

Eat Well, Live Well.

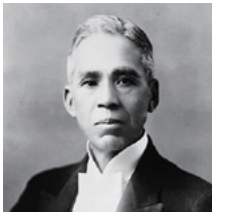


The History of the Ajinomoto Group

- 1908 Dr. Kikunae Ikeda acquired patent to produce monosodium glutamate as the source of "umami"
- 1909 Saburosuke Suzuki II first marketed umami seasoning *AJI-NO-MOTO*® (launched on May 20)
- 1910 Adopted sales agent in Taiwan
- 1917 Opened New York purchasing and sales office
- 1918 Opened Shanghai sales office
- 1927 Opened Singapore sales office
- 1956 Established Ajinomoto do Brasil Industria e Comercio (the present AJINOMOTO DO BRASIL INDÚSTRIA E COMÉRCIO DE ALIMENTOS LTDA.)
- 1958 Established Union Chemicals Inc. (the present AJINOMOTO PHILIPPINES CORPORATION)
- 1960 Established AJINOMOTO COMPANY (THAILAND) LIMITED
- 1963 Launched *Kellogg's*® (Corn Flakes)
- 1964 Launched *Knorr*® Soup
- 1965 Launched feed-use lysine
- 1969 Established PT AJINOMOTO INDONESIA
- 1970 Launched *HON-DASHI*
- 1972 Launched *Ajinomoto KK's Frozen Foods*
- 1973 Collaboration with General Foods Corporation (Coffee)
- 1974 Established Eurolysine S.A.(the present AJINOMOTO EUROLYSINE S.A.S.)(France)
- 1978 Launched menu-specific seasonings *Cook Do*®
- 1980 Safety of MSG re-verified by the U.S. FDA
- 1984 Launched *Pal Sweet*® 1/60 (Sweetener)
- 1987 MSG finally categorized as the safest food ingredient by the JECFA
- 1991 Established WEST AFRICAN SEASONING COMPANY LIMITED (Nigeria)
Established B&W Vietnam Co., Ltd. (the present AJINOMOTO VIETNAM COMPANY LIMITED)
- 2011 Commenced the *AminoIndex*® *Cancer Screening* business
- 2013 Collaboration with Toyo Suisan Kaisha, Ltd. (Instant noodles)
- 2014 Collaborative development with Center for iPS Cell Research and Application, Kyoto University (Cell culture medium for regenerative medicine)
- 2015 Collaboration with T. Hasegawa Co., Ltd. (Fermented natural flavors)
Launched Ajinomoto Windsor, Inc. (the U.S.)
- 2016 Acquired a 33.33% stake in Promasidor Holdings Limited (British Virgin Islands)
Acquired all shares of GeneDesign, Inc. (Japan)
- 2017 Introduction of Ajinomoto Group Global Brand Logo (AGB)
Acquired LTS Inc. (France) (launched in July 2018 as Ajinomoto Frozen Foods France S.A.S.)



Dr. Kikunae Ikeda



Saburosuke Suzuki II



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



Initial launch products of HON-DASHI (1970)



Head office of Ajinomoto Co., Inc.

Overview of the Ajinomoto Group (As of April 1, 2018)

Business sites

35 countries and regions

Areas where products are sold

Over **130** countries and regions

Number of production plants

123

Net sales FY2017

1,150.2 billion yen

Number of employees

34,452

※As of March 31, 2018

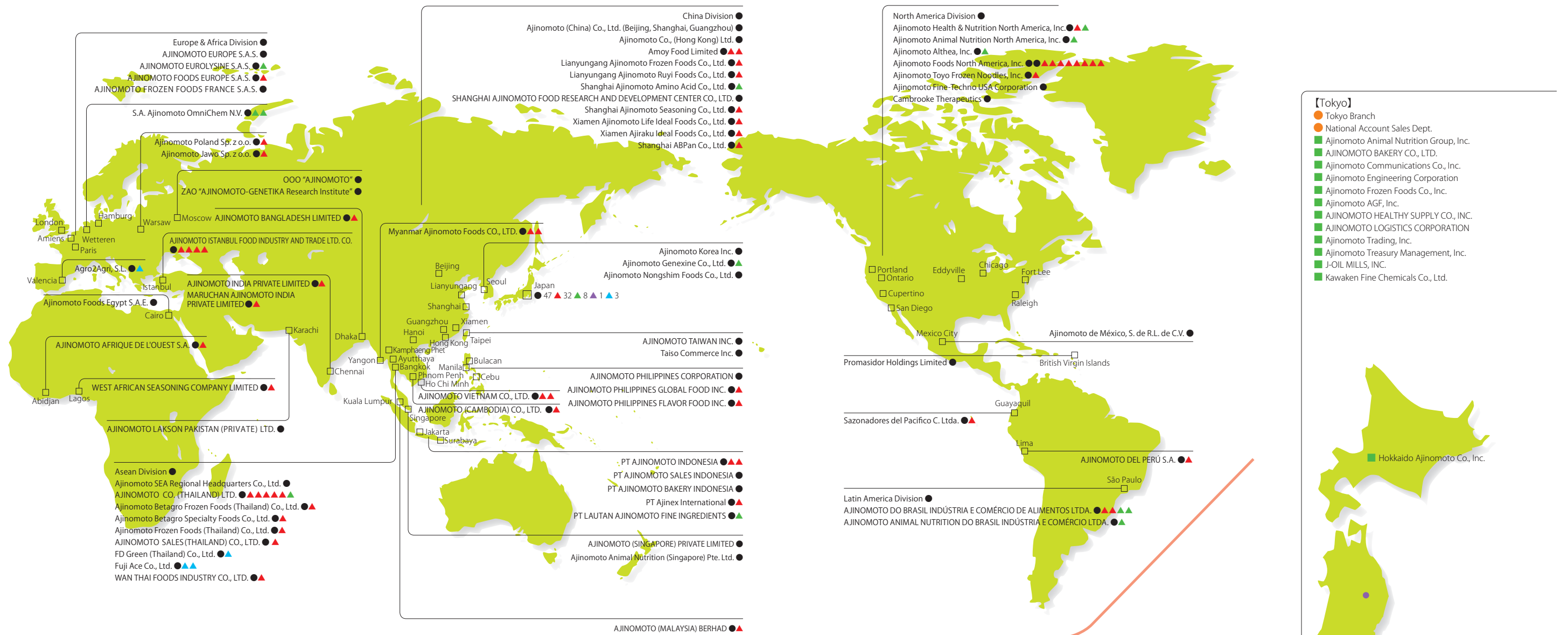
Number of R&D personnel

Over **1,700**

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.



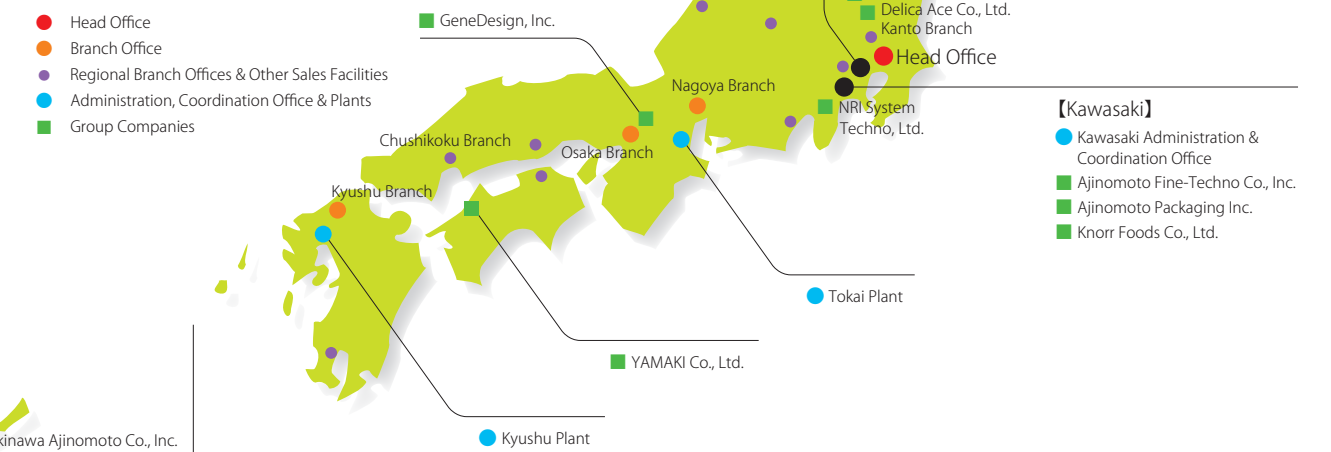
Global network: 35 countries and regions
(including 122 manufacturing and packaging plants in 24 countries and regions)
(Japan: 44; Other Countries: 78)

- Subsidiaries, Affiliates and Offices of Ajinomoto Co., Inc.
- ▲ Foods Plants (90)
- ▲ Amino Acids and Specialty Chemical Plants (23)
- ▲ Pharmaceuticals Plants (1)
- ▲ Other Plants (8)

Divisions are regional headquarters.

Note: 1 Plants include packaging plants.
2 Not all plants are displayed on the map.

Network in Japan (As of July 1, 2018)



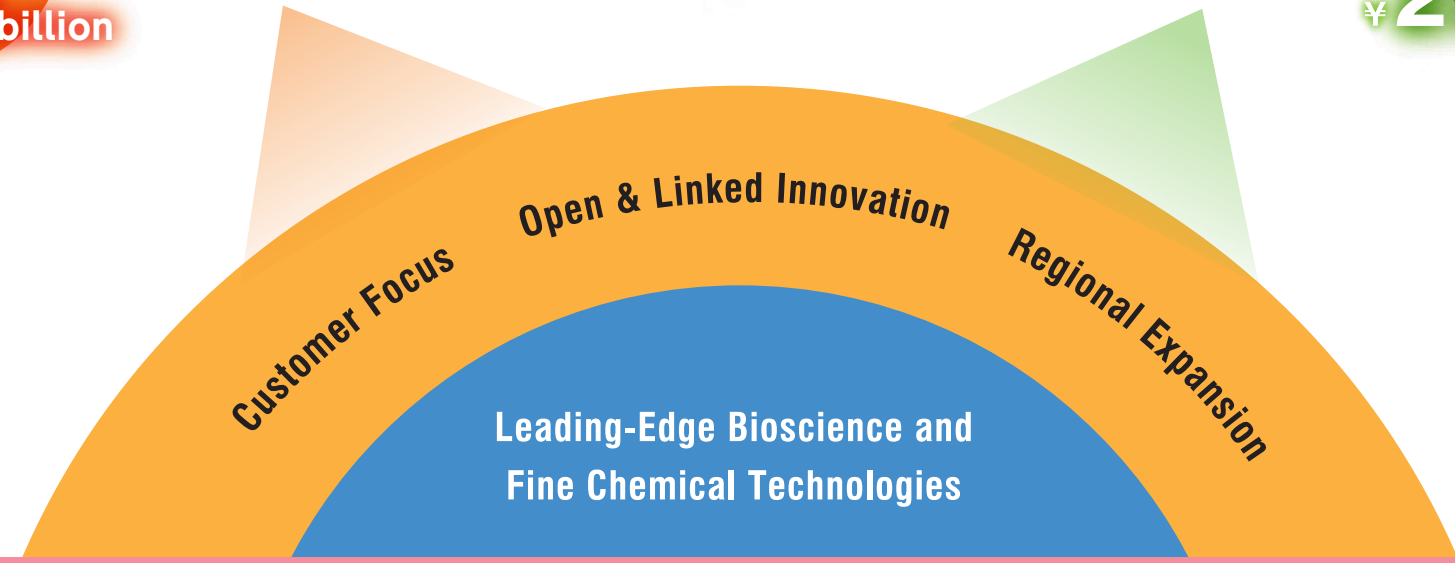
The Ajinomoto Group's Model for Business Expansion and Source for Growth

The history of the Ajinomoto Group began when its founder Saburosuke Suzuki II started marketing umami, which was discovered by Dr. Kikunae Ikeda, as an umami seasoning called *AJI-NO-MOTO*®. Since then, the Group has made efforts in amino acid-oriented R&D as glutamic acid, an amino acid, represents the essence of umami. Centered on the unique, leading-edge bioscience and fine chemical technologies cultivated through these efforts, the Group is involved in Food Products and AminoScience businesses.



The Ajinomoto Group's Business Expansion

* Figures are sales in FY2017 (IFRS).



Ajinomoto Group Way

Aspiration of Our Founding "Eat Well, Live Well."

Directors, Auditors and Corporate Executive Officers (As of July 1, 2018)



● **Representative Director,
Chairman of the Board**

Masatoshi Ito



● **Representative Director, President &
Chief Executive Officer**

Takaaki Nishii

● **Representative Directors, Members of the Board & Corporate
Senior Vice Presidents**

Etsuhiro Takato

General Manager, Food Products Division; Advertising; Olympic & Paralympic Promotion

Hiroshi Fukushi

General Manager, AminoScience Division

● **Member of the Board & Corporate Senior Vice President**

Masaya Tochio

General Manager, Global Corporate Division and General Manager, Corporate Service Division

● **Member of the Board & Corporate Vice President**

Takeshi Kimura

Management of R&D; Deputy General Manager, Global Corporate Division and Deputy General Manager, Corporate Service Division

● **Outside Directors**

Sakie T. Fukushima

Yasuo Saito

Takashi Nawa

● **Audit & Supervisory Board Members (Standing)**

Yoichiro Togashi

Shizuo Tanaka

● **Audit & Supervisory Board Members (External)**

Atsushi Toki

Attorney-at-law

Hiroshi Murakami

Hideki Amano

Certified Public Accountant

● **Corporate Vice Presidents**

Makoto Murabayashi

Business Strategy and Development

Kazuya Onomichi

General Manager, Institute for Innovation

Shunichi Komatsu

General Manager, Europe & Africa Division

Chiaki Nosaka

General Manager, Institute of Food Sciences and Technologies, Diversity Promotion

Haruo Kurata

Deputy General Manager, Food Products Division

Hiroyuki Kojima

Deputy General Manager, AminoScience Division and General Manager, Research Institute for Bioscience Products & Fine Chemicals

Hideki Takeuchi

Deputy General Manager, Food Products Division

Kaoru Kurashima

General Manager, ASEAN Division

Yoshimasa Yoshimiya

Deputy General Manager, Global Corporate Division and Deputy General Manager, Corporate Service Division

Taro Fujie

Deputy General Manager, Global Corporate Division and Deputy General Manager, Corporate Service Division, Work-Style Innovation

Masayoshi Kurosaki

General Manager, Latin America Division

● **Corporate Executive Officers**

Masaya Sugimori

General Manager, China Division

Eiji Majima

Deputy President, AJINOMOTO EUROPE S.A.S.

Hiroshi Motoyama

General Manager, Solution & Ingredients Dept. and General Manager, Consumer Data Analysis & Business Creation Dept.

Masahiro Tani

General Manager, Group Procurement Center

Daniel Bercovici

President, AJINOMOTO EUROLYSINE S.A.S.

Gwinnett Bompas

Deputy General Manager, Europe & Africa Division and General Manager, Pharmaceutical Custom Manufacturing Dept.

Jiro Sakamoto

Director, Promasidor Holdings Limited

Chika Morishima

General Manager, Consumer Foods & Seasonings Dept.

Koji Tamura

General Manager, Production & Technology Administration Center

Takayuki Koda

General Manager, Manufacturing Strategy Dept., Environment, Safety, and Plant Management Support Dept.

Narutoshi Fukase

General Manager, Tokyo Branch

Tadahiko Yokota

President, Ajinomoto Fine-Techno Co., Inc.

Hiroshi Tsujita

General Manager, Kawasaki Administration & Coordination Office and Kawasaki Plant

Junichiro Kojima

General Manager, R&D Planning Dept.

Yoshiteru Masai

General Manager, Specialty Chemicals Dept.

Tetsuya Nakano

General Manager, Global Finance Dept. and General Manager, Finance & Accounting Dept.

Tatsuya Sasaki

General Manager, Corporate Planning Dept.

Hiroharu Motohashi

Deputy General Manager, Food Products Division

Masami Kashiwakura

President, Ajinomoto Animal Nutrition North America, Inc.

Hideaki Kawana

General Manager, Food Production & Technology Administration Center

Takumi Matsuzawa

General Manager, Human Resources Dept., Global Human Resources

Masaki Kashihara

General Manager, Technology Development Center, Institute of Food Sciences & Technologies

David Enloe

President, Ajinomoto Althea, Inc.

Bernard Kreilmann

President, Ajinomoto Foods North America, Inc.

Financial Highlights (As of March 31, 2017)

● **Consolidated Results (millions of yen)**

	FY2017	FY2016
Sales	1,150,209	1,091,195
Business profit *1	97,322	96,852
Profit attributable to owners of the parent company	60,741	53,065
Total assets	1,425,859	1,350,105
Basic earnings per share (Yen)	106.84	92.81
Profit ratio attributable to owners of the parent company (ROE) (%)	9.7	8.7

*1 : A profit indicator defined by Ajinomoto for administrative purposes

Business profit: Sales - Cost of sales - Selling expenses, Research & development expenses and General & administrative expenses + Share of profit of associates and joint ventures

● **Sales by Business**

(billions of yen) (FY2017)

Japan Food Products	384.1 (33%)
International Food Products	464.7 (40%)
Life Support	134.2 (12%)
Healthcare	104.2 (9%)
Others	62.7 (5%)

● **Sales by Region**

(billions of yen) (FY2017)

Japan	522.3 (45%)
Asia	273.9 (24%)
Americas	239.1 (21%)
Europe	114.7 (8%)

● **Business Segments**

【Japan Food Products】

AJI-NO-MOTO®, *HON-DASHI*, *Cook Do*®, soups, mayonnaise and mayonnaise-type dressings, frozen foods, coffee beverages, etc.

【International Food Products】

AJI-NO-MOTO®, flavor seasonings, instant noodles, beverages, frozen foods, nucleotides, *PAL SWEET*®, etc. Amino acids for feed-use, *JINO*®, Ajinomoto Build-up Film (ABF)/insulation film for build-up printed wiring boards, etc.

【Life Support】

Amino acids for pharmaceuticals and foods, pharmaceuticals, *Glyna*®, *Amino Aile*®, *amino VITAL*®, etc.

【Healthcare】

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AJINOMOTO.

● **Corporate Overview**

【Company Name】

Ajinomoto Co., Inc.

【Head Office】

15-1, Kyobashi 1-chome, Chuo-ku, Tokyo 104-8315, Japan
Tel: +81 (3) 5250-8111 <http://www.ajinomoto.com/en/>

【Foundation】

May 20, 1909

【Establishment】

December 17, 1925

【Paid-in Capital】

¥79,863 million (as of March 31, 2018)

【Number of Employees】

3,464 (Parent company), 34,452 (Consolidated)/(as of March 31, 2018)

【Fiscal Year-end】

March 31



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