

The Purpose of the Ajinomoto Group: Creating Well-being Contributing to the well-being of all human beings, our society, and our planet with “AminoScience”

Two years have passed since the evolution into this Purpose, and it has been fully absorbed by all employees of the Ajinomoto Group, and we are now at the stage of increasing its effectiveness.

Under the leadership of new CEO Shigeo Nakamura, the Ajinomoto Group is working to further accelerate its efforts to achieve two outcomes linked to the agrifood system: “reducing environmental impact by 50%” and “extending the healthy life expectancy of 1 billion people.”

AJINOMOTO GROUP PURPOSE

Well-being for a more prosperous future

Fulfilling the Ajinomoto Group's Purpose, “contributing to the well-being of all human beings, our society, and our planet with ‘AminoScience,’” requires that we co-create social value and economic value through our business. Our belief is that we can contribute to a richer future for all human beings, our society, and our planet by repeating the cycle of honing our ability to empathize, accomplishing “well-being” from the consumer's perspective, and giving back to society the values we co-create through our business.

To achieve these goals, it is important that each and every employee personally take our Purpose as their own, and it's essential that we have a corporate culture that is driven by empathy with our stakeholders and is continually striving to realize our vision. The Ajinomoto Group will strive to further accelerate and scale up the co-creation of social and economic value, going beyond solving food and health issues to contribute to the well-being of all human beings, our society and our planet with “AminoScience.”



50%

Reduce our
environmental
impact

1 billion
people

Help extend
the healthy life
expectancy



**Resilient and Sustainable
Agrifood Systems**

What is “AminoScience?”

“AminoScience” is a collective term for the various materials, functions, technologies, and services derived from the research and implementation processes that rigorously focus on unlocking the power of amino acids. Furthermore, it also denotes the Ajinomoto Group’s unique scientific approach to connect these functions to the resolving social issues and contributing to wellbeing.

“AminoScience” is one of the sources of the Ajinomoto Group’s competitive advantage not easily imitated by other companies.

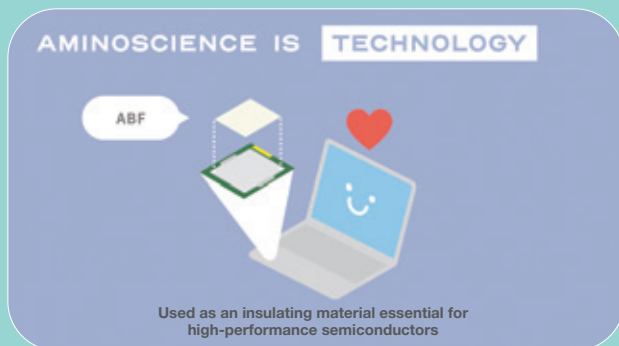
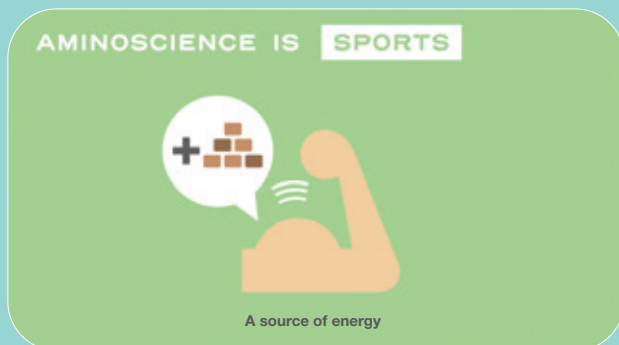
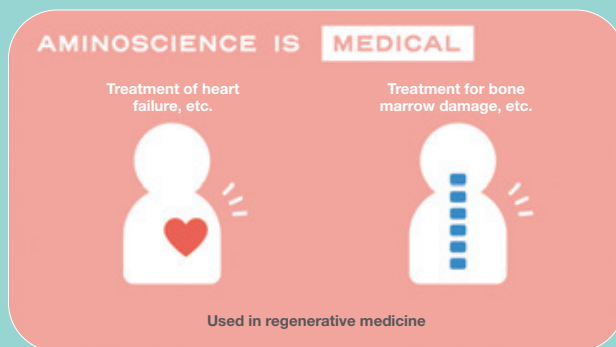
AMINOSCIENCE



From Food to Electronic Materials, The Infinite Potential Hidden in Amino Acids

Protein is the most important nutrient in forming the bodies of not just humans but all living organisms, and amino acids are the smallest components in protein. The Ajinomoto Group has been rigorously researching amino acids since its founding with a focus on four functions of amino acids: 1) the flavoring function making foods delicious, 2) the nutrition function delivering nutrition to the body, 3) the physiological function promoting a healthy physical condition, and 4) the reactivity which leads to creating new functions. These functions have made them

valuable in a range of products and services such as food, medicine, and electronic materials. Recent research and development has revealed that the capabilities of amino acids extend to a wide range of genres beyond what we had imagined, especially in the medical and electronic industries. The Ajinomoto Group’s strength is its ability to harness these functions, and we are committed to “AminoScience” and pursuing the expanding potential of amino acids.



Business development based on “AminoScience”



1. Innovation through “AminoScience”



2. “AminoScience” animation movie





The Founders' Aspirations

Eat Well, Live Well.

“Umami” is now recognized worldwide as the fifth fundamental taste. Umami was the result of the efforts of one scientist who aspired to improve the nutrition of Japanese people and one businessman who bet on that aspiration.

FOUNDING STORY





I want to help alleviate malnutrition among Japanese people and contribute to improving our physical fitness.

Discoverer of the Umami Taste
——— **Dr. Kikunae Ikeda**

In 1908, Dr. Kikunae Ikeda discovered that glutamic acid is the component that gives the savory flavor (umami) to Japanese kombu dashi broth made from kelp. However, Dr. Ikeda's original subject of research was not food. He specialized in catalyst research, and when visiting Germany to study, he was surprised by the strong physical qualities and good nutrition of the German people. This inspired him to find a way to improve the nutrition of the Japanese people. After returning to Japan, Dr. Ikeda devoted himself to research as a professor at the Tokyo Imperial University. One day in 1907, the particular accent in the flavor of boiled tofu seasoned with kelp stock caught his attention, and he recognized the potential for researching the components of the umami flavor. Through trial and error Dr. Ikeda successfully crystallized the amino acids that create the umami flavor in kombu dashi in February of the following year. His initial efforts only resulted in about 30 grams of the amino acid from 12 kilograms of kelp. Having ascertained that the amino acid was glutamic acid, Dr. Ikeda developed a manufacturing method using it as a raw material to create umami seasoning, which he patented in July. He had learned the importance of putting inventions into practical use from his teacher, Dr. Ostwald, who was his mentor while he was studying in Germany.



I want to share excellent scientific discoveries in a way that is beneficial to society.

——— **Saburosuke Suzuki II**

Meanwhile, Saburosuke Suzuki II, who would later establish the Ajinomoto Group, was working at the iodine business his mother had founded. He had fallen into debt when his own business failed to make money in the rice market, but the business of extracting iodine from the kajime seaweed grew rapidly. After recovering from his financial troubles, he began exploring ways to expand the business and had become acquainted with Dr. Ikeda and his developing research. He likely had a particular affinity for Dr. Ikeda's research because kajime and kombu are both made from the same seaweed. Suzuki understood and shared Dr. Ikeda's desire to use umami seasoning to increase the deliciousness of basic meals and improve the nutrition of the Japanese people, and in 1909, he commercialized the world's first umami seasoning, AJI-NO-MOTO®. The history of the Ajinomoto Group began as a collaboration of industry and academia, and the Ajinomoto Group considers its founding date to be May 20, 1909, the day AJI-NO-MOTO® was first presented to the world. For over a century, we have followed our founding purpose to "Eat Well, Live Well." by pursuing greater balance between deliciousness and health, using the functions of amino acids to achieve goals such as salt reduction without compromising flavor.

All About the Ajinomoto Group

[Year of establishment]

Brand power built by history

1909

The Ajinomoto Group was established 116 years ago with the discovery of the umami taste. The founder's aspirations of a "pioneering spirit" and to "create new value" have been passed down to this day.

[Number of employees]

Diversity in the Ajinomoto Group

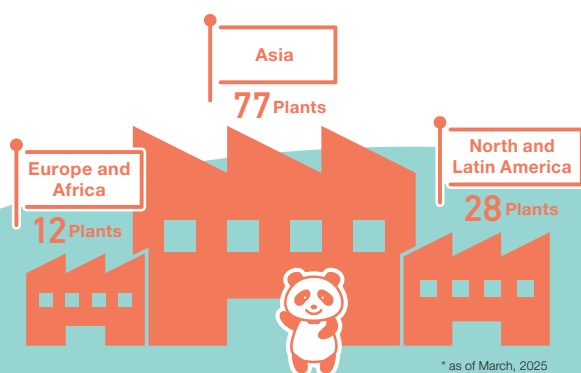
34,860 Employees

Diverse employees are developing our business rooted in the local cultures of 31 countries and regions around the world. By region: 8,274 in Japan, 13,925 in Asia, 3,180 in Europe, Middle East, Africa (EMEA), and 9,481 in North and South America.

[Number of production plants]

Global Production System

117 Plants



* as of March, 2025

We currently have plants in 24 countries and regions delivering safe and reliable products to customers worldwide.

[R&D personnel]

Ajinomoto Group's unmatched advanced technological capabilities

Approx. 1,700

The Ajinomoto Group launched its research and development activities in 1956 with 100 researchers, and the operation has rapidly expanded to encompass approximately 1,700 around the world. Our highly specialized human resources are engaged in fields spanning food, fermentation, biotechnology, biology, chemistry, and engineering. More than 500 of our researchers hold doctoral degrees.



The Ajinomoto Group today in numbers

In the 2024 fiscal year, the Ajinomoto Group recorded sales of more than 1,530.5 billion yen, 6% year-on-year growth. In order to achieve the Medium-Term ASV Initiatives 2030 Roadmap, we developed several successful initiatives including Speed up×Scale up, encouraging quick responses to change, and fostering a challenging spirit in our company culture. Let's take

a look at the various figures for fiscal 2024 as the Ajinomoto Group continues to chart a growth curve. Firstly, there are now 34,860 employees in our group as a whole. These employees from 31 countries and regions around the world are working hard daily to develop our business while closely accommodating each local food culture. This was only achievable

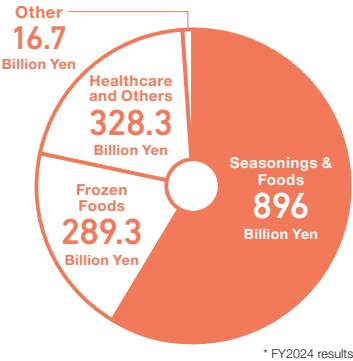
Founded on our amino acid research with “AminoScience” at our core, the Ajinomoto Group as expanded beyond Japan to 31 countries and regions around the world, promoting world-wide well-being of human beings, our society and our planet through the products range from food to electronic materials.

[Sales]

A wide range of businesses

1,530.5 Billion Yen

We operate businesses globally spanning food, healthcare, and electronic materials that contribute to the well-being of all human beings, our society and our planet with “AminoScience.”



[Vision for 2030 (ASV Indicators)]

Economic value indicators



We have set a target of approximately 20% for ROE and around 17% for ROIC, aiming to improve profitability and efficiency.

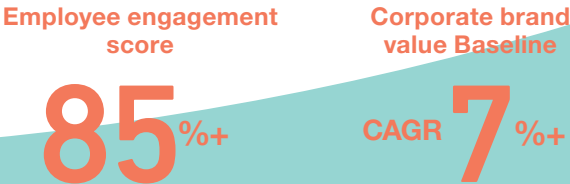
We aim for over 5% organic growth annually, focusing on the four focused growth areas.

We aim to enhance business efficiency and achieve an EBITDA margin of 19% by 2030.

Social value indicators



Strengthening intangible assets



We will foster empathy toward our Purpose, and cultivate a culture that encourages challenge.

We will connect our technology assets and customer assets through talented people to co-create innovation.

thanks to our 116-year-old brand philosophy and to the individuals who share our aspiration to face amino acid research head on. Our production has expanded to 117 factories in 24 countries and regions around the world, with approximately 1,700 researchers, earning us trust as a “technologically led food and amino acid company.”

Ajinomoto Group will continue to grow by utilizing “AminoScience,” combining the efforts of our food business and fine chemicals businesses. Furthermore, we will continue to make steady progress on our 2030 Roadmap toward our ambitious vision laid out in our ASV indicators.

NUMBERS

UMAMI SEASONING

INSTANT NOODLES

VEGETABLES

HEALTHY

IT'S SOOOO GREAT!!!

TASTING ISSUES

ASOCCAL



The main job at Ajinomoto Mirai, where I work, is cleaning. I work hard every day to ensure that everyone in the Ajinomoto Group can use our conference rooms comfortably and leave with a smile on their faces.

Tatsuya Akiba

Ajinomoto Mirai Co., Ltd.

Improving quality of life and development while fulfilling corporate responsibility and creating social and economic value. Every action in our noodle production, no matter how small, impacts a family, a customer, and society, creating shared value.

Alexander Cirilo

AJINOMOTO DEL PERÚ S.A.
Production



To minimize our environmental impact through proper management of our water and gas treatment installations while producing life-saving active pharmaceutical ingredients.

Frederik Verbeke

S.A. Ajinomoto OmniChem N.V.
Environmental Officer

The Spreading of “creating smiles with our passion”.

Yuki Shimada

AJINOMOTO FROZEN FOODS Co.,Inc.
Key Account Dept



To continue providing delicious coffee for the next 100 years, to create a society filled with comfort and to contribute to building a sustainable cycle that brings “smiles” to the faces of all people and the planet.

Toshiya Tsuruoka

Ajinomoto AGF, Inc. ※部署名は要確認



What ASV Means to Us



Building a brighter future where people can live healthy, vibrant lives.

Mana Ikeda

Ajinomoto Digital Business Partners Co., Inc.
Business Support Tower

“Making THINGS that contribute to the Well-being of human beings, society, and the planet! That’s what ASV is!”

Shigeo Nakamura

Ajinomoto Co., Inc.
CEO



To contribute to the treatment and prevention of diseases and create a healthy and prosperous future for people by providing safe, high-quality oligonucleotides and supporting the development of nucleic acid drug.

Emi Saito

GeneDesign, Inc.
Oligonucleotide Manufacturing

To ensure the highest quality standards that will bring satisfaction and joy to the Filipino people.

Madeleine Nicole Bo

Ajinomoto Philippines
QA



WHAT ASV MEANS TO US



Driven by our commitment to society well-being, we engage with Brazilian nutritionists to promote values of products and health. As respected voices, these professionals help amplify our message to consumers, strengthening trust, enhancing our brand reputation, and contributing to sustainable business growth.

Priscila Andrade

AJINOMOTO DO BRASIL INDÚSTRIA E
COMÉRCIO DE ALIMENTOS LTDA.
Nutrition and Consumer Relationship Department



Harnessing our strengths and advantages to confront the devastating impact of rare disease by enabling gene therapies to advance a healthier, more equitable world.

Jennifer Kelly

Forge Biologics, Inc.
Finance



At the Ajinomoto Group, every choice supports a healthier planet and improves life and well-being.

Paulo Luiz Ayala

Ajinomoto Foods North America, Inc.
Procurement Team



By fostering an inclusive environment where diverse individuality can shine, we will expand the scope of solutions to social issues and create food value that contributes to the world.

Kaede Aramaki

Ajinomoto Food Manufacturing Co., Ltd.
Human Resources Group

ASV (Ajinomoto Group Creating Shared Value) is about co-creating social and economic value through business. It is the Ajinomoto Group's basic philosophy for realizing our "vision for the future" and Purpose. How do Ajinomoto Group members around the world understand and work towards ASV?



Providing smart food solutions that embody our "Live healthier and better through food" philosophy.

Fulya Meriç ićen

Ajinomoto Istanbul Food Industry and
Trade Limited Company International Sales and
Business Development Manager



Through green procurement of raw materials, we aim to provide convenient products and services to the world, thereby contributing to the realization of better lives for people and sustainability for the planet.

Yan Dai

Ajinomoto Fine-Techno Co., Inc.
Procurement Group



By contributing to the health of cows, we can contribute to the Well-being of the planet. We want to achieve both reducing the burden on the global environment and creating economic value.

Mao Kambara

Research Institute for Bioscience Products
& Fine Chemicals



Health plays an important role in the workplace. The challenge in the implementation of health programs is behavior change, so we provide an interactive, agile, and accessible health program that can change employee behavior.

Dimas Widodo

PT AJINOMOTO INDONESIA
HR



We contribute to the Well-being of people, society, and the planet through environmentally friendly packaging design that aims for zero plastic waste.

Hirotaka Kawahara

Institute of Food Sciences and
Technologies