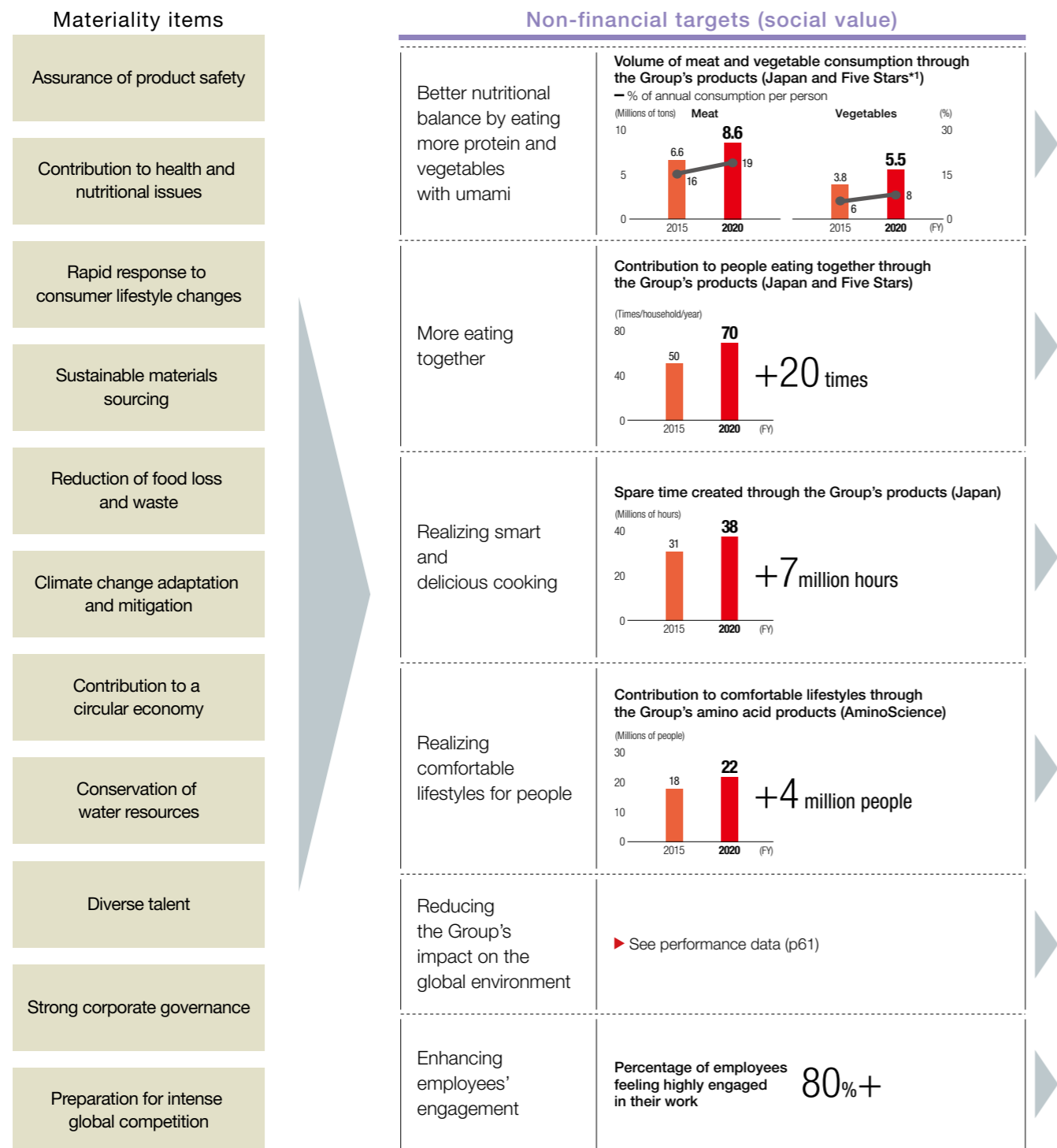
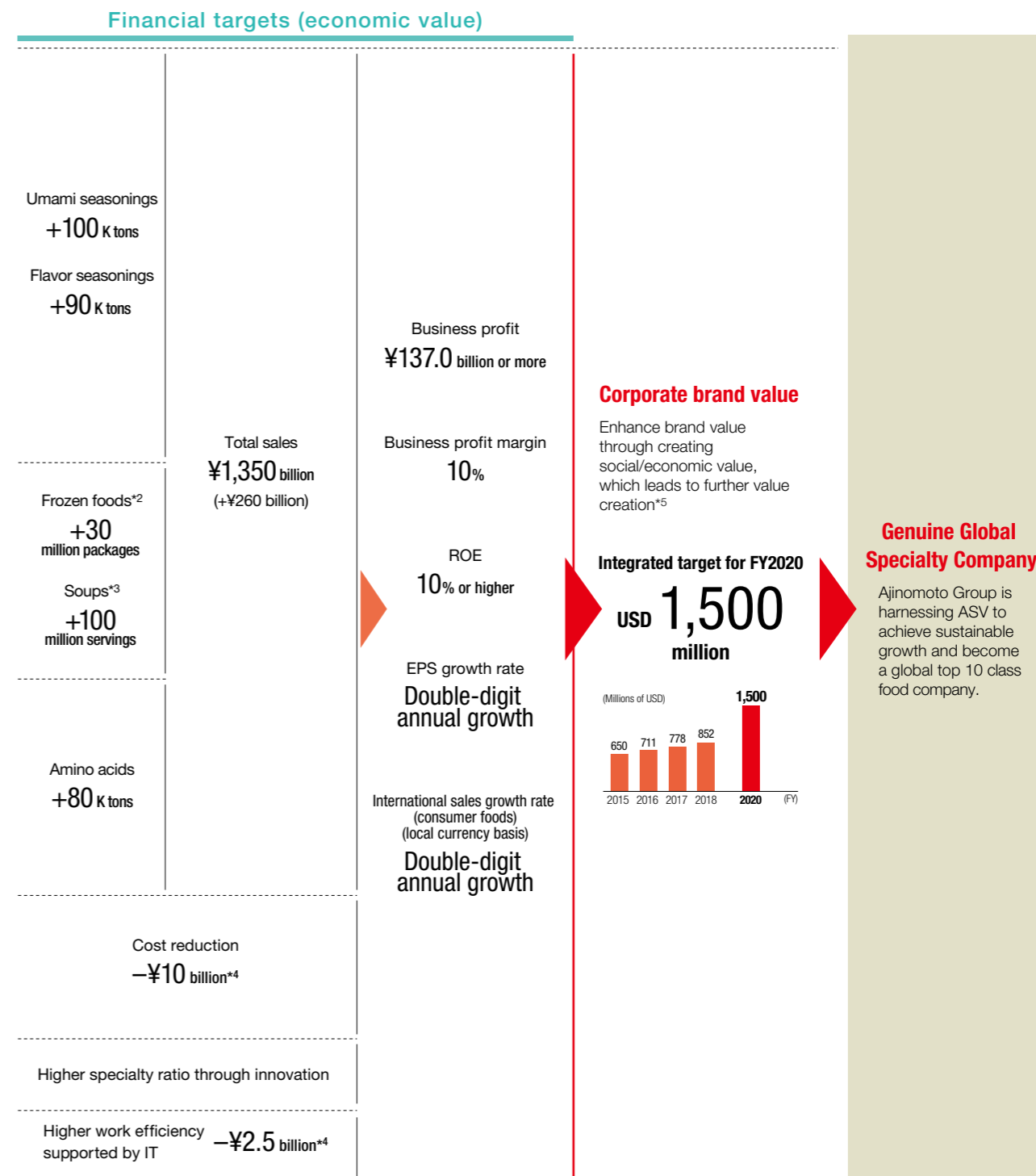


Non-financial / financial integrated targets for FY2020

The Ajinomoto Group's FY17-19 MTP specifies non-financial targets for quantifying the social value created through its business activities and financial targets quantifying the economic value. Corporate brand value has been configured as a shared indicator as the Group seeks to be a Genuine Global Specialty Company. At present, achieving the financial and corporate brand value targets will be difficult. Consequently, the Group will reformulate its growth strategy and clarify the targets in the next medium-term management plan.



*1 Thailand, Brazil, Indonesia, Vietnam, the Philippines



*2 Counting only products for household consumers in Japan *3 Counting only cup soup products in Japan
 *4 Cost reductions of ¥10 billion and ¥2.5 billion are FY2019 targets *5 Evaluated by Interbrand, "Japan's Best Global Brands"
 Note: Sales volume increases for umami seasonings, flavor seasonings, frozen foods, soups, and amino acids are comparisons over the period from FY2015 to FY2020. Increases in management indicators are comparisons over the period from FY2016 to FY2020.