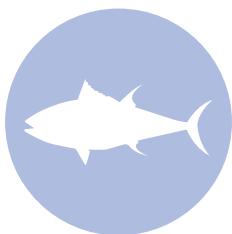




日本ハムグループ

Fact Book 2013

For the year ended March 31, 2013



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注記

1. 本冊子の財務データは、米国会計基準に従って記載しています。
2. 米ドル金額は専ら海外読者の便宜のため、2013年3月31日現在の概算為替レート ¥94=\$1で算出しています。
3. 記載金額は、百万円未満を四捨五入して表示しています。
4. 営業利益は、日本の会計慣行に従い、売上高から売上原価、販売費及び一般管理費を控除して算出しています。
5. 2006年3月期において、厚生年金基金の代行部分の返上に伴う全ての損益及び退職給付制度変更に伴う清算損失は、営業利益(日本の会計慣行に基づく)に含めていません。
6. 会計基準書205「財務諸表の表示」に基づき、非継続事業に関する2005年3月期から2008年3月期までの数値を一部組替えて表示しています。
7. 会計基準書810「連結」に基づき、非支配持分に関する2004年3月期から2009年3月期の数値を一部組替えて表示しています。
8. 当期の連結財務諸表の表示と整合性を保つため、実行可能な場合には前期以前の連結財務諸表について、一部表示の組替を行っています。

NOTES

1. Unless otherwise specified, the financial figures in this fact book are based on Generally Accepted Accounting Principles in the United States of America.
2. The translations of Japanese yen amounts into United States dollar amounts with respect to the year ended March 31, 2013 are included solely for the convenience of readers outside Japan and have been made at the rate of ¥94=\$1, the approximate rate of exchange at March 31, 2013.
3. Figures have been rounded to the nearest unit.
4. Operating income is calculated by deducting cost of goods sold and selling, general and administrative expenses from net sales, in accordance with Japanese accounting practices.
5. No gain or loss due to the transfer of the substitutional portion of the Employees' Pension Fund or no settlement loss from the restructuring of employees' benefit plans and special severance payment is included in operating income for the year ended March 31, 2006.
6. In accordance with ASC Topic 205 "Presentation of Financial Statements", certain figures for the years ended March 31, 2005 through 2008 relating to the discontinued operation have been reclassified to conform to the current year's presentation.
7. In accordance with ASC Topic 810 "Consolidation", certain figures for the years ended March 31, 2004 through 2009 relating to the noncontrolling interests have been reclassified to conform to the current year's presentation.
8. Certain reclassifications of the prior years' Consolidated Financial Statements have been made to conform to the current year's presentation only if retrospective reclassifications are deemed practicable.

見通しに関する注意事項

このファクトブックには、当社の将来についての計画や戦略、業績に関する見通しの記述が含まれています。これらの記述は当社が現時点での把握可能な情報から判断した仮定および所信に基づく見通しです。また、経済環境、市場動向、為替レートなどの外部環境の影響があります。従って、これら業績見通しのみに全面的に依拠することはお控えいただきますようお願いいたします。また、実際の業績は、さまざまな重要な要素により、これら業績見通しと異なる結果となりうることをご承知ください。

Forward-looking Statements

This fact book includes forecasts regarding targets, strategies and earnings. These forecasts are based on information available at the current time and contain certain assumptions about the future. They are subject to numerous external uncertainties in areas such as economic environment, market trends and exchange rates. Actual performance may differ significantly from the targets in this presentation, and investment decisions should not be based exclusively on them.

新中期経営計画パートIVの概要

Overview of the New Medium-Term Management Plan Part IV (April 1, 2012–March 31, 2015)

■ テーマ、経営方針

Theme and Management Policies

品質No.1経営のブラッシュアップ

Brush up the concept of "Management for No.1 Quality"

- 「商品の品質」と「経営品質」の向上
- コンプライアンスとガバナンス継続強化
- Enhance the "quality of products" and "quality of management"
- Continue to strengthen compliance and governance

グループの永続的発展
Ongoing development of the Group

国内事業の収益拡大と海外事業の基盤強化

"Improve Profitability of Domestic Operations and Reinforce the Foundation of Overseas Operations"

経営資源の重点配分

Allocate management resources in prioritized areas

- 事業拡大施策への経営資源の投入
- 事業ポートフォリオの見直しや再構築
- Inject management resources into business expansion measures
- Rearrange and restructure the business portfolio

経営資源の重点配分・経営効率の向上
Allocate management resources in prioritized areas and reinforce management efficiency

グループブランド価値の向上

Enhance the Group brand value

- 社内外とのコミュニケーション強化
- グループブランドマネジメント推進
- Strengthen communications in and outside of the Group
- Promote Group brand management

グループブランド価値・企業価値の向上
Enhance the Group brand value and corporate value

経営戦略

Management Strategies

1. 事業基盤の強化と海外事業の積極展開
2. 人材の獲得と育成
3. 研究開発・品質保証体制の強化
4. グループブランドマネジメントの推進
5. 資本効率の向上と資金効率の最適化

1. Strengthening of business bases and aggressive development of overseas business;
2. Procurement and cultivation of human resources;
3. Strengthening of R&D and quality assurance systems;
4. Promotion of Group brand management; and
5. Enhancement of capital efficiency and optimization of efficient use of funds

数値目標(2015年3月期計画)

Numerical Targets (For the fiscal year ending March 31, 2015)

| | |
|----------------------|----------|
| 売上高 | 10,800億円 |
| 営業利益 | 430億円 |
| 税金等調整前当期純利益 | 380億円 |
| 当社株主に帰属する当期純利益 | 220億円 |
| 営業利益率 | 4.0% |
| ROE | 7.0% |

| | |
|--|----------------|
| Net sales | ¥1,080 billion |
| Operating income | ¥43 billion |
| Income before income taxes and equity in earnings (losses) of associated companies | ¥38 billion |
| Net income attributable to Nippon Meat Packers, Inc. | ¥22 billion |
| Operating income ratio | 4.0% |
| ROE | 7.0% |

2014年3月期の連結業績予想(2013年4月1日–2014年3月31日)

Forecast of consolidated business results for the year ending March 31, 2014 (April 1, 2013–March 31, 2014)

(%表示は、通期は対前期、第2四半期(累計)は対前年同四半期増減率)
(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 period of the previous fiscal year in respect of the second-quarter cumulative period, respectively.)

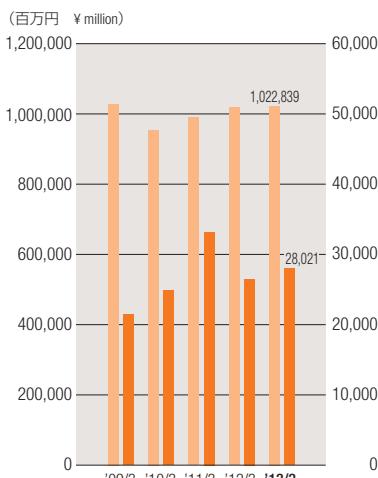
| | 売上高 Net sales | | 営業利益 Operating income | | 税金等調整前当期純利益 Income before income taxes and equity in earnings (losses) of associated companies | | 当社株主に帰属する当期純利益 Net income attributable to Nippon Meat Packers, Inc. | | 1株当たり当社株主に帰属する当期純利益 Earnings per share attributable to Nippon Meat Packers, Inc. shareholders |
|---|--------------------|-----|--------------------------|------|---|------|--|------|--|
| | 百万円 million yen | % | 百万円 million yen | % | 百万円 million yen | % | 百万円 million yen | % | |
| 第2四半期(累計) Second-quarter cumulative period | 520,000 | 4.7 | 15,000 | 52.5 | 13,000 | 63.6 | 7,500 | 93.2 | 37.69 |
| 通期 Whole-year period | 1,060,000 | 3.6 | 34,000 | 21.3 | 30,000 | 7.0 | 17,000 | 3.3 | 85.44 |

| | '09/3 | '10/3 | '11/3 | '12/3 | '13/3 | '13/3 |
|---|---------------------|---------|---------|-----------|------------------|-------------------------------------|
| | 単位:百万円 ¥ million | | | | | 単位:千ドル Thousands of U.S. Dollars |
| 売上高 Net Sales | 1,028,449 | 953,616 | 989,308 | 1,017,784 | 1,022,839 | 10,881,266 |
| 営業利益 Operating Income | 21,417 | 24,855 | 33,175 | 26,513 | 28,021 | 298,096 |
| 継続事業からの税金等調整前当期純利益 Income from Continuing Operations before Income Taxes and Equity in Earnings (Losses) of Associated Companies | 6,287 | 24,024 | 29,523 | 26,766 | 28,031 | 298,202 |
| 継続事業からの当期純利益 Net Income from Continuing Operations | 1,196 | 15,903 | 16,925 | 11,801 | 16,710 | 177,765 |
| 当社株主に帰属する当期純利益 Net Income Attributable to Nippon Meat Packers, Inc. | 1,657 | 15,721 | 16,731 | 11,655 | 16,459 | 175,095 |
| EBITDA ^{※1} EBITDA ^{*1} | 32,793 | 50,557 | 55,763 | 52,249 | 48,936 | 520,596 |
| 総資産 Total Assets | 583,684 | 604,201 | 590,688 | 589,125 | 610,293 | 6,492,479 |
| 当社株主資本 Nippon Meat Packers, Inc. Shareholders' Equity | 270,439 | 271,908 | 281,067 | 290,020 | 293,414 | 3,121,426 |
| 一株当たり金額 Per Share Amounts | | | | | | |
| 基本的一株当たり当社株主に帰属する当期純利益(円/米ドル) Basic earnings per share attributable to Nippon Meat Packers, Inc. shareholders (¥/\$) | 7.26 | 69.69 | 78.67 | 54.79 | 79.42 | 0.84 |
| 希薄化後一株当たり当社株主に帰属する当期純利益(円/米ドル) Diluted earnings per share attributable to Nippon Meat Packers, Inc. shareholders (¥/\$) | 7.25 | 68.99 | 70.92 | 49.40 | 71.44 | 0.76 |
| 株価収益率(PER) (倍) Price Earnings Ratio (Times) ^{※2} | 141.15 | 16.97 | 13.33 | 19.18 | 19.53 | 19.53 |
| 株価純資産倍率(PBR) (倍) Price Book-Value Ratio (Times) ^{※3} | 0.86 | 0.93 | 0.79 | 0.77 | 1.05 | 1.05 |
| 株価キャッシュ・フロー倍率(PCFR) (倍) Price Cash Flow Ratio (Times) ^{※4} | 6.19 | 3.96 | 6.07 | 8.46 | 8.59 | 8.59 |

1. EBITDA=継続事業からの税金等調整前当期純利益+支払利息+減価償却費
 2. 株価収益率(PER)=期末株価／基本的一株当たり当社株主に帰属する当期純利益
 3. 株価純資産倍率(PBR)=期末株価／一株当たり当社株主資本
 4. 株価キャッシュ・フロー倍率=期末株価／一株当たり営業活動によるキャッシュ・フロー

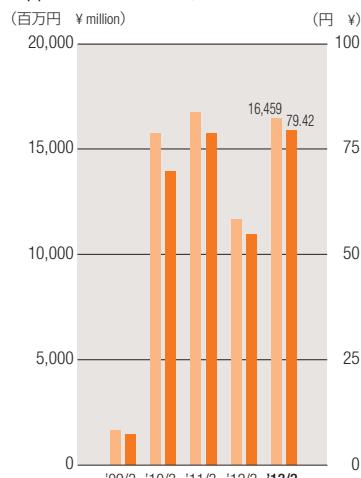
1. EBITDA=Income from continuing operations before income taxes and equity in earnings (losses) of associated companies+interest expense+depreciation and amortization
 2. Price Earnings Ratio=Stock price at end of year/Basic earnings per share attributable to Nippon Meat Packers, Inc. shareholders
 3. Price Book-Value Ratio=Stock price at end of year/Nippon Meat Packers, Inc. Shareholders' Equity per share
 4. Price Cash Flow Ratio=Stock price at end of year/Net cash provided by (used in) operating activities per share

売上高及び営業利益 Net sales and operating income



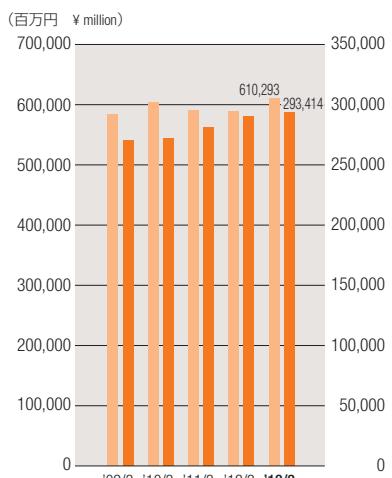
当社株主に帰属する当期純利益及び 基本的一株当たり当社株主に帰属する 当期純利益

Net Income attributable to Nippon Meat Packers, Inc. and basic earnings per share attributable to Nippon Meat Packers, Inc. shareholders



総資産及び当社株主資本

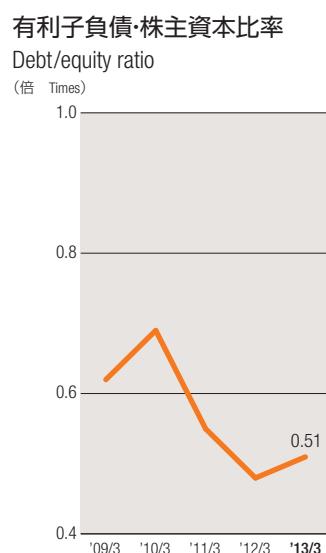
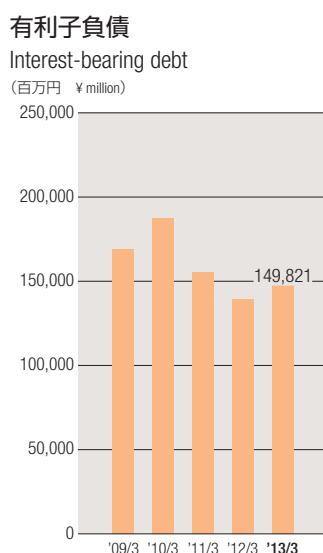
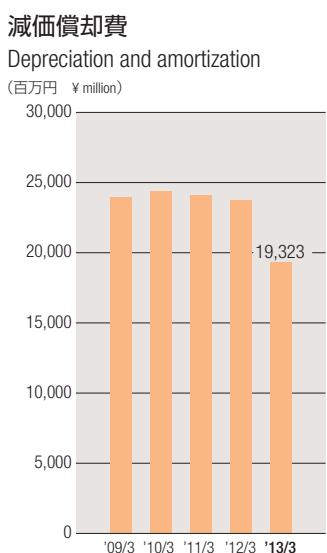
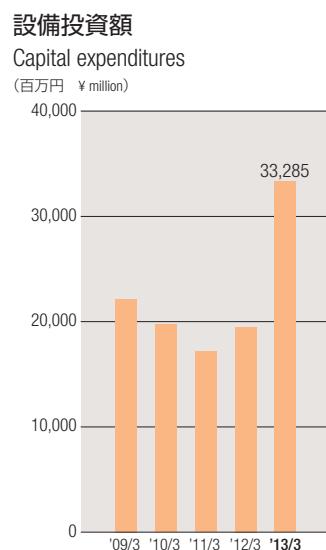
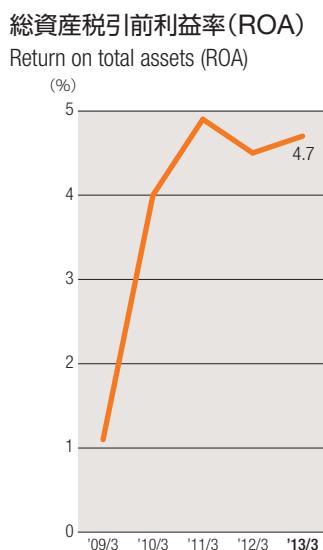
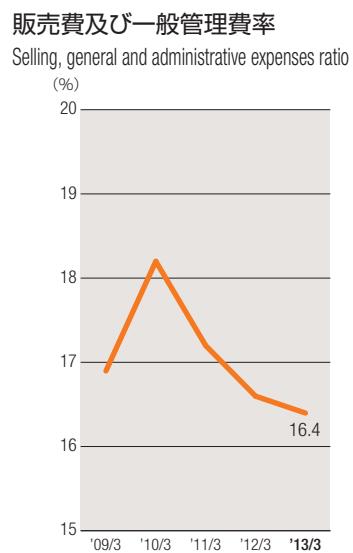
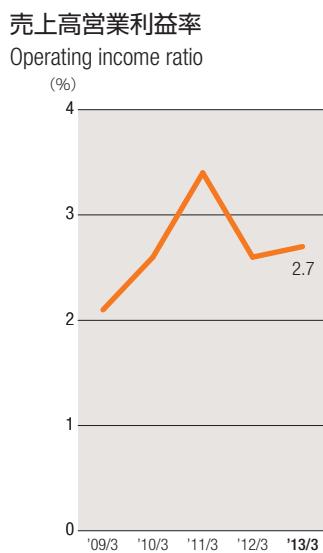
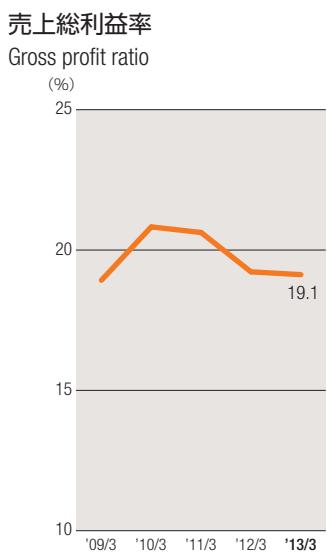
Total assets and Nippon Meat Packers, Inc. shareholders' equity



■ 売上高
Net sales
■ 営業利益
Operating income

■ 当社株主に帰属する当期純利益
Net Income attributable to Nippon Meat Packers, Inc.
■ 基本的一株当たり当社株主に帰属する当期純利益
Basic earnings per share attributable to Nippon Meat Packers, Inc. shareholders

■ 総資産
Total assets
■ 当社株主資本
Nippon Meat Packers, Inc. shareholders' equity



| | '04/3 | '05/3 | '06/3 | '07/3 | '08/3 | '09/3 | '10/3 | '11/3 | '12/3 | '13/3 | 単位:百万円 ¥ million |
|---|---------|---------|---------|---------|-----------|-----------|---------|---------|-----------|------------------|------------------|
| 売上高・営業利益及び当社株主に帰属する当期純利益の推移 Net Sales, Operating Income and Net Income attributable to Nippon Meat Packers, Inc. | | | | | | | | | | | |
| 売上高 Net sales | 926,019 | 933,471 | 962,369 | 975,466 | 1,029,694 | 1,028,449 | 953,616 | 989,308 | 1,017,784 | 1,022,839 | |
| 売上総利益 Gross profit | 192,003 | 198,412 | 180,371 | 187,335 | 189,182 | 194,885 | 198,624 | 203,430 | 195,562 | 195,781 | |
| 販売費及び一般管理費 Selling, general and administrative expenses | 168,378 | 171,142 | 170,190 | 170,802 | 171,413 | 173,468 | 173,769 | 170,255 | 169,049 | 167,760 | |
| 営業利益 Operating income | 23,625 | 27,270 | 10,181 | 16,533 | 17,769 | 21,417 | 24,855 | 33,175 | 26,513 | 28,021 | |
| 継続事業からの税金等調整前当期純利益 Income from continuing operations before income taxes and equity in earnings (losses) of associated companies | 19,708 | 22,552 | 2,550 | 13,835 | 7,760 | 6,287 | 24,024 | 29,523 | 26,766 | 28,031 | |
| 当社株主に帰属する当期純利益 Net income attributable to Nippon Meat Packers, Inc. | 10,641 | 11,839 | 952 | 11,386 | 1,555 | 1,657 | 15,721 | 16,731 | 11,655 | 16,459 | |
| 収益性の指標 Profitability Indicators | | | | | | | | | | | |
| 売上総利益率(%) Gross profit ratio (%) | 20.7 | 21.3 | 18.7 | 19.2 | 18.4 | 18.9 | 20.8 | 20.6 | 19.2 | 19.1 | |
| 販売費及び一般管理費率(%) Selling, general and administrative expenses ratio (%) | 18.2 | 18.3 | 17.7 | 17.5 | 16.6 | 16.9 | 18.2 | 17.2 | 16.6 | 16.4 | |
| 売上高営業利益率(%) Operating income ratio (%) | 2.6 | 2.9 | 1.1 | 1.7 | 1.7 | 2.1 | 2.6 | 3.4 | 2.6 | 2.7 | |
| 売上高当期純利益率(%) ^{*1} Return on sales (%) ^{*1} | 1.1 | 1.3 | 0.1 | 1.2 | 0.2 | 0.2 | 1.6 | 1.7 | 1.1 | 1.6 | |
| 総資産・当社株主資本及び有利子負債の推移と指標 Total Assets, Nippon Meat Packers, Inc. Shareholders' Equity and Interest-Bearing Debt | | | | | | | | | | | |
| 総資産 Total assets | 610,663 | 611,250 | 591,426 | 612,933 | 608,809 | 583,684 | 604,201 | 590,688 | 589,125 | 610,293 | |
| 当社株主資本 Nippon Meat Packers, Inc. shareholders' equity | 262,096 | 268,621 | 291,580 | 298,428 | 287,457 | 270,439 | 271,908 | 281,067 | 290,020 | 293,414 | |
| 有利子負債 Interest-bearing debt | 179,797 | 167,019 | 169,701 | 171,211 | 183,539 | 168,950 | 187,585 | 155,263 | 139,187 | 149,821 | |
| 株主資本比率(%) ^{*2} Nippon Meat Packers, Inc. shareholders' equity ratio (%) ^{*2} | 42.9 | 43.9 | 49.3 | 48.7 | 47.2 | 46.3 | 45.0 | 47.6 | 49.2 | 48.1 | |
| 有利子負債・株主資本比率(倍) ^{*3} Debt/equity ratio (Times) ^{*3} | 0.69 | 0.62 | 0.58 | 0.57 | 0.64 | 0.62 | 0.69 | 0.55 | 0.48 | 0.51 | |
| 研究開発・設備投資・減価償却 R&D, Capital Expenditures, Depreciation | | | | | | | | | | | |
| 研究開発費 R&D expenditures | 2,105 | 2,223 | 2,300 | 2,459 | 2,283 | 2,822 | 3,011 | 3,081 | 2,992 | 2,992 | |
| 設備投資額 Capital expenditures | 19,626 | 27,193 | 20,996 | 19,441 | 18,627 | 22,148 | 19,754 | 17,189 | 19,487 | 33,285 | |
| 減価償却費 Depreciation and amortization | 24,336 | 22,954 | 23,731 | 22,975 | 23,939 | 24,000 | 24,408 | 24,115 | 23,756 | 19,323 | |
| リターンの指標 Return Indicators | | | | | | | | | | | |
| 株主資本利益率(ROE)(%) ^{*4} Return on equity (ROE) (%) ^{*4} | 4.2 | 4.5 | 0.3 | 3.9 | 0.5 | 0.6 | 5.8 | 6.1 | 4.1 | 5.6 | |
| 総資産税引前利益率(ROA)(%) ^{*5} Return on total assets (ROA) (%) ^{*5} | 3.2 | 3.7 | 0.4 | 2.3 | 1.3 | 1.1 | 4.0 | 4.9 | 4.5 | 4.7 | |

注) 1. 設備投資額は、有形固定資産及び無形固定資産の増加額です。
2. 減価償却費は、有形固定資産及び無形固定資産の償却額です。

Notes: 1. Capital expenditures represent the additions to property, plant and equipment and intangible assets.

2. Depreciation and amortization consist of depreciation of property, plant and equipment and amortization of intangible assets.

| | '04/3 | '05/3 | '06/3 | '07/3 | '08/3 | '09/3 | '10/3 | '11/3 | '12/3 | '13/3 | 単位:百万円 ¥ million |
|---|----------|----------|----------|----------|----------|----------|----------|----------|----------|-----------------|------------------|
| 効率性の指標 Efficiency Indicators | | | | | | | | | | | |
| 棚卸資産回転率(回)※6 Inventories turnover (Times)*6 | 11.2 | 10.3 | 9.1 | 8.4 | 9.1 | 9.0 | 8.8 | 9.5 | 9.2 | 9.1 | |
| 総資産回転率(回)※7 Total assets turnover (Times)*7 | 1.5 | 1.5 | 1.6 | 1.6 | 1.7 | 1.7 | 1.6 | 1.7 | 1.7 | 1.7 | |
| 棚卸資産回転日数(日)※8 Inventories turnover (Days)*8 | 32.7 | 35.3 | 40.3 | 43.3 | 40.2 | 40.5 | 41.5 | 38.4 | 39.7 | 40.1 | |
| キャッシュ・フロー Cash Flows | | | | | | | | | | | |
| 営業活動によるキャッシュ・フロー Net cash provided by (used in) operating activities | 35,040 | 34,679 | (21,793) | 33,164 | 29,690 | 37,776 | 67,448 | 36,761 | 26,432 | 37,407 | |
| 投資活動によるキャッシュ・フロー Net cash provided by (used in) investing activities | (7,084) | (23,530) | (16,661) | (19,740) | (26,793) | (15,397) | (60,134) | 8,745 | 9,750 | (54,813) | |
| フリー・キャッシュ・フロー※9 Free cash flow*9 | 27,956 | 11,149 | (38,454) | 13,424 | 2,897 | 22,379 | 7,314 | 45,506 | 36,182 | (17,406) | |
| 財務活動によるキャッシュ・フロー Net cash provided by (used in) financing activities | (41,113) | (18,145) | (1,745) | (6,322) | 7,451 | (24,761) | (5,227) | (36,951) | (23,745) | (10,964) | |
| 期末現金及び現金同等物残高 Cash and cash equivalents at end of the year | 73,588 | 66,793 | 27,180 | 34,482 | 44,249 | 41,323 | 43,518 | 51,409 | 63,651 | 36,475 | |
| 流動性の指標 Liquidity Indicators | | | | | | | | | | | |
| 有利子負債・キャッシュ・フロー比率(%)※10 Debt/cash flow ratio (%)*10 | 19.5 | 20.8 | — | 19.4 | 16.2 | 22.4 | 36.0 | 23.7 | 19.0 | 25.0 | |
| インタレスト・カバレッジ・レシオ(倍)※11 Interest coverage ratio (Times)*11 | 12.2 | 13.0 | — | 11.4 | 11.0 | 15.0 | 31.6 | 17.0 | 14.5 | 22.8 | |
| その他データ Other Data | | | | | | | | | | | |
| (連結)従業員数(人) Number of employees (consolidated) | 15,418 | 15,658 | 15,330 | 15,145 | 14,959 | 14,772 | 14,845 | 15,118 | 15,593 | 15,427 | |
| (外、平均臨時雇用者数) Average number of temporary employees | 12,940 | 13,048 | 12,774 | 12,633 | 13,278 | 13,865 | 13,105 | 13,306 | 12,763 | 13,620 | |
| 一株当たり配当金(円) Dividend per share (¥) | 16.0 | 16.0 | 16.0 | 16.0 | 16.0 | 16.0 | 16.0 | 16.0 | 18.0 | 24.0 | |

1. 売上高当期純利益率(%)=当社株主に帰属する当期純利益／売上高×100
 2. 株主資本比率(%)=当社株主資本／総資産×100
 3. 有利子負債・株主資本比率(倍)=有利子負債／当社株主資本
 4. 株主資本利益率(ROE)(%)=当社株主に帰属する当期純利益／期中平均当社株主資本×100
 5. 総資産税引前利益率(ROA)(%)=継続事業からの税金等調整前当期純利益／期中平均総資産×100
 6. 棚卸資産回転率(回)=売上高／期中平均棚卸資産
 7. 総資産回転率(回)=売上高／期中平均総資産
 8. 棚卸資産回転日数(日)=365／棚卸資産回転率
 9. フリー・キャッシュ・フロー=営業活動によるキャッシュ・フロー+投資活動によるキャッシュ・フロー
 10. 有利子負債・キャッシュ・フロー比率(%)=営業活動によるキャッシュ・フロー／有利子負債×100
 11. インタレスト・カバレッジ・レシオ(倍)=営業活動によるキャッシュ・フロー／利払い
1. Return on sales (%)=Net income attributable to Nippon Meat Packers, Inc./Net sales×100
 2. Nippon Meat Packers, Inc. shareholders' equity ratio (%)=Nippon Meat Packers, Inc. shareholders' equity/Total assets×100
 3. Debt/equity ratio (Times)=Interest-bearing debt/Nippon Meat Packers, Inc. shareholders' equity
 4. Return on equity (ROE) (%)=Net income attributable to Nippon Meat Packers, Inc./Average Nippon Meat Packers, Inc. shareholders' equity×100
 5. Return on total assets (ROA) (%)=Income from continuing operations before income taxes and equity in earnings (losses) of associated companies/Average total assets×100
 6. Inventories turnover (Times)=Net sales/Average inventories
 7. Total assets turnover (Times)=Net sales/Average total assets
 8. Inventories turnover (Days)=365/Inventories turnover
 9. Free cash flow=Net cash provided by (used in) operating activities+Net cash provided by (used in) investing activities
 10. Debt/cash flow ratio (%)=Net cash provided by (used in) operating activities/Interest-bearing debt×100
 11. Interest coverage ratio (Times)=Net cash provided by (used in) operating activities/Interest paid

資産の部

Assets

単位:百万円
¥ million

単位:千米ドル
Thousands of U.S. Dollars

| | '09/3 | '10/3 | '11/3 | '12/3 | '13/3 | '13/3 |
|--|----------------|----------------|----------------|----------------|----------------|------------------|
| 流動資産 | | | | | | |
| Current Assets | | | | | | |
| 現金及び現金同等物 Cash and cash equivalents | 41,323 | 43,518 | 51,409 | 63,651 | 36,475 | 388,032 |
| 定期預金 Time deposits | 4,923 | 59,475 | 17,191 | 7,595 | 31,753 | 337,798 |
| 有価証券 Marketable securities | 10,051 | 261 | 20,197 | 5,199 | 10,200 | 108,511 |
| 受取手形及び売掛金 Trade notes and accounts receivable | 102,791 | 100,366 | 104,501 | 119,959 | 123,972 | 1,318,851 |
| 貸倒引当金 Allowance for doubtful receivables | (674) | (638) | (625) | (518) | (399) | (4,245) |
| 棚卸資産 Inventories | 115,765 | 100,545 | 107,599 | 112,516 | 113,187 | 1,204,117 |
| 繰延税金 Deferred income taxes | 6,410 | 6,877 | 7,150 | 6,087 | 6,637 | 70,606 |
| その他の流動資産 Other current assets | 10,380 | 8,925 | 9,941 | 9,979 | 13,092 | 139,277 |
| 流動資産合計 Total current assets | 290,969 | 319,329 | 317,363 | 324,468 | 334,917 | 3,562,947 |
| 有形固定資産—取得原価(減価償却累計額控除後) Property, Plant and Equipment—At Cost, Less Accumulated Depreciation | 232,862 | 227,081 | 219,324 | 213,663 | 224,785 | 2,391,330 |
| 無形固定資産(償却累計額控除後) Intangible Assets, Less Accumulated Amortization | 11,729 | 12,224 | 10,244 | 8,737 | 7,375 | 78,457 |
| 投資及びその他の資産 | | | | | | |
| Investments and Other Assets | | | | | | |
| 関連会社に対する投資及び貸付金 Investments in and advances to associated companies | 2,168 | 2,352 | 2,309 | 2,510 | 2,550 | 27,128 |
| その他の投資有価証券 Other investment securities | 15,811 | 17,274 | 16,333 | 17,790 | 20,392 | 216,936 |
| その他の資産 Other assets | 11,366 | 10,324 | 9,122 | 8,589 | 7,743 | 82,372 |
| 投資及びその他の資産合計 Total investments and other assets | 29,345 | 29,950 | 27,764 | 28,889 | 30,685 | 326,436 |
| 長期繰延税金 | | | | | | |
| Deferred Income Taxes—Non-Current | 18,779 | 15,617 | 15,993 | 13,368 | 12,531 | 133,309 |
| 資産合計 | 583,684 | 604,201 | 590,688 | 589,125 | 610,293 | 6,492,479 |
| Total Assets | | | | | | |

負債及び資本の部

Liabilities and Equity

単位:百万円
¥ million単位:千米ドル
Thousands of U.S. Dollars

| | '09/3 | '10/3 | '11/3 | '12/3 | '13/3 | '13/3 |
|---|----------|----------|----------|----------|-----------------|------------------|
| 流動負債 | | | | | | |
| Current Liabilities | | | | | | |
| 短期借入金 Short-term bank loans | 56,455 | 48,332 | 43,344 | 40,460 | 48,053 | 511,202 |
| 一年以内に期限の到来する長期債務 Current maturities of long-term debt | 6,943 | 42,483 | 23,907 | 26,636 | 35,320 | 375,745 |
| 支払手形及び買掛金 Trade notes and accounts payable | 85,377 | 84,124 | 90,317 | 96,822 | 102,148 | 1,086,681 |
| 未払法人税等 Accrued income taxes | 2,274 | 6,657 | 8,885 | 4,371 | 6,066 | 64,532 |
| 繰延税金 Deferred income taxes | 646 | 1,094 | 689 | 2,038 | 728 | 7,745 |
| 未払費用 Accrued expenses | 15,512 | 17,311 | 19,530 | 19,006 | 19,635 | 208,883 |
| その他の流動負債 Other current liabilities | 10,913 | 13,459 | 11,124 | 14,338 | 16,711 | 177,775 |
| 流動負債合計 Total current liabilities | 178,120 | 213,460 | 197,796 | 203,671 | 228,661 | 2,432,563 |
| 退職金及び年金債務 | | | | | | |
| Liability under Retirement and Severance Program | 23,259 | 16,128 | 17,581 | 17,170 | 15,005 | 159,628 |
| 長期債務(一年以内期限到来分を除く) | | | | | | |
| Long-Term Debt, Less Current Maturities | 105,552 | 96,770 | 88,012 | 72,091 | 66,448 | 706,894 |
| 長期繰延税金 | | | | | | |
| Deferred Income Taxes—Non-Current | 2,492 | 2,465 | 2,589 | 2,616 | 2,525 | 26,862 |
| その他の固定負債 | | | | | | |
| Other Long-Term Liabilities | 1,885 | 1,416 | 1,506 | 1,309 | 1,570 | 16,702 |
| 負債合計 | | | | | | |
| Total Liabilities | 311,308 | 330,239 | 307,484 | 296,857 | 314,209 | 3,342,649 |
| 当社株主資本 | | | | | | |
| Nippon Meat Packers, Inc. Shareholders' Equity | | | | | | |
| 資本金 Common stock | 24,166 | 24,166 | 24,166 | 24,166 | 24,166 | 257,085 |
| 資本剰余金 Capital surplus | 50,963 | 50,925 | 50,809 | 50,786 | 50,761 | 540,011 |
| 利益剰余金 Retained earnings | | | | | | |
| 利益準備金 Appropriated for legal reserve | 7,013 | 7,189 | 7,248 | 7,350 | 7,518 | 79,979 |
| その他の利益剰余金 Unappropriated | 206,588 | 218,482 | 231,771 | 239,921 | 252,383 | 2,684,926 |
| その他の包括損益累計額 Accumulated other comprehensive income (loss) | (17,950) | (12,067) | (16,231) | (15,526) | (8,773) | (93,330) |
| 自己株式 Treasury stock, at cost | (341) | (16,787) | (16,696) | (16,677) | (32,641) | (347,245) |
| 当社株主資本合計 Total Nippon Meat Packers, Inc. shareholders' equity | 270,439 | 271,908 | 281,067 | 290,020 | 293,414 | 3,121,426 |
| 非支配持分 | | | | | | |
| Noncontrolling Interests | 1,937 | 2,054 | 2,137 | 2,248 | 2,670 | 28,404 |
| 資本合計 | | | | | | |
| Total Equity | 272,376 | 273,962 | 283,204 | 292,268 | 296,084 | 3,149,830 |
| 負債及び資本合計 | | | | | | |
| Total Liabilities and Equity | 583,684 | 604,201 | 590,688 | 589,125 | 610,293 | 6,492,479 |

| | '09/3 | '10/3 | '11/3 | '12/3 | '13/3 | 単位:百万円 ¥ million | 単位:千米ドル Thousands of U.S. Dollars |
|---|-----------|---------|---------|-----------|------------------|---------------------|--------------------------------------|
| 売上高 Net Sales | 1,028,449 | 953,616 | 989,308 | 1,017,784 | 1,022,839 | 10,881,266 | |
| 売上原価 Cost of Goods Sold | 833,564 | 754,992 | 785,878 | 822,222 | 827,058 | 8,798,489 | |
| 販売費及び一般管理費 Selling, General and Administrative Expenses | 173,468 | 173,769 | 170,255 | 169,049 | 167,760 | 1,784,681 | |
| その他の営業費用及び(収益)—純額 Other Operating Costs and Expenses (Income)—Net | 4,912 | 1,362 | 1,389 | 2,319 | 131 | 1,394 | |
| プロ野球選手移籍金 Gain from the Transfer through the Posting System | — | — | — | 4,017 | — | — | |
| 支払利息 Interest Expense | 2,506 | 2,125 | 2,125 | 1,727 | 1,582 | 16,830 | |
| その他の収益及び(費用)—純額 Other Income (Expenses)—Net | (7,712) | 2,656 | (138) | 282 | 1,723 | 18,330 | |
| 継続事業からの税金等調整前当期純利益 Income from Continuing Operations before Income Taxes and Equity in Earnings (Losses) of Associated Companies | 6,287 | 24,024 | 29,523 | 26,766 | 28,031 | 298,202 | |
| 法人税等 Income Taxes | | | | | | | |
| 当期税金 Current | 2,746 | 9,066 | 12,889 | 11,781 | 14,275 | 151,862 | |
| 繰延税金 Deferred | 1,905 | (696) | (68) | 3,679 | (2,916) | (31,021) | |
| 法人税等合計 Total income taxes | 4,651 | 8,370 | 12,821 | 15,460 | 11,359 | 120,841 | |
| 継続事業からの持分法による投資損益前当期純利益 Income from Continuing Operations before Equity in Earnings (Losses) of Associated Companies | 1,636 | 15,654 | 16,702 | 11,306 | 16,672 | 177,361 | |
| 持分法による投資損益(法人税等控除後) Equity in Earnings (Losses) of Associated Companies — Net of Applicable Income Taxes | (440) | 249 | 223 | 495 | 38 | 404 | |
| 継続事業からの当期純利益 Net Income from Continuing Operations | 1,196 | 15,903 | 16,925 | 11,801 | 16,710 | 177,765 | |
| 非継続事業からの純損益(法人税等控除後) Income (Loss) from Discontinued Operations—Net of Applicable Income Taxes | 553 | — | — | — | — | — | |
| 当期純利益 Net Income | 1,749 | 15,903 | 16,925 | 11,801 | 16,710 | 177,765 | |
| 非支配持分に帰属する当期純損益 Net (Income) Loss Attributable to Noncontrolling Interests | (92) | (182) | (194) | (146) | (251) | (2,670) | |
| 当社株主に帰属する当期純利益 Net Income Attributable to Nippon Meat Packers, Inc. | 1,657 | 15,721 | 16,731 | 11,655 | 16,459 | 175,095 | |

| | '09/3 | '10/3 | '11/3 | '12/3 | 単位:百万円 ¥ million | 単位:千米ドル Thousands of U.S. Dollars |
|--|----------|----------|----------|----------|---------------------|--------------------------------------|
| | | | | | '13/3 | '13/3 |
| 営業活動によるキャッシュ・フロー Operating Activities | | | | | | |
| 当期純利益 Net Income | 1,749 | 15,903 | 16,925 | 11,801 | 16,710 | 177,765 |
| 営業活動による純キャッシュ増加(減少)への調整 Adjustments to Reconcile Net Income to Net Cash Provided by (Used in) Operating Activities | | | | | | |
| 減価償却費 Depreciation and amortization | 24,646 | 25,098 | 24,643 | 24,234 | 19,781 | 210,436 |
| 固定資産減損損失 Impairment loss of long-lived assets | 2,730 | 792 | 1,422 | 2,213 | 1,519 | 16,160 |
| 繰延税金 Income taxes deferred | 2,176 | (696) | (68) | 3,679 | (2,916) | (31,021) |
| 為替換算差額 Foreign exchange translation adjustments | 5,300 | (4,239) | (1,325) | 118 | (1,627) | (17,309) |
| 受取手形及び売掛金の(増加)減少 Decrease (increase) in trade notes and accounts receivable | 5,705 | 3,048 | (4,230) | (15,532) | (3,178) | (33,809) |
| 棚卸資産の(増加)減少 Decrease (increase) in inventories | (8,149) | 16,950 | (7,529) | (4,567) | 1,722 | 18,319 |
| その他の流動資産の(増加)減少 Decrease (increase) in other current assets | 3,691 | 838 | (1,247) | 73 | (2,068) | (22,000) |
| 支払手形及び買掛金の増加(減少) Increase (decrease) in trade notes and accounts payable | (310) | (1,786) | 6,465 | 6,496 | 4,473 | 47,585 |
| 未払法人税等の増加(減少) Increase (decrease) in accrued income taxes | 362 | 4,794 | 2,284 | (4,492) | 1,660 | 17,660 |
| 未払費用及びその他の流動負債の増加(減少) Increase (decrease) in accrued expenses and other current liabilities | 200 | 4,458 | (941) | 1,513 | 615 | 6,543 |
| その他一純額 Others—Net | (324) | 2,288 | 362 | 896 | 716 | 7,618 |
| 営業活動による純キャッシュ増加(減少) Net cash provided by (used in) operating activities | 37,776 | 67,448 | 36,761 | 26,432 | 37,407 | 397,947 |
| 投資活動によるキャッシュ・フロー Investing Activities | | | | | | |
| 固定資産の取得 Capital expenditures | (16,877) | (17,464) | (15,913) | (17,311) | (29,904) | (318,128) |
| 固定資産の売却 Proceeds from sales of capital assets | 2,886 | 1,623 | 2,614 | 2,218 | 2,538 | 27,000 |
| 短期投資の(増加)減少 Decrease (increase) in short-term investments | (615) | (43,630) | 21,848 | 23,783 | (27,330) | (290,745) |
| 有価証券及びその他の投資有価証券の取得 Purchases of marketable securities and other investment securities | (285) | (1,423) | (10,346) | (444) | (332) | (3,532) |
| 有価証券及びその他の投資有価証券の売却及び償還 Proceeds from sales and redemptions of marketable securities and other investment securities | 350 | 29 | 10,386 | 302 | 277 | 2,947 |
| 事業の取得に伴う現金及び現金同等物の純減 Net decrease in cash and cash equivalents resulting from purchase of business | — | — | — | (198) | (817) | (8,691) |
| 事業の売却に伴う現金及び現金同等物の純減 Net decrease in cash and cash equivalents resulting from sale of business | — | (412) | — | — | — | — |
| その他一純額 Others—Net | (856) | 1,143 | 156 | 1,400 | 755 | 8,032 |
| 投資活動による純キャッシュ増加(減少) Net cash provided by (used in) investing activities | (15,397) | (60,134) | 8,745 | 9,750 | (54,813) | (583,117) |
| 財務活動によるキャッシュ・フロー Financing Activities | | | | | | |
| 現金配当 Cash dividends | (3,663) | (3,730) | (3,455) | (3,474) | (3,886) | (41,340) |
| 短期借入金の増加(減少) Increase (decrease) in short-term bank loans | (1,694) | (7,672) | (3,711) | (2,977) | (3,355) | (35,691) |
| 借入債務による調達 Proceeds from debt | 40 | 29,968 | 25,931 | 12,462 | 44,533 | 473,755 |
| 借入債務の返済 Repayments of debt | (19,395) | (7,316) | (55,711) | (29,753) | (32,362) | (344,277) |
| 自己株式の取得 Acquisition of treasury stock | (49) | (16,480) | (14) | (4) | (16,006) | (170,277) |
| その他一純額 Others—Net | 0 | 3 | 9 | 1 | 112 | 1,192 |
| 財務活動による純キャッシュ増加(減少) Net cash provided by (used in) financing activities | (24,761) | (5,227) | (36,951) | (23,745) | (10,964) | (116,638) |
| 為替変動による現金及び現金同等物への影響額 Effect of Exchange Rate Changes on Cash and Cash Equivalents | (544) | 108 | (664) | (195) | 1,194 | 12,702 |
| 純キャッシュ増加(減少) Net Increase (Decrease) in Cash and Cash Equivalents | (2,926) | 2,195 | 7,891 | 12,242 | (27,176) | (289,106) |
| 期首現金及び現金同等物残高 Cash and Cash Equivalents at Beginning of the Year | 44,249 | 41,323 | 43,518 | 51,409 | 63,651 | 677,138 |
| 期末現金及び現金同等物残高 Cash and Cash Equivalents at End of the Year | 41,323 | 43,518 | 51,409 | 63,651 | 36,475 | 388,032 |

オペレーティング・セグメント情報

By Operating Segment

単位:百万円
¥ million

| | 加工事業本部 Processed Foods Business Division | 食肉事業本部 Fresh Meats Business Division | 関連企業本部 Affiliated Business Division | 計 Total | 消去調整他 Eliminations, Adjustments and Others | 連結 Consolidated |
|-------------------------------------|--|--|---|------------------|--|--------------------|
| FY2013/3 | | | | | | |
| 売上高 Net sales | | | | | | |
| (1)外部顧客に対する売上高 External customers | 317,192 | 583,159 | 134,769 | 1,035,120 | (12,281) | 1,022,839 |
| (2)セグメント間の内部売上高 Intersegment | 21,774 | 90,336 | 2,876 | 114,986 | (114,986) | — |
| 合計 Total | 338,966 | 673,495 | 137,645 | 1,150,106 | (127,267) | 1,022,839 |
| 営業費用 Operating expenses | 329,401 | 657,964 | 136,118 | 1,123,483 | (128,665) | 994,818 |
| 営業利益(損失) Operating income (loss) | 9,565 | 15,531 | 1,527 | 26,623 | 1,398 | 28,021 |
| 資産 Assets | 170,725 | 322,264 | 50,507 | 543,496 | 66,797 | 610,293 |
| 減価償却費 Depreciation and amortization | 7,261 | 8,403 | 1,400 | 17,064 | 2,259 | 19,323 |
| 資本的支出 Capital expenditures | 9,656 | 18,567 | 2,606 | 30,829 | 2,456 | 33,285 |
| FY2012/3 | | | | | | |
| 売上高 Net sales | | | | | | |
| (1)外部顧客に対する売上高 External customers | 320,722 | 577,176 | 132,470 | 1,030,368 | (12,584) | 1,017,784 |
| (2)セグメント間の内部売上高 Intersegment | 21,464 | 89,050 | 2,719 | 113,233 | (113,233) | — |
| 合計 Total | 342,186 | 666,226 | 135,189 | 1,143,601 | (125,817) | 1,017,784 |
| 営業費用 Operating expenses | 334,156 | 650,066 | 133,229 | 1,117,451 | (126,180) | 991,271 |
| 営業利益(損失) Operating income (loss) | 8,030 | 16,160 | 1,960 | 26,150 | 363 | 26,513 |
| 資産 Assets | 171,336 | 294,322 | 49,206 | 514,864 | 74,261 | 589,125 |
| 減価償却費 Depreciation and amortization | 9,695 | 9,493 | 1,747 | 20,935 | 2,821 | 23,756 |
| 資本的支出 Capital expenditures | 8,752 | 8,494 | 1,604 | 18,850 | 637 | 19,487 |
| FY2011/3 | | | | | | |
| 売上高 Net sales | | | | | | |
| (1)外部顧客に対する売上高 External customers | 314,821 | 557,482 | 129,521 | 1,001,824 | (12,516) | 989,308 |
| (2)セグメント間の内部売上高 Intersegment | 23,206 | 86,845 | 2,703 | 112,754 | (112,754) | — |
| 合計 Total | 338,027 | 644,327 | 132,224 | 1,114,578 | (125,270) | 989,308 |
| 営業費用 Operating expenses | 329,398 | 620,307 | 130,552 | 1,080,257 | (124,124) | 956,133 |
| 営業利益(損失) Operating income (loss) | 8,629 | 24,020 | 1,672 | 34,321 | (1,146) | 33,175 |
| 資産 Assets | 170,160 | 294,507 | 43,473 | 508,140 | 82,548 | 590,688 |
| 減価償却費 Depreciation and amortization | 9,713 | 9,396 | 1,659 | 20,768 | 3,347 | 24,115 |
| 資本的支出 Capital expenditures | 9,250 | 6,249 | 1,695 | 17,194 | (5) | 17,189 |
| FY2010/3 | | | | | | |
| 売上高 Net sales | | | | | | |
| (1)外部顧客に対する売上高 External customers | 308,133 | 526,799 | 130,027 | 964,959 | (11,343) | 953,616 |
| (2)セグメント間の内部売上高 Intersegment | 21,303 | 78,129 | 2,500 | 101,932 | (101,932) | — |
| 合計 Total | 329,436 | 604,928 | 132,527 | 1,066,891 | (113,275) | 953,616 |
| 営業費用 Operating expenses | 320,463 | 588,469 | 131,911 | 1,040,843 | (112,082) | 928,761 |
| 営業利益(損失) Operating income (loss) | 8,973 | 16,459 | 616 | 26,048 | (1,193) | 24,855 |
| 資産 Assets | 172,790 | 288,872 | 43,363 | 505,025 | 99,176 | 604,201 |
| 減価償却費 Depreciation and amortization | 9,333 | 9,504 | 1,690 | 20,527 | 3,881 | 24,408 |
| 資本的支出 Capital expenditures | 9,219 | 7,571 | 1,293 | 18,083 | 1,671 | 19,754 |
| FY2009/3 | | | | | | |
| 売上高 Net sales | | | | | | |
| (1)外部顧客に対する売上高 External customers | 312,826 | 597,700 | 129,198 | 1,039,724 | (11,275) | 1,028,449 |
| (2)セグメント間の内部売上高 Intersegment | 21,687 | 89,098 | 3,310 | 114,095 | (114,095) | — |
| 合計 Total | 334,513 | 686,798 | 132,508 | 1,153,819 | (125,370) | 1,028,449 |
| 営業費用 Operating expenses | 328,825 | 670,491 | 133,028 | 1,132,344 | (125,312) | 1,007,032 |
| 営業利益(損失) Operating income (loss) | 5,688 | 16,307 | (520) | 21,475 | (58) | 21,417 |
| 資産 Assets | 174,110 | 298,649 | 43,885 | 516,644 | 67,040 | 583,684 |
| 減価償却費 Depreciation and amortization | 8,989 | 9,459 | 1,601 | 20,049 | 3,951 | 24,000 |
| 資本的支出 Capital expenditures | 9,963 | 8,834 | 1,768 | 20,565 | 1,583 | 22,148 |

注) 1. 減価償却費は、有形固定資産及び無形固定資産の償却額です。
 2. 資本的支出は、有形固定資産及び無形固定資産の増加額です。

Notes: 1. Depreciation and amortization consist of depreciation of property, plant and equipment and amortization of intangible assets.
 2. Capital expenditures represent the additions to property, plant and equipment and intangible assets.

地域別情報

By Geographical Area

単位:百万円
¥ million

| FY2013/3 | 日本 Japan | その他の地域 Other Countries | 計 Total | 消去 Eliminations | 連結 Consolidated |
|-----------------------------------|-------------|---------------------------|------------|--------------------|--------------------|
| 売上高 Net sales | | | | | |
| (1)外部顧客に対する売上高 External customers | 946,705 | 76,134 | 1,022,839 | — | 1,022,839 |
| (2)セグメント間の内部売上高 Intersegment | 683 | 82,739 | 83,422 | (83,422) | — |
| 合計 Total | 947,388 | 158,873 | 1,106,261 | (83,422) | 1,022,839 |
| 営業費用 Operating expenses | 918,764 | 159,347 | 1,078,111 | (83,293) | 994,818 |
| 営業利益(損失) Operating income (loss) | 28,624 | (474) | 28,150 | (129) | 28,021 |
| FY2012/3 | | | | | |
| 売上高 Net sales | | | | | |
| (1)外部顧客に対する売上高 External customers | 938,846 | 78,938 | 1,017,784 | — | 1,017,784 |
| (2)セグメント間の内部売上高 Intersegment | 678 | 78,783 | 79,461 | (79,461) | — |
| 合計 Total | 939,524 | 157,721 | 1,097,245 | (79,461) | 1,017,784 |
| 営業費用 Operating expenses | 912,120 | 159,118 | 1,071,238 | (79,967) | 991,271 |
| 営業利益(損失) Operating income (loss) | 27,404 | (1,397) | 26,007 | 506 | 26,513 |
| FY2011/3 | | | | | |
| 売上高 Net sales | | | | | |
| (1)外部顧客に対する売上高 External customers | 918,888 | 70,420 | 989,308 | — | 989,308 |
| (2)セグメント間の内部売上高 Intersegment | 545 | 78,561 | 79,106 | (79,106) | — |
| 合計 Total | 919,433 | 148,981 | 1,068,414 | (79,106) | 989,308 |
| 営業費用 Operating expenses | 889,548 | 146,015 | 1,035,563 | (79,430) | 956,133 |
| 営業利益(損失) Operating income (loss) | 29,885 | 2,966 | 32,851 | 324 | 33,175 |
| FY2010/3 | | | | | |
| 売上高 Net sales | | | | | |
| (1)外部顧客に対する売上高 External customers | 892,872 | 60,744 | 953,616 | — | 953,616 |
| (2)セグメント間の内部売上高 Intersegment | 491 | 77,916 | 78,407 | (78,407) | — |
| 合計 Total | 893,363 | 138,660 | 1,032,023 | (78,407) | 953,616 |
| 営業費用 Operating expenses | 870,240 | 136,558 | 1,006,798 | (78,037) | 928,761 |
| 営業利益(損失) Operating income (loss) | 23,123 | 2,102 | 25,225 | (370) | 24,855 |
| FY2009/3 | | | | | |
| 売上高 Net sales | | | | | |
| (1)外部顧客に対する売上高 External customers | 952,490 | 75,959 | 1,028,449 | — | 1,028,449 |
| (2)セグメント間の内部売上高 Intersegment | 755 | 85,696 | 86,451 | (86,451) | — |
| 合計 Total | 953,245 | 161,655 | 1,114,900 | (86,451) | 1,028,449 |
| 営業費用 Operating expenses | 931,997 | 161,244 | 1,093,241 | (86,209) | 1,007,032 |
| 営業利益(損失) Operating income (loss) | 21,248 | 411 | 21,659 | (242) | 21,417 |

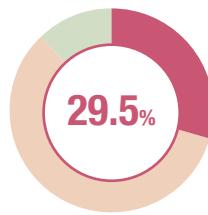
| 品種別売上高 | | | | | | 海外主要地域別情報 | | | |
|-------------------------------|-----------|---------|---------|-----------|-----------|---|--------------------------|---------|------------------------|
| | | | | | | Information by major overseas geographical area | | | 単位:百万円 ¥ million |
| | '09/3 | '10/3 | '11/3 | '12/3 | '13/3 | | '11/3 | '12/3 | '13/3 |
| ハム・ソーセージ Hams and Sausages | 138,876 | 137,549 | 134,941 | 137,286 | 139,948 | 海外計 Overseas total | 売上高 Net sales | 148,981 | 157,721 158,873 |
| 加工食品 Processed Foods | 187,456 | 188,870 | 197,745 | 203,167 | 204,756 | | 営業利益 Operating income | 2,966 | (1,397) (474) |
| 食肉 Fresh Meats | 566,423 | 496,100 | 530,154 | 544,054 | 541,598 | 豪州 Australia | 売上高 Net sales | 55,766 | 55,946 57,073 |
| 牛 Beef | 206,902 | 181,104 | 192,383 | 197,494 | 204,850 | | 営業利益 Operating income | (1,712) | (3,925) (1,414) |
| 豚 Pork | 213,838 | 185,733 | 195,757 | 201,563 | 200,303 | 米州 Americas | 売上高 Net sales | 66,611 | 71,865 69,655 |
| 鶏 Poultry | 123,874 | 105,769 | 119,257 | 122,873 | 117,885 | | 営業利益 Operating income | 3,718 | 2,225 104 |
| その他食肉 Other Fresh Meats | 21,809 | 23,494 | 22,757 | 22,124 | 18,560 | アジア、ヨーロッパ Asia & Europe | 売上高 Net sales | 29,477 | 32,105 35,654 |
| 水産物 Marine Products | 83,759 | 82,570 | 80,435 | 82,836 | 83,829 | | 営業利益 Operating income | 968 | 296 859 |
| 乳製品 Dairy Products | 22,215 | 21,985 | 21,903 | 23,261 | 25,155 | | | | |
| その他 Others | 29,720 | 26,542 | 24,130 | 27,180 | 27,553 | | | | |
| 合計 Total | 1,028,449 | 953,616 | 989,308 | 1,017,784 | 1,022,839 | | | | |

注) 1. 地域間内部取引の消去があるため、海外計は各地域の合計とは一致しません。
 2. 米州には、北米と南米の事業が含まれます。

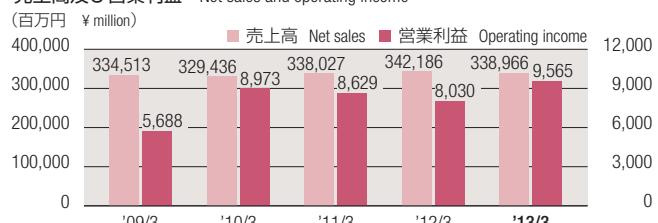
Notes: 1. The total of each area is not equal to the overseas total, by reason of the elimination of intersegment transactions.
 2. The Americas include North and South American businesses.

加工事業本部

Processed Foods Business Division



売上高及び営業利益 Net sales and operating income



事業概要 Overview

原料供給
Supply of raw materials

日本ハム 食肉事業本部 Nippon Meat Packers, Inc. Fresh Meats Business Division

製造
Production

国内 Japan

ハム・ソーセージの製造
Production of ham and sausages

- 日本ハムファクトリー
- 日本ハム北海道ファクトリー
- 東北日本ハム
- 南日本ハム
- 函館カールレイモン
- 鎌倉ハム富岡商会
- Nippon Ham Factory Co., Ltd.
- Nippon Ham Hokkaido Factory Co., Ltd.
- Tohoku Nippon Ham Co., Ltd.
- Minami Nippon Ham Co., Ltd.
- Hakodate Carl Raymon Co., Ltd.
- Kamakura Ham Tomioka Co., Ltd.



国内の自社農場で肥育した国産豚肉使用の最高級ギフト『美ノ国』



一口サイズで食べやすいやわらかな皮なしタイプの『ウニー』

Winny bite-sized skinless soft pork wieners



パリッとしたおいしさで売れ筋No.1の ウィンナー『シャウエッセン』

Firm and juicy SCHAU ESSEN sausages, a Nippon Ham best-seller



冷めてもおいしい 新技術で仕上げた『森の薰り新あらびきウィンナー』

New production technologies mean Mori no Kaori's new coarse-ground pork sausages are tasty hot or cold



ケセのないスッキリとした味わいとお肉本来の香りにこだわった『彩りキッチンロースハム』

Irodori Kitchen Roast Ham features a pure, unadulterated taste and a natural ham aroma

加工食品の製造

Production of processed foods

- 日本ハム食品
- 日本ハム惣菜
- Nippon Ham Shokuhin Co., Ltd.
- Nippon Ham Sozai Co., Ltd.



野菜がひとつあれば バランスの良い中華料理がすぐにできる『中華名菜』シリーズ

The Chuka Meisai series makes it possible to prepare balanced Chinese cuisine just by adding one type of vegetable



「焼きたての感動!」をご家庭で楽しんでいただける、自家製の生地にこだわった『石窯工房』シリーズ

The Ishigama Kobo series delivers the enjoyment of stone-oven pizza with handmade crust at home



牛肉をとろけるまで煮込み、あめ色になるまで炒めた玉ねぎでとろみとコクをつけた『レストラン仕様カレー』です

This rich and thick restaurant-grade curry employs tenderized beef and caramelized onions

物流・営業
Logistics and sales日本ハム営業本部
日本ハムSCM推進室

- 日本ハム北海道販売
- 日本ハム東販売
- 日本ハム西販売
- 日本ハムデリニューズ

- 日本ルートサービス
- 日本デイリーネット

Nippon Meat Packers, Inc.
Supply Chain Management Office
Corporate Planning Division

外部顧客(量販店、食料品店、精肉店、食肉卸、中・外食業者、各種食品製造メーカー)

External customers

加工事業本部は、ハム・ソーセージ事業とデリ商品*事業で構成されており、商品開発から製造・販売までを一貫して行っています。ハム・ソーセージでは『シャウエッセン』をはじめ、『新鮮生活ZERO』シリーズ、『ウイニー』など、また、デリ商品では、『中華名菜』『石窯工房』など、ブランド力のある商品を展開しています。企画力、商品開発力、技術力を駆使し、新しい市場を開拓する商品の開発を行っています。

*デリ商品とは、デリカテッセン(調理食品)のことです。

The Processed Foods Business Division is composed of the hams and sausages business, as well as the deli & processed foods* business, and covers a full integrated range of business activities, from product development through to production and sales. The division develops products with strong brand power such as SCHAU ESSEN, the Shinsen Seikatsu Zero series, Winny and other products in the hams and sausages business, and Chuka Meisai, Ishigama Kobo and other processed foods in the deli & processed foods business. In addition, the division is working to create new markets by developing products that use Nippon Ham's planning, product development and technological capabilities to the fullest.

**"Deli & processed foods" refers to delicatessen products and cooked foods.

社外仕入 Procurement from external sources

海外 Overseas

ハム・ソーセージの製造 Production of ham and sausages



中国
China

- 天津龍泰食品

- Tianjin Longtai Food Co., Ltd.

加工食品の製造 Production of processed foods



タイ
Thailand

- タイ日本フーズ

- Thai Nippon Foods Co., Ltd.



ベトナム
Vietnam

- 日本ゴールデンピッグ

- Nippon Golden Pig
Joint Stock Company



メキシコ
Mexico

- 日本食品メキシカーナ

- Nippon Shokuhin Mexicana S.A.
DE C.V.



中国
China

- 威海日都食品

- 山東日龍食品

- Weihai Nippon Shokuhin Co., Ltd.

- Shandong Rilong Foodstuffs Co., Ltd.

現地顧客

Local
customers

低温度管理を徹底する販売拠点

Local sales offices are scrupulous in their management of cool storage facilities

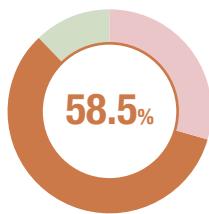


- Nippon Ham Hokkaido Hanbai Co., Ltd.
- Nippon Ham Higashi Hanbai Co., Ltd.
- Nippon Ham Nishi Hanbai Co., Ltd.
- Nippon Ham Deli News Co., Ltd.

- Nippon Route Service Co., Ltd.
- Nippon Daily Net Co., Ltd.

食肉事業本部

Fresh Meats Business Division



売上高及び営業利益 Net sales and operating income

| | 売上高 Net sales | 営業利益 Operating income | |
|-----------------|---------------|-----------------------|--------|
| (百万円 ¥ million) | 686,798 | 16,307 | 32,000 |
| | 604,928 | 16,459 | 24,000 |
| | 644,327 | 24,020 | 16,000 |
| | 666,226 | 16,160 | 8,000 |
| | 673,495 | 15,531 | 0 |

事業概要 Overview

国内 Japan

生産・肥育

Live Cattle/Hog/Poultry Production

ニッポンフィード (養牛・預託肥育)

Nippon Feed Co., Ltd.
(Breeding of cattle/
contracted breeding)

適正に管理された繁殖母牛
Carefully managed
cattle breeding operations



インターフーム (養豚)

Interfarm Co., Ltd.
(Pig farming)



安全で衛生的な豚舎
A safe, hygienic pigsty



処理・加工

Packing and processing

日本フードパッカー(牛・豚の処理・加工)

Nippon Food Packer, Inc.
(Packing and processing of beef and pork)



鮮度を保つためのスピーディーな処理
Swift processing ensures freshness is preserved

製造・加工・物流・営業

Processed meat production, logistics and sales

生肉販売

Fresh meat sales

製造・営業 Production and sales

- 日本ピュアフード ● Nippon Pure Food, Inc.

物流・営業 Logistics and sales

- | | |
|------------|----------------------------------|
| ● 東日本フード | ● Higashi Nippon Food, Inc. |
| ● 関東日本フード | ● Kanto Nippon Food, Inc. |
| ● 中日本フード | ● Naka Nippon Food, Inc. |
| ● 西日本フード | ● Nishi Nippon Food, Inc. |
| ● 日本物流センター | ● Nippon Logistics Center, Inc. |
| ● 日本チルド物流 | ● Nippon Chilled Logistics, Inc. |

外部顧客(量販店、食料品店、精肉店、食肉卸、中・外食業者、各種食品製造メーカー)

External customers

食肉事業本部は、生産から販売までをグループ内で手がけるインテグレーションシステムに裏打ちされた、供給体制と販売体制を最大の強みとし、ブランド食肉を中心に商品展開をしていきます。供給体制については国内外に自社農場を持つとともに、グローバルな調達ネットワークと物流網を構築しています。また、国内における販売体制においても東京と大阪の物流センターを中心に、全国各地に網羅された営業拠点からスピーディーに供給できる体制を作り上げています。

One of the Fresh Meats Business Division's greatest strengths is its supply and sales systems underpinned by the Nippon Ham Group's integrated production system, which is involved from production to sales. The division plans to develop its products with a focus on brand meat products. Regarding our supply system, the Nippon Ham Group owns farms both in Japan and overseas, and is building a global procurement network and a distribution network. Furthermore, we are also building a network for our domestic sales system which can speedily supply products from our marketing bases located throughout Japan, spearheaded by our distribution centers in Tokyo and Osaka.

国内食肉ブランド Domestic fresh meat brands



けんこう豚 桜姫

日本ホワイトファーム (養鶏)

Nippon White Farm Co., Ltd.
(Poultry integration)



快適な肥育農場で育った鶏
Poultry raised at sanitary and well-managed fattening facility

畜産農家(生体) External producers (livestock)



(鶏の処理・加工) (Packing and processing of poultry)



幾度もの検査を経て高品質な
鶏肉を生産
Top-quality poultry grown amid
frequent inspections

社外仕入 Procurement from external sources



Nippon Meat Packers, Inc. Fresh Meats Business Division



低温度管理を徹底する営業拠点
Local sales offices are scrupulous in their management of cool storage facilities



日本物流センター(株)東京事業所
Nippon Logistics Center's Tokyo operations office

(Mass merchant, food retailers, butcher shops, fresh meat distributors, manufacturers of prepared dishes, restaurants, manufacturers of processed foods)

海外 Overseas

生産・肥育
Live Cattle/Hog Production

処理・加工
Packing and processing

輸出・販売
Exports and sales

輸入・販売
Imports and sales

製造・加工・物流・営業
Processed meat production, logistics and sales



豪州
Australia



**オーキー
ホールディングス**
Oakey Holdings Pty. Ltd.

広大な土地で育てられる牛
Cattle raised on vast, wide-open farms



オーキーアバトゥア
Oakey Abattoir Pty. Ltd.

トレーサビリティに
対応した最新のライン
An innovative production line
ensures precise traceability



**現地
畜産農家**
External cattle farmers

子牛 Steer

生体 Live Cattle

**TBS
ウインガムビーフ
エキスポート**

Thomas Borthwick & Sons
(Australia) Pty. Ltd.
Wingham Beef Exports Pty. Ltd.

オーストラリア日本ハム
Nippon Meat Packers Australia Pty. Ltd.

ビーフプロデューサーズオーストラリア
Beef Producers Australia Pty. Ltd.

現地顧客
Local customers

米国・韓国・EU・ロシア・中東・アジア等
U.S.A., Korea, EU, Russia, Middle East,
Asia, etc.

ジャパンフード
Japan Food Corporation

※詳細はp.14-15 国内を参照ください。

Note: For more information, please refer to the operations in Japan, detailed on pages 14 and 15.

輸入食肉ブランド
Imported fresh meat brands



アジア・欧州 Asia and Europe



米州 North America and South America



養豚・販売 Pig farming and sales



テキサスファーム
Texas Farm, LLC



4,000万m²の壮大な養豚場
An impressive 4,000-hectare hog farm

社外仕入 Procurement from external sources

輸出・販売 Exports and sales

- タイ日本ハム
Thai Nippon Meat Packers Co., Ltd.
- シンガポール日本ハム
Nippon Meat Packers Singapore Pte. Ltd.
- 台湾日本ハム
Nippon Meat Packers (Taiwan) Inc.
- 英国日本ハム
Nippon Meat Packers U.K. Ltd.
- 日邦食品(上海)有限公司
Nippo Food (Shanghai) Co., Ltd.

社外仕入 Procurement from external sources

輸出・販売 Exports and sales

- チリ日本ハム
Nippon Meat Packers Inc. (Chile) Y Compania Limitada

デイリーフーズ
Day-Lee Foods, Inc.

加工品 製造・販売 Production and sales of processed foods

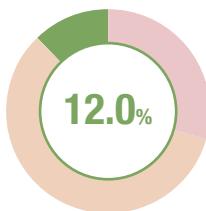
レンドド
Redondo's, LLC

現地顧客 Local customers

食肉等の 輸出・販売 Exports and sales

現地顧客 日本以外の国 Local customers, global sales

関連企業本部 Affiliated Business Division



売上高及び営業利益 Net sales and operating income



関連企業本部は、水産事業、乳製品事業等で構成されています。『寿司ネタ』でトップクラスのマリンフーズ、業務用チーズで定評のある宝幸、『バニラヨーグルト』に代表される日本ルナをはじめとする高い専門性を備えた連結子会社によって、変化する市場環境の中で、お客様のニーズにきめ細かく対応しています。

The Affiliated Business Division is composed of the marine products and dairy products businesses, among others. Consolidated subsidiaries in the division have a high degree of specialization. Companies such as the Marine Foods Corporation, an industry leader in food service-use sushi ingredients, Hoko Co., Ltd., which has a strong reputation for food service-use cheeses, and Nippon Luna Inc., famous for its *Vanilla Yogurt*, ensure that in this changing market environment we can continue to satisfy evolving customer needs.

事業概要 Overview

水産事業

Marine Products Business

水産加工品の製造・販売

Production and sales of processed marine products

マリンフーズ

The Marine Foods Corporation



鮮度と品質を保ちながら、様々な形状に加工して提供しているマリンフーズの寿司ネタ

The Marine Foods Corporation processes fresh seafood into a variety of shapes and sizes for sushi while preserving freshness and quality

水産加工品の製造・販売

Production and sales of processed marine products

宝幸

Hoko Co., Ltd.



青森県八戸で水揚げされた真鯖を原料に八戸工場で製造した『青森の正直真鯖』

Aomori no Shojiki Chub Mackerel, made with mackerel landed at Hachinohe port in Aomori

乳製品事業

Dairy Products Business

乳製品(チーズ等)の製造・販売

Production and sales of dairy products (cheese, etc.)

宝幸

Hoko Co., Ltd.



薰りや風味にこだわり、『ロルフ』ならではのおいしさを、ぎゅっと詰め込んだベビーチーズシリーズ

Individually wrapped segments maintain the distinctive aroma and flavor of the *Rolf Baby Cheese* series

はつ酵乳および乳酸菌飲料の製造・販売

Production and sales of dairy products and lactic acid probiotic beverages

日本ルナ

Nippon Luna, Inc.



長時間はつ酵製法で、まろやかなコクを実現した『バニラヨーグルト』

Long-term fermentation gives *Vanilla Yogurt* a smooth, rich flavor

その他

Others

フリーズドライ等の食品の製造・販売

Production and sales of freeze-dried foods

日本ドライフーズ・宝幸Nippon Dry Foods Co., Ltd.
Hoko Co., Ltd.

Onion Soup soup stock, combining the sweetness of domestically grown onions with the richness of Camembert cheese

健康食品の製造・通信販売・卸売販売

Production, mail-order sales and wholesale of health foods

日本ハムヘルスクリエイト

Nippon Ham Health Creation Co., Ltd.



なめらかな動作に役立つII型コラーゲンを配合した『グルコサミン・コドロイチン EX』

Glucosamine Chondroitin EX supplement with type II collagen for healthy joint function

外部顧客(量販店、食料品店、中・外食業者<寿司チェーン等>、各種食品製造メーカー)

External customers (Mass retailers, food retailers, manufacturers of prepared dishes, restaurants (sushi chains, etc.), manufacturers of processed foods)

その他

Other Operations

グループの中核研究機関 Group's core research institute

中央研究所 Research and Development Center



中央研究所は、日本ハムグループの中核研究機関として、「食の安全・安心を守る研究」、「健康に役立つ食品・素材の研究開発」、「美味しい高品質な食肉・食品の生産技術開発」を3つの柱として、新分野の開発に取り組んでいます。

As the Nippon Ham Group's central research institute, the Research and Development Center (RDC) explores new areas based on three priorities. These are to engage in research to ensure food safety and security, conduct R&D into healthy foods and ingredients, and develop production technologies to ensure delicious, high-quality fresh meats.

**食の安全・安心を
守る研究**
Research to ensure
food safety and
security

日本ハムグループの食品安全に関する検査技術の開発・指導の中核機関としての機能を担っています。アレルギー物質、有害微生物、毒素、残留有害物質の検査技術の開発などに取り組んでいます。

RDC plays a pivotal role in developing and providing guidance for inspection techniques relating to the Nippon Ham Group's food safety standards.

Our inspection technique development efforts encompass such areas as allergens, harmful microorganisms, toxins, and harmful residual substances.

**健康に役立つ食品・
素材の研究開発**
R&D: Food and
ingredients that
support good health

畜水産物に含まれる健康の維持・増進に寄与する機能性素材および機能性食品の研究開発に取り組んでいます。コラーゲン、エラスチン、イミダゾールジペプチドなど注目の健康素材を多数開発しています。

We are conducting R&D into functional ingredients and foods from livestock and marine products that help maintain and promote health.

Our numerous noteworthy achievements involving healthy ingredients include collagen, elastin, and imidazole dipeptide.

**美味しい高品質な
食肉・食品の
生産技術開発**
Developing
production
technologies that
ensure delicious,
high-quality fresh
meats

日本ハムグループの食の川上から川下までのインテグレーションの技術進化を進めています。“美味しさ”的科学的究明、ファームにおける生産性向上のための技術開発、ブランド食肉などのおいしい食肉の研究開発や、廃棄物削減・循環型社会に貢献する技術研究などに取り組んでいます。

The Nippon Ham Group is evolving technological integration from upstream through downstream areas of the food business.

Our efforts include scientifically exploring what constitutes taste, developing techniques for improving farm productivity, conducting R&D into branded and other delicious fresh meats, and reducing waste and helping to build a recycling-oriented society.

北海道日本ハムファイターズ

Hokkaido Nippon-Ham Fighters Baseball Club Co., Ltd.



大阪サッカークラブ セレッソ大阪

Osaka Football Club Co., Ltd. Cerezo Osaka



©OSAKA F.C.

マーケットポジション

Market Position

世界の食肉加工大手10社

Major Global Fresh Meats Companies based on Net Sales

単位:百万円 Millions of Yen

| | 売上高 Net sales | 決算期 Fiscal year reported |
|--|------------------|--|
| JBS JBS S.A. | 3,521,410 | 2012年12月期 Year ended December 2012 |
| タイソンフーズ Tyson Foods, Inc. | 3,162,076 | 2012年 9月期 Year ended September 2012 |
| ブラジルフーズ Brasil Foods S.A. | 1,326,611 | 2012年12月期 Year ended December 2012 |
| スミスフィールドフーズ Smithfield Foods, Inc. | 1,244,220 | 2012年 4月期 Year ended April 2012 |
| チャルーンポーカパンフーズ Charoen Pokphand Foods PCL. | 1,171,535 | 2012年12月期 Year ended December 2012 |
| VION(非上場) VION Food Group (non-listed) | 1,159,963 | 2011年12月期 Year ended December 2011 |
| マルフリグ Marfrig Alimentos S.A. | 1,103,752 | 2012年12月期 Year ended December 2012 |
| 日本ハム Nippon Meat Packers, Inc. | 1,022,839 | 2013年 3月期 Year ended March 2013 |
| ダニッシュクラウン Danish Crown Group | 931,058 | 2012年 9月期 Year ended September 2012 |
| ホーメルフーズ Hormel Foods Corporation | 782,078 | 2012年10月期 Year ended October 2012 |

注) 1. 決算数値は、直近の会計年度における公表データより取得。ただし、JBSとブラジルフーズについては同社が公表するPro-forma*に準拠する。*Pro-formalはM&Aを加味した概算数値(未監査)。
 2. 海外企業の売上高は、2013年3月末時点の為替レートにて円換算し算出。
 3. 当社調べ。

Notes: 1. Operating results are taken from published financial data for the most recent fiscal year, with the exception of JBS S.A. and Brasil Foods S.A., for which pro forma figures are used for comparison purposes only.
 2. Net sales for companies outside of Japan are translated into yen at the closing rate as of March 31, 2013.
 3. Based on Nippon Meat Packers data.

国内の食品大手15社

Major 15 Domestic Food Companies

単位:百万円 Millions of Yen

| | 売上高 Net sales | 営業利益 Operating income | 当期純利益 Net income | 決算期 Fiscal year |
|--|------------------|--------------------------|---------------------|---------------------------------------|
| キリンホールディングス Kirin Holdings Co., Ltd. | 2,186,177 | 153,022 | 56,198 | 2012年12月期 Year ended December 2012 |
| 日本たばこ産業 Japan Tobacco Inc. | 2,120,196 | 532,360 | 351,518 | 2013年 3月期 Year ended March 2013 |
| サントリーホールディングス(非上場) Suntory Holdings Ltd. (non-listed) | 1,851,567 | 107,744 | 36,631 | 2012年12月期 Year ended December 2012 |
| アサヒグループホールディングス Asahi Group Holdings | 1,579,076 | 108,437 | 57,183 | 2012年12月期 Year ended December 2012 |
| 味の素 Ajinomoto Co., Inc. | 1,172,442 | 71,232 | 48,373 | 2013年 3月期 Year ended March 2013 |
| 明治ホールディングス Meiji Holdings Co., Ltd. | 1,126,520 | 25,859 | 16,646 | 2013年 3月期 Year ended March 2013 |
| 日本ハム Nippon Meat Packers, Inc. | 1,022,839 | 28,021 | 16,459 | 2013年 3月期 Year ended March 2013 |
| 山崎製パン Yamazaki Baking Co., Ltd. | 951,502 | 24,754 | 10,790 | 2012年12月期 Year ended December 2012 |
| マルハニチロホールディングス Maruha Nichiro Holdings, Inc. | 809,789 | 11,996 | 5,448 | 2013年 3月期 Year ended March 2013 |
| 森永乳業 Morinaga Milk Industry Co., Ltd. | 591,197 | 10,166 | 5,016 | 2013年 3月期 Year ended March 2013 |
| 日本水産 Nippon Suisan Kaisha, Ltd. | 566,858 | 5,809 | (4,789) | 2013年 3月期 Year ended March 2013 |
| キューピー Q.P. Corporation | 504,997 | 23,368 | 12,291 | 2012年11月期 Year ended November 2012 |
| ニチレイ Nichirei Corporation | 470,126 | 17,932 | 9,823 | 2013年 3月期 Year ended March 2013 |
| 日清製粉グループ本社 Nisshin Seifun Group Inc. | 455,566 | 21,740 | 13,688 | 2013年 3月期 Year ended March 2013 |
| 伊藤ハム Itoham Foods Inc. | 438,827 | 5,659 | 4,145 | 2013年 3月期 Year ended March 2013 |

注)日本たばこ産業はIFRSを適用しています。

Note: Japan Tobacco Inc. uses International Financial Reporting Standards (IFRS).

国内の食肉加工大手10社

Major 10 Domestic Fresh Meats Companies

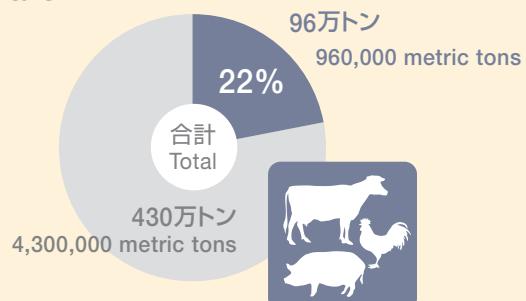
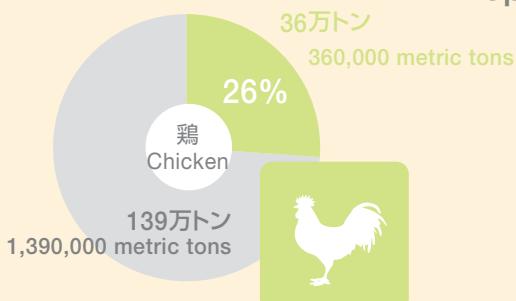
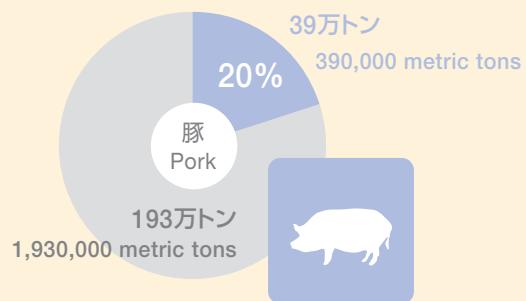
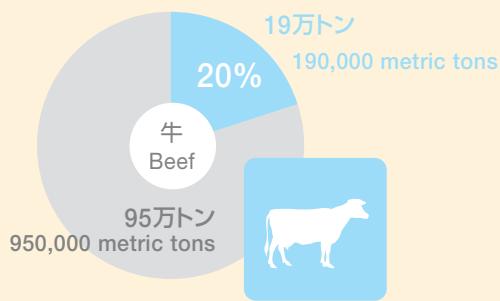
| | 売上高 Net sales | 営業利益 Operating income | 当期純利益 Net income | 決算期 Fiscal year |
|--------------------------------------|------------------|--------------------------|---------------------|--------------------------------------|
| 日本ハム Nippon Meat Packers, Inc. | 1,022,839 | 28,021 | 16,459 | 2013年3月期 Year ended March 2013 |
| 伊藤ハム Itoham Foods Inc. | 438,827 | 5,659 | 4,145 | 2013年3月期 Year ended March 2013 |
| プリマハム Prima Meat Packers, Ltd. | 275,647 | 7,259 | 4,359 | 2013年3月期 Year ended March 2013 |
| スターゼン Starzen Co., Ltd. | 254,124 | 1,830 | 861 | 2013年3月期 Year ended March 2013 |
| 丸大食品 Marudai Food Co., Ltd. | 207,009 | 3,314 | 2,029 | 2013年3月期 Year ended March 2013 |
| エスフーズ S Foods Inc. | 148,097 | 5,166 | 2,507 | 2013年2月期 Year ended February 2013 |
| 米久 Yonekyu Co., Ltd. | 142,372 | 484 | (221) | 2013年2月期 Year ended February 2013 |
| 林兼産業 Hayashikane Sangyo Co., Ltd. | 45,482 | 319 | 351 | 2013年3月期 Year ended March 2013 |
| 滝沢ハム Takizawa Ham Co., Ltd. | 28,130 | (27) | 4 | 2013年3月期 Year ended March 2013 |
| 福留ハム Fukutome Meat Packers, Ltd. | 27,843 | 327 | 172 | 2013年3月期 Year ended March 2013 |

食肉販売のシェア

Fresh Meats Sales Market Shares

※日本国内における食肉(国産、輸入)の当社販売量シェア

*Domestic market shares by sales volume in fresh meats (domestic and imported)

3畜種を扱う随一のインテグレータ
Top integrator in all three key livestock species

その他肉含む
Including other fresh meats

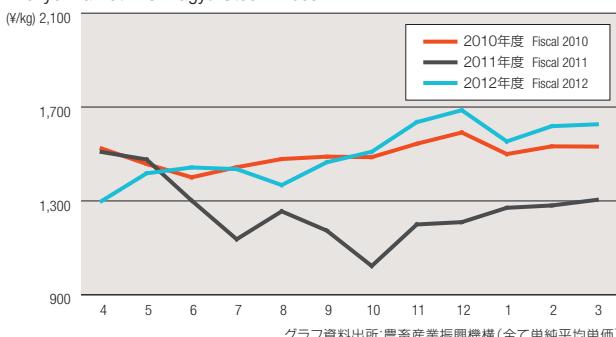
畜種別相場価格・需給量推移

Market Prices by Types of Meat, Supply and Demand Trends

牛肉相場 Beef Prices

去勢和牛 A-3卸売価格(東京市場)

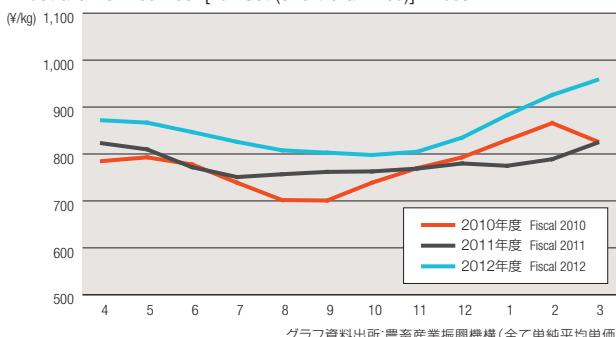
Tokyo Market A-3 Wagyu Steer Prices



グラフ資料出所:農畜産業振興機構(全て単純平均単価)
Source: Agriculture & Livestock Industries Corporation (all graphs based on average prices)

豪州産チルドビーフ ショートグレインフルセット価格

Australian Chilled Beef [Full Set (Short Grain Fed)] Prices



グラフ資料出所:農畜産業振興機構(全て単純平均単価)
Source: Agriculture & Livestock Industries Corporation (all graphs based on average prices)

牛肉需給量動向

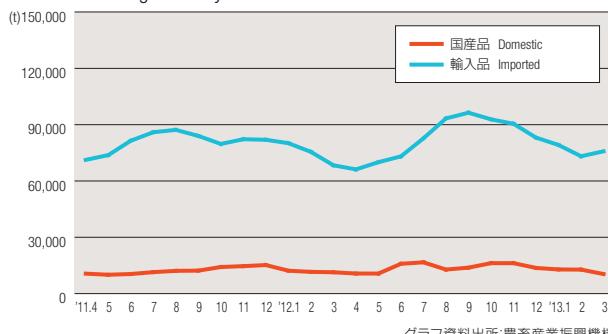
Beef Supply and Demand Trends



グラフ資料出所:農畜産業振興機構
Source: Agriculture & Livestock Industries Corporation

牛肉の推定期末在庫

Estimated Ending Stock by Beef

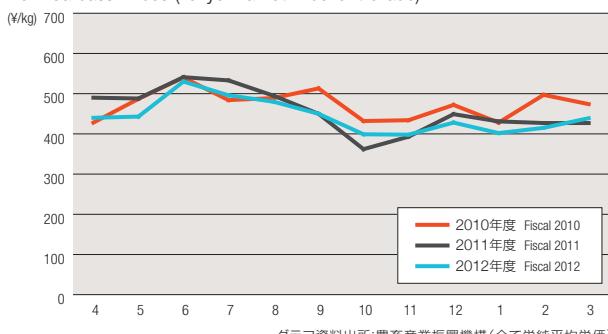


グラフ資料出所:農畜産業振興機構
Source: Agriculture & Livestock Industries Corporation

豚肉相場 Pork Prices

豚肉枝肉卸売価格 上物 (東京市場)

Pork Carcass Prices (Tokyo Market Excellent Grade)



グラフ資料出所:農畜産業振興機構(全て単純平均単価)
Source: Agriculture & Livestock Industries Corporation (all graphs based on average prices)

豚肉需給量動向

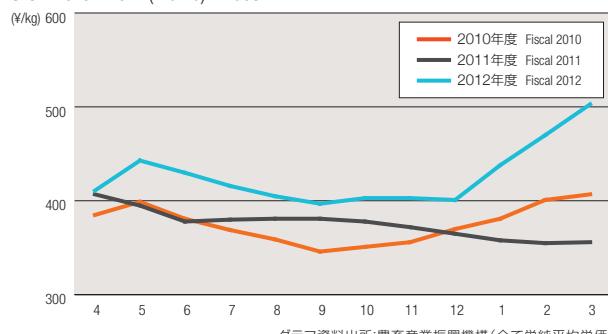
Pork Supply and Demand Trends



グラフ資料出所:農畜産業振興機構
Source: Agriculture & Livestock Industries Corporation

US冷凍ウデ(英名:ピクニック)価格

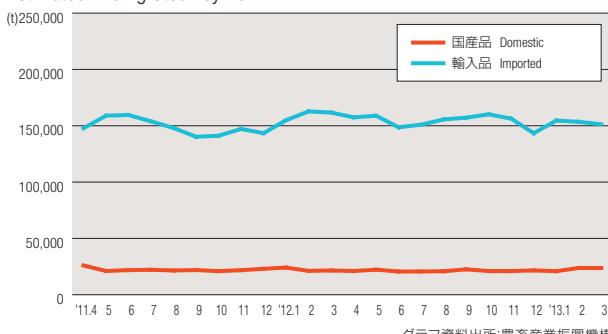
U.S. Frozen Pork (Picnic) Prices



グラフ資料出所:農畜産業振興機構(全て単純平均単価)
Source: Agriculture & Livestock Industries Corporation (all graphs based on average prices)

豚肉の推定期末在庫

Estimated Ending Stock by Pork



グラフ資料出所:農畜産業振興機構
Source: Agriculture & Livestock Industries Corporation

鶏肉相場 Poultry Prices

鶏肉卸売価格(加重平均)

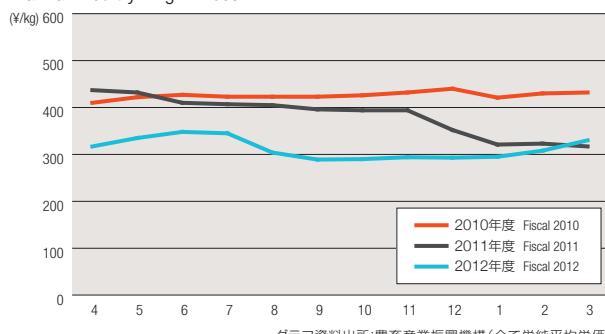
Domestic Poultry Wholesale Prices (Weighted Average)



グラフ資料出所:農畜産業振興機構(全て単純平均単価)
Source: Agriculture & Livestock Industries Corporation (all graphs based on average prices)

ブラジル産 もも肉価格

Brazilian Poultry Thigh Prices



グラフ資料出所:農畜産業振興機構(全て単純平均単価)
Source: Agriculture & Livestock Industries Corporation (all graphs based on average prices)

鶏肉需給量動向

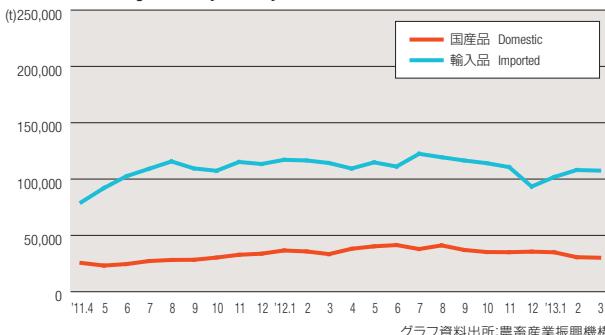
Poultry Supply and Demand Trends



資料出所:農畜産業振興機構
Source: Agriculture & Livestock Industries Corporation

鶏肉の推定期末在庫

Estimated Ending Stock by Poultry



グラフ資料出所:農畜産業振興機構
Source: Agriculture & Livestock Industries Corporation

海外生体相場 Market Trends in Overseas Livestock Prices

米国産 肥育豚価格

Live U.S. Fattening Pig Prices

ドル／100ポンド

US\$100lb



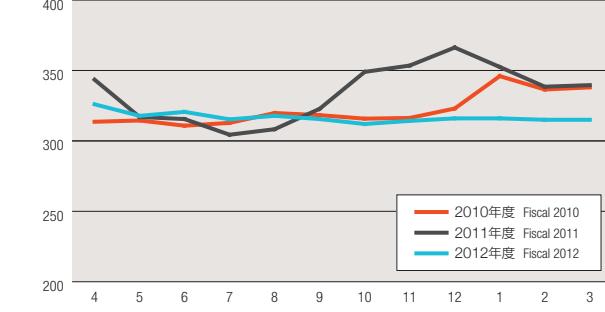
グラフ資料出所:農畜産業振興機構(全て単純平均単価)
Source: Agriculture & Livestock Industries Corporation (all graphs based on average prices)

豪州産 肥育牛価格

Live Australian Fattening Cattle Prices

豪セント／kg

A\$¢/kg



グラフ資料出所:農畜産業振興機構(全て単純平均単価)
Source: Agriculture & Livestock Industries Corporation (all graphs based on average prices)

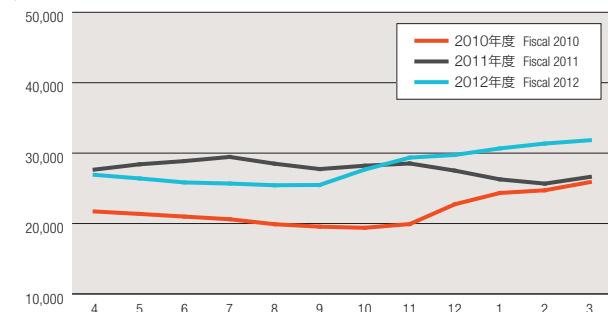
飼料相場 Market Trends in Grain Feed Prices

とうもろこしの輸入価格

Imported Corn Prices

円／トン

¥/t



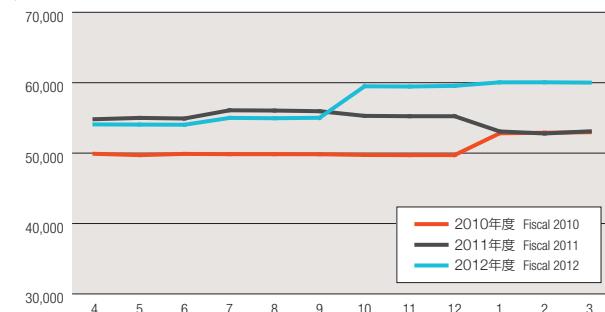
グラフ資料出所:農畜産業振興機構(全て単純平均単価)
Source: Agriculture & Livestock Industries Corporation (all graphs based on average prices)

配合飼料の価格

Mixed Feed Prices

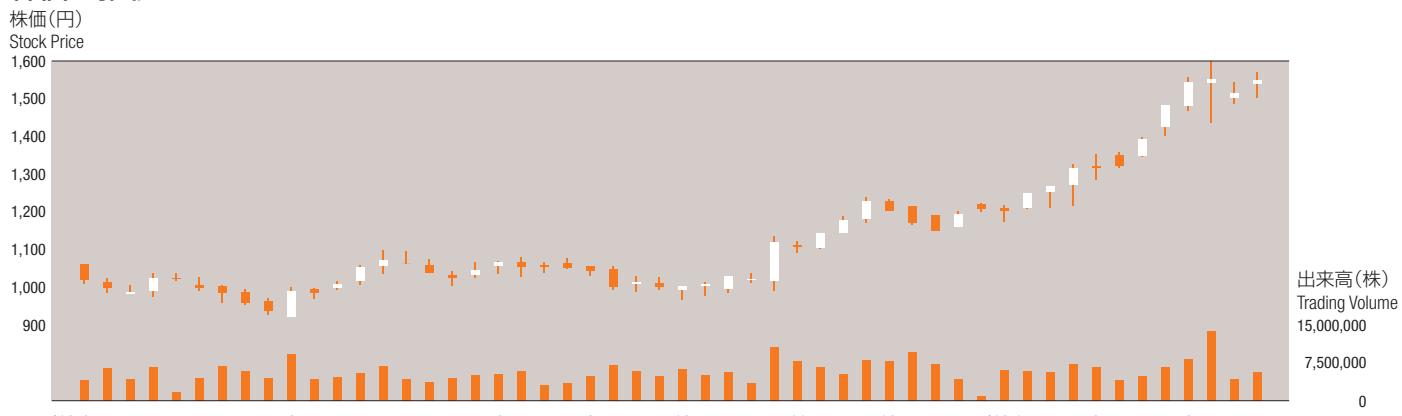
円／トン

¥/t



グラフ資料出所:農畜産業振興機構(全て単純平均単価)
Source: Agriculture & Livestock Industries Corporation (all graphs based on average prices)

株価の推移 Stock Price Trend



株式の概況 Share Data

2013年3月31日現在 As of March 31, 2013

| | |
|-----------------------------------|-----------------------------|
| 発行可能株式総数 Authorized shares | 570,000,000株 570,000,000 |
| 発行済株式総数 Issued and outstanding | 228,445,350株 228,445,350 |
| 株主数 Shareholders | 9,818名 9,818 |

大株主(10位以上) Major Shareholders (Leading 10 by holding)

| 株主名 Name | 所有株数(千株) Holding (thousands of shares) |
|--|---|
| 日本マスター・トラスト信託銀行株式会社(信託口) The Master Trust Bank of Japan, Ltd. (Trust account) | 17,115 |
| 日本トラスティ・サービス信託銀行株式会社(信託口) Japan Trustee Services Bank, Ltd. (Trust account) | 12,072 |
| 株式会社百十四銀行 The Hyakujishi Bank, Ltd. | 8,287 |
| 明治安田生命保険相互会社 Meiji Yasuda Life Insurance Company | 7,354 |
| 株式会社三菱東京UFJ銀行 The Bank of Tokyo-Mitsubishi UFJ, Ltd. | 7,326 |
| 日本生命保険相互会社 Nippon Life Insurance Company | 6,962 |
| 農林中央金庫 The Norinchukin Bank | 5,926 |
| 日本興亜損害保険株式会社 NIPPONKOA Insurance Company, Ltd. | 4,990 |
| 株式会社三井住友銀行 Sumitomo Mitsui Banking Corporation | 4,650 |
| SSBT OD05 OMNIBUS ACCOUNT-TREATY CLIENTS | 3,794 |

(注)上記のほか、当社所有の自己株式 29,466 千株があります。

Note: In addition to the list above, the Company holds 29,466 thousand shares of common stock.

会社概要 Corporate Data

| | | | |
|---------|--|-------------------------------------|---|
| 設立 | 昭和24年5月 | Established | May 1949 |
| 資本金 | 241億66百万円 | Capital | ¥24,166 million |
| 代表取締役社長 | 竹添 昇 | President | Noboru Takezoe |
| 従業員数 | 連結 29,047名 (2013年3月31日現在) 単体 3,219名 ※平均臨時雇用者数含む | Employees (As of March 31, 2013) | Consolidated 29,047 Non-Consolidated 3,219 ※including the average number of temporary employees |
| 事業概要 | ・食肉加工品(ハム・ソーセージ等)及び 調理食品の製造・販売 ・食肉の生産・処理・販売 ・水産物及び乳製品の製造・販売 | Main Business | ・Manufacture and sale of processed meats (hams, sausages, etc.) and cooked foods (retort-packed food, pre-prepared foods, etc.) ・Breeding of livestock, and processing and sale of fresh meats ・Production and sale of marine and dairy products |
| 本社住所 | 〒530-0001 大阪市北区梅田2-4-9 | Head Office | 4-9, Umeda 2-chome, Kita-ku, Osaka 530-0001, Japan |
| TEL | 06-7525-3026 | Tel. | +81-6-7525-3026 |

沿革 History

| | |
|----------|---|
| Mar 1942 | 創業者大社義規が徳島市寺島本町に徳島食肉加工場を創設 Yoshinori Okoso founded the Tokushima Meat Processing Plant located in Terashima-honcho, Tokushima-shi, Japan. |
| Dec 1951 | 資本金150万円をもって徳島ハム(株)に組織変更 Reorganized the company to form Tokushima Ham Co., Ltd., with capitalization of ¥1.5 million. |
| Oct 1961 | 大阪証券取引所市場第2部に上場 Listed on the 2nd Section of the Osaka Securities Exchange. |
| Feb 1962 | 東京証券取引所市場第2部に上場 Listed on the 2nd Section of the Tokyo Stock Exchange. |
| Aug 1963 | 鳥清ハム(株)と合併し、商号を日本ハム(株)と変更、資本金7億320万円となり、本店を大阪市浪速区に移転 Merged with Torisei Ham Co., Ltd., changed the company name to Nippon Meat Packers, Inc., with capitalization of ¥703.2 million, and moved the headquarters to Naniwa-ku, Osaka-shi, Japan. |
| Dec 1967 | 大阪・東京両証券取引所市場第1部銘柄に指定替え Stock listing changed to the 1st section of both the Osaka Securities Exchange and Tokyo Stock Exchange. |
| Mar 1968 | 日本ブロイラー(株)を共同出資で設立し、ファーム事業に参入 Entered the farm business with establishment of Nippon Broiler Co., Ltd. as a joint company. |
| Feb 1969 | 奥様重役制度を導入 Introduced Consumer Delegate Committee System. |
| Apr 1973 | 日本ポーク(株)(現日本フードパッカーホーク島(株))を設立し、食肉の生産から処理までの一貫体制を構築 Implemented an integrated production system of fresh meats with establishment of Nippon Pork Co., Ltd. (now Nippon Food Packer Kagoshima, Inc.) |
| Nov 1973 | プロ野球球団日本ハム球団(株)を設立 Pro baseball team Nippon-Ham Fighters Baseball Club, established. |
| Mar 1977 | 仙台フード(株)を設立し、食肉販売体制の構築を開始 Began development of distribution and sales setup of fresh meats with establishment of Sendai Food, Co., Ltd. |
| Mar 1977 | アメリカ、ロサンゼルスのデイリーミーツ社(現デイリーフーズ)を買収、海外事業展開スタート Began overseas expansion with acquisition of Day-Lee Meats, Inc., of Los Angeles, USA (now Day-Lee Foods, Inc.). |
| Jan 1978 | オーストラリア、シドニーにオーストラリア日本ハムを設立 Established Nippon Meat Packers Australia Pty. Ltd. in Sydney, Australia. |
| Apr 1979 | 日本ハム食品(株)を設立し、加工食品部門に本格進出 Full entry into the processed foods business with establishment of Nippon Ham Shokuhin Co., Ltd. |
| Jul 1981 | マリンフーズ(株)の事業を継承し、水産加工部門に進出 Entered the marine foods processing business with acquisition of the Marine Foods Corporation. |
| Oct 1981 | 日本ハムファイターズ・パ・リーグ優勝 Nippon-Ham Fighters won its first league title. |
| Apr 1983 | カール・W・レイモン氏の事業を継承し、(株)函館カール・レイモンを設立 Established Hakodate Carl Raymon Co., Ltd. with acquisition of Mr. Carl W Raymon's business. |
| Jan 1984 | 中央研究所開設 Established Research & Development Center. |
| Mar 1984 | 日本ドライフーズ(株)を設立し、フリーズドライ事業に進出 Entered freeze-dried foods business with establishment of Nippon Dry Foods Co.,Ltd. |
| Mar 1986 | 企業理念制定 Corporate Philosophies, established. |
| Jul 1988 | ワイラ牧場(オーストラリア)を買収し、海外における飼育から処理、加工、販売までの一貫体制を構築 Implemented an integrated system from production to marketing of fresh meats overseas with purchase of the Whyalla Feedlot (Australia). |
| Jul 1992 | 関西ルナ(株)(現日本ルナ(株))の事業を継承し、乳酸菌飲料事業に進出 Entered the lactic acid bacterial beverages business with acquisition of Kansai Luna, Inc. (now Nippon Luna, Inc.). |
| Apr 1993 | 「鎌倉ハム富岡商会」の事業を継承 Acquisition of Kamakura Ham Tomioka Co., Ltd. |
| Dec 1993 | 大阪サッカークラブ(株)「セレッソ大阪」の設立・運営に参画 Participated in the establishment and operation of Osaka Football Club Co., Ltd., team Cerezo Osaka. |
| Feb 1995 | アメリカ・テキサス州ペリトンにテキサスファームを設立、米国で養豚事業開始 Entered the hog farming business in the USA with the establishment of Texas Farm, LLC in Perryton, Texas. |
| Mar 1995 | 日本ピュアフード(株)を設立し、天然系調味料事業を強化 Established Nippon Pure Food, Inc. to bolster natural flavoring business. |
| Aug 1998 | 環境憲章制定 Environmental Charter, established. |
| Nov 1999 | 小野工場が業界初の環境ISO14001認証取得 Ono Plant is the first in the industry to receive ISO14001 certification. |
| Apr 2003 | 新中期経営計画パートIスタート。新生日本ハムグループスタート Launched the New medium-term management plan (Part I). |
| Jul 2003 | (株)宝幸(旧宝幸水産(株))の株式を取得し、水産・乳製品事業を強化 Purchased shares in Hoko Co., Ltd. (formerly Hoko Suisan Co., Ltd.) to strengthen the company's position in the marine foods and dairy products businesses. |
| Aug 2003 | (株)北海道日本ハムファイターズを設立 Established Hokkaido Nippon-Ham Fighters Baseball Club Co., Ltd. |
| Aug 2004 | (株)丸和(現日本ハムヘルスクリエイト(株))の株式を取得し、健康食品事業を強化 Purchased shares in Maruwa & Co., Inc. (now Nippon Ham Health Creation Co., Ltd.) to strengthen the company's position in the health foods business. |
| Jan 2005 | 日本ハムグループブランド制定 "Nippon Ham Group Brand" established. |
| Oct 2006 | 北海道日本ハムファイターズ日本シリーズ優勝 Hokkaido Nippon-Ham Fighters won the Japan Series title. |
| Apr 2011 | 日本ハムグループ品質方針、環境方針制定 Nippon Ham Group's quality and environment policy established. |
| Jun 2011 | ベトナムに日本ゴールデンピッグ社を設立 Established Nippon Golden Pig Joint Stock Company in Vietnam. |



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