



# Consolidated Financial Result for the Fiscal Year Ending March, 2013

## Maruha Nichiro Holdings, Inc.

Toshio Kushiro, President

May 13, 2013

**1** Overview of Consolidated Financial Result

**2** Business Environment of FY2012

**3** Business Topics in FY2012

**4** Business Topics and Forecast for FY2013

**5** Anticipated Mid-term Business Plan (viewpoint)

# 1-1. Consolidated Income Statement



Billions of Yens

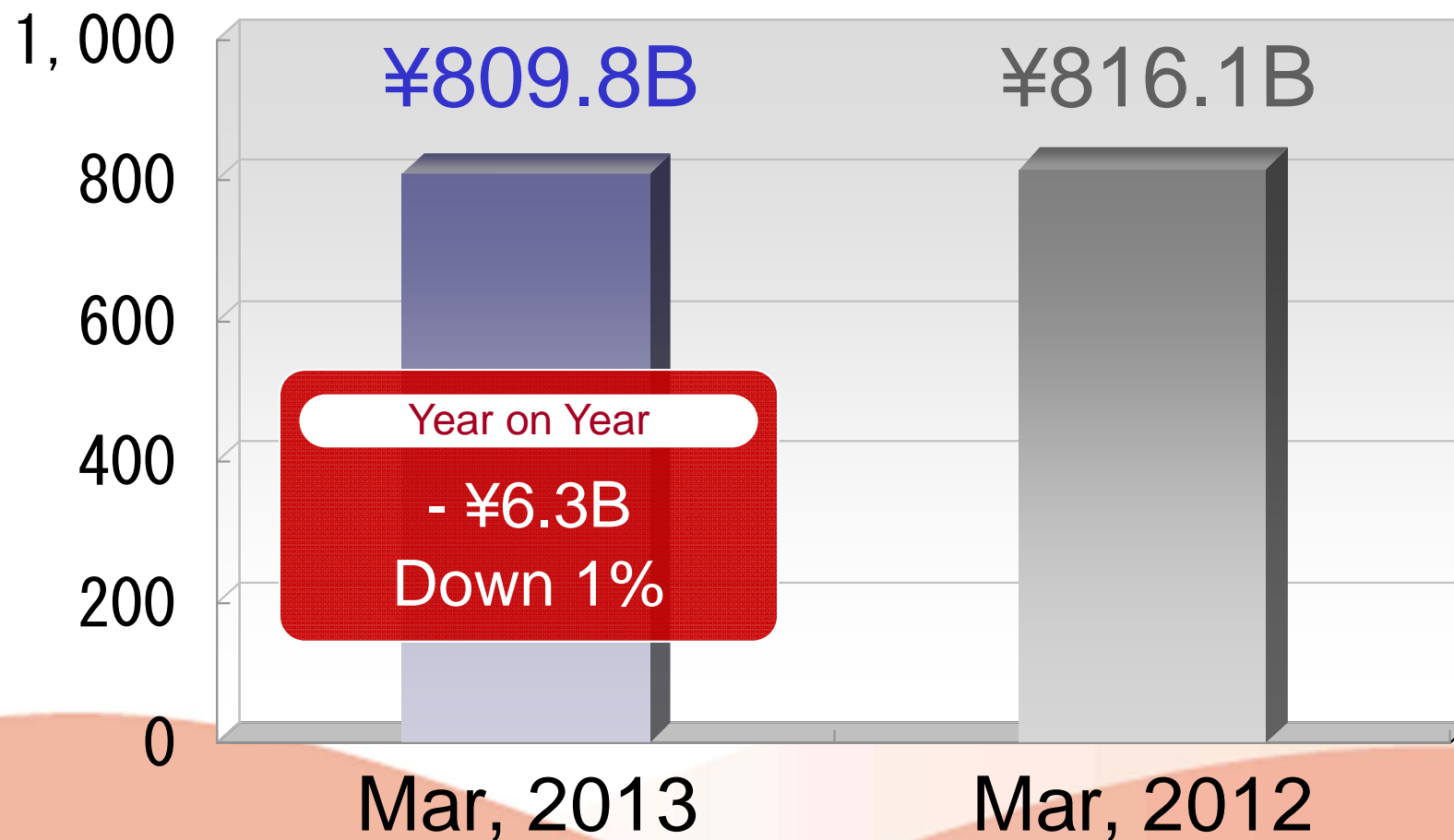
| Year Ended March, 2013 |        |       |        |         |      |
|------------------------|--------|-------|--------|---------|------|
|                        | Result | Plan  | FY2012 |         |      |
| Net Sales              | 809.8  | 840.0 | 816.1  | Y on Y  | 99%  |
|                        |        |       |        | vs.Plan | 96%  |
| Operating Income       | 12.0   | 16.5  | 16.4   | Y on Y  | 73%  |
|                        |        |       |        | vs.Plan | 73%  |
| Ordinary Income        | 13.3   | 14.5  | 14.9   | Y on Y  | 89%  |
|                        |        |       |        | vs.Plan | 91%  |
| Net Income             | 5.4    | 10.0  | 3.4    | Y on Y  | 161% |
|                        |        |       |        | vs.Plan | 54%  |

Plan: Initial plan announced in May, 2012

# 1-2. Net Sales for March, 2013

## Net Sales

(Billion Yen)

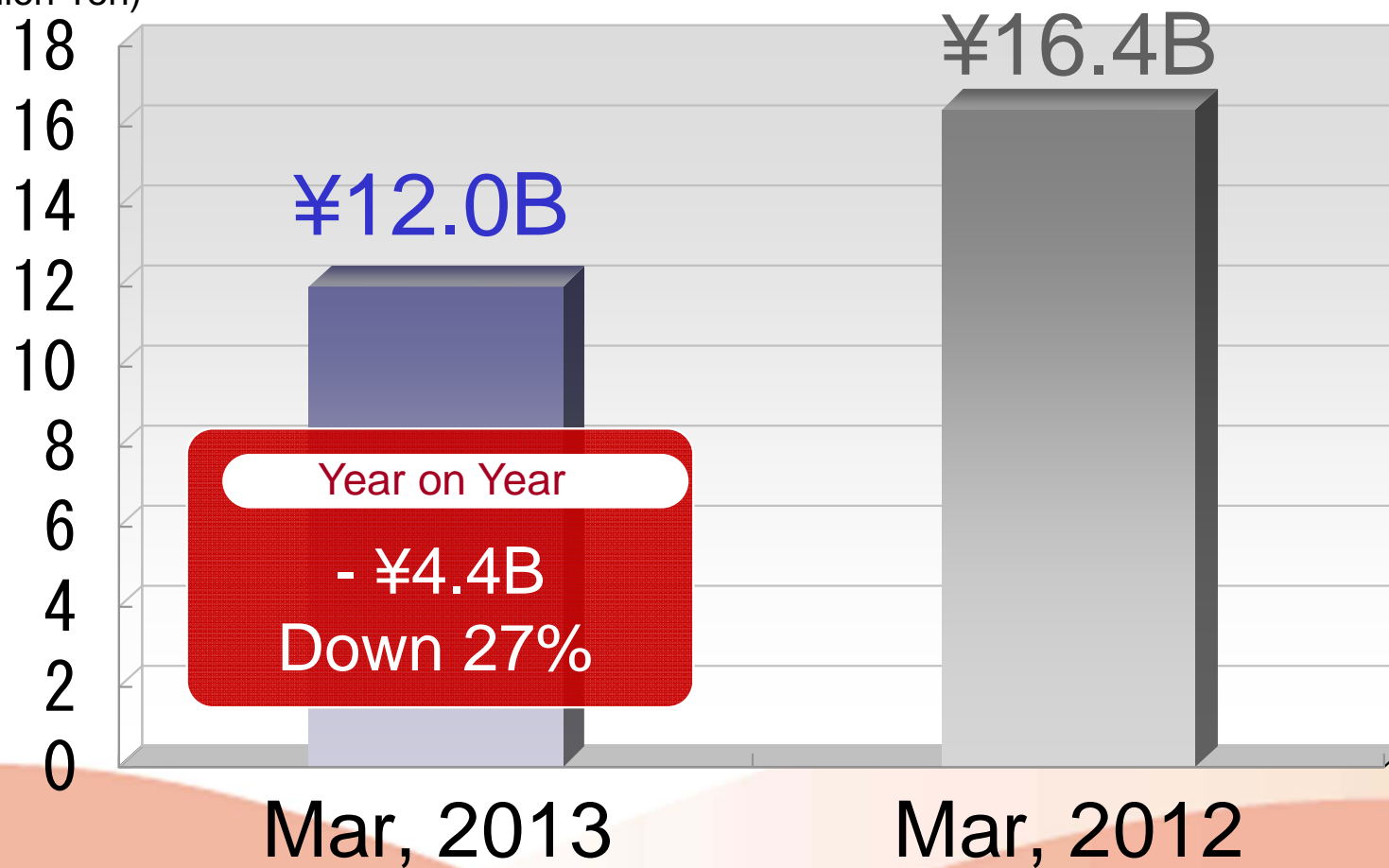


# 1-3. Operating Income for March, 2013



## Operating Income

(Billion Yen)



# 1-4. Ordinary Income for March, 2013

## Ordinary Income

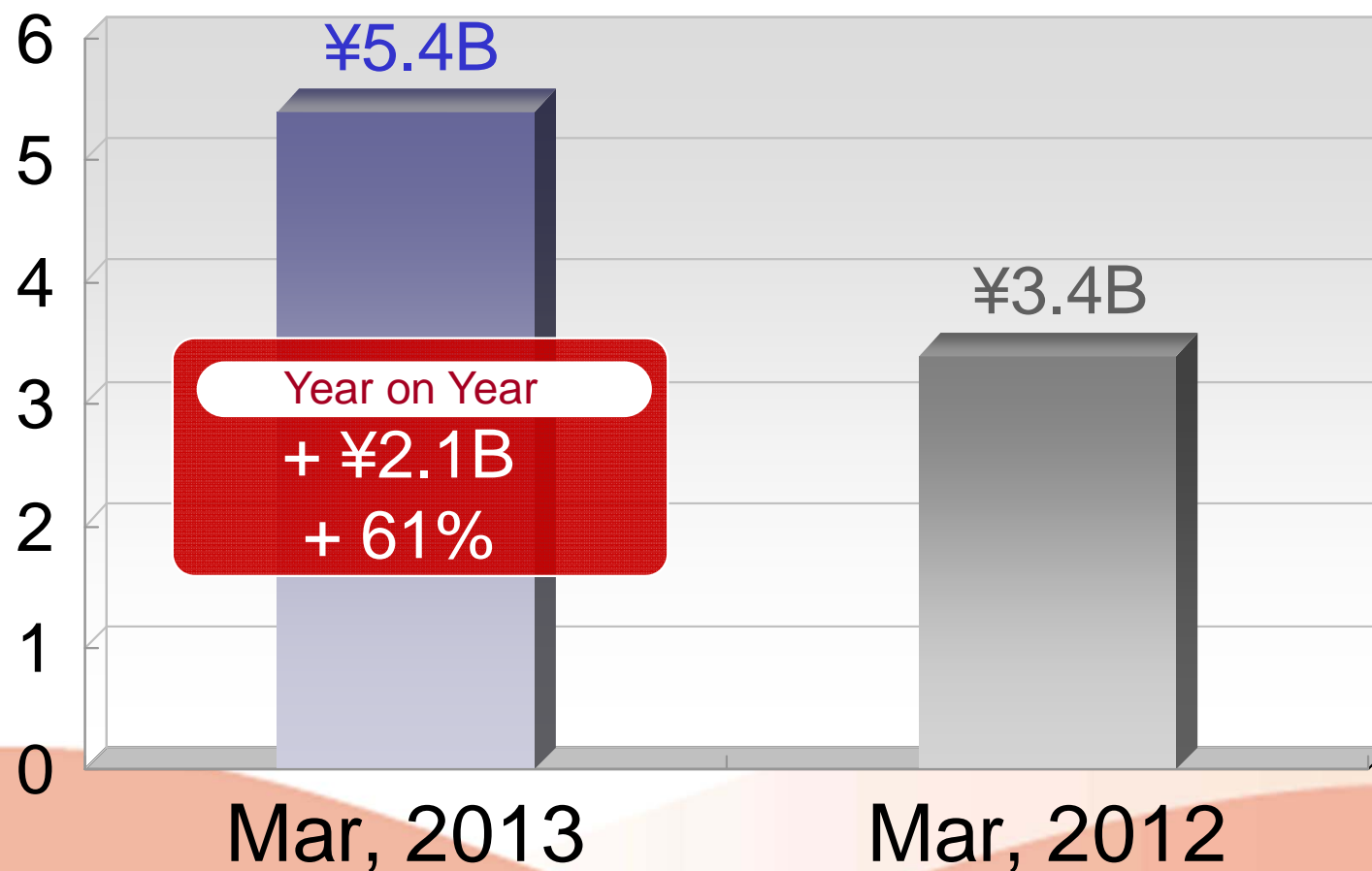
(Billion Yen)



# 1-5. Net Income for March, 2013

## Net Income

(Billion Yen)



## 2. Business Environment

### Business in Satisfactory Shape

North America

Strategic Seafood Sales

Frozen Food

- ⇒ reasonable pollock catch, good surimi sales, crab quota increase
- ⇒ sales expanded in various channel
- ⇒ Successful recovery measure after Earthquake, effective TV ad.

### Business in Dissatisfactory Shape

Fishery & Aquaculture

Seafood Wholesaling

Processed Food

(other than frozen)

Meat & Products

- ⇒ cut back in fish landing, farmed amberjack price down
- ⇒ Plummet in Chilean salmon market, sluggish sales of tuna and other fresh fish
- ⇒ Promotion expense increased, slump in sales of pet food etc.
- ⇒ Sales down due to increase of importing cost



# 3-1. Business Topics in FY2012

## Taiyo Micronesia

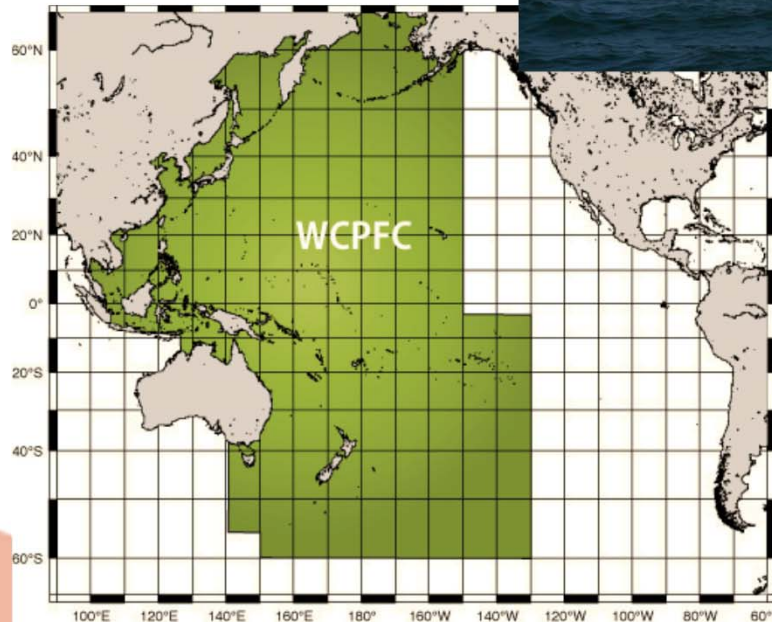
(Taiyo A & F)

Reducing fishery fee expense  
Securing fish resources



Operating satisfactory

New vessel to be launched



## 3-2. Business Topics in FY2012

### Yayoi Foods Co., Ltd.

Acquired by Maruha Nichiro Foods



**Contribution to consolidated result (Jul-Mar)**

(before eliminating intracompany transaction)

**Net Sales ¥20 billion**

**Operating Income ¥0.4 billion**



**Frozen Food of Maruha Nichiro Group**



**On the track to be the top supplier  
of both retail and institutional items**



## 3-3. Business Topics in FY 2012

### AK & MN Biofarm

(Maruha Nichiro Foods)

**Highly Purified EPA**



enables Maruha Nichiro to  
involve pharmaceutical market



## 3-4. Business Topics in FY2012



### JPK Cold Storage Co., Ltd.

(Kingfisher Holdings)

**Investment by Kingfisher and local partner  
Launching commercial cold storage with 54,000 ton  
(Japanese measurement)  
April, 2013 starting construction  
April, 2014 starting business**

- Storing own (SEAPAC's) raw material
- Meeting increasing demand led by Thailand's active import
- Meeting increasing demand led by ASEAN free trade from 2015
- Enabling local group plants collective shipment
- Advantage to local merchandize in Thailand for group companies around the globe.

## 3-5. Business Topics in FY 2012

# Construction of New Cold Storage

(Maruha Nichiro Logistics)

**New Cold Storage in Kawasaki  
with 30,000 ton capacity  
Opening April, 2014**

Total storage capacity of  
Maruha Nichiro will come up  
to 610,000 ton



### Acquisition & Cancellation of Treasury Stocks

**Consistent Operating Income**

Return to Shareholders  
|||  
Issue from now on

**¥2 billion  
15,489,000  
stocks**

|||  
**3.04% of TTL  
common stocks**

### Concentration in Core Competence

#### Spinning out NichiroSunpack

Decision is made as the beverage maker should join to another company group for future growth.

Procedure of concentration in core competence.

#### Acquisition of Seafood Connection HD

Dutch seafood sales company

Sales mainly in Europe with about ¥9B annually

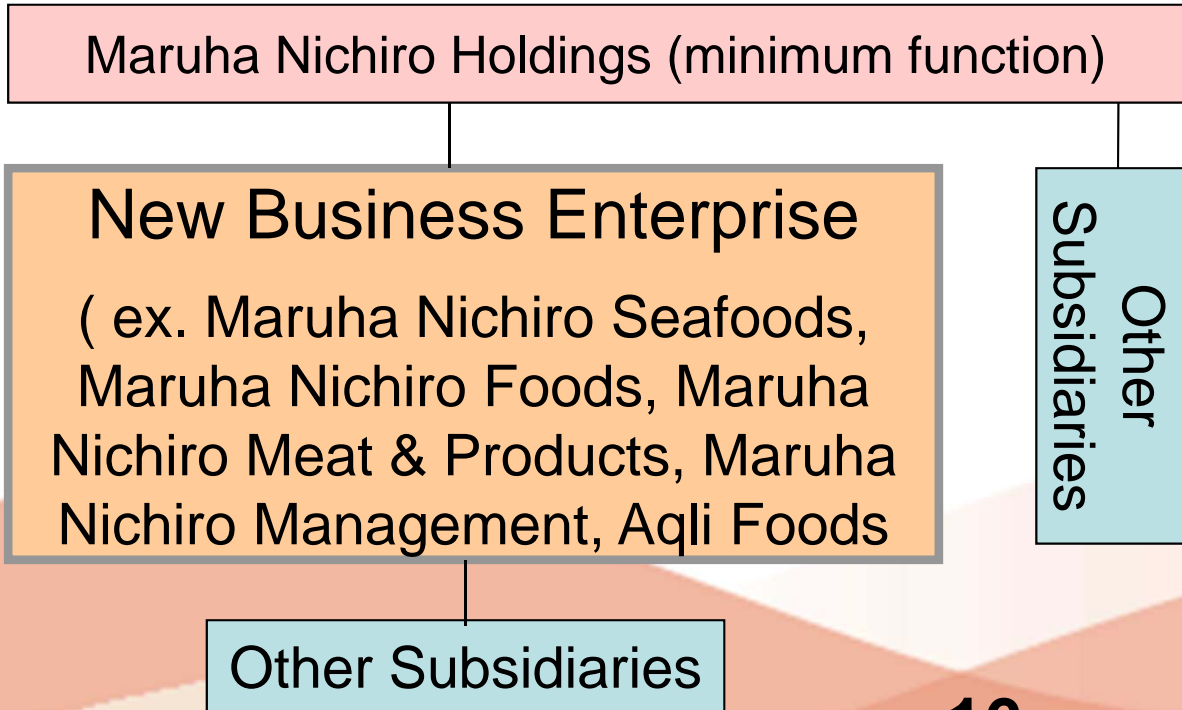
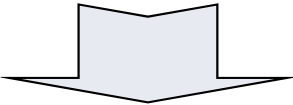
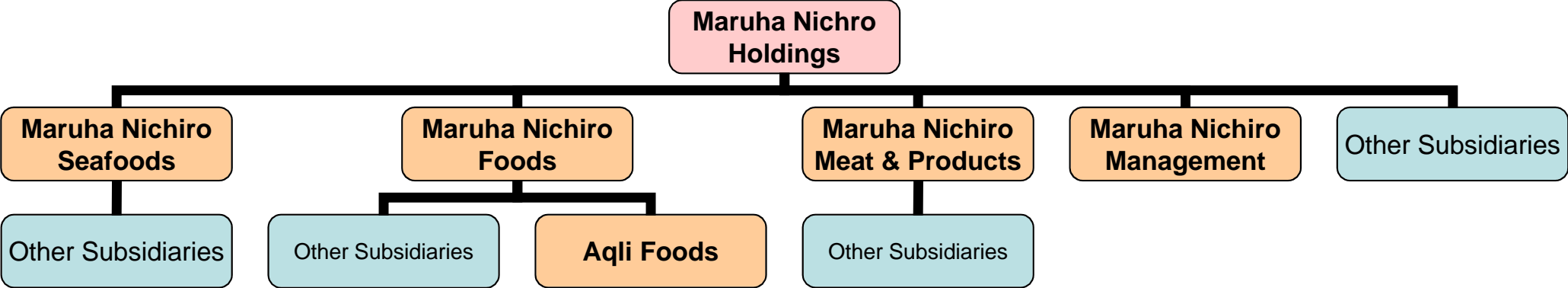
On the track to achieve  
FY2013 goal of ¥100B  
consolidated overseas sales

## 4-2. Forecast for the year ending March, 2014

|                         | <b>Mar/14 Projection<br/>(Billion Yen)</b> |
|-------------------------|--|
| <b>Net Sales</b>        | <b>845.0</b>                               |
| <b>Operating Income</b> | <b>18.0</b>                                |
| <b>Ordinary Income</b>  | <b>16.0</b>                                |
| <b>Net Income</b>       | <b>7.0</b>                                 |



# 5. Next Mid-Term BIZ Plan (FY2014-2016)



➤ **Starting with new biz Enterprise's initiative**  
**Concentration of Capital & Profit**

↓

➤ **Vision of growth**  
 ➤ **Challenge to Important Management Issues, such as M&A**

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