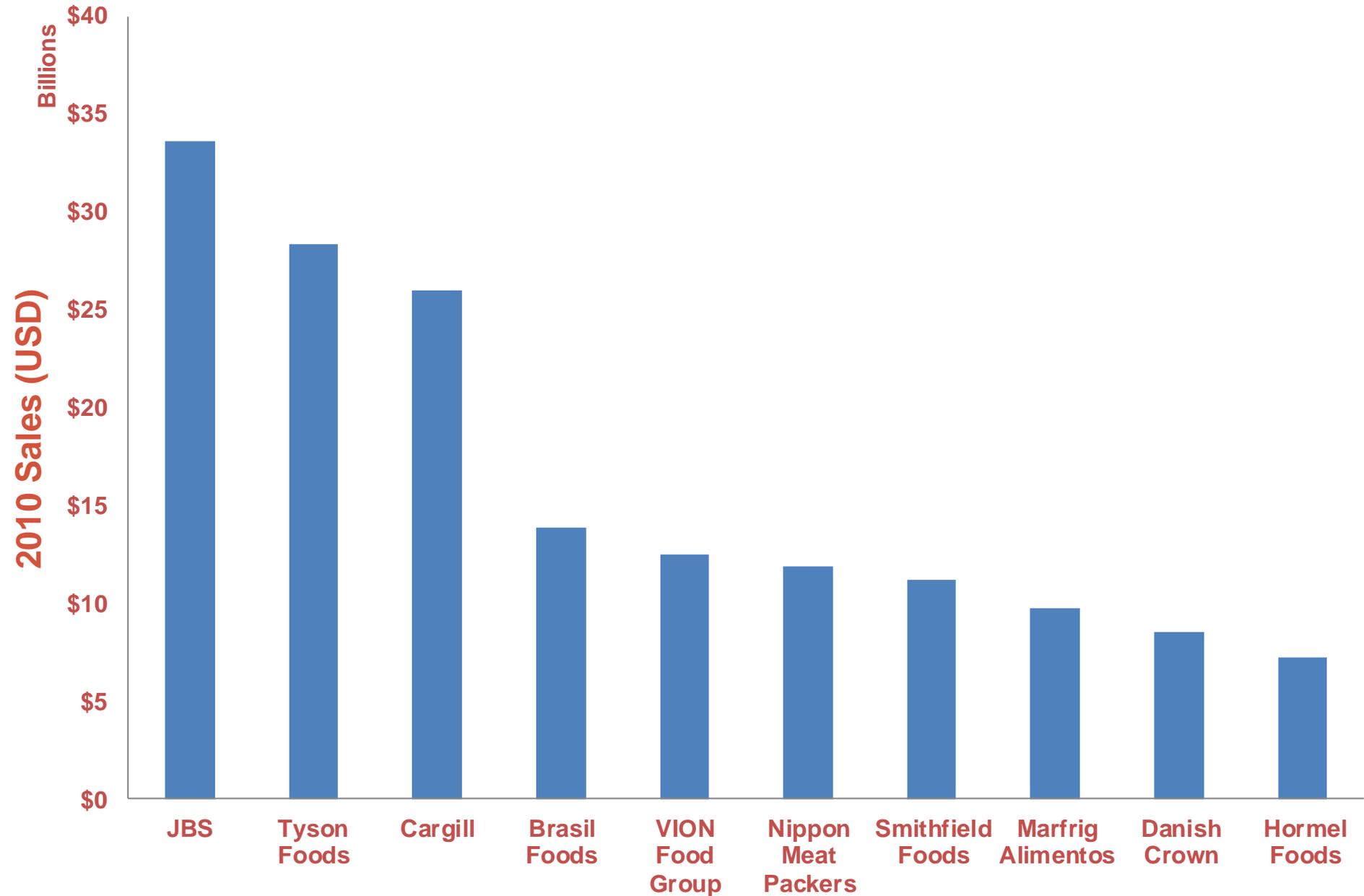




# **2011 IUF Global Meat Conference**

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# Ten Largest Meat Companies in the World



Conversion rates from close 3/30/2011



# Top 10 Meat Companies

1. JBS
2. Tyson Foods
3. Cargill
4. Brasil Foods
5. VION
6. Nippon Meat Packers
7. Smithfield Foods
8. Marfrig Alimentos
9. Danish Crown
10. Hormel Foods



# Nippon Meat Packers– Company Facts

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- **Nippon Meat Packers produces beef, pork, and chicken as well as further processed products such as sausages**
- **Nippon Meat Packers is the largest Japanese meat processor by sales (double its closest competitor, Itoham Foods)**



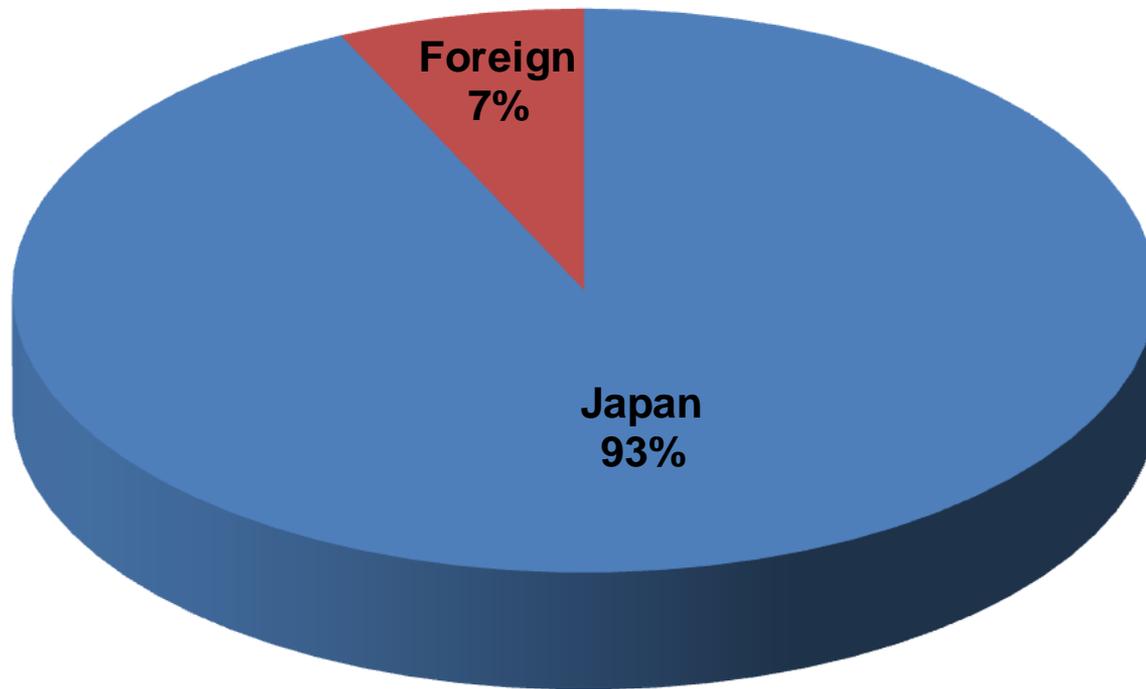
# Nippon Meat Packers– Other Operations

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- **Nippon also processes:**
  - **Marine products**
  - **Yogurt**
  - **Cheese**
  - **Other dairy**

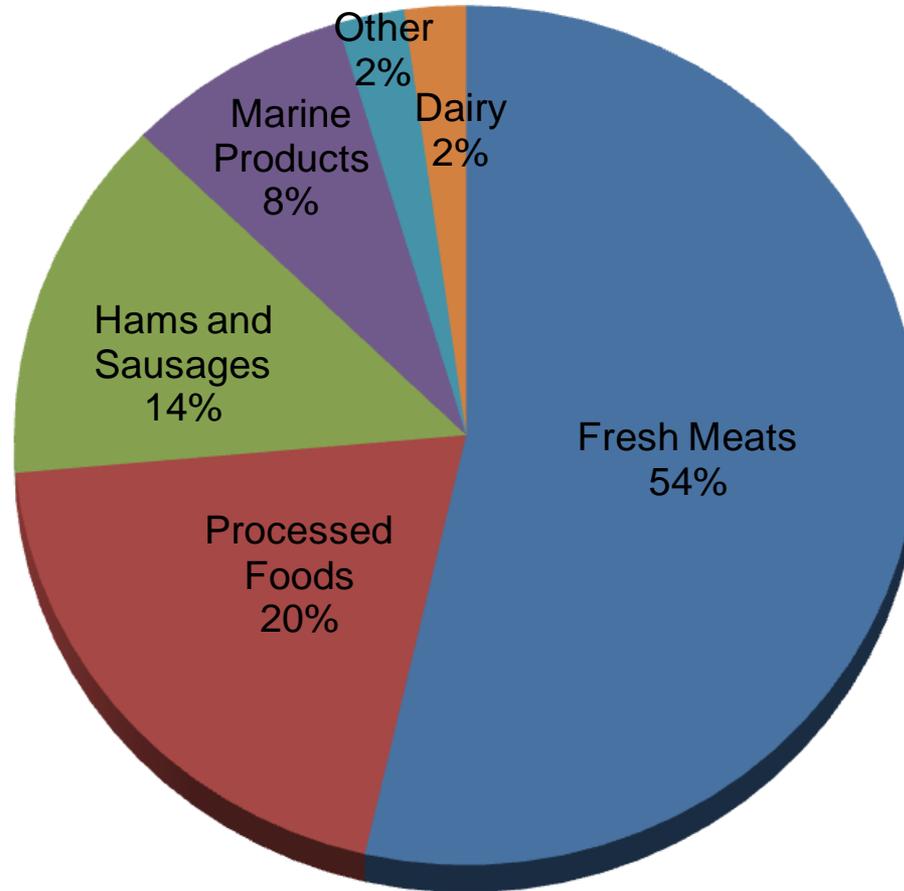


# Nippon Meat Packers– Revenue by Geographic Region



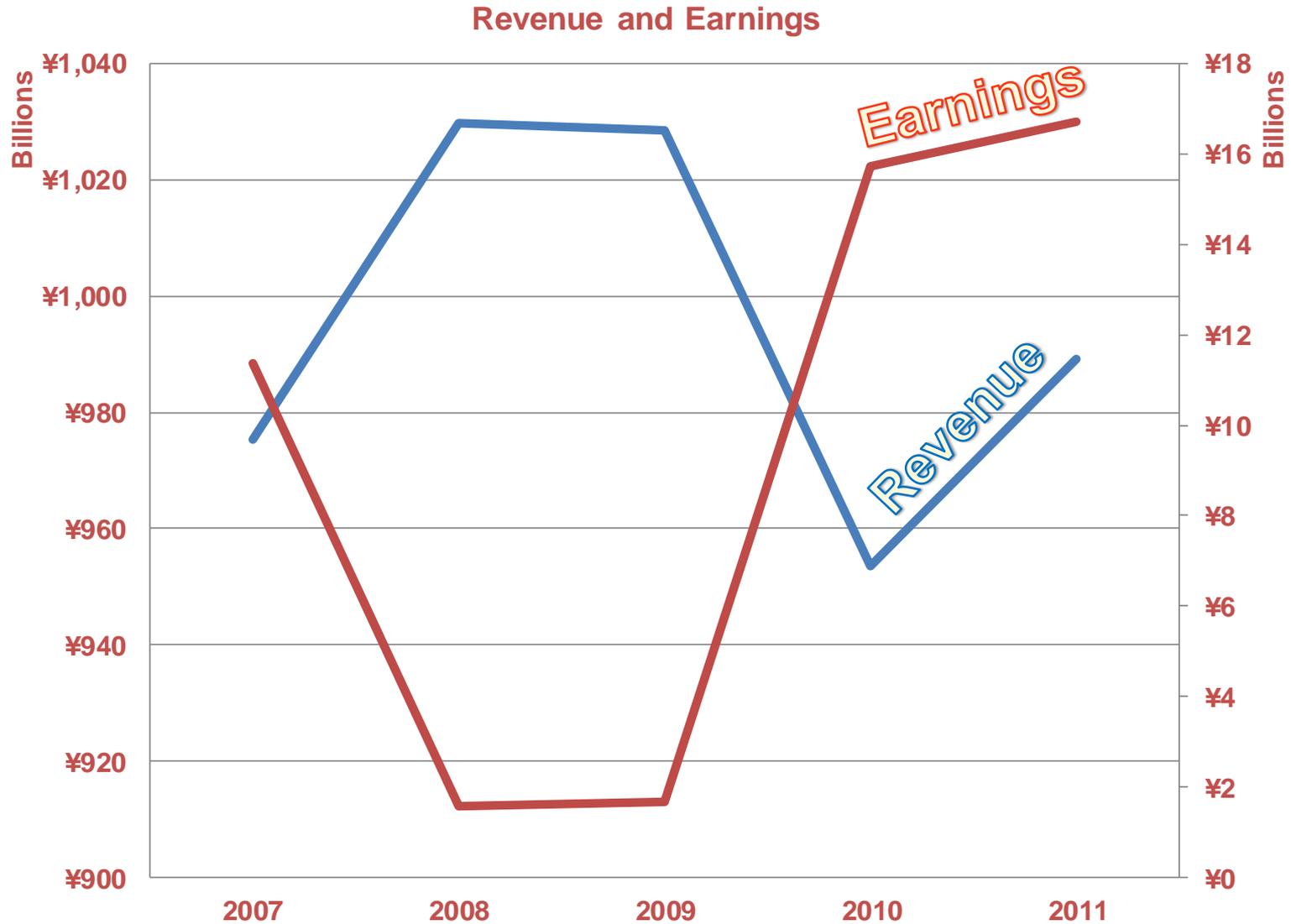


# Nippon Meat Packers— Revenue by Segment





# Nippon Meat Packers— Growth





# Nippon Meat Packers– Geographic Presence

- **Nippon Meat has 65 production facilities throughout Japan and 19 overseas**
- **Nippon Meat also has a production presence in the United States and Australia**
  - **Texas Farms, LLC (US) ships 700,000 hogs annually**
  - **Oakley Holdings Pty. Ltd. (AUS) ships 140,000 beef cattle annually**



# Nippon Meat Packers– Discussion Points

- **Recent Financial Results**
  - **Q1 Fiscal 2012**
    - **¥251.3 billion in sales (up 5.3%YOY)**
    - **¥ 6.65 billion in operating income (down 3.4%)**
- **Recent Developments**
- **Questions/Discussion**