(Translation)

May 20, 2003

BRIEF STATEMENTS OF ACCOUNTS
FOR THE YEAR ENDED MARCH 31, 2003 (CONSOLIDATED)

(based on accounting principles generally accepted in the U.S.A.)

Name of listed company:	Nippon Meat Packers, Inc.
Code number:	2282 (URL http://www.nipponham.co.jp)
Listed exchange:	Tokyo Stock Exchange and Osaka Securities Exchange
Location of head office (Prefecture):	Osaka
Representative:	Yoshikiyo Fujii President and Representative Director
Inquiries to be directed to:	Yosuke Umemoto Director & Senior Executive Corporate Officer, General Manager of General Administrative Division Tel. (06) 6282-3160
Date of meeting of the Board of Directors for settlement of accounts:	May 20, 2003
Name of parent company:	(Code No.:)

Ratio of shares held by the parent company: %

Adoption of U.S. Generally Accepted Accounting Principles:	Yes

1. Business results for the year ended March 31, 2003 (April 1, 2002 through March 31, 2003):

(1) Consolidated operating results

	Year ended March 31, 2003	Year ended March 31, 2002
Net sales:	¥909,999 million ((-) 3.7%)	¥945,099 million (3.8%)
Operating income:	¥23,121 million ((-) 39.7%)	¥38,374 million ((-) 10.0%)
Income before income taxes:	¥13,301 million ((-) 56.8%)	¥30,786 million ((-) 29.5%)
Net income:	¥4,409 million ((-) 75.1%)	¥17,733 million ((-) 30.8%)
Net income per share (basic):	¥19.30	¥77.62
Net income per share (diluted):	-	¥76.39
Ratio of net income to shareholders' equity for the year:	1.7%	7.0%
Ratio of income before income taxes to total assets:	2.1%	5.0%
Ratio of income before income taxes to sales:	1.5%	3.3%

(Notes)

1) Equity in earnings of associated companies:

Year ended March 31, 2003:	¥5 million
Year ended March 31, 2002:	(¥304 million)

2) Average number of shares during each year (consolidated):

Year ended March 31, 2003:	228,384,645 shares
Year ended March 31, 2002:	228,442,239 shares

3) Changes in accounting methods: Yes

4) The percentages in the items of net sales, operating income, income before income taxes and net income indicate the rates of increase or decrease from the previous year.

(2) Consolidated financial condition

	Year ended March 31, 2003	Year ended March 31, 2002
Total assets:	¥621,579 million	¥623,508 million
Shareholders' equity	¥246,981 million	¥257,776 million
Ratio of shareholders' equity to total assets:	39.7%	41.3%
Shareholders' equity per share:	¥1,081.68	¥1,128.43

(Note) Number of issued shares outstanding at the end of year (consolidated):

Year ended March 31, 2003	228,331,408 shares
Year ended March 31, 2002	228,437,815 shares

(3) State of consolidated cash flows

	Year ended March 31, 2003	Year ended March 31, 2002
Cash flows from operating activities:	¥39,582 million	¥39,633 million
Cash flows from investing activities:	(¥5,139 million)	(¥34,161 million)
Cash flows from financing activities:	(¥753 million)	(¥19,253 million)
Cash and cash equivalents at end of the year:	¥86,745 million	¥53,055 million

(4) Matters related to the scope of consolidation and the application of equity method

Number of consolidated subsidiaries:	117 companies
Number of non-consolidated subsidiaries subject to equity method:	None
Number of associated companies subject to equity method:	9 companies

(5) Changes in the scope of consolidation and the application of equity method

Consolidated subsidiaries	(inclusion):	10 companies
Consolidated subsidiaries	(exclusion):	8 companies

Companies subject to equity method	(inclusion):	1 company
Companies subject to equity method	(exclusion):	5 companies

2. Forecast of consolidated operating results for the year ending March 31, 2004 (April 1, 2003 through March 31, 2004):

	Year ending March 31, 2004	
	Interim period	Whole year
Net sales:	¥500,000 million	¥980,000 million
Income before income taxes:	¥11,000 million	¥20,000 million
Net income:	¥6,500 million	¥12,000 million

(For reference)

Forecast of net income per share for the year ending March 31, 2004 (whole year): ¥52.56

* The above forecast was calculated based on the currently available information. The actual results may change materially depending on various factors in the future. As for the matters relating to the above forecast, please refer to page 18 of the attached material.

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Attached material

STATE OF CORPORATE GROUP

The Company's group is composed of the Company, its 117 subsidiaries and 9 associated companies. Their businesses are categorized as follows:

Businesses of production and marketing of hams, sausages, processed foods and fresh meats:

Hams, sausages and processed foods are produced at the Company and its production subsidiaries, Shizuoka-Nippon Ham Co., Ltd., Nagasaki-Nippon Ham Co., Ltd., Nippon Ham Shokuhin Co., Ltd. and Nippon Ham Sozai Co., Ltd. and marketed through the Company's nationwide business offices and its marketing subsidiaries, Nippon Ham Tobu Choku-Han Co., Ltd. and others. Additionally, in some specific regions and markets, hams, sausages and processed foods are produced and marketed by its subsidiaries such as Tohoku-Nippon Ham Co., Ltd. and Minami-Nippon Ham Co., Ltd.

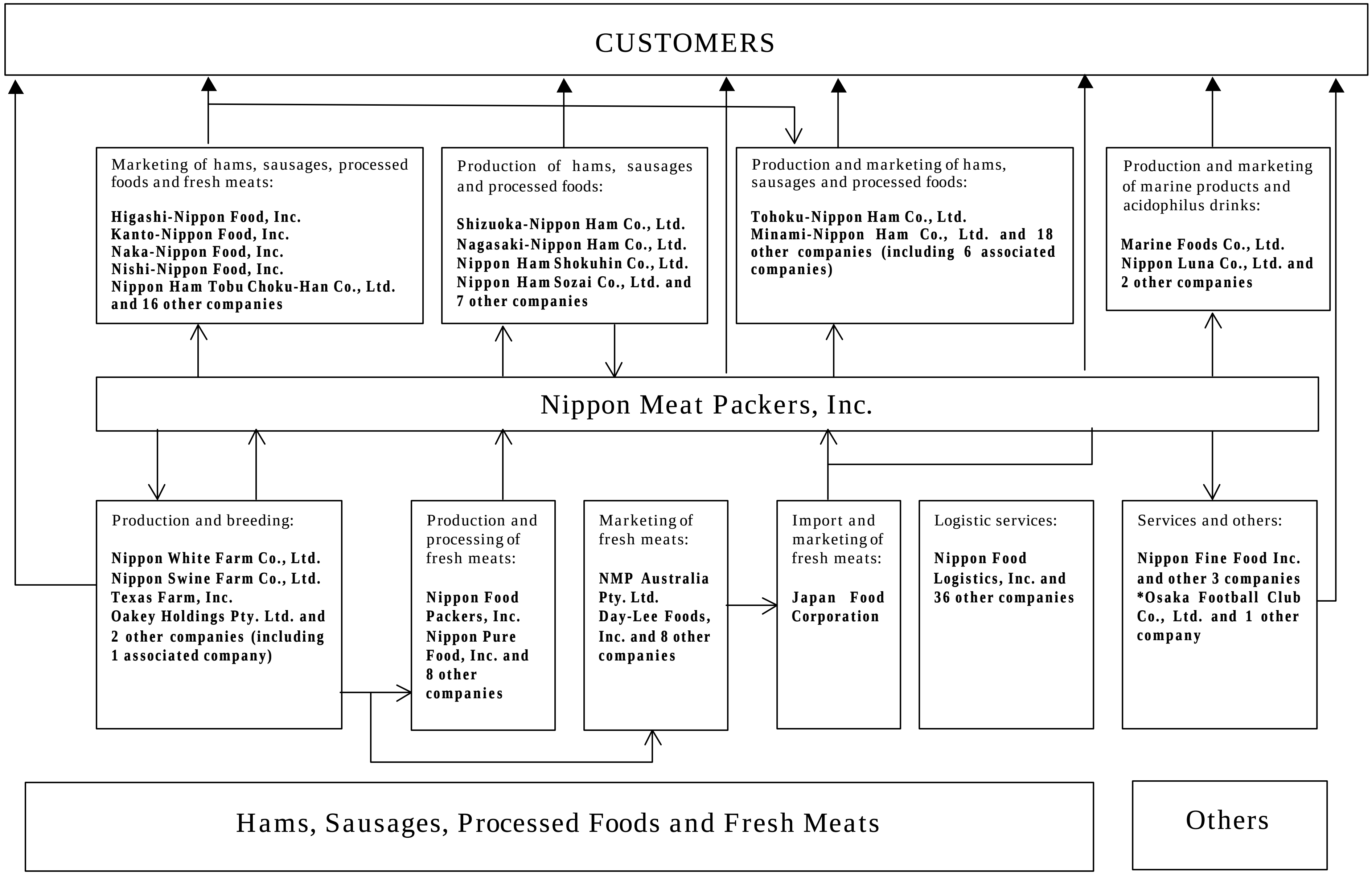
With regard to fresh meats, its subsidiaries such as Nippon Swine Farm Co., Ltd., Nippon White Farm Co., Ltd. and Texas Farm, Inc. produce and breed swine, cattle and poultry. Fresh meats which are processed and produced by the Company's subsidiaries such as Nippon Food Packers, Inc. and Nippon Pure Food, Inc. are marketed, together with fresh meats purchased from outside suppliers, through its nationwide business offices and its marketing subsidiaries such as Kanto-Nippon Food, Inc. and Nishi-Nippon Food, Inc.

Other businesses:

Marine products and acidophilus drinks are produced and marketed by the Company's subsidiaries, Marine Foods Co., Ltd. and Nippon Luna Co., Ltd.

With regard to services and others, restaurant business is conducted by its subsidiaries such as Nippon Fine Food Inc. and others.

The above mentioned matters are shown in the following business organization chart (associated companies are marked with *).


CUSTOMERS
Marketing of hams, sausages, processed foods and fresh meats:
Higashi-Nippon Food, Inc.
Kanto-Nippon Food, Inc.
Naka-Nippon Food, Inc.
Nishi-Nippon Food, Inc.
Nippon Ham Tobu Choku-Han Co., Ltd. and 16 other companies
Production of hams, sausages and processed foods:
Shizuoka-Nippon Ham Co., Ltd.
Nagasaki-Nippon Ham Co., Ltd.
Nippon Ham Shokuhin Co., Ltd.
Nippon Ham Sozai Co., Ltd. and 7 other companies
Production and marketing of hams, sausages and processed foods:
Tohoku-Nippon Ham Co., Ltd.
Minami-Nippon Ham Co., Ltd. and 18 other companies (including 6 associated companies)
Production and marketing of marine products and acidophilus drinks:
Marine Foods Co., Ltd.
Nippon Luna Co., Ltd. and 2 other companies
Nippon Meat Packers, Inc.
Production and breeding:
Nippon White Farm Co., Ltd.
Nippon Swine Farm Co., Ltd.
Texas Farm, Inc.
Oakey Holdings Pty. Ltd. and 2 other companies (including 1 associated company)
Production and processing of fresh meats:
Nippon Food Packers, Inc.
Nippon Pure Food, Inc. and 8 other companies
Marketing of fresh meats:
NMP Australia Pty. Ltd.
Day-Lee Foods, Inc. and 8 other companies
Import and marketing of fresh meats:
Japan Food Corporation
Logistic services:
Nippon Food Logistics, Inc. and 36 other companies
Services and others:
Nippon Fine Food Inc. and other 3 companies
*Osaka Football Club Co., Ltd. and 1 other company
Hams, Sausages, Processed Foods and Fresh Meats
Others

BUSINESS POLICY

1. The Company's fundamental business policy

The Company advocates its corporate slogan "Encouraging Healthy Eating Habits" whereby the Company brings the joy of eating to its customers by providing safe and high-quality foods. The Company acts up to its ideals to share the quality of life with its customers, prosperity with its shareholders and the joy of work with its individual employees and obligates management to continue to pursue brave challenges in the food culture.

The Group betrayed the trust of its customers, clients, shareholders and investors and caused a good deal of trouble and disturbance due to its scandal last year. With a strong determination to repeat no such scandal and transform itself to the "most honest corporate group in Japan," the Company places the utmost importance on strict compliance in management and has established the policies of customer creed and the promotion of group management as its fundamental policies of business.

Additionally, the Company recognizes that it is obliged as a corporate citizen to commit itself to the protection of the environment and management intends to actively address environmental problems in conducting operating activities.

2. The Company's fundamental policy of profit allocation

With regard to its fundamental dividend policy, it is the Company's intention to pay dividends according to business results on a consistent basis, while increasing its retained earnings in order to strengthen its corporate base as the basis for long-range development.

The Company intends to make effective use of the retained earnings as capital for investments which will maintain its competitiveness and attain sustained growth for the years to come, and to use them to expand its business size and increase earnings, whereby increasing the value of its shares.

3. The Company's policy on reduction in investment units

The Company believes it important to promote the long-term and stable holding of its shares by investors. The Company also recognizes it as an important issue for its capital policy to increase the liquidity of its shares in the stock market and expand the base of individual investors.

The Company will watch the moves of the stock market and carefully study the possibility of reducing its investment units, by taking into consideration its business results and share prices.

4. Target management indices

The Group has instituted a "New Medium-Term Business Plan" covering the three-year period from April 1, 2003 to March 31, 2006. For the final business year in the plan, the Group aims to book net sales of ¥1,100 billion and income before income taxes of ¥35 billion. Furthermore, to improve its financial position, the Group will improve the efficiency of invested capital, optimize the allocation of management resources and reduce interest-bearing debt. Thus, the Group aims to attain the ROA (income before income taxes on asset) of 5% or more, the reduction of ¥40 billion in interest-bearing debt and the D/E ratio of 0.6, as major management indices.

5. The Company's medium- and long-range business strategies and future challenges

(1) Optimum allocation of the Group's management resources

The Company will allocate its management resources of personnel, facilities and funds from the perspective of the optimization thereof and to leverage the financial position of each group company, reduce interest-bearing debt and improve the efficiency of funds operations, whereby generating cash flows. Furthermore, the Company will expand its business areas to cover seafood and dairy products, in addition to peripheral businesses related with fresh meats business.

(2) Aggressive business expansion

(i) Domestic business

The Company transferred its affiliates, which had not belonged to its integration system of fresh meats and fresh meats-related processed foods, to a new Seafood and Dairy Products Headquarters in April 2003. The objective of the reform is to bring "dynamism" to its Group through the expansion of business arenas of such affiliates and make a greater leap forward. The expansion of business arenas here does not mean just diversification or establishment of comprehensive food business, but becoming a "strategic, diversified corporate group" by capitalizing on the strengths of the Group. Specifically, the basis of the strategy is to expand the business areas of seafood and dairy products as a new business pillar second to the businesses of hams and sausages, processed foods and fresh meats and enhance the value thereof.

(ii) Overseas business

The Company has set up an "Overseas Strategy Council" to formulate a group-wide strategy targeting the global market and promote the strengthening of its overseas business and the efficient use of management resources of the Group. The Council will formulate strategies concerning countries, regions and businesses with growth prospects in the future and make recommendation the Management Strategy Committee.

a. Specific measures

- Strengthen competitiveness by global human resources development and interchange of personnel

- Make efficient use of funds, facilities and human resources and establish cooperative systems

- Establish a quality assurance system

b. Market strategies

- Australian market

  Improve the efficiency and profitability of business based on the integration system

- U.S. market

  Formulate business models in response to the market characteristics of high income levels and diversified food culture, improve profitability and expand business areas

- Chinese market

  Formulate business models against the background of low production cost and the huge market size and integrate group strategies effectively

- South American market and other markets

  Diversify export items to the Japanese market, improve profitability and formulate unique business models

6. Fundamental philosophy on corporate governance and the implementation of measures therefor

(1) Fundamental philosophy

The functions of the management system comprise a "function of management supervision," a "function of strategy formulation" and a "function of business execution." Management recognizes that management strictly based on compliance and the establishment of a system of corporate governance are central to these functions and that the roles of Directors responsible for the function of management supervision are crucial.

(2) Implementation of measures

(i) Management organization relating to corporate managerial decision-making, execution and supervision and other corporate governance systems

a. The Group has employed a system of statutory auditors.

b. State of election of outside Directors and outside Statutory Auditors.

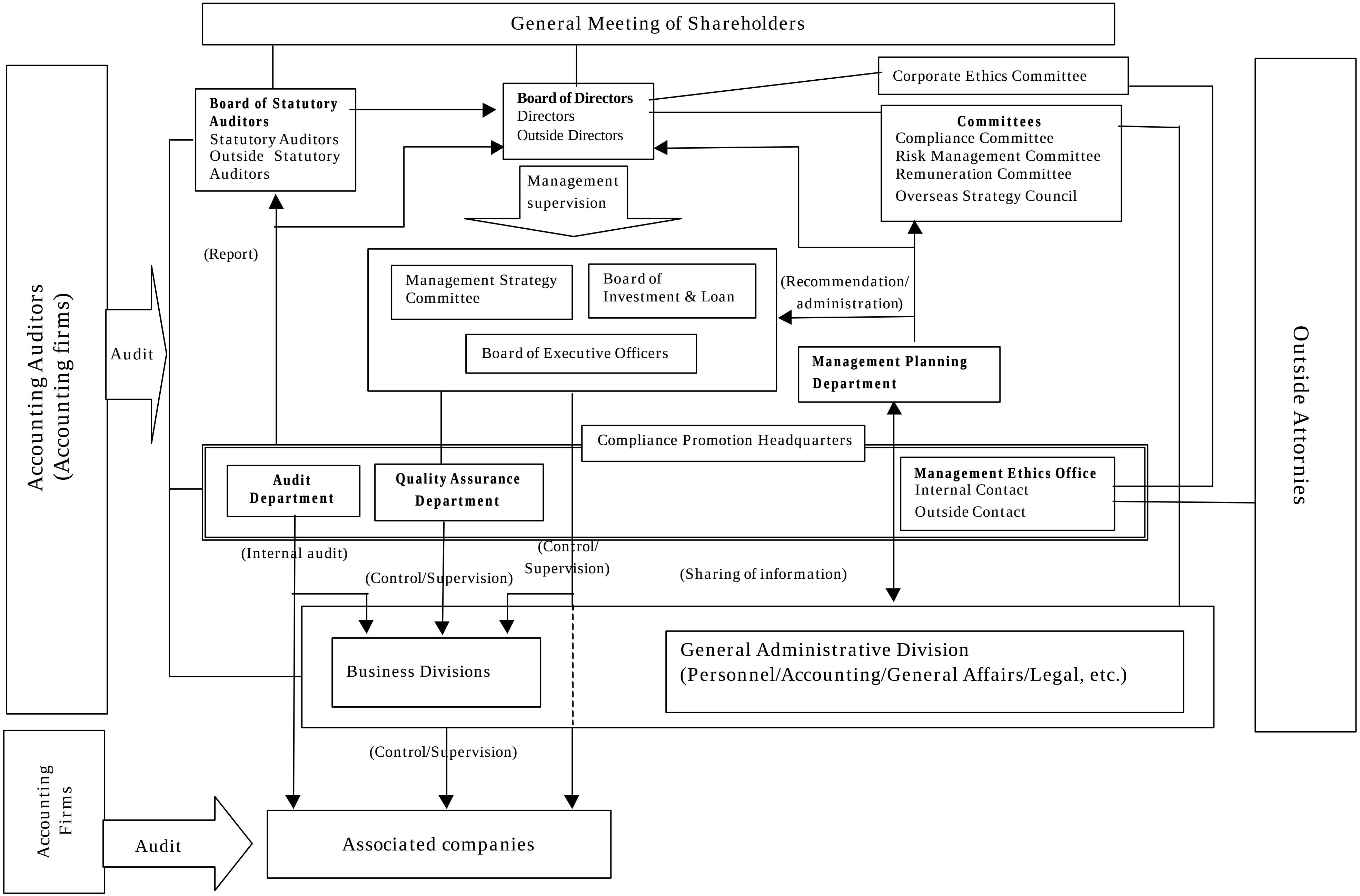
The Company has 1 outside Director among 16 Directors and 3 outside Statutory Auditors among 4 Statutory Auditors.

Upon the introduction of a system of executive officers, the number of Directors will be reduced; upon the close of the Ordinary General Meeting of Shareholders to be convened in June 2003, the Company will have 11 Directors (including two outside Directors) and 5 Statutory Auditors (including four outside Statutory Auditors).

c. Maintenance of full-time staff for outside officers.

The Company maintains no full-time staff for outside officers but its Management Planning Department takes appropriate steps whenever necessary.

d. Scheme of business execution and supervision and internal control.



e. Legal counsels, accounting auditors and other third parties (State of their engagement in the corporate governance systems).

With regard to corporate management and day-to-day operations, the Company has employed a system of entering into advisory agreements with more than one law firm to seek advice as a guide to managerial judgment as the necessity arises.

Additionally, the Company has entered into audit agreements with accounting firms with regard to audits under the Commercial Code of Japan (with Shin Nihon & Co.) and audits under the Securities and Exchange Law of Japan (with Shin Nihon & Co. and Tohmatsu & Co.). Each of the accounting firms has made audits on a fair and independent standpoint.

(ii) Personal, capital or trading relations or other relations of interest between the Company and its outside Directors and outside Statutory Auditors in outline

Mr. Kanji Yamaguchi, an outside Director of the Company, is an Executive Vice President and Representative Director of Mitsubishi Corporation, which is one of major shareholders and has constant business dealings with the Company and its associated companies. The Company has no transaction with any outside Statutory Auditor.

(iii) Efforts to improve corporate governance for the most recent year

a. Institution of a Corporate Ethics Committee

On September 10, 2002, the Company instituted a "Nippon Ham Group Corporate Ethics Committee" with the participation of outside experts. At least once every month since then, the Committee has held eight sessions. It has monitored the development of measures to prevent the recurrence of a scandal and made recommendation as to comprehensive management reforms.

In November 2002, as a subcommittee under the Committee, a "Reform Investigation Committee" was instituted to investigate structural problems and a direction of measures required for reforms. The sub-committee completed its investigative activities in December 2002. The results of its investigations were discussed and organized at the seventh session of the Corporate Ethics Committee on February 28, 2003, which made recommendation.

b. Selection of a candidate for outside Director

The Company, at the meeting of its Board of Directors held on March 10, 2003, determined to hire Ms. Sachiko Hayakawa as an advisor of the Company, who is a female candidate for outside Director with consumers' perspectives.

c. Selection of a candidate for Director with the aim of open, customer-oriented food manufacturing

The Company has nominated the current General Manager of Quality Assurance Department as a candidate for Director to promote the measures to "Open Quality" and strengthen the quality assurance system of the whole Group.

d. Introduction of a system of executive officers

As of April 1, 2003, the Company separated the functions of its management system into "management supervisory functions" and "business execution functions" and introduced a "system of executive officers" with the aim of "reforming its corporate culture and building up an open group management system." Under the system, the functions and responsibilities of "Directors" responsible for company-wide managerial matters and "Executive Officers" responsible for execution of business and operations are clearly defined.

With the introduction of the "system of executive officers," the number of Directors will be reduced from 21 at present to 11 upon the close of the Ordinary General Meeting of Shareholders to be convened. As a new system to materialize management policies, the system is intended to clarify the roles of Directors and allow them to discuss lively in a small number of members.

e. Reforms of managerial decision-making organs

As of April 1, 2003, the Company abolished its "Operating Committee" and instituted a "Management Strategy Committee," a "Board of Investment & Loan" and a "Board of Executive Officers" to build up its functions to formulate group-wide strategies and strategies of top management.

Accordingly, the Company has redefined the functional scopes of its organs and strengthened the functions of the "Board of Directors."

f. Organizational reforms

To ensure thorough consolidated management, the Company has reorganized its headquarters and instituted a Seafood and Dairy Products Headquarters, a General Administrative Division and a Compliance Promotion Headquarters.

The Company has also reorganized its business divisions according to their operating structures and redefined the scopes of functions of its group companies. In January 2003, the Company integrated its Business Headquarters and ham and sausage, processed foods and delicatessen business divisions to a new "Process Business Headquarters," with the aim of activating interchanges of information and personnel and strengthening checking functions among the business divisions. Furthermore, with the aim of expanding the Group as a whole and enhancing its enterprise value, the Company has positioned its marine product, acidophilus drink and sport-related businesses as a new business area second to the business of production and sale of fresh meats and processed meats products and instituted an " Seafood and Dairy Products Headquarters" to supervise these businesses.

With regard to the administrative divisions, the Company has abolished the system of all departments placed under direct control of the President and instituted three larger units; "Management Planning Department," " General Administrative Division" and "Compliance Promotion Headquarters" with defined roles and responsibilities, to which Executive Officers shall be assigned, respectively.

※ Roles of each administrative unit

- The "Management Planning Department," placed under direct control of the President, is responsible for "strategy formulation functions," including management reforms, promotion and strengthening of corporate governance, implementation of brand management and formulation of strategies of the whole Group.

- The "General Administrative Division" in charge of personnel affairs, general affairs, legal affairs, publicity, accounting and information planning is responsible for conducting restructuring and standardization of administrative systems of the whole Group, formulating a risk management system and strengthening group management, whereby enhancing its administrative level.

- The "Compliance Promotion Headquarters" is responsible for promoting business department-wide activities with regard to auditing, quality assurance, ethics and environmental protection and building up compliance-based management.

Additionally, the Company has instituted a "Compliance Committee," a "Risk Management Committee," a "Remuneration Committee" and an "Overseas Strategy Council" to discuss important managerial matters under direct control of the President.

※ Objective of each Committee (These Committees are not governed by law as the Company is not a "committee establishing company" as stipulated in law.)

- The "Compliance Committee" shall generally investigate compliance by the Nippon Ham Group and make recommendation to the Board of Directors or the Management Strategy Committee.

- The "Risk Management Committee" shall be responsible for risk analyses at regular times, management of the development of eliminating potential risks, preparation of manuals and thorough internal disclosure and make a report to the Board of

Directors or the Management Strategy Committee as the necessity arises.

- The "Remuneration Committee" shall institute a system to fairly evaluate officers' performances as soon as possible, as a means of management to strengthen corporate governance and improve transparency.

OPERATING RESULTS AND FINANCIAL POSITION

1. Operating results

(1) Overview for the business year under review

Overview of operating results in general

During the business year under review, the Japanese economy did not come out of a continued serious depression, or a deflationary spiral. Specifically, the employment and income conditions remained severe and private spending declined. Stock prices also were depressed and corporate performances were adversely affected.

In the food and fresh meats industry, consumers' demand for security and safety of foods increased, while globalization intensified competition with lower-priced imports. Thus, the situations remained severe.

Under these circumstances, the Company made efforts to develop new products to create new categories and promote its sophisticated proposal-style marketing for each marketing channel. Consequently, sales of hams and sausages and processed foods increased steadily. Sales of fresh meats also remained steady as a decline in sales of beef due to the arrival of BSE (bovine spongiform encephalopathy) was covered by the collective strength of the Company and its strong system of integrating the whole processes of its operations from the "upstream" (breeding at farms in and outside of Japan) to the "downstream" (marketing). However, a scandal of beef scam in August arose a severe reprimand from the society and consumers for the social responsibility of the Company. Its clients demanded the removal of its products from their selling floors and temporarily suspended business transactions and the Company exercised its self-control not to sell beef. Consequently, sales plunged substantially. The trust and credibility the Company had built were lost in an instant.

We must express our most sincere apology to our shareholders and investors for a good deal of trouble and disturbance due to the scandal.

From this experience, the Company has placed the utmost importance on never repeating undermining confidence and exerted group-wide, all-out efforts to regenerate its corporate culture and reform management.

In the first place, the Company has instituted a Reform Promotion Headquarters and taken measures to establish checking and quality assurance systems to audit and supervise every business sector of the Group in a cross-sectional method to reform its corporate culture. The Company has instituted a "Corporate Ethics Committee" to actively accept opinions from outside experts and materialize management reforms and representatives of its employees have also formulated "Codes of Conduct" to prevent a recurrence of such scandal. Additionally, the Company has continued honest marketing activities, including proposals on sales situations and sales promotions from customers' viewpoint. Consequently, with the support and kindness of its clients, sales began to recover gradually.

As a result, net sales for the business year under review amounted to ¥909,999 million, down 3.7% from the previous business year. In regard to profits, income before income taxes amounted to ¥13,301 million, down 56.8% from the previous business year and net income amounted to ¥4,409 million, down 75.1%, due to a decrease in net sales, a loss from disposal of products and a revaluation loss of securities investments, though offset by a decrease in advertising and general publicity expenses due to voluntary restraint on TV commercials.

The results by product category are as follows:

Hams and sausages

Sales, specifically, sales of new products, increased steadily until July and declined in August and thereafter. Specifically, in the year-end gift season, sales were seriously affected. In that situation, the Company exerted its effort to recover sales of products with brand powers, including "Schau Essen" series. As a result, net sales amounted to ¥136,638 million, down 5.0% from the previous business year.

Processed foods

Sales increased steadily until July and declined substantially in August and thereafter, due to removal of products from stores. The Company exerted its efforts to promote sales focusing on its main products and develop products for industrial use to recover sales. As a result, net sales amounted to ¥174,178 million, down 12.0% from the previous business year.

Fresh meats and others

Generally, sales decreased in August and thereafter. Specifically, sales of beef, which the Company exercised its self-control not to sell, plunged substantially. This was a more severe result than in the previous business year when sales declined due to the BSE problem. In this situation, the Company exerted its efforts to promote sales of domestic pork and domestic chicken. As a result, net sales amounted to ¥599,183 million, down 0.7% from the previous business year.

Breakdown of consolidated net sales

	Year ended March 31, 2003 (April 1, 2002-March 31, 2003)		Year ended March 31, 2002 (April 1, 2001-March 31, 2002)		
	Amount (millions of yen)	Component ratio (%)	Amount (millions of yen)	Component ratio (%)	Rate of increase or decrease from the previous year (%)
Hams and sausages	136,638	15.0	143,881	15.2	(5.0)
Processed foods	174,178	19.1	197,955	20.9	(12.0)
Fresh meats and others	599,183	65.9	603,263	63.9	(0.7)
Total	909,999	100.0	945,099	100.0	(3.7)

Overview of segment information by business category

As the Company's group engages principally in the production and marketing of fresh meats-related hams and sausages, processed foods and fresh meats, other businesses are not so significant to be separately categorized. Hence, the Company does not prepare segment information by business category.

Overview of segment information by geographic area

(i) Japan

Due to the scandal, the Company removed its products from its clients' selling floors, temporarily suspended business transactions and exercised its self-control not to sell beef. Additionally, affected by the arrival of BSE in 2001, net sales in Japan amounted to ¥825,523 million, down 3.6% from the previous business year. Operating income amounted to ¥21,133 million, down 38.5% from the previous business year in spite of its efforts to reduce cost, which did not cover a decrease in sales.

(ii) Other areas

The pork market in the United States declined and sales decreased. The beef business in Australia suffered from higher costs due to dry weather and a decrease in sales to Japan due to the BSE problem in Japan and the Company's self-control not to sell beef. Consequently, net sales overseas amounted to ¥139,005 million, down 8.8% from the previous business year. Operating income overseas amounted to ¥1,979 million, down 50.2% from the previous business year.

(2) Prospect for the next business year

During the next business year, the situation is expected to continue to remain severe while sales are registering tones of recovery. Based on the basic idea that the Company will not be able to improve business performance unless the confidence of the society and consumers is restored, the Company will focus on strengthening corporate ethics and promoting compliance-based management. The Company will also thoroughly improve qualities and seek safety and security of its products. Simultaneously, the Company intends to improve business performance by developing new products and channels based on the perspectives of consumers and customer satisfaction. Additionally, the Company will reclassify its products and improve the efficiencies of its logistics and plant and equipment, whereby strengthening cost competitiveness. To strengthen its financial base, the Company will improve investment efficiency, reduce interest-bearing debt and generate cash flows.

With regard to operating results for the next business year, net sales are estimated to amount to ¥980.0 billion (up 7.7% from the previous business year).

Prospect of net sales by product category

	Year ended March 31, 2004 (April 1, 2003-March 31, 2004)	Rate of increase or decrease from the previous year
	(billions of yen)	(%)
Hams and sausages	146.0	6.9
Processed foods	180.0	3.3
Fresh meats and others	654.0	9.1
Total	980.0	7.7

Income before income taxes and net income are estimated to amount to ¥20.0 billion (up 50.4% from the previous business year) and ¥12.0 billion (up 172.2% from the previous business year), respectively.

(3) Prospect of dividends

Management, based on the fundamental policy to pay dividends on a consistent basis, intends to pay an ordinary dividend of ¥16 per share for the business year.

2. Financial position

Total assets decreased by ¥1.9 billion from the end of the previous business year, accounting for ¥621.6 billion, principally due to decreases in accounts receivable - trade and inventories and an increase in cash.

Shareholders' equity decreased by ¥10.8 billion from the end of the previous business year, accounting for ¥247 billion, principally due to a substantial decrease in net income and an increase in the minimum pension liability adjustment. The ratio of shareholders' equity deadlined from 41.3% to 39.7%.

The states and causes of cash flows are as follows:

(billions of yen)

	Year ended March 31, 2003 (as of March 31, 2003)	Year ended March 31, 2002 (as of March 31, 2002)	Increase or decrease
Cash flows from operating activities	39.6	39.6	(0)
Cash flows from investing activities	(5.1)	(34.2)	29.1
Cash flows from financing activities	(0.8)	(19.2)	18.4
Net increase in cash and cash equivalents	33.7	(13.8)	47.5
Cash and cash equivalents end of the year	86.7	53	33.7

With regard to operating activities, cash increased due to decreases in accounts receivable - trade and inventories. However, due to decreases in accounts payable – trade, net income and accrued income taxes, cash remained in almost the same level with the previous business year. As a result, net cash from operating activities amounted to ¥39.6 billion.

With regard to investing activities, due to restrains on capital investment, property, plant and equipment acquired decreased by ¥13.4 billion in comparison with the previous business year, to amount to ¥25.3 billion. Additionally, ¥16.7 billion of time deposits were transferred to cash reserves. As a result, net cash from investing activities increased by ¥29.1 billion in comparison with the previous business year, to amount to a negative ¥5.1 billion.

With regard to financing activities, while scheduled payment of long-term debt in ¥11.5 billion was made and dividends of ¥3.7 billion were paid, new short-term bank loans of ¥13.5 billion were granted by financial institutions as working capital. As a result, net cash from financing activities increased by ¥18.4 billion in comparison with the previous business year, to amount to a negative ¥0.8 billion.

As a result, net cash increased by ¥33,7 billion (up ¥47.5 billion in comparison with the previous business year) and cash and cash equivalents at end of the year amounted to ¥86.7 billion.

The trends in cash flow indices are as shown below:

	Year ended March 31, 2000	Year ended March 31, 2001	Year ended March 31, 2002	Year ended March 31, 2003
Ratio of shareholders' equity to total assets %	38.4	40.9	41.3	39.7
Ratio of shareholders' equity on a market value basis %	43.7	52.4	47.1	41.7
Years for debt redemption	5.4	5.6	5.0	5.4
Interest coverage ratio	9.4	10.1	12.6	11.9

※	Ratio of shareholders' equity to total assets :	Shareholders' equity/Total assets
	Ratio of shareholders' equity on a market value basis:	Aggregate market value of listed stock/Total assets
	Years for debt redemption:	Interest-bearing debt/Cash provided by operating activities
	Interest coverage ratio:	Cash provided by operating activities/Interest payments

(Notes)

1. Each of the indices is calculated based on financial data on a consolidated basis.

2. The aggregate market value of listed stock is calculated based on the closing stock price at the end of each business year multiplied by the total number of shares issued as of the end of each business year.

3. As cash provided by operating activities, cash flows from operating activities in the statement of consolidated cash flows are used. Interest-bearing debt covers all debt with interest being paid which is stated in the balance sheet. For interest payments, the amount of interest paid in the statement of consolidated cash flows is used.

CONSOLIDATED BALANCE SHEETS

(millions of yen)

	Year ended March 31, 2003 (as of March 31, 2003)	Year ended March 31, 2002 (as of March 31, 2002	Increase or decrease
Assets			
Current assets:			
Cash and cash equivalents	86,745	53,055	33,690
Time deposits	6,243	23,280	(17,037)
Marketable securities	1,564	6,615	(5,051)
Trade notes (non-interest bearing) and accounts receivable	91,666	105,685	(14,019)
Allowance for doubtful receivables	(1,079)	(1,978)	899
Inventories	80,728	93,429	(12,701)
Deferred income taxes	5,184	6,753	(1,569)
Prepayments and other current assets	11,749	13,198	(1,449)
Total current assets	282,800	300,037	(17,237)
Investments and non-current receivables			
Investment in and advances to associated companies	1,210	3,395	(2,185)
Other securities investments	19,776	21,250	(1,474)
Deposits and sundry investments	16,234	16,543	(309)
Total investments and non-current receivables	37,220	41,188	(3,968)
Property, plant, and equipment - at cost, less accumulated depreciation	273,935	262,019	11,916
Deferred income taxes - non-current	22,340	14,104	8,236
Other assets	5,284	6,160	(876)
Total	621,579	623,508	(1,929)

(millions of yen)

	Year ended March 31, 2003 (as of March 31, 2003)	Year ended March 31, 2002 (as of March 31, 2002	Increase or decrease
Liabilities and Shareholders' equity			
Current Liabilities:			
Short-term bank loans	111,307	99,146	12,161
Current maturities of long-term debt	25,676	10,572	15,104
Trade notes (principally non-interest bearing) and accounts payable	78,201	91,569	(13,368)
Accrued income taxes	5,224	11,604	(6,380)
Deferred income taxes	212	213	(1)
Accrued expenses	15,216	13,457	1,759
Other current liabilities	7,946	9,073	(1,127)
Total current liabilities	243,782	235,634	8,148
Liability under retirement and severance program	51,652	35,921	15,731
Long-term debt, less current maturities	75,666	90,455	(14,789)
Deferred income taxes - non-current	829	1,142	(313)
Minority interests	2,669	2,580	89
Shareholders' equity:			
Common stock	24,166	24,166	-
Capital surplus	50,438	50,438	-
Retained earnings:			
Appropriated for legal reserve	6,562	6,522	40
Unappropriated	191,248	190,534	714
Accumulated other comprehensive loss	(25,306)	(13,875)	(11,431)
Treasury stock, at cost	(127)	(9)	(118)
Total shareholders' equity	246,981	257,776	(10,795)
Total	621,579	623,508	(1,929)

STATEMENTS OF CONSOLIDATED INCOME

(millions of yen)

	Year ended March 31, 2003 (from April 1, 2002 to March 31, 2003)	Year ended March 31, 2002 (from April 1, 2001 to March 31, 2002)	Increase or decrease
Revenues:			
Net sales	909,999	945,099	(35,100)
Sundry	1,764	3,669	(1,905)
Total	911,763	948,768	(37,005)
Cost and Expenses:			
Cost of goods sold	721,545	738,340	(16,795)
Selling, general, and administrative expenses	165,333	168,385	(3,052)
Interest	3,331	3,110	221
Sundry	8,253	8,147	106
Total	898,462	917,982	(19,520)
Income from consolidated operations before income taxes:	13,301	30,786	(17,485)
Income taxes:			
Current	8,939	16,892	(7,953)
Deferred	(42)	(4,143)	4,101
Total	8,897	12,749	(3,852)
Income from consolidated operations	4,404	18,037	(13,633)
Equity in earnings of associated companies – Net (less applicable income taxes)	5	(304)	309
Net income	4,409	17,733	(13,324)

STATEMENTS OF CHANGES IN CONSOLIDATED SHAREHOLDERS' EQUITY

(millions of yen)

	Year ended March 31, 2003 (from April 1, 2002 to March 31, 2003)	Year ended March 31, 2002 (from April 1, 2001 to March 31, 2002)	Increase or decrease
Common Stock			
Balance at beginning of the year	24,166	24,166	-
Balance at end of the year	24,166	24,166	-
Capital Surplus			
Balance at beginning of the year	50,438	50,438	-
Balance at end of the year	50,438	50,438	-
Retained Earnings Appropriated for Legal Reserve			
Balance at beginning of the year	6,522	6,476	46
Transfer from unappropriated retained earnings	40	46	(6)
Balance at end of the year	6,562	6,522	40
Unappropriated Retained Earnings			
Balance at beginning of the year	190,534	176,503	14,031
Net income	4,409	17,733	(13,324)
Cash dividends	(3,655)	(3,655)	-
Transfer to retained earnings appropriated for legal reserve	(40)	(47)	7
Balance at end of the year	191,248	190,534	714
Accumulated Other Comprehensive Income (Loss):			
Net unrealized gains (losses) on securities available for sale:			
Balance at beginning of the year	204	(1,451)	1,655
Change in net unrealized gains (losses) during the year	(27)	1,655	(1,682)
Balance at end of the year	177	204	(27)
Net unrealized gains (losses) on derivative financial instruments:			
Balance at beginning of the year	24	-	24
Change in net unrealized gains (losses) on derivative financial instruments during the year	(25)	24	(49)
Balance at end of the year	(1)	24	(25)
Minimum pension liability adjustment:			
Balance at beginning of the year	(15,460)	(8,793)	(6,667)
Change in minimum pension liability adjustment during the year	(9,223)	(6,667)	(2,556)
Balance at end of the year	(24,683)	(15,460)	(9,223)

(millions of yen)

	Year ended March 31, 2003 (from April 1, 2002 to March 31, 2003)	Year ended March 31, 2002 (from April 1, 2001 to March 31, 2002)	Increase or decrease
Foreign currency translation adjustment:			
Balance at beginning of the year	1,357	(1,374)	2,731
Change in foreign currency translation adjustment during the year	(2,156)	2,731	(4,887)
Balance at end of the year	(799)	1,357	(2,156)
Total accumulated other comprehensive loss at end of the year	(25,306)	(13,875)	(11,431)
Treasury stock			
Balance at beginning of the year	(9)	-	(9)
Treasury stock acquired	(118)	(9)	(109)
Balance at end of the year	(127)	(9)	(118)
Total shareholders' equity	246,981	257,776	(10,795)

STATEMENTS OF CONSOLIDATED CASH FLOWS

(millions of yen)

	Year ended March 31, 2003 (from April 1, 2002 to March 31, 2003)	Year ended March 31, 2002 (from April 1, 2001 to March 31, 2002)
Operating Activities:		
Net income		
Adjustments to reconcile net income to net cash provided by operating activities:	4,409	17,733
Depreciation and amortization	25,032	24,347
Income taxes – deferred	(42)	(4,143)
Decrease in trade notes and accounts receivable	16,052	3,257
Decrease (increase) in inventories	13,928	(7,503)
Increase (decrease) in trade notes and accounts payable	(15,271)	1,777
Increase (decrease) in accrued income taxes	(6,378)	4,314
Other – net	1,852	(149)
Net cash provided by operating activities	39,582	39,633
Investing Activities:		
Additions to property, plant, and equipment	(25,251)	(38,632)
Proceeds from sales of property, plant, and equipment	1,387	8,544
Decrease (increase) in time deposits	16,712	(3,362)
Purchases of marketable securities and other securities investments	(1,323)	(6,447)
Proceeds from sales of marketable securities and other securities investments	6,705	7,212
Acquisition of associated company shares net of cash acquired	(2,140)	-
Decrease (increase) in deposits and sundry investments	488	(313)
Other – net	(1,717)	(1,163)
Net cash used in investing activities	(5,139)	(34,161)
Financing Activities:		
Cash dividends	(3,660)	(3,655)
Increase (decrease) in short-term bank loans	13,529	(10,571)
Proceeds from long-term debt	867	6,834
Repayments of long-term debt	(11,509)	(11,852)
Others – Net	20	(9)
Net cash used in financing activities	(753)	(19,253)
Net Increase (Decrease) in Cash and cash equivalents	33,690	(13,781)
Cash and cash equivalents at Beginning of the Year	53,055	66,836
Cash and cash equivalents at End of the Year	86,745	53,055

	Year ended March 31, 2003 (from April 1, 2002 to March 31, 2003)	Year ended March 31, 2002 (from April 1, 2001 to March 31, 2002)
Additional Information:		
Purchase of shares of associated companies		
Total assets acquired	11,509	-
Liabilities assumed	(6,055)	-
Net assets acquired	5,454	-
Cash acquired	(657)	-
Investments in associated companies as of March 31, 2003	(2,657)	-
Cash paid	2,140	-
Capital lease obligation incurred	10,960	4,296
Interest paid	3,327	3,149
Income taxes paid	15,319	12,576

BASIS FOR PREPARING CONSOLIDATED FINANCIAL STATEMENTS

1. Scope of Consolidation

(1) Number of consolidated subsidiaries: 117 subsidiaries

(2) Number of non-consolidated subsidiaries: None

(3) Principal subsidiaries:

Texas Farm, Inc., Nippon Meat Packers Australia Pty. Ltd., Nippon White Farm Co., Ltd., Nippon Swine Farm Co., Ltd., Marine Foods Co., Ltd., Nippon Ham Shokuhin Co., Ltd., Shizuoka-Nippon Ham Co., Ltd. and Kanto Nippon Food, Inc.

(4) Situation of changes in consolidation:

(inclusion)	10 companies	Minami-Nippon Ham Co., Ltd. and 9 other companies (5 companies transferred from associated companies subject to equity method, 1 company due to incorporation and 4 companies due to separation)
(exclusion)	8 companies	Kita-Nippon Ham Co., Ltd. and 7 other companies (dissolution due to merger)

2. Fiscal years of consolidated subsidiaries

Among the Company's consolidated subsidiaries, 4 companies have fiscal years ending on December 31. In preparing the consolidated financial statements, the financial statements in respect of each company's fiscal year are used. As for material transactions occurred during the period until the end of the consolidated fiscal year, any adjustments necessary for such consolidation are made.

3. Matters relating to application of equity method

(1) Number of companies subject to equity method: 9 companies

(2) Main company: Osaka Football Club Co., Ltd.

(3) Situation of change:

(inclusion)	1 company	Henan Wandong Animal-Husbandry Co.,Ltd.
(exclusion)	5 companies:	Minami Nippon Ham Co., Ltd. and 4 other companies (which have become consolidated subsidiaries)

(4) Fiscal years:

As for the companies subject to equity method and which have fiscal years ending at other than the end of the consolidated fiscal year, the financial statements in respect of such companies' fiscal years are used.

4. Summary of Principal Accounting Policies

(1) Marketable securities:

In accordance with Statement of Financial Accounting Standards (SFAS) No. 115, investments classified as Available-For-sale are reported at fair value with unrealized gains and losses, net of applicable income taxes, recorded in a separate component of shareholders' equity. Investments classified as Held -to-Maturity are recorded at amortized cost. All other securities investments in securities are stated cost, unless the value is considered to have been impaired

(2) Inventories:

Inventories are stated at lower of cost or market value based on the average method. The market value is based on net realizable value.

(3) Depreciation and amortization:

Property, plant and equipment are reported at acquisition cost and depreciation is made principally by the declining balance method.

(4) Liability under retirement and severance program:

SFAS No. 87 "Employers' Accounting for Pensions" applies to the retirement and severance program.

(5) Income taxes:

In accordance with SFAS No. 109, deferred tax assets and liabilities are computed based on the temporary differences between the financial statement and tax bases of assets and liabilities, using the enacted tax rate at the respective balance sheet dates. Due to a revision of tax rates in accordance with the promulgation of the amendment to the Local Tax Law of Japan to introduce assessment by estimation on the basis of the size of business to corporate enterprise taxes, income taxes (deferred income taxes) for the business year under review increased by ¥533 million.

(6) Derivative instruments:

In accordance with SFAS No. 133 and SFAS No. 138, all derivative financial instruments are recognized as assets or liabilities on the balance sheet and measured at fair value.

(7) Sales incentives:

Emerging Issues Task Force (EITF) Issue No. 01-9 "Accounting for Consideration Given by a Vendor to a Customer or a Reseller of the Vendor's Products" is applicable. Certain sales incentives and rebates are deducted from net sales.

(8) New Accounting policy:

As from the business year under review, SFAS No. 142 "Goodwill and Other Tangible Assets" and SFAS No. 144 "Accounting for the Impairment or Disposal of Long-Lived Assets" are applicable.

The application of these statements has no material effect on the consolidated financial statements.

5. Calculation Contents of Net Income Per Share

	Year ended March 31, 2003 (from April 1, 2002 to March 31, 2003)	Year ended March 31, 2002 (from April 1, 2001 to March 31, 2002)
	(millions of yen)	
Net income (Numerator):		
Income available to shareholders	4,409	17,733
Effect of convertible debentures	-	99
Income available to shareholders and assumed conversions	-	17,832
	(thousands of shares)	
Shares (Denominator):		
Average shares outstanding for basic earnings per share	228,385	228,442
Dilutive effect of convertible debentures	-	4,992
Average shares outstanding for diluted earnings per share	-	233,434

(Note) The dilutive effect of convertible debentures for the business year under review is antidilutive.

SEGMENT INFORMATION

1. Segment information by business category:

The Company's group engages principally in the production and marketing of meat-related hams and sausages, processed foods and fresh meats. Because total net sales and operating income of such businesses, respectively, comprise more than 90% of the whole segments, the Company didn't prepare segment information by business category for the years ended March 31, 2002 and March 31, 2003.

2. Segment information by geographic area:

For the year ended March 31, 2003 (from April 1, 2002 to March 31, 2003):

(millions of yen)

Items	**Japan**	**Other areas**	**Total**	**Eliminations or group-wide**	**Consolidation**
Net sales:					
(1) Sales to outside customers	825,029	84,970	909,999	-	909,999
(2) Inter-segment sales	494	54,035	54,529	(54,529)	-
Total	825,523	139,005	964,528	(54,529)	909,999
Operating expenses	804,390	137,026	941,416	(54,538)	886,878
Operating income	21,133	1,979	23,112	9	23,121
Assets	540,793	60,002	600,795	20,874	621,579

(Notes)

1. Countries and areas are categorized in accordance with their geographic nearness. However, any net sales and assets in any country or area other than Japan account for less than 10% of the total net sales and the total assets of all the segments, respectively. Hence, all the countries and areas other than Japan are indicated collectively as the "other areas".

2. The other areas principally consist of Australia, the United States and Thailand.

3. With regard to assets, group-wide assets, included in eliminations or group-wide items, amounted to ¥24,520 million, principally comprising the parent company's time deposits, marketable securities and securities investments.

For the year ended March 31, 2002 (from April 1, 2001 to March 31, 2002):

(millions of yen)

Items	Japan	Other areas	Total	Eliminations or group-wide	Consolidation
Net sales: (1) Sales to outside customers (2) Inter-segment sales	 856,089 504	 89,010 63,366	 945,099 63,870	 - (63,870)	 945,099 -
Total	856,593	152,376	1,008,969	(63,870)	945,099
Operating expenses	822,215	148,399	970,614	(63,889)	906,725
Operating income	34,378	3,977	38,355	(19)	38,374
Assets	518,321	60,570	578,891	44,617	623,508

(Notes)

1. Countries and areas are categorized in accordance with their geographic nearness. However, any net sales and assets in any country or area other than Japan account for less than 10% of the total net sales and the total assets of all the segments, respectively. Hence, all the countries and areas other than Japan are indicated collectively as the "other areas".

2. The other areas principally consist of Australia, the United States and Thailand.

3. With regard to assets, group-wide assets, included in eliminations or group-wide items, amounted to ¥48,068 million, principally comprising the parent company's time deposits, marketable securities and investment securities.

3. Overseas sales:

As respective overseas sales for the years ended March 31, 2002 and March 31, 2003 did not amount to at least 10% of our consolidated sales, presentation of overseas sales is omitted.

CURRENT MARKET PRICE OF SECURITIES

Investments classified as Available-for-Sale are reported at fair value on the balance sheets, in accordance with accounting principles generally accepted in the U.S.A.

For the year ended March 31, 2003 (from April 1, 2002 to March 31, 2003):

(millions of yen)

Items	Cost	Gross unrealized holding gains	Gross unrealized holding losses	Fair value
Available-for-Sale:				
Equity securities	12,370	1,894	(1,155)	13,109
Debt securities (government bonds and mutual funds)	2,565	19	(449)	2,135
Held-to-Maturity	3,064	0	(5)	3,059
Total	17,999	1,913	(1,609)	18,303

For the year ended March 31, 2002 (from April 1, 2001 to March 31, 2002):

(millions of yen)

Items	Cost	Gross unrealized holding gains	Gross unrealized holding losses	Fair value
Available-for-Sale:				
Equity securities	13,197	2,378	(1,352)	14,223
Debt securities (principally funds investing in government and corporate bonds)	8,098	58	(733)	7,423
Held-to-Maturity	3,753	0	(2)	3,751
Total	25,048	2,436	(2,087)	28,397

MATERIAL SUBSEQUENT EVENT

On May 10,2003, the Board of Directors approved a ¥3 billion capital contribution to Hoko Fishing Co., Ltd. ("Hoko"), contingent upon the approval of Hoko’s plan of reorganization by the Court.