

Eat Well, Live Well.

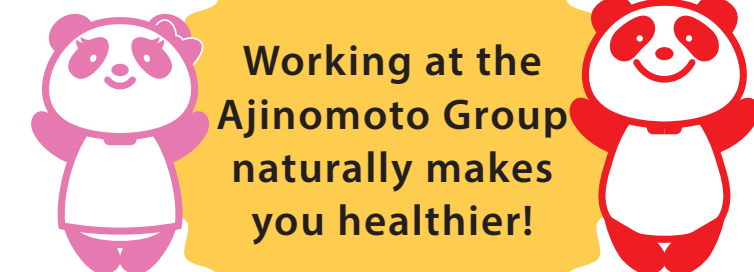


Fiscal Year 2024

A Promise to Health

Initiatives for Employee
Mental and **Physical** Health

Ajinomoto Group Health White Paper



Inquiries • Contact

Ajinomoto Co., Inc. Human Resources Department

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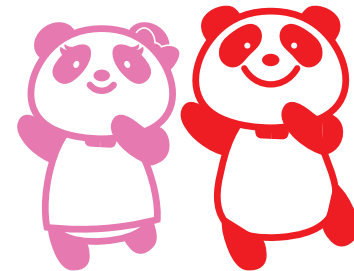
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A Promise to Health



Entire Group

Message

The Ajinomoto Group's purpose is to contribute to the well-being of all human beings, our society and our planet with "AminoScience". Driven by the purpose, we aim to help extend the healthy life expectancy of 1 billion people by 2030. To help employees to work at their best and innovate, well-being of employees, the foundation of our personnel assets, is important that anything. We believe that working at the Ajinomoto Group naturally makes one healthier and promotes creation of an environment in which employees can maintain and improve their "mental and physical health" through self-care. While employees make further efforts to maintain and improve their physical and mental health for themselves and their families, we provide a wide range of support that leads to better well-being in collaboration with internal and external partners.



Representative Executive Officer,
President & Chief Executive Officer
Chief Health Officer

Shigeo Nakamura

The Ajinomoto Group believes that the well-being of its employees is the foundation that supports the enhancement of our human assets, and we are working to improve the four areas of well-being: "Challenge and Growth", "Social and Culture", "Finance", and "Health".

Challenge & Growth Well-being

Individual employees taking up the challenge to achieve the Ajinomoto Group's purpose and ASV, and continue to actively refine their skills and grow.



Financial Well-being

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



Social & Culture Well-being

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



Health Well-being

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



Ajinomoto Group Well-being

KENKO Investment for Health

Selected under 2024 KENKO Investment for Health Stock Selection and recognized as 2024 Outstanding Organization of KENKO Investment for Health ("White 500" under the large enterprise category)

In recognition of considering the health management of employees and executives from a business perspective and strategically engaging in health management, Ajinomoto Co., Inc. has been selected under the 2024 KENKO Investment for Health Stock Selection in the food category by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange for the sixth time.

Ajinomoto was also recognized as a 2024 Outstanding Organization of KENKO Investment for Health ("White 500" under the large enterprise category) by the Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi for the eighth year in a row.



Entire Group



The Ajinomoto Group 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" ~

Since the foundation, the Ajinomoto Group explored businesses by sharing the original ideal of [Eat Well, Live Well.]

For further contribution to the world's food and wellness through our businesses, the Ajinomoto Group will develop work environment in accordance with [Group Shared Policy on Human Resources] to improve employees' health and well-being.

By practicing improvement of health and well-being, employees will realize ASV Value Creation Stories.

1

Drive forward employees' health and well-being through self care.

The Ajinomoto Group will support self care, and expand group-wise approach to health and well-being.

2

Support employees' health and well-being in accordance with the current situation in each country and affiliate.

In accordance with "The Ajinomoto Group's Commitment to Nutrition," we will help extend the healthy life expectancy of people by providing products and information that support consumers in enjoying nutritious and delicious foods.

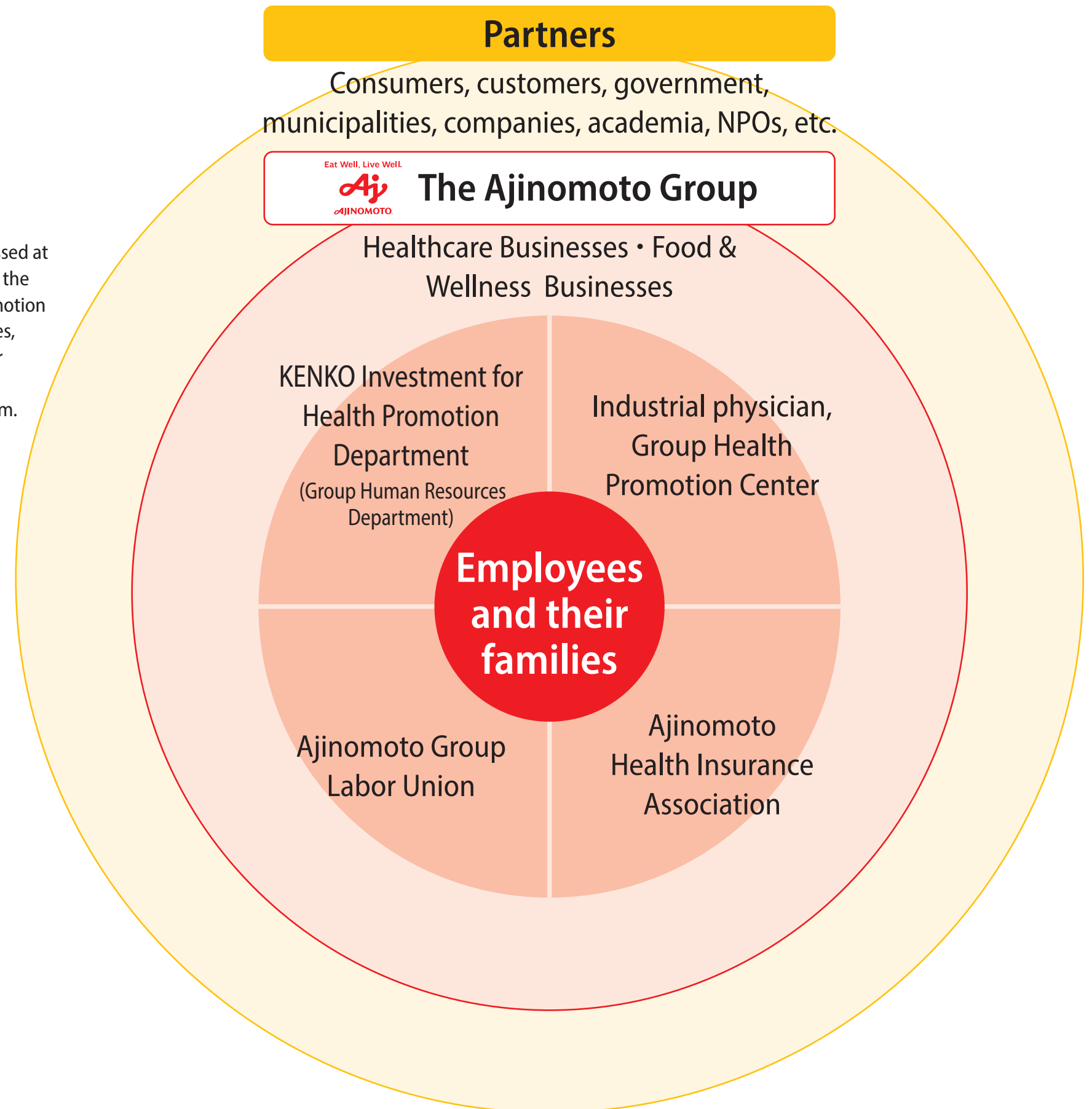
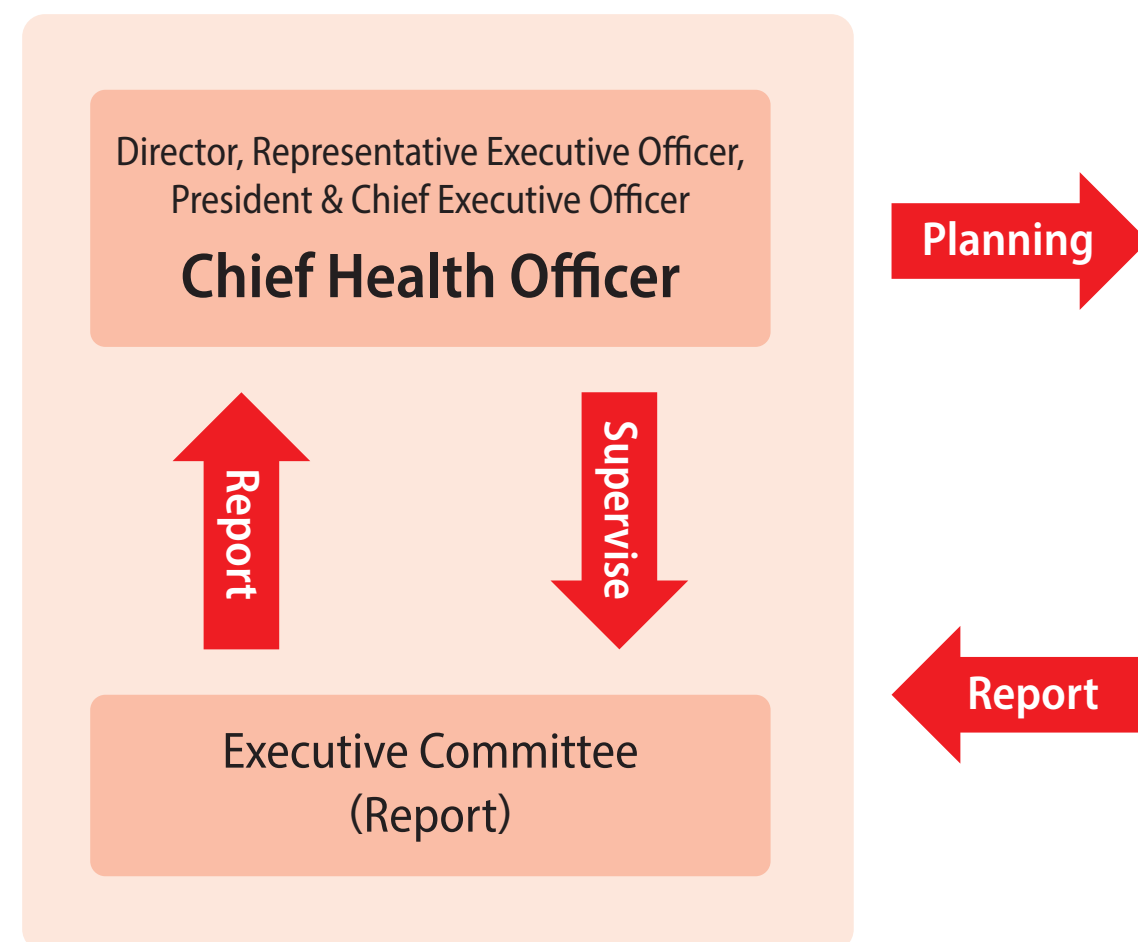
In Japan, the Ajinomoto Group will support both employees and their families

We strongly believe that employees and their families' health and well-being are inseparable.

Group Companies in Japan

KENKO Investment for Health Management Promotion System

Policies and initiatives for KENKO Investment for Health Management are regularly discussed at meetings attended by the President and CEO, who is the Chief Health Officer. In addition, the Group's Human Resources Department, Health Insurance Association, Group Health Promotion Center, and Labor Union play a central role, while business divisions, government agencies, local governments, health management alliances, and other partners who agree with our purpose are connected and united to strengthen efforts to improve the health and well-being of employees and their families and to create an environment to promote them.



Entire Group

The Ajinomoto Group's Way of KENKO Investment for Health : Our Vision

Working at the Ajinomoto Group lets you put self-care into practice and get healthier naturally!

The Company supports employees and their families in improving their health. As a result, employees and their families will develop a habit of self-care, focusing on well-balanced meals, moderate exercise, and healthier sleep. As awareness and knowledge of health naturally increases, the state of physical and mental health will be maintained and improved, leading to well-being of employees and their families and extending their healthy lifespan.

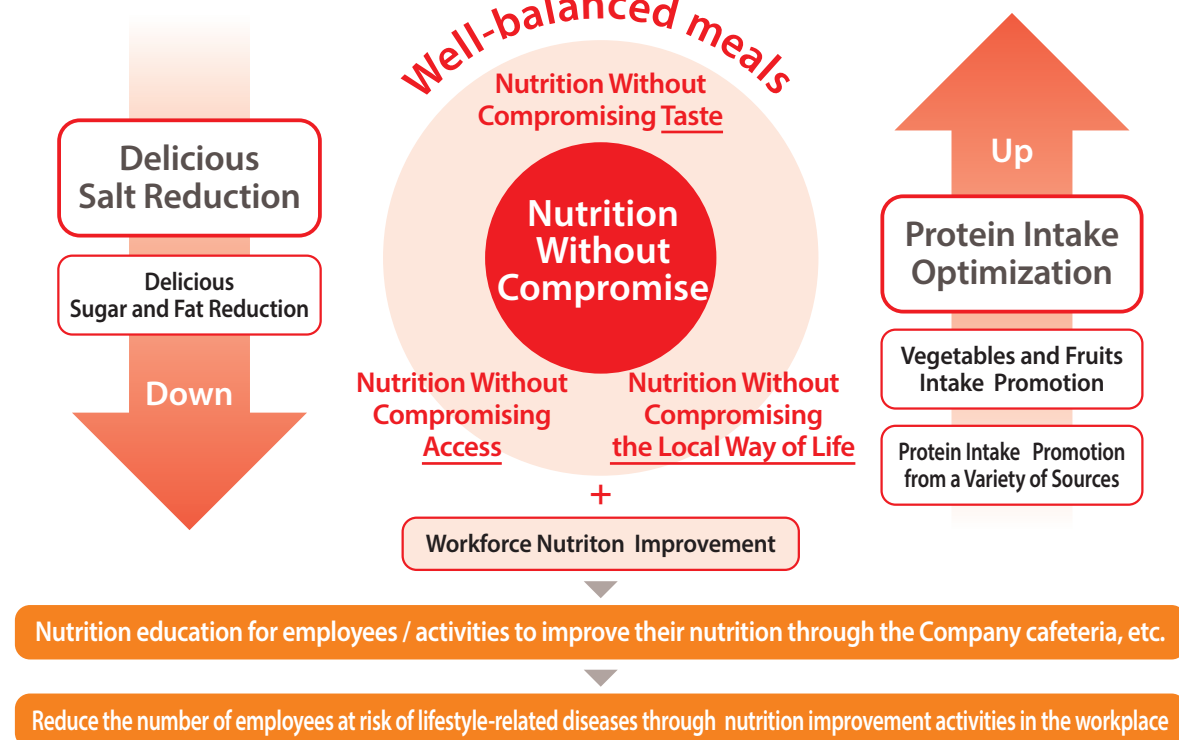
Well-balanced Meals



Moderate Exercise



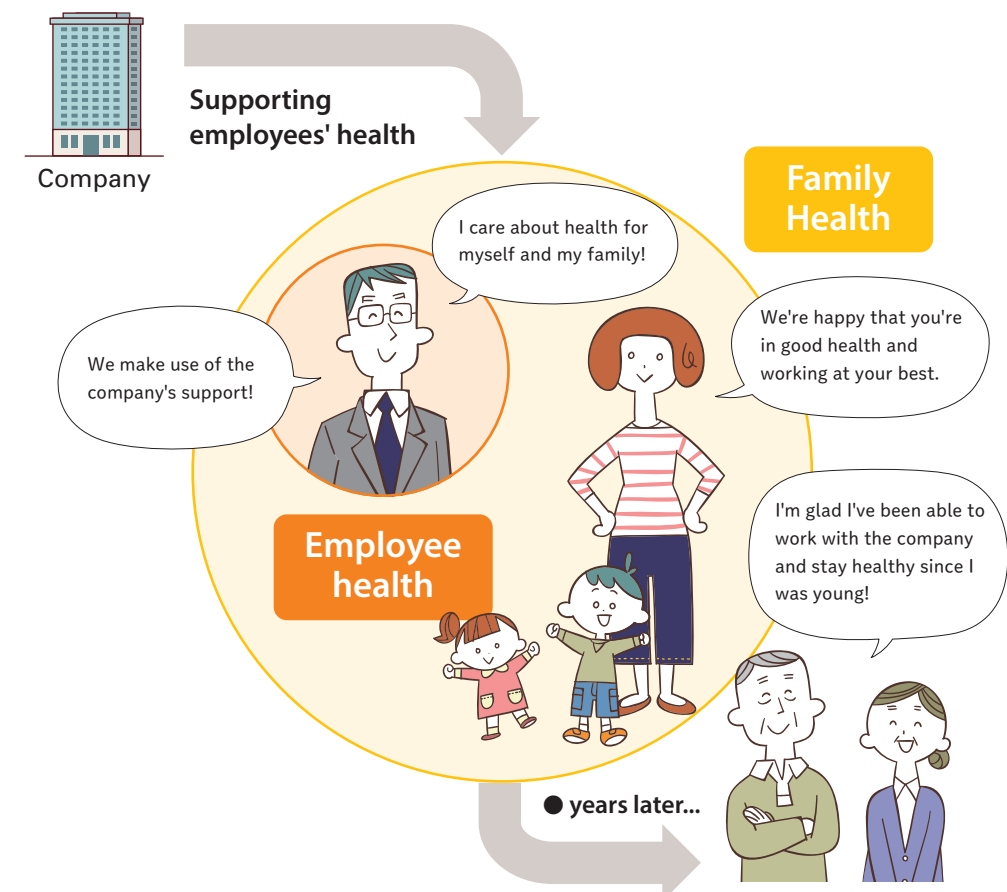
Healthier Sleep



Entire Group

Who Is Health For?

We believe that being healthy is something we do for ourselves, not for the Company. Employees and their families are encouraged to maintain and improve their health for their own sake. The Company will provide a wide range of support to employees and their families hoping that they can live a long and healthy life even after retirement.



Entire Group

A Promise to Health

Employees and their families are encouraged to maintain and improve their physical and mental health for their own sake. The Company will support the health of employees and their families by providing a work environment that contributes to physical and mental health, distributing beneficial health information and offering instruction, as well as through the development of products conducive to good health. Employees are encouraged to inform the Company of their situation if they need to make adjustments to their work to treat illnesses or maintain their physical condition. The Company will take the necessary measures to accommodate the employee's needs.

Entire Group

Employees Committed to Their Health

We believe that employees who abide by the promise to stay healthy will be able to obtain health information on their own, understand it well enough to explain it to others, and take the necessary actions based on that information.

Employee Self-care



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, eating together with others, cooking tasty and smart meals, and living a comfortable life through amino acid products with the Ajinomoto Group products.

Entire Group

Major Initiatives of the Ajinomoto Group's Health and Nutrition

The main initiatives of the Ajinomoto Group to maintain and improve employees' health are nutrition education for all employees, WNA (Workforce Nutrition Alliance) activities, and KENKO Investment for Health, and the Group companies will select and implement initiatives in accordance with the situation in their countries and companies.

Main Initiatives	Details
Nutrition education for all employees (our own program based on the Ajinomoto Group Commitment to Nutrition)	We have provided nutrition education to all employees in approx. 100 of the Group companies all over the world and to a sum total of 88,000 employees by FY2023. By FY2025, we will provide nutrition education to a total of 100,000 employees.
WNA activities (global workforce nutrition improvement initiatives)	We started the activities at 17 of the Group companies (5 companies in Japan).
KENKO Investment for Health	The Ajinomoto Group works to create an environment where employees can maintain and improve their mental and physical health by practicing self-care, to achieve its vision of "Working at the Ajinomoto Group naturally makes you healthier."

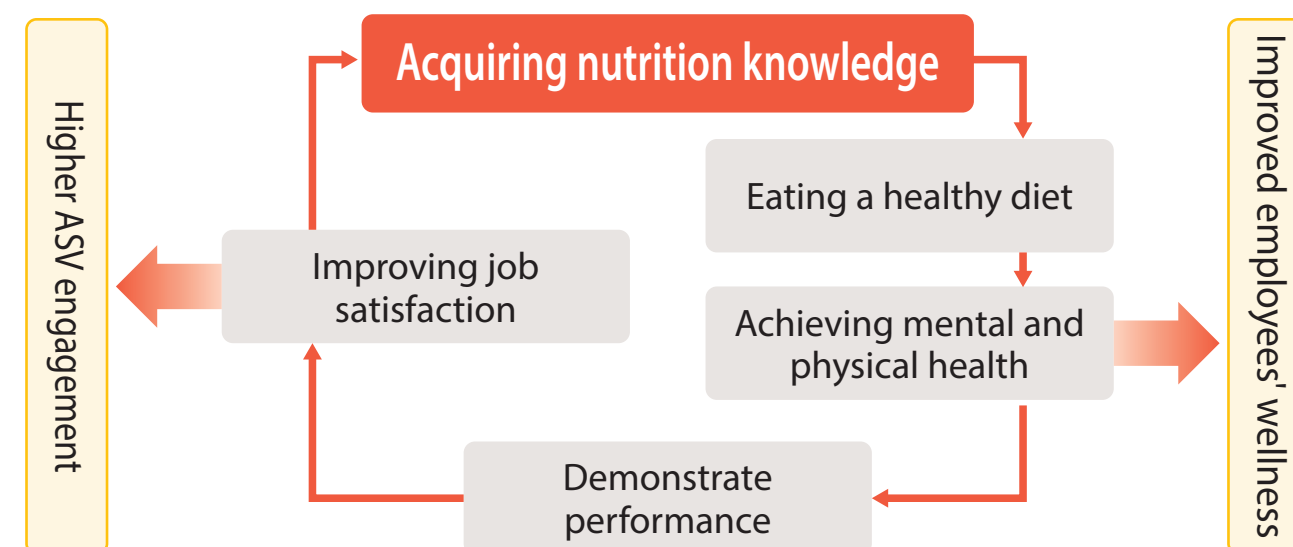
We are also rolling out three proprietary nutrition programs, Kachimeshi®, Love Vege®, and Smart Salt, as well as projects to solve health issues.



Entire Group

Ajinomoto Group's Nutrition Education Objectives

Acquiring nutrition knowledge leads to improving employees' wellness and engagement.



Commitment to Nutrition

By fiscal 2025, we will provide nutrition education to sum total of 100,000 employees



Let's share what we've learned with our family and ones close to you!

Implemented in FY2021	Implemented in FY2022	Implemented in FY2023	Planned for FY2024
Nutrition basics • Well-balanced meals • Tips for reaching goals • Understanding the Ajinomoto Group Vision	Delicious Salt Reduction	PLUS ONE! "Plant Protein"	PLUS ONE! "The Role of Palm Oil in Our Lives and Its Sustainability"
	Protein Intake Optimization•Amino acids		
	Vegetables and Fruits Intake	Carbohydrate and Fat Intake	Physical Activity and Sleep

Ajinomoto Co., Inc.

Initiatives and Resources Recommended to Employees

The Ajinomoto Co., Inc. has a number of initiatives in place to improve self-care and support employees with health issues. We encourage employees to maintain and improve their health by participating actively in the programs in which they need and making use of the resources available.

For Self-Care

A New "Health Checkup"

- **MyHealth Challenge~"Checkup Championship" (Kenshin-sen*)**
Considering the annual health checkup as the opportunity to highlight employees' efforts for improving their health over the course of the year, the Kenshin-sen rewards employees according to their improvement from the previous year with an entertainment factor
*Kenshin-sen: Developed by HDY Group

Using resources to visualize health status

- **MyHealth**
 - Various personal health data is consolidated in one place
 - Visualizing accumulated data including data from the past years and providing webinars (seminars and videos)
 - Providing information on health care
- **Health App**
 - Health app developed by Ajinomoto Co., Inc. that encourages healthy behaviors that is also fun and supports lifestyle habits



Exercise promoting program (AJINOMO+10)

- Use of chocoZAP gym
- Use of aminoSTEP®
- Exercise videos on MyHealth

Smoking cessation efforts

- **Measures against passive smoking**
 - Achieving a no-smoking policy during working hours
 - No smoking policy in company buildings
 - Smoking cessation programs

Other efforts

- Collaborating with the Company cafeteria
- Strengthening women's health support (enhancing cancer screening)
- Aminoindex® Risk Screening
- Strengthening health support for expatriates

If you think you are not feeling well, it is important to take action as soon as possible. Please make use of the Company's support.

When you are not feeling well

- Internal and external consultation services
- Mental health recovery program
- Support for balancing treatment and work

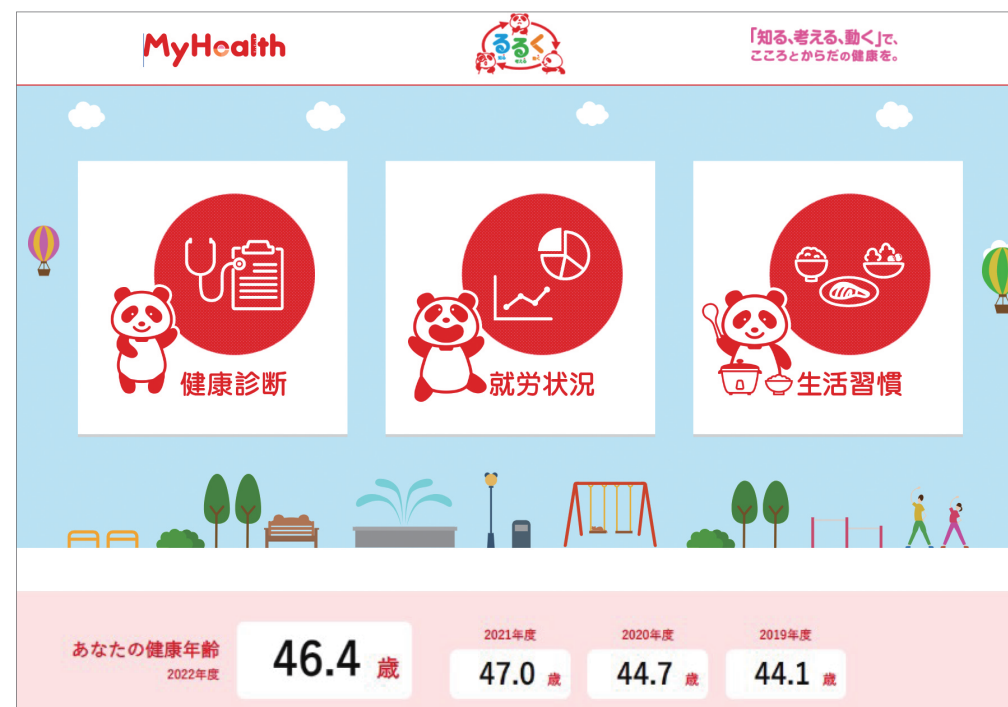
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Using MyHealth

- A Personal Health Portal Site

- You can check your collected health data on MyHealth.
- You can also see the results of the "Checkup Championship", "health age" and useful videos from seminars which are updated in the webinar section.
- You can also obtain up-to-date information on the Group Health Promotion Center and the Health Insurance Association.

MyHealth Website



\ For your future health / 3 Aspects of MyHealth

Health Checkups

It displays checkup results. By understanding the change in your health status over time, you can identify the issues.

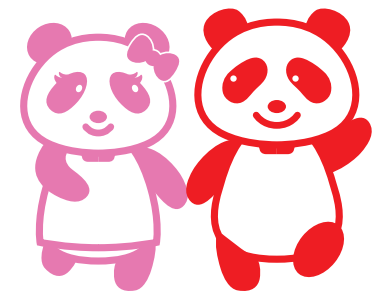
Work Data

It displays monthly work status (overtime hours worked, total actual hours worked, and number of paid leave days taken).

Lifestyle Data

It shows data of lifestyle habits which includes your weekly diet, exercise, and sleep.

*Currently unavailable



Contents to Maintain and Improve Your Health

| The act of "learning, thinking and acting"

- MyHealth Challenge "Checkup Championship" (Kenshin-sen)
- 1-minute workout videos etc.

| Health Information

- A Promise to Health - Health White Paper
- Health reports, etc.

| A smoke-free company

- "Swan STEP" Communications
- Smoking cessation lectures, video etc.

| aminoSTEP®

- "aminoSTEP®" User's Guide

| Webinar

Diet

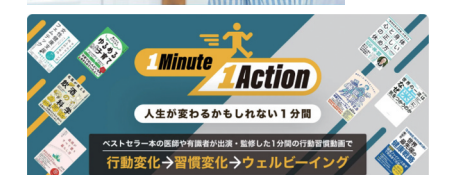
- A live food education seminar is held on the 19th of every month (Food Education Day). After answering a questionnaire, participants have the chance of winning farm-direct vegetables.

Exercise

- Exercise videos are available at any time.
- A selection of videos such as preventing stiff shoulders, lower back pain, stress relief, recovery, and improving physical fitness is available.
- Viewing time is approximately 3 minutes.

Extra Features

- Useful information is updated when necessary.
- 1-minute videos on healthy behaviors etc. that are supervised by and featuring physicians and experts who are best-selling authors, are available (1 Minute 1 Action)
- Oral care E-learning sessions developed in collaboration with Lion Corporation (Approx. 20-minutes).



| Links

- Health Promotion Center
- Health Insurance Association

| News

We roll out new health-related initiatives and information from time to time, so don't miss out on it and be sure to check regularly.

Ajinomoto Co., Inc.

FY2023 In Review

Ajinomoto Co., Inc.'s Development and Enhancement of Self-care

● MyHealth Challenge "Checkup Championship" (Kenshin-sen)

- 930 employees participated. Awards were given to top 111 participants who showed health improvements in each age group and category compared to the previous year.
- The president emailed congratulations messages to the winners and they exchanged messages.
- All participants were told their "health type" and "health improvement rank."



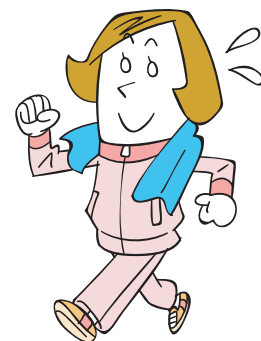
● Enhancement of health literacy using MyHealth for employees

- A webinar series featuring vegetables called "Shokuiku Marche" was held monthly, boasting a high repeat rate of 67% (for watching six or more times).
- An oral care webinar was held three times per year. Each time 40% of participants were new.



● Measures to prevent aggravation of diseases

- We encourage those with blood pressure and blood glucose issues to see a doctor, confirm treatment status, and offer consultations with an industrial physician.
- Improvement rate for each category was 45.2% for blood pressure and 42% for blood glucose.

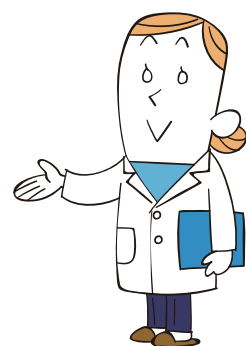


● Specific Health Guidance/Preventing Lifestyle-Related Diseases

- The RIZAP (Personal training) online program and Shikkari Tabe Check® (Dietary Checksheet) program are offered to those eligible for Lifestyle Health Guidance who wish to participate. There were 117 participants, including those who participated in both programs. 55% of RIZAP online program participants were no longer eligible for Lifestyle Health Guidance the following year.
- The RIZAP program tailored to young employees was offered for the first time.

● Mental Health

- Around the consecutive holidays in August, each Health Promotion Center sent emails on mental health counseling service to all employees.
- Seminars for managers were offered to improve their ability to notice potential mental health issues in subordinates (sales division).



Group Companies in Japan

Examples of Key Initiatives by Group Companies in Japan

Ajinomoto AGF, Inc.

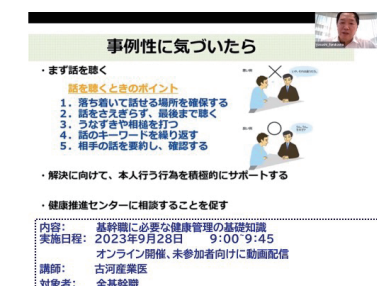
To realize the Ajinomoto Group's vision of "Working at the Ajinomoto Group naturally makes you healthier," Ajinomoto AGF provides continuous support to employees to ensure that self-care becomes a routine in their lives. For physical health, the company offers seminars on proper carbohydrate intake to improve dietary habits and holds walking events to improve exercise habits. For mental health, it offers workshops run by industrial physicians to all managers to improve their basic knowledge of health management so they can notice potential mental health issues in their subordinates. The participation rate for executives and managers was 67%.



Walking event



Seminar on proper carbohydrate intake



Workshop by an industrial physician on mental healthcare of subordinates

Ajinomoto Fine-Techno Co., Inc.

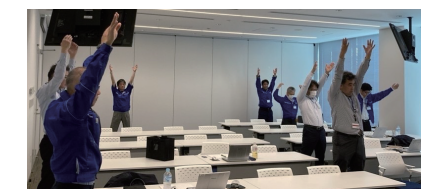
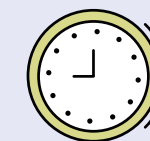
Who is health for? For yourself, for your family, for the next generation. Under its policy of fostering a culture where everyone enjoys healthy habits and is conscious of mental and physical health, Ajinomoto Fine-Techno carries out initiatives to help instill self-care based on the Three AFT Healthy Habits.

AFT Health Commitment

Managing your health means managing your time

Let's keep in mind the Three AFT Healthy Habits!

- ①Diet (8-2-8):**
Eat breakfast by 8 a.m., lunch by 2 p.m., and dinner by 8 p.m.
- ②Sleep (22-2):**
22:00 to 2:00 are the golden hours for sleep.
- ③Exercise (5-20):**
Even about 5-20 minutes per day works.



Exercise before management meetings



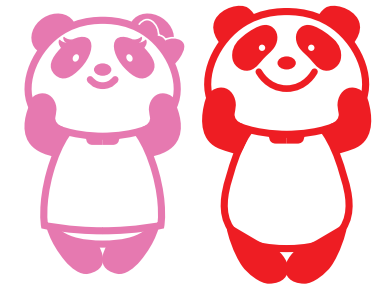
2024 Certified Outstanding Organization of KENKO Investment for Health (large enterprise category)



Yoga & meditation

Ajinomoto Co., Inc.

Results of KENKO Investment for Health



According to the KENKO Investment for Health strategy map, the results of investments in health are evaluated based on (1) final target indicators, (2) awareness/behavioral change indicators, and (3) initiative indicators.

(1) Final target indicators

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

1: Percentage of people with abnormality findings in the company in comparison with the number of people with abnormality findings as the age-adjusted external benchmark at 100. The lower the number, the lower the risk.

2: Our own index to evaluate the ability to improve one's health management skills and mental and physical health through continuous "learning, thinking and acting", based on health checkup questionnaires. Evaluated out of 100. The higher the score, the better.

3: Presenteeism is a measurement of job performance (0 to 100. The higher the score, the better performance); identified by WHO-HPQ.

4: Absenteeism is an indicator of the number of days absent from work due to illness in a year. Identified by an original questionnaire.

5 and **6**: Identified by the global engagement survey

Feedback and proposing policies to Group companies and worksites

Current situation analysis

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

Health Promotion
Center
Data analysis

Grasping issues

Lifestyle habits/Stress
Any segments of particular concern?

Early detection

Who and where will be at high risk after

Evaluation of measures

To whom, to which part, how effective are the measures?

(2) Awareness and behavior change indicators

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

*1: From the questionnaire at interviews *2: From the questionnaire at the health checkups The values of **1** - **3** are monitored from the introduction of the Integrated Health Management Support System in 2018. **5**: Calculated using the target population of people aged 40 years and over as the denominator; the Specific Health Guidance implementation period has been revised. **7**: 4-year employment retention rate after returning to work from long-term (mental health) leave **13** and **14**: Based on the Stress Check. Average value as satisfied 1 point, somewhat satisfied 2 points, somewhat dissatisfied 3 points and dissatisfied 4 points. Data of full-time employees only available for 2017. For 2018 and after, results are based on all employees' data

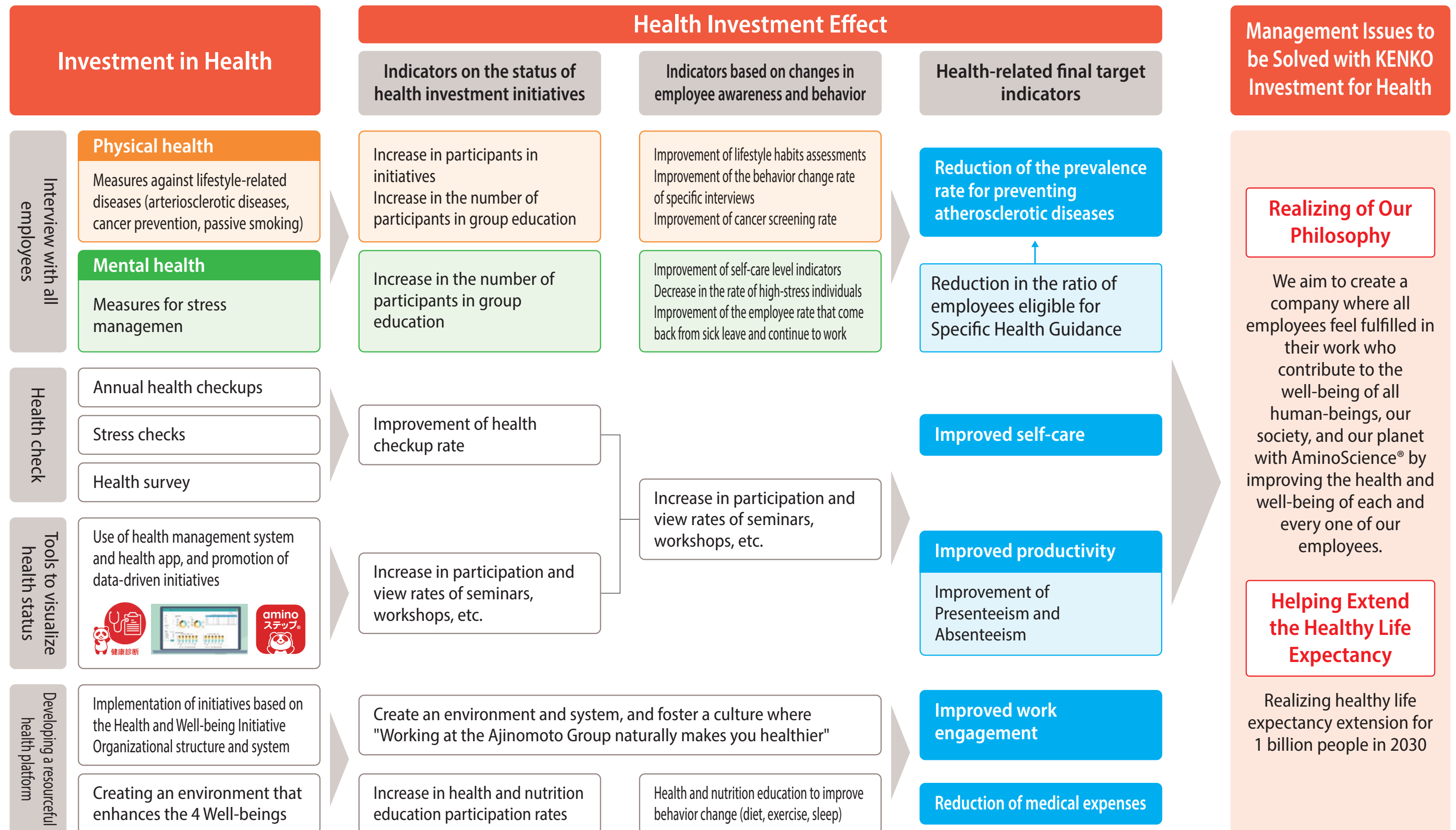
(3) Initiatives Indicators

	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
1 Specific Health Guidance implementation rate	29.6%	33.1%	31.4%	39.3%	43.8%	45.2%	—
2 Employees that took the Stress Check	92.5%	98.8%	99.0%	98.2%	97.3%	97.8%	97.4%

1 Specific Health Guidance implementation rate was totaled by the Group Health Promotion Center until FY2021 and by the Health Insurance Society since FY2022.

Ajinomoto Co., Inc.

KENKO Investment for Health Strategy Map



Ajinomoto Co., Inc.

Map of Initiatives Planned for FY2024



Healthy body and mind by
"To Learn,
To Think and To Act"

Programs for Employees at High Health Risks

1 Employees with higher risks of serious illness

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 (Under treatment)

Obesity: BMI 35 or higher



Measures to prevent serious illness

2 Specific Health Guidance

Measures set by the government aimed at preventing and eliminating metabolic syndrome (40 years and older)



RIZAP



Eat Well Check™

3 Employees at high risk of obesity or diabetes

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

*In accordance with the laws and regulations pertaining to post-health checkup measures, the Group Health Promotion Center will individually inform each eligible employee of each program.



Programs for Employees Who Are Willing to Maintain and Improve Their Health* (Optional)



MyHealth Lunch



Food education seminar



Health app



Smoking cessation program



Checkup Championship (Kenshin-sen)



chocoZAP gym



Cancer screening • Vaccination

Business/Corporate

Health measurement sessions (bone density)
Exercise event by external lecturer*
Proper carbohydrate intake seminar, etc.

Health measurement sessions (gait check, brain/vascular age)
Walking contest between branches*, etc.

Sales

R&D/Production

Health measurement sessions (muscle mass check)
Promotion on providing healthy menus

Exercise seminar by external lecturer*
Participating in local government exercise events and walk rallies*, etc.

Programs by Division

*AJINOMO+10, an exercise promoting program that aims to establish an exercise habit by just adding 10 more minutes of exercise in your daily routine.

Entire Group

Amino Acids

The Source of Life; The Origin of Ajinomoto

Amino acids are important nutrients which lie at the heart of our body and the Ajinomoto Group. We hope you will get to know amino acids better and find ways to make use of them for a healthy lifestyle.

The Ajinomoto Group is a leading company in amino acids research with over 100 years of history.



Discoverer of the umami taste

**Dr. Kikunae
Ikeda**

The Ajinomoto Group's business began in 1908 when Dr. Kikunae Ikeda discovered glutamic acid (a type of amino acid) as the major component of the taste of kelp broth. The umami seasoning derived from glutamic acid is AJI-NO-MOTO®, which was commercialized and launched in 1909. This taste was designated as "umami" and is now recognized around the world as the fifth basic taste in addition to sweet, salty, sour, and bitter tastes. Amino acids, which support life and health, have potential that we have yet to discover. The Ajinomoto Group has developed the functions of amino acids in various fields based on the knowledge we have accumulated over the years. We are engaged in research in a variety of fields, including the use of amino acids as seasonings, pharmaceuticals, sweeteners, and raw materials for cosmetics.

20 amino acids that support our body

The 100,000 proteins that make up our bodies are made up of various combinations of only 20 amino acids. These 20 amino acids are essential for our bodies. Each amino acid plays an important and distinctive role in the body.

Essential amino acids (9 kinds)

- Valine
- Leucine
- Isoleucine
- Lysine
- Threonine
- Tryptophan
- Methionine
- Histidine
- Phenylalanine

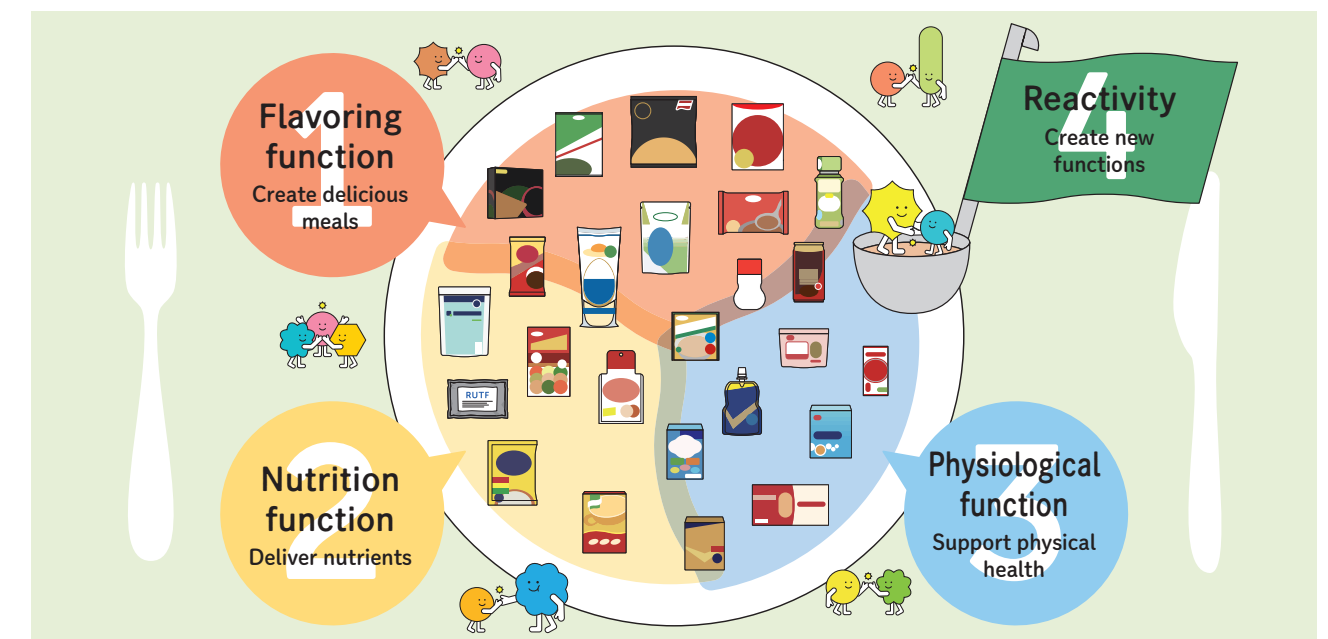
Non-essential amino acids (11 kinds)

- Arginine
- Glutamine
- Glycine
- Alanine
- Serine
- Cysteine
- Tyrosine
- Proline
- Asparagine
- Aspartic acid
- Glutamic acid

Entire Group

Contributing to a Healthy Diet by Unlocking the Power of Amino Acids

Since our founding, the Ajinomoto Group has been focusing on the four functions of amino acids: (1) flavoring function, which makes foods more delicious; (2) nutrition function, which delivers nutrients to the body; (3) physiological function, which promotes a healthy physical condition; and (4) reactivity, which leads to creating new functions. There are a wide variety of products and services that create value from these functions and contribute to our health in foods and the medical field.



Amino acids are used in many ways!

Amino acids for a healthy daily life

Actually, amino acids are an essential nutrient for good health that we take in our daily diet. They are also related to maintaining muscle mass and regulating various bodily functions such as sleep, increasing immunity, cognitive functions, and alcohol metabolism.



Great for cosmetics, shampoo, and other beauty products!

Using amino acids in daily skin care brings out the natural power of the skin and makes it more supple. Amino acids also have the power to protect hair from damage and improve moisture retention.



Amino acids are the key to good taste

Amino acids are actually very important elements that are related to the taste of food. Their function also contributes to a delicious and healthy diet.



Used in sports to improve endurance, reduce fatigue, etc.

Amino acids are widely used by athletes as well as sports enthusiasts.



Check your risk of cancer, lifestyle-related diseases, and cognitive decline with amino acid levels in your blood!

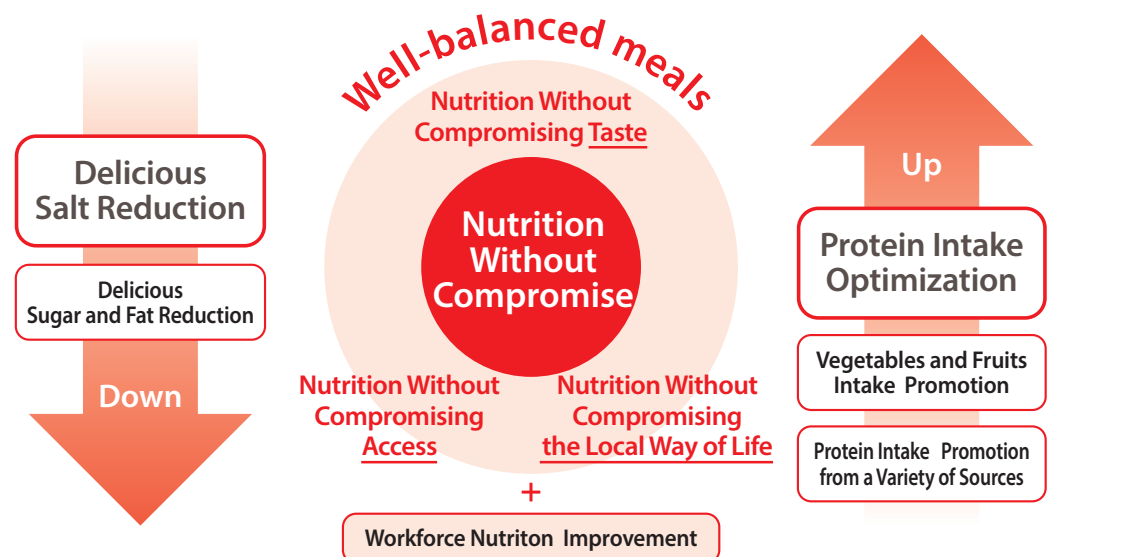
You can check your risk for several types of cancer, diabetes, stroke, myocardial infarction, and cognitive decline all in one step.



Entire Group

Ajinomoto Group's Approach to Nutrition

The Ajinomoto Group places importance on "Nutrition Without Compromise" in providing products and solutions that contribute to solving issues related to food and health. As health issues caused by food and our daily routines, such as lifestyle-related diseases and nutritional deficiencies, are increasing around the world, we are focusing on "Delicious Salt Reduction" and "Protein Intake Optimization" to support people to eat delicious and nutritionally balanced meals. As part of our efforts to promote workforce nutrition, we are also implementing initiatives to increase nutrition literacy among employees.



Examples of efforts

Delicious Salt Reduction

Smart Salt® Initiative

Through our Smart Salt® initiative, we are conveying to people of all ages that using umami seasoning or dashi is a delicious way to reduce salt. In addition to suggesting delicious ways to reduce salt by providing information such as recipes that make use of umami seasoning and low-salt products, we are also expanding salt-reduction efforts by partnering with third parties.



Protein Intake Optimization

The Ajinomoto Group is working to encourage people to increase their protein intake by offering seasonings that enhances the flavor of protein-rich meals, products such as soup that are an easy way to take protein, and amino acids that are lacking in low-quality protein sources. We also provide information on recipes and menus on our website and social media accounts (e.g., suggestions for hospitals and care facilities).



Promoting Well-balanced Meals

Use of Nutrient Profiling System (NPS)

In response to increased worldwide interest in improving nutrition, we started operating the Ajinomoto Group Nutrient Profiling System, "ANPS-Product" in 2020. In 2021, we released "ANPS-Dish," the world's first NPS that takes account of Japanese food culture and health issues. We also launched a project with several other companies in Japan to suggest "Tsujiyumashiawase®," a new way of practicing nutritionally balanced dietary habits. Tsujiyumashiawase® recommends balancing nutrition over a certain period of time instead of for each meal.



Entire Group

The Ajinomoto Group's "Commitment to Nutrition"

By 2030, we will help extend the healthy life expectancy of one billion people by increasing the current reach to 700 million consumers and providing products and information that support consumers in enjoying nutritious and delicious foods with Nutrition Without Compromise as basic policy on our approach to nutrition.

Support the practice of "delicious salt reduction" using umami

We will leverage our current reach to 700 million consumers to raise general awareness of salt reduction using umami, and support more people to achieve salt reduction without compromising taste.

Provide nutritious products to contribute to people's wellness

- By fiscal 2030, 60% of our products will have improved nutritional value while maintaining good taste. We will use the Ajinomoto Group Nutrient Profiling System (ANPS) to guide product development and reformulation.
- Among the nutritious products, we will provide products that promote "delicious salt reduction" and "protein intake optimization" to 400 million people a year by fiscal 2030.
- By utilizing the physiological and nutritional functions of amino acids, by fiscal 2030, we will double the availability of such products that contribute to health, compared to fiscal 2020.

Support consciousness/behavior change of consumers by providing information that supports health and nutrition improvement

We will provide consumers with information to help them improve their health and nutrition, as well as easy recipes and menus both on product packaging and our website that support delicious and well-balanced meals and healthy lifestyles.

Improve nutrition literacy of Group employees

- We will help employees improve and maintain their health by providing healthy meals in the workplace, nutrition education, health checkups, and maternity leave.
- By fiscal 2025, we will provide nutrition education to sum total of 100,000 employees.



Entire Group

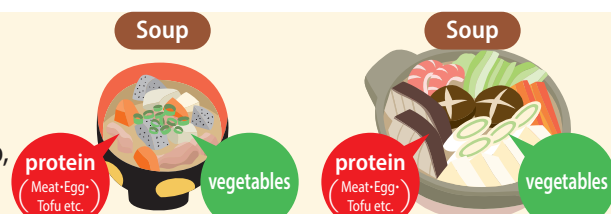
What is Kachimeshi®?

Kachimeshi® is a nutritional program that helps people achieve their goals in body building and conditioning by not considering "What to eat" but "What to eat for". Kachimeshi® was established based on the experience of the Victory Project®, a long-standing activity of conditioning support for top athletes. It has two components: **Meals** and **Supplementation** to supplement necessary nutrients at the right timing.



Make good use of soup!

Soup is a great way to take both **protein** and **vegetables** if you are creative with the ingredients you put in it. By making good use of soup, you can easily practice Kachimeshi® at home!



*Kachimeshi® is a registered trademark of Ajinomoto Co., Inc.

Group Companies in Japan

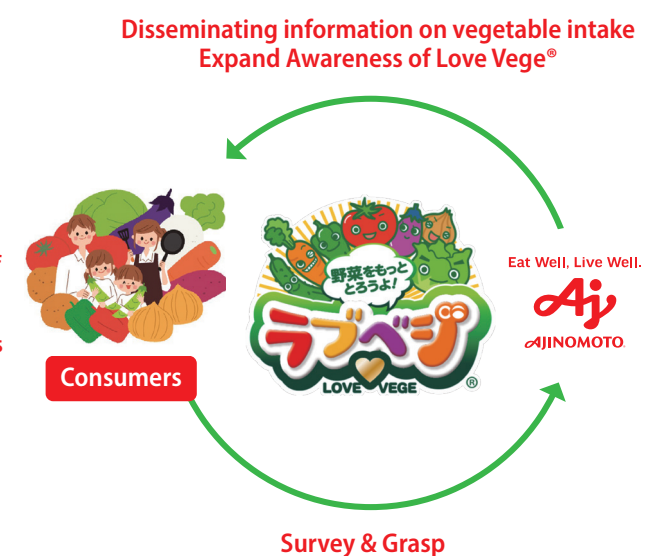
What is Love Vege®?

Let's eat more vegetables! is the slogan of Ajinomoto Co., Inc.'s project to support the achieve the "vegetable intake target of 350g or more per day" recommended by the Japanese government (Health Japan 21, Ministry of Health, Labour and Welfare). The goal of this project is to encourage people to become interested in and like vegetables and to consume more vegetables through delicious vegetable recipes and menus that make use of plenty seasonal vegetables and cooking to bring out both the benefits and nutrients of vegetables. We also try to shorten cooking time and use up the vegetables. We are building an ecosystem by approaching local governments, producers, distributors, local universities that registered dietitians, dietitian associations, and other organizations in each region, and asking them to leverage their knowledge and participate in our efforts to improve vegetable intake while respecting local food and culture.

Initiatives with cooperating organizations in each region



PDCA cycle in our Love Vege® project



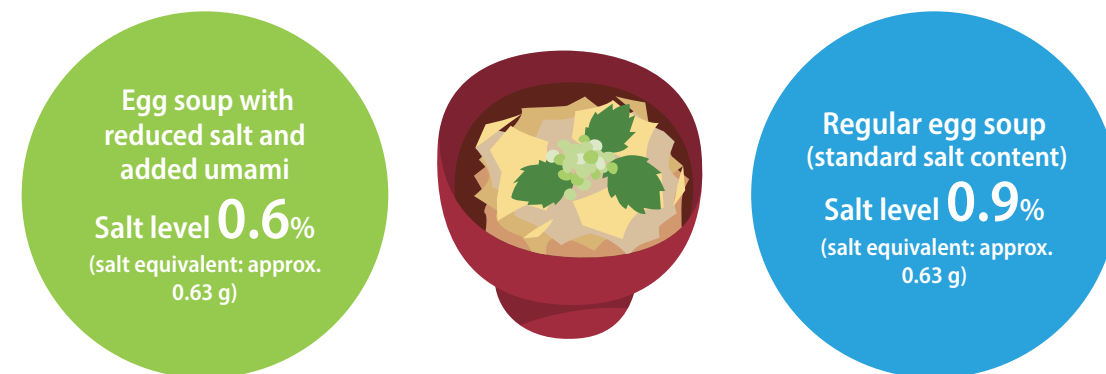
Providing MyHealth lunches that collaborates with Love Vege® at employee cafeterias



Entire Group

Delicious Salt Reduction with Umami

Low-salt diets tend to be plain and bland but umami seasoning can make up for the taste with limited increase in sodium content. According to an experiment using egg soup, the same deliciousness was achieved between a soup made with the average salt content and one made with less salt and added umami seasoning.



*1 serving, approx. 150 ml

Group Companies in Japan

Try to Eat a Variety of Foods

People who eat a diverse diet every day have been shown to live healthier lives, even at older ages. We encourage you to actively create memory tools to help you learn the initials of the 10 food groups that make up the Food Intake Diversity Score so that you can eat healthier.

Dietary Checklist

「Saa, Nigiyaka ni Itadaku」

staple food or etc.	sa =fish (sakana)	a =oil (abura)	ni =meat (niku)	gi =dairy (gyuunyuu, yuuseihin)	ya =vegetables (yasai)	ka =seaweed (kaisou)	ni
	i =potatoes (imo)	ta =eggs (tamago)	da =soy (daizu)	ku =fruit (kudamono)	*"Saa, nigiyaka ni itadaku" is a catchphrase created by the Japan Locomo Challenge Promotion Conference. It consists of acronyms for the 10 food groups that make up the food intake diversity score developed by the Tokyo Metropolitan Institute of Gerontology.		

Examples of Group Companies' Initiatives

The Ajinomoto Group strives to contribute to the well-being of all human beings, our society, and our planet with AminoScience®. We support the self-care of our employees who work to achieve this through activities of workforce nutrition improvement.

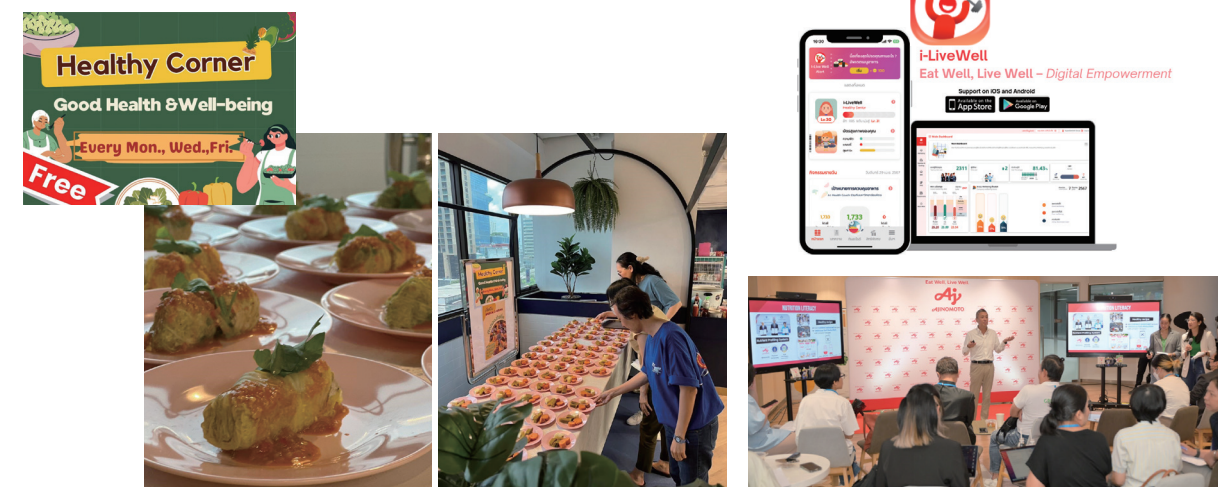
AJINOMOTO INDIA PRIVATE LIMITED

Ajinomoto India has engaged in a wide range of activities—from revising the canteen (cafeteria) menu to hands-on nutrition education on "delicious salt reduction" with curry. It also started offering nutrition education to those outside the company. In February 2024, the company provided lessons on the importance of health and nutrition to 80 junior high students in Chennai, contributing to the improvement of nutrition literacy.

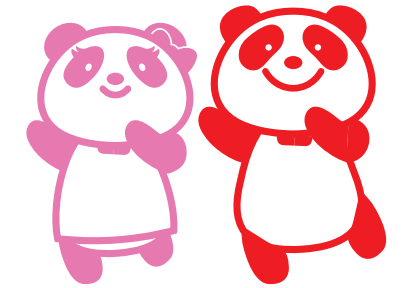


Ajinomoto Co., (Thailand) Ltd.

Ajinomoto Thailand has set guidelines for "healthy" meals, snacks, and drinks. Two to three times per week, its canteens offer "healthy" menus and drinks free of charge. The company has also developed an app that collectively provides health and nutrition information, including user health targets, records of nutritional intake, health check results, recommended meal plans and other customized information, and nutrition education contents. It also shares initiatives on improving employee well-being with the public through means such as press releases.



Examples of Group Companies' Initiatives



AJINOMOTO DO BRASIL INDÚSTRIA E COMÉRCIO DE ALIMENTOS LTDA.

Under the comprehensive health and well-being program "You in Balance," Ajinomoto do Brasil is promoting a variety of initiatives such as diet, exercise, and health checks. The "Kachimeshi®" concept which encourages well-balanced meals at the core, the company is working on nutrition education and creating a canteen based on Kachimeshi® to support employees' behavior change. This includes providing employees with a deeper understanding of the nutrition value of its own products and encouraging the use it for a healthier diet. The company also takes on new challenges such as offering small group programs to change behaviors and expanding health checks. And based on the results of an employee survey on lifestyle habits, it is building a system to monitor the behaviors and health conditions of employees.



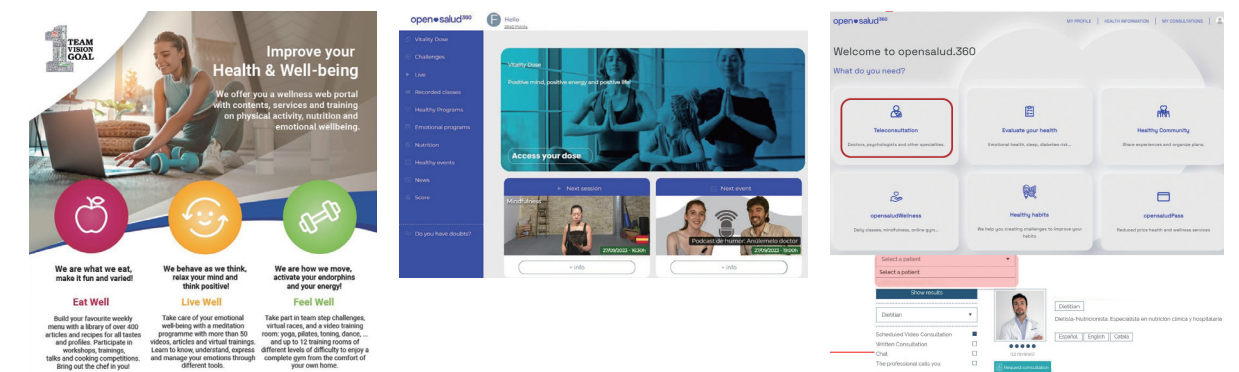
AJINOMOTO PHILIPPINES CORPORATION

Ajinomoto Philippines promotes BawAsin® (Smart Salt) by making use of umami seasoning AJI-NO-MOTO® to contribute to reducing high blood pressure, a major health issue in the Philippines. It provides nutrition education to deepen understanding by having employees experience BawAsin® first-hand. The company's aim is to enable employees to make healthy food choices and encourage them to eventually become health ambassadors.



Agro2Agri, S.L.

Agro2Agri supports employees' diet (nutrition), exercise, and mental health through the Eat Well, Live Well, Feel Well program. The program uses a digital platform to provide contents such as cooking contests and yoga classes to meet the diverse needs of employees. Employees can receive health checks (in multiple languages) and online consultations by a physician, nutritionist etc.



AJINOMOTO DEL PERÚ S.A.

Ajinomoto del Perú is promoting nutrition education, healthy food at work (menu review by nutritionist, quality audits) and health check (specialized nutritional consulting) – this within the framework of the workplace nutrition program "NUTRIWORK". In addition to seminars, the company also uses digital tools to disseminate information about nutrition and health in the workplace and organizes gamified events. The entire company works together to improve the performance and well-being of all its employees and build healthy workplace culture and lifestyles.

