

Help Extend the Healthy Life Expectancy of 1 Billion People



Resolving Nutritional Issues

Initiatives to solve nutritional issues ————— P035

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Initiatives to solve nutritional issues

Approach to nutrition

Approach

Around the world, an increasing number of people suffer from health problems stemming from diets and lifestyles, including the insufficient intake of protein and vegetables and excessive intake of sugar, fat, and salt. In response, the Ajinomoto Group is strengthening our efforts to improve nutritional balance as a way to solve such health problems based on the Group Shared Policy on Nutrition and the Ajinomoto Group Nutrition Strategy Guidelines. These initiatives are based on the principle of Nutrition Without Compromise.

Aimed at extending the healthy life expectancy of one billion people by 2030, in 2021, we formulated a commitment outlining paths and KPIs to improve people's nutrition. This commitment was announced and registered at the Tokyo Nutrition for Growth Summit 2021, held in December.

- > [ASV Report 2024 \(Integrated Report\) P89-91](#)
- > [Nutrition and Health](#)
- > [Group Shared Policy on Nutrition](#)

Nutrition Commitment

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

- Support practice of “delicious salt reduction” using umami
 - We will leverage our current reach to 700 million consumers to raise general awareness of salt reduction using umami, and support more people to achieve salt reduction without compromising taste.
- Provide nutritious products to contribute to people's wellness
 - By fiscal 2030, 60% of our products will have improved nutritional value while maintaining good taste. We will use the Ajinomoto Group Nutrient Profiling System (ANPS) to guide product development and reformulation.
 - Among the nutritious products, we will provide products that promote “delicious salt reduction” and “protein intake optimization” to 400 million people a year by fiscal 2030.
 - By utilizing the physiological and nutritional functions of amino acids, by fiscal 2030, we will double the availability of such products that contribute to health, compared to fiscal 2020.
- Support consciousness/ behavior change of consumers by providing information that supports health and nutrition improvement
 - We will provide consumers with information to help them improve their health and nutrition, as well as easy recipes and menus both on product packaging and on our website that support delicious and well-balanced meals and healthy lifestyles.
- Improve nutrition literacy of Group employees
 - We will help our employees improve and maintain their health by providing healthy meals in the workplace, nutrition education, health checkups, and maternity leave.
 - By fiscal 2025, we will provide nutrition education to sum total of 100,000 employees.

Resolving Nutritional Issues

The three pillars of our approach to nutrition

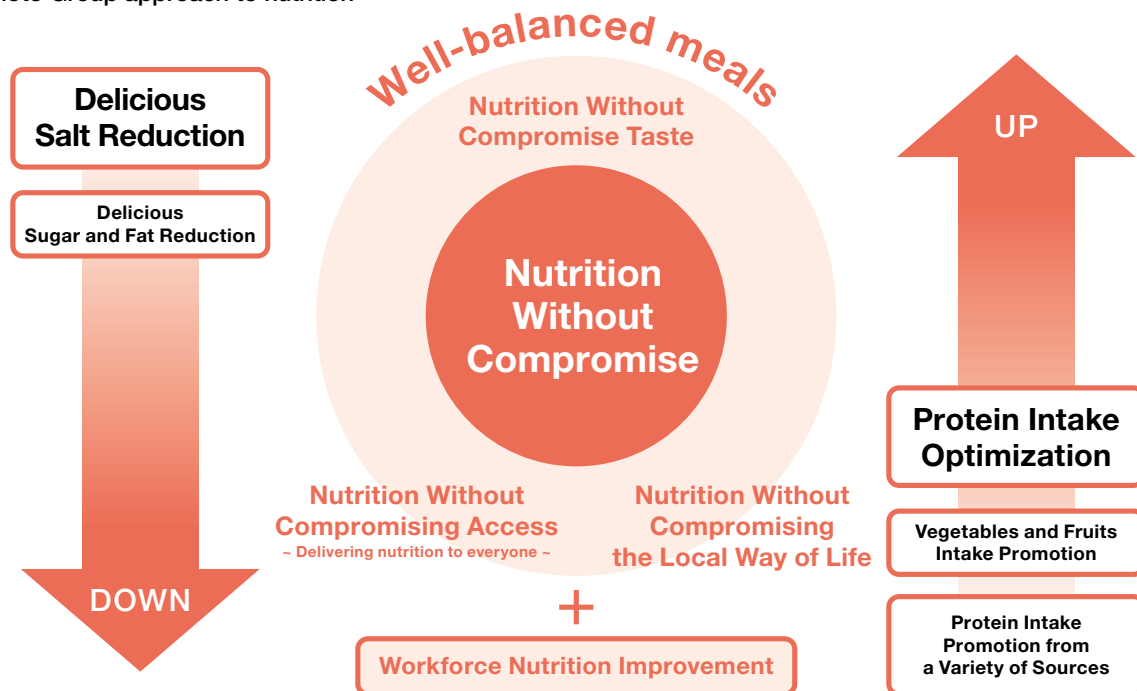
- Without compromising taste

The Ajinomoto Group continues to develop and sell healthy products (salt reduction, etc.), and we do so without compromising on taste. By providing seasonings such as umami seasoning (MSG), we contribute to delicious and healthy meals.

- Without compromising access ~delivering nutrition to everyone~

Through innovation using “AminoScience” and distribution initiatives, we will help make nutritious meals more accessible than ever before in terms of availability, affordability, and convenience.

Ajinomoto Group approach to nutrition



- Without compromising the local way of life

When expanding our businesses globally, we adapt our operating models to respect national and local customs, food preferences, resources, ingredients, and stakeholders. While communities and economies grow and shift, our emphasis on personalization becomes even more relevant.

When nutritious foods taste good, are convenient and easily accessible, and respect local customs and flavors, we are able to promote the long-term intake of well-balanced meals by consumers.

Framework for nutrition management

Framework

The Sustainability Committee formulates nutrition-related policies and strategies, follows up on business unit activities, and collects related information from these units in the same manner as environmental and human rights initiatives. The committee reports this information to the Executive Committee and the Board of Directors. The Board of Directors oversees Company efforts and progress in addressing the risks and opportunities (including on nutrition) identified based on materiality for the Ajinomoto Group.

Roadmap to one billion people

Framework / Performance

The Ajinomoto Group pursues initiatives for nutrition improvement to help extend the healthy life expectancy of one billion people by 2030. In fiscal 2023, we created touchpoints for deliciousness and health with 940 million people. Going forward, we will continue to contribute to extending the healthy life expectancy of one billion people by promoting delicious salt reduction through umami and providing products and information that are useful for health.

Nutrition commitment quantitative KPIs

Performance

The Ajinomoto Group established a commitment in 2021 that outlines a path and KPIs to improve nutrition. Under this commitment, we develop products with improved nutritional value, provide nutrition education to employees, and engage in a wide variety of other initiatives.

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	FY2020 (results)	FY2021 (results)	FY2022 (results)	FY2023 (results)	FY2025 (target)	FY2030 (target)
Percentage of products with improved nutritional value*	40%	50%	56%	57%	—	60%
Annual number of people we provide with improved nutritional value products that are beneficial to “delicious salt reduction” and “protein intake”	280 million	320 million	340 million	350 million	—	400 million
Availability of products utilizing the physiological and nutritional functions of amino acids	(Base year)	1.07 times	1.10 times	1.07 times	—	2 times
Nutrition education for employees	Cumulatively 460	Cumulatively 26,000	Cumulatively 56,000	Cumulatively 88,000	Cumulatively 100,000	—

* Products with improved nutritional value means the products that meet our criteria and contribute to the intake of improved nutrition from an international public health perspective.

Efforts to ensure nutritionally balanced diets - Nutrition Without Compromise

Performance

Use of nutrient profiling systems

The Ajinomoto Group began operating the Ajinomoto Group Nutrient Profiling System for Products (ANPS-Product) in 2020. This system evaluates the amount of nutrients in a product using science and expresses nutritional quality in an easy-to-understand manner. As of March 2024, the system has been introduced in 16 Group companies in 13 countries, evaluating the nutritional value of close to 900 products. However, ANPS-Product and conventional NPS^[1] faced limitations in assessing seasonings and other products that are normally not eaten on their own as a self-standing food item. In response, we began developing an NPS to evaluate the nutritional value of dishes prepared with seasonings and other such products. We launched ANPS-Dish in December 2021 as the world’s first nutrient profiling system to take Japan’s food culture and health issues into consideration, making it possible to assess the nutritional value of dishes prepared with seasoning products. Conventional NPS systems were developed mainly for overnutrition in Europe

and the U.S., preventing direct use of these systems in Asian regions, which face different nutritional challenges (e.g., undernutrition) and food cultures. Recognizing the need to develop an NPS suitable for local regions, the Group is first reaching out to academia and governments in the ASEAN region.

In fiscal 2023, we spoke on the importance of regionally tailored NPS development and ANPS-Dish at the 14th Asian Congress of Nutrition and a symposium held by the International Life Sciences Institute, Southeast Asia Region. People in the ASEAN region often eat food prepared at home or at street stalls, resulting in a high level of interest in assessing the nutritional value of dishes to improve nutrition not seen in Europe and the U.S.

Nutritional challenges cannot be resolved by one company alone. We launched a project in Japan, collaborating with several companies to promote *Tsujitsuma Shiawase*, a new method for nutritionally balanced diets. The *Tsujitsuma Shiawase* method encourages eating balanced nutrition over a period of time, not just at one meal. We will continue to collaborate with academia to provide society with products and services that help make eating nutritionally balanced meals easier for consumers. In addition, we plan to

develop ANPS-Dish in accordance with the food culture of each country, and expand globally to ASEAN, Latin America, and other regions.

[1] This refers to the Health Star Rating utilized in Australia and New Zealand and the Nutri-Score utilized in parts of Europe.

> ASV Report 2024 (Integrated Report) P90

Delicious salt reduction

The Ajinomoto Group seeks to extend healthier lives by 2030. One of our key initiatives is to limit excessive salt intake, a nutritional challenge in the Asian region, including Japan. The Ajinomoto Group works with various stakeholders to promote delicious salt reduction using “AminoScience” as we use various media to encourage customers to reduce their salt intake.

> Delicious Salt Reduction

Smart Salt initiatives

In July 2020, Ajinomoto Co., Inc. launched the Smart Salt[®] project to address the issue of excessive salt intake among the Japanese population. We work with government agencies, universities, and other companies to encourage the use of umami and dashi (broth) to practice delicious salt reduction among people of all ages. We also work to leverage our strengths in the Smart Salt[®] project in Japan to engage in activities overseas that encourage delicious salt reduction. Ajinomoto Co., Inc. has launched a total of 54 low-sodium products under 23 brands in seven countries as of April 2024. When launching low-sodium products, we utilize our owned media and advertisements to raise awareness of the importance of low-sodium diets and propose low-sodium recipes. Furthermore, we collaborate with Key Opinion Leaders (KOL) and outside organizations to hold study sessions and lectures on salt reduction and

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continue to raise awareness on delicious salt reduction among consumers in various countries.



- > Products that help delicious salt reduction (Japanese only)
- > Smart Salt Recipe Site (Japanese only)

■ Overseas initiatives (Philippines, Indonesia)

In June 2023, we launched a low-sodium GINISA® flavor seasoning in the Philippines. Product sales remain strong, with an in-store turnover rate of more than 1/10 that of the regular product.

In Indonesia, we work to enhance communication through online videos to promote the low-sodium version of Masako® launched in 2022. These videos target young, health-conscious housewives, young single women, and seniors with high blood pressure.



GINISA® low-sodium products



Online video in Indonesia

■ Quantifying salt reduction using umami

In 2020, the Ajinomoto Group began collaborating with academic institutions on the U20 Healthy Umami Research Project, aiming to pursue our proposal of using umami for delicious salt reduction. This project is a study to estimate the extent to which umami can reduce salt intake at the national level. Based on data from countries with different food cultures derived from Japan, the U.S., and the U.K.,

the U20 Healthy Umami Research Project found that an additional 13% to 22% delicious salt reduction is possible per day in processed foods. In fiscal 2023, Ajinomoto Co., Inc. and Springer Nature, the world's most prestigious academic journal, co-hosted the Nature Forum in London, U.K., the heart of salt reduction policy promotion. We leveraged this forum to raise awareness among people around the world of the potential of healthy eating habits through umami. We plan to continue this project and engage in activities to raise awareness and spread the value of delicious salt reduction through umami.

- > Nature Forum Reducing Salt in our Diets

■ Protein intake optimization

The Ajinomoto Group strives to improve protein intake by providing seasonings which enhance the flavor of protein-rich meals as well as amino acids to supplement low-quality protein sources. We also share recipes, menus, and other information on our website and social media platforms.

■ Developing technology to assess the nutritional value of protein

Recently, in the interest of sustainability and reducing environmental impact, it has become increasingly important to intake protein from a variety of sources, not just from animals but plants as well. However, vegetable protein is generally known to be less digestible and absorbable than animal protein. Developing precise techniques to evaluate and improve digestibility is crucial to increasing the nutritional value of vegetable protein. In 2013, the Food and Agriculture Organization of the United Nations (FAO) proposed a new indicator, the Digestible Indispensable Amino Acid Score (DIAAS). This indicator can more accurately assess the nutritional value of protein (protein quality) by taking into account the balance of essential amino acids absorbed from food and the digestibility and absorption rates of protein. Under

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these circumstances, the Ajinomoto Group focuses not only on the quantity of protein but also on quality and digestibility. We are also engaged in research to evaluate and improve DIAAS levels through the utilization of amino acids and food processing technologies. We are collaborating with international experts on the practical application of our rapid and precise DIAAS evaluation technology. This technology, developed by Ajinomoto Co., Inc., takes into account how processing and cooking alters the digestibility of protein. We are also working to spread awareness of the value of highly digestible proteins throughout the world by engaging in research and development to establish a foundation to implement DIAAS evaluation in nutritional epidemiology research. Going forward, we will develop our products and provide services to contribute to people around the world at higher levels, encouraging the consumption of needed nutrients from a variety of food sources and fostering healthy and nutritious dietary habits in consideration of the global environment.

■ Medical foods^[1] for fulfilling special nutritional needs (North America, Europe)

The Ajinomoto Group leverages expertise in “AminoScience” to improve quality of life by balancing medical nutritional requirements with good taste.

Ajinomoto Cambrooke, Inc. develops and manufactures medical foods to meet the particular and advanced nutritional needs related to diseases including disorders of amino acid metabolism. The company markets its products in approximately 20 countries worldwide, mainly in North America and Europe. Acquired in 2020, Nualtra Ltd. develops oral nutritional supplements (ONS) for people who are unable to obtain adequate nutrition from their normal diet due to illness or aging. The company also develops foods to replace entire meals to help treat type 2 diabetes (TDR) and special powdered foods (Dysphagia Powder) for patients who have difficulty swallowing. The company markets these products in the UK and Ireland. Incidentally,

Nualtra has been the fastest growing medical food company in the UK and Ireland medical food market for seven consecutive years. The company held its first Sustainability Task Force meeting in 2023, demonstrating its commitment to sustainability. The meeting explored ways to provide quality products in a cost-effective manner while minimizing environmental impact based on our strategy for achieving net-zero GHG emissions in the future.

[1] Defined by the FDA as “a food which is formulated to be consumed or administered enterally under the supervision of a physician and which is intended for the specific dietary management of a disease or condition for which distinctive nutritional requirements, based on recognized scientific principles, are established by medical evaluation.”

■ Delicious sugar and fat reduction

The Ajinomoto Group is focusing on developing alternative sweeteners and kokumi, and improving the taste of our products and those of our business customers with enhanced ingredients and formulation technologies.

■ Sugar reduction (Thailand and Japan)

Market research shows a growing demand for less sweet and sugar-free products in Thailand stemming from increased health awareness. In response to this demand, Ajinomoto., (Thailand) Ltd. launched the Birdy® Black Less Sugar canned coffee in March 2020, featuring less sugar with a revised recipe improvement from the original Birdy® Black canned coffee. Birdy® Black Less Sugar outperformed the market in fiscal 2023 by 122% year on year and remains the best-selling black coffee in its category.

In fiscal 2023, we strengthened communications to raise awareness through SNS and other consumer campaigns, promoting taste and aroma, in addition to the health benefits of the product's reduced sugar content.

In Japan, Ajinomoto AGF, Inc. sells unsweetened Blendy® stick in response to customer requests for products featuring reduced sugar contents.

■ Fat reduction

The Ajinomoto Group leveraged kokumi, a substance that imparts dishes with a rich taste and deep flavor, to develop and market Pure Select® Koku Uma® mayonnaise. This product has the same rich taste as regular mayonnaise (due to a proprietary manufacturing method) and 65% fewer calories (compared to the Group's regular mayonnaise). We have also developed and marketed a low-fat Marim® creaming powder with 50% less fat.

■ Encouraging vegetable and fruit intake - Love Vege Project

By providing seasonings and frozen food products, the Ajinomoto Group promotes the intake of vegetables and fruits, which are sources of nutrient intake such as vitamins and minerals. For example, our product packages display recipes that encourage consumers to eat more vegetables and fruits. In Japan, we promote the *Love Vege* project to encourage vegetable consumption as a way to support the recommendation by the Ministry of Health, Labour and Welfare to consume at least 350 g of vegetables per day. We launched this project in 2015 at the Nagoya office to encourage people to eat more vegetables in Aichi Prefecture, which ranked the lowest in vegetable intake in Japan. We began expanding the project nationwide in 2020, establishing 27 ecosystems nationwide in 2023 in collaboration with various parties in industry, government, academia, and other sectors. Here, we developed recipe booklets unique to each region that include menus using locally produced vegetables to increase vegetable consumption. Booklets are passed out through the vegetable sections at mass retailers to raise awareness. Furthermore, we hold in-store events that use vegetable consumption measurement devices and utilize our website and social media accounts to foster interest, fondness, and natural eating habits for vegetables among children and young adults.

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We began working with the health management departments of companies in the Kansai area in fiscal 2023 to hold *Love Vege* fairs in employee cafeterias and encourage employees to eat more vegetables. Through these fairs, we served *Love Vege* lunches to approximately 8,000 employees. Ajinomoto Co., Inc. will continue to collaborate with our partners to develop *Love Vege* activities in various food scenes and work together with the community to solve nutritional issues.



Serving *Love Vege* lunches at the company cafeteria

Efforts to improve nutrition

The Ajinomoto Group values a comprehensive approach to health, providing well-balanced meals that match the dietary habits and food preferences of each country and region. Our efforts include providing nutrition that meets the diverse values of each individual regarding lifestyles and food and providing nutritious meals at schools and hospitals.

Addressing maternal and child nutrition (Vietnam)

In December 2020, AJINOMOTO VIETNAM CO., LTD. launched the Mothers & Children Project with the Ministry of Health of Vietnam to improve the nutrition of mothers and children. The company rolls this project out nationwide. As a part of the project, the company developed project software that provides nutritionally balanced menus, containing more than 1,300 dishes for mothers and more than 700 dishes for children. The nutritionally balanced menus were developed

based on the nutritional standards of the National Institute of Nutrition– Ministry of Health. We deployed the project software through a nationwide medical and healthcare network, the Vietnam Women's Union, online and offline communications activities, and the media, and provided training to health officials and mothers. The software is also equipped with functions that include a dietary habit checking tool and a quick health monitoring tool. As of April 2024, the Mothers & Children Project expanded to 49 provinces and cities, with approximately 1 million mothers and health officials using the software. Looking ahead, we will continue to support the improvement of maternal and child nutrition in Vietnam.

■ Addressing nutritional issues in childhood and adolescence through school meals (Vietnam, Indonesia)
Many children in Vietnam suffer from stunted growth or low body weight, especially in rural areas. At the same time, a growing number of children in urban areas are overweight or obese. Ajinomoto Vietnam launched the School Meal Project in 2012 in collaboration with central government ministries, including the Ministry of Education and Training and the Ministry of Health. Together, the company engages in various activities to deploy the project nationwide to provide nutritionally balanced menu development software, food nutrition education materials, and model kitchens for primary boarding schools. As of April 2024, School Meal Project activities have expanded across 62 provinces and cities and 4,293 primary boarding schools.

In Indonesia, the high percentage of children with low body weight, stunted growth, or anemia is a serious social problem. PT AJINOMOTO INDONESIA (PTA) has implemented a School Lunch Program (SLP) in partnership with the Department of Nutrition at Bogor Agricultural University since fiscal 2018. The ten-month program provides nutritionally balanced school lunches and teaches diet and nutrition to teenage students. The program has led

to lifestyle changes and improvements in anemia among students. In fiscal 2020, PTA began collaborating with the Ministry of Religious Affairs (MOR) and created a guide book to promote the voluntary adoption of this program, aiming to expand the number of participating schools. The program also received the support of MOR, given that SLP has proven to be successful in contributing to nutrition and health improvements among the Islamic boarding schools over which MOR has authority.

PTA provided nutrition education to 16,506 students in 32 schools, 676 teachers, and 339 school culinary staff through this program as of fiscal 2023. We expect that the knowledge and practice acquired through this program will be passed down to others going forward. In fiscal 2023, PTA will also provide PTA condiments through the Hotel, Restaurant and Catering (HORECA) Department to schools participating in the SLP, creating economic value for the concept of the company.

Improving nutrition in the workplace

The Ajinomoto Group believes that employee health is one of our most important foundations. We are focused on improving employee nutrition in the workplace and nutrition literacy.

Workforce Nutrition Alliance

In March 2022, the Ajinomoto Group became the first Japanese company to join the Workforce Nutrition Alliance (WNA). This organization was launched by the Consumer Goods Forum (CGF), an international consumer goods trade association, and the Global Alliance for Improved Nutrition (GAIN), an international nutrition improvement NGO, to promote workforce nutrition improvement. The 14 companies[1] registered when we joined the alliance, based on self-assessment guidelines providing Group assessment criteria, each conduct self-assessments with regard to four important points (Healthy food at work, Nutrition education,

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Nutrition-focused health checks, and Breastfeeding support), carry out PDCA cycles, and partner with Ajinomoto Co., Inc. to promote workforce nutrition improvement. We continue these activities with three new companies^[1] added in fiscal 2023.

Ajinomoto Co., Inc. will support work to improve workforce nutrition by suggesting countermeasures for shared issues identified from the self-assessment results of the Group companies and the Ajinomoto Group Engagement survey (the category of Health and Well-being), as well as providing each company with examples of internal initiatives, tools developed by the WNA, and examples of initiatives by WNA membership companies.

[1] The 14 companies at the time of joining the WNA were Ajinomoto Co., Inc., Ajinomoto AGF, Inc., Ajinomoto Food Manufacturing Co., Ltd., Ajinomoto Fine-Techno Co., Inc., Ajinomoto Frozen Foods, Co., Inc., Ajinomoto Co., (Thailand) Ltd., Ajinomoto Sales (Thailand) Co., Ltd., PT AJINOMOTO INDONESIA, PT AJINOMOTO SALES INDONESIA, Ajinomoto Vietnam Co., Ltd., Ajinomoto Health & Nutrition North America, Inc., Ajinomoto Foods North America, Inc., AJINOMOTO DO BRASIL INDÚSTRIA E COMÉRCIO DE ALIMENTOS LTDA., and S.A. Ajinomoto OmniChem N.V., and three corporations (AJINOMOTO DEL PERÚ S.A., Ajinomoto Poland Sp. z o.o., and Agro2Agri, S.L.), resulting in a total of 17 total companies and approximately 70% of the Group's total employees.

> WNA CASE STUDY BOOKLET

■ Initiatives to improve nutritional literacy (nutrition education)

The Ajinomoto Group began engaging in initiatives to improve nutritional literacy in fiscal 2020. We began expanding nutrition education through e-learning and other means to the entire Group in fiscal 2021, and by fiscal 2023, a total of 88,000 employees have participated in such education. The engagement survey results show that more than 70% of employees are taking action to improve their own nutrition. By fiscal 2025, we will provide nutrition education to a total of 100,000 employees, while expanding educational content and measures for behavioral change.

Main initiatives in FY2023

- Conducted nutrition education mainly on fruit and vegetable intake and sugar and fat intake at all Group companies in Japan
- Shared best practices with the entire Group from two Group companies in Japan (Ajinomoto Frozen Foods, Co., Inc., Delica Ace Co., Ltd.) and three Group companies overseas (Ajinomoto India Pvt. Ltd., Ajinomoto Philippines Corporation, AJINOMOTO DEL PERÚ S.A.)
- As also seen in the previous fiscal year, engagement survey results found that more than 70% of employees are changing their behavior toward improving their own nutrition
- Held a joint meeting at Agro2Agri, S.L. to encourage WNA activities and collaboration among the three group companies of the Europe & Africa Division (Ajinomoto OmniChem N.V., Ajinomoto Poland Sp. z o.o., and Agro2Agri, S.L.)

Initiatives to resolve nutritional issues

Performance

The Ajinomoto Group aims to deepen our understanding of global nutritional issues through participation in international conferences and dialogue with leaders around the world. We also help resolve nutritional issues through global collaboration and by actively sharing our knowledge and expertise.

■ Initiatives at CGF Japan CHL

Ajinomoto Co., Inc. is a member of the Collaboration for Healthier Lives (CHL), a CGF coalition of action, an international trade association for consumer goods. As co-chair of CGF Japan CHL, Ajinomoto Co., Inc. works with like-minded companies to lead specific activities to solve health issues in Japan. In our efforts to reduce salt intake, we concluded an agreement with Chiba City and are working together to spread awareness about salt reduction. Our initiatives for healthy aging help deepen knowledge in

consumers about preventing frailty, helping them improve their own and their family members' dietary habits, especially through optimized protein intake.

■ Ministry of Health, Labour and Welfare's Strategic Initiative for a Healthy and Sustainable Food Environment
In 2021, the Ministry of Health, Labour and Welfare (MHLW) held a study group on promoting the creation of a naturally healthy and sustainable food environment. This group was tasked with identifying nutrition issues that Japan needs to address and discussing how to solve them in the public and private sectors. Results from the group's studies were included in the Japanese government's commitment at the Tokyo Nutrition for Growth Summit 2021. Here, creating a food environment refers to the interrelated development of both access to food (ingredients, food preparation, and meals) and access to information so that people can enjoy healthier diets. As a business operator, the Ajinomoto Group has been actively promoting this initiative.

As a part of our efforts, we published our action goals on the Initiative websites in fiscal 2023. Ajinomoto Co., Inc. will continue our efforts in developing and sharing recipes that use umami and dashi (broth) to practice delicious salt reduction (520 dishes by fiscal 2025). Through this effort and the LOW SALT CLUB, an initiative to communicate with consumers, we are committed to reducing excessive salt (sodium).

- > Strategic Initiative for a Healthy and Sustainable Food Environment (HSFE)
- > LOW SALT CLUB: Eat Deliciously! (Japanese only)

Resolving Nutritional Issues

TOPIC

Well-Being through Cooking

Ajinomoto Co., Inc., in collaboration with the US research company Gallup, Inc. (“Gallup”), has conducted a global survey showing the relationship of “cooking enjoyment” and “eating together” with “well-being” and published the survey report on Gallup’s website.

Based on the results of this survey, we will collaborate with Oxford University in the U.K. to deepen our understanding of how food contributes to well-being. We strive to offer a wider range of products that contribute to well-being, encouraging the joy of cooking and eating together to contribute to emotional enrichment.

Survey Result Excerpts

The subjective well-being index increased with the frequency of eating with others and that enjoying cooking and frequently eating with others contribute to subjective well-being.

Cooking Enjoyment and Subjective Well-being

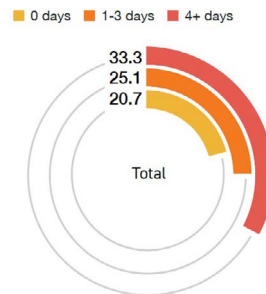
People who said they enjoyed cooking in the past seven days were 1.2 times more likely to be thriving than people who did not enjoy cooking or had not cooked during that time.



> Well-being through Cooking

Communal Eating and Thriving

The Thriving Index score of those who ate dinner with people they know at least four days in the previous week was 1.6 times more likely to experience well-being than those who did not eat dinner with others.



TOPIC

Enjoy Nutritional Balance with *Tsujitsuma Shiawase*

Tsujitsuma Shiawase is a new approach to nutritional balance that focuses on adjusting nutritional balance over a period of time such as before and after meals, rather than pursuing a single perfectly balanced meal.

We are committed to proposing new, easy and fun methods and approaches to eating nutritionally-balanced diets that ensure well-being by allowing consumers to enjoy what they want to eat in that moment.

■ List of Participating Companies *In no particular order as of July 2024

Ajinomoto Co., Inc. Ezaki Glico Co., Ltd. every, Inc. Kikkoman Corporation Maruha Nichiro Corporation Meiji Co., Ltd. Nissin Foods Holdings Co., Ltd. SB Foods Inc. J-OIL MILLS, INC. Others (2)

Tsujitsuma Shiawase

Comprehensive Balance Type



High overall JANPS* score and good nutritional balance.

* Japan Nutrient Profiling System (JANPS®): A nutritional profiling system suitable the food culture in Japan developed by Ajinomoto Co., Inc. as a new method to eat a nutritionally balanced diet

Specific Nutrient Type



25% above/below target intake of nutrients and ingredients for vegetables, protein, saturated fatty acids, and salt (table salt equivalent).

> *Tsujitsuma Shiawase* Website (Japanese Only)

Disseminating information on MSG safety and benefits

Activities to promote a correct understanding of MSG

Approach

The Ajinomoto Group was the first company in the world to commercialize glutamic acid as a seasoning. Glutamic acid (a type of amino acid) is an ingredient having *umami* taste, and we have globally publicized its usefulness. Monosodium glutamate (MSG), which is also known as umami seasoning, can improve flavor, reduce salt intake, shorten cooking time, and reduce the cost of meals at schools and other facilities.

Yet at the same time, MSG has been the subject of nebulous anxieties for many years as a purported chemical harmful to health. Food packaging with labeling indicating that a product is chemical additive-free has been one of the factors behind this misunderstanding; however, the Consumer Affairs Agency in Japan has improved the situation with the formulation of a Guideline on Non-use Labeling of Food Additives. Nonetheless, food packaging aside, misleading information is still being put out that MSG is something to avoid. With the aim of dispelling these misconceptions, the Group actively uses social and other media to explain how MSG is produced and disseminates information about MSG based on scientific facts. Not only will we continue to resolve misunderstandings about safety, but we shall also engage in initiatives to spread information about the benefits of MSG to the world, including MSG's role in reducing salt intake and improving nutrition for the elderly.

> P038
> Know MSG

Umami and MSG promotions in the United States

Ajinomoto Group launched a humorous #CancelPizza campaign on social media to dispel negative perceptions of MSG. We pointed out to consumers that canceling MSG is like canceling pizza. It is simply not scientific because MSG occurs naturally in many of the ingredients of pizza anyway. The campaign received media coverage, and in fiscal 2023, we had 890 million impressions, significantly exceeding our target impression count of 500 million by 78%. This approach also improved KPIs in relation to Generation Z. Among younger people, the perception that MSG is something cool is spreading more and more, and its use in sweets and cocktails is only increasing. We have even seen posts on social media from an event in the UK where MSG was being used in ice cream. We are now anticipating MSG will be seen as something cool in countries other than the US going forward.

In addition, following the guidelines for businesses announced in October 2021 by the U.S. Food and Drug Administration (FDA) targeting the voluntary reduction of salt in foods, a major U.S. processed food company has decided to adopt umami as a way to reduce sodium intake by using AJI-NO-MOTO®.

Survey results of U.S. consumer perception of MSG

Segment	KPI	FY2022 Result	FY2023 Result
All generations	MSG-positive or MSG-neutral	47%	50%
Generation Z	MSG-positive or MSG-neutral	47%	54%
	Don't care if foods are made with MSG	65%	66%

(Per Ajinomoto Co., Inc. survey)



#CancelPizza Campaign



Sprinkling MSG on ice cream at a UK event

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Other communication activities

■ Japan

Ajinomoto Co., Inc. disseminates information utilizing science-based knowledge on food and amino acids to professionals working with food and in health. Our website Ajicollab provides information on Delicious Salt Reduction utilizing umami seasoning to reduce salt in food but not to the detriment of the taste; information on increasing the amount of food consumed by senior citizens who are cutting back on their salt intake; nutrition education programs; reports from seminars at various academic conferences, and more.

As well as professionals, we are also helping consumers. In fiscal 2023, we joined the Ministry of Health, Labour and Welfare's Strategic Initiative for a Healthy and Sustainable Food Environment to communicate to Generation Z that salt reduction is necessary from a young age. We are also showing people how using umami is a way to Delicious Salt Reduction.

In addition, the 8th Let's Use Umami Seasoning! Local Cuisine Cooking Contest 2023 was held. It was organized by the Umami Manufacturers Association of Japan, of which we are a member. This contest helped nurture dietitians who can go on to effectively utilize umami seasoning in all aspects of their profession to make Delicious Salt Reduction a reality.

■ Singapore

The Ajinomoto Group has been holding lectures on Japanese cuisine and umami for over 10 years at the National University of Singapore. These lectures led to an inquiry from the Singapore Health Promotion Board (HPB) about Delicious Salt Reduction using MSG, to which Ajinomoto (Singapore) Pte. Ltd. duly responded.

In October 2023, the Singapore Heart Foundation, Singapore Nutrition & Dietetics Association, and The National Kidney Foundation issued a joint statement on sodium reduction. The statement highlighted low-sodium salt substitutes as an important strategy for reducing the sodium intake of Singaporeans and also described the safety and effectiveness of such substitutes. Salt blended with MSG is recommended as a low-sodium salt alternative that does not sacrifice taste. Such blends are also recommended by the HPB.

Addressing health issues

Making regenerative medicine^[1] a reality

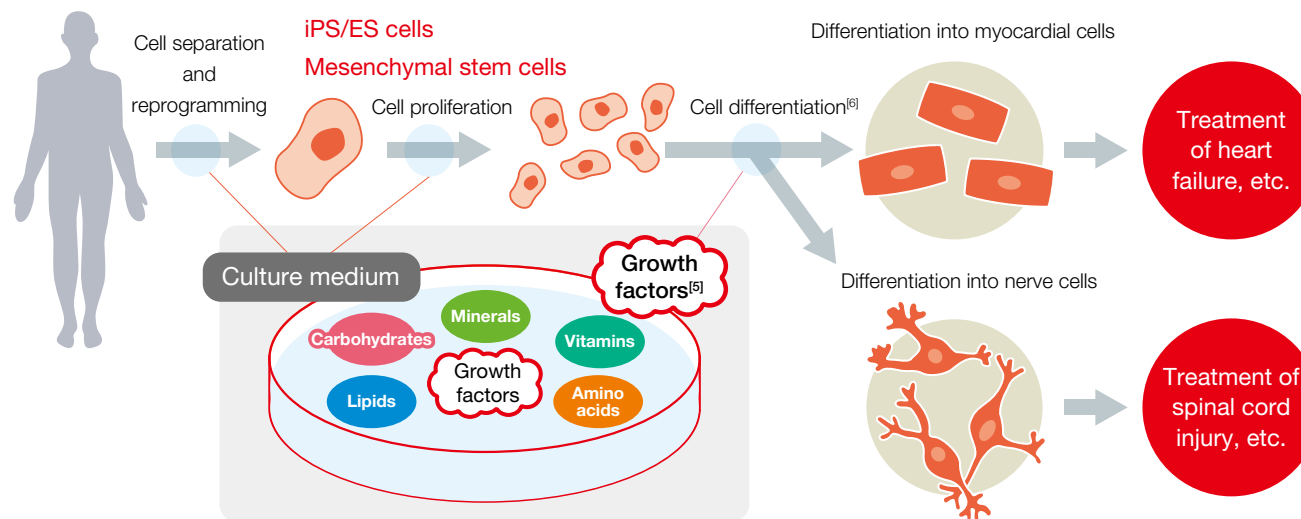
Commercial cell culture media^[2] for regenerative medicine

Performance

Today, scientists around the world are researching regenerative medicine as a radical treatment for solving problems in organ transplantation. The Ajinomoto Group supplies pharmaceutical-grade amino acids, which are a key ingredient in cell culture media. In 2014, the Group developed an iPS^[3]/ES^[4] cell culture medium free of animal-derived ingredients, and began launching related products beginning in 2016. At present, several academic institutions and pharmaceutical companies are conducting or preparing to conduct clinical trials for regenerative therapies using our StemFit[®] media. For example, the first successful transplant using Heartseed Inc.'s HS-001, an iPS cell-based cardiac regenerative medicine (phase I/II study), announced in February 2023, used our StemFit[®] media. We also supply StemFit[®] to overseas markets. In April 2024, we launched upgraded culture medium products for use as raw materials in manufacturing investigational drugs in North America and Europe in response to the increasing number of overseas companies advancing into clinical trial development.

We will enhance our presence in the field of regenerative medicine in Japan by utilizing our high-quality amino acids, expertise in amino acids, fermentation technology, formulation technology, and other advantages. We will also aim to expand our business in cell culture medium for regenerative medicine in North America and other regions overseas, contributing to innovative treatments as quickly as possible.

Role of cell culture medium in regenerative medicine



- [1] Medical treatment of dysfunctional, non-functional, or defective tissues. Artificially reproduced functional cells or tissues are transplanted to regenerate tissue and replicate function.
- [2] A nutrient solution that contains a balanced mixture of amino acids, carbohydrates, lipids, vitamins, minerals, and growth factors required for cell growth.
- [3] Induced pluripotent stem cells generated from human body cells by adding several types of factors. These stem cells exhibit pluripotency (ability to differentiate into various tissues and organs) and an almost limitless capacity for proliferation.
- [4] Embryonic stem cells created using inner cell mass from human blastocysts. These cells exhibit the ability to differentiate into various human tissues and organs.
- [5] Proteins that promote the proliferation and differentiation of specific cells in human and animal bodies.
- [6] The conversion of iPS/ES cells into cells of different tissues and organs that make up the body.

Solving Health Issues

Accelerating the growth of gene therapy CDMO with Forge technology

Performance

In order to evolve its business model in the Healthcare area, the Ajinomoto Group acquired Forge Biologics, a US gene therapy CDMO, making it a wholly owned subsidiary in December 2023. The Group aims to build a strong platform in the advanced medical therapeutic field by integrating Forge's advanced technological development capabilities.

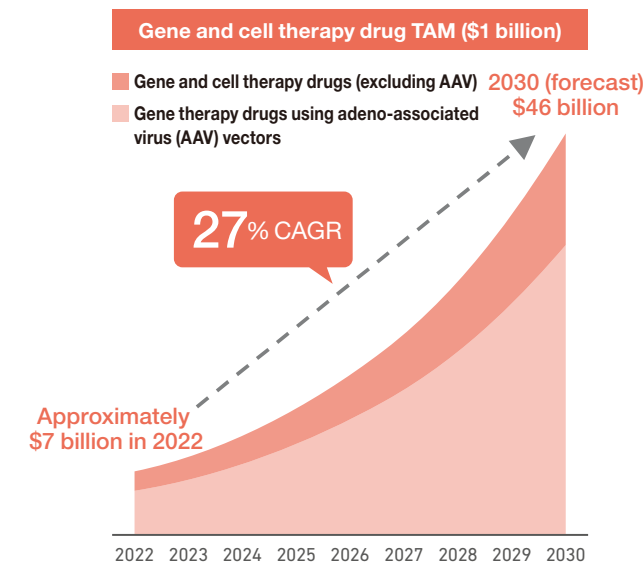
Forge Biologics

Founded in 2020, Forge is a gene therapy CDMO that develops and manufactures gene therapy drugs. It has manufacturing capabilities in two key areas of the value chain, AAV vector manufacturing and plasmid DNA manufacturing, and also employs experienced, specialized personnel. In addition to a track record of regulatory compliance through GMP manufacturing of its own gene therapy drugs for clinical use, the company has a wealth of experience with dozens of customer programs, including its own pipeline. The company has approximately 350 employees.

Gene therapy

In its medium-term ASV initiatives 2030 Roadmap, the Ajinomoto Group has set 4 growth areas that leverage the strengths of "AminoScience," one of which is the Healthcare area. In this area, in addition to steady growth in existing businesses such as amino acid and small molecule pharmaceutical CDMO (contract manufacturing and contract development of manufacturing methods), the Group expects accelerated growth from businesses such as oligo nucleotide medicine/biopharmaceutical CDMO, regenerative medicine/antibody culture medium, and medical food. On the other hand, we set gene therapy CDMOs as one of our next-generation strategic businesses as a stepping stone toward the growth of cutting-edge modalities. Gene therapy is a medical technique that modifies or adds genes to the body to treat disease-causing genetic abnormalities. It is primarily intended to treat hereditary diseases that are difficult to adequately treat with existing therapies. Approximately 350 million patients currently suffer from over 10,000 forms of rare diseases worldwide, of which 80% are genetic. Furthermore, children account for 50% of the patients. Among gene therapies for these rare diseases, more than 100 clinical trials using the highly safe adeno-associated virus (AAV) are currently underway, primarily in the United States, and seven new drugs have already been approved. The gene therapy CDMO market is expected to expand due to an increase in the number of clinical trials and the resulting increase in approved drugs, and the market in the gene therapy field is expected to grow rapidly by at

least double digits per year in the future. In addition, AAV vector (carrier to the cells) and plasmid DNA manufacturing, which are key steps in the gene therapy manufacturing value chain, require advanced technical know-how and dedicated manufacturing facilities. Therefore, this is a market where we can technologically differentiate, and demand exceeding supply is expected to continue for the time being. We aim to secure a unique and strong position in this field of gene therapy.

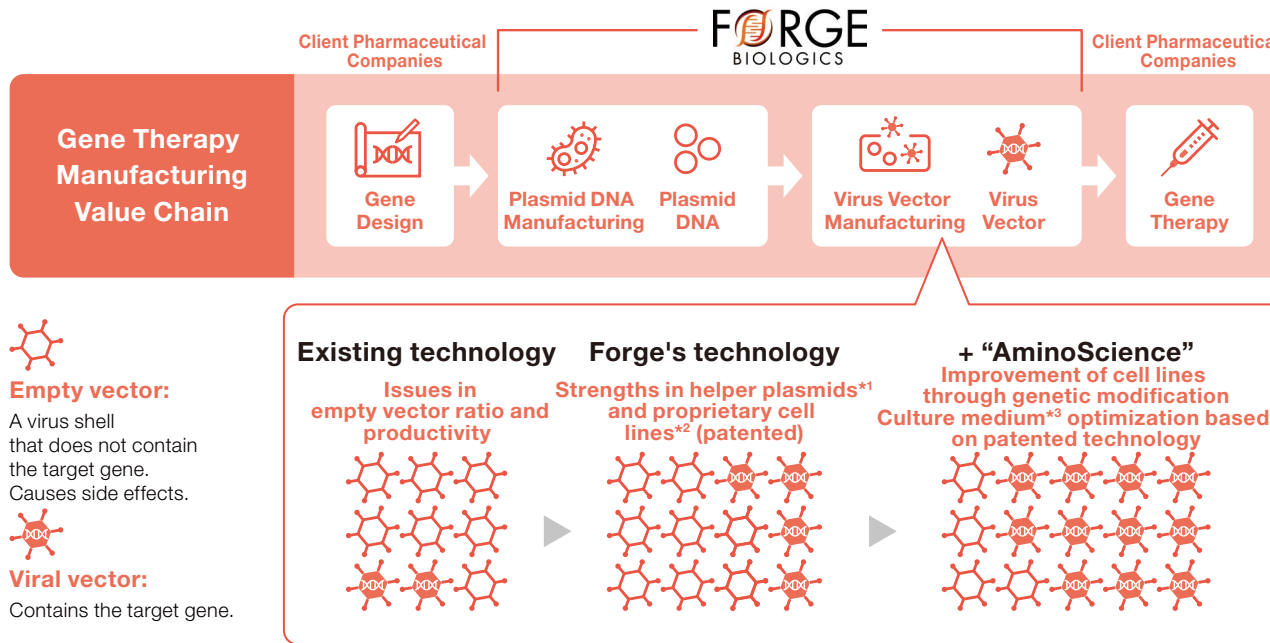


Solving Health Issues

M&A for building a strong platform through the evolution of “AminoScience”

In order to evolve our business model in the Healthcare area by leveraging the strengths of “AminoScience,” the Ajinomoto Group conducted a total acquisition of Forge, a US gene therapy CDMO, making it a wholly owned subsidiary in December 2023. Forge is a gene therapy CDMO with two key manufacturing capabilities at two key points in the gene therapy manufacturing value chain: AAV production and plasmid DNA production, and also has the technology to produce highly pure, high-yield AAV vectors.

Forge has already produced products in accordance with GMP (good manufacturing practice) for the clinical trials of numerous a number of biotech companies, and by building up a solid manufacturing track record, they have grown and expanded rapidly over the past few years and are expected to continue to grow in the future. Furthermore, Forge owns one of the world's largest manufacturing facilities capable of commercial production for rare diseases, including those with a large number of patients. In addition to their existing facilities, they also have expansion space within their facilities to accommodate further business expansion in the future.



Empty vector:
 A virus shell that does not contain the target gene. Causes side effects.

Viral vector:
 Contains the target gene.

*1 DNA of a protein which is required to encapsulate a gene of interest into the virus shell
 *2 Special cells that are used to introduce the DNA (plasmid) of a gene of interest and a helper plasmid to produce a viral vector
 *3 Source of nutrients required to grow cells and produce a viral vector