

Financial Result for the Year Ended March 31,2008

NIPPON SUISAN
KAISHA,LTD.

21MAY2008

TSE Code:1332

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Agenda

[1] Introduction

[2] FY2007 Group Operations

[3] Overview of FY2007

- Consolidated, Marine Products, Foods Business,
Fine Chemicals and General Distribution

[4] Forecast of FY2008

[1] Introduction

『The Crossroads in Time』

This is what I call the massive period of change
bearing down on us

[1] Introduction

(1) Crossroads in Time 2 - 『Silent Spring』 1962



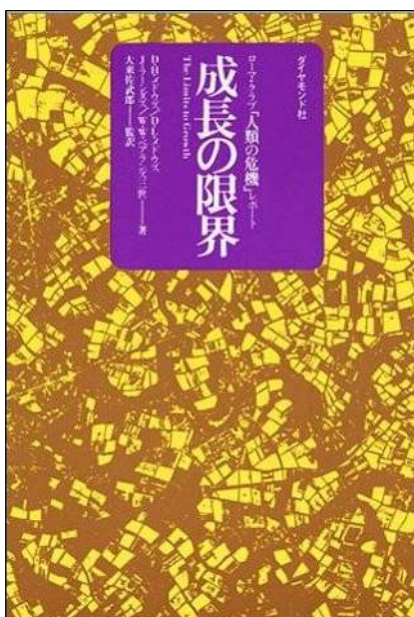
“Man has lost the capacity to foresee and to forestall. He will end by destroying the earth.”

At the beginning of her book entitled *Silent Spring*, Rachel Carson quoted these words by Albert Schweitzer to express the severity of the environmental problems facing us.

Her book sounded an alarm about water and soil pollution resulting from excessive usage of pesticides and other chemicals.

[1] Introduction

(1) Crossroads in Time 3 - 『The Limits to Growth』1972



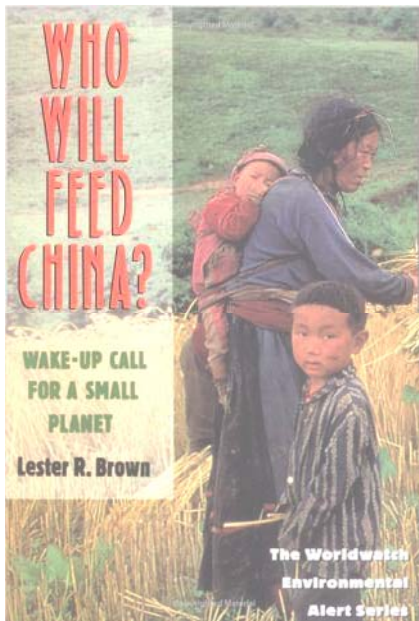
“Society will meet with tragic catastrophe by 2100 if mankind continues to pursue growth on an as is basis without making any major reforms.”

In *Limits to Growth*, the Club of Rome used estimates to explain that rapid growth in population and industrialization will give rise to depletion of the earth’s unrennewable resources, a food shortage and environmental contamination caused by waste and chemicals.

Limits to Growth was to become the basis for the concept of “sustainable development.”

[1] Introduction

(1) Crossroads in Time 4 - 『Who will feed China ? 』1994



“China is on course to becoming a mass importer of grain despite the fact that the earth has a limited amount of harvestable crop land and there is a limit to how much more grain we can produce. “

In *Who will Feed China?*, Lester Brown warned that population growth and the increase of meat eating in China will produce additional demand for grain for human consumption and animal feed that it will be difficult to meet.

Unfortunately, mankind has been too busy pursuing short-term gain to notice the red light signal flashing on the future of the earth.

[1] Introduction

(1) Crossroads in Time 5 - 『an inconvenient truth』2007



Who betrayed, the earth or mankind?

The snow atop Kilimanjaro will melt, the ice cover in the Arctic Ocean will shrink and natural disasters such as hurricanes and typhoons will wreak havoc around the world. So former U.S. Vice-President Al Gore gives various examples of the crises that are predicted to be brought about by global warming, and warns that the earth is on the brink of its greatest crisis ever.



However, attempts have been made to address these problems over the years.



Our actions have made what things are today.

Muskie Act

The Muskie Act came into effect in the U.S. in 1970 to prevent air pollution. The Act aimed to:
 Reduce the amount of carbon monoxide (CO) and hydrocarbon (HC) emissions in the exhaust fumes of cars produced from 1975 onward to one-tenth or less of the level of models produced in 1970 – 1971.
 Reduce the amount of nitrogen oxide (NOx) emissions in the exhaust fumes of cars produced from 1976 onward to one-tenth or less of the level of models produced in 1970 – 1971.

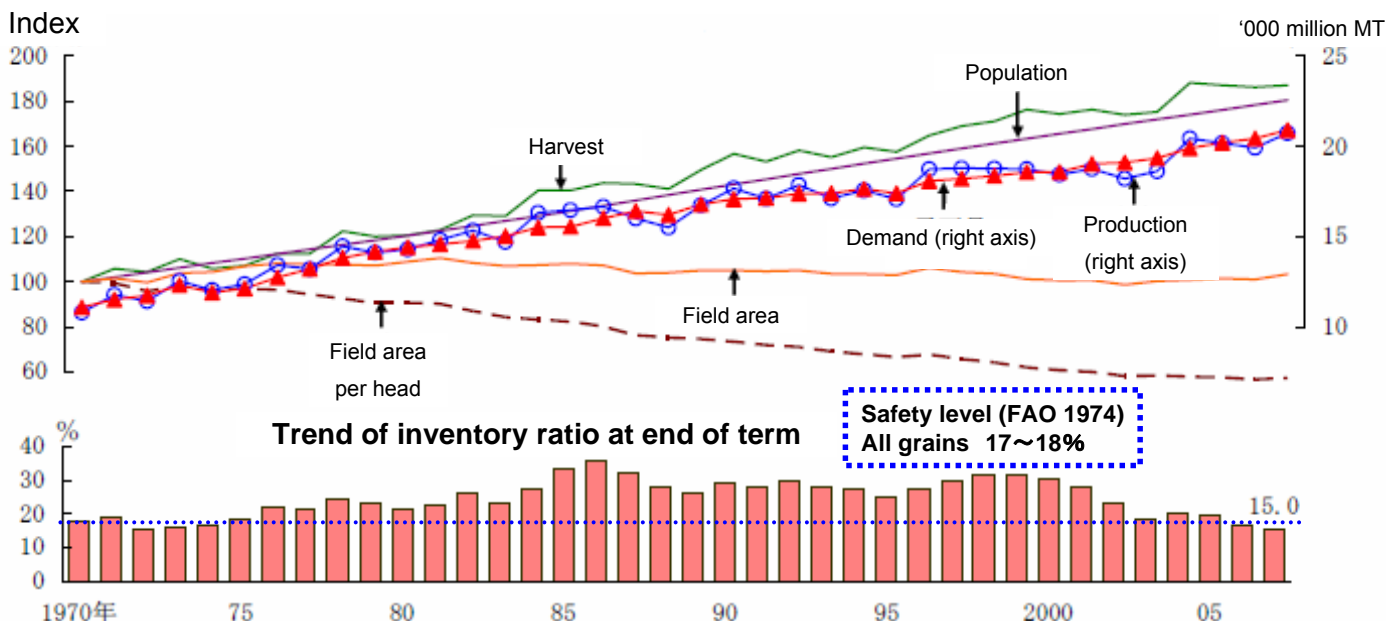
Water Pollution Control Law

Enforced in Japan in 1970, the Water Pollution Control Law regulates the discharge of effluent from business sites into public water areas and seepage into underground water tables. It adopts a policy of no-fault liability for compensation (which holds businesses responsible for health problems arising from pollution, whether accidental or not).

Mankind has overcome each era's crossroads by rising to the challenge of seemingly impossible tasks.



Trends in Grain Production and Demand (Production, demand etc. (1970 =100))



Source: Reference documents from the third meeting of the Council of Food, Agriculture and Rural Area Policies Planning Subcommittee, Ministry of Agriculture, Forestry and Fisheries.

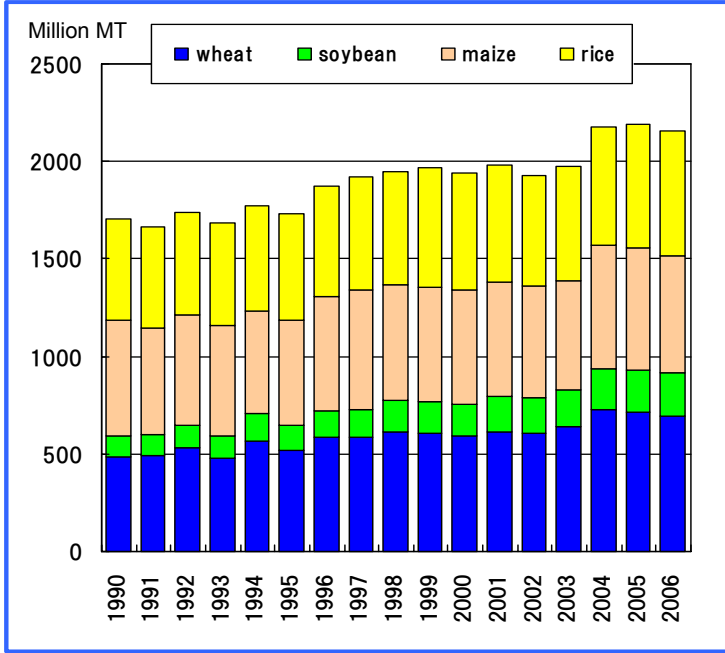
[1] Introduction

(2) Current Events - Competition for Food Supply 2

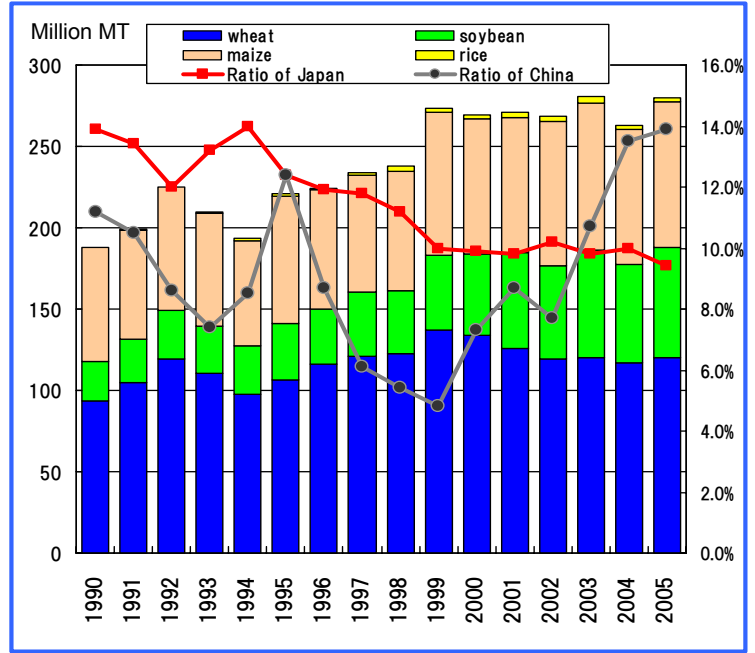


Trends in Global Production and Trade (Grain)

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Source:FAO

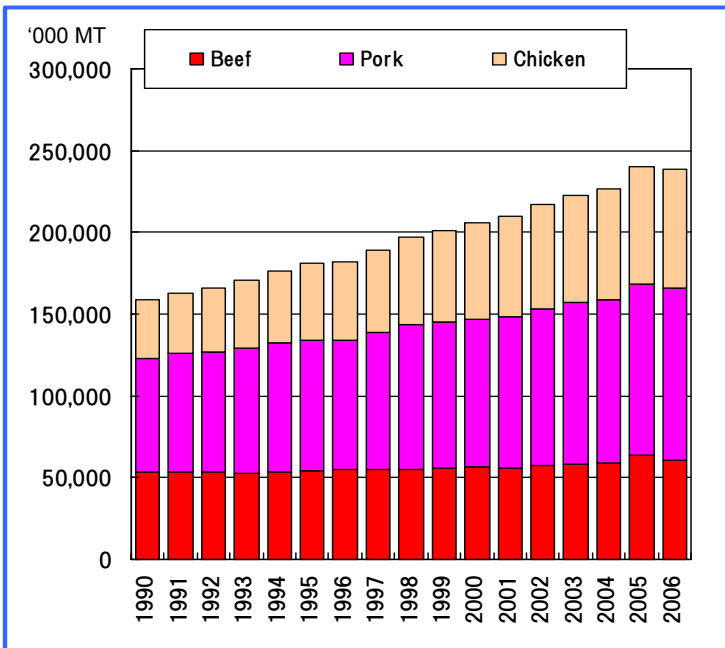
[1] Introduction

(2) Current Events - Competition for Food Supply 3

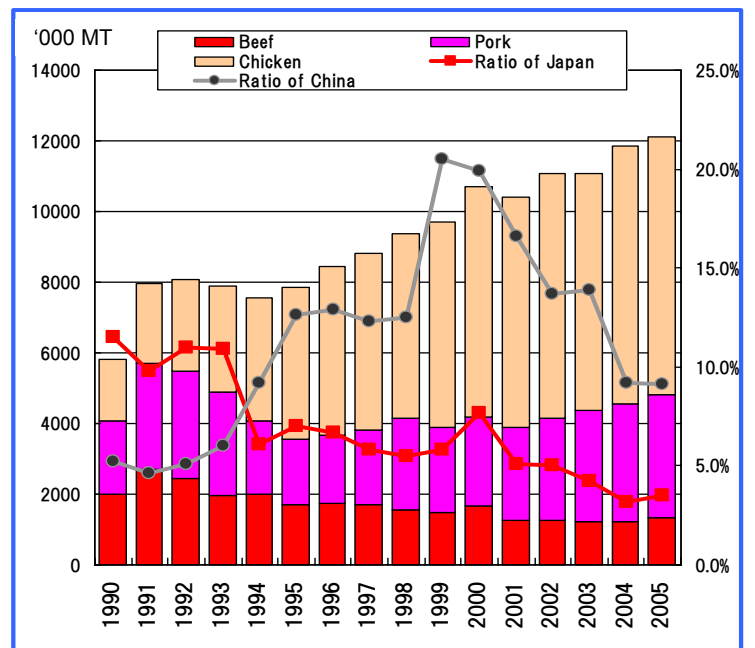


Trends in Global Production and Trade (Meat)

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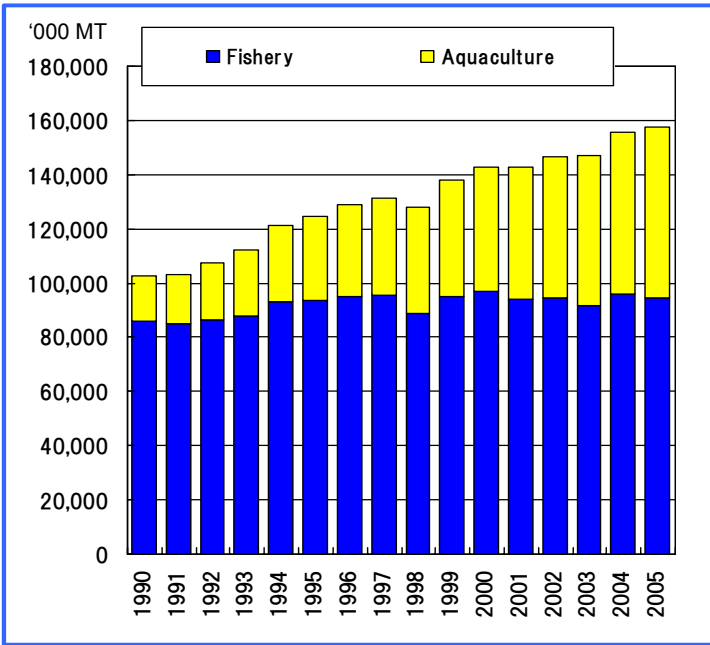


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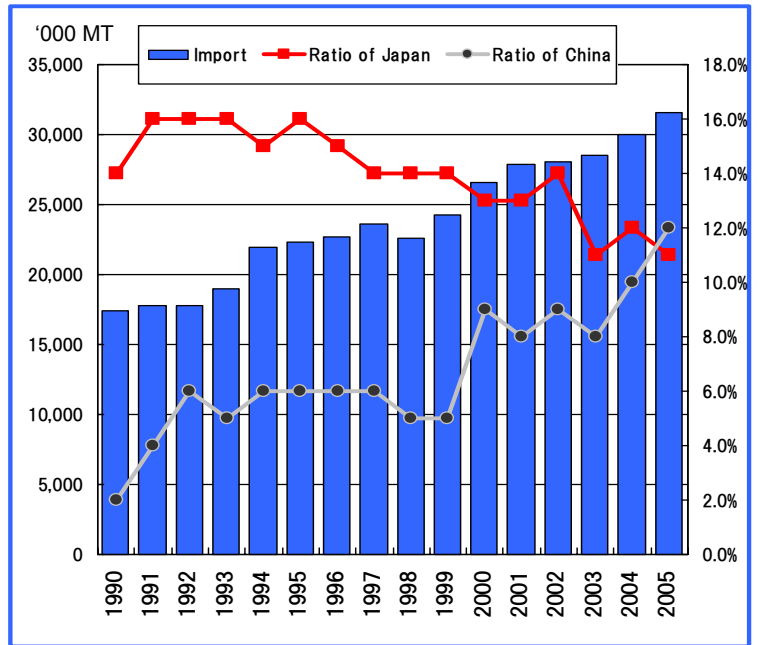
Trends in Global Production and Trade (Marine Products)

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Source :FAO FISHSTAT

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Direction of Change in Values

- For safe and healthy lifestyle that offers peace-of-mind
- Contribution to a sustainable society

[1] Introduction

(3) Future Events - Competition for Food Quality 2



MSC : Aims for Sustainable Usage of Highly Safe Products with Clear Traceability



Recent Topics related to MSC

- Russian Pink and Chum salmon fisheries commence assessment for MSC certification (April 21, 2008)
- Number of products carrying the MSC logo reaches 100 in Japan (April 28, 2008)
- Leading U.S. foods distributor U.S. Foodservice begins selling an additional 28 MSC-certified products (May 7, 2008)
- Japan Sea Crab Basket Fishery Association became the first to apply for the "Marine Eco-Label Japan" (MEL), an original label established by the Japan Fisheries Association (May 12, 2008)

The MSC marine management system was designed to prevent unsustainably produced products from obtaining MSC certification by assessing the entire process from production to distribution and consumption of seafood products.

[1] Introduction

(3) Future Events - Competition for Food Quality 3



GFSI – Aims for the Distribution of Safe, Reliable Products

The Global Food Safety Initiative (GFSI) is a program coordinated by CIES. It sets benchmarks for various food safety standards and produces guidance documents. It improves food safety standards and ensures convergence between them.

Global Food Safety Initiative

In April 2000, a group of international retailer CEO's identified the need to enhance food safety, ensure consumer protection and to strengthen consumer confidence. Following their lead, the Global Food Safety Initiative (GFSI) was launched at the CIES Annual Executive Congress in Dublin, Ireland on 31st May 2000. In 2005, the GFSI Foundation, a non-profit making entity, was created under Belgian law in order to further improve and streamline the activities of GFSI. The initiative is facilitated by CIES - The Food Business Forum.

The GFSI Mission : Continuous improvement in food safety management systems to ensure confidence in the delivery of safe food to consumers

The GFSI Objectives :

1. Convergence between food safety standards through maintaining a benchmarking process for food safety management schemes.
2. Improve cost efficiency throughout the food supply chain through the common acceptance of GFSI recognised standards by retailers around the world.
3. Provide a unique international stakeholder platform for networking, knowledge exchange and sharing of best food safety practices and information.

How does GFSI work to ensure safe food for consumers?

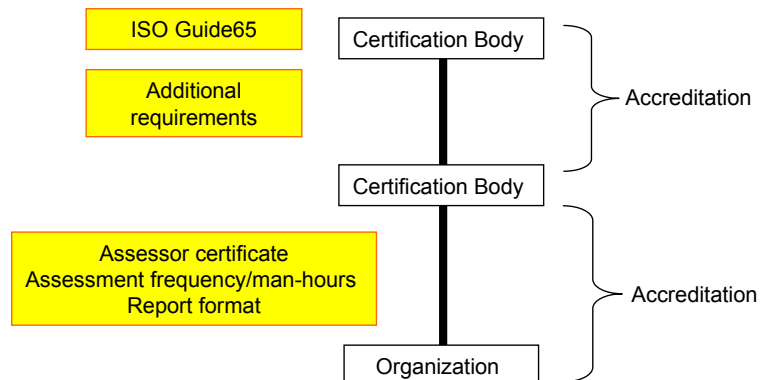
Retailers accept certificates based on private standards, in order to be able to make an assessment of their suppliers of private-label products, to ensure that production is carried out in a safe manner. There are many of these standards and suppliers with multiple customers may be audited many times per year at a high cost and with little added-benefit.

The GFSI Guidance Document Version 5 (released September 2007), contains commonly agreed criteria for food safety standards, against which any food or farm assurance standard can be benchmarked. GFSI encourages the use of third party audits against benchmarked standards, with the goal of enabling suppliers to work more effectively. This means that resources can be redirected to the continuous improvement of the safety and quality of food produced and sold worldwide. As a result, this will also drive cost efficiency in the supply chain and reduce the duplication of audits.

CIES Food Business Forum

Global food business network bringing together around 400 member companies across more than 150 countries.

GFSI Food Safety Scheme



Number of GFSI-approved standards

	2004	2005	2006
BRC	4,651	5,299	6,493
IFS	2,384	3,787	4,453
SQF			5,397
Dutch HACCP			2,198
Total	7,035	9,086	18,541

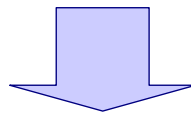


Food Defense – Measures against Intentional Food Tampering and Malicious Attempts to Obstruct Supply

FDA Food Defense & Terrorism

FDA works with other government agencies and private sector organizations to help reduce the risk of tampering or other malicious, criminal, or terrorist actions on the food and cosmetic supply.

Since the 9/11 terrorist attacks in 2001, the FDA in the U.S. has put effort into preventing and eradicating terrorist actions on food.



The importance of food defence has risen to another level



May 2008 Survey by the Cabinet Office – “Concerns about Food”

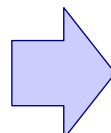
Food safety	81.0%
Family health	50.7%
Own health	46.4%
Future food supply	33.5%

April 2008 Internet Survey Commission by Co-op Net to a Research Agency

“Something similar to Chinese dumpling poisoning incident will definitely happen again.”

“I am worried that it may happen to me.” Around 80%

This is a troubling situation for manufacturers and for the industry as a whole



Focus on Information about Danger
Disregard for Information about Safety

[1] Introduction

(5) The Differences between Two Food Poisoning Incidents



Aug 2000 “Yukijirushi Food Poisoning Incident” & Jan 2008 “Chinese Dumpling Pesticide Poisoning Incident”

Date	Incident	Cause of food poisoning	Causal factors	Resulting concern	Consumers	Media	Government administration	Retailers	Effect
Aug 2000	Yukijirushi Food Poisoning Incident Largest outbreak of food poisoning since World War 2 with 13,420 confirmed victims	Staphylococcus aureus	Reuse of milk products Lack of production line cleanliness	Concern about the brand	Became scared of Snow Brand products	Denounced Snow brand	Ordered a review of hygiene management in the production process	Removed Snow Brand products from shelves	Sales of milk did not fall
Jan 2008	JT Chinese dumpling pesticide poisoning incident 10 confirmed victims and 5,320 people contacted specialists due to health concern (under investigation)	Tainting with pesticide (Methamidophos)	Unknown	Concern about food products made in China	Became scared of food products made in China Became scared of frozen prepared food products	Incited concern about Chinese-made food products	Entered into discussion about labelling of the origin of raw materials Moved to establish a Consumer Affairs Agency	Removed Chinese-made food products from shelves	Sales of household frozen prepared foods declined by 30% (Feb. – Apr.) ↓ Production cutback by manufacturers

How should we deal with the large difference in people’s attitudes?

[1] Introduction

(6) The ‘Why?’ of 2007



Nissui has been working to obtain access to global marine resources in an age when the advantages of possessing resources are becoming apparent. Amidst rising needs for quality food, Nissui has also developed a vertically-integrated business structure that ensures high quality. In addition, Nissui has forged the Global Links network enabling vertically-integrated operations and expanded into creating diverse values from marine resources, not just food, as risk management measures.

In other words, like other global companies, we have striven to establish a structure where poor performance in a certain geographical region or business can be offset by other regions or businesses.

However, this did not work for us at all in FY2007. Of course, we were impacted by unexpected natural disasters, fish disease, a poor catch and market disruption (FDA alert in the U.S. market, Meat Hope and gyoza incidents in the Japanese market).

However, that is no excuse. Hence, I have consciously tackled the following since August 2007:

- 1) Lack of anticipatory management in Nissui’s global business management
→ Deal with the inability of management to finely grasp the situation in the field
- 2) Deal with the increase in our breakeven point caused by a mismatch between our investment speed and our human resource development and business growth

[1] Introduction

(7) Groundwork in FY2007, produce results in FY2008



- 1) Increase the precision of group management. Restructure the group with certain rules for FY2008 in mind.
 - Strengthen Anticipatory Management.
 - Implement Individual hearings on a Quarterly Basis (with Kurose Suisan, Salmenes Antartica, Nissui Indonesia and K&P) and Enhance Nissui's Supporting Role.
 - Replace Top Management (Salmenes Antartica and Nissui Indonesia) and Improve Staff Ability (Nissui and K&P)

2) Implement a "Leverage Growth Strategy" using Global Links to Lower the Breakeven Point

Leverage existing businesses to minimize new investment and generate greater GOI (Growth on Investment)

October 2007 EMDEPES + FRIOSUR → DOSA

April 2008 Nissui Sapporo + Teion → Hokkaido Nissui

Kyowa Technos → Fine Chemicals Dept./Fine Foods Operations Dept. of Nippon Suisan Kaisha, Ltd.

Nissui Service + Nissui Logistics Corporation

Esa Ichiban + Krill Operations Dept. (Feed sales) of Nippon Suisan Kaisha, Ltd. → Nippo Shokuhin Kogyo Co., Ltd.

Seafood-ECR Dept. + Hohsui Corporation + Chu-rei, Co., Ltd. → Suisan Ryutsu, Co., Ltd. + Hohsui Corporation



[2]FY2007 Group Operations

[2]FY2007 Group Operations (as of end of May 2008)



(1) GLOBAL LINKS by Segment Matrix

	Fishery	Aquaculture	Processed Food	Trading /Wholesale	Logistics	Pharmaceutical /Other
Japan	Kyowa Suisan	Kurose Suisan Nakatani Suisan	Nippon Cookery Mogami Foods Hachikan Kunihiro Kaneko Shokuhin Sasaya	YTC Kurahashi K-Teion Housui Suisan Ryutsu	Nissui Logistic Carry Net	Nissui Pharmaceutical Nippon Marine Entpr.
N. America	UniSea Bering Sea Partners Alaska Ocean Seafood		Gorton's King & Prince	F.W.BRYCE		
S. America	PESPASA PESANTAR DOSA (EMDEPES FRIOSUR)	Salmones Antartica		NORDSEE		
Europe			Cite Marine	Nordic Seafood Europacifico		
Asia/Oceania	I.M.P. W.I.F. Sealord	Nissui Indonesia Xiamen Nissui Cultivation	NIGICO Nissui Thailand SANNIS Taimei	Nissui(S'pore)		

Black:Consolidation Subsidiary (Total 59,▲1)

Blue:Affiliates applied equity method (Total 36,+3) incl.Consolidated Subsidiaries▲1, Affiliates +4



[3] Overview of FY2007(General)

[3] Overview of FY2007(General)

(1) Consolidated Income Statement (Y-on-Y)



(Unit: Hundred Million Yen,%)	'07/3	%	'08/3	%	Y-on-Y	
Turnover	5,528		5,339		▲189	▲3.4%
COS	4,381		4,263		▲117	
Gross Margin	1,147	20.8%	1,076	20.2%	▲71	▲6.2%
SG&A expenses	982		1,003		21	
Operating Profit	165	3.0%	72	1.4%	▲93	▲56.3%
Non-operating income	49		56		6	
(Equity method income)	(16)		(17)		(1)	
Non-operating expense	54		61		6	
Ordinary Profit	160	2.9%	67	1.3%	▲93	▲57.9%
Extraordinary gains	31		269		237	
Extraordinary losses	29		138		108	
Profit before Taxation	162		198		36	
Taxation (current & deferred)	62		101		38	
Minority interests (deduct)	7		3		▲3	
Net Profit	93	1.7%	93	1.8%	0	1.0%

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[3] Overview of FY2007(General)

(2) Y-on-Y Comparison of Turnover by Segment



(Unit: Hundred Million Yen Upper:'08/3 result Lower:'07/3 result (Y-on-Y comparison))

	JAPAN	N. America	S. America	Asia	Europe	S. total	Adjustments	G. Total
Marine Products	2,269 (▲110)	391 (44)	251 (10)	144 (3)	26 (▲0)	3,081 (▲54)	▲773 (26)	2,308 (▲28)
	2,379	347	241	142	26	3,135	▲800	2,336
Foods	2,724 (▲205)	564 (▲53)		12 (12)	29 (26)	3,328 (▲220)	▲810 (47)	2,518 (▲173)
	2,928	617		—	4	3,548	▲858	2,691
General Distribution	220 (9)					220 (9)	▲96 (▲2)	124 (7)
	211					211	▲94	117
Fine Chemicals	275 (2)					275 (2)	▲26 (▲2)	249 (0)
	273					273	▲24	249
Other	227 (8)					227 (8)	▲87 (▲4)	140 (3)
	219					219	▲83	137
S. Total	5,714 (▲295)	955 (▲9)	251 (10)	156 (14)	55 (25)	7,131 (▲255)	▲1,791 (66)	5,339 (▲189)
	6,009	964	241	142	30	7,386	▲1,857	5,528
Adjustments	▲1,390 (34)	▲155 (18)	▲143 (17)	▲104 (▲4)	0 (1)	▲1,791 (66)		
	▲1,424	▲172	▲160	▲100	▲1	▲1,857		
G. Total	4,324 (▲262)	800 (9)	108 (26)	53 (11)	55 (27)	5,339 (▲189)		
	4,586	791	81	42	28	5,528		

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[3] Overview of FY2007(General)

(3) Y-on-Y Comparison of Operating Profit by Segment



(Unit: Hundred Million Yen Upper:'08/3 result Lower:'07/3 result (Y-on-Y comparison) %:OP ratio)

	Japan	N. America	S. America	Asia	Europe	Elimination or Common	S. Total	Adjustments	G. Total
Marine Products	12 (▲13)	11 (1)	▲7 (▲35)	▲18 (▲6)	▲0 (0)		▲2 (▲52)	2 (▲3)	0 0.0%
	25	10	27	▲11	▲0		50	5	55 2.3%
Foods	12 (▲10)	3 (▲20)		▲3 (▲3)	1 (1)		14 (▲32)	2 (5)	16 0.6%
	22	24		—	0		46	▲3	43 1.6%
General Distribution	19 (▲1)						19 (▲1)	1 (▲0)	20 16.0%
	20						20	1	21 18.3%
Fine Chemicals	60 (▲9)						60 (▲9)	0 (0)	60 24.1%
	68						68	▲0	68 27.5%
Other	6 (3)						6 (3)	▲0 (2)	6 4.1%
	3						3	▲2	1 0.9%
Elimination or Common						▲30 (▲6)	▲30 (▲6)		▲30
						▲24	▲24		▲24
S. Total	109 (▲29)	14 (▲19)	▲7 (▲35)	▲21 (▲9)	1 (1)	▲30 (▲6)	67 (▲97)	5 (4)	72 1.4%
	139	33	27	▲11	▲0	▲24	164	1	165 3.0%
Adjustments	1 (▲2)	▲1 (▲2)	5 (8)	▲0 (0)	▲0 (▲0)		5 (4)		
	3	2	▲3	▲0	0		1		
G. Total	110 2.6%	14 1.7%	▲2 ▲1.9%	▲21 ▲39.5%	1 1.3%	▲30	72 1.4%		
	141 3.1%	35 4.4%	24 29.8%	▲12 ▲28.0%	▲0 ▲0.5%	▲24	165 3.0%		

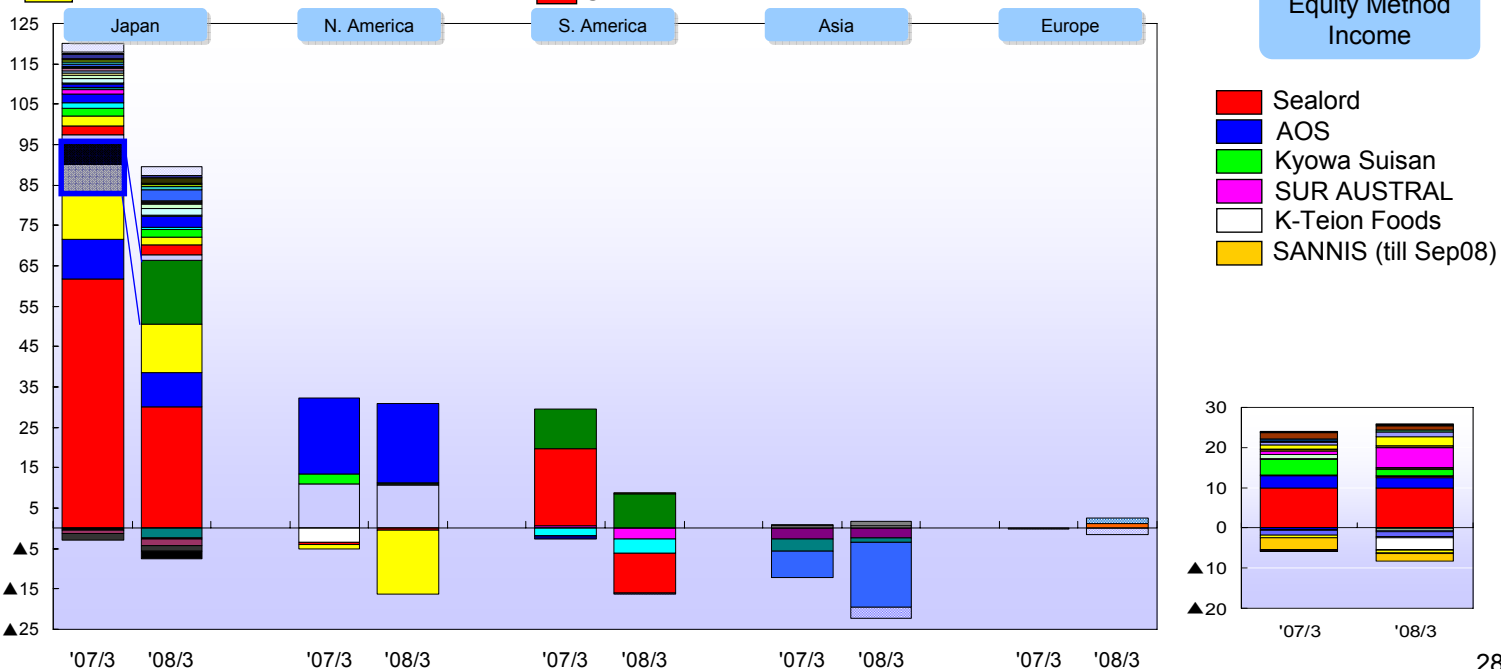
[3] Overview of FY2007(General)

(4) Y-on-Y Comparison of Operating Profit by Geographic Segments & Group Companies

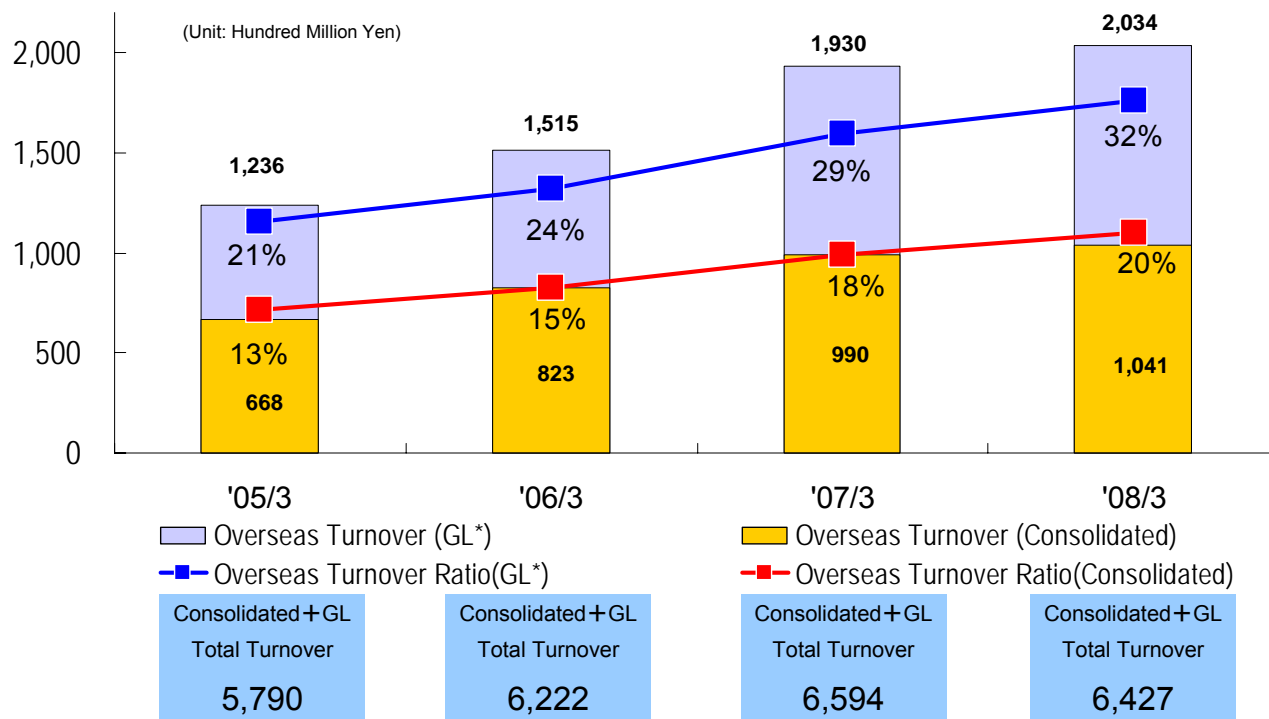


- Nissui Parent
- Gorton's
- EMDEPES
- Nissui Indonesia
- Cite Marine
- Nippon Cookery
- Unisea
- PESPASA
- Nissui Logistics
- K&P
- PESANTAR
- SA
- Nissui Pharma.

(Unit: Hundred Million Yen)



[3] Overview of FY2007(General)
 (5) Development of Overseas Turnover



Global Links = Overseas turnover including mainly overseas Global Links companies (equity method affiliates and partners)

Turnover of Global Links companies are figures before inter company elimination

[3] Overview of FY2007(General)
 (6) Breakdown of Extraordinary Gains & Losses



(Unit: Hundred Million Yen)

■ Extraordinary Gains

Total	269
■ Gains on sale of PPE (the site of Harumi Cold Storage)	267

■ Extraordinary Losses

Total	138
■ Impairment Loss (incl. K&P 67)	82
■ Retirement Benefits for Directors and the Provision	18
■ Loss on disposal of PPE	9

[3] Overview of FY2007(General) (7) Consolidated Balance Sheet



(Unit: Hundred Million Yen)

Current Assets	Total Liabilities
1,774	2,687
(+56)	(▲81)
Fixed Assets	Incl. Debts
2,193	1,692
(▲130)	(▲104)
Total Assets	Nets Assets
3,967	1,280
(▲74)	(+6)
	Incl. Total Shareholders' Equity (▲33)
	※ (Y-on-Y)

Current Assets	+56	Notes & A/C Rec.	▲68
		Inventories	+72
Fixed Assets	▲130	PPE	+103
		Intangible Assets	▲78
		Investments and others	▲155
		(incl. Investment securities)	▲160
Total Liabilities	▲81	Notes & A/C Pay.	+55
		Debts	▲104
		Accrued expenses	▲66
Net Assets	+6	Accumulated earnings	66
		Foreign currency translation adjustments	▲99
		Minority Interests	+40

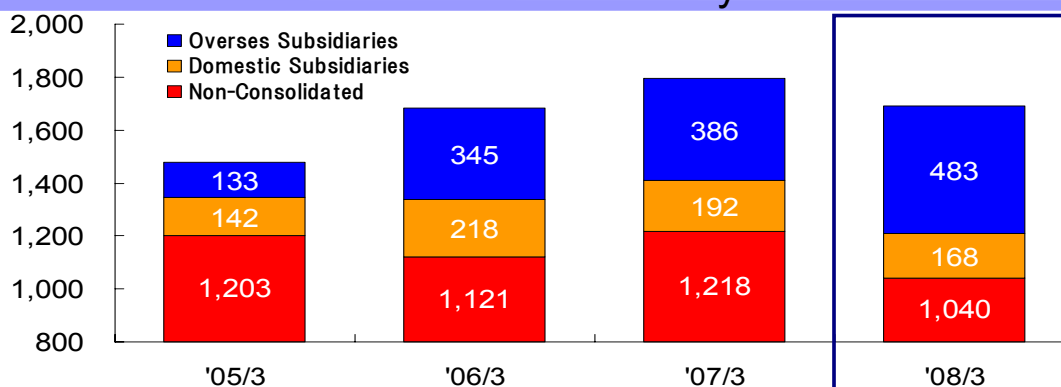
※ Impairment loss of K&P ▲67 out of Intangible Assets ▲78

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[3] Overview of FY2007(General) (8) Consolidated Debts & Net Interest Payments



(Unit: Hundred Million Yen)



	'05/3	'06/3	'07/3	'08/3	Var. Y-on-Y
Total Debts	1,478	1,684	1,796	1,692	▲104
Short-term	803	1,038	1,044	915	▲129
(Long-term debt due within one year included above)	(103)	(216)	(185)	(171)	(▲14)
Long-term	674	646	752	776	24
Net Interest Payments	16.2	19.8	29.9	33.4	3.5
Interest expense	27.7	33.5	46.4	50.2	3.8
Interest income	5.3	5.9	7.6	5.8	▲1.8
Dividend income	6.1	7.7	8.7	10.9	2.2

※ 08/3 Main reason of decrease of Debts : Cash-in 27 B Yen on sales of Harumi cite

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[3] Overview of FY2007(General)
 (9) Consolidated Cash Flow & Indices



(Unit: Hundred Million Yen)	07/3	08/3	Y-on-Y	Breakdown	
CF from Operating Activities	167	149	▲ 18	Profit beofore Taxation	198
				Deppreciation and Amortization	154
				Impairment Losses	82
				Gain on sale of PPE	▲ 267
CF from Investment Activities	▲ 229	18	248	Purchase of PPE	▲ 166
				Sale of PPE	277
				Purchase of Investment securities	▲ 33
				Increase of short-term loans	▲ 44
CF from Fiancing Activities	80	▲ 169	▲ 250	Decrease of short-term debts	▲ 122
				Increase of long-term debts	▲ 16
				Dividend paid	▲ 27
Cash and the Equivalents at Year End	129	117	▲ 11		

	Mar-04	Mar-05	Mar-06	Mar-07	Mar-08
Ratio of Shareholders' Equity (%)	25.0	26.7	27.5	27.7	27.3
Ratio of Shareholders' Equity on a Market Value Basis (%)	22.0	30.3	38.6	52.7	26.0
Stock Price(Yen)	259	363	537	771	373
Ieterest-bearing Debt/Cash Flow Ratio	7.8	6.5	10.0	10.7	11.4
Interest Coverage Ratio	6.1	8.8	5.0	3.8	3.0

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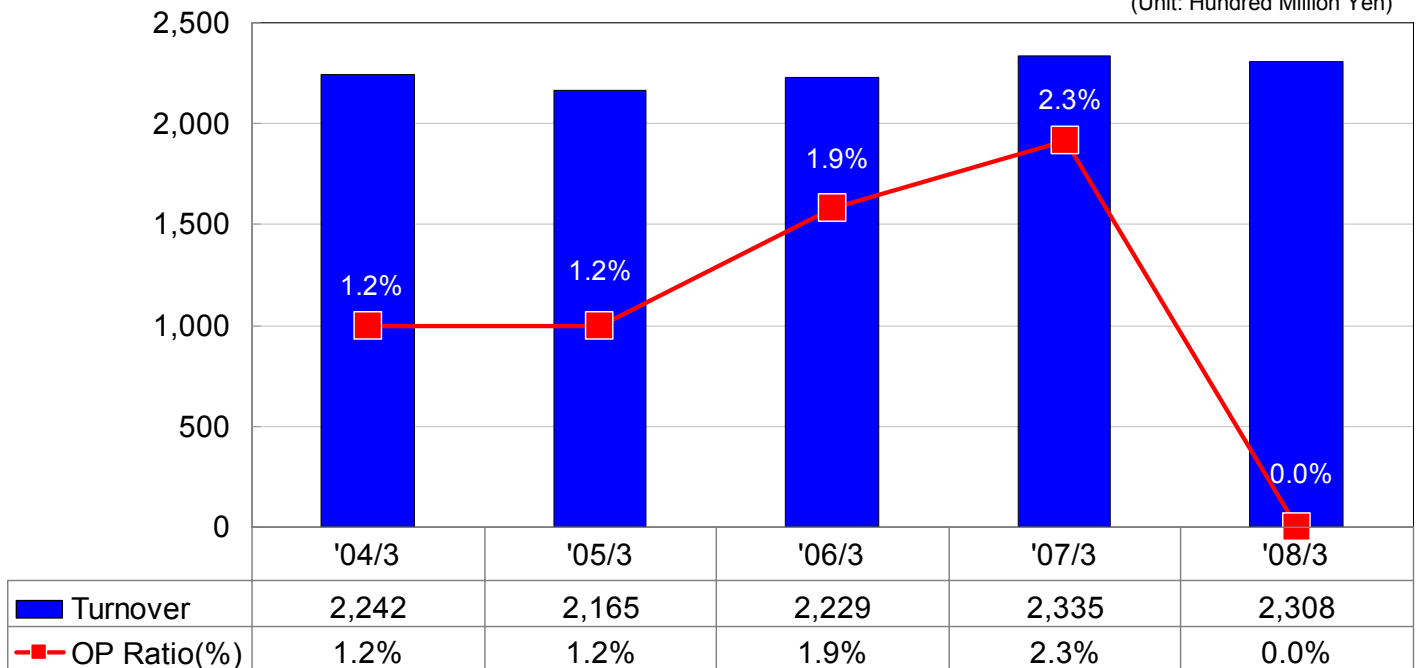
[3] Overview of FY2007(Marine Products)

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[3] Overview of FY2007(Marine Products) (1) Consolidated Turnover and OP Ratio



(Unit: Hundred Million Yen)



[3] Overview of FY2007(Marine Products)



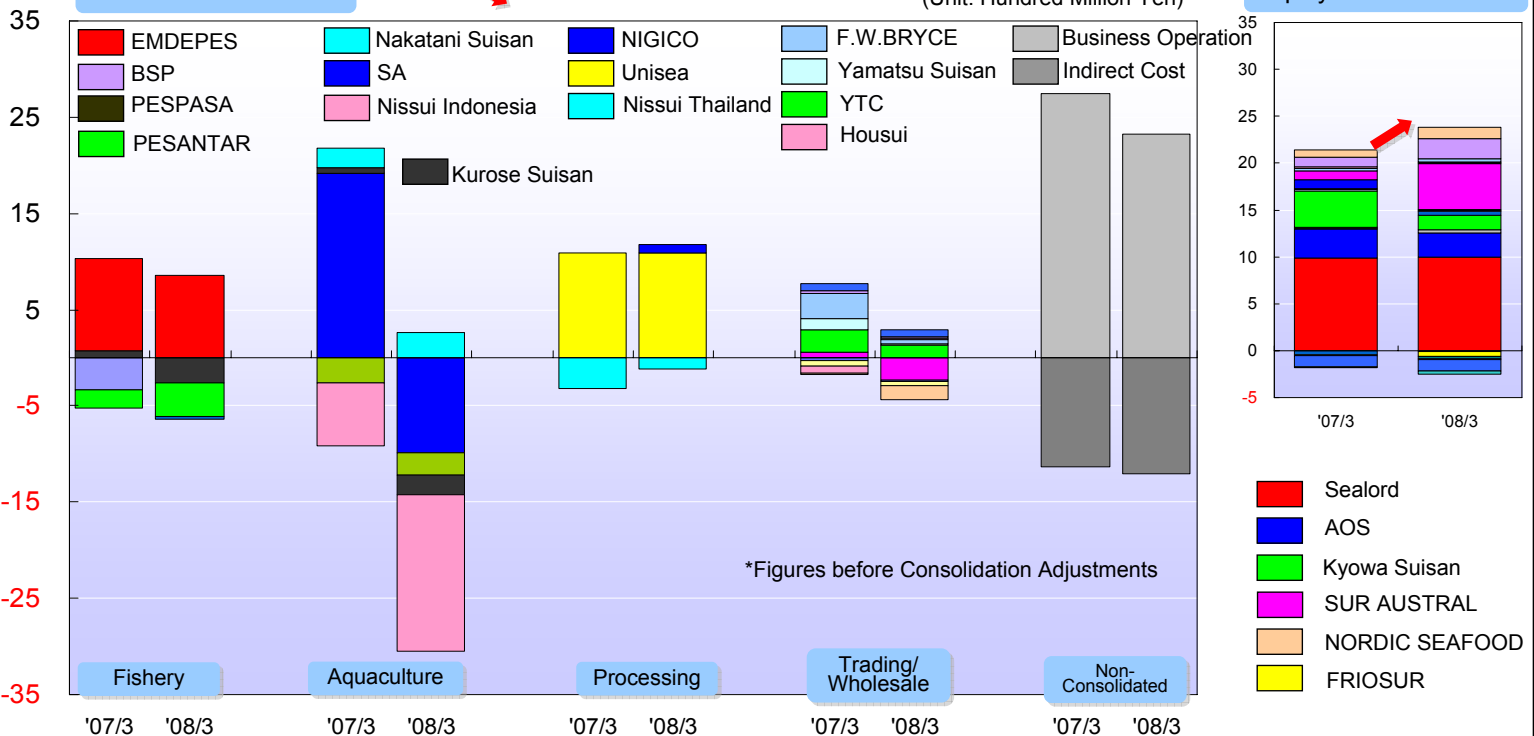
(2) Y-on-Y Comparison of Operating Profit by Geographic Segments & Group Companies

Marine Products

54 0

(Unit: Hundred Million Yen)

Equity Method Income

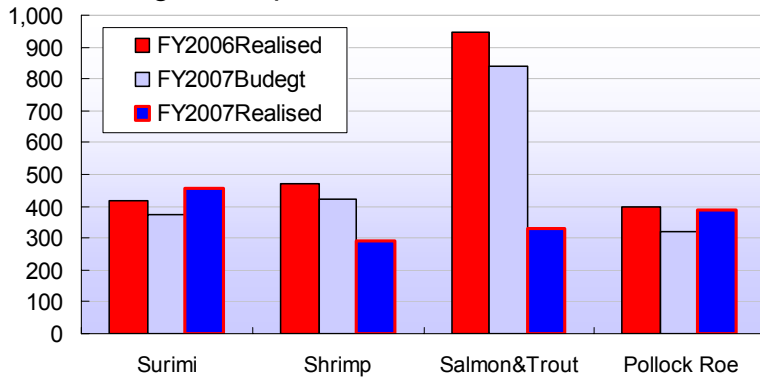


[3] Overview of FY2007(Marine Products)

(3) Contribution Margin of Non-Consolidated Marine Products

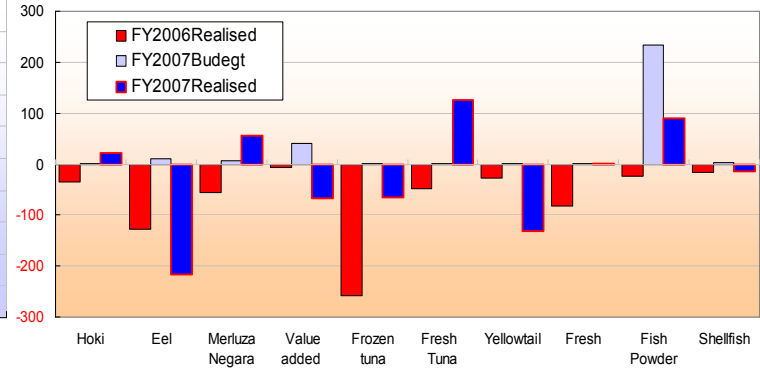


【Strong Fish Species】



【In-the-Red Species】

(Unit: Hundred Million Yen)



【Strong Fish Species】

Upper(): Y-on-Y

	Turnover			Gross Margin		Contribution Profit	
	K mt	Price	Hundred Million Yen	Amount	%	Hundred Million Yen	%
FY2007Realised	95	657	627	58	9.2%	15	2.3%
FY2007Budget	103	641	659	61	9.3%	20	3.0%
FY2006Realised	110	619	680	63	9.3%	22	3.3%

【In-the-Red Species】

Upper(): Y-on-Y

	Turnover			Gross Margin		Contribution Profit	
	K mt	Price	Hundred Million Yen	Amount	%	Hundred Million Yen	%
FY2007Realised	58	473	275	25	9.1%	2	▲0.7%
FY2007Budget	57	506	289	31	10.7%	3	1.0%
FY2006Realised	55	475	261	22	8.3%	7	▲2.6%

★ FY2007 Target KPI

(1)Gross Margin Ratio 6.3% ⇒ 5.8% (0.5% Behind)

(2)Contribution Margin Ratio 2.7% ⇒ 1.9% (0.8% Behind) ※ Contribution Profit = Ordinary Profit

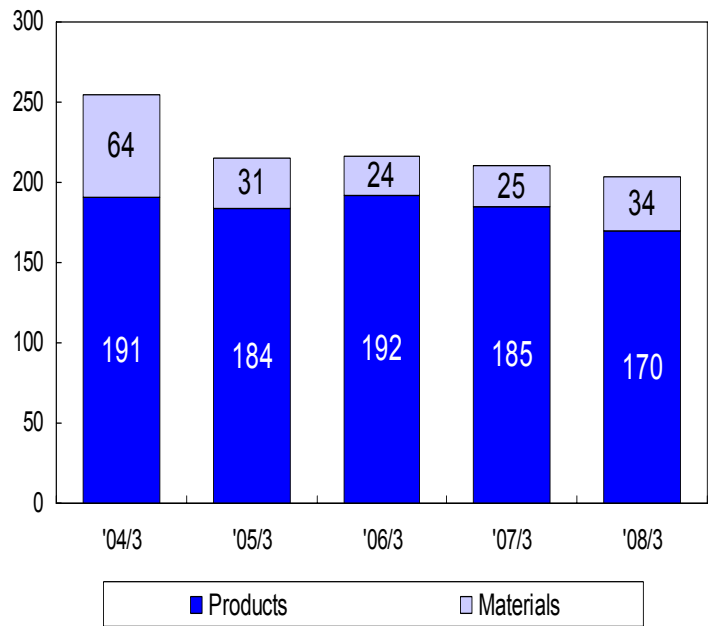
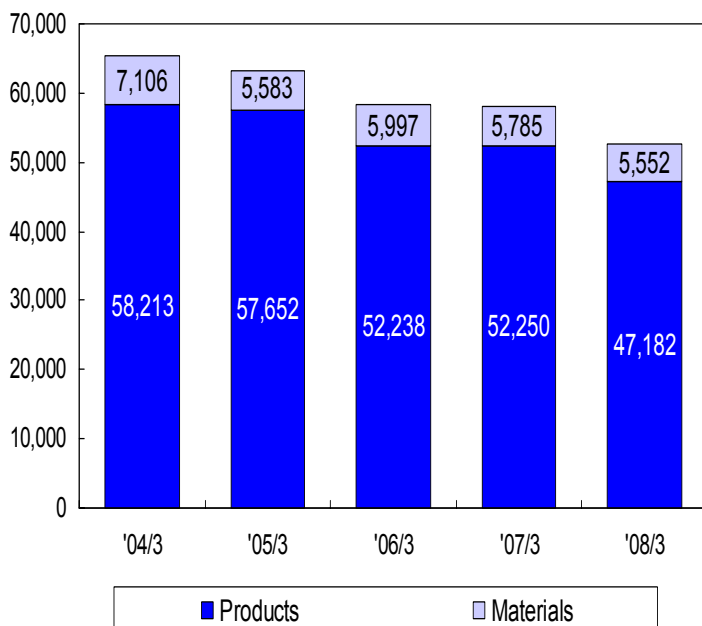
[3] Overview of FY2007(Marine Products)

(4) Trend in Inventory (Non-Consolidated)



MT

Hundred Million Yen



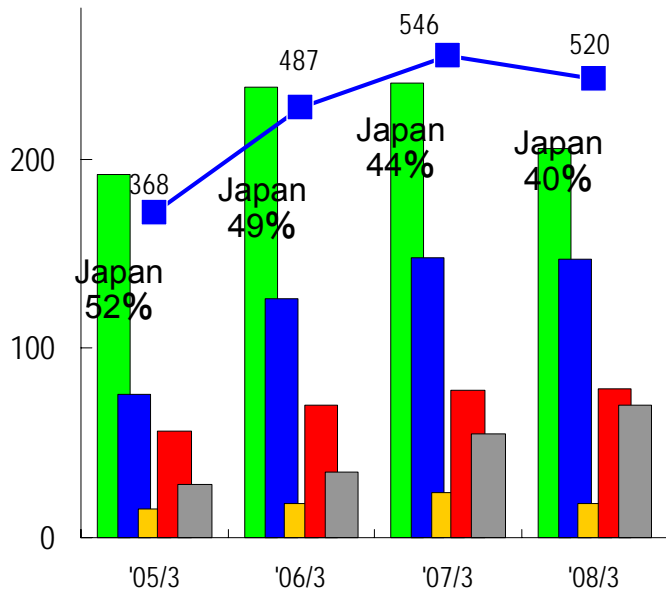
[3] Overview of FY2007(Marine Products)

(5) Domestic / Overseas Activities - 9 Resource Accessing Companies

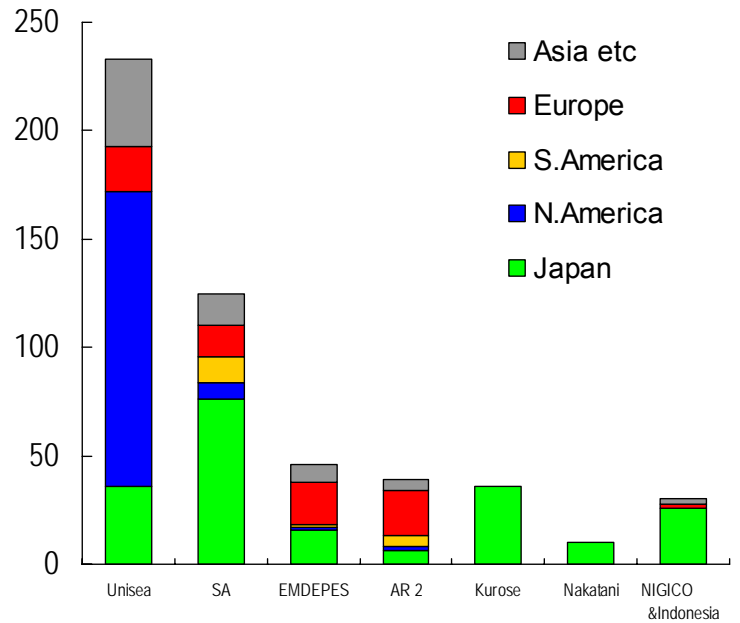


(Unit: Hundred Million Yen)

Total Turnover ※



Turnover by Destination ※



※Before Consolidation

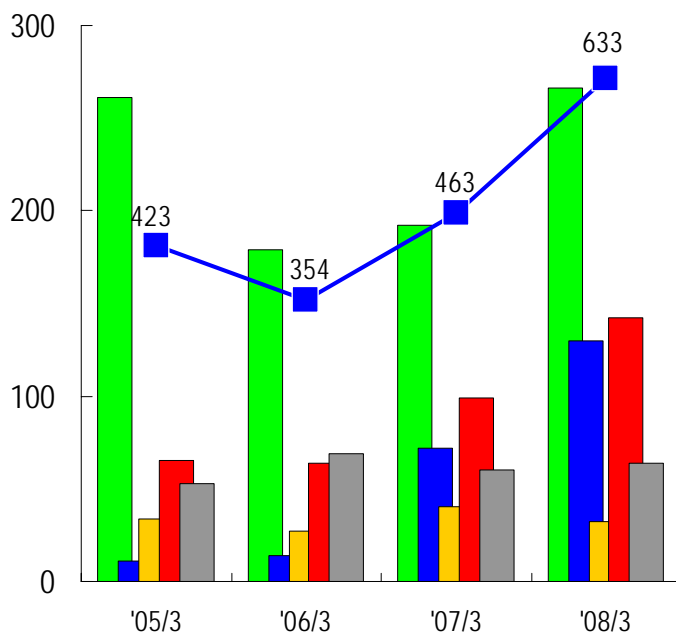
[3] Overview of FY2007(Marine Products)

(5) Domestic / Overseas Activities - 6 Trading Companies

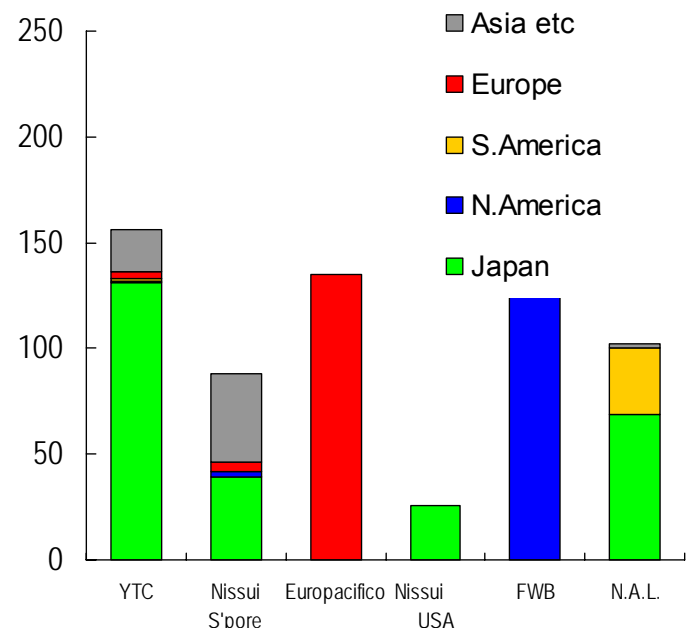


(Unit: Hundred Million Yen)

Total Turnover ※



Turnover by Destination ※



※Before Consolidation

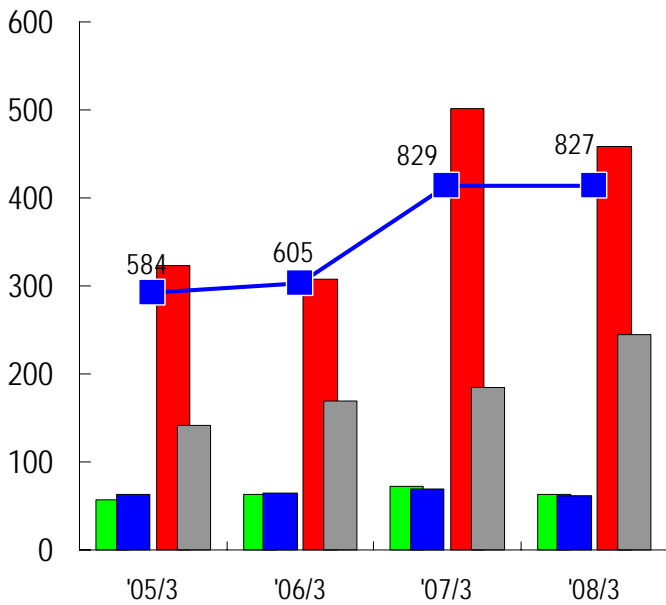
[3] Overview of FY2007(Marine Products)

(5) Domestic / Overseas Activities – 3 Overseas Global Links

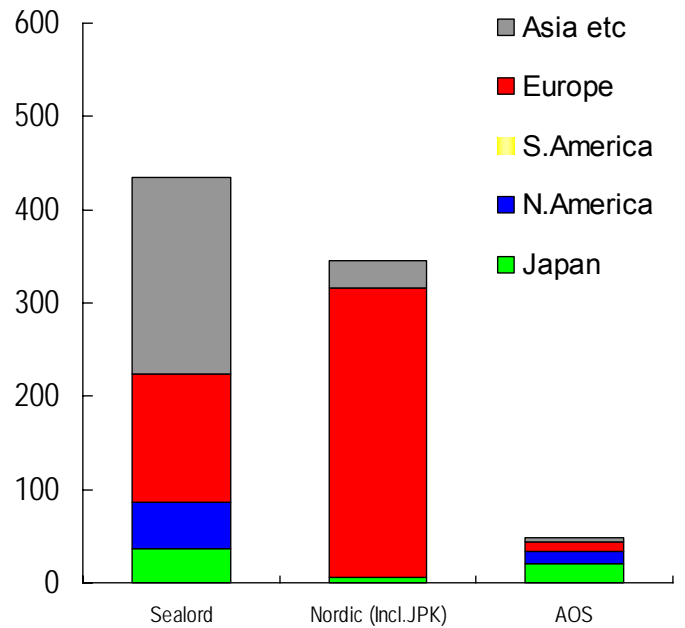


(Unit: Hundred Million Yen)

Total Turnover ※



Turnover by Destination ※



※Before Consolidation



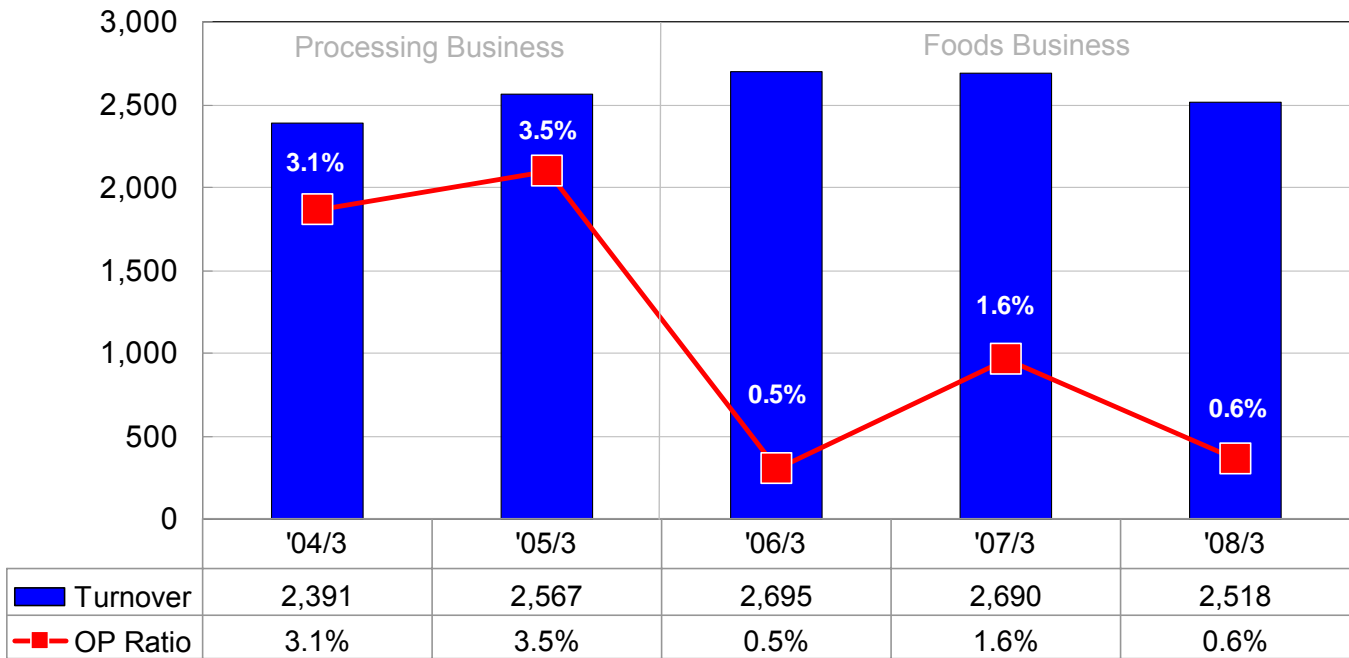
[3] Overview of FY2007(Foods)

[3] Overview of FY2007(Foods)

(1) Trend in Turnover / Operating Profit (Consolidated)



(Unit: Hundred Million Yen)



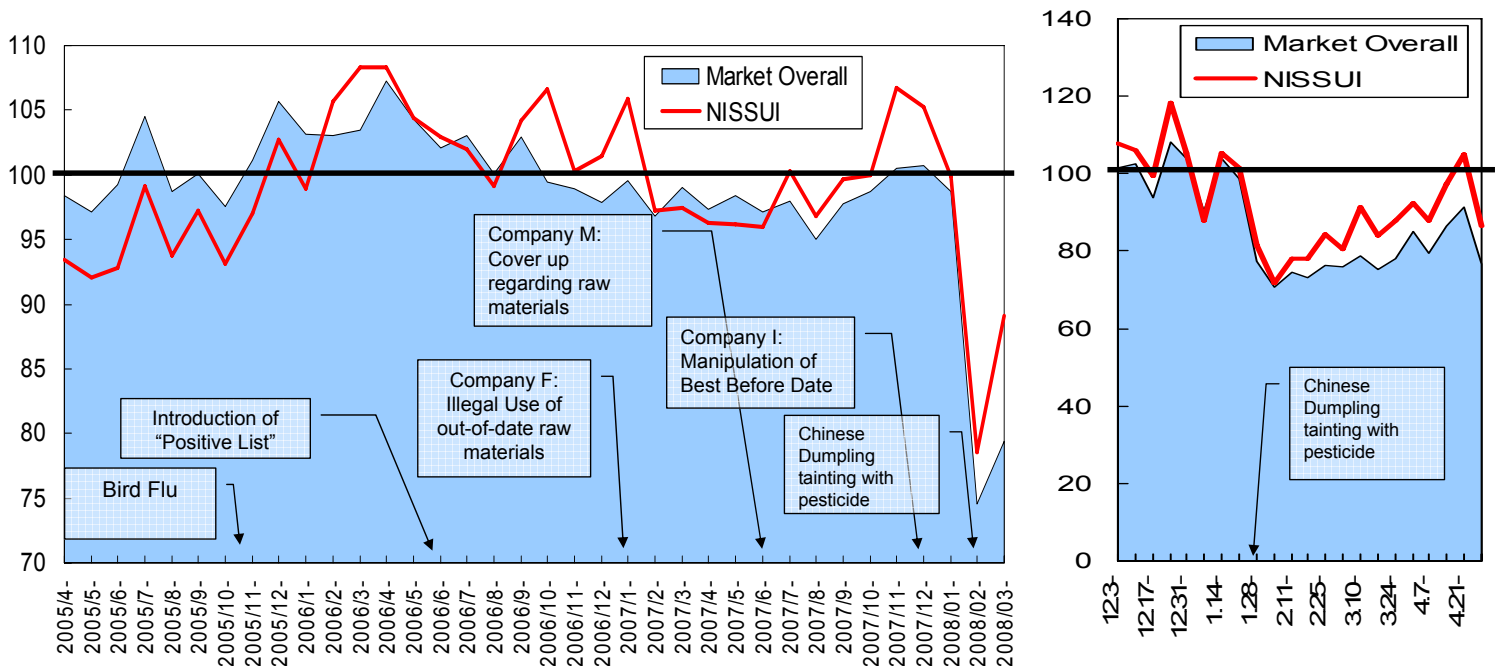
※Fine Chemical Business was categorized from Foods Segment into Fine Chemical Segment from '06/3 onward.

[3] Overview of FY2007(Foods)

(2) Effect of Chinese Dumping Pesticide Poisoning Incident



【Trends in Turnover】 Household Frozen Cooked Food



Source: SRI Data: Intage

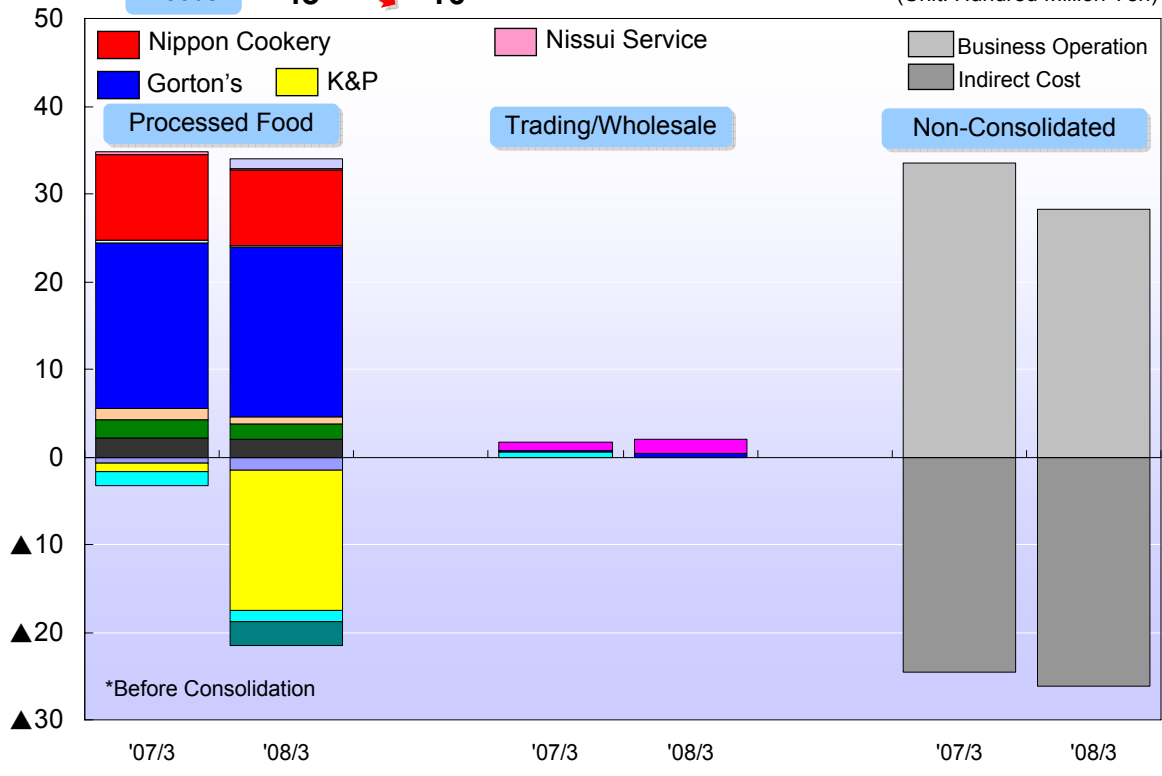
[3] Overview of FY2007(Foods)

(3) Operating Profit by Group Companies on Integrated Business Process



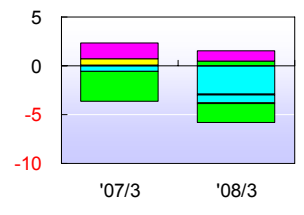
Foods **43** **16**

(Unit: Hundred Million Yen)



Equity Method Income

- ANZCO
- Hachikan
- K-Teion
- SANNIS (till Sep 2008)

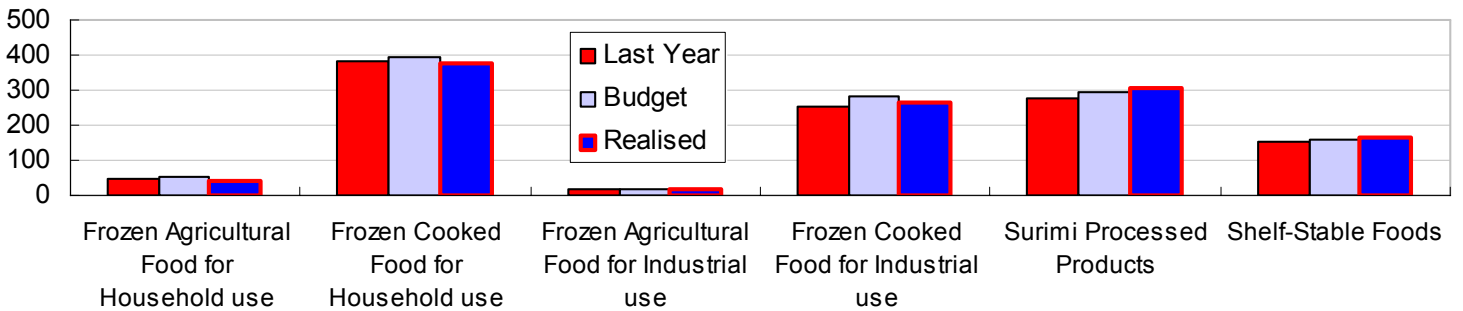


[3] Overview of FY2007(Foods)

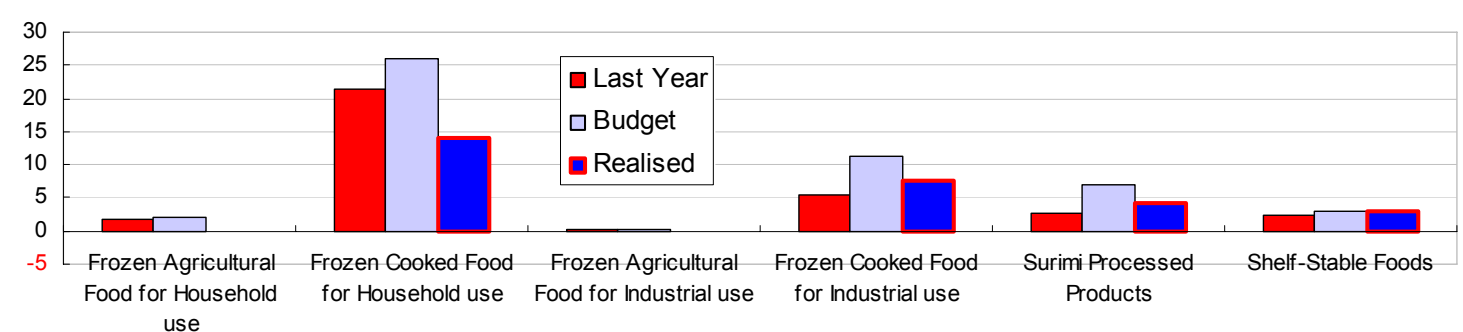
(4) Contribution Margin of Non-Consolidated Foods Business



Turnover (Unit: Hundred Million Yen)



Contribution Margin (Unit: Hundred Million Yen)



[3] Overview of FY2007(Foods)

(5) Business KPI of Non-Consolidated Foods Business



(Qt:K mt Amount:Hundred Million Yen)

		Turnover			Gross Margin		Sales Expense		Distribution & General Expense		Contribution Margin	
		Qt	Unit Price(Yen)	Amount	Amount	%	Amount	%	Amount	%	Amount	%
Frozen Cooked Foods for Household	FY07 (Realised)	50	757	375	158	42.1%	99	26.4%	45	12.0%	14	3.7%
Frozen Cooked Foods for Industrial		49	541	266	71	26.8%	24	9.0%	40	14.9%	8	2.9%
Frozen Agricultural Foods		18	331	59	21	36.2%	10	17.7%	11	18.9%	Δ0	-0.4%
Surimi Processed Foods		56	541	303	94	31.1%	50	16.4%	40	13.3%	4	1.4%
Shelf-Stable Foods		3	6,403	163	56	34.2%	35	21.5%	18	10.9%	3	1.8%
G.Total	FY07 (Realised)	176	666	1,174	402	34.3%	218	18.6%	156	13.3%	28	2.4%
	FY07 (Budget)	180	669	1,203	425	35.3%	225	18.7%	150	12.5%	49	4.1%
	FY06 (Realised)	171	666	1,139	396	34.7%	212	18.6%	151	13.2%	33	2.9%

*Quantity unit for Shelf-stable Foods is the number of case sold

(Y-on-Y)

★ FY2007 Business KPI

(1)Gross Margin Ratio 0.5% up Y-on-Y ⇒ 0.5% down Y-on-Y (1.0% Behind)

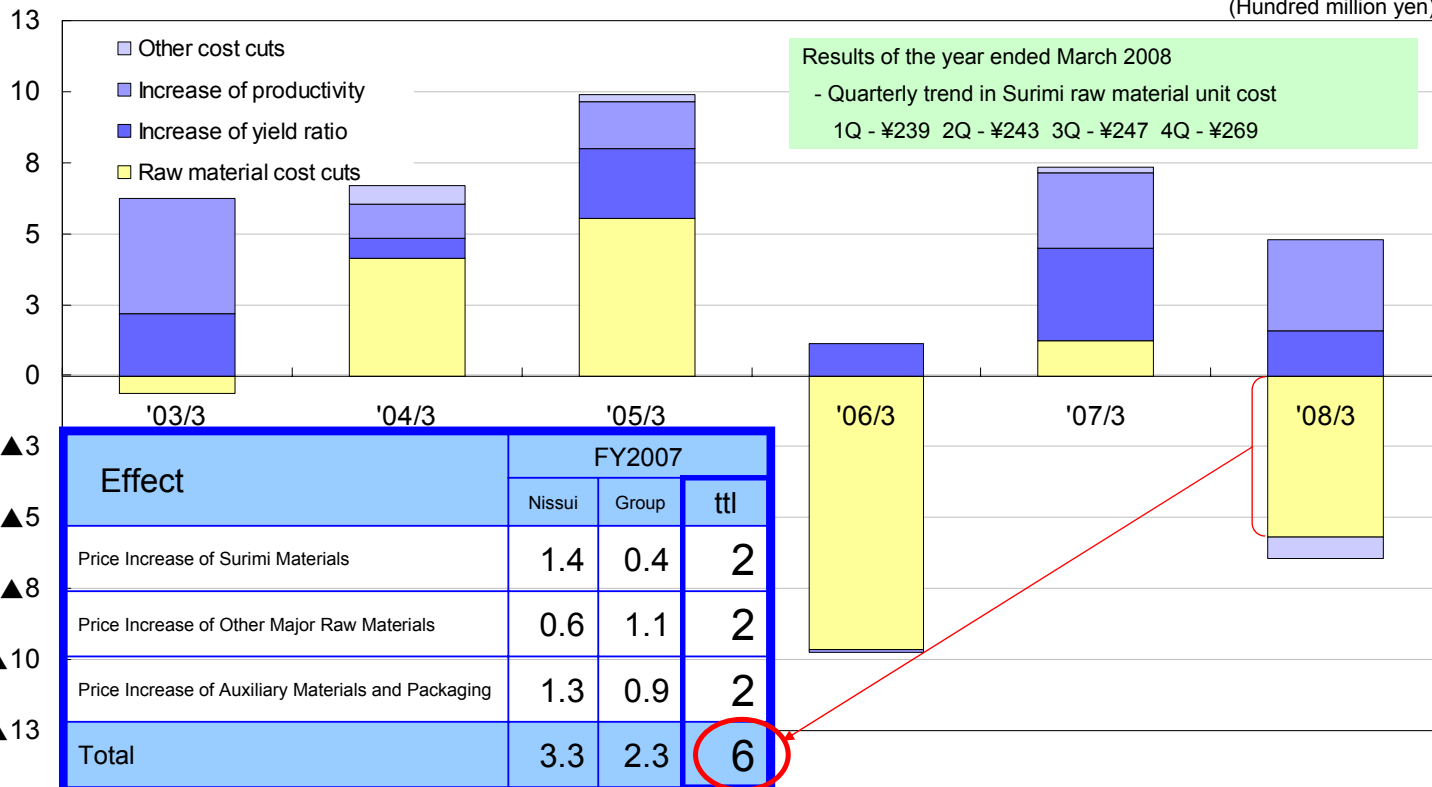
(2)Sales Expense Ratio 0.5% down Y-on-Y ⇒ 0% Y-on-Y (0.5% Behind)

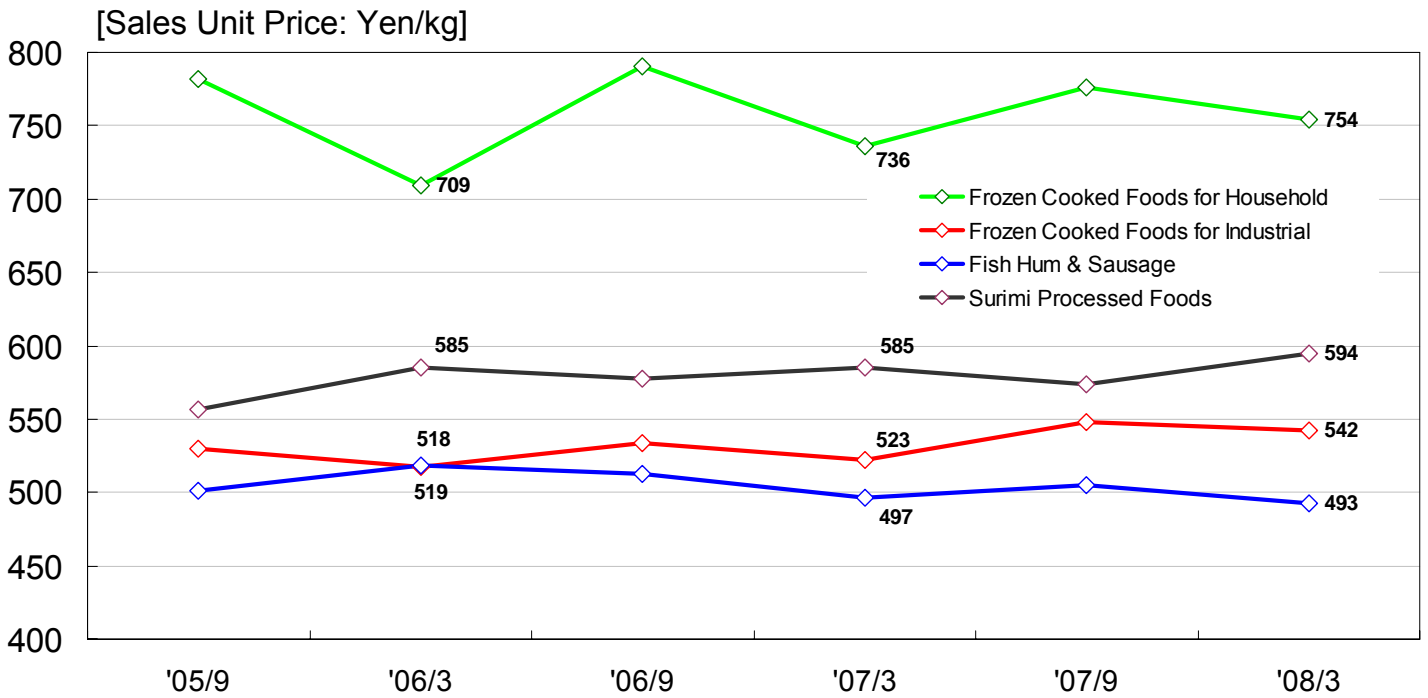
[3] Overview of FY2007(Foods)

(6) Progress on Cost Cuts at Domestic Consolidated Plants



(Hundred million yen)

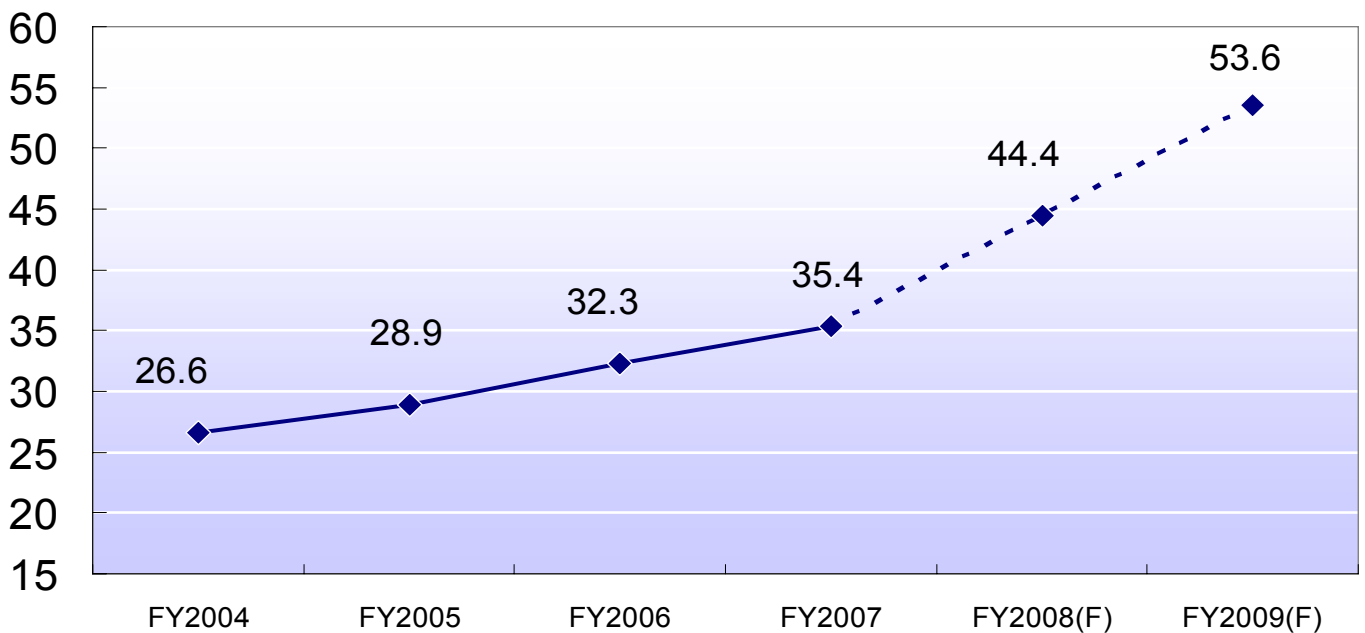




※The per kilogram price of fish ham/sausage is dropping with the introduction of more PB products to the market.

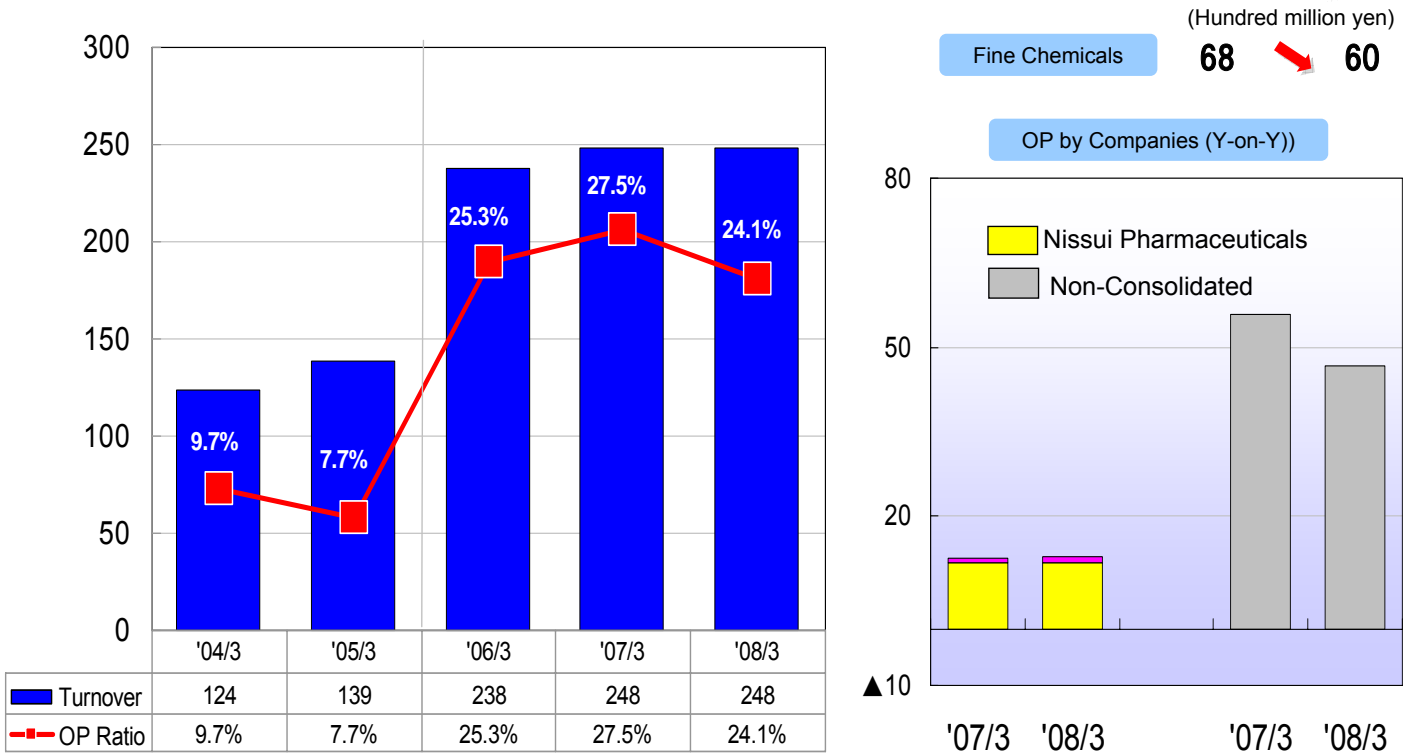


Trend in Physical Productivity (Kg/MH)



[3] Overview of FY2007(Fine Chemicals)

[3] Overview of FY2007(Fine Chemicals) (1) Trend in Turnover / Operating Profit (Consolidated)

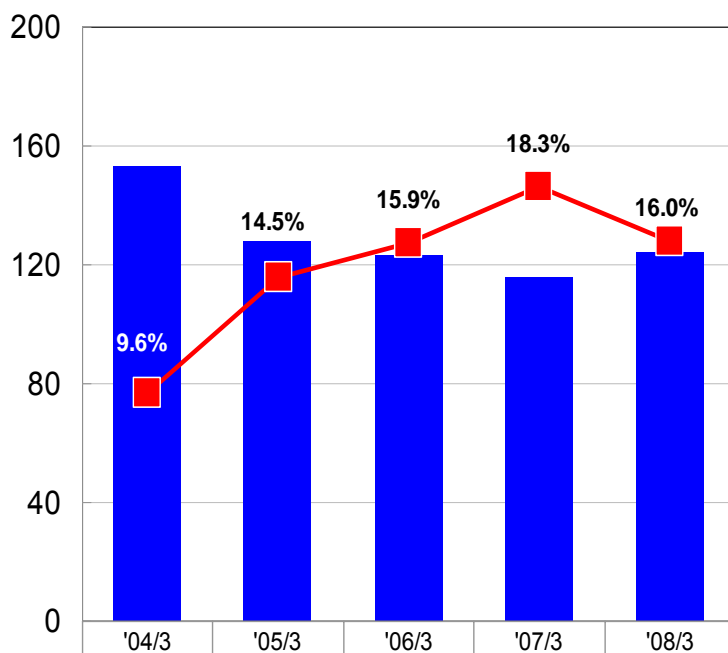


※Fine Chemical Business was categorized from Foods Segment into Fine Chemical Segment from '06/3 onward.

[3] Overview of FY2007 (General Distribution)

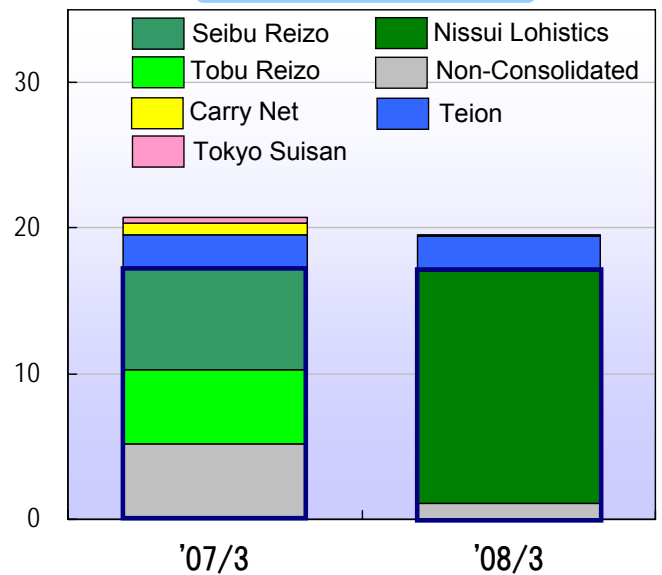
[3] Overview of FY2007 (General Distribution) (1) Trend in Turnover / Operating Profit (Consolidated)

(Hundred million yen)



G. Distribution **20** **19**

OP by Companies (Y-on-Y)



* Group Logistic Operations were Integrated in April 2007

[4]Forecast of FY2008

55

[4]Forecast of FY2008 (1) Summary

Consolidated	FY2007	%	FY2008(F)	%	Y-on-Y,%
Turnover	5,339	-	5,300	-	▲ 39 ▲ 0.7%
Operating Profit	72	1.4%	135	2.5%	62 86.7%
Ordinary Profit	67	1.3%	120	2.3%	52 77.5%
Net Income	93	1.8%	50	0.9%	▲ 43 46.8%
Non-Consolidated	FY2007	%	FY2008(F)	%	Y-on-Y,%
Turnover	3,376	-	3,260	-	▲ 116 ▲ 3.4%
Operating Profit	29	0.9%	43	1.3%	13 43.5%
Ordinary Profit	41	1.2%	68	2.1%	26 63.2%
Net Income	54	1.6%	48	1.5%	▲ 6 ▲ 12.6%

■ Dividend Forecast

FY2008(F) Total Fiscal Year Dividend per Share 10 Yen
 Interim 5Yen (Last Year 5Yen)
 Year End 5Yen (Last Year 5Yen)

56

[4]Forecast of FY2008

(2) Y-on-Y Comparison of Turnover by Segment



(Unit: Million Yen Upper: '09/3Forecastet Lower: '08/3 Realized (Y-on-Y comparison))

	Japan	N.America	S.America	Asia	Europe	S.ttl	Adjustments	G.ttl
Marine Products	1,973 (▲296)	358 (▲33)	319 (68)	169 (24)	111 (85)	2,931 (▲150)	▲ 727 (46)	2,204 (▲104)
	2,269	391	251	144	26	3,081	▲ 773	2,308
Foods	2,694 (▲30)	535 (▲29)		54 (42)	116 (87)	3,399 (70)	▲ 809 (2)	2,590 (72)
	2,724	564		12	29	3,328	▲ 810	2,518
General Distribution	195 (▲25)					195 (▲25)	▲ 78 (18)	117 (▲7)
	220					220	▲ 96	124
Fine Chemicals	272 (▲2)					272 (▲2)	▲ 17 (8)	255 (6)
	275					275	▲ 26	249
Others	315 (88)			1 (1)		316 (89)	▲ 182 (▲95)	134 (▲6)
	227			—		227	▲ 87	140
S.ttl	5,449 (▲265)	893 (▲62)	319 (68)	224 (68)	227 (173)	7,113 (▲18)	▲ 1,813 (▲21)	5,300 (▲39)
	5,714	955	251	156	55	7,131	▲ 1,791	5,339
Adjustments	▲ 1,371 (18)	▲ 125 (30)	▲ 167 (▲24)	▲ 149 (▲45)	▲ 0 (▲0)	▲ 1,813 (▲21)		
	▲ 1,390	▲ 155	▲ 143	▲ 104	0	▲ 1,791		
G.ttl	4,078 (▲246)	768 (▲32)	152 (44)	75 (23)	227 (172)	5,300 (▲39)		
	4,324	800	108	53	55	5,339		

57

[4]Forecast of FY2008

(3) Y-on-Y Comparison of Operating Profit by Segment



(Unit: Million Yen Upper: '09/3Forecastet Lower: '08/3 Realized (Y-on-Y comparison))

	Japan	N. America	S. America	Asia	Europe	Elimination or Common	S. Total	Consolidation Adjustments	G. Total
Marine Products	33 (20)	11 (▲ 0)	28 (35)	▲ 5 (13)	3 (4)		70 (72)	▲ 6 (▲ 8)	64 2.9%
	12	11	▲ 7	▲ 18	▲ 0		▲ 2	2	0 0.0%
Foods	23 (11)	16 (12)		1 (4)	5 (4)		45 (31)	▲ 19 (▲ 21)	26 1.0%
	12	3		▲ 3	1		14	2	16 0.6%
General Distribution	21 (2)						21 (2)	0 (▲ 1)	21 17.9%
	19						19	1	20 16.0%
Fine Chemicals	57 (▲ 3)						57 (▲ 3)	▲ 0 (▲ 0)	57 22.4%
	60						60	0	60 24.1%
Other	7 (1)			0 (0)			7 (1)	▲ 5 (▲ 5)	2 1.5%
	6			—			6	▲ 0	6 4.1%
Elimination or Common						▲ 35 (▲ 5)	▲ 35 (▲ 5)		▲ 35
						▲ 30	▲ 30		▲ 30
S. Total	141 (32)	27 (12)	28 (35)	▲ 4 (17)	8 (7)	▲ 35 (▲ 5)	165 (98)	▲ 30 (▲ 35)	135 2.5%
	109	14	▲ 7	▲ 21	1	▲ 30	67	5	72 1.4%
Consolidation Adjustments	▲ 5 (▲ 6)	▲ 17 (▲ 16)	▲ 4 (▲ 9)	▲ 1 (▲ 1)	▲ 3 (▲ 3)		▲ 30 (▲ 35)		
	1	▲ 1	5	▲ 0	▲ 0		5		
G. Total	136 3.3%	10 1.3%	24 15.8%	▲ 5 ▲6.7%	5 2.2%	▲ 35	135 2.5%		
	110 2.6%	14 1.7%	▲ 2 ▲1.9%	▲ 21 ▲39.5%	1 1.3%	▲ 30	72 1.4%		

*Major Breakdown of Consolidation AdjustmentsFY08

-Amortization of Goodwill (Foods in N. America ▲18.0, Marine Products in Europe ▲2.4,Foods in Europe ▲1.6)

-Unrealized Gain on Inventory (Marine Products in N. America ▲1.8)

-Unrealized Gain on Tangible Assets (Other in Japan ▲5.2)

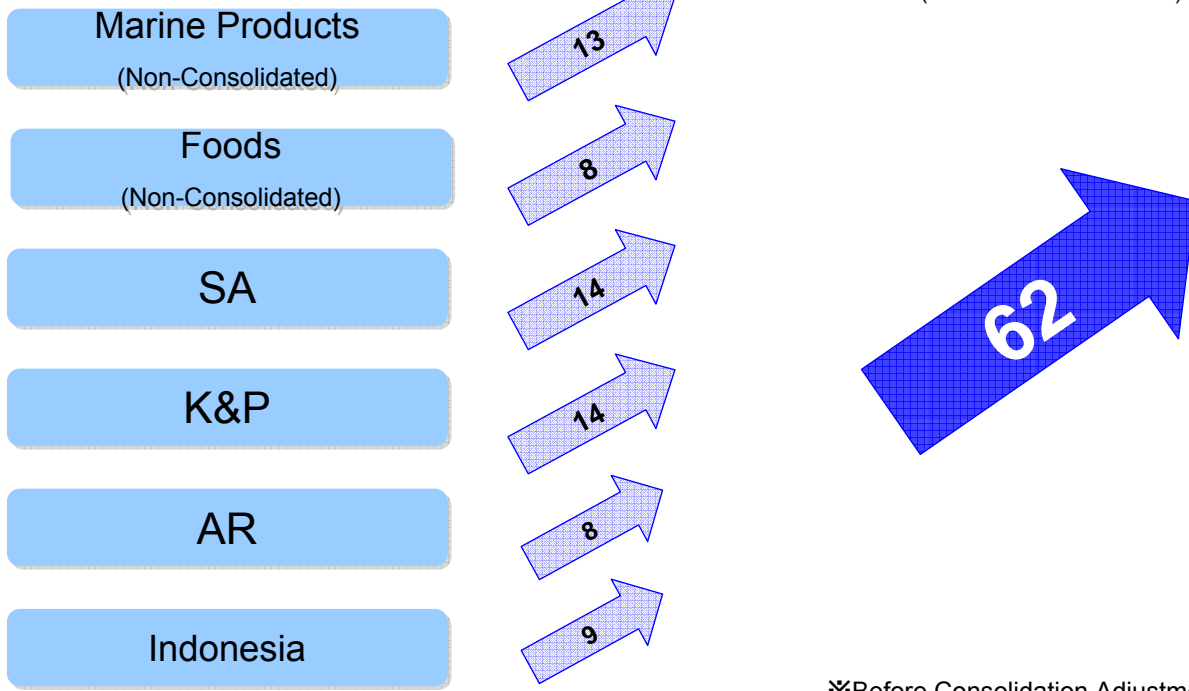
58

[4]Forecast of FY2008

(4)Recovery of Sluggish Businesses- 1.Overview



(Unit: Hundred Million Yen)



※Before Consolidation Adjustment

[4]Forecast of FY2008

(4)Recovery of Sluggish Businesses- 2.Non-Consolidated Marine Products



【Strong Fish Species】

FY2008	FY2007
- Surimi	- Surimi
- Shrimp	- Shrimp
- Salmon&Trout	- Salmon&Trout
- Pollack Roe	- Pollack Roe
- Crab	
- Fish Meal	
- Fish Oil	

【In-the-Red Species】

FY2008	FY2007
- Eel	- Eel
- Tuna	- Tuna
- Yellowtail	- Yellowtail
- Octopus	- Octopus
- Shellfish	- Shellfish
- Value added Marine Products	- Value added Marine Products
- Horse Mackerel etc	- Fish Powder
	- Fresh

【Strong Fish Species】

Upper(): Y-on-Y	Turnover			Gross Margin		Contribution Profit	
	K mt	Price	Hundred Million Yen	Amount	%	Hundred Million Yen	%
FY2008Budeqt	206	389	801	79	9.9%	26	3.2%
FY2007Realized	207	377	780	73	9.4%	20	2.5%
FY2006Realised	214	382	820	74	9.1%	24	2.9%

【In-the-Red Species】

Upper(): Y-on-Y	Turnover			Gross Margin		Contribution Profit	
	K mt	Price	Hundred Million Yen	Amount	%	Hundred Million Yen	%
FY2008Budeqt	16	913	148	14	9.6%	▲0	▲0.1%
FY2007Realized	18	783	143	10	7.1%	▲5	▲3.6%
FY2006Realised	17	809	140	12	8.5%	▲4	▲2.9%

★ FY2008 Target KPI

- (1)Contribution Margin Ratio 2.7%
- (2)Eradication of In-the-Red Species
- (3)Domestic Inventory Turnover 1/month

[4]Forecast of FY2008

(4)Recovery of Sluggish Businesses- 3.Non-Consolidated Foods



Effect of Price Hike of Materials on Domestic Foods Productions

(Unit: Hundred Million Yen)

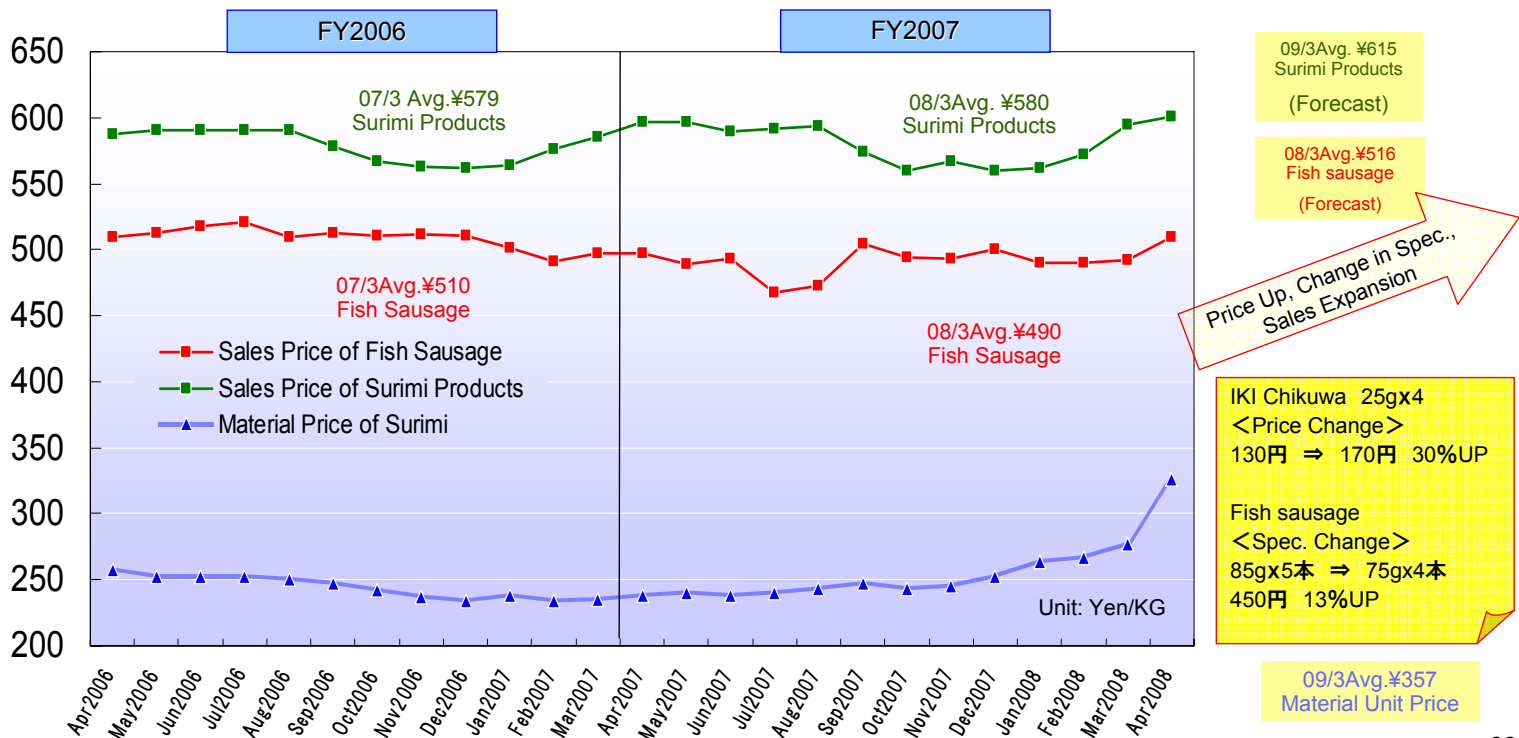
Effect	FY2008 Forecast		
	Nissui	Group	Total
Surimi Materials	31.0	1.4	32
Other Major Raw Materials	2.7	3.4	6
Auxiliary Materials and Packaging	9.0	2.7	12
Total	42.8	7.6	50

[4]Forecast of FY2008

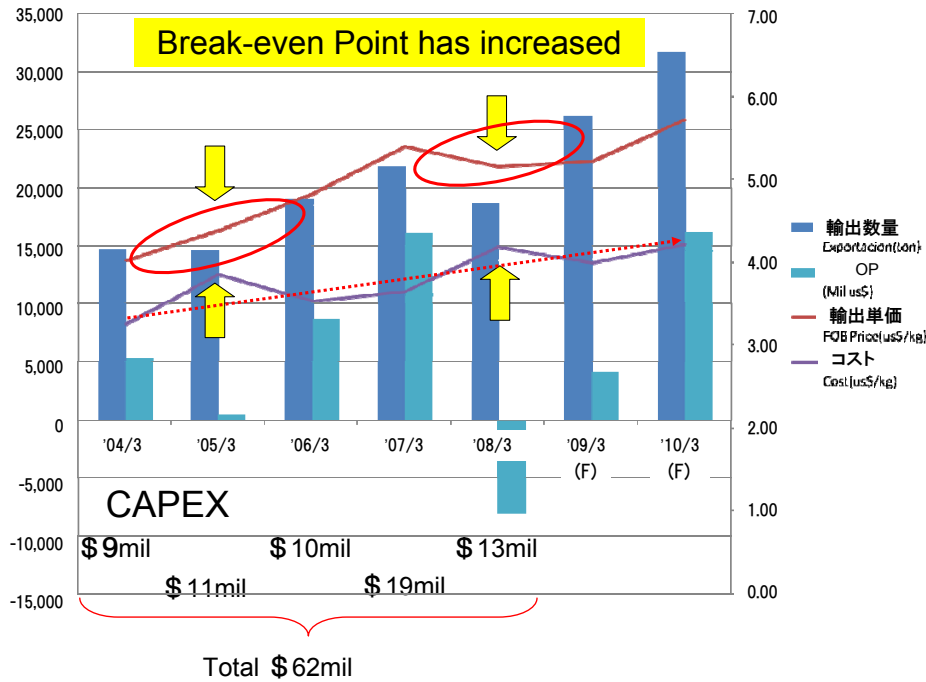
(4)Recovery of Sluggish Businesses- 3.Non-Consolidated Foods



Trends in Material Unit Price of Surimi & Sales Unit Price of Surimi Products (FY2007&FY2008)



[FY2007]



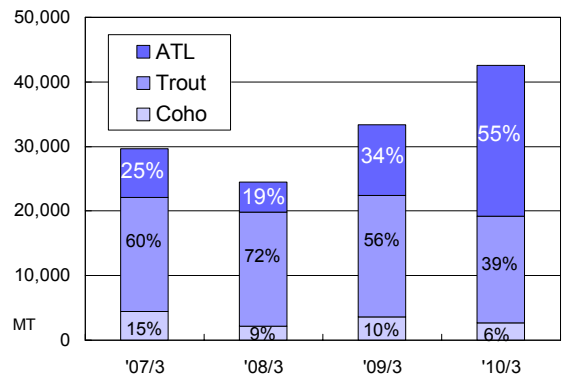
[Measures]

1. Recovery of Products

Delay of Fish Growth affected by the Earthquake and Fish Disease to be dissolved

2. Upturn of Fish Price in Domestic Market

3. Enforcement of Global Marketing



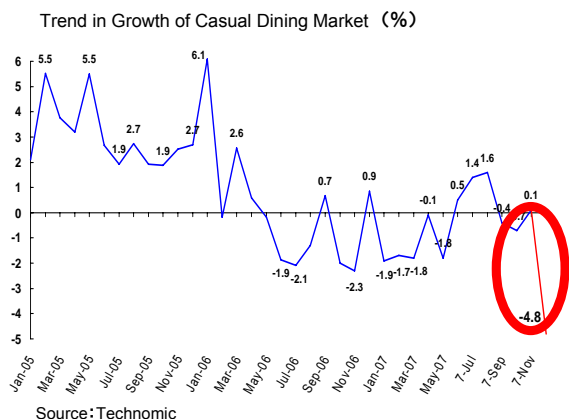
4. Cost Cut

[FY2007]

- Sluggish U.S. Casual Dining Market
- FDA Alert
- Confusion in Processing due to Hasty Integration with Fishing
- Labor Issue

[Measures]

- 1.Realize More Efficient Production
- 2.Introduction of New Line-up
- 3.Relationship with New Big Customers
- 4.Cut down of Indirect Cost





PESANTAR

Dec2007 Introduction of ITQ (SBW)

Jan-Apr 2008 Positive Result on HOKI Based Operation

May 2008~ SBW season Starts Considering Lease of Quota

PESPASA

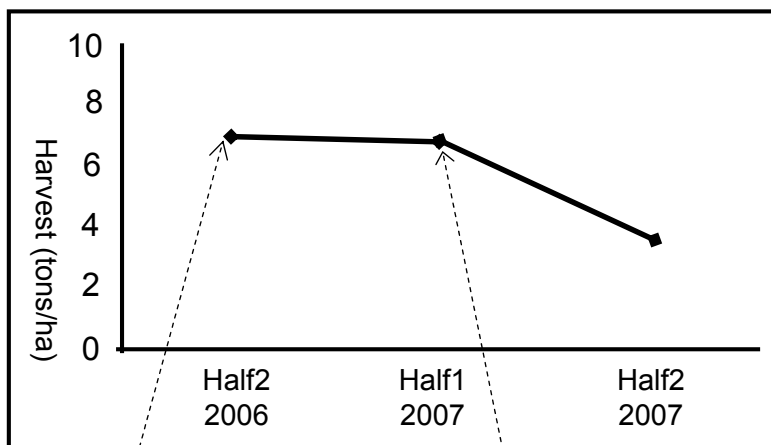
Prawn

Catch : Apr-May 3.2t/D (Last Year Avg. 2.5t/D)

Price : Apr-May \$11.3/KG (Last Year Avg\$6.7/KG)



[FY2007]Trend in Harvest of Pasahari Zone 1



Off & Maintenance Period
Avg. 40days

Off & Maintenance Period
Avg. 20days

[Target KPI]

Harvest: Over 5.0 tons/ha

Feed Conversion Rate: Under 2.0

Avg. size: Over 33 grams

[Up to Date (as of 14May)]

Harvest: 8.14 tons/ha

FCR: 1.796

Avg. size: 34.13grams

[4]Forecast of FY2008
 (5) Effect of New Overseas Global Links

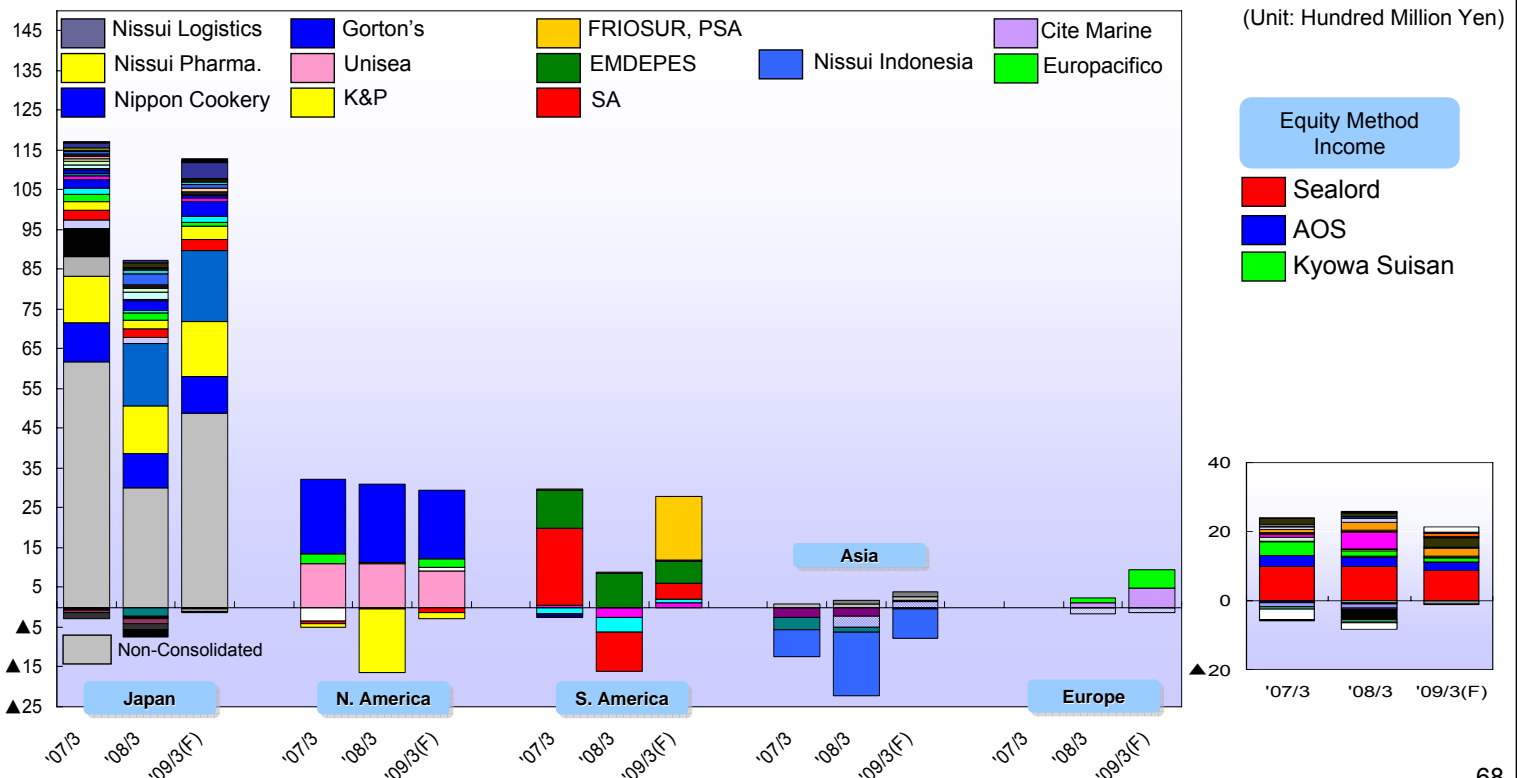


(Unit: Hundred Million Yen)

【New Consolidated Subsidiaries】	FY2007		FY2008(F)	
	TO	OP	TO	OP
SANNIS(CN)	12	▲3	54	1
P.SUR AUSTRAL、FRIOSUR(CL)	29	▲0	89	16
Europacifico(ES)	26	1	111	5
Cite Marine(FR)	29	1	116	5
TOTAL	96	▲0	370	27

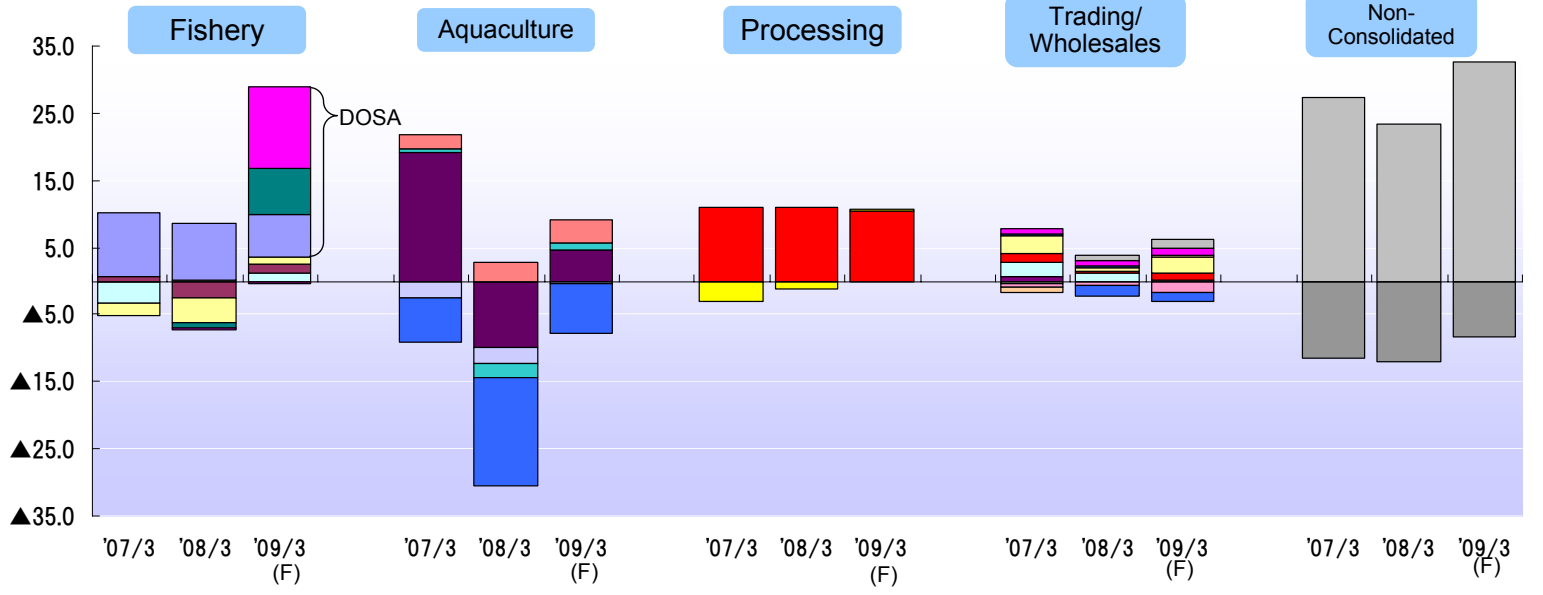
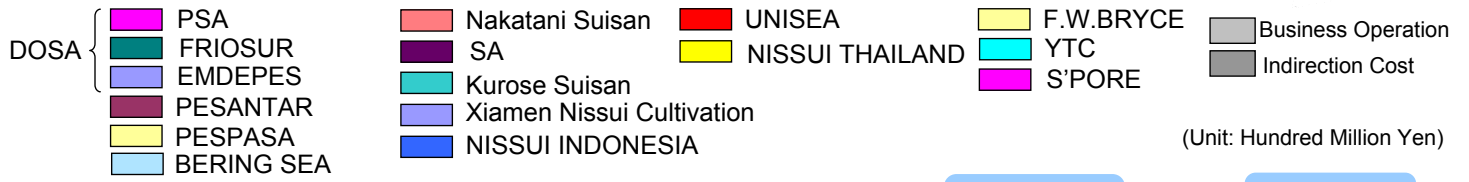
*All Companies started to be consolidated from Oct 2007

[4]Forecast of FY2008
 (6) Operating Profit by Geographic Segments & Group Companies (Consolidated)



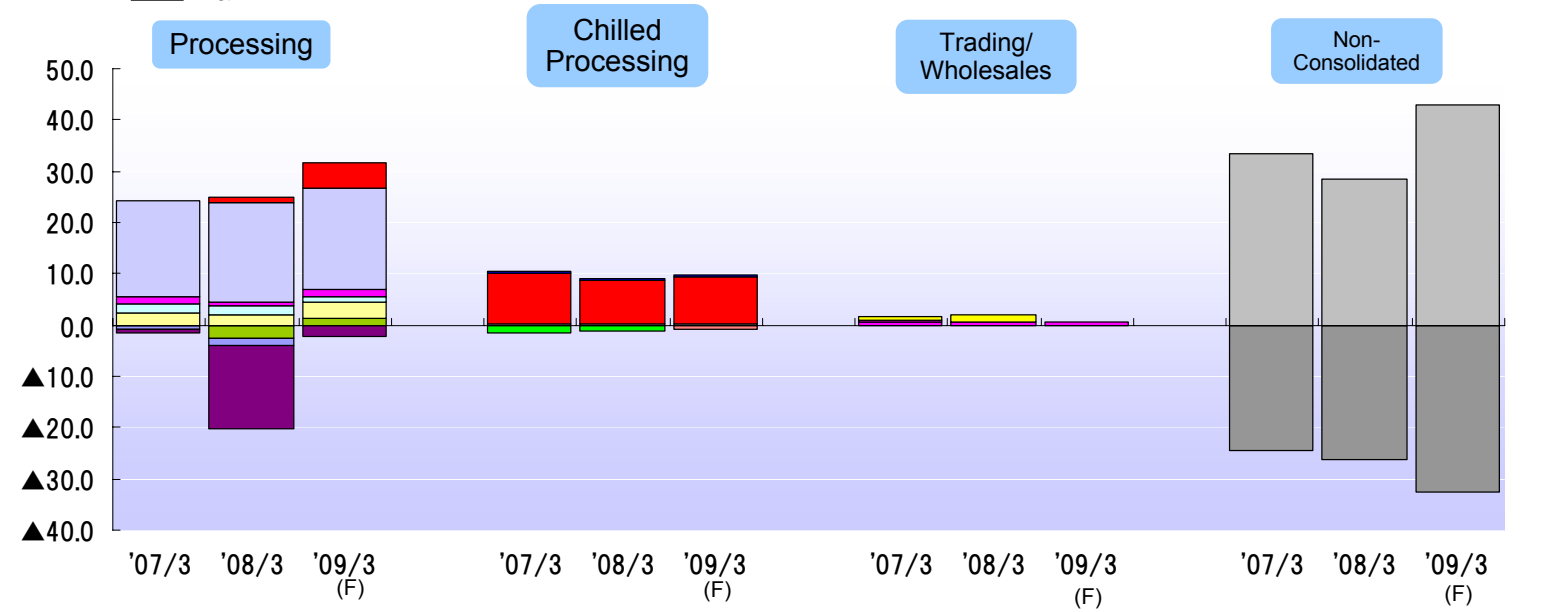
[4]Forecast of FY2008

(7) Operating Profit by Geographic Segments & Group Companies (Marine Products)



[4]Forecast of FY2008

(8) Operating Profit by Geographic Segments & Group Companies (Foods)



Disclaimer regarding forward-looking statements



This presentation contains forward-looking statements regarding Nissui's business projections for the current term and future terms. All forward-looking statements are based on rational judgement of management derived from the information currently available to it, and the Company provides no assurances that these projections will be achieved.

Please be advised that the actual business performance may differ from these business projections due to changes of various factors. Significant factors which may affect the actual business performance include but are not limited to the changes in the market economy and product demand, foreign exchange rate fluctuations, and amendments to various international and Japanese systems and laws.

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Nippon Suisan Kaisha.,Ltd.

21May 2008

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