

## Stakeholder Engagement

The JFE Group strives to maintain agreeable and favorable relationships with all stakeholders, including Stakeholder Engagement shareholders, customers, clients, employees, and local communities, for the sustainable growth and medium- to long-term increase of corporate value.

### 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.

### Engagement with Stakeholders

#### Engagement with JFE's Major Stakeholders

Stakeholder	Major Communication Methods, etc.	Others	
		Frequency (per year)	Scale, etc.
Scale, etc.	Ordinary general meeting of shareholders	1	Approx. 230,000 shareholders
	Individual meetings, primarily with institutional investors and securities analysts	In Japan: 54 companies (181 meetings) Overseas: 86 companies (150 meetings)	
	Meetings with shareholders, primarily ESG managers or those with voting rights at institutional investors	In Japan: 25 companies (44 meetings) Overseas: 18 companies (25 meetings)	
	Investor meetings and ESG Briefings for analysts and persons responsible for ESG	5	Approx. 1,100 persons in total
	Web-based briefings for individual investors	Over 2,000 views	
	Business site and plant tours for individual shareholders	14	Approx. 1,900 persons
	Newsletters (JFE Dayori)	2 (mid-year and year-end)	Approx. 300,000 copies per issue
	Various reports, including integrated reports and sustainability reports*1	1	Approx. 23,000 copies
	Information via websites, etc., for shareholders and investors	As needed	
Customers	Communication through sales activities and sales support for quality assurance	As needed	Conducted at each operating company
	Interviews and questionnaires, such as those related to customer satisfaction	As needed	Conducted at each operating company
	Information via websites (product information), etc.	As needed	
Suppliers	Communication through purchasing activities	As needed	Conducted at each operating company
	Briefings and exchanges of opinion	As needed	Conducted at each operating company
	Information disclosure and other communication through the website	As needed	

Stakeholder	Major Communication Methods, etc.	Others	
		Frequency (per year)	Scale, etc.
Employees	Communications through daily operations and in the workplace	As needed	
	Internal newsletters and intranet	As needed	
	Various labor-management committees	2 to 4	Management and labor unions at each operating company
	Corporate Ethics Hotline	As needed	FY2023: 134 cases
	Various training sessions	As needed	Position-specific, compliance, human rights, etc.
	Family days*1 (visits by employee families, lunch at employees' cafeteria), etc.	As needed	Conducted at each operating company
	Corporate Ethics Awareness Survey	Once every 3 years (once every 2 years starting in FY2024)	Conducted at JFE Holdings and operating companies
	Engagement Survey (employee satisfaction survey)*2	1	Conducted at JFE Holdings and operating companies
	Management feedback (360 degree analysis)*3	1	Conducted at JFE Holdings and JFE Steel, and JFE Engineering
Local communities	Communication through local residents' association, events, etc.	As needed	
	Events at manufacturing bases (festivals, etc.)	1 per region	Approx. 170,000 persons per year
	Plant tours	As needed	More than 80,000 persons per year
	Cleanup activities (vicinity of manufacturing bases, regional cleaning, etc.)	As needed	
	Sports promotion (baseball or jogging workshops, various sports competitions, etc.)	As needed	
	Others (dispatch of lecturers to elementary schools, craft workshops, workplace experience events, etc.)	As needed	
	Information via websites (environmental info, etc.)	As needed	
	Social contribution through <a href="http://www.jfe-21st-cf.or.jp/eng/index.html">JFE 21st Century Foundation</a> (http://www.jfe-21st-cf.or.jp/eng/index.html) (various research support, regional activity support, etc.)	As needed	

\*1 Number of issues published is for the integrated report, and the sustainability report is only posted online.

\*2 Questionnaire targeting all employees for surveying the level of satisfaction and applying results to initiatives and operations.

\*3 Corporate officers and managers are evaluated by co-workers and subordinates and receive feedback.

## Engaging Our Shareholders and Investors

We work to disclose information accurately, fairly and in a timely and appropriate manner as well as strive for active communication.

We established the Investor Relations and Corporate Communications Department as an organization responsible for communication with domestic and international shareholders and investors, and to promote constructive dialogue as well as provide management with the information acquired, with the aim of maintaining and improving the relationship of trust.

### 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/en/investor/stock/factory_tour/index.html) (https://www.jfe-holdings.co.jp/en/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)

## Engaging Our Customers

The Group believes that the stable supply of products and services and reliable quality assurance, along with advancing research and development, are necessary to meet customer needs.

We will work to establish win-win relationships by continuously meeting customer needs and the trust they place in us.

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

▶ [Provide Quality Products and Enhance Customer Satisfaction](#) (P.175)

## Engaging Our Suppliers

As a key business partner, we actively promote sustainability initiatives in cooperation with suppliers. We have established a basic purchasing (procurement) policy to promote fair and honest procurement activities and build sound relationships with suppliers.

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

▶ [Supply Chain Management](#) (P.182)

## Engaging Our Employees

With the recognition of top management that creating workplaces to provide pride and satisfaction for all is essential for maximizing the potential of individuals, we have formulated the Basic Policy on Human Resource Management and Health Declaration and are conducting various activities toward attaining the goals.

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

▶ [Human Capital](#) (P.184)

## Engaging the Local Community

To ensure business continuity at manufacturing bases where steelworks are located and elsewhere, constructing a relationship of trust with citizens in local communities and realizing coexistence and prosperity are crucial.

We will pursue various activities with the aim of realizing sustainable growth and regional development, including continued initiatives toward ensuring safety and reducing our environmental impact.

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

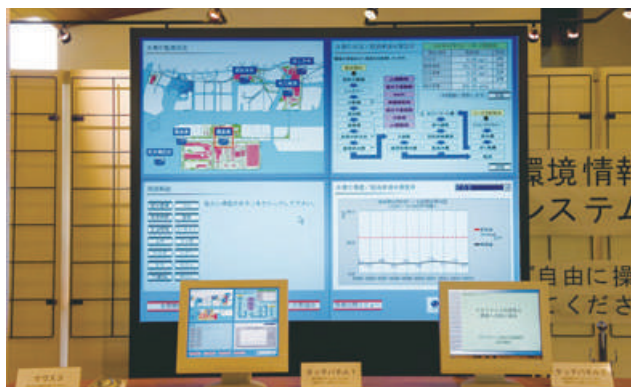
▶ [Community](#) (P.204)

## Environmental Communication

The JFE Group gives utmost priority to communicating with all stakeholders, including in matters relating to the environment. In addition to disclosing environmental information, the Group carries out extensive two-way communication between the public and the business community by supporting and participating in environment-related activities outside the Group.

### Disclosing Environmental Data

The East Japan Works of JFE Steel discloses real time environmental data on local air and water quality. Visitors can review this information in the first-floor lobby of the Visitor Center in the Chiba District and in the Amenity Hall and the first-floor lobby of the Keihin Building in the Keihin District.



Environmental data display in the Keihin District

### Environmental data display in the Keihin District

#### Commercial Video and Special Website about JFE

We created a commercial video and special website featuring the JFE Group's initiatives for a sustainable future to bring the Group closer to stakeholders. The video and website are titled "Sus-tetsu-nable!" with the word "tetsu" meaning iron inserted into the word "sustainable." We hope that the video and website will help the public better understand iron as an essential element for social infrastructure and recognize the Group's efforts as an indispensable member of society.

▶ [Special website "Sus-tetsu-nable!" \(Japanese Only\)](https://www.jfe-holdings.co.jp/sus-tetsu-nable/) (<https://www.jfe-holdings.co.jp/sus-tetsu-nable/>)

### ecobeing Environmental Website

The JFE Group provides support to ecobeing, a web magazine operated by KLEE INC., which disseminates information on the environment under the slogan, "Let's talk more with the Earth!" The website series, ecopeople, has featured people from a variety of fields and also introduced JFE Group employees and initiatives. In 2022, the magazine covered JFE Steel's BETTER RECYCLE Shonan, featuring the project for addressing plastic pollution by increasing the application of steel sheets for can-making along with those involved in the project in and outside the company, among other environmental initiatives beyond the JFE Group. By supporting this website magazine from an objective standpoint, the JFE Group seeks to help stimulate public discussion and awareness about ESG and the SDGs.

Please see the following for further details.

▶ [ecobeing \(Japanese only\)](https://www.ecobeing.net/) (https://www.ecobeing.net/)

▶ [BETTER RECYCLE Shonan \(Japanese only\)](https://www.ecobeing.net/ecopeople/2022_summer/04.html) (https://www.ecobeing.net/ecopeople/2022\_summer/04.html)

### Sponsoring Midori no Komichi Environmental Diary

The JFE Group sponsors the Midori no Komichi (Green Trail) environmental diary project hosted by Green Cross Japan with the hope that children will become more aware of environmental issues by keeping diaries of their activities and thoughts about ecology.

Please see the following for further details.

▶ [Midori no Komichi Environmental Diary \(Japanese only\)](https://www.midorinokomichi.net/) (https://www.midorinokomichi.net/)

### Participation in Environmental Exhibitions Such as EcoPro2023 and Tokyo Bay Festival 2023

The JFE Group's business activities for protecting the environment have been presented at various environmental exhibitions.

In December 2023, the JFE Group participated in one of the largest environmental exhibitions in Japan, EcoPro2023, held at Tokyo Big Sight. Under the theme, "For a Prosperous Global Future—the JFE Group Collective Efforts to Address Climate Change," we displayed our initiatives for reducing CO<sub>2</sub> emissions in the steel business as well as technologies, mainly in engineering, that help reduce emissions across all of society. Many people, predominantly elementary and junior high school students, visited our booth to observe the Group's climate change initiatives by participating in VR-based plant tours and using models to gain hands-on experience.

In 2023, J Bio Food Recycle Corporation, a Group company of JFE Engineering, received the Minister of Agriculture, Forestry and Fisheries Award at the FY2023 6th Eco Pro Awards sponsored by the Sustainable Management Promotion Organization (SuMPO) for its project, "Food Recycling System with a Double-Recycling Loop – Creating a Regional Circular and Ecological Sphere with Electricity and Fertilizer," and the award ceremony was held at EcoPro2023.



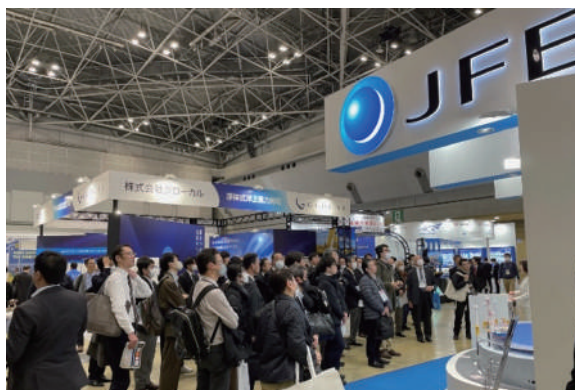
The JFE Group's booth at EcoPro2023



The event drew many children as well as adults



The JFE Group's eight companies jointly participated in the WIND EXPO at Tokyo Big Sight in February 2024. The WIND EXPO is one of the Smart Energy Week expos, a set of simultaneous expositions about seven new energy fields, and Japan's largest wind energy exposition. This year, we conveyed the JFE Group's ability to generate synergies and provide new added value through collaboration. We also introduced JFE Engineering's manufacturing plant for monopiles through a dynamic video taken by a drone, showing the inside of the plant, just before it began operations. This joint exhibit deepened our relationships with a wide range of visitors. We will continue to encourage efforts in the offshore wind power generation business and win more orders.



JFE Group's booth at WIND EXPO

In October 2023, JFE Steel took part in Tokyo Bay Festival 2023, an event held in Yokohama City to appreciate the bounty of Tokyo Bay, and presented the company's involvement in the regeneration of the marine environment and contribution to biodiversity through its steel slag products. The event offered a great opportunity for the company to showcase to the many visitors how its products contribute to the SDGs.



JFE Steel's booth at Tokyo Bay Festival 2023