

10-Year Financial and Non-Financial Data

		(Millions of yen)										
(Fiscal year)		2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	
For the fiscal year	Net sales	¥1,858,574	¥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	
	Cost of sales	1,570,779	1,635,862	1,510,511	1,537,249	1,581,527	1,548,384	1,465,577	1,595,229	1,704,972	1,638,738	
	Operating income	124,550	60,555	11,234	114,548	119,460	68,445	9,749	88,913	48,282	9,863	
	Ordinary income (loss)	89,082	33,780	(18,146)	85,044	101,688	28,927	(19,103)	71,149	34,629	(8,079)	
	Net income (loss) attributable to owners of the parent	52,939	(14,248)	(26,976)	70,191	86,549	(21,556)	(23,045)	63,188	35,940	(68,008)	
	Cash flows from operating activities	177,795	39,486	45,401	194,294	153,078	97,933	141,716	190,832	67,136	27,040	
	Cash flows from investing activities	(96,686)	(85,267)	(123,513)	(62,105)	(73,674)	(104,618)	(137,833)	(161,598)	(28,603)	(218,986)	
	Cash flows from financing activities	(98,196)	(40,233)	127,644	(138,501)	(156,027)	93,883	16,545	(66,598)	(9,561)	140,589	
	Capital expenditures	91,378	96,085	114,935	101,402	103,522	109,941	160,297	128,653	133,471	239,816	
	Depreciation	114,819	118,037	106,725	82,936	89,881	94,812	96,281	102,032	102,589	105,346	
Research and development expenses	29,832	31,436	30,763	28,494	29,920	29,843	30,102	32,014	34,495	35,890		
At fiscal year-end	Total assets	2,231,532	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	
	Net assets	597,367	571,258	569,922	734,679	851,785	745,492	729,404	790,984	803,312	716,369	
	Outside debt	769,839	746,471	907,656	748,138	650,991	776,073	789,632	726,013	724,221	784,478	
	Outside debt including IPP project financing	845,483	810,172	959,179	787,246	677,447	789,493	796,927	738,865	760,364	906,639	
Per-share data**	Net income (loss)	176.3	(47.4)	(89.8)	226.2	238.1	(59.3)	(63.5)	174.4	99.2	(187.5)	
	Net assets	1,828.13	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	
	Cash dividends	30.00	10.00	—	40.00	40.00	20.00	—	30.00	20.00	0.00	
Financial indicators	Operating income ratio (%)	6.7	3.2	0.7	6.3	6.3	3.8	0.6	4.7	2.4	0.5	
	Ordinary income ratio (%)	4.8	1.8	(1.1)	4.7	5.4	1.6	(1.1)	3.8	1.8	(0.4)	
	ROA (%)	4.0	1.5	(0.8)	3.8	4.4	1.3	(0.8)	3.1	1.5	(0.3)	
	ROE (%)	9.9	(2.7)	(5.2)	11.9	12.0	(2.9)	(3.4)	8.9	4.8	(9.7)	
	Equity ratio (%)	24.6	23.9	23.0	29.2	33.8	30.6	29.2	31.6	31.0	27.2	
	Debt/equity ratio (times) (Excluding project financing)	1.36	1.37	1.75	1.11	0.88	1.10	1.17	0.98	0.98	1.19	
	Dividend payout ratio (%)	17.0	—	—	17.7	16.8	—	—	17.2	20.2	—	
Number of shares issued (in thousands)		3,115,061	3,115,061	3,115,061	3,643,642	3,643,642	3,643,642	364,364	364,364	364,364	364,364	
Non-financial data	Number of employees											
	Consolidated		34,772	35,496	36,018	36,019	36,420	36,338	36,951	37,436	39,341	40,831
	Non-consolidated		9,933	10,370	10,398	10,586	10,609	10,833	11,034	11,191	11,401	11,560
	Men		9,393	9,725	9,728	9,891	9,881	10,090	10,241	10,304	10,422	10,528
	Women		540	645	670	695	728	743	793	887	979	1,032
	Non-Japanese		21	23	30	34	40	57	60	70	69	85
	Ratio of female managers (non-consolidated)** (%)		0.7	0.8	1.0	1.2	1.4	1.5	1.6	1.9	2.4	2.6
	Employment rate of people with disabilities (non-consolidated)** (%)		2.17 (1.8)	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)
	Number of employees taking childcare leave (non-consolidated)**											
	Men		3	3	1	0	1	5	7	8	13	35
	Women		41	40	40	45	48	38	54	40	40	58
	Ratio of employees returning from childcare leave (non-consolidated) (%)		100.0	100.0	100.0	89.5	100.0	94.7	96.0	96.7	98.2	100.0
	Number of new graduates employed (non-consolidated)											
	Men		106	278	374	336	294	362	344	421	350	315
	Women		3	19	24	19	14	26	50	64	50	52
	Turnover of employees within 3 years (non-consolidated)** (%)		5.5	5.7	5.8	9.0	5.2	12.1	12.8	10.7	9.0	3.5
Use of annual paid leave (non-consolidated) (days per year/person)		8.6	8.9	9.1	8.4	9.1	11.8	14.9	15.5	16.3	17.0	
Overtime (non-consolidated) (hours per month/person)		19.3	20.0	19.6	20.2	22.9	22.7	16.5	18.4	18.4	17.7	

*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 above are considered to be managerial staff.

*3 Figures in parentheses are the statutory employment rate.

*4 The Company's childcare leave has a limit of three years, and the number of people includes those who have remained on leave from the previous year.

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