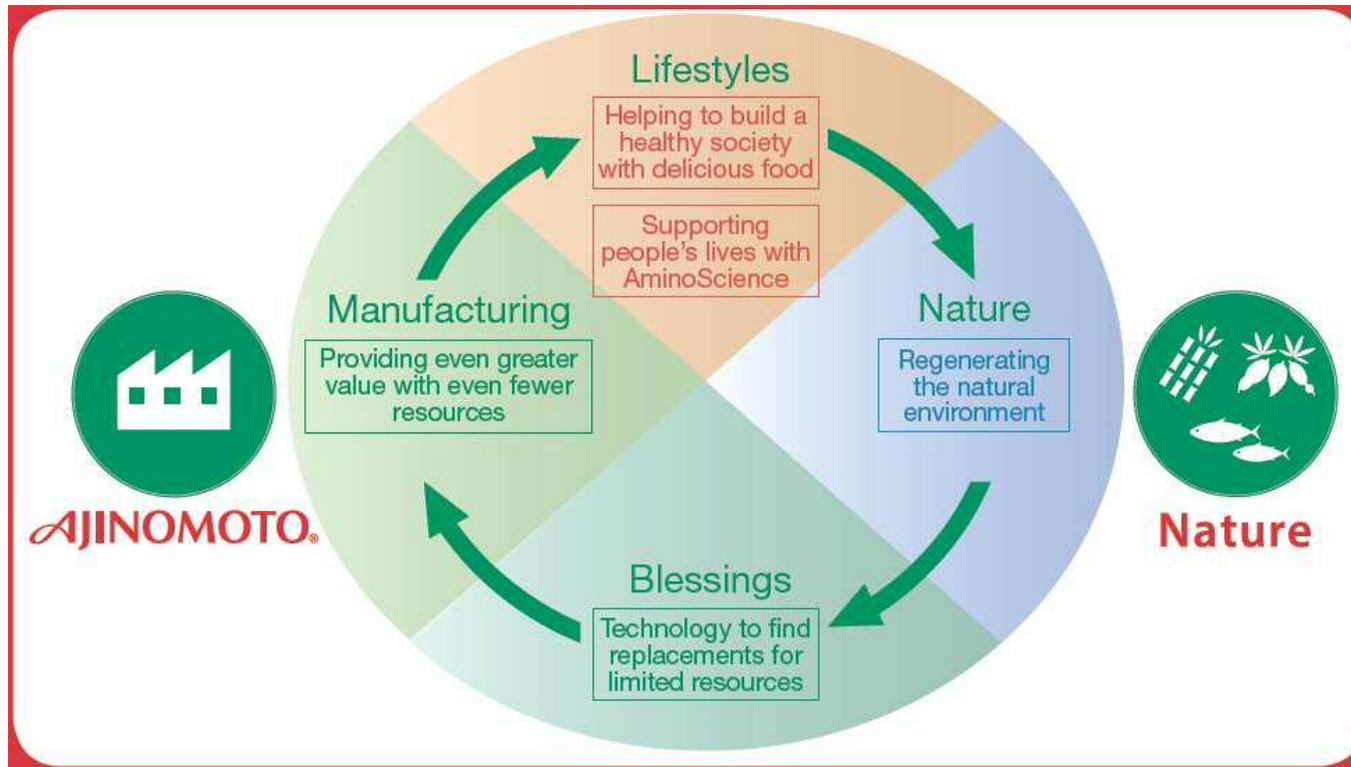


Eco Business Model of Ajinomoto Group

Eat Well, Live Well.
AJINOMOTO®



Yasunobu Hasegawa

Ajinomoto Co., Inc.

Associate General Manager

CSR Dept.

12th Asia-Pacific Eco-Business Forum in Kawasaki 18. Feb. 2016

Founding Spirit

“To create good, affordable seasonings and turn simple but nutritious fare into delicacies.”

Dr. Kikunae Ikeda,

My Motivation for Inventing AJI-NO-MOTO®



Dr. Kikunae Ikeda
Discoverer of
the umami taste

Saburosuke Suzuki II
Founder of
the Ajinomoto Group



Create "New Value"

+

Display "Pioneer Spirit"

1908

1909

Umami Seasonings
AJI-NO-MOTO®



Global reach of the Ajinomoto Group (As of March 31, 2015)

Countries and regions with business sites

26

Countries and regions where products are sold

over **130**

Net sales

1,006.6 billion yen

Number of employees

31,312

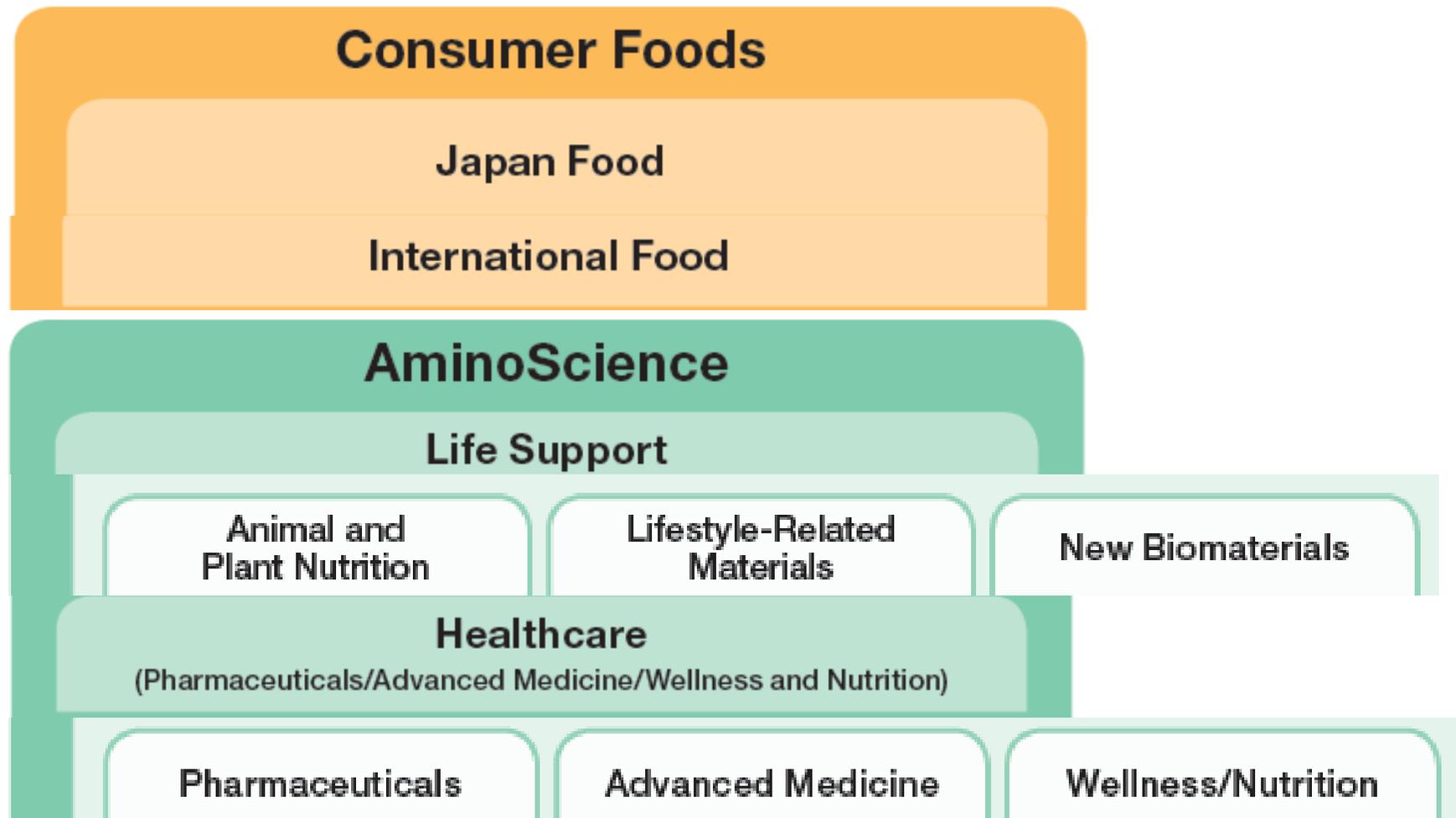
Number of production plants

128

Years since founding

106

Business overview and specialties in each business domain





Logo represents the mission to create value globally

Delicious Red

Lively Yellow

Earth Green

Examples of products that support healthy eating worldwide

Umami seasoning AJI-NO-MOTO®



Japan



Thailand



Peru



Nigeria

Flavor seasoning



HONDASHI
(Japan)



Ros Dee®
(Thailand)



Sazon®
(Brazil)



Masako®
(Indonesia)



Aji-ngon®
(Vietnam)

Menu-specific seasoning



Nabe Cube
(Japan)



Sajiku®
(Indonesia)



CRISPY FRY®
(The Philippines)



AMOY Gold
Label Light
Soy Sauce
(Hong Kong, China)

Frozen foods



Ebi Shumai
(United States)



Gyoza
(Chinese Dumplings)
(France)

Beverages and powdered carbonated drinks



Birdy®
(Thailand)



FRES-C®
(The Philippines)

Instant noodles



YumYum®
(Thailand)



Aji-no-men®
(Peru)



OYAKATA®
(Poland)

Low-salt, low-sugar and low-fat products



YASASHIO
(Japan)



Pure Select®
Mayonnaise
Kokuuma (Japan)



Pal Sweet®
(Malaysia)

Fundamental foods



Capsiate Natura®
(United States)



Glysom®
(United States)

Nutrient-fortified foods



KOKO Plus™
(Ghana)

Ajinomoto Group Creating Shared Value (ASV)

Contribute to a healthy society
worldwide with delicious nutrition



Global
Sustainability



Food Resources



Healthy Living

“Eat Well, Live Well.”
Sustainability of people,
living things and the Earth

Throughout All the Business Activities

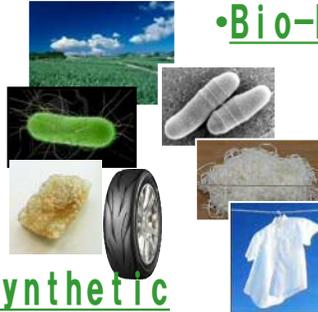
-R&D, business development, procurement, production, delivery & sales, communication, management •••

Innovative fermentation process technology

ESR, Innovative R&D



Bio-based nylon



Synthetic rubber from biomass



Kawasaki Mechanism certification



Skipjack tuna resource research



Responsible procurement of paper, palm oil, shrimp

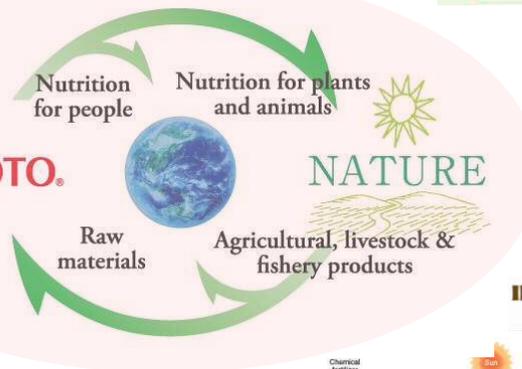


Cassava project

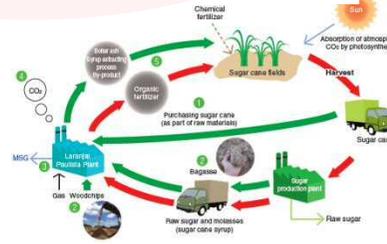
Communication, Advocacy, Initiatives



AJINOMOTO.



"Bio-cycle" production



Ghana nutrition project



Sustainable land-use



CONVENTION ON BIOLOGICAL DIVERSITY
INDIA 2012



Ajinomoto Group Zero Emissions Plan

AGZEP for 2014–2016



Conserving water resources

Water use and discharge:

-70%

Discharged water per unit of production for the Ajinomoto Group in fiscal 2016 (compared to fiscal 2005)



Reducing greenhouse gas emissions

CO₂ emissions:

-35%

CO₂ emissions per unit of production for the Ajinomoto Group in fiscal 2016 (compared to fiscal 2005)



The 3Rs of Waste

Resource recovery ratio:

99% or more

Resource recovery ratio for the Ajinomoto Group in fiscal 2016

Conserving water resources

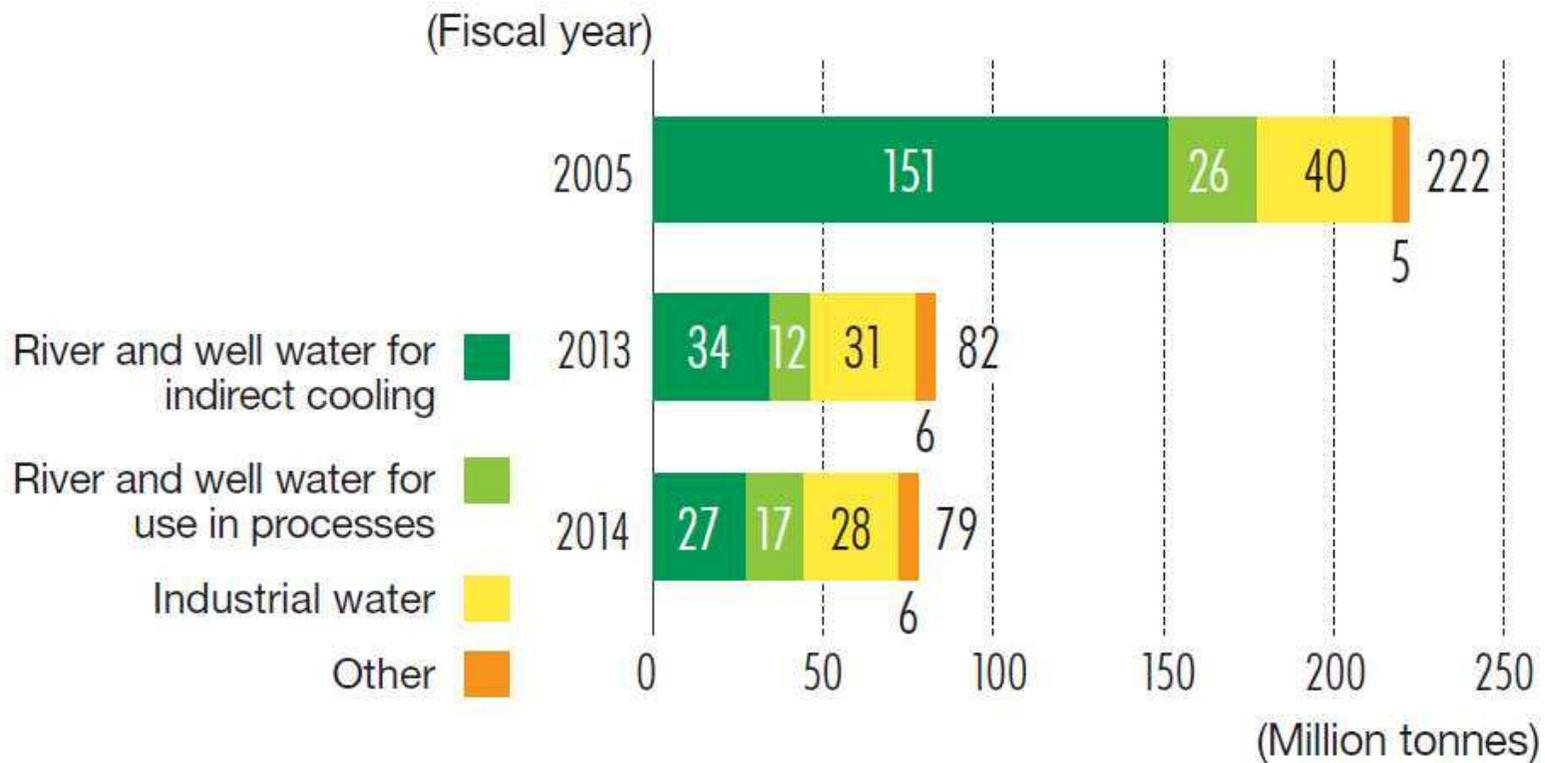
Water use and discharge:
-70%

Discharged water per unit of production for the Ajinomoto Group in fiscal 2016 (compared to fiscal 2005)

In fiscal 2014, **-73%** compared to the base year of fiscal 2005

- cooling towers for indirect cooling applications
- recirculating water on-site

Water use





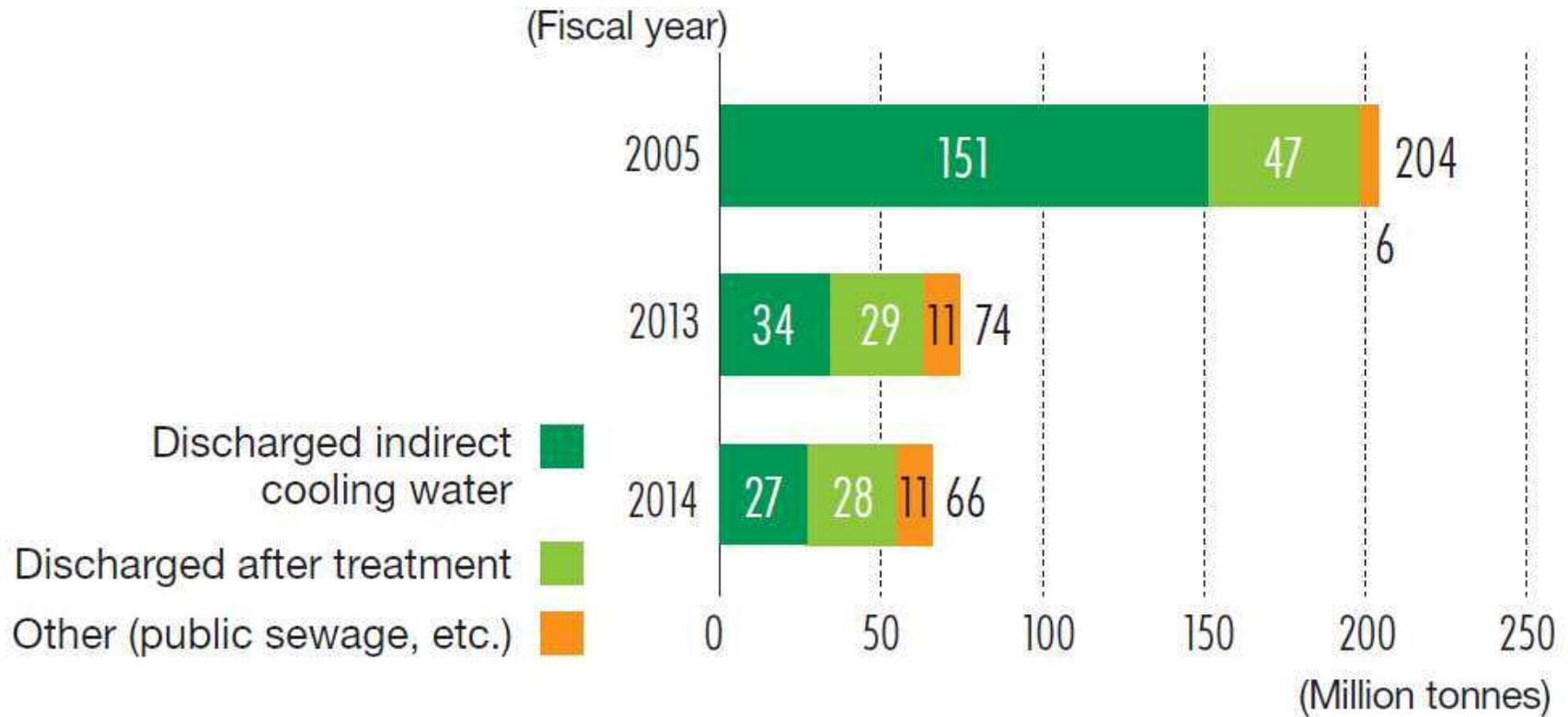
Conserving water resources

Water use and discharge:
-70%

Discharged water per unit of production for the Ajinomoto Group in fiscal 2016 (compared to fiscal 2005)

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Discharged water



■ Pollutant load in wastewater: BOD and TN

Scope	Targets to be achieved
All production sites of the Group	BOD ≤ 10 ppm, TN ≤ 5 ppm

Fiscal 2014
Target achieved at 27 out of 35 sites

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In fiscal 2014, **-28%** compared to the base year of fiscal 2005

- Switching to clean energy:
 - Improving the renewable energy use ratio
- Efficiency of a manufacturing process

Total CO₂ emissions and CO₂ emissions per unit of production

(10 kilotonnes)

	Base year		
	FY2005	FY2014	Difference
Total CO ₂ emissions	236	221	-15
Japan	58	40	-19
Asia/Africa	87	97	10
Europe	33	22	-11
North America	23	36	13
South America	20	18	-3
China	14	9	-5
CO ₂ emissions per unit of production (per tonne of product)	1.31	0.94	—
Reduction rate of CO ₂ emissions per unit of production	—	28%	—
Reference value: Production volume (10 kilotonnes)	180	235	—

Actively adopting Renewable Energy



Kamphaeng Phet Factory, Ajinomoto Co., (Thailand) Ltd.;



Bien Hoa Factory, Ajinomoto Vietnam Co., Ltd.



The 3Rs of Waste

Resource recovery ratio:

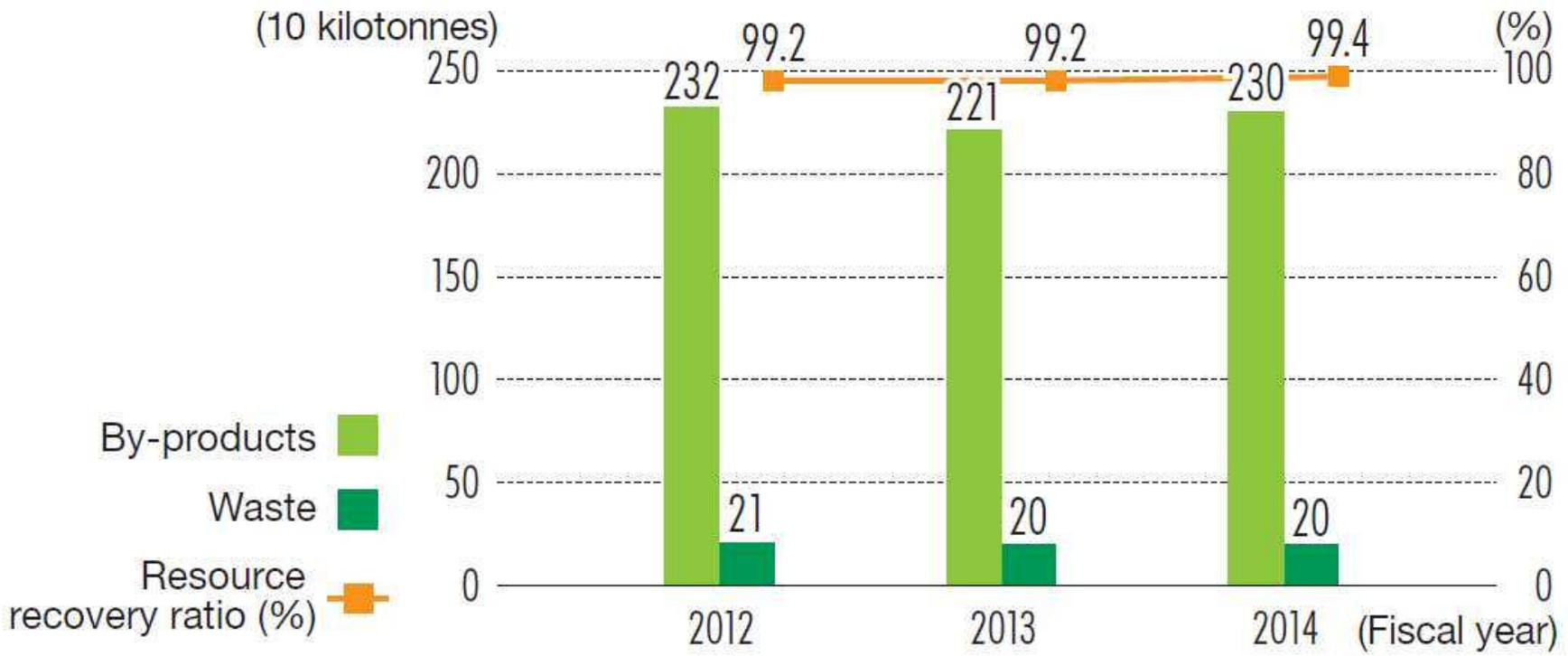
99% or more

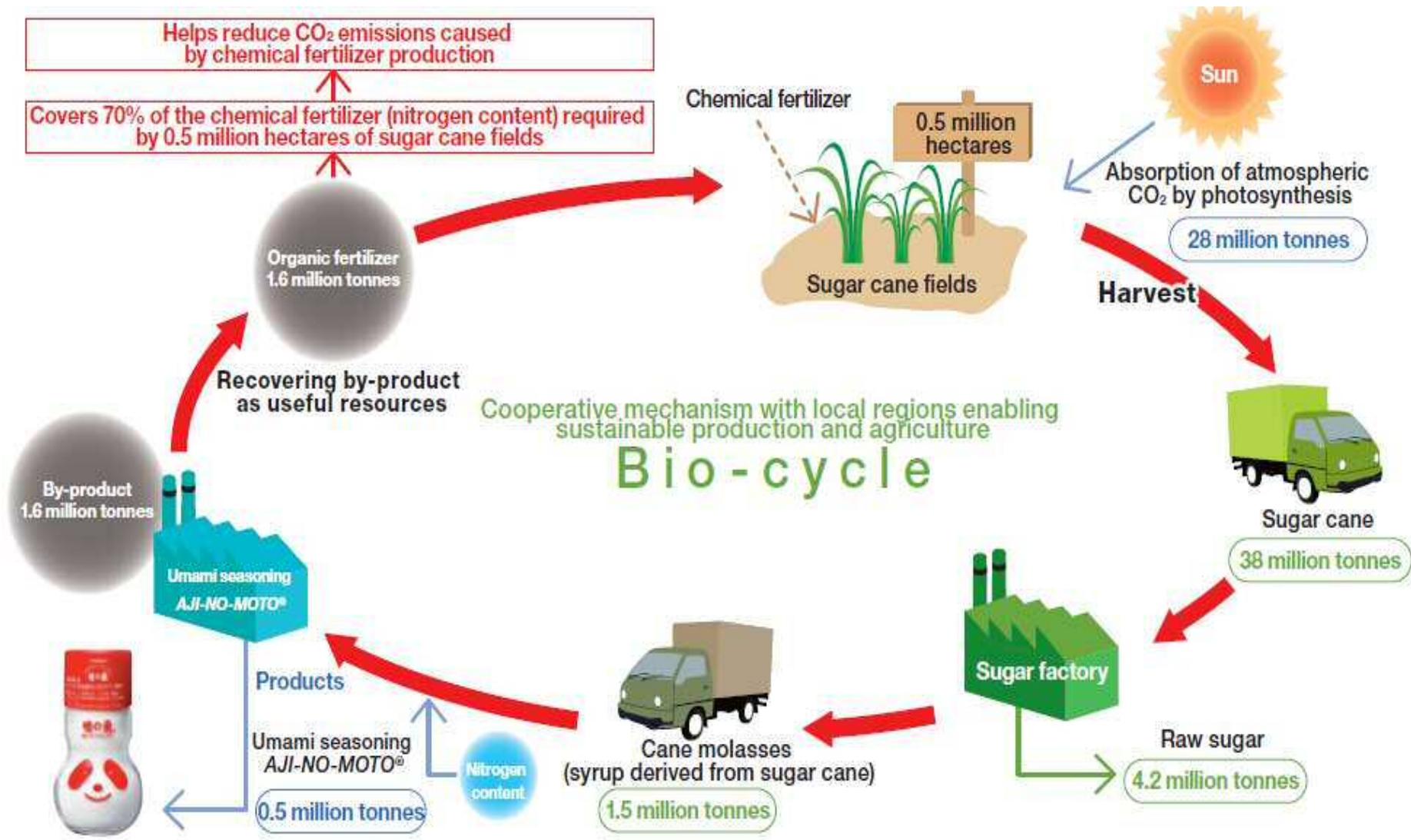
Resource recovery ratio for the Ajinomoto Group in fiscal 2016

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In fiscal 2014, **99.4%**

Volume of waste and by-products and resource recovery ratio





The chart assumes worldwide annual production of approximately 0.5 million tonnes of the umami seasoning AJI-NO-MOTO® by the Ajinomoto Group using only sugar cane. The values for sugar cane grown and sugar production are commonly used global figures, and the values for resources used for producing AJI-NO-MOTO® and values for by-products are based on actual statistics from the Ajinomoto Group.

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Joint Skipjack Tagging Survey lays groundwork for international skipjack resource management

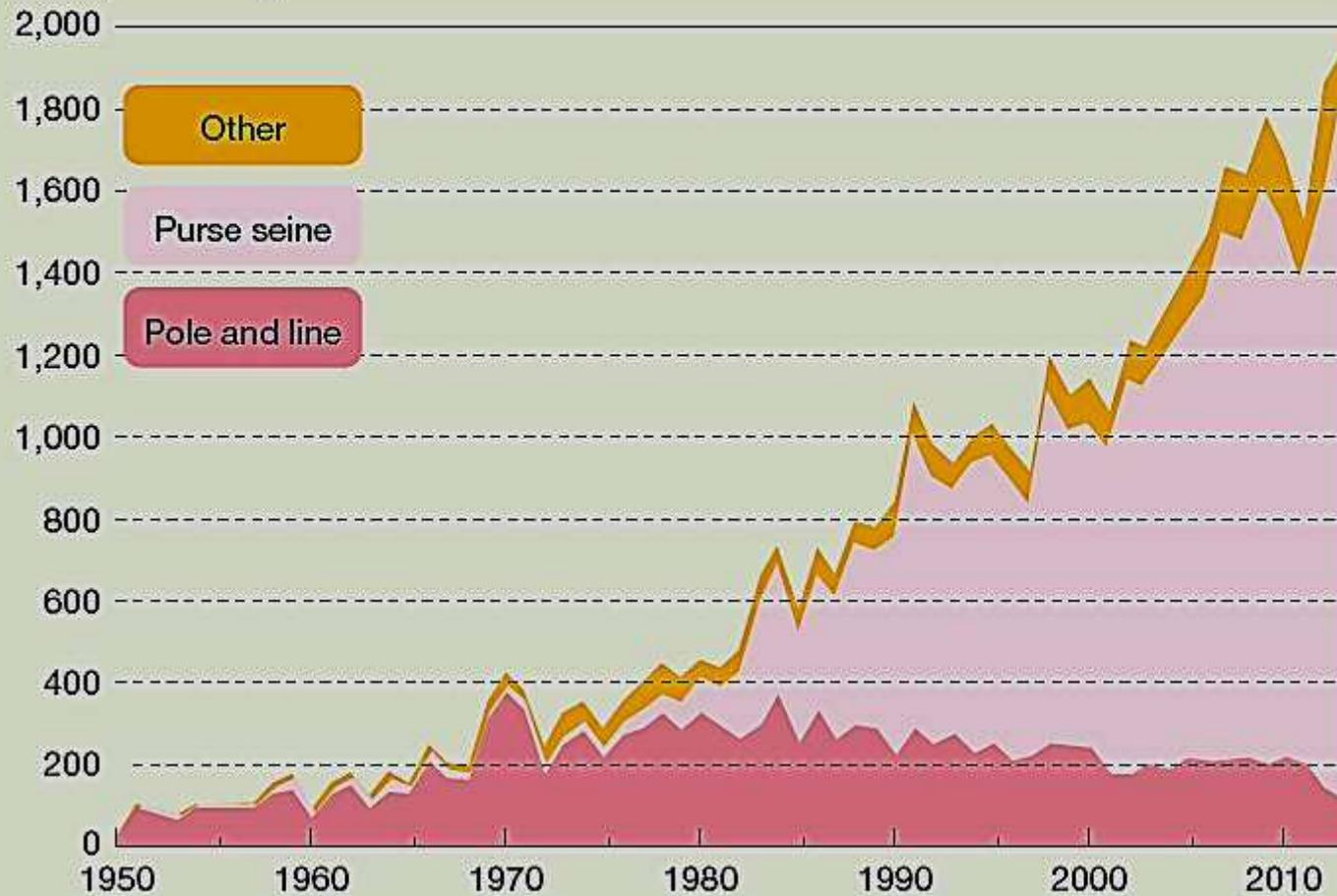
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Participants of the Joint Tagging Survey of Skipjack off the Pacific Coast of Japan



■ Skipjack catch in western and central Pacific Ocean by fishing method (1950–2014)

Catch (kilotonnes)



Joint Skipjack Tagging Survey

Ajinomoto Co., Inc.

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National Research
Institute of
Far Seas Fisheries
(NRIFSF)

Provide funds
and materials,
assign staff to
help with survey
and PR



Survey design,
results appraisal,
survey, and
PR activities

Help establish rules for managing international skipjack resources
Help build a sustainable national skipjack fishing industry

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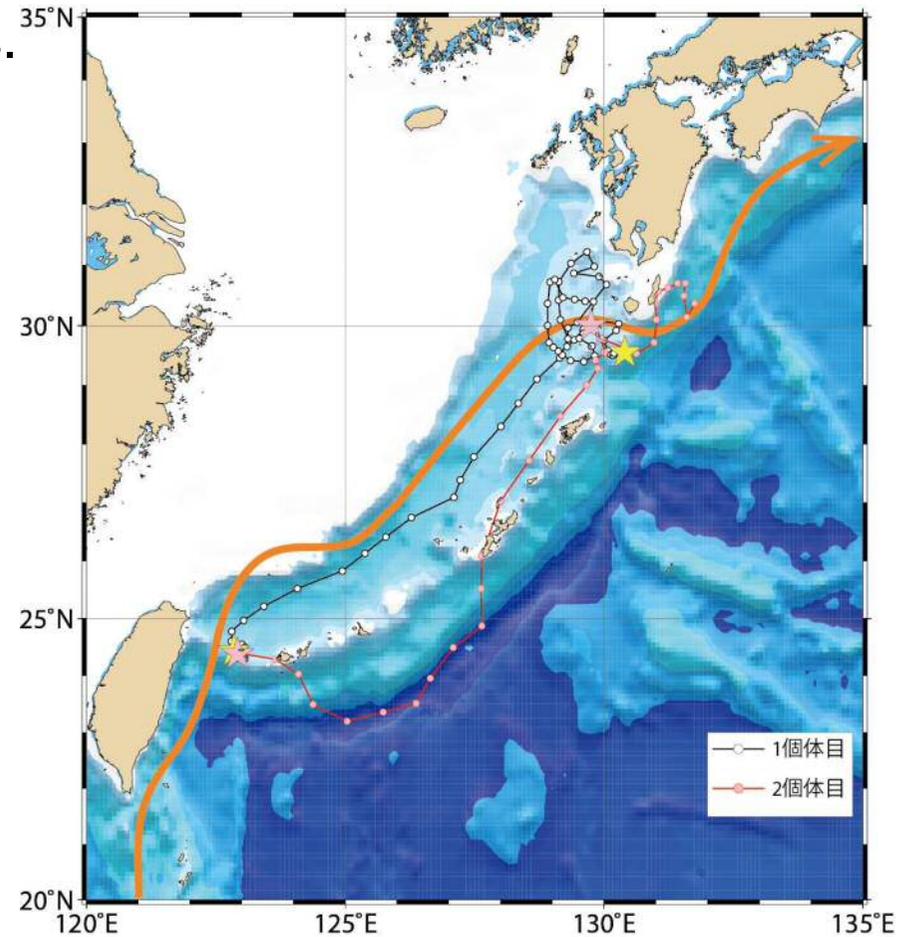
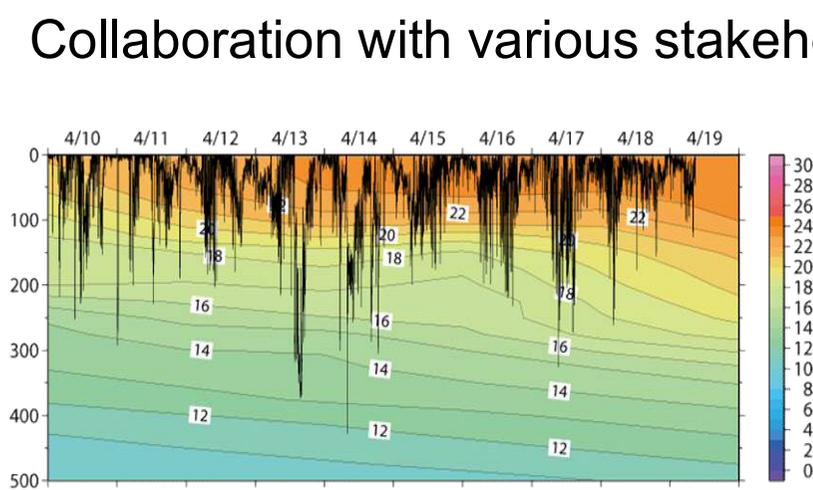


Skipjack Tuna Tagging Research

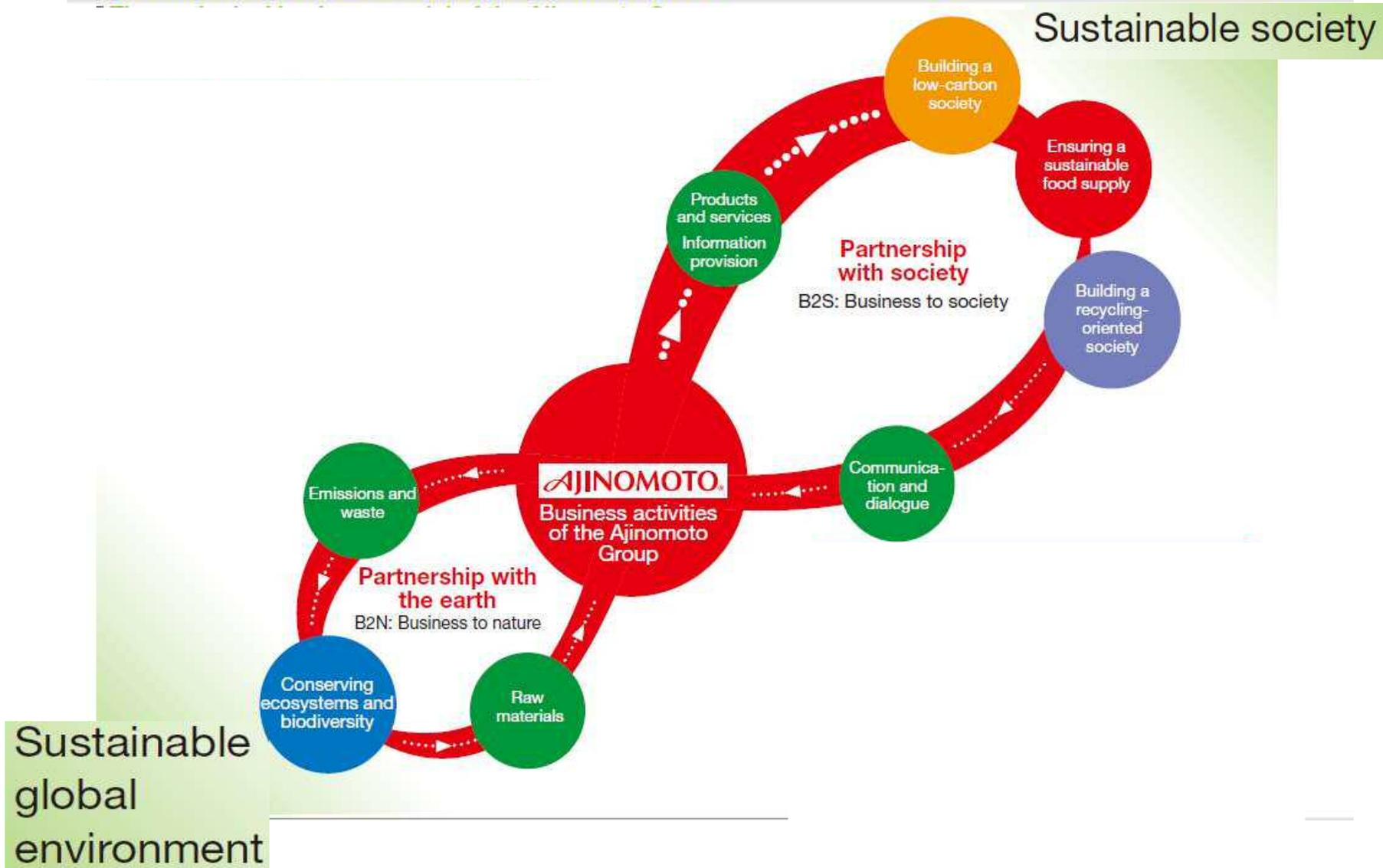
Tagging on approx. 10,000 fish of skipjack since 2009.

The first precise data of detailed migratory behavior of skipjack along the Kuroshio Current over 800 days with high-tech archival tags.

Collaboration with various stakeholders.



The ecological business model of the Ajinomoto Group



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