

10-Year Financial and Non-Financial Data

Fiscal year		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
For the fiscal year (Millions of yen)	Net sales	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	2,436,581
	Operating profit	9,749	88,913	48,282	9,863	30,398	87,622	86,365	186,628	158,721	129,883
	Ordinary profit (loss)	(19,103)	71,149	34,629	(8,079)	16,188	93,233	106,837	160,923	157,192	121,336
	Profit (loss) attributable to owners of parent	(23,045)	63,188	35,940	(68,008)	23,234	60,083	72,566	109,552	120,180	93,717
	Cash flows from operating activities	141,716	190,832	67,136	27,040	194,798	168,809	119,692	205,284	148,261	201,683
	Cash flows from investing activities	(137,833)	(161,598)	(28,603)	(218,986)	(141,853)	(161,510)	(97,267)	(53,724)	(113,873)	(73,659)
	Cash flows from financing activities	16,545	(66,598)	(9,561)	140,589	118,444	(69,143)	(85,564)	(81,213)	(96,227)	(162,410)
	Capital expenditures	160,297	128,653	133,471	239,816	185,091	108,139	97,302	105,214	115,893	128,562
	Depreciation	96,281	102,032	102,589	105,346	100,856	105,147	112,505	119,084	122,439	123,948
	Research and development expenses	30,102	32,014	34,495	35,890	31,008	33,244	36,702	40,416	43,598	46,682
At fiscal year-end (Millions of yen)	Total assets	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	2,865,184
	Net assets	729,404	790,984	803,312	716,369	769,375	872,346	977,653	1,127,346	1,237,059	1,330,453
	Interest-bearing debt, including leases	825,452	763,174	785,665	930,527	1,057,168	973,843	917,263	873,504	886,332	769,917
Per share data* (Yen)	Net profit (loss)	(63.5)	174.4	99.2	(187.5)	64.0	160.2	183.8	277.3	304.6	237.8
	Net assets	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	3,189.56
	Cash dividends	—	30.00	20.00	0.00	10.00	40.00	40.00	90.00	100.00	80.00
Financial indicators	Return on assets (ROA) (%)	(0.8)	3.1	1.5	(0.3)	0.6	3.5	3.8	5.6	5.4	4.2
	Return on equity (ROE) (%)	(3.4)	8.9	4.8	(9.7)	3.4	7.9	8.4	11.1	10.8	7.7
	Return on invested capital (ROIC) (%)	0.8	4.5	2.8	0.9	1.1	4.7	4.9	6.7	6.9	5.3
	Net asset ratio (%)	31.6	33.6	33.7	29.7	29.8	32.0	34.0	38.6	42.8	46.4
	Equity ratio (%)	29.2	31.6	31.0	27.2	27.5	29.9	31.8	36.2	40.2	44.0
	D/E ratio	1.22	1.03	1.06	1.42	1.49	1.19	1.00	0.83	0.76	0.61
	Dividend payout ratio (%)	—	17.2	20.2	—	15.6	25.0	21.8	32.4	32.8	33.6
Number of shares issued (in thousands)		364,364	364,364	364,364	364,364	364,364	396,346	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 2016.

10-Year Financial and Non-Financial Data

Fiscal year		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Non-financial data											
Environmental	Reduction of CO ₂ emissions in production processes (compared to fiscal 2013) (%) ^(Note)					21	16	20	20	20 ¹	23
	Contribution to reduction of CO ₂ emissions through technologies, products, and services (in million tons) ^(Note)			36.74	42.14	40.77	44.91	58.91 ²	61.18 ²	62.35 ²	67.42 ²
	Water recycling rate (%) ^(Note)			96.0	95.9	95.9	95.7	96.2	95.9	96.0	96.2
	By-product recycling rate (%)			99.3	98.5	98.9	99.3	99.2	99.1	99.4	98.4
Social	Employees:										
	Consolidated	36,951	37,436	39,341	40,831	40,517	38,106	38,488	38,050	39,294	38,614
	Non-consolidated	11,034	11,191	11,401	11,560	11,837	11,296	11,368	11,534	11,895	12,253
	Male	10,241	10,304	10,422	10,528	10,750	10,231	10,284	10,428	10,687	10,986
	Female	793	887	979	1,032	1,087	1,065	1,084	1,106	1,208	1,267
	Non-Japanese	60	70	69	85	87	76	74	87	109	118
	Percentage [number] of female managers (non-consolidated) ³ (%) ^(Note)	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]	3.8 [93]
	Percentage [legal employment rate] of people with disabilities (non-consolidated) (%)	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]	2.63 [2.5]
	Number of new graduate hires (non-consolidated)										
	Male	344	421	350	315	349	254	224	234	280	311
	Female	50	64	50	52	38	39	25	37	50	42
	Number of employees taking childcare leave (non-consolidated) ⁴										
	Male	7	8	13	35	48	82	142	183	181	247
	Female	54	40	40	58	63	49	31	73	35	43
	Percentage of employees returning from childcare leave (non-consolidated) (%)	96.0	96.7	98.2	100.0	99.1	99.0	99.4	99.6	100.0	98.6
	Turnover of employees with less than 3 years of service (non-consolidated) ⁵ (%)	12.8	10.7	15.3	16.6	11.9	17.7	16.2	17.8	19.9	15.2
	Turnover of employees with less than 10 years of service (non-consolidated) ⁶ (%)	13.1	13.4	18.9	19.1	15.8	19.5	20.0	21.1	22.4	24.0
	Overtime (non-consolidated) (hours per month/employee)	16.5	18.4	18.4	17.7	16.6	17.2	16.5	16.1	16.5	15.5
	Number of annual paid leave days taken (non-consolidated) (days per year/person) ^(Note)	14.9	15.5	16.3	17.0	11.0	13.9	17.0	18.0	16.8	17.3
	Total hours worked (non-consolidated)				2,080.0	1,978.0	2,057.0	2,050.1	2,050.4	2,030.7	2,014.3
	Employee training (non-consolidated)										
	Total hours of training (across all employees)					364,545	349,585	408,216	380,056	525,795	617,818
	Average hours of training per employee ^(Note)					30.8	30.9	35.9	33.0	44.2	50.4
	Safety and health										
	Lost time injury frequency rate ^(Note)	0.26	0.31	0.26	0.19	0.28	0.22	0.24	0.31	0.27	0.21
Governance	Compliance										
	Number of whistleblowing cases				119	112	113	111	117	118	106

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

1 Beginning in fiscal 2025, the calculation method for energy activity at certain sites has been revised to enhance accuracy. This change has been applied retroactively to previous fiscal years.

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

3 At Kobe Steel, managers or higher positions are defined as managerial positions.

4 The period of the Company's childcare leave is up to three years. The number 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 2023 and fiscal 2024 show the percentage of those who left the Company as of the end of fiscal 2025.

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.

Results by Operating Segment (Fiscal 2021–2025)

Steel & Aluminum					
Fiscal year	2021	2022	2023	2024	2025
Net sales (Billions of yen)	914.9	1,105.1	1,082.7	1,116.1	996.9
Ordinary profit (Billions of yen)	37.5	41.9	16.1	23.6	2.8
Total assets (Billions of yen)	1,089.0	1,185.4	1,126.5	1,203.0	1,168.5
Depreciation (Billions of yen)	57.4	57.6	58.4	61.8	61.4
Research and development expenses (Billions of yen)	6.2	6.3	6.2	7.2	8.2
Capital expenditures (Billions of yen)	27.1	33.4	52.9	57.2	68.0
Number of employees (consolidated)	11,828	12,268	12,145	13,338	12,562
Crude steel production, incl. Takasago Works (Mt)	6.59	6.19	5.97	5.96	5.81
Sales volume of steel products (Mt)	5.27	4.98	4.69	4.72	4.63
Average steel selling price (thousand yen per ton)	105.6	140.1	142.7	144.0	132.8
Sales volume of aluminum rolled products (Kt)	343	337	314	307	263

Advanced Materials					
Fiscal year	2021	2022	2023	2024	2025
Net sales (Billions of yen)	333.2	277.7	298.1	317.1	332.8
Ordinary profit (Billions of yen)	5.1	0.9	3.2	10.7	8.7
Total assets (Billions of yen)	244.4	270.4	241.5	279.0	307.3
Depreciation (Billions of yen)	11.3	10.5	10.7	8.7	9.6
Research and development expenses (Billions of yen)	2.5	1.6	2.3	2.2	2.1
Capital expenditures (Billions of yen)	8.2	8.0	13.1	13.2	11.9
Number of employees (consolidated)	4,469	4,489	4,595	4,706	4,686
Sales volume of aluminum extrusions (Kt)	36	34	37	38	36
Sales volume of copper rolled products (Kt)	60	54	52	53	54

Welding					
Fiscal year	2021	2022	2023	2024	2025
Net sales (Billions of yen)	76.9	88.4	93.5	93.9	96.4
Ordinary profit (Billions of yen)	2.7	2.8	4.9	5.2	5.8
Total assets (Billions of yen)	79.4	86.4	90.2	95.8	106.6
Depreciation (Billions of yen)	2.5	2.3	2.3	2.4	2.4
Research and development expenses (Billions of yen)	3.1	3.8	3.4	4.2	4.8
Capital expenditures (Billions of yen)	1.3	1.6	1.8	2.2	4.0
Number of employees (consolidated)	2,445	2,384	2,390	2,355	2,355
Sales volume of welding materials (Kt)	258	248	242	227	227

Machinery					
Fiscal year	2021	2022	2023	2024	2025
Net sales (Billions of yen)	166.8	203.4	234.5	265.1	282.7
Ordinary profit (Billions of yen)	12.5	15.7	29.6	32.5	46.7
Total assets (Billions of yen)	190.9	225.9	245.1	270.8	2,90.9
Depreciation (Billions of yen)	5.2	5.9	6.3	6.9	7.2
Research and development expenses (Billions of yen)	3.6	6.0	6.2	6.2	6.5
Capital expenditures (Billions of yen)	4.0	6.8	10.2	8.5	15.6
Number of employees (consolidated)	4,716	5,996	6,113	6,224	6,316
Orders (Billions of yen)	206.6	265.9	273.7	262.5	270.1

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 and subsequent years have been adjusted.

Results by Operating Segment (Fiscal 2021–2025)

Engineering					
Fiscal year	2021	2022	2023	2024	2025
Net sales (Billions of yen)	135.6	145.2	170.6	174.8	193.8
Ordinary profit (Billions of yen)	7.7	4.1	12.4	16.1	12.6
Total assets (Billions of yen)	132.5	144.9	158.5	179.5	202.3
Depreciation (Billions of yen)	1.6	1.5	1.8	2.6	2.8
Research and development expenses (Billions of yen)	2.3	3.5	4.6	3.8	5.0
Capital expenditures (Billions of yen)	1.4	2.8	3.4	3.1	3.0
Number of employees (consolidated)	3,553	3,772	3,920	3,780	3,746
Orders (Billions of yen)	208.5	157.5	214.3	164.7	132.1

Construction Machinery					
Fiscal year	2021	2022	2023	2024	2025
Net sales (Billions of yen)	371.6	381.7	404.0	388.0	389.5
Ordinary profit (Billions of yen)	12.0	12.3	9.1	18.7	12.3
Total assets (Billions of yen)	361.9	408.5	417.7	387.6	407.5
Depreciation (Billions of yen)	13.8	12.5	12.2	12.4	11.0
Research and development expenses (Billions of yen)	8.4	9.1	10.4	12.9	11.7
Capital expenditures (Billions of yen)	9.8	13.8	17.9	19.4	13.2
Number of employees (consolidated)	7,829	7,550	6,849	6,894	6,872
Unit sales of hydraulic excavators (Thousands of units)	–	–	24.6	20.3	21.0
Unit sales of crawler cranes (units)	321	289	315	374	329

Note: The calculation method for hydraulic excavator sales volumes has been changed starting in fiscal 2023.

Electric Power					
Fiscal year	2021	2022	2023	2024	2025
Net sales (Billions of yen)	109.8	324.3	315.9	258.8	203.2
Ordinary profit (Billions of yen)	13.2	24.5	85.7	52.3	34.7
Total assets (Billions of yen)	397.8	470.2	450.0	375.2	359.0
Depreciation (Billions of yen)	10.3	19.5	24.7	24.7	24.2
Research and development expenses (Billions of yen)	0.1	0.2	0.1	0.1	0
Capital expenditures (Billions of yen)	52.9	27.8	2.1	2.4	8.8
Number of employees (consolidated)	272	287	303	335	376

Other Businesses					
Fiscal year	2021	2022	2023	2024	2025
Net sales (Billions of yen)	28.8	10.9	10.8	8.9	5.8
Ordinary profit (Billions of yen)	7.0	4.8	4.8	3.8	5.0
Total assets (Billions of yen)	59.8	45.5	49.7	44.4	46.4
Depreciation (Billions of yen)	0.5	0.2	0.2	0.3	0.2
Research and development expenses (Billions of yen)	0.7	0.1	0.1	0	0
Capital expenditures (Billions of yen)	0.5	0.3	0.3	0.2	0.4
Number of employees (consolidated)	1,542	317	304	195	192

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 and subsequent years have been adjusted.

Corporate Profile and Stock Information (As of March 31, 2026)

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 yen
Total assets:	2,865.1 billion yen
Employees:	38,614 (consolidated) 12,253 (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:	257,212
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
Accounting auditor	KPMG AZSA LLC



Kobe Head Office
2-4 Wakinohama-Kaigandori 2-chome,
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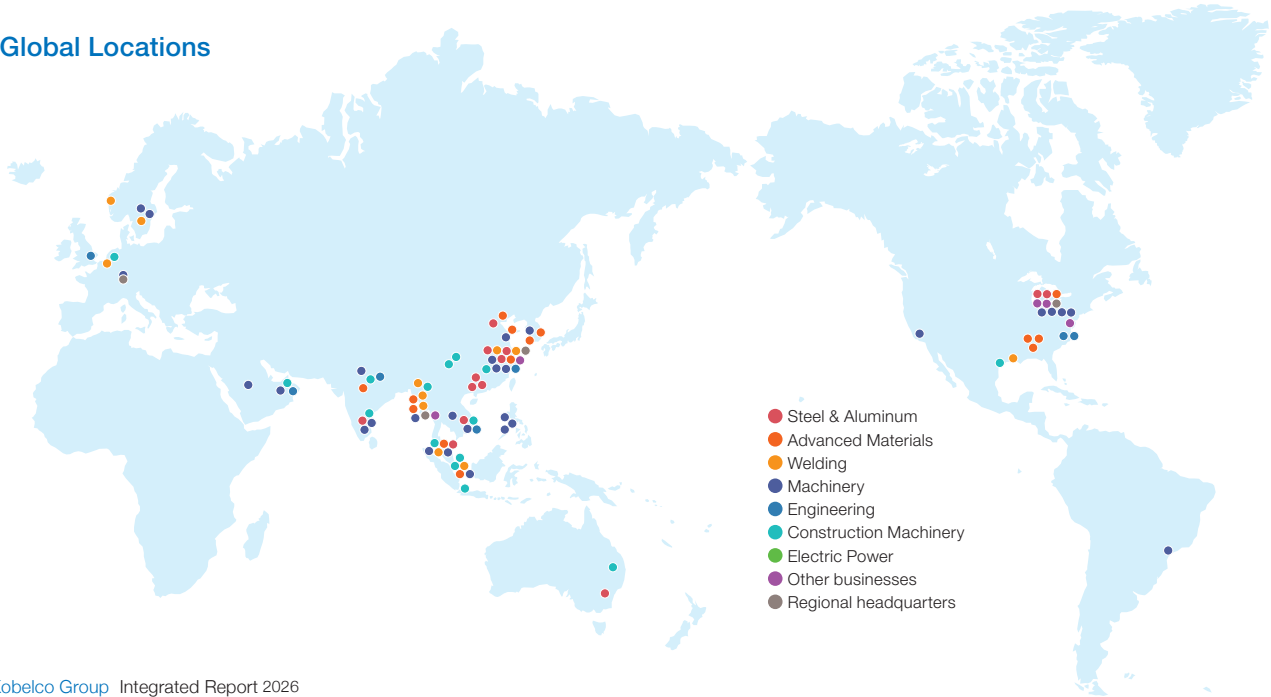
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THE LINKPILLAR 2, 2-22-1 Takanawa,
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Photo courtesy of JR East

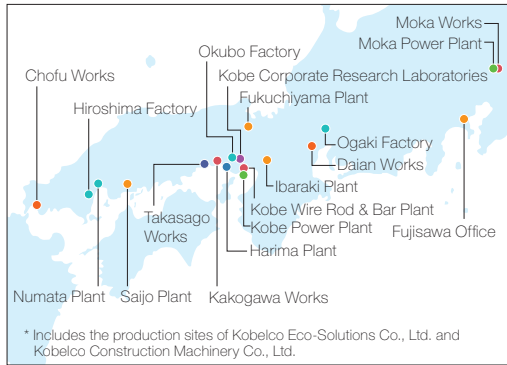
For more details,
please visit our
corporate website:

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>

Global Locations



Main domestic production sites*



External Evaluations (Listed below are only major ones as of August 2026)

- FTSE4Good Index Series
- FTSE JPX Blossom Japan Index
- FTSE JPX Blossom Japan Sector Relative Index
- S&P/JPX Carbon Efficient Index
- MSCI Japan Empowering Women (WIN) Select Index
- MSCI Japan ESG Select Leaders Index
- Included in the CDP A list for climate change
- Platinum Kurumin
- Gold and Rainbow Certification in 2025 PRIDE Index
- Certified as a 2026 Outstanding Organization of KENKO Investment for Health for the 10th time
- Recognized as a “company with particularly advanced environmental initiatives” under the DBJ Environmentally Rated Loan Program



FTSE4Good



FTSE JPX Blossom Japan Index



FTSE JPX Blossom Japan Sector Relative Index



Kobe Steel received “A” rating for climate change

Participation in Initiatives (Listed below are major initiatives as of August 2026)

- Sustainable Development Goals (SDGs)
- White Logistics Movement
- #HereWeGo203030 (Challenge Initiatives for 30% of Executives to be Women by 2030)
- United Nations Global Compact
- Leaders Coalition for Empowerment of Women
- Declaration of Partnership Building
- GX Future Consortium

About Our ESG Data Book

For more details on our ESG 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.