

IR DAY

Aminoscience division

Healthcare and others Segment

Aminoscience division (ASD) : High growth potential from a solid base

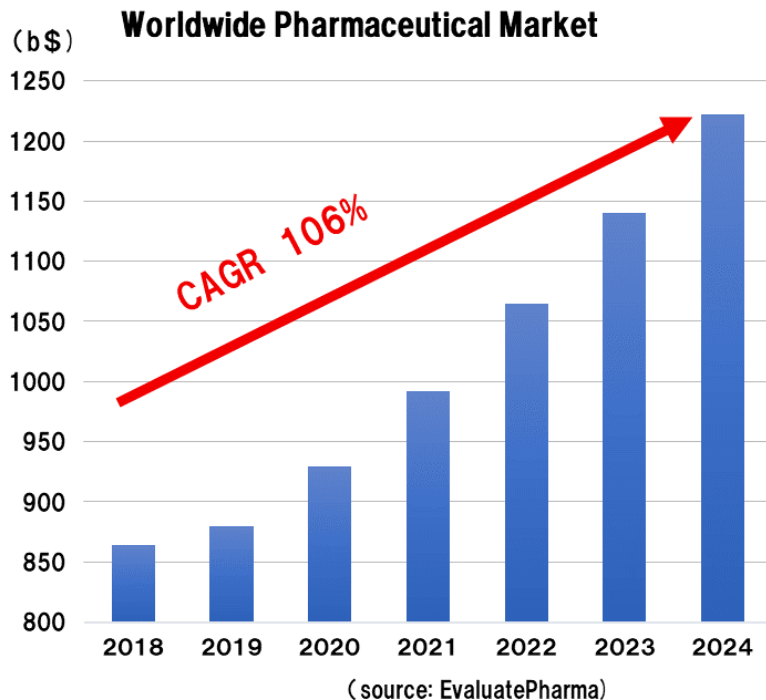
Growth drivers:

- Enhance intangible assets- our people and our customer value
- Strengthen tangible assets (organic growth of base businesses in attractive sectors, restructuring of non core animal nutrition biz, and strengthen ROIC)
- Providing solutions for health issues with Food div. and ASD working together (e.g. health supplements into food of our Customers, new business development)
- Operational transformation using OE and Dx

Helping enhance healthier lives and provide solutions to food and health issues



A wide range of offerings B2B and B2C in attractive growth markets



Age-related functional decline

Maintain / improve body functions with amino acids
(Nutritional / physiological function)



Build muscle
Branched-chain amino-acids (BCAA) such as leucine



Support body function
BCAA + arginine, glutamine, alanine, etc.



Related to cognitive function
as a source of Neurotransmitter essential amino acids.

Helping enhance healthier lives and provide solutions to food and health issues

active seniors
athletes
kids
healthy living

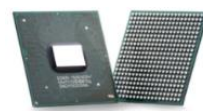


smart life

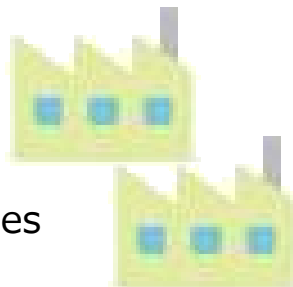


amino
VITAL

Increasing reliance on internet and connectivity



Strong B2B business partnerships
Bio-Pharma companies, electronic companies
Personal care companies



helping patients

2 phase transformation

Structural reform

Regrowth

Establish Profitable and Sustainable Growth

Reshape portfolio for higher efficiency & stronger growth

- Restructure non core biz (animal nutrition, and commodities to specialties)
- Focus investments on core businesses
- Restructure other businesses assessed during Phase 1

Add Consumer Value Centered on Health

Develop new growth models, unit price growth, new biz models

- Expanded B2B relationships with wider range of offering and a greater share of wallet
- Technology and biz practise/model extension in B2B
- Diagnostics to solutions
- Athletes to exercise for all
- Spread to adjacencies and new growth models, accelerating e-channel sales into other geographies

Transform HR & Org Management

Invest in our people, enhance issue-solving capabilities

- Invest in our people *to become fit for the future*, and for higher workforce productivity
- Increase engagement, diversity and new way of working to enhance issue-solving capabilities
- Developing a work place in which all can thrive

Eat Well, Live Well.



- **Forward-looking statements, such as business performance forecasts, made in these materials are based on management's estimates, assumptions and projections at the time of publication. A number of factors could cause actual results to differ materially from expectations.**
- **This material includes summary figures that have not been audited so the numbers may change.**

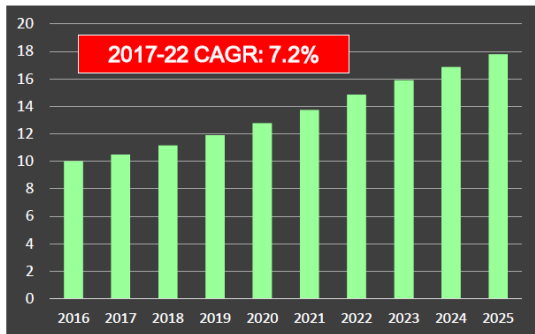


Back up slides

Electronic materials

- Responding to lifestyle evolutions:
 - Help provide a comfortable, informed lifestyle, with improved communications,
(working with hardware providers to develop next generation devices)
 - Smart life
- Amino acid technology origin and other technical synergies
- B2B business partnership model with leading players (like health care)
- Growth market

Forecast number of data center servers (million units)



※Source: IHS Markit, Ltd.



AFTINNOVA®
Magnetic film

Eat Well, Live Well.



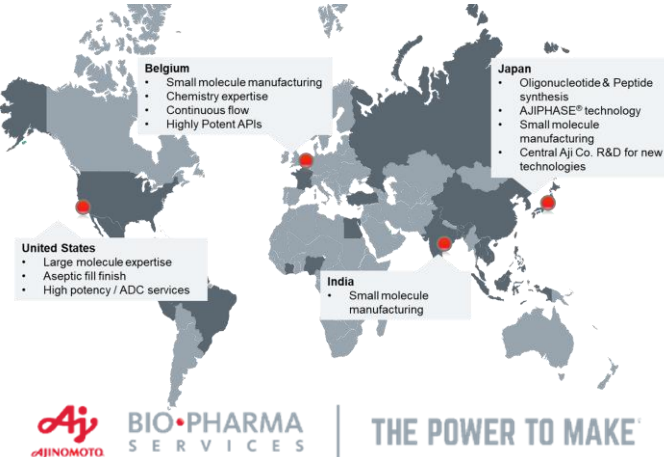
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Magnetic Paste

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Ajinomoto Fine-Techno Co., Inc

Providing Healthy Solutions via the Global Bio-Pharma industry

- A trusted and innovative partner
- Wide and appealing range of global offerings to multi-nationals, domestic, as well as start up Bio-pharma companies

	drug lifecycle phase			
	discovery	clinical phases	commercial	generic
	pre clinical			
CDMO services and supply API				
small molecules		←→		
Highly Active		←→		
large molecule	←→			
peptides oligonucleotides	←→			
amino acids		←→		
technologies	←→			
Finished dose (sterile)				
vials and syringes		←→		
highly actives		←→		
Amino acid mix		←→		
excipient		←→		
solutions (processing support)				
culture media		←→		
regenerative medicines culture media	←→			
growth factors	←→			



United States

- Large molecule expertise
- Aseptic fill finish
- High potency / ADC services

Belgium


- Small molecule manufacturing
- Chemistry expertise
- Continuous flow
- Highly Potent APIs

India

- Small molecule manufacturing

Japan

- Oligonucleotide & Peptide synthesis
- AJIPHASE® technology
- Small molecule manufacturing
- Central Ajii Co. R&D for new technologies



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