

10-Year Financial and Non-Financial Data

Fiscal year		2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
For the fiscal year (Millions of yen)	Net sales	1,822,805	1,695,864	1,881,158	1,971,869	1,869,835	1,705,566	2,082,582	2,472,508	2,543,142	2,555,031
	Operating profit	68,445	9,749	88,913	48,282	9,863	30,398	87,622	86,365	186,628	158,721
	Ordinary profit (loss)	28,927	(19,103)	71,149	34,629	(8,079)	16,188	93,233	106,837	160,923	157,192
	Profit (loss) attributable to owners of parent	(21,556)	(23,045)	63,188	35,940	(68,008)	23,234	60,083	72,566	109,552	120,180
	Cash flows from operating activities	97,933	141,716	190,832	67,136	27,040	194,798	168,809	119,692	205,284	148,261
	Cash flows from investing activities	(104,618)	(137,833)	(161,598)	(28,603)	(218,986)	(141,853)	(161,510)	(97,267)	(53,724)	(113,873)
	Cash flows from financing activities	93,883	16,545	(66,598)	(9,561)	140,589	118,444	(69,143)	(85,564)	(81,213)	(96,227)
	Capital expenditures	109,941	160,297	128,653	133,471	239,816	185,091	108,139	97,302	105,214	115,893
	Depreciation	94,812	96,281	102,032	102,589	105,346	100,856	105,147	112,505	119,084	122,439
	Research and development expenses	29,843	30,102	32,014	34,495	35,890	31,008	33,244	36,702	40,416	43,598
At fiscal year-end (Millions of yen)	Total assets	2,261,134	2,310,435	2,352,114	2,384,973	2,411,191	2,582,873	2,728,745	2,874,751	2,919,774	2,891,053
	Net assets	745,492	729,404	790,984	803,312	716,369	769,375	872,346	977,653	1,127,346	1,237,059
	Interest-bearing debt, including leases	820,535	825,452	763,174	785,665	930,527	1,057,168	973,843	917,263	873,504	886,332
Per share data* (Yen)	Net profit (loss)	(59.3)	(63.5)	174.4	99.2	(187.5)	64.0	160.2	183.8	277.3	304.6
	Net assets	1,903.80	1,860.36	2,049.95	2,041.29	1,811.10	1,958.57	2,066.48	2,314.31	2,675.13	2,941.14
	Cash dividends	20.00	—	30.00	20.00	0.00	10.00	40.00	40.00	90.00	100.00
Financial indicators	Return on assets (ROA) (%)	1.3	(0.8)	3.1	1.5	(0.3)	0.6	3.5	3.8	5.6	5.4
	Return on equity (ROE) (%)	(2.9)	(3.4)	8.9	4.8	(9.7)	3.4	7.9	8.4	11.1	10.8
	Return on invested capital (ROIC) (%)	—	0.8	4.5	2.8	0.9	1.1	4.7	4.9	6.7	6.9
	Net asset ratio (%)	33.0	31.6	33.6	33.7	29.7	29.8	32.0	34.0	38.6	42.8
	Equity ratio (%)	30.6	29.2	31.6	31.0	27.2	27.5	29.9	31.8	36.2	40.2
	Debt/equity (D/E) ratio (times)	1.19	1.22	1.03	1.06	1.42	1.49	1.19	1.00	0.83	0.76
	Dividend payout ratio (%)	—	—	17.2	20.2	—	15.6	25.0	21.8	32.4	32.8
Number of shares issued (in thousands)	3,643,642	364,364	364,364	364,364	364,364	364,364	364,364	396,346	396,346	396,346	396,346

* The Company carried out a 1-for-10 reverse stock split of its shares on October 1, 2016. Per share data has been recalculated assuming that the reverse stock split had been carried out at the beginning of fiscal 2015.

Kobelco Group's
Value CreationManagement Strategy
for Value CreationPromotion of
Sustainability
ManagementBusiness
FoundationOperating Results
by Segment

Data Section

10-Year Financial and Non-Financial Data

Fiscal year		2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Non-financial data											
Environmental	Reduction of CO ₂ emissions in production processes (compared to fiscal 2013) (%) ^(Note)						21	16	20	20	22
	Contribution to reduction of CO ₂ emissions through technologies, products, and services (in million tons) ^(Note)				3,674	4,214	4,077	4,491	5,891*1	6,118*1	6,235*1
	Water recycling rate (%) ^(Note)				96.0	95.9	95.9	95.7	96.2	95.9	96.0
	By-product recycling rate (%)				99.3	98.5	98.9	99.3	99.2	99.1	99.4
Social	Number of employees										
	Consolidated	36,338	36,951	37,436	39,341	40,831	40,517	38,106	38,488	38,050	39,294
	Non-consolidated	10,833	11,034	11,191	11,401	11,560	11,837	11,296	11,368	11,534	11,895
	Male	10,090	10,241	10,304	10,422	10,528	10,750	10,231	10,284	10,428	10,687
	Female	743	793	887	979	1,032	1,087	1,065	1,084	1,106	1,208
	Non-Japanese	57	60	70	69	85	87	76	74	87	109
	Percentage of female managers (non-consolidated)*2 (%) ^(Note)	1.4 (29)	1.5 (32)	1.6 (34)	1.9 (42)	2.3 (52)	2.3 (54)	2.6 (61)	2.8 (65)	3.1 (74)	3.6 (86)
	Percentage of people with disabilities (non-consolidated)*3 (%)	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)	2.64 (2.3)	2.62 (2.3)	2.77 (2.5)
	Number of new graduate hires (non-consolidated)										
	Male	362	344	421	350	315	349	254	224	234	280
	Female	26	50	64	50	52	38	39	25	37	50
	Number of employees taking childcare leave (non-consolidated)*4										
	Male	5	7	8	13	35	48	82	142	183	181
	Female	38	54	40	40	58	63	49	31	73	35
	Percentage of employees returning from childcare leave (non-consolidated) (%)	94.7	96.0	96.7	98.2	100.0	99.1	99.0	99.4	99.6	100.0
	Turnover of employees with less than 3 years of service (non-consolidated)*5 (%)	12.1	12.8	10.7	15.3	16.6	11.9	17.7	16.2	10.4	2.4
	Turnover of employees with less than 10 years of service (non-consolidated)*6 (%)	14.5	13.1	13.4	18.9	19.1	15.8	19.5	20.0	21.1	22.4
	Overtime (non-consolidated) (hours per month/employee)	22.7	16.5	18.4	18.4	17.7	16.6	17.2	16.5	16.1	16.5
	Number of annual paid leave days taken (non-consolidated) (days per year/person) ^(Note)	11.8	14.9	15.5	16.3	17.0	11.0	13.9	17.0	18.0	16.8
	Total hours worked (non-consolidated)					2,080.0	1,978.0	2,057.0	2,050.1	2,050.4	2,030.7
Employee training (non-consolidated)											
Total hours of training (across all employees)						364,545	349,585	408,216	380,056	525,795	
Average hours of training per employee ^(Note)						30.8	30.9	35.9	33.0	44.2	
Safety and health											
Lost time injury frequency rate ^(Note)	0.32	0.26	0.31	0.26	0.19	0.28	0.22	0.24	0.31	0.27	
Governance	Compliance										
	Number of whistleblowing cases					119	112	113	111	117	118

Note: Indicators and targets for materiality. For some items, data for fiscal 2020 or earlier are also retroactively listed.

*1 The latest coefficients have been used in the calculation of contributions to reduction of CO₂ emissions through technologies, products, and services.

*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 left the Company with less than three years of continuous service, among the employees who joined during these fiscal years through the regular hiring process. The figures for fiscal 2022 and fiscal 2023 show the percentage of those who left the Company as of the end of fiscal 2024.

*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 during these fiscal years through the regular hiring process. The figures for fiscal 2015 or later show the percentage of those who left the Company as of the end of fiscal 2024.

Kobelco Group's Value Creation

Management Strategy for Value Creation

Promotion of Sustainability Management

Business Foundation

Operating Results by Segment

Data Section

Results by Operating Segment (Fiscal 2020–2024)

Steel & Aluminum					
Fiscal year	2020	2021	2022	2023	2024
Net sales (Billions of yen)	696.3	914.9	1,105.1	1,082.7	1,116.1
Ordinary profit (loss) (Billions of yen)	(22.6)	37.5	41.9	16.1	23.6
Total assets (Billions of yen)	1,000.3	1,089.0	1,185.4	1,126.5	1,203.0
Depreciation (Billions of yen)	57.2	57.4	57.6	58.4	61.8
Research and development expenses (Billions of yen)	6.4	6.2	6.3	6.2	7.2
Capital expenditures (Billions of yen)	69.2	27.1	33.4	52.9	57.2
Number of employees (consolidated)	12,424	11,828	12,268	12,145	13,338
Crude steel production, incl. Takasago Works (Mt)	5.81	6.59	6.19	5.97	5.96
Sales volume of steel products (Mt)	4.73	5.27	4.98	4.69	4.72
Average steel selling price (yen per ton)	82,300	105,600	140,100	142,700	144,000
Sales volume of aluminum rolled products (Kt)	305	343	337	314	307

Advanced Materials					
Fiscal year	2020	2021	2022	2023	2024
Net sales (Billions of yen)	238.1	333.2	277.7	298.1	317.1
Ordinary profit (loss) (Billions of yen)	(12.1)	5.1	0.9	3.2	10.7
Total assets (Billions of yen)	256.0	244.4	270.4	241.5	279.0
Depreciation (Billions of yen)	10.2	11.3	10.5	10.7	8.7
Research and development expenses (Billions of yen)	2.6	2.5	1.6	2.3	2.2
Capital expenditures (Billions of yen)	14.2	8.2	8.0	13.1	13.2
Number of employees (consolidated)	6,080	4,469	4,489	4,595	4,706
Sales volume of aluminum extrusions (Kt)	31	36	34	37	38
Sales volume of copper rolled products (Kt)	48	60	54	52	53

Welding					
Fiscal year	2020	2021	2022	2023	2024
Net sales (Billions of yen)	70.0	76.9	88.4	93.5	93.9
Ordinary profit (Billions of yen)	1.7	2.7	2.8	4.9	5.2
Total assets (Billions of yen)	77.6	79.4	86.4	90.2	95.8
Depreciation (Billions of yen)	2.4	2.5	2.3	2.3	2.4
Research and development expenses (Billions of yen)	2.9	3.1	3.8	3.4	4.2
Capital expenditures (Billions of yen)	2.1	1.3	1.6	1.8	2.2
Number of employees (consolidated)	2,514	2,445	2,384	2,390	2,355
Sales volume of welding materials (Kt)	242	258	248	242	227

Machinery					
Fiscal year	2020	2021	2022	2023	2024
Net sales (Billions of yen)	175.3	166.8	203.4	234.5	265.1
Ordinary profit (Billions of yen)	11.4	12.5	15.7	29.6	32.5
Total assets (Billions of yen)	181.3	190.9	225.9	245.1	270.8
Depreciation (Billions of yen)	5.2	5.2	5.9	6.3	6.9
Research and development expenses (Billions of yen)	3.8	3.6	6.0	6.2	6.2
Capital expenditures (Billions of yen)	4.1	4.0	6.8	10.2	8.5
Number of employees (consolidated)	4,661	4,716	5,996	6,113	6,224
Orders (Billions of yen)	133.1	206.6	265.9	273.7	262.5

Note: Beginning in fiscal 2023, Kobelco Research Institute, Inc., which was under the Other segment, has come under the Machinery segment. Accordingly, the figures for fiscal 2022 or later have been adjusted in accordance with the new segments.

Kobelco Group's
Value CreationManagement Strategy
for Value CreationPromotion of
Sustainability
ManagementBusiness
FoundationOperating Results
by Segment

Data Section

Results by Operating Segment (Fiscal 2020–2024)

Engineering					
Fiscal year	2020	2021	2022	2023	2024
Net sales (Billions of yen)	136.1	135.6	145.2	170.6	174.8
Ordinary profit (Billions of yen)	4.4	7.7	4.1	12.4	16.1
Total assets (Billions of yen)	123.8	132.5	144.9	158.5	179.5
Depreciation (Billions of yen)	1.6	1.6	1.5	1.8	2.6
Research and development expenses (Billions of yen)	2.1	2.3	3.5	4.6	3.8
Capital expenditures (Billions of yen)	1.6	1.4	2.8	3.4	3.1
Number of employees (consolidated)	3,524	3,553	3,772	3,920	3,780
Orders (Billions of yen)	113.4	208.5	157.5	214.3	164.7

Construction Machinery					
Fiscal year	2020	2021	2022	2023	2024
Net sales (Billions of yen)	333.1	371.6	381.7	404.0	388.0
Ordinary profit (Billions of yen)	12.7	12.0	12.3	9.1	18.7
Total assets (Billions of yen)	334.6	361.9	408.5	417.7	387.6
Depreciation (Billions of yen)	12.8	13.8	12.5	12.2	12.4
Research and development expenses (Billions of yen)	6.4	8.4	9.1	10.4	12.9
Capital expenditures (Billions of yen)	10.4	9.8	13.8	17.9	19.4
Number of employees (consolidated)	7,917	7,829	7,550	6,849	6,894
Unit sales of hydraulic excavators (units)	—	—	—	24.6	20.3
Unit sales of crawler cranes (units)	320	321	289	315	374

Note: The method for calculating hydraulic excavator sales volume has changed. Accordingly, the figures for fiscal year 2023 have been revised retroactively.

Electric Power					
Fiscal year	2020	2021	2022	2023	2024
Net sales (Billions of yen)	80.4	109.8	324.3	315.9	258.8
Ordinary profit (Billions of yen)	20.6	13.2	24.5	85.7	52.3
Total assets (Billions of yen)	321.3	397.8	470.2	450.0	375.2
Depreciation (Billions of yen)	8.4	10.3	19.5	24.7	24.7
Research and development expenses (Billions of yen)	0.1	0.1	0.2	0.1	0.1
Capital expenditures (Billions of yen)	81.1	52.9	27.8	2.1	2.4
Number of employees (consolidated)	263	272	287	303	335

Other Businesses					
Fiscal year	2020	2021	2022	2023	2024
Net sales (Billions of yen)	27.8	28.8	10.9	10.8	8.9
Ordinary profit (Billions of yen)	4.2	7.0	4.8	4.8	3.8
Total assets (Billions of yen)	56.1	59.8	45.5	49.7	44.4
Depreciation (Billions of yen)	0.5	0.5	0.2	0.2	0.3
Research and development expenses (Billions of yen)	0.6	0.7	0.1	0.1	0
Capital expenditures (Billions of yen)	0.8	0.5	0.3	0.3	0.2
Number of employees (consolidated)	1,637	1,542	317	304	195

Note: Beginning in fiscal 2023, Kobelco Research Institute, Inc., which was under the Other segment, has come under the Machinery segment. Accordingly, the figures for fiscal 2022 or later have been adjusted in accordance with the new segments.

Kobelco Group's Value Creation

Management Strategy for Value Creation

Promotion of Sustainability Management

Business Foundation

Operating Results by Segment

Data Section

Corporate Profile and Stock Information (As of March 31, 2025)

Corporate Profile

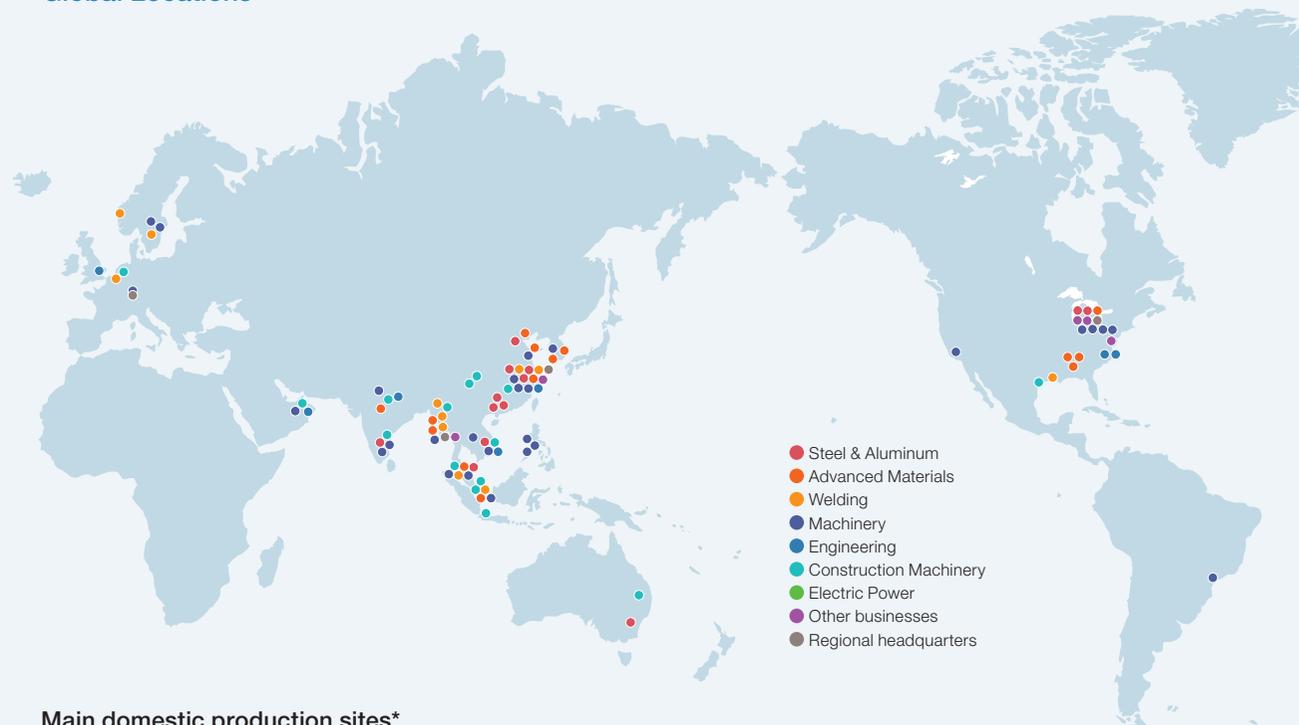
Company name:	Kobe Steel, Ltd. (Japanese Name: Kabushiki Gaisha Kobe Seikoshu)
Group brand:	KOBELCO
Founded:	September 1, 1905
Incorporated:	June 28, 1911
Capital:	¥250.9 billion
Total assets:	¥2,891.0 billion
Employees:	39,294 (consolidated) 11,895 (non-consolidated)

KOBELCO is an international unified trademark established in 1979 to represent the Kobe Steel 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.

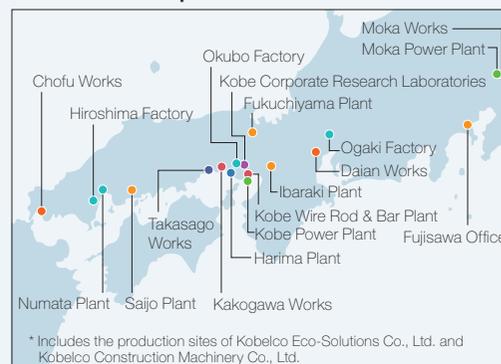
Stock Information

Authorized:	600,000,000 shares
Issued:	396,345,963 shares
Number of shareholders:	279,150
Record date:	March 31 every year
Share unit number:	100
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

Global Locations



Main domestic production sites*



* Includes the production sites of Kobelco Eco-Solutions Co., Ltd. and Kobelco Construction Machinery Co., Ltd.

For more details, please visit our Group website.

Kobe Steel's Business Locations

<https://www.kobelco.co.jp/english/about-kobelco/domestic-location.html>

Kobelco Group Companies

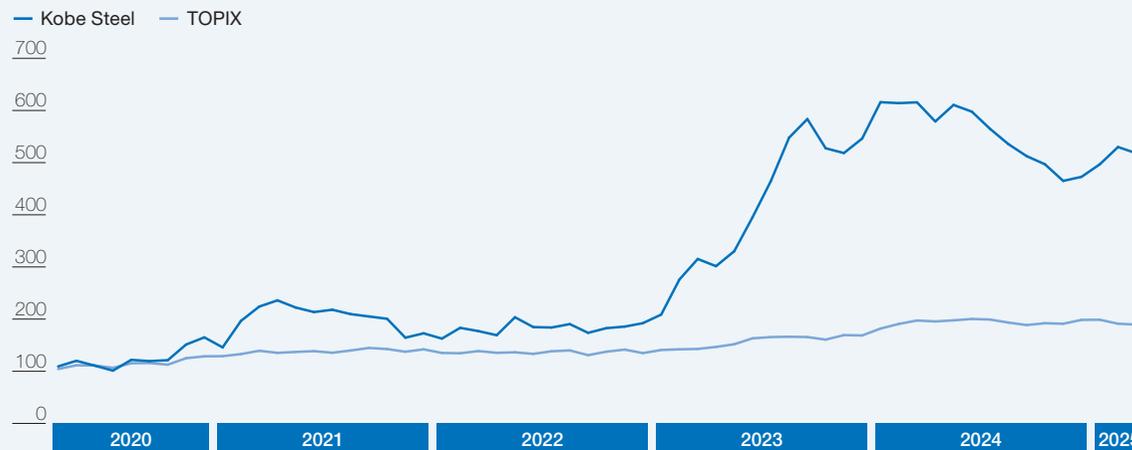
<https://www.kobelco.co.jp/english/about-kobelco/domestic-group.html>

Kobelco Group's Value Creation
Management Strategy for Value Creation
Promotion of Sustainability Management
Business Foundation
Operating Results by Segment

Data Section

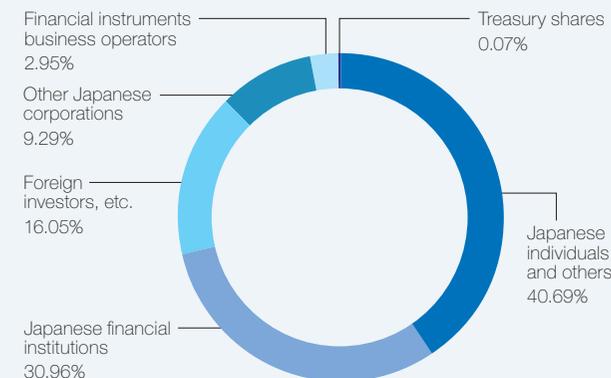
Corporate Profile and Stock Information (As of March 31, 2025)

Stock Price Trend



Note: Kobe Steel's stock price and TOPIX are indexed with closing prices in March 2020 equal to 100.

Breakdown of Shareholders by Investor Type



About Our ESG Data Book

For more details on our sustainability initiatives, please see ESG Data Book and our Company's website.



ESG Data Book

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



Sustainability

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



Please let us hear your comments on this integrated report.

Questionnaire



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

Disclaimer Regarding Forward-Looking Statements

This Integrated Report contains forward-looking statements about the Company's forecasts, beliefs, expectations, aims, and strategies. These statements are based on the Company's judgments and assumptions using currently available information and may differ substantially from actual results due to uncertainties within its judgments and assumptions and a variety of factors that may change over time, such as future business operations, and changes in internal and external circumstances. Kobe Steel assumes no responsibility for revising these statements or other contents in this report.

Below is a list of factors of uncertainties and changes. This includes but is not limited to:

- Changes in economic conditions, demand, and prices in major markets
- Political situations 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 developments such as M&As
- Changes in strategies of the Company's alliance partners



Kobelco Group's Value Creation

Management Strategy for Value Creation

Promotion of Sustainability Management

Business Foundation

Operating Results by Segment

Data Section