

Message from the President

Eat Well, Live Well



Masatoshi Ito

President and CEO,
Ajinomoto Co., Inc.

Working for Life: Our aspirations for the next 100 years

—Creating new value with pioneering spirit—

The Ajinomoto Group celebrated the 100th anniversary of its foundation in 2009. Our history dates back to the discovery of a new taste called “umami”—now recognized as one of the five tastes—by Dr. Kikunae Ikeda. Dr. Ikeda was committed to improving the diet of Japanese people by making food taste better. He discovered that umami, the component of the taste, is glutamate, a member of the amino acid family. Subsequently, thanks to the efforts of Saburotsuke Suzuki II, founder of Ajinomoto Co., Inc., umami seasoning *AJI-NO-MOTO*® was popularized as a product that helped improve the Japanese diet as it was at that time. Since then, the Ajinomoto Group has expanded its business into the fields of food, amino acids, pharmaceuticals, and healthcare, delivering its products and services to a global customer base.

Food is essential to nurture and maintain life and amino acids represent an essential element of food as well as being the building blocks of all life on Earth. The Ajinomoto Group is thus actively engaged in the promotion and sustenance of life itself. Based on the recognition of the enormous importance of our role, in 2009, we established our new Ajinomoto Group Philosophy to take us into the next 100 years.

**We create better lives globally by
contributing to significant advances in
Food and Health and by working for Life.**

Based on our common values, which can be summed up by phrases “Create New Value” and “Pioneer Spirit,” we continue to provide new products and services that improve the quality of life of people all over the world. Our values have been passed down from generation to generation within our company since we first launched umami seasoning *AJI-NO-MOTO*® on the market at the time of the company’s establishment. We will continue to work to support all life on Earth, not just people, but also all the ecosystems that support and sustain human life.

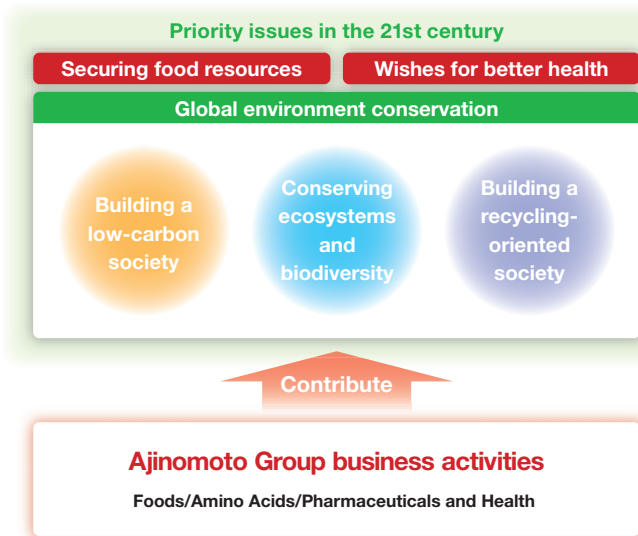
Contributing to the solution of fundamental problems facing humankind in the 21st century

—For food, health, and the global environment—

Our social structures have been steadily improving with the times.

For vibrant lives

Seek better solutions through the Group's businesses



In the course of this improvement, however, land has been excessively developed to boost food production and CO₂ emissions have increased with the surge of our use of fossil fuel. As a result, there is a growing threat to the global environment that supports us, including a loss of biodiversity and an increase in global warming.

We believe that the Ajinomoto Group, through its business activities, can contribute to solving three basic problems facing humankind in the 21st century. They are: (1) securing food supply; (2) meeting the desire for good health; and (3) conserving the global environment. To protect the global environment, a hugely significant issue, we believe that it is vital to conserve ecosystems and biodiversity, and create a low-carbon and recycling-oriented society.

Going a step further to tackle the critical issues

—Taking initiatives throughout the business life cycle—

The Ajinomoto Group is going a step further to deal with critical environmental issues. We have long been committed to minimizing the environmental impacts especially at our manufacturing sites (to achieve “zero emissions”), which are our core business sites. Now we have taken one more step forward by extending environmental measures to include the upstream and downstream areas, cooperating with producers and other players in various fields across the social spectrum to address environmental issues throughout the entire product and business life cycles, including the procurement of raw materials and the manufacture, supply and consumption of products. We are also engaged in related social awareness-raising and system building activities.

—Responding to the three urgent environmental issues—

The international community is reaching a consensus that global CO₂ emissions must be reduced by 50% and those

produced by developed countries by 80% by 2050. As part of its contribution toward achieving a low-carbon society, the Ajinomoto Group will implement measures based on its post zero emissions plan to establish processes that will help the Group fundamentally improve its environmental efficiency. We also aim to contribute to broader-based CO₂ emissions reductions directly in our products. For example, feed-use amino acids, which help suppress the generation of nitrogen oxide, are increasingly expected to contribute to the reduction of greenhouse gas emissions from livestock farming.

In addition, to help build a recycling-oriented society, we will further improve our approaches to make the best possible use of the bounty of nature. In the production of amino acids by fermentation, we are striving to utilize the nutrients produced alongside the amino acids (the main product) not as “by-products” but as value-added “co-products” for the benefit of local farmers. In addition, we have designed our food business, along with our provision of environmental information, to encourage customers to practice eco-living at the dinner table. For instance, if families eat together, eat more seasonal foods and minimize the amount of food wasted, it will lead to the effective use of resources.

We believe that it is important to tackle the fundamental environmental issue of ecosystem and biodiversity conservation by comprehensively implementing a diverse range of environmental initiatives. The degradation of biodiversity is becoming increasingly apparent, and we must think more deeply about what specific actions we can take to curb it. As a first step, we have launched an initiative to learn more about the ecosystem of bonito fish, which represent one of the main raw materials used in our products.

Toward a better society

—Making a concerted effort globally as a group—

The Ajinomoto Group is committed to making the future better for humankind through its business activities. Specifically, using the expertise and knowledge that the Group has accumulated over the past 100 years, all members of the Group, including both senior executives and individual employees, are making concerted efforts toward building a better and more sustainable society, not only for the current generation but also generations to come. For the next century, we intend to conduct our business activities as a corporate group that holds a respected position in society.

The Ajinomoto Group will continue to strive to live up to your expectations for the next 100 years.