What Matters Most to Stakeholders

JFE GROUP REPORT 2026



Yoshihisa Kitano
Representative Director, President and CEO

Editorial Policy

Publication of JFE GROUP REPORT 2026

Since fiscal 2018, JFE Holdings, Inc. has published an integrated report that combines non-financial information, such as environmental, social, and governance (ESG) initiatives, with financial information including business strategies, with the objective of furthering the understanding of the JFE Group's value creation narratives over the medium to long term among all stakeholders, including shareholders and investors.

In this report, we introduce key aspects of steady progress made under the Eighth Medium-term Business Plan and our future direction. We hope this report furthers everyone's understanding of our initiatives on these fronts.

On editing this report, we referred to the IFRS Foundation's International Integrated Reporting Framework and the Ministry of Economy, Trade and Industry's Guidance for Collaborative Value Creation. Relevant departments worked earnestly together to prepare this report in accordance with the Company's guidelines. We confirm that this report was prepared through an appropriate process and that its content is accurate.

	Overview of Current Conditions	Strengthening Monitoring through Organizational Changes	Achievability of JFE Vision 2035	Ensuring Financial Soundness and the Effectiveness of Growth Investments	Progress on Growth Strategies	Enhancing Capital Efficiency through Overseas Growth	Discussions at Board of Directors Meetings	Carbon Neutral Technologies and Action Plans
Message from the CEO	●	●	●	●	●	●		●
Message from the CFO	●	●		●	●	●		
Eighth Medium-term Business Plan	●				●	●		
Dialogue with Outside Directors	●	●		●			●	
Initiatives on Environmental Sustainability	●							●
Corporate Governance		●					●	

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Reporting Period
FY2025 (April 1, 2025 to March 31, 2026)
Reports on some activities undertaken outside this period are included.

Organizations Covered
The holding company JFE Holdings, Inc. and its three Operating Companies JFE Steel Corporation, JFE Engineering Corporation, and JFE Shoji Corporation. Additionally, some reports may include the equity-method affiliate Japan Marine United Corporation and Group companies under the Operating Companies (consolidated subsidiaries and equity-method affiliates).

Guidelines
- IFRS Foundation: International Integrated Reporting Framework
- Ministry of Economy, Trade and Industry: Guidance for Collaborative Value Creation
- GRI: Sustainability Reporting Guidelines GRI Standards
- Financial Stability Board: The final report of the Task Force on Climate-related Financial Disclosures (TCFD)

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September 2026 (Next issue planned for September 2027)

Disclaimer
All current plans, strategies, and beliefs published in this report that are not historical facts contain forecasts about future performance, which are subject to risks and uncertainties. Actual results may greatly differ from those forecasts due to various factors including future trends in the global and Japanese economies, and in related industries. Accordingly, please note that we do not guarantee the reliability of such forward-looking information.

