

Communication with Stakeholders

The KOBELCO Group engages in proactive communication with stakeholders. We are earnestly listening to our stakeholders through engagement activities targeting shareholders and other investors and surveys of customers and business partners. In addition, we recognize that improving management transparency is a top management priority, and we are engaging in timely, appropriate, and extensive disclosure accordingly.

We also carry out various activities that contribute to local communities. Our efforts range from contribution to society through sports to initiatives undertaken by respective business locations, which include environmental activities, regional development, and community interaction centered on supporting the next generation of athletes.

Shareholder and Investor Engagement

Institutional Investors

- Financial results briefings (held four times a year)
- Theme-based briefings (May 2019)
- Small meetings with the President (June 2019)
- Plant tours (April 2019)
- Meetings with institutional investors (held about 120 times a year)
- Discussions with institutional investors (representatives responsible for ESG and the exercise of voting rights) and advisors on the exercise of voting rights (held about 20 times a year)
- Individual meetings with overseas investors (held several times a year)
- Integrated Report (issued annually)

Individual Investors

- Briefings for individual investors (November 2019)
- Plant tours for shareholders (November 2019)
- Issuance of shareholder newsletter "To Our Shareholders" (twice a year)
- Disclosure of information on our website

Information for shareholders and other investors
<https://www.kobelco.co.jp/english/ir/index.html>

Customers and Business Partners

The KOBELCO Group conducts customer surveys with questions covering a wide range of subjects, including product quality, services, and delivery periods, as part of its efforts to improve product and service quality. We earnestly accept the results of these surveys, and we use this feedback to improve our products and services.

Employees

We are implementing the Next 100 Project in which the President and other members of management visit business locations in Japan and overseas to speak with employees. In addition, employee awareness surveys are conducted to develop an understanding of current conditions and issues with regard to employees' feelings toward their work and their company as well as the state of organizations.

Community Members

Contributions to Society through Sports

"SDGs Match" by Kobelco Steelers

The Kobe Steel Rugby Club, the Kobelco Steelers, invited 10 people with visual impairments to its match with the NTT Docomo Red Hurricanes as part of the Japan Rugby Top League. Held on February 2, 2020, this match was dubbed an "SDGs Match" dedicated to the United Nations Sustainable Development Goals.

The invited guests were able to enjoy the unique atmosphere of a rugby game by listening to the dynamic clashes between players and the cheers in the stadium as well as to commentary and explanations transmitted through audio receivers supplied thanks to the support of ABC Radio and NTT DOCOMO, INC.

After the match, guests were greeted by players from both teams. After touching the hands of the athletes, many guests expressed surprise at the size and strength of their hands.

Prior to the match, we ran a promotional booth together with the Hyogo Guide Dogs for the Blind Association to promote guide

dog awareness. Offering the opportunity to interact with special public relations dogs, as well as a campaign drive by athletes, this booth attracted a wide range of visitors, including many young children.

The Kobe Steel Rugby Club will continue to take part in such social contribution activities.



Tag Rugby Workshops

The Kobe Steel Rugby Club aims to communicate the joy of rugby by providing children with opportunities to become more familiar with sports through activities that promote community and social interaction and popularize sports via rugby. As a part of these activities, the Kobe Steel Rugby Club has coordinated with the Kobe City Board of Education since fiscal 2015 to conduct tag rugby workshops for elementary school children in Kobe. In fiscal 2019, we visited 10 elementary schools and one junior high school and provided around 1,200 students with the opportunity to enjoy playing tag rugby.



Social Contributions in Japan and Overseas

Nadahama Science Square (Hyogo Prefecture)

• Classes on Nature Held to Familiarize Students with Nature and Science

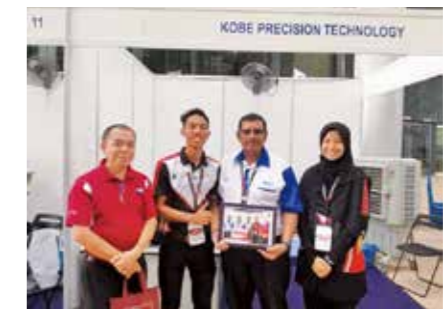
Nadahama Science Square, a community exchange facility operated by the KOBELCO Group, holds biotope walks, nature craft classes, and other classes on nature for children with a view to fostering an appreciation of the importance of the environment through contact with nearby natural areas. We have been conducting these classes for 16 years, since the opening of the Nadahama Science Square in 2004. In fiscal 2019, around 1,400 people participated in the classes.

Furthermore, we conduct facility tours of the Kobe Power Plant and Kobe Works and offer other opportunities for members of local communities to learn about the environment.

Kobe Precision Technology Sdn. Bhd. (Malaysia)

• Career Support for Students and Mangrove Planting

Kobe Precision Technology accepts students for internship programs and makes donations to special support schools. It also conducts mangrove planting activities.



Kobelco Construction Machinery Co., Ltd. (Gifu, Hyogo, Hiroshima)

• Dispatch Science Classes at Schools

Each year, Kobelco Construction Machinery arranges science classes in which employees are dispatched to schools. First started by the Hiroshima Factory in fiscal 2010, these classes are aimed at addressing the issue of children losing interest in science.

In fiscal 2019, the Ogaki Office and the Okubo Office held dispatch science classes for the first time. The Ogaki Office arranged a class that gave children the opportunity to experience making and programming safety sensor mechanisms used in cranes. Meanwhile, the class led by the Okubo Office used miniature excavator replicas to explain the movement of levers. Students expressed positive opinions for these classes and how they were able to have fun while learning. We therefore intend to continue these activities.



Thai-Kobe Welding Co., Ltd. (Thailand)

• Participation in Mangrove Restoration Project

Thai-Kobe Welding has been participating in a mangrove restoration project jointly with Kobe MIG Wire (Thailand) Co., Ltd., since 2016.

