Ajinomoto Group's DX Initiatives
— Becoming a company that contributes to the well-being of people, society, and the planet through AminoScience™ —

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1. Toward the Evolution of ASV (Ajinomoto Group Creating Shared Value)[1] Management

1.1. Becoming a Company that Contributes to the Well-being of People, Society, and the Planet through "AminoScience™"

— Accelerating the shift to purpose-driven management through "speed × execution" —



Driven by a strong sense of management crisis that emerged around 2019, our Group declared in 2020 that we would transform ourselves into a purpose-driven organization. At the same time, while leveraging the strengths of our historically strong vertical organizational structure, we have promoted corporate transformation aimed at shifting to a more self-driven organization by strengthening cross-functional collaboration through digital transformation (DX). Today, as a company with an evolved purpose—"Contributing to the well-being of all human beings, our society and our planet with 'AminoScience™'"—we aspire to be an entity that also leads social transformation.

While inheriting our ASV (Ajinomoto Group Creating Shared Value) management approach, which seeks to achieve both social value and economic value, we have also sought to anticipate customer and market needs based on the experience gained from expanding our electronic materials business. Furthermore, by institutionalizing and deploying a "high-speed development system" that not only meets such needs but also anticipates the improvements that will likely be demanded, we aim to provide total solutions. Under our management policy of advancing transformation and evolution through "speed-up × scale-up," **we will fully leverage AI and digital technologies to strengthen execution capability across a wide range of initiatives, including operational transformation, ecosystem transformation, business model transformation, innovation creation, and the reinforcement of technological and human capital.**

In particular, we will enhance data-driven management—namely, the sophistication of management through the utilization of data—by establishing a promotion structure centered on ADAMS (Ajinomoto Data Management System), the Ajinomoto Group's integrated data management platform. We will promote knowledge sharing to increase global synergies and accelerate speed, while also improving productivity through the use of AI and advancing management intelligence.

We interpret DX in a broad sense as referring to the digital transformation of society; however, within our Group, we promote DX as a means to further evolve ASV management under our purpose and to enhance speed and execution capability. **The objective of DX is to transform our Group, in the true sense of the term, into a company that contributes to the well-being of all human beings, our society and our planet with "AminoScience™."**

Shigeo Nakamura

Director, Representative Executive Officer, President and Chief Executive Officer (CEO)

[1] ASV（Ajinomoto Group Creating Shared Value）Management



How can we accelerate the realization of our Vision?

The efforts to strengthen data management and data-driven management in DX are Group-wide issues, and DX is an important activity that will accelerate our company's Purpose and the 2030 Roadmap, as well as corporate transformation.
We will thoroughly refine our operations, strengthen the use of digital/AI, and effectively utilize the Group's common data platform "ADAMS*" (sharing and inheriting information related to all assets as data assets throughout the Group, creating value with insights gained from data while speeding up operations and business decisions), strengthen knowledge management, strengthen intelligence as information analysis, and use data as the starting point to evolve our Japan-oriented management style into a genuine global management style.

*Ajinomoto Data Management System

1.2. DX Reimagined: From Foundations to Value Creation in the AI Era



My first priority is to reframe our DX activities so they are clearer in purpose, and firmly anchored in value creation. DX for our Group is a strategic engine to accelerate our evolution into a company that solves global challenges in food and health.

We began this journey in 2019 with the establishment of the DX Promotion Committee and DX Promotion Department. That move unified previously fragmented initiatives and enabled a global rollout across the Group. Today, however, we stand at an inflection point. The digital environment - and especially AI - has evolved far beyond what was imaginable at that time. **Our DX model must evolve with it.**

Even before DX became a formal agenda, our Group adopted ASV as a core strategy to simultaneously address social issues and achieve sustainable business growth. This philosophy has since been sharpened and energized by our evolved purpose: **"Contributing to the well being of people, society, and the planet through AminoScience™."**

By clearly articulating this purpose externally, collaboration with industry peers, governments, academia, medical institutions, dietitians, and many other partners has accelerated. What is emerging is **collective impact at scale.**

Digital technology should be the catalyst behind this momentum. Its scalability and ability to generate synergy through integration allow us to collaborate beyond organizational and industry boundaries. However, to fully unlock this potential, we must be disciplined about structure.

A Separation of Roles: Foundation vs. Acceleration

As CDO, I am aiming at a separation between two layers that have too often been treated as one:

1. **Cyber-Security** – the non negotiable foundation and Data Management – the enterprise backbone that ensures quality, governance, and AI readiness
2. **AI Utilization** – a value creation layer focused on speed, experimentation, and business impact

Security and data governance must be **robust, standardized, and stable**. AI, by contrast, must be **agile and embedded in business or innovation operations.** Mixing these layers results in too many compromises.

At the core of this approach is **ADAMS (Ajinomoto Data Management System)**. ADAMS is not just an IT platform; it is the foundation of our AI readiness. By strengthening data quality, interoperability, and governance, we create an environment where AI can be safely and rapidly deployed.

Based on unified data platform, our ambition is to **work alongside AI as a natural partner** augmenting human

expertise and driving corporate value. Enhancing digital literacy across the organization is therefore a top priority. Every employee should understand how digital tools and AI can amplify their work, while also recognizing the boundaries defined by security, ethics, and governance.

Our Commitment Going Forward

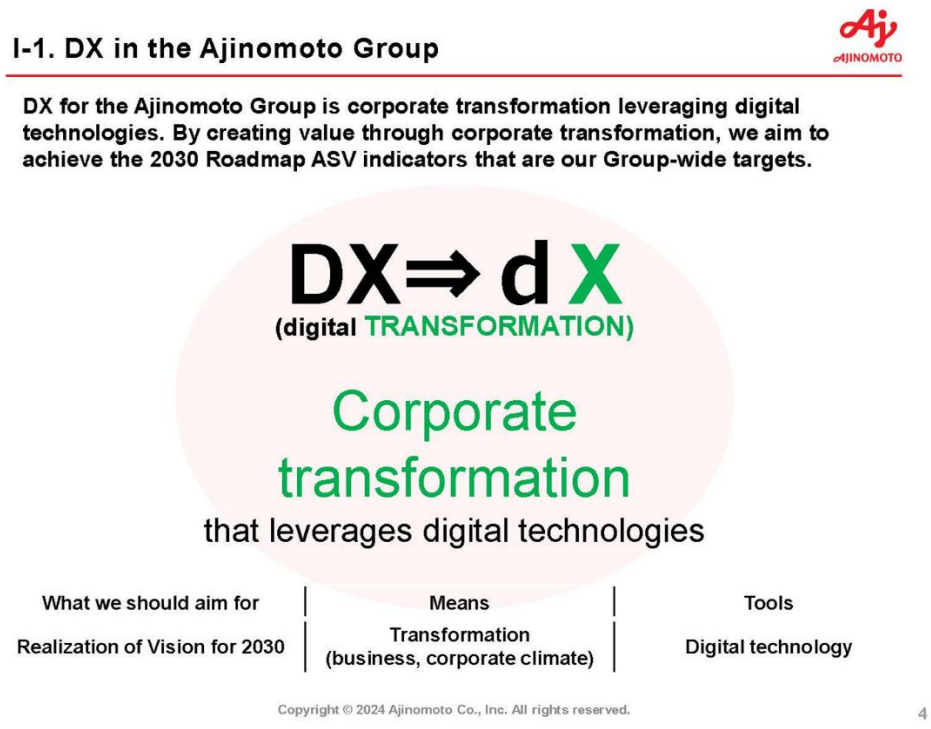
DX is one of the most powerful levers for corporate transformation. By combining a strong IT foundation with bold AI utilization, the Ajinomoto Group will continue to act as **a trusted partner in society's digital transformation**.

Miro Smriga

Executive Officer & Vice President, Chief Digital Officer (CDO)

1.3. DX in the Ajinomoto Group

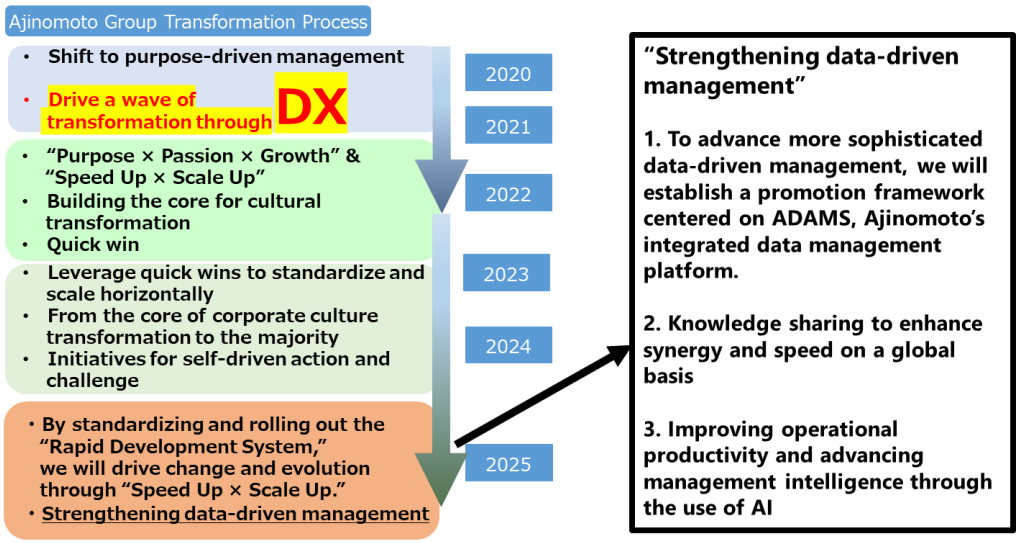
The purpose of DX in the Ajinomoto Group is to accelerate corporate transformation. Digital technologies are a means to drive transformation, and we will actively leverage AI and other digital technologies so that our employees themselves can transform both our businesses and our corporate culture.



1.4. Transformation Process of Management at the Ajinomoto Group

Driven by a strong sense of management crisis in 2019, we declared in 2020 that we would be reborn as a company that solves food and health challenges and shifted to purpose-driven management. **As a core initiative to ignite transformation, we launched a group-wide, all-member effort to use DX to establish horizontal alignment across our historically strong vertical organization..** In Phase 2 from 2022 to 2023, we further evolved our purpose to "Contribute to the well-being of all human beings, our society and our planet with AminoScience™." Building on "ASV Management" and the spirit of "Aspiration × Passion × Excellence," we defined the Ajinomoto Group's ambition as realizing "Speed Up × Scale Up" in management. We worked to build the core of cultural transformation and to institutionalize quick wins by rapidly accumulating small successes.

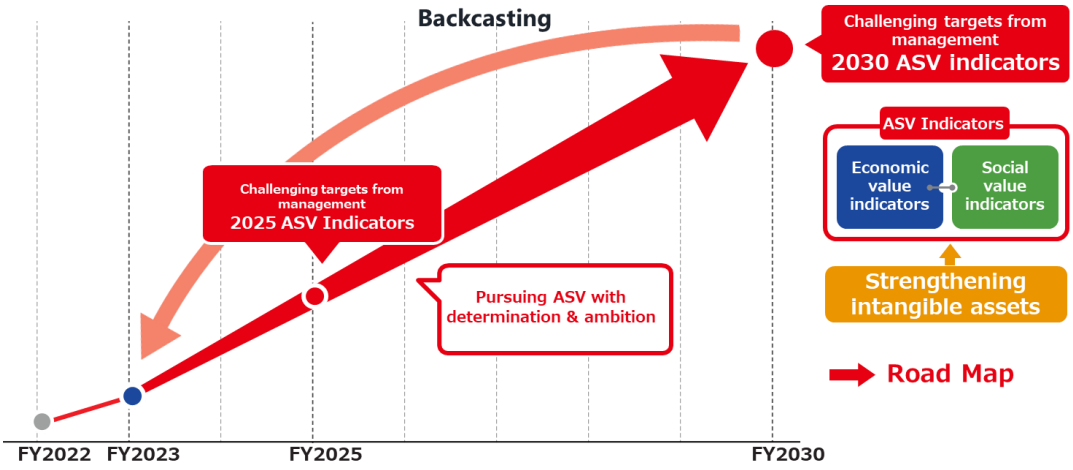
Today, our management policy is to advance change and evolution through "Speed Up × Scale Up," by standardizing and rolling out a "rapid development system" that anticipates customer and market needs, forecasts likely improvement requests, and delivers total solutions. In parallel, we are strengthening data-driven management to improve the efficiency of our management resources.



1.5. The 2030 Roadmap

The Ajinomoto Group discontinued the formulation of a conventional mid-term management plan in 2022 and introduced ambitious “ASV Indicators,” evolving into “Mid-Term ASV Management” to pursue ASV with greater seriousness and stronger execution capabilities. As our desired future state for 2030, we set the “2030 ASV Indicators” and, through a backcasting approach, we continue to take on challenges and drive corporate transformation while sharpening and enhancing our ability to execute.

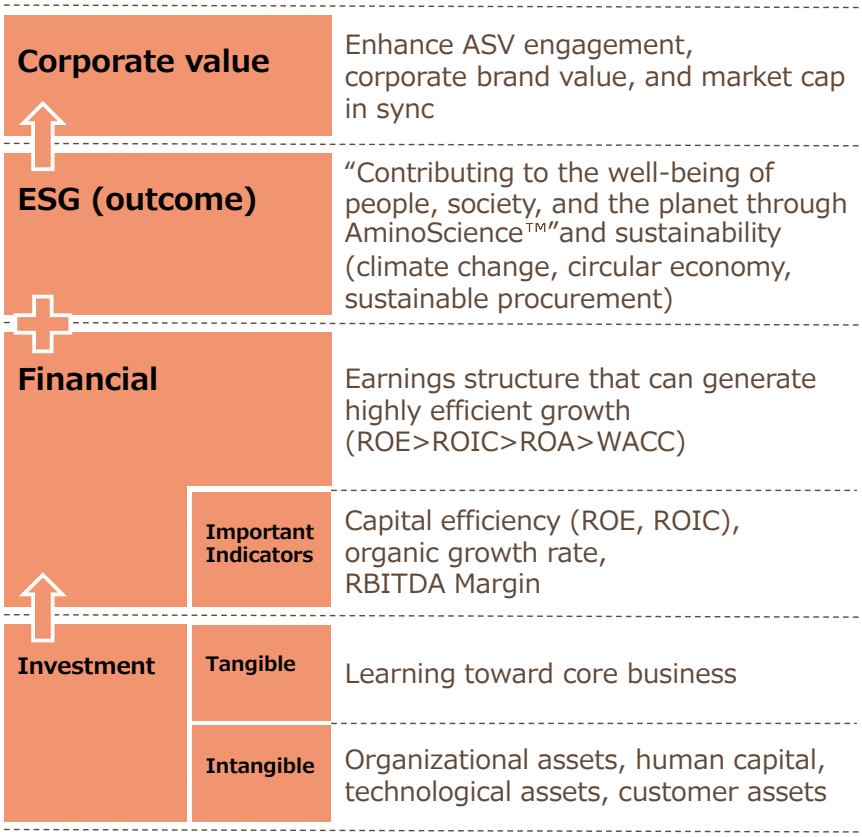
To achieve the “2030 ASV Indicators,” each organization across the Group is developing a concrete action plan called the “2030 Roadmap.” The key to realizing “ASV Management” and achieving the “ASV Indicators” lies in strengthening intangible assets—aimed at improving the capabilities and engagement of individuals and organizations. The Ajinomoto Group will actively invest in strengthening these intangible assets.



1.6. Evolving ASV Management Through Investment in Intangible Assets

To achieve our purpose (aspiration)—"Contributing to the well-being of all human beings, our society and our planet through AminoScience™"—we will expand investments in intangible assets, including organizational assets, human capital, technology assets, and customer assets, while focusing investments in tangible assets on prioritized businesses. **Investments in intangible assets—such as acquiring digital and DX-related knowledge and information and expanding human capabilities—will continue to increase in line with society's ongoing digital transformation. By linking investments in intangible assets, including DX, to ESG outcomes and enhanced sustainability, we aim to improve corporate value and brand value as results, while further strengthening employee engagement. In doing so, we seek to create a positive value-creation cycle that continuously enhances overall corporate value.**

Forming this cycle is precisely the direction in which we aim to evolve ASV Management. In addition, through our prioritized businesses, we will enhance corporate value by improving people's lives and strengthening the sustainability of our planet, ultimately pursuing the realization of our vision.





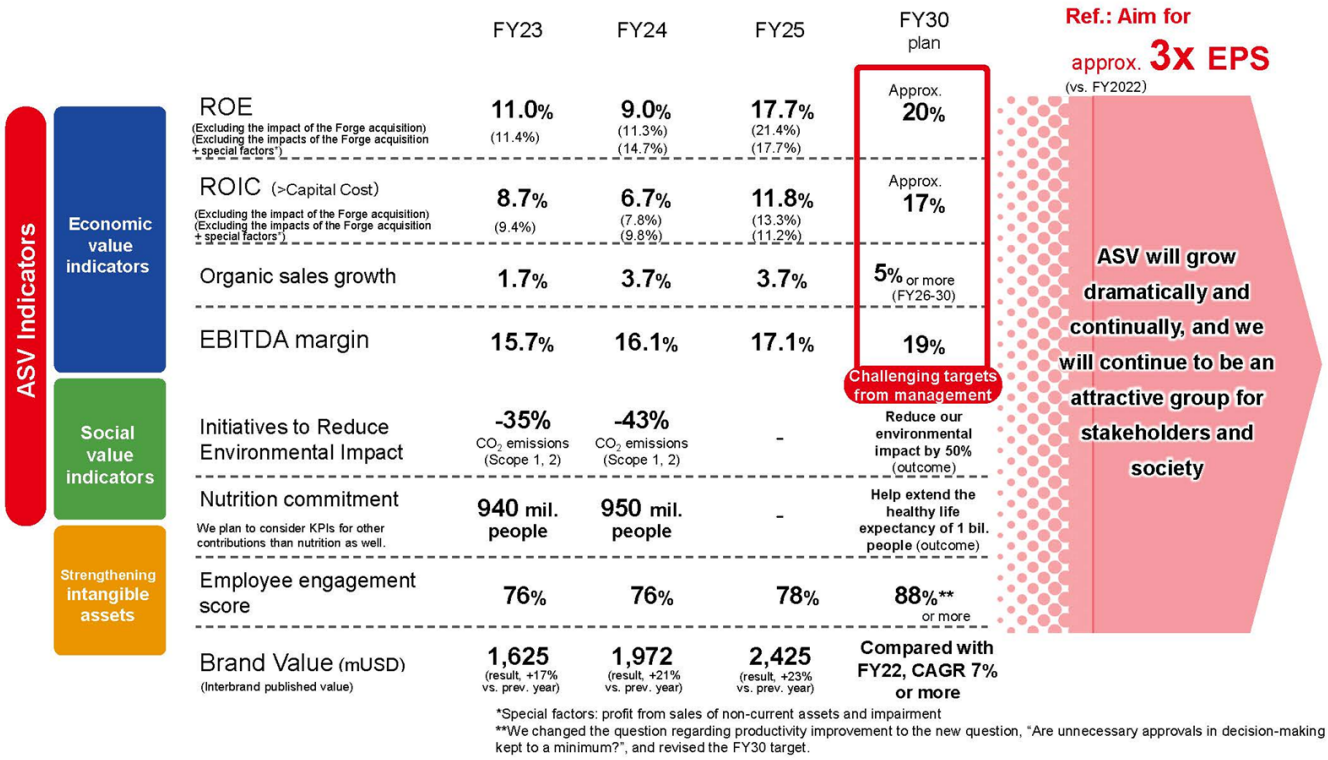
1.7. DX Goals and Key KPIs

DX is intended to drive corporate transformation. Therefore, we define our DX goals as identical to our management goals, and we disclose them publicly.

The “ASV Indicators” consist of economic value indicators that represent the Ajinomoto Group’s financial performance generated through our businesses, and social value indicators based on the value we aim to provide and co-create. To support these indicators and maximize corporate value, we will strengthen our intangible assets.

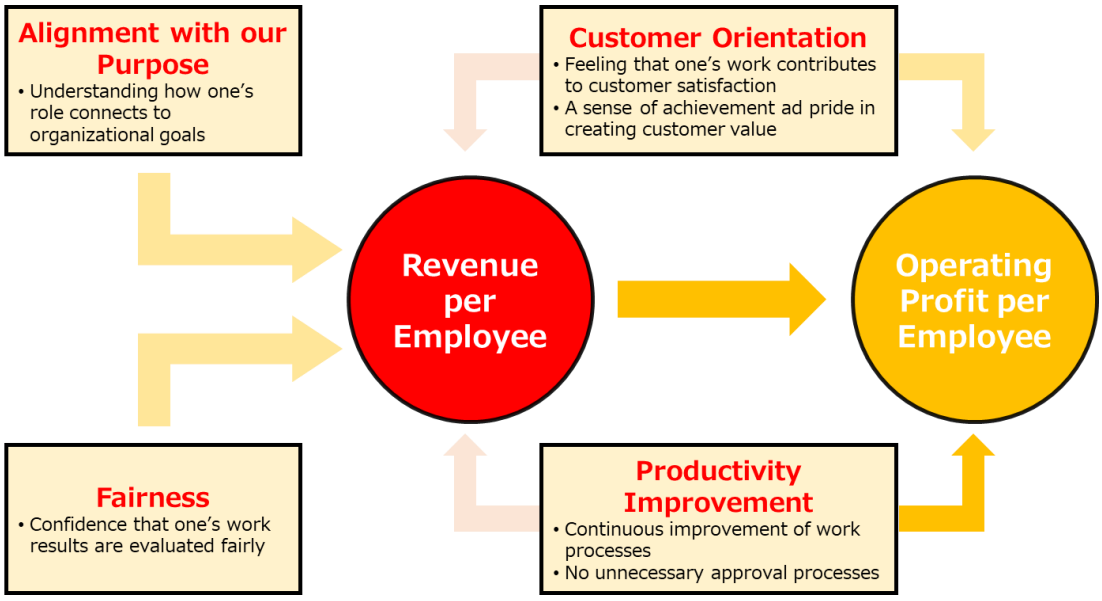
While carrying over part of our previously defined KPIs (ROIC, organic growth rate, social value indicators, and strengthening of intangible assets), we have added ROE—an indicator of capital efficiency—and the EBITDA margin, which reflects cash-generating capability. Based on these, we have set targets as the KPIs for the “2030 ASV Indicators.” For reference, in FY2030 we aim to achieve EPS at approximately three times the FY2022 level.

DX enables us to visualize previously invisible intangible assets within the organization and to operate the process of enhancing corporate value more efficiently and at higher speed (for details, please refer to Appendix 4.1 “Design of the Corporate Value Enhancement Cycle through DX”). Improving corporate value begins with human capital—an intangible asset—namely, higher employee engagement. Accordingly, the employee engagement score across the Group is positioned as a priority DX KPI.



Analysis of the Relationship Between Engagement and Business Performance

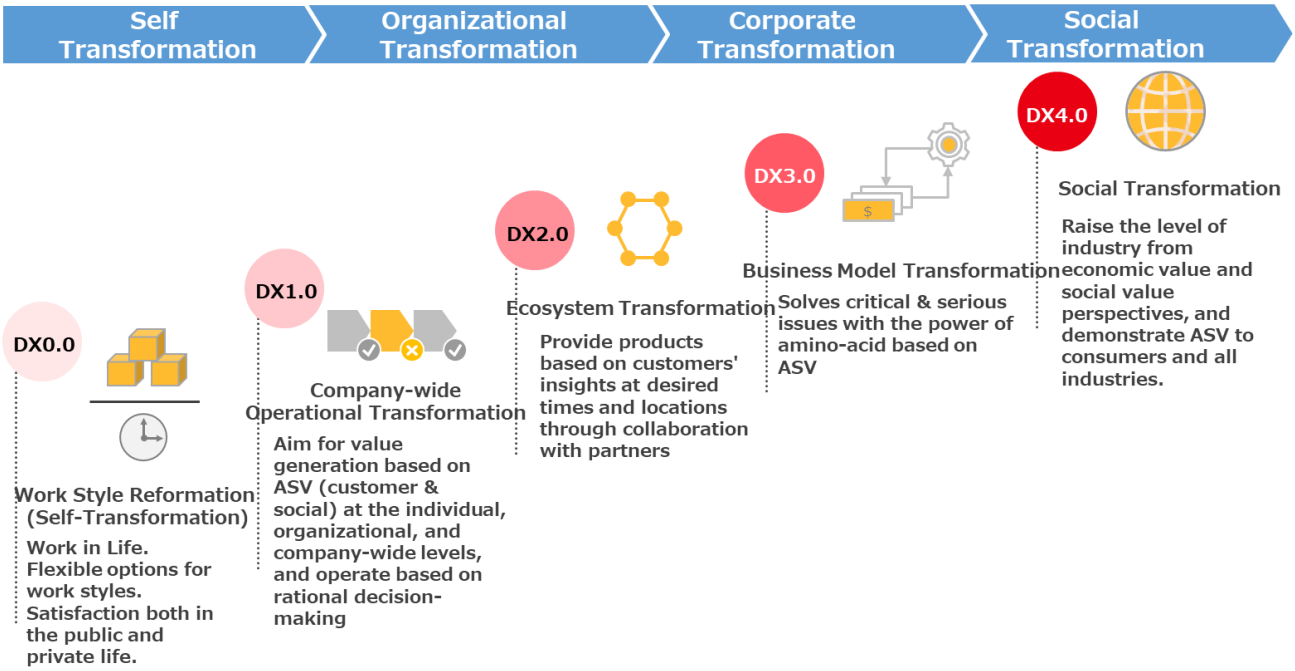
We confirmed that “empathy with our purpose,” “fairness,” “customer orientation,” and “productivity improvement” correlate* with sales per employee and business profit. We will leverage the engagement survey to strengthen human capital and organizational management in ways that lead to stronger business outcomes and value creation.



1.8. Four Stages of DX Promotion at the Ajinomoto Group

To ensure that our various groups, companies, and businesses—including overseas operations—advance DX in a unified manner toward common goals and steps, we adopted the DX (n.0) model. We defined layer-based stages: “DX 1.0: Enterprise-wide Operational Transformation,” “DX 2.0: Ecosystem Transformation,” “DX 3.0: Business Model Transformation,” and “DX 4.0: Societal Transformation.” By linking these layers and evolving our corporate culture, we are promoting DX with a customer-centric, end-to-end optimization, and all-employee participation mindset, aiming to become a leading force in driving societal transformation in the fields of food and health. To ensure that our various groups, companies, and businesses—including overseas operations—advance DX in a unified manner toward common goals and steps, we adopted the DX (n.0) model. We defined layer-based stages: “DX 1.0: Enterprise-wide Operational Transformation,” “DX 2.0: Ecosystem Transformation,” “DX 3.0: Business Model Transformation,” and “DX 4.0: Societal Transformation.” By linking these layers and evolving our corporate culture, we are promoting DX with a customer-centric, end-to-end optimization, and all-employee participation mindset, aiming to become a leading force in driving societal transformation in the fields of food and health. This model has made it possible to visualize the progress of all organizations at a glance, enabling us to provide necessary information and support more effectively. It has also fostered healthy competition among organizations to strive for best performance, as well as co-creation aimed at generating new values. This model has made it possible to visualize the progress of all organizations at a glance, enabling us to provide necessary information and support more effectively. It has also fostered healthy competition among organizations to strive for best performance, as well as co-creation aimed at generating new value.

In addition, we positioned our “work style reform,” which we had been pursuing even before launching DX to encourage each employee to rethink the way they work, as self-transformation (DX 0.0)—a “Stage Zero” that bridges into DX activities. This helped reduce psychological resistance to the start of DX initiatives and facilitated a smooth rollout.



DX1.0 Enterprise-wide Operational Transformation

The Ajinomoto Group has introduced Operational Excellence (OE) as a management system that serves as the foundation for transformation. OE at the Ajinomoto Group is a continuous improvement and reform initiative based on the philosophy and methodology of thoroughly refining all operations in order to create competitive advantage—while individuals and teams grow together—through customer-centric problem solving and value-added creation. Through this initiative, we aim to create customer value and enhance each employee's skills and job satisfaction, as well as improve organizational performance. OE forms the foundation for advancing DX 2.0, 3.0, and 4.0.

DX2.0 Ecosystem Transformation

We aim to transform our value co-creation system (ecosystem) so that, through appropriate collaboration with external partners, we can sustainably enhance the value we deliver to customers. To achieve this, we will transform both our management and our businesses through an ecosystem-driven approach.

DX3.0 Business Model Transformation

By combining the digital capabilities with the diverse and advanced technologies we have accumulated in the fields of food and health, we aim to establish new business models that meet customer needs in domains that are *critical* (difficult to substitute) and *serious* (life-related and compliant with laws and regulations).

DX4.0 Societal Transformation

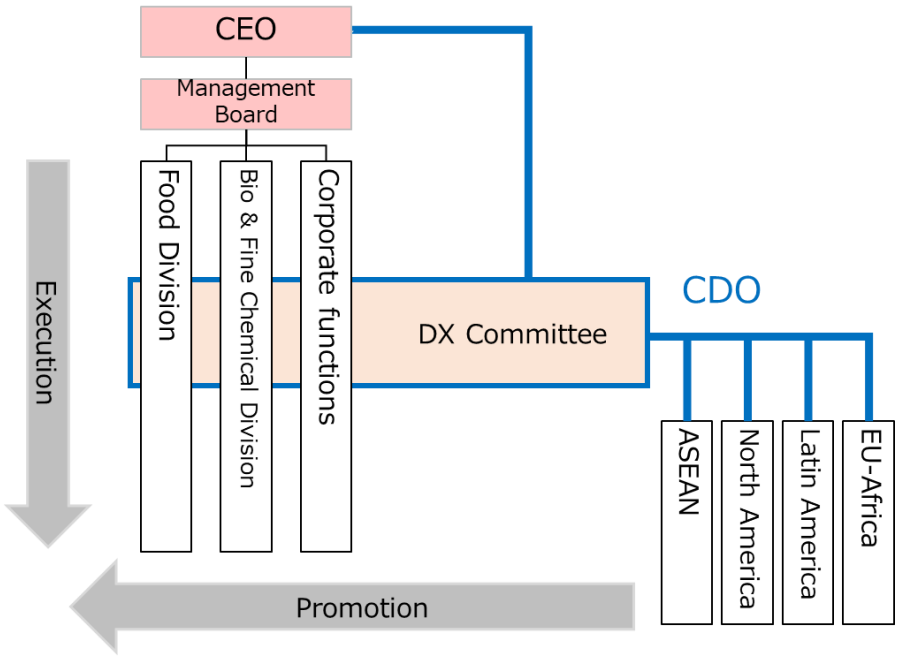
Through the dual pursuit of economic value and social value, the Ajinomoto Group aims to elevate the entire industry while demonstrating the practice of ASV (Ajinomoto Group Creating Shared Value) to consumers and related industries.

For details on "The Evolution of DX and Contributions to Sustainability," please refer to Appendix 4.2.

2. Overview of DX Promotion at the Ajinomoto Group

2.1. Establishment of the CDO Role and the DX Committee

We established the DX Committee, led by the CDO (Chief Digital Officer), as a sub-organization under the Executive Management Committee, and are advancing DX by introducing a horizontal axis across the vertical execution lines of our two business divisions and corporate functions. The CDO promotes company-wide operational transformation (DX 1.0), including projects such as OE (Operational Excellence) and Smart Corporate, together with DX promotion. We also directly hold annual joint promotion meetings with our four regional headquarters operating globally, and share the latest information and best practices on DX worldwide. In addition, we joined the CDO CLUB JAPAN[2] and are expanding our network for co-creation and collaboration with other companies, industry organizations, academia, and other external partners.

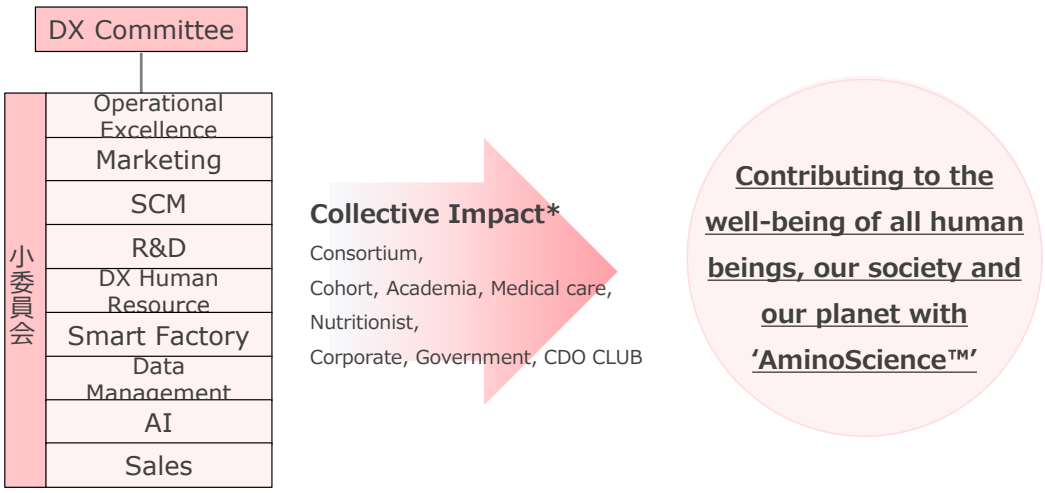


[2] https://cdoclub.jp/cdo-club-japan/

2.2. Establishment of DX Subcommittees to Drive DX by Functional Areas

As our purpose (aspiration) is “Contributing to the well-being of all human beings, our society and our planet through AminoScience™,” the Ajinomoto Group’s DX has aimed from the outset not only at internal transformation, but also at generating COLLECTIVE IMPACT(*) through value co-creation and collaboration with external stakeholders—including other companies and organizations, government/public agencies, academia, customers, medical institutions, and nutritionists. For the list of major consortia, study groups, and other initiatives in which we actively participate, please refer to Appendix 4.3.

The DX Committee is composed of function-based subcommittees, which are operated flexibly so that, when collaborating with internal and external organizations, they can be combined in various ways to enable creative co-creation and partnerships. The committee initially started with four subcommittees in 2019 and has since added more in line with the progress of DX; as of FY2025, we have established nine subcommittees: OE (Operational Excellence), Marketing, SCM, R&D, DX-HR Development, Smart Factory, Data Management, AI, and Sales.

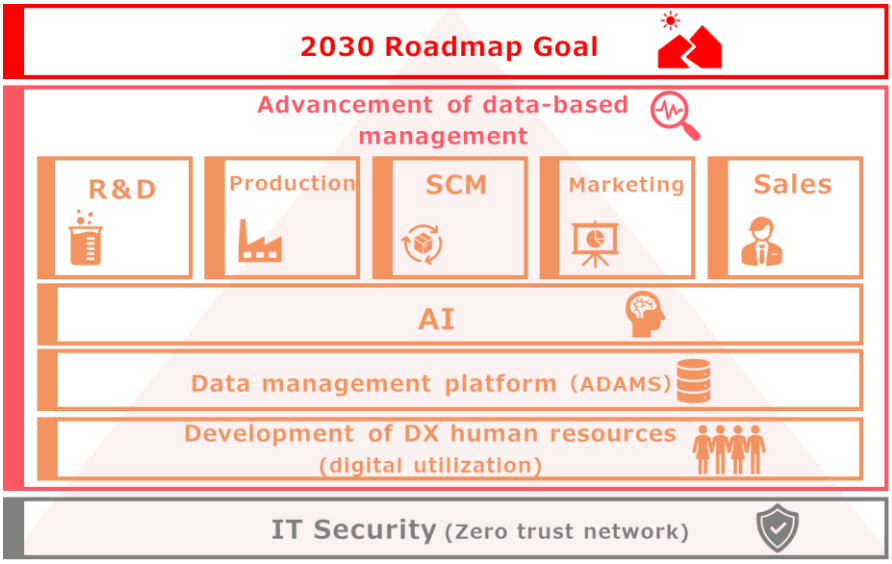


*Collective Impact: An approach in which organizations with different positions and roles—such as government agencies, companies, NPOs, foundations, and volunteer groups—go beyond organizational boundaries, leverage one another’s strengths, and work toward solving social issues.

2.3. Data-Driven Management

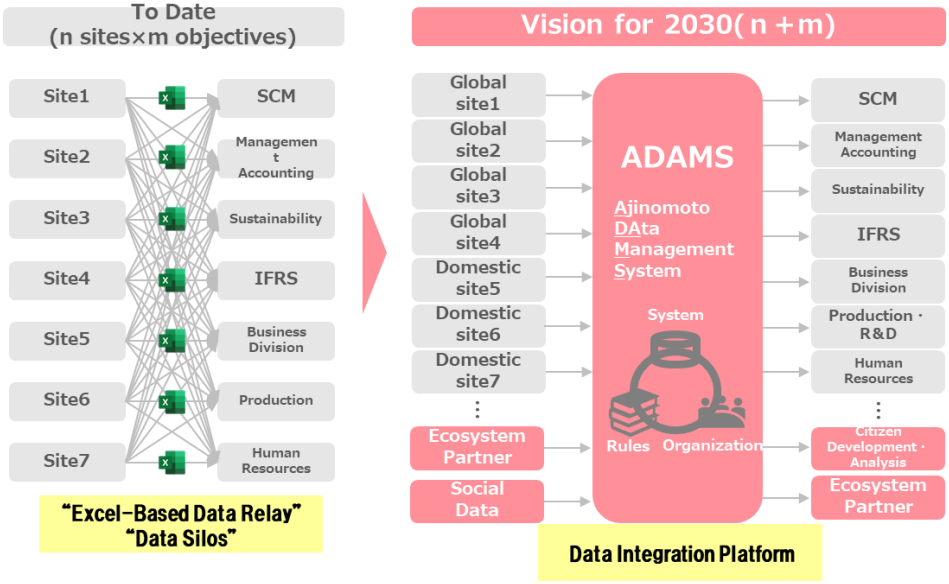
To achieve the “2030 ASV Indicators,” we will realize data-driven management by enhancing the sophistication of management through the use of data. This requires building a system that enables diverse data across the entire value chain to be collected, stored, processed, and utilized on a single platform, and leveraged for comprehensive decision-making supported by AI and digital technologies; to this end, we have introduced and are developing ADAMS (Ajinomoto Data Management System) as our data management platform.

As society transitions from the era of “Use AI” (utilizing AI) to “With AI” (collaborating with AI), we will leverage AI and digital technologies to enhance productivity across our operations while advancing AI-readiness of data, thereby building a structure in which we can collaborate with AI in all aspects of our work. In parallel, we are promoting DX-HR development (digital utilization) and strengthening IT security to support these efforts.



2.4. Data Management

Traditionally, data utilization has followed an “n×m” model—collecting data separately from each site and organization for each individual purpose (so-called “Excel bucket brigade”). While this approach can minimize individual system investments, it makes it difficult to respond quickly to diverse data utilization needs, ultimately resulting in higher total costs. In contrast, the Ajinomoto Group has adopted an “n+m” approach to share and leverage data—an intangible asset of the entire Group—across the organization. This approach treats data not as something collected for “individual purposes,” but as a “shared corporate asset,” integrating, sharing, and linking it both internally and externally to maximize comprehensive insights derived from data and translate them into value creation. To realize this, we are developing the systems, rules, and organizational structures required for data management.



As a concrete example of ADAMS utilization, we began leveraging ADAMS data in day-to-day operations starting in FY2024. We established a one-stop environment that enables the use of volume and value data related to the supply chain of our domestic food business—covering suppliers, factories, our company, wholesalers, distribution, and consumers—together with various master data (raw materials and products, customers, organizations and employees

(For details, please refer to the figure "Visualization of Distribution Inventory and Supply–Demand Optimization" in Section 3.2.6 "Smart SCM."

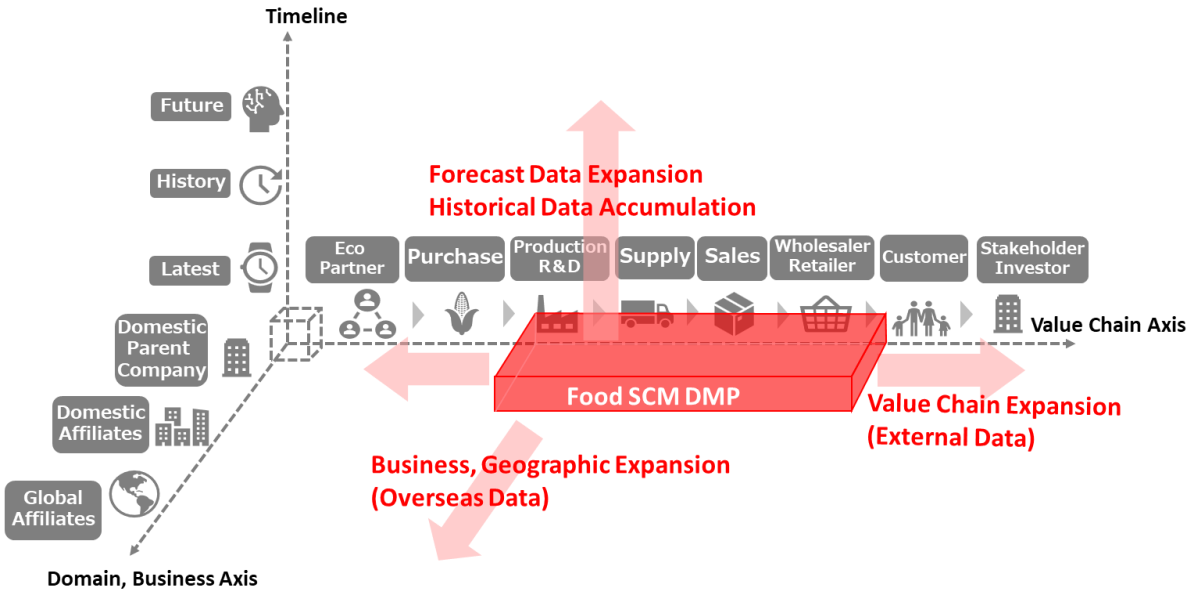
Such best practices are also shared with all Ajinomoto Group employees through videos posted on our internal social networking platform, thereby contributing to the cultivation of a data-driven culture across the entire Group.

＜ Sample Post on the Internal SNS＞



【Overall Roadmap for Promoting Data Management】

Basic Policy: The roadmap is built on the basic policy of starting with the supply chain domain and gradually expanding the scope to additional businesses, regions, and ultimately across the entire value chain, thereby building a data platform that can respond rapidly to change. By enhancing rolling forecasts through S&OP and accumulating historical data to improve forecast accuracy, we will significantly increase both the speed and quality of decision-making. Building on successful cases in Japan, we will integrate data from overseas Group companies to achieve global supply–demand optimization. Furthermore, we will strengthen data collaboration with suppliers and distribution partners, promoting data utilization across the entire ecosystem.

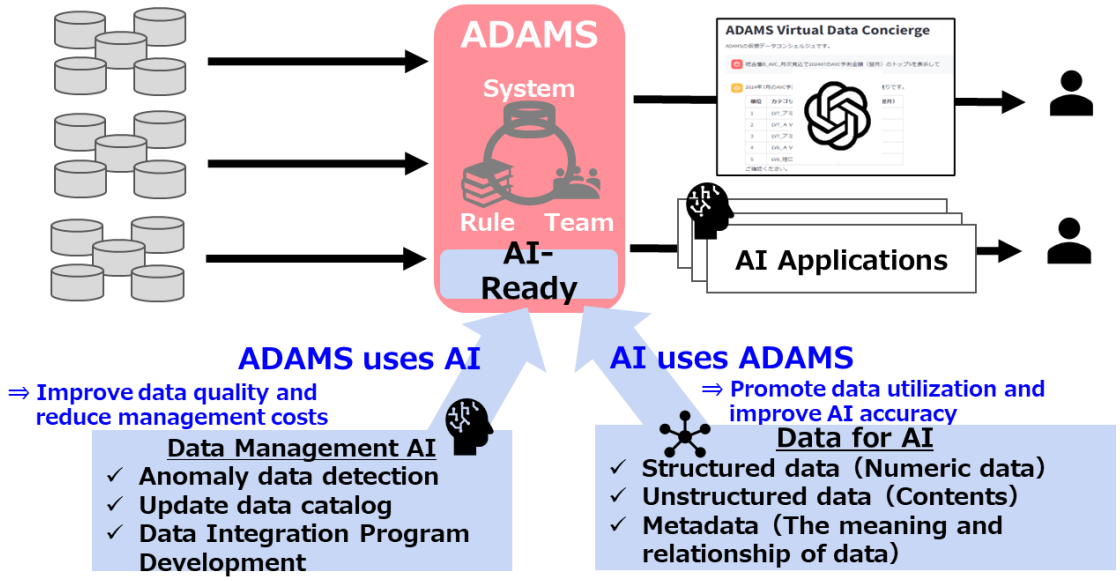


To support these initiatives, **we primarily internalize the development and maintenance of the ADAMS system and adopt an agile development approach to ensure both agility and long-term sustainability.**

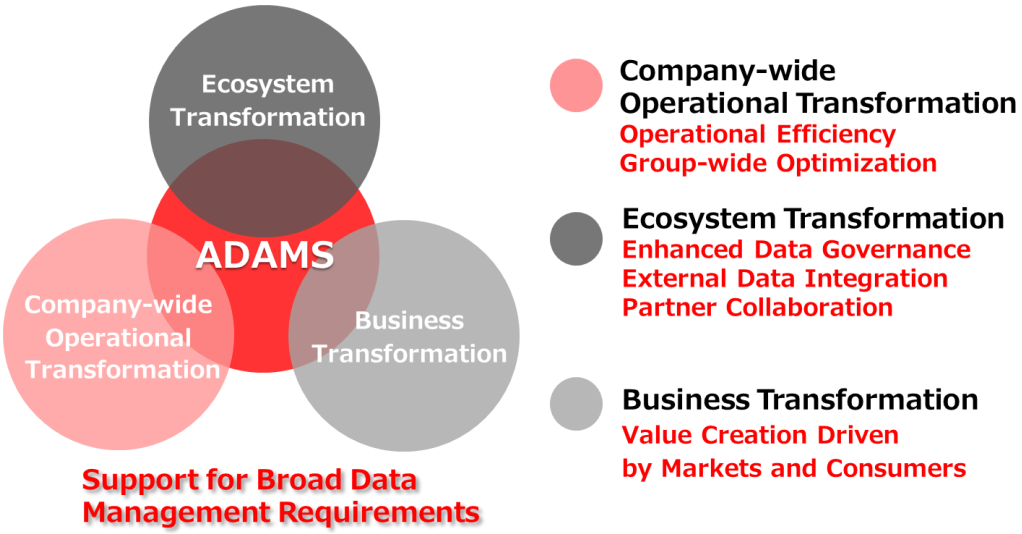
Collaboration with overseas Group companies: In anticipation of data linkage across the entire Group—including overseas operations—as well as with external parties, we have appointed data leaders (“Data Officers”) at overseas Group companies. We also hold monthly meetings to exchange information on advanced initiatives in each region and to discuss the Group-wide data management strategy and architecture.

External collaboration and talent development: We are adopting an architecture that facilitates data linkage and sharing with external ecosystem partners, while also developing engineers capable of effectively leveraging advanced digital technologies.

Initiatives toward AI-Ready： To build data assets that improve AI accuracy and reliability and help reduce risks, we will expand ADAMS into a data platform capable of integrating numerical (structured) data, various types of content (unstructured) data, and metadata that captures the meaning of data and relationships among datasets.



In this way, the Ajinomoto Group positions accelerating decision-making through a data-driven approach as a key management priority and is advancing Group-wide data management through the development and utilization of a data platform centered on ADAMS. As society undergoes a major digital transformation, we will continue to further sharpen both the speed and quality of our management.



2.5. DX Talent Development, Recruitment, and Skill Standards

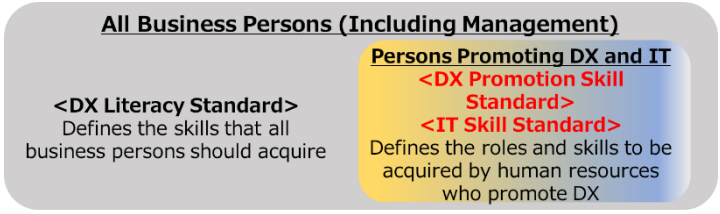
DX Talent Development Program: To enhance each employee's digital literacy for the practical implementation of DX, Ajinomoto Co., Inc. launched the "Business DX Talent" development program in FY2020. The program was open to all employees on a voluntary basis and offered an after-hours curriculum with three levels (beginner, intermediate, and advanced). Over the four years through FY2023, more than 80% of employees participated, and approximately 2,200 employees—equivalent to about 70%—obtained certification. The number of intermediate and advanced DX talent has also increased, accelerating the development of highly skilled DX professionals.

Category	Desired Skills/Status	Certified Persons	Ratio(%)
Business DX Talent	Well-versed in business, equipped with basic digital literacy, able to solve and transform simple issues using these skills	Term: 2020-2023	
Beginner	Has general business knowledge, understands the outline of DX and IT, and can propose their utilization	2,200	70
Intermediate	Has basic knowledge of DX and can determine appropriate utilization policies in actual business transformation	400	13
Advanced	Can specifically solve and transform issues in own work using data extraction, processing, aggregation, and knowledge of statistics/machine learning algorithms	60	2

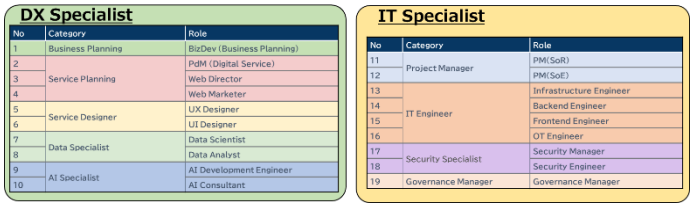
From 2024, we have been offering training programs aimed at strengthening digital utilization, covering topics such as generative AI, low-code tools, and data analytics. In addition, we are implementing OE (Operational Excellence) activities to eliminate waste embedded in daily operations and to promote standardization. To further encourage individual skill development, we are considering introducing digital badges. (For details, see Section 2.6 "AI and Digital Utilization.")

Recruitment of DX Talent: In line with our DX promotion strategy and the operational needs of each department, we conduct both new graduate and mid-career recruitment. In particular, as business model transformation advances and AI technologies evolve, demand has been increasing for digital marketing talent (including engineers) and AI utilization talent. Accordingly, we are strengthening these capabilities through both new graduate and mid-career hiring. In line with our DX promotion strategy and the operational needs of each department, we conduct both new graduate and mid-career recruitment. In particular, as business model transformation advances and AI technologies evolve, demand has been increasing for digital marketing talent (including engineers) and AI utilization talent. Accordingly, we are strengthening these capabilities through both new graduate and mid-career hiring.

DX/IT Skill Standards: From FY2024, as an initiative to leverage the knowledge employees have acquired to deliver more practical improvement outcomes, we defined role-based "skill standards." For all employees, including management, we established the "DX Literacy Standard" as the skill set expected of business professionals. Building on this literacy standard, we also developed the "DX Promotion Skill Standard" and the "IT Skill Standard" as specialized skill frameworks for employees driving DX/IT initiatives, **based on IPA's DSS and ITSS frameworks (Information-technology Promotion Agency, Japan)**.



With the newly established "**AI Specialist**" category added, we have defined nine categories for DX/IT, and set multiple roles under each category (updated annually in line with the needs of relevant departments and the realities of our organization). We have also defined and established the "DX/IT Strategist" as the talent responsible for formulating overarching, integrated strategies across these domains.



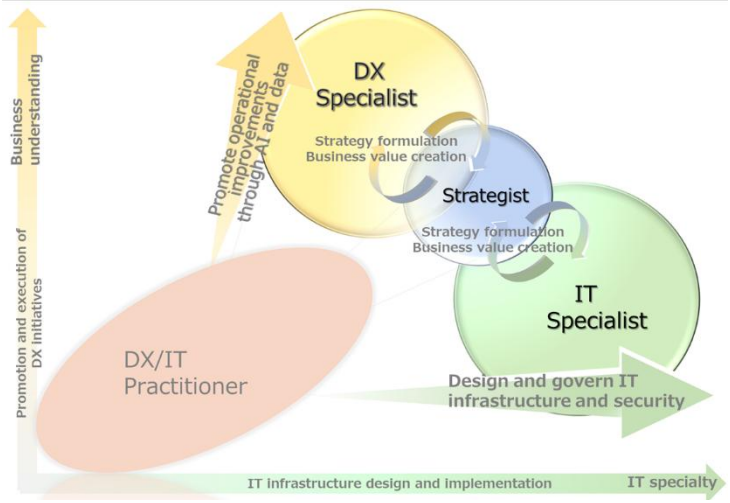
DX Specialist

No	Category	Role
1	Business Planning	BizDev (Business Planning)
2	Service Planning	PdM (Digital Service)
3		Web Director
4		Web Marketer
5	Service Designer	UX Designer
6		UI Designer
7	Data Specialist	Data Scientist
8		Data Analyst
9	AI Specialist	AI Development Engineer
10		AI Consultant

IT Specialist

No	Category	Role
11	Project Manager	PM(SoR)
12		PM(SoE)
13	IT Engineer	Infrastructure Engineer
14		Backend Engineer
15		Frontend Engineer
16		OT Engineer
17	Security Specialist	Security Manager
18		Security Engineer
19	Governance Manager	Governance Manager

As a development step, we define members engaged in DX/IT work as “DX/IT Practitioners.” Based on each individual’s business needs, experience, and motivation, we register and visualize their skill status in accordance with the defined skill standards, and develop them into specialists. In parallel, we also aim to develop higher-level talent—“**DX/IT Strategists.**” We will leverage these initiatives as a DX/IT talent management system, using it to support the development of each member, facilitate domestic and global rotations, and also strengthen hiring for in-demand specialists as well as new graduate recruitment.



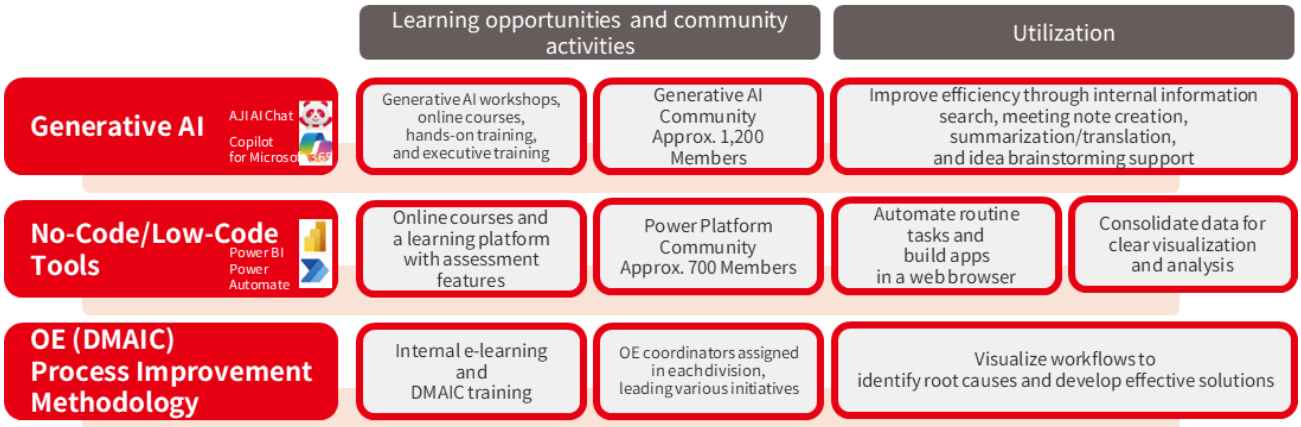
2.6. AI and Digital Utilization

To advance “data-driven management,” we are strengthening our initiatives to promote the utilization of AI and digital technologies in both daily operations and individual work. Starting in FY2026, each organization and employee will set targets that incorporate initiatives aimed at improving productivity—enhancing efficiency and sophistication—through the use of data, AI, and digital technologies. This will encourage ownership and personal commitment, while outstanding initiatives will be recognized through the “AI & Digital Utilization Awards” to further boost motivation.

【Initiatives to Promote Individual Utilization】

We promote the use of various tools and methodologies tailored to business needs by providing learning opportunities and supporting voluntary community-driven activities. Employees are proactively leveraging digital technologies to improve operational efficiency and create new value.

Since operational challenges in the field cannot be solved by digital solutions alone, teams promoting OE activities (utilizing the Lean Six Sigma process improvement methodology, DMAIC) collaborate with DX promotion teams to address and resolve frontline issues. Since operational challenges in the field cannot be solved by digital solutions alone, teams promoting OE activities (utilizing the Lean Six Sigma process improvement methodology, DMAIC) collaborate with DX promotion teams to address and resolve frontline issues.

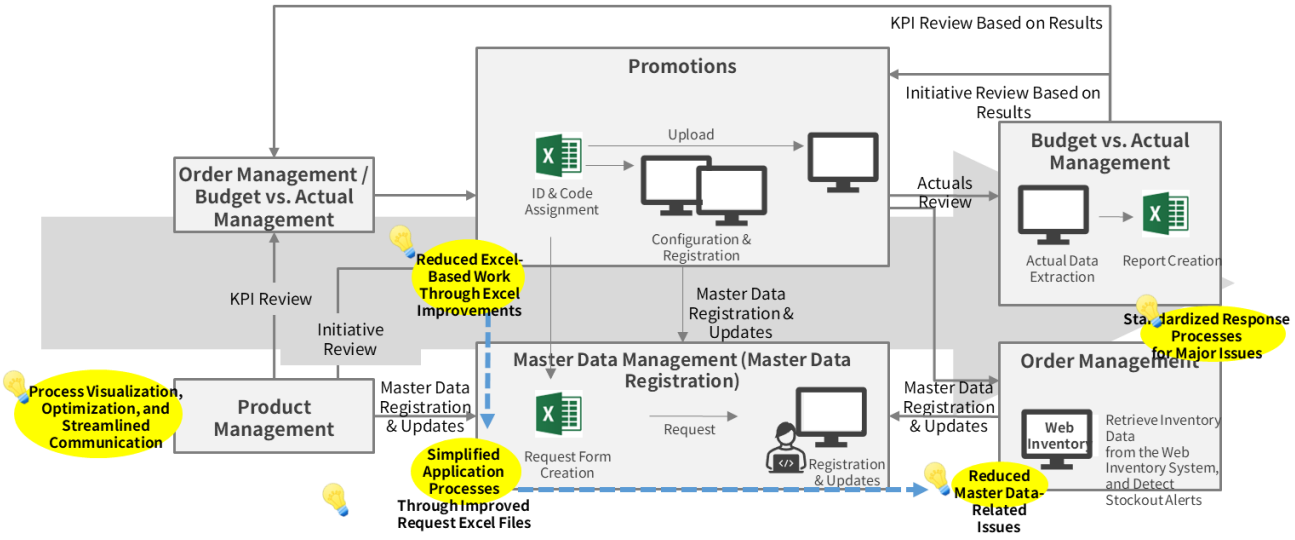


【Initiatives to Promote Operational Utilization】

To improve operational productivity through more efficient and effective use of AI and digital technologies, we established the “Digital Utilization Promotion Team” within the DX Promotion Department. The team centrally manages (visualizes) initiatives that had previously been pursued in a fragmented manner—such as identifying ADAMS-based use cases, supporting various operational improvement efforts, and projects utilizing low-code tools

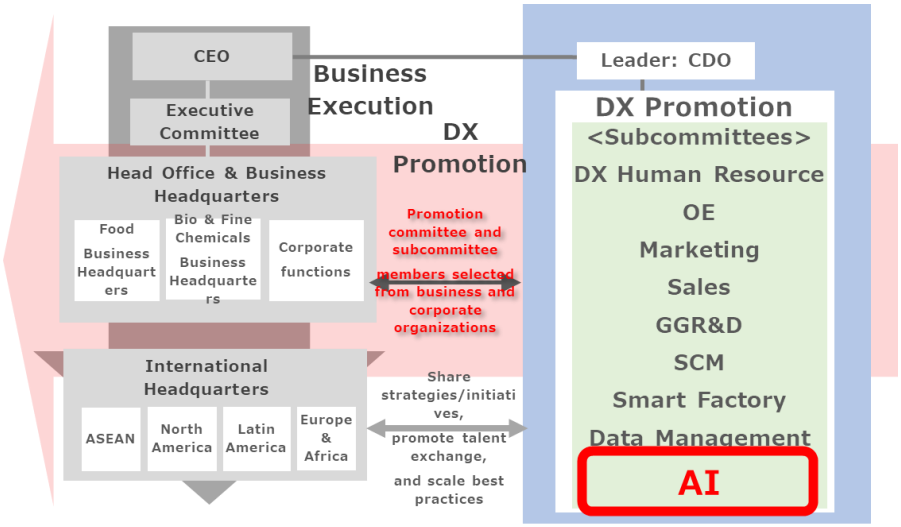
and generative AI. By aligning support policies and levels **from an end-to-end optimization perspective**, we are driving the effective promotion of AI and digital utilization.

As a concrete example, we launched an operational improvement initiative for a specific business division as a project and assigned members with deep expertise in the relevant business. They collaborated with OE members as well as external resources knowledgeable about the business. Within a short period, the team visualized the current workflow, designed an ideal target workflow, and simplified what had previously been a complex process. In parallel, tasks such as Excel-based work and internal master-data registration requests were standardized and partially automated. As a result of these improvements, we expect to reduce workload by approximately over 1,000 hours per year. Going forward, we will pursue further improvements, including through the use of generative AI.。

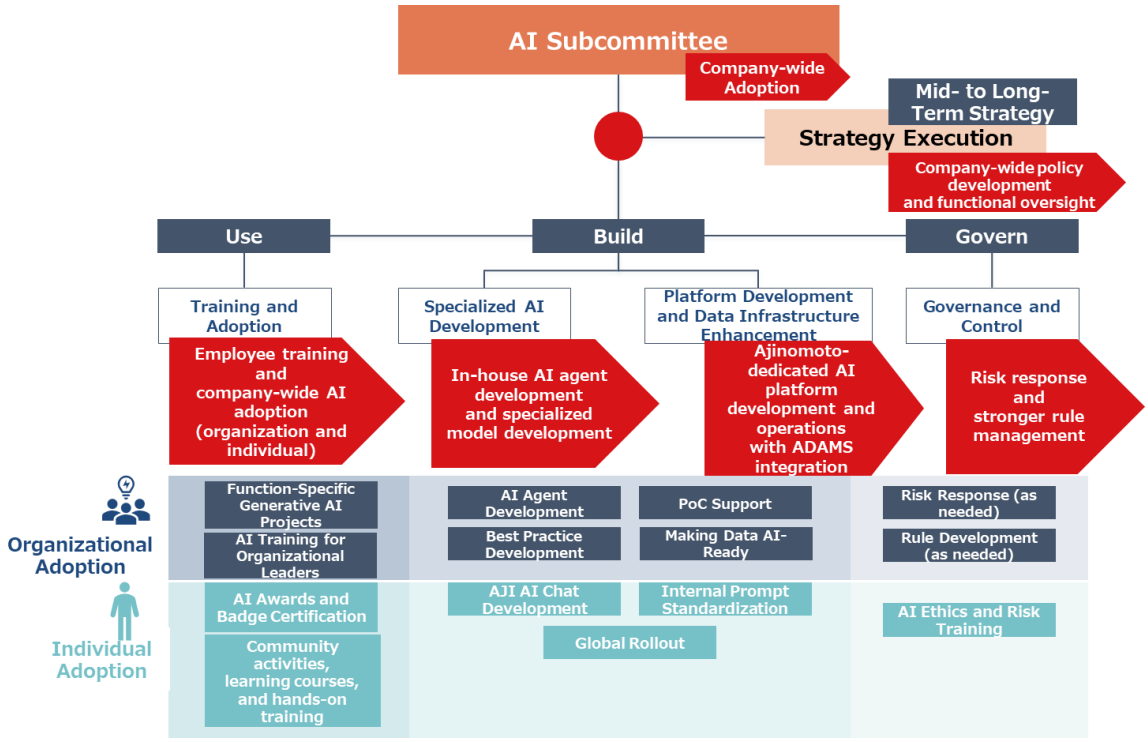


【AI Utilization Promotion】

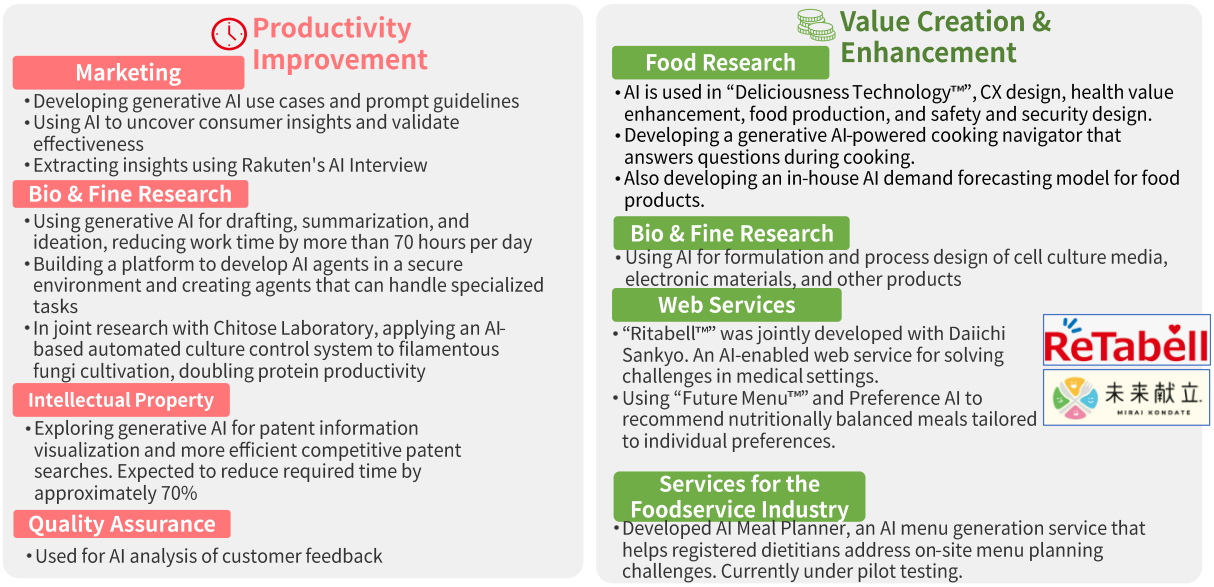
To promote and oversee AI utilization across the Group, we established the “AI Subcommittee” within the DX Committee.



While the AI Subcommittee Secretariat leads the overall strategy, we are building and promoting a CoE organization that connects three key initiatives—“Use” (education and utilization promotion), “Build” (platform development, data infrastructure development, and specialized generative AI development), and “Protect” (governance and controls)—to create cross-functional alignment and drive company-wide efforts. In addition, we will visualize the current usage of conventional AI and generative AI across the organization, enabling information sharing and horizontal rollout of best practices.



Examples of AI Use Cases (Conventional AI and Generative AI): Conventional AI, including machine learning, has long been utilized across various departments, and in recent years the use of generative AI has also been expanding (approximately 80 themes). The following are some examples.



Internal Generative AI Platforms: "AJI AI Chat," "Microsoft 365 Copilot," and "AJIBO"

In October 2023, Ajinomoto Co., Inc. introduced "AJI AI Chat" as an internal, company-dedicated generative AI tool. At the same time, we developed security guidelines for generative AI utilization, establishing an environment in which employees can use generative AI safely. We are continuously promoting usage while regularly introducing new models and enhancing capabilities such as RAG. We are also expanding availability globally in response to the needs of domestic and overseas Group companies.

In addition, we provide “Microsoft 365 Copilot” licenses to employees upon request to encourage utilization. We have also developed and rolled out “AJIBO,” an internal chatbot designed to retrieve and provide internal information.

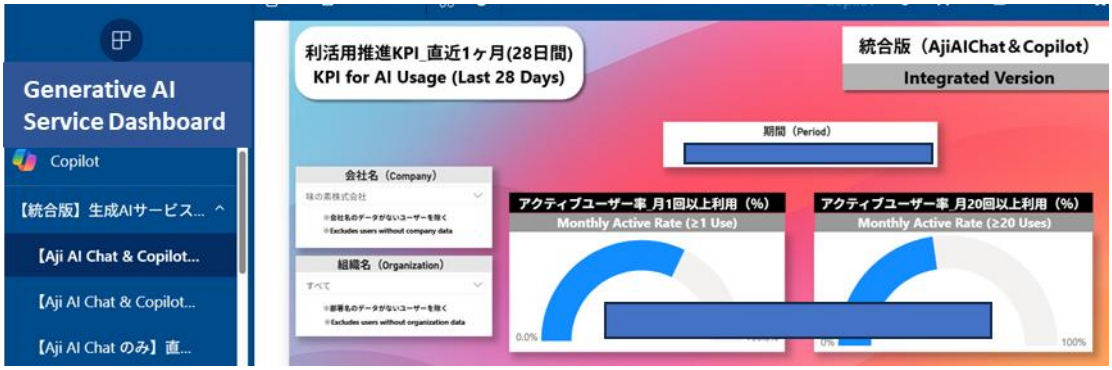




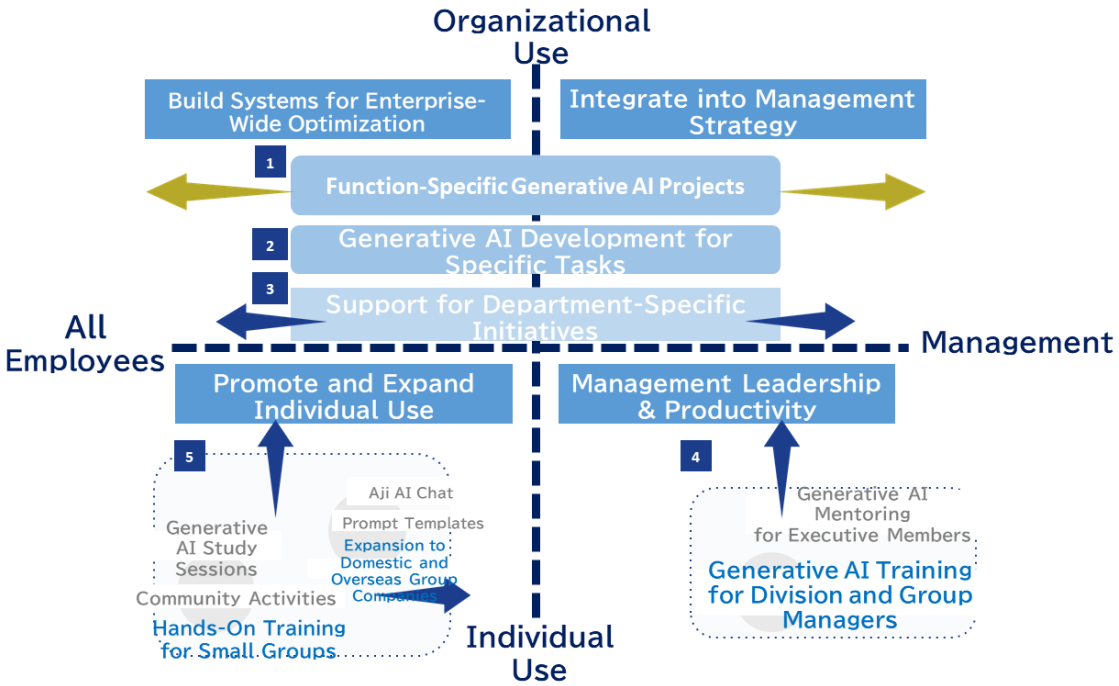


AJIBO
(Internal chatbot)

We have made a company-wide dashboard publicly available to visualize the utilization of generative AI, covering both “AJI AI Chat” and “Microsoft 365 Copilot.” Usage is visualized at the group level within each organization, enabling employees to review the status of their own organization as well as other organizations and domestic Group companies, and to use this information to promote greater adoption. As of December 2025, the monthly active user rate at Ajinomoto Co., Inc. is approximately 70%.

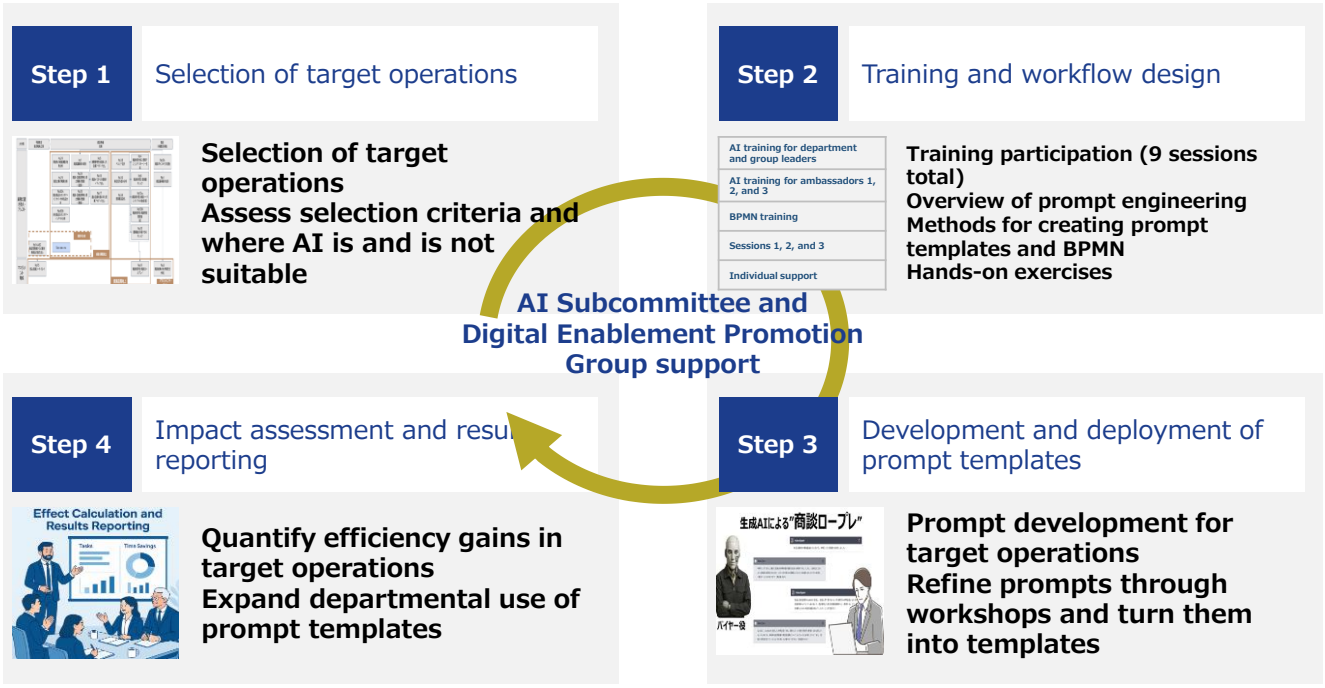


Promotion of Generative AI Utilization: We initially focused on promoting individual use of generative AI among employees and management. From FY2025 onward, we have strengthened the promotion of organizational use. Previously, each department independently developed generative AI solutions using external vendors; however, we have now shifted to a centralized approach led by the DX Department (Digital Utilization Promotion Team) and the DX Committee (AI Subcommittee). Under this framework, we are advancing both “job-specific generative AI utilization projects” and in-house development of “generative AI solutions for specific business operations, including AI agent implementation.”



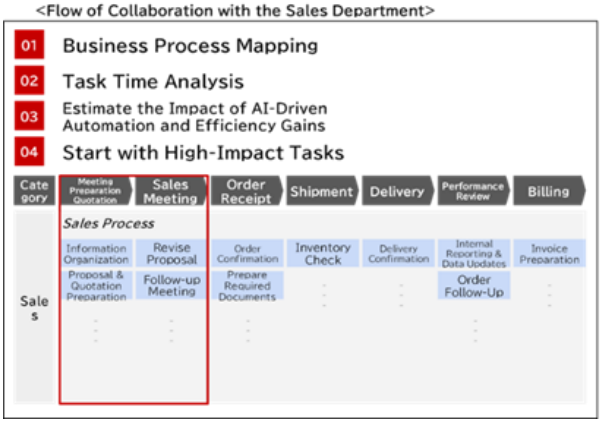
＜Case Example： Job-Specific Generative AI Utilization Projects 1 ＞ Organizational Use

After visualizing business operations by mapping workflows, we identify areas where generative AI can be applied from an OE and BPR perspective. Members of the relevant department then learn prompt engineering methods and create and refine prompts themselves, thereby fostering human capital development. These refined prompts are standardized as department-wide prompt templates and utilized organizationally to achieve department-level optimization and organization-wide utilization. In parallel, we consider leveraging ADAMS (the data management platform) and RPA tools, and where appropriate, proceed with AI agent implementation.



As an initiative within the Sales Department, this project was implemented with the objective of improving back-office efficiency and increasing time spent on customer engagements. Business workflows were visualized, time spent on each task was analyzed, and the potential impact of automation and efficiency gains through AI utilization was assessed. Generative AI was then applied to high-impact tasks, including the creation and refinement of prompt templates. In particular, efficiency improvements in routine back-office operations led to a confirmed increase in time available for customer-facing activities.

<Flow of Collaboration with the Sales Department>



<Expected Outcomes of Using Generative AI for Sales Role-Play Initiatives>

	Sales Rep	Manager
Schedule Coordination & Meeting Room Booking	10 min	-
Round-Trip Commute Time	40 min	60 min
Sales Role-Play	60 min	60 min
Total	230 min	

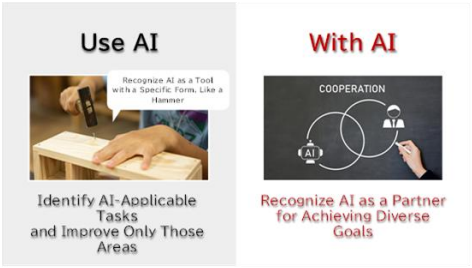
	Sales Rep	Manager
Schedule Coordination & Meeting Room Booking	-	-
Round-Trip Commute Time	-	-
Sales Role-Play	30 min	-
Total	30 min	

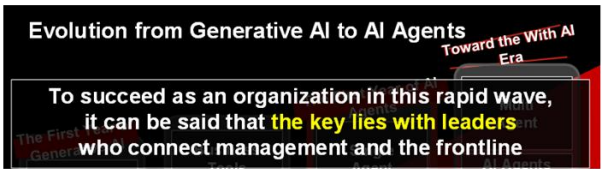
Estimated Annual Savings of 440 Hours for an 11-Person Team

＜Case Example: Generative AI Utilization Training for Organizational Leaders and Group Leaders＞

4 Individual Use × Executive Management

When driving business transformation through the adoption of new technologies, mindset change among middle management is a critical success factor. As part of the job-specific generative AI utilization projects, training sessions were conducted for organizational heads and group leaders. These sessions covered key trends in generative AI and emphasized the importance of leaders themselves taking the initiative in using generative AI and actively promoting its adoption across their organizations. The sessions were widely viewed by executives, organizational heads, group leaders, and general employees, achieving a survey response rate of over 80% and receiving highly positive evaluations.





＜ Case Example: Individual Generative AI Training for Executive Management

4 Individual Use × Executive Management

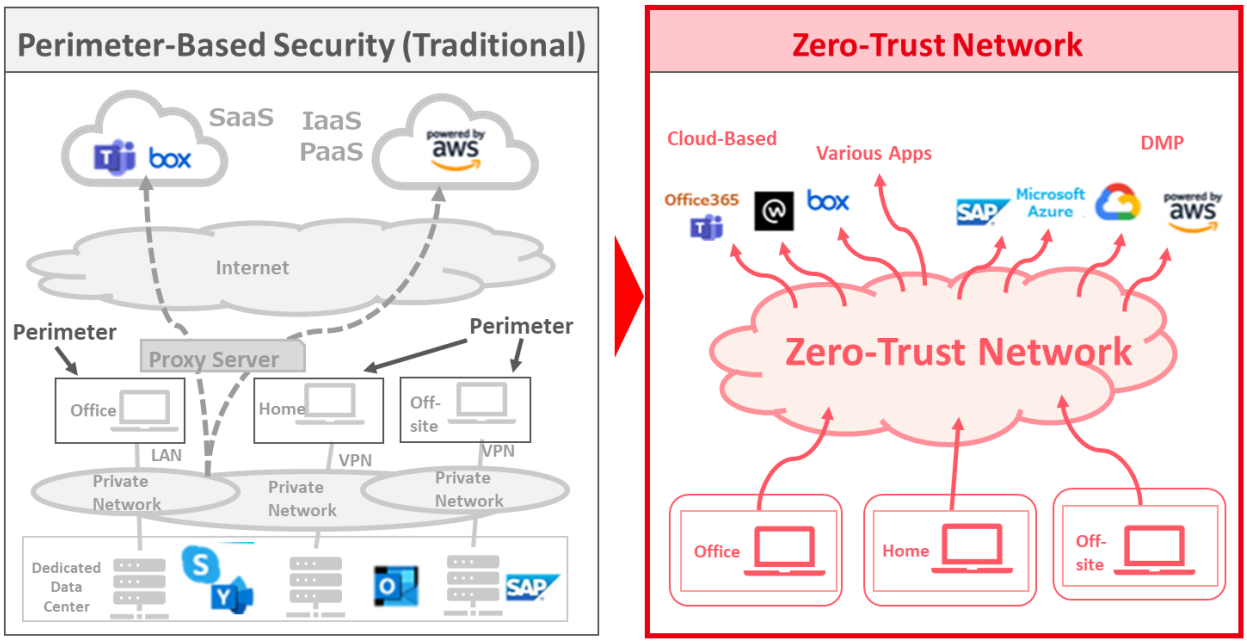
Young employees teach executive management how to leverage AI, enabling executives themselves to take the lead in adoption through reverse mentoring. This initiative also fosters communication between senior executives and younger, digitally native employees who would otherwise have limited opportunities to interact.



2.7. Risks and Mitigation Measures in DX Promotion

The risks associated with DX promotion are ① sunk (loss) risk, ② leakage or loss of corporate data and personal information, and ③ incidents or legal violations related to data handling, such as the GDPR (General Data Protection Regulation). ① Sunk (loss) risk refers to the fact that investments in digital initiatives (human resources, information, data, etc.) are investments in intangible assets such as information and knowledge, and therefore, if such investments do not succeed, their value may be lost (reduced to zero). With regard to investments, regardless of whether they are tangible or intangible, committees such as the Business Alliance Committee and the Investment and Financing Committee have been established, and in the case of digital-related investments, this sunk risk is strictly reviewed. ② With respect to the leakage or loss of corporate data and personal data, risks are addressed under the leadership of the Information Risk Committee, not only through IT system–based measures to prevent information leakage, but also by preventing the intrusion of spyware and hacking from external sources, as well as through awareness-raising activities conducted via the Corporate Conduct Committee. ③ For GDPR compliance, a global framework has been established with the Enterprise Risk Management Committee as the top governing body, involving information security officers, experts, and external advisors, to ensure comprehensive compliance and risk management. The figure below shows the future IT vision and the approach to its implementation.

To adapt to a wide range of changes, we built a secure IT infrastructure that allows individuals to flexibly choose their work environment. We are advancing cloud adoption to eliminate on-premises systems and establishing a zero-trust network that ensures security on an open network.

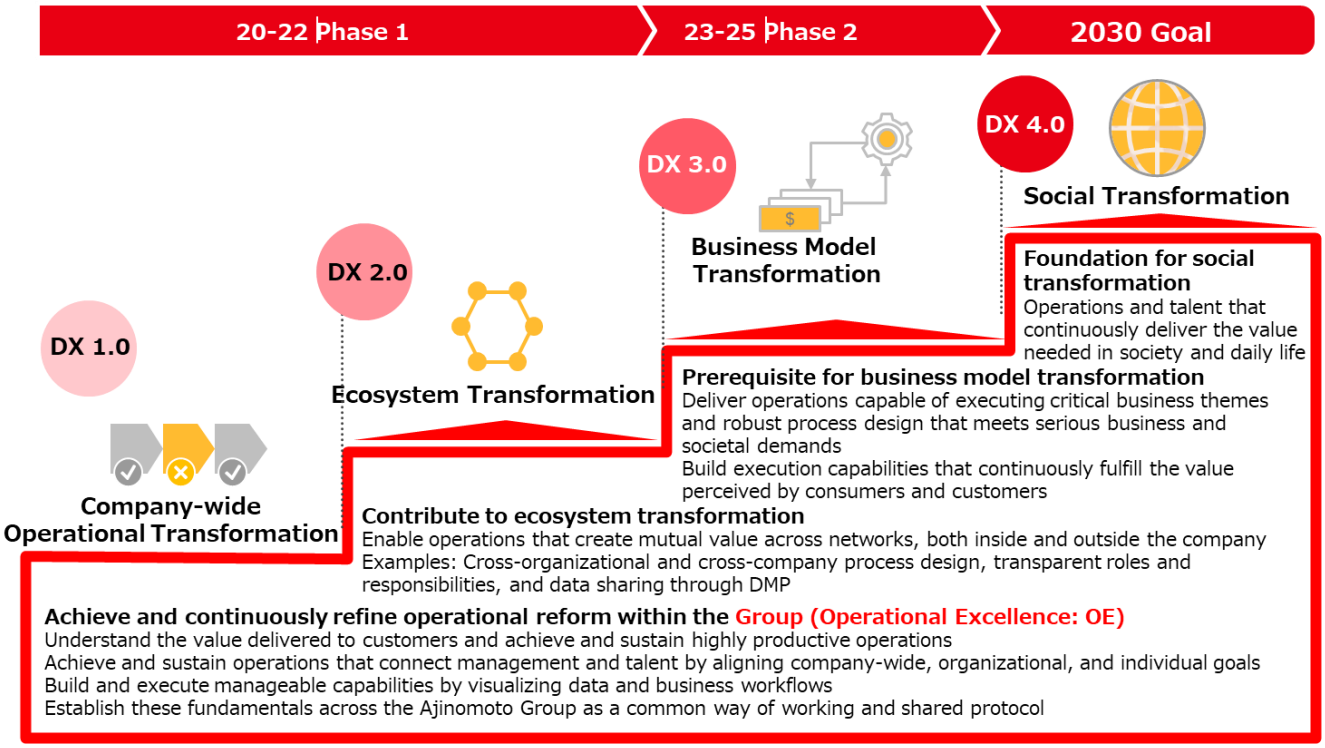


3. Ajinomoto Group DX Stages

3.1. DX1.0/OE

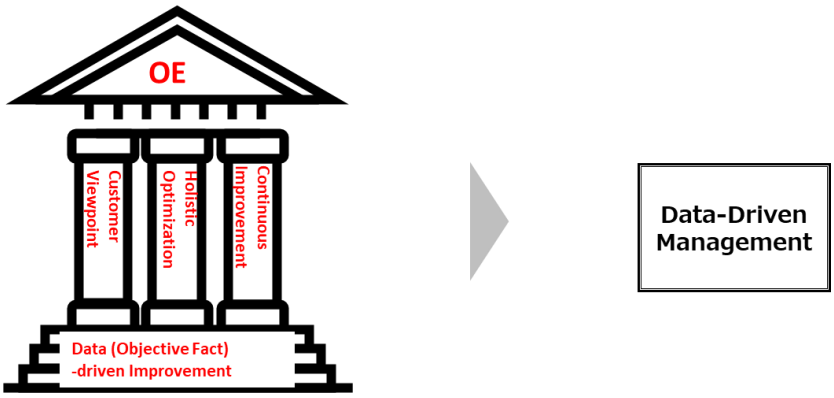
3.1.1. Continuously Enhancing Operations Across All DX Stages

DX 1.0 refers to a state in which value creation, starting from customers and society, is pursued and executed at the individual, organizational, and company-wide levels. This forms the foundation of all DX initiatives, and its level must be continuously enhanced to align with each DX stage.



3.1.2. Introduction of Operational Excellence (OE)

Our Group has introduced Operational Excellence (OE) in order to globally elevate and transform operations across all workplaces. OE is a continuous transformation initiative based on a philosophy and methodology in which individuals and teams grow together to thoroughly refine all operations for customer-driven problem solving and value creation, thereby generating competitive advantage. With a focus on customer perspective, overall optimization, and continuous improvement, OE promotes data-driven improvements and implements data-based management.

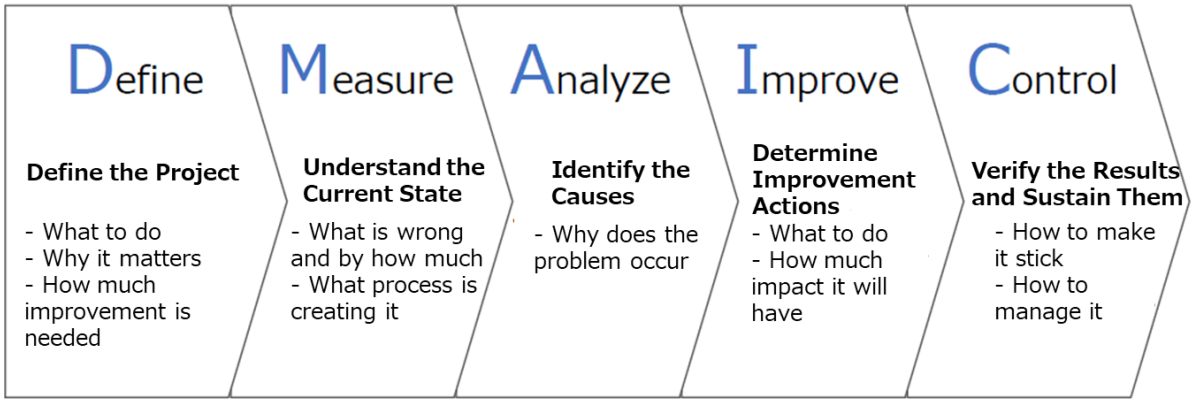


As one of the standard methodologies for advancing OE activities, we adopted “DMAIC,” a Lean Six Sigma methodology that is recommended as a global standard for process improvement. By developing leaders (Green Belts*) who can execute process improvements using a common methodology applicable both inside and outside the company, we are promoting organization-wide, overall-optimized OE activities that transcend organizational boundaries.

＊Green Belt: A certification granted to individuals who possess problem-solving capabilities in compliance with ISO 18404. At our company, certification is awarded through assessments conducted by Genex Partners, our OE partner since the launch of DX.

DMAIC is an acronym formed from the initial letters of each phase of process improvement. It is one of the Six Sigma methods recommended by ISO(*1) as a global standard for improvement methodologies.

Process Improvement Phases

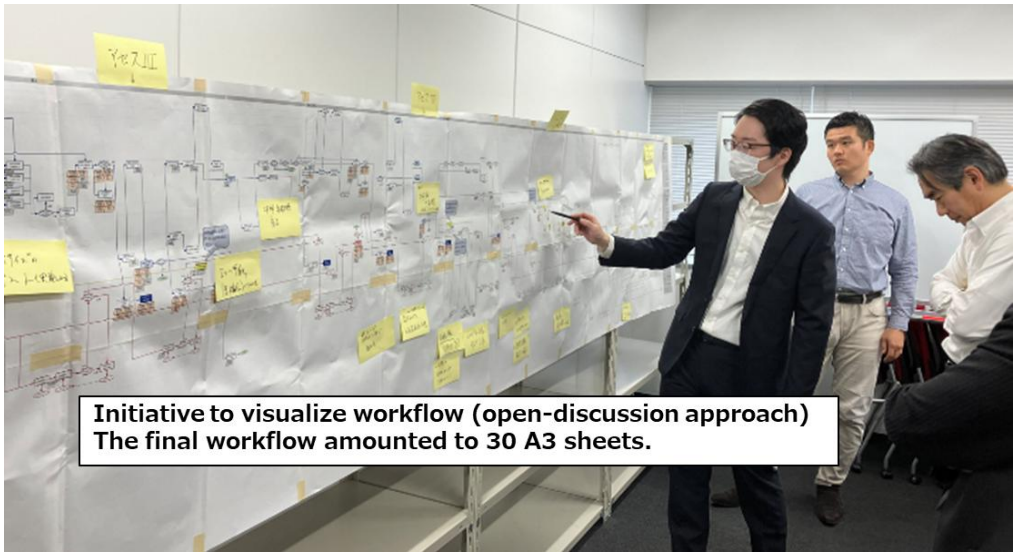


(*1)
ISO 13053: Quantitative methods in process improvement — Six Sigma
ISO 18404: Quantitative methods in process improvement — Six Sigma — Competencies for key personnel and their organizations in relation to Six Sigma and Lean implementation

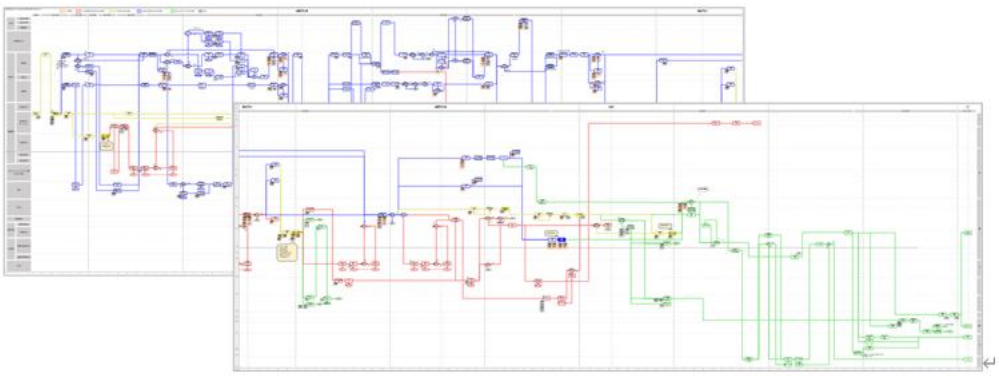
【Project Example Using DMAIC】

The product information management system involves approximately 20 departments related to product development. Due to the complexity of business workflows and information flows, each department had been carrying out its operations in a “partially optimized” manner.

In order to reduce erroneous dissemination of product information, we are working to achieve “overall optimization” of operations by thoroughly visualizing these complex workflows and information flows, reviewing operational processes, role assignments, and rules for handling information, and implementing automation. By utilizing DMAIC, we avoid superficial improvement measures or premature systemization, instead identifying the root causes of issues and addressing them through fundamental problem-solving efforts.



Initiative to visualize workflow (open-discussion approach)
The final workflow amounted to 30 A3 sheets.



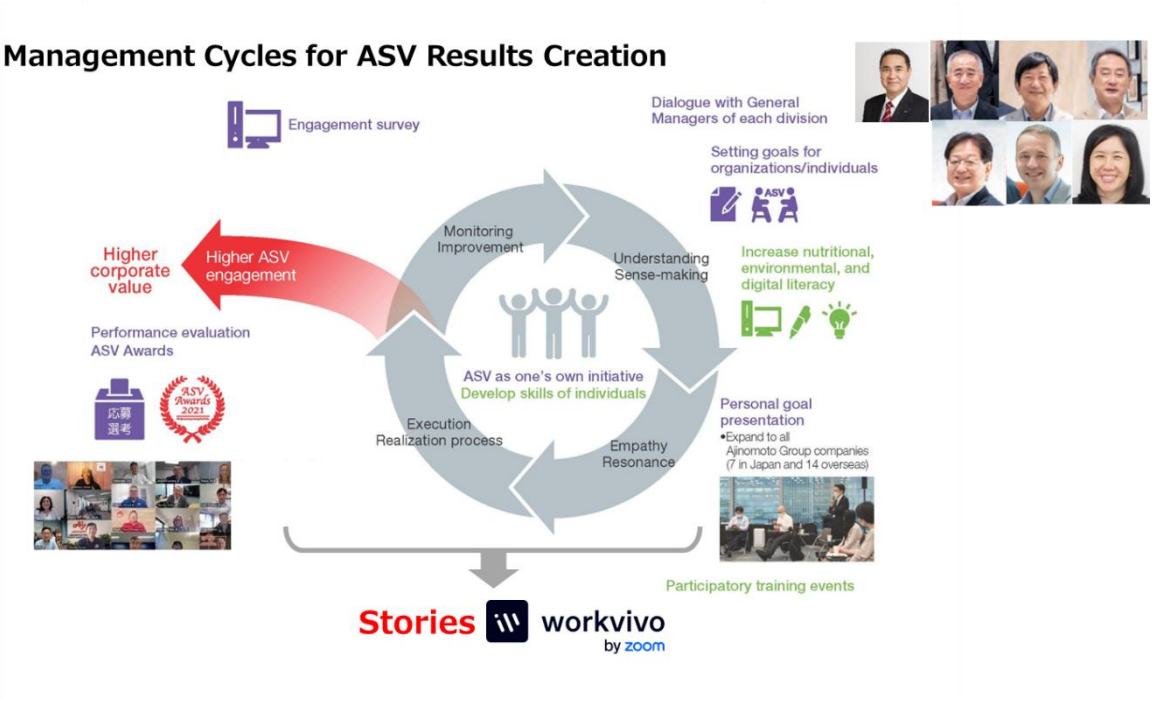
3.1.3. Co-growth of Individuals, Businesses, and the Organization

The permeation of the purpose-driven management philosophy—“Contributing to the well-being of people, society, and the planet through AminoScience™ is the practice of ASV”—is the most important factor in enabling all employees to come together as one team.

The role of the CEO in embedding this philosophy throughout the organization is extremely significant. While organizational performance is expected to exceed the mere sum of individual employee performance, achieving this requires proper alignment between individual goals and organizational goals. To this end, our company has introduced individual goal presentations company-wide. Through this alignment, engagement scores at both the individual and organizational levels increase, enabling organizational performance to be realized beyond the aggregate of individual efforts. In this initiative, it can be felt that the capabilities and confidence of individuals and organizations steadily improve with each iteration. By implementing various training programs, including digital education, we enhance both individual and organizational performance, while also sharing the achievements of high-performing individuals and organizations through company-wide awards and other forums, thereby creating mechanisms to further raise engagement.

By refining this cycle of co-growth among individuals, organizations, and businesses, our corporate culture gradually evolves into a customer-centric, self-driven culture. Based on this corporate culture, our group will realize ASV.

To realize this co-growth cycle, not only the CDO but also the executive officer in charge of human resources provides support. In addition, we are promoting these efforts with the support of OXYGY Inc., our partner that accompanies us in the company-wide implementation of Operational Excellence.



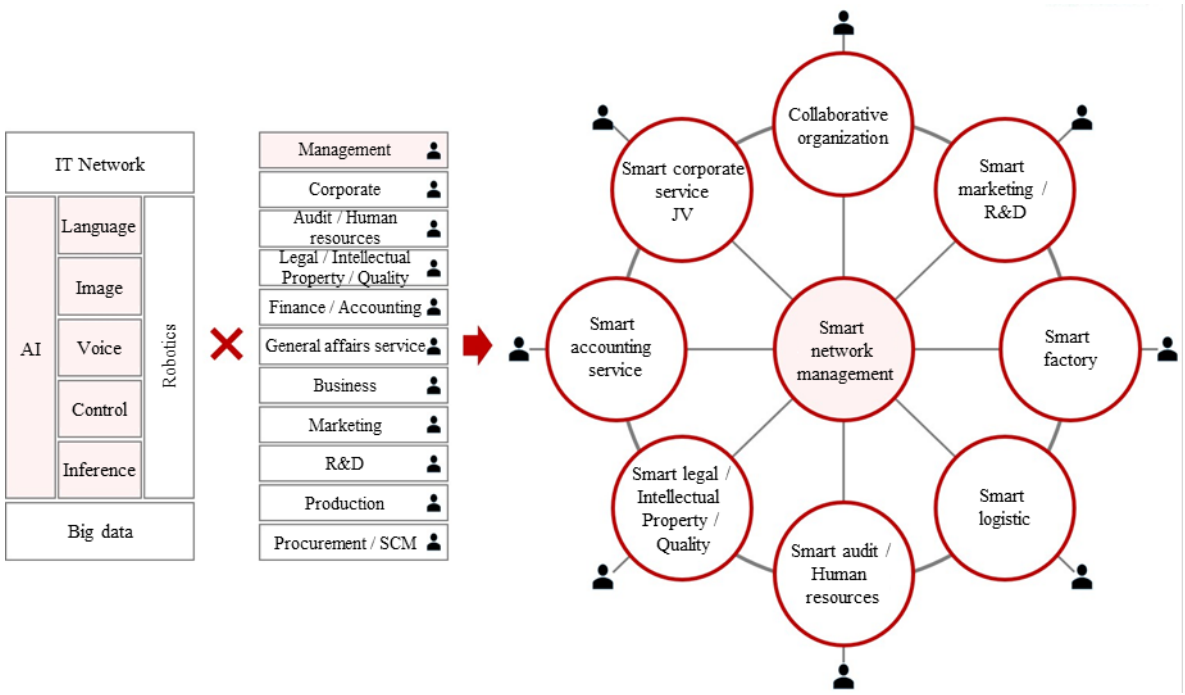
3.2. DX2.0

3.2.1. Transformation of the Management Ecosystem — Smart Networking of Management —

The transformation of our Group's management ecosystem lies in smart networked management. As made clear by the COVID-19 pandemic, new ways of working such as remote work are expected to accelerate further in the future.

Traditionally, our Group operated under a vertically structured, hierarchical management model typical of long-established companies, with employees fixed within their respective organizations. However, with the advancement of digital technologies and IT systems, not only have the functions of individual organizations become more sophisticated, but they have also formed networks that extend beyond the company. In this model, employees participate in management through diverse working styles and responsibilities, leading to smart networked management.

To achieve this smart transformation, initiatives such as the establishment of joint ventures for corporate services, outsourcing, and spin-offs as service companies have been implemented. This form of smart networked management represents the management ecosystem that our Group aims to realize.

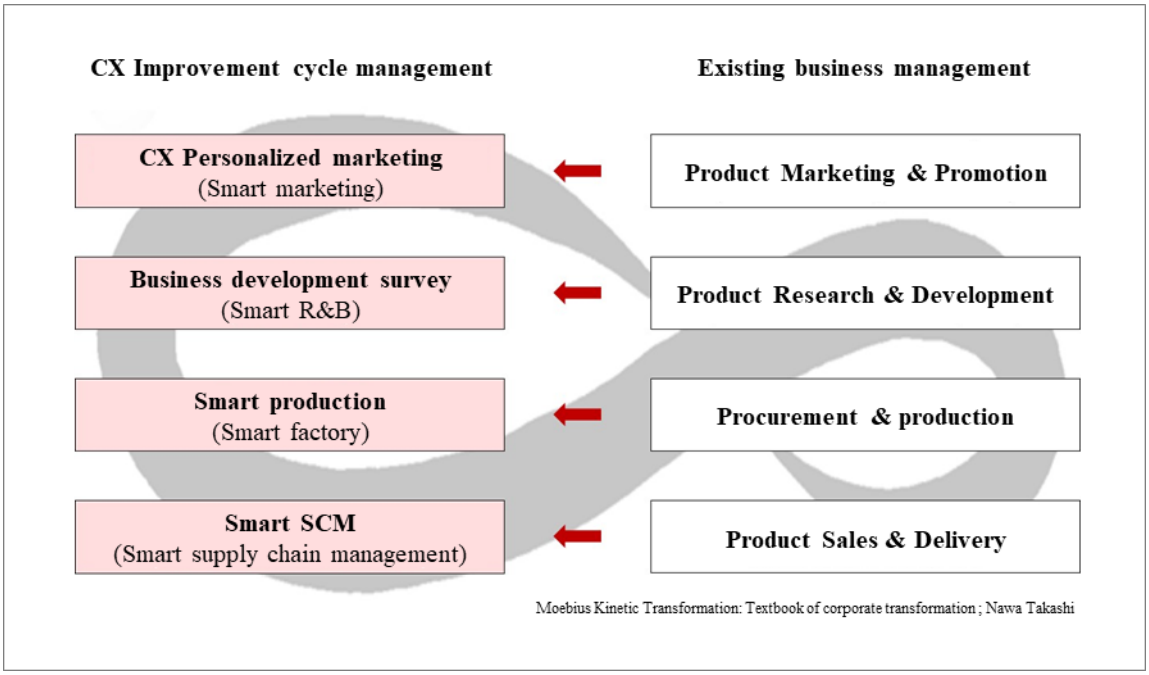


For examples of smart-networked management, please refer to Appendix 4.4.

3.2.2. Transformation of the Business Ecosystem

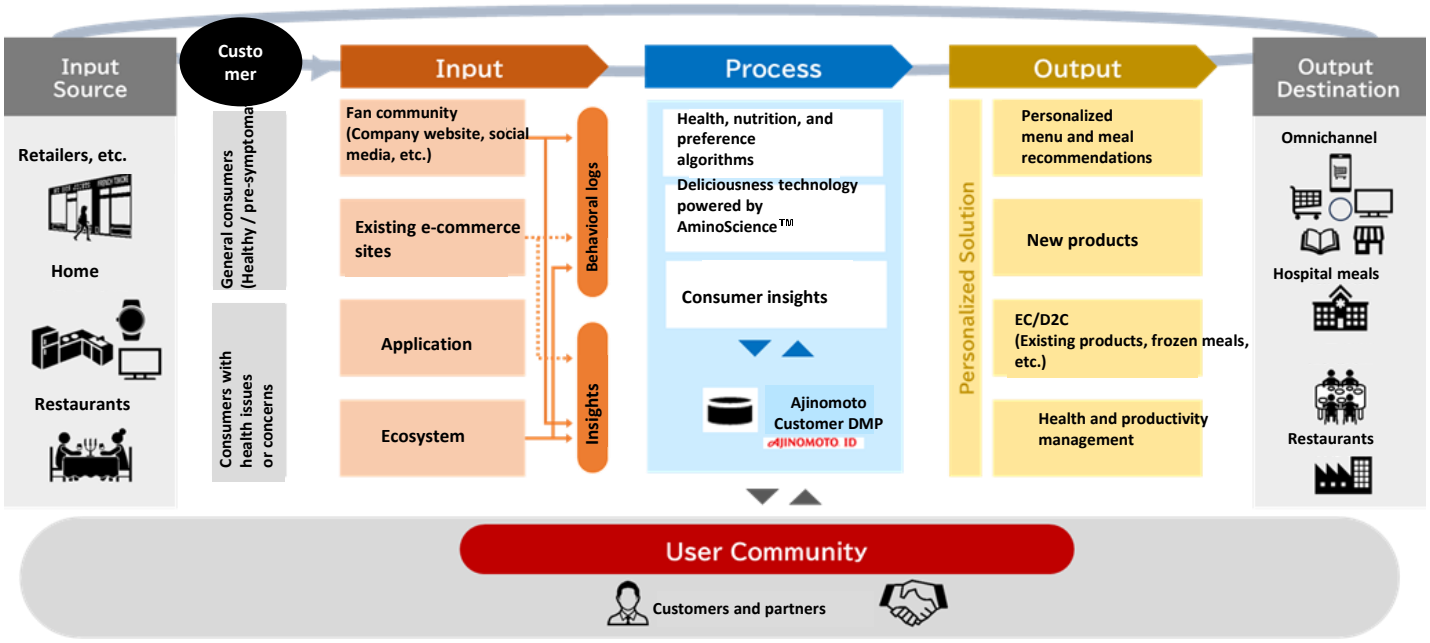
— Business Ecosystem Transformation Centered on Customer Experience —

The traditional business management of our Group has been based on vertically connected functions such as product marketing, R&D, procurement and production, and product sales, with customer (consumer) information flowing in accordance with this organizational design, making it well suited to a stable business environment. However, in recent years, customer (consumer) behavior has diversified, and value is increasingly shifting from the act of purchasing products itself to new customer experiences (CX: Customer Experience) created through those purchases. In such a rapidly changing business environment, it is necessary to move away from management models in which organizational functions are vertically connected, and instead transition to business management in which each function focuses on CX, exchanges information flexibly, and agilely creates new customer (consumer) experiences. Rather than implementing this ecosystem transformation all at once, our Group pursues a Möbius-strip–like transformation, continuously evolving our organization while staying close to customers (consumers) and adapting to changes in distribution and the business environment. The transformation of the management and business ecosystems (DX 2.0) will progress in a mutually complementary manner, generating synergies as they evolve together.



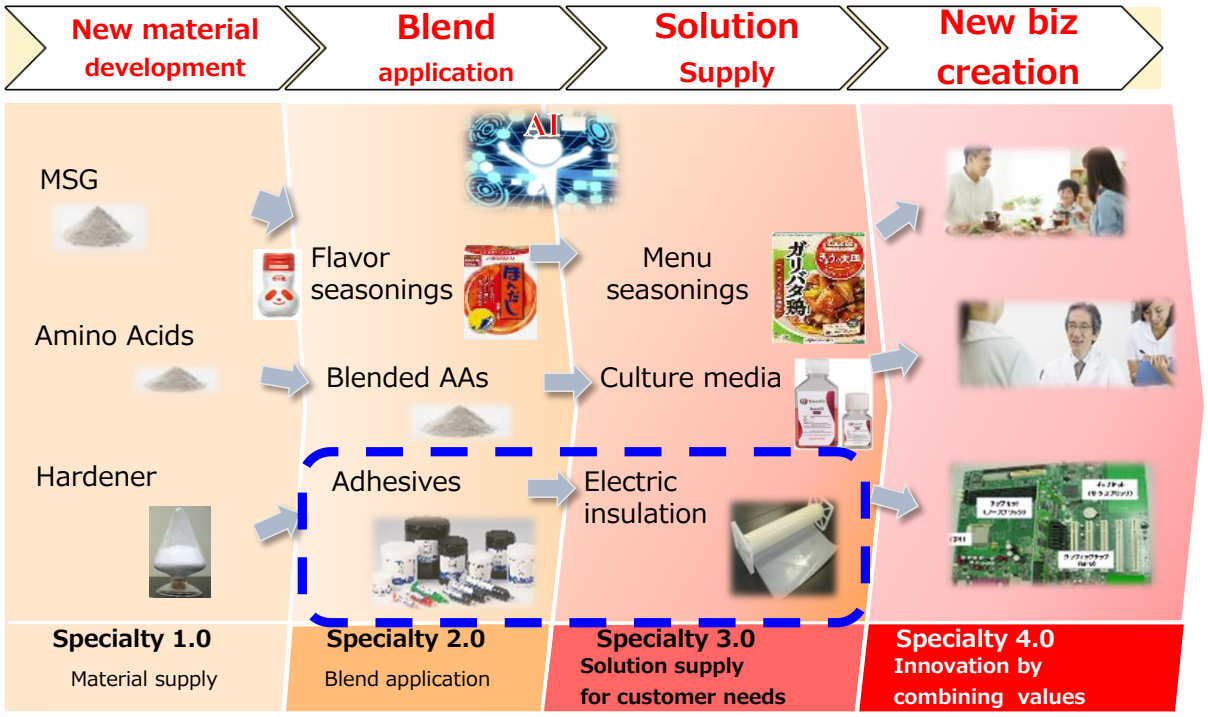
3.2.3. Personalized Marketing from a Customer-Centric Perspective

We collect multifaceted information on customers (consumers) related to food and health through multiple touchpoints, aggregate the data, and build a marketing DMP. By integrally operating this database together with our Group's proprietary R&D data, we will deliver customer experiences (CX) and customer value, starting with meal planning support tailored to individual consumer preferences, objectives, and health-related challenges.



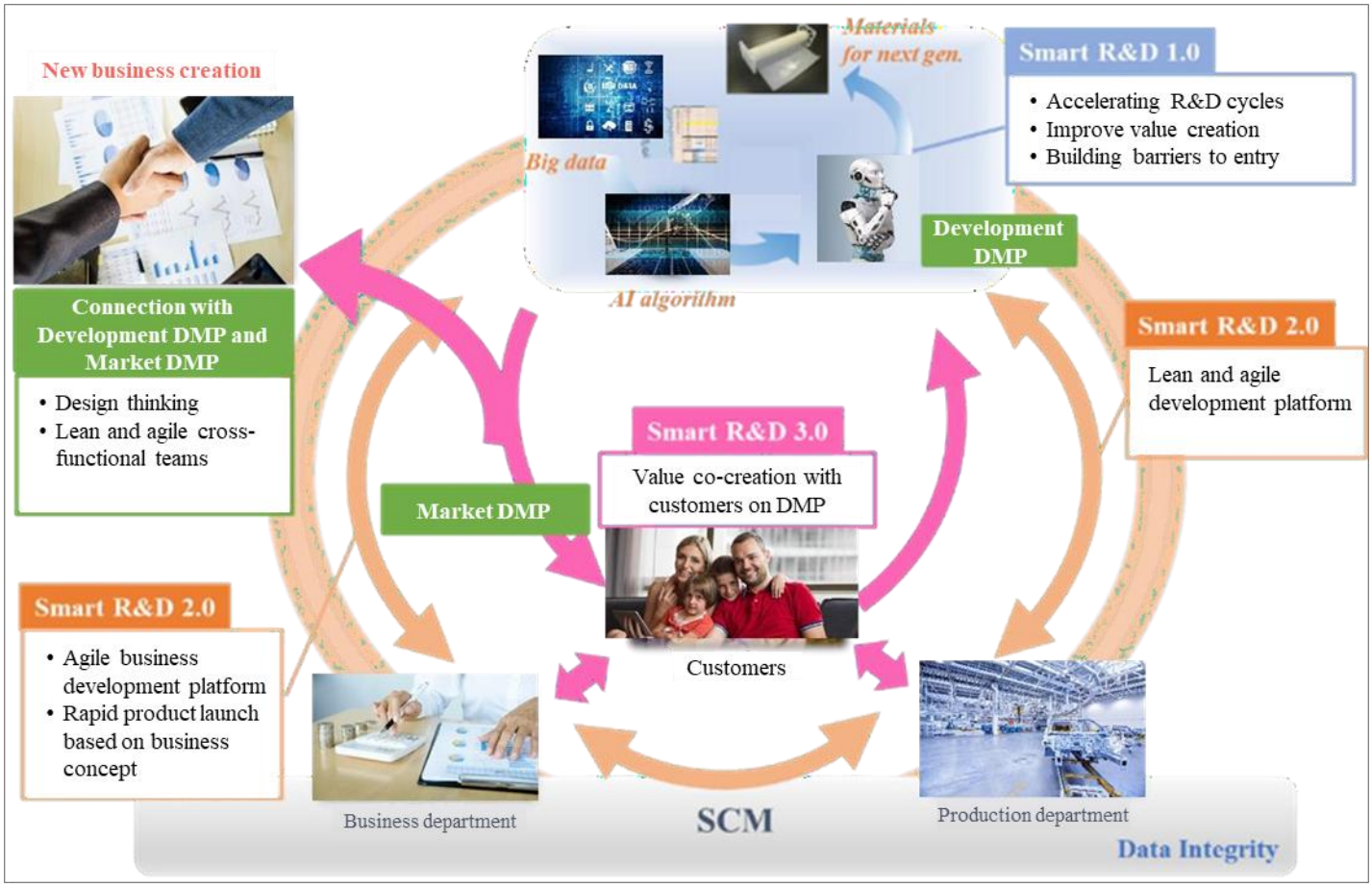
3.2.4. The Equation for Specialty and Innovation

While our group operates a wide range of businesses, including seasonings, foods, amino acids, chemical products, and electronic materials, the approach to innovation through the development of specialty products and product- and service-based offerings has been conceptualized and can be expressed in the form of an equation as shown below. By accumulating big data (development DMP) and applying AI in accordance with this equation, the development of specialty products, innovative products, and services can be realized beyond individual business boundaries.



3.2.5. Business × Research & Development

Smart R&B (Research & Business) is created through the integration of smart marketing and smart R&D. By enabling marketers with rich CX insights and B2B customers, together with researchers who possess R&D knowledge, to co-create value on a DMP, agile products and services that directly contribute to enhancing CX value can be developed.

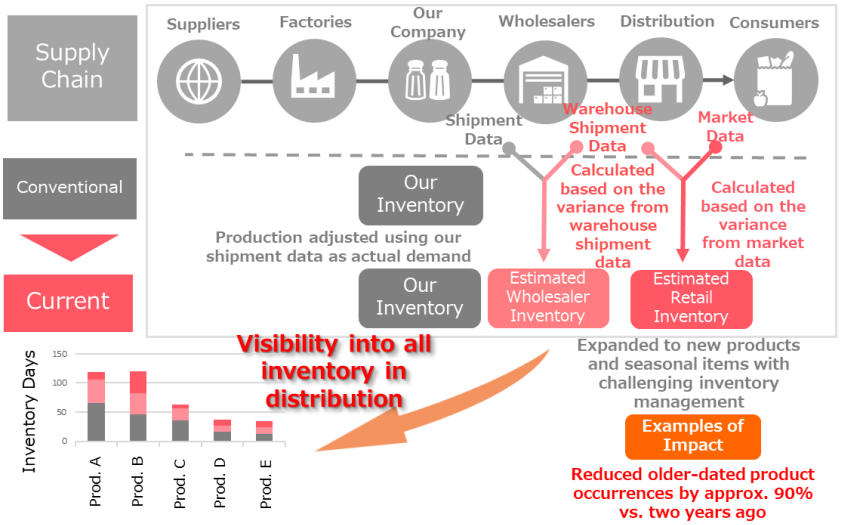


3.2.6. Smart SCM

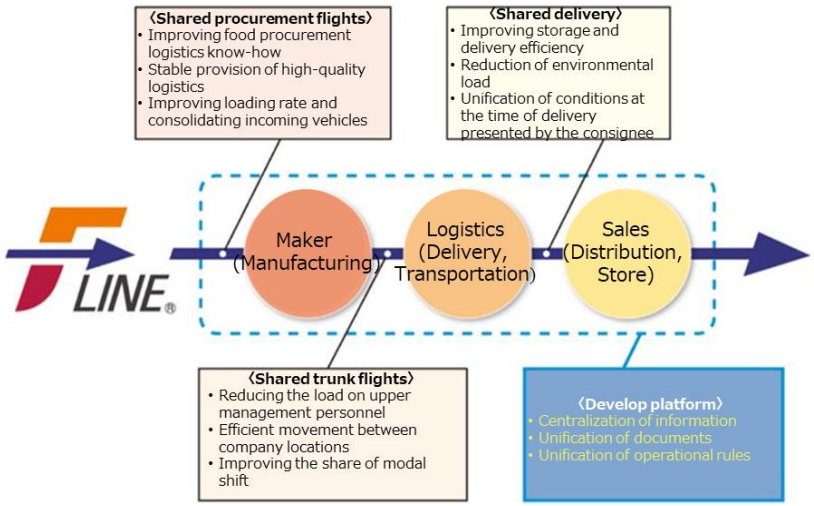
Current SCM operations are highly complex, involving a large number of personnel and diverse information tools such as fax, Excel sheets, and email. As a result, SCM has become an area with significant challenges related to inventory, costs, and ESG. To make SCM smarter, it is essential to introduce a DMP (Data Management Platform) that can read and accumulate data in various formats, as well as AI that applies appropriate algorithms to enable rational decision-making. For this reason, support from digital-native experts is indispensable. In addition, to improve real-world operations such as logistics streamlining, it is also important to incorporate know-how from leading companies. The Ajinomoto Group has established F-LINE Co., Ltd., a joint venture for the joint distribution of food products beyond corporate boundaries. We believe that developing and implementing logistics systems that rationally connect companies will contribute to solving social challenges in SCM, and we aim to demonstrate leadership in this area.

SCM: Distribution Inventory Visibility and Supply-Demand Optimization

- **In addition to shipment data, market data and warehouse shipment data are integrated into the Ajinomoto Group's data management platform.**
- **Centralized data management enables accurate visibility of actual demand and market inventory, allowing optimized production adjustments.**



Joint Food Distribution:
Establishment of F-LINE Co., Ltd.

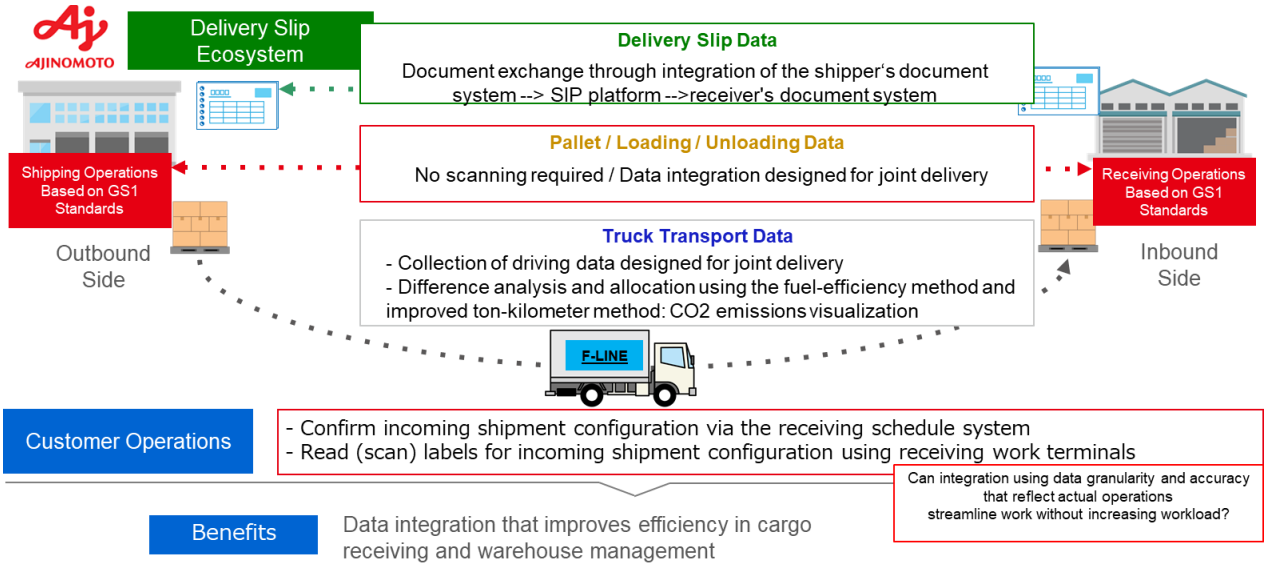


Kewpie Corporation and seven other major food companies are collaborating with wholesalers by linking logistics data to improve supply chain efficiency and address social challenges. As part of this effort, proof-of-concept experiments have been launched to solve on-site issues such as reducing truck drivers' waiting times.

Toward a Fundamental Transformation of the Logistics Industry — Standardization through GS1 Codes —

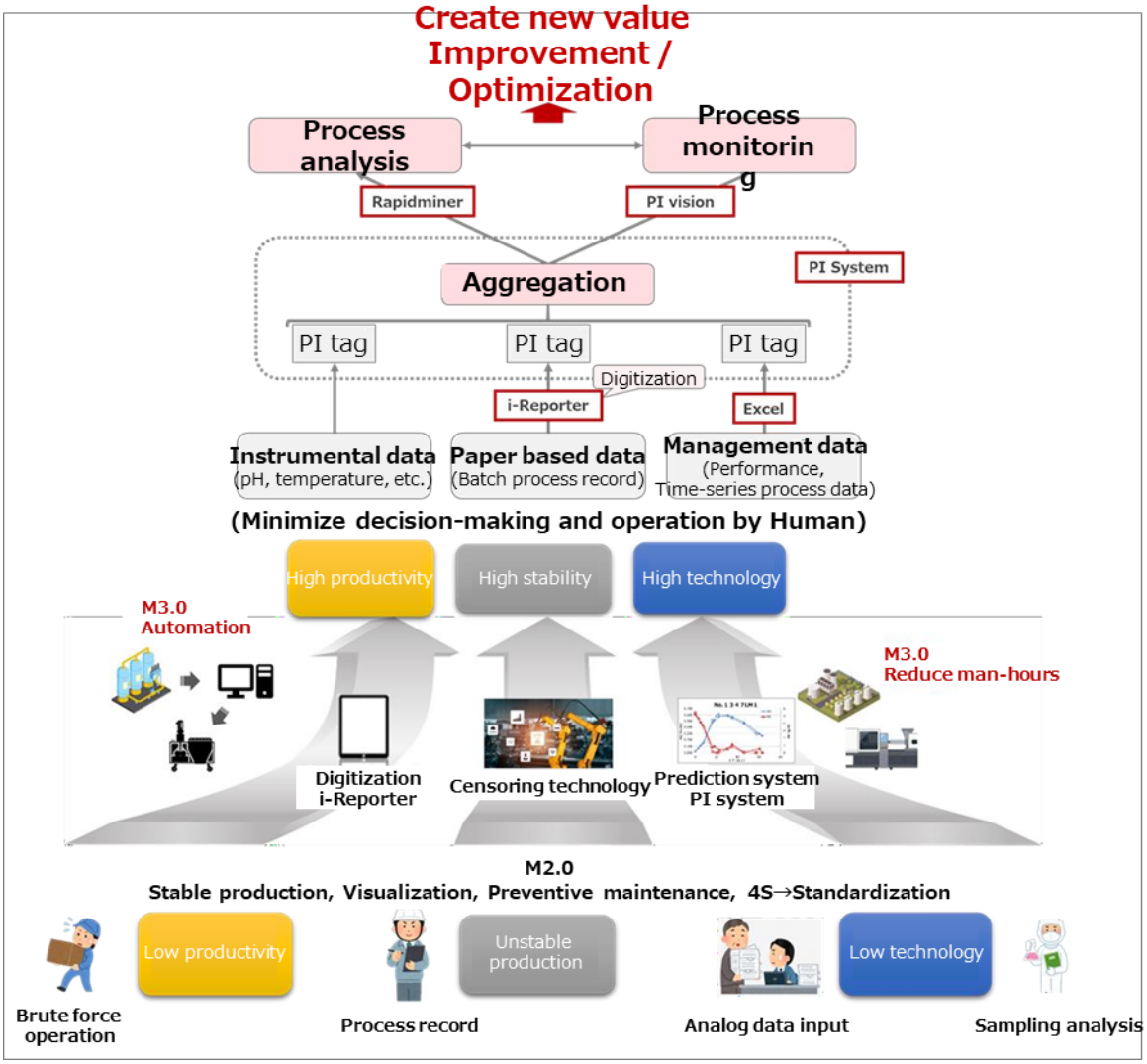
Logistics in the food industry requires significantly more time and labor for inspection and receiving operations due to industry-specific characteristics such as a large number of products, temperature control, and expiration date management. In addition, the logistics industry as a whole faces challenges such as driver shortages and labor shortages, including the so-called “2024 issue,” creating an urgent need for greater efficiency and labor saving. Against this backdrop, in order to standardize information across the entire supply chain and realize efficient logistics operations, the DPC Council (Data Platform Construction) was established. Manufacturers, wholesalers, distributors, and government authorities (the Ministry of Economy, Trade and Industry; the Ministry of Land, Infrastructure, Transport and Tourism; and the Ministry of Agriculture, Forestry and Fisheries) are collaborating to promote industry-wide standardization of logistics operations through the use of standardized logistics codes.

Specifically, proof-of-concept experiments on logistics management using the internationally recognized EPCIS standard and GS1 codes are being conducted jointly with Nissin Food Products Co., Ltd. The EPCIS standard is an international standard for recording supply chain history as data, such as where a product was manufactured, the route by which it was transported, and when it entered a warehouse. GS1 codes, meanwhile, are international standards for barcodes and QR codes and are used for supply chain traceability under the EPCIS standard. Because they enable common scanning and recording regardless of the party responsible—from manufacturing through sales—and comply with international standards, they also support global product management. By assigning GS1 codes to each individual product, package, and shipment unit and recording and sharing them as event data, receiving information can be identified in advance, enabling labor savings in inspection operations and shorter unloading times. Specifically, because it is known at the individual-item level what will arrive before delivery, inbound inspection work can be omitted by automatically matching multiple transport packages upon arrival with the GS1 codes assigned to shipment units, without checking each item individually. At the same time, this approach contributes to improved sustainability and transparency across the supply chain, including visualization of CO_2 emissions and enhanced traceability.



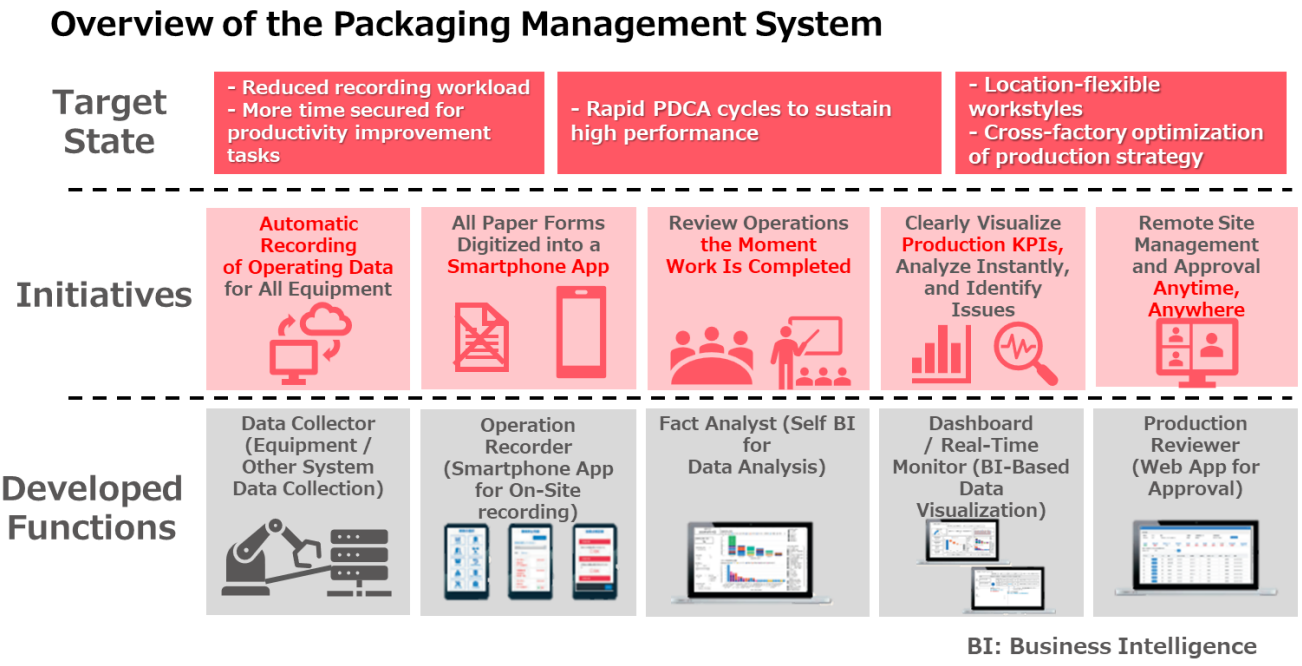
3.2.7. Smart Factory

The construction of smart factories across the Ajinomoto Group began with the M4.0 project (Manufacturing 4.0: stabilization → standardization → full automation → integration with SCM). In our DX initiatives, building on this M4.0 foundation, the introduction of sensors, robotics, and AI has enabled the realization of unprecedented levels of productivity. We aim to achieve highly streamlined smart factories that synchronize with business operations and logistics, continuously learn, and keep improving autonomously.



【Smart Factory Case Study 1: Packaging Process Management at Ajinomoto Co., Inc. 】

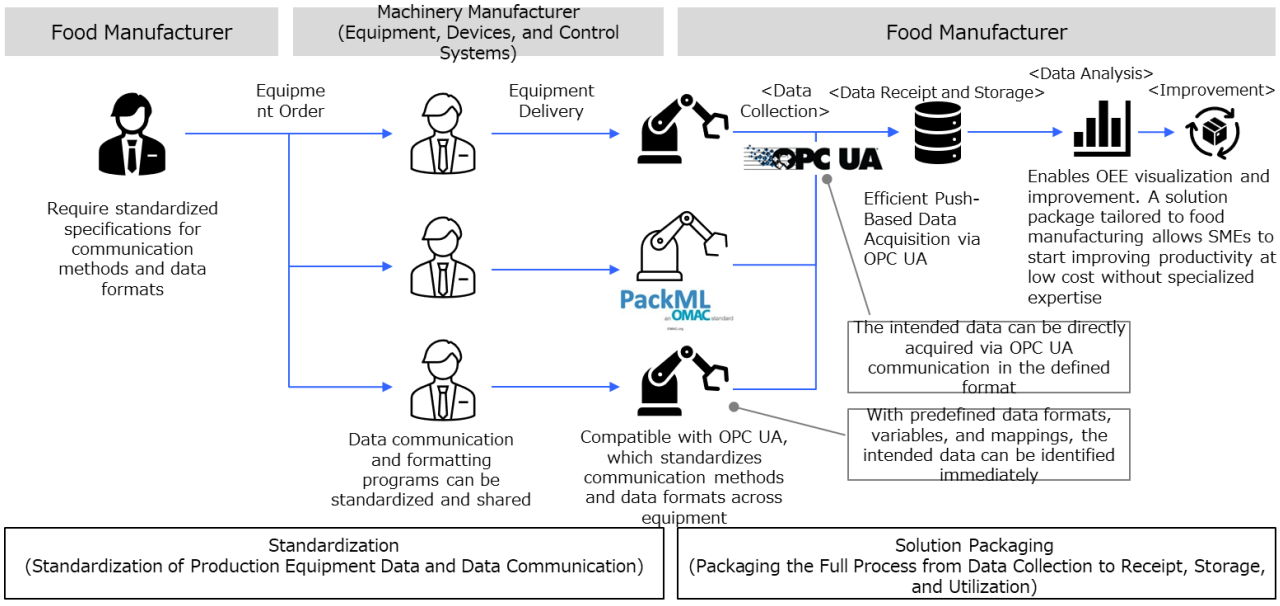
At Ajinomoto Co., Inc., which produces and packages seasonings and processed foods, the packaging process involves a wide variety of equipment with different specifications, and recording data on 10–20 paper forms every day required a significant amount of time. In addition, data analysis was also time-consuming, making it difficult to carry out sufficient improvement activities. Against this backdrop—together with a decline in the working-age population due to Japan's aging society and increasingly diverse work-style needs—the company began introducing "APPLE," a packaging management system that standardizes process management operations. Working in collaboration with various system vendors, the company developed an application that anyone can use. By switching the recording medium from complex paper forms to an application and automatically collecting data from all equipment, the company introduced a paperless operating model that enables operations "anytime, anywhere." As a result, operational status can be checked even without being physically present at the site, enabling rapid data analysis and improvement. After verification and refinement at the Mie Plant, "APPLE" has now been deployed at all domestic factories of the company. Going forward, the insights and know-how gained from the introduction of this advanced packaging management system will be rolled out to group companies both in Japan and overseas.



【Smart Factory Case Study 2: Production Equipment Data Standardization Consortium】

Compared with other industries, the food manufacturing industry is highly labor-intensive. As securing human resources becomes increasingly difficult, the industry faces a wide range of challenges, including further labor savings, productivity improvements, and the advancement of quality assurance. To address these challenges, business transformation through the effective use of production equipment data is essential. However, differences in communication specifications and data formats among individual pieces of equipment make it difficult to collect, integrate, and analyze data, creating a strong need for the standardization of production equipment data. To resolve these industry-wide challenges, Ajinomoto Co., Inc. and Ajinomoto Foods Co., Inc. called on other companies in the industry to collaborate in cooperative areas and, together with Calbee, Inc., Suntory Holdings Limited, House Foods Corporation., Meiji Holdings Co., Ltd., and the Japan Packaging Machinery Manufacturers Association, established the Production Equipment Data Standardization Consortium in July 2025.
Working in collaboration with relevant government ministries, including the Ministry of Agriculture, Forestry and Fisheries and the Ministry of Economy, Trade and Industry, the consortium focuses on packaging processes, which have a relatively high level of commonality within food manufacturing facilities, and examines the standardization of data specifications and communication methods based on internationally widely used standards. The widespread adoption of these standards is expected to make data utilization easier even without specialized expertise, enabling small and medium-sized enterprises to pursue productivity and quality improvements at lower cost. Through this initiative, the Ajinomoto Group aims to contribute to improving productivity and quality across the entire food industry, while also helping to deliver safe and reliable products to consumers on a broad scale.

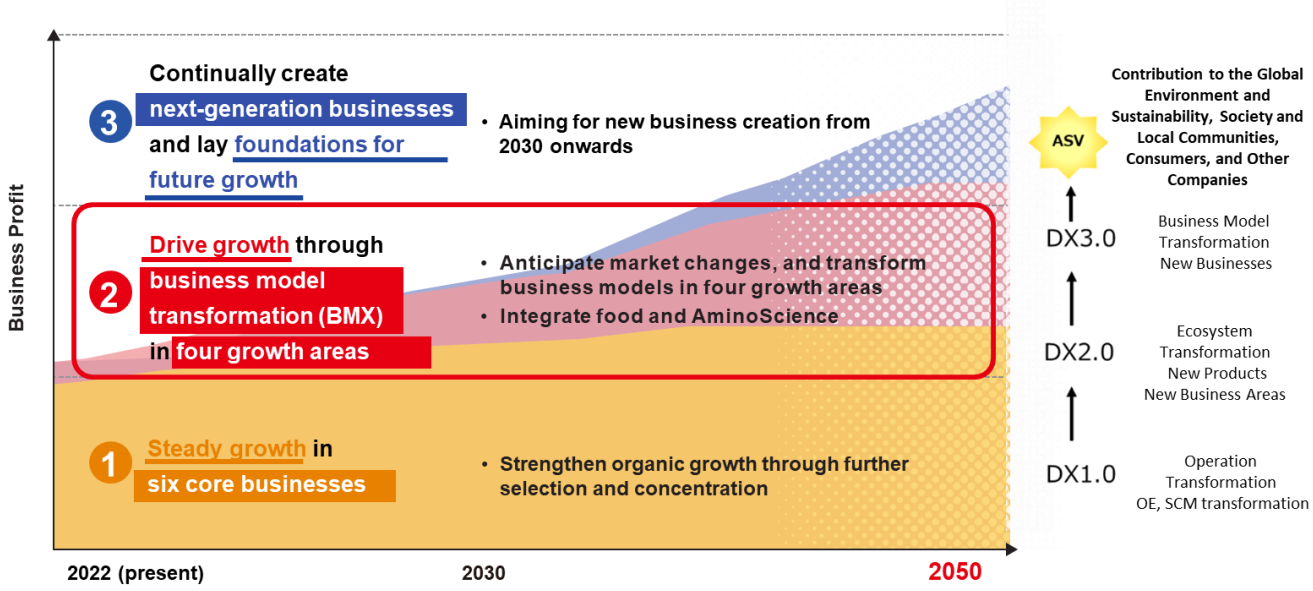
＜Vision of the Consortium＞



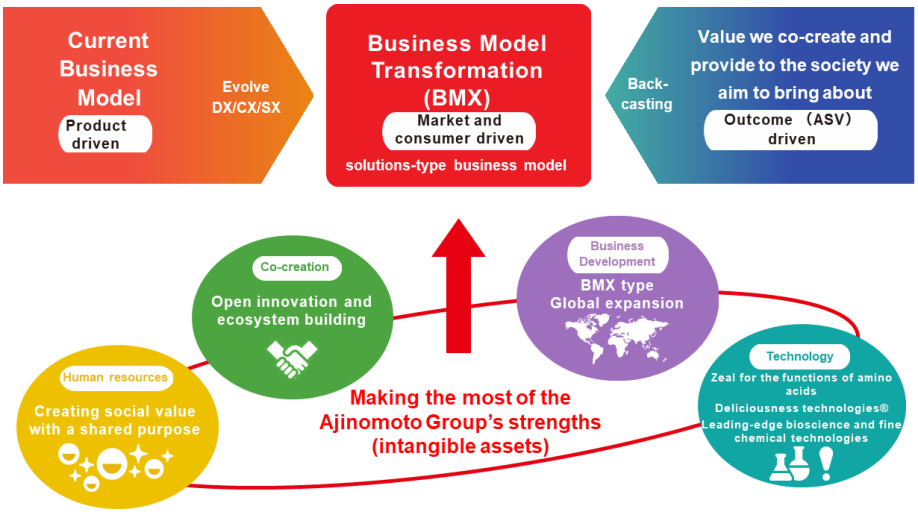
3.3. From DX 3.0 to DX 4.0

3.3.1. Business Model Transformation

The Ajinomoto Group is promoting its growth strategy across three layers to achieve sustainable growth. At the foundational level, the Group is strengthening steady short- to mid-term growth by further focusing and concentrating on priority businesses. In parallel, looking toward 2030, it is driving company-wide “Business Model Transformation (BMX)” initiatives that originate from social issues and market needs. Furthermore, with a view beyond 2030, the Group will continue to create next-generation businesses aligned with the future it seeks to realize, laying the groundwork for long-term growth. Through the execution of this three-layer growth strategy, the Ajinomoto Group aims to enhance corporate value and achieve sustainable growth.



Among the above strategies, BMX is an initiative in which the Ajinomoto Group backcasts from the value (outcomes) it seeks to provide and co-create toward the future society it aims to realize, and transforms its business model from a traditional product-centric approach to a market- and consumer-centric, solution-based approach through DX, CX (Customer Transformation), SX (Sustainability Transformation), and related initiatives. By strengthening and leveraging its distinctive intangible assets—such as “human capital” that shares a commitment to co-creating social value, “technological capabilities” grounded in a deep dedication to the functions of amino acids, “co-creation capabilities” that generate social value through open innovation, and “business development capabilities” across local, regional, and global markets—the Ajinomoto Group will realize BMX driven by AminoScience™ and digital technologies through an organization-wide, cross-functional promotion structure.



Furthermore, in advancing BMX, the Ajinomoto Group has defined four growth domains—“Healthcare,” “Food & Wellness,” “ICT,” and “Green”—in which it can fully leverage AminoScience™, the source of its core strengths and competitive advantage. In the “Healthcare” and “ICT” domains, the Group will further strengthen and accelerate initiatives by applying AminoScience™ to areas where it has already achieved tangible results through the transformation of its bio and fine chemicals businesses. In the food business, the Group will drive growth in the two domains of “Food & Wellness” and “Green” by combining DX initiatives such as data analytics and personalization with sustainability-oriented growth strategies and the power of AminoScience™.

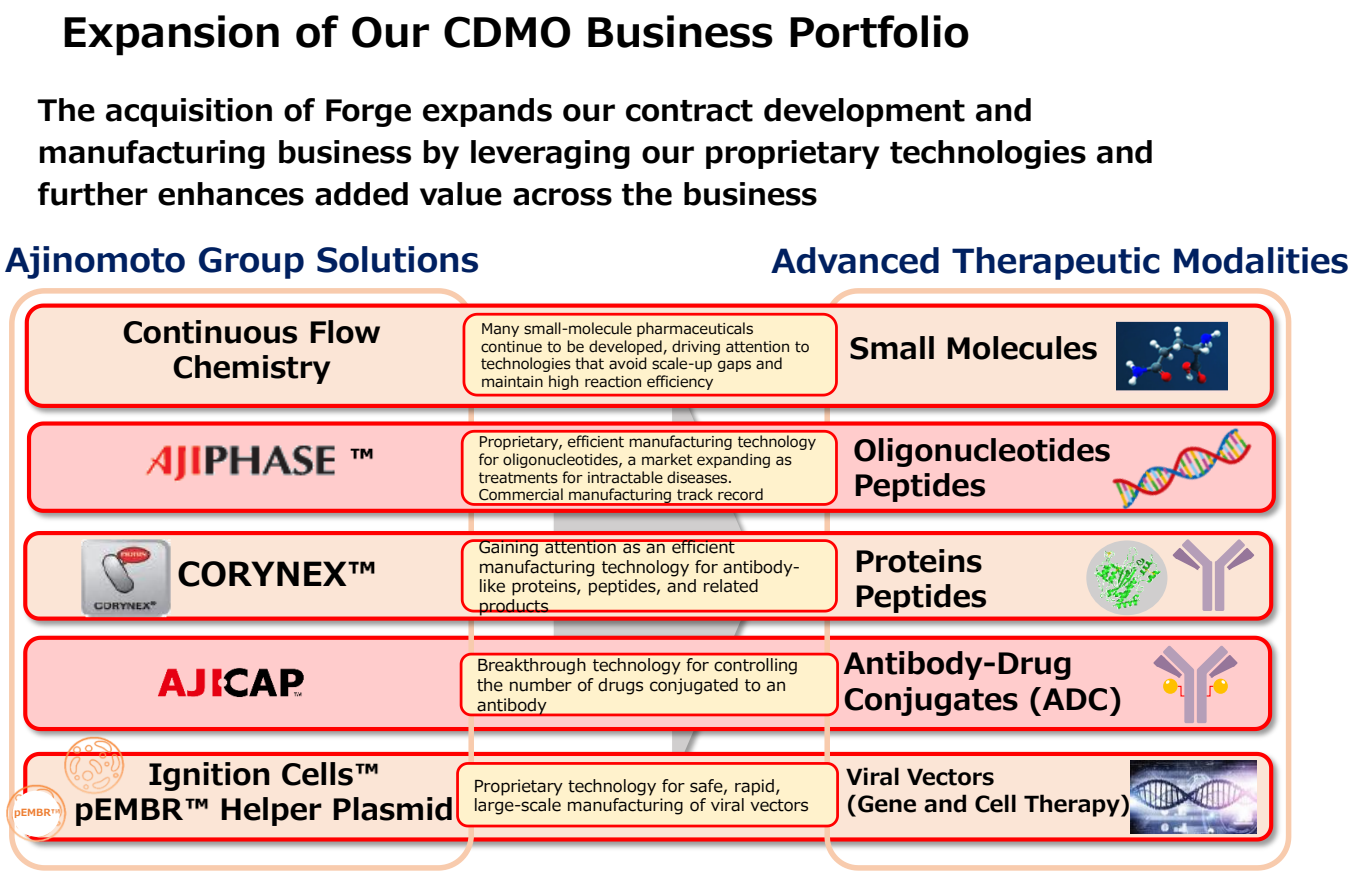
4 Growth Areas	Value (outcomes) that Ajinomoto Group wants to co-create and provide	Specific businesses in respective areas
Health care	**Contribute to extending healthy life expectancies** New social systems, technologies, values will bring about a healthy way of life suitable for an era of 100-year life expectancies 	● CDMO ● Culture media, regenerative medicine ● Cell therapy, gene treatment solution ● Medical food business
Food & Wellness	**Contribute to wellbeing and self-realization** Towards a value system wherein happiness is subjective and personal, and the happiness of society and the earth beyond the individual is realized 	● D-to-C and EC businesses of food and health by evolution of CX ● Solutions by health issues
ICT	**Contribute to a smart, sustainable society** Construction of a new social system through the development of digital social infrastructure and the transformation of physical social infrastructure 	● ICT solution businesses Electric/Optical Co-PKG Next-generation memory Next-generation energy-related business
Green	**Contribute to the earth, a low-carbon society, and future generations** Responding to the limits of safe human survival on the planet and the limits of providing and maintaining adequate health for all, through technological innovation and changing values/behaviors. (Responding to the boundaries of Planet & Health) 	● Green food business Plant-based protein Cultured meat Microbial-derived protein

3.3.2. From DX 3.0 to DX 4.0 – Case Study of New Business Creation –

By fully leveraging the Ajinomoto Group's intangible assets—its technologies and R&D capabilities—we are advancing Smart R&D to make comprehensive and evolving use of digital technologies, thereby accelerating and enhancing the development of products and services across a wide range of businesses. Furthermore, by integrating these initiatives and building co-creation platforms with customers and partner companies, we aim to realize the creation of new business models and business model transformation under DX 3.0. Through the realization of ASV (Ajinomoto Group Creating Shared Value), we will contribute to better lives for people around the world.

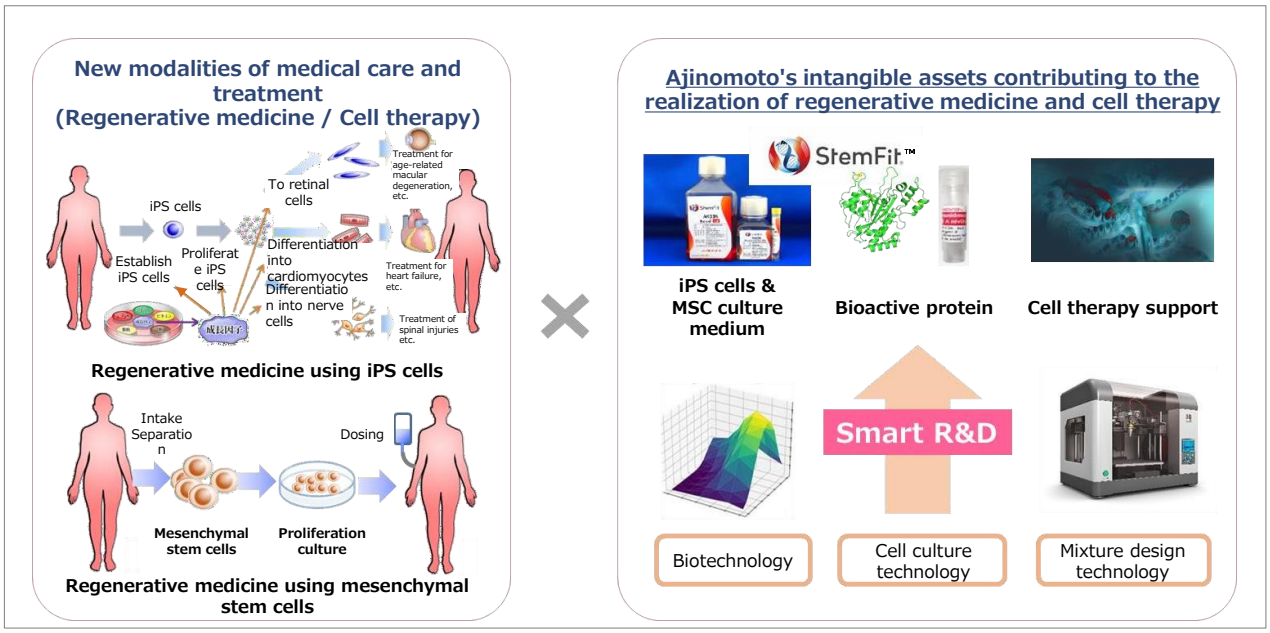
【Innovative Pharmaceutical CDMO (Contract Development and Manufacturing Organization) Services】

By maximizing the Ajinomoto Group's intangible assets and building an innovative pharmaceutical CDMO (Contract Development and Manufacturing Organization) business model that reflects the Group's strengths across all aspects—from customer services to advanced contract manufacturing—we will contribute to the well-being of people and society. As pharmaceuticals are increasingly required to deliver new efficacy and performance to address unmet medical needs, the development of advanced medical modalities capable of meeting these demands calls for highly sophisticated technologies and their integration. Leveraging solutions grounded in the Ajinomoto Group's unique expertise in biotechnology and chemistry, we will contribute to the realization of new therapies and medicines based on advanced modalities such as nucleic acid drugs, peptide drugs, protein drugs, and antibody–drug conjugates (ADCs). In addition, with the incorporation of new technologies and solutions related to viral vectors, we will open up new frontiers in the fields of gene therapy and cell therapy, which have attracted growing attention in recent years.



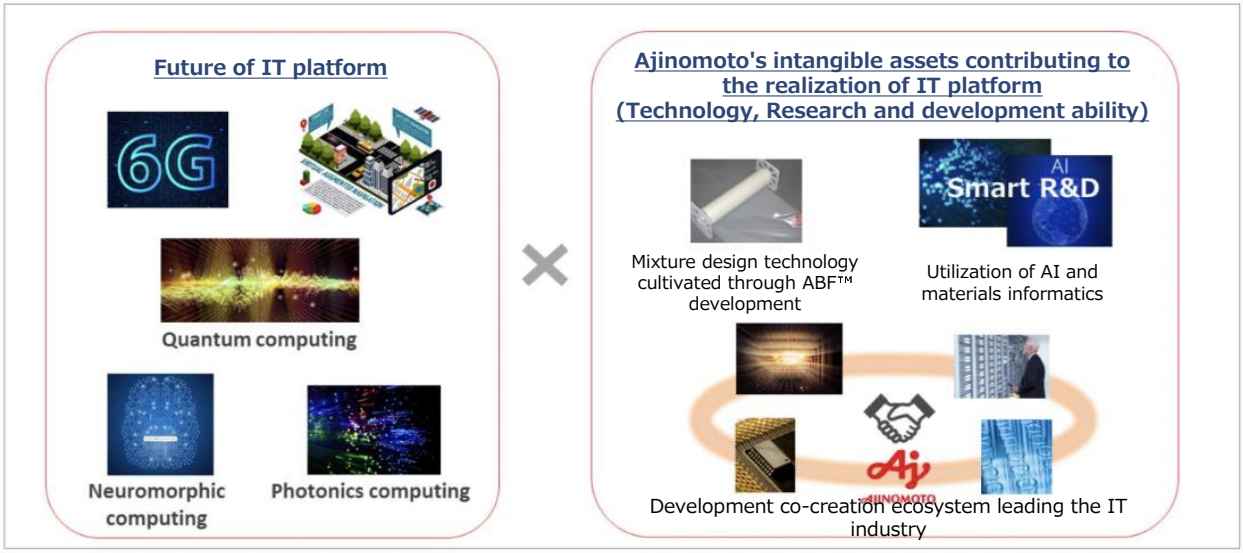
【Total Solution Services for Regenerative Medicine and Cell Therapy】

By fully leveraging the Ajinomoto Group's intangible assets—such as biotechnology, formulation design technologies, and cell culture technologies—we contribute to the realization of new medical and therapeutic modalities, including regenerative medicine and cell therapy. Through the integration of total solution services—such as the provision of high-quality bioactive proteins, highly functional cell culture media, and cell therapy support—under DX 3.0, we aim to create comprehensive value and contribute to the well-being of people and society.



【Electronic Materials Development Contributing to Advanced IT Platforms】

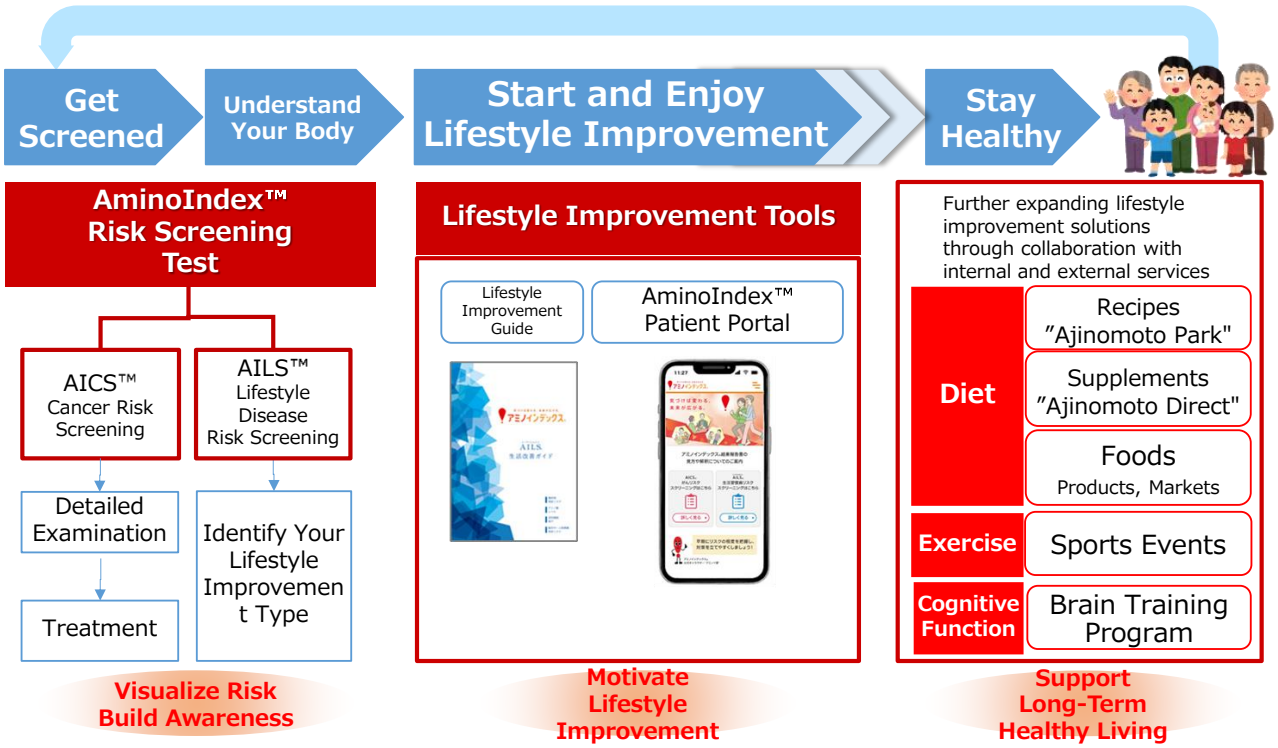
Leveraging the Ajinomoto Group's intangible assets—compound design, chemical synthesis, and formulation expertise—to the fullest, we contribute to the realization of cutting-edge and future IT platforms. Building on the highly competitive formulation design technology developed through Ajinomoto Build-up Film™ (ABF™), we further accelerate and enhance development by fully utilizing digital technologies such as AI and materials informatics. By establishing a co-creation ecosystem for development that leads the IT industry and realizing DX 3.0, we contribute to human, societal, and planetary well-being through the development of essential core electronic materials and the provision of solutions critical to advanced IT platforms.



【Health Support Service through Blood Amino Acid Analysis – AminoIndex™】

AminoIndex™[3] is an innovative new business model born from blood amino acid analysis and big data from cohort studies. It enables the assessment of risks for major health conditions such as cancer, stroke, myocardial infarction, diabetes, and cognitive decline.

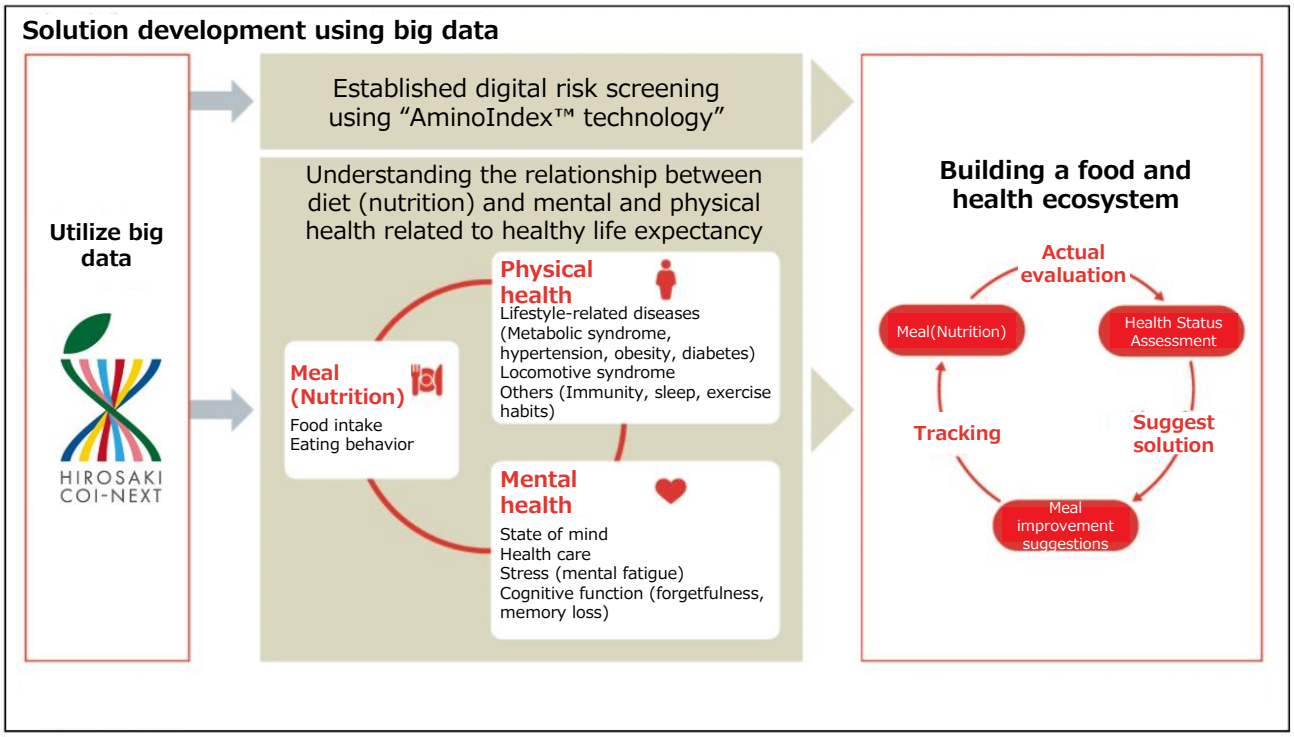
For individuals identified at risk, it is necessary to provide lifestyle improvement guidance and related support. Currently, this includes integration with lifestyle advice, diet, and health supplements. Additionally, the Ajinomoto Group collaborates and co-creates with life insurance companies, other corporate organizations, and government agencies to build an ecosystem and platform focused on food and health.



[3] https://www.ajinomoto.co.jp/products/aminoindex/index.html

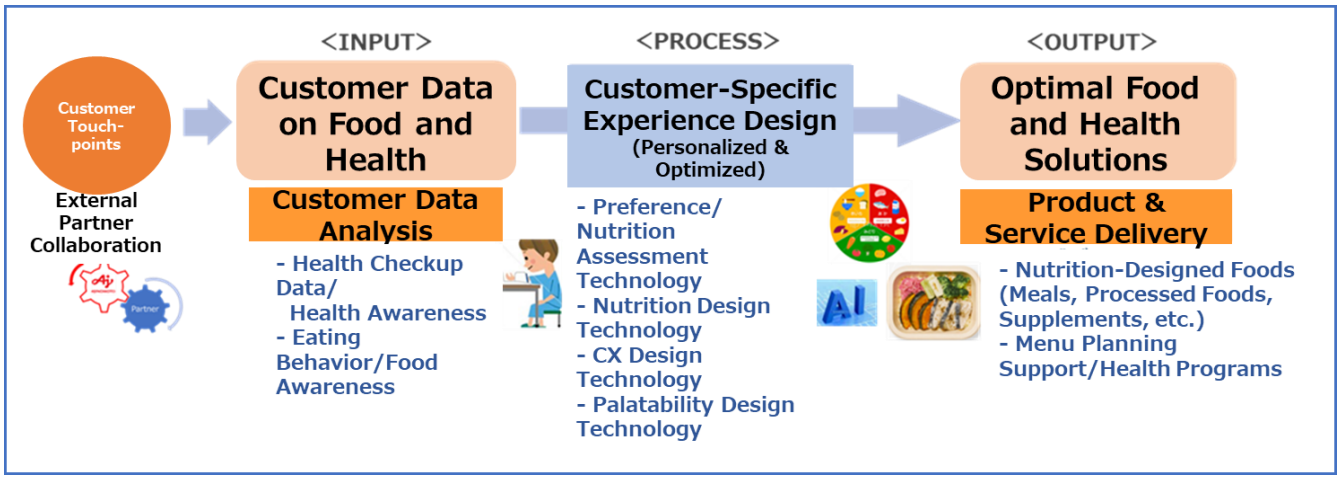
【Collaborative Research with Academia (Social Implementation Testing)】

The Ajinomoto Group conducts collaborative research with academia and participates in smart city initiatives to perform social implementation tests. Based on these activities, the Group aims to expand its food and health solution platform to the level of societal transformation under DX 4.0. For example, at Hirosaki University COI, one of the world's largest datasets on food and health has been collected. The Group established the Digital Nutrition Studies course as a research lecture, where data analysis and hypothesis generation are conducted. This supports the advancement of risk assessment using amino acids, personalized dietary improvement proposals, and ongoing support, contributing to the enhancement of health and nutrition for consumers. Additionally, the Group plans to participate in smart city initiatives to further test the social implementation of the digital solutions and business models it has developed.



【FaaS (Food as a Service) Concept】

The number of patients with lifestyle-related diseases, such as hypertension and diabetes, continues to increase year by year. Even if these conditions do not immediately affect daily life, they can progress to serious illnesses such as heart disease or kidney failure. Most patients with lifestyle-related diseases are in their 40s and 50s, but preventive action requires behavior change starting from the 20s and 30s, with diet being a critical factor, as shown by various data. However, individuals with lifestyle-related diseases and those at risk are often in busy life stages, managing work and childcare, making it difficult for them to pay attention to the nutritional balance of their meals. In response, the Ajinomoto Group has conceived the FaaS concept.



"FaaS" stands for Food as a Service. Until now, the Group has provided low-sodium seasonings, low-calorie sweeteners, and protein-fortified foods, but FaaS takes a step further by committing to the overall nutritional balance of meals and providing it as a comprehensive service combined with health checkup data. In addition to addressing the broad mass-market needs of the existing food business model, FaaS responds to specific health-related needs (mid/small mass) and aims to create a new business model in collaboration with external partners.

【Flagship Product of the FaaS Concept: Frozen Home-Delivery Stock Rice "Aete,™"】January 31, 2024

"Aete,™" is a subscription service for frozen stock rice that allows consumers to easily enjoy meals that are both delicious and good for their health. The service includes mixed rice with various ingredients and barley, as well as nutritionally balanced side dishes, providing meals that meet consumer needs for convenience, taste, and health. Since its launch, sales have grown steadily, and it has gained support across a wide range of age groups. Using ANPS™ (Ajinomoto Nutrition Profiling System), meals have been developed with careful consideration of protein, vegetable content, and salt levels to ensure good nutritional balance. By engaging with customers through D2C channels, the service has rapidly evolved, with 55 menu items developed as of the end of November 2025. Moving forward, the Group aims to further expand the product lineup with enhanced nutritional value.





【AI Menu Proposal Service “Mirai Kondate™”】

This is a menu proposal service that suggests eight days’ worth of meals tailored to individual preferences while considering nutritional balance, helping to ease the daily burden of meal planning.

The service incorporates our proprietary “Nutrient Profiling System (JANPS™)” and a unique preference AI algorithm that assesses the customer’s taste preferences. By combining nutritional balance with personal taste, it provides a practical tool for social implementation that users can follow consistently without difficulty.



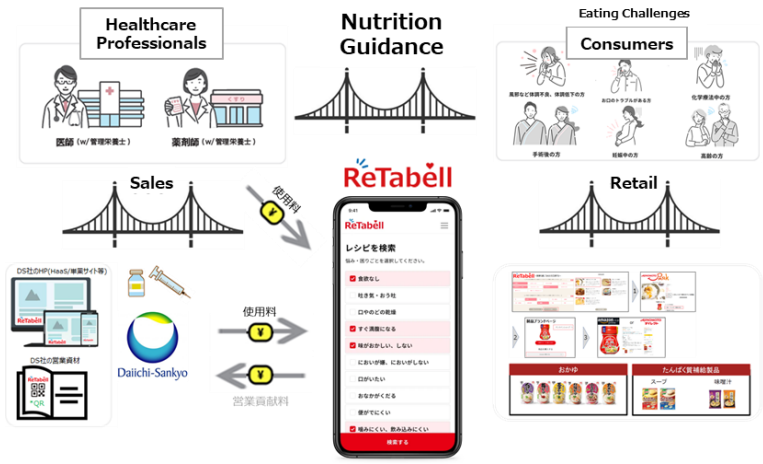
1.3 Million Visits/Hour to Our Website Immediately After TV Broadcast



Deployed as a Customer Touchpoint Tool Serving as the Entry Point to the FaaS Concept

【AI-Enabled Nutrition Guidance and Meal Consultation Support Service “ReTabell™”】

An AI-powered nutrition guidance and meal consultation support service designed to address eating difficulties in medical settings. Based on issues such as “loss of appetite”, the service provides recipes and meal tips tailored to the user’s health condition and taste preferences, in accordance with guidelines from relevant nutrition and dietetic societies.



Through collaboration with Daiichi Sankyo and academia, establish a channel to reach consumers through healthcare institutions

Build an ecosystem and deploy to core hospitals and drugstores

Collaborati

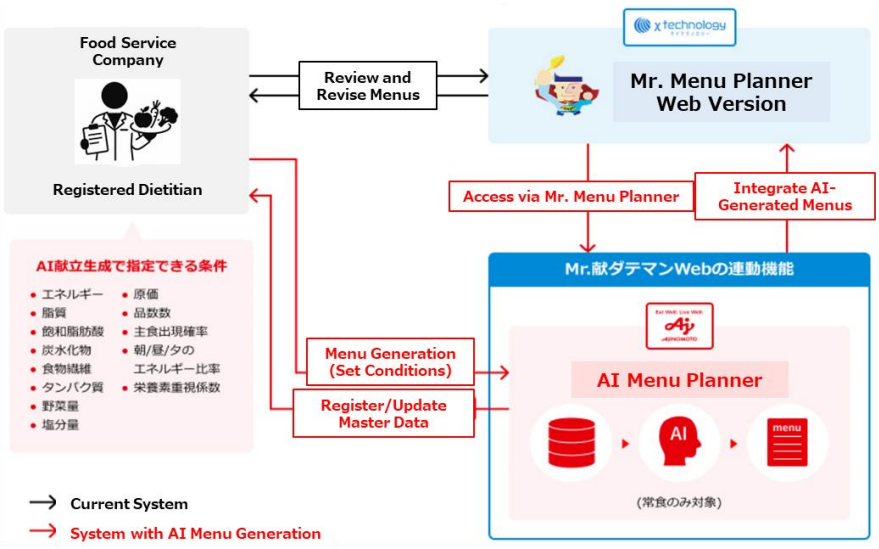
Daiichi-Sankyo / 公益社団法人 日本栄養士会 / JSPEN 日本栄養治療学会 / 神奈川県 / 横浜市立大学附属病院

Connect nutritional support seamlessly from clinical settings to the home, aiming to become the standard tool for consumers with eating challenges

【“AI Menu Planner” Supporting School Dietitians – Pilot Testing Underway】

An AI-powered menu generation service designed to assist dietitians in creating school meal plans, addressing their on-site challenges such as nutritional balance, cost management, ingredient overlap, seasonal events, and other complex requirements.

The service is integrated with the web support platform of Chi-technology Co., Ltd., a top-tier provider in the school meal industry.





AI Menu Planner

Equipped with our proprietary algorithm and interface, the system is intuitive, flexible, and was well received in pilot testing. It reduces the workload of on-site registered dietitians and helps create an environment where they can focus on higher-value work, leveraging their expertise in areas such as developing tastier, more nutritious menus.

【New Service for Factory Maintenance Using Digital Twin – PLANTAXIS™】

PLANTAXIS™[4] is a business model for factory maintenance developed by Ajinomoto Engineering Co., Ltd. of the Ajinomoto Group. It is a next-generation equipment management service that transforms food factories and other facilities into 3D digital twin factories using 3D point cloud data. Maintenance staff can click on the equipment they wish to inspect to instantly access equipment specifications, past repair history, trouble logs, and other relevant information, as well as perform trouble analysis. This service is attracting attention for its excellent user experience (CX) in factory maintenance and as a solution to social challenges such as labor shortages, lack of experienced personnel, and the transfer of technical expertise. Being digital-based, it also facilitates collaboration with IoT/data analytics businesses, component manufacturers, and engineering companies, making it easier to achieve COLLECTIVE IMPACT.

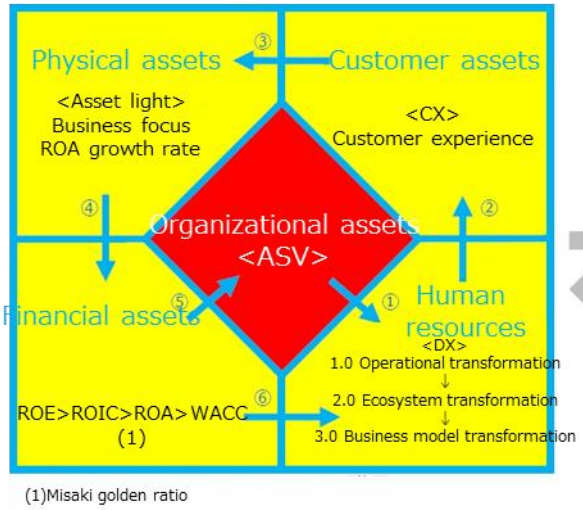


4 https://www.plantaxis.net/

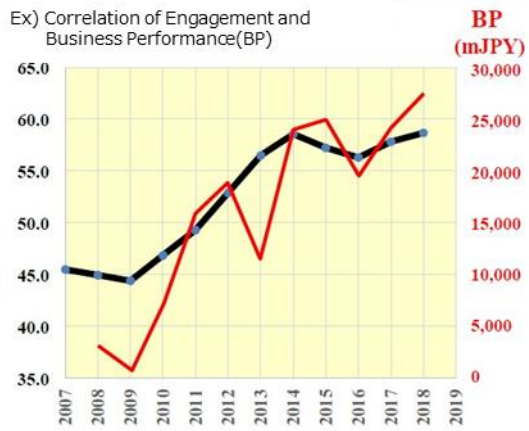
4. Attached Materials

4.1. Designing the Corporate Value Enhancement Cycle through DX

Our 10 years of data demonstrate that when employee engagement (human capital) increases, business performance improves (right figure). Performance directly translates into corporate value, and we also understand the process by which this value is created (left figure). This value enhancement process starts with improving the value of intangible assets, from human capital to customer capital, then transforms customer capital into physical assets (tangible assets). Efficient operations on these assets convert them into financial assets, simultaneously enhancing both financial corporate value and the accumulated intangible organizational assets (culture). To efficiently accelerate this cycle, it is essential to use digital technologies to convert intangible assets into data for visualization, analyze the accumulated data with effective algorithms, and thereby enhance and speed up operations. In other words, DX is an initiative that leverages digital technologies to visualize, enhance, and accelerate the corporate value enhancement cycle. This represents the Ajinomoto Group's design for corporate value enhancement through DX



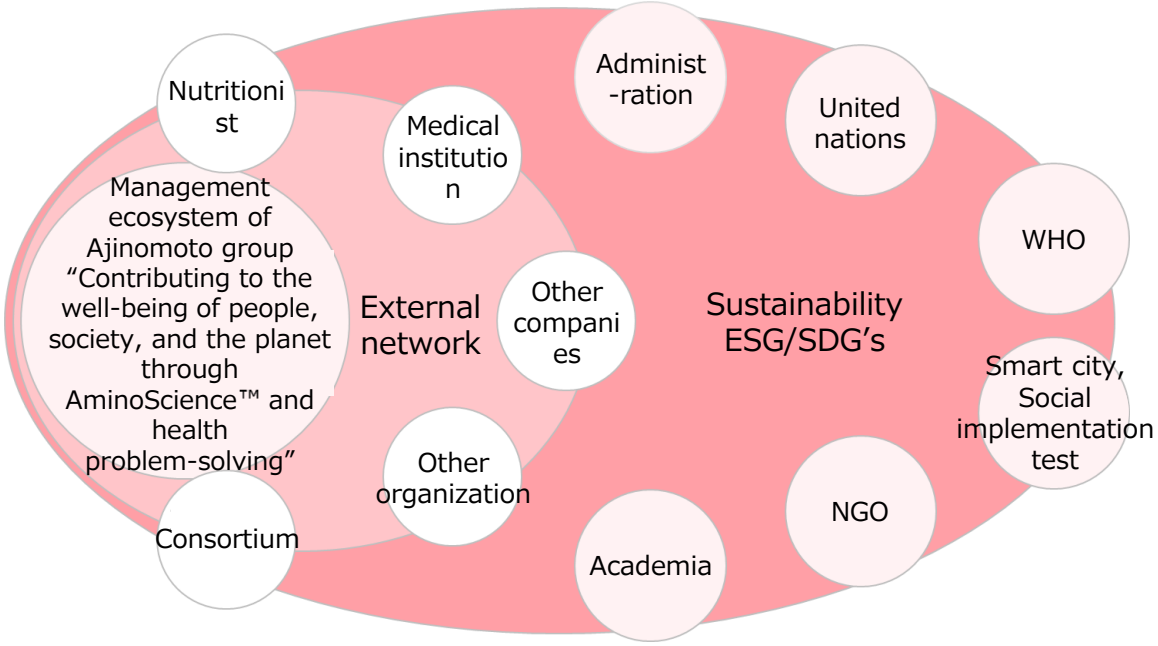
(1)Misaki golden ratio



Fukushi, Watanabe, et al. (2019). "Organizational culture directly connected to business performance." In-house data, announced by JMnedict

4.2. Advancement of DX and Contribution to Sustainability

In DX 1.0, we dramatically enhanced company-wide operational capabilities. In DX 2.0, we established ecosystems both inside and outside the company as a “company contributing to the well-being of people, society, and the planet through AminoScience™.” In DX 3.0, while transforming our business models, we form a broad network with other companies and organizations to address challenges in food and health, enhancing problem-solving capabilities through collective impact. In DX 4.0, we aim to become a valued partner to society in contributing to ESG and the SDGs, demonstrating leadership to expand the network and impact for contributing to the well-being of people, society, and the planet through AminoScience™.



4.3. List of Major Consortia and Study Groups

The Ajinomoto Group actively engages in collaboration with other companies, leverages external services, and participates in consortia to strengthen DX initiatives across each of its functions.

【List of Consortia, Study Groups, and Other Initiatives】

Business Domain	Initiative / Consortium	Lead Organization(s)	Period	Purpose / Key Activities
AminoIndex™	Life Intelligence Consortium (LINC)	Kyoto University, RIKEN, etc.	Sep. 2020–Mar. 2024	Phase 2 activities began in September 2020 under a newly established incorporated association, with the Ajinomoto Group continuing its participation. Pharmaceutical and other life science companies, IT companies, and academia collaborate to drive DX in R&D processes for drug discovery and related fields. The initiative aims to strengthen the global competitiveness of related industries, extend healthy life expectancy, and improve QOL. The Ajinomoto Group participates in projects related to AI infrastructure and human resource development.
AminoIndex™	Tohoku University Tohoku Medical Megabank Organization (ToMMo)	Tohoku University	Mar. 2021–	A biobank integrating medical and genomic information was established to support the reconstruction of community healthcare and improve health in areas affected by the Great East Japan Earthquake. The initiative promotes personalized medicine and personalized prevention tailored to individuals' characteristics and disease profiles. Through the collaboration, the Ajinomoto Group can access the integrated database via a VPN connection and utilize supercomputing resources.

Business Domain	Initiative / Consortium	Lead Organization(s)	Period	Purpose / Key Activities
Food / AminoIndex™	Hirosaki University COI-NEXT	Hirosaki University	Apr. 2020–Mar. 2029	Using big data from Japan's largest cohort study on food, lifestyle, and health, the initiative develops algorithms designed to encourage changes in awareness and behavior that lead to healthier lifestyles. It also aims to build a food and health ecosystem in collaboration with other companies.
Food	Aichi Digital Health Consortium	Aichi Prefecture; National Center for Geriatrics and Gerontology (NCGG)	Sep. 2023–	Leveraging digital technologies, the consortium aims to create and provide services and solutions that contribute to extending healthy life expectancy and improving QOL, with the cooperation of Aichi Prefecture and municipalities across the prefecture.
Electronic Materials	IOWN Global Forum	NTT	Nov. 2020–	A consortium advancing the development of next-generation communications and information-processing infrastructure based on advanced optical technologies, with a view toward realizing the IOWN vision by 2030.
Electronic Materials	Council on Devices and Systems for Next-Generation Green Data Centers	National Institute of Advanced Industrial Science and Technology (AIST)	Jul. 2022–	Led by AIST, manufacturers of materials, analytical technologies, and circuit boards are working together to develop and implement package substrates that integrate optical and electrical circuits using co-packaged optics (CPO).
Electronic Materials	MIT Electronic-Photonic Packaging Consortium	Massachusetts Institute of Technology (MIT)	May 2023–	A consortium focused on the development and implementation of package substrates that integrate optical and electrical circuits using co-packaged optics (CPO).

Business Domain	Initiative / Consortium	Lead Organization(s)	Period	Purpose / Key Activities
Bio / Biopharmaceutical Cell Culture Media	—	Yokogawa Insilico Biotechnology GmbH (Germany)	2022–	Ajinomoto's animal cell culture data and media composition information are integrated into machine-learning models based on cellular metabolism data accumulated by the company. The models are used to predict culture performance in silico while optimizing media composition.
Regenerative Medicine Media, Materials & Cell Therapy Support	Consortium for Stem Cell Culture Methods and Culture Engineering	Ajinomoto Co., Inc.; Osaka University, etc.	Nov. 2017–	The consortium promotes the broad sharing of knowledge on stem cell culture methods and culture engineering, contributing to advances in regenerative medicine and cell therapy.
Health & Productivity Management	Health & Productivity Management Alliance	OMRON Corporation, JMDC Inc., SCSK Corporation, etc.	Jun. 2023–	The Alliance aims to develop a model for health and productivity management and co-create solutions that deliver tangible outcomes for implementation across industry. Ajinomoto contributes to the physical and mental well-being of employees at participating companies by providing food-related products and services.
Health & Nutrition	Department of Nutritional Epidemiology and Behavioural Nutrition	The University of Tokyo	May 2023– Apr. 2028	Through detailed surveys and data analysis based on nutritional epidemiology and behavioral nutrition, the department seeks to understand consumers' health-related challenges and aspirations and identify key factors that drive behavioral change. These insights are incorporated into Ajinomoto's health solution development to provide distinctive, evidence-based approaches to addressing health issues and contributing to society.

Business Domain	Initiative / Consortium	Lead Organization(s)	Period	Purpose / Key Activities
Consumer Products	The Consumer Goods Forum (CGF) – Data Leapfrog Program	The Consumer Goods Forum (CGF)	—	The initiative aims to provide consumers with accurate information on product attributes. Approximately 400 companies from more than 70 countries participate in CGF-related activities, including Nestlé and P&G. In Japan, Ajinomoto and AEON serve as co-chairs.
Consumer Products	Retail AI Association	Retail AI Association	—	The association provides information, conducts practical experiments, and promotes industry standardization with the aim of driving digital transformation across the retail industry.
—	CDO Club Japan	Ajinomoto participates as a Roundtable Member	—	Leads corporate transformation in the digital era through initiatives including talent development and recruitment, education, seminars, and international exchange.
—	EU-Japan Business Round Table (BRT)	92 senior executives from Japanese and European companies serve as BRT members (Principals)	—	The BRT works to improve the business environment and promote investment in order to foster economic growth. Each year, Japanese and European business leaders jointly compile policy recommendations and submit them to the leaders of Japan and the EU. The governments take necessary measures and report their progress to the BRT through a Progress Report.

4.4. Examples of Smart Networking in Management

The smart transformation of management is supported by various corporate- and business-related projects. In the corporate domain, key initiatives include revisions to the Board of Directors and Executive Committee operations, updates to executive and general personnel structures, spin-offs of corporate service functions, restructuring of research institutes, IT system overhauls, and workstyle reforms. Each of these initiatives is organically interconnected, enabling the creation of a smart management network.

Various business-related projects are also essential for smart management. Under the Ajinomoto Group's ROIC-driven management, businesses are prioritized.

To deliver new customer experiences (CX) to consumers, marketing and R&D functions are integrated. In April 2023, the Group established the Marketing Design Center, which cuts across divisional boundaries, allowing ideas to be freely exchanged and enabling the development of new products from concepts that would not emerge under traditional approaches, thereby driving organizational transformation.

Theme		Initiative	Schedule
Strengthening Governance	Transition to a Company with a Nominating Committee, etc.	Established the Nominating Committee, Compensation Committee, Audit Committee, and Sustainability Advisory Council to strengthen corporate governance	June 2021
HR Systems	Revision of HR System for Managerial Employees	Transition to an HR system based on job grades	April 2016
		Introduction of "Challenge Goals" to encourage one's own challenges as well as those of one's organization and subordinates	April 2023
	Revision of Executive HR System	Revision of the executive system	June 2021
	Revision of HR System for General Employees	Introduction of job qualification grades and a goal difficulty index	April 2023
	Try & Across Program	An open internal recruitment program in which employees can volunteer to take on challenges to realize their aspirations	FY2024
	Introduction of Talent Map	Visualization of employee skills	FY2024
Integration of Core HR Systems		Introduction of SuccessFactors: Centralization and visualization of personnel information	July 2021
Utilization of Talent and Information		Ajinomoto Alumni Community: Provision of information and promotion of communication centered on former employees	FY2023

Theme	Initiative	Schedule
Promotion of Diversity	First recognition under the Nadeshiko Brand program	FY2017
	Introduction of a mentoring program for the advancement of women	FY2018
	WLB Leave of Absence Program: Allows leaves of absence of up to five years for reasons such as accompanying a spouse on a job transfer or undergoing fertility treatment	FY2019
	Received the Minister of State Award for Leading Companies Where Women Shine	FY2019
	AjiPanna Academy, a career support initiative for female employees	FY2020
	Received Gold in the PRIDE Index for LGBT-related initiatives	FY2020
	Added Equity to Diversity & Inclusion, changing D&I to DE&I	FY2023
Promotion of Workstyle Reform	Establishment of the Workstyle Reform Secretariat	FY2016
	Achieved annual working hours of 1,800 hours for general employees	FY2019
	Full-scale introduction of Operational Excellence	April 2020
	Work-from-home program	FY2014
	Introduction of an application and approval system for side jobs	FY2019

Theme		Initiative	Schedule
Promotion of Smart Corporate		Reduction of Corporate Costs (3.5% → 2.5%)	2020–2022
		Consolidation of corporate planning and supervisory functions, and consolidation and streamlining of operational functions. Establishment of Ajinomoto Digital Business Partners Co., Inc. as a joint venture	April 2020
		Establishment of Ajinomoto Financial Solutions, Inc., a subsidiary responsible for finance and accounting functions	April 2020
		Consolidation of company-wide indirect material procurement operations to promote cost reductions	FY2021
Reorganization of Research Institutes	Split-up of the Institute for Innovation	Integration of its functions into the Research Institute for Bioscience Products & Fine Chemicals, the Institute of Food Sciences and Technologies, the Information Systems Planning Dept. (currently the DX Promotion Dept.), the Food Production & Technology Administration Center, and other organizations	April 2019
	Reorganization of Food Research Functions	Integration of Group research institutes (Knorr, AGF, and frozen foods) into the Institute of Food Sciences and Technologies	December 2017
	Establishment of the Client Innovation Center (CIC)	Establishment of the CIC	June 2018
Establishment of the DX Department		Reorganization and strengthening of the Information Systems Planning Department, an IT department, into the DX Department to promote DX	July 2020
		Optimization of the division of roles with NRI System Techno, Ltd. following the establishment of the DX Department and promotion of cloud adoption	April 2021
IT System Changes	Core System Upgrade	Upgrade of the core system to SAP HANA	April 2020
		Migration of IT systems to the cloud and implementation of zero-trust security	Implemented in phases

Theme		Initiative	Schedule
Business Prioritization	Management with Emphasis on ROIC	Focus on six businesses: seasonings, nutrition & processed foods, frozen foods, S&I, healthcare, and electronic materials	May 2019
		Implementation of downsizing and restructuring of the animal nutrition business	FY2021
		Global organization of the three consumer food businesses	April 2020
Smart Factory	Promotion of Manufacturing 4.0 (M4.0)	M4.0 Project: Industrialization (M1.0) / Process Improvement (M2.0) / Automation & Business Reform (M3.0) / Integration with the Value Chain (M4.0)	Started in 2016
	Introduction of IoT/AI/Robotics	Acceleration of automation and optimization through IoT, AI, and robotics	
Smart SCM	Integration of Domestic Logistics	Establishment of F-LINE Corporation as a joint venture among five food companies to pursue sustainable food logistics	April 2019
	Digitalization of SCM	Optimization of SKU count and inventory levels, improved traceability (information disclosure to customers), and productivity improvement (automation) through the use of SCM-related data	Phased rollout from June 2021
	Digitalization of Wholesale and Logistics	Linking logistics data among eight major food companies, including Kewpie, and wholesalers to reduce drivers' waiting time	Pilot operation started in 2025
Smart R&B	Integration of Marketing and R&D	Reorganization of the R&D Planning Department into the Research & Business Planning Department	July 2020
		Development of a DMP (Data Management Platform) integrating R&D data and marketing data	Phased implementation from April 2021
		Smart R&D: Shortening development lead times by accelerating the product and service development cycle	Development platforms implemented in phases
Smart Marketing	Establishment of the Marketing Design Center	Established to create a horizontal axis across vertically structured business divisions. Employees freely exchange ideas across organizational boundaries to create new products and services based on ideas that would not emerge from conventional approaches	April 2023

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