

Eat Well, Live Well.



Ajinomoto Group

Fiscal
2025
Edition

Health White Paper

Initiatives for Employee Mental and Physical Health

Time to Change My Health Habits



Message from Management: The Four Areas of Well-Being



Shigeo Nakamura

**Director
Representative Executive Officer
and President
Chief Health Officer**

The Purpose of the Ajinomoto Group is contributing to the well-being of all human beings, our society and our planet with “AminoScience.” Driven by our Purpose, we aim to help extend the healthy life expectancy of 1 billion people by 2030.

Well-being is the foundation of our human assets and is critically important because it is essential for employees to work at their best and innovate. Our goal is for employees to naturally improve their health and awareness simply by working at the Ajinomoto Group. We therefore provide self-care support of various types that help employees effectively maintain and improve mental and physical health for themselves and their families.

Health White Paper 2025 includes additional examples of initiatives to maintain and improve health at Group companies. It also includes a new section that calls on employees to present their own “My Health Commitment.”

I would like every Group company and employee to use *Health White Paper 2025* as a point of reference for taking action.

The Ajinomoto Group believes that the well-being of its employees is the foundation that supports the enhancement of its human assets. We are working to improve the four areas of well-being: challenge and growth, social and culture, finance, and health.

Challenge and Growth Well-Being

Individual employees taking up the challenge of achieving the Ajinomoto Group's Purpose and ASV, while continuing to actively refine their skills and grow



Financial Well-Being

Supporting fair and competitive compensation and asset building commensurate with roles and achievements



Ajinomoto Group Well-Being



Social and Culture Well-Being

Co-creating ASV by connecting our diverse human resources with internal and external partners based on mutual trust



Health Well-Being

Maintaining and improving the mental and physical health of employees and their families

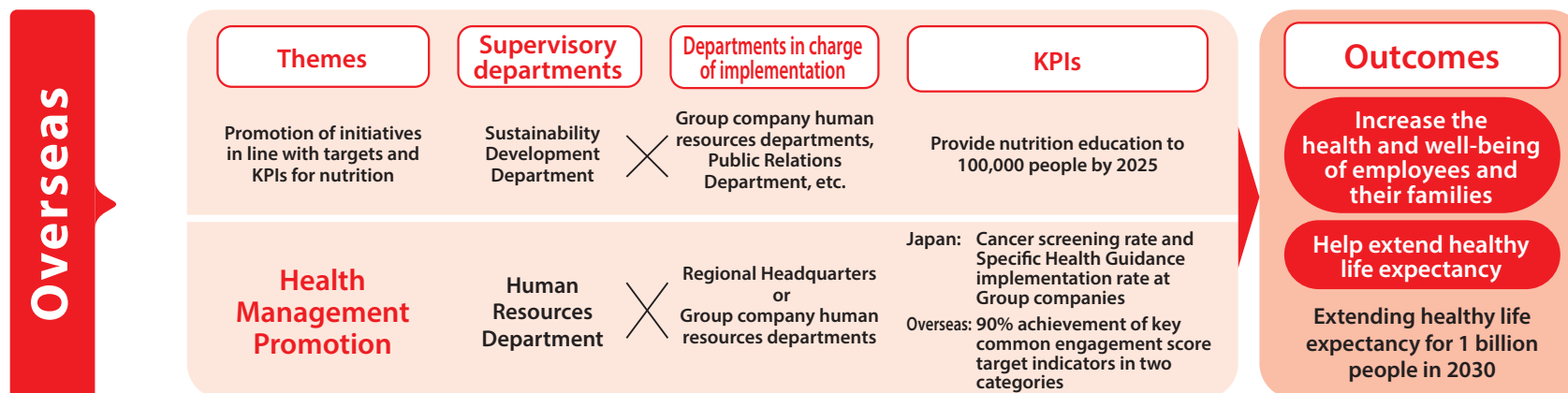
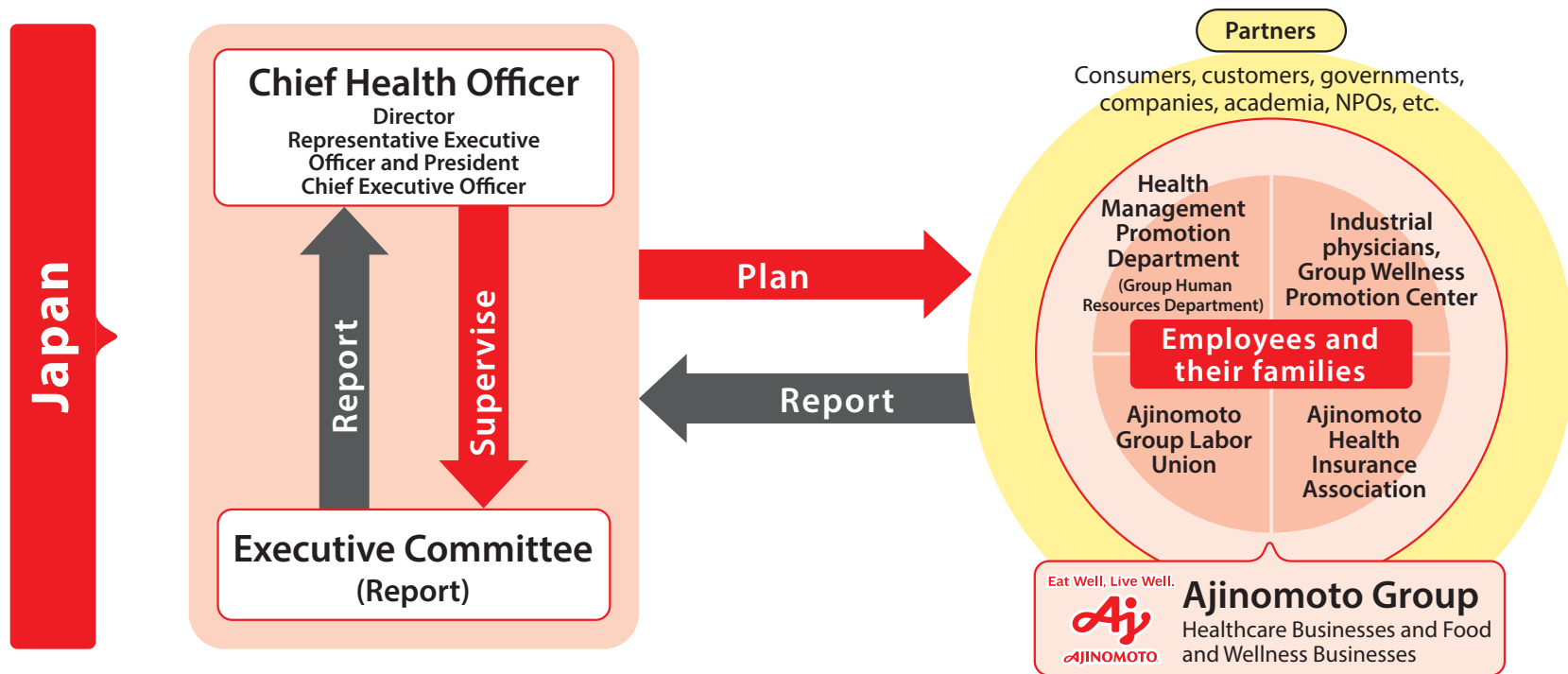
Seven Companies Recognized as 2025 Outstanding Organizations by the KENKO Investment for Health Program

Ajinomoto Co., Inc. was certified for the ninth consecutive year as a 2025 Outstanding Organization by the KENKO Investment for Health Program (White 500 in the large enterprise category) in recognition of its exemplary health and productivity management policies. Ajinomoto AGF, Inc. was also certified for the second time since 2023. In addition, Ajinomoto Communications Co., Inc., Ajinomoto Fine-Techno Co., Inc., and AGF Suzuka Co., Ltd. were certified as 2025 Outstanding Organizations (large enterprise category), while AGF Kanto Co., Ltd. was certified as a 2025 Outstanding Organization by the KENKO Investment for Health Program (Next Bright 1000; SME category). Ajinomoto Engineering Corporation was also certified as a 2025 Outstanding Organization by the KENKO Investment for Health Program (SME category).



KENKO Investment for Health Promotion System

Health and productivity management is the foundation for improving employee well-being. The Chief Health Officer leads Groupwide initiatives to maintain and improve the health of employees and their families through collaboration among related organizations, including the Ajinomoto Health Insurance Association, industrial health staff, the Group Wellness Promotion Center, the Group Human Resources Department, and the Ajinomoto Group Labor Union. In addition, we are offering some of our health services to external partners to improve well-being on the basis of co-creation with community residents, companies, and others.



Overall Ajinomoto Group Health Map

START!



Ajinomoto Group Founding Aspiration

Since the beginning, the Ajinomoto Group has developed businesses based on its founding aspiration of "Eat Well, Live Well."



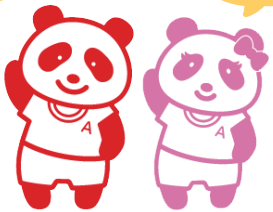
The Ajinomoto Group has been committed to health since day one!

Our Health Commitment expresses our dedication to the Ajinomoto Group's founding aspiration.



Do you know about the Ajinomoto Group's Health Commitment?

Of course, I know about it! I got to know it well!



Ajinomoto Group Health Commitment

Health and Well-Being Initiative

The Ajinomoto Group will support employees' health and well-being to contribute to the well-being of all human beings, our society and our planet with "AminoScience."

All around the world, we are creating work environments for employees to naturally improve their health and awareness simply by working at the Ajinomoto Group.

To further contribute to food, health, and better living through its businesses, the Ajinomoto Group will continue to enhance its work environment in accordance with the Group Shared Policy on Human Resources aimed at improving employees' health and well-being.

Next page

Health Is Something You Create for Yourself

By improving their health and well-being, employees will realize ASV value creation stories.

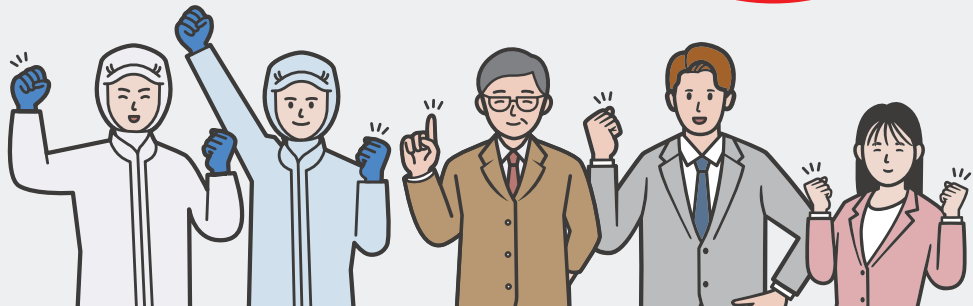
How can I make self-care work for me?



Let's make self-care a habit by focusing on well-balanced meals, moderate exercise, and quality sleep!



Talk with others about good health, and learn, think, and act together!



1. Learn Be able to obtain, understand, and explain necessary health information

- Understand the results of the health checkup and explain them to family members.
- Understand the Ajinomoto Group's Nutrition Policy and be able to explain the Company's products to customers.
- Understand and be able to explain healthy eating habits and exercise habits to family and friends.



2. Think Be able to select information that suits your health condition and environment and think about how to use it

- You can decide which hospital and its department you should go to based on the results of the health checkup.
- You can think of health habits that fit you and your family using Ajinomoto Group products.
- You can think of ways to practice and continue a healthy diet and exercise habits.



3. Act Be able to take the necessary actions based on what you have considered

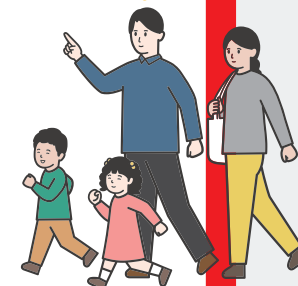
- You will receive necessary hospital visits, re-examinations/detailed examinations.
- You will put into practice and continue improving your nutritional balance by eating together with others, cooking tasty and smart meals, and living a comfortable life through the use of amino acid products from the Ajinomoto Group.

\ GOAL! /



Your commitment to healthy choices

Set out on your health journey!

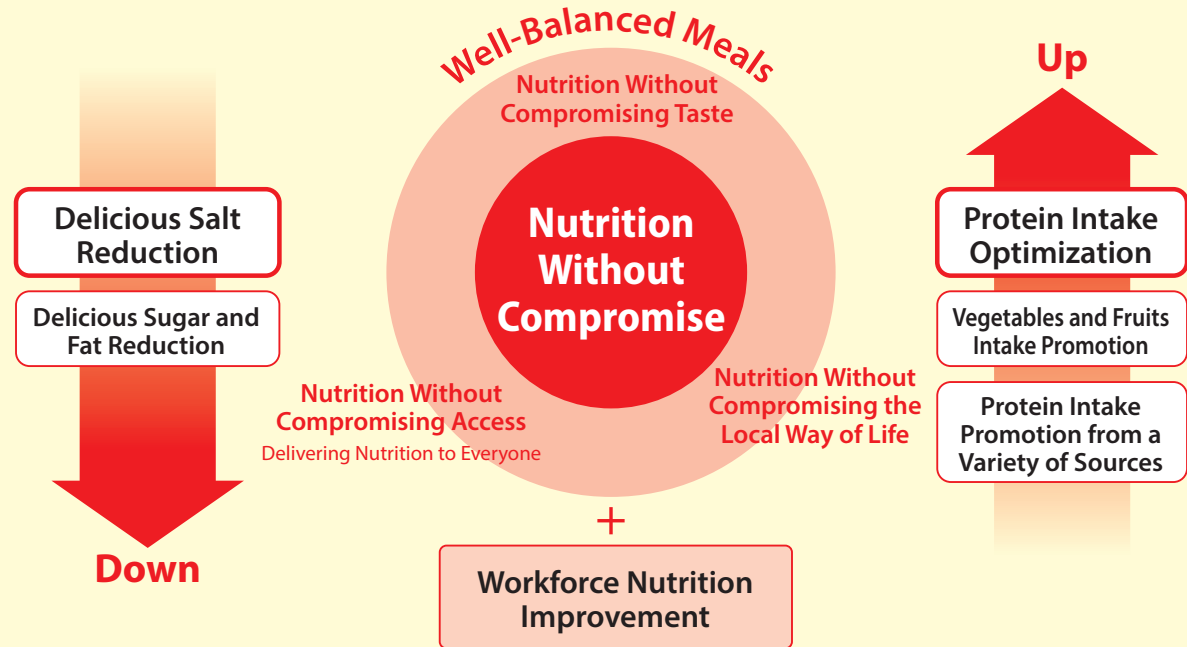


Ajinomoto Group Initiatives to Improve Nutrition

Approach to Nutrition

The Ajinomoto Group places importance on the concept of “Nutrition Without Compromise” in providing products and solutions that contribute to solving issues related to food and health.

As health issues stemming from diets and lifestyles, such as lifestyle-related diseases and undernutrition, are increasing around the world, we are focusing on the themes of “Delicious Salt Reduction” and “Protein Intake Optimization” to support people in eating delicious and well-balanced meals. As part of our efforts to promote workforce nutrition improvement, we are also implementing initiatives to increase nutrition literacy among employees.



The Ajinomoto Group's Targets and KPIs for Nutrition

The Ajinomoto Group updated its targets and KPIs for nutrition in fiscal 2025 to further drive nutrition improvement through its business, in line with its Purpose and material theme of achieving well-being through food. We adopted nutritional assessments appropriate for each product, dish, and meal to support consumers' nutritionally balanced diets and added indicators for communication that contribute to nutrition improvement.

► [Sustainability Report 2025](#)



Promoting Workforce Nutrition Improvement

The Ajinomoto Group promotes workforce nutrition improvement, aiming to improve employees' health and nutrition, and create a more energetic and vibrant work environment.

We collaborate with the Workforce Nutrition Alliance, established by The Consumer Goods Forum, an international consumer goods industry association, and The Global Alliance for Improved Nutrition, an international NGO working to improve nutrition. We promote activities under the four key themes of healthy food at work, nutrition education, health checks, and breastfeeding support. We also share examples of initiatives from Group companies Groupwide.



Healthy food at work (Ajinomoto do Brasil)



Health checks (Ajinomoto Co., Inc.)



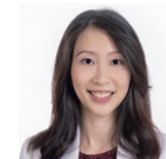
Healthy food at work (Ajinomoto Co., (Thailand) Ltd.)



Breastfeeding support (Ajinomoto Vietnam Co., Ltd.)

Initiatives to Improve Nutrition Literacy

The Ajinomoto Group launched its Groupwide initiatives to improve employees' nutritional literacy in fiscal 2020. Each Group company has implemented its own unique nutrition education program. By the end of fiscal 2024, a total of 122,000 employees had completed the training, achieving our target of reaching 100,000 employees by fiscal 2025.



Wong Hui Xin
Dietician of Singapore
Nutrition and Dietetics
Association (SNDA)

Ajinomoto Singapore's Nutrition Education: Delicious Salt Reduction Program

Supervised and supported by dietician Wong Hui Xin

Step 1

E-learning

Employees watched a 20 minute video to understand the basics of delicious salt reduction.



Step 2

Health talk

Healthy lunch boxes were provided to participants over lunch break. The dietician shared practical health insights related to the video topics as well as clarified some common health myths and offered participants useful guidance for healthier lifestyle choices.



Step 3

Cooking demonstrations

From main dishes to desserts, these cooking demos gave employees ideas for delicious meals, making it easier to practice healthy habits at home.

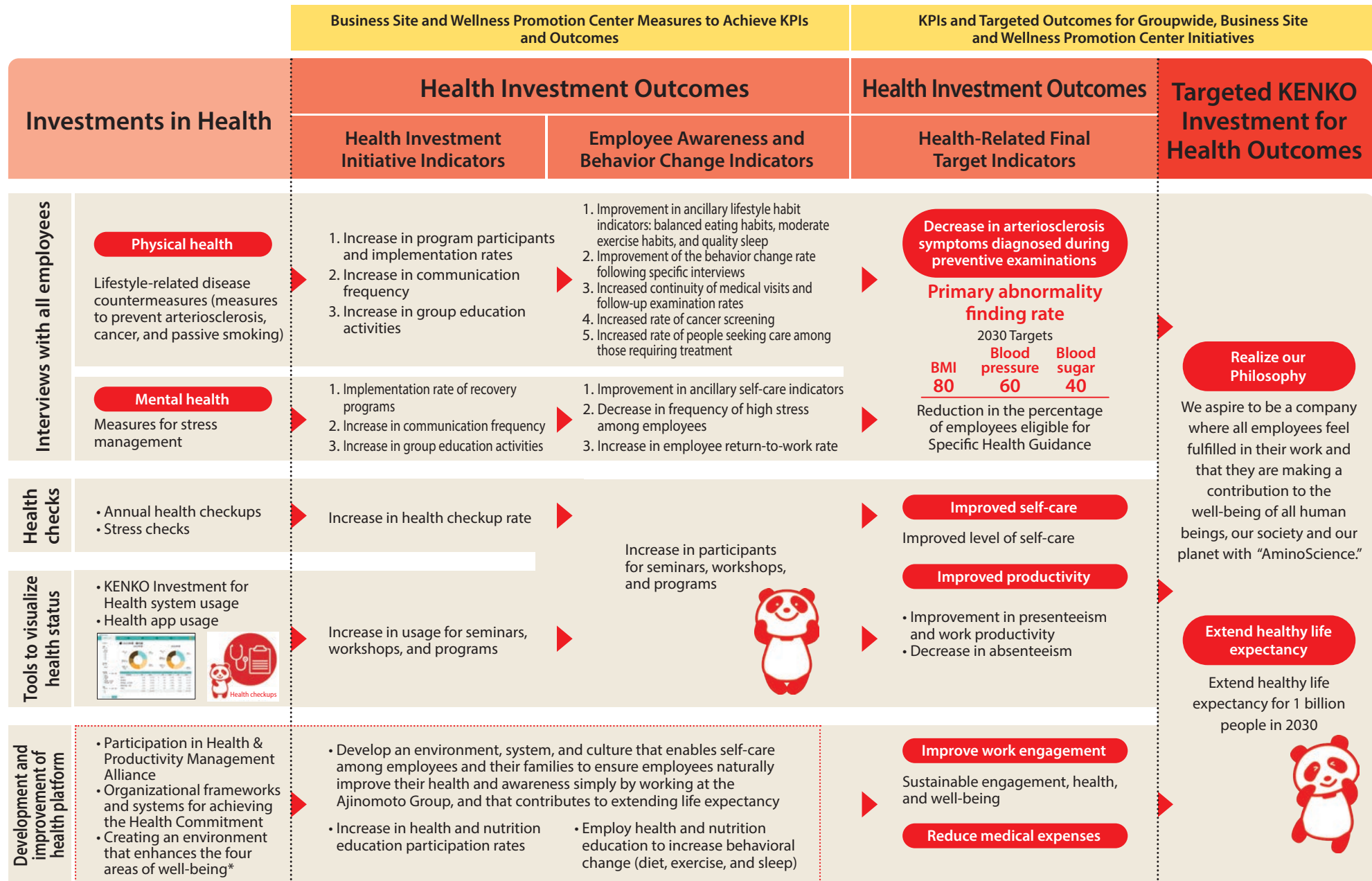


Understand

Relate

Practice

KENKO Investment for Health Strategy Map



Results of KENKO Investment for Health Initiatives

As presented in the KENKO Investment for Health strategy map, investments in health are evaluated based on (1) Final target indicators, (2) Awareness and behavior change indicators, and (3) Initiative indicators.

(1) Final target indicators

	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
1 Primary abnormality finding rate								
BMI standardized abnormality ratio	-	-	-	89	83	84	85	83
Glucose standardized abnormality ratio	-	-	-	50	40	41	47	58
Blood pressure standardized abnormality ratio	-	-	-	71	61	66	59	46
2 Self-care score				68.8	70.2	70.4	70.7	70.3
3 Presenteeism	-	-	-	74.4	74.3	74.4	74.2	74.5
4 Absenteeism	-	-	-	1.7	1.8	2.2	2.4	2.3
5 Health and well-being	75	-	79	82	84	82	82	82
6 Sustainable engagement	73	-	75	80	79	79	79	81

1 Index comparing the percentage of Group employees with abnormality findings to abnormality findings of a benchmark group (age-adjusted external population at 100). Lower numbers indicate lower risk.

2 A proprietary Ajinomoto Group index for evaluating the ability of individuals to improve their health management skills and mental and physical health through continuous learning, thinking and acting. It is based on health checkup questionnaires. Scores are on a scale of 100. High scores indicate greater ability.

3 **4** Presenteeism is a measurement of job performance on a scale of 0 to 100 (Higher scores indicate better performance). Identified by WHO-HPQ. Absenteeism is an indicator of the number of days absent from work due to illness in a year. Identified by a proprietary survey.

5 **6** Identified in the global engagement survey.

Feedback and policy proposals to Group companies and worksites

Current situation analysis

What works and what doesn't?
What differences are there between offices?

Grasping issues

Any areas of particular concern in terms of lifestyle habits and stress?

Group Wellness Promotion Center

Data analysis

Early detection

Who is at risk after 1 month, 6 months, 1 year, 5 years, 10 years?
Where are they?

Evaluation of measures

For whom, for what, and to what extent are the measures effective?

(2) Awareness and behavior change indicators

	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
1 Employees who eat a well-balanced diet ¹	-	75.6%	72.7%	73.3%	75.7%	74.7%	73.5%	74.8%
2 Employees who have a habit of exercising regularly ²	-	27.4%	28.9%	29.0%	31.4%	32.9%	33.7%	36.1%
3 Employees who get good-quality sleep ²	-	74.7%	76.0%	81.0%	79.8%	80.0%	78.8%	78.1%
4 Employees who smoke	19.0%	17.9%	13.7%	11.8%	11.3%	11.7%	11.5%	10.9%
5 Employees eligible for Specific Health Guidance	18.0%	16.9%	17.3%	18.3%	15.9%	16.0%	15.5%	14.1%
6 Employees with high stress	5.1%	5.4%	5.1%	5.2%	6.7%	5.8%	5.6%	5.5%
7 Employees who return and continue to work	-	72.2%	66.7%	78.9%	82.6%	77.3%	77.8%	75.9%
8 Employees on mental health leave	-	1.6%	1.3%	1.1%	1.5%	1.0%	1.1%	1.1%
9 Total regular working hours	1,842	1,820	1,812	1,878	1,889	1,892	1,902	1,914
10 Overtime working hours	241	233	228	274	293	298	304	313
11 Average paid holidays taken (days)	16.6	16.3	16.9	14.8	15.3	15.6	15.3	13.4
12 Percentage of paid holidays taken	86.2%	84.3%	86.7%	75.1%	77.7%	79.6%	78.0%	68.0%
13 Job satisfaction	2.04	2.08	2.07	2.09	2.13	2.13	2.10	2.09
14 Life satisfaction	1.78	1.75	1.73	1.73	1.76	1.78	1.77	1.80

1. Based on interviews (food amount and dietary balance) 2. Based on interviews during health checkups

1-3 These values have been monitored as a set since the introduction of the Integrated Health Management Support System in FY2018. **5** Calculated using the target population of people aged 40 years and over as the denominator. **7** Four-year retention rate for employees returning to work following extended mental health leave. **13-14** Based on stress checks. Average values are 1 point for satisfied, 2 points for somewhat satisfied, 3 points for somewhat dissatisfied, and 4 points for dissatisfied. FY2017 data is only for full-time employees. Subsequent data is for all employees.

(3) Initiative indicators

	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
1 Specific Health Guidance implementation rate	29.6%	33.1%	31.4%	39.3%	43.8%	45.2%	51.6%	-
2 Employees who took the stress check	92.5%	98.8%	99.0%	98.2%	97.3%	97.8%	97.4%	98.0%

1 The Specific Health Guidance implementation rate is calculated by the Group Wellness Promotion Center.

FY2025 Initiatives Map



Learning, thinking and acting
enriches lives and careers.

Programs for Employees with High Health Risk

1 Employees at high risk of serious disease

Blood pressure: Diastolic blood pressure over 100 or systolic blood pressure over 160
Blood glucose: HbA1c 6.5% or more (untreated), HbA1c 7.0% or more (being treated)
Obesity: BMI of 35 or more



Measures to prevent disease progression



RIZAP



Balance check sheet

2 Specific Health Guidance

Japanese government measures designed to prevent and eliminate metabolic syndrome (40 years and older)

3 Employees at high risk of obesity or diabetes

BMI of 25 or more, or HbA1c of 5.6% or more

Note: In accordance with laws and regulations pertaining to post-health checkup measures, the Group Wellness Promotion Center individually informs each eligible employee about each program.



Interviews with all employees
Self-care questionnaire

Annual health checkup

Stress check Health survey

Programs for Employees Who Are Willing to Maintain and Improve Their Health Note: Optional



MyHealth Lunch



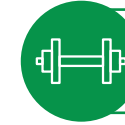
Nutrition literacy through e-learning



Smoking cessation program



Checkup Championship (Kenshin-sen)



chocoZAP gym membership



Cancer screening and vaccination



Programs by Division

Business and Corporate

- Health measurement sessions
- Mental health care training for managers, and other mental health care measures

Sales

- Health measurement sessions (foot analysis, vascular age, advanced glycation end-products)
- Assertiveness training for new employees, mental health care training for managers, and other mental health care measures

R&D and Production

- More healthy menu offerings in employee cafeterias
- Events to improve basic physical fitness (primarily walking, yoga, stretching, other)

- Local government exercise events, primarily walking
- Health measurement sessions and other



Ajinomoto Frozen Foods Co., Inc.

Initiatives in Japan | 01

Promoting the mental and physical health of coworkers

ES Score	Sustainable Engagement Score	FY2024: 80%	vs. FY2023: 2
	Well-Being Score	FY2024: 77%	vs. FY2023: 5*

* Statistically significant

Background

Ajinomoto Frozen Foods promotes the mental and physical health of coworkers so that everyone can independently achieve well-being through their work.

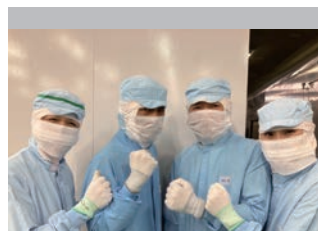
Initiatives and Outcomes

We hold team walking competitions every spring and fall. The Spring 2025 tournament brought together 239 participants (64 teams), including members of top management. These tournaments are now well established as Companywide events, and the number of participants has increased with every event.



Employee Testimonials

"Walking is now one of my habits." "I had fun discovering spots I didn't know about before." "Everyone had a good time talking with each other!" These were among the many positive comments about the event.



Ajinomoto AGF, Inc.

Initiatives in Japan | 02

Supporting the mental and physical health of employees in line with the concept of "Comfort, any time" and promoting the "Take a break-cation" initiative

ES Score	Sustainable Engagement Score	FY2024: 79%	vs. FY2023: 0
	Well-Being Score	FY2024: 77%	vs. FY2023: 6

Background

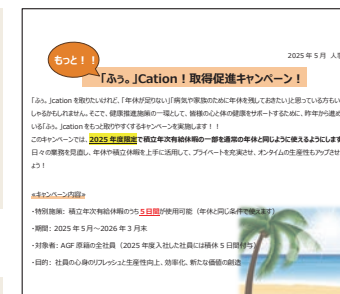
Ajinomoto AGF wants to create a society filled with "Comfort, any time." It started by taking the initiative in supporting the mental and physical health of employees.

Initiatives and Outcomes

The company is helping employees to refresh themselves mentally and physically and enhance productivity by offering a "Take a break-cation," which lets employees add five days of normally restricted accumulated paid leave to their annual vacation this year.

Employee Testimonials

"This program makes taking a vacation something positive, with the full support of colleagues." "I was able to take a long break outside of the peak travel season in Japan and had a wonderful Take a break-cation!" These were among the many positive comments about the campaign.





AGF Kanto Inc.

Initiatives in Japan | 03

Initiatives to improve BMI, a measure of one of the health issues facing employees

ES Score

Sustainable Engagement Score FY2024: **73%** vs. FY2023: **4**

Well-Being Score FY2024: **74%** vs. FY2023: **6**

Background

AGF Kanto is committed to health management and achieving mental and physical health for all employees. It is emphasizing a healthy BMI, which is a measure of one of the health issues facing employees.

Initiatives and Outcomes

AGF Kanto is reducing the number of employees who skip meals by making meals available at all times at vending machines, and is improving employee engagement through means including designated health days with salad bars. The company is also offering BMI improvement seminars.



Employee Testimonials

"The meals provided are colorful, nutritionally balanced, and tasty, so I look forward to having a meal at work!" "I am really happy about the wide variety of prepared food to choose from in the vending machines!" These are among the many positive comments about the program.



Ajinomoto Food Manufacturing Co., Ltd.

Initiatives in Japan | 04

Planning and sharing information about events that help employees and their families stay healthy

ES Score

Sustainable Engagement Score FY2024: **74%** vs. FY2023: **2**

Well-Being Score FY2024: **74%** vs. FY2023: **3**

Background

By 2030, Ajinomoto Food Manufacturing aims to achieve the vision of "working at the Ajinomoto Group lets you put self-care into practice and get healthier naturally." Inspired by this vision, the company is helping its employees and their families to extend their healthy life expectancy in ways such as planning events and sharing information.

Initiatives and Outcomes

Committed to ensuring the mental and physical health of employees, Ajinomoto Food Manufacturing actively disseminates information using portals and digital signage to encourage continued participation in the Satsuki Run and Walk corporate competition and to increase cancer screening rates. The Satsuki Run and Walk has helped to improve exercise habits, and the rate of voluntary colon cancer screening and other tests during regular health checkups has increased significantly from 60% in 2024 to 90% in 2025.

Employee Testimonials

"Participating in the Satsuki Run and Walk has helped me make exercise a habit." "Including the colon cancer screening during regular health checkups is easy, and I intend to continue getting them." These are among the many positive comments from employees.





Ajinomoto Digital Business Partners Co., Inc.

Initiatives in Japan | 05

Improving health literacy and encouraging self-care

ES
Score

Sustainable Engagement Score

FY2024: **71%** vs. FY2023: **7**

Well-Being Score

FY2024: **78%** vs. FY2023: **13***

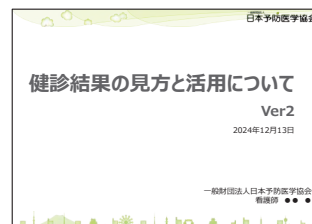
* Statistically significant

Background

We believe that working at the Ajinomoto Group naturally makes you healthier. However, the employees of Ajinomoto Digital Business Partners had issues with improving their health, so the company is now promoting self-care.

Initiatives and Outcomes

Ajinomoto Digital Business Partners clarified the roles and rules of the company and employees (including the establishment of health management regulations), and introduced measures to improve health literacy and encourage self-care—continuing to digitalize health information, holding regular health seminars, and sharing information from management.



A guide to understanding health
checkup results

Employee Testimonials

"Additional testing is a good thing." "I'm making full use of the employee benefits program." "Program content is succinct and easy to understand." These are among the many positive comments from employees.



PT AJINOMOTO INDONESIA (PTA)

Initiatives in Indonesia | 01

Utilizing a health app and consultation programs to help prevent lifestyle-related diseases

ES
Score

Sustainable Engagement Score

FY2024: **96%** vs. FY2023: **1***

Well-Being Score

FY2024: **96%** vs. FY2023: **4***

* Statistically significant

Background

Indonesia is expected to see a rise in non-communicable diseases in the future, and there are concerns about the future increase in the burden of social security costs. PTA is committed to creating an environment that encourages employees to adopt healthier lifestyles. Our goal is to increase our employees' knowledge of health and change their health behavior.

Initiatives and Outcomes

Through an interactive mobile-based application "Health Provider Badges Program," all our employees (3,600) can gain nutrition literacy and participate proactively in the program. We also provide information on employee "health age" and offer one-on-one consultations with industrial physicians to increase employees' health awareness.

Employee Testimonials

Positive feedback from employees included: "The health challenge program helped me to achieve my ideal weight by exercising regularly, eating properly, and sleeping well, while also motivating me to work out consistently for better health and work-life balance."





Ajinomoto Foods North America, Inc. (AFNA)

Initiatives in US | 02

Promoting well-being and building healthy habits by having fun and working together

ES
Score

Sustainable Engagement Score

FY2024: **90%** vs. FY2023: **1**

Well-Being Score

FY2024: **81%** vs. FY2023: **7***

* Statistically significant

Background

AFNA focuses on four wellness pillars: Nutrition, Mental, Physical, and Financial, to support employee well-being. Employee wellness challenges aligned to the four pillars are regularly conducted to encourage team members to focus on their health and well-being.

Initiatives and Outcomes

AFNA launched an employee step challenge (physical pillar) over a three-week period. Employees formed teams of five to compete against other teams. The result was an astounding 72,835,452 steps, or 36,418 miles.



Employee Testimonials

"It was refreshing and engaging to be involved in something that incorporated different sites." "This was a fun activity that really motivated me to take more steps!" Employees found creative ways to encourage others to participate. Orlando Payne, an employee from our Lampasas plant, created the video encouraging others to take steps during the challenge.



AJINOMOTO DEL PERU S.A. (APU)

Initiatives in Peru | 03

Spreading the joy of running together and promoting a healthy lifestyle

ES
Score

Sustainable Engagement Score

FY2024: **93%** vs. FY2023: **0**

Well-Being Score

FY2024: **87%** vs. FY2023: **4***

* Statistically significant

Background

The NutriWork program has 4 pillars: Nutrition Education, Healthy Food at Work, Physical Activity, and Medical Check-up. Each pillar includes various actions to promote employee well-being such as nutrition courses, improved food at the canteens, private consultations with a nutritionist, which may also include family members, and educational campaigns. We also provide communications materials to raise awareness and hold workshops. In the case of physical activity, a community of runners called "Team AjiRunners" was created to promote physical activity and its benefits. Team AjiRunners was founded in Peru in FY2023 but has expanded to branches in Chile and Bolivia.

Initiatives and Outcomes

All employees can become members of Team AjiRunners and join the community through an app and a WhatsApp group. They share their activities and are motivated with monthly challenges. These challenges can vary in distance or number of activities completed. The runners that complete the monthly challenges participate in raffles to win different awards in recognition of their effort. APU supports runners by sponsoring their participation in various external races. Likewise, each marathon is an opportunity for new employees to join. Currently, Team AjiRunners has 146 members, who together have run 40,296 kilometers since FY2023. Participants include plant operators, employees, middle managers, and managers.

Employee Testimonials

Team AjiRunners members expressed their joy with testimonials such as: "This race will be a starting point for me to continue running. I hope the AjiRunners group continues to grow. Congratulations to those who achieved their best times race after race."

Female team members also spoke out, expressing their enthusiasm with comments such as: "I really enjoyed having the opportunity to participate in many races with the 'Team Ajinomoto.' It was the little push I needed to challenge myself and incorporate physical activity into my daily routine." Another participant stated: "Thank you so much for the organization! Keep spreading the word for future races. Let's continue with our healthy lifestyle."



Key Initiatives at Group Companies



Myanmar Ajinomoto Foods CO., LTD. (MAF)

Initiatives in Myanmar | 04

Conducting health checks to detect risks early and raise awareness of issues

ES
Score

Sustainable Engagement Score

FY2024: **96%** vs. FY2023: **3**

Well-Being Score

FY2024: **91%** vs. FY2023: **7***

* Statistically significant

Background

MAF initiated the FY2024 annual health check to promote early detection of health risks and reinforce its commitment to employee well-being, aiming to create a safe, supportive workplace while sustaining productivity and aligning with Ajinomoto Group's health management vision.

Initiatives and Outcomes

Partnering with a trusted medical provider, MAF has conducted annual health screenings for all 365 employees. The program achieved 100% participation, raised awareness of non-communicable diseases, and provided early warnings for at-risk individuals. This effort improved health literacy within the workforce and demonstrated a strong contribution to well-being.



Employee Testimonials

"I appreciate the company's support for our health. This check-up helped me understand my current condition, take preventive actions, and make small daily changes toward a healthier lifestyle according to our group's vision and mission," said one employee, reflecting on the program's positive and practical impact. (Production Division, MAF)

"The annual check-up reminded me how important it is to monitor my health. I now pay more attention to my diet and exercise," commented a staff member, illustrating the program's positive influence on personal health habits. (Corporate Division, MAF)



Key Initiatives at Group Companies



AJINOMOTO (CAMBODIA) CO., LTD. (CAM)

Initiatives in Cambodia | 05

Providing education on nutrition and distributing booklets to promote well-being for employees and members of the community

ES
Score

Sustainable Engagement Score

FY2024: **99%** vs. FY2023: **1**

Well-Being Score

FY2024: **98%** vs. FY2023: **2**

Background

Since 2022 CAM has promoted employee awareness and healthier eating habits. Recognizing the limited public knowledge about nutrition, CAM contributes to nutrition education initiatives for both its employees and the broader community.

Initiatives and Outcomes

For employees: CAM organizes annual nutrition training sessions, supplemented with educational booklets, engaging videos, and thoughtfully curated and nutritious canteen menus. These initiatives have successfully engaged 1,070 people.

For the community: CAM has distributed approximately 1,500 nutrition booklets to raise awareness and promote healthier lifestyles.

Employee Testimonials

We received much positive feedback from employees, who found the training informative and applicable to their daily lives. They appreciated that the knowledge could benefit not only themselves but also their families, and many suggested increasing the training frequency, expressing enthusiasm for continued learning.



My Health Commitment

Individual action empowers good daily health. This section explores the My Health Commitment of employees. Hopefully, readers will find inspiration for their own health program from the ideas shared by other people about self-care and good habits.

My Health Commitment



Kazutaka Fushimi

Executive Officer & Vice President
Ajinomoto Frozen Foods Co., Inc.

The president and three division general managers formed a team that participates in every Ajinomoto Frozen Foods walking event. Other than participating in this event, I have the goal of walking 10,000 steps a day. On weekends, I walk around green spaces and various neighborhoods with my wife.

My Health Commitment



Ms. Alecia Buarque Bernardinelli

Director
Ajinomoto do Brasil

Working at a company powered by AminoScience to promote well-being, I chose to transform my life. Since February 2024, I've lost 21 kilograms, adopted a daily exercise routine, started eating healthier and proved that with focus, even a busy schedule can't stop you!

My Health Commitment



Mr. Getar Agung Basuwara

HRD Staff
PT AJINOMOTO INDONESIA

Through the Lose Weight Challenge at my company, I was able to control my obesity and get down to my ideal weight. Now, I exercise regularly, eat a proper diet and regulate my sleeping patterns. I also feel lighter and less prone to illness.

My Health Commitment



Takayuki Koda

Executive Officer & Senior Vice President
Chief Digital Officer (CDO)
Supervision of Production
Ajinomoto Co., Inc.

I started jogging six years ago when I bought a Fitbit. I run seven kilometers every morning to maintain my target weight.

My Health Commitment



Shino Kayahara

Executive Officer in Charge of Diversity
and Human Resources
Ajinomoto Co., Inc.

About 10 years ago, I started walking 70,000 steps per week, and lost seven kilograms in 18 months! I've maintained that weight ever since.

My Health Commitment



Hiroyuki Mizuma

General Manager
Human Resources Department
Ajinomoto AGF, Inc.

Every day, I walk just under seven kilometers before or after dinner. I came in 5th place in the company event.



"AjiPanda" is a character of the Ajinomoto Group.
"AjiPanda" is a corporate character of Ajinomoto Co., Inc.
"AjiPanda" is a global ambassador of the Ajinomoto Group.