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Company Ajinomoto Co., Inc.
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Notice of Revision to Full-Year Consolidated Performance Forecast, Dividend from Retained Earnings (Interim Dividend), and Revision to Dividend Forecast for the Fiscal Year Ending March 31, 2027

Based on the current business performance trends, Ajinomoto Co., Inc. ("Ajinomoto Co.") revised the annual earnings and dividend forecasts for the fiscal year ending March 31, 2027, as stated below from its previous forecast announced on August 6, 2026, and also resolved the distribution of surplus as of the record date of September 30, 2026.

1. Revision to the Consolidated Performance Forecast for Fiscal 2026 (April 1, 2026–March 31, 2027)
   (1) Details of the Revision

	Sales (Millions of yen)	Business profit (Millions of yen)	Profit attributable to owners of the parent company (Millions of yen)	Basic earnings per share (yen)
Previous forecast (A)	1,732,000	202,000	123,500	129.84
Revised forecast (B)	1,767,000	210,000	135,000	141.78
Change (B-A)	35,000	8,000	11,500	
Rate of change (%)	2.0	4.0	9.3	
(Reference) Actual results for the previous fiscal year ended March 31, 2026	1,583,719	181,163	134,675	138.36

(2) Reasons for the Revision

After reevaluating the current business environment, including the impact of escalating tensions in the Middle East, as well as foreign exchange and economic conditions, sales trend, raw material costs, and the initiatives being taken by each business division, the Company has revised its forecast for sales, business profit, and profit attributable to owners of the parent company from the forecast previously announced on August 6, 2026.

The Company has raised its total sales forecast by ¥35.0 billion from the previous forecast to ¥1,767.0 billion. This is mainly due to upward revisions of ¥17.3 billion in the Seasonings and Foods segment, ¥5.4 billion in the Frozen Foods segment, and ¥12.4 billion in the Healthcare and Others segment. The progress rate of sales against the revised forecast is 47.0%.

The forecast for the business profit was raised by ¥8.0 billion from the previous forecast to ¥210.0 billion. The Company has maintained the previous business profit forecast for the Seasonings and Foods segment, lowered the forecast for the Frozen Foods segment by ¥3.0 billion, and raised the forecast for the Healthcare and Others segment by ¥11.0 billion from the previous forecast. The progress rate of business profit against the revised forecast is 51.7%.

The Company has raised its forecast for profit attributable to owners of the parent company by ¥11.5 billion from the previous forecast to ¥135.0 billion. This mainly reflects the upward revision of business profit forecast and the effect of deferred tax assets. The progress rate of profit attributable to owners of the parent company against the revised forecast is 54.3%. The forecast is based on an exchange rate of ¥159.25 to US$1 for the full year (¥159 to US$1 in the second half).

Notes:

1. Upon the adoption of IFRS, the Ajinomoto Group has introduced “business profit” as a new profit level that will better enable investors, the Board of Directors, and the Management Committee to grasp the core business results and future outlook of each business while also facilitating continual evaluation of the Group’s business portfolio by the Board of Directors and the Management Committee. “Business profit” is defined as sales and share of profit of associates and joint ventures minus cost of sales, selling expenses, research and development expenses, and general and administrative expenses. Business profit does not include other operating income or other operating expenses.
2. The performance forecast above is based on certain assumptions and projections. Various factors and risks could cause actual results to differ materially from the above forecast.

2. Dividend from Retained Earnings (Interim Dividend)

(1) Detail of Dividend from Retained Earnings (Interim Dividend)

	Current resolution	Previous announced dividend forecast (May 7, 2026)	Previous interim period of fiscal year ended March 31, 2026
Record Date	September 30, 2026	September 30, 2026	September 30, 2025
Dividend per share	JPY 26	JPY 25	JPY 24
Total dividend amount	JPY 24.764 billion	—	JPY 23.350 billion
Effective date	December 2, 2026	—	December 2, 2025
Dividend Source	Retained earnings	—	Retained earnings

(2) Reasons for the Dividend Forecast Revision

In light of the outlook for the full-year performance to exceed the previously announced forecast, Ajinomoto Co. has increased the interim dividend by JPY 1 from the previous forecast to JPY 26 per share.

3. Revision of Dividend Forecast for Fiscal 2026

(1) Revised Dividend Forecast

	Dividend per share		
Record Date	Interim	Year-end	Annual
Previous forecast (May 7, 2026)	JPY 25	JPY 25	JPY 50
Revised forecast		JPY 26	JPY 52
Actual dividend for the current fiscal year	JPY 26		
Actual dividend for the previous fiscal year ended March 31, 2026	JPY 24	JPY 24	JPY 48

(2) Reasons for the Dividend Forecast Revision

In light of the outlook for the full-year performance to exceed the previously announced forecast, Ajinomoto Co. has increased the interim dividend by JPY 1 from the previous forecast to JPY 26 per share, and for the year-end dividend forecast, we have also increased by JPY 1 to JPY 26 per share. As a result, the annual dividend per share is expected to be JPY 52.