## Investors' Guide

Consolidated Results for the
Fiscal Year Ended March 31, 2007
(FY 2007)
May 11, 2007


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## Business Environments in FY2007

- External Environment
- Japan: Shift to society with shrinking population

E Total instant noodle production volume decreased 0.6\% from previous year (Apr. 2006 - Feb. 2007)

- Record-setting mild winter $\rightarrow$ Negative impact on sales
- Rising raw material and fuel costs
- Shift from fixed to variable selling price for imported wheat in 2007
- World standard (CODEX) established for instant noodles


## Internal Environment

■ MYOJO FOODS Co., Ltd. acquired as wholly owned subsidiary - Included in consolidated accounts for half period (10/2006-3/2007)

- Substantial reduction in retirement benefit expenses


## Main Business Activities during FY2007

## Japan

- Successful anniversary campaigns for Cup Noodle, Nissin-no-Donbei and Nissin Yakisoba U.F.O.
- Dramatic growth in sales of Nissin Men Shokunin (up 127\%)
- Limited-edition sales of Chicken Ramen \& Tachikichi White Domburi Set with Lid
- Launch of environment-friendly Cup Noodle Refill with reusable cup


## Overseas

- North American market: Increase in sales volume; new category product established and expanded
E Equity method applied to THAI PRESIDENT FOODS PUBLIC COMPANY LIMITED


## Overview of Results for FY2007 (Consolidated)

( $¥$ Billion)

|  | FY2006 | FY2007 | Change |  |
| :---: | ---: | ---: | ---: | ---: |
|  |  |  | Amount | Ratio (\%) |
| Net Sales | 321.7 | 358.2 | 36.5 | 11.4 |
| Operating Income | 32.0 | 33.7 | 1.7 | 5.5 |
| Ordinary Income | 39.5 | 37.8 | $(1.7)$ | $(4.3)$ |
| Net Income | 15.4 | 19.0 | 3.6 | 23.3 |


| Exchange rate $¥ /$ US\$ | 118.07 | 119.11 |
| ---: | ---: | ---: |
| Exchange rate $¥ / H K \$$ | 15.23 | 15.32 |
| Exchange rate $¥ /$ RMB | 14.63 | 15.24 |

Note: Figures have been rounded to the nearest $¥ 100$ million.

## Pillow-type Instant Noodles (Consolidated)

Pillow-type Instant Noodles

- Growth resulting from inclusion of MYOJO FOODS in consolidation (CHARUMERA,CHUKAZANMAI, etc.)
- Sales of Chicken Ramen and Nissin-no-Ramenyasan down from previous fiscal year
- Brisk overseas sales of existing products

- $¥ 9.0$ billion ( $18.3 \%$ ) increase from previous fiscal year to ¥57.9 billion



## Cup-type Instant Noodles (Consolidated)

## Cup-type Instant Noodles

- Growth resulting from inclusion of MYOJO FOODS in consolidation (IPPEI-CHAN, etc. )
- Decline in sales of mainstay products due to mild winter
- Strong sales of CHOW MEIN and Souper Meal in U.S.
- $¥ 21.4$ billion (10.5\%) increase from previous fiscal year to ¥226.3 billion



## Chilled and Frozen Foods (Consolidated)

- Chilled Foods

Growth resulting from inclusion of MYOJO FOODS in consolidation

- Nissin Yakiudon, Nissin-noDonbei, etc., contributing to revenue growth
Frozen Foods
- Strong performance of Reito Nissin Spa-O and Reito Nissin GooTa
- Decline resulting from sales of N. American subsidiary
——
- Chilled and Frozen Foods Total

E $¥ 0.6$ billion ( $1.4 \%$ ) increase from previous fiscal year to $¥ 41.3$ billion


## Other Business (Consolidated)

Other Business

- Sales growth resulting from inclusion of MYOJO FOODS in consolidation
- Strong performance of Nissin Cisco Co., Ltd. product Ciscorn Big cereal
- Strong performance of Nissin Yoke Co., Ltd. product Pilkul lactobacillus drink

- $¥ 5.5$ billion (20.5\%) increase from previous fiscal year to ¥32.7 billion



## Effect of Accounting for Retirement Benefits (Consolidated)

|   <br>  FY2006 Billion) |  |  |  |
| :--- | :---: | :---: | :---: |
| A: Operating income | 32.0 | 33.7 | $\mathbf{1 . 7}$ |
| B: Effect of accounting <br> for retirement <br> benefits | $\mathbf{( 0 . 3 )}$ | $\mathbf{( 4 . 1 )}$ | $\mathbf{( 3 . 8 )}$ |
| Operating income excluding <br> effect of accounting for <br> retirement benefits (A + B) | 31.7 | $\mathbf{2 9 . 6}$ | $\mathbf{( 2 . 1 )}$ |

Note: Figures have been rounded to the nearest $¥ 100$ million.



## Acquisition of MYOJO FOODS Co., Ltd.

## Overview of Capital Alliance

- Enables meeting diversifying consumer needs
- Establishment of broad-based structure for the global marketplace of the future
- Synergy theme: cooperation and competition

Acquisition History

- Nov. '06: Start of business and capital partnership and take over bid
- Dec. '06: 89.09\% of shares acquired through take over bid, turning MYOJO FOODS into subsidiary
- March '07: Remaining shares acquired through share exchange MYOJO FOODS becomes wholly owned subsidiary

Effect on Financial Results for Year Ended March 2007
MYOJO FOODS included in consolidated accounts for half period (10/2006-3/2007)


## Segment Information by Geographical Area

| (¥ Billion) |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | FY2007 |  |  |  |  |  |
|  | Japan | N. America | Other Areas | Total | Eliminations | Consolidated |
| Net Sales <br> (1) Sales to Outside Customers <br> (2) Intersegment Sales | 303.7 1.3 | 30.5 | $\begin{array}{r} 24.0 \\ 0.7 \end{array}$ | $\begin{array}{r} 358.2 \\ 2.0 \end{array}$ | (2.0) | 358.2 |
| Total | 305.0 | 30.5 | 24.7 | 360.2 | (2.0) | 358.2 |
| Operating Expenses | 270.8 | 32.8 | 22.4 | 326.0 | (1.5) | 324.5 |
| Operating Income (Loss) | 34.2 | (2.3) | 2.3 | 34.2 | (0.5) | 33.7 |



Note: Figures have been rounded to the nearest $¥ 100$ million.

## North America Segment

Steady growth in total servings of instant noodles sold

- Total year-on-year growth in demand in $2006+2 \%$ (Nissin estimate)
Nissin sales volume growth Jan. - Dec. 2006
(compared with previous year) U.S. $+13 \%$ Mexico $+0 \%$
U.S.

E Sales volumes higher, but profitability eroded by sharply higher raw material costs

- Steady sales growth of products in new categories:

CHOW MEIN launched in Feb. 2004
Souper Meal launched in Sept. 2004
Noodle Soup launched in Nov. 2006
Mexico

- Improved earnings and income at Nissin Foods de Mexico S. A. de C. V.
- Start of local production
$\rightarrow$ reduced distribution expenses and other costs
- Maintained retail prices and improved earnings and income



## Business in China

Review of Fiscal 2006

- Strong sales of pillow- and cup-type products in Hong Kong
— Number of servings sold up 1\% year-on-year
- Sales up 4\% year-on-year
- Nissin Hualong Foods Co., Ltd. renamed as Jinmailang Foods Co., Ltd.

E Number of servings sold steady at 7.2 billion in 2006

- Policy for Fiscal 2007
- Management strategies for Shanghai Nissin Foods and Guangdong Shunde Nissin Foods

E Development of high-quality products to target high-income earners

- Emphasis on urban market, especially Shanghai area


Profile of THAI PRESIDENT FOODS PUBLIC COMPANY LIMITED

| Name | THAI PRESIDENT FOODS PUBLIC COMPANY LIMITED |
| :---: | :---: |
| Establishment date | 1972 |
| Main business | INSTANT NOODLES AND BISCUITS |
| Head office | SRINAKARIN RD, HUAMARK, BANGKAPI, BANGKOK, THAILAND |
| Representative | Chairman: Boonsithi Chokw atana (Chairman, Saha Group) President: Pipat Paniangvait |
| Shareholders' equity | BT 5,343 million (approx. $¥ 18.7$ billion) |
| Market value | BT 9,000 million (approx. $¥ 31.5$ billion) |
| Performance <br> (fiscal 2006) | Sales: BT 5,907 million (approx. $¥ 20.7$ billion) <br> Net income: BT 795 million (approx. $¥ 2.8$ billion) <br> Instant noodle servings sold: 1.2 billion (No. 1 share in Thai market) |
| Instant noodle factories | 3 factories in Thailand with 21 production lines |

## Eating is Fun with Eco Style

## Beyond flavor. $\rightarrow$ Etich for the environment




## Project for the Fiscal Year Ending March 2008 (Consolidated)



Note: Figures have been rounded to the nearest $¥ 100$ million.

## Implementation of Strategic Measures against

Large-Scale Purchase of Nissin Foods Shares
From: Press Release, April 23, 2007

- Purpose

1 To ensure an appropriate response when there is a risk that our corporate value and the common interests of our shareholders could be seriously affected by a take over bid or other large-scale purchase of our shares

- Summary
(1) The protective measures will be implemented in response to purchasing activities such as that result in the acquisition of $20 \%$ or more of Nissin shares, by a party subject to the rules for large-scale purchase.
(2) The large-scale purchaser will be asked to provide a "Statement of Intent" and a "Required Information List."
(3) The protective measures will be initiated if the purchaser fails to comply with the large-scale purchase rules, including the requirements stated above.
- Establishment of independent committee to make fair and impartial judgments
- Confirmation of shareholders' wishes at general meeting of shareholders on June 28, 2007


Please be aware that plans, projections of results, strategies, etc., of the Company published in these materials are based on the judgment of the Company's management using information available at the time of their release. Actual results may differ from these forecasts depending on a number of factors including but not limited to intensifying price competition in the market, changes in economic trends in the Company's operating environment, fluctuations in exchange rates and drastic changes in capital markets.


## Supplementary Data

Consolidated and Nonconsolidated Results for the Fiscal Year Ended March 31, 2007

## May 11, 2007

<Consolidated Statements of Income> (Billions of yen)

|  | FY 2006 | FY 2007 | Increese(Decreese) |  |
| :---: | :---: | :---: | :---: | :---: |
|  |  |  | Amount | Ratio(\%) |
| I . Net Sales | 321.7 | 358.2 | 36.5 | 11.4 |
| 1. Instant noodle and associated business | 294.5 | 325.5 | 31.0 | 10.5 |
| Pillow-type instant noodles | 48.9 | 57.9 | 9.0 | 18.3 |
| Cup-type instant noodle | 204.9 | 226.3 | 21.4 | 10.5 |
| Chilled and frozen foods | 40.7 | 41.3 | 0.6 | 1.4 |
| 2. Other Business | 27.2 | 32.7 | 5.5 | 20.5 |
| II. Cost of sales | 158.2 | 175.3 | 17.1 | 10.8 |
| Gross profit | 163.5 | 182.9 | 19.4 | 11.9 |
| III. Selling, general and administrative expenses | 131.5 | 149.2 | 17.7 | 13.5 |
| Promotional expenses | 74.8 | 87.2 | 12.4 | 16.6 |
| Advertising expenses | 12.3 | 12.4 | 0.1 | 0.8 |
| Distribution expenses | 17.4 | 20.3 | 2.9 | 16.6 |
| General Expenses | 27.0 | 29.3 | 2.3 | 8.5 |
| Operating income | 32.0 | 33.7 | 1.7 | 5.5 |
| IV. Non-operating income | 7.8 | 4.6 | (3.2) | (41.4) |
| Interest income | 1.7 | 1.5 | (0.2) |  |
| Dividend income | 1.3 | 1.6 | 0.3 |  |
| Gain on sales of marketable securities | 3.1 | 0.1 | (3.0) |  |
| Equity in earnings of affiliates | 0.5 | 0.5 | (0.0) |  |
| Foreign currency exchange gains | 0.6 | - | (0.6) |  |
| Other non-operating income | 0.6 | 0.9 | 0.3 |  |
| V. Non-operating expenses | 0.3 | 0.5 | 0.2 | 59.7 |
| Ordinary income | 39.5 | 37.8 | (1.7) | (4.3) |
| VI. Extraordinary gains | 0.3 | 0.8 | 0.5 | 128.4 |
| VII. Extraordinary losses | 10.0 | 5.0 | (5.0) | (49.8) |
| Loss on impairment of fixed assets | 5.6 | 1.1 | (4.5) |  |
| Loss on valuation of investments | 2.6 | 1.4 | (1.2) |  |
| Other extraordinary losses | 1.8 | 2.5 | 0.7 |  |
| Income before income taxes and minority interests | 29.8 | 33.6 | 3.8 | 12.6 |
| Income taxes and minority interests | 14.4 | 14.6 | 0.2 | 1.3 |
| Net income | 15.4 | 19.0 | 3.6 | 23.3 |

<Nonconsolidated Statements of Income>
(Billions of yen)

|  | FY 2006 | FY 2007 | Increese(Decreese) |  |
| :---: | :---: | :---: | :---: | :---: |
|  |  |  | Amount | Ratio(\%) |
| I . Net Sales | 244.1 | 236.9 | (7.2) | (2.9) |
| 1. Instant noodle and associated business | 242.9 | 235.7 | (7.2) | (2.9) |
| Pillow-type instant noodles | 31.1 | 29.4 | (1.7) | (5.4) |
| Cup-type instant noodle | 184.3 | 177.7 | (6.6) | (3.5) |
| Chilled and frozen foods | 27.5 | 28.6 | 1.1 | 4.0 |
| 2. Other Business | 1.2 | 1.2 | (0.0) | (1.5) |
| II. Cost of sales | 109.1 | 102.9 | (6.2) | (5.7) |
| Gross profit | 135.0 | 134.0 | (1.0) | (0.7) |
| III. Selling, general and administrative expenses | 107.8 | 102.6 | (5.2) | (4.8) |
| Promotional expenses | 65.9 | 66.0 | 0.1 | 0.1 |
| Advertising expenses | 11.8 | 11.4 | (0.4) | (3.7) |
| Distribution expenses | 11.0 | 10.8 | (0.2) | (1.5) |
| General Expenses | 19.1 | 14.4 | (4.7) | (24.2) |
| Operating income | 27.2 | 31.4 | 4.2 | 15.6 |
| IV. Non-operating income | 6.6 | 3.5 | (3.1) | (46.1) |
| Interest income | 1.4 | 0.9 | (0.5) |  |
| Dividend income | 1.7 | 2.0 | 0.3 |  |
| Gain on sales of marketable securities | 3.0 | 0.1 | (2.9) |  |
| Foreign currency exchange gain | 0.2 | - | (0.2) |  |
| Other non-operating income | 0.3 | 0.5 | 0.2 |  |
| V. Non-operating expenses | 0.2 | 0.2 | 0.0 | 14.8 |
| Ordinary income | 33.6 | 34.7 | 1.1 | 3.4 |
| VI. Extraordinary gains | 0.5 | 0.2 | (0.3) | (58.0) |
| VII. Extraordinary losses | 3.1 | 2.0 | (1.1) | (34.5) |
| Loss on impairment of fixed assets | 0.5 | 1.0 | 0.5 |  |
| Loss on valuation of shares in affiliates | 1.7 | 0.1 | (1.6) |  |
| Other extraordinary losses | 0.9 | 0.9 | 0.0 |  |
| Income before income taxes | 31.0 | 32.9 | 1.9 | 6.2 |
| Income taxes | 15.0 | 14.6 | (0.4) | (2.6) |
| Net income | 16.0 | 18.3 | 2.3 | 14.5 |

Note: All amounts are rounded down to the nearest 100 million yen.
Increase(decrease)amounts are calculated on thousand yen basis and ratios are rounded to the nearest tenth

【Analysis of changes in operating income】 Fiscal Year Ended March 31, 2007
<Consolidated basis> (Billions of yen)

<Nonconsolidated basis>
(Billions of yen)

|  | FY 2006 |  | FY 2007 |  | Increase(Decrease) |  | Change in sales | Variable cost of sales | Fixed cost of sales |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Amount | Ratio(\%) | Amount | Ratio(\%) | Amount | Ratio(\%) |  |  |  |
| Net sales | 244.1 | 100.0 | 236.9 | 100.0 | (7.2) | - | (7.2) | - | - |
| Cost of sales (excluding retirement benefit expenses) <br> Retirement benefit expenses | 109.1 0.0 | 44.7 0.0 | $\begin{gathered} 104.3 \\ (1.4) \end{gathered}$ | $\begin{gathered} 44.0 \\ (0.6) \end{gathered}$ | $\begin{aligned} & (4.8) \\ & (1.4) \end{aligned}$ | $(0.7)$ - | (3.2) | (1.6) - | (1.4) |
| Cost of sales | 109.1 | 44.7 | 102.9 | 43.4 | (6.2) | (1.3) | (3.2) | (1.6) | (1.4) |
| Gross profit | 135.0 | 55.3 | 134.0 | 56.6 | (1.0) | 1.3 | (4.0) | 1.6 | 1.4 |
| Promotional expenses | 65.9 | 27.0 | 66.0 | 27.8 | 0.1 | 0.8 | (1.9) | 2.0 |  |
| Advertising expenses | 11.8 | 4.8 | 11.4 | 4.8 | (0.4) | 0.0 | - | - | (0.4) |
| Distributional expenses | 11.0 | 4.5 | 10.8 | 4.6 | (0.2) | 0.1 | (0.4) | 0.2 | - |
| Retirement benefit expenses | 0.1 | 0.0 | (2.6) | (1.1) | (2.7) | (1.1) | - | - | (2.7) |
| General expenses | 19.0 | 7.9 | 17.0 | 7.2 | (2.0) | (0.7) | - | - | (2.0) |
| Selling, general and administrative expenses | 107.8 | 44.2 | 102.6 | 43.3 | (5.2) | (0.9) | (2.3) | 2.2 | (5.1) |
| Operating income | 27.2 | 11.1 | 31.4 | 13.3 | 4.2 | 2.2 | (1.7) | (0.6) | 6.5 |

Note: All amounts are rounded to the nearest 100 million yen.
Increase(Decrease) amounts are calculated on yen basis and ratios are rounded to the nearest tenth.

Consolidated Financial Data (1)

Net Sales and Gross Profit Ratio


| (Millions of Yen, \%) |  |  |  |  |  |  |  |
| :---: | ---: | ---: | ---: | ---: | ---: | ---: | :---: |
|  | $2003 / 3$ | $2004 / 3$ | $2005 / 3$ | $2006 / 3$ | $2007 / 3$ | 2008/3 <br> (Project) |  |
| Net Sales | 315,279 | 320,032 | 316,972 | 321,700 | 358,238 | 407,000 |  |
| Gross Profit Ratic | 49.2 | 49.4 | 50.5 | 50.8 | 51.1 | - |  |

## Operating Income, Ordinary Income and Net Income



| (Millions of Yen) |  |  |  |  |  |  |  |
| :---: | ---: | ---: | ---: | ---: | ---: | ---: | :---: |
|  | $2003 / 3$ | $2004 / 3$ | $2005 / 3$ | $2006 / 3$ | $2007 / 3$ | $2008 / 3$ <br> (Project) |  |
| Operating Income | 26,400 | 23,203 | 28,962 | 31,979 | 33,734 | 31,000 |  |
| Ordinary Income | 28,676 | 25,620 | 33,183 | 39,526 | 37,843 | 35,000 |  |
| Net Income | 14,422 | 14,050 | 16,611 | 15,388 | 18,968 | 21,500 |  |

Net Sales by Category


|  | $2003 / 3$ | $2004 / 3$ | $2005 / 3$ | $2006 / 3$ | $2007 / 3$ | (Millions of Yen) <br> (Project) |
| :---: | ---: | ---: | ---: | ---: | ---: | ---: |
| Pillow-type <br> instant noodles | 43,262 | 45,511 | 44,023 | 48,918 | 57,871 | 74,000 |
| Cup-type <br> instant noodles | 202,612 | 203,337 | 203,688 | 204,864 | 226,315 | 250,500 |
| Chilled and <br> frozen foods | 39,081 | 39,701 | 39,858 | 40,727 | 41,281 | 42,500 |
| Other business | 30,322 | 31,482 | 29,401 | 27,189 | 32,770 | 40,000 |
| Total | 315,279 | 320,032 | 316,972 | 321,700 | 358,238 | 407,000 |

Non-Operating Income and Expenses, Net


| (Millions of Yen) |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | $2003 / 3$ | $2004 / 3$ | $2005 / 3$ | $2006 / 3$ | $2007 / 3$ | $2008 / 3$ <br> (Project) |
| Non-Operating Income <br> and Expenses, Net | 2,276 | 2,417 | 4,220 | 7,546 | 4,108 | 4,000 |

Operating Income，Ordinary Income and Net Income Ratios to Net Sales


| （Millions of Yen，\％） |  |  |  |  |  |  |
| :---: | ---: | ---: | ---: | ---: | ---: | ---: |
|  | $2003 / 3$ | $2004 / 3$ | $2005 / 3$ | $2006 / 3$ | $2007 / 3$ | 2008／3 <br> （Project） |
| Net Sales | 315,279 | 320,032 | 316,972 | 321,700 | 358,238 | 407,000 |
| Operating Income <br> Ratio | 8.4 | 7.3 | 9.1 | 9.9 | 9.4 | 7.6 |
| Ordinary Income <br> Ratio | 9.1 | 8.0 | 10.5 | 12.3 | 10.6 | 8.6 |
| Net Income Ratio | 4.6 | 4.4 | 5.2 | 4.8 | 5.3 | 5.3 |

Capital Investment，Depreciation \＆Amortization and R\＆D Expenses


| （Millions of Yen） |  |  |  |  |  |  |
| :---: | ---: | ---: | ---: | ---: | ---: | ---: |
|  | $2003 / 3$ | $2004 / 3$ | $2005 / 3$ | $2006 / 3$ | $2007 / 3$ | 2008／3 <br> （Project） |
| Capital Investment | 6,965 | 6,765 | 3,251 | 3,516 | 6,151 | 7,000 |
| Depreciation \＆ <br> Amortization | 7,459 | 7,078 | 6,674 | 5,976 | 6,187 | 8,000 |
| R\＆D Expenses | 2,757 | 2,761 | 2,697 | 2,726 | 3,163 | - |

Advertising，Distribution and Promotional Expenses Ratios to Net Sales


|  | Millions of Yen，\％） |  |  |  |  |
| :---: | ---: | ---: | ---: | ---: | ---: |
|  | $2003 / 3$ | $2004 / 3$ | $2005 / 3$ | $2006 / 3$ | $2007 / 3$ |
| Net Sales | 315,279 | 320,032 | 316,972 | 321,700 | 358,238 |
| Advertising <br> Expenses Ratio | 4.4 | 4.4 | 4.1 | 3.8 | 3.5 |
| Distribution <br> Expenses Ratio | 5.4 | 5.4 | 5.5 | 5.4 | 5.7 |
| Promotional <br> Expenses Ratio | 22.8 | 22.9 | 23.0 | 23.2 | 24.3 |

Total Liabilities and Net Assets，Net Assets and Equity Ratio


|  | （Millions of Yen，\％） |  |  |  |  |
| :---: | ---: | ---: | ---: | ---: | ---: |
|  | $2003 / 3$ | $2004 / 3$ | $2005 / 3$ | $2006 / 3$ | $2007 / 3$ |
| Total Liabilities <br> and Net Assets | 331,994 | 343,644 | 361,104 | 366,801 | 410,407 |
| Net assets | 233,707 | 244,439 | 258,138 | 263,199 | 288,476 |
| Equity Ratio | 70.4 | 71.1 | 71.5 | 71.8 | 68.7 |

※1 From the Fiscal Year Ended March 31，2007，〈Shareholders＇equity〉 is changed to 〈Net assets〉
and shows the amount including 〈Minority interests〉 of 6,724 million yen．
$※ 2$ 〈Shareholders＇equity ratio〉 is also changed to 〈Equity ratio〉．

Net Sales and Gross Profit Ratio


| (Millions of Yen, \%) |  |  |  |  |  |  |  |
| :---: | ---: | ---: | ---: | ---: | ---: | ---: | :---: |
| Net Sales | $2003 / 3$ | $2004 / 3$ | $2005 / 3$ | $2006 / 3$ | $2007 / 3$ | $\begin{array}{c}\text { 2008/3 } \\ \text { (Project) }\end{array}$ |  |
| Gross Profit Ratio | 50.4 | 50.3 | 264,868 | 247,107 | 244,063 | 236,938 |  |$) 244,000$

Note: Gross Profit Ratio of 2005/3 increased mainly because of the following reasons:

1. Expenses related to retirement benefits had been reduced.
2. Part of some subsidiares' products sold through the parent company
had been switched to be sold directly to customers.

Operating Income, Ordinary Income and Net Income


| (Millions of Yen) |  |  |  |  |  |  |  |
| :---: | ---: | ---: | ---: | ---: | ---: | ---: | :---: |
|  | $2003 / 3$ | $2004 / 3$ | $2005 / 3$ | $2006 / 3$ | $2007 / 3$ | 2008/3 <br> (Project) |  |
| Operating Income | 23,409 | 20,794 | 25,590 | 27,194 | 31,425 | 27,000 |  |
| Ordinary Income | 25,445 | 23,305 | 29,562 | 33,585 | 34,739 | 30,500 |  |
| Net Income | 12,439 | 12,569 | 14,145 | 16,020 | 18,337 | 20,500 |  |

Net Sales by Category

(Millions of Yen)

|  | $2003 / 3$ | $2004 / 3$ | $2005 / 3$ | $2006 / 3$ | $2007 / 3$ | 2008/3 <br> (Project) |
| :---: | ---: | ---: | ---: | ---: | ---: | ---: |
| Pillow-type <br> instant noodles | 28,759 | 31,079 | 29,657 | 31,069 | 29,395 | 31,000 |
| Cup-type instant <br> noodles | 185,022 | 187,667 | 186,644 | 184,281 | 177,746 | 181,000 |
| Chilled and <br> frozen foods | 28,997 | 29,803 | 27,361 | 27,517 | 28,620 | 29,700 |
| Other business | 14,848 | 16,318 | 3,443 | 1,194 | 1,176 | 2,300 |
| Total | 257,628 | 264,868 | 247,107 | 244,063 | 236,938 | 244,000 |

Non-Operating Income and Expenses, Net


| (Millions of Yen) |  |  |  |  |  |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
|  | $2003 / 3$ | $2004 / 3$ | $2005 / 3$ | $2006 / 3$ | $2007 / 3$ | $2008 / 3$ <br> (Project) |
| Non-Operating Income <br> and Expenses, Net | 2,035 | 2,511 | 3,972 | 6,390 | 3,313 | 3,500 |

Operating Income，Ordinary Income and Net Income Ratios to Net Sales


| （Millions of Yen，\％） |  |  |  |  |  |  |
| :---: | ---: | ---: | ---: | ---: | ---: | ---: |
|  | $2003 / 3$ | $2004 / 3$ | $2005 / 3$ | $2006 / 3$ | $2007 / 3$ | 2008／3 <br> （Project） |
| Net Sales | 257,628 | 264,868 | 247,107 | 244,063 | 236,938 | 244,000 |
| Operating Income <br> Ratio | 9.1 | 7.8 | 10.4 | 11.1 | 13.3 | 11.1 |
| Ordinary Income <br> Ratio | 9.9 | 8.8 | 12.0 | 13.8 | 14.7 | 12.5 |
| Net Income Ratio | 4.8 | 4.7 | 5.7 | 6.6 | 7.7 | 8.4 |

Capital Investment，Depreciation \＆Amortization and R\＆D Expenses


| （Millions of Yen） |  |  |  |  |  |  |
| :---: | ---: | ---: | ---: | ---: | ---: | ---: |
|  | $2003 / 3$ | $2004 / 3$ | $2005 / 3$ | $2006 / 3$ | $2007 / 3$ | 2008／3 <br> （Project） |
| Capital Investment | 4,076 | 1,265 | 1,569 | 1,154 | 2,279 | 3,000 |
| Depreciation \＆ <br> Amortization | 4,349 | 3,995 | 3,340 | 2,873 | 2,652 | 3,400 |
| R\＆D Expenses | 2,396 | 2,422 | 2,399 | 2,364 | 2,317 | - |

Advertising，Distribution and Promotional Expenses Ratios to Net Sales


| （Millions of Yen，\％） |  |  |  |  |  |  |
| :---: | ---: | ---: | ---: | ---: | ---: | :---: |
|  | $2003 / 3$ | $2004 / 3$ | $2005 / 3$ | $2006 / 3$ | $2007 / 3$ |  |
| Net Sales | 257,628 | 264,868 | 247,107 | 244,063 | 236,938 |  |
| Advertising <br> Expenses Ratio | 5.2 | 5.1 | 5.0 | 4.8 | 4.8 |  |
| Distribution <br> Expenses Ratio | 4.4 | 4.3 | 4.7 | 4.5 | 4.6 |  |
| Promotional <br> Expenses Ratio | 25.0 | 24.8 | 26.4 | 27.0 | 27.8 |  |

Total Liabilities and Net Assets，Net Assets and Equity Ratio


| （Millions of Yen，\％） |  |  |  |  |  |  |  |
| :---: | ---: | ---: | ---: | ---: | ---: | :---: | :---: |
|  | $2003 / 3$ | $2004 / 3$ | $2005 / 3$ | $2006 / 3$ | $2007 / 3$ |  |  |
| Total Liabilities <br> and Net Assets | 290,837 | 303,711 | 319,086 | 319,095 | 336,091 |  |  |
| Net assets | 218,613 | 230,640 | 242,529 | 244,392 | 261,565 |  |  |
| Equity Ratio | 75.2 | 75.9 | 76.0 | 76.6 | 77.8 |  |  |

※1 From the Fiscal Year Ended March 31，2007，〈Shareholders＇equity＞is changed to＜Net assets＞， ※2 〈Shareholders＇equity ratio〉 is also changed to 〈Equity ratio〉．

## Ten－Year Summary of Selected Financial Data

| FISCAL YEAR |  | 1998／3 | 1999／3 | 2000／3 | 2001／3 | 2002／3 | 2003／3 | 2004／3 | 2005／3 | 2006／3 | 2007／3 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| （CONSOLIDATED） | Unit |  |  |  |  |  |  |  |  |  |  |
| NET SALES （GROWTH RATE） |  | $\begin{array}{\|} 297,551 \\ 3.4 \end{array}$ | $\begin{array}{r} 290,877 \\ (2.2) \end{array}$ | $\begin{array}{r} 292,540 \\ 0.6 \end{array}$ | $\begin{array}{r} 301,081 \\ 2.9 \end{array}$ | $\begin{array}{r} 308,462 \\ 2.5 \end{array}$ | $\begin{array}{r} 315,279 \\ 2.2 \end{array}$ | $\begin{array}{r} 320,032 \\ 1.5 \end{array}$ | $\begin{array}{r} 316,972 \\ (1.0) \end{array}$ | $\begin{array}{r} 321,700 \\ 1.5 \end{array}$ | $\begin{array}{r} 358,238 \\ 11.4 \end{array}$ |
| OPERATING INCOME |  | 23，849 | 24，674 | 27，631 | 27，283 | 24，816 | 26，400 | 23，203 | 28，962 | 31，979 | 33，734 |
| ORDINARY INCOME |  | 24，043 | 26，887 | 30，329 | 33，137 | 29，993 | 28，676 | 25，620 | 33，183 | 39，526 | 37，843 |
| NET INCOME |  | 9，683 | 16，870 | 15，519 | 15，203 | 11，936 | 14，422 | 14，050 | 16，611 | 15，388 | 18，968 |
| NET ASSETS |  | 194，270 | 205，895 | 217，991 | 230，930 | 230，581 | 233，707 | 244，439 | 258，138 | 263，199 | 288，476 |
| TOTAL ASSETS |  | 296，195 | 288，850 | 312，075 | 326，196 | 326，913 | 331，994 | 343，644 | 361，104 | 366，801 | 410，407 |
| NET ASSETS PER SHARE | $¥$ | 1，488．13 | 1，587．32 | 1，710．88 | 1，812．45 | 1，835．04 | 1，892．89 | 1，980．14 | 2，091．16 | 2，167．81 | 2，304．40 |
| NET INCOME PER SHARE | $¥$ | 73.35 | 129.90 | 120.38 | 119.32 | 93.91 | 115.65 | 113.61 | 134.36 | 125.09 | 156.12 |
| PAYOUT RATIO | \％ | 32.4 | 18.5 | 22.2 | 20.1 | 31.6 | 25.9 | 26.4 | 22.3 | 24.0 | 32.0 |
| EQUITY RATIO | \％ | 65.6 | 71.3 | 69.9 | 70.8 | 70.5 | 70.4 | 71.1 | 71.5 | 71.8 | 68.7 |
| ROE | \％ | 5.0 | 8.4 | 7.3 | 6.8 | 5.2 | 6.2 | 5.9 | 6.6 | 5.9 | 7.0 |
| ROA | \％ | 3.3 | 5.8 | 5.2 | 4.8 | 3.7 | 4.4 | 4.2 | 4.7 | 4.2 | 4.9 |
| FISCAL YEAR |  | 1998／3 | 1999／3 | 2000／3 | 2001／3 | 2002／3 | 2003／3 | 2004／3 | 2005／3 | 2006／3 | 2007／3 |
| （NONCONSOLIDATED） | Unit |  |  |  |  |  |  |  |  |  |  |
| NET SALES （GROWTH RATE） |  | $\begin{array}{r} 237,050 \\ 0.3 \\ \hline \end{array}$ | $\begin{array}{r} 237,665 \\ 0.3 \\ \hline \end{array}$ | $\begin{array}{r} 239,280 \\ 0.7 \\ \hline \end{array}$ | $\begin{array}{r} 245,566 \\ 2.6 \\ \hline \end{array}$ | $\begin{array}{r} 250,977 \\ 2.2 \\ \hline \end{array}$ | $\begin{array}{r} 257,628 \\ 2.6 \\ \hline \end{array}$ | $\begin{array}{r} 264,868 \\ 2.8 \\ \hline \end{array}$ | $\begin{array}{r} 247,107 \\ (6,7) \\ \hline \end{array}$ | $\begin{array}{r} 244,063 \\ (1.2) \\ \hline \end{array}$ | $\begin{array}{r} 236,938 \\ (2.9) \\ \hline \end{array}$ |
| OPERATING INCOME |  | 21，688 | 23，539 | 25，004 | 25，128 | 21，951 | 23，409 | 20，794 | 25，590 | 27，194 | 31，425 |
| ORDINARY INCOME |  | 22，716 | 25，914 | 27，767 | 30，750 | 25，854 | 25，445 | 23，305 | 29，562 | 33，585 | 34，739 |
| NET INCOME |  | 548 | 11，263 | 11，381 | 9，524 | 10，052 | 12，439 | 12，569 | 14，145 | 16，020 | 18，337 |
| CAPITAL STOCK |  | 25，122 | 25，122 | 25，122 | 25，122 | 25，122 | 25，122 | 25，122 | 25，122 | 25，122 | 25，122 |
| SHARES ISSUED | thousand | 130，547 | 129，716 | 127，463 | 127，463 | 127，463 | 123，458 | 123，457 | 123，456 | 121，428 | 122，266 |
| NET ASSETS |  | 199，548 | 205，575 | 212，115 | 220，663 | 215，816 | 218，613 | 230，640 | 242，529 | 244，392 | 261，565 |
| TOTAL ASSETS |  | 265，573 | 267，953 | 285，031 | 291，896 | 285，870 | 290，837 | 303，711 | 319，086 | 319，095 | 336，091 |
| NET ASSETS PER SHARE | ＊ | 1，528．54 | 1，584．80 | 1，664．12 | 1，731．18 | 1，716．82 | 1，770．26 | 1，867．97 | 1，964．30 | 2，012．48 | 2，139．30 |
| CASH DIVIDENDS PER SHARE （INTERIM DIVIDEND） | $\begin{aligned} & \not ¥ \\ & \neq \end{aligned}$ | 24.00 | 24.00 | 27.00 | 24.00 | 30.00 | 30.00 | 30.00 | 30.00 | $\begin{aligned} & 30.00 \\ & 15.00 \end{aligned}$ | $\begin{aligned} & 50.00 \\ & 35.00 \end{aligned}$ |
| NET INCOME PER SHARE | $¥$ | 4.15 | 86.72 | 88.25 | 74.72 | 79.05 | 99.67 | 101.61 | 114.38 | 130.23 | 150.93 |
| EQUITY RATIO | \％ | 75.1 | 76.7 | 74.4 | 75.6 | 75.5 | 75.2 | 75.9 | 76.0 | 76.6 | 77.8 |
| PAYOUT RATIO | \％ | 571.4 | 27.6 | 30.2 | 32.1 | 37.5 | 30.1 | 29.5 | 26.2 | 23.0 | 33.1 |
| NUMBER OF EPLOYEES |  | 1，552 | 1，550 | 1，402 | 1，392 | 1，404 | 1，440 | 1，466 | 1，458 | 1，411 | 1，378 |
| ROE | \％ | 0.3 | 5.6 | 5.4 | 4.4 | 4.6 | 5.7 | 5.6 | 6.0 | 6.6 | 7.2 |
| ROA | \％ | 0.2 | 4.2 | 4.1 | 3.3 | 3.5 | 4.3 | 4.2 | 4.5 | 5.0 | 5.6 |

Note：
．Listed amounts are rounded down to the nearest million yen．
2．Number of shares outstanding exclude treasury stock since the Interim Period of the Fiscal Year ended 2003／3
3．These results are based on the disclosed Financial Statements report for the current period
4．According to the adoption of the new Corporate Law，from the Fiscal Year Ended March 31，2007〈Shareholders＇equity〉 is changed to 〈Net assets〉，and 〈Minority interests〉 is included．
．Ahareholders equity ratio＞is also changed to＜Equity ratio〉
cal year ended 2006／3．
6．Loan employees are excluded from the number of employees since the fiscal year ended 2000／3．
(Billions of Yen, \%)

|  | Interim period ended March 31, 2006 | Interim period ended March 31, 2007 | Increase (decrease) |  |
| :---: | :---: | :---: | :---: | :---: |
|  |  |  | Amount | \% |
| I. Net sales | 39.9 | 39.3 | (0.6) | (1.5) |
| II. Operating income | 0.8 | 0.1 | (0.7) | (84.0) |
| III. Ordinary income | 0.8 | 0.2 | (0.6) | (76.0) |
| VI. Extraordinary gains <br> VII. Extraodinary losses | $\begin{aligned} & 0.4 \\ & 0.4 \end{aligned}$ | $\begin{aligned} & 0.5 \\ & 1.1 \end{aligned}$ | $\begin{aligned} & 0.1 \\ & 0.7 \end{aligned}$ |  |
| Income before income taxes and minority interests | 0.8 | (0.4) | (1. 2) | - |
| Income taxes and minority interests | 0.3 | 0.3 | (0.0) |  |
| Net income | 0.5 | (0.7) | (1. 2) | - |

