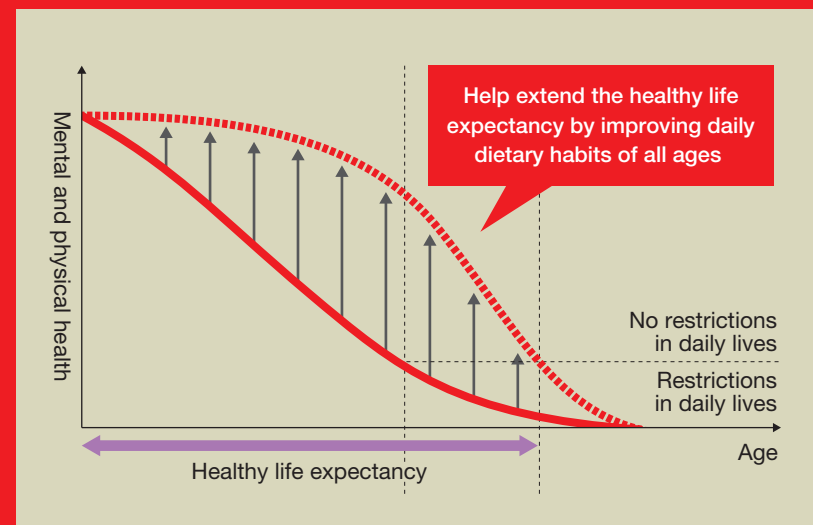




## Vision for 2030

The Ajinomoto Group will transform into a solution-providing group of companies for food and health issues.



## Our vision for 2030

We updated our vision for 2030 as we seek to become a solution-providing group of companies for food and health issues. This section introduces our updated vision.

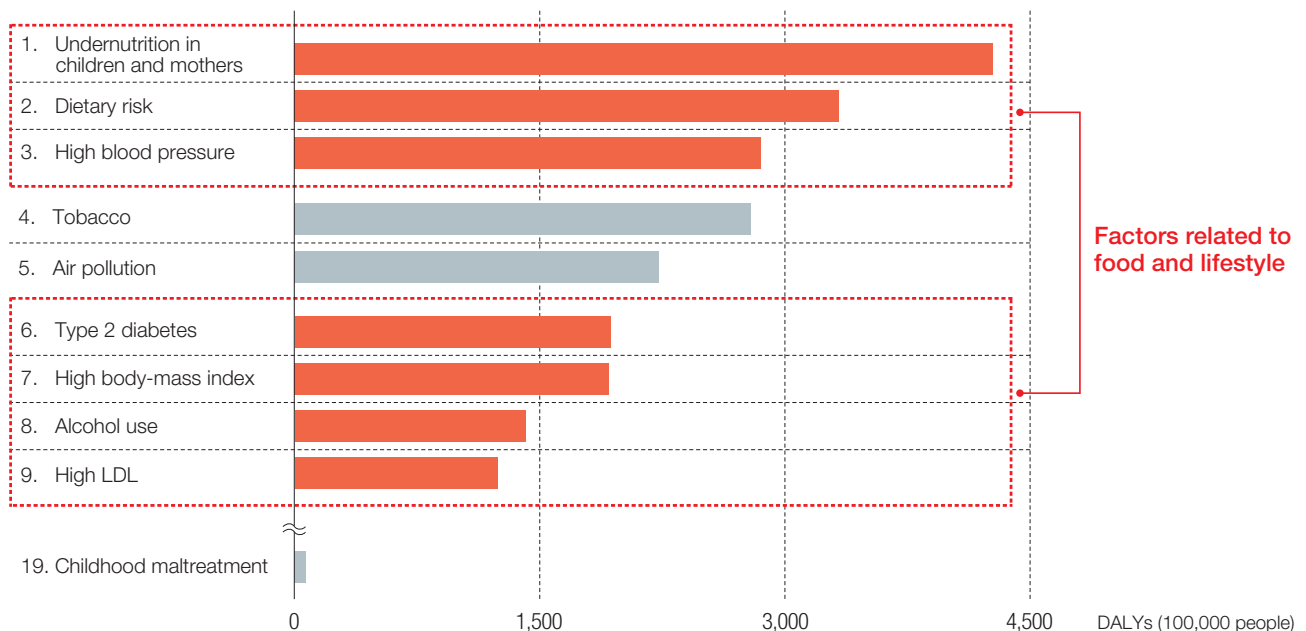
### Growing health issues worldwide are increasing the importance of diet

The Global Burden of Disease (GBD), published in 2017, is a systematic and scientific effort to quantify comparable healthy life expectancy in what it calls disability-adjusted life years (DALYs). The groundbreaking research reported that health issues, such as dietary risk factors and metabolic syndrome, triggered by food and lifestyle

choices are becoming increasingly common all around the world.

The GBD study found that diets low in whole grains, high in sodium, and low in fruits, nuts, and vegetables were the five biggest dietary risk factors increasing the DALYs of people around the world.

#### Risk factors impacting DALY worldwide (2017)

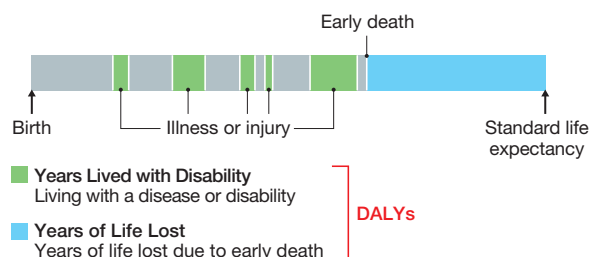


#### What are DALYs—disability-adjusted life years

DALY is the number of years of life a person might be expected to lose when adjusted for a disease or health condition and the severity of the disability. DALY is the sum of Years of Life Lost (YLLs) and Years Lost due to Disability (YLDs). Developed in the early 1990s by Harvard University Professor Christopher Murray, the DALY metric quantifies the overall burden of disease and health conditions. DALY is used by the WHO and the World Bank as an overall health outcome indicator that provides a different perspective than standard life expectancy,

and is increasingly being used around the world as a complementary indicator to healthy life expectancy.

#### Basic concept of the health outcome index



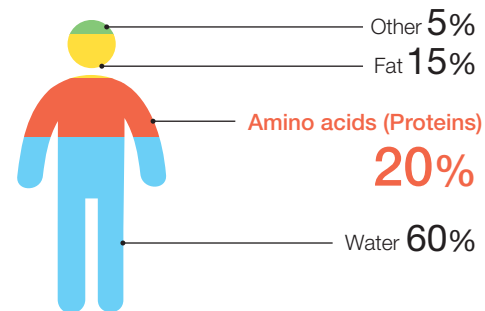
## Providing solutions to food and health issues with the power of amino acids

Twenty percent of the human body is made up of amino acids. The Ajinomoto Group has been researching amino acids for over 100 years since its founding as part of its research into the umami taste, the main component of which is glutamic acid.

Amino acids not only provide the benefit of creating delicious meals, they also contribute to people's well-being by promoting growth, development and recovery, and physical health. By using our proprietary technologies and materials to scientifically pursue these attributes of amino acids, the Group has the opportunity to use its strengths to contribute to society and put our company back on track for business growth. We will continue developing our "Deliciousness Technologies" to leverage the benefit of umami to create delicious, reduced-salt foods. We will also introduce the Ajinomoto Group Nutrient Profiling System (ANPS), our nutrition value evaluating system for our

products and dishes made with our products. We are also integrating food and AminoScience to develop and provide new value. These and other initiatives will move us toward becoming an industry leader addressing social issues and realizing our objective of becoming a solution-providing group of companies for food and health issues.

### Components of the human body



► For details, see pp.37–40 "Approach to Nutrition."

### Message from a public health expert

**"Diet and health" will become more tailored to local cultures and lifestyles through data-driven personalization and technological advancement.**



**Kenji Shibuya, M.D., DrPH**  
Professor, Kings College  
London, United Kingdom

The Global Burden of Disease study suggests that food is one of the most important determinants of human health. Negative impact on health due to poor diet is now estimated to be greater than that of smoking and high blood pressure. But scientific knowledge alone is not enough to change people's dietary behavior because food and diet reflect fundamental social and cultural factors. In the future, the health system will require a comprehensive approach of "social systems" and shift the focus from the average to each individual. Diet is a foundation of health and the food industry will be expected to contribute to each individual's well-being through food and diet.

A new era of "predictive prevention" is beginning that uses the latest scientific advancements and data sciences. Improving diet and nutrition, using

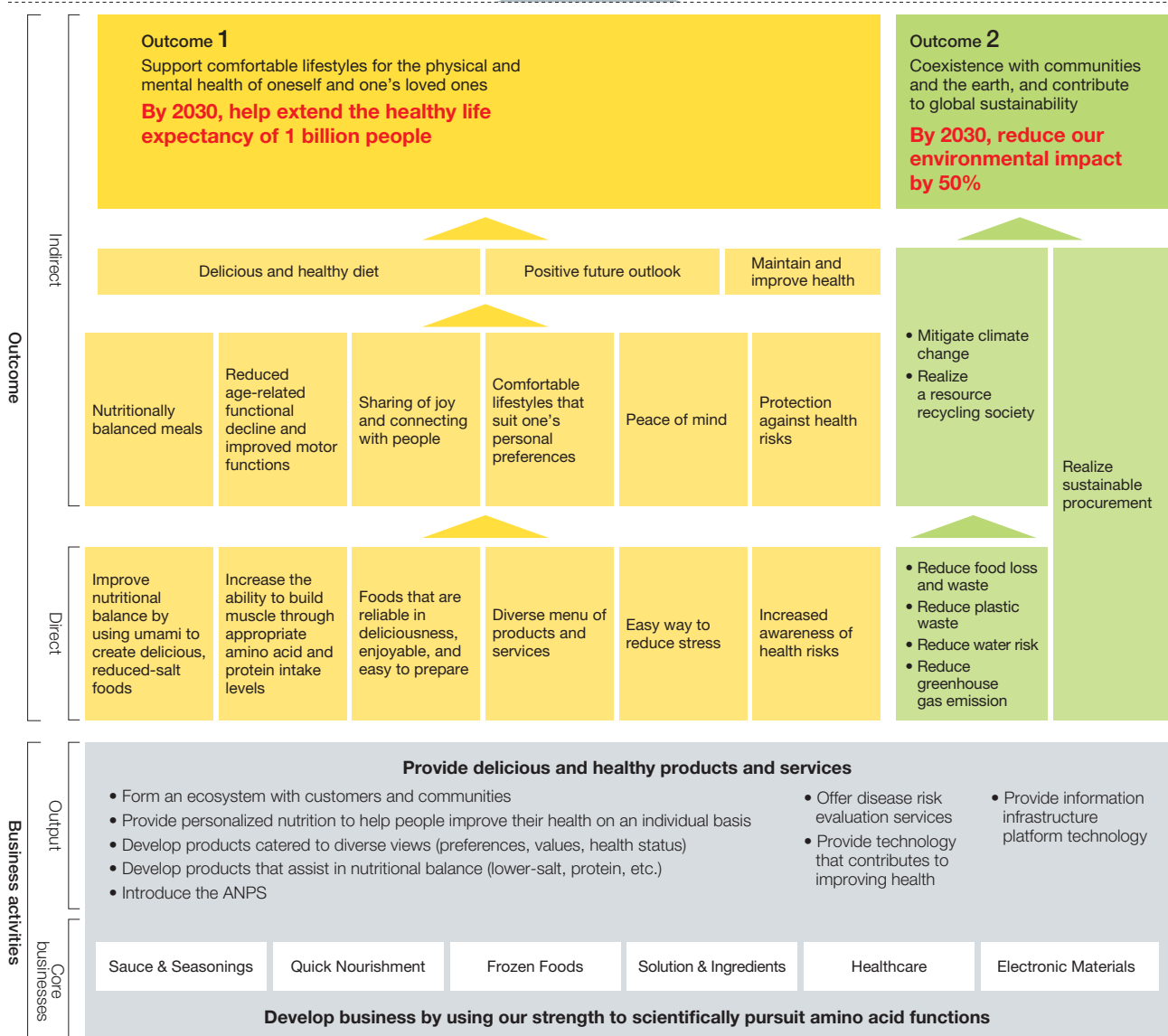
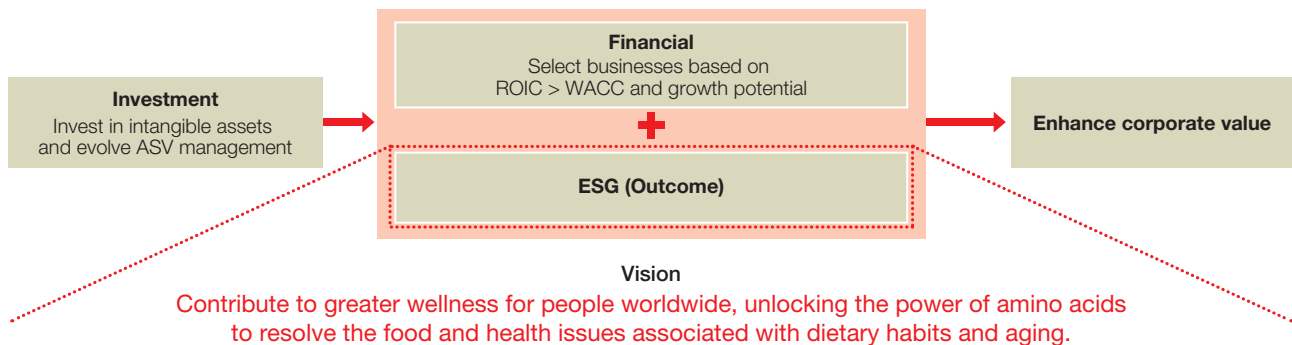
biomarkers, and genome sequencing and editing technology may emerge as key elements in disease prevention. In other words, data science is revolutionizing the field of diet and health, shifting away from general food and nutrition guidance for a large group of people to new personalized approaches. By using advances in personalized approach and technologies, private industries are expected to promote healthy foods, which are tailored to local cultures and lifestyles and to share evidence-based disease prevention models across the world.

In such a rapidly changing and highly uncertain time, corporate management must engage in "sense-making." Helping both the members and stakeholders understand the current situation and where we are heading as an organization will empower us to evolve and innovate. In February 2020, the Ajinomoto Group declared its vision for 2030 to become a "solution-providing group of companies for food and health issues." From that goal, we have worked backwardly to identify what we need to do today to make our own future.

# Ajinomoto Group outcomes

We are advancing ASV management by concentrating all of our management resources on resolving food and health issues. We are seeking to fulfill our vision and enhance our corporate value by using our core businesses to improve people's lives and increase the sustainability of the earth.

## Path to enhance corporate value





## Outcome KPI

We are setting qualitative targets and KPI for the two outcomes for fiscal 2030 and will monitor our progress.

### Outcome 1

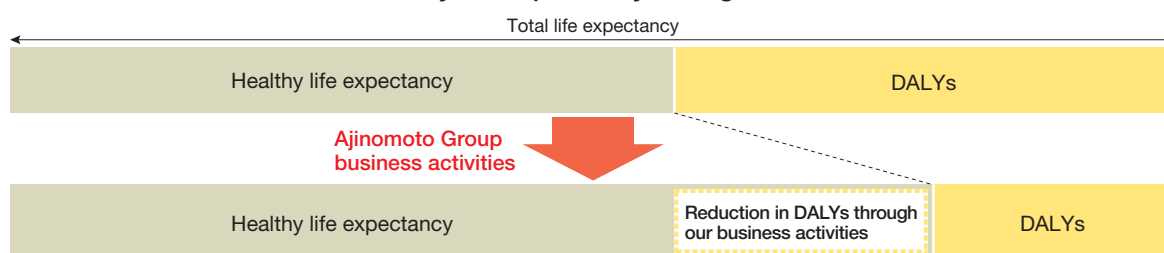
**By 2030, help extend the healthy life expectancy of 1 billion people**

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Approach to nutrition

We are presently developing methods to use DALY to set qualitative KPIs. The targets will be described in a future Integrated Report.

### Extension of healthy life expectancy through business activities



#### Associated Materiality items and SDGs

Contribution to solve food and health issues



Rapid response to consumer lifestyle changes



► For details, please see the Ajinomoto Group Materiality.  
[https://www.ajinomoto.com/sustainability/pdf/2020/materiality\\_en.pdf](https://www.ajinomoto.com/sustainability/pdf/2020/materiality_en.pdf)

### Outcome 2

**By 2030, reduce our environmental impact by 50%**

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Approach to coexistence with communities and the earth

## KPIs

Mitigate climate change	<b>Reduction rate of greenhouse gas emission vs. FY2018 (total of Scope 1 and 2<sup>1</sup>)</b> FY2025: Reduce by 30% FY2030: Reduce by 50% <b>Reduction rate of water usage vs. production volume (vs. FY2005)</b> FY2030: -80% <b>Recharge rate of drinking water into forest</b> FY2025: 100%+
Realize a resource recycling society	<b>Plastic waste</b> FY2030: Achieve "Zero" <b>Food loss and waste reduction rate<sup>2</sup> (vs. FY2018)</b> FY2025: Reduce by 50%
Realize sustainable procurement	<b>Sustainable procurement ratio</b> FY2030: 100% of important materials <sup>3</sup>

\*1 Scope 1: Direct greenhouse gas emissions from sources (such as burning fuel, industrial processes, and vehicles) owned or controlled by the organization  
Scope 2: Indirect emissions from the generation of purchased electricity, heat or steam consumed by the company

\*2 From the acceptance of raw materials to delivery to customers

\*3 Coffee beans, palm oil, paper, soy beans, beef

#### Associated Materiality items and SDGs

Sustainable materials sourcing



Contribution to a circular economy



Reduction of food loss and waste



Conservation of water resources



Climate change adaptation and mitigation



► For details, please see the Ajinomoto Group Materiality.  
[https://www.ajinomoto.com/sustainability/pdf/2020/materiality\\_en.pdf](https://www.ajinomoto.com/sustainability/pdf/2020/materiality_en.pdf)