Financial Highlights (As of March 31, 2017)

Corporate Business

- Sales (billion yen Over $10 billion)
- Net income before extraordinary items
- Basic earnings per share
- Net sales FY2017
- Number of employees
- Number of R&D personnel

The History of the Ajinomoto Group

1935: The Ajinomoto Group was founded.
1939: AjinomotoSynopsis of Business Expansion
1943: AjinomotoSynopsis of Business Expansion
1945: AjinomotoSynopsis of Business Expansion
1949: AjinomotoSynopsis of Business Expansion
1954: AjinomotoSynopsis of Business Expansion
1959: AjinomotoSynopsis of Business Expansion
1964: AjinomotoSynopsis of Business Expansion
1969: AjinomotoSynopsis of Business Expansion
1974: AjinomotoSynopsis of Business Expansion
1979: AjinomotoSynopsis of Business Expansion
1984: AjinomotoSynopsis of Business Expansion
1989: AjinomotoSynopsis of Business Expansion
1994: AjinomotoSynopsis of Business Expansion
1999: AjinomotoSynopsis of Business Expansion
2004: AjinomotoSynopsis of Business Expansion
2009: AjinomotoSynopsis of Business Expansion
2014: AjinomotoSynopsis of Business Expansion
2019: AjinomotoSynopsis of Business Expansion

Overview of the Ajinomoto Group

- Net sales FY2017
- Number of employees
- Number of R&D personnel

Corporate Summary (Ajinomoto Co., Inc. 2018)
Global Network (As of July 1, 2018)

The Ajinomoto Group is globally expanding in a wide range of business fields, with operations spanning 35 countries and regions.

The Ajinomoto Group’s Model for Business Expansion and Source of Growth

The history of the Ajinomoto Group began when its founder, Shokudo Kitano, started a salt wholesale business around 1889. Today, the group creates a wide range of products, including food products, pharmaceuticals, and fine chemicals. Founded on the unique, leading-edge technologies and biochemical processes cultivated through our own efforts, the group's mission is to expand Food Products and Bioresources businesses.

Network in Japan

Global Network: 35 countries and regions

Subsidiaries, Affiliates, and Offices of Ajinomoto Co., Inc.

▲ Pharmaceuticals Plants   (1)
▲ Foods Plants (90)

Divisions are regional headquarters.

The Ajinomoto Group Way

Aspiration of Our Founding “Eat Well, Live Well.”

The Ajinomoto Group’s Business Expansion

Leading-Edge Biotechnology and Fine Chemical Processes

Customer Focus

Open & Linked Innovation

Regional Expansion

* Figure as of FY2017 (IFRS).
Global Network (As of July 1, 2018)

This Ajinomoto Group’s global network is widely expanding in a wide range of business fields, with operations spanning 35 countries and regions.

Note: 1 Plants include packaging plants.

2 Not all plants are displayed on the map.

● Subsidiaries, Affiliates and Offices of Ajinomoto Co., Inc.

▲ Pharmaceuticals Plants
▲ Foods Plants

Divisions are regional headquarters.

The Ajinomoto Group’s Model for Business Expansion and Source for Growth

The history of the Ajinomoto Group began when its founder Shiro Kona in 1909 discovered the substance Glutamic Acid in the flavor of soy sauce, which he then isolated and commercialized. Since then, the Kona family and its Daizo group have expanded the Group’s businesses worldwide, exploring the uses of amino acids and other amino acid-based products. Confident in the unique, leading-edge bioscience and fine chemical technologies cultivated through these efforts, the Group is working to reinforce its basic businesses, while launching new businesses in Food Products and Bioscience businesses.

Network in Japan

(As of July 1, 2018)

The Ajinomoto Group’s Business Expansion

The Ajinomoto Group is working to reinforce its basic businesses, while expanding into new businesses, including Food Products and Bioscience businesses.

Customer Focus: Leading-Edge Bioscience and Fine Chemical Technologies

Open & Linked Innovation Regional Expansion

Ajinomoto Group Way

Aspiration of Our Founding: “Eat Well, Live Well.”
The History of the Ajinomo Group

1869: Construction of the Tatebayashi Factory
1871: Establishment of the Takamatsu Factory
1872: Establishment of the Kurashiki Factory
1875: Establishment of the Osaka Factory
1876: Establishment of the Tokyo Factory
1878: Establishment of the Nagoya Factory
1880: Establishment of the Hyogo Factory
1882: Establishment of the Nihonsha Factory
1884: Establishment of the Iwakuni Factory
1886: Establishment of the Tottori Factory
1888: Establishment of the Kure Factory
1900: Establishment of the Shimonoseki Factory
1902: Establishment of the Beppu Factory
1904: Establishment of the Fukuoka Factory
1906: Establishment of the Tokyo Factory (Second Factory)
1907: Establishment of the Chiba Factory
1909: Establishment of the Yokohama Factory
1911: Establishment of the Osaka Factory (Second Factory)
1913: Establishment of the Nagoya Factory (Second Factory)
1915: Establishment of the Tokyo Factory (Third Factory)
1917: Establishment of the Sendai Factory
1919: Establishment of the Tokyo Factory (Fourth Factory)
1921: Establishment of the Osaka Factory (Third Factory)
1923: Establishment of the Fukuoka Factory (Second Factory)
1925: Establishment of the Tokyo Factory (Fifth Factory)
1927: Establishment of the Osaka Factory (Fourth Factory)
1929: Establishment of the Nagoya Factory (Third Factory)
1931: Establishment of the Tokyo Factory (Sixth Factory)
1933: Establishment of the Sendai Factory (Second Factory)
1935: Establishment of the Osaka Factory (Fifth Factory)
1937: Establishment of the Fukuoka Factory (Third Factory)
1939: Establishment of the Tokyo Factory (Seventh Factory)
1941: Establishment of the Sendai Factory (Third Factory)
1943: Establishment of the Osaka Factory (Sixth Factory)
1945: Establishment of the Fukuoka Factory (Fourth Factory)
1947: Establishment of the Tokyo Factory (Eighth Factory)
1949: Establishment of the Sendai Factory (Fourth Factory)
1951: Establishment of the Osaka Factory (Seventh Factory)
1953: Establishment of the Fukuoka Factory (Fifth Factory)
1955: Establishment of the Tokyo Factory (Ninth Factory)
1957: Establishment of the Sendai Factory (Fifth Factory)
1959: Establishment of the Osaka Factory (Eighth Factory)
1961: Establishment of the Fukuoka Factory (Sixth Factory)
1963: Establishment of the Tokyo Factory (Tenth Factory)
1965: Establishment of the Sendai Factory (Sixth Factory)
1967: Establishment of the Osaka Factory (Ninth Factory)
1969: Establishment of the Fukuoka Factory (Seventh Factory)
1971: Establishment of the Tokyo Factory (Eleventh Factory)
1973: Establishment of the Sendai Factory (Seventh Factory)
1975: Establishment of the Osaka Factory (Tenth Factory)
1977: Establishment of the Fukuoka Factory (Eighth Factory)
1979: Establishment of the Tokyo Factory (Twelfth Factory)
1981: Establishment of the Sendai Factory (Eighth Factory)
1983: Establishment of the Osaka Factory (Eleventh Factory)
1985: Establishment of the Fukuoka Factory (Ninth Factory)
1987: Establishment of the Tokyo Factory (Thirteenth Factory)
1989: Establishment of the Sendai Factory (Ninth Factory)
1991: Establishment of the Osaka Factory (Twelfth Factory)
1993: Establishment of the Fukuoka Factory (Tenth Factory)
1995: Establishment of the Tokyo Factory (Fourteenth Factory)
1997: Establishment of the Sendai Factory (Tenth Factory)
1999: Establishment of the Osaka Factory (Thirteenth Factory)
2001: Establishment of the Fukuoka Factory (Eleventh Factory)
2003: Establishment of the Tokyo Factory (Fifteenth Factory)
2005: Establishment of the Sendai Factory (Eleventh Factory)
2007: Establishment of the Osaka Factory (Fourteenth Factory)
2009: Establishment of the Fukuoka Factory (Twelfth Factory)
2011: Establishment of the Tokyo Factory (Sixteenth Factory)
2013: Establishment of the Sendai Factory (Twelfth Factory)
2015: Establishment of the Osaka Factory (Fifteenth Factory)
2017: Establishment of the Fukuoka Factory (Thirteenth Factory)
2019: Establishment of the Tokyo Factory (Seventeenth Factory)

The Ajinomoto Group 

Ajinomoto Group

Financial Highlights (As of March 31, 2021)

<table>
<thead>
<tr>
<th>Category</th>
<th>2021/22</th>
<th>2020/21</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>¥6,070,754.85</td>
<td>¥4,946,509.16</td>
<td>+22.9%</td>
</tr>
<tr>
<td>Operating income</td>
<td>¥531,691.10</td>
<td>¥395,715.60</td>
<td>+30.7%</td>
</tr>
<tr>
<td>Net income</td>
<td>¥251,562.60</td>
<td>¥190,394.40</td>
<td>+32.1%</td>
</tr>
<tr>
<td>Total assets</td>
<td>¥1,588,627.44</td>
<td>¥1,483,166.59</td>
<td>+7.1%</td>
</tr>
<tr>
<td>Liabilities</td>
<td>¥806,118.30</td>
<td>¥731,366.59</td>
<td>+9.6%</td>
</tr>
</tbody>
</table>

Overview of the Ajinomoto Group

As of April 1, 2021

- Number of employees: 35
- Net sales: ¥1,150.2 billion
- Number of production plants: 123
- Number of employees: 34,452
- Number of production plants: Over 1,700