Serving as a “Genuine Global Company” and Contributing to the Future of People and the Planet

In 2009, on the occasion of the 100th anniversary of the founding of the Ajinomoto Group, we reflected on the next 100 years ahead. We took this opportunity to declare our intention to find solutions through our businesses to the challenges that human society faces in the 21st century—namely, global sustainability, food resources, and healthy living. The FY2011–2013 Medium-Term Management Plan launched in April 2011 is our timeframe for laying the foundation required to accomplish this. The entire Group is committed to becoming a “genuine global company” that contributes to the creation of a sustainable society. Our unique contribution lies with refining and developing our knowledge and technologies, which are so closely connected with life itself. Each of the 30,000 Ajinomoto Group employees around the world is focused on working in their particular capacity with the people in their respective communities to discover and deliver new potential contributions to sustainability for people and the planet.

Masatoshi Ito
Representative Director, Representative Director, President and Chief Executive Officer
Ajinomoto Co., Inc.
The Aspiration of the Ajinomoto Group

Eat Well, Live Well.

The Founders' Vision

“Create New Value”
Discoverer of the umami taste
Dr. Kikunae Ikeda

Display “Pioneer Spirit”
Founder of the Ajinomoto Group
Saburosuke Suzuki II
The Aspiration of the Ajinomoto Group

“Eat well, be well.”

The importance of glutamate — not only to our sense of taste but also in the nutritional and physiological sense — is being demonstrated more and more through our recent research.

Then…

• 1908 - Umami was discovered by Dr. Kikunae Ikeda, who had the strong desire to "improve the nutrition of the Japanese people"

• 1909 - Saburosuke Suzuki II began selling AJI-NO-MOTO®, the world's first umami seasoning

The glutamic acid extracted from kombu by Dr. Kikunae Ikeda (1908)

…and Now

• 2000 - Researchers at the University of Miami reported the presence of umami receptors on the tongue

• 2006 - Ajinomoto's Institute of Life Sciences discovered that such receptors were also present in the stomach.

The original AJI-NO-MOTO® (1909)

Our “Eat Well, Live Well.” is actually an ideal that has been scientifically proven.
The Ajinomoto Group Philosophy

*We create better lives globally*
*by contributing to significant advances*
*in food and health and by working for life.*
The Ajinomoto Group Vision

We aim to be a “group of companies that contributes to human health globally” by continually creating unique value to benefit customers.

Foods
To become a global group of food companies centered on the world’s No. 1 seasoning business

Amino Science
To become a global group of AminoScience companies that contributes to humankind with the world’s No. 1 amino acid technology

Pharmaceuticals and Health
To become a group of health-promoting companies with a scientific approach to good taste and health

Basic Issues Confronting Humankind in the 21st Century

Satisfying the Demand for Health
Securing Food Resources
Protecting the Environment
Creating Unique Value to Achieve No. 1 in Deliciousness in Each Country

With monosodium glutamate—the essence of umami—as our foundation, the Ajinomoto Group will strive to create new value in harmony with the needs and lifestyles of customers around the world.
Food Products Business

From good taste to greater health value

- Low-salt
- Low-sugar
- Specified health-use foods

Contributing Globally to Health through Food

Communicating the Value of Dashi and Umami, and Passing Down Japanese Food Culture

Flavor seasonings rooted in food cultures worldwide

Extending Globally, Building on Local Food Cultures Around the World

Japan HON-DASHI®
Thailand ROSDEE®
Indonesia Masako®
Brazil Sazón®
Vietnam Aji-pong®
Philippines GINISA®
China MOR CHU GAOTANG®
Peru Dona Gusta®
Unlocking New Functions and Limitless Possibilities Through the Science of Amino Acids
Amino Acids Business

Contributing to Sustainable Livestock Production Through Feed-use Amino Acids

Utilizing the Varied Functionality of Amino Acids in Cosmetics

Producing Electronic Materials Based on Amino Acid Applications

「Jino®」シリーズ

コンピュータ用半導体基板絶縁材料ABF (Ajinomoto Build-Up Film)
Pharmaceuticals and Health

Creating Unique Pharmaceuticals for Increasing Patients’ Quality of Life

Promoting Total Nutrition Care

Specializing in “Gastrointestinal Diseases” and “Metabolic Diseases” Based on Clinical Nutrition to be a “Sharply Focused Specialty Pharmaceuticals Supplier”
Pharmaceuticals and Health

Using Original Ingredients and Technologies for Health and Life

Developing Foods by Utilizing the Nutritional and Physiological Functions of Amino Acids

Looking to the Power of Plant Materials in Researching Foods that Serve as Cornerstones of Health

Offering Nutritional Care Food Products for Good-tasting Health Management
Product Tree

Pursuing Deliciousness and Health in a Wide Range of Fields
A Local Presence in Markets Around the World

As of May, 2012
Conducting Joint Research on Bonito Resources

In April 2009, we began a study of bonito resources in the Pacific Ocean off the coast of western Japan together with the Fisheries Research Agency, an incorporated administrative agency.

Using Local Biomass Resources Toward a Low-carbon Society

The Ajinomoto Group is promoting efforts to realize a low-carbon society.
Environmental and Corporate Citizenship Activities

For Conserving the Environment, Securing Food Resources, and Ultimately Meeting the Desire for Good Health

Contributing to Nutrition and Society through Amino Acids: the Lysine Project\(^1\)

The Ajinomoto Group has over ten years of experience in field tests using the essential amino acid lysine in regions around the world suffering from malnutrition.

Nutrition Improvement Activities: the AIN\(^2\) Program

The Ajinomoto Group provides support for international cooperation activities in the field of food and nutrition carried out by groups like nongovernmental and nonprofit organizations and universities.

\(^1\) The Lysine Project falls within the scope of the United Nations Millennium Development Goals.

\(^2\) Ajinomoto International Cooperation Network for Nutrition and Health

* The AIN program falls within the scope of the United Nations Millennium Development Goals.
Environmental and Corporate Citizenship Activities

For Conserving the Environment, Securing Food Resources, and Ultimately Meeting the Desire for Good Health

Dietary Education Activities: Tasting Education

“Tasting Education” is a hands-on program that brings Ajinomoto Co., Inc. employees to elementary schools and other institutions throughout Japan to teach dietary habits. The program communicates the fundamental messages of “the importance of dashi and umami” and “the significance of eating well” to the children who will inherit responsibility for the next generation.
Global Network (As of August 1, 2010)
Network in Japan (As of August 1, 2010)
Corporate Overview

- **Foundation**: May 20, 1909
- **Paid-in Capital**: JPY79,863 million
- **Number of Employees**: 28,245 (Consolidated)
- **Net sales**: JPY1,197.3 billion
- **Ordinary income**: JPY75.9 billion
- **Net income**: JPY 41.8 billion
- **Total assets**: JPY1,097.0 billion

(as of March 31, 2012)
Financial Highlights (as of March 31, 2012)

### Net Sales (billions of yen)

<table>
<thead>
<tr>
<th>Year</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011 (FY)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>3,000</td>
<td>6,000</td>
<td>9,000</td>
<td>12,000</td>
<td>15,000</td>
</tr>
</tbody>
</table>

### Operating Income (billions of yen)

<table>
<thead>
<tr>
<th>Year</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011 (FY)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income</td>
<td>0</td>
<td>200</td>
<td>400</td>
<td>600</td>
<td>800</td>
</tr>
</tbody>
</table>

### Composition of Net Sales by Business (billions of yen) (FY2011)

- **Domestic Food Products**: 4,384 (37%)
- **Overseas Food Products**: 2,305 (19%)
- **Bioscience Products & Fine Chemicals**: 1,980 (17%)
- **Pharmaceuticals**: 779 (7%)
- **Business Tie-Ups**: 1,828 (15%)
- **Others**: 696 (6%)

### Composition of Net Sales by Region (billions of yen) (FY2011)

- **Japan**: 8,149 (68%)
- **Asia**: 1,779 (15%)
- **America**: 1,140 (10%)
- **Europe**: 903 (8%)
- **Others**: 696 (6%)
Eat Well, Live Well.