

Eat Well, Live Well.  
**AJINOMOTO**<sup>®</sup>

# To Greet the Next 100 Years

**Corporate Guide — Ajinomoto Co., Inc.**





## *Creating value only the Ajinomoto Group can provide, towards a Genuine Global Specialty Company*

The Ajinomoto Group was founded on the aspiration to help people “Eat Well, Live Well.” and has continuously developed its business, contributed to healthy living in various regions around the world, and then created economic value. Along with the change of the times and the expansion of its business, the Group has expanded this ambition to include not only its products and services, but also all of its processes and the entire global value chain. Each of the approximately 33,000 employees of the Ajinomoto Group will continue to strive toward a healthy and sustainable future together with people in local communities.

**Takaaki Nishii**

Representative Director, President and Chief Executive Officer  
Ajinomoto Co., Inc.

# Eat Well, Live Well.

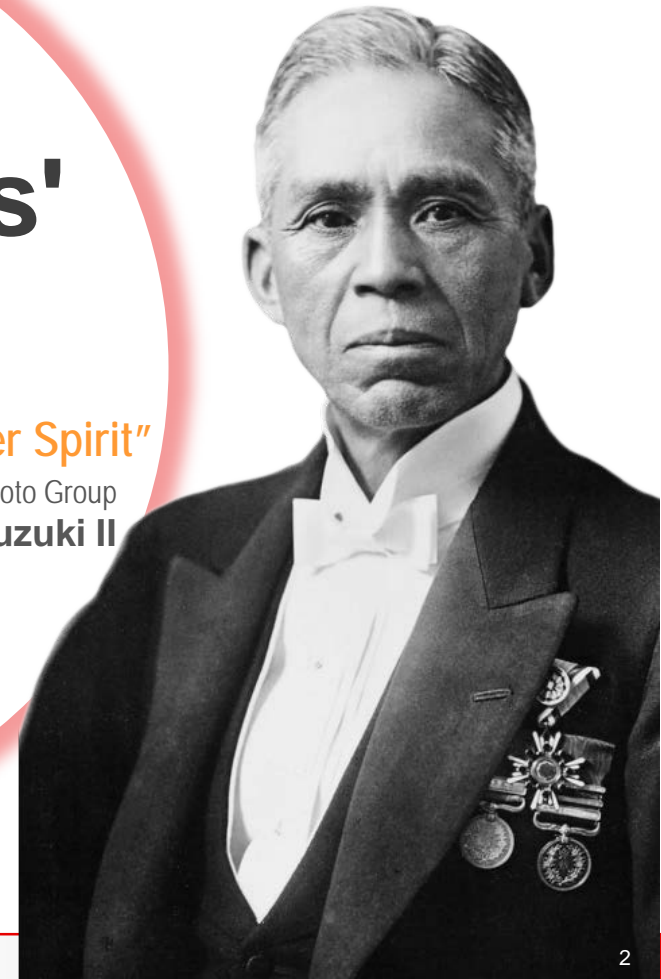
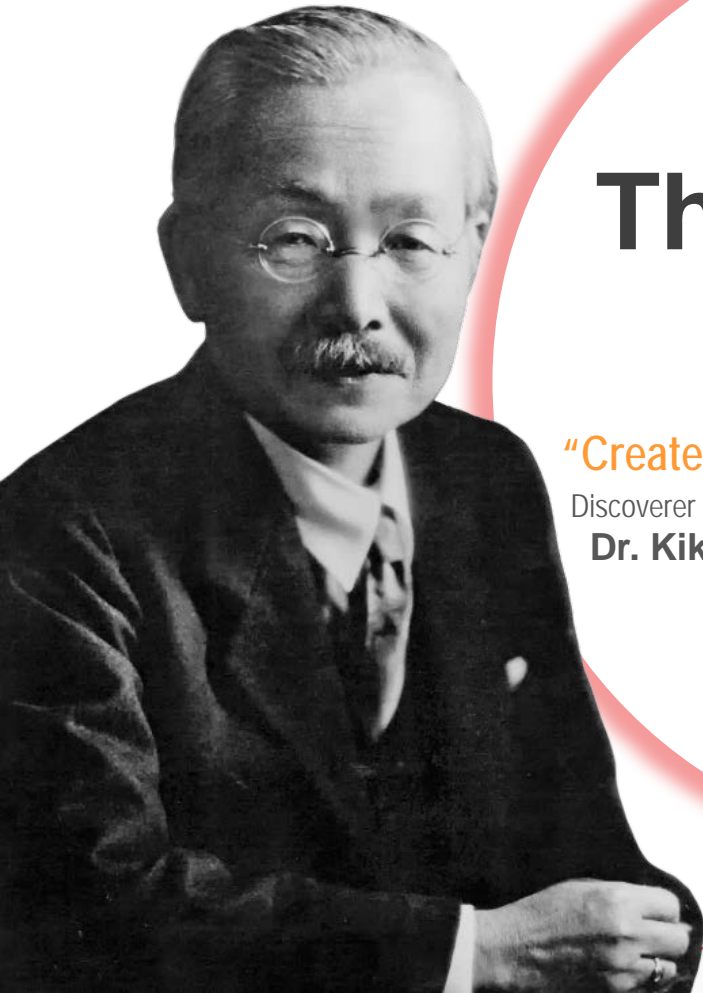
## The Founders' Vision

**“Create New Value”**

Discoverer of the umami taste  
**Dr. Kikunae Ikeda**

**Display “Pioneer Spirit”**

Founder of the Ajinomoto Group  
**Saburosukey Suzuki II**



## “Eat Well, Live Well”

This is the thinking that inspired the umami seasoning AJI-NO-MOTO® more than 100 years ago.  
In keeping with this original ideal, we continue to create products of scientifically proven benefit in the interest of people's health.

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.

*Our mission is to contribute to the world's food  
and wellness, and to better lives for the future*



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

Lower resource fermentation technology  
Nutrition for animals, plants, and marine creatures

## 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

Materials for functional food  
Functional seasonings

Advanced medical technology  
Amino Index®

## Basic Issues Confronting Humankind in the 21st Century



Protecting the Environment

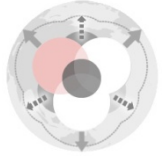


Securing Food Resources



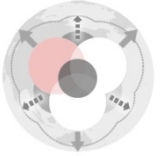
Satisfying the Demand for Health

## 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.





Contributing Globally to Health through Food

## From good taste to greater health value



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



Extending Globally, Building on Local Food Cultures Around the World

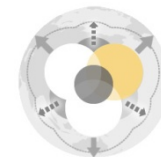
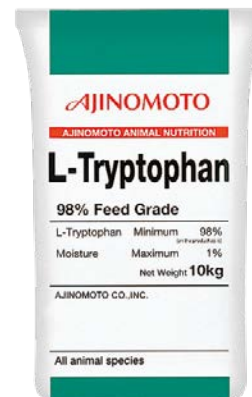
## Flavor seasonings rooted in food cultures worldwide







Contributing to Sustainable  
Livestock Production  
Through Feed-use Amino Acids

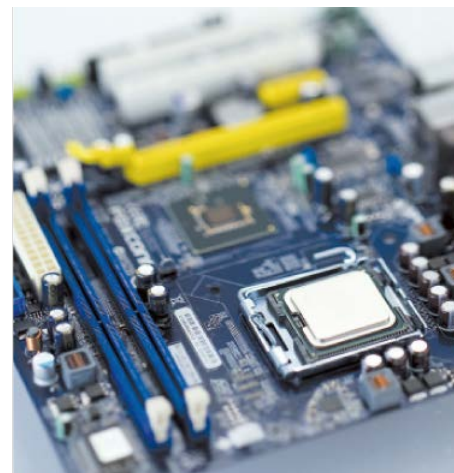


Utilizing the Varied Functionality  
of Amino Acids in Cosmetics

Jino® series



Producing Electronic Materials  
Based on Amino Acid Applications



“Ajinomoto Build-up Film”(ABF) is an insulation film for build-up in printed wiring boards for PC.

# Creating Unique Pharmaceuticals for Increasing Patients' Quality of Life



Promoting Total Nutrition Care

Promote Total Nutrition Care



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

Digestive Tract  
Disorders

Metabolic Disorders

Upper  
Digestive Tract\*

Lower  
Digestive Tract\*

Liver

Diabetes

Kidneys

Bones

Total Nutrition Care

Infusions

Medical Foods

Dialysis

Clinical Nutrition

\*2 The upper digestive tract includes the esophagus, stomach, and duodenum. The lower digestive tract includes the small and large intestines.

# Using Original Ingredients and Technologies for Health and Life



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



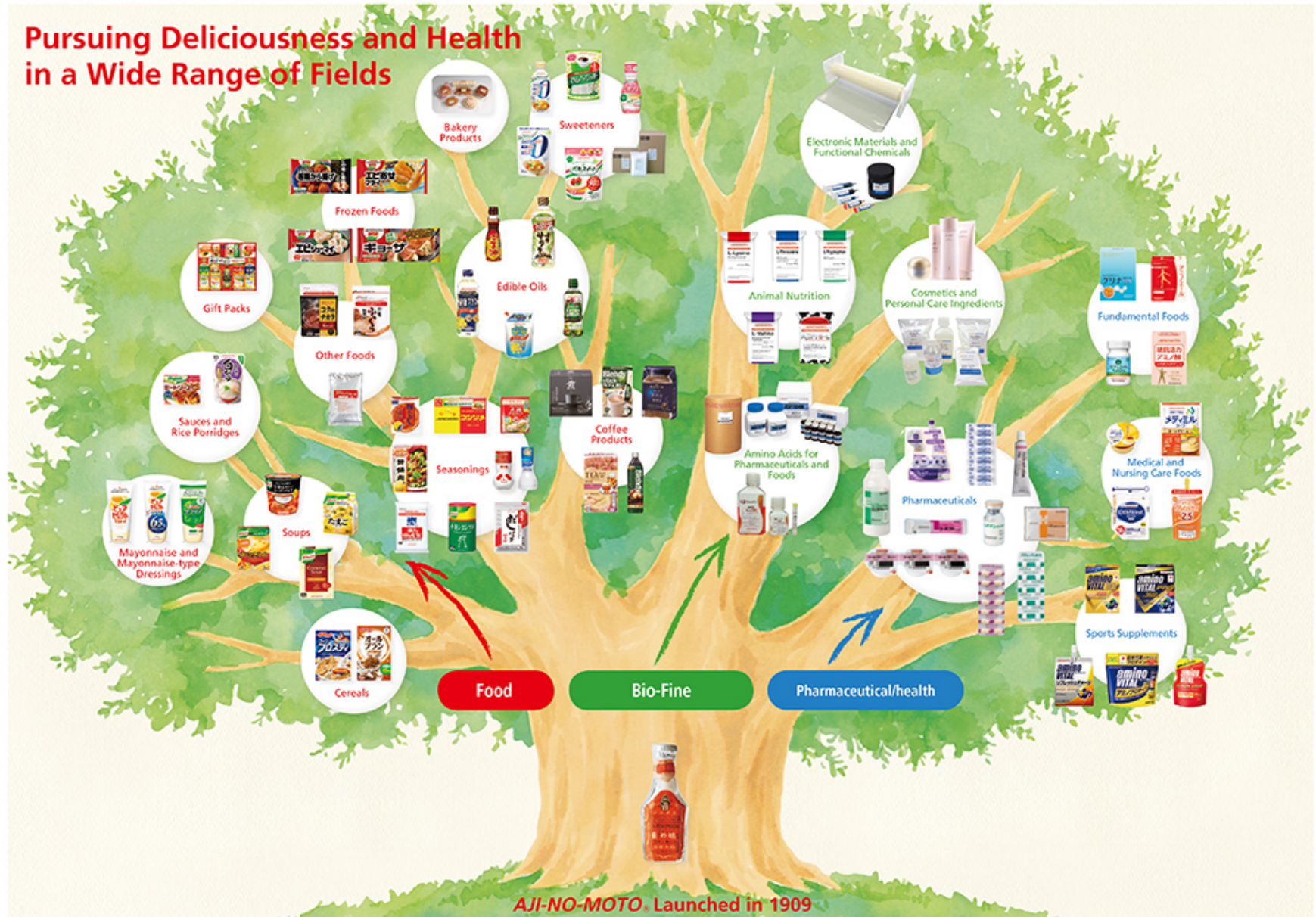
Looking to the Power of Plant Materials in Researching Foods that Serve as Cornerstones of Health



Offering Nutritional Care Food Products for Good-tasting Health Management



## Pursuing Deliciousness and Health in a Wide Range of Fields



## A Local Presence in Markets Around the World



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

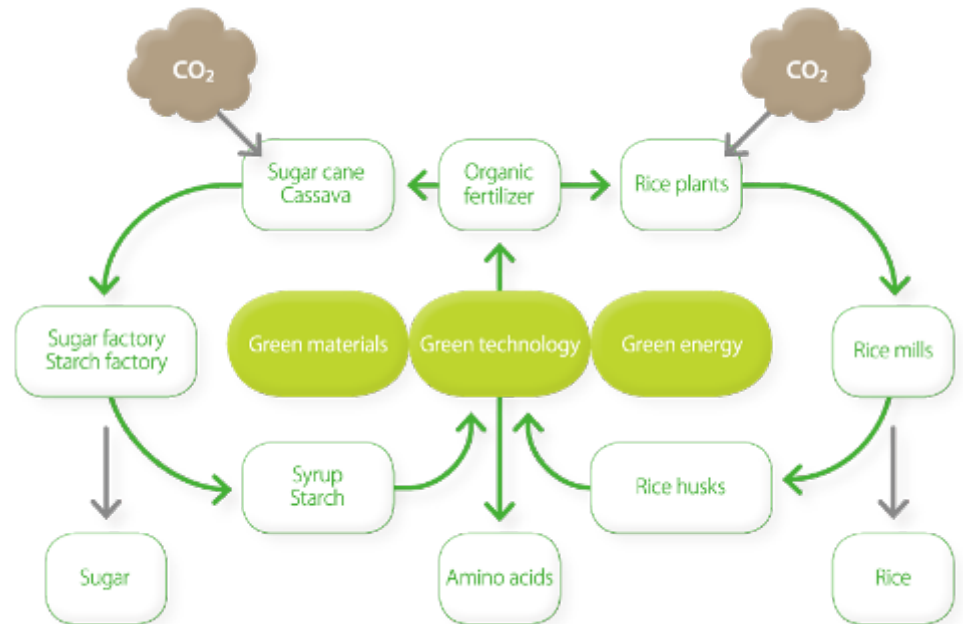
### Conducting Joint Research on Bonito Resources

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.

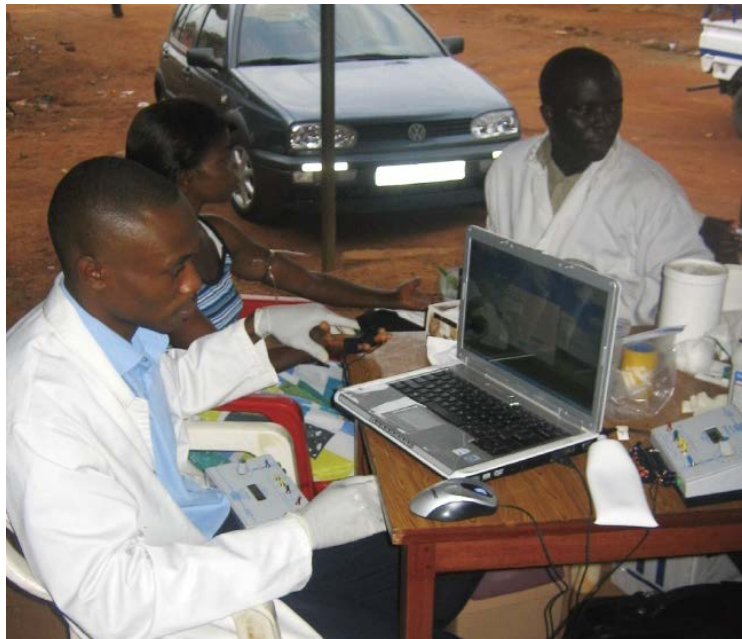


Model for amino acid fermentation production based on recycling local biomass resources

## 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★<sup>1</sup>

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★<sup>2</sup> 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.



★<sup>1</sup> The Lysine Project falls within the scope of the United Nations Millennium Development Goals.

★<sup>2</sup> Ajinomoto International Cooperation Network for Nutrition and Health

\* The AIN program falls within the scope of the United Nations Millennium Development Goals.

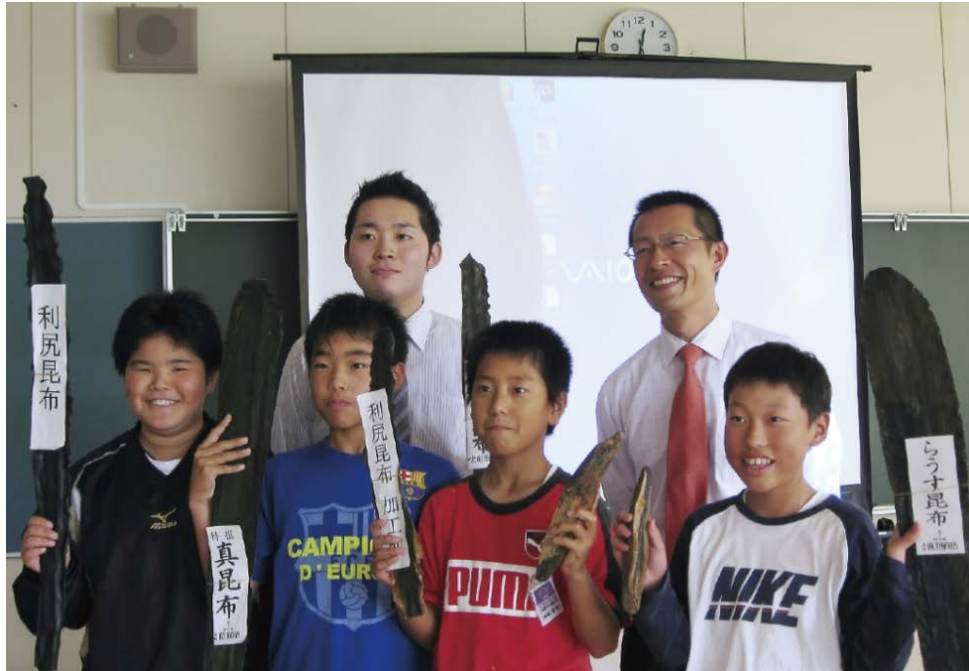


## For Conserving the Environment, Securing Food Resources, and Ultimately Meeting the Desire for Good Health

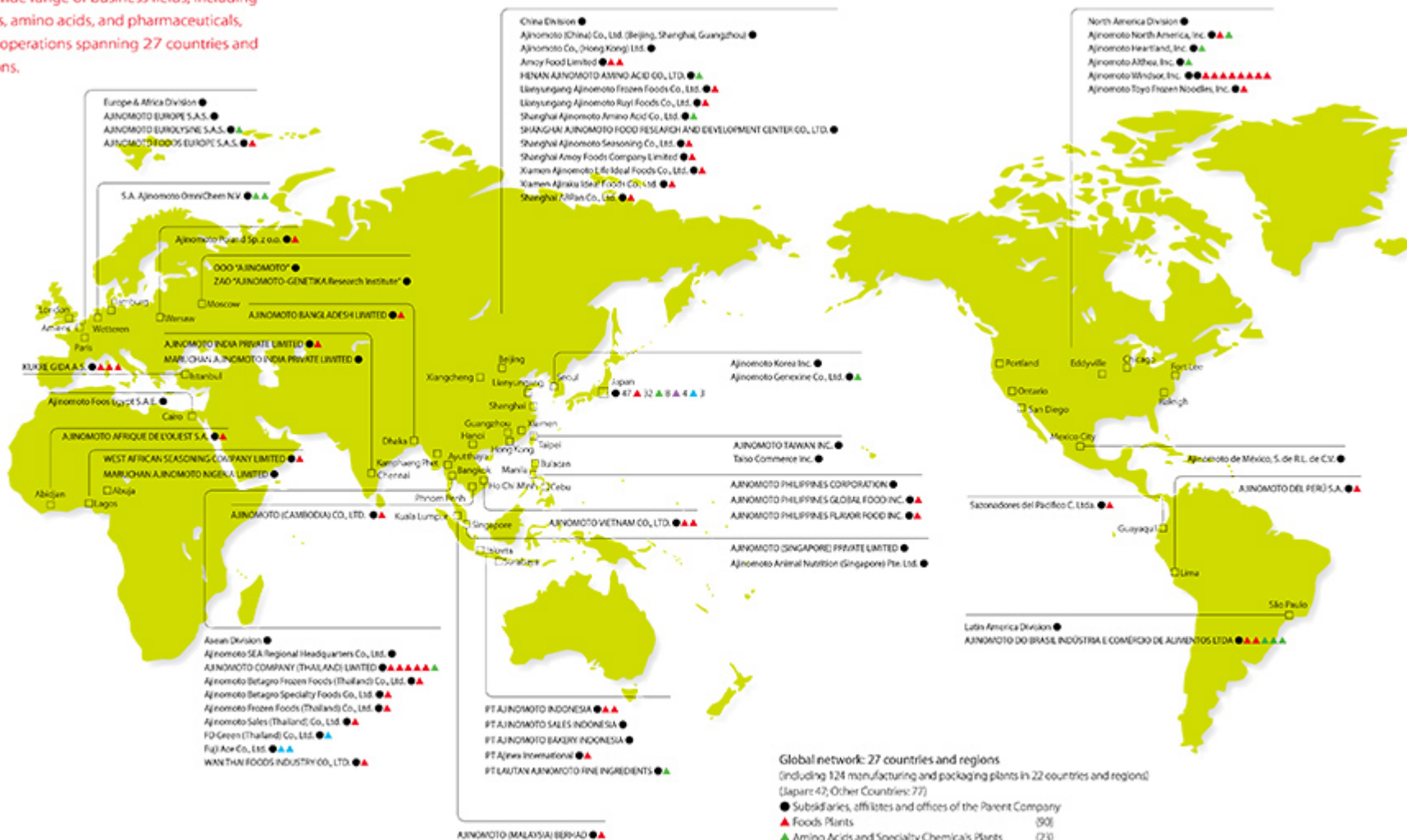
### Dietary Education Activities: Umami Education

“Umami 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.



The Ajinomoto Group is globally expanding in a wide range of business fields, including foods, amino acids, and pharmaceuticals, with operations spanning 27 countries and regions.

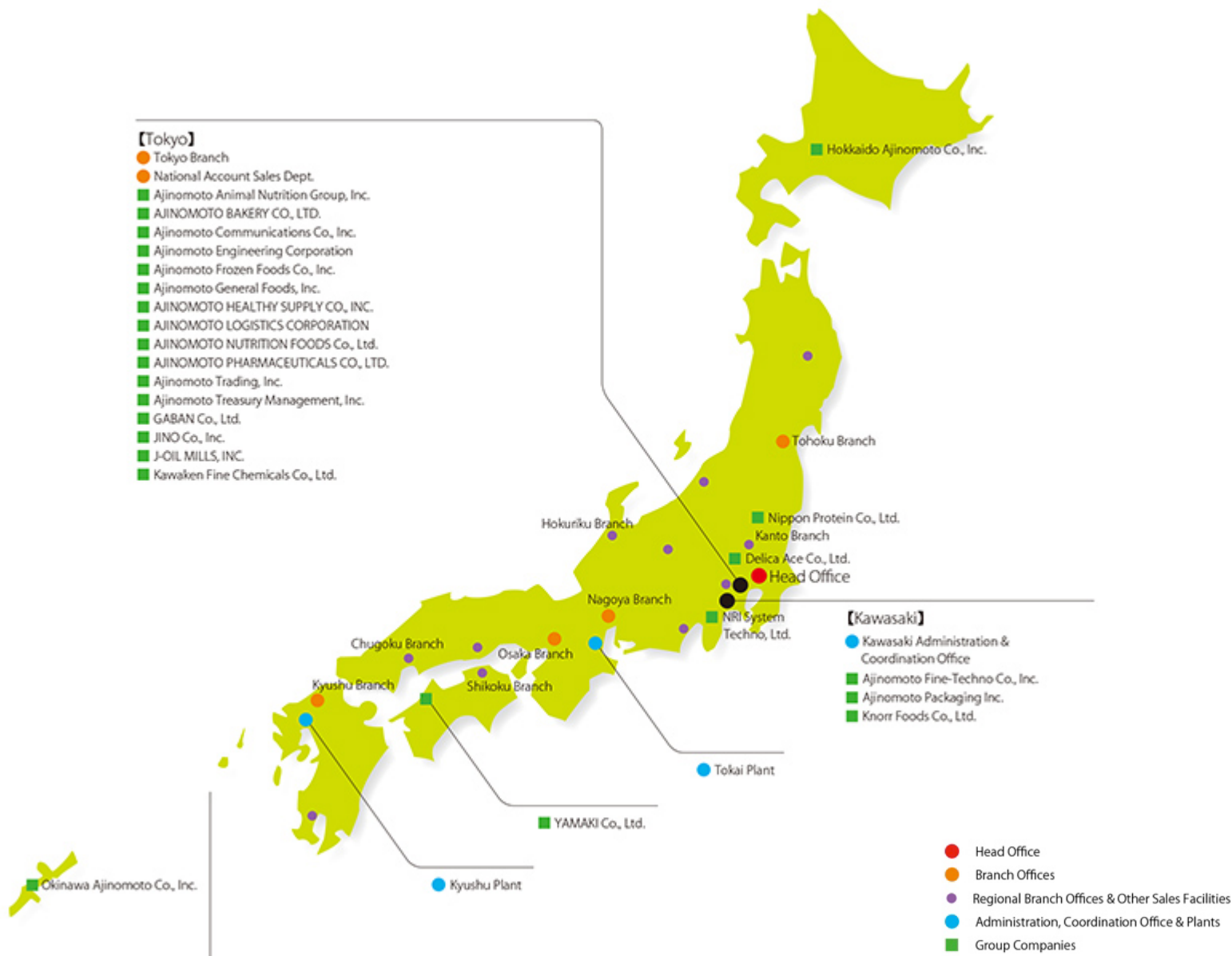


Global network: 27 countries and regions  
(including 124 manufacturing and packaging plants in 22 countries and regions)  
(Japan: 47; Other Countries: 77)

- Subsidiaries, affiliates and offices of the Parent Company
- ▲ Foods Plants (90)
- ▲ Amino Acids and Specialty Chemicals Plants (23)
- ▲ Pharmaceuticals Plants (4)
- ▲ Other Plants (7)

Divisions are regional headquarters.

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



**Foundation**

- **May 20, 1909**

**Paid-in Capital**

- **JPY 79,863 million**

**Number of Employees**

- **33,295 (Consolidated)**

**Net sales**

- **JPY 1,185.9 billion**

**Ordinary income**

- **JPY 94.3 billion**

**Net income**

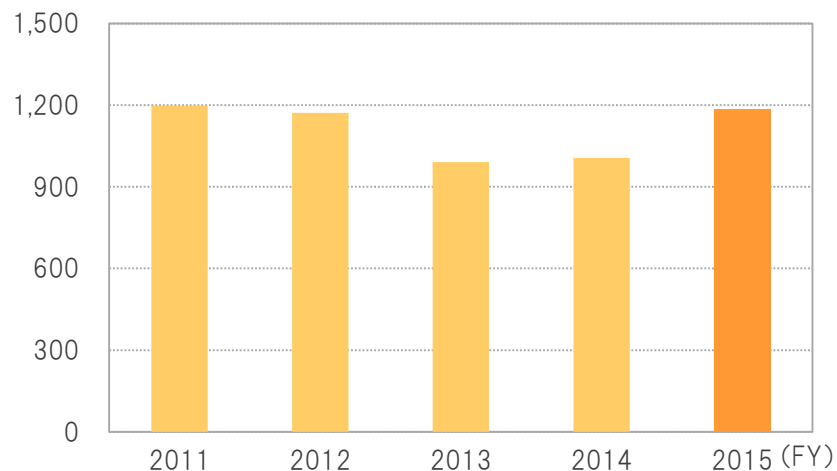
- **JPY 63.5 billion**

**Total assets**

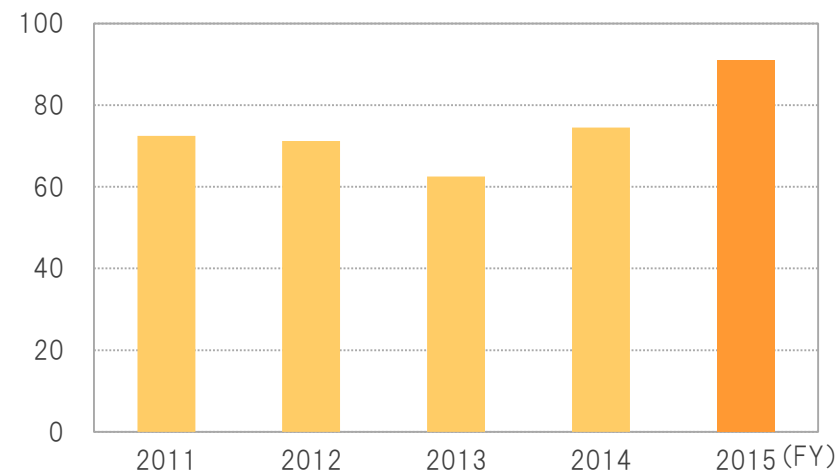
- **JPY 1,263.2 billion**

(as of March 31, 2016)

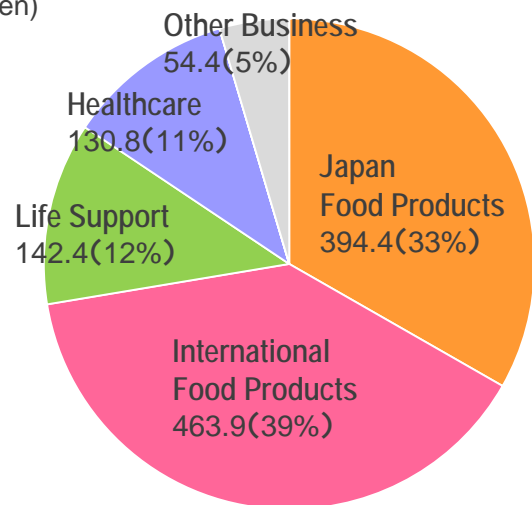
## Net Sales (billion yen)



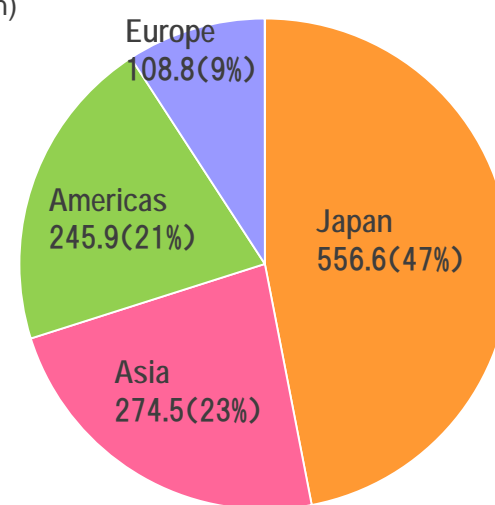
## Operating income (billion yen)



## Composition of Net Sales by Business (billion yen)



## Composition of Net Sales by Region (billion yen)



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