

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.

Results by Operating Segment (Fiscal 2017–2021)

Steel & Aluminum <small>(Billions of yen)</small>					
Fiscal year	2017	2018	2019	2020	2021
Net sales	—	—	780.2	696.3	914.9
Ordinary income (loss)	—	—	(16.5)	(22.6)	37.5
Total assets	—	—	1,022.4	1,000.3	1,089.0
Depreciation	—	—	56.0	57.2	57.4
R&D expenses	—	—	7.5	6.4	6.2
Capital expenditures	—	—	62.4	69.2	27.1
Number of employees (consolidated)	—	—	—	12,424	11,828

Note: From fiscal 2020, the reporting segments have been changed following the rearrangement of the corporate structure and performance management units. For this reason, the figures shown for fiscal 2019 and later have been adjusted in accordance with the new segments. Regarding figures for the former segments from fiscal 2018 and earlier, please refer to Integrated Report 2020.

Advanced Materials <small>(Billions of yen)</small>					
Fiscal year	2017	2018	2019	2020	2021
Net sales	—	—	297.1	238.1	333.2
Ordinary income (loss)	—	—	(25.2)	(12.1)	5.1
Total assets	—	—	277.1	256.0	244.4
Depreciation	—	—	15.7	10.2	11.3
R&D expenses	—	—	3.5	2.6	2.5
Capital expenditures	—	—	27.0	14.2	8.2
Number of employees (consolidated)	—	—	—	6,080	4,469

Note: From fiscal 2020, the reporting segments have been changed following the rearrangement of the corporate structure and performance management units. For this reason, the figures shown for fiscal 2019 and later have been adjusted in accordance with the new segments. Regarding figures for the former segments from fiscal 2018 and earlier, please refer to Integrated Report 2020.

Welding <small>(Billions of yen)</small>					
Fiscal year	2017	2018	2019	2020	2021
Net sales	80.5	83.9	83.7	70.0	76.9
Ordinary income	4.9	3.6	2.9	1.7	2.7
Total assets	76.0	78.5	79.6	77.6	79.4
Depreciation	2.1	2.2	2.4	2.4	2.5
R&D expenses	3.4	3.7	4.0	2.9	3.1
Capital expenditures	2.3	2.3	2.6	2.1	1.3
Number of employees (consolidated)	2,551	2,560	2,587	2,514	2,445

Machinery <small>(Billions of yen)</small>					
Fiscal year	2017	2018	2019	2020	2021
Net sales	161.3	171.4	165.9	175.3	166.8
Ordinary income	2.3	1.2	9.6	11.4	12.5
Total assets	182.1	171.9	184.7	181.3	190.9
Depreciation	5.6	6.1	5.6	5.2	5.2
R&D expenses	3.3	2.7	3.5	3.8	3.6
Capital expenditures	7.8	4.1	4.8	4.1	4.0
Number of employees (consolidated)	4,010	4,094	4,278	4,661	4,716

Engineering <small>(Billions of yen)</small>					
Fiscal year	2017	2018	2019	2020	2021
Net sales	122.8	151.7	141.5	136.1	135.6
Ordinary income	6.9	6.5	5.7	4.4	7.7
Total assets	109.3	137.3	139.0	123.8	132.5
Depreciation	1.9	2.0	1.8	1.6	1.6
R&D expenses	1.9	2.3	2.4	2.1	2.3
Capital expenditures	0.9	2.7	1.8	1.6	1.4
Number of employees (consolidated)	2,920	3,523	3,584	3,524	3,553

Construction Machinery <small>(Billions of yen)</small>					
Fiscal year	2017	2018	2019	2020	2021
Net sales	364.5	386.0	360.8	333.1	371.6
Ordinary income	21.9	25.5	7.5	12.7	12.0
Total assets	388.4	358.6	341.0	334.6	361.9
Depreciation	12.3	12.3	12.9	12.8	13.8
R&D expenses	5.6	6.5	6.9	6.4	8.4
Capital expenditures	11.3	13.5	13.5	10.4	9.8
Number of employees (consolidated)	7,075	7,487	7,765	7,917	7,829

Electric Power <small>(Billions of yen)</small>					
Fiscal year	2017	2018	2019	2020	2021
Net sales	72.1	76.1	75.6	80.4	109.8
Ordinary income	7.9	(0.3)	8.9	20.6	13.2
Total assets	107.1	123.2	251.6	321.3	397.8
Depreciation	8.8	5.8	7.6	8.4	10.3
R&D expenses	—	—	—	—	—
Capital expenditures	12.0	20.1	123.5	81.1	52.9
Number of employees (consolidated)	235	244	255	263	272

Other Businesses <small>(Billions of yen)</small>					
Fiscal year	2017	2018	2019	2020	2021
Net sales	68.8	42.0	33.6	27.8	28.8
Ordinary income	5.4	2.3	3.3	4.2	7.0
Total assets	146.1	57.0	54.8	56.1	59.8
Depreciation	2.9	1.6	1.2	0.5	0.5
R&D expenses	0.9	1.0	0.9	0.7	0.9
Capital expenditures	2.2	3.3	1.4	0.8	0.5
Number of employees (consolidated)	2,350	1,643	1,651	1,637	1,542

Corporate Data and Stock Information (As of March 31, 2022)

Corporate Profile

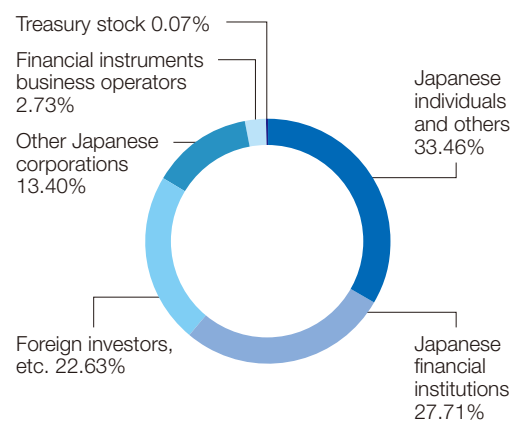
Name:	Kobe Steel, Ltd. (Japanese Name: Kabushiki Gaisha Kobe Seikoshu)
Group brand:	KOBELCO
Founded:	September 1, 1905
Incorporated:	June 28, 1911
Capital:	¥250.9 billion
Total assets:	¥2,728.7 billion
Employees:	38,106 (consolidated) 11,296 (non-consolidated)

* KOBELCO is an international unified trademark established in 1979 to represent the KOBELCO Group with the aim of giving form to the Group Corporate Philosophy, and thereby fostering a sense of solidarity within the Group, while building greater recognition and trust among stakeholders.

Stock Information

Authorized:	600,000,000 shares
Issued:	396,345,963 shares
Number of shareholders:	189,427
Record date:	March 31 every year
Share unit number:	100 shares
Listings:	Tokyo Stock Exchange, Prime Market (Ticker Code: 5406) Nagoya Stock Exchange, Premier Market (Ticker Code: 54060)
Transfer agent & office:	Mitsubishi UFJ Trust and Banking Corporation
Accounting auditor:	KPMG AZSA LLC

Breakdown of Shareholders by Investor Type

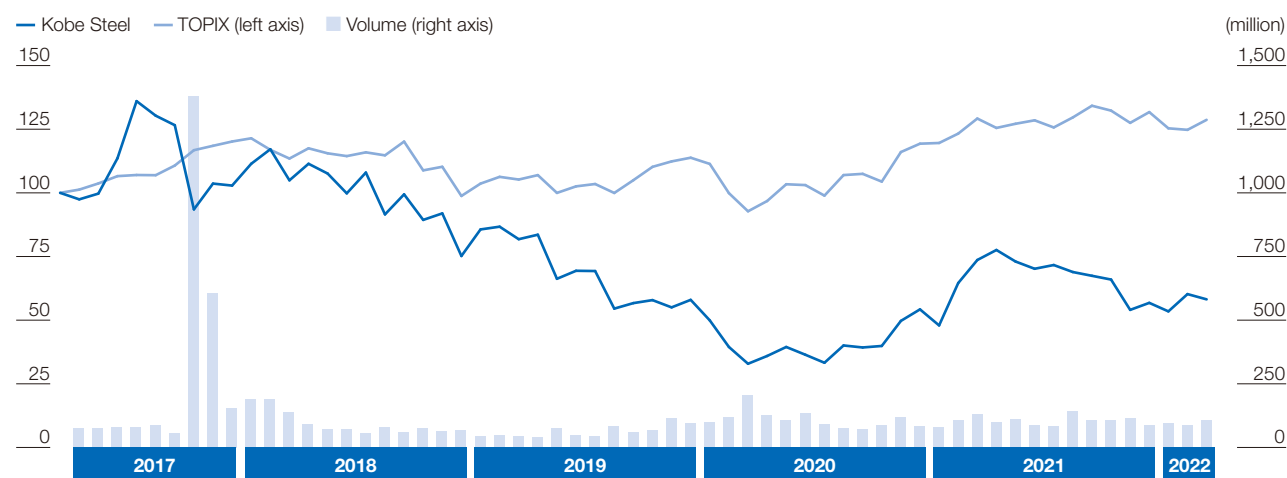


Major Shareholders (10 largest shareholders)

Name of Shareholder	Number of Shares Held (Thousands of shares)	Shareholding Ratio (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	56,035	14.15
Custody Bank of Japan, Ltd. (Trust Account)	15,372	3.88
Nippon Steel Corporation	10,735	2.71
Nippon Life Insurance Company	7,471	1.89
HAYAT	7,373	1.86
J.P. MORGAN SECURITIES PLC FOR AND ON BEHALF OF ITS CLIENTS JPMSP RE CLIENT ASSETS-SETT ACCT	5,454	1.38
DFA INTL SMALL CAP VALUE PORTFOLIO	5,156	1.30
STATE STREET BANK WEST CLIENT - TREATY 505234	4,918	1.24
KOBELCO Employee Stock Ownership Plan	4,473	1.13
SHIMABUN Corporation	4,420	1.12

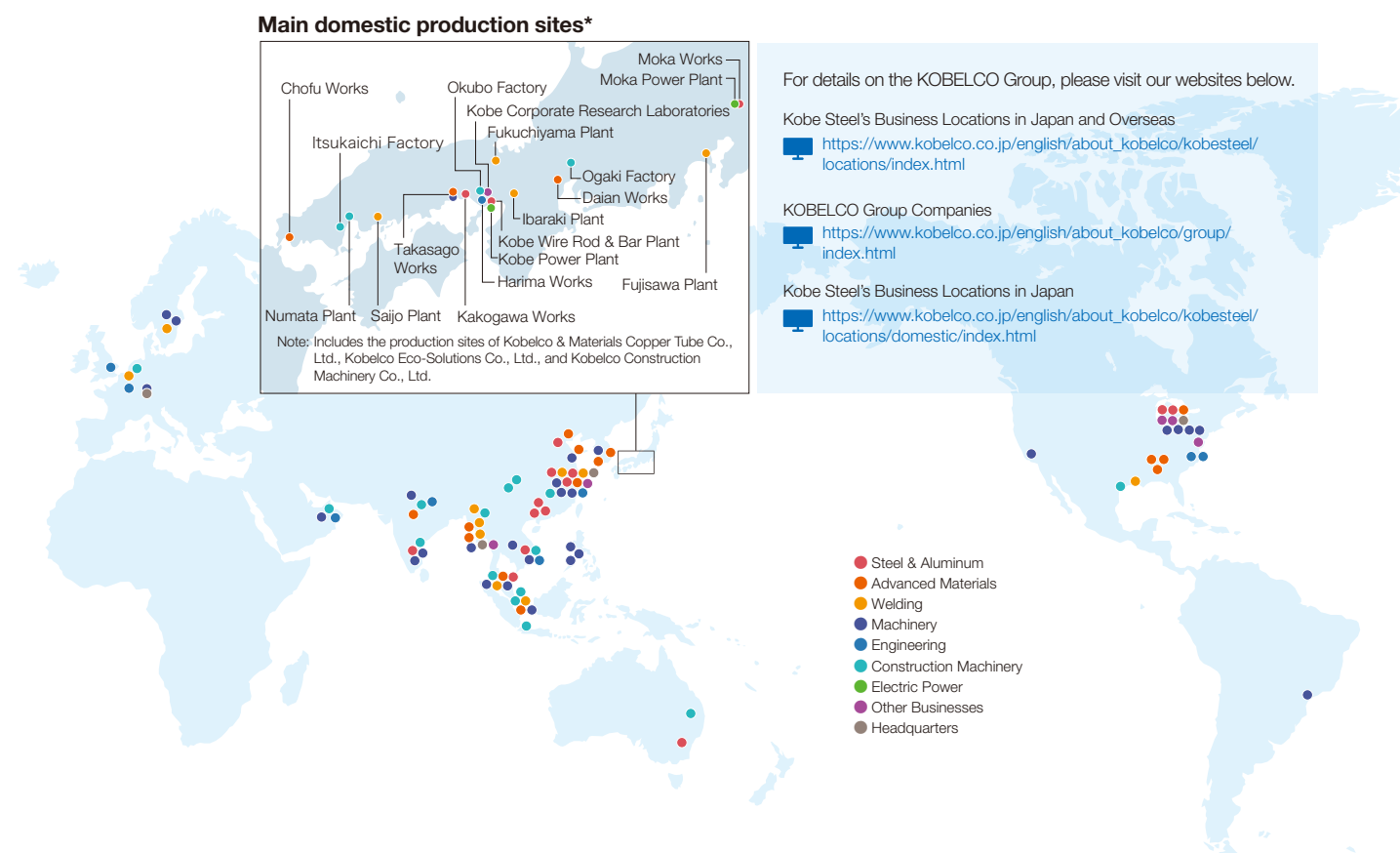
Note: Shareholding ratio is calculated excluding treasury stock (258,159 shares).

Trends in Stock Price and Volume



Note: Kobe Steel's stock price and TOPIX are indexed with closing prices in March 2017 equal to 100.

Global Locations (As of March 2022)



For details on the KOBELCO Group, please visit our websites below.

Kobe Steel's Business Locations in Japan and Overseas

https://www.kobelco.co.jp/english/about_kobelco/kobesteel/locations/index.html

KOBELCO Group Companies

https://www.kobelco.co.jp/english/about_kobelco/group/index.html

Kobe Steel's Business Locations in Japan

https://www.kobelco.co.jp/english/about_kobelco/kobesteel/locations/domestic/index.html

- Steel & Aluminum
- Advanced Materials
- Welding
- Machinery
- Engineering
- Construction Machinery
- Electric Power
- Other Businesses
- Headquarters

External Assessments (As of August 2022)

Accreditations and Certifications

Platinum Kurumin
Certified in 2019



Received Gold award in PRIDE Index
Certified in 2021

Inclusion in Indices, etc.

- FTSE4Good Index Series
- FTSE Blossom Japan Index
- FTSE Blossom Japan Sector Relative Index
- S&P/JPX Carbon Efficient Index
- MSCI Japan ESG Select Leaders



Assessments

Scored A- by CDP in the Climate Change and Water Security categories.



About Our ESG Data Book

Please see the ESG Data Book for supplementary materials for the integrated report (detailed data on environmental management and CO₂ reduction, etc.) and detailed information on sustainability, etc.

ESG Data Book
https://www.kobelco.co.jp/english/about_kobelco/outline/integrated-reports/index.html



Sustainability
<https://www.kobelco.co.jp/english/sustainability/index.html>



Please let us hear your comments on this report.

Questionnaire

Inquiries
General Administration and CSR Department, Kobe Steel, Ltd.