

Snap Shot

FY2012
Net sales **¥1,685.5 billion**
 FY2011 ¥1,864.7 billion
 FY2010 ¥1,858.6 billion

FY2012
ROA **-1.2%**
 FY2011 -0.7%
 FY2010 2.4%

FY2012
Operating income **¥11.2 billion**
 FY2011 ¥ 60.6 billion
 FY2010 ¥124.6 billion

FY2012
Debt/equity ratio **1.8 times**
 FY2011 1.4 times
 FY2010 1.4 times

FY2012
Ordinary income (loss) **-¥18.1 billion**
 FY2011 ¥33.8 billion
 FY2010 ¥89.1 billion

Composition of net sales by business segment (%)

FY2012
Net income (loss) **-¥27.0 billion**
 FY2011 -¥14.2 billion
 FY2010 ¥52.9 billion



FY2012
ROE **-5.3%**
 FY2011 -2.7%
 FY2010 9.9%

Composition of net sales by business segment includes intersegment transactions and adjustments.

Thorough pursuit of high-end
“Only One” products

Further improvement of
 manufacturing strengths

The Kobe Steel Group, a global enterprise built around Kobe Steel, Ltd., is engaged in business in a wide range of fields, with its major businesses concentrated on materials and machinery. The materials businesses comprise iron and steel, welding, and aluminum and copper products, while machinery includes industrial and construction machinery, as well as engineering and environmental solutions. Other important businesses are wholesale power supply and real estate.