

## Society: Executive Summary

The mission of the JFE Group is to establish its position as a company that is essential for the sustainable development of society and to create safe, comfortable lives for people everywhere. Through our efforts to address social issues, such as investing in human capital by ensuring occupational safety and health and recruiting and nurturing diverse human resources, and by respecting human rights across the supply chain, we intend to achieve the sustainable growth of the Group and become an entity that continues to develop and provide safe, high-quality products and services based on our leading technologies.

The key measures of our Seventh Medium-term Business Plan include safety and health management, the active participation of human resources, respect for human rights throughout the supply chain, and contribution to local communities.

Ensuring the well-being and safety of our employees is the foundation of our continued existence as a company, and we are committed to creating a safe work environment by adhering to the philosophy of safety first. To achieve our top-priority goal of zero major accidents, we are bolstering our capital investments and safety education programs while utilizing multifaceted occupational employee health and safety services, including monitoring and detection, that incorporate advanced IT solutions.

In recruiting and nurturing diverse human resources, we hire diverse human resources, fostering those who serve as the backbone of our business, create workplace environments and systems for employees to fully demonstrate their abilities with a sense of fulfillment, and realize new workstyles not restricted by time or location.

With the belief that respect for human rights is foundational for business as well as a corporate social responsibility, we have been taking action to realize a society in which human rights are respected and protected. We have been conducting human rights due diligence since FY2021 in accordance with the United Nations Guiding Principles on Business and Human Rights. In April 2023, we revised the JFE Group Human Rights Basic Policy in light of recent changes in awareness and issues related to human rights. We will continue to promote Group-wide efforts as well as seeking cooperation from all stakeholders including our supply chain to respect and protect human rights. Regarding contribution to local communities, it is important to cooperate and collaborate with society as we carry out our corporate activities globally. By actively contributing to those communities, we hope to achieve sustainable growth for both our businesses and society at large.

Targets and Results for Material Issues of Corporate Management Concerning Society (Materiality)

### ► [Material Issues of Corporate Management and KPIs](#) (P.20)

#### Key Initiatives

- To achieve our goal of zero major accidents, particularly in terms of [prioritizing safety investments](#) (P. 165) (around 10 billion yen per year Group-wide) to reduce risks by making workplaces inherently safe and also promote [multifaceted occupational employee health and safety services, including monitoring and detection, by harnessing advanced IT solutions](#) (P. 165).
- Proactively promote [mental healthcare](#) (P. 168) in addition to [maintaining and improving the mental and physical health of employees and their families](#) (P. 168), by, for example, creating an environment that supports employee physical health and medical checkups for their spouses.
- Promote a [new workstyle](#) (P. 174) by promoting teleworking and a flexible working hour program.
- Implement a broad range of initiatives [to promote diversity](#), such as active recruitment and development of female employees (P. 178), enhanced childcare-support programs that significantly exceed statutory requirements, and training and education.
- Roll out [human rights due diligence](#) (P. 186) and consider initiatives to identify and address human rights risks for the JFE Holdings and major Group companies during FY2021. In FY2022, we revised the JFE Group Human Rights Basic Policy, advanced preliminary studies for the risk identification surveys of suppliers, and expanded risk identification surveys at Group companies in Japan. Starting in FY2023, we will expand the human rights risk management system for suppliers and conduct risk identification surveys at Group companies in Japan and overseas.
- [Actively promote DX](#) (P. 158), including the active introduction of IoT, AI, and data science, and the application of data assets.

## Responsibility to Customers (Provide Quality Products and Enhance Customer Satisfaction)

### Basic Policy

Under its corporate philosophy of contributing to society with the world's most innovative technology, the JFE Group will continue to be a company that provides world-class products and services for a prosperous global future.

### JFE Group Standards of Business Conduct

#### 1 Provide quality products and services

Earn the trust and acclaim of customers by endeavoring to provide safe, high-quality products and services based on superior technologies, and by fully respecting and protecting the privacy of personal and customer information. Also, leverage our superior technologies for the sustainable growth of our Group and society.

### Targets and Results

Under its Standards of Business Conduct to provide quality products and services, the JFE Group has identified increasing efficiency and enhancing cost competitiveness in production and engineering and raising quality of products and services and ensuring reliable supply as two key management concerns and sets KPIs to manage progress and promote relevant initiatives.

► [Material Issues of Corporate Management and KPIs for FY2022](#) (P.20)

### Initiatives

#### JFE Group's Quality Initiatives

The JFE Group manages quality by ensuring compliance with quality standards set by each operating company. All manufacturing sites that require ISO 9001 certification for their quality management have been duly certified.

#### Strengthening Quality Assurance System



To serve customers by meeting their quality requirements and delivering products that boast the world's highest quality, JFE Steel has established a quality assurance system with advanced sensors for process monitoring, in addition to its ongoing efforts to develop new products and advanced manufacturing technologies.

The company's quality assurance system is continually improved based on the Guidelines for Enhancing Quality Assurance Systems, issued by the Japan Iron and Steel Foundation (JISF). In an effort to enhance the reliability of product testing, the company uses high-precision equipment and is working to thoroughly prevent errors in identification work and data tampering by automating every process, from conducting tests that include instructions on testing and collating specimens to delivering test results.

Moreover, JFE Steel intends to provide customers with innovative value by operating its quality management system based on ISO 9001 and by maintaining the assurance certifications required for steel products, including the JIS mark and approvals from ship classification bodies as well as certification under the national standards of relevant foreign countries. It is also

actively promoting the formation and standardization of international rules in conjunction with future DX promotion and the social implementation of technologies obtained through research and development.

## JFE Engineering

Products and services that JFE Engineering designs, procures, manufactures or constructs must comply with all required rules, regulations, and standards, and quality must satisfy the needs of our customers. Under this corporate policy, it continually strives to improve the quality of its products and services.

Specifically, our certified inspectors conduct on-site inspections at each phase of a plant construction project, including procurement, manufacturing, construction, and pilot operations. We also conduct witness inspections by customers during critical processes and at the time of equipment delivery to ensure quality.

In addition, JFE Engineering has published quality-assurance manuals based on the specific characteristics of each product and obtained ISO 9001 certification for each product category.

To further strengthen its quality assurance system, JFE Engineering uses an electronic document processing system in its quality inspections to prevent omissions in inspection data and data tampering, and all inspection data is electronically stored to further ensure traceability.

## JFE Shoji

Guided by its quality philosophy of maintaining customer trust by consistently delivering products that satisfy quality requirements, JFE Shoji is constantly striving to enhance the level of its quality assurance for customer confidence and satisfaction. Its processing centers in Japan and abroad are systematizing and automating operations to eliminate human errors. Raising employee awareness is essential for preventing human error at every stage, from receiving orders to processing, inspecting and shipping. The company provides quality education for employees by introducing case studies of non-conformance at other companies as well as at Group companies in Japan and abroad. JFE Shoji also conducts a quality audit at all relevant Group companies in and outside of Japan to confirm the quality of each processing center and provide advice. Moreover, it follows up as necessary by continuously monitoring the progress of improvements to maintain and enhance the level of quality assurance.

## Ensuring Stable Supply of Products

## JFE Steel

JFE Steel is working to improve its manufacturing capabilities by actively utilizing digital technologies in its manufacturing processes. While strengthening its manufacturing base by introducing a cyber-physical system (CPS) for all manufacturing processes, JFE Steel is also striving to improve quality and yield through the full-scale introduction of quality prediction technology that uses integrated data from steelmaking to final processing, and to enhance reliability by increasing the frequency of automated testing and inspections.

These activities will stabilize facility operations as well as production and quality to safeguard the consistent delivery of high-quality products to customers.

## JFE Engineering

JFE Engineering had been designated as a special construction business operator under the Construction Business Act to undertake mechanical, civil engineering, and building construction work, and assign dedicated managing engineers at construction sites to oversee the technical aspects of construction work. The smooth implementation of plant construction projects depends on licensed specialists. The company is always striving to secure the necessary human resources by encouraging employees to acquire qualifications by granting allowances and through mid-career hiring of licensed personnel.

**SH JFE Shoji**

JFE Shoji is strengthening its entire supply chain, from materials procurement to processing and distribution, to consistently meet customer demands. In the raw materials field, it has established a system and network for procuring iron ore, coal, and other raw materials for steel from Brazil, Australia, and other countries around the world. In the area of processing and distributing steel products, it is making capital investments for the Group and raising efficiency to realize an optimal system for sales and processing to meet customer demand while strengthening its quality assurance system by periodically conducting quality audits at Group companies.

**Responsible Export Practices**

Each JFE operating company promotes international peace and security by working against the spread of weapons of mass destruction and excess accumulation of conventional weapons. Specifically, the company carries out internal inspections to confirm the final destinations, customers and applications of its exported products, and then ensures that export procedures are carried out properly. In addition, the Legal Affairs Department conducts internal briefings to disseminate knowledge of export-related laws and regulations, such as the Foreign Exchange and Foreign Trade Act. Also, education on export security controls and related measures is implemented for the employees of Group companies involved in trading.

**Improving Customer Satisfaction**

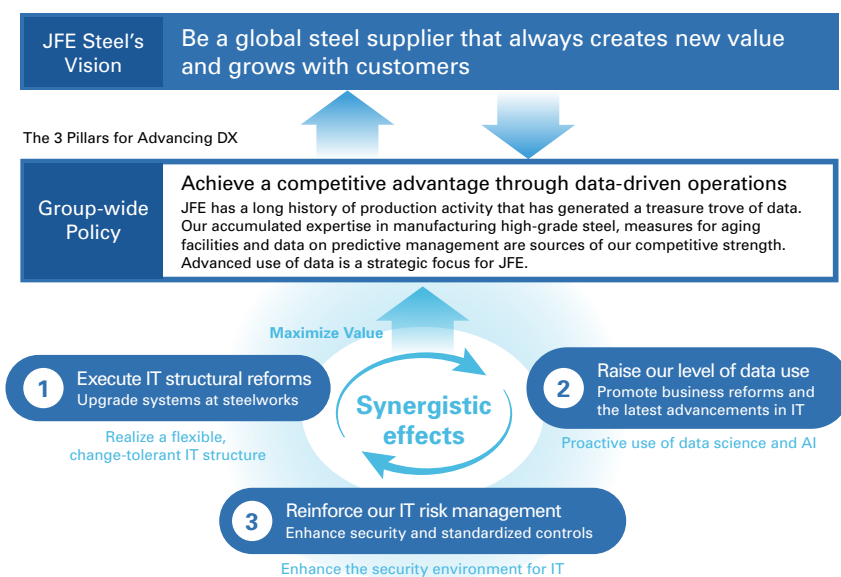
**ST JFE Steel**

**Aggressive Advancement of DX**

JFE Steel's Digital Transformation (DX) strategy revolves around technological innovation based on the active introduction of IoT, AI and data science (DS) and the application of data assets. Compared to mills in other countries, we possess an enormous amount of know-how and data accumulated through many years of production operations. Our abundant data assets are the source of our value creation.

We will harness the latest DS and AI technologies to make versatile use of such data in achieving innovative improvements in productivity, enhancing quality and ensuring stable operations to raise our competitiveness.

**Advancement of Digital Transformation (DX)**



Please see the DX REPORT.

➤ [DX REPORT](https://www.jfe-holdings.co.jp/en/investor/library/dxreport/index.html) (https://www.jfe-holdings.co.jp/en/investor/library/dxreport/index.html)

## Testing and Research Centers for Collaboration with Customers on Product Development

JFE Steel collaborates with customers in research and development. The Customers' Solutions Lab (CSL) for auto industry customers and the JFE Welding Institute -Center for Integrity against Fatigue and Fracture (JWI-CIF2) are located in eastern Japan, while the Customer Center Fukuyama (CCF), which develops materials and conducts applied technology research, is in western Japan. Using these facilities to strengthen early vendor involvement (EVI)\* enables the company to quickly identify customer needs and develop products based on cutting-edge evaluation techniques and innovative production processes.

\* Customer participation in product development is from an early stage to facilitate innovative new methods, functions, processes and evaluations for new steel materials.



Customers' Solutions Lab (CSL)

## Enhancing Our Response to Customer Needs

In an effort to strengthen the company's total capabilities for better responding to customer needs, its sales department emphasizes sales education for sales personnel, from the headquarters and branch offices according to position, and for regional employees of overseas offices. Specifically, it develops abilities in areas such as engaging in technical conversations, picking up clues from customer relations and using them in product development, offering suggestions to improve logistics and distribution, and analyzing financial indicators and costs. We also constantly strive to improve our ordering system to ensure that customer product specifications are accurately reflected in manufacturing.

## Unified Customer Care

JFE Steel regularly conducts customer questionnaires and interviews to draft strategies for greater customer satisfaction. Business strategies are shared among the sales divisions, the business planning functions and steelworks to facilitate unified customer care and proposals that leverage the collective strengths of the JFE Group.

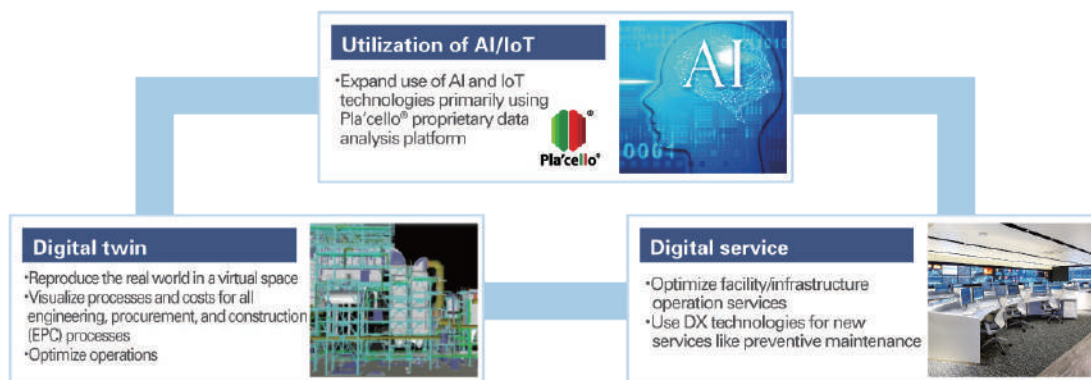
**JFE Engineering**

**Create and Continue to care for the Foundation of Life by Maximizing DX**

JFE Engineering plans, designs, builds and operates the infrastructure that supports people’s lives and industry. Digital transformation (DX) is crucial for accelerating the pace of its work and for maintaining its position at the forefront of the engineering industry.

JFE Engineering will aggressively pursue DX beyond simply raising operational efficiency to fundamentally reform its operational processes, add new functions to its products and services, and take on the challenge of developing new businesses that utilize data, to realize a green society and enhance corporate value.

**JFE Engineering’s DX strategy**



Please see the DX REPORT.

➤ [DX REPORT](https://www.jfe-holdings.co.jp/en/investor/library/dxreport/index.html) (https://www.jfe-holdings.co.jp/en/investor/library/dxreport/index.html)

**Engineering Company Assessments Based on Customer Evaluations**

JFE Engineering uses customer surveys, interviews, and contractor performance evaluation forms to collect and assess data on the company’s construction management, quality, advanced technologies and innovation. Each division analyzes and applies the data for quality improvement, new product development and the overall strengthening of aftersales service, to ultimately enhance customer satisfaction.

**JFE Shoji**

**Establishing a System to Meet Customer Needs**

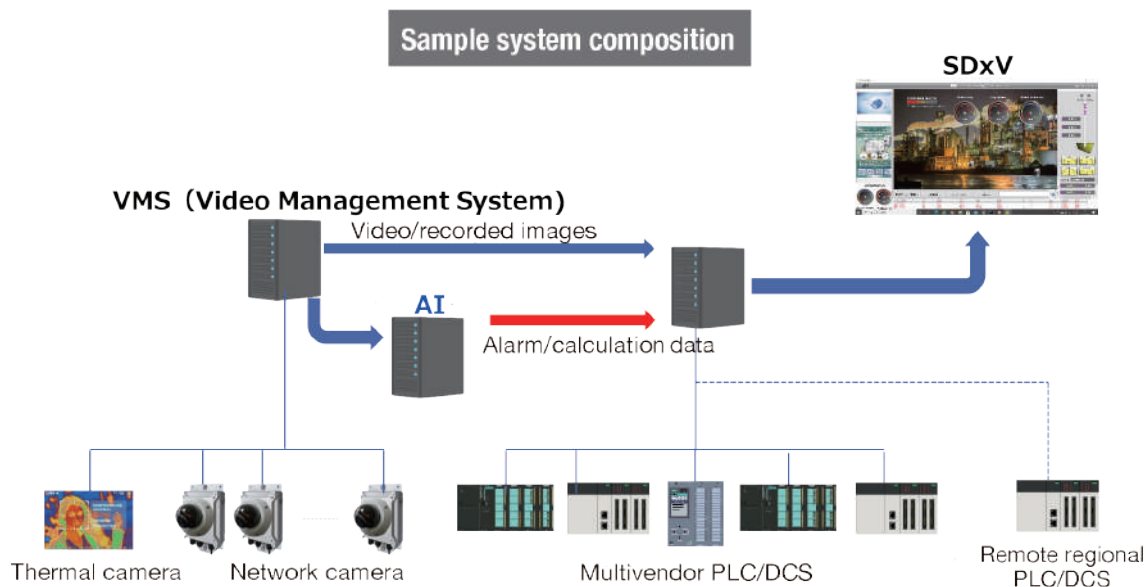
To meet the needs of diversifying markets and the increasingly sophisticated requests from customers, JFE Shoji is planning to introduce DX solutions that leverage the strengths of the JFE Shoji Group.

JFE Shoji Electronics Corporation, a subsidiary of JFE Shoji, began offering SDxV, a remote monitoring system that facilitates the integrated management of steel mills and other plant information, such as temperature and pressure as well as images from monitoring cameras, for the sake of transforming business and creating new value. The introduction of SDxV supports the centralized visualization of facilities and plant sites, not to mention the acquisition of useful information for AI-based abnormality detection and predictive maintenance.

We will continue to explore ways to provide innovative value to customers at the manufacturing sites through the use of DX.

## System Overview

- The Supervisory Control And Data Acquisition (SCADA) system, which supports the integrated management of various scattered data (e.g., control/plant operation status), is combined and synchronized with the display of images from optical cameras and thermal cameras on the same screen.
- Centralized visualization and monitoring as well as remote control of events occurring in the plant.



Please see the DX REPORT.

▶ [DX REPORT](https://www.jfe-holdings.co.jp/en/investor/library/dxreport/index.html) (https://www.jfe-holdings.co.jp/en/investor/library/dxreport/index.html)

## Promotion of Research and Development

### **ST** JFE Steel

Under the Seventh Medium-term Business Plan, JFE Steel is researching and developing innovative technologies for the steel manufacturing process for achieving carbon neutrality, such as CO<sub>2</sub> reduction technology, carbon-recycling blast furnaces and CCU, and hydrogen-based ironmaking (direct reduction). These technological developments leverage data science and robotics to closely align with the needs of customers and society at large.

In addition, JFE Steel is accelerating the introduction of new products and solutions for each field, with automobiles including EVs and new energy as key areas of R&D.

### **EN** JFE Engineering

JFE Engineering is promoting research and development with a focus on five key areas: waste to resource, carbon neutrality, composite utility services, core infrastructure, and DX as the technological foundation that supports these four business areas. The company is particularly focused on carbon neutrality, which includes manufacturing technology for monopile foundations for offshore wind turbines, CO<sub>2</sub> capturing technology from the exhaust gas of waste incineration plants, and methanol production technology from the captured CO<sub>2</sub>.

## Internal Awards

The following technical and product developments were awarded in FY2022.

### ■ Internal Awards (FY2022)

	Prize/Award	Project	Recipient
JFE Steel	Grand Prize/ Excellence Award, JFE Steel President's Awards	Automation of blast furnace operations through DX (CPS)	Cyber Physical Systems R&D Department, Steel Research Institute, etc.
		Establishment of DX infrastructure by fully opening the head office core system	IT Reform Department, etc.
		Popularization and sales expansion of high-strength spiral steel pipe piles in response to national land resilience	Building Materials Sales Department, Building Materials Center, etc.
		Development of long-life staves for blast furnaces and establishment of technology to optimize stove replacement methods	Facilities Department, West Japan Works (Kurashiki Area), etc.
		Improvement of work safety, security, and efficiency through a work support system	Environment and Disaster Prevention Department, West Japan Works (Fukuyama Area), etc.
JFE Engineering	Grand Prize, JFE Engineering President's Awards	Development of a high-precision gas demand forecasting model using WinmuSe®	Digital Transformation Headquarters

For more on the external awards, please refer to the following.

▶ [Eternal Awards](#) (P.259)



# Human Capital

## Basic Policy

The JFE Group intends to establish its position as a company that is essential to the sustainable development of society while also creating safe, comfortable lives for people everywhere. So that it can continue to enhance corporate value under an increasingly complex and rapidly changing business environment, each and every employee must be able to provide support. We established the JFE Group's Basic Policy on Human Resource Management and the JFE Group Health Declaration and are working on measures to maximize the abilities and vitality of our employees by investing in human capital.

Occupational safety and health depends upon ensuring employee well-being and safety as a basic corporate requirement, particularly for manufacturers, and is fundamental to the continued existence of any company. The JFE Group adheres to the philosophy of safety first, and, together with its Group companies and partner companies, is promoting safety and health activities and effectively operating an occupational health and safety management system to promote a safe and healthy workplace. Furthermore, the Group seeks to create safe, attractive environments where everyone can enjoy working and aggressively promotes the establishment of settings in which personnel with diverse backgrounds can demonstrate their full potential. To that end, it collaborates with its health insurance union and industrial health staff to maintain and strengthen employee health so that everyone can work with vigor.

To recruit and nurture diverse human resources, we are working to secure diverse human resources and foster human resources who serve as the backbone of our business, create workplace environments and systems for employees to fully demonstrate their abilities with a sense of fulfillment, and realize new workstyles that are not restricted by time or location.

### JFE Group's Basic Policy on Human Resource Management

#### 1 Respect Human Rights and Facilitate Fair Management of Human Resources

The Group manages human resources fairly by respecting the human rights of all employees and nurturing employees who embrace the Group's corporate values and standards of business conduct.

#### 2 Foster a Corporate Culture that Nurtures People and Promotes Satisfying Workplaces

The Group facilitates interactive communication among employees to cultivate a corporate culture that nurtures human resources and creates safe, attractive environments where everyone can enjoy working.

#### 3 Diversify Human Resources

The Group ensures that diverse all people, including women, non-Japanese, the elderly and the disabled, can demonstrate their full potential.

#### 4 Recruit and Steadily Nurture Excellent Human Resources

To survive in an increasingly complicated and diversified business environment, the Group steadily recruits diverse, high-quality skilled human resources, ensures that they receive the skills and knowledge necessary to continue strengthening the Group's technological capabilities, and nurtures their global capabilities.



Poster displayed at each workplace

## JFE Group Health Declaration

- 1 JFE, recognizing that safety and health are fundamental for fulfilling its mission, creates workplaces in which every employee can work with vigor.
- 2 JFE and its health insurance union work together to advance initiatives for maintaining and upgrading the physical and mental health of employees and their families.
- 3 JFE gives top priority to safety and health and to creating a health culture in which each employee takes personal responsibility.

## Targets and Results

Having identified the prevention of workplace accidents and ensuring of the health of employees and their families as material issues related to occupational safety and health, the JFE Group has set KPIs to manage progress and promote relevant initiatives.

To prevent occupational accidents, it is committed to creating a safe work environment by adhering to the philosophy of safety first. To achieve our top-priority goal of zero major accidents, as set forth in the Seventh Medium-term Business Plan, we will bolster safety education and require stringent compliance with related rules while further striving to reduce occupational health and safety risks by actively making each facility inherently safe. To ensure the health of our employees and their families, we are implementing health and productivity management by setting targets for the provision rate of health guidance and smoking rates.

Moreover, as defined in the JFE Group's Basic Policy on Human Resource Management, we are committed to fostering a nurturing corporate culture, creating satisfying workplaces, diversifying human resources, and recruiting and steadily nurturing excellent human resources. We have set KPIs for diversity and inclusion, the promoting of human resource development, and the creation of motivating workplaces as key management issues related to recruiting and nurturing diverse human resources, to manage progress and promote relevant initiatives.

Data related to Lost-Work Injuries, see:

- ▶ [Data related to Lost-Work Injuries and Accidents](#) (P.243)
- ▶ [Material Issues of Corporate Management and KPIs](#) (P.20)

## Occupational Health and Safety

### Initiatives

#### Occupational Health and Safety Initiatives

To ensure safety at its operating companies, the JFE Group regularly reports to the Board of Directors, which provides direction and supervision. It also holds discussions on health and safety with the labor union through the Occupational Health and Safety Committee.

To achieve our goal of zero workplace fatalities under the Seventh Medium-term Business Plan, the JFE Group particularly prioritizes safety investments (around 10 billion yen per year Group-wide) to reduce risks by making workplaces inherently safe. We will also promote multifaceted occupational employee health and safety activities, including detection and monitoring, by harnessing advanced IT solutions.

The JFE Group also organizes seminars for newly appointed managers and supervisors to provide information on the Industrial Safety and Health Act and risk assessment regulations and on formulating work plans and policies for health and safety management. In the construction operations department, we offer programs for local superintendents in charge of construction work (Overall Safety and Health Controller) centered on the Industrial Safety and Health Act as well as related regulations for subcontractors and the Construction Business Act (409 participants in 2022). We also conduct new employee training and position-specific training on mental health (751 participants in 2022).

#### JFE Steel

In 2023, we are following two basic strategies: practicing autonomous safety activities while strengthening communication between employees and business associates and taking action based on the Group's Health Declaration. In accordance with our goal of achieving zero accidents Group-wide and zero accidents at each workplace, management supervisors make a point to visit work sites every day, while workers are striving to handle their tasks with discipline. We are also proactively applying IT, such as by introducing safety monitoring systems\* for safety management.

In order to more independently and systematically promote occupational health and safety management throughout the organization, we established an occupational health and safety management system in accordance with the ISO 45001 international standard and obtained ISO 45001 certification (JIS Q 45001) for all our construction and operating sites. We will continue making workplaces safer and healthier through an ongoing and effective operation of the occupational health and safety management system.

#### Certified Sites

- Chita Works (September 9, 2021)
- Kurashiki Area (May 26, 2022)
- Fukuyama Area (December 16, 2021)
- Sendai Works (December 15, 2022)
- Chiba Area (May 26, 2022)
- Keihin Area (January 19, 2023)

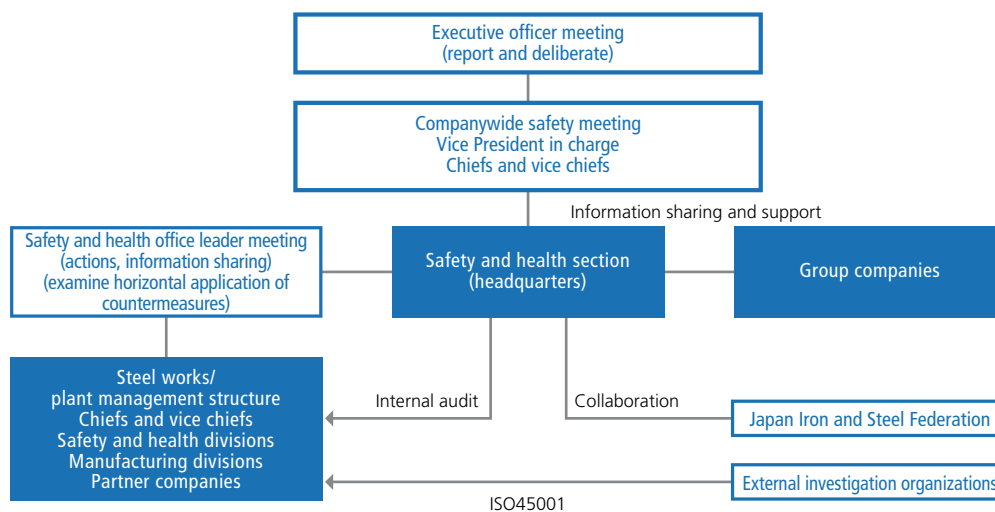
To mitigate or prevent disaster risks, JFE Steel conducts risk assessments at the planning stage for new facilities as well as prior to periodic and as-needed repairs. We also constantly strive to make each facility inherently safe so as to lower the risk level for our workers.

We respond to industrial accidents by setting up a disaster investigation committee to determine the cause and offer recommendations for improvement to the department in charge of implementing countermeasures. At the same time, we inform the relevant departments and labor union through the Occupational Safety and Health Committee, while the department in charge implements and completes countermeasures, which is a mechanism designated by company-wide rules. In the event of severe accidents, a response is deployed across the company, and a standard progress report is submitted to Corporate Officer Council until countermeasures have been completed. This practice has also been standardized across the entire company. In the event of other incidents, we discuss and determine the need to deploy a company-wide response with top management before taking action.

In addition, we immediately report industrial accidents to the Japan Iron and Steel Federation (JISF) under the required guidelines. We file an update once we have determined the cause and decide on countermeasures. In the event of severe accidents, we promptly submit a report on safety, disaster prevention and environmental issues to the Ministry of Economy, Trade and Industry, the Ministry of Health, Labor and Welfare, and the JISF.

\* A system that provides managers with real-time information about, for example, carbon monoxide concentration and oxygen concentration along with worker locations.

■ Management Structure for Health and Safety



**EN JFE Engineering**

In addition to setting up governance organizations for health and safety at each operating site to comply with the Industrial Safety and Health Act and in line with the type of work and number of employees, JFE Engineering has established a governance structure for health and safety at each operational headquarters to facilitate and effectively implement company-wide management at its construction and operating sites and manufacturing plants. JFE Engineering strives to eliminate disasters at all suppliers and Group companies by establishing priority items to be shared across the company and to which all employees and all staff at suppliers adhere. It also endeavors to identify sources of danger as well as safety measures through risk assessments aligned with the particular characteristics of each individual operational headquarters. Meanwhile, it promotes physical and mental health and the creation of comfortable working environments as a means of ensuring the health of employees and bringing occupational health to an overall higher level.

In the event that an industrial accident occurs, occupational health and safety managers will meet to determine the cause and consider countermeasures that will be deployed across the company. Since 2016, the company has been operating an occupational health and safety management system (ISO 45001 certified) for its construction activities in Japan and overseas as well as its manufacturing operations at the Tsurumi and Tsu Works. As a new initiative, JFE Engineering applies IT solutions promoting occupational health and safety, including monitoring and detection by multiple approaches.

**SH JFE Shoji**

JFE Shoji is implementing the following activities to eliminate unsafe operations that could lead to severe accidents for achieving zero severe accidents at its coil centers and other processing sites.

- (1) Risk assessment involving on-site patrols by management supervisors for identifying unsafe operations or hazard prediction by staff responsible for each operation
- (2) Comparative study of similar disaster cases and hazard experience training for improving the ability to recognize and avoid unsafe operations
- (3) Facility improvement for reducing risks, including installation of safety sensors
- (4) Operation training (slinging for cranes and other skills) and review of operational standards

Furthermore, for each of its Group companies, JFE Shoji assigns a safety manager to spearhead these efforts to raise the level of health and safety activities. To ensure that all JFE Shoji Group companies operate under the same values, safety managers meet every other month to share knowledge and information on occupational health and safety.

All lost-work injuries must be reported to the top management from the president of each Group company as part of the JFE Shoji Group-wide effort to address safety management. Annual safety awards are also presented to encourage employees to actively engage in health and safety activities. Through these initiatives, the company will raise the level of safety management within the JFE Shoji Group and continue to maintain safe working environments.

## Health and Productivity Management

### Company-wide Targets for Each Operating Company

We are working on health and productivity management by setting Company-wide goals for each of our operating companies, in addition to KPIs common to the JFE Group.

	Items	FY2022 Results	FY2023 Targets
JFE Steel	Thorough implementation of physical examinations	85.4%	Rate of complete exams: 100%
		55.1% * <sup>1</sup>	Rate of complete exams for dependents: 60%
	Preventive health measures	— * <sup>2</sup>	Rate of providing specific health guidance: at least 60%
		30.7%	Rate of obesity (BMI: 25 or higher): 25% or less
	Promotion of non-smoking and segregated smoking	26.6%	Smoking rate: 26.5% (1.5% annual reduction)
JFE Engineering	Measures related to sleep	36.7%	Sleep-related risk (based on responses in health checkup questionnaire): 35% or lower
	Measures related to passive smoking	22.3%	Smoking rate: 21.3% or lower (1% annual reduction)
	Measures related to obesity	40.5%	Obesity rate (BMI: at least 25 or abdominal circumference $\geq 85/\geq 90$ for male/female): 38.3% or lower
	Collaborated health promotion	— * <sup>2</sup>	Rate of providing specific health guidance: at least 50.0%
		54.4% * <sup>1</sup>	Rate of complete exams for dependents: 60%
JFE Shoji	Preventive health measures	— * <sup>2</sup>	Rate of providing specific health guidance: 60%
	Family health promotion	55.4% * <sup>1</sup>	Rate of complete exams for dependents: 60%
	Measures for non-smoking and passive smoking	21.9%	Smoking rate: 20.9% (1% annual reduction)

\*1 Preliminary figures

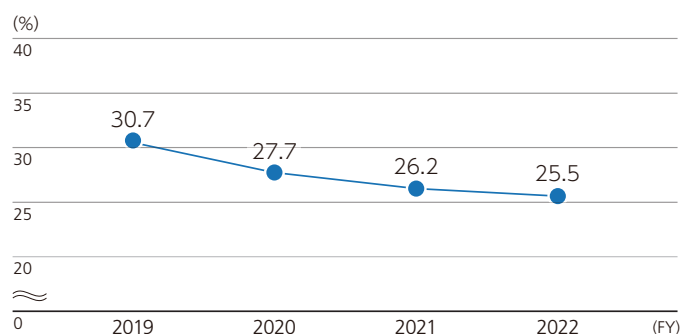
\*2 Actual rates of providing specific health guidance will be added as soon as they are confirmed.

\* JFE Steel manages the rate of complete exams, obesity rate, and smoking rate on a calendar year basis.

## Physical Health Initiatives

- Ensure the implementation of regular physical examinations and strengthen cancer screenings.
- Prevent aggravation of lifestyle diseases by conducting metabolic syndrome checkups and offering health guidance.
- Utilize the health insurance union’s health promotion app, PepUp, to educate employees on physical exercise and other healthy habits.
- Promote non-smoking areas and maintain separate areas for smokers and non-smokers in buildings. Provide guidance to help employees quit smoking through industrial physicians and public health nurses.

■ Changes in Smoking Rates (All Operating Companies)



## Maintaining and Promoting the Health of Employees’ Families

The JFE Group works with the health insurance union to maintain and improve the health of employees and their families by, for example, encouraging spouses to undergo health examinations. The rate of health examinations for dependents (age 40 or older) has been steadily increasing to 51.5% in FY2022, up 13.9 points from 37.6% in FY2014.

For employee health data, please refer to the following.

▶ [Employee Health Data](#) (P.245)

## Mental Healthcare

The JFE Group conducts four basic initiatives to maintain the mental health of employees: “self-care” for workers who strive to remain aware of stress and take preventive measures; “care by management supervisors” who provide advice to subordinates; “care by industrial health staff” who support employees, managers and supervisors; and “care by human resources outside workplaces,” including specialist clinics and individuals.

JFE’s health insurance union also provides mental health counseling, including a 24-hour hotline for employees and their families (spouse and dependents).

## Initiatives on Health Issues

We operate a health management system for continuously and effectively managing the health of all employees, including those on overseas assignments and business trips and those studying abroad.

We particularly seek to ensure that employees working abroad, under healthcare systems that differ from those in Japan, can maintain a healthy lifestyle, along with their accompanying family members, by conducting health checkups and vaccinations before they move overseas, in accordance with Company-wide regulations. In a proactive effort to prevent infections, we also provide information on global health issues such as COVID-19, HIV, tuberculosis, and malaria during assignment briefings. We will continue to monitor and appropriately respond to global health issues.

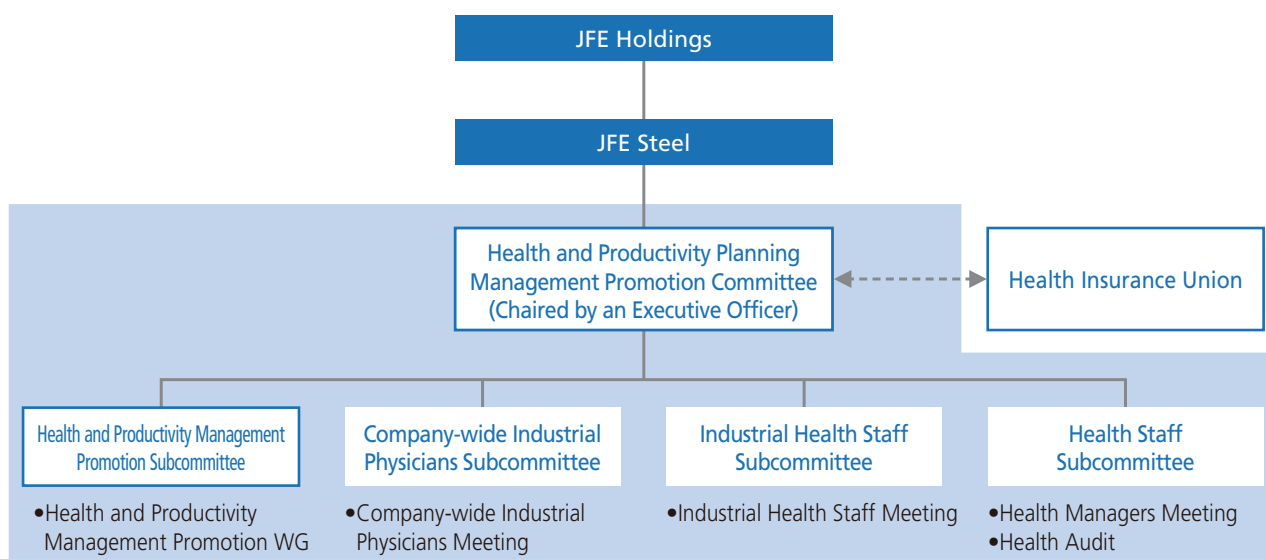
### JFE Steel

## Promoting Health and Productivity Management to Maintain and Improve Health

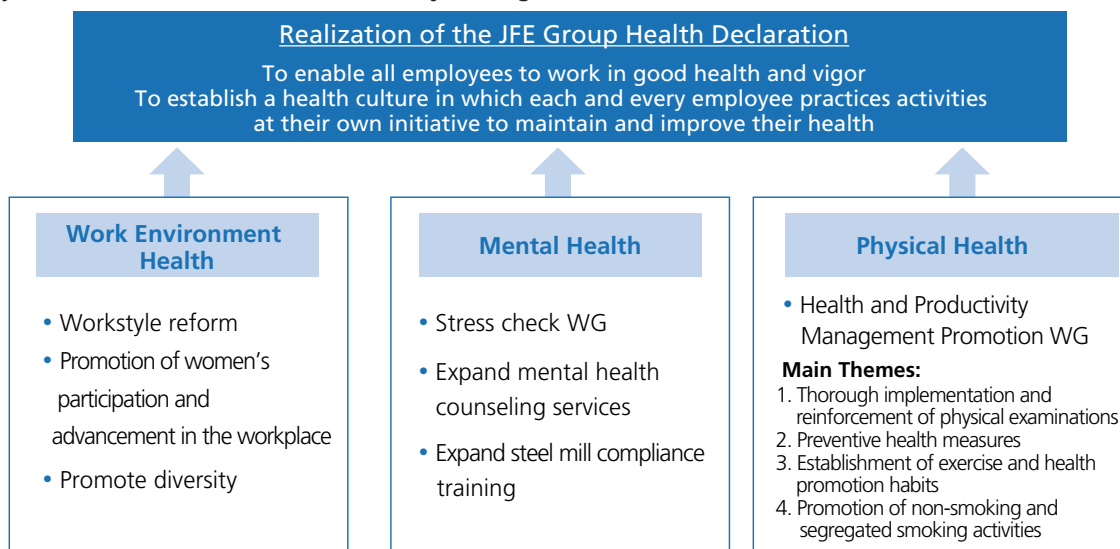
To drive key initiatives for maintaining and improving the health of employees and their families, JFE Steel launched the Health and Productivity Management Promotion WG upon the establishment of its Group Health Declaration in 2016 and is monitoring the achievement of medium- to long-term goals. Through these ongoing activities, we want all employees to work healthily and vigorously and to establish a health culture in which every employee practices activities on their own initiative to maintain and improve their health.

The Health and Productivity Management Promotion WG first focused on physical health and established key initiatives regarding: (1) thorough implementation and reinforcement of physical examinations, (2) preventive health measures, (3) establishment of sound exercise and health habits, and (4) non-smoking and segregated smoking activities. We are now implementing activities with all of our operating sites.

### Health and Productivity Planning Management Promotion System



■ Objective of the Health and Productivity Management Promotion WG



■ Health and Productivity Management Promotion WG

Members	<ul style="list-style-type: none"> <li>• Each region, works, main office</li> </ul>	<ul style="list-style-type: none"> <li>• Industrial physicians and public health nurses</li> <li>• Manager of Labor Management Office, Labor Management HR Department, Organizational HR Department</li> <li>• Office of Safety and Health (health staff), Safety and Health Department</li> </ul>
	<ul style="list-style-type: none"> <li>• Health Insurance Union</li> </ul>	<ul style="list-style-type: none"> <li>• Directing Manager, Manager of Health Development Office</li> </ul>
Discussion topics	<ul style="list-style-type: none"> <li>• Evaluation of Health and Productivity Management (physical, mental and work environment)</li> </ul> Evaluation of indices and activities: <ul style="list-style-type: none"> <li>• Company-wide promotion activities</li> <li>• Reporting health and productivity management plans and results to the management team</li> </ul>	
Frequency	Twice a year	

Active Exercise™

JFE Steel business sites offer the Active Exercise™ program, designed by West Japan Works to help people increase their physical strength and prevent injuries from falling. The program’s effectiveness in preventing occupational accidents and improving health has even attracted attention outside the company, so it is being actively shared not only among Group companies but also with on-site suppliers and companies across a broad range of industries. To prevent accidents such as falls and back injury, we participate in the Ministry of Health, Labor and Welfare and the SAFE Consortium as well as activities such as Active Exercise™ and Safe Physical Fitness™ Functional Tests.



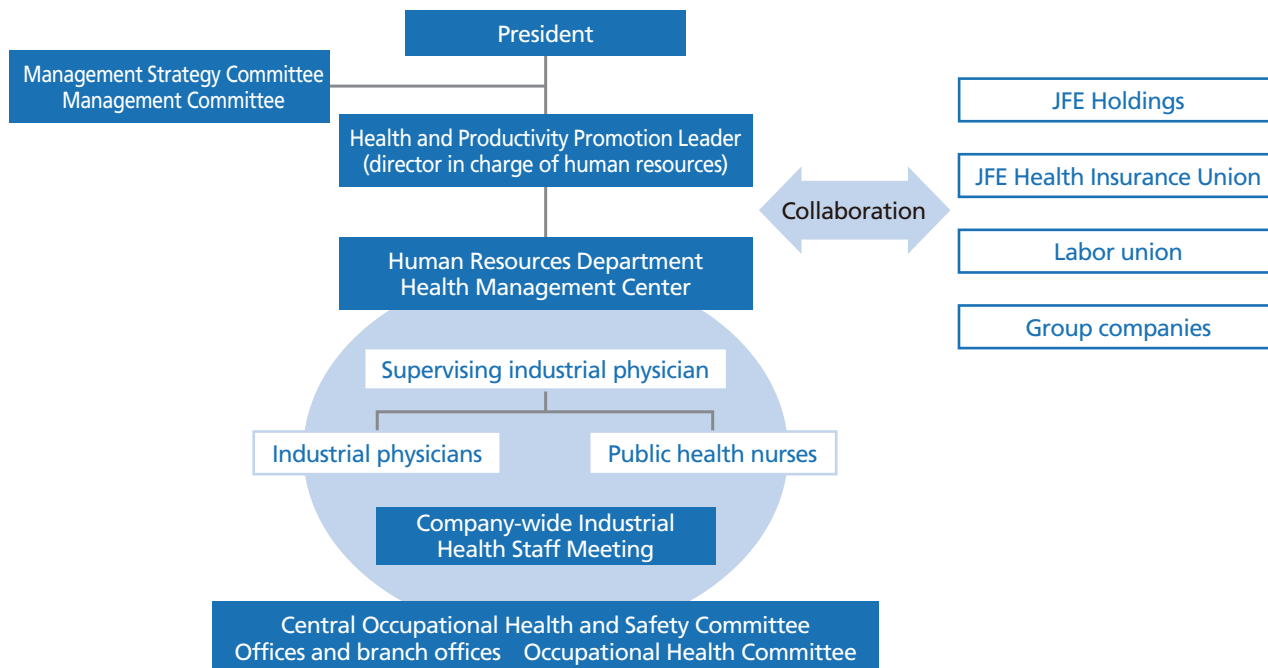
**JFE Engineering**

**Engineering Activities for Boosting Health Based on Health Checkup Data**

JFE Engineering is pursuing initiatives for improving health focused on five domains, including sleep, smoking and obesity issues extracted from past health checkup data, along with cancer and mental health.

In FY2020, we appointed a supervising industrial physician and reorganized the company-wide health and productivity management promotion system while also providing support to Group companies.

**Health and Productivity Management Promotion System**



**Initiatives Based on Past Health Checkup Data**

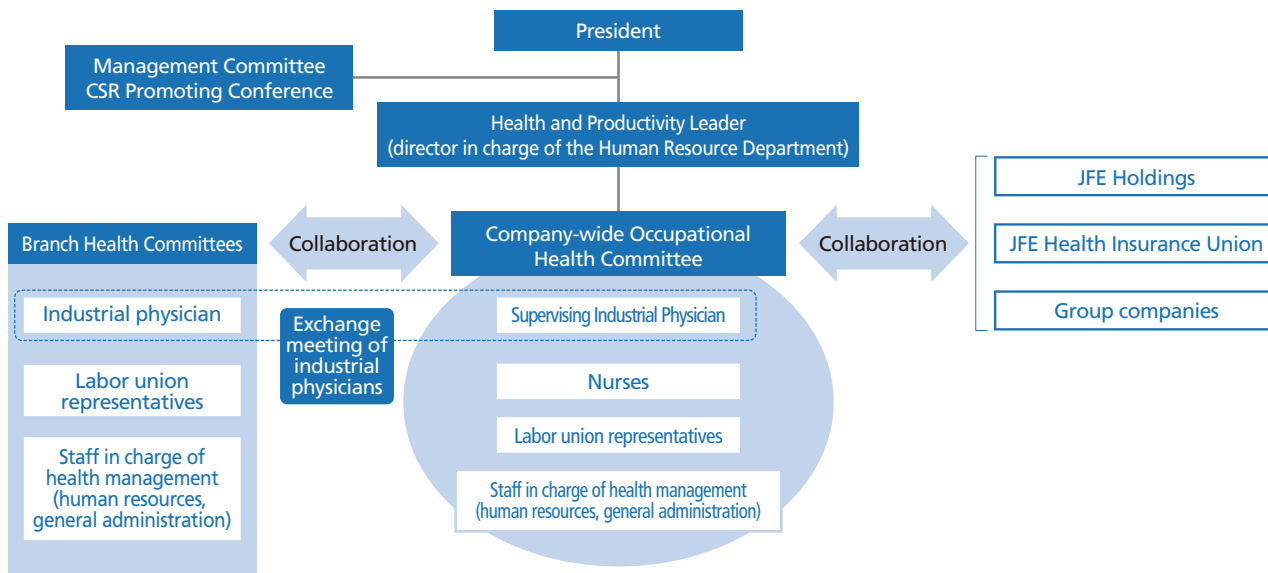
Fiscal Year Launched	Purpose	Initiatives
2018	Preventing cancer	Stomach endoscopy during regular health checkups
2019	Improving sleep habits	Company-wide self-care seminars to practice napping and breathing exercises
2020	Addressing obesity	Labor and management co-sponsored RIZAP seminars and workplace exercises at home
2021	Ending exposure to passive smoking	Complete ban on indoor smoking
	Improving sleep habits	Company-wide self-care seminars to practice sleeping and breathing exercises
2022	Providing more personalized guidance	Provision of more individualized guidance on sleep, obesity, smoking, etc.



## Detecting Illnesses at an Early Stage, Maintaining and Promoting Health for Employees and their Families

JFE Shoji believes that the health of employees and their families holds the key to the further development of the company and is therefore creating workplace environments in which employees can work with vigor.

### Health and Productivity Management Promotion System



### Past Initiatives

Fiscal Year Launched	Purpose	Initiatives
2018	Prevent cancer	Helicobacter pylori tests conducted during regular health checkups
		New program for subsidizing examination fees for breast cancer and uterine cancer
2019	Raise employee health awareness	e-learning program based on the importance of regular health checkups, and reducing heart and brain disease
	Prevent lung cancer and stroke	New program for subsidizing smoking cessation clinic fees
Measures related to passive smoke (reduction in smoking rate)		
2020	Encouraging employees to exercise as a habit	Encourage participation in the Powering Up Health Care program
2022	Providing more individualized guidance	Encourage individual consultation to those eligible for specific health guidance

## Response to the COVID-19 Pandemic

The JFE Group recognizes the importance of social infrastructure that manufactures and supplies the necessary goods for society and fully understands the purpose and content of the government's basic policy to respond to COVID-19. We place the highest priority on employee health and have taken action from the perspective of the basic approach to preventing infection and specific measures to be taken as outlined in the guidelines issued by the Japan Business Federation. While taking into account the conditions of factories and other factors, we have worked to prevent the transmission of COVID-19 and have continued to fulfill our role as a social infrastructure, including providing vaccinations at workplaces.

In response to changes in the infection rate, we have responded in a timely and appropriate manner in accordance with each request issued by the government and Japan Business Federation.

### Response after COVID-19 Was Reclassified as Class 5

Since COVID-19 was reclassified as Class 5 in May 2023, we have been responding in accordance with government guidelines, and every Group company has returned to normal working rules. Nevertheless, all employees are encouraged to take basic infection prevention measures, such as washing hands and gargling. As mutant strains or new infections occur in the future, we will use all of our experience in responding to COVID-19 while acting in accordance with prevailing government policy.

## Recruiting and Nurturing Diverse Human Resources (Labor Standards)

### Initiatives

#### New Workstyles

To ensure the sustainable development of the JFE Group, it is essential to fundamentally review past customs and develop workstyles that enable each employee to be highly productive in creating new value with pride and satisfaction in their work. Under the Seventh Medium-term Business Plan, we intend to continue building workplace environments and internal systems that enable employees to fully demonstrate their abilities with a sense of security and safety.

#### Promoting Satisfying Working Environments

The JFE Group complies with laws and regulations related to salary payments and sets salaries above the minimum wage designated by country, region and industry sector to meet living wage requirements. In addition, the Group establishes challenging and satisfying working environments by providing employees with one of the top levels of employment conditions in the industry as well as performance-based bonuses linked to company profits.

Besides complying with regulations, such as on overtime limits, our meetings, including those of the Board of Directors, regularly address the status of working hours and workstyles at operating companies, and the members promote initiatives aimed at reducing total working hours and adapting to new workstyles.

Furthermore, the Group offers generous welfare benefits, including dormitories and company housing in order to provide a stable environment for our employees and encourage them to remain with the company for many years.




JFE Steel

#### Promoting a New Workstyle

As JFE Steel takes on the challenge of achieving the most significant transformations since its founding under the Seventh Medium-term Business Plan, including a shift from quantity to quality, the company is accelerating its efforts to establish an environment that offers employees the flexibility to choose the workstyle most productive for them and brings out the best of their abilities.

Public response to the state of emergency declared under the COVID-19 pandemic led to the widespread adoption of new styles of living and working. This was also true at JFE Steel, where employment styles that combine working at the office and at home have become emerged, mainly at the head office and branches. Employee workstyle values have also changed significantly. Seizing this as an opportunity to move beyond responding to COVID-19, JFE Steel is promoting its new workstyle so that employees can work with a sense of job satisfaction and fulfillment, which in turn will lead to improving productivity across the company. In concrete terms, the company will promote teleworking by expanding its work-at-home systems; introduce a coreless flexible working hour program; adopt a shared-desk policy at the head office; introduce chat and web conferencing tools and robotic process automation (RPA), a software program that facilitates the automation of work done on terminal devices; promote paperless offices by introducing electronic contracts; and eliminate the use of seals by applying workflow automation software. Through these efforts, we will seek to reduce total working hours while also shifting to a workstyle with higher added value and transforming our corporate culture.

In addition, JFE Steel introduced a cafeteria plan as an employee benefit in FY2022 to meet the diversifying needs of employees following a rise in the number of mid-career hires and other changes. The company seeks to enhance the work-life balance by encouraging employees to take paid leave by designating annual planned leave days and offering a work-life-balance vacation program to support employees in taking vacations for childcare, nursing care, self-enlightenment, or participation in volunteer activities. In FY2022, it revised the work-life-balance vacation program to make it available for infertility treatment as well.


**JFE Engineering**

## Enhancing Productivity with New Workstyles

JFE Engineering is promoting “vacation-style reform” across the company. Employees are encouraged to take Fridays off during the summer and consecutive days of paid leave following the completion of construction work. Out of 22 paid leaves granted, 19 paid leave days on average (over 86% of the total) were taken by employees in FY2022. The company intends to raise the average taken to at least 20 in FY2023.

As part of its workstyle reform, JFE Engineering has introduced a flexible working hour program for offices, in which employees determine their own core work hours. Under the program, the company designates “no overtime days” on which employees must leave the office on time and in principle prohibits overtime work after 8 pm to encourage employees to work more efficiently. Teleworking, which was introduced as a preventive measure against COVID-19 infections, has been adopted as a permanent system since FY2021. Employees can work at home or at any of the roughly 400 shared offices nationwide, thereby supporting flexible workstyles.

In the area of construction, JFE Engineering is making greater use of IT at construction sites and expanding on-site support provided by the head office using remote environments to fully adopt a five-day workweek.


**JFE Shoji**

## Initiatives to Support Various Workstyles to Realize a Work-life Balance

As a measure to realize a work-life balance, initiatives have been implemented to reduce work hours, such as designating Wednesdays as the day to encourage everyone to leave on time, prohibit all work after 10 pm, and also designating days when employees are encouraged to take paid leave. To support more diverse workstyles, JFE Shoji changed its flexible working hour program in April 2016 by setting the core worktime between 11 am to 2 pm, and by introducing work-at-home systems for employees pressed for time due to childrearing or nursing duties.

The company also periodically designates “challenge days” to help all employees become aware of and practice a healthier work-life balance, and it implements various initiatives to reform workstyles, such as requiring employees to leave work on time on designated days and having them declare the time they will leave the office on certain days while also making sure they keep to it.

Looking beyond COVID-19, the company set up a project team to explore new workstyles that are even more efficient and flexible, and it will consider promoting paperless offices based on digitization and developing offices that meet the needs of the new normal.

## Operational Reforms


**JFE Steel**

## Promoting Operational Reforms that Leverage the Newest ICT

To reduce employee time spent on simple for repetitive tasks and free up more time for creative work, JFE Steel implemented RPA, a software to facilitate the automation of human work done on terminal devices. As of FY2022, RPA was deployed in over 700 types of operation, releasing over 85 thousand hours to be spent on other productive work.

JFE Steel is also expanding its RPA in-house development program, which began in the latter half of FY2020, across the company, with more than 320 people having completed the academy for development tools. In addition to low-code development tools, the company is promoting in-house development using workflow systems, to improve operational efficiency as well as promote workstyle reforms, such as eliminating the use of stamps and shifting to a paperless system. The time saved from these operational reforms will be used toward enhancing customer service.

To promote data-driven operational reform, the company will also rollout a new BI tool company-wide to speed up decision-making by visualizing and sharing data, thereby enhancing corporate competitiveness.

## JFE Engineering

### Smart-Work Project

JFE Engineering introduced an electronic seal system for all employees to eliminate the need to come into the office to apply the seal to more efficiently use remote work. As a result, more than 10,000 documents were digitized each month, reducing paper use by 50%. In addition, RPA, used to automate over 270 tasks as of FY2021, automatic note-taking tools for remote meetings, and automatic translation tools increasingly being used by overseas divisions, have also contributed to raising operational efficiency.

By introducing various systems, measures and tools to boost efficiency, JFE Engineering intends to achieve both work-life-balance and improved productivity while maximizing overall output.

## JFE Shoji

### J-SLIM Activities

JFE Shoji will continue to drive its J-SLIM activities, which is an operational reform aimed at increasing work efficiency and performance. At the 2022 J-SLIM presentation, 24 teams from JFE Shoji and domestic and overseas group companies presented their J-SLIM activities online, which was viewed by a total of 2,800 people across the group. These activities included reviewing how to share information, reducing work hours by introducing the latest IT tools including RPA, and improving the accuracy and efficiency of office work by utilizing data and EXCEL functions. JFE Shoji is promoting the sharing and horizontal deployment of these activities that lead to improved productivity throughout the Group. The company will continue to foster a corporate culture that can flexibly adapt to the changing times and constantly seek change free of preconceived notions.

## Invigorating Workplaces through Small Group Activities

## JFE Steel

In JFE Steel, approximately 1,500 small groups carry out J1 Activities\* that have yielded various results in the key areas of quality and work improvement. In addition, the JFE Family Result Reporting Conference, which includes participation from Group companies, is held twice a year, and groups that excelled in the competition are dispatched to QC Conventions and affiliated companies in Japan and overseas to strengthen the J1 Activities.

\* Designed to turn JFE into an excellent company and propel it to the number one position in its industry (called JE1 Activities at JFE Engineering and J1 Activities at JFE Steel and JFE Shoji).

## JFE Engineering

JFE Engineering has about 250 teams and 1,900 employees, including those of group companies worldwide, involved in JE1 Activities. The results of these activities are showcased at a company-wide competition held at the end of the fiscal year. Activities focused on topics such as quality, efficiency, safety or costs contribute significantly to workplace vitality and corporate performance.

## JFE Shoji

JFE Shoji has been conducting J1 Activities in production divisions of its group companies in Japan as a means of improving their problem-solving skills in areas such as safety, quality, cost, operations and delivery target. The company holds annual competitions in which about 20 teams report their activity results and awards are given to the highest achieving teams. The company will continue to promote J1 Activities to improve workplace vitality and improve problem-solving skills.

## Diversity and Inclusion

### Structure for Promoting Diversity

Each operating company has a Diversity Promotion Section to steadily promote initiatives to raise employee awareness, increase the number of women hired, and establish a system that supports women at work. In addition, the JFE Group has established a diversity committee, headed by the president, and the management and promotion organization work together to formulate and implement Company-wide policies.

### Initiatives to Promote Diversity

In a rapidly changing business environment, the JFE Group believes that the fusion of various values and ways of thinking will lead to the creation of unprecedented ideas and solutions, which ultimately results in sustainably enhancing corporate value. For this reason, the Group has positioned diversity and inclusion as a key management concern and is working to create an environment where employees with diverse backgrounds, including gender, nationality, values, and different lifestyles, can demonstrate their abilities. We developed even more ambitious KPIs particularly to support the advancement of women, such as number and ratio of women appointed to management positions and the ratio of female hires, starting in FY2022. Every operating company formulates a company-wide policy through discussions with management. These efforts include recruitment measures to increase the number of candidates for female management positions, and retention measures through the enhancement of internal and external networking and the presentation of role models, as well as placement and development measures through the creation of individual training plans for female employees.

#### JFE Steel

JFE Steel is working to cultivate a culture in which diverse human resources can demonstrate their full potential by providing diversity training for management and managers and designating a Diversity Month. Since FY2021, the company has had ongoing discussions on diversity issues and initiatives mainly at the management level. Starting in FY2023, the officers and general managers have set diversity targets to strengthen activities in each division and workplace. To promote the advancement of women, the company provides career training for female employees and their supervisors and actively dispatches female employees to external training programs to increase the number of female employees appointed to management positions. Online career exchange meetings between business sites planned together with female employees have also started. For female employees working in workplaces that operate in shifts, the company has also established a program for helping them maintain their work-life balance by discussing their career development through interviews with their supervisor and the personnel division. Through this program, JFE Steel is providing the best possible support for female employees so they can continue working after pregnancy, childbirth, or other major life events. To encourage male employees to be engaged in parenting, labor and management has discussed the issues related to taking childcare leave and jointly issued a message recommending that these leaves be taken. In addition, the company supports employees at various life stages, such as by holding seminars on balancing nursing care and work. All of these efforts are intended to create a workplace where employees feel comfortable and fulfilled.

#### JFE Engineering

JFE Engineering engages in activities for reforming its corporate mindset, including diversity seminars for managers, e-learning programs for all employees and the annual Diversity Month. In FY2022, as part of the CSR promotion system\*<sup>1</sup>, the Diversity Committee, comprising the management team, was established to deploy company-wide policies and formulate and implement plans for each organization. For female employees, the company organizes leadership seminars and opportunities for exchange. It also accepts around 80 locally hired employees\*<sup>2</sup> of overseas Group companies at any given time to provide on-the-job training. The company also strives to create an environment in which workers can spend their time in Japan with a sense of security, by launching a helpdesk on daily matters for non-Japanese nationals, offering information through a portal site and providing Japanese language classes. Every year in Japan, JFE Engineering actively hires around 70 mid-career recruits possessing diverse characteristics and values, such as those with experience in other industries.

\*1 The name was changed to the Sustainability System in FY2023.

\*2 In FY2022, about 60 employees were accepted due to the impact of COVID-19, but this number is expected to gradually increase.

## SH JFE Shoji

To promote company-wide awareness, JFE Shoji regularly holds diversity seminars for the management team, diversity management seminars targeting managers including those at Group companies, and e-learning for all employees. In addition, the Diversity Promotion Committee, comprising the management team, was established to share overall policies and achieve departmental targets. The company also supports the career development of female employees by providing a career training program for mid-career female employees together with their supervisors while holding roundtable discussions with senior employees and actively dispatching female employees to external training programs and activities.

To ensure that women can continue working after childbirth or periods of childcare or nursing care, the company organizes information exchange meetings for employees on maternity leave and follow-up seminars after they return to work. As part of efforts to encourage male employees to participate in childcare, we hold seminars on male childcare leave and provide explanations to department heads and to the employees.

### Promoting Women's Professional Development

The JFE Group is implementing a broad range of initiatives to promote women's advancement, including active recruitment, enhanced childcare-support programs that significantly exceed statutory requirements, and development of training and awareness-raising activities. The initiatives and issues faced by each company are shared among operating companies. They are also discussed at the Board of Directors' and other meetings in an ongoing effort to promote the initiatives. In recognition of its efforts to encourage the empowerment of women, JFE Holdings has been selected three times as a Nadeshiko Brand\* since FY2013.

\* A joint project of the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange. One company per industry is selected from among those listed on the First Section of the Tokyo Stock Exchange and announced as a company that is actively promoting the careers of female employees, including improvements to environments where women can continue to work.

#### Formulation of an Action plan for Promoting Women's Professional Development

The Act on Promotion of Women's Participation and Advancement in the Workplace went into effect on April 1, 2016. The JFE Group has designated the promotion of workforce diversity as a key management strategy for maximizing the potential of every employee and has been actively hiring and supporting the advancement of female employees.

We formulated the following action plan in accordance with the Act to establish a working environment that encourages female employees to demonstrate their abilities and create satisfying workplaces for all employees.

- **Action Plan Period**

Period of five years starting on April 1, 2021 and ending on March 31, 2026

- **Target of the Action Plan**

We have set a common goal for the JFE Group to increase the ratio of women in managerial positions above the section manager level to at least 10% by 2030 (of which at least 20% are in administration and the sales divisions). Under this goal, we will actively promote the appointment of women to managerial positions.

- **Action Plan for Each Operation Company**

- ▶ [JFE Steel \(Japanese Only\)](https://www.jfe-holdings.co.jp/csr/pdf/female_plan_st.pdf) (https://www.jfe-holdings.co.jp/csr/pdf/female\_plan\_st.pdf)

- ▶ [JFE Engineering \(Japanese Only\)](https://www.jfe-holdings.co.jp/csr/pdf/female_plan_eng.pdf) (https://www.jfe-holdings.co.jp/csr/pdf/female\_plan\_eng.pdf)

- ▶ [JFE Shoji \(Japanese Only\)](https://www.jfe-holdings.co.jp/csr/pdf/female_plan_shoji.pdf) (https://www.jfe-holdings.co.jp/csr/pdf/female\_plan\_shoji.pdf)



## Company Policy Explained by the President

The president of JFE Holdings has endorsed the Declaration on Action that was introduced by a group of male leaders in Japan who intend to create “A Society in which Women Shine” with the support of the government’s Gender Equality Bureau Cabinet Office. He also announced additional measures to support the professional development of female personnel, thereby communicating both inside and outside the company that women can play active roles at JFE.

For more information, see:

► [Declaration on Action by a Group of Male Leaders Who Will Create a Society in Which Women Shine](https://www.gender.go.jp/policy/sokushin/male_leaders/pdf/declaration_body_en.pdf)

([https://www.gender.go.jp/policy/sokushin/male\\_leaders/pdf/declaration\\_body\\_en.pdf](https://www.gender.go.jp/policy/sokushin/male_leaders/pdf/declaration_body_en.pdf))

## Employment of People with Disabilities

The JFE Group has three special subsidiaries, JFE Apple East Corporation, JFE Apple West Corporation and Mie Data Craft Co., Ltd., to employ people with disabilities and create enjoyable workplace environments for them.

For more on the employment of people with disabilities, see:

► [Data on Employment of People with Disabilities](#) (P.247)

## Programs for Employees Over 60 Years Old

To ensure that the skills and experience of veteran employees are handed down, JFE Group companies have either raised the mandatory retirement age to 65 or introduced a system that enables all employees to work until the age of 65.

As of April 2023, 751 elderly employees (about 3.5% of the total) are working at JFE Steel, JFE Engineering, and JFE Shoji.

### JFE Steel

JFE Steel raised its mandatory retirement age to 65 in April 2021 to increase the motivation of veteran employees in their work, pass on their techniques and skills, and steadily promote human resource development. While we used to rehire anyone who wished to continue working after reaching the age of 60, we recently established a personnel and wage system to cover all employees up to the age of 65.

### JFE Engineering

JFE Engineering regards veteran employees as highly specialized experts in business and technical fields and expects them to play roles in maintaining and strengthening competitiveness while passing on their skills to the next generation of workers. To encourage their further success, we raised the retirement age to 65 in fiscal 2023.

### JFE Shoji

JFE Shoji is mindful of creating an environment that allows veteran employees over 60 to continue working with high motivation, while also seeking to realize flexible workstyles and develop a healthy working environment. Employees may choose from a variety of working arrangements, including full-time employment, shortened workweeks, and shortened daily work hours in accordance with their lifestyles.

## JFE Group Creating an Inclusive Workplace

The JFE Group is creating a workplace that does not discriminate on the basis of gender, sexual orientation or gender identity by conducting internal human rights seminars and position-specific curriculums. LGBTQ concerns have also been incorporated into the Group's compliance guidebook, which is distributed to all employees and used as a common reference during the annual Compliance Month of October toward nurturing greater understanding. JFE Steel has revised its benefit program to extend coverage to same-sex or de facto partners from FY2022 and holds program briefings and educational training sessions. At JFE Engineering, e-learning programs are offered to all employees, and seminars are held mainly for personnel in human resources.

### Securing Diverse Human Resources

#### Recruitment Results for University Graduates (FY2023) and Mid-career Recruits (FY2022)

552 employees (total of three operating companies)

- Women in positions with prospects for promotion: 20.6% (77 out of 373)  
Women in white-collar positions: 31.5% (53 out of 168)
- Mid-career and year-round recruits: 30.3% (167 out of 552)  
Recruits in positions with prospects for promotion: 32.2% (120 out of 373)  
Recruits in on-site positions at steelworks: 26.3% (47 out of 179)

To ensure sustainable growth, the JFE Group steadfastly recruits from a diverse pool of applicants and actively hires women, foreign nationals and mid-career personnel, and recruits year-round.

The Group also operates overseas businesses across a broad range, and its overseas sites hire employees locally, thereby contributing to communities with employment opportunities.

#### ■ Recruitment Results (Three Operating Companies) for University Graduates (FY2023) and Mid-career Recruits (FY2022)

Category	Career-track Positions			On-site and Clerical Positions	Total
	White-collar	Technical	Total		
Male	115	181	296	170	466
Female	53	24	77	9	86
Total	168	205	373	179	552
Ratio of women (%)	31.5	11.7	20.6	5.0	15.6

For more on employees, refer to the following data.

▶ [Social Data](#) (P.243)

## Human Resource Development

The JFE Group is enhancing training and education with an emphasis on nurturing the capacities of each employee and cultivating global human resources to support the expansion of our overseas business. We are also committed to securing and developing the necessary human resources to promote the DX strategy, one of the JFE Group's management strategies. In FY2023, we are adding a new KPI for DX human resource development to the KPI for training hours per employee, to further accelerate our efforts.

### JFE Steel

#### Passing on Skills and Promoting DX Human Resource Development

The generational replacement of employees has peaked, raising the urgency of boosting the skills of younger employees. Accordingly, the company applies an evaluation system at manufacturing sites to quantitatively grasp and analyze the skill level of each employee and then uses the results in its training system. It also promotes the use of IT such as a mixed reality technology-based training simulator for enhancing the quality of training.

Furthermore, the Group is taking steps to respond to DX technologies, which are rapidly being introduced and applied in industry, for such tasks as improving internal training programs for data scientist personnel. Starting in FY2023, we will provide DX literacy training to all employees to instill our vision and inform their thinking. We will also provide training that challenges the mindsets of executives and managers to guide them into specific goals that further promote human resource development.

### JFE Engineering

#### Engineering Training Programs to Support Independent Learning

To enhance the knowledge of underlying technologies that represent a technological foundation for an engineering enterprise, the company's leading expert lectures over 30 different courses on basic technology for younger employees and mid-career hires.

A web-based learning curriculum launched in FY2018 offers employees opportunities to acquire business skills that cater to each job responsibility, including accounting and marketing.

Through these training programs, JFE Engineering provides younger employees with opportunities to grow through independent and continuous learning and strengthens the leadership capabilities of managers to transform corporate management.

### JFE Shoji

#### Training and Measures to Maximize Employee Potential

To expand the trading business in Japan and overseas, JFE Shoji has organized a training program that enables personnel with diverse backgrounds to achieve growth in their respective work sites and business situations. The program includes a course for developing the basic skills required of trading company personnel, such as negotiation, finance and strategic thinking, and the trading business along with another course for newly hired mid-career employees. Furthermore, employees in rank-based training learn the roles and skills required for their new qualifications before being promoted, which enables them to advance their careers more quickly. Other programs include the early dispatch of young employees to overseas Group companies and conducting national staff training in which locally hired talented overseas employees are invited to the head office to further boost their abilities and motivation. These opportunities for a wide range of employees is intended to raise the performance of the entire Group.

#### Developing Global Personnel

In addition to hiring and developing non-Japanese for career-track positions in Japan and local personnel overseas, the JFE Group is enhancing programs for Japanese employees to gain overseas study and training. The Company is also developing younger employees through practical experience by dispatching them on overseas assignments.

■ Global Personnel Development Programs

	JFE Steel	JFE Engineering	JFE Shoji
Study abroad	○	○	○
Short-term overseas language training	○	—	○
Overseas assignments for younger employees	○	○	○
Dispatching engineers to international conferences	○	—	—
Training for local personnel at overseas sites	○	○	○
Practical training in Japan for non-Japanese personnel at overseas sites	—	○	○
Internship for international students	○	○	—

Developing Dynamic Working Environments

The JFE Group is developing dynamic working environments through sincere discussions with labor unions and conducting employee satisfaction surveys (engagement surveys) every year. These tools help us regularly monitor employee awareness, identify issues related to their job satisfaction, and consider countermeasures.

We also seek to reflect the results of the periodic corporate ethics surveys to create employee-friendly working environments.

**ST** JFE Steel

Recognizing that labor-management cooperation is essential for the company to fully tackle its business challenges, JFE Steel has established a strong relationship with its labor union based on understanding and trust. The company convenes its Labor-Management Business Discussion Committee four times a year to bring the president and other executives together with labor representatives for the purpose of exchanging ideas on business challenges. The two sides also share views on working conditions and workplaces and hold joint consultations whenever the labor system is revised.

**EN** JFE Engineering

JFE Engineering strives to ensure sound labor-management relations. In addition to Central Labor-management Committees, which are regularly convened for the company's president and other executives to share views with representatives of its labor union, a labor-management committee on work-life-balance helps to maintain friendly working environments.

**SH** JFE Shoji

JFE Shoji management and labor have jointly declared they will achieve continuous growth for the company, enhancing the lives of employees and realizing an affluent society based on mutual trust and understanding. The company maintains a sound relationship between management and labor. Semiannual Management Committee meetings are held as opportunities for the company president and other executives to regularly exchange opinions and share management information with representatives of the labor union.

## Human Rights

### Basic Policy

The JFE Group views respect for human rights as both a corporate social responsibility and a foundation of its business. Our determination to prevent discrimination in our business operations is clearly expressed in our Standards of Business Conduct, which we have consistently upheld. In FY2018, the JFE Group Human Rights Basic Policy was established as a standard to which Group companies and their officers and employees must comply in order to further clarify the approach to our initiatives. Under the policy, we also seek cooperation from all stakeholders including our supply chain to respect and protect human rights.

We have been conducting human rights due diligence since fiscal year 2021 in accordance with the United Nations Guiding Principles on Business and Human Rights, while organizing seminars by external experts on human rights. Given recent changes in human rights awareness and concerns, the JFE Group Human Rights Basic Policy was revised in April 2023 to further strengthen the JFE Group's efforts to respect human rights. Under the new version of the policy, every operating company inspected and revised its procurement guidelines and related materials, thereby strengthening the Group's efforts throughout the supply chain.

We will continue to promote initiatives for realizing a society in which human rights are respected and protected.

### JFE Group Basic Policy on Human Rights

JFE hereby establishes the JFE Group's Basic Policy on Human Rights based on the United Nations Guiding Principles on Business and Human Rights in order to promote Group-wide efforts to respect human rights and to fulfill its responsibilities to all stakeholders that it influences in the course of its business activities.

#### 1. Basic approach to respect for human rights

We, the JFE group, support and respects the International Bill of Human Rights, which consists of the Universal Declaration of Human Rights and the International Covenants on Human Rights, as well as the International Labor Organization (ILO) Declaration on Fundamental Principles and Rights at Work.

We believe that respect for human rights is a corporate social responsibility and a foundational aspect of our operations. In addition to clearly stating and implementing our policy for respecting all members of the company and the general public and refraining from any form of discrimination in our corporate activities, we implement initiatives to ensure that we are not complicit in human rights abuses.

This policy represents our commitment to respect human rights based on the JFE Group Standards of Conduct.

#### 2. Scope of application

This policy applies to all officers and employees of the JFE group. We also encourage all stakeholders, including members of our supply chain, to understand and support this policy.

#### 3. Compliance with applicable laws

We comply with the laws and regulations of Japan and all other countries and regions where we operate, but if there is any conflict with internationally recognized human rights and regulations, we seek ways to respect internationally recognized human rights as much as possible.

#### 4. Human rights due diligence

We identify negative impacts on human rights and utilize our internal mechanisms for human rights due diligence to prevent or mitigate such impacts.

#### 5. Corrections and remedies

We maintain reporting contact points for receiving reports from both internal and external sources regarding negative impacts on human rights caused by any of our business activities. If we are made aware that we have caused or been involved in a negative impact on human rights, we will follow the necessary procedures to correct and remedy the problem.

## 6. Education

We provide education on respecting human rights to ensure that all of our officers and employees understand and implement the company's basic policy.

## 7. Oversight

The JFE Group Sustainability Council, chaired by the President of JFE Holdings, Inc., oversees compliance with this policy and the implementation status of initiatives referred to herein.

## 8. Dialogue and consultations with stakeholders

Among the initiatives taken under this policy, we utilize outside experts as well as engage in discussion and consultation with internal and external stakeholders.

## 9. Information disclosure

We appropriately disclose all relevant information about our initiatives concerning respect for human rights and the progress of such initiatives via JFE group websites and other means.

## 10. Business-related human rights issues

### (1) Non-discrimination and equality under the law

We respect every individual connected with our corporate and business activities and do not discriminate on the basis of race, nationality, ethnicity, creed, religion, social status, lineage, age, gender, sexual orientation, gender identity, disability, or any other such factor.

### (2) Engaging with business partners

We seek the cooperation of all of our business partners in initiatives to respect and protect human rights in order to contribute toward creating a society in which the rights of all humans are respected and protected.

### (3) Harassment

We do not engage in any kind of harassment based on gender, status, or any other factors, including through language or behavior that offends or violates the dignity of others.

### (4) Forced labor and child labor

We never use forced labor or child labor in any country or region. We also do not tolerate or sanction any form of modern slavery, including bonded labor and human trafficking.

### (5) Occupational health & safety and appropriate working environments

In accordance with the fundamental idea that safety is our top priority above all else, we pursue health and safety in all of our activities and strive to create safe, healthy workplaces where all employees feel assured that their physical and mental health is protected.

### (6) Working hours and livable wages

We comply with all laws and regulations concerning working hours and wages applicable in the countries and regions where we operate. We work to ensure wages that allow employees to enjoy an adequate standard of living.

### (7) Right to freedom of association and collective bargaining

We respect employee rights to freely associate and collectively bargain in accordance with the laws and collective bargaining agreements in each country. In addition to taking into account each country's laws and labor practices, we work to build sound labor-management relations and resolve problems by engaging in sincere and constructive dialogue with employees in accordance with international norms.

### (8) Rights of local and indigenous peoples

We respect and give due consideration to local people's land rights, access to water, safety and health as well as the rights of indigenous peoples in regions where we operate.

This policy revision was formulated with the assistance of human rights experts and approved at the JFE Group Sustainability Council chaired by the President of JFE Holdings, Inc.

Established: April 2018

Revised: April 2023

Koji Kakigi, Representative Director, President and CEO  
JFE Holdings, Inc.

## Structure

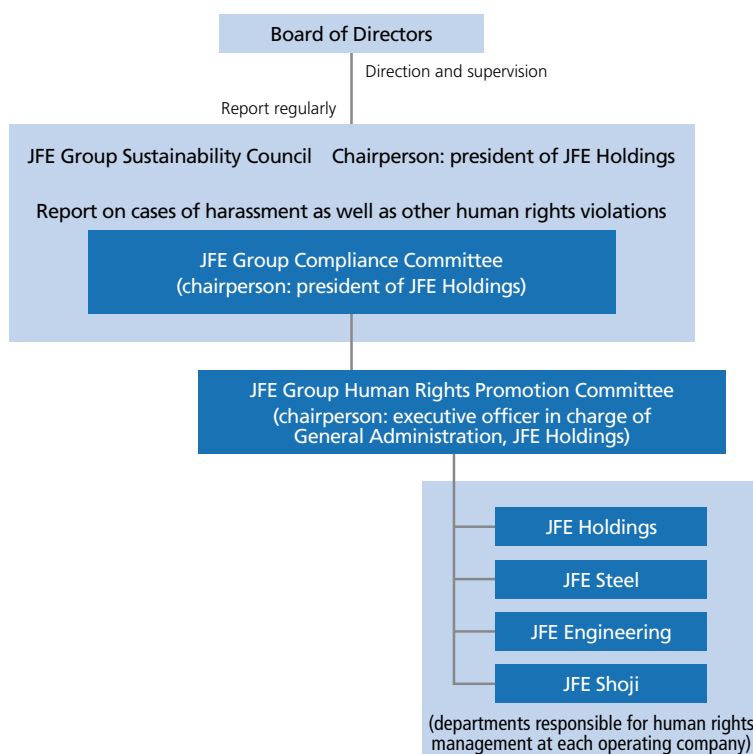
### Promoting Human Rights

In order to steadfastly focus on human rights initiatives, we established the JFE Group Human Rights Promotion Council, chaired by the corporate officer of JFE Holdings under the JFE Group Compliance Committee, chaired by the president of JFE Holdings. This framework allows us to define Group-wide policies and regularly share information with departments responsible for human rights issues that have been set up at each operating company.

In addressing all human rights risks, we emphasize communicating with stakeholders through such initiatives as setting up a Corporate Ethics Hotline at each operating company and an independent law firm as an external contact point, as well as dedicated consultation desks on harassment issues at major offices, all of which accept anonymous reporting and consultation on human rights and related issues. Furthermore, we receive inquiries, including anonymous requests concerning human rights issues and compliance from external stakeholders via the contact form on our corporate website. The operational status of these help desks and reports of harassment as well as other human rights violations are regularly reported to the JFE Group Sustainability Council and Board of Directors for their direction and supervision.

#### ► [Development of the Whistleblowing System](#) (P.217)

#### ■ Governance Structure for Human Rights Awareness Promotion



## Targets and Results

Recognizing that contributing to the realization of a society in which the human rights of each and every individual are respected and protected is not only a corporate social responsibility but also a foundational principle of management, the JFE Group upholds respect for human rights across the supply chain as a key management issue and promotes its efforts by setting KPIs.

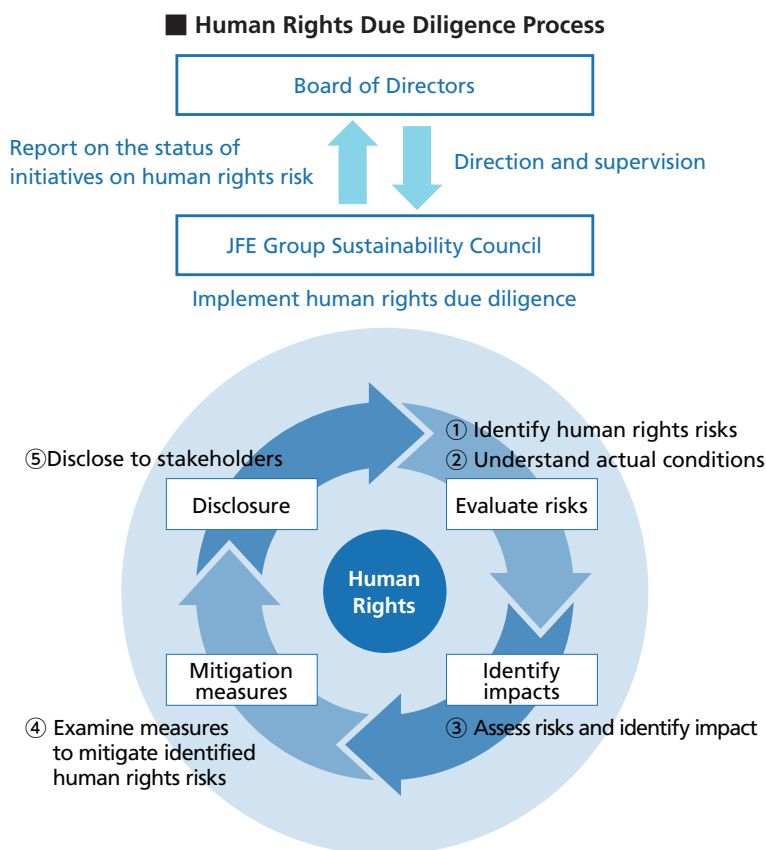
► [Material Issues of Corporate Management and KPIs](#) (P.20)

### Human Rights Due Diligence

The JFE Group is committed to human rights due diligence based on the United Nations Guiding Principles on Business and Human Rights. In FY2021, the year when human rights due diligence was initiated, we identified human rights risks and examined corrective measures to be taken at the JFE Holdings and other Group companies, including operating companies. In FY2022, we revised the JFE Group Human Rights Basic Policy (hereinafter “the Policy”), and every operating company also inspected and revised their procurement guidelines in line with the policy to further strengthen our efforts to respect human rights throughout the JFE Group and its supply chain. Additionally, we discussed the method, scope, and priorities for conducting a survey on human rights risks throughout the supply chain. We are expanding our efforts by holding briefings on human rights and conducting surveys on related risks to ensure that Group companies identify, assess, reduce, and prevent human rights risks.

In FY2023, we will conduct a questionnaire survey on human rights risks with suppliers to ensure respect for human rights across the supply chain. We will also gradually expand our efforts at Group companies.

### Human Rights Due Diligence Process





### 1 Identify human rights risks

We created a long list of human rights risks by referring to international norms and guidelines and seeking advice from external human rights experts. Then, taking into account human rights risks specific to the industry, regional characteristics, and other relevant factors, we identified human rights risks related to the Group's supply chain by stakeholder, such as employees and suppliers, including women, children, and local residents.

#### International norms and guidelines referenced:

United Nations Guiding Principles on Business and Human Rights, International Bill of Human Rights, ILO's Core Labor Standards, OECD Guidelines for Multinational Enterprises, Ten Principles of the UN Global Compact, GRI Standards, FLA Workplace Code of Conduct, and CHRB Key Industry Risks

#### 15 human rights issues to consider:

Compliance with standards and guidelines for respect for human rights demanded by international norms	Avoiding complicity in human rights abuses, compliance, social security, and fair competition	Prohibition of discrimination and equality before the law
Access to remedy	Thorough supplier management	Harassment and abuse
Women's rights	Child labor	Forced labor
Occupational health and safety	Working hours	Appropriate working environment
Wages that guarantee a decent standard of living	Freedom of association and the right to collective bargaining	Rights of indigenous and local people

### 2 Investigate current status

We ascertained the current status of the risk management system and activities by examining our disclosure of policies on child labor, forced labor and various other human rights risks, such as the JFE Group Human Rights Basic Policy and the Basic Procurement Policy of each company, our whistleblowing system for ensuring access to remedial action, our initiatives on compliance including prevention of corruption, and other initiatives, systems and rules concerning internal and external human rights issues.

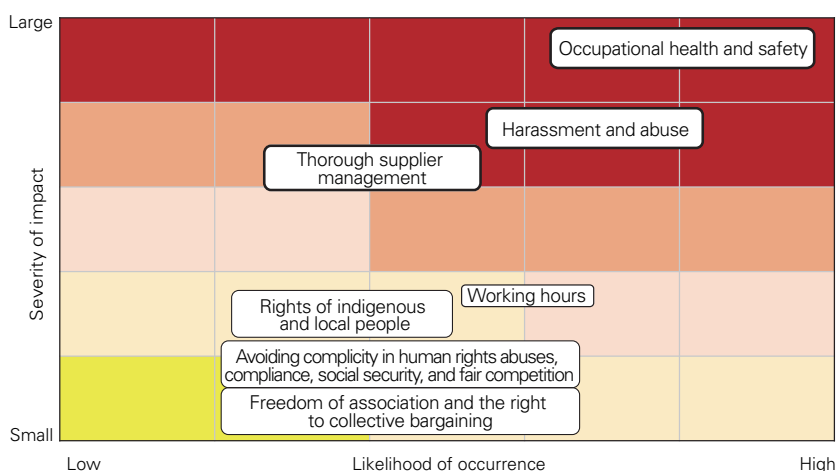
### 3 Assess risks and determine impacts

We assessed the risks of the identified human rights issues to be considered, based on the severity of impact and likelihood of occurrence, and determined the status of our initiatives on respecting human rights through written surveys and interviews in order to better identify that status in our future endeavors. During the risk assessment, we also determined the adverse impacts of human rights risks on the JFE Group and its stakeholders.

#### Human rights risks identified as particularly high risk and requiring action:

- Occupational health and safety
- Harassment and abuse
- Thorough supplier management (establishment of a human rights risk management system for the entire supply chain)

### Map of Key Human Rights Risks



#### 4 Consider mitigation measures for identified human rights risks

We implement mitigation measures for the identified human rights risks, including response as well as preventive and corrective measures and promotion systems. For occupational health and safety and harassment, we continue to strengthen our efforts to eliminate accidents and harassment using KPIs. To create a sustainable and resilient supply chain, we are establishing a human rights risk management system encompassing the entire supply chain. We will also conduct surveys on the human rights risks of suppliers by determining the priority of the surveys based on the severity of the impact of such risks and the likelihood of their occurrence.

#### ► Material Issues of Corporate Management and KPIs (P.20)

#### 5 Information disclosure to stakeholders

The JFE Group Human Rights Basic Policy, guidelines for procurement at each operating company, and other information are disclosed on our website. Also, we will appropriately disclose Information on our initiatives to respect human rights, including human rights due diligence, and their status to our stakeholders.

### FY2022 Initiatives

#### Inspect and Revise the JFE Group Human Rights Basic Policy

The JFE Group views respect for human rights as both a corporate social responsibility and a foundation of its business. Our determination to prevent discrimination in our business activities is clearly expressed in our Standards of Business Conduct, which we have consistently upheld throughout our operations. Given recent changes in public awareness and concerns related to human rights, we revised the JFE Group Human Rights Basic Policy, established in 2018, to further strengthen our efforts to respect human rights throughout the JFE Group and supply chain. We will steadfastly promote Group-wide efforts to respect human rights for all stakeholders, including suppliers, customers, and employees, toward realizing a society in which human rights are respected and protected.

#### Expand Human Rights Due Diligence to Group Companies

We have held briefings on human rights for approximately 70 Group companies and conducted fact-finding surveys through writings and interviews at 14 Group companies so far. From the survey results, we identified priority issues and considered measures to reduce and prevent human rights risks, thereby promoting human rights due diligence throughout the Group.

### Establish human rights risk management system for suppliers

We inspected and revised the procurement-related guidelines, based on the revised JFE Group Human Rights Basic Policy, and related material established by each operating company. In addition, considering the severity of impact and likelihood of occurrence of human rights risks, we determined the priorities for supplier surveys and prepared a questionnaire survey on human rights risks.

### Future Initiatives

We will continue to implement initiatives to correct and mitigate identified human rights risks and take the following actions to expand our human rights due diligence.

#### Expand Human Rights Due Diligence to Group Companies

In FY2023, we will conduct new surveys on human rights risks at approximately 80 major Group companies in Japan. We will also continue to support Group companies that have already participated in the survey to correct and improve their human rights risks, and we will consider how to conduct periodic risk surveys and review progress.

We will also consider priorities and methods for conducting fact-finding surveys of our overseas Group companies.

#### Establish human rights risk management system for suppliers

We will continue to inform suppliers of the revised JFE Group Human Rights Basic Policy, guidelines, and other references. Furthermore, we will conduct a questionnaire survey on human rights risks for approximately 600 high-priority suppliers and support specific improvements based on their responses.

Consistently maintaining these initiatives will establish a system for reducing human rights risks throughout the entire supply chain. We will also assess and improve our initiatives for respecting human rights under the supervision of the JFE Group Sustainability Council and Board of Directors to increase their effectiveness.

## Human Rights Promoting Activities

To consistently maintain our activities to respect human rights and raise employee awareness, we conduct human rights training courses, offer guaranteed equal employment opportunities, promote fair human-resource management, and actively prevent workplace harassment. Our training courses encourage employees to develop a thorough understanding of the JFE Group Human Rights Basic Policy and the respect for human rights expected of a company in the international community. To this end, we continuously monitor and following up on seminars against a KPI focused on attendance rate (attendance rate in FY2022: 100%).

We seek to prevent sexual harassment, the abuse of power, and other forms of harassment by addressing these issues in company regulations, displaying posters in workplaces, and organizing training by position (including management), individual offices, and executives. In addition, we invited an outside attorney to conduct a seminar on corporate ethics hotlines and harassment consultation desk staff (those who receive reports, including management) within the JFE Group. We regularly organize these training sessions for hotline and consultation desk personnel and held a workshop on the revised Whistleblower Protection Act in FY2022 (participants: approx. 200 in FY2020 and approx. 300 in FY2022).

Furthermore, we actively support and take part in initiatives undertaken by public organizations and groups promoting human rights as well as groups in which private enterprises participate, such as the Industrial Federation for Human Rights, Tokyo and the Corporate Federation for Dowa and Human Rights Issue, Osaka. By attending seminars and workshops sponsored or supported by such organizations and groups, we have become increasingly aware of human rights trends and challenges as well as issues specific to Japanese business. We then apply this knowledge in JFE human-rights awareness training programs and related initiatives.

## Respecting the Rights of Workers

The JFE Group adheres to the laws and regulations of various countries as well as collective agreements. It also respects the rights to freedom of association as well as their right to collective bargaining.

Upper management, including the president and the representative of the union, meets regularly to discuss matters such as management issues, work life-balance, working environments, and working conditions. By conducting earnest labor-management consultations, we strive to create a vigorous workplace while working to maintain healthy and sound labor-management relations.

The JFE Group complies with laws and regulations related to salary payments and sets salaries above the minimum wage designated by country, region and industry sector. In addition to meeting legal requirements concerning the upper limits for overtime and other mandates, the JFE Group establishes challenging and satisfying working environments by providing our employees with one of the top levels of employment conditions in the industry as well as performance-based bonuses linked to company profits.

We regularly review the wage situation in each region and business sector and engage in honest discussions with the labor union to ensure a fair return to our employees while also paying due consideration to management and business performance.

## Respect for Freedom of Expression

The JFE Group upholds basic human rights in its Human Rights Basic Policy and is committed to respecting and protecting the human rights of each individual throughout its corporate activities. We pay due care to prevent violations of the freedom of expression, as recognized by the International Covenant on Human Rights and other international conventions, and to fully protect the right to privacy.

## Respect for Children's Rights

The JFE Group supports the Convention on the Rights of the Child and Children's Rights and Business Principles and will seek to eliminate child labor and respect every child's right to survival, right to development, right to protection and the right to participation, the four pillars of the Convention on the Rights of the Child.

The JFE Group Human Rights Basic Policy upholds recognizing the diverse values held by each individual in all aspects of corporate activity as well as respecting and protecting the human rights of each person in compliance with international conventions. It also explicitly prohibits child labor and forced labor. To promote concrete initiatives, the JFE Group has focused on nurturing the next generation as a key area of its public service and is engaged in activities that support the sound development of younger generations.

## Respecting Human Rights across the Supply Chain



Following the JFE Group Human Rights Basic Policy, JFE Steel reviewed the previous Raw Material Purchasing Policy and Materials & Machinery Purchasing Policy as well as CSR Procurement Guidelines and established the new JFE Steel Procurement Guidelines, which incorporate more extensive and specific information on sustainability in general, in addition to respect for human rights. To promote sustainability initiatives throughout the supply chain, we ask our suppliers to comply with these guidelines, which are also disclosed on our website.

In terms of raw material procurement in particular, there is concern that conflict minerals, such as tin, tantalum, tungsten, gold, and cobalt, provide a funding source for militias causing human rights violations and environmental destruction. Therefore, JFE Steel complies with Japanese and overseas regulations governing the responsible procurement of minerals as well as international rules and investigates and confirms with suppliers that they are not selling conflict minerals before we purchase from them.

For JFE Steel Procurement Guidelines, please refer to the following.

▶ [JFE Steel Procurement Guidelines](https://www.jfe-steel.co.jp/en/company/purchase_policy.html#to-our-business-partners) (https://www.jfe-steel.co.jp/en/company/purchase\_policy.html#to-our-business-partners)

## JFE Engineering

JFE Engineering is promoting sustainable procurement in accordance with its Purchasing and Procurement Policies to promote initiatives related to respect for human rights in cooperation with suppliers. In addition, JFE Engineering asks suppliers to respect basic human rights, eliminate all forms of discrimination, and strive to create a safe and comfortable working environment by establishing procurement guidelines while observing laws, regulations, and social norms in their business activities. JFE Engineering ensures that these policies are clearly communicated throughout the supply chain by publicizing them on the company's website.

For JFE Engineering's Procurement Policy and Procurement Guidelines, please refer to the following.

- ▶ [Procurement Policy](https://www.jfe-eng.co.jp/en/information/procurement_policy.html) (https://www.jfe-eng.co.jp/en/information/procurement\_policy.html)
- ▶ [Procurement Guidelines](https://www.jfe-eng.co.jp/en/information/procurement_policy.html) (https://www.jfe-eng.co.jp/en/information/procurement\_policy.html)

## JFE Shoji

JFE Shoji established the Basic Policy on Sustainability in the Supply Chain, which consists of eight items, including respect for human rights, prohibition of discrimination, prohibition of forced labor and child labor. It requests the understanding and cooperation of its suppliers in complying with this policy. In 2021, it signed the Ten Principles of the UN Global Compact, recognized by the international community as advocating universal values in areas such as human rights and labor.

For JFE Shoji's Basic Policy on Sustainability in the Supply Chain, please refer to the following.

- ▶ [Basic Policy on Sustainability in the Supply Chain](https://www.jfe-shoji.co.jp/en/sustainability/promote/) (https://www.jfe-shoji.co.jp/en/sustainability/promote/)

## Community

### Basic Policy

We are engaged in corporate activities across the globe. Continuing to do business requires that we forge relationships of trust with local communities and realize sustainable growth together by contributing to the development of each region in which we operate as well as by pursuing development at manufacturing sites where our steelworks are located. To this end, the JFE Group is committed to working with communities as stated in the JFE Standards of Business Conduct and is promoting activities that contribute to local communities.

The operation of our steelworks involves massive production facilities and significantly impact the region's employment and economy as well as environmental air and water quality. Our steel business seeks to revitalize local communities as an important means for deepening understanding of the JFE Group among local residents and mutually promoting regional development.

### JFE Group Standards of Business Conduct

#### 3 Work with communities

Actively contribute to host communities as a good corporate citizen by emphasizing harmony and cooperation.

## Initiatives

### Local Activities

In addition to consistently taking action to ensure safety and reduce the environmental impact of our corporate operations, we also conduct initiatives that serve the public with a focus on protecting the environment, nurturing the next generation, promoting sports and culture, and revitalizing regional communities.

Furthermore, we provide paid leave programs that can be used to promote volunteer work to encourage the active participation of employees.

### Opening Manufacturing Sites to the Public

Every year, the JFE Group opens its manufacturing facilities to residents in local host communities for demonstrations, tours and other events.

#### ■ On-site Events in FY2022\*

	Location	Event	Date	Attendance
JFE Steel	East Japan Works, Keihin	Keihin Community Festival	May 29	950
	East Japan Works, Chiba	JFE Chiba Festival	October 23	20,000
	West Japan Works, Fukuyama	JFE West Japan Festival in Fukuyama	May 8	7,000
	West Japan Works, Kurashiki	JFE West Japan Festival in Kurashiki	November 3	9,000
	Chita Works	Handa Community Industrial Festival	November 9	15,000

\* Events were held with measures in place to prevent the spread of COVID-19.



JFE West Japan Festival in Fukuyama

In addition, on-site recreational facilities are made available for community sports such as soccer, baseball, volleyball and basketball as well as other events sponsored by Group companies. Coaching sessions are offered by company baseball and track teams, which compete in Japan's top-level corporate leagues. Such activities promote sports and health as well as stronger relationships with host communities.

## JFE Steel

### Tour of Steelworks

Every year, JFE Steel invites over 100,000 guests\*, mostly elementary and junior high school students from host communities, to tour steel production sites at each steelwork, in conjunction with festivals and other events.

\*In FY2022, we received visitors (about 70,000) after reducing the size of the tours and implementing adequate measures for preventing the spread of COVID-19.

### Education at Elementary Schools

JFE Steel conducts plant tours for students at nearby elementary and junior high schools. In addition, company employees visit schools to give lectures on iron and steelmaking processes, the features of steelworks, environmental initiatives, and other topics to deepen understanding of the steel industry and career opportunities. In FY2022, these lectures have been given to over 397 students in 39 classes, bringing the total to 309 classes since these began in FY2012. In FY2017, the company conducted the first class at a school for hearing impaired children.



Visiting lecturer at Samugawa Elementary School in Chiba City

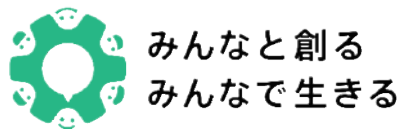
## EN JFE Engineering

### Establishment of a System for Promoting Social Co-existence Activities

In FY2022, JFE Engineering established the Social Co-existence Committee, chaired by the president, to bolster social initiatives and enhance its contribution to realizing a sustainable society in accordance with the JFE Group Standards of Business Conduct. Under the policies set by JFE Engineering, the scope of committee activities encompasses initiatives implemented through its businesses as well as those for resolving social issues not covered by business activities, while the four themes of the environment, disaster prevention, local communities, and nurturing the next generation are designated as the key areas. Collaborating with local communities is essential for the company, which operates businesses in various locations. Nurturing the next generation is in line with JFE Engineering's stated purpose of strongly supporting people's daily lives and passing community strengths on to future generations. Under the system, leaders have been assigned in each organization to promote activities across the company.

In FY2023, the company laid out guidelines for its system in order to set the stage for its activities. In addition, it designed an original logo and selected a catchphrase from entries submitted by employees to spread awareness and promote employee participation. The logo combines a circle of smiling faces created by the employee activities and the silhouette of a gear wheel that symbolizes the technology in JFE Engineering's business. It was designed to help people of all ages understand what the company does. The catchphrase conveys the message that JFE Engineering will work hand in hand with various stakeholders to care for society and live well into the future.

In addition to its various initiatives, JFE Engineering will further strengthen its activities by expanding opportunities for employees to participate and by providing education to deepen understanding of the concept of social co-existence.



### Environmental Protection Activities in the Kumozu River Basin in Mie Prefecture

JFE Engineering is the founding member of a committee set up in 2008 for protecting the environment in the Kumozu River basin in Mie Prefecture, including Tsu City, where the company's Tsu Works is located. Together with the local forestry and fisheries cooperatives, which are also members, and with support from Tsu City, the committee conducts river cleanups and tree planting activities in the river basin, as well as beach cleanups at the mouth of the river and public environmental education, in which employees and their families participate.

### Facility Tours and School Lectures

JFE Engineering accepts visitors, mainly children from neighboring communities, and gives them tours of the works, construction sites, and incineration plants it manages under contract. The company also dispatches its employees to schools to provide lectures on the environment and other topics.

For example, a lecture on the environment and recycling was given to around 80 second-year students at the Junior High School Attached to Yokohama Science Frontier High School near JFE Engineering's Yokohama Head Office, followed by a visit to the Yokohama Head Office. Students learn through both classroom lectures and on-site experience by touring a food recycling plant operated by a Group company and the Global Remote Center, which remotely monitors incineration plants. This initiative has been implemented for five consecutive years since its launch in 2018.





Lecture at the Junior High School Attached to Yokohama Science Frontier High School

## Support for External Organizations

Contributing to the realization of a sustainable society is a key management concern for the JFE Group, which actively seeks to address issues in collaboration with external groups and NGOs in pursuing solutions for the 17 SDGs.

### UN World Food Programme

The JFE Group seeks to resolve the global hunger issue by supporting the cause and activities of the Japan Association for the World Food Programme\*.

\*An NPO-accredited supporter of the UN World Food Programme (WFP), which works to eliminate hunger and poverty.

### Supporting Training for Foreign Medical Professionals

The JFE Group supports the Japanese Council for Medical Training, spearheaded by the Toranomon Hospital in Tokyo. The council offers a training program in which doctors from developing countries, primarily in Southeast Asia, are invited to study in Japan. The program aims to make an international contribution by training participants in Japan's advanced medical practices so trainees can apply their results to raise the medical standards of their home countries and to foster stronger relationships between those nations and Japan. The program also contributes to resolving health issues in local communities by enhancing the medical standards of those countries.

For more information, please refer to the following.

▶ [JCMT](http://www.jcmt.jp/english/) (<http://www.jcmt.jp/english/>)

### Japanese Foundation for Cancer Research

Since its establishment in 1908, the Japanese Foundation for Cancer Research has upheld its basic philosophy of aiming to improve the well-being of people everywhere by achieving better cancer control. The JFE Group supports this foundation, which has played a leading role in research and treatment as well as human resource development in Japan.

### Fund to Support Children's Future

The JFE Group endorses the Japanese government's national campaign for creating a society in which every child can grow with dreams and hopes. The Group supports the Fund to Support Children's Future, which provides assistance to NPOs and other groups engaged in activities to eliminate poverty throughout Japan.

## Support for Youth Development

### Japanese Language Speech Contest

The JFE Group supports the All-China Japanese Speech Contest for university students in China as a way to promote stronger international exchange. The contest has been held since 2006 to further Japan-China relations through language and communication, and JFE has provided support from its launch. Through this activity, the JFE Group contributes to the development of Japanese language education in China and the promotion of friendly exchanges between the two countries.

### Career Education for Students

JFE Steel and JFE Engineering provide plant tours for female junior high school, high school and university students to encourage them to pursue careers in science and technology.

Since 2006, JFE Steel has participated in the Keizai Koho Center's "Business Training for Japanese School Teachers." Teachers from primary, junior high and high schools learn about business operations, human resource development, safety and environment-protection-related initiatives, among other topics, with the intention of sharing that knowledge with their students and leveraging it for better school management. In addition, some facilities invite local junior high students and host work-experience sessions.

As part of career education for high school and junior high school students, Kawasho Foods Corporation, a member of the JFE Shoji group, cooperates with the School Support Center, a specified Nonprofit Corporation, to invite students for training. The participants learn how society is supported by specific kinds of work as well as the products and services related to such work.



Business training for schoolteachers

### FY2022 Internships

The JFE Group annually hosts many trainees and interns from overseas to help them gain practical experience at plants as well as design and construction sites. They also participate in group work.

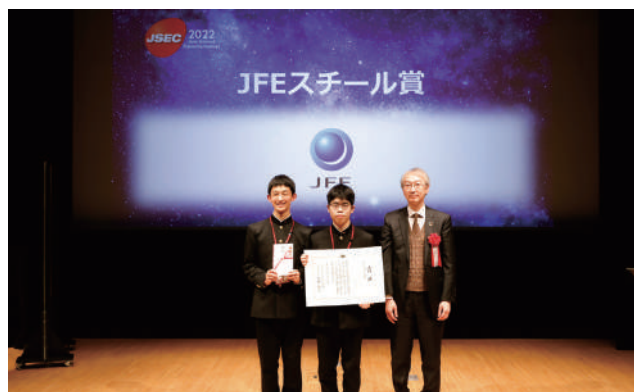
#### ■ Number of Interns Accepted by Each Operating Company (FY2022)

JFE Steel	JFE Engineering	JFE Shoji
455 (desk work: 270, technical: 185)	631 (desk work: 163, technical: 468)	Approx. 345



## High School Science and Engineering Contest

The Japan Science & Engineering Challenge is a national science-paper contest for high school and technical college students. Under the sponsorship of the Asahi Shimbun Company and TV Asahi Corporation, the contest has been supported by JFE Steel since 2006 to nurture future scientists and engineers.



JFE Steel Award presented to two students from Yamaguchi Prefectural Tokuyama Senior High School



## Supporting Elementary Schools in Ghana and Nigeria

As part of its sustainability efforts, the JFE Shoji Group has been conducting annual donation campaigns in Ghana and Nigeria since 2011. The donations take into account local needs, and JFE Shoji mainly selects products it manufactures locally to contribute to the economic activities of the two countries. This year for the twelfth donation campaign, the JFE Shoji Group donated 12,500 cans of GEISHA brand canned mackerel with tomato sauce, 475 sets of desks and chairs, and 17,000 notebooks to 15 schools in the two countries. School officials and local government agencies expressed gratitude for the donations.

The JFE Shoji Group will continue to provide support for food and education into the future, as a project that symbolizes the Group's commitment.



Students at an elementary school in Ghana

## Supporting Off-Campus Training by Special-Needs Schools

The JFE Shoji Group has been providing off-campus training opportunities for students at schools for special needs since FY2017. Training mainly consists of gaining work experience by serving coffee, cleaning up, and learning about distribution by introducing and selling sweets and coffee shop goods produced at their schools.

As a company that values open relationships with society, JFE Shoji will continue to support self-reliance and social participation so that people with disabilities can lead vibrant lives in their own way.

### JFE 21st Century Foundation

The JFE 21st Century Foundation was founded in 1990 through a donation from the JFE Group (the former Kawasaki Steel) to operate as a public-service corporation that contributes to society. It engages in various public services, such as supporting research at universities and cultural development.

- ▶ **Issued technical research grants (steel-related technology, global environment, technology for preventing global warming)**
- ▶ **Issued grants for Asian historical research**
- ▶ **Published and donated textbooks for universities and publications related to steel**
- ▶ **Sponsored cultural activities in communities hosting steel facilities**
- ▶ **Held Overseas Literary Contest and donated literary works**

For more on the JFE 21st Century Foundation, refer to the following information.

- ▶ [JFE 21st Century Foundation](http://www.jfe-21st-cf.or.jp/eng/) (http://www.jfe-21st-cf.or.jp/eng/)
- ▶ [Data related to the JFE 21st Century Foundation](#) (P. 248)

## Support for Technology Research

The foundation has been highly acclaimed by many universities for its support of technology research since FY1991.

In FY2022, it fielded 103 grant requests and provided a total of 56 million yen in the form of grants valued at 2 million yen each for 13 projects involving iron and steel technologies and 15 projects related to environmental technologies, including those designed to prevent global warming.

## Support for Asian History Studies

The foundation began awarding grants in support of Asian history studies at Japanese universities in FY2005. In FY2022, 44 applications were received and 12 grants worth 1.5 million yen each were awarded, bringing the total to 18 million yen.

## Support Activities in Communities Hosting Steel Facilities

The foundation financially sponsors community cultural activities including music, art, traditional events, community revitalization, community activities and the conservation of cultural property.

In FY2022, it sponsored nine events in regions across Japan where the Group operates its steel business, including Chiba, Kawasaki and Fukuyama cities.

## Supporting the Japan Overseas Educational Services Writing Contest and Anthology Donation

The Japan Overseas Educational Services organizes contests in the areas of essays, poems, tanka and haiku for Japanese students attending elementary and middle schools overseas. The JFE Group has been cosponsoring the contest by offering JFE 21st Century Foundation prizes since FY1991. The foundation also donated 2,300 copies of Chikyu ni Manabu (Learn from the Earth), a collection of the winning entries, again in FY2022, to 690 organizations, including elementary and middle schools and public libraries located in the regions where the Group operates its steel business.

## List of Social-contribution Activities

### Local Communities and Society

- ▶ **Supported World Food Programme**
- ▶ **Supported Japanese Foundation for Cancer Research**
- ▶ **[Gave plant tours](https://www.jfe-steel.co.jp/en/company/csr.html#anc01-01)**  
(<https://www.jfe-steel.co.jp/en/company/csr.html#anc01-01>)
- ▶ **[Held festivals and events](https://www.jfe-steel.co.jp/en/company/csr.html#anc01-02)**  
(<https://www.jfe-steel.co.jp/en/company/csr.html#anc01-02>)
- ▶ **[Donated to Japan National Council of Social Welfare](https://www.jfe-steel.co.jp/en/company/csr.html#anc01-03)**  
(<https://www.jfe-steel.co.jp/en/company/csr.html#anc01-03>)
- ▶ **[Donated emergency food supplies to a food bank \(Japanese Only\)](https://www.jfe-steel.co.jp/en/company/csr.html#anc01-04)**  
(<https://www.jfe-steel.co.jp/en/company/csr.html#anc01-04>)
- ▶ **[Lectured at elementary schools](https://www.jfe-steel.co.jp/en/company/csr.html#anc01-04)**  
(<https://www.jfe-steel.co.jp/en/company/csr.html#anc01-04>)
- ▶ **[Joined local cleanup activities](https://www.jfe-steel.co.jp/en/company/csr.html#anc01-05)**  
(<https://www.jfe-steel.co.jp/en/company/csr.html#anc01-05>)
- ▶ **[Conducted disaster response and prevention activities with local governments](https://www.jfe-steel.co.jp/en/company/csr.html#anc01-06)**  
(<https://www.jfe-steel.co.jp/en/company/csr.html#anc01-06>)
- ▶ **[Implemented and promoted Active Exercise®](https://www.jfe-steel.co.jp/en/company/csr.html#anc01-07)**  
(<https://www.jfe-steel.co.jp/en/company/csr.html#anc01-07>)
- ▶ **[Launched on-site daycare centers for local residents](https://www.jfe-steel.co.jp/en/company/csr.html#anc01-08)**  
(<https://www.jfe-steel.co.jp/en/company/csr.html#anc01-08>)
- ▶ **[Organized on-premise blood donation campaigns \(Japanese Only\)](https://www.jfe-steel.co.jp/en/company/csr.html#anc01-10)**  
(<https://www.jfe-steel.co.jp/en/company/csr.html#anc01-10>)
- ▶ **[Cooperated with traditional events](https://www.jfe-steel.co.jp/en/company/csr.html#anc01-09)**  
(<https://www.jfe-steel.co.jp/en/company/csr.html#anc01-09>)
- ▶ **[Joined Nishinomiya tourism event](https://www.jfe-steel.co.jp/en/company/csr.html#anc01-10)**  
(<https://www.jfe-steel.co.jp/en/company/csr.html#anc01-10>)
- ▶ **[Held Manufacturing Class for children](https://www.jfe-steel.co.jp/en/company/csr.html#anc01-11)**  
(<https://www.jfe-steel.co.jp/en/company/csr.html#anc01-11>)
- ▶ **[Donation for Fukuyama Castle 400th Anniversary Project](https://www.jfe-steel.co.jp/en/company/csr.html#anc01-11)**  
(<https://www.jfe-steel.co.jp/en/company/csr.html#anc01-11>)
- ▶ **Sponsored children's eco activities under World Food Programme**
- ▶ **Supported local festivals**
- ▶ **Organized public viewing of "Dragonfly Street" and Station Square**
- ▶ **Joined Where Do Dragonflies Fly Forum**
- ▶ **Supported Tsurumi Line stamp rally**
- ▶ **Volunteered for Kasumigaura Marathon**
- ▶ **Volunteered for disaster reconstruction**
- ▶ **Organized in-house fairs for supporting post-disaster reconstruction in Fukushima (providing meals at a cafeteria using local ingredients)**
- ▶ **Participated in tree planting to invigorate a rainforest in the Philippines**
- ▶ **Supported the holding and operation of the Okadama Aozora Market in Sapporo**
- ▶ **Organized environmental events at a contracted incineration plant**
- ▶ **Signed an agreement with the local government on opening up the contracted incineration plant as an evacuation site in the event of a disaster and providing emergency supplies**

### Nurturing the Next Generation

- ▶ **Supported Chinese students' Japanese speech contest**
- ▶ **Supported Japanese Council for Medical Training**
- ▶ **Supported Welfare and Medical Service Agency's Children's Future Support Fund**
- ▶ **[Supporting technician education at universities in Vietnam and Myanmar](https://www.jfe-steel.co.jp/en/company/csr.html#anc03-01)**  
(<https://www.jfe-steel.co.jp/en/company/csr.html#anc03-01>)
- ▶ **[Organized internships](https://www.jfe-steel.co.jp/en/company/csr.html#anc03-02)**  
(<https://www.jfe-steel.co.jp/en/company/csr.html#anc03-02>)
- ▶ **[Supported Japan Science & Engineering Challenge](https://www.jfe-steel.co.jp/en/company/csr.html#anc03-03)**  
(<https://www.jfe-steel.co.jp/en/company/csr.html#anc03-03>)
- ▶ **[Supported career education](https://www.jfe-steel.co.jp/en/company/csr.html#anc03-05)**  
(<https://www.jfe-steel.co.jp/en/company/csr.html#anc03-05>)
- ▶ **[Accepted teachers for private-sector training](https://www.jfe-steel.co.jp/en/company/csr.html#anc03-06)**  
(<https://www.jfe-steel.co.jp/en/company/csr.html#anc03-06>)
- ▶ **[Supported Females in choosing Science or Engineering careers](https://www.jfe-steel.co.jp/en/company/csr.html#anc03-07)**  
(<https://www.jfe-steel.co.jp/en/company/csr.html#anc03-07>)
- ▶ **Certified as company supporting child rearing (Kanagawa Prefecture and Nagoya City)**
- ▶ **Certified as Work-Life Balance Business (Kanagawa Prefecture)**
- ▶ **Accepted foreign technical interns (welding training)**
- ▶ **Supported elementary schools in Ghana and Nigeria**
- ▶ **Supported off-campus training by special-needs schools**
- ▶ **Supported robotics competitions for high schools in Mie Prefecture**
- ▶ **Provided welding training for technical high school teachers**

## Environmental Protection

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- ▶ [Organized firefly larvae release and viewing party](https://www.jfe-steel.co.jp/en/company/csr.html#anc04-01)  
(<https://www.jfe-steel.co.jp/en/company/csr.html#anc04-01>)
- ▶ [Held environmental exhibitions](https://www.jfe-steel.co.jp/en/company/csr.html#anc04-02)  
(<https://www.jfe-steel.co.jp/en/company/csr.html#anc04-02>)
- ▶ [Eco-purposed steel slag](https://www.jfe-steel.co.jp/en/company/csr.html#anc04-04)  
(<https://www.jfe-steel.co.jp/en/company/csr.html#anc04-04>)
- ▶ [Addressing the plastic waste problem through the development of a steel drinking container \(Japanese Only\)](https://www.jfe-steel.co.jp/en/company/csr.html#anc04-04)  
(<https://www.jfe-steel.co.jp/en/company/csr.html#anc04-04>)
- ▶ **Donated PET bottle caps**
- ▶ **Cooperated with nonprofit Green Bird in volunteer garbage collection**

## Sports and Cultural Promotion

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- ▶ [Held local sporting events](https://www.jfe-steel.co.jp/en/company/csr.html#anc02-01)  
(<https://www.jfe-steel.co.jp/en/company/csr.html#anc02-01>)
- ▶ [Sponsored Cho Chikun Go Cup](https://www.jfe-steel.co.jp/en/company/csr.html#anc02-03)  
(<https://www.jfe-steel.co.jp/en/company/csr.html#anc02-03>)
- ▶ [Sponsored Cho Chikun Go Cup](https://www.jfe-steel.co.jp/en/company/csr.html#anc02-03)  
(<https://www.jfe-steel.co.jp/en/company/csr.html#anc02-03>)
- ▶ [Promoted parasports](https://www.jfe-steel.co.jp/en/company/csr.html#anc02-04)  
(<https://www.jfe-steel.co.jp/en/company/csr.html#anc02-04>)
- ▶ [Keihin Symphonic Band gave performances](https://www.jfe-steel.co.jp/en/company/csr.html#anc02-05)  
(<https://www.jfe-steel.co.jp/en/company/csr.html#anc02-05>)

## Contribution to Local Communities through the Engineering Business

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We contribute to realizing a circular economy in local communities by providing utility services, such as electricity, gas, and water, as well as combining our businesses in plastics and food recycling, renewable energy power generation, and waste-to-energy power generation.

- ▶ [Development and Provision of Eco-friendly Processes and Products](#) (P.108)

## Shareholders and Investors

### Basic Policy

#### Shareholder and Investor Relations Policies

#### JFE Group Standards of Business Conduct

##### 2 Be open to society

Proactively disclose corporate information and engage in constructive dialogues with diverse stakeholders to enhance our corporate value.

#### Returns to Shareholders

The JFE Group regards returning profits to shareholders as a top management concern and follows the basic policy of actively paying dividends while establishing a sustainable and highly profitable structure for the Group as a whole, investing in growth, and improving its financial position. The Group's basic policy under the Seventh Medium-term Business Plan is to achieve a payout ratio of about 30%.

#### General Meetings of Shareholders

General meetings of shareholders are opportunities for dialogue with shareholders, so JFE sends invitations at the earliest possible date to maximize attendance and avoid overlapping with the shareholder meetings of other companies. The company has been posting an invitation on its website at the earliest possible date while allowing online voting for shareholders who are unable to attend. JFE also strives to provide the same information to overseas investors as it does in Japan by, for example, disclosing the convocation notice in English.

For more information on the General Meetings of Shareholders, please refer to the following.

▶ [General Meetings of Shareholders](https://www.jfe-holdings.co.jp/en/investor/stock/general_meeting/index.html) (https://www.jfe-holdings.co.jp/en/investor/stock/general\_meeting/index.html)

#### Policy on Constructive Dialogue with Shareholders and Investors

The JFE Group endeavors to enhance corporate value sustainably through dialogues with shareholders and investors, and it has established the Investor Relations and Corporate Communications Department to be responsible for promoting such constructive dialogue. The director supervising the department and director in charge are also responsible for promoting constructive dialogues with shareholders and investors, and the department takes the lead in ensuring organic collaboration between relevant departments by appropriately sharing information.

To promote active dialogue, JFE holds various briefings for institutional investors, including announcements of medium-term business plans and financial results by executive directors, and also arranges for visits to investors in Japan and overseas. With regard to individual shareholders and investors, JFE organizes briefings on corporate activity and tours of plants and other sites. Opinions, questions, and other information obtained through these dialogues are regularly collected and reported to directors, Audit & Supervisory Board members, and corporate officers.

In conducting the dialogues, JFE prevents any leaks of insider information and ensures fair disclosure by adhering to its disclosure policy. In addition, important press releases and IR materials are disclosed in English to provide the same information to overseas investors as to those in Japan.

For more on this, please refer to the following information.

- ▶ [Investor information](https://www.jfe-holdings.co.jp/en/investor/index.html) (https://www.jfe-holdings.co.jp/en/investor/index.html)
- ▶ [Plant tours \(special benefit for shareholders\) \(Japanese only\)](https://www.jfe-holdings.co.jp/investor/stock/factory_tour/index.html) (https://www.jfe-holdings.co.jp/investor/stock/factory\_tour/index.html)
- ▶ [Disclosure policy](https://www.jfe-holdings.co.jp/en/investor/management/disclosure-policy/index.html) (https://www.jfe-holdings.co.jp/en/investor/management/disclosure-policy/index.html)
- ▶ [Major IR Activities](#) (P.248)