



Poul

甘さなし ミルク少なめ

なし ミルク少なめ コンビア・フレンF1

WORLD UMAMI FORUM

# The Overview of the Ajinomoto Group

Fiscal Years 2009 - 2019



## Contents

### I Food Business

1. The Outlines of Food Business	2
2. The Consumer Food Business in Japan	7
(1) The business environment and market trends7	
(2) New product development and marketing activities for the consumer food business8	
(3) New product development for seasonings and packaged foods11	
(4) Development of nutrition business for the elderly utilizing original technology and know-how16	
(5) Reform of sales activities in Japan18	
3. The International Seasoning and Packaged Food Product Business	21
(1) Basic strategy for international food product business21	
(2) Expansion in Southeast Asia and China22	
(3) Expansion in Central and South America27	
(4) Market development in emerging countries29	
4. The Global Frozen Food Business	33
(1) Full-scale expansion into the overseas frozen food market33	
(2) Expansion in North America33	
(3) Expansion in Europe36	
5. The Integrated Food Solution Business	38
(1) Increasing the importance of the BtoBtoC field38	
(2) Developing the business for industrial food manufacturers38	
(3) Developing business for food service and ready-made meal industries43	
(4) Establishment of the S&I Department46	
6. The Sweeteners Business	— 47
7. The Establishment of the Consumer Data Analysis & Business Creation Department	— 49
8. The Trend of Major Group Companies in Japan	51
(1) Ajinomoto Frozen Foods Co., Inc51	
(2) Ajinomoto AGF, Inc57	
(3) J-OIL MILLS, INC61	
(4) YAMAKI Co., Ltd67	
(5) АЛNOMOTO BAKERY CO., LTD68	

#### II AminoScience Business

1. The Outlines of AminoScience Business	70
2. The Animal Nutrition Business	73
(1) Establishment of Ajinomoto Animal Nutrition Group, Inc73	
(2) Building a system for flexible production and cost reduction74	
(3) Patent lawsuit related to animal nutrition75	
3. The Specialty Chemicals Business	77
(1) Chronicle of the specialty chemicals business77	
(2) Ajinomoto Fine-Techno Co., Inc78	
(3) Personal care ingredients business79	
(4) Cosmetics business79	
4. The Amino Acids Business Focusing on Pharmaceutical Peripheral Area	81
5. The Bio-Pharma Services Business	84
6. The Functional Supplemental Food Business	87
7. The Sports Nutrition Food Business	89
(1) Chronicle of the sports nutrition business89	
(2) Sports nutrition product development90	
8. The AminoIndex Business	93
9. The Pharmaceuticals Business	96

### III Corporate Division

1. Rebuilding of Organization	1	00
2. The Initiatives in Each Corporate Function -	1	02