

Financial Highlights

Nichirei Corporation and Consolidated Subsidiaries
For the years ended March 31

	2000	2001	2002	2003
Income Statement Data (¥ Million)				
Net sales	¥ 569,482	¥ 560,006	¥ 558,191	¥ 563,440
Gross profit	103,840	103,884	99,482	102,121
Operating income	16,973	18,596	14,016	18,275
Income (loss) before income taxes and minority interests	7,979	6,503	5,235	9,377
Net income (loss)	4,326	4,020	4,062	5,216
Balance Sheet Data (¥ Million)				
Total assets	¥ 370,623	¥ 367,770	¥ 353,385	¥ 330,703
Interest-bearing debt* ⁵	194,840	172,704	167,439	145,394
Total liabilities	287,008	277,229	264,728	238,925
Shareholders' equity* ⁶	82,624	89,395	87,649	90,666
Other Selected Data (¥ Million)				
Capital expenditures	¥ 31,310	¥ 11,672	¥ 10,282	¥ 9,537
R&D expenditures	2,339	2,238	2,294	2,279
Per Share Data (¥)				
Net income – basic	¥ 13.91	¥ 12.93	¥ 13.06	¥ 16.16
Cash dividends	6	6	6	6
Shareholders' equity* ⁶	265.80	287.58	282.00	291.46
Financial Ratios (% , Times)				
Gross profit margin	18.23%	18.55%	17.82%	18.12%
Operating margin	2.98	3.32	2.51	3.24
Return on equity (ROE)	5.3	4.7	4.6	5.9
Debt-to-equity* ⁵	2.36	1.93	1.91	1.60

Medium-Term Plan (2002-2004)

Improved D/E ratio from 1.91 to 0.66 by halving interest-bearing debt, and reached the target that was set for strengthening the balance sheet

Improved gross profit margins and operating margins thanks to "Select and Focus" to narrow product lines

Improved profit margins further by concentrating on Processed Foods and Logistics as Nichirei's core businesses

Notes:

- U.S. dollar amounts have been translated from yen, for convenience only, at the rate of ¥98.26=U.S.\$1, the approximate Tokyo foreign exchange market rate as of March 31, 2009.
- For the year ended March 31, 2009, five subsidiaries were included and three were excluded from consolidation, resulting in a total of 73 consolidated subsidiaries. In addition, an affiliate was newly accounted for while three affiliates ceased to be accounted for by the equity method, for a total of 13 equity-method affiliates.
- On Oct. 1, 2003, Yukiwa Co., Ltd. merged with Ryoshoku Food Service Limited, a subsidiary of Ryoshoku Limited, to form RY Food Service Limited. As of the date of the merger, the former Yukiwa was no longer treated as a consolidated subsidiary, but was reclassified as an equity-method affiliate. Yukiwa's exclusion from the consolidated accounting had a negative impact on this term's consolidated sales and operating income relative to the previous term. The negative effect for the year ended March 2004 was 52.8 billion yen in sales and 700 million yen in operating income. For the fiscal year ended March 2005, the negative impact was 53.5 billion yen in sales and 200 million yen in operating income.
- The figures for interest-bearing debts do not include leased obligations.
- Shareholders' equity for the years ended March 2006 and thereafter = net assets – minority interests.

Increased shareholders' equity in order to build a management base that will guide Nichirei onto a long-term growth track

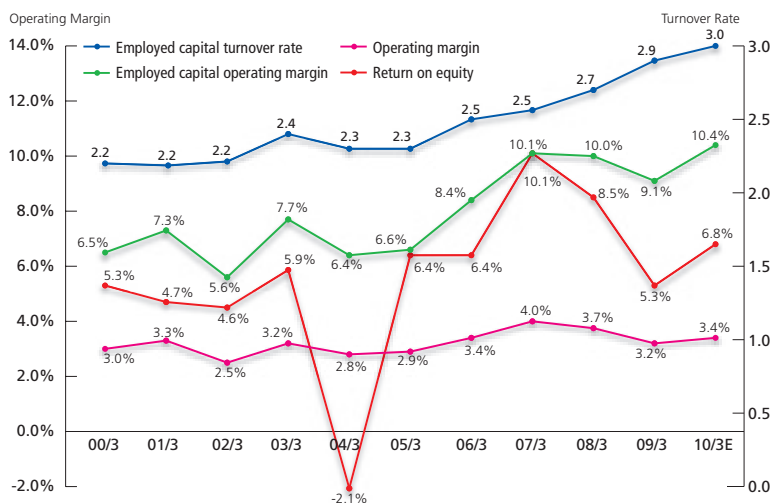
Gradually increased capital expenditures to promote growth

2004	2005	2006	2007	2008	2009	Percent change 2009/2008	2009
Thousands of U.S. dollars							
¥ 496,611	¥ 461,426	¥ 469,411	¥ 457,655	¥ 463,591	¥ 474,515	2.4%	\$ 4,829,179
95,510	88,836	91,577	88,799	89,794	87,328	(2.7)	888,750
13,976	13,482	16,014	18,148	17,355	15,142	(12.7)	154,108
(3,817)	10,830	13,138	19,200	16,472	11,362	(31.0)	115,638
(1,891)	5,878	6,293	10,845	9,623	6,020	(37.4)	61,267
Thousands of U.S. dollars							
¥ 284,700	¥ 276,417	¥ 268,501	¥ 269,166	¥ 257,812	¥ 287,296	11.4%	\$ 2,923,842
124,388	111,984	86,209	72,971	66,138	87,904	32.9	894,611
194,010	181,779	165,246	156,094	141,323	174,096	23.2	1,771,798
90,176	94,007	102,624	111,035	114,262	110,958	(2.9)	1,129,236
Thousands of U.S. dollars							
¥ 6,848	¥ 6,397	¥ 7,496	¥ 9,751	¥ 7,770	¥ 14,883	91.5%	\$ 151,475
2,090	2,075	2,042	2,034	2,050	2,191	6.9	22,305
U.S. dollars							
¥ (6.28)	¥ 18.45	¥ 19.83	¥ 34.97	¥ 31.04	¥ 19.42	(37.4)%	\$ 0.198
6	6	9	8	8	9	12.5	0.092
290.38	302.50	330.40	358.08	368.56	357.85	(2.9)	3.641
19.23%	19.25%	19.51%	19.40%	19.37%	18.40%	-	-
2.81	2.92	3.41	3.97	3.74	3.19	-	-
(2.1)	6.4	6.4	10.1	8.5	5.3	-	-
1.38	1.19	0.84	0.66	0.58	0.77	-	-

Medium-Term Plan (2005-2007)

Medium-Term Plan (2008-2010)

ROIC and ROE



Notes:
(i) Return on equity (ROE) is calculated from net income (loss). Capital employed = Shareholders' equity + Interest-bearing debt (excluding lease obligations) - cash and cash equivalents.

(ii) In FY07/3, extraordinary income of ¥3.0 billion was recorded on the sale of an affiliate company. Calculated excluding the effects of this income, ROE would be 8.5%.

(iii) In FY09/3, an extraordinary loss of ¥1.7 billion was recorded for the difference from previous fiscal years related to the adoption of lease accounting. Calculated excluding the effects of this loss, ROE would be 6.3%.

1. The Medium-Term Plan currently underway sets targets for return on equity (ROE) of 10% within approximately five years, and for shareholder returns a dividend on equity (DOE) of 2.5% with a payout ratio of 25%.

2. Profitability declined considerably during FY09/3, as rises in raw material costs could not be absorbed by product price increases, and market conditions softened for imported chicken. This led to a falloff in the operating margin, and a decline in return on capital employed (ROCE). However, the capital turnover rate (CTR) continued rising 0.2 points, on higher revenues for Marine Products, Meat and Poultry Products, and Logistics as employed capital remained on a par with the previous fiscal year. For FY10/3, we forecast that as a result of lower raw material costs in Processed Foods and other factors, the operating margin will recover, and the CTR will rise 0.1 points.

3. ROE declined considerably to 5.3% in FY09/3. This was due mainly to the decline in earnings, along with a one-time loss of ¥1.7 billion related to the introduction of lease accounting recorded as an extraordinary loss. For FY10/3, we forecast that ROE will rise 1.5 points as a result of the increase in earnings, and a ¥1.5 billion improvement in extraordinary items.