

Japanese GAAP	FY2014	FY2015
For the year:		
Net sales		
Cost of sales	△	△
Gross profit		
Selling, general and administrative expenses	△	△
Operating income		
Non-operating income (expenses), Extraordinary gains (losses)		
Net income before taxes		
Profit attributable to owners of parent		
Capital expenditures		
Depreciation and amortization		
At year-end:		
Total assets		
Shareholders' equity		
Interest-bearing debt (net)		
Per share (Yen):		
Earnings (EPS)	=	=
Book value (BPS)		
Dividends		
Liquidity ratios:		
Debt-equity ratio <sup>1</sup>		
Interest coverage ratio (Times)		
Investment indicators:		
Price/earnings ratio (PER) (Times)		
Price/book value ratio (PBR) (Times)		
Profitability indicators:		
Return on assets (ROA) (%) <sup>2</sup>		
Return on equity (ROE) (%) <sup>3</sup>		



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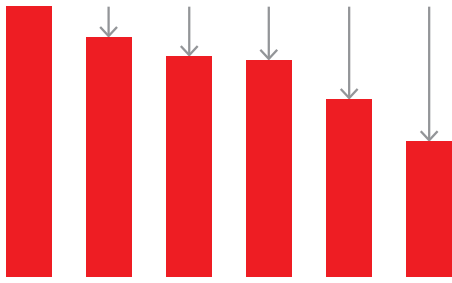
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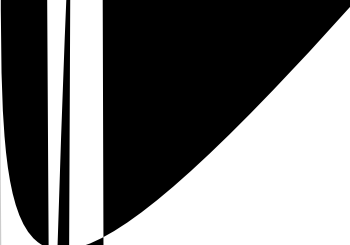
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"AminoScience"	<p>A collective term for the various materials, functions, technologies, and services derived from research and implementation processes with a rigorous focus on unlocking the power of amino acids.</p> <p>It also refers to the Ajinomoto Group's unique scientific approach to connect these to resolve social issues and contribute to well-being.</p>
ASV	<p>The Ajinomoto Group Creating Shared Value (ASV) represents our unchanging commitment: With our stakeholders and businesses, we help resolve society's issues, leading to the creation of economic value.</p>
CAGR	<p>An abbreviation for compound annual growth rate.</p>
CCC	<p>An abbreviation for cash conversion cycle, a financial indicator that expresses the number of days required to recover trade receivables after payment of trade payables.</p> <p>It is calculated as the number of days for turnover of trade receivables + the number of days' sales in inventories - the number of days for turnover of trade payables.</p> <p>Shortening CCC enhances the ability to generate cash, which can be directed toward future investments and shareholder returns.</p>
CDMO	<p>An abbreviation for contract development and manufacturing organization, a party that develops and manufactures drugs under contract. A CDMO provides comprehensive services for manufacturing and development, such as contract drug manufacturing for pharmaceutical companies and optimization of manufacturing conditions during the development stage.</p> <p>A CDMO's scope of business is broader than that of a drug contract manufacturing organization (CMO) in that it can also take part in the development of investigational new drugs, such as the formulation process.</p>
Deliciousness Technology	<p>Technology that refines the analytical and control technologies for aroma, taste, and texture that are strengths of the Ajinomoto Group, achieving overwhelming deliciousness through the combination of these, and creating extra value for customers such as health, sustainability, and smart cooking.</p>
LEAP approach	<p>An integrated approach developed by TNFD to assess nature-related issues including interfaces with nature, dependencies on nature, impacts, risks, and opportunities.</p>
Materiality	

<p><b>Number of days' sales in inventory</b> (days inventory outstanding, DIO)</p>	<p>A value that expresses the number of days required for turnover of the inventory in question, i.e., the time taken to sell a product after stocking it. It is calculated as <math>((\text{value of inventory at the beginning of the period} + \text{value of inventory at the end of the period}) \div 2) \div \text{cost of sales (annual)} \times 365</math> (number of days). Shortening of DIO relates directly to shortening of CCC and increases ability to generate cash.</p>
<p><b>OE</b></p>	<p>An abbreviation for operational excellence, a state by which a business' operational advantages are maintained through efforts to enhance the efficiency of operations.</p>
<p><b>Outcomes</b></p>	<p>Values that the Ajinomoto Group creates for society over a medium-term time frame.</p>
<p><b>Positive impact</b></p>	<p>Positive value that the Ajinomoto Group creates for society over a long-term time frame.</p>
<p><b>Rolling forecast</b></p>	<p>A forecasting method by which future performance forecasts are continuously updated based on recent results, the external environment, and business plans. It is used to quickly and accurately draft and execute action plans for achieving short-term targets (performance forecasts) and medium- to long-term targets (ASV indicators).</p>
<p><b>SKU</b></p>	<p>An abbreviation for stock keeping unit, the minimum unit of inventory management. As an example, under the same brand and same variety, "Cook Do® Twice-Cooked Pork" and "Cook Do® Twice-Cooked Pork, 2 Servings" make up two SKUs.</p>
<p><b>TDC</b></p>	<p>An abbreviation for total delivered cost, the total cost of delivering products to their destination, calculated as the sum of costs of sales and logistics costs.</p>
<p><b>TNFD</b></p>	<p>The Taskforce on Nature-related Financial Disclosures. An international organization launched in June 2021 to construct a framework for private companies and financial institutions to properly assess and disclose risks and opportunities related to natural capital and biodiversity.</p>
<p><b>WACC</b></p>	<p>An abbreviation for weighted average cost of capital. Return on invested capital (ROIC), which expresses the earning power of a company, in excess of WACC leads to growth in corporate value.</p>
<p><b>Well-being</b></p>	<p>A healthy and happy state.</p>

Alphabetical order





