

Briefing on Various ESG-related Initiatives by the Ajinomoto Group

March 27, 2017

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**Member of the Board &
Corporate Vice President
Ajinomoto Co., Inc.**

ESG Briefings: Background and Objectives

Environment
surrounding IR

<2014>

*Japan's Stewardship Code introduced
(conduct guidelines for institutional investors)*

<2015>

*Corporate Governance Code introduced
(conduct guidelines for issuers)*

Engagement
(purposeful dialogue from a mid- to long-term perspective)

Financial information + non-financial information (ESG)

Hold ESG briefings

Create integrated report

ESG Briefings: Background and Objectives

Financial information + **non-financial information (ESG)**

ESG briefings

First meeting: relationship between FY14–16 MTP and Sustainability Report

Second meeting: Umami and MSG

Third meeting: contributing to healthy living through food and amino acids

2015

2016

2017

Integrated report

Incorporated ESG information into financial reports (FR)

Issued first integrated report; ended FR

Set integrated ASV* targets in FY17–19 MTP

*Ajinomoto Group Creating Shared Value

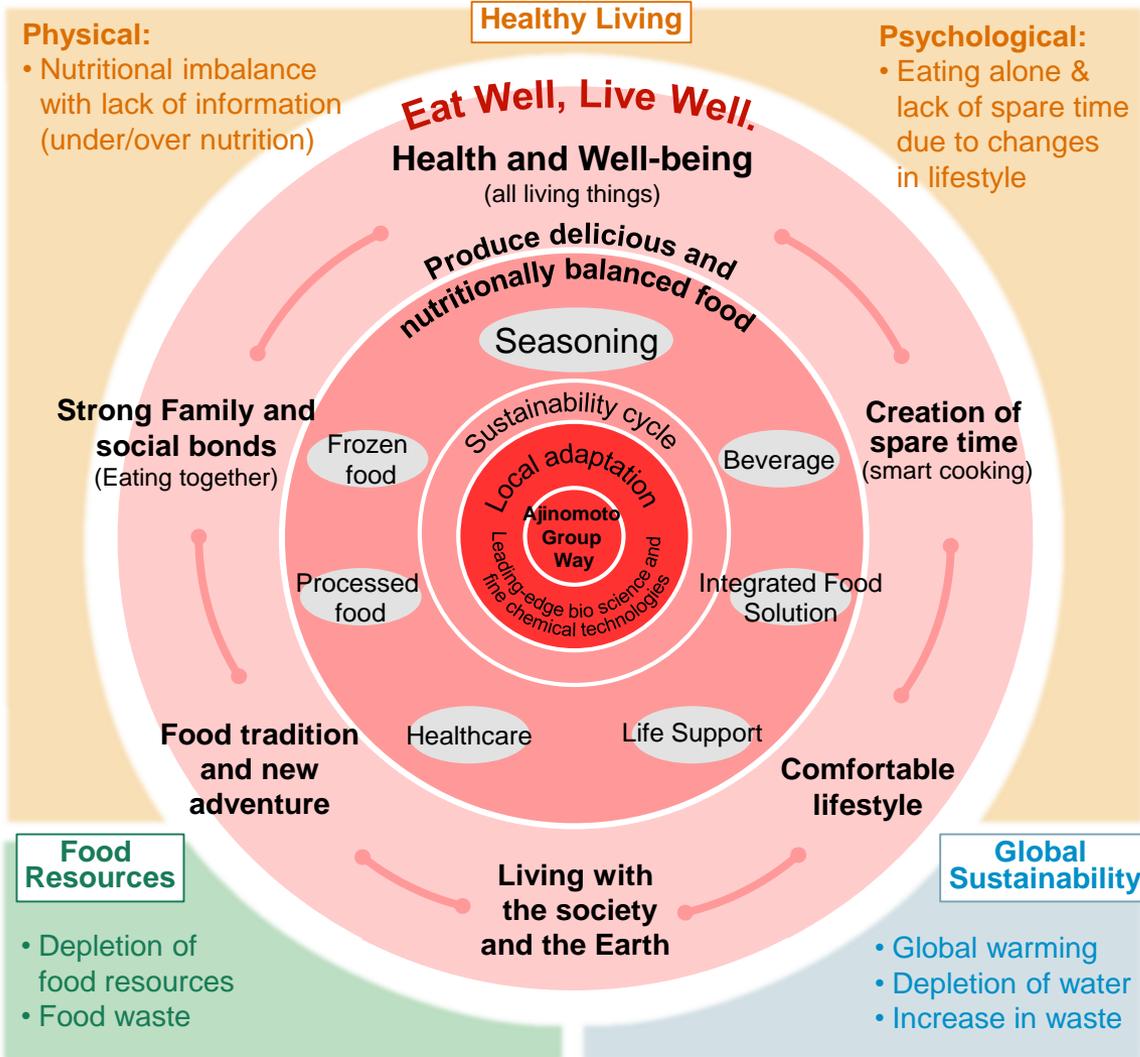
Future ESG communication

Introduce individual ESG topics
(1x/year)

Progress reports on company-wide quantitative targets **(1x/year)**

Social Issues to Resolve and Values to Create as The Ajinomoto Group:

Contribute to resolve social issues with our businesses, leading to economic value and sustained growth



ASV Value Creation Stories

- 1** We contribute to health and well-being by utilizing our leading-edge bioscience and fine chemical technologies which also leads to deliciousness technologies, and by delivering good and healthy food
 - Produce good and healthy food menus with proteins and vegetables centered on Umami
- 2** We contribute to the development of a society that enables strong family/social bonds and diverse lifestyles through eating well
- 3** We contribute to the sustainability of the society and the earth, with our customers and local communities, across the value chain from production to consumption
- 4** We co-create value with each region through the perspectives of the customers, with our global, top-class and diverse talents



Social issues that we aim to resolve



Values that we aim to create

Contributing to Healthy Living through Food and Amino Acids

March 27, 2017

Kenji Amou

Corporate Fellow

General Manager, Global Communication Dept.

Ajinomoto Co., Inc.

The Aspirations of the Founder of Ajinomoto Company

In 1899, Dr. Kikunae Ikeda, a professor at the former Tokyo Imperial University, was surprised by the physiques and nutrition of German people when he was studying abroad.

This prompted his desire to **“improve the nutrition of the Japanese people.”** Saburosuke Suzuki II was another individual who shared this dream. Launching a business in 1909, he created the world's first umami seasoning.



Dr. Kikunae Ikeda
Discoverer of the
umami taste

Saburosuke Suzuki II
Founder of the
Ajinomoto Group

**“To create good, affordable seasonings
and turn simple but nutritious fare into delicacies.”**

Ajinomoto Co.'s Activities Supporting Sports

Ajinomoto Stadium

2003–

The first introduction of naming rights for a public facility. Ajinomoto provides on-going sponsorship for events that spread sporting activities.



Partnership history with the JOC (Japanese Olympic Committee)

2003–08 Contracted as a JOC Official Partner; 2009–14 JOC Gold Partner

Nutritional supplements



Seasonings



Soups



Sweeteners



Frozen foods



Ajinomoto Co. Victory Project®

2003–

Support activities leveraging food/amino acid technology and expertise to increase the medal count of Japanese athletes and improve international competitiveness

VICTORY PROJECT.



Ajinomoto National Training Center

2009–

The first introduction of naming rights for a national sports facility. Improving the international competitiveness of Japanese athletes through **Kachi-Meshi®** and other forms of nutritional support.



Ajinomoto Co. Activities Supporting Sports

JPSA (Japanese Para-Sports Association) Partnership

2015– Contracted as a JPSA Official Partner



Signed official partnership with the Tokyo 2020 Games

March 28, 2016

Signing to be an Official Partner for the Tokyo 2020 Olympic and Paralympic Games
@Ajinomoto National Training Center

Contractual sponsorship categories:
Cooking Condiments, Dehydrated Soup, Amino Acid-Based Granules, and Prepared Frozen Foods



SEA Games 2017 Platinum Sponsor

29th SEA Games Aug. 19–31, 2017

9th ASEAN Para Games Sept. 17–23, 2017

11 participating countries

(Malaysia, Thailand, Indonesia, the Philippines, Vietnam, Brunei, Cambodia, Laos, Myanmar, Singapore, Timor Leste)



Ajinomoto National Training Center—Naming Rights Contract

From May 2009, signed a naming rights contract that made the facility the Ajinomoto National Training Center.

Providing support to boost the international competitiveness of Japanese athletes through food and amino acid technology and expertise.



Ajinomoto National Training Center—Facility Overview

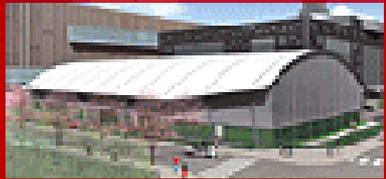
The only facility in Japan dedicated to training and making top athletes stronger.



Indoor training center



Track and field stadium

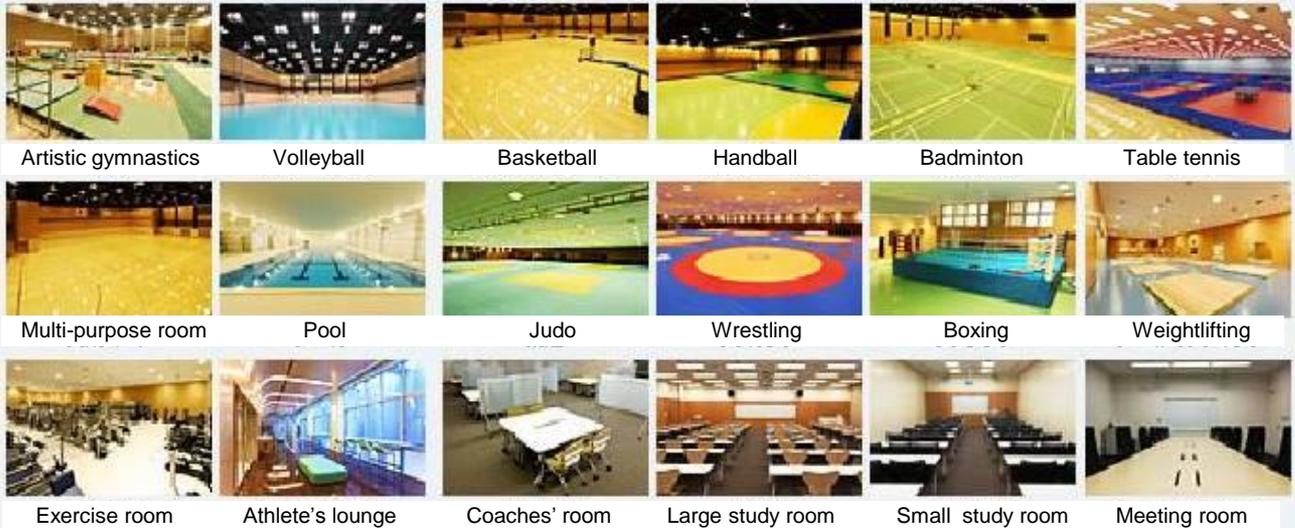


Indoor tennis courts

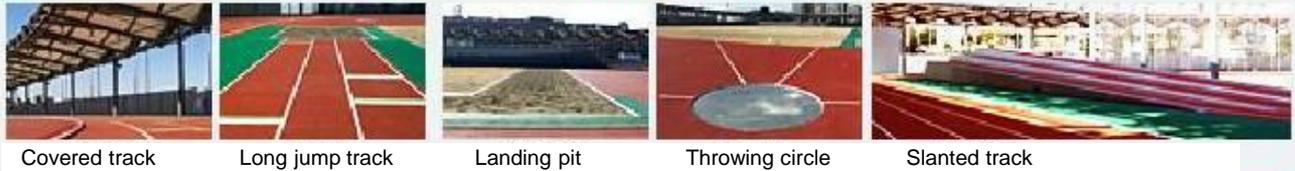


Athletes' village

Indoor training center: total floor space approx. 29,000 m²



Track and field stadium: total space approx. 22,000 m²



Indoor tennis courts Athletes' village: rooms for 260 lodgers, nutrition hall, etc.



Ajinomoto National Training Center—A New Framework for Naming Rights

Previous naming rights

Use naming rights to boost recognition of the company among facilities users, venue visitors, and anyone interested in related content.

Provide capital

Company with naming rights

Naming rights facility

Competitors, attendees, facility users, spectators

Media exposure of the facility's name

Greater recognition of the company's name

+
Image of fellowship and support

Fans, followers ⇒ general audience

Ajinomoto National Training Center

Although only top athletes are allowed to use the facility, public appreciation for our company value is possible through those who support the athletes and from those athletes' results.

Provide capital

+
Provide products & expertise, nutrition & health advice...

AJINOMOTO®

Ajinomoto National Training Center

Top athletes

Results and the fact that we are supporting the athletes

Active PR through spreading information about support and results

Public interest in sports

Producing real results from our support activities meets interest and expectations within the target sport, while also leading to strong endorsement and backing of the Ajinomoto brand.

Ajinomoto National Training Center—“Kachi-Meshi®” Dining Hall

Instead of thinking “WHAT” to eat? think “WHY” to eat and how it can be delicious and build your body. That is **Kachi-Meshi®**.



Support through “Kachi-Meshi®”—Basic Concepts

By promoting **Kachi-Meshi®** in conjunction with the Balanced Meal Guide recommended by the Japanese government, we support Japan's athletes and have created a model example of **implementing** “Eat Well, Live Well.” through sports.

Kachi-Meshi®

Kachi-Meshi® meals



Kachi-Meshi® supplements



Onigiri



Amino acid supplements and gels

Eating “meals” and taking “supplements” while keeping objectives and timing in mind.

Support through “Kachi-Meshi®”—Basic Concepts

(1) Leveraging the utility of amino acids (umami; functional applications), which is the specialty of the Ajinomoto Group

Umami amino acids
for delicious,
healthy food

Since amino acids are the source of “deliciousness,” they can make any dish in the world more flavorful.



Functional amino acids
for better
formulations

Since amino acids are the body’s building blocks, they can get one in condition.

(2) Providing support to top athletes through the activities of the Victory Project®
→ a meal program (nutritional habits) followed by top athletes to produce results

As needed: holding Kachi-Meshi® study sessions during practice and training camps for top athletes



During athletic events: holding close discussions with athletes and creating Nutrition Planning Sheets with customized nutrition plans.



Time (hr.)		Activity	Energy (kcal)
AM			
7:30	2h	Arrive at Kazan Arena Weip	180
9:30	Race	400IM Test	36
C-down			
14:15	1h	休息 (Rest)	12
14:30	1h	休息 (Rest)	12
14:45	1h	休息 (Rest)	12
15:00	1h	休息 (Rest)	12
Lunch			
15:47	2h	Arrive at Kazan Arena Weip	180
17:47	Race	400IM Final	36
C-down			
Dinner			
		Energy (kcal)	1,500
		Energy (kcal)	4,333
		Energy (kcal)	4,000
		Energy (kcal)	-217

Support through “Kachi-Meshi®”—Activities Aimed at Practical Action

Training camps, etc. at Ajinomoto National Training Center
Spread awareness (education) ⇒ experiences ⇒ action
Striving to boost the skills of individual athletes



Program experiences
Offering Kachi-Meshi® programs at SAKURA Dining Hall



Spread awareness
Kachi-Meshi® study sessions inside and outside Ajinomoto NTC

Action
Kachi-Meshi® in practice at athletes' homes and during training camps

Support through “Kachi-Meshi®”

Example of techniques in practice: “5 circle” strategy

Balanced meal guide (based on dishes)

Created in 2005 by the Ministry of Health, Labour and Welfare and the Ministry of Agriculture, Forestry and Fisheries of Japan



Balanced meal guide

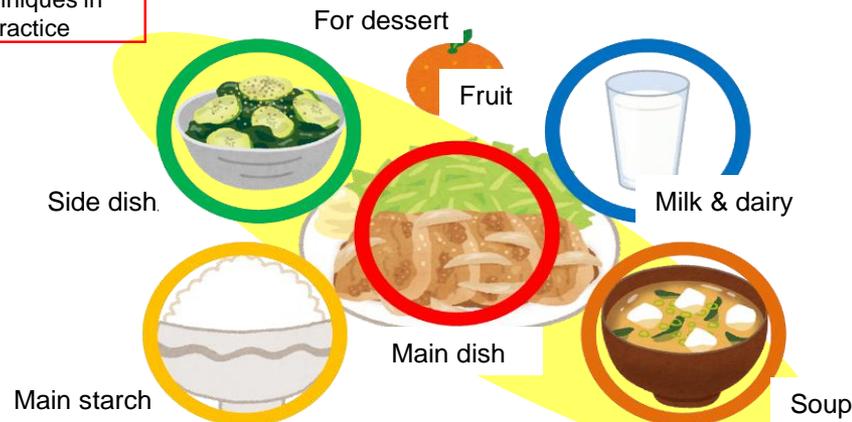
1日分		料理例
5-7	主食 (主食類)	1食 - 白米、玄米、雑穀米、もち米、餅、パン、うどん、そば、めん、ラーメン、パスタ、ご飯、粥、炊飯、炊飯器、炊飯、炊飯器、炊飯、炊飯器
5-6	副菜 (副菜類)	1食 - 肉類、魚類、卵類、大豆製品類、豆腐、納豆、味噌、漬物、佃煮、佃煮、佃煮、佃煮
3-5	主菜 (主菜類)	1食 - 肉類、魚類、卵類、大豆製品類、豆腐、納豆、味噌、漬物、佃煮、佃煮、佃煮、佃煮
2	牛乳・乳製品	1食 - 牛乳、ヨーグルト、チーズ、バター、クリーム、アイスクリーム、ソフトクリーム、アイス、アイス、アイス、アイス
2	果物	1食 - 果物、果汁、ジュース、アイス、アイス、アイス、アイス

Simplified!

Kachi-Meshi®

Techniques in practice

“5 circle” strategy



Support through “Kachi-Meshi®”—Practical Example

Breakfast



Lunch



Dinner



**Swimming medalist
Takeshi Matsuda’s
meals during hard
training!**



On-site Support for Japanese Athletes Attending Events

■ Fixed menu: white rice, hot noodles, soup, coffee beverage

■ Daily rotating menu: rice cooked with *dashi* broth, hot pot/soup, low-calorie dessert

	1				2				3				4							
	Dish		Main ingredients		Product used		Dish		Main ingredients		Product used		Dish		Main ingredients		Product used			
Rice cooked with broth	Chicken mushroom mixed rice		Chicken Deep-fried tofu	Shimeji Carrots Ginger	HON-DASHI	Pork okowa rice		Pork	Carrots Leeks	Cook Do Okazu Gohan for pork okowa	Rice cooked with broth and bamboo shoots		Deep-fried tofu	Boiled bamboo shoots Mitsuba	HON-DASHI	Rice cooked with octopus and kimchee		Boiled octopus	White onion Mitsuba Ground white sesame	Nabe Cube Spicy Kimchee
Soup	Tonkotsu miso hot pot		Beef Tofu	Cabbage Shallots Enoki	Nabe Cube Tonkotsu Miso	Paitan hot pot		Salmon Tofu	Bok choi Shallots Shimeji Shiitake Ground white sesame	Nabe Cube Rich broth	Pork miso soup		Pork	Carrots Potatoes Daikon radish Burdock root	HON-DASHI	Soy milk hot pot		Pork Deep-fried tofu	Spinach Shallots Shimeji	Nabe Cube Creamy Soy Milk Hot Pot
Low-calorie dessert	Orange tea jello		Black tea Gelatin Oranges		PAL SWEET Calorie Zero	Strawberry agar chakin		Strawberries Powdered agar		PAL SWEET Calorie Zero	Matcha smoothie with sweet adzuki beans		Matcha Gelatin Sweet adzuki beans		PAL SWEET Calorie Zero	Jasmine tea soft agar		Jasmine tea Powdered agar Canned fruit		PAL SWEET Calorie Zero

	5				6				7						
	Dish		Main ingredients		Product used		Dish		Main ingredients		Product used				
Rice cooked with broth	Rice cooked with various ingredients		Chicken Deep-fried tofu	Burdock root Carrots Shiitake Snap peas	Nabe Cube Yosonabe Shoyu	Chicken curry rice		Chicken Tomatoes	Cook Do Okazu Gohan for chicken curry rice	Bibimbap		Beef	Carrots Chives	Cook Do Okazu Gohan for bibimbap	
Soup	Soup curry hot pot		Pork	Cabbage White onion Carrots Potatoes Shimeji	Nabe Cube Soup Curry Hot Pot	Chicken broth hot pot		Pork Tofu	Bean sprouts Carrots Chives Enoki	Nabe Cube Chicken Dashi Umashio	Pork miso soup		Pork	Cabbage Shallots Carrots Ginger	HON-DASHI
Low-calorie dessert	Yogurt mousse		Main ingredients		PAL SWEET Calorie Zero	Watermelon smoothie		Watermelon Lemon juice Gelatin		PAL SWEET Calorie Zero	Coffee smoothie		Coffee Gelatin Milk		PAL SWEET Calorie Zero



On-site Support for Japanese Athletes Attending Events

■ Providing “Power Ball” (“HON-DASHI®” onigiri)



On-site Support for Japanese Athletes Attending Events—Badminton



Counter clockwise from left, athletes M. Matsutomo, A. Kurihara, A. Yamaguchi, A. Takahashi, and N. Okuhara

On-site Support for Japanese Athletes Attending Events—Swimming



From left, athletes Daiya Seto and Runa Imai

On-site Support for Japanese Athletes Attending Events—Swimming



Meal using
“Cook Do®”
seasoning for
Chinese stir-fry
with green peppers



On-site Support for Japanese Athletes Attending Events

Setting up Victory Project® booths

We set up a Victory Project® booth at events and offer Ajinomoto Co. products in our contractual sponsorship categories.* Athletes use our advice when cooking and planning their meals.

*Contractual categories: Cooking Condiments, Dehydrated Soup, Amino Acid-Based Granules, and Prepared Frozen Foods



“Nabe Cube®”



Dehydrated Soup



Support for Athletes with Disabilities

July 2016 @ the Ajinomoto Training Center kitchen: a simulation of on-site support at an athletics event





**Pursuing “Ajinomoto Co.’s specialty”
recognized around the world
⇒ Creating new Ajinomoto Shared Value (ASV)**

Amino acids are key to the Victory Project®.

These amino acids provide “deliciousness” and “nutritional function” to
both meals and supplements.

This project **leverages Ajinomoto Co.’s specialty.**

Additionally, we customize products to local food cultures and
help enhance each country's unique culinary traditions.

That is how **Ajinomoto Co. can roll out this project worldwide.**

“Kachi-Meshi®” is...

Kachi-Meshi®

**A practical method to give concrete form to
“Eat Well, Live Well.”**

Kachi-Meshi® is a diet that considers nutrition suited to each particular goal.

Eat Well = eat delicious food

Live Well = make people's lives abundant

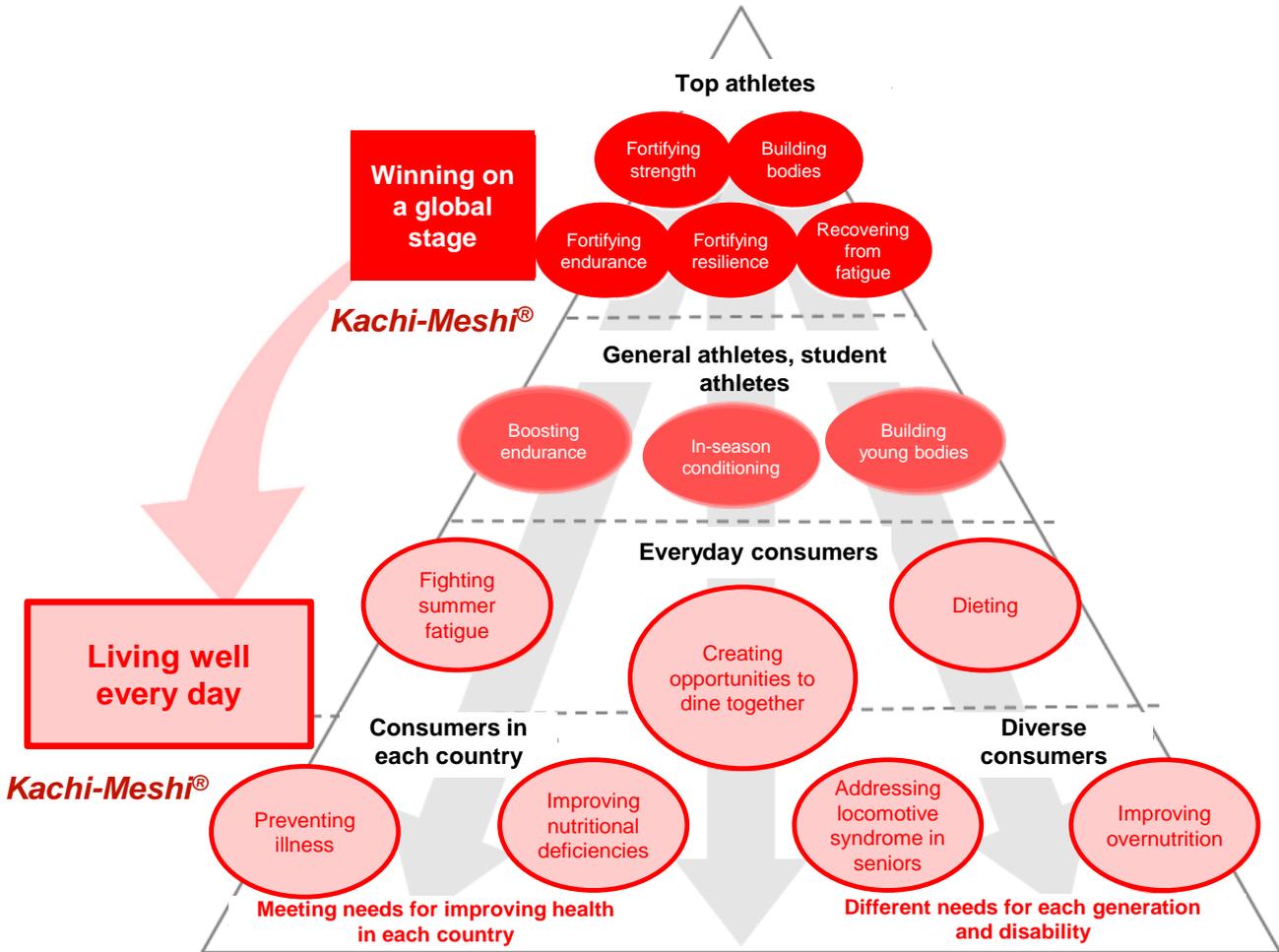
These two approaches mutually interact.

Keeping in mind the “why” (for what purpose) is not just for athletes, it is a universal approach that applies to the needs of everyday consumers as well.



**Facts and know-how supporting athletes
can also be used for everyday consumers.**

Future Goals for “Kachi-Meshi®”



Eat to take in nutrition for your objectives
= “Eat Well”



Live with abundance (achieve “each objective”)
= “Live Well”

Making “Eat Well, Live Well.” a reality

Eat Well, Live Well.
AJINOMOTO®