



Committed to Transformation

The Ajinomoto Group is fully committed to transforming itself to realize its new vision as a Group that quickly and accurately grasps external conditions and that fulfills the expectations of society.



Transforming our corporate culture with an eye toward 2030

The Ajinomoto Group has long emphasized scale in its vision and management targets. As a result of our past division of work and tendency to focus on the short-term profits of each division, we were unable to hone the Group's ability to adapt to environmental changes. Moreover, this approach became deeply rooted in our corporate culture. Going forward, we need to fundamentally review our approaches to management to fulfill the expectations of stakeholders while responding to sudden changes in the external environment.

First, we revamped the Group's vision, defining it as our purpose in society. However, we will fall short of this vision without each and every employee feeling that they are contributing to resolving food and health issues.

Our new definition of corporate value involves the cycle where improving the engagement of employees in the creation of customer value leads to higher economic

value, which is then returned to employees, leading to higher employee engagement.

As a mechanism for realizing our vision, we will transform human resources development, organizational management and the process behind formulation of business strategy. At the same time, we will also revise our management policy on profits and shift to pursuing efficiency and growth rather than scale.

To steadily implement these measures, the Business Model Transformation Task Force and Companywide Operational Transformation Task Force were established, with both reporting directly to the President and CEO. With DX as a focal point, these task forces will work closely with the two business divisions and Corporate Division to transform the Ajinomoto Group into a group of companies that provides solutions to food and health issues.

The Ajinomoto Group's five areas of transformation

Revamp the Ajinomoto Group's vision

Our new vision is: Contribute to greater wellness for people worldwide, unlocking the power of amino acids to resolve the food and health issues associated with dietary habits and aging. Under this vision, the Group will seek to help extend the healthy life expectancy of one billion people and reduce its environmental impact by 50% by 2030.

Transform management policy on profits

We will shift our focus from the short-term profits of each division to the efficiency of invested capital (time, things, money) and organic growth. As structural targets for fiscal 2030, we will aim to achieve ROIC of 13% in excess of capital costs from the perspective of efficiency and an organic growth rate of 5% from the perspective of growth.

Redefine corporate value

We redefined corporate value as the result of a cycle where improving employee engagement in the creation of customer value leads to higher economic value, which is returned to employees, leading to higher engagement. Through this cycle, all employees will work in concert to enhance corporate value as the purpose of ASV management.

Transform human resources development and organizational management

We will set organizational and individual goals to solve problems together with customers, and implement the plan-do-check-action (PDCA) cycle of human resources management. In addition, we will incorporate into organizational management a mechanism whereby employees can contribute to the enhancement of corporate value through increased customer value.

Transform process for creating business strategy

In the past, we have planned strategy closely tied to the profit growth targets of each business and region. Going forward, we will establish business strategies for the forward three years and six years by backcasting from our vision for 2030 based on defined market changes.

