Help Extend the Healthy Life Expectancy of 1 Billion People

Resolving Nutritional Issues

Initiatives to solve nutritional issues

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.

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Resolving Nutritional Issues

• 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.

• 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. d [(80.010l (49880.010 (883ri /GS0 (883r0.) 70c (883r00l (883r -1486. (498 -188S0 (d [(-188S0c -1878(-188S0l

Framework for nutrition management

Roadmap to one billion people

Resolving Nutritional Issues

	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

Ù 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. W444 T9 0 0 9 5n23 lt G t ir cutilizo

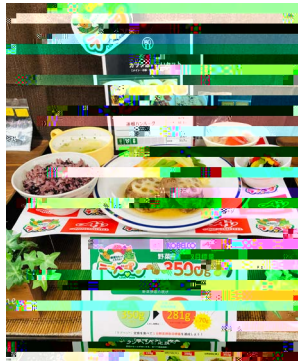
Sustainability Policy and Framework	Key Initiatives and Progress	Help Extend the Healthy Life Expectancy of 1 Billion People	Reduce Our Environmental Impact by 50%	Social	Governance

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.

Ù 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,



Serving Love Vege lunches at the company cafeteria

Sustainability Policy and Framework	Key Initiatives and Progress	Help Extend the Healthy Life Expectancy of 1 Billion People	Reduce Our Environmental Impact by 50%	Social	Governance

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.

Enjoy Nutritional Balance with Tsujitsuma Shiawase

Tsujitsuma Shiawaseis 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.

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Survey results of U.S. consumer perception of MSG

Resolving Nutritional Issues

Other communication activities

Ù 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.

Ù 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,

Accelerating the growth of gene therapy CDMO with Forge technology

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.

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

has a wealth of experienced technologists dedicated to atechngrow1.444 Td (more thauring of)Tj ng .

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.

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

*1 DNA of a protein which is required to encapsule 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