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.