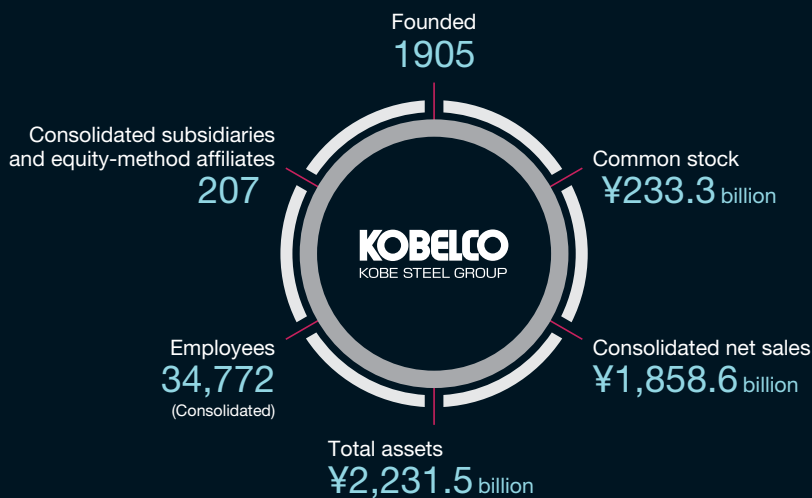


Profile

The Kobe Steel Group, a global enterprise built around Kobe Steel, Ltd., is engaged 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 natural resources and engineering and environmental solutions. Other important businesses are wholesale power supply and real estate.

Under its medium- to long-term business vision, KOBELCO VISION “G,” begun in April 2010, Kobe Steel creates and markets “Only One” products—original products defying imitation and born of unique technical development prowess. At the same time, the Kobe Steel Group is committed to strengthening *monozukuri-ryoku*, its manufacturing capabilities. Furthermore, Kobe Steel is accelerating global business development utilizing the Group’s collective strengths that arise from the fusion of its diverse knowledge and skill.

Unified under the KOBELCO brand, the Kobe Steel Group has set its sights on sustained growth in partnership with society.

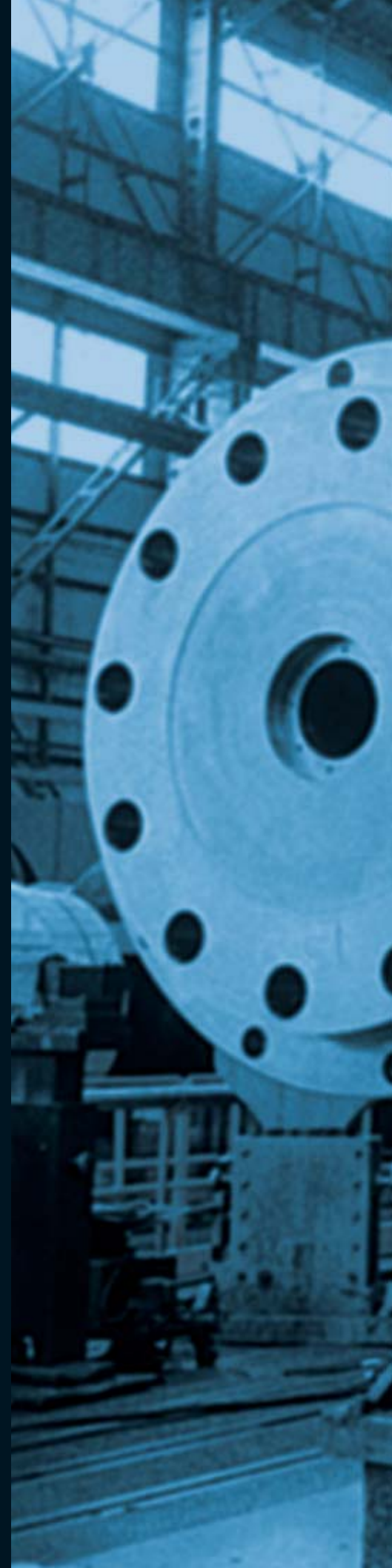


Caution Regarding Forward-Looking Statements

Certain statements in this annual report contain forward-looking statements concerning forecasts, assertions, prospects, intentions and strategies. The decisions and assumptions leading to these statements were based on information currently available to Kobe Steel. Due to possible changes in decisions and assumptions, future business operation, and internal and external conditions, actual results may differ materially from the projected forward-looking statements. Kobe Steel is not obligated to revise the forward-looking contents in this publication.

Uncertain and variable factors include, but are not limited to:

- Changes in economic outlook, demand and market conditions
- Political situation and trade and other regulations
- Changes in currency exchange rates
- Availability and market conditions of raw materials
- Products and services of competing companies, pricing policy, alliances, and business development including M&As
- Strategy changes of alliance partners



Thorough pursuit of high-end “Only One” products, technologies and services and further improvement of manufacturing strengths

Accelerating global business development
that more fully realizes the Group’s comprehensive strengths

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