

Ajinomoto Co., Inc. Consolidated Results FY2021 Ended March 31, 2022 (Page 1)

■ Consolidated Financial Statements

(Billion yen)

	FY21	FY20	YoY Change		Jan. - Mar. FY21	Jan. - Mar. FY20	YoY Change		FY21 Forecast (Nov. 4)	Progress
			Amount	%			Amount	%		
Sales	1,149.3	1,071.4	77.9	7%	295.1	276.5	18.6	6%	1,148.0	100%
Share of profit of associates and joint ventures	0.9	1.3	-0.3	-25%	-1.1	-1.9	0.7	-39%	-	-
Business profit ¹	120.9	113.1	7.7	6%	12.5	13.1	-0.6	-5%	120.0	100%
Gain on sale of fixed assets	15.5	15.8	-0.2	-1%	0.2	14.5	-14.3	-98%	-	-
Other	11.2	8.6	2.6	30%	4.1	2.8	1.3	47%	-	-
Other operating income	26.7	24.4	2.3	9%	4.3	17.3	-13.0	-74%	-	-
Loss on disposal of fixed assets	4.8	4.4	0.3	8%	2.1	1.8	0.3	17%	-	-
Other	18.3	32.0	-13.6	-42%	11.9	25.8	-13.8	-53%	-	-
Other operating expenses	23.1	36.4	-13.3	-36%	14.1	27.6	-13.5	-48%	-	-
Operating profit	124.5	101.1	23.4	23%	2.7	2.9	-0.1	-5%	114.3	109%
Interest income	1.3	1.8	-0.5	-27%	0.3	0.4	0.0	-15%	-	-
Other	5.5	2.0	3.4	170%	2.5	1.1	1.4	127%	-	-
Financial income	6.8	3.9	2.9	76%	2.8	1.5	1.3	87%	-	-
Interest expenses	3.3	3.5	-0.2	-6%	0.8	0.9	-0.0	-4%	-	-
Other	5.6	3.1	2.4	79%	1.2	1.1	0.0	7%	-	-
Financial expenses	8.9	6.7	2.2	33%	2.1	2.0	0.0	2%	-	-
Profit before income taxes	122.4	98.3	24.1	24%	3.5	2.3	1.1	47%	109.9	111%
Income taxes	42.2	32.0	10.2	31%	9.7	4.7	5.0	105%	37.0	114%
Tax rate	34.5%	32.6%			278.1%	199.8%			33.7%	
Profit	80.2	66.2	13.9	21%	-6.2	-2.3	-3.8	163%	72.8	110%
Attributable to owners of the parent company	75.7	59.4	16.3	27%	-5.8	-3.2	-2.5	79%	68.0	111%
Non-controlling interests	4.5	6.8	-2.3	-34%	-0.4	0.8	-1.3	-150%	4.8	92%

1. A profit indicator defined by Ajinomoto for administrative purposes.

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

■ Business Effects of Foreign Exchange

Foreign Exchange Information	Apr. - Jun. FY21	Apr. - Jun. FY20	Jul. - Sep. FY21	Jul. - Sep. FY20	Oct. - Dec. FY21	Oct. - Dec. FY20	Jan. - Mar. FY21	Jan. - Mar. FY20	FY22 Forecast
JPY/USD	109.52	107.63	110.11	106.23	113.71	104.49	116.34	106.09	120.00
JPY/EUR	131.94	118.59	129.83	124.08	130.04	124.61	130.40	127.81	133.00
JPY/THB	3.49	3.37	3.34	3.39	3.41	3.41	3.52	3.50	3.63
JPY/BRL	20.71	20.06	21.05	19.74	20.36	19.39	22.35	19.36	26.09

(Billion yen)

Effect of Foreign Exchange	FY21		Jan.- Mar. FY21	
	Effect of currency translation	Effect of trade*	Effect of currency translation	Effect of trade*
Sales	+28.7	Approx.+3.0	+9.5	Approx.+1.0
Business profit	+3.3	Approx.+2.5	+0.6	Approx.+0.5

* Approximations to nearest ¥0.5 billion

(Billion yen)

Excluding the Effect of Currency Translation	FY21	FY20	YoY Change		Jan. - Mar. FY21	Jan. - Mar. FY20	YoY Change	
			Amount	%			Amount	%
Sales	1,120.6	1,071.4	49.1	4%	285.5	276.5	9.0	3%
Seasonings and Foods	650.6	620.5	30.1	4%	161.8	152.2	9.6	6%
Frozen Foods	214.2	198.2	16.0	8%	53.3	48.6	4.7	9%
Healthcare and Others	243.5	239.5	4.0	1%	67.0	72.0	-4.9	-6%
Other	12.1	13.1	-1.0	-7%	3.2	3.5	-0.3	-9%
Business profit	117.5	113.1	4.4	3%	11.8	13.1	-1.3	-10%
Seasonings and Foods	79.1	86.7	-7.6	-8%	6.6	9.8	-3.2	-32%
Frozen Foods	-0.6	2.3	-2.9	-	-2.5	-1.6	-0.8	52%
Healthcare and Others	42.1	26.2	15.9	60%	9.6	7.8	1.8	23%
Other	-3.0	-2.2	-0.7	34%	-1.9	-2.8	0.9	-31%

■ Impacts of Raw Materials

(Billion yen)

	FY21		Jan.- Mar. FY21	
	Raw materials (Domestic)	Fermentation raw materials and fuel prices	Raw materials (Domestic)	Fermentation raw materials and fuel prices
Seasonings and Foods	-3.3	Main raw materials: -8.8	-1.7	Main raw materials: -3.1
Frozen Foods	-0.1	Sub raw materials: -11.5	-0.1	Sub raw materials: -4.9
Healthcare and Others		Energy: -3.2		Energy: -2.0
Total	-3.4	-23.6	-1.9	-10.0

Ajinomoto Co., Inc. Consolidated Results FY2021 Ended March 31, 2022 (Page 2)

During the fiscal year ended March 31, 2022, the Company's consolidated sales increased significantly 7.3% year-on-year, or ¥77.9 billion, to ¥1,149.3 billion. This was because in Seasonings and Foods and Frozen Foods there were strong sales of home-use products, mainly overseas, and a partial recovery in sales of restaurant and industrial use products which were affected by COVID-19 in the previous fiscal year, in addition to strong sales of electronic materials and Bio-Pharma Services in Healthcare and Others.
Business profit increased 6.9% year-on-year, or ¥7.7 billion, to ¥120.9 billion. An increase in sales in Healthcare and Others contributed to higher profit despite the impact of rising fuel and raw material prices in Seasonings and Foods and Frozen Foods.

■ Consolidated Results by Segment

							(Billion yen)		Comments below are for the April–March period. Factors leading to year-on-year increases and decreases are listed in order, from the largest to the smallest.	
	FY21	FY20	YoY Change	Jan.- Mar. FY21	Jan.- Mar. FY20	YoY Change	FY21 Forecast	Progress		
Sales	1,149.3	1,071.4	77.9	295.1	276.5	18.6	1,148.0	100%	Seasonings and Foods Sauce & Seasonings: Increase in revenue overall due to increased revenue overseas, despite decreased revenue in Japan. In Japan, decrease in revenue primarily due to the fall back in at-home demand after the increase in the previous year. Overseas, increase in revenue primarily due to steady sales of home-use products accompanying growing at-home demand, the recovery of sales of some foodservice-use products, the effect of currency translation, and increased unit sales prices.	
Seasonings and Foods	664.2	620.5	43.7	166.3	152.2	14.1	665.1	99%		
Sauce & Seasonings	315.7	288.9	26.7	79.4	71.0	8.3	317.4	99%	Quick Nourishment: Increase in revenue due to increased revenue both in Japan and overseas. In Japan, revenue increased primarily due to increased sales of soup products. Reference: sales of coffee products (Japan): ¥81.8 billion	
Quick Nourishment	192.5	186.3	6.2	48.1	46.6	1.5	196.8	97%	Overseas, revenue increased primarily due to increased sales of instant noodles and increased unit sales prices.	
Solution & Ingredients (S&I)	155.9	145.1	10.7	38.7	34.5	4.2	150.7	103%	Solution & Ingredients: Increase in revenue primarily due to increased sales of umami seasonings for processed food manufacturers. Reference: sales of umami seasonings for processed food mfrs.: ¥59.1 billion	
Frozen Foods	221.7	198.2	23.4	56.1	48.6	7.5	217.0	102%		
Healthcare and Others	251.2	239.5	11.7	69.3	72.0	-2.7	247.7	101%	Frozen Foods Increase in revenue overall due to significantly increased revenue overseas, despite decreased revenue in Japan. In Japan, revenue decreased primarily due to the impact of ceasing sales accompanying structural reform, despite increased sales of high-value-added products. Overseas, revenue increased significantly primarily due to continued steady demand in North America and Europe, and, in North America, increased unit sales prices and the effect of currency translation.	
Bio-Pharma Services & Ingredients	104.8	91.4	13.3	33.0	31.5	1.5	106.3	98%		
Amino acids for pharmaceuticals and foods ¹	Approx. 49.0	Approx. 42.5	6.4	Approx. 13.5	Approx. 11.5	2.2	-	-		
Bio-Pharma Services ²	Approx. 55.5	Approx. 49.0	6.8	Approx. 19.5	Approx. 20.0	-0.6	-	-	Healthcare and Others Bio-Pharma Services & Ingredients: Increase in revenue due to increased sales of Bio-Pharma Services and amino acids for pharmaceuticals and foods.	
Functional Materials	60.5	45.1	15.3	15.6	11.6	4.0	56.7	106%	Functional Materials: Large increase in revenue primarily due to strong sales of electronic materials.	
Others	85.8	102.8	-17.0	20.6	28.9	-8.3	84.5	101%	Others: Large decrease in revenue primarily due to the impact of structural reform in animal nutrition.	
Other	12.1	13.1	-1.0	3.2	3.5	-0.3	18.1	67%		
Business Profit	120.9	113.1	7.7	12.5	13.1	-0.6	120.0	100%	Seasonings and Foods Sauce & Seasonings: Overall, profit was level with the previous year due to increased profit overseas and decreased profit in Japan. In Japan, profit decreased primarily due to cost increases, such as of raw materials, and the impact of decreased revenue. Overseas, profit increased primarily due to the impact of increased revenue and the effect of currency translation, despite the impact of cost increases, such as of raw materials.	
Seasonings and Foods	81.2	86.7	-5.5	7.1	9.8	-2.7	80.7	100%		
Sauce & Seasonings	64.2	64.0	0.2	10.8	11.1	-0.2	63.6	101%		
Quick Nourishment	19.1	20.9	-1.8	0.8	1.4	-0.6	20.4	93%	Quick Nourishment: Overall, profit decreased due to a large decrease in profit in Japan, despite increased profit overseas. In Japan, a large decrease in profit primarily due to the effect of launching a new soup factory and the impact of cost increases, such as of raw materials. Reference: profit of coffee products (Japan): ¥8.3 billion	
Solution & Ingredients (S&I)	18.2	21.0	-2.8	2.3	2.5	-0.2	17.5	104%	Overseas, increase in profit primarily due to the impact of increased revenue, despite the impact of cost increases, such as of raw materials.	
Shared companywide expenses	-20.0	-19.2	-0.7	-6.7	-5.5	-1.2	-20.9	95%		
Frozen Foods	-0.6	2.3	-2.9	-2.6	-1.6	-0.9	2.3	-28%	Solutions & Ingredients: Decrease in profit overall due to the impact of rising raw material and fuel costs for umami seasonings for processed food manufacturers, despite increased revenue. Reference: profit of umami seasonings for processed food mfrs.: decreased ¥2.5 billion YoY	
Frozen Foods	5.4	8.2	-2.7	-0.7	0.0	-0.7	8.6	63%	Frozen Foods Large decrease in profit overall due to a large decrease in profit overseas, despite profit being level with the previous year in Japan. In Japan, profit was level with the previous year primarily due to the impact of structural reform, despite decreased revenue.	
Shared companywide expenses	-6.1	-5.8	-0.2	-1.9	-1.6	-0.2	-6.3	97%	Overseas, large decrease in profit primarily due to the impact of cost increases, such as of raw materials, despite the impact of increased unit sales prices in North America.	
Healthcare and Others	43.3	26.2	17.0	10.0	7.8	2.1	39.6	109%		
Bio-Pharma Services & Ingredients	16.2	11.9	4.2	4.4	5.1	-0.7	15.7	102%	Healthcare and Others Bio-Pharma Services & Ingredients: Large increase in profit accompanying increase in revenue. Reference: profit of amino acids for pharmaceuticals and foods: increased ¥1.4 billion YoY, Bio-Pharma Services: increased ¥2.7 billion YoY	
Functional Materials	28.9	18.9	10.0	7.5	4.5	3.0	25.6	112%		
Others	5.5	2.8	2.7	0.4	0.6	-0.1	5.6	99%	Functional Materials: Large increase in profit accompanying large increase in revenue.	
Shared companywide expenses	-7.4	-7.4	0.0	-2.4	-2.4	0.0	-7.4	99%	Others: Large increase in profit primarily due to decreased expenses because of structural reform of animal nutrition.	
Other	-3.0	-2.2	-0.7	-1.9	-2.8	0.9	-2.6	113%	Other Loss recorded accompanying structural reform.	
Shared companywide expenses	-1.2	-1.5	0.2	-0.1	-0.4	0.3	-1.7	71%		

¹ From FY2021, the medical food business, which was included in amino acids for pharmaceuticals and foods, is included in the Others section of Healthcare and Others

² From FY2021, the crop services business, which was included in Bio-Pharma Services, is included in the Others section of Healthcare and Others

■ Business and Geographical Area

(1) Results by business & geographical area

(Billion yen)

	Japan			Asia			Americas			EMEA			Other			Total		
	FY21	FY20	YoY Change	FY21	FY20	YoY Change	FY21	FY20	YoY Change	FY21	FY20	YoY Change	FY21	FY20	YoY Change	FY21	FY20	YoY Change
Sales	485.8	470.8	14.9 (3%)	285.2	263.7	21.5 (8%)	262.5	219.0	43.4 (19%)	115.6	117.7	-2.0 (-1%)	-	-	-	1,149.3	1,071.4	77.9 (7%)
Seasonings and Foods	270.5	272.4	-1.8 (-0%)	273.3	249.7	23.6 (9%)	81.0	68.5	12.4 (18%)	39.2	29.7	9.4 (31%)	-	-	-	664.2	620.5	43.7 (7%)
Frozen Foods	89.3	91.7	-2.4 (-2%)	3.1	2.6	0.4 (17%)	115.9	93.4	22.5 (24%)	13.2	10.3	2.8 (27%)	-	-	-	221.7	198.2	23.4 (11%)
Healthcare and Others	113.8	93.6	20.2 (21%)	8.6	11.2	-2.6 (-23%)	65.5	57.0	8.4 (14%)	63.2	77.5	-14.3 (-18%)	-	-	-	251.2	239.5	11.7 (4%)
Other	12.0	13.0	-0.9 (-7%)	0.1	0.1	-0.0 (-11%)	-	-	-	0.0	0.0	0.0	-	-	-	12.1	13.1	-1.0 (-7%)
Business profit	54.5	48.4	6.0 (12%)	47.4	45.3	2.1 (4%)	11.6	13.9	-2.2 (-16%)	7.2	5.3	1.9 (35%)	-	-	-	120.9	113.1	7.7 (6%)
Seasonings and Foods	35.3	39.4	-4.0 (-10%)	53.7	51.5	2.2 (4%)	9.1	11.1	-2.0 (-18%)	3.5	3.0	0.5 (18%)	-20.5	-18.3	-2.2 (12%)	81.2	86.7	-5.5 (-6%)
Frozen Foods	4.8	4.5	0.3 (6%)	1.0	1.5	-0.5 (-31%)	-0.5	2.4	-3.0	0.0	-0.4	0.4	-6.1	-5.8	-0.2 (4%)	-0.6	2.3	-2.9
Healthcare and Others	30.2	19.8	10.4 (52%)	2.9	2.0	0.8 (44%)	10.9	7.3	3.5 (48%)	6.8	5.8	0.9 (16%)	-7.5	-8.8	1.2 (-14%)	43.3	26.2	17.0 (65%)
Other	-1.9	-0.8	-1.0 (117%)	0.0	0.0	-0.0 (-42%)	-	-	-	0.0	0.0	-0.0 (-34%)	-1.2	-1.5	0.2 (-19%)	-3.0	-2.2	-0.7 (35%)
Shared companywide expenses	-14.0	-14.4	0.4 (-2%)	-10.3	-9.9	-0.4 (4%)	-7.8	-7.0	-0.7 (11%)	-3.1	-3.1	-0.0 (1%)	35.4	34.5	0.9 (2%)	-	-	-

(2) Overseas sales growth rate on LC basis by country (selected)

Seasonings and Foods (Sauce & Seasonings and Quick Nourishment)*		FY21	Jan. - Mar. FY21
Asia	Thailand	+3%	-0%
	Indonesia	+6%	+7%
	Vietnam	+4%	+2%
	Philippines	+5%	+7%
Americas	Brazil	+10%	+21%

*Overseas consumer products

(3) Sales progress by business & geographical area

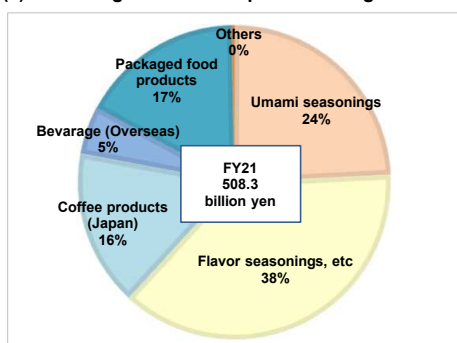
(Billion yen)

	Japan			Asia			Americas			EMEA			Total		
	FY21	FY21 Forecast	Progress	FY21	FY21 Forecast	Progress	FY21	FY21 Forecast	Progress	FY21	FY21 Forecast	Progress	FY21	FY21 Forecast	Progress
Sales	485.8	493.7	98%	285.2	287.0	99%	262.5	256.8	102%	115.6	110.3	104%	1,149.3	1,148.0	100%
Seasonings and Foods	270.5	277.8	97%	273.3	272.8	100%	81.0	78.5	103%	39.2	35.8	109%	664.2	665.1	99%
Frozen Foods	89.3	89.4	99%	3.1	4.3	72%	115.9	111.4	104%	13.2	11.8	112%	221.7	217.0	102%
Healthcare and Others	113.8	108.7	104%	8.6	9.3	92%	65.5	66.9	98%	63.2	62.7	100%	251.2	247.7	101%
Other	12.0	17.5	68%	0.1	0.4	24%	-	-	-	0.0	0.0	-	12.1	18.1	67%

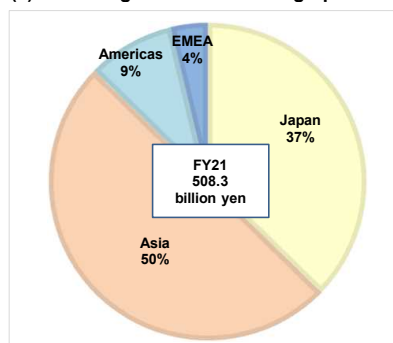
■ Seasonings and Foods

1. Sauce & Seasonings and Quick Nourishment (Domestic and Overseas)

(1) Percentage of sales for product categories



(2) Percentage of sales for Geographical Areas



(3) Coffee products

Percentage of sales for home-use products and restaurant and industrial-use products in Japanese market*

	(Billion yen)	
	FY20	FY21
Sales	85.5	85.3
Home-use products	78%	79%
Restaurant and industrial-use products	22%	21%

*Figures are for Ajinomoto AGF, Inc. only.

(4) Share and position of main brands in the home-use products market (Ajinomoto Group estimates, consumer purchase basis)

Sauce & Seasonings (Japan)

(Billion yen)

Category	Brands	FY20		FY21		FY22 forecast
		Market size	Market share (rank)	Market size	Market share (rank)	Market size
Umami seasonings	AJI-NO-MOTO®, Hi-Me®	5.4	93%(1)	5.3	94%(1)	5.6
Japanese flavor seasonings	HONDASHI®	38.3	56%(1)	37.1	56%(1)	37.1
Consomme	Ajinomoto KK Consomme	13.3	81%(1)	12.3	81%(1)	12.6
Mayonnaise	Pure Select®	58.3	24%(2)	59.4	25%(2)	61.8
Menu-specific seasonings	Cook Do®, Cook Do® Kyo-no Ohzara®	81.8	30%(1)	79.7	30%(1)	80.5

Sauce & Seasonings (Overseas)

Area	Country	Category	Brands	FY21 Market share (rank)
Asia	Thailand	Umami seasonings	AJI-NO-MOTO®, AJI-NO-MOTO PLUS	Approx. 90%(1)
		Flavor seasonings	RosDee®	Approx. 80%(1)
	Indonesia	Umami seasonings	AJI-NO-MOTO®	Approx. 40%(1)
		Flavor seasonings	Masako®	Approx. 50%(1)
	Vietnam	Umami seasonings	AJI-NO-MOTO®	Approx. 60%(1)
Philippines	Umami seasonings	AJI-NO-MOTO®	Approx. 100%(1)	
Americas	Brazil	Flavor seasonings	Tempero Sazon®	Approx. 70%(1)

Quick Nourishment (Japan)

(Billion yen)

Category	Brands	FY20		FY21		FY22 forecast
		Market size	Market share (rank)	Market size	Market share (rank)	Market size
Soup	Knorr®	112.4	31%(1)	113.4	30%(1)	115.7
Instant coffee	Blendy®, MAXIM®	84.8	22%(2)	80.0	22%(2)	78.4
Stick-type coffee	Blendy® Stick, Blendy® CAFÉ LATORY® Stick	45.7	56%(1)	45.5	55%(1)	46.5
Regular coffee	Chyotto Zeitakuna Kohiten®, Blendy® Drip, Chyotto Zeitakuna Kohiten® Drip	53.1	12%(3)	54.6	13%(3)	55.2

Quick Nourishment (Overseas)

Area	Country	Category	Brands	FY21 Market share (rank)
Asia	Thailand	RTD Coffee	Birdy®	Approx. 50%(1)

Ajinomoto Co., Inc. Supplementary Materials FY2021 Ended March 31, 2022

Revised

2. Solution & Ingredients

Demand for MSG and nucleotides (Ajinomoto Group estimates)

(Thousand tons)

	FY20				FY21			
	China	Other	Total	Market share	China	Other	Total	Market share
MSG	1,640	1,600	3,240 ²	Approx. 20%	1,710	1,620	3,300 ²	Approx. 20%
Nucleotides	-	-	60	Approx. 25%	-	-	63	Approx. 25%

1. Home-use: a little under 60%, industrial-use: a little over 40%

2. Home-use: a little under 60%, industrial-use: a little over 40%

■Frozen Foods

(1) Percentage of sales for home-use products and restaurant and industrial-use products

(Billion yen)

Japan*	FY20	FY21
Sales	91.5	89.3
Home-use products	65%	67%
Restaurant and industrial-use products	35%	33%

* Figures are for Ajinomoto Frozen Foods Co., Inc. only

(2) Market share and position of main brands in the home-use products market (Ajinomoto Group estimates, consumer purchase basis)

Japan

(Billion yen)

Category	Brands	FY20		FY21		FY22 Forecast
		Market size	Market share (rank)	Market size	Market share (rank)	Market size growth rate
Gyoza*	Gyoza, etc.	56.3	47%(1)	60.2	44%(1)	Approx. 105%

North America

(Million USD)

Category	Brands	FY20		FY21		FY22
		Market size ²	Market share (rank)	Market size ²	Market share (rank)	Market size growth rate
Asian frozen food ¹	-	1,357	28%(1)	1,570	28%(1)	Approx. 110%

1. Figures are for Ajinomoto Frozen Foods North America Inc. only

2. Excluding sales to private brands. Figures include those for warehouse clubs from FY2021. Prior periods has also been revised.

■Information by Business Segment

(1) Depreciation and amortization*

(Billion yen)

	FY20	FY21	FY22 Forecast
Seasonings and Foods	28.9	30.9	33.6
Frozen Foods	10.0	10.9	11.0
Healthcare and Others	15.1	14.6	17.6
Other	4.2	2.8	1.0
All Company	4.6	6.7	6.0
Total	63.0	66.2	69.3

* Excluding discontinued operations.

(2) Capital Expenditure/Investment

	FY20	FY21	FY22 Forecast
Seasonings and Foods	52.9	36.7	27.9
Frozen Foods	13.4	10.5	12.8
Healthcare and Others	17.7	21.5	24.9
Other	0.6	0.6	0.4
All Company	7.0	4.5	4.0
Total	91.8	74.1	70.0

(3) R&D Expenses

	FY20	FY21	FY22 Forecast
Seasonings and Foods	6.4	6.4	7.3
Frozen Foods	1.2	1.2	1.6
Healthcare and Others	8.2	8.4	11.0
Other	0.0	0.3	0.2
All Company	9.8	8.5	8.5
Total	25.9	24.8	28.5

Ajinomoto Co., Inc. Supplementary Materials FY2021 Ended March 31, 2022

(Reference 1) The product categories belonging to each reportable segment

Reportable Segments	Sub Segments	Main Products
Seasonings and Foods	Sauce & Seasonings	Umami seasonings <i>AJI-NO-MOTO</i> ®, <i>HON-DASHI</i> ®, <i>Cook Do</i> ®, <i>Ajinomoto KK Consommé</i> , <i>Pure Select</i> ® <i>Mayonnaise</i> , <i>Ros Dee</i> ® (flavor seasoning/Thailand), <i>Masako</i> ® (flavor seasoning/Indonesia), <i>Aji-ngon</i> ® (flavor seasoning/Vietnam), <i>Sazón</i> ® (flavor seasoning/Brazil), <i>Sajiku</i> ® (menu-specific seasoning/Indonesia), <i>CRISPY FRY</i> ® (menu-specific seasoning/Philippines), etc.
	Quick Nourishment	<i>Knorr</i> ® <i>Cup Soup</i> , <i>YumYum</i> ® (instant noodles/Thailand), <i>Birdy</i> ® (coffee beverage/Thailand), <i>Birdy</i> ® <i>3in1</i> (powdered drink/Thailand), <i>Blendy</i> ® brand products (<i>CAFÉ LATORY</i> ®, stick coffee, etc.), <i>MAXIM</i> ® brand products, <i>Chotto Zeitakuna Kohiten</i> ® brand products, various gift sets, office supplies (coffee vending machines, tea servers), etc.
	Solution & Ingredients	Umami seasoning <i>AJI-NO-MOTO</i> ® for foodservice and processed food manufacturers in Japan, Seasonings and processed foods for foodservice, Seasonings for processed foods (savory seasonings, enzyme <i>ACTIVA</i> ®), Drinks supplied to restaurants, Ingredients for industrial use, Delicatessen products, Bakery products, Nucleotides, Sweeteners (aspartame for food processing, <i>PAL SWEET</i> ® for home use, etc.), and others
Frozen Foods	Frozen Foods	Chinese dumplings (<i>Gyoza</i> , <i>Shoga Gyoza</i> , <i>POT STICKERS</i> , etc.), Cooked rice (<i>THE CHA-HAN</i> , <i>CHICKEN FRIED RICE</i> , <i>YAKITORI CHICKEN FRIED RICE</i> , etc.), Noodles (<i>YAKISOBA</i> , <i>RAMEN</i> , etc.), Desserts (cakes for restaurant and industrial-use, <i>MACARON</i> , etc.), Shumai (<i>THE SHUMAI</i> , etc.), Processed chicken (<i>Yawaraka Wakadori Kara-Age</i> (fried chicken), <i>THE KARA-AGE</i> , etc.), and others
Healthcare and Others	Bio-Pharma Services & Ingredients	
	Amino acids for pharmaceuticals and foods	Amino acids, culture media
	Bio-Pharma Services	Contract manufacturing services of pharmaceutical intermediates and active ingredients, sterile products (fill and finish), etc.
	Functional materials	Electronic materials (<i>Ajinomoto Build-up Film</i> ® (ABF) interlayer insulating material for semiconductor packages and others), Functional materials (adhesive <i>PLENSET</i> ®), Magnetic materials (<i>AFTINNOVA</i> ® Magnetic Film and others), activated carbon, release paper, etc.
Others	Feed-use amino acids (Lysine, Threonine, Tryptophan, Valine, <i>AjiPro</i> ®-L, etc.), Fundamental Foods (<i>Glyna</i> ®, <i>Amino Aile</i> ®), Functional foods and drinks (<i>amino VITAL</i> ®), Personal Care ingredients (amino acid-based mild surfactant <i>Amisoft</i> ®, <i>Amilite</i> ®, amino acid-based humectant <i>Ajidew</i> ®, etc.) Medical foods	