

Ajinomoto Co., Inc.
Forecast for the Fiscal Year
Ending March 31, 2015 (FY2014)
and Outlook

May 12, 2014

Masatoshi Ito
President & CEO

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Appendix FY2014 Forecast by Segments

I. Overview of FY2014 Forecast

FY2014 Forecast

Net Sales: Increase as accelerated growth of overseas food products and shift to specialty products in bioscience products & fine chemicals offset a decrease in pharmaceuticals sales.
Operating Income: Growth in every segment except pharmaceuticals.

(¥ Billion)	FY2014 Forecast	FY2013 Results	YoY Change
Net sales	1,008.0	952.1	+5.9%
Operating income	70.0	62.5	+11.9%
Net income	44.0	42.8	+2.8%
Net income per share (¥)	74.32	69.70	+6.6%

■ Net sales

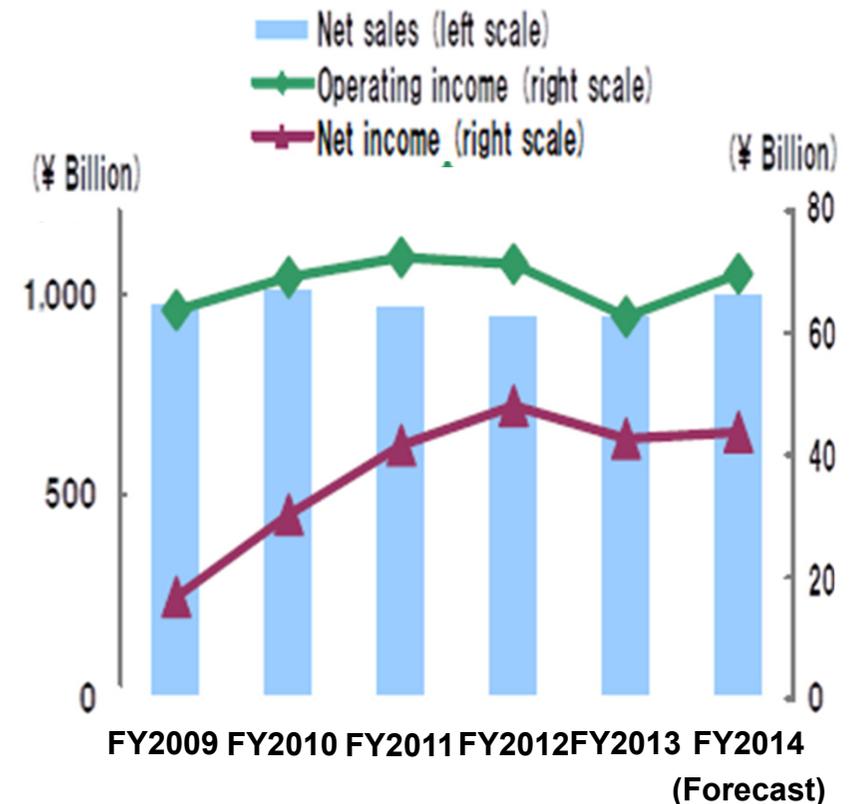
- + : Growth of overseas consumer foods; shift to specialty products in bioscience products & fine chemicals; stable growth of domestic food products centered on frozen foods
- : Negative effect of currency translation (appreciation of yen); restructuring of pharmaceuticals business

■ Operating income

- + : Growth of overseas consumer foods; high added value and improved profitability in bioscience products & fine chemicals; stable growth of domestic food products
- : Increase in shared company-wide expenses due to prioritization of strategic R&D themes

■ Net income

- + : Increase in operating income
- : Decrease in extraordinary gains



Note: Net sales are based on a new standard from FY2011.

Factors in Changes in FY2014 Operating Income Forecast

Impact of exchange rates will revert to negative; moderate upturn in prices of raw material and fuel for fermentation.
 Increase in income forecast as improved profitability in every business except pharmaceuticals offsets the above factors.

Factors in Changes in FY2014 Operating Income Forecast (¥ Billion)

FY2013 Results 62.5



Impact of exchange rates (¥ Billion)

Translation	Forecast	-0.9
Trade	Forecast	-2.0
Total	Forecast	-2.9

* Business factors:
 Sales volume increases,
 unit price adjustments,
 cost reductions, etc.

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

	FY2014 Forecast	FY2013 Results
USD	100.0	100.17
EUR	130.0	134.21
THB	3.2	3.19
BRL	44.0	44.55

	FY2014 Forecast	FY2013 Results
Fermentation main raw materials	-0.7	0.8
Fermentation sub raw materials	-0.3	1.5
Energy	-0.5	0.4
Raw materials for domestic food products	-1.0	-4.9
Total	-2.5	-2.3

FY2014 Forecast by Segment

	FY2014		FY2013		YoY Change	
	Forecast	O.P.%		O.P.%	Amount	%
Net sales	1,008.0		952.1		55.9	6%
Domestic Food Products	312.3		300.7		11.6	4%
Overseas Food Products	322.2		292.4		29.8	10%
Bioscience Products & Fine Chemicals	238.4		228.1		10.3	5%
Pharmaceuticals	44.0		51.2		-7.2	-14%
Other Business	91.1		79.7		11.4	14%
Operating income	70.0	6.9%	62.5	6.6%	7.5	12%
Domestic Food Products	28.8	9.2%	27.8	9.2%	1.0	4%
Overseas Food Products	28.2	8.8%	25.1	8.6%	3.1	12%
Bioscience Products & Fine Chemicals	9.7	4.1%	6.4	2.8%	3.3	52%
Pharmaceuticals	3.5	8.0%	3.8	7.4%	-0.3	-8%
Other Business	-0.2	-0.2%	-0.5	-0.6%	0.3	-61%
Ordinary income	75.0		69.5		5.5	8%
Net income	44.0		42.8		1.2	3%
Exchange rate	JPY/USD	100.0	100.17			
	JPY/EUR	130.0	134.21			

(Reference)

	FY2014		FY2013		YoY Change	
	Forecast	O.P.%		O.P.%	Amount	%
Net sales						
Feed-use amino acids	102.3		94.1		8.2	9%
Others	905.7		857.9		47.8	6%
Operating income						
Feed-use amino acids	4.0	3.9%	0.2	0.2%	3.8	1,602%
Others	66.0	7.3%	62.3	7.3%	3.7	5%

FY2014 Forecast - Ordinary Income and Net Income

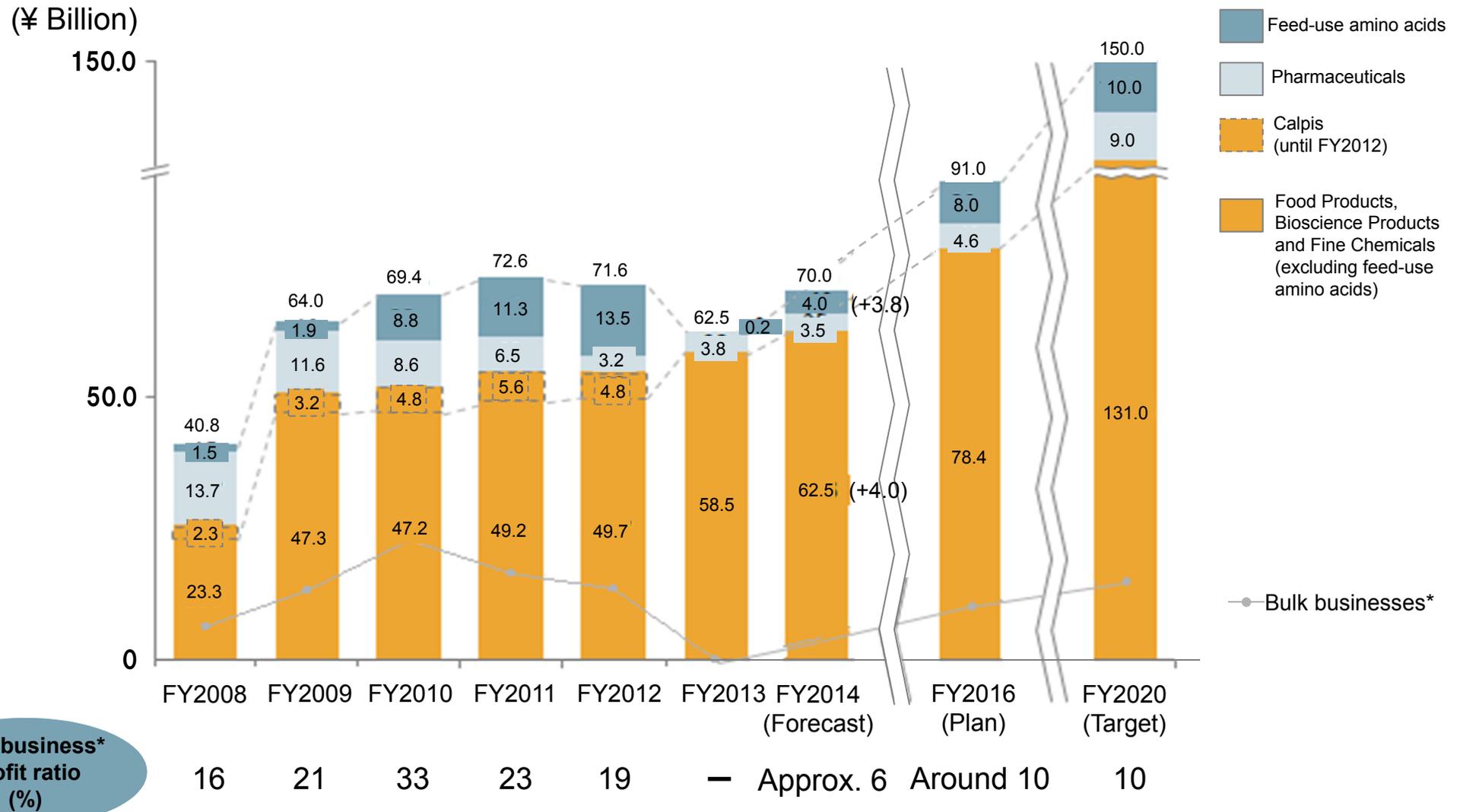
Extraordinary gains (losses): No substantial items are expected.

Net income: Increase forecast associated with increases in each level of income.

	FY2014 Forecast	FY2013 Results	Difference	Main Factors
Net sales	1,008.0	952.1	55.9	Net sales based on new standard from FY2014
Operating income	70.0	62.5	7.5	
Non-operating income (expenses)	5.0	7.0	-2.0	
Interest income	1.7	2.1	-0.4	
Dividend income	0.9	1.1	-0.2	
Equity in earnings of affiliates	4.1	3.4	0.7	
Interest expense	-2.2	-2.0	-0.2	
Other (net)	0.5	2.4	-1.9	
Ordinary income	75.0	69.5	5.5	
Extraordinary gains (losses)	-1.0	3.8	-4.8	
Gain on sale of fixed assets	1.0	3.1	-2.1	
Gain on sale of shares in affiliated company	0.0	2.3	-2.3	
Loss on sale of investments in affiliates	-2.4	-1.2	-1.2	
Other (net)	0.4	-0.4	0.8	
Net income before income taxes	74.0	73.3	0.7	
Net income	44.0	42.8	1.2	Effective tax rate FY2013: 31.5%, FY2014 forecast: 29.7%

Targeted Composition of Operating Income:

Raise earnings quality by controlling the ratio of bulk businesses and pursuing specialty company-wide.

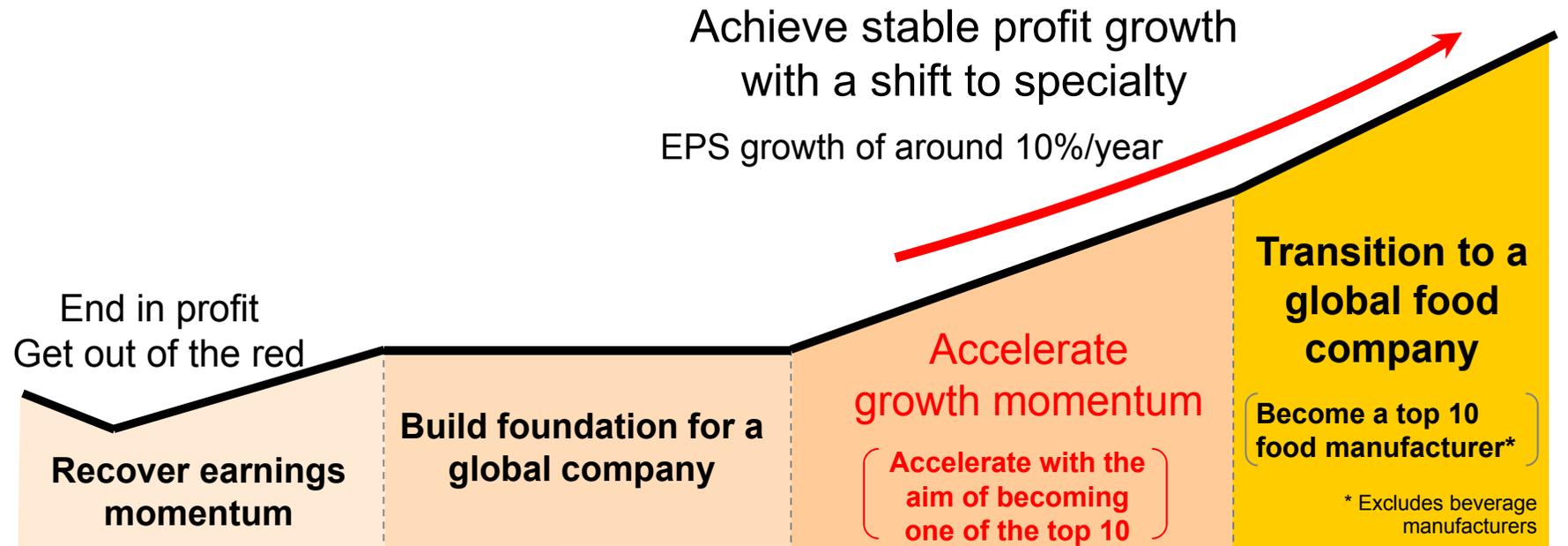


**Bulk business*
profit ratio
(%)**

• Bulk businesses: Umami seasonings for processed food manufacturers, feed-use amino acids, sweeteners

Roadmap to a Genuine Global Specialty Company:

Accelerate growth to take aim at becoming one of the global top 10 companies.



	FY2008 Actual	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Forecast	FY2016 (Targets)	FY2020~ (Vision)
Operating profit (¥ Bil.)	40.8	72.6	71.2	62.5	70.0	91.0	150.0
OP margin¹	3.4%	7.5%	7.5%	6.6%	6.9%	8%	10%
OP margin excl. bulk businesses ²	3.6%	6.7%	7.0%	8.0%	8.0%	8.4%	10.5%
ROE	-1.7%	6.9%	7.8%	7.1%	7.1%	9%	10%~
EPS (¥)	-14.6	61.3	74.4	69.7	74.3	100	150
Market cap (¥ Bil.)	486.5	704.8	898.5	905.8	—	1,000.0~	1,500.0~
Bulk business profit ratio²	16%	23%	19%	—	Approx. 6%	Around 10%	10%

1. Net amount of total sales through all channels, including business tie-ups, after deduction of sales promotion costs from FY2011 onward.

2. Bulk businesses: Umami seasonings for processed food manufacturers, feed-use amino acids, sweeteners

II. – 1. GROW: Accelerate Growth Momentum

Consumer Foods

(1) Domestic Consumer Foods

(2) Overseas Consumer Foods

Impact of the Consumption Tax Rate Increase on the Domestic Food Products Business

Expected level of last-minute surge in demand before consumption tax rate increase.

Seasonings & Processed foods:
a little over ¥2.0 billion
Frozen foods: Almost none

Stimulate demand after the tax rate increase
Minimize the reactive decrease during
April-June 2014

Link media ads with in-store promotions to stimulate desire to buy.

Showcase dishes, etc., in line with budget consciousness

Dishes that promote use of household stocks
Sales linked with perishables and daily food items

Example of a dish that promotes use of household stocks

Rice, fresh ingredients and *HON-DASHI*®

Rice cooked using soup stock made with *HON-DASHI*®



Intensive run of *HON-DASHI*®
TV spot commercials in April

No expectation of a major drop in consumption from April onward.

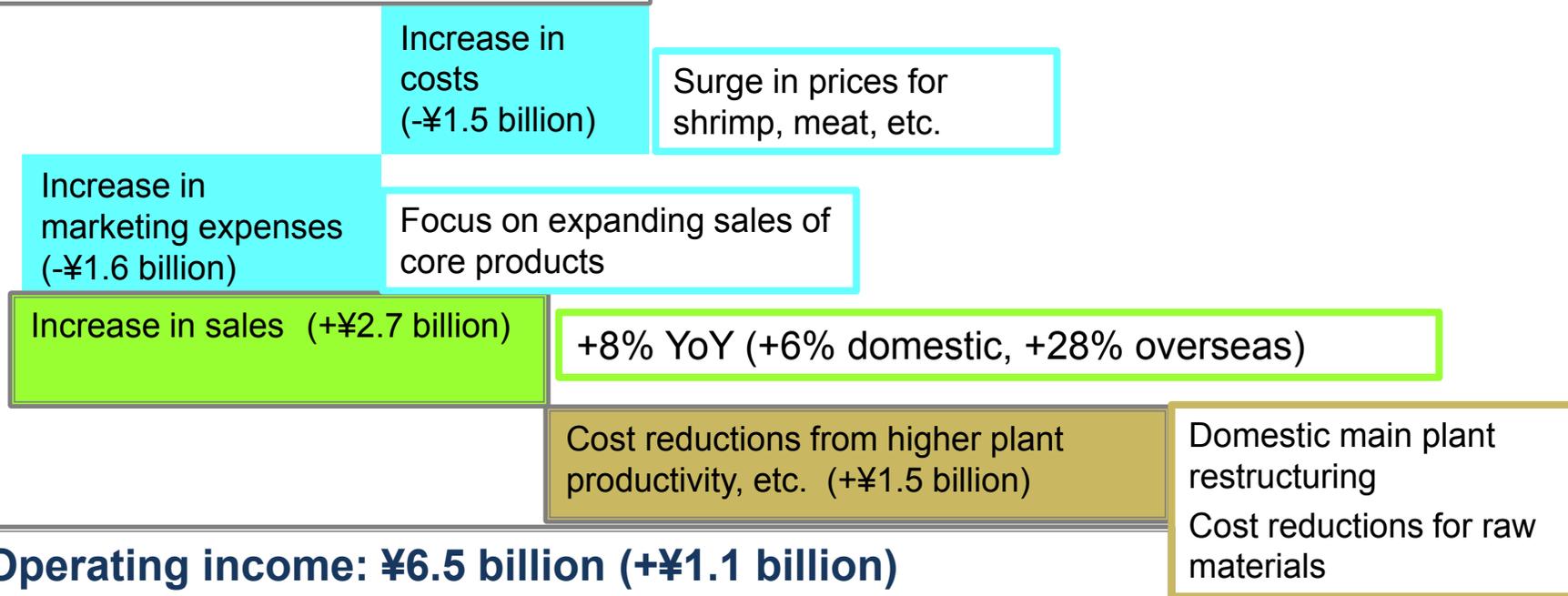
Recovery to previous year's level from around June.

(1) Domestic Food Products: Frozen Foods

Work to Restore Profitability in FY2014

Return to income growth by continuing sales expansion in Japan and overseas and further reinforcing the earnings structure.

FY2013 Operating income: ¥5.4 billion



Net Sales and Operating Income

	FY2012	FY2013	FY2014 (est.)	YoY
Net Sales (¥ Billion)	101.9	104.1	112.7	+8.2%
Operating Income (¥ Billion)	7.5	5.4	6.5	+20.5%
O.P. Margin (%)	7.3%	5.2%	5.8%	+0.6%

Note: New standard applied from FY2014 (deduction of discount expenses)

Note: Before deduction of shared companywide expenses

(1) Domestic Food Products: Frozen Foods Work to Restore Profitability in FY2014

Return to income growth by continuing sales expansion in Japan and overseas and further reinforcing the earnings structure.

Operating Income Forecast ¥6.5 billion (+¥1.1 billion YoY, aim for 5.8% O.P. margin)

■ Reinforce the earnings structure in Japan

- Concentrate dessert production at Kanto Plant; substantially improve profitability (20% productivity increase)
- Increase ratio of products manufactured in-house, including at affiliates in Japan and overseas
87% ⇒ 89%

■ Further expand highly profitable overseas sales

- Overseas sales growth rate +28% (Ratio of total sales 13% ⇒ 16%)
- Increase in overseas operating income +35% (Ratio of total operating income 27% ⇒ 30%)

For Walmart For Costco For Sam's Club



Frozen rice/yakisoba currently sold in North America



Yakisoba currently sold in Europe



Gyoza for Russia

GROW: Accelerate Growth Momentum

(2) Overseas Consumer Foods

Create country/area pillars to follow Japan with rapid growth originating in the core “Five Stars” countries where the Ajinomoto Group does business outside Japan.

“Five Stars” Aim for Doubling/Tripling Growth: over 10% sales growth in FY2014

○ : scale of sales expansion by 2020 (vs. FY2012, local currency basis)

Expansion of mid/upper income segment
Modernization of eating habits/channels

Existing core fields	<p>Strengthen and newly expand core seasoning field</p> <ul style="list-style-type: none"> In addition to promoting use of AJI-NO-MOTO® in local core dishes, evolve into compounds of umami seasonings with nucleotides, etc. Reinforcement of value chain: Enhance product quality by shifting to in-house production of ingredients and extracts for flavor seasonings. Propose uses in frequently eaten dishes.
Next-generation core fields	<p>Introduce local core products in each country, including horizontal product rollouts</p> <ul style="list-style-type: none"> Introduce new products, centered on local menu-specific seasonings (powdered) and sauces (liquid seasonings) Roll out easy-to-prepare products (<i>Birdy 3 in 1®</i> powdered beverages, frozen foods, etc.) and wellness/nutrition products
Channel expansion	<p>Expand business foundation from solid traditional channels to restaurant channel (including convenience stores)/modern channels</p> <ul style="list-style-type: none"> Begin consideration of internet business
Rollout to adjacent countries	<ul style="list-style-type: none"> Expand exports from Indonesia to Islamic countries (Bangladesh, Middle East centered on Saudi Arabia) Develop Central/South American market (Argentina, Colombia, Bolivia, Ecuador) from Brazil/Peru <ul style="list-style-type: none"> Establishment of subsidiary in Colombia scheduled in FY2015

New production line for *Aji-Quick®* menu seasoning at Long Thanh Factory in Vietnam
(Start of operation May 2014)

Indonesia
Masako® flavor seasoning for Islamic countries

Indonesia
Masako® flavor seasoning for Islamic countries

(2) Overseas Consumer Foods

Accelerate rapid growth in “Rising Stars” countries.

“Rising Stars” Core Strategies

Africa/Middle East



Accelerate rollout to adjacent countries centered on umami seasoning

- Establish sales bases/channels in Côte d'Ivoire, Egypt and sub-Saharan Africa from WASCO (Nigeria)
- Open sales channels in the Islamic market using the Muslim network centered on deepening operations in Saudi Arabia and the United Arab Emirates (Establishment of office in Pakistan: scheduled in July 2014)

Launch instant noodle businesses through a joint venture with Toyo Suisan Kaisha, Ltd. (Start of sales scheduled in FY2016)

- Brand: A&M
- Company names: MARUCHAN AJINOMOTO NIGERIA LIMITED



Smiles for All.
すべては、笑顔のために。

MARUCHAN AJINOMOTO INDIA PRIVATE LIMITED

Use the alliance with Kükre A.Ş. to develop/introduce new products (Liquid seasonings like dressings)



Kenya branch
Start of sales in April 2014

Cameroon branch
Start of sales scheduled in May 2014

Europe/North America



Strengthen products and establish sales foundation in frozen food, instant noodle and restaurant channels

- Expand production and sales of frozen gyoza in Europe (Poland, Russia)



Start of production of Chicken & Vegetable Gyoza by JAWO Sp.z o.o. in Poland



Start of sales of Vegetable Gyoza in Russia

North America

Simmering SAMURAI sold in North America



- Expand mainstream frozen food lineup in North America to triple sales by FY2020 (Gyoza, Chinese dumplings, rice, etc.)



Smiles for All.
すべては、笑顔のために。

- Jointly develop frozen noodles with Toyo Suisan in North America

II. – 2. GROW: Accelerate Growth Momentum

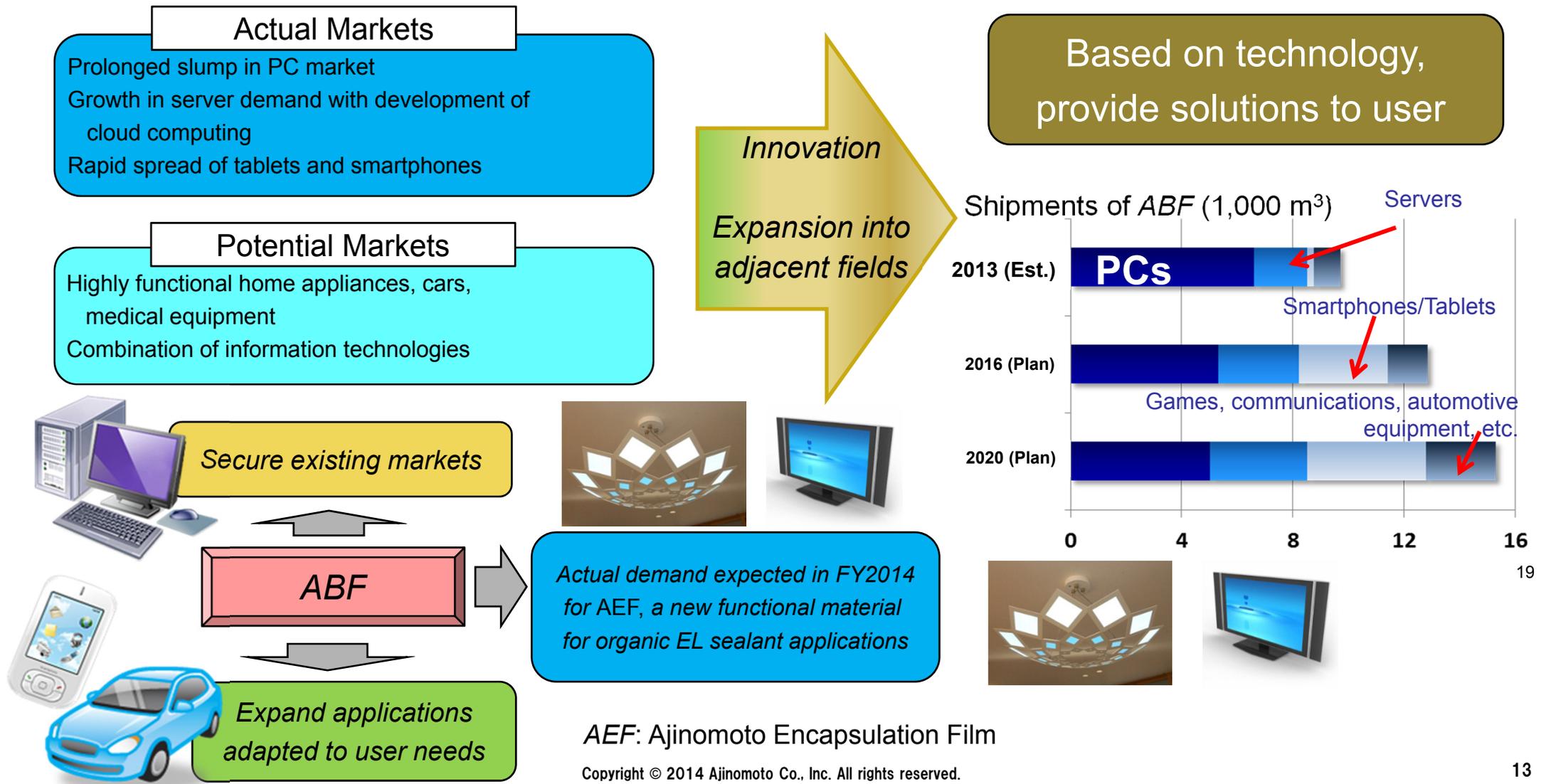
Amino Science

(3) Life Support

GROW: Accelerate Growth Momentum

(3) Life Support Field: Promote Customer-Driven Evolution into Specialty - Chemicals Business-

Expand non-PC applications for *ABF* to reduce dependence on PCs and achieve stable growth. Develop new materials based on *ABF* technology and begin sales of applications of organic electroluminescent (EL) sealant materials.



III. FIT: Further Business Structure Reinforcement

Shift from Bulk Commodities toward Specialty Businesses

Technology for Fermentation Using Fewer Resources

FIT: Further Business Structure Reinforcement

Shift Commodity Bulk Business toward Specialty and Reduce Dependence on Bulk Based on Our Strengths in Materials and Technologies and Our Ability to Identify Customer Needs and Create Customer Value

Umami Seasonings for Processed Food Mfrs.

MSG: Stable market growth of about 2-3% continues.
Work to close supply-demand gap associated with market growth.

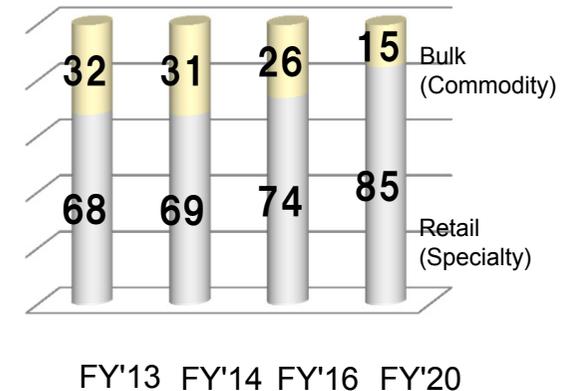
Nucleotides: Ongoing high market growth rate of approx. 10%.

Downward trend in market prices continues.

Expand supply of retail products

Introduce and expand technologies for fermentation using fewer resources

MSG (% based on weight)



Global Aspartame Market

Low growth and declining sales to major category ;
Carbonated soft drink in EU, USA.

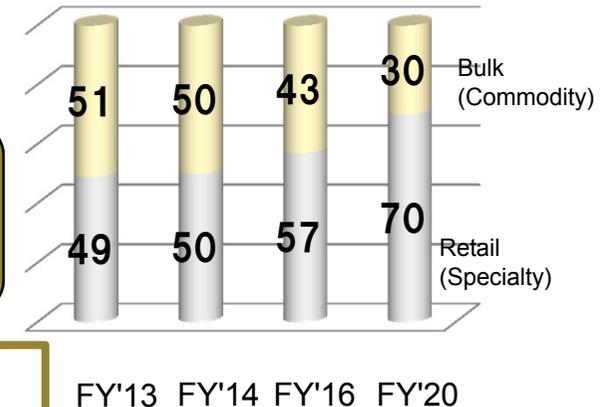
Continuing structural overcapacity globally.

Continuing decline of export price by Chinese suppliers.

Expansion of product categories and acceleration of global retail business.

Focus on blended sweetener business, providing customer-oriented Solution technology.

Sweeteners (% based on sales)



Optimization of the Group's aspartame production scale

+ The Group will start searching a credible and reliable buyer to sell the manufacturing plant in France and will continue the aspartame business with only one manufacturing plant in Tokai (Yokkaichi City).

Conduct Full-Scale Structural Reform for Continuous Growth

■ Commodity

Lysine/Threonine:

The market continues to grow stably by around 5%. As market inventory drops due to production adjustments by competitors, work to close the mid-year supply-demand gap associated with market growth.

■ Specialty

Valine:

Substantial growth in demand, supported by activities of Ajinomoto Technical Service in each region. Continue to create new markets and further expand sales.

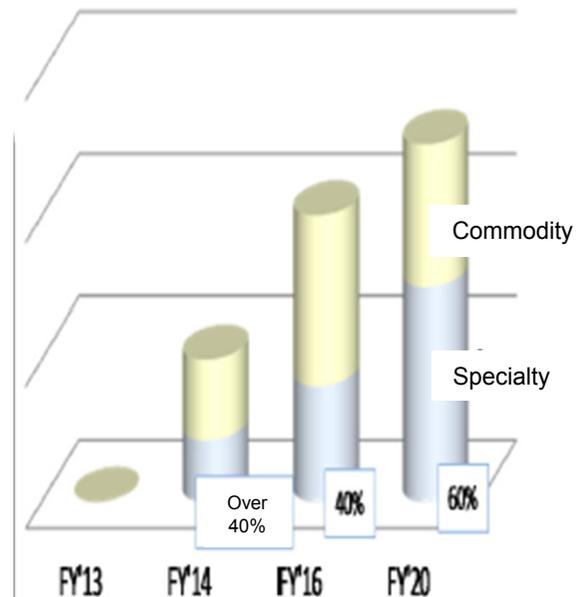
AjiPro®-L:

Sales growth from market recognition of high level of functions and quality. Work for further expansion from introduction/increased production of second-generation product.

Restore earnings by strengthening competitiveness

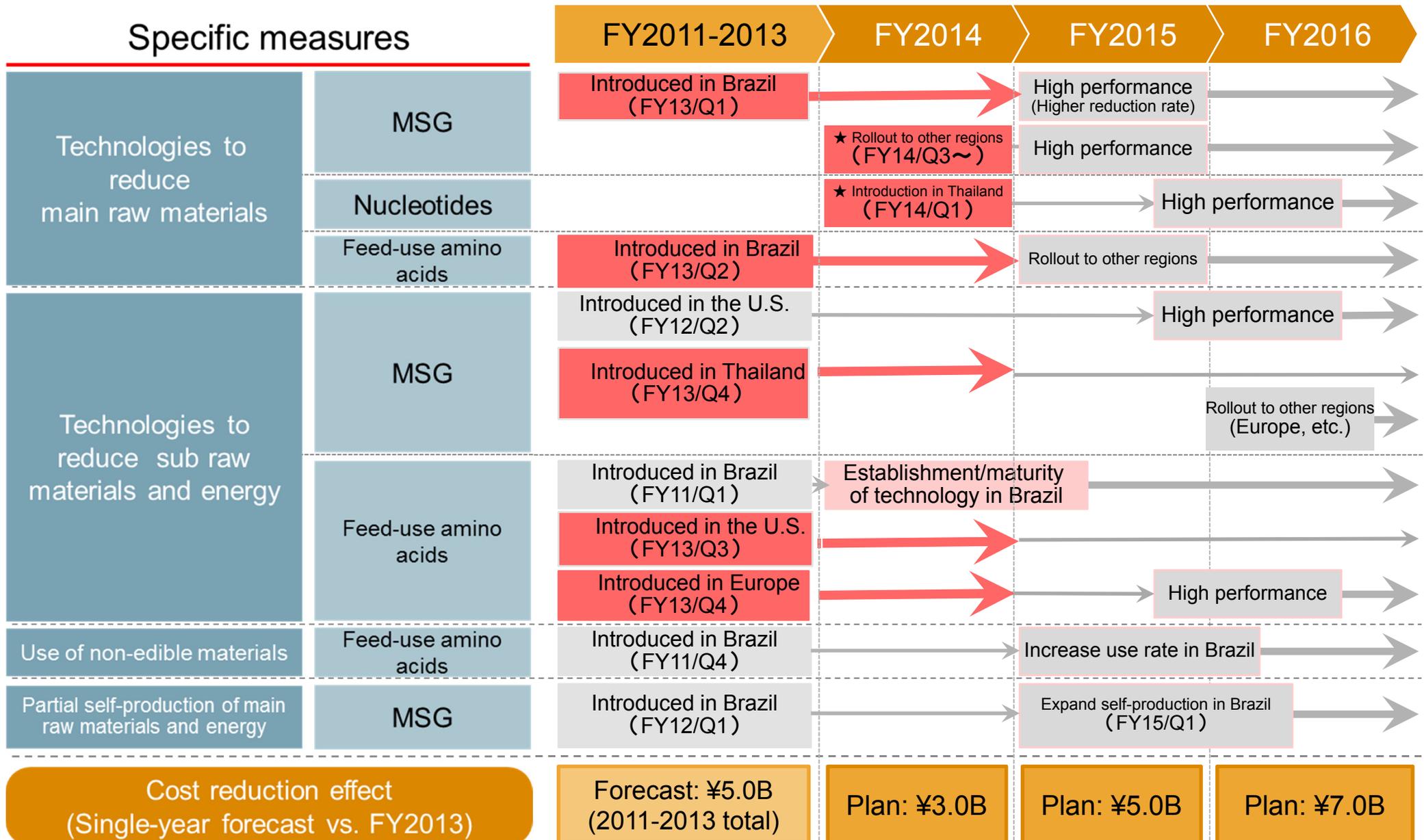
Establish system/ strengthen foundation to promote growth

Growth of Specialty Earnings
(Percentage of operating income)



Progress of Lower Resource (R&D Leadership)

Fermentation Technology Achieve ¥3.0 Billion in Cost Reductions in FY 2014



IV. FY2014 Financial Strategy

FY2014 Financial Strategy

Increase earnings and strengthen cash flow generation with business structure reinforcement and acceleration of growth momentum.

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 FY2014-FY2016.
- EBITDA to sales ratio: Raise to 12% level FY14 forecast: 11.9% (FY2013 result: 11.9%)

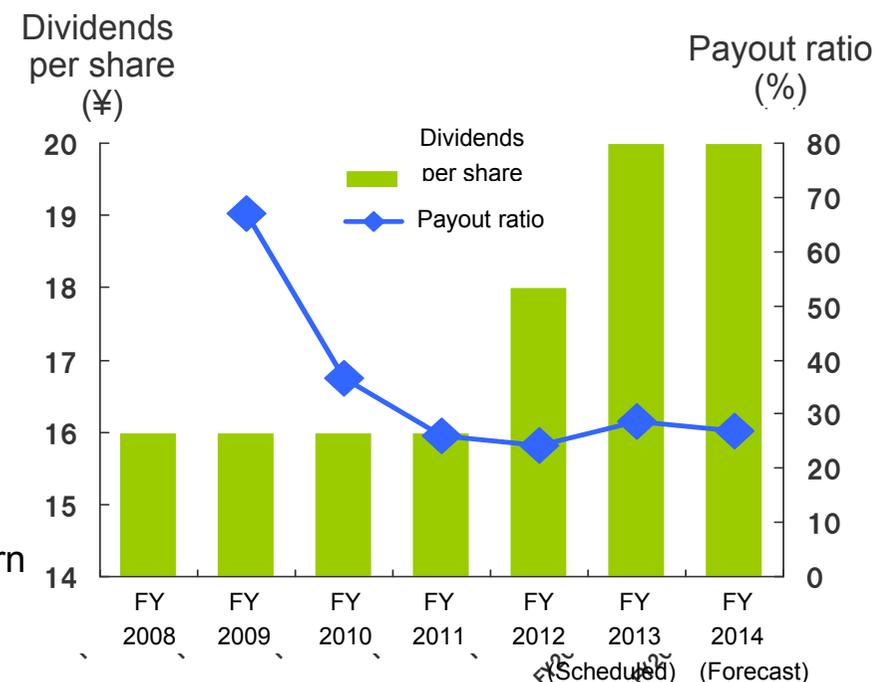
- Investment in growth strategies

- CAPEX: ¥180 billion ceiling for 3 years from FY2014-FY2016
 FY2014 forecast CAPEX: ¥62.0 billion
- Aim for investment opportunities for inorganic 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.

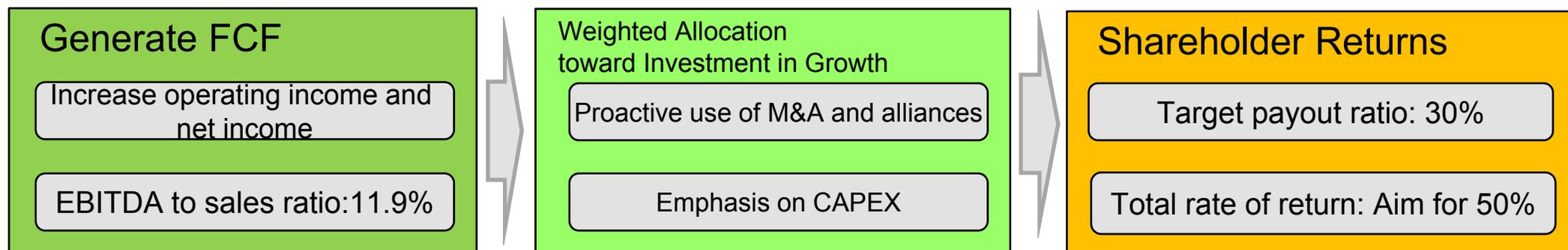
- FY2014-2016 Medium-Term Management Plan:
 target payout ratio of 30%
- Dividend (Forecast): ¥20 per share/year
- Payout ratio (Forecast): 26.9%
- Consider flexible share buy-back with a target total shareholder return of 50%



FY2014 Financial Strategy

- Investment for Growth and Shareholder Returns -

Generate free cash flow (FCF) and prioritize investment in growth. Further enhance shareholder returns.



Cash Flow and Shareholder Returns (¥ Billions)

	FY2011	FY2012	FY2013	3-Year Total
Operating CF	93.3	88.5	63.0	244.8
Investing CF	-41.7	15.2	-63.5	-90.0
FCF	51.6	103.7	-0.5	154.8
Dividend payments	-11.0	-10.6	-12.4	-34.0
FCF after dividends	40.6	93.1	-12.9	120.8
Share repurchases	-20.0	-50.0	-57.5	-127.5
Internal reserves	20.6	43.1	-70.4	-6.7
Net income	41.8	48.4	42.8	132.9
Shareholder returns	-31.0	-60.6	-69.9	-161.5

Further increase shareholder value

FY2011-FY2013
 Shareholder returns above 100%
 FY2014-FY2016
 Increase earning capacity
 Increase capital efficiency
 Accelerate growth momentum
 ⇒ Increase shareholder value

V. Animal Nutrition Business Strategy in FY2014

May 12, 2014

**Yoichiro Togashi, President
Ajinomoto Animal Nutrition Group, Inc.**

FY2014-2016 Medium-Term Management Plan Business Principle:

Conduct Full-Scale Structural Reform for Continuous Business Growth

(1) Commodity Businesses

Restore earnings by strengthening competitiveness

- Introduce new technologies to increase productivity and reduce costs
- Utilize existing facilities to increase production with a smaller investment and increase flexibility
- Use external resources to increase efficiency

(2) Specialty Businesses

Establish system/strengthen foundation to promote growth

- AjiPro[®]-L
Introduce second-generation product (during first half)
= High Lysine performance
Complete first stage of production increase (December)
1,500 tons/yr. ⇒ 6,500 tons/yr.
- Strengthen efforts to expand market for other specialty products and focus investment in R&D

FY 2014 Animal Nutrition Business Strategy

- Market Environment -

- Grain Market Conditions and Spread

		FY2013	FY2014 Assumptions	Most recent
Spread (USD/ST)		255	Approx. 230	Approx.300
YoY Market Growth	Lysine	+8%	+5%	
	Threonine	+21%	+5%	
	Tryptophan	+56%	+35%	

		FY2013 Review	FY2014 Plan
Commodity	Lysine/ Threonine	A weak market due to oversupply led to production adjustments in the second half by each company and market inventory reductions.	Adjustment of supply to demand in progress in first half; supply-demand balance and improvement in prices forecast from second half.
	Tryptophan	Increase in supply volume due to entry of competitor, but on the other hand growth in demand was substantial.	Increase demand by further opening markets.
Specialty	Valine	Success in cultivating demand, with substantial growth, mainly in the European market.	Increase demand by further opening markets.
	AjiPro®-L	Further spread awareness of the high level of function and quality of AjiPro®-L to achieve budgeted sales volume.	Further expand the market in conjunction with introduction and increased production of a second-generation product.

FY 2014 Animal Nutrition Business Strategy

Changes in Competition and Ajinomoto's Strategy

Ajinomoto's Strategy

- 🔑 Fermentation technology capability (strengthen cost competitiveness)
- 🔑 Location/supply strategy (region-based/production increases from introduction of new technologies)
- 🔑 Introduction of/market creation for new feed-use amino acids (Product strategy: Lysine → Threonine → Tryptophan → Valine)

2 million tons

- 🔑 Reduction of business volatility
 - Expand specialty businesses (AjiPro®-L, etc.)
 - Production reform, etc. (Plants with more flexible production, etc.)

3 million tons

Global Lysine Market Scale

1 million tons

300,000 tons

Strengths of Major Competitors and Changes

Japanese Competitor
⇒ Technological strengths

U.S. Competitor
⇒ Huge single base for major grain dealers, raw materials and distribution

Chinese Competitor
⇒ Raw materials (coal, energy)
Large-scale production for low investment, government support, etc.
(Location) Northeast, Shandong Province
→ to Xinjiang, Inner Mongolia

Korean Competitor
⇒ Concentrated investment/supply volume
Location (Currency translation/raw materials)
Self-distribution, etc.

1990

1995

2000

2005

2010

2015

2020

FY 2014 Animal Nutrition Business Strategy

Operating Income Plan

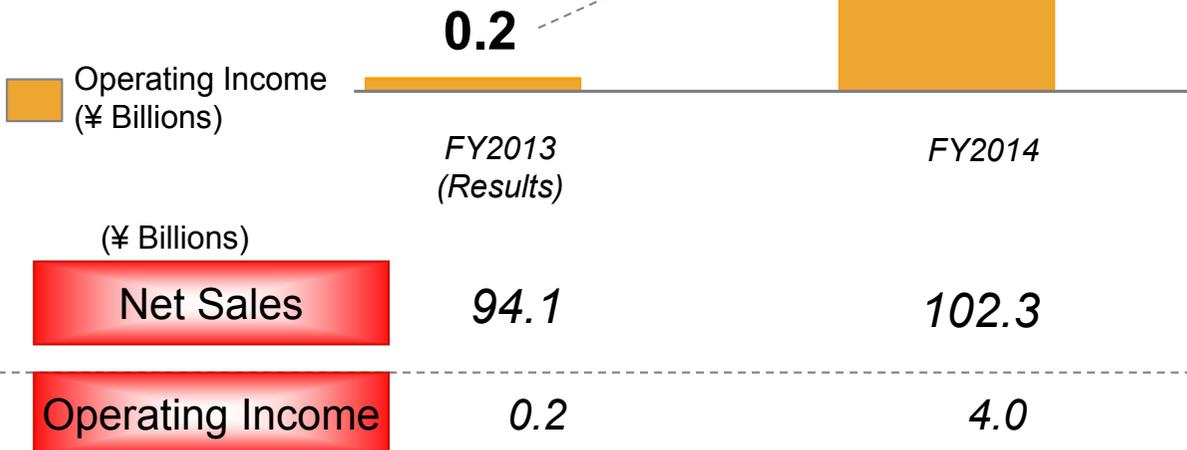
Promote Specialty Businesses

(over 40% of total)

- Expand business for AjiPro®-L Lysine for dairy cattle
Increase production (annual capacity 1,500 tons → 6,500 tons) and improve product functions
- Expand markets for other specialty products
- Accelerate new product development

Strengthen Commodity Business Competitiveness

- Increase productivity and reduce costs by introducing new technology (fermentation using fewer resources, etc.)
- Expand production that can respond flexibly to market conditions and secure supply capacity through tie-ups with other companies
- Adjust market prices in response to supply/demand and competitive trends



Selling Price Assumptions

Lysine/Threonine

→ Recovery in second half / full-year average on par with previous fiscal year

Tryptophan

→ Entry of competitor and market expansion / some weakening

AjiPro®-L

→ Establishment of reasonable price based on product improvements

VI. Pharmaceuticals Business Strategy in FY2014

May 12, 2014

**Takashi Nagamachi
President & CEO**

AJINOMOTO PHARMACEUTICALS CO., LTD.

FY 2014 Pharmaceuticals Business Strategy

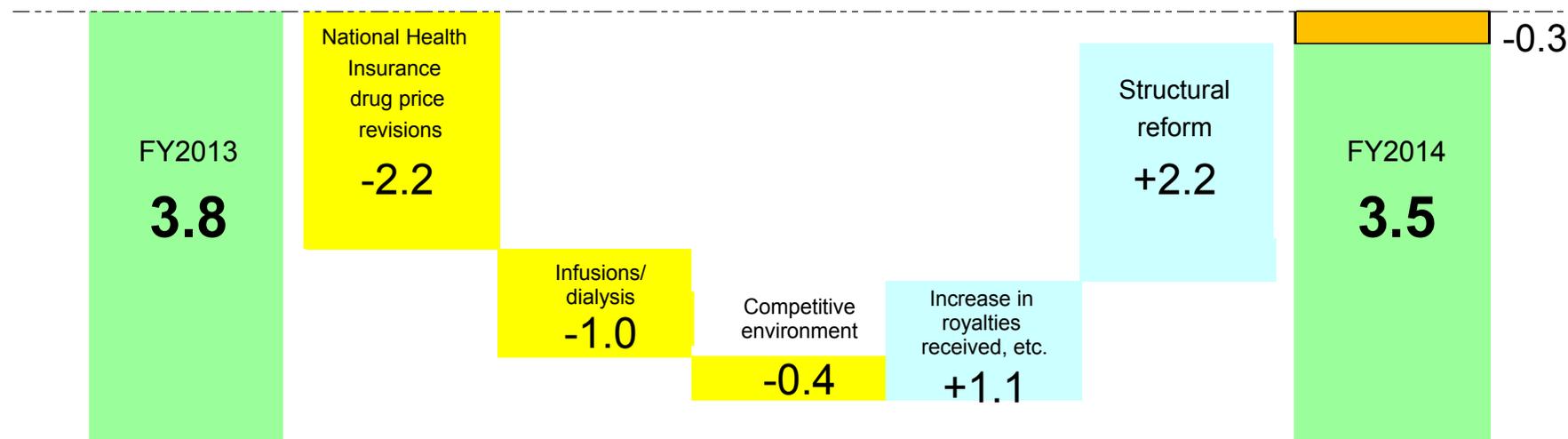
Composition of FY2014

1. FY2014 Forecast

(¥ Billions)

	FY2013 Results (A)	FY2014 Forecast (B)	YoY Change (B) - (A)
Net Sales	51.3	44.0	(7.3)
Operating Income	3.8	3.5	(0.3)
O.P. Margin	7.4%	8.0%	

Analysis of Variance in Operating Income



2. Basic Strategies for FY2014

- 1) Promote structural reform:
 - ① Structural reform of R&D
 - ② More effective management of SG&A expenses: project to reduce costs of indirect materials
- 2) Expand into adjacent categories:
 - ① Expand *ELENTAL*® into percutaneous endoscopic gastronomy (PEG) field
 - ② Accelerate overseas business development
- 3) Strengthen the development pipeline:
 - ① AJM300: Presented during Digestive Disease Week 2014 in the U.S.
 - ② AJG511: Obtain POC*

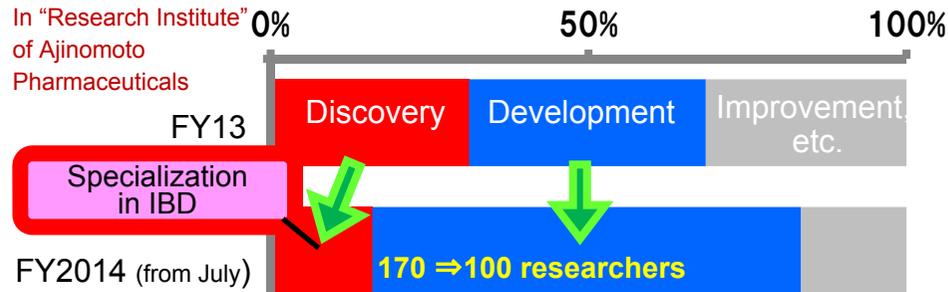
* POC (Proof Of Concept): Proof of efficacy in early-stage clinical tests

Specific Initiatives for FY2014

1) Structural Reform of R&D:

Shift investment from discovery to development,
Improve pipeline productivity with emphasis on potential

Ratio of researchers
In "Research Institute"
of Ajinomoto
Pharmaceuticals



FY2014 (from July)

Prioritize use of 70 researchers
in growth strategies centered on the
Ajinomoto Group's healthcare field



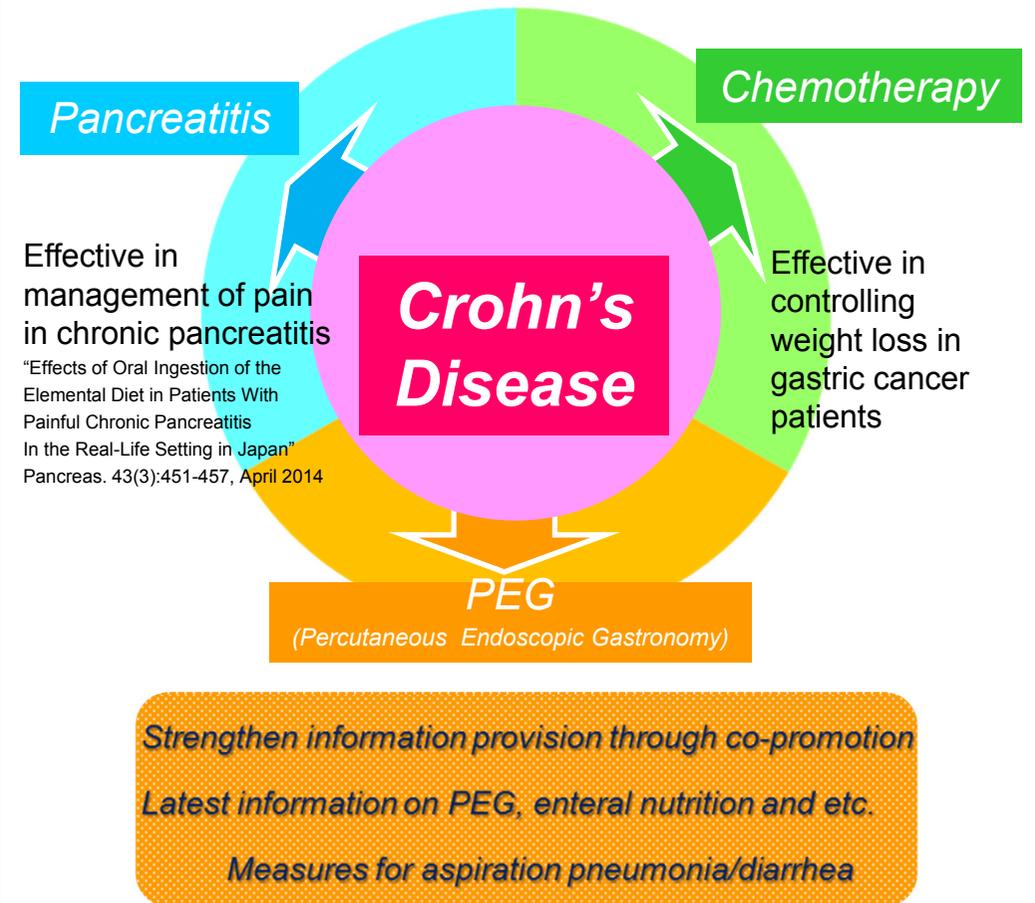
Incorporate external value at every stage

Ideas
Seeds
Technologies

Products
under
development

2) Expand into Adjacent Categories:

Develop **ELENTAL®** in the PEG field



Build a new business model in collaboration with device manufacturers

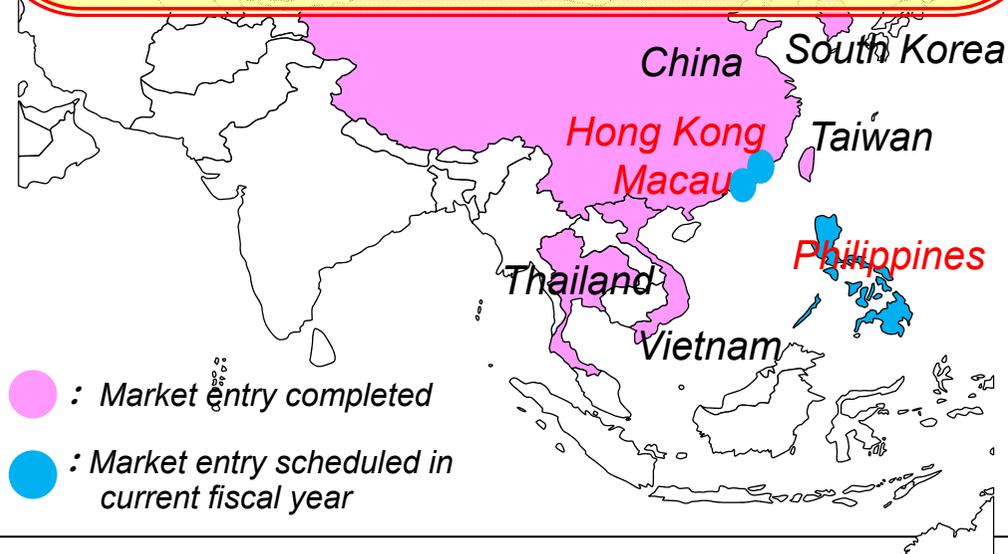
FY 2014 Pharmaceuticals Business Strategy

Specific Initiatives for FY2014

3) Accelerate overseas business development Build a business foundation for portfolio expansion

- Expand business in 3 priority countries (China, South Korea and Vietnam) (Alliance-based ⇒ Participation in promotion)
- Enter new markets in Hong Kong, Macau and the Philippines

Quadruple sales in Asia by 2016 compared with 2013



4) Expand into the IBD treatment field Strengthen the development pipeline

Therapeutic agents for inflammatory bowel disease

AJM300

The world's first oral $\alpha 4$ integrin antagonist in the IBD field

Early-stage Phase II clinical trial data for oral $\alpha 4$ integrin antagonist AJM300 were presented at Digestive Disease Week 2014 (beginning of ASGE/AGA joint presidential plenary session)

Notes: AGA: The American Gastroenterological Association
ASGE: American Society for Gastrointestinal Endoscopy
Joint presidential plenary session: Most authoritative forum for scientific presentations

AJG511

First steroid rectal foam in Japan

Achieved primary endpoints as a result of Phase II clinical trial of budesonide rectal foam AJG511 for patients with ulcerative colitis

Note: AJG511 (In-licensed from Dr. Falk Pharma GmbH)
"Anti-inflammatory action at inflamed site"
"Foam remains between rectum and sigmoid colon"

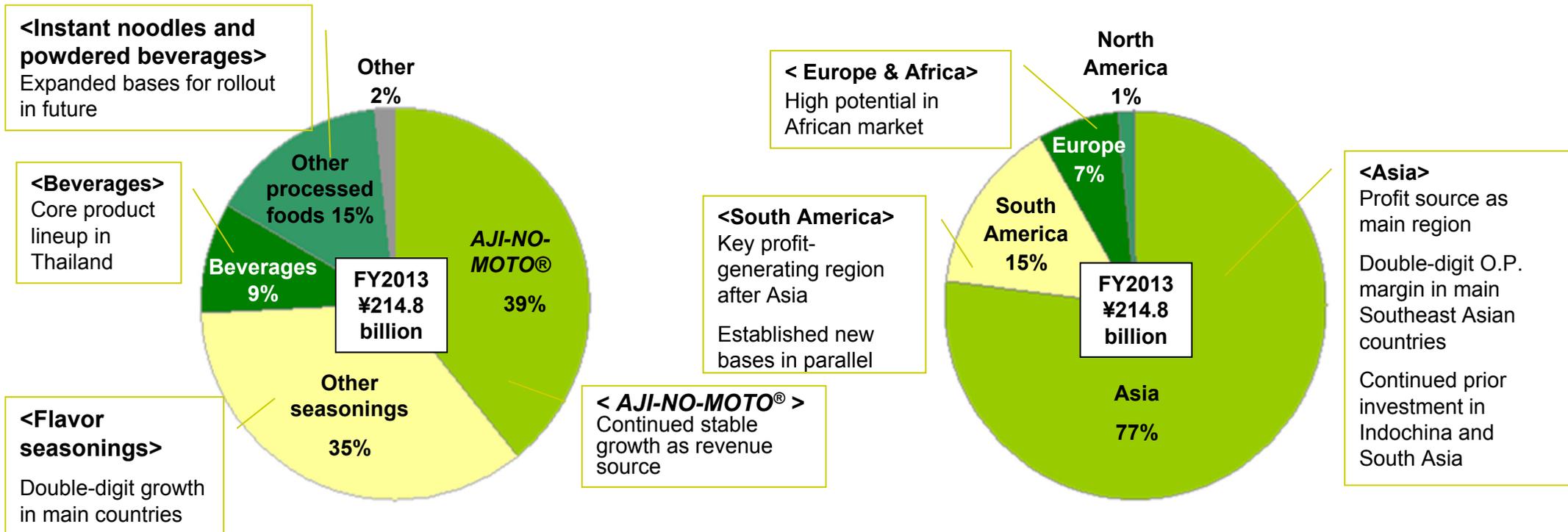
Reference

Trends in Overseas Consumer Food Products

Assumptions of FY2014 Forecast

Feed-Use Lysine Market Price and CBOT Spread Trend

(Reference) FY2013 Trends in Overseas Consumer Food Products



FY2013 Overview by Product

- Stable growth of about 5% YoY in AJI-NO-MOTO® sales volume.
- Sales volume of flavor seasonings in main countries grew by double digits in Indonesia, Vietnam and Brazil and steadily in Thailand.
- Double-digit growth of instant noodles on a local currency basis; intensifying competition for beverages and powdered beverages.

FY2013 Overseas Consumer Food Products Sales in Main Countries

- **Thailand:** approx. THB 30.7 billion (+2% YoY, +20% on yen basis)
- **Brazil:** approx. BRL 0.61 billion (+12% YoY, +22% on yen basis)
- **Vietnam:** approx. VND 5,641.6 billion (+8% YoY, +30% on yen basis)
- **Indonesia:** approx. IDR 2,791.3 billion (+10% YoY, +16% on yen basis)

Foreign exchange rates (vs JPY)

	Avg. rate	Sensitivity of translation effects to full year O.P.
USD	100.0	±¥1 → approx. ¥50 million
EUR	130.0	±¥1 → approx. ¥50 million
THB	3.2	±¥0.01 → a little over ¥50 million
BRL	44.0	±¥1 → a little under ¥200 million

Feed-use amino acids

1) Estimated market size (Thousand MT)

	FY2012	FY2013	FY2014 (Forecast)
Lysine	1,950	2,100	around 2,200
Threonine	330	400	around 420
Tryptophan	9	14	around 19

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

	FY2012	FY2013	FY2014 (Forecast)
Lysine	350	350	around 350
Threonine	95	110	around 120
Tryptophan	4	5	around 5

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

	FY2013	FY2014 (Forecast)**	
		1H	Full year
Lysine	1.60	around 1.50	around 1.55
Threonine	2.05	around 2.00	around 2.05
Tryptophan	15	around 16	around 14
Spread*	255	around 260	around 230

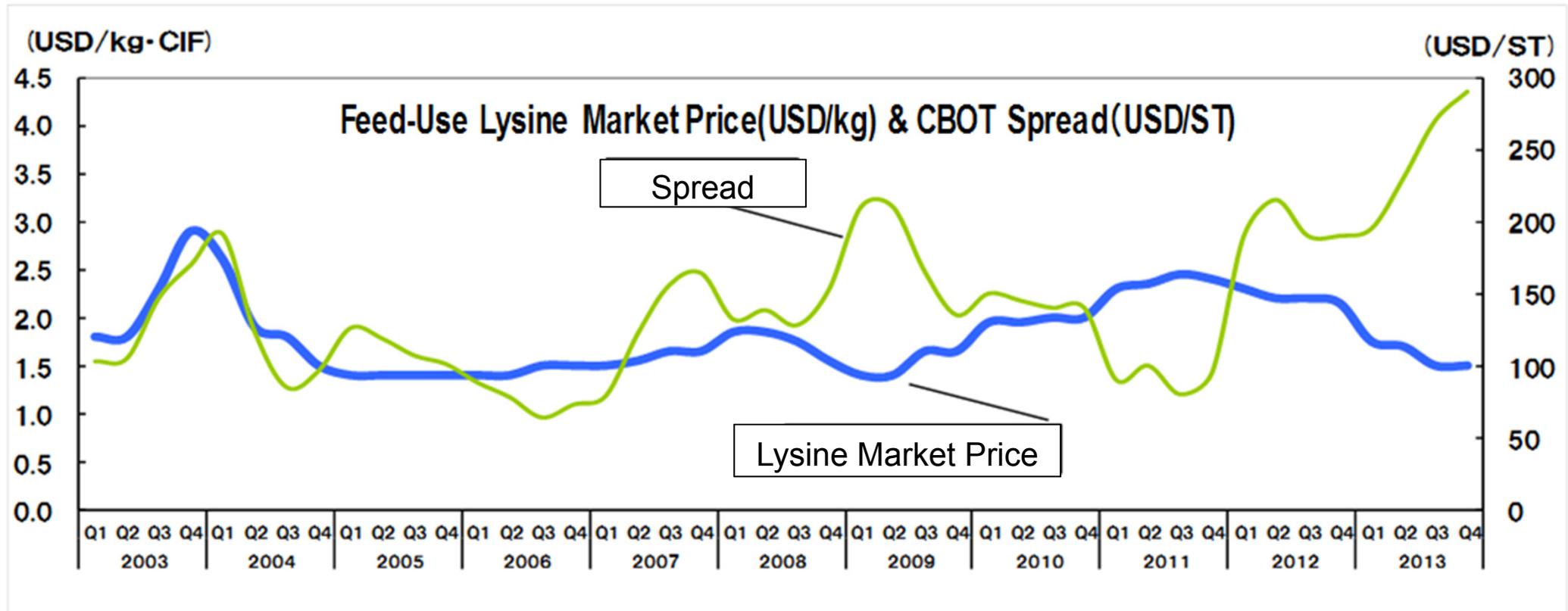
*Spread (USD/ST) is the price difference between soybean meal and corn on the Chicago Board of Trade (CBOT).

** 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. 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.