

FISCAL YEARS 2015 - 2024

IR Data Book

データブック



This IR Databook has been prepared by taking data over the last ten years. For more detailed data and notes on accounting standards, please refer to the relevant past Consolidated Financial Results, Securities Report and ASV Report (Integrated Report).

本IRデータブックは、投資家の皆さまに弊社の業績等の推移を分かりやすくご理解頂く為に、過去10年間のデータをまとめたものです。

本文注記での会計基準等、より詳細なデータについては「決算短信」、「有価証券報告書」、「ASVレポート(統合報告書)」をご参照下さい。

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Main Consolidated Financial Indicators 主な連結財務指標の推移

(Millions of yen) (百万円)	FY2024	FY2023	FY2022	FY2021	FY2020	FY2019	FY2018	FY2017	FY2016	FY2015
Sales, business profit, operating profit and profit attributable to owners of the parent company										
売上高・事業利益・営業利益及び親会社の所有者に帰属する当期利益の推移										
Sales 売上高	1,530,556	1,439,231	1,359,115	1,149,370	1,071,453	1,100,039	1,114,308	1,114,784	1,091,195	1,149,427
Business profit*1 事業利益*1	159,302	147,681	135,341	120,915	113,136	99,236	93,237	95,672	96,852	98,144
Operating profit 営業利益	113,968	146,682	148,928	124,572	101,121	48,773	53,642	78,706	83,617	99,678
Profit attributable to owners of the parent company 親会社の所有者に帰属する当期利益	70,272	87,121	94,065	75,725	59,416	18,837	29,698	60,124	53,065	71,292
Profitability ratios										
収益性の比率										
Ratio of business profit to sales (%)*2 売上高に対する事業利益の比率 (%) *2	10.4	10.3	10.0	10.5	10.6	9.0	8.4	8.6	8.9	8.5
Ratio of operating profit to sales (%) 売上高に対する営業利益の比率 (%)	7.4	10.2	11.0	10.8	9.4	4.4	4.8	7.1	7.7	8.7
Ratio of profit attributable to owners of the parent company to sales (%)*3 売上高に対する当期利益の比率 (親会社の所有者に帰属する当期利益) (%) *3	4.6	6.1	6.9	6.6	5.5	1.7	2.7	5.4	4.9	6.2
Ratio of gross profit to sales (%)*4 売上高に対する売上総利益の比率 (%) *4	36.0	35.5	34.6	37.1	37.9	36.7	35.4	35.4	35.5	34.1
Ratio of selling expenses, research and development expenses, and general and administrative expenses to sales (%)*5 売上高に対する販売費・研究開発費及び一般管理費の比率 (%) *5	26.0	25.6	25.0	26.6	27.5	27.5	27.0	27.2	26.8	25.7
Return on equity (ROE) (%)*6 親会社所有者帰属持分当期利益率 (ROE)*6	9.0	11.0	12.9	11.6	10.3	3.3	4.7	9.6	8.7	11.3
Ratio of business profit to total assets (ROA)*7 総資産事業利益率 (ROA)*7	9.1	9.0	9.1	8.4	8.1	7.2	6.6	6.9	7.4	7.8
Return On Invested Capital (ROIC)*8 投下資本利益率 (ROIC)*8	6.7	8.7	9.9	7.9	6.9	3.0	3.8			
Margin of Earnings Before Interest Taxes Depreciation and Amortization (EBITDA margin)*9 EBITDA率*9	16.1	15.7	15.2							
Total assets, Equity attribute to owners of the parent company and Interest-bearing debt net										
資産合計・親会社所有者帰属持分及び有利子負債の推移										
Total assets 資産合計	1,721,131	1,768,371	1,511,734	1,457,060	1,431,289	1,353,616	1,393,869	1,426,230	1,350,105	1,273,893
Equity attribute to owners of the parent company 親会社の所有者に帰属する持分	746,804	815,074	768,676	686,909	620,257	538,975	610,543	640,833	616,315	609,486
Interest-bearing debt net 有利子負債 (NET)	331,286	320,141	203,722	212,508	225,213	272,031	183,297	156,337	149,980	64,089
Ratio of equity attributable to owners of the parent company (%)*10 親会社所有者帰属持分比率 (%) *10	43.4	46.1	50.8	47.1	43.3	39.8	43.8	44.9	45.6	47.8
Net debt/equity attributable to owners of the parent company ratio (%)*11 負債・親会社所有者帰属持分比率 (%) *11	49.9	44.5	30.8	36.4	43.6	57.0	36.3	31.7	31.4	18.5
Per share value indicators										
1株当たり指標										
Basic earnings per share (JPY)*12 基本的1株当たり当期利益*12	69.77	83.72	87.99	69.71	54.18	17.19	26.81	52.88	46.41	60.62
Book value per share (BPS) (JPY)*12 1株当たり親会社所有者帰属持分*12	751.01	795.09	726.12	640.25	565.41	491.60	556.97	564.22	541.45	524.48
Cash flow per share (CFPS) (¥)*12-13 1株当たりキャッシュ・フロー (円) *12-13	175.65	161.74	163.15	146.36	123.24	81.75	76.50	96.23	92.50	109.88

Main Consolidated Financial Indicators 主な連結財務指標の推移

(Millions of yen) (百万円)	FY2024	FY2023	FY2022	FY2021	FY2020	FY2019	FY2018	FY2017	FY2016	FY2015
Efficiency indicators										
効率性の指標										
Asset turnover (times)*14 総資本回転率 (回) *14	0.88	0.88	0.92	0.80	0.77	0.80	0.80	0.80	0.83	0.91
Inventory turnover (times)*15 棚卸資産回転率 (回) *15	5.33	5.17	5.56	5.63	5.83	6.05	6.11	6.32	6.34	6.41
Number of days of inventory held*16 棚卸資産回転日数 (日) *16	68.5	70.6	65.7	64.8	62.6	60.3	59.8	57.8	57.5	57.0
Liquidity indicators										
流動性の指標										
Ratio of interest-bearing debt to cash flow (%)*17 有利子負債対キャッシュ・フロー比率 (%) *17	236.3	292.5	286.0	250.0	245.6	360.2	273.4	271.8	308.5	207.7
Interest coverage ratio (times)*18 インタレスト・カバレッジ・レシオ (倍) *18	29.5	34.8	31.4	45.0	49.2	32.6	38.1	43.3	44.0	58.8
Investment ratios										
投資の指標										
Price/Earnings ratio — PER (times) 株価収益率 (倍)	42.4	33.8	26.2	24.9	20.9	58.5	33.0	18.0	23.7	20.9
Price/Book value ratio - PBR (times) 株価親会社所有者帰属持分倍率 (倍)	3.9	3.6	3.2	2.7	2.0	2.0	1.6	1.7	2.0	2.4
Price/Cash flow ratio — PCFR (times) 株価キャッシュ・フロー倍率 (倍)	16.8	17.5	14.1	11.9	9.2	18.5	16.5	12.3	17.4	14.7
Dividends and payout ratio										
配当金及び配当性向										
Dividends per share (yen)*12 1株当たり配当金 (円) *12	40.0	37.0	34.0	26.0	21.0	16.0	16.0	16.0	15.0	14.0
Payout ratio (%)*19 配当性向 (%) *19	57.3	44.2	38.6	37.3	38.8	93.1	59.7	30.0	32.3	23.1
Value indicators										
企業価値の指標										
Free cash flow*20 フリーキャッシュ・フロー*20	132,516	35,639	87,552	84,009	99,403	48,205	50,333	27,551	(33,392)	70,565

■Notes: Methods of Calculating Main Financial Indicators 注記: 主な財務指標の推移 指標計算式

- A profit indicator defined by Ajinomoto for administrative purposes;
Sales - Cost of sales - Selling expenses, Research & development expenses and General & administrative expenses + Share of profit of associates and joint ventures
当社が経営管理のために独自に定義した利益指標。
事業利益 (連結ベース) = 売上高 - 売上原価 - 販売費・研究開発費及び一般管理費 + 持分法による損益
- Ratio of business profit to sales (%) = Business profit / Sales 売上高事業利益率 = 事業利益/売上高
- Ratio of profit attributable to owners of the parent company to sales (%) = Profit attributable to owners of the parent company / Sales
売上高当期利益率 = 親会社の所有者に帰属する当期利益/売上高
- Ratio of gross profit to sales (%) = Gross profit / Sales 売上高総利益率 = 売上総利益 / 売上高
- Ratio of SGA to sales (%) = Selling expenses, Research & development expenses and General & administrative expenses / Sales
売上高販管費率 = (販売費 + 研究開発費 + 一般管理費) / 売上高
- Return on equity (ROE) (%) = Profit attributable to owners of the parent company / Average equity attributable to owners of the parent company
親会社所有者帰属持分当期利益率 (ROE) = 親会社の所有者に帰属する当期利益/期中平均親会社所有者帰属持分
- Ratio of business profit to total assets (ROA) (%) = Business profit / Total assets 総資産事業利益率 (ROA) = 事業利益/期中平均資産合計
- Return On Invested Capital (ROIC) = Net operating profit less adjusted taxes for the fiscal year / ((Invested capital for the fiscal year + Invested capital for the previous fiscal year) / 2)
Invested capital = Shareholders' equity attributable to owners of the parent company + Interest-bearing debt
投下資本利益率 (ROIC) = 事業年度の税引後営業利益 / [(事業年度の投下資本) + (前事業年度の投下資本)] / 2
※投下資本 = 親会社の所有者に帰属する株主資本 + 有利子負債
- Margin of Earnings Before Interest Taxes Depreciation and Amortization (EBITDA margin) = (Business Profit + Depreciation and amortization) / Sales
EBITDA率 = (事業利益 + 減価償却費及び償却費) / 売上高
- Ratio of equity attributable to owners of the parent company (%) = Equity attributable to owners of the parent company / Total assets
親会社所有者帰属持分比率 = 親会社所有者帰属持分/資産合計
- Net debt/equity attributable to owners of the parent company ratio (%) = Interest bearing debt / Equity attributable to owners of the parent company
(Net debt is interest-bearing debt - Cash and cash equivalents × 75%)
負債・親会社所有者帰属持分比率 = 有利子負債/親会社所有者帰属持分 (有利子負債は「有利子負債-現金及び現金同等物×75%」で計算)
- The Company conducted a two-for-one stock split of its common shares, effective March 31, 2025. Historical dividends are adjusted as if the stock split was executed at the beginning of the fiscal period presented.
2025年3月31日を効力発生日として、普通株式1株につき2株の割合で株式分割を行っております。配当金につきましては、表示されている会計期間の期首に当該株式分割が行われたと仮定して過年度の数字を算定しております。
- Cash flow per share JPY (JPY) = (Profit before income taxes + Depreciation and amortization - Income taxes paid) / Outstanding shares
1株あたりキャッシュ・フロー = (税引前当期利益 + 減価償却費及び償却費 - 法人所得税の支払額) / 発行済株式総数
- Asset turnover = Sales / Average total assets 総資本回転率 (回) = 売上高/資産合計 (期中平均)
- Inventory turnover = Sales / Average inventory 棚卸資産回転率 (回) = 売上高/棚卸資産 (期中平均)
- Number of days of inventory held = 365 / Inventory turnover 棚卸資産回転日数 (日) = 365/棚卸資産回転率
- Debt/Cash flow ratio (%) = Average interest-bearing debt / Profit attributable to owners of the parent company + Depreciation and amortization + Income taxes
有利子負債対キャッシュ・フロー比率 = 有利子負債の期末残高/営業活動によるキャッシュ・フロー
- Interest coverage ratio (times) = Net cash provided by operating activities / Interest paid
インタレスト・カバレッジ・レシオ (倍) = 営業活動によるキャッシュ・フロー/利息の支払額
- Payout ratio (%) = Dividends paid / Basic earnings per share 配当性向 = 1株当たり配当金/基本的1株当たり当期利益
- Free cash flow = Net cash provided by operating activities - Net cash used in investing activities
フリーキャッシュ・フロー = 営業活動によるキャッシュ・フロー - 投資活動によるキャッシュ・フロー

Consolidated Statements of Financial Position* 連結財政状態計算書*

(Millions of yen) (百万円)

	FY2024	FY2023	FY2022	FY2021	FY2020	FY2019	FY2018	FY2017	FY2016	FY2015
Assets 資産										
Current assets 流動資産										
Cash and cash equivalents 現金及び現金同等物	164,776	171,537	132,777	151,454	181,609	141,701	153,725	187,869	186,003	204,487
Trade and other receivables 売上債権及びその他の債権	174,136	185,564	163,714	162,397	162,104	184,739	194,270	200,272	186,503	177,002
Other financial assets その他の金融資産	17,990	22,650	12,312	17,810	12,078	8,946	16,526	10,615	11,047	5,483
Inventories 棚卸資産	286,952	287,122	269,822	219,356	188,664	178,636	185,036	184,109	168,755	175,217
Income taxes receivable 未収法人所得税	12,533	22,505	12,674	6,024	7,459	8,653	8,095	8,374	7,423	1,259
Others その他の流動資産	27,600	20,252	24,235	24,375	18,746	16,225	13,944	12,919	13,711	15,271
Sub total 小計	683,989	709,632	615,537	581,419	570,662	538,901	571,599	604,160	573,445	578,722
Assets of disposal of groups classified as held for sale 売却目的保有に分類される処分グループに係る資産	17,308	-	-	-	14,506	-	19,568	-	-	51,008
Total current assets 流動資産合計	701,298	709,632	615,537	581,419	585,169	538,901	591,167	604,160	573,445	629,731
Non-current assets 非流動資産										
Property, plant and equipment 有形固定資産	581,330	587,407	536,565	522,312	486,443	454,357	423,369	411,640	393,441	379,410
Intangible assets 無形資産	92,168	97,810	65,916	68,309	72,201	69,245	66,132	66,144	60,422	37,446
Goodwill のれん	117,940	139,879	92,114	99,839	96,024	89,964	91,373	107,394	96,606	96,889
Investments in associates and joint ventures 持分法で会計処理される投資	129,645	128,538	119,825	115,248	112,246	116,280	116,900	131,190	130,634	37,582
Long-term financial assets 長期金融資産	45,823	54,097	53,749	51,864	53,576	50,132	64,812	70,042	62,923	62,696
Deferred tax assets 繰延税金資産	10,198	8,565	8,969	7,017	14,537	17,781	15,589	13,080	8,249	10,007
Others その他の非流動資産	42,727	42,439	19,056	11,049	11,090	16,952	24,523	22,576	24,382	20,127
Total non-current assets 非流動資産合計	1,019,833	1,058,738	896,197	875,641	846,119	814,714	802,701	822,069	776,660	644,161
Total assets 資産合計	1,721,131	1,768,371	1,511,734	1,457,060	1,431,289	1,353,616	1,393,869	1,426,230	1,350,105	1,273,893

*Data are identical with financial statement of each fiscal year.

*当該年度の有価証券報告書の数値を掲載。

Consolidated Statements of Financial Position* 連結財政状態計算書*

(Millions of yen) (百万円)	FY2024	FY2023	FY2022	FY2021	FY2020	FY2019	FY2018	FY2017	FY2016	FY2015
Liabilities 負債										
Current liabilities 流動負債										
Trade and other payables 仕入債務及びその他の債務	240,614	231,979	197,981	199,908	188,452	178,583	183,276	185,269	160,840	158,715
Short-term borrowings 短期借入金	5,923	97,553	12,599	8,219	10,820	8,043	10,989	15,280	11,153	12,499
Commercial paper コマーシャル・ペーパー	-	53,000	-	-	30,000	40,000	-	-	-	-
Current portion of bonds 1年内償還予定の社債	24,989	-	19,988	19,990	-	19,995	-	-	-	-
Current portion of long-term borrowings 1年内返済予定の長期借入金	8,234	37,717	16,733	14,418	18,085	15,191	13,089	11,285	23,929	11,012
Other financial liabilities その他の金融負債	9,637	8,885	11,084	15,802	11,603	5,401	5,935	4,049	5,049	2,653
Short-term employee benefits 短期従業員給付	47,217	45,916	42,141	38,567	38,288	41,588	37,273	37,811	35,501	34,646
Provisions 引当金	4,514	4,440	7,723	4,486	4,343	5,272	6,560	6,348	4,579	4,275
Income taxes payable 未払法人所得税	19,923	7,031	15,990	10,085	10,770	12,517	9,549	10,429	9,995	9,988
Others その他の流動負債	9,019	15,045	15,402	13,153	11,371	8,972	11,510	9,636	9,744	8,340
Sub total 小計	370,075	501,569	339,644	324,631	323,736	335,566	278,185	280,111	260,794	242,132
Liabilities of disposal of groups classified as held for sale 売却目的保有に分類される処分グループに係る負債	14,512	-	-	-	12,603	-	13,571	-	-	13,470
Total current liabilities 流動負債合計	384,588	501,569	339,644	324,631	336,339	335,566	291,756	280,111	260,794	255,602
Non-current liabilities 非流動負債										
Corporate bonds 社債	204,412	149,626	119,696	139,631	149,608	149,550	169,479	169,413	169,347	89,656
Long-term borrowings 長期借入金	211,795	104,598	119,548	131,650	141,911	124,135	137,157	140,298	129,617	153,570
Other financial liabilities その他の金融負債	46,130	54,544	54,984	56,740	69,381	72,738	25,412	28,428	18,452	20,030
Long-term employee benefits 長期従業員給付	30,443	28,865	26,568	38,788	43,487	66,659	64,406	64,807	57,592	53,213
Provisions 引当金	4,267	3,905	3,499	3,708	4,704	7,264	11,135	11,397	11,261	6,704
Deferred tax liabilities 繰延税金負債	22,989	37,859	22,361	20,945	16,240	4,503	7,392	10,448	12,163	13,925
Others その他の非流動負債	3,230	2,951	2,461	1,219	1,770	1,127	1,167	710	202	461
Total non-current liabilities 非流動負債合計	523,270	382,353	349,120	392,684	427,103	425,978	416,153	425,505	398,637	337,562
Total liabilities 負債合計	907,858	883,922	688,765	717,316	763,443	761,545	707,909	705,616	659,431	593,165
Equity 資本										
Common stock 資本金	79,863	79,863	79,863	79,863	79,863	79,863	79,863	79,863	79,863	79,863
Capital surplus 資本剰余金	-	-	-	-	-	-	3,266	955	3,797	26,021
Treasury stock 自己株式	(32,668)	(49,164)	(1,342)	(1,371)	(1,464)	(2,160)	(2,361)	(9,585)	(6,895)	(6,944)
Retained earnings 利益剰余金	590,517	657,782	652,307	616,286	608,031	574,287	595,311	628,966	584,849	552,684
Other components of equity その他の資本の構成要素	105,838	126,208	37,848	(7,869)	(65,454)	(113,015)	(65,521)	(59,366)	(45,299)	(41,976)
Other components of equity related to disposal groups classified as held for sale 売却目的保有に分類される処分グループに係るその他の資本の構成要素	3,253	-	-	-	(718)	-	(16)	-	-	(161)
Equity attributable to owners of the parent company 親会社の所有者に帰属する持分	746,804	815,074	768,676	686,909	620,257	538,975	610,543	640,833	616,315	609,486
Non-controlling interests 非支配持分	66,468	69,373	54,292	52,834	47,589	53,095	75,417	79,780	74,358	71,240
Total equity 資本合計	813,273	884,448	822,968	739,744	667,846	592,070	685,960	720,613	690,673	680,727
Total liabilities and equity 負債及び資本合計	1,721,131	1,768,371	1,511,734	1,457,060	1,431,289	1,353,616	1,393,869	1,426,230	1,350,105	1,273,893

*Dats are identical with financial statement of each fiscal year.

*当該年度の有価証券報告書の数値を掲載。

Consolidated Statements of Income* 連結損益計算書*

(Millions of yen) (百万円)	FY2024	FY2023	FY2022	FY2021	FY2020	FY2019	FY2018	FY2017	FY2016	FY2015
Sales										
売上高	1,530,556	1,439,231	1,359,115	1,149,370	1,071,453	1,100,039	1,114,308	1,114,784	1,091,195	1,149,427
Cost of sales										
売上原価	979,792	927,783	888,727	723,472	665,234	696,166	719,299	720,118	704,177	757,135
Gross profit										
売上総利益	550,764	511,448	470,387	425,897	406,219	403,873	395,008	394,666	387,018	392,291
Share of profit of associates and joint ventures										
持分法による損益	6,314	4,730	4,326	985	1,317	(2,444)	(515)	3,966	2,537	1,169
Selling expenses										
販売費	211,976	201,631	186,488	168,847	160,646	172,079	174,263	176,319	169,448	174,440
Research and development expenses										
研究開発費	30,921	28,766	25,867	24,842	25,900	27,596	27,823	27,833	27,134	26,591
General and administrative expenses										
一般管理費	154,878	138,099	127,017	112,277	107,853	102,516	99,167	98,807	96,119	94,284
Business profit										
事業利益	159,302	147,681	135,341	120,915	113,136	99,236	93,237	95,672	96,852	98,144
Other operating income										
その他の営業収益	4,936	20,487	40,983	26,788	24,436	7,572	6,009	7,854	9,541	23,868
Other operating expenses										
その他の営業費用	50,269	21,486	27,396	23,132	36,450	58,035	45,604	24,821	22,776	22,335
Operating profit										
営業利益	113,968	146,682	148,928	124,572	101,121	48,773	53,642	78,706	83,617	99,678
Financial income										
金融収益	8,792	7,775	6,099	6,868	3,900	8,030	8,116	9,578	7,283	5,292
Financial expenses										
金融費用	14,431	12,414	14,994	8,968	6,701	8,009	7,060	7,465	4,216	6,192
Profit before income taxes										
税引前当期利益	108,330	142,043	140,033	122,472	98,320	48,795	54,698	80,819	86,684	98,778
Income taxes										
法人所得税	27,556	40,011	39,863	42,244	32,040	20,384	17,697	15,330	21,717	20,635
Profit from continuing operations										
継続事業の当期利益	80,773	102,032	100,170	80,228	66,280	28,410	37,001	65,489	64,966	78,143
Profit from discontinued operations										
非継続事業の当期利益	-	-	-	-	-	558	2,002	2,684	-	2,788
Profit										
当期利益	80,773	102,032	100,170	80,228	66,280	28,969	39,004	68,174	64,966	80,931
Attributable to:										
当期利益の帰属:										
Owners of the parent company										
親会社の所有者	70,272	87,121	94,065	75,725	59,416	18,837	29,698	60,124	53,065	71,292
Non-controlling interests										
非支配持分	10,501	14,911	6,104	4,503	6,864	10,132	9,306	8,049	11,901	9,639
Profit from continuing operations attributable to owners of the parent company										
親会社の所有者に帰属する継続事業から生じた当期利益	70,272	87,121	94,065	75,725	59,416	18,643	27,509	57,533	53,065	68,504
Profit from discontinued operations attributable to owners of the parent company										
親会社の所有者に帰属する非継続事業から生じた当期利益	-	-	-	-	-	193	2,188	2,590	-	2,788
Profit attributable to owners of the parent company										
親会社の所有者に帰属する当期利益合計	70,272	87,121	94,065	75,725	59,416	18,837	29,698	60,124	53,065	71,292
(Appendix) Breakdown										
(補足) 内訳										
Selling Expenses										
販売費										
Logistics expenses										
物流費	57,357	56,071	61,706	53,085	46,778	51,007	52,857	51,826	43,787	46,432
Advertisement										
広告費	44,529	44,041	34,369	36,533	38,019	35,923	33,895	35,583	35,148	32,371
Sales promotion expenses										
販売促進費	28,217	26,386	21,925	19,496	18,439	22,121	22,971	25,400	26,399	27,611
Sales commissions										
販売手数料	2,419	2,376	2,519	2,160	2,208	2,566	2,787	2,966	2,794	3,253
Employee benefits expenses										
従業員給付費用	52,837	48,061	44,100	38,665	38,361	39,201	40,247	37,738	39,996	42,396
Depreciation and amortization expenses										
減価償却費及び償却費	3,848	3,436	3,320	3,809	5,000	5,309	2,221	2,050	2,020	2,167
Other										
その他	22,766	21,256	18,545	15,096	11,838	15,948	19,283	20,753	19,301	20,207
Total Selling Expenses										
販売費合計	211,976	201,631	186,488	168,847	160,646	172,079	174,263	176,319	169,448	174,440
Research and Development Expenses										
研究開発費										
Employee benefits expenses										
従業員給付費用	12,748	12,224	11,477	11,407	11,930	12,456	12,952	12,996	12,717	12,760
Depreciation and amortization expenses										
減価償却費及び償却費	3,068	2,739	2,854	2,872	2,820	2,807	2,619	2,323	2,201	2,024
Subcontracting expenses and consumables expenses										
委託費及び消耗品費	7,639	6,380	5,637	5,276	6,079	7,147	6,848	6,901	6,979	6,407
Other										
その他	7,465	7,422	5,898	5,285	5,070	5,185	5,403	5,611	5,236	5,399
Total Research and Development Expenses										
研究開発費合計	30,921	28,766	25,867	24,842	25,900	27,596	27,823	27,833	27,134	26,591
General and Administrative Expenses										
一般管理費										
Employee benefits expenses										
従業員給付費用	82,136	73,767	67,419	61,868	59,094	56,658	55,303	55,321	53,496	51,948
Depreciation and amortization expenses										
減価償却費及び償却費	21,148	19,104	17,413	14,781	11,874	10,789	8,725	8,466	8,006	9,721
Other										
その他	51,592	45,228	42,184	35,627	36,883	35,068	35,138	35,019	34,616	32,615
Total General and Administrative Expenses										
一般管理費合計	154,878	138,099	127,017	112,277	107,853	102,516	99,167	98,807	96,119	94,284

*Data are identical with financial statement of each fiscal year.
*当該年度の有価証券報告書の数値を掲載。

Consolidated Statements of Income* 連結損益計算書*

(Millions of yen) (百万円)	FY2024	FY2023	FY2022	FY2021	FY2020	FY2019	FY2018	FY2017	FY2016	FY2015
Other operating income その他の営業収益										
Gain on step acquisitions 段階取得に係る差益	-	-	-	-	-	-	-	-	-	18,112
Foreign exchange gain 為替差益	-	-	-	-	-	-	-	-	-	1,160
Gain on sales of property, plant and equipment 固定資産売却益	570	14,604	33,376	15,505	15,803	1,492	626	450	5,312	879
Lease revenue リース料収入	958	1,182	1,044	2,038	1,145	1,577	1,487	1,429	-	-
Interest on refund 還付金・還付加算金	-	-	-	-	-	30	236	564	-	-
Insurance fee 保険金収入	111	356	91	248	1,015	121	311	114	-	-
Reversal of provision for loss on litigation 訴訟損失引当金戻入益	-	-	-	-	-	863	-	-	-	-
Reversal of provision for loss on contract 契約損失引当金戻入益	-	-	239	1,517	1,703	1,111	-	-	-	-
Others その他	3,295	4,343	6,231	7,478	4,769	2,376	3,347	5,295	4,229	3,716
Total Other operating income その他の営業収益合計	4,936	20,487	40,983	26,788	24,436	7,572	6,009	7,854	9,541	23,868
Other operating expenses その他の営業費用										
Impairment loss 減損損失	33,854	3,736	15,143	9,357	18,536	30,728	18,134	11,681	1,965	7,124
Impairment loss on shares of associates and joint ventures 持分法株式に係る減損損失	-	-	-	-	-	4,232	14,107	-	-	-
Loss on sales of shares of subsidiaries and associates 関係会社株式売却損	-	-	-	-	-	-	-	-	626	5,603
Loss on disposal of property, plant and equipment 固定資産除却損	4,778	4,732	4,388	4,825	4,450	3,886	3,178	2,958	3,657	2,796
Litigation expenses 訴訟損失費用	-	-	-	-	-	-	658	1,437	-	-
Foreign exchange loss 為替差損	1,826	5,837	1,492	-	-	-	210	1,103	1,272	-
Provision for loss on contract 契約損失引当金繰入額	-	-	-	-	5,089	-	368	610	6,451	-
Business restructuring charges 構造改革費用	-	-	-	-	-	-	2,448	315	-	-
Valuation loss on stock purchase agreement 株式売買契約評価損	-	-	-	-	-	-	-	-	2,037	-
Environmental measures expenses 環境対策費用	-	-	-	-	-	-	-	-	377	1,013
Fees related special second career program 特別転進支援施策関連費用	-	-	-	-	-	6,525	-	-	-	-
Others その他	9,810	7,180	6,371	8,949	8,374	12,661	6,497	6,712	6,389	5,798
Total Other operating expenses その他の営業費用合計	50,269	21,486	27,396	23,132	36,450	58,035	45,604	24,821	22,776	22,335
Financial income 金融収益										
Interest income 受取利息	6,328	5,542	3,373	1,334	1,851	4,409	4,375	4,405	3,162	2,825
Dividend income 受取配当金	861	959	987	944	913	1,493	1,383	1,336	1,217	1,317
Gain on valuation of derivatives デリバティブ評価益	-	-	1,249	1,921	1,021	1,790	2,087	-	975	-
Foreign exchange gain 為替差益	-	-	-	-	-	-	-	3,108	1,303	1,094
Others その他	1,603	1,273	488	2,669	113	338	270	728	625	55
Total Financial income 金融収益合計	8,792	7,775	6,099	6,868	3,900	8,030	8,116	9,578	7,283	5,292
Financial expenses 金融費用										
Interest expenses 支払利息	8,624	5,092	4,099	3,586	3,808	3,804	3,347	3,058	2,532	2,326
Loss on valuation of derivatives デリバティブ評価損	1,539	196	-	-	-	-	-	2,959	-	2,732
Foreign exchange loss 為替差損	1,718	3,722	2,164	2,122	1,113	2,292	2,025	-	-	-
Unwinding of discount on provisions arising from passage of time 引当金の時の経過による割引の戻し	1	1	1	1	1	2	8	2	3	4
Loss allowance for expected credit loss 損失評価引当金繰入額	16	113	3	31	(0)	89	9	13	357	149
Others その他	2,531	3,288	8,726	3,227	1,778	1,820	1,670	1,432	1,322	978
Total Financial expenses 金融費用合計	14,431	12,414	14,994	8,968	6,701	8,009	7,060	7,465	4,216	6,192

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Consolidated Statements of Cash Flows* 連結キャッシュ・フロー計算書*

(Millions of yen) (百万円)	FY2024	FY2023	FY2022	FY2021	FY2020	FY2019	FY2018	FY2017	FY2016	FY2015
Cash flows from operating activities 営業活動によるキャッシュ・フロー										
Profit before income taxes 税引前当期利益 (損失)	108,330	142,043	140,033	122,472	98,320	48,795	54,698	80,819	86,684	98,778
非継続事業の税引前当期利益	-	-	-	-	-	680	1,931	4,009	-	11,064
Profit before income taxes from discontinued operations	-	-	-	-	-	680	1,931	4,009	-	11,064
Depreciation and amortization 減価償却費及び償却費	86,461	78,298	71,820	66,234	63,045	61,986	52,485	51,783	46,273	50,852
Impairment loss and gain on reversal of impairment loss 減損損失及び減損損失戻入益	33,854	3,733	15,075	9,356	16,465	30,728	18,384	11,681	1,965	15,043
Impairment loss on shares of associates and joint ventures 持分法株式に係る減損損失	-	-	-	-	-	4,232	14,107	-	-	11,784
Pharmaceutical business restructuring charges 医薬事業構造改革費用	-	-	-	-	-	-	-	-	-	11,784
Increase (decrease) in employee benefits 従業員給付の増減額	(413)	(6,343)	(14,675)	(3,510)	(2,407)	5,969	(1,823)	(2,560)	(2,853)	(3,859)
Increase (decrease) in provisions 引当金の増減額	555	(3,573)	2,846	(929)	1,657	(4,433)	975	1,202	5,939	1,507
Interest income 受取利息	(6,305)	(5,542)	(3,373)	(1,334)	(1,851)	(4,401)	(4,373)	(4,405)	(3,162)	(2,846)
Dividend income 受取配当金	(861)	(959)	(987)	(944)	(913)	(1,506)	(1,351)	(1,341)	(1,217)	(1,317)
Interest expense 支払利息	7,554	4,941	3,970	3,314	3,543	3,711	3,342	3,042	2,532	2,310
Share of profit of associates and joint ventures 持分法による損益	(6,314)	(4,730)	(4,326)	(985)	(1,317)	2,444	560	(3,981)	(2,537)	(1,585)
Loss on disposal of property, plant and equipment 固定資産売却損	4,778	4,732	4,388	4,825	4,450	3,886	3,414	2,973	3,657	2,926
Gain on sales of property, plant and equipment 固定資産売却益	(570)	(14,604)	(33,376)	(15,505)	(15,803)	(1,492)	1,806	(2,712)	(5,312)	(878)
Loss on sales of property, plant and equipment 固定資産売却損	283	226	217	143	692	1,846	554	-	-	-
Gain on sales of shares of subsidiaries 子会社株式売却益	-	-	-	(0)	(118)	(559)	(74)	(40)	-	-
Gain on sales of shares of subsidiaries and associates 関係会社株式売却益	-	-	-	-	-	-	-	-	(593)	(27,570)
Loss on sales of shares of subsidiaries and associates 子会社株式売却損	-	-	-	-	-	0	688	-	626	5,603
Gain on business combination achieved in stages 段階取得に係る差益	-	-	-	-	-	-	-	-	-	(18,112)
Environmental measures expenses 環境対策費用	-	-	-	-	-	440	1,244	859	377	1,013
Decrease (increase) in trade and other receivables 売上債権及びその他の債権の増減額	6,124	(11,319)	3,327	6,057	21,580	3,754	(644)	(9,329)	(4,174)	13,800
Increase (decrease) in trade and other payables 仕入債務及びその他の債務の増減額	11,558	17,414	(4,065)	10,972	8,315	(8,919)	3,375	20,720	(1,478)	(2,687)
Decrease (increase) in inventories 棚卸資産の増減額	(9,547)	4,346	(41,613)	(17,914)	(8,090)	(2,092)	(3,877)	(11,287)	3,216	1,845
Increase (decrease) in accrued consumption tax 未払消費税等の増減額	(2,518)	6,804	2,252	(2,065)	(2,397)	(1,923)	492	(1,588)	570	(716)
Decrease (increase) in other current assets その他の資産及び負債の増減額	(1,645)	(491)	6,681	(10,132)	(2,122)	(2,250)	(236)	4,097	1,489	4,445
Others その他	(4,777)	2,515	5,780	6,949	7,661	(8,427)	1,264	2,351	653	(14,197)
Subtotal 小計	226,546	217,491	153,975	177,004	190,710	132,466	143,334	146,295	132,655	147,203
Insurance proceeds 保険金の受取額	-	-	-	-	-	-	-	-	1,532	356
Interest recieved 利息の受取額	6,557	5,538	3,334	1,425	1,850	4,403	4,378	3,619	3,121	3,436
Dividends recieved 配当金の受取額	4,046	4,412	3,225	2,061	2,631	2,661	2,111	2,976	1,738	2,459
Interest paid 利息の支払額	(7,127)	(4,829)	(3,749)	(3,233)	(3,370)	(3,522)	(3,239)	(2,922)	(2,474)	(2,197)
Income taxes paid 法人所得税の支払額	(20,123)	(54,538)	(39,145)	(31,681)	(26,172)	(21,152)	(23,328)	(23,313)	(27,665)	(21,947)
Net cash provided by operating activities 営業活動によるキャッシュ・フロー	209,898	168,074	117,640	145,576	165,650	114,856	123,256	126,655	108,907	129,311

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Consolidated Statements of Cash Flows* 連結キャッシュ・フロー計算書*

(Millions of yen) (百万円)	FY2024	FY2023	FY2022	FY2021	FY2020	FY2019	FY2018	FY2017	FY2016	FY2015
Cash flows from investing activities 投資活動によるキャッシュ・フロー										
Purchase of property, plant and equipment 有形固定資産の取得による支出	(88,104)	(65,786)	(68,383)	(73,842)	(76,889)	(73,703)	(70,185)	(70,727)	(56,055)	(51,415)
Proceeds from sales of property, plant and equipment 有形固定資産の売却による収入	1,726	13,722	40,255	17,763	17,226	1,264	4,441	3,693	6,406	1,270
Purchase of intangible assets 無形資産の取得による支出	(6,986)	(6,236)	(4,663)	(6,877)	(9,148)	(8,338)	(9,822)	(7,239)	(30,138)	(5,039)
Purchase of financial assets 金融資産の取得による支出	(4,992)	(11,381)	(2,155)	(1,342)	(652)	(26)	(3,495)	(1,869)	(7,242)	(2,369)
Proceeds from sales of financial assets 金融資産の売却による収入	20,815	9,027	3,682	3,555	2,200	11,621	6,940	3,082	8,664	13
Purchase of shares in subsidiaries resulting in change in scope of consolidation 連結の範囲の変更を伴う子会社株式の取得による支出	-	(74,366)	-	-	(5,601)	(3,809)	-	(25,307)	-	(26,553)
Proceeds from sales of shares in subsidiaries resulting in change in scope of consolidation 連結の範囲の変更を伴う子会社株式の売却による収入	-	-	-	1,142	-	2,754	3,276	386	2,235	4,133
Purchase of shares in investments accounted for using equity method 持分法で処理される投資の株式の取得による支出	(462)	-	-	-	(257)	(516)	-	(240)	-	-
Proceeds from sales of shares in investments accounted for using equity method 持分法で処理される投資の株式の売却による収入	-	-	-	-	4,404	-	-	-	-	-
Purchase of shares in associates and joint ventures 関係会社株式等の取得による支出	-	-	-	-	-	-	-	-	(63,979)	(6,616)
Proceeds from sales of shares in associates and joint ventures 関係会社株式等の売却による収入	-	-	-	-	-	-	-	-	916	32,500
Others その他	621	2,585	1,176	(1,966)	2,471	4,100	(4,078)	(881)	(3,109)	(4,667)
Net cash used in investing activities 投資活動によるキャッシュ・フロー	(77,382)	(132,434)	(30,087)	(61,567)	(66,247)	(66,651)	(72,923)	(99,104)	(142,299)	(58,745)
Cash flows from financing activities 財務活動によるキャッシュ・フロー										
Net change in short-term borrowings 短期借入金を増減額	(90,993)	73,849	4,066	(3,949)	3,051	(1,759)	(3,283)	3,313	(1,112)	(85,172)
Net change in commercial paper コマーシャル・ペーパーを増減額	(53,000)	53,000	-	(30,000)	(10,000)	40,000	-	-	-	(15,000)
Proceeds from long-term borrowings 長期借入れによる収入	116,955	20,466	2,362	538	33,500	3,545	8,543	23,388	-	115,856
Repayments of long-term borrowings 長期借入金の返済による支出	(37,497)	(16,933)	(14,299)	(18,328)	(15,547)	(13,735)	(11,962)	(24,174)	(11,058)	(22,381)
Proceeds from issuance of corporate bonds 社債の発行による収入	79,697	29,876	-	9,953	-	-	-	-	79,690	69,703
Redemption of corporate bonds 社債の償還による支出	-	(20,000)	(20,000)	-	(20,000)	-	-	-	-	(15,000)
Dividends paid 配当金の支払額	(39,136)	(38,406)	(31,630)	(27,273)	(17,526)	(17,555)	(18,455)	(17,065)	(17,242)	(15,982)
Dividends paid to non-controlling interests 非支配持分への配当金の支払額	(14,372)	(4,104)	(4,100)	(3,779)	(3,585)	(4,789)	(4,889)	(5,893)	(3,927)	(3,693)
Purchase of treasury stock 自己株式の取得による支出	(90,695)	(91,341)	(30,022)	(40,041)	(7)	(6)	(40,062)	(2,690)	(30,034)	(30,187)
Net change in money held in trust for purchase of treasury stock 自己株式取得のための金銭の信託の増減額	-	-	-	(66)	-	-	-	-	-	-
Purchase of shares in subsidiaries not resulting in change of scope of consolidation 連結の範囲の変更を伴わない子会社株式の取得による支出	(93)	(2,557)	(8,170)	(151)	(22,077)	(49,274)	(8,640)	(217)	(1,017)	(644)
Repayments of lease liabilities リース負債の返済による支出	(9,793)	(8,960)	(9,412)	(10,168)	(8,939)	(8,835)	(1,119)	-	-	-
Others その他	1,245	(1,641)	145	211	745	103	947	(611)	(557)	(318)
Net cash provided by (used in) financing activities 財務活動によるキャッシュ・フロー	(137,684)	(6,753)	(111,061)	(123,055)	(60,387)	(52,306)	(78,923)	(23,951)	14,738	(2,820)
Effect of currency rate changes on cash and cash equivalents 現金及び現金同等物の換算差額	(1,592)	9,873	4,831	8,891	3,891	(7,925)	(754)	(1,734)	169	(13,324)
Net change in cash and cash equivalents 現金及び現金同等物の増減額	(6,760)	38,759	(18,677)	(30,155)	42,908	(12,024)	(29,344)	1,865	(18,484)	54,420
Cash and cash equivalents at beginning of the year 現金及び現金同等物の期首残高	171,537	132,777	151,454	181,609	141,701	153,725	187,869	186,003	204,487	169,413
Cash and cash equivalents included in assets of disposal groups classified as held for sale 売却目的保有に分類される処分グループに係る資産に含まれる現金及び現金同等物	-	-	-	-	(2,999)	-	(4,799)	-	-	(19,346)
Cash and cash equivalents at end of the year 現金及び現金同等物の期末残高	164,776	171,537	132,777	151,454	181,609	141,701	153,725	187,869	186,003	204,487

*Dates are identical with financial statement of each fiscal year.
*当該年度の有価証券報告書の数値を掲載。

Segment Information セグメント情報

事業別セグメント

Business Segments

(Millions of yen) (百万円)

	FY2024	FY2023	FY2022	FY2021	FY2020	FY2019	FY2018	FY2017	FY2016	FY2015
Sales										
売上高:										
Seasonings and Foods 調味料・食品	896,012	846,977	775,021	664,237	620,507	641,755	643,732	641,329		
Frozen Foods 冷凍食品	289,388	281,870	267,237	221,702	198,254	211,231	213,001	207,569		
Healthcare and Others ヘルスケア等	328,397	294,564	299,670	251,259	239,518	231,663	243,290	238,567		
Other その他	16,758	15,819	17,185	12,171	13,173	15,389	14,283	27,319		
Total 計	1,530,556	1,439,231	1,359,115	1,149,370	1,071,453	1,100,039	1,114,308	1,114,784		

Business profit

事業利益*:

Seasonings and Foods 調味料・食品	113,997	111,550	84,800	83,534	89,467	81,620	74,067	77,173		
Frozen Foods 冷凍食品	8,040	9,576	2,013	1,164	4,126	90	(1,859)	3,218		
Healthcare and Others ヘルスケア等	31,795	24,386	48,657	38,892	21,267	19,512	21,659	17,455		
Other その他	5,468	2,167	(130)	(2,674)	(1,724)	(1,986)	(630)	(2,174)		
Total 計	159,302	147,681	135,341	120,915	113,136	99,236	93,237	95,672		

*FY23より、報告セグメントごとの業績をより適切に評価するため、研究開発費等の費用の配賦方法を変更。上記はFY20の実績数値より、当該変更を反映。

Sales

売上高:

Japan 日本	525,536	510,104	509,994	485,867	470,893	484,694	484,820	486,902	519,555	520,083
Asia アジア	441,807	399,288	352,038	285,271	263,752	265,843	271,586	273,957	254,729	274,559
Americas 米州	415,065	378,950	353,960	262,572	219,099	235,364	239,508	239,134	226,936	245,912
EMEA EMEA	148,146	150,888	143,122	115,658	117,708	114,136	118,392	114,790	89,974	108,871
Total 計	1,530,556	1,439,231	1,359,115	1,149,370	1,071,453	1,100,039	1,114,307	1,114,784	1,091,195	1,149,427

Business profit

事業利益:

Japan 日本	60,128	60,938	56,021	54,535	48,483	44,224	40,164	45,313	44,648	37,856
Asia アジア	75,760	68,300	51,431	47,461	45,344	43,061	38,890	34,808	36,529	38,797
Americas 米州	14,535	10,769	18,317	11,671	13,924	13,557	13,381	11,226	12,690	17,522
Europe 欧州	8,877	7,672	9,570	7,247	5,384	(1,606)	801	4,323	2,983	3,969
Total 計	159,302	147,681	135,341	120,915	113,136	99,236	93,237	95,672	96,852	98,144

Segment Information セグメント情報

(Millions of yen) (百万円)

	FY2024	FY2023	FY2022	FY2021	FY2020	FY2019
Depreciation and amortization						
減価償却費及び償却費:						
Seasonings and Foods 調味料・食品	39,529	37,090	34,187	30,944	28,902	27,990
Frozen Foods 冷凍食品	14,115	13,766	12,710	10,911	10,079	10,522
Healthcare and Others ヘルスケア等	24,776	19,785	16,686	14,699	15,150	15,511
Other その他	1,005	810	959	2,891	4,255	3,913
Company-wide 全社	7,034	6,844	7,276	6,787	4,658	3,521
Total 計	86,461	78,298	71,820	66,234	63,045	61,460

Capital Expenditure/Investment (Inc. acquisition of intangible assets)

設備投資:						
Seasonings and Foods 調味料・食品	48,760	33,594	29,157	36,775	52,996	50,173
Frozen Foods 冷凍食品	10,487	8,826	11,522	10,571	13,426	9,759
Healthcare and Others ヘルスケア等	32,267	30,134	24,596	21,514	17,753	18,446
Other その他	1,251	1,053	789	691	615	686
Company-wide 全社	3,672	3,338	3,784	4,549	7,043	4,600
Total 計	96,439	76,947	69,850	74,102	91,834	83,666

R&D Expenses

研究開発費:						
Seasonings and Foods 調味料・食品	8,032	7,674	6,802	6,385	6,472	6,032
Frozen Foods 冷凍食品	1,855	1,796	1,424	1,234	1,252	1,355
Healthcare and Others ヘルスケア等	11,212	10,115	9,674	8,400	8,257	8,795
Other その他	258	355	364	331	87	263
Company-wide 全社	9,562	8,823	7,601	8,491	9,831	11,148
Total 計	30,921	28,766	25,867	24,842	25,900	27,596

Segment Information セグメント情報

事業別セグメント (2020年3月期まで)

Business Segments (To the Year Ended March 31, 2020)

(Millions of yen) (百万円)

	FY2019	FY2018	FY2017	FY2016	FY2015
Sales					
売上高:					
Japan Food Products	375,312	375,034	384,185	390,441	397,069
日本食品					
International Food Products	477,674	481,699	464,712	428,988	463,907
海外食品					
Life Support	95,308	107,947	118,584	114,052	132,298
ライフサポート					
Healthcare	136,355	135,342	119,982	99,546	101,595
ヘルスケア					
Other	15,389	14,283	27,319	58,166	54,556
その他					
Total	1,100,039	1,114,308	1,114,784	1,091,195	1,149,427
計					
Business profit					
事業利益:					
Japan Food Products	32,854	29,896	38,899	40,854	31,705
日本食品					
International Food Products	48,854	42,312	41,491	41,743	47,344
海外食品					
Life Support	7,149	9,579	8,082	4,415	10,500
ライフサポート					
Healthcare	12,363	12,079	9,373	9,584	8,653
ヘルスケア					
Other	(1,986)	(630)	(2,173)	255	(59)
その他					
Total	99,236	93,237	95,672	96,852	98,144
計					

(Millions of yen) (百万円)

	FY2019	FY2018	FY2017	FY2016	FY2015
Depreciation and amortization					
減価償却費及び償却費:					
Japan Food Products	15,276	13,192	12,291	10,739	10,571
日本食品					
International Food Products	23,236	20,104	19,648	17,526	17,947
海外食品					
Life Support	4,997	5,363	6,388	5,927	7,457
ライフサポート					
Healthcare	10,514	7,383	7,214	5,858	5,899
ヘルスケア					
Other	3,913	711	1,192	2,166	2,439
その他					
Company-wide	3,521	5,141	4,222	4,055	5,436
会社					
Total	61,460	51,896	50,958	46,273	49,751
計					

Segment Information セグメント情報

(Millions of yen) (百万円)

	FY2019	FY2018	FY2017	FY2016	FY2015
Capital Expenditure/Investment (Inc. acquisition of intangible assets)					
設備投資:					
Japan Food Products	26,654	19,782	16,845	44,883	17,136
日本食品					
International Food Products	33,277	27,497	31,180	21,460	19,610
海外食品					
Life Support	5,043	5,658	6,617	8,772	7,652
ライフサポート					
Healthcare	13,402	16,136	16,013	8,814	7,713
ヘルスケア					
Other	686	1,379	3,224	2,471	2,344
その他					
Company-wide	4,600	9,179	5,534	3,275	4,002
全社					
Total	83,666	79,632	79,417	89,677	58,459
計					
R&D Expenses					
研究開発費:					
Japan Food Products	3,572	3,530	3,486	3,425	3,591
日本食品					
International Food Products	3,858	3,604	3,734	3,588	3,391
海外食品					
Life Support	4,696	5,439	5,279	5,073	4,850
ライフサポート					
Healthcare	3,631	2,967	2,574	2,555	2,761
ヘルスケア					
Other	263	240	813	255	-
その他					
Company-wide	11,574	12,040	11,944	12,236	11,995
全社					
Total	27,596	27,823	27,833	27,134	26,591
計					

Market information 市場情報

<Seasonings & processed foods > 調味料・食品		FY2025 Forecast	FY2024	FY2023	FY2022	FY2021	FY2020	FY2019	FY2018	FY2017	FY2016	FY2015
Sauce & Seasonings (Japan)												
調味料 (日本)												
Estimated Market size												
推奨市場規模	(Billions of yen) (十億円)											
Umami seasonings うま味調味料	AJI-NO-MOTO®, Hi-Me® [味の素®]、[ハイミー®]	6.2	6.2	6.2	5.5	5.3	5.4	5.2	5.4	5.6	6.0	6.2
Japanese flavor seasonings 和風だし系	HONDA'S® [ほんだし®]	35.3	35.1	35.4	34.5	37.1	38.3	36.4	36.4	37.6	38.5	39.3
Consomme コンソム	Ajinomoto KK Consomme [味の素KKコンソム]	11.5	11.5	11.8	11.6	12.3	13.3	12.0	11.8	12.1	12.0	12.1
Mayonnaise マヨネーズ類	Pure Select® [ピュアセレクト®]	73.0	73.0	73.6	65.6	59.4	58.3	54.9	53.6	53.4	45.1	45.2
Menu-specific seasonings メニュー用調味料	Cook Do®, Cook Do®, Kyo-no Ohzaru® [Cook Do®]、[Cook Do® きょうの大皿®]	85.1	80.4	78.0	76.5	79.7	81.8	79.5	79.5	77.9	76.5	78.9
*Consumer purchase basis 消費者購入ベース												

Estimated Market share												
推奨市場シェア												
Umami seasonings うま味調味料	AJI-NO-MOTO®, Hi-Me® [味の素®]、[ハイミー®]	-	96% (No.1)	96% (No.1)	93% (No.1)	94% (No.1)	93% (No.1)	92% (No.1)	90% (No.1)	90% (No.1)	89% (No.1)	89% (No.1)
Japanese flavor seasonings 和風だし系	HONDA'S® [ほんだし®]	-	57% (No.1)	56% (No.1)	55% (No.1)	56% (No.1)	56% (No.1)	56% (No.1)	57% (No.1)	58% (No.1)	57% (No.1)	57% (No.1)
Consomme コンソム	Ajinomoto KK Consomme [味の素KKコンソム]	-	79% (No.1)	79% (No.1)	80% (No.1)	81% (No.1)	81% (No.1)	81% (No.1)	81% (No.1)	81% (No.1)	80% (No.1)	80% (No.1)
Mayonnaise マヨネーズ類	Pure Select® [ピュアセレクト®]	-	27% (No.2)	27% (No.2)	24% (No.2)	25% (No.2)	24% (No.2)	26% (No.2)	26% (No.2)	26% (No.2)	26% (No.2)	23% (No.2)
Menu-specific seasonings メニュー用調味料	Cook Do®, Cook Do®, Kyo-no Ohzaru® [Cook Do®]、[Cook Do®]、[きょうの大皿®]	-	27% (No.1)	27% (No.1)	27% (No.1)	30% (No.1)	30% (No.1)	30% (No.1)	31% (No.1)	30% (No.1)	30% (No.1)	28% (No.1)

Sauce & Seasonings (Overseas)												
調味料 (海外主要国)												
Estimated Market share												
推奨市場シェア												
Thailand タイ	Umami seasonings うま味調味料 Flavor seasonings 風味調味料	AJI-NO-MOTO®, AJI-NO-MOTO PLUS RosDee®	approx. 90% (No.1)	approx. 90% (No.1)	approx. 90% (No.1)	approx. 90% (No.1)	approx. 90% (No.1)	approx. 90% (No.1)	-	-	-	-
Indonesia インドネシア	Umami seasonings うま味調味料 Flavor seasonings 風味調味料	AJI-NO-MOTO® Masako®	approx. 40% (No.1)	approx. 40% (No.1)	approx. 40% (No.1)	approx. 40% (No.1)	approx. 40% (No.1)	approx. 40% (No.1)	-	-	-	-
Vietnam ベトナム	Umami seasonings うま味調味料	AJI-NO-MOTO®	approx. 60% (No.1)	approx. 60% (No.1)	approx. 60% (No.1)	approx. 60% (No.1)	approx. 60% (No.1)	-	-	-	-	-
Philippines フィリピン	Umami seasonings うま味調味料	AJI-NO-MOTO®	approx. 100% (No.1)	approx. 100% (No.1)	approx. 100% (No.1)	approx. 100% (No.1)	approx. 100% (No.1)	-	-	-	-	-
Brazil ブラジル	Flavor seasonings 風味調味料	Tempero Sazon®	approx. 70% (No.1)	approx. 70% (No.1)	approx. 70% (No.1)	approx. 70% (No.1)	approx. 70% (No.1)	-	-	-	-	-

Quick Nourishment (Japan)												
栄養・加工食品 (日本)												
Estimated Market size*1												
推奨市場規模	(Billions of yen) (十億円)											
Soup スープ	Knoor® [クノール®]	124.0	122.8	121.6	115.7	113.4	112.4	106.9	95.0	94.0	92.0	88.7
Coffee products コーヒー類												
Coffee Market in Japan (Billions of yen) 日本のコーヒー市場		-	approx. 2,900 約2兆9,000億円	approx. 2,700 約2兆7,000億円	approx. 2,500 約2兆5,000億円	approx. 2,400 約2兆4,000億円	approx. 2,400 約2兆4,000億円	approx. 2,800 約2兆8,000億円	approx. 2,800 約2兆8,000億円	approx. 2,800 約2兆8,000億円	approx. 2,800 約2兆8,000億円	approx. 2,800 約2兆8,000億円
Coffee Market in Japan (Thousand tons) 日本のコーヒー市場 (千トン)		-	CY24: 400	CY23: 402	CY22: 433	CY21: 424	CY20: 431	CY19: 453	CY18: 470	CY17: 464	CY16: 472	CY15: 461
Instant (jar) *2 インスタント瓶	Blendy®, MAXIM® [Blendy®]、[MAXIM®]	81.7	80.1	75.9	79.6	80.0	84.8	81.5	81.4	82.7	41.4	44.4
Instant (refill-type) *2 インスタント瓶詰め替え	Blendy®, MAXIM® [Blendy®]、[MAXIM®]	-	-	-	-	-	-	-	-	-	30.1	29.5
Stick-type スティック *2	Blendy® Stick, Blendy® CAFE LATORY® [Blendy®]、[Blendy®カフェラトリー®]	50.6	48.2	46.8	45.5	45.5	45.7	41.2	32.8	32.6	32.3	31.3
Home regular *2 ホームレギュラー	Chyotto Zetakuna Kohiten® [ちよっと贅沢な珈琲店®]	-	-	-	-	-	-	-	-	-	25.6	26.9
Personal regular *2 パーソナルレギュラー	Blendy® Drip, Chyotto Zetakuna Kohiten® Drip [Blendy®]、[ちよっと贅沢な珈琲店®] ドリップ	77.8	64.8	60.9	59.2	54.6	53.1	48.6	23.3	20.6	19.9	19.3
*1 Consumer purchase basis 消費者購入ベース												
*2 Figures has been revised to reflect the change in the estimation method, and specialty stores / some areas are added from FY2021. Past figures have been revised through FY2017. 2021年度より拡大推計方法の変更、特殊店の追加、および洋種の追加を反映した数値に変更、2017年度まで修正。												

Estimated Market share												
推奨市場シェア												
Soup スープ	Knoor® [クノール®]	-	30% (No.1)	30% (No.1)	29% (No.1)	30% (No.1)	31% (No.1)	31% (No.1)	31% (No.1)	38% (No.1)	37% (No.1)	37% (No.1)
Coffee products コーヒー類												
Instant (jar) インスタント瓶	Blendy®, MAXIM® [Blendy®]、[MAXIM®]	-	23% (No.2)	23% (No.2)	22% (No.2)	22% (No.2)	22% (No.2)	21% (No.2)	5% (No.3)	5% (No.3)	4% (No.3)	4% (No.3)
Instant (refill-type) インスタント瓶詰め替え	Blendy®, MAXIM® [Blendy®]、[MAXIM®]	-	-	-	-	-	-	-	40% (No.2)	41% (No.2)	42% (No.2)	46% (No.2)
Stick-type スティック	Blendy® Stick, Blendy® CAFE LAORY® Stick [Blendy®] スティック、[Blendy®カフェラトリー®] スティック	-	57% (No.1)	56% (No.1)	53% (No.1)	55% (No.1)	56% (No.1)	58% (No.1)	58% (No.1)	59% (No.1)	64% (No.1)	62% (No.1)
Home regular ホームレギュラー	Chyotto Zetakuna Kohiten® [ちよっと贅沢な珈琲店®]	-	-	-	-	-	-	-	16% (No.3)	16% (No.3)	17% (No.3)	18% (No.3)
Personal regular パーソナルレギュラー	Blendy® Drip, Chyotto Zetakuna Kohiten® Drip [Blendy®] ドリップ、[ちよっと贅沢な珈琲店®] ドリップ	-	12% (No.2)	13% (No.3)	13% (No.3)	13% (No.3)	12% (No.3)	13% (No.3)	13% (No.3)	13% (No.3)	15% (No.2)	18% (No.2)

Solution & Ingredients												
ソリューション&イングリディエント												
Estimated market size of MSG and nucleotides (Ajinomoto Group estimates) (Thousand tons)												
MSG及び核酸系調味料推奨市場規模 (千トン)												
MSG うま味調味料	Total 会社 China 中国 Others その他	-	3,620*	3,560	3,460	3,330	3,240	3,300	3,260	3,210	3,160	3,100
Nucleotides 核酸系調味料		-	1,800	1,810	1,760	1,710	1,640	1,680	1,660	1,640	1,620	1,600
*Home-use: a little over 60%, industrial-use: a little under 40%. 家庭用: 60%超、加工食品メーカー向け: 40%超												

Estimated market share of MSG and nucleotides (Ajinomoto Group estimates)												
MSG及び核酸系調味料推奨市場シェア												
MSG うま味調味料		-	approx. 20% 約20%	approx. 20% 約20%	approx. 20% 約20%	approx. 20% 約20%	approx. 20% 約20%	approx. 20% 約20%	approx. 20% 約20%	approx. 20% 約20%	approx. 20% 約20%	approx. 20% 約20%
Nucleotides 核酸系調味料		-	approx. 20% 約20%	approx. 20% 約20%	approx. 20% 約20%	approx. 25% 約25%	approx. 25% 約25%	approx. 25% 約25%	approx. 25% 約25%	approx. 30% 約30%	approx. 30% 約30%	approx. 30% 約30%

<Frozen foods > 冷凍食品

		FY2025 Forecast	FY2024	FY2023	FY2022	FY2021	FY2020	FY2019	FY2018	FY2017	FY2016	FY2015
Estimated market size and share of Home-use Cooked Frozen Foods in Japan 日本の家庭用調理済み冷凍食品推定市場規模及びシェア												
Estimated Market size (Billions of yen) 推定市場規模 (十億円)	Gyoza, etc. 「ギョーザ」等	approx. +2% 2%程度成長	64.9	63.3	60.6	58.1	54.2	48.9	44.7	42.9	42.1	38.7
Estimated Market share 推定市場シェア	Gyoza, etc. 「ギョーザ」等	-	31% (No.2)	32% (No.2)	40% (No.1)	44% (No.1)	47% (No.1)	49% (No.1)	49% (No.1)	48% (No.1)	49% (No.1)	-

Estimated market size and share of Asian Frozen Foods Category in North America (Ajinomoto Group estimates)
北米のアジアン冷凍食品推定市場規模及びシェア

		FY2025 Forecast	FY2024	FY2023	FY2022	FY2021	FY2020	FY2019	FY2018	FY2017	FY2016	FY2015
Estimated Market size (Million USD)* 推定市場規模 (百万USD)*												
		approx. +3% 3%程度成長	1,786	1,759	1,785	1,570	1,357	1,105	655	643	611	-
Estimated Market share 推定市場シェア		-	27% (No.1)	26% (No.2)	27% (No.1)	28% (No.1)	28% (No.1)	28% (No.1)	33% (No.1)	30% (No.1)	29% (No.1)	-

*Excluding sales to private brands. Figures include those for warehouse clubs from FY2021. Past figures have been revised through FY2019. 除くPB、2021年度よりクラブストア向けを含む数値に変更、2019年度まで修正。

Seasonings & processed foods: Ratio of sales for home-use/restaurant and industrial-use*1
調味料・食品：家庭用/業務用比率

		FY2025 Forecast	FY2024	FY2023	FY2022	FY2021	FY2020	FY2019	FY2018	FY2017	FY2016	FY2015
Coffee products *1 コーヒー(日本) *1	Sales (Billions of yen) 売上高 (十億円)	-	89.5	87.8	83.5	85.3	85.5	88.7	90.9	96.4	103.4	101.8
	Home use 家庭用	-	71%	73%	75%	79%	78%	73%	75%	75%	78%	75%
	Restaurant & institutional use 業務用	-	29%	27%	25%	21%	22%	27%	25%	25%	22%	25%
Frozen foods (Japan) *2 冷凍食品(日本) *2	Sales (Billions of yen) 売上高 (十億円)	-	87.5	86.7	90.3	89.3	91.5	98.1	97.3	100.7	97.5	115.1
	Home use 家庭用	-	63%	63%	65%	67%	65%	57%	54%	57%	55%	60%
	Restaurant & institutional use 業務用	-	37%	37%	35%	33%	35%	43%	46%	43%	45%	40%

*1. Figures for Ajinomoto AGF, Inc. only. 味の素AGF社単体ベース *2. Figures for AJINOMOTO FROZEN FOODS CO., INC. only, and total sales. 味の素冷凍食品社単体の売上高ベース

<Healthcare and Others> ヘルスケア等

		FY2025 Forecast	FY2024	FY2023	FY2022	FY2021	FY2020	FY2019	FY2018	FY2017	FY2016	FY2015
Estimated Market size of high-quality amino acids which are mainly used for pharmaceuticals (tons) 医薬用を中心とした高品質アミノ酸推定市場規模 (トン)												
		approx. 40,000 約40,000	approx. 40,000 約40,000	approx. 40,000 約40,000	approx. 40,000 約40,000	approx. 40,000 約40,000	approx. 35,000 約35,000	approx. 35,000 約35,000	approx. 35,000 約35,000	approx. 35,000 約35,000	approx. 30,000 約30,000	approx. 30,000 約30,000
Estimated Market share of high-quality amino acids which are mainly used for pharmaceuticals 医薬用を中心とした高品質アミノ酸推定市場シェア												
		-	over 40% (No.1) 40%以上 (1位)	over 40% (No.1) 40%以上 (1位)	over 40% (No.1) 40%以上 (1位)	over 40% (No.1) 40%以上 (1位)	over 40% (No.1) 40%以上 (1位)	over 40% (No.1) 40%以上 (1位)	over 40% (No.1) 40%以上 (1位)	over 40% (No.1) 40%以上 (1位)	over 40% (No.1) 40%以上 (1位)	over 40% (No.1) 40%以上 (1位)

Exchange rate information 為替情報

		FY2024	FY2023	FY2022	FY2021	FY2020	FY2019	FY2018	FY2017	FY2016*	FY2015*
USD / JPY	Q1 Average 第1四半期平均	155.85	137.49	129.73	109.52	107.63	109.90	109.10	111.09	108.04	121.43
	Q2 Average 第2四半期平均	149.71	144.63	138.27	110.11	106.23	107.36	111.43	111.00	105.20	121.87
	Q3 Average 第3四半期平均	152.37	147.86	141.38	113.71	104.49	108.76	112.91	112.98	106.60	121.74
	Q4 Average 第4四半期平均	152.55	148.63	132.42	116.34	106.09	108.84	110.22	108.22	108.34	120.15
	End of fiscal year 年度末	149.52	151.41	133.53	122.39	110.71	108.83	110.99	106.24	112.19	112.68
EURO / JPY	Q1 Average 第1四半期平均	167.85	149.58	138.26	131.94	118.59	123.50	130.03	122.26	121.88	134.21
	Q2 Average 第2四半期平均	164.28	157.32	139.26	129.83	124.08	119.41	129.55	130.37	118.04	135.11
	Q3 Average 第3四半期平均	162.58	159.06	144.26	130.04	124.61	120.32	128.82	133.02	117.98	134.41
	Q4 Average 第4四半期平均	160.55	161.33	142.16	130.40	127.81	120.05	125.16	133.14	118.74	132.60
	End of fiscal year 年度末	162.08	163.24	145.72	136.70	129.80	119.55	124.56	130.52	119.79	127.70
THB / JPY	Q1 Average 第1四半期平均	4.24	3.99	3.77	3.49	3.37	3.48	3.42	3.24	3.06	3.66
	Q2 Average 第2四半期平均	4.29	4.11	3.80	3.34	3.39	3.49	3.38	3.32	3.00	3.57
	Q3 Average 第3四半期平均	4.48	4.15	3.89	3.41	3.41	3.59	3.44	3.42	3.03	3.51
	Q4 Average 第4四半期平均	4.49	4.16	3.90	3.52	3.50	3.48	3.49	3.43	3.08	3.44
	End of fiscal year 年度末	4.40	4.15	3.90	3.67	3.53	3.32	3.48	3.40	3.25	3.19
BRL / JPY	Q1 Average 第1四半期平均	29.90	27.81	26.41	20.71	20.06	28.02	30.27	34.54	30.83	39.56
	Q2 Average 第2四半期平均	26.89	29.59	26.39	21.05	19.74	27.05	28.24	35.09	31.20	36.87
	Q3 Average 第3四半期平均	26.13	29.84	26.87	20.36	19.39	26.41	29.63	34.79	31.85	34.94
	Q4 Average 第4四半期平均	26.06	29.98	25.50	22.35	19.36	24.57	29.29	33.37	32.86	33.48
	End of fiscal year 年度末	25.96	30.19	26.21	25.65	19.18	20.76	28.44	32.13	35.61	31.27
100 IDR / JPY	Q1 Average 第1四半期平均	0.97	0.93	0.90	0.76	0.73	0.77	0.79	0.84	0.81	0.93
	Q2 Average 第2四半期平均	0.95	0.95	0.93	0.77	0.73	0.76	0.77	0.84	0.80	0.91
	Q3 Average 第3四半期平均	0.97	0.95	0.91	0.80	0.73	0.78	0.77	0.84	0.81	0.90
	Q4 Average 第4四半期平均	0.94	0.95	0.87	0.81	0.75	0.77	0.78	0.80	0.82	0.89
	End of fiscal year 年度末	0.91	0.96	0.89	0.86	0.77	0.67	0.78	0.78	0.84	0.85
100 VND / JPY	Q1 Average 第1四半期平均	0.61	0.59	0.56	0.47	0.46	0.47	0.48	0.49	0.48	0.56
	Q2 Average 第2四半期平均	0.60	0.60	0.59	0.48	0.46	0.46	0.48	0.49	0.47	0.56
	Q3 Average 第3四半期平均	0.60	0.61	0.58	0.50	0.45	0.47	0.48	0.50	0.48	0.55
	Q4 Average 第4四半期平均	0.60	0.60	0.56	0.51	0.46	0.47	0.48	0.48	0.48	0.54
	End of fiscal year 年度末	0.58	0.61	0.57	0.54	0.48	0.46	0.48	0.47	0.49	0.51
PHP / JPY	Q1 Average 第1四半期平均	2.72	2.49	2.48	2.29	2.15	2.13	2.10	2.25	2.34	2.74
	Q2 Average 第2四半期平均	2.63	2.60	2.47	2.21	2.19	2.09	2.10	2.20	2.27	2.71
	Q3 Average 第3四半期平均	2.64	2.66	2.49	2.27	2.18	2.15	2.14	2.24	2.26	2.68
	Q4 Average 第4四半期平均	2.65	2.68	2.43	2.27	2.22	2.16	2.12	2.12	2.27	2.62
	End of fiscal year 年度末	2.63	2.71	2.47	2.37	2.30	2.16	2.12	2.05	2.24	2.46

*The rates shown are the average rates during this cumulative period because FY16 & FY15 were processed according to J-GAAP.

*FY16、FY15は日本基準だったため、累計期中平均レートを表示。