

Consolidated 10-Year Summary

Kobe Steel, Ltd. and Consolidated Subsidiaries

Millions of yen

Years ended March 31	2004	2005	2006	2007
For the year:				
Net sales	¥1,219,180	¥1,443,772	¥1,667,313	¥1,910,296
Cost of sales	993,394	1,140,422	1,297,291	1,543,158
Operating income	100,699	166,577	220,395	208,624
Ordinary income (loss)	50,789	116,028	176,933	183,279
Net income (loss)	22,066	51,289	84,559	109,669
Cash flows from operating activities	104,041	225,751	198,181	172,786
Cash flows from investing activities	(86,381)	(50,543)	(94,215)	(128,557)
Cash flows from financing activities	(35,754)	(163,945)	(93,593)	(48,823)
Capital investment	104,911	66,016	92,319	133,649
Depreciation	79,245	80,290	79,507	86,687
Research and development expenses	16,929	19,700	24,121	24,893
At year end:				
Total assets	1,916,338	1,901,202	2,074,242	2,241,570
Net assets (Note 2)	330,127	379,213	530,000	636,432
Outside debt	797,041	669,241	589,101	621,227
Outside debt including IPP project financing	931,891	811,572	720,909	742,276
Per share data:				
Net income (loss) (yen/U.S. dollars (Note 1))	¥ 7.44	¥ 17.28	¥ 27.94	¥ 35.37
Diluted net income (yen/U.S. dollars (Note 1))	7.38	16.48	27.25	—
Net assets (yen/U.S. dollars (Note 1))	111.24	127.80	170.65	194.46
Cash dividends (yen/U.S. dollars (Note 1))	1.50	3.00	6.00	7.00
Ratios:				
Operating income ratio (%)	8.3	11.5	13.2	10.9
Ordinary income ratio (%)	4.2	8.0	10.6	9.6
ROA (%)	1.2	2.7	4.1	4.9
ROE (%)	7.1	14.5	18.6	19.5
Equity ratio (%)	17.2	19.9	25.6	26.4
Debt/equity ratio (times)	2.5	1.8	1.2	1.2
Dividend payout ratio (%)	20.2	17.4	21.5	19.8
Number of shares issued (in thousands)	2,976,070	2,976,070	3,115,061	3,115,061
Number of employees	26,179	27,067	29,068	31,828

Notes: 1. For convenience only, U.S. dollar amounts in this report have been translated from Japanese yen amounts at the rate of 94.05 to US\$1.00, the rate of exchange prevailing on March 31, 2013.

2. Effective from the year ended March 31, 2007, the Company and its consolidated subsidiaries adopted the new accounting standard, "Accounting Standard for Presentation of Net Assets in the Balance Sheet" (Statement No. 5, issued by the Accounting Standards Board of Japan on December 9, 2005), and the implementation guidance for the accounting standard for presentation of net assets in the balance sheet (the Financial Accounting Standard Implementation Guidance No. 8, issued by the Accounting Standards Board of Japan on December 9, 2005).

Millions of yen							Thousands of U.S. dollars (Note 1)	
2008	2009	2010	2011	2012	2013	Change 2013/2012	2013	
¥2,132,406	¥2,177,290	¥1,671,022	¥1,858,574	¥1,864,691	¥1,685,529	(9.6)%	\$17,921,627	
1,757,342	1,890,318	1,475,461	1,570,779	1,635,862	1,510,512	(7.7)	16,060,734	
202,399	116,934	46,016	124,551	60,555	11,235	(81.4)	119,458	
157,919	60,876	10,259	89,083	33,780	(18,146)	—	(192,940)	
88,923	(31,438)	6,305	52,940	(14,248)	(26,976)	—	(286,826)	
124,317	118,200	172,893	177,795	39,486	45,402	15.0	482,743	
(187,381)	(127,405)	(120,324)	(96,687)	(85,267)	(123,513)	—	(1,313,270)	
31,155	138,700	(29,641)	(98,196)	(40,233)	127,644	—	1,357,193	
150,585	118,044	128,739	91,378	96,085	114,936	19.6	1,222,073	
111,514	128,701	118,835	114,820	118,038	106,725	(9.6)	1,134,769	
30,139	31,029	28,255	29,833	31,437	30,763	(2.1)	327,092	
2,329,006	2,295,489	2,249,346	2,231,533	2,159,512	2,226,997	3.1	23,678,862	
647,797	513,461	557,002	597,368	571,258	569,923	(0.2)	6,059,787	
713,352	855,972	837,770	769,840	746,471	907,657	21.6	9,650,792	
823,404	954,791	925,120	845,484	810,172	959,180	18.4	10,198,618	
¥ 29.63	¥ (10.47)	¥ 2.10	¥ 17.63	¥ (4.75)	¥ (8.99)	—	(0.10)	
—	—	—	—	—	—	—	—	
199.81	159.58	172.09	182.81	171.84	170.63	(0.7)	1.81	
7.00	3.50	1.50	3.00	1.00	—	—	—	
							Points	
9.5	5.4	2.8	6.7	3.2	0.7	(2.5)		
7.4	2.8	0.6	4.8	1.8	(1.1)	(2.9)		
3.8	(1.4)	0.3	2.4	(0.7)	(1.2)	(0.5)		
14.9	(5.8)	1.3	9.9	(2.7)	(5.3)	(2.6)		
25.8	20.9	23.0	24.6	23.9	23.0	(0.9)		
1.3	1.7	1.6	1.4	1.4	1.8	0.4		
23.6	—	71.4	17.0	—	—	—		
3,115,061	3,115,061	3,115,061	3,115,061	3,115,061	3,115,061	—		
33,657	33,526	33,629	34,772	35,496	36,018	522		