

Eat Well, Live Well.



FY2022 Ajinomoto Co., Inc. Business Briefing

# **Growth Strategy Based on Integration of Food and AminoScience**

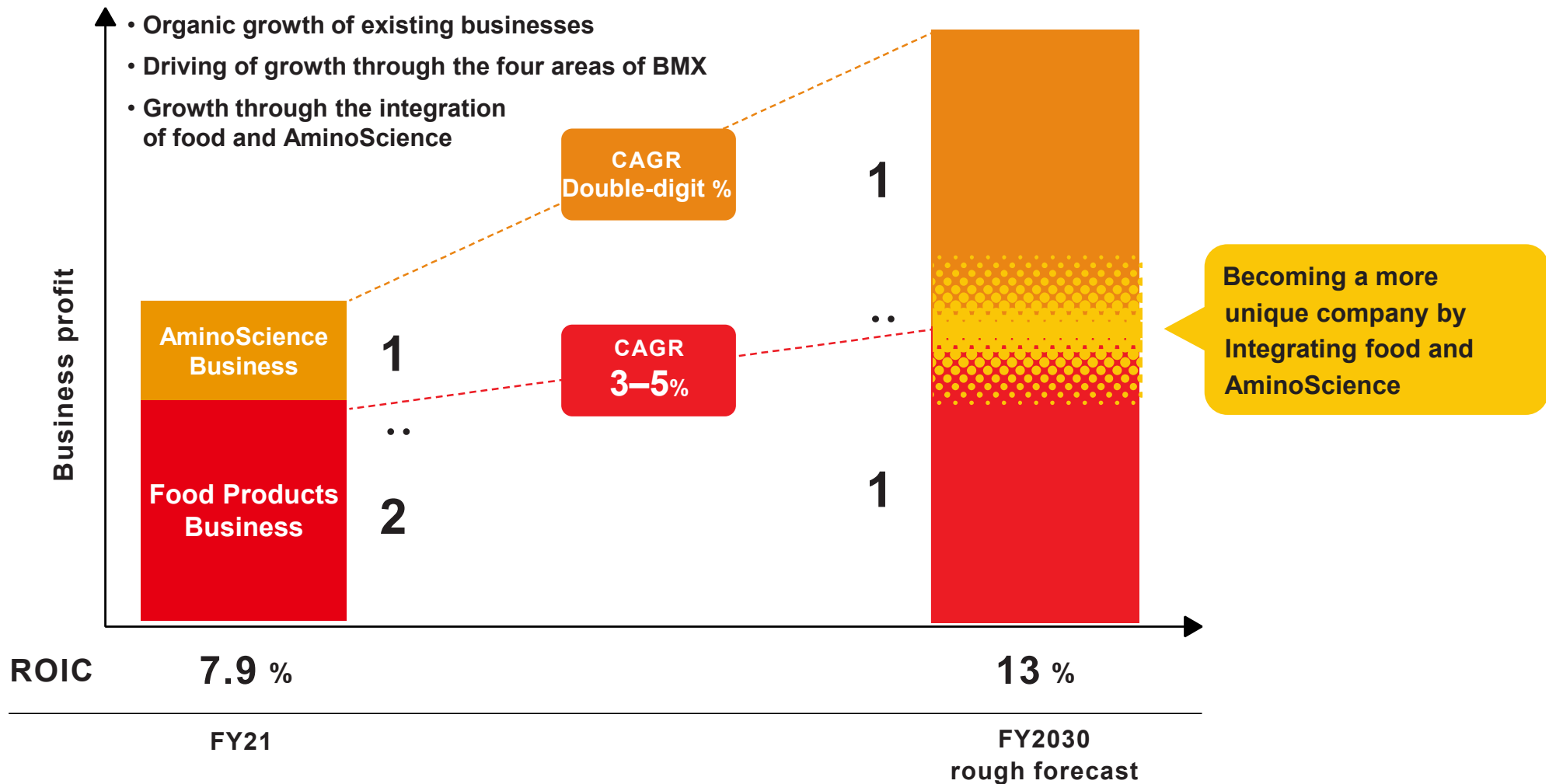
Yoshiteru Masai  
Executive Officer & Senior Vice President  
General Manager, Food Products Division

Sumio Maeda  
Executive Officer & Vice President  
General Manager, AminoScience Division

August 25, 2022

# Growth Strategy Aimed at Enhancement of Corporate Value (Reposted)

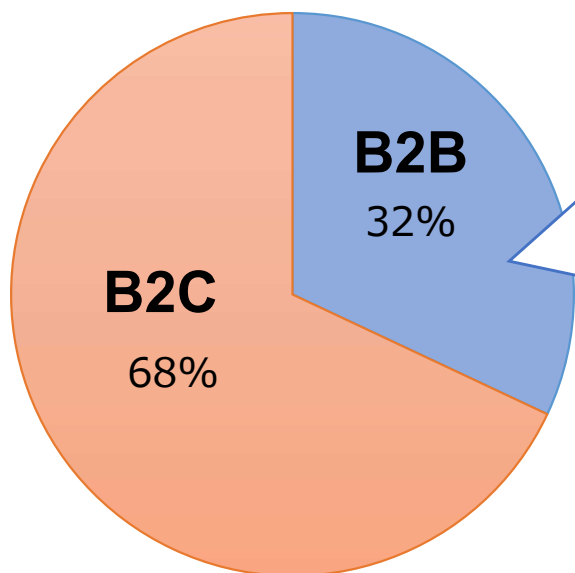
We will enhance growth potential and profitability through the driving of growth in the four areas of BMX, the integration of food and AminoScience, and the strengthening of efficient management through further selection and concentration



## Expand Business Globally with a Focus on Both B2C and B2B

With sales of over ¥1 trillion, which more than 30% of are B2B sales, the Ajinomoto Group is a unique food company in the world.

Breakdown of Sales



Breakdown of B2B Sales



Built a sales network that directly provides key materials and ingredients to various global companies, including food, pharmaceutical, cosmetic, toiletries, and IT companies

[ Sales of ¥100 million or more    Around 400 companies  
(of which about 50 have sales of ¥1.0 billion or more) ]

# Strength of the B2B Business: Materials and Ingredients

## AminoScience Business



Ajinomoto Build-up Film®  
ABF



Alternative to plastic microbeads for cosmetics



StemFit®, an iPS/ES cell culture medium



CELLiST™, CHO cell culture media



Cleanser Amisoft®  
Personal care materials



Commissioned development and production of pharmaceutical intermediates and active pharmaceutical ingredients

## Food Products Business



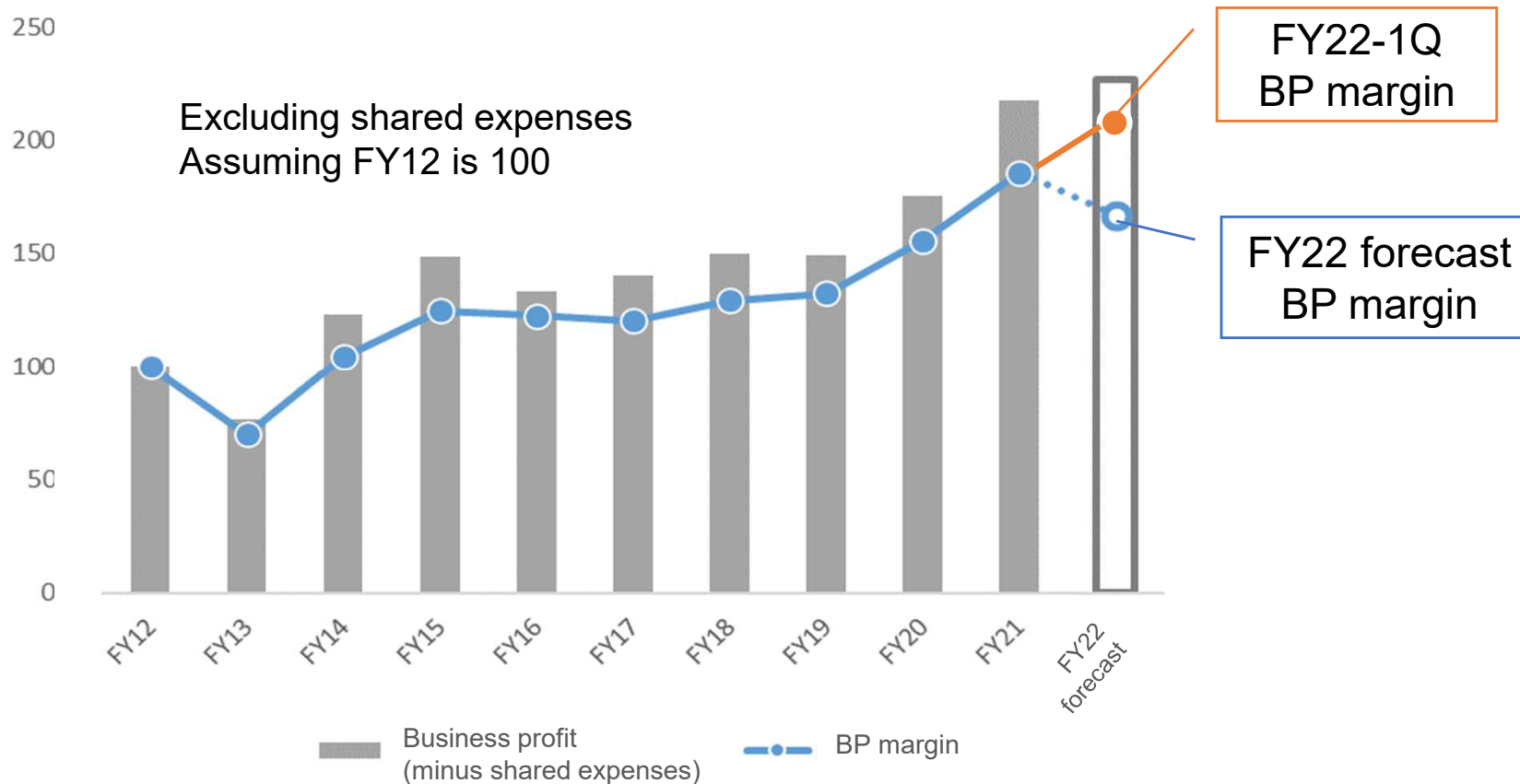
AJINOMOTO.



Taste, flavor, and texturizing agents (umami, kokumi, flavor, texture, salt reduction, fat reduction, sugar reduction, etc.)

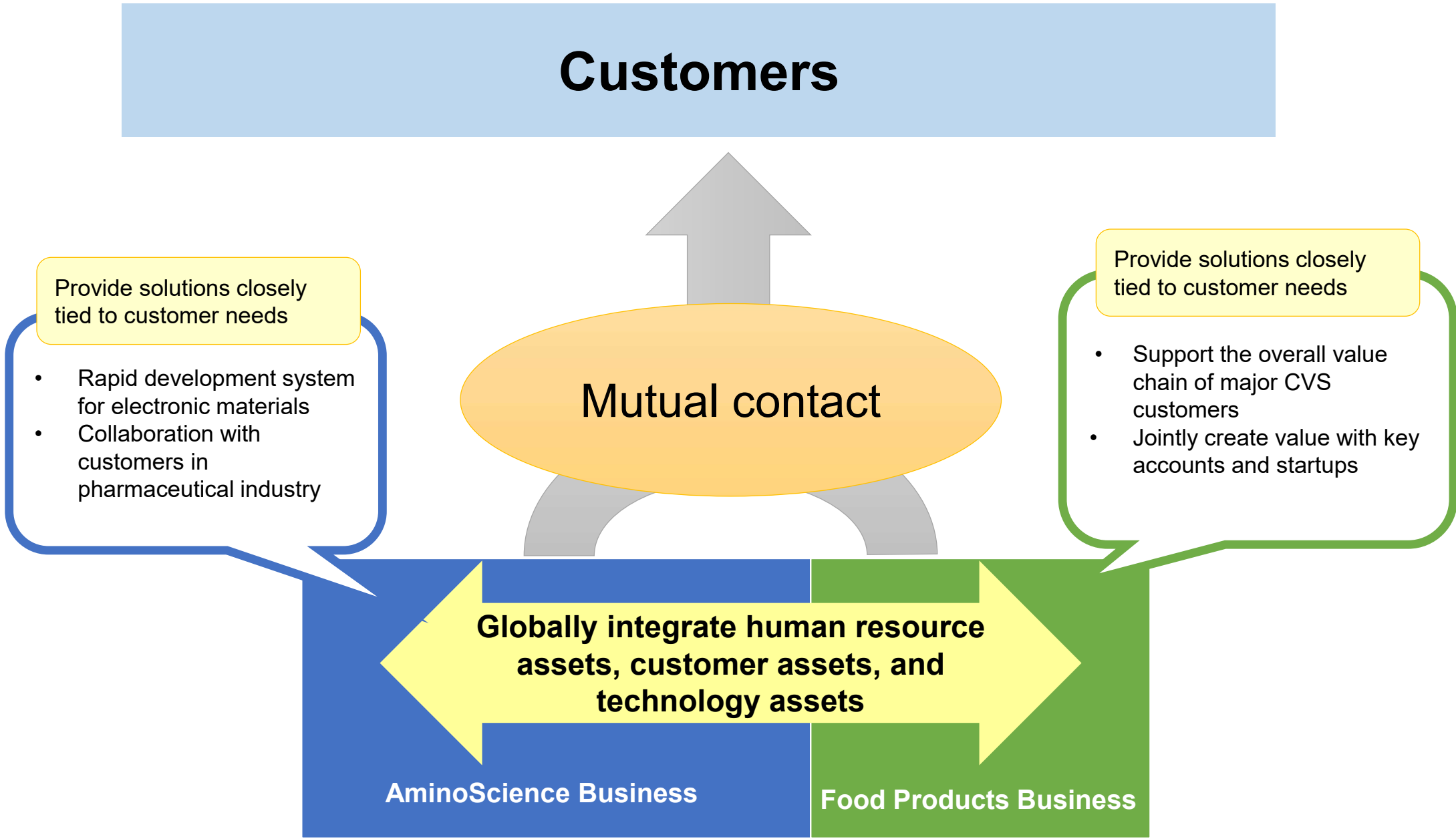


# Strength of the B2B Business: Materials and Ingredients



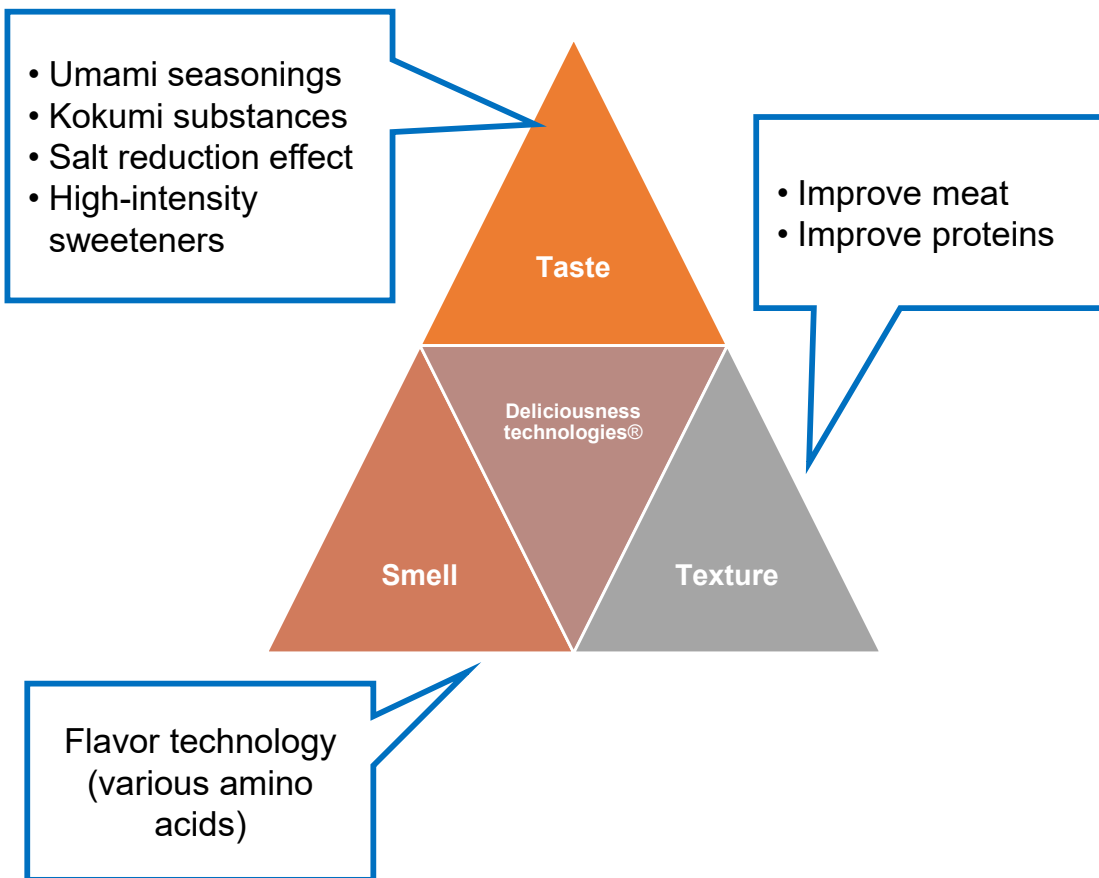
Increased BP and BP margin **by leveraging strength of materials and ingredients.**  
 Demonstrate ability to quickly respond even under the current high raw materials and fuel costs.

# Create Synergies between Food and AminoScience in the B2B Field



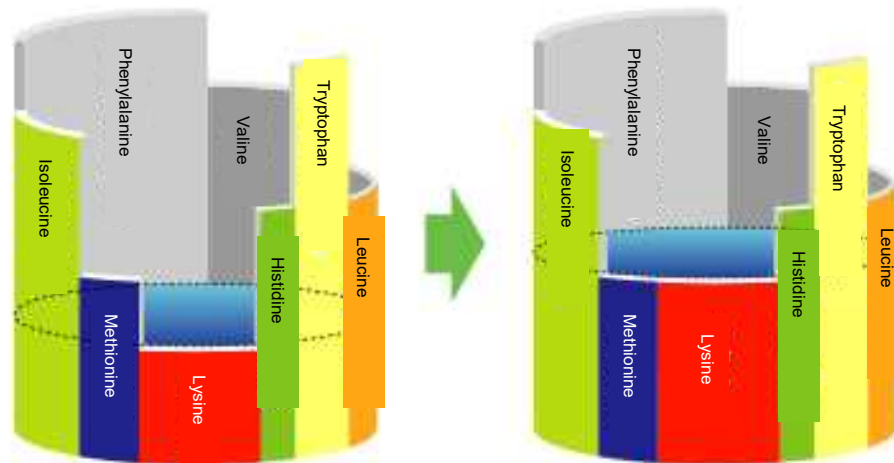
# Amino Acid's Contribution to Foods: Deliciousness Technologies®

## Deliciousness technologies®



## Nutritional function fortification

### Balance amino acids (Barrel theory)



Fortification = supplement essential amino acids that there is a deficiency in (can contribute to meat substitute technology through PBP\*)

\* Plant-based protein

**Make further contributions through integration of Deliciousness technologies® and amino acid technologies**



# Integration of Food and AminoScience—Current State

ひき肉焼いただけ？味の素社の簡単すぎるレシピ、サイトがバンクするほど話題に「料理が苦手な主婦にうってつけ」

2022.05.25(Wed)

「ひき肉の簡単なレシピがないかとググったら味の素がめっちゃサンプルなレシピ載せてて感動した」とツイートし、10万以上のいいねがついた。べちかさん (@10chf) の投稿。その料理とは1万件以上のレシピを紹介するサイト「AJINOMOTO PARK」に載っている「豚ひき肉がたまり焼き」です。



Website to help with simple cooking



Seasonings for home use



Packaged food products and frozen foods for home use

Effort to tackle issues related to the health and QOL of consumers in each business



aminoVITAL® that helps people who do sports



AminoIndex® for diagnosing risk of cancer and particular diseases



Supplements when people have certain concerns



# How We Want to Be in the Near Future

Contribute to people at risk of specific diseases

AJINOMOTO PARK **PARK** たべる楽しさを、もっと。



Also support cooking by the elderly and people living on their own



Intake nutrition through daily meals



Protein-enriched foods

## People at risk of dementia

Light exercise and a proper daily diet is said to be effective



Maintain muscle through exercise



Ascertain risk of dementia using *AminoIndex*®



Support cognitive function through supplements

# Medical Food Business

## Foods



## Medical foods



## Pharmaceuticals



## What are medical foods?

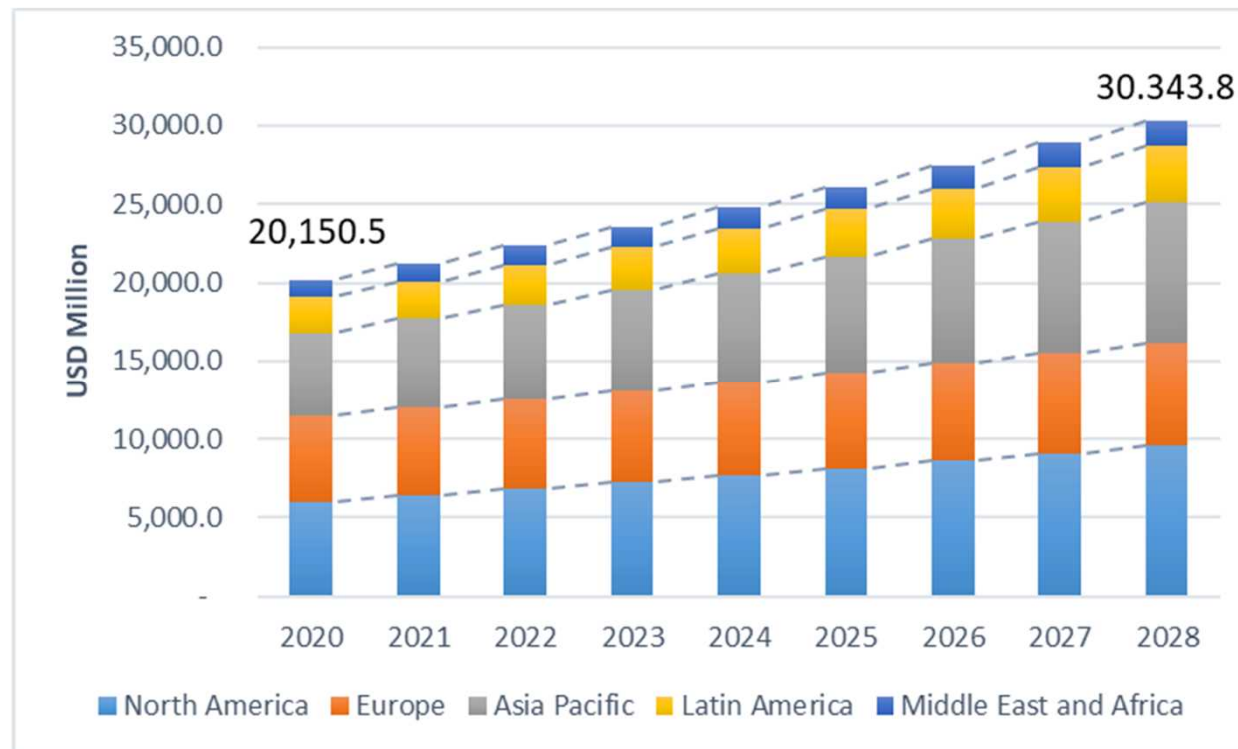
- Food so that patients who have a problem consuming, digesting, absorbing, or metabolizing foods and are unable to sustain their health with normal foods can maintain sound growth and health
- Different types of medical foods are required for different diseases
- Food prescribed by or taken under the guidance of a specialist (doctor or registered dietitian)

# Medical Food Business

As of 2020, the global market for medical foods was about ¥2 trillion, and it is expected to grow at a stable rate of 5%-6% in the future and reach ¥3 trillion in 2028.

The following are the three main reasons for the growth.

1. Increase in the number of patients with a disease caused by age
2. Increase in chronic disease due to irregular diets and lack of exercise, typical examples are lifestyle diseases
3. Greater medical understanding of various disease and development of better treatments and products



# Contribution to a Healthy Life through Medical Foods

For diseases that current products do not meet the needs of patients and healthcare providers, achieve ASV by providing and expanding products that are both nutritious and delicious.

## Amino acid–related metabolic disorders (2000–)



## Epileptic fits (2015–)



## Hyponutrition (2020–)



## Protein allergy (2021–)



### 1. Sustainable growth of two main companies\* in this field

- Create additional business opportunities using social media, Webinars, etc., focused on building strong bonds and relations with healthcare providers and patients through customer-based marketing
- Maintain and strengthen competitive advantage through continual and rapid improvements in products and services in response to patients' needs

### 2. Expansion in countries Ajinomoto already operates

- Introduce products in 20 or more countries throughout the world
- Move forward with development of regions in which strong efforts to introduce the products have yet to be made, such as Asia

### 3. Expansion into new businesses/fields

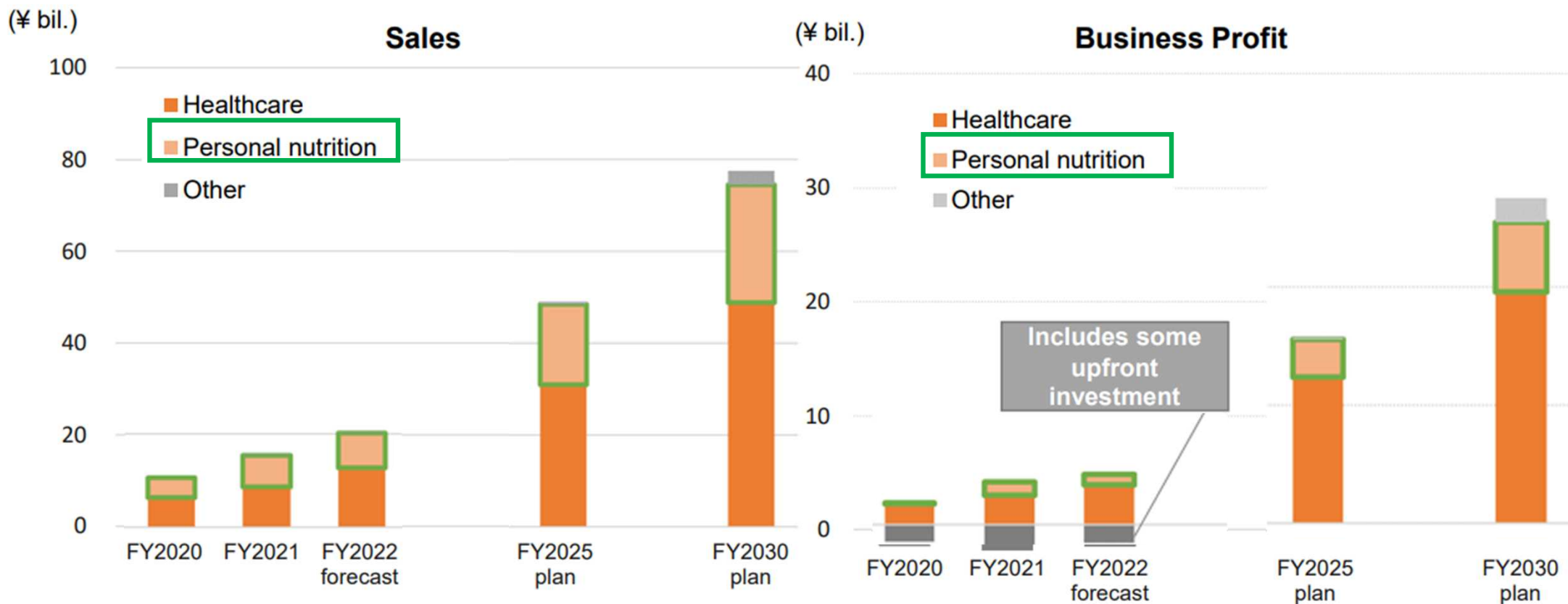
- Promote cross-business synergies that leverage group technology, know-how, and networks
- Search for new countries and disease areas to further expand the business

\* Ajinomoto Cambrooke, Inc. (U.S.), which was acquired in 2017, and Nualtra Limited (Ireland), which was acquired in 2020



# Contribution to a Healthy Life through Medical Foods

Generate growth of personal nutrition through business model transformation (BMX)



- ✓ Healthcare: CDMO, cell therapy support, etc. Personal nutrition: medical foods, *AminoIndex*®, etc.
- ✓ Financial information for electronic materials cannot be disclosed and thus is not included

Reposted from FY2021 financial results material



# Integrate Food and AminoScience in the Various Regions of the World

## U.S. and Europe

- AminoScience Business is core
- Accelerate growth of the frozen foods business through the integration of the food and AminoScience

## East Asia

- Deliciousness technologies® widely used
- Key production bases for the AminoScience Business
- Expectations of business expansion through cooperation between food and AminoScience

## Japan, Southeast Asia, and South America

- Deliciousness technologies® contribute to people's diets
- Strengthen AminoScience Business through the use of food platform

**Generate synergies in various regions through cooperation between food and AminoScience**

# To Increase Corporate Value

---

- We will reinforce both businesses under this new administration
- We will promote integration of intangible assets, particularly human resources



**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.**