmaking Operations

Production

History of Crude Steel Production by the Japanese Steel Industry and Nippon Steel

(1,000 tons, %)

Fiscal year	Japan total	Nippon Steel ^{*1}		Sumitomo Metals ^{*2}	
			% of total		% of total
2000	106,901	27,838	26.0	11,661	10.9
2001	102,064	26,140	25.6	11,035	10.8
2002	109,786	29,902	27.2	12,184	11.1
2003	110,998	30,147	27.2	12,776	11.5
2004	112,897	29,879	26.5	12,867	11.4
2005	112,718	31,200	27.7	13,305	11.8
2006	117,745	31,596	26.8	13,377	11.4
2007	121,511	33,112	27.3	13,619	11.2
2008	105,500	28,611	27.1	12,872	12.2
2009	96,448	27,503	28.5	11,650	12.1
2010	110,793	32,465	29.3	12,901	11.6
2011	106,462	30,200	28.4	12,718	11.9
2012	107,305	43,547	40.6		
2013	111,524	45,665	41.0		
2014	109,844	44,959	40.9		
2015	104,229	42,174	40.5		
2016	105,166	42,620	40.5		
2017	104,834	40,669	38.8	Nippon Steel Nisshin	
2018	102,887	40,999	39.8		
2019	98,426	39,540	40.2	2,311	2.3

Source: The Japan Iron and Steel Federation

*1 Excluding production by NSSC

*2 Including production by Sumitomo Metals (Kokura), Sumitomo Metals (Naoetsu) and Sumikin Iron & Steel Co.

Iron and Steel Statistics

Japan's Consumption of Ordinary Steel Products by Market

(1,000 tons, %)

Fiscal year		2014	2015	2016	2017	2018		2019		
Market					(% of total)		(% of total)		(% of total)	
Construction		22,360	21,145	21,570	21,666	43.6	21,192	43.0	20,419	43.3
	Building construction	15,343	14,557	14,720	14,818	29.8	14,473	29.4	13,322	28.2
	Civil engineering	7,017	6,588	6,850	6,848	13.8	6,719	13.6	7,097	15.0
Shipbuilding		4,336	4,324	4,329	4,077	8.2	3,967	8.1	3,870	8.2
Automobiles		11,145	10,762	10,954	11,314	22.7	11,419	23.2	10,983	23.3
Industrial machinery		5,182	4,609	4,592	5,047	10.1	5,180	10.5	4,725	10.0
Electrical machinery		3,069	2,917	2,968	3,098	6.2	3,077	6.2	2,894	6.1
Secondary processing		2,345	2,260	2,239	2,261	4.5	2,233	4.5	2,115	4.5
Others		2,487	2,415	2,357	2,282	4.6	2,201	4.5	2,153	4.6
Total		50,924	48,432	49,009	49,745	100.0	49,269	100.0	47,159	100.0

Note: Figures for fiscal 2019 are estimates by Nippon Steel.

Source: The Japan Iron and Steel Federation

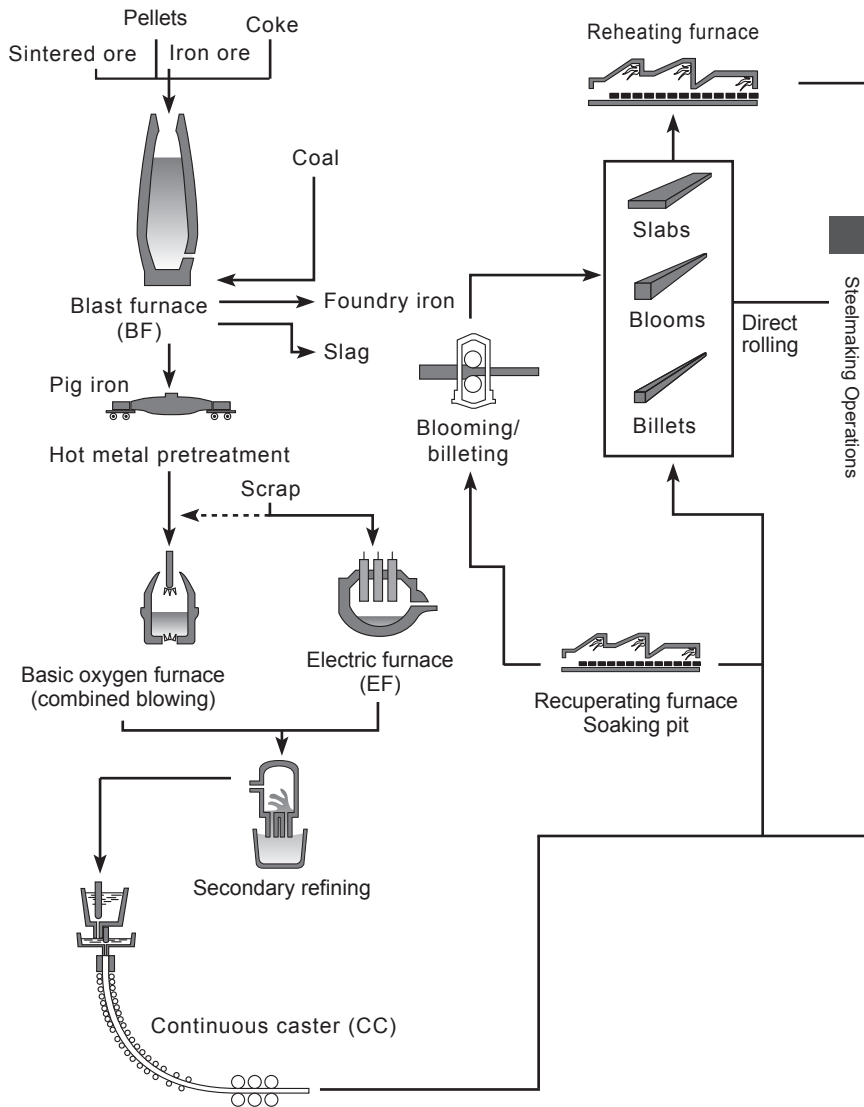
Japan's Order Receipts for Ordinary and Specialty Steel Products by Type of Product

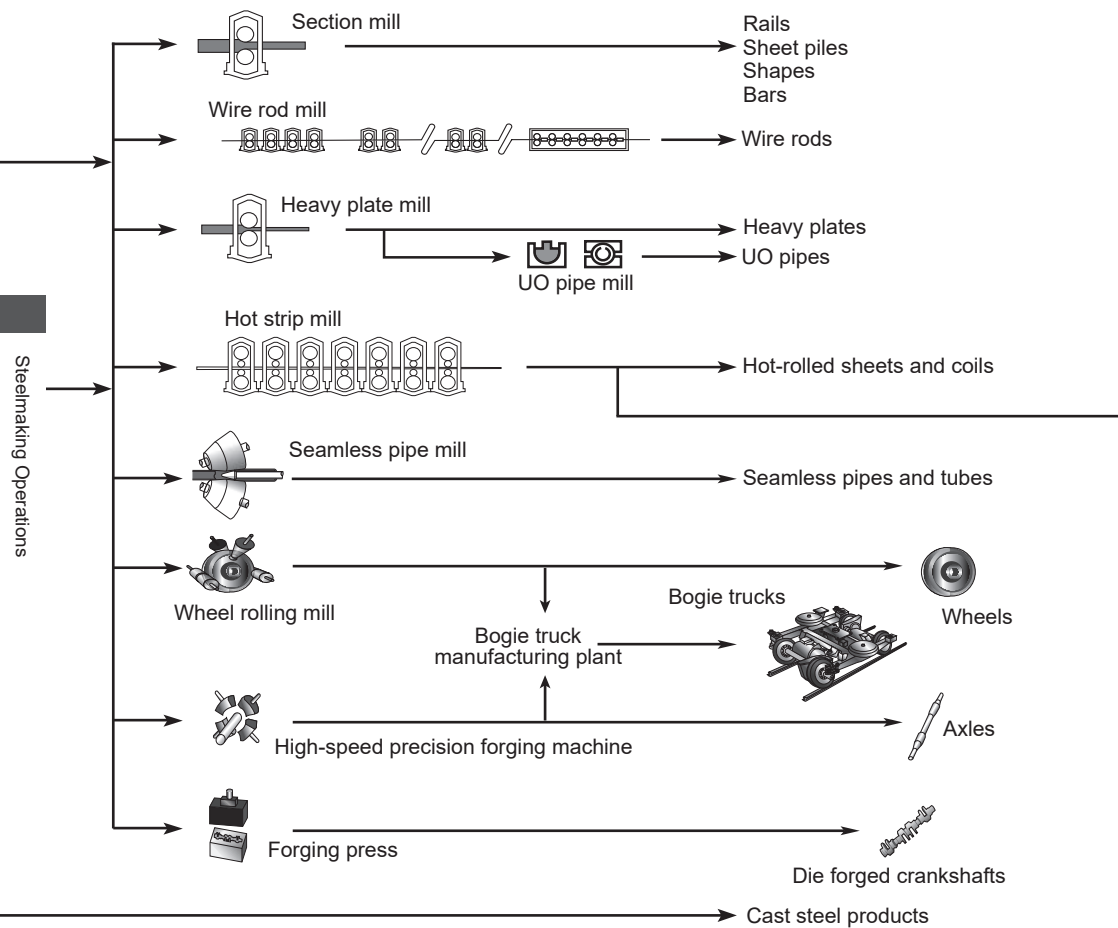
(1,000 tons)

Fiscal year	2000	2005	2010	2014	2015	2016	2017	2018
Type of product								
Ordinary steel products	56,535	54,976	44,259	44,501	42,461	43,655	43,981	43,551
Rails	216	213	218	190	199	188	195	186
Sheet piles	734	646	354	610	439	507	431	466
H beams	4,720	3,924	2,666	3,273	3,283	3,433	3,563	3,538
Shapes	3,136	2,659	1,906	1,923	1,787	1,825	1,784	1,803
Bars	11,070	10,061	7,511	7,821	7,333	7,427	7,400	7,480
Wire rods	3,013	2,337	1,643	1,471	1,447	1,555	1,518	1,200
Plates	7,250	9,246	8,983	7,791	7,489	7,634	7,573	7,898
Hot-rolled sheets and coils	6,844	6,798	5,794	5,734	5,560	5,763	5,843	5,655
Cold-rolled sheets and coils	3,996	4,089	3,231	2,903	2,730	2,775	2,841	2,714
Electrical sheets	617	588	514	524	493	502	537	554
Tinplate	1,441	1,084	982	739	687	696	670	626
Galvanized sheets	1,052	607	389	475	417	381	367	365
Other coated sheets	8,169	8,828	7,359	8,054	7,783	8,066	8,326	8,141
Pipes and tubes	4,277	3,896	2,710	2,991	2,815	2,902	2,935	2,926
Specialty steel products	9,949	13,257	12,308	12,122	11,663	12,013	12,258	12,713
Structural steel	4,733	7,044	6,558	6,581	6,340	6,540	6,604	7,029
Stainless steel	1,548	1,555	1,527	1,438	1,449	1,562	1,574	1,484
Free-cutting steel	760	857	576	467	405	452	478	463
High-strength steel	1,063	1,630	1,714	1,904	1,819	1,833	1,936	1,962
Others	1,845	2,171	1,932	1,731	1,649	1,626	1,666	1,775
Total	66,484	68,233	56,566	56,623	54,124	55,668	56,239	56,265

Source: The Japan Iron and Steel Federation

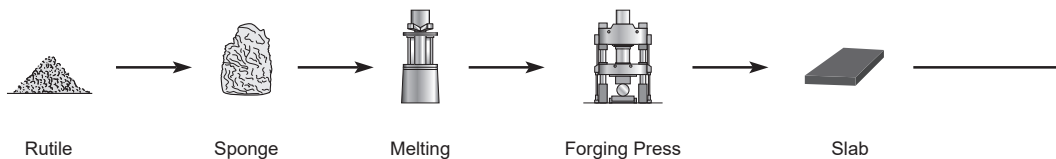
Steel Manufacturing Process

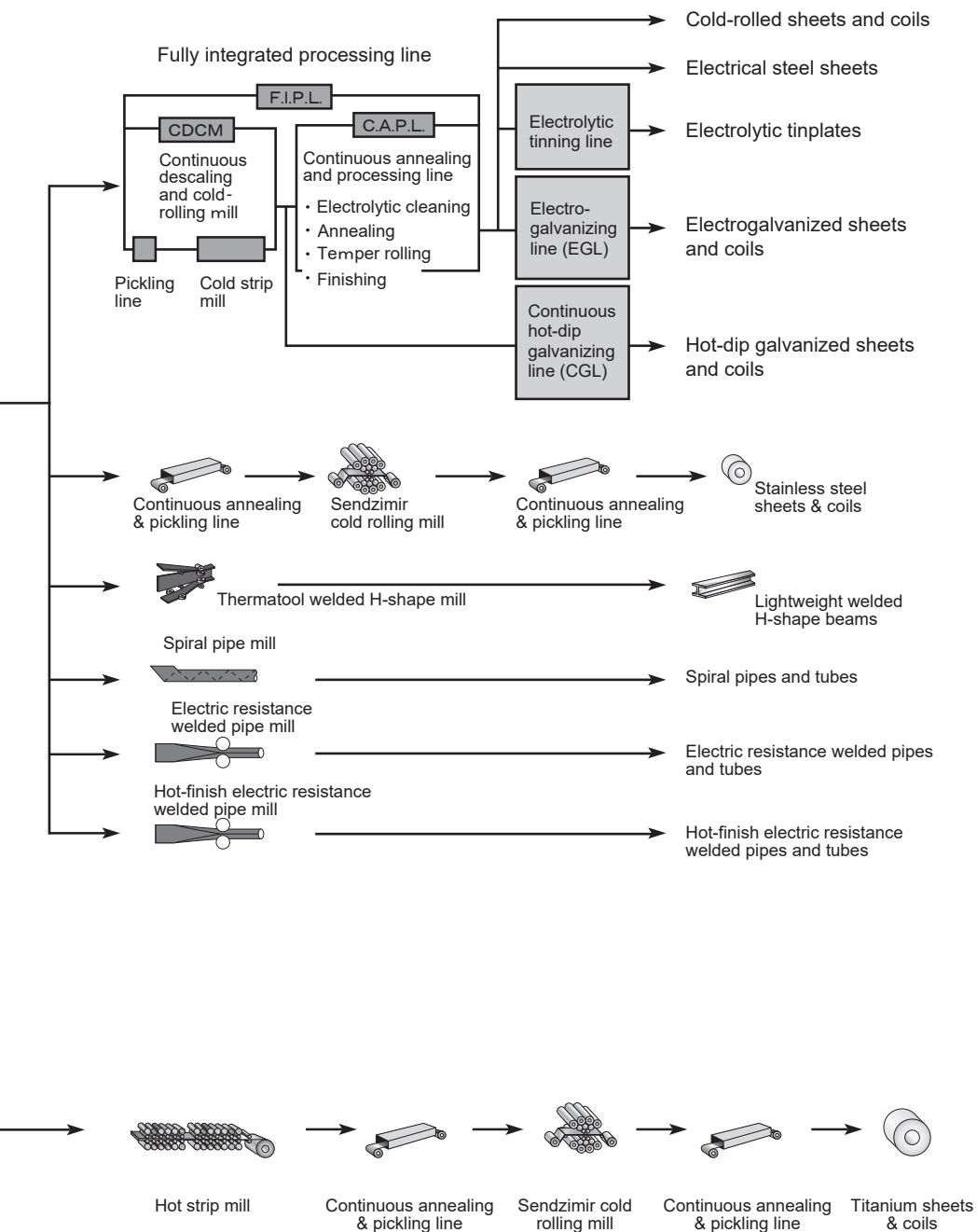




Titanium Manufacturing Process

(including processes handled by other companies)





Outline of the Manufacturing Base

Works	Muroran Works	East Nippon Works	
		Kashima area	Kimitsu area
Founding	1909	1968	1965
General Superintendent	H. Minato	N. Sato	
Site (1,000m ²)* ¹	7,846	9,503	12,110
Crude steel production (1,000 tons)* ²	1,489	6,874	6,834
Major production equipment			
Blast furnaces (Inner volume, m ³) <Relining operation>	No.2 BF (2,902m ³) <Nov. 2001> 1 BF	No.1 BF (5,370m ³) <Sep. 2004> No.3 BF (5,370m ³) <May 2007> 2 BF's	No.2 BF (4,500m ³) <May 2012> No.4 BF (5,555m ³) <May 2003> 2 BF's
Basic-oxygen furnaces	No.1 steelmaking plant: 270 t/ch × 2	No.1 steelmaking plant: 250 t/ch × 3 No.2 steelmaking plant: 345 t/ch × 2	No.1 steelmaking plant: 220 t/ch × 2 No.2 steelmaking plant: 300 t/ch × 3
Electric furnaces	100 t/ch × 1	—	—
Continuous casters	1 caster	No.1 steelmaking plant: 2 casters No.2 Steelmaking plant: 2 casters	No.1 steelmaking plant: 2 casters No.2 steelmaking plant: 3 casters
Slabbing mills	Blooming mill × 1	Slabbing mill × 1	Blooming mill × 1
Section mills	—	Shape mill × 1	Shape mill × 1
Bar and wire rod mills	Wire rod mill × 1 Barmill × 1	—	Wire rod mill × 1
Pipe and tube mills	—	Hot-finish ERW mill × 1	Spiral mill × 2 ERW mill × 1 UO mill × 1
Plate and sheet mills	—	Plate mill × 1 Hot-rolling mill × 1 Cold-rolling mill × 1	Plate mill × 1 Hot-rolling mill × 1 Cold-rolling mill × 2
Coating lines	—	Hot-dip galvanizing line × 2	Hot-dip galvanizing line × 4 Electro galvanizing line × 1 Coil-coating line × 1
Wheel/Outer wheel mills	—	—	—
Forging mills	—	—	—
Welded H-shape mills	—	Thermatool welded H-shape mill × 1	—

*1: Including the site used for employee welfare facilities *2: For fiscal 2019 ended March 31, 2020

(As of July 1, 2020)

	East Nippon Works		Nagoya Works
	Kamaishi area	Naoetsu area	
	1886	1934	1958
	N. Sato		S. Sohma
	3,331	303	6,489
	—	—	5,808
	—	—	No.1 BF (5,443m ³) No.3 BF (4,300m ³) <Apr. 2007> <Apr. 2000> 2 BFs
	—	—	No.1 steelmaking plant: 160 t/ch × 3 No.2 steelmaking plant: 270 t/ch × 3
	—	—	—
	—	—	3 casters
	—	—	Slabbing mill × 1
	—	Shape mill × 1	—
Wire rod mill × 1	—	—	—
	—	—	Medium-diameter ERW mill × 1
	—	Cold-rolling mill × 4	Plate mill × 1 Hot-rolling mill × 1 Cold-rolling mill × 2
	—	—	Tinning line × 1 Tin-free steel line × 1 Hot-dip galvanizing line × 3 Film-laminating line × 2
	—	—	—
	—	—	—
	—	—	—

Works	Kansai Works			
	Wakayama area		Osaka area	
	Wakayama ・ Kainan	Sakai		
Founding	1942	1961	1901	
General Superintendent	K. Nakashima			
Site (1,000m ²)* ¹	5,510	1,218	527	
Crude steel production (1,000 tons)* ²	4,724	—	37	
Major production equipment				
Blast furnaces (Inner volume, m ³) <Relining operation>	No.1 BF (3,700m ³) <Jul. 2009> No.2 BF (3,700m ³) <Feb. 2019> 2 BF's	—	—	
Basic-oxygen furnaces	Steelmaking plant: 260 t/ch × 3	—	—	
Electric furnaces	80 t/ch × 1(stainless)	—	40 t/ch × 1	
Continuous casters	Steelmaking plant: 5 casters Stainless plant: 1 caster	—	—	
Slabbing mills	Blooming mill × 1	—	—	
Section mills	—	Shape mill × 1	—	
Bar and wire rod mills	—	—	—	
Pipe and tube mills	Medium-diameter seamless mill × 1 Small-diameter seamless mill × 2	—	—	
Plate and sheet mills	Cold-rolling mill × 1	—	—	
Coating lines	—	—	—	
Wheel/Outer wheel mills	—	—	Wheel mill × 1 Outer wheel mill × 1	
Forging mills	—	—	Die forging press × 4 Axle forging machine × 1 Free forging press × 2	
Welded H-shape mills	—	—	—	

*1: Including the site used for employee welfare facilities *2: For fiscal 2019 ended March 31, 2020

(As of July 1, 2020)

	Kansai Works	Setouchi Works	
	Amagasaki area	Hirohata area	Kure area
	1919	1939	1951
	K. Nakashima	K. Fukuda	
	519	6,190	1,468
	—	565	2,311
	—	(Cold ferrous materials melting furnace)	No.1 BF (2,650m³) No.2 BF (2,080m³) <Apr. 1995> <Nov. 2003>
	—	Melting furnace: 200 t/ch × 1 Decarburization furnace: 100 t/ch × 1 Melting/decarburization furnace: 120 t/ch × 1	No.1 Steelmaking Plant 90 t/ch × 2 No.2 Steelmaking Plant 185 t/ch × 1
	—	—	—
	—	2 casters	2 casters
	—	—	—
	—	—	—
	—	—	—
	Seamless mill × 2	—	—
	—	Hot-rolling mill × 1 Cold-rolling mill × 2 Electrical sheet mill × 2	Hot-rolling mill × 1
	—	Tinning line × 2 Hot-dip galvanizing line × 2 Electro galvanizing line × 1	—
	—	—	—
	Super forging press × 1	—	—
	—	—	—

Works	Setouchi Works				
	Hanshin area				
	Sakai	Toyo	Osaka	Kanzaki	
Founding	1966	1999	1953	1950	
General Superintendent	K. Fukuda				
Site (1,000m²)*¹	540	758	55	45	
Crude steel production (1,000 tons)*²	—	—	—	—	
Major production equipment					
Blast furnaces (Inner volume, m³) <Relining operation>	—	—	—	—	
Basic-oxygen furnaces	—	—	—	—	
Electric furnaces	—	—	—	—	
Continuous casters	—	—	—	—	
Slabbing mills	—	—	—	—	
Section mills	—	—	—	—	
Bar and wire rod mills	—	—	—	—	
Pipe and tube mills	—	—	—	—	
Plate and sheet mills	Cold-rolling mill × 2	Cold-rolling mill × 1	Cold-rolling mill × 1	Cold-rolling mill × 2	
Coating lines	Electrogalvanizing line×1 Hot-dip aluminizing line×1 Hot-dip galvanizing line×3 Electrolytic copper plating line×1 Coil-coating line×1	Hot-dip galvanizing line×1	—	—	
Wheel/Outer wheel mills	—	—	—	—	
Forging mills	—	—	—	—	
Welded H-shape mills	—	—	—	—	

*1: Including the site used for employee welfare facilities *2: For fiscal 2019 ended March 31, 2020

(As of July 1, 2020)

	Kyushu Works				
	Yawata area			Oita area	
	Tobata・Yawata	Kokura	Hikari Titanium Production	Oita	Hikari Pipe & Tube Div.
	1901	1918	1984	1971	1955
	J. Tani				
	14,704	1,269	—*3	7,070	821*3
	3,450	1,110	—	8,649	—
	Tobata No.4 BF (5,000m ³) <Apr. 2014> 1BF	No.2 BF (2,150m ³) <Apr. 2002> 1BF	—	No.1 BF (5,775m ³) <Aug. 2009> No.2 BF (5,775m ³) <May 2004> 2 BF _s	—
	No.1 steelmaking plant: 170 t/ch × 2 No.3 steelmaking plant: 350 t/ch × 2	Steelmaking plant: 70 t/ch × 4	—	Steelmaking plant: 410 t/ch × 3	—
	—	—	—	—	—
	No.3 steelmaking plant: 5 casters	2 casters	—	3 casters	—
	—	Blooming mill × 1	—	Slabbing mill × 1	—
	Shape mill × 1	—	—	—	Hot extrusion mill × 1 (shapes and pipes/tubes)
	—	Wire rod mill × 1 Barmill × 1	—	—	—
	Spiral mill × 1	—	—	—	Medium-diameter ERW mill × 1 Small-diameter ERW mill × 1
	Hot-rolling mill × 1 Cold-rolling mill × 3 Electrical sheet mill × 2	—	Cold-rolling mill × 1	Plate mill × 1 Hot-rolling mill × 1	—
	Tinning line × 2 Tin-free steel line × 1 Hot-dip galvanizing line × 1 Hot-dip aluminizing line × 1 Terne-coating line × 1	—	—	—	—
	—	—	—	—	—
	—	—	—	—	—
	—	—	—	—	—

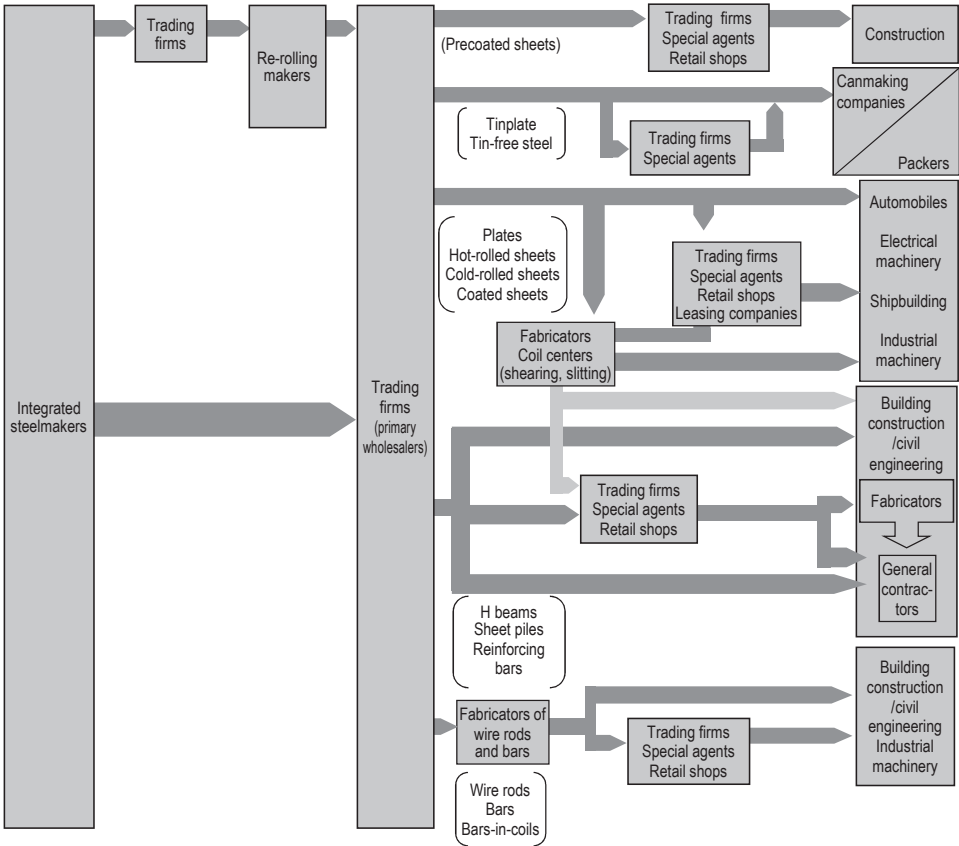
* 3: Total of Yawata area (Hikari Titanium Production) and Oita area (Hikari Pipe & Tube Div.)

Domestic Distribution Routes of Iron and Steel Products

Sales Method

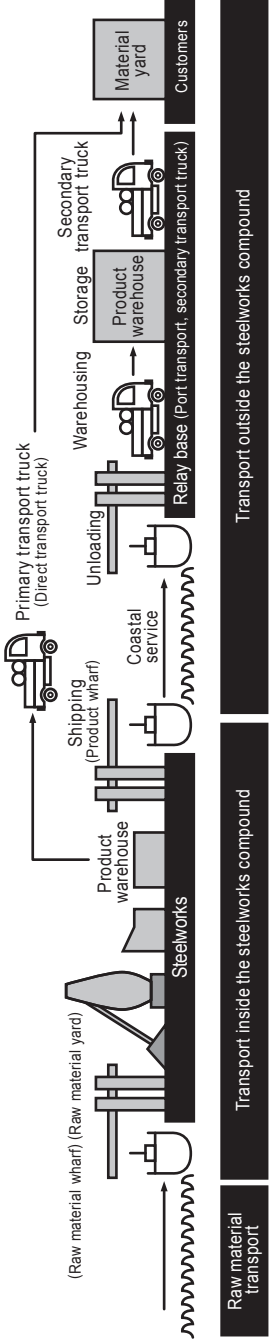
- Tied sale
Specified customers's order contents (price, volume, specifications, etc.) are informed to steelmakers, and those steel products conforming to the order content are produced for them. Contracts are made between steelmakers and trading firms and between trading firms and customers in this sales form.
- Retail sale
Steelmakers sell steel products to retailers and trading firms without end users being specified, and the retailers and trading firms stockpile the steel products which are purchased at their responsibility and risk and then sell the products with their own sales efforts, taking into account the market and other conditions.

Distribution Routes



Transport Mode of Steel Products for Domestic Customers

Sixty percent of domestic transport of steel products is by coastal shipping and forty percent by truck.



Raw Materials and Fuel

Imports of Iron Ore and Coking Coal by Major Supply Source: Japanese Steel Industry and Nippon Steel

(Upper rows: tonnage in million tons; % of the total in parentheses)

Fiscal year	2013	2014	2015	2016	2017	2018	2019
■ Iron ore							
Australia	83.58 (61.2)	83.56 (61.1)	78.37 (60.5)	76.53 (59.6)	74.21 (58.5)	70.07 (57.5)	66.54 (56.5)
Brazil	37.11 (27.2)	36.23 (26.5)	36.54 (28.2)	34.75 (27.1)	33.63 (26.5)	33.54 (27.5)	31.40 (26.7)
India	1.87 (1.4)	1.94 (1.4)	0.75 (0.6)	2.53 (2.0)	2.86 (2.3)	1.36 (1.1)	2.03 (1.7)
Others	13.99 (10.2)	15.08 (11.0)	13.81 (10.7)	14.62 (11.4)	16.12 (12.7)	16.89 (13.9)	17.83 (15.1)
Total	136.56 (100.0)	136.80 (100.0)	129.48 (100.0)	128.43 (100.0)	126.82 (100.0)	121.85 (100.0)	117.81 (100.0)
Total imports for Nippon Steel	68.32 (50.0)	68.18 (49.8)	63.13 (48.8)	62.55 (48.7)	59.42 (46.9)	58.61 (48.1)	57.77 (49.0)

■ Coking coal							
Australia	40.65 (51.7)	35.68 (49.3)	36.71 (50.2)	35.70 (49.3)	33.57 (47.6)	31.36 (45.6)	32.02 (45.3)
U.S.A.	4.74 (6.0)	4.26 (5.9)	4.25 (5.8)	4.95 (6.8)	6.25 (8.9)	8.95 (13.0)	8.71 (12.3)
Canada	8.00 (10.2)	7.27 (10.0)	6.27 (8.6)	6.19 (8.5)	6.51 (9.2)	6.78 (9.9)	6.83 (9.7)
China	0.57 (0.7)	0.20 (0.3)	0.09 (0.1)	0.27 (0.4)	0.65 (0.9)	0.35 (0.5)	0.32 (0.4)
Others	24.67 (31.4)	24.94 (34.5)	25.76 (35.3)	25.36 (35.0)	23.61 (33.4)	21.35 (31.0)	22.81 (32.3)
Total	78.64 (100.0)	72.35 (100.0)	73.07 (100.0)	72.46 (100.0)	70.60 (100.0)	68.79 (100.0)	70.70 (100.0)
Total imports for Nippon Steel	30.60 (38.9)	29.10 (40.2)	28.61 (39.2)	29.37 (40.5)	26.54 (37.6)	25.19 (36.6)	26.24 (37.1)

Source: Customs Clearance Statistics, Ministry of Finance;
Statistics of Nippon Steel, Nippon Steel

Import Prices of Iron Ore and Coking Coal: Japanese Steel Industry

(¥ /ton CIF)

Fiscal year	2013	2014	2015	2016	2017	2018	2019
■ Iron ore							
Average	13,017	11,574	7,455	6,372	8,655	8,446	10,448
Australian ore	12,424	10,688	6,976	5,877	7,634	7,214	9,377
Brazilian ore	13,786	12,757	8,483	6,768	9,621	9,689	11,206

■ Coking coal							
Average	13,495	11,856	10,553	12,032	16,246	17,706	14,950
Australian coal	14,100	12,468	11,024	12,861	17,847	18,702	16,073
U.S. coal	16,905	14,507	13,287	13,043	16,926	18,802	16,915
Canadian coal	16,774	13,734	12,456	16,278	21,200	22,068	19,083
Chinese coal	13,336	14,024	9,410	18,630	24,957	18,113	16,914

Source: Customs Clearance Statistics, Ministry of Finance

Overseas Raw Material Investment of Nippon Steel

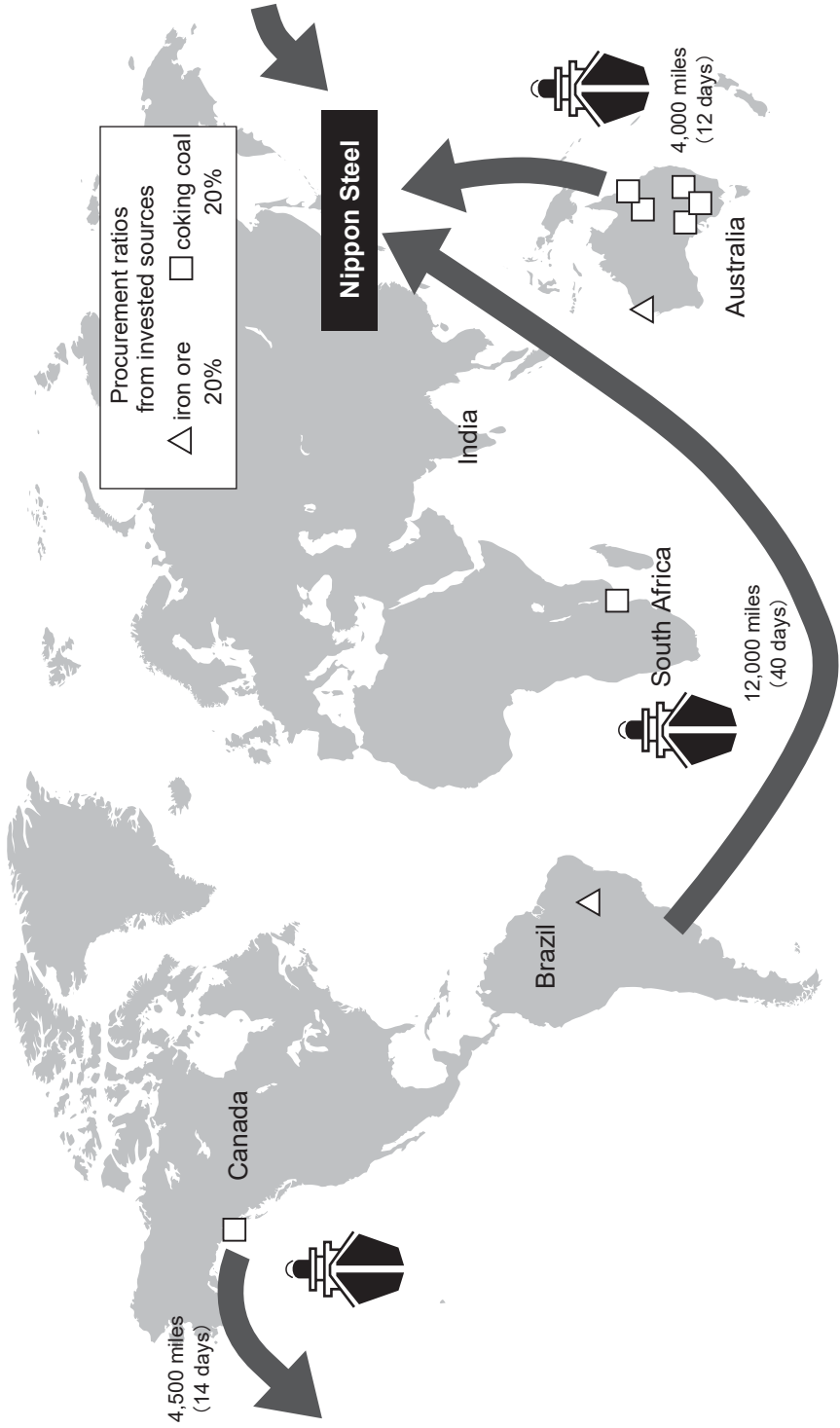
	Country	Shareholders		Capacity (Million tons/y)
■ Iron Ore	Robe River	Australia	Rio Tinto	70
			Nippon Steel	
			Other Japanese	
NIBRASCO	Brazil		VALE	10
			Nippon Steel	
			Other Japanese	

■ Coking Coal	Warkworth	Australia	Yancoal	84.5%	8
			Nippon Steel	9.5%	
			Other Japanese	6.0%	
Bulga	Australia		Glencore	68.3%	7
			Nippon Steel	12.5%	
			Other Japanese	19.2%	
Moranbah North	Australia		Anglo American	88.0%	8
			Nippon Steel	5.0%	
			Other Japanese	7.0%	
Foxleigh	Australia		Middlemount South	70.0%	3
			Nippon Steel	10.0%	
			POSCO	20.0%	
Boggabri	Australia		Idemitsu Kosan	80.0%	7
			Nippon Steel	10.0%	
			Other Japanese	10.0%	
Elkview	Canada		Teck Coal Partnership	95.0%	7
			Nippon Steel	2.5%	
			POSCO	2.5%	
Revuboe	Mozambique		Talbot Group	58.9%	to be developed
			Nippon Steel	23.3%	
			Nippon Steel Trading	10.0%	
			POSCO	7.8%	

■ Ferroalloy	CBMM	Brazil	Moreira Salles Group	70.0%	90 ktons/y
			Nippon Steel	2.5%	
			POSCO	2.5%	
			Other Japanese	7.5%	
			Other Korean	2.5%	
			Other Chinese	15.0%	

Stable Raw Materials Procurement

Acquisition of blue-chip mining interests and expansion of supply sources



Energy

Energy Consumption by the Japanese Steel Industry

(%)

Fiscal year	1990	2000	2010	2011	2012	2013	2014	2015	2016	2017
Percentage share by energy source										
Coal based energy	82.1	84.5	84.6	84.3	84.8	84.6	84.4	84.3	84.6	85.3
Purchased electricity	12.4	10.0	10.0	10.3	10.1	10.3	10.4	10.1	9.7	8.5
Oil-based energy	5.5	5.6	5.4	5.4	5.1	5.1	5.2	5.6	5.7	6.2
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Consumption in PJ	2,469	2,260	2,299	2,239	2,253	2,295	2,264	2,178	2,172	2,155
Energy consumption per ton of crude steel produced (GJ/t-s)	22.61	23.83	21.16	21.53	21.43	20.76	20.87	21.11	20.89	20.94

* Some data from 1990 to 2006 have been retroactively adjusted when the data for 2007 were reported.

Source: Handbook for Iron and Steel Statistics
(The Japan Iron and Steel Federation)

Reduction Material Rate by the Japanese Steel Industry

(kg/ton of pig iron tapped)

Fiscal year	1973	1980	1985	1990	1995	2014	2015	2016	2017	2018
Reduction material rate	498	476	501	504	522	513	514	515	518	522
Coke rate	440	458	484	440	408	344	340	339	335	343
PCI rate	0	0	15	60	111	169	174	176	183	179
Tar rate	5	6	2	1	2	0	0	0	0	0
Heavy oil rate	53	12	0	3	1	0	0	0	0	0

Notes:

- 1) PCI: Pulverized coal injection
- 2) 1990 and before: BF fuel rate

Source: Handbook for Iron and Steel Statistics
(The Japan Iron and Steel Federation)

Oil-based Fuel Consumption by the Japanese Steel Industry and Nippon Steel

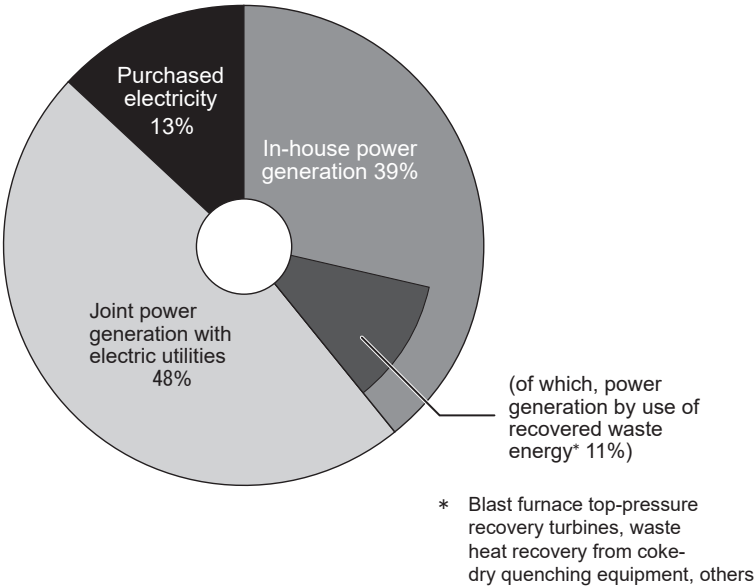
(1,000 kiloliters)

Fiscal year	1973*1	1980	1985	1990	1995	2015	2016	2017	2018
Japanese steel industry*2									
Heavy oil	13,463	4,120	1,878	2,274	1,925	503	483	520	397
Kerosene and light oil	1,003	686	364	423	354	114	113	112	113
LNG and LPG (1,000 tons)	825	884	792	1,129	1,103	709	715	734	699
Nippon Steel Corporation									
Heavy oil	4,522	1,044	118	199	118	93	70	78	92
• For BF injection	2,498	607	0	73	8	0	0	0	0
• For reheating/power generation	2,024	437	118	126	110	93	70	78	92
Kerosene and light oil	309	43	22	43	32	14	14	14	14
LNG and LPG (1,000 tons)	150	377	281	370	511	709	657	730	667

*1 Highest (since 1970)

*2 Source: Handbook for Iron and Steel Statistics
(The Japan Iron and Steel Federation)

Power Supply at Nippon Steel Corporation, FY 2019



Recycling of Steel Cans

Nippon Steel encourages improvement of the recycling ratio of used steel cans with the Japan Steel Can Recycling Association.

Japan Steel Can Recycling Association (<http://www.steelcan.jp/>)

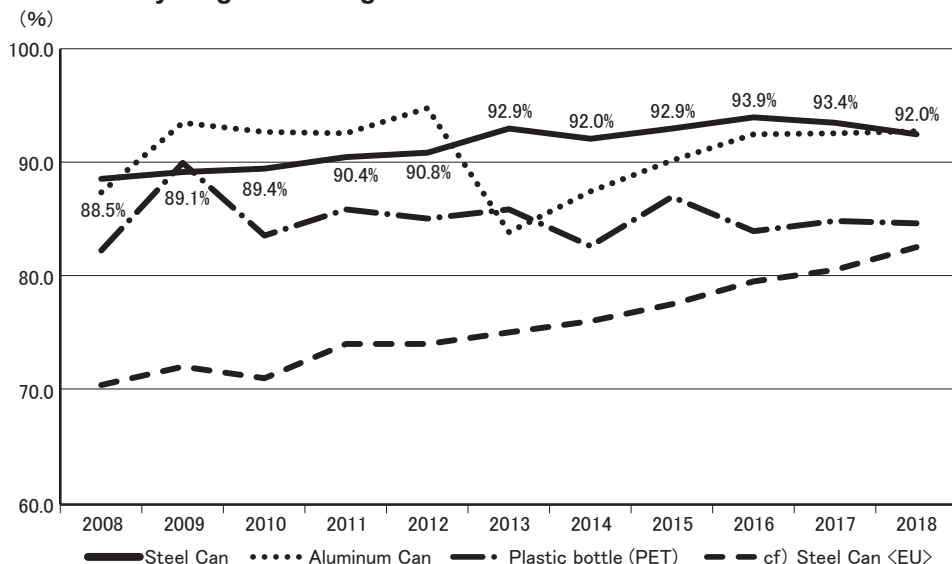
- Chairman: Shinichi Nakamura (Representative Director and Executive Vice President, Nippon Steel)
- 1973 The Japan Used Can Treatment Association was established by the following companies:
 - 4 tinplate makers (Nippon Steel, NKK (present JFE), Kawasaki Steel (present JFE) and Toyo Kohan)
 - 3 can-making companies (Toyo Seikan, Daiwa Can and Hokkai Can)
 - 8 trading companies

April 2001 Renamed as the Japan Steel Can Recycling Association

Activities

- Promotional activities for prevention of littering with empty cans and for recycling of used steel cans (investigation, PR campaigns, production and distribution of annual reports, holding of symposiums, seminars, and press release)
- Support for group collection of used steel cans as recyclable materials (conferring the award for elementary schools, junior high schools, and citizens' groups)
- Promotion of ecology education on steel can recycling (guidance for pupil in visiting steelworks)
- Joint campaigns for beautification at 362 places (506 times) for 46 years since 1973

Rate of Recycling in Beverage Containers



Note:

The guidelines prepared by the Industrial Council of the Ministry of Economy, Trade and Industry target Steel Can's attainment of more than 90% after fiscal 2014.

Source: Ministry of Economy, Trade and Industry "Towards a 3R-Oriented, Sustainable Society: Legislation and Trends 2019"

Japan Steel Can Recycling Association "Annual Report on Steel Can Recycling 2019"

EU-APEAL

Liaison Committee of Associations Promoting 3R "2018 Follow-up Report"

Japan's Imports of Steel-related Products

Imports by Type of Product

(1,000 tons)

Fiscal year	1995	2000	2005	2015	2016	2017	2018	2019
Pig iron	2,468	638	787	95	113	120	133	132
Ferro-alloys	1,787	1,680	1,828	1,600	1,599	1,706	1,747	1,550
Ingots and semi-finished products	476	17	147	176	186	257	319	276
Ordinary steel products	5,721	4,573	4,092	4,328	4,417	4,587	4,676	4,657
Wire rods	408	79	302	111	77	118	254	289
Plates	1,192	919	272	569	607	668	494	454
Hot-rolled sheets	2,337	1,946	1,619	1,679	1,726	1,536	1,480	1,482
Cold-rolled sheets	952	965	1,042	802	866	923	1,000	891
Galvanized sheets	400	333	371	760	670	866	896	999
Pipes and tubes	244	143	104	175	176	151	175	174
Others	188	188	382	232	295	325	377	369
Specialty steel products	184	175	268	1,050	1,020	835	823	754
Secondary products and others	272	413	662	818	833	868	907	912
Total	10,908	7,496	7,784	8,066	8,167	8,372	8,605	8,281

Source: The Japan Iron and Steel Federation

Imports by Major Supply Source

(1,000 tons)

Fiscal year	1995	2000	2005	2015	2016	2017	2018	2019
South Korea	2,811	2,638	2,352	2,917	3,118	3,179	3,030	3,006
Taiwan	587	1,114	861	964	982	932	964	907
China	698	404	722	407	277	393	552	599
India	125	52	1	1	1	1	6	2
Russia	161	77	11	0	0	0	0	0
Romania	36	—	0	0	0	0	0	0
Turkey	114	—	0	0	0	0	0	0
Brazil	248	50	9	0	0	0	1	0
Australia	171	56	3	2	3	2	2	0
New Zealand	103	40	33	—	0	—	0	0
Others	668	142	100	36	37	79	121	142
Total	5,721	4,573	4,092	4,328	4,417	4,587	4,676	4,657

Source: The Japan Iron and Steel Federation

Japan's Exports of Steel Products

Export Shipments

Fiscal year		1976	1985	1990	1995	2016	2017	2018	2019
Tonnage	(1,000 tons)	36,518	32,076	17,264	22,621	40,680	37,723	34,670	35,495
Monetary values	(\$ million)	11,148	13,684	13,636	18,911	29,736	32,667	32,980	31,257
	(¥ billion)	3,311	3,257	1,928	1,812	3,224	3,626	3,650	3,398
Per-ton price	(\$)	305	427	790	835	731	866	951	881
	(¥1,000)	90	101	112	80	79	96	105	96
Exchange rate	(US\$1=¥)	297	238	141	96	108	111	111	109

Source: The Japan Iron and Steel Federation

Export Shipments by Destination

(1,000 tons)

Fiscal year		1976	1985	1990	1995	2016	2017	2018	2019
Asia		10,472	18,423	10,839	17,776	31,373	29,981	28,024	27,909
	China	3,072	10,133	1,784	3,525	5,616	5,593	5,338	5,212
	South Korea	1,484	1,998	1,767	3,432	6,761	5,800	5,207	5,620
	Taiwan	1,317	1,132	1,632	2,447	2,614	2,941	2,629	2,525
	Singapore	778	670	867	1,064	470	403	415	372
	Indonesia	720	750	742	963	2,075	2,211	2,095	2,186
	Thailand	753	786	1,770	2,641	5,825	5,594	5,624	5,149
Middle East		4,866	3,324	924	556	1,294	1,044	692	1,131
	Iran	1,757	763	397	83	4	6	12	0
	Saudi Arabia	1,081	1,163	246	290	610	495	283	449
Europe		8,008	2,810	951	667	815	661	612	905
	EU-28*1	1,635	518	353	289	401	295	305	354
	Former USSR*2	3,044	2,172	364	110	42	87	73	56
North America		8,117	5,234	3,421	2,285	2,258	1,940	1,652	1,391
	USA	7,619	4,875	3,213	2,158	2,086	1,784	1,460	1,166
	Canada	497	359	208	127	172	156	192	225
Central & South America		3,008	992	455	615	3,484	3,012	2,760	2,956
Africa		1,257	546	358	311	1,190	868	762	1,006
Oceania		790	755	316	416	264	217	168	198
Total		36,518	32,076	17,264	22,621	40,680	37,723	34,670	35,495

Source: The Japan Iron and Steel Federation

Export Shipments by Type of Product

(1,000 tons)

Fiscal year		1976	1985	1990	1995	2016	2017	2018	2019
Ordinary steel products		32,340	27,365	13,612	16,751	26,752	24,213	22,304	23,241
	Plates	4,145	2,845	877	1,408	2,660	2,289	2,804	2,637
	Hot-rolled sheets	5,522	3,076	1,628	2,254	12,926	11,456	9,627	11,785
	Cold-rolled sheets	5,756	4,784	3,188	4,230	2,693	2,488	2,409	2,163
	Electrical sheets	380	309	316	543	706	700	639	532
	Tinplate	872	771	755	790	621	604	544	491
	Coated sheets	2,533	2,877	2,761	3,501	3,496	3,257	3,076	2,833
	Pipes and tubes	4,705	6,138	2,675	1,919	806	944	956	780
	Sections	8,463	5,316	1,412	2,107	2,845	2,475	2,251	2,019
Specialty steel products		1,757	2,142	2,986	3,842	8,545	8,136	7,692	7,206
Secondary products		1,366	961	526	495	684	694	674	593
Others		1,054	1,608	140	1,534	4,699	4,679	3,999	4,456
Total		36,518	32,076	17,264	22,621	40,680	37,723	34,670	35,495

Source: The Japan Iron and Steel Federation

*1 The number of member countries of the EU (former EC) has expanded: from 9 in 1973 to 10 in 1981, 12 in 1986, 15 in 1995, 25 in 2004, 27 in 2007, and 28 in 2013.

*2 CIS in and after 2006

Steel Trading

1. Topics related to recent steel trading (as of May 2020)

(1) Overview

Trade conflicts related to steel products have been increasing since 2008. In 2019, 19 Anti-Dumping ("AD") investigations were initiated throughout the world (24 cases in 2018). Major target countries are China (15 cases) and Korea (6 cases). As for Japan, 2 AD investigations were initiated in 2019.

Moreover, since March 2018, the U.S. has been continuing to impose 25% tariff on the imports of steel articles based on Section 232 of the Trade Expansion Act of 1962, and in response to that, European Union, Canada, Eurasian Economic Union, Gulf Cooperation Council initiated safeguard measures or investigations for comprehensive steel products, which affected export of certain Japanese steel products.

Also, mainly in the Asian region, protective measures regarding import of steel products, such as mandatory standards (imported products to be required to conform to importing countries' standards for protection of health and safety or for preservation of environment) and pre-shipping inspection requirements, have been prevalent.

(2) AD measures against Japan in the iron and steel industry around the world

Plaintiff country	Target product type and progress ("SSR" stands for "Sunset Review.")
U.S.A	Clad steel: A measure was started in July 1996.
	Stainless steel wire rods: A measure was started in September 1998.
	Stainless steel sheets: A measure was started in July 1999.
	Seamless steel pipes (large diameter): A measure was started in June 2000.
	Seamless steel pipes (small diameter): A measure was started in June 2000.
	Tinplates/tin-free steel: A measure was started in August 2000.
	Large-diameter welded line pipes: A measure was started in December 2001.
	Nickel-plated steel sheets: A measure was started in May 2014.
	Non grain oriented electrical steel: A measure was started in November 2014.
	Cold-rolled steel sheets: A measure was started in June 2016.
	Hot-rolled steel sheets: A measure was started in September 2016.
	Plates: A measure was started in May 2017.
Canada	Concrete reinforcing bars: A measure was started in June 2017.
	Plates: A measure was started in May 2014.
	Certain large diameter line pipe: A measure was started in October 2016.
Mexico	Concrete reinforcing bars: A measure was started in May 2017.
	Seamless steel pipes: A measure was started in November 2000.
EU	Plates: A measure was started in April 2019.
	Grain oriented electrical steel: A measure was started in October 2015.
China	Grain oriented electrical steel: A measure was started in July 2016.
	Stainless billet and stainless steel hot-rolled steel sheets & coils: A measure was started in July 2019.
	Stainless steel plates: A measure was started in April 2011.
Korea	Stainless steel bars: A measure was started in July 2004. The SSR has been initiated since January 2020.

Thailand	Stainless steel cold-rolled sheets: A measure was started in March 2003. The SSR has been initiated since February 2020.
	Hot-rolled steel sheet & plates: A measure was started in May 2003. The SSR has been initiated since May 2020.
Indonesia	Cold-rolled steel sheets: A measure was started in March 2013. The SSR has been initiated since September 2015. (No duty since March 2016)
Malaysia	Cold-rolled steel sheets: A measure was started in December 2019.
India	Hot-rolled steel sheet & plates: A measure was started in May 2017.
	Cold-rolled steel sheets: A measure was started in May 2017.
	Tinplates/tin-free steel: An investigation has been initiated since June 2019.
	Stainless flat-rolled steel: An investigation has been initiated since July 2019.
Australia	Shaped steel: A measure was started in November 2014.
	Plates (Quenched and tempered) : A measure was started in November 2014.

(3) Negotiations on economic partnership agreements (items related to the reduction of tariffs on steel products in the partner country)

April 2005	The Japan/Mexico Economic Partnership Agreement came into effect. - Immediate tariff removal rate of steel products: 80% (The user specific duty free scheme was introduced.) Tariff removal rate within 10 years: 100% - In February 2011, review the negotiation five years later has been agreed. The rules of origin for stainless steel sheet was improved.
July 2006	The Japan/Malaysia Economic Partnership Agreement came into effect. - Immediate tariff removal rate of steel products: 100% (The current domestic tariff exemption systems for each application was maintained.) Tariff on steel products excluding hot rolled steel sheet will be abolished within 10 years.
November 2007	The Japan/Thailand Economic Partnership Agreement came into effect. - Immediate tariff removal rate of steel products: 60% (An import quota for no tariffs was set up.) Tariff removal rate within 10 years: 100% - The governments discuss the import quota for no tariffs every year. The Steel Cooperation Program was carried out until 2016.
July 2008	The Japan/Indonesia Economic Partnership Agreement came into effect. - Immediate tariff removal rate of steel products: 80% (The user specific duty free scheme was introduced.) Tariff removal rate within 10 years: 85%
December 2008	The Japan/Philippines Economic Partnership Agreement came into effect. - Immediate tariff removal rate of steel products: 60% (An import quota for no tariffs was set up.) Tariff removal rate within 10 years: 90%
October 2009	The Japan/Vietnam Economic Partnership Agreement came into effect. - Immediate tariff removal rate of steel products: 10%; tariff removal rate within 10 years: 80%
August 2011	The Japan/India Economic Partnership Agreement came into effect. - The tariffs on steel sheet/bars will be abolished in 5 years, while tariffs on steel pipes will be abolished in 10 years.
January 2015	The Japan/Australia Economic Partnership Agreement came into effect. - Tariff removal rate within 5 years: 100%

- December 2018 The Comprehensive and Progressive Agreement for Trans-Pacific Partnership (TPP11) came into effect among the following 6 countries-Mexico, Japan, Singapore, New Zealand, Canada and Australia, followed by Vietnam in January 2019.
- Immediate tariff removal rate of steel products is almost 100%, while some of the steel products will have tariffs removed gradually.
- February 2019 The Japan/EU Economic Partnership Agreement came into effect.
- Immediate tariff removal rate of steel products: 100%

(4) Steel dialogues

- March 2016 The 12th Japan/EU Steel Dialogue was held (in Tokyo).
- May 2017 The 7th Japan/Indonesia Steel Dialogue was held (in Indonesia).
- July 2017 The 17th Japan/Taiwan Steel Dialogue was held (in Taipei).
- September 2017 The 23th Japan/China Steel Dialogue was held (in Beijing).
- November 2017 The 18th Japan/Korea Steel Dialogue was held (in Seoul).
- November 2017 The 15th Japan/Thailand Steel Dialogue was held (in Bangkok).
- August 2018 The 24th Japan/China Steel Dialogue was held (in Tokyo).
- September 2018 The 18th Japan/Taiwan Steel Dialogue was held (in Tokyo).
- October 2018 The 8th Japan/Indonesia Steel Dialogue was held (in Tokyo).
- November 2018 The 19th Japan/Korea Steel Dialogue was held (in Tokyo).
- December 2018 The 16th Japan/Thailand Steel Dialogue was held (in Tokyo).
- August 2019 The 19th Japan/Taiwan Steel Dialogue was held (in Tokyo).
- February 2020 The 17th Japan/Thailand Steel Dialogue was held (in Bangkok).

Power Supply

Japan's electricity wholesale supply system was established in 1995. This allowed independent power producers (IPPs) to participate in power supply, which until then had been the exclusive domain of electricity utility companies. Under the new system, Nippon Steel has entered the electricity wholesale supply business.

Following the revision of the Electricity Utilities Industry Law in March 2000, retail supply of electricity to major users was deregulated. In this regard, Nippon Steel notified the government agency concerned in January 2001 that it had become a "Power Producer and Supplier (PPS)" and started operations in the electricity retail supply business.

Business Development in the Wholesale Supply

- Utilization of power-generation technologies fostered in steelworks in-plant power generation
— Nearly 87% of total electricity consumption by in-plant power generation equipment (refer to page 96 for the power supply)
- Utilization of steelworks infrastructure such as land, ports/harbors and raw materials yards
- Low-cost, stable supply of electricity

IPP*1 Power Supply Contracts

- Successful bidding for four supply projects (about 500,000 kW in total) in fiscal 1996, the first year of the electricity business, and three projects (300,000 kW and 475,000 kW, 300,000kW) in fiscal 1997 and fiscal 1999, fiscal 2020.

Works	Customer	Amount (kW)	Fuel	Start of supply
FY1996				
Yawata	Kyushu Electric Power	137,000	Coal	Apr. 1999* ²
Kamaishi	Tohoku Electric Power	136,000	Coal and bio-mass	Jul. 2000* ³
Hirohata	Kansai Electric Power	133,000	Coal	Apr. 1999* ⁴
Muroran	Hokkaido Electric Power	100,000	By-product gas and coal	Oct. 2001* ⁵
FY1997				
Oita	Tokyo Electric Power	300,000	By-product gas, coal and bio-mass	Apr. 2002* ⁶
FY1999				
Kashima	Tokyo Electric Power	475,000	Coal and bio-mass	Jun. 2007
FY2020				
Kashima* ⁷	Tokyo Electric Power	300,000	Coal	Jul. 2020

*1 Independent Power Producer *2 In Apr. 2014, consumed within the works and other

*3 In Jul. 2015, wholesaled or consumed within the works *4 In Apr. 2014, renewed contract

*5 In Oct. 2016, wholesaled or consumed within the works *6 In Apr. 2017, wholesaled

*7 Required by Kashima Power Co., Ltd., a joint venture with J-POWER

Retail Supply Business (NIPPON STEEL ENGINEERING CO., LTD.)

- Retail supply of electricity, mainly to office buildings in the Tokyo metropolitan, Kansai and Kyushu areas
- Sources of electricity from affiliated and non-affiliated companies.

Electric power plant (Affiliated company)	Approximate capacity	Start of operation
Frontier Energy Niigata Co.,Ltd. (Niigata)	65,000 kW	Jul. 2005
Asahi Kasei NS Energy Co.,Ltd. (Miyazaki)	46,000 kW	Jul. 2006
Electric power plant (Non-affiliated company)	Approximate capacity	Start of receiving
Inpex Corporation (Niigata)	25,000 kW	May 2007

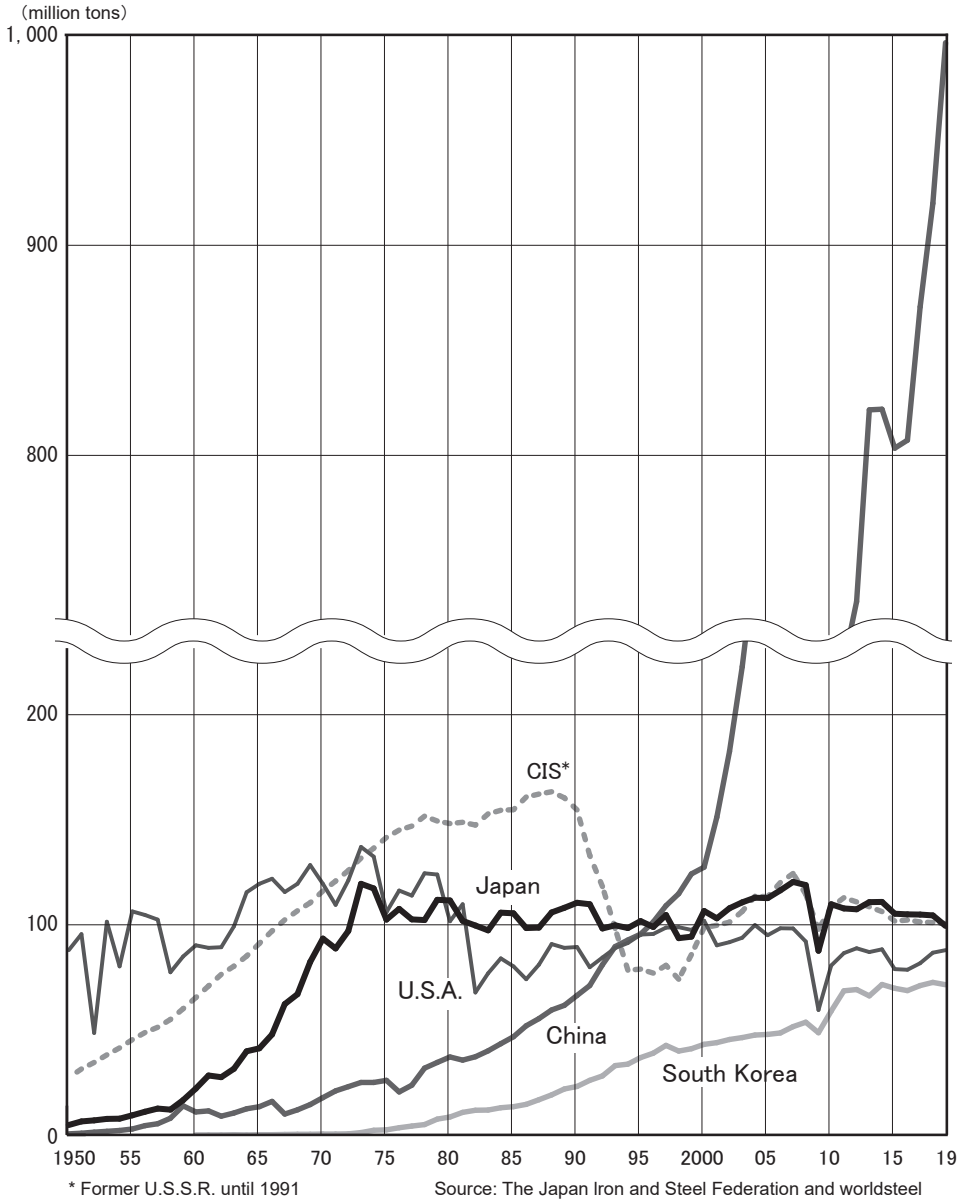
Wind Power Generation (NIPPON STEEL ENGINEERING CO., LTD.)

- Start of wind power generation in Hibikinada, Kitakyushu in March 2003

Operating company	Customer	Capacity	Supply term
NS Wind Power Hibiki Co., Ltd.	Kyushu Electric Power	1,500 kW × 10 units (15,000 kW)	Mar. 2003 - Jun. 2023

World Steel Industry

Crude Steel Production in Major Steelmaking Countries



World Total Crude Steel Production

(million tons)

CY	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Production	1,238.7	1,433.4	1,538.0	1,560.4	1,650.4	1,671.1	1,621.5	1,629.1	1,732.2	1,813.5	1,874.7

Source: worldsteel

Crude Steel Production

(million tons, %)

Region and Country	2016	2017	2018	2019	Growth rate 2019/2018
Asia	1,125.5	1,205.5	1,269.8	1,342.4	5.7
Japan	104.8	104.7	104.3	99.3	-4.8
South Korea	68.6	71.0	72.5	71.4	-1.5
Taiwan	21.8	22.4	23.2	22.0	-5.5
China	807.6	870.9	920.0	996.3	8.3
India	95.5	101.5	109.3	111.2	1.8
EU-28	162.2	168.5	167.6	158.8	-5.3
Bulgaria	0.5	0.7	0.7	0.6	-15.0
Czech	5.3	4.6	4.9	4.4	-8.8
Poland	9.0	10.3	10.2	9.0	-11.5
Romania	3.3	3.4	3.5	3.4	-2.9
Slovakia	4.8	5.0	5.2	5.3	0.5
EU-15	137.4	142.1	140.3	133.6	-4.8
Germany	42.1	43.3	42.4	39.7	-6.5
France	14.4	15.5	15.4	14.4	-6.1
Italy	23.4	24.1	24.5	23.2	-5.2
Belgium	7.7	7.8	8.0	7.8	-2.8
U.K.	7.6	7.5	7.3	7.2	-0.7
Luxembourg	2.2	2.2	2.2	2.1	-4.9
The Netherlands	6.9	6.8	6.8	6.7	-2.3
Spain	13.6	14.4	14.3	13.5	-5.7
Austria	7.4	8.1	6.9	7.4	7.8
Sweden	4.8	4.9	4.7	4.7	1.4
Other Western Europe	37.6	42.2	42.4	39.0	-8.2
Turkey	33.2	37.5	37.3	33.7	-9.6
C.I.S.	102.1	101.2	100.9	100.4	-0.5
Kazakhstan	4.3	4.6	4.0	4.1	3.1
Russia	70.5	71.5	72.0	71.6	-0.7
Ukraine	24.2	21.4	21.1	20.8	-1.2
North America	110.6	115.4	120.9	119.8	-0.9
U.S.A.	78.5	81.6	86.6	87.8	1.3
Canada	12.6	13.2	13.4	12.9	-4.1
Mexico	18.8	20.0	20.2	18.5	-8.5
South America	40.6	44.1	44.9	41.1	-8.5
Argentina	4.1	4.6	5.2	4.6	-10.0
Brazil	31.6	34.8	35.4	32.2	-9.0
Venezuela	0.6	0.4	0.1	0.1	-60.6
Oceania	5.8	6.0	6.3	6.2	-2.9
Australia	5.3	5.3	5.7	5.5	-3.4
Africa	13.1	14.8	17.6	16.7	-5.2
South Africa	6.1	6.3	6.3	5.7	-10.4
Middle East	31.5	34.5	43.1	50.5	17.2
Total	1,629.1	1,732.2	1,813.5	1,874.7	3.4

Source: worldsteel, March 2020

Apparent Consumption of Finished Steel Products

(million tons, %)

Region and Country	2017	2018	2019	2020 (Estimate)	Growth rate 2020/2019 (E)
Asia	1,097.8	1,168.8	1,246.7	1,213.0	-2.7
Japan	64.4	65.4	63.2	51.1	-19.1
China	773.8	835.0	907.5	916.5	1.0
South Korea	56.3	53.7	53.2	46.5	-12.7
Taiwan	17.7	17.9	—	—	—
India	88.7	96.7	101.5	83.3	-18.0
EU-28	164.1	170.1	158.1	133.1	-15.8
Other Western Europe	42.4	37.4	33.8	33.3	-1.6
C.I.S.	54.3	55.3	58.8	52.7	-10.3
North America	139.4	140.6	135.0	108.0	-20.0
U.S.A.	97.7	99.8	97.7	75.3	-22.9
Canada	15.1	15.2	13.1	12.0	-8.0
Mexico	26.5	25.6	24.2	20.7	-14.7
Central & South America	42.3	43.9	42.4	35.1	-17.3
Argentina	4.9	4.8	—	—	—
Brazil	19.5	21.2	20.8	16.7	-19.8
Africa	35.0	36.5	36.4	33.0	-9.4
Middle East	53.3	50.3	48.7	40.2	-17.4
Total	1,635.1	1,709.6	1,766.5	1,653.9	-6.4
(cf. Apparent crude steel consumption)	1,757.5	1,830.8	—	—	—

Source: worldsteel

Note: Apparent consumption is total shipments minus exports plus imports.

Crude Steel Production - Top 30 Steelmakers

(million tons, %)

	Company	Country	2018	2019	Growth rate 19/18
1	ArcelorMittal	Luxembourg	96.4	97.3	0.9
2	China Baowu Group	China	67.4	95.5	41.6
3	Nippon Steel Corporation	Japan	49.2	51.7	5.0
4	HBIS Group	China	46.8	46.6	-0.5
5	POSCO	South Korea	42.9	43.1	0.6
6	Shagang Group	China	40.7	41.1	1.1
7	Ansteel Group	China	37.4	39.2	4.9
8	Jianlong Group	China	27.9	31.2	11.9
9	Tata Steel	India	27.3	30.2	10.6
10	Shougang Group	China	27.3	29.3	7.3
11	Shandong Steel Group	China	23.2	27.6	18.8
12	JFE Steel	Japan	29.2	27.4	-6.2
13	Valin Group	China	23.0	24.3	5.6
14	Nucor	U.S.A.	25.5	23.1	-9.4
15	HYUNDAI Steel	South Korea	21.9	21.6	-1.5
16	IMIDRO	Iran	16.8	16.8	0.0
17	JSW Steel	India	16.8	16.3	-3.4
18	SAIL	India	15.9	16.2	1.6
19	Benxi Steel	China	15.9	16.2	1.8
20	Fangda Steel	China	15.5	15.7	1.0
21	NLMK	Russia	17.4	15.6	-10.2
22	Baotou Steel	China	15.3	15.5	1.4
23	China Steel Corporation	Taiwan	15.9	15.2	-4.1
24	Techint	Argentina	15.4	14.4	-6.1
25	Liuzhou Steel	China	13.5	14.4	6.4
26	Rizhao Steel	China	15.0	14.2	-5.0
27	U.S. Steel	U.S.A.	15.4	13.9	-9.6
28	EVRAZ	Russia	13.0	13.8	6.1
29	CITIC Pacific	China	12.6	13.6	8.0
30	Gerdau	Brazil	15.8	13.1	-16.9

Source: worldsteel

Notes on company ownership and tonnage calculations:

For Chinese companies, the official CISA tonnage publication was used.

In cases of more than 50% ownership, 100% of the subsidiary's tonnage is included.

In cases of 30% to 50% ownership, pro-rata tonnage is included.

Less than 30% ownership is considered a minority interest and therefore not included.

World Steel Association (worldsteel) (<https://www.worldsteel.org>)

Profile

- Non-profit international organization for the steel industry
- World forum on various aspects of the international steel industry
- Founded in 1967 as IISI (International Iron and Steel Institute)
- First international association dealing solely with one industry
- The organization changed its name to World Steel Association (commonly known as "worldsteel") in 2008.

Organization

- Annual General Meeting
- Executive Board of Directors
- Executive Committee
Comprised of 16 members at maximum, including the Chairman and up to three Vice Chairmen, plus worldsteel's Director General.
- Audit Committee
- Nominating Committee
- Key Committees
 - Economics
 - Technology
 - Environment
 - Safety and Health
 - Education and Training
 - Communications
 - Raw Materials
 - Product Sustainability

Members Represented in worldsteel

- 90 regular members
- 52 affiliated members

Headquarters

- Avenue de Tervueren 270-1150 Brussels, Belgium
- Phone: 32-2-702-89-00
- Telefax: 32-2-702-88-99
- E-mail: steel@worldsteel.org

Officials (as of April 2020)

- Chairman
Yong Yu (Chairman, HBIS Group, China)
- Vice Chairmen
Andre Johannpeter (Executive Vice Chairman, Gerdau, Brazil)
Sajjan Jindal (Chairman and Managing Director, JSW Steel, India)

Engineering and Construction

Nippon Steel Engineering Co., Ltd. was originally set up as an engineering division of Nippon Steel Corporation (NSC) in 1974. In July 2006, it was demerged from Nippon Steel and renamed Nippon Steel Engineering Co., Ltd. Then in October 2012, in association with the merger of Nippon Steel and Sumitomo Metals, the company changed its name to Nippon Steel & Sumikin Engineering. In April 2019, the company changed its name to Nippon Steel Engineering.

Outline of NIPPON STEEL ENGINEERING CO., LTD.

Head office:	1-5-1, Osaki, Shinagawa-ku, Tokyo, Japan
Phone:	81-3-6665-2000
Capital:	¥15 billion
Annual sales:	¥340.4 billion (FY2019; consolidated)
Employees:	Consolidated 4,737 (as of March 31, 2020)

Operating Policies

The company works on a large number of projects in Japan and abroad, using its multidisciplinary engineering technologies in diverse fields, including the construction and operation of plants related to iron manufacturing, the environment and energy, and the offshore steel structures, building construction, and pipelines.

Business Areas

Steel Plants

Ironmaking Plants, Steelmaking Plants, Continuous Casting, Rolling Mills, Processing & Treatment Lines, Environmental & Energy Saving Systems

Environment & Energy Solution

Waste to Energy Plants, Resource Recycling Plants, Sewage Sludge Solid Fuel System, Soil/Groundwater Remediation

On-site Energy Service, Electricity Retail Business, Onshore Wind Power Generation, Biomass Power Plant, Geothermal Power Plants (Geothermal Steam Production Facility, Binary Plants), Energy Saving CO₂ Absorption Process, Energy Plant (e.g. LNG/LPG/Oil Receiving and Delivery Systems, Storage Equipment), Hydrogen Refueling Station

Construction of Offshore Wind Farm, Oil and Gas Production Facility (Offshore Platform & Subsea Pipelines)

Pipelines of Natural gas, City gas and Oil, Water Supply Facilities (e.g. Pipe in Pipe Process, Steel Tunnel Method, Aqueduct Water)

Building and Infrastructure

Comprehensive Building Construction (e.g. Factories, Distribution Warehouse), Standardized Building, High-Tech Steel Structures (Steel Frames for Skyscrapers, Special Structures, Hybrid Structures [wood+steel]), Marine Infrastructure Development (Offshore Steel Structure, Fish Aggregating Device), Vibration-control and Base-isolation Devices, Bridge Products

Chemicals and Materials

Nippon Steel & Sumikin Chemical Co., Ltd. and Nippon Steel & Sumikin Materials Co., Ltd. merged management on October 1, 2018 to form Nippon Steel Chemical & Material Co., Ltd.

The business merger between these two companies brings about synergistic effects to the new company. One is the reinforcement of the core operations of coal chemicals and chemicals, and another is the fusion of the synthesis, refining, mixing and other material design/production technologies based on the aromatic chemicals of Nippon Steel & Sumikin Chemical and the thin foil, fine wire, micro particles and other material technologies of Nippon Steel & Sumikin Materials.

Capitalizing on these synergistic effects, Nippon Steel Chemical & Material will establish an operation system that plays a role in the Nippon Steel group's goal of strengthening comprehensive capabilities of basic materials.

Outline of NIPPON STEEL Chemical & Material CO., LTD.

Headquarters:	1-13-1, Nihonbashi, Chuo-ku, Tokyo, Japan
Phone:	81-3-3510-0301
Capital:	¥5,000 million
Net sales:	¥215.7 billion (FY2019, consolidated)
Employees:	3,147 (as of March 31, 2020)

Development of Operations

Nippon Steel Chemical & Material Co., Ltd. aims at being a company that can contribute to society by fusing together chemical and material operations and applying original material technologies. With coal chemicals, chemicals, functional materials and composite materials as its four main operating pillars, Nippon Steel Chemical & Material is striving to pursue sustainable growth capitalizing on the development of new operations and overseas development of its core operations, and the further promotion of global operations.

Scope of Operations

Coal Tar Chemicals

Pitch coke, pitch, carbon black oil, 95% naphthalene, phthalic anhydride, carbon black, industrial gas (hydrogen, argon, oxygen, nitrogen)

Basic Chemicals

Styrene monomer, benzene, toluene, xylene, methanol, divinyl benzenes, cyclohexane, bisphenol A, special solvents, ammonium sulfate, lubricant

Functional Materials

Adhesive-free copper-clad laminate for flexible printed wiring board, liquid crystal display material, organic electroluminescence material, optical material, metal foil, metal substrate for catalytic converter, silica/alumina spherical particle, semiconductor bonding material

Composite Materials

Epoxy resin, pitch-based carbon fiber, carbon fiber reinforced plastic

System Solutions

Nippon Steel Corporation launched this business in 1986, building on the system technologies it had accumulated through many years of operation in the steelmaking business, in which the company boasts the world's top-class technological capability. Since then, the company has reinforced the infrastructure for this business. In April 2001, Nippon Steel Corporation undertook a business merger between its Electronics and Information Systems (EI) Division and Nippon Steel Information & Communication Systems Inc. (ENICOM) and established a new company, NS Solutions Corporation. NS Solutions was successfully listed on the First Section of the Tokyo Stock Exchange in October 2002.

Outline of NS Solutions Corporation

Head office:	Toranomon Hills Business Tower 1-17-1 Toranomon, Minato-ku, Tokyo, Japan
Phone:	81-3-6899-6000
Capital:	¥12.95 billion
Annual sales:	¥273.2 billion (FY2019; consolidated)
Employees:	6,680 (as of March 31, 2020)

Operating Policies

Applying the extensive experience and advanced IT capabilities acquired in the steel manufacturing industry, NS Solutions (NSSOL) provides customer-oriented solutions to support a wide range of clients' global business activities and help their competitive edge with our overseas branches in six countries, including the US., the U.K., China, Singapore, Thailand and Indonesia.

The company entered the cloud computing market early, and in April 2015 established a service center, in the city of Kitakyushu, enabling the company to service clients in both eastern and western Japan. NSSOL also established the "NSFITOS Center", which offers a range of optimal platforms, secure operations and state-of-the-art DC and cloud computing services. NSSOL aims to realize customers' Digital Transformation (DX) by applying advanced IT such as IoT, AI, 5G, and big data. Therefore, NSSOL established "IoT Solution Business Promotion Department" in April 2016,, "AI Research Development Center" in October 2017, "Enterprise 5G Business Promotion Department" and "Digital Transformation & Innovation Center (DXIC)" in April 2020. ('IoTTM' is the solution which has concepts of both IoT (Internet of Things) and IoH (Internet of Humans).)

Business Areas

Manufacturing and Consumer Products Sectors

As a solution provider that comes from the manufacturing industry and is therefore most familiar with customers' operations, NS Solutions helps its customers with their management strategies and on-site practices by providing optimal solutions in consideration of the changing times.

- Business applications: Provision of solutions such as ERP, SCM, MES and PLM
- Infrastructure: Provision of BPM solutions, which commonly and cooperatively apply to various operations

Retail and Service Business Sectors

Based on the practical knowledge obtained through field operations, NS Solutions supports its customers with its ability to build a comprehensive range of systems, from mission-critical systems based on state-of-the-art technologies to information systems (such as the analysis system for marketing data).

- Internet media services: CRM, designing and building multi-site/multi-channel compatible EC sites, etc.
- Consumer packaged goods (CPG): Design and build Sales management system, SCM and Manufacturing Prescription Execution system, etc.
- Medicines and healthcare: Research information management system, systems for managing clinical trial data and managing manufacturing performance data, etc.
- Retailing: Purchase, Production, Sales planning performance management, Integrated logistics systems, etc.

Telecommunications Sector

NS Solutions provides new technologies which realize new business models required by telecommunications carrier from users' points of view, mainly in the following areas:

- Core network
- Service platform
- Operation support system (OSS)
- Business support system (BSS)

Financial Sector

By integrating the company's many years of experience in finance-related operations with its IT capabilities, the company provides practical solutions that are ready for financial business in the new era. Also, following clients' globalization and digitization trend, NSSOL established "FinTech Center" in Business units in April 2016

- Solutions for financial markets: TSSummit, an integrated package for supporting trading operations, front-, middle-, and back-end systems for dealing, etc.
- Business management solutions: ALM, revenue and risk management, BancMeasure™ for integrated revenue management, solutions for complying with Basel III and IFRS, etc.
- Databases: Large-scale DWH, database, etc.

Social and Public Sectors

NS Solutions provides total IT solutions to government agencies, incorporated administrative agencies, public utilities and research institutions such as Universities.

- Government Agencies: Network platform such as LAN and WAN, total security and statistical systems, etc.
- Aerospace Defence: Satellite data processing and mission critical platform system
- Education and Science: Education system for Universities and research institutions. e-learning and campus network platform and varietal analysis system for research institutions.

IT Infrastructure Solutions

In our role as an organization specializing in IT infrastructure, NSSOL offers optimal system platforms based on our know-how of a broad range of industries and business processes. In recent years NSSOL has actively developed IT outsourcing service "NSFITOS™". We support our clients to realize proactive IT with combination of following 4 services, such as high spec facility "NSFITOS Center", Multicloud infrastructure which centers "absonne", next generation operation service "emerald™" and engineering /re-engineering.

[Delivering infrastructure outsourcing services based on secure operation, DC and system platforms]

- "NSFITOS"

[Providing secure systems for mission critical environments in the form of cloud systems]

- Managed cloud service “absonne™”

[Providing working environments equivalent to that of an office anytime, anywhere, for whatever kind of work and using any device]

- Desktop virtualization service “M³ DaaS@absonne”

[Dramatically reduce contract costs with electronic contracts]

- Electronic contract service “CONTRACTHUB@absonne”

[Information platforms to “standardize security and compliance policy” across Group companies]

- “NSCOCOON”

[Realizing BCP in Tokyo and Kitakyushu]

- Data center services “5DC, 5DC South, Kitakyushu DC”

[Document storage and management software as a service in an advanced secure environment]

- “Nsxpres II @absonne”

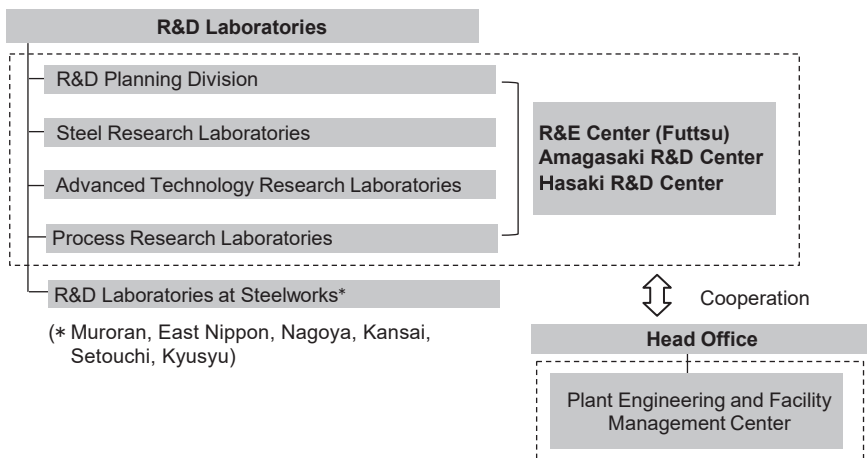
[One-stop comprehensive security solution service which supports from pre-verification to SOC operation]

- “NSSSEINT”

Research and Development

R&D Organization

In the true spirit of research and engineering, Nippon Steel three principal R&D bases, namely the R&E (Research & Engineering) Center (Futtsu), the Amagasaki R&D Center, and the Hasaki R&D Center, are working closely with the R&D laboratories at steelworks across the country and are promoting integrated R&D activities that range from basic and fundamental research to applied development and plant engineering.



	Location	Establishment	Site
R&E Center (Futtsu)	20-1 Shintomi, Futtsu City, Chiba Prefecture, Japan	Sep. 1991	700,000m ²
Amagasaki R&D Center	1-8 Fuso-cho, Amagasaki City, Hyogo Prefecture, Japan	Aug. 1960	54,000m ²
Hasaki R&D Center	16-1 Sunayama, Kamisu City, Ibaraki Prefecture, Japan	Apr. 1974	159,000m ²

R&D Expenditures

Fiscal year		2013	2014	2015	2016	2017	2018	2019
		(¥ billion)						
Nippon Steel	Consolidated	64.4	62.9	68.4	69.1	73.0	72.0	77.6

Number of Patent Publications

CY	2013	2014	2015	2016	2017	2018	2019
Nippon Steel	1,273	873	869	914	1,708	1,201	1,129

* The former Nippon Steel Nisshin published 141 patents in 2019, including 8 joint patents with Nippon Steel.

Major R&D Achievements

Year	Major Achievements
2010	• 6% Ni steel for LNG storage tanks • Highly deformable UOE line pipe • SBHS, steel sheet for bridge high performance structure • Manufacturing process innovation in high carbon and chromium steel wire for needle bearings • "NAR™-DP-28W", high-chrome duplex stainless steel in a urea plant, with superior weldability (jointly developed with Toyo Engineering) • Technology that serves to reduce radiation exposure of workers at nuclear plants through the manufacture of material that reduces the content of cobalt and a film processing technology to reduce the release of metal ion from tubes • Resource-saving, high-strength electromagnetic steel "SXRC" (National Commendation for Invention; 21st Century Invention Prize) • Heat resistant stainless steel sheet "NAR™-AH-7" for advanced high-temperature heat exchangers • "High-precision drop weight impact test machine" that is used to accumulate data and develop technology aimed at further enhancing automobile safety • New molten pig iron dephosphorization technology with powder top blowing for realization of high efficiency production of low phosphor steel with low environmental load • Development of "VAM®21", the world highest-performance threaded connection (jointly developed with Vallourec S.A.) • TN-X™, high-tension steel pipe pile & high bearing capacity foot protection steel pipe pile construction method • Further reduction in welded light-weight H-beams that are used for housing construction • Heat release steel sheet as heat sink material for ultra-thin LCD TVs • Dual-wall exhaust manifold by press forming • Carbon blocks with high thermal conductivity and high corrosion resistance for blast furnace hearth • Optimum scheduling system for integrated raw material logistics • EX1, multi-coated Cu bonding wire for LSI packaging (The Ichimura Prize in Industry for Outstanding Achievement; jointly developed with Nippon Micrometal)
2011	• 1.2GPa high tensile cold rolled steel sheet with high formability • Extremely thick HT80 plate of 210mm for rack • Development of corrosion-resistant steel with tin added high-tensile steel plates with high salt resistance • Development and commercialization of thick steel plate with excellent weldability for use in developing marine resources and energy • CORQ™, corrosion resistant castings • UIT (Ultrasonic Impact Treatment) method for increasing fatigue strength • Straight web-type sheet piling cell construction method • Development of "SM-HSJ (H-column Simple Joint) construction method" that uses an improved method of connecting H-beams and columns for steel frame buildings • Development of low-carbon non-leaded free cutting steel "Smigreen CS" • Development of fine-precipitate dispersed stainless steel sheet "NAR™-301L HSX" • Development of Sumi Quench 1800, the steel sheet for hot pressing with the world highest-tensile strength of 1,800 MPa (jointly developed with Mazda Motor, Aisin Takaoka, and Futaba Kogyo) • Development of high-strength and high-corrosion resistant alloy "Super 17Cr OCTG" for ultra deep well application • Development of upper drafting counter flow type deep bed sinter cooler (jointly developed with Mitsubishi-Hitachi Metals Machinery, Inc.)

	• Development of three-dimensional hot bending quench (3DQ) mass processing technology • Invention of steel plate that extends the fatigue-life of welded steel structure • Full launch of the biomass mixed power generation fired by coffee grounds mixed with coal • Development of steel used as common rail for diesel engines (jointly developed with Denso) • 6-inch SiC single-crystal wafers
2012	• SBHS500 high performance steel was used to construct the fully-welded large truss box composite bridge of the Tokyo Gate Bridge. • For the first time in the world, 590MPa class high-tension steel (cold-rolled steel sheet) was used for the side panels, and 780 MPa class high-tension steel (hot-rolled steel sheet) was used for the suspension arms. • 980MPa class high-tension steel was used for the first time in the world for parts of light automobiles that are difficult to form. • SuperDyma™ highly corrosion-resistant steel sheet was used for the first time in automobile body panels. • SuperDyma™ highly corrosion resistant plated steel sheet products which conform to JIS standards • NSHYPER BEAM™ VE/NSYP™345B consisting of 490N rolled steel sheet for building construction whose design reference strength (F value) has been increased to 345N was used for the first time. • The SMartBEAM™ method was used for the first time in 3-story wooden buildings. • A hat-shaped steel sheet pile + H-steel method was used for the first time in harbor construction work. • The support strength properties of steel sheet piles intended for foundation construction were favorably evaluated by the Railway Technical Research Institute. • SBHS400W high yield point steel sheet for bridges was modified to conform to JIS, and then adopted for the first time. • Active suspension for railway rolling stock was used by the Kinki Nippon Railway Company on all of its "Shimakaze" tourist limited express trains. • Recycling technology for general waste plastic based on the coke oven chemical raw material recycling method (The Okochi Memorial Production Prize)
2013	• New melting furnace (EB furnace: Electron Beam Refining Furnace) • Hot-dip galvanized high-tensile-strength steel with a strength class of 1.2 GPa • Hot-press product using a direct water-cooling method (jointly with Unipres) • 7% nickel steel plates for LNG tanks • Method for refining tsunami-deposited soil (CAL-SPIN™ method) certified by the Council for Construction Technology Review and Certification) (jointly with Nippon Steel & Sumikin Engineering) • "SUS304 H-SR3" stainless steel plates with ultrafine crystal grain • Combination wall of hat-shaped steel sheet pile and steel pipe pile by gyro press method (jointly with Giken Ltd.) • Welded lightweight H-shaped steel (SMartBEAM™) was utilized as construction louver material • Active suspension for railroad cars was adopted by the Kyushu Railway Company for the Cruise Train Seven Stars (Nanatsuboshi) in Kyushu
2014	• Sintering NOx reduction technology through the improvement of lime coating coke (LCC) • Multi-refining converter process (MURC) (The 61st Okochi Memorial Production Prize) • 7% nickel steel plates for LNG tanks (used for the LNG storage tanks for shale gas in Canada; 2013 Nikkei Superior Products and Services Award) • "NSGP™-2" highly corrosion-resistant steel plates for crude oil tankers (first approval worldwide for ClassNK certification for tank ceilings)

- NSafe™-Hull steel plates for ship construction, excellent for collision safety (first practical use in the world)
- Super-high-tensile-strength steel for building structures of 1000N class, with the highest strength in the world (adopted by the Technical Research Institute of Obayashi Corporation)
- Fatigue strength improvement technology at welds-UIT method (selected for the recommended technology of the New Technology Information System [NETIS] by the Ministry of Land, Infrastructure, Transport and Tourism in 2014)
- Eco-friendly type steel wire for ultra-high-tensile-strength bridge cables (PWS steel wire rods) (The Ichimura Prize in Industry for Outstanding Achievement)
- Eco-friendly, high-performance, low-carbon, unleaded, free-cut steel (Commendation by the Minister of Education, Culture, Sports, Science and Technology)
- HYDREXEL™ stainless steel for use under high-pressure hydrogen
- Active suspension for railway vehicles (adopted by the Granclass car of the Hokuriku Shinkansen)
- Development of a tooth flank correction shape that achieves lower noise generation in gear systems for railway vehicles
- Hot-rolled steel sheet shape measurement, using LED projection

2015

- Introduction of equipment for adding plastics of containers and packaging into all the works is complete.
- Multi-refining converter process (MURC) (The Commendation by the Minister of Education, Culture, Sports, Science and Technology in the FY2016 Science and Technology Prize: Development Category)
- Thick steel plates for mega container ships, covered by BCA and CTOD warranties (first approval worldwide for ship's class)
- "NSGP™-3" highly corrosion-resistant steel plates (first applied to actual bulk carriers)
- "ABREX™" series, Abrasion-resistance steel plate (manufacturable thickness range greatly expanded)
- "CORSPACE™" corrosion resistance steel for painting cycle extension (registered in the New Technology Information System [NETIS] of the Ministry of Land, Infrastructure, Transport and Tourism)
- "SBHS500W" high-yield-point steel plate for bridges with weather-resistant specification was first adopted
- 7% nickel steel plates for LNG tanks (FY2014 Japan Institute of Energy, Achievement Award [category of technologies]; jointly awarded with Osaka Gas Co., Ltd.)
- Development and expanded application of 590-/780MPa-class hot-rolled high-strength steel sheets and GA780MPa-class hot-rolled high-strength steel sheets that are excellent in fatigue characteristics and workability
- Received the gold prize of the ECO/VC-Activity Award of Panasonic Corporation for six consecutive years
- "Tough Guard™ Mild" rough-surface highly corrosion-resistant weld wire
- "Thin wire rods" with a diameter of 5.0 mm or less (expanded lineup of products)
- Development of "SMartBEAM™" lightweight welded H-beam using "SuperDyma™" highly corrosion-resistant plated steel sheet
- Temporary retaining wall of hat-shaped steel sheet pile + H-steel method was first adopted
- "NS SuperFrame™ method" for construction of four-story steel houses (acquired a "structure rating" of the Building Center of Japan [BCJ] for high-ceilinged single-floor structures)
- Mechanical Joint "Gachi-cam Joint™" for steel pipe piles and steel pipe sheet piles
- Received the Global Partner Award from Royal Dutch Shell plc (jointly with Sumitomo Corporation)

- “HYDREXEL™” stainless steel for use under high-pressure hydrogen (The jointless welding method was first adopted for the hydrogen station of Tokyo Gas Co., Ltd.)
- Development and application of ferritic heat-resisting steel with high creep strength (jointly awarded the Yamazaki-Teiichi Prize of the Foundation for Promotion of Material Science and Technology of Japan with Kyushu Institute of Technology)
- Titanium cover-type petrolatum lining method for steel sheet piles and steel pipe sheet piles (large-scale adoption)
- “Super-TiX™ 51AF” alloyed titanium (won the “Technical Development Award” of Yamaha Motor Co., Ltd. and was used for connecting rods and engine parts of motorcycles, and also won the Honda Frontier Prize of the Honda Memorial Foundation)
- Development of the method of manufacturing specially rolled titanium foil (used for the fuel battery component of the fuel battery vehicle “MIRAI” of Toyota Motor Corporation)

2016

- “Approach to expand biomass mixed combustion in pulverized-coal-fired thermal power generation” (New Energy Foundation “New Energy Award” (Minister of Economy, Trade and Industry Award))
- High corrosion-resistant steel sheets for oil tanker “NSGP™-1” and “NSGP™-2” (Simultaneous adoption for the first time in the world after revision of the SOLAS treaty)
- Shipbuilding steel sheet “NSafe™-Hull” excellent in collision safety (Received the Class Notation of Nippon Kaiji Kyokai (ClassNK) for the first time in the world for bulk carriers)
- Received the “Best Supplier Award 2016” from Pioneer Electronics AsiaCentre Pte. Ltd. (Nippon EGAlv Steel Sdn. Bhd. (Malaysia))
- Received the ECO-VC Gold Award for 7 consecutive years from Panasonic Corporation
- “Environment impact reducing type super-high strength PWS steel material” (Received the “Nippon Keidanren Chairman’s Innovation Prize” at the National Commendation for Invention)
- High corrosion-resistant coated steel wire “Toughguard™Hard” (Jointly developed with J-WITEX Corporation)
- “Gyro-Press Method™” Large pipe diameter 2,000 mm (first adoption)
- HAT-type Steel Sheet Piles (Adopted for infrastructure construction in Singapore and Australia)
- Stainless steel “HYDREXEL™” for hydrogen station (Received the Nikkei Superiority Award for Excellent Products and Services)
- Developed the automobile body frame parts of 3D hot bending square steel pipe
- The Japan Steel Works, Ltd. adopted the seamless steel pipe for hydrogen station TYPE I steel accumulator
- Received “2015 Excellence in Value” from American Honda Motor Co., Inc. (International Crankshaft Inc. (U.S.))
- Received the “Excellent Supplier 2015” award from TTX Company (U.S.)
- Received the “Excellent Quality Award” from General Motors (Huizhou Sumikin Forging Co., Ltd. (China), SMI Amtek Crankshaft Pvt. Ltd. (India))
- Permanent magnet type compact lightweight retarder (received the Fiscal 2017 the Commendation for Science and Technology by the Minister of Education, Culture, Sports, Science and Technology, Prize for Science and Technology (Development Category))
- “Development of high performance stainless steel spring plate for exhaust gasket” (Received the “Engineering Award” from the Japan Society of Spring Engineers together with Honda R & D Co., Ltd.)
- Verified the performance of the discoloration resistant titanium building material with the structure for which 15 years have passed since construction.
- Titanium sheet (Adopted for the fuel tank of Honda’s (Honda Motor Co., Ltd.) motocross Bike)

	• Titanium alloy (Adopted for the sports car muffler of Nissan Motor Co., Ltd.) • Titanium cover/petrolatum covering method (Adopted for the first time for signs of the Japan Coast Guard)
2017	• Designing titanium "TranTixxii™" • Titanium sheet (Adopted for the fuel tank of Honda's (Honda Motor Co., Ltd.) sports motorbikes) • Received the "Excellent Supplier 2016" award from TTX Company in the U.S. • Fuji Xerox Co., Ltd. granted the qualification of "Premium Partner" for 6 consecutive years • Increasing application of "NS SuperFrame™ method" for steel house construction • Increasing application of Designing titanium "TranTixxii™" • First adoption of calcia modified soil for reclamation • "Development of Environmentally-conscious Stainless Steel Making Process Combining Resource Saving and Productivity Enhancement" (FY 2017 Awards for Resources Recirculation Technologies and Systems the METI Minister's Award) • First adoption of Titanium foil sheet for earthquake-resistant construction for important cultural property in Zenkoji temple • Received the "ECO-VC Gold Award" from Panasonic Corporation for 8 consecutive years • "Development of permanent magnet type compact lightweight retarder" (The Seventh Monodzukuri Nippon Grand Award; Special Prize) • "CORSPACE™" corrosion resistance steel for painting cycle extension(adopted in Okinawa district with heavy salt damage for the first time) • "Development of advanced high tensile strength steel sheet for automobile and solution technology" (adopted for the first time for Honda's (Honda Motor Co., Ltd.) new N-BOX) • "Development of Environmentally-conscious Stainless Steel Making Process Combining Resource Saving and Productivity Enhancement" (Okochi Memorial Grand Production Prize) • Received the "Diamond Supplier Award" from Navistar in the U.S. (Nippon Steel & Sumikin Crankshaft LLC in the U.S.) • Truck & bus aluminum wheel excellent in strength/light weight "ToughBright™"
2018	• "NSafe™-AutoConcept," a structural concept for next-generation vehicles • Developed 980 MPa class cold rolled and hot-dip galvanized high- tensile-strength steel with excellent formability • "Spangle Zinc™," an environmentally friendly chromate free new steel product • Developed the lightest-in-the industry steel can. (Joint development with Toyo Seikan Co., Ltd.) • Developed 1,310 MPa class cold rolled high-tensile-strength steel (Joint development with Mazda Corporation) • Received the ECO-VC Gold Award from Panasonic Corporation for 9 consecutive years • Improvement of crashworthiness for ship collision by development of highly ductile steel plates NSafe™-Hull (The FY2018 Ichimura Prize in Industry for Distinguished Achievement) • The environmentally friendly threaded joint "CLEANWELL™-DRY ST" for oil country tubular goods • The stainless steel "HYDREXEL™" for use under high-pressure hydrogen (The FY2018 Ichimura Prize in Industry against Global Warming and the Iwatani Naoji Memorial Prize) • Environment impact reducing type super-high-strength steel wires (The FY2018 Okochi Memorial Production Prize) • Developed steel for CVT pulley with excellent wear-resistance (Joint development with Aisin AW Co., Ltd.) • Produced "Fire resisting steel-wooden hybrid column"(Joint development with Japan Laminated Wood Products Association and National LVL Association)

	• The anti-corrosion method with titanium foil (The FY2018 Excellence Prize of Infrastructure Maintenance Award) (Joint development with Nippon Steel Anti-Corrosion Co., Ltd.) • Launch the brand deployment of the "FYGRAS™" lineup, stainless steel sheets for precision machining. • Permanent magnet auxiliary brake system (retarder). (The FY2018 Machine Industry Promotion Prize, the Chairman's Prize of the Japan Society for the Promotion of Machine Industry) • Received the "Supplier of the Year 2018" from the Railway Systems Business Unit, Hitachi, Ltd. • Completed the first development phase of the COURSE50 project (development of environmentally friendly processing technology/development of processing technology including hydrogen reduction) • The cumulative plastic recycling amount by the coke oven chemical raw material production method reached 3 million tons • Received the FY2018 Chairman's Award of 3R SUISHINKYOGIKAI for effective use of calcia modified soil from the steel slag
2019	• Development of forming technology of ultrahigh-strength steel sheet that contributes to weight reduction of automobile parts and reduction of material usage. (the 8th Monodzukuri Nippon Grand Awards for the processing technology of ultrahigh-strength steel plates). • Received the ECO-VC Gold Award from Panasonic Corporation for 10 consecutive years. • Developed gas soft-nitrided steel sheet possessing excellent surface hardness and fatigue strength. • The grain-oriented electrical steel sheet "ORIENTCORE·HI-B™" (The 13th One Step on Electro-Technology Awards selected by the Institute of Electrical Engineers of Japan) • Development of Production Technology for Highly Ductile Steel Plates for Shipbuilding Securing Crashworthiness (The FY2019 Okochi Memorial Production Prize) • "YUST™2120", lean duplex stainless steel seamless pipes. • "HYDREXEL™" (Adopted by Toyosu Hydrogen Station). • Development of next-generation high-strength steel material MSB20 and gears that enable rare metal-less (the 8th Monodzukuri Nippon Grand Awards, Economy, Trade and Industry Minister's Prize (Manufacturing and Production Process Category; Joint development with Aisin AW Co., Ltd. and Aichi Steel Corporation) • "TCW", metal fitting joints for building houses (Joint development with TATSUMI Corporation). • Improved road covering plate "METRODECK". • Titanium low fin tubes. (Adopted for heat exchangers of freezers for ships). • Improvement of safety for heavy vehicles by developing high efficiency and lightweight permanent magnet retarder. (The FY2019 Ichimura Prize in Industry for Distinguished Achievement for the development) • "Low Noise Gear Units Developed For Electric Train" (The FY2019 Machine Industry Promotion Prize, the Chairman's Prize of the Japan Society for the Promotion of Machine Industry) • Manufacturing technology for hot-rolled high strength steel sheet using the shape meter employing LED dot pattern projection method. (The 8th MONODZUKURI Nippon Grand Award Economy, Trade and Industry Minister's Prize; Manufacturing and Production Process Category) • Restoring seaweed bed using steelmaking slag, which bring about various natural benefaction. (The FY2019 Ichimura Prize in Industry against Global Warming.) • "Beverly™ Series". (The 2nd EcoPro Awards, the Host Award)

Award-winning Technologies

■ The Okochi Prize

(sponsored by the Okochi Memorial Foundation)

The prize is presented every year to individuals and organizations that have attained excellent achievements in research and development of production engineering and production technologies, and in practical applications of advanced production systems.

FY	Prize names	Achievements
1990	Grand Production	High-efficiency universal rolling technology for wide-flange beam (jointly with Kawasaki Steel)
1991	Production	High-grade ERW pipe and tube of non-quenched/tempered type for use as OCTGs
1992	Production	Development of high strength and corrosion resistant Ni base alloy OCTGs
1994	Production	Development of high speed and high performance bogie trucks for railway vehicles
1995	Production	Development of high reliability heat exchanger tube for nuclear power plants
	Grand Production	Low-cost, low-environmental burden metallurgical coke production technology
1996	Production	Roll pair cross rolling method for high accuracy and productivity in steel rolling process of flat products (jointly with Mitsubishi Heavy Industries)
1997	Production	High-speed tool steel hot-strip mill roll by continuous pouring process for cladding (jointly with Hitachi Metals)
1998	Grand Production	Environmentally-friendly sintering technology for difficult-to-process iron ore
	Technology	Development of stainless steel pipe for supply of ultra-high-purity gas (jointly with Sumikin Stainless Steel Pipe Co., Ltd. and Tohoku University)
1999	Production	Die-forged crankshaft performance enhancement and development of high production total system
	Production	Automotive high-strength steel sheet (TRIP) with excellent crash energy absorption capacity
2000	Production	World's first endless hot rolling process and new product (jointly developed with Kawasaki Steel, Mitsubishi Heavy Industries, and IHI Corporation)
2003	Production	New-generation technologies for the production of medium-size seamless pipes and tubes
2006	Grand Production	Development of new-generation technologies for the high-quality, high-efficiency and environmentally-friendly steelmaking process
2007	Production	YP 47kgf/mm ² class higher strength steel plate and new hull structure design for large container ships (jointly with Mitsubishi Heavy Industries)
2008	Grand Production	Development of advanced stainless boiler tube for ultra-supercritical (USC) coal-fired thermal power plants
	Production	Diagnose and repair technologies used in enormously harsh space for realization of coke-oven restoring (DOC)
2009	Production	Process for recycling dust emitted in steel mills
2010	Production	Development of technologies that extend the campaign life of blast furnaces
2011	Production	Municipal waste plastics recycling technology by producing chemical raw materials
2012	Production	Development of high-alloy seamless OCTG and their manufacturing technologies that increase production of natural gas

	Production	Innovative new cokemaking technology for expanding raw coal resources and saving energy (SCOPE21) (jointly with Kobe Steel, JFE Steel, Nisshin Steel and Mitsubishi Chemical)
2014	Production	Development of a steelmaking process using the multi-functional integrated converter furnace method
2017	Grand Production	Development of Environmentally-conscious Stainless Steel Making Process Combining Resource Saving and Productivity Enhancement
2018	Production	Development eco-friendly type steel wire for super-high-tensile-strength bridge cables
2019	Production	Development of Production Technology for Highly Ductile Steel Plates for Shipbuilding Securing Crashworthiness

■ The Ichimura Prize in Industry (sponsored by the New Technology Development Foundation)

The prize is presented every year to executives and researchers who have rendered distinguished services in nurturing excellent domestically-developed technologies, aiming at contributing to the dissemination of scientific technologies and the improvement of scientific technological level.

FY	Prize names	Achievements
1990	Distinguished Achievement	In-line heat treatment for high-strength DHH (deep head hardened) rail
1991	Excellent Achievement	Development of high performance ferritic stainless steel with Nb and Cu (jointly with Nippon Stainless Steel Co., Ltd.)
	Distinguished Achievement	Corrosion diagnosis for steel structures using electrochemical technology
1993	Distinguished Achievement	Development of wide aluminum/stainless steel clad coil
1995	Excellent Achievement	Ultra-high-strength steel wire for bridge cables
1996	Distinguished Achievement	Heat-proof domain refining method for grain-oriented electrical steel sheet
1997	Excellent Achievement	Development of powder top blowing process under reduced pressure
1998	Distinguished Achievement	Hot-rolled titanium-clad steel coil
1999	Distinguished Achievement	Weathering steel for use in coastal regions
2001	Distinguished Achievement	Development of high performance 60-kg high tensile strength steel plate with strikingly improved welding capabilities
2003	Distinguished Achievement	Super high HAZ toughness technology with fine microstructure imparted by fine particles (HTUFF™)
2004	Distinguished Achievement	Innovative antiseismic technology using unbonded brace and advanced steel
	Distinguished Achievement	Development of processing technology to promote the generation of protective rust for weatherproof steel
2006	Excellent Achievement	Sulfuric acid and hydrochloric acid dew-point corrosion resistant steel (New S-TEN™1)
	Distinguished Achievement	Development of non-oriented electrical steel sheet for high-efficiency motors
2008	Distinguished Achievement	Superior corrosion resistant and environmentally-friendly steel sheet for automotive fuel tanks (ECOKOTE™-S)
	Distinguished Achievement	Development of steel plate for improving the fatigue strength in welded joints

2010	Distinguished Achievement	Corrosion resistant steel for cargo oil tank (NSGP™-1)
2011	Outstanding Achievement	Multi-coated Cu bonding wire for LSI packaging (EX1) (jointly with Nippon Micrometal)
2013	Distinguished Achievement	Vibration controller for railroad cars (active suspension)
2014	Outstanding Achievement	Eco-friendly type steel wire for super-high-tensile-strength bridge cables
2018	Distinguished Achievement	Improvement of crashworthiness for ship collision by development of highly ductile steel plates
2019	Distinguished Achievement	Improvement of safety for heavy vehicles by developing high efficiency and lightweight permanent magnet retarder

■ The Ichimura Prize in Industry against Global Warming (sponsored by the New Technology Development Foundation)

The prize is presented every year to researchers or groups who have made a contribution to the development of an excellent Japanese technology in the industry to prevent global warming. (Newly established from FY2018).

FY	Prize names	Achievements
2018	Distinguished Achievement	Development of high strengthened stainless steel for high pressure hydrogen environment to accelerate hydrogen-based society
2019	Distinguished Achievement	Restoring seaweed bed using steelmaking slag, which bring about various natural benefaction

■ National Commendation for Invention (by Japan Institute of Invention and Innovation)

The Imperial Invention Award, from the Imperial Bounty, is presented every year to those who have made particularly significant inventions. The invention and other awards are also given every year to those who have made excellent inventions, devices and designs, and those who have put into practical use these achievements and made significant contributions pertaining to encouraging inventions.

FY	Prize names	Achievements
1993	Keidanren Chairman's Prize	Ultra-low core loss grain-oriented electrical steel sheet treated by laser irradiation
1995	Japan Patent Attorneys Association President's Prize	Web-height flexible control method for H-beam rolling by skew roll mill
1997	Invention Prize	Ultra-low-carbon steel sheet with combined addition of Nb and Ti, having formability and good adherence of galvanized coating
1998	Invention Prize	High crack-arrestability endowed steel plate having surface layer with ultra-fine-grain microstructure
2001	Invention Prize	Rail with high wear resistance and internal fatigue damage resistance for heavy-haul railway use
2003	Invention Prize	Recycling method of chlorine-containing waste plastics in coke ovens (jointly with the University of Kitakyushu)
	Invention Prize	Protective rust-layer accelerant technology for weather-resistant steel (jointly with Himeji Institute of Technology Graduate School)
2005	Invention Prize	High formability zinc coated steel sheets for automobiles

	Economy, Trade and Industry Minister's Prize	New-generation technologies for the production of medium-size seamless pipes and tubes
2007	Invention Prize	Development of mold flux for high-speed continuous casting
2008	Imperial Invention Prize	Development of super-high strength low-alloy steel oil country tubular goods (OCTG) for sour service
	Invention Prize	Compact type hydroforming equipment (jointly with Toyota Motor)
2009	Invention Prize	Invention of strengthened low-alloy steel for economical boilers (jointly with Mitsubishi Heavy Industries and Kyushu Institute of Technology)
2010	Education, Culture, Sports, Science and Technology Minister's Prize	Measurement and evaluation technology for hot repair of coke-oven chamber walls
2011	Chairman's Prize	Development of advanced stainless boiler tube for Ultra-Supercritical (USC) coal-fired thermal power plants
2012	Keidanren Chairman's Prize	Development of the functional steel plate with high enhancement to fatigue life for welded structures
	Invention Prize	Excellent corrosion-resistant hot-dip alloy coated sheet (SuperDyma™)
2013	21st Century Invention Prize	Invention of high-strength non-oriented electrical steel of resource-saving design
	Patent Office Commissioner's Prize	Invention of new type high performance copper bonding wire for LSI (jointly with Nippon Steel & Sumikin Materials, Nippon Micrometal)
2015	Invention Prize	Invention of steering bogie for railway vehicle (Jointly with Tokyo Metro)
2016	Keidanren Chairman's Prize	Invention of eco-friendly-type steel wire for ultra-high-tensile-strength PWS
2019	Invention Prize	Invention of threaded joint with solid lubrication coating for oil country tubular goods

■ **MONODZUKURI Nippon Grand Award**
(Ministry of Economy, Trade and Industry (METI) and other Ministries)
(held biannually)

FY	Prize names	Achievements
2007	Prime Minister's Prize (Manufacturing and Production Process Category)	Invention of manufacturing method of high quality steel plates using nano-size particles
	Economy, Trade and Industry Minister's Prize (Product and Technology Development Category)	Abrasion-resistant, internal fatigue damage-resistant heavy load-bearing rails for railways
2009	Prime Minister's Prize (Product and Technology Development Category)	Development of ECOKOTE™-S, environmentally sensitive steel sheet for fuel tanks with outstanding corrosion-resistant properties
	Special Prize (Product and Technology Development Category)	Development of high-strength Pb-free non-heat-treated steel for the application of fracture splitting connecting rods (jointly with Honda Motor)
	Excellence Prize (Manufacturing and Production Process Category)	Blast furnace operation/maintenance technology that has enabled Japan's longest operating days of the furnace

	Excellence Prize (Manufacturing and Production Process Category)	Development of an innovative production method allowing the production of flat hot-rolled high-tensile steel plates
	Excellence Prize (Product and Technology Development Category)	Development of ultra-strength, formable steel sheet delivering improved fuel economy and protection for passengers
	Excellence Prize (Product and Technology Development Category)	Uncoated, highly weather-resistant nickel-steel alloy for use in bridge construction and the anti-corrosion technology that supports this product Practical implementation of a technical system (jointly with the Public Works Research Center)
	Excellence Prize (Product and Technology Development Category)	Development of high strength, highly tough thick steel plate for use on large container vessels (47 kg/mm ²); contributions to the structural design of new vessels (jointly with Mitsubishi Heavy Industries)
	Excellence Prize (Product and Technology Development Category)	Development of environmentally-friendly lead-free, low-carbon free-cutting advanced steel materials
2011	Prime Minister's Prize (Manufacturing and Production Process Category)	Development of an approach to use inferior quality ferrite dust as a raw material as part of a recycling process to manufacture steel
	Prime Minister's Prize (Product and Technology Development Category)	Development of a groundbreaking next-generation approach for the manufacture of stainless steel that radically reduces the amount of rare metals required (jointly with Nippon Steel & Sumikin Stainless Steel)
	Economy, Trade and Industry Minister's Prize (Manufacturing and Production Process Category)	Development of new continuous casting technologies for very thick plate (PCCS)
	Special Prize (Product and Technology Development Category)	Development and practical application of a highly corrosion-resistant steel sheet NSGP™-1 for use on crude oil tankers
	Excellence Prize (Manufacturing and Production Process Category)	Development of the world's first hot rolling steel sheet thermometer with high precision even during a cooling process and the high-tensile steel sheet manufacturing technology by using this thermometer
2013	Special Prize (Manufacturing and Production Process Category)	Development of a new steelmaking process that achieves high efficiency, high quality, and low environmental load, simultaneously
	Excellence Prize (Product and Technology Development Category)	Development of lightweight and highly corrosion-resistant IP gold titanium through ultrafine-pattern grinding technology and advanced vacuum technology (jointly with Toyo Stainless Polish Industry and Nihon Teppan)
2017	Special Prize (Development Category)	Development of permanent magnet type compact lightweight retarder
2019	Economy, Trade and Industry Minister's Prize (Manufacturing and Production Process Category)	Development of forming technology of ultrahigh-strength steel sheet that contributes to weight reduction of automobile parts and reduction of material usage

Economy, Trade and Industry Minister's Prize (Product and Technology Development Category)	Development of next-generation high-strength steel material MSB20 and gears that enable rare metal-less (jointly with Aisin AW Co., Ltd. and Aichi Steel Corporation)
Special Prize (Manufacturing and Production Process Category)	Manufacturing technology for hot-rolled high strength steel sheet using the shape meter employing LED dot pattern projection method
Kyushu Bureau of Economy, Trade and Industry Director Award (Product and Technology Development Category)	Improvement of crashworthiness for ship collision by development of highly ductile steel plates

■ **The Commendation for Science and Technology by the Minister of Education, Culture, Sports, Science and Technology
(Ministry of Education, Culture, Sports, Science and Technology)**

FY	Prize names	Details
1998	Distinguished Service in Science and Technology	Development and promotion of steel tube and pipe for oil refining and petrochemistry
	Meritorious Services in Research	Research of analysis model on solidification and segregation of steel
	Meritorious Services in Research	Fracture mechanics research for the thick steel-materials application technology to large-sized structures, such as a LNG reservoir
1999	Distinguished Service in Science and Technology	Development and promotion of high efficiency dimensionally stable electrode and high quality electrolytic galvanized steel sheets technology
	Distinguished Service in Science and Technology	Development of a chrome-plated thin steel sheet that can be welded
	Innovator Award	Development of a process and related machinery for melting and continuous casting of steel
2000	Distinguished Service in Science and Technology	Development of laser technology to join steel sheets during the manufacturing process
	Meritorious Services in Research	Research into processing methods for steel rods and wire; optimizing the selection of raw materials
2001	Distinguished Service in Science and Technology	Development of a system to estimate the residual corrosion lifespan of steel materials used as structural materials in construction
	Meritorious Services in Research	Research of environmentally friendly free-cutting steel
	Meritorious Services in Research	Theoretical analysis of migration speeds for coagulation phenomena and continuous casting; research into the applications thereof
2002	Meritorious Services in Research	Research into the fault rates, causes and control in continuously cast steel slabs
2003	Distinguished Service in Science and Technology	Development of a system to identify and prevent the causes of weld cracking

2004	Meritorious Services in Research	Research into creative technologies and predictive controls for organizations, systems and materials for thin steel sheet
2005	Prize for Science and Technology: Development Category	Development of high quality and high speed round billet casting technology
2007	Prize for Science and Technology: Development Category	Development of a thin-walled, heat resistant integrated stove for a large-scale blast furnace
2008	Prize for Science and Technology: Development Category	Development of non-oriented electromagnetic steel sheet for high efficiency motors
2009	Prize for Science and Technology: Development Category	Development of crash-box that improves fuel efficiency and crash safety (jointly with Toyoda Iron Works)
2010	Prize for Science and Technology: Development Category	Development and commercial application of new functional steel material with an extended fatigue-life
	Prize for Science and Technology: Development Category	Development of high fatigue strength stainless steel for cylinder head gasket (jointly with Honda R&D Americas)
	Prize for Science and Technology: Development Category	Research into the highly functional properties of ferrite heat-resistant steel tempered at high temperatures over a long period of time (jointly with the National Institute for Materials Science and Mitsubishi Heavy Industries)
2011	Prize for Science and Technology: Development Category	Development of abrasion-resistant, internal fatigue damage-resistant heavy load-bearing rails for railways
2012	Prize for Science and Technology: Development Category	Development of a high environmentally sensitive Sn-Zn plated steel sheet for use in automobile fuel tanks
2013	Prize for Science and Technology: Development Category	Development of SuperDyma™ - a highly corrosion-resistant Zn-Al-Mg-Si plated steel sheet for use as a construction material
	Prize for Science and Technology: Development Category	Development of highly accurate cooling control technology through the use of a thermometer applied to cooling steel sheets at the hot rolling mill
2014	Prize for Science and Technology: Development Category	Development of a new, highly functional Cu bonding wire for LSI (jointly with Nippon Micrometal)
	Prize for Science and Technology: Development Category	Development of waste plastic recycling technology using a coke oven (jointly with Tetsugen, Nippon Coke & Engineering, Nippon Steel & Sumikin Texeng, and Nippon Steel & Sumikin Engineering)
2015	Prize for Science and Technology: Development Category	Development of eco-friendly, high-performance, low-carbon, unleaded, free-cut steel
2016	Prize for Science and Technology: Development Category	Development of the multi-functional integrated converter furnace method that achieves production of a large amount of eco-products
2017	Prize for Science and Technology: Development Category	Development of permanent magnet type compact lightweight retarder
2018	Prize for Science and Technology: Development Category	Development of steelmaking process achieving minimum chromium emission
2019	Prize for Science and Technology: Development Category	Development of manufacturing technology for hot-rolled high strength steel sheet using the new shape meter with high measurement accuracy

Social Contributions

Support of Music Culture through the Nippon Steel Arts Foundation at Kioi Hall

Ever since its foundation, Nippon Steel Corporation has made a major contribution not only to the development of Japan's economy but also to the progress of art and culture mainly in music for more than 60 years continuously, presenting the well-known weekly radio program "Nippon Steel Concerts" broadcasted between 1955 and 2005, "Nippon Steel Music Awards".

Nippon Steel is active in contribution to music through the supports to Nippon Steel Arts Foundation at Kioi Hall.

Kioi Hall

To commemorate the 20th anniversary of the founding of the former Nippon Steel in 1990, Kioi Hall was planned to construct and opened in 1995 as a part of Nippon Steel's philanthropic activities. The Kioi Hall contains two halls; Kioi Hall that is suitable for classical chamber music and Kioi Small Hall that is furnished for Japanese traditional music. As both halls are carefully designed and have the highest quality, those are garnered a high reputation among the musicians and the audience at home and abroad.

Outline

Location:	6-5, Kioi-cho, Chiyoda-ku, Tokyo, Japan 102-0094 phone:+81-3-5276-4500
Building:	Site: 3,120m ² Total floor area: 12,626m ² 7 stories and 2 basements
Accommodation:	Kioi Hall (1st & 2nd floors) a 800-seat concert hall equipped for classical music Kioi Small Hall (5th floor) a 250-seat auditorium furnished for Japanese traditional music
Ticket Center:	phone: +81-3-3237-0061
Website:	https://kioihall.jp/en

Kioi Hall Chamber Orchestra Tokyo

With the opening of Kioi Hall in 1995, the Kioi Sinfonietta Tokyo was founded as the orchestra in residence. It is renowned for its world-class soloists, chamber musicians, as well as its visiting principal musicians from leading orchestras both in Japan and abroad.

The orchestra is unique in that rehearsals are conducted in the Hall itself, thereby enabling the full potential of the orchestra to be continually developed and refined. As a result, the resident orchestra has developed its own highly distinctive sound.

Kioi Hall Chamber Orchestra Tokyo runs 5 programs every year for its subscription series, with 2 performances for each program. The orchestra has also performed internationally (the special concert for the Tokai-city's 50th anniversary in 2020,etc.), and has been acclaimed for its concerts in Europe (2000, 2005), South Korea (2009, 2010) and United States (2012).

Recently the orchestra was invited to perform in prestigious music festivals in Japan, notably the Music Festival Argerich's Meeting Point in Beppu in 2015 and 2016, the Spring Festival in Tokyo in 2016 and 2019 as well as the Spring Green Music Festival 2018 in Kanazawa.

From April 2017, the orchestra's name changed to "Kioi Hall Chamber Orchestra Tokyo" to clarify embodiment of the orchestra and Kioi Hall,

The orchestra will continue to strive for excellent harmony under the direction of its Principal Conductor Rainer Honeck.

Nippon Steel Arts Foundation

Nippon Steel Arts Foundation was established as an operating organization for the Kioi Hall. The foundation has been authorized as a public interest incorporated foundation in October 2010.

It was named the Nippon Steel & Sumitomo Metal Arts Foundation between October 2012 and March 2019, and renamed the Nippon Steel Arts Foundation in April 2019.

Objectives and Activities

1. Fostering talented musicians
Season members in Kioi Hall Chamber Orchestra Tokyo, conductor trainees
2. Sponsoring concerts and other musical events
Presenting high-quality recitals and concerts in classical music as well as Japanese traditional music
3. Supporting distinguished musical activities
Kioi Up & Coming Artists introducing and supporting young talents, grants for performances
4. Administration and building operations of concert halls in the Kioi Hall
Maintenances and hall rentals
5. Other activities deemed necessary to achieve the purpose of the foundation

Nippon Steel Music Awards

Nippon Steel Music Awards, established in 1990, are presented once a year to promising young classical musicians and to those who have made contributions to the development of classical music.

Number & Year		Promising New Artist Prize (¥3 million)		Special Prize (¥1 million)	
1st	1990	Akiko Suwanai	Violin	Miwako Matsumoto	Soprano
2nd	1991	Yoko Hasegawa	Cello	Takao Miyazaki	Stage manager
3rd	1992	Joji Hattori	Violin	Kiyoko Tanaka	Piano
4th	1993	Kyoko Tabe	Piano	Kaoru Chiba	Horn
5th	1994	Tetsuji Honna	Conductor	Eiko Morishima	Piano, Korrepetitor (opera singer's rehearsal pianist)
6th	1995	Emiko Suga	Soprano	Naoyuki Miura	Representative, Music from Japan
7th	1996	Yoshiko Kawamoto	Viola	Akihiro Tsuruta	Piano tuner
8th	1997	Daishin Kashimoto	Violin	Takashi Ogawa	Research on music materials and documents
9th	1998	Yukio Yokoyama	Piano	Saneyuki Yoshii	Secretary-General, Sendai Philharmonic Orchestra
10th	1999	Mieko Sato	Soprano	Jun Taki	Arts Manager
11th	2000	Dai Kimura	Guitar	Minoru Nagata	Acoustic designer
12th	2001	Ayako Takagi	Flute	Kyoko Ito	Producer of music festival Argerich's Meeting Point in Beppu
13th	2002	Yu Kosuge	Piano	Norikazu Sugi	Representative, New Opera Production
14th	2003	Akie Amo	Soprano	Hiroshi Isaka	Music Producer
15th	2004	Riyo Uemura	Violin	Masayoshi Kuriyama	Director
16th	2005	Mihoko Kinoshita	Soprano	Juro Aoki	Cello
17th	2006	Tatsuya Shimono	Conductor	Teruhisa Murakami	Piano tuner
18th	2007	Ayako Uehara	Piano	Akira Kinoshita	Photographer
19th	2008	Quartet Excelsior	Quartet	Shigeto Kanayama	Executive Adviser, Tokyo Symphony Orchestra
20th	2009	Hisako Kawamura	Piano	Kenji Aoki	President, Miyazaki Prefectural Arts Center
21st	2010	Kota Nagahara	Violin	Koji Toyoda	Violin, Artistic Director of Talent Education Research Institute Corp.
22nd	2011	Mami Hagiwara	Piano	Mayako Muroi	Piano
23rd	2012	Lina Matsuda	Violin	Takako Kurimoto	Soprano
24th	2013	Mariko Fukushi	Bassoon	Shuku Iwasaki	Piano
25th	2014	Yuya Okamoto	Cello	Madoka Hino	Author
26th	2015	Yurie Miura	Piano	Masayuki Yamada	Chief Producer, La Folle Journée de Kanazawa
27th	2016	Mone Hattori	Violin	Tetsuya Oguri	Producer, Stage Director, Technical Director
28th	2017	Rino Kageyama	Harp	(None)	
29th	2018	Aoi Trio	Piano Trio	Kiyotane Hayashi	Photographer

Number & Year	Promising New Artist Prize (¥3 million)	Special Prize (¥1 million)
30th 2019	Takaoki Onishi Baritone	Michio Kobayashi General Adviser of the Yufuin Music Festival, Artistic Director of the Kiyosato Music Festival, Pianist, Cembalist

Social Contribution through Kashima Antlers (Football)

Nippon Steel promotes social contributions by supporting athletic teams. Its contribution to the Kashima Antlers Football Club, which began as a football team of the former Sumitomo Metal Industries and has become one of the top Japan Professional Football League (J League) teams, is one of those examples.

Back in 1991, Kashima Antlers were selected as one of the participants in the J League, by representing the neighboring areas of Nippon Steel's East Nippon Works Kashima area, namely, Kashima Town (now Kashima City), Hasaki Town (now Kamisu City), Kamisu Town (now Kamisu City), and other places. Since then, the locally-based Kashima Antlers club has strived to be a team that grows together with the community, contributing locally and being well-loved in its hometown area.

After becoming a professional team, Kashima Antlers reinforced their winning potential with actions such as the acquisition of former Brazil captain and global star player Zico. From the formation of the J League in 1993 until 2018, Antlers won the league championship eight times, the J League Levain Cup (formerly known as Yamazaki Nabisco Cup) six times, the Emperor's Cup five times, and the AFC Champions League once. Achieving a total of 20 titles, they have become one of the J League's formidable teams and they took second place in the FIFA Club World Cup 2016. Recently, Antlers visited Vietnam to play in a friendly match, celebrating the Japan-Vietnam Friendship Year. The team has expanded its areas of activities overseas.

Kashima Antlers' Management Philosophy

- (1) Be a locally-supported brand via thorough local strategy
- (2) Be a club that fosters talent with a local foundation
- (3) Have a world-class stadium as a base
- (4) Continue to be a strong club that challenges the world
- (5) Continue to share our dream with the Antlers Family

Kashima Antlers' Major Achievements

1993	J League 1st stage inaugural champions
1996	J League first annual winner
2000	Treble winners of J League, Yamazaki Nabisco Cup, and Emperor's Cup
2007-2009	League winners for three consecutive years
2007-2012	Japan's three major titles winners for six consecutive years
2015	Winner of Yamazaki Nabisco Cup
2016	Two winners of J League and Emperor's Cup, Second place of FIFA Club World Cup
2018	Winner of AFC Champions League

In addition, the Kashima Antlers has participated in international competitions such the ACL (seven times), the Asian Club Championship (two times), Asian Cup Winners' Cup (once) and FIFA Club World Cup (two times). It became the first team to win the SURUGA Bank Championship for two consecutive years, in 2012 and 2013.

Kashima Antlers: A Club that Fosters Talent with Close Local Ties

Kashima Antlers comprise the Top Team (professional), a Youth Team (high school-age), three Junior Youth Teams (junior high school-age), and three Junior Teams (for elementary school-age players who have passed selection). These eight teams in total wear the Antlers uniform to play in official matches. In addition, there are 17 so-called "school" (for preschool children, elementary school students and junior high school students): 16 in Ibaraki Prefecture and one in Chiba Prefecture. Through such activities, Antlers strives every day to foster player talent and further popularize football. The efforts to development players have led to some achievement in recent years, as one each of the Youth, Junior Youth, and Junior teams won a national championship.

Unique Hometown Activities via Administrative Coordination

The “Antlers Hometown Committee”, which consists of Kashima Antlers, its five hometown cities (Kashima, Itako, Kamisu, Namegata and Hokota) and Ibaraki Prefecture as members, was established in 2007. The Committee is now the nucleus of hometown activities, with the aim of achieving social contributions united with the regional society (J League One Hundred Year Vision) and regional revitalization through sports. Specifically, “Kids’ Passes” (free passes for children) have been distributed to all elementary schools in the hometown area; Antlers players have visited all elementary schools in the hometown area, as “Hometown Elementary School Visits” events; and the players have also visited the same schools to tell elementary school children about know-how on eating and exercising, as a “Shokuiku (dietary education) caravan.”

In addition, the Committee promotes activities that boost links with local specialty products and sponsoring bodies.

■ The origin of the name “Kashima Antlers”

“Antler” means a typically branched horn of the deer, having to do with the gods associated with the local Kashima Shrine of national fame, and they were worshipped and revered by swordsmen, historically. Branched horns also conjure up an image of thornbushes after the name of the prefecture. The naming was made to signify the apple of this region like the shrine deer and the brave warrior locking antlers and fighting for victory. The team color is termed “Antlers Red,” which symbolizes the burning spirit of soccer and is also associated with the color of roses, the prefectural flower of Ibaraki.



■ About Ibaraki Prefectural Kashima Soccer Stadium

Construction of Ibaraki Prefectural Kashima Soccer Stadium, the home stadium of Kashima Antlers, was completed in 1993, the J League's inaugural year. Japan's first soccer-specific stadium with a roof was a major driving factor in the Kashima Antlers joining the J League — which was initially said to be almost impossible for the club to achieve. In 2001, the stadium was renovated to become even more spectator-friendly in preparation for the hosting of the following year's FIFA World Cup: capacity was expanded from 15,000 to 40,000; the number of seats for persons with disabilities was increased; large video display equipment was displayed; and smooth entry and exit was ensured via a continuous concourse.

The Kashima Antlers, as designated administrator of the stadium, has been striving to make the stadium a symbolic core facility, in terms of software and hardware, for the development of the region. It has a fitness club that is available for use for residents, while flea markets, a beer garden, or other events are held from time to time. In 2015, ANTLERS SPORTS CLINIC opened within the stadium as a contribution to community medical services.

Educational Programs in Manufacturing and Environment

Nippon Steel, with the purpose of fostering general understanding of the significance of MONOZUKURI (an art of manufacturing) chiefly in the next generation, has been offering educational and training programs and special classroom lectures in cooperation with schools and science museums.

(Programs in FY2019)

- **“Tatara Furnace Operation” demonstration**

Nippon Steel has been offering a traditional Japanese steel making demonstration, "Tatara Furnace Operation," at some of its steelworks.

- **Lectures at schools**

Nippon Steel has been supporting social studies in schools by giving lectures on MONOZUKURI (an art of manufacturing) or energy-saving and environmental preservation.

Training programs for educators at private companies for enhancing teacher understanding of the steelmaking industry

Every summer we support training programs for educators at private companies sponsored by the Japan Institute for Social and Economic Affairs and The Japan Iron and Steel Federation, so that teachers can better understand how the steel industry is contributing to society and can better appreciate the fascination of product-manufacturing. We hosted 128 teachers in 2019.

Support of Sports

Nippon Steel, in the regions of its steelworks, in cooperation with other neighboring companies, local governments and communities, has been supporting “community-oriented sports clubs” through organization of teams, training of players and junior teams as well as active participation in various local events and activities.

- **Sakai Blazers (Volleyball)**

Incorporated as the Blazers Sports Club in 2000
Tel: 81-72-233-2264

- **Kamaishi Seawaves (Rugby)**

Became a club team as Kamaishi Seawaves RFC in 2001
Tel: 81-193-22-1173

- **Nippon Steel Kazusa Magic (Baseball)**

Became a broad-area multi-corporate team as Kazusa's citizens baseball club Magic in 2003
Tel: 81-439-53-0226

- **Nippon Steel Tokai REX (Baseball)**

Became a broad-area multi-corporate team as citizens baseball club Tokai REX in 2003
Tel: 81-52-603-0701

- **Kashima Blue Wings (Baseball)**

Founded as a baseball club in Kashima Works in 1975
Tel: 81-299-84-2410

- **Judo club - Hirohata Works, Head Office**

Tel: 81-79-236-1126

Philanthropic Activities

■ Overseas Offices

New York Office of NIPPON STEEL NORTH AMERICA, INC.

- Support of programs which address fundamental needs and problems in NYC public schools
- Support of organizations dedicated to helping the disadvantaged
- Support of the Metropolitan Museum of Art, Metropolitan Opera, New York Public Library and other organizations of arts and culture
- Support of children education via Japanese organizations and school
- USA-Japan friendship exchange and participation in regional support via Japanese organizations (Japan Society and Japanese Chamber of Commerce)

Chicago Office of NIPPON STEEL NORTH AMERICA, INC.

- Contributions to local and Japanese communities via the Japanese Chamber of Commerce and Industry in Chicago, and other organizations

NIPPON STEEL AMÉRICA DO SUL LTDA.

(São Paulo·Belo Horizonte)

- Participation in regional support and cultural/sports activities via Japanese organizations and Ipatinga's local organizations
- Support for promotion of Japanese cultural activities (ex. Japan Festival)
- Promotion and development of the environmental cleanup activities among the youth, through the collaboration with youth football teams in Ipatinga

NIPPON STEEL EUROPE GmbH (Düsseldorf)

- Participation in social contribution activities and support to sports and cultural activities via Japanese organizations in Düsseldorf, e.g. the Japanese Chamber of Commerce and Industry, Japan Club, the Japanese School, etc.

NIPPON STEEL AUSTRALIA PTY. LIMITED

- Participation in regional support and cultural/sports activities, and support of operations of Japanese schools via Japanese organizations (Chamber of Commerce and Industry, Japanese Association)

Beijing Office of Nippon Steel Consulting (Beijing) Co., Ltd.

- Promotion of China-Japan friendship exchange activities
- Support of operations of Japanese schools
- Participation in social contribution activities (ex. Chinese university students' Japan visit project including the homestay in our employee house and the acceptance of the visit in the steelworks) and making donations for flood, snow disaster, and tremendous earthquake via the Japanese Chamber of Commerce and Industry in China

Shanghai Office of Nippon Steel Consulting (Beijing) Co., Ltd.

- Participation in social contribution activities, support of China-Japan friendship via Shanghai Japanese Commerce & Industry Club
(ex. Promotion of China-Japan friendship exchange activities, donations for flood, snow disaster, tremendous earthquake, and so on, support of operations of Japanese schools, and contributions to Japanese communities)

Guangzhou Office of Nippon Steel Consulting (Beijing) Co., Ltd.

- Participation in social contribution activities and community service via the Guangzhou Japanese Chamber of Commerce & Industry
(ex. Series of lectures on Japanese culture in several Guangzhou universities, with students studying Japanese)

PT. Nippon Steel Indonesia (Jakarta)

- Participation in social contribution and cultural/sports activities via Jakarta Japan Club (Chamber of Commerce and Industry, Japanese Association).

- Support for operations of Jakarta Japan School (JJS)

NIPPON STEEL VIETNAM CO.,LTD.

- Scholarship awarding to Vietnam Japan University Students who has excellent grades and financial difficulties.
- Participation in social contribution activities via The Japanese Chamber of Commerce and Industry in Ho Chi Minh City (JCCH) and The Japanese Chamber of Commerce and Industry in Vietnam (JCCI) (Ex. Support to Charity bazaar, Scholarship awarding and Japanese speech contest etc.)

NIPPON STEEL SOUTHEAST ASIA PTE. LTD. (Singapore)

- Aid to scholarship granting for studying in Japan, and activities involved in education, arts, sports and welfare via the Japanese Chamber of Commerce and Industry Singapore and the Japanese Association Singapore

NIPPON STEEL (THAILAND) CO., LTD.

- Participation in social activities via The Japanese Chamber & Commerce, Bangkok(JCC) and Japanese Association in Thailand (Ex. Scholarship activities of JCC)

NIPPON STEEL INDIA Pvt. Ltd.

- Participation in social contribution activities via Japanese associations in New Delhi (Japan Chamber of Commerce and Industry in India, Japanese Association Delhi)

Dubai Office of NIPPON STEEL CORPORATION

- Participation in social contribution activities via Japanese associations in Dubai (Japanese Business Council, Japan Club, and a Japanese school)
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■ Head Office and Steelworks

	Contribution to local communities	
Head Office	• Open use of education and training facilities • Aid to disaster stricken areas	
Muroran Works	• Support of Muroran Port Festival • Support of Wanishi Shrine • Open use of welfare facilities • Joint disaster-relief training with local fire stations • Plant visits by 3,700 people in 79 groups	• Cooperation for and participation in afforestation and cleaning campaigns
East Nippon Works	<Kashima area> • Cleaning of beach in Kashima City • Cleaning of roads surrounding Kashima Works • Removal of illegally posted advertisements • Promotion of landscaping Stadium Boulevard (planting and maintenance) • Participation in the Kashima Festival • Sakura Garden (herb garden, opened in August 2006 = part of yard opening of steelworks) <Kimitsu area> • Joint holding of Kimitsu Citizen's Festival with Kimitsu City • Support of Kisarazu Port Festival • Receiving of high-school teachers for training • Receiving of trainees from local high schools (internship) • Participation in fund-raising, cleaning, afforestation and traffic safety campaigns <Kamaishi area> • Donation of sports facilities to Kamaishi City • Lending of sports ground to Kamaishi City • Participation in Kamaishi Festivals • Open use of welfare facilities • Lending of company-owned land and facilities • Provision of company owned land for reconstruction assistance <Naoetsu area> • Naoetsu beach cleanup volunteers (About 200 participants, once a year) • Support of Joetsu summer fireworks festival • Joetsu summer festival participation (About 120 participants for the dance) • Plant visits by 51,126 people in 2,830 groups (total)	• Ouka Garden (part of yard opening of steelworks) • Invite welfare institution residents to watching games of Antlers • Receiving of school teachers for training • Cleaning of roads in steelworks vicinity by new employees • Cleaning of roads in steelworks vicinity • Blood donation • Science experiment classroom/stand for school children • Cleaning of roads in steelworks vicinity • Participation in traffic accident-prevention campaigns • Participation in environment preservation activities • Promotion of blood donation • Participation in career education project for highschool students in Kamaishi City • Support of local activities • Support of local elementary school athletic events • Blood donation

Support of cultural and sports activities

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| <ul style="list-style-type: none"> • Establishment and management of Nippon Steel Arts Foundation • Construction and management of Kioi Hall • Nippon Steel Music Awards • Educational programs in Monodzukuri (an art of manufacturing) and environment | <ul style="list-style-type: none"> • Contribution to universities, research institutes, and cultural/welfare organizations at home and abroad • Acceptance of school teachers for training at private enterprises (Keizai Koho Center) • Acceptance of trainees from government agencies, organizations/institutions, and universities at home and abroad • Publication and free distribution of picture book series, "New Monodzukuri" • Support of "Nippon Steel Muroran Sharks" baseball team • Skating workshop for primary school students held by Ice hockey team |
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|---|---|
| <ul style="list-style-type: none"> • Social contribution prize of East Nippon Works Kimitsu area | <ul style="list-style-type: none"> • Planning and holding the Nippon Steel Cup sports competition (baseball, girls volleyball, table tennis) • Hosting baseball classes • Science experiment classroom |
|---|---|
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- | | |
|--|--|
| <ul style="list-style-type: none"> • Lending of materials and documents to Iron and Steel History Museum • Support of "Iron History's Week" events | <ul style="list-style-type: none"> • Cooperation to Kazusa citizen's supporters (Baseball lessons for students) • Holding of Kimitsu Works-sponsored sports events • Holding of sports events and giving guidance by the Kimitsu Works club teams • Guidance of boys' sports teams • Open use of sports facilities • Support of Rugby Festival • Support of "Kamaishi Seawaves RFC" • Dispatch of Kamaishi Works rugby men as lecturers and technical instructors and to the lessons to promote international understanding • Hosting the Nippon Steel Boys Baseball Cup (Participation by about 500 elementary school boys making up 33 teams) |
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	Contribution to local communities	
Nagoya Works	• Support of Tokai Flower Show • Support of a display of fireworks of Tokai Festival • Joint holding of Tokai Autumn Festival with Tokai City • Cooperation for "A manufacturing classroom" by Tokai City • Support of Anniversary project by Tokai City • Support of Yokosuka・Ota festival • Support of fund-raising and local activities	
	• Cleaning of major roads • Cleaning of surrounding area by new employees • Blood donation • Receiving of school teachers for training • Support of an illumination project • Contribution to shrine festival activities • Lecture at a local university	
Kansai Works	• Plant visits by 25,912 people in 1,166 groups <Wakayama area> • Participation in cleaning along Kinokawa River • Participation in cleaning in the city sponsored by Wakayama • Cleaning of Isonoura beach, participated by about 200 people • Participation in Kainan's hometown festival • Participation in Kainan's lacquer ware festival • Participation in Kainan's Geta market • Participation in Wakayama's Kishu dance • Support of a walking event at Kasei green tract of land <Osaka area> • Cleaning of commuting roads • Cooperation for Japan Handicapped Table Tennis Championship • Cooperation for a Ubusuna Shrine summer festival float with a drum inside • Support of Konohana Ward residents festival • Receiving of a work place experience from local junior highschool <Amagasaki area> • Cleaning of roads in steelworks vicinity • Regular cleaning with neighborhood communities • Cherry blossom festival (inviting residents in neighborhood communities and local authorities) • Participation in "The Amagasaki 21st Century Forest Project" • Participation in "Eco Kids Messe" • Participation in "Twilight Clean Campaign" in Amagasaki City • Participation in "Watering streets" • Plant visits by 11,303 people in 815 groups (total)	
	• Cooperation for Sakai Festival and Citizen's Olympics • Cooperation for youth activities at Sakai City • Joint holding of local cleaning activities with local authorities • Help handicapped-person sports events held by Sakai City • Promotion of blood donation • Cooperation for Konohana Physically Handicapped Person Organization • Participation in strawberry picking event • Support of local council of social welfare • Blood donation • Provision a place for a polling station • Traffic safety campaigns • Joint disaster-relief training with local fire stations • Participation in "Working Experience Seminar" and "Open Factory IN Amagasaki" • Support of Amagasaki City Residents Festival • Support of summer festival of Kifune Shrine and the grand shrine at Hatsushima	

Support of cultural and sports activities

- Support of classical concerts held by Tokai City
- Holding of periodic performances by Nagoya Works brass band
- Holding of periodic performances by Nagoya Works choir
- Holding of Christmas charity concerts by Nagoya Works brass band and choir
- Contribution to cultural promotion business owned by Tokai City
- Open use of sports facilities
- Sports guidance at primary and junior high schools
- Support of "Tokai REX" baseball club
- Support of Tokai City Marathon
- Support of an area sports promotion business owned by Tokai City
- Holding the Nippon Steel Cup sports competition (Seven kinds of competitions of Junior High Schools in Tokai City)
- Holding the Tokai REX Cup (Baseball Cup of Junior High Schools in Tokai City)
- Enforcement of a sketch event for local primary school children, participated by about 120 fifth graders
- Implementation of the following activities through a regional volleyball team Blazers Sports Club
 - Dispatch of volleyball technical instructors
 - Holding of Blazers Cup sports events
 - Holding of volleyball events in Sakai City (V-League home games, international friendship games and others)
 - Promotion of Sakai Jr. Blazers, Blazers Kids, and Blazers Judo Club
- Join up Festival held in Sakai City
- Volleyball workshop for students in Osaka held by Sakai Blazers
- Support of local children rubber-ball baseball league
- Holding of Nippon steel cup, women's volleyball tournament for junior high school in Amagasaki City and surrounding cities
- Open use of the sports ground by an American football team and flag football teams (of school children) for their training from April 2001
- Football guidance at primary and junior high school

	Contribution to local communities	
Setouchi Works	<Hirohata area> • Manpower and financial support of Green Town Building Club • Support of Hirohata Tenmangu Shrine Autumn Festival • Manpower and financial cooperation to Hirohata Economic Organization • Receiving of trainees from local junior high schools • Receiving of school teachers for training <Kure area> • Cleaning of traffic mirrors surrounding Kure Area • Cleaning of roads surrounding Kure Area • Receiving of a work place experience from local junior high school • Support of votive sumo tournament held by Usa Shrine <Hanshin area> • Support of "Sakaiku Summer Festival " • Support of "Nishiku Fureai Festival" • Cleaning of roads in steelworks vicinity • Takasu beach cleanup volunteers (once a year) • Receiving of trainees from local high schools(internship) • Osaka Marathon "Clean UP Operation" • Plant visits by 3,800 people in 380 groups (total)	• Participation in cleaning campaigns for Himeji City streets • Cleaning of roads in steelworks vicinity • Blood donation • Fund-raising activities • Blood donation • Blood donation
Kyushu Works	<Yawata area> • Donation of basic-oxygen furnace and torpedo car to Kitakyushu City in response to the improvement of the surrounding area of "1901 Blast Furnace Monument" • Donation of Megane Bridge at Kawachi Reservoir to Kitakyushu City • Free lending of Sayagatani track and field stadium and Otani baseball field to Kitakyushu City • Participation and support of the Yawata Festival implementation committee • Cleaning of roads in steelworks vicinity <Oita area> • Support of Joto Spring Festival • Support of local primary and junior high school events • Open use of welfare facilities • Visiting schools to give lectures • Cooperation for Hikari Festival • Cleaning of roads in steelworks vicinity (12 times/year) • Plant visits by 32,887 people in 1,679 groups (total)	• Participation in "Cleaning campaigns" for Kitakyushu City • Heartfelt Steel Meeting of NIPPON STEEL's Yawata — Christmas party for children and others • Participation in "Kokura Gion Festival" • Support of "Kokura illumination" and "Wasshoi Summer Festival" • Traffic safety campaigns — Fund-raising for orphaned children — Participation in traffic safety campaigns • Blood donation • Participation in fund-raising, afforestation, cleaning, traffic safety campaigns
R&D Laboratories	• Clean-up in Hasaki Industrial Park (twice a year) • Kamisu beach cleanup volunteers (once a year) • Cooperation for Futsu City Festival • Support of the Futsu Citizens fireworks festival • Blood donation	• Contribution to various charity programs • Agreement with Amagasaki City, Futsu City and Kamisu City to make available certain facilities as safe shelter in case of tsunami alert issued as a result of a major earthquake
All steelworks	• Acceptance of group steelworks visits	

Social Contributions

- Performances at local activities by Kure area big band

- Softball workshop for primary school student held by softball team
- Support of a walking event held in Kure city

- Open use of sports facilities.
- Support of "V Premier League Kitakyushu Convention Charity Event"

- Sports guidance at primary and junior high schools
 - field and track, volleyball, baseball, table tennis, Japanese fencing, judo, etc.
- Support of sports events sponsored by Hikari City Sports Association
- Rugby club
 - Rugby guidance at kindergartens and primary schools
 - Holding of the Nippon Steel Cup rugby event for junior high school students
 - Steelmaking class for junior high school students
 - Rugby guidance for high school students

Investor Relations

Nippon Steel Corporation is engaged in activities which enable its shareholders and investors to better understand its business strategies, philosophies, and performance. The extensive IR programs are offered, including timely disclosure of useful information and interactive communication with shareholders and investors.

IR Programs

■ For institutional investors and analysts

- Results briefings (Every three months)
- Visits to large institutional investors overseas (regular basis)
- Individual meetings for domestic and overseas institutional investors (on demand)
- Plant tours of steelworks, laboratories and other facilities
- Sustainability briefing

■ For shareholders

- Business briefings and plant tours of steelworks

<Events hosted in FY2019>

- Business briefings
5 briefings at 2 different cities (Osaka, Kanazawa)
Approximately 1,010 participated
- Plant tours
20 tours at 6 different steelworks (Muroran Works, East Nippon Works Kashima Area and Kimitsu Area, Nagoya Works, Kansai Works Wakayama Area and Amagasaki Area, Setouchi Works Hirohata Area, Kyushu Works Oita Area)
Approximately 1,560 participated

<Events hosted since the establishment of NSSMC on Oct. 1, 2012>

	Business briefings		Plant tours	
	Briefings hosted	Number of participants	Tours hosted	Number of participants
October 2012- March 2020	65 briefings	Approx. 9,700	132 tours	Approx. 10,300

■ IR information on Website

Visit the INVESTORS section of the company's website at <https://www.nipponsteel.com/en/ir/>

■ Individual shareholder benefits

Benefits	Description	Period of implementation	Applicable shareholders
Company calendar	Nippon Steel's calendar is distributed to shareholders	Once a year (Late November to early December)	Shareholders who own 500 or more shares as of the end of September
Invitation to plant tours (by lottery)	Shareholders are invited to plant tours	Twice a year (March-April and October-November)	Shareholders who own 1,000 or more shares as of the end of March or September
Invitation to business briefings (by lottery)	Shareholders are invited to business briefings conducted in Tokyo, Osaka, and other locations	Twice a year (February-March and July-September)	
Invitation to football games of Kashima Antlers (by lottery)	Shareholders are invited to J1-League football games (home and away)	Twice a year (April-August and August-December)	Shareholders who own 5,000 or more shares as of the end of March or September
Invitation to concerts at Kioi Hall (by lottery)	Shareholders are invited to periodic Kioi Hall Chamber Orchestra Tokyo concerts and other concerts	Twice a year (April-September and October-March)	

Public Relations

	Head Office	Steelworks and research laboratories	Domestic and overseas offices
Corporate PR activities	Public Relations Center, General Administration Division • PR activities directed to mass communications • CSR • Corporate advertisement • PR publications • Website	General administration Division • Publication of in-house magazines • Plant tours • PR activities directed to local mass media	Coordination Department • PR activities directed to local mass media
Sales promotion PR activities	Marketing Administration Department, Marketing Administration & Planning Division • Marketing of iron and steel products	—	—

•Website www.nipponsteel.com/en/

- Press releases
- Products information
- Research and development information
- Company outline
- Investor and shareholder information
- Sustainability Information
- E-mail information service
for subscription: www.nipponsteel.com/en/company/mail/
- Publications in PDF format
- Our Movie List

•Publication of Picture Books

Intended mainly for primary school students, the picture books introduce Nippon Steel's activity in view of "social contribution" and "environment protection."

The books are distributed to steelworks and science museum visitors and used as PR tools at various exhibitions (Japanese version only).

"A New Story About Earth Friendliness"	Jul. 2001 (rev. Mar. 2014) by PR Center
"A New Story About Iron & Steel"	Oct. 2003 by PR Center
"A New Story About the Future of Iron"	Nov. 2004 by PR Center
"A New Story About a Town of Dreams"	Oct. 2005 by PR Center
"A New Story About Oni (Ogres)"	Apr. 2007 by PR Center & POSCO
"A New Story About Blue Planet"	Dec. 2008 by PR Center
"A New Story About Steel and Life"	Sep. 2009 by PR Center
"A New Story About Steel and Civilization"	Oct. 2009 by PR Center
"A New Story About Steel & Bonds of Friendship"	Mar. 2014 by PR Center
"A New Story About Steel Products Everywhere"	Mar. 2017 by PR center

•Publications

Japanese-language publications				
<i>Integrated Report</i>	Business reports	Annual	5,000	Public Relations Center, General Admin. Div.
<i>Sustainability Report</i>	Report concerning environment and social responsibility	Annual	10,000	Environment Div.
<i>Nippon Steel Quarterly</i>	Nippon Steel PR magazine providing the latest information about the wide-ranging operations of Nippon Steel	Quarterly	30,000	Public Relations Center, General Admin. Div.
<i>Basic Facts About Nippon Steel</i>	Data book about Nippon Steel	Annual	4,300	Public Relations Center, General Admin. Div.
<i>Nippon Steel E-mail information service</i>	E-mail information service providing our press releases and activities	As required		Public Relations Center, General Admin. Div.
<i>Nippon Steel Technical Report</i>	Collection of technical papers introducing latest R&D achievements	3 times/y	2,000	Technical Research & Development Div.
English-language publications				
<i>Integrated Report</i>	Business reports	Annual	pdf	Public Relations Center, General Admin. Div.
<i>Sustainability Report</i>	Report concerning environment and social responsibility	Annual	1,200 copies	Environment Div.
<i>Basic Facts About Nippon Steel</i>	Data book about Nippon Steel	Annual	2,800	Public Relations Center, General Admin. Div.
<i>Nippon Steel E-mail information service</i>	E-mail information service providing our press releases and activities	As required		Public Relations Center, General Admin. Div.
<i>Nippon Steel Technical Report</i>	Collection of technical papers introducing latest R&D achievements	3 times/y (Website version)	pdf	Technical Planning Dept., Technical Research & Development Div.
Special-feature publications (Japanese version)				
<i>Easy to Understand Guide to Current and Future Advances in Iron & Steel Making</i>	This re-edited version of the multipart article "The Genesis of Product Making," published in Nippon Steel PR magazine, introduces Nippon Steel's advanced technological capabilities, the wellspring of the company's competitiveness. (full-color print, soft cover) I Published in Nov. 2004 II Published in Jan. 2007 III Published in Sep. 2009		¥1,800 (tax not included)	Edited by Nippon Steel Published by Nippon Jitsugyo Publishing Co., Ltd.
<i>Picture Books "A New Story"</i>			Free distribution	Public Relations Center, General Admin. Div.

•In-house Magazines

Distribution	Magazine	Outline			
Company-wide	<i>Tetsu-no-Kizuna</i>	A4 magazine-type 28-32 pages	6 times/y	53,000 copies	Public Relations Center, General Admin. Div.
Company-wide	<i>Nippon Steel Newsletter</i>	A4 PDF 10pages	6 times/y	PDF	Public Relations Center, General Admin. Div.
Muroran Works	<i>Shirakaba</i>	Tabloid 4-12 pages	4 times/y	4,000	Personnel & General Admin. Dept., General Admin. Div.
East Nippon Works	<i>East Nippon Works</i>	A3 10-16 pages	4 times/y	17,200	Personnel & General Admin. Dept., General Admin. Div.
Nagoya Works	<i>Tokai</i>	A4 magazine-type 12-16 pages	4 times/y	7,300	Personnel & General Admin. Dept., General Admin. Div.
Kansai Works	<i>Kansai</i>	Tabloid 4 pages	2 times/y	9,200	Personnel & General Admin. Dept., General Admin. Div.
Setouchi Works	<i>Tetsu-no-Hibiki</i>	B5 magazine-type 16 pages	4 times/y	6,700	Personnel & General Admin. Dept., General Admin. Div.
	<i>Web Tetsu-no-Hibiki</i>	Intranet 3 pages	around 80 times/y	for 3,400 employees	Personnel & General Admin. Dept., General Admin. Div.
Kyushu Works	<i>Kyushu</i>	A4 magazine-type 12-16 pages	4 times/y	13,500	Personnel & General Admin. Dept., General Admin Div.
R&D Laboratories	<i>Kiwami</i>	A4 magazine-type 10 pages	4 times/y	3,400	General Admin. Dept., R&D Planning Div.

• Videograms

Title	Contents	Outline			
Be the best steelmaker	Corporate overview	Dec. 2015	13 min.	Japanese English	PR Center
Steel for all of us and the Earth	Introducing steel as an eco friendly material based on life cycle thinking	Apr. 2018	6	Japanese English	PR Center
Developing the future with special steel	Iron- and steelmaking (Muroran Works)	Oct. 2012	8	Japanese English Chinese Korean Japanese	Muroran Works
Becoming the Best Steelmaker with World-Leading Capabilities The Challenge of Kashima Works	Production processes and products (East Nippon Works Kashima Area)	Dec. 2019	15	Japanese English Chinese Korean	East Nippon Works Kashima Area
Continuously Challenging with New Spirit	Iron-and steelmaking (East Nippon Works Kimitsu Area)	Apr. 2019	12	Japanese English Chinese	East Nippon Works Kimitsu Area
Onward with our customers, with our community	History of Nagoya Works Iron- and steelmaking (Nagoya Works)	May 2019	16	Japanese English Chinese	Nagoya Works
Power of Steel	Iron- and steelmaking	Sep. 2014	17	Japanese English	Kansai Works Wakayama Area
METAL EXPRESS Supporting Transportation and Industry in the 21st Century	History of Kansai Works Osaka Area Production processes and products	Apr. 2015	13	Japanese English Chinese	Kansai Works Osaka Area
Creating Tomorrow As a Top Supplier of High Grade Seamless Steel Pipes and Tubes	Production processes and products	Nov. 2015	13	Japanese English Chinese Korean	Kansai Works Amagasaki Area
No.1 Steel made by No.1 Staff & Tech	Production processes and products (3 books)	May. 2020	30	Japanese English	Setouchi Works Hirohata Area
Steel that Evolves into the Future	Steel making (Hanshin Area (Sakai))	Sep. 2017	18	Japanese English Chinese	Setouchi Works Hanshin Area (Sakai)
Steel that Evolves into the Future	Production processes and products (Hanshin Area (Toyo))	Sep. 2017	15	Japanese English Chinese	Setouchi Works Hanshin Area (Toyo)
Steel that Evolves into the Future	Manufacturing process in Hanshin area (Osaka) and Hanshin area (Kanzaki)	May 2016	10	Japanese English Chinese	Setouchi Works Hanshin Area (Osaka)

Title	Contents	Outline			
Technology that forge the future	History and production processes (Yawata Area)	Dec. 2016	11	Japanese English Chinese Korean	Kyushu Works Yawata Area
Steelworks of Water, Green, and Sunlight	Iron- and steelmaking (Oita Area)	Dec. 2019	12	Japanese English Chinese Korean	Kyushu Works Oita Area
Eco-friendly Steelworks In Concert with the Community	Environmental Measurements (Oita Area)	Oct. 2012	14	Japanese English Chinese Korean	Kyushu Works Oita Area

Subsidiaries and Affiliates

Outlines by Business Segment (As of March 31, 2020)

Business segment	Number of companies*		Revenue from external customers (¥ million)	Number of employees
	Consolidated subsidiaries	Equity method affiliates		
Steelmaking and steel fabrication	334	105	5,207,033	92,035
Engineering and construction	34	5	296,443	4,737
Chemicals and Materials	20	6	210,338	3,147
System solutions	20	1	207,709	6,680
(Group employees/Adjustments)	0	1	-	
(Semi-Total)	408	118		
Total	526		5,921,525	106,559

Notes:

* Not including Nippon Steel

1) For the year ended March 31, 2020

2) The figures do not include those seconded to other organizations and part-time workers.

Outlines of Subsidiaries and Affiliates

Major subsidiaries and affiliates (As of March 31, 2020)

Company	Address
●Steelmaking (Subsidiaries)	
Sanyo Special Steel Co., Ltd.	3007, Nakashima, Shikama-ku, Himeji City, Hyogo Pref., Japan
NIPPON STEEL NISSHIN CO., LTD.*	—
NIPPON STEEL COATED SHEET CORPORATION	1-5-6, Nihonbashihonchou, Chuo-ku, Tokyo, Japan
Osaka Steel Co., Ltd.	3-6-1, Dosho-machi, Chuo-ku, Osaka, Japan (Keihanshin-Midosuji Building 11F)
NIPPON STEEL METAL PRODUCTS CO., LTD	4-14-1, Sotokanda, Chiyoda-Ku, Tokyo, Japan
NIPPON STEEL PIPE CO.,LTD.	1-1-3, Yurakucho, Chiyoda-ku, Tokyo, Japan
Krosaki Harima Corporation	1-1, Higashi Hamamachi, Yahata Nishi-ku, Kitakyushu City, Fukuoka Pref., Japan
NIPPON STEEL TEXENG. CO., LTD.	2-5-2, Marunouchi, Chiyoda-ku, Tokyo, Japan
NIPPON STEEL Stainless Steel Corporation	1-8-2, Marunouchi, Chiyoda-ku, Tokyo, Japan
NIPPON STEEL LOGISTICS CO.,LTD.	1-13-1, Nihonbashi, Chou-Ku, Tokyo, Japan
NIPPON STEEL SG WIRE CO.,LTD	1-9-1, Marunouchi, Chiyoda-ku, Tokyo, Japan
Geostr Corporation	Koishikawa Sakura Bldg., 1-28-1, Koishikawa, Bunkyo-ku, Tokyo, Japan
NIPPON STEEL WELDING & ENGINEERING Co., Ltd.	Shingu Bldg., 2-4-2, Toyo, Koto-ku, Tokyo, Japan
NIPPON STEEL DRUM CO.,LTD.	1-5-7, Kameido, Koto-ku, Tokyo, Japan
NIPPON STEEL BLAST FURNACE SLAG CEMENT CO.,LTD.	16, Nishi Minatomachi, Kokura Kita-ku, Kitakyushu City, Fukuoka Pref., Japan
NIPPON STEEL CEMENT CO.,LTD.	64, Nakamachi, Muroran City, Hokkaido, Japan
NIPPON STEEL FINANCE Co., Ltd	2-6-1, Marunouchi, Chiyoda-ku, Tokyo, Japan
NIPPON STEEL STAINLESS STEEL PIPE CO., LTD.	2-5, Kandasudochou, Chiyoda-ku, Tokyo, Japan

*NIPPON STEEL NISSHIN CO.,LTD. was merged with Nippon Steel in April 1,2020

(¥ million, unless stated otherwise)

Phone	Established	Paid-in capital	Ratio of voting rights	Sales
81-79-235-6003	Jan. 1935	53,800	53.2%	262,245
—	Jul. 1908	30,000	100.0%	284,778
81-3-6848-3900	Feb. 1950	12,588	100.0%	89,742
81-6-6204-0300	May 1978	8,769	66.3%	91,758
81-3-6625-6000	Apr. 1973	5,912	100.0%	121,834
81-3-6758-0275	Sep. 1911	5,831	100.0%	123,333
81-93-622-7224	Oct. 1918	5,537	47.0%	137,396
81-3-6860-6600	Oct. 1946	5,468	100.0%	312,023
81-3-6841-4800	Oct. 2003	5,000	100.0%	387,484
81-3-3241-6400	Apr. 2006	4,000	100.0%	223,925
81-3-3214-4131	May 1938	3,634	100.0%	56,747
81-3-5844-1200	Mar. 1970	3,352	42.3%	27,833
81-3-6388-9000	Jul. 2002	2,100	100.0%	23,500
81-3-5627-2311	Oct. 1934	1,654	100.0%	21,216
81-93-563-5100	Feb. 1999	1,500	100.0%	13,461
81-143-44-1693	Jun. 1954	1,500	85.0%	15,503
81-3-6867-2911	Jul. 1986	1,000	100.0%	374
81-3-3254-2436	Oct. 1950	916	100.0%	27,954

Company	Address
NIPPON STEEL WIRE CO.,LTD.	7 Nozomigaoka, Seki City, Gifu Pref., Japan
NIPPON STEEL Eco-Tech Corporation	1-18-1, Kyobashi, Chuo-ku, Tokyo, Japan
NIPPON STEEL BOLTEN CORPORATION	1-4-16, Midorigi, Suminoe-ku, Osaka, Japan
NIPPON STEEL STRUCTURAL SHAPES CORPORATION	1850 Minato, Wakayama City, Wakayama Pref., Japan
NIPPON STEEL TUBOS DO BRASIL LTDA	Rua Humaita, 275, 10 andar, parte 2, Rio de Janeiro, RJ, Brasil, CEP 22261-005
PT KRAKATAU NIPPON STEEL SYNERGY	Jl. Eropa 1, Kav. A2, Kawasan Industri Krakatau, Cilegon, Banten, Indonesia
NS-Siam United Steel Co., Ltd.	12, Soi G2, Pakorn Songkrohraj Rd., Maptaphut, Muang Rayong, Rayong 21150, Thailand
Standard Steel, LLC	500 N Walnut Street, Burnham, PA 17009, U.S.A.
NIPPON STEEL NORTH AMERICA., INC.	1251 Avenue of the Americas, Suite 2320, New York, NY 10020, U.S.A.
PT. PELAT TIMAH NUSANTARA TBK.	Krakatau Steel Bldg. 3rd Floor, Jl. Jendral Gatot Subroto Kav. 54, Jakarta 12950, Indonesia
NIPPON STEEL (THAILAND) CO., LTD.	909, Ample Tower, 14th Floor, Bangna-Trad Road, Khwang Bangna, Khet Bangna, Bangkok 10260, Thailand
NIPPON STEEL AUSTRALIA PTY. LIMITED	Level 14, 115 Pitt Street Sydney NSW 2000 Australia
NIPPON STEEL Steel Processing (Thailand) Co., Ltd.	64/5 Moo 4 Eastern Seaboard Industrial Estate, Tambol Pluakdaeng, Amphur Pluakdaeng, Rayong 21140, Thailand
Ovako AB	P.O. Box 1721 SE-111 87 Stockholm, Sweden

(¥ million, unless stated otherwise)

Phone	Established	Paid-in capital	Ratio of voting rights	Sales
81-575-25-6511	Jun. 2006	697	51.0%	12,491
81-3-6862-8700	Sep. 1970	500	85.1%	28,582
81-6-6682-3261	Sep. 1964	498	85.0%	12,755
81-73-454-1131	Jul. 1991	400	100.0%	14,415
55-21-3550-1581	Dec. 2010	BRL 1,221mln	100.0%	BRL 13mln
62-254-386-141	Dec.2012	USD 141mln	80.0%	USD 148mln
66-3868-5144	Jun. 2011	THB 13,007mln	80.2%	THB 23,460mln
1-717-248-4911	1795	USD 47mln	100.0%	USD 231mln
1-212-486-7150	Nov. 1972	USD 40mln	100.0%	USD 228mln
62-21-520-9883	Oct. 1982	USD 26mln	35.0%	USD 163mln
66-2-744-1480	Apr. 2011	THB 718mln	100.0%	THB 129mln
61-2-8036-6600	Mar. 1977	AUD 21mln	100.0%	AUD 1,944mln
66-38-954-435	Jan. 2013	THB 571mln	66.5%	THB 4,607mln
46-8-622-1300	Jul. 2010	EUR 60,000	100.0%	EUR 868mln

Company	Address
●Steelmaking (Affiliates)	
Godo Steel, Ltd.	8th Floor, Toyobo Bldg., 2-2-8, Dojimahama, Kita-ku, Osaka, Japan
Topy Industries, Limited	1-2-2, Osaki, Shinagawa-ku, Tokyo, Japan
Kyoei Steel Ltd.	1-4-16, Dojimahama, Kita-ku, Osaka, Japan
NIPPON STEEL TRADING CORPORATION	8-5-27, Akasaka, Minato-ku, Tokyo, Japan
Nippon Denko Co., Ltd.	1-4-16, Yaesu, Chuo-ku, Tokyo, Japan
Nichia Steel Works, Ltd.	19, Nakahama-cho, Amagasaki City, Hyogo Pref., Japan
NS United Kaiun Kaisha, Ltd.	Otemachi First Square West Tower, 1-5-1, Otemachi, Chiyoda-ku, Tokyo, Japan
Unipres Corporation	1-19-20 Shin-Yokohama, Kohoku-ku, Yokohama City, Kanagawa Pref., Japan
Osaka Titanium Technologies Co., Ltd.	1 Higashihama-cho, Amagasaki City, Hyogo Pref., Japan
Nippon Coke & Engineering Co., Ltd.	3-3-3, Toyosu, Koto-ku, Tokyo, Japan
Sanko Metal Industrial Co., Ltd.	4-13-23, Shibaura, Minato-ku, Tokyo, Japan
Sanyu Co., Ltd.	3-1-1, Kasuga Kitamachi, Hirakata City, Osaka, Japan
NST Nihon Teppan Co., Ltd.	1-2-5, Nihonbashi, Chuo-ku, Tokyo, Japan
Usinas Siderúrgicas de Minas Gerais S.A.- USIMINAS	Rua Prof. Jose Vieira de Mendonca, 3011-Engenho Nogueira, 31310-260-Belo Horizonte, Minas Gerais, Brasil
VALLOUREC SOLUÇÕES TUBULARES DO BRASIL S.A.	Rua Industrial, s/n, Distrito Industrial, Jeceaba, MG, CEP 35498-000, Brasil
BAOSTEEL – NIPPON STEEL AUTOMOTIVE STEEL SHEETS CO., LTD.	Cold Rolling Comprehensive Building, Wei Wu Road, Baosteel, Baoshan District, Shanghai 201900, P.R. China
WISCO-NIPPON STEEL Tinplate Co., LTD.	Changqian, Qingshan District, Wuhan City, Hubei Province, China
AMNS Luxembourg Holding S.A.	24-26 boulevard d'Avranches L-1160 Luxembourg R.C.S Luxembourg
Jamshedpur Continuous Annealing & Processing Company Pvt. Ltd.	Tata Centre, 43, Jawaharlal Nehru Road, Kolkata 700 071, West Bengal, India.
UNIGAL Ltda.	Av. Pedro Linhares Gomes, 5431-A, Bairro Usiminas, Ipatinga, MG, CEP 35160-900, Brasil
Companhia Nipo-Brasileira de Pelotizacao	Av. Dante Michelini 5,500, Tubarao-Vitoria, Espirito Santo, CEP 29090-900 , Brasil
Al Ghurair Iron & Steel LLC	Industrial City of Abu Dhabi (11FR6, 12FR6 and 13F2), UAE
Guangzhou Pacific Tinplate Co., Ltd.	No. 102, Youyi Road, Guangzhou Economic & Technological Development, Guangzhou City, P.R. China

(¥ million, unless stated otherwise)

Phone	Established	Paid-in capital	Ratio of voting rights	Sales
81-6-6343-7600	Dec. 1937	34,896	17.8%	168,042
81-3-3493-0777	Oct. 1921	20,983	20.8%	263,305
81-6-6346-5221	Aug. 1947	18,515	26.7%	239,343
81-3-5412-5001	Aug. 1977	16,389	35.3%	2,480,256
81-3-6860-6800	Jan. 1935	11,026	20.9%	70,477
81-6-6416-1021	Jun. 1952	10,720	24.2%	30,939
81-3-6895-6400	Apr. 1950	10,300	33.4%	148,415
81-45-470-8250	Mar. 1945	10,169	17.4%	295,692
81-6-6413-9911	May 1997	8,739	23.9%	38,288
81-3-5560-1311	Jan. 1889	7,000	22.6%	107,408
81-3-5446-5600	Jun. 1949	1,980	33.2%	33,995
81-72-858-1251	Jan. 1957	1,513	34.5%	20,437
81-3-3272-5112	May 1955	1,300	34.0%	106,381
55-31-3499-8000	Jan. 1958	BRL 13,200mln	31.4%	BRL 12,719mln
55-31-2141-5124	Jul. 2007	BRL 8,688mln	15.0%	BRL 4,507mln
86-21-2664-3526	Jul. 2004	RMB 3.0bln	50.0%	RMB 12,312mln
86-27-8621-9283	Oct. 2011	RMB 2.31bln	50.0%	RMB 3,514mln
	Dec. 2019	USD 230mln	40.0%	
91-657-6500197	Mar. 2011	INR 13,520mln	49.0%	INR 18,846mln
55-31-3829-4578	Jun. 1999	BRL 584mln	30.0%	BRL 319mln
55-27-3333-5179	Mar. 1974	BRL 432mln	33.0%	BRL 956mln
971-2659-3400	May 2005	AED 165mln	20.0%	AED 1,384mln
86-20-8221-3620	Dec. 1994	USD 36mln	27.3%	USD 120mln

Company	Address
●Engineering and Construction (Subsidiary)	
NIPPON STEEL ENGINEERING CO., LTD.	1-5-1, Osaki, Shinagawa-ku, Tokyo, Japan
●Chemicals and Materials (Subsidiary)	
NIPPON STEEL Chemical & Material CO., LTD.	1-13-1, Nihonbashi, Chuo-ku, Tokyo, Japan
●System Solutions (Subsidiary)	
NS Solutions Corporation	Toranomon Hills Business Tower Numbers 17-1, Toranomon 1-chome Minato-ku, Tokyo, Japan

(¥ million, unless stated otherwise)

Phone	Established	Paid-in capital	Ratio of voting rights	Sales
81-3-6665-2000	Feb. 2006	15,000	100.0%	340,404
81-3-3510-0301	Oct. 1956	5,000	100.0%	215,733
81-3-6899-6000	Oct. 1980	12,952	63.4%	273,294

■ Directory of Nippon Steel

■ Head Office

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■ Sales Offices

● Osaka Office

4-5-33, Kitahama, Chuo-ku, Osaka City,
Osaka 541-0041, Japan
Tel: 81-6-6220-5111 Fax: 81-6-6223-0305

• Shikoku Marketing Site

1-6-1, Ban-cho, Takamatsu City,
Kagawa Pref. 760-0017, Japan
Tel: 81-87-851-5919 Fax: 81-87-822-6623

● Hokkaido Marketing Branch

N2 W4, Chuo-ku, Sapporo City,
Hokkaido 060-0002, Japan
Tel: 81-11-222-8260 Fax: 81-11-251-2791

• Muroran Marketing Site

12-1 Nakamachi, Muroran City,
Hokkaido 050-8550, Japan
Tel: 81-143-47-2168 Fax: 81-143-47-2676

● Tohoku Marketing Branch

3-6-1, Ichibancho, Aoba-ku, Sendai City,
Miyagi Pref. 980-0811, Japan
Tel: 81-22-227-2661 Fax: 81-22-264-1031

• Aomori Marketing Site

2-10-4, Nagashima, Aomori City,
Aomori Pref. 030-0861, Japan
Tel: 81-17-775-3980 Fax: 81-17-775-3988

• Akita Marketing Site

Tel: 81-18-862-3054 Fax: 81-22-264-1031

• Morioka Marketing Site

2-2-5, Chuo-dori, Morioka City, Iwate pref.
020-0021, Japan
Tel: 81-19-623-6341 Fax: 81-22-264-1031

• Kamaishi Marketing Site

Tel: 81-193-22-5137 Fax: 81-193-22-5138

• Kitakami Marketing Site

Tel: 81-197-68-2848 Fax: 81-22-264-1031

• Fukushima Marketing Site

Tel: 81-90-3123-6488 Fax: 81-246-27-4162

● Niigata Marketing Branch

1-3-10, Higashi-odori, Chuo-ku, Niigata City,
Niigata Pref. 950-0087, Japan
Tel: 81-25-246-3111 Fax: 81-25-246-1062

• Hokuriku Marketing Site

1-18 Sakurabashi-dori, Toyama City,
Toyama Pref. 930-0004, Japan
Tel: 81-76-441-4751 Fax: 81-76-442-2784

● Nagoya Marketing Branch (Nagoya)

2-13-18, Meieikiminami, Nakamura-ku,
Nagoya City, Aichi Pref. 450-0003, Japan
Tel: 81-52-856-2351 Fax: 81-52-856-2381

(Sakae)

2-13-19, Nishiki, Naka-ku,
Nagoya City, Aichi Pref. 460-0003, Japan
Tel: 81-52-229-4412 Fax: 81-52-229-4422

• Shizuoka Marketing Site

8 Miyuki-cho, Aoi-ku, Shizuoka City,
Shizuoka Pref. 420-0857, Japan
Tel: 81-54-255-2511 Fax: 81-54-255-2518

● Chugoku Marketing Branch

10-12 Teppouchi, Naka-ku, Hiroshima City,
Hiroshima Pref. 730-0017, Japan
Tel: 81-82-225-5212 Fax: 81-82-225-5297

● Kyushu Marketing Branch

5-18 Tenya-machi, Hakata-ku, Fukuoka City,
Fukuoka Pref. 812-8522, Japan
Tel: 81-92-273-7001 Fax: 81-92-273-7083

• Minami-Kyushu Marketing Site

1-5-1, Nishida, Kagoshima City,
Kagoshima Pref. 890-0046, Japan
Tel: 81-99-250-9501 Fax: 81-99-250-9503

• Okinawa Marketing Site

1-12-12, Kumojo, Naha City,
Okinawa Pref. 900-0015, Japan
Tel: 81-98-867-4145 Fax: 81-98-866-6625

■ Steelworks and R&D Laboratories

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12 Nakamachi, Muroran City,
Hokkaido 050-8550, Japan
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Fax: 81-143-47-2701

East Nippon Works

[Kashima Area]

3 Hikari, Kashima City, Ibaraki Pref.
314-0014, Japan
Tel: 81-299-84-2111
Fax: 81-299-84-2295

[Kimitsu Area]

1 Kimitsu, Kimitsu City, Chiba Pref.
299-1141, Japan
Tel: 81-439-50-2013
Fax: 81-439-54-1660

[Kamaishi Area]

23-15 Suzuko-cho, Kamaishi City,
Iwate Pref. 026-8567, Japan
Tel: 81-193-24-2340
Fax: 81-193-22-0158

[Naoetsu Area]

2-12-1 Minato-cho, Joetsu City,
Niigata Pref. 942-8510, Japan
Tel: 81-25-544-6611
Fax: 81-25-544-6025

Nagoya Works

5-3 Tokaimachi, Tokai City, Aichi Pref.
476-8686, Japan
Tel: 81-52-603-7024
Fax: 81-52-603-7025

Kansai Works

[Wakayama Area (Wakayama)]

1850 Minato, Wakayama City, Wakayama Pref.
640-8555, Japan
Tel: 81-73-451-1556
Fax: 81-73-451-2035

[Wakayama Area (Kainan)]

260-100 Funo-o, Kainan City, Wakayama Pref.
642-0001, Japan
Tel: 81-73-482-5111
Fax: 81-73-482-5421

[Wakayama Area (Sakai)]

1 Chikkoyawata-cho, Sakai-ku, Sakai City,
Osaka 590-8540, Japan
Tel: 81-72-233-1108
Fax: 81-72-233-1106

[Osaka Area]

5-1-109 Shimaya, Konohana-ku,
Osaka City, Osaka 554-0024, Japan
Tel: 81-6-6466-6100
Fax: 81-6-6466-6245

[Amagasaki Area]

1 Higashi-mukojima Nishino-cho, Amagasaki City,
Hyogo Pref. 660-0856, Japan
Tel: 81-6-6411-7600
Fax: 81-6-6411-7750

Setouchi Works

[Hirohata Area]

1 Fuji-cho, Hirohata-ku, Himeji City,
Hyogo Pref. 671-1188, Japan
Tel: 81-79-236-1001
Fax: 81-79-239-8087

[Kure Area]

11-1 Showacho, Kure City, Hiroshima Pref.
737-8520, Japan
Tel: 81-823-25-8201
Fax: 81-823-22-7770

[Hanshin Area (Sakai)]

5, Ishizu Nishimachi, Nishi-ku, Sakai City,
Osaka 592-8332, Japan
Tel: 81-72-243-2510
Fax: 81-72-243-2629

[Hanshin Area (Toyo)]

962-14 Hojo, Saijo City, Ehime Pref.
799-1354, Japan
Tel: 81-898-64-1111
Fax: 81-898-64-1655

[Hanshin area (Osaka)]

1-26, Sakurajima 2-chome, Konohana-ku
Osaka City, Osaka 554-0031, Japan
Tel: 81-6-6468-1231
Fax: 81-6-6463-0861

[Hanshin area (Kanzaki)]

3-1, Tsugiya 2-chome, Amagasaki City,
Hyogo Pref. 661-0965, Japan
Tel: 81-6-6499-7161
Fax: 81-6-6499-0114

Kyushu Works

[Yawata Area]

1-1 Tobihata-cho, Tobata-ku, Kitakyushu City,
Fukuoka Pref. 804-8501, Japan
Tel: 81-93-872-6111
Fax: 81-93-872-6849

[Oita Area]

1 Oaza-Nishinosu, Oita City, Oita Pref.
870-0992, Japan
Tel: 81-97-553-2013
Fax: 81-97-553-2392

**[Yawata Area (Hikari Titanium
Production)]**

[Oita Area (Hikari Pipe & Tube Div.)]

3434 Oaza-Shimata, Hikari City,
Yamaguchi Pref. 743-8510, Japan

Tel: 81-833-71-5251

Fax: 81-833-71-5161

R&D Laboratories

Research & Engineering Center (Futtsu)

20-1 Shintomi, Futtsu City,
Chiba Pref. 293-8511, Japan

Tel: 81-439-80-2111

Fax: 81-439-80-2740

Amagasaki R&D Center

1-8 Fuso-cho, Amagasaki City,
Hyogo Pref. 660-0891, Japan

Tel: 81-6-6401-6201

Fax: 81-6-6489-0056

Hasaki R&D Center

16-1 Sunayama, Kamisu City,
Ibaraki Pref. 314-0255, Japan

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Fax: 81-479-46-5141

■ Overseas

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