

IV

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1. Financial Trends (Note 1) to (Note 4)

(1) Main consolidated financial indicators

1) Japanese GAAP

	131st Period	132nd Period	133rd Period	134th Period	135th Period	136th Period	137th Period	138th Period	139th Period
	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Sales, operating profit and net income (loss)									
Sales (millions of yen)	1,190,371	1,170,876	1,015,215	972,648	948,705	951,359	1,006,630	1,184,100	1,091,414
Operating profit (millions of yen)	40,827	64,034	69,374	72,584	71,232	61,807	74,519	90,880	85,339
Net income (loss) (millions of yen)	(10,227)	16,646	30,400	41,754	48,373	42,159	46,495	63,427	52,595
Profitability ratios									
Ratio of operating profit to sales (%) *1	3.4	5.5	6.8	7.5	7.5	6.5	7.4	7.7	7.8
Ratio of net income to sales (%) *2	(0.9)	1.4	3.0	4.3	5.1	4.4	4.6	5.4	4.8
Ratio of gross profit to sales (%) *3	30.0	32.9	39.7	38.0	36.7	33.2	34.5	35.0	35.5
Ratio of SGA to sales (%) *4	26.6	27.4	32.9	30.5	29.2	26.7	27.1	27.4	27.6
Total assets, total shareholders' equity and interest-bearing debt									
Total assets (millions of yen)	1,057,786	1,082,238	1,077,418	1,097,057	1,091,741	1,093,165	1,255,090	1,262,113	1,336,931
Total shareholders' equity (millions of yen)	585,234	602,769	608,191	605,349	635,287	594,950	669,576	619,872	623,106
Interest-bearing debt net (millions of yen)	79,832	50,035	(8,410)	(19,873)	(67,187)	10,538	43,299	43,462	148,340
Shareholders' equity ratio (%) *5	55.3	55.7	55.4	55.2	58.2	54.4	53.3	49.1	46.6
Net debt / equity ratio (%) *6	16.6	12.4	4.4	2.9	(3.2)	7.3	12.8	15.9	31.2
Return indicators									
Return on equity (ROE) (%) *7	(1.7)	2.8	5.0	6.9	7.8	7.1	7.4	9.8	8.5
Return on total assets (ROA) (%) *8	(0.9)	1.6	2.8	3.8	4.4	3.9	4.0	5.0	4.0
Per share value indicators									
Net income (loss) per share (yen)	(14.6)	23.9	43.6	61.3	74.4	68.7	78.5	107.9	92.0
Book value per share (BPS) (yen)	838.5	863.7	871.6	894.6	1,004.4	1,002.3	1,131.4	1,066.8	1,094.8
Cash flow per share (CFPS) (yen) *9	60.1	103.9	106.6	131.2	152.5	155.6	159.2	199.5	172.6
Efficiency indicators									
Asset turnover (times) *10	1.10	1.09	0.94	0.89	0.87	0.87	0.86	0.94	0.84
Inventory turnover (times) *11	8.4	8.0	7.2	6.9	6.2	5.9	5.8	6.5	6.3
Number of days of inventory held *12	43.4	45.8	50.7	53.1	59.1	62.0	62.9	56.0	58.3
Liquidity indicators									
Debt / Cash flow ratio (%) *13	349.0	204.4	188.4	147.8	128.7	137.3	187.4	204.4	303.0
Interest coverage ratio (times) *14	10.5	28.6	44.8	42.7	45.0	31.0	50.4	57.1	44.2
Current ratio (%) *15	204.3	213.5	236.5	226.5	229.3	232.8	169.5	267.5	238.0
Investment ratios									
Price / Earnings ratio - PER (times)	-	38.8	19.9	16.9	19.0	21.2	33.5	23.5	23.9
Price / Book value ratio PBR (times)	0.8	1.1	1.0	1.2	1.4	1.5	2.3	2.4	2.0
Price / Cash flow ratio - PCFR (times)	11.6	8.9	8.1	7.9	9.3	9.5	16.6	12.7	12.7
Dividends and payout ratio									
Dividends per share (yen)	16.0	16.0	16.0	16.0	18.0	20.0	24.0	28.0	30.0
Payout ratio (%) *16	-	67.1	36.7	26.1	24.2	29.1	30.6	26.0	32.6
Value indicators									
Free cash flow (millions of yen) *17	(10,788)	42,597	66,833	51,611	103,703	(480)	(31,132)	71,394	(33,724)

Note 1: "Net income" presents figures for "Profit (loss) attributable to owners of the parent company"

Note 2: For the coffee and edible oils business and some other businesses, the gross figures for sales and cost of goods sales were recorded in the accounts but from the year ended March 31, 2014 this method is changed by netting off sales and cost of goods sold and recording the net figure in the accounts. Post-reclassification basis from the year ended March 31, 2012.

Note 3: The following changes in accounting policies were conducted in FY2014. Sales promotion discounts paid to customers to expand sales are deducted from net sales. Figures for FY2011 and subsequent fiscal years have been restated.

Note 4: Numerical values in parentheses refers to a loss or decrease from the previous period.

■ Methods of calculating

*1. Ratio of operating profit to sales = Operating profit / Sales

*2. Ratio of profit = Net income / Sales

*3. Ratio of gross profit to sales = Gross profit / Sales

*4. Ratio of SGA to sales = Selling expenses, General and administrative expenses / Sales

*5. Ratio of Shareholders' equity = Total shareholders' equity / Total assets

*6. Ratio of Net debt / equity = Interest-bearing debt / Shareholder's equity (Net debt is interest-bearing debt - Cash on hand and in banks x 75%)

*7. ROE = Net income / Average shareholders' equity

*8. ROA = Net income / Average total assets

*9. Cash flow per share = (Net income + Depreciation and amortization + Deferred income tax) / Outstanding shares

*10. Asset turnover = Sales / Average total assets

*11. Inventory turnover = Sales / Average inventory

*12. Number of days of inventory held = 365 / Inventory turnover

*13. Debt / Cash flow ratio = Average interest-bearing debt / (Net income + Depreciation and amortization)

*14. Interest coverage ratio = Net cash provided by operating activities / interest paid

*15. Current ratio = Current assets / Current liabilities

*16. Payout ratio = Dividends paid / Net income

*17. Free cash flow = Net cash provided by operating activities - Net cash used in investing activities

2) IFRS Standards

		138th Period	139th Period	140th Period	141st Period	142nd Period
		FY2015	FY2016	FY2017	FY2018	FY2019
Sales, business profit, operating profit and profit attributable to owners of the parent company						
	Sales (millions of yen)	1,149,427	1,091,195	1,114,784	1,114,308	1,100,039
	Business profit (millions of yen) *1	98,144	96,852	95,672	93,237	99,236
	Operating profit (millions of yen)	99,678	83,617	78,706	53,642	48,773
	Profit attributable to owners of the parent company	71,292	53,065	60,124	29,698	18,837
Profitability ratios						
	Ratio of business profit to sales (%) *2	8.5	8.9	8.6	8.4	9.0
	Ratio of operating profit to sales (%)	8.7	7.7	7.1	4.8	4.4
	Ratio of profit attributable to owners of the parent company to sales (%) *3	6.2	4.9	5.4	2.7	1.7
	Ratio of gross profit to sales (%) *4	34.1	35.5	35.4	35.4	36.7
	Ratio of selling expenses, research and development expenses, and general and administrative expenses to sales (%) *5	25.7	26.8	27.2	27.0	27.5
	Return on equity (ROE) *6	11.3	8.7	9.6	4.7	3.3
	Ratio of business profit to total assets (ROA) *7	7.8	7.4	6.9	6.6	7.2
Total assets, Equity attribute to owners of the parent company and Interest-bearing debt net						
	Total assets (millions of yen)	1,273,893	1,350,105	1,426,230	1,393,869	1,353,616
	Equity attributable to owners of the parent company (millions of yen)	609,486	616,315	640,833	610,543	538,975
	Interest-bearing debt net (millions of yen)	64,089	149,980	156,337	183,297	272,031
	Ratio of equity attributable to owners of the parent company (%) *8	47.8	45.6	44.9	43.8	39.8
	Net debt / equity attributable to owners of the parent company ratio (%) *9	18.5	31.4	31.7	36.3	57.0
Per share value indicators						
	Earnings per share (yen)	121.23	92.81	105.76	53.62	34.37
	Book value per share (BPS) (yen)	1,048.96	1,082.90	1,128.44	1,113.93	983.19
	Cash flow per share (CFPS) (yen) *10	172.44	125.93	156.00	107.38	108.85
Efficiency indicators						
	Asset turnover (times) *11	0.91	0.83	0.80	0.80	0.80
	Inventory turnover (times) *12	6.41	6.34	6.32	6.11	6.05
	Number of days of inventory held *13	57.0	57.5	57.80	59.80	60.30
Liquidity indicators						
	Ratio of interest-bearing debt to cash flow (%) *14	207.7	308.5	271.8	273.4	360.2
	Interest coverage ratio (times) *15	58.8	44	43.3	38.1	32.6
Investment ratios						
	Price / Earnings ratio - PER (times)	20.9	23.7	18.0	33.0	58.5
	Price / Book value ratio - PBR (times)	2.4	2.0	1.7	1.6	2.0
	Price / Cash flow ratio - PCFR (times)	14.7	17.4	12.3	16.5	18.5
Dividends and payout ratio						
	Dividends per share (yen)	28.0	30.0	32.0	32.0	32.0
	Payout ratio (%) *16	23.1	32.3	30.0	59.7	93.1
Value indicators						
	Free cash flow (millions of yen) *17	70,565	(33,392)	27,551	50,333	48,205

■ Methods of calculating

- *1. A profit indicator defined by Ajinomoto for administrative purposes; Sales - Cost of sales - Selling expenses, Research and development expenses and General and administrative expenses + Share of profit of associates and joint ventures
- *2. Ratio of business profit to sales = Business profit / Sales
- *3. Ratio of profit attributable to owners of the parent company to sales (%) = Profit attributable to owners of the parent company / Sales
- *4. Ratio of gross profit to sales = Gross profit / Sales
- *5. Ratio of SGA to sales = Selling expenses, Research and development expenses and General and administrative expenses / Sales
- *6. Return on equity (ROE) = Profit attributable to owners of the parent company / Average equity attributable to owners of the parent company
- *7. Ratio of business profit to total assets (ROA) (%) = Business profit / Total assets
- *8. Ratio of equity attributable to owners of the parent company (%) = Equity attributable to owners of the parent company / Total assets
- *9. Net debt / equity attributable to owners of the parent company ratio (%) = Interest-bearing debt / Equity attributable to owners of the parent company (Net debt is interest - bearing debt - Cash and cash equivalents x 75%)
- *10. Cash flow per share JPY (JPY) = (Profit attributable to owners of the parent company + Depreciation and amortization + Income taxes) / Outstanding shares
- *11. Asset turnover = Sales / Average total sales
- *12. Inventory turnover = Sales / Average inventory
- *13. Number of days of inventory held = 365 / inventory turnover
- *14. Debt / cash flow ratio (%) = Average interest-bearing debt / (Profit attributable to owners of the parent company + Depreciation and amortization + Income taxes)
- *15. Interest coverage ratio (times) = Net cash provided by operating activities / Interest paid
- *16. Payout ratio (%) = Dividends paid / Basic earnings per share
- *17. Free cash flow = Net cash provided by operating activities - Net cash used in investing activities

(2) Consolidated statements of financial position

(Millions of yen)

1) Japanese GAAP

		131st Period	132nd Period	133rd Period	134th Period	135th Period	136th Period	137th Period	138th Period	139th Period
		FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Assets										
Current assets	Cash and deposits	69,569	97,866	141,801	149,913	186,501	132,416	168,294	221,242	185,202
	Notes and accounts receivable	188,444	194,545	194,227	205,778	196,473	200,115	202,980	181,860	177,841
	Inventories	147,340	146,810	135,311	147,657	159,818	163,528	183,661	179,407	169,131
	Others	47,284	48,128	45,091	39,025	43,281	52,147	52,982	41,554	45,926
	Total current assets	452,639	487,351	516,432	542,375	586,074	548,209	607,919	624,063	578,102
Investments and long-term advances	Investments in and advances to unconsolidated subsidiaries and affiliates	46,910	50,613	51,755	54,332	60,996	73,701	79,677	50,560	151,710
	Investment securities	36,952	39,314	32,418	31,912	34,887	38,777	50,324	48,357	47,845
	Others	12,670	11,656	13,183	12,766	11,316	9,112	9,256	11,989	10,593
	Total investments and long-term advances	96,533	101,583	97,357	99,012	107,200	121,591	139,258	110,907	210,150
Property, plant and equipment	Land	100,146	98,628	98,167	96,139	51,065	47,068	47,583	53,772	52,245
	Buildings and structures	336,660	357,010	350,654	350,782	348,963	358,043	377,948	362,650	366,241
	Machinery and equipment	602,258	609,130	596,443	606,467	630,369	652,073	705,513	684,806	692,499
	Subtotal	1,039,065	1,064,769	1,045,265	1,053,389	1,030,398	1,057,185	1,131,045	1,101,229	1,110,986
	Accumulated depreciation	(606,099)	(652,930)	(657,215)	(664,705)	(679,173)	(697,814)	(747,776)	(715,028)	(715,395)
Property, plant and equipment, net		432,966	411,839	388,050	388,683	351,224	359,370	383,269	386,201	395,590
Total other assets		75,646	81,463	75,578	66,985	47,241	63,994	124,643	140,941	153,088
Total assets		1,057,786	1,082,238	1,077,418	1,097,057	1,091,741	1,093,165	1,255,090	1,262,113	1,336,931
Liabilities										
Current liabilities	Short-term borrowings and Commercial paper	26,706	9,963	16,209	17,790	12,365	14,641	102,191	6,456	6,294
	Current portion of long-term borrowings and Current portion of bonds	3,056	20,923	5,316	4,406	23,411	22,011	33,677	11,189	24,125
	Notes and accounts payable	95,537	99,643	104,226	113,545	109,310	105,699	115,066	91,311	89,798
	Income taxes payable	8,328	13,095	7,900	9,465	20,590	8,497	7,725	10,288	10,137
	Others	87,877	84,609	84,689	94,245	89,861	84,679	99,932	114,059	112,565
	Total current liabilities	221,506	228,236	218,341	239,455	255,541	235,529	358,594	233,304	242,920
Long-term liabilities	Long-term borrowings	118,594	114,788	109,272	104,837	81,434	104,429	74,147	245,207	301,188
	Customers' deposits received	13,312	13,330	13,220	13,202	13,020	12,424	12,093	12,270	12,247
	Accrued employees' retirement benefits	47,856	52,623	58,554	62,962	28,796	61,845	43,631	52,325	55,268
	Accrued officers' severance benefits	1,315	1,113	1,331	1,016	517	415	427	435	464
	Others	36,546	28,966	26,406	25,422	20,720	23,015	22,708	26,641	27,068
	Total long-term liabilities	217,625	210,822	208,786	207,442	144,489	202,128	153,006	336,880	396,237
Total liabilities		439,131	439,058	427,127	446,897	400,030	437,657	511,600	570,184	639,157
Net assets										
Share capital	Common stock	79,863	79,863	79,863	79,863	79,863	79,863	79,863	79,863	79,863
	Capital surplus	182,723	182,719	182,716	162,381	112,757	83,443	53,725	26,031	4,181
	Retained earnings	389,100	394,672	414,189	444,728	482,501	501,945	536,170	578,451	605,887
	Treasury stock	(2,378)	(2,437)	(2,514)	(2,219)	(2,817)	(31,085)	(4,070)	(6,944)	(6,895)
	Total share capital	649,308	654,818	674,255	684,755	672,304	634,168	665,689	677,402	683,037
Accumulated other comprehensive income	Unrealized holding gain (loss) on securities	(1,517)	(232)	1,339	2,678	9,419	13,043	22,783	17,804	17,936
	Unrealized gain (loss) from hedging instruments	220	(16)	(31)		(141)	(26)	223	(1,578)	(1,063)
	Translation adjustments	(62,777)	(51,799)	(67,045)	(81,603)	(46,295)	(31,668)	(4,655)	(47,746)	(46,230)
	Others	-	-	(327)	(478)	-	(20,567)	(14,465)	(26,008)	(30,572)
	Total valuation, translation adjustments and others	(64,074)	(52,048)	(66,064)	(79,405)	(37,017)	(39,218)	3,886	(57,529)	(59,930)
Non-controlling interests		33,419	40,409	42,099	44,809	56,423	60,557	73,913	72,056	74,666
Total net assets		618,654	643,179	650,291	650,159	691,710	655,507	743,489	691,928	697,773
Total liabilities and net assets		1,057,786	1,082,238	1,077,418	1,097,057	1,091,741	1,093,165	1,255,090	1,262,113	1,336,931

(Millions of yen)

2) IFRS Standards

		138th Period	139th Period	140th Period	141st Period	142nd Period
		FY2015	FY2016	FY2017	FY2018	FY2019
Assets: Current assets						
Current assets	Cash and cash equivalents	204,487	186,003	187,869	153,725	141,701
	Trade and other receivables	177,002	186,503	200,272	194,270	184,739
	Other financial assets	5,483	11,047	10,615	16,526	8,946
	Inventories	175,217	168,755	184,109	185,036	178,636
	Income taxes receivable	1,259	7,423	8,374	8,095	8,653
	Others	15,271	13,711	12,919	13,944	16,225
	Subtotal	578,722	573,445	604,160	571,599	538,901
	Assets of disposal of groups classified as held for sale	51,008	-	-	19,568	-
Total current assets		629,731	573,445	604,160	591,167	538,901
Non-current assets						
Non-current assets	Property, plant and equipment	379,410	393,441	411,640	423,369	454,357
	Intangible assets	37,446	60,422	66,144	66,132	69,245
	Goodwill	96,889	96,606	107,394	91,373	89,964
	Investments in associates and joint ventures	37,582	130,634	131,190	116,900	116,280
	Long-term financial assets	62,696	62,923	70,042	64,812	50,132
	Deferred tax assets	10,007	8,249	13,080	15,589	17,781
	Others	20,127	24,382	22,576	24,523	16,952
Total non-current assets		644,161	776,660	822,069	802,701	814,714
Total assets		1,273,893	1,350,105	1,426,230	1,393,869	1,353,616
Liabilities						
Current liabilities	Total and other payables	158,715	160,840	185,269	183,276	178,583
	Short-term borrowings	12,499	11,153	15,280	10,989	8,043
	Commercial paper	-	-	-	-	40,000
	Current portion of bonds	-	-	-	-	19,995
	Current portion of long-term borrowings	11,012	23,929	11,285	13,089	15,191
	Other financial liabilities	2,653	5,049	4,049	5,935	5,401
	Short-term employee benefits	34,646	35,501	37,811	37,273	41,588
	Provisions	4,275	4,579	6,348	6,560	5,272
	Income taxes payable	9,988	9,995	10,429	9,549	12,517
	Others	8,340	9,744	9,636	11,510	8,972
	Subtotal	242,132	260,794	280,111	278,185	335,566
	Liabilities of disposal groups classified as held for sale	13,470	-	-	13,571	-
	Total current liabilities	255,602	260,794	280,111	291,756	335,566
Non-current liabilities	Corporate bonds	89,656	169,347	169,413	169,479	149,550
	Long-term borrowings	153,570	129,617	140,298	137,157	124,135
	Other financial liabilities	20,030	18,452	28,428	25,412	72,738
	Long-term employee benefits	53,213	57,592	64,807	64,406	66,659
	Provisions	6,704	11,261	11,397	11,135	7,264
	Deferred tax liabilities	13,925	12,163	10,448	7,392	4,503
	Others	461	202	710	1,167	1,127
Total non-current liabilities		337,562	398,637	425,505	416,153	425,978
Total liabilities		593,165	659,431	705,616	707,909	761,545
Equity						
Equity	Common stock	79,863	79,863	79,863	79,863	79,863
	Capital surplus	26,021	3,797	955	3,266	-
	Treasury stock	(6,944)	(6,895)	(9,585)	(2,361)	(2,160)
	Retained earnings	552,684	584,849	628,966	595,311	574,287
	Other components of equity	(41,976)	(45,299)	(59,366)	(65,521)	(113,015)
	Disposal groups classified as held for sale	(161)	-	-	(16)	-
	Equity attributable to owners of the parent company	609,486	616,315	640,833	610,543	538,975
	Non-controlling interests	71,240	74,358	79,780	75,417	53,095
Total equity		680,727	690,673	720,613	685,960	592,070
Total liabilities and capital		1,273,893	1,350,105	1,426,230	1,393,869	1,353,616

(3) Consolidated statements of income

(Millions of yen)

1) Japanese GAAP

	131st Period	132nd Period	133rd Period	134th Period	135th Period	136th Period	137th Period	138th Period	139th Period
	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Sales	1,190,371	1,170,876	1,015,215	972,648	948,705	951,359	1,006,630	1,184,100	1,091,414
Cost of sales	(833,123)	(785,578)	(612,237)	(603,420)	(600,630)	(635,594)	(659,509)	(769,230)	(704,337)
Gross profit	357,247	385,298	402,978	369,228	348,076	315,765	347,121	414,870	387,076
Selling expenses, general and administrative expenses	(316,420)	(321,264)	(333,604)	(296,644)	(276,844)	(253,957)	(272,601)	(323,989)	(301,736)
Operating profit	40,827	64,034	69,374	72,584	71,232	61,807	74,519	90,880	85,339
Interest expenses	(4,774)	(3,468)	(2,440)	(2,167)	(1,931)	(2,032)	(2,140)	(2,269)	(2,473)
Commission paid	-	-	-	-	-	-	-	(72)	(65)
Interest income and dividend income	2,000	2,174	2,171	2,821	2,902	3,196	4,020	4,164	4,348
Exchange gains (losses)	(12,429)	2,639	(205)	(7)	552	699	1,675	583	(177)
Reversal to income of accrued severance indemnities (benefits)	61	16	-	-	-	-	-	-	-
Loss on devaluation of securities	(799)	(64)	(7,416)	(607)	(2,346)	(52)	(3)	(25)	(89)
Loss on devaluation of investments in affiliates	(257)	(322)	(92)	(24)	(9)	(381)	(624)	(710)	(582)
Gain (loss) on sales of securities	286	66	900	526	(36)	-	-	-	-
Gain on sales of shares of subsidiaries and associates	-	-	-	-	18,201	2,315	-	24,298	(205)
Gain on transfer of benefit obligation relating to employees' pension fund	-	-	-	-	27,752	236	-	-	-
Gain on termination of retirement benefit system	-	-	-	-	-	-	9,290	-	-
Gain on business combination achieved in stages	-	-	-	-	-	-	-	18,027	-
Impairment loss	(18,838)	(14,325)	(8,503)	(1,106)	(14,562)	(624)	(10,486)	(7,467)	(1,965)
Loss on liquidation of affiliates	-	(178)	-	-	-	(859)	-	(6,937)	(970)
Gain (loss) on sales of property, plant and equipment	-	-	-	-	908	3,081	1,269	725	5,034
Gain on liquidation of affiliates	-	-	-	-	-	1,005	-	272	-
Equity in earnings of affiliates	2,524	3,461	2,990	2,401	3,058	3,360	5,177	1,558	4,345
Loss on disposal of property, plant and equipment	(3,401)	(4,536)	(1,356)	(3,320)	(2,951)	(1,222)	(1,757)	(2,799)	(3,713)
Pharmaceutical business restructuring charges	-	-	-	-	-	-	-	(16,623)	-
Litigation expenses	-	-	-	-	-	-	-	-	1,012
Others	(1,943)	(4,705)	(6,978)	990	(1,943)	2,032	(1,892)	(3,452)	(4,712)
Non-operating income (expenses), extraordinary gains (losses)	(37,570)	(19,242)	(20,929)	(493)	29,595	10,754	4,529	9,272	(214)
Income (loss) before income taxes and minority interests	3,256	44,791	48,444	72,091	100,828	72,561	79,049	100,153	85,125
Income tax, municipal tax, and business tax	(14,402)	(21,741)	(18,150)	(20,881)	(39,716)	(15,293)	(18,932)	(24,907)	(21,561)
Deferred income taxes	2,879	(681)	5,581	(3,631)	(6,015)	(7,679)	(4,741)	(2,140)	771
Total income taxes	(11,522)	(22,423)	(12,568)	(24,513)	(45,732)	(22,972)	(23,673)	(27,047)	(20,790)
Net income (loss)	-	-	35,876	47,578	55,095	49,588	55,375	73,105	64,334
Profit attributable to non-controlling interests	(1,961)	(5,721)	(5,475)	(5,823)	(6,722)	(7,429)	(8,880)	(9,678)	(11,739)
Profit (loss) attributable to owners of the parent company	(10,227)	16,646	30,400	41,754	48,373	42,159	46,495	63,427	52,595

	133rd Period	134th Period	135th Period	136th Period	137th Period	138th Period	139th Period
	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
(Consolidated comprehensive income statement)							
Net income	35,876	47,578	55,095	49,588	55,375	73,105	64,334
Unrealized holding gain on securities	1,677	1,227	6,363	3,479	8,929	(4,688)	(170)
Unrealized gain (loss) from hedging instruments	34	(9)	(159)	10	143	(1,509)	454
Translation adjustments	(16,713)	(14,831)	41,462	14,793	34,129	(57,756)	1,881
Adjustments for retirement benefits	-	-	-	5,650	6,110	(11,159)	(5,227)
Adjustment in pension liabilities of overseas subsidiaries	5	(151)	478	-	-	-	-
Share of other comprehensive income of equity-method affiliates	(626)	(567)	1,339	722	1,459	2,387	697
Total other comprehensive income	(15,622)	(14,332)	49,485	24,657	50,771	(72,724)	(2,366)
Comprehensive income	20,253	33,245	104,581	74,245	106,147	380	61,968
(Breakdown)							
Comprehensive income attributable to owners of the parent company	16,717	28,413	90,761	66,846	89,900	(591)	49,870
Comprehensive income attributable to non-controlling interests	3,536	4,831	13,819	7,399	16,247	972	12,098

(Millions of yen)

2) IFRS Standards

2) IFRS Standards		138th Period	139th Period	140th Period	141st Period	142nd Period
		FY2015	FY2016	FY2017	FY2018	FY2019
Sales		1,149,427	1,091,195	1,114,784	1,114,308	1,100,039
Cost of sales		757,135	704,177	720,118	719,299	696,166
Gross profit		392,291	387,018	394,666	395,008	403,873
Share of profit of associates and joint ventures		1,169	2,537	3,966	(515)	(2,444)
Selling expenses		174,440	169,448	176,319	174,263	172,079
Research and development expenses		26,591	27,134	27,833	27,823	27,596
General and administrative expenses		94,284	96,119	98,807	99,167	102,516
Business profit		98,144	96,852	95,672	93,237	99,236
Other operating income		23,868	9,541	7,854	6,009	7,572
Other operating expenses		22,335	22,776	24,821	45,604	58,035
Operating profit		99,678	83,617	78,706	53,642	48,773
Finance income		5,292	7,283	9,578	8,116	8,030
Finance expenses		6,192	4,216	7,465	7,060	8,009
Profit before income taxes		98,778	86,684	80,819	54,698	48,795
Income taxes		20,635	21,717	15,330	17,697	20,384
Profit from continuing operations		78,143	64,966	65,489	37,001	28,410
Profit from discontinued operations		2,788	-	2,684	2,002	558
Profit		80,931	64,966	68,174	39,004	28,969
Attributable to:						
	Owners of the parent company	71,292	53,065	60,124	29,698	18,837
	Non-controlling interests	9,639	11,901	8,049	9,306	10,132
Profit from continuing operations attributable to owners of the parent company		68,504	53,065	57,533	27,509	18,643
Profit from discontinued operations attributable to owners of the parent company		2,788	-	2,590	2,188	193
Profit attributable to owners of the parent company		71,292	53,065	60,124	29,698	18,837
(Appendix) Breakdown						
Selling expenses	Logistics expenses	46,432	43,787	51,826	52,857	51,007
	Advertisement	32,371	35,148	35,583	33,895	35,923
	Sales promotion expenses	27,611	26,399	25,400	22,971	22,121
	Sales commissions	3,253	2,794	2,966	2,787	2,566
	Employee benefits expenses	42,396	39,996	37,738	40,247	39,201
	Depreciation and amortization expenses	2,167	2,020	2,050	2,221	5,309
	Other	20,207	19,301	20,753	19,283	15,948
Total selling expenses		174,440	169,448	176,319	174,263	172,079
Total research and development expenses	Employee benefits expenses	12,760	12,717	12,996	12,952	12,456
	Depreciation and amortization expenses	2,024	2,201	2,323	2,619	2,807
	Subcontracting expenses and consumables expenses	6,407	6,979	6,901	6,848	7,147
	Other	5,399	5,236	5,611	5,403	5,185
Total research and development expenses		26,591	27,134	27,833	27,823	27,596
General and administrative expenses	Employee benefits expenses	51,948	53,496	55,321	55,303	56,658
	Depreciation and amortization expenses	9,721	8,006	8,466	8,725	10,789
	Other	32,615	34,616	35,019	35,138	35,068
Total general and administrative expenses		94,284	96,119	98,807	99,167	102,516
Other operating income	Gain on step acquisitions	18,112	-	-	-	-
	Foreign exchange gain	1,160	-	-	-	-
	Gain on sales of property, plant and equipment	879	5,312	450	626	1,492
	Lease revenue	-	-	1,429	1,487	1,577
	Interest on refund	-	-	564	236	30
	Insurance fee	-	-	114	311	121
	Reversal of provision for loss on litigation	-	-	-	-	863
	Reversal of provision for loss on contract	-	-	-	-	1,111
	Others	3,716	4,229	5,295	3,347	2,376
Total other operating income		23,868	9,541	7,854	6,009	7,572

(Millions of yen)

2) IFRS Standards

		138th Period	139th Period	140th Period	141st Period	142nd Period
		FY2015	FY2016	FY2017	FY2018	FY2019
Other operating expenses	Impairment loss	7,124	1,965	11,681	18,134	30,728
	Impairment loss on shares of associates and joint ventures	-	-	-	14,107	4,232
	Loss on sales of shares of subsidiaries and associates	5,603	626	-	-	-
	Loss on disposal of property, plant and equipment	2,796	3,657	2,958	3,178	3,559
	Litigation expenses	-	-	1,437	658	578
	Foreign exchange loss	-	1,272	1,103	210	49
	Provision for loss on contract	-	6,451	610	368	-
	Business restructuring charges	-	-	315	2,448	1,785
	Valuation loss on stock purchase agreement	-	2,037	-	-	6,525
	Environmental measures expenses	1,013	377	-	-	-
	Fees related special second career program	-	-	-	-	6,525
	Others	5,798	6,389	6,712	6,497	10,575
Total other operating expenses		22,335	22,776	24,821	45,604	58,035
Financial income	Interest income	2,825	3,162	4,405	4,375	4,409
	Dividend income	1,317	1,217	1,336	1,383	1,493
	Gain on valuation of derivatives	-	975	-	2,087	1,790
	Foreign exchange gain	1,094	1,303	3,108	-	-
	Others	55	625	728	270	338
Total financial income		5,292	7,283	9,578	8,116	8,030
Financial expenses	Interest expenses	2,326	2,532	3,058	3,347	3,804
	Loss on valuation of derivatives	2,732	-	2,959	-	-
	Foreign exchange loss	-	-	-	2,025	2,292
	Unwinding of discount on provisions arising from passage of time	4	3	2	8	2
	Loss allowance for expected credit loss	149	357	13	9	89
	Others	978	1,322	1,432	1,670	1,820
Total financial expenses		6,192	4,216	7,465	7,060	8,009

(4) Consolidated statements of cash flows

(Millions of yen)

1) Japanese GAAP

	131st Period	132nd Period	133rd Period	134th Period	135th Period	136th Period	137th Period	138th Period	139th Period
	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Cash flows from operating activities									
Income (loss) before income taxes and minority interests	3,256	44,791	48,444	72,091	100,828	72,561	79,049	100,153	85,125
Depreciation	55,192	55,382	49,825	43,717	42,463	45,746	43,376	50,920	46,907
Impairment loss	18,838	14,325	8,503	1,106	14,562	624	10,486	7,467	1,965
Amortization of goodwill	5,497	5,000	4,505	4,503	2,265	1,589	2,201	7,093	6,620
Increase (decrease) in allowance for doubtful accounts	(507)	228	(85)	(211)	(210)	252	(56)	40	671
Increase (decrease) in bonus reserve	181	387	1,552	227	(237)	354	1,461	1,639	308
Increase (decrease) in bonus reserve for directors and others	(114)	195	33	(2)	(16)	(5)	97	7	(123)
Increase (decrease) in liabilities for retirement benefits	-	-	-	-	-	(3,005)	(1,957)	(5,526)	(3,783)
Increase (decrease) in bonus reserve for directors and others	2,134	4,988	6,036	4,095	(3,688)	-	-	-	-
Increase (decrease) in allowance for directors' retirement benefits	(638)	(204)	220	(314)	(240)	(103)	12	(280)	32
Increase (decrease) in provision for environmental measures	1	187	170	(67)	52	(38)	306	(62)	(23)
Increase (decrease) in provision for allowance of investment loss	-	-	264	209	107	152	90	217	-
Increase (decrease) in provision for loss on guarantees	-	-	-	-	-	-	564	116	(681)
Insurance income	-	-	(182)	(6,012)	(1,800)	(1,189)	(330)	-	-
Interest and dividend income	(2,000)	(2,174)	(2,171)	(2,821)	(2,902)	(3,196)	(4,020)	(4,164)	(4,348)
Interest expense	4,774	3,468	2,440	2,167	1,931	2,032	2,140	2,269	2,473
Equity in earnings of affiliates	(2,524)	(3,461)	(2,990)	(2,401)	(3,058)	(3,360)	(5,177)	(1,558)	(4,345)
Loss (gain) on sales and disposal of tangible fixed assets	2,674	4,686	1,284	3,927	2,174	(1,430)	598	2,074	(1,321)
Gain on sales of shares of subsidiaries and associates	(437)	-	-	-	(18,201)	(2,315)	-	(24,298)	205
Loss on liquidation of affiliates	-	-	-	-	-	-	-	6,937	970
Pharmaceutical business restructuring charges	-	-	-	-	-	-	-	16,623	-
Gain on business combination achieved in stages	-	-	-	-	-	-	-	(18,027)	-
Gain on termination of retirement benefit system	-	-	-	-	-	-	(9,290)	-	-
(Gain) loss on sales of securities	174	(66)	(900)	(526)	37	(54)	(12)	14	(5,659)
Loss on devaluation of securities	799	64	7,416	607	2,346	52	3	-	-
Loss on devaluation of investments in affiliates	257	322	-	-	-	-	-	-	-
Gain on liquidation of affiliates	-	-	-	-	-	(1,005)	-	-	-
Loss (gain) on transfer of benefit obligation relating to employees' pension fund	-	-	-	-	(27,752)	(236)	-	-	-
Notes and accounts receivable	(3,882)	(5,340)	(2,054)	(14,098)	15,158	2,095	92	12,494	(7,323)
Notes and accounts payable	(5,256)	4,114	5,527	10,562	(18,516)	(6,212)	2,605	(2,039)	1,315
Increase (decrease) in inventories	(20,798)	2,381	5,312	(16,040)	(7,048)	(1,377)	(4,768)	3,423	2,883
Increase (decrease) in accrued consumption tax	1,600	(374)	887	(1,814)	1,863	2,501	3,258	-	-
Increase (decrease) in other current assets	-	-	1,849	(3,677)	1,180	5,073	(9,232)	2,872	4,185
Increase (decrease) in other current liabilities	-	-	-	-	6,699	(6,986)	1,642	1,408	(123)
Others	7,137	(5,516)	3,272	5,335	(1,518)	(1,447)	4,129	(12,881)	(640)
Subtotal	66,360	123,387	139,165	100,563	106,480	101,070	117,270	146,935	131,743
Insurance proceeds	-	-	182	5,087	2,764	1,189	100	356	1,532
Retirement benefits for employment transfers paid, etc.	-	-	-	-	-	(3,080)	-	-	-
Interest and dividends received	3,164	3,040	3,521	4,166	3,697	4,559	5,370	5,901	4,859
Interest paid	(4,938)	(3,704)	(2,518)	(2,185)	(1,965)	(2,034)	(2,166)	(2,191)	(2,446)
Income taxes paid	(12,886)	(16,799)	(27,633)	(14,318)	(22,475)	(40,214)	(11,344)	(21,947)	(27,665)
Refund of income taxes for prior periods	-	-	-	-	-	1,526	28	-	-
Other	-	-	-	-	-	-	-	(3,835)	-
Net cash provided by operating activities	51,699	105,924	112,716	93,312	88,501	63,017	109,259	125,219	108,024

(Millions of yen)

1) Japanese GAAP

	131st Period	132nd Period	133rd Period	134th Period	135th Period	136th Period	137th Period	138th Period	139th Period
	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Cash flows from investing activities									
Purchase of property, plant and equipment	(56,355)	(38,273)	(40,634)	(45,401)	(60,691)	(47,864)	(45,056)	(51,396)	(56,090)
Proceeds from sales of property, plant and equipment	1,059	494	1,507	1,412	1,134	6,448	1,819	1,263	6,406
Purchase of intangible assets	(4,679)	(23,352)	(3,488)	(3,659)	(5,045)	(5,391)	(3,875)	(4,430)	(30,131)
Acquisition of investments in securities	(273)	(634)	(1,020)	(214)	(324)	(62)	(129)	(2,369)	(2,040)
Proceeds from sales of investments in securities	135	97	3,757	2,102	241	101	15	13	8,262
Proceeds from sales of investments in subsidiaries resulting in change in scope of consolidation	-	-	-	-	-	-	(91,461)	-	-
Purchase of shares in subsidiaries resulting in change in scope of consolidation	-	-	-	-	-	(15,708)	-	(26,553)	-
Proceeds from sales of shares in subsidiaries resulting in change in scope of consolidation	-	-	-	-	80,890	-	-	4,133	2,235
Proceeds from sales of shares in associates and joint ventures	480	-	-	-	-	7,572	-	32,500	916
Purchase of shares in associates and joint ventures	(499)	(679)	(149)	(1,414)	(3,650)	(5,104)	(2,456)	(6,616)	(63,979)
Increase (decrease) in term deposits	(1,376)	(620)	(5,487)	4,435	1,862	502	(572)	(201)	(564)
Payments for long-term loans receivable	-	-	-	-	(108)	(3,942)	(150)	-	-
Others	(978)	(359)	(366)	1,037	892	(46)	1,475	(166)	(6,763)
Total net cash used in investing activities	(62,487)	(63,327)	(45,882)	(41,701)	15,201	(63,497)	(140,391)	(53,824)	(141,749)
Cash flows from financing activities									
Increase (decrease) in short-term borrowings	341	(17,387)	6,922	2,122	(6,026)	376	72,939	(86,107)	70
Increase (decrease) in commercial paper	(5,000)	-	-	-	-	-	15,000	(15,000)	-
Proceeds from long-term borrowings	3,034	17,013	52	23	115	45,000	3,022	116,011	-
Repayments of long-term borrowings	(2,951)	(3,208)	(5,956)	(5,225)	(4,344)	(4,137)	(7,025)	(22,381)	(11,058)
Proceeds from issuance of corporate bonds	34,986	-	-	-	-	-	-	70,000	80,000
Redemption of corporate bonds	(20,000)	-	(15,000)	-	-	(20,000)	(15,000)	(15,000)	-
Dividends paid	(11,172)	(11,154)	(11,162)	(10,997)	(10,604)	(12,437)	(11,855)	(15,982)	(17,242)
Distribution of dividends to non-controlling shareholders	-	-	-	-	(2,226)	(2,840)	(2,794)	(3,693)	(3,927)
Increase (decrease) in money held in trusts for repurchase of treasury stock	-	-	-	-	-	(2,520)	2,520	-	-
Purchase of treasury stock	(1,107)	(69)	(87)	(20,045)	(50,225)	(57,584)	(2,707)	(30,187)	(30,034)
Sales of treasury stock	-	-	-	-	2	2	2	1	-
Others	(252)	(3,204)	(661)	(3,333)	(1,109)	(1,108)	(1,279)	(304)	(615)
Total net cash provided by (used in) financing activities	(2,119)	(18,011)	(25,893)	(37,456)	(74,419)	(55,248)	52,823	(3,288)	16,175
Effect of currency rate changes on cash and cash equivalents	(2,824)	2,717	(2,245)	(1,356)	8,838	958	12,071	(14,180)	249
Net change in cash and cash equivalents	(15,732)	27,303	38,695	12,798	38,122	(54,770)	33,762	53,925	(17,300)
Cash and cash equivalents at beginning of the year	83,164	67,790	95,063	133,744	146,647	184,770	130,028	165,160	217,791
Increase due to inclusion of subsidiaries in consolidation	358	-	9	-	-	-	-	-	-
Increase in cash and equivalents resulting from change of fiscal year end of consolidated subsidiaries	-	-	-	-	-	-	13	(1,112)	-
Decrease due to inclusion of subsidiaries in consolidation	-	(30)	(23)	-	-	-	-	(460)	(19,346)
Increase in cash and cash equivalents on merger of non-consolidated subsidiaries	-	-	-	103	-	28	1,356	278	-
Cash and cash equivalents at end of the year	67,790	95,063	133,744	146,647	184,770	130,028	165,160	217,791	181,144
Capital expenditure / Investment (Inc. acquisition of intangible assets)	58,293	44,117	45,772	56,778	61,590	50,602	50,927	58,867	89,692
Depreciation	55,192	55,382	49,825	43,717	42,463	45,746	43,376	50,920	46,907

(Millions of yen)

2) IFRS Standards

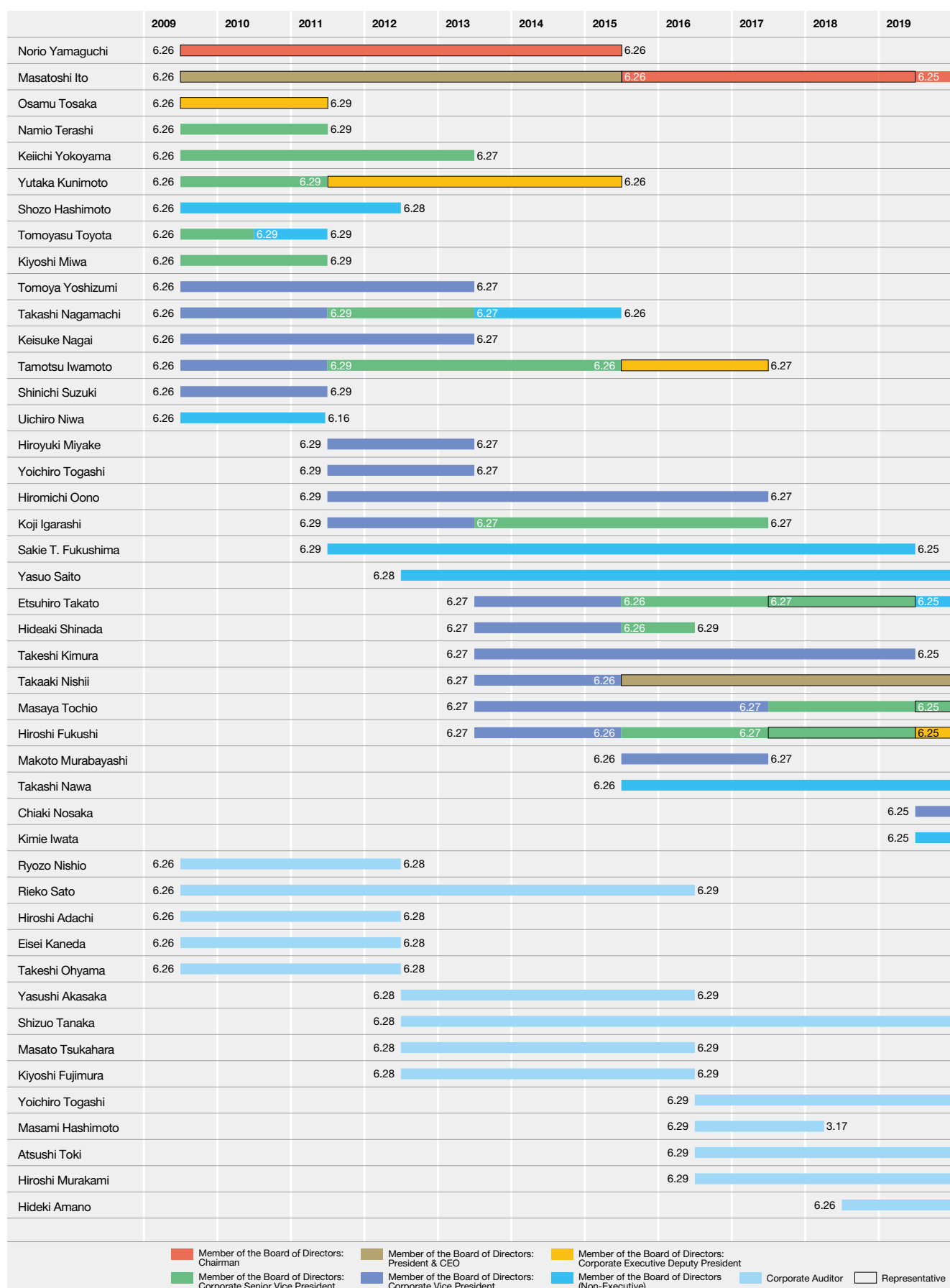
	138th Period FY2015	139th Period FY2016	140th Period FY2017	141st Period FY2018	142nd Period FY2019
Net cash provided by operating activities					
Profit before income taxes	98,778	86,684	80,819	54,698	48,795
Profit before income taxes from discontinued operations	11,064	-	4,009	1,931	680
Depreciation and amortization	50,852	46,273	51,783	52,485	61,986
Impairment loss	15,043	1,965	11,681	18,384	30,728
Impairment loss on shares of associates and joint ventures	11,784	-	-	14,107	4,232
Pharmaceutical business restructuring charges	11,784	-	-	-	-
Increase (decrease) in employee benefits	(3,859)	(2,853)	(2,560)	(1,823)	5,969
Increase (decrease) in provisions	1,507	5,939	1,202	975	(4,433)
Interest income	(2,846)	(3,162)	(4,405)	(4,373)	(4,401)
Dividend income	(1,317)	(1,217)	(1,341)	(1,351)	(1,506)
Interest expense	2,310	2,532	3,042	3,342	3,711
Share of profit of associates and joint ventures	(1,585)	(2,537)	(3,981)	560	2,444
Loss on disposal of property, plant and equipment	2,926	3,657	2,973	3,414	3,886
Gain on sales of property, plant and equipment	(878)	(5,312)	(2,712)	1806	(1,492)
Loss on sales of property, plant and equipment	-	-	-	554	1,846
Gain on sales of shares of subsidiaries	-	-	(40)	(74)	(559)
Gain on sales of shares of subsidiaries and associates	(27,570)	(593)	-	-	-
Loss on sales of shares of subsidiaries and associates	5,603	626	-	688	0
Gain on business combination achieved in stages	(18,112)	-	-	-	-
Environmental measures expenses	1,013	377	859	1,244	440
Increase (decrease) in trade and other receivables	13,800	(4,174)	(9,329)	(644)	3,754
Increase (decrease) in trade and other payables	(2,687)	(1,478)	20,720	3,375	(8,919)
Increase (decrease) in inventories	1,845	3,216	(11,287)	(3,877)	(2,092)
Increase (decrease) in accrued consumption tax	(716)	570	(1,588)	492	(1,923)
Increase (decrease) in other current assets	4,445	1,489	4,097	(236)	(2,250)
Others	(14,197)	653	2,351	1,264	(8,427)
Subtotal	147,203	132,655	146,295	143,334	132,466
Insurance proceeds	356	1,532	-	-	-
Interest received	3,436	3,121	3,619	4,378	4,403
Dividends received	2,459	1,738	2,976	2,111	2,661
Interest paid	(2,197)	(2,474)	(2,922)	(3,239)	(3,522)
Income taxes paid	(21,947)	(27,665)	(23,313)	(23,328)	(21,152)
Total net cash provided by operating activities	129,311	108,907	126,655	123,256	114,856
Cash flows from investing activities					
Purchase of property, plant and equipment	(51,415)	(56,055)	(70,727)	(70,185)	(73,703)
Proceeds from sales of property, plant and equipment	1,270	6,406	3,693	4,441	1,264
Purchase of intangible assets	(5,039)	(30,138)	(7,239)	(9,822)	(8,338)
Purchase of financial assets	(2,369)	(7,242)	(1,869)	(3,495)	(26)
Proceeds from sales of financial assets	13	8,664	3,082	6,940	11,621
Purchase of shares in subsidiaries resulting in change in scope of consolidation	(26,553)	-	(25,307)	-	(3,809)
Proceeds from sale of shares in subsidiaries resulting in change in scope of consolidation	4,133	2,235	386	3,276	2,754
Purchase of shares in investments accounted for using equity method	-	-	(240)	-	(516)
Proceeds from sales of shares in investments accounted for using equity method	-	-	-	-	-
Purchase of shares in associates and joint ventures	(6,616)	(63,979)	-	-	-
Proceeds from sales of shares in associates and joint ventures	32,500	916	-	-	-
Others	(4,667)	(3,109)	(881)	(4,078)	4,100
Total net cash used in investing activities	(58,745)	(142,299)	(99,104)	(72,923)	(66,651)

(Millions of yen)

2) IFRS Standards

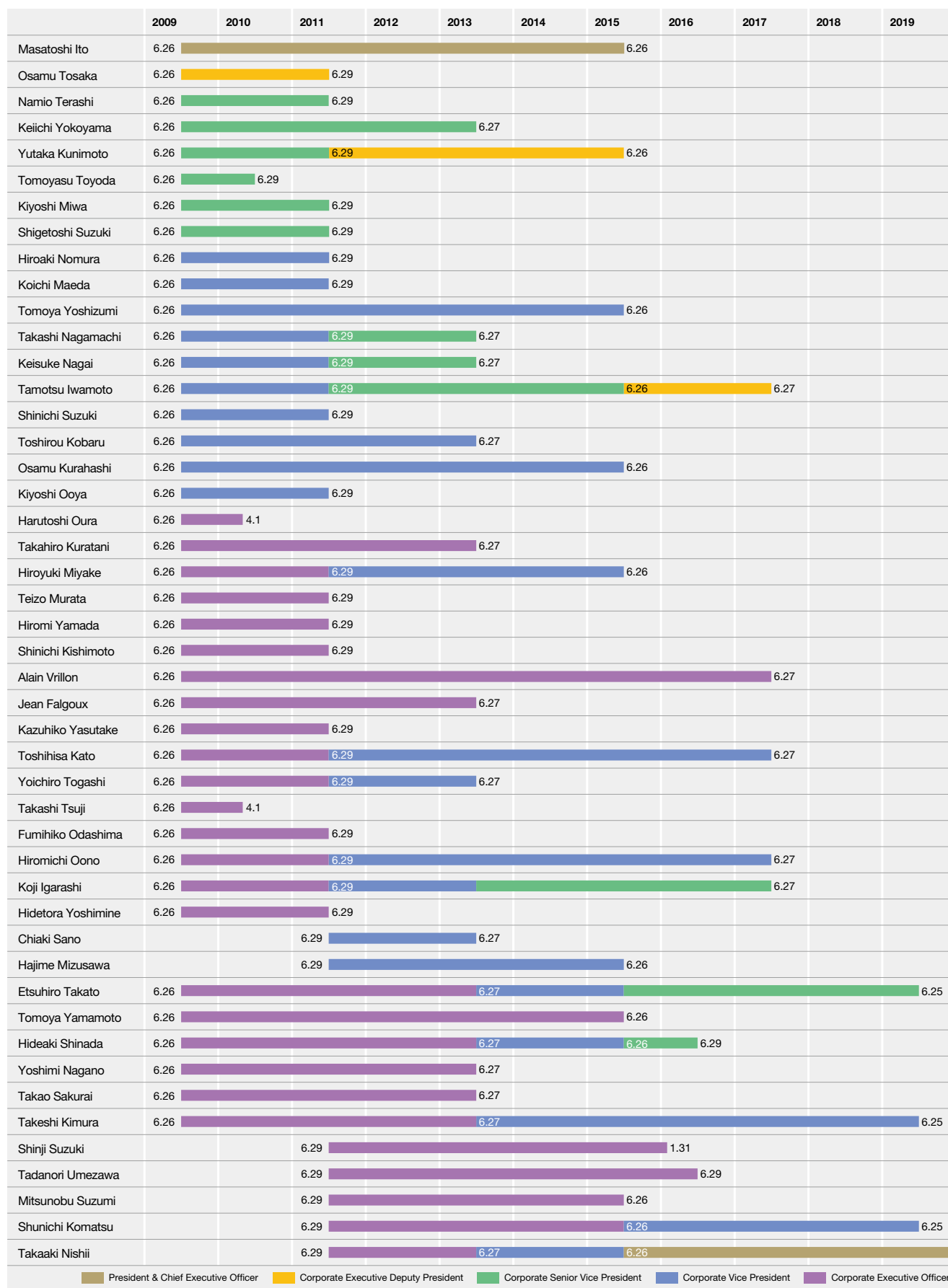
	138th Period	139th Period	140th Period	141st Period	142nd Period
	FY2015	FY2016	FY2017	FY2018	FY2019
Cash flows from financing activities					
Net change in short-term borrowings	(85,172)	(1,112)	3,313	(3,283)	(1,759)
Net change in commercial paper	(15,000)	-	-	-	40,000
Proceeds from long-term borrowings	115,856	-	23,388	8,543	3,545
Repayments of long-term borrowings	(22,381)	(11,058)	(24,174)	(11,962)	(13,735)
Proceeds from issuance of corporate bonds	69,703	79,690	-	-	-
Redemption of corporate bonds	(15,000)	-	-	-	-
Dividends paid	(15,982)	(17,242)	(17,065)	(18,455)	(17,555)
Dividends paid to non-controlling interests	(3,693)	(3,927)	(5,893)	(4,889)	(4,789)
Purchase of treasury stock	(30,187)	(30,034)	(2,690)	(40,062)	(6)
Purchase of shares in subsidiaries not resulting in change of scope of consolidation	(644)	(1,017)	(217)	(8,640)	(49,274)
Expenditure due to the repayment of leases	-	-	-	(1,119)	(8,835)
Others	(318)	(557)	(611)	947	103
Total net cash provided by (used in) financing activities	(2,820)	14,738	(23,951)	(78,923)	(52,306)
Effect of currency rate changes on cash and cash equivalents	(13,324)	169	(1,734)	(754)	(7,925)
Net change in cash and cash equivalents	54,420	(18,484)	1,865	(29,344)	(12,024)
Cash and cash equivalents at beginning of the year	169,413	204,487	186,003	187,869	153,725
Cash and cash equivalents included in assets of disposal groups classified as held for sale	(19,346)	-	-	(4,799)	-
Cash and cash equivalents at end of the year	204,487	186,003	187,869	153,725	141,701

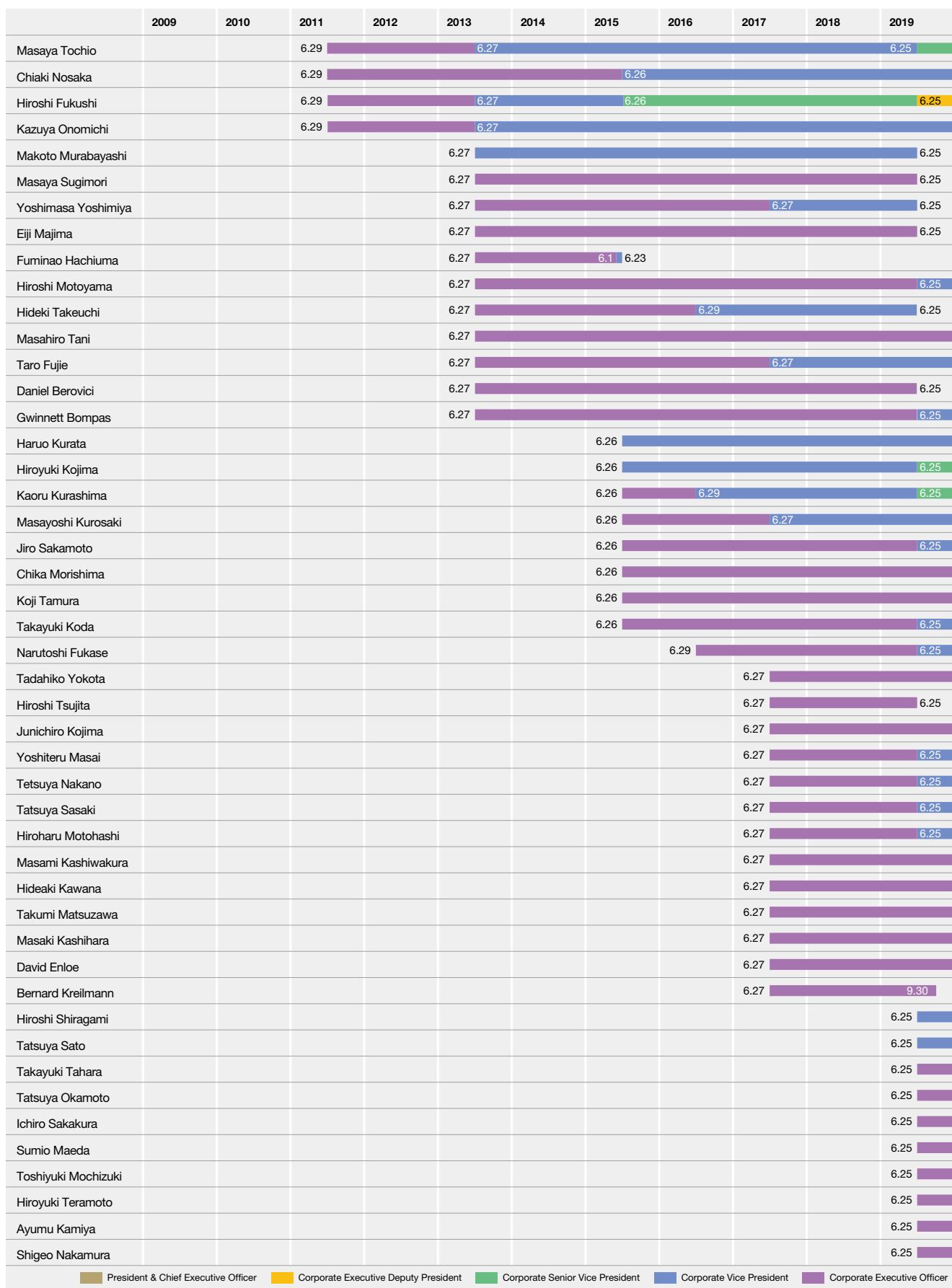
2. List of Director and Auditor Tenures



3. Executive Tenures and Changes in Number of Employees

(1) List of terms of office for corporate executive officers





(2) Changes in the number of employees

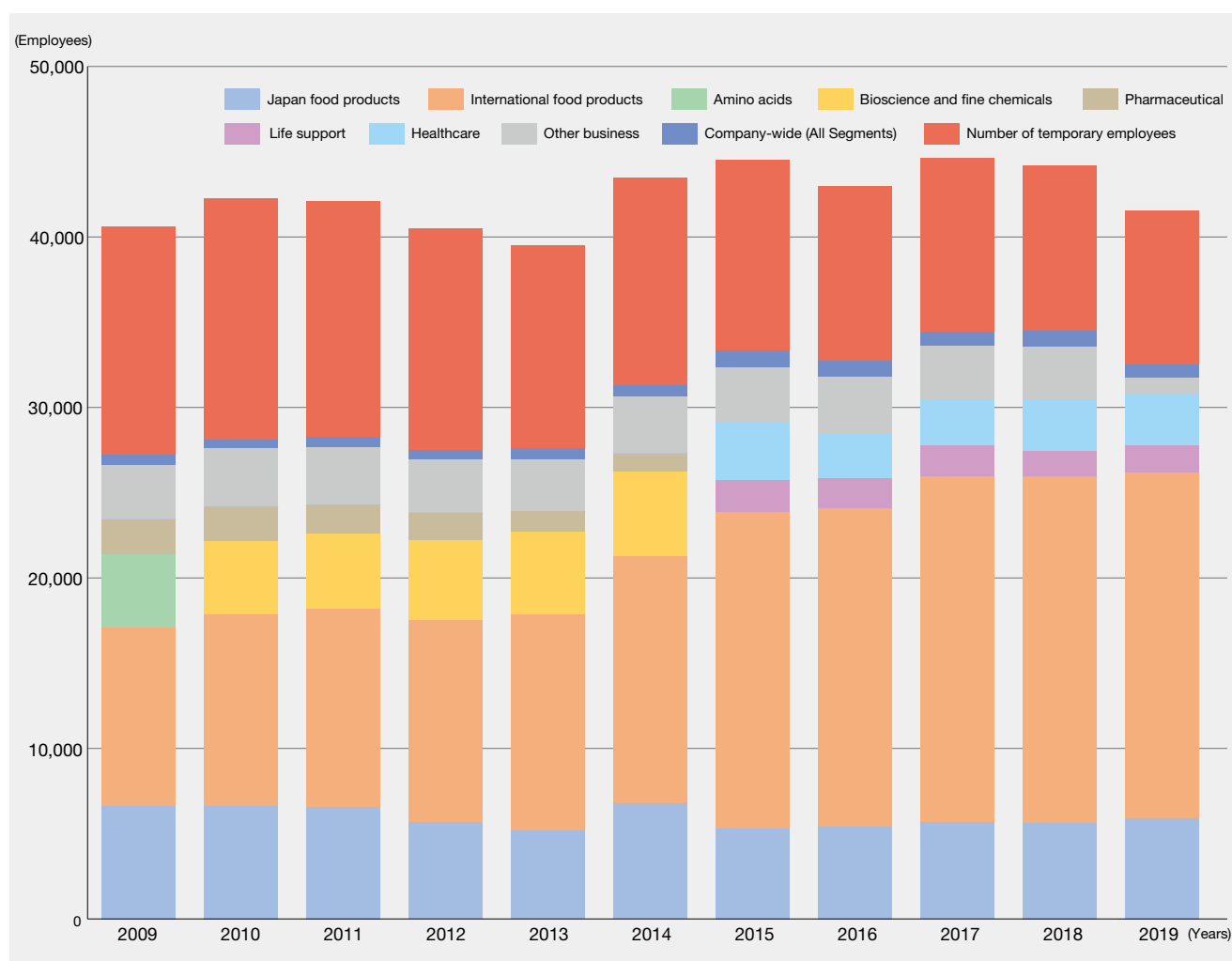
1) Number of employees including those of consolidated companies

Fiscal year	Number of employees by segment *1									Number of employees of consolidated companies	Number of temporary employees of consolidated companies *1
	Japan food products	International food products	Amino acids	Bioscience and fine chemicals	Pharmaceutical	Life support	Healthcare	Other business *2	Company-wide (All Segments)		
2009	6,629	10,426	4,314		2,062			3,183	601	27,215	13,417
2010	6,612	11,252		4,278	2,042			3,401	499	28,084	14,170
2011	6,566	11,583		4,452	1,695			3,378	571	28,245	13,845
2012	5,655	11,852		4,682	1,651			3,090	588	27,518	12,984
2013	5,157	12,678		4,875	1,180			3,077	612	27,579	11,902
2014	6,760	14,513		4,945	1,087			3,307	700	31,312	12,170
2015	5,304	18,522				1,920	3,398	3,207	944	33,295	11,215
2016	5,414	18,648				1,807	2,535	3,377	953	32,734	10,252
2017	5,647	20,271				1,829	2,724	3,116	865	34,452	10,149
2018	5,638	20,310				1,472	3,047	3,113	924	34,504	9,682
2019	5,911	20,243				1,652	2,946	1,000	757	32,509	9,019

Note: *1 "Number of employees" refers to the number of employees at the end of each fiscal year. "Number of temporary employees" refers to the average number of such workers hired each year. They are not included in the number of employees.

*2 "Other Business" includes employees of business tie-ups between FY2010 and FY2014.

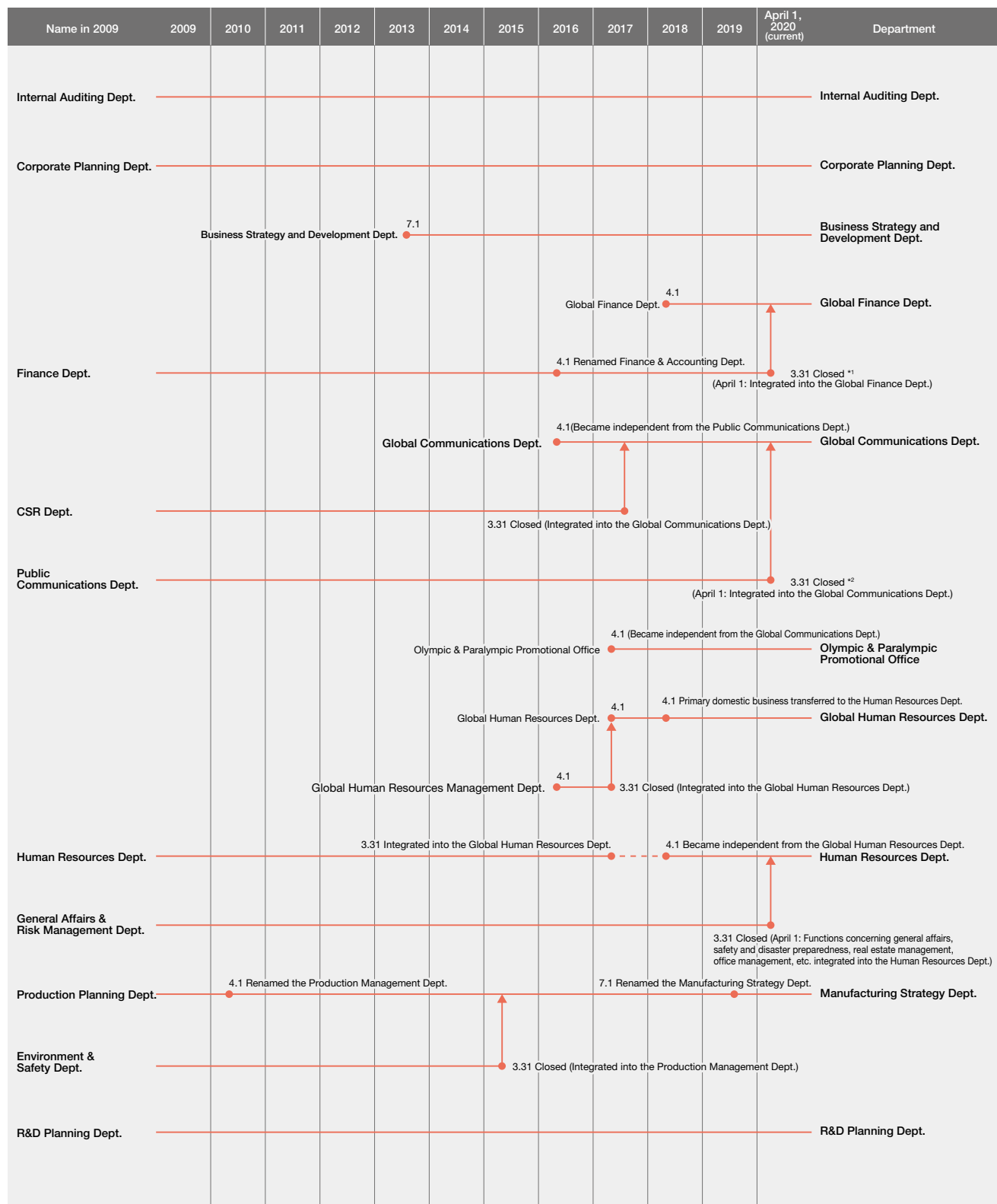
2) Changes in the number of employees, including consolidated companies



4. Diagram of HQ Organizational Changes and Affiliates

(1) Ajinomoto Co., Inc. organizational changes

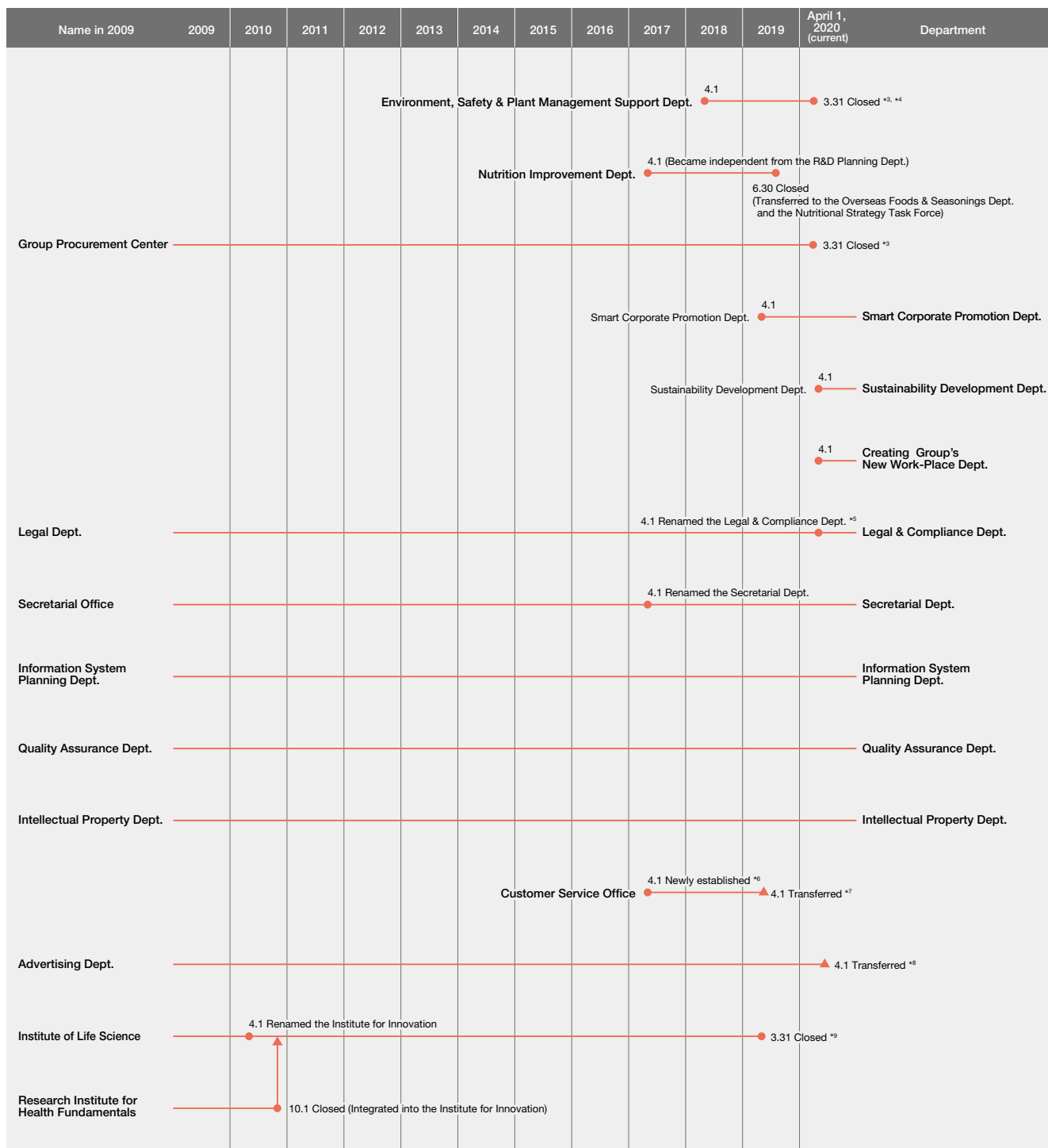
1) Corporate sector



*1 With the transfer of some financial and accounting functions to AJINOMOTO FINANCIAL SOLUTIONS, Inc., the Finance & Accounting Dept. was integrated into the Global Finance Dept.

*2 With the transfer of some public communicating functions to Ajinomoto Digital Business Partners, Co., Inc. (ADP), the Public Communications Dept. was integrated into the Global Communications Dept. CSR-related functions were transferred to the newly established Sustainability Development Dept.

1) Corporate sector



^{*3} The Sustainability Development Dept. was established by integrating the Environmental Support Group of the Environment, Safety & Plant Management Support Dept. (the ESP Dept.) and the Nutritional Strategy Task Force. The functions of formulating procurement policies by the Manufacturing Strategy Dept. and the Group Procurement Center have been integrated. The remaining functions of the Group Procurement Center were transferred to ADP.

^{*4} With the establishment of the Sustainability Development Dept., the Manufacturing Strategy Dept. has integrated the ESP Dept. (Safety & Plant Management Group).

^{*5} With the transfer of some functions of the General Affairs & Risk Management Dept. to ADP, the other functions, which included compliance, risk management, and shareholder relations have been integrated into the Legal Dept. and the name has been changed to the Legal & Compliance Dept.

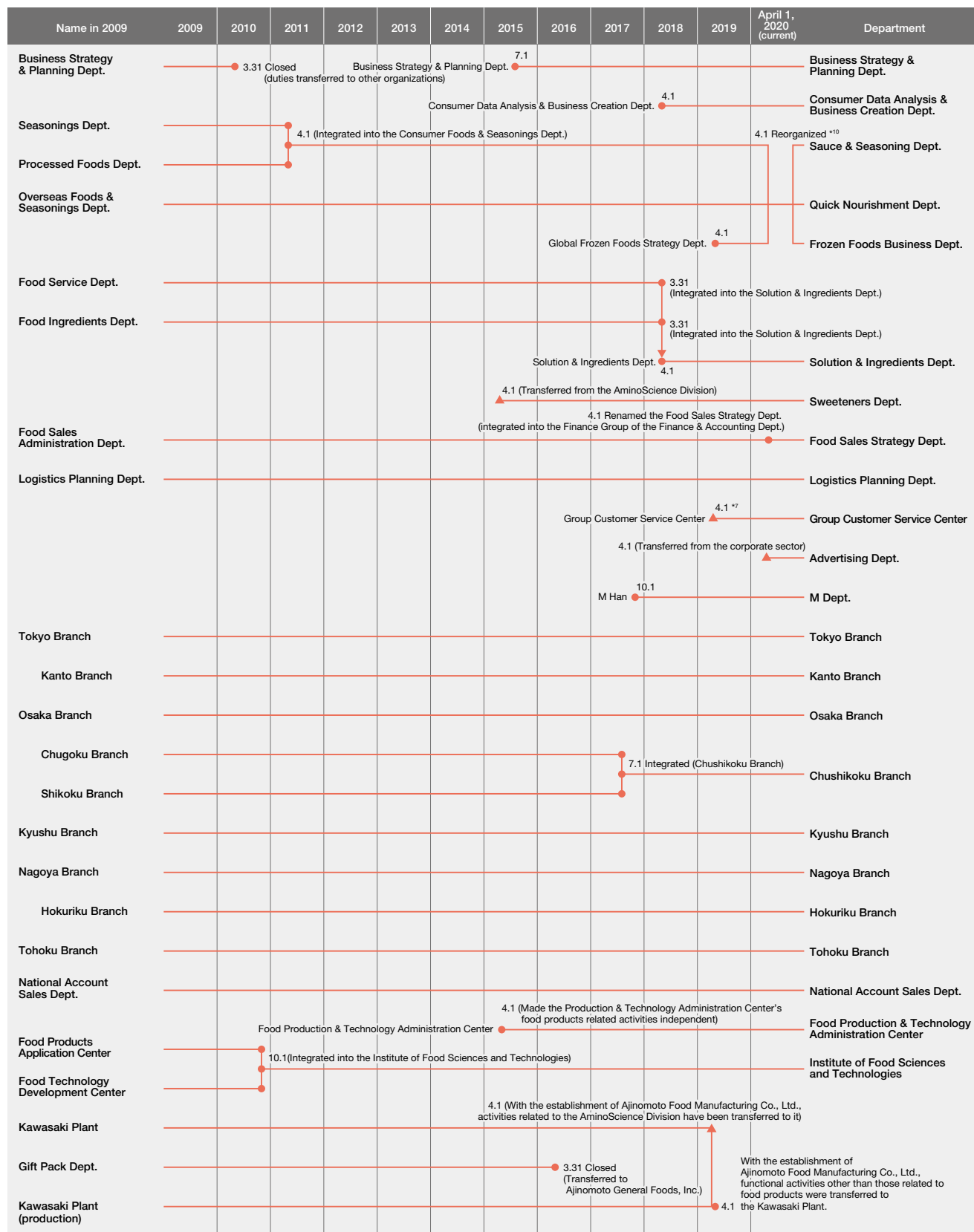
^{*6} Became independent from the Quality Assurance Dept., with its own organizational structure.

^{*7} The Customer Service Office was transferred from the Corporate Service Division to the Food Products Division, and the consumer service functions of Ajinomoto Frozen Foods Co., Inc. and Ajinomoto AGF, Inc. were integrated and renamed the Group Customer Service Center.

^{*8} The Advertising Dept. was transferred to the Food Products Division with the aim of strengthening collaboration between the food product related departments and the Consumer Data Analysis and Business Creation Dept.

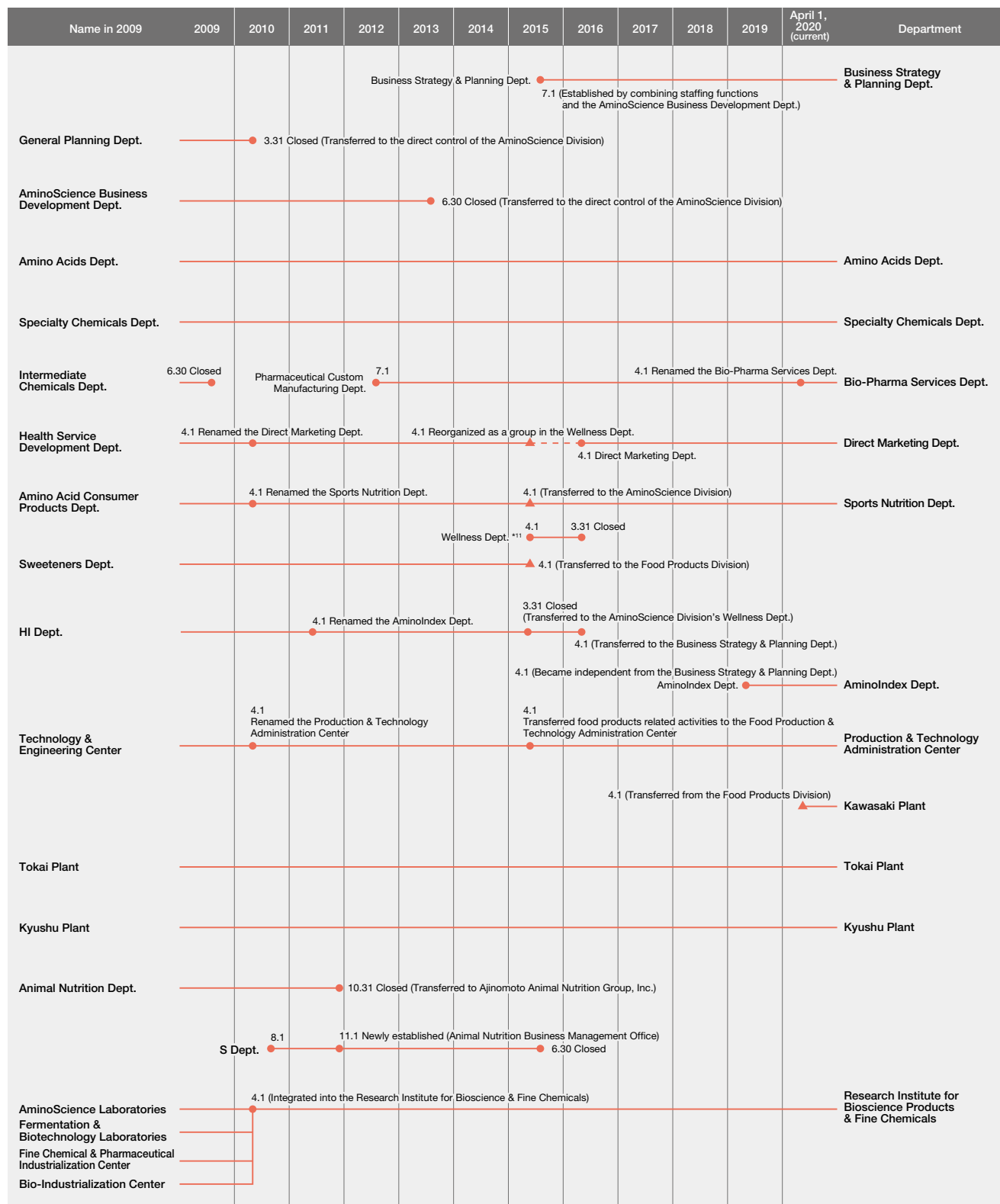
^{*9} Integrated into organizations such as the Research Institute for Bioscience Products & Fine Chemicals, the Institute of Food Sciences and Technologies, the Information System Planning Dept., and the Production & Technology Administration Center.

2) Food products division



*10 The domestic and overseas consumer foods framework has been shifted to a system with the business activities at the core. This has involved the restructuring of the organizational systems of three key business areas (savory foods, nutritional and packaged foods, and frozen Asian foods and desserts), as well as the establishment of the Sauce & Seasoning Dept., the Quick Nourishment Dept., and the Frozen Foods Business Dept.

3) AminoScience division



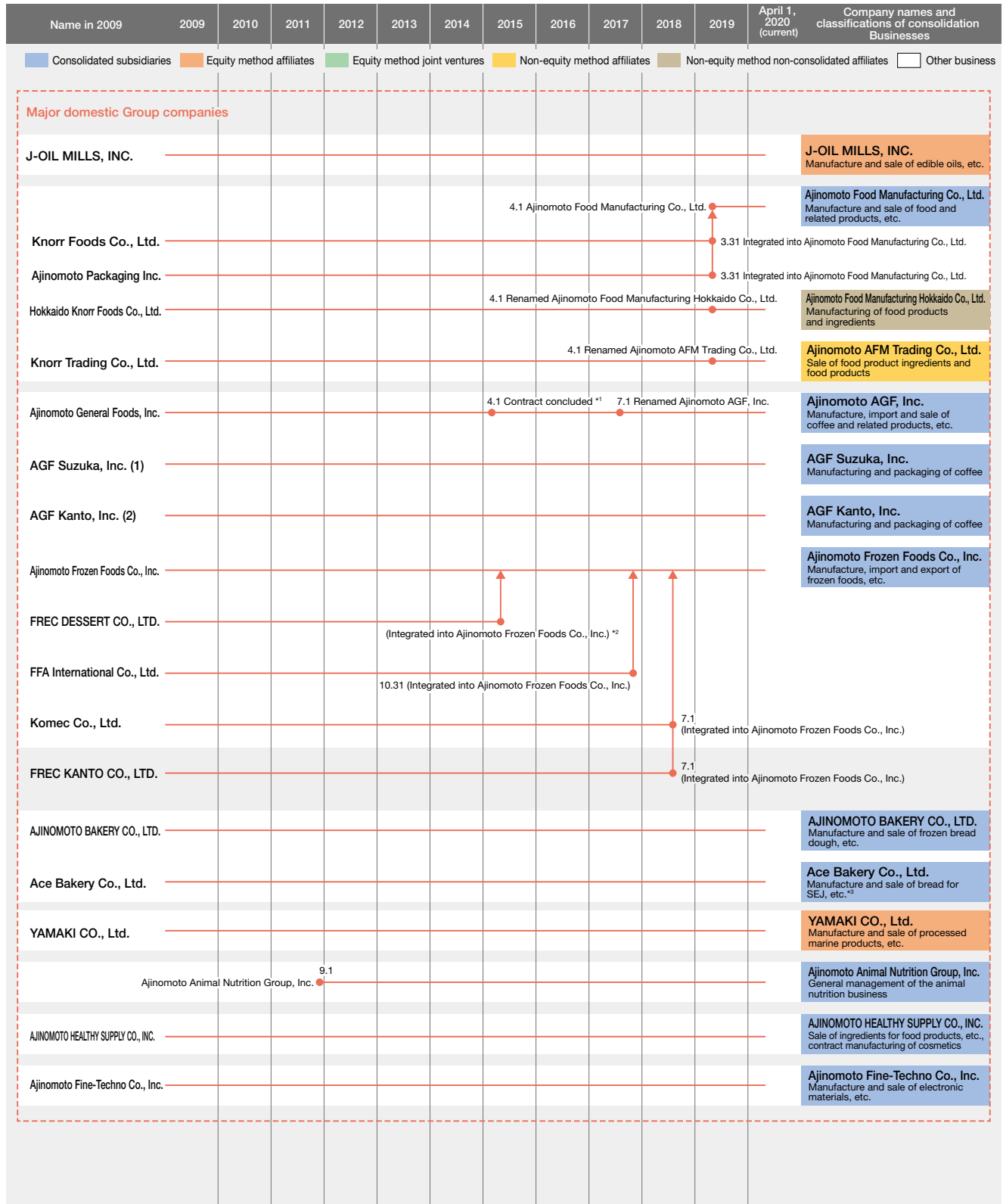
*11 The department was newly established to supervise the various departments with the reorganization of the Wellness Business Division.

4) Other business (affiliated company business)

Name in 2009	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	April 1, 2020 (current)	Department
(Pharmaceutical Company)		4.1 (Transferred to AJINOMOTO PHARMACEUTICALS CO., LTD.)											
Wellness Business R&D Planning Dept.		4.1					3.31 Closed (Transferred to the AminoScience Division's Wellness Dept.)						
Medical & Nutrition Food Business Dept.		4.1 Nutrition Care Dept.					3.31 Closed (Transferred to the Wellness Dept. of the AminoScience Division. Some functions were then transferred to the Consumer Foods & Seasonings Dept. on April 1, 2016)						
Affiliates Business Management Dept.							6.30 Closed (Transferred to related departments such as the Corporate Planning Dept.)						
Pharmaceutical Business Management Dept.		4.1					6.30 Closed (Transferred to related departments such as the Corporate Planning Dept.)						
CP Dept.			6.30 Closed										

(2) History of group companies in Japan

Order of companies complies with the internal rules of Ajinomoto Co., Inc.



*1 Acquired 50% share in Mondelez International, Inc. of the U.S. making it a fully owned subsidiary.

*2 When Ajinomoto Frozen Foods Co., Inc. expanded its No. 1 Factory at the Kanto Plant, they started manufacturing the products that the FREC DESSERT CO., LTD. head office plant had produced.

*3 SEVEN-ELEVEN JAPAN CO., LTD. is written as SEJ.

Since subsidiaries (1) to (9) were not mentioned in "The First 100 Years of the Ajinomoto Group" published in 2009. The dates of establishment or capital participation are listed below.

(1) Established on August 8, 1988. (2) Established on September 22, 1995. (3) Established on May 1, 1997. (4) Capital participation: June 28, 1996. (5) Established on April 1, 1950.

(6) Established on April 16, 1956. (7) Established in September, 1963. (8) Established on March 25, 1986. (9) Established on December 1, 2002.

The History of the Ajinomoto Group

(3) History of group companies overseas

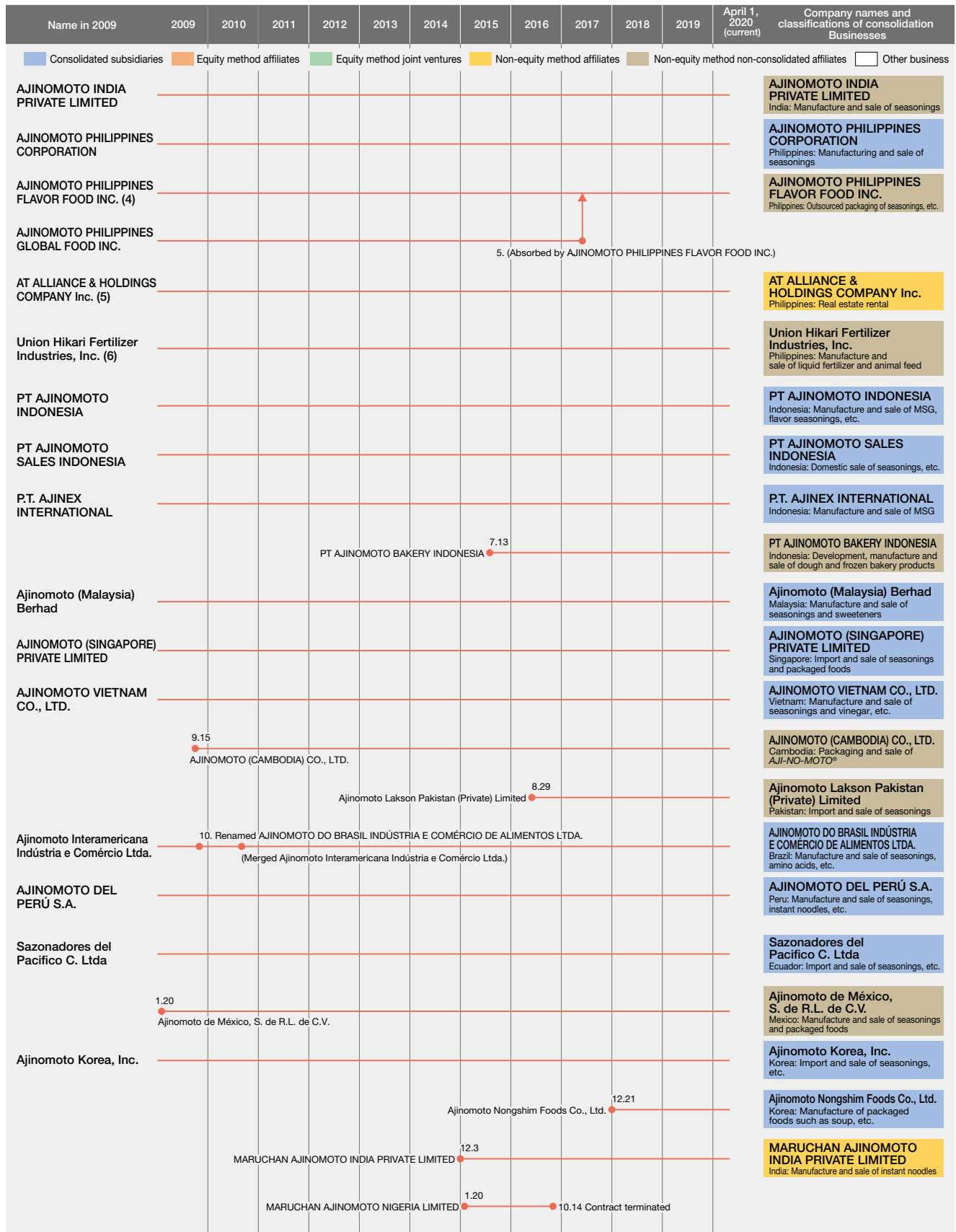
Order of companies complies with the internal rules of Ajinomoto Co., Inc.

Name in 2009	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	April 1, 2020 (current)	Company names and classifications of consolidation Country and businesses
<div> <div>Consolidated subsidiaries</div> <div>Equity method affiliates</div> <div>Equity method joint ventures</div> <div>Non-equity method affiliates</div> <div>Non-equity method non-consolidated affiliates</div> <div>Other business</div> </div>													
							1.5						Ajinomoto SEA Regional Headquarters Co., Ltd. Thailand: SEA headquarters for consumer foods business
SHANGHAI AJINOMOTO FOOD RESEARCH AND DEVELOPMENT CENTER CO., LTD.													SHANGHAI AJINOMOTO FOOD RESEARCH AND DEVELOPMENT CENTER CO., LTD. China: Development and accumulation of technologies related to the analysis of food products
New Season Foods, Inc. (1)													New Season Foods, Inc. USA: Manufacture of soup ingredients
XIAMEN AJIRAKU IDEAL FOODS CO., LTD. (2)													XIAMEN AJIRAKU IDEAL FOODS CO., LTD. China: Manufacture and sale of processed agricultural materials
Shanghai Ajinomoto Seasonings Co., Ltd.													Shanghai Ajinomoto Seasonings Co., Ltd. China: Manufacture and sale of seasonings and food products, etc.
AJINOMOTO TAIWAN INC.													AJINOMOTO TAIWAN INC. Taiwan: Import and sale of seasonings and food products
WEST AFRICAN SEASONINGS COMPANY LIMITED													WEST AFRICAN SEASONINGS COMPANY LIMITED Nigeria: Manufacture and sale of seasonings
				1.20									AJINOMOTO AFRIQUE DE L'OUEST S.A. Cote d'Ivoire: Packaging and sale of AJI-NO-MOTO®
AJINOMOTO CO., (THAILAND) LTD.													AJINOMOTO CO., (THAILAND) LTD. Thailand: Manufacture and sale of seasonings, food products, animal feed, etc.
AJINOMOTO SALES (THAILAND) CO., LTD.													AJINOMOTO SALES (THAILAND) CO., LTD. Thailand: Sale of seasonings, instant noodles, beverages, animal feed, etc.
												2.28	Ajinomoto Business Center (Thailand) Co., Ltd. established
Ajinomoto Calpis Beverage (Thailand) Co., Ltd.				10.1	Company name changed due to sale of Calpis Co., Ltd.								ABBT Co., Ltd. Thailand: Real estate maintenance
BANGKOK ANIMAL RESEARCH CENTER CO., LTD.													BANGKOK ANIMAL RESEARCH CENTER CO., LTD. Thailand: Livestock rearing and research
FD Green (Thailand) Co., Ltd.													FD Green (Thailand) Co., Ltd. Thailand: Manufacture and sale of fertilizer and feed, cultivation of agricultural products
Ace Pack (Thailand) Co., Ltd.													Ace Pack (Thailand) Co., Ltd. Thailand: Holds stock in Fuji Ace Co., Ltd. and other functions
SI AYUTTHAYA REALESTATE CO.,LTD.													SI AYUTTHAYA REALESTATE CO.,LTD. Thailand: Real estate and building maintenance
Erawan Industrial Development Co., Ltd.													Erawan Industrial Development Co., Ltd. Thailand: Holds real estate and stocks, supplies raw materials
SIAM TOKAI CO., LTD.													SIAM TOKAI CO., LTD. Thailand: Distribution of agricultural and marine products
AB Logistics (Thailand) Co., Ltd.							4.1	Name changed to Yusen Food Supply Chain (Thailand) Co., Ltd.					Yusen Food Supply Chain (Thailand) Co., Ltd. Thailand: Logistics services such as cargo import and export, etc.
Myanmar Ajinomoto Industry Co., Ltd.												Currently idle	Myanmar Ajinomoto Industry Co., Ltd. Myanmar: Currently idle
Myanmar Ajinomoto Co., Ltd. (3)												Currently idle	Myanmar Ajinomoto Co., Ltd. Myanmar: Currently idle
							2.17						Myanmar Ajinomoto Foods CO., LTD. Myanmar: Packaging and sale of AJI-NO-MOTO®
				8.14									AJINOMOTO BANGLADESH LIMITED Bangladesh: Packaging and sale of AJI-NO-MOTO®, etc.

Since subsidiaries (1) to (10) were not mentioned in "The First 100 Years of the Ajinomoto Group" published in 2009. The dates of establishment or capital participation are listed below.

(1) Capital participation on March 1, 2007. (2) Established on March 10, 2006. (3) Established on March 24, 1995. (4) Established on October 1, 1990. (5) Established on July 10, 2007. (6) Established on November 1, 1975. (7) Established April 1, 1995. (8) Established on July 1, 1987. (9) Established on August 28, 2002. (10) Established January 21, 1992.

(3) History of group companies overseas



*1 Concluded an equity purchase agreement based on an agreement to acquire Windsor Quality Holdings, LP in the U.S.; acquisition completed in November of the same year.
 *2 Acquired LABEYRIE TRAITUR SURGELES S.A.S, a French company that manufactures and sells frozen foods.
 *3 Acquired the 50.1% share in the U.S.'s liquid seasonings manufacturer More Than Gourmet Holdings, Inc.

The History of the Ajinomoto Group

(3) History of group companies overseas

Name in 2009	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	April 1, 2020 (current)	Company names and classifications of consolidation Businesses
													<div>Consolidated subsidiaries</div> <div>Equity method affiliates</div> <div>Equity method joint ventures</div> <div>Non-equity method affiliates</div> <div>Non-equity method non-consolidated affiliates</div> <div>Other business</div>
Shanghai Amoy Foods Co., Ltd.								4.22 Began liquidation				3.31 Liquidation completed	
Shenzhen Amoy Foods Ltd.					11.12 Began liquidation							3.31 Liquidation completed	
SHANGHAI HOUSE AJINOMOTO FOODS CO., LTD.			Liquidated end of December										
HENAN AJINOMOTO AMINO ACID CO., LTD.										Sold			
Shandong Lingwei Seasoning Co., Ltd.										2.8 Became Non-group company			
AQY Sauce Co., Ltd.										4. Liquidation completed			
AET Manufacturing Co., Ltd.					Began liquidation *8			5. Liquidation completed					
Fuji Ace Co., Ltd.												3.31 Sold *9	
ITOHAM BETAGRO FOODS CO., LTD.										Sold *10			
STAR AND SUN PTE. LTD.							8.5 Became Non-group company						
PT SASA INTI							8.5 Became Non-group company						
PT Ajinomoto Calpis Beverage Indonesia				10.1 Sold									
Gaban Spice Manufacturing (M) SDN. BHD.								6.30 Sold shares to GABAN Co., Ltd.					
Gaban Spice Marketing (M) Sdn. Bhd.								6.30 Sold shares to GABAN Co., Ltd.					
Ajinomoto Sweeteners Europe S.A.S.								10.15 Sold completed *11					
Ajinomoto Switzerland AG				Dissolved end of February									

*8 Resolution made to dissolve on March 31, 2015

*9 Agreed to conclude an agreement to transfer all shares of Fuji Ace Co., Ltd. (51% ownership) to Fuji Seal International, Inc.

*10 Transfer of shares approved on August 29, 2018.

*11 Transferred all outstanding shares to HYET Holding B.V., a holding company belonging to HYET Sweet B.V., a Dutch company that imports and sells sweeteners (sale completed on October 15, 2015). Ajinomoto Sweeteners Europe S.A.S. was established on November 27, 1991.



Timeline

5. Timeline

■ Primary management	■ Business activities in Japan	
	■ Business related	■ Product related
2009		
1.9 Announced non-operating expenses of 10 billion yen in Brazil 4.— Commenced a bonito tagging survey with the Fisheries Research Agency 5.11 Opened the Ajinomoto National Training Center in Tokyo. Agreed with the Japanese Olympic Committee to acquire the naming rights 6.26 Masatoshi Ito appointed President & CEO of Ajinomoto Co., Inc. 7.31 Published its CSR report 8.25 Recruitment for the "Food and Health" international support program 9.17 J-OIL MILLS, INC. published its 2009 CSR Report	5.11 Launched <i>MediMill®</i> and <i>AminoCare®</i> and started nutritional care business 7.24 Acquired manufacturing and marketing rights for pharmaceuticals to treat osteoporosis from Procter & Gamble (P&G) 10.1 Ajinomoto Co., Inc. and Calpis Co., Ltd.'s gift business integrated	2.19 Ajinomoto Frozen Foods Co., Inc. updated items like Gyoza, creating new value by making them even more delicious, safe, and secure 2.23 Launched <i>Kobuuma</i> , an umami seasoning made with kelp 2.23 Launched <i>amino VITAL® Water</i> 6.15 Launched the <i>Ajinomoto KK Asiamen</i> series 7.7 Launched <i>Black Tea Polyphenol</i> , a Health Fundamental Food 8.17 Launched <i>GABAN® Spice Dressing</i> 8.24 Launched <i>No-Mikata®</i> 8.24 Launched a Japanese, Western, and Chinese soup stocks with 30% less salt 8.24 <i>PAL SWEET®</i> was completely updated for the 25th anniversary of its launch 8.24 Launched <i>SUPER Citric Acid</i> , a powdered beverage containing citric and amino acids 8.— Launched a new and improved <i>Knorr® Cup Soup</i> variety 10.22 <i>amino VITAL®</i> recalled due to violation of usage standards stipulated by the Food Sanitation Act
2010		
1.28 Released a new corporate slogan: "Eat Well, Live Well." 1.28 Ghana Project (A social business developed with Royal DSM N.V. of the Netherlands) 2.22 Environmental Report won the 13th Environmental Communication Awards prize 4.1 Transitioned from a virtual company system to a business headquarters system 4.1 Established AJINOMOTO PHARMACEUTICALS CO., LTD. 6.23 Sumikazu Umeda became President & CEO of J-OIL MILLS, INC. 10.25 Commenced joint research with the United States Department of Agriculture (USDA) to solve the problem of obesity by focusing on the satiety delivered by Umami	3.10 Tokai Plant was subject to administrative dispositions and guidance regarding manufacturing equipment 5.18 Sales partnership with between Ajinomoto General Foods, Inc. and Starbucks Coffee Japan, Ltd. for coffee products for home use 9.24 Signed official sponsorship agreement with Japan Swimming Federation 10.1 Dashi Cafe opened in Yurakucho, Tokyo	2.18 Ajinomoto Frozen Foods Co., Inc. launches <i>Just Bake It Bakery</i> series 2.22 Launched <i>Knorr® Cup Soup cold</i> series 2.22 New variety launch and full update of <i>Pasta Do®</i> 2.— Launched <i>Blendy® Stick Cafe Au Lait</i> by Ajinomoto General Foods, Inc. 4.5 Launched <i>amino VITAL® Capsi</i> 8.20 Ajinomoto Frozen Foods Co., Inc. launches <i>Agezuni Sakutto-san</i> and the <i>Puchi Cake</i> series 8.24 Launched powdered <i>AquaSolita®</i>
2011		
3.14 The Ajinomoto Group provided a relief fund of 200 million yen and its products worth of 130 million yen in response to the Great East Japan Earthquake 6.15 J-OIL MILLS, INC. invested in FUJI OIL (THAILAND) CO., LTD. 7.19 Finalized repurchase of own stocks (5.5 million shares, 5.5 billion yen) 9.1 Established Ajinomoto Animal Nutrition Group, Inc. 9.30 Rated Global No. 1 in food products for 2 consecutive quarters by the U.S.'s Patent Board, Ltd. in an overall assessment of technological capability 11.24 Announced 30 million yen in support for those affected by Thailand flooding	3.1 Commenced outsourcing production of feed grade Threonine to FUFENG GROUP LTD. in China 4.— Commenced business with <i>AminoIndex® Cancer Risk Screening (AICS®)</i> 6.13 Concluded a joint venture agreement for frozen bread dough in Shanghai, China 9.8 An article on <i>AminoIndex® Cancer Risk Screening (AICS®)</i> published in the academic journal PLOS ONE 9.14 Generic drug patent infringement lawsuit concerning the osteoporosis pharmaceutical <i>Actonel®</i> 12.1 Received the Minister of the Environment Award for the Kawasaki Plant's "Efforts to utilize Humus (residue of defatted soybeans generated in the process of manufacturing liquid seasonings)"	1.6 Ajinomoto Frozen Foods Co., Inc. announced the start of development of the Ajina Eco logo 1.14 Launched <i>Puru Puru Amino</i> and <i>Collagen</i> , a Health Fundamental Food 1.— J-OIL MILLS, INC. launched <i>Rama Soft Low Sodium</i> 2.21 Launched <i>Hiyashi Dashi-Gayu</i> and <i>Toromi Okoku Vegetable Stir Fry</i> 6.15 Launched <i>AquaBalance</i> , a Health Fundamental Food Launched the <i>Knorr® Soup DEL®</i> series 8.22 Ajinomoto General Foods, Inc. launched <i>Blendy® Stick Cocoa Au Lait</i> 8.— Ajinomoto Frozen Foods Co., Inc.'s Gyoza became their single best-selling item for 8 consecutive years. Launched an updated product for the Gyoza World campaign J-OIL MILLS, INC. launched <i>Rama Margarine For Butter Lovers</i> 9.—
2012		
3.27 Commenced joint procurement of coated paper board packaging from overseas with Ezaki Glico Co., Ltd. and House Foods Corp. 4.1 Concluded a strategic business alliance agreement for IT services with Nomura Research Institute, Ltd. and established NRI System Techno, Ltd. 5.29 Health solutions business tie-up with Kao Corporation (33.4% investment in Healthcare Committee Inc.) 5.31 Concluded a memorandum of understanding for a project improving nutrition of weaned children in Ghana with U.S. ID and JICA 7.25 Launched <i>AJINOMOTO® Park</i> , an interactive food community site 7.27 Confirmed the carbon footprints (CFP) value of 8 products including amino acid related products 8.6 Concluded a memorandum of understanding with Vietnam National University, Hanoi to establish an endowed chair for teacher training course for nutritionists 10.1 Sold all shares of Calpis Co., Ltd. to Asahi Group Holdings, Ltd.	2.13 Concluded an agreement for the joint development of bio-based nylons with Toray Industries, Inc. 2.23 Applied for approval permitting domestic manufacture and sale of <i>MOVIPREP®</i> , a new oral intestinal cleanser 3.28 Added frozen foods to the JOC Gold Partner program 4.16 Expanded application of the <i>AminoIndex® Cancer Risk Screening (AICS®)</i> to include gynecologic cancer 4.— Introduced a new wastewater treatment facility at the Kawasaki Plant and achieved one fifteenth of the legal limit 5.3 Acquired naming rights for Ajinomoto Field Nishigaoka 5.23 Ajinomoto Frozen Foods Co., Inc. rebuilt the Kanto Factory 1st Building 5.31 Concluded a contract with Bridgestone Corporation for joint development biomass-derived synthetic rubber 9.15 Presentation about the effects of high leucine essential amino acid mixtures on early recovery from muscle fatigue at the Japanese Society of Physical Fitness and Sports Medicine 11.7 Full-scale introduction of resource-saving fermentation technologies for animal feed grade amino acids 11.8 Confirmed the effects of the alanine and proline enriched carbohydrate compounds on increasing endurance 12.25 AJINOMOTO PHARMACEUTICALS CO., LTD. established AY PHARMACEUTICALS CO., LTD. with Yoshindo Inc.	2.19 Ajinomoto Frozen Foods Co., Inc. launched <i>Mochimochi Thick-Wrap Boiled Gyoza</i> , a natural thawing product, in response to changes in the bento boxed lunch making market 2.20 Launched <i>Knorr® Gochiso Soup Pasta</i> 2.20 Launched <i>amino VITAL® Perfect Energy</i> 3.29 Launched <i>amino VITAL® Amino Protein</i> 4.12 <i>amino VITAL® GOLD</i> supplied to JOC teams 8.20 Ajinomoto Frozen Foods Co., Inc. further improved the quality of Gyoza 8.20 Launched <i>Nabe Cube®</i> nationwide 8.20 Launched <i>Pure Select® Kokuuma® Calorie 65% Cut</i> 8.20 Launched <i>Cook Do® Kyo-no Ohzara®</i> 8.27 Launched <i>amino VITAL® GOLD</i>

■ Overseas operations		■ What was happening in society
■ Business related	■ Product related	
2009		
3.6 Established ITOHAM BETAGRO FOODS CO., LTD. in Thailand (joint venture between ITOHAM FOODS INC., BETAGRO PUBLIC CO., LTD. and Hoei Bussan Co., Ltd.) 3.26 AJINOMOTO CO. (THAILAND) LTD., began operating a biomass boiler at the Kamphaeng Phet Plant, aiming to reduce CO ₂ 3.— Sold all shares of AJINOMOTO BIOITALIA S.p.A.		1.15 U.S. plane crash led to the 'Miracle on the Hudson River' 3.— Huge deficits in electronics, automobiles, etc. due to the global recession. Large staff lay-offs. 4.1 Meiji Seika Kaisha, Ltd. and Meiji Dairies Corporation merged to form the holding company Meiji Holdings Co., Ltd. 5.— New influenza strain, first infections in Japan 6.— In the U.S., the automakers General Motors (GM) and Chrysler collapsed 8.3 The lay judge system was introduced in Japan and the first trial held at Tokyo District Court 9.1 Consumer Affairs Agency launched 9.— The Democratic Party of Japan took control of government (Yukio Hatoyama Cabinet) 11.— Business review (the DPJ government held a conference on administrative reform)
2010		
11.4 AJINOMOTO CO. (THAILAND) LTD. announced construction of its umami seasonings plant		1.4 World's tallest skyscraper completed in Dubai, United Arab Emirates 2.12 Vancouver Winter Olympics held 5.— Apple Inc. in the U.S. launched the iPad 6.13 The asteroid probe Hayabusa returned after 7 years 9.15 The Collision Incident with Chinese Boat occurred in the Senkaku Islands 12.4 Full JR Tohoku Shinkansen line opened
2011		
7.13 European businesses integrated into Ajinomoto Food Europe S.A.S. 7.14 Established Granules OmniChem Private Limited, a joint venture company for intermediate pharmaceuticals in India 7.— Established Ajinomoto Istanbul Food Sales Ltd. 8.— Established AJINOMOTO BANGLADESH LIMITED 10.— Established Ajinomoto Foods Egypt S.A.E. 12.— Established AJINOMOTO AFRIQUE DE L'OUEST S.A.	11.— AJINOMOTO CO. (THAILAND) LTD. launched <i>RosDee® Menu</i> , flavor seasonings that make creating spicy dishes easy	3.11 The Great East Japan Earthquake and the Fukushima Daiichi nuclear power plant disaster occurred 3.12 Full JR Kyushu Shinkansen line opened 3.15 Tokyo Electric Power Company Holdings, Inc. commenced planned blackouts 7.17 Japan won the FIFA Women's World Cup for the first time (held in Germany) 7.— Extensive flooding occurred in Thailand, causing prolonged damage 10.26 All Nippon Airways Co., Ltd. (ANA) operated the first commercial flight of its Boeing 787
2012		
2.29 ZAO "AJINOMOTO-GENETIKA Research Institute" (AGRI) received the Russia's National Award in Science and Technology for 2011 9.— PT AJINOMOTO INDONESIA made a capital investment for increased production of <i>Masako®</i> 10.1 Established PT LAUTAN AJINOMOTO FINE INGREDIENTS, an Indonesian joint venture company for Personal Care Ingredients 11.15 Established Ajinomoto Genexine Co., Ltd., a joint venture company in South Korea to produce media for biopharmaceutical manufacturing 11.— Nissin-Ajinomoto Alimentos Ltda. began operating a new plant in northeastern Brazil	4.— PT AJINOMOTO INDONESIA launched <i>Mayumi®</i> mayonnaise	5.22 Tokyo Sky Tree opened 7.27 London Olympics held from July 27 to August 12 8.— Law enacted increasing the consumption tax 10.1 The U.S. military's Osprey aircraft deployed at MCAS Futenma in Okinawa 12.1 Professor Shinya Yamanaka of Kyoto University was awarded the Nobel Prize in Physiology or Medicine 12.16 The Liberal Democratic Party came to power with a landslide victory in the House of Representatives election. The coalition government of LDP and Komeito (Shinzo Abe's cabinet) was inaugurated.

■ Primary management	■ Business activities in Japan	
	■ Business related	■ Product related
2013		
1.7 Concluded a contract with JOC for 2013 to 2016 2.28 J-OIL MILLS, INC. concluded a business alliance agreement with Tsuji Oil Mills Co., Ltd. 4.5 Finalized acquisition of all shares of Althea Technologies, Inc. 4.17 Received Intellectual Property Achievement Award from the Ministry of Economy, Trade and Industry and the Japan Patent Office 6.28 Confirmed increase in dividend on retained earnings (8 yen to 10 yen) 10.22 Conducted global environmental cleanup activities with the Smile Earth! program 10.30 Contract for the naming rights of <i>AJINOMOTO STADIUM</i> renewed 11.5 Acquired 50% share in Turkey's Kükre A.Ş. 11.14 Donation of 10 million yen in aid for typhoon damage in the Philippines 12.18 Agreed to establish a joint venture instant noodle business in North America, Nigeria and India with Toyo Suisan Kaisha, Ltd.	2.20 Concluded a supplier contract with the J League's F.C.TOKYO 7.4 Presented the mechanism of cystine and theanine at the Japan Society for Surgical Metabolism and Nutrition (July 4 and 5) 7.12 Published the <i>Kachimeshi</i> ® recipe book 9.18 Sale of <i>Cystine and Theanine</i> expanded to medical institutions 9.20 Brick and mortar shop <i>JINO</i> ® at Yaesu Underground Shopping Mall opened 11.2 Presented research results on <i>Amino L40</i> ® for improving muscle synthesis in seniors at the Japanese Society for Amino Acid Sciences Academic Conference	2.18 Ajinomoto Frozen Foods Co., Inc. launched <i>Double Wrapped Shumai, Double Fried Rice</i> , etc. 2.— Ajinomoto General Foods, Inc. launched <i>Blendy</i> ® <i>Stick Tea Heart</i> 2.— Ajinomoto Frozen Foods Co., Inc. improved the manufacturing methods of <i>Yawaraka Wakadori Kara-Age</i> (fried chicken) by double frying 4.12 Voluntary recall for <i>Pasta Do</i> ® for <i>Arrabbiata sauce</i> 8.20 Ajinomoto Frozen Foods Co., Inc. launched <i>Yoshokutei</i> ® Hamburg 11.20 Launched <i>Amino Aile</i> ®
2014		
4.1 J-OIL MILLS, INC. and YAMAKI Co., Ltd. opened "Dashi x Oil," a special site 4.3 Concluded a joint venture agreement with Toyo Suisan Kaisha, Ltd. in India and Nigeria 6.19 Concluded a joint venture agreement with Toyo Suisan Kaisha, Ltd. in the U.S. 8.19 Joint implementation of the Ghana Project with the United Nations World Food Programme 8.— Installed a production line for commercial use products at AGF Suzuka, Inc. 11.5 Finalized acquisition of all shares in Windsor Quality Holdings, LP in the U.S.	2.13 Successfully developed <i>StemFit</i> ® <i>AK03</i> 3.24 Established a manufacturing process for tyrosine by fermentation method 5.17 Obtained approval for <i>ADVANTAME</i> as a food additive in Europe and the U.S. 5.30 Presentation on the method for detecting high-risk population for lifestyle-related disease using <i>AICS</i> ® technology at Japan Society of Nutrition and Food Science 6.1 Began operation of a new logistics center in Kuki City, Saitama 6.16 <i>ADVANTAME</i> designated as a food additive in Japan 8.8 Glutamyl-Valyl-Glycine designated as a food additive in Japan 9.25 Presented <i>AICS</i> ® for its expanded application to pancreatic cancer at the annual meeting of the Japanese Cancer Association	1.4 Revised selling price and package size of <i>HON-DASHI</i> ® 2.3 Launched <i>Toss Sala</i> ® 2.20 Ajinomoto Frozen Foods Co., Inc. launched natural thawing cooked rice, etc. 3.17 Launched <i>AminoCare</i> ® <i>Jelly Leucine 40</i> 4.1 Launched <i>JINO</i> ® <i>AminoFine</i> series 5.19 Launched <i>AquaSolita</i> ® bottled drinks 8.11 Launched <i>PAL SWEET</i> ® <i>Biorigo</i> ®, a Food for Specified Health Uses 8.22 Launched a <i>Knorr</i> ® <i>Cup Soup</i> series with 40% less salt
2015		
2.2 Six food companies in Japan agreed to build a logistics platform 4.— Acquired all shares of Ajinomoto General Foods, Inc. held by Mondelez International, Inc. in the U.S. 5.7 Completed the Kawasaki Plant tour facility 6.19 Takaaki Nishii replaced Masatoshi Ito as President & CEO of Ajinomoto Co., Inc. 6.23 Fuminao Hachiuma became president of J-OIL MILLS, INC. 8.18 Commenced a business partnership with T. HASEGAWA CO., LTD. working on natural flavors by fermentation process 10.15 Sold all shares of our aspartame manufacturing and sales company in France 10.30 Sold instant noodle joint venture in Brazil to NISSIN FOODS HOLDINGS CO., LTD. 12.7 Concluded an official partner contract with the Japanese Para-Sports Association	10.1 Launched <i>StemFit</i> ® <i>AK02N</i> in Japan 12.— Ceased production of MSG in Japan	8.20 Launched <i>Cook Do</i> ® <i>Okazu Gohan</i> 8.21 Launched <i>Knorr</i> ® <i>Cup Soup Premium</i> 8.21 <i>Glyna</i> ® acquired a qualification for a Food with Functional Claims (FFC) 8.— Ajinomoto General Foods, Inc. launched <i>Blendy</i> ® <i>Stick Cafe Au Lait Yasuragi Caffeineless, Blendy</i> ® <i>Stick Almond Milk Cocoa</i> , and <i>Blendy</i> ® <i>Stick Aroma Caramel Tea Au Lait</i> 8.— Ajinomoto Frozen Foods Co., Inc. launched <i>The ★ Chahan</i> 10.31 Launched <i>Knorr</i> ® <i>Zeitaku Vegetables</i> , only available through a proprietary website for direct sales
2016		
3.28 Concluded an official partner agreement for the Tokyo Olympic & Paralympic 4.1 Integrated gift business with Ajinomoto General Foods, Inc. 4.1 Established EA Pharma Co., Ltd. and transferred pharmaceutical business 4.1 Six food companies in Japan commenced joint shipping in Hokkaido 4.1 Changed number of share units 4.21 Provided a donation worth of 24 million yen in support for the Kumamoto earthquakes 6.30 Sold all shares of GABAN Co., Ltd. to House Foods Corp. 7.28 Commenced applying International Financial Reporting Standards (IFRS) 10.14 Commenced production and sales at a joint venture company with Toyo Suisan Kaisha, Ltd. in India. Dissolved joint venture in Nigeria 10.31 Completed purchase of all trademarks for lines including <i>MAXIM</i> ® and <i>Blendy</i> ® for which Ajinomoto General Foods, Inc. is a licensee 11.8 Acquired 33.33% share in Promasidor Holdings Limited 12.— Acquired all shares of GeneDesign, Inc.	2.8 Joint venture with Nippon Rika Co., Ltd. to strengthen production of L-cysteine hydrochloride 3.— Commenced Ajinomoto Co., Inc. and Mizkan Holdings Co., Ltd. joint round-trip rail transportation between Kanto and Kansai 4.1 Ajinomoto Fine-Techno Co., Inc. (AFT) established new U.S. base to strengthen its electronic materials business 4.28 Partial transfer of the medical food business to and sales tie-up with Nestlé Japan Ltd. 8.1 Started selling <i>StemFit</i> ® <i>AK03N</i> for both iPS and ES cells in Japan 8.1 Filed lawsuits in Japan and Germany against CJ CheilJedang Corp. and three of its subsidiaries for infringement of an MSG process patent 11.3 Established Ajinomoto Mirai Co., Ltd., a new company that promotes the employment of people with disabilities	2.1 Launched <i>Oniku Yawaraka-no-Moto</i> ® 2.1 Updated the <i>Cook Do</i> ® <i>Arabikiniku-iri Mabo</i> series 8.— Updated <i>Knorr</i> ® <i>Cup Soup</i> 12.— Ajinomoto Frozen Foods Co., Inc. launched <i>The ★ Shumai</i>

■ Overseas operations		■ What was happening in society
■ Business related	■ Product related	
2013		
1.— AJINOMOTO BANGLADESH LIMITED began operating the Tongi packaging plant 4.1 Established AJINOMOTO ANIMAL NUTRITION (SINGAPORE) PTE. LTD. (AANS) 4.— AJINOMOTO AFRIQUE DE L'OUEST S.A. began operating its Yopougou Plant 6.— Ajinomoto Frozen Foods Co., Inc. began manufacturing Gyoza (Japanese-style dumplings) in Poland 7.15 Completion of the AJINOMOTO CO. (THAILAND) LTD. Ayutthaya Plant for integrated processes from MSG manufacturing to packaging 7.26 Patent infringement lawsuit brought against a competitor making lysine in Hong Kong. Won in October. 7.— AJINOMOTO CO. (THAILAND) LTD. completed facilities for increased production of its <i>Birdy</i> ® beverage 8.— AJINOMOTO DO BRASIL INDÚSTRIA E COMÉRCIO DE ALIMENTOS LTDA. made a capital investment for increasing production of the flavored seasoning <i>Sazon</i> ® 10.— Completed a facility to increase production of amino acids for pharmaceuticals and foods in Shanghai	4.— Ajinomoto North America, Inc. launched <i>amino DEFENSE</i> ® 11.— AJINOMOTO VIETNAM CO., LTD. launched <i>Birdy</i> ® <i>3in1</i> , instant coffee with coffee, powdered milk and sugar in a single pack	3.14 Xi Jinping chosen as president of China 3.15 Prime Minister Abe officially announced participation in TPP negotiations 4.4 Bank of Japan shifted to strong monetary-easing policy 4.— Shin Kabuki-za opened 4.— Abenomics commenced, yen weakened, and stocks rose due to monetary easing 6.22 Mt. Fuji registered as a World Heritage site 9.8 Determined that the 2020 Olympics would be held in Tokyo 12.5 “Washoku” traditional Japanese cuisine registered as UNESCO Intangible Cultural Heritage 12.6 Act on the Protection of Specially Designated Secrets passed
2014		
3.— OOOAJINOMOTO expanded food business starting with frozen Gyoza 4.— PT LAUTAN AJINOMOTO FINE INGREDIENTS plant in Indonesia commenced operation 6.— PT AJINOMOTO INDONESIA completed expansion of a production line for liquid seasonings 7.— Established an office in Lahore, Pakistan 8.— Ajinomoto Genexin Co., Ltd. in South Korea plant commenced operation 11.— Ajinomoto Heartland, INC. commenced production of <i>AjiPro</i> ®-L	5.— AJINOMOTO DO BRASIL INDÚSTRIA E COMÉRCIO DE ALIMENTOS LTDA. launched <i>Satis</i> ®, an oil-free fried food seasoning 5.— AJINOMOTO (MALAYSIA) BERHAD launched <i>TUMIX</i> ®, a flavor seasoning for making stewed items 6.— Ajinomoto North America, Inc. launched <i>CapsiAtra</i> ® 6.— AJINOMOTO PHILIPPINES CORPORATION launched the flavor seasoning <i>PORKSAVOR</i> ®	3.27 Hakamada Case set to be retried 3.31 Boeing jumbo jet retired 4.1 Consumption tax rate raised to 8% 4.16 MV Sewol sank in South Korean waters 6.22 Tomioka Silk Mill in Gunma registered as a World Cultural Heritage 8.8 WHO declared an emergency due to Ebola 9.19 The Chinese internet company Alibaba was listed on the NY Stock Exchange 9.21 Founding of the Innovation Party 10.10 17-year old Pakistani Malala Yousafzai received the Nobel Peace Prize for activities promoting educational opportunities for children and young people 12.15 The Liberal Democratic Party and Komeito won two thirds of all seats in the election for the House of Representatives election
2015		
4.9 Ajinomoto Frozen Foods Co., Inc. entered a joint venture with Poland's Jawo sp. z o.o. (Ajinomoto Jawo Sp. z o.o.) and commenced manufacturing Gyoza (Japanese-style dumplings)	11.16 AJINOMOTO TAIWAN INC. launched three types of the <i>amino VITAL</i> ® series	3.14 JR Hokuriku Shinkansen commenced operation between Tokyo and Kanazawa 4.22 The Nikkei Stock Average closed above 20,000 yen for the first time in 15 years 4.25 The Nepal earthquake resulted in approx. 9,000 deaths 6.17 Public Offices Election Act revised, providing voting rights to those 18 years old and over 7.20 The U.S. and Cuba re-established diplomatic relations for the first time in 54 years 9.25 United Nations adopted SDGs 9.— Enactment and promulgation of security legislation 10.5 TPP negotiations largely agreed upon 11.13 Multiple terrorist attacks in Paris by ISIL 11.30 21st Conference of the Parties of the United Nations Framework Convention on Climate Change (COP21) held —.— World Expo held in Milan from May to October, with a theme of food for the first time
2016		
2.17 Established Myanmar Ajinomoto Foods CO., LTD. 3.— AJINOMOTO CO. (THAILAND) LTD. commenced operation of a cogeneration boiler 5.10 Filed a lawsuit in the U.S. and Europe against CJ CheilJedang Corp. and three of its subsidiaries for patent infringement of feed grade Trp making processes 5.— Completion of a feed grade Trp plant in France (low resource fermentation + flexible production) 7.— Established AJINOMOTO LAKSON PAKISTAN (PRIVATE) LTD., a joint venture with the Pakistan's Lakson Group 8.— Frozen bread factory commenced operation in Indonesia 9.29 Won a 2013 patent infringement lawsuit in the Netherlands for a lysine manufacturing process against the Global Bio-Chem Technology Group Company Limited and its subsidiaries 10.— Ajinomoto Toyo Frozen Noodles Inc. in the U.S. began selling noodle products	5.— AJINOMOTO VIETNAM CO., LTD. launched <i>Banh Rán</i> pancake mix 6.20 AJINOMOTO DEL PERÚ S.A. launched cup noodles 9.1 AJINOMOTO DO BRASIL INDÚSTRIA E COMÉRCIO DE ALIMENTOS LTDA. launched <i>amino VITAL</i> ®GOLD 10.— AJINOMOTO PHILIPPINES CORPORATION launched the oyster sauce <i>Sarsaya</i> ®	3.26 JR Hokkaido Shinkansen commenced operation between Shin Aomori and Shin Hakodate-Hokuto Stations 4.1 Integrated the operations of processed meat manufacturers ITOHAM FOODS INC. and Yonekyu Corp. Inc. 4.14 Kumamoto earthquake occurred with a maximum seismic intensity of 7 on both days 5.26 42nd G7 Summit in Ise-Shima held. U.S. President Obama visited Hiroshima -27 The British EU referendum led to the victory of the Leave supporters 7.17 The National Museum of Western Art in Ueno, Tokyo was registered as a World Heritage Site 8.5 Rio de Janeiro Olympics held -21 His Majesty the Emperor revealed his intention to retire 8.8 Mount Aso erupted violently 10.8 Donald Trump won the U.S. presidential election 11.— Relocation of Tsukiji Market to Toyosu postponed (Governor of Tokyo: Koike) 12.27 Prime Minister Abe visited Hawaii's Pearl Harbor National Memorial

■ Primary management	■ Business activities in Japan	
	■ Business related	■ Product related
2017		
2.17 FY2017 - FY2019 Medium-Term Management Plan announced 3.1 Established F-LINE CORPORATION in Hokkaido 3.17 Ajinomoto General Foods, Inc. changed its name to Ajinomoto AGF, Inc. 3.22 Purchased Green Power Certificates for renewable energy produced domestically from sugarcane waste in Okinawa 4.1 The Ajinomoto Foundation certified as a public interest foundation 4.3 Established F-LINE CORPORATION in Kyushu 4.4 Completed acquisition of all shares in Örgen Gıda Sanayi ve Ticaret A.Ş. in Turkey 4.25 Established the joint venture Tsubame BHB Co., Ltd. to produce ammonia on-site 5.— A new packaging plant commenced operation in Kawasaki 8.17 Turkey's Kükre A.Ş. became a fully owned subsidiary 9.29 Announced reconstruction of seasonings and packaged foods production system in Japan 10.2 Announced Ajinomoto Group Global Brand Logo (AGB) 11.2 Finalized acquisition of all shares of LABEYRIE TRAITRUR SURGELES S.A.S, a French frozen food company 11.9 Finalized acquisition of all shares of Cambrooke Therapeutics Inc., a medical foods company in the U.S. 12.4 Announced integration of the R&D bases of four Japan-based Group companies 12.11 Announced Food and Amino Acid support at the Pyeong Chang Olympic & Paralympic	3.— Invested in Hinoman, Ltd. in Israel, which owns <i>Mankai</i> , and acquired exclusive sales rights in Japan 5.1 Renewed contract for the naming rights of Ajinomoto National Training Center and Ajinomoto Field Nishigaoka 6.15 New J-OIL MILLS, INC. Kurashiki Plant commenced operation 7.6 Ajinomoto Frozen Foods Co., Inc. updated corporate logo to "FRESH & FROZEN" 8.3 Concluded a manufacturing contract for feed grade Lysine and threonine with Meihua Holdings Group Co., Ltd. in China 10.12 Launched <i>AminoIndex® Risk Screening (AIRS®)</i>	1.17 Launched 3 types of <i>DogPartner®</i> 1.27 Launched <i>Mai Asa Histidine®</i> , a Food with Functional Claims (FFC) 1.— Ajinomoto Frozen Foods Co., Inc. launched <i>Onigiri Maru®</i> 2.20 Launched a <i>Knorr® Cup Soup made with cold milk</i> series 2.24 Launched <i>JINO® amino whitive serum</i> 2.— Ajinomoto General Foods, Inc. launched <i>Maxim® Black In Box</i> 8.21 Launched <i>amino VITAL® Amino Shot</i> 8.21 Launched a <i>Knorr® soup packed with protein</i> series 8.— Ajinomoto AGF, Inc. launched <i>Blendy® Stick</i> 8.— J-OIL MILLS, INC. launched <i>AJINOMOTO Olive & Lemon Flavored Oil</i> 11.2 Launched <i>Caps®EX</i> , a Food with Functional Claims (FFC)
2018		
2.20 Established the <i>AjiPanda®</i> KIDS employee childcare center at Kawasaki Plant 5.22 Agreed to a joint venture with Kohjin Bio Co., Ltd. (founded in June) 6.1 Opened the Client Innovation Center (CIC) 9.20 World Umami Forum held in New York in the U.S. -21	4.1 Established the Solutions & Ingredients Dept. 10.23 Renewed the naming rights contract for <i>AJINOMOTO STADIUM</i> for five years, from March 1, 2019 to the end of February 2024 11.30 Kawasaki Plant announced the construction of a new facility for the manufacture of soup and other products (scheduled for completion in the first half of FY2021)	2.19 40th anniversary of the launch of the <i>Cook Do®</i> series. Launched noodle seasoning. 2.19 Launched <i>Knorr® vegetable soup for rice</i> 7.— Expiration date labeling including only the year and month (without dates) completed for home use products of seasonings and packaged foods 7.— Updated all products in the <i>Pure Select®</i> series 8.20 Launched <i>Knorr® Cup Soup Veggie Recipe®</i> 8.— Ajinomoto AGF, Inc. launched <i>Blendy® Stick Hojicha Au Lait</i> 8.— Ajinomoto Frozen Foods Co., Inc. launched <i>Ginger Gyoza</i>
2019		
1.— The five food manufacturers in Japan commenced joint shipping in Kyushu 4.1 Established Ajinomoto Food Manufacturing Co., Ltd. 4.1 Integrated the logistics functions of the five food manufacturers in Japan to establish F-LINE CORPORATION on a national scale 5.27 Announced support for the Task Force on Climate-related Financial Disclosures (TCFD) and participation in the TCFD Consortium 11.1 Agreed to establish a joint venture in April 2020 with Accenture Japan Ltd for the purpose of transforming Ajinomoto Co., Inc.'s operations	4.9 Received the Science and Technology Award in the development category from the Commendation for Science and Technology by the Minister of MEXT for <i>AminoIndex®</i> Technology in FY2019 4.— Stroke and myocardial infarction added to the <i>AminoIndex® Risk Screening (AIRS®)</i> 9.6 Announced the cancellation of the whole sales agency contract with the Kellogg, Co. on March 31, 2020 10.29 Announced that J-OIL MILLS, INC. and the Nisshin OilliO Group, Ltd. would enter into discussions to begin a business partnership involving oil extracting, joint delivery, etc.	2.18 Launched <i>HON-DASH® Noko Dashi</i> and <i>Gu-tappuri Miso Soup</i> 2.18 Launched <i>Kaketechin ♪ Onsai Okazu</i> for microwaves 3.— J-OIL MILLS, INC. launched <i>AJINOMOTO Kara-Age no Hi-no-Abura</i> 3.— J-OIL MILLS, INC. launched <i>Rama Olive & Butter Flavor</i> 4.1 Selling price revised for <i>Seto no Honjio®, Aji-Shio®</i> and <i>YASASHIO®</i> 4.1 Selling price and volume of <i>Ajinomoto KK Consommé</i> and <i>Knorr® Consommé</i> revised 8.22 Launched <i>Knorr® Soup Grande®</i> 8.22 <i>amino VITAL® PRO</i> and <i>amino VITAL®</i> fully updated 8.— Ajinomoto AGF, Inc. launched <i>Blendy® Roasters &</i> 11.1 Selling price for <i>Cook Do®</i> Chinese and Korean mixed seasoning for home use revised
2020		
5.14 Announced introduction of the Ajinomoto Group Nutrient Profiling System for Products (ANPS-P) in 7 countries including Japan	3.— Launched <i>Steamy</i> for microwave oven cooking through general channels in Tokyo and 9 prefectures and a proprietary website for direct sales	

■ Overseas operations		■ What was happening in society
■ Business related	■ Product related	
2017		
<p>3.— Myanmar Ajinomoto Foods CO., LTD. began construction on a plant to produce powdered beverages</p> <p>5.— Ajinomoto Heartland, INC. increased production of feed grade Trp</p> <p>7.— PT AJINOMOTO INDONESIA expanded production facilities for the flavor seasoning <i>Masako</i>®</p> <p>8.— AJINOMOTO CO. (THAILAND) LTD. expanded production facilities for the flavor seasoning <i>RosDee</i>®</p> <p>8.— Myanmar Ajinomoto Foods CO., LTD. commenced operation of its <i>AJI-NO-MOTO</i>® packaging plant</p> <p>10.17 Acquired a majority share in Agro2Agri, S.L., an agricultural biostimulant manufacturer</p> <p>12.21 Concluded a contract to establish a joint venture company producing powdered soup NONGSHIM CO., LTD. in South Korea</p> <p>12.— PT AJINOMOTO INDONESIA enhanced production facilities for the menu-specific seasoning <i>Sajiku</i>®</p>	<p>8.— AJINOMOTO INDIA PRIVATE LIMITED launched the <i>Blendy</i>® powdered drink series</p>	<p>1.20 Inauguration of President Trump</p> <p>6.— A highly poisonous invasive ant (<i>Solenopsis invicta</i>) found in Japan</p> <p>9.3 North Korea conducted its sixth nuclear test. They conducted ballistic missile launches repeatedly.</p> <p>10.— LDP victory in the House of Representatives election</p> <p>12.6 Shogi master Habu Yoshiharu awarded the first ever Seventh Lifetime Title</p>
2018		
<p>7.— Ajinomoto Istanbul Food Sales Ltd., Kükre A.Ş. and Örgen Gıda Sanayi ve Ticaret A.Ş. were integrated and the company name changed to AJINOMOTO ISTANBUL FOOD INDUSTRY AND TRADE LTD. CO.</p> <p>11.19 Concluded an agreement to sell all the shares of Hong Kong Amoy Foods Ltd. to CITIC Capital Holdings Limited's affiliate investment fund, and commenced a joint venture with the company</p> <p>12.31 Recorded impairment loss related to investment in Ajinomoto Foods North America, Inc. and Promasidor Holdings Limited in the third quarter consolidated financial results</p>		<p>2.9 2018 Winter Olympics held in South Korea -25</p> <p>3.18 Vladimir Putin re-elected president of Russia</p> <p>4.27 Panmunjom Declaration between North and of South Korea, led by Moon Jae-in and Kim Jong Un</p> <p>6.12 The U.S. and North Korea held a summit in Singapore and signed an accord</p> <p>6.28 Heavy rainfall in western Japan (July 2018 Rainfall) -7.8</p> <p>9.6 Hokkaido Eastern Iburi Earthquake (maximum seismic intensity 7)</p> <p>9.28 Earthquake and tsunami in Indonesia left more than 2,000 dead</p> <p>10.— Tokyo's Tsukiji Market closed after 83 years</p> <p>12.31 The U.S. left the United Nations Educational, Scientific and Cultural Organization (UNESCO)</p>
2019		
<p>3.6 Signed a contract to become the highest sponsor of Southeast Asia's largest sports competition, the SEA Games. It was held in the Philippines between November and December 2019.</p> <p>6.10 Established the Group's first amino acid cleaning agent plant in Brazil (scheduled to commence operation in the fall of 2020)</p> <p>8.19 AJINOMOTO (MALAYSIA) BERHAD started building a new plant with an enhanced system to develop and produce Halal-compliant products (to commence operation in April 2022)</p> <p>8.20 Acquired 50.1% share in the U.S.'s More Than Gourmet Holdings, Inc.</p> <p>8.29 Announced a policy of conversion to exclusive ownership of GranulesOmniChem Private Limited, an Indian joint venture company (approved by the government as of June 2, 2020)</p>		<p>4.1 Announcement of the new Reiwa era</p> <p>4.15 Large fire at Notre Dame Cathedral in France</p> <p>5.1 Ascension of Japan's new Emperor (succeeding the previous Emperor's abdication on April 30)</p> <p>6.9 1.03 million people attended pro-democracy demonstrations protesting the Hong Kong extradition bill</p> <p>6.28 The 14th G20 Summit was held in Osaka -29</p> <p>7.18 An arson and murder incident occurred at Kyoto Animation Co., Ltd.</p> <p>8.2 The Intermediate-Range Nuclear Forces (INF) Treaty between the United States and Russia expired</p> <p>9.8 Typhoon Faxai struck in 2019, damaging central Chiba Prefecture -9</p> <p>9.23 16-year old Swedish environmental activist Greta Thunberg spoke at the United Nations</p> <p>10.1 Consumption tax rate raised to 10% (a reduced 8% tax rate applied in some circumstances)</p> <p>10.31 World Heritage Shuri Castle's main hall and other structures burned down</p> <p>11.24 Message from Pope Francis about the abolition of nuclear weapons delivered in Nagasaki and Hiroshima</p> <p>11.30 Completed the new national stadium, the main venue for 2020 Olympic and Paralympic Games</p> <p>12.18 President Trump became the third president in the U.S. history to be impeached by the House of Representatives</p>
2020		
		<p>1.— COVID-19, a new coronavirus, broke out in Wuhan, China and spread globally</p> <p>3.30 Tokyo 2020 Olympic & Paralympic rescheduled for July to September 2021</p> <p>4.7 Emergency declarations were issued for 7 prefectures and expanded nationwide on April 16</p>