

Progress with the FY2017-2019 Medium-Term Management Plan

The Ajinomoto Group is advancing measures on several fronts to become a Genuine Global Specialty Company. Strategies implemented during the past two medium-term management plans in pursuit of the Group’s specialties have been designed to advance growth drivers, fortify the business structure, and reinforce the management foundation.

In the food business, specifically Japan Food Products and International Food Products, the Group has actively invested to strengthen the business and regional portfolio in Japan and the “Five Stars” countries of Thailand, Brazil, Indonesia, Vietnam, and the Philippines. These investments are generating a steadily growing contribution to profits from the International Food Business.

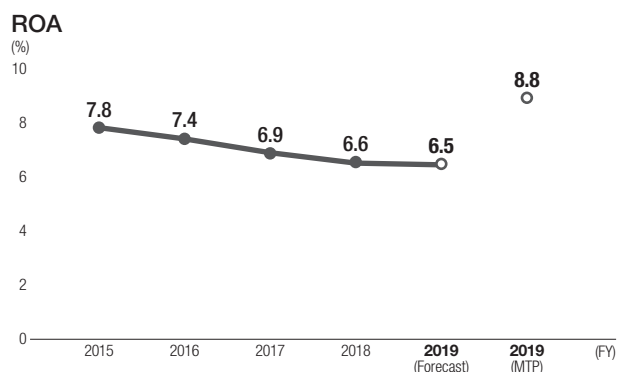
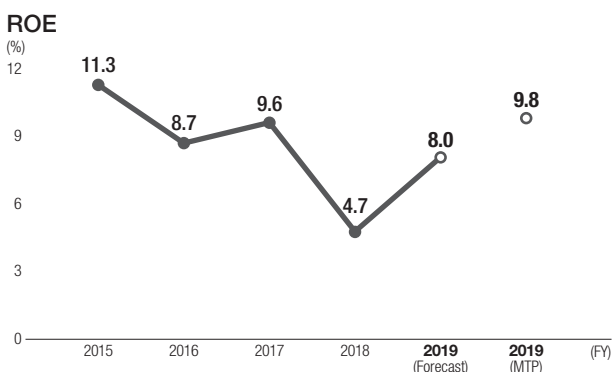
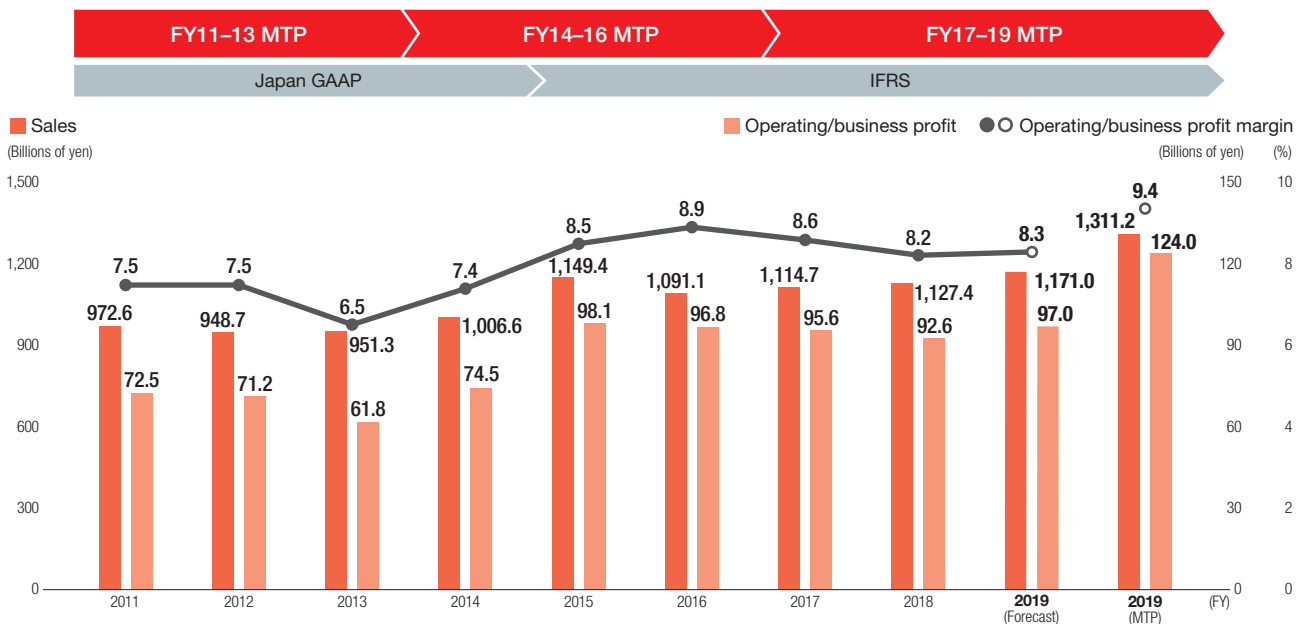
In the AminoScience businesses of Life Support and Healthcare, the Group has continued to strengthen the business structure by shifting to specialties in animal

nutrition and aggressively investing in the advanced biopharmaceuticals field to develop it into a core earnings source.

Earnings grew steadily during the eight years from FY2011 to FY2018. However, both the growth pace and earnings efficiency weakened under FY17-19 MTP, particularly in the food business. This is due in part to the fact that the food market structure changed markedly and competition intensified as consumer values and purchasing patterns diversified rapidly with the digital revolution.

The Group has responded to the changing environment by shifting its management policy in FY2019 to an innovation-driven growth strategy. The Group is focusing resources on core businesses that can demonstrate competitive advantage through digital transformation and asset-light management.

Performance under recent medium-term management plans



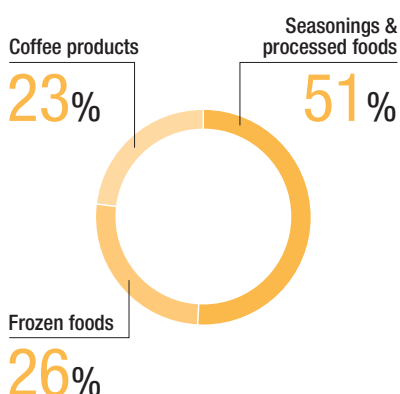
Overview of FY2018 Financial Results by Segment

Japan Food Products

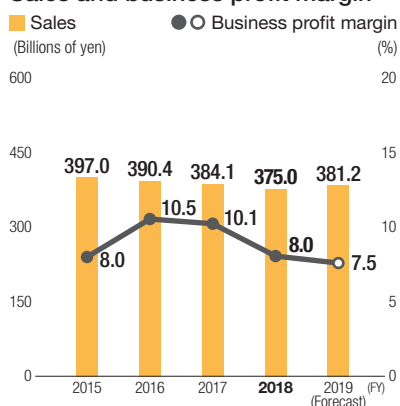
Competition in the market has intensified in recent years as consumption patterns have rapidly diversified and the structure of sales channels have changed following the evolution of digital technologies. Under those circumstances, sales of seasonings and processed foods were stable due to good sales of core brands, but business profit

decreased mainly as a result of soaring raw material and fuel prices. Sales and business profit of frozen foods and coffee products substantially declined due to intense competition and other factors. Overall segment sales and business profit both decreased year on year.

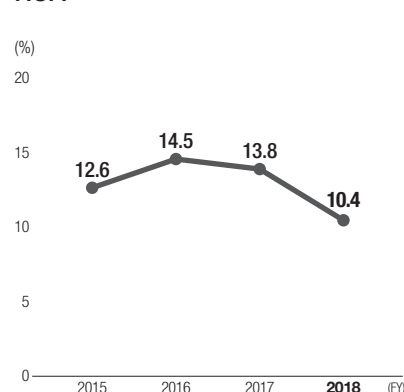
Breakdown of sales in FY2018



Sales and business profit margin



ROA

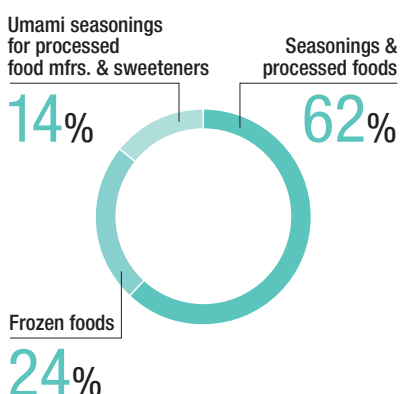


International Food Products

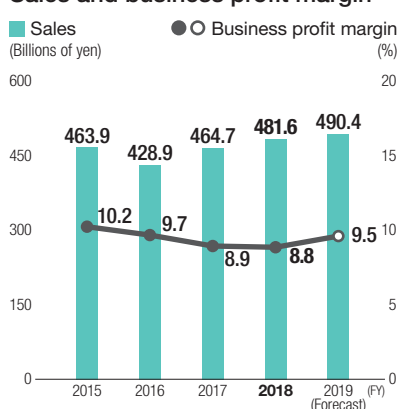
Sales of umami seasonings and flavor seasonings, the core products of this segment, grew steadily. Sales of menu-specific seasonings increased substantially in Southeast Asia and South America, reflecting urbanization and changing lifestyles of the growing middle class in these regions. Sales of frozen foods increased on the

back of strong market demand for Asian food products in North America and Europe. Despite an impairment loss associated with Promasidor Holdings Ltd. and rising costs for frozen foods in North America, overall segment sales and business profit were up year on year.

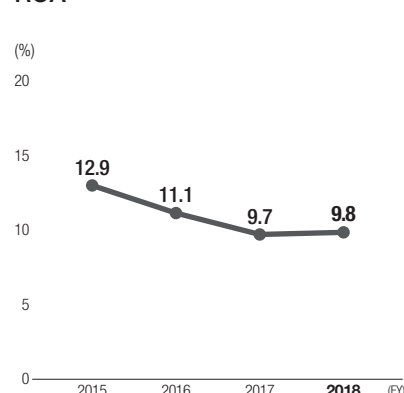
Breakdown of sales in FY2018



Sales and business profit margin



ROA



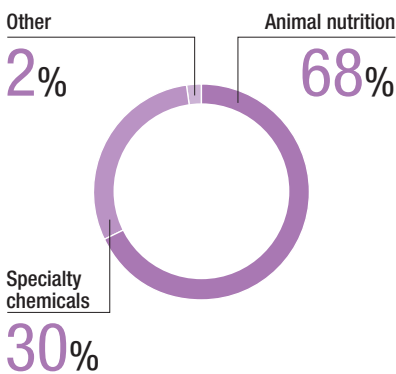
Overview of FY2018 Financial Results by Segment

Life Support

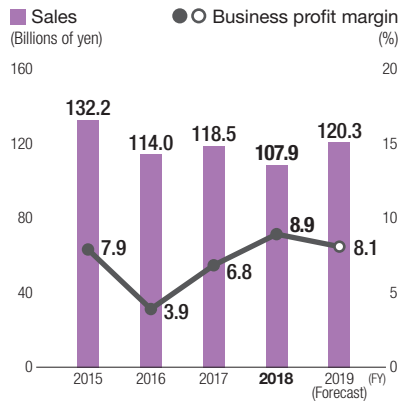
Sales of specialty chemicals increased due mainly to strong sales of electronic materials, and business profit grew substantially year on year. In the animal nutrition business, sales decreased due to declining sales volume

of lysine and threonine, and business profit was also down year on year mainly due to falling sales prices of tryptophan. Overall, segment sales decreased and business profit increased year on year.

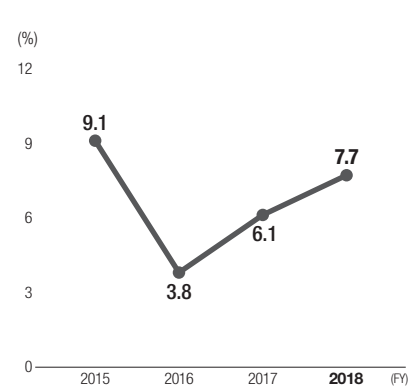
Breakdown of sales in FY2018



Sales and business profit margin



ROA

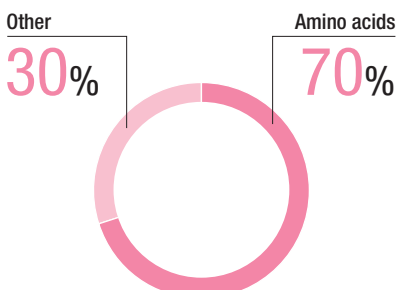


Healthcare

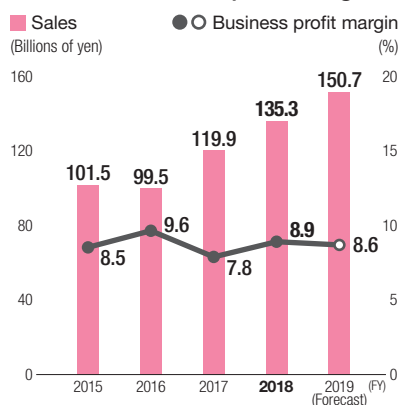
Sales and business profit of the pharmaceutical custom manufacturing business increased on the back of growth in the global market. Results were also solid for amino acids for pharmaceuticals and foods. Likewise, sales of

personal care ingredients, amino acid supplements, and fundamental food products were up. Overall segment sales and business profit increased year on year.

Breakdown of sales in FY2018



Sales and business profit margin



ROA

