




Progress on the Kobelco Group Medium-Term Management Plan (Fiscal 2024–2026)

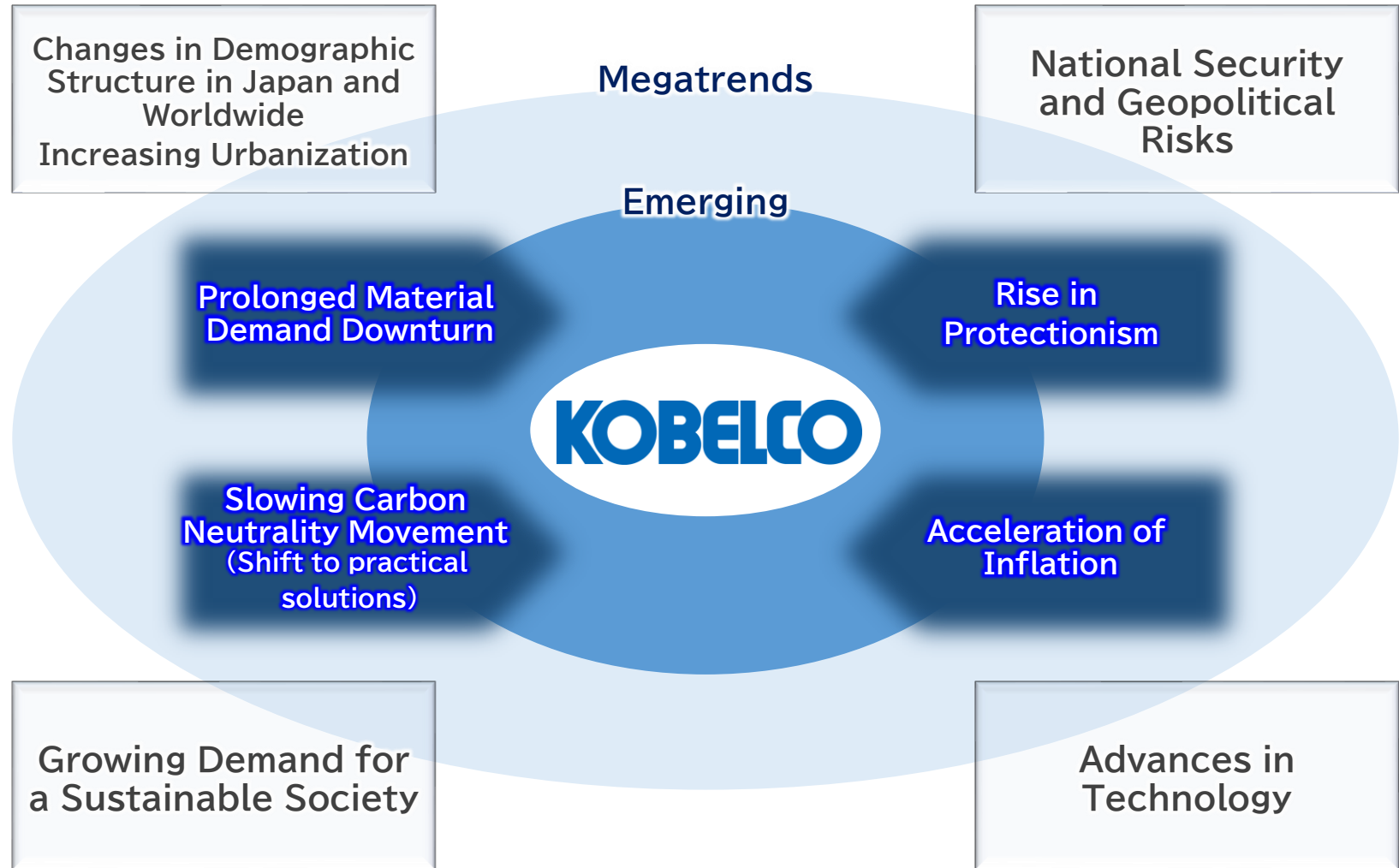
May 20, 2025
Kobe Steel, Ltd.

- We are working on the priority issues identified in the Medium-Term Management Plan (Fiscal 2024–2026)—(1) Enhancing earning power and pursuing growth and (2) Taking on the challenge of realizing carbon neutrality, while also strengthening sustainability management, with the goal of transforming into an appealing company.
 **Efforts are mostly progressing as planned.**
- Meanwhile, our business environment has changed dramatically since the plan was made.
 **The business environment is projected to remain challenging for the construction machinery and steel businesses.**
- As a result, the profitability indicator ROIC, which exceeded the mid-term target in fiscal 2024, is projected to remain at 5.0% in fiscal 2025, falling short of the target. The financial stability indicators—net asset ratio and gross D/E ratio—are steadily improving.
 **Continue to focus on strengthening the financial base.**

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1. Recognition of the business environment
2. Progress of the Medium-Term Management Plan

Recognition of the Business Environment



While long-term trends remain unchanged, the business environment has changed dramatically since the initial year of the mid-term plan.

Business Environment Changes in the Past Year	Trends Projected
(1) Prolonged Material Demand Downturn	<ul style="list-style-type: none"> Continued low demand with a gradual decline Reductions and delays in capital investment in various industries
(2) Rise in Protectionism	<ul style="list-style-type: none"> Changing demand trends Accelerated revision of regional production systems
(3) Slowing Carbon Neutrality Movement	<ul style="list-style-type: none"> Slowdown in carbon neutrality demand Steady demand in the energy and petrochemical sectors
(4) Accelerating Inflation	<ul style="list-style-type: none"> Demand declines Investment cost increases



- In the materials businesses, the predicted demand decline resulting from changes in the macroeconomic environment may come sooner.
- In the machinery businesses, energy and petrochemical demand will continue strong, despite a slowdown in carbon neutrality demand.
- Accelerating inflation will cause an immediate drop in demand, while also significantly affecting investment decisions, particularly those involving carbon neutrality.

The impact of US tariff policy on the business outlook remains uncertain.

Possible effects on business operations

Trend
Direction

Impact on the Volume of Direct and Indirect Exports

- Direct exports are centered on high value-added products in the steel, aluminum rolled products, and construction machinery, and other segments.
- Indirect exports, particularly of automotive products, may be affected.

Stagnation of US-Related Business in Asia and Other Regions

- US-related projects are at risk of stagnation in China and Southeast Asian countries.
- → Orders for machinery and other products may be affected.

Changes in Market Conditions and Demand Trends in the US

- There may be fluctuations in earnings of US subsidiaries, such as PRO-TEC (steel sheets), KAAP (aluminum suspensions), KPEX (aluminum extrusions), KSBI (industrial machinery), and KCA (compressors).

Progress of the Medium-Term Management Plan

- (1) Progress of priority issues**
- (2) Financial status
- (3) Strengthening sustainability management

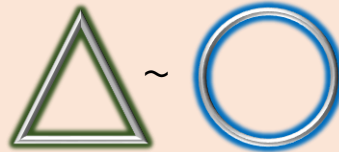
Efforts are mostly progressing as planned.

01 Enhancing earning power

(1) **【Materials】** Rebuilding the operation base for the future business environment

- 1: Restructuring the aluminum rolled products and aluminum advanced materials businesses
- 2: Maintaining global competitiveness (of the steel and welding businesses)

Planned efforts are progressing smoothly, despite a decline in earnings due to the business environment.

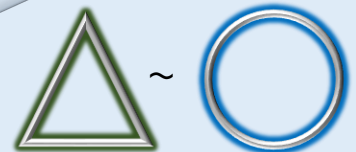


02 Pursuing growth

(2) **【Machinery】** Achieving growth by capturing new demand and widening business domains

- 1: Acquiring new business opportunities such as energy transition
- 2: Developing customer experience-oriented business and solution business

The machinery businesses are steadily capturing demand. Growth measures will be developed further.



03 Taking on the challenge of realizing carbon neutrality

(3) **【Materials】** **【Electric Power】** Reducing CO₂ emissions in production processes

Efforts are progressing as planned and will continue while taking into consideration changes in the business environment.



04 Strengthening sustainability management

(4) Strengthening sustainability management through transformation

KOBELCO-X initiatives are being promoted throughout the Group.



	Current Medium-Term Management Plan	Progress
Aluminum rolled products Restructuring the automotive panel business	<ul style="list-style-type: none"> • Improve base earnings • Build the operation base to meet the demand for local production and local consumption 	<ul style="list-style-type: none"> • Established a joint venture with Baowu Aluminum. Current focus is on base material switching and sales expansion. • Profitability not achieved in fiscal 2024 due to slow demand recovery and sluggish demand. ➔ Structural reform efforts are progressing. Further efforts for price and cost improvements are underway to achieve early profitability.
Aluminum advanced materials Restructuring the North American operations	<ul style="list-style-type: none"> • Improve base earnings • Study and implement production systems at optimal business scale 	<ul style="list-style-type: none"> • KAAP's aluminum suspension business achieved profitability in the second half of fiscal 2024. • KPEX's aluminum extrusion business remained in the red in fiscal 2024 due to a worsening product mix, despite progress in price improvement. ➔ KAAP continues stable production and price improvement, whereas KPEX focuses on increasing profitability through downsizing.
Maintaining global competitiveness	<ul style="list-style-type: none"> • Promote area strategies, by studying production systems in line with megatrends 	<ul style="list-style-type: none"> • The steel segment has decided to invest in KOBEMAG® to improve the product mix and strengthen the earnings base in Japan. • The welding segment has accelerated the development of solution business overseas. In addition, the segment began collaborating with Panasonic Connect Co., Ltd. on sales and development of new arc welding methods and new welding materials.

In-house integrated production system for KOBEMAG® established at Kakogawa Works



Improved product durability and lifetime boost future demand.

Decision was made to start in-house integrated production.

ARCMAN™ PORTABLE for structural steel expands into the North American market



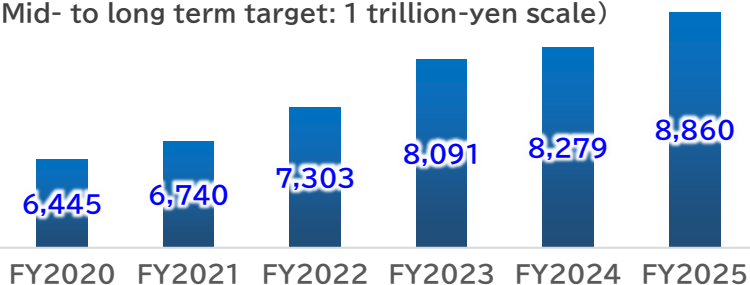
Received orders for several units and special welding materials in North America

Accelerating market expansion in North America

Progress of Priority Issues: Pursuing Growth

	Current Medium-Term Management Plan	Progress
Acquiring new business opportunities such as energy transition	<ul style="list-style-type: none"> Expand business related to energy transition and resource circulation in the machinery and engineering businesses 	<ul style="list-style-type: none"> Strong demand in the energy sector and the carbon neutrality and resource circulation-related sectors have been steadily captured in the machinery and engineering segments, respectively. The machinery segment achieved record-high earnings for the second year in a row in fiscal 2024 and 2025, while the engineering segment also saw high profits.
Developing customer experience-oriented business and solution business	<ul style="list-style-type: none"> Expand business beyond the welding and construction machinery segments, including initiating feasibility study of hydrogen gas supply systems. 	<ul style="list-style-type: none"> The construction machinery segment continues efforts to launch and establish the business for K-DIVE® and other products. High-pressure hydrogen filling stations for hydrogen fuel cell excavators have been installed at Takasago works.
Efforts to create new businesses	<ul style="list-style-type: none"> Promote effective use of technological assets and intellectual property, etc. 	<ul style="list-style-type: none"> Four areas of energy, mobility, infrastructure, and semiconductors have been identified as focus markets for new business exploration. Efforts are underway to create and commercialize new businesses through exploration of new business opportunities by promoting cross-divisional collaboration.

Sales of the machinery segment (Billions of yen)
(Mid- to long term target: 1 trillion-yen scale)



□ Machinery (Billions of yen)

	FY2021		(Forecast) FY2025
Ordinary profit	12.5	➡	40.0

□ Engineering

	FY2021		(Forecast) FY2025
Ordinary profit	7.7	➡	12.0

Machinery Business's Overseas Bases

Kobelco Industrial Machinery India (KIMI) Has decided to expand production capacity

- ▶ Enhancement of production capacity for industrial machinery [Scheduled for fiscal 2027]
- ▶ Non-standard compressors production start
- ▶ Establishment of a new engineering base (Further expansion may be considered in the future.) [Completed in fiscal 2024]



Quintus (Sweden)

KCA (California, USA)

KSBI (Ohio, USA)

KIMI (India)

KWC (Wuxi)

Takasago (Japan)

Promoting further collaboration with overseas bases and Group companies

KCA/KSBI (Houston, USA)

Three locations in the Middle East
• UAE
• Qatar
• Saudi Arabia

Progress in strengthening the parts and maintenance business

- ▶ Establishment of a new Middle East service base in Saudi Arabia [Scheduled for fiscal 2025]
- ▶ Expansion of the North American service base in Houston [Completion scheduled for fiscal 2025]

The ratio of the parts and maintenance business approaches 40%.

Production
 Sales & services
 Kobelco Compressors

New Expanded

Secure stable earnings

Acquire growing markets

Respond to country-specific risks

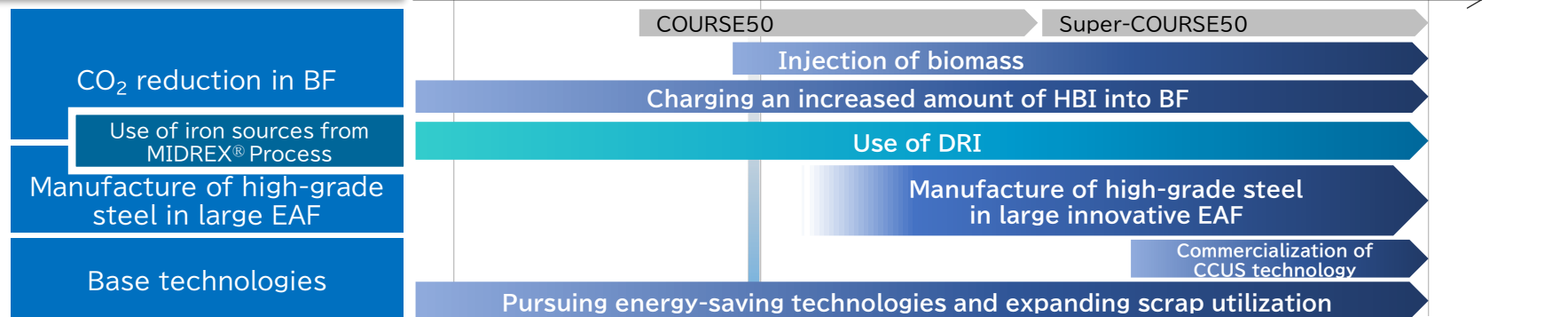
Machinery Business achieves sustainable growth

Progress of Priority Issues: Taking on the Challenge of Realizing Carbon Neutrality (Ironmaking Process)

- Accelerating inflation has significantly affected the cost of capital investment, among other things.
- We will expedite our CO₂ reduction efforts by implementing optimal measures while strengthening technological development.

Roadmap

(as set out in the mid-term plan)



Toward the 2030 targets

CO ₂ reduction measures & elements		Reduction effects
Implemented	Upstream process consolidation, energy savings, etc.	Approx. 15%
Production volume	Compared to FY2013 (depending on the business environment)	Approx. 5%
Multi-track approach	Expanding scrap utilization	Implement proper CO ₂ reduction measures in line with market trends Investment scale estimated: 10-20 billion yen
	Charging an increased amount of HBI into BF	
	Use of biomass in BF	
	Use of renewable energy	
	Other additional energy saving measures, etc.	

30-40% reduction (compared to FY2013)

Reduction target is the sum of Scope 1 and 2. The scope covers Kobe Steel and its major subsidiaries, which account for approximately 95% of our Group's CO₂ emissions.

We have started black pellet joint venture feasibility study.

Kobe Steel has agreed with Mitsubishi UBE Cement Corporation (MUCC) to proceed with a joint venture feasibility study for black pellets, a raw material and fuel that contributes to reducing CO₂ emissions.

Black pellets, created through thermal treatment (torrefaction) of wood pellets (white pellets) under specific conditions, have the calorific value comparable to coal.



- MUCC has long year's experience in the development of black pellet manufacturing and coal co-firing technologies in Japan.
- The company has operated one of the largest black pellet manufacturing plants in Japan for a long term.

- The Kobelco Group is studying CO₂ reduction measures with a multi-track approach to achieve carbon neutrality in 2050.
- The Group considers the use of biomass as one of the prospective alternatives.

MUCC Torrefied Pellets™



Application to
the steelmaking process

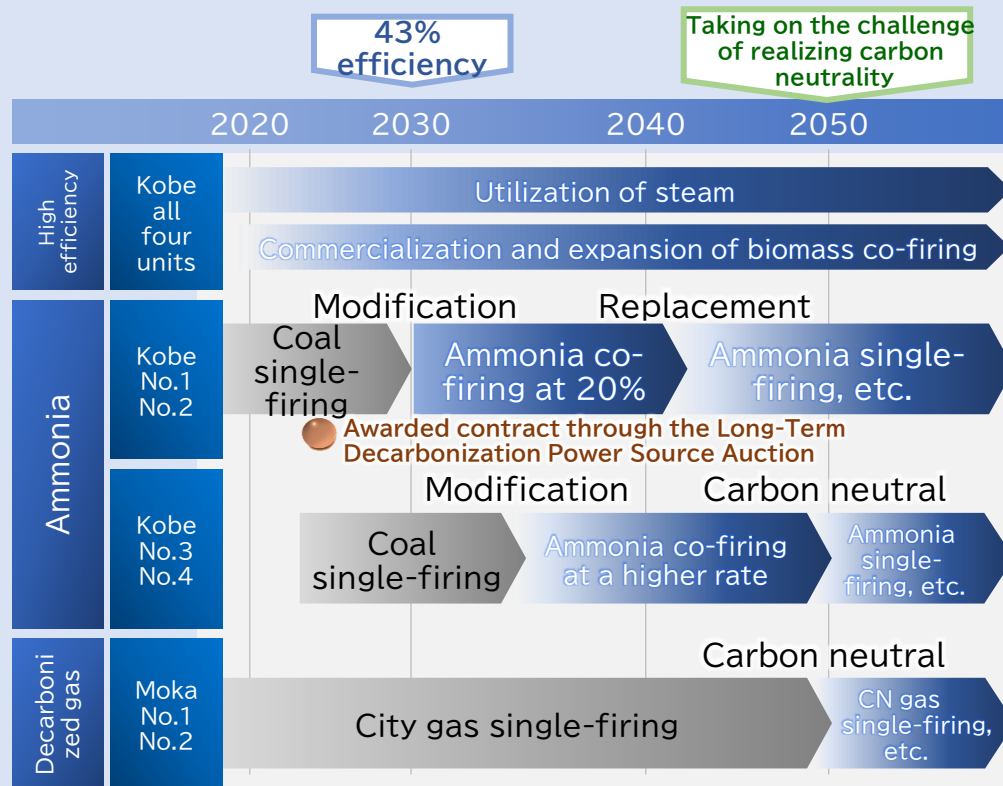
Use in the BF and in-house power
generation boiler at Kakogawa Works



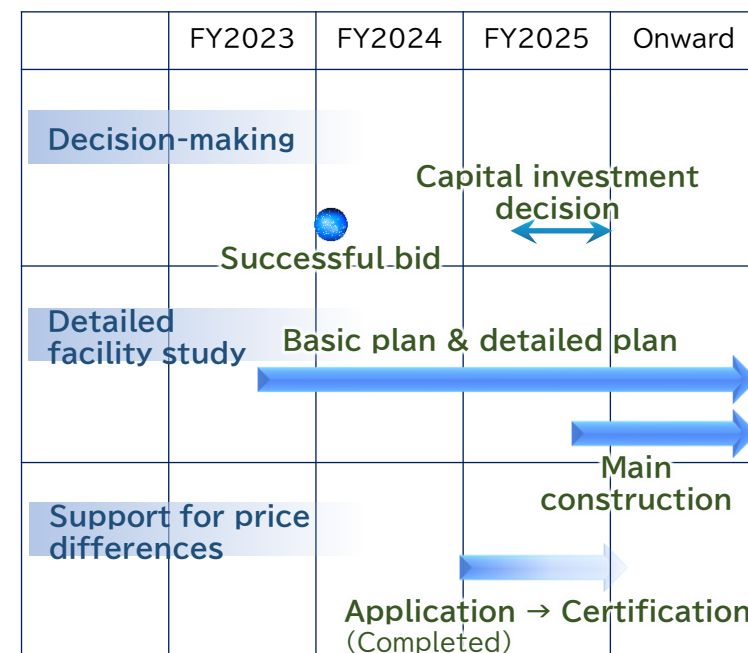
Progress of Priority Issues: Taking on the Challenge of Realizing Carbon Neutrality (Electric Power Business)

- Initiatives are underway in line with the roadmap.
- Our focus in fiscal 2025 is on the effort aimed at achieving 20% ammonia co-firing in fiscal 2030 onward.

Roadmap for carbon neutrality (as set out in the mid-term plan)



Plan for 20% ammonia co-firing



Aiming to start 20% ammonia co-firing operation with Units 1 and 2 in fiscal 2030.

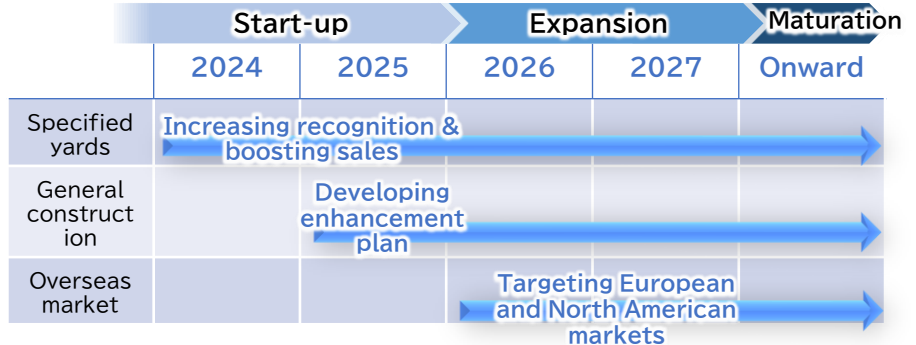
Construction Machinery Business

- Profitability has declined due to the engine certification problem while the construction machinery business faces sluggish demand and commoditization.
- The segment is working to improve the product mix by shifting to higher-profit products, while increasing base earnings through price improvements and cost reductions.
- In addition, the focus is placed on developing products that meet customer needs, such as high-performance next-generation models of ICT construction machinery combined with K-DIVE®.

K-DIVE®



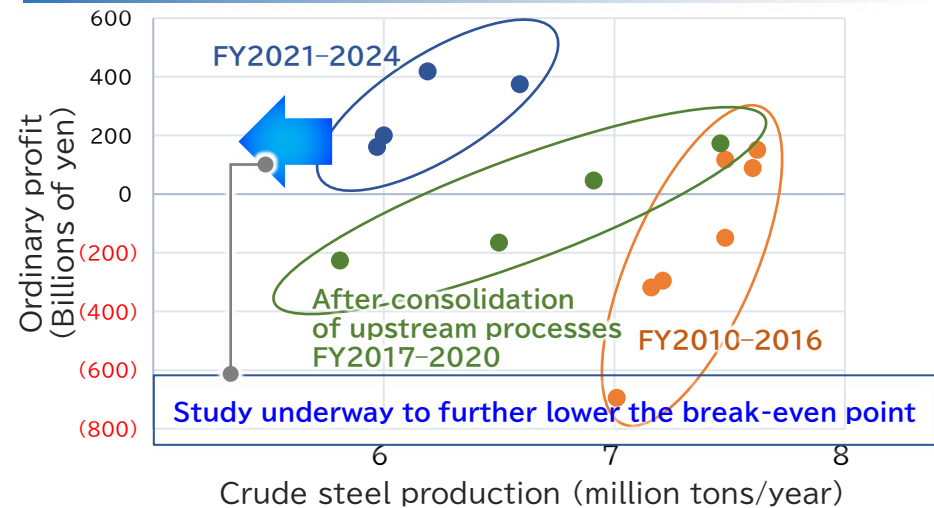
- The number of units in operation is gradually increasing. K-DIVE® is now widely recognized as a remote operation system.
- A newly-formed special team is working to expand the business.



Steel Business

- Some developments that were forecast for the future beyond the current mid-term period, such as a decline in domestic demand and growing need for local production and consumption overseas, may occur sooner than expected.
- The segment is working to maintain/improve steel metal spreads and improve cash flows through implementing asset light measures, while also promoting technical development that could contribute to further lowering the break-even point.

Profit/loss in the steel business & crude steel production



Progress of the Medium-Term Management Plan

- (1) Progress of priority issues
- (2) Financial status**
- (3) Strengthening sustainability management

Targets under the Medium-Term Management Plan (Fiscal 2024-2026)

Profitability indicator

ROIC

Approx. 6%

- Aim to achieve 8% in a favorable business environment
- Maintain ROE at approx. 10%



The weighted average cost of capital (WACC): Approx. 5%

Net asset ratio

Low-40% range

Gross D/E ratio

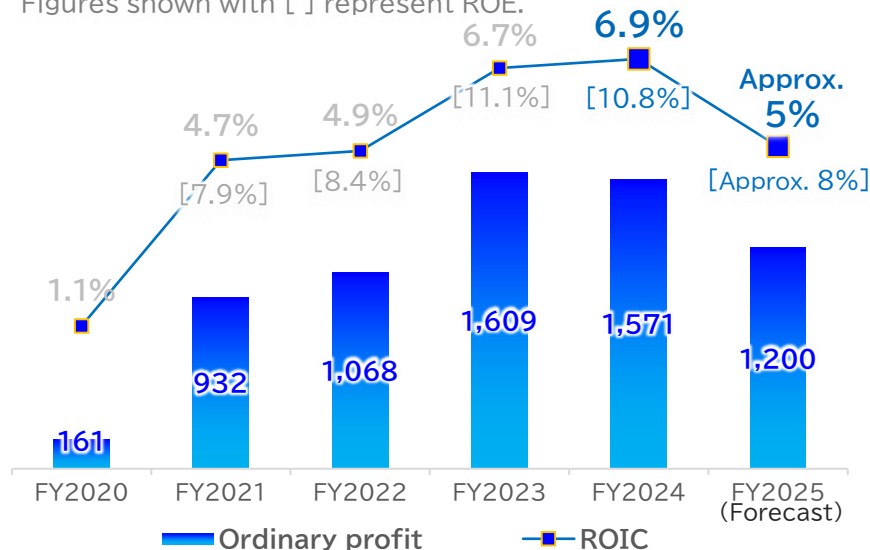
Mid-0.7 times range

Financial stability indicators

ROIC and Ordinary Profit

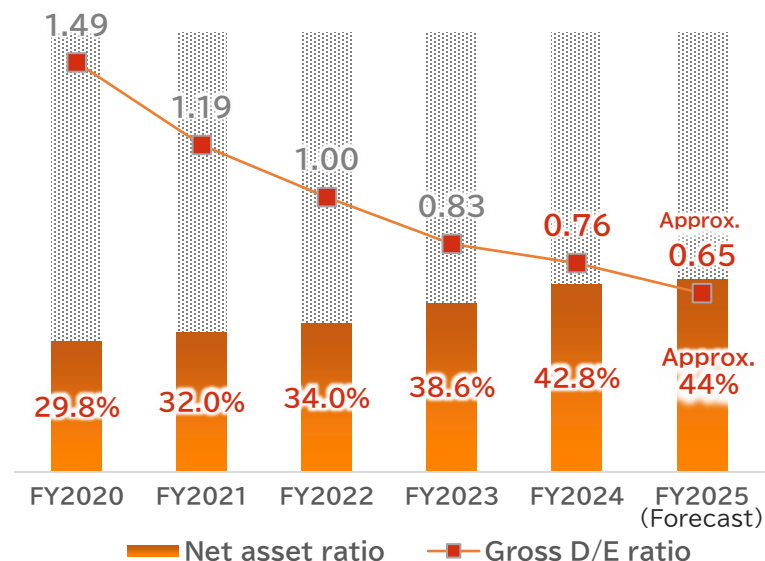
(Billions of yen)

Figures shown with [] represent ROE.



Maintaining a certain level of profit in a severe business environment.

Net Asset Ratio and Gross D/E Ratio

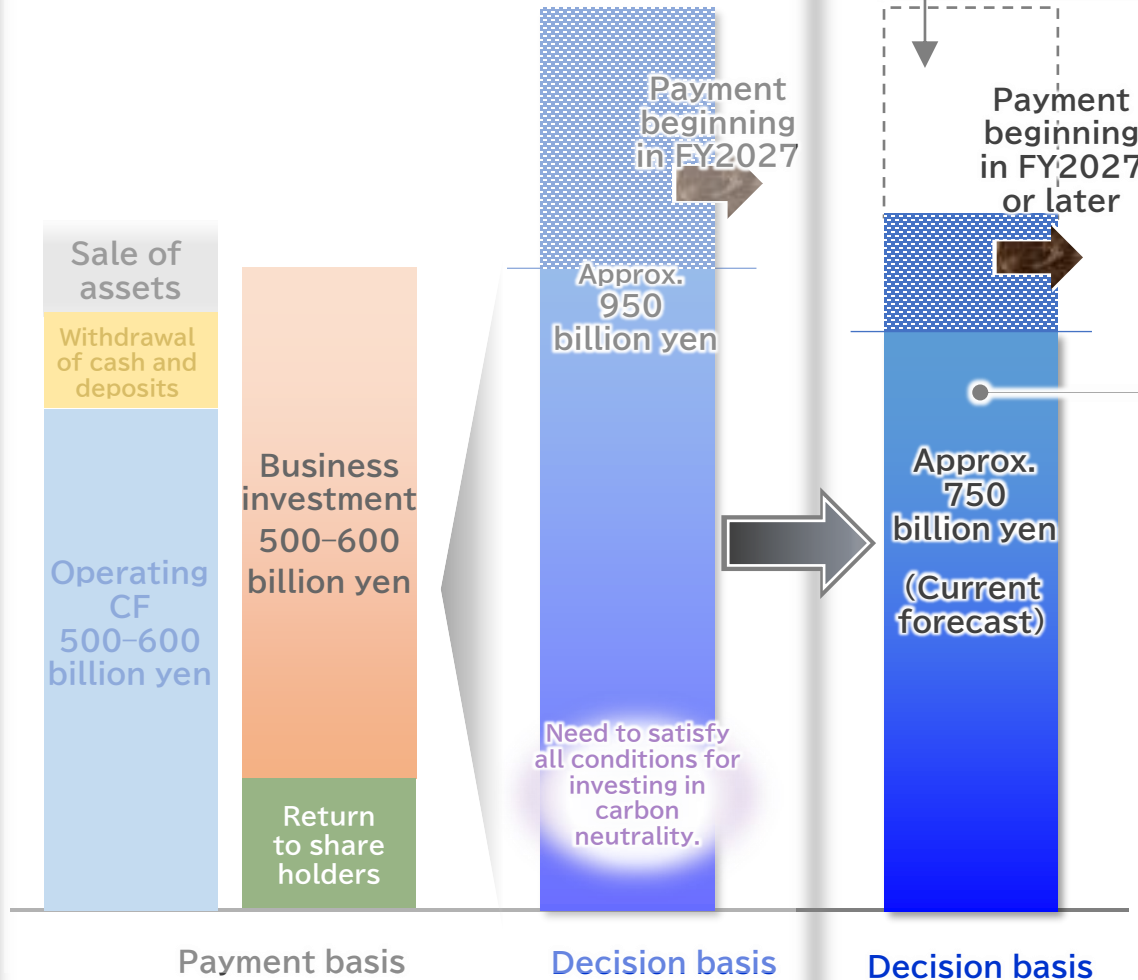


Expected to reach the target range.

Fiscal 2024–2026 (Total for 3 years)

(Announced in May 2024)

As the future outlook for carbon neutrality and other developments becomes increasingly uncertain, decision-making on relevant investments is being postponed for the sake of economic rationality.



Investment plan reviewed (Billions of yen)

	Initial plan		Reviewed
Investment in carbon neutrality			
	Approx. 300	→	Approx. 150
Investment in enhancing earning power			
	Approx. 170	→	Approx. 120
Investment in pursuing growth			
	Approx. 100	→	Approx. 70
Investment in human capital*			
	Approx. 60	→	Approx. 60
Investment in rationalization, renewal, etc. (incl. DX)			
	Approx. 320	→	Approx. 350

Major decisions made in fiscal 2024

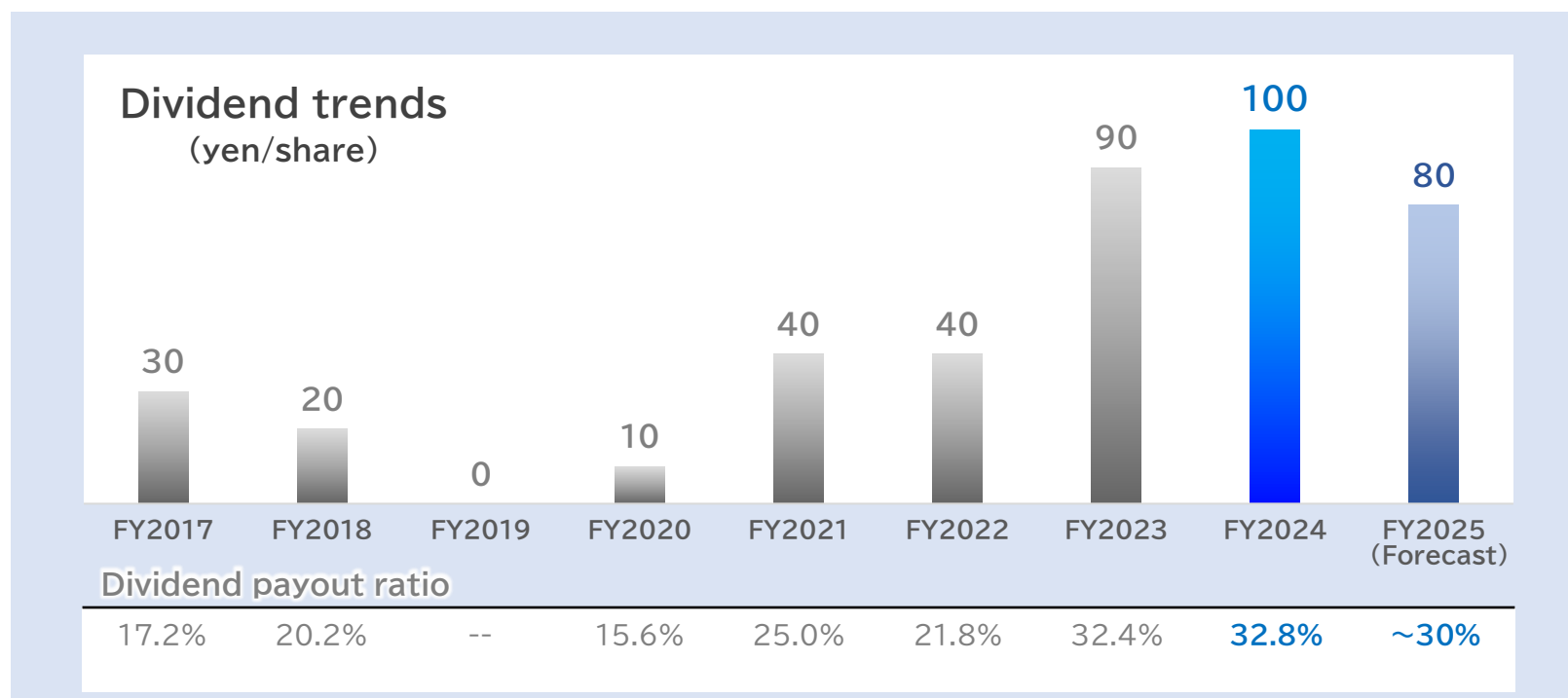
• KOBEMAG® in-house production	32.0
• Turing Kansai Coke and Chemicals Co., Ltd. into a subsidiary	9.0
• Other capacity expansions, etc.	
• Investment in developing and improving the work environment	15.0

* Investment in improving the work environment and addressing human resource shortages

- A record-high dividend was paid in fiscal 2024.
- While the business environment becomes more unpredictable, we will **maintain our present dividend policy for the current medium-term** to steadily strengthen our financial base for medium- to long-term growth.

Kobe Steel determines dividends taking its financial condition, business performance, future capital needs and other factors into overall consideration with the aim of paying dividends on a continuous and steady basis in principle. The target dividend payout ratio is set at approximately 30% of consolidated profit attributable to owners of parent.

- Once the financial targets have been achieved, we may consider further increasing shareholder returns, taking into account the status of business operations.



Progress of the Medium-Term Management Plan

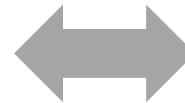
- (1) Progress of priority issues
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Recognition
of the cost of
capital

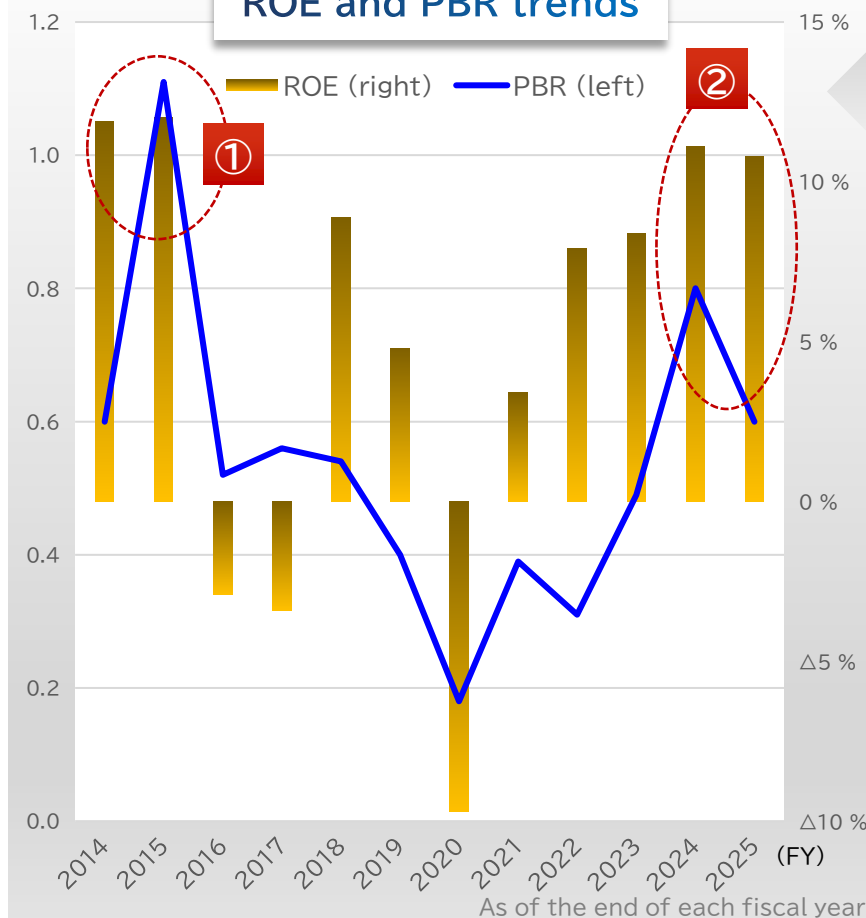
Our recognition

WACC: 5%

We are aware that there is a significant gap
between our recognition and the market due to
differences in the cost of shareholders' equity.

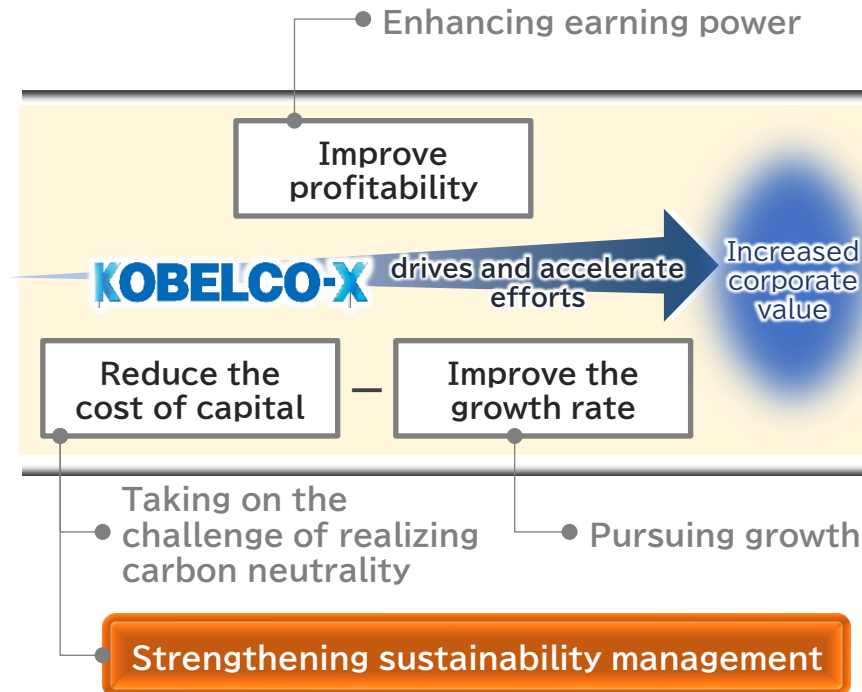


ROE and PBR trends

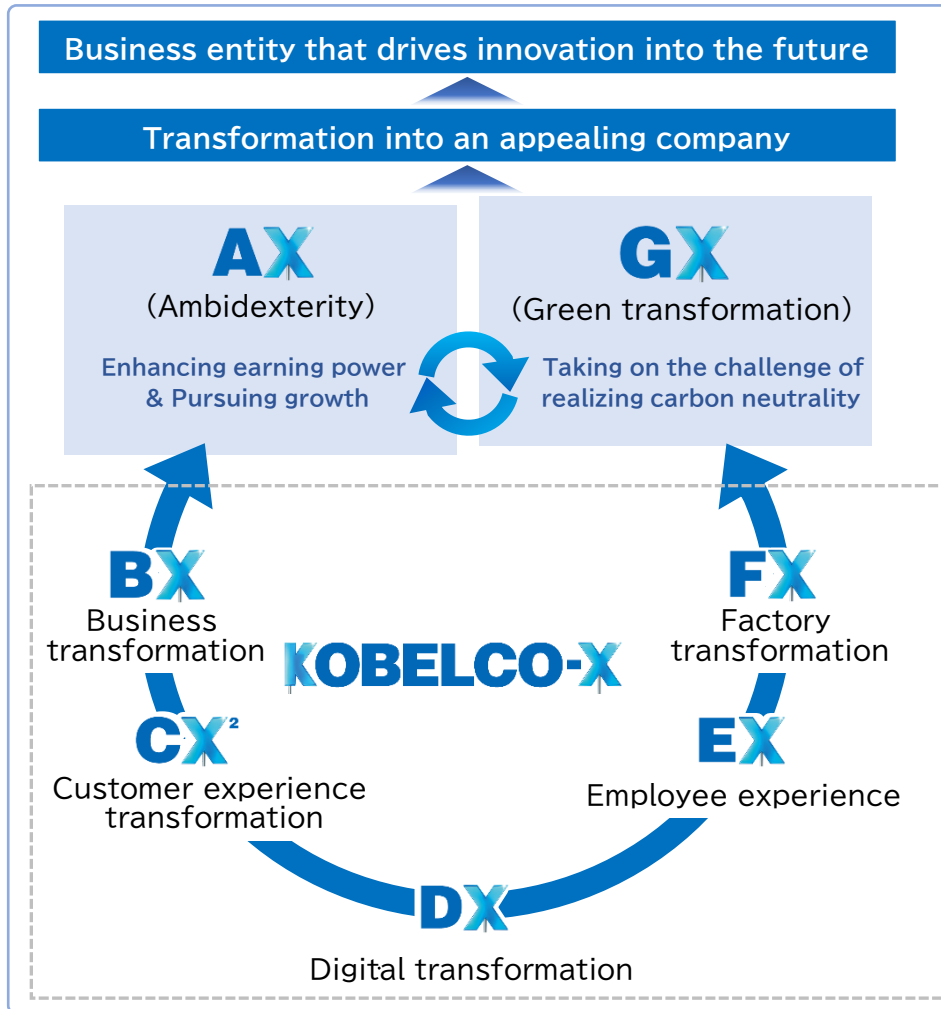


Between periods ① and ②, ROE remained flat,
whereas PBR dropped.

This suggests that the cost of shareholders' equity
is increasing.



- **KOBELCO-X** is a collective term of various transformation initiatives to increase corporate value and contribute to strengthening sustainability management.
- Today, we will feature our efforts in the employee experience (**EX**) transformation initiative, a key driver to reduce the cost of capital, and digital transformation (**DX**) initiative, which contributes to increasing overall corporate value.



Relationship with increasing corporate value

Item	Reduce the cost of capital	Improve the growth rate	Improve profitability
BX Business transformation	○		
CX² Customer experience transformation		○	○
DX Digital transformation	○	○	○
EX Employee experience	○		
FX Factory transformation	○		○



- We promote various measures centered on the internal cross-divisional body Human Resources Strategy Subcommittee.
- We work on both value enhancement and risk management in tandem with management strategies.

Three approaches in our human resource strategy

Enhance organizational diversity

Encourage the growth and initiative of every employee

Develop a work environment where employees can play active roles

Areas of focus

Response to future risks

Enhanced recruitment activities

Response to growth and key areas

D&I development

Promoting employee satisfaction

Developing challenger mindset



As part of the project, we sponsor and exhibit at the Expo 2025 Osaka, Kansai, Japan

Effort to promote employee satisfaction

KOBELCO 120th Anniversary Project

➡ We aim to create a corporate group full of pride, confidence, passion, and hope and increase a sense of fulfillment as a member of the Group.

KOBELCO
120th ANNIVERSARY
PROJECT

120





We will make optimal use of human capital by **investing in human resources** with agility to implement a range of strategies.

	Current mid-term plan	Progress
Wages and benefits	<ul style="list-style-type: none"> Basic wage: Pay raise of 30,000 yen/month (FY2024) Improved annual paid leave, allowances, etc. (FY2024) 	<ul style="list-style-type: none"> Basic wage: Pay raise of 45,000 yen/month for two years FY2024: 30,000 yen (+12.8%)*¹ FY2025: 15,000 yen (+6.9%)*¹ Improved annual paid leave, allowances, etc.
Human resource development	<ul style="list-style-type: none"> Average hours of training per employee: 40 hours or more 	<ul style="list-style-type: none"> Promoting self-directed, self-driven training Enhancing training and engagement of technical employees
Work environment improvement	<ul style="list-style-type: none"> Work environment and welfare facility-related investment *²: Approx. 45.0 billion yen 	<ul style="list-style-type: none"> Decided to invest approx. 15.0 billion yen in work environment improvement in fiscal 2024 (dormitories, welfare facilities, and offices). Plans to invest at a similar level in fiscal 2025.
Response to labor shortages	<ul style="list-style-type: none"> Labor-saving and automation-related investments*²: Approx. 15.0 billion yen 	<ul style="list-style-type: none"> Automation of slab yard cranes at Kakogawa Works implemented ➔ Continue to promote automation in preparation for future labor shortages

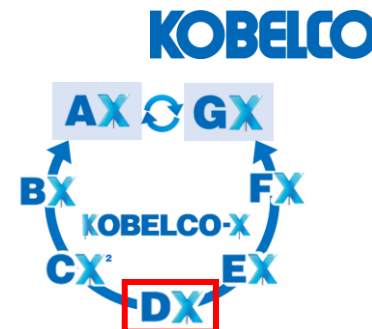
*1: Year-on-year wage increase rate (Increase in basic wage + regular wage increase)

*2: Invest amount is estimated on a decision basis and includes some expenses.

DX: Our Group's DX Strategies



We will realize, accelerate, and advance CX², EX, FX, and BX through strengthening DX driving forces. These transformation initiatives lead to AX (enhancing earning power and pursuing growth) and GX (taking on the challenge of carbon neutrality), thereby increasing corporate value.



DX driving forces

Environment: Use of digital technologies and data

Business transformation using latest technologies

Use of generative AI in daily operations

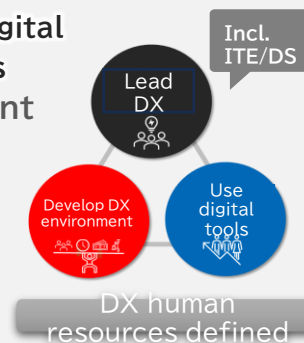
We have begun the demonstration of the effectiveness of Microsoft365 Copilot, following the in-house ChatGPT ChaChat KIKoCa. We will conduct a large-scale demonstration of business efficiency improvement combined with in-house data in fiscal 2025.

Use of generative AI in specific operations

We will build generation AI systems dedicated to specific tasks. In fiscal year 2024, we put into practical use a system that indicates causes and countermeasures from previous similar disaster cases. We will also apply this to the quality technology field by utilizing common elements.

Human resources: Employee digital utilization and transformation skills
DX human resources development

Three roles have been defined to ensure all members participate in DX promotion. The training for each role has been enhanced and expanded to include executives and all employees beginning in fiscal 2024.



Culture: Mindset and supporting atmosphere

Fostering DX promotion momentum

We have regularly distributed DX news and organized places for employees to learn from each other. In addition, we began dialogue events between employees and executives, as well as VR and digital tools experience sessions.



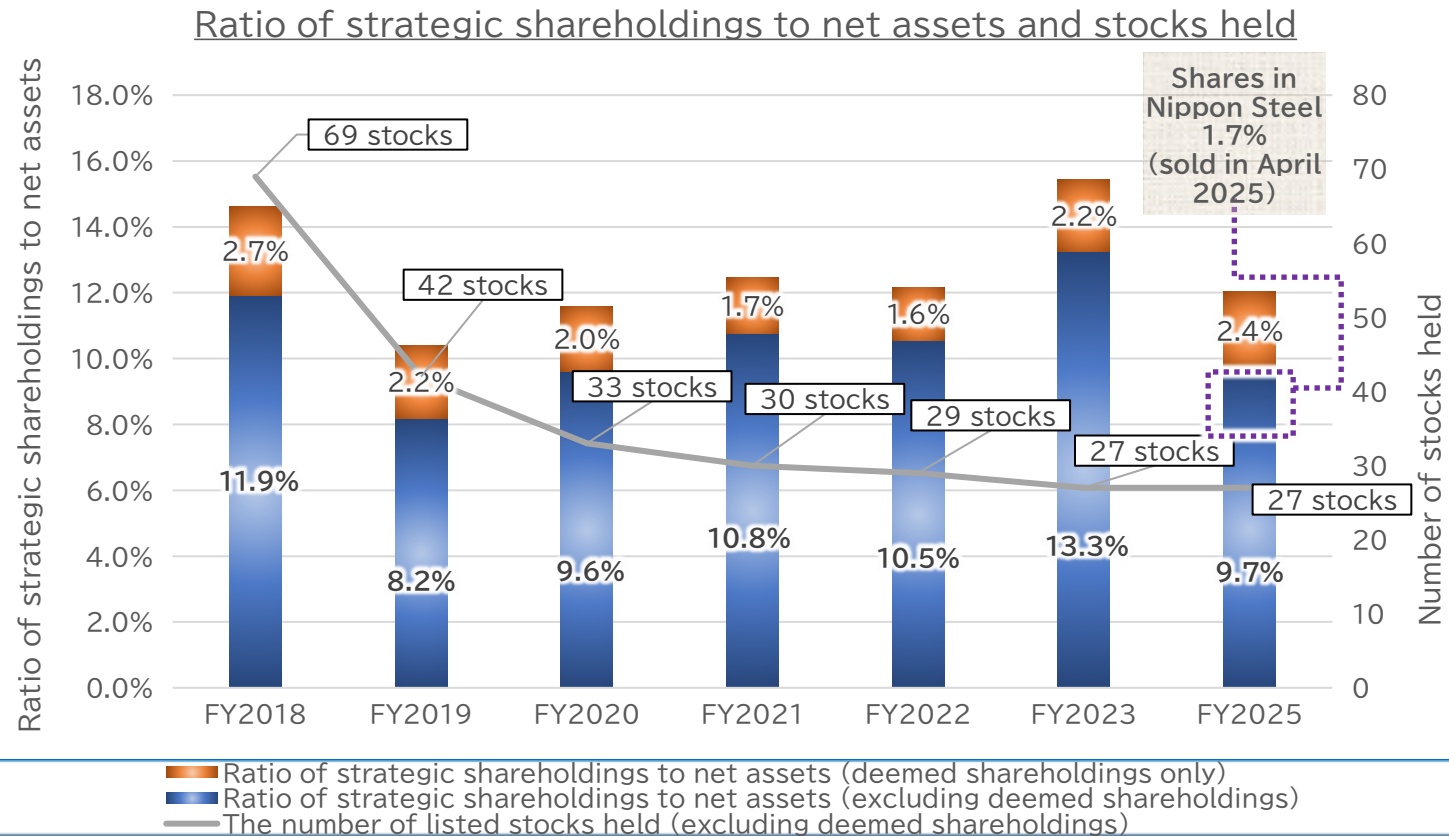
Noteworthy DX Companies 2025

Kobe Steel was selected for inclusion in Noteworthy DX Companies 2025 under the Digital Transformation Stock Selection (DX Stocks) 2025 for the first time in April 2025.

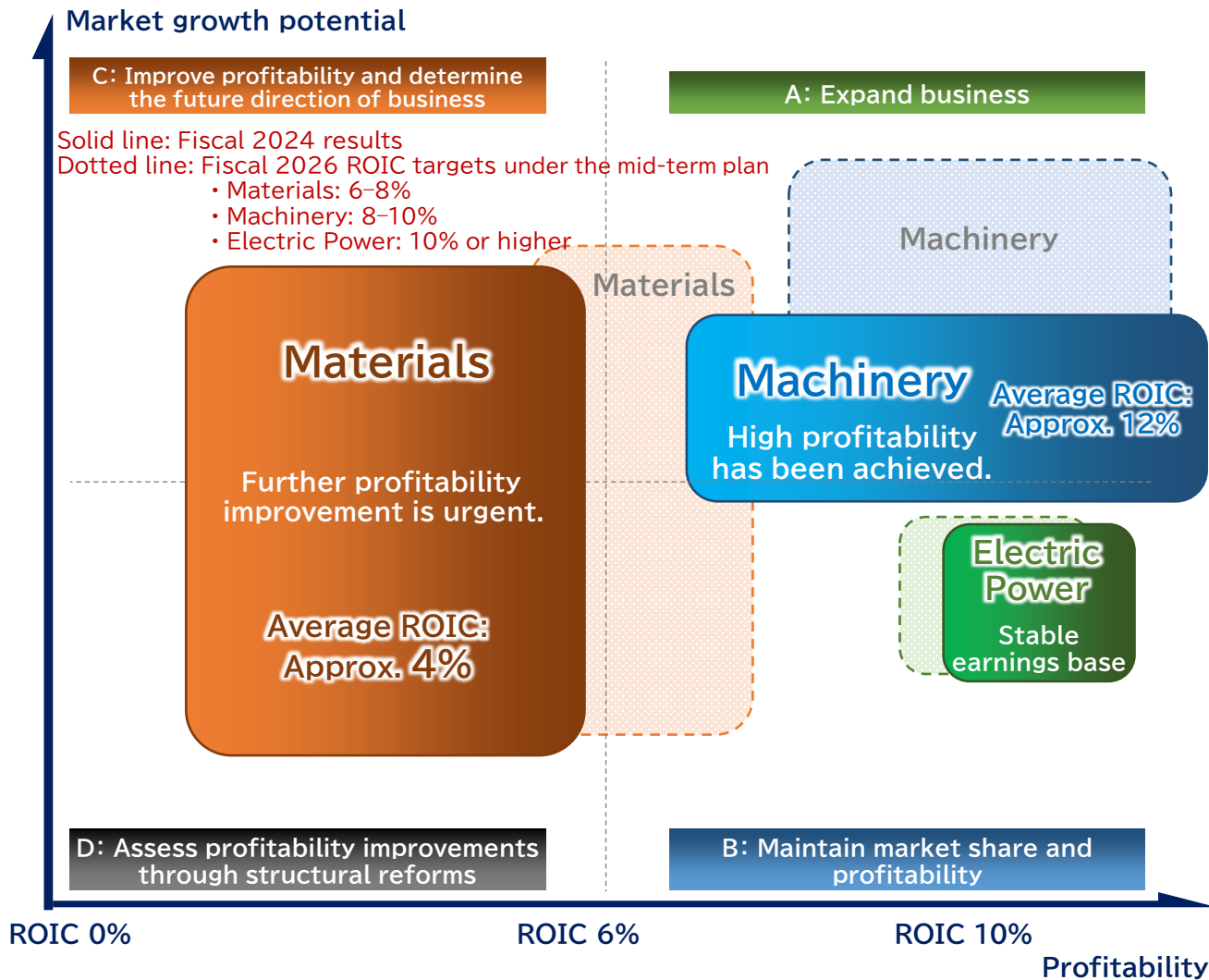


Our policy on strategic shareholdings

- We will engage in strategic shareholdings if it is deemed necessary for alliances and other arrangements that contribute to the growth of our Group, after considering capital efficiency, economic rationality, and other factors; however, such holdings will be kept to a minimum and reduced in stages.
- Kobe Steel decided to sell shares in Nippon Steel Corporation in fiscal 2024 and sold in April 2025.



Portfolio optimization is continually explored.

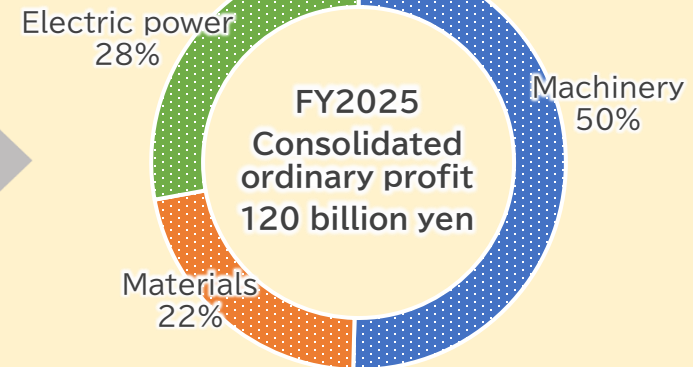
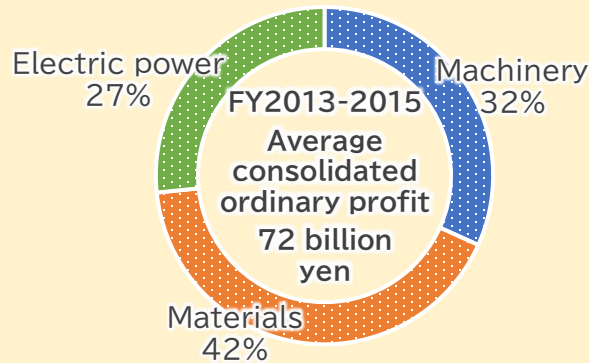
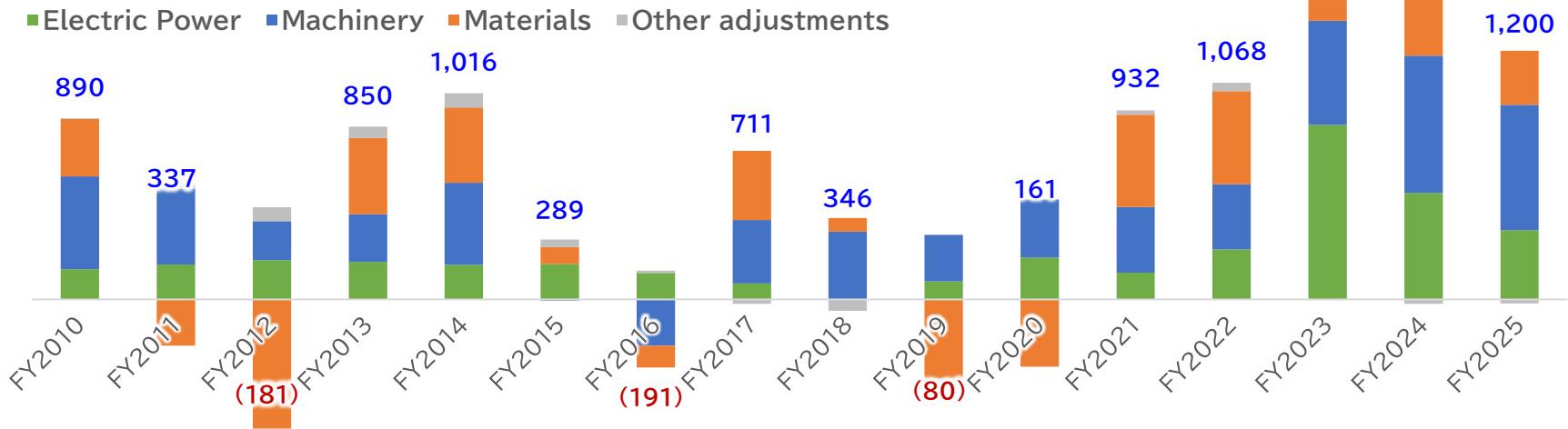


Portfolio optimization measures concerning Group companies

- Fiscal 2021
 - ▶ Kobelco Compressors Corporation
→ **Formed alliance with Miura Co., Ltd.**
 - ▶ Kobelco & Materials Copper Tube Co., Ltd.
→ **Shares transferred.**
 - ▶ Shinko Metal Products Co., Ltd.
→ **Shares transferred.**
 - ▶ Kobelco Eco-Solutions Co., Ltd.
→ **Became a wholly-owned subsidiary**
 - ▶ Kobelco Engineered Construction Materials Co., Ltd.
→ **Integrated into Nippon Steel Metal Products Co., Ltd.**
- Fiscal 2022
 - ▶ Kobelco Millcon Steel
→ **Became a consolidated subsidiary**
- Fiscal 2023
 - ▶ Kobelco Slag Products, Ltd.
→ **Absorption-type merger**
- Fiscal 2024
 - ▶ Kobelco Automotive Aluminum Rolled Products (China) Co., Ltd.
→ **Agreed to form a JV with China Baowu Steel Group**
 - ▶ JASTEC
→ **Shares transferred.**
 - ▶ Kansai Coke and Chemicals Co., Ltd.
→ **Became a consolidated subsidiary**
- Fiscal 2025
 - ▶ Nippon Koshuha Steel Co., Ltd. (Special steel business)
→ **Shares transferred.**

Consolidated ordinary profit (loss)

(Billions of yen)



Aim to establish a stable earnings structure with increased profit contribution from the machinery and electric power businesses, plus the machinery businesses' structural reforms and other measures to strengthen earning power.

We will increase profitability and reduce volatility, leveraging the Kobelco Group's unique strengths.

Dialogue with the Capital Market

Our Company is actively engaged in dialogue with capital markets to achieve sustainable growth and increase corporate value over the medium to long term. The details of our dialogue are disclosed on our corporate website.

Dialogue with the Capital Market FY2023, announced in June 2024

https://www.kobelco.co.jp/english/about_kobelco/kobesteel/governance/files/capital_markets_23_e.pdf



External Evaluations (Listed below are only major ones)

◆ **FTSE4Good Index Series**
(since Jun. 2021)



FTSE4Good

◆ **FTSE Blossom Japan Sector Relative Index**
(since Mar. 2022)



FTSE Blossom
Japan Sector
Relative Index

◆ **FTSE Blossom Japan Index**
(since Jun. 2021)



FTSE Blossom
Japan

◆ **MSCI JAPAN ESG SELECT LEADERS INDEX***
(since Jun. 2022)

2024 CONSTITUENT MSCI JAPAN
ESG SELECT LEADERS INDEX

◆ **MSCI JAPAN EMPOWERING WOMEN INDEX (WIN)***
(since Dec. 2022)

2024 CONSTITUENT MSCI JAPAN
EMPOWERING WOMEN INDEX (WIN)

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◆ **DXStocks2025**
(April. 2025)



Noteworthy
DX Companies2025

Digital Transformation

Selected for inclusion in
Noteworthy DX Companies
2025 under the Digital
Transformation Stock
Selection (DX Stocks) 2025
for the first time

Group Corporate Philosophy

KOBELCO's View of the Future	<p>Our view of a society and future to be attained as we carry out KOBELCO's Mission</p> <p>We envision a world in which people, now and in the future, can fulfill their hopes and dreams while enjoying safe, secure, and prosperous lives.</p>								
KOBELCO Mission	<p>Our mission and the social significance of the Kobelco Group that we must fulfill</p> <p>Our mission is to provide solutions to the needs of society, by making the best use of the talents of our employees and our technologies.</p>								
Core Values of KOBELCO	<p>The commitments of the Kobelco Group to society and the values shared by the entire Kobelco Group</p> <ol style="list-style-type: none"> 1. We provide technologies, products and services that win the trust and confidence of our customers we serve and the society in which we live. 2. We value, and support the growth of, each employee on an individual basis, while creating a cooperative and harmonious environment. 3. Through continuous and innovative changes, we create new values for the society of which we are a member. 								
Six Pledges of KOBELCO	<p>Code of conduct for all Group employees to follow to fulfill the Core Values of KOBELCO and the Quality Charter</p> <table> <tr> <td data-bbox="548 1096 1083 1158"> 1. Uphold the Highest Sense of Ethics and Professionalism </td><td data-bbox="1199 1096 1831 1158"> 3. Establish a Comfortable but Challenging Work Environment </td></tr> <tr> <td data-bbox="548 1165 1083 1226"> 2. Contribute to the Society by Providing Superior Products and Services </td><td data-bbox="1199 1165 1831 1226"> 4. Live in Harmony with the Local Community </td></tr> <tr> <td data-bbox="548 1233 1083 1268"> Quality Charter </td><td data-bbox="1199 1233 1831 1268"> 5. Contribute to a Sustainable Environment </td></tr> <tr> <td></td><td data-bbox="1199 1275 1831 1309"> 6. Respect Each Stakeholder </td></tr> </table>	1. Uphold the Highest Sense of Ethics and Professionalism	3. Establish a Comfortable but Challenging Work Environment	2. Contribute to the Society by Providing Superior Products and Services	4. Live in Harmony with the Local Community	Quality Charter	5. Contribute to a Sustainable Environment		6. Respect Each Stakeholder
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- ◆ Below is a list of factors of uncertainties and changes. This include but is not limited to:
 - Changes in economic conditions, demand, and prices in major market
 - Political situation and trade and other regulations in major markets
 - Fluctuations in foreign exchange rates
 - Availability and prices of raw materials
 - Products and services of competitors, price strategies, alliances, and other business development such as M&As
 - Changes in strategies of the Company's alliance partners

KOBELCO