(Translation)

May 13, 2011

BRIEF STATEMENTS OF ACCOUNTS
FOR THE YEAR ENDED March 31, 2011

(Based on the accounting principles generally accepted in the United States)
(Consolidated)

Name of listed company:	Nippon Meat Packers, Inc.
Listing exchange:	Tokyo Stock Exchange and Osaka Securities Exchange
Code number:	2282
URL:	http://www.nipponham.co.jp
Representative:	Hiroshi Kobayashi President and Representative Director
Further inquiries:	Yoshihide Hata Executive Officer and General Manager of Accounting & Finance Department

Scheduled date of the Ordinary General Meeting of Shareholders: June 24, 2011

Scheduled date of payment of dividends:	June 6, 2011
Scheduled date of filing of securities report:	June 27, 2011
Preparation of supplementary information on the statement of accounts:	Yes
Holding of the results briefing:	Yes (results briefing for institutional investors and analysts)

(Figures are indicated by counting fractions of 1/2 or more of a million yen as one and discarding the rest)

1. Consolidated business results for the year ended March 31, 2011 (April 1, 2010 through March 31, 2011):

(1) Consolidated operating results:

(The percentages indicate the rates of increase (decrease) from the previous fiscal year.)

	Net sales		Operating income		Income from continuing operations before income taxes and equity in earnings of associated companies		Net income attributable to Nippon Meat Packers, Inc.	
	(million yen)	(%)	(million yen)	(%)	(million yen)	(%)	(million yen)	(%)
Year ended March 31, 2011	989,308	3.7	33,175	33.5	29,523	22.9	16,731	6.4
Year ended March 31, 2010	953,616	(7.3)	24,855	16.1	24,024	282.1	15,721	848.8

(Note) Comprehensive income:

Year ended March 31, 2011: ¥12,567 million ((-) 41.8%)

Year ended March 31, 2010: ¥21,604 million (-%)

* The comprehensive income presents the amount of comprehensive income attributable to Nippon Meat Packers, Inc.

	Earning per share attributable to Nippon Meat Packers, Inc. shareholders (basic)	Earning per share attributable to Nippon Meat Packers, Inc. shareholders (diluted)	Ratio of net income attributable to total Nippon Meat Packers, Inc. to shareholders' equity	Ratio of income from continuing operations before income taxes and equity in earnings of associated companies to total assets	Ratio of operating income to net sales
	(yen)	(yen)	(%)	(%)	(%)
Year ended March 31, 2011	78.67	70.92	6.1	4.9	3.4
Year ended March 31, 2010	69.69	68.99	5.8	4.0	2.6

(For reference) Equity in earnings of associated companies:

Year ended March 31, 2011: ¥223 million

Year ended March 31, 2010: ¥249 million

(Note) Operating income is calculated by deducting from net sales cost of goods sold and selling, general and administrative expenses, in accordance with the Japanese accounting practices.

(2) Consolidated financial condition:

	Total assets	Total equity	Total Nippon Meat Packers, Inc. shareholders' equity	Nippon Meat Packers, Inc. shareholders' equity ratio	Total Nippon Meat Packers, Inc. shareholders' equity per share
	(million yen)	(million yen)	(million yen)	(%)	(yen)
Year ended March 31, 2011	590,688	283,204	281,067	47.6	1,321.37
Year ended March 31, 2010	604,201	273,962	271,908	45.0	1,278.83

(Note) The shareholders' equity represents the amount of total Nippon Meat Packers, Inc. shareholders' equity.

(3) Consolidated cash flows:

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at end of the year
	(million yen)	(million yen)	(million yen)	(million yen)
Year ended March 31, 2011	36,761	8,745	(36,951)	51,409
Year ended March 31, 2010	67,448	(60,134)	(5,227)	43,518

2. State of dividends:

	Annual dividend per share (yen)					Total Dividends (Annual)	Dividend propensity (consolidated)	Ratio of dividends to shareholders' equity (consolidated)
	First quarter -end	Second quarter -end	Third quarter -end	Year-end	Total	(million yen)	(%)	(%)
Year ended March 31, 2010	—	—	—	16.00	16.00	3,402	23.0	1.3
Year ended March 31, 2011	—	—	—	16.00	16.00	3,403	20.3	1.2
Year ending March 31, 2012 (forecast)	—	—	—	16.00	16.00		20.0	

(Note) The ratio of dividends to shareholders' equity is calculated on the basis of the amount of shareholders' equity of Nippon Meat Packers, Inc.

3. Forecast of consolidated business results for the year ending March 31, 2012 (April 1, 2011 through March 31, 2012):

(The percentages indicate the rates of increase (decrease) from the previous fiscal year in respect of the whole-year period, and from the second quarter (cumulative) of the previous fiscal year in respect of the second quarter (cumulative), respectively.)

	Net sales		Operating income		Income from continuing operations before income taxes and equity in earnings of associated companies		Net income attributable to Nippon Meat Packers, Inc.		Earnings per share attributable to Nippon Meat Packers, Inc. shareholders (basic)
	(million yen)	(%)	(million yen)	(%)	(million yen)	(%)	(million yen)	(%)	(yen)
Second quarter (cumulative)	500,000	3.5	14,500	12.3	13,000	14.5	7,500	10.6	35.27
Whole-year period	1,020,000	3.1	35,000	5.5	30,000	1.6	17,000	1.6	79.94

4. Others

(1) Significant changes in subsidiaries (changes in specific subsidiaries involving a change in the scope of consolidation) during the year: No

(2) Changes in accounting principles, procedures, disclosure methods, etc.:

1) Changes associated with changes in accounting standards: No

2) Other changes: No

(Note) For more details, please refer to the "6. Important Matters Forming the Basis for Preparing Consolidated Financial Statements" on pages 34 and 35.

(3) Number of issued shares (shares of common stock):

1) Number of issued shares (including shares of treasury stock) as of the end of the fiscal year:

Year ended March 31, 2011: 228,445,350 shares
Year ended March 31, 2010: 228,445,350 shares

2) Number of shares of treasury stock as of the end of the fiscal year:

Year ended March 31, 2011: 15,736,839 shares
Year ended March 31, 2010: 15,823,532 shares

3) Average number of shares during the fiscal year:

Year ended March 31, 2011: 212,668,397 shares

Year ended March 31, 2010: 225,579,926 shares

(For reference) Summary of the non-consolidated business results

1. Non-consolidated business results for the year ended March 31, 2011 (April 1, 2010 through March 31, 2011):

(1) Non-consolidated operating results

(The percentages indicate the rates of increase (decrease) from previous fiscal year.)

	Net sales		Operating income		Ordinary income		Net income	
	(million yen)	(%)	(million yen)	(%)	(million yen)	(%)	(million yen)	(%)
Year ended March 31, 2011	668,973	5.1	8,365	84.1	15,308	(0.3)	7,265	48.3
Year ended March 31, 2010	636,541	(7.1)	4,543	315.3	15,350	252.5	4,900	303.6

	Net income per share (basic)	Net income per share (diluted)
	(yen)	(yen)
Year ended March 31, 2011	34.16	30.80
Year ended March 31, 2010	21.72	21.50

(2) Non-consolidated financial position

	Total assets	Total net assets	Net worth ratio	Total net assets per share
	(million yen)	(million yen)	(%)	(yen)
Year ended March 31, 2011	415,878	186,380	44.8	875.27
Year ended March 31, 2010	418,732	182,882	43.6	858.97

(For reference)

Net worth: Year ended March 31, 2011: ¥186,178 million
Year ended March 31, 2010: ¥182,636 million

2. Forecast of non-consolidated business results for the year ending March 31, 2012 (April 1, 2011 through March 31, 2012):

(The percentages indicate the rates of increase (decrease) from the previous fiscal year in respect of the whole-year period, and from the second quarter (cumulative) of the previous fiscal year in respect of the second quarter (cumulative), respectively.)

	Net sales		Ordinary income		Net income		Net income per share
	(million yen)	(%)	(million yen)	(%)	(million yen)	(%)	(yen)
Second quarter (cumulative)	341,000	4.5	7,200	(19.5)	3,600	(40.4)	16.93

Whole-year period	696,000	4.0	12,400	(19.0)	5,800	(20.2)	27.27

* Statement on the state of performance of audit procedures:

This brief statement of accounts is not subject to audit procedures under the Financial Instruments and Exchange Law of Japan. The audit procedures of financial statements in accordance with the Financial Instruments and Exchange Law has not been completed at the time of disclosure hereof.

* Explanation for the appropriate use of the forecast of business results and other special instructions

The descriptions herein about the future, including the forecast of business results, are based on the information currently available to the Company and certain assumptions considered reasonable by the Company. The actual results may change materially depending on various factors. For information on the conditions precedent to the forecast of business results and cautionary notes for the use of the forecast of business results, please refer to "1. Analysis of Operating Results: (2) Prospect for the next fiscal year" on pages 12 to 14.

CONTENTS OF ATTACHMENT

* The Company is planning to hold a briefing for investors as follows. All materials distributed at the briefing will be disclosed on TDnet and posted on its website promptly thereafter.

  ▪ May 17, 2011 (Tuesday): Results briefing for institutional investors and analysts

* In addition to the above-mentioned briefing, the Company will hold briefings of its operations and business results for individual investors from time to time. For information on the schedules of such briefings, etc., please make sure on its website.

I. OPERATING RESULTS

1. Analysis of Operating Results

(1) For the fiscal year under review

Overview of operating results in general

Though the Japanese economy during the fiscal year under review is projected to mark a positive real GDP growth rate for the first time in three years due to the recovery trend of corporate earnings and other factors, there is concern that the damage caused by the March 11th Great East Japan Earthquake and the resulting power shortage will adversely impact corporate activities.

The business environment of the food and fresh meats industry has been improving thanks to decreased prices of raw meats and materials and a tone of recovery in the fresh meats market. However, since the beginning of 2011, crude oil and grain prices, which have been rising since last summer, have risen even further and, coupled with the outbreak of epidemics among livestock and the impact of the Great East Japan Earthquake, the future outlook has become even more uncertain.

Under these circumstances, to meet "Challenges: Reinforce Domestic Operations While Growing as a Global Player" listed as the theme of the "New Medium-Term Management Plan Part III" that commenced in April 2009, the Group has strenuously implemented various management measures.

With regard to one of the management policies, "Establish and evolve the concept of 'Management for No.1 Quality'," the Group has implemented various measures to increase its corporate value. We endeavored to enhance the integration that is unique to the Group while, for the summer and year-end gift seasons, we aggressively promoted sales of "Utsukushi-no-Kuni," our premium gift products that use only pork produced at our own farms, boosting overall gift sales as a result. With regard to the second management policy, "Improve profitability through greater selectivity and focus," the Group has started full operation of the systems and distribution centers it developed, while consolidating production sites and sales branches, in order to realize early manifestation of effects in the effort to enhance the supply chain management (SCM) reform that is promoted as a strategy to improve efficiency in our processed foods business, with the objective of strengthening the competitiveness of our core business. In tandem, in response to a deflationary environment where consumer spending remains stagnant and price competition is intensifying, we have revamped our products and aggressively promoted sales and marketing campaigns, while implementing measures to increase our cost competitiveness.

With regard to the third management policy, "Create a global business structure," we have taken steady steps to expand our presence in the global market by increasing our overseas production capacity and by establishing alliances with our overseas partners.

We would like to draw your attention to the fact that despite some minor damage, the

Great East Japan Earthquake has not had a significant impact on the corporate activities of the Nippon Ham Group in Eastern Japan.

As a result of these activities, consolidated net sales for the fiscal year under review amounted to ¥989,308 million, up 3.7% from the previous fiscal year. Operating income amounted to ¥33,175 million, up 33.5% from the previous fiscal year. Income before income taxes and equity in earnings of associated companies amounted to ¥29,523 million, up 22.9% from the previous fiscal year. Net income attributable to Nippon Meat Packers, Inc. amounted to ¥16,731 million, up 6.4% from the previous fiscal year.

Breakdown of consolidated net sales

Category	Year ended March 31, 2010 (April 1, 2009-March 31, 2010)		Year ended March 31, 2011 (April 1, 2010-March 31, 2011)		Rate of increase (decrease) from the previous year (%)
	Amount (million yen)	Component ratio (%)	Amount (million yen)	Component ratio (%)	
Hams and sausages	137,549	14.4	134,941	13.7	(1.9)
Processed foods	188,870	19.8	197,745	20.0	4.7
Fresh meats	496,100	52.0	530,154	53.6	6.9
Marine products	82,570	8.7	80,435	8.1	(2.6)
Dairy products	21,985	2.3	21,903	2.2	(0.4)
Others	26,542	2.8	24,130	2.4	(9.1)
Total	953,616	100.0	989,308	100.0	3.7

Overview of operating segments

(Processed foods business division)

To boost sales in its hams and sausages business, the Group engaged in promotional activities of its brands, including "SCHAU ESSEN" series, its major brand, and the "Shinsen-Seikatsu ZERO" series, which appeal to consumers amid the health trend. In the summer and year-end gift seasons, the Group actively engaged in advertising and promotional activities at retailers' stores focusing mainly on its flagship brand, "Utsukushi-No-Kuni" brand. In the processed foods business, the Group has expanded its lineup of "Chuka Meisai" series and room-temperature products, including retort-packed curry, in response to consumers' eating-at-home trend. To increase sales in industrial channels, the Group has actively promoted suggestive selling activities targeting convenience stores and chain restaurants by combining its manufacturing and marketing divisions.

Profits for the full year were disappointing due to the downward trend in selling prices of hams and sausages and processed products that continued throughout the year from the previous fiscal year, in spite of the effects of the decline in unit prices of raw meats and materials as well as cost reduction efforts that induced productivity improvements.

As a result, net sales of the processed foods business division for the fiscal year under review amounted to ¥338,027 million, up 2.6% from the previous fiscal year and operating income amounted to ¥8,629 million, down 3.8% from the previous fiscal year.

(Fresh meats business division)

In Japan, due to increased consumption of comparatively cheap poultry and pork as a result of consumers' inclination to frugality, the pork and poultry market showed positive growth in comparison with the previous fiscal year. On the other hand, demand for comparatively expensive beef remained weak and market price increases were limited. Under these circumstances, the Group, by taking advantage of its global procurement capabilities and nationwide marketing capabilities of its sales companies, engaged in aggressive expansion of sales, and bolstered net sales by increasing sales volume and improving selling prices.

The earnings exceeded those for the previous fiscal year as the performance of domestic farm business was improved compared with the previous fiscal year thanks to cost cutting efforts and productivity improvements, and sales of imported fresh meats regained profitability while overseas farm business was improved.

In Japan, during the fiscal year under review, the industry was severely impacted by the outbreak of foot-and-mouth disease and avian flu. In response, by implementing thorough disease prevention measures, the impact on the Group was successfully contained.

As a result, net sales and operating income of the fresh meats business division for the fiscal year under review amounted to ¥644,327 million, up 6.5% from the previous fiscal year, and ¥24,020 million, up 45.9% from the previous fiscal year, respectively.

(Affiliated business division)

In its marine products business, the Group strengthened its selling activities in the mass-retail channel and endeavored to increase the sales of large-volume orders, in particular, in the year-end gift season. Despite these efforts, however, net sales fell from the previous fiscal year as the sales to its sushi channel, where price competition was intensifying, decreased and sales of raw materials for the overseas market declined due to higher prices in the domestic marine products market.

In its dairy products business, with regard to yogurts and lactic acid probiotic beverages, sales in its convenience store channel leveled off and the business was placed in a difficult condition. With regard to cheese, sales increased as the Group actively promoted highly customized sales activities targeting mainly its major channels of bakeries and food manufacturers with its advanced production technology.

With regard to earnings, in the marine products business, profit margins improved as sales volume increased in the channel of mass-retailers, gross margins increased as a result of an increase in production at our own plants, and sales in the year-end gift season remained strong. In the dairy products business, earnings exceeded those for the previous fiscal year as sales of cheese increased favorably and profit margins improved.

As a result, net sales of the affiliated business division for the fiscal year under review amounted to ¥132,224 million, down 0.2% from the previous fiscal year and operating income amounted to ¥1,672 million up 171.4%, respectively.

(2) Prospect for the next fiscal year

The business environment is expected to continue to remain harsh as the uncertainty about future levels of consumer spending prevails due mainly to the Great East Japan Earthquake and resulting power shortage which has negatively impacted the Japanese economy and crude oil and feed prices are rising. Based on the policies set forth in the "New Medium-Term Management Plan Part III," which commenced on April 1, 2009 and has entered its third year, the Group will strongly promote its theme "Challenges: Reinforce Domestic Operations While Growing as a Global Player."

In the processed foods business division, due to increases in prices of fresh meats and crude oil, prices of raw meats and materials, materials cost and fuel cost are expected to rise throughout the current fiscal year. Therefore, the business environment is expected to become harsher compared to the previous fiscal year. In response to these circumstances, the Group is promoting growth strategies and efficiency enhancement strategies. With regard to growth strategies, the Group will expand market share by placing emphasis on front-line marketing operations and promoting strategies to become top partners of its clients. The Group will also reinforce systems further to analyze markets and develop products from consumers' perspectives and propose new values. With regard to efficiency enhancement strategies, the Group will focus on reductions of product loss and logistics cost, including

SCM reforms, among others and simultaneously continue to implement restructuring of its production and sales divisions, as well as cost reductions, including the abolition and consolidation of a line of products, to enhance cost competitiveness.

In the fresh meats business division, feedstuff prices and fuel prices are expected to increase, resulting in a severe business environment for the farm business. In this situation, the Group will focus on expanding share for mass-retailers by taking advantage of its unique integration system covering all the processes from production at its own farms to marketing, as well as its long-nurtured procurement capabilities and marketing capabilities. In its upstream farm division, the Group will further enhance quality and cost competitiveness and improve production capabilities.

In the affiliated business division, with regard to both the marine products business and the dairy products business, to increase the market share of each group company, the Group will implement management meticulously in response to the market needs to extend market in the existing channel and continue to break into an unexplored market to expand market share. With regard to the marine products business, the Group will exert its effort to expand sales of products manufactured in its own factories. With regard to the dairy products business, the Group will introduce new consumer products and conduct aggressive promotional activities targeting the channel of mass-retailers to have a bigger presence and recognition in the market.

Based on the management policy "Establish and evolve the concept of 'Management for No.1 Quality'" set forth in the "New Medium-Term Management Plan Part III", the Group will, in a more integrated manner, carry out activities to ensure safety and security of its products and maintain and enhance quality. Through communications with customers, the Group will develop new products and services from their perspectives. While public concern about the environment is growing, the Group will expend efforts to reduce CO_2 emissions and thereby fulfill our social responsibility for the prevention of global warming, and give extra consideration to reduction of environmental burdens of containers, packages and other items used in its business activities. Additionally, the Group will promote corporate social responsibility (CSR) unique to the Nippon Ham Group through foods and sports.

Thus, the environment surrounding the Group remains very difficult and problems lie in a heap. However, under the policies and strategies set forth in the "New Medium-Term Management Plan Part III", the Group in unison will vigorously push forward its central theme "Challenges: Reinforce Domestic Operations While Growing as a Global Player".

With regard to operating results for the next fiscal year, net sales are estimated to amount to ¥1,020 billion, up 3.1% from the fiscal year under review.

Forecast of net sales by product category

	Year ending March 31, 2012 (April 1, 2011-March 31, 2012)	Rate of increase (decrease) from the previous year
	(billion yen)	(%)
Hams and sausages	138.0	2.3
Processed foods	204.0	3.2
Fresh meats	550.0	3.7
Marine products	84.0	4.4
Dairy products	24.0	9.6
Others	20.0	(17.1)
Total	1,020.0	3.1

In regard to profits, operating income, income before income taxes and equity in earnings of associated companies and net income attributable to Nippon Meat Packers, Inc. are estimated to amount to ¥35.0 billion (up 5.5% from the previous fiscal year), ¥30.0 billion (up 1.6% from the previous fiscal year) and ¥17.0 billion (up 1.6% from the previous fiscal year), respectively.

Cautionary notice on information about the future:

The plans, forecast of operating results and other prospects for the future described in this brief statements of accounts are based on the information currently available to the Group and certain assumptions considered reasonable by the Group. The actual results in the future may materially differ from such plans and forecast, depending on various factors including risk factors in business.

2. Analysis of the Financial Position

(Assets, liabilities and shareholders' equity)

Total assets at the end of the year decreased by 2.2% from the end of the previous fiscal year, accounting for ¥590,688 million. By item, with regard to assets, marketable securities increased by ¥19,936 million from the end of the previous fiscal year, accounting for ¥20,197 million, trade notes and accounts receivable increased by 4.1% from the end of the previous fiscal year, accounting for ¥104,501 million and inventories increased by 7.0% from the end of the previous fiscal year, accounting for ¥107,599 million, while time deposits decreased by 71.7% from the end of the previous fiscal year, accounting for ¥17,191 million, principally due to repayment of long-term debt at maturity. As a result, current assets decreased by 0.6% from the end of the previous fiscal year, accounting for ¥317,363 million. Property, plant and equipment decreased by 3.4% from the end of the previous fiscal year, accounting for ¥219,324 million as additions to property, plant and equipment were made within the scope of the amount of depreciation and amortization and a loss on impairment of fixed assets was registered. Investments and other assets decreased by 7.3% from the end of the previous fiscal year, accounting for ¥27,764 million, principally as appraisal gain on other securities investments decreased due to stock market conditions.

Liabilities decreased by 6.9% from the end of the previous fiscal year, accounting for ¥307,484 million as short-term bank loans decreased by 10.3% from the end of the previous fiscal year, accounting for ¥43,344 million and current maturities of long-term debt decreased by 43.7% from the end of the previous fiscal year, accounting for ¥23,907 million while trade notes and accounts payable increased by 7.4% from the end of the previous fiscal year, accounting for ¥90,317 million and liability under retirement and severance program increased by 9.0% from the end of the previous fiscal year, accounting for ¥17,581 million. Interest-bearing debt* decreased by ¥32,322 million from the end of the previous fiscal year to account for ¥155,263 million.

Shareholders' equity of Nippon Meat Packers, Inc. increased by 3.4% from the end of the previous fiscal year to account for ¥281,067 million as unappropriated retained earnings increased by 6.1% from the end of the previous fiscal year, accounting for ¥231,771 million while accumulated other comprehensive income, including pension liability adjustments and net unrealized gains on securities available for sales, decreased by ¥4,164 million from the end of the previous fiscal year.

As a result, the ratio of shareholders' equity of Nippon Meat Packers, Inc. to total assets increased by 2.6% to 47.6%.

* Interest-bearing debt: "Short-term bank loans", "current maturities of long-term debt" and "long-term debt" (including zero-coupon bonds) on the consolidated balance sheet.

(Cash flows)

The states and causes of cash flows are as follows:

	Year ended March 31, 2010	Year ended March 31, 2011	Increase or decrease
	(million yen)	(million yen)	(million yen)
Cash flows from operating activities	67,448	36,761	(30,687)
Cash flows from investing activities	(60,134)	8,745	68,879
Cash flows from financing activities	(5,227)	(36,951)	(31,724)
Effect of exchange rate changes on cash and cash equivalents	108	(664)	(772)
Net increase in cash and cash equivalents	2,195	7,891	5,696
Cash and cash equivalents at end of the year	43,518	51,409	7,891

With regard to operating activities, net income, depreciation and amortization and trade notes and accounts payable increased while trade notes and accounts receivable and inventories increased. As a result, net cash from operating activities amounted to ¥36,761 million (¥67,448 million for the previous fiscal year).

With regard to investing activities, net cash from investing activities amounted to ¥8,745 million (a negative ¥60,134 million for the previous fiscal year) due to a decrease in short-term investments and sales of property, plant and equipment while property, plant and equipment were also purchased.

With regard to financing activities, while loans were raised, due to a decrease in short-term bank loans and the repayment of borrowed indebtedness, net cash from financing activities amounted to a negative ¥36,951 million (a negative ¥5,227 million for the previous fiscal year).

As a result, cash and cash equivalents at end of the year increased by ¥7,891 million in comparison with the end of the previous fiscal year, to amount to ¥51,409 million.

The trends in cash flow indices are as shown below:

	Year ended March 31, 2007	Year ended March 31, 2008	Year ended March 31, 2009	Year ended March 31, 2010	Year ended March 31, 2011
Nippon Meat Packers, Inc. shareholders' equity ratio (%)	48.7	47.2	46.3	45.0	47.6
Ratio of shareholders' equity on a market value basis (%)	53.6	55.2	40.1	41.6	37.8
Years for debt redemption (year)	5.2	6.2	4.5	2.8	4.2
Interest coverage ratio (time)	11.4	11.0	15.0	31.6	17.0

* Ratio of shareholders' equity of Nippon Meat Packers, Inc. to total assets:
Shareholders' equity of Nippon Meat Packers, Inc. / 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 number of issued shares, excluding the shares of treasury stock.
3. As cash provided by operating activities, cash flows from operating activities in the statement of consolidated cash flows are used. For interest payments, the amount of

interest paid in the statement of consolidated cash flows is used.

3. The Company's Fundamental Policy of Profit Allocation and Dividends for the Fiscal Year under Review and the Next Fiscal Year

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 fundamentals 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.

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 fiscal year under review. For the next fiscal year, management plans to pay an ordinary dividend of ¥16 per share, the same for the fiscal year under review.

4. Risk Factors in Business

The major risks that may affect the operating results and financial position of the Group are (but not limited to) those described below. These items contain future factors, which are envisioned as of the end of the fiscal year under review.

(1) Risks of commodity prices

The Group trades in fresh meats and fresh meat-related processed products. Let alone fresh meats for sale, materials for hams, sausages and other processed foods are fresh meats. Hence, the Group is exposed to risks associated with market conditions of livestock products. Furthermore, its production and breeding business to supply fresh meats are subject to fluctuations in commodity prices and feedstuff prices. The Group's marine products and dairy products business also is exposed to risks associated with commodity market conditions and fluctuations in prices of raw materials.

To hedge such risks associated with price fluctuations, the Group has taken measures to diversify materials purchase routes, use commodities futures contracts, develop high value-added products and formulate distinctive marketing strategies, as well as secure raw materials on a constant basis in anticipation of product demand and maintain a reasonable inventory level of fresh meats. However, there is no assurance that such risks can completely be averted.

In addition, the outbreak of epidemics (such as BSE, avian influenza and foot-and-mouth disease) among livestock and the implementation of safeguard measures (emergency import restrictions) may have a material effect on the operating results and financial position of the Group.

(2) Safety risks

The Group follows the basic policy of promoting "OPEN Quality" – open food production – to meet consumers' expectations and trust. As its quality policies, the Group has set up "compliance with law", "quality assurance network", "objective evaluations", "historical management" and "communications with consumers". In accordance with the policies, the Group has established strict quality assurance systems through the acquisition of third-party certifications (such as ISO and HACCP) and the establishment of a system of traceability of fresh meats and other raw materials used in hams and sausages and processed foods to ensure safety and security starting with raw materials, and has exerted its further efforts to enhance qualities to secure safety. Furthermore, the Group has devised measures to place first priority on consumers' safety, such as prompt information disclosure and the thorough prevention of the spread of damage if any problem should occur in the products offered by the Group.

However, if any event occurs beyond the scope of the measures the Group has developed or any problem for the public at large occurs that may threaten food safety, it may affect the operating results and financial position of the Group.

(3) Risks associated with procurement of materials

The Group has at all times exerted its efforts to improve production efficiencies and reduce inventory loss and logistics cost. However, if any rise in materials cost, fuel cost and logistics cost due to price hikes of crude oil and other factors cannot be set off by its efforts to reduce cost or passed on to selling prices, it may have a material effect on the operating results and financial position of the Group.

(4) Risks of foreign exchange

Yen translations of expenses and incomes of foreign currency transactions by the Group and foreign currency receivables and payables may be affected by currency fluctuations.

To hedge such risks of currency fluctuations, the Group uses hedge transactions, including forward exchange contracts, currency swap agreements and currency option agreements. However, there is no assurance that such risks can completely be averted. Even if a hedge transaction is employed to avert such risks, another risk, such as an opportunity loss, may be incurred if the exchange market fluctuates beyond the scope of the assumption.

In addition, translation differences that may arise upon the translation of the financial statements prepared by the overseas consolidated subsidiaries in foreign currencies into the yen involve risks of fluctuations of the shareholders' equity in the consolidated financial statements through foreign currency translation adjustments. These factors of fluctuations in the exchange market may affect the operating results and financial position of the Group.

To hedge risks associated with foreign currency transactions, the Group has instituted "Foreign Exchange Exposure Management Rules" to monitor foreign exchanges constantly and evaluate risks of currency fluctuations periodically. All forward exchange contracts, currency swap agreements and currency option agreements are executed pursuant to such "Foreign Exchange Exposure Management Rules" and the Company's internal regulations stipulating the transaction authority and the maximum transaction amount.

(5) Interest rate risks

The Group raises substantial part of its required funds by loans from third parties and other interest-bearing debt. Most of interest-bearing debt in the amount of ¥155.3 billion as of March 31, 2011 was fixed-rate debt and an interest rate hike may have no significant direct effect for the time being. To prepare for a rise in fund-raising costs in connection with a prospective increase in funding requirements, the Group has taken measures to reduce interest-bearing debt, including its efforts to increase cash flows from operating activities and make investment in plant and equipment within the scope of the amount of depreciation and amortization. However, in a rising rate environment in the future, an increase in interest accruing in fund-raising may affect the operating results and financial position of the Group.

(6) Stock price risks

Marketable securities held by the Group consist of the shares of its business partners and hence are exposed to risks of declines in stock prices associated with market price fluctuations. As of March 31, 2011, such marketable securities overall represent unrealized capital gains. However, stock movements in the future may have a material effect on the operating results and financial position of the Group.

In addition, if a slumping stock market lessens the value of the pension plan assets of the Group, pension expenses may increase or the Group may be required to add pension plan assets.

(7) Risks associated with loss on impairment of fixed assets

If the values of the fixed assets owned by the Group decline due to changes in the economic conditions or otherwise, it may be required to account for such impairment. In such case, it may have a material effect on the operating results and financial position of the

Group.

(8) Risks of natural calamities, accidents and social systems

The Group engages in business operations in Japan, as well as all over the world. The areas of such operations involve risks of the following events. If such any event occurs, it may affect the operating results and financial position of the Group.

- Occurrence of a large-scale natural calamity, such as an earthquake and flood, and the resulting destruction of the social infrastructure, including roads, ports and railways, and disruption or shortage of supply of gas, water, electricity, etc.
- Pollution of the environment, such as air, water and soil due to the occurrence of an accident or any other fortuitous circumstance
- Social disorder caused by the spread of an infectious disease, such as influenza
- Establishment, amendment or repeal of any unforeseeable law or regulations
- Occurrence of any unforeseeable adverse economic or political event
- Social or economic disorder caused by the occurrence of a war, strife, terrorist attack, etc.

(9) Information leakage risks

The Group has established "Rules for Personal Information Management" and "Nippon Ham Group Rules for Insider Trading Regulation" to obligate its officers and employees to protect personal information they possess and protect and manage important information of the Group and has endeavored to exercise strict control over such information through compliance training, education of its employees by rank and other means. The Group also has implemented measures for security on its information systems and contingency planning. However, if there is a leakage, falsification or loss of information or a prolonged halt or upset of its information systems due to any natural calamity beyond the scope of the assumption, prolonged blackout, serious defect in hardware or software, the infection of any computer virus or unauthorized access or other events, it may affect the operating results and financial position of the Group.

(10) Compliance risks

The Group has exerted its continued efforts to raise and establish strict awareness of compliance with law to become a transparent, honest corporate group. In these efforts, the Group has a system under which the President and Representative Director of the Company commands general control over the entire Group as the Chairman of the Compliance Committee and the Compliance Department of the Company continuously implements measures to raise awareness of compliance among all officers and employees of the Group and respond quickly when it perceives any risk.

However, if any problem of compliance, including any violation of law by any individual officer or employee, occurs, it may affect the operating results and financial position of the Group.

(11) Environmental risks

The Group has established "Nippon Ham Group Environmental Policy" and exerted its efforts to practice corporate activities in harmony with the environment to help materialize a sustainable society. The Group also has made serious efforts for the acquisition of third-party certifications on the environment (ISO 14001) and evaluations of appropriateness from third-party institutions and promoted management giving consideration to harmony between the environment and business activities through environmental audits conducted by the Social & Environmental Affairs Office of the Company and other measures. Simultaneously, the Group has exerted its efforts to ensure appropriateness and transparency with regard to environmental and other CSR issues. However, if there is an environmental contamination due to any accident or negligence and the resulting liability for restitution and/or damages or a substantial increase in environmental investment due to amendment to related laws and ordinances, it may affect the operating results and financial position of the Group.

II. STATE OF CORPORATE GROUP

The Company's group (the "Group") is composed of the Company, its 84 subsidiaries and nine associated companies. The business divisions supervising their businesses and positioning thereof are as follows:

Processed foods business division

Hams, sausages and processed foods are produced at the Company and its production subsidiaries, Nippon Ham Factory Co., Ltd., Minami 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 Hokkaido Hanbai Co., Ltd., Nippon Ham Higashi Hanbai Co., Ltd., Nippon Ham Nishi Hanbai Co., Ltd. and others.

Fresh meats business division

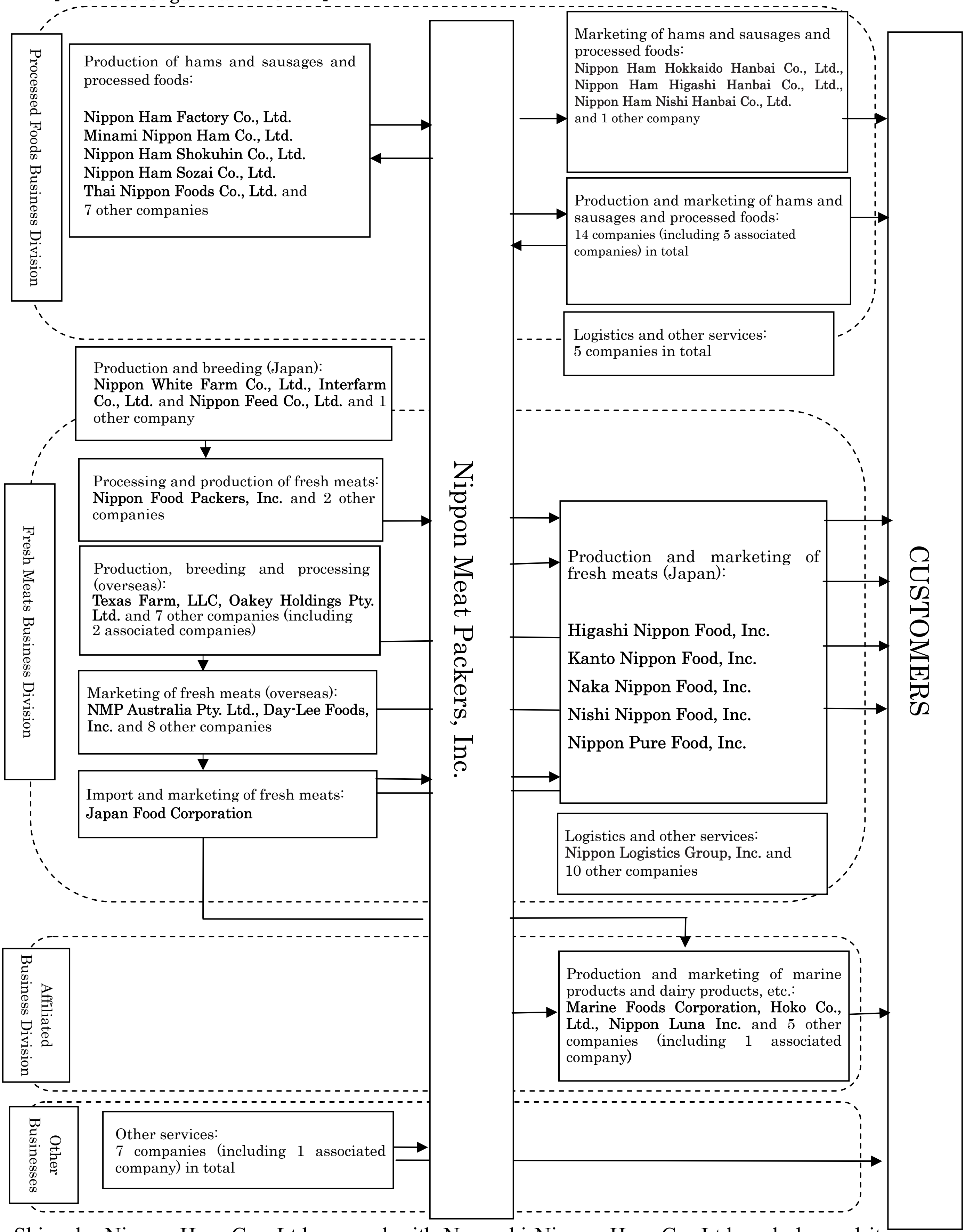
With regard to fresh meats, its subsidiaries such as Nippon White Farm Co., Ltd. Interfarm Co., Ltd., Texas Farm, LLC and Oakey Holdings Pty, Ltd. produce and breed swine, cattle and poultry. Fresh meats which are processed and produced by the Company's subsidiaries such as Nippon Food Packers, Inc.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

Affiliated business division

Marine products and dairy products are produced and marketed by the Company's subsidiaries, Marine Foods Corporation, Hoko Co., Ltd. and NIPPON LUNA INC.

The above-mentioned matters are shown in the following business organization chart.

[Business Organization Chart]



Shizuoka Nippon Ham Co., Ltd. merged with Nagasaki Nippon Ham Co. Ltd. and changed its trade name to Nippon Ham Factory Co., Ltd. as of October 1, 2010.

III. BUSINESS POLICY

1. The Company's Fundamental Business Policy

The Group advocates, as two key factors of its corporate philosophy, "We will create an epoch-making culture and contribute to the society under the themes of the 'joy of eating'" and "We will exist as a workplace for our employees to seek true happiness and something to live for", and engages in business, focused on foods, with a mission of management to contribute to people's happy and healthy life through supply of safe, secure and high-quality foods. The "joy of eating" represents the "excitement of good eating and preciousness of health" and we will actively focus our efforts on proposals as to TPOs of eating and the creation of a food culture, as well as support of health promotion through sports, among others. We also believe that the Group's business is a socially important business as it will secure a stable supply of foods for next generations by nurturing living nature and producing foods while feeling grateful for blessings of nature. We believe that by engaging in such business, our employees will feel happy and do their work with a sense of satisfaction, which will consequently lead us to provide foods and services acceptable to consumers.

2. Target Management Indices

For the final fiscal year, which will end on March 31, 2012, of the "New Medium-Term Business Plan Part III" (from April 1, 2009 through March 31, 2012), the Group aims to book net sales of ¥1,150.0 billion, operating income of ¥35.0 billion and income of ¥30.0 billion before income taxes and equity in earnings of associated companies and attain the ROA of 4.8% on a consolidated basis.

Though the business environment was anticipated to be difficult when the Group formulated the New Medium-Term Business Plan Part III, due to the global economic stagnation and a downturn in the Japanese economy after the "Lehman shock", consumers have become more inclined to protect their livelihoods, and selling unit prices of hams and sausages and processed foods have been on a downward trend and prices of fresh meats have declined. Consequently, net sales are anticipated to fall below the target under the plan and thus have been revised downward to ¥1,020.0 billion for the final fiscal year of the plan.

With regard to earnings targets, the Group will strongly promote drastic reforms of its cost structure and business restructuring to offset anticipated hikes in prices of raw materials, fuel and supplies. Thus, the Group aims to book operating income of ¥35.0 billion and income of ¥30.0 billion before income taxes and equity in earnings of associated companies, which are the targets for the final fiscal year of the plan, and attain the ROA of 5.0%, which has been revised upward from the target for the final year of the plan.

* The "New Medium-Term Management Plan Part III" and its revised or amended plans (collectively, the "Medium-Term Management Plan"), which consist of the plans and targets prepared based on the information currently available to the Group and certain assumptions considered reasonable by the Group, contain potential risks and uncertainties. Hence, the Medium-Term Management Plan does not ensure the fulfillment thereof or the operating results in the future. The actual results may materially differ from the Medium-Term Management Plan. Therefore, please refrain from making investment decisions in reliance on the Medium-Term

Management Plan solely. Notwithstanding any information or event in the future or any result arising therefrom, the Group will not necessarily revise the Medium-Term Management Plan nor will it be obligated to do so.

3. The Company's Medium- and Long-Range Business Strategies

In April 2009, the Group formulated a "New Medium-Term Management Plan Part III" (for the fiscal years from April 1, 2009 through March 31, 2012) with the central theme of "Further Buildup of Domestic Business and Try to be a Global Company". In consideration of the harsh business environment, the Group will improve its advantageous "integration system" and "high qualities", drastically reform its conventional business model and reorganize its "production in Japan", as well as make a serious inroad into the expanding global market and establish a new model, for the three-year period. While foods are becoming strategic resources, the Group will improve the integration system in and outside of Japan. However, by taking into consideration globalization of foods, including global supply and demand of foods, and agricultural policies of Japan, consumers' preferences, country risks and improved processing technologies, the Group will maintain selective attitudes toward production sites and a line of fresh meats and items and also strengthen cooperation with other companies and groups.

With regard to production in Japan, while price competition is intensifying, higher qualities also are demanded. Accordingly, concentrated investment is essential to improve productivity by the reorganization and integration in the production sector and enhance qualities. Simultaneously, restructuring of its marketing network and SCM (Supply Chain Management) reforms are urgently needed to reduce logistics cost. The Group will establish a competitive advantage in the domestic market though thorough cost reductions and quality improvement to enhance profitability, and make strategic investments for the future growth of the Group.

Based on its promulgated management policy "Establish and evolve the concept of 'Management for No.1 Quality'", the Group in unison will carry out activities to ensure safety and security of its products and maintain and enhance quality. Through communications with customers, the Group will develop new products and services from their perspectives. While public concern about the environment is growing, the Group will substantially reduce CO_2 emissions and thereby fulfill our social responsibility for the prevention of global warming, and give extra consideration to reduction of environmental burdens of containers, packages and other items used in its business activities. Additionally, the Group will promote corporate social responsibility (CSR) unique to the Nippon Ham Group through foods and sports.

Management policies of the "New Medium-Term Management Plan Part III":

(i) "Establish and evolve the concept of 'Management for No.1 Quality'"

(ii) "Improve profitability through greater selectivity and focus"

(iii) "Create a global business structure"

Management strategies of the "New Medium-Term Management Plan Part III":

(i) Strengthen and enhance integration across the Group

(ii) Reinforce the foundation of overseas operations

(iii) Fortify domestic operations by restructuring the processed foods business

(iv) Increase profits through the creation of value

(v) Promote Group brand management

The Group has attached a brand statement "The brilliance of people, the future of food" to its group brand. The statement represents all officers and employees' wishes, as well as commitments to all stakeholders, to contribute to the happy and healthy life of the people and build a bright future that enlivens people by engaging in business and duties from the customers' perspectives at all times and providing the "Joy of Eating".

Under the group brand, all officers and employees of the Group will share a sense of crisis and visions and implement various measures with zest and tenacity.

4. Issues to be Addressed by the Company

(1) Promotion of group management and the strengthening of governance

The Group will furthermore promote group management centering on its group brand and in harmonious balance between centrifugal and centripetal forces and allocate its management resources of "personnel", "facilities", "funds", "information" and "brands" from the perspective of total optimization to enhance the strategic formation and management efficiencies of the Group. Additionally, the Group will promote independent, autonomous management of each group company and establish internal control systems, such as JSOX (Japanese SOX), for the Group to strengthen its functions of governance.

(2) Formulation and promotion of accounting and financial strategies that meet the management strategies

The Group will further strengthen fund administration of the whole Group to expand financing within the Group and improve the efficiencies of procurement and management of funds of the Group. The Group will also make efficient use of its assets, restructure unprofitable operations and maintain a reasonable inventory level to maximize cash flows and reduce interest-bearing debt. Simultaneously, the Group will further strengthen its financial functions, including fund-raising on a global level to support its growth strategy.

(3) Promotion of the "visualizing" and sharing of information

The Group will actively promote information technology (IT) to support operational activities. The Group will also clarify and share the data worth noting to materialize prompt-decision management and establish IT governance.

(4) Enhancement of the cultivation and utilization of human resources

The Group will cultivate and strengthen its human resources and develop their respective abilities. The Group will also put the right person in the right place and enhance fairness in the evaluation of its employees to raise their incentives, whereby promoting vigorous business activities. Specifically, the Group will procure and cultivate human resources for overseas business development.

(5) Reinforcement of environmental efforts

The Group will discharge social responsibility for the prevention of global warming by building an eco-model business office and eco-conscious production line that may substantially reduce CO_2 emissions.

(6) Reinforcement of corporate communications

The Group will disclose adequate information to its stakeholders and also strategically disseminate information on the attitudes of its corporate group, its efforts related to the environment and its responses with regard to safety and security of foods and health, among others, to enhance the value of the "Nippon Ham Group" brand.

(7) Reduction of risks involving the Group

The Group will study and employ measures to hedge risks associated with fluctuations in foreign exchanges and interest rates and rises in prices of raw materials, supplies, fuel and feedstuffs to reduce business risks. The Group will also strengthen its systems to prevent quality problems and risk management systems for emergencies.

IV. CONSOLIDATED FINANCIAL STATEMENTS

1. Consolidated Balance Sheets

(million yen)

	Year ended March 31, 2010 (as of March 31, 2010)	Year ended March 31, 2011 (as of March 31, 2011)	Increase (decrease)
Assets			
Current assets:			
Cash and cash equivalents	43,518	51,409	7,891
Time deposits	59,475	17,191	(42,284)
Marketable securities	261	20,197	19,936
Trade notes and accounts receivable	100,366	104,501	4,135
Allowance for doubtful receivables	(638)	(625)	13
Inventories	100,545	107,599	7,054
Deferred income taxes	6,877	7,150	273
Other current assets	8,925	9,941	1,016
Total current assets	319,329	317,363	(1,966)
Property, plant and equipment - at cost, less accumulated depreciation	227,081	219,324	(7,757)
Intangible assets,less accumulated amortization	12,224	10,244	(1,980)
Investments and other assets:			
Investments in and advances to associated companies	2,352	2,309	(43)
Other investment securities	17,274	16,333	(941)
Other assets	10,324	9,122	(1,202)
Total investments and other assets	29,950	27,764	(2,186)
Deferred income taxes - non-current	15,617	15,993	376
Total Assets	604,201	590,688	(13,513)

(million yen)

	Year ended March 31, 2010 (as of March 31, 2010)	Year ended March 31, 2011 (as of March 31, 2011)	Increase (decrease)
Liabilities and equity			
Current liabilities:			
Short-term bank loans	48,332	43,344	(4,988)
Current maturities of long-term debt	42,483	23,907	(18,576)
Trade notes and accounts payable	84,124	90,317	6,193
Accrued income taxes	6,657	8,885	2,228
Deferred income taxes	1,094	689	(405)
Accrued expenses	17,311	19,530	2,219
Other current liabilities	13,459	11,124	(2,335)
Total current liabilities	213,460	197,796	(15,664)
Liability under retirement and severance programs	16,128	17,581	1,453
Long-term debt, less current maturities	96,770	88,012	(8,758)
Deferred income taxes - non-current	2,465	2,589	124
Other long-term liabilities	1,416	1,506	90
Total Liabilities	330,239	307,484	(22,755)
Nippon Meat Packers,Inc.shareholders' equity :			
Common stock	24,166	24,166	-
Capital surplus	50,925	50,809	(116)
Retained earnings:			
Appropriated for legal reserve	7,189	7,248	59
Unappropriated	218,482	231,771	13,289
Accumulated other comprehensive loss	(12,067)	(16,231)	(4,164)
Treasury stock, at cost	(16,787)	(16,696)	91
Total Nippon Meat Packers, Inc. shareholders' equity	271,908	281,067	9,159
Noncontrolling interests	2,054	2,137	83
Total equity	273,962	283,204	9,242
Total Liabilities and Equity	604,201	590,688	(13,513)

(Note) Accumulated other comprehensive loss – breakdown

	Year ended March 31, 2010	Year ended March 31, 2011	Increase (decrease)
Net unrealized gains on securities available for sales	1,526	968	(558)
Net unrealized losses on derivative financial instruments	(440)	(277)	163
Pension liability adjustments	(8,327)	(9,209)	(882)

Foreign currency translation adjustments	(4,826)	(7,713)	(2,887)

2. Statements of Consolidated Income

(million yen)

	Year ended March 31, 2010 (April 1, 2009 through March 31, 2010)	Year ended March 31, 2011 (April 1, 2010 through March 31, 2011)	Increase (decrease)
Revenues:			
Net sales	953,616	989,308	35,692
Other	4,694	1,030	(3,664)
Total	958,310	990,338	32,028
Cost and expenses:			
Cost of goods sold	754,992	785,878	30,886
Selling, general and administrative expenses	173,769	170,255	(3,514)
Interest expense	2,125	2,125	0
Other	3,400	2,557	(843)
Total	934,286	960,815	26,529
Income before income taxes and equity in earnings of associated companies:	24,024	29,523	5,499
Income taxes:			
Current	9,066	12,889	3,823
Deferred	(696)	(68)	628
Total	8,370	12,821	4,451
Income before equity in earnings of associated companies	15,654	16,702	1,048
Equity in earnings of associated companies - net of applicable income taxes	249	223	(26)
Net income	15,903	16,925	1,022
Net income attributable to noncontrolling interests	(182)	(194)	(12)
Net income attributable to Nippon Meat Packers, Inc.	15,721	16,731	1,010

Operating income (based on Japanese accounting practices)	24,855	33,175	8,320

3. Consolidated Statements of Shareholders' Equity

For the year ended March 31, 2010 (April 1, 2009 through March 31, 2010)

(million yen)

Item	Nippon Meat Packers, Inc. shareholders' equity							Noncontoroll-ing interests	Total equity
	Common stock	Capital surplus	Retained earnings appropriated for legal reserve	Unappropriated retained earnings	Accumulated other comprehensive income (loss)	Treasury stock	Total		
Balance, March 31, 2009	24,166	50,963	7,013	206,588	(17,950)	(341)	270,439	1,937	272,376
Comprehensive income									
Net income				15,721			15,721	182	15,903
Other comprehensive income									
Net unrealized gains on securities available-for-sales					1,264		1,264	2	1,266
Net unrealized losses on derivative financial instruments					(41)		(41)	—	(41)
Pension liability adjustments					4,753		4,753	—	4,753
Foreign currency translation adjustments					(93)		(93)	9	(84)
Comprehensive income							21,604	193	21,797
Cash dividends				(3,651)			(3,651)	(79)	(3,730)
Transfer to retained earnings appropriated for legal reserve			176	(176)			—	—	—
Treasury stock acquired						(16,480)	(16,480)	—	(16,480)
Exercise of stock options		(34)				34	0	—	0
Others		(4)					(4)	3	(1)
Balance, March 31, 2010	24,166	50,925	7,189	218,482	(12,067)	(16,787)	271,908	2,054	273,962

For the year ended March 31, 2011 (April 1, 2010 through March 31, 2011)

(million yen)

Item	Nippon Meat Packers, Inc. shareholders' equity							Noncontorolling interests	Total equity
	Common stock	Capital surplus	Retained earnings appropriated for legal reserve	Unappropriated retained earnings	Accumulated other comprehensive income (loss)	Treasury stock	Total		
Balance, March 31, 2010	24,166	50,925	7,189	218,482	(12,067)	(16,787)	271,908	2,054	273,962
Comprehensive income									
Net income				16,731			16,731	194	16,925
Other comprehensive loss									
Net unrealized gains on securities available-for-sales					(558)		(558)	0	(558)
Net unrealized losses on derivative financial instruments					163		163	-	163
Pension liability adjustments					(882)		(882)	-	(882)
Foreign currency translation adjustments					(2,887)		(2,887)	(58)	(2,945)
Comprehensive income							12,567	136	12,703
Cash dividends				(3,402)			(3,402)	(53)	(3,455)
Transfer to retained earnings appropriated for legal reserve			59	(59)			-	-	-
Treasury stock acquired						(14)	(14)	-	(14)
Disposal of treasury stock				0		9	9	-	9
Exercise of stock options		(116)		19		96	(1)	-	(1)
Balance, March 31, 2011	24,166	50,809	7,248	231,771	(16,231)	(16,696)	281,067	2,137	283,204

4. Statements of Consolidated Cash Flows

(million yen)

	Year ended March 31, 2010 (April 1, 2009 through March 31, 2010)	Year ended March 31, 2011 (April 1, 2010 through March 31, 2011)
Operating Activities:		
Net income	15,903	16,925
Adjustments to reconcile net income to net cash provided by operating activities:		
Depreciation and amortization	25,098	24,643
Impairment loss of long-lived assets	792	1,422
Income taxes deferred	(696)	(68)
Foreign exchange transaction adjustment	(4,239)	(1,325)
Decrease (increase) in trade notes and accounts receivable	3,048	(4,230)
Decrease (increase) in inventories	16,950	(7,529)
Decrease (increase) in other current assets	838	(1,247)
Increase (decrease) in trade notes and accounts payable	(1,786)	6,465
Increase in accrued income taxes	4,794	2,284
Increase (decrease) in accrued expenses and other current liabilities	4,458	(941)
Other – net	2,288	362
Net cash provided by operating activities	67,448	36,761
Investing Activities:		
Capital expenditures	(17,464)	(15,913)
Proceeds from sales of capital assets	1,623	2,614
Decrease (increase) in short-term investments	(43,630)	21,848
Purchases of marketable securities and other investment securities	(1,423)	(10,346)
Proceeds from sales and maturities of marketable securities and other investment securities	29	10,386
Net decrease in cash and cash equivalents resulting from sales of a subsidiary	(412)	-
Other – net	1,143	156
Net cash provided by (used in) investing activities	(60,134)	8,745
Financing Activities:		
Cash dividends	(3,730)	(3,455)
Decrease in short-term bank loans	(7,672)	(3,711)
Proceeds from borrowed indebtedness	29,968	25,931
Repayments of borrowed indebtedness	(7,316)	(55,711)
Acquisition of treasury stock	(16,480)	(14)
Other – net	3	9
Net cash provided by (used in) financing activities	(5,227)	(36,951)
Effect of exchange rate changes on cash and cash equivalents	108	(664)
Net increase in cash and cash equivalents	2,195	7,891
Cash and cash equivalents at beginning of the year	41,323	43,518
Cash and cash equivalents at end of the year	43,518	51,409
Additional cash flow information:		
Cash payment for the year		
Interest paid	2,136	2,158
Income taxes paid	4,141	11,089
Capital lease obligations incurred	3,824	1,958

5. Notes on the Premises of a Going Concern

Not applicable

6. Important Matters Forming the Basis for Preparing Consolidated Financial Statements

(1) Matters concerning the scope of consolidation and application of equity method

i) Number of consolidated subsidiaries: 84 companies

ii) Number of equity-method companies: 9 companies

(2) Summary of principal accounting policies

i) Basis of preparation of consolidated financial statements:

The consolidated financial statements of the Company are prepared in accordance with the accounting principles generally accepted in the United States.
As from the first-quarter cumulative period of the fiscal year under review, time deposits and marketable securities with initially fixed maturities of three months or less are presented as short-term investments on its consolidated statement of cash flows for the fiscal year under review. Accordingly, certain reclassifications of the financial statements for the previous fiscal year have been made to conform to the current year's presentation.

ii) Method and basis of evaluation of inventories:

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

iii) Method and basis of valuation of marketable securities:

The Company accounts for its debt and equity securities in accordance with the Codification of Accounting Standards ("ASC") of the U.S. Financial Accounting Standards Board ("FASB") Topic ("ASC Topic") 320 "Debt and Equity Securities".

Investments classified as Held-to-Maturity:

Stated at amortized cost.

Investments classified as Available-for-Sale:

Stated at market value using market prices at the balance sheet date. (Relevant unrealized gains (losses) are reported in shareholders' equity after taking into account the related tax effect, and cost of sale is calculated based on the average method.)

iv) Method of depreciation and amortization of fixed assets:

Property, plant and equipment:

By the declining balance method and the straight line method.

Intangible fixed assets: By the straight line method (however, in accordance with ASC Topic 350 "Goodwill and Other", intangible fixed assets with indefinite useful lives are not amortized but are tested for impairment at least once a year).

v) Basis of accounting for liability under retirement and severance program:

In accordance with ASC Topic 715 "Compensation - Retirement Benefits", to prepare for the payment of retirement and severance benefits to employees, the Company accounts for liability under retirement and severance program based on the projected benefit obligations and the fair value of plan assets at the balance sheet date.

Unrecognized prior service cost is amortized in equal amounts over the average remaining period of services for the affected employees.

With regard to unrecognized actuarial differences, a portion in excess of a corridor charge (= 10% of the greater of the projected benefit obligations or the fair value of plan assets) is amortized in equal amounts over the average remaining period of services of the affected employees when such differences are generated.

vi) Accounting treatment of consumption tax:

Consumption taxes are excluded from revenues and cost and expenses in the consolidated statement of income.

7. Notes on Consolidated Financial Statements

(1) Segment information

Operating segment information:

The operating segments of the Company and its consolidated subsidiaries are comprised of the following three business groups. The businesses thereof are as follows:

Processed foods business division	–	Production and marketing of hams and sausages and processed foods, principally
Fresh meats business division	–	Production and marketing of fresh meats, principally
Affiliated business division	–	Production and marketing of marine products and dairy products, principally

For the year ended March 31, 2010 (April 1, 2009 through March 31, 2010): (million yen)

Item	Processed foods business division	Fresh meats business division	Affiliated business division	Total	Eliminations, adjustments and others	Consolidated
Net sales						
(1) External customers	308,133	526,799	130,027	964,959	(11,343)	953,616
(2) Intersegment	21,303	78,129	2,500	101,932	(101,932)	-
Total	329,436	604,928	132,527	1,066,891	(113,275)	953,616
Operating expenses	320,463	588,469	131,911	1,040,843	(112,082)	928,761
Operating income	8,973	16,459	616	26,048	(1,193)	24,855
Assets, depreciation and amortization and capital expenditures						
Assets	172,790	288,872	43,363	505,025	99,176	604,201
Depreciation and amortization	9,333	9,504	1,690	20,527	3,881	24,408
Capital expenditures	9,219	7,571	1,293	18,083	1,671	19,754

For the year ended March 31, 2011 (April 1, 2010 through March 31, 2011): (million yen)

Item	Processed foods business division	Fresh meats Business division	Affiliated Business division	Total	Eliminations, adjustments and others	Consolidated
Net sales						
(1) External customers	314,821	557,482	129,521	1,001,824	(12,516)	989,308
(2) Intersegment	23,206	86,845	2,703	112,754	(112,754)	-
Total	338,027	644,327	132,224	1,114,578	(125,270)	989,308
Operating expenses	329,398	320,307	130,552	1,080,257	(124,124)	956,133
Operating income (loss)	8,629	24,020	1,672	34,321	(1,146)	33,175
Assets, depreciation and amortization and capital expenditures						
Assets	170,160	294,507	43,473	508,140	82,548	590,688
Depreciation and amortization	9,713	9,396	1,659	20,768	3,347	24,115
Capital expenditures	9,250	6,249	1,695	17,194	(5)	17,189

(Notes)

1. "Eliminations, adjustments, etc." include unallocatable items, eliminations of inter-segment sales and adjustments and others.
2. Group-wide expenses and incomes and losses of specific subsidiaries are, except for some unallocatable items, allocated to each of the operating segments. These subsidiaries provide indirect services and operational support to the consolidated subsidiaries included in each operating segment.
3. Operating income is calculated by deducting from net sales cost of goods sold and selling, general and administrative expenses.
4. As of January 1, 2011, some changes were made in the business divisions to supervise the subsidiaries. Consequently, the relevant operating segments are reclassified for the previous fiscal year.

(2) Calculation of earnings per share attributable to Nippon Meat Packers, Inc. shareholders

Item	Year ended March 31, 2010 (April 1, 2009 through March 31, 2010)	Year ended March 31, 2011 (April 1, 2010 through March 31, 2011)
	(million yen)	
Net income (Numerator):		
Net income attributable to Nippon Meat Packers, Inc.	15,721	16,731
	(thousand shares)	
Shares (Denominator):		
Weighted average number of shares to calculate net income attributable to Nippon Meat Packers, Inc. per share (basic)	225,580	212,668
Dilutive effect of stock options granted and the issuance of the 5th convertible-bonds-type bonds with stock acquisition rights	2,304	23,244
Average number of shares to calculate net income attributable to Nippon Meat Packers, Inc. per share (diluted)	227,884	235,912

(3) Significant subsequent events

For the year ended March 31, 2010 (from April 1, 2009 through March 31, 2010)

Not applicable.

For the year ended March 31, 2011 (from April 1, 2010 through March 31, 2011)

Not applicable.

(Omission of disclosure)

Disclosure of the notes on the lease transactions, transactions with related parties, tax effect accounting, marketable securities, derivative transactions, employee retirement benefits, stock options, etc. and business combinations, etc. is omitted as the necessity of disclosure thereof in this brief statements of accounts is not considered to be great.

V. NON-CONSOLIDATED FINANCIAL STATEMENTS

1. Non-Consolidated Balance Sheets

(million yen)

	Year ended March 31, 2010 (as of March 31, 2010)	Year ended March 31, 2011 (as of March 31, 2011)
Assets:		
Current assets:		
Cash on hand and in banks	29,282	37,568
Notes receivable – trade	226	239
Accounts receivable – trade	80,198	85,188
Marketable securities	52,245	30,197
Finished goods and merchandise	25,088	28,756
Work-in-process	487	466
Raw materials and supplies	10,753	11,558
Prepaid expenses	644	553
Deferred tax assets	1,928	1,864
Short-term loans receivable from affiliated companies	67,098	75,824
Accounts receivable – other	7,361	8,413
Other current assets	1,116	1,170
Allowance for doubtful receivables	(294)	(403)
Total current assets	276,132	281,393
Fixed assets:		
Tangible fixed assets		
Buildings	50,683	49,695
Accumulated depreciation	(32,229)	(32,094)
Buildings (net)	18,454	17,601
Structures	7,611	7,571
Accumulated depreciation	(5,347)	(5,416)
Structures (net)	2,264	2,155
Machinery and equipment	51,340	49,485
Accumulated depreciation	(42,700)	(41,512)
Machinery and equipment (net)	8,640	7,973
Vehicles and transportation equipment	1,195	1,127
Accumulated depreciation	(1,137)	(1,087)
Vehicles and transportation equipment (net)	58	40
Tools, furniture and fixtures	4,454	4,131
Accumulated depreciation	(3,789)	(3,631)
Tools, furniture and fixtures (net)	665	500
Land	29,206	29,473
Leased assets	884	992
Accumulated depreciation	(221)	(409)
Leased assets (net)	663	583
Construction in progress	114	49
Total tangible fixed assets	60,064	58,374
Intangible fixed assets		
Leasehold rights	61	170
Software	8,319	7,044
Leased assets	18	14
Other intangible fixed assets	122	88
Total intangible fixed assets	8,520	7,316

(million yen)

	Year ended March 31, 2010 (as of March 31, 2010)	Year ended March 31, 2011 (as of March 31, 2011)
Investments and other assets		
Investment securities	13,865	12,668
Capital stock of affiliated companies	27,251	27,240
Capital contribution	330	330
Long-term loans receivable	62	38
Long-term loans receivable from employees	488	459
Long-term loans receivable from affiliated companies	24,890	23,337
Claims in bankruptcy and reorganization	43	33
Long-term prepaid expenses	122	98
Prepaid pension expenses	6,861	5,909
Deferred tax assets	2,017	2,116
Other investments	3,616	3,519
Allowance for doubtful receivables	(5,529)	(6,952)
Total investments and other assets	74,016	68,795
Total fixed assets	142,600	134,485
Total Assets	418,732	415,878
Liabilities		
Current liabilities:		
Notes payable – trade	1,057	930
Accounts payable – trade	68,181	73,947
Short-term bank loans	-	4,861
Current maturities of long-term debt	36,857	19,657
Lease liabilities	182	202
Accounts payable - others	6,112	4,153
Accrued expenses	10,672	11,391
Accrued income taxes	3,289	6,656
Deposits received	1,452	1,691
Deposits received from affiliated companies	27,723	29,597
Notes payable – equipment	43	145
Other current liabilities	102	493
Total current liabilities	155,670	153,723
Fixed liabilities:		
Corporate bonds	30,000	30,000
Bonds with stock acquisition rights	30,000	30,000
Long-term debt	18,837	14,680
Lease liabilities	500	395
Long-term accounts payable	85	80
Reserve for retirement benefits	512	391
Other fixed liabilities	246	229
Total fixed liabilities	80,180	75,775
Total Liabilities	235,850	229,498

(million yen)

	Year ended March 31, 2010 (as of March 31, 2010)	Year ended March 31, 2011 (as of March 31, 2011)
Net Assets		
Shareholders' Equity		
Capital	24,166	24,166
Capital surplus		
Capital reserve	43,084	43,084
Total capital surplus	43,084	43,084
Retained earnings		
Legal reserve	6,041	6,041
Other retained earnings		
Reserve for special depreciation	1	-
Reserve for deferral of capital gain on property	620	628
General reserve	115,000	115,000
Net retained earnings forwarded	10,185	13,989
Total retained earnings	131,847	135,658
Treasury stock	(16,787)	(16,696)
Total shareholders' equity	182,310	186,212
Valuation and translation adjustments		
Unrealized gain on other marketable securities	326	(43)
Deferred gains on derivatives under hedge accounting	-	9
Total valuation and translation adjustments	326	(34)
Stock acquisition rights	246	202
Total Net Assets	182,882	186,380
Total Liabilities and Net Assets	418,732	415,878

2. Non-Consolidated Statements of Income

(million yen)

	Year ended March 31, 2010 (April 1, 2009 through March 31, 2010)	Year ended March 31, 2011 (April 1, 2010 through March 31, 2011)
Net sales	636,541	668,973
Cost of goods sold		
Beginning inventory of finished goods and merchandise	35,111	25,088
Manufacturing cost of goods produced for the year	73,694	72,119
Amount of goods purchased for the year	478,399	522,647
Total	587,204	619,854
Transfer to other accounts	947	1,233
Ending inventory of finished goods and merchandise	25,088	28,756
Total cost of goods sold	561,169	589,865
Gross profit	75,372	79,108
Selling, general and administrative expenses	70,829	70,743
Operating income	4,543	8,365
Non-operating income		
Interest income	1,455	1,436
Dividend income	9,287	6,100
Rent on real estate	1,469	1,343
Sundry income	1,537	1,040
Total non-operating income	13,748	9,919
Non-operating expenses		
Interest expense	816	855
Bond interest	491	491
Bond issue expense	32	-
Rental expense	1,066	1,005
Sundry loss	536	625
Total non-operating expenses	2,941	2,976
Ordinary income	15,350	15,308
Extraordinary income		
Income from sale of fixed assets	369	847
Other extraordinary income	-	15
Total extraordinary income	369	862
Extraordinary loss		
Loss on sale of fixed assets	76	66
Loss from disposition of fixed assets	173	307
Special retirement allowances	221	71
Provision for doubtful receivable	4,649	2,052
Loss on revaluation of capital stock of affiliated companies	2,782	-
Loss on impairment of fixed assets	581	1,245
Loss on disaster	-	1,015
Loss on revaluation of investment securities	-	725
Other extraordinary loss	604	6
Total extraordinary loss	9,086	5,487
Income before income taxes	6,633	10,683
Current income taxes	679	3,233
Deferred income taxes	1,054	185
Total income taxes	1,733	3,418
Net income	4,900	7,265

3. Non-Consolidated Statements of Changes in Net Assets

(million yen)

	Year ended March 31, 2010 (April 1, 2009 through March 31, 2010)	Year ended March 31, 2011 (April 1, 2010 through March 31, 2011)
Shareholders' equity		
Capital		
Balance as of the end of the previous year	24,166	24,166
Changes during the year		
Total changes during the year	-	-
Balance as of the end of the year	24,166	24,166
Capital surplus		
Capital reserve		
Balance as of the end of the previous year	43,084	43,084
Changes during the year		
Total changes during the year	-	-
Balance as of the end of the year	43,084	43,084
Total capital surplus		
Balance as of the end of the previous year	43,084	43,084
Changes during the year		
Total changes during the year	-	-
Balance as of the end of the year	43,084	43,084
Retained earnings		
Legal reserve		
Balance as of the end of the previous year	6,041	6,041
Changes during the year		
Total changes during the year	-	-
Balance as of the end of the year	6,041	6,041
Other retained earnings		
Reserve for special depreciation		
Balance as of the end of the previous year	4	1
Changes during the year		
Reversal of reserve for special depreciation	(3)	(1)
Total changes during the year	(3)	(1)
Balance as of the end of the year	1	-
Reserve for deferral of capital gain on property		
Balance as of the end of the previous year	620	620
Changes during the year		
Total changes during the year	-	8
Addition to reserve for deferral of capital gain on property	-	8
Balance as of the end of the year	620	628
General reserve		
Balance as of the end of the previous year	115,000	115,000
Changes during the year		
Total changes during the year	-	-
Balance as of the end of the year	115,000	115,000

(million yen)

	Year ended March 31, 2010 (April 1, 2009 through March 31, 2010)	Year ended March 31, 2011 (April 1, 2010 through March 31, 2011)
Net retained earnings forwarded		
Balance as of the end of the previous year	8,948	10,185
Changes during the year		
Reversal of reserve for special depreciation	3	1
Provision of reserve for deferral of capital gain on property	-	(8)
Cash dividends	(3,651)	(3,402)
Net income	4,900	7,265
Treasury stock reissued due to exercise of stock options	(15)	(52)
Disposition of treasury stock	-	0
Total changes during the year	1,237	3,804
Balance as of the end of the year	10,185	13,989
Total retained earnings		
Balance as of the end of the previous year	130,613	131,847
Changes during the year		
Reversal of reserve for special depreciation	-	-
Provision of reserve for deferral of capital gain on property	-	-
Cash dividends	(3,651)	(3,402)
Net income	4,900	7,265
Treasury stock reissued due to exercise of stock options	(15)	(52)
Disposition of treasury stock	-	0
Total changes during the year	1,234	3,811
Balance as of the end of the year	131,847	135,658
Treasury stock		
Balance as of the end of the previous year	(341)	(16,787)
Changes during the year		
Treasury stock acquired	(16,480)	(14)
Treasury stock reissued due to exercise of stock options	34	96
Disposition of treasury stock	-	9
Total changes during the year	(16,446)	91
Balance as of the end of the year	(16,787)	(16,696)
Total shareholders' equity		
Balance as of the end of the previous year	197,522	182,310
Changes during the year		
Cash dividends	(3,651)	(3,402)
Net income	4,900	7,265
Treasury stock acquired	(16,480)	(14)
Treasury stock reissued due to exercise of stock options	19	44
Disposition of treasury stock	-	9
Total changes during the year	(15,212)	3,902
Balance as of the end of the year	182,310	186,212

(million yen)

	Year ended March 31, 2010 (April 1, 2009 through March 31, 2010)	Year ended March 31, 2011 (April 1, 2010 through March 31, 2011)
Valuation and translation adjustments		
Unrealized gain (loss) on other marketable securities		
Balance as of the end of the previous year	149	326
Changes during the year		
Changes in items other than shareholders' equity during the year – net	177	(369)
Total changes during the year	177	(369)
Balance as of the end of the year	326	(43)
Deferred hedge gain (loss)		
Balance as of the end of the previous year	-	-
Changes during the year		
Changes in items other than shareholders' equity during the year – net	-	9
Total changes during the year	-	9
Balance as of the end of the year	-	9
Total valuation and translation adjustments		
Balance as of the end of the previous year	149	326
Changes during the year		
Changes in items other than shareholders' equity during the year – net	177	(360)
Total changes during the year	177	(360)
Balance as of the end of the year	326	(34)
Stock acquisition rights		
Balance as of the end of the previous year	265	246
Changes during the year		
Treasury stock reissued due to exercise of stock options	(19)	(44)
Total changes during the year	(19)	(44)
Balance as of the end of the year	246	202
Total net assets		
Balance as of the end of the previous year	197,936	182,882
Changes during the year		
Cash dividends	(3,651)	(3,402)
Net income	4,900	7,265
Treasury stock acquired	(16,480)	(14)
Treasury stock reissued due to exercise of stock options	0	0
Disposition of treasury stock	-	9
Changes in items other than shareholders' equity during the year – net	177	(360)
Total changes during the year	(15,054)	3,498
Balance as of the end of the year	182,882	186,380

4. Notes on the Premises of a Going Concern

Not applicable

VI. CHANGE OF OFFICERS

New appointment and retirement of officers (expected to be effective as of June 24, 2011):

1) Candidate for new Director:

Director; Executive Officer; General Manager, Accounting & Finance Department; in charge of IT Planning Department	Yoshihide Hata	Executive Officer; General Manager, Accounting & Finance Department; in charge of IT Planning Department, currently

2) Candidates for new Corporate Auditors:

Corporate Auditor (Full-time)	Katsutoshi Nishio	Director, currently
Corporate Auditor (Outside)	Fumio Motoi	Attorney at law; Partner of Midosuji Law Office, currently
Corporate Auditor (Outside)	Akira Otsuka	Attorney at law, Kobe Kyoryuchi Law Firm; Professor, Graduate School of Law Practices, Kobe Gakuin University, currently

3) Candidate for Substitute Corporate Auditor:

Substitute Corporate Auditor (Outside)	Akihiko Shiba	Attorney at law; Representative of Shiba Management Legal Office, currently

* To prepare for the case where the number of Corporate Auditors falls short of the number stipulated in laws and ordinances, he will be elected as a substitute corporate auditor provided for in Article 329, paragraph 2 of the Corporation Law of Japan.

4) Retiring Director:

Director	Katsutoshi Nishio	Expected to assume the office of Corporate Auditor (Full-time)

5) Retiring Corporate Auditors:

Corporate Auditor (Full-time)	Soichi Furukawa	
Corporate Auditor (Outside)	Tokito Sasaki	

- END -