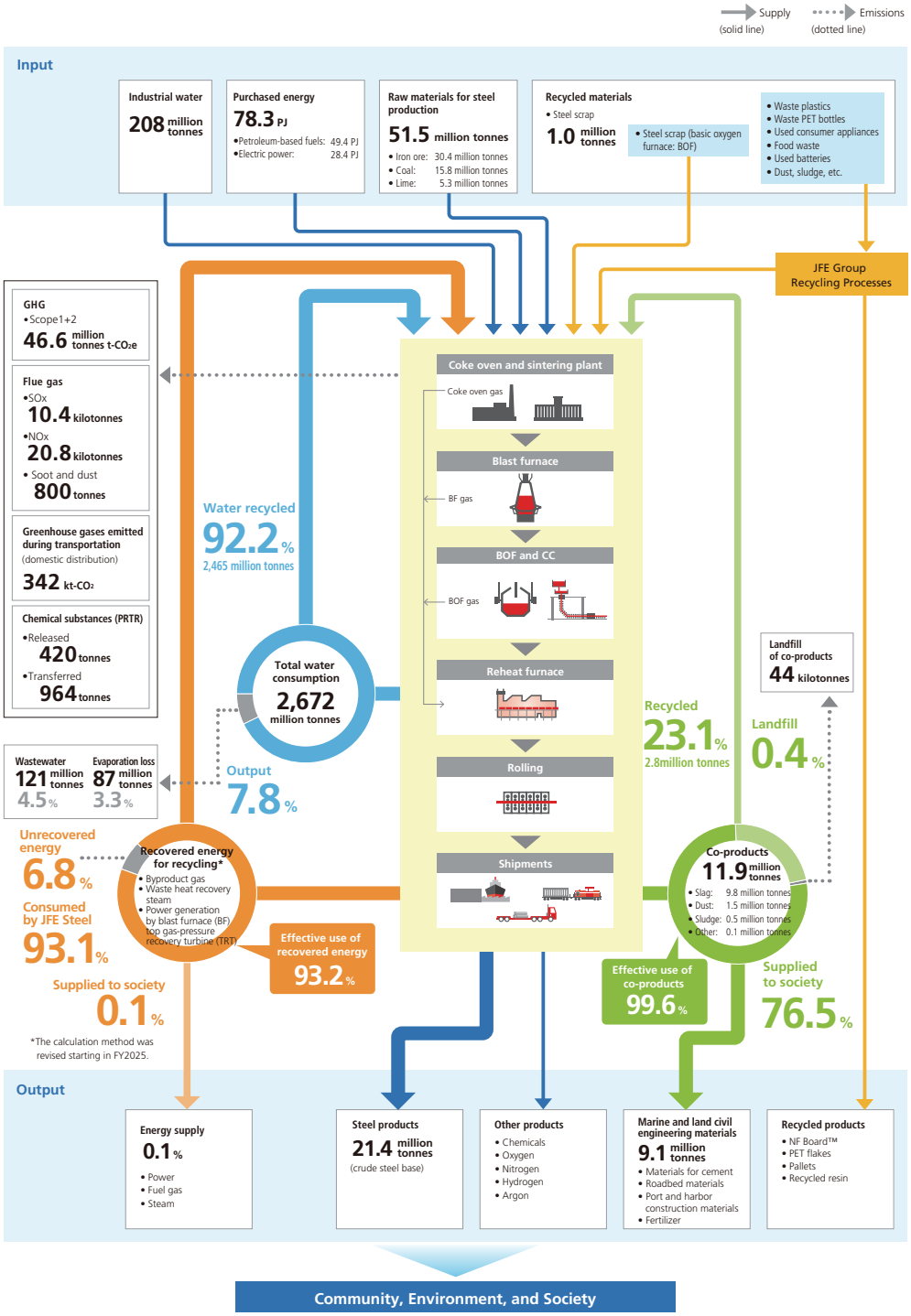
Environmental Data

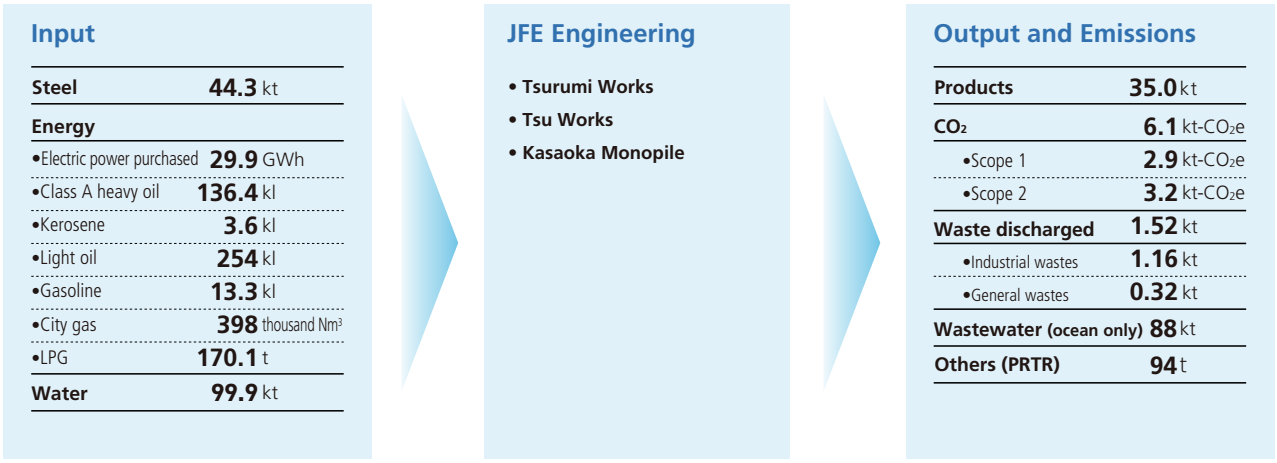
Material Flow

JFE Steel works to reduce the environmental impact of its iron and steelmaking processes, including through the effective use of resources. The company recycles 92.2% of the water it uses for production and uses 99.6% of its co-products, such as iron and steelmaking slag. In addition, 100% of co-product gas generated during production is reused as fuel for reheating slabs, generating power for internal use and supplying power to the public.

JFE Steel's Material Flow (Non-Consolidated)



JFE Engineering's Material Flow (Head Office and Works)



Abbreviations for scope of data: JFE Group (All); JFE Steel Group (ST Gr); JFE Steel (ST); JFE Engineering Group (EN Gr); JFE Engineering (EN); JFE Shoji Group (SH Gr); JFE Shoji (SH)

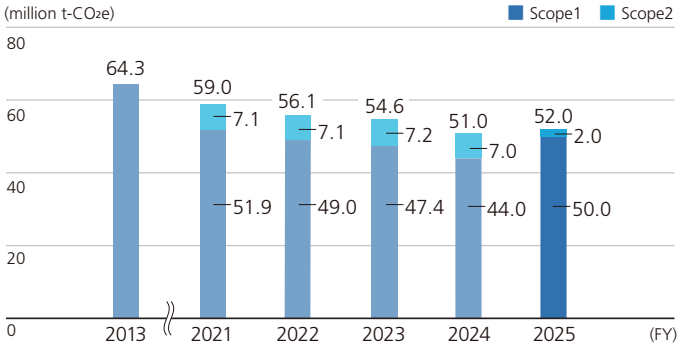
Note: The calculation method and scope of data for GHG emissions were revised in FY2025, and the company plans to expand the scope further in the future. Information on these revisions is provided for each item.

Environmental Indicators

Area	Operating Company	FY2025 Targets	FY2025 Results and Related Pages
Greenhouse Gas and Energy	ST	• FY2027 GHG emissions reduction: 24% or more from FY2013 levels	P.275
	EN	• Reduction in CO_2 emissions in own plants and offices: 40% from FY2013 levels • CO_2 reductions achieved through the provision of power generation facilities related to renewable energy and expansion of electricity supply operations: 12.5 million tonnes per year	P.275,277
	SH	• FY2025 domestic CO_2 emissions: 22.5% reduction from FY2019 levels	P.275
Chemical Substances	ST	• VOC emissions: –30% from FY2000 (1,078 t or less) • Benzene emissions: –80% from FY1999 (46 t or less) • Dichloromethane emissions: –40% from FY1999 (46 t or less)	P.279
Resource Use	ST	Recycling rate of co-products: 99% or higher	P.280
	EN	Recycling rate at construction sites • Recycling rate of rubble: 99.5% or higher • Recycling rate of sludge: 95.0% or higher • Recycling rate of industrial waste: 85.0% or higher Recycling rate of office recyclable waste • Yokohama head office: 98.0% or higher	P.281
	SH	Global recycling of steel scrap • Exceed FY2020 scrap trade volume (FY2025 target: +5% from FY2020)	P.280
Water Use	ST	Maintain efficient use of water Recirculated water usage rate: 90% or higher	P.282

Greenhouse Gas and Energy

GHG Emissions of the JFE Group (Scope 1, 2)



GHG Emissions of the JFE Group (Scope 1, 2)

Item	Scope	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
CO_2 emissions (Scope 1 and 2 total)*1, 2	All	million t-CO_2e	59.0	56.1	54.6	51.0	52.0
	ST Gr	million t-CO_2e	58.6	55.7	54.1	50.8	51.5*3
	ST※4	million t-CO_2e	54.7	52.3	50.0	47.0	46.6
	ST subsidiaries	million t-CO_2e	3.9	3.4	4.1	3.8	11.3
	EN Gr	million t-CO_2e	0.387	0.422	0.482	0.234	0.486
	SH Gr	million t-CO_2e	0.0319	0.0316	0.0311	0.0298	0.0343
Scope1	All	million t-CO_2e	51.9	49.0	47.4	44.0	50.0
	ST Gr	million t-CO_2e	51.5	48.6	47.0	43.8	49.6
	ST	million t-CO_2e	48.8	46.4	44.1	41.2	40.3
	ST subsidiaries	million t-CO_2e	2.7	2.2	2.9	2.6	9.3
	EN Gr	million t-CO_2e	0.345	0.395	0.459	0.215	0.450
	SH Gr	million t-CO_2e	—	—	—	—	0.003
Scope2*5	All	million t-CO_2	7.1	7.1	7.2	7.0	2.0
	ST Gr	million t-CO_2	7.0	7.0	7.1	7.0	1.9*3
	ST	million t-CO_2	5.8	5.9	5.9	5.8	6.4
	ST subsidiaries	million t-CO_2	1.2	1.1	1.2	1.2	2.0
	EN Gr	million t-CO_2	0.0418	0.0263	0.0232	0.0189	0.0359
	SH Gr	million t-CO_2	0.0319	0.0316	0.0311	0.0298	0.0316
Unit CO_2 emissions (numerator: Scope 1 and 2 total; denominator: sales)	All	t-CO_2e/billion yen	135.2	106.5	105.5	105.0	114.6

*1 Scope of data: Calculated based on the operational control approach as defined by the GHG Protocol. Since FY2025, the figures include data for an expanded list comprising major subsidiaries of JFE Steel, JFE Engineering, and JFE Shoji, bringing the total to 205 companies.
JFE Holdings
- JFE Steel, 118 major subsidiaries, and 2 equity-method affiliates in Japan and overseas
- JFE Engineering and 22 major subsidiaries in Japan and overseas
- JFE Shoji and 59 major subsidiaries in Japan and overseas

*2 The item covered only CO_2 emissions up to FY2024. Greenhouse gases other than CO_2 were included in the calculation starting in FY2025.
*3 Due to adjustments for transactions among Group companies, the sum of the figures for each company in FY2025 does not match the total figure for all companies.
*4 Non-consolidated data for JFE Steel was calculated based on the Japan Iron and Steel Federation's Carbon Neutrality Action Plan up to FY2024 and on the GHG Protocol from FY2025.
*5 Calculated based on the market-based method.

Breakdown of GHG Emissions of the JFE Group (Scope 1, 2)

Item		Scope	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
CO_2 emissions and denominator (Scope 1 and 2 total)	CO_2 emissions	All	million t-CO_2	59.0	56.1	54.6	51.0	51.9
	CO_2 emissions (denominator: crude steel production)	ST	t-CO_2/t-steel	2.03	2.09	2.06	2.06	2.18
GHG emissions other than CO_2*	Methane (CH_4)	All	million t-CO_2e	0.1	0.04	0.1	0.2	0.05
	N_2O	All	million t-CO_2e	0.03	0.02	0.04	0.04	0.04

*Scope of data: JFE Steel and one major overseas subsidiary.

GHG Emissions of the JFE Group (Scope 3)

Item	Scope	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Scope 3*[1, 2]	All	kt-CO_2e	20,778	23,184	22,701	21,894	28,217
Category 1 Purchased goods and services	All	kt-CO_2e	17,244	19,750	19,118	18,537	13,726
Category 2 Capital goods	All	kt-CO_2e	1,221	1,166	1,239	1,127	1,159
Category 3 Fuel- and energy-related activities not included in Scope 1 or 2	All	kt-CO_2e	717	736	760	723	888
Category 4 Upstream transportation and delivery	All	kt-CO_2e	454	450	440	434	2,699
Category 5 Waste generated in operations	All	kt-CO_2e	58	62	133	147	75
Category 6 Business travel	All	kt-CO_2e	5	4	5	5	8
Category 7 Employee commuting	All	kt-CO_2e	59	49	14	14	19
Category 15 Investments	All	kt-CO_2e	1,022	967	993	906	9,639

*1 Scope of data: Since FY2025, the figures include data for an expanded list comprising major subsidiaries of JFE Steel, JFE Engineering, and JFE Shoji.
(Categories 1, 3, 4, 5, 7)
JFE Holdings, JFE Steel, JFE Steel's 25 major subsidiaries in Japan, JFE Engineering, JFE Engineering's one major subsidiary in Japan, and JFE Shoji
(Categories 2, 6)
JFE Holdings, JFE Steel, JFE Steel's 127 consolidated subsidiaries, JFE Engineering, JFE Engineering's 89 consolidated subsidiaries, JFE Shoji, and JFE Shoji's 109 consolidated subsidiaries
(Category 15)
Japan Marine United, and JFE Steel's 37 equity-method affiliates (14 in Japan and 23 overseas)
*2 Sources: Green Value Chain Platform (Ministry of the Environment) and others.

Contribution to GHG Reductions in the Engineering Business

Item	Scope	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Contribution to GHG emission reductions*	EN Gr	Million t-CO_2e/year	10.57	11.14	11.53	12.00	12.91
Biomass power generation	EN Gr	Million t-CO_2e/year	2.86	2.94	2.95	3.12	3.57
Waste power generation	EN Gr	Million t-CO_2e/year	3.40	3.72	3.80	3.60	3.80
Others (digestion gas, geothermal, solar power, wind, waste heat recovery, fuel conversion, energy services, biomass silo, logistics products)	EN Gr	Million t-CO_2e/year	3.57	3.59	3.84	4.43	4.61
Recycling (includes fluorocarbon recovery and energy creation)	EN Gr	Million t-CO_2e/year	0.74	0.89	0.94	0.85	0.92

*Scope of data: Includes JFE Engineering's businesses in Japan and overseas, J&T Recycling Corporation, JFE Urban Recycle Corporation, and German subsidiary Standardkessel Baumgarte GmbH (SBG).

Energy Consumption

Item		Scope	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Energy consumption and unit energy consumption	Energy consumption*1	All	PJ	654	627	612	567	575
		ST Gr	PJ	652	625	611	566	573
		ST	PJ	602	581	557	519	518
		ST subsidiaries	PJ	49.6	43.9	53.9	46.5	128
		EN Gr	PJ	1.3	1.2	1.2	1.1	1.7
		SH Gr	PJ	0.7	0.7	0.7	0.6	0.7
	Unit energy consumption (crude steel production)	ST	GJ/t-steel	23.3	24.1	23.7	23.6	24.2
Recovered energy for recycling*2	Supplied to society	ST	%	38	37	39	40	0.1
	Consumed internally	ST	%	62	63	61	60	93

*1 Due to adjustments for transactions among Group companies, the sum of the figures for each company does not match the total figure for all companies.
*2 The FY2025 figures were calculated using a revised method.

Modal Shift

Item		Scope	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
All transportation	Ship and rail	ST	%	58.3	59.0	57.9	58.7	59.2
	Truck	ST	%	41.7	41.0	42.1	41.3	40.8
Transportation of a distance of 500 km or more	Ship and rail	ST	%	90.0	92.1	93.6	94.8	94.8
	Truck	ST	%	10.0	7.9	6.4	5.2	5.2

Scope of calculation: All products and half-finished products transported in Japan.

Chemical Substances

Air Emissions

Item	Scope	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
SOx emissions*1, 3	ST Gr	kt	10.0	9.6	10.3	10.0	10.5
	ST	kt	9.9	9.5	10.2	9.9	10.4
	ST subsidiaries	kt	0.06	0.08	0.08	0.08	0.08
NOx emissions*1, 2	ST Gr	kt	23.5	21.1	20.8	20.5	21.5
	ST	kt	23	20.7	20.4	20.1	20.8
	ST subsidiaries	kt	0.5	0.4	0.4	0.4	0.7
Soot and dust	ST	kt	1.2	0.9	0.8	0.7	0.8

*1 10 JFE Steel's consolidated subsidiaries in Japan.
*2 9 JFE Steel's consolidated subsidiaries in Japan.
*3 The unit of measurement has been changed from million Nm³ to thousand tonnes.

Discharge to Waterways

Item	Scope	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
COD (chemical oxygen demand)	All*1	t/day	3.1	3.1	2.6	2.5	2.4
	ST	t/day	2.9	2.8	2.3	2.4	2.3
	ST subsidiaries	t/day	0.23	0.25	0.27	0.09	0.04
	EN*2	kg/day	8.4	6.6	4.8	5.8	9.2

*1 Scope of data: 10 companies (JFE Steel and its 8 consolidated subsidiaries in Japan, and JFE Engineering)
*2 This report uses the maximum value of each year.

PRTR-Registered Substances

Item		Scope	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
PRTR-registered substances*1, 2	Amount released	All	t	827	750	917	810*3	739
		ST Gr	t	672	609	790	731*3	670
		ST	t	380	366	510	471	420
		ST subsidiaries	t	292	243	280	260*3	250
		EN Gr	t	155	141	126	79	69
	Amount transferred	All*4	t	9,845	12,809	11,217	11,074*3	7,487
		ST Gr	t	9,811	12,779	11,193	11,049*3	7,440
		ST	t	1,378	1,278	1,192	1,836	964
		ST subsidiaries	t	8,433	11,501	10,001	9,213*3	6,777
		EN Gr	t	34	30	23	25	47
VOC emissions		ST	t	542	513	528	475	441
Benzene emissions		ST	t	16	17	16	11	14
Dichloromethane emissions		ST	t	30	25	25	19	22

*1 Scope of data:
- JFE Steel and 16 consolidated subsidiaries in Japan
- JFE Engineering and 3 consolidated subsidiaries in Japan

*2 Excluding dioxins.

*3 Revised the prior year data to increase accuracy.

*4 JFE Shoji is not included in the scope of the report, as the company is not subject to PRTR registration.

Use of Natural Resources

Input and Products Supplied

Item		Scope	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Input	Raw materials for steel production	ST	million t	63.4	60.4	56.1	52.4	51.5
	Iron ore	ST	million t	37.6	35.7	33.4	30.9	30.4
	Coal	ST	million t	19.9	19.1	17.5	16.2	15.8
	Lime	ST	million t	5.9	5.6	5.2	5.3	5.3
	Recycled materials (steel scrap)	ST	million t	1.2	0.9	0.8	1.1	1.0
	Raw materials	EN	kt	38.6	27.9	24.0	35.3	44.3
Products supplied	Steel products	ST	million t	25.9	24.2	23.4	21.9	21.4
	Engineering	EN	kt	37.4	27.0	23.0	29.7	35.0

Co-Products Generated by the Steel Business

Item		Scope	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Co-products	Amount generated*1	ST Gr	million t	14.4	14.1	13.3	12.6	12.5
		ST*2	million t	13.9	13.5	12.7	12.0	11.9
		ST subsidiaries	million t	0.5	0.6	0.6	0.6	0.6
	Amount recycled internally	ST	million t	3.3	2.9	2.9	2.7	2.8
	Internal recycling rate	ST	%	24.0	21.7	22.4	22.8	23.1
	Emissions*1	ST Gr	million t	10.8	10.8	10.1	9.5	9.3
		ST	million t	10.6	10.6	9.9	9.3	9.1
		ST subsidiaries	million t	0.2	0.2	0.2	0.2	0.1
	Used by local communities	ST	million t	10.5	10.5	9.8	9.2	9.1
	Rate of local community use	ST	%	75.7	77.8	77.0	76.6	76.5
	Landfill amount*1	ST Gr	million t	0.094	0.167	0.180	0.146	0.094
		ST	million t	0.042	0.073	0.083	0.063	0.044
		ST subsidiaries	million t	0.052	0.094	0.097	0.083	0.050
	Recycling rate	ST	%	99.7	99.5	99.4	99.5	99.6

*1 Scope of data: JFE Steel and 22 consolidated subsidiaries in Japan.

*2 Byproducts generated by JFE Steel are mostly reused as offshore, land, or construction materials.

Waste Generated by the Engineering Business

Item			Scope	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Waste	Emissions		EN Gr	kt	249.2	223.7	193.1	151.4	172.0
		Offices	EN	t	235.3	259.4	219.4	263.0	323.9
		Production	EN	t	803.0	821.4	705.8	1,571.7	1,157.7
		Construction	EN	t	190,242.3	162,747.2	134,157.5	60,269.0	85,260.6
		Subsidiaries	EN subsidiaries	t	57,960.3	59,841.4	57,990.0	89,319.6	85,300.9
	Recycling rate (offices)		EN	%	96.1	96.4	92.1	93.0	93.8
	Recycling rate (production)		EN	%	46.8	54.0	50.4	53.9	24.4
	Recycling rate (construction)		EN	%	98.6	99.3	97.5	97.3	95.5
	Landfill		EN	t	3,035.6	1,456.7	3,497.5	1,956.9	4,305.5
		Offices	EN	t	7.4	7.7	7.4	13.3	14.3
		Production	EN	t	322.6	287.7	235.2	344.3	625.0
		Construction	EN	t	2,705.6	1,161.3	3,254.8	1,599.3	3,666.2
	Recycling rate		EN	%	96.5	97.4	96.1	92.6	90.7

*Scope of data: JFE Engineering and 10 consolidated subsidiaries in Japan.

Waste at JFE Engineering Construction Sites

Item		Scope	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Rubble	Amount generated	EN	t	159,309	141,888	119,708	46,853	53,634
	Recycling rate	EN	%	99.4	99.9	97.8	99.6	97.7
	Landfill amount	EN	t	940	173	2,632	189	1,223
Sludge	Amount generated	EN	t	24,350	14,806	9,679	4,827	19,083
	Recycling rate	EN	%	96.9	99.0	99.3	97.1	99.4
	Landfill amount	EN	t	683	130	56	104	113
Industrial waste excluding rubble and sludge	Amount generated	EN	t	6,583	6,054	4,771	8,589	12,544
	Recycling rate	EN	%	81.6	84.4	87.1	83.9	66.8
	Landfill amount	EN	t	1,083	858	566	1,307	2,331

Paper Consumption at JFE Shoji

Item	Scope	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Consumption of copier paper	SH	boxes	3,033	2,860	2,934	3,089	2,717
	Tokyo	boxes	1,471	1,376	1,396	1,374	1,149
	Osaka	boxes	337	351	391	679	654
	Nagoya	boxes	154	177	162	165	181
	Branch	boxes	1,071	956	985	871	733

Water Use

Water Intake and Discharge

Item	Scope	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Amount of water intake*1	All	million t	246	240	225	228	226
	ST Gr	million t	245	239	224	227	224
	ST	million t	226	220	208	210	208
	ST subsidiaries	million t	18.7	18.2	16.1	16.5	16.7
	EN Gr	million t	1.141	1.35	1.24	1.36	1.69
	SH Gr	million t	0.154	0.154	0.144	0.143	0.134
Amount of water discharged*2	ST Gr	million t	144	143	139	137	135
	ST	million t	128	128	125	124	121
	ST subsidiaries	million t	15.6	15.4	13.9	13.3	13.6
	EN	million t	0.132	0.122	0.122	0.107	0.088
Amount of water consumption*2	ST Gr	million t	3,442	3,475	3,242	2,974	2,890
	ST	million t	3,207	3,242	3,035	2,748	2,672
	ST subsidiaries	million t	235	233	207	226	218
Amount evaporated	ST	million t	98	92	83	76	87
Ratio of amount released and evaporated	ST	%	7.0	6.8	6.9	7.3	7.8
Amount recycled*2	ST Gr	million t	3,197	3,237	3,017	2,747	2,666
	ST	million t	2,981	3,022	2,826	2,538	2,465
	ST subsidiaries	million t	216	215	191	209	201
Recycling rate*2, 3	ST	%	93.0	93.2	93.1	92.4	92.2
	ST subsidiaries	%	92	92	92	93	92

*1 Scope of data:
- JFE Steel and 22 consolidated subsidiaries in Japan
- JFE Engineering and 5 consolidated subsidiaries in Japan
- JFE Shoji's 35 domestic and overseas consolidated subsidiaries

*2 Scope of data: JFE Steel and 22 JFE Steel consolidated subsidiaries in Japan.

*3 Industrial water circulated (%) = (Total amount – industrial water accepted)/total amount used × 100

Breakdown of Water Intake and Discharge Areas

Item	Scope	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Total intake	2 operating companies*	million t	226.1	220.4	208.4	210.1	207.7
River / lake		million t	0	0	0	0	0
Groundwater		million t	0	0	0	0	0
Industrial water / waterworks		million t	226.1	220.4	208.4	210.1	207.7
Ocean		million t	0	0	0	0	0
Rainwater		million t	0	0	0	0	0
Other intake source		million t	0	0	0	0	0
Total discharge	2 operating companies*	million t	128.8	128.5	125.8	124.3	121.8
Ocean		million t	128.3	128.1	125.4	123.9	121.4
Surface water		million t	0	0	0	0	0
Underground / well		million t	0	0	0	0	0
Off-site water processing		million t	0.4709	0.4300	0.4158	0.4168	0.3903
Beneficial use / other use		million t	0	0	0	0	0
Other discharge destinations		million t	0	0	0	0	0

*Scope of data: JFE Steel and JFE Engineering

Environmental Management

Environmental Management System

Item		Scope	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
ISO 14001 certification coverage rate	Base	All	%	54	52	52	52	52
		ST Gr	%	18	44	44	44	42
		EN Gr	%	8	44	43	43	47
		SH Gr	%	27	64	64	64	64
	Employees	All	%	68	67	72	66	63
		ST Gr	%	72	70	72	71	64
		EN Gr	%	50	50	47	48	50
		SH Gr	%	83	81	80	78	78
Environmental audit (number of sites)		ST Gr	sites	29	28	27	25	26
		EN Gr	sites	52	50	52	53	46
Environmental education conducted (total participants)		EN Gr	persons	1,131	889	897	1,282	771

Environmental Accounting

Breakdown of environmental protection cost		FY2023		FY2024		FY2025	
		Investment (billion yen)	Cost (billion yen)	Investment (billion yen)	Cost (billion yen)	Investment (billion yen)	Cost (billion yen)
Management	Impact monitoring and measurement, and EMS expenses and education	1.2	2.4	0.1	2.8	0.2	28
Global warming countermeasures	Saving and efficiently using energy	19.5	36.5	6.3	36.0	3.8	30.2
	Recycling industrial water	4.9	25.7	2.0	22.6	1.5	24.1
Conservation of natural resources	Recycling and waste management of internally generated materials, etc.	0	5.7	7.1	5.2	0.4	5.9
Environmental protection	Air pollution countermeasures	6.9	30.7	6.0	28.2	4.0	29.6
	Water pollution countermeasures	1.8	11.5	3.3	14.9	1.5	15.5
	Prevention of soil contamination, noise, vibration, and subsidence	0	0.5	0	0.5	0	0.5
Other	Charges, etc.	—	1.4	—	0.7	—	0.2
R&D	Technologies for protecting the environment, saving energy, and preventing global warming	1.0	9.4	1.2	17.9	1.2	29.6
Social activities	Support for nature preservation and forestation, information disclosure, exhibitions, and public relations	—	0.7	—	0.8	—	0.8
Total		35.2	124.4	26.2	129.6	12.6	139.2

Scope of data: All investment activities of JFE Steel Corporation and R&D activities of JFE Engineering Corporation.

Environmental Accounting (Accumulated)

Item	Scope	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Energy-saving investment (accumulated)	All	Billion yen	565.4	570.8	590.3	596.6	600.5
Environmental protection investment (accumulated)	All	Billion yen	770.9	797.1	811.9	830.6	838.2

Social Data

Human Capital

Employee Data (FY2025[*1])

Items	Scope	Unit	JFE Steel	JFE Engineering	JFE Shoji
Employees	Consolidated[*2]	persons	41,654	11,170	8,744
Male		persons	36,164	9,408	5,600
Female		persons	5,490	1,762	2,301
Management positions[*3]		persons	11,606	2,348	1,908
Male		persons	10,673	2,018	1,578
Female		persons	933	330	330
Ratio of women in management positions		%	8.0	14.1	17.3
Employees	Non-consolidated	persons	14,747	3,833	1,001
Male		persons	13,461	3,259	595
Female		persons	1,286	574	406
Management positions (manager or higher)[*3]		persons	1,573	582	605
Male		persons	1,530	558	523
Female		persons	43	24	82
Ratio of women in management positions		%	2.7	4.1	13.6
Recruits	Non-consolidated	persons	653	267	66
Male		persons	590	232	38
Female		persons	63	35	28
New graduates		persons	501	142	35
Mid-career professionals		persons	152	125	31
Years of continuous employment (average)		years	17.3	15.6	13.4
Male		years	17.0	15.6	13.5
Female		years	20.0	15.6	13.3
Job turnover rate[*4] (total 2.3%)		%	2.2	2.7	3.1

Items	Scope	Unit	JFE Steel	JFE Engineering	JFE Shoji
Elderly employees*5	Non-consolidated	persons	936	55	21
Ratio of elderly employees*5		%	6.35	1.43	2.10
Average annual leave taken		day/year	17.1	19.1	15.9
Average overtime		hours/ month	24.4	18.2	28.8
Employees working shorter hours for childcare		persons	87	63	59
Ratio of male employees taking childcare leave*6		%	98.2	95.0	96.7
Average childcare leave taken by male employees		days	40.2	64.6	38.4
Wage gap between men and women*7 (all workers)		%	83.0	69.2	70.9
Full-time employees		%	83.2	70.1	70.7
Part-time workers and fixed-term employees		%	73.6	58.9	79.5
Temporary staff		persons	138	652	31

*1 Personnel composition (excluding managers, temporary staff, and employees working shorter hours for childcare) is as of March 31, 2026. Number of managers, temporary staff, and employees working shorter hours for childcare is as of April 1, 2026, and other personnel as of FY2025.

*2 Scope of data: Operating companies and other consolidated subsidiaries, JFE Steel: 121, JFE Engineering: 83, and JFE Shoji: 98. JFE Shoji's America region is excluded from the gender breakdown. The number of managers is also excluded from the scope of data.

*3 Management positions at JFE Shoji include employees on loan.

*4 Percentage of employees who voluntarily choose to resign from the organization.

*5 Figures for JFE Steel and JFE Engineering include active employees who are age 60 and above (the companies' mandatory retirement age has been raised to 65).

*6 Rate of male employees taking childcare leave or time off related to child rearing = (Number of male employees who took childcare leave + Number of male employees who used the childcare leave program for pre-elementary school children) / Number of male employees whose spouses have given birth.

*7 Calculated in accordance with the provisions of the Act on the Promotion of Women's Active Engagement in Professional Life.

Recruiting*1, 2

Items	Unit	Career-track Positions			On-site Positions at Steelworks	Total
		White-collar	Technical	Total		
Total	persons	188	380	568	418	986
Male	persons	113	350	463	397	860
Female	persons	75	30	105	21	126
Ratio of women	%	39.9	7.9	18.5	5.0	12.8

*1 Scope of data: Total figures for the three operating companies.

*2 Target group: New graduates who joined in FY2026 and mid-career professionals who joined in FY2025.

Employment of People with Disabilities (as of June 1 of Each Year)

Items	Scope	Unit	2021	2022	2023	2024	2025
Employment ratio of people with disabilities	JFE Steel	%	2.51	2.57	2.52	2.63	2.38
	JFE Engineering	%	2.53	2.58	2.69	2.83	2.81
	JFE Shoji	%	2.39	2.66	2.74	2.84	2.58

Human Resource Development

Items	Scope	Unit	FY2022	FY2023	FY2024	FY2025
Total annual training hours	Total of three operating companies	million hours per year	0.79	0.77	0.78	0.79
Training hours per employee	JFE Steel	hours per year	45.2	44.9	45.2	44.7
	JFE Engineering	hours per year	20.9	23.4	24.2	29.1
	JFE Shoji	hours per year	20.1	22.1	25.2	25.2
DX human resource development (accumulated)	JFE Steel (business innovators)	persons	—	—	—	20
	JFE Steel (data scientists)	persons	—	610	662	698
	JFE Steel (digital designers)*	persons	—	456	630	113*
	JFE Engineering	persons	—	179	207	247

*The name and definition were changed.

Lost-Work Injuries and Accidents

Items		Scope*1	Unit	2021	2022	2023	2024	2025
Lost-work Injuries and Severity (Rates)	Lost-work injuries*2	JFE Steel	—	0.10	0.18	0.06	0.15	0.08
	Severity*3		—	0.08	0.08	0.00	0.08	0.05
	Lost-work injuries*2	JFE Engineering	—	0.56	0.26	0.28	0.22	0.38
	Severity*3		—	0.40	0.01	0.42	0.01	0.02
	Lost-work injuries*2	JFE Shoji Group	—	0.60	0.25	0.12	0.37	0.75
	Severity*3		—	0.05	0.02	0.03	0.02	0.02
	Lost-work injuries*2	Manufacturing industry average	—	1.31	1.25	1.29	1.30	1.33
	Severity*3		—	0.06	0.08	0.08	0.06	0.07

Items		Scope*1	Unit	2021	2022	2023	2024	2025
Number of lost-work injuries	Lost-work injuries	JFE Group	cases	26	25	12	21	19
	Fatal injuries		cases	2	1	1	0	0
	Lost-work injuries	JFE Steel	cases	10	18	6	14	7
	Fatal injuries		cases	1	1	0	0	0
	Lost-work injuries	JFE Engineering	cases	11	5	5	4	6
	Fatal injuries		cases	1	0	1	0	0
	Lost-work injuries	JFE Shoji Group	cases	5	2	1	3	6
	Fatal injuries		cases	0	0	0	0	0
Lost-work injuries involving employees	Lost-work injuries	JFE Group	cases	10	13	6	3	9
	Fatal injuries		cases	0	1	0	0	0
	Lost-work injuries	JFE Steel	cases	5	11	4	2	4
	Fatal injuries		cases	0	1	0	0	0
	Lost-work injuries	JFE Engineering	cases	1	0	1	0	1
	Fatal injuries		cases	0	0	0	0	0
	Lost-work injuries	JFE Shoji Group	cases	4	2	1	1	4
	Fatal injuries		cases	0	0	0	0	0
Lost-work injuries involving employees of contractors	Lost-work injuries	JFE Group	cases	16	12	6	18	10
	Fatal injuries		cases	2	0	1	0	0
	Lost-work injuries	JFE Steel	cases	5	7	2	12	3
	Fatal injuries		cases	1	0	0	0	0
	Lost-work injuries	JFE Engineering	cases	10	5	4	4	5
	Fatal injuries		cases	1	0	1	0	0
	Lost-work injuries	JFE Shoji Group	cases	1	0	0	2	2
	Fatal injuries		cases	0	0	0	0	0

*1 Scope of data:

- JFE Steel and JFE Engineering: parent company, business associates and contractors in Japan.
- JFE Shoji: parent and consolidated subsidiaries, business associates and contractors in Japan.

*2 Lost-work injuries (rate) = number of employees with lost-work injuries/total working hours × 1,000,000

*3 Severity = number of lost working days/total working hours × 1,000

Health and Safety Training (FY2025)

Items	Unit	Participants*
Training for managers and supervisors	persons	471
Mental healthcare education for new hires and at rank-based training	persons	1,627

* Total of 3 operating companies.

Occupational Health and Safety

Items	Scope	Unit	FY2022	FY2023	FY2024	FY2025
Ratio of ISO 45001-certified sites*	JFE Steel	%	100	100	100	100
	JFE Engineering	%	100	100	67	67

* Ratio at production sites

Health

Items	Scope	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Provision rate of health guidance*1	JFE Steel	%	72.2	71.1	72.7	69.8	—
	JFE Engineering	%	39.4	42.7	41.3	45.2	—
	JFE Shoji	%	52.1	35.0	43.0	74.8	—
Smoking rates	JFE Steel*2	%	27.3	26.6	25.8	25.0	23.1
	JFE Engineering	%	22.9	22.3	21.8	21.4	21.3
	JFE Shoji	%	21.5	21.9	20.6	21.4	20.9
Metabolic syndrome rates	Employees insured by the JFE Group's health insurance union (age 40 and above)	%	36.3	36.0	36.3	36.3	37.0
Rate of health examination for dependents	Age 40 and above	%	51.3	52.3	53.8	56.9	54.7

*1 Figures for FY2025 will be added once they are finalized.

*2 Smoking rate for JFE Steel is managed based on calendar year.

Provide Quality Products and Enhance Customer Satisfaction

Customer Training (FY2025)

Training type	Scope	Unit	Participants
Technical presentation by overseas Group companies (number of participating companies*1)	JFE Shoji	persons (companies)	181(19)
National staff training (NS training*2)	JFE Shoji	persons	27

*1 A total of 181 persons from 10 countries participated in the training, with 28 attending face-to-face sessions and 153 online.
*2 Participants came from 11 countries (U.S.A., India, Indonesia, Canada, Thailand, Philippines, Vietnam, Malaysia, Myanmar, Mexico, and China).

Community

Social Contributions (FY2025)

Activities		Scope		Unit	Results
Spending on social contribution activities		JFE Holdings and operating companies		Million yen	740
Internships		JFE Group		Persons	1,903
			JFE Steel	persons	770
			JFE Engineering	persons	754
			JFE Shoji	persons	379
Supporting schools in Ghana and Nigeria	Desks and chairs	JFE Shoji		sets	320
	Notebooks			books	17,000
	Canned foods			cans	12,500

JFE 21st Century Foundation

Grants		Projects	Value (million yen)
Technology research (accumulated)		794	159,580
Technology research for FY2025	Iron and steel technology research	8	1,600
	Global environment and global warming prevention technology research	20	4,000
Asian history studies (accumulated)		198	29,700
Asian history studies for FY2025		12	1,800

Activities	Sets Donated
Supporting the Japan Overseas Educational Services Writing Contest and anthology donation (to elementary and middle schools and also public libraries in the regions related to steel*)	2,000

*Donated to 650 elementary schools and middle schools, 60 libraries, etc.

Governance Data

Corporate Governance

Data on Corporate Governance System (as of July 1, 2026)

Item		System Overview
Organizational design type		Company with Board of Directors and an Audit & Supervisory Committee
Number of Directors		13
	Number of Independent Outside Directors	6
	Number of female Directors	2
Number of Directors (Audit & Supervisory Committee Members)		5
	Number of independent Outside Directors (Audit & Supervisory Committee Members)	3
	Number of female Directors (Audit & Supervisory Committee Members)	1
Term for Directors (years) Term for Outside Directors (Audit & Supervisory Committee Members) (years)		1
Term for (Audit & Supervisory Committee Members) (years)		2
Term for Outside Directors (Audit & Supervisory Committee Members) (years)		1
Corporate Officer System		Adopted
Voluntary advisory committees of the Board of Directors		Nomination Committee and Remuneration Committee

Directors (as of July 1, 2026)

Position		Name	Significant Concurrent Post	Independent Executive	Number of Meetings of the Board of Directors Attended in FY2025	Number of Meetings of the Audit & Supervisory Board / Audit & Supervisory Committee Attended in FY2025	Number of Meetings of the Nomination Committee Attended in FY2025	Number of Meetings of the Remuneration Committee Attended in FY2025
Director	Inside	Yoshihisa Kitano	Chairman of the Board of Directors of JFE 21st Century Foundation (Public Interest Incorporated Foundation)	—	15/15 (100%)	—	3/3 (100%)	5/5 (100%)
		Masayuki Hirose	Representative Director, President and CEO of JFE Steel Corporation	—	15/15 (100%)	—	3/3 (100%)	—
		Toshihiro Tanaka	Director of JFE Steel Corporation, Representative Director of JFE 21st Century Foundation (Public Interest Incorporated Foundation)	—	—	—	—	—
		Kazuyoshi Fukuda	Representative Director, President and CEO of JFE Engineering Corporation	—	15/15 (100%)	—	—	—
		Yoshifumi Ubagai	Representative Director, President and CEO of JFE Shoji Corporation	—	12/12 (100%)	—	—	—

Directors (as of July 1, 2026)

Position		Name	Significant Concurrent Post	Independent Executive	Number of Meetings of the Board of Directors Attended in FY2025	Number of Meetings of the Audit & Supervisory Board / Audit & Supervisory Committee Attended in FY2025	Number of Meetings of the Nomination Committee Attended in FY2025	Number of Meetings of the Remuneration Committee Attended in FY2025
Director	Outside	Yoshiko Ando	Outside Director of Kirin Holding Company, Limited Outside Director of Sansei Technologies, Inc.	○	15/15 (100%)	—	3/3 (100%)	—
		Takuya Shimamura	Outside Director of EBARA Corporation	○	15/15 (100%)	Audit & Supervisory Board 6/6 (100%)	3/3 (100%)	4/4 (100%)
		Keiichi Kobayashi	Outside Director, NTT DATA Group Corporation, Outside Director, Toray Industries, Inc.	○	14/15 (93%)	—	—	5/5 (100%)
Director Serving as a Member of the Audit & Supervisory Committee	Inside	Nobuya Hara	Audit & Supervisory Board Member of JFE Steel Corporation	—	15/15 (100%)	Audit & Supervisory Board 6/6 (100%) Audit & Supervisory Committee 14/14 (100%	—	—
		Nakaba Akimoto	Audit & Supervisory Board Member of JFE Engineering Corporation Audit & Supervisory Board Member of JFE Shoji Corporation	—	15/15 (100%)	Audit & Supervisory Board 6/6 (100%) Audit & Supervisory Committee 14/14 (100%)	—	—
	Outside	Tsuyoshi Numagami	Professor, Institute for Business and Finance, Waseda University Outside Director of Tokyo Century Corporation Outside Director of EBARA Corporation	○	15/15 (100%)	Audit & Supervisory Board 6/6 (100%) Audit & Supervisory Committee 14/14 (100%)	3/3 (100%)	5/5 (100%)
		Yoshihisa Suzuki	Outside Director of the Board of Kyowa Kirin Co., Ltd. Outside Director, OMRON Corporation	○	12/12 (100%)	Audit & Supervisory Committee 14/14 (100%)	—	—
		Naoto Nakamura	Lawyer, Nakamura Law Firm	○	12/12 (100%)	Audit & Supervisory Committee 14/14 (100%)	—	4/4 (100%)

*1 JFE Holdings, Inc. transitioned to a company with an Audit & Supervisory Committee upon the conclusion of the Ordinary General Meeting of Shareholders held on June 25, 2025. As part of this transition, Mr. Takuya Shimamura stepped down as an Audit & Supervisory Board Member and was appointed as Director on the same date. In addition, Mr. Noboya Hara, Mr. Nakaba Akimoto, and Mr. Tsuyoshi Numagami stepped down as Audit & Supervisory Board Members and were appointed as Directors serving as Members of the Audit & Supervisory Committee on the same date. Attendance data for Audit & Supervisory Board meetings correspond to the period prior to the transition, while attendance data for Audit & Supervisory Committee meetings correspond to the period following the transition.

*2 Mr. Yoshifumi Ubagai, Mr. Yoshihisa Suzuki, and Mr. Naoto Nakamura were elected for the first time as Directors at the previous year's Ordinary General Meeting of Shareholders, held on June 25, 2025, and therefore attended fewer Board of Directors meetings than the other Directors.

*3 Mr. Takuya Shimamura and Mr. Naoto Nakamura became Members of the Remuneration Committee on June 25, 2025, and therefore attended fewer meetings than the other Members.

*4 Mr. Masashi Terahata stepped down as Director upon the conclusion of the Ordinary General Meeting of Shareholders held on June 25, 2025. He attended all 15 Board of Directors meetings in FY2025, with an attendance rate of 100%. In addition, he attended all 5 Remuneration Committee meetings in FY2025, with an attendance rate of 100%.

Data on Nomination Committee and Remuneration Committee (as of July 1, 2026)

Item	Members	Chairperson	Number of Meetings in FY2025
Nomination Committee	6	Takuya Shimamura (Outside Director)	3
Inside Director	2		
Outside Director	2		
Outside Director (Audit & Supervisory Committee Member)	2		
Remuneration Committee	6	Keiichi Kobayashi (Outside Director)	5
Inside Director	2		
Outside Director	2		
Outside Director (Audit & Supervisory Committee Member)	2		

Data on Operating System

Committee	Company	Chairperson	Attendees
Group Management Strategy Committee	JFE Holdings	President	Inside Directors (including 3 operating company Presidents), Corporate Officers
Management Committee	JFE Holdings	President	Inside Directors (excluding 3 operating company Presidents), Corporate Officers*
	Each operating company	President	Directors, major Corporate Officers, and Audit & Supervisory Committee Members

*Presidents of operating companies and senior executives from operating companies attend as necessary.

Data on Executive Remuneration (FY2025)

Executive Remuneration

Position Type	Total Remuneration, etc. (million yen)	Total Amount by Remuneration Type (million yen)*1				Number of Executives (Members)
		Basic Remuneration	Bonus	Stock Remuneration*2, 3		
				Linked to Performance	Linked to Service Length	
Directors (excluding Directors serving as Audit & Supervisory Committee Members and Outside Directors)	260,840	217,415	19,680	11,554	12,191	6
Directors serving as Audit & Supervisory Committee Members (excluding Outside Directors)	58,680	58,680	—	—	—	2
Audit & Supervisory Committee Members (excluding Outside Audit & Supervisory Committee Members)*1	19,655	19,655	—	—	—	2
Outside Directors / Audit & Supervisory Committee Members	111,687	111,687	—	—	—	8

*1 JFE Holdings, Inc. transitioned to a company with an Audit & Supervisory Committee upon the conclusion of the Ordinary General Meeting of Shareholders held on June 25, 2025. Remuneration for Audit & Supervisory Board Members corresponds to the period prior to the transition, while remuneration for Audit & Supervisory Committee Members corresponds to the period following the transition.

*2 Performance-linked remuneration for Directors (excluding Outside Directors) is composed of bonus and stock remuneration. The total amount of performance-linked remuneration for the current fiscal year is 31.233 million yen.

*3 Only directors (excluding Outside Directors) are included in the scope of the above-mentioned stock remuneration, and the entire amount is paid in the form of non-monetary remuneration. The total amount of stock remuneration expensed for the current fiscal year as non-monetary remuneration is 23.744 million yen.

Segment Profit	
Segment	FY2025 (billion yen)
Steel	38.0
Engineering	23.9
Trading	40.2
JFE Holdings	110.5

Achievement Levels for ESG Performance			
Company	Safety (%)	Climate Change (%)	Employee Engagement (%)
JFE Steel	120	120	80
JFE Engineering	43	100	110
JFE Shoji	0	100	90
JFE Holdings	54	114	93

Actual Performance of Metrics for Calculating Stock-Based Compensation		
Metrics	Actual	Achievement Level
ROE	2.7%	0%
Relative TSR*	0.84	68%

*Calculated based on JFE Holdings' TSR of 170% and the TOPIX Index's TSR of 202% over the past 5 years, including dividends.

Officers Whose Consolidated Remuneration Exceeded 100 Million Yen								
Name	Position	Company	Total (Consolidated Basis) (million yen)	Per Company (Consolidated Basis) (million yen)	Total Amount by Remuneration Type (million yen)			
					Basic Remuneration	Bonus	Stock Remuneration	
							Linked to Performance	Linked to Service Length
Yoshihisa Kitano	Director	JFE Holdings	149,204	149,204	120,047	12,450	7,998	8,708
Masayuki Hirose	Director	JFE Holdings	133,599	12,000	12,000	—	—	—
	Director	JFE Steel		121,599	104,893	—	7,998	8,708

Ratio of Remuneration Components		
Basic remuneration: fixed	Annual bonus: linked to short-term performance	Stock remuneration: linked to medium- to long-term performance
2	1	1

Note: The ratios above are applicable only when the company's president has achieved the performance target goals.

Data on Internal Control System (as of July 1, 2026)

Internal Control System			
Item		Number of Companies	Number of People Assigned
Internal audit	Internal audit organization	62	187
Audit by Audit & Supervisory Committee	Full-time Audit & Supervisory Committee Members	30	36
	Dispatched Audit & Supervisory Committee Members (part-time Audit & Supervisory Committee Members)	47	13

Cooperation of Audit & Supervisory Committee Members	
Item	Number of Meetings in FY2025
Accounting auditor	10
Internal Audit Department	16

Note: Data on internal audit is as of April 1, 2026.

Compliance

Whistleblowing

			FY2024 (cases)	FY2025 (cases)
Cases handled by the Corporate Ethics Hotline and the harassment consultation desk			314	305
	Cases of compliance violations identified Note: Corrective measures have been implemented for all cases. Cases where investigation and countermeasures are ongoing as of March 31, 2026, are excluded.		178	140
		Harassment	82	81
		Bribery	0	0
		Violation of Antimonopoly Act	0	0

Political Contributions

Item	FY2023(million yen)	FY2024(million yen)	FY2025(million yen)
Political contribution	13.0	13.0	10.0

Note: Political contributions are handled appropriately in accordance with Japan's Political Funds Control Act.

Independent Practitioner's Limited Assurance Report

SUSA
Sustainability Accounting Co.,Ltd.

Independent Practitioner's Limited Assurance Report

September 14, 2026

Mr. Yoshihisa Kitano
Representative Director, President and CEO of JFE Holdings, Inc.

1. Purpose

We, Sustainability Accounting Co., Ltd., have been engaged by JFE Holdings, Inc., ("the Company") to provide limited assurance on the following data of the Company group*1 during the fiscal year 2025: 50.0 million t-CO_2e for Scope 1, 1.9 million t-CO_2 for location-based Scope 2, 2.0 million t-CO_2 for market-based Scope 2, 28.2 million t-CO_2e for Scope 3 (Categories 1, 2, 3, 4, 5, 6, 7, 15), 575 PJ of energy consumption, 226 million tonnes of water intake, 9.3 million tonnes of co-products emissions of JFE Steel Group*1, and 0.17 million tonnes of waste emissions of JFE Engineering Corporation*1 (collectively, "the Environmental performance indicators"). The purpose of this process is to express our conclusion on whether the Environmental performance indicators were calculated in accordance with the Company's standards. The Company's management is responsible for calculating the Environmental performance indicators. Our responsibility is to independently carry out a limited assurance engagement and to express our assurance conclusion.

*1 The number of companies in the aggregation for each data is listed in the ESG Data of the JFE Group Sustainability Report 2026

2. Procedures Performed

We conducted our assurance engagement in accordance with International Standard on Assurance Engagement 3000 (ISAE 3000) and International Standard on Assurance Engagement 3410 (ISAE 3410). The key procedures we carried out included:

- Reviewing the Company's standards
- Interviewing the Company's responsible personnel to understand the Company's standards
- Performing cross-checks on a sample basis and performing recalculation to determine whether the Environmental performance indicators were calculated in accordance with the Company's standards.

3. Conclusion

Based on the procedures performed, nothing has come to our attention that causes us to believe that the Environmental performance indicators have not been calculated in all material respects in accordance with the Company's standards.

We have no conflict of interest with the Company.

Takashi Fukushima
Representative Director
Sustainability Accounting Co., Ltd.
2-4, Kojimachi, Chiyoda-ku,
Tokyo, Japan