

10-Year Financial and Non-Financial Data

		(Millions of yen)										
Fiscal year		2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	
For the fiscal year	Net sales	¥1,864,691	¥1,685,529	¥1,824,698	¥1,886,894	¥1,822,805	¥1,695,864	¥1,881,158	¥1,971,869	¥1,869,835	¥1,705,566	
	Operating income	60,555	11,234	114,548	119,460	68,445	9,749	88,913	48,282	9,863	30,398	
	Ordinary income (loss)	33,780	(18,146)	85,044	101,688	28,927	(19,103)	71,149	34,629	(8,079)	16,188	
	Net income (loss) attributable to owners of the parent	(14,248)	(26,976)	70,191	86,549	(21,556)	(23,045)	63,188	35,940	(68,008)	23,234	
	Cash flows from operating activities	39,486	45,401	194,294	153,078	97,933	141,716	190,832	67,136	27,040	194,798	
	Cash flows from investing activities	(85,267)	(123,513)	(62,105)	(73,674)	(104,618)	(137,833)	(161,598)	(28,603)	(218,986)	(141,853)	
	Cash flows from financing activities	(40,233)	127,644	(138,501)	(156,027)	93,883	16,545	(66,598)	(9,561)	140,589	118,444	
	Capital expenditures	96,085	114,935	101,402	103,522	109,941	160,297	128,653	133,471	239,816	185,091	
	Depreciation	118,037	106,725	82,936	89,881	94,812	96,281	102,032	102,589	105,346	100,856	
	Research and development expenses	31,436	30,763	28,494	29,920	29,843	30,102	32,014	34,495	35,890	31,008	
	At fiscal year-end	Total assets	2,159,512	2,226,996	2,288,636	2,300,241	2,261,134	2,310,435	2,352,114	2,384,973	2,411,191	2,582,873
Net assets		571,258	569,922	734,679	851,785	745,492	729,404	790,984	803,312	716,369	769,375	
Outside debt		746,471	907,656	748,138	650,991	776,073	789,632	726,013	724,221	784,478	785,761	
Outside debt including IPP project financing		810,172	959,179	787,246	677,447	789,493	796,927	738,865	760,364	906,639	987,808	
Per-share data ¹ (yen)	Net income (loss)	(47.4)	(89.8)	226.2	238.1	(59.3)	(63.5)	174.4	99.2	(187.5)	64.0	
	Net assets	1,718.40	1,706.34	1,841.10	2,137.00	1,903.80	1,860.36	2,049.95	2,041.29	1,811.10	1,958.57	
	Cash dividends	10.00	—	40.00	40.00	20.00	—	30.00	20.00	0.00	10.00	
Financial indicators	ROA (%)	1.5	(0.8)	3.8	4.4	1.3	(0.8)	3.1	1.5	(0.3)	0.6	
	ROE (%)	(2.7)	(5.2)	11.9	12.0	(2.9)	(3.4)	8.9	4.8	(9.7)	3.4	
	Return on invested capital (ROIC) (%)	—	—	—	—	—	0.8	4.5	2.8	0.9	1.1	
	Equity ratio (%)	23.9	23.0	29.2	33.8	30.6	29.2	31.6	31.0	27.2	27.5	
	Debt/equity ratio (times) (Excluding project financing)	1.37	1.75	1.11	0.88	1.10	1.17	0.98	0.98	1.19	1.11	
	Dividend payout ratio (%)	—	—	17.7	16.8	—	—	17.2	20.2	—	15.6	
Number of shares issued (in thousands)	3,115,061	3,115,061	3,643,642	3,643,642	3,643,642	364,364	364,364	364,364	364,364	364,364		
Non-financial data												
Environment	Reduction rate of CO ₂ emissions in production processes (from fiscal 2013) (%) ^(Note)											21
	Contribution to reduction of CO ₂ emissions through technologies, products, and services (in million tons) ^(Note)											36.7
	Water recycling rate (%) ^(Note)											96.0
	Waste recycling rate (%) ^(Note)											99.3
Society	Number of employees											40,517
	Consolidated	35,496	36,018	36,019	36,420	36,338	36,951	37,436	39,341	40,831	40,517	
	Non-consolidated	10,370	10,398	10,586	10,609	10,833	11,034	11,191	11,401	11,560	11,837	
	Men	9,725	9,728	9,891	9,881	10,090	10,241	10,304	10,422	10,528	10,750	
	Women	645	670	695	728	743	793	887	979	1,032	1,087	
	Non-Japanese	23	30	34	40	57	60	70	69	85	87	
	Ratio of female managers (non-consolidated) ^{*2} (%)	0.8	1.0	1.2	1.4	1.5	1.6	1.9	2.4	2.6	2.7	
	Employment rate of people with disabilities (non-consolidated) ^{*3} (%)	2.07(1.8)	2.11(1.8)	2.02(1.8)	2.28(2.0)	2.31(2.0)	2.38(2.0)	2.30(2.0)	2.35(2.2)	2.37(2.2)	2.34(2.2)	
	Number of new graduates employed (non-consolidated)											349
	Men	278	374	336	294	362	344	421	350	315	349	
	Women	19	24	19	14	26	50	64	50	52	38	
	Number of employees taking childcare leave (non-consolidated) ^{*4}											48
	Men	3	1	0	1	5	7	8	13	35	48	
	Women	40	40	45	48	38	54	40	40	58	63	
	Ratio of employees returning from childcare leave (non-consolidated) (%)	100.0	100.0	89.5	100.0	94.7	96.0	96.7	98.2	100.0	99.1	
	Turnover of employees with less than 3 years of service (non-consolidated) ^{*5} (%)	5.7	5.8	9.0	5.2	12.1	12.8	10.7	9.0	10.6	2.1	
	Turnover of employees with less than 10 years of service (non-consolidated) ^{*6} (%)	17.2	19.1	11.9	13.2	14.5	13.1	13.4	18.9	19.1	15.8	
	Overtime (non-consolidated) (hours per month/person)	20.0	19.6	20.2	22.9	22.7	16.5	18.4	18.4	17.7	16.6	
	Use of annual paid leave (non-consolidated) (days per year/person)	8.9	9.1	8.4	9.1	11.8	14.9	15.5	16.3	17.0	11.0	
	Total hours worked (non-consolidated) ^(Note)											2,080
Employee training											1,978	
Total hours of training (across all employees) ^(Note)											210,948	
Average hours of training per employee ^(Note)											18	
Occupational health and safety											0.24	
Lost time injury frequency rate ^(Note)	0.18	0.27	0.17	0.36	0.32	0.26	0.31	0.26	0.19	0.24		
Governance	Compliance											119
Number of internal reporting (whistleblowing) cases ^(Note)											112	

Note: New items are added along with the establishment of indicators and targets for Materiality. For disclosable items, data before fiscal 2019 is retrospectively described.

*1. The Company carried out a 1-for-10 reverse stock split of its shares on October 1, 2016. Per-share data has been recalculated as if the reverse stock split had been carried out at the beginning of fiscal 2010.

*2. At Kobe Steel, managers or higher positions are defined as managerial positions.

*3. Figures in parentheses are the statutory employment rate.

*4. The period of the Company's childcare leave is up to three years. The number of employees includes those who continue to be on leave from the previous year.

*5. The figure shows the percentage of those who retired with less than three years of continuous service, among the employees who joined the Company during these fiscal years through the regular hiring process.

*6. The figure shows the percentage of those who left the company with less than ten years of continuous service, among the employees who joined the Company during these fiscal years through the regular hiring process.