

Social: 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 \(P.18\)](#)

Key Initiatives

- To achieve our goal of zero major accidents, particularly in terms of **prioritizing safety investments (P.186)** (around 10 billion yen per 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.186)**
- Proactively promote **mental healthcare (P.189)** in addition to **maintaining and improving the mental and physical health of employees and their families (P.189)**, by, for example, creating an environment that supports employee physical health and medical checkups for their spouses.
- Promote a **new workstyle (P.199)** 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.194)**, enhanced childcare-support programs that significantly exceed statutory requirements, and training and education.
- Roll out **human rights due diligence (P.169)** 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. In FY2023, we completed a survey on human rights risks in Japan for major Group companies and distributed a questionnaire to approximately 400 high-priority suppliers to instill respect for human rights throughout the supply chain. In FY2024, we will provide feedback on the results to suppliers surveyed in FY2023, provide support for improvement to those who were determined to require a follow up, and conduct surveys at high-priority overseas Group companies.
- **Actively promote DX (P.177)**, including the active introduction of IoT, AI, and data science, and the application of data assets.

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 FY2021 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.

Established: April 2018

Revised: April 2023

JFE Holdings, Inc.

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. Amendments to the policy have also been reported to the Board of Directors.

Structure

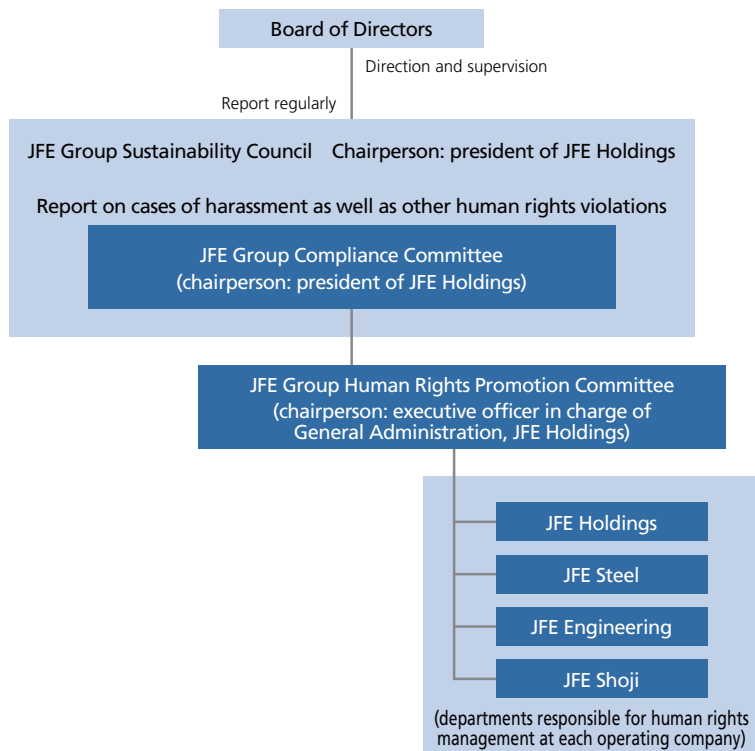
Promoting Human Rights

In order to steadfastly focus on human rights initiatives, we formulated Group-wide policies at the JFE Group Sustainability Council, chaired by the president of JFE Holdings and reports periodically to the Board of Directors for guidance and supervision. In addition, 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, which allows us to 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. 228)

■ **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 \(P.18\)](#)

Human Rights Due Diligence

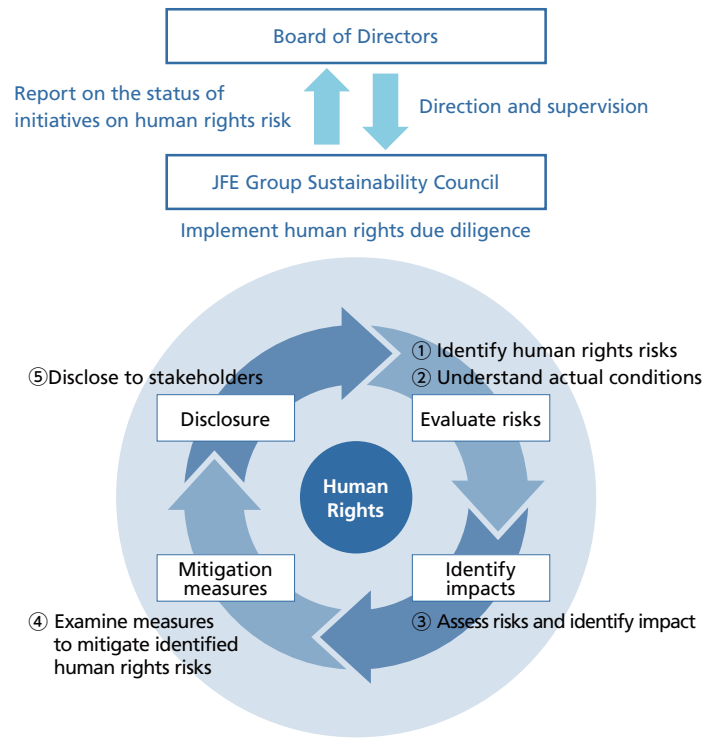
The JFE Group has been committed to human rights due diligence based on the United Nations Guiding Principles on Business and Human Rights since FY2021.

■ **Group's Past Initiatives and Future Plans**

| | Overview |
|---------------|--|
| FY2021 | <ul style="list-style-type: none"> Identified human rights risks and examined corrective measures to be taken at the JFE Holdings and other Group companies, including operating companies |
| FY2022 | <ul style="list-style-type: none"> Revised the JFE Group Human Rights Basic Policy (established in 2018) to further strengthen our efforts to respect human rights throughout the JFE Group Every operating company inspected and revised their procurement guidelines in line with the revised policy <p>Expanding Human Rights Due Diligence to Group Companies</p> <ul style="list-style-type: none"> Group companies implemented the following initiatives to identify, assess, reduce, and prevent human rights risks <ol style="list-style-type: none"> Held briefings on human rights for Group companies Conducted a survey on human rights risks for major domestic Group companies that are significantly affected by human rights risks in terms of sales size, and other aspects. |
| | <p>Establishing a Human Rights Risk Management System for Suppliers</p> <ul style="list-style-type: none"> Discussed the method, scope, and priorities for conducting a survey on human rights risks throughout the supply chain Selected suppliers that are a high priority for a survey, such as those based in countries with high human rights risks |
| FY2023 | <p>Expanding Human Rights Due Diligence to Group Companies</p> <ul style="list-style-type: none"> Further expanded the survey to include all major domestic Group companies (about 100 companies) |
| | <p>Establishing a Human Rights Risk Management System for Suppliers</p> <ul style="list-style-type: none"> Conducted a survey on human rights risks for about 400 high-priority suppliers |
| FY2024 (plan) | <p>Expanding Human Rights Due Diligence to Group Companies</p> <ul style="list-style-type: none"> Conduct a survey on human rights risks for about 50 high priority overseas Group companies, including those based in countries that particularly exposed to human rights risks Continue to support major domestic Group companies that have already been surveyed to correct and improve their ability to manage human rights risks, consider conducting periodic surveys, and monitor the status of corrective action. |
| | <p>Establishing a Human Rights Risk Management System for Suppliers</p> <ul style="list-style-type: none"> Provide feedback on survey results to suppliers surveyed in FY2023 and request improvements as necessary |

Human Rights Due Diligence Process

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. 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 and its 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

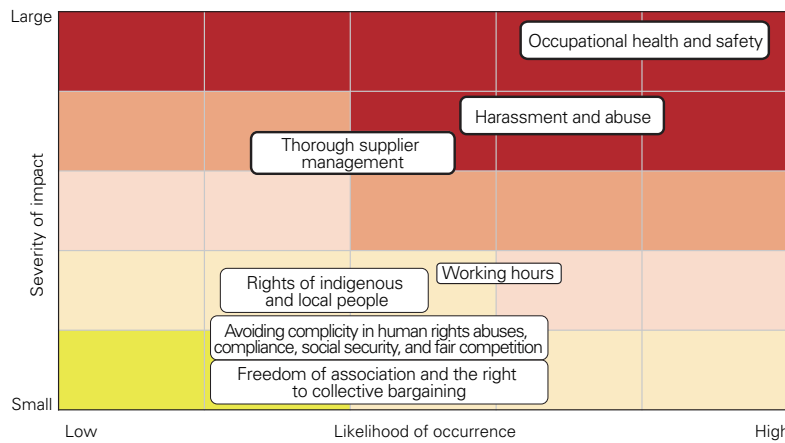
We assessed the risks of the identified human rights issues to be considered, based on the severity of impact and likelihood of occurrence, and determined the status of our initiatives on respecting human rights through written surveys and interviews in order to better identify that status in our future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

▶ Stakeholder Engagement (P.38)

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.18)**
- ▶ **Occupational Health and Safety (P.186)**
- ▶ **Social Data: Lost-Work Injuries and Accidents (P.253)**
- ▶ **Governance Data: Whistleblowing (P.263)**

5 Information disclosure to stakeholders

We disclose the JFE Group Human Rights Basic Policy, guidelines for procurement at each operating company, and other related information on our website to communicate our initiatives to respect human rights, including human rights due diligence, and their status to our stakeholders.

FY2023 Initiatives

Expanding Human Rights Due Diligence to Group Companies

We conducted a series of surveys on human rights risks for about 100 major Group companies in Japan that are significantly affected by such risks in terms of sales volume and other factors. The surveys were completed in FY2023. We are working on measures to reduce and prevent human rights risks based on survey results.

Establishing a Human Rights Risk Management System for Suppliers

We conducted surveys on human rights risks using the Global Compact Network Japan's CSR Procurement Self-Assessment Tool for about 400 high-priority suppliers, such as those based in countries with particular high exposure to human rights risks.

Future Initiatives

We will promote initiatives to correct and mitigate identified human rights risks and take the following actions to expand our human rights due diligence. To steadily advance our initiatives, we will conduct appropriate evaluations and make improvements under the supervision of the JFE Group Sustainability Council and Board of Directors, thereby enhancing effectiveness.

Expanding Human Rights Due Diligence to Group Companies

In FY2024, we will conduct surveys on human rights risks for high priority overseas Group companies, such as those based in countries that have particularly high exposure to human rights risks. We will also continue to support major domestic Group companies that have already been surveyed to correct and improve their ability to manage human rights risks, consider conducting periodic risk surveys and monitor the status of corrective action.

Establishing Human Rights Risk Management System for Suppliers

In FY2024, we will provide feedback on the results of the survey of suppliers in FY2023 and provide support for improvement to those who were determined to require a follow up. We will also consider the scope and priority of the survey in order to expand the survey in the future.

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 FY2023: 100%).

We seek to prevent sexual harassment, power harassment, 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. (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.

Endorsing and Participating in External Initiatives

We are a member of the Global Compact Network Japan, an organization that promotes Global Compact activities in Japan, in support of the Ten Principles of the United Nations Global Compact, related to the protection of human rights, the elimination of unfair labor practices, environmental protection, and the prevention of corruption. We also participate in subcommittee activities of the Global Compact Network Japan and promote our own initiatives based on exchanging information with participating companies and organizations.

Respecting Human Rights across the Supply Chain

JFE Steel

Compliance with the JFE Steel Procurement Guidelines and Responsible Procurement of Raw Materials

In accordance with the JFE Group Human Rights Basic Policy, JFE Steel established the JFE Steel Procurement Guidelines in 2023, 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 disclose the guidelines on our website and request compliance from our suppliers.

In terms of raw material procurement in particular, there is concern that tin, tantalum, tungsten, gold, and cobalt provide a funding source for militias causing human rights violations and environmental destruction. Therefore, JFE Steel purchases them only after confirming that they have not been mined in conflict-affected or high-risk areas, in accordance with Japanese and overseas regulations governing the responsible procurement of minerals as well as international rules.

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

Promoting Initiatives to Respect Human Rights in Cooperation with Suppliers

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

Promoting Respect for Human Rights in the Supply Chain

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 and also discloses related information on its website.

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, and has been promoting respect for human rights across its supply chain.

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/)

Providing Quality Products and Enhancing 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 FY2023](#) (P.18)

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

JFE Steel

Initiatives to Improve Product Quality

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

Promoting Quality Activities Based on the Company-wide Quality Policy

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

Maintaining and Improving Quality Assurance Level Based on Quality Philosophy

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 nonconformance 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

Initiatives to Supply High-Quality Products

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

Securing Construction Business Operators

JFE Engineering have 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.

JFE Shoji

Strengthening the Supply Chain and Periodically Conducting Quality Audits

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.

Proper Export Procedures

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

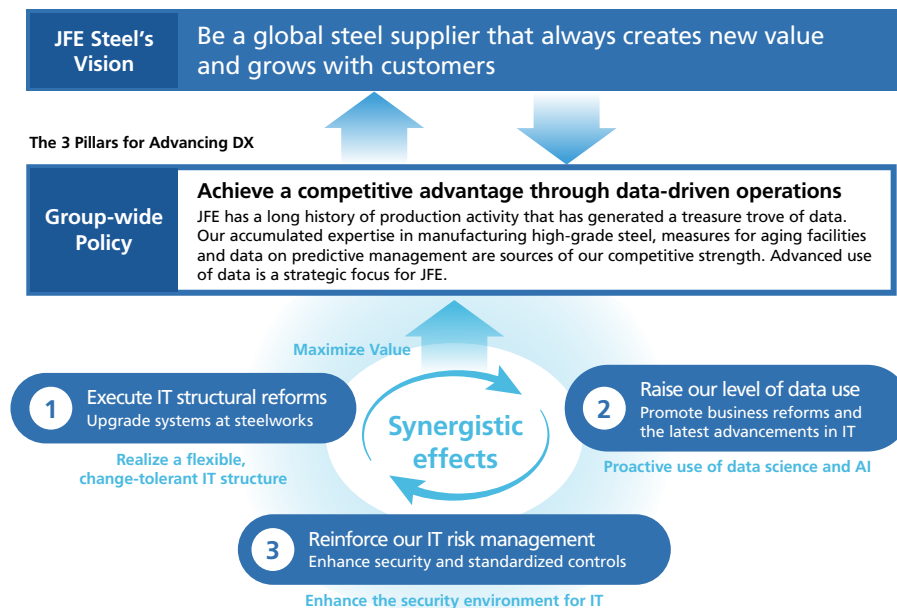
JFE Steel

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)

JFE Steel

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)

JFE Steel

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. 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.

JFE Steel

Unified Customer Care

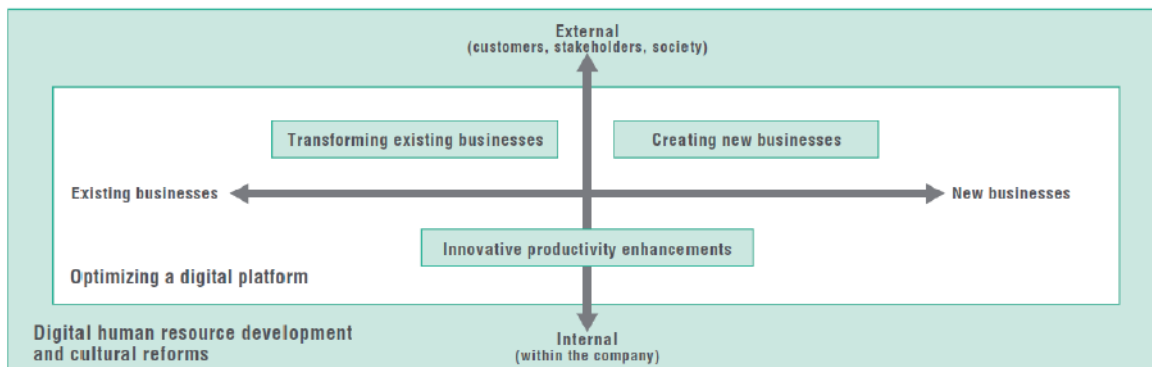
JFE Steel regularly conducts customer questionnaires and interviews to draft strategies for greater customer satisfaction. Business strategies are shared among the sales divisions, the business planning functions and steelworks to facilitate unified customer care and proposals that leverage the collective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

JFE 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.

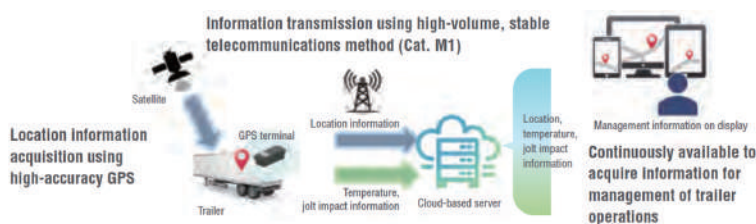
JFE Shoji Electronics Corporation, a subsidiary of JFE Shoji, launched a logistics tracking solution service using GPS terminals in the spring of 2024. By visualizing information on location, temperature, and impact using GPS terminals, we will contribute to improving the efficiency of trailer operations and work times to help solve the “2024 problem” in logistics.

System features

- Efficient management of trailer arrival and delivery using GPS location information
- Reduction of labor and time for drivers searching for a trailer by grasping location information
- Contribution to reduction of CO₂ emission by visualizing emission caused by users in transit
- Confirmation of collected data on personal computers or smartphones via a web-based application

GPS terminal (Made in Japan)

- Equipped with high-accuracy GPS (position-measurement error: several meters), temperature sensor, and accelerometer
- Advantage of high-volume, stable telecommunications
- Long-life battery (approximately 10 years)
- Maintenance-free



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

JFE Steel

Promoting Technological Developments to Meet the Needs of Customers and Society at Large

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 CO₂ 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.

For main results for FY2023, please refer to the following.

▶ [Development and Provision of Eco-friendly Processes and Products](#) (P.135)

JFE Engineering

Promoting Research and Development in Five Key Areas

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, low-energy CO₂ separation and capture technology using a hybrid of membrane separation and physical adsorption methods, and waste-to-chemical recycling technology to produce chemical raw materials from waste.

For main results for FY2023, please refer to the following.

▶ [Development and Provision of Eco-friendly Processes and Products](#) (P.135)

Internal Awards

The following technical and product developments were awarded in FY2023.

Internal Awards (FY2023)

| | Prize/Award | Project | Recipient |
|-----------------|---|--|--|
| JFE Steel | Grand Prize/ Excellence Award, JFE Steel President's Awards | Establishing a sustainable business structure for high-grade electrical steel sheets | Electrical Steel Sales Dept., Electromagnetic Dept., West Japan Works (Kurashiki Area) |
| | | Establishing a robust business structure at Chita Works through a shift focus from quantity to quality | Planning Dept., Chita Works, etc. |
| | | Promoting a company-wide strategy to rationalize capital investment costs | Capital Investment Strategy Dept. (the current Plant Construction Strategy Office, Plant Construction Dept.), etc. |
| | | Improving the quality of automotive steel sheets by deepening and transforming the quality control system that integrates manufacturing, sales, and technology | Product Engineering Dept., East Japan Works (Chiba Area) |
| | | Completing the refurbishment of a single unit of the Chiba 6 Blast Furnace | Iron Making Dept., East Japan Works (Chiba Area) |
| | | Improving UOE profitability through a fundamental review of business strategies | Welded Pipe Dept., West Japan Works (Fukuyama Area), etc. |
| JFE Engineering | Grand Prize, JFE Engineering President's Awards | Contributing to the operation of Japan's first offshore wind monopile (MP) plant with the world's leading welding technology | Offshore Wind Project Team |

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

▶ [External Awards](#) (P. 269)

Supply Chain Management

Basic Policy

Through the adoption of the Sustainable Development Goals (SDGs) and the Paris Agreement, the international community has called on companies to actively engage in actions to resolve global issues toward realizing a sustainable society. Existing harmoniously with the global environment, respecting human rights, and providing challenging work environments are some of the JFE Group's commitments in the JFE Standards of Business Conduct and the Group promotes initiatives under these standards. In order to realize a sustainable society, we believe it is important to address these challenges within the Group itself as well as across the entire supply chain. We will continue to push forward with our initiatives supported by the understanding of our suppliers and other business partners.

Promoting Green Procurement

The JFE Group's procurement policies help to conserve resources and protect the environment by ensuring adherence not only to all laws and regulations but also to procurement principles stated in the Charter of Corporate Behavior developed by the Japan Business Federation. Going forward, the JFE Group expects to accelerate such efforts in its supply chains.

Procurement Policy and Initiatives by Each Business

JFE Steel

JFE Steel Procurement Guidelines and Requests to Suppliers to Promote Sustainability

To guide its procurement of raw materials, JFE Steel established the JFE Steel Procurement Guidelines, in accordance with the JFE Group Standards of Conduct and the JFE Group Basic Policy on Human Rights, to promote activities for realizing sustainability across its entire supply chain. Under the guidelines, JFE Steel pays due consideration to human rights, including the prohibition of child labor and forced labor, as well as legal compliance and environmental protection. In addition, the company purchases raw materials such as tin, tantalum, tungsten, gold, and cobalt only after confirming that they have not been mined in conflict-affected or high-risk areas. We share these guidelines with our business partners and promote sustainability initiatives throughout our supply chain.

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

▶ **JFE Steel Procurement Guidelines** (<https://www.jfe-steel.co.jp/en/company/pdf/procurement-guidelines.pdf>)

JFE Engineering

Basic Procurement Policy, and Requests to Suppliers to Promote CSR

Viewing its suppliers as key partners in achieving mutual growth, JFE Engineering strives to nurture mutual trust and reinforce partnership relationships.

JFE Engineering established its Basic Procurement Policy to implement fair and transparent procurement activities. Under its Procurement Guidelines, it also makes specific requests to its business partners and asks for their compliance. To ascertain the status of suppliers' efforts based on the request for compliance, the company started a questionnaire survey in FY2023. The results are compiled and shared with suppliers so that they can apply the results for their own initiatives.

Through these efforts, JFE Engineering will develop CSR activities with its suppliers to promote sustainable procurement.

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

- ▶ [Basic 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

Ensuring a Safe, Fair Supply Chain

The JFE Shoji Group engages in activities toward becoming a company with a strong presence that can achieve sustainable development and growth together with its customers, the JFE Group, and all other stakeholders. JFE Shoji believes that ensuring sustainability across the supply chain is a key issue for achieving this goal and established the Basic Policy on Sustainability in the Supply Chain to guide its efforts on human rights, labor issues, the global environment, and other matters. The JFE Shoji Group seeks the understanding and cooperation of its suppliers and other business partners in complying with the policy and will work with them to establish a more sustainable supply chain.

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/)

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. Additionally, we view "ensuring occupational safety and health" and "recruiting and nurturing diverse human resources" as areas of challenge in our business activities, and we have identified each as a key management issue (materiality).

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 (including contractors), 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 strengthening of human resource development, and the creation of work environments that motivate employees 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:

- ▶ [Social Data: Lost-Work Injuries and Accidents](#) (P.253)
- ▶ [Material Issues of Corporate Management and KPIs](#) (P.18)

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 (400 participants in 2023). We also conduct new employee training and position-specific training on mental health (1,600 participants in 2023).

JFE Steel

Occupational Health and Safety Initiatives Based on Two Strategies

In 2024, 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.

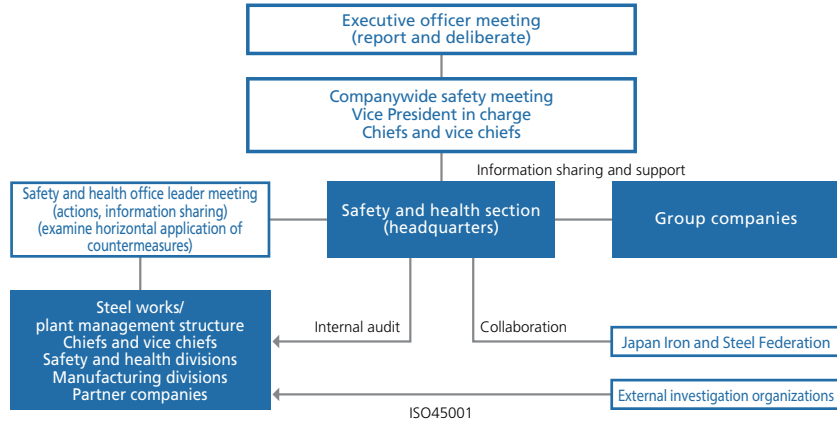
In the event of an industrial accident, the department in which the incident occurred investigates the cause and formulates and implements actions to prevent recurrence. At the same time, we inform the relevant departments and labor union through the Occupational Safety and Health Committee. We will also set up a disaster investigation committee as necessary and forward recommendations to the department where the accident occurred as well as related departments so that they can develop appropriate measures to prevent recurrence. 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. In the event of other incidents and near-misses, the health and safety departments discuss and determine the need to deploy a company-wide response and follow up on progress until the company-wide deployment is completed. This practice has been standardized across the entire company.

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

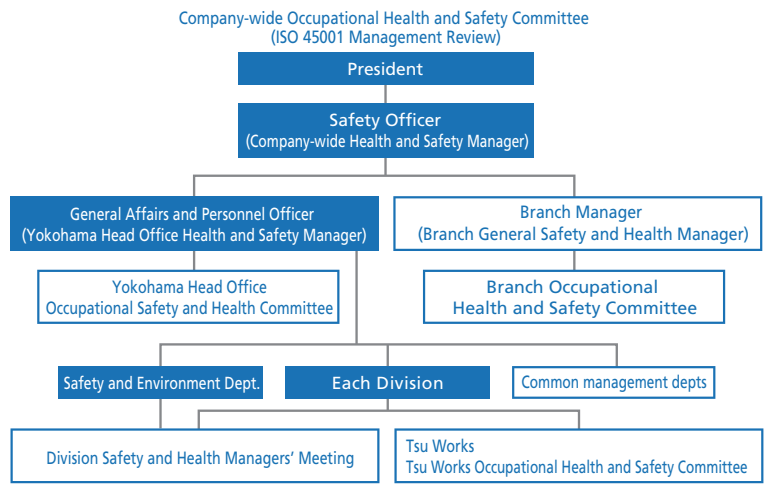


JFE Engineering Ensuring Employee Health and Improving Occupational Health Level

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 Tsu Works. As a new initiative, JFE Engineering applies IT solutions promoting occupational health and safety, including monitoring and detection by multiple approaches.

Management Structure for Health and Safety



JFE Shoji

Enhanced Health and Safety Activities and Establishing a Safe and Secure Working Environment

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 by supervisors patrolling the site and identifying unsafe operations using the recording functions of safety cameras, or by ensuring that each worker is engaged in hazard prediction.
- (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 | Indicators | FY2023 Results | FY2024 Targets |
|---------------------------------------|--|--|---|--|
| JFE Steel | Thorough implementation of physical examinations Preventive health measures | Rate of complete exams for dependents | 55.2% | Rate of complete exams for dependents: 60% |
| | | Rate of providing specific health guidance | —*2 | Rate of providing specific health guidance: at least 60% |
| | Preventive health measures Promotion of non-smoking and segregates smoking | Rate of obesity (BMI: 25 or higher) | 30.7% | Rate of obesity (BMI: 25 or higher): 30% or less |
| | | Smoking rate | 25.8% | Smoking rate: 24.3% (1.5% annual reduction) |
| Measures related to sleep | Sleep-related risk (based on responses in health checkup questionnaire) | 36.7% | Sleep-related risk (based on responses in health checkup questionnaire): 35% or lower | |
| JFE Engineering | Measures related to sleep | Sleep-related risk (based on responses in health checkup questionnaire) | 36.7% | 35% or lower |
| | Measures related to passive smoking | Smoking rate | 21.8% | 20.8% or lower (1% annual reduction) |
| | Measures related to obesity | Obesity rate (BMI: at least 25 or abdominal circumference $\geq 85/\geq 90$ for male/female) | 41.7% | 38.3% or lower |
| | Collaborated health promotion | Rate of providing specific health guidance | —*2 | At least 50.0% |
| Rate of complete exams for dependents | | 54.4%*1 | 60% | |
| JFE Shoji | Preventive health measures | Rate of providing specific health guidance | —*2 | 60% |
| | Measures for non-smoking and passive smoking | Smoking rate | 20.6% | 20.0% |

*1 Preliminary figures

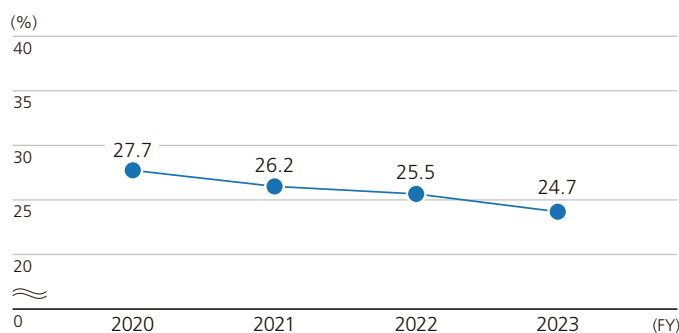
*2 Actual rates of providing specific health guidance will be added as soon as they are confirmed.

*JFE Steel manages the 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 53.8% in FY2023, up 16.2 points from 37.6% in FY2014.

For employee health data, please refer to the following.

▶ [Social Data: Health](#) (P.255)

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.

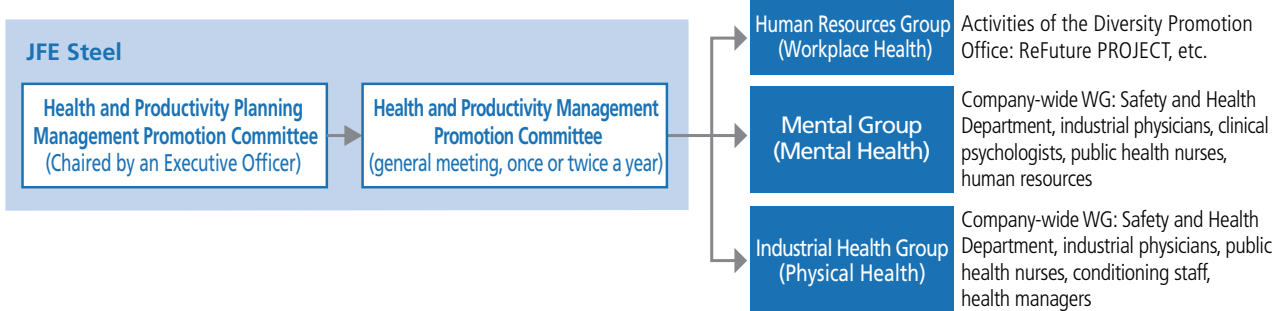
We particularly seek to ensure that employees working abroad, under healthcare systems that differ from those in Japan, can maintain a healthy lifestyle, along with their accompanying family members, by conducting health checkups and vaccinations before they move overseas, in accordance with Company-wide 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

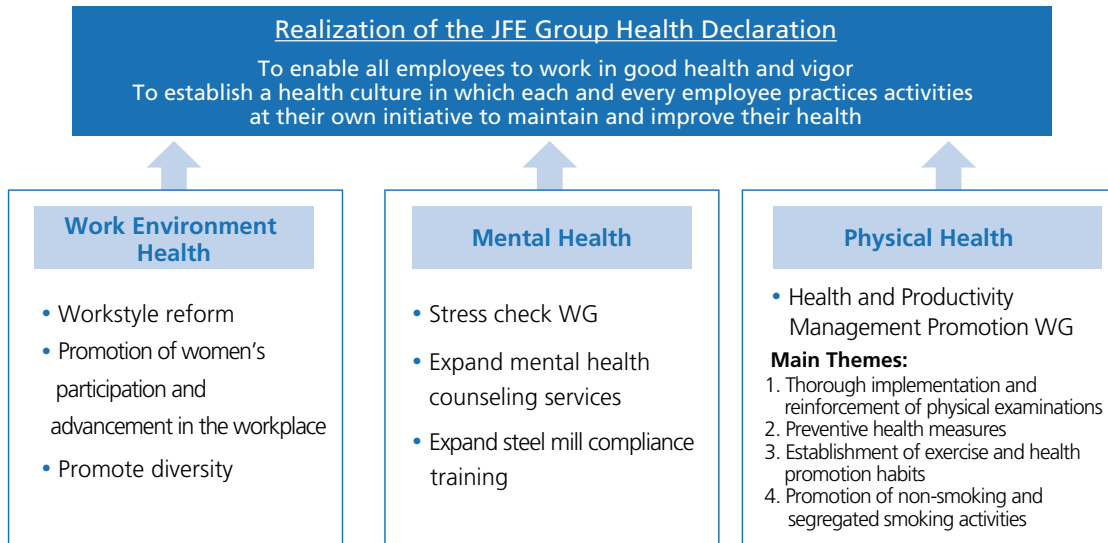
To drive key initiatives for maintaining and improving the health of employees and their families, JFE Steel launched the Health and Productivity Management Promotion WG upon the establishment of its Group Health Declaration in 2016 and is monitoring the achievement of medium- to long-term goals. Through 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.

In 2016, the Health and Productivity Management Promotion WG first focused on physical health 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. Since 2024, we have been implementing activities with all of our operating sites.

Structure of Health and Productivity Management Promotion WG



Objective of the Health and Productivity Management Promotion WG



Health and Productivity Management Promotion WG

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

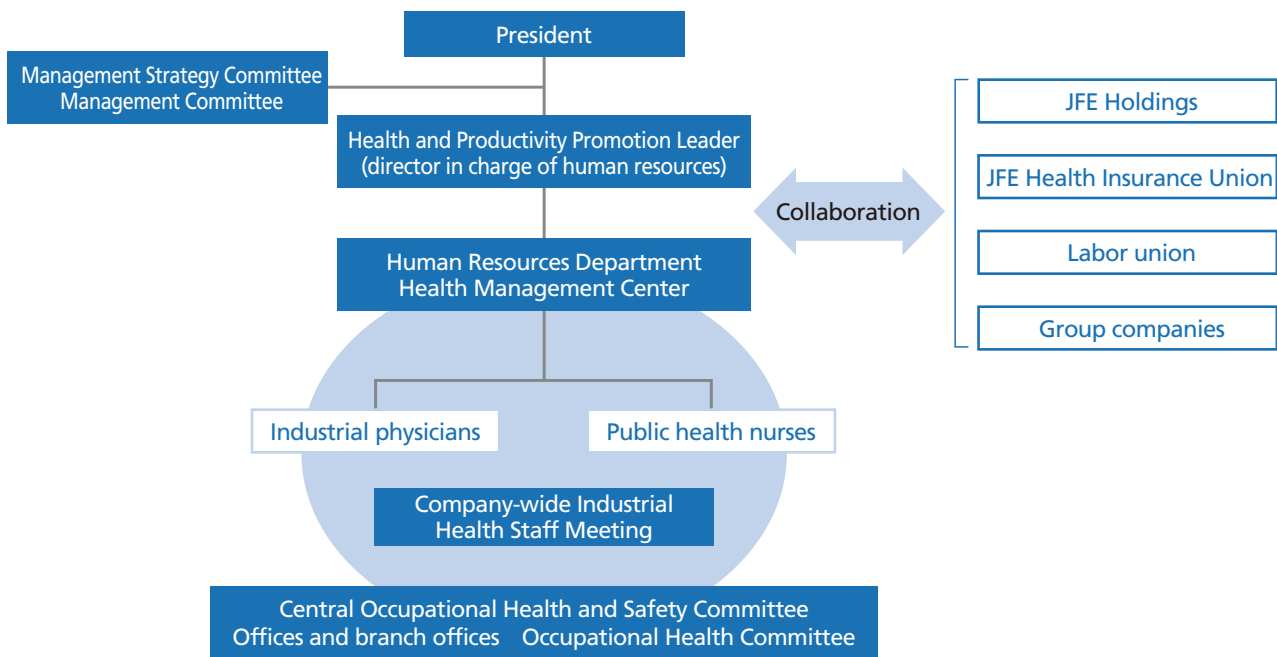
JFE Steel | Active Exercise™ Health

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 maintains a system centered on the Health Management Center of the Human Resources Department, under which industrial health staff at each office and branch office cooperate to promote activities. The company 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. Every year, the Health Management Center compiles basic health checkup data and prepares the Data Book, which shows changes over time at a glance for the entire Company and major business sites. The center follows the PDCA cycle while reviewing the results of its initiatives.

Health and Productivity Management Promotion System



Initiatives Based on Past Health Checkup Data

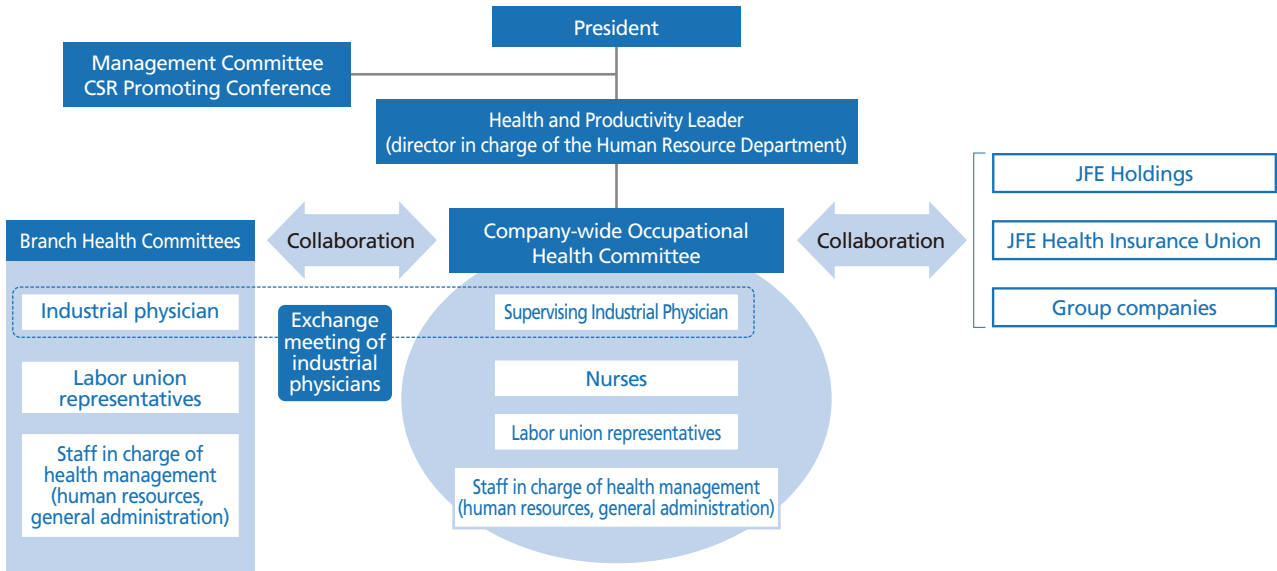
| Fiscal Year Launched | Purpose | Initiatives |
|----------------------|--------------------------------------|--|
| 2018 | Preventing cancer | Stomach endoscopy during regular health checkups |
| 2019 | Improving sleep habits | Company-wide self-care seminars to practice napping and breathing exercises |
| 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. |
| 2023 | Preventing cancer | Colonoscopy subsidy system introduced, charity walk held |

JFE Shoji

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 |
| | Raise employee health awareness | e-learning program based on the importance of regular health checkups, and reducing heart and brain disease |
| 2019 | 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 |
| 2023 | Early detection of stomach cancer | Gastrointestinal endoscopy tests conducted during regular health checkups |

Response to the COVID-19 Pandemic

The JFE Group recognizes the importance of social infrastructure that manufactures and supplies the necessary goods for society. It has therefore been formulating a BCP that includes setting response policies for the phase of a new influenza epidemic. In response to the COVID-19 pandemic since 2020, it 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.

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.

Diversity and Inclusion

Initiatives

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. It has established a diversity promotion department in each of its operating companies to steadfastly advance initiatives such as creating an environment where employees with diverse backgrounds, including gender, nationality, values, and different lifestyles, can demonstrate their abilities. In addition, management and the promotion organization are working together to formulate and implement company-wide policies, including the establishment of a diversity promotion committee headed by the president.

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

Accelerating and Strengthening Diversity Promotion

JFE Steel fosters a workplace culture in which diverse human resources can play an active role across a variety of fields, through such initiatives as management and supervisor training and activities for raising awareness through Diversity Month. Furthermore, directors and general managers strive to accelerate and strengthen the promotion of diversity by setting diversity targets and exercising leadership in their own divisions.

To promote women's advancement, the company provides career training for female employees and their supervisors, actively sends them to external training, and has started to hold online career networking events to connect the entire company and women's health seminars based on the voices of female employees. For female employees engaged in shift work, it has established a flow of work-life balance support interviews during which employee discusses their future career with their supervisor, as well as the human resources department when they experience life events such as pregnancy or childbirth, and a detailed support system has been established for employees to continue to play an active long-term role while balancing work and childcare. As part of helping employees balance work with childcare and nursing care, the company disseminates joint labor-management messages that encourage male employees to take childcare leave. It also holds seminars to assist employees with balancing work and nursing care. Through these initiatives, it has supported employees through various stages of life while establishing a workplace where they feel motivated to work.

Additionally, the company changed the name of the promotion department to the DEI Promotion Office in FY2024, and it has bolstered its activities as a means of confirming its commitment to diversity from the perspective of equity while also raising the level of understanding of its activities.

JFE Engineering

Promoting Awareness-Raising Activities Within the Company

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*, 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 supports career development by providing opportunities for external training and networking events. It also accepts around 60 locally hired employees 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 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.

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

JFE Shoji

Initiatives to Raise Awareness within the Company

JFE Shoji promotes company-wide awareness by periodically conducting diversity seminars for the management team, diversity management seminars targeting managers including those at Group companies, and e-learning for all employees, as well as Diversity Month (every November). In addition, the Diversity Promotion Committee, comprising the management team, was established to share overall policies and develop and implement departmental plans. It 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.

The company organizes information exchange meetings for employees on maternity leave and follow-up seminars after they return to work to ensure that women can continue working after childbirth or periods of childcare or nursing care. 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)

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:

► [Social Data: Employment of People with Disabilities](#) (P. 257)

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 the end of March 2024, 938 veteran employees (about 4.9% of the total) are working at JFE Steel, JFE Engineering, and JFE Shoji.

JFE Steel

Passing on Techniques and Skills and Promoting Human Resource Development

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

Maintaining and Strengthening Competitiveness and Passing on Skills

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

Realizing Flexible Workstyles

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 (FY2024) and Mid-career Recruits (FY2023) 683 employees (total of three operating companies)

- Women in positions with prospects for promotion: 23.2% (104 out of 448)
Women in white-collar positions: 37.8% (71 out of 188)
- Mid-career and year-round recruits: 32.4% (221 out of 683)
Recruits in positions with prospects for promotion: 33.0% (148 out of 448)
Recruits in on-site positions at steelworks: 31.1% (73 out of 235)

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 (FY2024) and Mid-career Recruits (FY2023)

| Category | Career-track Positions | | | On-site and Clerical Positions | Total |
|--------------------|------------------------|-----------|-------|--------------------------------|-------|
| | White-collar | Technical | Total | | |
| Male | 117 | 227 | 344 | 219 | 563 |
| Female | 71 | 33 | 104 | 16 | 120 |
| Total | 188 | 260 | 448 | 235 | 683 |
| Ratio of women (%) | 37.8 | 12.7 | 23.2 | 6.8 | 17.6 |

For more on employees, refer to the following data.

▶ [Social Data](#) (P. 253)

Strengthening Human Resource Development

Initiatives

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 added a new KPI for DX human resource development to the KPI for training hours per employee, to further accelerate our efforts.

For more on training results, refer to the following data.

▶ [Social Data](#) (P. 253)

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 are 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 | ○ | ○ | — |

Creating Work Environments that Motivate Employees

Initiatives

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 Motivating Work 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 fulfilling 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.

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.

The company and each operating company conduct an annual engagement survey to maintain a sense of current employee awareness and uses the results to identify issues related to job satisfaction while considering remedial measures. In addition, they have been focusing on establishing a comfortable working environment by referring to the results of the periodic corporate ethics awareness surveys.

JFE Steel

Initiatives to Enhance Job Satisfaction

In April 2024, JFE Steel established the Human Resources Strategy Division to promote multifaceted measures, including personnel and corporate culture reforms, based on management's understanding that enhancing job satisfaction is a key management concern for the company's sustainable development. It launched the ReFuture PROJECT*, with the president as the project owner, as a corporate reform for enhancing employee job satisfaction so that both the company and its employees grow together. The project's aim is to enable the company to provide a variety of support and initiatives to enhance employee job satisfaction, and for employees to contribute to the company by maximizing their abilities, so that both the organization and its employees grow together by meeting their respective expectations while fostering a strong relationship of mutual trust. The Culture Reform Office, recently established within the Human Resources Strategy Division, will lead the entire project and develop action plans in cooperation with related departments.

For example, the environment surrounding the company is changing drastically, including carbon neutrality, a declining population, and falling domestic demand. Under these circumstances, the company must redefine what it wants to be in the future, the reason for its existence in society, and how it currently defines its long-term vision, so that employees can work with their own dreams and expectations for the future. With this in mind, we are currently formulating our corporate purpose, vision, and values. Furthermore, in October 2024, in order to enhance the job satisfaction of every employee, we plan to revise our personnel and wage systems, including a reorganization of employee classifications, a framework for employees to choose a range of work locations to which they could be transferred, more transparent evaluations, and stronger feedback.

JFE Steel is also 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 and around 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 workflows; and eliminate the use of seals.

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 enhancing a work-life-balance vacation program to support employees in taking vacations for childcare, nursing care, infertility treatment, self-enlightenment, or participation in volunteer activities. Furthermore, the company has increased the number of days off for general employees by 2 days per year to 121 days per year, starting in FY2024, to establish a more secure working environment for them and their families while balancing health and work.

Key Initiatives for the ReFuture PROJECT in FY2024

| Item | Outline |
|--|--|
| Developing the vision for the future | Determining corporate purpose, vision, and values |
| Operational reform/organizational culture reform | Reviewing the way work is done, promoting IT, improving management to enhance job satisfaction |
| Communication reform | Strengthening management-employee dialogue through town hall meetings. |
| Investing in working environments | Realizing more comfortable working environments through focused investment in offices, mainly at steelworks and manufacturing plants |
| Review of personnel and wage systems | Revision for improving the job satisfaction of each employee (scheduled for October 2024) |

*The name "ReFuture PROJECT" embodies the company's desire to create a new future that the world needs, by focusing on what the company wants to be in the future, especially now that the organization, founded in 2003 with the vision of becoming "Japan's leading future-oriented corporate group," is in a period of dramatic change.

JFE Engineering Initiatives to Enhance Productivity and Job Satisfaction through 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, 19.4 paid leave days on average (over 88% of the total) were taken by employees in FY2023. The company intends to raise the average taken to at least 20 in FY2024.

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 has set the reduction of working hours as a major issue and has been steadfastly working on this. Since FY2023, it has been monitoring the progress of reduction efforts and the status of overtime work, site by site, within the countermeasure working group established across the company. Annual plans for overtime work are formulated, and the head office manager works with site staff to address any discrepancies between actual monthly results and the annual plan. In addition, the working group promotes measures such as reducing internal documentation, utilizing the head office's back-office for creating documents, and introducing IT tools to maintain timely communication with the head office and subcontractors. In terms of job satisfaction, the company believes that the success of its employees is a source of competitiveness and sustainable growth, and it has been taking action to enable employees to fully demonstrate their abilities, knowledge, skills, and experience as a management concern.

KPIs have been set for health and safety, development, diversity, and employee engagement, and the following concrete steps are being taken.

- **Personnel and Wage Systems Review**

Given the changing composition of its workforce, such as an increase in mid-career hires, the company has revamped its personnel system to improve the acceptability of evaluations and support employee growth.

- **Training System Review**

As part of the personnel system reform, we have redefined the type of personnel we expect at each level as the basis for reviewing our training system, starting this fiscal year. As a result of the review, a variety of training programs have been set in place so that we can be voluntarily selected to meet the growth aspirations of each employee.

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 and improve work-life balance, such as designating Wednesdays as the day to encourage everyone to leave on time, prohibit all work after 10 pm, and also designating annual days off. To support more diverse workstyles, JFE Shoji has introduced work-at-home and flexible working hour systems. We also hold annual, company-wide Challenge Days that last about a month, to help all employees become aware of and practice a healthier work-life balance. For example, some employees commit to and follow through on leaving the office at the regularly scheduled time while others re-examine the way they work to improve organizational and individual productivity.

We are also striving to improve engagement (job satisfaction) by establishing a workplace where employees feel motivated and grow. We periodically monitor the scores of the annual engagement survey, digging deeper into the background of each department and setting action plans for improvement, leading to increased engagement.

In addition, we revised our personnel system so that individual evaluations can be more clearly reflected in salaries. In addition, interviews provide opportunities for feedback to individuals during which supervisors can share the details of evaluation results to subordinates and provide advice for improvement, allowing employees to feel a sense of growth. And supervisors and subordinates can discuss future career steps, designing the way they work from the perspective of the future, to bolster the perception of doing rewarding work.

Operational Reforms

JFE Steel

Promoting Operational Reforms that Leverage the Newest ICT

To reduce employee time spent on simple or 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 FY2023, RPA was deployed in over 900 types of operation, releasing over 110 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 410 people having completed the academy for development tools. Also, more than 260 employees generated over 6,800 hours through in-house development using low-code development tools, which began in FY2021. In addition to the 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

Promoting Operational Reforms Using Generative AI

In September 2023, with the goal of innovating business operations through the use of generative AI, JFE Engineering released Pla'cello xChat, the Company's AI text generator that helps minimize the risk of information leaks through unique security measures, for internal use. More than 1,000 employees are already using Pla'cello xChat to boost work efficiency in creating documents and organizing information, and for other tasks. Moreover, we are continuously promoting the automation of business operations through RPA. As of June 2024, approximately 300 business operations were automated, raising efficiency by automatically creating employee vacation attendance/leave management sheets, various reports, and notifications.

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-MUSCLUE Activities

Since 2008, JFE Shoji has continued to promote operational reform activities aimed at increasing work efficiency and performance. In 2023, it changed the name of its activities from J-SLIM to J-MUSCLE to shift from efficiency to increased value. We will further revitalize these activities based on the concept of J-MUSCLE, which is intended to make the company much stronger by building up the added value of the muscles in the body, which has become slimmer by cutting away the waste.

At the 2023 J-MUSCLE presentation, 22 teams from JFE Shoji and domestic and overseas group companies presented their J-MUSCLE activities online, which was viewed by a total of 2,900 people across the group. These activities included reviewing how to share information, reducing work hours using cloud systems, improving the accuracy and efficiency of office work by utilizing data and EXCEL functions, holding joint study sessions with customers and other level-up activities, and revitalizing communication by improving the office environment. JFE Shoji is promoting the sharing and horizontal deployment of these activities that lead to improved productivity throughout the Group. Furthermore, 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

J1 Activities

In JFE Steel, approximately 1,200 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

Initiatives of JE1 Activities

JFE Engineering has about 250 teams and 2,000 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

Further Revitalizing J1 Activities

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.

Toward Sound Labor-Management Relations

The JFE Group engages in active discussions with the labor union regarding working conditions and various systems in order to foster a vibrant workplace. We take the union's opinions as representing the true perspectives of our frontlines employees, and we also identify issues and explore measures to create motivating work environments.

JFE Steel

Sincere Labor-Management Consultations

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.

JFE Engineering

Working Toward Sound Labor-Management Relations

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.

JFE Shoji

Maintaining Sound Labor-Management Relations

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.

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, inviting residents in local host communities to participate in demonstrations, tours, and other events.

On-site Events in FY2023

| | Location | Event | Date | Attendance |
|-----------------|-----------------------------|--------------------------------------|-------------|------------|
| JFE Steel | East Japan Works, Keihin | Keihin Community Festival | May 26 | 35,000 |
| | East Japan Works, Chiba | JFE Chiba Festival | October 22 | 30,000 |
| | West Japan Works, Fukuyama | JFE West Japan Festival in Fukuyama | June 4 | 60,000 |
| | West Japan Works, Kurashiki | JFE West Japan Festival in Kurashiki | November 3 | 20,000 |
| | Chita Works | Handa Community Industrial Festival | November 11 | 20,000 |
| | Sendai Works | JFE Steel Sendai Festival | October 14 | 1,000 |
| JFE Engineering | Tsu Works | Autumn Festival | October 21 | 4,000 |



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 approximately 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.

JFE Steel

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 FY2023, these lectures have been given to 400 students in 16 classes, bringing the total to approximately 325 classes since these began in FY2012.



Kawasaki Middle School in Kawasaki City, Kanagawa Prefecture

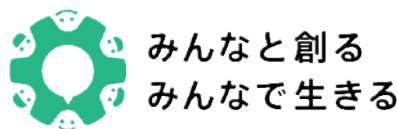
JFE Engineering

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. Also, the company laid out guidelines for its system in order to create an environment conducive to 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.

JFE Engineering emphasizes employee participation in its activities. In FY2024, the company exhibited programs for children on topics such as the future and STEAM education at the YOXO FESTIVAL 2024, organized by the Yokohama Future Organization (YOXO). Approximately 30 staff members recruited from across the company were in charge of running these programs.

We have also been focusing on education and public relations related to these initiatives. In FY2024, for example, we held a lecture for management on these activities and set up a special website page to publicize them outside the company. Looking ahead, we will continue to engage in social co-existence activities to contribute to a sustainable society.



For more information, please refer to the following.

▶ [JFE Engineering's Social Contribution Activities](https://www.jfe-eng.co.jp/information/en/social_coexistence/) (https://www.jfe-eng.co.jp/information/en/social_coexistence/)

JFE Engineering

Forest Management in the JFE Forest

JFE Engineering has concluded a forest maintenance agreement with the town of Yuni in Hokkaido, under the Hokkaido Government's Corporate Forest Development in Hokkaido program, and has been managing approximately 7 hectares of town-owned forest there. The purpose of this initiative is to conserve forests and revitalize the community through the proper maintenance and management of local forests. We named the forest where we carry out this initiative the JFE Forest, and as the first step in FY2024, we cut down 50-year-old trees that no longer effectively absorbed CO₂ and also planted clean larch seedlings, a tree species with high CO₂ absorption efficiency. In addition, an expert presented a lecture to employees who participated in the tree-planting activities, providing them with an opportunity to deepen their understanding of forests.

We intend to continue our tree-planting activities through open recruitment of employees and undergrowth cutting through and beyond fiscal 2024.

JFE Engineering

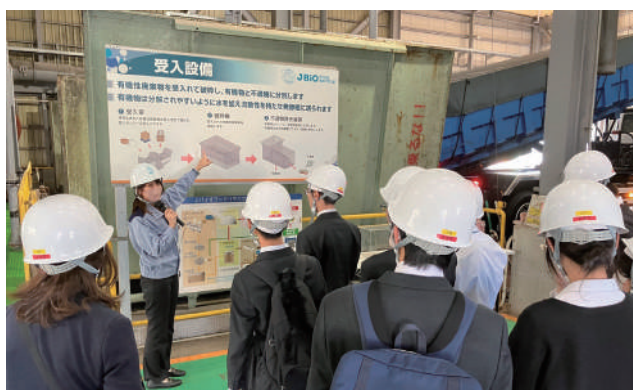
Environmental Protection Activities in the Kumozu River Basin in Mie Prefecture

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.

JFE Engineering 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 over 80 incineration plants and other facilities in Japan and overseas. This initiative has been implemented for six consecutive years since its launch in 2018.



Food recycling plant tour

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](https://www.jcmt.jp/english/) (https://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. The 17th contest was held in FY2023, and the finals were held in Japan for the first time in five years since 2019 due to the COVID-19 pandemic. 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

FY2023 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 (FY2023)

| JFE Steel | JFE Engineering | JFE Shoji |
|---|---|-----------|
| 659 (desk work: 378, technical: 281) | 688 (desk work: 239, technical: 449) | 360 |

JFE Steel

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 a student from Ibaraki Prefectural Namiki Secondary School

JFE Shoji

Supporting Elementary Schools in Ghana and Nigeria

The JFE Shoji Group has been conducting annual donation campaigns in Ghana and Nigeria since 2011. The donations take into account requests from the local Ministry of Education and schools, and JFE Shoji mainly selects products to contribute to the economic activities of the two countries. This year for the 13th donation campaign, the JFE Shoji Group donated 12,500 cans of GEISHA brand canned mackerel with tomato sauce, 435 sets of desks and chairs, and 17,000 notebooks to 15 schools in the two countries. School officials and local government agencies expressed many words of 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



Students at an elementary school in Nigeria

JFE Shoji

Providing Off-Campus Training Opportunities for 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 accepting interns to experience working in such jobs as cleaning, maintaining the tea dispenser, and sorting forms. In addition, students are regularly invited to a Group company to practice selling bread.

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/)
- ▶ [Social Data: JFE 21st Century Foundation](#) (P. 258)

Support for Technology Research

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

In FY2023, it fielded 137 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 FY2023, 73 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 FY2023, 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 2,200 copies of Chikyu ni Manabu (Learn from the Earth), a collection of the winning entries, again in FY2023, to approximately 700 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>)
- ▶ **Held festivals and events**
(<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>)
- ▶ **Donated emergency food supplies to a food bank (Japanese Only)**
(<https://www.jfe-steel.co.jp/company/csr.html#anc01-04>)
- ▶ **Lectured at elementary schools**
(<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>)
- ▶ **Conducted disaster response and prevention activities with local governments**
(<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>)
- ▶ **Launched on-site daycare centers for local residents**
(<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/company/csr.html#anc01-10>)
- ▶ **Cooperated with traditional events**
(<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>)
- ▶ **Held Manufacturing Class for children**
(<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>)
- ▶ **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**
- ▶ **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**
- ▶ **Comprehensive collaboration agreement between Chiba City and East Japan Works**
- ▶ **Co-sponsorship of Kawasaki City's 100th anniversary in 2024**

Nurturing the Next Generation

- ▶ [Supported Chinese students' Japanese speech contest](https://www.jfe-steel.co.jp/en/company/csr.html#anc03-01)
- ▶ [Supported Japanese Council for Medical Training](https://www.jfe-steel.co.jp/en/company/csr.html#anc03-02)
- ▶ [Supported Welfare and Medical Service Agency's Children's Future Support Fund](https://www.jfe-steel.co.jp/en/company/csr.html#anc03-03)
- ▶ [Supporting technician education at universities in Vietnam and Myanmar](https://www.jfe-steel.co.jp/en/company/csr.html#anc03-04)
(<https://www.jfe-steel.co.jp/en/company/csr.html>)
- ▶ [Organized internships](https://www.jfe-steel.co.jp/en/company/csr.html#anc03-05)
(<https://www.jfe-steel.co.jp/en/company/csr.html>)
- ▶ [Supported Japan Science & Engineering Challenge](https://www.jfe-steel.co.jp/en/company/csr.html#anc03-06)
(<https://www.jfe-steel.co.jp/en/company/csr.html>)
- ▶ [Supported career education](https://www.jfe-steel.co.jp/en/company/csr.html#anc03-07)
(<https://www.jfe-steel.co.jp/en/company/csr.html>)
- ▶ [Accepted teachers for private-sector training](https://www.jfe-steel.co.jp/en/company/csr.html#anc03-08)
(<https://www.jfe-steel.co.jp/en/company/csr.html>)
- ▶ [Supported Females in choosing Science or Engineering careers](https://www.jfe-steel.co.jp/en/company/csr.html#anc03-09)
(<https://www.jfe-steel.co.jp/en/company/csr.html>)
- ▶ [Certified as company supporting child rearing \(Kanagawa Prefecture and Nagoya City\)](https://www.jfe-steel.co.jp/en/company/csr.html#anc03-10)
- ▶ [Accepted foreign technical interns \(welding training\)](https://www.jfe-steel.co.jp/en/company/csr.html#anc03-11)
- ▶ [Supported elementary schools in Ghana and Nigeria](https://www.jfe-steel.co.jp/en/company/csr.html#anc03-12)
- ▶ [Supported off-campus training by special-needs schools](https://www.jfe-steel.co.jp/en/company/csr.html#anc03-13)
- ▶ [Supported robotics competitions for high schools in Mie Prefecture](https://www.jfe-steel.co.jp/en/company/csr.html#anc03-14)
- ▶ [Provided welding training for technical high school teachers](https://www.jfe-steel.co.jp/en/company/csr.html#anc03-15)
- ▶ [Support for Hilltop Children's Cafeteria in Komaoka](https://www.jfe-steel.co.jp/en/company/csr.html#anc03-16)

Environmental Protection

- ▶ [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>)
- ▶ [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>)
- ▶ [Eco-purposed steel slag](https://www.jfe-steel.co.jp/en/company/csr.html#anc04-03)
(<https://www.jfe-steel.co.jp/en/company/csr.html>)
- ▶ [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>)
- ▶ [Forest maintenance in the JFE Forest](https://www.jfe-steel.co.jp/en/company/csr.html#anc04-05)
(<https://www.jfe-steel.co.jp/en/company/csr.html>)
- ▶ [Donated PET bottle caps](https://www.jfe-steel.co.jp/en/company/csr.html#anc04-06)
- ▶ [Cooperated with nonprofit Green Bird in volunteer garbage collection](https://www.jfe-steel.co.jp/en/company/csr.html#anc04-07)

Sports and Cultural Promotion

- ▶ [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>)
- ▶ [Baseball and racing clubs held instructional classes](https://www.jfe-steel.co.jp/en/company/csr.html#anc02-02)
(<https://www.jfe-steel.co.jp/en/company/csr.html>)
- ▶ [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>)
- ▶ [Promoted parasports](https://www.jfe-steel.co.jp/en/company/csr.html#anc02-04)
(<https://www.jfe-steel.co.jp/en/company/csr.html>)
- ▶ [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>)

Contribution to Local Communities through the Engineering Business

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 \(P.135\)](#)