

Steadily Executing the Medium-Term Management Plan While Responding to Rapid Changes in the Business Environment

Business Strategy for the Fiscal Year Ending March 2012

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- 1) Figures shown in the graphs and charts in this presentation, unless otherwise specified, have been rounded to the unit indicated. Certain figures have also been rounded up or down
- 2) The “E” symbols used in the graphs indicate estimated values for this term, which were announced on May 10, 2010, and “Ps” indicate the values under the medium-term management plan announced on May 11, 2010.

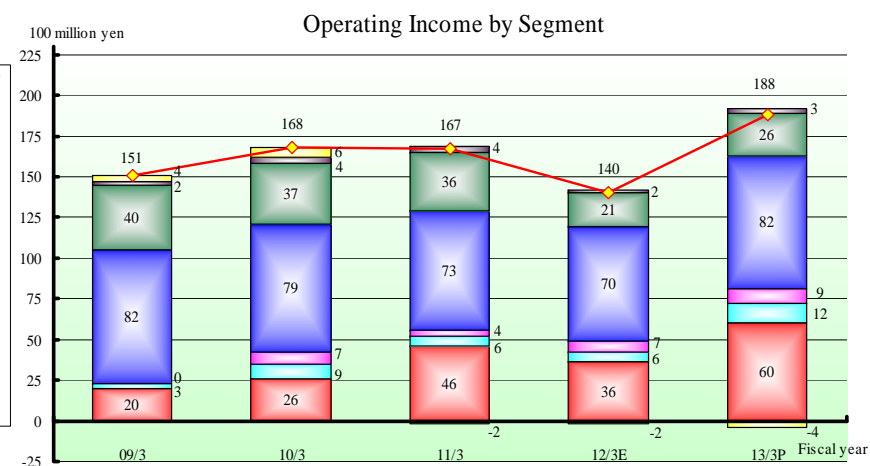
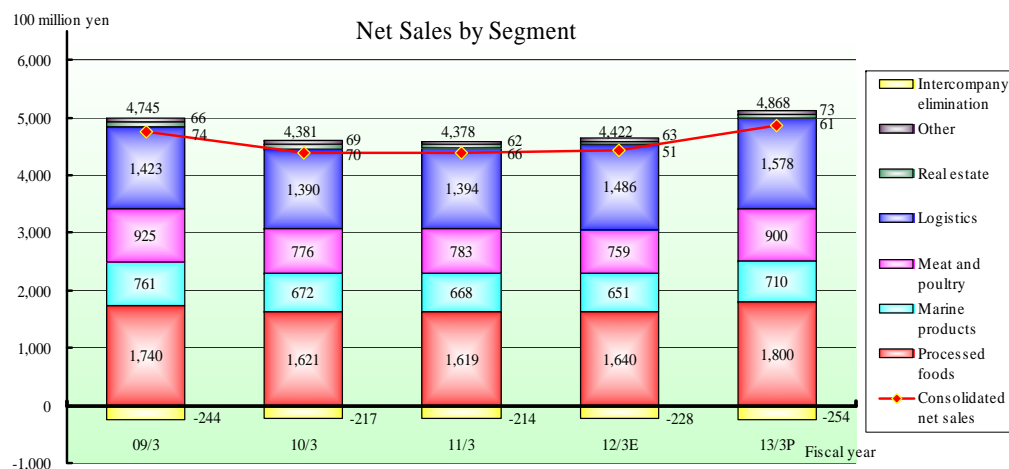
Despite Decline in Operating Income, Net Income to Grow Significantly with Lower Extraordinary Loss



(100 million yen)

| Amounts less than 100 million yen are omitted | <u>11/3 Actual</u> | <u>12/3 E</u> | <u>11/3 (Comparison)</u> | <u>Goal for 13/3</u> | <u>12/3 E (Comparison)</u> |
|---|--------------------|---------------|--------------------------|----------------------|----------------------------|
| Net Sales | 4,378 | 4,422 | 101% | 4,868 | 110% |
| Operating Income | 166 | 140 | 84% | 188 | 134% |
| Recurring Income | 161 | 126 | 78% | 171 | 136% |
| Net Income | 40 | 70 | 173% | 93 | 133% |
| ROE | 3% | 6% | | 7% | |
| EPS | 13 yen | 23 yen | | 30 yen | |

1. We expect net sales to increase 1%, or by ¥4.4 billion, year on year. A decline revenues from Marine Products & Meat and Poultry and Real Estate will be offset by Logistics, which is expanding its revenue base, and Processed Foods, which is benefiting from a strong showing of processed chicken products. The fall in revenues attributable to the earthquake is ¥8.0 billion.
2. For operating income, we expect an overall decrease of ¥2.7 billion, with declines of ¥1.5 billion in Real Estate given contract renewals and ¥1.0 billion in Processed Foods due to rising costs of raw materials and a delay in the start of chicken facility operation in Thailand. The decrease attributable to the earthquake is ¥0.5 billion.
3. For net income, we anticipate a significant increase of ¥3.0 billion as extraordinary losses due to the earthquake and the change in the retirement benefit scheme, which were generated in the previous fiscal year, are not expected this year.



Impacts of the Tohoku-Kanto Earthquake Anticipated This Year (March 2012)



| Factors Reflected in the Earnings Forecast for This Fiscal Year | | | |
|---|---------------|------------------|--|
| Segment | Net Sales | Operating Income | Main Impact of the Earthquake |
| Processed Foods | — | — | Two food production plants (in Shiroishi and Yamagata) were damaged but had resumed operation by early April. The direct impact of the earthquake on sales is small and is not currently reflected in the forecast. |
| Marine Products | -¥3.9 billion | -¥0.1 billion | Two marine product production plants (Onahama Factory and Kesenuma Factory of Maruichikakou Corporation) were damaged. At Onahama, preparations are underway for a resumption of operations in June. We have decided to abandon the Kesenuma Factory. We expect a decline in sales at these two facilities and a decline in demand for Marine Products including demand from restaurants. |
| Meat and Poultry | -¥1.6 billion | -¥0.1 billion | A chicken farm in Iwate (Nichirei Fresh Farm Inc.) was damaged but had recovered by the end of March. There was a delay in the growth of chicks, but the impact on the earnings was small. We expect sluggish shipment of chicken meat given a decrease in production in Tohoku area. |
| Logistics | -¥2.5 billion | -¥0.3 billion | Four bases in the suburbs of Sendai, including a refrigerated warehouse and logistics centers, were damaged. Operations are expected to resume in Q1. We expect a decline in capacity utilization due to a fall in inventory and the volume of products distributed in the Tohoku area. |
| Total | -¥8.0 billion | -¥0.5 billion | |

1. The impacts of the earthquake that can be quantified at present are reflected in the earnings forecast for this fiscal year.
 - 1) We expect a decrease in net sales of ¥8.0 billion and a decline in operating income by ¥0.5 billion.
 - 2) Non-operating expense at ¥0.2 billion is anticipated as the cost of non-operation of damaged facilities for Marine Products and Logistics.
 - 3) Most extraordinary losses were posted in the previous term so are not anticipated for this fiscal year.

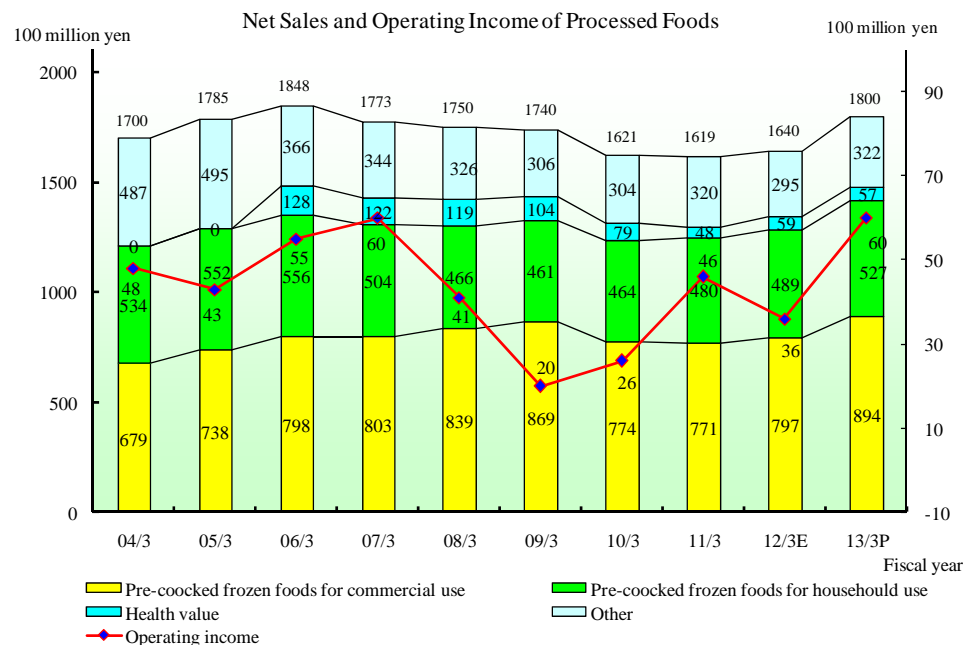
2. Risks that cannot be quantified at present, such as the impact of power conservation, harmful rumors about the nuclear power plant, and changes in consumption trends, are classified as “Risks Not Reflected in the Earnings Forecast for This Fiscal Year.”

| Risks Not Reflected in the Earnings Forecast for This Fiscal Year (Processed Foods, Marine Products, and Meat and Poultry) | | | |
|---|--------------------------|-----------------|------------------|
| | Processed Foods | Marine Products | Meat and Poultry |
| -) Decrease in retail sales space for saving power | ○ (for household use) | ○ | |
| -) Decrease in sales due to harmful rumors | | ○ | |
| -) Decline in factory utilization rate in the summer | ○ | | |
| -) Rise in logistics expenses due to extra amount of production in anticipation of decrease of production in the summer | ○ | | |
| -) Reduction in overseas production (due to restrictions on exports of auxiliary materials made in Japan) | ○ | ○ | ○ |
| -) Rise in expenses due to measures for saving power (including personnel expenses) | ○ | | |

| Risks Not Reflected in the Earnings Forecast for This Fiscal Year (Logistics) |
|---|
| +) Rise of inventory rate due to decentralization of bases, avoidance of shortages, and extra production, etc. |
| -) Increase of power charges |

Business Strategy: Processed Foods

Rise in Raw Material and Purchase Prices and Delay in the Operation of In-House Factory in Thailand to Be Issues



Factors for Year-on-Year Increase/Decrease of Operating Income from Processed Foods

(100 million yen)

| Operating income: | | Down 10 YoY |
|---|--|-------------|
| Factors for decrease | | -48 |
| Rise of raw material and purchase prices | | -38 |
| Difficulty in covering fixed costs due to the low operation of the Thai factory | | -4 |
| Others | | -6 |
| Factors for increase | | +38 |
| Price revision, etc./Improvement in raw material purchases | | +29 |
| Increase of revenues from chicken meat, etc. | | +4 |
| Productivity improvement | | +2 |
| Reduction of fixed costs | | +3 |

1. Net sales

We aim to increase net sales by 1%.

- 1) The increase in sales of pre-cooked frozen foods including processed chicken products is expected to lead to increase in net sales of 2% in household use and 3% in commercial use.
- 2) We expect that sales of other processed foods will fall 8% because an increase in sales of frozen vegetables and packaged ice, which occurred last year with the extreme heat, is not anticipated this year.

2. Operating income

We expect a decrease in operating income of ¥1.0 billion.

- 1) Rise of raw material and product purchase prices will put pressure on profit. We will introduce cost absorption measures in the second half of the year.
- 2) We will reduce fixed costs and improve productivity based on the Medium-Term Plan this year again.
- 3) The continued delay in the start of operation of the in-house factory in Thailand (GFPT Nichirei) will be a factor for a year-on-year decrease of operating income.

Increase of Costs This Fiscal Year to Be Gradually Absorbed Through Measures Beginning in the Second Half of the Year



Increase of Costs and Measures for Absorbing Them

(Unit: 100 million yen)

| Issues and solutions | | 1 st half | 2 nd half | Full year |
|---|--|----------------------|----------------------|-----------|
| Factors for cost increase | Rise of raw material prices | -8 | -8 | -16 |
| | Rise of purchase price of processed chicken products | -8 | -9 | -17 |
| | Rise of purchase price of other processed foods | -2 | -3 | -5 |
| | Total | -18 | -20 | -38 |
| Cost absorption measures to be taken this fiscal year | Price revisions and changes in product standards | - | 18 | 18 |
| | Review of commercial distribution expenses | 4 | 4 | 8 |
| | Review of raw material purchase methods | 1 | 2 | 3 |
| | Total | 5 | 24 | 29 |
| Cost reduction measures assumed in the medium-term plan | Productivity improvement in domestic plants | 1 | 1 | 2 |
| | Reduction of fixed costs | 1 | 2 | 3 |
| | Total | 2 | 3 | 5 |

1. Impacts and factors of the cost increase

- 1) Materials with large impact of cost increase include chicken (chicken meat and processed chicken products), beef, wheat, food oil, and packaging materials.
- 2) With respect to chicken meat and processed chicken products, prices of meat mainly from Brazil and products mainly from Thailand and China will generally increase with the rise in global grain market prices and higher demand for chicken. In Japan, a tight demand and supply balance will result from a reduction in supplies from the Tohoku area due to the earthquake while the impact of the bird flu that hit West Japan last year has yet to be completely resolved.
- 3) Prices of raw materials other than chicken will also increase given the influence of grain and crude oil prices.

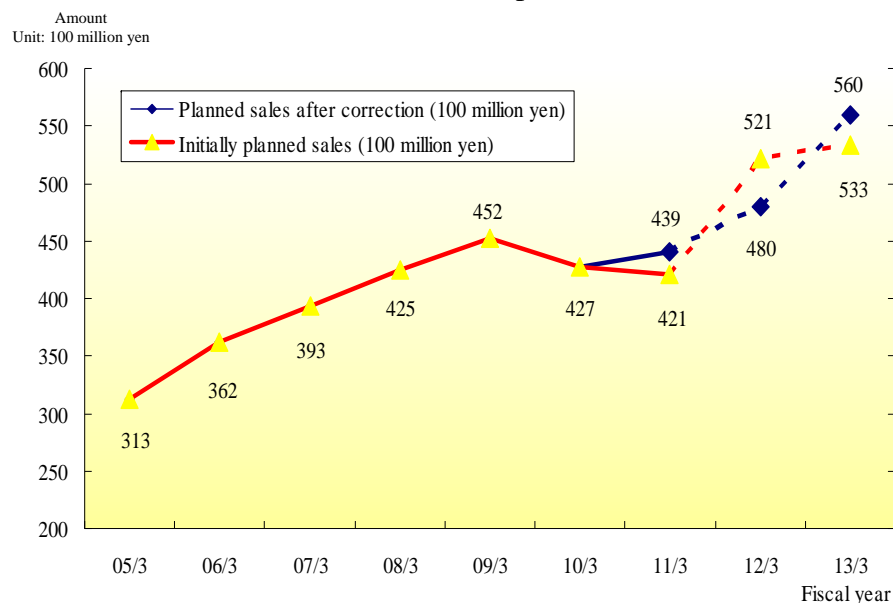
2. Adoption of cost absorption measures

- 1) We have started reviewing raw material purchase methods and promotional expenses. Price revisions and changes in product standards are to be undertaken in the second half of the year.
- 2) The cost absorption measures will continue to be effective in the next fiscal year.

Sales of Processed Chicken Products Solid, But Normal Operation of In-House Factory in Thailand Delayed to Year End



Changes in the Amount of Sales of Processed Chicken Products at Nichirei (in the Japanese Market)



Changes in the Processed Chicken Product Supply System

(Ratio of sales volume)

| | | 09/3 | 12/3 | 13/3 |
|--|--|------------|------------|------------|
| In-house factories | Factories in Japan owned by Nichirei or subsidiary | 30% | 25% | 25% |
| | Factories owned by overseas subsidiaries(Thailand) | 25% | 40% | 50% |
| | Total | 55% | 65% | 75% |
| Overseas OEM partners (China and Thailand) | | 45% | 35% | 25% |

* We will increase the ratio of in-house factories by utilizing Thai factories to ensure stable procurement of processed chicken products.

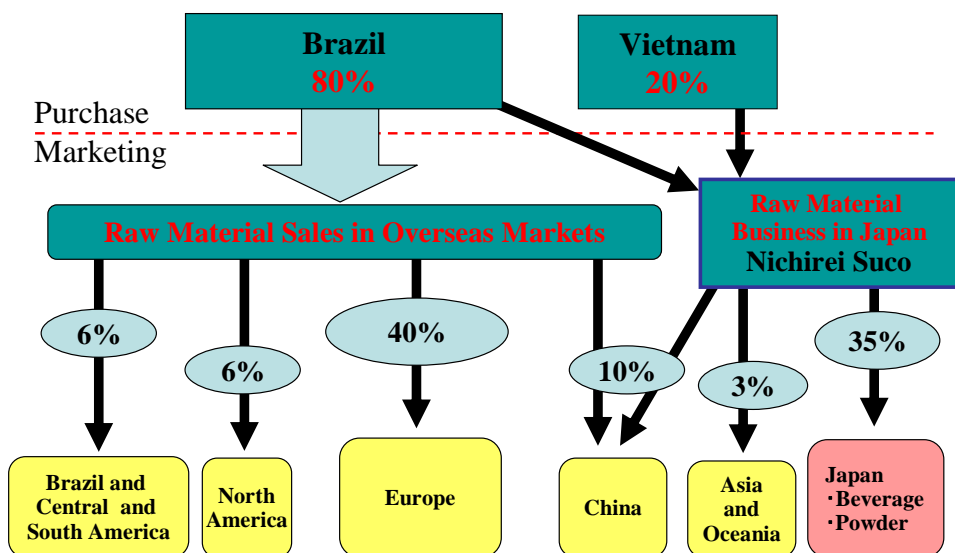
* Target value for FY13/3 has been corrected in response to the increase of target sales

1. For the new in-house factory in Thailand (GFPT Nichirei, hereafter, “GFN”), progress was seen in the recruitment and training of slaughterhouse workers, which had been an issue. However, achievement of the target of processing 100,000 chickens/day will be delayed until January 2012 because of a delay in the supply of live chickens attributed to the floods, etc. in Thailand. We aim to increase from 55,000 chickens/day in April to 80,000 chickens/day by August. The number of chickens processed per day was below the initial plan, with the live chicken supply being the bottleneck. This will increase the cost of non-operation, resulting in a year-on-year decrease in profit of 0.4 billion yen.
2. Domestic demand for processed chicken products will continue to be strong. As in the last fiscal year, we will expand sales channels this year using OEM supplies. Sales in FY12/3 will be below the initial plan because the delay of operation will affect sales activities. However, sales will surpass the initial plan in FY13/3 when the operation of GFN will be stable.
3. Demand for chicken has been growing globally. GFN has also started test marketing of processed chicken breast products for Europe by taking advantage of its own slaughterhouse. Annual sales of ¥1.3 billion are estimated for the next fiscal year.

Establishing a Foothold for Overseas Markets with Acerola Raw Materials and Marketing of Processed Foods in China



Acerola Raw Material Business at Nichirei
(Based on amount assumed for 2011)



Producers and Distributors in China

| Company name | | Role |
|--------------------------|--|---|
| Subsidiaries | Nichirei Enterprise Management Consulting (Shanghai) Co., Ltd. | Overall management of business in China |
| | Nichirei Corporation Shanghai Ltd. | Marketing of frozen foods and retort foods for household and commercial uses |
| | Shanghai Nichirei Foods Co., Ltd. | Factory for producing pre-cooked frozen foods |
| | Shandong Nichirei Foods Co., Ltd. | Factory for producing pre-cooked frozen foods (for the Japanese market) |
| Equity method affiliates | Rijuenhai Corporation Shanghai Ltd. | Marketing of pre-cooked frozen foods for commercial use |
| | Taiankayu Co., Ltd. | Factory for producing frozen vegetables. The company also markets in China some of the frozen foods whose quality is controlled under Japanese standards. |

1. Acerola raw materials

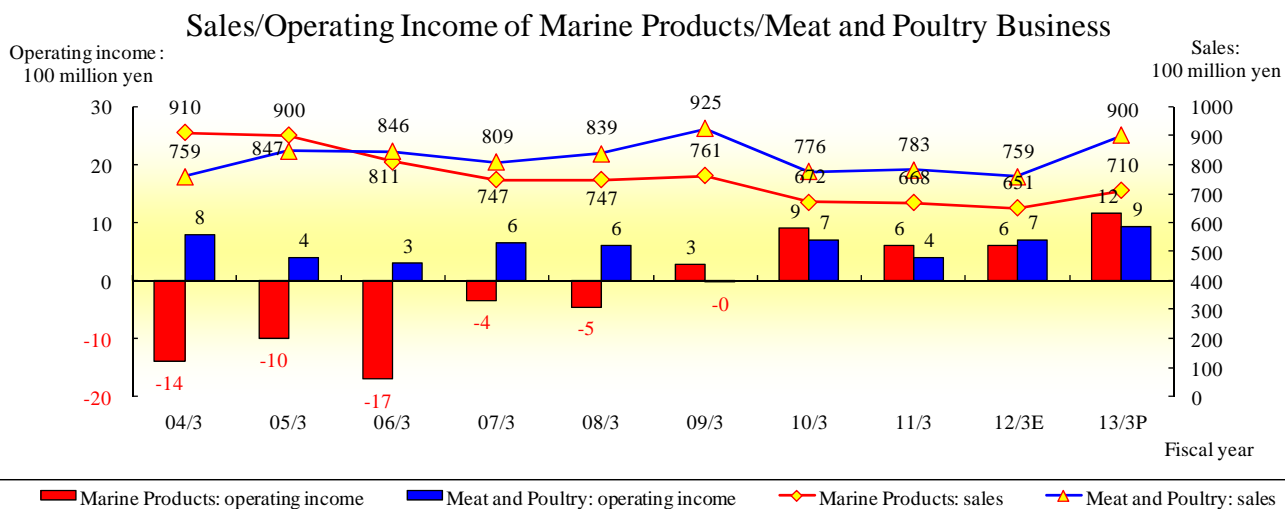
- 1) Net sales of the entire Nichirei Group in FY11/3 was ¥3.3 billion, with an estimated global share of more than 30%.
- 2) In addition to favorable sales in Japan, demand for natural fruit juice drinks is growing in Europe.
- 3) The strength of Nichirei lies in the fact that it has secured the procurement route and is capable of standardizing the Vitamin C content in the juice. The latter requires strong technological and quality assurance capabilities.
- 4) We will increase the procurement volume by bolstering measures in Brazil and Vietnam as the main production areas while also pursuing initiatives for alternative forms of supply, such as concentrated juice and powder, which are enjoying strong demand.

2. Marketing of processed foods in China

- 1) We are rebuilding production and marketing systems aimed mainly at expanding sales of processed foods for commercial use.
- 2) We will speed up the process by localizing management and cooperating with local interests.
- 3) Our targets are major chains of restaurants, fast food restaurants, and convenience stores, which have established manuals.
- 4) We will aim to establish a system that will enable us to achieve sales of ¥3.0 billion for FY13/3 in the overall Chinese market.

Business Strategy: **Marine Products & Meat and Poultry**

Aiming for Return to Profitability Under the Medium-Term Plan Amid the Aftermath of the Earthquake



1. Prospects of Marine Products

- 1) Sales will decline 3% with a decline in demand in the restaurant industry in the aftermath of the earthquake as well as damage to in-house processing plants and customers and suppliers in Tohoku area.
- 2) Operating income is expected to remain on a par with the level of last year despite the anticipated impact of the earthquake and the rise in the cost of procuring marine products from overseas. We will face tough conditions for the sales of prawns, our mainstay product, given a shortage of cultured prawns from Thailand and Saudi Arabia, the main procurement sources.
- 3) We will continue to focus on careful purchases matched with demand, inventory minimization, and expansion to user routes of sales of products with the degree of processing and added value adjusted to suit customer needs.

2. Prospects of Meat and Poultry

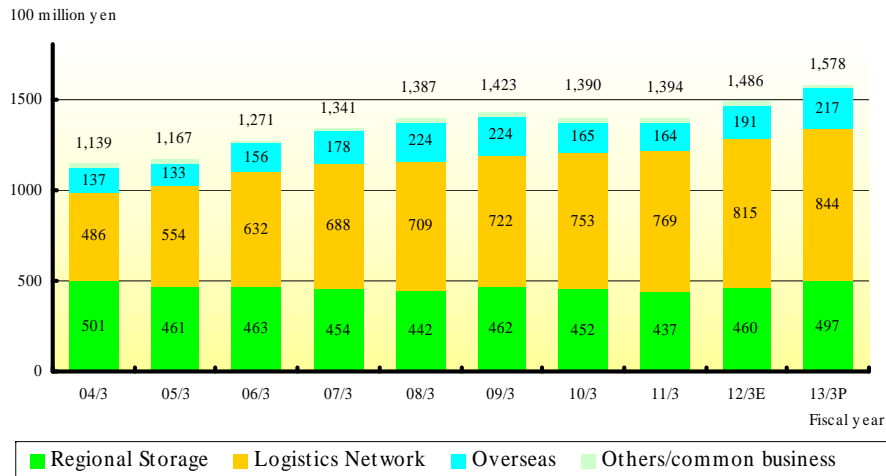
- 1) Sales will decline 3% with a sluggish performance expected mainly in the first half of the year, as the aftermath of the earthquake will lead to a decline in chicken meat production in the Tohoku area, where 30% of chicken meat in Japan has traditionally been produced.
- 2) Operating income declined significantly in the first half of the previous fiscal year with foot-and-mouth disease and the extreme heat. It will recover this year, and is expected to rise ¥0.3 billion.
- 3) We will develop processed foods based on user needs and products using quality conscious raw materials, expanding our sales channel into user routes.

Business Strategy: Logistics

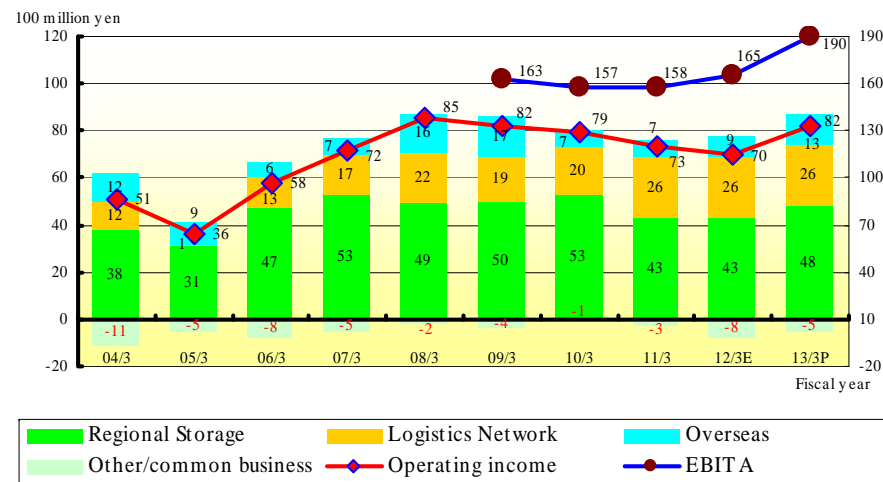
Earnings Sources to Expand Despite Fall in Income Due to Depreciation Cost



Sales of Logistics



Operating Income in Logistics



1. Overall

- 1) We expect net sales to increase 7%.
- 2) Operating income is expected to decline by ¥0.3 billion, mainly because of a rise in depreciation cost of ¥1.0 billion.

2. Logistics Network

- 1) Net sales should increase 6% led by new contracts from the transfer centers (TC), despite a loss of ¥2.1 billion due to the impact of the earthquake.
- 2) Operating income is likely to remain on a par with the previous year due to the loss associated with the impact of the earthquake, which amounts to ¥0.2 billion, although profitability will improve with an increase in revenues from TC and improved efficiency of vehicle allocation.

3. Regional Storage

- 1) Net sales should increase 5% led by the start of operations at new bases, including a base in Higashi-Ogishima, offsetting a loss of ¥ 0.4 billion attributable to the earthquake.
- 2) Operating income is set to increase slightly due to higher revenues, despite an increase in depreciation cost, a decline in the capacity utilization rate, and a loss of ¥0.1 billion associated with the earthquake.

4. Overseas

- 1) We should achieve growth in net sales of 16%, owing partly to the acquisition of a French logistics company.
- 2) Operating income is anticipated to show growth of ¥0.2 billion, given a recovery in the amount of cargo carried in and an increase in the amount of transport in addition to the effect of the acquisition.

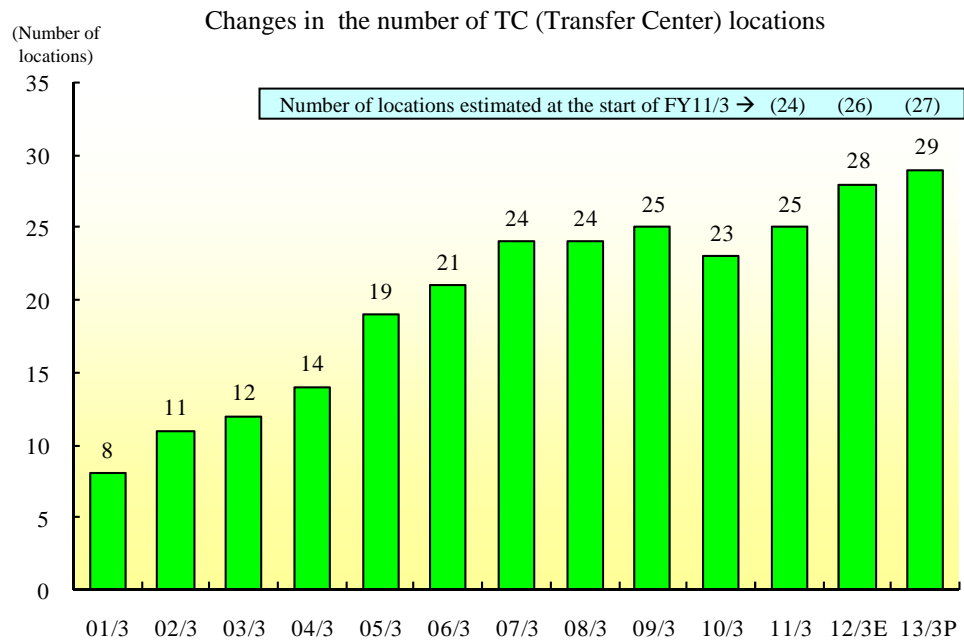
5. Others/common business

- 1) We anticipate a decline in operating income of ¥0.5 billion owing partly to an increase in system-related expenses.

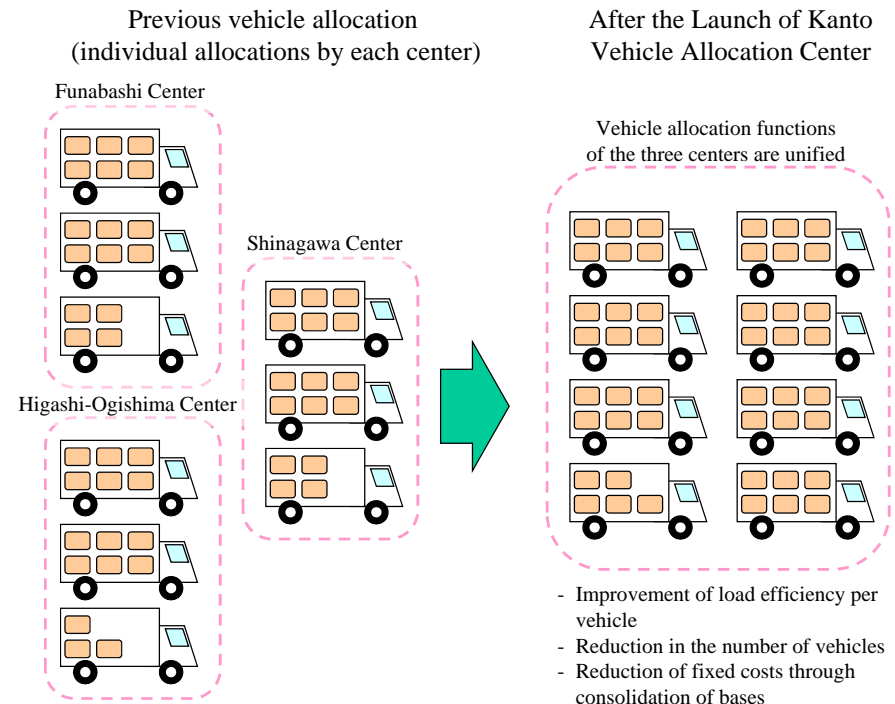
Logistics Network: Enhancing Presence as a Growth Driver with TC and Improved Efficiency of Vehicle Allocation Combining to Contribute



1. Demand at transfer centers (TC) and co-operative distribution is expected to remain strong, given the integration of logistics facilities and needs for efficiency. Nichirei will seek to attract new customers by setting up a logistics hub (in Higashi-Ogishima) in a metropolitan area.
2. The expansion of TC will exceed the initial plan with a contract from a major drug store added to one from the regional supermarket chain.
3. For transport business, Nichirei will seek further improvements by continuing to enhance vehicle allocation efficiency and establishing a new vehicle allocation center this year. Nichirei will expand services to customers in Regional Storage locations, in addition to logistics centers affiliated with the Logistics Network, thereby optimizing transport throughout the Logistics Group.



Improvement of Vehicle Allocation Efficiency with Integration of Vehicle Allocation Centers



Regional Storage: Good Start for the New Base – Aiming for Further Expansion by Strengthening Ancillary Services and Enhancing Bases



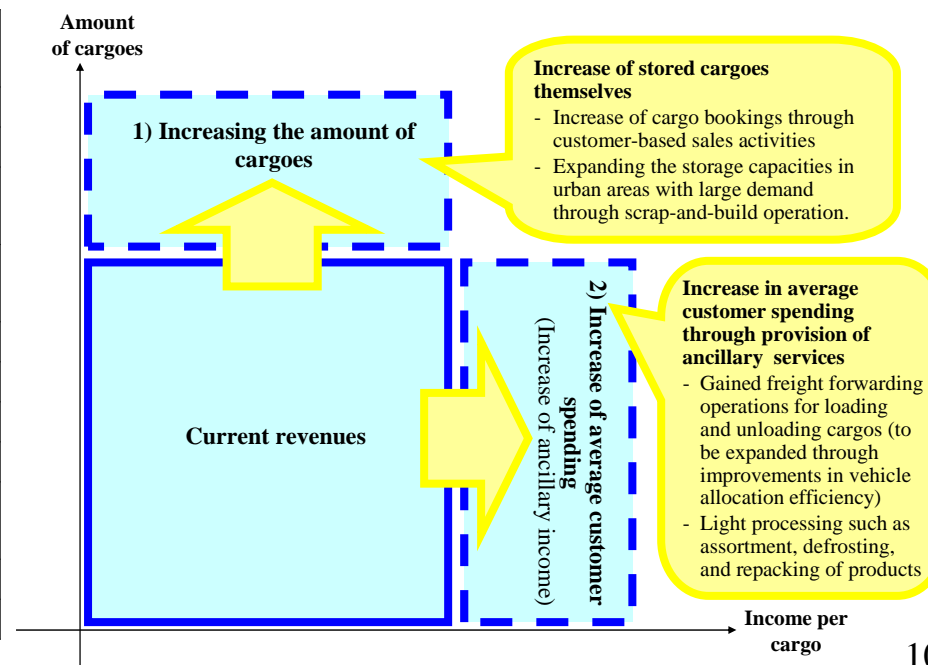
1. Stable operation of Higashi-Ogishima DC, which was established in February, is now anticipated. Nichirei seeks further increase of cargo booking toward construction of No.2 building in the adjacent land.
2. Features of new bases such as Higashi-Ogishima and Fukuoka Higashihama DCs are as follows:
 - 1) Improved efficiency of tasks such as loading and unloading of cargoes (simultaneous parallel tasks are possible due to the increased number of berths)
 - 2) Improved profitability with acceptance of ancillary services on trust (one-stop completion of tasks which used to be done in other bases)
 - 3) Improved quality of logistics including temperature control and security
3. Efficient freight forwarding services of the Logistics Network will stimulate latent transport demand from storage-only customers.

Main facilities of Higashi-Ogishima DC



| | |
|--|---|
| Improved efficiency of cargo loading and unloading tasks | Large number of berths for trucks (32 berths) |
| | Dock levelers (15 units) |
| | Wide platform |
| One-stop provision of high-quality ancillary services | Sufficient waiting space for trucks |
| | Wide space for handling goods |
| | Room for interim storage |
| | Defrosting facility |
| Maintenance of cargo quality & Food defense | Space for light processing |
| | Positive pressure facility |
| | Temperature control of the anterior room |
| | Access control system |
| | Base-isolation structure |

Image of Revenue Increase of Regional Storage



Overall Competitiveness in Overseas Business to Be Strengthened through Settlement of Issues at Individual Bases



1. The most recent net sales in terms of local currency throughout Europe surpassed the level of the previous year, and is expected to begin to rise.
 - 1) Delays in the improvement of performance at some facilities are attributable to a concentration on specific customers and products. Nichirei will seek to disperse sources of revenues and reduce risks by acquiring new projects.
 - 2) In Poland, it has been determined that Nichirei will start in Q4 cargo storage and forwarding operations entrusted by a major local mass-retailer. Nichirei succeeded in winning the contract thanks to its ability in logistics solutions, which was fostered in Japan. This contract is expected to contribute to stable operation year around.
 - 3) The participation of Godfroy from France has enabled comprehensive development of a logistics network linking major ports in Europe with inland destinations. Nichirei will seek to strengthen cooperation among Group companies to generate synergies.
2. In China, Nichirei has secured a new base on land adjacent to Shanghai Center, where capacity had long been insufficient. Operation of the new base will begin within this fiscal year at the earliest, enabling us to respond to the rising demand for refrigerated transport.

| Business type | Company name | Location and operations | Overview and specialty | FY2010 conditions and issues | Prospects for Q1 of FY 2011 |
|--------------------|---|--|---|---|---|
| Cold Storage | Hiwa Rotterdam Port Cold Stores B.V. | Netherlands, Port of Rotterdam, Storage of fruit juice | Has cold storage specializing in fruit juice; Has facilities for quality testing, de-drumming and blending | Booming imports of apple juice, etc. have resulted in the highest year-end inventory volume for the past three years | The high capacity utilization rate is anticipated to continue this fiscal year. |
| | Eurofrigo B.V. | Netherlands, Port of Rotterdam, Refrigerated storage | Mainly handles meat, marine products and frozen vegetables; Includes animal quarantine facilities | Failure to achieve the plan resulted from inventory cuts by principal customers, in addition to a delay in the recovery of demand for chicken. | Inventory cuts by main customers are expected to continue. The company is focusing on the consolidation of shipments of marine products as alternative products, but tough conditions are anticipated to remain for a while. |
| | Eurofrigo Venlo B.V. | Netherlands, Refrigerated storage at inland locations | Mainly stores agriculture products, also handles PVB films | Signs of a recovery are evident in the processing of some PVB films, but inventory volumes have continued to decline. Imports of seasonal products such as agricultural products, which would normally have demand, have also declined because of the bad weather. | Cargo booking activities for securing stable new products have been undertaken. Contracts for handling halal-related products, processed foods (pizza maker), and other goods have been acquired. Imports of frozen vegetables (French fries) are also increasing, and estimated values have been achieved on a local currency basis. |
| | Frigo Logistics Sp. z o.o. | Poland, Refrigerated storage | Purchased a cold storage facility in 2005; Mainly handles transport of ice cream and frozen foods. | Vegetables, which were expected to fill empty storage space after shipments of ice cream, suffered from poor harvests due to bad weather. The focus will continue to be on shipment consolidation. Cost savings will be sought to offset declines in volumes handled. | The volume of ice cream handled is expected to increase steadily toward the high season. The volume of goods handled by existing mass-retailers will also grow. Contracts from a new mass-retailer have been determined, and operations will begin in Q4. Soaring fuel costs will be a concern. |
| Freight Forwarding | Thermotrafic GmbH (Germany) | Conducting forwarding business based in Germany throughout Europe. | Freight forwarding and shipping throughout Europe | Volumes handled for custom clearance and general transport have decreased, partly because of the cold weather at the end of the year. In contrast, operations for mass-retailers have been solid, and planned values were achieved on a local currency basis. | Because of the strong economy in Germany, demand for transport to TTG has picked up rapidly. The cost of transportation has been reduced significantly owing to the procurement of vehicles from Eastern Europe. |
| | Thermotrafic Holland B.V. (Netherlands) | Mainly conducting forwarding based in Rotterdam | | Revenues both from the customs clearance and the delivery business decreased because of a delay in chicken imports by major customers in the beginning of the fiscal year. In addition, price competition became more intense, leading to continuation of tough earnings environment. | A recovery in the volume of goods handled has been delayed due to the persistent impact that has remained since last year. The company aims to attract new good customers by targeting high added-value products such as pharmaceutical products. |
| | Godfroy companies | Conducting forwarding and cold storage business in northern France | Storage and delivery throughout France of imported cargo, processed marine products, frozen foods, and other products | The acquisition of Godfroy was completed in July and started to contribute to results in the second half. | The acquisition will contribute to higher revenues. The company is to secure return cargo from Southern France and launch cross-border logistics in earnest through cooperation with other Group companies in Europe. |

Reference Materials

Reference Data



Changes in Sales and Operating Income by Segment

(Amounts are rounded off to the nearest 100 million yen and certain figures are also rounded up or down.)

| | 09/3 | 10/3 | 11/3 | 12/3E | 13/3P |
|---------------------------|--------------|--------------|--------------|--------------|--------------|
| (Net Sales) | | | | | |
| Processed Foods | 1,740 | 1,621 | 1,619 | 1,640 | 1,800 |
| Marine Products | 761 | 672 | 668 | 651 | 710 |
| Meat and Poultry Products | 925 | 776 | 783 | 759 | 900 |
| Logistics | 1,423 | 1,390 | 1,394 | 1,486 | 1,578 |
| Real Estate | 74 | 70 | 66 | 51 | 61 |
| Other | 66 | 69 | 62 | 63 | 73 |
| Intercompany Elimination | -244 | -217 | -214 | -228 | -254 |
| Total | 4,745 | 4,381 | 4,378 | 4,422 | 4,868 |
| (Operating Income) | | | | | |
| Processed Foods | 20 | 26 | 46 | 36 | 60 |
| Marine Products | 3 | 9 | 6 | 6 | 12 |
| Meat and Poultry Products | 0 | 7 | 4 | 7 | 9 |
| Logistics | 82 | 79 | 73 | 70 | 82 |
| Real Estate | 40 | 37 | 36 | 21 | 26 |
| Other | 2 | 4 | 4 | 2 | 3 |
| Intercompany Elimination | 4 | 6 | -2 | -2 | -4 |
| Total | 151 | 168 | 167 | 140 | 188 |

Factors for Increase/Decrease of Operating Income from Processed Foods

Unit: 100 million yen

| | |
|---|------------|
| 10/3 Operating income | 26 |
| Factors for decrease | -15 |
| Rise in raw material and purchase prices | -5 |
| Difficulty in covering fixed costs due to the low operation of the Thai factory | -5 |
| Decline in profit rate of pre-cooked foods | -5 |
| Factors for increase | +35 |
| Lower chicken procurement cost | +12 |
| Increase in revenues from pre-cooked frozen foods | +2 |
| Productivity improvement in domestic plants | +3 |
| Improvement of income from health value and other processed foods | +12 |
| Reduction in fixed costs | +6 |
| FY11/3 Operating income | 46 |
| Factors for decrease | -48 |
| Rise in raw material and purchase prices | -38 |
| Difficulty in covering fixed costs due to the low operation of the Thai factory | -4 |
| Others | -6 |
| Factors for increase | +38 |
| Price revision, etc./Improvement in raw material purchases | +29 |
| Increase in revenues from chicken products, etc. | +4 |
| Productivity improvement in domestic plants | +2 |
| Reduction of fixed costs | +3 |
| FY12/3 Operating income | 36 |

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 development, procurement 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.