



## We will continue realizing ASV to offer better value for consumers.

### Kaoru Kurashima

General Manager, Food Products Division

1984 Joined Ajinomoto Co., Inc.  
2003 President of PT AJINOMOTO SALES INDONESIA  
2011 President of AJINOMOTO DEL PERÚ S.A.  
2016 Corporate Vice President, General Manager, ASEAN Division  
2019 Corporate Senior Vice President

### Delivering food and health products and services for changing consumer trends

To fulfill our vision for 2030, the Food Products Division is “raising value for consumers centered on health.” People’s refraining from going outside during the coronavirus pandemic has spurred renewed interest in enjoying food and cooking at home. People are also recognizing again that a nutritionally balanced diet is important not only for preventing lifestyle-related diseases but also for helping boost the immune system. Our team will work with the AminoScience Division to strengthen our lines of products and services to provide solutions for food and health issues.

The Ajinomoto Group has been an active promoter of healthy food choices. In Japan, we have been highlighting delicious and reduced-salt products and recipes in

collaboration with local governments and the media for many years. Our *Kachimeshi*<sup>®</sup> (“winning meals”) campaign featuring top athletes to promote the importance of balanced nutrition has been very influential. In fiscal 2020 we will launch campaigns to promote reduced-salt and nutritionally balanced foods in various regions while also providing more information about food and health. We are boosting our lineups of high value-added products matched to the health awareness and changing lifestyles in different countries and regions. Such products include menu-specific seasonings that make it easy to prepare authentic, nutritionally balanced local dishes and beverages that make protein intake delicious and easy.

### All employees engaged in ASV

To continue providing high value, we must strengthen the profit structure by improving the efficiency and productivity of the entire value chain and enhancing our human resources and organizational capabilities.

It is important to strengthen educational programs as well as to boost each employee’s motivation by helping them develop a shared sense of purpose and accomplishment. Each employee must practice ASV by asking themselves “what can I do for our customers?” and by starting to improve in small areas, such as changing the food testing spoons from plastic to recyclable paper. Little individual efforts like that can build into a strong movement that will lead to creating new social and economic value.

We will also focus on formulating an organization capable of producing quicker results. We recently

established the Quick Nourishment Department to develop food products that are quick sources of nutrition. The new department will include people with experience in research and development of the AminoScience Division to strengthen our ability to develop high value-added products. We will also expand our e-commerce business, which is a common customer contact point for our food and AminoScience products. Operational excellence (OE) and DX will be advanced by first asking “are we doing everything we should be doing?” and then transforming our operations and business model. In promoting this transformation, my focus is communication with employees. We will practice ASV through dialogue to share our vision and by encouraging each employee to actively apply our values to their daily activities.