

FISCAL YEARS 2016 - 2025

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 Financial Statements, 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。

C O N T E N T S

コンテンツ

Main Consolidated Financial Indicators..... 主な連結財務指標の推移	1
Consolidated Financial Statements 連結財務諸表	
Consolidated Statements of Financial Position..... 連結財政状態計算書	3
Consolidated Statement of Income..... 連結損益計算書	5
Consolidated Statement of Cash Flows..... 連結キャッシュ・フロー計算書	7
Segment Information..... セグメント情報	9
Market Information..... 市場情報	13
Exchange rate Information 為替情報	15

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

(Millions of yen) (百万円)	FY2025	FY2024	FY2023	FY2022	FY2021	FY2020	FY2019	FY2018	FY2017	FY2016
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	1,583,719	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
Business profit*1										
事業利益*1	181,163	159,302	147,681	135,341	120,915	113,136	99,236	93,237	95,672	96,852
Operating profit										
営業利益	199,412	113,968	146,682	148,928	124,572	101,121	48,773	53,642	78,706	83,617
Profit attributable to owners of the parent company										
親会社の所有者に帰属する当期利益	134,675	70,272	87,121	94,065	75,725	59,416	18,837	29,698	60,124	53,065
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	11.4	10.4	10.3	10.0	10.5	10.6	9.0	8.4	8.6	8.9
Ratio of operating profit to sales (%)										
売上高に対する営業利益の比率 (%)	12.6	7.4	10.2	11.0	10.8	9.4	4.4	4.8	7.1	7.7
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	8.5	4.6	6.1	6.9	6.6	5.5	1.7	2.7	5.4	4.9
Ratio of gross profit to sales (%) ⁴										
売上高に対する売上総利益の比率 (%) *4	37.7	36.0	35.5	34.6	37.1	37.9	36.7	35.4	35.4	35.5
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	26.8	26.0	25.6	25.0	26.6	27.5	27.5	27.0	27.2	26.8
Return on equity (ROE) (%) ⁶										
親会社所有者帰属持分当期利益率 (ROE) ⁶	17.7	9.0	11.0	12.9	11.6	10.3	3.3	4.7	9.6	8.7
Ratio of business profit to total assets (ROA) ⁷										
総資産事業利益率 (ROA) ⁷	10.3	9.1	9.0	9.1	8.4	8.1	7.2	6.6	6.9	7.4
Return On Invested Capital (ROIC) ⁸										
投下資本利益率 (ROIC) ⁸	11.8	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	17.1	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	1,812,346	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
Equity attribute to owners of the parent company										
親会社の所有者に帰属する持分	770,819	746,804	815,074	768,676	686,909	620,257	538,975	610,543	640,833	616,315
Interest-bearing debt net										
有利子負債 (NET)	375,979	331,286	320,141	203,722	212,508	225,213	272,031	183,297	156,337	149,980
Ratio of equity attributable to owners of the parent company (%) ¹⁰										
親会社所有者帰属持分比率 (%) *10	42.5	43.4	46.1	50.8	47.1	43.3	39.8	43.8	44.9	45.6
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	52.2	49.9	44.5	30.8	36.4	43.6	57.0	36.3	31.7	31.4
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	138.36	69.77	83.72	87.99	69.71	54.18	17.19	26.81	52.88	46.41
Book value per share (BPS) (JPY) ¹²										
1株当たり親会社所有者帰属持分*12	804.24	751.01	795.09	726.12	640.25	565.41	491.60	556.97	564.22	541.45
Cash flow per share (CFPS) (¥) ^{12:13}										
1株当たりキャッシュ・フロー (円) *12:13	256.35	175.65	161.74	163.15	146.36	123.24	81.75	76.50	96.23	92.50

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

(Millions of yen) (百万円)	FY2025	FY2024	FY2023	FY2022	FY2021	FY2020	FY2019	FY2018	FY2017	FY2016
Efficiency indicators										
効率性の指標										
Asset turnover (times)*14 総資本回転率 (回) *14	0.90	0.88	0.88	0.92	0.80	0.77	0.80	0.80	0.80	0.83
Inventory turnover (times)*15 棚卸資産回転率 (回) *15	5.23	5.33	5.17	5.56	5.63	5.83	6.05	6.11	6.32	6.34
Number of days of inventory held*16 棚卸資産回転日数 (日) *16	69.8	68.5	70.6	65.7	64.8	62.6	60.3	59.8	57.8	57.5
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	201.7	236.3	292.5	286.0	250.0	245.6	360.2	273.4	271.8	308.5
Interest coverage ratio (times)*18 インタレスト・カバレッジ・レシオ (倍) *18	32.7	29.5	34.8	31.4	45.0	49.2	32.6	38.1	43.3	44.0
Investment ratios										
投資の指標										
Price/Earnings ratio — PER (times) 株価収益率 (倍)	31.8	42.4	33.8	26.2	24.9	20.9	58.5	33.0	18.0	23.7
Price/Book value ratio - PBR (times) 株価親会社所有者帰属持分倍率 (倍)	5.5	3.9	3.6	3.2	2.7	2.0	2.0	1.6	1.7	2.0
Price/Cash flow ratio — PCFR (times) 株価キャッシュ・フロー倍率 (倍)	17.2	16.8	17.5	14.1	11.9	9.2	18.5	16.5	12.3	17.4
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	48.0	40.0	37.0	34.0	26.0	21.0	16.0	16.0	16.0	15.0
Payout ratio (%)*19 配当性向 (%) *19	34.7	57.3	44.2	38.6	37.3	38.8	93.1	59.7	30.0	32.3
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	155,122	132,516	35,639	87,552	84,009	99,403	48,205	50,333	27,551	(33,392)

■ 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 April 1, 2025. Historical dividends are adjusted as if the stock split was executed at the beginning of the fiscal period presented.
2025年4月1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)

	FY2025	FY2024	FY2023	FY2022	FY2021	FY2020	FY2019	FY2018	FY2017	FY2016
Assets 資産										
Current assets 流動資産										
Cash and cash equivalents 現金及び現金同等物	106,693	164,776	171,537	132,777	151,454	181,609	141,701	153,725	187,869	186,003
Trade and other receivables 売上債権及びその他の債権	194,221	174,136	185,564	163,714	162,397	162,104	184,739	194,270	200,272	186,503
Other financial assets その他の金融資産	46,670	17,990	22,650	12,312	17,810	12,078	8,946	16,526	10,615	11,047
Inventories 棚卸資産	318,632	286,952	287,122	269,822	219,356	188,664	178,636	185,036	184,109	168,755
Income taxes receivable 未収法人所得税	7,656	12,533	22,505	12,674	6,024	7,459	8,653	8,095	8,374	7,423
Others その他の流動資産	30,294	27,600	20,252	24,235	24,375	18,746	16,225	13,944	12,919	13,711
Sub total 小計	704,170	683,989	709,632	615,537	581,419	570,662	538,901	571,599	604,160	573,445
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	-	-
Total current assets 流動資産合計	704,170	701,298	709,632	615,537	581,419	585,169	538,901	591,167	604,160	573,445
Non-current assets 非流動資産										
Property, plant and equipment 有形固定資産	647,381	581,330	587,407	536,565	522,312	486,443	454,357	423,369	411,640	393,441
Intangible assets 無形資産	92,231	92,168	97,810	65,916	68,309	72,201	69,245	66,132	66,144	60,422
Goodwill のれん	124,051	117,940	139,879	92,114	99,839	96,024	89,964	91,373	107,394	96,606
Investments in associates and joint ventures 持分法で会計処理される投資	138,571	129,645	128,538	119,825	115,248	112,246	116,280	116,900	131,190	130,634
Long-term financial assets 長期金融資産	54,675	45,823	54,097	53,749	51,864	53,576	50,132	64,812	70,042	62,923
Deferred tax assets 繰延税金資産	13,844	10,198	8,565	8,969	7,017	14,537	17,781	15,589	13,080	8,249
Others その他の非流動資産	37,419	42,727	42,439	19,056	11,049	11,090	16,952	24,523	22,576	24,382
Total non-current assets 非流動資産合計	1,108,176	1,019,833	1,058,738	896,197	875,641	846,119	814,714	802,701	822,069	776,660
Total assets 資産合計	1,812,346	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

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

(Millions of yen) (百万円)	FY2025	FY2024	FY2023	FY2022	FY2021	FY2020	FY2019	FY2018	FY2017	FY2016
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	303,960	240,614	231,979	197,981	199,908	188,452	178,583	183,276	185,269	160,840
Short-term borrowings 短期借入金	6,350	5,923	97,553	12,599	8,219	10,820	8,043	10,989	15,280	11,153
Commercial paper コマニシャル・ペーパー	-	-	53,000	-	-	30,000	40,000	-	-	-
Current portion of bonds 1年内償還予定の社債	29,988	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	4,095	8,234	37,717	16,733	14,418	18,085	15,191	13,089	11,285	23,929
Other financial liabilities その他の金融負債	11,625	9,637	8,885	11,084	15,802	11,603	5,401	5,935	4,049	5,049
Short-term employee benefits 短期従業員給付	51,585	47,217	45,916	42,141	38,567	38,288	41,588	37,273	37,811	35,501
Provisions 引当金	6,362	4,514	4,440	7,723	4,486	4,343	5,272	6,560	6,348	4,579
Income taxes payable 未払法人所得税	18,659	19,923	7,031	15,990	10,085	10,770	12,517	9,549	10,429	9,995
Others その他の流動負債	16,435	9,019	15,045	15,402	13,153	11,371	8,972	11,510	9,636	9,744
Sub total 小計	449,063	370,075	501,569	339,644	324,631	323,736	335,566	278,185	280,111	260,794
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	-	-
Total current liabilities 流動負債合計	449,063	384,588	501,569	339,644	324,631	336,339	335,566	291,756	280,111	260,794
Non-current liabilities 非流動負債										
Corporate bonds 社債	174,512	204,412	149,626	119,696	139,631	149,608	149,550	169,479	169,413	169,347
Long-term borrowings 長期借入金	206,410	211,795	104,598	119,548	131,650	141,911	124,135	137,157	140,298	129,617
Other financial liabilities その他の金融負債	64,810	46,130	54,544	54,984	56,740	69,381	72,738	25,412	28,428	18,452
Long-term employee benefits 長期従業員給付	33,943	30,443	28,865	26,568	38,788	43,487	66,659	64,406	64,807	57,592
Provisions 引当金	6,812	4,267	3,905	3,499	3,708	4,704	7,264	11,135	11,397	11,261
Deferred tax liabilities 繰延税金負債	28,326	22,989	37,859	22,361	20,945	16,240	4,503	7,392	10,448	12,163
Others その他の非流動負債	4,191	3,230	2,951	2,461	1,219	1,770	1,127	1,167	710	202
Total non-current liabilities 非流動負債合計	519,007	523,270	382,353	349,120	392,684	427,103	425,978	416,153	425,505	398,637
Total liabilities 負債合計	968,070	907,858	883,922	688,765	717,316	763,443	761,545	707,909	705,616	659,431
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
Treasury stock 自己株式	(67,337)	(32,668)	(49,164)	(1,342)	(1,371)	(1,464)	(2,160)	(2,361)	(9,585)	(6,895)
Retained earnings 利益剰余金	587,856	590,517	657,782	652,307	616,286	608,031	574,287	595,311	628,966	584,849
Other components of equity その他の資本の構成要素	170,436	105,838	126,208	37,848	(7,869)	(65,454)	(113,015)	(65,521)	(59,366)	(45,299)
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)	-	-
Equity attributable to owners of the parent company 親会社の所有者に帰属する持分	770,819	746,804	815,074	768,676	686,909	620,257	538,975	610,543	640,833	616,315
Non-controlling interests 非支配持分	73,456	66,468	69,373	54,292	52,834	47,589	53,095	75,417	79,780	74,358
Total equity 資本合計	844,275	813,273	884,448	822,968	739,744	667,846	592,070	685,960	720,613	690,673
Total liabilities and equity 負債及び資本合計	1,812,346	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

*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)	FY2025	FY2024	FY2023	FY2022	FY2021	FY2020	FY2019	FY2018	FY2017	FY2016
Sales	1,583,719	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
Cost of sales	986,570	979,792	927,783	888,727	723,472	665,234	696,166	719,299	720,118	704,177
Gross profit	597,148	550,764	511,448	470,387	425,897	406,219	403,873	395,008	394,666	387,018
Share of profit of associates and joint ventures	8,113	6,314	4,730	4,326	985	1,317	(2,444)	(515)	3,966	2,537
Selling expenses	225,349	211,976	201,631	186,488	168,847	160,646	172,079	174,263	176,319	169,448
Research and development expenses	32,108	30,921	28,766	25,867	24,842	25,900	27,596	27,823	27,833	27,134
General and administrative expenses	166,640	154,878	138,099	127,017	112,277	107,853	102,516	99,167	98,807	96,119
Business profit	181,163	159,302	147,681	135,341	120,915	113,136	99,236	93,237	95,672	96,852
Other operating income	48,589	4,936	20,487	40,983	26,788	24,436	7,572	6,009	7,854	9,541
Other operating expenses	30,339	50,269	21,486	27,396	23,132	36,450	58,035	45,604	24,821	22,776
Operating profit	199,412	113,968	146,682	148,928	124,572	101,121	48,773	53,642	78,706	83,617
Financial income	9,020	8,792	7,775	6,099	6,868	3,900	8,030	8,116	9,578	7,283
Financial expenses	12,318	14,431	12,414	14,994	8,968	6,701	8,009	7,060	7,465	4,216
Profit before income taxes	196,115	108,330	142,043	140,033	122,472	98,320	48,795	54,698	80,819	86,684
Income taxes	51,054	27,556	40,011	39,863	42,244	32,040	20,384	17,697	15,330	21,717
Profit from continuing operations	145,060	80,773	102,032	100,170	80,228	66,280	28,410	37,001	65,489	64,966
Profit from discontinued operations	-	-	-	-	-	-	558	2,002	2,684	-
Profit	145,060	80,773	102,032	100,170	80,228	66,280	28,969	39,004	68,174	64,966
Attributable to:										
Owners of the parent company	134,675	70,272	87,121	94,065	75,725	59,416	18,837	29,698	60,124	53,065
Non-controlling interests	10,385	10,501	14,911	6,104	4,503	6,864	10,132	9,306	8,049	11,901
Profit from continuing operations attributable to owners of the parent company	134,675	70,272	87,121	94,065	75,725	59,416	18,643	27,509	57,533	53,065
Profit from discontinued operations attributable to owners of the parent company	-	-	-	-	-	-	193	2,188	2,590	-
Profit attributable to owners of the parent company	134,675	70,272	87,121	94,065	75,725	59,416	18,837	29,698	60,124	53,065
(Appendix) Breakdown										
(補足) 内訳										
Selling Expenses										
Logistics expenses	60,262	57,357	56,071	61,706	53,085	46,778	51,007	52,857	51,826	43,787
Advertisement	48,173	44,529	44,041	34,369	36,533	38,019	35,923	33,895	35,583	35,148
Sales promotion expenses	30,388	28,217	26,386	21,925	19,496	18,439	22,121	22,971	25,400	26,399
Sales commissions	2,456	2,419	2,376	2,519	2,160	2,208	2,566	2,787	2,966	2,794
Employee benefits expenses	54,579	52,837	48,061	44,100	38,665	38,361	39,201	40,247	37,738	39,996
Depreciation and amortization expenses	3,889	3,848	3,436	3,320	3,809	5,000	5,309	2,221	2,050	2,020
Other	25,600	22,766	21,256	18,545	15,096	11,838	15,948	19,283	20,753	19,301
Total Selling Expenses	225,349	211,976	201,631	186,488	168,847	160,646	172,079	174,263	176,319	169,448
Research and Development Expenses										
Employee benefits expenses	13,810	12,748	12,224	11,477	11,407	11,930	12,456	12,952	12,996	12,717
Depreciation and amortization expenses	3,583	3,068	2,739	2,854	2,872	2,820	2,807	2,619	2,323	2,201
Subcontracting expenses and consumables expenses	8,390	7,639	6,380	5,637	5,276	6,079	7,147	6,848	6,901	6,979
Other	6,324	7,465	7,422	5,898	5,285	5,070	5,185	5,403	5,611	5,236
Total Research and Development Expenses	32,108	30,921	28,766	25,867	24,842	25,900	27,596	27,823	27,833	27,134
General and Administrative Expenses										
Employee benefits expenses	86,240	82,136	73,767	67,419	61,868	59,094	56,658	55,303	55,321	53,496
Depreciation and amortization expenses	19,656	21,148	19,104	17,413	14,781	11,874	10,789	8,725	8,466	8,006
Other	60,742	51,592	45,228	42,184	35,627	36,883	35,068	35,138	35,019	34,616
Total General and Administrative Expenses	166,640	154,878	138,099	127,017	112,277	107,853	102,516	99,167	98,807	96,119

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

(Millions of yen) (百万円)	FY2025	FY2024	FY2023	FY2022	FY2021	FY2020	FY2019	FY2018	FY2017	FY2016
Other operating income										
その他の営業収益										
Gain on step acquisitions	-	-	-	-	-	-	-	-	-	-
段階取得に係る差益	-	-	-	-	-	-	-	-	-	-
Foreign exchange gain	2,328	-	-	-	-	-	-	-	-	-
為替差益	2,328	-	-	-	-	-	-	-	-	-
Gain on sales of property, plant and equipment	41,265	570	14,604	33,376	15,505	15,803	1,492	626	450	5,312
固定資産売却益	41,265	570	14,604	33,376	15,505	15,803	1,492	626	450	5,312
Lease revenue	931	958	1,182	1,044	2,038	1,145	1,577	1,487	1,429	-
リース料収入	931	958	1,182	1,044	2,038	1,145	1,577	1,487	1,429	-
Interest on refund	-	-	-	-	-	-	30	236	564	-
還付金・還付加算金	-	-	-	-	-	-	30	236	564	-
Insurance fee	327	111	356	91	248	1,015	121	311	114	-
保険金収入	327	111	356	91	248	1,015	121	311	114	-
Reversal of provision for loss on litigation	-	-	-	-	-	-	863	-	-	-
訴訟損失引当金戻入益	-	-	-	-	-	-	863	-	-	-
Reversal of provision for loss on contract	-	-	-	239	1,517	1,703	1,111	-	-	-
契約損失引当金戻入益	-	-	-	239	1,517	1,703	1,111	-	-	-
Others	3,735	3,295	4,343	6,231	7,478	4,769	2,376	3,347	5,295	4,229
その他	3,735	3,295	4,343	6,231	7,478	4,769	2,376	3,347	5,295	4,229
Total Other operating income	48,589	4,936	20,487	40,983	26,788	24,436	7,572	6,009	7,854	9,541
その他の営業収益合計	48,589	4,936	20,487	40,983	26,788	24,436	7,572	6,009	7,854	9,541
Other operating expenses										
その他の営業費用										
Impairment loss	8,450	33,854	3,736	15,143	9,357	18,536	30,728	18,134	11,681	1,965
減損損失	8,450	33,854	3,736	15,143	9,357	18,536	30,728	18,134	11,681	1,965
Impairment loss on shares of associates and joint ventures	-	-	-	-	-	-	4,232	14,107	-	-
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	-	-	-	-	-	-	-	-	-	626
関係会社株式売却損	-	-	-	-	-	-	-	-	-	626
Loss on disposal of property, plant and equipment	5,117	4,778	4,732	4,388	4,825	4,450	3,886	3,178	2,958	3,657
固定資産除却損	5,117	4,778	4,732	4,388	4,825	4,450	3,886	3,178	2,958	3,657
Litigation expenses	-	-	-	-	-	-	-	658	1,437	-
訴訟損失費用	-	-	-	-	-	-	-	658	1,437	-
Foreign exchange loss	-	1,826	5,837	1,492	-	-	-	210	1,103	1,272
為替差損	-	1,826	5,837	1,492	-	-	-	210	1,103	1,272
Provision for loss on contract	-	-	-	-	-	5,089	-	368	610	6,451
契約損失引当金繰入額	-	-	-	-	-	5,089	-	368	610	6,451
Business restructuring charges	-	-	-	-	-	-	-	2,448	315	-
構造改革費用	-	-	-	-	-	-	-	2,448	315	-
Valuation loss on stock purchase agreement	-	-	-	-	-	-	-	-	-	2,037
株式売買契約評価損	-	-	-	-	-	-	-	-	-	2,037
Environmental measures expenses	-	-	-	-	-	-	-	-	-	377
環境対策費用	-	-	-	-	-	-	-	-	-	377
Fees related special second career program	-	-	-	-	-	-	6,525	-	-	-
特別転進支援施策関連費用	-	-	-	-	-	-	6,525	-	-	-
Others	16,771	9,810	7,180	6,371	8,949	8,374	12,661	6,497	6,712	6,389
その他	16,771	9,810	7,180	6,371	8,949	8,374	12,661	6,497	6,712	6,389
Total Other operating expenses	30,339	50,269	21,486	27,396	23,132	36,450	58,035	45,604	24,821	22,776
その他の営業費用合計	30,339	50,269	21,486	27,396	23,132	36,450	58,035	45,604	24,821	22,776
Financial income										
金融収益										
Interest income	6,601	6,328	5,542	3,373	1,334	1,851	4,409	4,375	4,405	3,162
受取利息	6,601	6,328	5,542	3,373	1,334	1,851	4,409	4,375	4,405	3,162
Dividend income	556	861	959	987	944	913	1,493	1,383	1,336	1,217
受取配当金	556	861	959	987	944	913	1,493	1,383	1,336	1,217
Gain on valuation of derivatives	-	-	-	1,249	1,921	1,021	1,790	2,087	-	975
デリバティブ評価益	-	-	-	1,249	1,921	1,021	1,790	2,087	-	975
Foreign exchange gain	-	-	-	-	-	-	-	-	3,108	1,303
為替差益	-	-	-	-	-	-	-	-	3,108	1,303
Others	1,862	1,603	1,273	488	2,669	113	338	270	728	625
その他	1,862	1,603	1,273	488	2,669	113	338	270	728	625
Total Financial income	9,020	8,792	7,775	6,099	6,868	3,900	8,030	8,116	9,578	7,283
金融収益合計	9,020	8,792	7,775	6,099	6,868	3,900	8,030	8,116	9,578	7,283
Financial expenses										
金融費用										
Interest expenses	8,498	8,624	5,092	4,099	3,586	3,808	3,804	3,347	3,058	2,532
支払利息	8,498	8,624	5,092	4,099	3,586	3,808	3,804	3,347	3,058	2,532
Loss on valuation of derivatives	648	1,539	196	-	-	-	-	-	2,959	-
デリバティブ評価損	648	1,539	196	-	-	-	-	-	2,959	-
Foreign exchange loss	910	1,718	3,722	2,164	2,122	1,113	2,292	2,025	-	-
為替差損	910	1,718	3,722	2,164	2,122	1,113	2,292	2,025	-	-
Unwinding of discount on provisions arising from passage of time	1	1	1	1	1	1	2	8	2	3
引当金の時の経過による割引の戻し	1	1	1	1	1	1	2	8	2	3
Loss allowance for expected credit loss	48	16	113	3	31	(0)	89	9	13	357
損失評価引当金繰入額	48	16	113	3	31	(0)	89	9	13	357
Others	2,210	2,531	3,288	8,726	3,227	1,778	1,820	1,670	1,432	1,322
その他	2,210	2,531	3,288	8,726	3,227	1,778	1,820	1,670	1,432	1,322
Total Financial expenses	12,318	14,431	12,414	14,994	8,968	6,701	8,009	7,060	7,465	4,216
金融費用合計	12,318	14,431	12,414	14,994	8,968	6,701	8,009	7,060	7,465	4,216

*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 Cash Flows* 連結キャッシュ・フロー計算書*

(Millions of yen) (百万円)	FY2025	FY2024	FY2023	FY2022	FY2021	FY2020	FY2019	FY2018	FY2017	FY2016
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)	196,115	108,330	142,043	140,033	122,472	98,320	48,795	54,698	80,819	86,684
非継続事業の税引前当期利益	-	-	-	-	-	-	680	1,931	4,009	-
Profit before income taxes from discontinued operations	-	-	-	-	-	-	-	-	-	-
Depreciation and amortization										
減価償却費及び償却費	88,914	86,461	78,298	71,820	66,234	63,045	61,986	52,485	51,783	46,273
Impairment loss and gain on reversal of impairment loss										
減損損失及び減損損失戻入益	8,450	33,854	3,733	15,075	9,356	16,465	30,728	18,384	11,681	1,965
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	-	-
Pharmaceutical business restructuring charges										
医薬事業構造改革費用	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in employee benefits										
従業員給付の増減額	263	(413)	(6,343)	(14,675)	(3,510)	(2,407)	5,969	(1,823)	(2,560)	(2,853)
Increase (decrease) in provisions										
引当金の増減額	1,482	555	(3,573)	2,846	(929)	1,657	(4,433)	975	1,202	5,939
Interest income										
受取利息	(6,601)	(6,305)	(5,542)	(3,373)	(1,334)	(1,851)	(4,401)	(4,373)	(4,405)	(3,162)
Dividend income										
受取配当金	(556)	(861)	(959)	(987)	(944)	(913)	(1,506)	(1,351)	(1,341)	(1,217)
Interest expense										
支払利息	7,487	7,554	4,941	3,970	3,314	3,543	3,711	3,342	3,042	2,532
Share of profit of associates and joint ventures										
持分法による損益	(8,113)	(6,314)	(4,730)	(4,326)	(985)	(1,317)	2,444	560	(3,981)	(2,537)
Loss on disposal of property, plant and equipment										
固定資産売却損	5,117	4,778	4,732	4,388	4,825	4,450	3,886	3,414	2,973	3,657
Gain on sales of property, plant and equipment										
固定資産売却益	(41,265)	(570)	(14,804)	(33,376)	(15,505)	(15,803)	(1,492)	1,806	(2,712)	(5,312)
Loss on sales of property, plant and equipment										
固定資産売却損	530	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)
Loss on sales of shares of subsidiaries and associates										
子会社株式売却損	-	-	-	-	-	-	0	688	-	626
Gain on business combination achieved in stages										
段階取得に係る差益	-	-	-	-	-	-	-	-	-	-
Environmental measures expenses										
環境対策費用	-	-	-	-	-	-	440	1,244	859	377
Decrease (increase) in trade and other receivables										
売上債権及びその他の債権の増減額	(11,791)	6,124	(11,319)	3,327	6,057	21,580	3,754	(644)	(9,329)	(4,174)
Increase (decrease) in trade and other payables										
仕入債務及びその他の債務の増減額	55,795	11,558	17,414	(4,065)	10,972	8,315	(8,919)	3,375	20,720	(1,478)
Decrease (increase) in inventories										
棚卸資産の増減額	(12,355)	(9,547)	4,346	(41,613)	(17,914)	(8,090)	(2,092)	(3,877)	(11,287)	3,216
Increase (decrease) in accrued consumption tax										
未払消費税等の増減額	(135)	(2,518)	6,804	2,252	(2,065)	(2,397)	(1,923)	492	(1,588)	570
Decrease (increase) in other current assets										
その他の資産及び負債の増減額	(1,178)	(1,645)	(491)	6,681	(10,132)	(2,122)	(2,250)	(236)	4,097	1,489
Others										
その他	(7,431)	(4,777)	2,515	5,780	6,949	7,661	(8,427)	1,264	2,351	653
Subtotal										
小計	274,727	226,546	217,491	153,975	177,004	190,710	132,466	143,334	146,295	132,655
Insurance proceeds										
保険金の受取額	-	-	-	-	-	-	-	-	-	1,532
Interest received										
利息の受取額	6,320	6,557	5,538	3,334	1,425	1,850	4,403	4,378	3,619	3,121
Dividends received										
配当金の受取額	4,951	4,046	4,412	3,225	2,061	2,631	2,661	2,111	2,976	1,738
Interest paid										
利息の支払額	(7,314)	(7,127)	(4,829)	(3,749)	(3,233)	(3,370)	(3,522)	(3,239)	(2,922)	(2,474)
Income taxes paid										
法人所得税の支払額	(39,333)	(20,123)	(54,538)	(39,145)	(31,681)	(26,172)	(21,152)	(23,328)	(23,313)	(27,665)
Net cash provided by operating activities										
営業活動によるキャッシュ・フロー	239,351	209,898	168,074	117,640	145,576	165,650	114,856	123,256	126,655	108,907

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*当該年度の有価証券報告書の数値を掲載。

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

(Millions of yen) (百万円)	FY2025	FY2024	FY2023	FY2022	FY2021	FY2020	FY2019	FY2018	FY2017	FY2016
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	(96,446)	(88,104)	(65,786)	(68,383)	(73,842)	(76,889)	(73,703)	(70,185)	(70,727)	(56,055)
Proceeds from sales of property, plant and equipment 有形固定資産の売却による収入	45,933	1,726	13,722	40,255	17,763	17,226	1,264	4,441	3,693	6,406
Purchase of intangible assets 無形資産の取得による支出	(8,104)	(6,986)	(6,236)	(4,663)	(6,877)	(9,148)	(8,338)	(9,822)	(7,239)	(30,138)
Purchase of financial assets 金融資産の取得による支出	(36,136)	(6,265)	(11,381)	(2,155)	(1,342)	(652)	(26)	(3,495)	(1,869)	(7,242)
Proceeds from sale and redemption of financial assets 金融資産の売却及び償還による収入	8,124	22,154	9,027	3,682	3,555	2,200	11,621	6,940	3,082	8,664
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)	-
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	2,589	-	-	-	1,142	-	2,754	3,276	386	2,235
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)
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
Others その他	(189)	554	2,585	1,176	(1,966)	2,471	4,100	(4,078)	(881)	(3,109)
Net cash used in investing activities 投資活動によるキャッシュ・フロー	(84,229)	(77,382)	(132,434)	(30,087)	(61,567)	(66,247)	(66,651)	(72,923)	(99,104)	(142,299)
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 短期借入金の増減額	284	(90,993)	73,849	4,066	(3,949)	3,051	(1,759)	(3,283)	3,313	(1,112)
Net change in commercial paper コマーシャル・ペーパーの増減額	-	(53,000)	53,000	-	(30,000)	(10,000)	40,000	-	-	-
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	-
Repayments of long-term borrowings 長期借入金の返済による支出	(8,531)	(37,497)	(16,933)	(14,299)	(18,328)	(15,547)	(13,735)	(11,962)	(24,174)	(11,058)
Proceeds from issuance of corporate bonds 社債の発行による収入	-	79,697	29,876	-	9,953	-	-	-	-	79,690
Redemption of corporate bonds 社債の償還による支出	(25,000)	-	(20,000)	(20,000)	-	(20,000)	-	-	-	-
Dividends paid 配当金の支払額	(43,159)	(39,136)	(38,406)	(31,630)	(27,273)	(17,526)	(17,555)	(18,455)	(17,065)	(17,242)
Dividends paid to non-controlling interests 非支配持分への配当金の支払額	(9,739)	(14,372)	(4,104)	(4,100)	(3,779)	(3,585)	(4,789)	(4,889)	(5,893)	(3,927)
Purchase of treasury stock 自己株式の取得による支出	(130,009)	(90,695)	(91,341)	(30,022)	(40,041)	(7)	(6)	(40,062)	(2,690)	(30,034)
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 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)
Repayments of lease liabilities リース負債の返済による支出	(9,630)	(9,793)	(8,960)	(9,412)	(10,168)	(8,939)	(8,835)	(1,119)	-	-
Others その他	183	1,245	(1,641)	145	211	745	103	947	(611)	(557)
Net cash provided by (used in) financing activities 財務活動によるキャッシュ・フロー	(225,603)	(137,684)	(6,753)	(111,061)	(123,055)	(60,387)	(52,306)	(78,923)	(23,951)	14,738
Effect of currency rate changes on cash and cash equivalents 現金及び現金同等物の換算差額	12,398	(1,592)	9,873	4,831	8,891	3,891	(7,925)	(754)	(1,734)	169
Net change in cash and cash equivalents 現金及び現金同等物の増減額	(58,082)	(6,760)	38,759	(18,677)	(30,155)	42,908	(12,024)	(29,344)	1,865	(18,484)
Cash and cash equivalents at beginning of the year 現金及び現金同等物の期首残高	164,776	171,537	132,777	151,454	181,609	141,701	153,725	187,869	186,003	204,487
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)	-	-
Cash and cash equivalents at end of the year 現金及び現金同等物の期末残高	106,693	164,776	171,537	132,777	151,454	181,609	141,701	153,725	187,869	186,003

*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 (2021年3月期より)

Business Segments(From the Year Ended March 31,2021)

(Millions of yen) (百万円)

	FY2025	FY2024	FY2023	FY2022	FY2021	FY2020	FY2019	FY2018	FY2017	FY2016
Sales										
売上高:										
Seasonings and Foods 調味料・食品	936,926	896,012	846,977	775,021	664,237	620,507	641,755	643,732	641,329	
Frozen Foods 冷凍食品	290,308	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	341,504	328,397	294,564	299,670	251,259	239,518	231,663	243,290	238,567	
Other その他	14,979	16,758	15,819	17,185	12,171	13,173	15,389	14,283	27,319	
Total 計	1,583,719	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	143,036	134,129	127,439	101,928	83,534	89,467	81,620	74,067	77,173	
Frozen Foods 冷凍食品	8,457	13,015	13,902	7,028	1,164	4,126	90	(1,859)	3,218	
Healthcare and Others ヘルスケア等	66,202	45,640	36,443	60,179	38,892	21,267	19,512	21,659	17,455	
Other その他	6,064	6,379	2,905	751	(2,674)	(1,724)	(1,986)	(630)	(2,174)	
Total 計	181,163	159,302	147,681	135,341	120,915	113,136	99,236	93,237	95,672	

*FY25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、全社共通費を各報告セグメントに配分しない方法に変更。上記はFY22の実績数値より、当該変更を反映。

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	571,730	525,536	510,104	509,994	485,867	470,893	484,694	484,820	486,902	519,555
Asia アジア	464,601	441,807	399,288	352,038	285,271	263,752	265,843	271,586	273,957	254,729
Americas 米州	382,421	415,065	378,950	353,960	262,572	219,099	235,364	239,508	239,134	226,936
EMEA EMEA	164,965	148,146	150,888	143,122	115,658	117,708	114,136	118,392	114,790	89,974
Total 計	1,583,719	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
Business profit										
事業利益*:										
Japan 日本	93,258	73,725	60,938	56,021	54,535	48,483	44,224	40,164	45,313	44,648
Asia アジア	91,975	87,809	68,300	51,431	47,461	45,344	43,061	38,890	34,808	36,529
Americas 米州	26,968	25,485	10,769	18,317	11,671	13,924	13,557	13,381	11,226	12,690
Europe 欧州	14,657	12,544	7,672	9,570	7,247	5,384	(1,606)	801	4,323	2,983
Total 計	181,163	159,302	147,681	135,341	120,915	113,136	99,236	93,237	95,672	96,852

*FY25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、全社共通費を各報告セグメントに配分しない方法に変更。上記はFY24の実績数値より、当該変更を反映。

Segment Information セグメント情報

(Millions of yen) (百万円)	FY2025	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	42,053	39,529	37,090	34,187	30,944	28,902	27,990
Frozen Foods 冷凍食品	14,491	14,115	13,766	12,710	10,911	10,079	10,522
Healthcare and Others ヘルスケア等	24,150	24,776	19,785	16,686	14,699	15,150	15,511
Other その他	820	1,005	810	959	2,891	4,255	3,913
Company-wide 全社	7,398	7,034	6,844	7,276	6,787	4,658	3,521
Total 計	88,914	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	58,536	48,760	33,594	29,157	36,775	52,996	50,173
Frozen Foods 冷凍食品	10,744	10,487	8,826	11,522	10,571	13,426	9,759
Healthcare and Others ヘルスケア等	27,833	32,267	30,134	24,596	21,514	17,753	18,446
Other その他	837	1,251	1,053	789	691	615	686
Company-wide 全社	5,264	3,672	3,338	3,784	4,549	7,043	4,600
Total 計	103,216	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	8,388	8,032	7,674	6,802	6,385	6,472	6,032
Frozen Foods 冷凍食品	1,956	1,855	1,796	1,424	1,234	1,252	1,355
Healthcare and Others ヘルスケア等	11,292	11,212	10,115	9,674	8,400	8,257	8,795
Other その他	88	258	355	364	331	87	263
Company-wide 全社	10,382	9,562	8,823	7,601	8,491	9,831	11,148
Total 計	32,108	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

Sales				
売上高:				
Japan Food Products 日本食品	375,312	375,034	384,185	390,441
International Food Products 海外食品	477,674	481,699	464,712	428,988
Life Support ライフサポート	95,308	107,947	118,584	114,052
Healthcare ヘルスケア	136,355	135,342	119,982	99,546
Other その他	15,389	14,283	27,319	58,166
Total	1,100,039	1,114,308	1,114,784	1,091,195

Business profit				
事業利益:				
Japan Food Products 日本食品	32,854	29,896	38,899	40,854
International Food Products 海外食品	48,854	42,312	41,491	41,743
Life Support ライフサポート	7,149	9,579	8,082	4,415
Healthcare ヘルスケア	12,363	12,079	9,373	9,584
Other その他	(1,986)	(630)	(2,173)	255
Total	99,236	93,237	95,672	96,852

(Millions of yen) (百万円)

FY2019 FY2018 FY2017 FY2016

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

Segment Information セグメント情報

(Millions of yen) (百万円)	FY2019	FY2018	FY2017	FY2016
Capital Expenditure/Investment (Inc. acquisition of intangible assets)				
設備投資:				
Japan Food Products	26,654	19,782	16,845	44,883
日本食品				
International Food Products	33,277	27,497	31,180	21,460
海外食品				
Life Support	5,043	5,658	6,617	8,772
ライフサポート				
Healthcare	13,402	16,136	16,013	8,814
ヘルスケア				
Other	686	1,379	3,224	2,471
その他				
Company-wide	4,600	9,179	5,534	3,275
会社				
Total	83,666	79,632	79,417	89,677
計				
R&D Expenses				
研究開発費:				
Japan Food Products	3,572	3,530	3,486	3,425
日本食品				
International Food Products	3,858	3,604	3,734	3,588
海外食品				
Life Support	4,696	5,439	5,279	5,073
ライフサポート				
Healthcare	3,631	2,967	2,574	2,555
ヘルスケア				
Other	263	240	813	255
その他				
Company-wide	11,574	12,040	11,944	12,236
会社				
Total	27,596	27,823	27,833	27,134
計				

Market Information 市場情報

<Seasonings & processed foods > 調味料・食品		FY2026 Forecast	FY2025	FY2024	FY2023	FY2022	FY2021	FY2020	FY2019	FY2018	FY2017	FY2016
調味料 (日本)												
Estimated Market size												
Umami seasonings	AJI-NO-MOTO®, Hi-Me®	6.3	6.0	6.2	6.2	5.5	5.3	5.4	5.2	5.4	5.6	6.0
Japanese flavor seasonings	KONDA SHIO®	35.1	34.1	35.1	35.4	34.5	37.1	38.3	36.4	36.4	37.6	38.5
Consonme	Ajinomoto KK Consonme	12.1	11.8	11.5	11.8	11.6	12.3	13.3	12.0	11.8	12.1	12.0
Mayonnaise	Pure Select®	73.0	73.0	73.0	73.6	65.6	59.4	58.3	54.9	53.6	53.4	45.1
Menu-specific seasonings	Cook Do®, Cook Do® Kyo-no Ohzara®	87.3	86.2	80.4	78.0	76.5	79.7	81.8	79.5	79.5	77.9	76.5

Umami seasonings		FY2026 Forecast	FY2025	FY2024	FY2023	FY2022	FY2021	FY2020	FY2019	FY2018	FY2017	FY2016
Umami seasonings	AJI-NO-MOTO®, Hi-Me®	-	96% (No.1)	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)
Japanese flavor seasonings	KONDA SHIO®	-	58% (No.1)	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)
Consonme	Ajinomoto KK Consonme	-	78% (No.1)	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)
Mayonnaise	Pure Select®	-	28% (No.2)	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)
Menu-specific seasonings	Cook Do®, Cook Do® Kyo-no Ohzara®	-	28% (No.1)	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)

Sauce & Seasonings (Overseas)		FY2026 Forecast	FY2025	FY2024	FY2023	FY2022	FY2021	FY2020	FY2019	FY2018	FY2017	FY2016
Estimated Market share												
Thailand	Umami seasonings	-	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	Umami seasonings	-	approx.80%(No.1)	approx.80%(No.1)	approx.80%(No.1)	approx.80%(No.1)	approx.80%(No.1)	approx.80%(No.1)	-	-	-	-
Vietnam	Umami seasonings	-	approx.60%(No.1)	approx.60%(No.1)	approx.60%(No.1)	approx.60%(No.1)	approx.60%(No.1)	approx.60%(No.1)	-	-	-	-
Philippines	Umami seasonings	-	approx.100%(No.1)	approx.100%(No.1)	approx.100%(No.1)	approx.100%(No.1)	approx.100%(No.1)	approx.100%(No.1)	-	-	-	-
Brazil	Umami seasonings	-	approx.70%(No.1)	approx.70%(No.1)	approx.70%(No.1)	approx.70%(No.1)	approx.70%(No.1)	approx.70%(No.1)	-	-	-	-

Quick Nourishment (Japan)		FY2026 Forecast	FY2025	FY2024	FY2023	FY2022	FY2021	FY2020	FY2019	FY2018	FY2017	FY2016
Estimated Market size*1												
Soup												
Knorr®	クノール®	124.9	123.6	122.8	121.6	115.7	113.4	112.4	106.9	95.0	94.0	92.0
Coffee Market in Japan (Billions of yen)												
Instant (jar)*2	Blendy®, MAXIM®	approx. 3,100	approx. 2,900	approx. 2,700	approx. 2,500	approx. 2,400	approx. 2,400	approx. 2,400	approx. 2,800	approx. 2,800	approx. 2,800	approx. 2,800
Stick-type	Blendy® Stick, Blendy® CAFE LATORY®	62.0	56.3	48.2	46.8	45.5	45.5	45.7	41.2	32.8	32.6	32.3
Home regular	Blendy®, Blendy® CAFE LATORY®	81.0	79.8	64.8	60.9	59.2	54.6	53.1	48.6	23.6	24.0	25.6
Personal regular	Blendy® Drip, Chyotto Zeiakuna Kohiten® Drip	-	-	-	-	-	-	-	-	20.3	19.9	19.7

Solution & Ingredients		FY2026 Forecast	FY2025	FY2024	FY2023	FY2022	FY2021	FY2020	FY2019	FY2018	FY2017	FY2016
MSG及び核酸系調味料 (千トン)												
MSG	Total	-	3,750*	3,620	3,560	3,460	3,330	3,240	3,300	3,260	3,210	3,160
MSG	China	-	1,870	1,820	1,810	1,760	1,710	1,640	1,680	1,660	1,640	1,620
MSG	Others	-	1,880	1,800	1,750	1,700	1,620	1,600	1,620	1,600	1,570	1,540
Nucleotides	Total	-	76	72	68	65	63	60	58	54	49	44

MSG及び核酸系調味料 (千トン)		FY2026 Forecast	FY2025	FY2024	FY2023	FY2022	FY2021	FY2020	FY2019	FY2018	FY2017	FY2016
Estimated market share of MSG and nucleotides (Ajinomoto Group estimates)												
MSG	調味料	-	approx. 20%	approx. 20%	approx. 20%	approx. 20%	approx. 20%	approx. 20%	approx. 20%	approx. 20%	approx. 20%	approx. 20%
MSG	調味料	-	approx. 20%	approx. 20%	approx. 20%	approx. 20%	approx. 20%	approx. 20%	approx. 20%	approx. 20%	approx. 20%	approx. 20%
MSG	調味料	-	approx. 20%	approx. 20%	approx. 20%	approx. 20%	approx. 20%	approx. 20%	approx. 20%	approx. 20%	approx. 20%	approx. 20%

<Frozen foods > 冷凍食品

		FY2026 Forecast	FY2025	FY2024	FY2023	FY2022	FY2021	FY2020	FY2019	FY2018	FY2017	FY2016
Estimated market size and share of Home-use Cooked Frozen Foods in Japan 日本の家庭用調理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. +4% 4%程度成長	66.2	64.9	63.3	60.6	58.1	54.2	48.9	44.7	42.9	42.1
Estimated Market share 推定市場シェア	Gyoza, etc. 「ギョーザ」等	-	31% (No.2)	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

		FY2026 Forecast	FY2025	FY2024	FY2023	FY2022	FY2021	FY2020	FY2019	FY2018	FY2017	FY2016
Estimated Market size (Million USD) ¹⁾ 推定市場規模 (百万USD) ¹⁾		approx. +2% 2%程度成長	1,790	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		-	28% (No.1)	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)

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改定、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	FY2024	FY2023	FY2022	FY2021	FY2020	FY2019	FY2018	FY2017	FY2016
Coffee products *1 コーヒー (日本) *1	Sales (Billions of yen) 売上高 (十億円)	-	106.0	89.5	87.8	83.5	85.3	85.5	88.7	90.9	96.4	103.4
	Home use 家庭用	-	69%	71%	73%	75%	79%	78%	73%	75%	75%	78%
	Restaurant & institutional use 業務用	-	31%	29%	27%	25%	21%	22%	27%	25%	25%	22%
Frozen foods (Japan) *2 冷凍食品 (日本) *2	Sales (Billions of yen) 売上高 (十億円)	-	88.2	87.5	86.7	90.3	89.3	91.5	98.1	97.3	100.7	97.5
	Home use 家庭用	-	63%	63%	63%	65%	67%	65%	57%	54%	57%	55%
	Restaurant & institutional use 業務用	-	37%	37%	37%	35%	33%	35%	43%	46%	43%	45%

*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純売上高ベース

<Healthcare and Others> ヘルスケア等

		FY2026 Forecast	FY2025	FY2024	FY2023	FY2022	FY2021	FY2020	FY2019	FY2018	FY2017	FY2016
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. 42,000 約42,000	approx. 42,000 約42,000	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
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		-	approx. 40% (No.1) 40%程度 (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

		FY2025	FY2024	FY2023	FY2022	FY2021	FY2020	FY2019	FY2018	FY2017	FY2016*
USD / JPY	Q1 Average 第1四半期平均	144.59	155.85	137.49	129.73	109.52	107.63	109.90	109.10	111.09	108.04
	Q2 Average 第2四半期平均	147.46	149.71	144.63	138.27	110.11	106.23	107.36	111.43	111.00	105.20
	Q3 Average 第3四半期平均	154.08	152.37	147.86	141.38	113.71	104.49	108.76	112.91	112.98	106.60
	Q4 Average 第4四半期平均	156.96	152.55	148.63	132.42	116.34	106.09	108.84	110.22	108.22	108.34
	End of fiscal year 年度末	159.88	149.52	151.41	133.53	122.39	110.71	108.83	110.99	106.24	112.19
EURO / JPY	Q1 Average 第1四半期平均	163.81	167.85	149.58	138.26	131.94	118.59	123.50	130.03	122.26	121.88
	Q2 Average 第2四半期平均	172.30	164.28	157.32	139.26	129.83	124.08	119.41	129.55	130.37	118.04
	Q3 Average 第3四半期平均	179.39	162.58	159.06	144.26	130.04	124.61	120.32	128.82	133.02	117.98
	Q4 Average 第4四半期平均	183.65	160.55	161.33	142.16	130.40	127.81	120.05	125.16	133.14	118.74
	End of fiscal year 年度末	183.41	162.08	163.24	145.72	136.70	129.80	119.55	124.56	130.52	119.79
THB / JPY	Q1 Average 第1四半期平均	4.37	4.24	3.99	3.77	3.49	3.37	3.48	3.42	3.24	3.06
	Q2 Average 第2四半期平均	4.56	4.29	4.11	3.80	3.34	3.39	3.49	3.38	3.32	3.00
	Q3 Average 第3四半期平均	4.79	4.48	4.15	3.89	3.41	3.41	3.59	3.44	3.42	3.03
	Q4 Average 第4四半期平均	4.96	4.49	4.16	3.90	3.52	3.50	3.48	3.49	3.43	3.08
	End of fiscal year 年度末	4.87	4.40	4.15	3.90	3.67	3.53	3.32	3.48	3.40	3.25
BRL / JPY	Q1 Average 第1四半期平均	25.53	29.90	27.81	26.41	20.71	20.06	28.02	30.27	34.54	30.83
	Q2 Average 第2四半期平均	27.07	26.89	29.59	26.39	21.05	19.74	27.05	28.24	35.09	31.20
	Q3 Average 第3四半期平均	28.56	26.13	29.84	26.87	20.36	19.39	26.41	29.63	34.79	31.85
	Q4 Average 第4四半期平均	29.84	26.06	29.98	25.50	22.35	19.36	24.57	29.29	33.37	32.86
	End of fiscal year 年度末	30.44	25.96	30.19	26.21	25.65	19.18	20.76	28.44	32.13	35.61
100 IDR / JPY	Q1 Average 第1四半期平均	0.88	0.97	0.93	0.90	0.76	0.73	0.77	0.79	0.84	0.81
	Q2 Average 第2四半期平均	0.91	0.95	0.95	0.93	0.77	0.73	0.76	0.77	0.84	0.80
	Q3 Average 第3四半期平均	0.93	0.97	0.95	0.91	0.80	0.73	0.78	0.77	0.84	0.81
	Q4 Average 第4四半期平均	0.93	0.94	0.95	0.87	0.81	0.75	0.77	0.78	0.80	0.82
	End of fiscal year 年度末	0.94	0.91	0.96	0.89	0.86	0.77	0.67	0.78	0.78	0.84
100 VND / JPY	Q1 Average 第1四半期平均	0.56	0.61	0.59	0.56	0.47	0.46	0.47	0.48	0.49	0.48
	Q2 Average 第2四半期平均	0.56	0.60	0.60	0.59	0.48	0.46	0.46	0.48	0.49	0.47
	Q3 Average 第3四半期平均	0.59	0.60	0.61	0.58	0.50	0.45	0.47	0.48	0.50	0.48
	Q4 Average 第4四半期平均	0.60	0.60	0.60	0.56	0.51	0.46	0.47	0.48	0.48	0.48
	End of fiscal year 年度末	0.61	0.58	0.61	0.57	0.54	0.48	0.46	0.48	0.48	0.49
PHP / JPY	Q1 Average 第1四半期平均	2.59	2.72	2.49	2.48	2.29	2.15	2.13	2.10	2.25	2.34
	Q2 Average 第2四半期平均	2.61	2.63	2.60	2.47	2.21	2.19	2.09	2.10	2.20	2.27
	Q3 Average 第3四半期平均	2.64	2.64	2.66	2.49	2.27	2.18	2.15	2.14	2.24	2.26
	Q4 Average 第4四半期平均	2.67	2.65	2.68	2.43	2.27	2.22	2.16	2.12	2.12	2.27
	End of fiscal year 年度末	2.65	2.63	2.71	2.47	2.37	2.30	2.16	2.12	2.05	2.24

*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。