

Presentation May 15, 2008



Steady Implementation of a Growth Strategy of Profit Base with an Appropriate Response to Drastic Change

–Sales and Profit Increases through Growth in Processed Foods for Commercial Use
and a Return to Profitability in Marine Products–

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Table of Contents

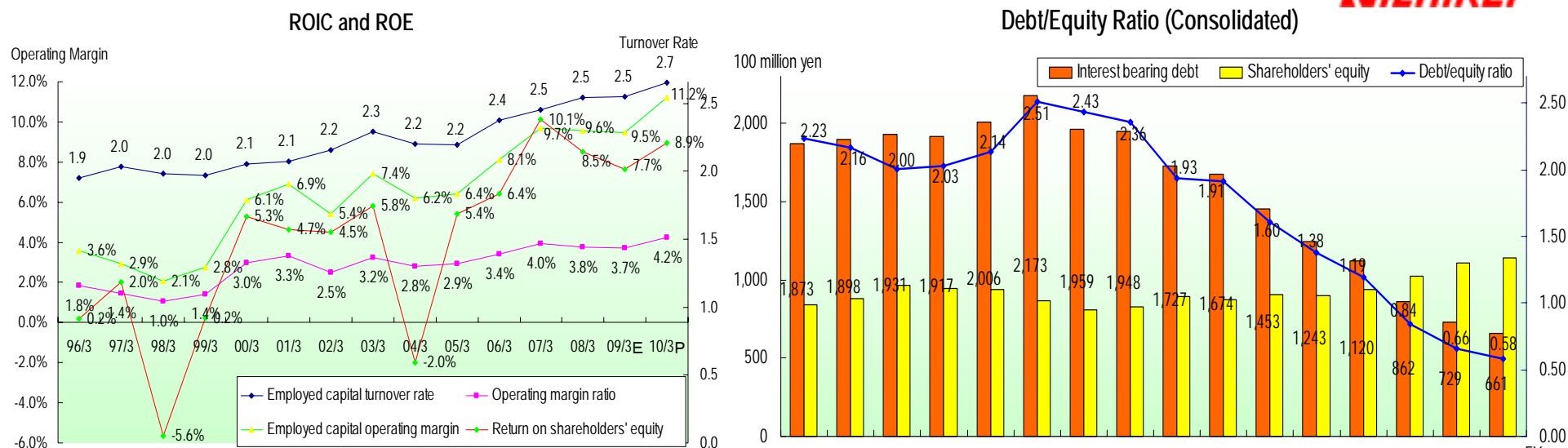


[Overview]		[Business Strategy: Marine Products]	
ROE: Currently Trending in the 8% Range. Medium-Term Target at 10% Through Increased Investment in Growth Sectors	1	Achieve Positive Operating Income Coupled with Realization of an Operational Structure Resistant to Changes in Market Conditions	9
Capital Investment for Profit Base Expansion to Be Six Months Behind the Schedule in the Medium-Term Business Plan	2	[Business Strategy: Logistics]	
FY 09/3: Sales and Earnings Increases through Growth in Processed Foods for Commercial Use and a Return to Profitability in Marine Products	3	Downward Pressure on Earnings from Rising Cost for Fuel Oil and Electric Power Amid Strong Demand	10
[Business Strategy: Processed Foods]		Poland: Construction of a New Cold Storage Facility to Support Further Business Development in a Booming Consumer Market	11
Growth Driven by Pre-Cooked Frozen Foods for Commercial Use and Market Expansion for Wellness Food	4	Regional Storage: Increasing Competitive Edge in an Adverse Industry Environment	12
Strength in Pre-Cooked Frozen Foods for Commercial Use: Agile Response to Needs in the "Home Meal Replacement" Market	5	Sales Increase for Transport Due to Customer Category Expansion, Profit Contribution from New TC Operation from FY10/3 Onward	13
Wellness Business: Contributes to Earnings upon Full-Scale Implementation of Metabolic Syndrome Countermeasures	6	[Reference Materials]	
Wellness Business: Medium-Term Growth from Businesses Including Diet and Anti-Aging Foods Sectors	7	Segment Data	14
Increasing Costs of Raw Materials during FY 09/3 to Be Absorbed through Price Adjustments and the Benefits of Yen Appreciation	8		

Notes: 1. Figures shown in graphs and tables have been rounded to the nearest unit where necessary, except where otherwise specified.

2. "E" in graphs indicates estimates announced on May 13, 2008, and "P" indicates estimates announced on May 15, 2007 in the figures in the Medium-Term Business Plan

ROE: Currently Trending in the 8% Range Medium-Term Target at 10% through Increased Investment in Growth Sectors



Notes: 1. ROE is calculated from net income (loss). Negative figures for FY 98/3 and FY 04/3 reflect restructuring support losses in investment businesses and reorganization losses.
 2. Figures for FY 07/3 include an extraordinary gain of ¥3.0 billion on the sale of shares in an affiliated company. Excluding this gain, ROE is 8.5%.
 3. An extraordinary loss of ¥1.5 billion due to a prior period adjustment resulting from the introduction of new lease accounting method. Excluding this loss, ROE is 8.4%.

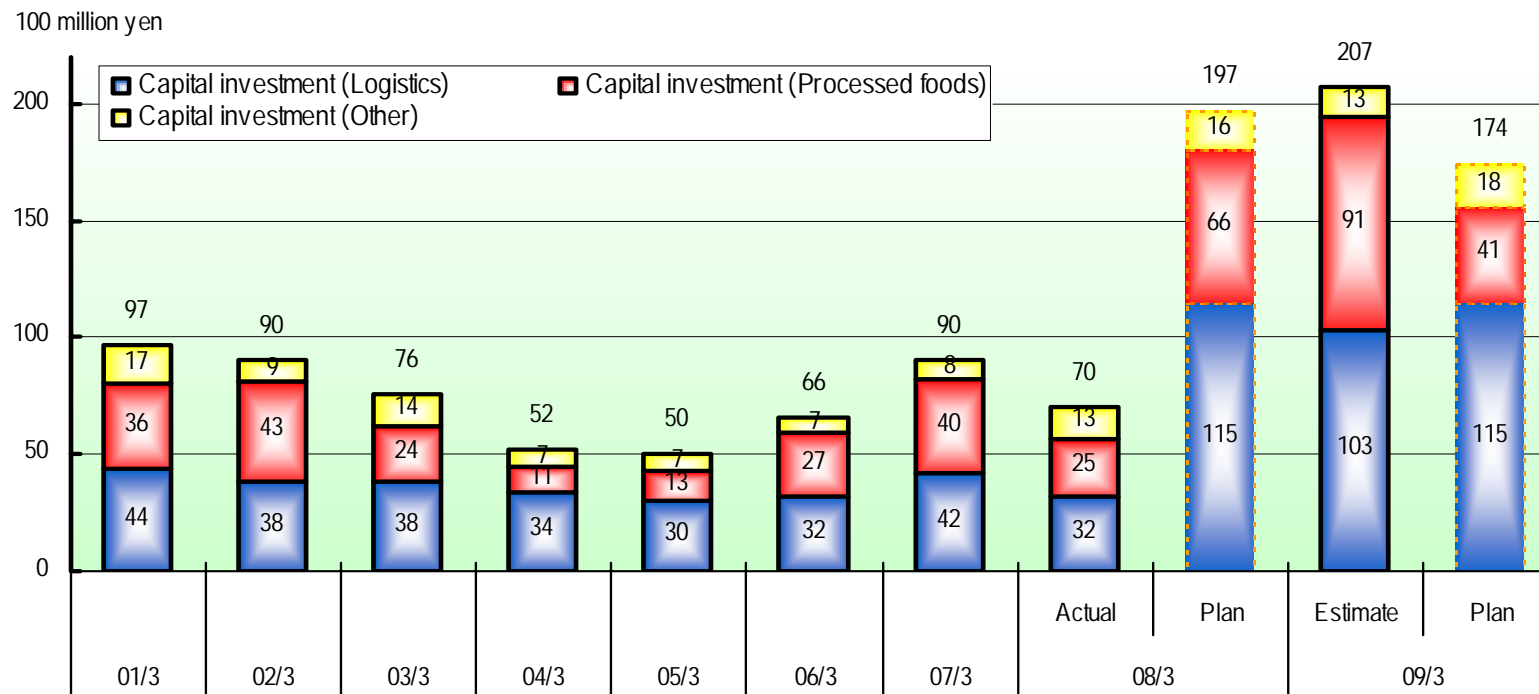
1. Operating income margin in Processed Foods in FY 08/3 decreased owing to factors including a slump in sales of pre-cooked frozen foods for household use. However, the capital employed turnover ratio improved thanks to further contraction of interest bearing debt, which was partly due to delays in capital investment. As a result, the ratio of operating income to capital employed remained at the previous year level during FY 08/3.
2. ROE was 8.5% in FY 08/3, roughly the same level as in FY 07/3 excluding the positive impact from the sale of shares in an affiliated company. As an extraordinary loss of ¥1.5 billion due to a prior period adjustment resulting from the introduction of new lease accounting method will be recorded in FY 09/3, which will decrease ROE to below the 8% range.
3. Overall strategy and targets in the Medium-Term Business Plan, which concludes in FY 10/3:
 - (i) Expand the business base in new growth sectors.
 - (ii) Halt further contraction of interest bearing debt, maintaining it at the current level, and actively appropriate operating cash flow to capital investment.
 - (iii) Set a medium-term (for the coming five years) ROE target of 10%, and maintain shareholder returns at the level of a DOE of 2.5% and a payout ratio of 25%.

Capital Investment for Profit Base Expansion to Be Six Months Behind the Schedule in the Medium-Term Business Plan



1. The pace of capital investment is lagging for six months from the schedule in the Medium-Term Business Plan.
2. Capital investment during FY 09/3 is forecast at ¥20.7 billion, higher than the amount in the Medium-Term Business Plan. To make up the delay, capital investment will be accelerated to return to the level in the Medium-Term Business Plan during FY 10/3
3. As a result, overall capital investment during the three-year term of Medium-Term Business Plan is forecast to be ¥6.4 billion lower than the initial plan of ¥54.0 billion.

Change in Level of Capital Investment



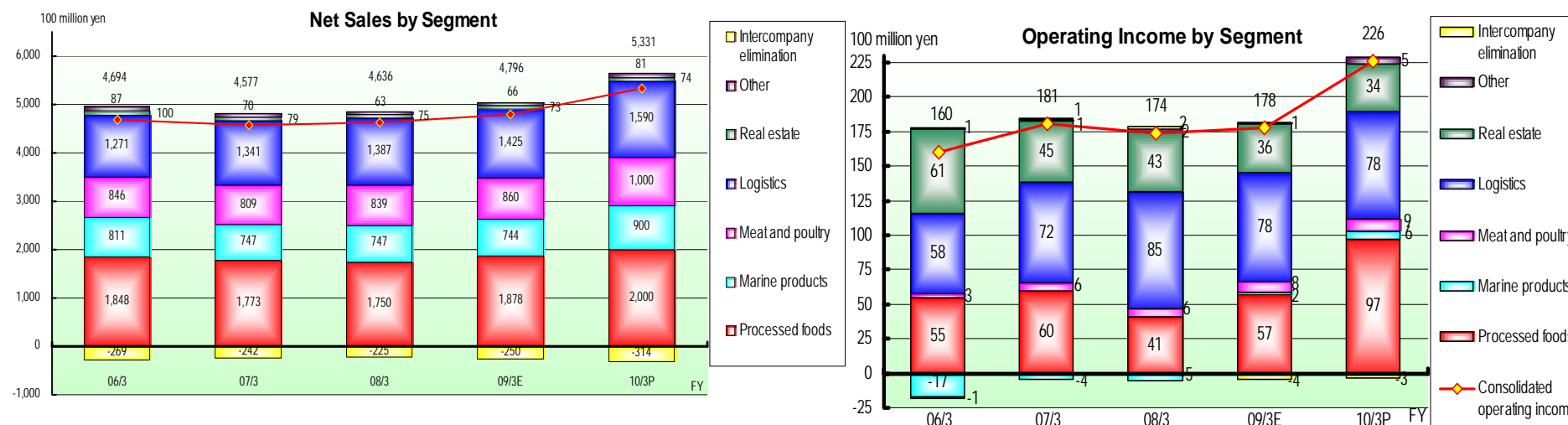
FY 09/3: Sales and Earnings Increases through Growth in Processed Foods for Commercial Use and a Return to Profitability in Marine Products



(Amounts less than 100 million yen are omitted)	<u>08/3(Actual)</u>	<u>09/3 (E)</u>	<u>08/3 (Comparison)</u>	<u>10/3 (Plan)</u>	<u>08/3 (Comparison)</u>
Net Sales	4,635	4,796	104%	5,331	115%
Operating Income	173	178	103%	226	130%
Recurring Income	168	162	96%	208	123%
Net Income	96	90	94%	114	118%
ROE	9%	8%		9%	
EPS	31 yen	29 yen		36 yen	

1. Targets for FY 09/3

- (i) Net sales are forecast to increase by 4%, or ¥16.0 billion. Pre-cooked frozen foods for commercial use are set to stimulate strong growth in Processed Foods and net sales are expected to increase in all businesses except Marine Products.
- (ii) Operating income is forecast to rise by ¥0.4 billion due to increases of ¥1.6 billion in Processed Foods and ¥0.7 billion from a return to profit in Marine Products, which are partially offsetting declines in earnings of ¥0.7 billion in Real Estate and Logistics, respectively.

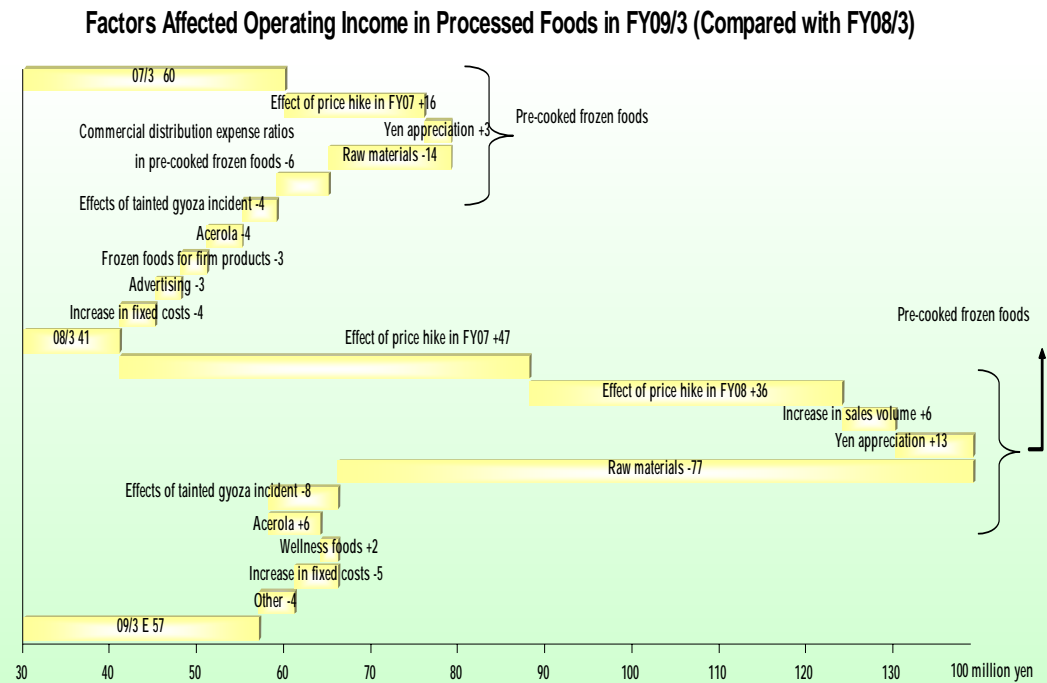
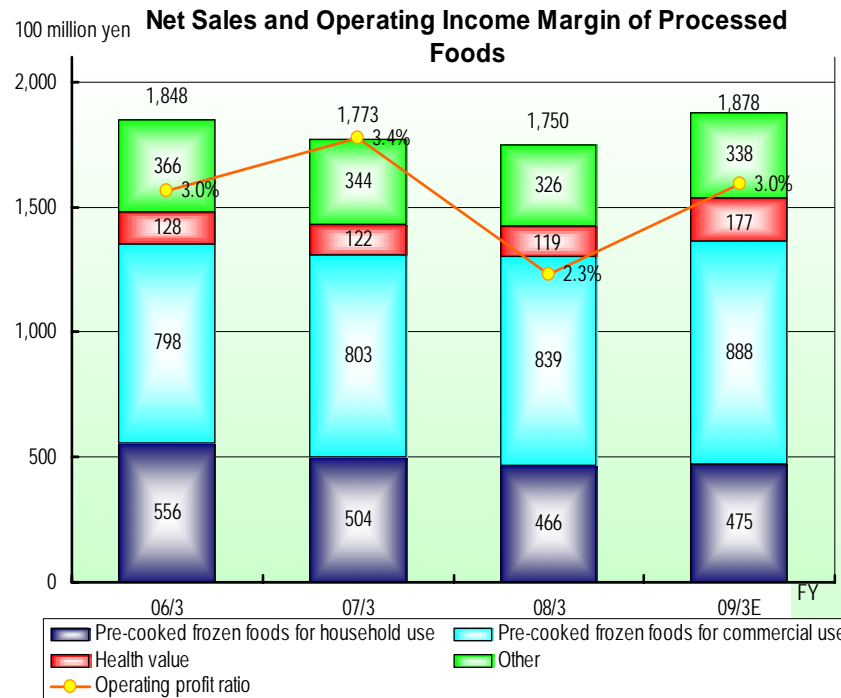


Business Strategy: Processed Foods

Growth Driven by Pre-Cooked Frozen Foods for Commercial Use and Market Expansion for Wellness Food



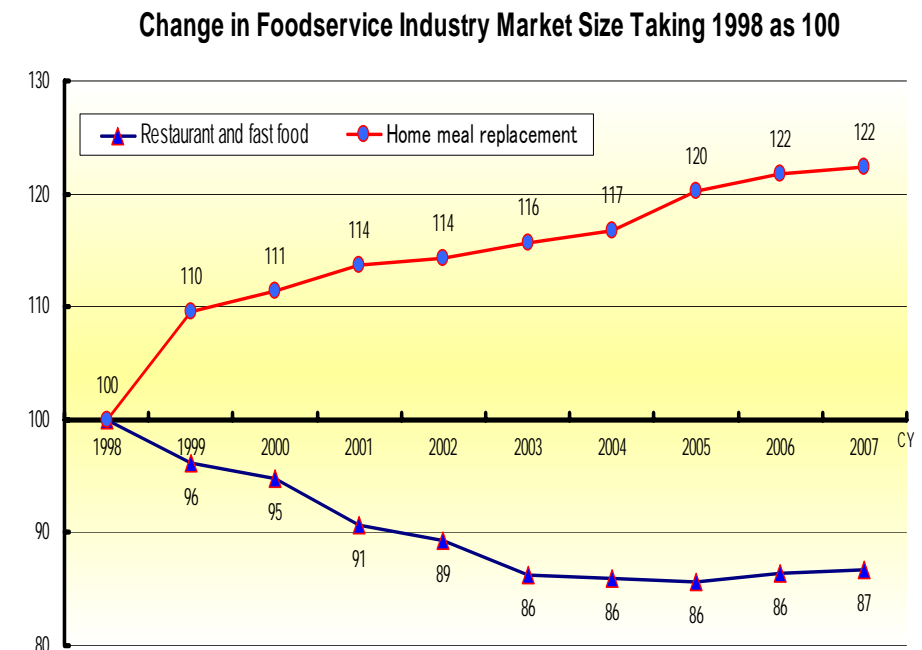
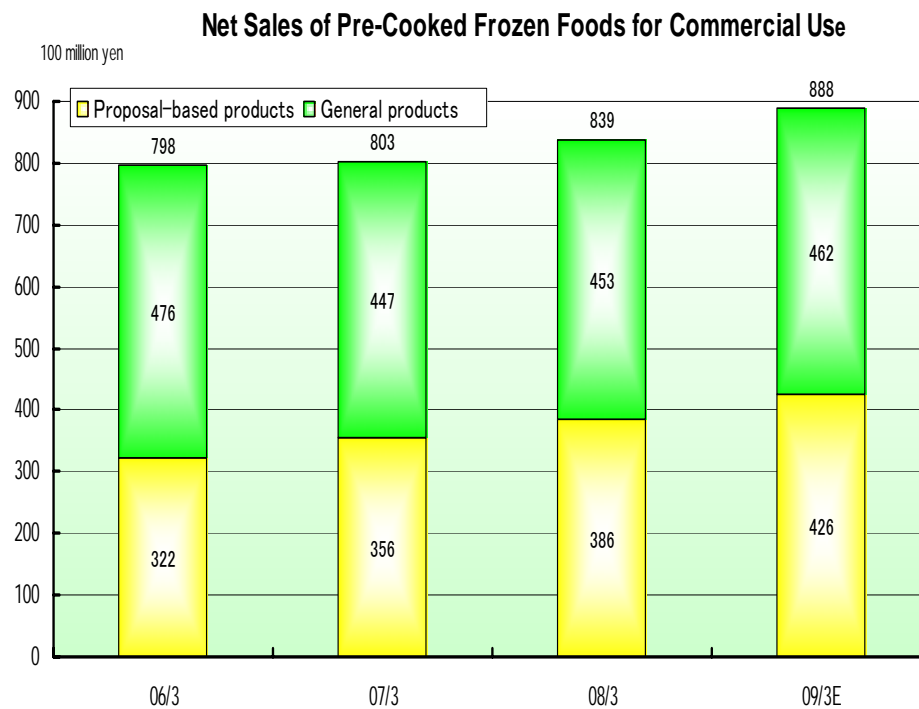
1. Sales during FY 09/3 are forecast to increase by 6% year-on-year driven once again by pre-cooked frozen foods for commercial use, principally those products of chicken and potatoes.
2. Sales in pre-cooked frozen foods for household use during FY 09/3 are forecast to increase by only 2% from FY 08/3 because an adverse impact of the tainted gyoza incident is expected to continue until the second quarter. To engineer a recovery in sales, for which have consecutively been declining since FY 07/3, the product development system is being restructured and reinforced.
3. In the Health Value business, Wellness Foods has completed development of sales channels and an increase in production capacity, and will contribute to earnings beginning in FY09/3, when the mandatory public health guidance system is inaugurated.
4. Cost increase of ¥7.7 billion is forecast during FY 09/3 due to factors including price increase in raw materials. To counter these cost increases in addition to the impact of the price hike implemented in October 2007 and relief of recent yen appreciation, additional price hikes and rationalization for certain products for which raw materials prices have increased markedly are planned.



Strength in Pre-Cooked Frozen Foods for Commercial Use: Agile Response to Needs in the “Home Meal Replacement” Market



1. Pre-cooked frozen foods for commercial use continue to show high growth, supported by growth from proposal-based products for the “Home meal replacement” market (delicatessen sections of supermarkets, convenience stores, fast food chains, etc.).
2. “Home meal replacement” market has been expanding by adopting the great benefits of frozen foods products, which enable operators to provide high-quality products to customers with no loss in a simple operation.
3. Nichirei’s strengths in proposal-based products:
 - (i) Expertise and an efficient product development cycle to meet market needs in a short time.
 - (ii) An unparalleled R&D system in the frozen foods industry
R&D expenses of ¥2.0 billion (R&D expenses / sales: 1.1%)

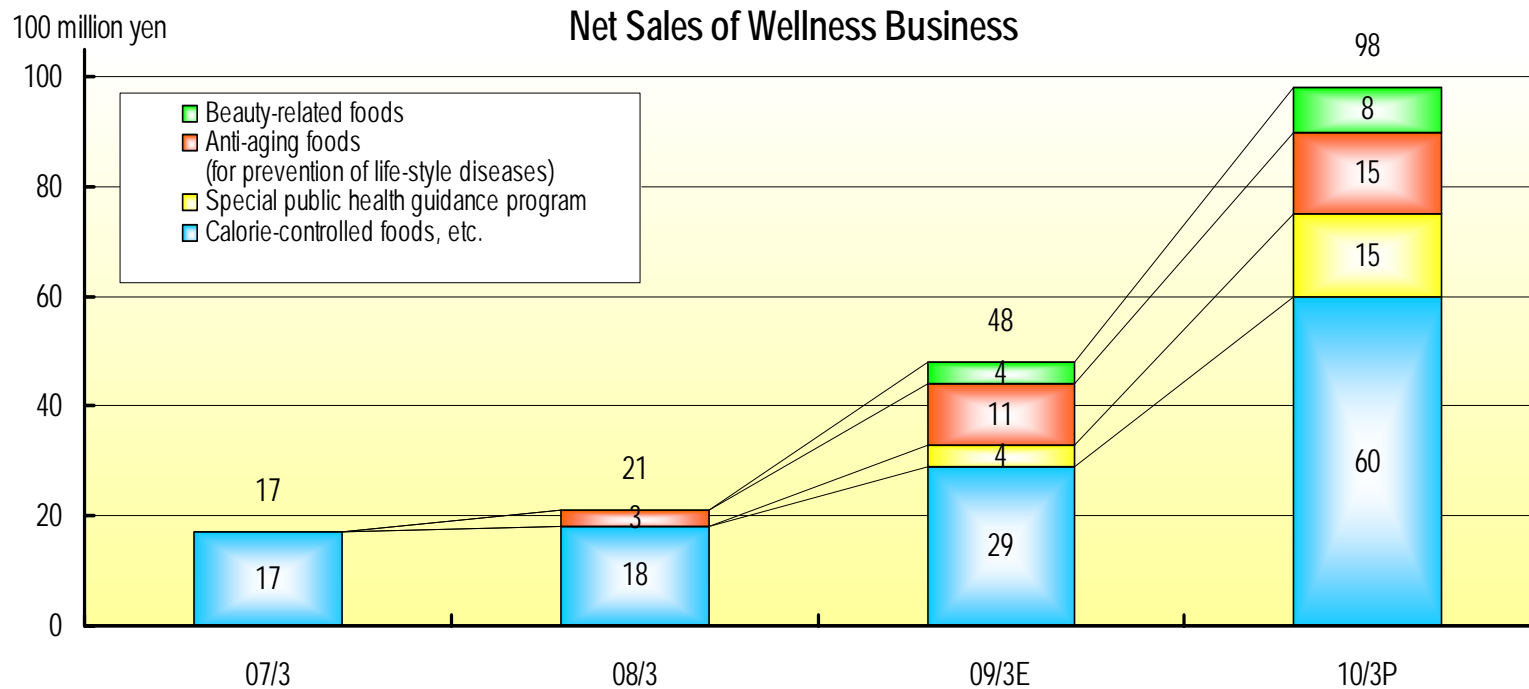


(Prepared by Nichirei based on information from Foodservice Industry Research Institute)

Wellness Business: Contributes to Earnings upon Full-Scale Implementation of Metabolic Syndrome Countermeasures



1. Expansion of production system, which had been a bottleneck to sales expansion of frozen calorie controlled foods, was accomplished in April 2008 to quadruple its capacity from the previous 120,000 meals per month to 520,000 meals.
2. Wellness Foods will increase the number of menu items of *Kikubari Gozen* frozen calorie controlled food. Smile Diner, a subsidiary newly established last autumn jointly with Mitsubishi Corporation, has commenced full-scale operation to seek to increase frequency of use among heavy users including people under mandatory public health guidance by new product lines specifically used for counter metabolic syndrome through the sales channel from medical facilities introduction.
3. Anti-aging foods business has started in November 2007 when Heart & Heart Life Support Inc. in Kyoto engaging in the meal delivery business became a subsidiary through share acquisition.



< Business Strategy: Processed Foods >

Wellness Business: Medium-Term Growth from Businesses Including Diet and Anti-Aging Foods Sectors



Target market		Metabolic syndrome prevention		Diet	Anti-aging	Net sales in FY 09/3		
		Specific health guidance	Ordinary merchandise					
Core target Market characteristics		Metabolic syndrome patients age 40–65 People designated as having metabolic syndrome in specific health checks to whom insurers are obligated to provide guidance. Great impact on public health insurance finance.	People age 30–70 who are highly sensitive to health Heightened interest in diet improvement for health benefits due to specific health guidance.	Women age 30–49 Sharp increase in quality and satisfaction due to use of frozen foods as beauty diet food.	Men and women age 50 and over Dispensed and delivered meals for the elderly that meet needs for osteoporosis and prostatitis patients, prevention of senile dementia, and improvement of malnutrition.			
Estimated market size in five years		¥170 billion		¥90 billion	¥100 billion			
Sales channel	Nichirei Foods Direct	B-to-C (Mail order for general customers) Website, direct mail, TV direct sales	<i>Kizuki Shoku</i> (dietary instructional material)	Frozen “ <i>Kikubari Gozen</i> ” Frozen Chef’s Balance Room temperature and frozen diabetic meals	Individual diet foods Frozen boxed lunch diet meals		Anti-aging prepared foods, etc.	
		Sales in FY 08/3 ¥1.1 billion	Sales increase in FY 09/3 0.1	0.3	0.2		0.3	2.0
	Direct sales	B-to-B (Third-party direct sales channel, etc.) Sales expansion to specified health check providers and health insurance societies.	<i>Kizuki Shoku</i> (dietary instructional material) LiSM10! program	“ <i>Kikubari Gozen</i> ” Diabetic meals and other frozen lunch boxes for vending machines	Individual diet foods Frozen boxed lunch diet meals			
		¥0.7 billion	0.1	0.4	0.2		1.4	
	Smile Diner (joint venture with Mitsubishi Corporation)	B-to-B-to-C (Direct sales in the medical facilities introduction channel)	<i>Kizuki Shoku</i> (dietary instructional material) (Physician edited) Doctor’s Bento, Smartdeli	(Physician edited) Doctor’s Bento, Smartdeli Room temperature and frozen diabetic meals	Individual diet foods Frozen boxed lunch diet meals	Anti-aging prepared foods, etc.		
		¥0.0 billion	0.2	0.4	0.0	0.2	0.8	
	Heart & Heart Life Support	Delivered meals and meals provided at facilities Meal delivery business in Kyoto Meals provided at day care facilities				Home delivery of anti-aging prepared foods, etc. Meals provided at day care facilities		
		(Six months) ¥0.3 billion				0.3	0.6	
		B-to-C (OEM supply to mail-order retailers)			Program diet (Foodstuffs + diet theory)			
		-			-		-	
Sales in FY08/3 ¥2.1 billion		0.4	1.1	0.4	0.8	4.8		

Notes: 1. As Heart & Heart Life Support is a newly consolidated subsidiary in FY 08/3, the sales figure above is for six months.

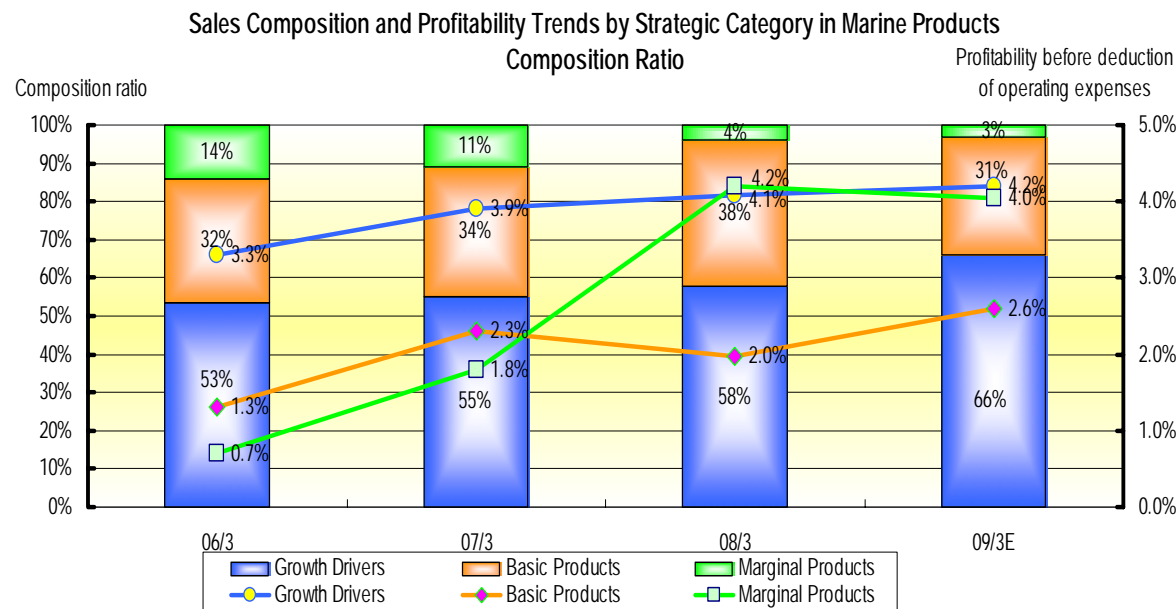
2. Product names and descriptions in black text are items that have already been commercialized and launched, and those in red text are items planned for commercialization.

Business Strategy: Marine Products

Achieve Positive Operating Income Coupled with Realization of an Operational Structure Resistant to Changes in Market Conditions



1. Improvement in profitability through higher contribution from growth drivers set forth in the Revitalization Plan.
 - (i) Sales of shrimp, a mainstay product, have recovered following deterioration in market conditions during the first half of FY08/3 and are expected to improve by ¥0.3 billion or more year on year in FY 09/3.
 - (ii) Product offering in the growth drivers will be reinforced especially in seafood products for raw consumption. Particular emphasis will be placed on product development for sushi toppings, which offer high freshness and a high level of operational control.
2. Further contraction of fixed costs through clear definition of target customers, and realization of an effective sales system.
 - (i) Improving ratio of fixed costs to sales of 0.4 points (¥0.3 billion) during FY 09/3 through reduction of 30 employees and business site consolidation.
 - (ii) Avoidance of opportunity loss and unsold inventory by fully enforcing timely procurement for the proper quantity based on actual user needs through integration of procurement department at headquarters and the Tokyo metropolitan area sales department.
 - (iii) Concentration of personnel in large metropolitan areas to reinforce the relationship with major users.



<Growth Drivers>

Product lines targeted for development of promising products to become the core of future growth under the project structure in the Revitalization Plan. Products in the growth drivers category are those which can demonstrate competitive advantage, such as high market share, sales stability, or historical strength.

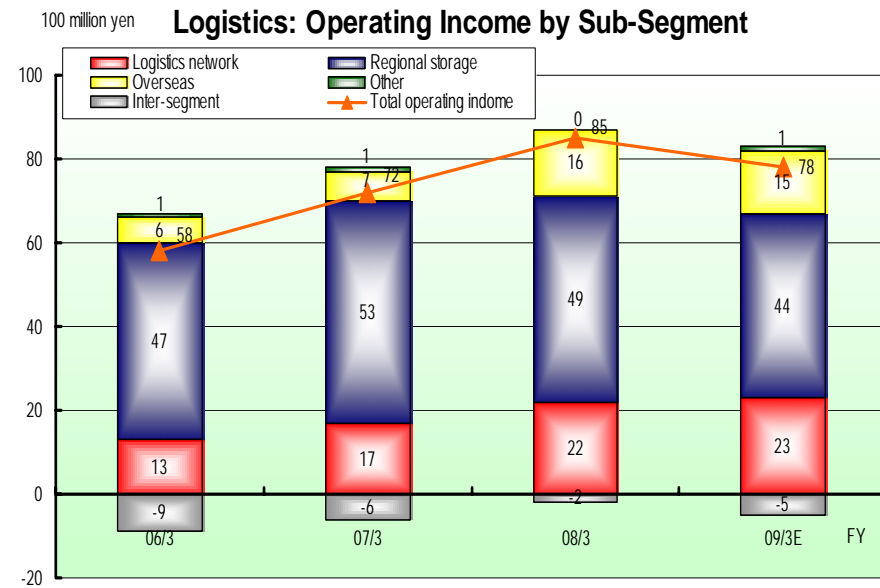
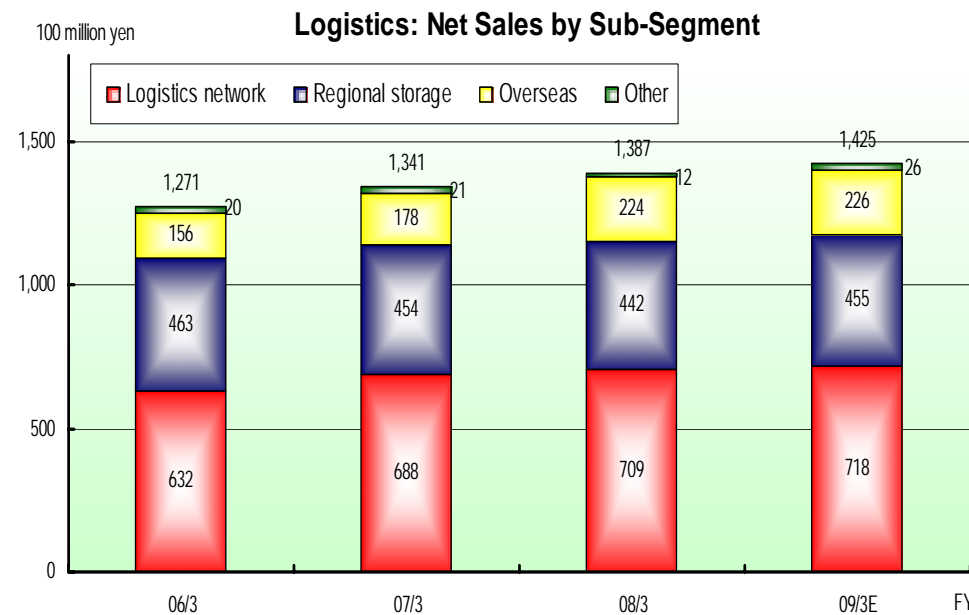
Principal products include shrimp, octopus, crab, roe, and shellfish.

Business Strategy: Logistics

Downward Pressure on Earnings from Rising Cost for Fuel Oil and Electric Power Amid Strong Demand



1. Overseas business is forecast to remain at the favorable FY 08/3 level. Commencement of construction of a new cold storage facility in Poland and expansion of a fruit juice cold storage facility at Rotterdam Harbor in preparation for sustainable growth in FY 10/3 and beyond.
2. Regional Storage business, amid a downtrend in the capacity utilization in the industry as a whole, aims to maintain the current inventory level to increase sales during FY 09/3. However, operating income is forecast to decrease due to rising electric power bills and higher costs associated with construction and expansion of cold storage facilities. Capital investment in cold storage facilities, which is about six months behind the schedule in the Medium-Term Business Plan, will be actively carried on amid increasing competitive ability to attract cargo in the market.
3. Logistics Network business is expected to expand sales and earnings during FY 09/3, but at a slowing growth rate. Expansion of both the own track fleet and customer categories will be aimed to counter the adverse impact on profitability from rising fuel oil costs in the transport sector and the difficulty of making competitive proposals to customers. The transfer center business will actively seek to acquire new orders for projects inaugurating in FY 10/3.



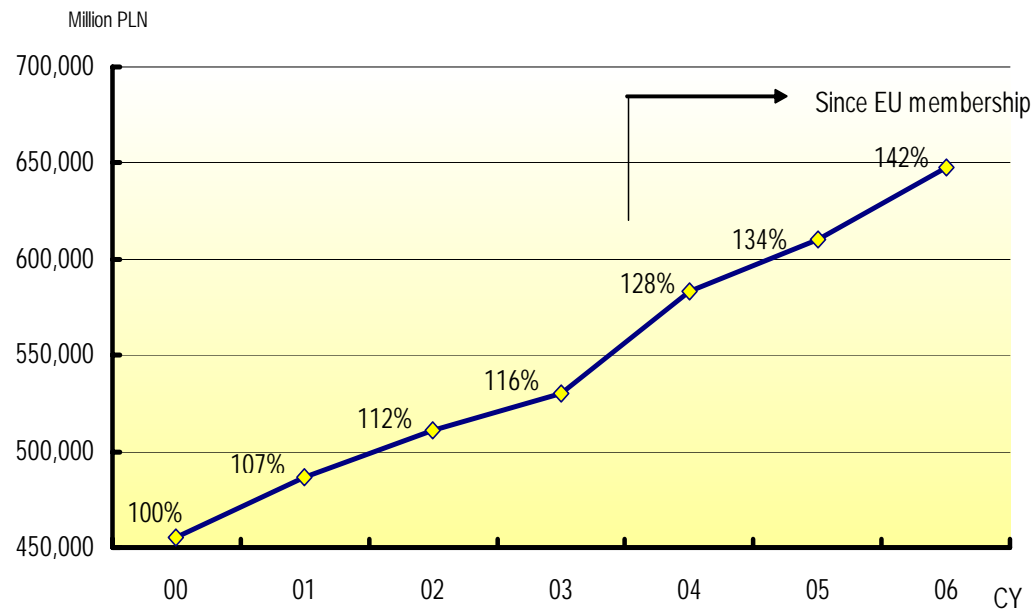
Poland: Construction of a New Cold Storage Facility to Support Further Business Development in a Booming Consumer Market



1. Population of Poland: 38.6 million (2004)
2. Poland has seen even more notable growth in personal consumption following entry into the EU in 2004. Tesco, Carrefour and other West European retailers have actively entered into the market.
3. Needs for high-quality logistics are strong and increasing, and the new cold storage facility is constructed by the request from a major ice cream manufacturer. Service of providing consigned transport logistics to major retailers is under study.

Location of existing facility: Znin
Capacity: 26,300 tons
Principal cargo: Ice cream for a major manufacturer, agricultural produce
Sales: PLN (zloty) 15,679,000 in 2007;
PLN 17,233,000 planned for 2013
Location of new facility: Radomsko
Capacity: 49,500 tons
Start of operation: October 2009 (planned)
Principal cargo (planned): Ice cream for a major manufacturer, etc.
Sales: PLN 26,500,000 planned for 2013

Change in Personal Consumption Expenditures in Poland



Source: Central Statistical Office (Poland) Statistical Bulletin

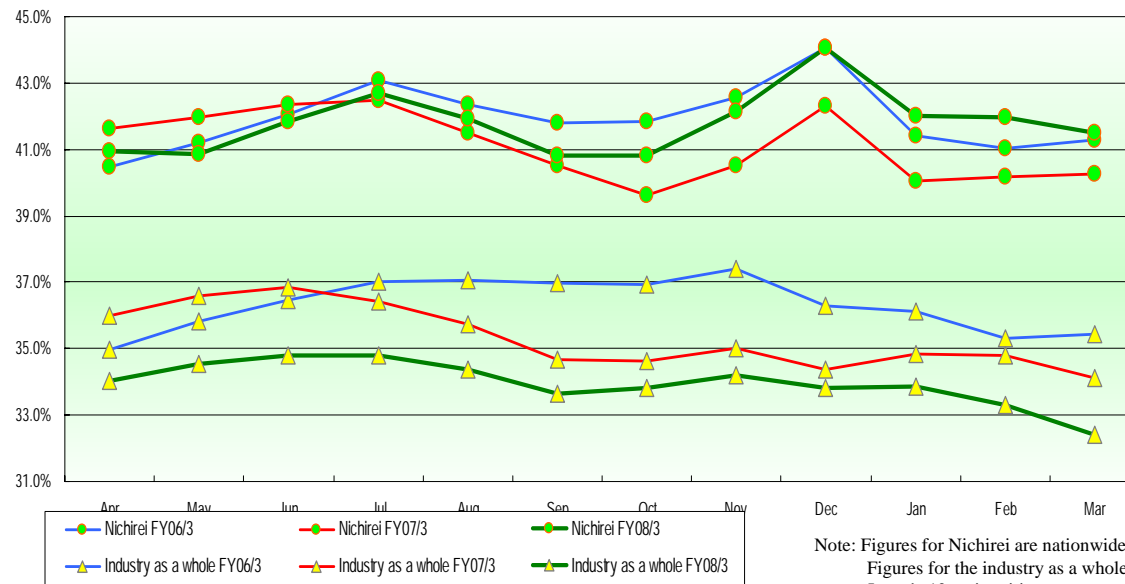


Regional Storage: Increasing Competitive Edge in an Adverse Industry Environment



1. Capacity utilization exceeded the previous year level amid a notable industry-wide decline in inventory volume since fiscal 2006, primarily for livestock, and has been consistently exceeding the industry average, and the difference as of March 31 was 9%. Nichirei's strengths are:
 - (i) The largest facilities capacity in the industry, a nationwide logistics network, and the ability to develop ideal logistics solutions.
 - (ii) Customer satisfaction and trust in the capability to assure logistics quality that leverages the ability to maintain quality of stored cargo and a solid track record in managing the operation of transfer centers consigned for major retailers.
 - (iii) Spinning off regional companies in April 2004 aiming at self-sufficient operation helped reinforce local marketing capability making possible rapid identification and response to highly specific customer needs.
2. Stepping up of scrap and build of cold storage facilities. Capital investment is lagging about six months from the schedule in the Medium-Term Business Plan.

Change in Cold Storage Inventory Rate



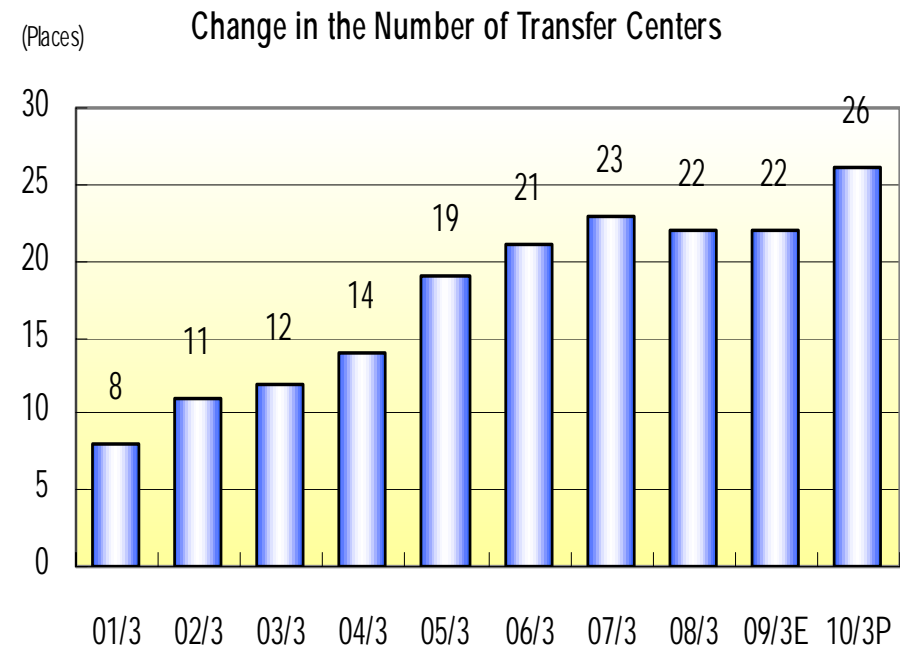
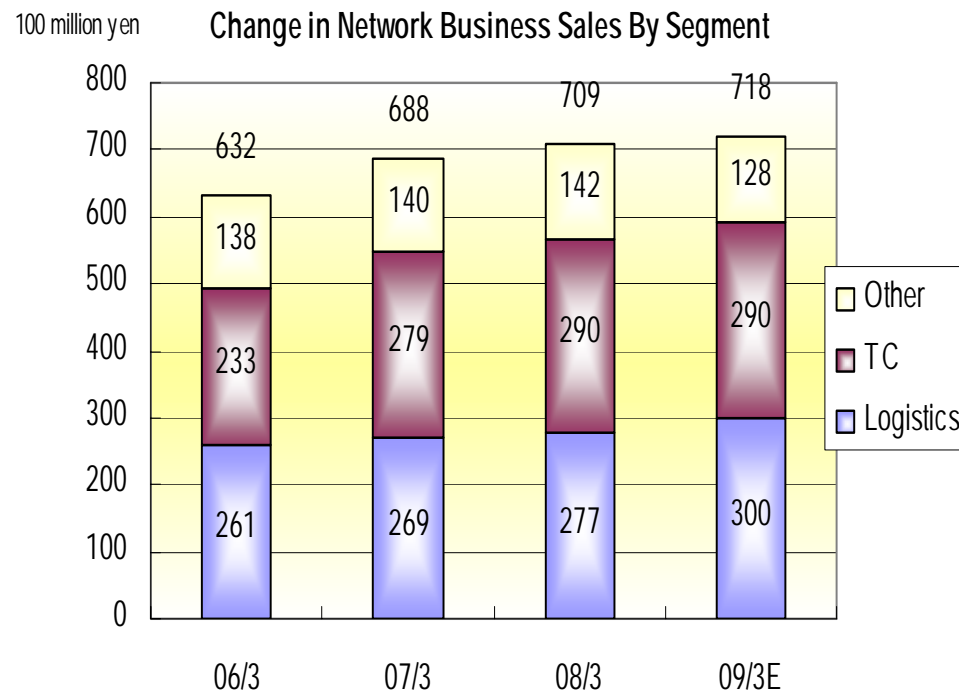
[Current Capital Investment Projects]
Yokohama: 11,057-ton cold storage facility scheduled to begin operation in FY 09/3 1st half
Osaka: 20,000-ton cold storage facility scheduled to begin operation in FY 10/3 2nd half
Kawasaki: 40,000-ton cold storage facility scheduled to begin operation in FY 11/3 1st half
Yokohama: 10,000-ton cold storage facility scheduled to begin operation in FY 11/3 1st half

Note: Figures for Nichirei are nationwide results. Figures for the industry as a whole are for Japan's 12 major cities.
 Source: Figures for the industry as a whole were compiled using data from the Japan Association of Refrigerated Warehouses

Sales Increase for Transport Due to Customer Category Expansion, Profit Contribution from New TC Operation from FY10/3 Onward



1. Transfer center (TC) sales during FY 09/3 to be flat year on year.
 - (i) Measures to improve profitability at existing centers have been successfully implemented with little further upside.
 - (ii) Sales efforts for consignment orders in new transfer centers are expected to materialize the additional flow of revenues in FY 10/3 as promising discussions of two TC projects in addition to firm orders for two new TCs starting in FY 10/3.
2. Sales in Transport business to increase by 8% year on year during FY 09/3. Marketing efforts to win customers in new categories continue in reinforced collaboration with the cold storage facilities of cold storage companies.
 - (i) Services to customers in new categories, such as CVS chains and fresh produce, commenced during FY 08/3 for sales increase.
 - (ii) Business infrastructure to be reinforced during FY09/3 driven by close collaboration with a transport partners of Logistics Network Inc. and possible M&A activity.



Reference Materials

Segment Data



Sales and Operating Income by Segment

100 million yen (Amount less than 100 million yen are rounded off.)

	06/3	07/3	08/3	09/3 (E)	10/3 (Plan)
(Net Sales)					
Processed Foods	1,848	1,773	1,750	1,878	2,000
Marine Products	811	747	747	744	900
Meat and Poultry Products	846	809	839	860	1,000
Logistics	1,271	1,341	1,387	1,425	1,590
Real Estate	100	79	75	73	74
Other	87	70	63	66	81
Intercompany Elimination	-269	-242	-225	-250	-314
Total	4,694	4,577	4,636	4,796	5,331
(Operating Income)					
Processed Foods	55	60	41	57	97
Marine Products	-17	-4	-5	2	6
Meat and Poultry Products	3	6	6	8	9
Logistics	58	72	85	78	78
Real Estate	61	45	43	36	34
Other	1	1	2	1	5
Intercompany Elimination	-1	1	2	-4	-3
Total	160	181	174	178	226

Forward-Looking Statements



Aside from historical facts, Nichirei's present plans, forecasts and strategies as outlined in this publication consist of forward-looking statements about future business performance. These forecasts of future business performance and explanations of future business activities may or may not include words such as "believe," "expect," "plan," "strategy," "estimate," "anticipate" or other similar expressions. These statements are based on the information available to Nichirei management at the time of publication. Actual results may differ significantly from these forecasts for a variety of reasons, and readers are therefore advised to refrain from making investment decisions based solely on these forward-looking statements. Nichirei will not necessarily revise its forward-looking statements in accordance with new information, future events, and other results. Risks and uncertainties that could affect Nichirei's actual business results include, but are not limited to:

- (1) Changes in the economic conditions and business environment that may affect the Nichirei Group's business activities.
- (2) Foreign exchange rate risks, especially as regards the US dollar and the Euro.
- (3) Risks associated with the practicability of maintaining quality controls throughout the process from product procurement development, of raw materials, production, and sale.
- (4) Risks associated with the practicability of development of new products and services.
- (5) Risks associated with the practicability of growth strategies and implementation of low-cost systems.
- (6) Risks associated with the practicability of achieving benefits through alliances with outside companies.
- (7) Contingency risks.

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. This publication is provided for the sole purpose of enhancing the reader's understanding of the Nichirei Group, and should not be taken as a recommendation regarding investment decisions.