

- Notes:**
1. This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.
 2. Please be advised that certain expressions for domestic voting procedures that are not applicable to the shareholders outside Japan and certain items, pictures, graphs and reference matters are omitted or modified to avoid confusion.
 3. The date and time referred in this document is based on Japan Standard Time.

Stock Code: 2802
Ajinomoto Co., Inc.

NOTICE OF CONVOCATION OF THE 148th ORDINARY GENERAL MEETING OF SHAREHOLDERS

1. **Date:** 10:00 a.m. (doors open at 9:00 a.m.), Friday, June 19, 2026
2. **Place:** Aoi Ballroom, 2nd Floor, Palace Hotel Tokyo
1-1-1 Marunouchi, Chiyoda-ku, Tokyo
3. **Agenda of the Meeting:**

Matters to be Reported:

1. Report on contents of the Business Report, Consolidated Financial Statements, and Audit Reports of the Accounting Auditor and the Audit Committee on the Consolidated Financial Statements, for the 148th Fiscal Year (from April 1, 2025 to March 31, 2026)
2. Report on contents of Non-Consolidated Financial Statements for the 148th Fiscal Year (from April 1, 2025 to March 31, 2026)

Matters to be Resolved:

- Proposal 1:** Appropriation of Surplus
- Proposal 2:** Partial Changes to the Articles of Incorporation
- Proposal 3:** Election of 10 Directors

*If any changes occur to the disclosed information, the changes will be posted on <https://www.ajinomoto.co.jp/company/jp/shareholder/meeting/> (the Company's website, offered only in Japanese).

Exercising Your Voting Rights:

-To vote in writing:

Please indicate on the enclosed Voting Form, your votes for or against the proposals, and return the Voting Form by mail. If there is no indication on the Voting Form of your vote for or against each of the proposals, your votes will be deemed as in favor of the proposals.

Deadline for voting: delivery no later than 4:30 p.m., Thursday, June 18, 2026

-To vote via internet:

Please refer to "Exercising Your Voting Rights Via Internet" (page 2) and cast your votes for or against the proposals.

Deadline for voting: no later than 4:30 p.m., Thursday, June 18, 2026

-How to fill out the Voting Form:

Please indicate your votes for or against each proposal.

(If for or against a proposal is not indicated on the Voting Form, the votes will be deemed in favor of the proposal.)

Proposals 1 and 2:

-For: Mark a circle in the box marked "賛".

-Against: Mark a circle in the box marked "否".

Proposal 3:

- For all candidates: Mark a circle in the box marked “賛”.
- Against all candidates: Mark a circle in the box marked “否”.
- Against some candidates: Mark a circle in the box marked “賛” and write the number of each candidate you wish to vote against.

Exercising Your Voting Rights Via Internet:

Voting Via Internet is available only in Japanese.

If you wish to exercise your voting rights via Internet, please refer to the following information before exercising your voting rights.

(1) By Scanning the QR Code

Using the QR Code allows you to log in without requiring a Login ID and Temporary Password

1. Scan the QR Code
Scan the “Login QR Code” on the right side of the Voting Form with your smartphone.
2. Choose the method for exercising your voting rights
3. Indicate whether you are for or against the proposals by following the instructions on the screen.

(2) By Entering your Login ID and Temporary Password

1. Access the voting rights exercise website (<https://evote.tr.mufg.jp/>).
2. Enter the “Login ID” and “Temporary Password” printed on the right side of the Voting Form.
3. Enter both the “New Password” and “New Password (Confirmation)” fields.
4. Indicate whether you are for or against the proposals by following the instructions on the screen.

*In the event that a voting right is exercised both by Voting Form and via Internet, only the vote via Internet shall be deemed as valid.

*In the event that a voting right is exercised more than once via Internet, only the last vote shall be deemed as valid.

Information about live stream and submission of questions in advance via the Internet

We will offer a live stream of the Meeting so that shareholders have the option of watching from their homes. Please note that the live stream is offered only in Japanese. In addition, we will accept questions in advance of the Meeting via the Internet.

How to view the live stream and submit questions in advance

You can watch and register on the "Engagement Portal" shareholders' meeting site

(1) Please access the "Engagement Portal" shareholders' meeting site (hereinafter, the "Website") from the following URL.

Please note that the Website is available only in Japanese.

URL : <https://engagement-portal.tr.mufg.jp/>

(2) On the shareholder authentication screen (login screen), please enter the following Login ID and password, confirm the terms of use, click "I agree to the terms of use," and then click the "Login" button.

① Login ID: "Login ID" (15-digit alphanumeric code) printed on the right side of the Voting Form

② Password: "Temporary password" (6-digit number) printed on the right side of the Voting Form

*Please keep your Login ID and password handy before posting your Voting Form.

Viewing the live stream

After logging in, please click on "Watch today's live stream," confirm the terms of use by clicking "I agree to the terms of use," and then click the "Watch" button.

Submission of questions in advance

Please click the "Question in advance" button displayed on the screen after you login. After selecting the question category and inputting your question, click "I agree to the terms of use", and click the "Go to confirmation screen" button. After confirming the content of your submission, please click the "Send" button.

Broadcast date and time

June 19, 2026 (Friday) from 10:00 a.m. to the close of the Meeting

*On the day of the Meeting, the live stream viewing page will be accessible from around 9:30 a.m., 30 minutes before the start of the Meeting.

Deadline for submission of questions in advance

June 7, 2026 (Sunday) until 5:00 p.m.

Important notes regarding the live stream

- (1) Viewing the Meeting via live stream over the Internet is not considered attendance at the Ordinary General Meeting of Shareholders, and therefore, you cannot exercise your voting rights or make any remarks, including asking questions. Please exercise your voting rights in advance via the Voting Form or the Internet. (Please refer to page 1 for the method of exercising voting rights.)
- (2) Only shareholders are permitted to view the live stream.
- (3) Photography, recording, audio recording, storage, and publication on social networking services, etc., of the live stream are strictly prohibited.
- (4) Viewing and/or sound quality may be impaired depending on your device (model, performance, etc.) or Internet environment (line status, communication speed, etc.).

- (5) Internet connection fees and telecommunication charges incurred during the viewing will be borne by the shareholder.
- (6) In consideration of the privacy of shareholders present at the Meeting and other factors, footage via the live stream will focus on the video screen and the immediate vicinity of the officers' seats. Please note that shareholders present at the Meeting may unavoidably be shown in the live footage.
- (7) Due to unavoidable circumstances, there is a possibility that we may be unable to provide a live stream of the Meeting. In such case, a notice will be posted on our website (only in Japanese).
<https://www.ajinomoto.co.jp/company/jp/shareholder/meeting>

Important notes regarding the submission of questions in advance

- (1) Questions will be limited to matters related to the agenda of the Meeting.
- (2) Question length is limited to 200 characters (in Japanese) per question per person.
- (3) Of the questions received, we will focus on those that we believe will be of most interest to our shareholders and answer them on the day of the Meeting.
- (4) We do not promise to answer all questions. Also, please note that we cannot give responses specific to individual shareholders.
- (5) Shareholders will bear any communication charges, etc., for use of this service.

For inquiries regarding the live stream or submission of questions in advance, please contact:

Stock Transfer Agency Department, Mitsubishi UFJ Trust and Banking Corporation (Japanese only)

0120-676-808 (toll free only from Japan)

Hours: 9:00 a.m. - 5:00 p.m. (except Saturdays, Sundays and holidays).

(Note: On the day of the Meeting, operating hours will be from 9:00 a.m. to the close of the Meeting.)

Dear shareholders:

Confirming progress and tackling challenges as we advance toward 2030

Where we stand on our value creation journey to 2030

This year marks my second year as Representative Executive Officer & President. Over the past year, I have visited our business, production, and research sites in Japan and overseas, engaging directly with employees, business partners, and investors. Through these interactions, I have reaffirmed that our intangible assets—our people, technology, customers, and organization—form the foundation of our Group’s sustainable value creation.

Guided by our Purpose, “Contributing to the well-being*² of all human beings, our society and our planet with AminoScience®*¹,” our Group has been advancing ASV*³ Management. Fiscal 2025 was a year focused on both shaping and executing initiatives grounded in our purpose, while strengthening the talent and organizational capabilities needed to deliver them. In our core businesses, we achieved steady growth in the Food Products business and strong performance in the Bio & Fine Chemicals business, led by the Electronic Materials business. At the same time, several challenges have come into sharper focus, including global talent allocation, the cross-functional transfer of expertise, productivity enhancement, and the advancement of management resource allocation.

In the Ajinomoto Group’s ASV Initiatives 2030 Roadmap, our growth pillars include sustaining the growth of the Food Products business, dramatically expanding the Bio & Fine Chemicals Business, and creating new value through the integration of these two businesses. Furthermore, by advancing sustainability—the cornerstone of ASV Management—we will pursue sustainable growth and enhance corporate value through our “High-Speed Development System.” We will do so by balancing responses to social issues with capital-efficient management, while recognizing “time” as the key differentiating factor in addition to “people”, “things”, “money”, and “information”.

*1 A general term for various materials, functions, technologies, and services obtained from research processes and implementation processes focused on the functions of amino acids. Symbolizes the Ajinomoto Group’s unique scientific approach to solving social issues and contributing to well-being. “AminoScience” is a registered trademark in Japan.

*2 Healthy and happy state.

*3 ASV stands for “Ajinomoto Group Creating Shared Value.” These are initiatives that create both social and economic value through our business activities.

FY2025 results and future outlook

Looking at our business results for FY2025, the Company's consolidated sales increased by 3.5% year on year, or ¥53.1 billion, to ¥1,583.7 billion. This was due to increases in sales in the Seasonings and Foods segment and Healthcare and Others segment. Business profit*⁴ increased by 13.7% year on year, or ¥21.8 billion, to ¥181.1 billion, primarily due to the effect of increased revenue from the Healthcare and Others segment and Seasonings and Foods segment.

Regarding our outlook for FY2026, prices for raw materials and fuel are expected to remain stable overall, except for tapioca and certain other items, and while the global economy is expected to continue expanding at a moderate pace, albeit with variations across regions, we will steadily work toward achieving the "Medium-Term ASV Initiatives 2030 Roadmap" by continuously providing high value-added products and by steadily executing measures in response to the escalating situation in the Middle East.

*⁴ "Business profit" is defined as sales minus the cost of sales, selling expenses, research and development expenses, and general and administrative expenses, to which share of profit of associates and joint ventures is then added. "Business profit" does not include other operating income or other operating expenses.

To conclude

The management environment surrounding our Group is expected to continue undergoing significant changes and remain highly uncertain. In this context, what is important is to accurately grasp changes in customers, competitors, and the external environment, formulate medium- to long-term strategies, and steadily move forward while discerning what should be changed and what should be preserved.

From the new fiscal year, our Group has reviewed its executive structure to promote greater diversity of perspectives and enhance decision-making capabilities. Under the management slogan, "Think Well, Do Well!", our new management team will continue to refine our AminoScience® and intangible assets, promote ASV (Ajinomoto Group Creating Shared Value), and work toward realizing our Purpose and achieving sustainable growth in corporate value.

Yours sincerely,
Shigeo Nakamura
Representative Executive Officer,
President & Chief Executive Officer
Ajinomoto Co., Inc.

Reference Documents for Shareholders' Meeting

| | |
|------------|--------------------------|
| Proposal 1 | Appropriation of Surplus |
|------------|--------------------------|

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

In the "Medium-Term ASV Initiatives 2030 Roadmap", the Company declares a progressive dividend policy indicating dividends will not be reduced but will be increased or maintained. The Company uses "dividends based on normalized EPS*" as a standard dividend calculation method, which is based on business profit less susceptible to irregular profit fluctuations such as from impairment losses.

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

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

In accordance with this policy, for the current fiscal year we propose to provide a year-end dividend of ¥24 per share (which including an interim dividend of ¥24 per share, brings the annual dividend to ¥48 per share).

If this Proposal is approved, the consolidated dividend payout ratio for the current fiscal year will be 34.7%.

1. Matters related to year-end dividend

(1) Kind of dividend assets:

Cash

(2) Items relating to allocation of dividend assets to shareholders and total amount of the same:

¥24 per share of common stock / a total of ¥23,021,682,648

(3) Effective date of payment of dividend from surplus:

June 22, 2026

2. Other matters related to appropriation of surplus

There are no applicable matters.

| | |
|------------|--|
| Proposal 2 | Partial Changes to the Articles of Incorporation |
|------------|--|

1. Reasons for changes

In order to clarify the management responsibilities of Executive Officers during the business term, the Company proposes an amendment to align the term of office of Executive Officers with the business term, setting the term of office to expire on the last day of the business term ending within one (1) year of their election.

The amendment to the Articles of Incorporation pertaining to this proposal will take effect upon the conclusion of the first Board of Directors meeting convened following the conclusion of this Ordinary General Meeting of Shareholders.

2. Description of changes

The details of the changes are as follows.

(Changes are indicated by underlining.)

| Current Articles of Incorporation | Proposed changes |
|---|--|
| <p>Article 30 (Term of Office) The term of office of Executive Officers shall expire <u>at the conclusion of the first meeting of the Board of Directors convened after the conclusion of the ordinary General Meeting of Shareholders for the last business term</u> ending within one (1) year after their election.</p> | <p>Article 30 (Term of Office) The term of office of Executive Officers shall expire <u>on the last day of the business term</u> ending within one (1) year after their election.</p> |

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|------------|--------------------------|
| Proposal 3 | Election of 10 Directors |
|------------|--------------------------|

The terms of office of all of the current 11 Directors will expire at the close of this Ordinary General Meeting of Shareholders. Based on the decision of the Nomination Committee, we request that 10 Directors be elected.

If this Proposal is approved, the proportion of Independent Outside Directors on our Board of Directors will exceed one-half, the four female Directors will bring the proportion of female Directors to exceed one-third, and one Director of non-Japanese nationality will be included.

(Reference) List of Director candidates

Outside = Outside Director
Independent = Independent Director

| Candidate No. | 1 | 2 | 3 | 4 | 5 |
|--|--------------------------------------|--------------------------------------|------------------------------------|--------------------------------------|-------------------------------------|
| Name | Ms. Kimie Iwata | Mr. Joji Nakayama | Ms. Mami Indo | Ms. Yoko Hatta | Mr. Scott Trevor Davis |
| | Reappointment | Reappointment | Reappointment | Reappointment | Reappointment |
| | Outside | Outside | Outside | Outside | Outside |
| | Independent | Independent | Independent | Independent | Independent |
| Current position and responsibility in the Company | Outside Director | Outside Director | Outside Director | Outside Director | Outside Director |
| | Chair of the Board | Chair of the Nomination Committee | Chair of the Audit Committee | Member of the Compensation Committee | Chair of the Compensation Committee |
| | Member of the Nomination Committee | Member of the Compensation Committee | Member of the Nomination Committee | Member of the Audit Committee | Member of the Nomination Committee |
| | Member of the Compensation Committee | Member of the Audit Committee | | | |
| Board of Directors meeting attendance (FY2025) | 19 out of 19 meetings (100%) | 19 out of 19 meetings (100%) | 19 out of 19 meetings (100%) | 19 out of 19 meetings (100%) | 18 out of 19 meetings (95%) |
| Management Strategy | ○ | ○ | ○ | | ○ |
| Global | | ○ | | ○ | ○ |
| Sustainability | ○ | | | | ○ |
| Digital | | | ○ | | |
| R&D/ Production | | ○ | | | |
| Sales/ Marketing | | | | | |
| Finance/ Accounting | | | ○ | ○ | |
| HR/HR Development | ○ | ○ | | | ○ |
| Legal Affairs/ Risk Management | | | ○ | ○ | |

| Candidate No. | 6 | 7 | 8 | 9 | 10 |
|--|---|---|---|--|--|
| Name | Ms. Yukako Wagatsuma | Mr. Shigeo Nakamura | Mr. Hiroshi Kaho | Mr. Takeshi Saito | Mr. Takumi Matsuzawa |
| | Reappointment Outside Independent | Reappointment | New Appointment | Reappointment | Reappointment |
| Current position and responsibility in the Company | Outside Director Member of the Nomination Committee Member of the Audit Committee | Director Representative Executive Officer, President & Chief Executive Officer | Representative Executive Officer & Executive Vice President Chief Human Resources Officer (CHRO) | Director Executive Officer & Vice President Chief Transformation Officer (CXO) | Director Member of the Audit Committee (Standing) |
| Board of Directors meeting attendance (FY2025) | 19 out of 19 meetings (100%) | 14 out of 14 meetings (100%) | - | 19 out of 19 meetings (100%) | 19 out of 19 meetings (100%) |
| Management Strategy | | ○ | ○ | ○ | |
| Global | ○ | ○ | ○ | | ○ |
| Sustainability | | | | | |
| Digital | | | | ○ | |
| R&D/ Production | | ○ | | ○ | |
| Sales/ Marketing | | ○ | ○ | | |
| Finance/ Accounting | | | | ○ | |
| HR/HR Development | | | ○ | | ○ |
| Legal Affairs/ Risk Management | ○ | | | | ○ |

(Notes)

1. The records for Mr. Shigeo Nakamura indicate his attendance at meetings of the Board of Directors after his Director appointment on June 20, 2025.
2. The matrix lists up to four skills sought from each candidate director and does not represent all their skills.
3. Please refer to the chart below for definitions of the skills in the skill matrix and reasons for selection.

(Reference) Definition of the expected skills and reasons for selection

| Skills | Definition | Reasons for selection |
|---------------------|---|--|
| Management Strategy | Skills to realize enhancement of corporate value through sustainable growth by gaining thorough knowledge of business, and through supervising and promoting an appropriate strategy that is conscious of capital markets | As a company that contributes to the well-being of all human beings, our society and our planet with AminoScience®, these skills are essential to dramatically increase the corporate value of the Ajinomoto Group through the promotion of Ajinomoto Group Creating Shared Value (ASV) management |
| Global | Skills to supervise and promote appropriate strategies for global business development based on diverse values and cultures | These skills are essential for appropriate supervision and promotion of business execution based on understanding of diverse values and cultures for the sustainable global expansion of business domains |
| Sustainability | Skills to supervise and promote appropriate strategies for resolving social issues through business to realize a sustainable society | These skills are essential to achieve "the extension of healthy life expectancy for 1 billion people" and "the reduction of our environmental footprint by 50%" through ASV management that achieves both social value and economic value |
| Digital | Skills to supervise and promote appropriate strategies for innovation and improvement of productivity, etc. by making full use of IT and digital technologies | These skills are essential for transforming into a company that contributes to the well-being of all human beings, our society and our planet with AminoScience® while enhancing our corporate value by raising our competitiveness, efficiency, and |

| | | |
|--------------------------------|---|---|
| | | productivity through DX |
| R&D / Production | Skills to supervise and promote appropriate strategies for constantly pursuing innovative R&D as well as safe and secure products and services | These skills are essential to achieve "the extension of healthy life expectancy for 1 billion people" and "the reduction of our environmental footprint by 50%" through innovation through AminoScience® |
| Sales/ Marketing | Skills to supervise and promote appropriate strategies to enhance brand value to accelerate growth in key businesses | These skills are essential for growth through brand management that meets the values of the market and consumers and "Speed Up x Scale Up" |
| Finance & Accounting | Skills to supervise and promote appropriate strategies based on advanced expertise in finance, accounting, and tax matters | These skills are essential to maximize corporate value through ASV management, to formulate and promote strategies that realize both investment for growth and shareholder returns, and to ensure appropriate supervision of business execution |
| HR/ HR Development | Skills to supervise and promote appropriate strategies for each and every diverse human resource to develop and maximize their abilities | These skills are essential to evolve ASV management by strengthening human assets, which are the driving force for the enhancement of the value of all intangible assets, through the cogrowth of individuals and organizations |
| Legal Affairs/ Risk Management | Skills to supervise and promote appropriate strategies to realize sustainable enhancement of corporate value through legal compliance, corporate governance and risk management | These skills are essential to steadily and stably promote ASV management by realizing sustainable enhancement of corporate value through penetration and implementation of Ajinomoto Group Policies (AGP)* |

*Note: The Ajinomoto Group Policies (AGP) set out the beliefs and behaviors to which all Ajinomoto Group companies and each of those who work there are committed. The AGP serves as a written pledge to all stakeholders that Ajinomoto Group personnel will work earnestly to uphold these beliefs and behaviors.

(Reference) Basic policy regarding the composition of the Board of Directors

The Company's basic policy is for the Board of Directors to be composed of Independent Outside Directors who can objectively supervise business execution from an independent standpoint, Internal Directors who concurrently serve as Executive Officers including Chief Executive Officer, and Internal Directors who are Members of the Audit Committee (Standing), taking into consideration the number of members, the percentage of Internal Directors and Independent Outside Directors, the percentage of persons who concurrently serve as Directors and Executive Officers, individual experiences, abilities, insights, internationality, gender, race, ethnicity, nationality, country of origin or cultural background, etc.

Our Board of Directors, which consists of candidates with the expertise, knowledge, and experience listed on pages 9 to 10, works with our stakeholders in the spirit of contributing to the well-being of all human beings, our society, and our planet with "AminoScience®," to overcome social issues, help achieve a sustainable society, and continuously improve our corporate value.

1. Ms. Kimie Iwata

Date of birth:
April 6, 1947

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|---------------|
| Reappointment |
| Outside |
| Independent |

Number of years served as a Director: 7 years
Number of Company shares held: 4,600 shares
Attendance record for the current fiscal year:
Board of Directors meetings: 19 out of 19 (100%)
Nomination Committee meetings: 13 out of 13 (100%)
Compensation Committee meetings: 14 out of 14 (100%)

► Biographical Outline, Position, Responsibility, and Important Positions Currently Held in Other Companies

| | |
|--------------|--|
| April 1971 | Joined the Ministry of Labour (currently Ministry of Health, Labour and Welfare) |
| January 2001 | Director-General of Equal Employment, Children and Families Bureau, Ministry of Health, Labour and Welfare |
| June 2004 | Director, Corporate Officer, Shiseido Company, Limited |
| April 2007 | Director, Corporate Executive Officer, Shiseido Company, Limited |
| April 2008 | Director and Executive Vice President, Shiseido Company, Limited |
| June 2008 | Representative Director, Executive Vice President, Shiseido Company, Limited |
| March 2012 | Outside Audit & Supervisory Board Member, Kirin Holdings Company, Limited |
| April 2012 | Director, Shiseido Company, Limited |
| July 2012 | Outside Director, Japan Airlines Co., Ltd. |
| October 2015 | Audit and Inspection Commissioner, the Tokyo Metropolitan Government |
| March 2016 | Outside Director, Kirin Holdings Company, Limited |
| June 2018 | Outside Director, Sumitomo Corporation |
| June 2019 | Outside Director, Resona Holdings, Inc. (present post) |
| June 2019 | Outside Director, Ajinomoto Co., Inc. (present post) |

► Reasons for nomination as a candidate for Outside Director, and summary of expected role:

Ms. Kimie Iwata has a high degree of insight into corporate management and corporate social responsibility, as well as a wealth of experience in supporting the active participation of women and promoting diversity. Since her appointment as an Outside Director of the Company in June 2019, Ms. Iwata has contributed to lively discussions on the Board of Directors and at other meetings, and has demonstrated leadership since her appointment as Chair of the Board of Directors in June 2021, particularly contributing to areas related to management strategy, sustainability, human resources, and human resource development. For these reasons, the Nomination Committee has nominated her as an Outside Director candidate, with the expectation that she will continue to make meaningful contributions to the Board of Directors, particularly in the areas described above.

2. Mr. Joji Nakayama

Date of birth:
May 11, 1950

Reappointment

Outside

Independent

Number of years served as a Director: 5 years
Number of Company shares held: 2,300 shares
Attendance record for the current fiscal year:
Board of Directors meetings: 19 out of 19 (100%)
Nomination Committee meetings: 13 out of 13 (100%)
Compensation Committee meetings: 14 out of 14 (100%)
Audit Committee meetings: 16 out of 16 (100%)

► Biographical Outline, Position, Responsibility, and Important Positions Currently Held in Other Companies

| | |
|---------------|---|
| April 1979 | Joined Suntory Limited |
| March 2000 | Director, Suntory Limited |
| December 2002 | President, CEO, Daiichi Suntory Pharma Co., Ltd. |
| June 2003 | Director, Daiichi Pharmaceutical Co., Ltd. |
| June 2010 | Representative Director, President, CEO, Daiichi Sankyo Co., Ltd. |
| April 2017 | Representative Director, Chairman, CEO, Daiichi Sankyo Co., Ltd. |
| June 2019 | Representative Director, Chairman, Daiichi Sankyo Co., Ltd. |
| June 2020 | Full-time Advisor, Daiichi Sankyo Co., Ltd. |
| June 2021 | Outside Director, Ajinomoto Co., Inc. (present post) |

► Reasons for nomination as a candidate for Outside Director, and summary of expected role:

Mr. Joji Nakayama has served as president and chairman of a global healthcare company. He has extensive experience in corporate management and governance and deep insights into the healthcare field. Since his appointment as an Outside Director of the Company in June 2021, he has utilized this knowledge to make significant contributions, particularly in areas related to management strategy, global affairs, R&D and production, human resources, and human resource development. For these reasons, the Nomination Committee has nominated him as an Outside Director candidate, with the expectation that he will continue to make meaningful contributions to the Board of Directors, particularly in the areas described above.

3. Ms. Mami Indo

Date of birth:
November 6, 1962

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| Reappointment |
| Outside |
| Independent |

Number of years served as a Director: 5 years
Number of Company shares held: 3,300 shares
Attendance record for the current fiscal year:
Board of Directors meetings: 19 out of 19 (100%)
Nomination Committee meetings: 13 out of 13 (100%)
Audit Committee meetings: 16 out of 16 (100%)

► Biographical Outline, Position, Responsibility, and Important Positions Currently Held in Other Companies

| | |
|---------------|--|
| April 1985 | Joined Daiwa Securities Co. Ltd. |
| August 1989 | Transferred to Daiwa Institute of Research Ltd. |
| April 2004 | Transferred to Daiwa Securities SMBC Co. Ltd. (presently Daiwa Securities Co. Ltd.) |
| April 2006 | External Director, Daiwa Investor Relations Co., Ltd. |
| October 2007 | Transferred to Daiwa Institute of Research Ltd. |
| April 2009 | Senior Managing Director, Executive Officer of Consulting Division, Daiwa Institute of Research Ltd. |
| August 2010 | Senior Managing Director, Executive Officer of First Consulting Division, Daiwa Institute of Research Ltd. |
| April 2013 | Executive Managing Director, Deputy Executive Officer of Research Division, Daiwa Institute of Research Ltd. |
| April 2016 | Senior Executive Director, Daiwa Institute of Research Ltd. |
| December 2016 | Commissioner, Securities and Exchange Surveillance Commission |
| June 2020 | Audit & Supervisory Board Member (External), Ajinomoto Co., Inc. |
| June 2020 | Outside Director, Tokyo Gas Co., Ltd. |
| June 2021 | Outside Director, Fujitec Co., Ltd. |
| June 2021 | Outside Director, Ajinomoto Co., Inc. (present post) |
| June 2023 | Outside Director, Mitsui Fudosan Co., Ltd. (present post) |

► Reasons for nomination as a candidate for Outside Director, and summary of expected role:

Ms. Mami Indo, in addition to many years of extensive experience working for securities companies and think tanks, has worked in the Securities and Exchange Surveillance Commission. Her achievements and insights are highly regarded both internally and externally. Since her appointment as an Audit & Supervisory Board Member (External) of the Company in June 2020, she has utilized this knowledge to make significant contributions, particularly in the areas of management strategy, digitalization, finance & accounting, legal affairs and risk management. For these reasons, the Nomination Committee has nominated her as an Outside Director candidate with the expectation that she will continue to make meaningful contributions to the Board of Directors, particularly in the areas described above.

4. Ms. Yoko Hatta

Date of birth:
June 8, 1952

| |
|---------------|
| Reappointment |
| Outside |
| Independent |

Number of years served as a Director: 4 years
Number of Company shares held: 0 shares
Attendance record for the current fiscal year:
Board of Directors meetings: 19 out of 19 (100%)
Compensation Committee meetings: 14 out of 14 (100%)
Audit Committee meetings: 16 out of 16 (100%)

► Biographical Outline, Position, Responsibility, and Important Positions Currently Held in Other Companies

| | |
|----------------|---|
| August 1988 | Joined Peat Marwick Main & Co. (presently KPMG LLP New York Office) |
| August 1997 | Partner of the same office |
| September 2002 | Partner, KPMG Peat Marwick Tax Corporation (presently KPMG Tax Corporation) |
| June 2008 | Auditor of International Christian University |
| June 2015 | Outside Corporate Auditor, Kobayashi Pharmaceutical Co., Ltd. |
| June 2016 | Outside Corporate Auditor, IHI Corporation |
| June 2016 | Outside Corporate Auditor, Nippon Paper Industries Co., Ltd. |
| June 2019 | Outside Director, Nippon Paper Industries Co., Ltd. (present post) |
| June 2022 | Outside Director, Koei Chemical Co., Ltd. (present post) |
| June 2022 | Outside Director, Ajinomoto Co., Inc. (present post) |

► Reasons for nomination as a candidate for Outside Director, and summary of expected role:

Ms. Yoko Hatta has extensive experience in international accounting firms and great insight into international taxation and other matters. This insight is highly regarded both internally and externally. Since her appointment as an Outside Director of the Company in June 2022, she has utilized this knowledge to make significant contributions, particularly in the areas of global affairs, finance & accounting, legal affairs, and risk management. For these reasons, the Nomination Committee has nominated her as a Director candidate with the expectation that she will continue to make meaningful contributions to the Board of Directors, particularly in the areas described above. Furthermore, although Ms. Hatta has not been involved in corporate management in the past other than as an outside director or outside corporate auditor, the Nomination Committee believes that she will be able to faithfully carry out her duties as an Outside Director.

5. Mr. Scott Trevor Davis

Date of birth:
December 26, 1960

| |
|---------------|
| Reappointment |
| Outside |
| Independent |

Number of years served as a Director: 3 years
Number of Company shares held: 0 shares
Attendance record for the current fiscal year:
Board of Directors meetings: 18 out of 19 (95%)
Nomination Committee meetings: 13 out of 13 (100%)
Compensation Committee meetings: 14 out of 14 (100%)

► Biographical Outline, Position, Responsibility, and Important Positions Currently Held in Other Companies

| | |
|----------------|--|
| April 1990 | Researcher, The Japan Institution of Labour (currently The Japan Institute for Labour Policy and Training) |
| April 2001 | Professor, Department of International Economics, Reitaku University |
| May 2004 | Outside Director, Ito-Yokado Co., Ltd. |
| September 2005 | Outside Director, Seven & i Holdings Co., Ltd. |
| March 2006 | Outside Corporate Auditor, Nissen Co., Ltd. |
| April 2006 | Professor, Department of Global Business, College of Business, Rikkyo University |
| March 2011 | Outside Director, Bridgestone Corporation (present post) |
| June 2014 | Outside Director, Sompo Holdings, Inc. (present post) |
| June 2023 | Outside Director, Ajinomoto Co., Inc. (present post) |
| April 2026 | Senior Specially Appointed Professor, Department of Global Business, College of Business, Rikkyo University (present post) |

► Reasons for nomination as a candidate for Outside Director, and summary of expected role:

Mr. Scott Trevor Davis is a professor in the Department of Global Business, College of Business, Rikkyo University. He has a high level of academic knowledge regarding the theory and practice of social value creation through management strategies, as well as extensive insight into CSR and sustainability. In addition, as an outside director in other companies, he has been involved in making important management decisions and supervising business execution. From April 2021 to March 2023, Mr. Davis served as the Chair of our Sustainability Advisory Council where he led appropriate reporting to the Board of Directors on Materiality (important issues for solving social issues and achieving sustainable development). Since his appointment as an Outside Director of the Company in June 2023, he has utilized this knowledge to make significant contributions, particularly in areas related to management strategy, global affairs, sustainability, human resources, and human resource development. For these reasons, the Nomination Committee has nominated him as a Director candidate with the expectation that he will continue to make meaningful contributions to the Board of Directors, particularly in the areas described above. Furthermore, although Mr. Davis has not been involved in corporate management in the past other than as an outside director or outside corporate auditor, the Nomination Committee believes that he will be able to faithfully carry out his duties as an Outside Director.

6. Ms. Yukako Wagatsuma

Date of birth:
June 17, 1962

| |
|---------------|
| Reappointment |
| Outside |
| Independent |

Number of years served as a Director: 2 years
Number of Company shares held: 0 shares
Attendance record for the current fiscal year:
Board of Directors meetings: 19 out of 19 (100%)
Nomination Committee meetings: 13 out of 13 (100%)
Audit Committee meetings: 16 out of 16 (100%)

► Biographical Outline, Position, Responsibility, and Important Positions Currently Held in Other Companies

| | |
|---------------|--|
| April 1988 | Registered as an attorney at law and joined Nagashima & Ohno Law Office (currently Nagashima & Ohno & Tsunematsu Law Office) |
| February 1993 | Registered as an attorney at law in the state of New York, USA |
| March 1997 | Joined Philip Morris Co., Ltd. (currently Philip Morris Japan LLC) |
| November 1998 | Joined the Mitsui Yasuda Law Office |
| January 2002 | Partner, Mitsui Yasuda Law Office |
| July 2004 | Partner, Ito & Mitomi Law Office (currently Morrison & Foerster Law Office) |
| July 2014 | Partner, Hayabusa Asuka Law Office |
| October 2015 | Partner, PwC Legal Japan |
| January 2016 | Representative Partner, PwC Legal Japan |
| July 2020 | Partner, PwC Legal Japan |
| June 2022 | Outside Corporate Auditor, Odakyu Electric Railway Co., Ltd. |
| July 2022 | Partner, Isshiki & Partners Law Office (present post) |
| June 2023 | Outside Corporate Auditor, JFE Systems, Inc. (present post) |
| June 2024 | Outside Director, Ajinomoto Co., Inc. (present post) |
| June 2024 | Outside Director, Odakyu Electric Railway Co., Ltd. (present post) |

► Reasons for nomination as a candidate for Outside Director, and summary of expected role:

Ms. Yukako Wagatsuma has deep insight and extensive experience, especially in legal compliance and risk management, which she developed as a lawyer in Japan and the United States. She has extensive experience in projects such as cross-border acquisitions, business alliances, joint ventures, and reorganizations within domestic and overseas corporate groups, as well as experience as an outside corporate auditor for companies. Since her appointment as an Outside Director of the Company in June 2024, she has made significant contributions, particularly in the areas of global affairs and legal and risk management, by utilizing the knowledge she has gained from such experience. For these reasons, the Nomination Committee has nominated her as a Director candidate, with the expectation that she will continue to make meaningful contributions to the Board of Directors, particularly in the areas described above. Furthermore, although she has not been involved in corporate management in the past other than as an outside director or outside corporate auditor, the Nomination Committee believes that she will be able to faithfully carry out her duties as an Outside Director for the reasons above.

7. Mr. Shigeo Nakamura

Date of birth:
October 13, 1967

Reappointment

Number of years served as a Director: 1 year
Number of Company shares held: 16,616 shares
Attendance record for the current fiscal year:
Board of Directors meetings: 14 out of 14 (100%)

► Biographical Outline, Position, Responsibility, and Important Positions Currently Held in Other Companies

| | |
|---------------|--|
| April 1992 | Joined Company |
| June 2019 | Corporate Executive Officer |
| June 2019 | President, Ajinomoto Fine-Techno Co., Inc. |
| June 2021 | Corporate Executive |
| June 2021 | General Manager, Specialty Chemicals Dept. AminoScience Division |
| April 2022 | Executive Officer & Vice President |
| April 2022 | President, Ajinomoto do Brasil Industria e Comercio de Alimentos Ltda. |
| February 2025 | Representative Executive Officer, President & Chief Executive Officer (present post) |
| June 2025 | Director (present post) |

► Reasons for nomination as a candidate for Director:

As the Company's Representative Executive Officer, President & Chief Executive Officer, Mr. Shigeo Nakamura has demonstrated leadership in advancing ASV Management, which aims to achieve both social value and economic value, in the spirit of contributing to the well-being of all human beings, our society, and our planet with "AminoScience®." Utilizing the "High-Speed Development System" centered on "Speed Up × Scale Up," he has accelerated initiatives aimed at achieving the ASV targets set out in the "ASV Initiatives 2030 Roadmap" ahead of schedule. These initiatives include the formulation and execution of a 60-day plan, the establishment of a new management structure that promotes diversity, and the cultivation of an organizational culture that encourages proactive challenges. For these reasons, the Nomination Committee has selected him as a candidate for Director, with the expectation that he will contribute meaningfully to the Company's Board of Directors particularly as relates to the Company's management strategy, global affairs, R&D and production, and sales and marketing.

8. Mr. Hiroshi Kaho

Date of birth:
October 15, 1965

| |
|-----------------|
| New Appointment |
|-----------------|

Number of years served as a Director: —
Number of Company shares held: 4,097 shares
Attendance record for the current fiscal year:
Board of Directors meetings: —

► Biographical Outline, Position, Responsibility, and Important Positions Currently Held in Other Companies

| | |
|---------------|--|
| April 1988 | Joined Company |
| February 2006 | Chairman, Amoy Food Ltd |
| July 2013 | General Manager, Business Strategy and Development Dept. |
| July 2015 | Vice President, Ajinomoto Europe S.A.S. |
| June 2019 | Senior Vice President, Ajinomoto Frozen Foods Co., Inc. |
| June 2019 | Marketing Director, Ajinomoto Frozen Foods Co., Inc. |
| April 2022 | President, Ajinomoto Foods North America, Inc. |
| April 2026 | Representative Executive Officer & Executive Vice President (present post) |
| April 2026 | Chief Human Resources Officer (CHRO) (present post) |

► Reasons for nomination as a candidate for Director:

Since joining the Company, Mr. Hiroshi Kaho has led the launch and growth of the overseas food business across multiple regions, including Asia and Europe. During his time as President of Ajinomoto Foods North America, Inc., he delivered strong results in expanding the frozen foods business in the United States. In addition, upon assuming the Company positions of Representative Executive Officer & Executive Vice President and Chief Human Resources Officer (CHRO) in April 2026, he has taken on responsibility for strengthening human and organizational assets. In this capacity, he is enhancing the implementation of Our Philosophy and advancing the achievement of Company-wide strategies and the continuous improvement of the Company's competitive strength. For these reasons, the Nomination Committee has selected him as a candidate for Director, with the expectation that he will contribute meaningfully to the Company's Board of Directors particularly as relates to the Company's management strategy, global affairs, sales and marketing, human resources, and human resource development.

9. Mr. Takeshi Saito

Date of birth:
October 29, 1966

Reappointment

Number of years served as a Director: 3 years
Number of Company shares held: 23,700 shares
Attendance record for the current fiscal year:
Board of Directors meetings: 19 out of 19 (100%)

► Biographical Outline, Position, Responsibility, and Important Positions Currently Held in Other Companies

| | |
|----------------|--|
| April 1992 | Joined Corporate Directions, Inc. |
| August 2003 | Joined Industrial Revitalization Corporation of Japan |
| November 2004 | Outside Director, OCC, Inc. |
| June 2005 | Outside Director, Kanebo Corporation |
| August 2005 | Managing Director, Industrial Revitalization Corporation of Japan |
| April 2007 | Partner and Managing Director, Industrial Growth Platform, Inc. |
| January 2015 | Director, Industrial Growth Platform, Inc. |
| January 2019 | Chief Development Officer, Misaki Capital, Inc. |
| September 2019 | Chief Engagement Officer, Misaki Capital, Inc. |
| June 2021 | Representative Director, IMCES, Inc. (present post) |
| July 2021 | Advisor and Assistant to the Chief Transformation Officer (CXO), Ajinomoto Co., Inc. |
| April 2023 | Executive Officer & Vice President, CXO (present post) |
| June 2023 | Director (present post) |

► Reasons for nomination as a candidate for Director:

For more than 30 years as a management professional, Mr. Takeshi Saito has contributed to the creation and expansion of business value and corporate value in various positions, including consultant, advisor, investor, manager, and director. He has extensive knowledge and experience in management of transformation and evolution. As a member of our Value Creation Advisory Board under the direct control of the President and Executive Vice President, Mr. Saito has been closely involved in the transformation of the Company. Since April 2023 Mr. Saito has been involved in management as an Executive Officer & Vice President and Chief Transformation Officer (CXO), supporting the execution of the Medium-Term Management Plan, while also leading the transformation of corporate culture and making significant contributions. For these reasons, the Nomination Committee has nominated him as a Director candidate, with the expectation that he will contribute to the Board of Directors, particularly in the areas of management strategy, digitalization, R&D and production, and finance & accounting.

10. Mr. Takumi Matsuzawa

Date of birth:
June 27, 1964

Reappointment

Number of years served as a Director: 3 years
Number of Company shares held: 48,240 shares
Attendance record for the current fiscal year:
Board of Directors meetings: 19 out of 19 (100%)
Audit Committee meetings: 16 out of 16 (100%)

► Biographical Outline, Position, Responsibility, and Important Positions Currently Held in Other Companies

| | |
|------------|--|
| April 1987 | Joined Company |
| July 2003 | Director, Ajinomoto Co., (Thailand) Ltd. |
| July 2011 | General Manager, Global Human Resources Group, Human Resources Dept. |
| July 2014 | Managing Director, Ajinomoto do Brasil Indústria e Comércio de Alimentos Ltda. |
| June 2017 | Corporate Executive Officer, Ajinomoto Co., Inc. |
| June 2017 | General Manager, Global Human Resources Dept. |
| April 2018 | General Manager, Human Resources Dept. |
| June 2021 | Executive Officer |
| June 2021 | Executive Officer, In charge of Internal Control and Audit Committee |
| July 2021 | General Manager, Internal Auditing Dept. |
| April 2023 | Executive Officer & Vice President |
| June 2023 | Director, Member of the Audit Committee (Standing) (present post) |

► Reasons for nomination as a candidate for Director:

Mr. Takumi Matsuzawa has been involved in operations in the human resources department of the Company for many years and has also been involved in the management of overseas business. He has a wealth of knowledge and experience regarding the Company's domestic and overseas operations. Mr. Matsuzawa was in charge of Internal Control and the Audit Committee in June 2021, and since June 2023 as a member of the Audit Committee (Standing), he has appropriately supervised the legality and appropriateness of business execution and has made significant contributions in areas related to governance and risk management. For these reasons, the Nomination Committee has nominated him as a Director candidate, with the expectation that he will contribute to the Board of Directors, particularly in the areas of global affairs, human resources, and human resource development, and legal affairs and risk management.

Notes:

1. Six individuals (Ms. Kimie Iwata, Mr. Joji Nakayama, Ms. Mami Indo, Ms. Yoko Hatta, Mr. Scott Trevor Davis, and Ms. Yukako Wagatsuma) are candidates for Outside Director under Article 2, Paragraph 3, item 7 of the Ordinance for Enforcement of the Companies Act.
2. We have designated six individuals (Ms. Kimie Iwata, Mr. Joji Nakayama, Ms. Mami Indo, Ms. Yoko Hatta, Mr. Scott Trevor Davis, and Ms. Yukako Wagatsuma) to be independent officers under the stipulations of the Tokyo Stock Exchange and have registered this decision with the Exchange. If the election of these six individuals is approved, we will continue to designate them to be independent officers. For information on the Company's standards for determining the independence of outside directors, please refer to page 25.
3. The Company has entered into an agreement with six individuals (Ms. Kimie Iwata, Mr. Joji Nakayama, Ms. Mami Indo, Ms. Yoko Hatta, Mr. Scott Trevor Davis, and Ms. Yukako Wagatsuma) to limit liability for damages under Article 427, Paragraph 1 of the Companies Act. Financial limitations on liability for damage based on this Agreement shall be the aggregate amount as stipulated in the respective items of Article 425, Paragraph 1 of the Companies Act. If the election of these six individuals is approved, this Agreement shall be continued.
4. The Company has concluded a liability insurance policy to insure ten individuals (Ms. Kimie Iwata, Mr. Joji Nakayama, Ms. Mami Indo, Ms. Yoko Hatta, Mr. Scott Trevor Davis, Ms. Yukako Wagatsuma, Mr. Shigeo Nakamura, Mr. Hiroshi Kaho, Mr. Takeshi Saito, and Mr. Takumi Matsuzawa) with an insurance company, as stipulated in Article 430-3, Paragraph 1 of the Companies Act. If a claim for damages is filed by a shareholder or a third party, those damages such as damages and dispute costs that the insured is to bear will be covered by the insurance policy. If the election of these ten individuals (Ms. Kimie Iwata, Mr. Joji Nakayama, Ms. Mami Indo, Ms. Yoko Hatta, Mr. Scott Trevor Davis, Ms. Yukako Wagatsuma, Mr. Shigeo Nakamura, Mr. Hiroshi Kaho, Mr. Takeshi Saito, and Mr. Takumi Matsuzawa) is approved, these ten individuals will continue to be insured by the insurance policy. The insurance policy will be renewed upon the expiration of the policy term.
5. Prior to Ms. Mami Indo's appointment as Outside Director of the Company, she was an Audit & Supervisory Board Member (External) of the Company, and including the one year she served in that position, her total term of office has been six years.
6. In March 2024, while Ms. Yoko Hatta was serving as an outside auditor of Kobayashi Pharmaceutical Co., Ltd., it was discovered that one of the company's products had posed health hazards. On the 22nd of that month, the company announced that it would voluntarily recall the product, and on the 27th of that month, the Osaka City Public Health Center ordered a recall of the product, citing a violation of Japan's Food Sanitation Act. Osaka City also conducted on-site inspections of several of the company's manufacturing sites where the product was handled and conducted a serious investigation into the matter, submitting a detailed report to the Ministry of Health, Labor and Welfare on March 19, 2025. Ms. Hatta was not directly involved in the development, manufacturing, or sales of the product, and she was not aware of this matter before receiving the report of the incident. Nevertheless, before the incident she had made recommendations regarding the importance of legal compliance and risk management. Following the incident, she fulfilled her duties as an outside auditor by providing advice, supervising efforts to respond to those whose health has been damaged, ensuring thorough legal compliance, and implementing effective measures to prevent recurrence.
7. While Mr. Scott Trevor Davis was in office as an outside director of Sompo Holdings, Inc., the company's subsidiary, Sompo Japan Insurance Inc., received a business improvement order from the Financial Services Agency in January 2024 under Japan's Insurance Business Act with regard to the company responding inappropriately to fraudulent automobile insurance claims made by a used-car sales company. At the same time, Sompo Holdings, Inc. also received a business improvement order from the Financial Services Agency under the Insurance Business Act with regard to its management of Sompo Japan Insurance Inc.
In addition, Sompo Japan Insurance Inc. received an order to cease and desist and to pay a surcharge under the Antimonopoly Act from the Japan Fair Trade Commission in October 2024 for violating the Antimonopoly Act in its adjustment of non-life insurance premiums, and it also received a business improvement order from the Financial Services Agency in March 2025 under the Insurance Business Act in relation to its leakage of customer data. In June 2025, the company received a reporting order from the Financial Services Agency regarding an incident involving unauthorized access to its systems and the potential for a data breach, pursuant to the Insurance Business Act and the Act on the Protection of Personal Information.
Mr. Davis has regularly expressed his opinions at meetings of the board of directors and other committees from the perspective of compliance with laws and regulations, ensuring the effectiveness of group governance, and the importance of analyzing the true causes of compliance issues. Furthermore, after both cases came to light, Mr. Davis, as an outside director, focused on preventing recurrence by examining and providing opinions on various measures to prevent such cases from happening again.
8. There are no special interests between each Director candidate and the Company.
9. Information contained in the reference documents for this Ordinary General Meeting of Shareholders, including a brief history of each Director candidate and the reasons for their selection, is as of the date of its creation (May 14, 2026).

(Reference) Scheduled membership of Directors in each committee

If this Proposal is approved, the composition of each committee will be as follows. (◎ = Committee chair)

| Candidate No. | Name | Nomination Committee | Compensation Committee | Audit Committee | Remarks |
|---------------|------------------------|----------------------|------------------------|-----------------|---|
| 1 | Ms. Kimie Iwata | ○ | ○ | | Chair of the Board |
| 2 | Mr. Joji Nakayama | ◎ | ○ | ○ | |
| 3 | Ms. Mami Indo | ○ | | ◎ | |
| 4 | Ms. Yoko Hatta | | ○ | ○ | |
| 5 | Mr. Scott Trevor Davis | ○ | ◎ | | |
| 6 | Ms. Yukako Wagatsuma | ○ | | ○ | |
| 7 | Mr. Shigeo Nakamura | | | | Representative Executive Officer, President & Chief Executive Officer |
| 8 | Mr. Hiroshi Kaho | | | | Representative Executive Officer & Executive Vice President Chief Human Resources Officer (CHRO) |
| 9 | Mr. Takeshi Saito | | | | Executive Officer & Vice President Chief Transformation Officer (CXO) |
| 10 | Mr. Takumi Matsuzawa | | | ○ | Member of the Audit Committee |

(Reference) Standards for Determining the Independence of Outside Directors

Outside Directors must not fall under any of the following categories to be considered independent.

- (1) Said person regards the Company as a key customer, or is an executive officer for such a party.
- (2) Said person is a key customer of the Company, or is an executive officer for such a party.
- (3) Said person is a consultant, accounting specialist or legal specialist who has received substantial monetary or other assets (other than director compensation) from the Company (if the person receiving said assets is a corporate entity, association, or other such organization, this stipulation extends to members of that organization)
- (4) Said person who falls under criteria (1), (2), or (3) above at any time within a one-year period before the proposed appointment.
- (5) Said person is a relative (a relative up through the second degree of kinship) of any person (other than those deemed unimportant) falling under criteria 1), 2), or 3) below.
 - 1) A person falling under criteria (1), (2), (3), or (4) above.
 - 2) A person who is an executive officer of a subsidiary of the Company.
 - 3) A person who falls under criteria 2) above or is an executive officer of the Company, at any time within a one-year period before the proposed appointment.

Notes:

1. A person who “regards the Company as a key customer,” refers to a person who, within the most recent business year, received from the Company an amount corresponding to 2% of that party’s annual consolidated sales or ¥100 million, whichever is higher.
2. A person who is “a key customer of the Company,” refers to a person who, within the most recent business year, paid to the Company an amount corresponding to 2% of our annual consolidated sales or ¥100 million, whichever is higher.
3. A person who “has received substantial monetary or other assets from the Company,” refers to a person who, within the most recent business year, has received from the Company monies/property in an amount corresponding to 2% of that party's sales/ total revenues or ¥10 million, whichever is higher.

End

(Attached Document)

Business Report (From April 1, 2025 to March 31, 2026)

I. Matters regarding the Current Status of the Ajinomoto Group

1. Progress of Operations and Operating Results

During the fiscal year ended March 31, 2026, the Company's consolidated sales increased by 3.5% year on year, or ¥53.1 billion, to ¥1,583.7 billion. This was mainly due to increases in sales in the Seasonings and Foods segment and the Healthcare and Others segment.

Business profit increased by 13.7% year on year, or ¥21.8 billion, to ¥181.1 billion primarily due to the increases in profit in the Healthcare and Others segment and the Seasonings and Foods segment.

Operating profit increased by 75.0% year on year, or ¥85.4 billion, to ¥199.4 billion. This was mainly due to the gain on sale of non-current assets recorded with the transfer of a portion of the Company's non-current assets (the land and building of the head office) during the fiscal year ended March 31, 2026, in addition to higher business profit.

Profit attributable to owners of the parent company totaled ¥134.6 billion, up 91.6% year on year, or ¥64.4 billion, primarily as a result of higher operating profit.

Note: "Business profit" is defined as sales minus the cost of sales, selling expenses, research and development expenses, and general and administrative expenses, to which share of profit of associates and joint ventures is then added. "Business profit" does not include other operating income or other operating expenses.

Seasonings and Foods

In the Seasonings and Foods segment, sales increased by 4.6% year on year, or ¥40.9 billion, to ¥936.9 billion, due to sales growth. Segment business profit increased by 6.6% year on year, or ¥8.9 billion, to ¥143.0 billion, due primarily to the effect of increased revenue.

Main factors affecting segment sales

Sauce & Seasonings

Both in Japan and overseas, increase in revenue due to increased sales.

Quick Nourishment

Overall increase in revenue.

Japan: Large increase in revenue primarily due to the effect of increased unit sales prices.

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

Solution & Ingredients

Decrease in revenue primarily due to decreased sales of umami seasonings for processed food manufacturers.

Main factors affecting segment profits

Sauce & Seasonings

Both in Japan and overseas, increase in profit primarily due to the effect of increased revenue.

Quick Nourishment

Overall large increase in profit.

Japan: Large increase in profit primarily due to the effect of increased revenue.

Overseas: Decrease in profit primarily due to cost increase for raw materials, despite increase in revenue.

Solution & Ingredients

Overall large decrease in profit accompanying decrease in revenue.

Frozen Foods

Frozen Foods segment sales were flat overall year on year, increasing 0.3% year on year, or ¥0.9 billion, to ¥290.3 billion. Segment business profit decreased by 35.0% year on year, or ¥4.5 billion, to ¥8.4 billion, mainly because of lower profit in North America.

Main factors affecting segment sales

Overall revenue was level with the previous year.

Main factors affecting segment profits

Overall large decrease in profit primarily due to decrease in profit in North America.

Healthcare and Others

Healthcare and Others segment sales increased by 4.0% year on year, or ¥13.1 billion, to ¥341.5 billion, mainly impacted by strong sales of electronic materials and other factors despite the sale of Ajinomoto Althea, Inc. Segment business profit increased by 45.1% year on year, or ¥20.5 billion, to ¥66.2 billion mainly due to the effect of higher revenue for electronic materials and an increase in profit for Bio-Pharma Services & Ingredients.

Main factors affecting segment sales

Bio-Pharma Services & Ingredients

Overall large increase in revenue, excluding the impact of selling Ajinomoto Althea, Inc.

Increase in revenue for amino acids for pharmaceuticals and foods due to increased sales.

Increase in revenue for Bio-Pharma Services (CDMO services), excluding the impact of selling Ajinomoto Althea, Inc.

Functional Materials (electronic materials and others)

Large increase in revenue due to strong sales of electronic materials.

Others

Overall decrease in revenue.

Main factors affecting segment profits

Bio-Pharma Services & Ingredients

Overall large increase in profit due to increase in profit for both amino acids for pharmaceutical and foods and Bio-Pharma Services (CDMO services).

Functional Materials (electronic materials and others)

Large increase in profit accompanying large increase in revenue.

Others

Overall large decrease in profit primarily due to strategic expenses.

Other

In the Other segment, sales decreased by 10.6% year on year, or ¥1.7 billion, to ¥14.9 billion. Segment business profit decreased by 4.9% year on year, or ¥0.3 billion, to ¥6.0 billion.

2. Assets and Income Status

| | 145th Fiscal Year (FY2022) | 146th Fiscal Year (FY2023) | 147th Fiscal Year (FY2024) | 148th Fiscal Year (Current Fiscal Year) (FY2025) |
|--|----------------------------------|----------------------------------|----------------------------------|--|
| Sales (Billions of yen) | 1,359.1 | 1,439.2 | 1,530.5 | 1,583.7 |
| Business profit (Billions of yen) | 135.3 | 147.6 | 159.3 | 181.1 |
| Profit attributable to owners of the parent company (Billions of yen) | 94.0 | 87.1 | 70.2 | 134.6 |
| Basic earnings per share (yen) | 87.99 | 83.72 | 69.77 | 138.36 |
| Total assets (Billions of yen) | 1,511.7 | 1,768.3 | 1,721.1 | 1,812.3 |
| Total equity (Billions of yen) | 822.9 | 884.4 | 813.2 | 844.2 |
| Equity per share (attributable to owners of the parent company) (Yen) | 726.12 | 795.09 | 751.01 | 804.24 |
| ROE (Return on equity attributable to owners of the parent company) (%) | 12.9% | 11.0% | 9.0% | 17.7% |

Notes: 1. The Ajinomoto Group has adopted the International Financial Reporting Standards (IFRS).

2. Basic earnings per share is calculated by deducting the average number of treasury shares during the fiscal year from the average number of shares outstanding during the fiscal year. The treasury stock deducted in calculating the average number of shares during the period includes the Company's shares held by the Director's remuneration BIP Trust.
3. Equity per share (attributable to owners of the parent company) is calculated based on the number of shares outstanding at the end of the fiscal year less the number of shares of treasury stock at the end of the fiscal year. The number of shares in treasury stock at the end of the period includes the Company's shares held by the Director's remuneration BIP Trust.
4. The Company conducted a 2-for-1 stock split of its common stock effective April 1, 2025. Basic earnings per share and equity attributable to owners of the parent per share were calculated assuming that the stock split was conducted at the beginning of the 145th fiscal year.

3. Capital Expenditures of the Ajinomoto Group

Capital expenditures of the Ajinomoto Group for the fiscal year ended March 31, 2026 amounted to a total of ¥103.2 billion, which was mainly for the following:

- Head office relocation (Japan) (scheduled for completion in August 2026)
- Expansion of amino acid production facilities (U.S.A.) (scheduled for completion in November 2027)
- Upgrade of utility facilities (Japan) (scheduled for completion in March 2029)

4. Company Reorganization

On April 24, 2025, the Company entered into a share transfer agreement to transfer all shares of wholly owned subsidiary Ajinomoto Althea, Inc. to Packaging Coordinators Inc. (PCI), and completed the transfer of all shares on May 1, 2025.

5. Financing of the Ajinomoto Group

No notable matters.

6. Major lenders (as of March 31, 2026)

| Lender | Loan balance |
|--|--------------|
| Japan Bank for International Cooperation (Millions of yen) | 57,000 |

Note: In addition to the above, the Company has borrowings (balance of ¥63,000 million) through syndicated loans arranged by Mitsubishi UFJ Bank, Ltd., Mizuho Bank, Ltd., or both banks jointly.

7. Major offices and manufacturing facilities (as of March 31, 2026)

| | Name | Location | | Name | Location |
|---------------|---------------|-------------------|--------------------------------|------------------|-----------------------|
| Major Offices | Headquarters | Chuo-ku, Tokyo | Major manufacturing facilities | Kawasaki factory | Kawasaki-ku, Kawasaki |
| | Tokyo branch | Minato-ku, Tokyo | | Tokai facility | Yokkaichi |
| | Osaka branch | Kita-ku, Osaka | | Kyushu facility | Saga |
| | Kyushu branch | Hakata-ku Fukuoka | | | |
| | Nagoya branch | Showa-ku, Nagoya | | | |
| | Tohoku branch | Aoba-ku, Sendai | | | |

8. Employees of the Ajinomoto Group (as of March 31, 2026)

(1) Employees of the Company and its consolidated subsidiaries

| Number of employees | Change from the previous fiscal year end |
|---------------------|--|
| 34,787 | Decreased by 73 |

Note: The number of employees indicates full-time employees, excluding temporary employees.

(2) Employees of the Company

| Number of employees | Change from the previous fiscal year end |
|---------------------|--|
| 3,705 | Increased by 78 |

Note: The number of employees indicates full-time employees, excluding temporary employees.

9. Important Subsidiaries and Affiliates (as of March 31, 2026)

The Company has 105 consolidated subsidiaries, including the 46 companies listed in “(1) Important Subsidiaries” below, and 15 affiliates accounted for by the equity method, including the 3 companies listed in “(2) Important Affiliates” below.

(1) Important Subsidiaries

| Company name | Location | Capital stock | Ratio of voting rights (%) | Main business |
|--|---------------------------|-------------------|----------------------------|---|
| Ajinomoto Frozen Foods Co., Inc. | Chuo-ku, Tokyo | JPY 9,537 million | 100 | Frozen Foods |
| Ajinomoto Food Manufacturing Co., Ltd. | Kawasaki-ku, Kawasaki-shi | JPY 4,000 million | 100 | Sauce & Seasonings, Quick Nourishment, and Solution & Ingredients |
| Ajinomoto AGF, Inc. | Shibuya-ku, Tokyo | JPY 3,862 million | 100 | Quick Nourishment |
| Ajinomoto Healthy Supply Co., Inc. | Chuo-ku, Tokyo | JPY 380 million | 100 | Other (Healthcare, etc.) |
| AJINOMOTO ENGINEERING CORPORATION | Ota-ku, Tokyo | JPY 324 million | 100 | Other |

| Company name | Location | Capital stock | Ratio of voting rights (%) | Main business |
|--|---------------------------|------------------------|----------------------------|---|
| Ajinomoto Fine-Techno Co., Inc. | Kawasaki-ku, Kawasaki-shi | JPY 315 million | 100 | Functional Materials (Electronic materials, etc.) |
| Ajinomoto Trading Co., Ltd. | Minato-ku, Tokyo | JPY 200 million | 100 | Other (Healthcare, etc.) |
| Ajinomoto Communications Co., Inc. | Chuo-ku, Tokyo | JPY 100 million | 100 | Other |
| Ajinomoto Financial Solutions, Inc. | Chuo-ku, Tokyo | JPY 100 million | 100 | Other |
| Ajinomoto Bakery, Inc. | Chuo-ku, Tokyo | JPY 100 million | 100 | Solution & Ingredients |
| GeneDesign, Inc. | Ibaraki-shi, Osaka | JPY 59 million | 100 | Bio-Pharma Services (CDMO) |
| Ajinomoto Digital Business Partners Co., Inc. | Chuo-ku, Tokyo | JPY 51 million | 100 | Other |
| AGF Suzuka, Inc. | Suzuka-shi, Mie | JPY 23 million | 100* | Quick Nourishment |
| AGF Kanto, Inc. | Ota-shi, Gunma | JPY 20 million | 100* | Quick Nourishment |
| Ajinomoto Direct Corporation | Chuo-ku, Tokyo | JPY 10 million | 100 | Other (Healthcare, etc.) |
| DELICA ACE Corporation | Ageo-shi, Saitama | JPY 200 million | 90 | Solution & Ingredients |
| Ajinomoto SEA Regional Headquarters Co., Ltd. | Thailand | THB 1,408,488 thousand | 100 | Regional Headquarters |
| Ajinomoto Co., (Thailand) Ltd. | Thailand | THB 796,362 thousand | 99.8* | Sauce & Seasonings |
| AJINOMOTO SALES (THAILAND) COMPANY LIMITED | Thailand | THB 50,000 thousand | 100* | Sauce & Seasonings |
| WAN THAI FOODS INDUSTRY CO., LTD. | Thailand | THB 60,000 thousand | 60.0* | Quick Nourishment |
| AJINOMOTO BETAGRO FROZEN FOODS (THAILAND) CO., LTD. | Thailand | THB 764,000 thousand | 50.0* | Frozen Foods |
| AJINOMOTO BUSINESS CENTER (THAILAND) COMPANY LIMITED | Thailand | THB 10,000 thousand | 49.0* | Sauce & Seasonings, and Frozen Foods |
| PT Ajinomoto Indonesia | Indonesia | USD 8,000 thousand | 51.0 | Sauce & Seasonings |
| P.T. AJINOMOTO SALES INDONESIA | Indonesia | USD 250 thousand | 100* | Sauce & Seasonings |
| PT AJINEX INTERNATIONAL | Indonesia | USD 44,000 thousand | 95.0 | Solution & Ingredients |

| Company name | Location | Capital stock | Ratio of voting rights (%) | Main business |
|---|-----------------|-------------------------|----------------------------|---|
| Ajinomoto Vietnam Co., Ltd. | Vietnam | USD 50,255 thousand | 100 | Sauce & Seasonings |
| Ajinomoto (Malaysia) Berhad | Malaysia | MYR 65,102 thousand | 50.4 | Sauce & Seasonings |
| AJINOMOTO PHILIPPINES CORPORATION | The Philippines | PHP 1,259,444 thousand | 95.0 | Sauce & Seasonings |
| Ajinomoto (China) Co., Ltd. | China | USD 104,108 thousand | 100 | Other (Healthcare, etc.) |
| Shanghai Ajinomoto Amino Acid Co., Ltd. | China | RMB 99,352 thousand | 61.0* | Amino acids for pharmaceuticals and foods |
| AJINOMOTO (SINGAPORE) PRIVATE LTD. | Singapore | SGD 1,999 thousand | 100 | Solution & Ingredients |
| Ajinomoto North America, Inc. | U.S.A. | USD 0 | 100 | Regional Headquarters |
| Forge Biologics Holdings, LLC | U.S.A. | USD 65,573 thousand | 100* | Bio-Pharma Services (CDMO) |
| Ajinomoto Foods North America, Inc. | U.S.A. | USD 15,030 thousand | 100* | Frozen Foods |
| Ajinomoto Health & Nutrition North America, Inc. | U.S.A. | USD 0 | 100* | Solution & Ingredients |
| Ajinomoto Cambrooke, Inc. | U.S.A. | USD 34,280 thousand | 100* | Other (Healthcare, etc.) |
| Ajinomoto do Brasil Indústria e Comércio de Alimentos Ltda. | Brazil | BRL 913,298 thousand | 100 | Sauce & Seasonings |
| Ajinomoto del Perú S.A. | Peru | PEN 45,282 thousand | 99.6 | Sauce & Seasonings |
| AJINOMOTO FOODS EUROPE S.A.S. | France | EUR 35,000 thousand | 100* | Solution & Ingredients, and Frozen Foods |
| AJINOMOTO FROZEN FOODS FRANCE S.A.S. | France | EUR 12,000 thousand | 100* | Frozen Foods |
| S.A. Ajinomoto OmniChem N.V. | Belgium | EUR 21,320 thousand | 100* | Bio-Pharma Services (CDMO) |
| AJINOMOTO FOODS NIGERIA LTD. | Nigeria | NGN 24,225,000 thousand | 100 | Sauce & Seasonings |
| AJINOMOTO ISTANBUL FOOD INDUSTRY AND TRADE LTD. CO. | Turkey | TRY 751,949 thousand | 100 | Sauce & Seasonings |
| AJINOMOTO POLAND SP Z.O.O. | Poland | PLN 39,510 thousand | 100 | Quick Nourishment |
| Nualtra Limited | Ireland | EUR 0 | 100* | Other (Healthcare, etc.) |
| Agro2Agri, S.L. | Spain | EUR 2,027 thousand | 100* | Other (Healthcare, etc.) |

Notes: 1. In the current fiscal year, all shares of Ajinomoto Althea, Inc. were transferred to Packaging Coordinators Inc., and as a result, the company ceased to be a subsidiary of the Company.

2. The voting rights ratios marked with an asterisk (*) include indirectly held voting rights.

(2) Important Affiliates

| Company name | Capital stock | Ratio of voting rights (%) | Main business |
|-----------------------------|--------------------|----------------------------|-------------------|
| EA Pharma Co., Ltd. | JPY 9,145 million | 40.0 | Other |
| J-Oil Mills, Inc. | JPY 10,000 million | 27.2 | Other |
| Promasidor Holdings Limited | USD 0 thousand | 33.3 | Quick Nourishment |

10. Policy on Determination of Dividends of Surplus, etc.

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

In the "Medium-Term ASV Initiatives 2030 Roadmap", the Company declares a progressive dividend policy indicating dividends will not be reduced but will be increased or maintained. The Company uses "dividends based on normalized EPS*" as a standard dividend calculation method, which is based on business profit less susceptible to irregular profit fluctuations such as from impairment losses. The Company will continue to work to further increase dividends by steadily increasing business profit, while maintaining a total return ratio (to profit attributable to owners of the parent company) for the three-year period of 50% or more.

The year-end dividend may be determined by a resolution of the Board of Directors in accordance with Article 34, Paragraph 1 of the Articles of Incorporation, but in principle, the dividend is to be determined by a resolution of the Ordinary General Meeting of Shareholders, except in cases where infectious diseases or natural disasters may affect the holding and operation of the Ordinary General Meeting of Shareholders.

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

11. Our Tasks Ahead

Continuously strengthening our ability to execute Our Philosophy*1

In fiscal 2025, the Ajinomoto Group refined its strategies, from the group-wide corporate level through to business and functions, grounded on our Purpose—to contribute to the well-being of all human beings, our society and our planet with “AminoScience®”—and guided by ASV (Ajinomoto Group Creating Shared Value) and the Ajinomoto Group Way (AGW)*2. It was a year in which we focused squarely on “Thinking Well based on our Purpose, envisioning with a healthy sense of urgency, and executing with a disciplined approach,” while genuinely building the people and organizations needed to bring our Purpose to life.

Through initiatives such as the group-wide implementation of My Purpose Workshops*3, we are connecting each individual’s purpose to specific goals and challenges, thereby enhancing engagement *4. As we reach the midpoint of our “Medium-Term ASV Initiatives 2030 Roadmap”, we will continue to evolve our four intangible assets—human resources, technology, customers, and organization—which serve as the source of value creation, along with our corporate culture. By further enhancing our ability to envision and execute, we will steadily build on daily initiatives aimed at achieving sustainable growth.

In addition, in pursuit of our two key outcomes by 2030—“Reduce our environmental impact by 50%” and “Extend the healthy life expectancy of 1 billion people”—we will not only steadily reduce negative impacts through our business activities, but also leverage our strength in AminoScience® to develop and deliver technologies, expertise, products, and services that create a positive impact for society.

*1 “Our Philosophy” is a systematization of the most important principles in the Ajinomoto Group’s corporate activities: Purpose, ASV, AGW.

*2 The values, fundamental principles, and mindset that guide how each employee works: create new value, pioneer spirit, social contribution, and value people.

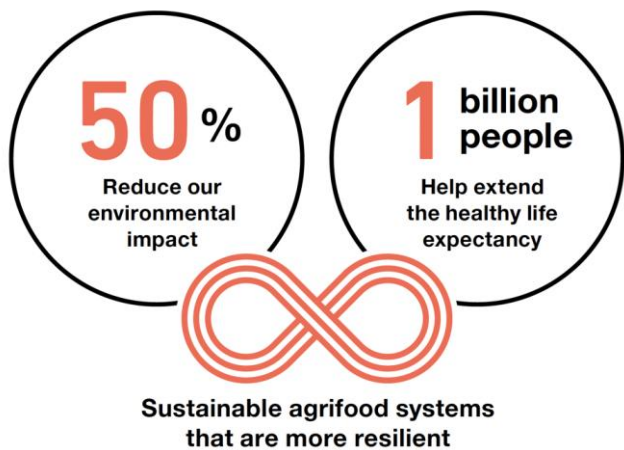
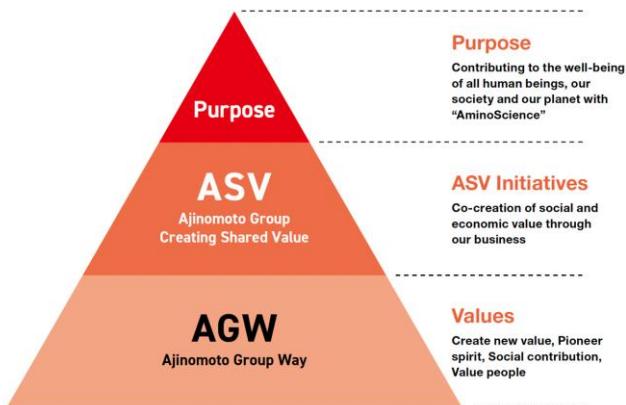
*3 A program where employees explore and verbalize their own aspirations, their “My Purpose,” and find overlaps with the Ajinomoto Group’s purpose, “Our Purpose.”

*4 To further deepen employees’ sense of attachment to the company and their willingness to contribute to their work.

Our Philosophy

Two Outcomes

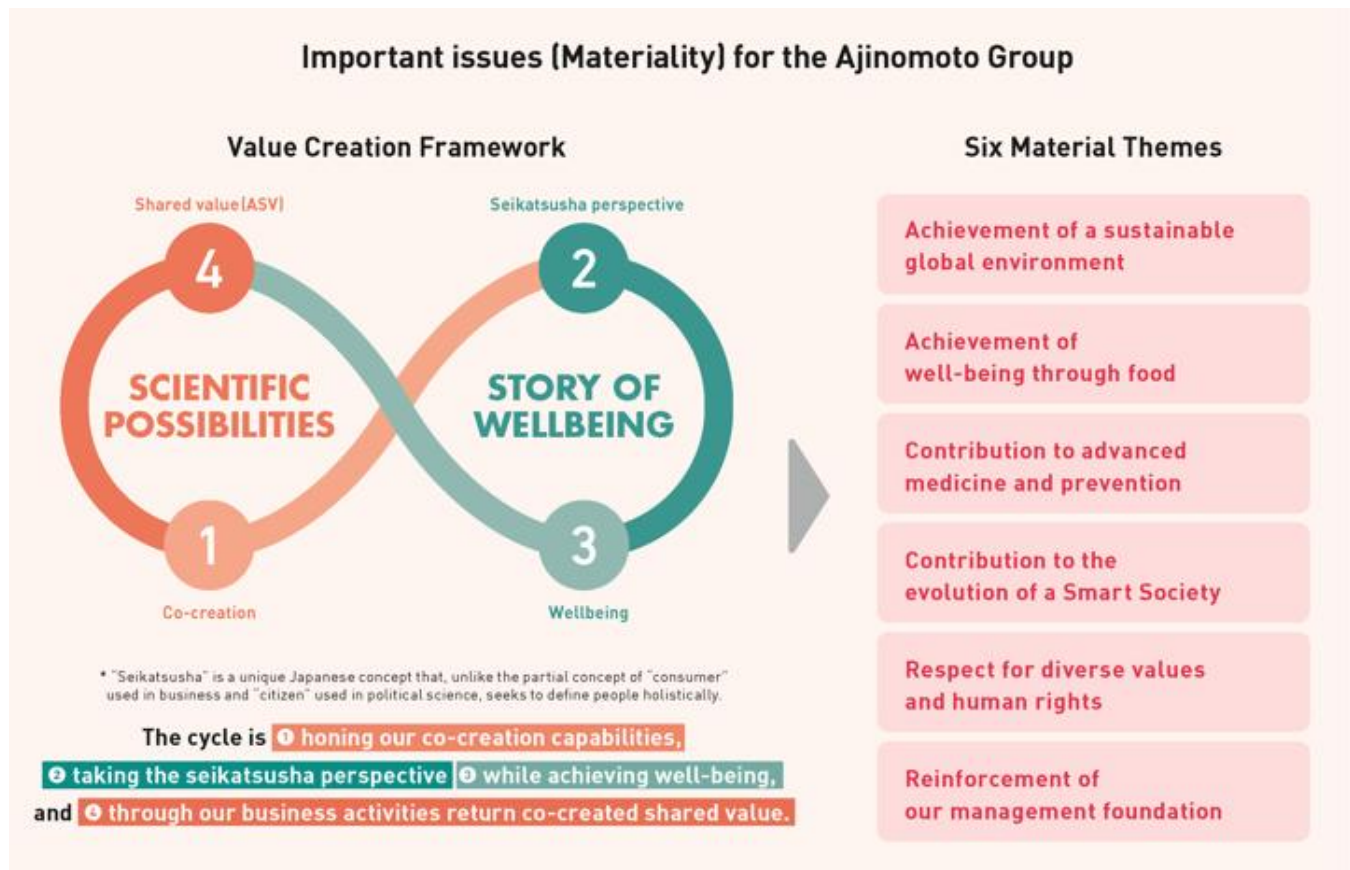
Corporate Slogan Eat Well, Live Well.



Important Issues (Materiality) for the Ajinomoto Group

The Ajinomoto Group has identified important issues (Materiality) that are essential to its ability to continue co-creating social and economic value over the long term.

Through extensive discussions with a broad range of stakeholders, and based on the value creation framework, the Ajinomoto Group has identified six important issues to be addressed in relation to the value that the Group is expected to provide to various stakeholders and to society.



Three years into the “Medium-Term ASV Initiatives 2030 Roadmap”

Three years have passed since the Ajinomoto Group announced its “Medium-Term ASV Initiatives 2030 Roadmap” in February 2023, which outlines our vision for 2030 and the path to achieving it through backcasting*⁵. In implementing the Roadmap, we abolished the more conventional three-year medium-term management plan that we had in place and instead are working to steadily drive organic growth and create new businesses through business model transformation, centered on the “challenging targets set by management” (ASV Indicators)*⁶ guided by our long-term vision. This is being pursued by combining both forecast*⁷ perspectives based on existing businesses, and backcast approaches aligned with our future aspirations.

*⁵ Backcasting is a method of envisioning how to achieve a goal by “working backward” from a desirable future to the present as a means of determining what one should do now.

*⁶ Indices that encourage further growth and aspiration, consisting of economic indicators that demonstrate the degree to which the Ajinomoto Group’s business has performed financially, as well as social value indicators that are intended to measure the value that the Group strives to create on a societal level.

*⁷ A way of thinking that predicts the future as an extension of the present.

Our Vision for 2030

| | FY23 | FY24 | FY25 | FY26 forecast | FY30 plan | Ref.: Aim for approx. 3X EPS (vs. FY2022) | | |
|----------------|---------------------------------|--|--|--|---|--|---|-------------------------------------|
| ASV Indicators | Economic value indicators | ROE <small>(Excluding the impact of the Forge acquisition) (Excluding the impacts of the Forge acquisition + special factors*)</small> | 11.0% <small>(11.4%)</small> | 9.0% <small>(11.3%) (14.7%)</small> | 17.7% <small>(21.4%) (17.7%)</small> | Approx. 15% <small>Approx. (18%)</small> | ASV will grow dramatically and continually, and we will continue to be an attractive group for stakeholders and society | |
| | | ROIC (>Capital Cost) <small>(Excluding the impact of the Forge acquisition) (Excluding the impacts of the Forge acquisition + special factors*)</small> | 8.7% <small>(9.4%)</small> | 6.7% <small>(7.8%) (9.8%)</small> | 11.8% <small>(13.3%) (11.2%)</small> | Approx. 11% <small>Approx. (12%)</small> | | Challenging targets from management |
| | | Organic sales growth | 1.7% | 3.7% | 3.7% | Approx. 9% | | |
| | | EBITDA margin | 15.7% | 16.1% | 17.1% | Approx. 17% | | 5% or more (FY26-30) 19% |
| ASV Indicators | Social value indicators | Initiatives to Reduce Environmental Impact <small>CO₂ emissions (Scope 1, 2)</small> | -35% <small>CO₂ emissions (Scope 1, 2)</small> | -43% <small>CO₂ emissions (Scope 1, 2)</small> | - | - | ASV will grow dramatically and continually, and we will continue to be an attractive group for stakeholders and society | |
| | | Nutrition commitment <small>We plan to consider KPIs for other contributions than nutrition as well.</small> | 940 mil. people | 950 mil. people | - | - | | 88%* ⁹ or more |
| ASV Indicators | Strengthening intangible assets | Employee engagement score | 76% | 76% | 78% | 84%* ⁸ | ASV will grow dramatically and continually, and we will continue to be an attractive group for stakeholders and society | |
| | | Brand Value (ml USD) <small>(Interbrand published value)</small> | 1,625 <small>(result, +17% vs. prev. year)</small> | 1,972 <small>(result, +21% vs. prev. year)</small> | 2,425 <small>(result, +23% vs. prev. year)</small> | - | | Compared with FY22, CAGR 7% or more |

*⁸. Includes gains on sale of fixed assets and impairment losses, etc.

*⁹. We changed the question regarding productivity improvement to “Are unnecessary approvals in decision-making kept to a minimum?”, set targets for FY2026, and revised the FY2030 target.

Advancing ASV management centered on seven company-wide strategies and strengthening the execution framework

Under Mr. Shigeo Nakamura’s new leadership structure introduced in February 2025, we have been working to further develop our ASV Management capabilities centered on group-wide strategies reflecting the progress made under the “Medium-Term ASV Initiatives 2030 Roadmap”. Specifically, we have designed and implemented seven company-wide strategies aligned with the “Seven Important Management Matters” presented by the Board of Directors: Medium-to Long-Term Growth Strategy; Portfolio Strategy; Financial and Capital Strategy; Speed Up x Scale Up of Organizational Execution Capabilities, Sustainability Strategy, Stakeholder Engagement; and Strengthening of Corporate Governance and Compliance. Through this approach, we are enhancing resource allocation and decision-making across businesses, functions, and regions.

We believe that human resources, organization, and corporate culture form the foundation supporting the execution of these group-wide strategies. Accordingly, under the new executive structure introduced in April this year, a Chief Human Resources Officer (CHRO) position has been established to integrate responsibility for both group-wide strategies and people and organizations. In addition, by strengthening the expertise and execution capabilities of management functions, we have been able to establish a framework aimed at further advancing ASV Management.

Going forward, while appropriately responding to changes in the business environment, in fiscal 2026 we will particularly focus on optimizing our portfolio, strengthening intangible assets, including human resources and organizational capabilities, and evolving organizational management. Through these efforts, we aim to steadily and sustainably enhance our corporate value as a company that contributes to the well-being of all human beings, our society and our planet.

[Seven company-wide strategies]

We are working to evolve ASV management
by integrally designing and implementing seven company-wide strategies

Evolve ASV management

Enhance resource allocation and decision-making through
the execution of the **seven company-wide strategies**

1. Medium-to Long-Term Growth Strategy
2. Portfolio Strategy
3. Financial and Capital Strategy
4. Speed Up x Scale Up of Organizational Execution Capabilities
5. Sustainability Strategy
6. Stakeholder Engagement
7. Strengthening of Corporate Governance and Compliance

Evolve our human resources, organization, and corporate culture

Initiatives for Diversity, Equity & Inclusion (DE&I)

The Ajinomoto Group promotes DE&I by integrating knowledge and experience with diverse attributes. This approach is based on the belief that bringing together diverse talent in the food and bio & fine chemicals fields—from both within and outside the company—as well as across differences in region, gender, career, and ability or disability, is essential to fostering innovation.

At the leadership level^{*10}, we aim to have diversity^{*11} in 30% of our human resources by fiscal 2030, and have achieved steady progress reaching 27% in fiscal 2025. In addition, we have established guidelines for international transfers and are promoting talent development through assignments not only between Japan and overseas locations but also between overseas bases. We set a target to increase the percentage of female directors and line managers (organization heads and group managers) to 30%, respectively, by the end of fiscal 2030. At the same time, the company is taking measures like the "AjiPanna Academy"^{*12}, to strengthen our pipeline of female managers. In a fiscal 2025 engagement survey, more than half of female employees, and 69% of those in their 20s and 30s, expressed aspirations to pursue higher positions. In addition to complying with the legally mandated employment rates for people with disabilities and the efforts being made at special subsidiary Ajinomoto Mirai Co., Ltd., we continue to strive to ensure that everyone – people with and without disabilities – can work within the Group with a sense of fulfillment and vitality, in each of our workplaces.

^{*10} Executive Officers, division heads, Group Executive Managers (i.e. business division heads organizational heads, and other important positions of equivalent standing).

^{*11} Gender, nationality, affiliation, etc.

^{*12} A mechanism for providing opportunities to and supporting the development of female human resources, involving three steps: career workshops, business skills training including project proposals to management, and mentoring programs.

Sustainability Initiatives

The Ajinomoto Group's purpose is to “Contribute to the well-being of people, society, and the planet through AminoScience®,” and we have positioned sustainability as the foundation of our ASV management concept. We aim to drive sustainability initiatives in an integrated manner with our business strategy, creating both social and economic value to achieve sustainable business growth and enhance corporate value. In the “Medium-Term ASV Initiatives 2030 Roadmap”, we are taking concrete steps that address both risks and opportunities, in line with six key themes that have been designated as important issues (Materialities) for the Ajinomoto Group.

The Ajinomoto Group's business is based on the concept of a healthy agri-food system—that is, a social system that both produces and consumes food resources—and the rich global environment that supports it. And while such systems are challenged by certain changes in the global environment, they are also subject to significant losses of natural capital. As the global environment is approaching its limits, adapting to environmental changes and taking measures to restore the natural environment are urgent themes to be addressed by those working to realize the sustainable growth of both society as a whole and our business, specifically. We are also implementing a range of initiatives to promote balanced nutrition, enrich emotional well-being through food, and contribute to advances in prevention and treatment. These efforts are expected to enhance people's well-being while creating growth opportunities through value creation leveraging AminoScience®.

The Ajinomoto Group seeks not only to steadily reduce the negative impact of such changes through its business activities, but also to utilize its proprietary strength, AminoScience®, to create more positive social impact across—and also beyond—the entire value chain, and in collaboration with various stakeholders. Through these initiatives, we aim to strengthen the resilience of our business foundation while creating growth opportunities, thereby contributing to the realization of a prosperous and healthy society and healthy and richer lives, while also striving to sustainably increase our corporate value.

► Fiscal 2025 Topics

- Advancing solutions and strengthening partnerships in the agrifood domain (November 2025)

The Ajinomoto Group participated in the 30th Conference of the Parties (COP30) (November 2025, Belém, Brazil), where, together with the Japanese government and like-minded companies, we advocated for increased funding and broader partnerships in the agricultural sector. We also showcased our initiatives in the agrifood domain.

Reference:

https://www.ajinomoto.co.jp/company/jp/ir/library/topics/main/03/teaserItem1/0/linkList/013/link/202602_IRTopics_COP30_J.pdf (only in Japanese)

- Ajinomoto Co., Inc. and Ajinomoto Vietnam Co., Ltd.: Selected for the FY2024 Supplementary Budget Global South Future-Oriented Co-Creation Project Subsidy by the Ministry of Economy, Trade and Industry for a Regenerative Agriculture Demonstration Project in Cassava Cultivation in the Socialist Republic of Vietnam (February 2026)

A demonstration project focused on regenerative agriculture in cassava cultivation in Vietnam was selected for the Ministry of Economy, Trade and Industry's FY2024 Supplementary Budget Global South Future-Oriented Co-Creation Project Subsidy (Small-Scale Demonstration / Feasibility Study Projects). Through this project, we aim to establish a sustainable agricultural model that simultaneously improves the productivity of cassava cultivation, increases farmers' incomes, and reduces greenhouse gas (GHG) emissions.

Reference:

https://www.ajinomoto.com/cms_wp_ajmnt_global/wp-content/uploads/pdf/2026_03_13E.pdf

II. Matters regarding Shares of the Company (as of March 31, 2026)

- (1) Number of shares authorized to be issued by the Company: 2,000,000,000 shares
- (2) Number of shares issued: 977,735,616 shares
- (3) Number of shareholders: 183,995
(increased by 48,962 compared with the end of the previous fiscal year)

(4) Major shareholders

| Shareholder | Number of shares held (thousand shares) | Ownership interest (%) |
|---|--|------------------------|
| The Master Trust Bank of Japan, Ltd. (trust account) | 162,328 | 16.92 |
| Custody Bank of Japan, Ltd. (trust account) | 63,033 | 6.57 |
| NIPPON LIFE INSURANCE COMPANY | 51,413 | 5.36 |
| THE CHASE MANHATTAN BANK, N.A. LONDONSECS LENDING OMNIBUS ACCOUNT | 31,199 | 3.25 |
| The Dai-ichi Life Insurance Company, Limited | 26,199 | 2.73 |
| STATE STREET BANK AND TRUST COMPANY 505001 | 25,177 | 2.62 |
| Meiji Yasuda Life Insurance Company | 22,725 | 2.37 |
| JP MORGAN CHASE BANK 385642 | 19,033 | 1.98 |
| JP MORGAN CHASE BANK 385781 | 13,897 | 1.45 |
| GOVERNMENT OF NORWAY | 12,721 | 1.33 |

Notes: 1. The Company holds 18,498 thousand shares of treasury stock, which are excluded from the above list of major shareholders. Also, ownership interests are calculated after deduction of treasury stock.

2. The number of shares held by The Dai-ichi Life Insurance Company, Limited does not include 1,600 thousand shares of the Company contributed as a trust asset for a retirement benefit trust of The Dai-ichi Life Insurance Company, Limited. The Dai-ichi Life Insurance Company, Limited holds voting rights in respect of these shares.

(5) Shares issued to corporate officers as compensation for the execution of their duties during the current fiscal year

Details of shares issued to corporate officers as compensation during the fiscal year are as follows.

| | Number of Shares (shares) | Number of Recipients (persons) |
|---|------------------------------|-----------------------------------|
| Directors (excluding Outside Directors) | — | — |
| Outside Directors | — | — |
| Executive Officers | 9,600 | 2 |

Notes: 1. Executive Officers who concurrently serve as Directors are included in “Directors (excluding Outside Directors)” and are not included in “Executive Officers.”

2. “Number of Shares” refers to the number of shares granted in March 2025 to Executive Officers who retired, as mid-term performance-linked share-based compensation corresponding to their period of service.

(6) Other important matters regarding shares

- (1) Based on the resolution made at a Board of Directors meeting held on November 7, 2024, the Company implemented a stock split at a ratio of 2 shares for each ordinary share as of April 1, 2025, with the aim of expanding its investor base.
- (2) Based on the resolution made at a Board of Directors meeting held on May 8, 2025, the Company repurchased 27,902,000 shares of common stock for the purpose of increasing the level of shareholder returns and improving capital efficiency. Based on the resolution made at a Board of Directors meeting held on December 24, 2025, on January 26, 2026 the Company retired 27,902,000 shares of the abovementioned repurchased stock.
- (3) Based on the resolution made at a Board of Directors meeting held on November 6, 2025, the Company will repurchase shares as follows for the purpose of increasing the level of shareholder returns and improving capital efficiency.

| | |
|--|--|
| Total number of shares to be repurchased | 30 million shares of common stock (maximum) (3.09% of total shares outstanding, excluding treasury stock) |
| Total amount to be paid for repurchase | ¥80 billion (maximum) |
| Period of repurchase | December 1, 2025 to November 30, 2026 |
| Method of repurchase | Purchase in the market through the Tokyo Stock Exchange |

With regard to the abovementioned “Method of repurchase” the following repurchase of shares was conducted by March 31, 2026.

Total number of shares repurchased: 8,069,300 shares of common stock

Total amount paid for repurchase: ¥29,999,719,625

(7) Cross-shareholdings

(1) The Company's policy regarding cross-shareholdings

The Company does not, in principle, hold any cross-shareholdings, except for stocks for which we believe that transactions and alliances involving such holdings will contribute to enhancing the corporate value of the Ajinomoto Group (hereinafter referred to as "strategic holdings").

Whether a holding is to be deemed a strategic holding is determined comprehensively based on whether there are benefits associated with holding each individual stock (in terms of the qualitative effects of such holdings) or whether the Ajinomoto Group's sales are commensurate with certain transaction requirements related to the WACC (weighted average cost of capital), as well as certain other quantitative factors.

Every year, the Company reviews the propriety of holding shares through the Board of Directors and discloses the results of these reviews in its Corporate Governance Report.

Those shares judged as inappropriate to hold as strategic holdings will be sold at an appropriate time once the detailed plan for selling is determined. Additionally, even shares determined to be strategic holdings may be sold due to changes in external circumstances or other factors.

(2) Standard for the exercise of voting rights

The Company will exercise voting rights of cross-shareholdings so as to contribute to improving long-term corporate value. The Company will vote against instances where shareholder value is significantly impaired due to organizational restructuring or other factors, or cases where serious concerns arise with regard to corporate governance for reasons such as social scandals.

(3) Cross-shareholders

Should a company that holds shares of the Company as cross-shareholdings indicate their intentions to sell or otherwise dispose of such shares, the Company will not suggest a reduction in the transaction nor otherwise interfere with the sale or disposal.

(4) Total number of cross shareholdings and balance sheet amount

| Category | | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 |
|--|------------|--------|--------|--------|--------|--------|
| Number of individual cross-shareholdings (companies) | Listed | 35 | 34 | 29 | 18 | 18 |
| | Non-listed | 71 | 71 | 68 | 60 | 63 |
| | Total | 106 | 105 | 97 | 78 | 81 |
| Balance sheet amount (¥ million) | Listed | 28,201 | 27,218 | 27,107 | 18,977 | 20,442 |
| | Non-listed | 3,500 | 5,063 | 4,164 | 4,983 | 9,334 |
| | Total | 31,701 | 32,281 | 31,271 | 23,960 | 29,777 |

III. Corporate Governance and Matters Regarding the Corporate Officers of the Company (as of March 31, 2026)

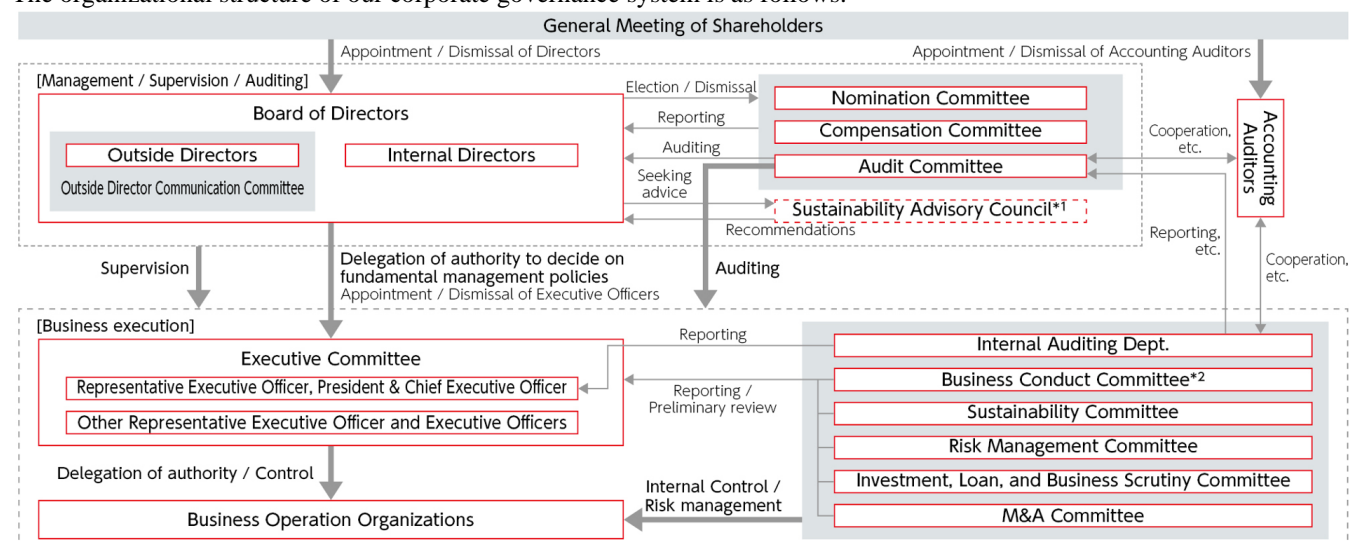
1. Basic Approach to Corporate Governance

The Ajinomoto Group positions corporate governance as one of the most important aspects of its management foundation for strengthening ASV Management and achieving its 2030 vision. Toward 2030, we will accelerate our ASV Management in order to realize our goals of “extending the healthy life expectancy of one billion people” and “reducing our environmental impact by 50%” by promoting sustainability in conjunction with solutions to health and nutritional issues, which are connected through food systems. Furthermore, to enhance the effectiveness of ASV Management, we select a Company with Three Committees that clearly separate supervision and execution by balancing “supervision of appropriate execution that reflects the opinions of stakeholders” and “speedy business execution.” The Board of Directors consists of a variety of Directors who, in order to ensure the mid-to-long term enhancement of corporate value, indicate a major direction by discussing and examining important management matters that greatly affect corporate value, support risk-taking of execution, verify the validity of execution processes and results, and appropriately supervise execution. On the other hand, the execution, the Chief Executive Officer who has been greatly delegated authority from the Board of Directors will take the lead in making decisions for important business execution at the Executive Committee, will realize sustainable enhancement of corporate value as one team. To closely communicate between the Board of Directors and the Executive Committee, governance rules are established based on the Company's approach to enhance corporate value, proposals and reports are made from the Executive Committee to the Board of Directors, and deliberations and resolutions are made by the Board of Directors.

As the external business environment has undergone rapid change, comprehensive risk management is more important than ever. We comply honestly with the Ajinomoto Group Policy (AGP) that shows the ideal way of thinking and action that Ajinomoto Group companies and their officers and employees should comply with, continue to develop and properly operate our internal control system, strengthen our system that considers sustainability as an active risk-taking system, and continuously enhance our corporate value.

2. Organizational Structure of the Corporate Governance System

The organizational structure of our corporate governance system is as follows.



*Note: 1. In response to the recommendations of the Second Phase Sustainability Advisory Council, the Board of Directors plans to convene the next Sustainability Advisory Council at an appropriate time, while continuing to engage in dialogue with external experts.

2. Effective April 1, 2026, the Business Conduct Committee was reorganized across the global group, and the Group Compliance Committee was established.

(Board of Directors and Committees)

- Board of Directors

Consisting of 6 Outside Directors and 5 Internal Directors (a total of 11 members), one of the Outside Directors is the Chair of the Board. The Board of Directors, as the highest decision-making body for management, discusses and examines important management matters that greatly affect corporate value, indicates a major direction, supports risk-taking in execution, verifies the supervises appropriate executions that reflect the opinions of stakeholders. Additionally, through ASV Management, the Company works with stakeholders and others to resolve social issues, contributes to the realization of a sustainable society, and takes responsibility for sustainable enhancement of corporate value.

- Nomination Committee

Consisting of 5 Outside Directors, one of the Outside Directors is the Chair of the Committee. The Committee deliberates on validity of the evaluation and reappointment of Directors, on validity of the evaluation and reappointment of Representative Executive Officer & President, and on succession planning of the Representative Executive Officer & President, etc. The Nomination Committee decides the policy of electing and dismissing Directors, proposals for the election and dismissal of Directors, and proposals of draft for selection of the Representative Executive Officer & President, etc.

- Compensation Committee

Consisting of 4 Outside Directors, one of the Outside Directors is the Chair of the Committee. The Committee deliberates and decides matters related to remuneration for Directors and Executive Officers in order to determine the remuneration of Directors and Executive Officers fairly and appropriately.

- Audit Committee

Consisting of 4 Outside Directors and 1 Internal Director (a total of 5 members), one of the Outside Directors is the Chair of the Committee. The Committee plays an important role in the function of “supervision of business execution” by the Board of Directors by auditing the legality and appropriateness of Directors’ and Executive Officers’ business execution.

- Sustainability Advisory Council

To enhance corporate value from a sustainability perspective, the Sustainability Advisory Council has been established as a subordinate body of the Board of Directors, with the objective of making recommendations on the Company’s approach to sustainability.

In the second phase of the Sustainability Advisory Council, which commenced in April 2023, the Council evaluated the initiatives for execution regarding the matters referred to the Board of Directors: “Implementation of materiality (Implementation), information disclosure and dialogue regarding implementation (Communication), and building relationships with stakeholders (Partnership).” It submitted a final report to the Board of Directors in March 2025. The final report highlighted expectations for strengthening “building relationships with stakeholders” in order to deliver greater value beyond the scope of a single company.

In response, for FY2025, the Council set two themes: “sustainability-related rulemaking” and “sustainable finance,” including consideration of collaboration with international organizations and financial institutions. It also held two rounds of discussions between Directors and external experts, with the outcomes of these discussions shared with the Executive side.

- Outside Director Communication Committee

The aim of the Committee is to improve the effectiveness of the Board of Directors through the exchange of information among the Outside Directors and by mutually complementing specializations.

(Executive Committee)

The Committee will realize prompt and appropriate business execution with a team centered on the Chief Executive Officer based on major directions and mandates indicated by the Board of Directors. Deliberations and resolutions on basic plans, policies, and other important matters related to business execution will be described in the minutes along with the approval and disapproval of the members of the Executive Committee. In addition, proposals and reports to the Board of Directors are conducted in accordance with the Regulations on Board of Directors and the Minor Regulations on Board of Directors, and close communication is made so that the agenda of the Board of Directors can be set systematically and effectively. Members of the Executive Committee consist of the Representative Executive Officer & President, and Executive Officers appointed by the Representative Executive Officer & President.

(Internal control, risk management and sustainability)

- Business Conduct Committee

The Company established the Business Conduct Committee to strengthen the Ajinomoto Group's management base and enhance corporate value by fostering an open corporate culture, through raising compliance awareness and instilling AGP. Effective April 1, 2026, the Business Conduct Committee was globally restructured, and a Group Compliance Committee was established. The Group Compliance Committee is primarily responsible for developing the global compliance framework and strategies of the Ajinomoto Group. The content of its deliberations and activities are reported to the Executive Committee and the Board of Directors.

- Sustainability Committee

The Company has established the Sustainability Committee to promote sustainability management of the Ajinomoto Group.

The Sustainability Committee works with the Risk Management Committee to select and identify risks and opportunities based on materiality as well as assess their impact on the Ajinomoto Group, making proposals to the Executive Committee. The committee then formulates countermeasures and manages the progress of sustainability measures. In addition, the Sustainability Committee formulates the entire Ajinomoto Group's sustainability strategy, promotes action themes (nutrition, environment, and society) based on this strategy, makes proposals and provides support for business plans from a sustainability viewpoint, and compiles internal information on ESG.

- Risk Management Committee

The Committee was established to identify risks that could hinder the realization of the “Medium-Term ASV Management 2030 Roadmap” and develop and implement various risk management measures. The Committee works in coordination with the Sustainability Committee to assess the impact on the Ajinomoto Group, and identify and select risks and opportunities, which are then proposed to the Executive Committee. In particular, for risks that require initiative by management (geopolitical risks, information security risks, etc.), the committee considers and formulates risk management measures and manages their progress in order to realize a strong corporate structure capable of responding promptly and appropriately to risks and crises.

- Investment, Loan and Business Scrutiny Committee

The Committee carries out multifaceted reviews of investment and loan decisions prior to deliberations by the Executive Committee.

- M&A Committee

The M&A Committee carries out multifaceted reviews of M&A deals prior to deliberations by the Executive Committee.

3. Views on the Abilities and Diversity of the Board of Directors as a Whole

The Company has the basic policy, considering the number of members, the percentage of Internal Directors and Outside Directors, the percentage of persons who concurrently serve as Directors and Executive Officers, individual experiences, abilities, insights, internationality, gender, race, ethnicity, nationality, country of origin, cultural background, etc., for the Board of Directors composed of Independent Directors who can objectively supervise business execution from an independent standpoint, Internal Directors who concurrently serve as Executive Officers including Chief Executive Officer, and Internal Directors who are Members of the Audit Committee (Standing). In addition, in order to promote the separation of supervision and execution and further enhance the effectiveness of the management oversight function by the Board of Directors, the Outside Directors shall occupy a majority, and the Chair of the Board shall be the Outside Director.

4. Evaluation of the Effectiveness of the Board of Directors

(1) Method of implementation

A questionnaire survey and interviews were conducted with all Directors, and the Board of Directors analyzed and evaluated the results. A summary is as follows.

(2) Results of the evaluation of the effectiveness of the Board of Directors (summary)

(a) General Overview

According to the results of the questionnaire and interviews, the effectiveness of the Board of Directors is evaluated generally highly (based on three elements: 1) indicating a major direction, 2) supporting risk-taking in execution, and 3) appropriately supervising execution). We believe that this is a result of the continued efforts to enhance the effectiveness of the Board of Directors.

(b) Improvements based on the Results of the Previous Evaluation

The Board of Directors conducted a comprehensive review of the “Seven Important Management Matters” that it should deliberate on in fiscal 2024, as outlined below.:

| Framework | New Seven Important Management Matters |
|---|---|
| Defining our vision | <ul style="list-style-type: none">▪ Analysis of Future External Environment and Long term Vision |
| Achieving medium- to long-term growth and creating future value | <ul style="list-style-type: none">▪ Portfolio and Resource Allocation, and Intangible assets▪ Financial and Capital Policy▪ Sustainability▪ Organizational Execution Capabilities (Speed up & Scale up)▪ Stakeholder Engagement |
| Strengthening the foundation of corporate activities | <ul style="list-style-type: none">▪ Governance |

Based on the above, in the previous evaluation of Board effectiveness (fiscal 2024), the Board of Directors, through discussions, confirmed its approach to “Indicating major directions,” in order to effectively advance deliberations based on the “New Seven Important Management Matters” commencing in fiscal 2025.

In fiscal year 2025, the Board of Directors proceeded with deliberations based on the “New Seven Important Management Matters.”

- (i) In particular, significant progress was made in “Governance.” While the strengthening of group governance is one of the Company’s key themes, a shared recognition was reached with the executive side that the development of the group compliance framework should be prioritized. Through detailed discussions on the executive side and multiple rounds of deliberations at the Board of Directors, this led to the establishment of the “Group Compliance Committee,” a subordinate body of the Executive Committee, effective April 1, 2026. This is considered to be an example in which close discussions between the Board and the executive side have enabled the strengthening of the foundations of corporate activities. The Board will continue to further consider other themes beyond the group compliance framework.
- (ii) In addition to the above, with respect to areas such as “Analysis of Future External Environment and Long term Vision,” “Portfolio and Resource Allocation, and Intangible assets,” and “Financial and Capital Policy,” the Board evaluates that a certain level of progress has been achieved through deliberations at the Board of Directors.
- (iii) Initiatives for Fiscal Year 2026

At the Board of Directors, discussions are being held to identify priority issues to be addressed in FY2026, based on the various views raised by Directors in the recent (FY2025) effectiveness evaluation. The Board of Directors will continue to strive to improve effectiveness in order to achieve further sustainable growth in corporate value.

IV. Matters regarding Corporate Officers

1. Names, Positions and Assignments in the Company and Important Positions Currently Held in Other Companies, etc. of Directors and Executive Officers (as of March 31, 2026)

(1) Directors

| Position | Name | Assignment in the Company | Important Positions Currently Held in Other Companies, etc. |
|---|------------------------|--|---|
| Outside Director (Independent Officer) | Ms. Kimie Iwata | Chair of the Board Member of the Nomination Committee Member of the Compensation Committee | Outside Director, Resona Holdings, Inc. |
| Outside Director (Independent Officer) | Mr. Joji Nakayama | Chair of the Nomination Committee Member of the Compensation Committee Member of the Audit Committee | |
| Outside Director (Independent Officer) | Ms. Mami Indo | Chair of the Audit Committee Member of the Nomination Committee | Outside Director, Mitsui Fudosan Co., Ltd. |
| Outside Director (Independent Officer) | Ms. Yoko Hatta | Member of the Compensation Committee Member of the Audit Committee | Outside Director, Nippon Paper Industries Co., Ltd. Outside Director, Koei Chemical Co., Ltd. |
| Outside Director (Independent Officer) | Mr. Scott Trevor Davis | Chair of the Compensation Committee Member of the Nomination Committee | Professor, Department of Global Business, College of Business, Rikkyo University Outside Director, Bridgestone Corporation Outside Director, Sompo Holdings, Inc. |
| Outside Director (Independent Officer) | Ms. Yukako Wagatsuma | Member of the Nomination Committee Member of the Audit Committee | Outside Director, The Odakyu Electric Railway Company Foreign Legal Affairs Partner, Isshiki & Partners Outside Auditor, JFE Systems, Inc. |
| Director | Mr. Shigeo Nakamura | | |
| Director | Mr. Hiroshi Shiragami | | |
| Director | Mr. Tatsuya Sasaki | | Outside Director, J-Oil Mills, Inc. |
| Director | Mr. Takeshi Saito | | Representative Director, IMECS, Inc. |
| Director | Mr. Takumi Matsuzawa | Member of the Audit Committee | |

(2) Executive Officers

| Position | Name | Assignment in the Company | Important Positions Currently Held in Other Companies, etc. |
|---|-----------------------|--|---|
| Representative Executive Officer & President | Mr. Shigeo Nakamura | Chief Executive Officer | |
| Representative Executive Officer & Executive Vice President | Mr. Hiroshi Shiragami | Chief Innovation Officer (CIO) Supervision of Research and Development | |
| Executive Officer & Senior Vice President | Mr. Tatsuya Sasaki | General Manager, Corporate Division | Outside Director, J-Oil Mills, Inc. |
| Executive Officer & Senior Vice President | Mr. Yoshiteru Masai | General Manager, Food Products Division | Outside Director, Tokai Denpun Co., Ltd. |
| Executive Officer & Senior Vice President | Mr. Takayuki Koda | Chief Digital Officer (CDO) Supervision of Manufacturing | |
| Executive Officer & Senior Vice President | Mr. Sumio Maeda | General Manager, Bio & Fine Chemicals Division | |
| Executive Officer & Vice President | Mr. Takeshi Saito | Chief Transformation Officer (CXO) | Representative Director, IMCES, Inc. |
| Executive Officer & Vice President | Mr. Eiichi Mizutani | In charge of Finance & Investor Relations | |
| Executive Officer | Mr. Smriga Miroslav | In charge of Quality Assurance | |
| Executive Officer | Ms. Shino Kayahara | In charge of Diversity and Human Resources In charge of Nomination and Compensation Committee | |
| Executive Officer & Chairman of Company | Mr. Taro Fujie | | |
| Executive Officer & Senior Vice President | Mr. Ichiro Sakakura | | President, Ajinomoto Co., (Thailand) Ltd. |
| Executive Officer & Vice President | Mr. Ikuo Kira | | President, Ajinomoto Health & Nutrition North America, Inc. |
| Executive Officer & Vice President | Mr. Tatsuya Okamoto | In charge of Marketing Strategy | |
| Executive Officer & Vice President | Mr. Hideaki Kawana | Supervision of Frozen Foods | |
| Executive Officer & Vice President | Mr. Takayuki Tahara | Supervision of Food Products Sales | |
| Executive Officer & Vice President | Mr. Masaru Takayanagi | General Manager, Research Institute for Bioscience Products & Fine Chemicals General Manager, Kawasaki Administration & Coordination Office | |
| Executive Officer | Mr. Masaki Kashihara | In charge of Green Business Development | |
| Executive Officer | Mr. Takaaki Arashida | In charge of Corporate Planning | |

| | | | |
|-------------------|---------------------|--|--|
| Executive Officer | Ms. Maiko Mori | | President, Ajinomoto Europe S.A.S |
| Executive Officer | Mr. Michael Lish | General Manager, Amino Acids Dept. | |
| Executive Officer | Mr. Shuhei Takehara | In charge of Internal Control and Audit Committee | |
| Executive Officer | Mr. Ayumu Kamiya | General Manager, Consumer Foods Division | |
| Executive Officer | Ms. Naoko Yamamoto | | President, Ajinomoto do Brasil Indústria e Comércio de Alimentos Ltda. |
| Executive Officer | Mr. Hiroshi Kawase | General Manager, Institute of Food Sciences and Technologies | |
| Executive Officer | Ms. Kaori Ono | In charge of Sustainability | |

- Notes: 1. 4 Directors, Mr. Shigeo Nakamura, Mr. Hiroshi Shiragami, Mr. Tatsuya Sasaki and Mr. Takeshi Saito, concurrently serve as Executive Officers.
2. There are no significant transactions and/or other special relationships between the Company and the other companies at which the Outside Directors hold important positions.
3. All Outside Directors are designated as Independent Officers as specified by the Tokyo Stock Exchange and the Company has registered them at the Tokyo Stock Exchange.
4. Mr. Takumi Matsuzawa is appointed as a Member of the Audit Committee (Standing) in order to enhance the effectiveness of auditing.
5. Ms. Yoko Hatta, a Member of the Audit Committee, possesses a respectable degree of knowledge of finance and accounting, having many years of work experience at international accounting firms.
6. At the conclusion of the Company's 147th Ordinary General Meeting of Shareholders held on June 20, 2025, Mr. Taro Fujie retired as a Director, and Mr. Shigeo Nakamura was appointed as a Director.
7. As of April 1, 2026, Mr. Hiroshi Shiragami retired as Representative Executive Officer & Executive Vice President, Mr. Taro Fujie retired as Executive Officer & Chairman of Company, Mr. Tatsuya Sasaki, Mr. Yoshiteru Masai, Mr. Takayuki Koda and Mr. Sumio Maeda retired as Executive Officer & Senior Vice President, Mr. Ikuo Kira, Mr. Tatsuya Okamoto, and Mr. Hideaki Kawana retired as Executive Officer & Vice President and Mr. Masaki Kashihara and Mr. Shuhei Takehara retired as Executive Officers.
8. As of April 1, 2026, Mr. Hiroshi Kaho was appointed as Representative Executive Officer & Executive Vice President, Mr. Ichiro Sakakura was appointed as Representative Executive Officer & Senior Vice President, Mr. Takaaki Arashida, Mr. Miroslav Smruga, Mr. Michael Lish, Mr. Ayumu Kamiya, and Mr. Hiroyuki Teramoto were appointed as Executive Officer & Vice President, and Mr. Koji Kittaka, Mr. Hiroshi Izui, Ms. Aya Usui, Mr. Yosuke Kakihara, Mr. Masataka Kaji, Mr. Taro Komura, and Mr. Iwao Nishitani were appointed as Executive Officers.

2. Amounts of Compensation, etc. Paid to Directors and Executive Officers (collectively, “Officers”)

(1) Policy regarding the compensation, etc., paid to individual Officers

1) Basic policy for determining compensation paid to Officers.

The Company’s policy regarding compensation, etc. paid to Officers and the method of calculating such compensation, etc. is resolved by the Compensation Committee.

The basic policy regarding the compensation of Officers is as follows.

- (a) Compensation that aligns with Ajinomoto Group Policy (AGP), and contributes to the Company’s medium- to long-term expansion of corporate value
- (b) The level of compensation is sufficiently competitive with the market level
- (c) Compensation will be determined through a transparent process that is accountable to stakeholders

2) Overview of compensation for Officers

(a) Compensation for Executive Officers (including those who concurrently serve as Directors)

Comprises basic compensation, short-term company performance-linked compensation, and medium-term company performance-linked stock compensation, the details of which are as below.

(i) Basic compensation

Basic compensation is a monetary compensation that is paid every month to encourage Executive Officers to fully demonstrate the qualities and abilities that drive corporate growth and to meet their responsibilities. A fixed amount is paid monthly.

(ii) Short-term company performance-linked compensation

Short-term company performance-linked compensation is a monetary compensation that is paid at the end of June each year, depending on the performance evaluation of the entire company and each individual after the end of the fiscal year, as an incentive to encourage steady achievement of performance targets for a single fiscal year and appropriate management.

(iii) Medium-term company performance-linked stock compensation

Medium-term company performance-linked stock compensation is a performance-linked compensation that is assessed using a predetermined valuation index after the end of the three fiscal years commencing on April 1, 2023 (hereinafter referred to as the "Target Period") with the aim of achieving sustained medium-to long-term improvement in business performance and increasing corporate value of the Ajinomoto Group, and is paid in the Company's shares and the amount equivalent to the conversion and disposal of the Company's shares. The maximum monetary amount the Company contributes to the stock-granting trust (hereinafter referred to as the "Trust") for the medium-term company performance-linked stock compensation is ¥2.2 billion for the Target Period and the maximum amount of the Company’s shares to be acquired with the money contributed by the Trust is 1.1 million. The number of the Company's shares, etc. to be used for payment of compensation is obtained as follows. The evaluation index for each performance linked evaluation (calculated from the target achievement rate and evaluation weight for each evaluation index) is multiplied by the preset standard compensation amount for each job position. The total number obtained is then divided by the closing price (2,303.0 yen) of the Company's shares on March 31, 2023, to yield the number of shares to be used for payment of compensation. Half of the compensation will be delivered in the form of Company shares, and the remaining 50% will be used for payment of income tax, etc., therefore the Trust will convert this to cash by selling the shares on the market and then paying the amount equivalent to the conversion and disposal of the Company's shares. Medium-term company performance-linked stock compensation is paid to non-residents of Japan in the form of cash compensation. However, Executive Officers and their prospective successors who are deemed ineligible to receive medium-term company performance-linked stock compensation in light of the intended purpose of the Company’s medium-term company performance-linked stock compensation system will not be entitled to receive such compensation, and in the event that the Compensation Committee makes such a decision after an Executive Officer or their prospective successor has already received such compensation, the Company may demand the return of such compensation already paid to the recipient or recipients.

(b) Compensation for Outside Directors and Internal Directors who are Members of the Audit Committee

Compensation for Outside Directors shall be based solely on the basic compensation, with a fixed monetary amount paid monthly.

Compensation for Internal Directors who are Members of the Audit Committee shall be based solely on the basic compensation and shall be paid monthly in a fixed amount.

3) Policy on determining the amount of compensation of Officers

(a) Method for setting the amount of compensation

The amount of compensation will be set by position based on the responsibilities of supervision and execution assumed by Officers

(b) Method for determining compensation levels

(i) Compensation levels for Internal Directors and Executive Officers will be based on the 75th percentile (the top 25th percentile) of compensation levels for executives (based on the results of surveys conducted by external organizations covering a sufficient number of comparable companies, including those in other industries). In the event that such Internal Directors or Executive Officers concurrently serve as Presidents of overseas group companies, they will be paid various allowances associated with their overseas secondment, and the amount of compensation from the Company will be adjusted in consideration of the amount equivalent to income taxes that would be imposed if they worked in Japan, the amount of compensation from the overseas group company, and other relevant factors. In the event that income taxes, etc., are incurred in the country to which the Internal Director or Executive Officer has been seconded, the amount equivalent to such income taxes, etc., will be borne by the overseas group company.

(ii) Notwithstanding the above, compensation levels for Officers who are most closely related to a country (or region) outside of Japan are based on the 50th to 75th percentile (top 25th to 50th percentile) of compensation levels for executives, based on the results of surveys conducted by external organizations on companies that are similar in size and business type in the country (or region) most closely related to the Officer concerned. The amount of compensation from the Company will be adjusted in consideration of the amount equivalent to taxes that would be levied if the Officer worked in the relevant country. In addition to the above, in the event that income taxes, etc. are incurred in Japan as a result of the appointment of a person seconded to the Company from an overseas group company to serve as a Officer of the Company, the Company will bear the amount equivalent to such income taxes, etc. in Japan.

(iii) Compensation levels for Outside Directors are based on the 75th percentile (the top 25th percentile) of compensation levels for executives (based on the results of surveys conducted by external organizations on about 20 companies that are similar in size to the Company and also have Nomination Committees etc. in place).

4) Policy on determining the payment ratio of performance-based compensation and compensation other than performance-based compensation

The Company's President & Chief Executive Officer (CEO), concurrently serving as a Director & Representative Executive Officer, will be paid basic compensation, short-term company performance-linked compensation, and medium-term company performance-linked stock compensation at approximately 30:25:45 at the time of achieving the standard performance target. For Executive Officers, the ratio will be approximately 50:30:20 (for both, the ratio will be established on an annual basis*).

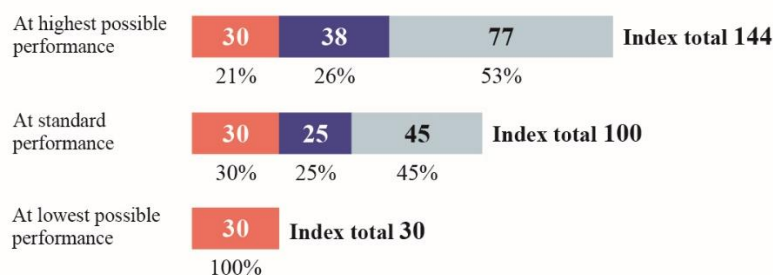
a) In fiscal years when medium-term company performance-linked stock compensation is paid, short-term company performance-linked compensation and medium-term company performance-linked stock compensation (monetary value conversion at the time of contribution to the Trust) account for a minimum of 0% and a maximum of around 90% of total compensation.

b) Short-term company performance-linked compensation accounts for between 0% and 56% of total compensation in fiscal years when medium-term company performance-linked stock compensation is not paid.

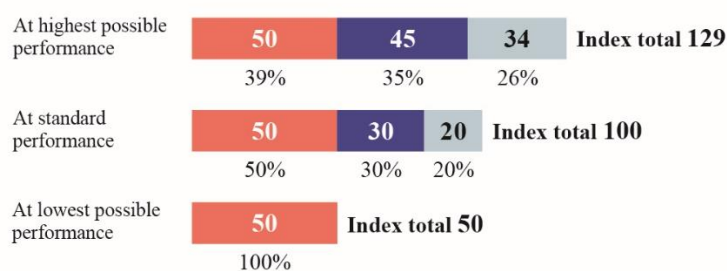
c) If the total compensation at the time of a standard evaluation (on an annual basis*) when the performance targets are reached is assigned an index of 100, then the indices of total compensation under the conditions of highest possible performance and of lowest possible performance, as well as the proportions of each type of compensation in total compensation are as follows.

■ Basic compensation ■ Short-term company performance-linked compensation
■ Medium-term company performance-linked stock compensation (on an annual basis)

[Director, Representative Executive Officer & President]



[Executive Officer]



*“on an annual basis” means when the medium-term company performance-linked stock compensation to be paid after the end of the subject period is leveled and paid annually.

5) Policy regarding the determination of evaluation indicators for performance-linked compensation

(a) Short-term company performance-linked compensation

Representative Executive Officers and the Executive Officer & Chairman of Company are evaluated only on the basis of company-wide performance. Other Executive Officers are evaluated based on company-wide performance and individual performance, and the weighting of the evaluation of company-wide performance and individual performance is generally 1:1.

In addition to Sales and Business profit, which are key indicators of annual financial results, the Company's performance-linked compensation is calculated using Profit attributable to the owners of the parent company (all on a consolidated basis) as an evaluation indicator and using the following formula. Individual performance-linked compensation is determined on the basis of a predetermined compensation schedule based on an evaluation of the performance of the individual to be conducted by the Compensation Committee.

Amount of company performance-linked compensation = Base amount by position × Evaluation indicators*

*The evaluation indicators are calculated based on the sum of the following three elements. If the achievement rate of each evaluation indicator exceeds 1.25, the upper limit shall be 1.25.

(Consolidated Sales achievement rate x 2 - 1) x 30%

(Consolidated Business Profit achievement rate x 2-1) x 50%

(Consolidated Net Income Attributable to Owners of the Parent Company achievement rate x 2-1) x 20%

(b) Medium-term company performance-linked stock compensation

The following table shows the evaluation indicators, target values and weighting in evaluation of the medium-term company performance-linked stock compensation.

| Evaluation indicators | | Target value | Weighting in evaluation |
|---|--|---|-------------------------|
| Economic Value Indicators | ROIC (Return on Invested Capital after tax) | FY2023: 9.5% FY2024: 10.0% FY2025: 11.0% | 40% |
| | Relative TSR (versus TOPIX) | 1 | 20% |
| Social Value Indicators | Greenhouse gas emissions reduction rate | Scope 1, 2: 30% reduction Scope 3: 14% reduction | 10% |
| | Number of individuals whose healthy life expectancy has extended | 850,000,000 | 10% |
| Intangible Asset Enhancement Indicators | Employee engagement score | 80% | 10% |
| | Percentage of global female managers | 35% | 5% |
| | Corporate brand value | USD 1,484,000,000 | 5% |

Notes: 1. ROIC is calculated using the method shown below (all values are on a consolidated basis).

$\therefore \text{ROIC} = (\text{Operating income after tax for the fiscal year}) \div [(\text{Capital invested in that fiscal year} + \text{Capital invested in the previous fiscal year}) \div 2]$

Invested capital = Equity attributable to the owners of the parent company + interest-bearing debt

2. ROIC attainment shall be calculated by weighted sum of the following for each of the following years.

FY2023 actual value \div FY2023 target value \times 25%

FY2024 actual value \div FY2024 target value \times 25%

FY2025 actual value \div FY2025 target value \times 50%

3. Relative TSR is calculated using the method shown below.

$\therefore \text{Relative TSR} = (\text{Total shareholder return on the last day of the last fiscal year}) \div (\text{Total shareholder return of TOPIX for the period corresponding to the period used to calculate total shareholder return})$

4. Employee engagement is evaluated by averaging the values accepted as responses to nine questions about the “ASV achievement process” to determine whether employee engagement is being achieved or not.

5. Corporate brand value is evaluated based on the “Best Japan Brands” survey conducted by Interbrand to determine whether the Company has succeeded or not at achieving corporate brand value.

(2) Reasons why the Compensation Committee has determined that the details of individual compensation, etc. of Officers follow the decision policy regarding the content of individual compensation, etc. of Officers

As individual compensation, etc. of Officers is paid in accordance with the compensation standard based on the decision policy established by the Compensation Committee, the details of individual compensation for Officers are in line with the decision policy.

(3) Amounts of compensation, etc. paid to Officers

| Category | Number of persons to whom compensation, etc. was paid | Total compensation, etc., by category (millions of yen) | | | Total compensation, etc. (millions of yen) |
|---|---|---|--|---|--|
| | | Fixed compensation | Performance-linked compensation | | |
| | | Cash compensation | | Non-cash compensation | |
| | | Basic compensation | Short-term company performance-linked compensation | Medium-term company performance-linked stock compensation | |
| Directors (excluding Outside Directors) | 6 | 277 | 139 | 130 | 547 |
| Outside Directors | 6 | 131 | - | - | 131 |
| Executive Officers | 21 | 589 | 347 | 162 | 1,099 |

- Notes: 1. Executive Officers who concurrently serve as Directors are included in “Directors (excluding Outside Directors),” and not in “Executive Officers.”
2. The number and compensation amounts in “Directors (excluding Outside Directors)” above include 1 Director who served from April 1, 2025 to the conclusion of the Ordinary General Meeting of Shareholders on June 20, 2025, as well as their compensation amount.
3. The number and compensation amounts of “Executive Officers” above include 8 Executive Officers who served until March 31, 2026, as well as their compensation amounts.
4. The amounts of compensation, etc., listed above are amounts based on International Financial Reporting Standards (IFRS).
5. The following table shows the annual targets, financial results and achievement rates for the company-wide compensation evaluation indicators of short-term company performance-linked compensation for the current fiscal year. The difference between a) the expected payment amount and the total amount of short-term company performance-linked compensation paid in FY2025 and b) the expected payment amount disclosed in the business report for the previous fiscal year, is included in the short-term company performance-linked compensation.

| | Evaluation indicators | Annual targets for the current fiscal year | Annual financial results for the current fiscal year | Achievement rate |
|---|---|--|--|------------------|
| 1 | Sales | ¥1,618.0 billion | ¥1,583.7 billion | 97.88% |
| 2 | Business profit | ¥180.0 billion | ¥181.1 billion | 100.64% |
| 3 | Profit for the business year attributable to the owners of the parent company | ¥120.0 billion | ¥134.6 billion | 112.22% |

6. The actual results for the medium-term company performance-linked stock compensation evaluation indicators are as follows. The difference between a) the total amount of reserves for the current fiscal year and medium-term performance-linked stock compensation paid in the current fiscal year and b) the expected payment amount disclosed in the business report for the previous fiscal year is included in the medium-term company performance-linked compensation. Note that “medium-term company performance-linked stock compensation” is paid to non-residents of Japan in the form of cash compensation.

| | Evaluation Indicators | Target | Actual results for the period |
|---------------------------|--|--|---|
| Economic Value Indicators | ROIC (Return on Invested Capital after tax operating profit) | FY2023 9.5% FY2024 10.0% FY2025 11.0% | FY2023: 8.7% FY2024: 6.7% FY2025: 11.8% |
| | Relative TSR (vs. TOPIX) | 1 | 2 |
| Social Value Indicators | Greenhouse Gas Emissions Reduction Rate | Scope1,2: 30% reduction Scope3: 14% reduction | (Under calculation) |

| | | | |
|---|--|-------------------|---------------------|
| | Number of individuals whose healthy life expectancy has extended | 850 million | (Under calculation) |
| Intangible Asset Enhancement Indicators | Employee Engagement Score | 80% | 78% |
| | Global Ratio of Female Managers | 35% | 28% |
| | Corporate Brand Value | US\$1,484 million | US\$2,425 million |

7. The above compensation includes expenses related to the partial compensation of income taxes and rent.

3. Main Activities of Outside Directors in the Current Fiscal Year

| Position | Name | Attendance of meetings (attendance rate) | Outline of duties performed by Outside Directors in their expected roles |
|---------------------|-------------------|--|---|
| Outside Director | Ms. Kimie Iwata | <p>Board of Directors: 19 out of 19 meetings (100%)</p> <p>Nomination Committee: 13 out of 13 meetings (100%)</p> <p>Compensation Committee: 14 out of 14 meetings (100%)</p> | <p>Appropriately made comments based on her knowledge of management strategy, sustainability, and human resource development.</p> <p>At the Board of Directors meetings, as the Chair of the Board of Directors, she leads discussions and deliberations on important management matters that significantly affect corporate value. As the Chair of the Outside Director Communication Committee, she held Outside Director Communication Committee meetings four times in FY2025, and leads the exchange of information and complementation of areas of expertise in order to improve the quality of supervision of business execution, also participating in active deliberations as a member of the Nomination Committee and Compensation Committee.</p> |
| | Mr. Joji Nakayama | <p>Board of Directors: 19 out of 19 meetings (100%)</p> <p>Nomination Committee: 13 out of 13 meetings (100%)</p> <p>Compensation Committee: 14 out of 14 meetings (100%)</p> <p>Audit Committee: 16 out of 16 meetings (100%)</p> | <p>Appropriately made comments based on his knowledge of management strategy, global affairs, research and development, production and human resource development.</p> <p>At the Nomination Committee meetings, as the Chair of the Committee, he leads discussions to enhance corporate governance by strengthening the fairness, transparency, and objectivity of agenda deliberations, etc. concerning the election of Director candidates and participates in active deliberations as a member of the Compensation Committee, and as a member of the Audit Committee, he appropriately audited the execution of duties by Directors and Executive Officers.</p> |
| | Ms. Mami Indo | <p>Board of Directors: 19 out of 19 meetings (100%)</p> <p>Nomination Committee: 13 out of 13 meetings (100%)</p> <p>Audit Committee: 16 out of 16 meetings (100%)</p> | <p>Appropriately made comments based on her knowledge of management strategy, digitalization, finance, accounting, legal affairs and risk management. At the Audit Committee meetings, as the Chair of the Committee, she led discussions to ensure legal and appropriate execution of the Ajinomoto Group's business operations by auditing the execution of duties by Directors and Executive Officers, as well as the enhancement of corporate governance, and participated in active deliberations as a member of the Nomination Committee.</p> |

| | | | |
|--|------------------------|--|--|
| | Ms. Yoko Hatta | <p>Board of Directors: 19 out of 19 meetings (100%)</p> <p>Compensation Committee: 14 out of 14 meetings (100%)</p> <p>Audit Committee: 16 out of 16 meetings (100%)</p> | <p>Appropriately made comments based on her knowledge of global affairs, finance and accounting, as well as legal affairs and risk management. She participated in active deliberations as a member of the Compensation Committee in addition to appropriately auditing the execution of duties by Directors and Executive Officers as a member of the Audit Committee.</p> |
| | Mr. Scott Trevor Davis | <p>Board of Directors: 18 out of 19 meetings (95%)</p> <p>Nomination Committee: 13 out of 13 meetings (100%)</p> <p>Compensation Committee: 14 out of 14 meetings (100%)</p> | <p>Appropriately made comments based on his knowledge of management strategy, global affairs, sustainability, human resources and human resource development. As Chair of the Compensation Committee, he contributed to a strengthening of the fairness, transparency, and objectivity of the decision-making processes used to determine compensation for Directors, Executive Officers, and Senior Corporate Advisors, leading discussions to enhance corporate governance, and participating in active deliberations as a member of the Nomination Committee.</p> |
| | Ms. Yukako Wagatsuma | <p>Board of Directors: 19 out of 19 meetings (100%)</p> <p>Nomination Committee: 13 out of 13 meetings (100%)</p> <p>Audit Committee: 16 out of 16 meetings (100%)</p> | <p>Appropriately made comments based on her knowledge of global affairs, legal affairs and risk management. She participated in active deliberations as a member of the Nomination Committee in addition to appropriately auditing the execution of duties by Directors and Executive Officers as a member of the Audit Committee.</p> |

4. Summary of limited liability agreements

The Company has entered into an agreement with Outside Directors to limit their liability for damages under Article 427, Paragraph 1 of the Companies Act. Financial limitations on liability for damage based on this Agreement shall be the aggregate amount as stipulated in the respective items of Article 425, Paragraph 1 of the Companies Act.

5. Summary of limited liability agreements for officers, etc.

The Company has concluded a liability insurance policy for officers, etc., with an insurance company, as stipulated in Article 430-3, Paragraph 1 of the Companies Act. If a claim for damages is filed by a shareholder or a third party, those damages such as damages and dispute costs that the insured is to bear will be covered by the insurance policy. The persons insured by the liability policy are the Directors and Executive Officers of the Company, and the Directors, Audit & Supervisory Board Members and Corporate Officers of the Company's subsidiaries. The Company will bear all premium payments for the insurance policy. The insurance policy will be renewed upon expiration of the contract term.

V. Matters regarding Accounting Auditor

1. Name of Accounting Auditor

KPMG AZSA LLC

2. Amount of compensation, etc. to be paid to the Accounting Auditor

(1) Amount of compensation, etc. to be paid to the Accounting Auditor regarding the fiscal year ended March 31, 2026

| Description | Amount of fees to be paid for audit and attestation services (Millions of yen) | Amount of fees to be paid for non-audit services (Millions of yen) |
|-------------------------------|---|---|
| The Company | 283 | 128 |
| The consolidated subsidiaries | 139 | — |
| Total | 422 | 128 |

- Notes:
1. The audit engagement agreement entered into by the accounting auditor and the Company does not clearly make a distinction between compensation, etc. for audit under the Companies Act and compensation, etc. for audit under the Financial Instruments and Exchange Act, and both are also substantially indistinguishable. Accordingly, the total amount is stated in the amount of fees to be paid for audit and attestation services.
 2. After obtaining necessary information on the status of the execution of duties in the previous fiscal year, etc., and taking into consideration the “Practical Guidelines Related to Coordination with Accounting Auditors” announced by the Japan Audit & Supervisory Board Members Association, the Audit Committee has considered the validity of the content of the auditing plan of the Accounting Auditor, the calculation basis for the estimated amount of compensation, etc., and has judged that the aforementioned amount of fees to be paid for audit and attestation services at the Company (excluding the amount that can be clearly distinguished as pertaining to audit under the Companies Act) is justifiable and has given its consent, as provided for in Article 399, Paragraph 1 and Paragraph 4 of the Companies Act.
 3. The Company has commissioned the Accounting Auditor to perform services other than those stipulated in Article 2, Paragraph 1 of the Certified Public Accountants Act (non-audit services)—namely, sustainability disclosure support related services,” etc.—and has compensated them for such services.

(2) Total amount of monetary and other financial benefits to be paid by the Company and its subsidiaries to the Accounting Auditor

The total amount of monetary and other financial benefits to be paid by the Company and its subsidiaries to the Accounting Auditor is ¥550 million.

3. Matters related to audits of subsidiaries

Among the Company’s important consolidated subsidiaries, 24 subsidiaries are audited (limited to those according to the provisions of the Companies Act or the Financial Instruments and Exchange Act (or overseas laws and ordinances equivalent to these laws)) by Certified Public Accountants or audit firms (including those with equivalent overseas qualifications) other than the accounting auditor of the Company.

4. Policy for decisions on dismissal or non re-appointment of the accounting auditor

In the event that the accounting auditor is recognized to have fallen under any of the items in Article 340, Paragraph 1 of the Companies Act, the Audit Committee shall dismiss the accounting auditor, based on the consent of all Members of the Audit Committee. In this case, a Member of the Audit Committee selected by the Audit Committee shall report the fact that the accounting auditor was dismissed and the reasons for the dismissal at the first Ordinary General Meeting of Shareholders convened after the dismissal.

In addition, if the Audit Committee recognizes that it is necessary to change the Accounting Auditor, such as cases when it conducts a comprehensive evaluation in accordance with evaluation indicators related to the Accounting Auditor’s qualifications, independence from the Company, expertise, and other criteria, and finds that there are issues preventing the Accounting Auditor from executing its duties, then it shall determine the content of a proposal related to the dismissal or non-reappointment of the Accounting Auditor to be submitted at the Ordinary General Meeting of Shareholders.

End

Reference: Percentages and per-share figures stated in this Business Report are rounded off to the indicated units. All other figures stated in this Business Report are truncated to the indicated units.

Consolidated Financial Statements (prepared in accordance with IFRS)

Consolidated Statements of Financial Position

(As of March 31, 2026)

(Millions of yen)

| Assets | | | Liabilities | | |
|---|--|---|---|--|--|
| | FY ended March 31, 2026 (as of March 31, 2026) | FY ended March 31, 2025 (Reference) (as of March 31, 2025) | | FY ended March 31, 2026 (as of March 31, 2026) | FY ended March 31, 2025 (Reference: as of March 31, 2025) |
| Assets | | | Liabilities | | |
| Current assets | | | Current liabilities | | |
| Cash and cash equivalents | 106,693 | 164,776 | Trade and other payables | 303,960 | 240,614 |
| Trade and other receivables | 194,221 | 174,136 | Short-term borrowings | 6,350 | 5,923 |
| Other financial assets | 46,670 | 17,990 | Current portion of bonds | 29,988 | 24,989 |
| Inventories | 318,632 | 286,952 | Current portion of long-term borrowings | 4,095 | 8,234 |
| Income taxes receivable | 7,656 | 12,533 | Other financial liabilities | 11,625 | 9,637 |
| Others | 30,294 | 27,600 | Short-term employee benefits | 51,585 | 47,217 |
| Sub total | 704,170 | 683,989 | Provisions | 6,362 | 4,514 |
| Assets of disposal groups classified as held for sale | — | 17,308 | Income taxes payable | 18,659 | 19,923 |
| Total current assets | 704,170 | 701,298 | Others | 16,435 | 9,019 |
| | | | Sub total | 449,063 | 370,075 |
| Non-current assets | | | Liabilities of disposal groups classified as held for sale | — | 14,512 |
| Property, plant and equipment | 647,381 | 581,330 | Total current liabilities | 449,063 | 384,588 |
| Intangible assets | 92,231 | 92,168 | Non-current liabilities | | |
| Goodwill | 124,051 | 117,940 | Corporate bonds | 174,512 | 204,412 |
| Investments in associates and joint ventures | 138,571 | 129,645 | Long-term borrowings | 206,410 | 211,795 |
| Long-term financial assets | 54,675 | 45,823 | Other financial liabilities | 64,810 | 46,130 |
| Deferred tax assets | 13,844 | 10,198 | Long-term employee benefits | 33,943 | 30,443 |
| Others | 37,419 | 42,727 | Provisions | 6,812 | 4,267 |
| Total non-current assets | 1,108,176 | 1,019,833 | Deferred tax liabilities | 28,326 | 22,989 |
| | | | Others | 4,191 | 3,230 |
| | | | Total non-current liabilities | 519,007 | 523,270 |
| | | | Total liabilities | 968,070 | 907,858 |
| | | | Equity | | |
| | | | Common stock | 79,863 | 79,863 |
| | | | Capital surplus | — | — |
| | | | Treasury stock | (67,337) | (32,668) |
| | | | Retained earnings | 587,856 | 590,517 |
| | | | Other components of equity | 170,436 | 105,838 |
| | | | Other components of equity related to disposal groups classified as held for sale | — | 3,253 |
| | | | Equity attributable to owners of the parent company | 770,819 | 746,804 |
| | | | Non-controlling interests | 73,456 | 66,468 |
| | | | Total equity | 844,275 | 813,273 |
| Total assets | 1,812,346 | 1,721,131 | Total liabilities and equity | 1,812,346 | 1,721,131 |

(Attached Document)

Consolidated Statements of Income

(From April 1, 2025 to March 31, 2026)

(Millions of yen)

| | FY ended March 31, 2026 (April 1, 2025 to March 31, 2026) | FY ended March 31, 2025 (reference) (April 1, 2024 to March 31, 2025) |
|--|---|--|
| Sales | 1,583,719 | 1,530,556 |
| Cost of sales | (986,570) | (979,792) |
| Gross profit | 597,148 | 550,764 |
| Share of profit of associates and joint ventures | 8,113 | 6,314 |
| Selling expenses | (225,349) | (211,976) |
| Research and development expenses | (32,108) | (30,921) |
| General and administrative expenses | (166,640) | (154,878) |
| Business profit | 181,163 | 159,302 |
| Other operating income | 48,589 | 4,936 |
| Other operating expenses | (30,339) | (50,269) |
| Operating profit | 199,412 | 113,968 |
| Financial income | 9,020 | 8,792 |
| Financial expenses | (12,318) | (14,431) |
| Profit before income taxes | 196,115 | 108,330 |
| Income taxes | (51,054) | (27,556) |
| Profit | 145,060 | 80,773 |
| Attributable to: | | |
| Owners of the parent company | 134,675 | 70,272 |
| Non-controlling interests | 10,385 | 10,501 |

(Attached Document)

Consolidated Statements of Changes in Equity
(From April 1, 2025 to March 31, 2026)

(Millions of yen)

| | Equity attributable to owners of the parent company | | | | | | | |
|---|---|-----------------|----------------|-------------------|--|---|------------------|-------------------------|
| | Common stock | Capital surplus | Treasury stock | Retained earnings | Other components of equity | | | |
| | | | | | Net gain (loss) on revaluation of financial assets measured at fair value through other comprehensive income | Remeasurements of defined benefit pension plans | Cash flow hedges | Cost of hedging surplus |
| Balance as of April 1, 2025 | 79,863 | — | (32,668) | 590,517 | 18,375 | (2,023) | (689) | (101) |
| Profit | | | | 134,675 | | | | |
| Other comprehensive income | | | | | 2,223 | (8,215) | 1,001 | 46 |
| Comprehensive income | — | — | — | 134,675 | 2,223 | (8,215) | 1,001 | 46 |
| Purchase of treasury stock | | | (130,009) | | | | | |
| Disposal of treasury stock | | | 0 | | | | | |
| Retirement of treasury stock | | (95,300) | 95,300 | | | | | |
| Dividends | | | | (43,219) | | | | |
| Changes in transactions with non-controlling interests | | | | | | | | |
| Transfer from other components of equity to retained earnings | | | | 946 | (946) | | | |
| Transfer of negative balance of other capital surplus | | 95,088 | | (95,088) | | | | |
| Transfer to non-financial assets | | | | | | | (412) | |
| Stock-based remuneration transaction | | 212 | 39 | | | | | |
| Other | | | | 25 | | | | |
| Total net changes in transactions with owners of the parent company | — | — | (34,669) | (137,336) | (946) | — | (412) | — |
| Balance as of March 31, 2026 | 79,863 | — | (67,337) | 587,856 | 19,652 | (10,239) | (100) | (54) |

| | Equity attributable to owners of the parent company | | | | | Non-controlling interests | Total |
|---|---|---|---------|---|-----------|---------------------------|-----------|
| | Other components of equity | | | Other components of equity related to disposal groups classified as held for sale | Total | | |
| | Exchange differences on translation of foreign operations | Share of other comprehensive income (loss) of associates and joint ventures | Total | | | | |
| Balance as of April 1, 2025 | 94,896 | (4,619) | 105,838 | 3,253 | 746,804 | 66,468 | 813,273 |
| Profit | | | — | | 134,675 | 10,385 | 145,060 |
| Other comprehensive income | 68,583 | 2,317 | 65,956 | (3,253) | 62,703 | 6,396 | 69,099 |
| Comprehensive income | 68,583 | 2,317 | 65,956 | (3,253) | 197,378 | 16,781 | 214,159 |
| Purchase of treasury stock | | | — | | (130,009) | | (130,009) |
| Disposal of treasury stock | | | — | | 0 | | 0 |
| Retirement of treasury stock | | | — | | — | | — |
| Dividends | | | — | | (43,219) | (9,851) | (53,071) |
| Changes in transactions with non-controlling interests | | | — | | — | 77 | 77 |
| Transfer from other components of equity to retained earnings | | | (946) | | — | | — |
| Transfer of negative balance of other capital surplus | | | — | | — | | — |
| Transfer to non-financial assets | | | (412) | | (412) | | (412) |
| Stock-based remuneration transaction | | | — | | 251 | | 251 |
| Other | | | — | | 25 | (18) | 6 |
| Total net changes in transactions with owners of the parent company | — | — | (1,358) | — | (173,364) | (9,793) | (183,157) |
| Balance as of March 31, 2026 | 163,480 | (2,302) | 170,436 | — | 770,819 | 73,456 | 844,275 |

Notes to the Consolidated Financial Statements

Notes regarding Significant Items for the Preparation of Consolidated Financial Statements

1. Basis of preparation

The consolidated financial statements of the Company and its subsidiaries (hereinafter the “Ajinomoto Group”) have been prepared in accordance with International Financial Reporting Standards (hereinafter “IFRS”) pursuant to the provisions under Article 120, Paragraph 1 of the Rules of Corporate Accounting. Pursuant to the provisions of the second sentence of the above Paragraph, certain disclosure items required under IFRS are omitted.

2. Scope of consolidation

Number of consolidated subsidiaries:

105 companies

Names of main companies:

Ajinomoto Frozen Foods Co., Inc., Ajinomoto Food Manufacturing Co., Ltd., Ajinomoto AGF, Inc., and Ajinomoto do Brasil Indústria e Comércio de Alimentos Ltda.

3. Scope of application of the equity method

Number of associates and joint ventures accounted for using equity method:

15 companies

Names of main companies:

EA Pharma Co., Ltd., J-Oil Mills, Inc., and Promasidor Holdings Limited

4. Fiscal year, etc. of consolidated subsidiaries

The fiscal year-end for Ajinomoto Lakson Pakistan (Private) Limited is June 30, and the fiscal year-end for 18 consolidated subsidiaries including Ajinomoto del Peru S.A., is December 31, but all prepare financial statements as of March 31 for consolidation purposes.

5. Accounting policies

(1) Valuation standards and methods for significant assets

1) Financial assets

Financial assets are classified into financial assets measured at amortized cost, financial assets measured at fair value through other comprehensive income, and financial assets measured at fair value through profit or loss at initial recognition. The Ajinomoto Group initially recognizes financial assets on the transaction date when it becomes a contracting party to the financial asset. Financial assets measured at fair value through profit or loss are initially measured at fair value, while other financial assets are measured at fair value plus transaction costs that are directly attributable to the financial asset.

The Ajinomoto Group derecognizes a financial asset when the contractual rights to the cash flows from the financial asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the financial asset.

(a) Financial assets measured at amortized cost

Financial assets are classified as financial assets measured at amortized cost if both of the following conditions are met:

- Assets are held in accordance with a business model whose objective is to hold assets to collect contractual cash flows, and
- Cash flows that are solely payments of principal and interest on the outstanding balance of the principal are generated on a specific date.

They are subsequently measured at amortized cost using the effective interest method.

(b) Financial assets measured at fair value through other comprehensive income (debt instruments)

Financial assets held by the Ajinomoto Group that meet both of the following conditions are classified as debt instrument measured at fair value through other comprehensive income:

- They are held in accordance with a business model whose objective is achieved by both the collection of contractual cash flows and the sales of assets, and
- Under the contractual terms, cash flows that are solely payments of principal and interest on the outstanding balance of the principal are generated on a specific date.

After initial recognition, they are measured at fair value, with subsequent changes recognized in other comprehensive income. Upon disposal, any cumulative gains or losses recognized through other comprehensive income are reclassified from other components of equity to profit or loss as a reclassification adjustment.

(c) Financial assets measured at fair value through other comprehensive income (equity instruments)

For investments in equity instruments, the Ajinomoto Group has made an irrevocable election to recognize subsequent changes in fair value in other comprehensive income, and classifies them as equity instruments measured at fair value through other comprehensive income.

After the initial recognition, they are measured at fair value, with subsequent changes in fair value recognized in other comprehensive income. Upon disposal, any cumulative gains or losses recognized through other comprehensive income are reclassified from other components of equity to retained earnings.

Dividends from financial assets measured at fair value through other comprehensive income are recognized in profit or loss as financial income.

(d) Financial assets measured at fair value through profit or loss

Financial assets other than financial assets measured at amortized cost and financial assets measured at fair value through other comprehensive income described above are classified as financial assets measured at fair value through profit or loss. There are no financial assets that the Group has made an irrevocable designation as financial assets measured at fair value through profit or loss at initial recognition.

After initial recognition, subsequent changes in fair value are recognized in profit or loss.

2) Impairment of financial assets

A loss allowance is recognized for expected credit losses on financial assets measured at amortized cost and financial assets measured at fair value through other comprehensive income (debt instruments). Addition to the loss allowances for expected credit loss on financial assets is recognized in profit or loss. Should the balance of the loss allowance decrease, the reversal of the loss allowance is recognized in profit or loss.

3) Financial liabilities

Financial liabilities are classified as financial liabilities measured at amortized cost and financial liabilities measured at fair value through profit or loss at initial recognition. The Ajinomoto Group initially recognizes financial liabilities on the transaction date when it becomes a party to the contractual provisions of a financial liability. Financial liabilities measured at amortized cost are initially measured at fair value less transaction costs directly attributable to the issue of the financial liabilities, and financial liabilities measured at fair value through profit or loss are initially measured at fair value.

Financial liabilities are derecognized when they are extinguished, that is, when the obligation in the contract is discharged, cancelled or expires.

(a) Financial liabilities measured at amortized cost

After initial recognition, financial liabilities measured at amortized cost are measured at amortized cost using the effective interest method.

(b) Financial liabilities measured at fair value through profit or loss

After initial recognition, financial liabilities measured at fair value through profit and loss are measured at fair value, with subsequent changes in fair value recognized in profit or loss.

4) Derivatives and hedge accounting

The Ajinomoto Group uses derivatives, including foreign exchange forward contracts and interest rate swaps, in order to hedge exposures to foreign exchange rate and interest rate fluctuations.

In applying hedge accounting, at the inception of a transaction, the Ajinomoto Group makes a formal designation and prepares documentation of the hedging relationship, the risk management objective and the strategy for undertaking the hedge. The documentation includes the identification of the hedging instrument, the hedged item or transaction, the nature of the risk being hedged and the method of assessing the effectiveness of hedging instrument in offsetting exposures to fair value or cash flow fluctuations of hedged items arising from the hedged risk. An ongoing assessment of hedge effectiveness is performed at the end of each fiscal year or upon a significant change in circumstances affecting the hedge effectiveness, whichever comes first.

Derivatives are initially recognized at fair value. After initial recognition, the fair value measurement is continuously applied, with subsequent changes in fair value accounted for as follows:

(a) Fair value hedges

Changes in the fair value of a derivative classified as a hedging instrument are recognized in profit or loss. Changes in the fair value of the underlying hedged item are recognized in profit or loss by adjusting the carrying value of the hedged item.

(b) Cash flow hedges

The effective portion of changes in the fair value of a derivative classified as a hedging instrument is recognized in other comprehensive income. The ineffective portion of fair value changes is recognized in profit or loss.

For cash flow hedging relationships that hedge foreign exchange risk, the Group designates only changes in the fair value of the direct component of the hedging instrument. Changes in the fair value of the forward component are accounted for separately as a cost of the hedge.

If a hedged forecast transaction subsequently results in the recognition of a non-financial asset or liability, or a hedged forecast transaction for a non-financial asset or liability becomes a firm commitment for which fair value hedge accounting is applied, the initial carrying amount of the non-financial asset or liability is adjusted for the amount recognized in other comprehensive income.

Cash flow hedges other than those mentioned above are reclassified from other components of equity to profit or loss in the accounting period or periods during which the hedged future cash flows affect profit or loss. Notwithstanding, if a loss is recognized and the recoverability of all or a portion of that loss in one or more future periods is doubtful, the unrecoverable amount is transferred immediately to profit or loss.

Hedge accounting is discontinued prospectively when a hedging instrument expires or is sold, cancelled or exercised, the hedge does not meet the conditions for hedge accounting. If a forecast transaction is no longer expected to occur, the amount recognized in other comprehensive income is reclassified immediately from other components of equity to profit or loss.

(c) Derivatives not designated as hedges

Changes in the fair value of derivatives not designated as hedges are recognized in profit or loss.

5) Inventories

The cost of inventories comprises the purchase cost, the processing cost and all other costs incurred in bringing the inventories to their present location and condition. The Ajinomoto Group's main cost formula is the weighted average method. The cost of inventories that are not ordinarily interchangeable and used for goods or services for specific projects are determined by using specific identification of their individual costs.

Inventories are measured at the lower of cost or net realizable value. Net realizable value is determined at the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

6) Impairment of non-financial assets

At the end of fiscal year, the Ajinomoto Group assesses whether there is any indication that a non-financial asset may be impaired. If an indication of impairment exists, the recoverable amount of the asset or cash-generating unit to which the asset belongs is estimated. Goodwill, intangible assets with indefinite useful lives and intangible assets currently not available for use are tested for impairment every year and whenever there is an indication of impairment. Goodwill is allocated to a cash-generating unit (minimum unit or unit group), which is expected to earn cash flows from the synergy of the business combination.

The recoverable amount is the higher of the fair value less costs of disposal or the value in use of an asset or a cash-generating unit. When the recoverable amount of an asset or a cash-generating unit is less than its carrying amount, the carrying amount is reduced to its recoverable amount and the difference is recognized in profit or loss as an impairment loss. An impairment loss recognized is first allocated to reduce the carrying amount of the goodwill allocated to the cash-generating unit and then to reduce the carrying amount of other assets in the cash-generating unit, excluding the goodwill, on a pro rata basis.

At the end of fiscal year, the Ajinomoto Group assesses whether there is an indication that the impairment loss recognized in prior periods for an asset, excluding goodwill, or cash-generating unit may no longer exist or may have decreased. If such indication exists, the Ajinomoto Group estimates the recoverable amount, and reverses the impairment loss by increasing the carrying amount of the asset or cash-generating unit. The increase in the carrying amount of an asset or cash-generating unit attributable to a reversal of an impairment loss should not exceed the carrying amount, which would have been determined (net of amortization or depreciation) had no impairment loss been recognized for the asset or cash-generating unit in prior years. A reversal of an impairment loss is recognized immediately in profit or loss. Impairment losses recognized on goodwill are not reversed in subsequent periods.

(2) Depreciation and amortization of significant depreciable assets

1) Property, plant and equipment (excluding right-of-use assets)

Property, plant and equipment are measured at cost on initial recognition. The cost of property, plant and equipment comprises the acquisition price, costs directly attributable to the acquisition, costs of dismantling, removing of assets and restoring the site to the original condition and borrowing costs.

After initial recognition, the Ajinomoto Group applies the cost model for measurement and carries the asset at cost less accumulated depreciation and accumulated impairment losses.

Except for non-depreciable assets, such as land, property, plant and equipment are depreciated on a straight-line basis over their useful lives.

The useful lives of major classes of property, plant and equipment are as follows:

- Buildings and structures: 3 to 50 years
- Machinery and vehicles: 2 to 20 years
- Tools, furniture and fixtures: 2 to 20 years

Residual values, useful lives, and depreciation methods are reviewed at the end of each fiscal year. Changes in residual value, useful lives or depreciation methods are accounted for as a change in accounting estimate.

2) Intangible assets

(a) Goodwill

The Group recognizes goodwill as of the acquisition date measured as the excess of a) over b) as described below:

- a) the aggregate of the consideration transferred and the amount of non-controlling interest in the acquiree
- b) the acquisition-date fair values of the identifiable assets acquired and the liabilities assumed

After initial recognition, goodwill is measured at acquisition cost less accumulated impairment losses, and not subject to amortization.

Goodwill is derecognized when an asset in the cash-generating unit (or its disposal group) is disposed of. In determining gain or loss on disposal, the goodwill related to the operation to be disposed of is included in the carrying value of the operation.

(b) Intangible assets (excluding right-of-use assets)

Intangible assets are initially measured at cost. The acquisition cost of an intangible asset acquired in a business

combination is measured at fair value as of the acquisition date. Expenditures for internally generated intangible assets are recognized as an expense as incurred, except for development expenditures that qualify for capitalization.

For measurement after initial recognition, the cost model is applied and the intangible asset is carried at cost less accumulated amortization and accumulated impairment losses.

Intangible assets with definite useful lives are amortized on a straight-line basis over their respective useful lives.

The useful lives of major classes of intangible assets with definite useful lives are as follows:

| | |
|---------------------------|----------------|
| - Software: | 3 to 5 years |
| - Trademarks: | up to 20 years |
| - Patents: | up to 10 years |
| - Customer relationships: | 6 to 17 years |

Useful lives and amortization methods for intangible assets with definite useful lives are reviewed at the end of each fiscal year. If there is a change in the useful life or amortization method, it is accounted for as a change in accounting estimate. The residual value is deemed to be zero.

Intangible assets with indefinite useful lives or that are not yet available for use are not amortized. For intangible assets with indefinite useful lives, the Ajinomoto Group reviews at the end of each fiscal year, whether an event or condition, which led to the conclusion that an asset has no definite life, continues to exist.

(c) Leases

As a lessee, the Group recognizes right-of-use assets and lease liabilities at the commencement date of the lease transaction. Lease liability is measured at the present value of the total lease payments payable, and right-of-use assets are measured based on the initial direct cost incurred by the lessee and the terms and conditions of the lease, such as lease payments made before the commencement date, and the acquisition cost adjusted for costs such as the obligation to restore to original condition.

After initial recognition, the right-of-use asset is depreciated using the straight-line method over the shorter of its useful life or the lease period.

Lease fees are allocated to financial expense and repayments on lease liabilities based on the effective interest rate method, and interest costs are recognized in the consolidated income statement.

However, for short-term leases with a lease term of 12 months or less and leases with a small underlying asset amount, the right-of-use asset and lease liability are not recognized, and the lease payments are recognized as expenses over the lease term using the straight-line method.

(3) Significant accounting policies for provisions

Provisions are recognized when the Ajinomoto Group has a present obligation (legal or constructive) as a result of past events, an outflow of resources embodying economic benefits required to settle the obligation is highly probable and the amount of the obligation can be reliably estimated.

Where the effect of the time value of money is material, the present value of the expenditures expected to be required to settle the obligation is used for the amount of provision. The discount rate used to determine the present value is a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability.

(4) Post-employment benefits

The Ajinomoto Group sponsors defined benefit plans and defined contribution plans as post-employment benefit plans.

For defined benefit plans, the determination of the present value of the defined benefit obligations and the related current service cost and past service cost are based on the projected unit credit method. The discount rate is mainly determined based on the high quality corporate bond market yields at the end of the fiscal year, corresponding to the estimated benefit payments. The retirement benefit liability or asset is presented by netting the fair value of plan assets and the present value of the defined benefit obligation. When a defined benefit plan is overfunded, the net defined benefit asset is measured at the lower of the surplus amount in the defined plan or the asset ceiling. Net interest on the retirement benefit liability or asset is recognized in profit or loss as financial expenses or income.

Remeasurements of the net defined benefit obligations and plan assets are recognized in other comprehensive income, and not reclassified to profit or loss in subsequent periods. Past service cost is recognized as an expense in the period in which it arises.

(5) Translation of foreign-currency denominated assets and liabilities

1) Functional currency

Each company in the Ajinomoto Group prepares separate financial statements using its functional currency. Most of these companies use the local currency as their functional currency, but where a business environment in which they operate uses currency other than the local currency, they use that currency as the functional currency.

The consolidated financial statements of the Ajinomoto Group are presented in the millions of Japanese yen, which is the functional currency of the Company.

2) Translation of foreign-currency denominated transactions

Foreign-currency transactions are recorded in a functional currency using the spot exchange rate or the rate that approximates the exchange rate at the transaction date. Subsequently, monetary items denominated in foreign currencies are translated using the spot exchange rates as of the end of the fiscal year. Foreign currency-denominated non-monetary items measured at fair value are translated using the spot exchange rates at the fair value measurement date. Foreign currency-denominated non-monetary items measured at historical cost are continuously translated using the spot exchange rate at the transaction date or the rate that approximates that exchange rate.

Translation differences arising from the translation or settlement of foreign currency transactions are recognized in profit or loss; provided that translation differences arising from financial assets measured at fair value through other comprehensive income and cash flow hedges are included in other comprehensive income.

3) Translation of financial statements of foreign operations

Assets and liabilities of foreign operations are translated into Japanese yen using the spot exchange rate at the end of the fiscal year, and revenues and expenses are translated using the spot exchange rate at the transaction date or the rate that approximates the spot exchange rate, respectively. Translation differences are recognized in other comprehensive income. In case of disposing of a foreign operation, the cumulative amount of the exchange differences relating to that foreign operation is reclassified to profit or loss in the period of disposal. Furthermore, the Company has determined that the Republic of Turkey, where one of the Company's subsidiaries is located, is in a hyperinflationary economy as defined by IAS 29, "Financial Reporting in Hyperinflationary Economies," however it has not applied this standard because the effect on the consolidated financial statements resulting from its application would be immaterial.

(6) Revenue recognition

IFRS 15 requires the Ajinomoto Group to recognize revenue, excluding interest, etc., recognized in accordance with IFRS 9, upon transfer of promised goods or services to customers in amounts that reflect the consideration to which the Ajinomoto Group expects to be entitled in exchange for those goods or services based on the following five-step approach:

Step 1: Identify the contracts with customers

Step 2: Identify the performance obligations in each contract

Step 3: Determine the transaction price

Step 4: Allocate the transaction price to the performance obligations in the contract

Step 5: Recognize revenue when (or as) the entity satisfies a performance obligation

(7) Other significant items for the preparation of consolidated financial statements

Presentation of amounts

Amounts less than one million yen are rounded down.

Notes on Changes in Accounting Policies

No material changes.

Notes on Accounting Estimates

Accounting estimates are reasonable estimates based on information available at the time of preparation of the consolidated financial statements. Of the amounts recorded in the consolidated financial statements for the current fiscal year that are based on accounting estimates, the following items have the risk of having a material impact on the financial statements for the following fiscal year.

(1) Whether to recognize impairment losses on goodwill and intangible assets with indefinite useful lives

1) Amount recognized in the consolidated financial statements for the current fiscal year

The consolidated financial statements for the current fiscal year include goodwill of ¥35,161 million arising from the acquisition of Ajinomoto Foods North America, Inc., goodwill of ¥30,906 million and intangible assets with indefinite useful lives of ¥25,907 million arising from the acquisition of Ajinomoto AGF, Inc., and goodwill of ¥42,095 million related to Bio-Pharma Services (CDMO) gene therapy business.

2) Other information that helps users of the consolidated financial statements understand the content of accounting estimates

Goodwill and intangible assets with indefinite useful lives are required to be tested for impairment on an annual basis. In the impairment test, the higher of either the value in use of each cash-generating unit or the fair value less costs to dispose of the asset, is used to determine the recoverable amount, and if the recoverable amount is less than the carrying amount, an impairment loss is recognized.

The estimated recoverable amount of the cash-generating unit of Ajinomoto Foods North America, Inc., Ajinomoto AGF, Inc., and the Bio-Pharma Services (CDMO) gene therapy business is calculated using the discounted cash flow method. The key assumptions used in the calculation of such recoverable amounts include the sales and operating profit margins in the business plans underlying the future cash flows, the growth rates used to extend the future cash flows, and the discount rates applied to the future cash flows. Those assumptions are subject to management's judgment and may affect the financial position and financial performance in the following fiscal year.

Notes to Consolidated Statements of Financial Position

1. Accumulated depreciation of property, plant and equipment

¥1,015,863 million

2. Loss allowance directly deducted from assets

(Millions of yen)

| | |
|-----------------------------|-------|
| Trade and other receivables | 1,494 |
| Long-term financial assets | 316 |

Notes to Consolidated Statements of Income

1. Impairment losses

Non-financial assets for which impairment losses are recognized are as follows:

(1) Impairment losses recognized by asset type

The Ajinomoto Group recognized impairment losses of ¥8,450 million for the fiscal year ended March 31, 2026. These impairment losses were recorded in “Other operating expenses” in the consolidated statement of income.

| (Millions of yen) | |
|-------------------------------|--|
| | Current fiscal year (From April 1, 2025 to March 31, 2026) |
| Buildings and structures | 2,588 |
| Machinery and vehicles | 4,632 |
| Tools, furniture and fixtures | 79 |
| Land | 70 |
| Construction in progress | 1,073 |
| Software | 6 |
| Other | 0 |
| Total | 8,450 |

(2) Details of major assets for which impairment losses were recognized

Details have been omitted because no material impairment losses were recognized in the current fiscal year.

2. Gains on sale of non-current assets

The Ajinomoto Group recorded gains on sale of non-current assets of ¥41,265 million under “Other operating income” in the current fiscal year. This was primarily attributable to gains of ¥40,642 million from the sale of a portion of the Company’s non-current assets (the land and building of the head office).

Notes on Revenue Recognition

Revenue recognized from contracts with customers is presented as sales.

1. Details of goods and services

(1) Seasonings and Foods

Seasonings and Foods segment of the Group earns revenues mainly from sales of seasonings, nutritional and processed foods, to general consumers, and the provision of services to restaurants and the food processing industry.

In these sales contracts with customers, the Company has obligations to deliver ordered products. The Company typically satisfies its performance obligations upon delivery. The payment due date depends on individual contracts, but is consistent with market conventions, and the promised amount of consideration does not have a significant financial component.

Rebates are deducted from sales only to the extent that it is highly probable that a significant reversal in revenue recognized will not occur. In Japan, rebates are calculated by multiplying the actual sales volume for a certain period by the rebate rate expected to be achieved, based on the contract with the customer. Overseas, the rebate is calculated by estimating the sales volume for a certain period and multiplying it by the rebate rate in line with actual sales results.

(2) Frozen Foods

Frozen Foods segment of the Group earns revenues mainly from sales of frozen foods.

In these sales contracts with customers, the Company has obligations to deliver ordered products. The Company typically satisfies its performance obligations upon delivery. The payment due date depends on individual contracts, but is consistent with market conventions, and the promised amount of consideration does not have a significant financial component.

Rebates are deducted from sales only to the extent that it is highly probable that a significant reversal in revenue recognized will not occur. Rebates are estimated by multiplying the actual sales performance for a certain period by the rebate rate expected to be achieved, based on the contract with the customer.

(3) Healthcare and Others

Healthcare and Others segment of the Group earns revenues mainly from provision of amino acids for pharmaceuticals and foods, biopharmaceutical services (CDMO), and the sale of functional materials (electronic materials and others).

“Amino Acids for Pharmaceuticals and Foods” business sells pharmaceutical and food ingredients, where the Company has obligations to deliver ordered products.

“Bio-Pharma Services (CDMO)” business engages in manufacturing and developing pharmaceutical intermediates and active ingredients. The Company satisfies its performance obligations when the manufacture and development are considered complete. The payment due date depends on individual contracts, but is consistent with market conventions, and the promised amount of consideration does not have a significant financial component.

“Functional Materials (electronic materials and others)” business sells functional materials and other products for domestic and overseas customers, where the Company has obligations to deliver ordered products. The Company typically satisfies its performance obligations upon delivery. The payment due date depends on individual contracts, but is consistent with market conventions, and the promised amount of consideration does not have a significant financial component.

“Others” business mainly sells feed-use amino acids and supplements for athletes.

Rebates are deducted from sales only to the extent that it is highly probable that a significant reversal in revenue recognized will not occur. The amount of rebates is estimated by multiplying actual sales results for a certain period by a rebate rate expected to be reached based on contracts with customers.

2. Breakdown of sales

The Group disaggregates revenue from contracts with customers into major product categories in each reportable segment based on the contracts with customers.

(Millions of yen)

| Reportable Segment | Major Product Categories | Current fiscal year (From April 1, 2025 to March 31, 2026) |
|-----------------------|--|--|
| Seasonings and Foods | Sauce & Seasonings | 478,038 |
| | Quick Nourishment | 270,753 |
| | Solutions & Ingredients | 188,134 |
| | Subtotal | 936,926 |
| Frozen Foods | Frozen Foods | 290,308 |
| | Subtotal | 290,308 |
| Healthcare and Others | Amino Acids for Pharmaceuticals and Foods | 63,195 |
| | Bio-pharma Services (CDMO) | 84,860 |
| | Functional Materials (electronic materials and others) | 100,782 |
| | Others | 92,665 |
| | Subtotal | 341,504 |
| Others | | 14,979 |
| Total | | 1,583,719 |

3. Contract balance

The balance of contract liabilities arising from contracts with customers at the end of the current fiscal year are as follows

(Millions of yen)

| | Current fiscal year (From April 1, 2025 to March 31, 2026) |
|----------------------|--|
| Contract liabilities | 7,193 |

Revenue recognized in the current fiscal year that was included in the opening balance of contract liabilities was ¥4,305 million.

Contract liabilities are primarily related to advance consideration received from customers under manufacturing service agreements for pharmaceutical products and are included in "Other current liabilities."

4. Transaction price allocated to the remaining performance obligations

There are remaining performance obligations related to the manufacturing service agreements for pharmaceutical products as of the end of the previous fiscal year and the end of the current fiscal year. As the transaction price and the timing of satisfaction of the performance obligations estimated is subject to change due to the status of new drug approvals and other related conditions in the future, the aggregate amount of the transaction price allocated to the remaining performance obligations and the timing of expected revenue recognition are not disclosed.

In addition, by applying the practical expedient in paragraph 121 of IFRS 15, and the Ajinomoto Group does not disclose information for performance obligations which are part of a contract with an original expected duration of one year or less.

Notes to Consolidated Statements of Changes in Equity

1. Types and total number of shares issued at end of the fiscal year

| | |
|---|--------------------|
| Type of shares issued: | Common stock |
| Total number of shares outstanding at the end of the fiscal year: | 977,735,616 shares |

2. Matters regarding dividends

(1) Amount of dividends paid

The following was resolved at the Ordinary General Meeting of Shareholders on June 20, 2025.

Matters regarding common stock:

| | |
|----------------------------|-----------------|
| Total amount of dividends: | ¥19,904 million |
| Dividends per share: | ¥40 |
| Record date: | March 31, 2025 |
| Effective date: | June 23, 2025 |

The above total amount of year-end dividends includes ¥16 million of dividends for the Company's shares owned by the Director's remuneration BIP Trust.

Notes: On April 1, 2025, the Company conducted a 2-for-1 stock split of its common stock. The dividend per share shown reflects the actual amount of dividends prior to the stock split.

The following was resolved at the meeting of the Board of Directors held on November 6, 2025.

Matters regarding common stock:

| | |
|----------------------------|--------------------|
| Total amount of dividends: | ¥23,350 million |
| Dividends per share: | ¥24 |
| Record date: | September 30, 2025 |
| Effective date: | December 2, 2025 |

The above total amount of interim dividends includes ¥19 million of dividends for the Company's shares owned by the Director's remuneration BIP Trust.

(2) Dividends for which the record date falls in the fiscal year ended March 31, 2026 and the effective date falls in the following fiscal year

The following proposal will be submitted at the Ordinary General Meeting of Shareholders to be held on June 19, 2026.

Matters regarding common stock:

| | |
|----------------------------|-----------------|
| Total amount of dividends: | ¥23,021 million |
| Dividends per share: | ¥24 |
| Record date: | March 31, 2026 |
| Effective date: | June 22, 2026 |

Notes to Financial Instruments

1. Status of financial instruments

(1) Credit risk management (risks of our business partners failing to honor contracts, etc.)

For trade and other receivables, each business or sales management division of the Company periodically monitors the credit status of major customers. By monitoring due dates and outstanding balances per customer, the risk of collectability may be early detected and minimized, and deposits are required, when deemed necessary. The same system of risk management is also applied to subsidiaries.

The Ajinomoto Group is exposed to the counterparty risk in relation to derivative transactions. To minimize this risk, derivative transactions are permitted, in principle, only with financial institutions with high credit ratings.

The Ajinomoto Group's maximum exposure to the credit risk is the carrying amounts of the financial assets recognized in the consolidated statements of financial position.

(2) Market risk management (risk of changes in exchange rates, interest rates, etc.)

The Ajinomoto Group conducts its business globally and, therefore, is exposed to the currency risk. The risk arises from receivables and payables and forecast transactions denominated in foreign currencies.

For receivables and payables denominated in foreign currencies, the currency fluctuation risk per currency and per month is hedged mainly using forward foreign exchange contracts. For forecast transactions denominated in foreign currencies, forward foreign exchange contracts may be used depending on the market conditions. As a basic rule, when the settlement date comes within six months, forward foreign exchange contracts may be used with an upper limit of 50% of the monthly forecast transaction amounts, and when the settlement date is comes between six months and one year, they may be used with an upper limit of 25% of the monthly forecast transaction amount, as a basic rule.

The Ajinomoto Group also conducts financing through interest-bearing debts. The Ajinomoto Group is exposed to interest rate risk from variable interest rates on some of these interest-bearing debts. Interest rate swaps are used to hedge the interest rate risk from such interest-bearing debts.

Furthermore, the Ajinomoto Group holds equity instruments issued mainly by its trade partners and, accordingly, is exposed to the market fluctuation risk. No equity instruments are held for short-term trading purposes. These equity instruments are periodically assessed with respect to fair value and the financial status of the issuing entity.

The finance division carries out derivative transactions in accordance with internal rules that specify authorization and transaction amount limits, and periodically reports the results of transactions to the executive officers in charge of finance and the Management Committee. The Company's consolidated subsidiaries also manage their derivative transactions in accordance with the Company's rules.

(3) Funding procurement liquidity risk management (risk of failure to meet payment deadlines)

The Ajinomoto Group is exposed to liquidity risk, by which financing may not be available in the necessary amount at the appropriate time. Confusion or disruption in the financial markets, the Company's credit rating lowered by credit rating agencies, and changes in policies and investment decisions by financial institutions all affect the Ajinomoto Group's financing capabilities by increasing the financing cost and reducing liquidity. To minimize such risk, the Company and its principal consolidated subsidiaries use a cash management system and internal loans in an attempt to reduce consolidated interest-bearing debt and mitigate liquidity risk. Liquidity risk is managed by maintaining liquidity at hand at a certain level and continuously setting commitment lines.

2. Breakdown of financial instruments by level of the fair value

Financial instruments measured at fair value on a recurring basis after initial recognition are classified into three levels of the fair value hierarchy depending on the observability and significance of the inputs used in the measurement.

Each level of fair value hierarchy is defined as follows:

Level 1: Fair value measured at quoted prices (unadjusted) in the active market for identical assets or liabilities

Level 2: Fair value measured using direct or indirect observable inputs other than those of Level 1

Level 3: Fair value measured using unobservable inputs

When two or more inputs are used for measurement of fair value, the level of fair value measurement is determined based on the lowest level of input that is significant to the entire measurement.

The details of assets and liabilities measured at fair value on a recurring basis at the end of the current fiscal year are as follows; provided that any transfer between the levels of fair value hierarchy is recognized at the end of the reporting period in which the transfer occurs.

| (Millions of yen) | | | | |
|--|---------|---------|---------|--------|
| | Level 1 | Level 2 | Level 3 | Total |
| Assets | | | | |
| Financial assets measured at fair value through profit or loss | | | | |
| Derivative assets | | | | |
| Currency related | — | 3,707 | — | 3,707 |
| Interest rate related | — | 519 | — | 519 |
| Debt instruments | — | 349 | 5,033 | 5,382 |
| Financial assets measured at fair value through other comprehensive income | | | | |
| Equity instruments | 20,567 | 775 | 21,889 | 43,232 |
| Total assets | 20,567 | 5,352 | 26,922 | 52,843 |
| Liabilities | | | | |
| Financial liabilities measured at fair value through profit or loss | | | | |
| Derivative liabilities | | | | |
| Currency related | — | 855 | — | 855 |
| Total liabilities | — | 855 | — | 855 |

For assets and liabilities held as of the end of the current fiscal year, there were no transfers between Level 1 and Level 2.

Valuation techniques and inputs used in fair value measurement of each classification of financial instruments are as follows:
Derivative assets and liabilities

Derivative assets and liabilities classified at Level 2 of the fair value hierarchy are over-the-counter derivatives, and their fair value is measured using observable inputs, including interest rates and foreign exchange rates.

Financial assets measured at fair value through other comprehensive income

Financial assets measured at fair value through other comprehensive income classified as Level 3 of the fair value hierarchy include non-marketable securities and are measured mainly by the comparable peer companies analysis and other valuation techniques. Fair value is subject to change due to changes in comparable values of PER of peer companies and other factors.

No significant change in fair value is expected even if unobservable inputs are replaced with reasonably possible alternative assumptions.

Changes in Level 3 assets and liabilities measured at fair value on a recurring basis are as follows

(Millions of yen)

| | Balance at beginning of fiscal year | Other comprehensive income | Increase due to purchases, etc. | Decrease due to sales, etc. | Balance at end of fiscal year |
|--------------------|-------------------------------------|----------------------------|---------------------------------|-----------------------------|-------------------------------|
| Equity instruments | 20,311 | 625 | 1,042 | (89) | 21,889 |

Other than the above, there was no material fair value change with respect to the Level 3 debt instruments for the current fiscal year.

There were no transfers between levels during the current fiscal year.

With respect to the valuation process of fair value of Level 3 financial instruments, finance division personnel measure the fair value on a quarterly basis in accordance with the valuation policies and procedures approved by the head of the finance division.

3. Fair value of financial instruments

The breakdown of carrying amounts and fair value of financial assets and debt instruments measured at amortized cost as of the end of the current fiscal year are as follows. The fair values of financial assets and liabilities excluding those listed below are equal to or approximately their carrying amounts and are therefore not disclosed.

(Millions of yen)

| | Amounts in consolidated statement of financial position | Fair value |
|----------------------|---|------------|
| | | Level 2 |
| Assets | | |
| Debt instruments | 4,854 | 4,854 |
| Total assets | 4,854 | 4,854 |
| Liabilities | | |
| Corporate bonds | 174,512 | 155,815 |
| Long-term borrowings | 206,410 | 191,547 |
| Total liabilities | 380,922 | 347,362 |

Fair value measurement methods of each financial instrument are as follows:

Debt instruments

Fair values are determined based on the present value of the sum of the redemption amount at maturity and interest income discounted by the expected interest rate used when a similar new debt instrument is purchased.

Corporate bonds

Fair values are determined based on the market prices.

Long-term borrowings

For long-term borrowings with fixed interest rates, the fair values are determined based on the present value of the sum of the principal and interests discounted by the rate reflecting the credit risk deemed applicable if a similar borrowing was newly made. For long-term borrowings with variable interest rates, the fair values are measured at their carrying amounts, because the borrowings with variable interest rates reflect the current market rates in the short term and the Ajinomoto Group's credit standing has not significantly changed since the initial borrowing, and thus considered to approximate the carrying amounts.

Notes regarding Per Share Information

| | |
|--|---------|
| Equity per share (attributable to owners of the parent company): | ¥804.24 |
| Basic earnings per share: | ¥138.36 |
| Diluted earnings per share: | ¥138.36 |

Notes to disposal groups classified as held for sale

At a meeting of the Board of Directors held on April 24, 2025, the Company resolved to transfer all shares of Ajinomoto Althea, Inc. (“Althea”) to Packaging Coordinators Inc. (“PCI”), and entered into a share transfer agreement with PCI on the same date.

Because the likelihood of selling the company’s shares increased at the end of the previous consolidated fiscal year, the assets and liabilities of Althea were classified as a disposal group classified as held for sale. The reportable segment to which the disposal group classified as held for sale belongs is primarily “Healthcare and Others.”

In addition, the transfer of all shares of Althea was completed on May 1, 2025. Accordingly, there are no assets or liabilities related to a disposal group classified as held for sale as of the end of the current consolidated fiscal year.

Notes on Significant Subsequent Events

No applicable items.

Non-Consolidated Financial Statements (prepared in accordance with Japanese-GAAP)

Non-Consolidated Balance Sheet

(As of March 31, 2026)

(Millions of yen)

| | FY ended March 31, 2026 (as of March 31, 2026) | FY ended March 31, 2025 (Reference: as of March 31, 2025) | | FY ended March 31, 2026 (as of March 31, 2026) | FY ended March 31, 2025 (Reference: as of March 31, 2026) |
|--|---|--|--|---|---|
| Assets | | | Liabilities | | |
| I Current assets | 256,372 | 269,788 | I Current liabilities | 361,705 | 324,215 |
| Cash on hand and in banks | 23,047 | 50,411 | Accounts payable | 93,873 | 88,048 |
| Notes receivable | 316 | 1,214 | Electronically recorded debt obligation | 66,929 | 13,444 |
| Accounts receivable | 94,444 | 85,780 | Short-term borrowings | 113,914 | 116,294 |
| Goods and products | 46,518 | 46,926 | Current portion of bonds | 30,000 | 25,000 |
| Goods in process | 770 | 845 | Current portion of long-term borrowings | — | 6,758 |
| Raw materials and supplies | 7,041 | 5,749 | Lease liabilities | 253 | 254 |
| Prepaid expenses | 8,103 | 7,752 | Other payables | 22,468 | 21,405 |
| Short-term loans receivable | 22,388 | 20,418 | Accrued expenses | 29,695 | 31,169 |
| Receivables | 49,280 | 44,491 | Accrued income taxes | 275 | 2,790 |
| Corporate tax receivable | 1,764 | 2,801 | Accrued bonuses for directors and corporate executive officers | 533 | 496 |
| Others | 3,291 | 3,834 | Provision for shareholder benefit program | 414 | 358 |
| Allowance for doubtful accounts | (595) | (437) | Provision for share-based compensation | 1,006 | 20 |
| | | | Provision for performance-based bonuses | 161 | 167 |
| | | | Provision for special incentive for employee stock ownership association | 304 | — |
| II Fixed assets | 847,446 | 843,072 | Provision for environmental measures | — | 13 |
| 1. Tangible fixed assets | 105,546 | 103,531 | Provision for loss on business of subsidiaries and affiliates | 3 | 17,105 |
| Buildings | 112,929 | 121,739 | Others | 1,870 | 886 |
| Structures | 19,272 | 18,652 | II Long-term liabilities | 410,213 | 428,039 |
| Machinery and equipment | 129,752 | 124,425 | Corporate bonds | 175,000 | 205,000 |
| Vehicles and transporting equipment | 228 | 225 | Long-term borrowings | 207,311 | 205,000 |
| Tools, furniture and fixtures | 38,874 | 38,451 | Non-current income taxes payable | 119 | — |
| Land | 10,285 | 11,500 | Deferred tax liabilities | 10,173 | 761 |
| Leased assets | 3,206 | 3,205 | Lease liabilities | 2,486 | 2,737 |
| Construction in progress | 8,693 | 7,299 | Provision for share-based compensation | — | 770 |
| Accumulated depreciation and accumulated impairment losses | (217,695) | (221,968) | Provision for environmental measures | 400 | 400 |
| | | | Provision for loss on business of subsidiaries and affiliates | — | 211 |
| 2. Intangible fixed assets | 23,559 | 29,064 | Asset retirement obligations | 1,648 | 233 |
| Patents | 35 | 33 | Guarantee deposits received | 11,448 | 11,381 |
| Leaseholds | 33 | 2,680 | Others | 1,624 | 1,543 |
| Trademark | 13,866 | 15,175 | | | |
| Software | 8,550 | 9,821 | | | |
| Software in progress | 1,074 | 1,352 | | | |
| Others | 0 | 1 | | | |
| | | | Total Liabilities | 771,918 | 752,255 |
| 3. Investments and other assets | 718,340 | 710,476 | Net Assets | | |
| Investments in securities | 29,777 | 23,960 | I Shareholders' equity | 322,002 | 352,415 |
| Investments in stock of | 575,866 | 578,070 | 1. Common stock | 79,863 | 79,863 |

| | | | | | |
|---|------------------|------------------|---|------------------|------------------|
| subsidiaries and affiliates | | | | | |
| Investments in capital | 35 | 36 | 2. Capital surplus | 4,274 | 4,274 |
| Investments in capital of subsidiaries and affiliates | 77,840 | 77,840 | Additional paid-in capital | 4,274 | 4,274 |
| Long-term loans receivable | 210 | 186 | 3. Retained earnings | 305,201 | 300,944 |
| Long-term prepaid expenses | 1,283 | 1,253 | (1) Legal reserve | 16,119 | 16,119 |
| Pre-paid pension expense | 31,574 | 27,992 | (2) Other retained earnings | 289,082 | 284,825 |
| Others | 2,036 | 1,385 | Reserve for advanced depreciation of fixed assets | 4,215 | 4,396 |
| Allowance for doubtful accounts | (284) | (249) | Retained earnings brought forward | 284,866 | 280,428 |
| | | | 4. Treasury stock | (67,337) | (32,668) |
| | | | II Valuation, translation adjustments and others | 9,896 | 8,190 |
| | | | 1. Unrealized holding gain on securities | 10,419 | 8,803 |
| | | | 2. Unrealized gain (loss) from hedge instruments | (522) | (613) |
| | | | Total Net Assets | 331,899 | 360,605 |
| Total Assets | 1,103,818 | 1,112,861 | Total Liabilities & Net Assets | 1,103,818 | 1,112,861 |

(Attached Document)

Non-Consolidated Statement of Income

(From April 1, 2025 to March 31, 2026)

| | (Millions of yen) | |
|---|----------------------------|---|
| | FY ended March 31, 2026 | FY ended March 31, 2025 (reference) |
| I Net sales | 317,757 | 313,636 |
| II Cost of sales | 198,684 | 195,398 |
| Gross profit | 119,072 | 118,238 |
| III Selling, general and administrative expenses | 139,288 | 136,429 |
| Operating income (loss) | (20,216) | (18,191) |
| IV Non-operating income | 154,856 | 150,821 |
| Interest income | 675 | 810 |
| Dividend income | 148,578 | 146,706 |
| Others | 5,601 | 3,305 |
| V Non-operating expenses | 13,391 | 13,733 |
| Interest expense | 6,201 | 5,324 |
| Cost of lease revenue | 2,932 | 2,804 |
| Foreign exchange loss | 2,235 | 3,280 |
| Allowance for doubtful accounts | 193 | 172 |
| Others | 1,829 | 2,151 |
| Ordinary income | 121,248 | 118,896 |
| VI Extraordinary gains | 40,289 | 13,192 |
| Gain on sale of fixed assets | 38,120 | 857 |
| Gain on sale of investment securities | 1,060 | 11,610 |
| Others | 1,109 | 724 |
| VII Extraordinary losses | 8,991 | 42,801 |
| Loss on valuation of stocks of subsidiaries and affiliates | 4,986 | 17,247 |
| Loss on disposal of fixed assets | 2,820 | 2,928 |
| Provision for loss on business of subsidiaries and affiliates | 3 | 17,105 |
| Loss on extinguishment of debt of subsidiaries and affiliates | — | 3,302 |
| Others | 1,180 | 2,217 |
| Net income before income taxes | 152,546 | 89,287 |
| Income taxes—current | 1,240 | 5,291 |
| Income taxes—deferred | 8,493 | (6,085) |
| Net income | 142,812 | 90,081 |

(Attached Document)

Non-Consolidated Statement of Changes in Net Assets

(From April 1, 2025 to March 31, 2026)

(Millions of yen)

| | Shareholders' equity | | | | | | | | Valuation, translation adjustments and others | | | Total net assets | |
|---|----------------------|----------------------------|-----------------------|-----------------------|-------------------|---------------------------------|-------------------------|----------------|---|---------------------------------------|---|------------------|---|
| | Common stock | Capital surplus | | | Retained earnings | | | Treasury stock | Total shareholders' equity | Unrealized holding gain on securities | Unrealized gain (loss) from hedge instruments | | Total valuation, translation adjustments and others |
| | | Additional paid-in capital | Other capital surplus | Total capital surplus | Legal reserve | Other retained earnings (*Note) | Total retained earnings | | | | | | |
| Beginning balance | 79,863 | 4,274 | — | 4,274 | 16,119 | 284,825 | 300,944 | (32,668) | 352,415 | 8,803 | (613) | 8,190 | 360,605 |
| Changes in fiscal year ended March 31, 2026 | | | | | | | | | | | | | |
| Dividends from retained earnings | | | | | | (43,254) | (43,254) | | (43,254) | | | | (43,254) |
| Net income | | | | | | 142,812 | 142,812 | | 142,812 | | | | 142,812 |
| Purchase of treasury stock | | | | | | | | (130,009) | (130,009) | | | | (130,009) |
| Disposal of treasury stock | | | (0) | (0) | | | | 39 | 39 | | | | 39 |
| Retirement of treasury stock | | | (95,300) | (95,300) | | | | 95,300 | — | | | | — |
| Transfer of negative amount of other capital surplus | | | 95,300 | 95,300 | | (95,300) | (95,300) | | — | | | | — |
| Net changes in items other than those in shareholders' equity | | | | | | | | | | 1,615 | 91 | 1,706 | 1,706 |
| Total changes in fiscal year ended March 31, 2026 | — | — | — | — | — | 4,257 | 4,257 | (34,669) | (30,412) | 1,615 | 91 | 1,706 | (28,705) |
| Ending balance | 79,863 | 4,274 | — | 4,274 | 16,119 | 289,082 | 305,201 | (67,337) | 322,002 | 10,419 | (522) | 9,896 | 331,899 |

Note: Details of other retained earnings:

(Millions of yen)

| | Reserve for advanced depreciation of fixed assets | Retained earnings brought forward | Total |
|--|---|-----------------------------------|----------|
| Beginning balance | 4,396 | 280,428 | 284,825 |
| Changes in fiscal year ended March 31, 2026 | | | |
| Dividends from retained earnings | | (43,254) | (43,254) |
| Reversal of other retained earnings | (181) | 181 | — |
| Net income | | 142,812 | 142,812 |
| Transfer of negative amount of other capital surplus | | (95,300) | (95,300) |
| Total changes in fiscal year ended March 31, 2026 | (181) | 4,438 | 4,257 |
| Ending balance | 4,215 | 284,866 | 289,082 |

Notes to the Non-Consolidated Financial Statements

Significant accounting policies

1. Valuation standards and methods for securities

- (1) Stocks of subsidiaries and affiliated companies are stated at cost determined by the moving-average method.
- (2) Other securities for which market price is available are stated at market price at the fiscal year end and the changes in market price, net of applicable income taxes, are directly charged or credited to net assets. The cost of such securities sold is determined by the moving-average method. Other securities for which market price is not available are stated at cost determined by the moving-average method.

2. Derivative instruments

Derivative instruments are carried out at fair value. However, special treatment is applied with respect to interest rate swaps, in cases where criteria for special treatment are met. If interest rate and currency swap contracts are used as a hedge and meet certain hedging criteria, the interest rate and currency swap contracts are not stated at fair value, and instead the amount to be received under the interest rate and currency swap contracts is added to or deducted from the interest on the liabilities for which the swap contracts are executed, and the liabilities denominated in foreign currencies, for which the interest rate and currency swap contracts are executed, are translated at the contracted rate (integral accounting).

3. Inventories

Inventories are stated at cost determined by the average method (in cases where the profitability has declined, the book value is reduced accordingly).

4. Depreciation method of fixed assets

- (1) Tangible fixed assets (excluding leased assets)
The depreciation of tangible fixed assets is computed by the straight-line method. The range of useful life is 7 to 50 years for buildings and 4 to 15 years for machinery and equipment.
- (2) Intangible fixed assets (excluding leased assets)
The amortization of intangible fixed assets is computed by the straight-line method. Software is amortized by the straight-line method over the estimated internal useful life (5 years). Trademarks are in principle amortized by the straight-line method over the period of its validity (20 years).
- (3) Leased assets
The straight-line method is applied with the useful life of the asset being the lease period and the residual value being zero.

5. Reserves

- (1) Allowance for doubtful accounts:
Allowance for doubtful accounts is recorded for possible bad debts at the amount estimated based on historical bad debts experience for general receivables and by reference to the individual collectability of specific doubtful receivables.
- (2) Accrued bonuses for directors and corporate executive officers
In preparation for the payment of bonuses to directors and corporate executive officers, the Company has provided an allowance for expected payment for services during the fiscal year.
- (3) Provision for shareholder benefit program
In preparation for payment relating to the shareholder benefit program, a provision for the shareholder benefit program has been recorded for the amount estimated based on past results, which shall be paid during and after the following fiscal year.
- (4) Accrued retirement benefits for employees
Accrued retirement benefits for employees are provided based on the projected benefit obligations and fair value of pension plan assets at the end of the fiscal year in order to prepare for payment of retirement benefits.

Prior service cost is amortized by the straight-line method over a period within the average remaining service years of employees (10 years) at the time of recognition.

Actuarial gain or loss is amortized by the straight-line method over a period within the average remaining service years of employees (10 years) at the time of recognition, from the respective fiscal year following the fiscal year of recognition.

- (5) Provision for share-based compensation
In preparation for delivery of the Company's shares to directors and others as part of the Company's share-based compensation program, the Company has recorded an allowance for the expected amount of obligations at the end of the fiscal year in accordance with internal rules.
- (6) Provision for performance-based bonuses
In preparation for the payment of performance-based bonuses to certain employees, including foreign nationals, the Company has recorded the estimated amount of such payments for the current fiscal year.
- (7) Provision for special incentive for employee stock ownership association
In preparation for the payment of special incentives to members of the employee stock ownership association, the amount accrued was recorded.
- (8) Provision for loss on business of subsidiaries and affiliates
In preparation for losses relating to the business of subsidiaries and affiliates, the Company recognized the provision for the estimated amount of such losses expected, taking into consideration the financial position and other factors of those subsidiaries and affiliates.
- (9) Allowance for environmental measures
In preparation for payment for environmental measures, an allowance for the amount of costs expected to be incurred has been recorded.

6. Standards for revenue recognition

The Company recognizes revenue, excluding interest and dividend income, etc., upon transfer of promised goods or services to customers in amounts that reflect the consideration to which the Company expects to be entitled in exchange for those goods or services based on the following five step approach

- Step 1: Identify the contracts with customers
- Step 2: Identify the performance obligations in each contract
- Step 3: Determine the transaction price
- Step 4: Allocate the transaction price to the performance obligations in the contract
- Step 5: Recognize revenue when (or as) the entity satisfies a performance obligation

The Company derives revenues primarily from the sale of seasonings, food products, and amino acids for medical and food use. Under the sales contracts for these products, the Company recognizes revenue upon delivery of goods that satisfy performance obligations.

7. Translation of assets and liabilities denominated in foreign currencies into yen

Monetary receivables and payables denominated in foreign currencies are translated into yen at the rate of foreign exchange in effect at the balance sheet date. The resulting exchange gain or loss is recognized in profit or loss.

8. Hedge accounting

- (1) Hedge accounting policy
The Company adopts deferred hedge accounting.
Derivative instruments are carried out at fair value. However, special treatment is, in principle, applied with respect to interest rate swaps, in cases where criteria for special treatment are met. If interest rate and currency swap contracts are used as a hedge and meet certain hedging criteria, the interest rate and currency swap contracts are not stated at fair value, and instead the amount to be received under the interest rate and currency swap contracts is added to or deducted from the interest on the liabilities for which the swap contracts are executed, and the liabilities denominated in foreign currencies, for which the interest rate and currency swap contracts are executed, are translated at the

contracted rate (integral accounting).

(2) Hedging instruments and hedged items

| <u>Hedging instruments</u> | <u>Hedged items</u> |
|----------------------------------|--|
| Interest rate swaps | Interest on corporate bonds and borrowings |
| Interest rate and currency swaps | Foreign currency borrowings, interest paid on borrowings |

(3) Hedging policy

The Company hedges foreign exchange rate risk and interest rate risk for certain transactions that are significant and that can be recognized individually, based on internal rules for derivative transactions.

(4) Assessment of hedge effectiveness

An assessment of hedge effectiveness is not undertaken for forward exchange contracts, as the conditions pertaining to the hedging instruments and the hedged items are equivalent. Interest rate swaps for which special treatment is applied, or interest rate and currency swaps for which integral treatment is applied, evaluation of effectiveness is not conducted.

9. Accounting for retirement benefits

Accounting methods for unrecognized actuarial gains and losses and unrecognized prior service costs related to retirement benefits differ from those applied in the consolidated financial statements.

Changes in presentation method

(Notes to statement of income)

“Gain on sale of fixed assets” (¥857 million in the previous fiscal year), which was included in “Others” under “Extraordinary gains”, is now presented as a separate line item from the current fiscal year because its materiality has increased.

Notes to accounting estimates

Accounting estimates are reasonable estimates based on information available at the time of preparation of the consolidated financial statements. Of the amounts recorded in the consolidated financial statements for the current fiscal year that are based on accounting estimates, the following items have the risk of having a material impact on the financial statements for the following fiscal year.

1. Valuation of shares in subsidiaries and affiliates

(1) Amounts recorded in the financial statements of the current fiscal year

| | |
|--|------------------|
| Shares in subsidiaries and affiliates with no market price | ¥575,866 million |
|--|------------------|

(2) Other information relevant to the use of accounting estimates in the financial statements

If the substantive value of shares in subsidiaries and affiliates declines significantly due to deterioration in their financial position, a write-down is recognized unless the possibility of recovery is supported by sufficient evidence. The substantive value is calculated based on the net asset values obtained from subsidiaries and affiliates, also considering differences from the market price of assets, etc.

The calculation of actual value and the determination of recoverability are mainly influenced by management's judgment regarding the rationality of the business plan of the applicable companies, which involves future uncertainties that may impact the financial position and financial performance of the following fiscal year.

Notes to Balance Sheet

Monetary receivables and payables to subsidiaries and affiliated companies

| | |
|---------------------------------|------------------|
| Short-term monetary receivables | ¥110,114 million |
| Long-term monetary receivables | ¥421 million |
| Short-term monetary payables | ¥189,192million |
| Long-term monetary payables | ¥2,441 million |

Notes to Statement of Income

1. Transactions with subsidiaries and affiliated companies

| | |
|---|------------------|
| Transaction amount with respect to operating transactions | |
| Sales | ¥67,612 million |
| Purchasing | ¥96,809 million |
| Supply of raw ingredients | ¥71,428 million |
| Other Operating transactions | ¥33,072 million |
| | |
| Transaction amount with respect to non-operating transactions | ¥154,834 million |

2. Gain on sale of fixed assets

In connection with the sale of a portion of the Company's fixed assets (the land and building of the head office), we recorded a gain on sale of fixed assets of ¥38,120 million.

Notes to Statements of Changes in Net Assets

Types and total number of treasury stock at the end of the fiscal year:

| | |
|---|-------------------|
| Type of treasury stock: | Common stock |
| Total number of treasury stock at the end of the fiscal year: | 19,290,839 shares |

Notes on Securities

Stocks of subsidiaries and affiliated companies

(Millions of yen)

| Category | Book value | Fair value | Variance |
|-------------------------------|------------|------------|----------|
| Stock of subsidiaries | 1,420 | 14,910 | 13,490 |
| Stock of affiliated companies | 8,239 | 18,270 | 10,031 |
| Total | 9,659 | 33,181 | 23,522 |

Note: Carrying amount of securities, etc. with no market price not included in the above

(Millions of yen)

| Category | Book value |
|-------------------------------|------------|
| Stock of subsidiaries | 488,422 |
| Stock of affiliated companies | 77,784 |

Notes on Deferred Tax Accounting

1. The significant components of deferred tax assets and liabilities as of March 31, 2026 were as follows:

| | (Millions of yen) |
|--|-------------------|
| Deferred tax assets: | |
| Loss on valuation of shares of subsidiaries and affiliates | 24,972 |
| Tax losses carried forward | 7,602 |
| Accrued bonuses | 2,969 |
| Period expense | 1,926 |
| Impairment losses | 1,452 |
| Loss on valuation of investment securities | 1,301 |
| Foreign tax credit carried forward | 1,175 |
| Depreciable assets, etc. | 385 |
| Allowance for doubtful accounts | 277 |
| Loss from inventory revaluation | 224 |
| Accrued business taxes, etc. | 121 |
| Others | 2,019 |
| Gross deferred tax assets | 44,428 |
| Valuation allowance for loss carried forward | (7,602) |
| Valuation allowance for deductible temporary differences, etc. | (29,432) |
| Gross valuation allowance | (37,034) |
| Total deferred tax assets | 7,394 |
| Deferred tax liabilities: | |
| Reserve for advanced depreciation of fixed assets | (2,697) |
| Pre-paid pension expense | (9,952) |
| Unrealized holding gain on securities | (4,786) |
| Others | (132) |
| Total deferred tax liabilities | (17,568) |
| Net deferred tax liabilities | (10,173) |

2. Accounting for corporate and local income taxes or tax effect accounting related to these taxes

The Company has adopted a group tax sharing system. Accounting treatment and disclosure of tax effect accounting related to corporate income taxes and local corporate income taxes are in accordance with the "Practical Solution on the Accounting and Disclosure Under the Group Tax Sharing System" (ASBJ PITF No. 42, August 12, 2021).

Notes regarding Related Party Transactions

Subsidiaries, affiliated companies, etc.

| Attribution | Name of Company, etc. | Percentage of voting rights held | Relationship with related party | Details of transaction | Transaction amount (millions of yen) | Item | Year-end balance (millions of yen) |
|-------------|--|----------------------------------|---|--|--------------------------------------|-----------------------------|------------------------------------|
| Subsidiary | Ajinomoto Food Manufacturing Co., Ltd. | 100% (directly) | Purchase and sale of said company's products by the Company; joint purchase and provision of raw materials to said company; concurrent holding of corporate officer positions | Purchase of products, etc. ¹ | 105,344 | Accounts payable | 9,392 |
| | | | | Fee-based supply of raw materials, etc. ² | 61,866 | Receivables | 12,980 |
| | Ajinomoto Frozen Foods Co., Inc. | 100% (directly) | Purchase and sale of said company's products by the Company; joint purchase and provision of raw materials to said company; concurrent holding of corporate officer positions | Purchase of products, etc. ⁴ | 786 | Accounts payable | 16,452 |
| | Ajinomoto Engineering Corporation | 100% (directly) | Subcontracting of operations to said company by the Company | Purchase of tangible fixed assets, etc. ⁵ | 13,149 | Other payables | 9,253 |
| | Ajinomoto Fine-Techno Co., Inc. | 100% (directly) | Purchase of said company's products by the Company; subcontracting of said company's operations by the Company | Borrowing of funds ³ | - | Short-term borrowings | 26,686 |
| | Ajinomoto AGF, Inc. | 100% (directly) | Purchase and sale of said company's products by the Company; joint purchase and provision of raw materials to said company; concurrent holding of corporate officer positions | Purchase of products, etc. ⁴ | 1,595 | Accounts payable | 24,232 |
| | | | | Fee-based supply of raw materials, etc. ² | 56,912 | Receivables | 17,393 |
| | Ajinomoto Co., (Thailand) Ltd. | 99.81% (directly and indirectly) | Purchase and sale of said company's products by the Company; purchase and sale of the Company's products by said company; concurrent holding of corporate officer positions | Borrowing of funds ⁶ | 25,000 | Short-term borrowings | 25,000 |
| | | | | Repayment of funds ⁶ | 52,750 | | |
| | Ajinomoto North America Inc. | 100% (directly) | Concurrent holding of corporate officer positions | Underwriting of capital increase ⁶ | 92,934 | Short-term borrowings | 47,964 |
| | | | | Repayment of funds ⁶ | 75,159 | | |
| | Ajinomoto Foods Europe S.A.S. | 100% (directly and indirectly) | Purchase and sale of the Company's products by said company; concurrent holding of corporate officer positions | Lending of funds ⁷ | 26,841 | Short-term loans receivable | 14,183 |
| | | | | Repayment of funds ⁷ | 25,241 | | |

(Transaction conditions, policy for deciding said conditions and others)

1. The purchase price of the products is determined by contract with consideration given to the manufacturing cost of Ajinomoto Food Manufacturing Co., Ltd. and the sales price to third parties.
2. For the fee-based supply of raw materials, the price is determined by reference to contract, with consideration given to market prices.

3. As the Company has a cash management system to facilitate unified cash management within the Ajinomoto Group and borrowing and lending between participating companies is conducted on a daily basis, transaction amounts are not disclosed. Interest rates are decided in consideration of market rates.
4. The Company is the sole agent and the price is determined by reference to contract, with the final selling price serving as the basis. These sole agent sales are recorded by netting sales and cost of goods sold, and therefore the disclosed amount is commission.
5. With respect to the purchase of tangible fixed assets, the price is determined by reference to contract, with consideration given to the purchase price of Ajinomoto Engineering Corporation and market prices.
6. With respect to borrowing of funds, interest rates are determined in consideration of market interest rates.
7. Interest rates are decided in consideration of market rates. As the Company has a cash management system to facilitate unified cash management within the Ajinomoto Group and borrowing and lending between participating companies is conducted on a daily basis, transaction amounts are not disclosed.

Notes regarding Revenue Recognition

Information on the basis for understanding revenue has been omitted because the same information is presented in the Notes to Consolidated Financial Statements, except for businesses for which the Company acts as an agent.

Notes regarding Per Share Information

| | |
|-------------------------------|---------|
| Net assets per share: | ¥346.29 |
| Net income per share: | ¥146.72 |
| Diluted net income per share: | ¥146.71 |

Notes on Significant Subsequent Events

No applicable items.

Additional Information

(Share-based Compensation of Executive Officers Based on the Company's Medium-term Earnings Performance)

1. Overview of transactions

The Company has introduced a share-based compensation for executive officers based on the Company's medium-term earnings performance (the "System"), for the purpose of boosting the motivation of Directors (excluding Internal Directors who are Members of the Audit Committee and Outside Directors) and Executive Officers (including those who concurrently serve as Directors) (excluding non-residents of Japan) to contribute towards the improvement of the Ajinomoto Group's medium- and long-term business performance and enhancement of its corporate value.

The System is a performance-linked compensation plan under which Company shares and cash in the amount equivalent to the conversion value of Company shares are paid after the end of the three fiscal years beginning on April 1, 2023, based on an evaluation using predetermined evaluation indicators.

2. Company shares held by the Trust

Shares held by the Trust are recorded as treasury stock under net assets, based on the Trust's book value (excluding expenses). At the end of the current fiscal year, the book value and total number of such treasury stock was ¥1,638 million and 792,000 shares respectively.

Audit Report
Copy of Report of Accounting Auditor Regarding Consolidated Financial Statements

Independent Auditor's Report

May 11, 2026

Mr. Shigeo Nakamura,
Representative Executive Officer & President
Ajinomoto Co., Inc.

KPMG AZSA LLC
Tokyo Office, Japan

Designated Limited Liability and Engagement Partner, Certified Public Accountant: Hiroataka Tanaka (seal)
Designated Limited Liability and Engagement Partner, Certified Public Accountant: Hiroto Kawase (seal)
Designated Limited Liability and Engagement Partner, Certified Public Accountant: Junichi Nezu (seal)

Opinion

We have audited the consolidated financial statements, which comprise the consolidated statement of financial position, the consolidated statement of income, the consolidated statement of changes in equity and the notes to the consolidated financial statements of Ajinomoto Co., Inc. ("the Company") and its consolidated subsidiaries (collectively referred to as "the Group"), as at March 31, 2026 and for the year from April 1, 2025 to March 31, 2026 in accordance with Article 444-4 of the Companies Act.

In our opinion, the above consolidated financial statements, prepared in accordance with International Financial Reporting Standards (IFRS) with certain omissions of disclosure items pursuant to the latter part of Paragraph 1, Article 120 of the Rules of Corporate Accounting, are based on Ajinomoto Co., Inc. and its consolidated subsidiaries, and we acknowledge that the status of assets and profits and losses for the period pertaining to the consolidated financial statements are fairly presented in all material respects.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated Financial Statements* section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements of public interest entities in Japan, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

The other information comprises the business report and its supplementary schedules. Management is responsible for the preparation and presentation of the other information. The audit committee is responsible for overseeing the directors' performance of their duties with regard to the design, implementation and maintenance of the reporting process for the other information.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Responsibilities of Management and the Audit Committee for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with International Financial Reporting Standards (IFRS) with certain omissions of disclosure items pursuant to the latter part of Paragraph 1, Article 120 of the Rules of Corporate Accounting. This includes the establishment and operation of an internal control system that Company management has decided is necessary to ensure that consolidated financial statements are prepared without any material misstatements due to fraud or error and are presented fairly.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so, disclosing, as applicable, matters related to going concern in accordance with International Financial Reporting Standards (IFRS) with certain omissions of disclosure items pursuant to the latter part of Paragraph 1, Article 120 of the Rules

of Corporate Accounting.

The audit committee is responsible for overseeing the directors' performance of their duties with regard to the design, implementation and maintenance of the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of our audit in accordance with auditing standards generally accepted in Japan, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, while the objective of the audit is not to express an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate whether the presentation and disclosures in the consolidated financial statements are in accordance with International Financial Reporting Standards (IFRS) with certain omissions of disclosure items pursuant to the latter part of Paragraph 1, Article 120 of the Rules of Corporate Accounting, the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for the purpose of the group audit. We remain solely responsible for our audit opinion.

We communicate with the audit committee regarding, among other matters, the planned scope and timing of the audit, significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the audit committee with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

Interest required to be disclosed by the Certified Public Accountants Act of Japan

Our firm and its designated engagement partners do not have any interest in the Company and its subsidiaries which is required to be disclosed pursuant to the provisions of the Certified Public Accountants Act of Japan.

End

Notes to the Reader of Independent Auditor's Report:

The Independent Auditor's Report herein is the English translation of the Independent Auditor's Report as required by the Companies Act for the conveniences of the reader.

Copy of Report of Accounting Auditor Regarding Non-Consolidated Financial Statements

Independent Auditor's Report

May 11, 2026

Mr. Shigeo Nakamura,
Representative Executive Officer & President
Ajinomoto Co., Inc.

KPMG AZSA LLC
Tokyo Office, Japan

Designated Limited Liability and Engagement Partner, Certified Public Accountant: Hirotaka Tanaka (seal)
Designated Limited Liability and Engagement Partner, Certified Public Accountant: Hiroto Kawase (seal)
Designated Limited Liability and Engagement Partner, Certified Public Accountant: Junichi Nezu (seal)

Opinion

We have audited the financial statements, which comprise the non-consolidated balance sheet, the non-consolidated statement of income, the non-consolidated statement of changes in net assets and the notes to the non-consolidated financial statements, and the accompanying supplemental schedules of non-consolidated financial statements (“the financial statements and the accompanying supplementary schedules”) of Ajinomoto Co., Inc. (“the Company”) as at March 31, 2026 and for the 148th fiscal year beginning April 1, 2025 and ending March 31, 2026 in accordance with Article 436-2-1 of the Companies Act. In our opinion, the financial statements and the accompanying supplementary schedules referred to above present fairly, in all material respects, the financial position and the results of operations of the Company for the period, for which the financial statements and the accompanying supplementary schedules were prepared, in accordance with accounting principles generally accepted in Japan.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements and the Accompanying Supplementary Schedules* section of our report. We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the financial statements of public interest entities in Japan, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

The other information comprises the business report and its supplementary schedules. Management is responsible for the preparation and presentation of the other information. The audit committee is responsible for overseeing the directors' performance of their duties with regard to the design, implementation and maintenance of the reporting process for the other information.

Our opinion on the financial statements and the accompanying supplementary schedules does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements and the accompanying supplementary schedules, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the accompanying supplementary schedules or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Responsibilities of Management and the Audit Committee for the Financial Statements and the Accompanying Supplementary Schedules

Management is responsible for the preparation and fair presentation of the financial statements and the accompanying supplementary schedules in accordance with accounting principles generally accepted in Japan, and for such internal control as management determines is necessary to enable the preparation of financial statements and the accompanying supplementary schedules that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements and the accompanying supplementary schedules, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern in accordance with accounting principles generally accepted in Japan.

The audit committee is responsible for overseeing the directors' performance of their duties with regard to the design, implementation and maintenance of the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements and the Accompanying Supplementary Schedules

Our objectives are to obtain reasonable assurance about whether the financial statements and the accompanying supplementary schedules as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements and the accompanying supplementary schedules.

As part of our audit in accordance with auditing standards generally accepted in Japan, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements and the accompanying supplementary schedules, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, while the objective of the audit is not to express an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements and the accompanying supplementary schedules or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate whether the presentation and disclosures in the financial statements and the accompanying supplementary schedules are in accordance with accounting standards generally accepted in Japan, the overall presentation, structure and content of the financial statements and the accompanying supplementary schedules, including the disclosures, and whether the financial statements and the accompanying supplementary schedules represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the audit committee regarding, among other matters, the planned scope and timing of the audit, significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the audit committee with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

Interest required to be disclosed by the Certified Public Accountants Act of Japan

Our firm and its designated engagement partners do not have any interest in the Company which is required to be disclosed pursuant to the provisions of the Certified Public Accountants Act of Japan.

End

Notes to the Reader of Independent Auditor's Report:

This is an English translation of the Independent Auditor's Report as required by the Companies Act of Japan for the conveniences of the reader.

Copy of the Audit Committee Audit Report

Audit Report

The Audit Committee has audited the performance of duties by the Directors and Executive Officers for the 148th fiscal year beginning April 1, 2025 and ending March 31, 2026. The methods and results are reported as follows.

1. Overview of Auditing Methods

The Audit Committee periodically received reports from Directors, Executive Officers, employees, and others concerning the structure and operation of the details of resolutions of the Board of Directors concerning the matters listed in Article 416, Paragraph 1, Item 1 (b) and (e) of the Companies Act, and the systems (internal control systems) put in place based on those resolutions. The Audit Committee asked for clarification as needed, expressed its opinions, and conducted audits using the following methods.

- 1) At its meeting on July 23, 2025, the Audit Committee passed resolutions on the auditing policies, auditing plans, and division assignment of duties of each Member of the Audit Committee. In accordance with these resolutions and in collaboration with the Company's internal control divisions, Members of the Audit Committee attended important meetings, including those online, and received reports from Directors, Executive Officers, employees and others on matters related to the performance of duties. Members of the Audit Committee asked for clarification as needed, inspected important written approvals, etc., and investigated the operations and finances of headquarters and other major offices and plants. Regarding subsidiaries, the Members of the Audit Committee communicated and exchanged information with the Directors, Audit & Supervisory Board Members, and others of such, received business reports and investigated the operations and finances of the subsidiaries as deemed necessary.
- 2) Members of the Audit Committee received written reports from the Internal Auditing Division of the audit results after each audit and monthly reports, and every three months received and exchanged opinions on reports on the audit results and evaluation reports on internal control systems relating to financial reports.
- 3) Members of the Audit Committee received explanations of auditing plans in advance from the Accounting Auditor, and, in addition to carrying out discussions, received reports of the audit results. Furthermore, in addition to monitoring and examining whether the Accounting Auditor maintained an independent stance, as well as implementing fair audits, Members of the Audit Committee received reports from the Accounting Auditor to the effect that systems had been put in place to ensure that their duties are appropriately performed. Members of the Audit Committee discussed major audit considerations with KPMG AZSA LLC, received a report on the implementation of the audit, and requested explanations as necessary.

Based on the aforementioned methods, we examined the Business Report and the supplementary schedules for the fiscal year in question, along with the financial statements (the Balance Sheet, the Statement of Income, the Statements of Changes in Net Assets along with the Notes to the Non-Consolidated Financial Statements) and the supplementary schedules, the consolidated financial statements (the Consolidated Statements of Financial Position, the Consolidated Statements of Income, the Consolidated Statements of Changes in Equity and the Notes to the Consolidated Financial Statements).

2. Audit Results

(1) Result of Audit of Business Report, etc.

- 1) In our opinion, the Business Report and the supplementary schedules fairly represent the Company's affairs in accordance with the applicable laws and regulations and the Articles of Incorporation.
- 2) With regard to the execution of duties by the Directors and Executive Officers, we have found no evidence of wrongful action or material violation of laws and regulations, or of the Articles of Incorporation.
- 3) In our opinion, the contents of the resolution of the Board of Directors with regard to the internal control systems are appropriate. We confirm that continuous improvements are being made with respect to the development and operation of the internal control systems. With regard to details of these internal control systems reported in the Business Report we have found no matters on which to remark.

(2) Auditing result of the financial statements and the supplementary schedules

In our opinion, the methods and results employed and rendered by the Accounting Auditor, KPMG AZSA LLC, are appropriate.

(3) Auditing result of the consolidated financial statements

In our opinion, the methods and results employed and rendered by the Accounting Auditor, KPMG AZSA LLC, are appropriate.

May 12, 2026

Audit Committee of Ajinomoto Co., Inc.
Mami Indo, Chair of the Audit Committee (Outside Director) (seal)
Yoko Hatta, Member of the Audit Committee (Outside Director) (seal)
Joji Nakayama, Member of the Audit Committee (Outside Director) (seal)
Yukako Wagatsuma, Member of the Audit Committee (Outside Director) (seal)
Takumi Matsuzawa, Member of the Audit Committee (Standing) (seal)

End