

## Ajinomoto's Promise

With the belief that amino acids hold unlimited value for life on earth, Ajinomoto works for life every day.



In the early 20th century, Dr. Kikunae Ikeda of Tokyo Imperial University recognized that there was a taste common to tomatoes, fish, meat and other savory foods, which was not sweet, salty, sour or bitter. For Ajinomoto, *umami* was only the first of many important discoveries about amino acids.

# An expanding commitment to the betterment of life



Beginning with the *umami* seasoning AJI-NO-MOTC® almost a hundred years ago, the Ajinomoto Group has continuously expanded our range of products to include fundamental foods, pharmaceuticals and nutritional supplements.

Our product development is generated organically based on our extensive fundamental research into amino acids. In a new century as a global business, we remain committed to the development of innovative products that benefit people's lives.

# Working Locally, Thinking Globally



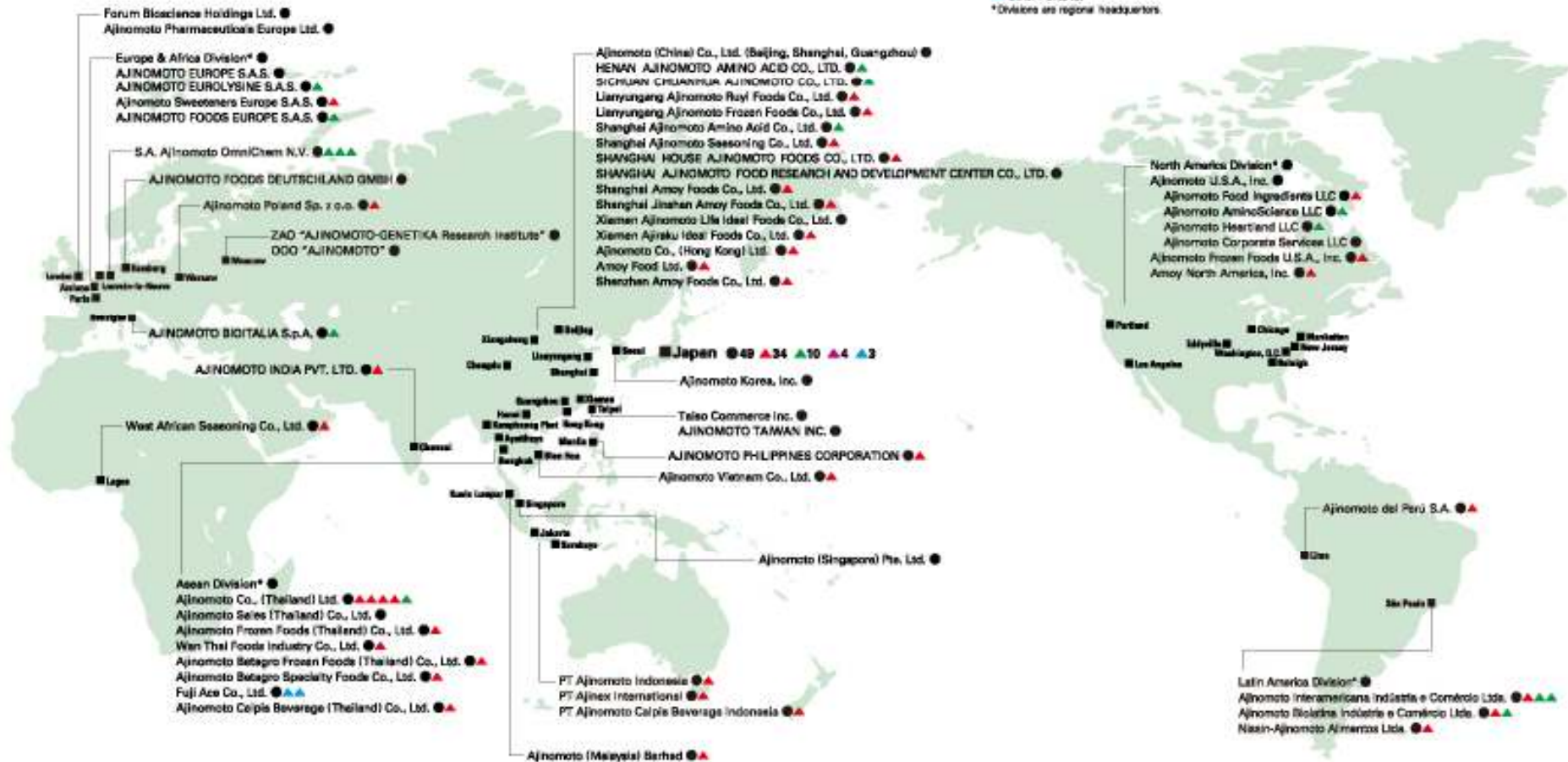
# Working Locally, Thinking Globally(Global Network)

The Ajinomoto Group is globally expanding in a wide range of business fields, including foods, amino acids and pharmaceuticals, with operations spanning 23 countries and regions.

Global network: 23 countries and regions  
(Including 102 manufacturing and packaging plants in 16 countries and regions)  
(Japan: 47; Other Countries: 55)

- Subsidiaries, aff. sales and offices of the Parent Company
- ▲ Foods Plants (70)
- ▲ Amino Acids and Specialty Chemicals Plants (23)
- ▲ Pharmaceutical Plants (4)
- ▲ Other Plants (15)

\*Divisions are regional headquarters.



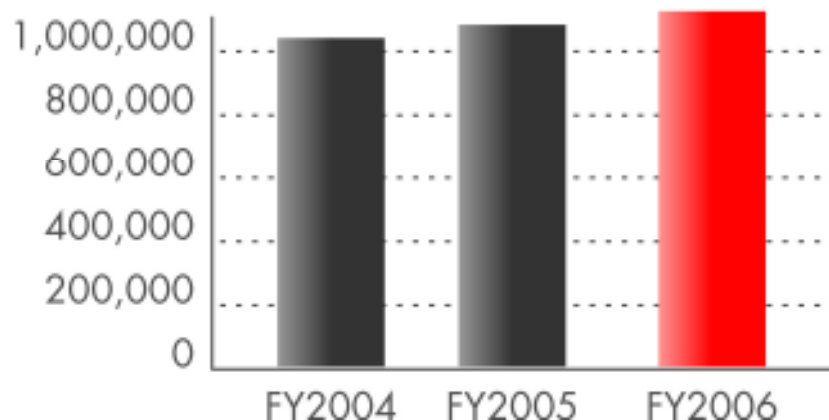
## Outline of company

<b>Foundation</b>	<b>May 20, 1909</b>
<b>Paid-in Capital</b>	<b>¥79,863 million</b>
<b>Employees</b>	<b>24,733</b>
<b>Net sales</b>	<b>1,158,510 million</b>
<b>Operating income</b>	<b>¥61,589 million</b>
<b>Net income</b>	<b>¥30,229 million</b>
<b>Total assets</b>	<b>¥1,061,688 million</b>

# Financial Highlights(As of March 31, 2007)

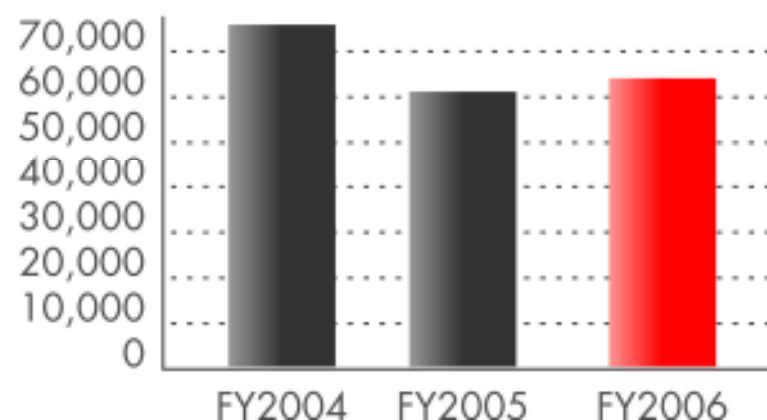
## Net Sales

(Millions of yen)



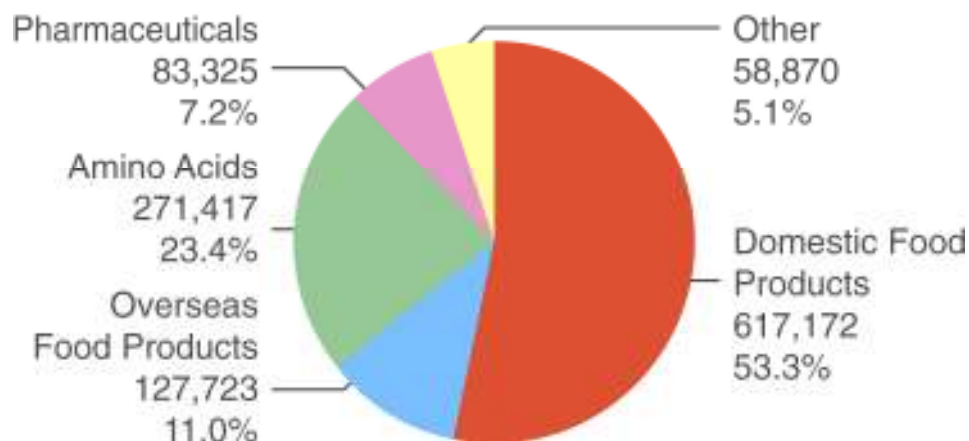
## Operating income

(Millions of yen)



## Composition of Net Sales by Business

(Millions of yen) (FY2006)



## Composition of Net Sales by Region

(Millions of yen) (FY2006)

