

Eat Well, Live Well.



Fiscal Year 2023

# A Promise to Health

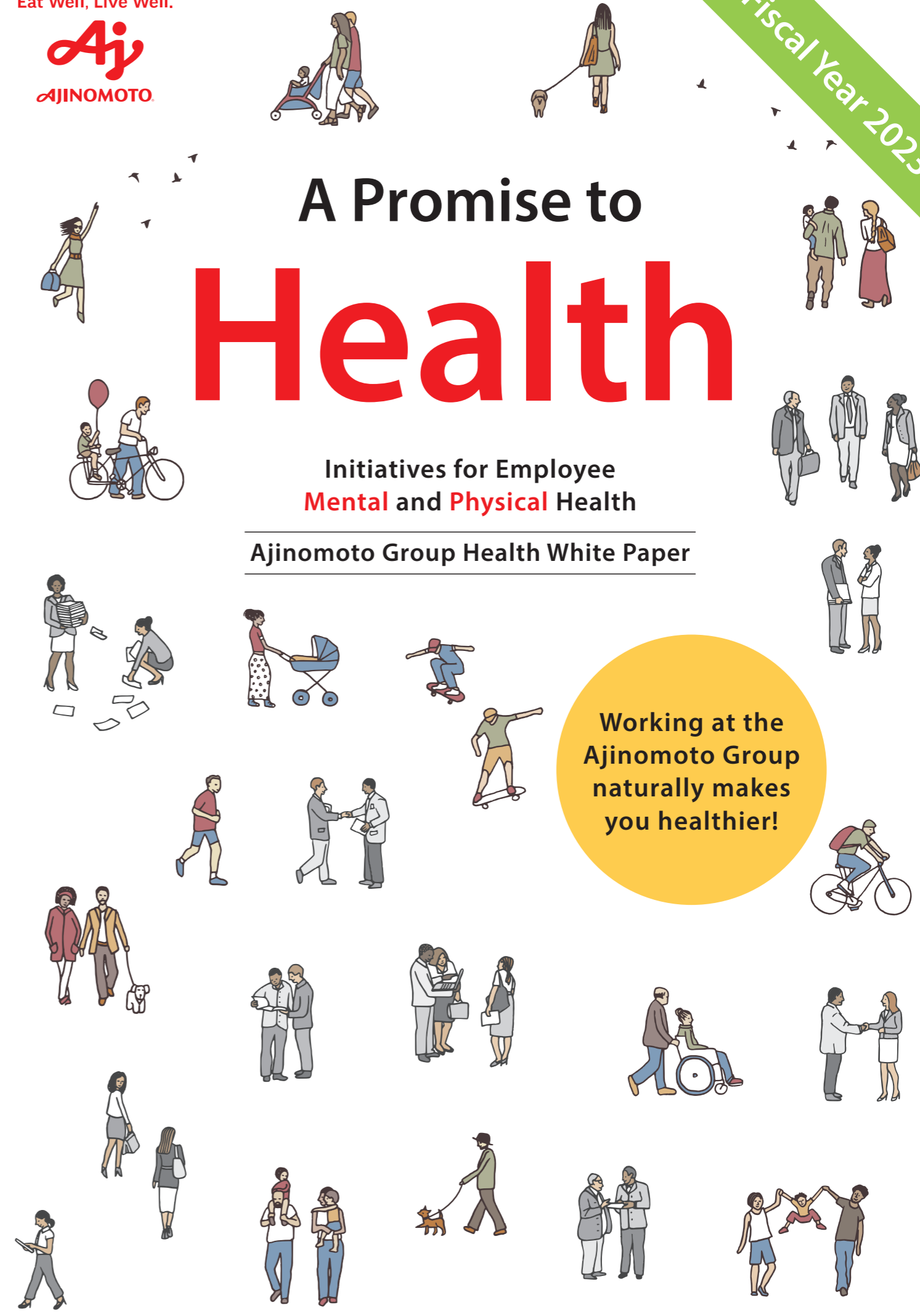
Initiatives for Employee  
Mental and Physical Health

Ajinomoto Group Health White Paper

Working at the  
Ajinomoto Group  
naturally makes  
you healthier!

Inquiries · Contact

Ajinomoto Co., Inc. Human Resources Department



# Contents

## 3 Policy & Framework

The Ajinomoto Group Health and Well-Being Initiative / Health & Productivity Management Promotion System / Our Vision / Who does health benefit? / A Promise to Health / Employees Committed to Their Health

## 10 Specific Initiatives

Major Initiatives of the Ajinomoto Group's Health and Nutrition/ Nutrition Education Objectives / Initiatives and Resources / Review of initiatives in FY2022 / Major Initiatives for FY2023 / Map of initiatives planned in FY2023 / Using My Health / Results of Health & Productivity Management

## 21 Future Prospects

Health & Productivity Management Strategy Map

## 23 Contributing to Society's Health and Nutrition

Amino acids / Ajinomoto Group's Approach to Nutrition / Ajinomoto Group Nutritional Commitment / Kachimeshi • Love Vege • Salt Reduction / Examples of Overseas Initiatives

# A Promise to Health



### Recognized as 2023 Certified Health & Productivity Management Outstanding Organization ("White 500" under the large enterprise category)

Ajinomoto Co., Inc. has been successively recognized by the Ministry of Economy, Trade and Industry (METI) as one of the "White 500" enterprises, which are recognized as the top 500 under the large enterprise category, among the Certified Health & Productivity Management Organizations.



Entire Group

# Message

The Ajinomoto Group's purpose is to contribute to the well-being of all human beings, our society and our planet with "AminoScience". Driven by the purpose, we aim to help extend the healthy life expectancy of 1 billion people by 2030. To help employees to work at their best and innovate, well-being of employees, the foundation of our personnel assets, is important that anything. We believe that working at the Ajinomoto Group naturally makes one healthier and promotes creation of an environment in which employees can maintain and improve their "mental and physical health" through doing self-care, While employees make further efforts to maintain and improve their physical and mental health for themselves and their families, we provide a variety of support that leads to better well-being together with the "Kenpo", the "Labor Union", and our partners.



Director, Representative Executive Officer, President & Chief Executive Officer

Taro Fujie

The Ajinomoto Group believes that the well-being of its employees is the foundation that supports the enhancement of our human assets, and we are working to improve the four areas of well-being: "Challenge and Growth", "Social and Culture", "Finance", and "Health".

### Challenge & Growth Well-being

Individual employees taking up the challenge to achieve the Ajinomoto Group's purpose and ASV, and continue to actively refine their skills and grow.



### Financial Well-being

Supporting fair and competitive compensation and asset building commensurate with roles and achievements.



## Ajinomoto Group Well-being

### Social & Culture Well-being

Co-creating ASV by connecting our diverse human resources with internal and external partners through mutual trust.



### Health Well-being

Maintaining and improving the mental and physical health of employees and their families.

Health&Productivity Management



Entire Group



# The Ajinomoto Group Health and Well-Being Initiative



~ The Ajinomoto Group will support employees' health and well-being to contribute to the well-being of all human beings, our society and our planet with "AminoScience" ~

Since the foundation, the Ajinomoto Group explored businesses by sharing the original ideal of [Eat Well, Live Well.]

For further contribution to the world's food and wellness through our businesses, the Ajinomoto Group will develop work environment in accordance with [Group Shared Policy on Human Resources] to improve employees' health and well-being.

By practicing improvement of health and well-being, employees will realize ASV Value Creation Stories.

1

## Drive forward employees' health and well-being through self care.

The Ajinomoto Group will support self care, and expand group-wise approach to health and well-being.

2

## Support employees' health and well-being in accordance with the current situation in each country and affiliate.

In accordance with "The Ajinomoto Group's Commitment to Nutrition," we will help extend the healthy life expectancy of people by providing products and information that support consumers in enjoying nutritious and delicious foods.

### In Japan, the Ajinomoto Group will support both employees and their families

We strongly believe that employees and their families' health and well-being are inseparable.

Entire Group

Group Companies in Japan

# Health & Productivity Management Promotion System

Policies and initiatives for Health & Productivity Management are regularly discussed at meetings attended by the President and CEO, who is the Chief Health Officer. In addition, the Group's Human Resources Department, Health Insurance Association, Group Health Promotion Center, and Labor Union play a central role, while business divisions, government agencies, local governments, health management alliances, and other partners who agree with our new purpose are connected and united to strengthen efforts to improve the health and well-being of employees and their families and to create an environment to promote them.



Planning

Report

## Partners

Consumers, customers, government, municipalities, companies, academia, NPOs, etc.



**The Ajinomoto Group**

Healthcare Businesses • Food & Wellness Businesses

Health & Productivity Management Promotion Department  
(Group Human Resources Department)

Industrial physician, Group Health Promotion Center

**Employees and their families**

Ajinomoto Group Labor Union

Ajinomoto Health Insurance Association



Entire Group

# The Ajinomoto Group's Way of Health & Productivity Management : Our Vision

Working at the Ajinomoto Group lets you put self-care into practice and get healthier naturally!

The Company supports employees and their families in improving their health. As a result, employees and their families will develop a habit of self-care, focusing on a well-balanced meals, moderate exercise, and healthier sleep. As awareness and knowledge of naturally health increase, the state of physical and mental health will be maintained and improved, leading to well-being of employees and their families and extending their healthy lifespan.

## Well-balanced Meals



## Moderate Exercise



## Healthier Sleep



Delicious Salt Reduction

Delicious Sugar and Fat Reduction

Down

Well-balanced meals

Nutrition Without Compromising Taste

Nutrition Without Compromise

Nutrition Without Compromising Access

Nutrition Without Compromising the Local Way of Life

+

Workforce Nutrition Improvement

Up

Protein Intake Optimization

Vegetables and Fruits Intake Promotion

Protein Intake Promotion from a Variety of Sources

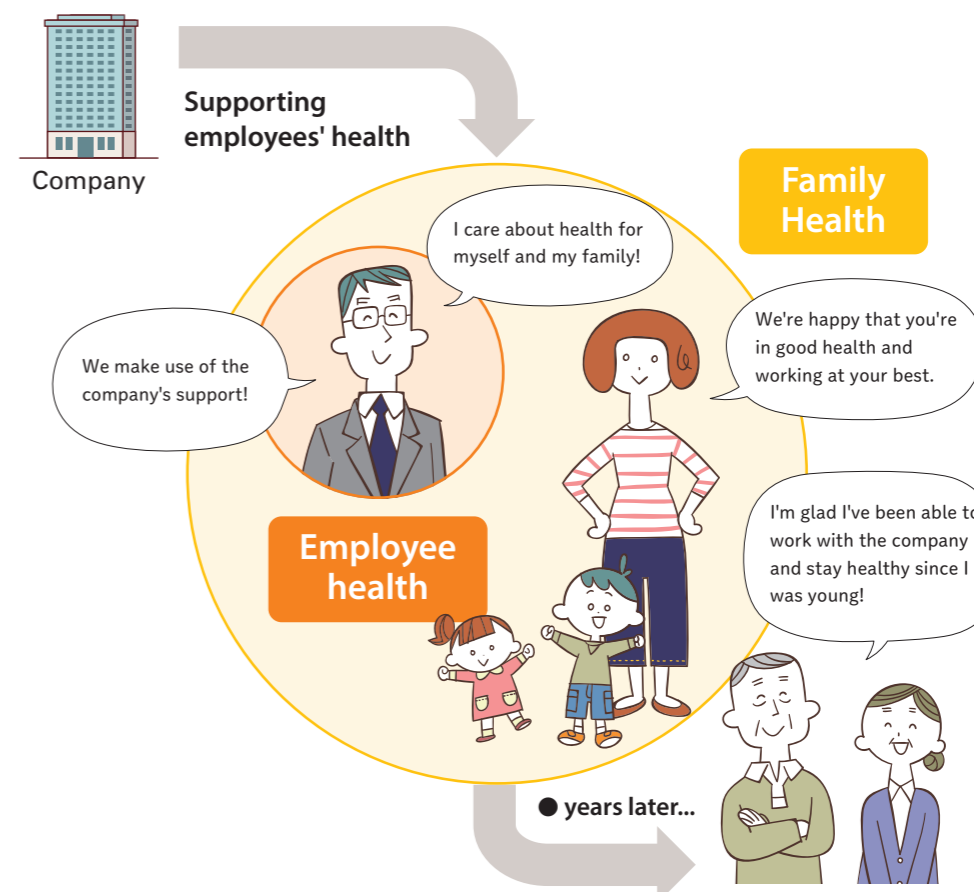
Nutrition education for employees / activities to improve their nutrition through the Company cafeteria, etc.

Reduce the number of employees at risk of lifestyle-related diseases through nutrition improvement activities in the workplace

Entire Group

# Who does health benefit?

We believe that being healthy is something we do for ourselves, not for the Company. Employees and their families are encouraged to maintain and improve their health for their own sake. The Company will provide a variety of support to employees and their families in the hope that they can live a long and healthy life even after retirement.



Entire Group

# A Promise to Health

Employees and their families are encouraged to maintain and improve their physical and mental health for their own sake. The Company will support the health of employees and their families by providing a work environment that contributes to physical and mental health, distributing beneficial health information and offering instruction, as well as through the development of products conducive to good health. Employees are encouraged to inform the Company of their situation if they need to make adjustments to their work to treat illnesses or maintain their physical condition. The Company will take the necessary measures to accommodate the employee's needs.

Entire Group

# Employees Committed to Their Health

We believe that employees who abide by the promise to stay healthy will be able to obtain health information on their own, understand it well enough to explain it to others, and take the necessary actions based on that information.

## Employee Self-care



### 1. Learn

Be able to obtain, understand, and explain necessary health information

- Understand the results of the health checkup and explain them to family members.
- Understand the Ajinomoto Group's Nutrition Policy and be able to explain the Company's products to customers.
- Understand and be able to explain healthy eating habits and exercise habits to family and friends.



### 2. Think

Be able to select information that suits your health condition and environment and think about how to use it

- You can decide which hospital and its department you should go to based on the results of the health checkup.
- You can think of a health plan that fits the lives of you and your family using Ajinomoto Group products.
- You can think of ways to practice and continue a healthy diet and exercise habits.



### 3. Act

Be able to take the necessary actions based on what you have considered

- You will receive necessary hospital visits, re-examinations/detailed examinations.
- You will put into practice and continue improving your nutritional balance, eating together with others, cooking tasty and smart meals, and living a comfortable life through amino acid products with the Ajinomoto Group products.

Entire Group

# Major Initiatives of the Ajinomoto Group's Health and Nutrition

The main initiatives of the Ajinomoto Group to maintain and improve employees' health are nutrition education for all employees, WNA activities (Workforce Nutrition Alliance), and Health & Productivity Management, and the Group companies will select and implement their initiatives in accordance with situation in country and company.

Main Initiatives	Details
Nutrition education for all employees (our own program based on the Ajinomoto Group Commitment to Nutrition)	We will provide to all employees (~34,000) at approx. 100 of the Group companies all over the world and to sum total of 100,000 employees by 2025.
WNA activities (global workplace nutrition improvement initiatives)	We started the activities at 17 of the Group companies (5 companies in Japan).
Health & Productivity Management (Ministry of Economy, Trade and Industry, Japan)	73 items were evaluated for "Management Philosophy and Policy", "Organizational Structure", "System and Policy Implementation", and "Evaluation and Improvement". Four of the Group companies in Japan submitted Health & Productivity Management survey forms.

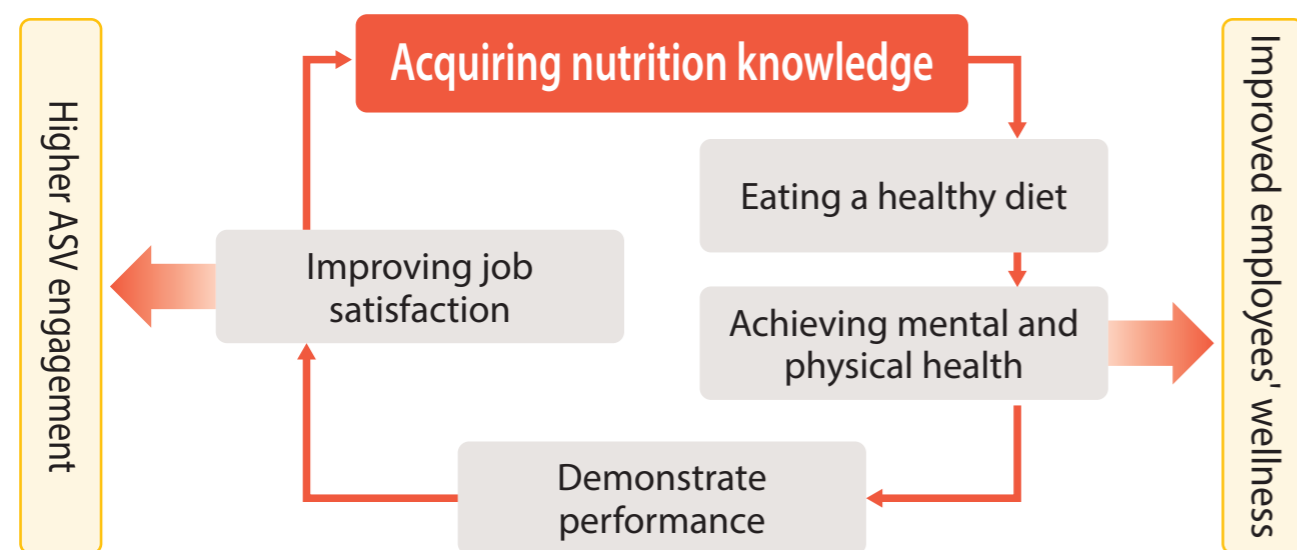
We are also rolling out three proprietary nutrition programs, Kachimeshi®, Love Vege®, and Smart Salt, as well as projects to solve health issues.



Entire Group

# Ajinomoto Group's Nutrition Education Objectives

Acquiring nutrition knowledge leads to improving employees' wellness and engagement.



## Commitment to Nutrition

By fiscal 2025, we will provide nutrition education to sum total of 100,000 employees



Let's share what we've learned with our family and ones close to you!

Implemented in FY2021	Implemented in FY2022	Planned for FY2023
<b>Nutrition basics</b> • Well-balanced meals • Tips for reaching goals • Understanding the Ajinomoto Group Vision	Delicious Salt Reduction	Carbohydrate and Fat Intake
	Protein Intake Optimization Amino acids	Exercise and Sleep
	Vegetables and Fruits Intake	

Ajinomoto Co., Inc.

# Initiatives and Resources Recommended to Employees

The Ajinomoto Co., Inc. has a number of initiatives in place to improve self-care and support employees with health issues. We encourage employees to maintain and improve their health by participating actively in the programs in which they need and making use of the resources available.

### For Self-Care

- A New "Health Checkup"**
  - MyHealth Challenge~"Checkup Championship" (Kenshin-sen)**  
Considering the annual health checkup as the opportunity to highlight employees' efforts for improving their health over the course of the year, the Kenshin-sen rewards employees according to their improvement from the previous year with an entertainment factor
- Using resources to visualize health status**
  - MyHealth**
    - Various personal health data is consolidated in one place
    - Visualizing accumulated data including data from the past years and providing webinars (seminars and videos)
    - Providing information on health care
  - Health Apps**
    - Employees have access to multiple personalized apps which meet the needs of each individual's health issues
    - amino STEP®, Brain Health Diary for 100 year Life, CALOmama PLUS
- Smoking cessation efforts**
  - Measures against passive smoking**
    - Achieving a no-smoking policy during working hours
    - No smoking policy in company buildings
    - Smoking cessation programs
- Other Efforts**
  - Collaborating with the Company cafeteria
  - Strengthening support for women's health
  - Strengthening health support for expatriates
  - Aminoindex® Risk Screening

If you think you are not feeling well, it is important to take action as soon as possible. Please make use of the Company's support.

- When you are not feeling well**

  - Internal and external consultation services
  - Mental health recovery program
  - Support for balancing treatment and work

Ajinomoto Co., Inc.

# Review of initiatives in FY2022

## Ajinomoto Co., Inc.'s Development and Enhancement of Self-care

### ● MyHealth Challenge "Checkup Championship" (Kenshin-sen)

- 1,049 employees participated and 150 who improved their health were awarded.
- All participants were informed of their own health type (lifestyle preference) and health improvement ranking.
- Differences in health status and behavior between non-participants and participants were observed prior to the Checkup Championship, and the Checkup Championship had a further pronounced effect on preventing deterioration rather than improvement.



### ● Visualizing Health Status

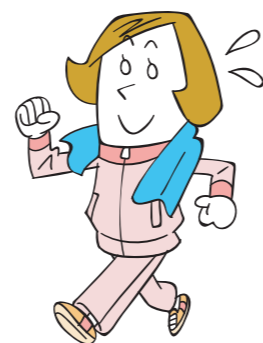
#### Focusing on scaling up the use of resources

- Health advice app (CALOmama PLUS): The registration rate was about 41%, and the percentage of employees who input data was about 31% during campaigns.
- The Food Education seminars "Shokuiku Marche", a webinar on meals, was held monthly and watched by 50-60 employees.



### ● Preventing Lifestyle-Related Diseases

- Two e-learning sessions and a blood glucose testing session were held as part of the seminar on reducing sugar consumption, with 597 participants (compared to 610 in the previous year).
- The percentage of employees eating the My Health lunch menu was 20.5% from April to January (18.7% in the previous year) due to the closure of Company cafeterias and downsizing food provision from the COVID-19.
- The goal for increasing the nonsmoker ratio of 88.3% (88.6% in the previous year) was achieved.



### ● Lifestyle Health Guidance

- Four types of programs are available to meet the needs of those eligible for the Lifestyle Health Guidance. More employees are participating in these measures than the previous year.
- However, a certain number of employees are unable to achieve weight loss and repeat the program.



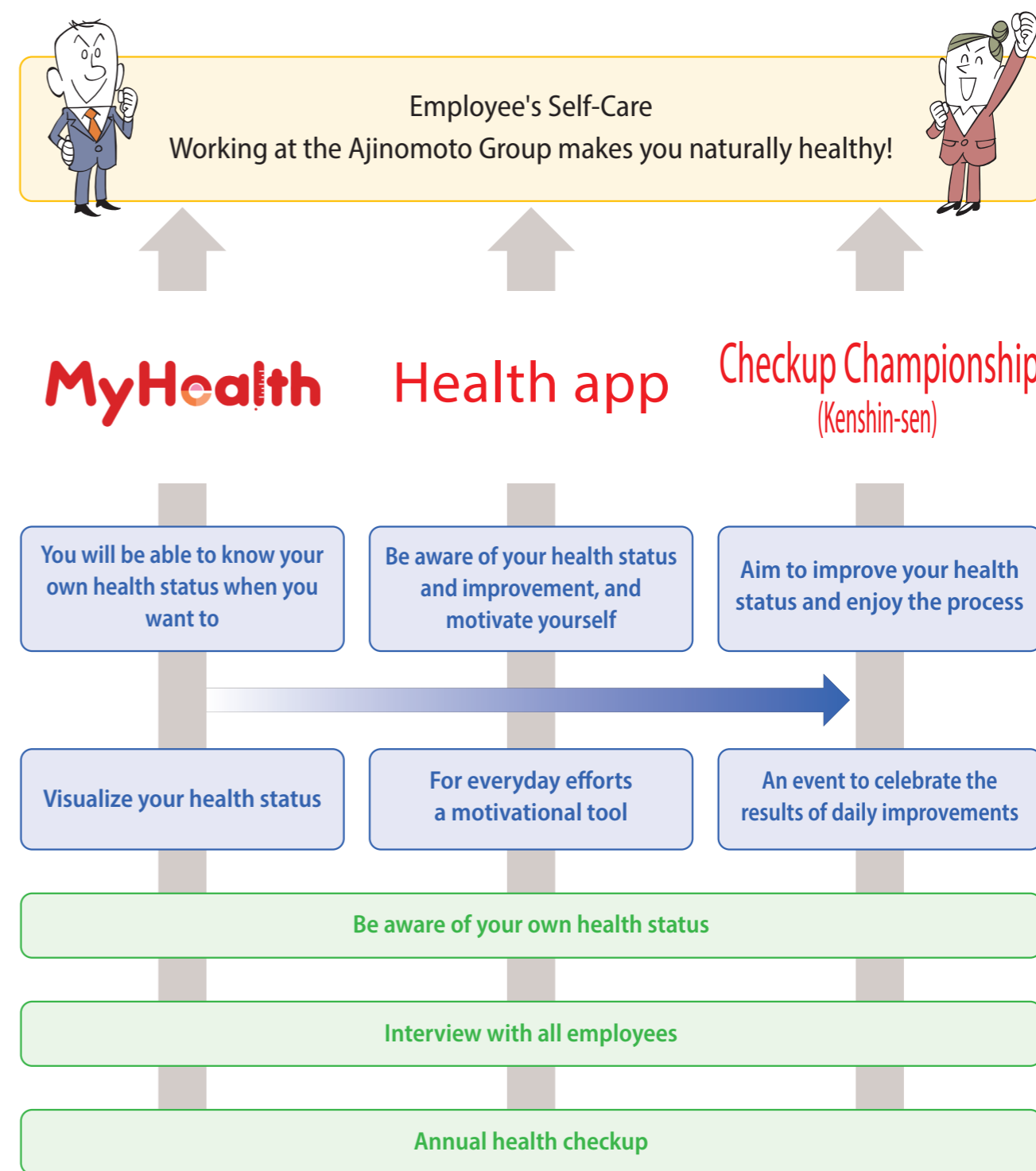
### ● Mental Health

- Now that hybrid work is here to stay, the Company prepared materials to inform the Group Health Promotion Center's mental health counseling service, along with a mental health self-checklist.

Ajinomoto Co., Inc.

# Major Initiatives for FY2023

The Company supports its employees with a variety of programs to improve their health. Please make use of the MyHealth site, health apps, and take part in the Checkup Championship which are the core programs and tools of the Company.





Ajinomoto Co., Inc.

# Map of initiatives planned for FY2023



A fulfilled life and career by **learning, thinking and acting.**

## Programs for employees at high health risks

Programs for employees who are willing to maintain and improve their health \*participation is optional

### 1 Employees with higher risks of serious illness

Blood pressure : diastolic blood pressure over 100 or systolic blood pressure over 160  
 Blood glucose : Untreated HbA1c 6.5% or more Under treatment HbA1c 7.0% or more  
 Obesity : BMI 35 or higher

Measures to prevent serious illness

### 2 Lifestyle Health Guidance

Measures set by the government aimed at preventing and eliminating metabolic syndrome (40 years and older)  
 The Lifestyle Health Guidance (active or is determined by the risk level which is based on the number of items that fall under the criteria.

- Abdominal circumference (male 85 cm or more, female 90 cm or more)
- Blood pressure, fat, blood sugar
- Smoking history

Fitbit

RIZAP

Eat Well Check™

Personal Health Portal Site  
**MyHealth**  
 健康診断

### 3 Employees at high risk of obesity or diabetes

BMI of 25 or more, or HbA1c of 5.6 or more

\*In accordance with the laws and regulations pertaining to post-health checkup measures, the Group Health Promotion Center will individually inform each eligible employee of each program.

Interview with all employees  
 Self-care questionnaire

Annual health checkup  
 and stress check

MyHealth Lunch  
 おいしく食べて健康プラス  
**MyHealth ランチ**

Food Education Seminar

Health app  
 amino ステップ +100+  
 8249

Checkup Championship (Kenshin-sen)

ChocoZAP  
 chocoZAP

Smoking cessation program  
 NON SMOKING

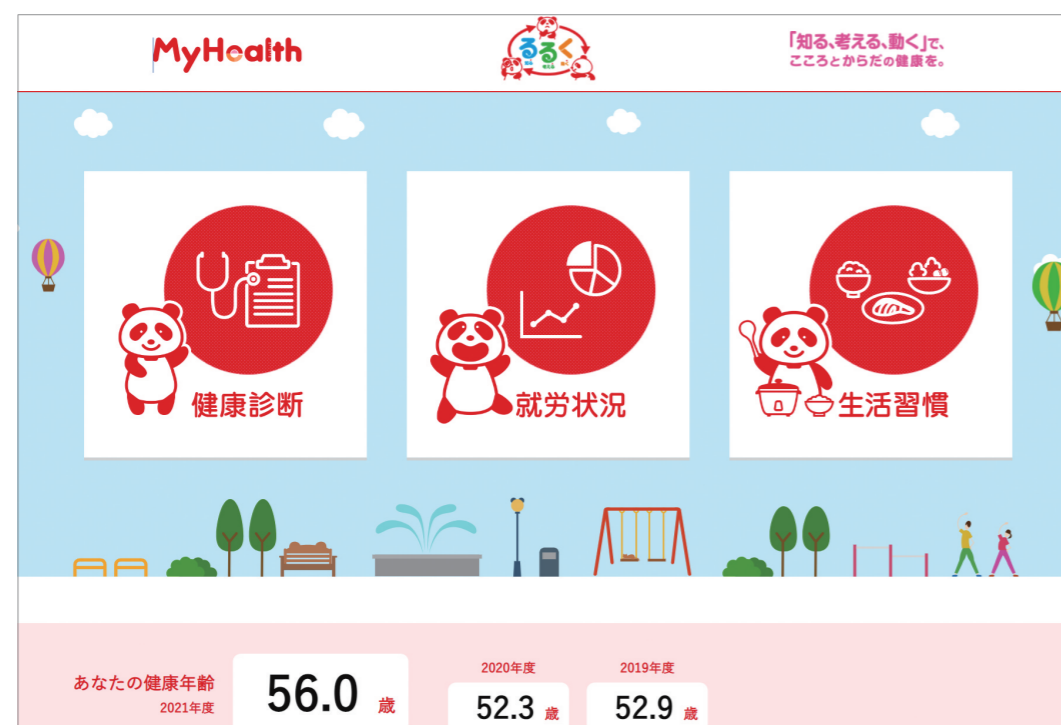
Cancer screening

Ajinomoto Co., Inc.

# Using My Health — a Personal Health Portal Site

- You can check your collected health data on MyHealth.
- You can also see the results of the "Checkup Championship", "health age" and useful videos from seminars are updated in the Webinar section.
- You can also obtain up-to-date information on the Group Health Promotion Center and the Health Insurance Society.

## MyHealth Website



## \ For your future health / 3 Aspects of MyHealth

### Health Checkups

It displays checkup results. By understanding the change in your health status over time, you can identify the issues.

### Work Data

It displays monthly work status (overtime hours worked, total actual hours worked, and number of paid leave days taken).

### Lifestyle Data

It displays data of lifestyle habits which includes your weekly diet, exercise and sleep etc. It is synced with the data from CALOmama PLUS.

## Contents to Maintain and Improve Your Health

### | The act of "learning, thinking and acting"

- MyHealth Challenge "Checkup Championship" (Kenshin-sen)
- 1-minute workout videos etc.

### | Health Information

- A Promise to Health - Health White Paper
- Health reports, etc.

### | A smoke-free company

- "Swan STEP" Communications
- Smoking cessation lectures, video etc.

### | CALOmama PLUS

- Instructional video for CALOmama PLUS
- CALOmama PLUS User's Guide, etc.

### | Webinar

#### Diet

- In principle, a live food education seminar is held on the 19th of every month (Food Education Day). After answering a questionnaire, participants have the chance of winning farm-direct vegetables.



#### Exercise

- Exercise videos are available at any time.
- A selection of videos such as preventing stiff shoulders, lower back pain, stress relief, recovery, and improving physical fitness is available.
- Viewing time is approximately 3 minutes.



#### Extra Features

- Useful information is updated when necessary.
- Developed oral care E-learning in collaboration with Lion Corporation in FY2022.
- Oral health score checks are also available.
- There is a chance to win oral care goods.
- The e-learning material is approximately 20 minutes.



### | Links

- Health Promotion Center
- Health Insurance Society

### | News

We roll out new health-related initiatives and information from time to time, so don't miss out on it and be sure to check regularly.

Ajinomoto Co., Inc.

# Results of Health & Productivity Management

According to the Health & Productivity Management strategy map, the results of investments in health are evaluated based on (1) final target indicators, (2) awareness/behavioral change indicators, and (3) initiative indicators.

## (1) Final target indicators

	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
<b>1</b> Primary abnormality findings rate						
BMI standardized abnormality ratio	Started to track from FY2020			89	83	84
Glucose standardized abnormality ratio				50	40	41
Blood pressure standardized abnormality ratio				71	61	66
<b>2</b> Self-care score				68.8	70.4	70.2
<b>3</b> Presenteeism				74.4	74.3	74.4
<b>4</b> Absenteeism				1.7	1.8	2.2
<b>5</b> Health and wellbeing	75	—	79	82	84	82
<b>6</b> Sustainable engagement	73	—	75	80	79	79

**1**: Percentage of people with abnormality findings in the company in comparison with the number of people with abnormality findings as the age-adjusted external benchmark at 100. The lower the number, the lower the risk.

**2**: Our own index to evaluate the ability to improve one's health management skills and mental and physical health through continuous "learning, thinking and acting", based on health checkup questionnaires. Evaluated out of 100. The higher the score, the better.

**3** and **4**: Presenteeism is a measurement of job performance (0 to 100. The higher the score, the better performance); identified by WHO-HPQ. Absenteeism is an indicator of the number of days absent from work due to illness in a year. Identified by an original questionnaire.

**5** and **6**: Identified by the global engagement survey.

## Feedback and proposing policies to Group companies and worksites

### Current situation analysis

What works and what doesn't? What are the differences between offices?

### Grasping issues

Lifestyle habits/Stress  
Any segments of particular concern?



### Early detection

Who and where will be at high risk after a month, 6 months, 1 year, 5 years, 10 years?

### Evaluation of measures

To whom, to which part, how effective are the measures?

## (2) Attitude and behavior change indicators

	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
<b>1</b> Employees that eat a well-balanced diet*1	—	75.6%	72.7%	73.3%	75.7%	75.7%
<b>2</b> Employees that have a habit of exercising regularly*2	—	27.4%	28.9%	29.0%	31.4%	32.9%
<b>3</b> Employees that get good quality sleep*2	—	74.7%	76.0%	81.0%	79.8%	80.0%
<b>4</b> Employees that smoke	19.0%	17.9%	13.7%	11.8%	11.3%	11.7%
<b>5</b> Employees eligible for Lifestyle Health Guidance	19.2%	18.5%	16.9%	17.3%	18.3%	16.0%
<b>6</b> Employees with high stress	5.1%	5.4%	5.1%	5.2%	6.7%	5.8%
<b>7</b> Employees who return and continue to work	—	72.2%	66.7%	78.9%	82.6%	77.3%
<b>8</b> Employees on mental health leave	—	1.6%	1.3%	1.1%	1.5%	1.0%
<b>9</b> Total working hours (h)	1,842	1,820	1,812	1,878	1,889	1,892
<b>10</b> Overtime working hours (hours)	241	233	228	274	293	298
<b>11</b> Average of paid holidays taken (days)	16.6	16.3	16.9	14.8	15.3	15.6
<b>12</b> Rate of paid holidays taken	86.2%	84.3%	86.7%	75.1%	77.7%	79.6%
<b>13</b> Job satisfaction	2.04	2.08	2.07	2.09	2.13	2.13
<b>14</b> Life satisfaction	1.78	1.75	1.73	1.73	1.76	1.78

\*1: From the questionnaire at interviews \*2: From the questionnaire at the health checkups The values of **1** - **3** are monitored from the introduction of the Integrated Health Management Support System in 2018. **5** Calculated using the target population of 40 years and over as the denominator. **7** 4-year employment retention rate after returning to work from long-term (mental health) leave. **13** and **14**: Based on the Stress Check. Average value as satisfied 1 point, somewhat satisfied 2 points, somewhat dissatisfied 3 points and dissatisfied 4 points. Data of full-time employees only available for 2017. For 2018 and after, results are based on all employees' data.

## (3) Initiatives Indicators

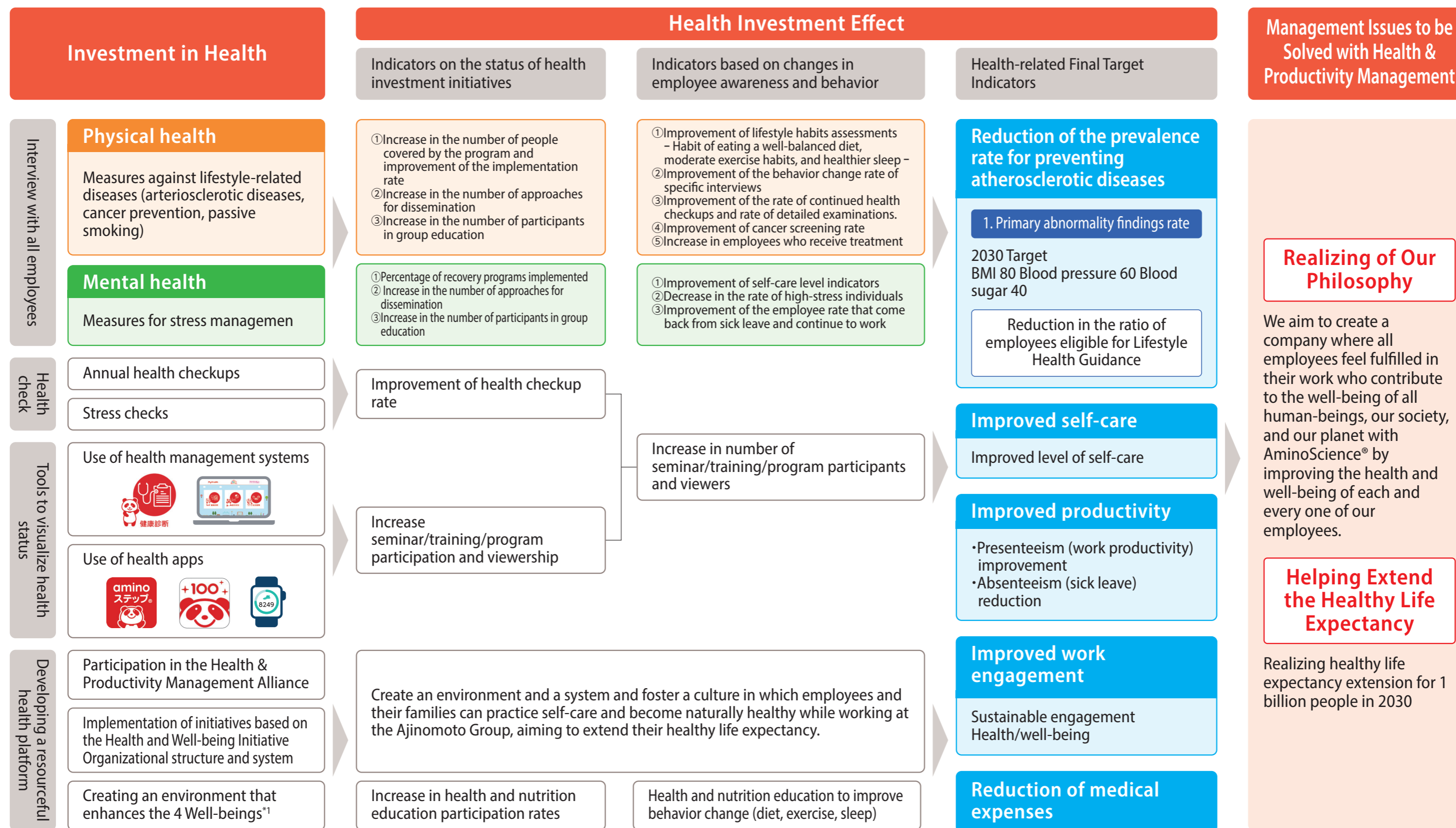
	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
<b>1</b> Lifestyle Health Guidance implementation rate	29.6%	33.1%	31.4%	39.3%	43.8%	—
<b>2</b> Employees that took the Stress Check	92.5%	98.8%	99.0%	98.2%	97.3%	97.8%
<b>3</b> Employees that have downloaded health apps	—	34.0%	35.0%	40.8%	41.2%	40.8%

**1** Data compiled by the Group Health Center



Ajinomoto Co., Inc.

# Health & Productivity Management Strategy Map



\*1:①Health ②Challenge&Growth ③Social&Culture ④Financial



Entire Group

Amino acids

# The Source of Life; The Origin of Ajinomoto

Amino acids are important nutrients which lies at the heart of our body and the Ajinomoto Group. We hope you will get to know amino acids better and find ways to make use of them for a healthy lifestyle.

The Ajinomoto Group is a leading company in amino acids research with over 100 years of history.



Discoverer of the umami taste  
**Dr. Kikunae Ikeda**

The Ajinomoto Group's business began in 1908 when Dr. Kikunae Ikeda discovered glutamic acid (a type of amino acid) as the major component of the taste of kelp broth. The umami seasoning derived from glutamic acid is AJI-NO-MOTO®, which was commercialized and launched in 1909. This taste was designated as "umami" and is now recognized around the world as the fifth basic taste in addition to sweet, salty, sour, and bitter tastes. Amino acids, which support life and health, have potential that we have yet to discover. The Ajinomoto Group has developed the functions of amino acids in various fields based on the knowledge we have accumulated over the years. We are engaged in research in a variety of fields, including the use of amino acids as seasonings, pharmaceuticals, sweeteners, and raw materials for cosmetics.

## 20 amino acids that support our body

The 100,000 proteins that make up our bodies are made up of various combinations of only 20 amino acids. These 20 amino acids are essential for our bodies. Each amino acid plays an important and distinctive role in the body.

### Essential amino acids (9 kinds)

- Valine
- Leucine
- Isoleucine
- Lysine
- Threonine
- Tryptophan
- Methionine
- Histidine
- Phenylalanine

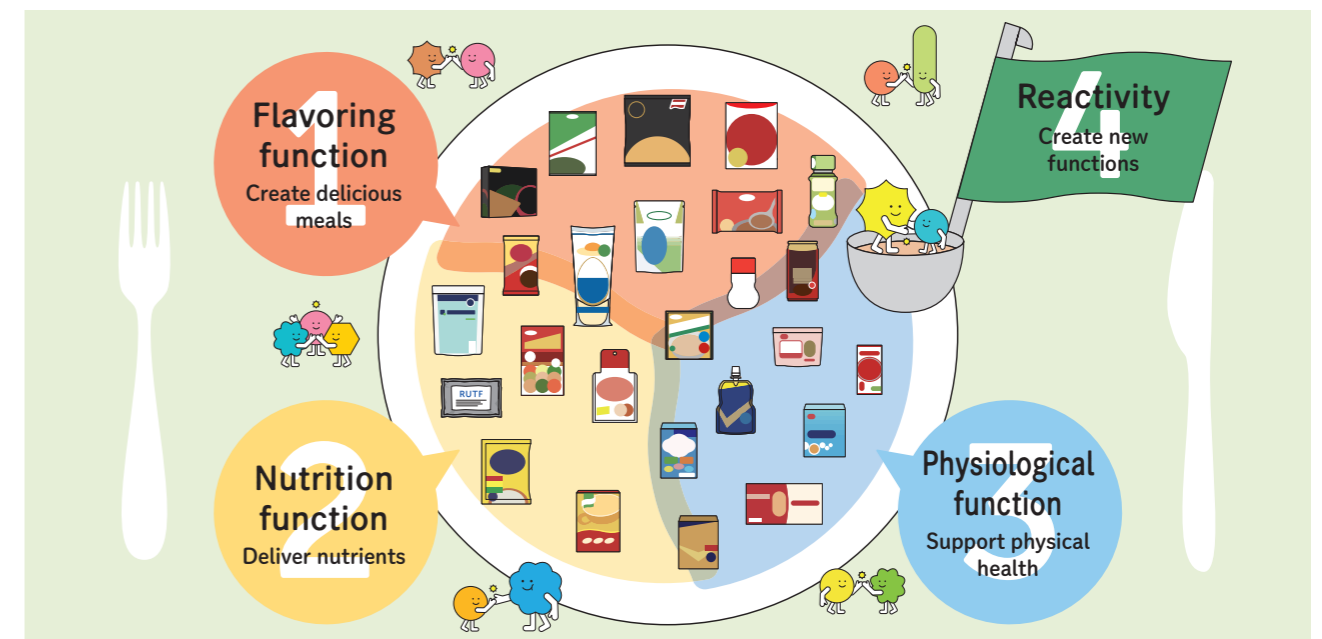
### Non-essential amino acids (11 kinds)

- Arginine
- Glutamine
- Glycine
- Alanine
- Serine
- Cysteine
- Tyrosine
- Proline
- Asparagine
- Aspartic acid
- Glutamic acid

Entire Group

## Contributing to a Healthy Diet by unlocking the power of amino acids

Since our founding, the Ajinomoto Group has been focusing on the four functions of amino acids: (1) flavoring function, which makes foods more delicious; (2) nutrition function, which delivers nutrients to the body; (3) physiological function, which promotes a healthy physical condition; and (4) reactivity, which leads to creating new functions. There are a wide variety of products and services that create value from these functions and contribute to our health in foods and the medical field.



### Amino acids are used in many ways!

#### Amino acids for a healthy daily life

Actually, amino acids are an essential nutrient for good health that we take in our daily diet. They are also related to maintaining muscle mass and regulating various bodily functions such as sleep, increasing immunity, cognitive functions, and alcohol metabolism.



#### Great for cosmetics, shampoo, and other beauty products!

Using amino acids in daily skin care brings out the natural power of the skin and makes it more supple. Amino acids also have the power to protect hair from damage and improve moisture retention.



#### Amino acids are the key to good taste

Amino acids are actually very important elements that are related to the taste of food. Their function also contributes to a delicious and healthy diet.



#### Used in sports to improve endurance, reduce fatigue, etc.

Amino acids are widely used by athletes as well as sports enthusiasts.



#### Check your risk of cancer, lifestyle-related diseases, and cognitive decline with amino acid levels in your blood!

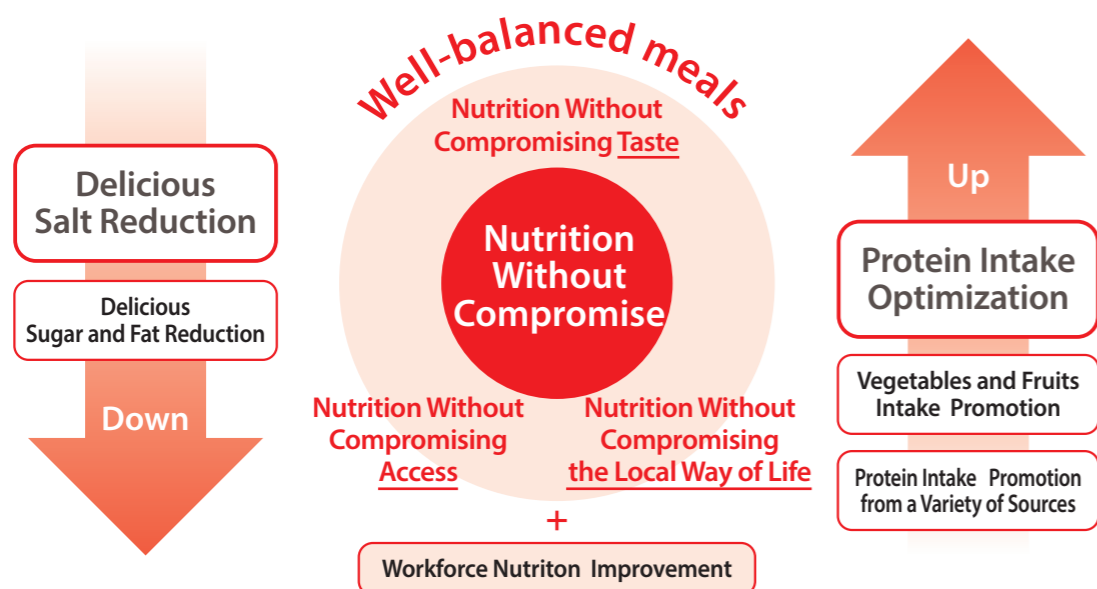
You can check your risk for several types of cancer, diabetes, stroke, myocardial infarction, and cognitive decline all in one step.



Entire Group

# Ajinomoto Group's Approach to Nutrition

The Ajinomoto Group places importance on "Nutrition Without Compromise" in providing products and solutions that contribute to solving issues related to food and health. As health issues caused by food and our daily routines, such as lifestyle-related diseases and nutritional deficiencies, are increasing around the world, we are focusing on "Delicious Salt Reduction" and "Protein Intake Optimization" to support people to eat delicious and nutritionally balanced meals. As part of our efforts to promote workforce nutrition, we are also implementing initiatives to increase nutrition literacy among employees.



## Examples of efforts

### Nutrition Without Compromised Taste

#### Low-salt flavor seasonings (e.g., salt reduced HON-DASHI®)

We have reduced the salt content while maintaining the delicious taste by using our unique ingredients that enhance the richness, umami, and utilizing our delicious low-salt technology of "Yasashio". By using this product in your everyday cooking, you can make low-salt dishes tastier.



### Nutrition Without Compromised Access

#### Knorr® Protein-Rich Soup

Just pour in hot water and mix. It's an easy meal for anyone. It provides nutrients (protein) in a tasty and effortless way with a small amount (120 ml) in your everyday meal. It is available both online and in stores.



### Nutrition Without Compromised Local Ways of Life

#### 「Umami seasoning Ajinomoto®」

Because it only adds a pure umami flavor, it can be used in dishes from any region, bringing great taste to the tables of more than 100 countries around the world. In addition, by using the best ingredients in each region of our production plants and tailoring packaging formats and prices to suit each region, we make our products more affordable for people around the world.



Entire Group

# The Ajinomoto Group's "Commitment to Nutrition"

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 foods with Nutrition Without Compromise as basic policy on our approach to nutrition.

## Support the 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

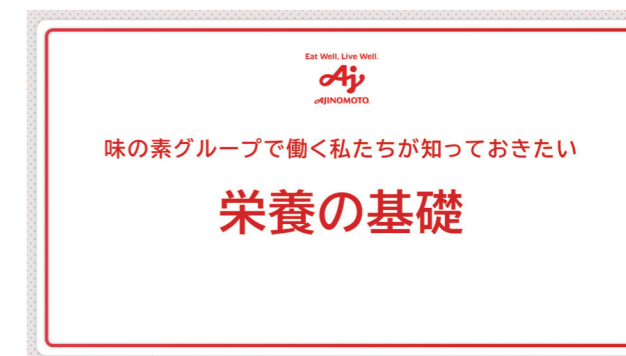
- By fiscal 2030, 60% of our products will have improved nutritional value while maintaining good taste. We will use the Ajinomoto Group Nutrient Profiling System (ANPS) to guide product development and reformulation.
- Among the nutritious products, we will provide products that promote "delicious salt 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 our website that support delicious and well-balanced meals and healthy lifestyles.

## Improve nutrition literacy of Group employees

- We will help 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.





Entire Group

# What is Kachimeshi®?

Kachimeshi® is a nutritional program that helps people achieve their goals in body building and conditioning by not considering "What to eat", but "What to eat for". Kachimeshi® was established based on the experience of the Victory Project®, a long-standing activity of conditioning support for top athletes, and has two components: three **meals** and **supplementation** that provides the necessary nutrients when needed and according to one's goals.

**Meals**  
three meals

A good combination of staple food, soup, main dish, side dish, milk and dairy products, and fruit will provide a well-balanced meal.

**Three key points to practice Kachimeshi® easily**

**Point 1 Proteins**  
Take a good amount of **protein** such as meat, fish, eggs, and soybeans, which are essential for body building

**Point 2 Vegetables**  
Eat plenty of **vegetables**, a source of vitamins and minerals that regulate the body

**Point 3 Soups**  
Include **umami-rich soups** in your menu to aid digestion and absorption

**Supplementation**

Adding supplemental meals to your three meals will help maintain and improve your condition and enable you to be fully active.

**Carbohydrates** as a source of energy

**Amino acids**, the building blocks of proteins needed for movement

**Make good use of soup!**

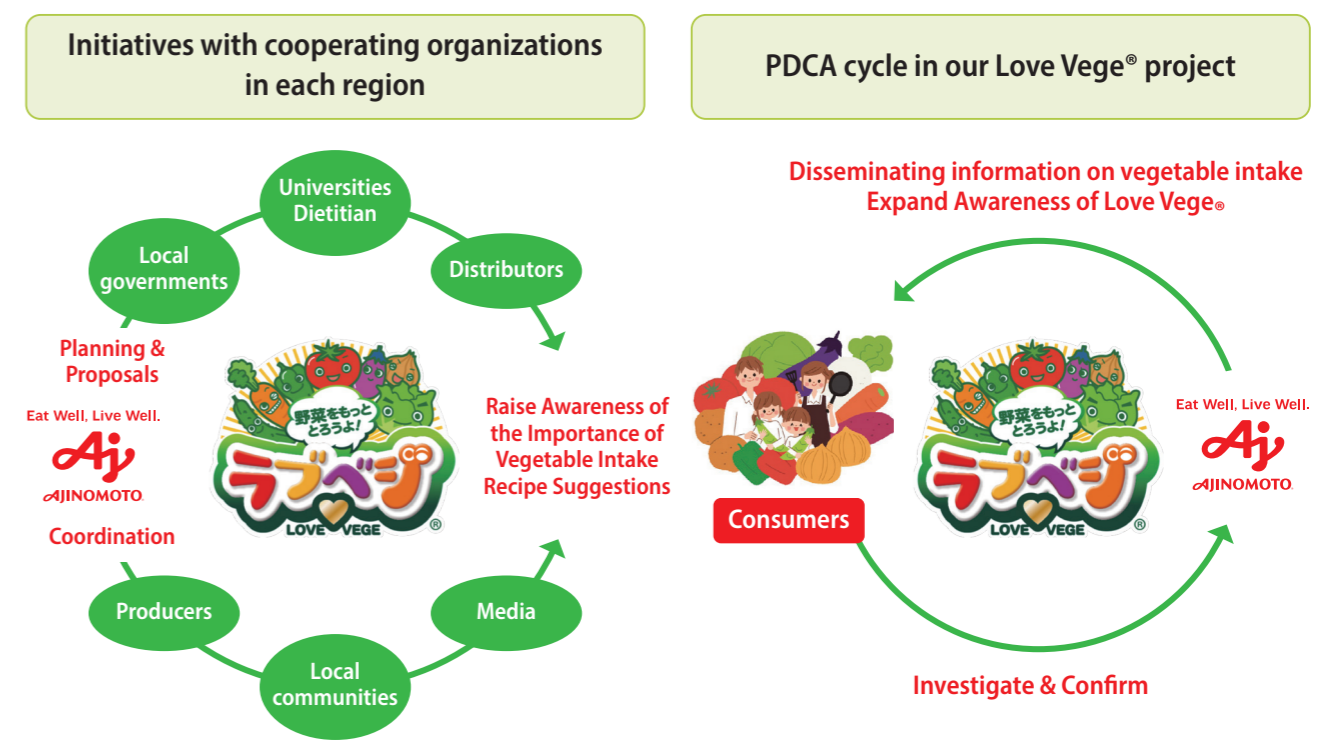
**Soup** is a great way to take both **protein** and **vegetables** if you are creative with the ingredients you put in it. By making good use of soup, you can easily practice Kachimeshi® at home!

\*Kachimeshi® is a registered trademark of Ajinomoto Co., Inc.

Group Companies in Japan

# What is Love Vege®?

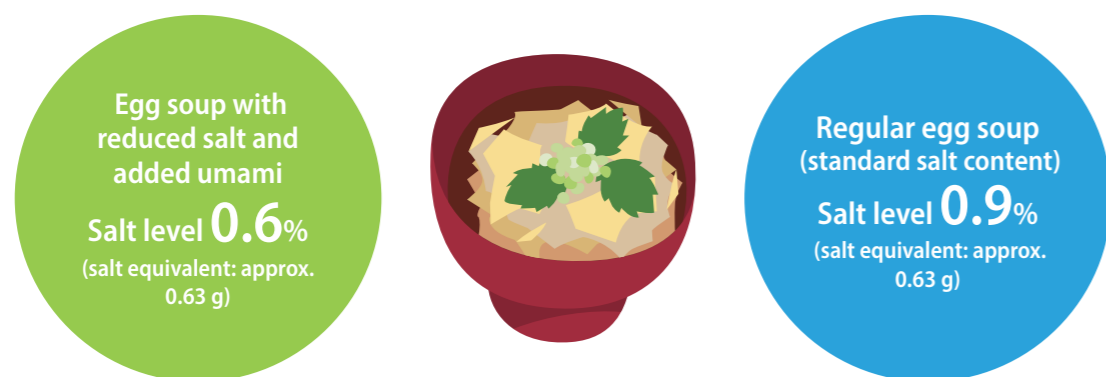
Let's eat more vegetables! is the slogan of Ajinomoto Co., Inc.'s project to support the achieve the "vegetable intake target of 350g or more per day" recommended by the Japanese government (Health Japan 21, Ministry of Health, Labour and Welfare). The goal of this project is to encourage people to become interested in and like vegetables and to consume more vegetables through delicious vegetable recipes and menus that make use of plenty seasonal vegetables and cooking to bring out both the benefits and nutrients of vegetables. We also try to shorten cooking time and use up the vegetables. We are building an ecosystem by approaching local governments, producers, distributors, local universities that registered dietitians, dietitian associations, and other organizations in each region, and asking them to leverage their knowledge and participate in our efforts to improve vegetable intake while respecting local food and culture.



Entire Group

## Delicious Salt Reduction with Umami

Low-salt diets tend to be plain and bland but umami seasoning can make up for the taste with limited increase in sodium content. According to an experiment using egg soup, the same deliciousness was achieved between a soup made with the average salt content and one made with less salt and added umami seasoning.



\*1 serving, approx. 150 ml

Group Companies in Japan

## Try to Eat a Variety of Foods

People who eat a diverse diet every day have been shown to live healthier lives, even at older ages. We encourage you to actively create memory tools to help you learn the initials of the 10 food groups that make up the Food Intake Diversity Score so that you can eat healthier.

Dietary Checklist

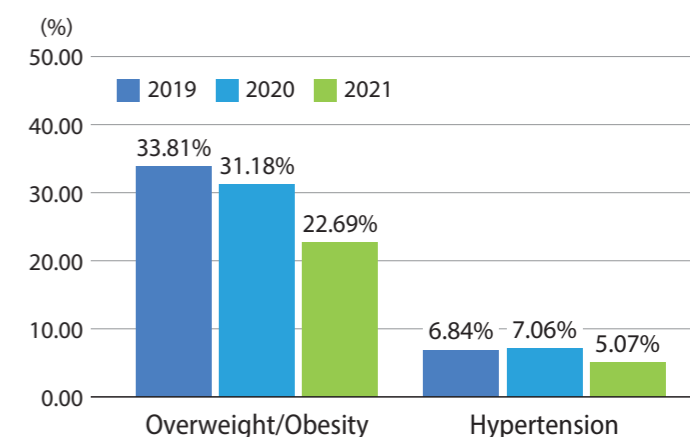
### 「Saa, Nigiyaka ni Itadaku」

staple food or etc.	<b>sa</b> =fish (sakana)	<b>a</b> =oil (abura)	<b>ni</b> =meat (niku)	<b>gi</b> =dairy (gyuunyuu, yuuseihin)	<b>ya</b> =vegetables (yasai)	<b>ka</b> =seaweed (kaisou)	ni
	<b>i</b> =potatoes (imo)	<b>ta</b> =eggs (tamago)	<b>da</b> =soy (daizu)	<b>ku</b> =fruit (kudamono)	<p>*"Saa, nigiyaka ni itadaku" is a catchphrase created by the Japan Locomo Challenge Promotion Conference. It consists of acronyms for the 10 food groups that make up the food intake diversity score developed by the Tokyo Metropolitan Institute of Gerontology.</p>		

## Examples of Overseas Initiatives

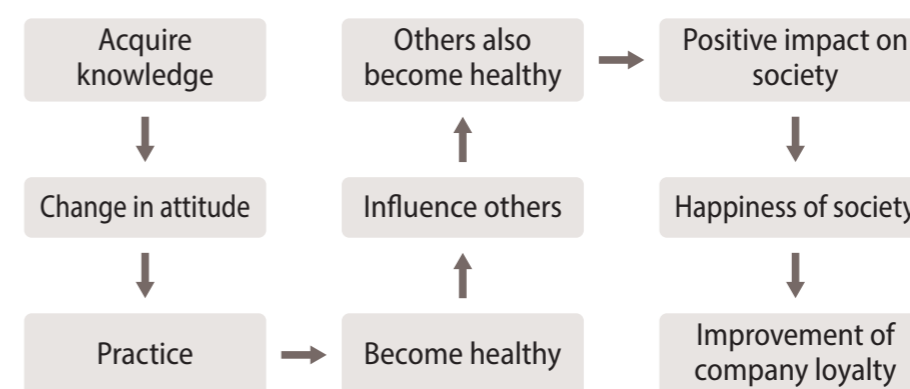
### Ajinomoto Vietnam

To prevent lifestyle-related diseases, Ajinomoto Vietnam is expanding its nutrition education (e.g., delicious salt and fat reduction, promoting vegetables and fruits intake) and regular health checkups. Sports events and cooking contests are also held to promote health awareness among employees. As a result of these efforts, Ajinomoto Vietnam showed improvements in several health indicators.



### P.T. Ajinomoto Indonesia

By practicing healthy lifestyles themselves, employees of P.T. Ajinomoto Indonesia aim to make their families, neighbors, and the Indonesian society as a whole healthier. In connection with the management of each indicator through regular health checkups, the company cafeteria has recently improved its food provision to provide healthy menus. (KPI: Percentage of employees with grade A: 14% in 2022 ⇒ 40% in 2030) From 2023, P.T. Ajinomoto Indonesia plans to establish their own "Certified Badges Program" and launch an initiative to induce healthy behavior through gamification.



Email profile image with certification badge (example)