

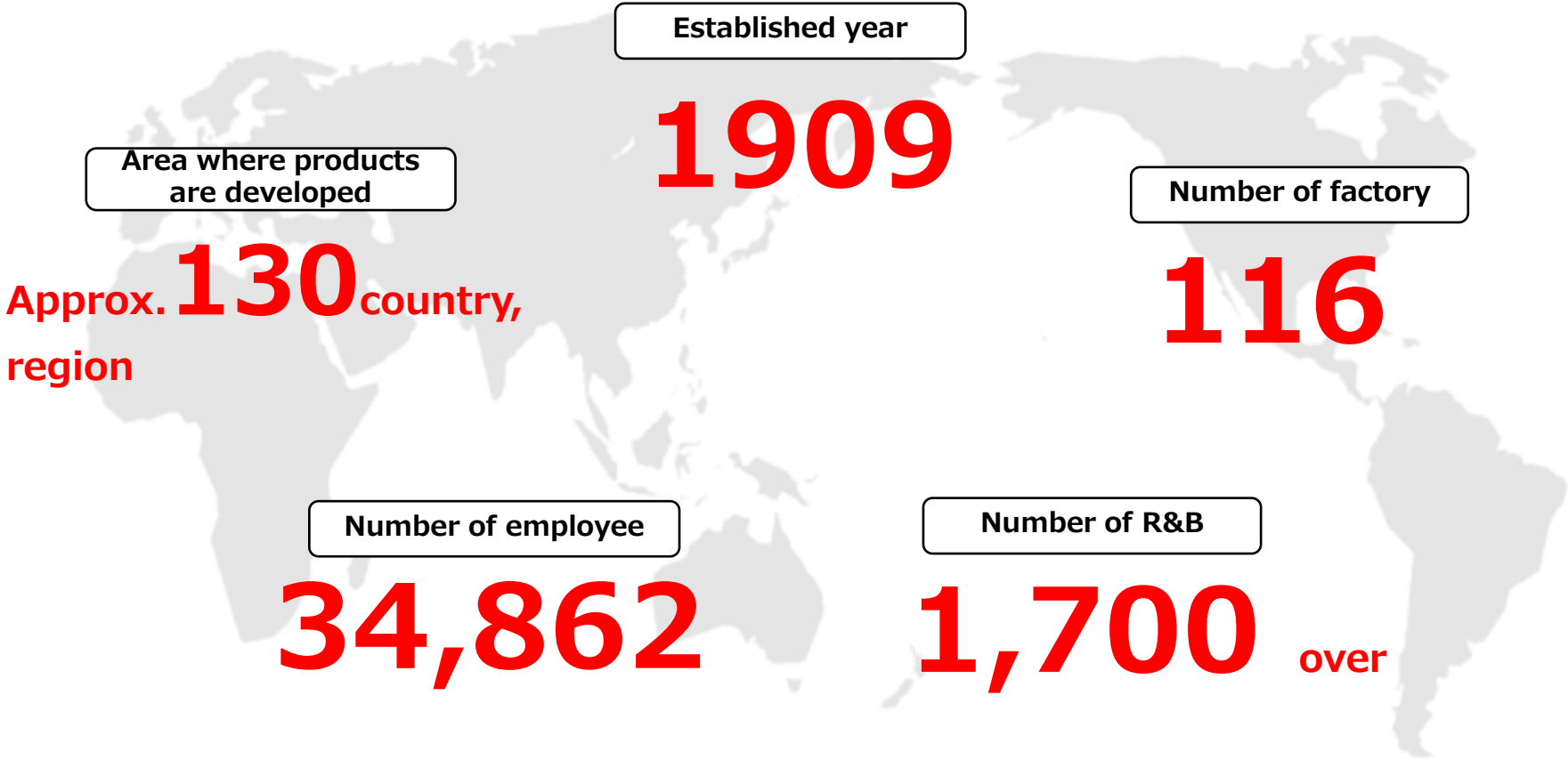
Eat Well, Live Well.



AJINOMOTO CO., INC (2802)

(As of October. 2024)

1. Overview



(As of March 31, 2024)

2. Our Founding Aspiration and Now

Commercialized AJI-NO-MOTO® in 1909 from amino acids (umami ingredients) contained in kelp dashi.



Dr. Kikunae Ikeda,
Discoverer of the umami taste

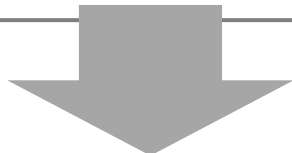
Our founding aspiration

Contribute to society through food

Commitment to improve the nutrition of Japanese people with umami



Saburosuke Suzuki II,
Founder of the Ajinomoto Group



Now

Co-creation of social and economic value through our business

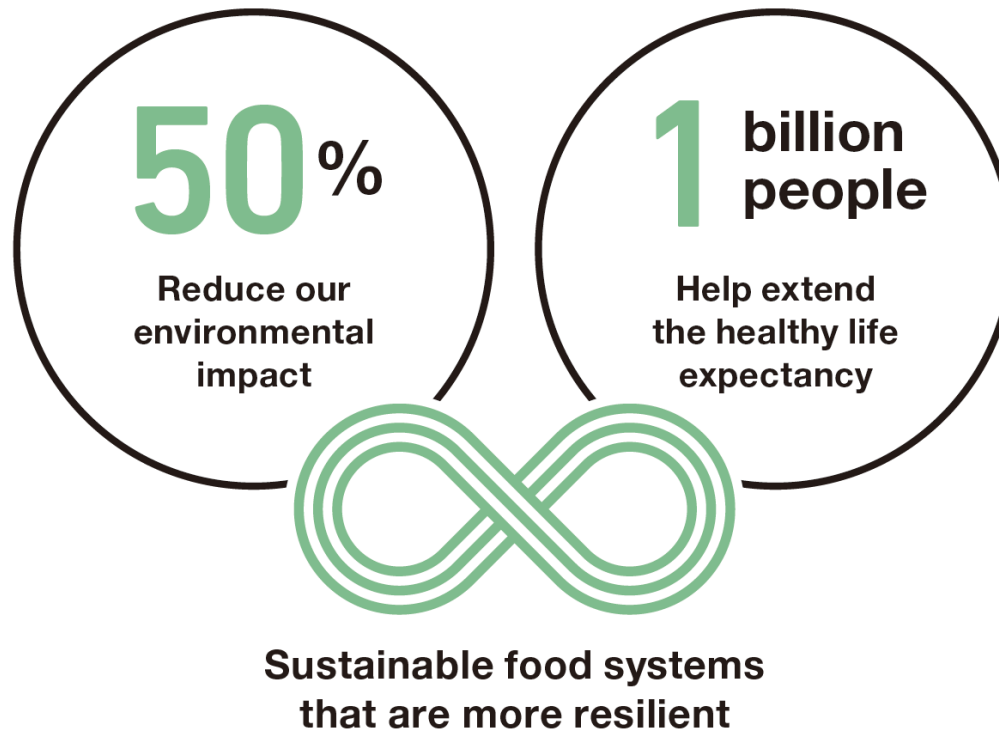
ASV (Ajinomoto Group Creating Shared Value)



The Original AJI-NO-MOTO®

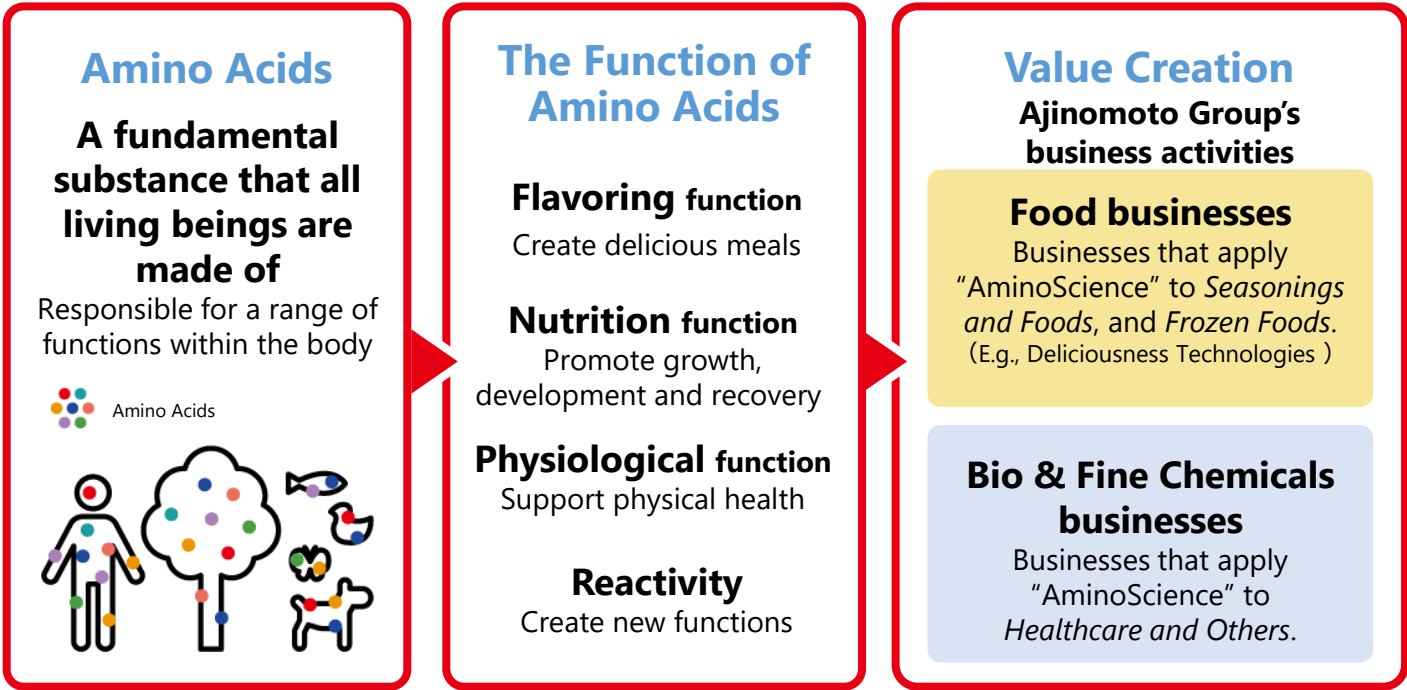
3. Aspiration (Purpose)

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

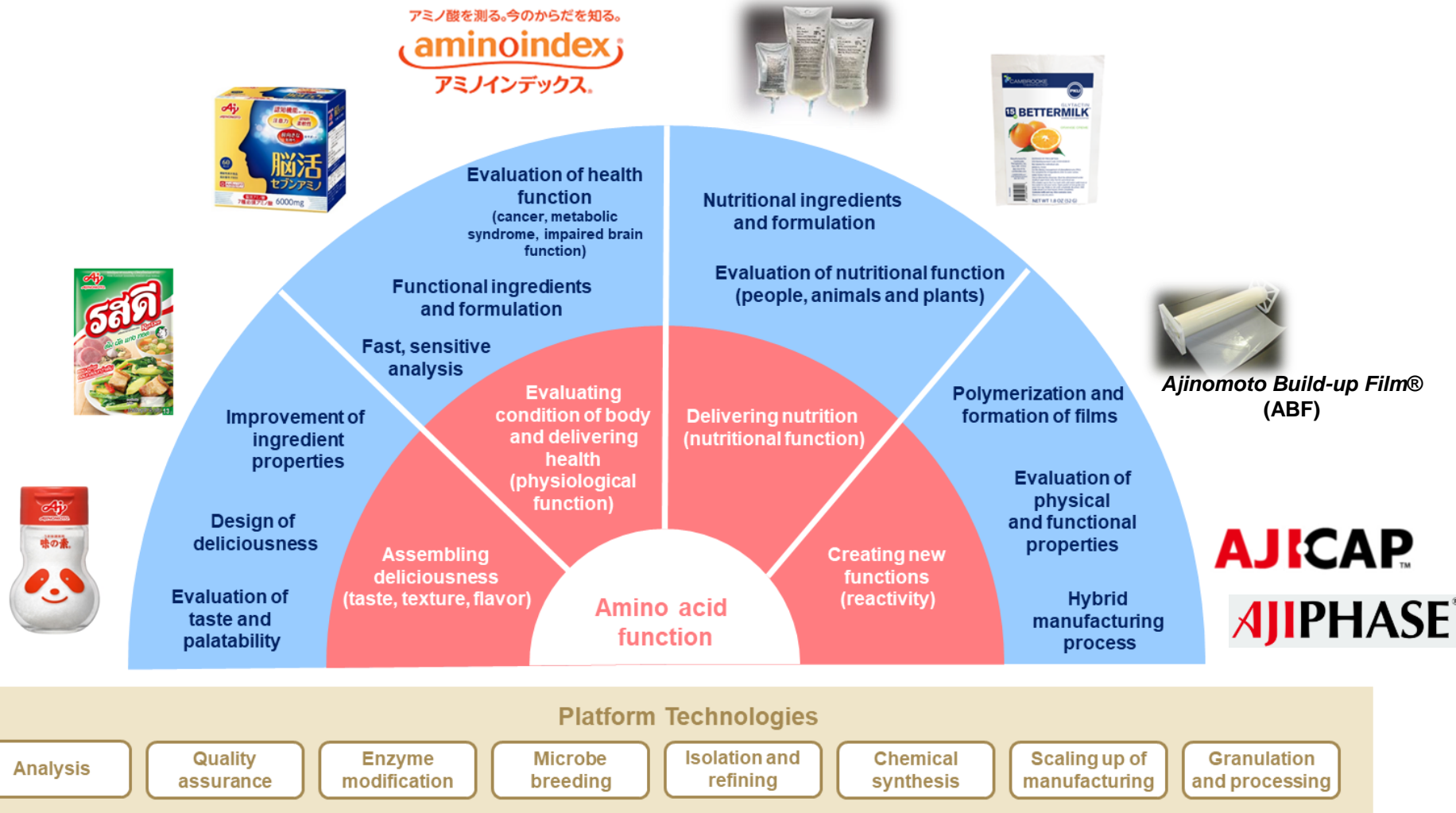


4. What is "AminoScience"?

A collective term for the various materials, functions, technologies, and services derived from research and implementation processes with a rigorous focus on the function of amino acids. It also refers to the Ajinomoto Group's unique scientific approach to connect these to resolving social issues and contributing to well-being.



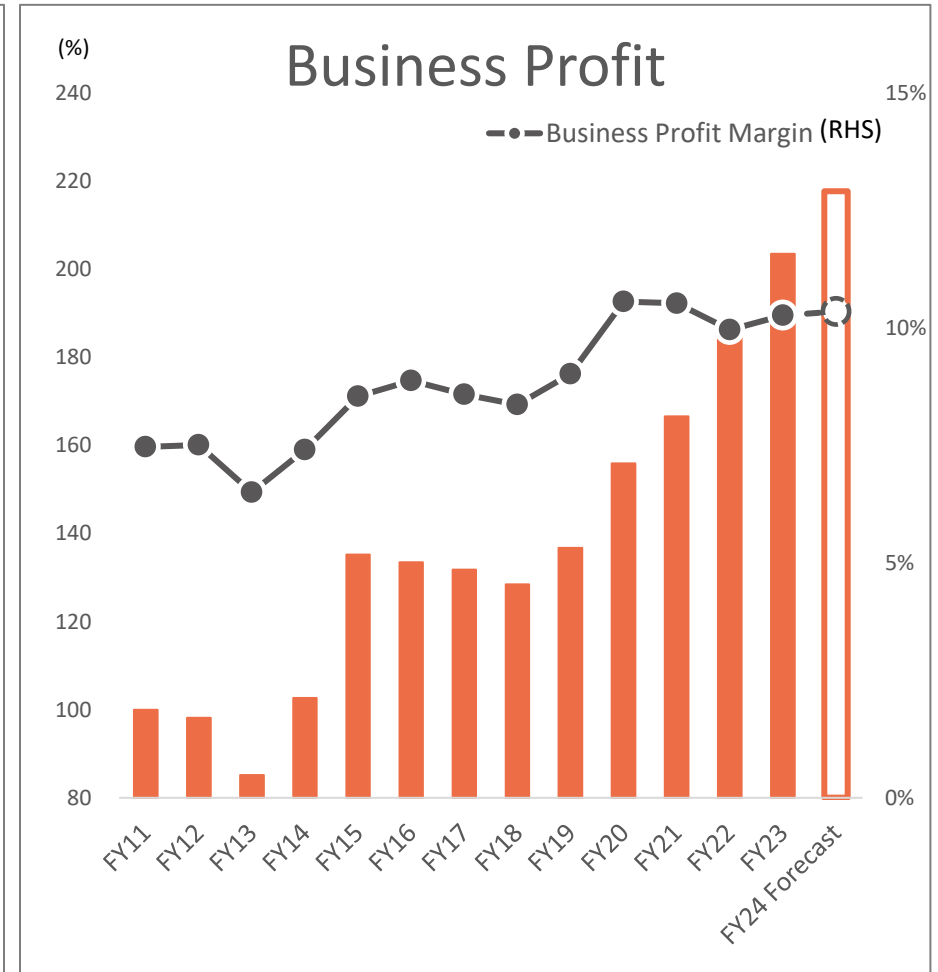
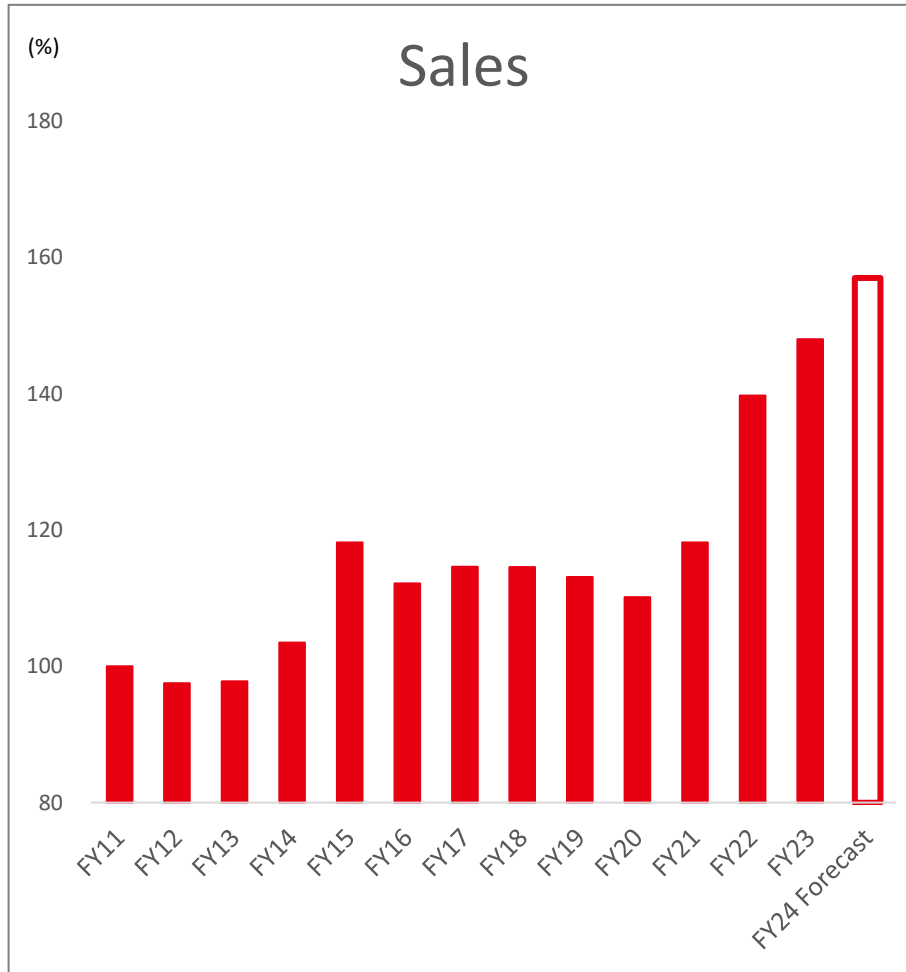
5. Using Amino Acids as a Source for Range of Business



AJICAP
AJIPHASE



6-1. Sales and Business Profit History



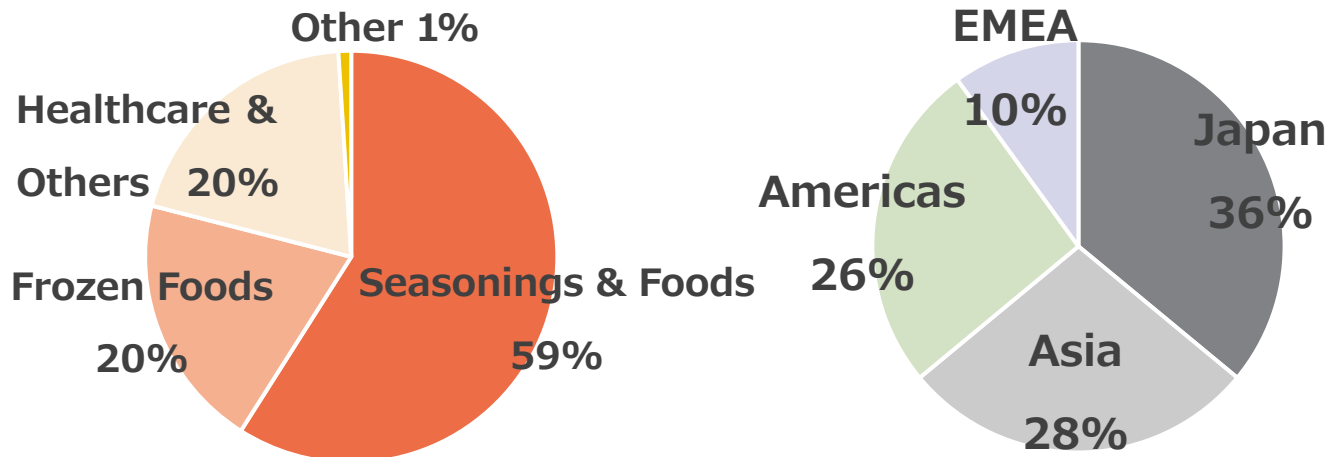
- Sales / Business Profit (LHS) : % with FY11 as 100
- IFRS from FY15
Business profit FY11-FY14 show operating profit



6-2. FY2023 Sales and Business Profit by Segments

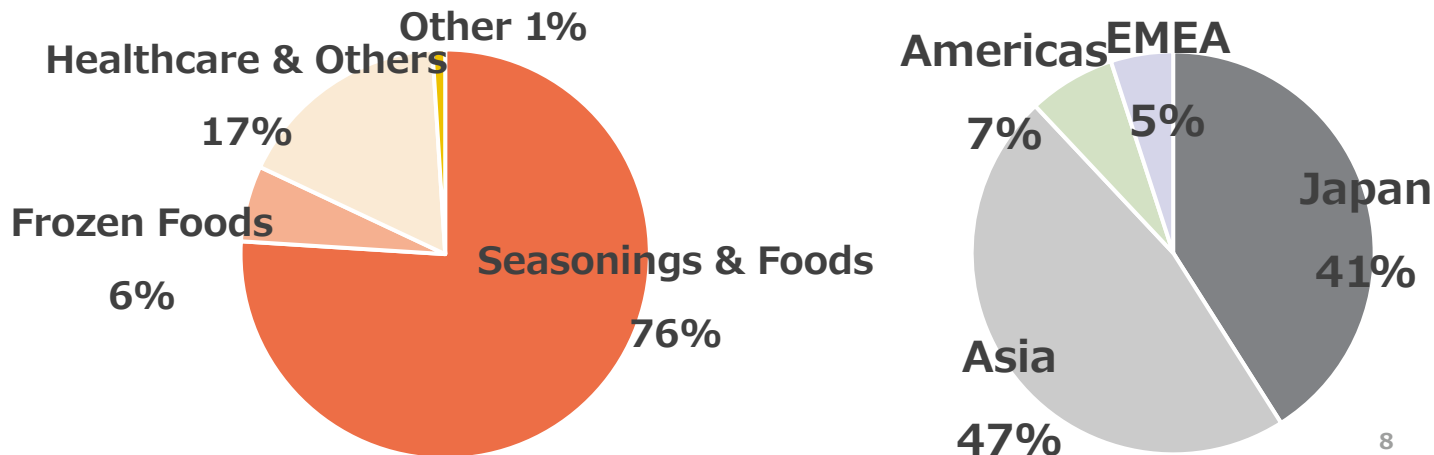
<Sales>

FY23
¥1,439.2billion



<Business Profit>

FY23
¥147.6billion



7-1. Seasonings & Foods

Sales of Seasonings & Foods : ¥846.9 B yen (FY23)

Eat Well, Live Well.



● Japan ¥287.1 B yen (FY23)

<Home use : Japan>

• Seasonings

AJI-NO-MOTO®, Hondashi®, Comsomme, CookDo® etc.



• Quick & Nourishment

Knorr®, Blendy® etc.



Home use : Restaurant use = approx. 7 : 3
(Japan : sales ratio)

<Restaurant use : Japan>

Large-volume products, and services and products that help solve problems for the foodservice industry, food manufacturers, meals for businesses, and others.

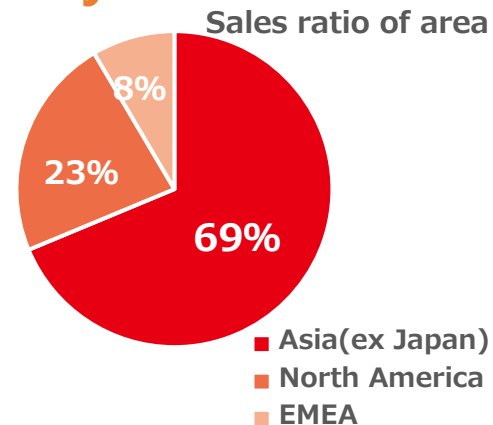


● Overseas ¥559.8 B yen (FY23)

• Over 130 country & region

(Thai, Indonesia, Vietnam, Philippines, Brazil and others)

• AJI-NO-MOTO®, flavor seasonings, RTD, instant noodle etc.

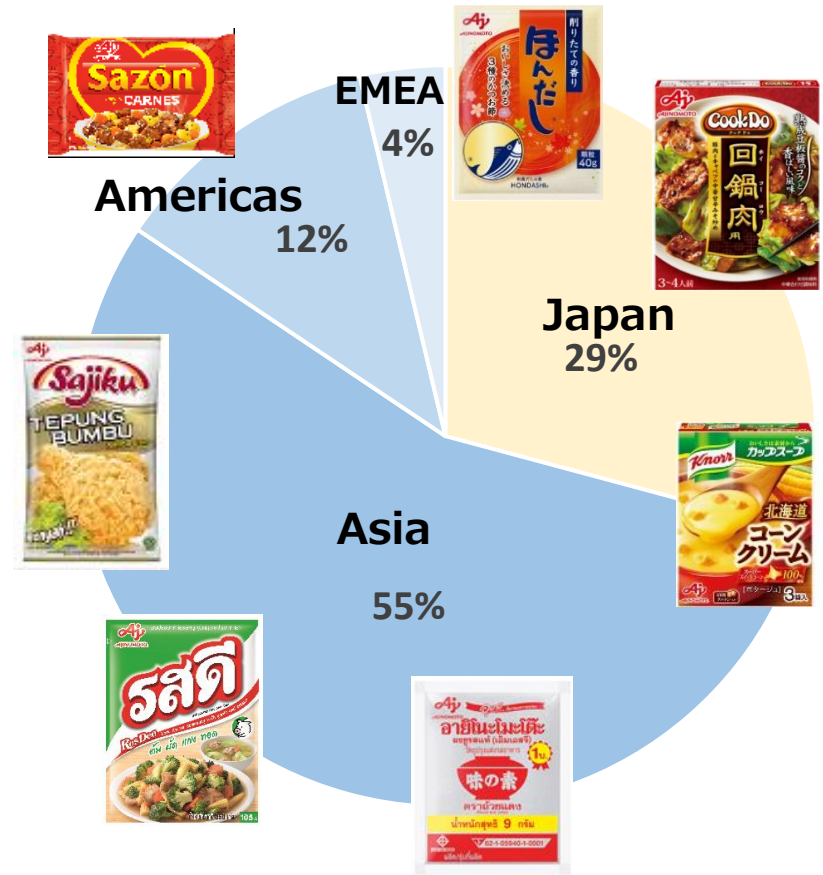
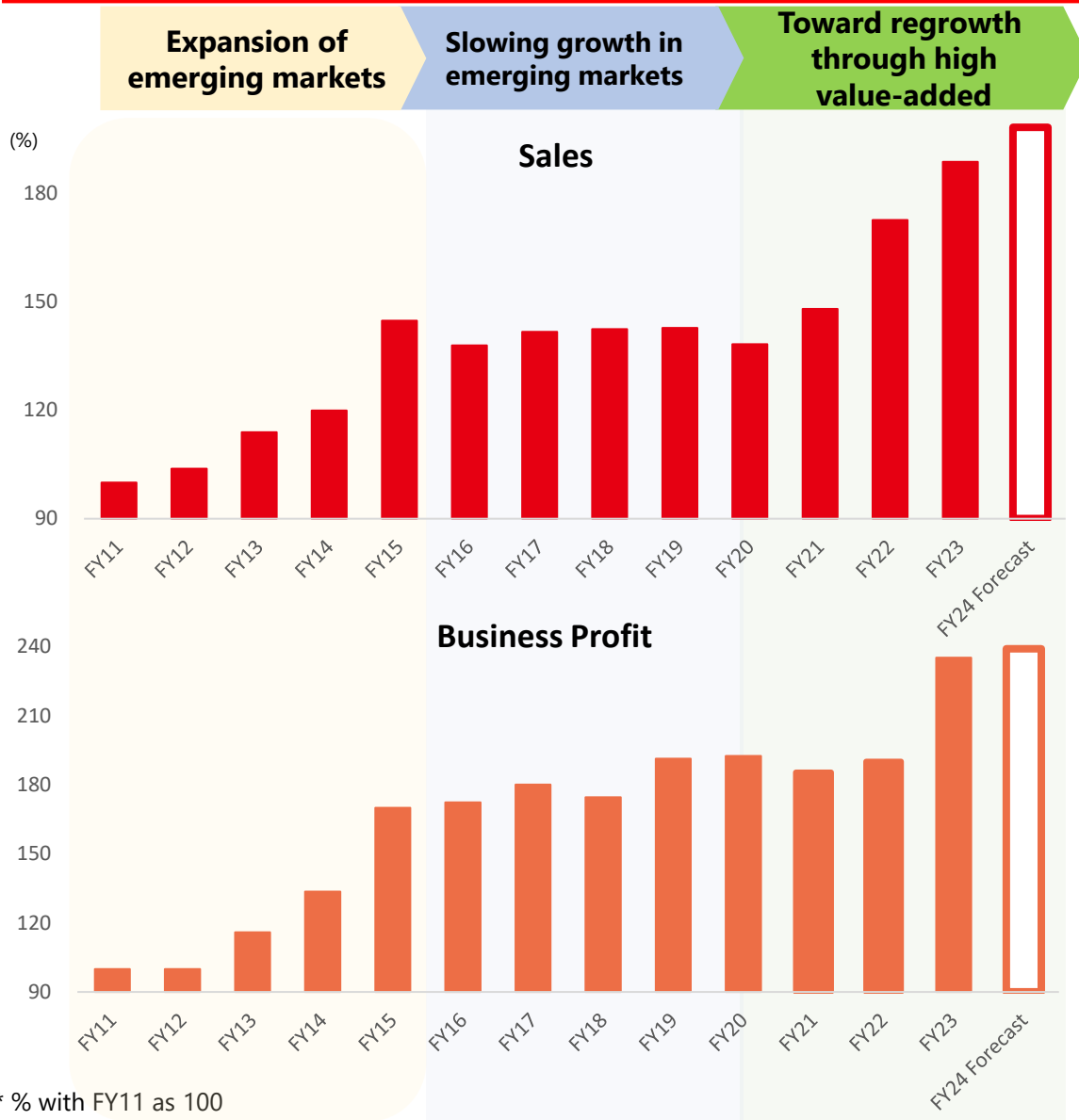


• Umami seasonings for processed food mfrs.

Global supply of bulk products



7-1. Seasonings & Foods



Sauce & Seasonings and Quick Nourishment
Percentage of sales for geographical areas (FY23)

* % with FY11 as 100

* Business profit does not take into account common expenses.

* IFRS from FY15

7-1. Seasonings & Foods

**FY24 Forecast
organic growth rate: 7.3%**



Diverse customer needs in different countries and regions



7-2. Frozen Foods

Frozen Foods Sales : 281.8 B yen (FY23)

● Japan 87.0 B yen (FY23)

<Home-use : Japan>

Gyoza
「ザ★®(THE)」 bland
Yawaraka Wakadori Kara-Age
(fried chicken) etc.



Home-use : Restaurant and industrial-use = approx. 6 : 4 (Sales in Japan)

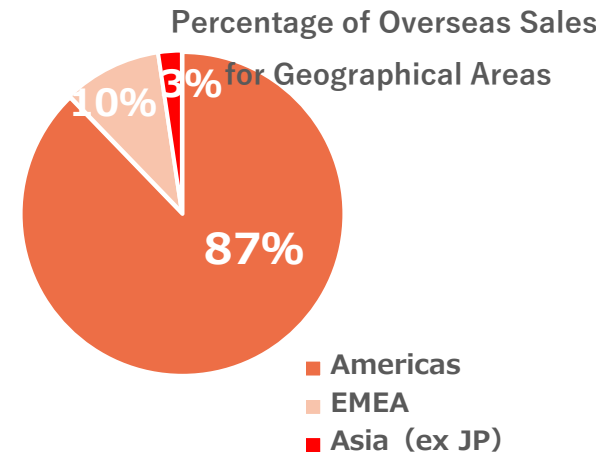
<Restaurant and industrial-use : Japan>

Large-volume products to the food service industry, business and school lunches, as well as cakes and other sweets to hotels and other customers.



● Overseas 194.7 B yen (FY23)

• Mainly in North America, Europe, Thailand, and Singapore



• Asian category (gyoza etc.)
Mexican, Processed chicken, macaron etc.)



North America : Gyoza



North America : Mexican (Taqitos)



North America : Fried Rice

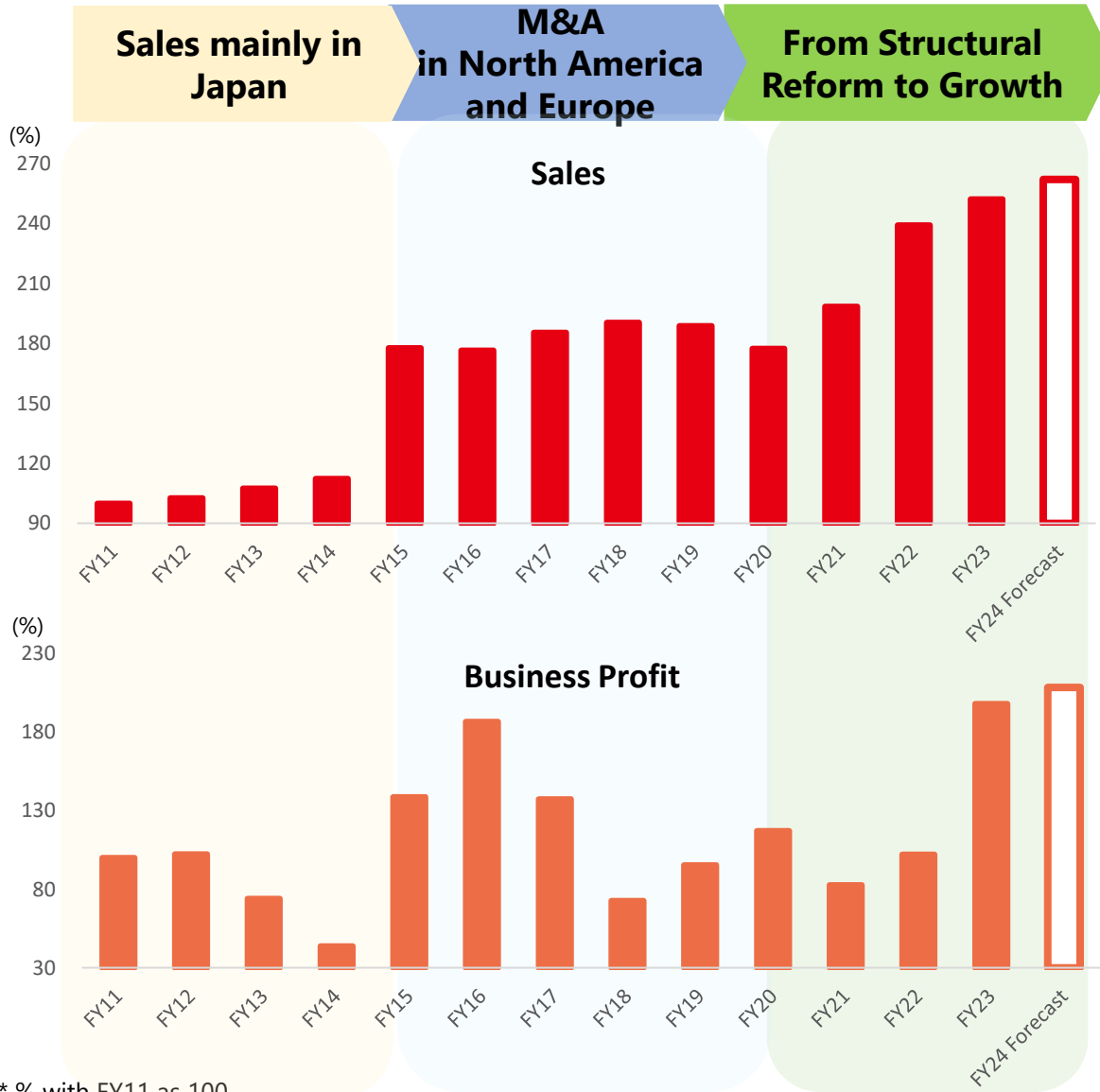


Europe : Gyoza



Europe : Macaron

7-2. Frozen Foods



* % with FY11 as 100

* Business profit does not take into account common expenses.

* IFRS from FY15

Japan



North America

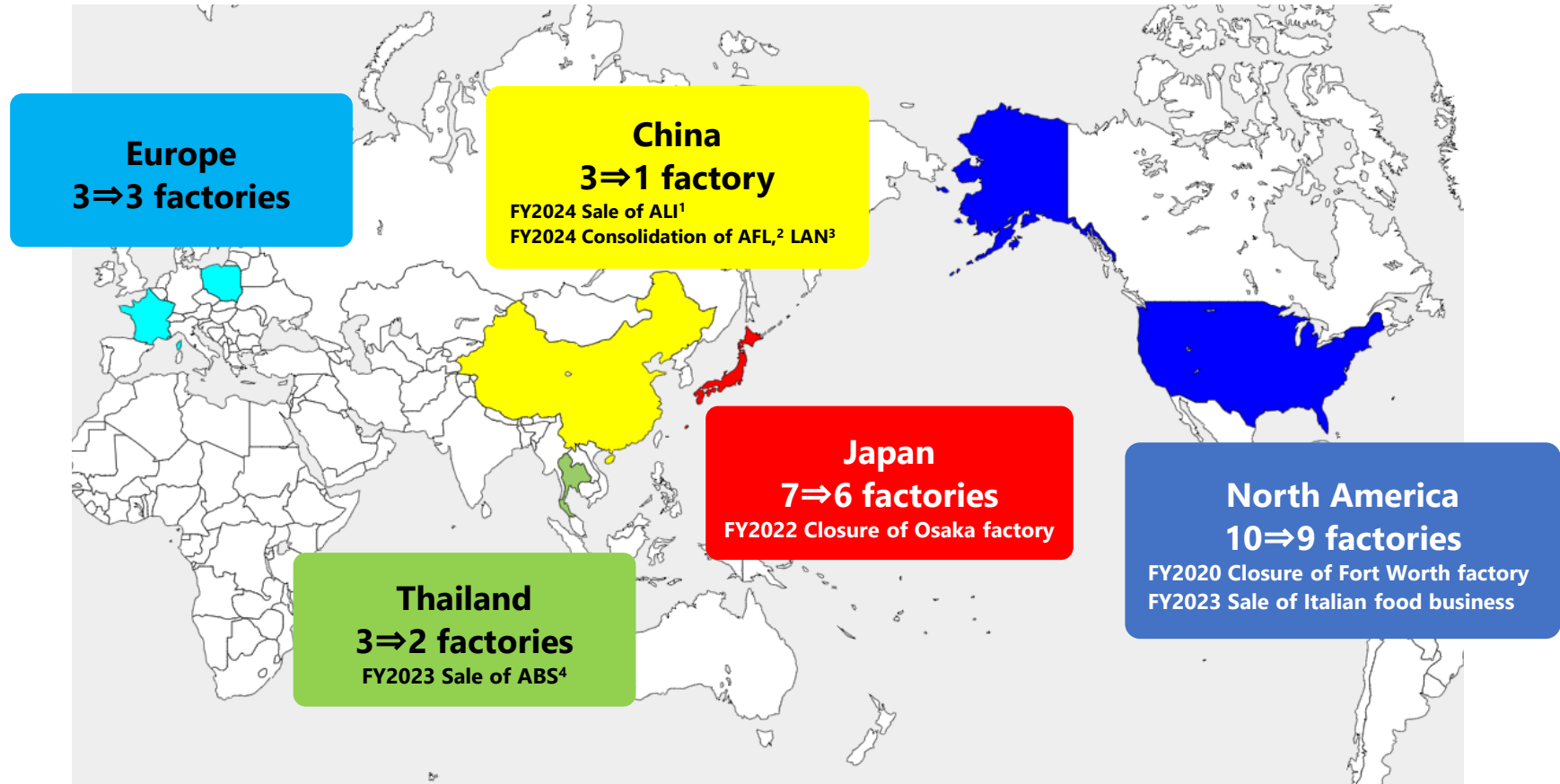


Europe



7-2. Frozen Foods : Initiatives for a Robust Earnings Structure

In Frozen Foods, we reduced assets: 19⇒15 factories overseas, 7⇒6 factories in Japan.
 We aim to reduce non-current assets by approximately ¥3.5 billion and achieve an ROIC of 5% in 2025.



1 ALI: Xiamen Ajinomoto Life Ideal Foods Co., Ltd.

2 AFL: Lianyungang Ajinomoto Frozen Foods Co., Ltd.

3 LAN: Lianyungang Ajinomoto Ruyi Foods Co., Ltd.

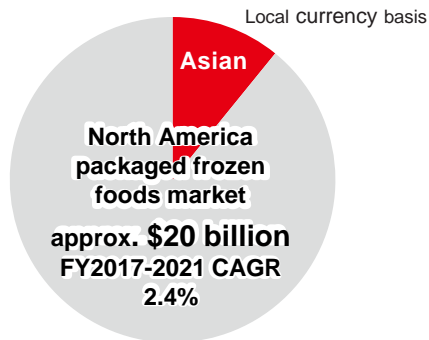
4 ABS: Ajinomoto Betagro Specialty Foods Co., Ltd.

7-2. Frozen Foods : Growth in the Asian Category

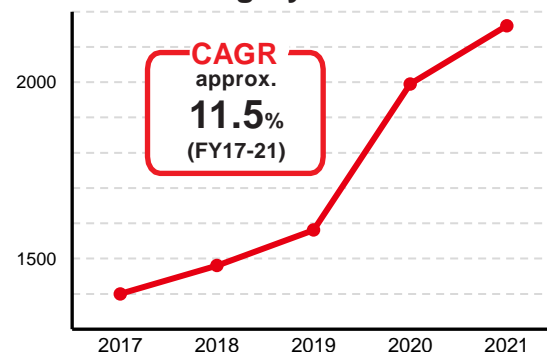
Focus on core categories (especially the Asian category)

Expansion of the Asian category is expected to continue.

Share of market for Asian category



Growth of the Asian category (US\$ million)



Launch of Japanese-style gyoza with wings, using knowledge from Japan

- (1) Pre-launch in Costco in some locations. Sales are robust. We will work to expand sales locations.
- (2) Investment in brands that are intangible assets. Penetration of the "AJINOMOTO" brand through tasting events, etc. in addition to TV and digital advertisements. Tasting event at Rose Bowl Stadium

Sales composition of gyoza (FY22)

Japan : Overseas =
50:50



Sales of Healthcare and Others : ¥294.5 B yen (FY23)

7-3. Healthcare and Others

● Electronic materials

and others **60.8 B yen (FY23)**

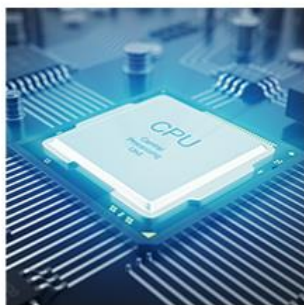
Ajinomoto Build-Up Film® (ABF) is a film-type insulating material that is used in key components of PCs and servers or networks. This product has more than a 95% share of the global market for insulating films for high-performance semiconductors.

electrical appliance

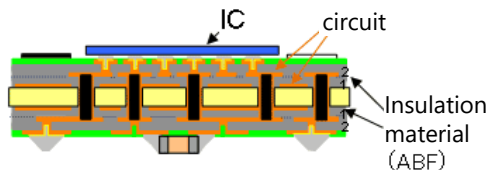
high-performance semiconductors (CPUs)



computer, server, network station, game, mobile device, etc.



ABF



Cross-section of CPU

● Amino acids for pharmaceuticals and foods

Approx.52.5 B yen (FY23)

- Infusions

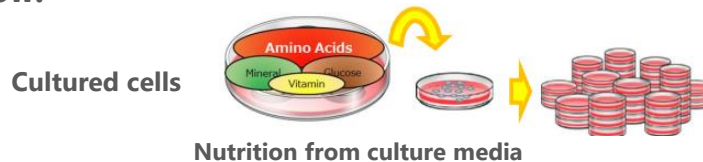
Ajinomoto Group amino acids were used in the world's first amino acid infusion.



- Biopharmaceutical culture medium

- **Regenerative medicine culture medium (For iPS/ES cells)**

※Culture media : Sources of nutrition for the cultured cells used to create biopharmaceuticals or grow.



● Bio-Pharma Services

Approx.79.5 B yen (FY23)

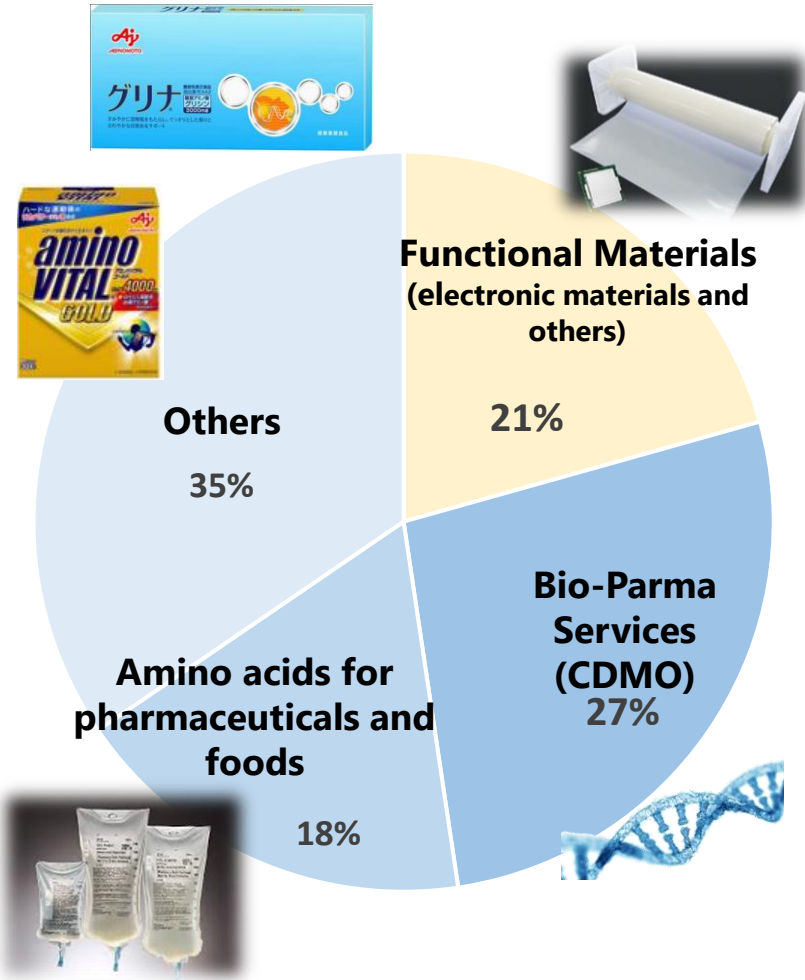


- CDMO Services

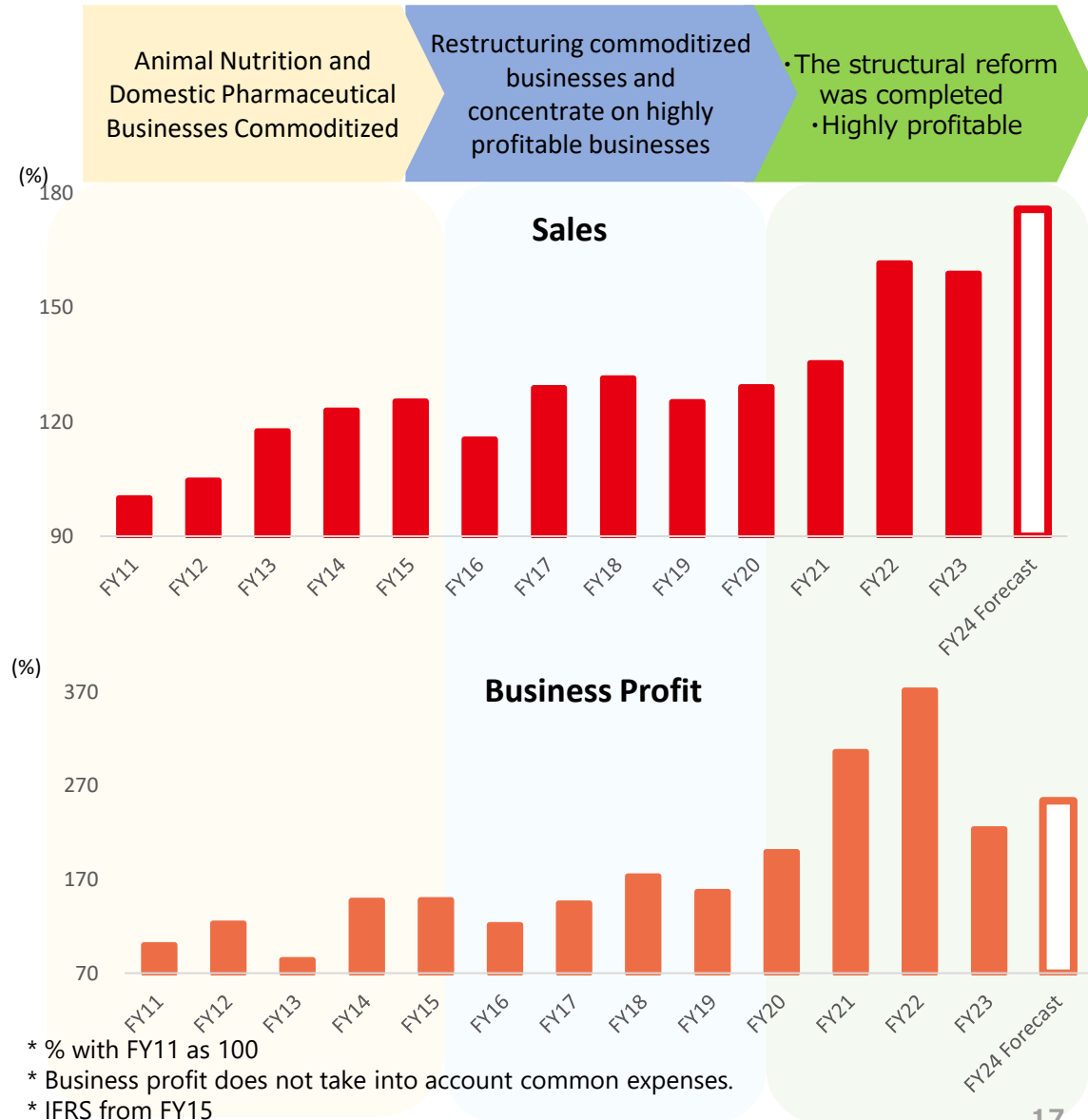
Rolling out a nucleic acid drug CDMO that uses AJIPHASE®, a proprietary liquid-phase synthesis method enabling mass production at low cost.

※Nucleic acids, i.e. DNA and RNA, the substances that control genetic information, are used as pharmaceuticals.

7-3. Healthcare and Others

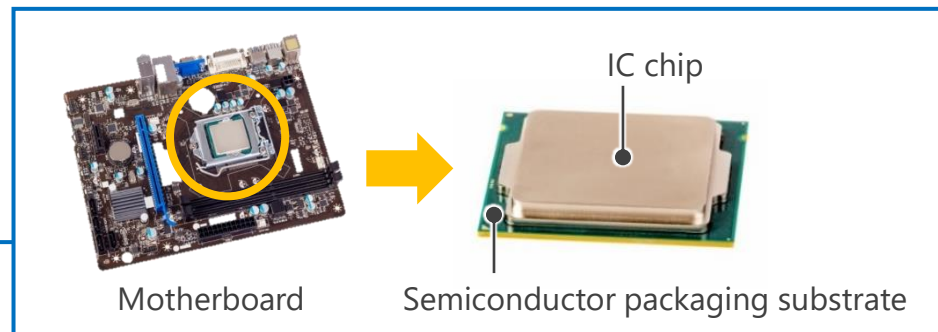


Sales composition by region (FY23)



7-3. Healthcare and Others : What is *Ajinomoto Build-up Film*® (ABF)?

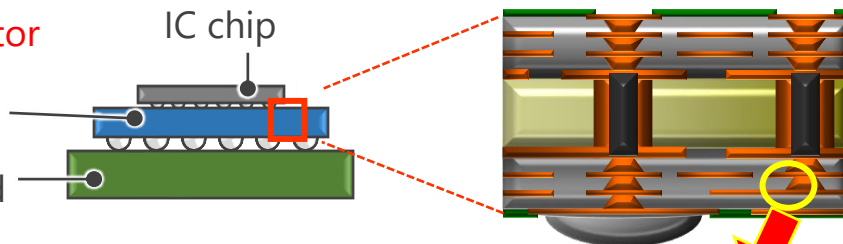
Film-type insulation material protecting the core components in personal computers



Cross-section of packaging substrate

Semiconductor packaging substrate

Motherboard



- IC chip protection
- Signal transmission between IC and motherboard

Reference: Human hair, 100µm > 10µm

ABF

Copper wiring

First developed in 1999, ABF is an insulation material used between buildup substrate layers. For the more than 20 years since then, it has been continuously used as the de facto standard by major semiconductor manufacturers.

7-3. Healthcare and Others : Development of ABF and Growth of ICT

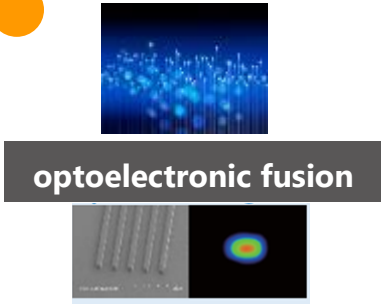
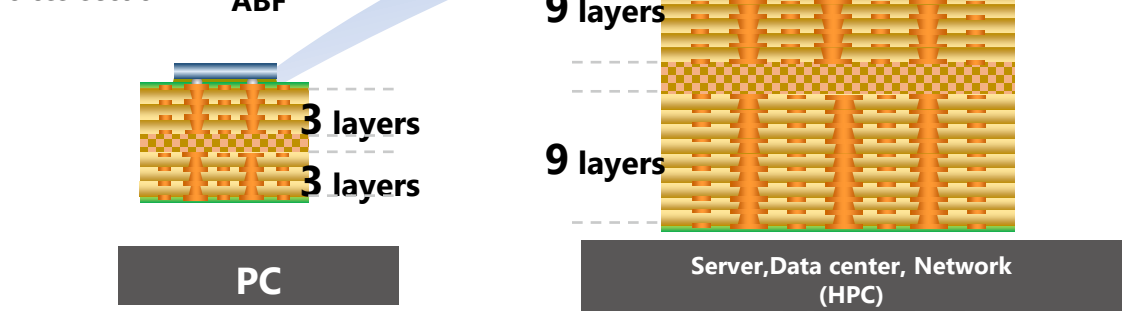
- ✓ ABF is essential for semiconductor package substrates and is the de facto standard
- ✓ ABF usage grows due to shift to HPC* applications
- ✓ ABF also contributes to the evolution of AI semiconductors, driving growth
- ✓ Contributing to future optoelectronic fusion with ABF's evolving technology

Toward ultra-high speed and power saving (2030~)

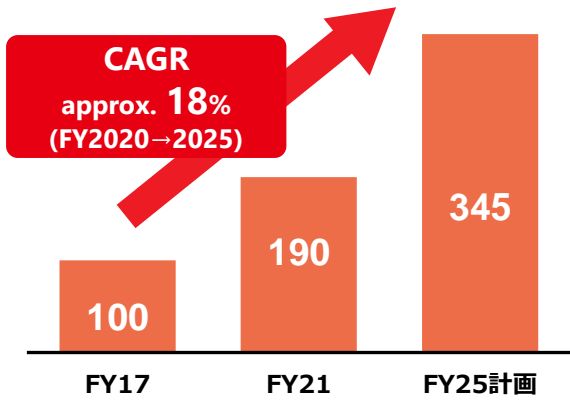
Increasing speed·evolution of AI (~2030)

multi-layer, large size, miniaturization (present)

Illustration of substrate cross-section



Ajinomoto Build-up Film® (ABF) shipment volume

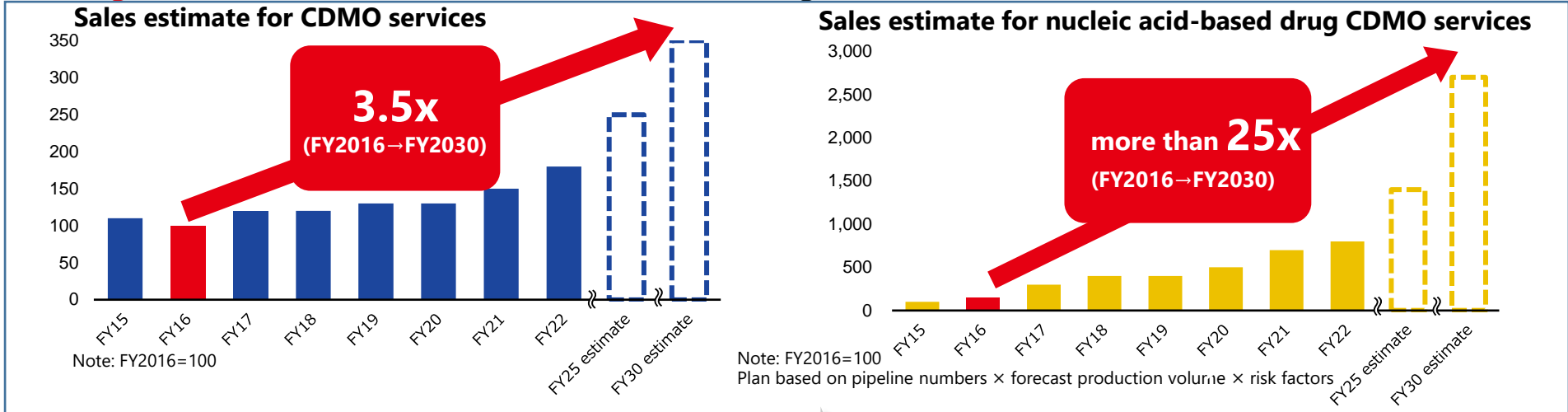


Estimate with FY2017 shipment volume set to 100






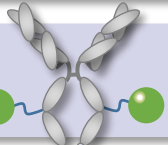

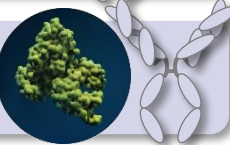
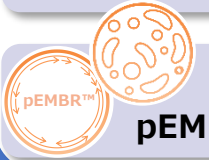

7-3. Healthcare and Others : Bio-Pharma Services business (CDMO)

We will accelerate organic growth through new businesses based on **Ajinomoto Co., Inc. fundamental technologies that enable differentiation.** ⇒ **Toward new growth drivers**



Ajinomoto Group's solutions

Advanced therapy modalities

| | | |
|---|---|--|
|  | <p>Proprietary efficient manufacturing technology for oligonucleotides, which have an expanding market as a therapeutic agent for intractable diseases.</p> | <p>Oligonucleotides </p> |
|  | <p>Breakthrough technology to control the number and location of drugs that bind to antibodies.</p> | <p>Antibody drug conjugates </p> |
|  | <p>Innovative Protein Secretion Production Platform by Microorganisms</p> | <p>Biopharmaceuticals </p> |
|  <p>Ignition Cell™ pEMBR™ Helper Plasmid</p> | <p>Proprietary technologies that makes the production process of adeno-associated virus vectors stable and highly efficient</p> | <p>Gene therapy </p> |

7-3. Healthcare and Others : Features of Ajinomoto's Oligonucleotide Contract Business

Only CDMO using **AJIPHASE[®]**, a proprietary liquid-phase manufacturing technology, in addition to solid-phase manufacturing technology

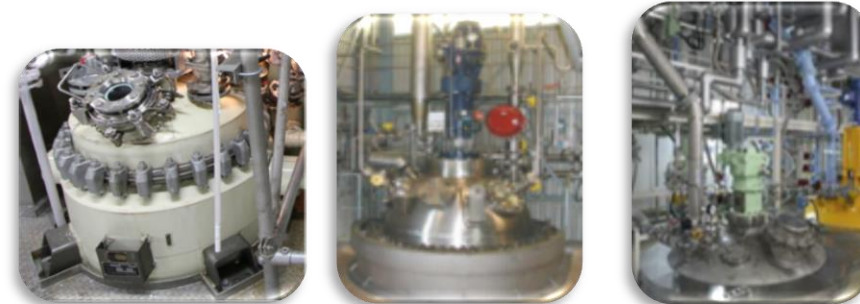
Solid-phase synthesis (Osaka)

Fast Synthesis, Limited Volume

- World's **mainstream manufacturing technology**
- **Fast** but limited 1B volume (depends on synthesizer)
- Requires dedicated synthesizer
- Uses large volumes of organic solvents and raw materials



AJIPHASE[®]



Slower Process, Large Volumes

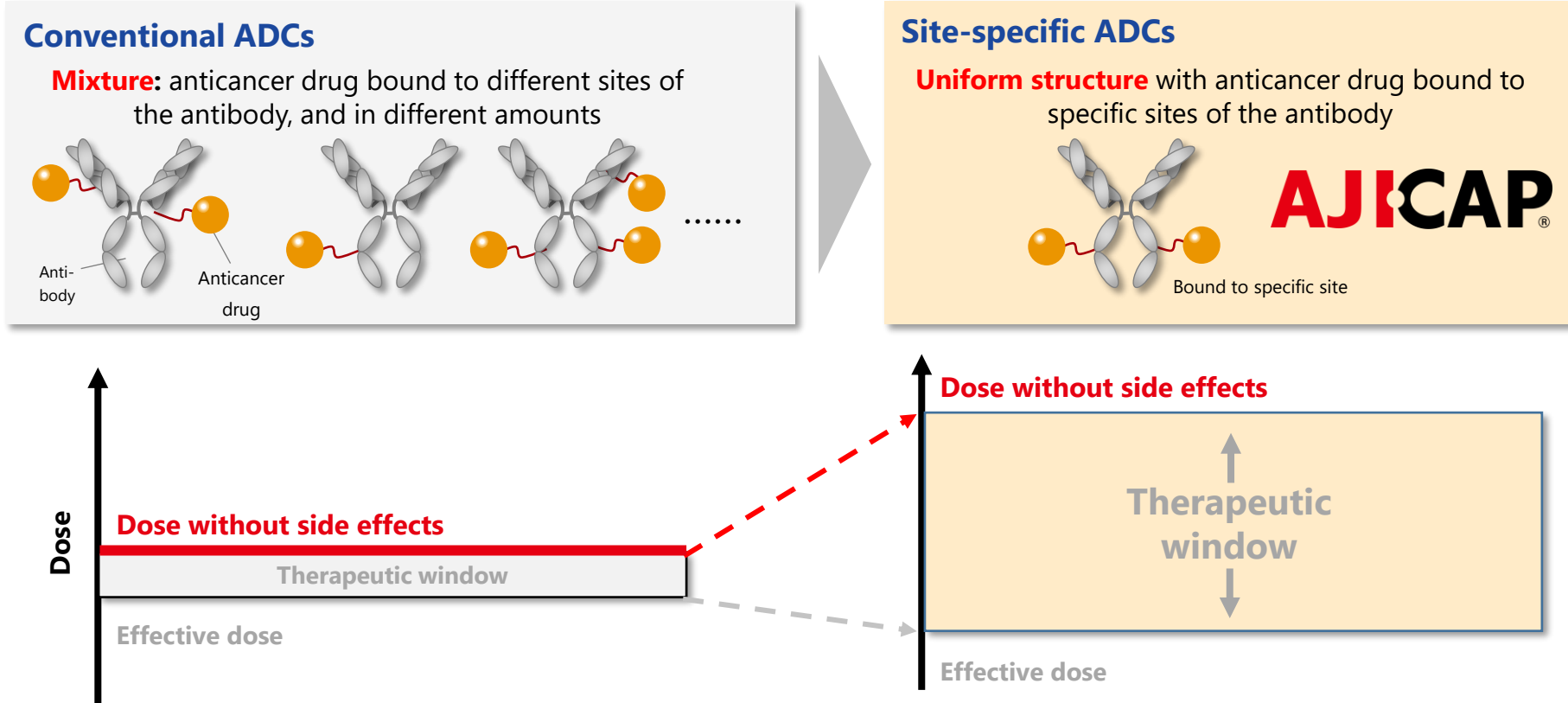
- **World's only industrial-scale liquid-phase manufacturing technology**
- **General-purpose synthesizing equipment can be used**
- Enables **large volume manufacturing**
- Analysis during synthesis is possible = enables development of **high quality process**
- Uses low volumes of organic solvents and raw materials



Proven record in commercialization of nucleic acid-based drugs

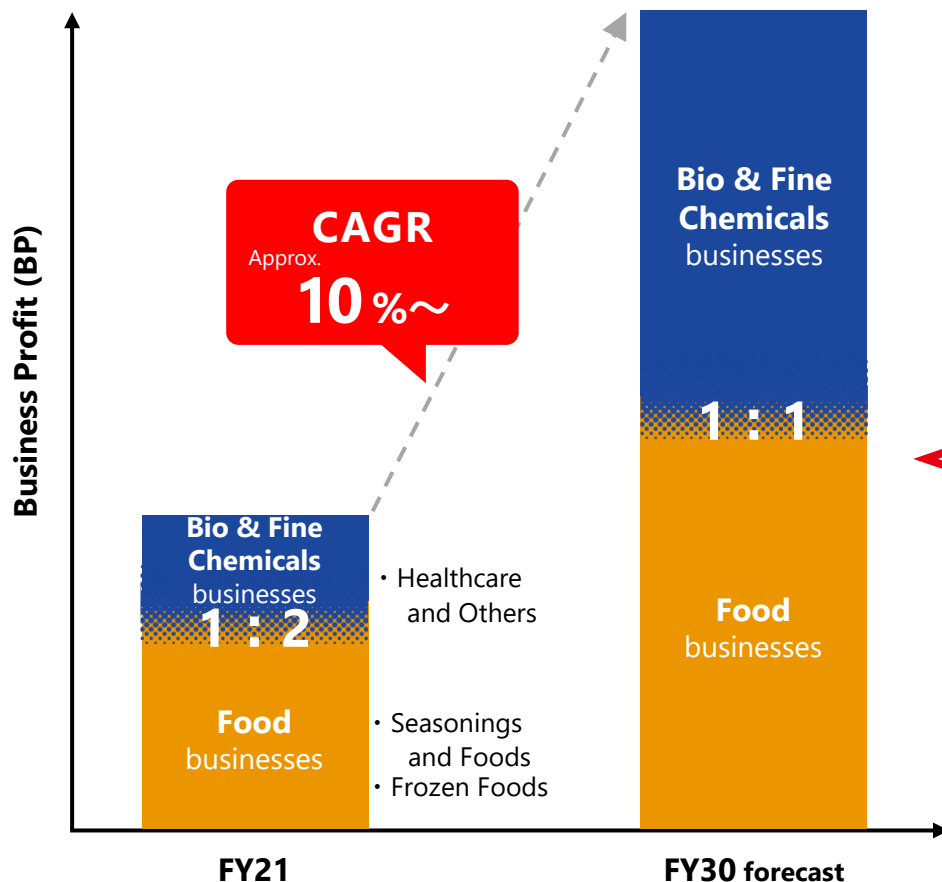
7-3. Healthcare and Others : Issues in ADC Design and the Value of Our Unique Technology

AJICAP is a breakthrough technology enabling easy creation of site-specific ADCs with **high efficacy and low toxicity**



8.Shift from structural reform to growth

We aim to achieve a highly profitable, unique, and robust structure by shifting to growth in the four outcome-driven growth areas through evolution of core businesses and business model transformation (BMX) .



Four growth areas

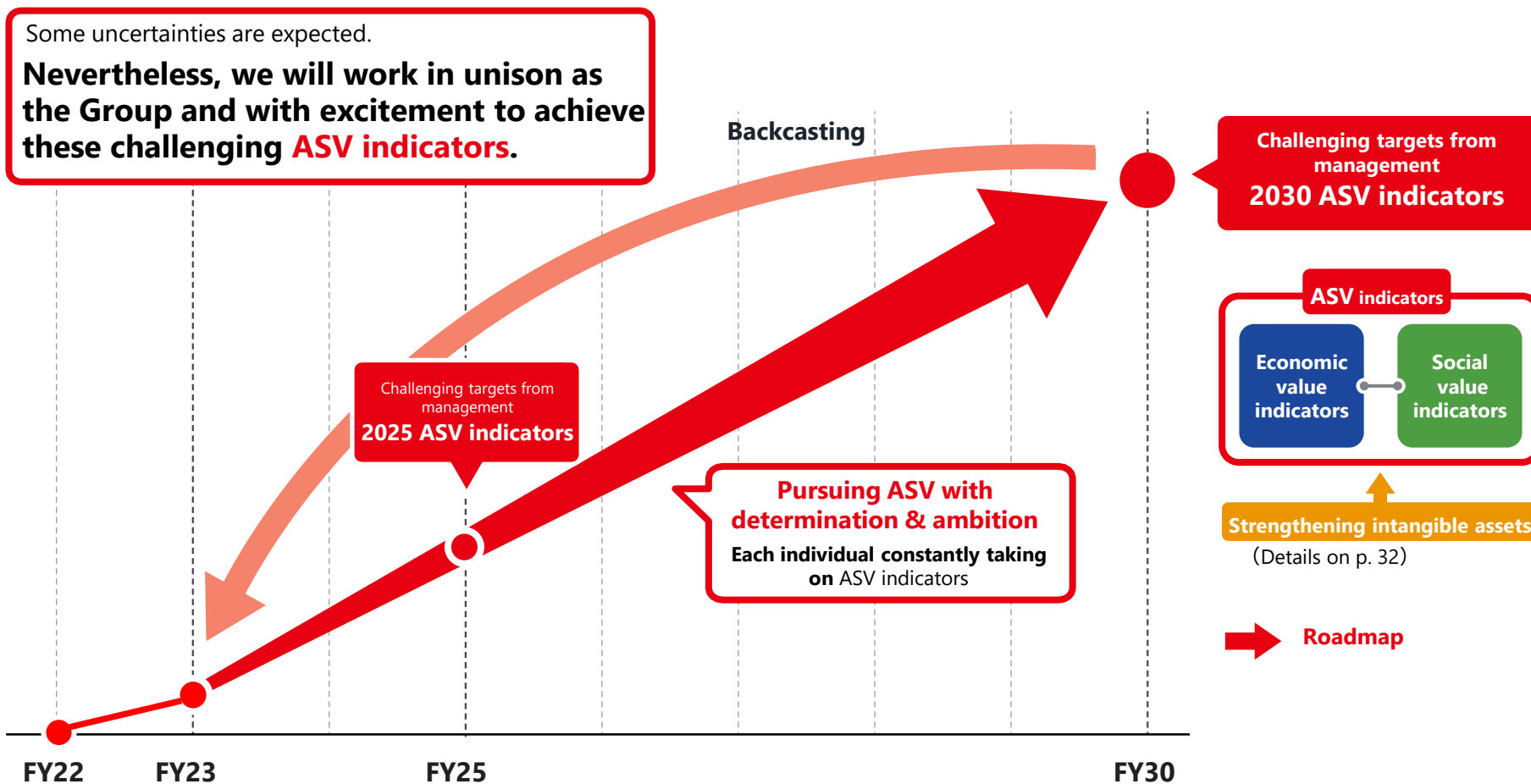
| | |
|-----------------|-------|
| Healthcare | ICT |
| Food & Wellness | Green |

“Vision for 2030”
Contributing to the well-being of all human beings, our society and our planet with AminoScience®

- Achieving Dramatic Growth**
BP growth over 10% (FY21–30 CAGR)
- Robust Business Foundation**
ROIC: Approx. 17%
- Determined & Ambitious ASV**
By 2030,
-Help extend the healthy life expectancy of 1bln people
-Reduce our environmental impact by 50%
→ Carbon neutrality by 2050

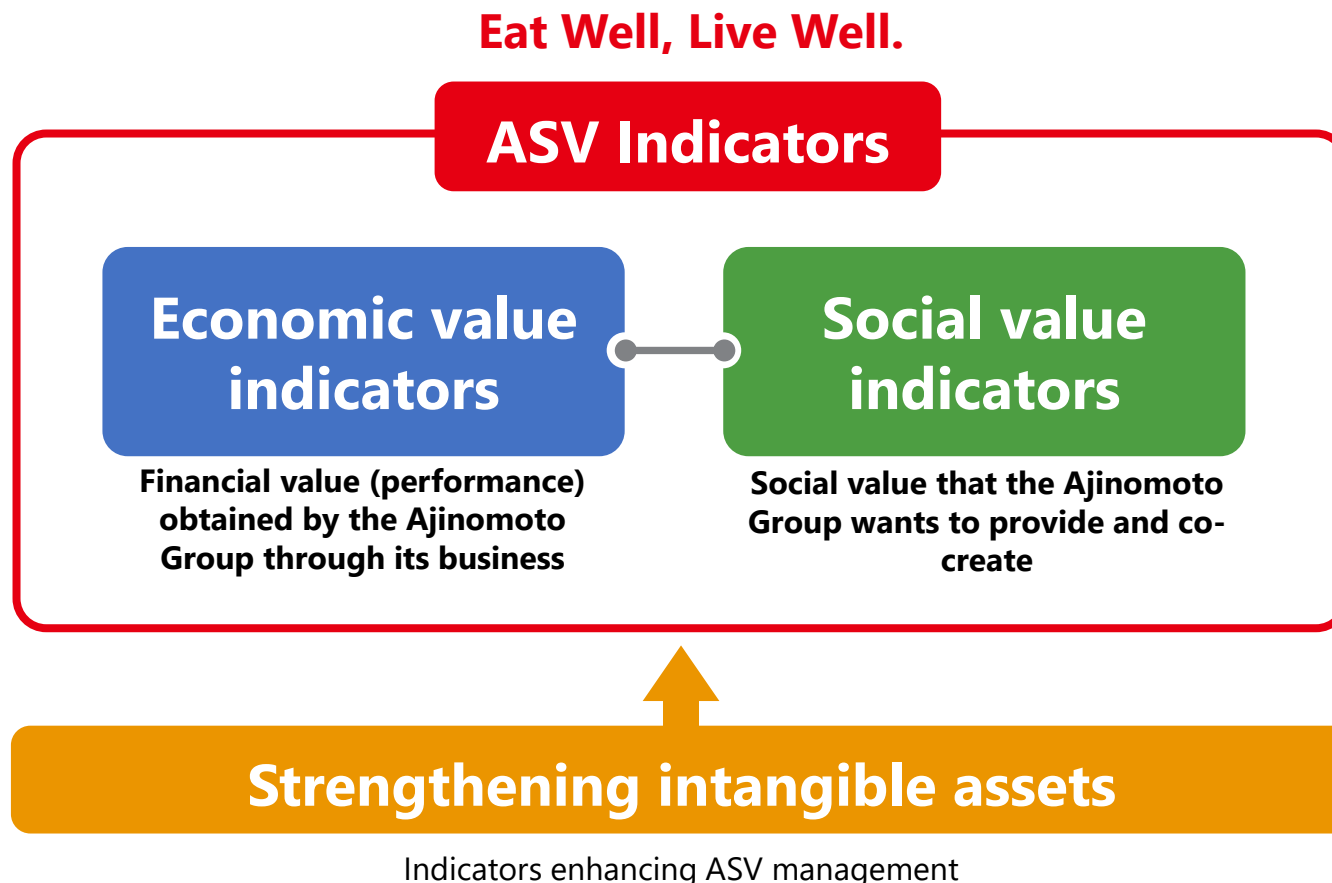
9. ASV Indicators

We will promote “medium-term ASV initiatives” which improves our execution capabilities and continue to take on the challenge of ambitious “ASV indicators.”



9. ASV Indicators

We are adjusting existing KPIs for achieving our future vision, combining these with new needed metrics and changing to ASV indicators that will encourage further growth and challenges.



9. 2030 ASV indicators

Aim to steadily reach our FY2024 forecast to reach our 2030 ASV indicators.

| | | FY22 | FY23 | FY24 forecast | FY25 (plan) | FY30 (plan) | | |
|----------------|---------------------------------|---|---|---|---|-------------------------------------|--|---|
| ASV Indicators | Economic value indicators | ROE <small>(Excluding the impact of the Forge acquisition)</small> | 12.9% | 11.0% <small>(11.4%)</small> | Approx. 12% <small>(Approx. 13%)</small> | 18% | Approx. 20% | <p>Ref.: Aim for approx. 3X EPS (vs. FY2022)</p> <p>ASV will grow dramatically and continually, and we will continue to be an attractive group for stakeholders and society</p> |
| | | ROIC (>Capital Cost) <small>(Excluding the impact of the Forge acquisition)</small> | 9.9% | 8.7% <small>(9.4%)</small> | Approx. 9% <small>(Approx. 10%)</small> | 13% | Approx. 17% | |
| | | Organic sales growth | 9.5% | 1.7% | Approx. 7% | 5% <small>(FY22-25)</small> | 5% or more <small>(FY25-30)</small> | |
| | | EBITDA margin | 15.2% | 15.7% | Approx. 16% | 17% | 19% | |
| | | Challenging targets from management | | | | | | |
| | Social value indicators | Initiatives to Reduce Environmental Impact <small>Co2 emissions (Scope 1,2)</small> | -19% | -35% <small>Co2 emissions (Scope 1,2)</small> | - | - | Reduce our environmental impact by 50% (outcome) | |
| | | Nutrition commitment <small>We plan to consider KPIs for other contributions than nutrition as well.</small> | 880 mil. people | 940 mil. people | - | - | Help extend the healthy life expectancy of 1 bl people (outcome) | |
| | Strengthening intangible assets | Employee engagement score | 75% | 76% | | 80% | 85% or more | |
| | | Brand Value (mUSD) <small>(Interbrand published value)</small> | 1,391 <small>(result, +15% vs. prev. year)</small> | 1,625 <small>(result, +17% vs. prev. year)</small> | - | Compared with FY22, CAGR 7% or more | | |

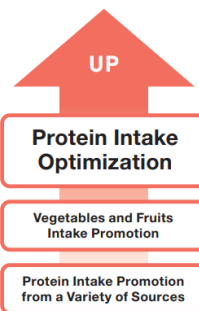
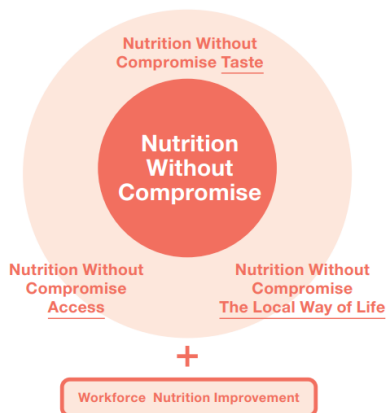
2030 ASV indicators | Social value

We will contribute to extending the healthy life expectancy for one billion people by promoting initiatives based on the “Nutrition Without Compromise” approach.

Ajinomoto Group's approach to nutrition



Well-balanced meals



Initiatives for advancing our approach of nutrition without compromise (Commitment to Nutrition)

- Delicious salt reduction
- Provide nutritious products
- Provide information, recipes, and menus
- Workforce nutrition improvement

Number of people provided with umami seasonings
0.59 billion

+

Number of people provided with salt reduction products or products useful for protein intake
0.35 billion

=

0.94 billion

FY23(Results)

Reduction in daily salt intake that can be achieved by adding umami to diets*

| | Reduction (%) | Volume (g) |
|-------|---------------|------------|
| Japan | 12.0-21.1 | 1.3-2.2 |
| USA | 7.3-13.5 | 0.6-1.1 |
| UK | 9.1-18.6 | 0.5-0.9 |

Note: Indicates replacing 100% (90% for the UK) of salt containing foods with foods using umami to reduce salt content.

2030 ASV indicators | Social value

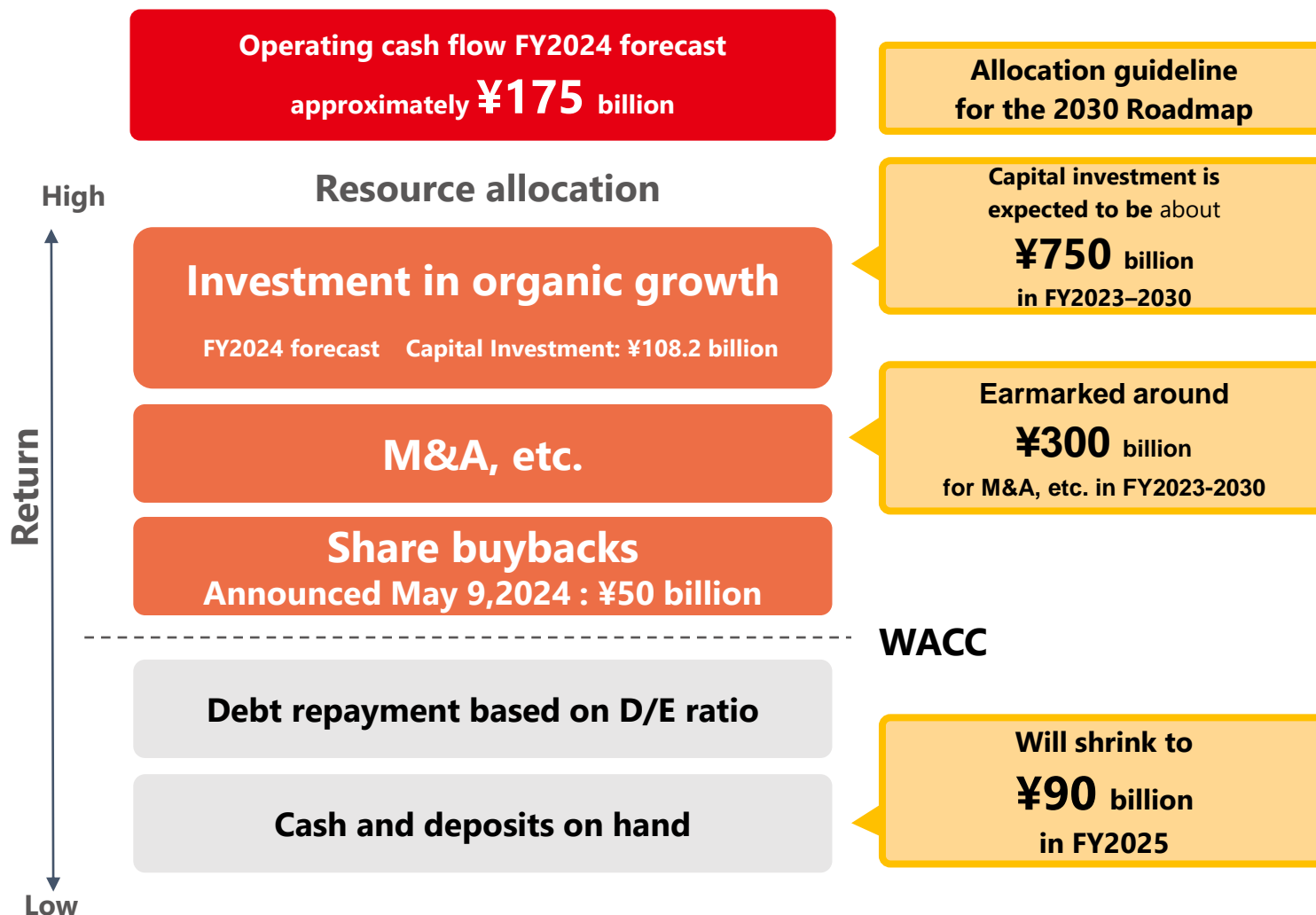
We are working to reduce our environmental impact by 50% by 2030 and to achieve carbon neutrality by 2050.

| Issues | | KPIs | Targets | FY23 (Results) |
|-----------------------------------|--|---|--|---|
| Response to Climate Change | Greenhouse gas | Scope 1, 2 Total | FY30 : Reduced by 50% (vs. FY18) | 35% reduction |
| | | Scope 3 (basic unit) | FY30 : Reduced by 24% (vs. FY18) | 2% reduction |
| | Water risk | Water consumption | FY25 : Reduced by 80% (vs. FY05) | 79% reduction |
| Achieving a Circular Economy | Plastic waste | | FY30 : Zero-out | - |
| | Food loss & waste | From receiving raw materials to customer delivery | FY25 : Reduced by 50% (vs. FY18) | 53% reduction |
| | | Product life cycle overall | FY50 : Reduced by 50% (vs. FY18) | - |
| | Zero waste emissions | Resource recovery ratio | Maintaining 99% or more | 98.8% |
| Achieving sustainable procurement | Deforestation Biodiversity Human rights Mutual relationships with animals | Sustainable procurement ratio Paper Palm oil Soybeans Coffee beans Beef, Sugarcane | FY30 : 100% of sustainable procurement | 99% 94% 69%(Procurement conversion for businesses in Japan) 60% Start risk assessment |



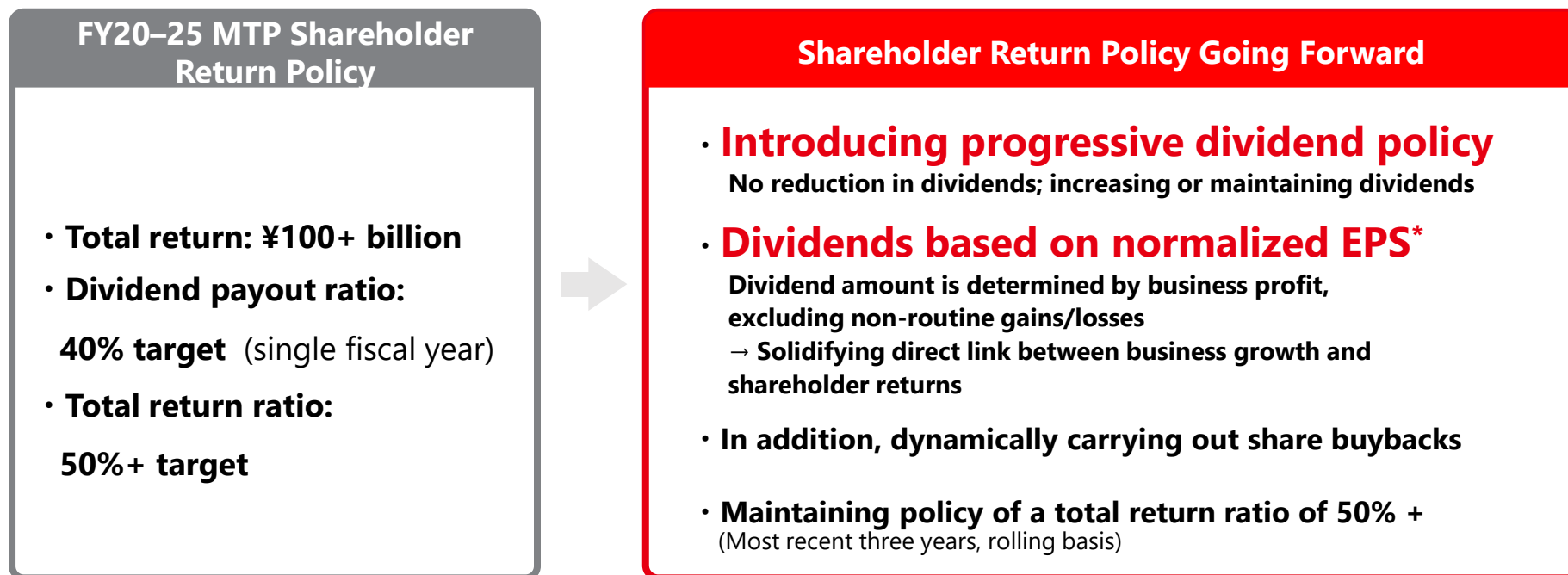
Shareholder Returns and Investment for Growth (Our Thinking under the Medium-Term ASV Initiative)

While generating record-high operating cash flow and making necessary investments for the future, we will aggressively buy back shares as a second tier of investments above WACC.



Continuous strengthening of shareholder returns

We will strengthen shareholder returns by introducing a progressive dividend policy, adopting dividends based on normalized EPS, and continuing dynamic share buybacks.



*We have defined dividends based on normalized EPS as follows:

$$\text{Dividends based on normalized EPS} = \frac{\text{BP} \times (1 - \text{Ajinomoto Group standard tax rate})}{\text{Outstanding shares}} \times \underset{\text{(Return coefficient)}}{35\%}$$

- The Ajinomoto Group standard tax rate for FY2023 is set at 27%. This is based on comprehensive consideration of the mix of statutory tax rates in each country and the tax burden associated with returning funding via dividends, and is subject to periodic review according to actual conditions.
- The return coefficient for FY2023 is set at 35%. This is based on comprehensive consideration of actual past dividends paid, and is subject to periodic review in light of the Company's shareholder return policy.



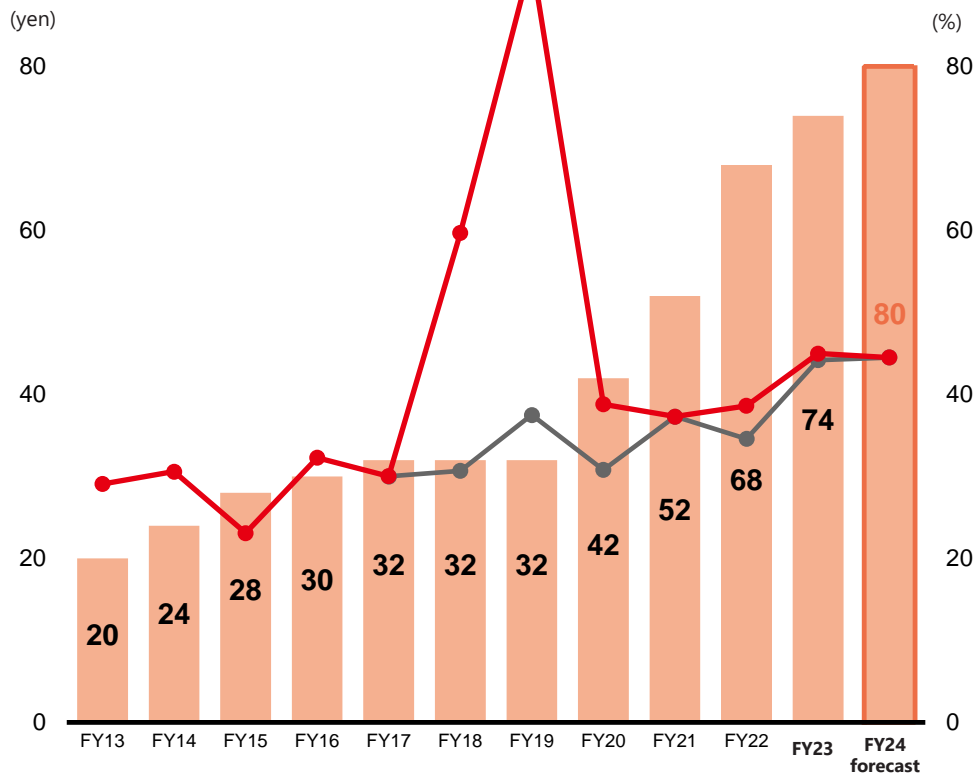
Shareholder Returns and Investment for Growth

A dividend increase based on a progressive dividend policy is scheduled for FY2024. On May 9, we announced a ¥50 billion share buyback and will further enhance shareholder returns.

■ Dividends (FY2013-2024 forecast) ■ Shareholder Returns (our thinking under the medium-term ASV initiative)

- Dividends per share
- Payout ratio
- Payout ratio (excluding impairment loss)

Introduction of a progressive dividend policy.
Dividends based on normalized EPS.*
Three-year total return: target of 50% or more.



FY2023

¥74/year (plan to increase dividend)
Vs. FY2022: +¥6

Bought back approx. 16.6 million shares, ¥90 billion

Percentage of outstanding shares (excluding treasury shares) **3.15%**

FY2024

¥80/year (plan to increase dividend)
Vs. FY2023: +¥6

Decided to buy back up to 12.5 million shares, ¥50 billion

Percentage of outstanding shares (excluding treasury shares) **2.44%**

* (Business profit x (1 - Ajinomoto Group standard tax rate: 27%)) / Outstanding shares x Return coefficient: 35%

Eat Well, Live Well.



- **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.**
- **Amounts presented in these materials are rounded down.**

Reference Links

Ajinomoto Group IR

<https://www.ajinomoto.co.jp/company/en/ir/>

Ajinomoto Group ASV Report (Integrated Report) 2024

<https://www.ajinomoto.co.jp/company/en/ir/library/annual.html>

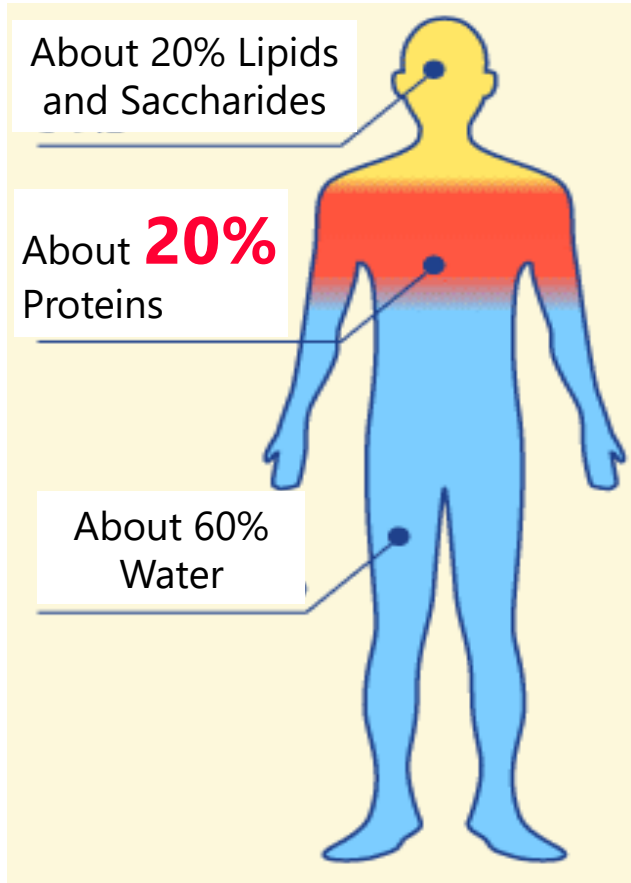
Medium-Term ASV Initiatives 2030 Roadmap

https://www.ajinomoto.co.jp/company/en/ir/event/medium_term.html

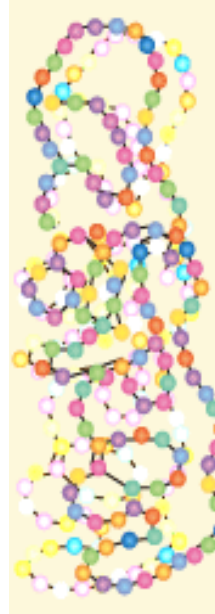
Ajinomoto Group Business Briefing / IR Day

https://www.ajinomoto.co.jp/company/en/ir/event/business_briefing.html

(Reference) What Are Amino Acids?



Approx. 100,000 types of proteins



| The 20 Types of Amino Acids That Make Up Proteins | |
|---|------------|
| Isoleucine | Glycine |
| Leucine | Alanine |
| Lysine | Serine |
| Methionine | Aspartate |
| Phenylalanine | Asparagine |
| Threonine | Glutamate |
| Tryptophan | Glutamine |
| Valine | Arginine |
| Histidine | Cysteine |
| | Tyrosine |
| | Proline |

- ◆ About 60% is Water
- ◆ Proteins, Lipids, Minerals, Saccharides
- ◆ 20% of the body is made up of Protein
- ◆ Proteins are composed of 20 types of amino acids
- Make up skin, muscle, bones, organs, blood, hormones, etc.

(Reference) Raw materials and Production Method

