Consolidated Financial Statements - Summary

October 30, 2007

(Six months ended September 30, 2007)

English translation from the original Japanese-language document

(All financial information has been prepared in accordance with accounting principles generally accepted in Japan.)

Company name: NICHIREI CORPORATION (Code number 2871)

1. Results of FY 2008 Interim (April 1, 2007 through September 30, 2007)

(1) Consolidated financial results

(Amounts less than one million yen are omitted)

	Net sales	Operating income	Recurring income
	Million yen	Million yen	Million yen
FY 2008 interim	231,055	7,975	7,707
FY 2007 interim	230,188	8,311	8,033
Ref. FY 2007	457,655	18,148	17,388

	Net income	E.P.S.	Diluted E.P.S.
	Million yen	Yen	Yen
FY 2008 interim	4,755	15.34	-
FY 2007 interim	6,117	19.72	-
Ref. FY 2007	10,845	34.97	-

Note: Equity in earnings of affiliates in FY 2008 interim: 179 million yen, FY 2007 interim: 608 million yen, FY 2007: 535 million yen

(2) Consolidated financial position

	Total assets	Net assets	Equity ratio	Equity per share
	Million yen	Million yen	%	Yen
FY 2008 interim	271,561	115,676	41.8	365.83
FY 2007 interim	271,534	105,761	38.7	339.12
Ref. FY 2007	269,166	113,071	41.3	358.08

Note: Shareholders' equity in FY 2008 interim: 113,421 million yen, FY 2007 interim: 105,176 million yen, FY 2007: 111,035 million yen

(3) Consolidated cash flows

	From operating activities	From investing activities	From financing activities	Cash and cash equivalents at end of period
	Million yen	Million yen	Million yen	Million yen
FY 2008 interim	4,422	(3,414)	(589)	4,213
FY 2007 interim	1,052	1,818	(1,469)	4,743
Ref. FY 2007	22,431	(5,861)	(16,567)	3,514

2. Dividend Status

	Dividend per share					
(Base date)	End of interim period	End of FY	Annual			
FY 2007	Yen 3.00	Yen 5.00	Yen 8.00			
FY 2008	4.00		8.00			
FY 2008 (estimated)		4.00	0.00			

3. Estimation of Business Results of FY 2008 (April 1, 2007 through March 31, 2008)

			. , ,		
	Net sales	Operating income	Recurring income	Net income	E.P.S.
	Million yen	Million yen	Million yen	Million yen	Yen
FY 2008	460,000	16,800	16,000	9,800	31.61

4. Other

- Changes in major subsidiaries during the FY (Change in specific subsidiaries as a result of a change in the scope of consolidation):

 None
- (2) Changes in accounting principles, procedures or reporting methods used in preparation of these interim financial statements (changes in important items concerning preparation of these interim financial statements)
 - (i) Changes accompanying revision of accounting standards, etc.: Yes
 - (ii) Changes other than (i) above: None
- (3) Total number of outstanding shares (common stock)
 - (i) Total number of outstanding shares at term end (includes treasury stock)
 - FY 2008 interim: 310,851,065 shares, FY 2007 interim: 310,851,065 shares, FY 2007: 310,851,065 shares

(ii) Total treasury stock at term end

FY 2008 interim: 809,246 shares, FY 2007 interim: 713,033 shares, FY 2007: 764,072 shares

(Reference) Summary of Non-Consolidated Financial Statements

1. Results of FY 2008 Interim (April 1, 2007 through September 30, 2007)

(1) Non-consolidated financial results

(Amounts less than one million yen are omitted)

	Net sales	Operating income	Recurring income
	Million yen	Million yen	Million yen
FY 2008 interim	6,929	3,212	3,864
FY 2007 interim	5,908	1,918	2,640
Ref. FY 2007	12,783	4,856	5,762

	Net income	E.P.S.
	Million yen	Yen
FY 2008 interim	2,173	7.01
FY 2007 interim	4,011	12.92
Ref. FY 2007	5,844	18.84

(2) Non-consolidated financial position

	Total assets	Net assets	Equity ratio	Equity per share
	Million yen	Million yen	%	Yen
FY 2008 interim	177,295	87,848	49.5	283.24
FY 2007 interim	186,715	86,535	46.3	278.92
Ref. FY 2007	178,562	88,712	49.7	285.98

Note: Shareholders' equity in FY 2008 interim: 87,848 million yen, FY 2007 interim: 86,535 million yen, FY 2007: 88,712 million yen

This statement was prepared based on information available at the time of disclosure. Actual results may vary significantly as a result of a variety of factors. Please refer to the "Cautionary Statement" on page 9.

Consolidated Balance Sheets

	T	•	illilon yen; amounts	less than one millior	i yen are omilied)
	FY 2007 interim (As of Sep. 30,	FY 2008 interim (As of Sep. 30,	Increase (Decrease) from FY 2007 interim	FY 2007 (As of Mar. 31, 2007)	Increase (Decrease) from FY 2007
<assets></assets>	2006)	2007)	III(eilili	,	
Current assets	4.740	4.010	(F20)	2.514	400
Cash and time deposits	4,743	4,213	(530)	3,514	698
Notes and account receivable – trade	76,172	74,361	(1,811)	66,615	7,745
Inventories	30,929	31,669	739	32,601	(932)
Deferred tax assets	1,321	1,316	(4)	1,632	(315)
Other current assets	3,806	3,854	48	3,410	444
Less allowance for doubtful accounts	(172)	(137)	34	(113)	(24)
Total	116,801	115,276	(1,524)	107,660	7,616
Fixed assets					
1. Tangible assets					
(1) Buildings and structures	63,321	63,504	183	65,193	(1,688)
(2) Machinery and equipment	14,160	15,066	905	15,834	(767)
(3) Land	26,068	26,466	397	26,509	(43)
(4) Construction in progress	1,497	1,257	(239)	478	778
(5) Other tangible fixed assets	1,316	1,498	182	1,517	(19)
Total	106,364	107,793	1,429	109,534	(1,740)
2. Intangible assets					
(1) Goodwill	485	371	(113)	417	(46)
(2) Other intangible fixed assets	3,049	3,216	167	3,202	13
Total	3,534	3,588	53	3,620	(32)
3. Investments and other assets					
(1) Investment securities	30,268	29,475	(792)	33,054	(3,578)
(2) Deferred tax assets	1,531	1,396	(134)	1,615	(219)
(3) Other assets	14,180	15,199	1,018	14,819	380
Less allowance for doubtful accounts	(1,146)	(1,169)	(23)	(1,138)	(30)
Total	44,834	44,902	68	48,350	(3,448)
Total fixed assets	154,733	156,284	1,551	161,505	(5,221)
Total assets	271,534	271,561	27	269,166	2,394

NICHIREI CORPORATION

	E1/ 000E	,	illion yen, amounts i	ess than one millior	i yen are onimed)
	FY 2007	FY 2008	Increase	FY 2007	Increase
	interim (As of Sep. 30,	interim (As of Sep. 30,	(Decrease) from FY 2007	(As of Mar. 31,	(Decrease)
	(AS 01 Sep. 30, 2006)	(AS 01 Sep. 30, 2007)	interim	2007)	from FY 2007
<liabilities></liabilities>	2000)	2007)			
Current liabilities					
	27.070	21 17/	2.20/	20.047	2 120
Notes and account payable – trade	27,869	31,176	3,306	29,046	2,129
Short-term bank loans	17,328	15,220	(2,108)	10,123	5,097
Commercial paper	7,000	9,000	2,000	1,000	8,000
Current portion of long-term loans	2,670	889	(1,781)	2,556	(1,667)
Current portion of bonds	10,000	5,000	(5,000)	10,000	(5,000)
Accrued expenses	20,166	21,523	1,356	19,947	1,576
Income taxes payable	2,368	2,080	(287)	4,114	(2,034)
Directors' and statutory auditors'	70	82	12	191	(108)
bonuses	0.075	774		0.000	
Other current liabilities	8,375	7,766	(608)	9,309	(1,542)
Total	95,849	92,739	(3,109)	86,289	6,450
Long-term liabilities					
Bonds	15,000	10,000	(5,000)	15,000	(5,000)
Long-term loans	34,788	34,162	(625)	34,291	(128)
Deferred tax liabilities	2,854	2,499	(354)	3,560	(1,061)
Employees' retirement benefits	3,240	2,944	(295)	3,037	(92)
Directors' and statutory auditors'	221	204	(1/)	221	(1/)
retirement benefits	221	204	(16)	221	(16)
Deposits received	11,402	11,294	(107)	11,362	(68)
Goodwill	29	98	69	115	(16)
Lease assets impairment account	2,068	1,813	(255)	1,941	(127)
Other long-term liabilities	319	126	(192)	274	(148)
Total	69,923	63,144	(6,778)	69,805	(6,660)
Total liabilities	165,772	155,884	(9,888)	156,094	(209)
<net assets=""></net>			, ,		, .
Owners' equity					
Common stock	30,307	30,307	_	30,307	_
Capital surplus	23,707	23,710	3	23,709	1
Retained earnings	43,050	50,051	7,001	46,847	3,204
Treasury stock	(285)	(351)	(66)	(321)	(30)
Total	96,779	103,719	6,939	100,543	3,175
Valuation and translation	70,777	103,717	0,737	100,545	3,173
adjustments					
Net unrealized holding gains on					
securities	6,886	6,635	(250)	8,203	(1,568)
Deferred gain or loss on hedges	315	107	(208)	312	(204)
Translation adjustments	1,194	2,959	1,764	1,975	983
Total	8,396	9,702	1,305	10,491	(789)
		-			
Minority interests	584	2,254	1,670	2,036	218
Total net assets	105,761	115,676	9,915	113,071	2,604
Total liabilities and net assets	271,534	271,561	27	269,166	2,394

Consolidated Statements of Income

NICHIREI CORPORATION

<u></u>	-	(Million yen; amoun	ts less than one millic	on yen are omitted)
	FY 2007 interim (Apr. 2006– Sep. 2006)	FY 2008 interim (Apr. 2007– Sep. 2007)	Increase (Decrease) from FY 2007 interim	FY 2007 (Apr. 2006– Mar. 2007)
Net sales	230,188	231,055	866	457,655
Cost of sales	185,390	185,908	517	368,855
Gross profit	44,797	45,146	348	88,799
Selling, general and administrative expenses	·	,		·
Selling expenses				
Transportation and storage expense	7,506	7,252	(254)	14,283
Sales promotion expense	8,739	8,838	`99 [°]	17,055
Advertising expense	2,770	2,948	177	4,386
Sales commission expense	1,884	1,528	(356)	3,403
Bad debts expenses	-	2	2	0
Provision for doubtful accounts	20	45	24	33
Other selling expenses	1,007	1,198	191	2,059
Subtotal	21,929	21,813	(116)	41,222
General and administrative expenses	,	,,	(',	,
Remuneration, salary and bonuses	6,602	7,012	409	13,669
Provision for employees' retirement benefits	(31)	150	181	(60)
Provision for accrued bonuses for directors	70	82	12	191
Provision for accrued retirement benefit for directors	92	48	(44)	148
Fringe benefit	1,036	1,101	64	2,024
Depreciation and amortization	286	315	29	597
Amortization of goodwill	104	67	(36)	201
Traveling expenses	797	875	78	1,609
Communication expenses	246	257	10	488
Rent expense	1,066	1,062	(3)	2,101
Business consignment fee	1,064	1,135	70	2,116
Research and development expense	1,000	1,011	11	2,034
Other general and administrative expense	2,220	2,237	16	4,305
Subtotal	14,556	15,357	801	29,428
Total	36,486	37,171	684	70,651
Operating income	8,311	7,975	(336)	18,148
Non-operating revenues	0,011	1,713	(550)	10,140
Interest income	50	58	7	136
Dividend income	206	265	59	340
Equity in earnings of affiliates	608	179	(429)	535
Other non-operating revenues	505	597	92	1,698
Total	1,371	1,100	(271)	2,710
Non-operating expenses	1,371	1,100	(271)	2,110
Interest expenses	609	583	(26)	1,213
Loss on disposal of obsolete inventories	101	190	89	298
Other non-operating expenses	938	594	(344)	1,958
Total	1,649	1,367	(281)	3,470
Recurring income	8,033	7,707	(325)	17,388
Extraordinary income	0,033	7,707	(323)	17,500
Gain on sales of property, plant and equipment	613	610	(3)	643
Gain on sales of affiliates' stock	2,987	-	(2,987)	2,987
Reversal of allowance for doubtful receivables	150	5	(145)	155
Gain on sales of investment securities	18	63	45	20
Reimbursement of previous year's fixed assets tax	10	03	45	1,280
Total	3,770	679	(3,090)	5,088
Extraordinary losses	5,110	0/9	(3,070)	3,068
Loss on sales of property, plant and equipment	5	52	46	51
Loss on disposal of property, plant and equipment	258	441	183	747
Impairment loss	352	441	(352)	1,196
Loss on discontinued operations	424	135	(289)	405
Loss on devaluation of investment securities	68	109	(289)	163
Loss on devaluation of flower businesses	08	109	40	711
	1 100	720	(274)	
Total	1,109	738	(371)	3,276
Income before income taxes and minority interests	10,693	7,648	(3,045)	19,200
Income taxes	2,298	2,171	(126)	6,219
Reversal of prior-year tax adjustments	2,281	665	(1,616)	2,036
Total	4,580	2,837	(1,742)	8,256
Minority interests in net income of consolidated subsidiaries	-	55	55	98
Minority interests in net loss of consolidated subsidiaries	3		(3)	- 400/-
Net income	6,117	4,755	(1,361)	10,845

Consolidated Statements of Changes in Net Assets

NICHIREI CORPORATION

FY 2007 Interim (Apr. 2006 - Sep. 2006)

(Million yen; amounts less than one million yen are omitted)

		(Owners' equit	у		Valuat	ion and trans	lation adjustments	;		
	Common stock	Capital surplus	Retained earnings	Treasury stock	Total	Net unrealized holding gains on securities	Deferred gain/loss on hedges	Translation adjustments	Total	Minority interests	Total net assets
Balance as of March 31, 2006	30,307	23,706	39,627	(261)	93,380	8,353	1	890	9,243	630	103,255
Changes during the interim period											
Distribution of retained earnings			(1,861)		(1,861)						(1,861)
Bonuses to directors			(124)		(124)						(124)
Net income			6,117		6,117						6,117
Decrease in affiliates accounted for by the equity method			(708)		(708)						(708)
Acquisition of treasury stock				(25)	(25)						(25)
Sale of treasury stock		0		1	1						1
Non-owners' equity changes during the interim-net						(1,467)	315	304	(847)	(45)	(892)
Total changes during the interim period	-	0	3,422	(23)	3,399	(1,467)	315	304	(847)	(45)	2,506
Balance as of September 30, 2006	30,307	23,707	43,050	(285)	96,779	6,886	315	1,194	8,396	584	105,761

FY 2008 Interim (Apr. 2007 - Sep. 2007)

(Million yen; amounts less than one million yen are omitted)

					(Million yen, amounts less than one million yen are officed)					licuj	
		(Owners' equit	у		Valua	tion and trans	lation adjustments	5		Total net assets
	Common stock	Capital surplus	Retained earnings	Treasury stock	Total	Net unrealized holding gains on securities	Deferred gain/loss on hedges	Translation adjustments	Total	Minority interests	
Balance as of March 31, 2007	30,307	23,709	46,847	(321)	100,543	8,203	312	1,975	10,491	2,036	113,071
Changes during the interim period											
Dividends from retained earnings			(1,551)		(1,551)						(1,551)
Net income			4,755		4,755						4,755
Acquisition of treasury stock				(34)	(34)						(34)
Sale of treasury stock		1		4	5						5
Non-owners' equity changes during the interim-net						(1,568)	(204)	983	(789)	218	(571)
Total changes during the interim period	-	1	3,204	(30)	3,175	(1,568)	(204)	983	(789)	218	2,604
Balance as of September 30, 2007	30,307	23,710	50,051	(351)	103,719	6,635	107	2,959	9,702	2,254	115,676

FY 2007 (Apr. 2006-Mar. 2007)

						(Million yen, amounts less than one million yen are officed					
			Owners' equi	ty		Valuat	i				
	Common stock	Capital surplus	Retained earnings	Treasury stock	Total	Net unrealized holding gains on securities	Deferred gain/loss on hedges	Translation adjustments	Total	Minority interests	Total net assets
Balance as of March 31, 2006	30,307	23,706	39,627	(261)	93,380	8,353	-	890	9,243	630	103,255
Changes during the fiscal year											
Distribution of retained earnings			(1,861)		(1,861)						(1,861)
Dividends from retained earnings			(930)		(930)						(930)
Bonuses to directors			(124)		(124)						(124)
Net income			10,845		10,845						10,845
Decrease in affiliates accounted for by the equity method			(708)		(708)						(708)
Acquisition of treasury stock				(64)	(64)						(64)
Sale of treasury stock		2		4	7						7
Non-owners' equity changes during the fiscal year						(149)	312	1,085	1,248	1,406	2,654
Total changes during the fiscal year	-	2	7,219	(59)	7,162	(149)	312	1,085	1,248	1,406	9,816
Balance as of March 31, 2007	30,307	23,709	46,847	(321)	100,543	8,203	312	1,975	10,491	2,036	113,071

Consolidated Statements of Cash Flows

NICHIREI CORPORATION

		(Million yen; amounts	iess man one mil	iion yen are omilieu,
	FY 2007 interim (Apr. 2006– Sep. 2006)	FY 2008 interim (Apr. 2007– Sep. 2007)	Increase (Decrease) from FY 2007 interim	FY 2007 (Apr. 2006– Mar. 2007)
Cash flows from operating activities				
Income before income taxes and minority interests	10,693	7,648	(3,045)	19,200
Depreciation and amortization	4,425	4,658	232	9,327
Impairment loss	352	-	(352)	1,196
Increase (decrease) in provision for doubtful accounts	(130)	39	170	(211)
Decrease in provision for employees' retirement benefits	(37)	(98)	(61)	(250)
Increase in prepaid pension expenses	(913)	(620)	292	(1,805)
Equity in earnings of affiliates	(608)	(179)	429	(535)
Loss on disposal of property, plant and equipment	165	140	(24)	426
Loss on discontinued operations	362	63	(299)	266
Loss on devaluation of investment securities	68	109	40	163
Loss on restructuring of flower businesses	-	-	-	705
Interest and dividend income	(257)	(323)	(66)	(476)
Interest expense	609	583	(26)	1,213
Reimbursement of previous year's fixed assets tax	-	-	-	(1,280)
Gain on sale of property, plant and equipment	(607)	(557)	49	(591)
Gain on sale of affiliates' stock	(2,987)	-	2,987	(2,987)
Gain on sale of investment securities	(18)	(63)	(45)	(20)
Increase in notes and accounts receivable – trade	(11,716)	(7,415)	4,300	(1,836)
Decrease (increase) in inventories	13	909	895	(1,627)
Increase in notes and accounts payable – trade	1,873	2,078	204	2,777
Other	3,294	1,739	(1,555)	3,689
Subtotal	4,582	8,711	4,128	27,341
Interest and dividend income received	648	610	(37)	890
Interest expense paid	(660)	(607)	53	(1,253)
Income taxes paid	(3,517)	(4,291)	(774)	(5,827)
Reimbursement of previous year's fixed assets tax received	-	-	-	1,280
Net cash provided by operating activities	1,052	4,422	3,370	22,431
Cash flows from investing activities				
Purchase of property, plant and equipment	(4,112)	(4,798)	(686)	(9,103)
Proceeds from sale of property, plant and equipment	668	1,521	853	767
Purchase of investment securities	(196)	(466)	(269)	(2,401)
Proceeds from sale of investment securities	4,879	63	(4,816)	4,883
Proceeds from acquisition of subsidiary shares following change	_	_	_	587
in scope of consolidation				
Decrease in short-term loans receivable	39	25	(13)	54
Proceeds from collection of long-term loans receivable	2	-	(2)	2
Other	536	239	(297)	(652)
Net cash provided by (used in) investing activities	1,818	(3,414)	(5,232)	(5,861)
Cash flows from financing activities	4.000	4.007	.07	(0.000)
Increase (decrease) in short-term bank loans	4,208	4,836	627	(3,239)
Increase in commercial paper	7,000	8,000	1,000	1,000
Proceeds from long-term debt	300	249	(50)	300
Repayment of long-term debt	(1,079)	(2,074)	(994)	(1,740)
Redemption of bonds	(10,000)	(10,000)	-	(10,000)
Dividends paid	(1,859)	(1,547)	312	(2,788)
Other	(39)	(53)	(14)	(98)
Net cash used in financing activities	(1,469)	(589)	879	(16,567)
Effects of exchange rate changes on cash and cash equivalents	51	279	227	221
Net increase in cash and cash equivalents	1,453	698	(754)	223
Cash and cash equivalents at beginning of period	3,290	3,514	223	3,290
Cash and cash equivalents at end of period	4,743	4,213	(530)	3,514

NICHIREI CORPORATION

Industrial Segment Information

(1) FY 2007 interim (Apr. 2006-Sep 2006)

(Million yen; amounts less than one million yen are omitted)

	Processed Foods	Marine Products	Meat and Poultry Products	Logistics	Real Estate	Other	Total	Intercompany eliminations and corporate	Consolidated
Operating revenues	91,088	36,668	38,550	59,264	2,759	1,857	230,188	-	230,188
Intra-group sales and transfers	297	710	1,488	7,919	701	1,657	12,775	(12,775)	-
Total	91,385	37,378	40,039	67,184	3,461	3,515	242,964	(12,775)	230,188
Operating expenses	88,248	37,612	39,790	63,705	1,661	3,512	234,531	(12,654)	221,876
Operating income (loss)	3,137	(234)	248	3,479	1,799	2	8,432	(120)	8,311

(2) FY 2008 interim (Apr. 2007-Sep. 2007)

(Million yen; amounts less than one million yen are omitted)

	Processed Foods	Marine Products	Meat and Poultry Products	Logistics	Real Estate	Other	Total	Intercompany eliminations and corporate	Consolidated
Operating revenues	88,195	37,931	38,887	61,618	3,176	1,245	231,055	-	231,055
Intra-group sales and transfers	266	309	1,420	7,214	686	1,654	11,554	(11,554)	-
Total	88,462	38,241	40,307	68,833	3,863	2,900	242,609	(11,554)	231,055
Operating expenses	86,968	38,584	40,020	64,497	1,636	2,893	234,601	(11,521)	223,079
Operating income (loss)	1,493	(342)	287	4,335	2,226	7	8,007	(32)	7,975

(3) FY 2007 (Apr. 2006–Mar. 2007)

	Processed Foods	Marine Products	Meat and Poultry Products	Logistics	Real Estate	Other	Total	Intercompany eliminations and corporate	Consolidated
Operating revenues	176,799	73,480	77,984	119,243	6,487	3,659	457,655	-	457,655
Intra-group sales and transfers	506	1,177	2,925	14,829	1,394	3,313	24,147	(24,147)	-
Total	177,305	74,657	80,910	134,073	7,882	6,972	481,802	(24,147)	457,655
Operating expenses	171,287	75,011	80,260	126,846	3,416	6,832	463,654	(24,148)	439,506
Operating income (loss)	6,018	(353)	649	7,227	4,465	140	18,148	0	18,148

Forecast of FY2008 NICHIREI CORPORATION

(1) Forecast of FY2008 (Apr. 2007 - Mar. 2008)

	Processed Foods	Marine Products	Meat and Poultry Products	Logistics	Real Estate	Other	Intercompany eliminations and corporate	Consolidated
Operating revenues (*1)	174,000	76,000	82,000	138,400	7,300	6,200	(23,900)	460,000
Operating expenses	168,700	76,600	81,500	130,200	3,600	6,100	(23,500)	443,200
Operating income	5,300	(600)	500	8,200	3,700	100	(400)	16,800

^(*1) Operating revenues include Intra-group sales and transfers.

Cautionary Statement with Respect to Forward-Looking Statements

This interim financial statement contains, in addition to historical facts, forward-looking statements regarding plans, outlook, strategies and future results. These explanations concerning future business results may or may not include words such as "believes," "expects," "plans," "strategy," "prospects," "estimates," and "forecasts," or variations of these words or similar expressions. All such statements are based on management's assumptions and beliefs derived from the information available to it at the time of publication of this report. A variety of important factors may cause actual results to differ significantly from these forecasts. Thus, it is advised that investors refrain from making investment decisions based solely on these forward-looking statements. Nichirei and its Group companies will not necessarily revise their forward-looking statements in accordance with new information, future events and other results. Risks and uncertainties that could affect the actual results of Nichirei and its Group companies include, but are not limited to:

- 1) Economic conditions and industry environment, particularly levels of consumer spending, surrounding the business activities of Nichirei and its Group companies;
- 2) Foreign exchange rate fluctuations, particularly involving U.S. dollars and euros;
- 3)The feasibility of establishing a unified quality control structure covering product development, purchasing of ingredients, production and sales;
- 4) The feasibility of new product and service development;
- 5) Nichirei's and its Group companies' ability to implement growth strategies and build a low-cost structure;
- 6) The feasibility of achieving effective alliances between the Nichirei Group and outside companies:
- 7) Contingency and related risk, etc.

However, factors that may affect the performance of the Nichirei Group are not limited to those listed above. Further, risks and uncertainties include the possibility of future events that may have a serious and unpredictable impact on the Group.