

10-Year Financial and Non-Financial Data

Fiscal year		2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
For the fiscal year (Millions of yen)	Net sales	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	2,472,508
	Operating profit	114,548	119,460	68,445	9,749	88,913	48,282	9,863	30,398	87,622	86,365
	Ordinary profit (loss)	85,044	101,688	28,927	(19,103)	71,149	34,629	(8,079)	16,188	93,233	106,837
	Profit (loss) attributable to owners of parent	70,191	86,549	(21,556)	(23,045)	63,188	35,940	(68,008)	23,234	60,083	72,566
	Cash flows from operating activities	194,294	153,078	97,933	141,716	190,832	67,136	27,040	194,798	168,809	119,692
	Cash flows from investing activities	(62,105)	(73,674)	(104,618)	(137,833)	(161,598)	(28,603)	(218,986)	(141,853)	(161,510)	(97,267)
	Cash flows from financing activities	(138,501)	(156,027)	93,883	16,545	(66,598)	(9,561)	140,589	118,444	(69,143)	(85,564)
	Capital expenditures	101,402	103,522	109,941	160,297	128,653	133,471	239,816	185,091	108,139	97,302
	Depreciation	82,936	89,881	94,812	96,281	102,032	102,589	105,346	100,856	105,147	112,505
	Research and development expenses	28,494	29,920	29,843	30,102	32,014	34,495	35,890	31,008	33,244	36,702
At fiscal year-end (Millions of yen)	Total assets	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	2,874,751
	Net assets	734,679	851,785	745,492	729,404	790,984	803,312	716,369	769,375	872,346	977,653
	Interest-bearing debt	748,138	650,991	776,073	789,632	726,013	724,221	784,478	785,761	655,154	590,526
	Interest-bearing debt including IPP project financing	787,246	677,447	789,493	796,927	738,865	760,364	906,639	987,808	908,442	861,814
Per share data ¹ (yen)	Net profit (loss)	226.2	238.1	(59.3)	(63.5)	174.4	99.2	(187.5)	64.0	160.2	183.8
	Net assets	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	2,314.31
	Cash dividends	40.00	40.00	20.00	—	30.00	20.00	0.00	10.00	40.00	40.00
Financial indicators	Return on assets (ROA) (%)	3.8	4.4	1.3	(0.8)	3.1	1.5	(0.3)	0.6	3.5	3.8
	Return on equity (ROE) (%)	11.9	12.0	(2.9)	(3.4)	8.9	4.8	(9.7)	3.4	7.9	8.4
	Return on invested capital (ROIC) (%)				0.8	4.5	2.8	0.9	1.1	4.7	4.9
	Equity ratio (%)	29.2	33.8	30.6	29.2	31.6	31.0	27.2	27.5	29.9	31.8
	Debt/equity (D/E) ratio (times) (excluding project financing)	1.11	0.88	1.10	1.17	0.98	0.98	1.19	1.11	0.80	0.65
	Dividend payout ratio (%)	17.7	16.8	—	—	17.2	20.2	—	15.6	25.0	21.8
Number of shares issued (in thousands)		3,643,642	3,643,642	3,643,642	364,364	364,364	364,364	364,364	364,364	396,346	396,346
Non-financial data											
Environmental	Reduction of CO ₂ emissions in production processes (compared to fiscal 2013 levels) (%) ^(Note)								21	16	20
	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
	Water recycling rate (%) ^(Note)						96.0	95.9	95.9	95.7	96.2
	By-product recycling rate (%) ^(Note)						99.3	98.5	98.9	99.3	99.2
Social	Number of employees										
	Consolidated	36,019	36,420	36,338	36,951	37,436	39,341	40,831	40,517	38,106	38,488
	Non-consolidated	10,586	10,609	10,833	11,034	11,191	11,401	11,560	11,837	11,296	11,368
	Men	9,891	9,881	10,090	10,241	10,304	10,422	10,528	10,750	10,231	10,284
	Women	695	728	743	793	887	979	1,032	1,087	1,065	1,084
	Non-Japanese ^(Note)	34	40	57	60	70	69	85	87	76	74
	Percentage of female managers (non-consolidated) ³ (%) ^(Note)	1.2	1.4	1.5	1.6	1.9	2.4	2.6	2.7	2.8	3.0
	Employment rate of people with disabilities (non-consolidated) ⁴ (%) ^(Note)	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)	2.64 (2.3)
	Number of new graduates employed (non-consolidated)										
	Men	336	294	362	344	421	350	315	349	254	224
	Women	19	14	26	50	64	50	52	38	39	25
	Number of employees taking childcare leave (non-consolidated) ⁵										
	Men	0	1	5	7	8	13	35	48	82	142
	Women	45	48	38	54	40	40	58	63	49	31
	Percentage of employees returning from childcare leave (non-consolidated) (%)	89.5	100.0	94.7	96.0	96.7	98.2	100.0	99.1	99.0	99.4
	Turnover of employees with less than 3 years of service (non-consolidated) ⁶ (%) ^(Note)	9.0	5.2	12.1	12.8	10.7	15.3	16.6	11.9	10.2	4.0
	Turnover of employees with less than 10 years of service (non-consolidated) ⁷ (%) ^(Note)	11.9	13.2	14.5	13.1	13.4	18.9	19.1	15.8	19.5	20.0
Overtime (non-consolidated) (hours per month/employee) ^(Note)	20.2	22.9	22.7	16.5	18.4	18.4	17.7	16.6	17.2	16.5	
Number of annual paid leave days taken (non-consolidated) (days per year/person) ^(Note)	8.4	9.1	11.8	14.9	15.5	16.3	17.0	11.0	13.9	17.0	
Total hours worked (non-consolidated) ^(Note)								2,080	1,978	2,057	2,050
Employee training ⁸											
Total hours of training (across all employees) ^(Note)									364,545	349,585	408,216
Average hours of training per employee ^(Note)									30.8	30.9	35.9
Occupational safety and health											
Lost time injury frequency rate ⁹ (%) ^(Note)	0.17	0.36	0.32	0.26	0.31	0.26	0.19	0.28	0.22	0.24	
Governance	Compliance										
	Number of internal reporting (whistleblowing) cases ^(Note)							119	112	113	111

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

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 assuming that the reverse stock split had been carried out at the beginning of fiscal 2013.

2 The latest coefficients were used in the calculation of contributions to reduction of CO₂ emissions through technologies, products, and services. These coefficients have been revised for the calculation for fiscal 2022.

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

4 Figures in parentheses are the statutory employment rate.

5 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.

6 The figure shows the percentage of those who left the Company with less than three years of continuous service, among the employees who joined the Company during these fiscal years through the regular hiring process.

7 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.

8 Regarding employee training, the figures for fiscal 2020 and 2021 have been revised due to changes in the calculation method (with the addition of e-learning and training programs conducted at business locations).

9 Regarding the lost time injury frequency rate, the figures for fiscal 2020 and 2021 have been revised due to changes in the calculation method (recalculated on a fiscal year basis).

Results by Operating Segment (Fiscal 2018–2022)

Steel & Aluminum <small>(Billions of yen)</small>					
Fiscal year	2018	2019	2020	2021	2022
Net sales	—	780.2	696.3	914.9	1,105.1
Ordinary profit (loss)	—	(16.5)	(22.6)	37.5	41.9
Total assets	—	1,022.4	1,000.3	1,089.0	1,185.4
Depreciation	—	56.0	57.2	57.4	57.6
Research and development expenses	—	7.5	6.4	6.2	6.3
Capital expenditures	—	62.4	69.2	27.1	33.4
Number of employees (consolidated)	—	—	12,424	11,828	12,268
Crude steel production (Mt)	—	6.50	5.81	6.59	6.19
Sales volume of steel products (Mt)	—	5.30	4.73	5.27	4.98
Average steel selling price (Yen per ton)	—	86,900	82,300	105,600	140,100
Sales volume of aluminum rolled products (Kt)	—	299	305	343	337

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

Advanced Materials <small>(Billions of yen)</small>					
Fiscal year	2018	2019	2020	2021	2022
Net sales	—	297.1	238.1	333.2	277.7
Ordinary profit (loss)	—	(25.2)	(12.1)	5.1	0.9
Total assets	—	277.1	256.0	244.4	270.4
Depreciation	—	15.7	10.2	11.3	10.5
Research and development expenses	—	3.5	2.6	2.5	1.6
Capital expenditures	—	27.0	14.2	8.2	8.0
Number of employees (consolidated)	—	—	6,080	4,469	4,489
Sales volume of aluminum extrusions (Kt)	—	34	31	36	34
Sales volume of copper rolled products (Kt)	—	53	48	60	54

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

Welding <small>(Billions of yen)</small>					
Fiscal year	2018	2019	2020	2021	2022
Net sales	83.9	83.7	70.0	76.9	88.4
Ordinary profit	3.6	2.9	1.7	2.7	2.8
Total assets	78.5	79.6	77.6	79.4	86.4
Depreciation	2.2	2.4	2.4	2.5	2.3
Research and development expenses	3.7	4.0	2.9	3.1	3.8
Capital expenditures	2.3	2.6	2.1	1.3	1.6
Number of employees (consolidated)	2,560	2,587	2,514	2,445	2,384
Sales volume of welding materials (Kt)	298	288	242	258	248

Machinery <small>(Billions of yen)</small>					
Fiscal year	2018	2019	2020	2021	2022
Net sales	171.4	165.9	175.3	166.8	186.9
Ordinary profit	1.2	9.6	11.4	12.5	14.3
Total assets	171.9	184.7	181.3	190.9	212.7
Depreciation	6.1	5.6	5.2	5.2	5.5
Research and development expenses	2.7	3.5	3.8	3.6	5.4
Capital expenditures	4.1	4.8	4.1	4.0	6.2
Number of employees (consolidated)	4,094	4,278	4,661	4,716	4,881
Orders	171.7	151.6	133.1	206.6	249.3

Note: Orders in fiscal 2018 and 2019 are calculated including Kobe Steel and its major consolidated subsidiaries. Orders from fiscal 2020 onward are calculated including Kobe Steel and all of its consolidated subsidiaries.

Engineering <small>(Billions of yen)</small>					
Fiscal year	2018	2019	2020	2021	2022
Net sales	151.7	141.5	136.1	135.6	145.2
Ordinary profit	6.5	5.7	4.4	7.7	4.1
Total assets	137.3	139.0	123.8	132.5	144.9
Depreciation	2.0	1.8	1.6	1.6	1.5
Research and development expenses	2.3	2.4	2.1	2.3	3.5
Capital expenditures	2.7	1.8	1.6	1.4	2.8
Number of employees (consolidated)	3,523	3,584	3,524	3,553	3,772
Orders	122.6	134.5	113.4	208.5	157.5

Note: Orders in fiscal 2018 are calculated at the time of sale, which include orders for the long-term operation and maintenance of water treatment and waste treatment facilities of Kobelco Eco-Solutions Co., Ltd. Orders from fiscal 2019 onward are calculated at the time of contract award.

Construction Machinery <small>(Billions of yen)</small>					
Fiscal year	2018	2019	2020	2021	2022
Net sales	386.0	360.8	333.1	371.6	381.7
Ordinary profit	25.5	7.5	12.7	12.0	12.3
Total assets	358.6	341.0	334.6	361.9	408.5
Depreciation	12.3	12.9	12.8	13.8	12.5
Research and development expenses	6.5	6.9	6.4	8.4	9.1
Capital expenditures	13.5	13.5	10.4	9.8	13.8
Number of employees (consolidated)	7,487	7,765	7,917	7,829	7,550
Unit sales of hydraulic excavators (Units)	26,600	26,600	26,600	28,100	24,600
Unit sales of crawler cranes (Units)	448	399	320	321	289

Electric Power <small>(Billions of yen)</small>					
Fiscal year	2018	2019	2020	2021	2022
Net sales	76.1	75.6	80.4	109.8	324.3
Ordinary profit (loss)	(0.3)	8.9	20.6	13.2	24.5
Total assets	123.2	251.6	321.3	397.8	470.2
Depreciation	5.8	7.6	8.4	10.3	19.5
Research and development expenses	—	—	—	—	—
Capital expenditures	20.1	123.5	81.1	52.9	27.8
Number of employees (consolidated)	244	255	263	272	287

Other Businesses <small>(Billions of yen)</small>					
Fiscal year	2018	2019	2020	2021	2022
Net sales	42.0	33.6	27.8	28.8	27.5
Ordinary profit	2.3	3.3	4.2	7.0	6.3
Total assets	57.0	54.8	56.1	59.8	58.7
Depreciation	1.6	1.2	0.5	0.5	0.6
Research and development expenses	1.0	0.9	0.7	0.9	0.8
Capital expenditures	3.3	1.4	0.8	0.5	1.0
Number of employees (consolidated)	1,643	1,651	1,637	1,542	1,432

Corporate Data and Stock Information (As of March 31, 2023)

Corporate Profile

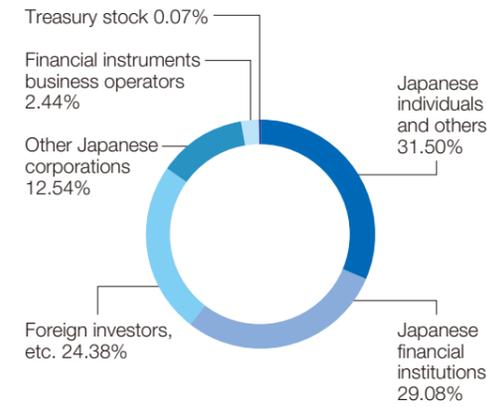
Company name:	Kobe Steel, Ltd. (Japanese Name: Kabushiki Gaisha Kobe Seikosho)
Group brand:	KOBELCO
Founded:	September 1, 1905
Incorporated:	June 28, 1911
Capital:	¥250.9 billion
Total assets:	¥2,874.7 billion
Employees:	38,488 (consolidated) 11,368 (non-consolidated)

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:	174,580
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

Breakdown of Shareholders by Investor Type



Major Shareholders (As of March 31, 2023)

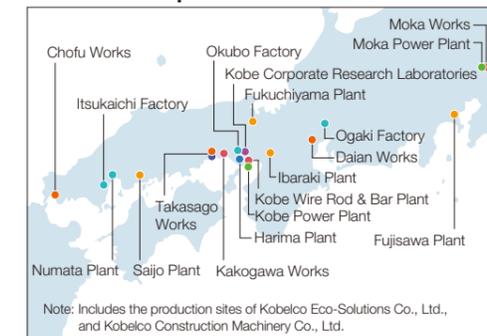
Name of shareholder	Number of shares held (Thousands of shares)	Shareholding ratio (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	62,777	15.85
Custody Bank of Japan, Ltd. (Trust Account)	17,876	4.51
Nippon Steel Corporation	10,735	2.71
J.P. MORGAN SECURITIES PLC FOR AND ON BEHALF OF ITS CLIENTS JPMSP RE CLIENT ASSETS ACCT	7,572	1.91
BNYM AS AGT/CLTS NON TREATY JASDEC	6,634	1.67
Nippon Life Insurance Company	5,447	1.38
Kobelco Employee Stock Ownership Plan	4,891	1.23
BNYM SA/NV FOR BNYM FOR BNYM GCM	4,584	1.16
STATE STREET BANK WEST CLIENT-TREATY 505234	4,545	1.15
SHIMABUN Corporation	4,420	1.12

Note: Shareholding ratio is calculated excluding treasury shares (265,237 shares).

Global Locations (As of March 2023)



Main domestic production sites*

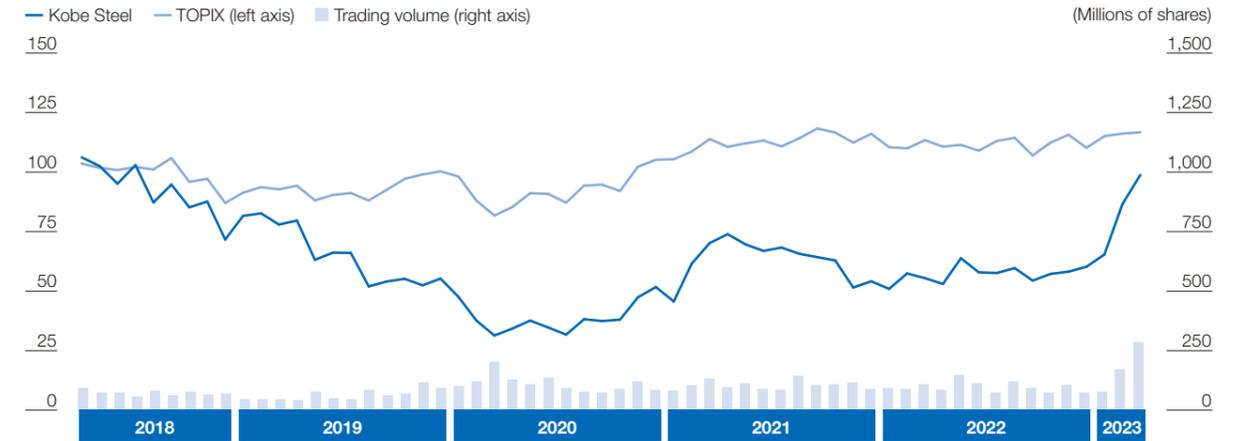


For more details, please visit our Group website.

Kobe Steel's Business Locations
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

Stock Price and Trading Volume



Note: Kobe Steel's stock price and TOPIX are indexed with closing prices in March 2018 equal to 100.

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/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.