

# Ajinomoto Group Sustainability Report 2023

## Appendix 2 : Personnel and Labor-Related Data

- Directors statistics
- Employee statistics
- Work-life balance-related programs
- Frequency of serious accidents and accidents with absence
- Number of hotline (whistleblowing) reports
- Third-party assurance

### Scope of the personnel and labor-related data

The personnel and labor-related data of this section covers Ajinomoto Co., Inc. and its consolidated subsidiaries (28 in Japan, 84 overseas) as of March 31, 2023.

### Definitions of terms

Employees : Directly employed management, non-management and contract staff  
Temporary staff : Directly employed contract and temporary staff, including part-time employees  
Executive : Directors, or executive officers  
Management : Employees in the position of section manager, a position equivalent to section manager, or a position higher than section manager (excluding executives)

## Director statistics

### Number of directors (Ajinomoto Co., Inc.)

(persons)

	as of June 30, 2021			as of June 30, 2022			as of June 30, 2023		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Ajinomoto Co., Inc.	11	8	3	11	7	4	11	8	3
Ratio	100%	73%	27%	100%	64%	36%	100%	73%	27%

### Directors by age (Ajinomoto Co., Inc.)

(persons)

	as of June 30, 2021				as of June 30, 2022				as of June 30, 2023			
	Total	age <30	age 30- <50	age 50-	Total	age <30	age 30- <50	age 50-	Total	age <31	age 30- <51	age 51-
Ajinomoto Co., Inc.	11	0	0	11	11	0	0	11	0	0	0	11
Ratio	100%	0%	0%	100%	100%	0%	0%	100%	0%	0%	0%	100%

## Employee statistics

### Number of Ajinomoto Group employees

(persons)

	FY2020			FY2021			FY2022		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Ajinomoto Group total	42,542	-	-	41,696	-	-	42,431	-	-
Employees	33,461	23,536	9,924	33,910	23,749	10,162	34,615	23,996	10,619
Management	4,977	3,685	1,292	5,014	3,697	1,317	5,254	3,826	1,428
Non-management	28,397	19,784	8,614	28,791	19,972	8,820	29,255	20,095	9,160
Contract staff	86	67	19	105	80	25	106	75	31
Temporary staff	9,081	-	-	7,785	-	-	7,816	-	-
Japan	12,636	-	-	12,534	-	-	12,463	-	-
Employees	7,709	5,570	2,140	7,768	5,585	2,183	7,814	5,585	2,229
Management	1,952	1,746	206	1,989	1,767	222	2,043	1,804	239
Non-management	5,671	3,757	1,914	5,674	3,738	1,936	5,665	3,706	1,959
Contract staff	86	67	19	105	80	25	106	75	31
Temporary staff	4,927	-	-	4,766	-	-	4,649	-	-
Asia	17,130	-	-	16,484	-	-	16,641	-	-
Employees	13,765	9,825	3,940	14,005	10,021	3,984	13,998	10,011	3,987
Management	1,789	1,121	668	1,832	1,145	687	1,916	1,181	735
Non-management	11,976	8,704	3,272	12,173	8,876	3,297	12,082	8,830	3,252
Temporary staff	3,365	-	-	2,479	-	-	2,643	-	-
EMEA <sup>[1]</sup>	3,974	-	-	3,503	-	-	3,561	-	-
Employees	3,600	2,476	1,124	3,368	2,275	1,094	3,420	2,265	1,155
Management	497	329	168	452	302	150	481	309	172
Non-management	3,102	2,147	955	2,916	1,973	944	2,939	1,956	983
Temporary staff	374	-	-	135	-	-	141	-	-
The Americas	8,802	-	-	9,175	-	-	9,766	-	-
Employees	8,387	5,666	2,721	8,769	5,868	2,901	9,383	6,135	3,248
Management	738	490	249	741	483	258	814	532	282
Non-management	7,648	5,176	2,472	8,028	5,385	2,643	8,569	5,603	2,966
Temporary staff	415	-	-	406	-	-	383	-	-
Ref.: Ajinomoto Co., Inc.	3,404	2,286	1,118	3,476	2,334	1,142	3,559	2,377	1,182
Employees	3,184	2,177	1,007	3,252	2,225	1,027	3,335	2,272	1,063
Management	989	876 <sup>[2]</sup>	113 <sup>[2]</sup>	1,041	915	126	1,080	940	140
Non-management	2,109	1,234 <sup>[2]</sup>	875 <sup>[2]</sup>	2,106	1,230	876	2,149	1,257	892
Contract staff	86	67 <sup>[2]</sup>	19 <sup>[2]</sup>	105	80	25	106	75	31
Temporary staff	220	109 <sup>[2]</sup>	111 <sup>[2]</sup>	224	109	115	224	105	119

[1] Europe, the Middle East and Africa

[2] Corrections have been made as a result of review of totals.

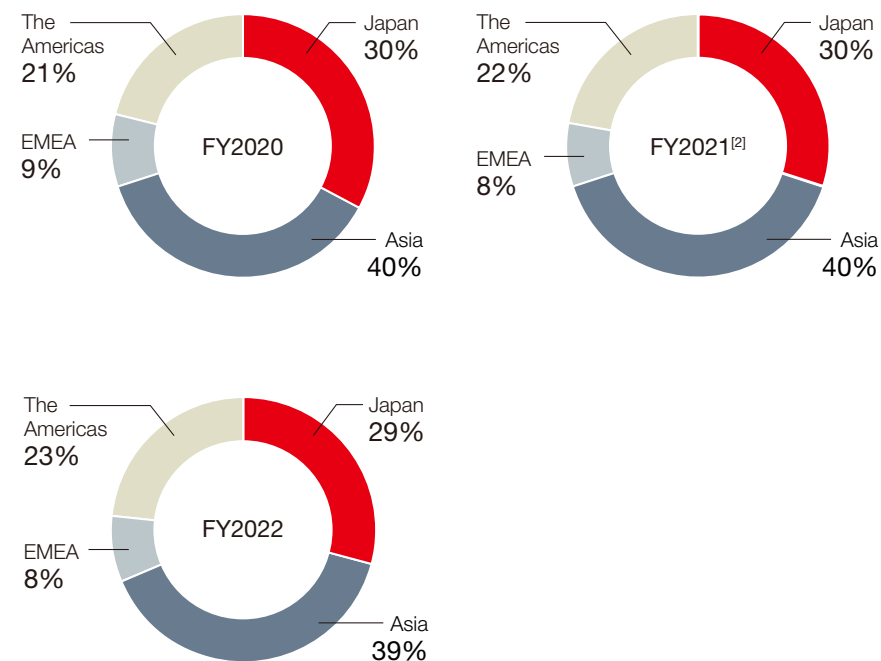
Ajinomoto Group employee ratio

Numbers in parentheses indicate male and female percentages.

	FY2020			FY2021			FY2022		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Ajinomoto Group total	100%	-	-	100%	-	-	100%	-	-
Employees	79%	(70%)	(30%)	81%	(70%)	(30%)	82%	(69%)	(31%)
Management	12%	(74%)	(26%)	12%	(74%)	(26%)	12%	(73%)	(27%)
Non-management	67%	(70%)	(30%)	69%	(69%)	(31%)	69%	(69%)	(31%)
Contract staff	0%	(78%)	(22%)	0%	(76%)	(24%)	0%	(71%)	(29%)
Temporary staff	21%	-	-	19%	-	-	18%	-	-
Japan	100%	-	-	100%	-	-	100%	-	-
Employees	61%	(72%)	(28%)	62%	(72%)	(28%)	63%	(71%)	(29%)
Management	15%	(89%)	(11%)	16%	(89%)	(11%)	16%	(88%)	(12%)
Non-management	45%	(66%)	(34%)	45%	(66%)	(34%)	45%	(65%)	(35%)
Contract staff	1%	(78%)	(22%)	1%	(76%)	(24%)	1%	(71%)	(29%)
Temporary staff	39%	-	-	38%	-	-	37%	-	-
Asia	100%	-	-	100%	-	-	100%	-	-
Employees	80%	(71%)	(29%)	85%	(72%)	(28%)	84%	(72%)	(28%)
Management	10%	(63%)	(37%)	11%	(63%)	(38%)	12%	(62%)	(38%)
Non-management	70%	(73%)	(27%)	74%	(73%)	(27%)	73%	(73%)	(27%)
Temporary staff	20%	-	-	15%	-	-	16%	-	-
EMEA	100%	-	-	100%	-	-	100%	-	-
Employees	91%	(69%)	(31%)	96%	(68%)	(32%)	96%	(66%)	(34%)
Management	13%	(66%)	(34%)	13%	(67%)	(33%)	14%	(64%)	(36%)
Non-management	78%	(69%)	(31%)	83%	(68%)	(32%)	83%	(67%)	(33%)
Temporary staff	9%	-	-	4%	-	-	4%	-	-
The Americas	100%	-	-	100%	-	-	100%	-	-
Employees	95%	(68%)	(32%)	96%	(67%)	(33%)	96%	(65%)	(35%)
Management	8%	(66%)	(34%)	8%	(65%)	(35%)	8%	(65%)	(35%)
Non-management	87%	(68%)	(32%)	87%	(67%)	(33%)	88%	(65%)	(35%)
Temporary staff	5%	-	-	4%	-	-	4%	-	-
Ref.: Ajinomoto Co., Inc.	100%	(67%)	(33%)	100%	(67%) <sup>[1]</sup>	(33%) <sup>[1]</sup>	100%	(67%)	(33%)
Employees	94%	(68%)	(32%)	94%	(68%) <sup>[1]</sup>	(32%) <sup>[1]</sup>	94%	(68%)	(32%)
Management	29%	(89%)	(11%)	30% <sup>[1]</sup>	(88%)	(12%)	30%	(87%)	(13%)
Non-management	62%	(59%)	(41%)	61% <sup>[1]</sup>	(58%) <sup>[1]</sup>	(42%) <sup>[1]</sup>	60%	(58%)	(42%)
Contract staff	3%	(78%)	(22%)	3%	(76%) <sup>[1]</sup>	(24%) <sup>[1]</sup>	3%	(71%)	(29%)
Temporary staff	6%	(50%)	(50%)	6%	(49%)	(51%)	6%	(47%)	(53%)

[1] Corrections have been made as a result of review of totals.

Group employees by region



[2] Corrections have been made as a result of review of totals.

## Ratio of locally hired overseas executives

(persons)

	FY2020	FY2021	FY2022
Total overseas executives	163	159	162
Local executives	63	63	63
Local executive ratio	39%	40%	39%

## Score of Engagement Survey

	Result				Target	
	FY2019	FY2020	FY2021	FY2022	FY2025	FY2030
"ASV as one's own initiative" <sup>[1]</sup>	-	64%	61%	62%	-	-
"ASV Realization Process" <sup>[2]</sup>	-	-	-	75%	80%	85%+
Percentage of employees feeling highly engaged in their work <sup>[3]</sup>	80%	86%	86%	86%		

[1] The percentage of employees who talk about how they implement ASV through their own work with their family, friends, and business partners is measured using the engagement survey for the Group employee.

[2] Visualize the process from understanding and agreeing to ASV to produce results as an organization, and the average percentage of employees in each process is measured using the engagement survey for the Group employees.

[3] The percentage of employees who support the company's goals and targets and who feel a sense of job satisfaction and are working toward the sustainable growth of the company is measured using the engagement survey for the Group employees.

## Expenditures for education &amp; training per employee and education &amp; training hours per employee (Ajinomoto Co., Inc.)

	FY2020	FY2021	FY2022
Total Expenditures for education & training per employee (thousand yen)	222	249	236
Expenditures for HRIS and Engagement survey (thousand yen)	79	105	58
Expenditures for DE&I (thousand yen)	16	18	16
Others (thousand yen)	126	126	162
Education & Training hours <sup>[4]</sup> (hours)	-	40	76

[4] Training hours are calculated as total hours per employee for training (Calculated from FY2021). In addition, some training programs led by business and operations-related organizations are not included in the data.

## Ref.: Expenditures for education &amp; training per employee and education &amp; training hours per employee (Major 14 companies in global)

	FY2020	FY2021	FY2022
Total Expenditures for education & training per employee (thousand yen)	57	63	83
Expenditures for HRIS and Engagement survey (thousand yen)	19	23	20
Expenditures for DE&I (thousand yen)	3	3	3
Others (thousand yen)	35	36	61
Education & Training hours <sup>[5]</sup> (hours)	-	29	27

[5] Education & Training hour is calculated from 2021.

## Number of new hires, retention rate

(persons)

	FY2020			FY2021			FY2022		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Total number of new hires (new graduates + mid-career)	3,999	-	-	5,436	-	-	6,337	-	-
Japan	208	-	-	293	-	-	195	-	-
Asia	835	-	-	1,344	-	-	2,233	-	-
EMEA	334	-	-	417	-	-	494	-	-
The Americas	2,622	-	-	3,382	-	-	3,415	-	-
Ref.: Ajinomoto Co., Inc.	73	50	23	91	55	36	153	102	51
New graduates	47	29	18	59	35	24	90	51	39
Mid-career	26	21	5	32	20	12	59	47	12
Management	4	4	0	5	3	2	8	7	1
Non-management	22	17	5	27	17	10	51	40	11
Ratio of mid-career recruitment	35.6%	42.0%	21.7%	35.2%	36.4%	33.3%	38.6%	46.1%	23.5%
Retention rate (3 years) for new graduates									
Ajinomoto Co., Inc.	85.9%	90.5%	77.3%	100.0%	100.0%	100.0%	93.1%	91.8%	94.7%

## Diversity of new hires (Ajinomoto Co., Inc.)

(persons)

	FY2020			FY2021			FY2022			
	Total	Male	Female	Total	Male	Female	Total	Male	Female	
Total	26	21	5	32	20	12	59	47	12	
Non-management	age <30	4	3	1	4	2	2	9	8	1
	age 30-39	18	14	4	21	15	6	38	32	6
	age 40-49	0	0	0	2	0	2	4	0	4
	age 50-59	0	0	0	0	0	0	0	0	0
	age 60-	0	0	0	0	0	0	0	0	0
Management (junior)	age <30	0	0	0	0	0	0	0	0	0
	age 30-39	1	1	0	0	0	0	2	2	0
	age 40-49	0	0	0	3	1	2	3	2	1
	age 50-59	0	0	0	0	0	0	0	0	0
Management (middle)	age 60-	0	0	0	0	0	0	0	0	0
	age <30	0	0	0	0	0	0	0	0	0
	age 30-39	0	0	0	0	0	0	0	0	0
	age 40-49	2	2	0	2	2	0	3	3	0
	age 50-59	1	1	0	0	0	0	0	0	0
Management (senior)	age 60-	0	0	0	0	0	0	0	0	0
	age <30	0	0	0	0	0	0	0	0	0
	age 30-39	0	0	0	0	0	0	0	0	0
	age 40-49	0	0	0	0	0	0	0	0	0
	age 50-59	0	0	0	0	0	0	0	0	0
age 60-	0	0	0	0	0	0	0	0	0	

## Number of retirees, turnover, reemployment

(persons)

	FY2020			FY2021			FY2022		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Total number of retirees	4,113	-	-	5,029	-	-	6,828	-	-
Japan	410	308	102	221	170	51	220	159	61
Retired	109	86	23	94	81	13	67	49	18
Resigned for personal reasons	301	222	79	127	89	38	153	110	43
Overseas (Resigned for personal reasons, etc.)	3,703	-	-	4,808	-	-	6,608	-	-
Ref.: Ajinomoto Co., Inc.	237	195	42	78	60	18	81	61	20
Retired	52	40	12	20	13	7	17	14	3
Resigned for personal reasons	185 <sup>[1]</sup>	155	30	58	47	11	64	47	17
Turnover <sup>[2]</sup>									
Ajinomoto Co., Inc.	4.8%	5.6%	2.7%	1.5%	1.8%	1.0%	1.9%	2.1%	1.6%
Reemployed after retirement (Japan only)	85 <sup>[3]</sup>	69 <sup>[3]</sup>	16 <sup>[3]</sup>	109	81	28	154	120	34
Ajinomoto Co., Inc.	29 <sup>[3]</sup>	24 <sup>[3]</sup>	5 <sup>[3]</sup>	28	15	13	30	15	15
Under reemployment program	0 <sup>[3]</sup>	0	0 <sup>[3]</sup>	5	0	5	5	0	5
Seniors (after retirement)	29	24	5	23	15	8	25	15	10
Group companies in Japan	-	-	-	81	66	15	124	105	19
Under reemployment program	-	-	-	-	-	-	-	-	-
Seniors (after retirement)	-	-	-	-	-	-	-	-	-
Ref.: Number of employees registered in reemployment program (Ajinomoto Co., Inc.)									
Employees registered	44 <sup>[3]</sup>	3 <sup>[3]</sup>	41 <sup>[3]</sup>	40 <sup>[3]</sup>	3 <sup>[3]</sup>	37 <sup>[3]</sup>	39	3	36
Newly registered	5 <sup>[3]</sup>	0 <sup>[3]</sup>	5	3	0	3	9	1	8

[1] Including 144 retirees applied for special career program.

[2] Only includes employees resign for personal reasons.

[3] Corrections have been made as a result of review of totals.

## Number of personnel with disabilities (Japan only)

(persons)

	As of June 1, 2021	As of June 1, 2022	As of June 1, 2023
Employees	280	275	294
Ajinomoto Co., Inc.	85.0	74.0	78.0
Group companies <sup>[4]</sup>	195	201	216
Percentage of workforce rate	2.26%	2.22%	2.35%
Ajinomoto Co., Inc.	2.01%	1.80%	1.87%
Group companies <sup>[4]</sup>	2.39%	2.42%	2.60%

[4] Numbers refer to 18 consolidated subsidiaries with 45.5 or more regular workers, and a special-purpose subsidiary Ajinomoto Mirai Co., Ltd.

## Personnel and Labor-Related Data

### Age, years of employment, salary

	FY2020			FY2021			FY2022		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Average age									
Ajinomoto Co., Inc.	44.1	44.8	42.2	44.4	45.2	42.5	44.6	45.4	42.7
Group companies in Japan	40.4	-	-	37.3	-	-	41.5	-	-
Overseas Group companies	36.5	-	-	36.4	-	-	38.2	-	-
Average years of employment									
Ajinomoto Co., Inc.	20.2	20.9	18.4	20.2	20.9	18.5	20.3	21.0	18.6
Group companies in Japan	13.5	-	-	10.8	-	-	13.0	-	-
Overseas Group companies	9.2	-	-	9.2	-	-	9.8	-	-
Average annual salary <sup>[1]</sup> (thousand yen)									
Ajinomoto Co., Inc.	9,971	-	-	10,465	-	-	10,475	-	-

[1] Average for employees (excluding contract staff)

### Number of employees (without contract staff) by age (Ajinomoto Co., Inc. only) (persons)

	FY2020			FY2021			FY2022		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Total	3,184	2,177	1,007	3,252	2,225	1,027	3,335	2,272	1,063
age <30	383	217	166	366	210	156	387	218	169
age 30-39	773	504	269	757	475	282	750	463	287
age 40-49	1,190	852	338	1,201	875	326	1,138	812	326
age 50-59	753	533	220	827	584	243	957	702	255
age 60-	85	71	14	101	81	20	103	77	26

### Employees age ratio (without contract staff) (Ajinomoto Co., Inc. only)

	FY2020			FY2021			FY2022		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Total	100%	68%	32%	100%	68%	32%	100%	68%	32%
age <30	12%	7%	5%	11%	6%	5%	12%	7%	5%
age 30-39	24%	16%	8%	23%	15%	9%	22%	14%	9%
age 40-49	37%	27%	11%	37%	27%	10%	34%	24%	10%
age 50-59	24%	17%	7%	25%	18%	7%	29%	21%	8%
age 60-	3%	2%	0%	3%	2%	1%	3%	2%	1%

### Number of new managers promoted (Ajinomoto Co., Inc. only)

(persons)

	FY2020			FY2021			FY2022		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Number of new managers promoted	78	63	15	70	52	18	82	64	18
Ratio	100%	81%	19%	100%	74%	26%	100%	78%	22%

### Working hours (Ajinomoto Co., Inc. only)

	FY2020	FY2021	FY2022
Average annual working hours	1,878	1,855	1,892
Average paid leave days	14.8	16	15.6
Paid leave utilization rate	75.1%	77.7%	79.6%

### Labor union membership ratio (Ajinomoto Co., Inc. only)

	FY2020	FY2021	FY2022
Labor union membership ratio	63.0%	61.0%	60.4%

**Work-life balance (WLB) -related programs (Ajinomoto Co., Inc. only)**

Program		Details
Anywhere office		Allows employees to work at home or at a satellite office.
Super flextime		Flextime system without setting core time, or a time zone in which working is required, aimed at supporting efficient fulfillment of work duties and improving WLB.
Hourly paid leave system		Allows employees to take paid leave of up to 40 hours per year in hourly units.
Child care leave system		Allows employees with children who have not yet entered junior high school to take up to 10 days of childcare leave per fiscal year per child.
Nursing care leave system		Allows employees to take leaves for 10 days per eligible family member (20 days if there are 2 or more eligible family members)
Volunteer leave system		Allows employees to take volunteer leave of up to 8 days per fiscal year in case he or she is qualified for volunteer work by an NPO, social welfare foundation, or other organization.
WLB leave system		Allows employees to take 3 consecutive days of leave separate from ordinary paid leave (once per year).
Refreshment leave system		Allows employees to take rejuvenation leave of 9, 16, 30, and 16 days one time in the age ranges of 25–32, 33–40, 41–48, and 49–56, respectively.
WLB short working hours system	Short time work for childcare	Allows employees to take leave up to 2 hours and 30 minutes per day until the child enters the 4th grade of elementary school.
	Short time work for nursing care	Allows employees to take leave up to 2 hours and 30 minutes per day to provide care for certain family members until such care is no longer needed.
Anywhere Career		Allows employees to work anywhere based on the premise of full remote work without stopping their career developments due to relocation of their partner or nursing care in Japan or overseas.
Area application system		Allows employees to request to work in a specific area due to childcare, family care, or other applicable reasons (global employees: no transfer, regional employees: transfer to area different from that when hired).
WLB temporary retirement system	Temporary retirement for child care	Allows employees to take leave until the last day of April following the child's 1st birthday. A total of 15 days paid leave is provided.
	Temporary retirement for nursing care	Allows employees to take leave up to 1 year to care for a spouse, parents, or family within the 2nd-degree of kinship whom the employee supports.
	Temporary retirement for infertility treatment	Allows employees to take leave once in principle, up to 1 year, to receive advanced reproductive therapy.
	Temporary retirement for accompanying spouse on job transfer	Allows employees to take leave once, for a period between 1 and 3 years, to accompany their spouse on a job transfer that requires the spouse to change residence.
Re-employment system		Allows employees to register for re-employment in the event that retirement was unavoidable due to childbirth and newborn care, family and child care, or relocation because of marriage or spouse's job transfer.

**Employee usage of WLB-related programs (Ajinomoto Co., Inc. only)**

	FY2020			FY2021			FY2022		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Parenting leave program									
Number of users									
Parenting leave	135	28	107	150	46	104	164	67	97
Number of employees newly obtained the right to take childcare leave									
	132	81	51	149	100	49	123	74	49
Part-time parenting and work									
	141	1	140	126	0	126	123	1	122
Childcare leave									
	7	2	5	4	0	4	5	1	4
Usage ratio									
Parenting leave	-	34.5%	100.0%	-	46.0%	100.0%	-	91.0%	100.0%
Average parenting leave usage days									
	-	12	372	-	13	364	-	14	361
Reinstatement rate									
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	99.0%
Retention rate									
	100.0%	100.0%	100.0%	-	100.0%	100.0%	-	100.0%	99.0%
Other WLB-related programs									
Number of users									
Nursing care leave	6	3	3	5	3	2	4	3	1
Nursing care temporary retirement									
	1	0	1	2	1	1	1	0	1
Part-time family care and work									
	0	0	0	0	0	0	1	0	1
Accumulated paid leave									
	55	22	33	43	19	24	34	8	26
Volunteer leave									
	1	-	-	23	-	-	1	-	-
Rejuvenation leave									
	101	-	-	153	-	-	150	-	-

## Frequency of serious accidents and accidents with absence

### Frequency of serious accidents and accidents with absence, and number of accident victims<sup>[1]</sup>

	FY2018	FY2019	FY2020	FY2021	FY2022
No. of people (with absence)	134	118	146	104	93
No. of people (serious)	16	21 <sup>[1]</sup>	23	12	16
Lost-time injury frequency rate	1.49	1.46	1.90	1.28	1.13
Severity rate (Number of lost-workday rate)	0.018	0.005	0.117	0.035	0.035
Occupational illness frequency rate	-	0	0	0	0.01

[1] Corrections have been made as a result of review of totals.

### Major accident and incidents

		FY2018	FY2019	FY2020	FY2021	FY2022
Number of serious accidents <sup>[2]</sup> (Persons, fatal accidents in parentheses)	Japan	9(0)	6(0)	8(0)	3(0)	6(0)
	Overseas	7(0)	15(1)	15(1)	9(0)	10(0)
	Total	16(0)	21(1) <sup>[3]</sup>	23(1)	12(0)	16(0)
Number of falling over accidents (Persons, serious accidents in parentheses)	Japan	13(4)	5(1)	6(1)	13(0)	7(3)
	Overseas	14(0)	12(3)	16(1)	11(1)	13(1)
	Total	27(4)	17(4)	22(2)	24(1)	20(4)
Number of caught-in accidents etc. by machines in operation (Persons, serious accidents in parentheses)	Japan	1(1)	1(0)	3(3)	0(0)	1(0)
	Overseas	13(3)	6(3)	12(3)	11(7)	11(3)
	Total	14(4)	7(3)	15(6)	11(7)	12(3)

[2] Serious accidents: Fatal accidents, Accidents with physical disabilities, or 4 days or more of lost time accidents with hospitalization (Commuting accidents that are excluded from Survey on Industrial Accidents by the Ministry of Health, Labour and Welfare are not counted.)

[3] Corrections have been made as a result of review of totals.

## Number of hotline reports<sup>[4]</sup>

	FY2018	FY2019	FY2020	FY2021			FY2022		
				Japan	Overseas	Total	Japan	Overseas	Total
Human rights, harassment	47	45	50	36	5	41	38	19	57
Hiring, working, conditions	21	19	36	26	34	60	14	66	80
Quality, environment	1	1	3	7	2	9	6	14	20
Fraud	1	4	3	9	4	13	2	6	8
Social manners, ethics	6	10	29	22	97	119	8	54	62
Proper job performance	20	8	45	19	2	21	16	5	21
Other	2	6	4	8	107	115	9	213	222
Total	98	93	170	127	251	378	93	377	470

[4] Figures for overseas subsidiaries have been calculated since FY2021.



Third-party assurance



**LRQA Independent Assurance Statement**  
**Relating to Ajinomoto Co., Inc.'s Environmental and Social Data**  
**within Ajinomoto Group Sustainability Data Book 2023 for the fiscal**  
**year 2022**

This Assurance Statement has been prepared for AJINOMOTO Co., Inc. in accordance with our contract but is intended for the readers of this report.

**Terms of engagement**

Lloyd's Register Quality Assurance (LRQA) was commissioned by AJINOMOTO Co., Inc. ("the Company") to provide independent assurance on its Environmental and Social data within Ajinomoto Group Sustainability Data Book 2023 ("the report") for the fiscal year 2022 from 1 April 2022 to 31 March 2023), against the assurance criteria below to a limited level of assurance and at the materiality of the professional judgement of the verifier using ISAE 3000 and ISO 14064-3 for GHG emissions data.

Our assurance engagement covered the Company's operations and activities in Japan and overseas and specifically the following requirements:

- Verifying conformance with the Company's reporting methodologies for the selected dataset;
- Evaluating the accuracy and reliability of data for the selected environmental and social indicators listed below:<sup>1</sup>
  - Scope 1 GHG emissions<sup>2</sup> (tonnes CO<sub>2</sub>e)
  - Scope 2 GHG emissions, market-based and location-based<sup>2</sup> (tonnes CO<sub>2</sub>e)
  - Scope 3 GHG emissions associated with Categories 1 to 15 (tonnes CO<sub>2</sub>e)
  - Lost Time Injury Frequency Rate (LTIFR)<sup>3</sup>
  - Occupational Illness Frequency Rate (OIFR)<sup>3</sup>

Our assurance engagement excluded the data and information of the Company's suppliers, contractors and any third-parties mentioned in the report.

LRQA's responsibility is only to the Company. LRQA disclaims any liability or responsibility to others as explained in the end footnote. The Company's responsibility is for collecting, aggregating, analysing and presenting all the data and information within the report and for maintaining effective internal controls over the systems from which the report is derived. Ultimately, the report has been approved by, and remains the responsibility of the Company.

**LRQA's Opinion**

Based on LRQA's approach nothing has come to our attention that would cause us to believe that the Company has not, in all material LRQA aspects:

- Met the requirements above
- Disclosed accurate and reliable environmental and social data

The opinion expressed is formed on the basis of a limited level of assurance and at the materiality of the professional judgement of the verifier.

**Notes:** The extent of evidence-gathering for a limited assurance engagement is less than for a reasonable assurance engagement. Limited assurance engagements focus on aggregated data rather than physically checking source data at sites. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

<sup>1</sup> GHG quantification is subject to inherent uncertainty.

<sup>2</sup> Scope 1 and Scope 2 GHG emissions cover only energy-oriented CO<sub>2</sub> at Manufacture sites.

<sup>3</sup> Including office work only sites.



**LRQA's approach**

LRQA's assurance engagements are carried out in accordance with ISAE3000 and ISO14064-3 for GHG emissions. The following tasks though were undertaken as part of the evidence gathering process for this assurance engagement:

- Auditing the Company's data management systems to confirm that there were no significant errors, omissions or mis-statements in the report. We did this by reviewing the effectiveness of data handling procedures, instructions and systems, including those for internal verification.
- Interviewing with key people responsible for compiling the data and drafting the report.
- Sampling datasets and tracing activity data back to aggregated levels;
- Verifying the historical GHG emissions, Lost Time Injury Frequency Rate (LTIFR) and Occupational Illness Frequency Rate (OIFR) data and associated records for the fiscal year 2020; and
- Verification for confirming of the effectiveness of its data management system of AGF Kanto Inc. and Ajinomoto Frozen Foods Co., Inc. Shikoku Plant were conducted by emails, telephone, and site visit. The data for the all sites was reviewed at the head office of AJINOMOTO Co., Inc..

**Observations**

The company is expected to continue its efforts for implementing quality assurance and quality control (QA/QC) systems in data and information management. At that time, this is particular to ensure effective internal verification processes at both the corporate and member company levels.

**LRQA's standards, competence and independence**

LRQA implements and maintains a comprehensive management system that meets accreditation requirements for ISO 14065 Greenhouse gases – Requirements for greenhouse gas validation and verification bodies for use in accreditation or other forms of recognition and ISO/IEC 17021-1 Conformity assessment – Requirements for bodies providing audit and certification of management systems – Part1: Requirements that are at least as demanding as the requirements of the International Standard on Quality Control 1 and comply with the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants.

LRQA ensures the selection of appropriately qualified individuals based on their qualifications, training and experience. The outcome of all verification and certification assessments is then internally reviewed by senior management to ensure that the approach applied is rigorous and transparent.

The verification and certification assessments are the only work undertaken by LRQA for the Company and as such do not compromise our independence or impartiality.

Signed

Dated: 18 June 2023

Takahiro Iio  
 LRQA Lead Verifier  
 On behalf of LRQA Limited  
 10th Floor, Queen's Tower A, 2-3-1 Minatomirai, Nishi-ku, Yokohama, JAPAN

LRQA reference: YKA4005549

LRQA, its affiliates and subsidiaries, and their respective officers, employees or agents are, individually and collectively, referred to in this clause as "LRQA". LRQA assumes no responsibility and shall not be liable to any person for any loss, damage or expense caused by reliance on the information or advice in this document or howsoever provided, unless that person has signed a contract with the relevant LRQA entity for the provision of this information or advice and in that case any responsibility or liability is exclusively on the terms and conditions set out in that contract. The English version of this Assurance Statement is the only valid version. LRQA assumes no responsibility for versions translated into other languages.

This Assurance Statement is only valid when published with the Report to which it refers. It may only be reproduced in its entirety. Copyright © LRQA, 2023.