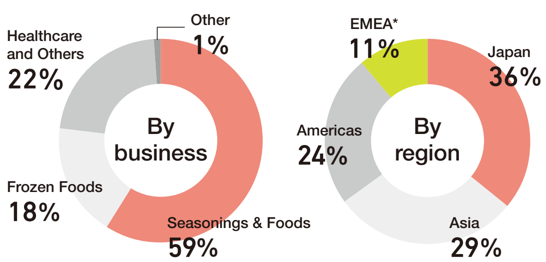
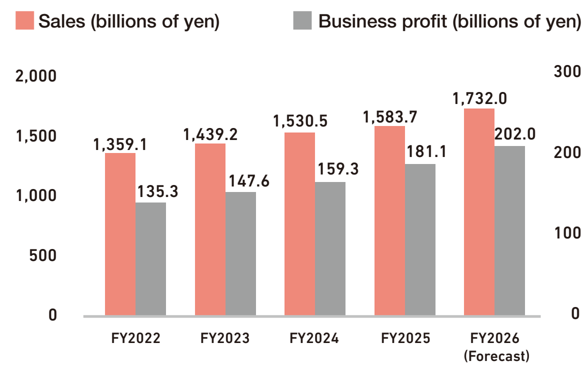
Review of financial results by segment

In fiscal 2025, we posted record highs in sales, business profit, and profit attributable to owners of the parent company. Sales increased 3.5% year on year, or 53.1 billion yen, to 1,583.7 billion yen, mainly due to increases in sales in the Seasonings & Foods segment and the Healthcare and Others segment. Business profit increased 13.7% year on year, or 21.8 billion yen, to 181.1 billion yen, continuing with double digit growth, primarily owing to the increases in profit in the two segments. Further, profit attributable to owners of the parent company increased 91.6% year on year, or 64.4 billion yen, to 134.6 billion yen partly due to the gain on sale of non-current assets recorded with the transfer of a portion of the Company's land and building of the head office.

[Company-wide sales composition by business and region]



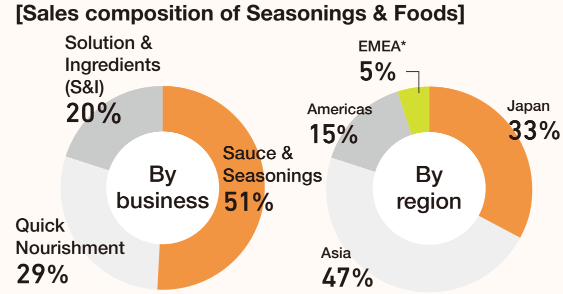
[Company-wide sales and business profit]



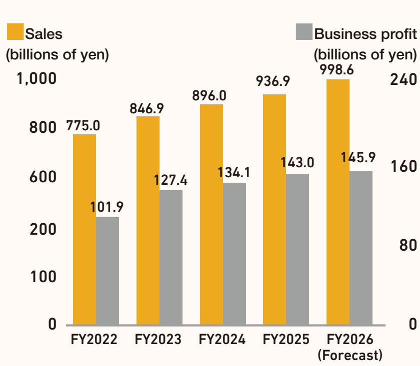
Seasonings & Foods

Sales of the Seasonings & Foods segment increased 4.6% year on year, or 40.9 billion yen, to 936.9 billion yen mainly due to increased sales of Sauce & Seasonings and impact of rise in unit sales prices of Quick Nourishment. Business profit increased 6.6% year on year, or 8.9 billion yen, to 143.0 billion yen, primarily due to the effect of increased revenue of Sauce & Seasonings and coffee products in Japan.

[Sales composition of Seasonings & Foods]



[Sales and business profit]



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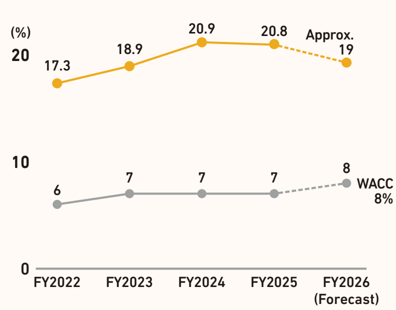
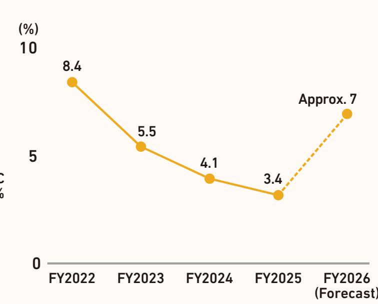


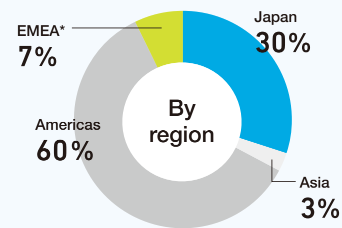
[Organic sales growth]



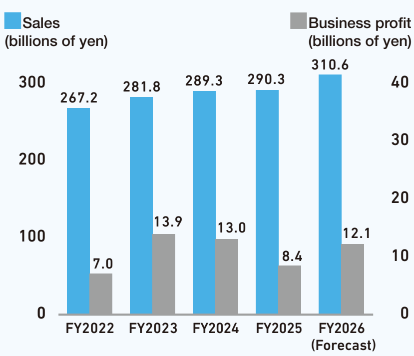
Frozen Foods

Sales of the Frozen Foods segment on the whole came to a level similar to the previous year, rising 0.9 billion yen, or 0.3%, compared to the previous fiscal year to 290.3 billion yen. Business profit declined 4.5 billion yen, or 35.0%, compared to the previous fiscal year to 8.4 billion yen as the profit in North America fell primarily due to the temporary impact of tariffs, etc.

[Sales composition of Frozen Foods]



[Sales and business profit]



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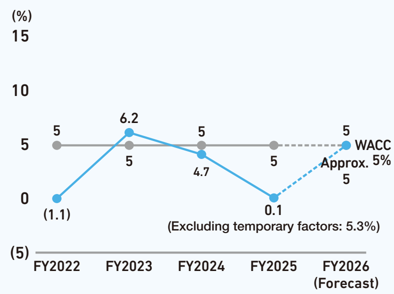
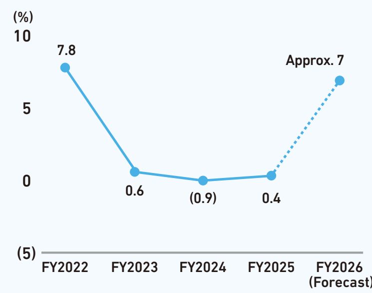


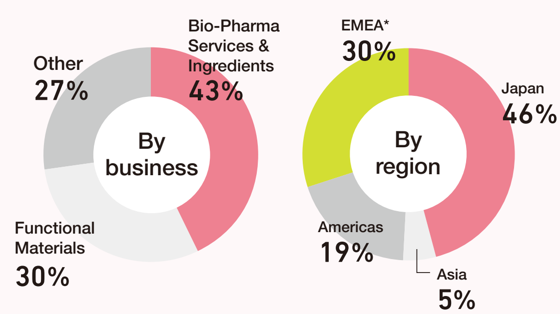
[Organic sales growth]



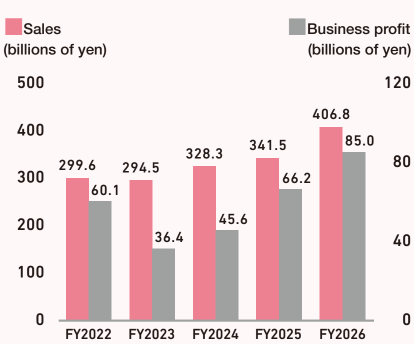
Healthcare and Others

Sales of the Healthcare and Others segment increased 13.1 billion yen, or 4.0%, compared to the previous fiscal year to 341.5 billion yen due to the impact of strong sales of Electronic Materials despite the sale of Ajinomoto Althea, Inc. Business profit increased 20.5 billion yen, or 45.1%, compared to the previous fiscal year to 66.2 billion yen due to increased profit of Electronic Materials and Bio-Pharma Services & Ingredients.

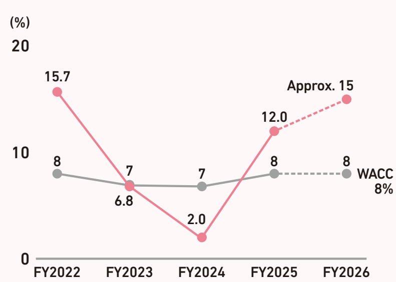
[Sales composition of Healthcare and Others]



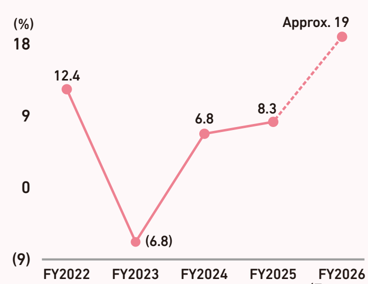
[Sales and business profit]



[ROIC]



[Organic sales growth]



* Europe, the Middle East, and Africa