

Eat Well, Live Well.



**Ajinomoto Co., Inc.**

**Opening Remarks**  
**Evolution of Marketing and Promotion of DX**  
**that Create Innovation**

**Taro Fujie**

**Director, Representative Executive Officer,  
President & Chief Executive Officer**

**July 1, 2024**

## Today's Message

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- United as one, the entire Ajinomoto Group is advancing its Purpose-Driven Management by Medium-Term ASV Initiatives 2030 Roadmap. As the evolution of marketing and digital transformation (DX) are crucial to achieving our ASV indicators, we are accelerating our efforts in these areas.
- We will evolve our marketing initiatives on the foundation of a strong business model and will strive to strengthen the growth and structure of our businesses by continuing to create, communicate, and deliver new value from a more consumer-centric standpoint.
- For the Ajinomoto Group, DX is corporate transformation that leverages digital technologies. By working to reinforce our strategies and initiatives on a company-wide axis and by advancing "transformation by all" by which employees themselves undergo change, we will realize the enhancement of our corporate value.

## Aspiration (Purpose)

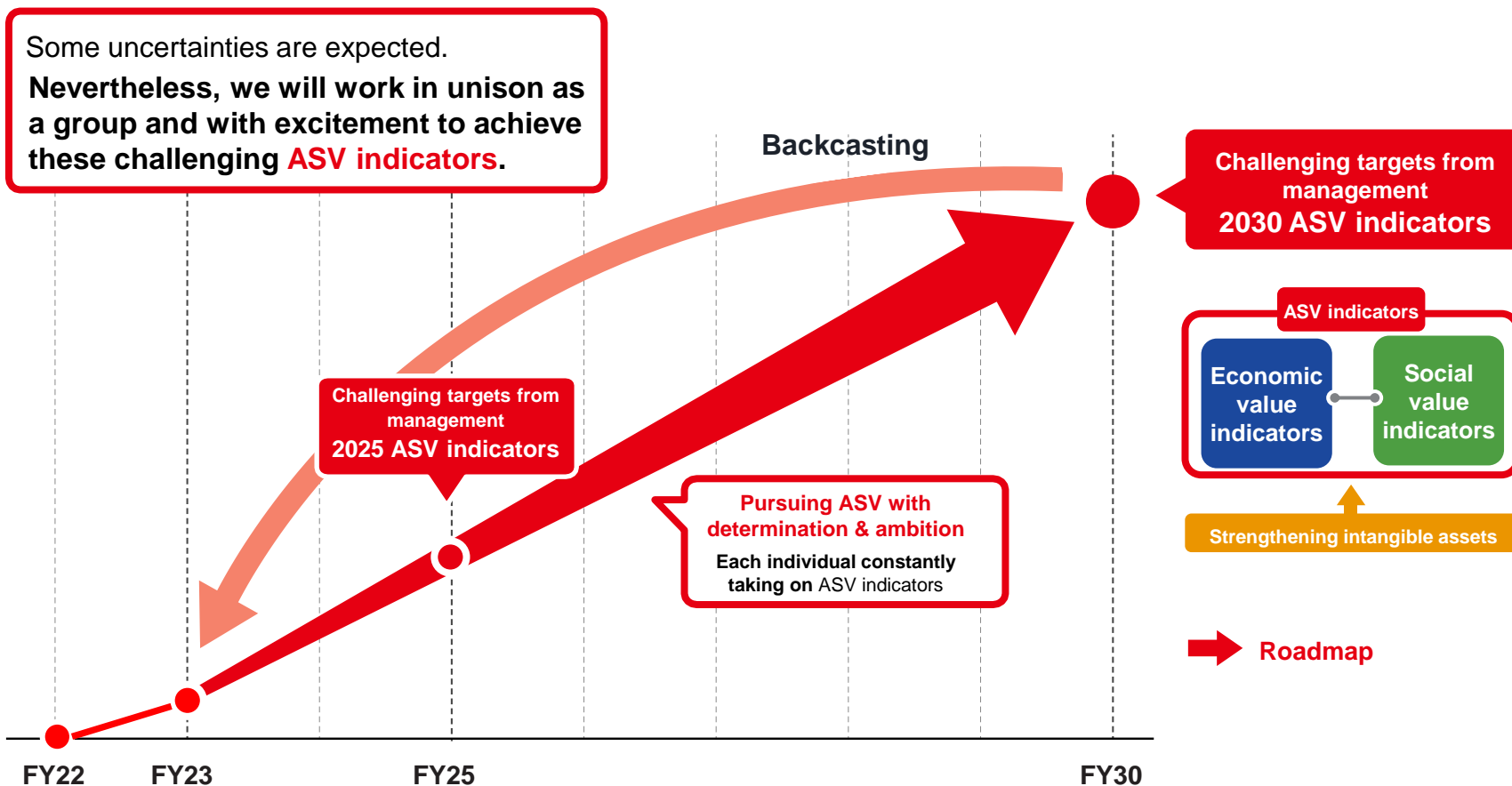
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**Contributing to the well-being of all human beings,  
our society, and our planet with “AminoScience”**



# Management Transformation to “Medium-Term ASV Initiatives”

We continue to pursue new value and business model transformation (BMX) while remaining committed to achieving the targets of our performance forecasts. We also continue to take on the challenge of ambitious “ASV indicators” and are promoting “medium-term ASV initiatives” that improve our execution capabilities.



# 2030 Roadmap and ASV indicators

To achieve our ASV indicators, we will work toward the evolution of our marketing and DX and will create innovation.

		FY22	FY23	FY24 (forecast)	FY25 (plan)	FY30 (plan)	
ASV Indicators	Economic value indicators	ROE (Excluding the impact of the Forge acquisition)	12.9%	11.0% (11.4%)	Approx. 12% (approx. 13%)	Approx. 18% 20%	
		ROIC (>Capital Cost) (Excluding the impact of the Forge acquisition)	9.9%	8.7% (9.4%)	Approx. 9% (approx. 10%)	Approx. 13% 17%	
		Organic sales growth	9.5%	1.7%	Approx. 7%	5% (FY22-25)	5% or more (FY25-30)
		EBITDA margin	15.2%	15.7%	Approx. 16%	17%	19%
ASV Indicators	Social value indicators	Initiatives to Reduce Environmental Impact	-	-	-	Reduce our environmental impact by 50% (outcome)	
		Nutrition commitment We plan to consider KPIs for other contributions than nutrition as well.	880 mil. people	-	-	Help extend the healthy life expectancy of 1 bl people (outcome)	
		Employee engagement score*	75%	76%	-	80%	85% or more
ASV Indicators	Strengthening intangible assets	Brand Value (mUSD) (Interbrand published value)	1,391 (result, +15% vs. prev. year)	1,625 (result, +17% vs. prev. year)	-	Compared with FY22, CAGR 7% or more	

Ref.: Aim for approx. **3X EPS** (vs. FY2022)

ASV will grow dramatically and continually, and we will continue to be an attractive group for stakeholders and society

# A Drive toward Growth through Evolution of Our Marketing

In April 2023, we established the Marketing Design Center (MDC). While emphasizing “standing at bat and swinging the bat,” we will create new value from a more consumer-centric standpoint. We have readied several products that we will grow into new pillars of business that earn billions of yen annually. We will invigorate our business in Japan and roll out successful examples globally.

2023年4月1日

95人の仲間とマーケティングデザインセンターを発足します。



## Promotion of Transformation through the Evolution of DX

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In 2019, we established the DX Committee and the Digital Transformation Department and launched a full-scale global roll-out. For the Ajinomoto Group, DX is corporate transformation that leverages digital technologies. By making use of digital technologies to the fullest, we will work to "Speed Up and Scale Up" our management.

**DX** ⇒ **d X**  
(digital **TRANSFORMATION**)

**Corporate  
transformation**  
that leverages digital technologies

# The Speakers



**Tatsuya Okamoto**

**Selected as one of the most influential CMOs in Asia by Campaign Asia-Pacific**

CMO : Chief Marketing Officer



**Takayuki Koda**

**Recipient of the DX Promotion Award in Forbes JAPAN's CIO AWARD 2023-2024**

CIO : Chief Information Officer



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- **Forward-looking statements, such as business performance forecasts, made in these materials are based on management's estimates, assumptions and projections at the time of publication. A number of factors could cause actual results to differ materially from expectations.**
- **This material includes summary figures that have not been audited so the numbers may change.**
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