

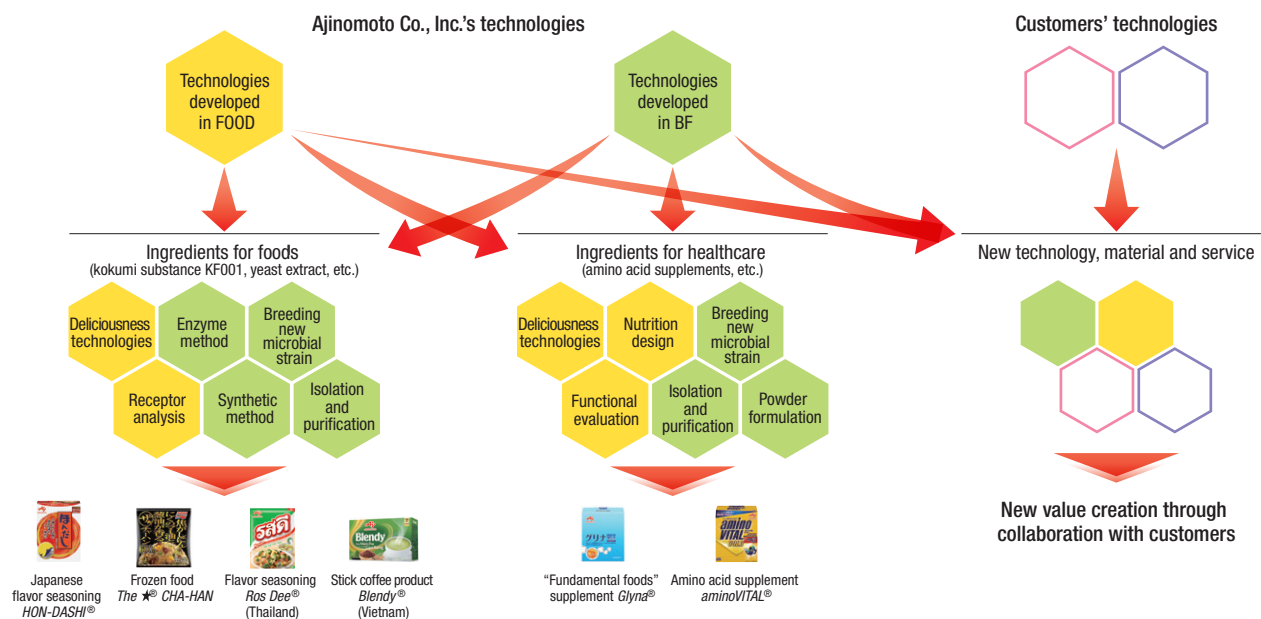
# Accelerating research and development to provide value to customers more rapidly

Ajinomoto Co., Inc. reorganized its R&D structure in April 2019 to enable quicker response to the rapidly changing market environment. The new organizational structure will enable the Company to create value even more linked to business, which will accelerate progress from fundamental research to product development and industrialization, and contribute to achieving sustainable growth.

To better align R&D activities with business strategies, the Company has reorganized its research in new fields and technological support function of the Institute for Innovation into the Research Institute for Bioscience Products and Fine Chemicals (BF), Institute of Food Sciences and Technologies (FOOD), Information System

Planning Department, and Production & Technology Administration Center. In addition, the Group will strengthen collaboration with outside organizations in R&D, and through integration of various technologies, will accelerate research and development to provide value to customers more quickly.

## Accelerate the creation of synergies through technological integration



### Accelerate creating new business and customer value through agile R&D

At the Research Institute for Bioscience Products and Fine Chemicals, I am particularly eager to apply the vast knowledge, technology, and experience that the Institute for Innovation has accumulated in the areas of analysis, structural analysis, and safety to create new businesses. One example is creating new business through communications with customers at the Client Innovation Center. I also expect the Institute of Food Sciences and Technologies to accelerate customer value creation in the food products business by integrating the research in taste receptors, nutrient metabolism, health, and pharmaceutical materials conducted at the Institute for Innovation. The new organization brings together the strengths of all of our researchers giving us the ability to quickly meet a wide range of customer needs.



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