Promoting Diversity, Equity, and Inclusion (DEI)

Initiatives

In today's rapidly changing business environment, the JFE Group believes that bringing together diverse values and perspectives generates new ideas and solutions, leading to sustained growth in corporate value. The Group has accordingly positioned the promotion of diversity, equity, and inclusion (DEI) as a key management priority. It has established a DEI promotion department in each of its operating companies to create an environment that makes the most of employees' diverse experiences, abilities, and individuality. In addition, structures such as a DEI promotion committee chaired by the president enable management and the DEI promotion departments to work together to formulate and implement Companywide policies. In particular, the Group is strategically promoting women's participation and advancement. These efforts include recruitment measures to expand the pool of potential female managers by recruiting new graduates and mid-career employees. They also include retention measures, such as expanding opportunities for internal and external networking and highlighting role models, as well as placement and development efforts such as preparing individual development plans for female employees.

ST Accelerating and Strengthening DEI

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 training for executives and managers and activities for raising awareness through setting DEI months, including lectures and concentrated information sharing. Furthermore, directors and general managers set DEI targets every year and work on addressing issues within their own departments. Starting in FY2025, the company has been providing opportunities for directors to discuss DEI challenges and ways to address them with one another to build a shared understanding at the management level and improve the effectiveness of their initiatives.

Beyond recruiting a diverse workforce, the company systematically provides internal and external training opportunities to support each employee's growth and ability to perform from the perspective of equity. It also actively sends female employees to external training programs to support their professional growth. In response to employee feedback, the company has launched educational programs to raise awareness among potential female managers, and it has strengthened networking activities such as career exchange meetings and health seminars.

For female employees engaged in shift work, health seminars by occupational health nurses are provided to facilitate adaptation to shift work, and the human resources department periodically conducts follow-up interviews. For employees experiencing life events such as pregnancy or childbirth, interviews on work-life balance are offered, during which employees can discuss the future of their careers with their supervisor as well as the human resources department. A detailed support system has been established for employees to continue to play an active long-term role.

Looking ahead, the company will further strengthen its efforts to create a working environment where employees at various life stages can thrive while feeling a sense of fulfillment in their work.

EN Awareness-Raising Initiatives at the Company

JFE Engineering engages in activities for reforming its corporate mindset, including lectures for executives, DEI seminars for managers, e-learning programs for all employees, and the annual DEI Month.

For female employees, the company supports career development by providing opportunities for external training and networking events. To help employees balance work with childcare and nursing care, workshops are held for those returning from childcare leave, and training sessions are conducted for supervisors on childcare and nursing care. Through these initiatives, we are striving to create a workplace where employees facing life events can also thrive.

The company accepts 60 locally hired employees of overseas Group companies to provide on-the-job training. We also strive to create an environment where workers can spend their time in Japan with a sense of security, by operating a consultation desk, offering information through a portal site, and providing Japanese language classes. Every year in Japan, the company actively hires around 100 mid-career recruits possessing diverse characteristics and values, such as those with experience in other industries.

SH Initiatives to Raise Awareness within the Company

JFE Shoji is encouraging employees to understand and become more aware of promoting DEI 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 building networks through roundtable discussions with senior employees and actively dispatching them to external training programs and activities.

The company organizes information exchange meetings for employees on childcare leave and follow-up seminars after they return to work to ensure that employees can continue to thrive while balancing life events such as childbirth, childcare, and nursing care. As part of efforts to encourage male employees to participate in childcare, in addition to explaining the system during rank-based training, explanations are provided to eligible employees and their supervisors.

Promoting Women's Professional Development

The JFE Group is implementing a broad range of initiatives to promote women's advancement, including active recruitment, planned development and appointment of women to management positions, 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. Companies are 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.

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, 2026 and ending on March 31, 2031

- Target of the Action Plan

We have set a common goal for the JFE Group to increase the ratio of women in managerial positions at or above the section manager level to at least 10% by 2030 (at least 20% in administration and sales divisions). Under this goal, we will actively promote the appointment of women to managerial positions. As of April 2026, the ratio of women in managerial positions is 5.5% (8.8% in administration and sales divisions) for the operating companies combined.

- Action Plan for Each Operating Company

› **JFE Steel (Japanese only)** (https://www.jfe-holdings.co.jp/common/pdf/sustainability/female_plan_st.pdf)
› **JFE Engineering (Japanese only)** (https://www.jfe-holdings.co.jp/common/pdf/sustainability/female_plan_eng.pdf)
› **JFE Shoji (Japanese only)** (https://www.jfe-holdings.co.jp/common/pdf/sustainability/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 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, please refer to:

> **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)

Promotion of Childcare Leave for Male Employees

We believe that creating an environment where male employees can more easily take childcare leave will make it possible for both male and female employees to balance work and childcare, enabling diverse employees to fully demonstrate their vitality and strengths. Each operating company is promoting childcare leave for male employees through such efforts as holding seminars on childcare leave, encouraging supervisors to recommend taking the leave, and internally sharing best practices.

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, please refer to:

> **Social Data: Employment of People with Disabilities** (P. 288)

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 2026, 1,012 veteran employees (about 5% of the total) are working at JFE Steel, JFE Engineering, and JFE Shoji.

ST 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.

EN 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 FY2023.

SH 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.

Respect for Sexual Minorities (LGBTQ)

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 training programs. 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 and managers. Seminars are conducted at JFE Shoji for management, including executives, and e-learning programs are offered to all employees to promote understanding.

Securing Diverse Human Resources

Recruitment Results for University Graduates (FY2026) and Mid-Career Hires (FY2025)
986 employees (total of three operating companies)

- Women in career-track positions: 18.5% (105 out of 568)
  Women in administrative career-track positions: 39.9% (75 out of 188)

- Mid-career and year-round hires: 31.2% (308 out of 986)
  Career-track employees hired through mid-career or year-round recruitment: 34.2% (194 out of 568)
  Operational employees hired through mid-career or year-round recruitment: 27.3% (114 out of 418)

To ensure sustainable growth, the JFE Group is diversifying its recruitment sources to reliably secure talent and is actively hiring diverse personnel, including women, foreign nationals, and mid-career recruits.

In addition, it has a broad overseas presence and hires employees locally, thereby contributing to communities with employment opportunities.

Recruitment Results (Three Operating Companies) for University Graduates (FY2026) and Mid-Career Recruits (FY2025)

Category	Career-Track Positions			Operational Positions	Total
	Administrative	Technical	Total		
Total	188	380	568	418	986
Male	113	350	463	397	860
Female	75	30	105	21	126
Ratio of women (%)	39.9	7.9	18.5	5.0	12.8

For more on employees, please refer to:
› **Social Data** (P. 286)