

## Ajinomoto Co., Inc. Consolidated Results for FY2022 Ended March 31, 2023

## ■ Consolidated Financial Statements

(Billion yen)

	FY22	FY21	YoY Change		Jan. - Mar. FY22	Jan. - Mar. FY21	YoY Change		FY22 Revised Forecast (As of Nov.7)	Progress
			Amount	%			Amount	%		
Sales	1,359.1	1,149.3	209.7	18%	332.3	295.1	37.2	12%	1,367.0	99%
Share of profit of associates and joint ventures	4.3	0.9	3.3	339%	0.3	-1.1	1.5	-	-	-
Business profit*	135.3	120.9	14.4	11%	16.1	12.5	3.6	29%	133.0	101%
Gain on sale of fixed assets	33.3	15.5	17.8	115%	32.4	0.2	32.2	15275%	-	-
Other	7.6	11.2	-3.6	-32%	2.0	4.1	-2.0	-50%	-	-
Other operating income	40.9	26.7	14.1	53%	34.5	4.3	30.1	689%	-	-
Loss on disposal of fixed assets	4.3	4.8	-0.4	-9%	1.7	2.1	-0.3	-17%	-	-
Other	23.0	18.3	4.7	25%	17.6	11.9	5.6	47%	-	-
Other operating expenses	27.3	23.1	4.2	18%	19.4	14.1	5.3	37%	-	-
Operating profit	148.9	124.5	24.3	19%	31.2	2.7	28.4	1038%	129.0	115%
Interest income	3.3	1.3	2.0	152%	1.1	0.3	0.8	219%	-	-
Other	2.7	5.5	-2.8	-50%	0.4	2.5	-2.0	-80%	-	-
Financial income	6.0	6.8	-0.7	-11%	1.6	2.8	-1.2	-42%	-	-
Interest expenses	3.9	3.3	0.6	19%	1.0	0.8	0.1	18%	-	-
Other	11.0	5.6	5.3	95%	3.0	1.2	1.7	145%	-	-
Financial expenses	14.9	8.9	6.0	67%	4.0	2.1	1.9	92%	-	-
Profit before income taxes	140.0	122.4	17.5	14%	28.7	3.5	25.2	720%	122.0	114%
Income taxes	39.8	42.2	-2.3	-5%	9.4	9.7	-0.3	-3%	33.0	120%
Tax rate	28.5%	34.5%			32.8%	278.1%			27.0%	
Profit	100.1	80.2	19.9	24%	19.3	-6.2	25.5	-	89.0	112%
Attributable to owners of the parent company	94.0	75.7	18.3	24%	17.6	-5.8	23.4	-	** 83.0	113%
Non-controlling interests	6.1	4.5	1.6	35%	1.7	-0.4	2.1	-	6.0	101%

\* A profit indicator defined by Ajinomoto for administrative purposes.

(Sales - Cost of sales - Selling expenses, Research &amp; development expenses and General &amp; administrative expenses + Share of profit of associates and joint ventures)

\*\* We have revised the forecast of profit attributable to owners of the parent company from "83 billion yen" to "90 billion yen" in the press release issued on Feb. 28, 2023.

## ■ Business Effects of Foreign Exchange

Foreign Exchange Information	Apr. - Jun. FY22	Apr. - Jun. FY21	Jul. - Sep. FY22	Jul. - Sep. FY21	Oct. - Dec. FY22	Oct. - Dec. FY21	Jan. - Mar. FY22	Jan. - Mar. FY21	FY22 Revised Forecast
JPY/USD	129.73	109.52	138.27	110.11	141.38	113.71	132.42	116.34	135.00
JPY/EUR	138.26	131.94	139.26	129.83	144.26	130.04	142.16	130.40	135.00
JPY/THB	3.77	3.49	3.80	3.34	3.89	3.41	3.90	3.52	3.75
JPY/BRL	26.41	20.71	26.39	21.05	26.87	20.36	25.50	22.35	25.96

(Billion yen)

Effect of Foreign Exchange	FY22		FY21	
	Effect of currency translation	Effect of trade*	Effect of currency translation	Effect of trade*
Sales	+111.1	Approx.+15.5	+20.4	Approx.+3.0
Business profit	+13.1	Approx.+7.0	+2.3	Approx.+1.5

\* Approximations to nearest ¥0.5 billion

(Billion yen)

Excluding the Effect of Currency Translation	FY22	FY21	YoY Change		Jan. - Mar. FY22	Jan. - Mar. FY21	YoY Change	
			Amount	%			Amount	%
Sales	1,247.9	1,149.3	98.5	8%	311.9	295.1	16.8	5%
Seasonings and Foods	713.6	664.2	49.3	7%	177.6	166.3	11.3	6%
Frozen Foods	238.9	221.7	17.2	7%	61.7	56.1	5.5	10%
Healthcare and Others	278.1	251.2	26.9	10%	67.5	69.3	-1.7	-2%
Other	17.1	12.1	5.0	41%	4.9	3.2	1.6	52%
Business profit	122.2	120.9	1.3	1%	13.7	12.5	1.2	10%
Seasonings and Foods	73.1	81.2	-8.1	-10%	8.7	7.1	1.6	23%
Frozen Foods	-0.1	-0.6	0.5	-	-0.4	-2.6	2.2	-
Healthcare and Others	49.6	43.3	6.3	14%	7.0	10.0	-2.9	-29%
Other	-0.4	-3.0	2.6	-	-1.5	-1.9	0.3	-

## ■ Impacts of Raw Materials

(Billion yen)

Food raw materials (Domestic)	FY22	Jan. - Mar. FY22	Fermentation raw materials and fuel prices		
				FY22	Jan. - Mar. FY22
Seasonings and Foods	-5.7	-2.8	Main raw materials	-4.8	-1.4
Frozen Foods	-2.4	-0.6	Sub raw materials	-20.3	-1.9
			Energy	-2.6	-0.2
Total	-8.1	-3.4	Total	-27.8	-3.6

## Ajinomoto Co., Inc. Consolidated Results for FY2022 Ended March 31, 2023

During the fiscal year ended March 31, 2023, the Company's consolidated sales increased 18.2% year-on-year, or ¥209.7 billion, to ¥1,359.1 billion. This was due to the effect of currency translation and increases in sales in the Seasonings and Foods segment, the Frozen Foods segment, and the Healthcare and Others segment. Business profit increased 11.9% year-on-year, or ¥14.4 billion, to ¥135.3 billion, primarily due to the effect of currency translation and an increase in sales in the Healthcare and Others segment, despite increases in costs, such as for raw materials.

## Consolidated Results by Segment

							(Billion yen)		Factors leading to year-on-year increases and decreases are listed in order, from the largest to the smallest.
	FY22	FY21	YoY Change	Jan. - Mar. FY22	Jan. - Mar. FY21	YoY Change	FY22 Revised Forecast	Progress	
<b>Sales</b>	1,359.1	1,149.3	209.7	332.3	295.1	37.2	1,367.0	99%	<b>Seasonings and Foods</b> Sauce & Seasonings: Overall large increase in revenue. In Japan, decrease in revenue primarily due to the fall back in at-home demand after the increase in the previous year. Overseas, large increase in revenue due to the impact of currency translation, and also increased unit sales prices and increased quantity of product sold.
<b>Seasonings and Foods</b>	775.0	664.2	110.7	188.3	166.3	21.9	784.7	98%	Quick Nourishment: Overall increase in revenue. In Japan, decrease in revenue, but if the impact of structural reform in coffee products is excluded, increase in revenue. Reference: sales of coffee products (Japan): ¥79.2 billion Overseas, large increase in revenue due to the impact of currency translation, and also increased unit sales prices, and increased sales of instant noodles, ready-to-drink beverages, etc.
Sauce & Seasonings	379.7	315.7	64.0	91.0	79.4	11.6	382.2	99%	
Quick Nourishment	209.5	192.5	16.9	53.0	48.1	4.8	211.3	99%	
Solution & Ingredients (S&I)	185.6	155.9	29.7	44.3	38.7	5.5	191.1	97%	
<b>Frozen Foods</b>	267.2	221.7	45.5	67.1	56.1	10.9	261.1	102%	Solution & Ingredients: Large increase in revenue primarily due to increased unit sales prices of, and the impact of currency translation on, umami seasonings for processed food manufacturers and increased sales of foodservice-use products. Reference: sales of umami seasonings for processed food mfrs.: ¥76.1 billion
<b>Healthcare and Others</b>	299.6	251.2	48.4	71.9	69.3	2.6	303.5	98%	<b>Frozen Foods</b> Overall large increase in revenue. In Japan, revenue was level with the previous year primarily due to the recovery in restaurant and industrial-use products and increased unit sales prices despite the impact of structural reform. Overseas, large increase in revenue primarily due to the impact of currency translation and increased unit sales prices.
Bio-Pharma Services & Ingredients	129.5	104.8	24.7	34.9	33.0	1.8	126.1	102%	
Amino acids for pharmaceuticals and foods	Approx. 57.5	Approx. 49.0	8.5	Approx. 15.0	Approx. 13.5	1.2	-	-	
Bio-Pharma Services (CDMO services)	Approx. 72.0	Approx. 55.5	16.1	Approx. 20.0	Approx. 19.5	0.6	-	-	<b>Healthcare and Others</b> Bio-Pharma Services & Ingredients: Large increase in revenue due to increased sales of Bio-Pharma Services (CDMO services) and amino acids for pharmaceuticals and foods, and also the impact of currency translation.
Functional Materials (electronic materials and others)	70.1	60.5	9.5	13.3	15.6	-2.3	74.7	93%	Functional Materials (electronic materials and others): Large increase in revenue primarily due to increased sales of electronic materials.
Others	99.9	85.8	14.0	23.6	20.6	3.0	102.5	97%	Others: Large increase in revenue due to the impact of currency translation, and also increased sales of primarily medical foods.
<b>Other</b>	17.1	12.1	5.0	4.9	3.2	1.6	17.6	97%	
<b>Business Profit</b>	135.3	120.9	14.4	16.1	12.5	3.6	133.0	101%	<b>Seasonings and Foods</b> Sauce & Seasonings: Overall decrease in profit. In Japan, large decrease in profit primarily due to the impacts of cost increases, such as for raw materials, and decreased revenue. Overseas, increase in profit primarily due to the impacts of increased revenue and currency translation, despite the impact of cost increases, such as for raw materials.
<b>Seasonings and Foods</b>	82.9	81.2	1.7	10.4	7.1	3.3	81.0	102%	Quick Nourishment: Overall decrease in profit. In Japan, large decrease in profit primarily due to the impact of cost increases, such as for raw materials. Reference: profit of coffee products (Japan): ¥5.0 billion Overseas, large increase in profit primarily due to the impacts of increased revenue and currency translation, despite the impact of cost increases, such as for raw materials.
Sauce & Seasonings	62.6	64.2	-1.6	12.3	10.8	1.5	61.9	101%	
Quick Nourishment	16.7	19.1	-2.3	1.3	0.8	0.5	14.8	112%	
Solution & Ingredients (S&I)	23.5	18.2	5.3	2.8	2.3	0.4	23.4	100%	
Shared companywide expenses	-19.3	-20.0	0.6	-6.0	-6.7	0.6	-19.2	100%	
<b>Frozen Foods</b>	0.2	-0.6	0.9	-0.1	-2.6	2.4	0.1	226%	Solutions & Ingredients: Overall large increase in profit primarily due to the impacts of increased revenue and currency translation, despite the impact of cost increases, such as for raw materials. Reference: profit of umami seasonings for processed food mfrs.: increased ¥4.7 billion YoY
Frozen Foods	6.5	5.4	1.0	1.8	-0.7	2.5	6.2	105%	<b>Frozen Foods</b> Overall increase in profit. In Japan, decrease in profit primarily due to strategic expenses and the impact of cost increases, such as for raw materials. Overseas, increase in profit primarily due to the impacts of increased revenue and currency translation, despite the impact of cost increases, such as for raw materials.
Shared companywide expenses	-6.2	-6.1	-0.1	-2.0	-1.9	-0.1	-6.1	103%	
<b>Healthcare and Others</b>	52.5	43.3	9.1	7.4	10.0	-2.6	55.8	94%	<b>Healthcare and Others</b> Bio-Pharma Services & Ingredients: Increase in profit accompanying large increase in revenue. Reference: profit of amino acids for pharmaceuticals and foods: increased ¥ 1.0 billion YoY, Bio-Pharma Services (CDMO services): increased ¥0.9 billion YoY
Bio-Pharma Services & Ingredients	18.2	16.2	1.9	4.2	4.4	-0.1	17.9	101%	
Functional Materials (electronic materials and others)	36.9	28.9	7.9	6.1	7.5	-1.4	39.5	93%	Functional Materials (electronic materials and others): Large increase in profit accompanying large increase in revenue.
Others	5.0	5.5	-0.5	-0.4	0.4	-0.9	5.6	89%	Others: Decrease in profit primarily due to an increase in strategic investments.
Shared companywide expenses	-7.6	-7.4	-0.2	-2.5	-2.4	-0.0	-7.2	105%	
<b>Other</b>	-0.4	-3.0	2.5	-1.5	-1.9	0.3	-4.0	-	
Shared companywide expenses	-1.1	-1.2	0.0	-0.3	-0.1	-0.1	-1.2	96%	

## Ajinomoto Co., Inc. Consolidated Results for FY2022 Ended March 31, 2023

## ■Business and Geographical Area

## (1) Results by business &amp; geographical area

(Billion yen)

	Japan			Asia			Americas			EMEA			Other			Total		
	FY22	FY21	YoY Change	FY22	FY21	YoY Change	FY22	FY21	YoY Change	FY22	FY21	YoY Change	FY22	FY21	YoY Change	FY22	FY21	YoY Change
Sales	509.9	485.8	24.1 (5%)	352.0	285.2	66.7 (23%)	353.9	262.5	91.3 (34%)	143.1	115.6	27.4 (23%)	-	-	-	1,359.1	1,149.3	209.7 (18%)
Seasonings and Foods	274.0	270.5	3.4 (1%)	338.2	273.3	64.8 (23%)	110.4	81.0	29.3 (36%)	52.2	39.2	13.0 (33%)	-	-	-	775.0	664.2	110.7 (16%)
Frozen Foods	89.7	89.3	0.3 (0%)	4.7	3.1	1.5 (50%)	155.1	115.9	39.1 (33%)	17.6	13.2	4.3 (33%)	-	-	-	267.2	221.7	45.5 (20%)
Healthcare and Others	129.0	113.8	15.1 (13%)	9.0	8.6	0.4 (5%)	88.3	65.5	22.8 (34%)	73.1	63.2	9.9 (15%)	-	-	-	299.6	251.2	48.4 (19%)
Other	17.1	12.0	5.0 (42%)	0.0	0.1	-0.0 (-54%)	-	-	-	0.0	0.0	0.0	-	-	-	17.1	12.1	5.0 (41%)
Business profit	56.0	54.5	1.4 (2%)	51.4	47.4	3.9 (8%)	18.3	11.6	6.6 (56%)	9.5	7.2	2.3 (32%)	-	-	-	135.3	120.9	14.4 (11%)
Seasonings and Foods	25.8	35.3	-9.5 (-27%)	56.7	53.7	2.9 (5%)	14.7	9.1	5.6 (61%)	6.0	3.5	2.4 (69%)	-20.3	-20.5	0.1 (0%)	82.9	81.2	1.7 (2%)
Frozen Foods	3.5	4.8	-1.2 (-26%)	2.0	1.0	0.9 (90%)	1.5	-0.5	2.0	-0.1	0.0	-0.1	-6.7	-6.1	-0.6 (11%)	0.2	-0.6	0.9
Healthcare and Others	39.5	30.2	9.3 (30%)	3.0	2.9	0.1 (4%)	11.2	10.9	0.2 (2%)	7.0	6.8	0.2 (3%)	-8.3	-7.5	-0.7 (10%)	52.5	43.3	9.1 (21%)
Other	0.7	-1.9	2.6	-0.0	0.0	-0.0	-	-	-	-0.0	0.0	-0.0	-1.1	-1.2	0.0 (-4%)	-0.4	-3.0	2.5
Shared companywide expenses	-13.7	-14.0	0.3 (-2%)	-10.3	-10.3	-0.0 (0%)	-9.1	-7.8	-1.2 (16%)	-3.4	-3.1	-0.2 (7%)	36.6	35.4	1.2 (3%)	-	-	-

## (2) Overseas sales growth rate on LC basis by country (selected)

Seasonings and Foods (Sauce & Seasonings and Quick Nourishment)*		FY22	Jan. - Mar. FY22
Asia	Thailand	+5%	+10%
	Indonesia	+4%	+5%
	Vietnam	+14%	-12%
	Philippines	+7%	+16%
Americas	Brazil	+11%	+7%

\*Overseas consumer products

## (3) Sales progress by business &amp; geographical area

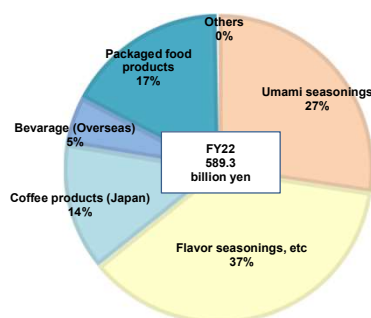
(Billion yen)

	Japan			Asia			Americas			EMEA			Total		
	FY22	FY22 Revised Forecast	Progress	FY22	FY22 Revised Forecast	Progress	FY22	FY22 Revised Forecast	Progress	FY22	FY22 Revised Forecast	Progress	FY22	FY22 Revised Forecast	Progress
Sales	509.9	522.5	97%	352.0	364.1	96%	353.9	350.0	101%	143.1	130.1	110%	1,359.1	1,367.0	99%
Seasonings and Foods	274.0	281.5	97%	338.2	343.8	98%	110.4	111.0	99%	52.2	48.2	108%	775.0	784.7	98%
Frozen Foods	89.7	90.0	99%	4.7	6.2	74%	155.1	150.1	103%	17.6	14.6	120%	267.2	261.1	102%
Healthcare and Others	129.0	133.8	96%	9.0	13.4	67%	88.3	89.0	99%	73.1	67.1	109%	299.6	303.5	98%
Other	17.1	17.7	96%	0.0	0.4	11%	-	-	-	0.0	0.0	-	17.1	17.6	97%

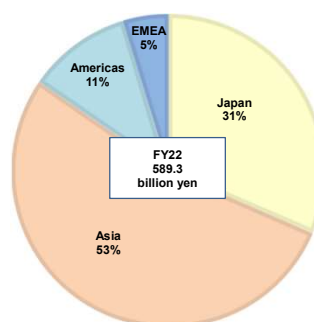
## ■ Seasonings and Foods

### 1. Sauce & Seasonings and Quick Nourishment (Domestic and Overseas)

#### (1) Percentage of sales for product categories



#### (2) Percentage of sales for Geographical Areas



#### (3) Coffee products

##### Percentage of sales for home-use products and restaurant and industrial-use products in Japanese market\*

	FY21	FY22
Sales	85.3	83.5
Home-use products	79%	75%
Restaurant and industrial-use products	21%	25%

\*Figures are for Ajinomoto AGF, Inc. only.

#### (4) Share and position of main brands in the home-use products market (Ajinomoto Group estimates, consumer purchase basis)

##### Sauce & Seasonings (Japan)

(Billion yen)

Category	Brands	FY21		FY22		FY23
		Market size	Market share (rank)	Market size	Market share (rank)	Market size Forecast
Umami seasonings	AJI-NO-MOTO®, Hi-Me®	5.3	94%(1)	5.5	93%(1)	5.7
Japanese flavor seasonings	HONDASHI®	37.1	56%(1)	34.5	55%(1)	33.5
Consomme	Ajinomoto KK Consomme	12.3	81%(1)	11.6	80%(1)	11.8
Mayonnaise	Pure Select®	59.4	25%(2)	64.8	24%(2)	66.5
Menu-specific seasonings	Cook Do®, Cook Do® Kyo-no Ohzara®	79.7	30%(1)	76.5	27%(1)	79.6

##### Sauce & Seasonings (Overseas)

Area	Country	Category	Brands	FY21 Market share (rank)
Asia	Thailand	Umami seasonings	AJI-NO-MOTO®, AJI-NO-MOTO PLUS	Approx.90%(1)
		Flavor seasonings	RosDee®	Approx.80%(1)
	Indonesia	Umami seasonings	AJI-NO-MOTO®	Approx.40%(1)
		Flavor seasonings	Masako®	Approx.50%(1)
	Vietnam	Umami seasonings	AJI-NO-MOTO®	Approx.60%(1)
Philippines	Umami seasonings	AJI-NO-MOTO®	Approx.100%(1)	
Americas	Brazil	Flavor seasonings	Tempero Sazon®	Approx.70%(1)

##### Quick Nourishment (Japan)

(Billion yen)

Category	Brands	FY21		FY22		FY23
		Market size	Market share (rank)	Market size	Market share (rank)	Market size Forecast
Soup	Knorr®	113.4	30%(1)	115.7	29%(1)	118.0
Instant coffee	Blendy®, MAXIM®	80.0	22%(2)	79.6	22%(2)	78.0
Stick-type coffee	Blendy®, CAFE LATORY®	45.5	55%(1)	45.5	53%(1)	46.4
Regular coffee	Chyotto Zeitakuna Kohiten®, Blendy® (incl. Drip coffee)	54.6	13%(3)	59.2	13%(3)	60.3

##### Quick Nourishment (Overseas)

Area	Country	Category	Brands	FY22 Market share (rank)
Asia	Thailand	RTD Coffee	Birdy®	Approx.50%(1)

## Ajinomoto Co., Inc. Supplementary Materials for FY2022 Ended March 31, 2023

## 2. Solution &amp; Ingredients

## Demand for MSG and nucleotides (Ajinomoto Group estimates)

(Thousand tons)

	FY21				FY22			
	China	Other	Total	Market share	China	Other	Total	Market share
MSG	1,710	1,620	3,330 <sup>1</sup>	Approx. 20%	1,730	1,670	3,400 <sup>2</sup>	Approx. 20%
Nucleotides	-	-	63	Approx. 25%	-	-	65	Approx. 20%

1. Home-use: a little under 60%, industrial-use: a little over 40%

2. Home-use: a little under 60%, industrial-use: a little over 40%

## ■Frozen Foods

## (1) Percentage of sales for home-use products and restaurant and industrial-use products in Japanese market\*

(Billion yen)

	FY21	FY22
Sales	89.3	90.3
Home-use products	67%	65%
Restaurant and industrial-use products	33%	35%

\* Figures are for Ajinomoto Frozen Foods Co., Inc. only

## (2) Market share and position of main brands in the home-use products market (Ajinomoto Group estimates, consumer purchase basis)

## Japan

(Billion yen)

Category	Brands	FY21		FY22		FY23
		Market size	Market share (rank)	Market size	Market share (rank)	Market size growth rate Forecast
Gyoza	Gyoza, etc.	60.2	44%(1)	64.1	40%(1)	Approx.106%

## North America

(Million USD)

Category	Brands	FY21		FY22		FY23
		Market size <sup>2</sup>	Market share (rank)	Market size <sup>2</sup>	Market share (rank)	Market size growth rate Forecast
Asian frozen food <sup>1</sup>	-	1,570	28%(1)	1,785	27%(1)	Approx.110%

1. Figures are for Ajinomoto Frozen Foods North America Inc. only

2. Excluding sales of private brands.

## ■Information by Business Segment

## (1) Depreciation and amortization\*

(Billion yen)

	FY21	FY22	FY23 Forecast
Seasonings and Foods	30.9	34.1	35.8
Frozen Foods	10.9	12.7	12.9
Healthcare and Others	14.6	16.6	18.6
Other	2.8	0.9	0.8
All Company	6.7	7.2	7.4
Total	66.2	71.8	75.7

\* Excluding discontinued operations.

## (2) Capital Expenditure/Investment

(Billion yen)

	FY21	FY22	FY23 Forecast
Seasonings and Foods	36.7	29.1	34.5
Frozen Foods	10.5	11.5	11.0
Healthcare and Others	21.5	24.5	32.6
Other	0.6	0.7	0.7
All Company	4.5	3.7	3.9
Total	74.1	69.8	83.6

## (3) R&amp;D Expenses

(Billion yen)

	FY21	FY22	FY23 Forecast
Seasonings and Foods	6.4	6.8	8.0
Frozen Foods	1.2	1.4	1.9
Healthcare and Others	8.4	9.6	11.4
Other	0.3	0.3	0.3
All Company	8.5	7.6	12.4
Total	24.8	25.8	33.9

## Ajinomoto Co., Inc. Supplementary Materials for FY2022 Ended March 31, 2023

## (Reference) The product categories belonging to each reportable segment

Reportable Segments	Sub Segments	Main Products
Seasonings and Foods	Sauce & Seasonings	Umami seasonings <i>AJI-NO-MOTO</i> ®, <i>HON-DASHI</i> ®, <i>Cook Do</i> ®, <i>Ajinomoto KK Consommé</i> , <i>Pure Select</i> ® Mayonnaise, <i>Ros Dee</i> ® (flavor seasoning), <i>Masako</i> ® (flavor seasoning), <i>Aji-ngon</i> ® (flavor seasoning), <i>Sazón</i> ® (flavor seasoning), <i>Sajiku</i> ® (menu-specific seasoning), <i>CRISPY FRY</i> ® (menu-specific seasoning), etc.
	Quick Nourishment	<i>Knorr</i> ® Cup Soup, <i>YumYum</i> ® (instant noodles), <i>Birdy</i> ® (coffee beverage), <i>Birdy</i> ® 3in1 (powdered drink), <i>Blendy</i> ® brand products ( <i>CAFÉ LATORY</i> ®, stick coffee, etc.), <i>MAXIM</i> ® brand products, <i>Chotto Zeitakuna Kohiten</i> ® brand products, various gift sets, office supplies (coffee vending machines, tea servers), etc.
	Solution & Ingredients	Umami seasoning <i>AJI-NO-MOTO</i> ® for foodservice and processed food manufacturers in Japan, Seasonings and processed foods for foodservice, Seasonings for processed foods (savory seasonings, enzyme <i>ACTIVA</i> ®), Drinks supplied to restaurants, Ingredients for industrial use, Delicatessen products, Bakery products, Nucleotides, Sweeteners (aspartame for industrial use, <i>PAL SWEET</i> ® 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 KARAAAGE</i> , etc.), and others
Healthcare and Others	<b>Bio-Pharma Services &amp; Ingredients</b>	
	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> ® (ABF) interlayer insulating material for semiconductor packages, etc.), Functional materials (adhesive <i>PLENSET</i> ®, magnetic materials <i>AFTINNOVA</i> ® <i>Magnetic Film</i> , etc.), activated carbon, release paper, etc.
Others	Feed-use amino acids, Direct marketing (Fundamental Foods ( <i>Glyna</i> ®, <i>Amino Aile</i> ®), etc.), Sports nutrition (Supplement ( <i>amino VITAL</i> ®), etc.), Personal care ingredients (amino acid-based mild surfactants <i>Amisoft</i> ®, <i>Amilite</i> ®, amino acid-based alternatives to plastic microbeads, the <i>Amihope</i> ® SB series, etc.), Medical foods, Crop services, etc.	