

Ajinomoto Co., Inc.
Forecast for the Fiscal Year
Ending March 31, 2014 (FY2013)
and Outlook

May 10, 2013

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President & CEO

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Appendix FY2013 Forecast by Segments

I. Summary of FY2013

FY2013 Forecast

Net sales: Increase, with decrease due to exclusion of Calpis Co., Ltd. (Calpis) from consolidation and decrease in pharmaceuticals covered by other segments.
Operating income: Increase, with decrease in effect of above covered by improvement of bioscience and fine chemicals and growth in overseas food products.

(¥ Billion)	FY2013 Forecast	FY2012 Results	YoY Change
Net sales	1,019.0	985.0	+3.5%
Operating income	75.0	71.2	+5.3%
Net income	49.0	48.4	+1.3%
Net income per share (¥)	79.52	74.35	+7.0%

■ Net sales

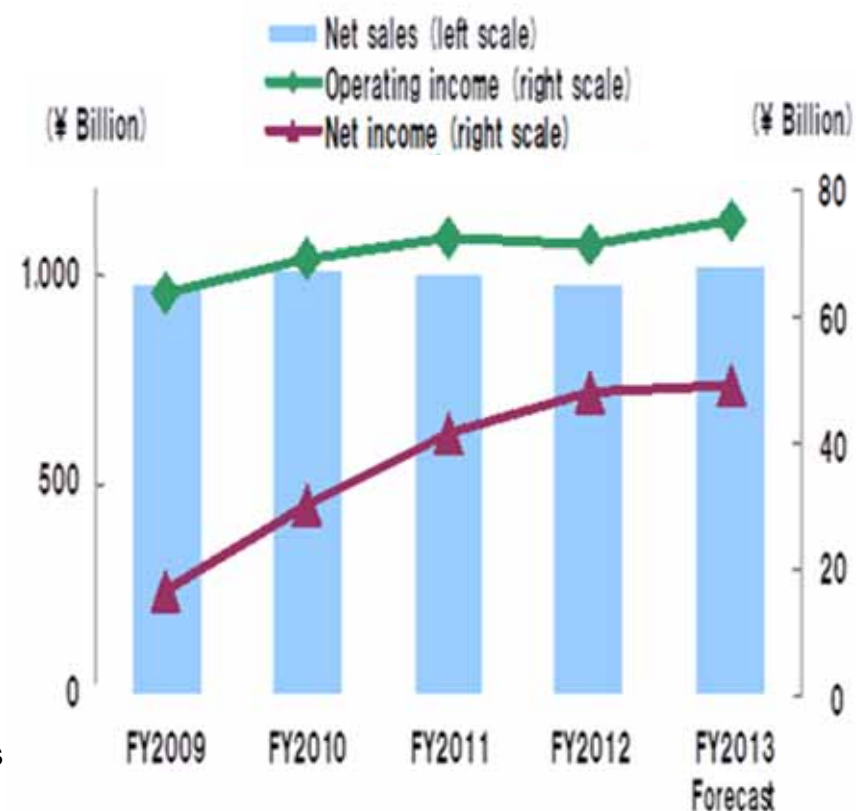
- + : Maintain growth in overseas consumer foods; higher sales volume of feed-use amino acids; impact of exchange rate for currency translation.
- : Exclusion of Calpis from consolidation; business restructuring in pharmaceuticals (infusion and dialysis).

■ Operating income

- + : Increase in sales of overseas consumer foods; improvement in profitability and high-value added of bioscience products and fine chemicals; impact of exchange rate for currency translation.
- : Exclusion of Calpis from consolidation; worsening in profitability of umami seasonings for processed food mfrs.

■ Net income

- + : Increase in operating income; downturn of tax rate.
- : Decrease in extraordinary gains.

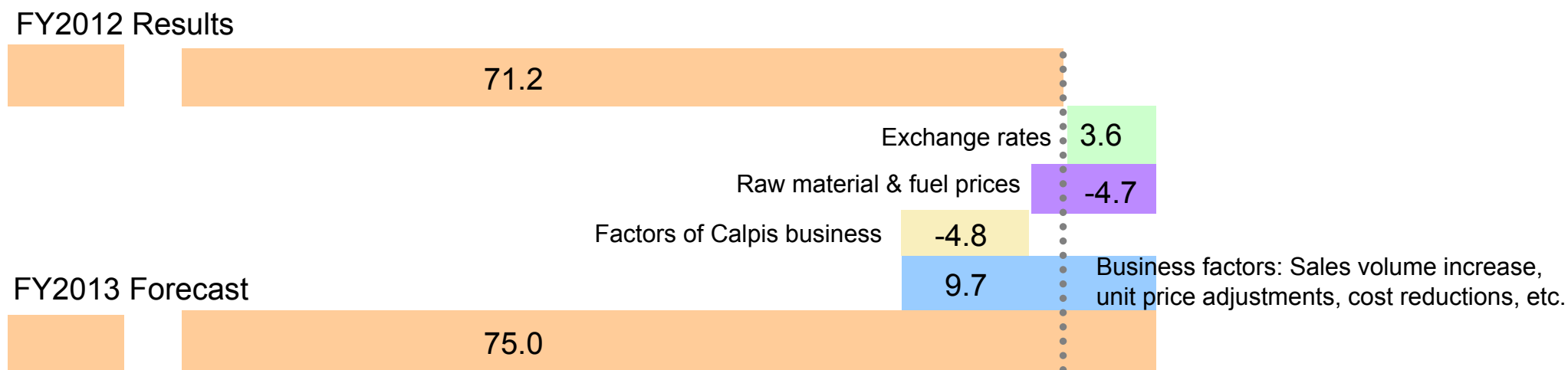


Net sales are based on new standards.

Factors in Changes in FY2013 Operating Income Forecast

Negative factors will persist even if external environment becomes less severe. Plan to increase income due to expansion of overseas consumer foods and growth in sales of bioscience products and fine chemicals offset decrease in income due to exclusion of Calpis Co., Ltd. (Calpis) from consolidation.

Factors in Changes in FY2013 Operating Income Forecast (¥ Billion)



Exchange rate vs. JPY (ave.)

	FY2013 Forecast	FY2012 Results
USD	90.0	82.91
EUR	118.0	106.78
THB	3.0	2.70
BRL	45.0	41.19

Effect of raw material and fuel price changes (YoY) (-: Cost increase; ¥ Billion)

	FY2013 Forecast	FY2012 Results
Fermentation main raw materials	1.7	-0.9
Fermentation sub raw materials	-2.4	-2.6
Energy	-2.3	-1.4
Raw materials for domestic food products	-1.7	-1.0
Total	-4.7	-5.8

FY2013 Forecast by Segment

(¥ Billion)

	FY2013 Forecast	O.P.%	FY2012	O.P.%	YoY Change	
					Amount	%
Net sales	1,019.0		985.0		34.0	3%
Domestic Food Products	338.5		391.6		-53.1	-14%
Overseas Food Products	303.9		245.4		58.5	24%
Bioscience Products & Fine Chemicals	232.8		204.2		28.6	14%
Pharmaceuticals	52.9		71.5		-18.6	-26%
Other Business	90.9		72.4		18.5	26%
Operating income	75.0	7.4%	71.2	7.2%	3.8	5%
Domestic Food Products	28.3	8.4%	32.6	8.3%	-4.3	-13%
Overseas Food Products	23.1	7.6%	20.7	8.4%	2.4	12%
Bioscience Products & Fine Chemicals	19.2	8.2%	14.4	7.0%	4.8	34%
Pharmaceuticals	4.3	8.1%	3.2	4.5%	1.1	35%
Other Business	0.1	0.1%	0.3	0.4%	-0.2	-69%
Ordinary income	79.0		77.2		1.8	2%
Net income	49.0		48.4		0.6	1%
Exchange rate						
JPY/USD	90.0		82.91			
JPY/EUR	118.0		106.78			

(¥ Billion)

	FY2013 Forecast	O.P.%	FY2012	O.P.%	YoY Change	
					Amount	%
Net sales						
Feed-use amino acids	108.5		94.1		14.5	15%
Others	910.5		890.9		19.5	2%
Operating income						
Feed-use amino acids	13.8	12.7%	13.5	14.3%	0.3	2%
Others	61.2	6.7%	57.7	6.5%	3.5	6%

Extraordinary gains (losses): Huge factors are not expected.

Net income: Decrease in taxes due to tax rate return to normalcy despite extraordinary gains decrease considerably. Plan to achieve the highest profits.

(¥ Billion)	FY2013 Forecast	FY2012 Results	Difference	Main Factors
Net sales	1,019.0	985.0	34.0	
Operating income	75.0	71.2	3.8	
Non-operating income (expenses)	4.0	5.9	-1.9	
Interest income	1.4	1.9	-0.5	
Dividend income	0.7	1.0	-0.3	
Equity in earnings of affiliates	3.9	3.1	0.8	
Interest expense	-2.1	-1.9	-0.2	
Other (net)	0.2	1.9	-1.7	
Ordinary income	79.0	77.2	1.8	
Extraordinary gains (losses)	-1.0	23.7	-24.7	
Gain on sales of shares in affiliated company	0.0	18.2	-18.2	Factors of Calpis business in FY2012: 17.7
Gain on transfer of benefit obligation relating to employees' pension fund	0.0	27.8	-27.8	
Loss on sales of investments in affiliates	-3.8	-3.0	-0.8	
Impairment losses	0.0	-14.6	14.6	Pharmaceuticals: -8.0, Sweeteners (Europe) -6.4 in FY2012
Other (net)	2.8	-4.8	7.5	
Net income before income taxes	78.0	100.8	-22.8	
Net income	49.0	48.4	0.6	Effective tax rate FY2012: 45.4%, FY2013 Forecast: 27.1%

Management Indicators and Differences from FY2013 Medium-Term Management Plan

Net sales: Shortfall due to sale of Calpis Co., Ltd., structural improvement of Pharmaceuticals business, change in accounting standards for business tie-ups, etc.

Operating income: Shortfall due to sale of Calpis Co., Ltd., difficult conditions for Pharmaceuticals business and umami seasonings for processed food manufacturers business.

O.P. margin: Exceeded plan due to advances in high-added-value in Bioscience Products & Fine Chemicals business, improved profit ratio in Domestic Food Products business.

Net income: Once again achieved record high income.

Net income per share: Continued to increase, targeting record highs.

Accounting capital: Decrease due to repurchase and retirement of Company shares.

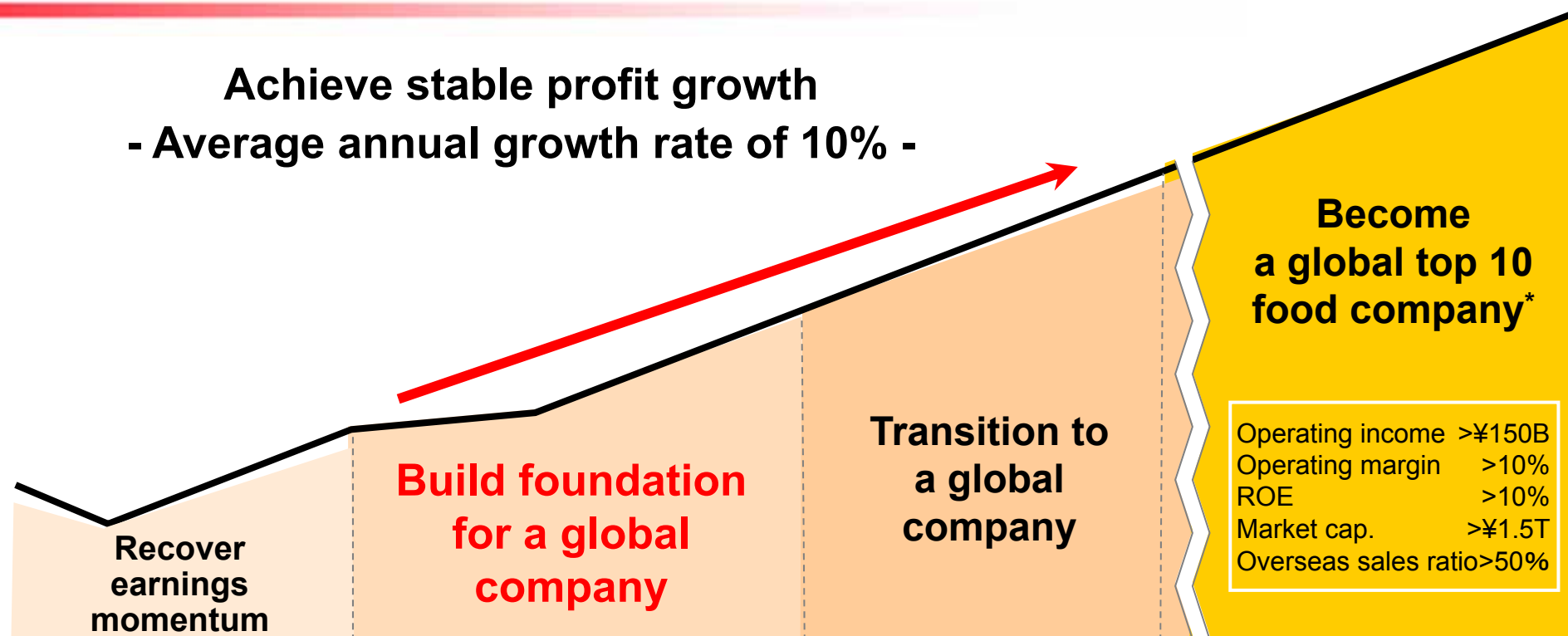
With steady progress in strengthening business structure, forecast to achieve ROE of 8% and O.P. margin of 7.4%

Main Management Indicators

	Under New Accounting Standards					(vs. FY2010)	Under Previous Accounting Standards	Difference from target
	FY2010	FY2011	FY2012	FY2013 (forecast)	FY2013Target			
Net sales ¥ Bil.	1,015.2	1,007.2	985.0	1,019.0	(0.4%)	1,366.0	-347.0	
Operating income ¥ Bil.	69.4	72.6	71.2	75.0	(8.1%)	87.0	-12.0	
O.P. margin %	6.8%	7.2%	7.2%	7.4%	+0.5%	~7%	-	
Ordinary income ¥ Bil.	70.5	75.9	77.2	79.0	(12.1%)	-		
Net income ¥ Bil.	30.4	41.8	48.4	49.0	(61.2%)	-		
Net income per share ¥	43.56	61.28	74.35	79.52	(82.6%)	-		
Shareholders' equity ¥ Bil.	608.2	605.3	635.3	611.9	(0.6%)	-		
ROE %	5.0%	6.9%	7.8%	8.0%		8.0%	0.0%	

Roadmap to a "Genuine Global Company"

Achieve stable profit growth
- Average annual growth rate of 10% -



	FY2010 results	FY2011 results	FY2012 results	FY2013 forecast	FY2013 plan	FY2016
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*Excluding beverage companies

ROE	5.0%	6.9%	7.8%	8.0%	8%	10%
O.P. margin	6.8%	7.2%	7.2%	7.4%	~7%	8%
Operating income	¥69.4 bn	¥72.6 bn	¥71.2 bn	¥75.0 bn	¥87.0 bn	¥100.0 bn+α
Overseas profit ratio	53%	51%	52%	59%	56%	-
Overseas sales ratio	37%	38%	41%	49%	-	-
EPS	¥43.56	¥61.28	¥74.35	¥79.52	-	-

Note: Presented under new standards from FY2013.

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II. Main Policy for Genuine Global Company in FY2013

~ Growth Driver Development ~

(1) R&D Leadership

(2) Global Growth

(1) Global Growth: Expansion of Overseas Consumer Foods Business

Deepen Existing Business and Expand New Markets; Strengthen the Production Capacity.

Point	Specific programs	FY2011	FY2012	FY2013
Strengthen presence in existing businesses	Increase production of mainstay products	Umami seasonings	New MSG factory in Thailand (completion in March 2013)	
			Capacity expansion (nucleotides) in Thailand (completion in Nov. 2011)	
			Expansion of factory in Apapa, Nigeria (completion in March 2013)	
			New factory in Yopougon, Côte d'Ivoire (completion in March 2013)	
			Tongi factory in Bangladesh (operation from May 2012)	
	Flavor seasonings	Capacity expansion (<i>Ros Dee</i> ®) in Thailand (completion in July 2011)		
		Capacity expansion (<i>Sazon</i> ®) in Brazil (completion in June 2013) Investment approx. ¥2.0 bn		
		Karawang factory (<i>Masako</i> ®) in Indonesia (completion in September 2012)		
		New factory in Callao, Peru (food plant) (operation from April 2012)		
	Processed foods	Callao factory in Peru (new instant noodles line) (completion in Oct. 2012)		
Canned coffee	Canned coffee capacity expansion (<i>Birdy</i> ®) in Thailand (completion in June 2013) Investment approx. ¥3.8 bn			
Nurture next-generation products	Menu-specific seasonings	Karawang factory (<i>Saori</i> ®) in Indonesia (completion in June 2014) Investment approx. ¥0.85 bn		
		Long Thanh factory (<i>Aji-Quick</i> ®) in Vietnam (completion in March 2014) Investment approx. ¥0.5 bn		

Items implemented or decided since November 2012 in red

(1) Global Growth: Expansion of Overseas Consumer Foods Business

Deepen Existing Business and Expand New Markets; New Products

Point	Specific programs	FY2011	FY2012	FY2013
Strengthen presence in existing businesses	Nurture next-generation mainstay products	<p>Menu-specific seasonings</p>	<p>Thailand <i>Ros Dee</i>[®] Menu (November 2011)</p> <p>India (<i>Hapima</i> for curry spice blended seasoning) (April 2011)</p>	<p>Vietnam <i>Aji-ngon</i>[®] for vegetarians (August 2012) <i>Aji-Quick</i> for stew 2 items, for soup 2 items (August 2012)</p> <p>Thailand <i>Ros Dee</i>[®] Menu Total of 6 items added (October 2012, February 2013)</p> <p>Indonesia <i>Mayumi</i> (May 2012)</p> <p>Vietnam <i>Phu Si</i> (Soy sauce) (May 2012) <i>Aji-Mayo</i> mild sweet (August 2012)</p> <p>Mexico <i>AJI-SAZON</i> (Restaurant-use) (October 2012)</p> <p><i>Aji-no-mix</i> (Frying batter) (January 2013)</p>
	Processed foods		<p>Thailand <i>Yum Yum Junbo</i> (August 2012), <i>Jok Tem Kam</i> 2 items (Retort pouch rice porridge)</p> <p>Brazil <i>Caseirinho</i> (Mashed potato) (Home-use) (September 2012)</p> <p>Peru <i>Aji-no-men</i>[®] Pasta Rapida 3 items (May 2012)</p> <p>Brazil <i>Yakissoba</i>[®] (Restaurant-use) (June 2012)</p>	<p>Thailand <i>Birdy</i>[®] Primo (Plastic bottled coffee) (January 2013)</p>

Items implemented or decided since November 2012 in red

(1) Global Growth: Expansion of Overseas Consumer Foods Business

Deepen Existing Business and Expand New Markets

Point	Specific programs		FY2011	FY2012	FY2013
Expand in new markets	Establish new operating bases	Asia	Establish subsidiary in Bangladesh (August)	Myanmar: Study restart of business Pakistan: Study entry opportunities	→ →
		Middle East and Africa	Establish subsidiaries in Turkey (July) Egypt (October) Côte d'Ivoire (January 2012)	East Africa: Study entry opportunities North Africa: Study entry opportunities Cameroon: Planned opening of WASCO branch	→ →
Reinforce business base	Strengthen operating structure		Integrate European food products business (July 2011)	Strengthen sales force for Japanese/Asian ethnic restaurant market	→ Integration of North American consumer business in April 2013

Sales of Existing Countries and New Markets

Double-digit growth continued on local-currency basis in main countries.

YoY sales growth rate (local currency basis): Indonesia +12%, Thailand +9%, Brazil +9%,

Approx. Sales (¥ Billion)	FY2010 Results	FY2011 Results	FY2012 Results	FY2013 Forecast	(YoY)	FY2013 Plan	11-13 Mid-term Planned CAGR	FY2016 (Image)
Existing countries	163.0	167.0	182.5	231.5	+27%	210.0	+10%	250.0
New markets	15.0	17.0	17.0	23.0	+35%	30.0	+26%	50.0
Total	178.0	184.0	199.5	254.5	+28%	240.0	+11%	300.0

(1) Global Growth: Expansion of Overseas Consumer Foods Business

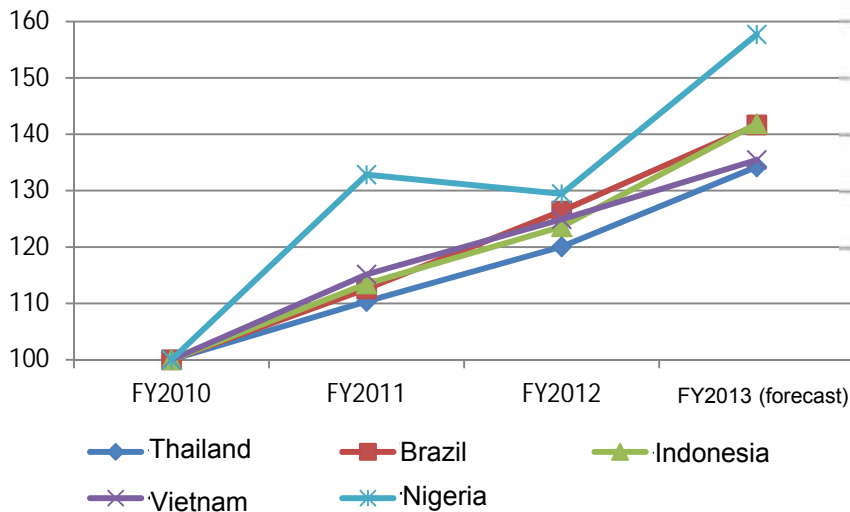
“Deepen” Existing Markets and Products, “Expand” New Markets and Developing Products

Main countries: Steady growth on local currency basis and lead business with continued double-digit growth in future.

By product type: Balanced growth among product types. Increase contribution to income from categories with growth potential. Achieve further growth while building a firmer business foundation.

Sales in Main Countries

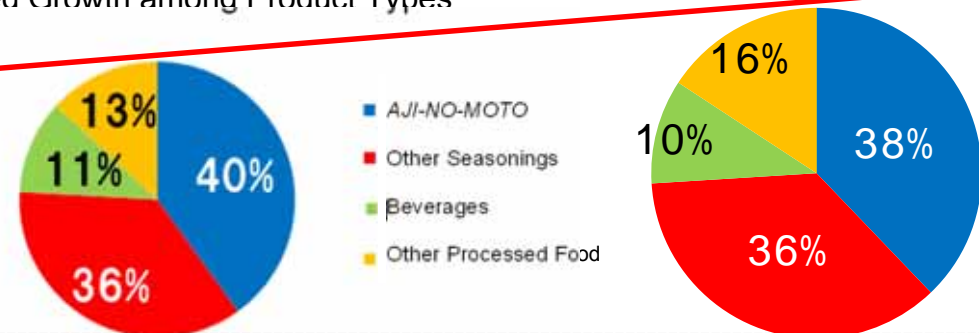
(Local currency basis, FY2010=100)



Net Sales by Product Type

43% Growth Compared with FY2010

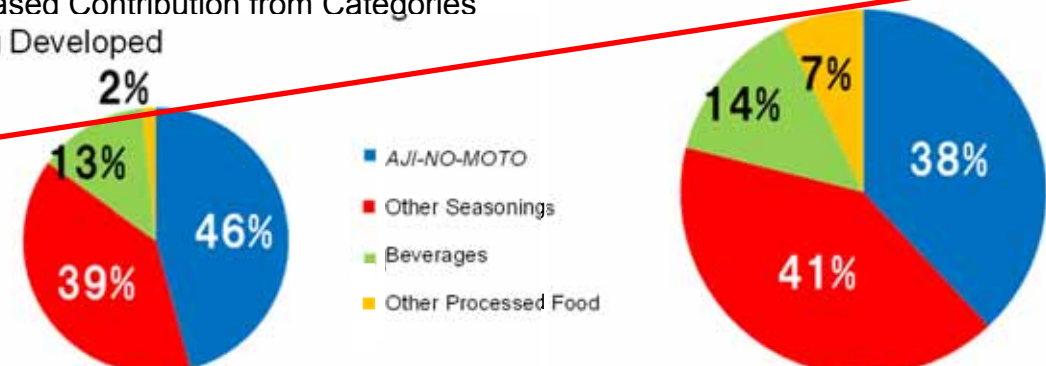
Balanced Growth among Product Types



Operating Income by Product Type

53% Growth Compared with FY2010

Increased Contribution from Categories Being Developed



(2) R&D Leadership: Cutting-Edge Biotechnology

Strengthen the Environs of Advanced Medical Care with High Future Prospects

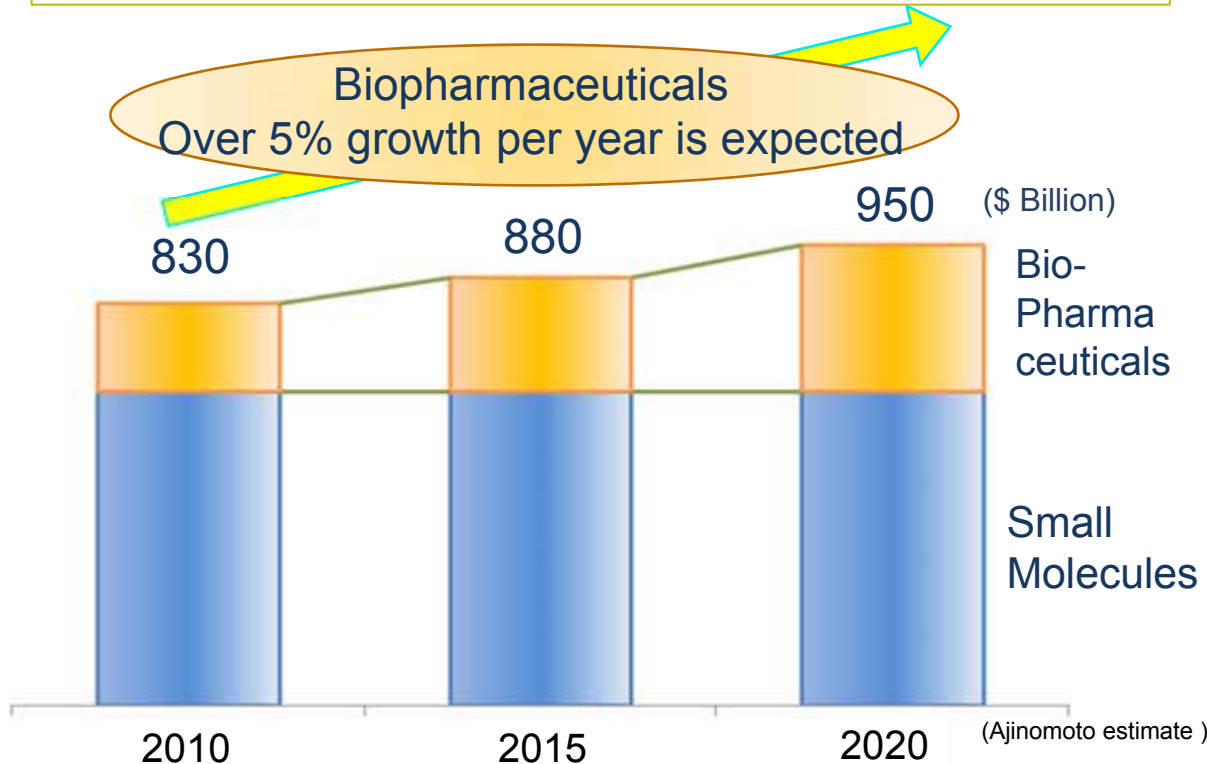
Biopharmaceuticals Market (\$ Billion)

	2010	2020
Peptides pharmaceuticals market:	12	24
Nucleic pharmaceuticals market:*	-	7
Proteins and Antibody pharmaceuticals market:	170	273

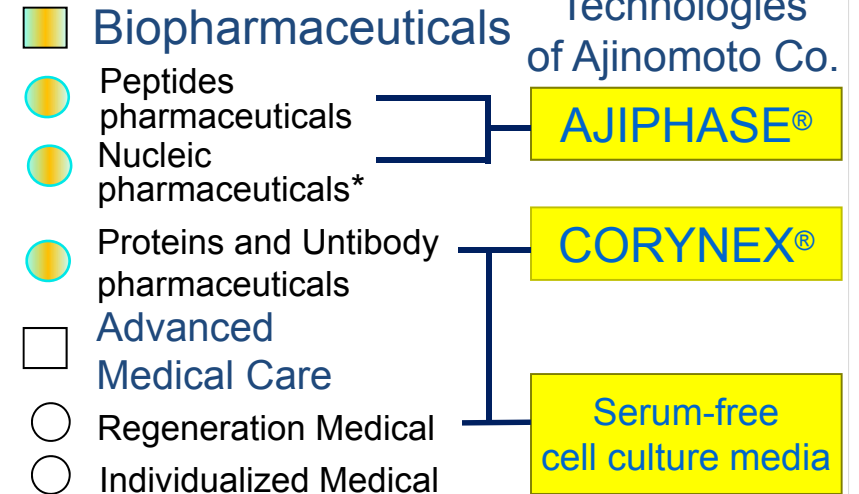
Market area where Ajinomoto Co. can utilize its technology related to amino acids, nucleic acids, and proteins.



Market Size of Ethical Pharmaceuticals



Advanced Medical Care / Pharmaceutical Product



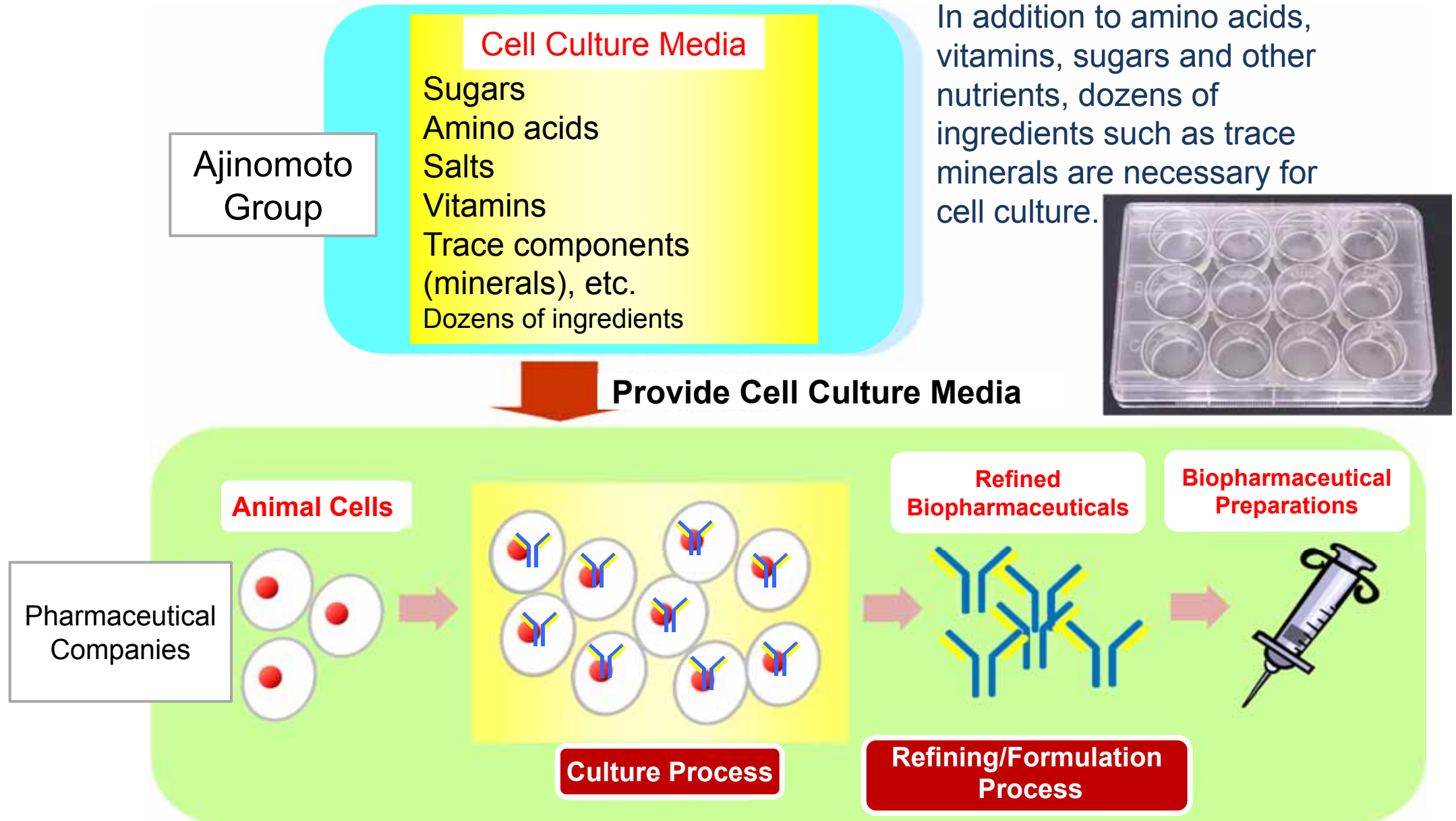
Small Molecules

- Small Molecules is shifting to generic
- Market is favorably expanding

* Oligonucleic pharmaceuticals such as genetically engineered curative medicine

(2) R&D Leadership: Cutting-Edge Biotechnology

Expand Cell Culture Media Business to Support Advanced Medical Care



(2) R&D Leadership: Cutting-Edge Biotechnology

Expand Cell Culture Media Business to Support Advanced Medical Care

Further advance the existing cell culture media (serum-free) business and establish a development and manufacturing system that can provide optimum customized cell culture media to biopharmaceutical companies in a short time.

1987

A S F Cell Medium Series*

Start of sales of a **serum-free cell culture medium** used widely for biological research, biopharmaceutical production, etc.

* Ajinomoto Serum Free cell culture medium

2013

Ajinomoto Genexine Co., Ltd.

Established a joint venture cell culture medium business for biopharmaceutical manufacturers in South Korea, **Asia's largest consumer of cell culture media.**

Overview of Ajinomoto Genexine Co., Ltd.

Location: Incheon Metropolitan City,
South Korea

Capital: KRW 35.7 billion
(approx. JPY 2.9 billion)

Overview of New Factory

Scheduled start-up: July 2014

Employees: Approx. 40

Total investment: Approx. KRW 35.0 billion
(approx. JPY 2.8 billion)

Site area: 11,000 m²

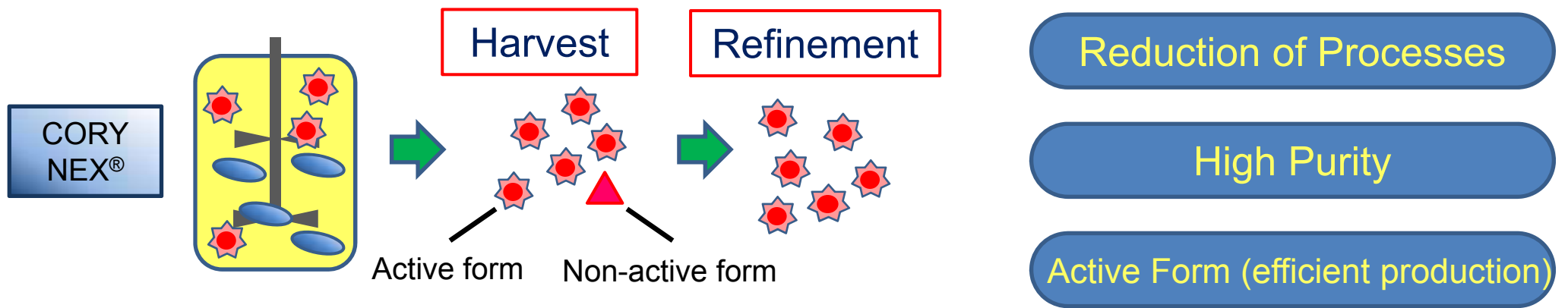
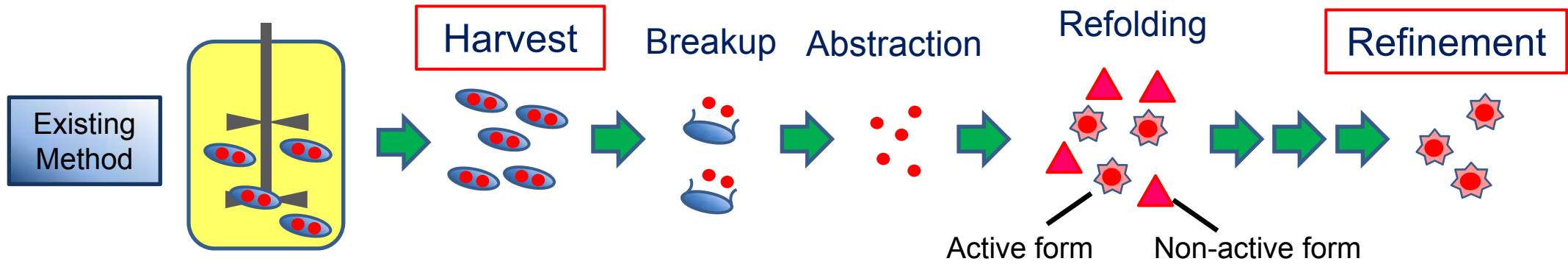


(2) R&D Leadership: Cutting-Edge Biotechnology

Technologies Expansion in Environs of Medical Business for Advanced Medical Care: CORYNEX®



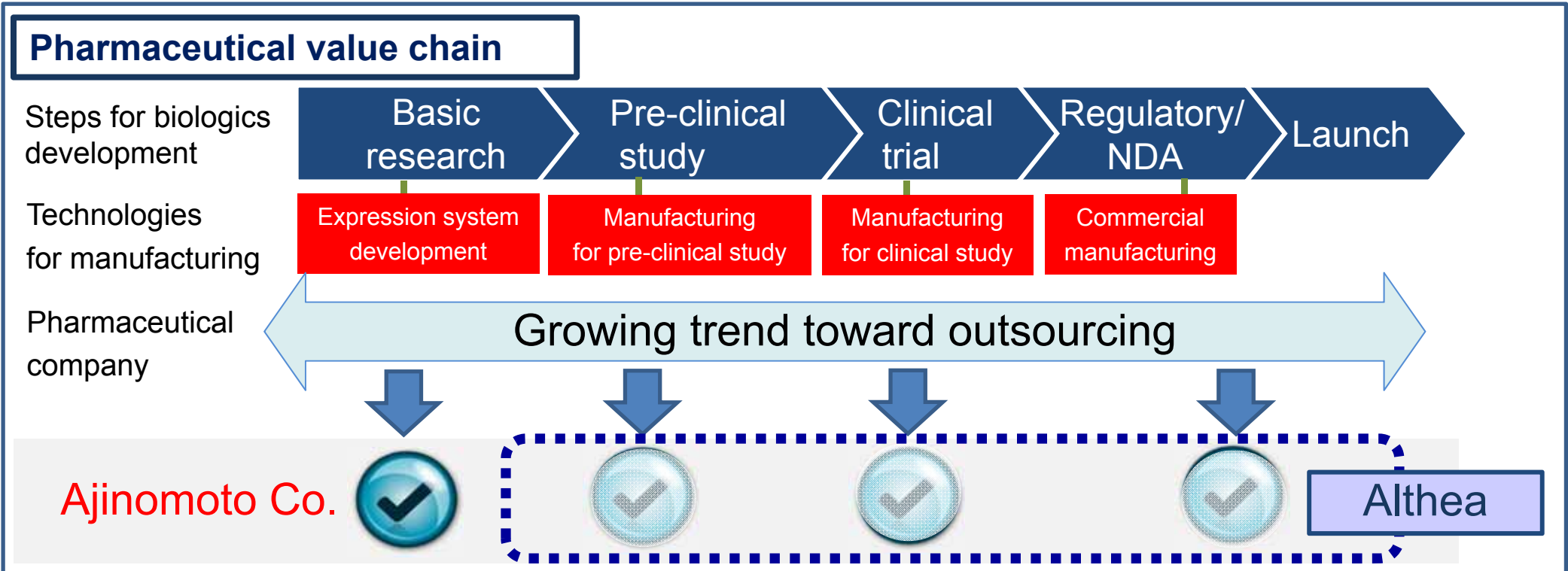
Advanced technology using a specifically developed bacterium, *Corynebacterium glutamicum*, to improve efficiency of manufacturing process for biopharmaceuticals such as proteins and antibodies.



(2) R&D Leadership: Cutting-Edge Biotechnology

Biopharmaceutical Contract Development & Manufacturing Organization

Completes the Acquisition of Althea Technology, Inc. in April 2013



Requirements

1. Human resources with experience and expertise in biopharmaceuticals (Sales & marketing, Manufacturing, QA/QC, Regulation, R&D)
2. Track records in biopharmaceuticals production and supply
3. Outstanding regulatory track records
4. Manufacturing facilities
5. Deep network of US biopharmaceutical industry

(2) R&D Leadership: Progress of Lower Resource Fermentation Technology

Specific programs		FY2011	FY2012	FY2013	FY2014
Technology to reduce main raw materials	MSG	Start of commercial plant test in Brazil (April 2013)		Expansion to other regions (FY13 ~)	
		Full-scale implementation in Brazil (July 2013)			
Technology to reduce sub raw materials and energy	MSG	Introduction in U.S.A. (June 2012)		Introduction in ASEAN (FY13 Q2)	
	Feed-use Lysine	Full-scale introduction in Brazil		Introduction in U.S.A. (FY13 Q2)	
		Introduction in U.S.A. (FY13 Q2)		Introduction in Thailand (FY14 Q4)	
	Feed-use Tryptophan	Introduction in Europe (August 2012)		Introduction in Europe (FY13 Q4)	
Aspartame	Introduction in Japan (August 2012)				
Use of non-edible raw materials	Feed-use Lysine	Introduction in Brazil (January 2012)		Start of commercial plant test in Thailand (deferred from FY12 Q3 → FY13 Q3)	
		Start of commercial plant test in Thailand (deferred from FY12 Q3 → FY13 Q3)		Introduction in U.S.A. -----	
Partial self-production of main raw materials and energy	MSG	Large-scale test facility in Thailand (introduction in January 2012)		Deployment CP facility in Thailand in FY14	
	MSG	Introduction in Brazil (April 2012)			
Planned contribution to earnings (vs. FY10)		(Results) ¥ - bn	(Results) ¥1.5 bn	(Plan) ¥5.0 bn	(Plan) ¥7.5 bn

Items implemented, decided or deferred since November 2012 in red

II. Main Policy for Genuine Global Company in FY2013

~ Business Structure Reinforcement ~

(1) Animal Nutrition Business

(2) Fine Chemicals Business

(3) Retail Business

(1) Business Structure Reinforcement Initiatives in Animal Nutrition Business

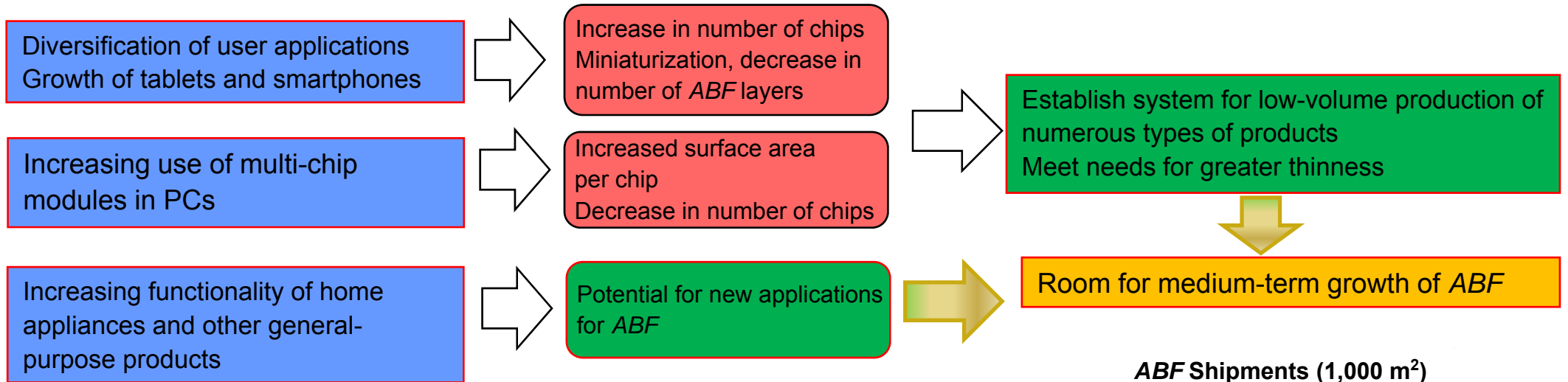
Maintaining and enhancing the value of businesses with a comprehensive strategy that applies the Ajinomoto Group's strengths from various aspects

Point	Specific programs		FY2011	FY2012	FY2013
Increase cost competitiveness	Shift from Brazil-based to regional supply base with four centers	Enhance regional supply capabilities by introducing new technology	North America Thailand France		
	Achieve fundamental improvements in production process via lower resource fermentation technology	Reduce volume of sub raw materials used (Expand from Brazil to other factories)	Introduce in France (Trp FY12 Q2, Lys FY13 Q4)	Introduce in U.S.A. (FY13 Q2)	
		Diversify main raw materials (Expand from France to other factories)	Introduce in Brazil (January 2012)		Introduce in Thailand (FY14~)
Increase value-added products	Develop new high-value-added feed additives	Valine Isoleucine	Focus on market development and sales with priority on Valine Isoleucine market development		
	Develop new applications for feed-use amino acids	Lysine for dairy cows (AjiPro®-L)	Start of sales in U.S.A. (April)	Double production capacity (FY13 Q1)	
		Amino acids for fisheries, etc.		Study introduction	
Strengthen business operating platforms	Establish wholly owned subsidiary for animal nutrition including feed-use amino acids		Establish wholly owned subsidiary (September 2011) Absorption demerger of Japan operations (supervision functions, etc.) and feed-use amino acids business in France and U.S.A. (November 2011)		Establish sales company consolidate Asian and Pacific business in Singapore
	Partially outsource production (Threonine: OEM contract with Fufeng Group (March 2011 ~))		Expansion of OEM, etc.		

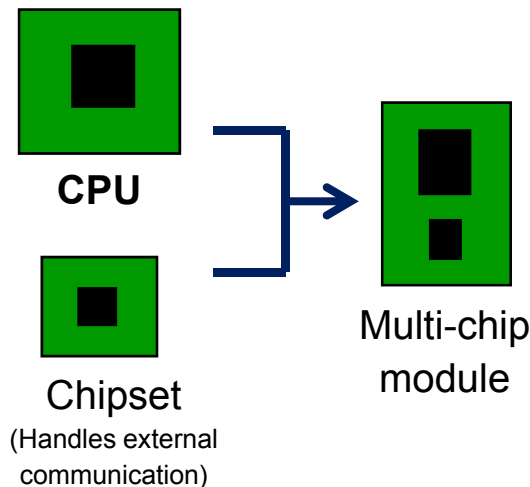
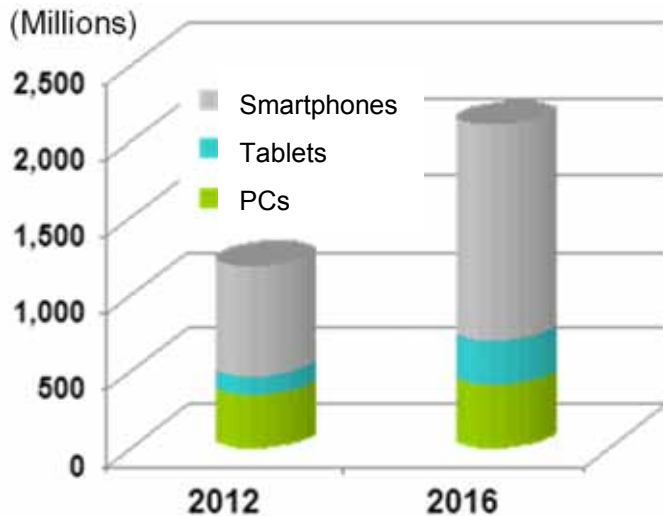
(2) Growth Potential of the Fine Chemicals Business (Electronic Materials)

Dealing with Coming Environmental Changes

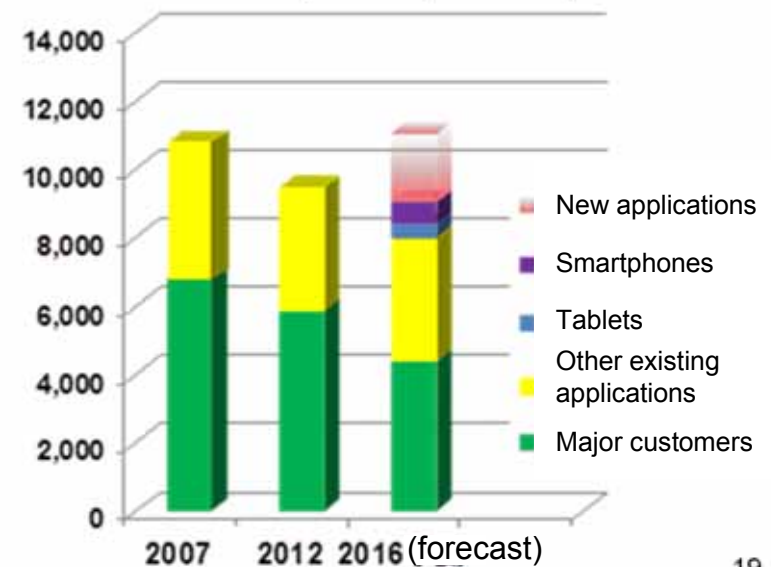
Deal with the changing industry structure and achieve stable future growth of *ABF* (insulation film for build-up in printed wiring boards).



Forecast Shipments of Terminals



ABF Shipments (1,000 m²)



(2) Growth Potential of the Fine Chemicals Business

Developing New Growth Drivers

Commercialization and creation of demand for organic electroluminescent (EL) materials: Target of ¥7.5 billion in sales in FY2020

Ajinomoto Group technology = continuous production → process simplification, cost reduction, greater flexibility (organic film sealant)

Organic EL lighting



Organic EL display



Demand Creation Schedule

- FY2014 Use in lighting at major users.
- FY2015 Rollout lighting use at other companies.
- FY2016 Expand use in display applications
- and after

(In addition) Aim to make the sealing method the de facto standard through an alliance with an equipment manufacturer.

Develop new fields toward 2020: Create a business structure for growth even in a shrinking PC market

Develop new applications for *ABF*
(cars, home appliances, etc.).
Growth of sealant materials for organic EL.
Develop more new fields.

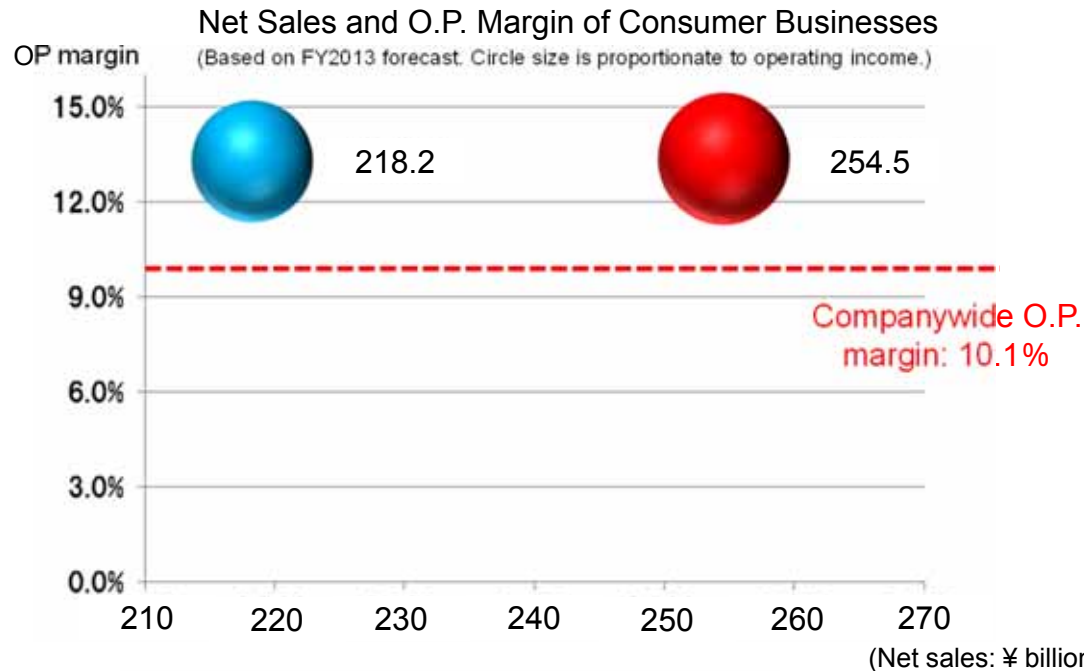


**De-emphasize a business structure that depends solely on PCs.
Build business structure that enables sustainable growth.**

(3) Expanding Profit in the Retail Business

- From VOLUME to VALUE -

Maintain stable high profit in consumer food businesses in Japan and overseas.

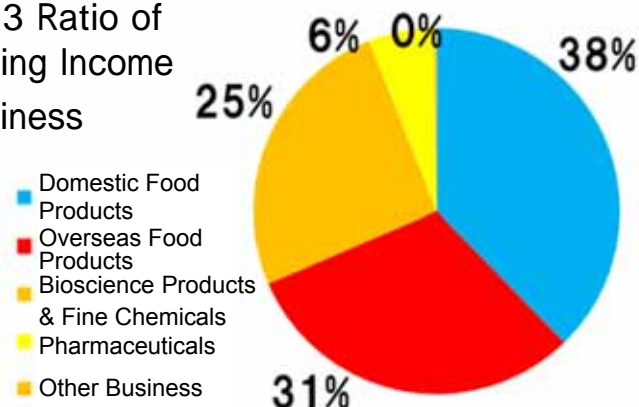


Maintain a stable O.P. margin over 10% for consumer foods in Japan and overseas.

- Domestic seasonings/processed foods
- Overseas consumer foods

Note: O.P. margin before subtraction of shared companywide expenses

FY2013 Ratio of Operating Income by Business



Domestic Food Products: Stable cash cow with limited capital expenditures mainly for maintenance/renewal

Overseas Food Products: Lead future growth as a growth driver

IV. FY2013 Financial Strategy

FY2013 Financial Strategy

Develop growth drivers and fortify the business structure to strengthen cash flow generation.
Use free cash flow for continuous and stable shareholder returns while prioritizing investments for growth.

- Generation of cash based on profit growth

- Operating cash flow: Continue plan for ¥300 billion for 3 years from FY2011-FY2013.

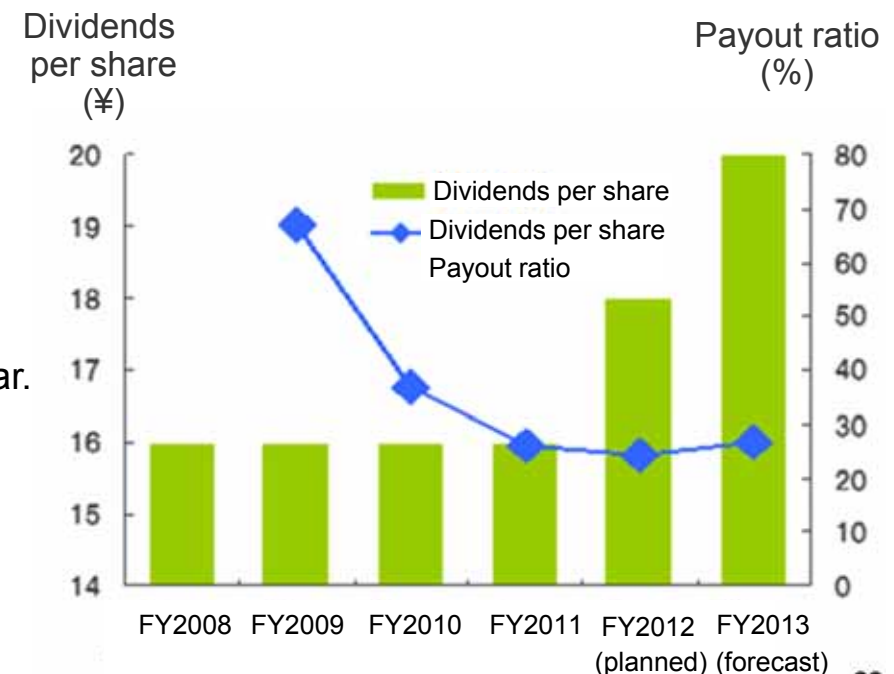
- Investment in growth strategies

- CAPEX: ¥180 billion ceiling for 3 years from FY2011-FY2013.
FY2012 actual CAPEX: ¥61.6 billion
FY2013 forecast CAPEX: ¥56.0 billion
- Aim for investment opportunities intermittent growth in core fields.

- Shareholder returns policy

Ensure continuous and stable dividends, taking into consideration consolidated earnings for each period, from a medium-to-long-term management perspective.

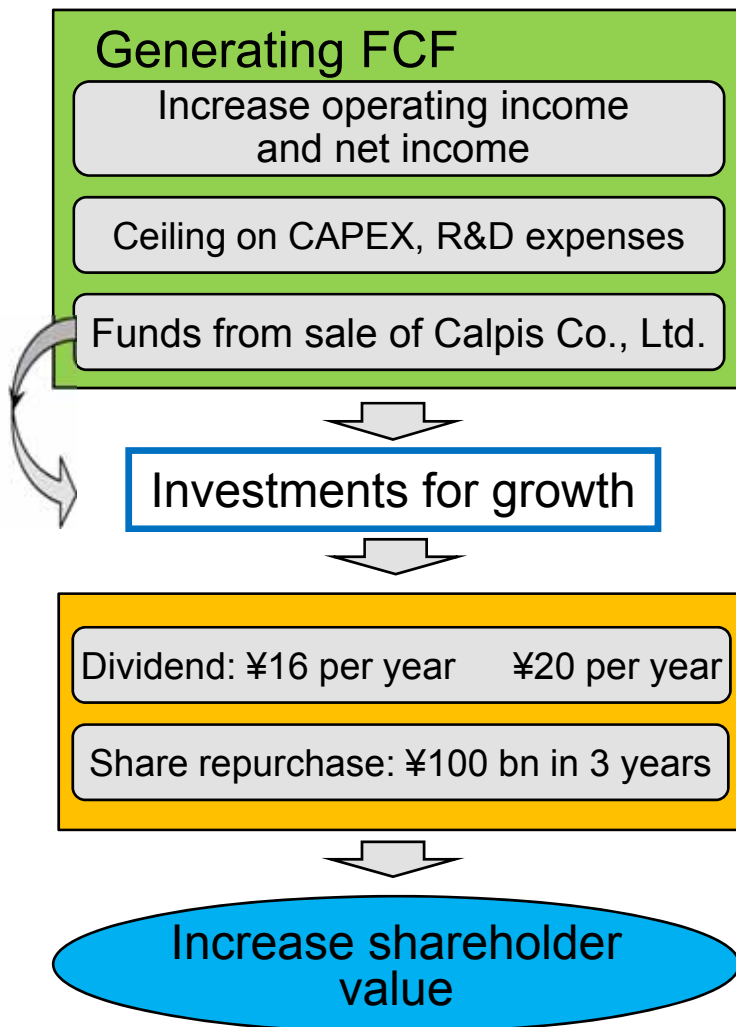
- Dividends Scheduled to increase from current ¥16 per share/year.
FY2012 (planned) ¥2 increase to ¥18 per share/year
FY2013 (planned) ¥2 increase to ¥20 per share/year
- May 8 Decided to repurchase 30 million Company shares (maximum) for ¥30.0 billion (maximum).



Financial Strategy for FY2013

Investments for Growth and Shareholder Returns

Generate free cash flow (FCF) and prioritize investments for growth.
Aim to further improve shareholder returns.



Cash Flow and Shareholder Returns (¥ Billion)

		FY2010	FY2011	FY2012	Total
CF from operating activities		112.7	93.3	88.5	294.5
CF from investing activities		-45.9	-41.7	15.2	-72.4
FCF		66.8	51.6	103.7	222.1
Dividend		-11.2	-11.0	-10.6	-32.8
FCF after dividend	-	55.7	40.6	93.1	189.4
Share repurchase		-20.0	-50.0	-30.0	-1,00.0
Internal reserve	-(+)	35.7	-9.4	63.1	89.4

Net income		30.4	41.8	48.4	120.6
Total shareholder returns	+	-31.2	-61.0	-40.6	-132.8

. Strategy of Umami Seasoning Business in FY2013

May 10, 2013

**Keiichi Yokoyama
Senior Vice President**

Reinforcing the Umami Seasoning Business Structure

From VOLUME to VALUE

Review of FY2012

1. Market/competitive environment (Ajinomoto Co. estimates)

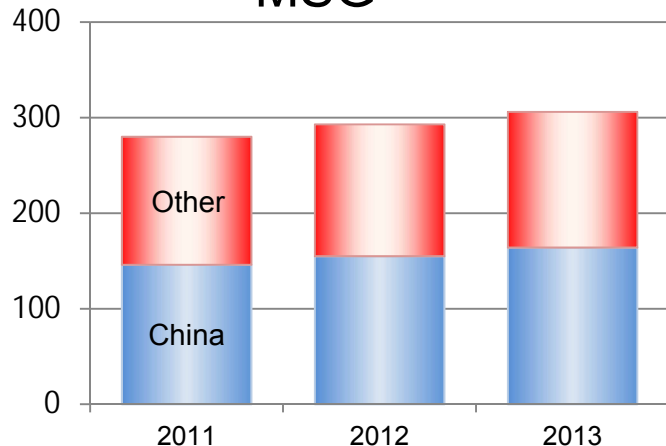
	Market scale	Market growth rate (Volume increase)
MSG	Approx. 2,930 KMT	4-5% yearly (approx. 130KMT)
Nucleotides	Approx. 34.KMT	Approx. 15% yearly (approx. 5 KMT:)

2. External environment

- Increased production by competitors
→ Oversupply, dropping prices
- Rising raw material and fuel prices
- Increased cost of imports to Japan with depreciation of yen

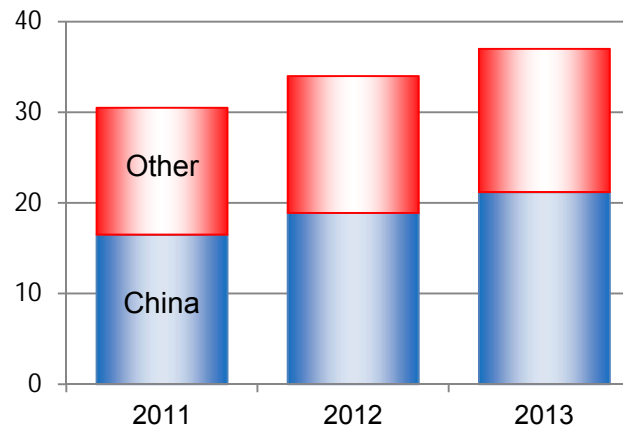
(ten thousand tons)

MSG



(thousand tons)

Nucleotides



Market growth is stable, with continued growth in the future. Profitability is declining rapidly due to the worsening external environment.

The business environment is severe, with intensifying competition as competitors increase production of MSG and nucleotides. With the drop in prices in China, all companies are finding it difficult to stay profitable.

Reinforcing the Umami Seasoning Business Structure (2)

- From VOLUME to VALUE -

Measures for results recovery: MSG

1. Value-added strategy: Promote comprehensive umami strategy.

Accelerate growth of consumer business. → Increase added value of umami business as a whole.

- Strengthen *AJI-NO-MOTO* brand.
- Expand trituration* in restaurant business.
- Expand internal demand, centered on flavor seasonings.

Use entire production of Ayutthaya Factory in Thailand (60 KMT) only for consumer business.

Reduce Ajinomoto Group's proportion of industrial-use sales to about 30% in FY2013, and to about 20% in FY2020.

* Trituration: Adding the appropriate amount of nucleotides to MSG to increase added value through synergy with UMAMI

2. Continue and advance cost reductions through introduction of new technology.

- Intensive introduction of lower resource fermentation technology.
 - Develop and use technologies to manufacture raw materials and fuels within the Group.
- Use biomass boilers/sugar cane juice extraction technology (implemented in FY2012).
 - Expand biomass boilers to other bases (planned in Sep. FY2013)
 - Establish industrialization technology for high-volume use of tapioca chips (full-scale start-up in FY2014).

Reinforcing the Umami Seasoning Business Structure (3)

- From VOLUME to VALUE -

Measures for results recovery: Nucleotides

- Ensure formidable cost competitiveness by introducing technologies.
- Develop/expand latent demand in emerging nations (Asia, Africa, etc.).
- Increase uses to promote demand within the Ajinomoto Group.

Basic Policy for Umami Seasonings Business

Accelerate strengthening of cost competitiveness and higher added value for MSG and nucleotides with the aim of securing stable profits for the entire umami seasonings business.

- Continuously expand the consumer-use business
- Achieve profitability in the industrial-use business
Secure 5-10% operating income margin during next medium-term plan



Aim for results to bottom out in FY2013 and recover from FY2014.

. Strategy of Animal Nutrition Business in FY2013

May 10, 2013

**Takashi Nagamachi
Senior Vice President**

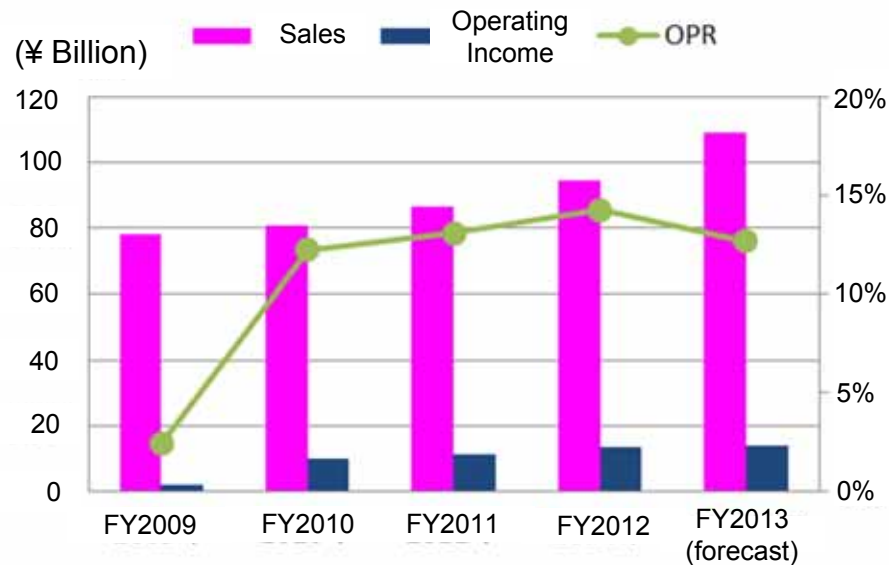
Market and Competitive Environment

- Solid market growth
 - 2012 → 2013 market growth rate (forecast):
Lysine +8% Threonine +9% Tryptophan +11%
- Competitors have increased supply capacity for Lysine, Threonine and Tryptophan, which is adding downward pressure on prices.
- On the other hand, the price of corn remains high. We see an environment in which raw material and fuel prices are holding firm and competitors will be forced to concentrate on cash flow.

Basic Strategies

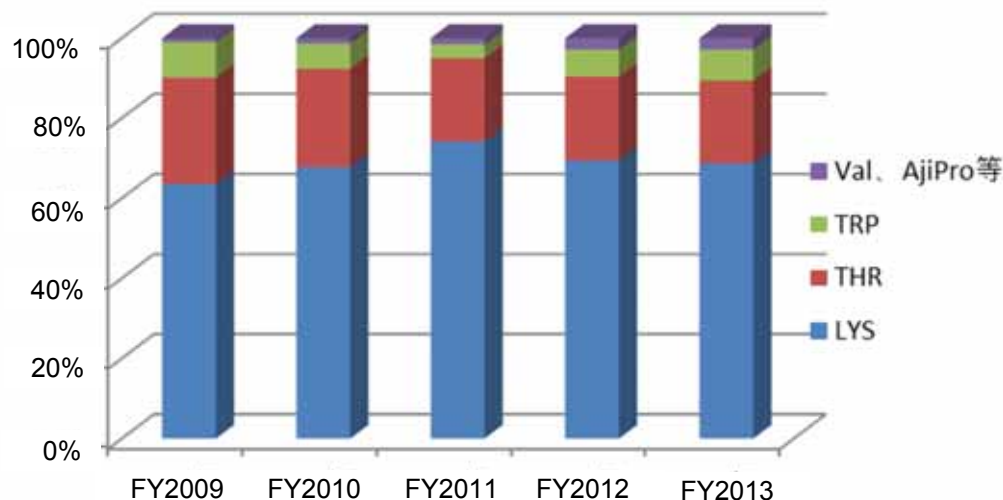
- ◆ Strengthen cost competitiveness by accelerating deployment of lower resource fermentation technology.
- ◆ Execute the most suitable sales strategies by further strengthening marketing intelligence.
- ◆ Enhance the product lineup and develop new markets and fields to strengthen the profit base.
- ◆ Develop the value-added business *AjiPro*[®]-L.

Measures for Building a Strong Foundation and High-Value-Added Products



- We have secured stable profit in the animal nutrition business continuously since 2010.
- Aim to increase operating income from the previous fiscal year to ¥13.8 billion in FY2013.

Net Sales by Product



- Strengthen the business foundation by adding to the product lineup of amino acid ingredients.
- Maintain the high added value of the preparation (AjiPro[®]-L) while working without delay to expand the market.

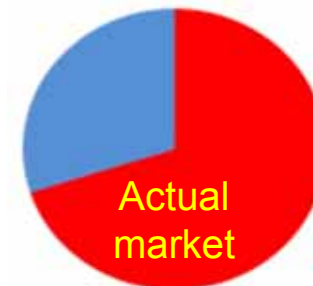
→→ **Aim for profit growth and stabilization**

Further Develop a Large Potential Market

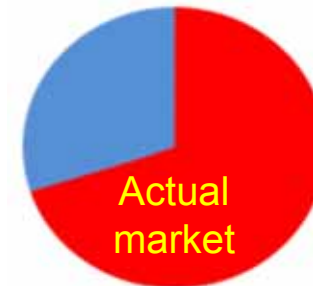
AjiPro[®]-L Lysine for Dairy Cow

- Plan to double production in Q1 of FY2013 to meet brisk demand in the U.S. market.
- Conduct continued improvements in product potency (volume including available Lysine) and large-scale expansion of production in FY2014 in North America without delay.
- Promote further improvements in product potency and consider a rollout outside North America.

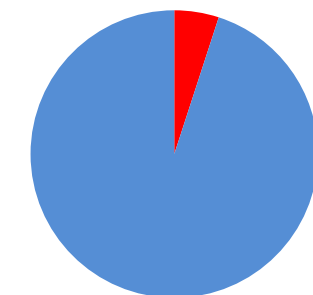
Feed-use amino acid market



Market for poultry



Market for swine



Market for dairy cow of high milk secretion

Ajinomoto group estimate



. Strategy of Sweetener Business in FY2013

May 10, 2013

**Takashi Nagamachi
Senior Vice President**

Reinforcing the Sweeteners Business Structure

Gap between FY2011-2013 Medium-Term Plan and Result

Retail business section had performed well constantly. However, Industrial business section had underperformed due to both internal and external environments, so that overall Sweeteners business resulted into the operating loss.

Gap between FY2011-2013 Medium-Term Plan and Result by business segment

		Medium-Term Plan	FY2011-2012
Industrial Business (Aspartame)	Market growth	2-3% annual growth	Nearly zero growth
	Supply/demand balance	Stable	Supply > Demand situation Increase of competitive situation and weak sales performance
	Currency	JPY 85/USD	Approx. JPY 80/USD
	New Technology (Japan)	Expecting cost reduction after the completion in FY2012 Summer	Delay of introduction due to process scale-up adjustment and inventory adjustment
Blending Business (Advantame)	Approval status	U.S, Asian countries	As planned
	Market strategy	Market penetration, expansion	Recorded Tens of Mid -sized customers, but no major customers had recorded transaction yet.
Retail Business	Market expansion	Expansion in South America and Asia	As planned

Reinforcing the Sweeteners Business Structure

Basic Strategy and Specific Actions

We would realize positive operating profit level during the next Mid-term plan period by the acceleration of business structure improvement, such as strengthen of cost competitiveness, focus more onto the value-added business.

Basic Strategy: From Volume/Size to VALUE-added business

Expansion of the value-added business by the integration with Food Products Business (45% in FY2012 → 60% in FY2016)

Stabilize profitability of Aspartame for Industrial business section.

Concrete actions to Accelerate Business Structure Improvement

1) Structural reform of the Aspartame business

- Completion of the new technology introduction in Japan.
- Strengthen cost competitiveness of 2 plants in Japan & Europe.
- Recognize impairment loss on fixed assets in Europe.
- Proper asset management

2) Full-scale operation of the Blended sweeteners business

- Activation of proposal and application development with other sweeteners and seasonings.
- Expansion of approved countries on regulatory basis

3) Acceleration of the Retail business expansion

- Category expansion into the “cooking use” in addition to the conventional category : table-top use.
- Exploration of “Powdered beverage” (Juice, “3 in 1 ” type Coffee, etc.)

Reinforcing the Sweeteners Business Structure

Roadmap for Business Structure Improvement

Focus more on Value-added business structure together with strengthen cost competitiveness of Aspartame

Structural Reinforcement	Concrete actions		FY2013	FY2014	FY2015	FY2016	FY2017
	Reinforce Aspartame business structure		← Completion of new technology introduction, cost reductions and proper asset management →				
Full-scale operation of blended sweeteners business	More customer transaction in the current territories		←	Development of more applications and New products launch (USA, Taiwan)			→
	Expansion of regulatory approved countries	Advantame	SE Asia, China, S. America	Japan	Europe		
		Monatin			USA		Other countries
Expansion of retail business	Current territories	Table-top sweeteners	← Continuous product quality improvement, New products launch, expansion of sales channels (Japan, Brazil, Thailand, Philippines, Malaysia) →				
		Powdered drinks					
	New areas	For cooking use	Malaysia	Indonesia	Thailand, Philippines (under consideration)		
		Powdered drinks	Argentina		Vietnam, Myanmar, India, etc. (under consideration)		

. Strategy of Pharmaceutical Business in FY2013

May 10, 2013

**Takashi Nagamachi
Senior Vice President**

Medium-Term Business Strategy for Pharmaceuticals Business

Management Issues and Efforts to Resolve Them

1. Management Issues and Efforts to Resolve Them

1) Reinforce infusions and dialysis business structure → Start joint venture business with Yoshindo Ltd. by establishing AY Pharma Co., Ltd.

Established AY Pharma Co., Ltd. (a wholly owned subsidiary of Ajinomoto Pharmaceuticals Co., Ltd.) on February 1, 2013 as the parent company of a joint venture.

Currently preparing shift of personnel and transfer of manufacturing and sales rights toward July 1, 2013 start-up.

2) Enhance pipeline → Active in external alliances, introduce products from outside the Company.

3) Improve operational efficiency (SG&A expenses) → Efficiently managing R&D and marketing expenses.

Bottom out in FY2012 and achieve recovery in results during Medium-Term Plan for FY2014-16.

2. Forecast of Results for FY2013

(¥ Billion)

	FY2012 (Actual) (A)	FY2013 (Forecast) (B)	Difference (B)-(A)
Net sales	71.5	52.9	-18.6
Operating income	3.2	4.3	1.1

Net sales: -18.6

- Decrease from spin-off of infusions and dialysis field Approx. -16.0
 - Decrease from transfer of medical and functional foods Approx. -3.0
 - Launch of new products, expansion of self-distributed products
 - Decrease in business tie-up sales.
- } Approx. +0.4

Operating income: +1.1

- Effect of spin-off of infusions and dialysis field
 - Increase efficiency of SG&A expenses and decrease shared companywide expenses
 - Launch of new products, expansion of self-distributed products
 - Decrease in business tie-up sales
- } Approx. +1.2
- } Approx. -0.1

Medium-Term Business Strategy for Pharmaceuticals Business

Measures for FY2013

1. Sales

Launch new products.

- *ACTONEL*: Launch of once-monthly dosage formulation (February/FY2012)
- *MOVIPREP*[®] (New oral bowel cleansing agent: scheduled for 1Q/FY2013)
- *LIVACT*[®] *JELLY* (scheduled for 1Q/FY2013)

Expand prescriptions of mainstay self-distributed products *LIVACT* and *ELENTAL*.

Rebuild sales structure to deal with business spin-offs (increase efficiency of marketing expenses).

2. Research & Development

Promote in-licensing, product LCM.*

- AJH801 (cilnidipine/valsartan combination): Approval expected in 2H FY2013.
- Promote clinical development of ulcerative colitis treatment AJG511 (budesonide rectal foam)
- Promote clinical development of new chronic constipation treatment AJG533 (A3309: Elobixibat)

* LCM (LifeCycle Management): Measures to maximize the value and lifespan of existing products with additional formulations and indications, etc.

Strengthen tie-ups with Ajinomoto Co, Inc. and outside companies.

Promote joint R&D with Interprotein Corporation, RaQualia Pharma Inc., etc.

Increase efficiency of R&D expenses (cut back total amount).

- ### 3. Production
- Reduce production cost with single-factory system (4 factories → 1 factory) in coordination with business structure improvement.

Reference

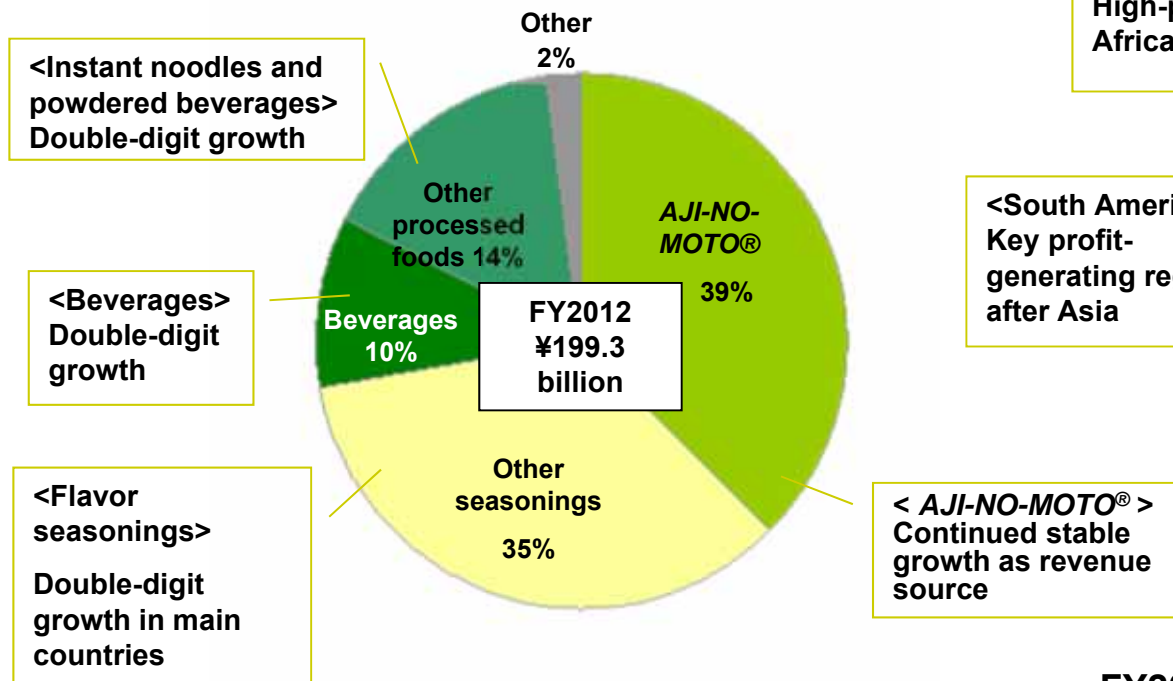
Trends in Overseas Consumer Food Products

Assumptions of FY2013 Forecast

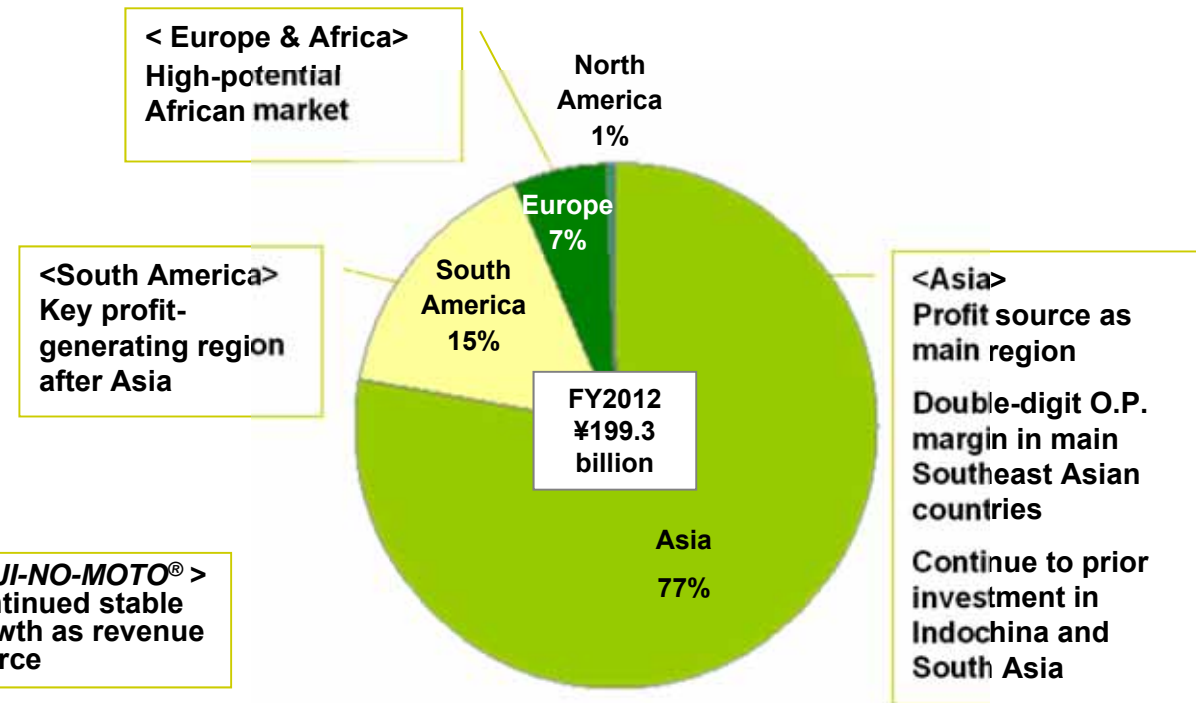
Feed-Use Lysine Market Price and CBOT Spread Trend

(Reference) FY2012 Trends in Overseas Consumer Food Products

Sales by Product



Sales by Geographical Region



FY2012 Overseas Consumer Food Products Sales in Main Countries

- **Thailand:** approx. THB 30.1 billion (+9% YoY, +14% on yen basis)
- **Brazil:** approx. BRL 0.54 billion (+9% YoY, -4% on yen basis)
- **Indonesia:** approx. IDR 2,537.5 billion (+12% YoY, +9% on yen basis)

(Reference) Assumptions of FY2013 Forecast

Foreign exchange rate (vs JPY)

	Avg. rate	Sensitivity of translation effects to full year O.P.
USD	90.0	±¥1 → approx. ¥50 million
EUR	118.0	±¥1 → approx. ¥50 million
THB	3.00	±¥0.01 → more than ¥50 million
BRL	45.0	±¥1 → less than ¥200 million

Feed-use amino acids

1) Estimated market size (Thousand MT)

	FY2011	FY2012	FY2013 est.
Lysine	1,700	1,950	±2,100
Threonine	270	330	±360
Tryptophan	6	9	± 10

2) Sales volume of the Ajinomoto Group (Thousand MT)

	FY2011	FY2012	FY2013 est.
Lysine	330	350	±400
Threonine	87	95	±120
Tryptophan	2.5	4.0	±4.0

3) Market price forecast (USD/kg, CIF)

	FY2012	FY2013 est.**	
		1H	Full year
Lysine	2.15	±2.00	±2.00
Threonine	2.30	±2.25	±2.25
Tryptophan	17	±23	±20
Spread*	190	±165	±160

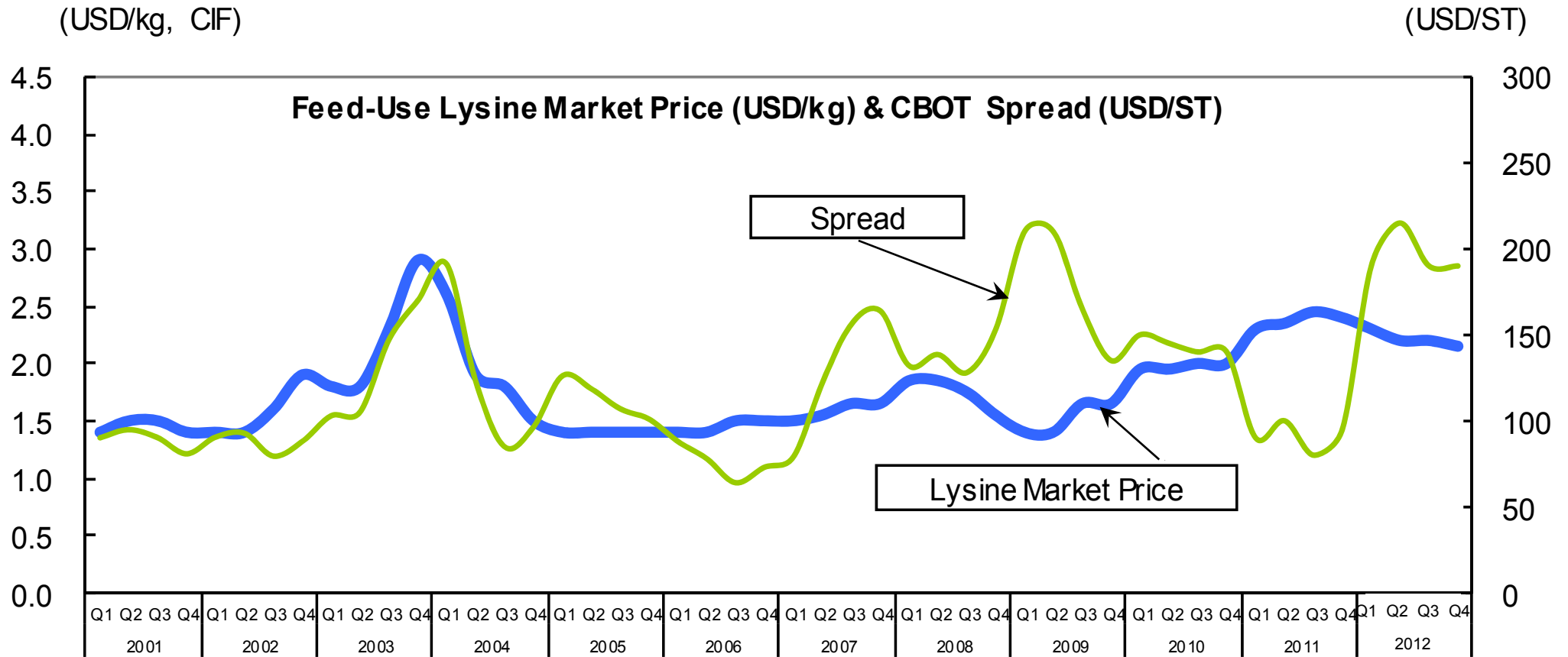
*Spread (USD/ST) is the price difference between soybean meal and corn on the Chicago Board of Trade (CBOT).

** Does not correspond with assumptions in Ajinomoto's forecast of results.

(Reference)

Feed-Use Lysine Market Price and CBOT Spread* Trend

*The spread is the price difference between soybean meal and corn on the Chicago Board of Trade (CBOT).



Eat Well, Live Well. AJINOMOTO®

- 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 and do not represent a commitment from Ajinomoto Co., Inc. that they will be achieved. A number of factors could cause actual results to differ materially from expectations.
- Unaudited figures are included in these materials for reference.
- Amounts presented in these materials are rounded off.

(Appendix)

May.10, 2013

FY2013 Forecast by Segments

(¥ Billion)	A	B	A-B		
	FY2013 Forecast	FY2012 Results	YoY Change	Reasons for YoY Change or Main Measures	
Domestic Food Products					
Net sales	338.5	391.6	-53.1	<p>* Decreases in sales and income from substantial impact of sale of Calpis shares. Increase in sales due to growth of main products of both seasonings/processed foods and frozen foods, in addition to new products launched in FY2012 and others, but decrease in income with impact of higher raw material prices, etc.</p> <p><u>Cost reduction targets:</u> Seasonings and processed foods approx. ¥ 1.1 billion; frozen foods approx. ¥ 0.7 billion <u>Impact of raw material prices (-: cost increase):</u> Seasonings and processed foods approx. -¥ 1.2 billion; frozen foods approx. -¥ 0.5 billion</p>	
Seasonings & processed foods		217.4	1.0		
Frozen foods		114.8	5.5		
Beverages ("Calpis")	0.0	59.4	-59.4		
Operating income	28.3	32.6	-4.3		
Seasonings & processed foods		29.4	-0.5		
Frozen foods		7.5	-0.5		
Beverages ("Calpis")	0.0	4.8	-4.8		
Shared companywide expenses	-7.6	-9.1	1.5		
Overseas Food Products					
Net sales	303.9	245.4	58.5	<p>* Increase in sales of consumer foods, with continued double-digit sales growth on a local-currency basis and shift to positive currency translation effect. Increase operating income by expanding business, strengthening gross profit structure and making more efficient use of SG&A expenses.</p> <p>* In umami seasonings for processed food manufacturers, profitability will worsen due to higher raw material prices and market conditions will be soft from oversupply. Increase added value for the entire segment by accelerating cost reductions with introduction of new technologies and expanding the consumer business.</p>	
Consumer foods	254.5	199.3	55.2		
Umami seasonings for processed food mfrs.	49.4	46.1	3.4		
Operating income	23.1	20.7	2.4		
Consumer foods			6.7		
Umami seasonings for processed food mfrs.			-2.9		
Shared companywide expenses	-9.4	-8.0	-1.3		
Bioscience Products & Fine Chemicals					
Net sales	232.8	204.2	28.6	<p>* Increase in sales of feed-use amino acids due to growth in sales volume and shift to positive currency translation effect. Slight increase in income as cost reductions from introduction of new technologies and shift to positive currency translation effect cover higher raw material prices.</p> <p>* Ajinomoto Group's sales volume estimation for feed-use amino acids (Figures in parentheses are FY2012 results): Lysine approx. 400,000 t (350,000 t); Threonine approx. 120,000 t (95,000 t); Tryptophan approx. 4,000 t (4,000 t)</p> <p>* Amino acids for pharmaceuticals and foods: Contribution from brisk demand, increase in sales and expansion of high-value-added products.</p> <p>* Pharmaceutical fine chemicals: Contribution from increase in sales.</p> <p>* Sweeteners: Expansion of retail business sales in Japan and overseas, cost improvements and shift to positive currency translation effect in aspartame for the ingredient business.</p> <p>* Specialty chemicals: Aim to increase sales of cosmetics and cosmetic ingredients; aim to increase sales of electronic materials by increasing sales volume and expanding applications while closely watching PC market trends. Increase in operating income from shift to positive currency translation effect, reduction of various expenses, etc.</p> <p>* Other bioscience products & fine chemicals: Improved profitability of new businesses and focusing of R&D themes.</p>	
Feed-use amino acids	108.5	94.1	14.5		
Amino acids		66.7	9.0		
Amino acids for pharmaceuticals and foods		25.5			
Pharmaceutical fine chemicals		18.5			
Sweeteners		23.0			
Specialty chemicals		38.2	4.0		
Other		5.2	0.5		
Operating income	19.2	14.4	4.8		
Feed-use amino acids	13.8	13.5	0.3		
Amino acids		2.5	2.5		
Specialty chemicals		6.5	2.0		
Other		-2.4	0.5		
Shared companywide expenses	-6.4	-5.8	-0.7		

(¥ Billion)

	A	B	A-B
	FY2013 Forecast	FY2012 Results	YoY Change
Pharmaceuticals			
Net sales	52.9	71.5	-18.6
Operating income	4.3	3.2	1.1
Pharmaceuticals	5.7	5.1	0.6
Shared companywide expenses	-1.5	-1.9	0.5

Reasons for YoY Change or Main Measures

* Decrease in sales due to drop caused by shift to a new business scheme for infusions and dialysis products.
Increase in operating income, with improved profitability from structural reform and more efficient use of expenses covering the impact of the decrease in sales.

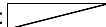
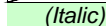
Cost reduction target: approx. ¥1.0 billion

	FY2013 Forecast	FY2012 Results	YoY Change
Other Business			
Net sales	90.9	72.4	18.5
Edible oils & Coffee products		2.2	0.5
Operating income	0.1	0.3	-0.2
Edible oils & Coffee products		2.1	0.0
Shared companywide expenses	-3.2	-2.7	-0.5

Reasons for YoY Change or Main Measures

* Promote sales of edible oils at reasonable prices. Increases in sales and income due to increase in sales volume of coffee products.
* Increases in sales and income in each sector of the wellness business.

	FY2013 Forecast	FY2012 Results	YoY Change
Consolidated			
Net sales	1,019.0	985.0	34.0
Operating income	75.0	71.2	3.8

Notes:  Nondisclosure
 Approximation

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