

10-Year Financial and Non-Financial Data

| | | (Millions of yen) | | | | | | | | | |
|--|---|-------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| (FY) | | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| For the fiscal year | Net sales | ¥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 | ¥2,082,582 |
| | Operating income | 11,234 | 114,548 | 119,460 | 68,445 | 9,749 | 88,913 | 48,282 | 9,863 | 30,398 | 87,622 |
| | Ordinary income (loss) | (18,146) | 85,044 | 101,688 | 28,927 | (19,103) | 71,149 | 34,629 | (8,079) | 16,188 | 93,233 |
| | Net income (loss) attributable to owners of the parent | (26,976) | 70,191 | 86,549 | (21,556) | (23,045) | 63,188 | 35,940 | (68,008) | 23,234 | 60,083 |
| | Cash flows from operating activities | 45,401 | 194,294 | 153,078 | 97,933 | 141,716 | 190,832 | 67,136 | 27,040 | 194,798 | 168,809 |
| | Cash flows from investing activities | (123,513) | (62,105) | (73,674) | (104,618) | (137,833) | (161,598) | (28,603) | (218,986) | (141,853) | (161,510) |
| | Cash flows from financing activities | 127,644 | (138,501) | (156,027) | 93,883 | 16,545 | (66,598) | (9,561) | 140,589 | 118,444 | (69,143) |
| | Capital expenditures | 114,935 | 101,402 | 103,522 | 109,941 | 160,297 | 128,653 | 133,471 | 239,816 | 185,091 | 108,139 |
| | Depreciation | 106,725 | 82,936 | 89,881 | 94,812 | 96,281 | 102,032 | 102,589 | 105,346 | 100,856 | 105,147 |
| | R&D expenses | 30,763 | 28,494 | 29,920 | 29,843 | 30,102 | 32,014 | 34,495 | 35,890 | 31,008 | 33,244 |
| At fiscal year-end | Total assets | 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 | 2,728,745 |
| | Net assets | 569,922 | 734,679 | 851,785 | 745,492 | 729,404 | 790,984 | 803,312 | 716,369 | 769,375 | 872,346 |
| | Interest-bearing debt | 907,656 | 748,138 | 650,991 | 776,073 | 789,632 | 726,013 | 724,221 | 784,478 | 785,761 | 655,154 |
| Per share data*1 (yen) | Interest-bearing debt including IPP project financing | 959,179 | 787,246 | 677,447 | 789,493 | 796,927 | 738,865 | 760,364 | 906,639 | 987,808 | 908,442 |
| | Net income (loss) | (89.8) | 226.2 | 238.1 | (59.3) | (63.5) | 174.4 | 99.2 | (187.5) | 64.0 | 160.2 |
| | Net assets | 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 | 2,066.48 |
| Financial indicators | Cash dividends | — | 40.00 | 40.00 | 20.00 | — | 30.00 | 20.00 | 0.00 | 10.00 | 40.00 |
| | Return on assets (ROA) (%) | (0.8) | 3.8 | 4.4 | 1.3 | (0.8) | 3.1 | 1.5 | (0.3) | 0.6 | 3.5 |
| | Return on equity (ROE) (%) | (5.2) | 11.9 | 12.0 | (2.9) | (3.4) | 8.9 | 4.8 | (9.7) | 3.4 | 7.9 |
| | Return on invested capital (ROIC) (%) | — | — | — | — | 0.8 | 4.5 | 2.8 | 0.9 | 1.1 | 4.7 |
| | Equity ratio (%) | 23.0 | 29.2 | 33.8 | 30.6 | 29.2 | 31.6 | 31.0 | 27.2 | 27.5 | 29.9 |
| | Debt/equity (D/E) ratio (times) (excluding project financing) | 1.75 | 1.11 | 0.88 | 1.10 | 1.17 | 0.98 | 0.98 | 1.19 | 1.11 | 0.80 |
| Number of shares issued (in thousands) | Dividend payout ratio (%) | — | 17.7 | 16.8 | — | — | 17.2 | 20.2 | — | 15.6 | 25.0 |
| | | 3,115,061 | 3,643,642 | 3,643,642 | 3,643,642 | 364,364 | 364,364 | 364,364 | 364,364 | 364,364 | 396,346 |
| Non-financial data | | | | | | | | | | | |
| Environmental | Reduction of CO ₂ emissions in production processes (from fiscal 2013) (%) ^(Note) | | | | | | | | | 21 | 16 |
| | Contribution to reduction of CO ₂ emissions through technologies, products, and services (in million tons) ^(Note) | | | | | | | 36.74 | 42.14 | 40.77 | 44.91 |
| | Water recycling rate (%) ^(Note) | | | | | | | 96.0 | 95.9 | 95.9 | 95.7 |
| | By-product recycling rate (%) ^(Note) | | | | | | | 99.3 | 98.5 | 98.9 | 99.3 |
| Social | Number of employees | | | | | | | | | | |
| | Consolidated | 36,018 | 36,019 | 36,420 | 36,338 | 36,951 | 37,436 | 39,341 | 40,831 | 40,517 | 38,106 |
| | Non-consolidated | 10,398 | 10,586 | 10,609 | 10,833 | 11,034 | 11,191 | 11,401 | 11,560 | 11,837 | 11,296 |
| | Men | 9,728 | 9,891 | 9,881 | 10,090 | 10,241 | 10,304 | 10,422 | 10,528 | 10,750 | 10,231 |
| | Women | 670 | 695 | 728 | 743 | 793 | 887 | 979 | 1,032 | 1,087 | 1,065 |
| | Non-Japanese | 30 | 34 | 40 | 57 | 60 | 70 | 69 | 85 | 87 | 76 |
| | Percentage of female managers (non-consolidated)*2 (%) | 1.0 | 1.2 | 1.4 | 1.5 | 1.6 | 1.9 | 2.4 | 2.6 | 2.7 | 2.8 |
| | Employment rate of people with disabilities (non-consolidated)*3 (%) | 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) | 2.56 (2.3) |
| | Number of new graduates employed (non-consolidated) | | | | | | | | | | |
| | Men | 374 | 336 | 294 | 362 | 344 | 421 | 350 | 315 | 349 | 254 |
| | Women | 24 | 19 | 14 | 26 | 50 | 64 | 50 | 52 | 38 | 39 |
| | Number of employees taking childcare leave (non-consolidated)*4 | | | | | | | | | | |
| | Men | 1 | 0 | 1 | 5 | 7 | 8 | 13 | 35 | 48 | 82 |
| | Women | 40 | 45 | 48 | 38 | 54 | 40 | 40 | 58 | 63 | 49 |
| | Percentage of employees returning from childcare leave (non-consolidated) (%) | 100.0 | 89.5 | 100.0 | 94.7 | 96.0 | 96.7 | 98.2 | 100.0 | 99.1 | 99.0 |
| | Turnover of employees with less than 3 years of service (non-consolidated)*5 (%) | 5.8 | 9.0 | 5.2 | 12.1 | 12.8 | 10.7 | 15.3 | 16.6 | 5.7 | 3.4 |
| | Turnover of employees with less than 10 years of service (non-consolidated)*6 (%) | 19.1 | 11.9 | 13.2 | 14.5 | 13.1 | 13.4 | 18.9 | 19.1 | 15.8 | 19.5 |
| Overtime (non-consolidated) (hours per month/employee) | 19.6 | 20.2 | 22.9 | 22.7 | 16.5 | 18.4 | 18.4 | 17.7 | 16.6 | 17.2 | |
| Number of annual paid leave days taken (non-consolidated) (days per year/person) | 9.1 | 8.4 | 9.1 | 11.8 | 14.9 | 15.5 | 16.3 | 17.0 | 11.0 | 13.9 | |
| Total hours worked (non-consolidated) ^(Note) | | | | | | | | | 2,080 | 1,978 | 2,057 |
| Employee training | | | | | | | | | | | |
| Total hours of training (across all employees) ^(Note) | | | | | | | | | | 210,948 | 215,667 |
| Average hours of training per employee ^(Note) | | | | | | | | | | 18 | 19 |
| Occupational safety and health | | | | | | | | | | | |
| Lost time injury frequency rate ^(Note) | 0.27 | 0.17 | 0.36 | 0.32 | 0.26 | 0.31 | 0.26 | 0.19 | 0.24 | 0.14 | |
| Governance | Compliance | | | | | | | | | | |
| | Number of internal reporting (whistleblowing) cases ^(Note) | | | | | | | | 119 | 112 | 113 |

Note: Indicators and targets for materiality. Retrospective items are based on data from fiscal 2019 and earlier.

*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 2012.

*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 fiscal 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 10 years of continuous service, among the employees who joined the Company during these fiscal years through the regular hiring process.