

HISTORY

The growth trajectory of the Ajinomoto Group

Since its founding in 1909, the Ajinomoto Group has overcome many obstacles and grown through a pioneer spirit, co-creation with partners, customer value-driven innovation, governance and quality assurance (safety and security) initiatives, and structural reforms.

1908

Discovered glutamic acid
The following year,
launched
AJI-NO-MOTO®

Innovation

Co-creation



1910s

Global expansion
(expanding sales channels
to Taiwan, Korea,
and China)

Pioneer spirit

Co-creation

1964

Launched Knorr® soup in Japan
in partnership with US based
CPC international Inc.

Co-creation



1969

The safety of MSG was
questioned in the U.S.

⇒Our company focused on scientifically verifying
its safety. And its safety was reaffirmed in 1980.

Quality

1956

A competitor announced
a new method for manufacturing
glutamic acid

⇒Our company also established a new central
research laboratory and succeeded in industrializing
the our fermentation method,
launched amino acids for infusion solution

Co-creation

Innovation

1950~60s

Increased overseas headquarters
(Thailand, Brazil, USA, etc.)

Pioneer spirit



1972

Full-scale launch of
frozen food business

Pioneer spirit

Innovation



1973

Launched instant coffee in
partnership with US based
General Foods

Co-creation



1909 1950

1960

1970

1980



- Pioneer spirit** ⇒ the pioneer spirit that continues to take on new challenges
- Innovation** ⇒ Customer value-driven Innovation
- Co-creation** ⇒ Co-creation with partners
- Governance** ⇒ Strengthening governance
- Quality** ⇒ Quality assurance (safety and security)
- Structural reform** ⇒ Structural reform for sustainable growth

1989
Acquired S.A. OmniChem N.V. and fully entered the CDMO business

Innovation

Co-creation



1999
Launched Ajinomoto Build-up Film® (ABF), an insulation material used between buildup layers for semiconductor substrates

Innovation

Co-creation

FY 2019~2022
Reduced assets by a total approx. 300B JPY

Structural reform

1997
Violated the Commercial Code (giving benefits to corporate racketeers)
⇒ Strengthened governance to become a global company originating from Japan

Governance

2014
Acquired Windsor Quality Holdings, Inc., a U.S. frozen food company

Pioneer spirit

Co-creation

2023
Acquired Forge Biologics Holdings, LLC, a U.S. gene therapy CDMO

Innovation

Co-creation

2001
Halal issues arose in Indonesia
⇒ Further strengthened quality assurance efforts

Quality

2009
Due to the impact of the Lehman Shock, revenue and profits declined, a deficit of over 10 billion yen
⇒ Structural reform, shifts from a focus on bulk to value added product

Structural reform

NET SALES

1,530.5
billion yen

1990

2000

2010

2020

2024