

To Greet the Next 100 Years

Corporate Guide — Ajinomoto Co., Inc.





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 28,000 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.

Eat Well, Live Well.

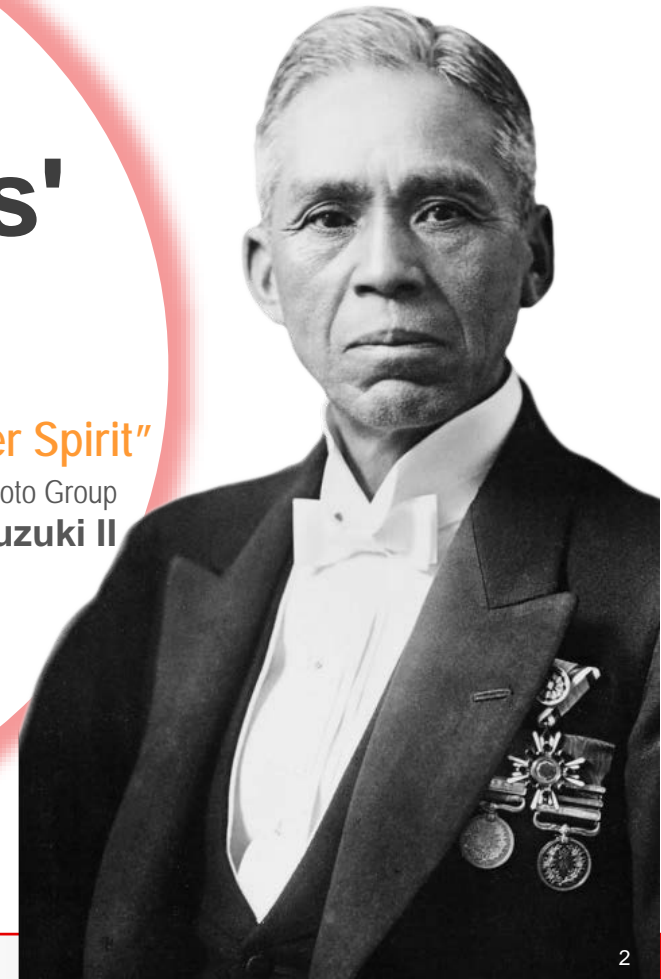
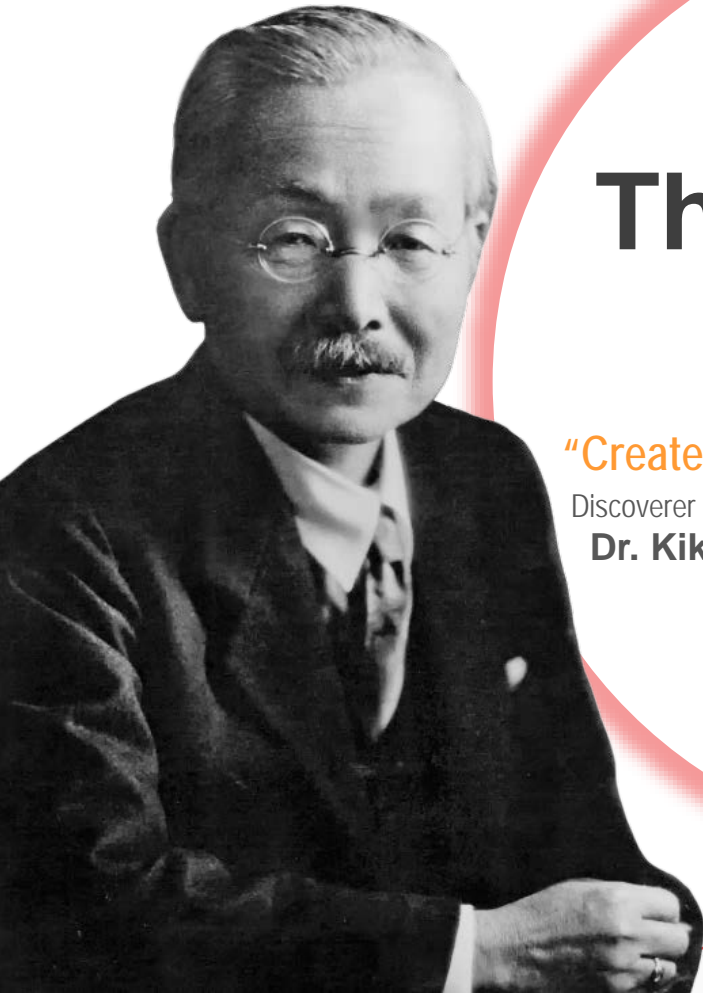
The Founders' Vision

"Create New Value"

Discoverer of the umami taste
Dr. Kikunae Ikeda

Display "Pioneer Spirit"

Founder of the Ajinomoto Group
Saburotsuke 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.

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



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



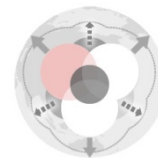
Securing Food Resources



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.



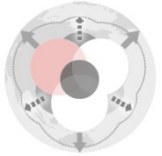
Contributing
Globally to Health
through Food

From good taste to greater health value

Low-salt

Low-sugar

Specified health-use foods



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



Unlocking New Functions and Limitless Possibilities Through the Science of Amino Acids



Contributing to Sustainable
Livestock Production
Through Feed-use Amino Acids

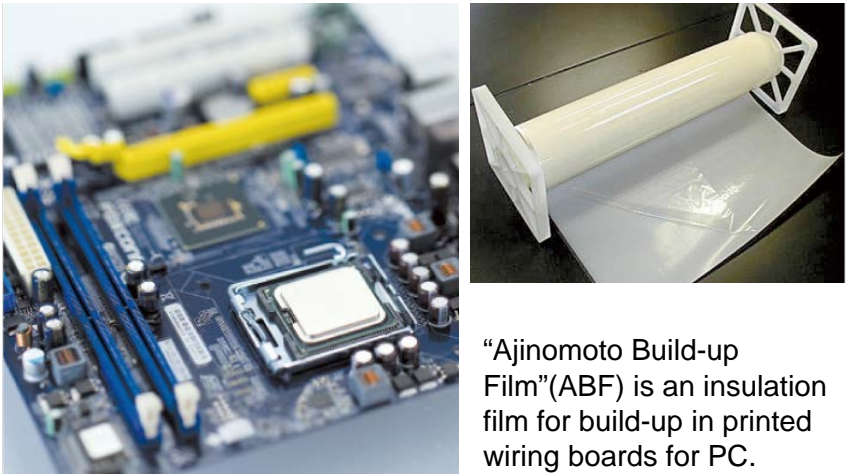


Utilizing the Varied Functionality
of Amino Acids in Cosmetics

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

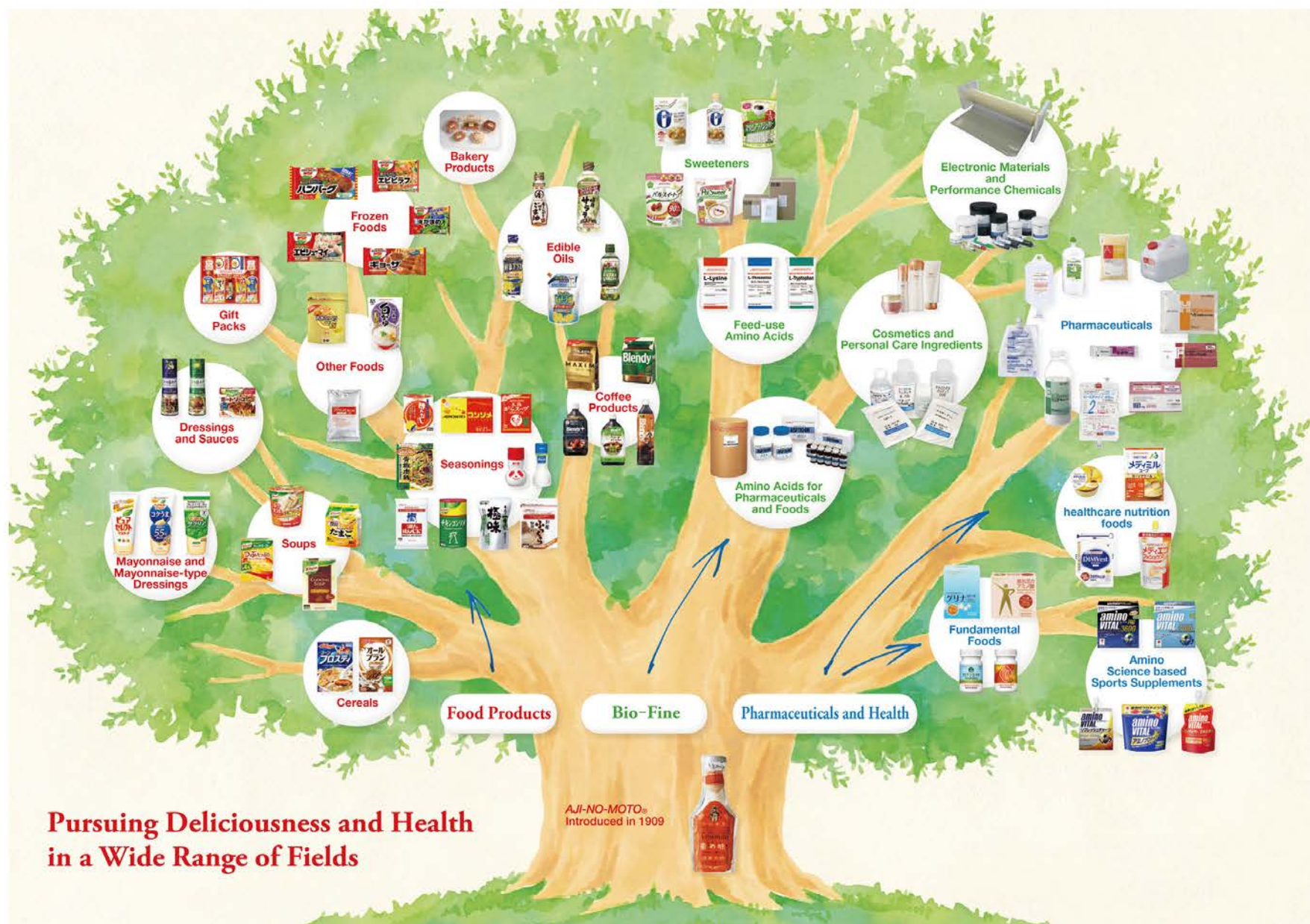


Looking to the Power of Plant Materials in
Researching Foods that Serve
as Cornerstones of Health



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

As of May, 2012



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

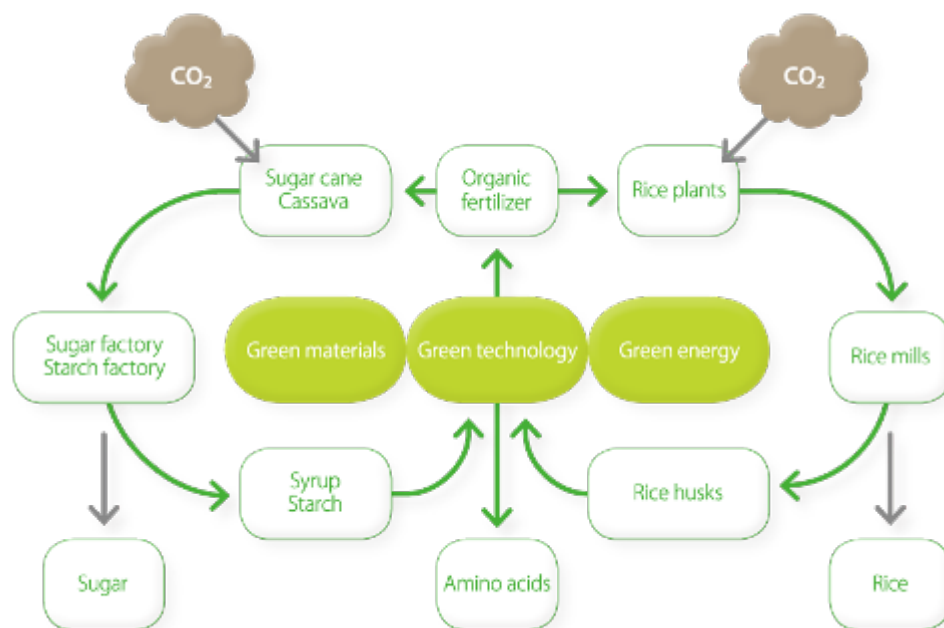
Conducting Joint Research on Bonito Resources

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.

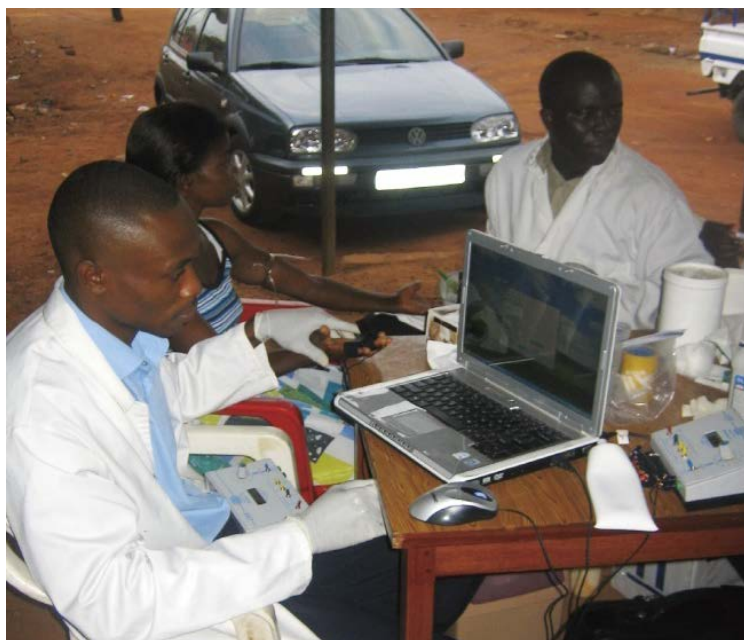


Model for amino acid fermentation production based on recycling local biomass resources

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★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

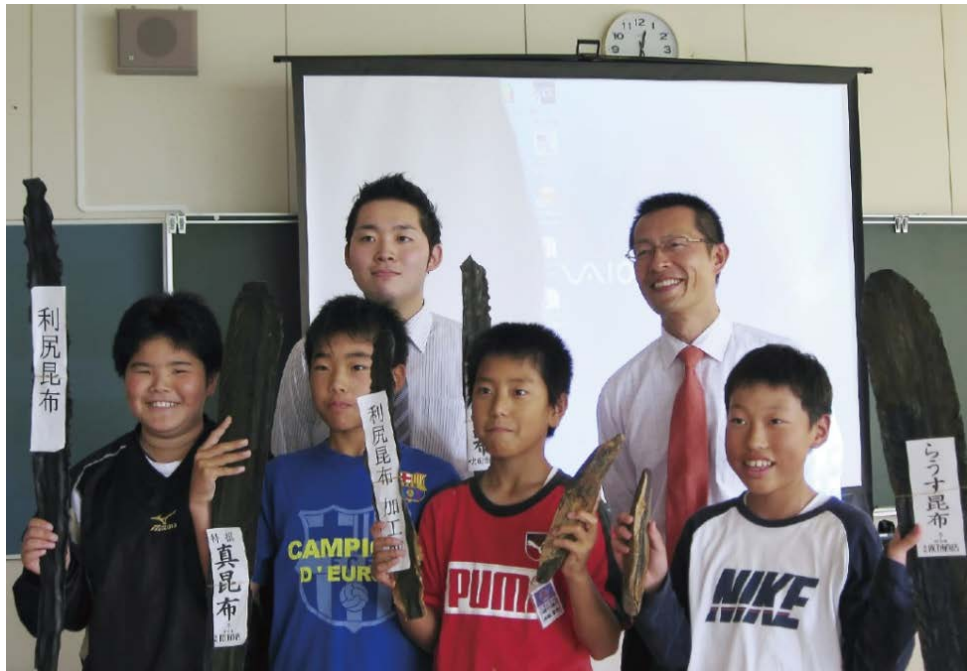
* The AIN program falls within the scope of the United Nations Millennium Development Goals.

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 October 1, 2012)

Global network: 26 countries and regions

(including 103 manufacturing and packaging plants in 17 countries and regions)

(Japan: 48; Other Countries: 55)

● Subsidiaries, affiliates and offices of the Parent Company

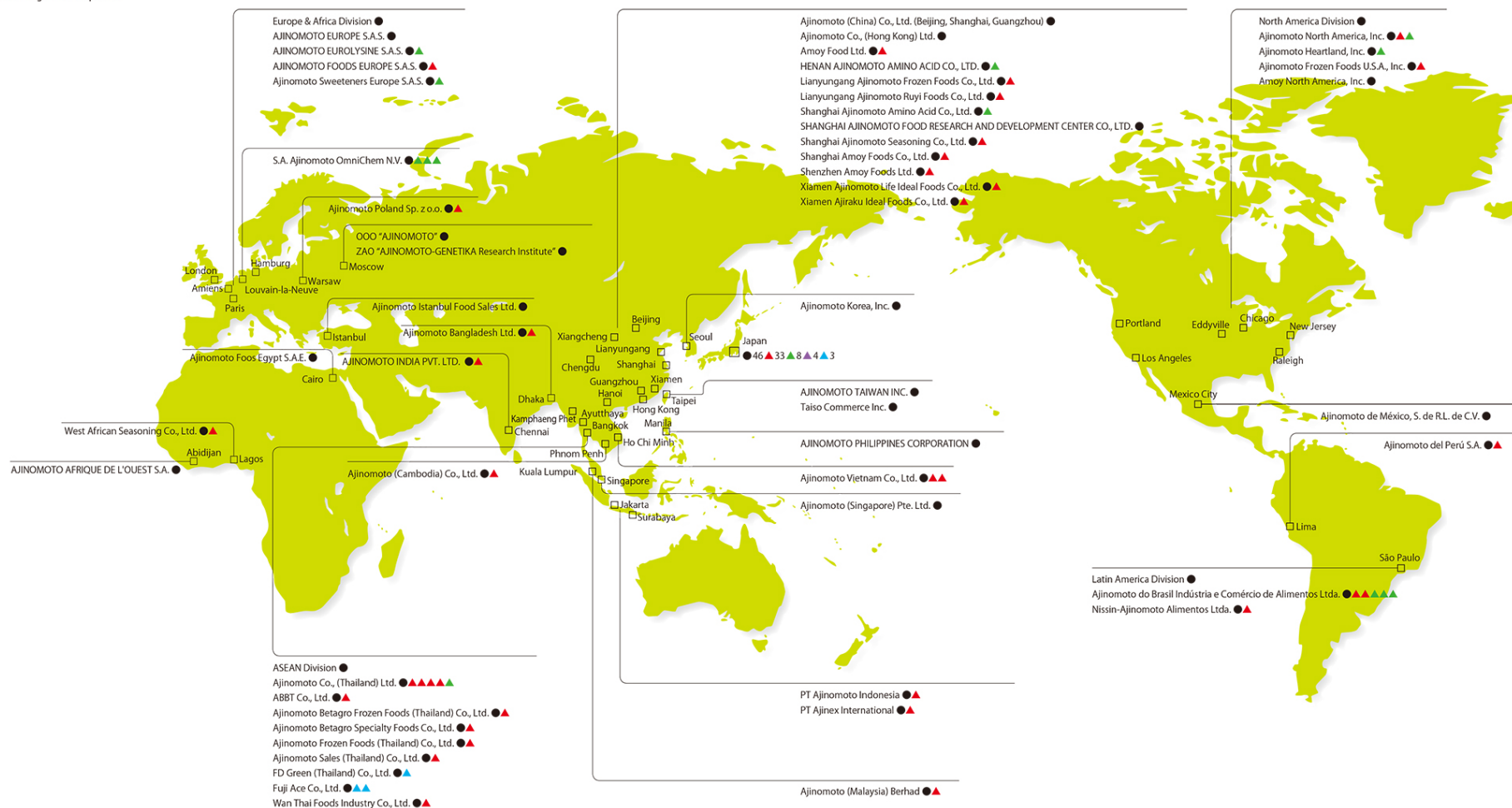
▲ Foods Plants (72)

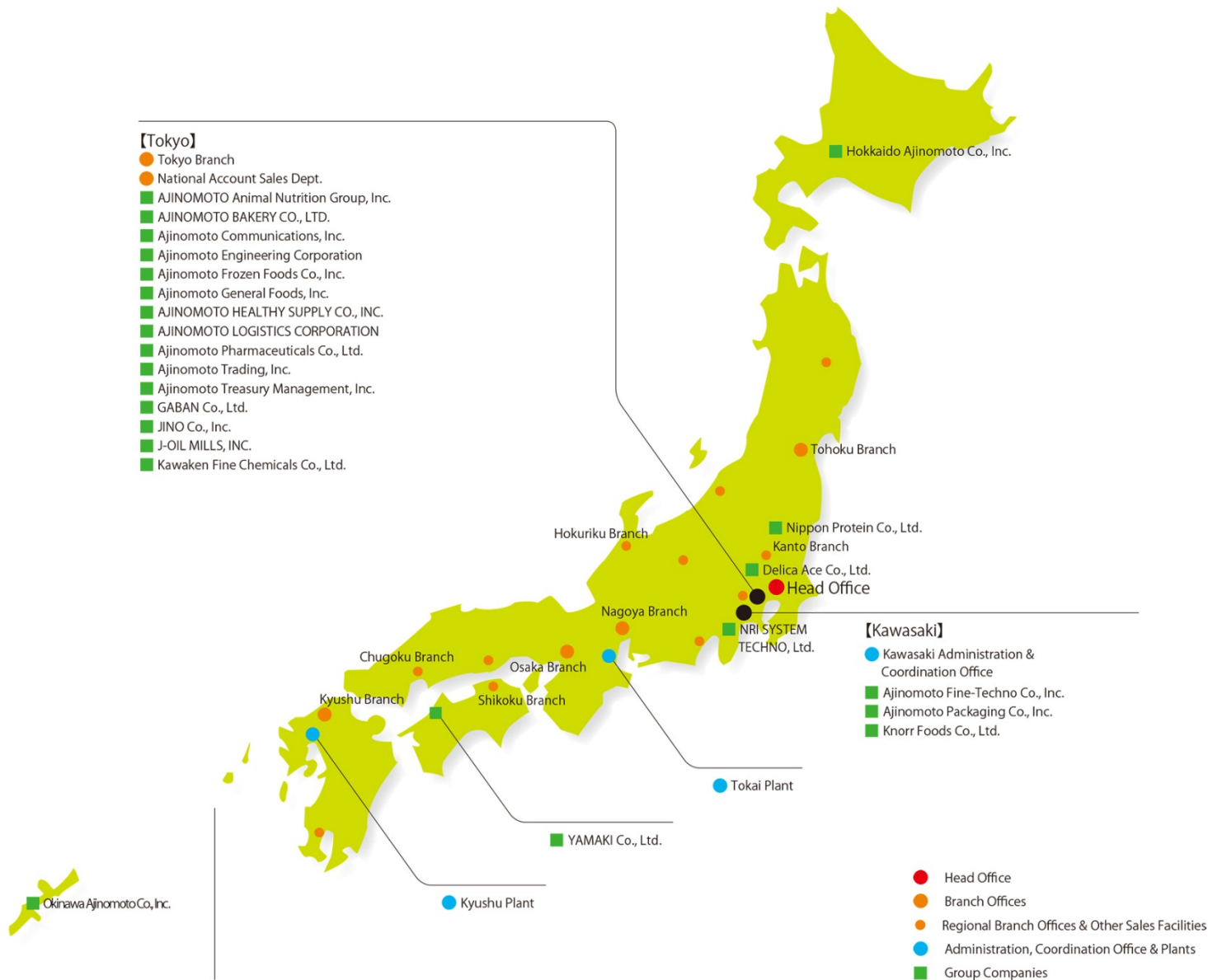
▲ Amino Acids and Specialty Chemicals Plants (21)

▲ Pharmaceuticals Plants (4)

▲ Other Plants (6)

Divisions are regional headquarters.





Foundation

- May 20, 1909

Paid-in Capital

- JPY 79,863 million

Number of Employees

- 27,579 (Consolidated)

Net sales

- JPY 991.3 billion

Ordinary income

- JPY 69.5 billion

Net income

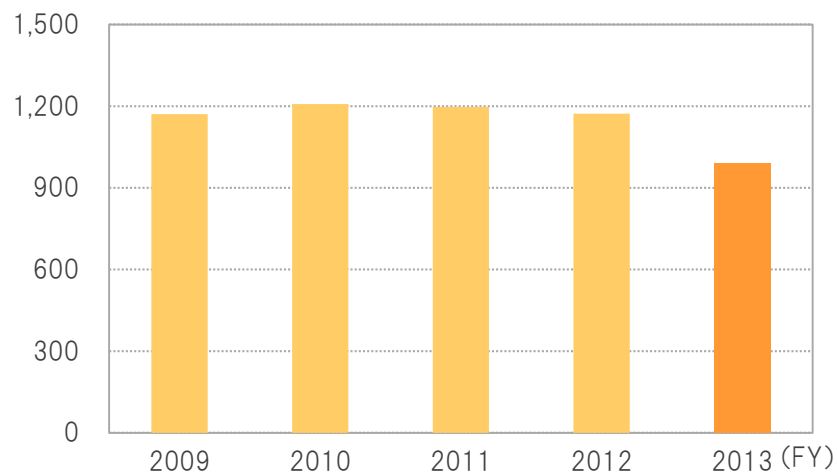
- JPY 42.8 billion

Total assets

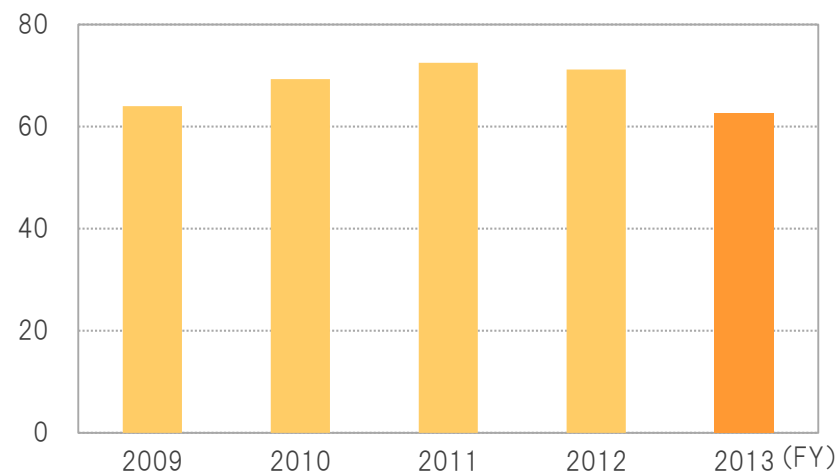
- JPY 1,091.7 billion

(as of March 31, 2014)

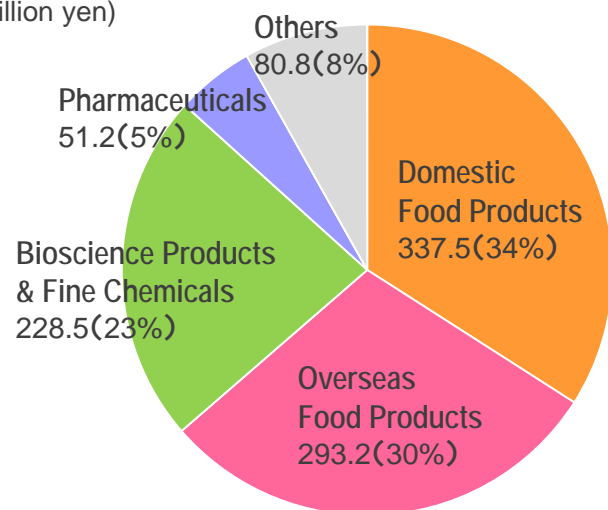
Net Sales (billion yen)



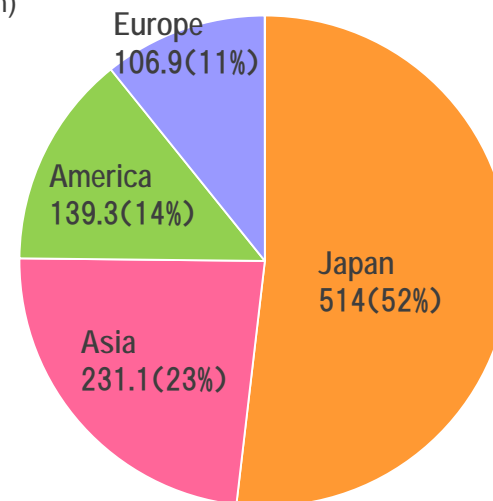
Operating income (billion yen)



Composition of Net Sales by Business (billion yen)



Composition of Net Sales by Region (billion yen)



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Eat Well, Live Well.
AJINOMOTO®