

# Ajinomoto Co., Inc.

## Consolidated Results

IFRS

Fiscal Year Ended March 31, 2024

This document has been translated from the original Japanese as a guide for non-Japanese investors. It contains forward-looking statements based on a number of assumptions and judgements made by management considering information currently available. Actual financial results may differ depending on a number of factors, including changing economic conditions, legislative and regulatory developments, delay in new product launches, and pricing and product initiatives of competitors.

## SUMMARY OF FINANCIAL STATEMENTS [IFRS] (Consolidated)

For the fiscal year ended March 31, 2024

### Ajinomoto Co., Inc.

**May 9, 2024**

|  |  |
|--|--|
| Stock Code: 2802   | Stock exchange listing: Tokyo Stock Exchange |
| URL: <a href="https://www.ajinomoto.co.jp/company/">https://www.ajinomoto.co.jp/company/</a> |  |
| Representative: Taro Fujie   |  |
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| For inquiries: Itoomi Watanabe   |  |
|  | Representative Executive Officer & President |
|  | Corporate Executive & General Manager        |
|  | Global Finance Department                    |
| Scheduled date of the general meeting of shareholders:                                       | June 25, 2024                                |
| Scheduled date of starting payment of dividend:  | June 26, 2024                                |
| Scheduled date of submission of securities report:   | June 25, 2024                                |
| Preparation of supplementary materials:  | Yes  |
| Results briefing:  | Yes (for analysts)                           |

## 1. Consolidated Financial Results for the Fiscal Year Ended March 31, 2024

### (1) Consolidated Operating Results

|   | (Millions of yen)                   |          |                                     |          |
|---|-------------------------------------|----------|-------------------------------------|----------|
|   | Fiscal year ended<br>March 31, 2024 |          | Fiscal year ended<br>March 31, 2023 |          |
|   |                                     | Change % |                                     | Change % |
| Sales .....   | 1,439,231                           | 5.9      | 1,359,115                           | 18.2     |
| Business profit .....                                     | 147,681                             | 9.1      | 135,341                             | 11.9     |
| Profit before income taxes .....                          | 142,043                             | 1.4      | 140,033                             | 14.3     |
| Profit .....  | 102,032                             | 1.9      | 100,170                             | 24.9     |
| Profit attributable to owners of the parent company ..... | 87,121                              | (7.4)    | 94,065                              | 24.2     |
| Basic earnings per share (yen) .....                      | ¥167.44                             | —        | ¥175.97                             | —        |
| Diluted earnings per share (yen) .....                    | ¥167.40                             | —        | ¥175.96                             | —        |
| ROE attributable to owners of the parent company (%)      | 11.0%                               | —        | 12.9%                               | —        |
| Ratio of business profit to total assets (%) .....        | 9.0%                                | —        | 9.1%                                | —        |
| Ratio of business profit to sales (%) .....               | 10.3%                               | —        | 10.0%                               | —        |

“Change %” indicates the percentage change compared to the previous fiscal year.

Share of profit of associates and joint ventures:  
Fiscal year ended March 31, 2024:  
¥4,730 million

Fiscal year ended March 31, 2023:  
¥4,326 million

Note: 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) Consolidated Financial Position

|   | (Millions of yen)       |                         |
|---|-------------------------|-------------------------|
|   | As of<br>March 31, 2024 | As of<br>March 31, 2023 |
| Total assets .....  | 1,774,495               | 1,511,734               |
| Total equity .....  | 884,064                 | 822,968                 |
| Equity attributable to owners of the parent company .....                   | 814,690                 | 768,676                 |
| Ownership ratio attributable to owners of the parent company (%) .....      | 45.9%                   | 50.8%                   |
| Equity per share (attributable to owners of the parent company) (yen) ..... | ¥1,589.43               | ¥1,452.24               |

### (3) Consolidated Cash Flows

|   | (Millions of yen)                   |                                     |
|---|-------------------------------------|-------------------------------------|
|   | Fiscal year ended<br>March 31, 2024 | Fiscal year ended<br>March 31, 2023 |
| Net cash provided by operating activities ..... | 168,074                             | 117,640                             |
| Net cash used in investing activities .....     | (132,434)                           | (30,087)                            |
| Net cash used in financing activities .....     | (6,753)                             | (111,061)                           |
| Cash and cash equivalents at end of year .....  | 171,537                             | 132,777                             |

### 2. Dividends

|   | Fiscal year ended<br>March 31, 2023 | Fiscal year ended<br>March 31, 2024 | Fiscal year ending<br>March 31, 2025<br>(forecast) |
|---|-------------------------------------|-------------------------------------|--|
| Dividend per share  |                                     |                                     |  |
| Interim (yen) .....   | ¥31.00                              | ¥37.00                              | ¥40.00   |
| Year-end (yen) .....  | ¥37.00                              | ¥37.00                              | ¥40.00   |
| Annual (yen) .....  | ¥68.00                              | ¥74.00                              | ¥80.00   |
| Total annual dividend amount (million yen) .....  | 36,241                              | 38,219                              |  |
| Dividend payout ratio (consolidated) (%) .....  | 38.6%                               | 44.2%                               | 42.5%  |
| Ratio of dividends to equity attributable to owners<br>of the parent company (consolidated) (%) ..... | 5.0%                                | 4.9%                                |  |

### 3. Forecast for the Fiscal Year Ending March 31, 2025

|   | (Millions of yen)                 |          |
|---|-----------------------------------|----------|
|   | Fiscal year ending March 31, 2025 |          |
|   |                                   | Change % |
| Sales .....   | 1,527,000                         | 6.1      |
| Business profit .....                                     | 158,000                           | 7.0      |
| Profit attributable to owners of the parent company ..... | 95,000                            | 9.0      |
| Basic earnings per share (yen) .....                      | ¥188.08                           |          |

“Change %” indicates the percentage change compared to the previous fiscal year.

## Notes

**(1) Changes in significant subsidiaries during the period** (Changes in specified subsidiaries resulting in a change in consolidation scope): Yes

Added: Forge Biologics Holdings, LLC

Excluded: None

**(2) Changes in accounting policies and accounting estimates**

1) Changes in accounting policies as required by IFRS: None

2) Other changes in accounting policies: None

3) Changes in accounting estimates: None

**(3) Number of shares outstanding (ordinary shares)**

|   | Shares                          |                                 |
|---|---------------------------------|---------------------------------|
|   | As of March 31, 2024            | As of March 31, 2023            |
| Number of shares outstanding at end of period (including treasury stock): | 521,430,854                     | 529,798,154                     |
| Number of shares in treasury stock at end of period                       | 8,864,260                       | 495,714                         |
|   | April 1, 2023 to March 31, 2024 | April 1, 2022 to March 31, 2023 |
| Average number of shares during period                                    | 520,328,660                     | 534,540,847                     |

Note: The number of shares in treasury stock at the end of the period includes the Company's shares held by the director's remuneration BIP trust (As of March 31, 2024: 409,900 shares. As of March 31, 2023: 373,400 shares), which was adopted along with the introduction of stock-based remuneration of executive officers based on the Company's medium-term earnings performance for the directors and others. In addition, these Company's shares are included in the treasury stock which is deducted from the number of shares outstanding at the end of the period when calculating the average number of shares during the period.

(Reference) Summary of Non-consolidated Financial Results

Non-consolidated Financial Results for the Fiscal Year Ended March 31, 2024

(1) Non-Consolidated Operating Results

(Millions of yen)

|                                       | Fiscal year ended<br>March 31, 2024 |          | Fiscal year ended<br>March 31, 2023 |          |
|---------------------------------------|-------------------------------------|----------|-------------------------------------|----------|
|                                       |                                     | Change % |                                     | Change % |
| Sales .....                           | 307,289                             | 4.4      | 294,270                             | 8.4      |
| Operating Income .....                | (7,857)                             | —        | (15,599)                            | —        |
| Ordinary Income .....                 | 150,126                             | 48.5     | 101,081                             | 21.1     |
| Net Income (loss) .....               | 139,720                             | 30.3     | 107,249                             | 20.3     |
| Earnings per share (yen).....         | ¥268.52                             | —        | ¥200.64                             | —        |
| Diluted earnings per share (yen)..... | ¥268.47                             | —        | ¥200.62                             | —        |

"Change %" indicates the percentage change compared to the previous fiscal year.

(2) Non-Consolidated Financial Position

(Millions of yen)

|                                     | As of<br>March 31, 2024 | As of<br>March 31, 2023 |
|-------------------------------------|-------------------------|-------------------------|
| Total assets .....                  | 1,131,974               | 973,935                 |
| Net assets.....                     | 405,071                 | 393,157                 |
| Shareholders' equity ratio (%)..... | 35.8%                   | 40.4%                   |
| Net assets per share (yen).....     | ¥790.28                 | ¥742.78                 |

Shareholders' equity as of:

March 31, 2024: ¥405,071 million

March 31, 2023: ¥393,157 million

Reason for discrepancy with the non-consolidated results for the fiscal year ended March 31, 2023

In the fiscal year ended March 31, 2024, dividends from consolidated subsidiaries increased. This and other factors created the discrepancy between the results in the fiscal year ended March 31, 2023 and the results in the fiscal year ended March 31, 2024.

This summary of consolidated financial statements is outside the scope of an audit by certified public accountants or an audit firm.

Appropriate use of forecasts and other notes

Disclaimer regarding forward-looking statements and other information

Forward-looking statements, such as business forecasts, included in this document are based on management's estimates, assumptions, and projections at the time of release. These statements do not promise nor represent a

commitment by the Company to achieve these forecasts. Actual operating results may differ significantly due to various factors. For more information regarding our earnings forecasts, see page 11, “1. Qualitative Information on Fiscal Year-end Consolidated Results, 1. Overview of operating results for the fiscal year ended March 31, 2024, 2. Outlook for the Fiscal Year Ending March 31, 2025.”

Where to obtain supplementary materials

Supplementary materials will be posted on the Company’s website on Thursday, May 9, 2024.

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## **1. Qualitative Information on Fiscal Year-end Consolidated Results**

### **I. Overview of operating results for the fiscal year ended March 31, 2024**

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.

#### **1. Review of operating results**

During the fiscal year ended March 31, 2024, the Company's consolidated sales increased 5.9% year on year, or ¥80.1 billion, to ¥1,439.2 billion. This was due to increases in sales in the Seasonings and Foods segment and the Frozen Foods segment largely resulting from increase in unit sales prices and the effect of currency translation, despite a decrease in sales in the Healthcare and Others segment mainly owing to the impact of lower sales of Functional Materials (electronic materials and others).

Business profit increased 9.1% year on year, or ¥12.3 billion, to ¥147.6 billion, primarily due to the effect of increased revenue from the Seasonings and Foods segment and the Frozen Foods segment, despite the impact of decreased revenue from the Healthcare and Others segment and other factors.

Operating profit decreased 1.5% year on year, or ¥2.2 billion, to ¥146.6 billion mainly because significantly higher gains on sale of non-current assets were recorded in other operating income for the previous fiscal year compared to the current fiscal year.

Profit attributable to owners of the parent company totaled ¥87.1 billion, down 7.4%, or ¥6.9 billion.

#### **Overview by segment**

Results for individual business segments are summarized below.

|                       | (Billions of yen) |             |             |                 |             |             |
|-----------------------|-------------------|-------------|-------------|-----------------|-------------|-------------|
|                       | Sales             |             |             | Business profit |             |             |
|                       | FY2023            | YoY change  | % change    | FY2023          | YoY change  | % change    |
| Seasonings and Foods  | 846.9             | 71.9        | 9.3%        | 111.5           | 26.7        | 31.5%       |
| Frozen Foods          | 281.8             | 14.6        | 5.5%        | 9.5             | 7.5         | 375.7%      |
| Healthcare and Others | 294.5             | (5.1)       | (1.7)%      | 24.3            | (24.2)      | (49.9)%     |
| Other                 | 15.8              | (1.3)       | (7.9)%      | 2.1             | 2.2         | —           |
| <b>Total</b>          | <b>1,439.2</b>    | <b>80.1</b> | <b>5.9%</b> | <b>147.6</b>    | <b>12.3</b> | <b>9.1%</b> |

## (1) Seasonings and Foods

In the Seasonings and Foods segment, sales increased 9.3% year on year, or ¥71.9 billion, to ¥846.9 billion, mainly because of increases in sales and the effect of currency translation. Segment business profit increased 31.5% year on year, or ¥26.7 billion, to ¥111.5 billion, due primarily to the effect of increased revenue.



### Main factors affecting segment sales

**Sauce & Seasonings:** Overall increase in revenue.

Japan: Increase in revenue primarily due to increased unit sales prices.

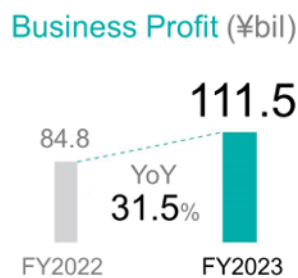
Overseas: Increase in revenue primarily due to increased sales and the impact of currency translation.

**Quick Nourishment:** Overall increase in revenue.

Japan: Increase in revenue primarily due to increased unit sales prices.

Overseas: Increase in revenue primarily due to the impact of currency translation and increased sales.

**Solution & Ingredients:** Increase in revenue primarily due to increased sales of food service products in Japan and impact of currency translation overseas.



### Main factors affecting segment profits

**Sauce & Seasonings:** Overall large increase in profit.

Japan: Profit was level with the previous year as increased unit sales prices compensated for cost increases, such as for raw materials, and increased strategic expenses.

Overseas: Large increase in profit primarily due to the impact of increased revenue.

**Quick Nourishment:** Overall increase in profit.

Japan: Decrease in profit due to the impact of cost increases, such as for raw materials, despite increased revenue.

Overseas: Large increase in profit primarily due to the impact of increased revenue.

**Solution & Ingredients:** Overall large increase in profit primarily from food service products in Japan and umami seasonings for processed food manufacturers.



## (2) Frozen Foods

Frozen Foods segment sales increased 5.5% year on year, or ¥14.6 billion, to ¥281.8 billion, owing to the increase of unit sales prices, the effect of currency translation, and other factors. Segment business profit increased 375.7% year on year, or ¥7.5 billion, to ¥9.5 billion, because of increased revenue, the effects of structural reforms, and other factors.

### Sales (¥bil)



### Main factors affecting segment sales

Overall increase in revenue.

Japan: Decrease in revenue due to a decline in sales volume, despite the effect of increased unit sales prices.

Overseas: Increase in revenue primarily due to increased unit sales prices and the impact of currency translation.

### Business Profit (¥bil)



### Main factors affecting segment profits

Overall large increase in profit.

Japan: Increase in profit primarily due to the impact of increased unit sales prices and improved costs despite decreased revenue.

Overseas: Large increase in profit primarily due to the impact of increased revenue and structural reform.

### (3) Healthcare and Others

Healthcare and Others segment sales decreased 1.7% year on year, or ¥5.1 billion, to ¥294.5 billion, owing to a decrease in sales of Functional Materials (electronic materials and others) and other factors. Segment business profit decreased 49.9% year on year, or ¥24.2 billion, to ¥24.3 billion due to lower profit for both Functional Materials (electronic materials and others) and Bio-Pharma Services & Ingredients.

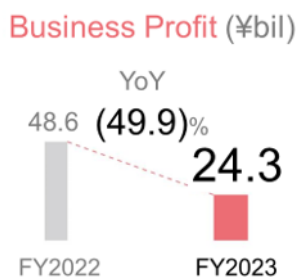


#### Main factors affecting segment sales

**Bio-Pharma Services & Ingredients:** Overall increase in revenue primarily due to the impact of currency translation.

**Functional Materials (electronic materials and others):** Decrease in revenue due to decreased sales of electronic materials.

**Others:** Overall increase in revenue.



#### Main factors affecting segment profits

**Bio-Pharma Services & Ingredients:** Large decrease in profit for both amino acids for pharmaceuticals and foods and Bio-Pharma Services (CDMO services).

**Functional Materials (electronic materials and others):** Large decrease in profit accompanying decrease in revenue.

**Others:** Increase in profit accompanying increase in revenue.

### (4) Other

In the Other segment, sales decreased 7.9% year on year, or ¥1.3 billion, to ¥15.8 billion. Segment business profit increased ¥2.2 billion to ¥2.1 billion.

## 2. Outlook for the Fiscal Year Ending March 31, 2025

|                                   | (Billions of yen) |                 |   |
|-----------------------------------|-------------------|-----------------|---|
|                                   | Sales             | Business profit | Profit attributable to owners of the parent company |
| Fiscal year ending March 31, 2025 | 1,527.0           | 158.0           | 95.0  |

For the fiscal year ending March 31, 2025, the Company expects consolidated sales of ¥1,527.0 billion and business profit of ¥158.0 billion. The forecast for profit attributable to owners of the parent company is ¥95.0 billion. The forecast has been prepared using an exchange rate of US\$1: ¥140.

The Company has prepared the business results forecasts based on the following main assumptions.

- The current inflationary conditions will continue.
- The current price level will be maintained overall, except for some raw materials and fuel.

In this challenging business environment, the Company will provide products with high value added, respond promptly to prices, and steadily reduce costs to achieve the Medium-Term ASV Initiatives 2030 Roadmap.

### (Reference) Forecast by Segments

|                       | (Billions of yen)                 |            |          |                 |            |          |
|-----------------------|-----------------------------------|------------|----------|-----------------|------------|----------|
|                       | Fiscal year ending March 31, 2025 |            |          |                 |            |          |
|                       | Sales                             |            |          | Business Profit |            |          |
|                       | FY2024                            | YoY change | % change | FY2024          | YoY change | % change |
| Seasonings and Foods  | 889.9                             | 42.9       | 5.1%     | 111.7           | 0.1        | 0.2%     |
| Frozen Foods          | 292.7                             | 10.9       | 3.9%     | 11.5            | 1.9        | 20.3%    |
| Healthcare and Others | 325.8                             | 31.3       | 10.6%    | 30.2            | 5.8        | 24.0%    |
| Other                 | 18.4                              | 2.6        | 16.6%    | 4.4             | 2.3        | 107.5%   |
| Total                 | 1,527.0                           | 87.7       | 6.1%     | 158.0           | 10.3       | 7.0%     |

## II. Overview of financial position in the fiscal year ended March 31, 2024

### 1. Review of factors affecting the financial position during the fiscal year ended March 31, 2024

#### Consolidated financial position as of March 31, 2024

As of March 31, 2024, the Company's consolidated total assets stood at ¥1,774.4 billion, an increase of ¥262.7 billion from ¥1,511.7 billion at the end of the previous fiscal year on March 31, 2023. The main reasons for this were an increase in goodwill in conjunction with the acquisition of Forge Biologics Holdings, LLC, and an increase in assets owing to the effect of currency translation.

Total liabilities came to ¥890.4 billion, ¥201.6 billion more than the ¥688.7 billion at the end of the previous fiscal year, mainly due to an increase in interest-bearing debt. Interest-bearing debt totaled ¥491.6 billion, an increase of ¥155.1 billion from the end of the previous fiscal year, due to an increase in short-term borrowings, issuance of commercial papers and sustainability-linked bonds, and other.

Total equity as of March 31, 2024, was ¥61.0 billion more than at the end of the previous fiscal year, mainly as a result of an increase in exchange differences on translation of foreign operations due to accelerated depreciation of the yen, which partially offset the decrease in equity due to the purchase of treasury stock. Equity attributable to owners of the parent company, which is total equity minus non-controlling interests, totaled ¥814.6 billion, and the equity ratio attributable to owners of the parent company was 45.9%.

#### Summary of consolidated cash flows

|  | (Billions of yen)          |                            |         |
|--|----------------------------|----------------------------|---------|
|  | FY ended<br>March 31, 2024 | FY ended<br>March 31, 2023 | Change  |
| Net cash provided by operating activities                    | 168.0                      | 117.6                      | 50.4    |
| Net cash used in investing activities                        | (132.4)                    | (30.0)                     | (102.3) |
| Net cash used in financing activities                        | (6.7)                      | (111.0)                    | 104.3   |
| Effect of currency rate changes on cash and cash equivalents | 9.8                        | 4.8                        | 5.0     |
| Increase (decrease) in cash and cash equivalents             | 38.7                       | (18.6)                     | 57.4    |
| Cash and cash equivalents at end of the year                 | 171.5                      | 132.7                      | 38.7    |

Net cash provided by operating activities during the fiscal year totaled ¥168.0 billion, up from ¥117.6 billion in the previous fiscal year. The main factors included ¥142.0 billion in profit before income taxes, ¥78.2 billion in depreciation and amortization, and ¥54.5 billion in income taxes paid.

Net cash used in investing activities came to ¥132.4 billion, up from ¥30.0 billion used in the previous fiscal year. The main factors included ¥74.3 billion in purchase of shares in subsidiaries resulting in change in scope of consolidation and ¥65.7 billion in purchase of property, plant and equipment.

Net cash used in financing activities came to ¥6.7 billion, compared with ¥111.0 billion used in the previous year. Purchase of treasury stock of ¥91.3 billion and dividends paid of ¥38.4 billion were among the main outflows, while increase in short-term borrowings of ¥73.8 billion and increase in commercial papers of ¥53.0 billion were the main inflows.

As a result of the foregoing, cash and cash equivalents as of March 31, 2024 totaled ¥171.5 billion.

## 2. Trends in cash flow-related indices

|   | FY ended<br>March 31,<br>2024 | FY ended<br>March 31,<br>2023 | FY ended<br>March 31,<br>2022 |
|---|-------------------------------|-------------------------------|-------------------------------|
| Equity ratio attributable to owners of the parent company (%) | 45.9                          | 50.8                          | 47.1                          |
| Equity ratio based on market price (%)                        | 163.5                         | 161.3                         | 127.9                         |
| Ratio of interest-bearing debt to cash flows (%)              | 292.5                         | 286.0                         | 250.0                         |
| Interest coverage ratio (times)                               | 34.8                          | 31.4                          | 45.0                          |

Equity ratio attributable to owners of the parent company = (total equity – non-controlling interests) / total assets

Equity ratio based on market price = market capitalization / total assets

Ratio of interest-bearing debt to cash flows = interest-bearing debt / net cash provided by operating activities

Interest coverage ratio = net cash provided by operating activities / interest paid

### Notes

(1) All indices are based on consolidated financial results.

(2) Market capitalization = market price on last trading day of March each year x total shares outstanding at end of period (excluding treasury stock)

(3) The scope of interest-bearing debt is all debt recorded on the consolidated statements of financial position on which the Company pays interest.

## III. Basic policy regarding allocation of profits and dividends for the fiscal year ended March 31, 2024 and the fiscal year ending March 31, 2025

The Company's basic policy is to distribute dividends twice a year, in the form of interim and year-end dividends.

For the fiscal year under review (ended March 31, 2024), the Company plans to pay a dividend of ¥74 per share (including the interim dividend of ¥37 per share), an increase of ¥6 from the previous fiscal year. Moreover, in the Medium-Term ASV Initiatives 2030 Roadmap, the Company declares a progressive dividend policy indicating dividends will not be reduced but will be increased or maintained. The Company uses "dividends based on normalized EPS\*" as a standard dividend calculation method, which is based on business profit less susceptible to irregular profit fluctuations such as from impairment losses.

The Company will continue to work to further increase dividends by steadily increasing business profit, and the total return ratio (to profit attributable to owners of the parent company) for the three-year period is set at 50% or more.

Based on the above, the Company plans to pay an annual dividend of ¥80 per share (with an interim dividend payment of ¥40) for the fiscal year ending March 31, 2025, an increase of ¥6 per share from the current fiscal year.

\*Dividends based on normalized EPS = (Business profit x (1 – Ajinomoto Group standard tax rate at 27%)) / Total number of shares outstanding x Return coefficient at 35%

## **2. Basic Rationale for the Selection of Accounting Standards**

To improve international comparability of financial information in and outside the Group and enhance communication with shareholders, investors, and other stakeholders, the Ajinomoto Group has adopted the International Financial Reporting Standards (IFRS) and, beginning with the financial statements for the annual securities report for the fiscal year ended March 31, 2017, has been preparing consolidated financial statements in accordance with the IFRS, as permitted by Article 93 of Japan's "Ordinance on Terminology, Forms, and Preparation Methods of Consolidated Financial Statements" (Ordinance of the Ministry of Finance No. 28 of 1976).

### 3. Consolidated Financial Statements and Notes

#### (1) Consolidated Statements of Financial Position

|   | (Millions of yen)    |                      |
|---|----------------------|----------------------|
|   | As of March 31, 2024 | As of March 31, 2023 |
| <b>Assets</b>   |                      |                      |
| <b>Current assets</b>                                 |                      |                      |
| Cash and cash equivalents                             | 171,537              | 132,777              |
| Trade and other receivables                           | 185,564              | 163,714              |
| Other financial assets                                | 22,650               | 12,312               |
| Inventories   | 287,122              | 269,822              |
| Income taxes receivable                               | 22,505               | 12,674               |
| Others  | 20,252               | 24,235               |
| Subtotal  | 709,632              | 615,537              |
| Assets of disposal groups classified as held for sale | —                    | —                    |
| Total current assets                                  | 709,632              | 615,537              |
| <b>Non-current assets</b>                             |                      |                      |
| Property, plant and equipment                         | 587,407              | 536,565              |
| Intangible assets                                     | 97,810               | 65,916               |
| Goodwill  | 146,003              | 92,114               |
| Investments in associates and joint ventures          | 128,538              | 119,825              |
| Long-term financial assets                            | 54,097               | 53,749               |
| Deferred tax assets                                   | 8,565                | 8,969                |
| Others  | 42,439               | 19,056               |
| Total non-current assets                              | 1,064,863            | 896,197              |
| <b>Total assets</b>                                   | <b>1,774,495</b>     | <b>1,511,734</b>     |

|   | As of March 31, 2024 | As of March 31, 2023 |
|---|----------------------|----------------------|
| <b>Liabilities</b>  |                      |                      |
| <b>Current liabilities</b>  |                      |                      |
| Trade and other payables  | 231,979              | 197,981              |
| Short-term borrowings   | 97,553               | 12,599               |
| Commercial papers   | 53,000               | —                    |
| Current portion of bonds  | —                    | 19,988               |
| Current portion of long-term borrowings   | 37,717               | 16,733               |
| Other financial liabilities   | 8,781                | 11,084               |
| Short-term employee benefits  | 45,916               | 42,141               |
| Provisions  | 4,440                | 7,723                |
| Income taxes payable  | 7,031                | 15,990               |
| Others  | 15,045               | 15,402               |
| Subtotal  | 501,465              | 339,644              |
| Liabilities of disposal groups classified as held for sale                        | —                    | —                    |
| <b>Total current liabilities</b>  | <b>501,465</b>       | <b>339,644</b>       |
| <b>Non-current liabilities</b>  |                      |                      |
| Corporate bonds   | 149,626              | 119,696              |
| Long-term borrowings  | 104,598              | 119,548              |
| Other financial liabilities   | 54,544               | 54,984               |
| Long-term employee benefits   | 28,865               | 26,568               |
| Provisions  | 3,905                | 3,499                |
| Deferred tax liabilities  | 44,472               | 22,361               |
| Others  | 2,951                | 2,461                |
| <b>Total non-current liabilities</b>  | <b>388,965</b>       | <b>349,120</b>       |
| <b>Total liabilities</b>  | <b>890,431</b>       | <b>688,765</b>       |
| <b>Equity</b>   |                      |                      |
| Common stock  | 79,863               | 79,863               |
| Capital surplus   | —                    | —                    |
| Treasury stock  | (49,164)             | (1,342)              |
| Retained earnings   | 657,782              | 652,307              |
| Other components of equity  | 126,208              | 37,848               |
| Other components of equity related to disposal groups classified as held for sale | —                    | —                    |
| Equity attributable to owners of the parent company                               | 814,690              | 768,676              |
| Non-controlling interests   | 69,373               | 54,292               |
| <b>Total equity</b>   | <b>884,064</b>       | <b>822,968</b>       |
| <b>Total liabilities and equity</b>   | <b>1,774,495</b>     | <b>1,511,734</b>     |



## (2) Consolidated Statements of Income and Consolidated Statements of Comprehensive Income

### Consolidated Statements of Income

|  | (Millions of yen)                   |                                     |
|--|-------------------------------------|-------------------------------------|
|  | Fiscal year ended<br>March 31, 2024 | Fiscal year ended<br>March 31, 2023 |
| Sales  | 1,439,231                           | 1,359,115                           |
| Cost of sales                                    | (927,783)                           | (888,727)                           |
| <b>Gross profit</b>                              | <b>511,448</b>                      | <b>470,387</b>                      |
| Share of profit of associates and joint ventures | 4,730                               | 4,326                               |
| Selling expenses                                 | (201,631)                           | (186,488)                           |
| Research and development expenses                | (28,766)                            | (25,867)                            |
| General and administrative expenses              | (138,099)                           | (127,017)                           |
| <b>Business profit</b>                           | <b>147,681</b>                      | <b>135,341</b>                      |
| Other operating income                           | 20,487                              | 40,983                              |
| Other operating expenses                         | (21,486)                            | (27,396)                            |
| <b>Operating profit</b>                          | <b>146,682</b>                      | <b>148,928</b>                      |
| Financial income                                 | 7,775                               | 6,099                               |
| Financial expenses                               | (12,414)                            | (14,994)                            |
| <b>Profit before income taxes</b>                | <b>142,043</b>                      | <b>140,033</b>                      |
| Income taxes                                     | (40,011)                            | (39,863)                            |
| <b>Profit</b>                                    | <b>102,032</b>                      | <b>100,170</b>                      |
| Attributable to:                                 |                                     |                                     |
| Owners of the parent company                     | 87,121                              | 94,065                              |
| Non-controlling interests                        | 14,911                              | 6,104                               |
| Earnings per share (yen):                        |                                     |                                     |
| Basic  | ¥167.44                             | ¥175.97                             |
| Diluted  | ¥167.40                             | ¥175.96                             |

**Consolidated Statements of Comprehensive Income**

(Millions of yen)

|   | Fiscal year ended<br>March 31, 2024 | Fiscal year ended<br>March 31, 2023 |
|---|-------------------------------------|-------------------------------------|
| Profit  | 102,032                             | 100,170                             |
| <b>Other comprehensive income (Net of related tax effects)</b>  |                                     |                                     |
| Items that will not be reclassified to profit or loss:  |                                     |                                     |
| Net gain on revaluation of financial assets measured at fair value through other comprehensive income | 7,392                               | 990                                 |
| Remeasurements of defined benefit pension plans   | 11,066                              | 4,939                               |
| Share of other comprehensive income of associates and joint ventures                                  | 464                                 | 214                                 |
| Items that may be reclassified subsequently to profit or loss:  |                                     |                                     |
| Cash flow hedges  | 667                                 | 528                                 |
| Hedge surplus   | 106                                 | (97)                                |
| Exchange differences on translation of foreign operations   | 78,977                              | 44,384                              |
| Share of other comprehensive income (loss) of associates and joint ventures                           | (1,154)                             | (2,092)                             |
| Other comprehensive income (Net of related tax effects)   | 97,520                              | 48,866                              |
| <b>Comprehensive income</b>   | <b>199,553</b>                      | <b>149,036</b>                      |
| Comprehensive income attributable to:   |                                     |                                     |
| Owners of the parent company  | 180,199                             | 140,672                             |
| Non-controlling interests   | 19,353                              | 8,364                               |

**(3) Consolidated Statements of Changes in Equity**
**Fiscal year ended March 31, 2024**

(Millions of yen)

|  | Equity attributable to owners of the parent company |                 |                |                   | Other components of equity   |   |                  |               |
|--|---|-----------------|----------------|-------------------|--|---|------------------|---------------|
|  | Common stock  | Capital surplus | Treasury stock | Retained earnings | Net gain (loss) on revaluation of financial assets measured at fair value through other comprehensive income | Remeasurements of defined benefit pension plans | Cash flow hedges | Hedge surplus |
| <b>Balance as of April 1, 2023</b>   | 79,863  | —               | (1,342)        | 652,307           | 18,758   | (8,779)   | (1,354)          | (338)         |
| Profit   |   |                 |                | 87,121            |  |   |                  |               |
| Other comprehensive income   |   |                 |                |                   | 7,383  | 11,051  | 667              | 107           |
| <b>Comprehensive income</b>  | —   | —               | —              | 87,121            | 7,383  | 11,051  | 667              | 107           |
| Purchase of treasury stock   |   |                 | (91,341)       |                   |  |   |                  |               |
| Disposal of treasury stock   |   | 0               | 1              |                   |  |   |                  |               |
| Retirement of treasury stock   |   | (43,062)        | 43,062         |                   |  |   |                  |               |
| Dividends  |   |                 |                | (38,813)          |  |   |                  |               |
| Changes in transactions with non-controlling interests                               |   |                 |                |                   |  |   |                  |               |
| Changes due to business combinations   |   |                 |                |                   |  |   |                  |               |
| Loss of control of subsidiaries  |   |                 |                |                   |  |   |                  |               |
| Changes in ownership interests in subsidiaries that do not result in loss of control |   | (4,055)         |                |                   |  |   |                  |               |
| Transfer from other components of equity to retained earnings                        |   |                 |                | 4,413             | (4,413)  |   |                  |               |
| Transfer of negative balance of other capital surplus                                |   | 47,221          |                | (47,221)          |  |   |                  |               |
| Transfer to non-financial assets   |   |                 |                |                   |  |   | (304)            |               |
| Stock-based remuneration transaction   |   | (78)            | 454            |                   |  |   |                  |               |
| Other  |   | (24)            |                | (24)              |  |   |                  |               |
| <b>Total net changes in transactions with owners of the parent company</b>           | —   | —               | (47,822)       | (81,645)          | (4,413)  | —   | (304)            | —             |
| <b>Balance as of March 31, 2024</b>  | 79,863  | —               | (49,164)       | 657,782           | 21,728   | 2,271   | (991)            | (231)         |

| Equity attributable to owners of the parent company                                  |   |                |   |          |                           |                |                  |
|--|---|----------------|---|----------|---------------------------|----------------|------------------|
| Other components of equity   |   |                | Other components of equity related to disposal groups classified as held for sale |          | Non-controlling interests | Total          |                  |
| Exchange differences on translation of foreign operations                            | Share of other comprehensive income (loss) of associates and joint ventures | Total          |   | Total    |                           |                |                  |
| <b>Balance as of April 1, 2023</b>   | 30,999  | (1,436)        | 37,848  | —        | 768,676                   | 54,292         | 822,968          |
| Profit   |   |                | —   |          | 87,121                    | 14,911         | 102,032          |
| Other comprehensive income   | 74,558  | (689)          | 93,078  |          | 93,078                    | 4,442          | 97,520           |
| <b>Comprehensive income</b>  | <b>74,558</b>   | <b>(689)</b>   | <b>93,078</b>   | <b>—</b> | <b>180,199</b>            | <b>19,353</b>  | <b>199,553</b>   |
| Purchase of treasury stock   |   |                | —   |          | (91,341)                  |                | (91,341)         |
| Disposal of treasury stock   |   |                | —   |          | 1                         |                | 1                |
| Retirement of treasury stock   |   |                | —   |          | —                         |                | —                |
| Dividends  |   |                | —   |          | (38,813)                  | (3,629)        | (42,443)         |
| Changes in transactions with non-controlling interests                               |   |                | —   |          | —                         | (381)          | (381)            |
| Changes due to business combinations   |   |                | —   |          | —                         | (1,516)        | (1,516)          |
| Loss of control of subsidiaries  |   |                | —   |          | —                         | (555)          | (555)            |
| Changes in ownership interests in subsidiaries that do not result in loss of control |   |                | —   |          | (4,055)                   | 1,832          | (2,222)          |
| Transfer from other components of equity to retained earnings                        |   |                | (4,413)   |          | —                         |                | —                |
| Transfer of negative balance of other capital surplus                                |   |                | —   |          | —                         |                | —                |
| Transfer to non-financial assets   |   |                | (304)   |          | (304)                     |                | (304)            |
| Stock-based remuneration transaction   |   |                | —   |          | 376                       |                | 376              |
| Other  |   |                | —   |          | (49)                      | (21)           | (71)             |
| <b>Total net changes in transactions with owners of the parent company</b>           | <b>—</b>  | <b>—</b>       | <b>(4,718)</b>  | <b>—</b> | <b>(134,186)</b>          | <b>(4,271)</b> | <b>(138,457)</b> |
| <b>Balance as of March 31, 2024</b>  | <b>105,558</b>  | <b>(2,125)</b> | <b>126,208</b>  | <b>—</b> | <b>814,690</b>            | <b>69,373</b>  | <b>884,064</b>   |

**Fiscal year ended March 31, 2023**

(Millions of yen)

|  | Equity attributable to owners of the parent company |                 |                |                   | Other components of equity   |   |                  |               |
|--|---|-----------------|----------------|-------------------|--|---|------------------|---------------|
|  | Common stock  | Capital surplus | Treasury stock | Retained earnings | Net gain (loss) on revaluation of financial assets measured at fair value through other comprehensive income | Remeasurements of defined benefit pension plans | Cash flow hedges | Hedge surplus |
| <b>Balance as of April 1, 2022</b>   | 79,863  | —               | (1,371)        | 616,286           | 18,663   | (14,008)  | (1,883)          | (240)         |
| Profit   |   |                 |                | 94,065            |  |   |                  |               |
| Other comprehensive income   |   |                 |                |                   | 984  | 5,228   | 528              | (98)          |
| <b>Comprehensive income</b>  | —   | —               | —              | 94,065            | 984  | 5,228   | 528              | (98)          |
| Purchase of treasury stock   |   |                 | (30,022)       |                   |  |   |                  |               |
| Disposal of treasury stock   |   | 0               | 0              |                   |  |   |                  |               |
| Retirement of treasury stock   |   | (29,894)        | 29,894         |                   |  |   |                  |               |
| Dividends  |   |                 |                | (31,650)          |  |   |                  |               |
| Changes in transactions with non-controlling interests                               |   | 7,881           |                |                   |  |   |                  |               |
| Changes due to business combinations   |   |                 |                |                   |  |   |                  |               |
| Loss of control of subsidiaries  |   |                 |                |                   |  |   |                  |               |
| Changes in ownership interests in subsidiaries that do not result in loss of control |   | (5,384)         |                |                   |  |   |                  |               |
| Transfer from other components of equity to retained earnings                        |   |                 |                | 889               | (889)  |   |                  |               |
| Transfer of negative balance of other capital surplus                                |   | 27,258          |                | (27,258)          |  |   |                  |               |
| Transfer to non-financial assets   |   |                 |                |                   |  |   | 0                |               |
| Stock-based remuneration transaction   |   | 139             | 155            |                   |  |   |                  |               |
| Other  |   |                 |                | (25)              |  |   |                  |               |
| <b>Total net changes in transactions with owners of the parent company</b>           | —   | —               | 28             | (58,044)          | (889)  | —   | 0                | —             |
| <b>Balance as of March 31, 2023</b>  | 79,863  | —               | (1,342)        | 652,307           | 18,758   | (8,779)   | (1,354)          | (338)         |

| Equity attributable to owners of the parent company                                  |   |   |               |   |                 |                           |                 |
|--|---|---|---------------|---|-----------------|---------------------------|-----------------|
|  | Other components of equity                                |   |               | Other components of equity related to disposal groups classified as held for sale | Total           | Non-controlling interests | Total           |
|  | Exchange differences on translation of foreign operations | Share of other comprehensive income (loss) of associates and joint ventures | Total         |   |                 |                           |                 |
| <b>Balance as of April 1, 2022</b>   | (10,843)  | 441   | (7,869)       | —   | 686,909         | 52,834                    | 739,744         |
| Profit   |   |   | —             |   | 94,065          | 6,104                     | 100,170         |
| Other comprehensive income   | 41,842  | (1,878)   | 46,606        |   | 46,606          | 2,259                     | 48,866          |
| <b>Comprehensive income</b>  | <b>41,842</b>   | <b>(1,878)</b>  | <b>46,606</b> | <b>—</b>  | <b>140,672</b>  | <b>8,364</b>              | <b>149,036</b>  |
| Purchase of treasury stock   |   |   | —             |   | (30,022)        |                           | (30,022)        |
| Disposal of treasury stock   |   |   | —             |   | 0               |                           | 0               |
| Retirement of treasury stock   |   |   | —             |   | —               |                           | —               |
| Dividends  |   |   | —             |   | (31,650)        | (4,267)                   | (35,918)        |
| Changes in transactions with non-controlling interests                               |   |   | —             |   | 7,881           |                           | 7,881           |
| Changes due to business combinations   |   |   | —             |   | —               |                           | —               |
| Loss of control of subsidiaries  |   |   | —             |   | —               |                           | —               |
| Changes in ownership interests in subsidiaries that do not result in loss of control |   |   | —             |   | (5,384)         | (2,634)                   | (8,019)         |
| Transfer from other components of equity to retained earnings                        |   |   | (889)         |   | —               |                           | —               |
| Transfer of negative balance of other capital surplus                                |   |   | —             |   | —               |                           | —               |
| Transfer to non-financial assets   |   |   | 0             |   | 0               |                           | 0               |
| Stock-based remuneration transaction   |   |   | —             |   | 294             |                           | 294             |
| Other  |   |   | —             |   | (25)            | (3)                       | (29)            |
| <b>Total net changes in transactions with owners of the parent company</b>           | <b>—</b>  | <b>—</b>  | <b>(889)</b>  | <b>—</b>  | <b>(58,905)</b> | <b>(6,906)</b>            | <b>(65,811)</b> |
| <b>Balance as of March 31, 2023</b>  | <b>30,999</b>   | <b>(1,436)</b>  | <b>37,848</b> | <b>—</b>  | <b>768,676</b>  | <b>54,292</b>             | <b>822,968</b>  |

**(4) Consolidated Statements of Cash Flows**

(Millions of yen)

|   | Fiscal year ended<br>March 31, 2024 | Fiscal year ended<br>March 31, 2023 |
|---|-------------------------------------|-------------------------------------|
| <b>Cash flows from operating activities</b>             |                                     |                                     |
| Profit before income taxes                              | 142,043                             | 140,033                             |
| Depreciation and amortization                           | 78,298                              | 71,820                              |
| Impairment loss and gain on reversal of impairment loss | 3,733                               | 15,075                              |
| Increase (decrease) in employee benefits                | (6,343)                             | (14,675)                            |
| Increase (decrease) in provisions                       | (3,573)                             | 2,846                               |
| Interest income   | (5,542)                             | (3,373)                             |
| Dividend income   | (959)                               | (987)                               |
| Interest expense  | 4,941                               | 3,970                               |
| Share of profit of associates and joint ventures        | (4,730)                             | (4,326)                             |
| Loss on disposal of non-current assets                  | 4,732                               | 4,388                               |
| Gain on sale of non-current assets                      | (14,604)                            | (33,376)                            |
| Loss on sale of non-current assets                      | 226                                 | 217                                 |
| Decrease (increase) in trade and other receivables      | (11,319)                            | 3,327                               |
| Increase (decrease) in trade and other payables         | 17,414                              | (4,065)                             |
| Decrease (increase) in inventories                      | 4,346                               | (41,613)                            |
| Increase (decrease) in consumption taxes payable        | 6,804                               | 2,252                               |
| Increase (decrease) in other assets and liabilities     | (491)                               | 6,681                               |
| Others  | 2,515                               | 5,780                               |
| <b>Subtotal</b>   | <b>217,491</b>                      | <b>153,975</b>                      |
| Interest received                                       | 5,538                               | 3,334                               |
| Dividends received                                      | 4,412                               | 3,225                               |
| Interest paid   | (4,829)                             | (3,749)                             |
| Income taxes paid                                       | (54,538)                            | (39,145)                            |
| <b>Net cash provided by operating activities</b>        | <b>168,074</b>                      | <b>117,640</b>                      |

(Millions of yen)

|  | Fiscal year ended<br>March 31, 2024 | Fiscal year ended<br>March 31, 2023 |
|--|-------------------------------------|-------------------------------------|
| <b>Cash flows from investing activities</b>  |                                     |                                     |
| Purchase of property, plant and equipment  | (65,786)                            | (68,383)                            |
| Proceeds from sale of property, plant and equipment                                  | 13,722                              | 40,255                              |
| Purchase of intangible assets  | (6,236)                             | (4,663)                             |
| Proceeds from sale of intangible assets  | 1,884                               | 10                                  |
| Purchase of financial assets   | (11,381)                            | (2,155)                             |
| Proceeds from sale of financial assets   | 9,027                               | 3,682                               |
| Purchase of shares in subsidiaries resulting in change in scope of consolidation     | (74,366)                            | —                                   |
| Others   | 701                                 | 1,166                               |
| <b>Net cash used in investing activities</b>   | <b>(132,434)</b>                    | <b>(30,087)</b>                     |
| <b>Cash flows from financing activities</b>  |                                     |                                     |
| Net change in short-term borrowings  | 73,849                              | 4,066                               |
| Net change in commercial papers  | 53,000                              | —                                   |
| Proceeds from long-term borrowings   | 20,466                              | 2,362                               |
| Repayments of long-term borrowings   | (16,933)                            | (14,299)                            |
| Proceeds from issuance of bonds  | 29,876                              | —                                   |
| Redemption of bonds  | (20,000)                            | (20,000)                            |
| Dividends paid   | (38,406)                            | (31,630)                            |
| Dividends paid to non-controlling interests  | (4,104)                             | (4,100)                             |
| Purchase of treasury stock   | (91,341)                            | (30,022)                            |
| Purchase of shares in subsidiaries not resulting in change of scope of consolidation | (2,557)                             | (8,170)                             |
| Repayments of lease liabilities  | (8,960)                             | (9,412)                             |
| Others   | (1,641)                             | 145                                 |
| <b>Net cash used in financing activities</b>   | <b>(6,753)</b>                      | <b>(111,061)</b>                    |
| <b>Effect of currency rate changes on cash and cash equivalents</b>                  | <b>9,873</b>                        | <b>4,831</b>                        |
| <b>Net change in cash and cash equivalents</b>                                       | <b>38,759</b>                       | <b>(18,677)</b>                     |
| <b>Cash and cash equivalents at beginning of the year</b>                            | <b>132,777</b>                      | <b>151,454</b>                      |
| <b>Cash and cash equivalents at end of the year</b>                                  | <b>171,537</b>                      | <b>132,777</b>                      |



**(5) Notes to Consolidated Financial Statements**

**Going Concern Assumption**

Not applicable

**Changes in Material Accounting Policies**

Impact of Applying New Accounting Policies

Not applicable

## Segment Information

### (1) Overview of reportable segments

The Group's reportable segments are categorized primarily by product lines. There are three reportable segments: Seasonings and Foods, Frozen Foods, and Healthcare and Others.

Each reportable segment is a component of the Group for which separate financial information is available and evaluated regularly by the Management Committee in determining the allocation of management resources and in assessing performance.

The product categories belonging to each reportable segment are as follows:

| Reportable Segments   | Details  | Main Products  |
|-----------------------|--|--|
| Seasonings and Foods  | Sauce and Seasonings                                   | Umami seasoning <i>AJI-NO-MOTO</i> <sup>®</sup> , <i>HON-DASHI</i> <sup>®</sup> , <i>Cook Do</i> <sup>®</sup> , <i>Ajinomoto KK Consommé</i> , <i>Pure Select</i> <sup>®</sup> <i>Mayonnaise</i> , <i>Ros Dee</i> <sup>®</sup> (flavor seasoning), <i>Masako</i> <sup>®</sup> (flavor seasoning), <i>Aji-ngo</i> <sup>®</sup> (flavor seasoning), <i>Sazón</i> <sup>®</sup> (flavor seasoning), <i>Sajiku</i> <sup>®</sup> (menu-specific seasoning), <i>CRISPY FRY</i> <sup>®</sup> (menu-specific seasoning), etc. |
|                       | Quick Nourishment                                      | <i>Knorr</i> <sup>®</sup> <i>Cup Soup</i> , <i>YumYum</i> <sup>®</sup> (instant noodles), <i>Birdy</i> <sup>®</sup> (coffee beverage), <i>Birdy</i> <sup>®</sup> <i>3in1</i> (powdered drink), <i>Blendy</i> <sup>®</sup> brand products ( <i>CAFÉ LATORY</i> <sup>®</sup> , stick coffee, etc.), <i>MAXIM</i> <sup>®</sup> brand products, <i>Chotto Zeitakuna Kohiten</i> <sup>®</sup> brand products, various gift sets, office supplies (coffee vending machines, tea servers), etc.                             |
|                       | Solution and Ingredients                               | Umami seasoning <i>AJI-NO-MOTO</i> <sup>®</sup> for foodservice and processed food manufacturers in Japan, Seasonings and processed foods for foodservice, Seasonings for processed foods (savory seasonings, enzyme <i>ACTIVA</i> <sup>®</sup> ), Drinks supplied to restaurants, Ingredients for industrial use, Delicatessen products, Bakery products, Nucleotides, Sweeteners (aspartame for industrial use, <i>PAL SWEET</i> <sup>®</sup> for retail use, etc.), and others                                    |
| Frozen Foods          | Frozen Foods   | Chinese dumplings ( <i>Gyoza</i> , <i>Shoga Gyoza</i> , <i>POT STICKERS</i> , etc.), Cooked rice ( <i>THE CHA-HAN</i> , <i>CHICKEN FRIED RICE</i> , <i>YAKITORI CHICKEN FRIED RICE</i> , etc.), Noodles ( <i>YAKISOBA</i> , <i>RAMEN</i> , etc.), Desserts (cakes for restaurant and industrial-use, <i>MACARON</i> , etc.), Shumai ( <i>THE SHUMAI</i> , etc.), Processed chicken ( <i>Yawaraka Wakadori Kara-Age</i> (fried chicken), <i>THE KARAAGE</i> , etc.), and others                                       |
| Healthcare and Others | Amino Acids for Pharmaceuticals and Foods              | Amino acids, culture media   |
|                       | Bio-Pharma Services (CDMO services)                    | Contract development and manufacturing services of pharmaceutical intermediates and active ingredients, aseptic fill finish services, etc.   |
|                       | Functional Materials (electronic materials and others) | Electronic materials ( <i>Ajinomoto Build-up Film</i> <sup>®</sup> (ABF) interlayer insulating material for semiconductor packages, etc.), Functional materials (adhesive <i>PLENSET</i> <sup>®</sup> , magnetic materials <i>AFTINNOVA</i> <sup>®</sup> <i>Magnetic Film</i> , etc.), activated carbon, release paper, etc.   |
|                       | Others   | Feed-use amino acids, Direct marketing (Fundamental Foods ( <i>Glyna</i> <sup>®</sup> , <i>Amino Aile</i> <sup>®</sup> ), etc.), Sports nutrition (Supplement ( <i>amino VITAL</i> <sup>®</sup> ), etc.), Personal care ingredients (amino acid-based mild surfactants <i>Amisoft</i> <sup>®</sup> , <i>Amilite</i> <sup>®</sup> , amino acid-based alternatives to plastic microbeads, the <i>Amihope</i> <sup>®</sup> SB series, etc.), Medical foods, Crop services, etc.   |

(2) Sales and profits by segment

The Group's sales and profits by reportable segment are as follows.

Inter-segment sales and transfers are primarily based on transaction prices with third parties.

Fiscal year ended March 31, 2024

(Millions of yen)

|  | Reportable segment         |              |                       | Other <sup>1</sup> | Total     | Adjustments <sup>2</sup> | As included in consolidated statements of income |
|--|----------------------------|--------------|-----------------------|--------------------|-----------|--------------------------|--|
|  | Seasonings and Foods       | Frozen Foods | Healthcare and Others |                    |           |                          |  |
| Sales  |                            |              |                       |                    |           |                          |  |
| Sales to third parties                           | 846,977                    | 281,870      | 294,564               | 15,819             | 1,439,231 | —                        | 1,439,231  |
| Inter-segment sales and transfers                | 7,399                      | 152          | 3,689                 | 29,264             | 40,505    | (40,505)                 | —  |
| Total sales                                      | 854,376                    | 282,023      | 298,253               | 45,083             | 1,479,737 | (40,505)                 | 1,439,231  |
| Share of profit of associates and joint ventures | 1,518                      | —            | (71)                  | 3,284              | 4,730     | —                        | 4,730  |
| Segment profit or loss (Business profit or loss) | 111,550                    | 9,576        | 24,386                | 2,167              | 147,681   | —                        | 147,681  |
|  | Other operating income     |              |                       |                    |           |                          | 20,487   |
|  | Other operating expense    |              |                       |                    |           |                          | (21,486)   |
|  | Operating profit           |              |                       |                    |           |                          | 146,682  |
|  | Financial income           |              |                       |                    |           |                          | 7,775  |
|  | Financial expense          |              |                       |                    |           |                          | (12,414)   |
|  | Profit before income taxes |              |                       |                    |           |                          | 142,043  |

1. Other includes the tie-up and other service-related businesses.

2. Corporate expenses are not attributable to specific reportable segments and are allocated to each reportable segment based on reasonable criteria. Corporate expenses mainly relate to the parent company's administrative divisions.

Fiscal year ended March 31, 2023

(Millions of yen)

|  | Reportable segment         |              |                       | Other <sup>1</sup> | Total     | Adjustments <sup>2</sup> | As included in consolidated statements of income |
|--|----------------------------|--------------|-----------------------|--------------------|-----------|--------------------------|--|
|  | Seasonings and Foods       | Frozen Foods | Healthcare and Others |                    |           |                          |  |
| Sales  |                            |              |                       |                    |           |                          |  |
| Sales to third parties                           | 775,021                    | 267,237      | 299,670               | 17,185             | 1,359,115 | —                        | 1,359,115  |
| Inter-segment sales and transfers                | 7,590                      | 131          | 3,703                 | 27,095             | 38,520    | (38,520)                 | —  |
| Total sales                                      | 782,612                    | 267,369      | 303,373               | 44,280             | 1,397,635 | (38,520)                 | 1,359,115  |
| Share of profit of associates and joint ventures | 2,382                      | —            | (76)                  | 2,020              | 4,326     | —                        | 4,326  |
| Segment profit or loss (Business profit or loss) | 84,800                     | 2,013        | 48,657                | (130)              | 135,341   | —                        | 135,341  |
|  | Other operating income     |              |                       |                    |           |                          | 40,983   |
|  | Other operating expense    |              |                       |                    |           |                          | (27,396)   |
|  | Operating profit           |              |                       |                    |           |                          | 148,928  |
|  | Financial income           |              |                       |                    |           |                          | 6,099  |
|  | Financial expense          |              |                       |                    |           |                          | (14,994)   |
|  | Profit before income taxes |              |                       |                    |           |                          | 140,033  |

1. Other includes the tie-up and other service-related businesses.

2. Corporate expenses are not attributable to specific reportable segments and are allocated to each reportable segment based on reasonable criteria. Corporate expenses mainly relate to the parent company's administrative divisions.

Note: During the fiscal year under review, the method for allocating shared expenses such as R&D expenses was changed in order to better evaluate the business performance of each reportable segment, and the segment profit for the fiscal year ended March 31, 2023, was changed retrospectively.

(3) Information on assets by reportable segment

Total assets in the Healthcare and Others segment as of March 31, 2024, stood at ¥469,449 million, an increase of ¥132,055 million from the end of the previous fiscal year on March 31, 2023. This was mainly due to the full acquisition of Forge Biologics Holdings, LLC (“Forge”) through the Company’s consolidated subsidiary Ajinomoto North America Holdings, Inc. Forge and its five subsidiaries became consolidated subsidiaries of the Company during the fiscal year ended March 31, 2024.

See “3. Consolidated Financial Statements and Notes, (5) Notes to Consolidated Financial Statements, Business Combination” for information on Forge.

**Information for Earnings per Share**

Information related to the calculation of earnings per share attributable to owners of the parent company is as follows:

(1) Profit attributable to owners of the parent company

|  | (Millions of yen)                   |                                     |
|--|-------------------------------------|-------------------------------------|
|  | Fiscal year ended<br>March 31, 2024 | Fiscal year ended<br>March 31, 2023 |
| Amount used for calculating the basic earnings per share   | 87,121                              | 94,065                              |
| Amount used for calculating the diluted earnings per share | 87,121                              | 94,065                              |

(2) Weighted average number of ordinary shares

|   | (Thousands of shares)               |                                     |
|---|-------------------------------------|-------------------------------------|
|   | Fiscal year ended<br>March 31, 2024 | Fiscal year ended<br>March 31, 2023 |
| Weighted average number of ordinary shares                    | 520,328                             | 534,540                             |
| Effect of dilutive potential ordinary shares                  | 104                                 | 38                                  |
| Weighted average number of dilutive potential ordinary shares | 520,433                             | 534,579                             |

(3) Basic earnings per share attributable to owners of the parent company

|                            | Yen                                 |                                     |
|----------------------------|-------------------------------------|-------------------------------------|
|                            | Fiscal year ended<br>March 31, 2024 | Fiscal year ended<br>March 31, 2023 |
| Basic earnings per share   | 167.44                              | 175.97                              |
| Diluted earnings per share | 167.40                              | 175.96                              |

Upon calculation of the basic earnings per share, the Company’s shares held by Director’s remuneration BIP Trust are included in the treasury stock which is deducted from the number of shares outstanding at end of period when the average number of shares during the period are calculated.

## Business Combination

The Company acquired all equities of Forge Biologics Holdings, LLC (“Forge”), a US-based gene therapy CDMO, through its subsidiary, Ajinomoto North America Holdings, Inc. on December 21, 2023 (US local time), and Forge and its five subsidiaries became consolidated subsidiaries of the Company.

Under the Medium-Term ASV Initiatives 2030 Roadmap announced in February 2023, the Company has set four growth areas leveraging the strengths of “AminoScience,” and Healthcare is one of these areas. Through this acquisition, integration of the Ajinomoto Group’s unique “AminoScience” technology platform with Forge’s gene therapy CDMO platform will aim to achieve an early realization of the roadmap by opening up new treatment options for rare disease patients and building a robust business foundation in the advanced therapy field. In addition, envisioning progress up to 2050, entering this next-generation business of transformational medicines will enable the Company to promote transition into higher-value-added business, and to expedite growth in the healthcare business and increased profitability based on the technologies and customers cultivated so far.

### (1) Impact on Ajinomoto Group’s business results

Forge’s sales and net loss included in the Consolidated Statements of Income for the fiscal year ended March 31, 2024, were US\$7 million (¥1,010 million) and US\$15 million (¥2,249 million), respectively. Assuming the business combination had been implemented at the beginning of the fiscal year ended March 31, 2024, sales and net loss would have been US\$34 million (¥4,862 million) and US\$77 million (¥11,048 million), respectively.

### (2) Fair value of consideration transferred at the date of acquisition

|      | Amount                            |
|------|-----------------------------------|
| Cash | US\$547 million (¥78,567 million) |

#### Notes

1. Acquisition-related expenses of ¥1,290 million associated with the business combination by cash consideration are included in general and administrative expenses.
2. US\$1 = ¥143.48 (exchange rate at the time of the acquisition)
3. The post-acquisition price adjustment has been completed, and the amount of consideration for the acquisition has been fixed.

### (3) Cash out due to acquisition of subsidiaries

|  | Amount                            |
|--|-----------------------------------|
| Cash used in acquisition                           | US\$545 million (¥78,318 million) |
| Cash and cash equivalents of acquired subsidiaries | US\$27 million (¥3,952 million)   |
| Cash out due to the acquisition of subsidiaries    | US\$518 million (¥74,366 million) |

Note: In addition, the Company plans to pay US\$1 million (¥249 million) in price adjustment per agreement.

(4) Fair value of assets acquired and liabilities assumed and goodwill

(Millions of yen)

|  | Amount        |
|--|---------------|
| Current assets   | 8,429         |
| Cash and cash equivalents  | 3,952         |
| Trade and other receivables  | 1,049         |
| Inventories  | 2,402         |
| Others   | 1,025         |
| Non-current assets   | 48,949        |
| Property, plant and equipment  | 16,422        |
| Intangible assets  | 32,287        |
| Others   | 239           |
| <b>Total assets</b>  | <b>57,379</b> |
| Current liabilities  | 15,433        |
| Trade and other payables   | 2,770         |
| Short-term borrowings  | 8,668         |
| Others   | 3,994         |
| Non-current liabilities  | 8,475         |
| Deferred tax liabilities   | 7,981         |
| Others   | 494           |
| <b>Total liabilities</b>   | <b>23,909</b> |
| Non-controlling interests  | (1,516)       |
| <b>Total equity less non-controlling interests (A)</b>                       | <b>34,986</b> |
| Fair value of total consideration transferred at the date of acquisition (B) | 78,567        |
| <b>Goodwill (C) = (B) – (A)</b>  | <b>43,581</b> |

The measurement of the acquisition-date fair value of assets acquired and the liabilities assumed has not been completed, and they are provisionally calculated based on the information available at the current time. At the end of the fiscal year ended March 31, 2024, the measurement of their acquisition-date value was partially revised, which increased intangible assets and deferred tax liabilities ¥31,924 million and ¥7,981 million, respectively, and decreased goodwill ¥23,165 million.

Non-controlling interest is calculated by multiplying the fair value of the identifiable net assets of the acquired company by the ratio of non-controlling shareholders' equity to shareholders' equity. Goodwill mainly consists of synergies with existing businesses and excess profitability that are expected to result from the acquisition.

(5) Fair value of acquired receivables, contractual receivables and expected uncollectible amounts

The trade and other receivables acquired mainly consist of trade receivables with a fair value of US\$7 million (¥1,049 million). The total contractual amount is US\$7 million (¥1,049 million), of which no amounts are expected to be uncollectible.

## Significant Subsequent Events

### Retirement of Treasury Stock

The Company made a resolution at a meeting of its Board of Directors held on April 19, 2024, on matters pertaining to the retirement of treasury stock based on the provisions of Article 178 of the Companies Act.

The number of shares to be retired are 5,699,700 shares of 7,003,300 shares repurchased in the market through the Tokyo Stock Exchange between November 29, 2023, and March 7, 2024. This excludes 1,303,600 shares, 0.25% of total shares outstanding, to be held as treasury stock.

|   |   |
|---|---|
| (1) Class of shares to be retired               | Common stock  |
| (2) Number of shares to be retired              | 5,699,700 (1.09% of total shares outstanding before the retirement) |
| (3) Number of shares not to be retired but held | 1,303,600 (0.25% of total shares outstanding before the retirement) |
| (4) Date to be retired                          | May 27, 2024  |

Reference: Total number of outstanding shares after retirement will be 515,731,154.

### Share Repurchase

The Company made a resolution at a meeting of its Board of Directors held on May 9, 2024 on matters pertaining to a share repurchase based on the provisions of Article 156 of the Companies Act as applied pursuant to the

provisions of Article 165-3 of the same law, as outlined below.

1. Reason for Conducting the Share Repurchase

The purpose is to increase the level of shareholder return and improve capital efficiency.

2. Details of the Repurchase

|  |  |
|--|--|
| (1) Class of shares to be repurchased        | Common stock   |
| (2) Total number of shares to be repurchased | 12.5million (maximum)<br>(2.44% of total shares outstanding, excluding treasury stock)   |
| (3) Total amount to be paid for repurchase   | JPY 50 billion (maximum)   |
| (4) Period of share repurchase               | May 10, 2024 to August 30, 2024  |
| (5) Method of repurchase                     | (a) Purchase through Off-Auction Own Share Repurchase Trading (ToSTNeT-3)<br>(b) Purchase in the market through the Tokyo Stock Exchange   |
| (6) Other                                    | The Company plans to retire all except a small portion of shares repurchased under this program by resolution of the Board of Directors, pursuant to the provisions of Article 178 of the Companies Act. |

The Company's policy is to hold the repurchased treasury stock up to approximately 1% of the total number of shares outstanding, as resolved at the Board of Directors meeting held on May 11, 2023. For the share repurchase this time, the Company resolved not to retire approximately 0.25% of the total number of shares to be repurchased, but to hold them as treasury stock.