

Eat Well, Live Well.



Ajinomoto Group
Sustainability Report

2024

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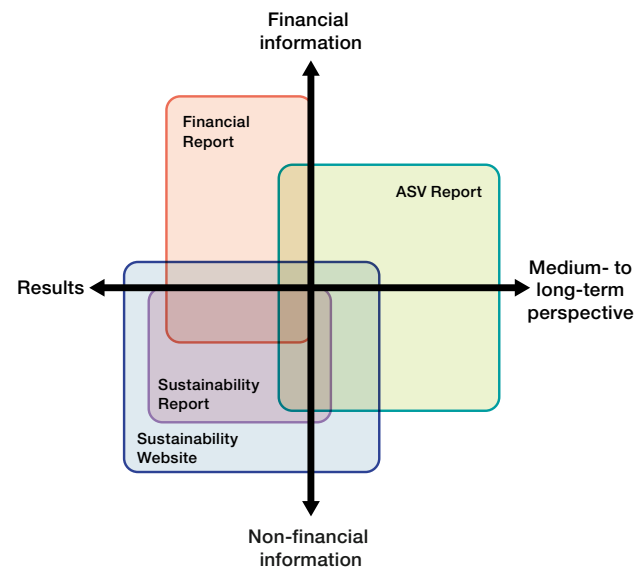
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Editorial policy

The Sustainability Report is a report that describes the Ajinomoto Group's approach to sustainability and initiatives from the perspectives of health and nutrition, environment (E), society (S), and governance (G), along with numerical data. We hope this report, in combination with our ASV Report (integrated report), enhances the understanding of our stakeholders, including shareholders and investors, related to our approach to sustainable value creation.

This report conforms to GRI standards.

[Related material system]



Organizational scope

This report covers the activities of the Group, comprising, unless otherwise noted, Ajinomoto Co., Inc. ("the Company") and its consolidated subsidiaries and equity-method affiliates (as of March 31, 2024). When comprehensive Group information is not available, the data parameters are explicitly defined.

Period covered by this report

Fiscal 2023 (April 1, 2023 to March 31, 2024)

Past circumstances, data, and recent cases outside of this time period are presented when appropriate.

Related content



Sustainability website

<https://www.ajinomoto.com/sustainability/>

The Ajinomoto Group Works with Society Along with society

<https://www.ajinomoto.com/sustainability/society/>

About the Ajinomoto Group

<https://www.ajinomoto.com/aboutus>

Web magazine "Stories"

<https://www.ajinomoto.com/stories>

CEO Message

Dear stakeholders



Taro Fujie

President & Chief Executive Officer

From origins in amino acid research, the Ajinomoto Group has continued to grow through our strengths in “AminoScience”^{*}.

Our story began in 1908, when Dr. Kikunae Ikeda, who wanted to improve the nutrition of the Japanese people, discovered umami, and company founder Saburosuke Suzuki II commercialized this discovery as the product AJI-

NO-MOTO® in 1909. Even now, over a century later, the founding aspiration of “Eat well, Live well.” is being carried forward in the form of Ajinomoto Group Creating Shared Value (ASV), an initiative aimed at co-creating both social value and economic value through our businesses while helping to resolve social issues.

In the rapidly changing and unpredictable business environment of today, the Purpose in which we are grounded is becoming all the more important. This Purpose is by no means limited to the beliefs of our management, but rather reflects the spontaneous aspirations of the Ajinomoto Group employees around the world and our determination to meet the expectations of our many and diverse stakeholders, including the Sustainability Advisory Council.

At the core of Ajinomoto Group ASV management is our pursuit of sustainability. In April 2021, we established the Sustainability Advisory Council. In 2023, we defined important issues (materiality) in connection with our vision as a company, long-term corporate value growth, and after dialogues with various stakeholders. We engage with materiality as a group to resolve social issues and create sustainable value. Based on materiality, we summarized the Material Themes to address now and specific action plans related to Material Themes.

Our 2030 target outcome is to reduce our environmental impact by 50%, particularly greenhouse gas emissions. For the Group, it is very important to reduce the negative impacts of our own Scope 1, 2, and 3 emissions. We can also contribute significantly to positive impacts on customers and society through the Group’s technology, expertise, products, and services. For example, we work with major dairy companies and regional livestock producers to reduce GHG emissions from cows worldwide through our AjiPro®-L amino acid product for animal nutrition. It is clear in the

agricultural sector, that biostimulants, agricultural materials different from conventional fertilizers and pesticides have the potential for a significant positive impact on increased food production, the efficient use of agricultural land, and reduced GHG emissions. At the same time, we take on the challenge to further clarify specific measures in response to materiality for the Ajinomoto Group and the impact path toward generating results. We are currently creating visualizations for several easy-to-understand examples. Our challenge is to scale up and speed up our clarification of this impact path to organization-wide efforts at the Ajinomoto Group.

Our corporate slogan, “Eat Well, Live Well.” is an expression of the Ajinomoto Group’s determination not only to deliver even better taste to people around the world, but also to contribute with “AminoScience” to health through daily meals, to solutions for food, medical, and environmental challenges faced by humankind, and to the creation of Smart Society. To achieve “Eat Well, Live Well.” by contributing to the well-being of all human beings, our society, and our planet with “AminoScience”, we continue to pursue ASV management and engage in sustainability, driven by the diverse stakeholders who share the purpose and heartfelt passion of our employees.

^{*} 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.

Striving to reduce negative impacts and generate positive impacts



A handwritten signature in black ink that reads "Chika Morishima".

Chika Morishima

Executive Officer & Vice President, in charge of
Sustainability and Communications

At the Ajinomoto Group, we incorporate sustainability into ASV management, at the very foundation of our corporate management. Based on the value creation framework for the new materialities established in 2023, we have identified Six Material Themes that we must currently address, and we aim to realize our Purpose by identifying risks and opportunities and promoting initiatives in line with these key themes. As part of our corporate responsibility to society,

we are vigorously working to reduce negative impacts, while at the same time pursuing maximum positive impacts by leveraging our strengths. We believe this is necessary for the Ajinomoto Group to continue to grow and thrive long into the future.

The UAE Declaration on Sustainable Agriculture, Resilient Food Systems, and Climate Action was adopted at the COP28 climate conference held in 2023, elevating resilient agri-food systems to the level of a major global issue. We believe that the reduction of environmental impact and extension of healthy life expectancies, which we have set as our desired outcomes, are linked within food systems. In addition, we are working under a unique Ajinomoto Group approach to utilize “AminoScience” in upstream, midstream, and downstream areas of the value chain to realize a resilient agri-food system. Our aim is to generate impacts unique to the Company by helping to build a resilient agri-food system through upstream support for farmers and the livestock industry, midstream production with reduced environmental impact, and downstream provision of reduced salt products and nutritionally balanced meals that solve health and nutrition issues.

Next are three focus points anchoring our efforts. The first is that we address issues holistically. Since each sustainability topic has mutual influence over other topics, it is important to take a holistic approach rather than a topic -by-topic approach. For example, collaborating with suppliers upstream in the value chain can lead to solutions to various issues such as GHG emissions reduction, sustainable raw material procurement, biodiversity restoration, and resolution of human rights issues.

The second is that we carry out efforts in each area and at each place we do business. The Sustainability Committee is at the core of these efforts. Its participating membership

includes the heads of the Japan and four overseas regional headquarters (ASEAN, Europe and Africa, North America, and Latin America) and the heads of major businesses to discuss and share knowledge on important initiatives in order to enhance effectiveness. We believe that solving sustainability issues through our businesses and products will also lead to a sense of conviction and resonance among our stakeholders.

Finally, the third point is the importance of collaboration with peers and the ecosystem. There are limits to what one company can do. It is important to collaborate with peers who share our Purpose and beliefs to amplify the impact from our efforts. In the area of health and nutrition, we aim to create a food environment in which consumers can make healthy dietary choices without difficulty, and we participate in public-private partnership projects and promote initiatives in collaboration with academia, international organizations, and financial institutions. To achieve the social implementation of plastics recycling, we are actively participating in the Clean Ocean Material Alliance (CLOMA) in Japan and strengthening cooperation with startups, retailers, and governments overseas.

The Ajinomoto Group, together with various peers and through its businesses, aims to contribute to the well-being of all human beings, our society and our planet with “AminoScience”.

Corporate philosophy framework our philosophy

Our Philosophy

Approach

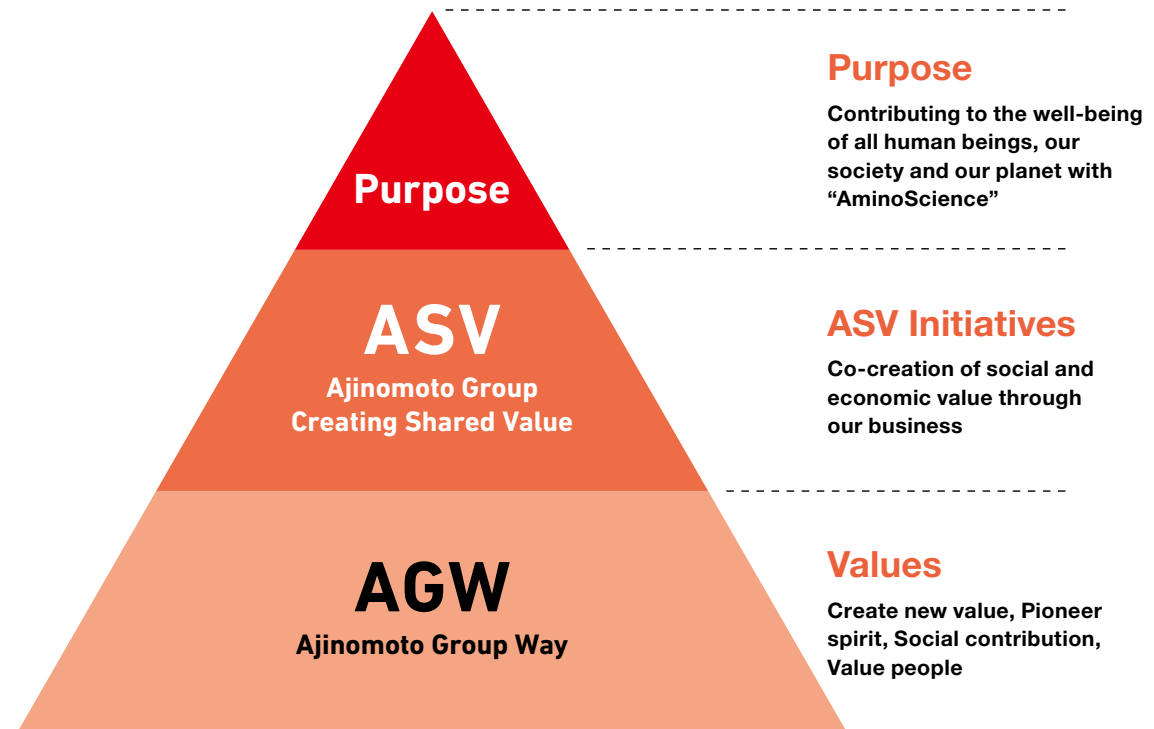
Since our founding, the Ajinomoto Group has engaged consistently in initiatives to resolve social issues through our business. These initiatives create economic value, resolve social issues, and lead to growth.

We call these initiatives ASV (The Ajinomoto Group Creating Shared Value) and established Our Philosophy to focus on ASV as the core of how we will achieve our Purpose.

Our Philosophy represents the Ajinomoto Group. Contributing to the well-being of all human beings, our society, and our planet with “AminoScience” is the Purpose of our Group. This Purpose reflects our desire to leverage the unique Ajinomoto Group strengths in “AminoScience” honed since foundation, not only to solve food and health issues, but also to contribute to well-being.

[> Our Philosophy](#)

Corporate Slogan Eat Well, Live Well.



Corporate Philosophy Framework Our Philosophy

Vision for 2030 of the Ajinomoto Group

Approach to sustainability for 2030 outcomes

The Ajinomoto Group aims to contribute to the well-being of all human beings, our society, and our planet with “AminoScience.” To this end, we believe it is necessary to achieve two outcomes by 2030, namely, to help extend the healthy life expectancy of 1 billion people and to reduce our environmental impact by 50%.

The business of the Ajinomoto Group is supported by sound food systems*, or in other words, stable access to food resources and a verdant natural environment supporting these resources. At the same time, our business operations also have a major impact on the environment. Today, as the planet’s environment is reaching a tipping point, our ability to take action to regenerate the environment is an urgent issue for the continuity of the Group’s business operations. By addressing climate change, ensuring the sustainability of food resources, and conserving biodiversity to reduce our environmental impacts, we can sustainably execute initiatives for healthier, better living aimed at extending healthy life expectancy.

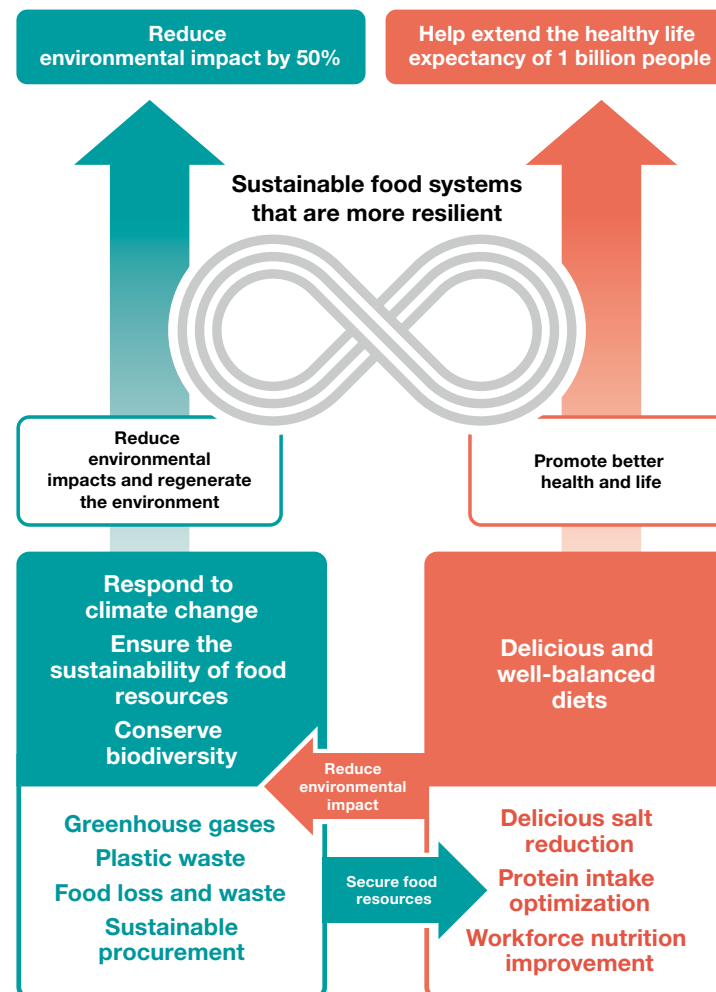
Through our business activities, we provide products and services that are tasty, nutritionally balanced, and of benefit for people’s dietary habits, and that further promote a reduced environmental impact caused by greenhouse gases, plastic waste, and food loss and waste. Also, through our resource recycling-based amino acid fermentation process (a bio-cycle), we contribute to sustainable food systems that are more resilient and to regeneration of the global environment.

Our goal is to create a more positive impact on society by leveraging “AminoScience,” a strength of the Ajinomoto Group, to the greatest extent possible, while making steady reductions to negative environmental impacts and other negative impacts.

* A series of activities related to food production, processing, transportation, and consumption

> Medium-Term ASV Initiatives (Management Policy)
> Sustainability Approach and Structure

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



Corporate Philosophy Framework Our Philosophy

“AminoScience”

Approach

Amino acids build muscles, bones, skin, and other body parts, while also making hormones and enzymes to regulate body functions, antibodies to protect the body, and neurotransmitters. Amino acids are a source of life for not only humans but for all living things on the earth.

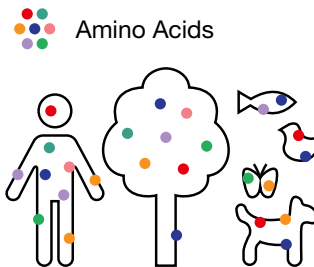
“AminoScience” is a collective term for the various materials, functions, technologies, and services derived from research and implementation processes with a rigorous focus on the functions of amino acids. It also refers to the Ajinomoto Group’s unique scientific approach to connect these to resolving social issues and contributing to well-being. Uses include Deliciousness Technology to create desired tastes, amino acid nutrition technologies to create sustainable agriculture and livestock industries, and the R&D and manufacturing technologies for biopharmaceuticals, regenerative medicine culture media, and antibody-drug conjugates. “AminoScience” is one of the sources of the Ajinomoto Group’s competitive advantage not easily imitated by other companies.

> Amino Acids
> ASV Report 2024 (Integrated Report) P44-61

Amino Acids

A fundamental substance that all living beings are made of

Responsible for a range of functions within the body

**The Functions of Amino Acids**

Flavoring function
Create delicious meals

Nutrition function
Promote growth, development and recovery

Physiological function
Support physical health

Reactivity
Create new functions

Value Creation

The Ajinomoto Group’s business activities

Food products business

Businesses that apply “AminoScience” to Seasonings and Foods, and Frozen Foods. (E.g., Deliciousness Technologies)

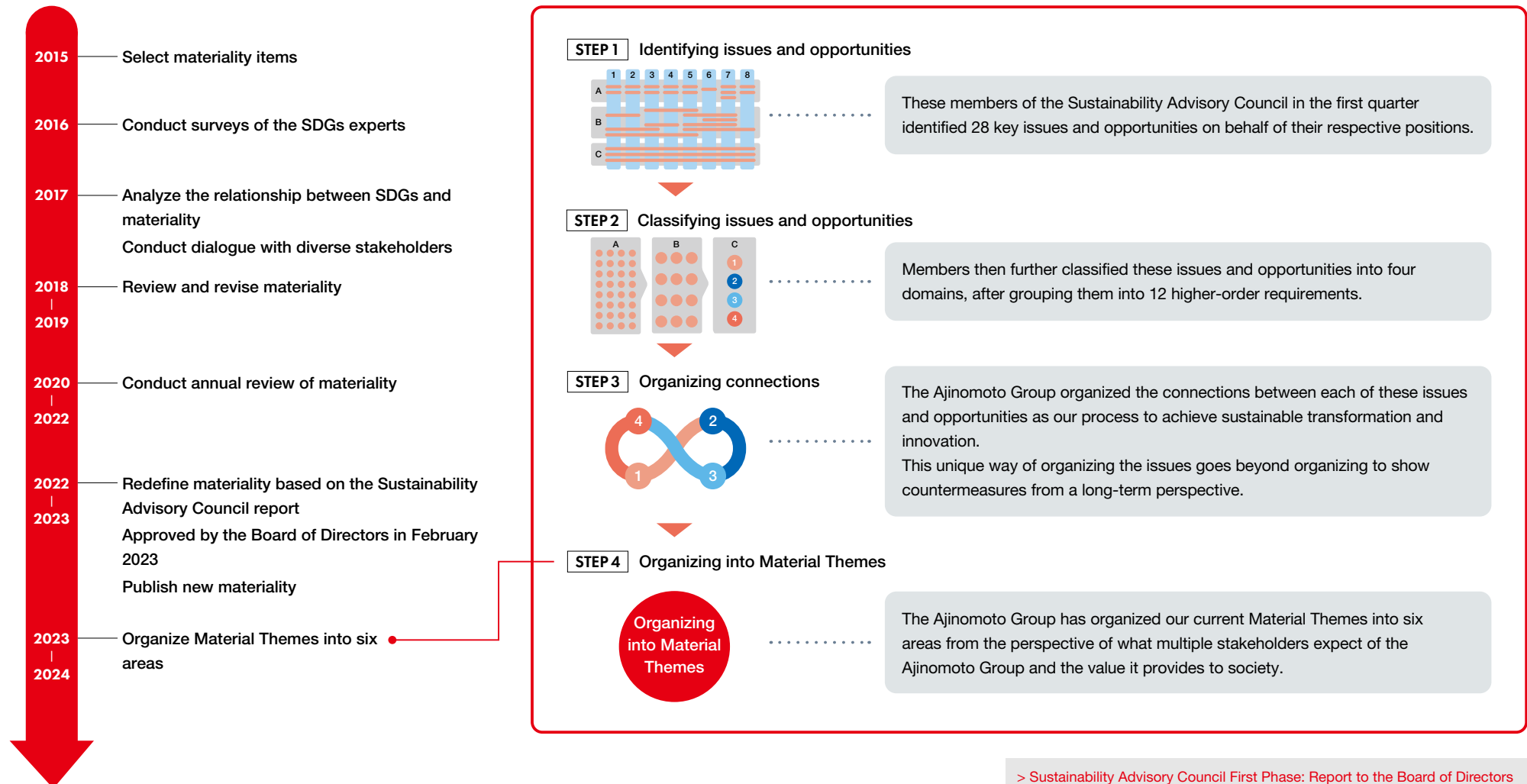
Bio & fine chemicals business

Businesses that apply “AminoScience” to Healthcare and Others.

Materiality

Identification process of important issues (Materiality) for the Ajinomoto Group

The Ajinomoto Group identifies its important issues (Materiality) that have a substantial impact on our ability to create value in the short, medium, and long term through ASV management, taking into account changes in the macro environment for 2050. Once we identify opportunities and risks from materiality, we clarify their importance and priority, and then reflect these matters in our business activities.



Important issues (Materiality) for the Ajinomoto Group

Important issues (Materiality) for the Ajinomoto Group are essential to the Group's ability to continue co-creating social and economic value over the long term. The Group identifies important issues (Materiality) through a process that reflects the thoughts and ideas of management and employees and the expectations from external stakeholders. The important issues (Materiality) are deeply embedded in our business strategies, our on-site operations, and our Purpose.

Value Creation Framework

"AminoScience" for Well-being

4. Shared value (ASV)

- 4.1 Living well
- 4.2 Co-well-being
- 4.3 Value creating solutions

1. Co-creation

- 1.1 Transformative innovation capability
- 1.2 Transparent & objective
- 1.3 Constructive engagement for co-creation



2. Seikatsusha* perspective

- Holistic & inclusive perspective 2.1
- Local community perspective 2.2
- Future generation perspective 2.3

3. Well-being

- Human well-being 3.1
- Community well-being 3.2
- Planetary well-being 3.3

Material Themes

Achievement of a sustainable global environment

Achievement of well-being through food

Contribution to advanced medicine and prevention

Contribution to the evolution of a Smart Society

Respect for diverse values and human rights

Reinforcement of our management foundation

What the Value Creation Framework Shows

The Value Creation Framework illustrates our approach to sustainable growth as a cycle that connects the power and potential of "AminoScience" (Scientific Possibilities) with the power of stories (Story of Well-being) that contribute to the well-being of all human beings, society, and the planet. The

cycle is (1) honing our co-creation capabilities, (2) taking the seikatsusha perspective (3) while achieving well-being, and (4) through our business activities return co-created shared value.

These follow an infinite loop continuously moving from (1) through (4), meaning that it will sustainably co-create social and economic value.

Materiality

Risks and Opportunities Related to Important Issues (Materiality) for the Ajinomoto Group

The Ajinomoto Group has identified Group-wide risks and opportunities that require cross-organizational management by comprehensively taking into account macro changes in the business environment, the probability of manifestation (low, moderate, high), and the magnitude of the impact (low, moderate, high), the details of which are as below.

Although the Group has developed various responses and mechanisms not only to minimize such management and operational risks but also to capitalize on these as opportunities, the list below is not all-inclusive and may be affected in the future by risks that are currently unforeseeable or which are not presently deemed material.

Forward-looking statements in the text below are based on the Group's assessments as of March 31, 2024. In the table below, ● indicates risks and ○ indicates

opportunities.

In the previous fiscal year, "Finance-Related Opportunities and Risks" and "Risks and Opportunities Related to Important Issues (Materiality) for the Ajinomoto Group" were disclosed separately. However, from this fiscal year, they are combined and disclosed as business risks and opportunities for the Group.

Risks and Opportunities Related to Important Issues (Materiality) for the Ajinomoto Group

Major risks and opportunities				
Category	Details	Probability of manifestation	Magnitude of impact	Comprehensive assessment
#1 "AminoScience"	○ Opportunities for business growth by anticipating the evolution of modalities and leveraging the Ajinomoto Group's strengths in "AminoScience" ● Risk of stagnation in the evolution and expansion of "AminoScience" or failure to fully utilize "AminoScience" in the ecosystem and cocreation, resulting in a failure to scale its value and a slowdown in the competitive advantage and growth of the business	High	High	Very material
#2 IT security, intellectual property	○ Opportunities to build an intellectual property (IP) portfolio by linking IP strategy with business and R&D strategy, leading to competitive advantage and business growth through active use of IP in businesses ○ Opportunities for enhanced IT security toward streamlined, speedy, and secure communication and decision-making, leading to greater customer trust and growth in business transactions ● Risk of impaired technical and/or business competitiveness due to leakage of technical expertise or business trade secrets to competitors ● Risk of more sophisticated cyberattacks, including misuse of AI technology and ransomware attacks ● Risk of government dispositions and loss of stakeholder confidence due to leakage of personal information	High	High	Very material
#3 Brand	○ Opportunities to maintain and enhance our position as a leading sustainability company through management mindful of the well-being of our society and our planet, proactive response to nonmandatory sustainability-related requests, and leveraging our strong, locally rooted brand power ● Risk of brand damage due to lack of resonance with business activities amid diversifying values of various stakeholders ● Risk of negative information about MSG and sweeteners spreading, leading to damage to the corporate brand ● Risk of brand damage due to the ease of generating and proliferating false information via the misuse of AI technology, as well as counterfeit products and increasingly sophisticated websites and social media accounts that impersonate the Company or individual Group companies	High	High	Very material
#4 Technological innovation	○ Opportunities to automate, accelerate, and streamline various business activities through DX, create new business models and customer contact points, and anticipate the evolution of modalities through advanced technologies, leading to productivity improvements, business and technological innovation, and the creation of new businesses and value across the value chain ○ Opportunities to advance solutions in the agriculture and food sectors with the evolution of green transformation (GX), and with expansion in technological innovation, deregulation, market creation, and financing related to global sustainability and biodiversity, including in areas such as the circular economy, precision fermentation, and regenerative agriculture ● Risk of failure to capture new value creation and business opportunities due to delays in responding to advancing innovations ● Risk of missing business opportunities due to delays in utilizing AI technology, or risk of problems emerging such as violation of laws and regulations, ethical issues, and poor accuracy, etc. of AI judgment due to hastily utilizing AI technology	High	High	Very material

Materiality

Major risks and opportunities		Probability of manifestation	Magnitude of impact	Comprehensive assessment
Category	Details			
#5 Human capital and human rights	<ul style="list-style-type: none"> ○ Opportunities to scale co-creation value through proactive investment in human resources and diversification of work styles, with a focus on diversity and taking on challenges ● Risk of loss of corporate value due to delays in responding to developments in laws and regulations and information disclosure standards related to respect for human rights ● Risk of inability to secure human resources needed for innovation and business activities due to insufficient human resources in the labor market 	High	High	Very material
#6 Climate change, natural capital and biodiversity, resource depletion	<ul style="list-style-type: none"> ○ Opportunities to facilitate the creation of resilient food systems through establishing a holistic approach to environmental and food issues as a common approach and through the growing momentum for co-creation of sustainable solutions with other companies and institutions ○ Opportunities to support the creation of resilient food systems with low environmental impact through climate finance and increased policy support for farmers ○ Opportunities for increased demand for products and solutions that contribute to regenerative agriculture and a sustainable livestock industry due to increased focus on natural capital and biodiversity ● Risk of difficulty in procuring raw materials and providing food to consumers due to the inability to ensure global sustainability as a result of climate change, damage to natural capital, water shortages, and the emergence of animal resource depletion issues (the protein crisis, infectious diseases in livestock, etc.) ● Risk of incurring or increased costs due to new and/or increasingly stringent laws and regulations (decarbonization, natural capital and biodiversity, packaging, water, greenwashing) in Japan and abroad and renewable energy procurement requirements 	High	High	Very material
#7 Conflict/war, terrorism, riots, social unrest	<ul style="list-style-type: none"> ○ Opportunities for stable procurement of better raw materials through consideration of alternative raw materials ● Risks that export restrictions, tariffs, financial sanctions, or the use of force will restrict the procurement of raw materials (including raw materials for livestock feed), the supply of other commodities, information sharing across countries, or the transfer of funds, which may disrupt the penetration of Group-wide and business strategies, development, or manufacturing ● Risk of a significant drop in product demand due to being perceived as a company from a hostile country group ● Risk that the safety of local executives and expatriates may be threatened or that they may be restrained, and that business activities in particular countries may be impeded and prevented from continuing ● Risk of increased social unrest due to conflict, inflation, etc., and increased repression of expression and assembly and violation of women's rights, making it difficult to conduct business activities in some countries ● Deteriorating profits due to rising raw materials and fuel costs as a result of inflation ● Financial country risk due to expropriation risk or the outbreak of war, conflict, etc. 	High	High	Very material
#8 Finance, accounting, and taxation	<ul style="list-style-type: none"> ○● Risk of increased tax burden, or opportunities for decreased tax burden, from changes in tax systems and deferred tax assets/liabilities ● Impairment risk due to failure of acquired subsidiaries, etc., to fulfill business plan, or sharp increases in the cost of capital or interest rates ● Depletion of capital due to the financial crisis, risk of difficulty in procuring major currencies such as U.S. dollars due to factors such as decline in circulation mainly in emerging countries, and financing risk due to ratings downgrade ● Risk of unforeseen bankruptcies of customers, including overseas customers ● Risk of impact on business profits from sharp fluctuations in foreign exchange and interest rates (slowdown in overseas business activity, impact of converting overseas subsidiary earnings into yen, increased interest expenses) 	High	High	Very material

Materiality

Major risks and opportunities				
Category	Details	Probability of manifestation	Magnitude of impact	Comprehensive assessment
#9 Utilization of non-financial data	<ul style="list-style-type: none"> ○ Opportunities for facilitating the collection of non-financial data that could not be measured or analyzed in the past through technological innovation, the development of quantification methods, and the creation and development of effective standards, making it easier to convert environmental and social value into financial value ○ Opportunities for technological advances in the field of natural capital to make it easier to obtain the data needed to build resilient food systems ● Risk of missing business opportunities due to delays in addressing increasing social value and human rights risk assessment/measurement levels (social demands) 	Moderate	High	Material
#10 Pandemics, natural disasters	<ul style="list-style-type: none"> ○ Opportunities for building a resilient and flexible organizational structure by evolving to an all-hazards BCP that can respond to crises other than pandemics and natural disasters ● Risk of difficulty in promoting innovation and conducting business activities due to shortages of supplies and damage to human resources resulting from pandemics, large-scale/wide-reaching natural disasters, etc. 	Moderate	High	Material
#11 Consumer preferences and values	<ul style="list-style-type: none"> ○ Opportunities for expanding business by responding to changes in consumer values, such as increased awareness of sustainability and emphasis on emotional enrichment ● Risk of missing business opportunities due to delays in developing businesses, services, and products that respond to growing social and environmental awareness and personalized healthcare preferences among consumers, resulting in delays in acceptance by consumers and society 	Moderate	High	Material
#12 Population growth, aging populations, capital inflows to developing countries	<ul style="list-style-type: none"> ○ Opportunities for increased demand for solutions helping to resolve health and nutrition issues due to global population growth and capital inflows from public institutions to developing countries, opportunities for significant expansion of the healthcare market ● Risk of missing business opportunities due to delays in business development in some developing countries/areas, as population growth in Japan and Europe is unlikely 	Moderate	High	Material
#13 Governance and compliance	<ul style="list-style-type: none"> ○ Opportunities that arise from the accumulation of trust from stakeholders through the continuation of safety, quality, and environmental management activities that are unique to our company as a result of stronger governance ○ Opportunities to enhance business sustainability by fostering a better corporate culture through enhanced governance, including AGP penetration among employees and proper understanding and implementation of policies and rules and regulations ● Risk of criminal or administrative action due to non-compliance (including religious regulations, animal protection regulations, etc.) or inadequate quality or safety management (contamination of unexpected ingredients, etc.), or loss of stakeholder confidence 	Moderate	High	Material
#14 Economic security (semiconductors)	<ul style="list-style-type: none"> ○ Opportunity for easier technology development within Japan as a result of the Japanese government restoring domestic production of semiconductors as an economic security measure ● Risk of supply chain disruptions and increased market competition due to governments' economic security measures for semiconductors 	Moderate	Moderate	Material

Materiality

Initiatives and Targets/KPIs for Risks and Opportunities Related to Important Issues (Materiality) for the Ajinomoto Group

The following are initiatives and targets/KPIs for the six Material Themes currently being addressed by the Ajinomoto

Group ((1) Achievement of a sustainable global environment, (2) Achievement of well-being through food, (3) Contribution to advanced medicine and prevention, (4) Contribution to the evolution of a Smart Society, (5) Respect for diverse values and human rights, (6) Reinforcement of our management foundation). The risks and opportunities presented here

are a simple summary of the major risks and opportunities provided above, and the numbers in parentheses indicate the corresponding category numbers for the same.

Major risks and opportunities, initiatives, targets, and KPIs related to Material Themes

(Numbers in parentheses indicate the corresponding category numbers for the aforementioned major risks and opportunities)

Material Themes	Risks and Opportunities (Risk/opportunity category number)	Initiatives	Targets/KPIs
Achievement of a sustainable global environment	<ul style="list-style-type: none"> ○ Supporting the construction of ecofriendly and resilient food systems and increasing demand for related products and services through technological innovation, increased deregulation and policy support, capital inflows, and increased momentum for co-creation with other companies, etc. ● Loss of business opportunities due to difficulties in procuring raw materials and stricter related laws and regulations and social demands resulting from climate change, damage to natural capital, and depletion of animal resources, as well as delayed utilization or hasty implementation of advanced technologies such as cultured meat, packaging material recycling, and AI (#1, #4, #6)	(1) Challenge to Net Zero	<ul style="list-style-type: none"> • Reduce GHG emissions (vs. 2018) 2030: 50% reduction in Scope 1 and 2, 24% reduction in Scope 3 2050: Achieve net zero and 100% use of renewable energies • Advance biodiversity initiatives (Assessment of risk opportunities and promotion of initiatives including mutual solutions to climate change and other issues in raw materials selected for the LEAP approach*) * LEAP approach: A process in guidance proposed by the TNFD for the sciencebased assessment of nature-related risks and opportunities. • Plastic waste 2030: Zero waste • Reduce food loss (vs. 2018) 2025: 50% reduction (from receiving raw materials to customer delivery) 2050: 50% reduction (overall product lifecycle) • Cooperate with each region on social applications for reducing food loss, recycling plastic, etc. • Reduce water consumption (vs. 2005) 2030: 80% reduction in water consumption • Sustainable procurement of raw materials 2030: 100% sustainable procurement ratio of key raw materials • Animal welfare improvement
		(2) Contribute to the transformation of a resilient food system that supports 10 billion people	<ul style="list-style-type: none"> • Contribute to the creation of a society with a circular resource system by expanding the biocycle • Contribute to sustainable agriculture through biostimulants (Contribute to climate change mitigation and adaptation by increasing yield per unit area, increasing tolerance to environmental stresses, etc.) • Provide products using cattle raised by more sustainable methods utilizing amino acids; build an ecosystem through collaboration with dairy and meat manufacturers • Promote practical implementation of on-site production of ammonia with low environmental impact

Materiality

Material Themes	Risks and Opportunities (Risk/opportunity category number)	Initiatives	Targets/KPIs
Achievement of well-being through food	<ul style="list-style-type: none"> ○ Expanding business by offering products and services that meet the preferences of consumers in each region and their growing awareness of sustainability and health, and enhance the brand through management mindful of the well-being of our society and our planet ● Loss of business opportunities and brand damage due to delays in responding to changes in consumer values and lack of understanding of products and business activities amid changing and diversifying values and inappropriate use of advanced technologies such as AI (#1, #3, #9, #11) 	(3) Respect food culture and create an environment that supports people in making healthy food choices, for humans and the planet, that do not compromise on taste	<ul style="list-style-type: none"> • Expand provision of solutions for commercial (B2B) customers • Collaborate with local stakeholders to solve food and health issues • Provide nutritionally balanced products and services based on the Ajinomoto Group Nutrition Profiling System (ANPS) and other nutrition assessment technologies, and support healthy eating behavior among consumers • Providing healthy products as part of our Nutrition Commitment <ul style="list-style-type: none"> — By 2030, 60% of our products will have improved nutritional value — By 2030, we will provide products that promote delicious salt reduction and protein intake optimization to 400 million people a year — By 2030, we will double the availability of products that utilize the physiological and nutritional functions of amino acids (compared to 2020) • Provide foods and ingredients made with materials and production methods with low environmental impact (cultured meat, plantbased foods, etc.)
		(4) By encouraging the joy of cooking and eating together, contribute to emotional enrichment	<ul style="list-style-type: none"> • Quantify how much cooking and eating together contribute to well-being (study the relationship) and expand products that have high contribution
		(5) Contribute to self actualization by providing products and services tailored to each individual	<ul style="list-style-type: none"> • Develop a personalized experience for consumers through a deep understanding of their needs and behaviors KPI (1): 10 million POND* customers (number of common IDs) (2030) KPI (2): 2-3 new products annually with sales over ¥1 billion (2030) * POND: Company-wide customer base • Evolve value provided in the core cold business category among frozen foods (gyoza and peripheral dumpling products)
Contribution to advanced medicine and prevention	<ul style="list-style-type: none"> ○ Provide new value by continuously anticipating the evolution of modalities and delivering advanced medicine to customers through the use of DX ● Delayed response to technological advances in the medical field, or risk of stagnation in the evolution and expansion of “AminoScience” or failure to fully utilize ecosystem and co-creation opportunities, resulting in a failure to scale value and furthermore limited expansion of business and corporate value (#1, #4) 	(6) Contribute to the creation of advanced medical modalities	<ul style="list-style-type: none"> • Advance treatment and prevention, and expand provision of solutions to extend healthy life expectancy • Strengthen and expand business domain for biopharmaceutical manufacturing services • Evolve into a business that provides service solutions for culture media and advanced medical materials • Strengthen the medical food domain
Contribution to the evolution of a Smart Society	<ul style="list-style-type: none"> ○ Advanced development of semiconductor-related technologies in Japan due to progress in restoring domestic production of semiconductors, influenced by economic security policies ● Disruption of the value chain as governments regulate trade in semiconductor-related products as part of their economic security measures, and intensified competition as trade partner countries with frictions begin to produce related products domestically (#1, #14) 	(7) Develop and expand the provision of advanced materials and co-creation of sustainable business models through continuous innovation to create a sustainable and comfortable ICT society	<ul style="list-style-type: none"> • Strengthen the co-creation ecosystem in the semiconductor value chain, accelerate generating innovations that help evolve semiconductors, and expand the provision of advanced materials • Achieve development of technologies and materials in the field of advanced semiconductors, such as optoelectronic integration

Materiality

Material Themes	Risks and Opportunities (Risk/opportunity category number)	Initiatives	Targets/KPIs
Respect for diverse values and human rights	<p>○ Encouraging management decision making from a long-term perspective and from both financial and nonfinancial perspectives by making it possible to collect non-financial data on topics such as human rights through technological innovation, and participation in the creation of various standards that will lead to competitive advantage by leveraging Ajinomoto's environmental and social values.</p> <p>● Loss of business opportunities and corporate value due to delays in responding to requests for assessment and measurement of non-financial data on topics such as human rights</p> <p>(#5, #9)</p>	(8) Promote human rights initiatives in the value chain and foster multistakeholder resonance	<ul style="list-style-type: none"> Steadily promote human rights and environmental due diligence in accordance with international standards; taking a two-pronged approach as below through dialogue with stakeholders: (Deep dive approach) Conduct human rights impact assessments based on the results of country-specific human rights risk assessments (once every four years), and carry out preventive and corrective measures and monitoring (Comprehensive approach) Accompany and monitor suppliers to identify and improve their actual status based on the Guidelines for Group Shared Policy for Suppliers (scheduled to be completed by 2024 for domestic primary suppliers, and to be started by 2025 for overseas primary suppliers)
Reinforcement of our management foundation	<p>○ As the importance of intangible assets in management increases, vitalizing creative activities by diversifying human resources and encouraging them to take on challenges, and strengthening our competitive advantage by enhancing intellectual property and IT systems and strengthening our financial strategy</p> <p>● Expanding multifaceted threats to business infrastructure due to severe changes in the business environment, including demographic changes, conflicts, pandemics, gaps in supply and demand for human resources, more stringent laws and regulations, and threats to IT security</p> <p>(#1, #2, #5, #7, #8, #10, #12, #13)</p>	<p>(9) Improve employee well-being and create innovation through DE&I initiatives that serve as a model for local communities and human resource investment that encourages challenge, and work to build a Group where all employees feel fulfilled working at their respective companies</p> <p>(10) Strengthen resilience to changes in the business environment</p> <p>(11) Increase employee literacy</p>	<ul style="list-style-type: none"> ASV realization process engagement survey score (global) 80% (2025) ⇒ 85% (2030) Diversity in leadership (global) 20% (FY2025) ⇒ 30% (FY2030) Ratio of female managers (global) 35% (2025) ⇒ 40% (2030) Employees joining as mid-career hires as a share of all employees (Ajinomoto Co., Inc. non-consolidated) 20% (2025) ⇒ 30% (2030) * Every year, we target a 50% or higher recruitment rate of mid-career hires among all new employees joining Ajinomoto Co., Inc. in a single year. Promote ASV Awards (global) and open recruitment transfers and cross-divisional project participation (Ajinomoto Co., Inc. non-consolidated) Strengthen resilience by building a global quality assurance system and global strategic IP portfolio Carry out ongoing measures to improve compliance awareness Continuously carry out assessments, audits, and inspections related to health and safety Identify management risks and consider countermeasures (annually) Conduct future projections, identify opportunities, and discuss portfolio strategy (as appropriate) Minimize risk of impairment and fluctuation in foreign exchange and interest rates, and mitigate risk through effective use of intra-Group funds and flexible financing Deploy literacy improvements measures for the environment, human rights, DX, etc. 100,000 employees receiving nutrition training (2025)

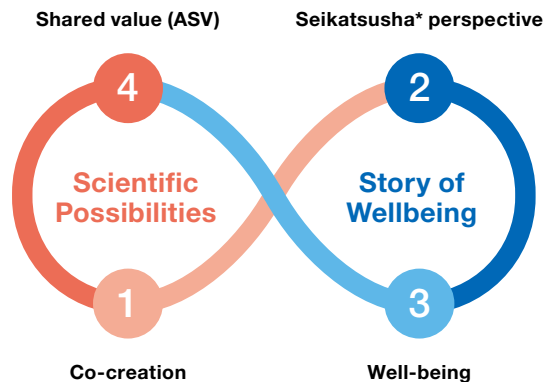
Materiality

Our path toward achieving ASV maximization

We will steadily implement efforts to reduce negative impacts, based on the strengthening of intangible assets and taking into account risks and opportunities for each material theme, and accelerate initiatives for creating positive impacts.

Important Issues (Materiality) for the Ajinomoto Group

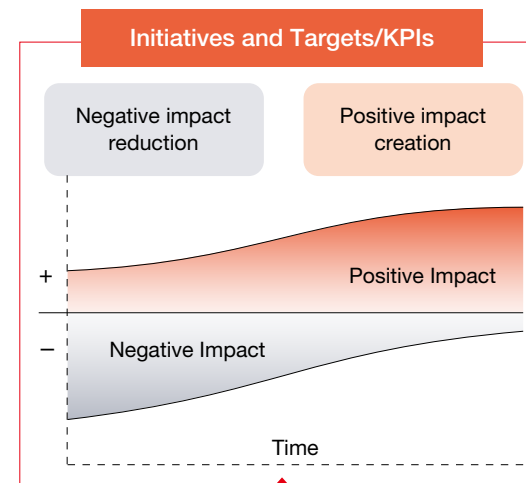
Value Creation Framework



Material Themes

- Achievement of a sustainable global environment
- Achievement of well-being through food
- Contribution to advanced medicine and prevention
- Contribution to the evolution of a Smart Society
- Respect for diverse values and human rights
- Reinforcement of our management foundation

Risks and opportunities

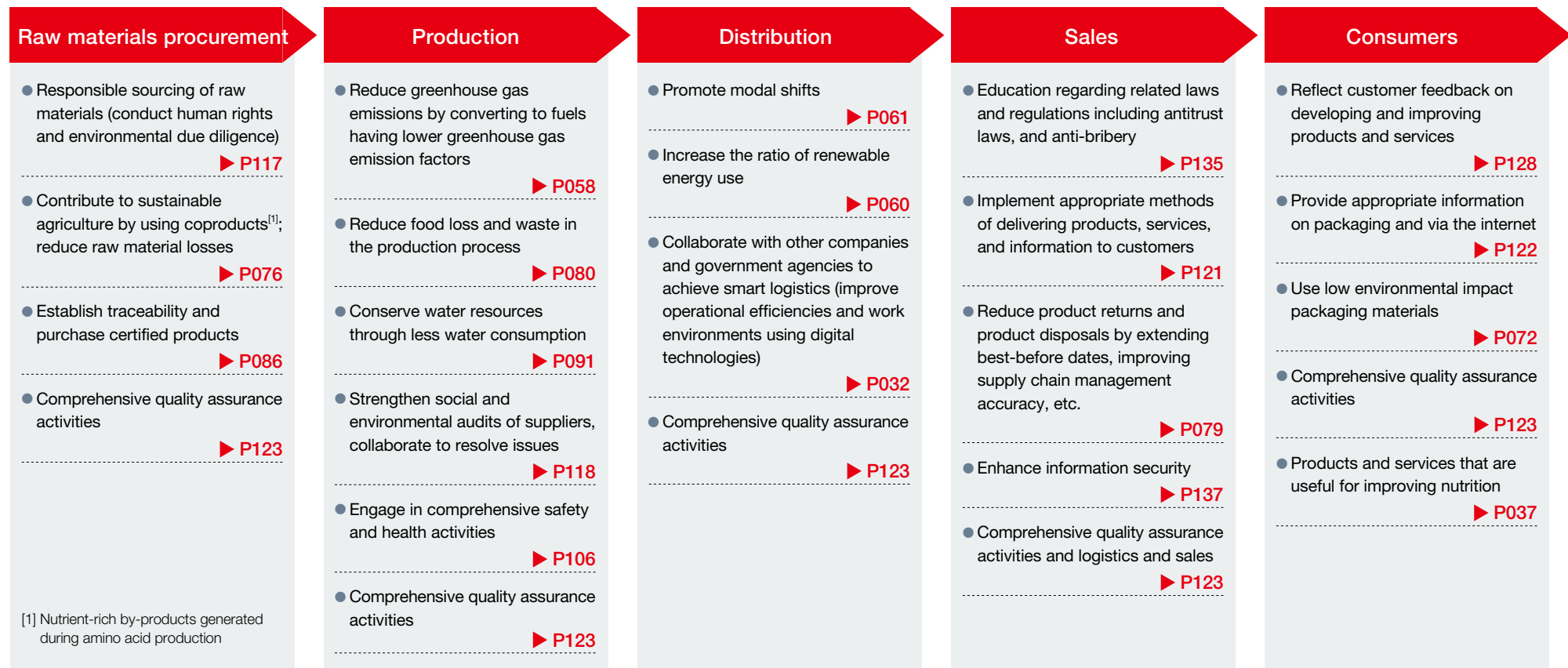


Strengthen intangible assets

Ajinomoto Group value chain

Raw materials procurement, production, distribution, sales, consumers

The Ajinomoto Group operates its businesses while interacting with various stakeholders engaged in every process of its global supply chain. We have identified social issues, concerns, and risks closely related to each process as described below. We aim to resolve social and environmental issues through steady efforts and responses in collaboration with related parties.



Framework for ESG and Sustainability

Framework for ESG and sustainability

Framework

In the Ajinomoto Group, we honestly comply with the Ajinomoto Group Policies (AGP) that show the ideal way of thinking and action that the Group companies and their officers and employees should comply with, continue to develop and properly operate our internal control system, strengthen our system that considers sustainability as an

active risk-taking system, and continuously enhance our corporate value.

We are strengthening our sustainability promotion system in order to continuously increase our corporate value from the perspective of sustainability. As of the publication of this document, this system is outlined below.

The Board of Directors has established the Sustainability Advisory Council, creating a system to provide recommendations about the Group's approach to sustainability and ESG. It determines important issues for the Ajinomoto Group (materiality) that serve as guidelines for ASV management and supervises the execution of initiatives related to sustainability.

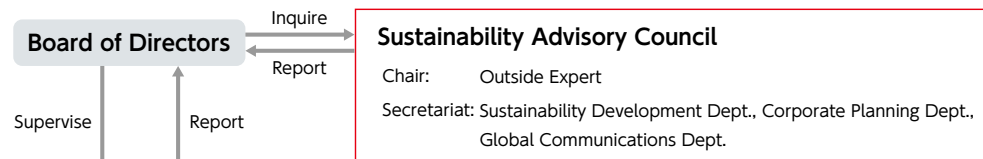
The Executive Committee has established the Sustainability Committee and the Risk Management Committee as its subordinate bodies, which identifies risks and opportunities based on material matters for the Ajinomoto Group (materiality) and assesses them for degree of impact, formulates measures, and manages their progress. In fiscal 2023, the Executive Committee received two activity reports from the Sustainability Committee.

Beginning April 2023, the Second Term Sustainability Advisory Council will continue its work to enhance the Ajinomoto Group's corporate value from the viewpoint of sustainability. The Second Term Sustainability Advisory Council consists of four external experts, primarily investors and financial market specialists, and is chaired by an external expert. After receiving consultation from the Board of Directors, the council will investigate the implementation of materiality, disclosure and dialogue on its progress, and building relationships with stakeholders through these activities, in the interest of stronger monitoring of the Board of Directors, and issue a report in response to the Board of Directors. The Second Term Sustainability Advisory Council will meet at least twice a year and report the results of its deliberations to the Board of Directors.

In order to advance Medium-Term ASV Initiatives, the Sustainability Committee works with the Risk Management Committee to select and identify risks and opportunities based on materiality as well as assess their

Framework for ESG and sustainability

[Supervision]



[Execution]



Framework for ESG and Sustainability

impact on the Ajinomoto Group, making proposals to the Executive Committee. The committee then formulates countermeasures and manages the progress of sustainability measures. In addition, the Sustainability Committee formulates the entire Ajinomoto Group's sustainability strategy, promotes action themes (nutrition, environment, and society) based on this strategy, makes proposals and provides support for business plans from a sustainability viewpoint, and compiles internal information on ESG.

The Risk Management Committee works with the Sustainability Committee to select and identify risks calling for particular initiative by management (pandemics, geopolitical risks, information security risks, etc.) based on materiality as well as assess their impact on the Ajinomoto Group, making proposals to the Executive Committee. The committee also formulates risk management measures and manages their progress in order to realize a strong corporate structure capable of responding promptly and appropriately to risks and crises.

> Sustainability Approach and Structure
> Sustainability Advisory Council

Dialogue and Collaboration with Stakeholders

Stakeholder engagement

To fulfill our responsibility for the sustainability of society and the global environment, not only must we pursue our own profit, but we must also share created value with all stakeholders. Here, we must understand and analyze the concerns of each stakeholder and their expectations of the Group. We must take this knowledge and apply it to our business activities.

The Ajinomoto Group engages in ongoing dialogue with our stakeholders across a diverse range of forums, incorporating stakeholder feedback into our corporate activities.

Principal stakeholders	Customers and consumers	Shareholders and investors	Business partners	Employees	Local communities	Outside experts, NPOs, NGOs, and business associations
Concerns/ expectations of stakeholders	<ul style="list-style-type: none"> Product safety and security Resolving the food and health issues 	<ul style="list-style-type: none"> Fair and highly transparent management Sustainable business growth Constructive dialogue and stronger governance Timely and appropriate disclosures 	<ul style="list-style-type: none"> Promotion of initiatives toward a sustainable supply chain Promotion of human rights due diligence Fair business practices 	<ul style="list-style-type: none"> Human resource development Career development Diversity, equity, and inclusion Improved employee engagement Compensation and employee benefits Occupational safety and health Responsible employment of foreign technical interns and foreign workers with specified skills 	<ul style="list-style-type: none"> Local safety and environmental conservation Sustainable development of communities 	<ul style="list-style-type: none"> Honest dialogue and linked activities
Engagement channel	<ul style="list-style-type: none"> Customer service center Website Factory tour Information sharing and/or discussions with consumers during events and presentations Market research D2C business 	<ul style="list-style-type: none"> General meeting of shareholders Financial results briefings, IR Day, and business briefings Events for shareholders and individual investors Dialogue with institutional investors 	<ul style="list-style-type: none"> Procurement policy briefings, supplier audits Dialogue with business partners (raw materials and packaging materials suppliers, distribution, logistics), policy briefings to distributors Fact-finding surveys of tier 1 suppliers in Japan and dialogue to improve any issues Human rights impact assessed by making site visits and having dialogue (Vietnam: coffee beans, Malaysia: palm oil) Sales activities to B2B customers 	<ul style="list-style-type: none"> Various skills development and training Dialogue with the CEO and General Managers of business or corporate divisions Individual Target Presentation ASV Awards Social media platform to connect employees globally Ajinomoto Group Policies (AGP) workplace reviews Hotlines (whistleblower reporting system) Harassment hotline Dialogue with foreign technical interns and foreign workers with specified skills 	<ul style="list-style-type: none"> Dialogue with residents living near our plants Participation in and sponsorship of community events Activities to support the recovery of communities impacted by natural disasters Support through foundations (Japan, Vietnam, Ghana) 	<ul style="list-style-type: none"> Dialogue with outside experts, NPOs, NGOs, business associations, and government agencies Dialogue with consumer goods manufacturers and global retailers at the Consumer Goods Forum (CGF) Participation in the Workforce Nutrition Alliance (WNA) Participation in the World Business Council for Sustainable Development (WBCSD)
Results and impacts	<ul style="list-style-type: none"> Product improvements reflecting the voice of customers Proposals and information that contribute to improving consumers' nutrition, health, and well-being (e.g., reducing salt intake and optimizing protein intake) Expansion of sustainability information disclosure 	<ul style="list-style-type: none"> Promotion of understanding of the Group's growth strategy and strengths with explanatory briefings and by other means Publication on our website of presentation videos and video content on initiatives related to strengthening intangible assets and governance Improved interaction with individual shareholders and investors Reflection of investors' opinions on improving management and IR 	<ul style="list-style-type: none"> Proposals that contribute to the improvement of nutrition, health, and well-being of people in retail stores and restaurants (e.g., reducing salt intake and optimizing protein intake), to the reduction of environmental impact, to other issues Reduction of environmental impact by supplying B2B customers and also creating products with them Consistent promotion of human rights due diligence across our value chain 	<ul style="list-style-type: none"> Dialogue between management and employees to promote mutual understanding of work environment, such as occupational safety and health, salary, and employee benefits Workplace improvements through hotline consultations and other available programs Implementation of responsible employment for foreign technical interns and foreign workers with specified skills Fostering empathy for Purpose 	<ul style="list-style-type: none"> Identification of health and nutrition issues in communities and efforts to resolve these issues (Initiatives include salt-reduction seminars in partnership with local governments, events and menu suggestions encouraging people to eat breakfast and consume more vegetables, and school meal projects in Vietnam and Indonesia) Promotion of food loss reduction initiatives 	<ul style="list-style-type: none"> Revisions to Group Shared Policies, guidelines, and approaches Promotion of efforts to improve the logistics efficiency and work environment of processed food distribution in Japan in collaboration with business associations involved in manufacturing, sales, and distribution along with the relevant government Participation in the Workforce Nutrition Alliance and advancing improvements in workplace nutrition

Participation in initiatives

■ UN Global Compact (UNGC)

The United Nations Global Compact asks companies to embrace, support and enact, within their sphere of influence, a set of core values in the areas of human rights, labor standards, the environment and anti-corruption. The Ajinomoto Group has been signing and participating since July 16th, 2009, and the Ajinomoto Group summarizes and reports on the status of initiatives for addressing the ten principles of the United Nations Global Compact.



■ The Consumer Goods Forum (CGF)

Retailers and manufacturers are on an equal footing in the global network of consumer goods distribution industries, and member companies are promoting their activities, and are promoting practices and standardization that are useful to the consumer goods industry around the world. Since 2011, the Ajinomoto Group has participated as a member of the board of directors.



■ Task Force on Climate-Related Financial Disclosures (TCFD)

TCFD established by the Financial Stability Board (FSB) at the request of G20 on December 2015, to examine how climate-related information should be disclosed, and how should financial institutions respond. TCFD recommends companies to disclose items related to climate change-related risks and opportunities. Ajinomoto Co., Inc. has endorsed the recommendations of the TCFD and joined the TCFD Consortium in May 2019.



■ RE100

In August 2020, the Ajinomoto Group announces that it has joined RE100, an international environmental initiative of businesses committed to 100% renewable electricity.



■ Roundtable on Sustainable Palm Oil (RSPO)

In response to growing global demand for low environmental impact, sustainable palm oil, the RSPO was established in 2004 with seven relevant organizations, including the WWF. The Ajinomoto Group has joined the organization in 2012.

■ Japan Climate Initiative (JCI)

Japan Climate Initiative is a network of non-state actors such as companies, local governments and NGOs aiming to realize a decarbonized society.

The Ajinomoto Group has participated since its establishment on July 8th, 2018.

■ Japan Business Initiative for Biodiversity (JBIB)

The company was established in 2008 with the aim of contributing to the conservation of biodiversity in Japan and overseas by producing results that cannot be achieved solely through independent corporate activities through joint research by various companies. The Ajinomoto Group has participated as a founder and full-time member company since its founding.



■ The Green Purchasing Network (GPN)

GPN is a non-profit organization whose mission is to promote the ideas and practices of green purchasing in Japan. Since its establishment in 1996, the GPN has taken a leading role through its activities. Ajinomoto Co., Inc. has been a member of the Green Purchasing Network in Japan since March 3rd, 2006.

Since April 1st, 2006, Ajinomoto Co., Inc. has participated as a member of the board of directors.



■ "1% (one-percent)" Club

This initiative is Keidanren's Related Organizations. In addition to providing members with information on donations and social contribution activities. This organization also conduct activities to deepen the public's understanding of corporate social contribution activities. We also coordinate activities for more effective social contribution activities by linking companies and their employees with non-profit organizations (NPOs), including civil society organizations.

The Ajinomoto Group has participated since its establishment on November, 1990.



■ Clean Ocean Material Alliance (CLOMA)

In order to solve global emerging issue on marine plastic litter, CLOMA is established in January 2019 as a platform for promoting sustainable use of plastic products, developing innovative alternatives that lead to plastic waste reduction, and strengthening collaboration to accelerate innovation among a wide range of stakeholders across industries. As a founding member, Ajinomoto Co., Inc. actively participates in it, including serving as the Chair of the Dissemination & Promotion WG.



■ Japan Sustainable Palm Oil Network (JaSPON)

JaSPON is a network established by retailers, consumer goods manufacturers and NGOs. JaSPON is aiming to solve social and environmental problems in palm oil production by accelerating sustainable palm oil sourcing and use in Japanese market. Ajinomoto Co., Inc. contributed in its foundation and actively participates in it as a board member company.



■ 30% Club Japan

The 30% Club was founded in the United Kingdom in 2010. It is a global campaign taking action to increase the proportion of women in key decision-making bodies of companies, including the board of directors, to more than 30%. In May 2019, 30% Club Japan was launched in Japan, and Ajinomoto Co., Inc. has participated in the project since its establishment, aiming to increase the ratio of women in decision-making positions.



Expectations and recommendations from external stakeholders

To continue responding to varying sustainability requirements in different parts of the world, the Ajinomoto Group collected opinions from local experts on the Group's overall approach to sustainability and specific initiatives regarding human rights, the environment and other issues.



Elaine Cohen
Founder and CEO
Beyond Business Ltd.

The Ajinomoto Group demonstrates best practice by conducting the IR Day to share its progress and plans for integrating ASV management and the sustainability (ESG) initiatives of the Group. This open dialogue is helpful for the Group to know the focus of investor interest and critical for mutual understanding of expectations. I listened with interest, for example, to the investor questions raised at the IR Day and was encouraged to note an emphasis on sustainability-related themes. A key point raised was the connection of materiality to value creation as a fundamental dimension of sustainability strategy—improved disclosure of this interlinkage will help investors more accurately

evaluate the Group's performance and elevate their confidence in the Group's ability to deliver its promises.

The responses provided by the Group leaders displayed optimism that the Group will realize significant value from its ongoing ESG initiatives. In some cases, the level of the ambition is huge, such as new efficiency levels for cassava production in Thailand, the benefits of biostimulants or the opportunities to transform electronic technologies through venture capital investments. To ensure the Group's optimism is translated into reality, all these initiatives will require significant ongoing investment, partnership, research and market development. Therefore, more detailed discussion of the challenges and risks, and how they will be overcome, could offer better balance in understanding the Group's plans.



**Celine Solsken
Ruben-Salama**
Principal, FOR THE LONG-
TERM, LLC
Lecturer and Faculty
Advisor, M.S. Sustainability
Management Program,
Columbia University (NY)

Updates to the Ajinomoto Group's sustainability website reflect a shift in focus around sustainability communications to accentuate positive impacts. The homepage now features a dynamic banner showcasing new "Along with society" stories that bring to life the Group's initiatives around the world that contribute positively to society. Additional improvements to this website make it easy to find key information around the Group's sustainability management efforts, as well as links to the ASV Report (Integrated Report), Sustainability Report, GRI, and SASB tables. While I like the concept of listing out the Group's sustainability initiatives on the bottom of the page, I was expecting something similar to the stories when I clicked through. Instead, found the follow-up pages dense with links and references to the individual report sections. This left me wondering if this website aims to communicate with customers, investors, or ESG ratings and

rankings professionals. I would recommend segmenting the website somehow to create different gateways that cater to these different audiences and organizing the information accordingly for a more harmonious experience.

The Ajinomoto Group's IR Day materials reveal hints of the upcoming reports. Here too, examples of "Positive Impact Creation" are highlighted. An in-depth case study of the Umami Seasonings Business Value Chain showcases constructive developments to the quantification of positive impacts, which could perhaps be further improved through closer alignment with the EU Taxonomy for Sustainable Activities. The case study demonstrates value creation for the Group, as well as for stakeholders across the value chain. In the upcoming reports, I expect to see quantification of both social and economic value similarly mapped for the Group's other business units. Importantly, the 'Equation for Calculating Enhancement of Corporate Value' should be applied to processes, initiatives, and product lines, to quantify and assess financial materiality.

While the "Identification Process for Important Issues (Materiality) for the Ajinomoto Group" approach is a thorough lens, because of its uniqueness it does create some

Dialogue and Collaboration with Stakeholders

confusion in regard to the Group's approach to materiality. Inconsistent terminology around materiality in the various materials indicates that the approach is in flux. I would strongly recommend streamlining the terminology around materiality by defining threshold definitions for "impact materiality" (social value) and "financial materiality" (economic value) and showing which topics from the "Material Themes" fall within the criteria. This exercise will serve the Group well in terms of preparation for reporting in line with IFRS S1 and S2.

Overall, the visual presentation of the Group's strategy has room to improve. While all the elements seem to be there, the current graphics don't communicate the intricate, multi-dimensional system clearly. I look forward to seeing how the visual aspects of the Ajinomoto Group's ASV strategies crystalize in tandem with further developments to the strategies, metrics, and progress.

**Luke Wilde**

Chief Executive Officer
(CEO)
twentyfifty

We continue to admire the structure & transparency of the Ajinomoto Group's human rights approach. It is a great to see such a clear plan and roadmap presented and very easy to see what has been achieved in the last year. The approach is based on a sound risk assessment which informs the activity that you undertake. You have a comprehensive approach to conducting human rights risk assessments, I am quite surprised that you are able to say that no serious human rights abuses were found in the supply chains that you have visited. I would encourage the Group to ensure that the Human Rights Impact Assessments (HRIAs) conducted really do take views of the rights holders into account and that you are able to differentiate the HRIAs conducted from social audits and that they are conducted in line with UNGP best practice.

I am interested to see the new supplier survey and the Ajinomoto showing some clear areas of improvement amongst the supply base. This level of transparency is very good and will be great to see progress over time. We have mentioned before that it is time for the Group to look at their own purchasing practices (contracting, forecasting, planning etc.) and how they potentially impact suppliers' decision making linked with human rights. It could be possible to add some questions to this survey for example to see how your supplier's view the Group.

Dialogue and Collaboration with Stakeholders

**Vasu Srivibha**

Chief Impact Officer
Sasin School of Management
Chulalongkorn University
(Thailand)

Based on a solid foundation as one of the leading companies in the food industry, the Ajinomoto Group's commitment to creating and enhancing social and economic value through ASV is remarkable. In 2024, it is commendable that the Group is evolving ASV management by strengthening its intangible assets and addressing important issues (materiality) for the Ajinomoto Group with a view to a long-term goal in 2050.

I perceive the Group's approach to sustainability as revolving around three "C" 1) Commitment –The Group demonstrates strong commitment to its vision, as seen in its management approach to reducing negative impacts and expanding positive impact contributions. 2) Consistency – All sustainability initiatives fall under material themes that determine the Group's priorities.

3) Continuous Improvement – Looking at ASV management, the Group strives for better in all aspects based on a clear roadmap with aspiring goals and targets to achieve.

On human rights issues, the Group has developed a well elaborated narration centered around firm plans based on current structure and available framework. The engagement with Caux Round Table Japan in human rights due diligence is outstanding in terms of showcasing collaboration, credibility, and transparency. My recommendations for the Group's approaches to human rights include the following activities.

1. Enhance due diligence and monitoring

To further ensure compliance in human rights policy in the Group's supply chain, the Group can implement more frequent and thorough audit of suppliers, potentially by working with partners and third parties, targeting more specific human rights issues in different geographical location.

2. Promote equitable and sustainable supply chain

Achieving the goal in 2030 and 2050 would be challenging without awareness and understanding of the issue. The Group can continuously update policy to align with evolving international standards. Furthermore, the Group could consider setting up a "Ajinomoto Group's suppliers gathering" where major suppliers come together to learn about the Group's commitment to creating a sustainable supply chain.

3. Strengthen internal training

To solidify understanding of human rights issues beyond awareness, the Group should provide comprehensive human rights training for all employees, particularly highlighting best practices and application in daily operations.

4. Explore cross-industry collaboration

It is almost impossible for one company to ensure compliance and sustainability of a whole supply chain. The Group could start exploring intra-industry partnership to evaluate and verify the compliance issues in order to enhance overall supply chain integrity and reputation.

In terms of reporting, I expect the Group to better explain the link between its human rights framework and evolving sustainability standards, including its relevance and how disclosing human rights performance can improve sustainability values. Potentially the Group could consider showcasing "impact narrative" – qualitative data like quotes or news pieces for report readers to see what real changes happened or are happening, of course with confidentiality of rights-holders into consideration.

Additionally, the Group could better explain impact of right policies on human right issues in a logical flow by developing a case study (to display internally or on the Group website). Let's say when an issue occurs in a specific market – How does the Group manage the situation? What framework and guideline were used to manage the situation? Which group of stakeholders did the Group engagement with? What is the impact? The Group can also use this channel to recognize employees who act and demonstrate leadership in managing human rights issues.

By enhancing and expanding its human rights initiatives, it is both an opportunity and challenge for the Ajinomoto Group to discover existing human rights issues and develop innovative solutions to tackle those issues. I truly believe that the Group can significantly advance its human rights initiatives. This ultimately leads to creating positive impact and building trust with stakeholders, and to bringing the Group closer to its vision on "Contributing to the wellbeing of all human beings, our society and our planet with "AminoScience."

Dialogue and Collaboration with Stakeholders

**Hidemi Tomita**

Institute for Sustainability
Management
Board of Directors
Representative

The Ajinomoto Group has been making various advanced efforts in sustainability among Japanese food-related industries. Group information disclosures are exceedingly comprehensive and include extensive amounts of information. On the other hand, I feel that their concepts for materiality, for example, are too unique and diverge from the direction that disclosures have taken throughout the rapid progress in the institutionalization of such disclosures. Similarly, the Group makes certain efforts in the increasingly regulated field of human rights due diligence, but the issues the Group must prioritize throughout the value chain are not always made clear and the relationships between materiality and such issues remain lacking.

Although individual initiatives, including those aforementioned, are the result of many years of dedication and have been fruitful to a certain level, it is difficult to visualize the overall picture throughout the Group, giving the impression that the Group focuses more on the optimization of each individual measure. The Ajinomoto Group seems to be gradually organizing concepts and clarifying major directions since the appointment of President Fujie. Sustainability management is progressing rapidly into a new phase of legalization and institutionalization across the globe. Amid these circumstances, I hope the Ajinomoto Group will adapt to these trends early on and reorganize measures to include more detail while also advancing original and advanced efforts.

**Kenji Fuma**

Neural Inc.
CEO

The current disclosures of the Ajinomoto Group did not clarify detailed targets that it would like to meet by 2030 in all of the growth areas of Healthcare, Food & Wellness, ICT, and Green. While the Group had set targets in some fields, it could further foster sound proactive mindsets for workers both inside and outside of the Group by specifying goals derived from social and environmental impacts including perspectives of the entire value chain and the local communities.

I also expect the Group to integrate sustainability actions with their financial strategy more deeply. In order to achieve the ambitious goals that the Group describes as 'Mt. Everest,' it would require a bunch of CAPEX to reinforce corporate assets for R&D, equipment, human resources, intellectual property, external partners, and others. The clearer it makes what the management resource shortcomings are and in which area its CAPEX should be poured, the more specifically defined the missions of each business department would be.

My third expectation to the Group is engagement with stakeholders throughout the global supply chain. Suppliers will be a key factor in all of the four growth areas under the circumstance where the Ajinomoto Group's supply chain is widespread around the world. I hope that the Group would improve communications and engagements up to the level where all suppliers feel pleased and proud to be a supplier of the Ajinomoto Group.

Dialogue and Collaboration with Stakeholders

**Shunsuke Managi**

Professor of Urban Systems Engineering, Graduate School of Engineering, Kyushu University
Faculty Fellow, Research Institute of Economy, Trade and Industry (RIETI)

The Ajinomoto Group describes risks, opportunities, and KPIs related to materiality, going as far as to disclose specific examples of activities on the human rights page, for example, and even the type of dialogue taking place within the field. I truly appreciate the sincerity of these efforts.

However, a responsible corporation like the Ajinomoto Group should systematize these factors in a larger frame through the supply chain, human rights, and environment. The Group must grasp the overall view of human rights and sustainability and investigate in detail the important risks in the supply chain or go into the field to understand the current issues and propose solutions. The Ajinomoto Group also does not disclose quantitative information on the billions of yen worth of economic value the Group has created through their social initiatives, nor how such value relates to nutrition and increased healthy life

expectancy. Current disclosures consist of a small collection of examples of collaborative activities and other initiatives. Such disclosures are insufficient for a leading company in sustainability. I expect the Ajinomoto Group to display the full scope of Group measures, including a clear indication of how measures relate to other areas, the final impact of such measures, and how much economic value the Group produces as a result.

FY2023 Activity Report

The FY2023 Activity Report outlines our initiatives to achieve the two outcomes defined in the Medium-Term ASV Initiatives 2030 Roadmap, as well our efforts to strengthen the business foundations supporting these initiatives.

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

Outcomes of the Ajinomoto Group in the Year 2030

**Help Extend the Healthy Life
Expectancy of 1 Billion People**

▶ P034

**Reduce Our Environmental Impact
by 50%**

▶ P048

Strengthening Business Foundations

Social

▶ P094

Governance

▶ P130

A holistic approach to sustainability

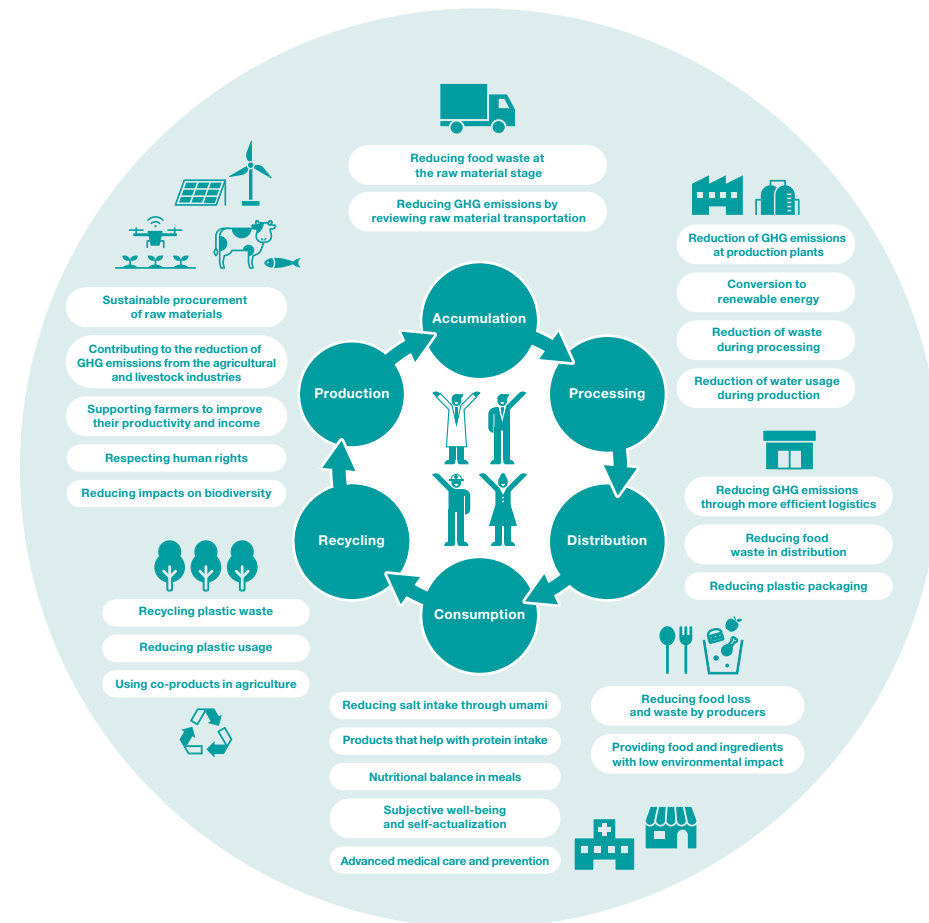
In addition to reducing negative impacts, the Ajinomoto Group aims to create positive of its business based on “AminoScience” and continues to tackle various sustainability issues with a holistic approach.

Our goal as the Ajinomoto Group is to contribute to the well-being of all human beings, our society, and our planet with “AminoScience.” To this end, we believe it is necessary to realize two outcomes by 2030, namely, to reduce our environmental impact by 50% and to help extend the healthy life expectancy of one billion people. The business of the Ajinomoto Group is based on stable food resources and a vibrant natural environment. However, we are also aware that our business activities have an impact on the environment. Today, as we reach the limits of what our planet can sustain, it is essential that we put in place efforts to regenerate the environment. We believe that we can only implement initiatives aimed at extending healthy life expectancy in a sustainable manner by reducing our environmental impact through measures such as responding to climate change, ensuring sustainability of food resources, and the conservation of biodiversity.

Through our business activities, we provide products and services that are delicious, nutritionally balanced, and benefit people’s dietary habits, and further promote reduced environmental impacts caused by greenhouse gases, plastic waste, food loss and waste. Also, through our resource recycling-based amino acids fermentation process (a bio-cycle), we are contributing to sustainable food systems that are more resilient and to the regeneration of the global environment. Furthermore, we aim to create a more positive impact on society by maximizing the Ajinomoto Group’s strength in “AminoScience”, while steadily reducing negative impacts, such as environmental impacts.

Resilient agri-food system

In addition to reducing negative impacts, the Ajinomoto Group aims to create positive impacts throughout its value chain and contribute to a resilient agri-food system that will support people around the world by 2050.

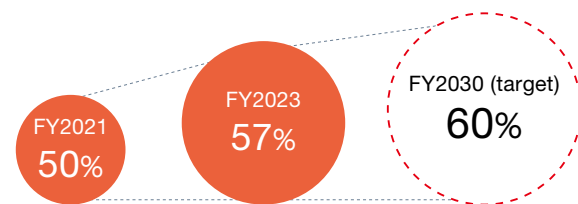


Key initiatives and progress

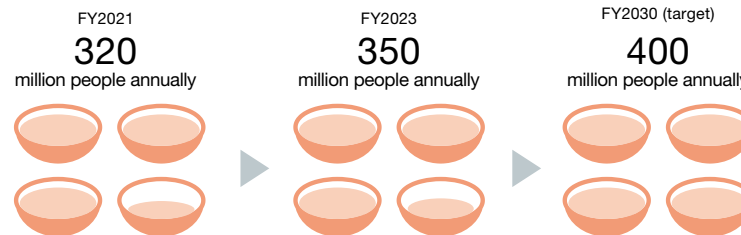
Nutrition Commitment

By 2030, we will help extend the healthy life expectancy of one billion people by increasing the current reach to 700 million consumers and providing products and information that support consumers in enjoying nutritious and delicious food with Nutrition Without Compromise as basic policy on our approach to nutrition.

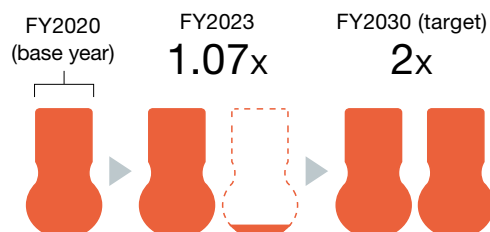
Percentage of products with improved nutritional value^[1]



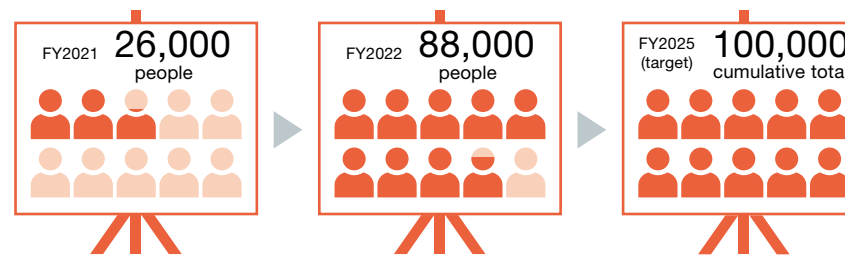
Provision of products with improved nutritional value in "delicious salt reduction" and "protein intake optimization"



Availability of products utilizing the physiological and nutritional functions of amino acids



Nutrition education for employees

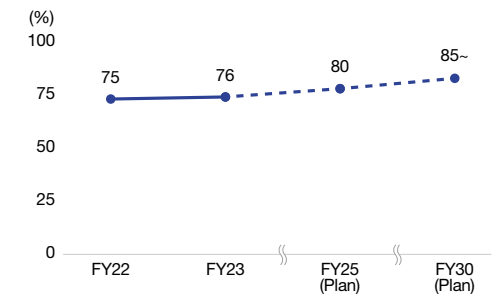


[1] Products with improved nutritional value means the products that meet our criteria and contribute to the intake of improved nutrition from an international public health perspective.

> P035

Employee engagement score (ASV as one's own initiative)

- The Ajinomoto Group works to deepen understanding of our ASV Indicators, foster empathy for purpose, and enhance a corporate culture that encourages challenge.
- We changed our measurement method for our fiscal 2023 score from a single question of ASV as one's own initiative to the category average value of the items in "ASV Realization Process" questions. Doing so will enable us to better grasp the actual state of affairs from future scores.



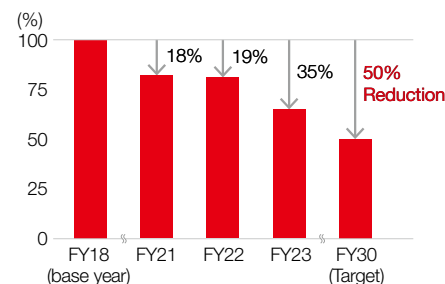
> P097

Responding to climate change

- We set a target to reduce greenhouse gas emissions in fiscal 2030 by 50% for Scope 1 and 2 and 24% for Scope 3 in comparison with fiscal 2018 levels. We also aim to achieve net zero emissions by fiscal 2050.
- For water consumption, we have set an 80% reduction target by 2025 in comparison with fiscal 2005 levels.

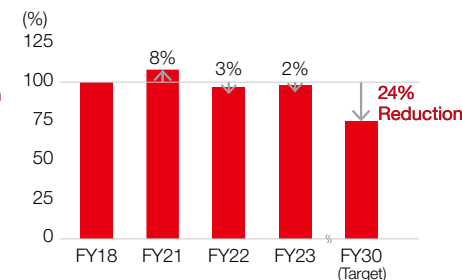
> P057
> P091

GHG emission reduction rate (Scope 1 and 2 vs. FY2018)^[1]

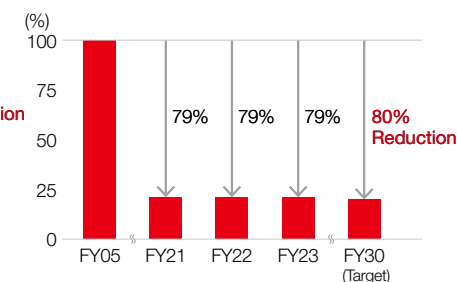


[1] Performance against SBTi targets

Reduction rate of GHG emission intensity per ton of Scope 3 production (excluding Category 11) (vs. FY2018)^[1]



Reduction rate of water consumption per production volume unit (vs. FY2005)

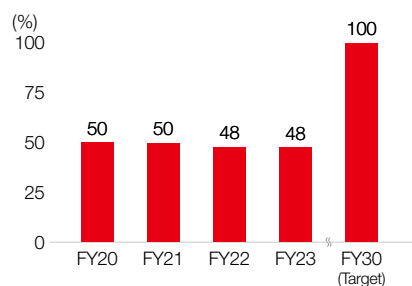


Realization of a circular society

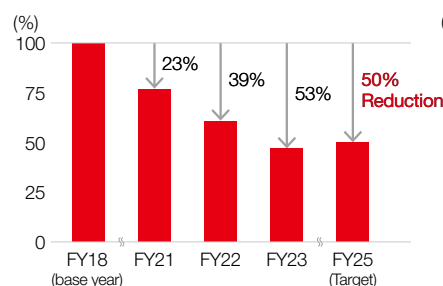
- The Ajinomoto Group aims for zero plastic waste by fiscal 2030.
- We set a goal to half food loss that occurs from acceptance of raw materials to delivery to customers by fiscal 2025, compared to fiscal 2018 levels.
- We will reduce waste, such as garbage, by optimizing raw material usage and maintaining a resource recovery ratio of 99% or higher.

> P069
> P080

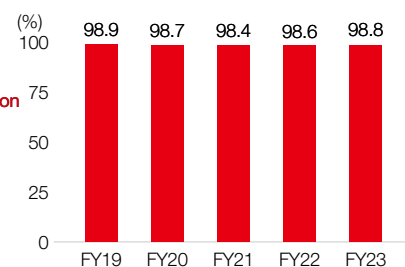
Percentage of recyclable plastic^[2]



Food loss reduction rate (amount generated vs. production volume per unit production)^[3] (vs. FY2018)



Resource recovery ratio



[2] Plastics recyclable through technology. Recyclable ratios after 2020 are updated only for major domestic divisions after our total volume survey conducted in 2019.

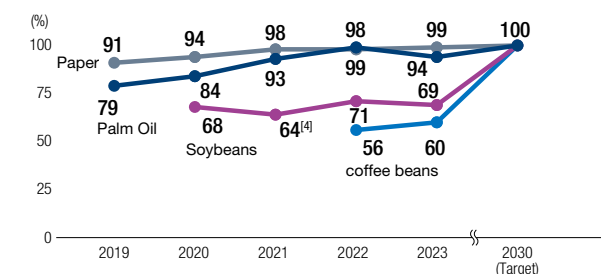
[3] From the acceptance of raw materials to delivery to customers

Achieving sustainable procurement

- We aim for a 100% sustainable procurement ratio of key raw materials by fiscal 2030.

> P086

Sustainable procurement ratio



[4] Procured for businesses in Japan

- FY2030 target of sugarcane and beef: 100%

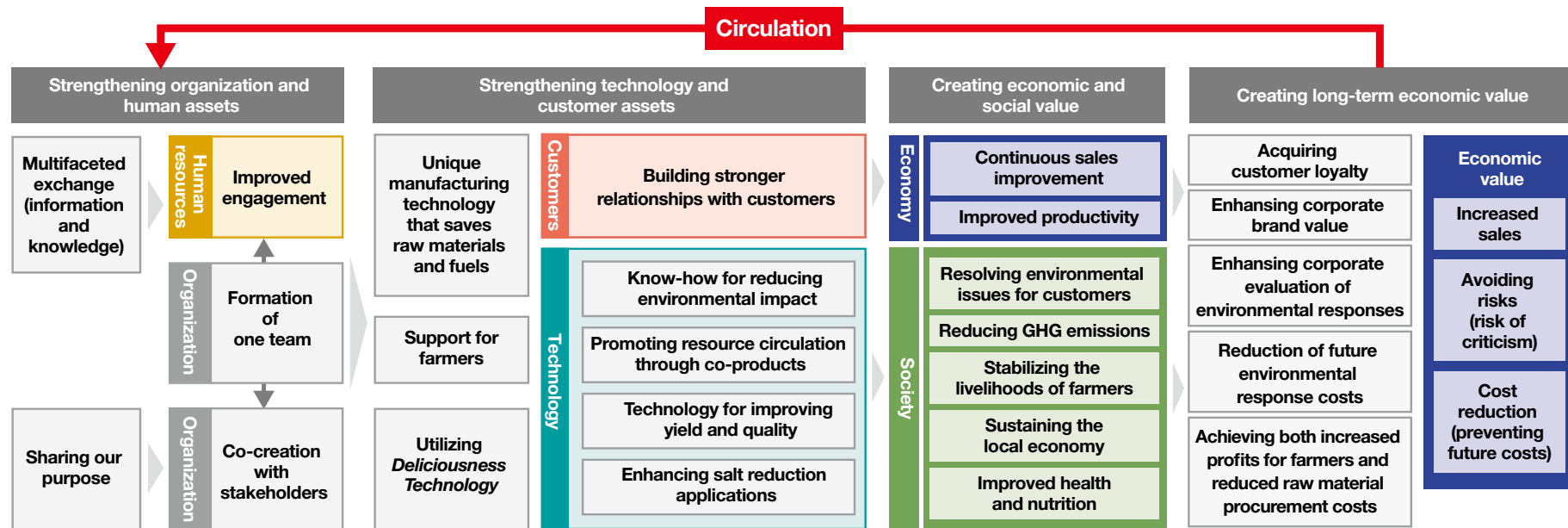
Value creation throughout the value chain of the umami seasonings business

At the Ajinomoto Group, through multifaceted communication and sharing of our Purpose, each member deepens their understanding of the meaning of their work and forms one team that works together to realize our vision. We are honing our unique technology and know-how using “AminoScience”, such as environmentally conscious manufacturing methods that conserve raw materials and fuels while reducing greenhouse gas emissions, resource circulation that reuses manufacturing

by-products as fertilizer, feed, and soil conditioners, and providing low-salt products and nutritionally balanced menus through Deliciousness Technology.

This leads to creating social value for customers, the environment, suppliers, communities, and consumers, including reducing GHG emissions, stabilizing farmers' livelihoods through stable and increased crop yields, and sustaining local economies and cultures through the creation of an ecosystem for local production and

consumption. By building relationships with customers and strengthening the cost structure of processes, the company has achieved increased sales and productivity. As a result of efforts to create long-term economic value, such as gaining customer loyalty and increasing the value of the corporate brand, opportunities for employee growth have expanded and employee motivation has increased. The further accumulation and circulation of intangible assets will help evolve ASV management.



Digital transformation (DX) to support our transformation to achieve its purpose and sustainability initiatives

Ajinomoto DX

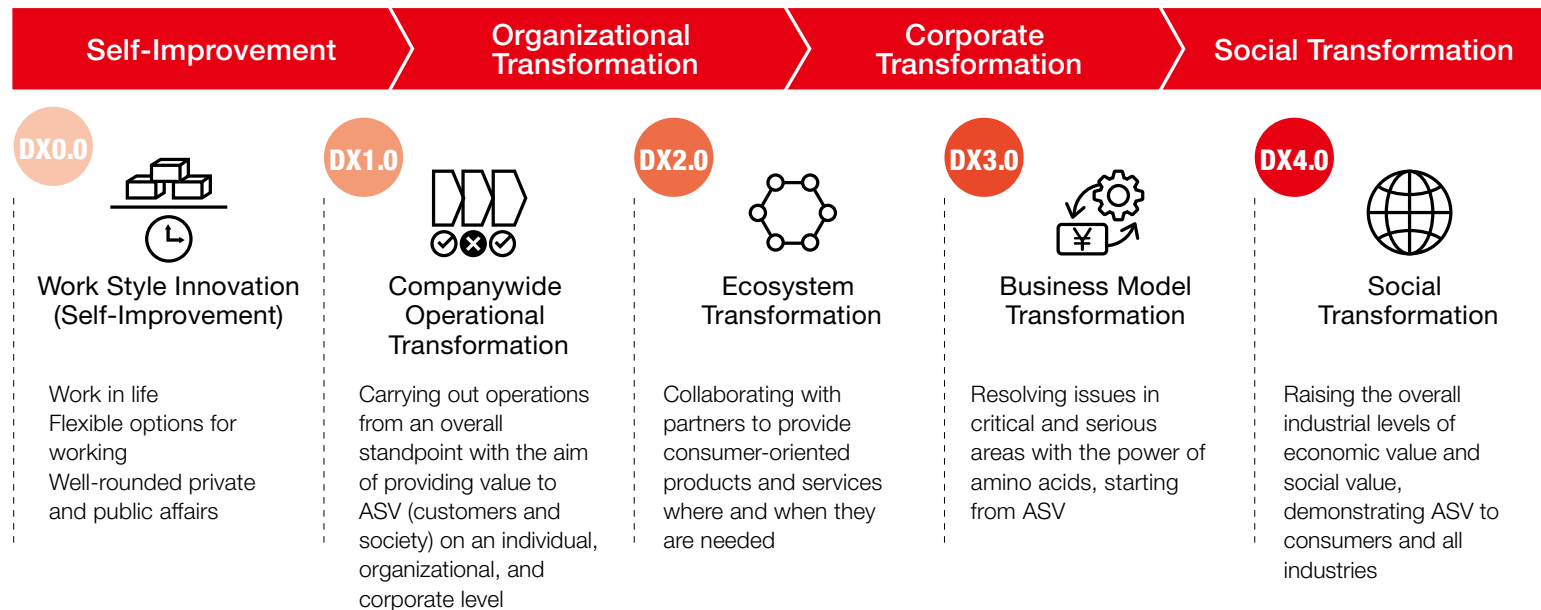
The Ajinomoto Group views digital transformation (DX) in the broadest sense to mean the digital transformation of society. We evolve our ASV management, which co-creates social value and economic value through our business, amid such changes, based on our purpose of

contributing to the well-being of all human beings, our society, and our planet with “AminoScience.” We also promote DX as a means to accelerate our transformation to achieve this purpose. DX also plays an important role in promoting sustainability initiatives.

DX ⇒ dX

Corporate transformation with digital

Digital **TRANSFORMATION**



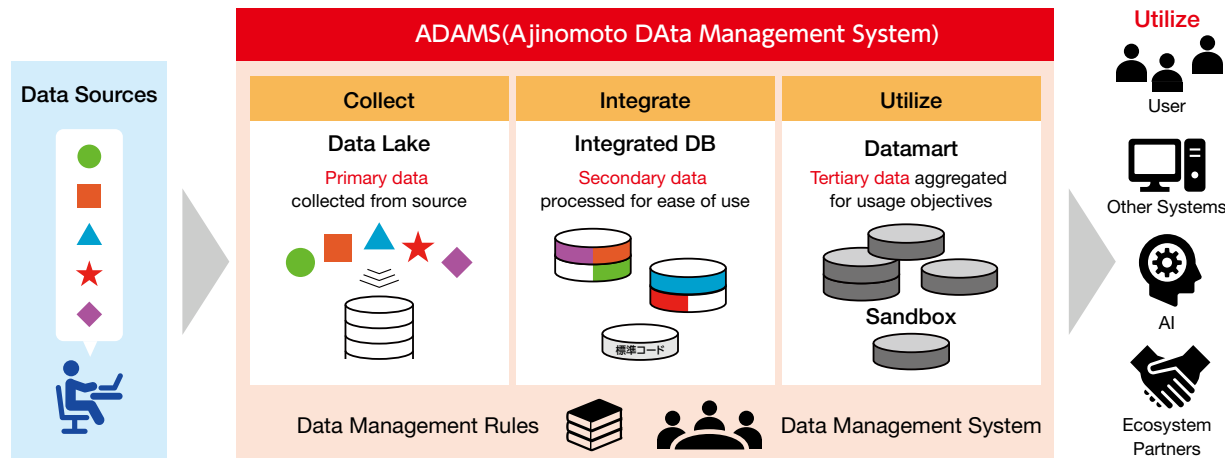
Enhanced Data Management

We designed the Ajinomoto Data Management System (ADAMS) to create value by sharing and passing on Ajinomoto Group data assets across the Group and to use data in a secure and flexible manner.

We launched ADAMS by first collecting data related to supply chain management for food products in Japan. We used this data to visualize distribution inventory and improve the efficiency of raw materials procurement. Our use of ADAMS offers three main benefits: (1) Cost reductions by reducing data-related investments and

consolidating existing data infrastructures; (2) Shorter data analysis cycle and reduced workloads, allowing employees to focus on more value-added work, improve productivity, and raise engagement; and (3) Sharing once-siloed data in countries and offices across our organization to make decisions from a cross-organizational, holistic, and optimal perspective. We plan to expand the value chain and the businesses covered over time, including sources overseas.

Overview of ADAMS



Developing DX Professionals to Leverage Data (Enhanced Citizen Development)

We launched the Business DX Professional Development Course in 2020. This course offers all-you-can-learn content to improve digital literacy, and more than 2,000 people, or over 80% of Ajinomoto employees, have taken the course to date. We also offer all-you-can-learn content through Udemy Business to enhance citizen development through no or low-code tools. More than 500 members have taken advantage of this offer to date. We created three communities (Power BI, Power Automate and PowerApps, and generative AI) for citizen developers and users of generative AI to exchange information and share case studies. In these and other ways, we encourage member development and usage.

Ajinomoto Group DX Evaluation

Chief Digital Officer Takayuki Koda received the DX Promotion Award in the CIO AWARD 2023-2024 sponsored by Forbes JAPAN. This represents just one case in which our commitment to DX has been recognized and highly regarded.

Help Extend the Healthy Life Expectancy of 1 Billion People



Resolving Nutritional Issues

Initiatives to solve nutritional issues ————— **P035**

Disseminating information on MSG safety and benefits — **P043**

Solving Health Issues

Addressing health issues ————— **P045**

Resolving Nutritional Issues

Initiatives to solve nutritional issues

Approach to nutrition

Approach

Around the world, an increasing number of people suffer from health problems stemming from diets and lifestyles, including the insufficient intake of protein and vegetables and excessive intake of sugar, fat, and salt. In response, the Ajinomoto Group is strengthening our efforts to improve nutritional balance as a way to solve such health problems based on the Group Shared Policy on Nutrition and the Ajinomoto Group Nutrition Strategy Guidelines. These initiatives are based on the principle of Nutrition Without Compromise.

Aimed at extending the healthy life expectancy of one billion people by 2030, in 2021, we formulated a commitment outlining paths and KPIs to improve people's nutrition. This commitment was announced and registered at the Tokyo Nutrition for Growth Summit 2021, held in December.

> ASV Report 2024 (Integrated Report) P89-91
> Nutrition and Health
> Group Shared Policy on Nutrition

Nutrition Commitment

By 2030, we will help extend the healthy life expectancy of one billion people by increasing the current reach to 700 million consumers and providing products and information that support consumers in enjoying nutritious and delicious food with Nutrition Without Compromise as basic policy on our approach to nutrition.

- Support practice of “delicious salt reduction” using umami
 - We will leverage our current reach to 700 million consumers to raise general awareness of salt reduction using umami, and support more people to achieve salt reduction without compromising taste.
- Provide nutritious products to contribute to people's wellness
 - By fiscal 2030, 60% of our products will have improved nutritional value while maintaining good taste. We will use the Ajinomoto Group Nutrient Profiling System (ANPS) to guide product development and reformulation.
 - Among the nutritious products, we will provide products that promote “delicious salt reduction” and “protein intake optimization” to 400 million people a year by fiscal 2030.
 - By utilizing the physiological and nutritional functions of amino acids, by fiscal 2030, we will double the availability of such products that contribute to health, compared to fiscal 2020.
- Support consciousness/ behavior change of consumers by providing information that supports health and nutrition improvement
 - We will provide consumers with information to help them improve their health and nutrition, as well as easy recipes and menus both on product packaging and on our website that support delicious and well-balanced meals and healthy lifestyles.
- Improve nutrition literacy of Group employees
 - We will help our employees improve and maintain their health by providing healthy meals in the workplace, nutrition education, health checkups, and maternity leave.
 - By fiscal 2025, we will provide nutrition education to sum total of 100,000 employees.

Resolving Nutritional Issues

The three pillars of our approach to nutrition

- Without compromising taste

The Ajinomoto Group continues to develop and sell healthy products (salt reduction, etc.), and we do so without compromising on taste. By providing seasonings such as umami seasoning (MSG), we contribute to delicious and healthy meals.

- Without compromising access ~delivering nutrition to everyone~

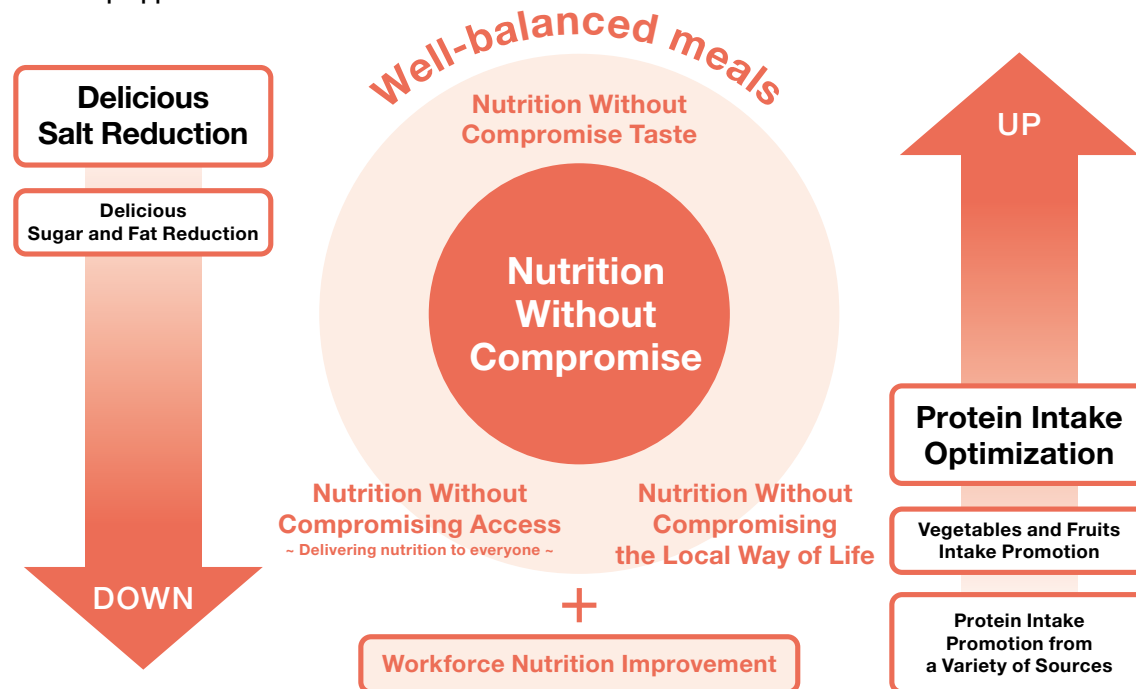
Through innovation using “AminoScience” and distribution initiatives, we will help make nutritious meals more accessible than ever before in terms of availability, affordability, and convenience.

- Without compromising the local way of life

When expanding our businesses globally, we adapt our operating models to respect national and local customs, food preferences, resources, ingredients, and stakeholders. While communities and economies grow and shift, our emphasis on personalization becomes even more relevant.

When nutritious foods taste good, are convenient and easily accessible, and respect local customs and flavors, we are able to promote the long-term intake of well-balanced meals by consumers.

Ajinomoto Group approach to nutrition



Framework for nutrition management

Framework

The Sustainability Committee formulates nutrition-related policies and strategies, follows up on business unit activities, and collects related information from these units in the same manner as environmental and human rights initiatives. The committee reports this information to the Executive Committee and the Board of Directors. The Board of Directors oversees Company efforts and progress in addressing the risks and opportunities (including on nutrition) identified based on materiality for the Ajinomoto Group.

Roadmap to one billion people

Framework / Performance

The Ajinomoto Group pursues initiatives for nutrition improvement to help extend the healthy life expectancy of one billion people by 2030. In fiscal 2023, we created touchpoints for deliciousness and health with 940 million people. Going forward, we will continue to contribute to extending the healthy life expectancy of one billion people by promoting delicious salt reduction through umami and providing products and information that are useful for health.

Nutrition commitment quantitative KPIs

Performance

The Ajinomoto Group established a commitment in 2021 that outlines a path and KPIs to improve nutrition. Under this commitment, we develop products with improved nutritional value, provide nutrition education to employees, and engage in a wide variety of other initiatives.

Resolving Nutritional Issues

	FY2020 (results)	FY2021 (results)	FY2022 (results)	FY2023 (results)	FY2025 (target)	FY2030 (target)
Percentage of products with improved nutritional value*	40%	50%	56%	57%	—	60%
Annual number of people we provide with improved nutritional value products that are beneficial to “delicious salt reduction” and “protein intake”	280 million	320 million	340 million	350 million	—	400 million
Availability of products utilizing the physiological and nutritional functions of amino acids	(Base year)	1.07 times	1.10 times	1.07 times	—	2 times
Nutrition education for employees	Cumulatively 460	Cumulatively 26,000	Cumulatively 56,000	Cumulatively 88,000	Cumulatively 100,000	—

* Products with improved nutritional value means the products that meet our criteria and contribute to the intake of improved nutrition from an international public health perspective.

Efforts to ensure nutritionally balanced diets - Nutrition Without Compromise

Performance

■ Use of nutrient profiling systems

The Ajinomoto Group began operating the Ajinomoto Group Nutrient Profiling System for Products (ANPS-Product) in 2020. This system evaluates the amount of nutrients in a product using science and expresses nutritional quality in an easy-to-understand manner. As of March 2024, the system has been introduced in 16 Group companies in 13 countries, evaluating the nutritional value of close to 900 products. However, ANPS-Product and conventional NPS^[1] faced limitations in assessing seasonings and other products that are normally not eaten on their own as a self-standing food item. In response, we began developing an NPS to evaluate the nutritional value of dishes prepared with seasonings and other such products. We launched ANPS-Dish in December 2021 as the world’s first nutrient profiling system to take Japan’s food culture and health issues into consideration, making it possible to assess the nutritional value of dishes prepared with seasoning products. Conventional NPS systems were developed mainly for overnutrition in Europe

and the U.S., preventing direct use of these systems in Asian regions, which face different nutritional challenges (e.g., undernutrition) and food cultures. Recognizing the need to develop an NPS suitable for local regions, the Group is first reaching out to academia and governments in the ASEAN region.

In fiscal 2023, we spoke on the importance of regionally tailored NPS development and ANPS-Dish at the 14th Asian Congress of Nutrition and a symposium held by the International Life Sciences Institute, Southeast Asia Region. People in the ASEAN region often eat food prepared at home or at street stalls, resulting in a high level of interest in assessing the nutritional value of dishes to improve nutrition not seen in Europe and the U.S.

Nutritional challenges cannot be resolved by one company alone. We launched a project in Japan, collaborating with several companies to promote *Tsujitsuma Shiawase*, a new method for nutritionally balanced diets. The *Tsujitsuma Shiawase* method encourages eating balanced nutrition over a period of time, not just at one meal. We will continue to collaborate with academia to provide society with products and services that help make eating nutritionally balanced meals easier for consumers. In addition, we plan to

develop ANPS-Dish in accordance with the food culture of each country, and expand globally to ASEAN, Latin America, and other regions.

[1] This refers to the Health Star Rating utilized in Australia and New Zealand and the Nutri-Score utilized in parts of Europe.

> ASV Report 2024 (Integrated Report) P90

■ Delicious salt reduction

The Ajinomoto Group seeks to extend healthier lives by 2030. One of our key initiatives is to limit excessive salt intake, a nutritional challenge in the Asian region, including Japan. The Ajinomoto Group works with various stakeholders to promote delicious salt reduction using “AminoScience” as we use various media to encourage customers to reduce their salt intake.

> Delicious Salt Reduction

■ Smart Salt initiatives

In July 2020, Ajinomoto Co., Inc. launched the Smart Salt_® project to address the issue of excessive salt intake among the Japanese population. We work with government agencies, universities, and other companies to encourage the use of umami and dashi (broth) to practice delicious salt reduction among people of all ages. We also work to leverage our strengths in the Smart Salt_® project in Japan to engage in activities overseas that encourage delicious salt reduction. Ajinomoto Co., Inc. has launched a total of 54 low-sodium products under 23 brands in seven countries as of April 2024. When launching low-sodium products, we utilize our owned media and advertisements to raise awareness of the importance of low-sodium diets and propose low-sodium recipes. Furthermore, we collaborate with Key Opinion Leaders (KOL) and outside organizations to hold study sessions and lectures on salt reduction and

Resolving Nutritional Issues

continue to raise awareness on delicious salt reduction among consumers in various countries.



- > Products that help delicious salt reduction (Japanese only)
- > Smart Salt Recipe Site (Japanese only)

■ Overseas initiatives (Philippines, Indonesia)

In June 2023, we launched a low-sodium GINISA® flavor seasoning in the Philippines. Product sales remain strong, with an in-store turnover rate of more than 1/10 that of the regular product.

In Indonesia, we work to enhance communication through online videos to promote the low-sodium version of Masako® launched in 2022. These videos target young, health-conscious housewives, young single women, and seniors with high blood pressure.



GINISA® low-sodium products



Online video in Indonesia

■ Quantifying salt reduction using umami

In 2020, the Ajinomoto Group began collaborating with academic institutions on the U20 Healthy Umami Research Project, aiming to pursue our proposal of using umami for delicious salt reduction. This project is a study to estimate the extent to which umami can reduce salt intake at the national level. Based on data from countries with different food cultures derived from Japan, the U.S., and the U.K.,

the U20 Healthy Umami Research Project found that an additional 13% to 22% delicious salt reduction is possible per day in processed foods. In fiscal 2023, Ajinomoto Co., Inc. and Springer Nature, the world's most prestigious academic journal, co-hosted the Nature Forum in London, U.K., the heart of salt reduction policy promotion. We leveraged this forum to raise awareness among people around the world of the potential of healthy eating habits through umami. We plan to continue this project and engage in activities to raise awareness and spread the value of delicious salt reduction through umami.

- > Nature Forum Reducing Salt in our Diets

■ Protein intake optimization

The Ajinomoto Group strives to improve protein intake by providing seasonings which enhance the flavor of protein-rich meals as well as amino acids to supplement low-quality protein sources. We also share recipes, menus, and other information on our website and social media platforms.

■ Developing technology to assess the nutritional value of protein

Recently, in the interest of sustainability and reducing environmental impact, it has become increasingly important to intake protein from a variety of sources, not just from animals but plants as well. However, vegetable protein is generally known to be less digestible and absorbable than animal protein. Developing precise techniques to evaluate and improve digestibility is crucial to increasing the nutritional value of vegetable protein. In 2013, the Food and Agriculture Organization of the United Nations (FAO) proposed a new indicator, the Digestible Indispensable Amino Acid Score (DIAAS). This indicator can more accurately assess the nutritional value of protein (protein quality) by taking into account the balance of essential amino acids absorbed from food and the digestibility and absorption rates of protein. Under

Resolving Nutritional Issues

these circumstances, the Ajinomoto Group focuses not only on the quantity of protein but also on quality and digestibility. We are also engaged in research to evaluate and improve DIAAS levels through the utilization of amino acids and food processing technologies. We are collaborating with international experts on the practical application of our rapid and precise DIAAS evaluation technology. This technology, developed by Ajinomoto Co., Inc., takes into account how processing and cooking alters the digestibility of protein. We are also working to spread awareness of the value of highly digestible proteins throughout the world by engaging in research and development to establish a foundation to implement DIAAS evaluation in nutritional epidemiology research. Going forward, we will develop our products and provide services to contribute to people around the world at higher levels, encouraging the consumption of needed nutrients from a variety of food sources and fostering healthy and nutritious dietary habits in consideration of the global environment.

■ Medical foods^[1] for fulfilling special nutritional needs (North America, Europe)

The Ajinomoto Group leverages expertise in “AminoScience” to improve quality of life by balancing medical nutritional requirements with good taste.

Ajinomoto Cambrooke, Inc. develops and manufactures medical foods to meet the particular and advanced nutritional needs related to diseases including disorders of amino acid metabolism. The company markets its products in approximately 20 countries worldwide, mainly in North America and Europe. Acquired in 2020, Nualtra Ltd. develops oral nutritional supplements (ONS) for people who are unable to obtain adequate nutrition from their normal diet due to illness or aging. The company also develops foods to replace entire meals to help treat type 2 diabetes (TDR) and special powdered foods (Dysphagia Powder) for patients who have difficulty swallowing. The company markets these products in the UK and Ireland. Incidentally,

Nualtra has been the fastest growing medical food company in the UK and Ireland medical food market for seven consecutive years. The company held its first Sustainability Task Force meeting in 2023, demonstrating its commitment to sustainability. The meeting explored ways to provide quality products in a cost-effective manner while minimizing environmental impact based on our strategy for achieving net-zero GHG emissions in the future.

[1] Defined by the FDA as “a food which is formulated to be consumed or administered enterally under the supervision of a physician and which is intended for the specific dietary management of a disease or condition for which distinctive nutritional requirements, based on recognized scientific principles, are established by medical evaluation.”

■ Delicious sugar and fat reduction

The Ajinomoto Group is focusing on developing alternative sweeteners and kokumi, and improving the taste of our products and those of our business customers with enhanced ingredients and formulation technologies.

■ Sugar reduction (Thailand and Japan)

Market research shows a growing demand for less sweet and sugar-free products in Thailand stemming from increased health awareness. In response to this demand, Ajinomoto., (Thailand) Ltd. launched the Birdy® Black Less Sugar canned coffee in March 2020, featuring less sugar with a revised recipe improvement from the original Birdy® Black canned coffee. Birdy® Black Less Sugar outperformed the market in fiscal 2023 by 122% year on year and remains the best-selling black coffee in its category.

In fiscal 2023, we strengthened communications to raise awareness through SNS and other consumer campaigns, promoting taste and aroma, in addition to the health benefits of the product's reduced sugar content.

In Japan, Ajinomoto AGF, Inc. sells unsweetened Blendy® stick in response to customer requests for products featuring reduced sugar contents.

■ Fat reduction

The Ajinomoto Group leveraged kokumi, a substance that imparts dishes with a rich taste and deep flavor, to develop and market Pure Select® Koku Uma® mayonnaise. This product has the same rich taste as regular mayonnaise (due to a proprietary manufacturing method) and 65% fewer calories (compared to the Group's regular mayonnaise). We have also developed and marketed a low-fat Marim® creaming powder with 50% less fat.

■ Encouraging vegetable and fruit intake - Love Vege Project

By providing seasonings and frozen food products, the Ajinomoto Group promotes the intake of vegetables and fruits, which are sources of nutrient intake such as vitamins and minerals. For example, our product packages display recipes that encourage consumers to eat more vegetables and fruits. In Japan, we promote the Love Vege project to encourage vegetable consumption as a way to support the recommendation by the Ministry of Health, Labour and Welfare to consume at least 350 g of vegetables per day. We launched this project in 2015 at the Nagoya office to encourage people to eat more vegetables in Aichi Prefecture, which ranked the lowest in vegetable intake in Japan. We began expanding the project nationwide in 2020, establishing 27 ecosystems nationwide in 2023 in collaboration with various parties in industry, government, academia, and other sectors. Here, we developed recipe booklets unique to each region that include menus using locally produced vegetables to increase vegetable consumption. Booklets are passed out through the vegetable sections at mass retailers to raise awareness. Furthermore, we hold in-store events that use vegetable consumption measurement devices and utilize our website and social media accounts to foster interest, fondness, and natural eating habits for vegetables among children and young adults.

Resolving Nutritional Issues

We began working with the health management departments of companies in the Kansai area in fiscal 2023 to hold Love Vege fairs in employee cafeterias and encourage employees to eat more vegetables. Through these fairs, we served Love Vege lunches to approximately 8,000 employees. Ajinomoto Co., Inc. will continue to collaborate with our partners to develop Love Vege activities in various food scenes and work together with the community to solve nutritional issues.



Serving Love Vege lunches at the company cafeteria

Efforts to improve nutrition

The Ajinomoto Group values a comprehensive approach to health, providing well-balanced meals that match the dietary habits and food preferences of each country and region. Our efforts include providing nutrition that meets the diverse values of each individual regarding lifestyles and food and providing nutritious meals at schools and hospitals.

■ Addressing maternal and child nutrition (Vietnam)

In December 2020, AJINOMOTO VIETNAM CO., LTD. launched the Mothers & Children Project with the Ministry of Health of Vietnam to improve the nutrition of mothers and children. The company rolls this project out nationwide. As a part of the project, the company developed project software that provides nutritionally balanced menus, containing more than 1,300 dishes for mothers and more than 700 dishes for children. The nutritionally balanced menus were developed

based on the nutritional standards of the National Institute of Nutrition—Ministry of Health. We deployed the project software through a nationwide medical and healthcare network, the Vietnam Women's Union, online and offline communications activities, and the media, and provided training to health officials and mothers. The software is also equipped with functions that include a dietary habit checking tool and a quick health monitoring tool. As of April 2024, the Mothers & Children Project expanded to 49 provinces and cities, with approximately 1 million mothers and health officials using the software. Looking ahead, we will continue to support the improvement of maternal and child nutrition in Vietnam.

■ Addressing nutritional issues in childhood and adolescence through school meals (Vietnam, Indonesia)
Many children in Vietnam suffer from stunted growth or low body weight, especially in rural areas. At the same time, a growing number of children in urban areas are overweight or obese. Ajinomoto Vietnam launched the School Meal Project in 2012 in collaboration with central government ministries, including the Ministry of Education and Training and the Ministry of Health. Together, the company engages in various activities to deploy the project nationwide to provide nutritionally balanced menu development software, food nutrition education materials, and model kitchens for primary boarding schools. As of April 2024, School Meal Project activities have expanded across 62 provinces and cities and 4,293 primary boarding schools.

In Indonesia, the high percentage of children with low body weight, stunted growth, or anemia is a serious social problem. PT AJINOMOTO INDONESIA (PTA) has implemented a School Lunch Program (SLP) in partnership with the Department of Nutrition at Bogor Agricultural University since fiscal 2018. The ten-month program provides nutritionally balanced school lunches and teaches diet and nutrition to teenage students. The program has led

to lifestyle changes and improvements in anemia among students. In fiscal 2020, PTA began collaborating with the Ministry of Religious Affairs (MOR) and created a guide book to promote the voluntary adoption of this program, aiming to expand the number of participating schools. The program also received the support of MOR, given that SLP has proven to be successful in contributing to nutrition and health improvements among the Islamic boarding schools over which MOR has authority.

PTA provided nutrition education to 16,506 students in 32 schools, 676 teachers, and 339 school culinary staff through this program as of fiscal 2023. We expect that the knowledge and practice acquired through this program will be passed down to others going forward. In fiscal 2023, PTA will also provide PTA condiments through the Hotel, Restaurant and Catering (HORECA) Department to schools participating in the SLP, creating economic value for the concept of the company.

Improving nutrition in the workplace

The Ajinomoto Group believes that employee health is one of our most important foundations. We are focused on improving employee nutrition in the workplace and nutrition literacy.

■ Workforce Nutrition Alliance

In March 2022, the Ajinomoto Group became the first Japanese company to join the Workforce Nutrition Alliance (WNA). This organization was launched by the Consumer Goods Forum (CGF), an international consumer goods trade association, and the Global Alliance for Improved Nutrition (GAIN), an international nutrition improvement NGO, to promote workforce nutrition improvement. The 14 companies[1] registered when we joined the alliance, based on self-assessment guidelines providing Group assessment criteria, each conduct self-assessments with regard to four important points (Healthy food at work, Nutrition education,

Resolving Nutritional Issues

Nutrition-focused health checks, and Breastfeeding support), carry out PDCA cycles, and partner with Ajinomoto Co., Inc. to promote workforce nutrition improvement. We continue these activities with three new companies^[1] added in fiscal 2023.

Ajinomoto Co., Inc. will support work to improve workforce nutrition by suggesting countermeasures for shared issues identified from the self-assessment results of the Group companies and the Ajinomoto Group Engagement survey (the category of Health and Well-being), as well as providing each company with examples of internal initiatives, tools developed by the WNA, and examples of initiatives by WNA membership companies.

[1] The 14 companies at the time of joining the WNA were Ajinomoto Co., Inc., Ajinomoto AGF, Inc., Ajinomoto Food Manufacturing Co., Ltd., Ajinomoto Fine-Techno Co., Inc., Ajinomoto Frozen Foods, Co., Inc., Ajinomoto Co., (Thailand) Ltd., Ajinomoto Sales (Thailand) Co., Ltd., PT AJINOMOTO INDONESIA, PT AJINOMOTO SALES INDONESIA, Ajinomoto Vietnam Co., Ltd., Ajinomoto Health & Nutrition North America, Inc., Ajinomoto Foods North America, Inc., AJINOMOTO DO BRASIL INDÚSTRIA E COMÉRCIO DE ALIMENTOS LTDA., and S.A. Ajinomoto OmniChem N.V., and three corporations (AJINOMOTO DEL PERÚ S.A., Ajinomoto Poland Sp. z o.o., and Agro2Agri, S.L.), resulting in a total of 17 total companies and approximately 70% of the Group's total employees.

> WNA CASE STUDY BOOKLET

■ Initiatives to improve nutritional literacy (nutrition education)

The Ajinomoto Group began engaging in initiatives to improve nutritional literacy in fiscal 2020. We began expanding nutrition education through e-learning and other means to the entire Group in fiscal 2021, and by fiscal 2023, a total of 88,000 employees have participated in such education. The engagement survey results show that more than 70% of employees are taking action to improve their own nutrition. By fiscal 2025, we will provide nutrition education to a total of 100,000 employees, while expanding educational content and measures for behavioral change.

Main initiatives in FY2023

- Conducted nutrition education mainly on fruit and vegetable intake and sugar and fat intake at all Group companies in Japan
- Shared best practices with the entire Group from two Group companies in Japan (Ajinomoto Frozen Foods, Co., Inc., Delica Ace Co., Ltd.) and three Group companies overseas (Ajinomoto India Pvt. Ltd., Ajinomoto Philippines Corporation, AJINOMOTO DEL PERÚ S.A.)
- As also seen in the previous fiscal year, engagement survey results found that more than 70% of employees are changing their behavior toward improving their own nutrition
- Held a joint meeting at Agro2Agri, S.L. to encourage WNA activities and collaboration among the three group companies of the Europe & Africa Division (Ajinomoto OmniChem N.V., Ajinomoto Poland Sp. z o.o., and Agro2Agri, S.L.)

Initiatives to resolve nutritional issues

Performance

The Ajinomoto Group aims to deepen our understanding of global nutritional issues through participation in international conferences and dialogue with leaders around the world. We also help resolve nutritional issues through global collaboration and by actively sharing our knowledge and expertise.

■ Initiatives at CGF Japan CHL

Ajinomoto Co., Inc. is a member of the Collaboration for Healthier Lives (CHL), a CGF coalition of action, an international trade association for consumer goods. As co-chair of CGF Japan CHL, Ajinomoto Co., Inc. works with like-minded companies to lead specific activities to solve health issues in Japan. In our efforts to reduce salt intake, we concluded an agreement with Chiba City and are working together to spread awareness about salt reduction. Our initiatives for healthy aging help deepen knowledge in

consumers about preventing frailty, helping them improve their own and their family members' dietary habits, especially through optimized protein intake.

■ Ministry of Health, Labour and Welfare's Strategic Initiative for a Healthy and Sustainable Food Environment
In 2021, the Ministry of Health, Labour and Welfare (MHLW) held a study group on promoting the creation of a naturally healthy and sustainable food environment. This group was tasked with identifying nutrition issues that Japan needs to address and discussing how to solve them in the public and private sectors. Results from the group's studies were included in the Japanese government's commitment at the Tokyo Nutrition for Growth Summit 2021. Here, creating a food environment refers to the interrelated development of both access to food (ingredients, food preparation, and meals) and access to information so that people can enjoy healthier diets. As a business operator, the Ajinomoto Group has been actively promoting this initiative.

As a part of our efforts, we published our action goals on the Initiative websites in fiscal 2023. Ajinomoto Co., Inc. will continue our efforts in developing and sharing recipes that use umami and dashi (broth) to practice delicious salt reduction (520 dishes by fiscal 2025). Through this effort and the LOW SALT CLUB, an initiative to communicate with consumers, we are committed to reducing excessive salt (sodium).

- > Strategic Initiative for a Healthy and Sustainable Food Environment (HSFE)
- > LOW SALT CLUB: Eat Deliciously! (Japanese only)

Resolving Nutritional Issues

TOPIC

Well-Being through Cooking

Ajinomoto Co., Inc., in collaboration with the US research company Gallup, Inc. ("Gallup"), has conducted a global survey showing the relationship of "cooking enjoyment" and "eating together" with "well-being" and published the survey report on Gallup's website.

Based on the results of this survey, we will collaborate with Oxford University in the U.K. to deepen our understanding of how food contributes to well-being. We strive to offer a wider range of products that contribute to well-being, encouraging the joy of cooking and eating together to contribute to emotional enrichment.

Survey Result Excerpts

The subjective well-being index increased with the frequency of eating with others and that enjoying cooking and frequently eating with others contribute to subjective well-being.

Cooking Enjoyment and Subjective Well-being

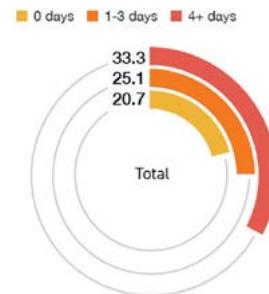
People who said they enjoyed cooking in the past seven days were 1.2 times more likely to be thriving than people who did not enjoy cooking or had not cooked during that time.



> Well-being through Cooking

Communal Eating and Thriving

The Thriving Index score of those who ate dinner with people they know at least four days in the previous week was 1.6 times more likely to experience well-being than those who did not eat dinner with others.



TOPIC

Enjoy Nutritional Balance with *Tsujitsuma Shiawase*

Tsujitsuma Shiawase is a new approach to nutritional balance that focuses on adjusting nutritional balance over a period of time such as before and after meals, rather than pursuing a single perfectly balanced meal.

We are committed to proposing new, easy and fun methods and approaches to eating nutritionally-balanced diets that ensure well-being by allowing consumers to enjoy what they want to eat in that moment.

■ List of Participating Companies *In no particular order as of July 2024

Ajinomoto Co., Inc. Ezaki Glico Co., Ltd. every, Inc. Kikkoman Corporation Maruha Nichiro Corporation Meiji Co., Ltd. Nissin Foods Holdings Co., Ltd. SB Foods Inc. J-OIL MILLS, INC. Others (2)

Tsujitsuma Shiawase

Comprehensive Balance Type



High overall JANPS[®] * score and good nutritional balance.

* Japan Nutrient Profiling System (JANPS[®]): A nutritional profiling system suitable the food culture in Japan developed by Ajinomoto Co., Inc. as a new method to eat a nutritionally balanced diet

Specific Nutrient Type



25% above/below target intake of nutrients and ingredients for vegetables, protein, saturated fatty acids, and salt (table salt equivalent).

> *Tsujitsuma Shiawase* Website (Japanese Only)

Resolving Nutritional Issues

Disseminating information on MSG safety and benefits

Activities to promote a correct understanding of MSG

Approach

The Ajinomoto Group was the first company in the world to commercialize glutamic acid as a seasoning. Glutamic acid (a type of amino acid) is an ingredient having *umami* taste, and we have globally publicized its usefulness. Monosodium glutamate (MSG), which is also known as umami seasoning, can improve flavor, reduce salt intake, shorten cooking time, and reduce the cost of meals at schools and other facilities.

Yet at the same time, MSG has been the subject of nebulous anxieties for many years as a purported chemical harmful to health. Food packaging with labeling indicating that a product is chemical additive-free has been one of the factors behind this misunderstanding; however, the Consumer Affairs Agency in Japan has improved the situation with the formulation of a Guideline on Non-use Labeling of Food Additives. Nonetheless, food packaging aside, misleading information is still being put out that MSG is something to avoid. With the aim of dispelling these misconceptions, the Group actively uses social and other media to explain how MSG is produced and disseminates information about MSG based on scientific facts. Not only will we continue to resolve misunderstandings about safety, but we shall also engage in initiatives to spread information about the benefits of MSG to the world, including MSG's role in reducing salt intake and improving nutrition for the elderly.

> P038
> Know MSG

Umami and MSG promotions in the United States

Ajinomoto Group launched a humorous #CancelPizza campaign on social media to dispel negative perceptions of MSG. We pointed out to consumers that canceling MSG is like canceling pizza. It is simply not scientific because MSG occurs naturally in many of the ingredients of pizza anyway. The campaign received media coverage, and in fiscal 2023, we had 890 million impressions, significantly exceeding our target impression count of 500 million by 78%. This approach also improved KPIs in relation to Generation Z. Among younger people, the perception that MSG is something cool is spreading more and more, and its use in sweets and cocktails is only increasing. We have even seen posts on social media from an event in the UK where MSG was being used in ice cream. We are now anticipating MSG will be seen as something cool in countries other than the US going forward.

In addition, following the guidelines for businesses announced in October 2021 by the U.S. Food and Drug Administration (FDA) targeting the voluntary reduction of salt in foods, a major U.S. processed food company has decided to adopt umami as a way to reduce sodium intake by using AJI-NO-MOTO®.

Survey results of U.S. consumer perception of MSG

Segment	KPI	FY2022 Result	FY2023 Result
All generations	MSG-positive or MSG-neutral	47%	50%
Generation Z	MSG-positive or MSG-neutral	47%	54%
	Don't care if foods are made with MSG	65%	66%

(Per Ajinomoto Co., Inc. survey)



#CancelPizza Campaign



Sprinkling MSG on ice cream at a UK event

Resolving Nutritional Issues

Other communication activities

■ Japan

Ajinomoto Co., Inc. disseminates information utilizing science-based knowledge on food and amino acids to professionals working with food and in health. Our website Ajicollab provides information on Delicious Salt Reduction utilizing umami seasoning to reduce salt in food but not to the detriment of the taste; information on increasing the amount of food consumed by senior citizens who are cutting back on their salt intake; nutrition education programs; reports from seminars at various academic conferences, and more.

As well as professionals, we are also helping consumers. In fiscal 2023, we joined the Ministry of Health, Labour and Welfare's Strategic Initiative for a Healthy and Sustainable Food Environment to communicate to Generation Z that salt reduction is necessary from a young age. We are also showing people how using umami is a way to Delicious Salt Reduction.

In addition, the 8th Let's Use Umami Seasoning! Local Cuisine Cooking Contest 2023 was held. It was organized by the Umami Manufacturers Association of Japan, of which we are a member. This contest helped nurture dietitians who can go on to effectively utilize umami seasoning in all aspects of their profession to make Delicious Salt Reduction a reality.

■ Singapore

The Ajinomoto Group has been holding lectures on Japanese cuisine and umami for over 10 years at the National University of Singapore. These lectures led to an inquiry from the Singapore Health Promotion Board (HPB) about Delicious Salt Reduction using MSG, to which Ajinomoto (Singapore) Pte. Ltd. duly responded.

In October 2023, the Singapore Heart Foundation, Singapore Nutrition & Dietetics Association, and The National Kidney Foundation issued a joint statement on sodium reduction. The statement highlighted low-sodium salt substitutes as an important strategy for reducing the sodium intake of Singaporeans and also described the safety and effectiveness of such substitutes. Salt blended with MSG is recommended as a low-sodium salt alternative that does not sacrifice taste. Such blends are also recommended by the HPB.

Addressing health issues

Making regenerative medicine^[1] a reality

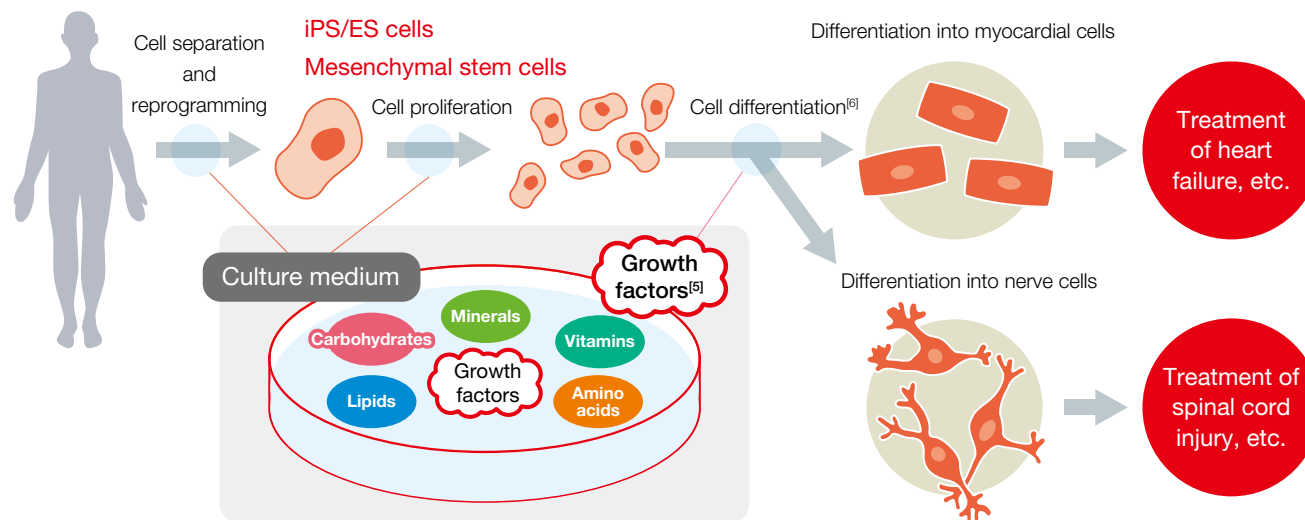
Commercial cell culture media^[2] for regenerative medicine

Performance

Today, scientists around the world are researching regenerative medicine as a radical treatment for solving problems in organ transplantation. The Ajinomoto Group supplies pharmaceutical-grade amino acids, which are a key ingredient in cell culture media. In 2014, the Group developed an iPS^[3]/ES^[4] cell culture medium free of animal-derived ingredients, and began launching related products beginning in 2016. At present, several academic institutions and pharmaceutical companies are conducting or preparing to conduct clinical trials for regenerative therapies using our StemFit[®] media. For example, the first successful transplant using Heartseed Inc.'s HS-001, an iPS cell-based cardiac regenerative medicine (phase I/II study), announced in February 2023, used our StemFit[®] media. We also supply StemFit[®] to overseas markets. In April 2024, we launched upgraded culture medium products for use as raw materials in manufacturing investigational drugs in North America and Europe in response to the increasing number of overseas companies advancing into clinical trial development.

We will enhance our presence in the field of regenerative medicine in Japan by utilizing our high-quality amino acids, expertise in amino acids, fermentation technology, formulation technology, and other advantages. We will also aim to expand our business in cell culture medium for regenerative medicine in North America and other regions overseas, contributing to innovative treatments as quickly as possible.

Role of cell culture medium in regenerative medicine



[1] Medical treatment of dysfunctional, non-functional, or defective tissues. Artificially reproduced functional cells or tissues are transplanted to regenerate tissue and replicate function.

[2] A nutrient solution that contains a balanced mixture of amino acids, carbohydrates, lipids, vitamins, minerals, and growth factors required for cell growth.

[3] Induced pluripotent stem cells generated from human body cells by adding several types of factors. These stem cells exhibit pluripotency (ability to differentiate into various tissues and organs) and an almost limitless capacity for proliferation.

[4] Embryonic stem cells created using inner cell mass from human blastocysts. These cells exhibit the ability to differentiate into various human tissues and organs.

[5] Proteins that promote the proliferation and differentiation of specific cells in human and animal bodies.

[6] The conversion of iPS/ES cells into cells of different tissues and organs that make up the body.

Solving Health Issues

Accelerating the growth of gene therapy CDMO with Forge technology

Performance

In order to evolve its business model in the Healthcare area, the Ajinomoto Group acquired Forge Biologics, a US gene therapy CDMO, making it a wholly owned subsidiary in December 2023. The Group aims to build a strong platform in the advanced medical therapeutic field by integrating Forge's advanced technological development capabilities.

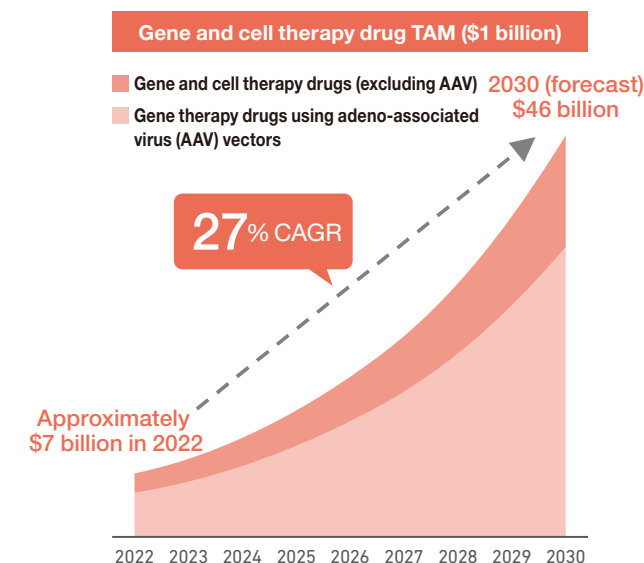
Forge Biologics

Founded in 2020, Forge is a gene therapy CDMO that develops and manufactures gene therapy drugs. It has manufacturing capabilities in two key areas of the value chain, AAV vector manufacturing and plasmid DNA manufacturing, and also employs experienced, specialized personnel. In addition to a track record of regulatory compliance through GMP manufacturing of its own gene therapy drugs for clinical use, the company has a wealth of experience with dozens of customer programs, including its own pipeline. The company has approximately 350 employees.

Gene therapy

In its medium-term ASV initiatives 2030 Roadmap, the Ajinomoto Group has set 4 growth areas that leverage the strengths of "AminoScience," one of which is the Healthcare area. In this area, in addition to steady growth in existing businesses such as amino acid and small molecule pharmaceutical CDMO (contract manufacturing and contract development of manufacturing methods), the Group expects accelerated growth from businesses such as oligo nucleotide medicine/biopharmaceutical CDMO, regenerative medicine/antibody culture medium, and medical food. On the other hand, we set gene therapy CDMOs as one of our next-generation strategic businesses as a stepping stone toward the growth of cutting-edge modalities. Gene therapy is a medical technique that modifies or adds genes to the body to treat disease-causing genetic abnormalities. It is primarily intended to treat hereditary diseases that are difficult to adequately treat with existing therapies. Approximately 350 million patients currently suffer from over 10,000 forms of rare diseases worldwide, of which 80% are genetic. Furthermore, children account for 50% of the patients. Among gene therapies for these rare diseases, more than 100 clinical trials using the highly safe adeno-associated virus (AAV) are currently underway, primarily in the United States, and seven new drugs have already been approved. The gene therapy CDMO market is expected to expand due to an increase in the number of clinical trials and the resulting increase in approved drugs, and the market in the gene therapy field is expected to grow rapidly by at

least double digits per year in the future. In addition, AAV vector (carrier to the cells) and plasmid DNA manufacturing, which are key steps in the gene therapy manufacturing value chain, require advanced technical know-how and dedicated manufacturing facilities. Therefore, this is a market where we can technologically differentiate, and demand exceeding supply is expected to continue for the time being. We aim to secure a unique and strong position in this field of gene therapy.

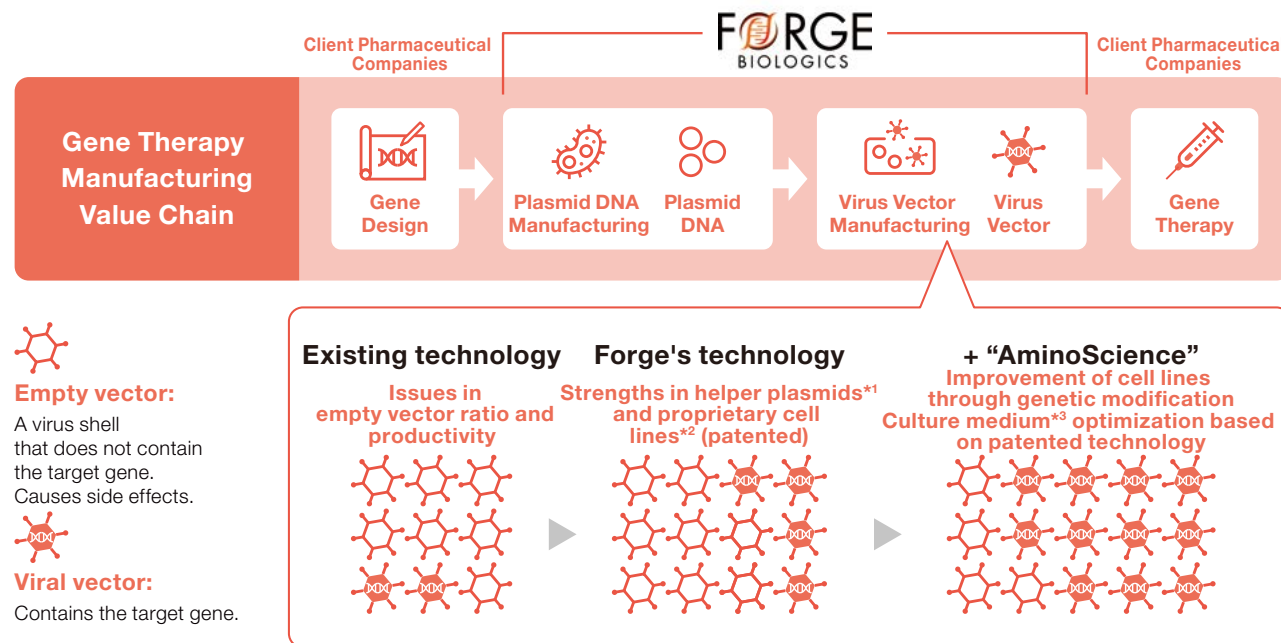


Solving Health Issues

M&A for building a strong platform through the evolution of “AminoScience”

In order to evolve our business model in the Healthcare area by leveraging the strengths of “AminoScience,” the Ajinomoto Group conducted a total acquisition of Forge, a US gene therapy CDMO, making it a wholly owned subsidiary in December 2023. Forge is a gene therapy CDMO with two key manufacturing capabilities at two key points in the gene therapy manufacturing value chain: AAV production and plasmid DNA production, and also has the technology to produce highly pure, high-yield AAV vectors.

Forge has already produced products in accordance with GMP (good manufacturing practice) for the clinical trials of numerous a number of biotech companies, and by building up a solid manufacturing track record, they have grown and expanded rapidly over the past few years and are expected to continue to grow in the future. Furthermore, Forge owns one of the world's largest manufacturing facilities capable of commercial production for rare diseases, including those with a large number of patients. In addition to their existing facilities, they also have expansion space within their facilities to accommodate further business expansion in the future.



*1 DNA of a protein which is required to encapsulate a gene of interest into the virus shell

*2 Special cells that are used to introduce the DNA (plasmid) of a gene of interest and a helper plasmid to produce a viral vector

*3 Source of nutrients required to grow cells and produce a viral vector

Reduce Our Environmental Impact by 50%



Environmental Management ————— **P049**

Disclosures Based on the TCFD Recommendations

Response to climate change risks ————— **P053**

Reduction of greenhouse gas emissions in the value chain — **P060**

Contribution to a Circular Economy

Reduction of waste across product lifecycles ————— **P067**

Contribution to sustainable agriculture ————— **P076**

Reduction of Food Loss and Waste

Contribution to reducing food loss and waste ————— **P079**

Biodiversity

Consideration of natural capital risks and opportunities — **P083**

Sustainable Materials Sourcing

Initiatives related to priority raw materials ————— **P086**

Animal welfare ————— **P090**

Conservation of Water Resources

Conservation of water resources in production processes — **P091**

Environmental Management

Environmental management

Environmental management framework

Framework

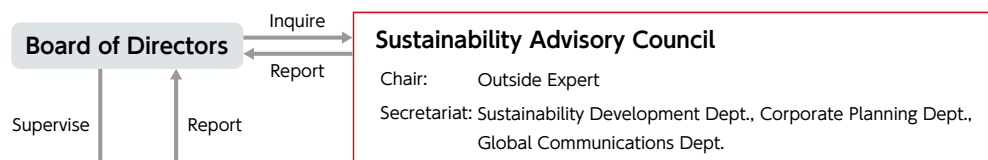
The Ajinomoto Group has established the Sustainability Advisory Council as a subordinate body of the Board of Directors, and the Sustainability Committee as a subordinate body of the Executive Committee. These promote

sustainability management, and include deliberations on policies and measures related to environmental activities. Each Group company will appoint one environmental manager from among manager class employees. Environmental managers formulate their company's own plans based on the Group Shared Policy on Environment and biodiversity, and the decisions made by the Sustainability Committee, and

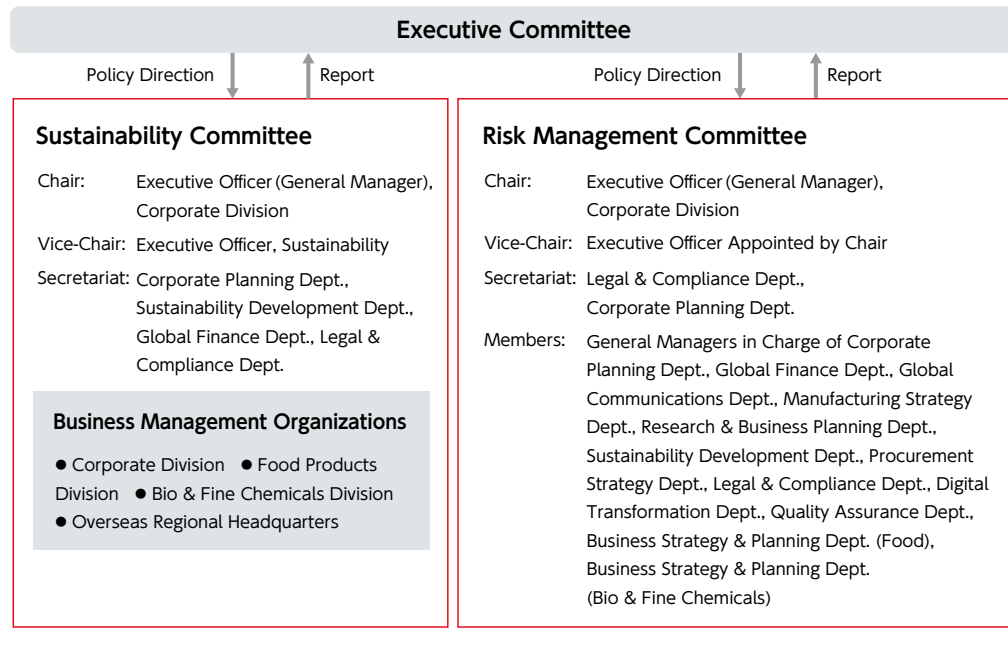
disseminate the plan throughout the company. Then, they report to the presidents of Group companies and give advice and recommendations regarding the performance status of environmental activities and improvement issues, etc., and also contact and report to Ajinomoto Co., Inc. Manufacturing Strategy Dept., Sustainability Development Dept. and other related organizations.

Framework for ESG and sustainability

[Supervision]

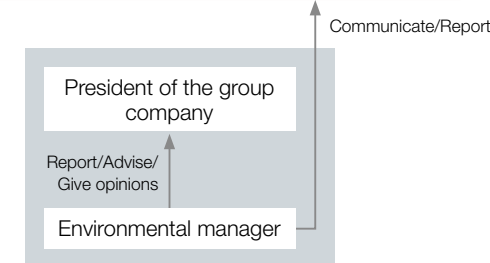


[Execution]



Management framework at group companies

Ajinomoto Co., Inc. Manufacturing Strategy Dept., Sustainability Development Dept.



Status of ISO 14001 certification

As of March 2024, the Ajinomoto Group has acquired ISO 14001 certification at 68 of subject 99 eligible factories. Even those companies not yet certified are conducting management based on the ISO 14001 approach.

Environmental Management

Environmental assessments

When the Ajinomoto Group launches new products and businesses, or when we change the use of existing raw materials or production processes, we assess the potential environmental impact of our business plans. We then take any necessary measures to minimize future risks.

Environmental assessments at Group companies are performed by relevant departments in accordance with internal rules. The results of these assessments are reviewed from a Group-level perspective by the environmental management departments.

Environmental assessment items

1. Legal compliance	—
2. Seven types of typical pollution	Air pollution, water pollution, soil contamination, noise, vibration, land subsidence, and odor
3. Global environmental issues	GHG emissions, energy savings, renewable energy use, fluorocarbons, distribution efficiency, etc.
4. Food loss and waste reduction	Extension of “best-before” periods, month-year labeling, etc.
5. Sustainable procurement	Biodiversity conservation, certified ingredients, certified paper, bioplastics, etc.
6. Water resources	Water use and wastewater reduction
7. Waste disposal	Proper waste disposal, waste generator responsibilities, etc.
8. Creation of a recycling-oriented society	3Rs, excess packaging, effective use of by-products, waste generation reduction, etc.
9. Management of hazardous substances	New chemical substances, PCBs, asbestos, etc.
10. Impact of buildings and structures	Right to sunlight, radio wave disturbance, etc.
11. Consumer awareness of green living	Environmental labeling

Environmental audits

The Ajinomoto Group receives external audits for compliance with ISO 14001. In addition, locations experiencing issues are audited by the Ajinomoto Co., Inc. Manufacturing Strategy Dept. based on the Environmental Audit Outline. In fiscal 2023, we conducted an environmental audit of the Takasaki Plant of Ajinomoto Healthy Supply Takasaki Plant to confirm that the company implements necessary response measures.

Response to environmental laws and accidents

Performance

We established measures to quickly address any legal violations or accidents related to the environment. In fiscal 2023, there were three legal violations, and we made appropriate corrective actions in response to administrative guidance. Three incidents affecting the environment outside work sites occurred in Japan (two noise complaints and one fluorocarbon leak) and one incident occurred overseas (ammonia leak). We reported the incidents to the government promptly as required, and we investigated the causes, taking necessary measures. We have established

measures to quickly address any violations of environmental laws or accidents related to the environment.

Amount of fines paid

(Thousands of yen)

Fiscal year	2019	2020	2021	2022	2023
Amount of fines paid	0	0	0	1,130 ^[1]	515

[1] One fine was assessed overseas during FY2021 for exceeding effluent standards; however, the validity of this fine is currently pending in court.

Environmental education

Performance

The Ajinomoto Group conducts environmental education for employees to acquire the expertise and skills for environmentally responsible business operations.

We began implementing e-learning for all Group employees in Japan and overseas in fiscal 2021 to acquire basic knowledge of overall sustainability and environmental initiatives. By fiscal 2022, Ajinomoto Co., Inc. and Group companies in Japan completed the courses. Overseas subsidiaries participated in the program from fiscal 2022 to fiscal 2023, completing the basic environmental course at all targeted business sites. In Japan, we provide ongoing education to the environmental officers, managers, and staff in each organization as well as environmental assessment training for staff in business and research departments responsible for developing new businesses and products. We also conduct environmental law seminars for relevant staff to stay up-to-date with the frequent revisions in environmental regulations and to ensure compliance.

Environmental Management

■ Main environmental programs in fiscal 2023

E-learning for all employees (overseas)

- Environmental law training (Seminar on trends in revisions to laws) (Japan)
- Training on the Act on Waste Management and Public Cleaning (Japan)

Material balance

The Ajinomoto Group aggregates carbon footprint results for products and administrative office data, calculating the overall environmental impact of our business activities as Scope 1, 2, and 3^[1] data.

In fiscal 2023, we reduced Scope 1 and 2 emissions by approximately 200 kt-CO₂ and 100 kt-CO₂, respectively.

This significant reduction was due in part to the plants of PT AJINOMOTO INDONESIA and AJINOMOTO CO., (THAILAND) LTD. converting from coal to biomass fuel and the procurement of renewable energy certificates by the Kyushu Plant of Ajinomoto Co., Inc.

[1] Scope 1: Direct greenhouse gas emissions from sources that are owned or controlled by the organization (burning fuel, industrial processes, vehicle use, etc.)

Scope 2: Indirect emissions from the generation of purchased electricity, heat, or steam consumed by the company

Scope 3: Other indirect emissions (product use, disposal and transport, employee commuting and business travel, investment, etc.)

INPUTS

	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Main raw material (kt)	1,548	1,439	1,282	1,137	1,217	1,147
Sub raw material (kt)	2,901	2,378	2,069	2,006	2,011	1,928
Acids/alkalis (kt)	501	486	482	421	464	411
Other (kt)	2,400	1,892	1,588	1,585	1,547	1,516
Packaging material(kt)	276	250	244	259	251	236
Plastic (kt)	69	71	70	71	69	68
Paper, cardboard (kt)	177	154	148	165	157	143
Other (kt)	31	25	26	24	25	24
Fuel (TJ)	28,680	25,230	24,494	24,557	24,952	22,863
Oil (TJ)	2,141	1,802	1,653	1,556	1,722	507
Coal (TJ)	4,703	2,314	3,157	3,593	3,334	787
Biomass (TJ)	7,330	7,129	6,875	7,132	7,989	8,900
Natural gas (TJ)	14,506	13,985	12,809	12,277	11,906	12,668
Purchased electricity (derived from fossil fuels) (TJ)	7,834	7,588	7,200	4,440	4,381	3,733
Purchased electricity (derived from renewable energy) (TJ)	42	38	60	2,174	2,249	2,367
Purchased steam, etc. (TJ)	1,954	1,801	1,800	563	542	401
Water (1,000 kl)	69,892	66,926	64,406	59,979	60,039	58,358
Surface water (1,000 kl)	20,672	19,630	17,004	17,259	17,890	17,520
Municipal water (1,000 kl)	6,375	6,210	5,316	5,152	5,099	4,719
Municipal water (Industrial) (1,000 kl)	27,766	26,717	29,041	23,794	23,677	23,605
Ground water (1,000 kl)	15,076	14,366	13,041	13,769	13,369	12,507
Other (rainwater, etc.) (1,000 kl)	3	3	4	4	4	8
Transportation distance (km)	2,756	2,804	2,872	2,886	3,974	3,397
Use (soups, frozen foods, coffee) (t)	556,549	596,264	603,420	583,737	521,302	483,737

- > Environmental Data: Third-party assurance
- > Environmental Data: Ajinomoto Group products carbon footprint
- > Environmental Data: Composition of consumed energy
- > CDP Climate Change

Environmental Management

OUTPUTS

(t-CO₂e)

	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Scope 3 Category 1: Raw materials	8,115,946	7,784,783	7,614,734	6,960,412	6,610,392	6,494,563
Scope 1:	1,196,969	1,013,315	1,008,811	1,005,363	973,780	767,084
Scope 3 Category 3: Production	381,765	625,142	630,823	583,499	604,719	587,760
Scope 2:	Market-based method	Market-based method	Market-based method	Market-based method	Market-based method	Market-based method
	1,015,723	960,375	901,789	606,594	611,7222	512,652
	Location-based method	Location-based method	Location-based method	Location-based method	Location-based method	Location-based method
	1,026,764	978,066	910,791	622,059	620,751	516,707
Scope 3 Category 4: Transport	1,274,589	1,256,044	1,210,741	1,121,673	1,037,133	981,743
Scope 3 Category 11: Use	1,294,392	1,353,234	1,355,477	1,396,947	1,386,049	1,296,947
Scope 3 Category 12: Disposal	443,333	431,048	425,003	409,500	405,337	400,585
Scope 3 Category 2: Capital goods	249,944	255,910	262,711	232,674	219,172	241,466
Scope 3 Category 5: Waste generated in operations	140,678	85,666	85,714	92,884	97,854	82,326
Scope 3 Category 6: Business travel	4,479	4,486	4,226	4,350	4,446	4,500
Scope 3 Category 7: Employee commuting	16,206	16,231	15,292	15,740	16,087	16,283
Scope 3 Category 8: Upstream leased assets	Included in category 1	Included in category 1	Included in category 1	Included in category 1	Included in category 1	Included in category 1
Scope 3 Category 9: Downstream transportation and distribution	3,780	3,503	3,183	3,448	2,535	2,802
Scope 3 Category 10: Processing of sold products	8,158	5,517	179,801	126,716	108,585	78,445
Scope 3 Category 13: Downstream leased assets	0	0	0	0	0	0
Scope 3 Category 14: Franchises	0	0	0	0	0	0
Scope 3 Category 15: Investments	0	0	0	0	0	0
Scope 3 total	11,933,270	11,821,564	11,787,705	10,947,844	10,492,309	10,187,420
Scope 1, 2 and 3 total	14,145,962	13,795,254	13,698,305	12,599,801	12,077,801	11,467,156

Data calculation

Scope of reporting: All 138 business sites covered by ISO 14064-1 (100%)

Reporting period: April 1, 2023 to March 31, 2024

The Ajinomoto Group refers to ISO 14064-1 and uses the latest CO₂e emission factor to calculate the CO₂e emissions in the above material balance table.These CO₂e emissions are independently verified in accordance with ISO 14064-3 requirements by LRQA Limited.

Response to climate change risks

Approach

The Ajinomoto Group has a wide range of product areas in the food business, from seasonings and foods to frozen foods, and is also expanding its business into fields such as healthcare. These businesses are based on sound food systems and an abundant global environment. Today, the global environment is reaching its limits. Climate change affects the Group's business in many ways, including delays to business due to large-scale natural disasters, impact on procuring raw materials such as agricultural produce and fuels, and changes in product consumption. At the same time, however, our business activities have an environmental footprint. In particular, the production of glutamic acid and other amino acids, the raw materials for umami seasonings, requires significant amounts of energy. Addressing climate change is an urgent issue. In 2020, we set GHG reduction targets in line with the SBTi 1.5°C scenario. We are studying measures based on the TCFD recommendations, moving forward with related information disclosures. We also sent a net-zero commitment letter to SBTi in 2021.

Disclosures based on the TCFD

Governance

The Ajinomoto Group complies with the Ajinomoto Group Policies (AGP), which outlines the concepts and actions to be observed by each Group company, officers, and employees. We continue to improve internal control systems and control operations. At the same time, we strengthen systems, treating sustainability as an active risk and striving to enhance corporate value.

The Board of Directors has established the Sustainability Advisory Council, and established a system to recommend the Group's approach to sustainability and ESG. It determines materiality items related to sustainability that serve as guidelines for ASV management and supervises the execution of initiatives related to sustainability.

The Executive Committee has established the Sustainability Committee and Management Risk Committee as subordinate bodies and selects and extracts risks and opportunities based on important issues (materiality) for the Ajinomoto Group, assessing the degree of impact, formulating measures, and managing progress. In fiscal 2023, the Executive Committee received two activity reports from the Sustainability Committee.

> Group Shared Policy on Environment
> Financial Report 2024 P21-25
> CDP Climate Change

Strategy

The Ajinomoto Group has a wide range of product areas in the food business, from seasonings and foods to frozen foods, and is also expanding its business into fields such as healthcare. Climate change affects the Group's business in

many ways, including delays to business due to large-scale natural disasters, impact on procuring raw materials such as agricultural produce and fuels, and changes in product consumption.

(1) Scenario analysis assumptions

Based on the scenarios that the average global temperature will rise from post-industrial revolution levels by 1.5°C or 4°C by 2100^[1], in fiscal 2023, we conducted a scenario analysis on the impact of climate change between 2030 and 2050 for global umami seasonings and mainstay domestic and overseas products, as well as other processed foods.

Among the effects of climate change impacting production over the short, medium, and long term, drought, floods, rising sea levels, and changing yields of raw materials were analyzed as physical risks, while the introduction of carbon pricing and tightening of other laws and regulations, rising energy prices, and changes in consumer preferences were analyzed as transition risks.

Opportunities show the scenario analysis risks and opportunities when the average temperature difference between the 1.5°C and 4°C scenarios as of 2030 is considered to be about 0.2°C with no significant difference in physical risk, and when the average temperature difference as of 2050 is expected to be about 1°C with differences in physical risks.

The following is a summary of the changes in the assumptions used in our scenario analysis to date. Our fiscal 2023 analysis revealed an increased potential financial impact due to the increase in sales basis coverage and carbon pricing.

[1] Scenarios referenced are SSP1-1.9 (1.5°C scenario) and SSP5-8.5 (4°C scenario) by the UN Intergovernmental Panel on Climate Change (IPCC) and scenarios by the International Energy Agency (IEA).

Disclosures Based on the TCFD Recommendations

	FY2020	FY2021	FY2022	FY2023
Business	Umami seasonings (global), mainstay products in Japan	Umami seasonings (global), mainstay products in Japan	Umami seasonings (global), mainstay products in Japan and overseas	Umami seasonings (global), mainstay products and other packaged products in Japan and overseas
Time of occurrence	2030	2030/2050	2030/2050	2030/2050
Scenario	2°C/4°C	2°C/4°C	1.5°C/4°C	1.5°C/4°C
Sales basis coverage	24%	24%	55%	65%

Disclosures Based on the TCFD Recommendations

(2) Scenario analysis: Risks

1.5°C scenario (2050): When certain policy measures are taken to reduce GHG emissions and the use of fossil fuels decreases						
Risk	Average temperature increase	Increased severity and frequency of floods and droughts	Mandates and regulations on products	Changes in consumer preferences	Items to the right are for the Group as a whole	Carbon pricing mechanisms
Risk/Risk categories	Transition risks	Physical risks	Transition risks	Transition risks		Transition risks
Business impact	Increased raw materials (e.g., coffee beans) procurement costs due to carbon pricing, etc.	Measures to ensure consistent supply taken since our founding	Cost increases due to tightening of laws and regulations regarding raw materials used (Assumption: Laws and regulations on the traceability of raw materials and recycling)	Reduced demand due to rising temperatures (Assumption: Miso soup, other soups, and hot coffees, shift from heating element to microwave cooking)		Increased cost of fuel used due to carbon pricing
Potential financial impact	0.2 billion yen/year	Insignificant	—	—		2030: 18 billion yen/year ^[1] 2050: 43 billion yen/year ^[1]
Countermeasures	<ul style="list-style-type: none"> Support for raw material production areas Considering raw materials made by different production methods 	<ul style="list-style-type: none"> More diversified areas of procurement R&D on alternative raw materials 	<ul style="list-style-type: none"> Construction of a comprehensive upstream/downstream cooperation system in the supply chain 	<ul style="list-style-type: none"> Communication to create better eating habits through ASV PR activities (nutritional value) Marketing toward chilled soup and iced coffee Exploration/proposal of microwave cooking options 		<ul style="list-style-type: none"> Visualization of financial impact with internal carbon pricing Fossil fuel phase-out Use of renewable energies Development of ecofriendly manufacturing methods

4°C scenario (2050): In the event that no policy measures are taken to reduce GHG emissions				
Risk	Average temperature increase	Increased severity and frequency of floods and droughts	Changes in consumer preferences	Increasing fuel costs
Risk categories	Physical risks	Physical risks	Transition risks	Transition risks
Business impact	Increased costs from decline in productivity of agricultural, livestock, and fishery products (Assumption 1: Worsening aquaculture environment, Assumption 2: Decrease in livestock growth rate and productivity, Assumption 3: Decrease in milk yields from dairy cows, Assumption 4: Infectious disease epidemics in livestock, Assumption 5: Poor growth of agricultural produce and pest epidemics)	Increased raw material procurement costs, decreased sales due to shutdown of operations and delivery delays (Assumption 1: Flooding in Thailand, Assumption 2: Drought in Thailand, Assumption 3: Flooding from localized torrential rains in Japan)	Reduced demand due to rising temperatures (Assumption: Miso soup, other soups, hot coffees, shift from heating element to microwave cooking)	Rising prices of fossil fuels and electricity
Potential financial impact	9.0 billion yen/year	0.1 billion yen/year	—	5.0 billion yen/year
Countermeasures	<ul style="list-style-type: none"> More diversified areas of procurement Stronger cooperation with suppliers/farmers Development of recipes with reduced extracts R&D on alternative raw materials Introduction of high temperature-tolerant varieties Reflection in sales price 	<ul style="list-style-type: none"> More diversified areas of procurement R&D on alternative raw materials Continuation and improvement of water saving production Improvement of supply and logistics systems 	<ul style="list-style-type: none"> Communication to create better eating habits through ASV PR activities (nutritional value) Improvement of communication about easy meals using heating elements Marketing toward chilled soup and iced coffee Exploration/proposal of microwave cooking options 	<ul style="list-style-type: none"> Fossil fuel phase-out Use of renewable energies Development of ecofriendly manufacturing methods

[1] Calculated by multiplying the Group's FY2018 standard GHG emissions (approved by the Science Based Targets initiative (SBTi)) by the International Energy Agency's (IEA) 1.5°C scenario carbon tax and emissions trading forecasts for 2030 of \$25/t-CO₂ for emerging countries, \$90/t-CO₂ for Brazil, China, India, and Indonesia, and \$140/t-CO₂ for developed countries, and \$180/t-CO₂ for 2050 carbon pricing forecasts, \$200/t-CO₂ for emerging countries, \$250/t-CO₂ for Brazil, China, India, and Indonesia, and \$250/t-CO₂ for developed countries. The 4°C scenario is the outcome of the current situation with no additional or higher carbon pricing expected.

Disclosures Based on the TCFD Recommendations

(3) Scenario analysis: Opportunities

1.5°C scenario (2050): When certain policy measures are taken to reduce GHG emissions and the use of fossil fuels decreases		
Opportunities	Low Emission Products and Services	Changes in consumer preferences
Opportunity categories	Products and services	Products and services
Business impact	Increased sales from products with low environmental impact due to rise in popularity of ethical-mindedness among consumers and customers	<ul style="list-style-type: none"> Expanding needs due to health consciousness = Increase in sales Expanding needs for beverages due to rising temperatures = Increase in sales
Countermeasures	<ul style="list-style-type: none"> Development of eco-friendly manufacturing methods and products Initiatives to obtain favorable ESG rating Strengthening evidence to prove low environmental impact Measures to shift customer preferences toward medium- and large-quantity products 	<ul style="list-style-type: none"> Product development that improves nutritional value Communication to create better eating habits by highlighting nutritional value Development of eco-friendly manufacturing methods and products

4°C scenario (2050): In the event that no policy measures are taken to reduce GHG emissions		
Opportunities	Changes in consumer preferences	Low Emission Products and Services
Opportunity categories	Products and services	Products and services
Business impact	Increased sales from products with low environmental impact due to rise in popularity of ethical-mindedness among consumers and customers	<ul style="list-style-type: none"> Expanding needs due to health consciousness = Increase in sales Expanding needs for beverages due to rising temperatures = Increase in sales
Countermeasures	<ul style="list-style-type: none"> Development of eco-friendly manufacturing methods and products Strengthening evidence to prove low environmental impact Measures to shift customer preferences toward medium- and large-quantity products 	<ul style="list-style-type: none"> Product development that improves nutritional value Communication to create better eating habits by highlighting nutritional value Development of eco-friendly manufacturing methods and products

(4) Reflecting scenario analysis results in strategy

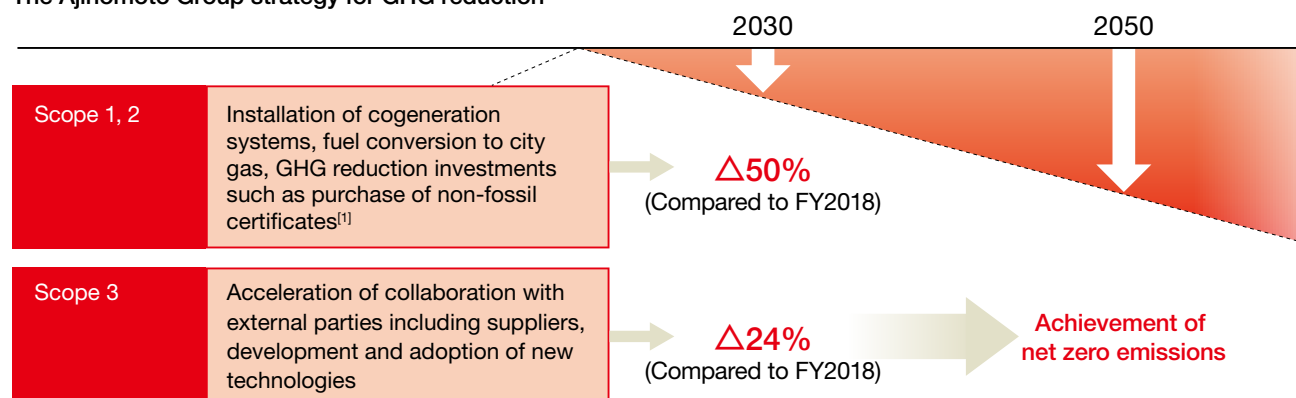
(i) Reflection in our business strategy

Based on the impact of the scenario analysis on our business, we plan to invest in fossil fuel phase-out and the use of renewable energies, as well as eco-friendly manufacturing methods to further reduce our GHG emissions in the future. We will also work on formulating new business strategies to achieve ASV, where sustainability initiatives lead to greater added value for our products.

Moreover, in our scenario analyses from fiscal 2023 onwards, we will expand the ranges of products and risks for analysis and improve our risk/opportunity analysis.

In our efforts to reduce greenhouse gas emissions, we make investment decisions to minimize the economic impact of our business activities by ensuring the profitability of investments through a combination of energy conservation and other measures. In this way, we pursue a strategy that balances sustainable business operations with environmental considerations.

The Ajinomoto Group strategy for GHG reduction



[1] We are considering further investments to reduce GHG emissions, and will disclose the details as soon as they are determined.

Disclosures Based on the TCFD Recommendations

(ii) Reflection on financing strategy

Sustainable finance forms the basis for acquiring the necessary funds for our various initiatives. Following the October 2021 issuance of our sustainability bonds and the committed credit line established in January 2022 through the Positive Impact Finance scheme, we concluded a committed credit line agreement through our sustainability-linked loans in December 2022, and have been continuing to procure funds through sustainable finance, including with the issuance of sustainability-linked bonds in June 2023. Most recently, we issued two new sustainability-linked loans in March and April of 2024.

Through this financing, we will further accelerate our efforts to realize one of our two outcomes by 2030, namely, to reduce our environmental impact by 50%, as well as to realize a sustainable society.

> Sustainable Finance

Risk management

To achieve the Medium-Term ASV Initiatives 2030 Roadmap (which includes two outcomes), we must identify risks accurately and respond to these risks promptly and appropriately. The Sustainability Committee and the Management Risk Committee work closely together to ensure no risk is left unaddressed between the two. The committees select and identify risks and opportunities based on matters of importance to the Ajinomoto Group (materiality) and propose these risks and opportunities to the Executive Committee. The Sustainability Committee formulates response measures and manages progress on matters related to sustainability, including social, environmental, and nutritional issues. The Management Risk Committee handles risks that require management attention (e.g., pandemics, geopolitical risks, and information security risks). We implement risk management processes at each domestic and overseas work site to identify risks and formulate

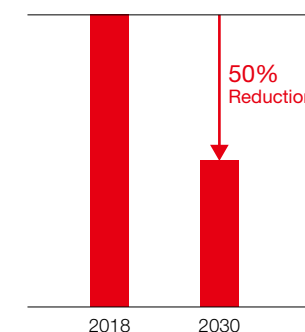
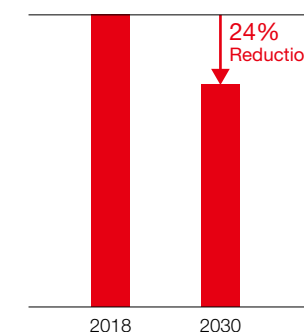
countermeasures, taking individual business strategies and local political, economic, and social conditions into account. The Management Risk Committee improves this process and compiles the risks identified by each work site and addresses those that management should take the initiative to address. Each business and corporation create a business continuity plan (BCP) for emergencies. The Management Risk Committee develops a system that regularly checks the effectiveness of these plans and monitors and manages the risk response status periodically.

Metrics and targets**(i) Targets**

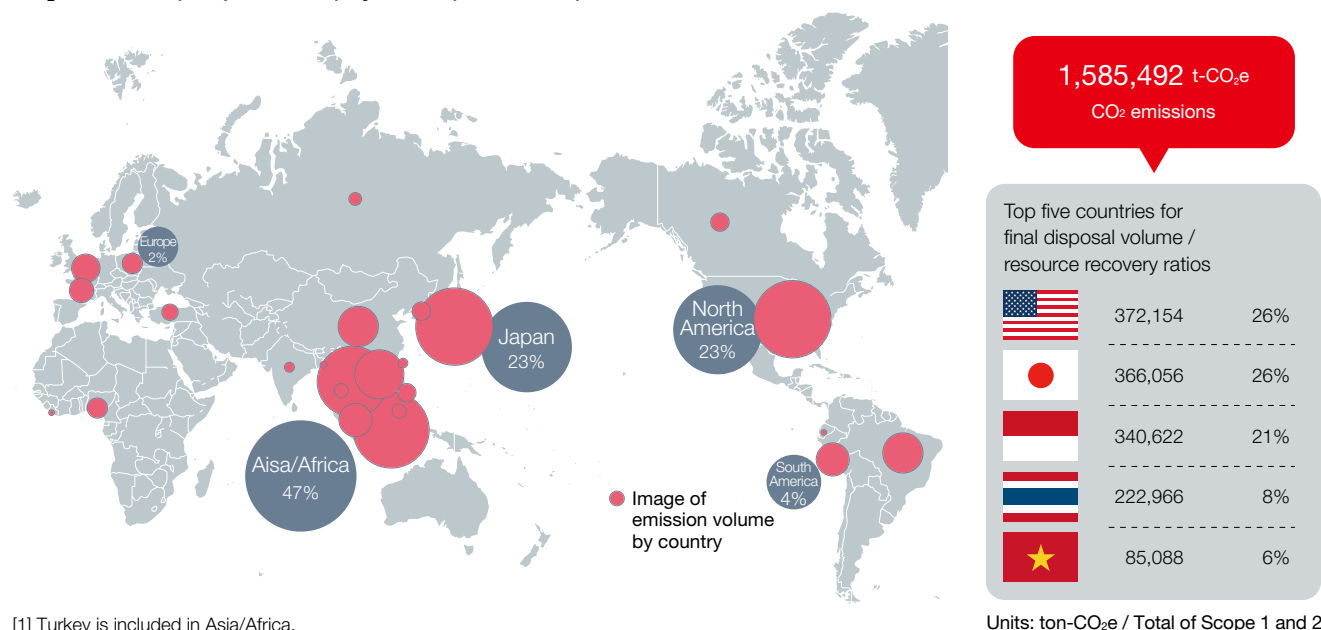
The Ajinomoto Group submitted a commitment letter declaring our compliance with new GHG emission reduction targets, including net-zero emissions under the Science Based Targets (SBT) initiative. With this declaration, we review targets and strategies in line with the net zero standards to further accelerate our efforts towards the GHG emission reduction target of limiting temperature increase to 1.5°C, certified by the SBT initiative.

We set a target (total volume target), certified by SBTi, of 50% reduction in total Scope 1 and Scope 2 GHG emissions by fiscal 2030 in comparison with fiscal 2018.

We also plan to revise our fiscal 2030 24% reduction target (intensity target), also certified by SBTi, for GHG emissions per ton of Scope 3 production (GHG emissions intensity) in comparison with fiscal 2018 levels.

Scope 1 and 2 total emissions target**Scope 3 emissions target per ton of production**

Disclosures Based on the TCFD Recommendations

CO₂ emissions (Scope 1 and 2) by area^[1] (Fiscal 2023)

[1] Turkey is included in Asia/Africa.

(ii) FY2023 results

Total Scope 1 and 2 GHG emissions for fiscal 2022 were significantly lower than the previous year by nearly 300,000t-CO₂e. This significant reduction was due in part to the plants of PT AJINOMOTO INDONESIA and Ajinomoto (Thailand) Co., Ltd. converting from coal to biomass fuel and the procurement of renewable energy certificates by the Kyushu Plant of Ajinomoto Co., Inc. The Company is on track to achieve approximately 80% of our 2030 GHG emissions target (50% reduction from 2018 levels) based on our current plan, however we will consider further reduction activities to achieve even greater emissions reductions.

Scope 3 GHG emissions per volume unit of production (across all categories) increased approximately 1% from the previous year and decreased approximately 1% from the base year of fiscal 2018 (no retroactive effect across Group companies). This result was mainly due to a decrease in total

production volume of the Group as a whole. In fiscal 2024, we plan to work collaboratively with Scope 3 raw materials suppliers. We will also accelerate our efforts to reduce GHG emissions by collaborating with external parties and suppliers going forward.

(iii) Efforts to achieve targets

As measures to meet our Scope1 and Scope 2 targets, we are promoting energy-saving activities, a switch to fuels with low GHG emissions, the use of renewables such as biomass and solar power, and the introduction of lower energy-consumption processes (such as considering the conversion from fossil fuels to biomass fuels and procuring renewable energy certificates for China, Ajinomoto Co., Inc. Tokai Plant, etc.).

For Scope 3 emissions, raw materials are causing approximately 60% of total GHG emissions over the

whole product life cycle, therefore we are encouraging raw materials suppliers to reduce their GHGs, and are considering the introduction of new technologies such as on-site ammonia production.

Disclosures Based on the TCFD Recommendations

GHG emissions calculated from IEA^[1] CO₂ emissions factors(t-CO₂e)

	FY2018 ^[2]	FY2019	FY2020	FY2021	FY2022	FY2023
Scope 1 emissions	1,196,969	1,013,315	1,008,811	1,005,363	973,780	767,084
Scope 2 emissions (market-based method)	1,015,723	960,375	901,789	606,594	611,712	512,653
Scope 1 and 2 total emissions	2,212,692	1,973,690	1,910,600	1,611,957	1,585,492	1,279,736
Scope 3 emissions	11,933,270	11,821,564	11,787,705	10,947,844	10,492,309	10,187,420
Scope 1, 2, and 3 total emissions	14,145,962	13,795,254	13,698,305	12,559,801	12,077,801	11,467,156

Greenhouse gas emissions per volume unit calculated from IEA^[2] CO₂ emissions factors

	FY2018 (Base Year)	FY2019	FY2020	FY2021	FY2022	FY2023
Scope 1 and 2 emissions per volume unit (intensity per ton of product)	0.84	0.79	0.79	0.68	0.67	0.57
Scope 3 emissions (exclude category 11) per volume unit (intensity per ton of product)	4.54	4.71	4.87	4.64	4.46	4.50
Reference value: Production volume (1,000 t)	2,627	2,512	2,423	2,360	2,350	2,265
Scope 1 and 2 emissions per volume unit (intensity per million yen sales)	1.99	1.79	1.78	1.40	1.17	0.89
Scope 3 emissions per volume unit (intensity per million yen sales)	10.71	10.75	11.00	9.53	7.72	7.08
Consolidated sales (million yen)	1,114,308	1,100,039	1,071,453	1,149,370	1,359,115	1,439,231

[1] International Energy Agency

[2] FY2018 was the only year calculated using the location basis, and it has since been unified with the market basis.

[3] The results scope 3 emissions per volume unit were revised because the coverage of organizations for calculation were different.

[4] We used data different from production volume set forth for the other environment data.

Scope 1 and 2 emissions and Scope 3 emissions retroactively for companies excluded from the Ajinomoto Group after fiscal 2019, in accordance with SBTi standards

	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Scope 1 and 2 total emissions (market-based method)	1,961,516	1,779,380	1,752,812	1,611,957	1,585,492	1,279,736
Scope 3 emissions(excluding Category 11) (t-CO ₂ e)	9,876,834	9,858,584	9,951,981	9,550,897	9,106,260	8,890,473
Scope 3 emissions per volume unit (excluding Category 11) ^[5]	4.01	4.12	4.26	4.05	3.87	3.93

[5] Per production volume unit was revised to line with the SBTi standard.

SBTi targets and progress

	FY2023		FY2025	FY2030
	Target	Performance	Target	Target
Scope 1 and 2 GHG emission reduction rate (vs. FY2018)	At least 25% decrease	35% decrease	30% decrease	50% decrease
Scope 3 (excluding Category 11) GHG emissions per volume unit reduction rate Intensity per ton of production (vs. FY2018)	5% decrease	2% decrease	14% decrease	24% decrease

Disclosures Based on the TCFD Recommendations

Reduction of greenhouse gas emissions in the value chain

Internal carbon-pricing

The Ajinomoto Group utilizes internal carbon pricing to prevent and mitigate future financial risks.

We visualize the financial impact of our business investments on GHG emissions through internal carbon pricing. In this way, we pursue measures for fuel conversion and renewable energy to reduce environmental impact and prevent and/or mitigate future financial risks.

Internal carbon-pricing

	2030 CO ₂ Price Forecasts ^[1]	2050 CO ₂ Price Forecasts
Developing countries	\$25/t-CO ₂	\$180/t-CO ₂
Brazil, China, India, and Indonesia	\$90/t-CO ₂	\$200/t-CO ₂
Developed countries	\$140/t-CO ₂	\$250/t-CO ₂

[1] We apply the 2030 carbon prices as projected by the 1.5°C scenario of the International Energy Agency (IEA).

Shifting to renewable energy

In August 2020, the Ajinomoto Group announced its participation in RE100, an international environmental initiative comprising companies aiming to achieve 100% renewable energy for electricity. Companies participating in RE100 are from diverse fields such as information technology to automobile manufacturing. Member companies are asked to publicly announce their goals to use 100% renewable energy sources such as solar power, wind power, hydroelectric power, biomass, and geothermal power in their business activities by the year 2050. In fiscal 2023, the Ajinomoto

Co., Inc. Kyushu Plant in Japan and WAN THAI FOODS INDUSTRY CO., LTD. began procuring certificates. The Ajinomoto Thailand Birdy® production plant also launched operations of a renewable energy in-house power generation system.

Management of fluorocarbons, NOx, etc.

The Ajinomoto Group aims to eliminate all Hydrofluorocarbons (HFCs) by fiscal 2030 at factories with equipment that use fluorocarbons. Our intent is to switch to natural refrigerants or refrigerants with low Global Warming Potential (GWP) of less than 150 when installing new or upgrading existing equipment. In 2001, when Japanese frozen food factories were not yet required to discontinue their use of equipment using specified Chlorofluorocarbons (CFCs), we started with an initiative to phase out the usage

of freezers using these chemicals, and as of the end of March 2021, we have eliminated the use of those freezers in Ajinomoto Frozen Foods Co., Inc. We are continuing efforts at our plants to fully eliminate CFC substitutes by fiscal 2030, and will work to decrease use of fluorocarbons across the entire Ajinomoto Group. In fiscal 2023, our atmospheric emissions of CFCs increased to 11 tons. This increase was due to an accident at the Kansai Plant of Ajinomoto Frozen Foods Co., Inc. in September 2023, during which 6,761 kg of chlorofluorocarbons (equivalent: to 12,238 tons of CO₂) leaked when removing equipment from the plant. The equipment had been shut down for a long period (two and a half years) in preparation for its removal. We reported the incident promptly to the supervising local government and formulated measures to prevent recurrence. We are committed to taking thorough measures to prevent recurrence going forward.

NOx and other atmospheric emissions

	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Nitrogen oxide (NOx)	9,421	5,224	6,637	5,673	4,730	3,977
Sulfur oxide (SOx)	10,701	6,779	7,016	7,676	5,311	1,068
Particulates	1,827	884	1,310	871	3,492	762
CFCs ^[2]	11	9	7	5	4	11

[2] Figures for fiscal 2019 and beyond exclude natural refrigerants and other non-fluorocarbons due to the redefinition of CFCs, HCFCs, and HFCs.

Disclosures Based on the TCFD Recommendations

Initiatives in transportation

The Ajinomoto Group is working to establish a sustainable logistics system.

In Japan, the F-LINE Project launched in 2015 by six food manufacturers^[1] operates joint transport in Hokkaido and Kyushu, as well as a joint mainline trunk transport in Hokkaido, in a spirit of competing on products, but distribute in cooperation. In April 2019, we also established a joint logistics company, F-LINE CORPORATION, as an effort between five food manufacturers^[2], including Ajinomoto Co., Inc.

Furthermore, activities in Phase 2 of the F-LINE Project were launched in the spring of 2022 to get ahead of the "2024 problem" in Japan, a logistics crisis projected to emerge in 2024. In this second phase, four teams have been formed to discuss solutions to the various issues they handle. The three issue-facing teams are for front-end processes (medium- and long-distance transportation), core processes (delivery and distribution centers), and back-end processes (production, distribution, and sales logistics streamlining), respectively, and the fourth team is for promoting standardization and efficiency across all processes.

As a result of these efforts, we consolidated two storage and distribution bases in the Hokkaido area into one in October 2023 to improve logistics efficiency. Joint storage and delivery improves loading efficiency per vehicle and reduces the number of deliveries. Fewer deliveries will enable us to reduce the number of vehicles used for deliveries to customers, reduce burdens when receiving cargo, and reduce environmental impact by approximately 16% in terms of CO₂ emissions. In March 2024, we placed a portion of truck transportation with marine transportation, striving to improve the working environment for truck drivers, stabilize transportation, and reduce CO₂ emissions. To this end, we began allocating a specific day of the week for each company to make regular marine transportation shipments

in the Chubu and Kansai regions to Kyushu using ferries between Kansai and Kyushu.

[1] House Foods Group Inc., Kagome Co., Ltd., Nisshin Seifun Weina Inc., Nisshin Oillio Group, Ltd., Mizkan Co., Ltd., and Ajinomoto Co., Inc.

[2] Five companies listed in above [1] excluding Mizkan Co., Ltd.

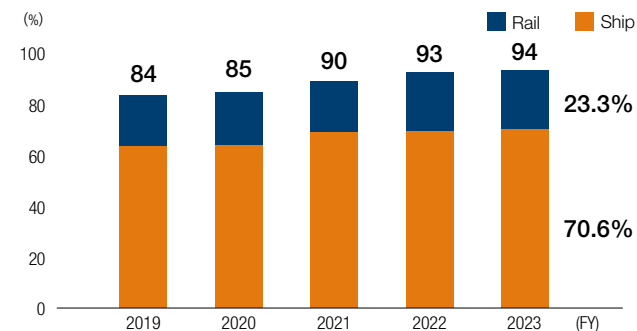
Modal shift ratio

Even before calls to address the 2024 problem in Japan logistics, the Ajinomoto Group had been maintaining efforts to simultaneously enhance transportation capacity and environmental friendliness. We have been particularly focused on modal shift^[3], actions launched in 1995 to shift from trucks to railways and ships as means of transportation. During fiscal 2023, Ajinomoto Co., Inc. achieved an overall 94% long-distance transport modal shift by using ships for transport. Ajinomoto Frozen Foods Co., Inc. switched from trucks to JR refrigerated containers for a portion of the route between Sekiyado low-temperature logistics center (Chiba Prefecture) and Sendai low-temperature logistics center (Miyagi Prefecture) from October 2023. This switch resulted in a 30.9% reduction in CO₂ emissions^[4]. The company also switched from trucks to JR refrigerated containers and ocean refrigerated containers by ship for main-line logistics between Kyushu and Kanto. Through these efforts, Ajinomoto Frozen Foods Co., Inc. and F-LINE CORPORATION jointly received the Eco-Ship Mark certification in May 2023. The companies were also selected as a recipient of the Eco-Ship Modal Shift Maritime Bureau Director Generals Award by the Ministry of Land, Infrastructure, Transport and Tourism. In June 2024, the company also received the Logistics Environmental Award at the 25th Logistics Environmental Awards sponsored by the Japan Association for Logistics and Transport.

[3] Compared to commercial freight vehicles (trucks), railway container and ship transport results in CO₂ emissions of one-tenth and one-fifth, respectively.

[4] Oct. 2023-Jan. 2024 year-on-year results

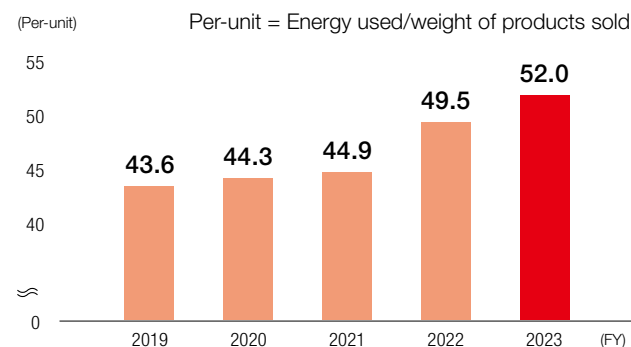
Modal shift ratio of Ajinomoto Co., Inc. for 500 km or more



Disclosures Based on the TCFD Recommendations

Per-unit energy use in logistics

Ajinomoto Co., Inc., Ajinomoto Frozen Foods Co., Inc., and Ajinomoto AGF, Inc. are considered specified consignors under the Energy Conservation Act. Each company is legally obligated to make efforts in reducing per-unit energy use (crude oil equivalent) within their cargo logistics by at least 1% per year on average over five years, reporting results to the Japanese government. Although we are reviewing our logistics network and conducting modal shifts to reduce per-unit energy use, the per-unit energy use of the three companies combined in fiscal 2023 increased by 2.4% compared with the previous fiscal year. This increase is due to an increase in energy consumption and carbon dioxide emissions at Ajinomoto AGF, Inc. in fiscal 2023 stemming from the production of certain products and inventory transfers.

Per-unit energy use in logistics^[1]

[1] Combined results for Ajinomoto Co., Inc., Ajinomoto Frozen Foods Co., Inc., and Ajinomoto AGF, Inc.

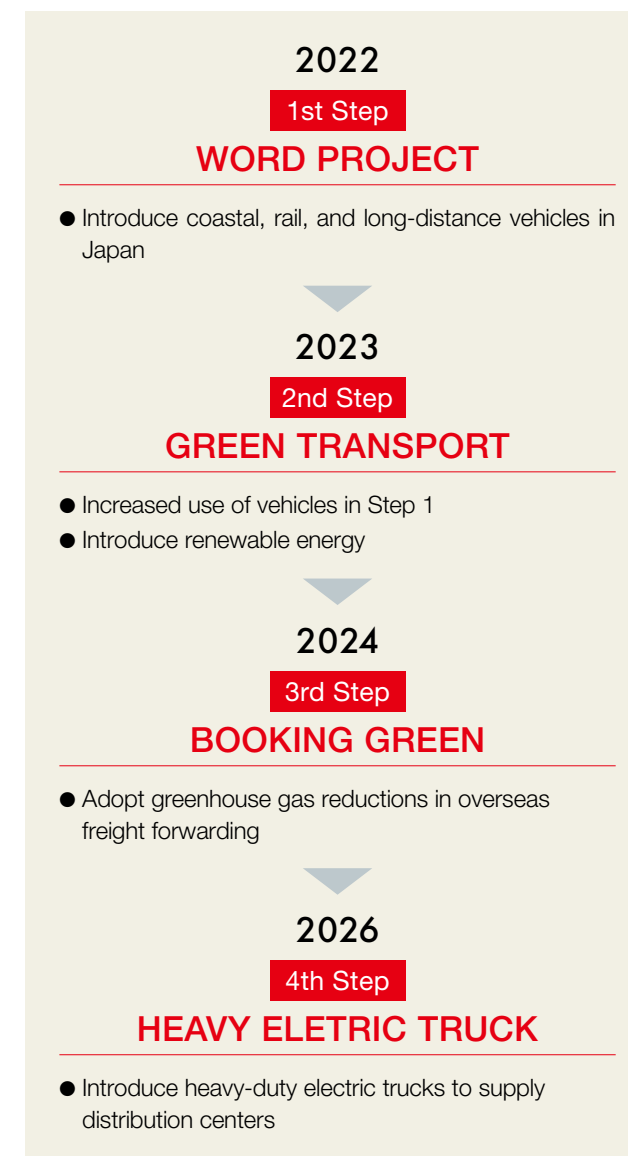
Modal shift at Ajinomoto's Brazilian subsidiary

In Brazil, trucks are often used for cargo transportation, which poses challenges not only from an environmental perspective, but also in terms of traffic accident risk, cargo theft risk, high transportation costs, and large fluctuations in fuel prices due to oil price fluctuations and unstable exchange rates. Ajinomoto Brazil implements the Green Transportation Project, which aims to solve environmental issues by transforming logistics through cargo optimization, multimodal transportation, and the use of sustainable vehicles. Through this project, Ajinomoto Brazil aims for a 30% reduction in GHG emissions by 2030, compared to 2018 levels.

The company reduced GHG emissions by 5% in fiscal 2023 (compared to fiscal 2018 levels). This reduction was due to company efforts in rail and marine transportation, as well as the use of biomethane gas trucks, hybrid vehicles (diesel and gas), and electric trucks for short-distance deliveries in specific areas.

In fiscal 2024, the Logistics Division of Ajinomoto Brazil plans to reduce GHG emissions by 5%. To this end, the company will engage in a project the company refers to as Booking Green. This project helps reduce GHG emissions in overseas transportation. Going forward, Ajinomoto Brazil plans to supply distribution centers with heavy-duty electric trucks and apply new practicable technologies in Brazil.

The Four Steps of the Green Transportation Project

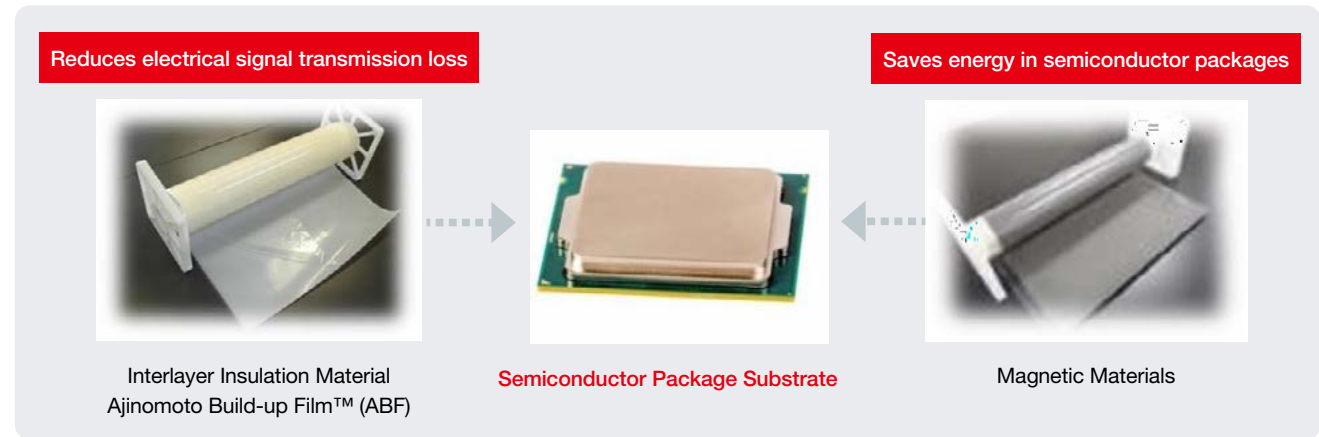


Disclosures Based on the TCFD Recommendations

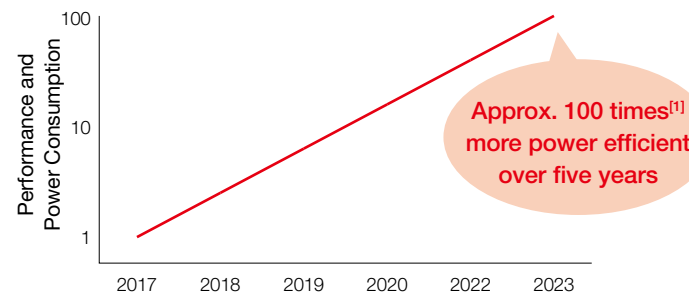
Contributing to CO₂ emission reduction with electronic materials to evolve into a Smart Society

Demand and arithmetic processing speeds for semiconductors used in PCs, servers, 5G base stations, and other devices are increasing rapidly as we transform into a data-driven society. Over the past five years, the performance per power consumption unit of the semiconductors that support this demand has increased by approximately 100 times. We mainly use our interlayer insulation material, which reduces electrical signal loss in semiconductor packages, with energy-conserving magnetic and other materials for semiconductors. With these technologies, the Ajinomoto Group contributes to semiconductor energy conservation and, in turn, reduces CO₂ emissions.

The development of optical computing and photoelectric fusion technologies is advancing as we evolve into a Smart Society. These technologies require an increase in energy efficiency by a factor of 100 times compared to current levels. In response, the Ajinomoto Group will continue to develop new materials in this new field to contribute to faster arithmetic processing speeds and reduced environmental impacts.



Semiconductor performance per power concentration unit



[1] Company estimate based on 2017 levels

[2] Target power efficiency of parts using photonics technology

Reference: NTT Technology Journal

Future Use Example: Photoelectric Fusion

We strive to achieve power efficiency 100 times^[2] higher than that of electric signals, to provide timely solutions that utilize our technologies.

Potential of 100 times the power efficiency of conventional technology

Disclosures Based on the TCFD Recommendations

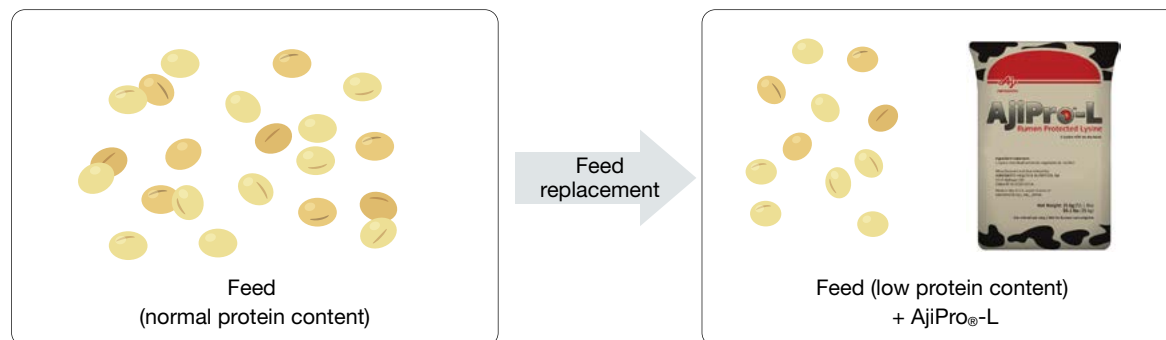
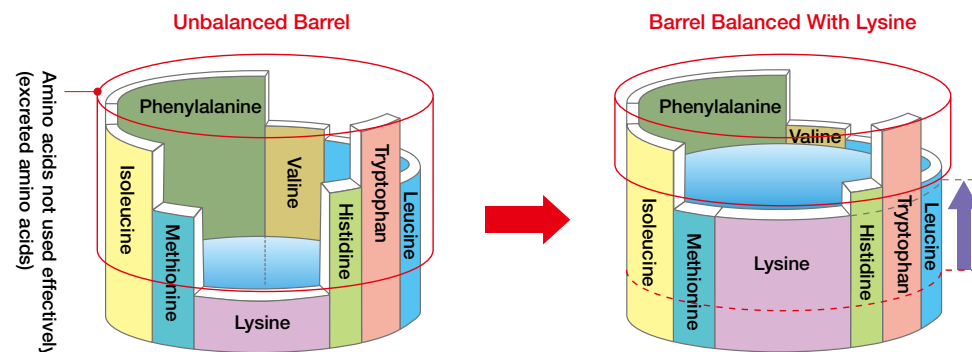
Sustainable livestock production using specialized feed-grade amino acids and contributing to GHG emissions reduction

Performance

Demand for protein increases as the global population grows. However, GHGs emitted during the cattle growth process, which produces beef and raw milk sources of protein, are one of the most pressing issues in global warming, accounting for 9.5% of global emissions. Demand is rising for solutions that leverage AjiPro®-L, a lysine formulation for cattle developed by the Ajinomoto Group in response to these issues using "AminoScience". Lysine is an essential amino acid often deficient during the cattle growth process. AjiPro®-L delivers lysine to the cattle's intestines without breaking down in the cattle's stomach, allowing lysine to be efficiently replenished in their system. Replenishing lysine reduces production costs of beef and milk while reducing methane (CH₄) and nitrous oxide (N₂O) emissions during the cattle growth process. In this way, we expect lysine replenishment to reduce GHG emissions by approximately 1 ton per cow per year.

The Barrel Theory of Amino Acids

This diagram depicts the Barrel Theory of amino acids, with each stave of the barrel representing a specific essential amino acid. In the same way that the capacity of a barrel is limited by its shortest stave, our bodies only intake amino acids at the level of the most deficient amino acid.



N₂O emissions from manure

Approx.
-25%^[1]

CO₂ emissions related to procurement of protein source raw materials (e.g., soybean meal)

Approx.
-20%^[1]

Our technology reduces **about 1 ton**^[1] of CO₂ per head of cattle per year, including other factors.

We will strengthen initiatives, striving to reduce CO₂ on a scale of **approx. 1 million tons** per year by 2030.

[1] Calculated by the Company per head of cattle per year

[2] Amount of reduction varies with farmer feed design, etc.

Disclosures Based on the TCFD Recommendations

J-Credit Scheme using amino acids in dairy farming and cooperation with a local livestock industry

In March 2023, Ajinomoto Co., Inc. and the Meiji Group launched a collaboration to build a business model utilizing the J-Credit Scheme^[1] that simultaneously reduces GHG emissions and creates economic value in dairy farming and the dairy industry.

This business model uses our amino acid lysine formulation for dairy cattle, AjiPro[®]-L, to reduce GHG emissions. Reduced GHG emissions are then converted into credits through the J-Credit Scheme.

The Meiji Group will purchase the credits that we acquire, and the proceeds from the purchased credits will be paid to dairy farmers, providing a new source of income for them in the future. The credits purchased by the Meiji Group can then be used to offset the Meiji Group's GHG emissions, thereby contributing to GHG emission reduction throughout the dairy industry.

In April 2024, the Company entered a partnership agreement with Kagoshima Prefecture and livestock-related organizations in the prefecture. This agreement aims to reduce GHG emissions and promote industrial development.

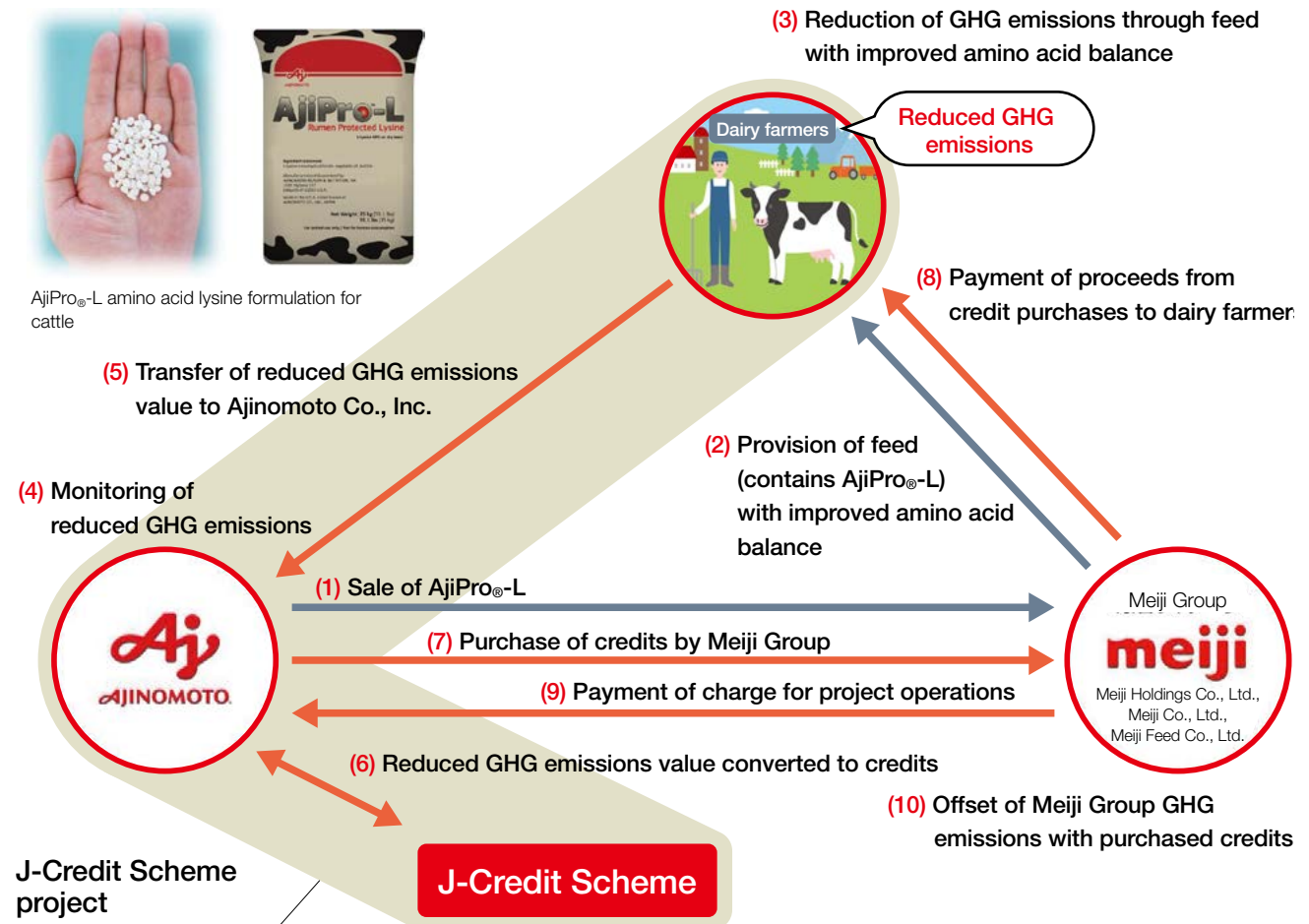
Kagoshima Prefecture adopted a GHG emissions reduction solution using AjiPro[®]-L to promote Green Transformation^[2] (GX) through initiatives in collaboration with several livestock-related organizations, livestock businesses, universities, and financial institutions in the prefecture. Industries, academia, and governments in the prefecture have pledged participation and we expect this initiative to expand efforts to reduce GHG emissions from cattle.

[1] A scheme in which the Japanese government certifies the amount of CO₂ and other GHG emissions reductions and removals as tradeable credits.

[2] Efforts to transform industrial structures while aiming for carbon neutrality (reducing overall GHG emissions to zero) and economic growth

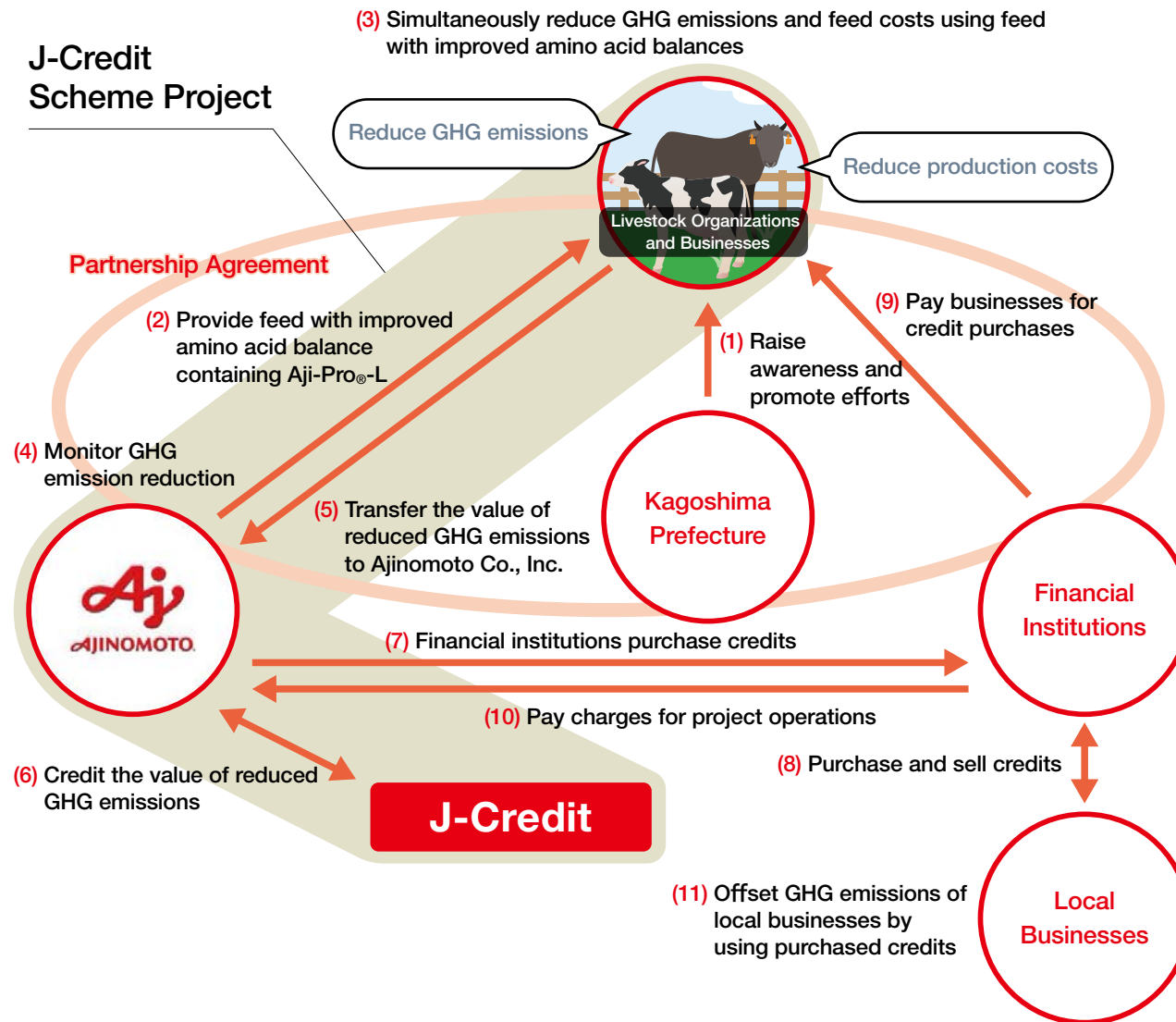
Business Model Utilizing the J-Credit System

AjiPro[®]-L amino acid lysine formulation for cattle



Disclosures Based on the TCFD Recommendations

Partnership Agreement Business Model in Kagoshima Prefecture



(Implementation plans will be discussed going forward with partnership agreement participants.)

Contribution to a Circular Economy

Reduction of waste across product lifecycles

Approach

Throughout our history, the Ajinomoto Group has strived to reduce waste and various other environmental impacts. We accelerate our efforts to minimize the environmental impact of our core businesses (amino acids, seasonings, and processed foods) on a global level. The Ajinomoto Group strives to conserve the environment and resources in a sustainable manner, contribute to society through our business, and strengthen our business competitiveness and sustainable development. To this end, we launched the Ajinomoto Group Zero Emissions in 2003 based on globally uniform standards. These standards are unique to the Group, aiming to minimize the environmental impact of all our business activities. Under these standards, we work thoroughly to reduce waste generation in our business activities to utilize limited resources effectively. Our goal is to convert more than 99% of the waste generated into resources. To this end, we strive to ensure the effective use of generated waste while adding value to waste for use in resource recycling. We improve amino acid production efficiency in particular by recovering by-products as resources and introducing new technologies. The Group is also engaged in various initiatives to improve the precision of sales forecasts and conduct fine-tuned procurement. In this way, we minimize the waste of raw materials and packaging materials.

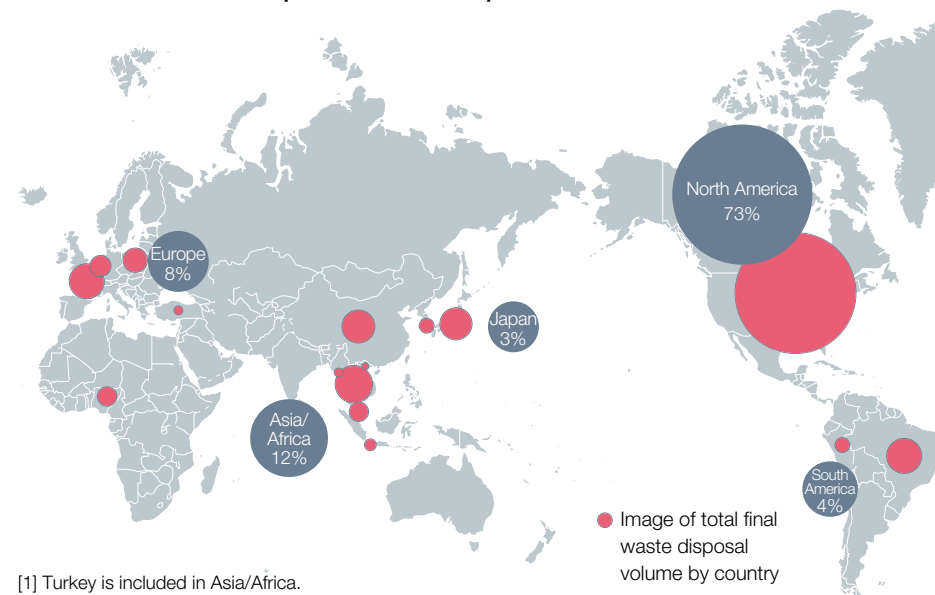
Results

Our final waste disposal (emissions) distribution volume for the Group in fiscal 2023 was as shown to the right. Waste generated by the Ajinomoto Group amounted to approximately 1,658 thousand tons (92.9% of previous year), which was lower than production volume (96.2%

of the previous year). Final waste disposal amounted to approximately 19.4 thousand tons, or about 1.2% of the amount generated, indicating progress in resource recovery. Disposal in United States, Thailand, Brazil, France, and China accounted for about 91% of total final waste.

> P049

Total final waste disposal volume by area^[1] (FY2023)



19,389 t
Total final waste disposal volume (1.4%)

Top five countries for final disposal volume/resource recovery ratios

	14,068	92.5%
	1,307	99.3%
	854	98.9%
	705	99.8%
	615	72.2%

Unit: tons

Contribution to a Circular Economy

We recovered 98.8% of waste as resources in fiscal 2023, compared to a resource recovery target of 99%. In fiscal 2023, the introduction of biomass cogeneration reduced the use of fossil fuels. Our recycling rate in fiscal 2023 improved slightly from the previous year due to fewer cinders generated from such fossil fuels. Other factors that contributed to the higher recycling rate include our initiatives to reduce generation in the food business and our advancement of efforts to recycle animal and plant residues and other resources.

Volume of waste and by-products and resource recovery ratio

(tons)

	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Hazardous waste (waste acids, waste alkali, waste oil, cinder)						
Generated	69,991	83,834	81,216	83,770	106,161	96,507
Recycled	68,422	83,429	80,892	83,399	105,997	96,323
Incinerated	40	60	38	24	12	105
Landfills	1,529	345	286	347	152	78
Non-hazardous waste: By-products (sludge, bacteria, waste filter aids, etc.)^[1]						
Generated	2,194,566	2,021,002	1,615,808	1,546,599	1,470,197	1,386,673
Composted	2,194,470	2,020,885	1,615,713	1,543,988	1,470,110	1,386,659
Incinerated	0	0	0	0	0	0
Landfills	96	117	95	2,611	87	15
Non-hazardous waste: Other (sludge, animal and plant residue, plastic waste, etc.)^[2]						
Generated	174,651	181,246	173,310	195,832	208,120	174,906
Recycled	153,388	156,432	150,295	169,243	182,956	155,715
Incinerated	2,821	2,121	1,784	2,318	3,969	1,535
Landfills	18,442	22,693	21,231	24,271	21,195	17,656
Total generated	2,439,208	2,286,082	1,870,334	1,826,201	1,784,478	1,658,086
Total recycled	2,416,280	2,260,745	1,846,900	1,796,630	1,759,063	1,638,698
Total waste	22,928	25,337	23,434	29,571	25,415	19,389
Resource recovery ratio	99.1%	98.9%	98.7%	98.4%	98.6%	98.8%

[1] Sludge, bacteria, humus carbon, waste activated carbon, gypsum sludge, salts, fermentation final concentrate, waste filter aids, etc.

[2] Sludge, animal and plant residues, plastic wastes, glass and ceramic wastes, metal scraps, paper wastes, wood wastes, rubber scraps, waste construction materials, office wastes, etc.

Contribution to a Circular Economy

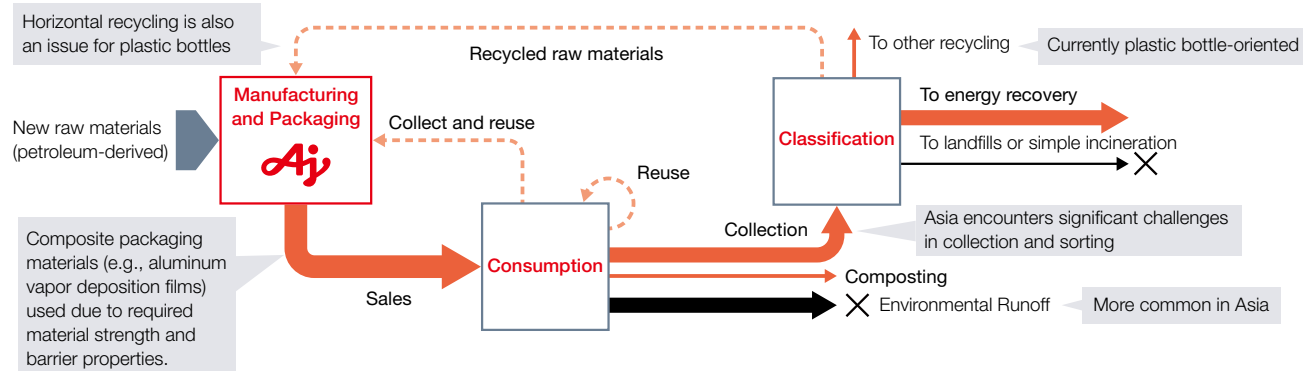
Reducing plastic waste

The Ajinomoto Group focuses on reducing plastic waste as part of our sustainability efforts.

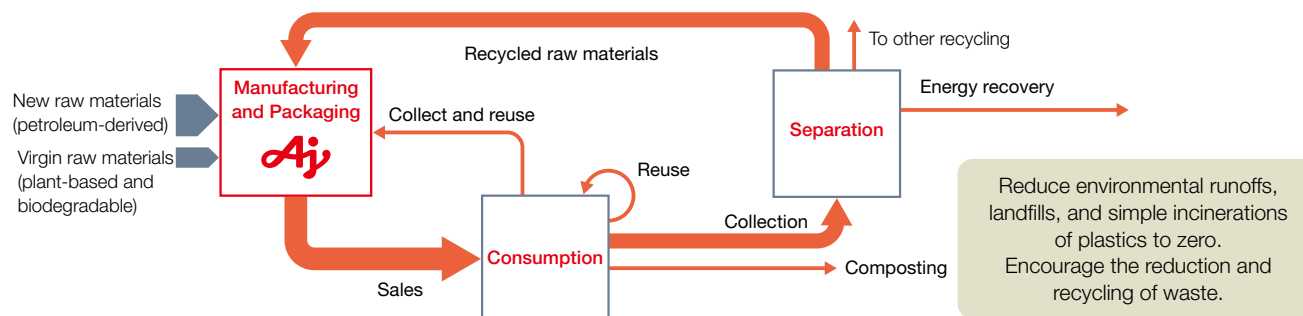
Plastic is an important material used in food quality preservation and safety. However, the use of plastics leads to marine pollution, resource depletion, and various other environmental problems. Plastic waste that runs into the ocean without proper treatment is said to take hundreds of years to decompose. Such runoff is cause for concerns regarding use in the food chain as microplastic, accidental ingestion by organisms, and other impacts on ecosystems. Microplastics are also found in facial cleansing foams and various other household products.

The Ajinomoto Group set a goal to reduce plastic waste to zero by 2030. This means that we intend to eliminate all plastics released to the environment that are not used effectively. Through a group-wide project launched in March 2020, the Group engages in initiatives aimed at creating resource-recycling societies. The Group cannot accomplish these initiatives alone; we must address such initiatives throughout the entire value chain, considering the entire product lifecycle. To this end, the Ajinomoto Group cooperates with external stakeholders in the countries and regions in which we do business.

● Current Flow



● 2030 Vision



Contribution to a Circular Economy

Goals for fiscal 2030

- Choose to use plastics in the minimum quantity and purpose required for safety and quality (reduce)
- Switch to using only plastic packaging made of mono-material or recyclable products (recycle)
- Support and contribute to measures for social implementation of collection, sorting, and recycling in countries and regions where our products are manufactured and sold

Under our plan to achieve zero plastic waste, while promoting the technological development of mono-materialization, we will also promote reduction. This reduction will be completed by fiscal 2025, and our conversion to recyclable materials will also be completed by fiscal 2030. After confirming barrier property requirements for each product, we will implement new technologies for packaging materials that use aluminum foil currently, starting from those with a relatively low required barrier.

Roadmap to achieving zero plastic waste

Stage 1: Reduce (e.g., thinner packaging, switching to paper)

★: Established technology

Area	Details	FY2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Japan	Elimination/reduction of secondary packaging			From adoption to completion								
Japan	Thinner packaging	★	From adoption to completion									
Overseas	Switching to paper		★	From adoption to completion								

Stage 2: Recycle (mono-materials)

Area	Details	FY2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Japan	Non-barrier items	★	From adoption to completion									
Japan	Barrier items (moderate properties)			★	From adoption to completion							
Japan	Barrier items (high properties)						★	From adoption to completion				
Overseas	Barrier items (high properties)						★	From adoption to completion				

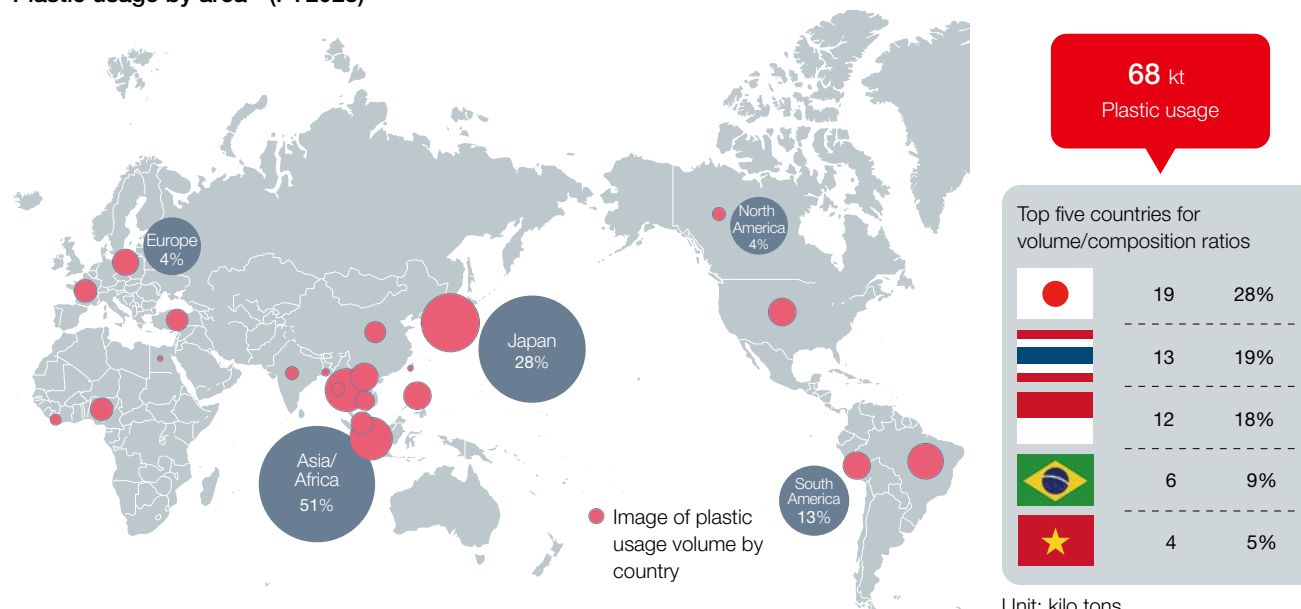
Confirm necessary barrier properties

Lateral deployment

Contribution to a Circular Economy

Performance

The distribution of plastic usage volumes for the Group in fiscal 2023 was as follows.

Plastic usage by area^[1] (FY2023)

[1] Turkey is included in Asia/Africa.

Ajinomoto Group total plastic usage volumes

	FY2019	FY2020	FY2021	FY2022	FY2023
Plastic usage (Of which, product packaging materials ^[2])	71 kilo tons ^[2] (94%)	70 kilo tons (94%)	71 kilo tons ^[2] (93%)	69 kilo tons (93%)	68 kilo tons (90%)

[2] Figures have been corrected in line with reviewed totals.

The total amount of plastic used by the entire Group was 68 kilo tons, a decrease year on year. Japan, Thailand, Indonesia, Brazil, and Vietnam accounted for 80% of total use. Of these 68 kilo tons, 90% were used in product packaging materials. In addition, we have already converted approximately 33,000 kilo tons to mono-materials and other easily recyclable packaging materials. Excluding increases and decreases in sales, we made progress in fiscal 2023 in reducing plastic usage by approximately 600 tons per year. These gains were mainly due to efforts to reduce plastic usage by making products thinner. We also converted approximately 200 tons per year of packaging materials to more easily recyclable designs such as mono-materials. In addition, waste collection efforts have begun in Indonesia, the Philippines, Brazil and other countries. Going forward, we will explore possible topics further for technology development and possible contributions to building mechanisms for collection and recycling in various countries.

Contribution to a Circular Economy

Container and packaging design for the environment

Approach

The Ajinomoto Group engages in low environmental impact container and packaging design in accordance with ISO 18600 series and JIS Z 0130. We pursue the 3Rs by minimizing the amount of packaging material to the extent such does not interfere with original function considering how to easily separate and sort our packaging by material for recycling. We select and develop optimal containers and packaging, engaging in low environmental impact design tailored to the different characteristics and shapes of our products. Containers and packaging include everything from plastic, pouches to trays, bottles, glass bottles, PET bottles, paper boxes, and exterior packaging (cardboard boxes). The Group also strives to reduce the amount of food loss and waste generated by extending “best-before” dates through the use of containers and packaging that better maintain product freshness. Our efforts here include adopting single-serve packaging that leaves no food waste.

In August 2023, Ajinomoto Indonesia used mono-materials as multilayer plastic packaging for Sajiku®, a flour for fried chicken that reduces the amount of oil absorbed by the batter. We also reduced the amount of plastic used for our umami seasoning AJI-NO-MOTO® by 108 tons per year by reducing headers and reviewing packaging size.

Environmental assessments of containers and packaging

Before releasing new or revised products, the Ajinomoto Group conducts an environmental assessment based on a checklist. We use this assessment to confirm compliance

with product-specific regulations and compatibility with Group environmental targets (Table 1). In addition, Ajinomoto Co., Inc. assesses the details of product revisions using a points-based Eco-Index for Containers and Packaging (Table 2).

Table 1: Environmental assessment checklist

Objective		Checklist Item
Compliance	Waste 3Rs	Compliance with environmental laws and regulations
	Food loss and waste reduction	Prevention of product degradation and damage
	Risk	Prevention of usage of packaging materials with environmental issues
Compatibility with Group environmental targets	Waste 3Rs	Use of packaging materials compatible with the 3Rs
	Sustainable procurement	Use of sustainable packaging material(s)
	Food loss and waste reduction	Use of packaging materials that reduce food loss and waste
	GHG emissions reduction	Reduction of environmental impact in the supply chain
	Fostering consumer awareness of green living	Display of environmental labels

Table 2: Eco-Index for containers and packaging

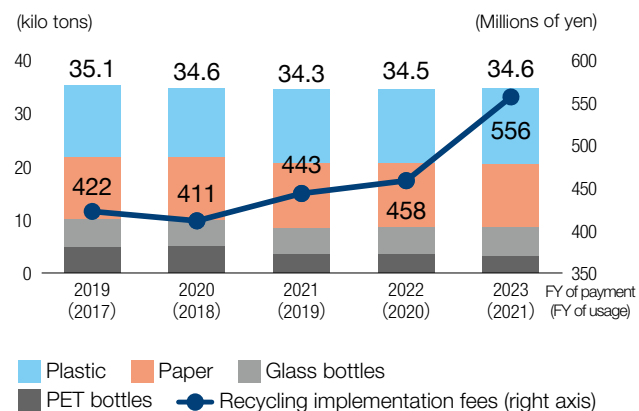
Environmental plan item	Assessment item (example)	Assessment standard (example)
Transition to zero plastic waste	Plastic container/packaging weight reduction	At least 450 kg reduced per year
	Space per packaging volume	No more than 15%
	Compatibility with recycling systems	Easily recyclable materials used in all areas
GHG emissions reduction	LC-CO ₂ emissions reduction	Transport efficiency
	Reduction compared to previous product version	At least 80% loading efficiency
Sustainable procurement	Use of eco-friendly materials	Use of forest-certified paper
Realization of a recycling-oriented society	Environmental labeling	Display of the Aji-na Eco mark
Food loss and waste reduction	Food loss and waste reduction	Extension of shelf life
		Adoption of single-serve packaging

Contribution to a Circular Economy

The recycling of containers and packaging waste in Japan

Under the Containers and Packaging Recycling Act in Japan, the recycling of containers and packaging waste from households is consigned to the Japan Containers and Packaging Recycling Association. In fiscal 2021, Ajinomoto Co., Inc., Ajinomoto Frozen Foods Co., Inc., and Ajinomoto AGF, Inc. used a combined 34.6 kilo tons of containers and packaging subject to recycling requirements, essentially level with the previous fiscal year. Based on this usage, recycling implementation fee payments for fiscal 2023 amounted to 556 million yen, 122% compared with the previous fiscal year. Although the usage volume of glass bottles and plastics increased, at 108% and 102% of previous fiscal year levels, respectively, usage of PET bottles decreased 89%, and overall usage was level year on year. Per-unit recycling contract costs also increased, leading to higher payment amounts in fiscal 2023.

Use of containers and packaging and recycling implementation fee payments for household products for Ajinomoto Co., Inc., Ajinomoto Frozen Foods Co., Inc., and Ajinomoto AGF, Inc.^[1]



[1] Correction has been made as a result of a review of totals.

Cooperation with outside organizations

Initiatives in Japan

The Ajinomoto Group works with Japanese container and packaging recycling groups and government-related organizations to implement social recycling of plastic resources. As part of our efforts to reduce plastic waste, we participate as a founding member company of CLOMA^[1], a platform for accelerating innovation by strengthening cross-industry cooperation across a wide range of stakeholders and industries. We are active in secretary and chair positions in the Promotion Subcommittee and other bodies, and we take part in activities that include proof-of-concept tests for large-scale waste collection methods.

CLOMA established the Design for the Future Task Force, which works actively to envision an ideal future in the year 2050 and to achieve the organization's goals, which include increasing the materials recovery ratios.

In July 2024, we launched a pilot project for the horizontal recycling of used mayonnaise bottles in cooperation with various companies and local governments participating in CLOMA to implement social recycling of plastics. Our first step is to develop recycling technology for used mayonnaise bottles while grasping the issues related to the collection of the bottles.

[1] Japan Clean Ocean Material Alliance

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Initiatives in Indonesia

Much of the waste in Indonesia is disposed of directly in landfills due to the lack of infrastructure in place for waste separation, collection, and disposal.

Ajinomoto Indonesia began collaborating with Rekosistem (a local start-up company) to launch waste collection and recycling activities at a traditional market (Pasar) in Surabaya City in December 2022. Collection sites operated by Rekosistem accept all types of waste

other than food waste. Ajinomoto Indonesia became the brand owner of this initiative, offering an incentive of 1,000 rupiah to residents who bring two used product packaging of Ajinomoto Indonesia for every kilogram of non-organic waste. In this way, we raise awareness of waste separation among residents.

During the one-year period beginning December 2022, the Company collected 22.3 tons of non-organic waste, including 4.7 tons of plastic waste. Ajinomoto Indonesia also launched measures to create recycled plastic pallets using the collected plastic. The company is deliberating on how to introduce these plastic pallets within company plants in fiscal 2024.

Initiatives in Brazil

In August 2023, the innovation hub of Ajinomoto Brazil, AjinoLab, entered into a partnership with Yattó, a company specializing in reverse logistics systems. The companies collaborated to launch a project to find solutions to reduce plastics from production to post-consumer by 2030.

During the three-month pilot project, Ajinomoto Brazil leveraged a reverse logistics system established by Yattó and the regional waste managers' cooperative community, striving to reduce 20 tons of post-consumer packaging materials. Ajinomoto Brazil supports the cooperative on a daily basis to enhance the receipt, storage, collection, transportation, and final disposal of waste, as well as to contribute to a better quality of life for cooperative members.

Initiatives in the Philippines

Ajinomoto Philippines partnered with Basic Environmental Systems and Technologies, a local waste management company, to launch a recycling system service called SariCycle in January 2024.

Many products sold in small independent stores, known locally as *Sari-Sari* stores, are packaged in single-use plastic, to be discarded shortly after use. This plastic often ends

Contribution to a Circular Economy

up as unrecycled waste, contributing to increased plastic waste. SariCycle solves this issue by offering store owners the chance to earn environmental points for correctly sorting plastic packaging collected from customers and bringing it to recycling centers. Accumulated points can be exchanged for daily necessities or used to offset utility bills. In addition, the company aims to maintain motivation of the store owners by offering products from Ajinomoto Philippines as rewards upon reaching the target amount. SariCycle is also beneficial due to the high accessibility of the program to customers and its ability to raise awareness among store owners and customers alike through the community-based nature of the Sari-Sari stores, which are ingrained in daily life.

Reducing environmental impact by supplying highly biodegradable amino acid-based cosmetic materials

Expanding business in low environmental impact amino acid-based cosmetic raw materials that are gentle on the skin

Ajinomoto Co., Inc. launched AMISOFT®, a skin-friendly, highly biodegradable amino acid-based surfactant made from glutamic acids, in 1972. AMISOFT® has provided amino acid-based personal care ingredients to more than 5,000 companies in 55 countries since.

Soap (fatty acid salts) was the main cleaning agent used until the 20th century. Synthetic surfactants with superior foaming and cleaning power came into use after 1930. Synthetic surfactants at the time were found to have significant burden on the human body and the environment, sparking demand for new detergents that were milder irritating and lower environmental impact. In response Ajinomoto Co., Inc. launched our amino acid-based surfactants that reduce environmental impact due to

high biodegradability and are also mild on the skin. We are committed to strengthening our development and supply system for amino acid-based cosmetic ingredients used in skin care, makeup applications, and detergents, aiming to provide customers with amino acid-based cosmetic ingredients that are friendly to the environment and the skin.

AMIAURA™ low environmental impact powder treatment kit for makeup applications

We launched AMIAURA™, a new product for makeup applications, in 2024. AMIAURA™ utilizes the technology of the AMISOFT® series, marketed as our mainstay amino acid-based surfactant products.

AMIAURA™ is an amino acid-based powder treatment kit that improves the functions of cosmetic powders (mica, titanium dioxide, etc.) used to improve the textures and light scattering functions of cosmetics. AMIAURA™ forms amino acid barriers on the surface of cosmetic powders, improving the adhesion and hydration of powders to the skin as well as the stable dispersion of powders in emulsions, sunscreen creams, and other cosmetic products. AMIAURA™ is also highly biodegradable and low environmental impact.

Continued development of alternative raw materials to microplastic beads in cosmetics

As consumers grow more concerned about reducing environmental impact, various countries and regions are tightening to ban or reduce the use of polymer plastics. These plastics have significant negative impacts the environment and marine pollution, even in the cosmetics industry. In addition to the use of plastics in packaging, the cosmetics industry in particular faces the major issue of microplastic beads in personal care products flowing into the ocean after use. In 2023, the European Commission enacted a regulation that enforces a gradual ban on the use of microplastic beads for washable personal care products. However, developing alternative materials for the plastic

microbeads used in skin care and make-up products has been considered difficult in terms of retaining their feel and user experience. Amid these conditions, Ajinomoto Co., Inc. has succeeded in using our unique technologies harnessing amino acid-based personal care ingredients to develop the AMIHOPE®SB series to replace conventional microplastic beads. This new product launched in 2022. The AMIHOPE®SB series uses naturally derived raw materials, making it highly biodegradable. The series also features both the feel of microplastic beads and the functions of improved UV absorber efficacy used in sunscreen creams (SPF boost). AMIHOPE®SB is highly acclaimed worldwide, featured in the TOP 10 in the Oral category, out of 76 products, at the 2023 Barcelona International Federation of Societies of Cosmetic Chemists (IFSCC), the world's largest cosmetics technology research and presentation conference. In 2024, we also launched AMIHOPE® SB-103, a new product that is soft to the touch and has excellent adhesion to the skin. Ajinomoto Co., Inc. is committed to developing alternatives to microplastic beads with superior textures and function while pursuing the possibilities of amino acids.

Contribution to a Circular Economy

Developing alternatives to plastic microbeads for cosmetics products



Video (YouTube)

The cosmetics you use could save the world!?



Lecture at the International Federation of Societies of Cosmetic Chemists (IFSCC)

Ajinomoto Group eco-labels

Performance

In response to feedback from consumers such as wanting to choose products that are as good for the environment as possible and wanting to know the eco-friendliness of a product at a glance, the Ajinomoto Group has labeled products with our original Aji-na Eco and Hotto-suru Eco marks since 2010. We strive to provide easy-to-understand

explanations of improvements in packaging and details of our environmental initiatives, considering the environment in which customers use our products and throughout the value chain. In March 2024, we formulated internal guidelines for environmental communication, striving to ensure appropriate labeling of our environmental marks in reference to these guidelines.

> Aji-na Eco[®] mark (Japanese only)



Number of Aji-na Eco mark products

181

As of March 2024

What is Aji-na Eco?

Aji-na Eco is a term describing smart and ecological products. The logo mark expresses the image of the green of the earth, the pleasure of eating, and a global environment made even better through food.



Number of Hotto-suru Eco mark products

296

As of March 2024

What is Hotto-suru Eco?

Hotto-suru Eco identifies Ajinomoto AGF, Inc. products that have special environmental features. The logo mark expresses the comfort felt when drinking one's favorite beverage, colored in the green of the earth. The Hotto-suru Eco label was introduced in 2015.

Number of Aji-pen[®] Eco mark products

27

As of March 2024

What is Aji-pen[®] Eco?

This mark indicates the eco-friendliness of Ajinomoto Frozen Foods Co., Inc. products. The Aji-pen[®] Eco logo mark using the company's penguin mascot in 2020, taking the place of the Aji-na Eco logo mark.

Contribution to a Circular Economy

Contribution to sustainable agriculture

Approach

The Ajinomoto Group is deeply dependent on agriculture, using large amounts of agricultural products in our business activities. However, agriculture today faces various serious challenges, including environmental impact issues, climate change responses, and human rights considerations. Such challenges affect not only our business but also the sustainability of the entire planet. In response, the Ajinomoto Group is committed to finding solutions to these issues through our business activities, aiming to contribute to sustainable agriculture. Our efforts include promoting the use of "AminoScience," utilizing by-products of the fermentation process effectively as fertilizer and feed, and developing biostimulants. Through these efforts, we aim to create social, environmental, and economic value and build a resilient food system. Our contributions to sustainable agriculture have deep connections to our business strategy and serve as an important step in our efforts to work together to think and bring about the future of food and agriculture. Our contributions to sustainable agriculture have deep connections to our business strategy and serve as an important step in our efforts to work together to think and bring about the future of food and agriculture.

Bio-cycles contribute to reductions in greenhouse gas emissions

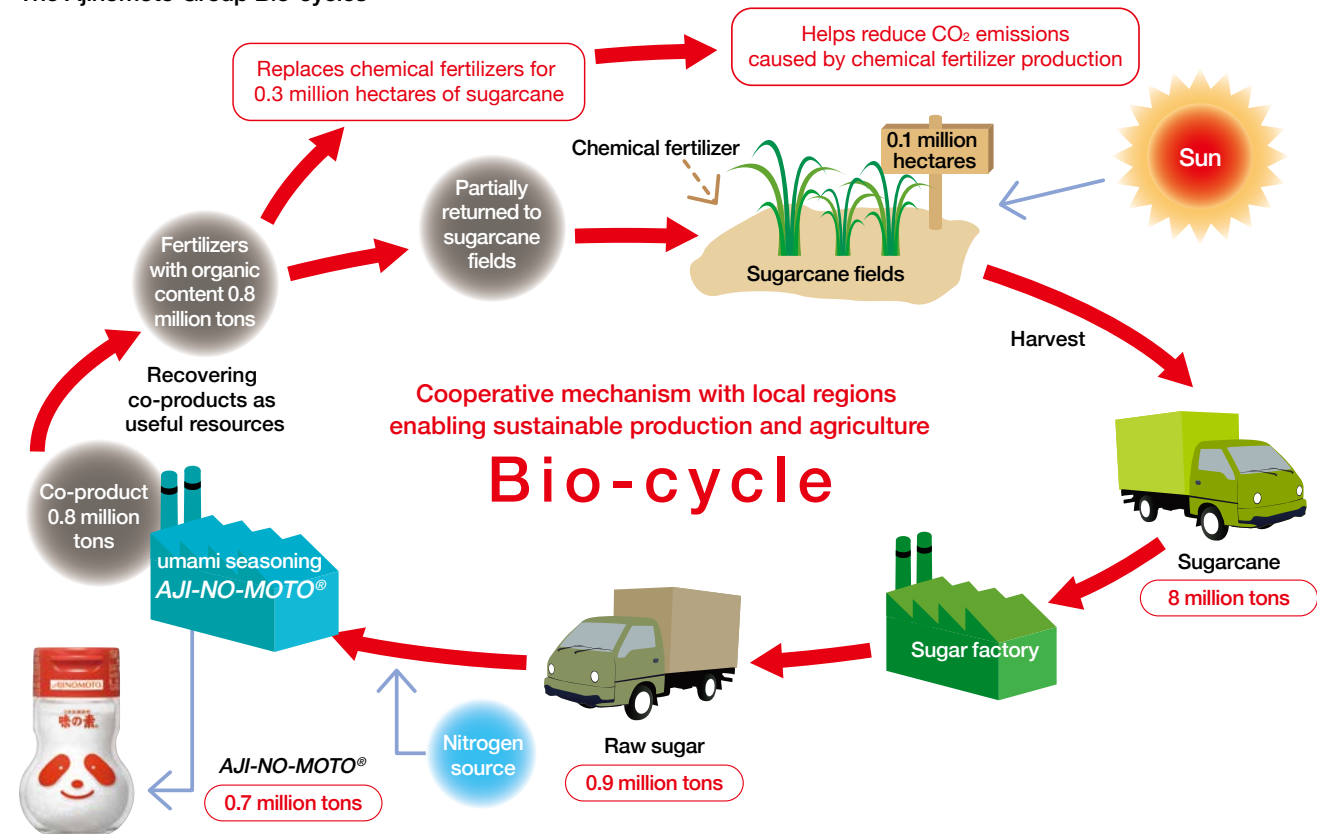
Approach

The Ajinomoto Group produces amino acids through fermentation processes from crops that are easily available in each region. We use as fertilizer and feed nearly 100% of the nutritionally rich by-products (co-products) that remain

after extracting amino acids in the fermentation process. We call this type of circular amino acid fermentation processing a bio-cycle, and by introducing this in fermentation facilities

around the world, we are working to reduce GHG emissions associated with production of ordinary chemical fertilizer and support sustainable agriculture.

The Ajinomoto Group Bio-cycles



[1] The chart assumes worldwide annual Group production of approximately 0.7 million tons of the umami seasoning AJI-NO-MOTO® using only sugarcane. The figures for sugarcane grown and sugar production are commonly used global figures. The figures related to resources used for producing AJI-NO-MOTO® are based on actual statistics from the Group. Bio-cycle concept and image were revised considering the changes of production process and raw material procurement situation.

Contribution to a Circular Economy

Effective use of by-products (coproducts)

Approach

Plants synthesize amino acids from absorbed nitrogen and sugars gained through photosynthesis, then use amino acids to synthesize proteins necessary for growth. Even under poor photosynthesis conditions caused by cloudy weather or low temperatures, plant growth can be stimulated by supplying amino acids as fertilizer.

For more than 40 years, the Ajinomoto Group has effectively utilized co-products as a fertilizer containing organic amino acids. Overseas offices in Thailand, Vietnam, Brazil, and other countries sell co-products that are used by local farmers, thereby contributing to improved agricultural productivity. Co-products in agriculture offer a low-carbon alternative due to their ability to replace chemical fertilizers, reducing greenhouse gas (GHG) emitted in the production of chemical fertilizers by significant amounts.

We also develop fertilizers with higher added value by blending co-products with suitable amounts of phosphoric acid, potassium, and other elements necessary for plants. Continued experiments and research have made it clear that these amino acid-enriched fertilizers enhance root development, plant growth, and harvest yields.

Ajinomoto Group agriculture initiatives around the world

Performance

■ Japan

The Ajinomoto Co., Inc. Kyushu Plant produces high-quality fertilizers, making effective use of co-products derived from the amino acid and nucleic acid manufacturing process. In the past, the plant dried co-products for use as solid fertilizer. However, the amount of fuel oil necessary for drying amounted to 600 kiloliters per year and released 2,000 tons of CO₂ into the atmosphere. Through trial and error, the Ajinomoto Co., Inc. Kyushu Plant worked with AEON Kyushu to find a solution for using co-products as compost. The heat generated during the fermentation of compost is used to dry the compost naturally at between 60°C and 80°C. This approach not only reduces environmental impact, but also improves the quality of crops by increasing amino acid and sugar content. The vegetables produced using this compost are called Kyushu Rikisaku Vegetables®, and the project serves as a means to revitalize local agriculture under a campaign called Energizing Kyushu Agriculture!, building a cooperative value chain including agricultural professionals and distributors.

■ Vietnam

Vietnam is one of the world's leading exporters of rice. The Mekong Delta in the south is a center of rice production, where rice cultivation takes place two or three times a year. Continued use of nonorganic fertilizers in this region has degraded soil fertility, resulting in unstable quality and yields, making farmers difficult to make a living through rice cultivation. In 2007, AJINOMOTO VIETNAM CO., LTD. began conducting research using a co-product called AMI-AMI® (liquid fertilizer) in small-scale test farms. Today, this co-product business in Vietnam, which maintains soil fertility while keeping farm production costs down, is essential

among local communities, leading to sustainable agriculture.

■ Thailand

In Thailand, a major cause of PM2.5 particulates is the burning of sugar cane leaves after harvest. However, spraying the co-product AMI-AMI® (liquid fertilizer) on the fields promotes the composting of leaves and is helpful in preventing burn-offs. The Ajinomoto Group also launched the Thai Farmer Better Life Partner Project in fiscal 2020 to support farmer autonomy, contributing to the sustainability of food resources in Thailand. The project works with more than 500 cassava farmers in Kamphaeng Phet Province, where an Ajinomoto Group's factory is located, to improve productivity and incomes. We have seen a more than 20% improvement in productivity and incomes through proper fertilizer management based on soil diagnosis, the use of microbial materials, access to seed stalks uninfected with cassava mosaic disease, and educational programs. The number of participating farmers is increasing year by year, and collaboration with government, universities, and other companies is flourishing. This program is quickly becoming a model for sustainable raw materials procurement.

■ Brazil

AJINOMOTO DO BRASIL INDÚSTRIA E COMÉRCIO DE ALIMENTOS LTDA.(ABR) sells co-products such as liquid foliar fertilizer and fertilizing material AJIFOL® and soil mineral fertilizer AMIORGAN®, mainly to coffee and fruit plantations. More recently, we have seen a movement among plantations toward sustainable management, making a full-scale transition from chemical fertilizers to co-products from ABR. In fiscal 2022, we launched Amino Imune, a new high-value-added liquid foliar fertilizer offering enhanced plant immunity. This product has received high praise from the market and continues to grow in sales. In addition, we continue to use AJIFOL® at coffee plantations that Ajinomoto AGF, Inc. supports in the production region to further improve quality.

Contribution to a Circular Economy

We undertook three initiatives to this end: (1) Reduce N_2O ^[1] through the use of AMIORGAN®, which applies the function of amino acids to fertilizers; (2) Reduce CO_2e in agricultural operations through the use of AMINO Plus®, which contains glutamic acid; and (3) Engage in soil carbon sequestration through the use of AMINO Arginine, which contains arginine. As a result of these efforts, we reduced greenhouse gas emissions by 3,400 and 3,800 t- CO_2e ^[2] in 2020 and 2021, respectively. We also increased soil carbon sequestration by 1,100 and 1,200 t- CO_2e ^[2] in the same years. We not only improved productivity and quality for farmers, but also contributed to the preservation of the global environment.

[1] A gas that has a greenhouse effect about 300 times greater than that of CO_2 ; N_2O is an ozone-depleting substance.

[2] vs. FY2021

Contributing to sustainable agriculture with biostimulants

The Ajinomoto Group works to improve agricultural efficiency, enhance crop quality, and reduce environmental impact through our biostimulant business. Biostimulants are agricultural materials that utilize “AminoScience”. Biostimulants promote natural plant health and plant growth by blending natural materials (fermented microorganism-derived ingredients such as amino acids) and natural extracts. Unlike pesticides, which protect plants from abiotic stresses (e.g., diseases and pests) biostimulants work to reduce non-biotic stresses, including high and low temperatures and drought damage. Genetics determines the maximum yield of a crop when the crop is still a seed. This yield is then reduced during growth depending on the abiotic and non-biotic stresses that the crop undergoes. Biostimulants play a role in lowering reduced yields stemming from these non-biotic stresses.

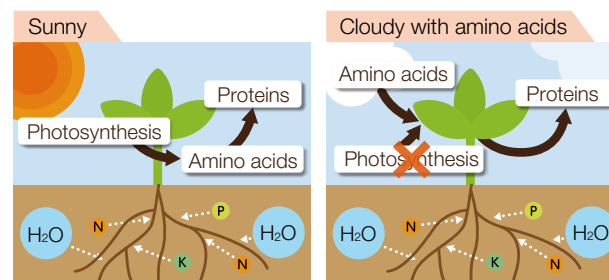
Ajinomoto Group company Agro2Agri, S.L. (Spain) manufactures and sells biostimulant products. With

strengths in advanced product development based on knowledge and expertise in amino acids, the company operates in more than 50 countries around the world, contributing to sustainable agriculture through improved yields and quality of agricultural products.

Research conducted by Agro2Agri, S.L. (Spain) that biostimulants improved yields by approximately 24%. This data also estimates a 25% reduction in water and chemical fertilizer use, and an 8% reduction in fuel use. Based on current sales volume, we estimate that the use of biostimulants has improved yields equivalent to approximately 800,000 ha of farmland. This number is equivalent to about 3.3 million tons of wheat production, or enough food to feed 50 million people for a year.

Amino acids and their effects

	Effect	Bad weather	Good weather
Nucleic acids	<ul style="list-style-type: none"> Improved rooting 	<ul style="list-style-type: none"> Drought tolerant Stimulation of plant growth Improvements in root rot 	<ul style="list-style-type: none"> Improved fertilizer efficiency Reduced collapses
Amino acids	<ul style="list-style-type: none"> Increased protein synthesis 	<ul style="list-style-type: none"> Reduced stress (due to cloudy weather, low temperatures, and high temperatures) 	<ul style="list-style-type: none"> Increased revenues



Contributing to sustainable agriculture through biostimulant products

Increased yield through Ajinomoto Group products generates approximately 3.3 million tons of wheat (for approximately 50 million people*) (2024 forecast)

* Calculated using the annual per capita wheat consumption (world average)

Expected effects of utilizing biostimulants

Higher yield per acreage

Reduced water use

Improved nutritional composition (protein, vitamins, sugars, etc.)

Reduced chemical fertilizers and pesticides

Reduced water use

Improved quality

Reduced fuel use

Climate change (drought, heat waves, cold) resilience

Reduction of Food Loss and Waste

Contribution to reducing food loss and waste

Approach

The current food system has many problems. Around one-third of all food produced globally is wasted. Food imbalances, where some areas have too much while others have too little, and the risk of future shortages of food and protein are also issues. We think that reducing food loss and waste is the key to solving these issues.

The Ajinomoto Group plans to reduce food loss and waste by 50% from the receipt of raw materials to customer delivery by 2025. We also aim to achieve a 50% reduction across the entire product life cycle by 2050. To achieve this goal, we leverage the Ajinomoto Group's strengths in "AminoScience", such as production process design and improvement technologies, taste design technologies, and quality control technologies, to reduce food loss and waste throughout the value chain. We also provide materials to producers and information to consumers to further support this effort.

Contribution to reducing food loss and waste

Performance

The Ajinomoto Group defines food loss and waste as food (edible portions) that is treated or disposed of in waste water treatment, landfill, or incineration. This definition excludes food ultimately redistributed for food use or used for feed or fertilizer.

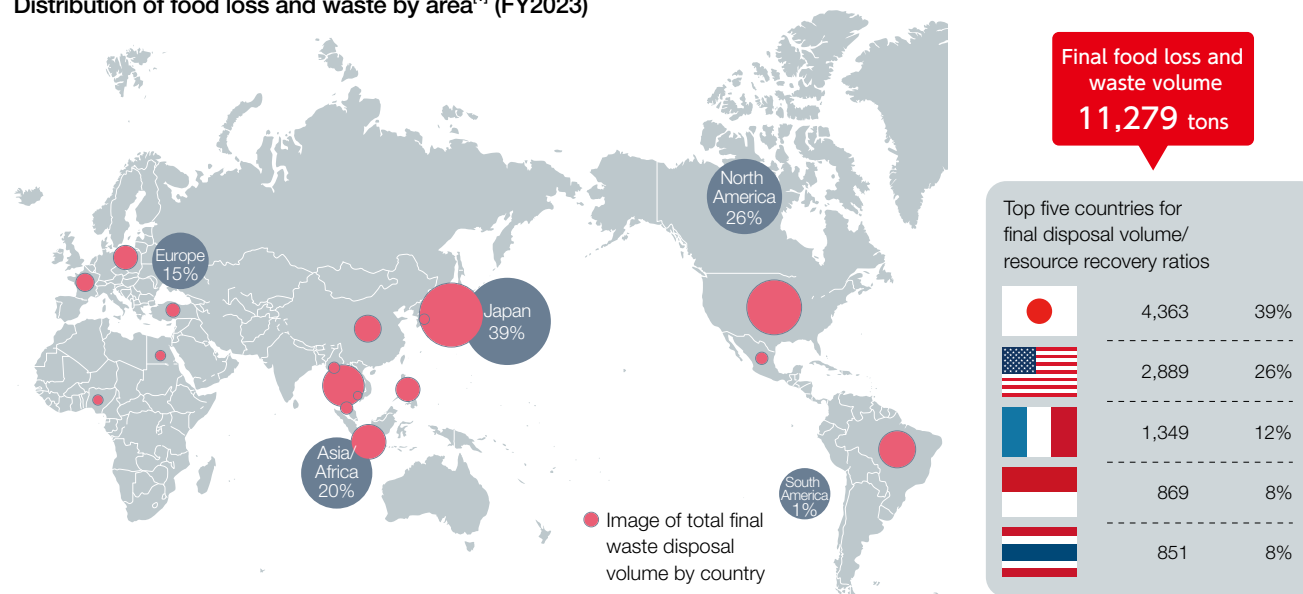
The major food loss and waste categories generated by the Group are as follows:

- Raw materials and materials in process: Disposal due to product revisions, production item changes, expired use-by dates, production incidents, etc.

- Products: Expired sales time limit caused by product revisions or inaccurate demand forecasting, product returns due to erroneous shipment, goods damaged at warehouse or at the time of delivery, disposal of sample items
- Loss due to standard factory operations: Waste generated by standard operations, including line cleaning to switch products and sample inspections

As a result, the Group generated 11,279 tons of food loss and waste in fiscal 2023. Ratio by area is shown at right.

> P049

Distribution of food loss and waste by area^[1] (FY2023)

[1] Türkiye is included in Asia/Africa.

Reduction of Food Loss and Waste

Food loss and waste reduction targets

Performance

The Ajinomoto Group is committed to a long-term vision to halve food loss and waste generated throughout the entire product lifecycle by fiscal 2050 as compared to fiscal 2018. Our first target is to reduce food loss and waste between the acceptance of raw materials and the delivery of products to customers by 50% by fiscal 2025 (compared to fiscal 2018).

In fiscal 2023, we reduced food loss and waste by 53% compared to fiscal 2018, reaching our goal two years ahead of schedule. This decrease was mainly due to improvements in reducing food loss and waste at businesses that produce waste in volume, as well as by using food for feed or fertilizer.

We believe the achievement of this goal was due to several factors. These include not only setting priority issues at the organization and factory levels but also identifying problem areas by visualizing the sources of food loss and waste by product and production process, with the help of the production department. We also implemented a PDCA cycle in collaboration with business, production, and research departments, and shared best practices globally across different business units. This united effort across the company led to the successful reduction.

In fiscal 2024, we plan to keep working on these efforts, aiming to reduce food loss and waste by 50% or more from the fiscal 2018 level. We'll also look into setting new targets. We believe that this theme of reducing food loss and waste is not only about saving limited food resources but is also closely related to various environmental and social issues. With this in mind, we will focus on the entire product lifecycle. We will work closely with suppliers and promote awareness among society and consumers, aiming to further reduce food loss and waste during the production stages of raw materials and at the household level.

Food loss and waste reduction rate per production volume unit

	FY2022 Target	FY2023 Result	FY2024 Target	FY2025 Target
Food loss and waste reduction rate from the acceptance of raw materials to delivery to customers (vs. FY2018)	39% decrease	53% decrease	Over 50% reduction	Over 50% reduction

Volumes of food loss and waste^[1]

	FY2018 (Base year)	FY2019	FY2020	FY2021	FY2022	FY2022
Ref.: Production volume (1,000 t) ^[2]	2,609	2,542	2,423	2,357	2,354	2,265
Food Loss and Waste	Total volume (t)	27,710	25,507	22,267	19,262	11,279
	Per production volume unit (per ton of product) (kg/t)	10.6	10.0	9.2	8.2	5.0
	vs. FY2018 (%)	—	95	87	77	47

[1] Measured with reference to the Food Loss & Waste Accounting and Reporting Standard. (Measurement methods may differ between target organizations.)

[2] We used data different from production volume set forth in other environmental data for convenience of aggregation.

Reduction of Food Loss and Waste

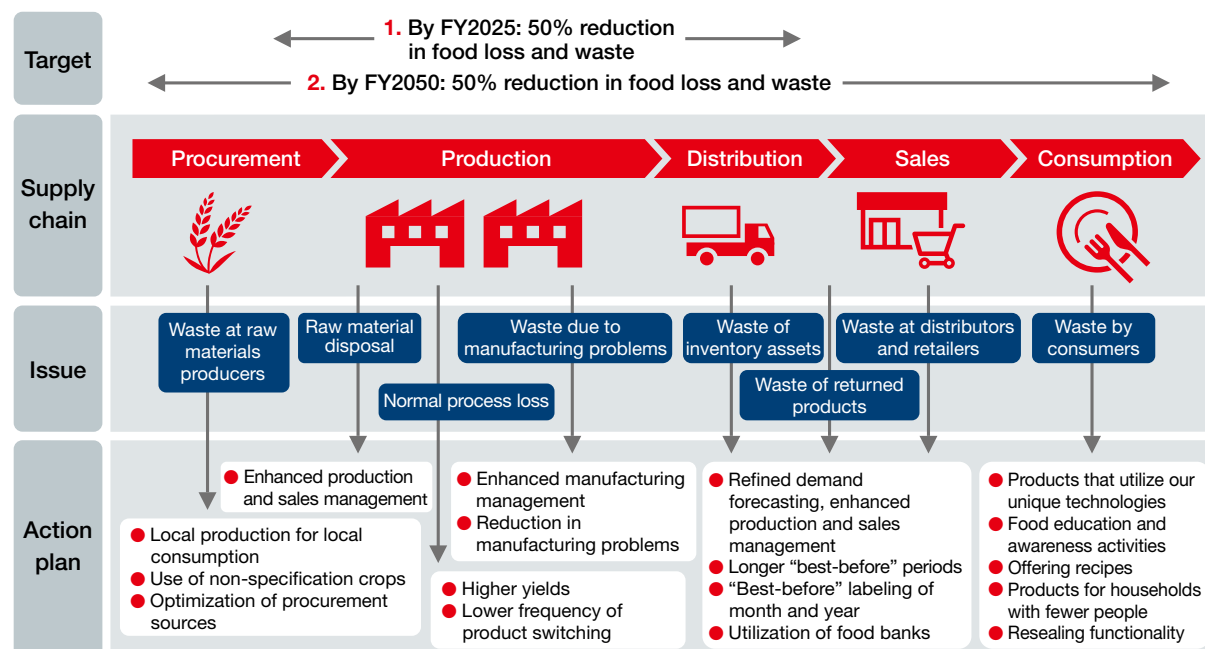
Food loss and waste reductions in the supply chain

Approach

The Ajinomoto Group has been promoting a range of measures to reduce issues with food loss and waste in each process of the supply chain, from raw material procurement through to consumption by customers. In production, we face the issue of raw material losses. To deal with this, we are promoting measures such as enhanced production and sales management, reducing manufacturing problems,

improving yields, and reducing the frequency of product switching. Issues in logistics and sales include disposal of inventory and returned products, and disposal at distributors and retailers. Our efforts include improved demand forecasting, enhanced sales management, longer “best-before” periods, “best-before” labeling of month and year, and utilizing food banks. To respond to the issue of waste by consumers, we are offering products that utilize our unique technologies and providing recipes with less food loss and waste.

Measures to achieve food loss and waste reductions in the supply chain



Performance

In the Japanese B2C product Knorr® Cup Soup, we make full use of the entire super sweet corn, not just the kernels. Leaves and stalks left over from corn harvests are used as fertilizer to nourish fields, eliminating waste. We separate corn delivered to the factory into kernels, husks, and cores. The kernels go into our soup, while the husks and cores do not go to waste, but are rather used to feed cattle. The amount of feed generated is approximately 6,500 tons per year. Corn feed is rich in nutrients not found in grass, and cattle manure also becomes compost. Cattle manure from pastures is returned to the fields in a cycle of corn production.

The food industry uses the enzymes we offer as B2B products in the manufacture of a variety of products. In 1993, Ajinomoto Co. Inc. launched Activa®, the first product in the world to use transglutaminase, an enzyme that binds proteins together, for food. We have been engaged in a range of applied research projects and product developments with the goal of enhancing transglutaminase functionality in response to challenges in various food products. We use this enzyme in the production of a wide variety of food products worldwide, including meat products, dairy products, processed fisheries products, noodles, bread, and plant-based proteins, by improving texture, physical properties, and by enhancing formability. In addition, this enzyme contributes the effective use of food resources by reducing deterioration over time, extending freshness, and reducing food loss among our customers.

Reduction of Food Loss and Waste

Cooperation with outside organizations

Participation in outside initiatives

Ajinomoto Co. Inc. is part of the Consumer Goods Forum (CGF), an international trade association. The company collaborates with other member companies in the Food Waste Working Group, which is one of the Japan Sustainability Local Groups, to reduce food loss and waste. During Japan's Food Loss Reduction Month in 2023, we teamed up with the Consumer Affairs Agency and eight other member companies, using social media to encourage consumers across Japan to reduce food loss and waste.

Cooperation with the Government

We took part in the Voluntary Declaration of Food Loss initiative by the Consumer Affairs Agency in 2023. This initiative aimed to showcase efforts to reduce food loss and waste and create a system that informs consumers about corporate efforts.

Disseminating recipes and content that reduce food loss and waste

Performance

In Japan, households waste about 2.44 million tons of food each year (according to the Ministry of Agriculture, Forestry, and Fisheries for fiscal 2021). This amount is about half of the country's total food loss and waste, which is 5.23 million tons.

In August 2022, the Ajinomoto Group launched the brand Too Good to Waste™ to help reduce household food loss and waste.

We've launched a special section on **AJINOMOTO PARK** website to help people enjoy food more. It features recipes to reduce food loss and waste, including **TOO GOOD TO WASTE** recipes, along with tips and ideas for making food waste reduction fun and easy.

In fiscal 2023, we extended our efforts to three countries: Ajinomoto Thailand, Ajinomoto Indonesia, and Ajinomoto Brazil. We created country-specific recipes and engaged with consumers through our own media and social networks. Since 2009, the Ajinomoto Group has published Eco-Uma Recipes® (eco-friendly and delicious recipes) through websites and events, encouraging consumers to create delicious everyday meals without waste.

- > Recipes Within the **TOO GOOD TO WASTE™** Website (Japanese Only)
- > **Eco-Uma Recipes®** (Japanese Only)
- > **PARK MAGAZINE** (Japanese Only)
- (1) Ideas to Reduce Household Food Loss and Waste Series
- (2) Menu Ideas to Use Up Food Ingredients Series

Initiatives in Brazil

Performance

In Brazil, our production, logistics, and marketing teams work together to reduce food loss and waste in the food sector supply chain. By improving production processes at the plant, we have cut waste by 311 tons per year and increased useful resources, like fertilizer, to 644 tons per year.

To help reduce food loss and waste at home, the Too Good to Waste™ campaign uses TV commercials, social media influencers, cooking classes, and popular reality shows. This initiative has led to 74 new Too Good to Waste™ recipes each year, adding up to a total of 187 recipes since 2021. These recipes are available on the ABR website.

ABR's in-house cafeteria measures and tracks leftovers. The cafeteria also educates employees by sharing Too Good to Waste™ recipes and running a Zero Food Loss, Prato Limpo campaign during Food Loss Reduction Month. This campaign also helps raise employee awareness of food loss and waste issues by offering basic environmental education. These efforts have reduced ABR's total food loss and waste in fiscal 2023 to 89% of the fiscal 2018 level.

Consideration of natural capital risks and opportunities

Biodiversity approach

Approach

The Ajinomoto Group sells products in more than 130 countries and regions, and our entire business activities, from procurement of raw materials to manufacturing and sales, are heavily dependent on the various bounties of nature, otherwise known as ecosystem services. These services include agricultural, livestock, and fishery resources, genetic resources, water and soil, and pollinators such as insects. These natural bounties come from healthy biodiversity shaped by the diversity of living organisms and their connections.

However, biodiversity is currently being lost at an unprecedented rate, making biodiversity conservation a pressing issue worldwide. The Ajinomoto Group recognizes the importance of reducing its impact on biodiversity and protecting the global environment while sustaining its business. Since issues related to biodiversity are also closely related to environmental boundaries and social issues such as climate change, water and soil, waste, and human rights, we will work to resolve these issues so as to create mutual benefit. In conserving biodiversity, we believe it is necessary to establish a system of action to halt and reverse the loss of biodiversity through our business. Accordingly, we will support the Kunming-Montreal Global Biodiversity Framework^[1] adopted at the 15th Conference of the Parties to the Convention on Biological Diversity (COP 15) in 2022 and contribute to its achievement.

[1] This Framework is adopted in December 2022 and sets out the global vision of a world living in harmony with nature by 2050, 4 goals for 2050 and 23 targets for 2030.
Original document: <https://www.cbd.int/doc/decisions/cop-15/cop-15-dec-04-en.pdf>
Ministry of the Environment provisional translation: <https://www.env.go.jp/content/000107439.pdf>

> Biodiversity

Guidelines

In July 2023, the Ajinomoto Group established and announced the Ajinomoto Group Biodiversity Guidelines to recognize issues related to biodiversity, as well as its approach, action guidelines, and targets. We also see biodiversity as deeply related to environmental and social issues such as deforestation and other land modification in the production of raw materials, pesticide use and waste, child labor, and forced labor in our sustainable procurement efforts. In addition to our existing procurement guidelines on palm oil and paper procurement guidelines, we restructured our coffee and soybean procurement guidelines in July 2023. In addition, our Policy Guidelines for Suppliers require suppliers to comply with laws and regulations, and to give consideration to and endorse the Ajinomoto Group's policies on human rights and the environment.

- > Ajinomoto Group Biodiversity Guidelines
- > Ajinomoto Group Paper Procurement Guidelines
- > Ajinomoto Group Palm Oil Procurement Guidelines
- > Ajinomoto Group Soy Procurement Guidelines
- > Ajinomoto Group Coffee Procurement Guidelines
- > Guidelines for Group Shared Policy for Suppliers

Examining risks and opportunities in line with the LEAP approach

The LEAP Approach

In fiscal 2023, we conducted risk and opportunity assessments based on an analysis of dependencies and impacts for selected raw materials for procurement in some areas of the Ajinomoto Group, including seasonings and foods, frozen foods, and healthcare, in line with the Task Force on Nature-Related Financial Disclosures (TNFD) beta framework. The LEAP approach is guidance proposed by the TNFD that provides a process for the systematic, science-based assessment of nature-related risks and opportunities within corporations and financial institutions.

> TNFD: LEAP - the risk and opportunity assessment approach

■ Selection of Target Raw Materials

We selected 12 raw materials that fall under the High Impact Commodity List (HICL) created by the Science Based Targets Network and have a large procurement volume for raw materials, providing 80% coverage of net sales. For this analysis, we selected sugarcane, cassava, corn, raw milk, soybeans, rapeseed, rice, cattle, coffee, palm, copper, and crude oil. Note that paper, which falls under HICL but is a packaging material, was excluded.

Biodiversity

■ Analysis Results

The first three steps, Locate, Evaluate, and Assess (LEA), were used to analyze the four processes of raw materials, production, sales, and consumption.

	Locate	Evaluate	Assess
Analysis overview	For the target businesses, we identified areas in the supply chain of our Group's business that are at high risk of biodiversity loss.	In addition, we identified factors for dependence and impact on nature in the supply chain of our Group's businesses. Indicators and thresholds for each factor were set to quantitatively diagnose the future state of dependence and impact (2050).	Risks were identified in the scenarios with respect to the factors of dependence and impact that will cause degradation in a future state. For these results, we estimated the financial impact based on the Group's response status and assessed the magnitude of risk and opportunity.
Tools	The tools below were used in various combinations at each step of the analysis. (ENCORE, SBT's High Impact Commodity List, SBTN Materiality Screening Tool, Geographic Information System, World Database Protected Area, IUCN Red List, GLOBIO, Aqueduct, Aqueduct Water Atlas, Nature Map Explore, Aqueduct Global Maps, Past and future trends in grey water footprints of anthropogenic nitrogen and phosphorus inputs to major world rivers, International Institute for Applied Systems Analysis, What a Waste)		
Results	For the target raw materials, we identified and evaluated the points of contact with nature in the supply chain of our Group's business in 25km to 50km grid units, and identified the grids that should be subject to detailed analysis based on natural degradation. In the Locate step, of the total of 24,000 grids, we identified 20,000 grids as falling into at least one of the following categories: areas of importance for biodiversity, areas of rapid degradation, areas of potential degradation, areas of high water stress, and areas inhabited by indigenous peoples.	In the 20,000 grids identified in Locate, we identified the factors of dependence and impact on nature at each stage of the supply chain (raw materials, production, consumption, etc.) of our Group's business, assuming the state of natural degradation in 2050. Indicators and thresholds for each factor were set and the degrees of dependence and impact were analyzed. We confirmed that the rate of degradation differs for each natural environment, with forests and the atmosphere degrading worldwide, but water and soil degradation being concentrated in specific regions. In particular, in countries where we procure sugar cane, corn, and rapeseed, we confirmed that there is a possibility that the soil quality in these production areas will deteriorate.	In the Evaluate step, assuming the state of natural degradation in 2050, we forecast what risks could occur in two scenarios: one in which nature conservation and economic development can coexist (SSP1 ^[1]), and one in which nature degrades and the economy stagnates (SSP3 ^[1]). We identified a number of risks that could arise due to the degradation of nature, but in particular, we confirmed that the financial impact would be significant, and that the price of raw materials would rise due to chronic physical risks. The main raw materials with significantly rising procurement costs were corn and sugar cane. For sugar cane production, this was caused by degradation of soil in Thailand, while for corn, this was caused by degradation of soil in the United States.

[1] Shared Socioeconomic Pathways (SSP) are a set of scenarios developed by the Integrated Assessment Modeling Consortium, a community established in response to a call by the IPCC Chair to create new scenarios. SSP1: A scenario in which nature conservation and economic development can coexist. SSP3: A scenario in which nature degrades and the economy stagnates.

Biodiversity

■ Reflecting Analysis Results in Strategy

Reflection in business strategy

In fiscal 2024, we will improve the accuracy of our analysis by narrowing down the analysis of raw materials to a specific region, rather than focusing on the country of origin. Issues related to biodiversity based on this are also closely related to the environment and society, including human rights, climate change, water and soil, and waste, and we therefore strive to solve these issues in ways that create effective synergies. We will also work on formulating new business strategies to achieve ASV, where sustainability initiatives lead to greater added value for our products.

Reflecting on financing strategy

Actions regarding the necessary funds for our various initiatives are as described in “Our approach to climate change, (ii) Reflection on financing strategy.”

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■ Risk Management

In order to realize the Purpose-Driven Management by Medium-Term ASV Initiatives2030 Roadmap, it is extremely important to accurately identify risks and respond to them promptly and appropriately. The Sustainability Committee and the Risk Management Committee work closely to ensure that no risk is left unaddressed by the two committees, selecting and identifying risks and opportunities based on material matters for the Ajinomoto Group (materiality) and making proposals to the Executive Committee. The Sustainability Committee then formulates measures and regularly manages their progress for matters related to sustainability, including social, environmental such as biodiversity, and nutritional issues, while the Risk Management Committee handles the same processes for risks that management should take the initiative to address pandemics, geopolitical risks, information security risks,

etc.).

At each business site in Japan and overseas, we implement a risk process cycle identifying risks and formulating countermeasures, taking into account individual business strategies and local political, economic, and social conditions. The Risk Management Committee continuously improves this risk process cycle, compiles the risks identified by each site, and responds to those calling for initiative by management. In addition, each business and corporation has formulated a business continuity plan (BCP) in preparation for emergencies, and the Risk Management Committee has established a system for constant verification of each BCP's effectiveness and regularly monitors and manages risk response. Full-time Audit Committee members attend the Sustainability Committee and the Risk Management Committee to monitor risk management process.

■ Metrics and Targets

For issues related to biodiversity for which we have enhanced analysis precision and the closely-related issues thereof (for the environment and society, human rights, climate change, water and soil, and waste), we have set metrics and targets to facilitate initiatives to solve these issues.

> Aiming for sustainable skipjack fishing and resource utilization (skipjack ecological survey) (Japanese only)

Initiatives related to priority raw materials

Sustainable raw materials procurement to support ASV management

Approach

Our business is built on a resilient food system, or in other words, built using stable food resources supported by an abundant global environment and a healthy, vibrant society. At the same time, our business faces environmental and social risks, including greenhouse gas emissions arising at every stage—from raw materials production to—plastic waste, and food loss. Deforestation, peatland development, and the pollution of water resources and soils can damage ecosystems and make it difficult to maintain food resources. Improving animal welfare is also important, since we use raw materials of animal origin. Further, we must ensure that the human rights of every person involved in the supply chain are protected, and that the occupational health and safety of workers is guaranteed. We work hand-in-hand with supply chain stakeholders to address these procurement-related issues and to build a supply chain that has a positive impact on the environment and society. The Ajinomoto Group identifies priority raw materials derived from agriculture, forestry, and fishery sources which demand more focused action. The identification process involves determining all the raw materials used in business operations, which are then analyzed by internal divisions and external experts, including NGOs. We base our assessment on an overall perspective that includes several factors such as dependency on the materials used, availability of alternative materials, and relevance to global environmental sustainability. Priority raw materials are reviewed every year in line with changes in business and global environmental conditions. We mitigate these risks through sustainable procurement initiatives.

Identification of priority raw materials

Approach

The Ajinomoto Group identifies priority raw materials derived from agriculture, forestry, and fishery sources which demand more focused action. The identification process involves determining all the raw materials used in business operations, which are then analyzed by internal divisions and external experts, including NGOs. We base our assessment on an overall perspective that includes several factors such as dependency on the materials used, availability of alternative materials, and relevance to global environmental sustainability. Priority raw material are reviewed every year in line with changes in business and global environmental conditions.

The Ajinomoto Group formulated guidelines for palm oil, paper, coffee, and soybean procurement, providing procurement policies through 2030 for inside and outside the Group. At the same time, we strive to procure certified raw materials, collaborate with various initiatives, establish our own traceability and auditing, and engage in other measures. In fiscal 2024, we plan to establish policies for sugarcane, beef, and other priority raw materials, and we will continue sustainable procurement, including our commit to achieving No-Deforestation by the end of 2025 as required by SBTi.

- > [Ajinomoto Group Palm Oil Procurement Guidelines](#)
- > [Ajinomoto Group Paper Procurement Guidelines](#)
- > [Ajinomoto Group Coffee Procurement Guidelines](#)
- > [Ajinomoto Group Soy Procurement Guidelines](#)
- > [CDP Forests](#)
- > [P021](#)

Ajinomoto Group priority raw materials

	Priority raw materials	Major countries and regions of procurement
Agriculture and forestry resources	Palm oil, an ingredient in packaged food products and specialty chemicals	Indonesia, the Philippines, Vietnam, Malaysia, Thailand, Colombia, Brazil, Peru, Papua New Guinea
	Paper, used as office paper and in containers and packaging for packaged food products	China, Indonesia, Cambodia, the Philippines, Vietnam, Malaysia, Thailand, Bangladesh, EU, Türkiye, West Africa, the United States, Canada, Mexico, Argentina, Uruguay, Colombia, Paraguay, Brazil, Peru, Bolivia, Australia, New Zealand, Papua New Guinea
	Sugarcane	Brazil, Thailand, Vietnam, Peru, Indonesia
	Coffee beans	Indonesia, Vietnam, Ethiopia, Tanzania, Colombia, Brazil, Honduras
	Beef, an ingredient in frozen foods, etc.	Japan, China, Thailand, India, EU, Türkiye, the United States, Canada, Mexico, Argentina, Uruguay, Brazil, Australia, New Zealand
	Soybeans, an ingredient in packaged food products, etc.	Japan, China, South Korea, Indonesia, Cambodia, Thailand, India, EU, Türkiye, the United States, Canada, Mexico, Argentina, Brazil, Australia, New Zealand

Sustainable Materials Sourcing

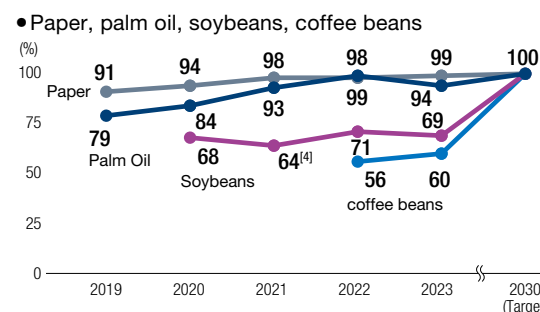
Initiatives related to raw materials

Performance

To ensure sustainable raw materials procurement, we must reduce risks across a range of categories, including climate change, waste, biodiversity, and human rights. We believe in the importance of recognizing the relationship between each of these initiatives and pursuing efforts toward synergistic effectiveness. We establish individual procurement guidelines for the raw materials identified as priorities, striving to identify procurement status and ensure traceability. We also prioritize initiatives for certified products that meet our procurement policy, believing that this, too, is a way to reduce risk. The Ajinomoto Group also collaborates actively with external organizations, including international initiatives and certification bodies.

> P021

Sustainable procurement ratio



[1] Procurement conversion for businesses in Japan

• Sugarcane, beef: Target 100% in FY2030

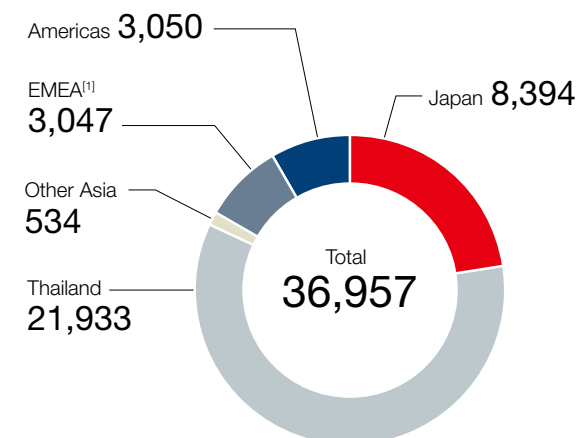
Sustainable procurement of palm oil

Performance

The Ajinomoto Group has established Palm Oil Procurement Guidelines which stipulate criteria that must be met by the palm oil we procure. The Ajinomoto Group uses palm oil in a variety of products and applications, from packaged food products such as cup soup, instant noodle, and coffee creamer, to specialty chemicals made in Japan, Southeast Asia, Europe, and South America. Certain products use palm kernel oil, which is harder to procure in certified form. Further, certain regions have limited supplies of certified palm oil. Therefore, the Group continues to purchase palm oil certified by RSPO and confirm traceability. In regions where it is difficult to procure RSPO-certified oil, we make every effort to confirm traceability. In so doing, we ascertain whether production takes place in regions where environmental destruction is a concern. In addition, we can respond quickly if human rights violations or other problems occur.

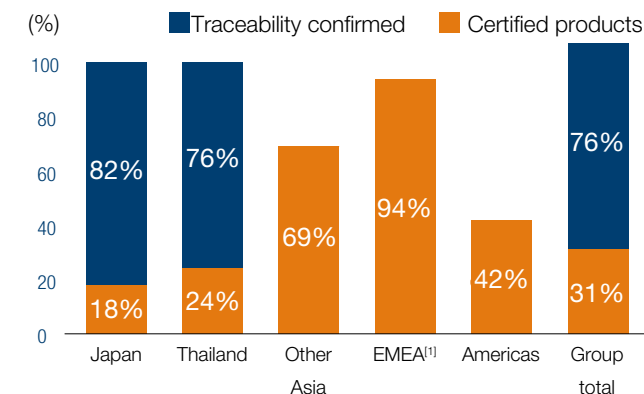
We had set a fiscal 2020 target of 100% sustainable procurement of palm oil, but were unable to achieve this due to difficulty in procuring certified oil for some areas/products. We have set a new target of 100% by 2030, and continue to work towards this goal. We also committed to achieving No-Deforestation by the end of 2025 as required by SBTi. In fiscal 2023, we maintained a 99% ratio of certified or traceable palm oil. However, the loss of RSPO certification by certain suppliers and increased use of palm oil in regions where it is difficult to procure RSPO certified oil resulted in an actual procurement rate of 31% RSPO certified palm oil. From fiscal 2024 onwards, we plan to focus on establishing traceability for palm oil in applications and regions for which certification and traceability have not yet been established, expanding initiatives toward No-Deforestation and the achievement of sustainable procurement goals.

Fiscal 2023 palm oil procurement (tons)



[1] Europe, the Middle East and Africa

Fiscal 2023 sustainable palm oil procurement ratio



[1] Europe, the Middle East and Africa

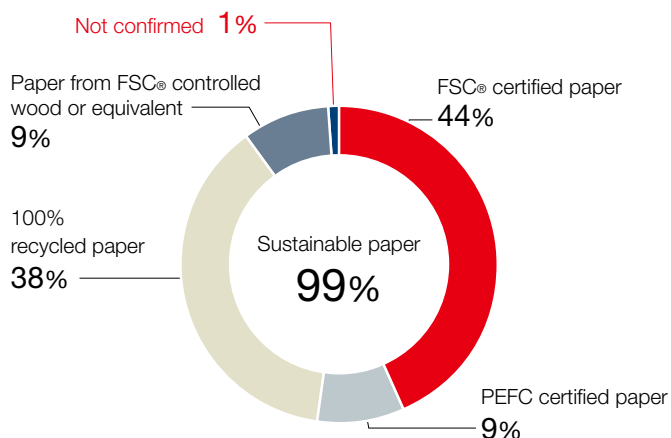
Sustainable Materials Sourcing

Sustainable procurement of paper

Performance

The Ajinomoto Group has established Paper Procurement Guidelines which stipulate criteria that must be met by the paper we procure. These guidelines define sustainable paper as paper that is not derived from deforestation in areas of high conservation value and paper that is procured from suppliers who use proper production procedures in accordance with local laws and regulations, as well as in line with international human rights standards. Sustainable paper includes paper certified by FSC®, as well as recycled paper and paper made from FSC® controlled wood. We had set a fiscal 2020 target of 100% sustainable procurement of paper, but were unable to achieve this because neither certified nor recycled paper are widely used in some areas. We have set a new target of 100% by 2030, and continue to work towards this goal. In fiscal 2023, we achieved 99% sustainable paper usage in packaging.

Sustainable procurement of paper



Promoting procurement of sustainable sugarcane

Performance

The Ajinomoto Group uses sugar obtained from various crops such as sugarcane, sugar beet, cassava, and corn as a raw material in the fermentation process. We identify sugarcane in particular as a priority raw material. As part of the risk assessment based on TNFD LEAP approach, in fiscal 2023, we conducted a survey of MSG raw materials for a second consecutive year to form a preliminary picture of the Ajinomoto Group dependence and impact on sugarcane, as well as the state of related risks and opportunities. In fiscal 2024 and beyond, we will formulate procurement guidelines while delving deeper into risk assessments based on this LEAP approach to identify risks and opportunities. We also plan to develop activities for sustainable sugarcane procurement in collaboration with producers and suppliers in conjunction with other issues such as Scope 3 climate change.

Sustainable procurement of coffee beans

Performance

Coffee beans are produced in areas rich in biodiversity. And much of that production is from small farmers. In procuring coffee beans, we recognize the need for safer, more secure working environments for producers and the importance of working to improve agricultural productivity, in addition to acting with concern for the global environment.

The Ajinomoto Group has endeavored to procure coffee beans produced at farms that adhere to standards set by the 4C certification system. This system aims to improve environmental conditions at coffee farms and better the lives of farm workers, while encouraging sustainable production and distribution. In fiscal 2022, Ajinomoto AGF established coffee procurement guidelines, procurement policies, and KPIs. Ajinomoto AGF procured 60% of its coffee beans in fiscal 2023 from 4C-compliant farms. Starting with the first 4C certification logo in Asia on the packaging for stick coffee released in August 2020, we have promoted ethical consumption related to the sustainable procurement of coffee beans. As of March, 2024, a total of 38 products now have the 4C certification logo. The Group has been continuing with tests in different coffee-producing regions with the goal of using high value-added fertilizers made from by-products (co-products) of fermentation processing of amino acids. Our hope is that, eventually, this coffee will be part of a Group circular economy. In particular, we continue to support farms in Vietnam and Brazil through AJIFOL® fertilizer co-product. In Colombia, we improve product value and support producers by helping rebuild the lives of farmers displaced from their land by civil war.

Sustainable Materials Sourcing

■ Vietnam

We will expand and continue to support the application of high value-added fertilizer in the Krong Nang/Ea H'leo districts of Dak Lak province, and the Ham Rong/Dak Doa districts of Gia Lai province. We also survey the effects (sugar content, ratio of red fruit, size) on the yield and maturity of the harvested crops.

■ Brazil

We supported the commercialization of coffee beans by providing AJIFOL® fertilizer co-product. We also examine the effect on harvest on unit yield and ripeness (sugar content, ratio of red fruit, size).

Initiatives related to raw materials

Performance

The Ajinomoto Group aims to procure 100% sustainable beef by fiscal 2030. We are currently considering specific initiatives such as ensuring traceability. We conducted a comprehensive assessment in fiscal 2021, identifying Brazil and Australia as high-risk areas for beef. In fiscal 2024, we established guidelines that clarify the Ajinomoto Group's standards and targets. Together with specially identified entities, we engage with suppliers and launched initiatives that include the visualization of the beef supply chain.

> P086

Sustainable soybean procurement

Performance

The Ajinomoto Group aims to procure 100% sustainable soybeans by fiscal 2030. We are currently considering specific initiatives that include the purchase of certified soybeans and traceability. In fiscal 2023, the percentage of soybeans and soy oil used in Japan by the Ajinomoto Group that conformed to the United States Soybean Sustainable Assurance Protocol was 69%. At the same time, the remainder of the soy products included materials from South America, which is considered be at high risk of deforestation or from countries whose origin was unknown. In fiscal 2024, we continue to engage suppliers and work with specially identified entities to achieve soybean procurement based on soybean procurement guidelines.

Monitoring sustainable procurement of fishery resources

Performance

The Ajinomoto Group uses skipjack as an ingredient in HON-DASHI®, our popular flavor seasoning product in Japan. We are committed to conserving resources and sustainable procurement. Therefore, we have conducted the joint skipjack tagging survey with the Research Institute of Fisheries Resources in Japan since 2009. In fiscal 2020 and fiscal 2021, due to the impact of the COVID-19 pandemic, travel to Taiwan and the remote islands of Okinawa Prefecture, where we had previously conducted skipjack tagging surveys, proved difficult, and we were unable to conduct further tagging surveys. In fiscal 2022, however, we resumed skipjack tagging surveys in the waters around Amami Oshima Island, where previous surveys confirmed skipjack are migrating. In fiscal 2023, we conducted two discharge surveys off Makurazaki City, Kagoshima

Prefecture. In southern Kyushu, we accumulated data on skipjack migration routes and investigated the impacts of the winding Kuroshio Current and rising sea water temperatures on skipjack distribution. We plan to continue surveys in and around the same area in fiscal 2024 and beyond.

> WCPFC

Animal welfare

Initiatives and policy on animal welfare

Approach

The Ajinomoto Group deals with animals throughout our businesses and product development, with animal-derived ingredients such as meat, eggs, and extracts being essential. In the Group Shared Policy on Better Mutual Relationships with Animals established in 2018, the Group defines our approach to procurement in keeping with the concept of animal welfare, and shares this policy with all primary suppliers in Japan when we start working with them. Also, so that we can respond flexibly to social trends and demands, we hold dialogues with experts in the field of animal welfare and exchange opinions with stakeholders regarding livestock. Given these, the Group policy above was renamed in 2021 as the Group Shared Policy on Animal Welfare. This was updated with more specific content, and shared with all primary suppliers within Japan.

The Group Shared Policy on Animal Welfare describes five initiatives. Among these initiatives is the development of technologies for effective utilization and substitution of animal-derived raw materials. Here, we leverage our strengths in *Deliciousness Technologies*® and leading-edge bio-technologies to develop technologies, ingredients, and product lines that reduce the use of animal products without sacrificing taste, as well as technologies and ingredients that allow for the substitution of animal proteins.

> [Group Shared Policy on Animal Welfare](#)

Ongoing engagement

Performance

We have continued our ongoing engagement with the experts, producers, NPOs and NGOs who participated in the animal welfare roundtable and working group held in 2020.

■ Experts

We participate in recurring meetings with experts and gatherings of industry associations to obtain information on trends in animal welfare, government administration, and other relevant matters.

■ Producers

In addition to having producers complete questionnaires about the present state and other issues related to keeping egg-laying hens, we also visit some production sites to discuss with producers what is currently happening on site, other matters related to keeping caged and cage-free chickens, and also animal welfare.

In response to the growing trend among consumers to make ethical purchases that take into account animal welfare, we have developed and launched product for these consumers. This product is a result of visiting and working in cooperation with producers of free-range eggs.

■ NPOs and NGOs

Every year, we conduct multiple engagements with domestic and international NPOs and NGOs. These are opportunities to share the latest global trends and discuss the current status and challenges facing the Ajinomoto Group that are related to animal welfare.

The Ajinomoto Group approach to egg procurement

Approach

On the basis of our Group Shared Policy on Animal Welfare, Ajinomoto Co., Inc. has set out the Ajinomoto Approach to Egg Procurement. With this approach, we promote stable and sustainable procurement to ensure the safety and security of our product quality by working in cooperation with the relevant stakeholders. We intend to address these issues based on the situation in each region. For example, in Europe we aim to switch to using only cage-free eggs.

> [The Ajinomoto Group Approach to Egg Procurement](#)

Minimizing animal experiments

Performance

In April 2021, the Ajinomoto Group announced its Commitment to Minimizing Animal Testing. We clearly state that we will not test seasonings, processed foods, frozen foods, and beverages using animals. The only exception will be when it is required by law or by national or government authorities. In addition, our efforts to minimize animal testing are leading us to develop alternative technologies and to adopt replacement methods to using animals.

> [Commitment and Actions to Minimize Animal Testing](#)

Conservation of Water Resources

Conservation of water resources in production processes

Approach

As the world's population grows, the demand for water is increasing, but the challenge is that fresh water is distributed unevenly. The depletion of water resources impacts both the water used in production and the procurement of raw materials. Droughts and floods can also cause production to stop.

The Ajinomoto Group will enhance our ongoing efforts to reduce water usage and emissions in production, helping to create a sustainable water management system throughout the supply chain. Additionally, we have set Group-wide standards for wastewater discharge that are stricter than legal requirements, and we consider the environmental impact on water quality.

Performance

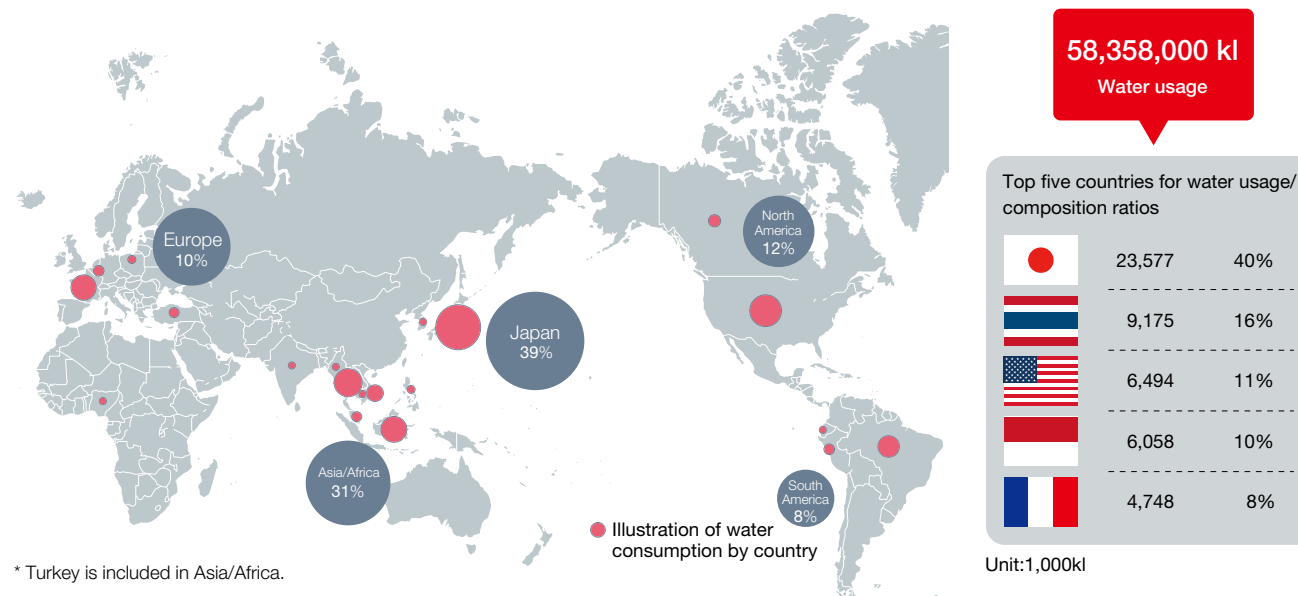
In fiscal 2023, the Ajinomoto Group used 58,358,000 kiloliters of water. The top five countries, including Japan, Thailand, and the United States, accounted for about 85% of this total. The ratio of water withdrawal in regions with high water stress^[1] was less than 1%. The Group aims to reduce water consumption per production volume unit (intensity) by 80% by fiscal 2030 (compared with fiscal 2005). This figure achieved our yearly goal in water usage reduction per production volume unit (intensity), at approximately 79%. Common measures of suspended substances in wastewater are BOD (biochemical oxygen demand) and nitrogen. In fiscal 2023, our wastewater contained 210 tons of BOD and 303 tons of nitrogen. Starting in fiscal 2024, the Ajinomoto Group will focus on reducing water use at the Kawasaki, Tokai, and Kyushu plants. These plants have the highest water consumption and water use per unit of production in

the Group. Water conservation issues are linked closely to other environmental and social concerns, such as climate change, soil health, biodiversity, waste, and human rights. We work to address these problems in ways that create mutual benefits.

[1] Only Peru is applicable for the Ajinomoto Group.

> P049
> Environmental Data: Conservation of water resources
> CDP Water Security

Distribution of water consumption by area (FY2023)



Reduction rate of water consumption per production volume unit

	FY2022		FY2023	FY2030
	Target	Result	Target	Target
Reduction rate of water consumption per production volume unit (vs. FY2005)	79%	79%	79%	80%

Conservation of Water Resources

Water use/intensity

(1,000 kl)

	FY2005 (Base year)	FY2019	FY2020	FY2021	FY2022	FY2023
Total water withdrawal ^[1]	221,863	66,926	64,406	59,979	60,039	58,358
Fresh surface water	180,363	19,630	17,004	17,259	17,890	17,520
Brackish surface water, seawater	0	0	0	0	0	0
Fresh groundwater, renewable	0	14,366	13,041	13,769	13,369	12,507
Fresh groundwater, non-renewable	—	0	0	0	0	0
Produced water	0	0	0	0	0	0
Municipal water (including industrial water)	41,500	32,930	34,361	28,950	28,781	28,332
Water consumption per production volume unit (intensity per ton of product)	123	27	27	25	26	26
Reduction rate (vs. FY2005)	—	78%	78%	79%	79%	79%
Ref.: Production volume (1,000 t) ^[2]	1,800	2,512	2,423	2,360	2,354	2,265
Total water discharge ^[1]	201,300	52,342	51,564	48,034	46,353	45,735
Fresh surface water (processed by the Group)	47,000	24,297	24,088	20,490	19,655	19,048
Brackish surface water, seawater	0	0	0	0	0	0
Groundwater	0	0	0	0	0	0
Third-party destinations	10,300	11,291	11,139	11,360	11,245	11,049
Total water recycled or reused (Drainage of indirect cooling water into rivers)	144,000	16,754	16,338	16,184	15,453	15,638
Proportion of water recycled or reused	65%	25%	25%	27%	26%	27%
Total water consumption	20,563	14,584	12,842	11,945	13,685	12,623
BOD (tons)	550	283	284	263	269	210
Nitrogen (tons)	3,200	506	583	430	327	303

[1] Water withdrawal is disclosed as the volume measured and invoiced in accordance with the laws of each country and region, or as a converted volume based on pump power use and pipe water speed.

Data for quantity and quality of wastewater is aggregated in accordance with the laws of each country and region.

[2] To make it easier to add up, the production volume from other environmental data is reported differently.

Conservation of Water Resources

Water use/intensity in regions with high water stress (Peru)

(1,000 kl)

	FY2019	FY2020	FY2021	FY2022	FY2023
Total water withdrawal ^[1]	521	481	496	535	491
Fresh surface water	0	0	0	0	0
Brackish surface water, seawater	0	0	0	0	0
Fresh groundwater, renewable	518	480	494	533	488
Fresh groundwater, non-renewable	0	0	0	0	0
Produced water	0	0	0	0	0
Municipal water (including industrial water)	3	1	2	2	3
Water consumption per production volume unit (intensity per ton of product)	13	13	11	11	10
Reduction rate (vs. FY2005)	22%	23%	37%	32%	43%
Production volume (1,000 t)	40	37	46	47	51
Total water discharge	220	198	214	213	233
Fresh surface water (processed by the Group)	211	188	207	207	210
Brackish surface water, seawater	0	0	0	0	0
Groundwater	0	0	0	0	0
Third-party destinations	10	10	7	6	7
Total water recycled or reused (Drainage of indirect cooling water into rivers)	0	0	0	0	15
Proportion of water recycled or reused	0%	0%	0%	0%	3%
Total water consumption	301	283	282	322	259

[1] Water withdrawal is disclosed as the volume measured and invoiced in accordance with the laws of each country and region, or as a converted volume based on pump power use and pipe water speed. Data for quantity and quality of wastewater is aggregated in accordance with the laws of each country and region.

Social



Human Resources Management

Human resources and organizational management ————— P095

Occupational Safety and Health

Occupational safety and health ————— P105

Human Rights

Respecting human rights ————— P108

Supply Chain Management

Responsible supply chain management ————— P117

Relationships with Local Communities

Contribution to community development ————— P120

Accessibility

Improving product accessibility ————— P121

Appropriate communications and information sharing — P122

Product Safety

Quality management ————— P123

Human resources and organizational management

Approach

The Ajinomoto Group views the further accumulation and growth of four intangible assets (technology, human, customer, and organization) as important matters in achieving our aspirations (Purpose). We hasten efforts in the area of human resources, as human assets are particularly important for innovation arising from a match of technological and customer assets.

We develop measures from the global-scale perspectives of purpose, diversity, and challenge to solve the major issues in the area of human resources under a concept of “connecting.” In this way, we co-create innovation and strengthen our human assets (human resources investment^[1]): approximately ¥10 billion in fiscal 2030; cumulative ¥100 billion between 2023 and 2030). For us, the well-being of our employees is the foundation for strengthening our human assets, and we will work to improve this well-being from a holistic approach, including health promotion and financial asset building. The results of these efforts will not only strengthen our human assets, but will also build as organizational assets. These assets will serve as a major foundation to support our technological and customer assets, thereby further strengthening all four intangible assets.

[1] Investment amount, including opportunity investment

Key issues for further improvement in the area of human resources

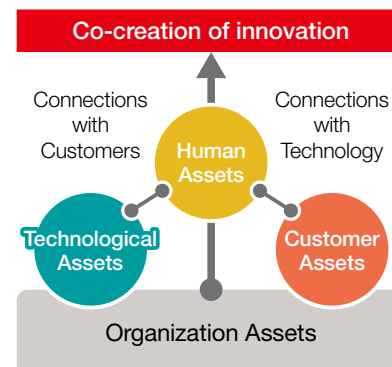
- Further acceptance of values and purpose shared across the Ajinomoto Group
- Form a cross-sectional team to strengthen co-innovation under the concept of diversity, equity, and inclusion that integrates food and amino science, geography, gender, careers, etc.
- Revitalize the pioneering spirit (the spirit of constantly challenging ourselves to cultivate new business and new markets) representing one of our most important values since our founding
- Encourage further employee physical and emotional health, the foundation of all

Four Connecting Strategies

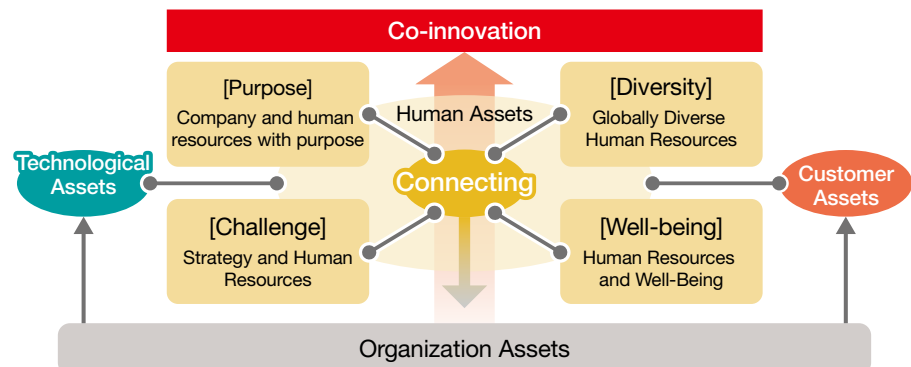
Purpose	Creating ASV requires an environment in which people from inside and outside the Company come together in shared Purpose, applying their knowledge and experience to new challenges. As a top priority, we are accelerating the ASV management cycle so that our diverse human resources can all work towards the same goal, and to connect our companies and their human resources with a common Purpose.
Diversity (DE&I)	To co-innovate toward ASV, we must seek diverse human resources from inside and outside the Company, accepting and utilizing diversity (attributes, knowledge, experiences, etc.) in a fair manner. We aim to build connections strategically among diverse human resources located around the globe.
Challenge	To achieve ASV, we need not only specific employees, but also accumulation of small challenges by each and every employee. We aim to build connections between business strategies and employees by taking on challenges to build systems that support ambition and foster a culture of learning from failures.
Well-being	We believe that the health, mental, and financial well-being of each individual and family is the foundation of all life. Well-being is essential in achieving ASV. We aim to build connections between well-being and employees by stepping up measures in areas such as work styles, workplace environments, health management, and asset building support.

> ASV Report 2024 (Integrated Report) P70-77

Four intangible assets



Basic concept of our human resources strategy



Human Resource Management

Global human resources management system

Framework

The Ajinomoto Group employs a global human resources management system based on a common foundation to foster and recruit diverse human resources around the world,

ensuring we put the right person in the right position. The system consists of a mechanism to visualize key positions and key personnel (position management and talent management) as shown below.

Position management (right position)

Clarify the positions required for the organization to execute our business strategy. Determine the requirements for each job and the people necessary to perform said duties.

Grade system	Grade system based on job grade
Evaluation system	Annual targets based on the Ajinomoto Group Way and other guidelines set at the beginning of each fiscal year and after transfers Continuous feedback through daily communication with superiors to confirm year-end performance results, evaluations, process-driven goals, and barriers to effective performance throughout the year Organization heads and management personnel set goals based on a visualization of competency issues through 360-degree feedback; managers conduct individual performance evaluations, including team-based performance evaluations, on an ongoing basis throughout the year
Compensation system	Establish global compensation policies Compensation program complies with the laws and regulations of each country and region Compensation reflecting job-grade and performance Competitive compensation levels based on country, regional market wage

Talent management (right person)

To discover and develop human resources, we strive to appoint and assign the right person in the right position considering the duties and personnel requirements above. Ensure the rapid promotion of key talent.

HR Committee	Membership from the Executive Committee Creating succession plans for key global positions, and discussing to form a pool of human resources for next-generation leaders Establish HR committees at our three divisions in Ajinomoto Co., Inc. and four regional headquarters and coordinating with the main HR Committee
Succession plan	Determines key positions by Regional Headquarters, Group companies and divisions
Development plan	Plans for key talent

Human resource career management framework

To link employee growth with company growth, the Group offers workplace environments, human resource management systems, educational programs, and regular employee reviews in support of self-directed career development.

Ajinomoto Co., Inc. values one-on-one dialogue with each employee to help them achieve their purpose and take on new challenges. In particular, to help employees achieve their own career goals, we have held annual one-hour career interviews and feedback interviews with supervisors since the 1980s. This one-on-one dialogue has been the foundation of our human resources development. To improve the quality of dialogue, Ajinomoto Co., Inc. has conducted coaching training for all managers since fiscal 2023. In addition, we established a human resources career management infrastructure. The cornerstone of this infrastructure is a single, integrated human resources system built on 360-degree feedback for managers, including human resources-related data and measures. This system makes available to all employees the profiles of each individual's expertise, internal and external experience, etc., in addition to routine job title and organizational information for easy searching. Through a combination of dialogue and this integrated human resource information system, we expect to optimize human resource allocation efficiently based on diverse skills and experience, while encouraging employees to develop careers autonomously and improve engagement.

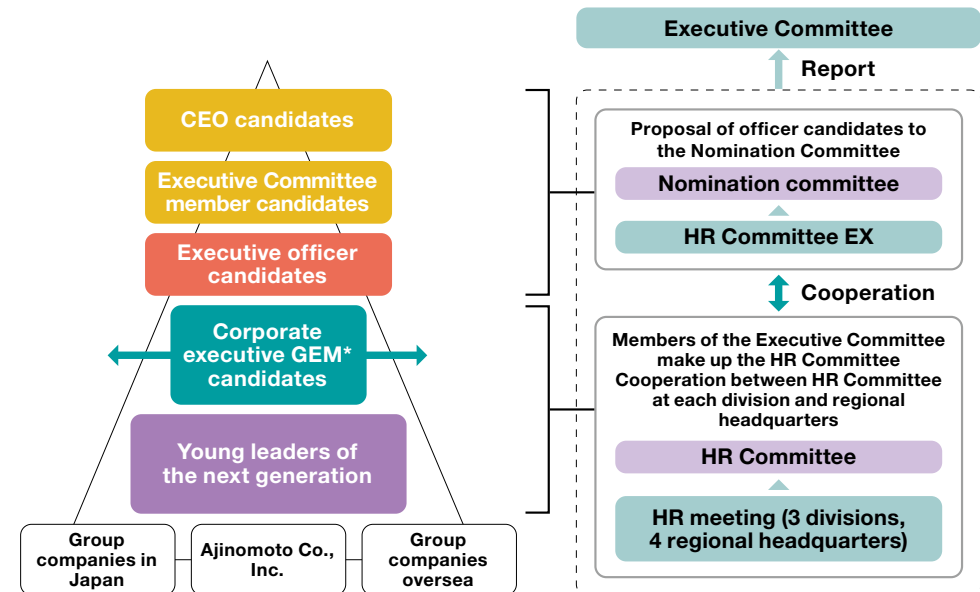
Human Resource Management

Human resource management framework

The Human Resources Committee is a subordinate body to the Executive Committee. The Human Resources Committee is responsible for the smooth operation of our global human resources management system and various measures related to improving human resources assets. The Human Resources Committee is chaired by the CEO and consists of members of the Executive Committee. A total of 12 discussions (including subcommittee meetings) were held in fiscal 2023. In terms of building a human resources pipeline, we are creating succession plans^[1] for key global positions in conjunction with the Nomination Committee, forming a pool of human resources for next-generation leaders and strengthening strategic development and appointment.

The Ajinomoto Group Academy develops management personnel who will lead Group strategy in the future. We offer Executive Coaching (EC) for executive officer candidates, the Global Leaders Seminar (GLS) for executive director and GEM candidates, the Future Leaders Seminar (FLS) for next-generation leaders, and the Regional Leadership Seminar at each regional headquarters, which fosters future leaders in each region. We strive to develop managers who have a deep understanding of the Ajinomoto Group roadmap and Philosophy—which we consider a necessary element in our managers—to lead Group strategy into the future. At the same time, we endeavor to improve the linkage between these management candidates and our succession plan for future management, seeking to fill out our human assets pipeline, fostering numerous diverse managers who have a global perspective. To this end, we provide training by job level to foster the mindset and skills necessary to lead the Ajinomoto Group. A total of 245 participants people (124 of which are foreign nationals) participated in EC, GLS, and FLS between fiscal 2018 and fiscal 2023. As of April 2024, 13 of the participants (two of which are foreign nationals.) had been appointed as directors.

[1] Fiscal 2023 results: Successor candidates have been selected for around 85% of approximately 135 key global positions, including Corporate Executive Officers. Over the next few years, we will accelerate the formation of a pipeline of diverse human resources across the Group through further expansion of targeted positions and the creation of succession plans for each major domestic and overseas Group affiliate, among other actions



*Group Executive Manager: As of May 2023, approximately 110 positions exist across the Group

Initiatives for fostering purpose and building resonance

The Ajinomoto Group established a management cycle to achieve our Purpose. We consider employee engagement arising from various initiatives to be an important factor in increasing corporate value. Therefore, we strive to improve our employee engagement score (ASV achievement process score) scores (Fiscal 2023: 76%; Targets: 80% in Fiscal 2025 and 85% in Fiscal 2030). In addition, we conduct an annual correlation analysis between the results of our engagement survey and business performance. From the results of the past five surveys, we confirmed that "Empathy for our purpose", "Customer Focus", "Enhancement of productivity" and "Fair evaluation" correlate with per-employee sales and business profit. We pursue organized efforts to foster resonance with our Purpose through a standardized approach, improving engagement that grows stronger as a result of each initiative.

Human Resource Management



Initiatives and results toward employee engagement

Initiatives	FY2023 Performance
1. Dialogues with the CEO	Total of 55 dialogues held with group companies in Japan and overseas.
2. Dialogues with General Managers of each division	Total of 82 dialogues held with group companies in Japan and overseas.
3. Organizational and personal goals	Implemented in each organization.
4. Personal goal presentation	Conducted at AJICO + 31 domestic and overseas Group companies (previous year +1). Each organization runs on its own program (e.g., sharing new ideas) to make improvements
5. Share best practices	Total of 820 ASV-related posts by employees.
6. ASV Awards	Nine recognitions presented at the 8th Annual ASV Awards. Total employee votes: 15,342
7. Monitoring via engagement survey	Employee engagement score 76% (+1 point year on year) * From FY2023, changed to the category average value for the ASV realization process
8. Address issues in next-year plans	Implemented in each organization

The Ajinomoto Group strengthens efforts to develop the talents of each employee to solve problems, as well as to foster a personal resonance with our Purpose. Among other things, we continue to improve nutritional, environmental, and digital literacy. The results of these efforts were as follows.

Annual average hours and expenditures for education and training per employee (Ajinomoto Co., Inc.)

	FY2021	FY2022	FY2023
Total expenditures for education and training-related expenses (Thousands of yen)	249	236	236
Human resources system engagement survey-related costs (Thousands of yen)	105	58	49
DE&I-related (Thousands of yen)	18	16	18
Other expenditures for education and training (Thousands of yen)	126	162	169
Average training hours ^[1]	40	76	76

[1] 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

Nutritional, environmental, and human rights literacy training

The Group has been working to improve sustainability literacy since 2021, promoting environmental and human rights education from a sustainability perspective for all Group employees in conjunction with nutrition education. We will promote understanding and resonance among employees regarding the connection between sustainability issues around the world and the Group's efforts in this area. We build connections between these efforts to treat ASV as one's own initiative and the co-creation of social and economic value through our businesses. Fiscal 2023 participation was as follows.

> P040-041

	FY2021	FY2022	FY2023	FY2025 (Target)
Nutritional literacy training	26,145 (aggregate)	56,316 (aggregate)	88,365 (aggregate)	100,000 (aggregate)
Environmental literacy training	2,765	8,850 (total)	18,402 (total)	—
Human rights literacy training	—	—	Began at the end of March (Japan)	—

Human Resource Management

Percentage of certified business DX professionals and employees at Ajinomoto Co., Inc. each fiscal year

Since the practice of DX at Ajinomoto Co., Inc. comes down to each individual employee, we began training DX professionals in fiscal 2020. In particular, our educational program for business DX professionals offers beginner, intermediate, and advanced levels, and a total of 2,745 employees have obtained certification over the four-year period from 2020 to 2023. We are currently working to build program and systems for Group companies in Japan and overseas.

	FY2020		FY2021		FY2022		FY2023		Cumulative FY2020-FY2023	
	Certified employees	Percentage of employees	Certified employees	Percentage of employees	Certified employees	Percentage of employees	Certified employees	Percentage of employees	Certified employees	Percentage of employees
Beginner	743	23.3%	854	26.8%	430	13.5%	236	7.4%	2,263	71.1%
Intermediate	51	1.6%	192	6.0%	115	3.6%	57	1.8%	415	13.0%
Advanced	9	0.3%	16	0.5%	26	0.8%	16	0.5%	67	2.1%
Total (cumulative ^[1])	803	25.2%	1,062	33.3%	571	17.9%	309	9.7%	2,745	86.2%

[1] Includes employees taking multiple courses

Generating results through visualizing the ASV realization process

The Ajinomoto Group quantitatively measures employee ASV engagement through an annual engagement survey. This survey helps us understand and take action to improve issues, leveraging the PDCA cycle. We monitor the ASV realization process index, which organizes the process leading to the creation of ASV results (the process to generate results from both individual and organizational perspectives) and establishes an index consisting of multiple questions from the engagement survey.

Initiatives and results toward our employee engagement survey score

	FY2021 Result	FY2022 Result	FY2021 Result	FY2025 Target	FY2030 Target
(Old) ASV as one's own initiative	61%	62%	—	—	—
(New) ASV realization process	—	75%	76%	80%	85%~

* We revised the composition of questions and indexes in FY2022.

Initiatives for diversity (diversity, equity & inclusion)

The Ajinomoto Group has evolved its approach from the concept of diversity and inclusion (D&I) to diversity, equity, and inclusion (DE&I). This message was issued by President Fujie through internal PR channels. For the Group, equity is a concept similar to fairness, and means a company provides an environment that fits individual needs and circumstances and ensures that employees receive equal rights and opportunities. As a result, we aim to be a company where each of our employees works together in mutual respect irrespective of such concepts as gender, age, nationality, disability, and experience. This confluence of diverse individuals from inside and outside the organization creates mutual growth with the organization thanks to harnessing each diverse individual's strength, leading to the continuous creation of innovation for the future. With this, we will make steady progress toward its Purpose as set forth in the 2030 Roadmap.

Regarding the status of our diversity, by 2030, we aim to have diversity^[1] in 30% of our human resources at the leadership level^[2]. In terms of women, the percentage of female managers by region is relatively low in Japan. Therefore, Ajinomoto Co., Inc. set a target to increase the percentage of female directors and line managers (organization heads and group managers) to 30%, respectively, by the end of fiscal 2030. At the same time, the company is taking measures to strengthen the pipeline of female human resources, as well as to increase the number of mid-career hires who have strong expertise or are knowledgeable about launching new businesses, etc. In fiscal 2023, we overhauled the International Assignment Guideline, which stipulates transnational transfers within the Group, to encourage the cross-border exchange of human assets among Group companies. As of March 2023, we had 291 international transfers, 22 of which were from non-Japanese countries to other countries. We plan to add more international transfers in fiscal 2024 onward.

[1] Leadership level: Executive officers and division/organization heads, or similar key positions

[2] Diversity focused on gender, nationality, and affiliation

Percentage of diversity at the leadership level

	End of June 2022	End of June 2023	End of June 2024	FY2025 Target	FY2030 Target
Diversity ratio ^[3]	16%	17%	21%	25%	30%

[3] Percentage of those at the leadership level who have at least one diversity factor

Human Resource Management

Mid-career hires as a percentage of annual hires (Ajinomoto Co., Inc.)

	FY2021 Result	FY2022 Result	FY2023 Result	FY2024 Forecast
Share of career hires	35%	40%	47%	50%+

Percentage of female directors (Ajinomoto Co., Inc.)

	End of June 2022	End of June 2023	End of June 2024	FY2030 Target
Percentage of female directors	36%	27%	36%	30%

Percentage of female line managers (Ajinomoto Co., Inc.)

	FY2021 Result	FY2022 Result	FY2023 Result	FY2030 Target
Percentage of female line managers	11%	11%	11%	30%

Percentage of female managers

	FY2021	FY2022	FY2023	FY2030 Target
Group total	27%	27%	29%	40%
Japan	11%	12%	13%	—
Asia	38%	38%	39%	—
EMEA	33%	36%	36%	—
Americas	35%	35%	38%	—
Ajinomoto Co., Inc. ^[4]	12% (12%)	13% (15%)	14% (18%)	30%

[4] Percentage of female managers in junior positions in parentheses

Ratio of locally hired overseas executives (persons)

	FY2021 Result	FY2022 Result	FY2023 Result
Total overseas executives	193 ^[5]	200 ^[5]	192
Ratio of locally hired overseas executives	112 ^[5]	121 ^[5]	123
Number of locally hired overseas executives	58% ^[5]	61% ^[5]	64%

[5] Revised due to review of tabulation

Human Resource Management

Diversity, equity, and inclusion promotion framework

Framework

Ajinomoto Co., Inc. has established a Human Resources Committee chaired by the CEO and human resources meetings at the three divisions in Ajinomoto Co., Inc. and regional headquarters, chaired by the general managers of each of these respective organizations. At this committee and these meetings, members formulate plans to promote diverse human resources from a medium- to long-term perspective, and examine and implement specific support for their career development. In terms of career support for women, the Company is a member of the 30% Club^[1] Japan, implementing cooperative measures between companies. The DE&I Promotion Team, established within the HR Dept. along with the director in charge of diversity and HR, plays a central role in the planning and operations of cross-organizational activities in cooperation with contact points of each major division and Group company. This is so that each and every employee can fulfill his or her potential in his or her own way.

[1] A global campaign established by corporate leaders, etc., in the UK in 2010 to increase the percentage of women in key decision-making organizations of companies, including among corporate boards of directors

- Creating an organizational culture: Plan and execute unconscious bias training and DE&I lunch seminars; provide DE&I e-learning courses; internal and external communications.
- Respect for human rights: Plan and hold training for people in charge of dealing with harassment (including domestic Group companies); training for all employees on harassment; establish a process regarding harassment from reporting to response measures for preventing recurrence (internal announcements upon disciplinary action).

- Diverse human resources: Create sexual minority support systems and policies; establish a dedicated consultation desk and training for staff in charge at Group companies in Japan; provide comfortable work environments for persons with disabilities (annual survey for interested parties); foster dialogues between employees with disabilities and the president; provide professional life counselors for persons with disabilities at relevant business sites; create guidebooks for persons with disabilities and departments in which such individuals work; mentor program to improve employee engagement at special-purpose subsidiary Ajinomoto Mirai Co., Ltd.; encourage new- and mid-career hiring based on the 2030 Roadmap for employment and job satisfaction of persons with disabilities.
- Establish an environment linking careers Dokodemo Career (e.g., systems enabling continuation of full-remote 9work if they move for the benefit of their partner's career), Work-Life Balance leave (leave for partner's transfer, leave for infertility treatment), establish on-premises daycare centers and nursing rooms.

The following initiatives have been underway at affiliates in Japan since fiscal 2023.

- Ajinomoto Fine-Techno: Held a career festival and hosted a roundtable discussion with female employees.
- Ajinomoto Digital Business Partners: Established the *MiRal Project*, a project to encourage the employment of people with disabilities, directly under the president; holding regular meetings two-to-three times monthly since April 2023; considering a collaboration between Ajinomoto Mirai (special subsidiary) and volunteer members.

Diversity, equity, and inclusion promotion performance

Performance

Ajinomoto Co., Inc. launched AjiPanna Academy in fiscal 2020 as a measure to support female human resources development, which provides opportunities and helps employees think independently about careers in higher-level positions that leverage their talents. The support for multifaceted growth through career workshops, business skills training, and mentor programs has contributed to a growth mindset amongst female human resources, and a willingness of supervisors, organizational heads, and officers to develop female human resources. Fiscal 2023 participation in various DE&I programs was as follows.

- Career workshop for women in non-management positions (supervisors also in attendance): Attended by a total of 102 individuals from Ajinomoto Co., Inc. and certain Group companies, along with 76 supervisors (89% of the female employees felt a positive change in themselves; 86% of supervisors felt a positive change in the female employees under their supervision).
- Semi-annual business skills training for non-management female employees: Attended by a total of 14 female employees from Ajinomoto Co., Inc. and other Group companies (95% satisfaction with curriculum overall; 86% motivated to take on new challenges at higher positions). Of the Ajinomoto Co., Inc. female employees receiving training in fiscal 2020, 55% received promotions to management positions. An average of 42% received promotions to higher positions between fiscal years 2020 and 2022.
- Mentoring program by organization managers and executives for women in management positions at Ajinomoto Co., Inc.: Total of 25 participants (100% satisfaction rate).

Human Resource Management

- As part of our efforts to bridge the generation gap, we publish messages from male executives encouraging male employees to take paternity leave. We endeavor to understand how different generations approach healthcare, creating an organizational culture where people of all genders are free to be involved in childcare and housework.
- DE&I Lunch Seminars (including certain domestic Group companies): Reasonable accommodation for persons with disabilities became mandatory in April 2024. In conjunction with this mandate, we held two seminars on the topic of disability (basic knowledge of disability and introduction of special-purpose subsidiary Ajinomoto Mirai) attended by a total of 145 participants.
- Used PR tools to publish three workplace case study videos of employees with disabilities and their supervisors, as well as experiences and interview reports from employees with disabilities.
- Training for vocational consultants working with employees who have disabilities: Attended by four eligible employees.
- Awarded as a Nadeshiko Brand in 2023 as a listed company that excels in women's empowerment.
- Awarded the Gold Rating in the PRIDE Index for 2023 for efforts to support sexual minorities in the workplace.

Initiatives to accelerate challenge

We believe that it is essential for mutual growth of both the organization and individual that the Group's diverse human resources maximize their abilities and take on challenges autonomously to achieve our purpose. With this in mind, we are promoting the following initiatives.

- Self-nomination transfers: In fiscal 2022, Ajinomoto Co., Inc. began full-fledged transfers through internal open recruitment. Transfers based on internal recruitment numbered 43 individuals in fiscal 2022 (6% of transfers) and 48 individuals in fiscal 2023 (7% of transfers).

- Volunteer cross-organizational project participation (TRY&A-CROSS): This program aims to provide more opportunities for employees to take on the challenge of achieving their own *My Purpose*, fostering a more personal approach to taking on new challenges. The program also aims to bring human assets with diverse expertise and experience together across group companies to pursue ASV. Total of eight projects in 2024 (including two cross-group projects).
- Support for self-directed career development: Dispatching employees to business partners, external research institutions, MBA programs, or professional graduate schools, etc. (e.g., Hitotsubashi University, International University of Japan, Stanford University etc.).
- A-STARTERS (project for creating new businesses): In this project, we hold open recruitment and selection for employees of Ajinomoto Co., Inc. and major Group companies in Japan who want to launch new businesses, promoting commercialization of new business plans. It was launched in 2020, and ideas selected in the project are considered for commercialization.

Number of A-STARTERS Applicants

	FY2021	FY2022	FY2023
No. of applicant teams	47	51	29

- Revision of personnel system for non-management employees: In fiscal 2023, we revised the personnel system for non-management employees to create diverse career paths and help each employee develop their talents and expertise. The system also encourages employees to take on challenges by setting goals that accelerate growth. In addition to promoting steady growth based on the existing job qualification system, the revised personnel system will be able to evaluate the ability of employees to demonstrate their competence as experts in specific fields

by adopting some of the concepts of the job grading system (hybrid grading). In addition, we have established a personnel system that enables us to appropriately evaluate human resources who take on challenges with a high degree of specialization and difficulty. We also provide opportunities for early certification in Next Manager's Pool (NP), a pool of human resources one stage below recognition as key personnel. In this way, we encourage the promotion of capable talent to key positions as early as possible.

Initiatives for well-being

Approach

The Ajinomoto Group believes that the well-being of our employees is the foundation of its human assets. To enhance the job satisfaction of Group employees and to help them and their respective companies grow together, the Group supports the promotion of their mental and physical health, and works to foster well-being in the finance asset and career development.

- Health management: The Group promotes health management with the Director, Executive Officer & President as the health promotion manager. In 2018, we established the Ajinomoto Group Health Declaration and are working to create a workplace environment that maintains and promotes employee health in line with the circumstances of each corporate entity in each country. We believe that the health of our employees and their families is one of the most important elements of our management foundation, and with that we aim to foster a state of health well-being, where, while companies support improving the health of employees and their families, employees themselves have a high level of awareness and knowledge of health and practice self-care to maintain their physical and mental health.

Human Resource Management

At Ajinomoto Co., Inc., health policies are centered on the concept of self-care, where employees themselves have nutritionally well-balanced meals, conduct moderate exercise, and get good sleep. This self-care is supported by a partnership between the Company's Wellness Promotion Center, which has eight occupational physicians and 15 health staff members, the HR departments, and the Ajinomoto Health Insurance Society.

- Interviews with all employees by industrial physicians and medical staff

Ajinomoto Co., Inc. provides support necessary for every employee through individual health consultations. Every employee working in Japan and employees overseas is given a 30-minute interview by an industrial physician or medical staff at the Wellness Promotion Center at least once per year. Based on medical checkups and stress assessment results, employees receive individual health guidance that is respectful of each person's values and lifestyles, while also ensuring any latent physical or mental health problems are addressed. Guidance and advice services are also available for employees who work long hours or who are stationed overseas.

- Self-care support measures

Ajinomoto Co., Inc. supports employee self-care through events that award points to employees depending on the degree of improvement in regular medical checkup test values. In addition, as part of the workplace nutrition improvement, the Company's cafeterias in five locations in Japan offer My Health Lunch, low-sodium options based on the concept of eating well and improving health. In addition, employees can check the results of their own health checkups, work data, and lifestyle data at any time in chronological order on My Health, a personal health management website.

- Mental Health Recovery Program

Ajinomoto Co., Inc. operates an independent Mental Health Recovery Program. Every month while taking temporary health leave and after returning to work, employees on this program receive ongoing support through interviews with industrial physicians and medical staff to assess their personal values and sources of fulfillment, learning to enjoy work by dealing with stress. As part of this program, employees set goals based on the stage of their symptoms.

- Named a 2024 KENKO Investment for Health Stock Selection (sixth time); named a Certified Health & Productivity Management Organization (Large Enterprise, White 500) for an eighth consecutive year

Ajinomoto Co., Inc. was recognized (for the sixth time) by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange as a 2024 KENKO Investment for Health Stock Selection. For an eighth consecutive year, Ajinomoto Co., Inc. was recognized as a White 500 organization for 2024 (Large Enterprise), which recognizes the top 500 large enterprises in terms of outstanding health and productivity management.

- Ajinomoto Group employee awareness of health management

In the fiscal 2023 Engagement Survey, group employee favorability score for Health Management^[1] was 83%.

[1] The percentage of group employees who responded that the company provides an environment and engages in measures to maintain and promote health in consideration of employee mental and physical health

Employee score for health management

FY2020 Result	FY2021 Result	FY2022 Result	FY2023 Result
81%	83%	82%	83%

- Systems supporting diverse and flexible work styles that lead to job satisfaction
- Introduced the Anywhere Career system allowing employees to link careers with fully remote work without having to stop their careers due to moving for the benefit of their partner's career or nursing care for a partner in Japan or overseas. (2022)
- Introduced the Anywhere Office system allowing telecommuting for employees anywhere, anytime as long as security measures are in place and they are where they can concentrate on their work. Since fiscal 2020 and the COVID-19 pandemic, we have further encouraged hybrid work and eliminated restrictions on the number of telecommuting days.
- Introduced the Super Flex flextime system with no core hours, by-the-hour paid leave, and telecommuting system (2014).

- Childcare leave system that leads to job satisfaction
- Taking advantage of legal revisions in 2022, we have drastically revised the system and its operation, including granting 20 days of paid childcare leave, approval for taking childcare leave in installments, and simplification of application procedures, in order to facilitate more flexible use of childcare leave versus the previous male childcare leave system. As a result, in fiscal 2023, 90% of male employees took childcare leave, the average number of days taken was 15.9 days, and about 60% of employees took 10 days or more. Going forward, we will maintain our aim to foster a culture of mutual support and assistance not only in important life events such as childbirth and childcare, but also in nursing care and others.

> ASV Report 2024 (Integrated Report) P127
> External Evaluation (2024 Nadeshiko Brand, PRIDE Index 2023 (Gold))

Human Resource Management

- Remuneration and financial asset building

The Ajinomoto Group is striving to improve employee financial well-being, including remuneration, in line with the development of their respective companies throughout the Group.

Annual compensation by job title, gender (Ajinomoto Co., Inc. only; as of April 2024)^[1]

Job title	Avg. compensation, men (B)	Avg. compensation, men (B)	Ratio (A/B)
Executive (Base salary only)	22,560,000	22,560,000	1
Management (Base salary only)	7,513,174	7,982,582	0.941
Management (Base salary+ bonuses and other cash incentives)	13,590,464	14,474,236	0.939
Non-management	7,382,928	8,613,200	0.857

[1] Under our unified personnel system, men and women are paid the same wages for the same job level.

Since fiscal 2022, Ajinomoto Co., Inc. has held regular online financial literacy seminars for employees with a single legal domicile to help with financial asset building. Working with outside experts on different topics, including employee stock ownership plans (69% participation as of June 2024), corporate pension funds, DC plans, the new NISA, and inheritance, we offer programs throughout the year based on our own systems and policies. A total of approximately 1,600 employees participated in seminars in fiscal 2023. Employees attending the seminar are offered the opportunity

to have a free individual consultation with a financial planner if they so desire. Beginning in fiscal 2024, we plan to expand the number of participants in seminars to include employees of domestic Group companies to improve financial asset-building literacy throughout the Group.

- Human rights awareness and education for employees

The Ajinomoto Group conducts human rights awareness and education activities within each Group company to encourage employee understanding of the Ajinomoto Group Policies (AGP) which prohibits any form of discrimination or harassment. In so doing, we nurture individuals who have a strong sense of human rights. In fiscal 2023, we held e-learning related to business and human rights for all employees. At the same time, we also ensured that all employees knew about the hotline (harassment consultation service).

In Japan, we hold worksite meetings on the AGP annually to help employees, including part-time and temporary workers, identify and resolve issues in the workplace. The AGP questionnaire includes topics focused on discrimination and harassment to aid in identifying and preventing harassment.

The Ajinomoto Group established a hotline as an anonymous internal reporting system that enables officers and employees, including part-time and temporary workers, to make reports or seek advice by phone, e-mail, fax, letter, or other means (phone support is available in Japanese and English, while web support is available in 22 languages).

Main training and initiatives in FY2023

- Harassment training for new hires: Attended by 100% of 140 new hires.
- Two employees completed training as fair employment human rights awareness promoters.
- Training for harassment and sexual orientation/gender identity consultation desk personnel: Attended by 100% of

27 eligible personnel.

- We invited Ajinomoto Group companies in Japan to submit human rights slogans. We received 2,681 entries from 1,752 employees across 13 companies.

Labor-management relations

All non-management employees of Ajinomoto Co., Inc. are members of the labor union (60% of all employees). Labor agreements require the company to notify employees and their representatives before making any major changes that impact employees (minimum prior notice requirements are confidential and therefore not disclosed).

Labor agreements also stipulate various requirements concerning safety and health, education and training, and medical checkups. Both management and employees work together to improve workplace safety, health standards, and motivation. The purpose of this meeting is to mutually confirm health and safety activities and working conditions, and to share information on legal revisions.

Occupational Safety and Health

Occupational safety and health

Basic approach to occupational safety and health

Approach

It is clearly stated in our Group Shared Policy on Occupational Safety and Health that one of the most important components of our corporate activities is the participation of all our employees in occupational health and safety on the basis of respect for society. Furthermore, the policy also contains specific actions related to its implementation.

> Group Shared Policy on Occupational Safety and Health

Occupational safety and health management system

Framework / Performance

The Ajinomoto Group Board of Directors oversees the execution of occupational health and safety management through reports from the Executive Committee. The Executive Committee established the Occupational Safety and Health Committee as a subordinate organization to determine important policies, develops plans, and conducts reviews of activities related to occupational safety and health. Subject matters decided and deliberated by the committee shall be reported to the Executive Committee. To foster an understanding of the Group Shared Policy on Occupational

Safety and Health, we created the Occupational Safety and Health Management Guide and Standards and encourage Group companies to spread awareness of and use these guidelines.

In addition, we established the Safety & Disaster Prevention Promotion Headquarters to drive and support measures related to occupational accidents and disaster prevention. If an accident, disaster, or other emergency has occurred or may occur, that threatens Group occupational safety and health, this headquarters assesses the situation, makes recommendations, and provides guidance. The headquarters also reports to company executives and relevant departments.

Framework



Occupational Safety and Health

■ Status of ISO 45001 certification

The Ajinomoto Group aims to obtain ISO 45001 certification at all production, and is pursuing the establishment of an ISO-compliant management system.

As of March 2024, 70 of the 99 plants in the Ajinomoto Group have obtained ISO 45001 certification. One plant has obtained other third-party certifications. We are also working to obtain third-party certifications by fiscal 2025 for those plants that are not yet certified.

■ Safety and health assessments, audits, and inspections

The Ajinomoto Group generally conducts the Occupational Safety and Health Assessments at the start of new product manufacturing. This is one means to prevent occupational accidents. In addition, we conduct internal audits based on the occupational safety and health management system at each company and business site to prevent accidents, disasters or violations of the law.

Measures	Description	FY2023 Result
Occupational safety and health Assessment	Generally conducted at the start of new product manufacturing, when expanding production capacity or changing manufacturing processes, developing new substances, and during the planning stages of constructing or demolishing buildings, structures and equipment.	69 assessments
Occupational safety and health audits and inspections	Internal audits are implemented for each company and business site. In the event of a serious accident or disaster within the Group, Ajinomoto Co., Inc. conducts an onsite emergency Occupation Safety and Health Audit to investigate causes, determine corrective measures, and prevent recurrence.	Two safety audits
Equipment inspections for safe and stable production	Regular maintenance and legal inspections are conducted at factories. For factories that operate 24 hours a day, we suspend all production periodically to allow employees and specialists time to conduct legally mandated inspections.	Conducted at each business site
Occupational accident prevention at designated worksites	Any sites considered a high risk by the chief of the Safety & Disaster Prevention Promotion Headquarters (frequent occupational accidents or disasters, inadequate management, etc.) are designated as Special Safety Management Requested Site and given guidance for safety improvement.	No designated worksites

Occupational safety and health activities

Performance

Our goal is to have zero serious accidents, which we will achieve by following our occupational safety and health practices. There were 17 serious accidents in fiscal 2023 (16 in the previous year), and 132 out of 148 sites achieved the goal of zero serious accidents.

The number of serious accidents caused by operating machinery increased to four (three in the previous year), and the number of serious accidents due to falls remained the same as the previous year at four.

To achieve our goal of zero serious accidents by fiscal 2030, in fiscal 2024, in addition to implementing countermeasures against accidents involving falls, operating machinery, and other causes, we will also focus on further improving our safety infrastructure by, for example, fostering a strong safety culture.

> Personnel and Labor-Related Data: Frequency of serious accidents and accidents with absence

Identify sources of occupational hazards and form action plans

Sources of occupational hazards	Risk assessment	Action plans
Machines in operation	Caught in or trapped between machinery	<ul style="list-style-type: none"> • Share cases of serious accidents that have occurred within the Group; issue notices for the prevention of similar accidents • Consolidate safety measures within the Group and share information said measures (lateral expansion) • Conduct comprehensive safety inspections of operating machinery (Aiming for 100% implementation of tangible safety measures, such as installing machinery covers)
Uneven road/floor surfaces	Fall accidents	<ul style="list-style-type: none"> • Implement sort and set in order consistently in the surrounding area (secure aisles, do not place or leave objects in aisles or vicinity, do not leave leaks or spills) • Ensure safety in the surrounding area (conduct maintenance for steps and unevenness on paths or floors, secure aisles and work spaces) • Gain wider adoption of Ajinomoto Group Falling over Prevention Exercise Program and ensure pre-work stretching exercises, etc.

Occupational Safety and Health

Response to safety and health laws and accidents

In each case, in addition to submitting an improvement report to the authority, we took steps necessary to prevent recurrence.

Ajinomoto Healthy Supply Co., Inc. Takasaki Plant (Violation of the Occupational Safety and Health Act)	Failure to submit in a timely manner evaluations of psychological burdens and also specific evaluations of work involving organic solvents
Ajinomoto Food Manufacturing Co., Ltd. Kawasaki Plant (Violation of the Occupational Safety and Health Act)	Failure to stop a machine to allow a conveyor belt to be repaired and adjusted
Ajinomoto Food Manufacturing Hokkaido Co., Ltd. Tokachi Plant (Violation of the Occupational Safety and Health Act)	Failure to stop a machine to allow cleaning and other tasks to be performed
Ajinomoto Bakery Co., Ltd. Shimada Factory (Violation of the Occupational Safety and Health Act)	Failure to stop machines to allow cleaning, adjusting, and other tasks to be performed.
Ajinomoto Engineering Corporation Kyushu Branch (Violation of the Occupational Safety and Health Act)	Failure to provide necessary guidance to subcontractors to ensure their compliance with the Occupational Health and Safety Law

Employee occupational safety and health education

The Ajinomoto Group conducts occupational safety and health education tailored to employee job descriptions and tasks. Major education and training programs conducted during fiscal 2023 were as follows.

- Health and safety seminar for managers
- Fall prevention seminar
- Seminar on preventing caught-in accidents involving food processing machinery

Disaster preparedness

Performance

The Ajinomoto Group routinely collects information related to natural disaster forecasts and damage projections. On an ongoing basis, we confirm the safety of our buildings and production facilities, taking appropriate steps and revising training drills as necessary. Each Group company and site implement evacuation and fire-fighting drills. We continue to revise and update organizational structures, communications systems, and manuals.

We also partner with local governments to provide safety for local residents. Several sites are working with governments to determine how to offer safety and food to local residents in the event of a disaster.

Respecting human rights

Approach, policy, and structure

Basic policy

Approach

As we realize sustainable growth through Ajinomoto Group Creating Shared Value (ASV), the Ajinomoto Group engages in the SDGs and other efforts related to the international consensus on environmental, social, and governance (ESG) policies. In doing so, we recognize that all business activities must be premised on respect for human rights. We support international standards for human rights including the Universal Declaration of Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work and its Follow-up, and the United Nations Global Compact. Further, we have established our own Ajinomoto Group Shared Policy (AGP) on Human Rights. This policy is based on the United Nations Guiding Principles on Business and Human Rights (UNGPs) and ensures that as a corporate group that conducts business globally, all of the Ajinomoto Group companies, and officers and employees respect internationally recognized human rights and comply thoroughly with international human rights obligations and related laws and regulations of the countries where we operate. In addition, we encourage our business partners and other related parties (including upstream suppliers) to support this policy and respect human rights, and work together to promote respect for human rights. Ajinomoto Group policies are approved by the Board of Directors and the Executive Committee before being signed by the president and CEO.

> Group Shared Policy on Human Rights
> Ajinomoto Group Policies (AGP)

Promotion framework

Framework

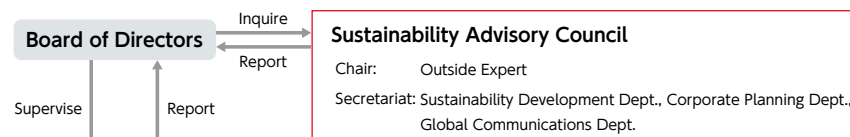
The Ajinomoto Group pursues ESG and sustainability initiatives that include respect for human rights in the supply chain. We pursue these efforts under the Board of Directors, mainly through the Sustainability Committee (a subordinate body of the Executive Committee) and the Risk Management Committee. The Sustainability Committee and the Sustainability Development Department create

roadmaps regarding human rights initiatives in the supply chain, make proposals, and provide support to incorporate sustainability into business plans. These two bodies report to the Executive Committee and the Board of Directors. In addition, the Board of Directors, Executive Committee, and the Sustainability Advisory Council hold discussions on human rights topics as appropriate.

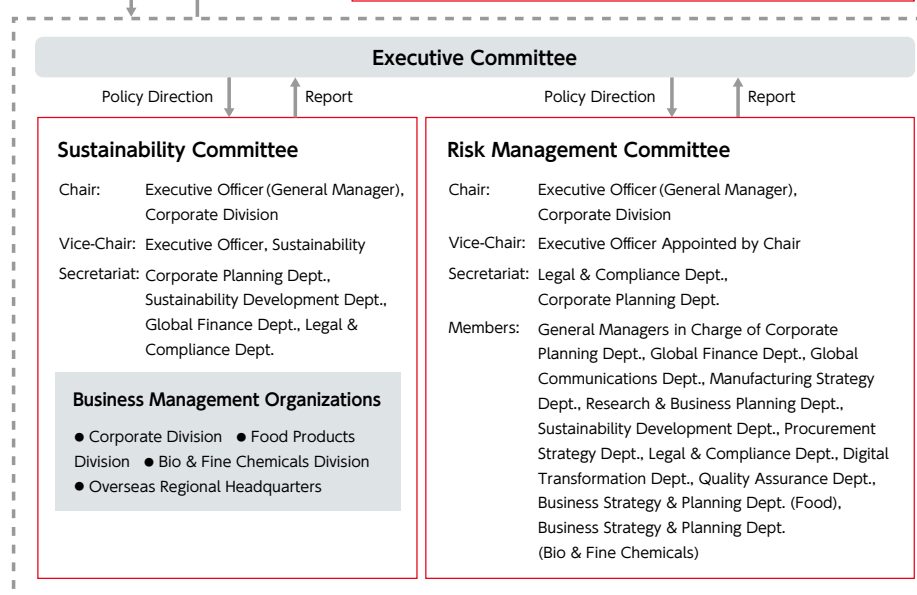
[1] The Business Conduct Committee and its subordinate body, the Human Rights Specialist Committee, lead efforts of the Ajinomoto Group to address human rights issues.

Framework for ESG and sustainability

[Supervision]



[Execution]



Human Rights

Human rights due diligence in the Ajinomoto Group

Basic concepts

Approach

In accordance with the UNGPs and the Group Shared Policy on Human Rights, the Ajinomoto Group engages in dialogue and consultation third-party experts^[1] on human rights and other stakeholders. In this way, we ensure respect for human rights for all stakeholders (employees, business partners, local communities, customers, etc.) across the Ajinomoto Group value chain, including production and sales across all businesses, as part of our human rights due diligence process. We conduct periodic (every four years: 2014, 2018, 2022) country-specific human rights risk assessments for raw materials procurement, production, and sales in the food business, using these assessments to advance our human rights due diligence process. Our Roadmap to 2030 depicts our specific initiatives.

[1] The Caux Round Table Japan (CRT Japan), the Global Alliance for Sustainable Supply Chain (ASSC)

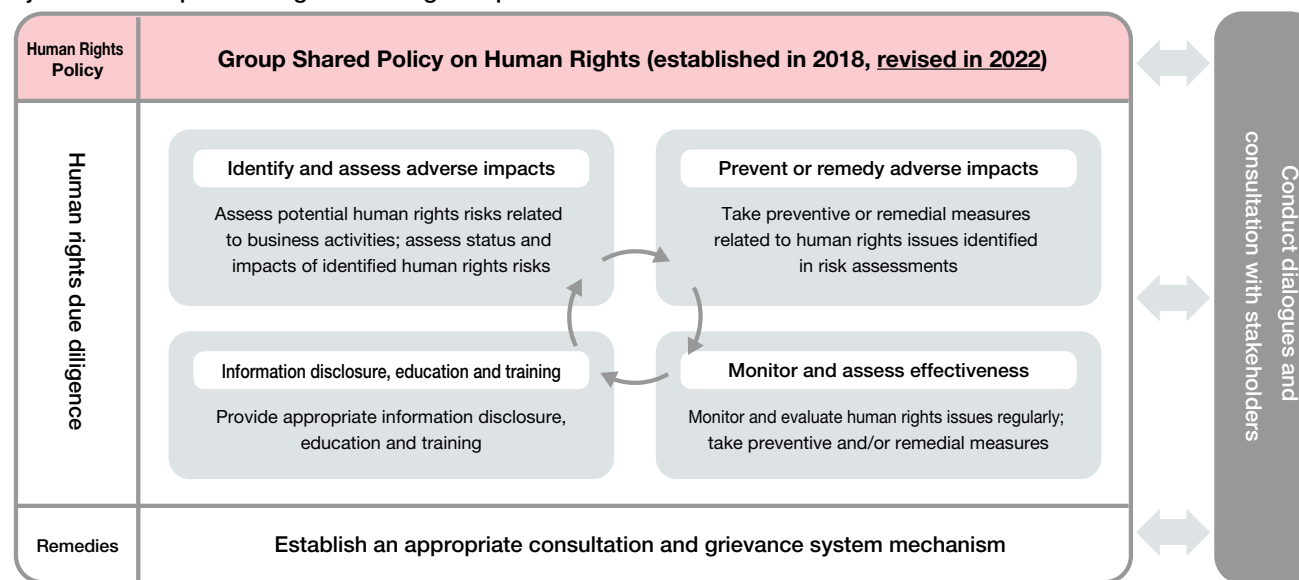
Promotion framework

Structure

Our approach to establishing a UNGPs-based management system covering the value chain emphasizes depth and comprehensiveness, while placing the utmost importance on dialogue with rights holders. Our main focus is on direct,

in-depth dialogue with rights-holders, while our approach to comprehensiveness complements these efforts by thoroughly identifying and understanding risks that cannot be uncovered through depth alone. We are committed to minimizing human rights risks in the value chain through these efforts.

Ajinomoto Group human rights due diligence process



Human Rights

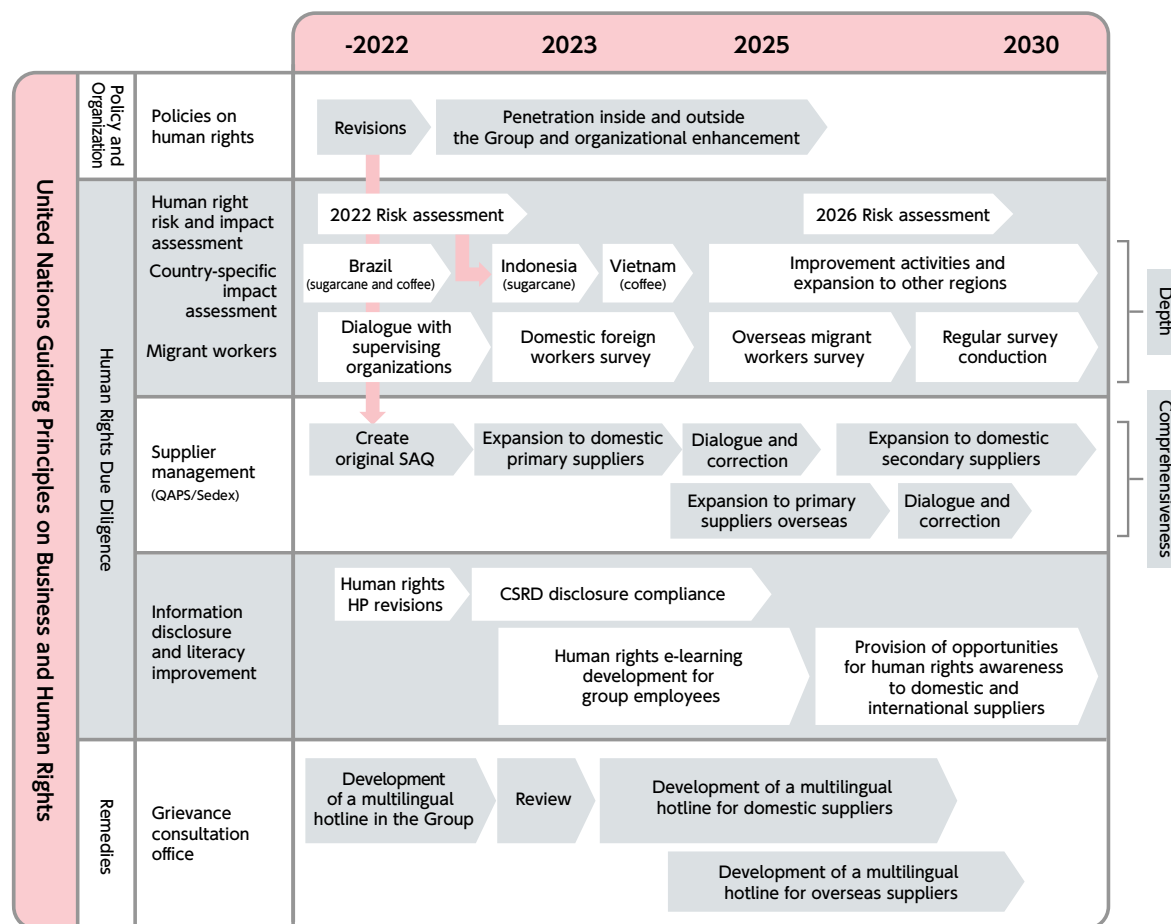
■ Depth

We intend to establish a management structure that enables us to identify human rights issues through direct dialogue with rights holders and to promptly address the issues identified.

■ Comprehensiveness

Strengthening cooperation with suppliers and other business partners is indispensable. We use a unique questionnaire based on the Guidelines for Group Shared Policy for Suppliers to identify human rights risks and support improvements through dialogue.

Roadmap to 2030



■ Identify and assess adverse impacts

Performance

As part of our depth approach, the Ajinomoto Group conducts regular human rights risk assessments and related human rights impact assessments. We then consider actions to prevent or mitigate human rights issues identified through these efforts.

■ Human Rights Risk Assessment

We investigate and identify human rights risks from a third-party perspective in each country involved in raw material procurement, production, and sales based on Ajinomoto Group business operations (conducted every four years).

■ Human Rights Impact Assessment

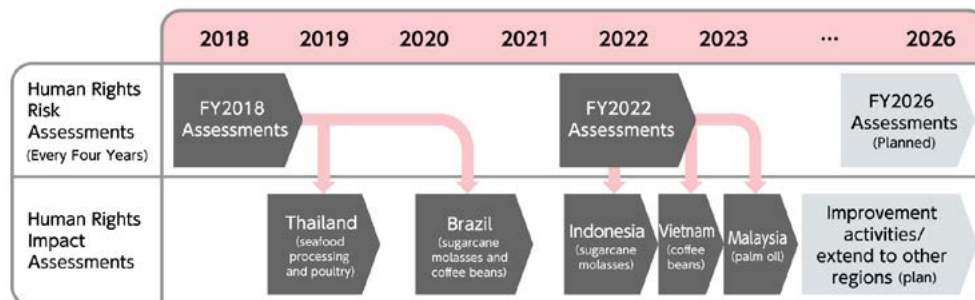
Based on the risks uncovered in the human rights risk assessment, we visit the countries and regions in question to engage in direct on-site dialogues with stakeholders (employees of business partners, rights holders such as local residents, NPOs, etc.) to understand the human rights impact and issues.

* QAPS: Questionnaire for Ajinomoto Group Shared Policy for Suppliers

Sedex: Abbreviation for Supplier Ethical Data Exchange. A global membership organization that provides data on labor standards, business ethics, etc. within the global supply chains.

Human Rights

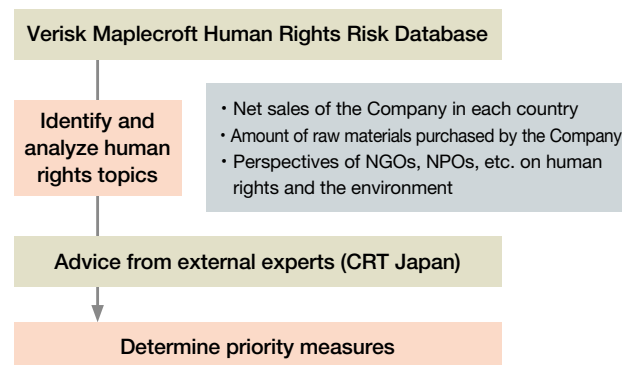
Human rights risk assessment and human rights impact assessment



(1) FY2022 Human Rights Risk Assessment

The 2022 human rights risk assessment analyzed and identified human rights issues in the countries in which the Ajinomoto Group operates our food business. We collaborated with external human rights experts (CRT Japan) to analyze risks based on raw material purchases and sales using human rights risk data from Verisk Maplecroft. Furthermore, we identified high-risk countries, regions, and industries according to our company's value chain from a global human rights perspective, based on the perspectives of NGOs and NPOs in human rights and the environment. As a result, South-East Asia and Brazil were identified as high-risk countries and regions, and occupational health and safety, child labor, modern slavery (forced labor) and discrimination in particular as high-risk items^[1]. We also identified the risks depicted in the following table based on evaluations of priority raw materials^[2] sourced by the Ajinomoto Group.

2022 human rights risk assessment procedures



[1] Risks assessed: child labor, decent wages, appropriate working hours, discrimination, freedom of association, modern slavery, occupational health and safety, and land grabbing

[2] We prioritized the following five raw materials in our human rights risks assessments.

2022 human rights risk assessment results (priority raw material evaluation)

Raw materials assessed	Coffee beans	Sugarcane molasses	Soybeans	Shrimp	Palm oil
High Risk Issues	<ul style="list-style-type: none"> Child labor Discrimination Decent wages 	<ul style="list-style-type: none"> Child labor Occupational safety and health Modern slavery 	<ul style="list-style-type: none"> Discrimination Occupational safety and health Land grabbing 	<ul style="list-style-type: none"> Modern slavery Discrimination Decent wages 	<ul style="list-style-type: none"> Decent wages Occupational safety and health Modern slavery
Countries	<ul style="list-style-type: none"> Brazil Vietnam Indonesia 	<ul style="list-style-type: none"> Vietnam Brazil Indonesia 	<ul style="list-style-type: none"> Brazil China Paraguay 	<ul style="list-style-type: none"> Thailand Ecuador Vietnam 	<ul style="list-style-type: none"> Malaysia Peru Thailand

> P086-089

(2) Human Rights Impact Assessments (Direct Dialogue With Rights Holders)

Based on the human rights risk assessment results, we conduct on-site visits in target countries and regions, engaging in direct dialogues with stakeholders affected by our businesses (business partner employees, local residents, other rights holders, NPOs, etc.) to grasp human rights impacts and issues. In fiscal 2023, the assessment targeted the Malaysian palm oil industry.

■ Human Rights Impact Assessment in Malaysia (Palm Oil) (January 2024)

We conducted dialogues and interviews with palm oil refining companies, palm farmers, foreign workers, and certification bodies in Malaysia (The inspection covered all transactions in the palm oil supply chain in Malaysia, whether direct or indirect).

<Summary of results>

No serious human rights violations, such as forced labor or child labor, were found within the scope of this survey. However, we will continue to conduct surveys on an ongoing basis.

The Malaysian Sustainable Palm Oil (MSPO) is a government-mandated certification system in Malaysia. Through dialogues with farmers, farmers' associations, the Malaysian Palm Oil Certification Council (MPOCC), which administers the certification system, and other parties, we learned that the MSPO certification leads to continuous improvement through supporting overall factors (e.g., stakeholder responsiveness and on-site conditions) for small farms and stakeholders in the Malaysian palm oil industry.

Human Rights



> Ajinomoto Co., Inc. 2024 Human Rights Due Diligence (Malaysia)

Prevent or remedy adverse impacts, and monitor and assess effectiveness

Performance

■ Initiatives With Suppliers and Business Partners

The Ajinomoto Group Shared Policy for Suppliers summarizes our expectations in seven-point list for business partners necessary to fulfill our corporate social responsibility and to contribute to sustainable societies. Based on this policy, the Guidelines for Group Shared Policy for Suppliers clarifies further specific actions to be taken by business partners.

The intent of these policies is to avoid causing or contributing to adverse impacts on human rights by

companies or organizations with whom the Ajinomoto Group has business relationships. We address such impacts should they occur. We also strive to prevent or mitigate adverse human rights impacts linked directly to Ajinomoto Group businesses, products, or services through business relationships, even if we do not contribute to such impacts.

- > Group Shared Policy for Suppliers
- > Guidelines for Group Shared Policy for Suppliers
- > P086-090

Compliance status survey for the Guidelines for Group Shared Policy for Suppliers

Performance

From our comprehensiveness approach, the Ajinomoto Group aims to monitor, prevent, and correct adverse human rights impacts on all business partners throughout our value chain as we head toward the year 2030. We complement the depth approach through these efforts, minimizing human rights risks in the value chain through the comprehensive identification and recognition of risks not thoroughly covered.

To understand the overall aspects of our business partners, we joined Sedex^[1] and launched operations in 2018. Furthermore, we began conducting compliance surveys in 2022 as an effort to further strengthen our efforts for business partners based on the UNGPs. Here, we prepared the Compliance Questionnaire of Guidelines for Ajinomoto Group Shared Policy for Suppliers (QAPS^[2]), a unique list of questions based on the Guidelines for Group Shared Policy for Suppliers. Using QAPS, we will identify risks related to governance, human rights (forced labor, child labor, etc.) occupational safety and health, and other risks on a regular basis for business partners. The Ajinomoto Group holds dialogues with business partners identified as high-risk to support the prevention and improvement of human rights issues. We also urge business partners to understand their own human rights risks and to consider corrective and

remedial measures. Through these processes, we aim to monitor and evaluate the effectiveness of prevention and remediation of human rights issues in the supply chain on an ongoing basis.

[1] Sedex: Abbreviation for Supplier Ethical Data Exchange.

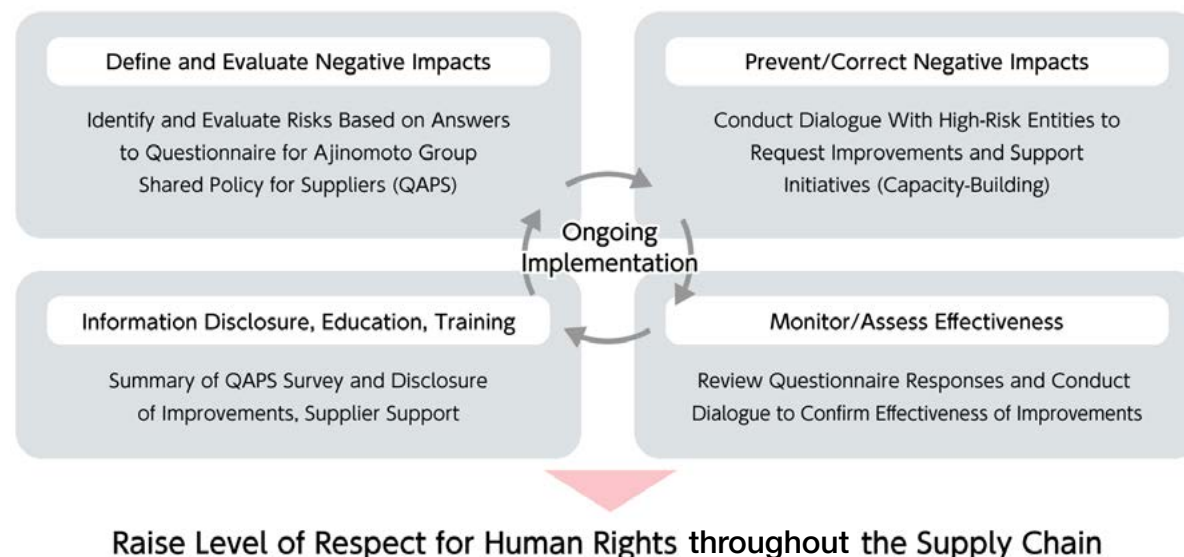
A global membership organization that provides data on labor standards, business ethics, etc. within the global supply chains.

[2] QAPS: Questionnaire for Ajinomoto Group Shared Policy for Suppliers

> Human Rights

Human Rights

Overview of initiatives with suppliers and business partners



Human rights of foreign workers

In 2020, we voiced our support for the Tokyo Declaration 2020 on Responsible Acceptance of Foreign Workers in Japan formulated by the Global Alliance for Sustainable Supply Chain (ASSC) regarding the recruitment of foreign workers under Technical Intern Training Program or those with Specified Skilled Worker visa, and we have requested that our suppliers create an environment in which foreign workers can be active in their work. In fiscal 2021, we participated in the development of the Responsible Employment Guidelines for Migrant Workers as Technical Intern Trainees and Specified Skilled Workers in Japan as a member of the CGF Social Sustainability Working Group.

Based on these guidelines, we visited and held dialogues with supervising organizations and registered support organizations related to the technical intern trainees employed by domestic Ajinomoto Group companies. Through these efforts, we confirm that technical intern trainees and specified skilled workers are appropriately paid and provided support in their work and daily life. We also regularly visit sites where foreign workers are employed, mainly in domestic Ajinomoto Group companies, to understand and confirm working and housing conditions. We regularly hold direct dialogues with foreign workers and other on-site employees with responsibility for foreign workers to identify and remedy human rights risks.

Dialogue with stakeholders regarding foreign workers

Year	Participants	Dialogue details
2022	Foreign technical interns and foreign workers with specified skills accepted within the Group (three companies and six plants)	Discussions on working conditions, living conditions, and support systems (confirming work sites and housing environments)
	Supervising organizations and registered support organizations (six companies in total)	Discussions on support systems in employment and daily life
2023	Technical intern sending organizations (Vietnam, two companies)	Interviews and discussions on education and support systems, costs, and other factors to be settled before sending trainees to Japan
	International Organization for Migration (IOM)	Discussions on the current status of laws and regulations in Vietnam and immigration to Japan
	Foreign technical interns and foreign workers with specified skills accepted within the Group (three companies and six plants)	Discussions on working conditions, living conditions, and support systems (confirming work sites and housing environments)

Human Rights



Dialogue With Foreign Workers



Information disclosure, education, and training

Performance

(1) Education and Training Within the Group

The Ajinomoto Group holds training and briefing sessions on business and human rights for directors, employees, and business partners as needed.

Education and training on human rights

Year	Target	Training details
2022	Group company employees in Japan	Rolled out e-learning educational videos on the Group Shared Policy on Human Rights as part of our AGP communication measures
	Major primary business partners in Japan (suppliers)	Explained the Ajinomoto Group Shared Policy on Human Rights, the Group Shared Policy for Suppliers, and the Guidelines for Group Shared Policy for Suppliers, and requested responses to compliance survey
2023	Local management and employees of subsidiaries in Indonesia	Lectured on business and human rights, explained human rights due diligence, and discussed contents
	Local management and employees of subsidiaries in Vietnam	Lectured on business and human rights, explained human rights due diligence, and discussed contents
	Group procurement staff in Japan	Explained revisions to the Group Shared Policy on Human Rights, the Group Shared Policy for Suppliers, and the Guidelines for Group Shared Policy for Suppliers, and requested responses to compliance survey
	Major primary business partners in Japan (contract manufacturers, etc.)	Explained the Group Shared Policy on Human Rights, the Group Shared Policy for Suppliers, and the Guidelines for Group Shared Policy for Suppliers through videos, and requested responses to compliance survey
	Major primary business partners in Japan (suppliers)	Requested the party in question share the results of the compliance survey on the Group Shared Policy for Suppliers and the Guidelines for Group Shared Policy for Suppliers
2024	Group company employees	We will provide information (through videos) on human rights issues throughout the value chain to Group employees in Japan (over 8,000 employees). In these videos, we focus on the Group Shared Policy on Human Rights, aiming to incorporate and familiarize the policy at each site (to be rolled out overseas beginning in the second half of 2024).
	Local management and employees of subsidiaries in Malaysia	Lecture on business and human rights, explained human rights due diligence, and discuss contents

> Ajinomoto Group Education and Training on Human Rights

2024 Video of delivery to Group employees in Japan (excerpt)



Human Rights

(2) Compliance With Laws and Regulations on Respect for Human Rights in Each Country

The Ajinomoto Group adheres to human rights laws and regulations in each country as we develop our business globally.

■ Compliance With the California Transparency in Supply Chains Act

The Ajinomoto Group discloses the following statement from relevant local subsidiaries regarding the California Transparency in Supply Chains Act of 2010 (CTSCA), enacted in California, the United States.

> Ajinomoto Foods North America, Inc.
CA TSCA Notice

■ Dialogue with stakeholders

Performance

The Ajinomoto Group holds regular dialogues with human rights experts and stakeholders to further our efforts to respect human rights and to obtain expert opinions. We also introduce and communicate proactively our initiatives at seminars and training sessions at external organizations to receive outside feedback.

Human rights dialogues with stakeholders

Year	Participants	Dialogue details
(1) Dialogue with stakeholders that face potential impacts from our business activities		
[1] Excludes dialogue with parties subject to the above-mentioned country-specific human rights impact assessments, business partners, suppliers, foreign workers, and those involved in education and training		
2023	Ajinomoto Group Labor Union	Discussed feedback obtained through union member questionnaires and direct dialogue among union members, as well as the feedback response status, etc.
(2) Dialogue with human rights experts		
Monthly (Regular)	CRT Japan	Human rights issues in the Ajinomoto Group and the Group approach to addressing such issues
2022	Overseas human rights experts (organized by CRT Japan)	Discussed human rights due diligence initiatives pursued in the Ajinomoto Group
	United Nations Development Programme (UNDP)	Discussed human rights due diligence initiatives of the Ajinomoto Group at Business and Human Rights Academy individual guidance sessions
2023	Know The Chain	Discussed KTC evaluation methodologies and Ajinomoto Group initiatives
	World Benchmarking Alliance (organized by CRT Japan)	Introduced and discussed human rights due diligence initiatives of the Ajinomoto Group during dialogue between the WBA and Japanese companies
	UN Human Rights Council	Discussed human rights due diligence progress in Japanese companies
	Overseas human rights experts (organized by CRT Japan)	Discussed human rights due diligence initiatives pursued in the Ajinomoto Group
	World Benchmarking Alliance	Discussed the living wage approach expected of companies

Lectures and speeches at seminars, trainings, etc.

Year	Seminars and training	Topics
2022	Fiscal 2022 Human Rights Training Video for Companies, commissioned by the Ministry of Justice	Introducing human rights due diligence initiatives of the Ajinomoto Group
	Fiscal 2022 CSR (Corporate Social Responsibility) and Human Rights Seminar, commissioned by the Small and Medium Enterprise Agency, Ministry of Economy, Trade and Industry (Osaka)	
2023	Seminar on Guidelines for Respecting Human Rights in Responsible Supply Chains, Etc., commissioned by the Ministry of Economy, Trade and Industry (Sapporo and Fukuoka)	
	Human Rights Due Diligence in a Connected World: Approaches to shaping sustainable business practices from Japan (organized by UNDP and MOFA)	
	NIKKEI LIVE Real-World Solutions for Supply Chain Human Rights Compliance	
	The 12th International 2023 Business and Human Rights Conference, organized by the Caux Round Table Japan (Tokyo)	
	Human Rights Due Diligence: Advanced Examples at Japanese Corporations (Vietnam) [online seminar sponsored by the Ministry of Foreign Affairs]	
	What We Should Know About the Relationship between Products and Services and Human Rights: Corporate initiatives related to business and human rights (Nippon Association of Consumer Specialists (NACS))-	
2024	Seminar on Respect for Human Rights for Food Companies, sponsored by the Ministry of Agriculture, Forestry and Fisheries (Tokyo)	

Human Rights

Remedies

Performance

■ Grievance mechanism

The Ajinomoto Group established several consultation and reporting offices within and outside the group to promptly and appropriately address damage resulting from adverse human rights impacts. Each consultation office strictly protects whistleblower's privacy, and related departments work together to appropriately address and resolve the situation.

> [Group Shared Policy on Whistle-blowing](#)

■ Ajinomoto Group Hotline

We established an internal whistle-blowing hotline for Ajinomoto Group employees (regular, part-time, and temporary employees, etc.) and executives. We unified our domestic and global counters in 2023, enabling access in 22 languages. This unification ensures that the diverse employees of our group companies have easy access to the hotline. The whistleblower can choose between real name and anonymity. Business Conduct Committee of Ajinomoto Co., Inc. is responsible for conducting surveys and responding in cooperation with related organizations.

> [P134](#)
> [Ajinomoto Group HOT LINE](#)

■ Supplier hotlines

The Ajinomoto Group established the supplier hotline in fiscal 2018 as a contact point for reporting from suppliers. The hotline is designed to detect and correct suspected violations of laws and deviations from AGP by Ajinomoto Group executives or employees.

> [Supplier Hotline Consultation Form \(Japanese Only\)](#)

■ Hotline for Foreign Workers

The Ajinomoto Group has been participating in an advisory capacity since the 2020 establishment of the Japan Platform for Migrant Workers toward Responsible and Inclusive Society (JP-MIRAI) created by the Japan International Cooperation Agency (JICA) together with other stakeholders including companies, lawyers, and NGOs. This aims to resolve issues faced by foreign workers undergoing technical training and those with special skills. In fiscal 2022, we participated in the Consultation and Relief Pilot Project for Migrant Workers launched by JP-MIRAI. Moving forward, we intend to expand this system to cover the whole supply chain and utilize it in the early detection of issues with labor and human rights.

> [JP-MIRAI Portal](#)

Supply Chain Management

Responsible supply chain management

Approach to responsible supply chain management

Approach

Under Ajinomoto Group supply chain management, we continue to refine our supply chain to be resilient against group-wide global risks. At the same time, we pursue sustainability initiatives that include improved nutrition and health, respect for human rights, GHG emissions reductions, plastic waste reduction, food loss reduction, and sustainable procurement. We also strive to create a virtuous cycle of mutual trust, fostering empathy, and mutual growth with others involved in the supply chain.

Past Initiatives

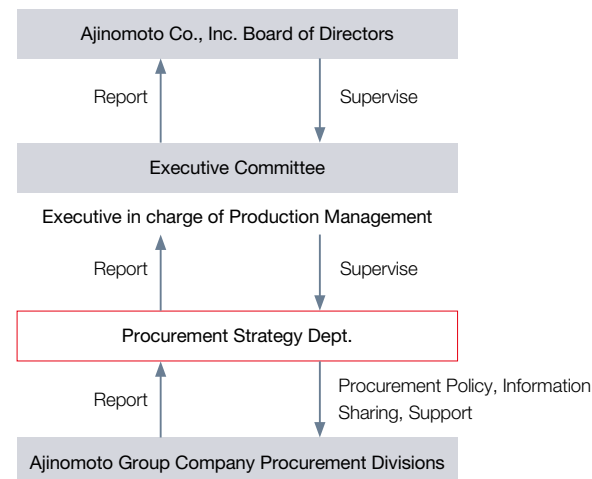
2006	Established Group Shared Policy on Procurement
2018	Established Group Shared Policy for Suppliers Joined Sedex[1] (corporate ethical data platform)
2020	Endorsed the Tokyo Declaration 2020 on the Responsible Acceptance of Foreign Workers formulated by The Global Alliance for Sustainable Supply Chains (ASSC)
2021	Participated in the formulation of the Responsible Employment Guidelines for Migrant Workers as a member of the CGF Social Sustainability Working Group
2022	Revised the Group Shared Policy for Suppliers and Group Guidelines for Group Shared Policy for Suppliers to incorporate globally required standards for human rights

[1] Supplier Ethical Data Exchange. A global membership organization that provides data on labor standards, business ethics, etc., within the global supply chains.

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Supply chain management promotion framework

The Ajinomoto Co., Inc. Procurement Strategy Dept. within the Corporate Division creates procurement policies for the Ajinomoto Group under the guidance of the executive in charge of production management. Group companies create and implement plans and strategies based on these policies. We also use tools that allow persons within the Group to access procurement policies, best practices, and other necessary information, providing timely communications on pertinent topics. We also established a system whereby Ajinomoto Group companies report procurement information to the Procurement Strategy Dept. Procurement information reports are conveyed to the executive in charge of production management.



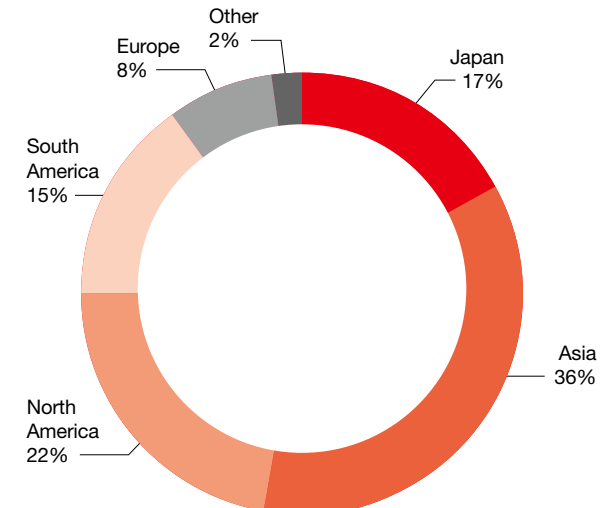
The state of our global supply chain

Performance

The Ajinomoto Group markets products in more than 130 countries and regions, operating 116 plants in 24 countries and regions worldwide. We procure raw materials from suppliers all over the world, so our supply chain is equally wide-ranging.

Our fiscal 2022 composition of raw materials by region (transaction value) was 17% from Japan and 36% from Asia, 22% from North America, 15% from South America, 15% from Europe, and 2% from other regions.

Raw materials by region (transaction value; FY2022)



Supply Chain Management

Group Shared Policy on Procurement

Approach

The Ajinomoto Group regards our suppliers of raw materials, products, services, and other goods to indispensable partners in contributing to a sustainable society.

We formulated the Group Shared Policy on Procurement and Group Shared Policy for Suppliers along with other related guidelines to clarify expectations of suppliers necessary to fulfill our corporate social responsibility and to contribute to sustainable societies. In addition, we send questionnaires to suppliers to monitor compliance with these policies. We request appropriate action and offer assistance when we find areas for improvement. We may review the contracts of suppliers who show no improvement, either with or without our assistance.

■ Group Shared Policy on Procurement

The Ajinomoto Group strives to be fair, impartial, transparent, and straightforward in all purchase transactions. We work with suppliers as true business partners, and comply with laws and regulations, contract terms, and business conduct to earn the trust of our customers and other stakeholders.

■ Guidelines for Group Shared Policy for Suppliers

The Ajinomoto Group Shared Policy for Suppliers clarifies seven areas related to our expectations of suppliers necessary to fulfill our corporate social responsibility and to contribute to sustainable societies. This policy applies to all Ajinomoto Group companies, as well as suppliers, affiliates, and contract manufacturing partners, as well as their respective executives and employees (regular employees, temporary employees, contract employees, contract agents, etc.).

We ask suppliers to understand the purpose of this policy and work actively toward compliance. We also ask suppliers to ensure their business partners (upstream suppliers, agents, and employees) understand the purpose of the policy and work toward compliance actively.

Supply chain initiatives

Performance

■ Supplier selection

When selecting suppliers for expanding business or creating new business relationships, we prioritize quality, cost, stable procurement, and sustainability initiatives.

■ Fostering an understanding of and encouraging compliance with policies and guidelines

We hold regular briefing sessions for suppliers (twice a year) to share the approach and circumstances of the Ajinomoto Group' and exchange opinions. Here, we ask suppliers to understand the purpose of the Group Shared Policy for Suppliers and Guidelines for Group Shared Policy for Suppliers and work actively toward compliance. We also ask suppliers to ensure their business partners (upstream suppliers, agents, and employees) understand the purpose of the Group Shared Policy for Suppliers and Guidelines for Group Shared Policy for Suppliers and work toward compliance actively.

■ Assess and encourage compliance with group policies and guidelines

We use the Questionnaire for Ajinomoto Group Shared Policy for Suppliers (QAPS*), an internal questionnaires, to evaluate compliance with Group Shared Policy for Suppliers and Guidelines for Group Shared Policy for Suppliers, which reflect global standards of human rights and social norms.

This questionnaire mainly identifies the risks in governance, human rights (e.g., forced and child labor), and occupational health and safety that our business partners face. Staff from the Purchasing Division and the Sustainability Development Departments then engage in direct conversation with the suppliers considered to have room for improvement (approximately 20% of all suppliers) to ascertain facts and support and encourage improvements. Through these

Supply Chain Management

efforts, we quantify the degree of improvement in selected areas, confirm improvements, and reduce supplier risk.

* Questionnaire regarding I. *Compliance With Statutory and Regulatory Requirements, and Accepted Social Norms*, II. *Respect for Human Rights*, and III. *Occupational Health and Safety*.

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> Human Rights

Selection and Audits of Key Material Suppliers

We designate the raw materials that have significant effects on the competitive advantage of our main products as key materials in our supplier selections. To conduct audits, we identify significant suppliers as key material suppliers based on supply risk and quality risk in terms of the difficulty in procuring said raw materials from other than the current supplier and whether said raw materials or similar materials have caused quality issues, have been contaminated (foreign substances, residual agricultural chemicals), or have been associated with other complaints in the past three years.

Supplier audits in fiscal 2023*

Audited organization	Audited items	Audited items
Ajinomoto Co., Inc.	Raw materials	156
	Packaging materials	32
Ajinomoto Frozen Foods Co.,	Raw materials	119

* Audits are conducted not only on key material suppliers but also on all suppliers on a regular basis.

Supplier hotlines

The Ajinomoto Group established the supplier hotline to detect and correct suspected violations of laws and deviations from the Ajinomoto Group Policy (AGP) by Ajinomoto Group executives or employees.

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Skills development for procurement staff

The Procurement Division participates in annual compliance training and conducts study sessions on the Subcontract Act with the Legal Affairs Division to raise awareness of compliance.

Training conducted in FY2023

- Compliance training
- Study session on the Subcontract Act

Relationships with Local Communities

Contribution to community development

Toward regional development

Approach

The Ajinomoto Group works to solve social issues in each region through our business. We understand and respect local culture and values, aiming to strengthen relationships and contribute to the well-being and development of local communities by creating positive impacts through our production activities.

Our Group Shared Policy on Local Community Enhancement clearly states our commitment to contributing to the development of our communities through dialogue and cooperation with society, appropriate donations, and other support activities.

> Group Shared Policy on Local Community Enhancement

Activities for regional development

Performance

■ Contributing to farmer productivity and sustainable agriculture (Thailand)

Ajinomoto Co. (Thailand) Ltd. uses cassava and sugarcane as the main raw materials of AJI-NO-MOTO®. The company also establishes a sustainable bio-cycle in which co-products*, or byproducts, are sold to farmers through Ajinomoto FD Green (Thailand) Co., Ltd. for use as a nutrient in cassava fields.

The country faces various challenges including aging farmers, successor shortages, and declining cassava yields from the increased spread of a viral disease called the Cassava Mosaic Disease since 2018. Ajinomoto Co. (Thailand) Ltd. partnered with Ajinomoto FD Green (Thailand)

Co., Ltd. to launch the Thai Farmer Better Life Partner project in June 2020, aiming not only to solve the problems faced by cassava farmers, but also to improve their economic value and create cycles. Specifically, the companies focus their efforts on supporting cassava farmers in Kamphaeng Phet Province through basic education on cultivation, free soil diagnosis, and new fertilizer development. Kamphaeng Phet Province is a leading agricultural province in Thailand and is the residential province for the Ajinomoto Co., (Thailand) Ltd. manufacturing base and Ajinomoto FD Green (Thailand) Co., Ltd., the companies focus their efforts on supporting cassava farmers through basic education on cultivation, free soil diagnosis, and new fertilizer development. In fiscal 2023, 1,357 farmers participated in the project, improving cassava yields by an average of 31%.

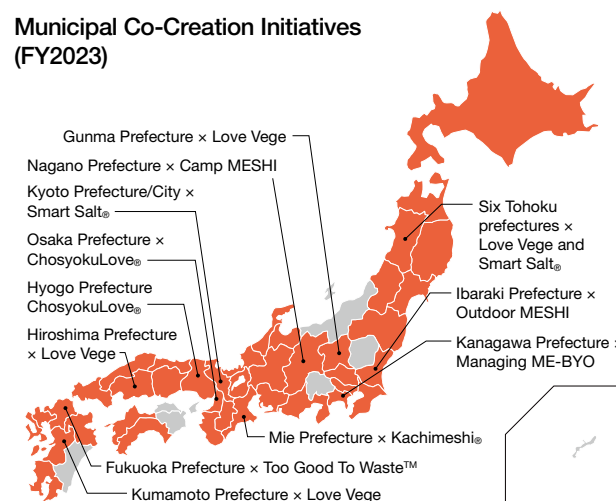
Ajinomoto Co. (Thailand) Ltd. is committed to contributing to sustainable agriculture in Thailand, aiming to go beyond improving cassava farmer productivity and supporting farmer self-reliance to also strengthen bio-cycles.

* Co-products: Nutrient-rich byproducts of amino acid production that can be used as fertilizer.

■ Improving local nutrition through co-creation with local governments (Japan)

We work to solve local food and health issues through our business in Japan, contributing to the well-being of local governments, other business partners, and area consumers. We collaborated with 38 local governments in fiscal 2023 to encourage each region to reduce sodium and sugar intake, while increasing intake of fruit, vegetables, and protein.

Municipal Co-Creation Initiatives (FY2023)



Foundation activities

Performance

The Ajinomoto Group supports needs-based activities in food and nutrition through foundations established in three countries.

Country	Foundation	URL
Japan	The Ajinomoto Foundation	http://www.theajinomotofoundation.org
	Ajinomoto Foundation for Dietary Culture	https://www.syokubunka.or.jp/english/
	Ajinomoto Scholarship Foundation	https://ajischolarship.com
Thailand	Ajinomoto Foundation	https://ajinomotofoundation.or.th (English and Thai only)
Brazil	Instituto Ajinomoto	https://www.ajinomoto.com.br/instituto-ajinomoto/ (Portuguese only)

Accessibility

Improving product accessibility

Approach

The Ajinomoto Group expands our business through our own mail order and external e-commerce site, helping consumers purchase products anytime, anywhere. We have established a system to analyze the awareness and behavior of consumers through digital data. We provide products that meet the trends of users on e-commerce websites in Japan and overseas. At the same time, we have established our own distribution networks that include rural areas in developing and emerging countries with weak distribution mechanisms. In this way and more, we provide products not only through supermarkets, but also in grocery stalls within markets. We have adopted a cash-based direct sales model for staff to sell physical goods (products), depending on the conditions in each country or region. By communicating directly with shopkeepers and consumers, we exchange a wealth of information and deepen our understanding of consumer needs. In turn, this allows us to offer products more rooted in the local community.

We also establish reasonable prices and convenient product formats tailored to the lifestyle conditions in each country or region. For example, we offer a minimum standard size of our umami seasoning AJI-NO-MOTO® for 500 rupiah (about 5 yen) in Indonesia and for 4 pesos (about 10 yen) in the Philippines^[1].

The Group strives to improve product availability and accessibility by utilizing digital data and collecting information through direct communications.

[1] Average exchange rate for fiscal 2023 was used to convert product prices into Japanese yen.



PT AJINOMOTO INDONESIA



AJINOMOTO PHILIPPINES CORPORATION

> Group Shared Policy on Product Accessibility

Appropriate communications and information sharing

Responsible communications with consumers

Approach

The Ajinomoto Group markets products in more than 130 countries and regions. Each region has its own deliciousness and its own customs related to preparing and eating food. Each region also has particular ways of communicating that are considered appropriate. Communicating in accordance with the local culture is crucial to conveying the value of a product or service.

Given these differences, we have stated our commitment to practicing responsible marketing communications in our Group Shared Policy on Marketing Communications. This policy acknowledges that extra caution is needed in marketing communications designed for children. We pledge to act responsibly, refraining from exploiting the inexperience or imagination of children or using language that can mislead children.

We updated our policies in April 2020 to clarify that the Ajinomoto Group Policies are based on the ICC Framework for Responsible Food and Beverage Marketing Communications, which are global standards established by the International Chamber of Commerce.

Group companies in Japan publish social media guidelines on their respective websites, disclosing the rules with which employees must comply when engaging in social media.

Packaging on food-related products display both legally required information and voluntary information unique to the Ajinomoto Group, including lists of allergens and details of ingredients that may be unfamiliar to customers.

- > [Group Shared Policy on Marketing Communications](#)
- > [Group Shared Policy on Package Description](#)
- > [Product package labeling \(Japanese only\)](#)

Incidents of non-compliance

Performance

During fiscal 2023, the Ajinomoto Group was not subject to any public announcements made by the Japan Consumer Affairs Agency related to violations of the Act against Unjustifiable Premiums and Misleading Representations.

Quality management

Basic approach to quality assurance

Approach

Since our founding, the Ajinomoto Group has put our customers first in our efforts to ensure the safety and security of our products and services. Issues concerning quality assurance and appropriate information disclosure are significant we face, specifically as a company that handles food products for consumer ingestion. We place great importance on listening to and responding sincerely to our customers' requests. Through these efforts, we provide products and services that earn customer trust and satisfaction. Under the management leadership of management, each employee makes every effort to provide safe, high-quality products and services, contributing to better lives for customers around the world. Aiming for high quality does not equate to aiming for excessive-quality for customers. Rather, the high quality we strive for refers to our delivery of products and services that meet customer satisfaction standards and ensure customer safety.

Our Group Policy on Quality defines the following five specific initiatives.

1. Listen sincerely to customers' requests
2. Be proactive in disclosing appropriate information
3. Pursue safety and comply with laws and regulations
4. Guarantee quality with our unique quality assurance system based on the ISO approach
5. Make every effort on an individual employee basis

> Group Shared Policy on Quality

Ajinomoto System of Quality Assurance (ASQUA)

Approach

The Ajinomoto Group has our own quality assurance system, ASQUA. As of March 2024, 97 Group companies have implemented ASQUA.

The core of ASQUA is based on ISO 9001, the international quality management system standard. We supplement this standard with other manufacturing management standards such as the Hazard Analysis and Critical Control Points (HACCP)^[1], Good Manufacturing Practices (GMPs)^[2], and the Group's own rules and requirements. Furthermore, companies that adopt ASQUA assure quality based on Group Shared Policies^[3], the Ajinomoto Quality Assurance Regulations, the Regulation for Quality Assurance, the quality standards, and other rules established by each internal organization.

Quality standards range from development, procurement of raw materials, and sales to customer communications. We review these standards constantly in light of internal and external trends. Currently, we are working to ensure global compliance with our quality standards. For certain food business quality standards, we added our own requirements in addition to those equivalent to the GFSI-recognized certification programmes, which are global standards on food safety. Through these standards, we strengthen food safety throughout the Ajinomoto Group.

[1] Hazard Analysis and Critical Control Point: Procedures for safe and hygienic food production

[2] Good Manufacturing Practice: Standards for the production process and quality control of products

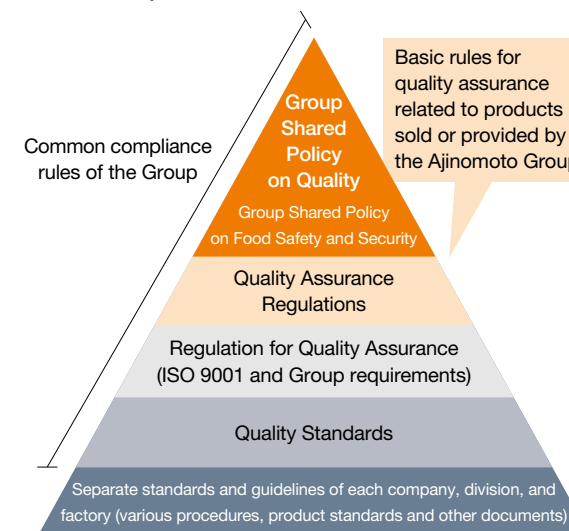
[3] Group Shared Policy on Quality, Group Shared Policy on Food Safety

> Group Shared Policy on Quality
> Group Shared Policy on Food Safety
> Ajinomoto System of Quality Assurance (ASQUA)

ASQUA framework



ASQUA components



Product Safety

Promotion framework for quality assurance

Framework

Under the supervision of the Board of Directors, the Ajinomoto Group established the Quality Assurance Committee under the Executive Committee to deliberate policies and various measures regarding quality assurance. The committee drafts basic policies and plans, and escalates Group-wide implementation once approved by the Executive Committee. The status of these plans is reviewed by the Quality Assurance Committee every six months. Matters decided and deliberated by this Committee shall be reported to the Executive Committee and the Board of Directors.

Response to quality-related incidents

The Ajinomoto Group defines our response to quality incidents in the Regulation for Quality Assurance and the Standard for Determination of Responding to Quality Emergencies.

In the event of a quality incident, the Product Control Division (mainly the business department) takes leadership in handling the incident together with the related parties. If the quality incident is determined to be serious and in need of immediate attention, it is first reported to management immediately. At the same time, we organize an emergency response team to report to the government, disclose information to customers, and strive for the prompt recall of products through newspaper advertisements and our website. Information, including on the current progress, is reported promptly to management, who provides necessary instructions as needed. Furthermore, the Product Control Division works with relevant parties to identify the cause of the quality incident, hold thorough discussions on the process, organization, and motivational factors that led to the quality incident, and take steps to prevent future recurrences and strengthen quality assurance.

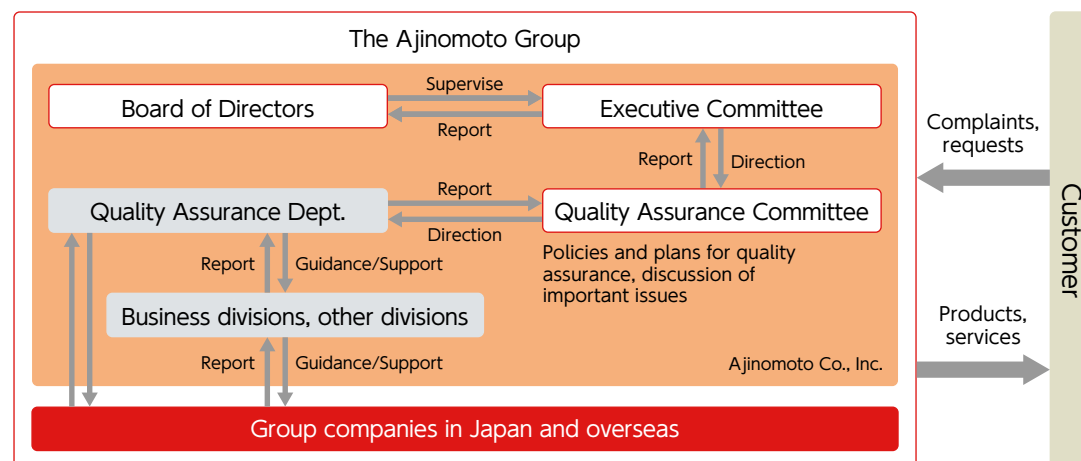
Obtaining and maintaining third-party certifications

The Ajinomoto Group encourages Group companies to acquire and maintain ISO 9001 certification. As of March 2024, 65 of 74 eligible Group companies have acquired ISO 9001 certification. The Group is working to build a certification system for eligible companies not yet certified, many of which are newly acquired or established companies. In response to customer requests or other cases, the Ajinomoto Group acquires certification of other standards such as FSSC 22000 recognized by the Global Food Safety Initiative (GFSI).

Certification received related to the food safety management system

Certification Standards for the Food Safety Management System	ISO 22000	GFSI-Recognized Certification Programmes			
		FSSC22000	BRCGS	IFS	SQF
Total no. of companies with food plants: 51	4	21	9	5	2

Framework diagram



Product Safety

Develop human resources to improve quality assurance levels

Result

The Ajinomoto Group focuses on human resources development to further improve quality assurance levels. Each year, the Group reviews our quality training plan, implementing systematic programs to meet the needs of individual organizations. We resumed group trainings in fiscal 2023, in addition to online and e-learning formats.

Quality training in each area

Japan

In November 2023, the Company Quality Assurance Department led the 44th meeting of the Management and Technical Conference on Quality. The meeting met for the first time in four years since the COVID-19 pandemic and attracted approximately 320 participants from Ajinomoto Group companies. This meeting is a place for the human resources involved in quality assurance at our Group companies to introduce their respective quality-related activities, form new networks, and discuss quality beyond the framework of their usual work.

Other Quality Training Conducted by the Company Quality Assurance Department in FY2023

Trainings	Participants
E-learning quality training for Group employees	1,294 in Japan and overseas
Pharmaceutical GMP training	171 in Japan and overseas
Basic course on food labeling	142 in Japan
New Top Management Quality Training Course for newly appointed organizational heads, domestic Group company heads, and new quality assurance management representatives and managers	40 in Japan
ISO 9001 training for Food Business Division transferees; ISO 9001 internal audit briefings	162 in Japan



ASEAN

Ajinomoto SEA Regional Headquarters Co., Ltd. led the ASEAN QA Seminar for inexperienced quality assurance staff (18 participants from 4 companies), the QA Dept. Manager Meeting for quality assurance managers from each group company (10 participants from 6 companies), and the quality auditor training to train quality auditors (15 participants from Vietnam and 12 participants from Myanmar).

China

Ajinomoto (China) Co., Ltd. led the TAC SQE Seminar for quality assurance staff from each group company (24 participants).

North America

Ajinomoto Health & Nutrition North America, Inc. led the ASQUA School in North America for quality assurance staff from each group company (50 participants including online participants).

Global

The Company Quality Assurance Department led the Global Regulatory Meeting to share and discuss the latest information on the usefulness and safety of the Group's core materials.

Twenty-three key members from Europe, North America, South America, ASEAN, Africa, Korea, Taiwan,

Thailand, and Japan congregated in Japan to exchange views.

Product Safety

Quality assurance across the supply chain

Framework

The Ajinomoto Group practices strict quality assurance by applying the ASQUA globally at each stage, from product development to customer communication. Our efforts are guided by the Group Shared Policy on Quality and the Group Shared Policy on Food Safety.

- > Group Shared Policy on Quality
- > Group Shared Policy on Food Safety

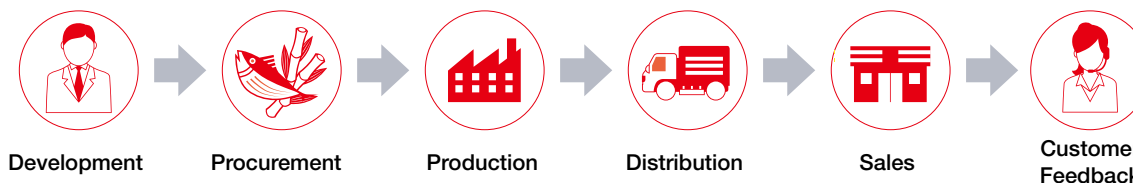
Development

To deliver safe, high-quality products, the Ajinomoto Group implements strict quality assessments in each stage of the product development process in accordance with the ASQUA Standard for Quality Assessment. Only products that have passed all assessments reach the end customer.

Raw materials procurement

We select suppliers in accordance with the Standard for Quality Control of Ingredients provided in ASQUA. Raw materials purchased from suppliers are strictly controlled through lot-by-lot inspections. We hold regular evaluations, quality audits, briefings, and questionnaires for suppliers, aiming to reduce quality risks and improve quality levels. The Ajinomoto Group is committed to forming stronger ties with our suppliers to continue improving quality.

> P117-119



Production

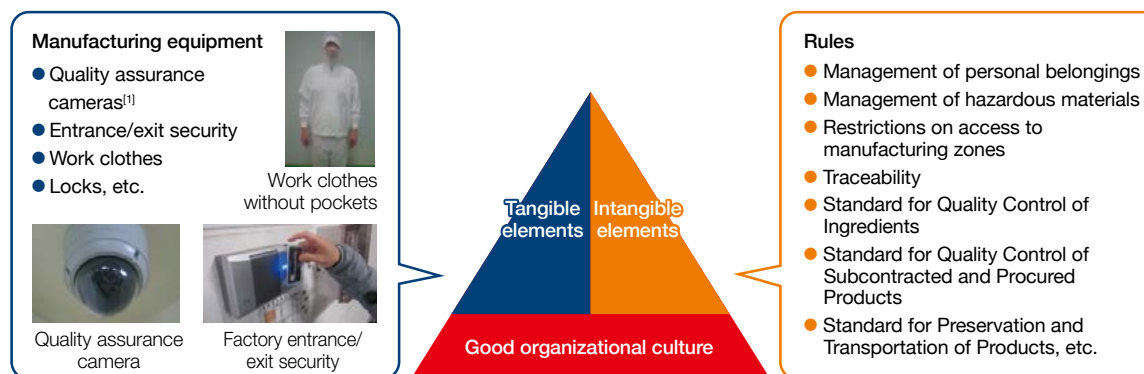
■ Structural enhancements for food safety

We believe that creating a workplace culture that is open and based on employee trust is the key to strengthening our food safety system. We also review and improve tangible elements, such as production facilities, and intangible elements, such as quality standard and guidelines. In this way, we minimize the risk of intentional product tampering and strengthen quality assurance across the supply chain.

■ Measures to prevent manipulation of quality-related data
We continue to foster employee compliance and awareness of quality assurance from the customer's perspective. The validity of data related to development, production, and the functional features of food products is evaluated and judged objectively and fairly in quality assessment meetings and by committees of internal experts. To ensure the proper operation of these systems, we conduct ongoing quality audits and third-party certification audits.

In addition, global standards require systems that store and prevent the manipulation of analysis data on manufactured pharmaceuticals and active pharmaceutical ingredients. We continue to strengthen management based on these standards.

Conceptual diagram for assuring food safety



[1] Confirm no problems or operational errors in the plant. Secure customer trust via quality assurance cameras.

Product Safety

■ Initiatives to reduce quality-related complaints and issues

We carefully investigate the causes of all quality complaints and issues that occur, one by one, to prevent recurrence. Details of any quality-related issue and information on preventative measures are communicated promptly to Group companies in Japan and overseas to prevent recurrences. We have also created a database of major past quality issues, using this information to evaluate risks.

One quality incident occurred in 2023, resulting in a recall of approximately 250 packages of *Niku Miso Cabbage Cook Do*®, *Kyo-no Ohzara*®, for 3-4 servings due to contamination of manufacturing water in certain products.

Number of recalls^[1] and collections from distributors^[2] by the Ajinomoto Group

Fiscal year	2019	2020	2021	2022	2023
Number	3	4	5	3	1

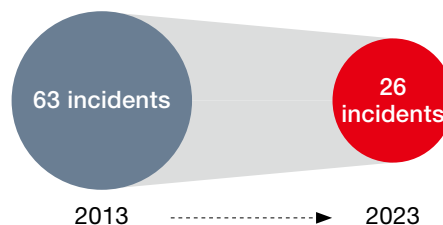
[1] Market recall of goods involving press releases

[2] Collection of goods from distributors prior to sale on the market based on internal standards

■ Monitoring serious complaints

The Ajinomoto Group monitors the number of serious complaints, as defined by internal standards, from customers at companies in Japan and overseas for a period of over 10 years. Over the 10-year period from 2013 to 2023, we reduced the number of serious complaints by approximately 40% through our medium- to long-term efforts to reduce quality complaints and issues.

Number of serious complaints



■ Distribution

The Ajinomoto Group exercises strict control over product quality, which includes factors such as freshness, temperature, and moisture, during storage and transportation from factories until our products reach the customer. These activities follow ASQUA standards regarding the management of storage, transportation, warehouses (in Japan only), and other operations.

■ Sales

We publish helpful information on our product packaging and websites to offer customers greater confidence in their purchases.

■ Product packages

The packages of retail products marketed by the major Group companies in Japan indicate not only all legally required information, but also other quality-related information of the following type (except when space is limited, etc.).

- Method of storage (once opened)
- Product usage warnings
- Explanations of raw materials that may be unfamiliar to customers and prompt a large number of inquiries
- Easy-to-identify list of allergens (both mandatory and recommended labeling)
- Easy-to-identify labeling of packaging materials
- Customer service contact

> Product package labeling (Japanese only)

■ Website

Our global website publishes information on group quality assurance activities in multiple languages. Group companies operate their own owned media through which they provide information to customers in each country/region.

> Quality Assurance

Product Safety

Customer feedback

■ Initiatives to reflect customer feedback

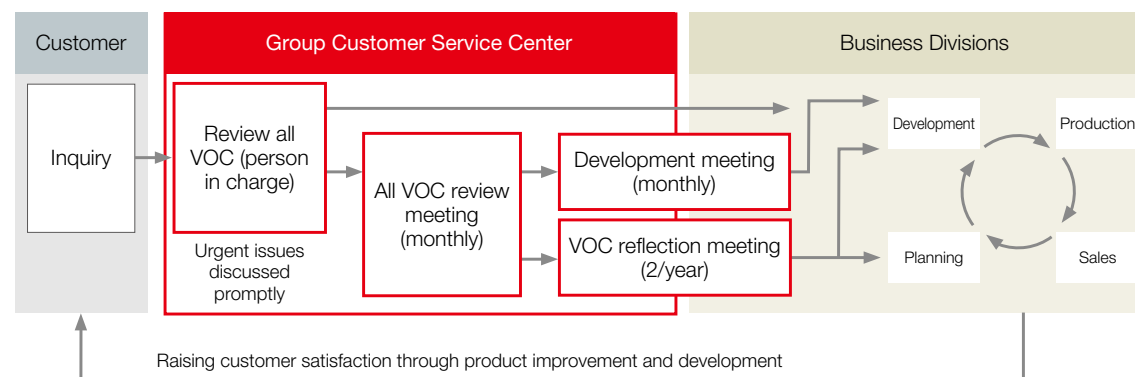
We reflect the voice of our customers (VOC) in the development and improvement of appealing products and services in accordance with the ASQUA standards. As of March 2024, we operate under these standards in a total of 13 countries.

> Quality Assurance

■ Monitoring customer feedback that may point to health hazards, violations of laws and regulations, or other serious problems.

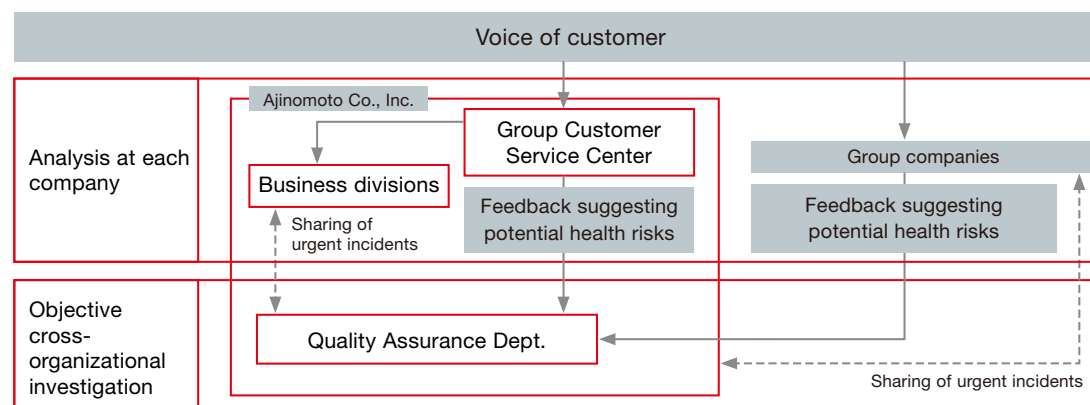
All VOC is analyzed by each Group company. Customer service centers of each company and the Quality Assurance Department both read and analyze feedback that may point to serious problems health hazards, violations of laws and regulations, or other serious problems, ensuring feedback is double-checked. In this way, the Ajinomoto Group establishes a system to ensure that we do not overlook serious problems. preventing delayed responses. We operate under this system in a total of 16 countries as of March 2024.

The Group Customer Service Center is accessible year-round, including on weekends and holidays, in the event of health hazards or other customer emergencies.

Product development system reflecting VOC at the Group Customer Service Center^[1]

[1] Handling customer service functions for Ajinomoto Co., Inc., Ajinomoto Frozen Foods Co., Inc., and Ajinomoto AGF, Inc.

Structure to monitor customer feedback that may point to health hazards, violations of laws and regulations, or other serious problems



Product Safety

■ Breakdown of customer feedback in fiscal 2023

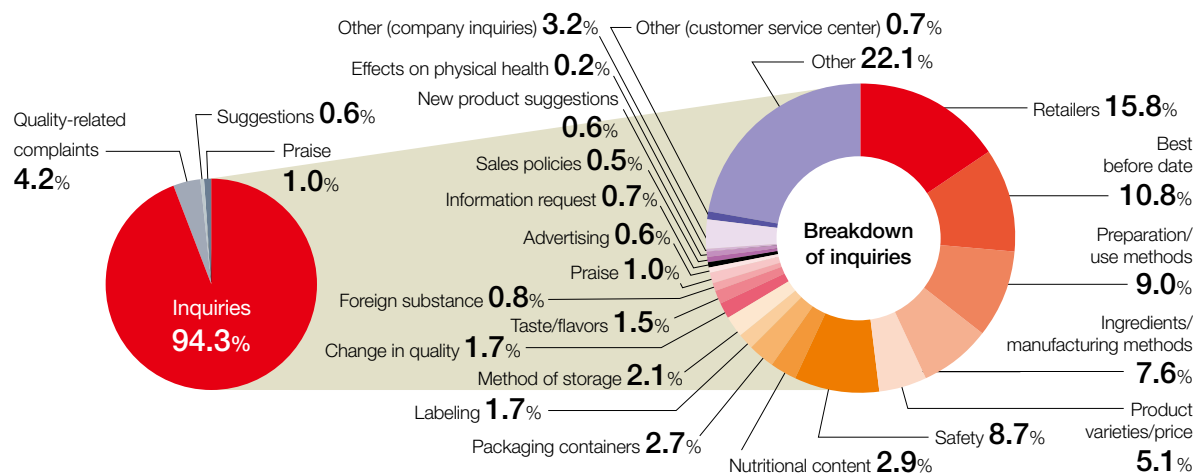
- VOC received by Ajinomoto Co., Inc.:
20,954 (97.2% vs. fiscal 2022)
- VOC received by three Ajinomoto Group food product companies^[1] in Japan:
34,644 (93.0% vs. fiscal 2022)

[1] Ajinomoto Co., Inc., Ajinomoto Frozen Foods, Co., Inc. and Ajinomoto AGF Co., Inc.

■ Efforts to improve customer satisfaction

The three food product Group companies in Japan regularly conduct surveys to confirm and improve customer satisfaction regarding the quality of response to customer quality-related claims. The investigation, business, and customer service departments work to share specific feedback to improve customer satisfaction. Surveys conducted during fiscal 2023 by Ajinomoto Co., Inc. indicated that 96.4% of customers were satisfied with the response to issues they raised, 81.7% were satisfied with the investigation reports, and 90.8% intend to continue to use the company's products.

Breakdown of customer feedback (Ajinomoto Co., Inc.)



Governance



Risk Management ————— **P131**

Compliance ————— **P133**

Information Security and Personal Information Management — **P137**

Proper Utilization and Management of Intellectual Property — **P139**

Risk management

Approach to risk management

Approach

The Ajinomoto Group complies with the Ajinomoto Group Policies (AGP), which outlines the concepts and actions to be observed by each Group company, officers, and employees. We continue to improve internal control systems and control operations. At the same time, we strengthen systems, treating sustainability as an active risk and striving to enhance corporate value.

Risk management framework

Framework

The Ajinomoto Co., Inc. Board of Directors determines important issues for the Ajinomoto Group (materiality) that serve as guidelines for ASV management and supervises the execution of initiatives related to sustainability. The Executive Committee identifies risks and opportunities based on material matters for the Ajinomoto Group (materiality) and assesses them for degree of impact, formulates measures, and manages their progress. Under the Group Shared Policy on Risk Management, we engage in a risk management process centered on effective communications and an autonomous PDCA cycle. We determine activity guidelines to strengthen our capacity to respond to major risks, and pursue autonomous risk management within every organization.

■ Sustainability Advisory Council

Under the supervision of the Board of Directors, the Sustainability Advisory Council, beginning April 2023, the Second Term Sustainability Advisory Council will continue

its work to enhance the Ajinomoto Group's corporate value from the viewpoint of sustainability. The Second Term Sustainability Advisory Council consists of four external experts, primarily investors and financial market specialists, and is chaired by an external expert. After receiving consultation from the Board of Directors, the council will investigate the implementation of materiality, disclosure and dialogue on its progress, and building relationships with stakeholders through these activities, in the interest of stronger monitoring of the Board of Directors, and issue a report in response to the Board of Directors. The Second Term Sustainability Advisory Council will meet at least twice a year and report the results of its deliberations to the Board of Directors.

■ Sustainability Committee

Under the supervision of the Executive Committee, in order to advance Medium-Term ASV Initiatives, the Sustainability Committee works with the Risk Management Committee to select and identify risks and opportunities based on materiality as well as assess their impact on the Ajinomoto Group, making proposals to the Executive Committee. The committee then formulates countermeasures and manages the progress of sustainability measures. The Sustainability Committee also formulates the entire Ajinomoto Group's sustainability strategy, promotes action themes (nutrition, environment, and society) based on this strategy, makes proposals and provides support for business plans from a sustainability viewpoint, and compiles internal information on ESG.

■ Risk Management Committee

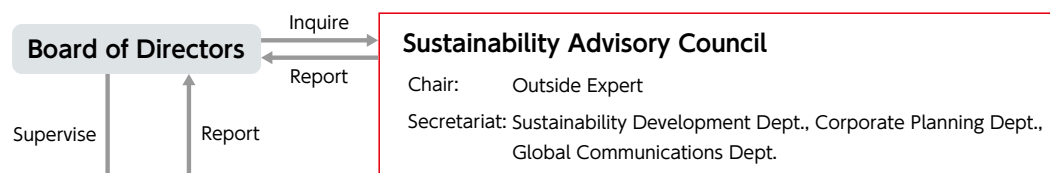
Under the supervision of the Executive Committee, the Risk Management Committee works with the Sustainability Committee to select and identify risks calling for particular initiative by management (pandemics, geopolitical risks, information security risks, etc.) based on materiality as well as assess their impact on the Ajinomoto Group, making proposals to the Executive Committee. Furthermore, the Risk Management Committee meets four times a year to discuss the risks and opportunities to be addressed by management, reporting results to the Executive Committee and the Board of Directors. The committee also develops and manages the progress of risk management measures to establish a strong corporate structure that ensures prompt and accurate responses to risks and crises.

> ASV Report 2024 (Integrated Report) P112-113
> P018

Risk Management

Framework for ESG and sustainability

[Supervision]



[Execution]



Risk management processes

The risk management process of the Ajinomoto Group involves identifying risks, taking into account individual business strategies and the local political, economic, and social conditions of each domestic and overseas work site. We then assess impacts, formulate countermeasures, make improvements, and monitor progress. Each organization sets organizational goals every year and prepares a risk summary table. These risk summary tables organize processes from planning to review based on each organization's risk assessment. We use these tables to verify whether risk management is implemented in a reliable fashion. The Risk Management Committee improves this process, compiles the risks identified by each organization, and addresses those that management should take the initiative to address. In addition, each business and Group company has formulated a business continuity plan (BCP) in preparation for emergencies, and the Risk Management Committee has established a system for constant verification of each BCP's effectiveness and regularly monitors and manages risk response.

The collection rate of risk summary tables for fiscal 2023 amounted to 99% at Ajinomoto Co., Inc. and 96% for the Group companies. These results show how well autonomous risk management is entrenched in each organization. Full-time Audit Committee members attend the Sustainability Committee and the Risk Management Committee to monitor risk management process.

Compliance

Compliance

Approach to compliance

Approach

The Ajinomoto Group treats compliance as adhering to laws, regulations, and the Ajinomoto Group Policies (AGP), as well as meeting the social demands that underpin these policies. Here, we work to build an awareness of compliance and to cultivate an open corporate culture.

Compliance framework

Framework

The Business Conduct Committee, under the oversight of

the Executive Committee, ensures widespread adoption of the AGP and verifies that corporate activities align with the AGP. Additionally, the Business Conduct Committee devises and enacts measures to promptly and appropriately address crises and other situations. The Business Conduct Committee meets every three months to update the Executive Committee and the Board of Directors on the Business Conduct Committee's discussions and activities. Major group companies have also set up Business Conduct Committees to encourage the adoption of AGP and implement tailored initiatives in each country, region, and company.

> [Ajinomoto Group Policies \(AGP\)](#)

Raising awareness of compliance

Performance

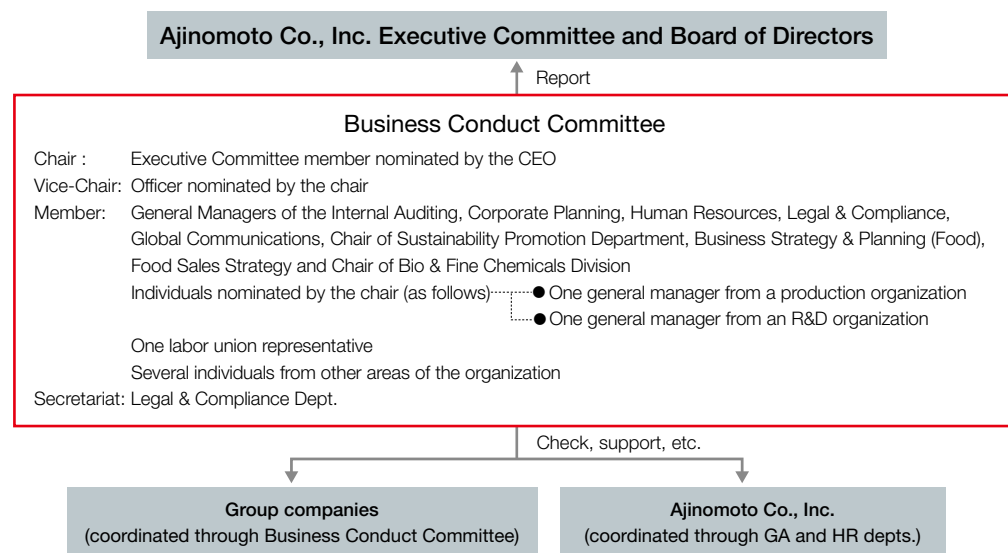
Education for employees

The following activities were part of our fiscal 2023 efforts to raise awareness and understanding of AGP and our internal whistle-blowing system.

- Compliance training
E-learning for Group employees in Japan to study the entirety of AGP throughout the year (conducted every other year): Available to 1,195 employees in fiscal 2023, 896 of whom participated (75%).
Group training by department for managers of Group companies in Japan, focused on the case method: Held remotely for Research, Production, Corporate, and Sales and Marketing departments.
- Awareness-raising posters (produced in 22 languages)
- Flashing message displayed on screen when an employee starts their PC

Worksite Session on AGP

Members of the Business Conduct Committee at Ajinomoto Co., Inc. hold the Worksite Session on AGP, soliciting direct feedback from employee representatives at each workplace about issues concerning compliance in the workplace. We held 30 meetings for 250 participants (27 meetings for full-time employees and three meetings for part-time employees). Summaries of the Worksite Session on AGP discussions are provided to organizational heads, each worksite, and posted on the corporate intranet to share with all employees. Any compliance issues raised that warrant corporate-level attention are discussed at the Business Conduct Committee. Decisions by the committee are then incorporated into AGP communication policies and compliance promotion activities.



Compliance

AGP awareness survey

Each year, we ask all domestic corporate Group employees to respond to an AGP awareness questionnaire. The goal of this survey is to monitor awareness and understanding of AGP and identify any potential compliance issues. Out of the 13,374 employees we targeted, 11,716 (88%) responded to the fiscal 2023 survey. We coordinated with individual departments to resolve any compliance issues that emerged.

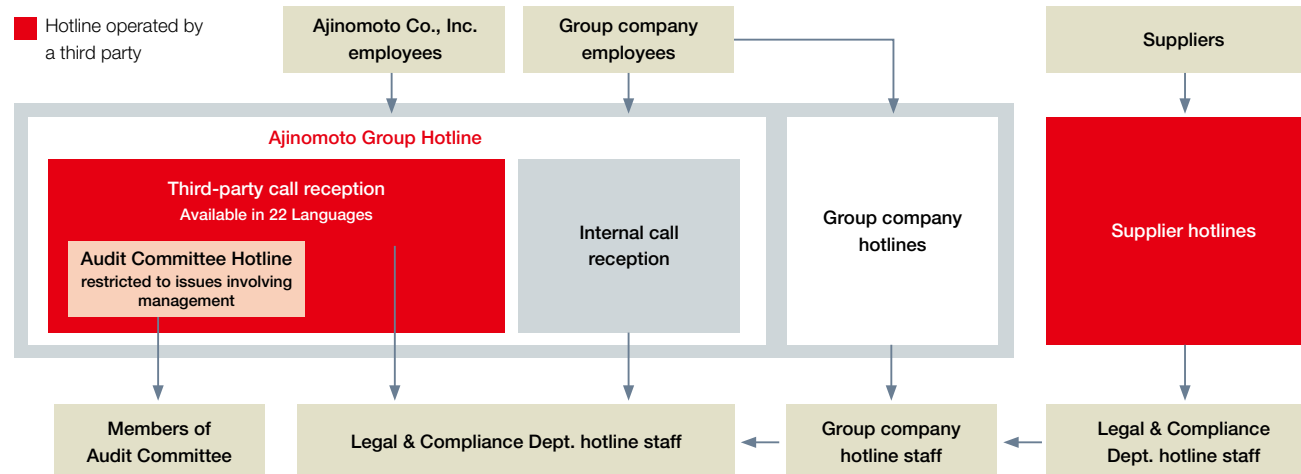
Bolstering our internal reporting hotline (whistle-blowing)

Performance

The Ajinomoto Group established a hotline as part of an internal reporting (whistle-blowing) system. In April 2023, we consolidated the global and domestic desks of the Ajinomoto Group Hotline, managed and operated by the Ajinomoto Co., Inc. Business Conduct Committee. The hotline now accepts reports in 22 languages from anywhere in the world, including reports from employees of various nationalities in Japan. The Audit Committee Hotline is used to report matters involving executives of Group companies. This hotline also now accepts reports in 22 different languages. All domestic group companies have established systems and regulations that comply with the revised Whistleblower Protection Act, which became effective in June 2022. In fiscal 2023, the number of cases reported through the domestic hotline increased to 152 from the previous year. The number of cases reported to the group-wide (global) hotline rose to 1,392, marking a three-times increase. The increase is likely due to improved systems at overseas locations, more face-to-face interactions among employees as COVID-19 restrictions eased, and more people willing to use the hotline because of its promotion. Hotline staff and the relevant parties engage in discussions to resolve cases reported.

- > Group Shared Policy on Whistle-blowing
- > Personnel and Labor-related Data: Number of hotline reports

Hotline (internal reporting channels)



Number of hotline reports*

	FY2019	FY2020	FY2021			FY2022			FY2023		
			Japan	Overseas	Total	Japan	Overseas	Total	Japan	Overseas	Total
Human rights, harassment	45	50	36	5	41	38	19	57	52	41	93
Employment, working conditions	19	36	26	34	60	14	66	80	21	301	322
Quality, environment, safety	1	3	7	2	9	6	14	20	9	22	31
Fraud	4	3	9	4	13	2	6	8	5	5	10
Social manners, ethics	10	29	22	97	119	8	54	62	20	158	178
Proper job performance	8	45	19	2	21	16	5	21	30	12	42
Other	6	4	8	107	115	9	213	222	15	701	716
Total	93	170	127	251	378	93	377	470	152	1,240	1,392

* Figures for overseas subsidiaries have been calculated since FY2021

Compliance

Preventing corruption

Approach

AGP requires employees to maintain sound and healthy relationships with politicians, government officials, and the like in Japan and overseas. AGP also states that giving favors to such public officials in the form of gifts, entertainment, money, or other bribery in any manner is prohibited. The Group Shared Policy on Bribery Prevention includes the following rules, which require officers and employees of group companies to comply with this policy and the related bribery prohibition laws of each country and region.

- Prohibit facilitation payments to public officials, etc.
- Investigate and evaluate the appropriateness of using a third party for outsourcing or other work involving public officials
- Maintain accounting books and records for all company transactions in reasonable detail
- Confirm the appropriate treatment of expenses related to public officials, etc.
- Monitor compliance and conduct under this policy via audits

> [Group Shared Policy on Bribery Prevention](#)

Education for employees

Performance

Major education and training programs conducted during fiscal 2023 were as follows.

- E-learning for Group employees described above in Japan to study the entirety of AGP throughout the year (including bribery issues).

Transparent and fair business practices

Approach

AGP requires that officers and employees fully understand and comply with laws and regulations concerning competition in all countries and regions in which we operate. In this way, the Ajinomoto Group strive to ensure fair and transparent business transactions. We have also established Guidelines for Antitrust Laws (Japan), Guidelines for Antitrust Laws in the United States, and Guidelines for Competition Laws in Europe. We ask that our business partners understand the purposes behind the Group Shared Policy on Procurement, the Group Shared Policy for Suppliers, and other related guidelines. We also ask business partners to refrain from behavior that hinders fair, transparent and open competition.

- > [Group Shared Policy on Procurement](#)
- > [Guidelines for Group Shared Policy for Suppliers](#)

Appropriate competitive behavior

Global tax strategy

Approach, Policy, and Structure

As part of our tax strategy, the Ajinomoto Group established the Group Shared Policy on Global Tax ("Group Policy"). We aim to fulfill our social and economic responsibilities by complying with tax regulations, making proper tax payments, returning a portion of our profits, and contributing to local community development. Additionally, we manage tax risks prudently to ensure business continuity and strong growth.

As part of these efforts, we take measures to ensure proper tax payments. We refuse to engage in tax avoidance by utilizing profit transfers through organizations lacking business objectives or real business operations, or low-tax countries (so-called tax havens). At the same time, we take rigorous action to limit additional taxes caused by missed or delayed payments. Additionally, we take measures to reduce risks by ensuring proper profit allocation under the transfer pricing tax system. We also leverage the benefits of each country's tax system to the greatest extent possible during M&A and organizational restructuring, stabilizing the Group's effective tax rate.

Excessive tax-shielding and the sole pursuit of economic value can lead to a perception in society that a company does not pay taxes properly and does not create social value. By returning a portion of the profits created through our businesses to local communities through tax payments, we are mindful of the symbiotic cycle in our Group initiatives, leading to the generation of social value.

The Executive Officer in Charge of Finance at Ajinomoto Co., Inc. is responsible for developing and maintaining a governance system of tax compliance and tax risk management for the Group, and reports the status of governance based on this Group Policy to the Board of Directors.

Compliance

We post the Group Policy on our website to communicate the Group's tax strategy clearly.

[> Group Shared Policy on Global Tax](#)

Corporate taxes paid (consolidated basis)

(million yen)

FY2018	FY2019	FY2020	FY2021	FY2022
29,156	21,654	23,909	25,248 ^[1]	32,477

[1] We corrected the previous data due to an error.

* We post tax payment data by major country separately on our corporate website.

[> Tax Data](#)

Correction of noncompliance acts

If we discover a violation of the law or the AGP, we first consider the seriousness of the violation. Based on each Group company's employment rules, the Awards and Disciplinary Committee and other review bodies will discuss the matter. If necessary, we will impose pay cuts, terminate pay raises, or take other disciplinary actions. We will also take corrective measures and re-emphasize compliance awareness among employees to prevent future violations.

In fiscal 2023, we identified the following violations and took corrective action.

Number of violations

	FY2023
Corruption or bribery	6
Customer private data breach	0
Conflict of interest	1
Money laundering or insider trading	0

Information Security and Personal Information Management

Information security and personal information management

Basic Policy for Information Security

Approach

The Ajinomoto Group exercises great care in handling customer information and confidential corporate information. We formulated and established the Group Shared Policy on Information Security and related group-wide regulations, standards, and guidelines, as well as the IT environment necessary to support these policies.

> Group Shared Policy on Information Security

Information security management framework

Framework

The Ajinomoto Group regards information security as serious business risk. Our Board of Directors and the Chief Digital Officer (CDO; executive officer responsible for information security) are involved in the process of establishing and evaluating information security strategies. The Board of Directors oversees the information security strategy. The Management Risk Committee, chaired by a director and executive officer serving concurrently as the general manager of the Corporate Division, defines IT security, including external cyberattacks, as a high-priority business risk. The committee discusses strategies and measures to strengthen information security.

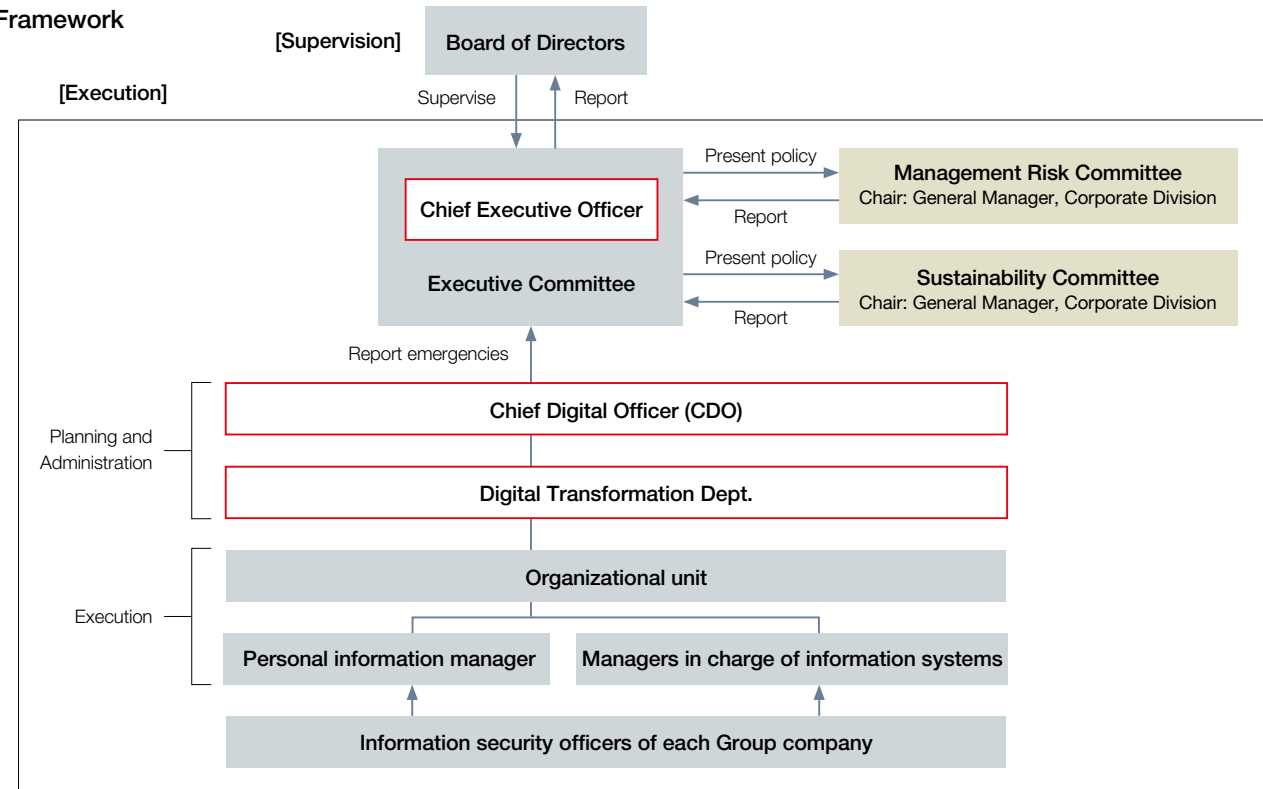
Further, each organization within Ajinomoto Co., Inc. and Group companies have established frameworks to respond to information security incidents or emergencies appropriately, providing reports that reach up through the organization to the CEO.

In conjunction with the reorganization of group-wide business continuity planning (BCP), we established a structure and procedures for information systems that encompass major vendors. We conduct regular drills (about

once a year) to prepare for large-scale natural disasters and cyber attacks.

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Framework



Information Security and Personal Information Management

Rigorous management of personal information

To manage customer data and other personal information securely, the Ajinomoto Group defines clear rules and informs relevant individuals of said rules. In this way, we practice organizational business management. Ajinomoto Co., Inc. has established Personal Information Management Guidelines as a subset of the Information Security Regulations. These guidelines specify rules and procedures for handling personal information securely.

Before outsourcing operations that involve handling personal information, we perform an assessment of the relevant contractor's processes and systems to ensure information security is at the same level as our own internal systems. In addition, we appoint a person to be responsible for personal information under the head of each organizational unit when collecting personal information in connection with campaigns, surveys, etc. Further, we established a system for the more rigorous management of personal information by clarifying who is responsible for and in charge of managing personal information from the collection of said information to storage and disposal. We also clarify who may access and use the personal information collected.

In Japan, the Ajinomoto Group introduced a system to detect the leakage of confidential information and other fraudulent behavior on standard-use devices automatically at major Group companies. We continue to manage this system on a consistent basis.

In fiscal 2023, the Group experienced no substantiated complaints received concerning breaches of customer privacy, identified leaks, thefts, or losses of customer data.

> Privacy Policy

Information security initiatives

Framework / Performance

As the use of cloud computing expands in business, the threat of cyberattacks increases year by year. This threat demands comprehensive response measures based on early detection and early recovery, as well as the establishment of strong defenses.

The Ajinomoto Group is implementing a plan to transition to a Zero Trust Architecture. This plan reflects an attitude that threats exist everywhere in the sphere of our activities, and that every element must be confirmed individually, rather than simply trusting each to function. In April 2024, Ajinomoto Group companies in Japan and overseas became subject to the Zero Trust Security Guidelines. We also implemented cloud proxies (cloud authentication systems) in fiscal 2023 at Ajinomoto Co., Inc., 29 Group companies in Japan, and two Group companies overseas. We intend to continue to extend these measures to Group companies in Japan and overseas, while responding appropriately to changes in the environment and advancements in technology.

> DX in the Ajinomoto Group (Japanese only)

Information security training

Ajinomoto Co., Inc. conducts regular information security training for directors and employees. In fiscal 2023, we conducted an information security comprehension test and targeted email attack training. A total of 3,920 participants took the information security comprehension test via e-learning, representing a participation rate of 91%. As in previous years, we conducted targeted e-mail attack response training twice during the year.

Information security inspections

In addition, we engage an external entity to perform regular vulnerability assessments on data centers in Japan and security diagnostics for Group company websites worldwide as another ongoing measure against cyber vulnerabilities.

Further, Ajinomoto Co., Inc. conducts annual information security inspections at all work sites. These inspections focus on the basic elements of proper information handling, including the management of IT equipment, confidential information, and personal information. We also conduct annual reviews concerning the use and management of external cloud services.

Proper Utilization and Management of Intellectual Property

Proper utilization and management of intellectual property

Basic policy for intellectual property

Approach

The Ajinomoto Group recognizes that the technologies, ideas, designs, and other expertise created through business activities as significant intellectual property (IP) for the enhancement of corporate value. We pursue an intellectual property strategy with involving business and R&D departments and we contribute to business expansion and creation by actively utilizing intellectual property in our businesses. We established the Group Shared Policy on Intellectual Property on the protection and utilization of intellectual property. Under this policy, we engage in the following initiatives to further our competitive advantage and business growth by strengthening our intellectual property strategy, including the establishment of a global intellectual property portfolio.

1. Acquire intellectual properties strategically and efficiently, including the expertise behind the technologies that form the core of our businesses
2. Incorporate external technologies and engage in cooperation, including open innovation
3. Utilize and enforce the patents to the Group's proprietary technologies through licensing, litigation, and other means
4. Protect products and enhance brand value based on the trademark system
5. Minimize the risk of infringement by respecting third-party intellectual property rights and conducting thorough assessments
6. Provide survey and analytical data to the Group's business and R&D departments
7. Cultivate human resources capable of IP-related tasks and utilize both internal and external networks

To prevent the risk of damage, leak, or loss of our intellectual property value, the Ajinomoto Group takes a firm stance toward companies that infringe on our IP rights. We

protect these rights through warnings and filing infringement lawsuits, among other actions. The information planning department and intellectual property department plan and execute defensive measures to protect trade secrets. In collaboration with the internal auditing department, these departments carry out overall internal control related to trade secret management and protection for the Group.

> Group Shared Policy on Intellectual Property

Intellectual property management and utilization framework

Framework

Ajinomoto Co., Inc. supervises intellectual property (patents, designs, trademarks, etc.) for the entire Ajinomoto Group in line with Instructions Regarding Licensing and Administration of Intellectual Property. Affiliate company Intellectual Property Expert Co., Ltd. provides central services related to surveys and IP rights management. Outside Japan, we have resident staff in the United States, specialized staff in Russia, and key persons designated at Group companies in Southeast Asia and South America. Specialized staff overseas, key persons from each company, and Ajinomoto Co., Inc. work with patent and law firms in each country to acquire global intellectual property and use intellectual property to eliminate counterfeit products and misuse of brands. In other regions, Ajinomoto Co., Inc. works with domestic and overseas R&D centers to obtain patent rights.

As of March 31, 2024, the Ajinomoto Group owns 4,118 patents and 5,412 trademarks, and utilizes them across the globe under this structure.

Education for employees

Performance

The Ajinomoto Group provides ongoing intellectual property education for Group employees to raise awareness of intellectual property and improve practical skills. Major education and training programs conducted during fiscal 2023 were as follows.

- Group training by job title (training for new hires, beginner courses on intellectual property, newly promoted employees, newly appointed managers, etc.)
- Practical patent training (overview of fundamentals, methods for acquiring data on patent applications, case studies on IP strategy and analysis, etc.)
- Patent and literature search training (survey and analysis tools, patent searches by technical field, etc.)
- Practical legal and intellectual property training (trademark and design fundamentals, confidentiality agreement fundamentals, etc.)
- Practical IP contract training (joint R&D agreement fundamentals, Group IP utilization policies, etc.)

Initiatives to encourage invention

Ajinomoto Co., Inc. works to create technological assets and generate innovation through our Invention Reward System, which rewards employees for new inventions, and our Intellectual Property Awards, which recognize outstanding inventions and inventors. We continued to reward employees in fiscal 2023 for inventions that contributed to business according to their degree of contribution. We selected outstanding inventions and inventors from four growth areas to receive awards.

Ajinomoto Group

Sustainability Report 2024

Eat Well, Live Well.



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Ajinomoto Group Sustainability Report 2024

Appendix 1 : Environmental Data

- Reduction of greenhouse gas emissions
- Conservation of water resources
- 3Rs of waste
- Third-party assurance
- ISO 14001 certificate

Scope of the Environmental Data

The environmental data of this section covers Ajinomoto Co., Inc. and other Group companies subject to the Ajinomoto Group Environmental Management as defined in the company's Environmental Regulations as of March 31, 2024. Performance statistics are for the 138, which substantially represent the environmental performance of the entire Ajinomoto Group under the consolidated financial accounting system.

Reduction of greenhouse gas emissions

Greenhouse gas emissions calculated from IEA^[1] CO₂ emissions factors(t-CO₂e)

	FY2018 (Base Year)	FY2019	FY2020	FY2021	FY2022	FY2023
Scope 3 Category 1: Raw materials	8,115,946	7,784,783	7,614,734	6,960,412	6,610,392	6,494,563
Scope 1:	1,196,969	1,013,315	1,008,811	1,005,363	973,780	767,084
Scope 3 Category 3: Production	381,765	625,142	630,823	583,499	604,719	587,760
Scope 2:	Market-based method 1,015,723 Location-based method 1,026,764	Market-based method 960,375 Location-based method 978,066	Market-based method 901,789 Location-based method 910,791	Market-based method 606,594 Location-based method 622,059	Market-based method 611,712 Location-based method 620,751	Market-based method 512,652 Location-based method 516,707
Scope 3 Category 4: Transport	1,274,589	1,256,044	1,210,741	1,121,673	1,037,133	981,743
Scope 3 Category 11: Use	1,294,392	1,353,234	1,355,477	1,396,947	1,386,049	1,296,947
Scope 3 Category 12: Disposal	443,333	431,048	425,003	409,500	405,337	400,585
Scope 3 Category 2: Capital goods	249,944	255,910	262,711	232,674	219,172	241,466
Scope 3 Category 5: Waste generated in operations	140,678	85,666	85,714	92,884	97,854	82,326
Scope 3 Category 6: Business travel	4,479	4,486	4,226	4,350	4,446	4,500
Scope 3 Category 7: Employee commuting	16,206	16,231	15,292	15,740	16,087	16,283
Scope 3 Category 8: Upstream leased assets	Included in category 1	Included in category 1	Included in category 1	Included in category 1	Included in category 1	Included in category 1
Scope 3 Category 9: Downstream transportation and distribution	3,780	3,503	3,183	3,448	2,535	2,802
Scope 3 Category 10: Processing of sold products	8,158	5,517	179,801	126,716	108,585	78,445
Scope 3 Category 13: Downstream leased assets	0	0	0	0	0	0
Scope 3 Category 14: Franchises	0	0	0	0	0	0
Scope 3 Category 15: Investments	0	0	0	0	0	0
Scope 3 total	11,933,270	11,821,564	11,787,705	10,947,844	10,492,309	10,187,420
Scope 1, 2 and 3 total	14,145,962	13,795,254	13,698,305	12,559,801 ^[2]	12,077,801	11,467,156

(t-CO₂e)

By region	FY2018 (Base Year)	FY2019	FY2020	FY2021	FY2022	FY2023
Scope 1 emissions	1,196,969	1,013,315	1,008,811	1,005,363	973,780	767,084
Japan	327,345	302,700	293,358	288,531	279,268	260,444
Asia/Africa	526,405	376,020	389,741	412,339	394,705	225,598
Europe	39,021	41,463	37,902	18,721	15,824	15,381
North America	219,337	212,796	221,691	206,394	210,282	203,728
South America	67,231	65,408	53,877	67,975	63,998	50,201
China	17,629	14,926	12,242	11,402	9,704	11,731
Scope 2 emissions (market-based method)	1,015,723	960,375	901,789	606,594	611,712	512,652
Japan	141,952	118,337	120,119	101,645	92,886	66,036
Asia/Africa	427,389	414,365	380,604	276,867	308,580	262,446
Europe	184,253	171,196	158,749	20,451	19,161	19,052
North America	193,766	194,490	179,067	170,258	159,857	137,049
South America	40,308	38,306	32,692	6,753	2,646	203
China	28,056	23,681	30,558	30,620	28,582	27,867
Scope 1 and 2 total emissions	2,212,692	1,973,690	1,910,600	1,611,957	1,585,492	1,279,736
Japan	469,297	421,038	413,477	390,177	372,154	326,480
Asia/Africa	953,794	790,386	770,346	689,205	703,286	488,044
Europe	223,275	212,659	196,651	39,172	34,985	34,433
North America	413,103	407,286	400,758	376,652	370,139	340,777
South America	107,538	103,714	86,569	74,729	66,644	50,405
China	45,686	38,608	42,799	42,022	38,286	39,598

[1] International Energy Agency

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

(t-CO₂e)

By business activity/division		FY2018 (Base Year)	FY2019	FY2020	FY2021	FY2022	FY2023
Scope 1 emissions		1,196,969	1,013,315	1,008,811	1,005,363	973,780	767,084
Business activities	Production	1,149,384	976,078	970,831	974,789	932,429	740,452
	Transportation	25,976	16,060	17,633	12,524	24,732	9,674
	Others (office, sales, R&D, etc.)	21,609	21,177	20,348	18,050	16,620	16,957
Business division	Food products	347,927	338,518	436,813	485,193	524,660	495,477
	AminoScience	849,041	674,797	571,998	520,170	449,121	271,607
Scope 2 emissions (market-based method)		1,015,723	960,375	901,789	606,594	611,712	512,652
Business activities	Production	1,010,908	955,202	897,639	604,268	609,377	510,224
	Transportation	9	2	2	3	5	3
	Others (office, sales, R&D, etc.)	4,806	5,172	4,148	2,323	2,330	2,425
Business division	Food products	379,571	356,388	384,066	311,163	299,081	268,331
	AminoScience	636,152	603,988	517,722	295,431	312,631	244,321

Greenhouse gas emissions per volume unit calculated from IEA^[1] CO₂ emissions factors

	FY2018 (Base Year)	FY2019	FY2020	FY2021	FY2022	FY2023
Scope 1 and 2 emissions per volume unit (intensity per ton of product)	0.84	0.79	0.79	0.68	0.67	0.57
Scope 3 emissions (exclude category 11) per volume unit (intensity per ton of product)	4.54	4.71	4.87	4.64	4.46	4.50
Reference value: Production volume (1,000 t)	2,627	2,512	2,423	2,360	2,350	2,265
Scope 1 and 2 emissions per volume unit (intensity per million yen sales)	1.99	1.79	1.78	1.40	1.17	0.89
Scope 3 emissions per volume unit (intensity per million yen sales)	10.71	10.75	11.00	9.53	7.72	7.08
Consolidated sales (million yen)	1,114,308	1,100,039	1,071,453	1,149,370	1,359,115	1,439,231

[1] International Energy Agency

Ajinomoto Group products carbon footprint

Product	Production plant	CFP values ^[2] (per kg of product)	CFP values per serving ^[3]
(1) <i>HON-DASHI</i> ®	Kawasaki Plant, Ajinomoto Food Manufacturing Co., Ltd.	14.08 kg-CO ₂ e	-
(2) <i>Ajinomoto</i> <i>KK</i> <i>Consommé</i> (Granules)	Takatsu Plant, Ajinomoto Food Manufacturing Co., Ltd.	6.87 kg-CO ₂ e	-
(3) <i>Knorr</i> ® <i>Cup Soup Tsubu Tappuri Corn Cream</i>	Takatsu Plant, Ajinomoto Food Manufacturing Co., Ltd.	7.08 kg-CO ₂ e	-
(4) <i>Ajinomoto</i> <i>KK</i> <i>Shirogayu 250 g</i>	Takatsu Plant, Ajinomoto Food Manufacturing Co., Ltd.	0.81 kg-CO ₂ e	-
(5) <i>Cook Do</i> ® <i>Hoikoro</i>	Kawasaki Plant, Ajinomoto Food Manufacturing Co., Ltd.	2.95 kg-CO ₂ e	1.21 kg-CO ₂ e per serving (approx. 700 g)
(6) <i>Cook Do</i> ® <i>Kyo-no Oozara Butabara Daikon</i>	Shizuoka Plant, Ajinomoto Food Manufacturing Co., Ltd.	2.31 kg-CO ₂ e	2.90 kg-CO ₂ e per serving (approx. 1 kg)
(7) <i>Nabe Cube Toridashi Umashio</i>	Kunneppu Plant, Ajinomoto Food Manufacturing Hokkaido Co., Ltd.	8.54 kg-CO ₂ e	-
(8) <i>Blendy</i> ® <i>Stick Café au Lait</i> (coffee mixes)	AGF Suzuka, Inc.	4.85 kg-CO ₂ e	-
(9) <i>Lemon and Basil Fried Chicken</i> (frozen foods)	Kyushu Plant, Ajinomoto Frozen Foods Co., Inc.	5.84 kg-CO ₂ e	-
(10) <i>Yamaki Mentsuyu</i> (400 ml and 500 ml)	Daini Plant and Minakami Plant, YAMAKI Co., Ltd.	2.02 kg-CO ₂ e	-
(11) <i>Masako</i> ® <i>Ayam</i> (11 g)	Mojokerto Factory, PT AJINOMOTO INDONESIA	2.49 kg-CO ₂ e	-
(12) <i>Aji-ngon</i> ® <i>Pork flavor seasoning</i> (400 g)	Long Thanh Factory, AJINOMOTO VIETNAM CO., LTD.	2.68 kg-CO ₂ e	-
(13) <i>Ros Dee</i> ® <i>Pork</i> (75 g)	Nong Khae Factory, AJINOMOTO CO., (THAILAND) LTD.	3.15 kg-CO ₂ e	-

[2] Carbon footprint (CFP) values in the report are calculated in accordance with PCR No. PA-CG-02 from the Japan Environmental Management Association for Industry. The calculation system and the results are backed by a third-party assurance statement from Lloyd's Register Quality Assurance Limited, based on the ISO/TS 14067 standard.

[3] CFP values of ingredients including vegetables and meat are included.

Energy input

	FY2019	FY2020	FY2021	FY2022	FY2023
Energy input (TJ) ^[1]	34,619	33,494	31,733	32,125	29,364
Energy input intensity of production (per kilo tons of product)	13.8	13.8	13.4	13.7	13.0

[1] TJ: terajoule, T (tera) = 10¹². The joule conversion factors officially published in 2005 have been used.

Consumption of consumed energy (thermal equivalent)

	FY2019	FY2020	FY2021	FY2022	FY2023
Grid electricity (excluding renewable energy source, e.g. hydropower)	22%	21%	14%	14%	13%
Gas	40%	38%	38%	37%	43%
Oil	5%	5%	5%	5%	2%
Purchased energy (steam), coal, etc.	12%	15%	13%	12%	4%
Renewable energy (thermal equivalent including fuel)	21%	21%	29%	32%	38%

NOx and other atmospheric emissions

(tons)

	FY2019	FY2020	FY2021	FY2022	FY2023
Nitrogen oxide (NOx)	5,224	6,637	5,673	4,730	3,977
Sulfur oxide (SOx)	6,779	7,016	7,676	5,311	1,068
Particulates	884	1,310	871	3,492	762
CFCs ^[2]	9	7	5	4	11

[2] Figures exclude natural refrigerants and other non-fluorocarbons due to the redefinition of CFCs, HCFCs, and HFCs.

Conservation of water resources

Water use/intensity

(1,000 kl)

	FY2005 (Base Year)	FY2019	FY2020	FY2021	FY2022	FY2023
Total water withdrawal ^[3]	221,863	66,926	64,406	59,979	60,039	58,358
Fresh surface water	180,363	19,630	17,004	17,259	17,890	17,520
Brackish surface water/ seawater	0	0	0	0	0	0
Fresh groundwater, renewable	0	14,366	13,041	13,769	13,369	12,507
Fresh groundwater, non- renewable	-	0	0	0	0	0
Produced water	0	0	0	0	0	0
Municipal water (including industrial water)	41,500	32,930	34,361	28,950	28,781	28,332
Water consumption per production volume unit (intensity per ton of product)	123	27	27	25	26	26
Reduction rate (vs. FY2005)	-	78%	78%	79%	79%	79%
Ref. Total amount of production (1,000 t)	1,800	2,512	2,423	2,360	2,354	2,265
Total water discharge ^[3]	201,300	52,342	51,564	48,034	46,353	45,735
Fresh surface water (processed by the Group)	47,000	24,297	24,088	20,490	19,655	19,048
Brackish surface water/ seawater	0	0	0	0	0	0
Groundwater	0	0	0	0	0	0
Third-party destinations	10,300	11,291	11,139	11,360	11,245	11,049
Total water recycled or reused	144,000	16,754	16,338	16,184	15,453	15,638
Proportion of water recycled or reused	65%	25%	25%	27%	26%	27%
Total water consumption	20,563	14,584	12,842	11,945	13,685	12,623
BOD (tons) ^[3]	550	283	284	263	269	210
Nitrogen (tons) ^[3]	3,200	506	583	430	327	303

[3] Water withdrawal is disclosed as the volume measured and invoiced in accordance with the laws of each country and region, or as a converted volume based on pump power use and pipe water speed. Data for quantity and quality of wastewater is aggregated in accordance with the laws of each country and region.

3Rs of waste

Volume of waste and by-products and resource recovery ratio

(tons)

	FY2019	FY2020	FY2021	FY2022	FY2023
Hazardous waste (waste acid, waste alkali, waste oil, cinder)					
Generated	83,834	81,216	83,770	106,161	96,507
Recycled	83,429	80,892	83,399	105,997	96,323
Incinerated	60	38	24	12	105
Landfills	345	286	347	152	78
Non-hazardous waste					
By-products ^[1]					
Generated	2,021,002	1,615,808	1,546,599	1,470,197	1,386,673
Composted	2,020,885	1,615,713	1,543,988	1,470,110	1,386,659
Incinerated	0	0	0	0	0
Landfills	117	95	2,611	87	15
Other ^[2]					
Generated	181,246	173,310	195,832	208,120	174,906
Recycled	156,432	150,295	169,243	182,956	155,715
Incinerated	2,121	1,784	2,318	3,969	1,535
Landfills	22,693	21,231	24,271	21,195	17,656
Total generated	2,286,082	1,870,334	1,826,201	1,784,478	1,658,086
Total recycled	2,260,745	1,846,900	1,796,630	1,759,063	1,638,698
Total waste	25,337	23,434	29,571	25,415	19,389
Resource recovery ratio	98.9%	98.7%	98.4%	98.6%	98.8%

[1] Sludge, Bacteria, Humus carbon, Waste activated carbon, Gypsum sludge, Salts, Fermentation final concentrate, Waste filter aide, etc.

[2] Sludge, Animal and plant residues, Plastic wastes, Glass and ceramic wastes, Metal scraps, Paper wastes, Wood wastes, Rubber scraps, Waste construction materials, Office wastes, etc.

Volume of packaging material and resource recovery ratio

(ktons)

	FY2019	FY2020	FY2021	FY2022	FY2023
Wood/Paper fiber	150	150	150	150	149
Recycled and/or certified material ratio	84%	83%	86%	87%	90%
Metal (e.g. aluminum or steel)	13	13	13	14	14
Recycled and/or certified material ratio	-	-	-	-	-
Glass	5.4	6.4	6.6	6.6	6.6
Recycled and/or certified material ratio	-	-	-	-	-
Plastic	71	70	71	69	68
Recyclable plastic ratio	52%	50%	50%	48%	48%
Plastic packaging materials	67	66	66	64	64
Recyclable plastic packaging materials ratio	52%	50%	51%	48%	48%
Compostable plastic packaging materials ratio	0%	0%	0%	0%	0%

Volumes of food loss and waste^[3]

(tons)

	FY2018 (Base Year)	FY2019	FY2020	FY2021	FY2022	FY2023
Total generated volume	53,226	46,729	48,901	47,377	43,389	38,186
Total volume used for alternative purposes	25,515	21,222	26,634	28,115	28,222	26,906
Total discarded volume ^[4]	27,710	25,507	22,267	19,262	15,167	11,279
Total discarded volume per volume unit (intensity per ton of product)	10.6	10.0	9.2	8.2	6.4	5.0
Reference value: Production volume (1,000t)	2,609	2,542	2,423	2,357	2,354	2,265
vs. Fiscal 2018 (%)	-	95%	87%	77%	61%	47%

[3] Measured with reference to the Food Loss & Waste Accounting and Reporting Standard. (Measurement methods may differ between target organizations.)

[4] Refers to the amount of "food loss and waste", which is an indicator of the reduction target. It is calculated by excluding the "total volume used for alternative purposes" from the "total generated volume".

Third-party assurance



LRQA Independent Assurance Statement

Relating to Ajinomoto Co., Inc.'s Environmental and Social Data within Ajinomoto Group Sustainability Report 2024 for the fiscal year 2023

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 Report 2024 ("the report") for the fiscal year 2023 from 1 April 2023 to 31 March 2024), 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:¹
 - Scope 1 GHG emissions² (tonnes CO₂e)
 - Scope 2 GHG emissions, market-based and location-based² (tonnes CO₂e)
 - Scope 3 GHG emissions associated with Categories 1 to 15 (tonnes CO₂e)
 - Lost Time Injury Frequency Rate (LTIFR)³

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 respects:

- 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.

Note: 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.

¹ GHG quantification is subject to inherent uncertainty.

² Scope 1 and Scope 2 GHG emissions cover only energy-oriented CO₂ at Manufacture sites.

³ 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 and Lost Time Injury Frequency Rate (LTIFR) data and associated records for the fiscal year 2023; and
- Verification for confirming of the effectiveness of its data management system of Ajinomoto Food manufacturing Hokkaido Co., Ltd. Tokachi Plant and AJINOMOTO FROZEN FOODS CO., INC. Chiba Plant were conducted by emails 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: 26 June 2024

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

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The English version of this Assurance Statement is the only valid version. LRQA assumes no responsibility for versions translated into other languages.

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ISO 14001 certificate (examples)

LRQA

Current issue date: 1 April 2024
Expiry date: 31 March 2027
Certificate identity number: 10589451

Original approval(s):
ISO 14001 - 7 March 2003

Certificate of Approval

This is to certify that the Management System of:

Ajinomoto Co., Inc.
Kawasaki Administration & Coordination Office,
Kawasaki Plant, L Area

1-1, Suzuki-cho, Kawasaki-ku, Kawasaki-shi, Kanagawa-ken 210-8680, Japan

has been approved by LRQA to the following standards:

ISO 14001:2015
JIS Q 14001:2015

Approval number(s): ISO 14001 – 0071764

The scope of this approval is applicable to:
Manufacture of amino acids and amino acid-based fine chemicals and pharmaceuticals.
Research and development of seasonings, food-related products, amino-acids and amino acid-based fine chemicals and pharmaceuticals.



Yasushi Horikawa
Japan Operations Manager
Issued by: LRQA Limited



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Issued by: LRQA Limited, 1 Trinity Park, Bickenhill Lane, Birmingham B37 7ES, United Kingdom

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Certificate of Approval
Ajinomoto Co., Inc.
Kawasaki Administration & Coordination Office, Kawasaki Plant, L Area

bsi.



Certificate of Registration

ENVIRONMENTAL MANAGEMENT SYSTEM - ISO 14001:2015

This is to certify that:

Ajinomoto Co., (Thailand) Ltd.
99 Mu 1, Bang Kadi Sai-Nai Road,
Tambon Bang Kadi,
Amphoe Mueang Pathum Thani,
Pathum Thani
12000
Thailand

Holds Certificate Number: **EMS 767302**

and operates an Environmental Management System which complies with the requirements of ISO 14001:2015 for the following scope:

The Manufacture of Monosodium L-Glutamate.

For and on behalf of BSI:


Michael Lam - Managing Director Assurance, APAC

Original Registration Date: 2020-05-18
Latest Revision Date: 2022-09-26

Effective Date: 2022-12-01
Expiry Date: 2025-11-30

Page: 1 of 1



...making excellence a habit.™

This certificate was issued electronically and remains the property of BSI and is bound by the conditions of contract.
An electronic certificate can be authenticated [online](https://www.bsi.com/online).
Printed copies can be validated at www.bsi.com/online or telephone +44 (0) 345 080 9000.
Further clarifications regarding the scope of this certificate and the applicability of ISO 14001:2015 requirements may be obtained by consulting the organization.
This certificate is valid only if provided original copies are in complete set.
Information and Contact: BSI, Kilnbridge Court, Davy Avenue, Kilmarnock, Midlothian EH3 8PP, Tel: +44 (0) 345 080 9000.
BSI Assurance UK Limited, registered in England under number 7995321 at 389 Chiswick High Road, London W4 4AL, UK.
A Member of the BSI Group of Companies.

Certificate of Registration
AJINOMOTO CO., (THAILAND) LTD., Pathum Thani factory

Ajinomoto Group Sustainability Report 2024

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
- Number of violations
- 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 (27 in Japan, 84 overseas) as of March 31, 2024.

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, 2022			as of June 30, 2023			as of June 30, 2024		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Ajinomoto Co., Inc.	11	7	4	11	8	3	11	7	4
Ratio	100%	64%	36%	100%	73%	27%	100%	64%	36%

Directors by age (Ajinomoto Co., Inc.)

(persons)

	as of June 30, 2022				as of June 30, 2023				as of June 30, 2024			
	Total	age <30	age 30- <50	age 50-	Total	age <30	age 30- <50	age 50-	Total	age <30	age 30- <50	age 50-
Ajinomoto Co., Inc.	11	0	0	11	11	0	0	11	11	0	0	11
Ratio	100%	0%	0%	100%	100%	0%	0%	100%	100%	0%	0%	100%

Employee statistics

Number of Ajinomoto Group employees

(persons)

	FY2021			FY2022			FY2023		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Ajinomoto Group total	41,696	-	-	42,434 ^[2]	-	-	43,208	-	-
Employees	33,910	23,749	10,162	34,615	23,996	10,619	34,862	24,094	10,768
Management	5,014	3,697	1,317	5,254	3,826	1,428	5,492	3,919	1,573
Non-management	28,791	19,972	8,820	29,255	20,095	9,160	29,238	20,077	9,161
Contract staff	105	80	25	106	75	31	132	98	34
Temporary staff	7,785	-	-	7,819 ^[2]	-	-	8,346	-	-
Japan	12,534	-	-	12,466 ^[2]	-	-	12,485	-	-
Employees	7,768	5,585	2,183	7,814	5,585	2,229	7,939	5,647	2,292
Management	1,989	1,767	222	2,043	1,804	239	2,070	1,809	261
Non-management	5,674	3,738	1,936	5,665	3,706	1,959	5,737	3,740	1,997
Contract staff	105	80	25	106	75	31	132	98	34
Temporary staff	4,766	-	-	4,652	-	-	4,546	-	-
Asia	16,484	-	-	16,641	-	-	17,160	-	-
Employees	14,005	10,021	3,984	13,998	10,011	3,987	14,009	10,001	4,008
Management	1,832	1,145	687	1,916	1,181	735	1,915	1,164	751
Non-management	12,173	8,876	3,297	12,082	8,830	3,252	12,094	8,837	3,257
Temporary staff	2,479	-	-	2,643	-	-	3,151	-	-
EMEA ^[1]	3,503	-	-	3,561	-	-	3,613	-	-
Employees	3,368	2,275	1,094	3,420	2,265	1,155	3,238	2,094	1,144
Management	452	302	150	481	309	172	467	298	169
Non-management	2,916	1,973	944	2,939	1,956	983	2,771	1,796	975
Temporary staff	135	-	-	141	-	-	375	-	-
The Americas	9,175	-	-	9,766	-	-	9,951	-	-
Employees	8,769	5,868	2,901	9,383	6,135	3,248	9,676	6,352	3,324
Management	741	483	258	814	532	282	1,040	648	392
Non-management	8,028	5,385	2,643	8,569	5,603	2,966	8,636	5,704	2,932
Temporary staff	406	-	-	383	-	-	275	-	-
Ref.: Ajinomoto Co., Inc.	3,476	2,334	1,142	3,559	2,377	1,182	3,707	2,457	1,250
Employees	3,252	2,225	1,027	3,335	2,272	1,063	3,480	2,353	1,127
Management	1,041	915	126	1,080	940	140	1,117	964	153
Non-management	2,106	1,230	876	2,149	1,257	892	2,231	1,291	940
Contract staff	105	80	25	106	75	31	132	98	34
Temporary staff	224	109	115	224	105	119	227	104	123

[1] Europe, the Middle East and Africa

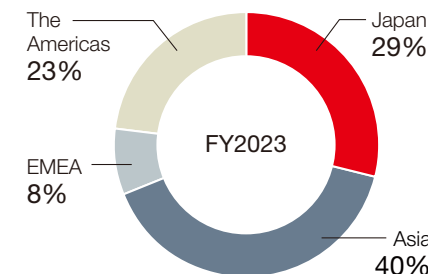
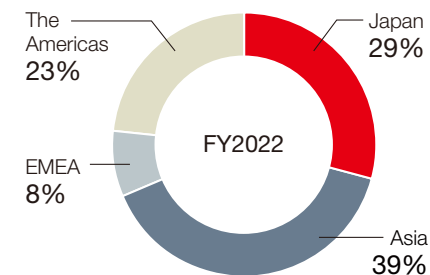
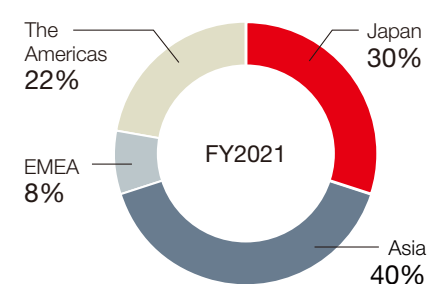
[2] Corrections have been made as a result of review of totals.

Ajinomoto Group employee ratio

Numbers in parentheses indicate male and female percentages.

	FY2021			FY2022			FY2023		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Ajinomoto Group total	100%	-	-	100%	-	-	100%	-	-
Employees	81%	(70%)	(30%)	82%	(69%)	(31%)	81%	(69%)	(31%)
Management	12%	(74%)	(26%)	12%	(73%)	(27%)	13%	(71%)	(29%)
Non-management	69%	(69%)	(31%)	69%	(69%)	(31%)	68%	(69%)	(31%)
Contract staff	0%	(76%)	(24%)	0%	(71%)	(29%)	0%	(74%)	(26%)
Temporary staff	19%	-	-	18%	-	-	19%	-	-
Japan	100%	-	-	100%	-	-	100%	-	-
Employees	62%	(72%)	(28%)	63%	(71%)	(29%)	64%	(71%)	(29%)
Management	16%	(89%)	(11%)	16%	(88%)	(12%)	17%	(87%)	(13%)
Non-management	45%	(66%)	(34%)	45%	(65%)	(35%)	46%	(65%)	(35%)
Contract staff	1%	(76%)	(24%)	1%	(71%)	(29%)	1%	(74%)	(26%)
Temporary staff	38%	-	-	37%	-	-	36%	-	-
Asia	100%	-	-	100%	-	-	100%	-	-
Employees	85%	(72%)	(28%)	84%	(72%)	(28%)	82%	(71%)	(29%)
Management	11%	(63%)	(38%)	12%	(62%)	(38%)	11%	(61%)	(39%)
Non-management	74%	(73%)	(27%)	73%	(73%)	(27%)	70%	(73%)	(27%)
Temporary staff	15%	-	-	16%	-	-	18%	-	-
EMEA	100%	-	-	100%	-	-	100%	-	-
Employees	96%	(68%)	(32%)	96%	(66%)	(34%)	90%	(65%)	(35%)
Management	13%	(67%)	(33%)	14%	(64%)	(36%)	13%	(64%)	(36%)
Non-management	83%	(68%)	(32%)	83%	(67%)	(33%)	77%	(65%)	(35%)
Temporary staff	4%	-	-	4%	-	-	10%	-	-
The Americas	100%	-	-	100%	-	-	100%	-	-
Employees	96%	(67%)	(33%)	96%	(65%)	(35%)	97%	(66%)	(34%)
Management	8%	(65%)	(35%)	8%	(65%)	(35%)	10%	(62%)	(38%)
Non-management	87%	(67%)	(33%)	88%	(65%)	(35%)	87%	(66%)	(34%)
Temporary staff	4%	-	-	4%	-	-	3%	-	-
Ref.: Ajinomoto Co., Inc.	100%	(67%)	(33%)	100%	(67%)	(33%)	100%	(66%)	(34%)
Employees	94%	(68%)	(32%)	94%	(68%)	(32%)	94%	(68%)	(32%)
Management	30%	(88%)	(12%)	30%	(87%)	(13%)	30%	(86%)	(14%)
Non-management	61%	(58%)	(42%)	60%	(58%)	(42%)	60%	(58%)	(42%)
Contract staff	3%	(76%)	(24%)	3%	(71%)	(29%)	4%	(74%)	(26%)
Temporary staff	6%	(49%)	(51%)	6%	(47%)	(53%)	6%	(46%)	(54%)

Group employees by region



Ratio of locally hired overseas executives

(persons)

	FY2021	FY2022	FY2023
Total overseas executives	193 ^[1]	200 ^[1]	192
Local executives	112 ^[1]	121 ^[1]	123
Local executive ratio	58% ^[1]	61% ^[1]	64%

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

Score of Engagement Survey

	Result				Target	
	FY2020	FY2021	FY2022	FY2023	FY2025	FY2030
"ASV as one's own initiative" ^[2]	64%	61%	62%	-	-	-
"ASV Realization Process" ^[3]	-	-	75%	76%	80%	85%+
Percentage of employees feeling highly engaged in their work ^[4]	86%	86%	86%	85%		

[2] 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.

[3] 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.

[4] 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 & training per employee and education & training hours per employee (Ajinomoto Co., Inc.)

	FY2021	FY2022	FY2023
Total Expenditures for education & training per employee (thousand yen)	249	236	236
Expenditures for HRIS and Engagement survey (thousand yen)	105	58	49
Expenditures for DE&I (thousand yen)	18	16	18
Others (thousand yen)	126	162	169
Education & Training hours ^[5] (hours)	40	76	66

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

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

	FY2021	FY2022	FY2023
Total Expenditures for education & training per employee (thousand yen)	63	83	75
Expenditures for HRIS and Engagement survey (thousand yen)	23	20	18
Expenditures for DE&I (thousand yen)	3	3	4
Others (thousand yen)	36	61	53
Education & Training hours (hours)	29	27	28

Number of new hires, retention rate

(persons)

	FY2021			FY2022			FY2023		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Total number of new hires (new graduates + mid-career)	5,436	-	-	6,486 ^[6]	-	-	4,467	-	-
Japan	293	-	-	344 ^[6]	214 ^[6]	130 ^[6]	452	306	146
Asia	1,344	-	-	2,233	-	-	1,635	-	-
EMEA	417	-	-	494	-	-	354	-	-
The Americas	3,382	-	-	3,415	-	-	2,026	-	-
Ref.: Ajinomoto Co., Inc.	91	55	36	149 ^[6]	98 ^[6]	51	227	154	73
New graduates	59	35	24	90	51	39	120	71	49
Mid-career	32	20	12	59	47	12	107	83	24
Management	5	3	2	8	7	1	19	15	4
Non-management	27	17	10	51	40	11	88	68	20
Ratio of mid-career recruitment	35.2%	36.4%	33.3%	39.6% ^[6]	48.0% ^[6]	23.5%	47.1%	53.9%	32.9%

Retention rate (3 years) for new graduates

Ajinomoto Co., Inc.	100.0%	100.0%	100.0%	93.1%	91.8%	94.7%	98.9%	100.0%	97.4%
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[6] Corrections have been made as a result of review of totals.

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

(persons)

		FY2021			FY2022			FY2023		
		Total	Male	Female	Total	Male	Female	Total	Male	Female
Total		32	20	12	59	47	12	107	83	24
Non-management	age <30	4	2	2	9	8	1	18	16	2
	age 30-39	21	15	6	38	32	6	62	49	13
	age 40-49	2	0	2	4	0	4	7	2	5
	age 50-59	0	0	0	0	0	0	1	1	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	0	0	0	2	2	0	5	4	1
	age 40-49	3	1	2	3	2	1	13	10	3
	age 50-59	0	0	0	0	0	0	0	0	0
	age 60-	0	0	0	0	0	0	0	0	0
Management (middle)	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	3	3	0	1	1	0
	age 50-59	0	0	0	0	0	0	0	0	0
	age 60-	0	0	0	0	0	0	0	0	0
Management (senior)	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)

		FY2021			FY2022			FY2023		
		Total	Male	Female	Total	Male	Female	Total	Male	Female
Total number of retirees		5,029	-	-	6,934 ^[2]	-	-	4,523	-	-
Japan		221	170	51	326 ^[2]	235 ^[2]	91 ^[2]	304	216	88
Retired		94	81	13	109 ^[2]	78 ^[2]	31 ^[2]	131	107	24
Resigned for personal reasons		127	89	38	217 ^[2]	157 ^[2]	60 ^[2]	173	109	64
Overseas (Resigned for personal reasons, etc.)		4,808	-	-	6,608	-	-	4,219	-	-
Ref.: Ajinomoto Co., Inc.		101 ^[2]	75 ^[2]	26 ^[2]	106 ^[2]	76 ^[2]	30 ^[2]	97	76	21
Retired		43 ^[2]	28 ^[2]	15 ^[2]	42 ^[2]	29 ^[2]	13 ^[2]	57	47	10
Resigned for personal reasons		58	47	11	64	47	17	40	29	11
Turnover ^[1]										
Ajinomoto Co., Inc.		1.6% ^[2]	1.8%	1.0%	1.7% ^[2]	1.8% ^[2]	1.6%	1.0%	1.1%	1.0%
Reemployed after retirement (Japan only)		109	81	28	154	120	34	103	83	20
Ajinomoto Co., Inc.		28	15	13	30	15	15	46	37	9
Under reemployment program		5	0	5	5	0	5	5	1	4
Seniors (after retirement)		23	15	8	25	15	10	41	36	5
Group companies in Japan		81	66	15	124	105	19	57	46	11
Under reemployment program		-	-	-	-	-	-	-	-	-
Seniors (after retirement)		-	-	-	-	-	-	-	-	-
Ref.: Number of employees registered in reemployment program (Ajinomoto Co., Inc.)										
Employees registered		40	3	37	39	3	36	29	3	26
Newly registered		3	0	3	9	1	8	4	1	3

[1] Only includes employees resign for personal reasons.

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

Number of personnel with disabilities (Japan only)

(persons)

	As of June 1, 2022	As of June 1, 2023	As of June 1, 2024
Employees	275.0	294.0	320.5
Ajinomoto Co., Inc.	74.0	78.0	82.0
Group companies ^[3]	201.0	216.0	238.5
Percentage of workforce rate	2.22%	2.35%	2.53%
Ajinomoto Co., Inc.	1.80%	1.87%	1.88%
Group companies ^[3]	2.42%	2.60%	2.87%

[3] Numbers refer to 18 consolidated subsidiaries with 40 or more regular workers, and a special-purpose subsidiary Ajinomoto Mirai Co., Ltd.

Personnel and Labor-Related Data

Age, years of employment, salary

	FY2021			FY2022			FY2023		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Average age									
Ajinomoto Co., Inc.	44.4	45.2	42.5	44.6	45.4	42.7	44.5	45.3	42.7
Group companies in Japan	37.3	-	-	41.5	42.6 ^[2]	39.2 ^[2]	41.5	42.1	39.8
Overseas Group companies	36.4	-	-	38.2	-	-	36.5	-	-
Average years of employment									
Ajinomoto Co., Inc.	20.2	20.9	18.5	20.3	21.0	18.6	19.9	20.6	18.3
Group companies in Japan	10.8	-	-	13.0	14.8 ^[2]	11.1 ^[2]	12.4	13.3	11.4
Overseas Group companies	9.2	-	-	9.8	-	-	9.2	-	-
Average annual salary ^[1] (thousand yen)									
Ajinomoto Co., Inc.	10,465	-	-	10,475	-	-	10,727	-	-

[1] Average for employees (excluding contract staff)

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

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

(persons)

	FY2021			FY2022			FY2023		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Total	3,252	2,225	1,027	3,335	2,272	1,063	3,480	2,353	1,127
age <30	366	210	156	387	218	169	439	250	189
age 30-39	757	475	282	750	463	287	788	491	297
age 40-49	1,201	875	326	1,138	812	326	1,083	756	327
age 50-59	827	584	243	957	702	255	1,038	755	283
age 60-	101	81	20	103	77	26	132	101	31

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

	FY2021			FY2022			FY2023		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Total	100%	68%	32%	100%	68%	32%	100%	68%	32%
age <30	11%	6%	5%	12%	7%	5%	13%	7%	5%
age 30-39	23%	15%	9%	22%	14%	9%	23%	14%	9%
age 40-49	37%	27%	10%	34%	24%	10%	31%	22%	9%
age 50-59	25%	18%	7%	29%	21%	8%	30%	22%	8%
age 60-	3%	2%	1%	3%	2%	1%	4%	3%	1%

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

(persons)

	FY2021			FY2022			FY2023		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Number of new managers promoted	70	52	18	82	64	18	100	81	19
Ratio	100%	74%	26%	100%	78%	22%	100%	81%	19%

Working hours (Ajinomoto Co., Inc. only)

	FY2021	FY2022	FY2023
Average annual working hours	1,889 ^[3]	1,892	1,902
Average paid leave days	15.3 ^[3]	15.6	15.3
Paid leave utilization rate	77.7%	79.6%	78.0%

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

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

	FY2021	FY2022	FY2023
Labor union membership ratio	61.0%	60.4%	60.1%

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. (No limit on number of days)
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 (Woman's leave after child's birth is 100% paid).
	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.
Childcare leave for partner		<ul style="list-style-type: none"> Allows employees to take up to 20 days of paid leave between two weeks before partner's delivery/expected delivery date, and 12 weeks after child's birth. This leave does not have to be continuous. Available if applied for at least one day prior to the desired date.
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.

* In accordance with the Act on Childcare Leave/Caregiver Leave in Japan, the leave can be taken by anyone regardless of gender.

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

	FY2021			FY2022			FY2023		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Parenting leave program									
Number of users									
Parenting leave	150	46	104	164	67	97	189	79	110
Number of employees newly obtained the right to take childcare leave	149	100	49	123	74	49	145	88	57
Part-time parenting and work	126	0	126	123	1	122	116	2	114
Childcare leave	4	0	4	5	1	4	4	3	1
Usage ratio									
Parenting leave	-	46.0%	100.0%	-	91.0%	100.0%	-	90.0%	100.0%
Average parenting leave usage days	-	13	364	-	14	361	-	15.9	345
Reinstatement rate	100.0%	100.0%	100.0%		100.0%	99.0%		100.0%	100.0%
Retention rate	-	100.0%	100.0%	-	100.0%	99.0%	-	100.0%	100.0%
Other WLB-related programs									
Number of users									
Nursing care leave	5	3	2	4	3	1	2	1	1
Nursing care temporary retirement	2	1	1	1	0	1	1	0	1
Part-time family care and work	0	0	0	1	0	1	1	0	1
Accumulated paid leave	43	19	24	34	8	26	63	28	35
Volunteer leave	23	-	-	1	-	-	1	-	-
Rejuvenation leave	153	-	-	150	-	-	130	-	-

Frequency of serious accidents and accidents with absence

Frequency of serious accidents and accidents with absence, and number of accident victims

	FY2019	FY2020	FY2021	FY2022	FY2023
No. of people (with absence)	118	146	104	93	99
No. of people (serious accidents) ^[1]	21	23	12	16	17
Frequency rate					
LTIFR ^[2]	1.46	1.90	1.28	1.13	1.20
LTIR ^[3]	0.29	0.38	0.26	0.23	0.24
Severity rate (lost workdays rate)	0.005	0.117	0.035	0.035	0.122

[1] 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.)

[2] Lost Time Injury Frequency Rate = (Number of lost time injuries) / (Number of hours worked by all employees) x 1,000,000

[3] Lost Time Incident Rate = (Number of lost time injuries) / (Number of hours worked by all employees) x 200,000

[4] Severity rate = (Number of lost workdays by lost time injuries) / (Number of hours worked by all employees) x 1,000

Major accident and incidents

		FY2019	FY2020	FY2021	FY2022	FY2023
Number of serious accidents ^[5] (Persons, fatal accidents in parentheses)	Japan	6(0)	8(0)	3(0)	6(0)	7(0)
	Overseas	15(1)	15(1)	9(0)	10(0)	10(1)
	Total	21(1)	23(1)	12(0)	16(0)	17(1)
Number of falling over accidents (Persons, serious accidents in parentheses)	Japan	5(1)	6(1)	13(0)	7(3)	8(3)
	Overseas	12(3)	16(1)	11(1)	13(1)	16(1)
	Total	17(4)	22(2)	24(1)	20(4)	24(4)
Number of caught-in accidents etc. by machines in operation (Persons, serious accidents in parentheses)	Japan	1(0)	3(3)	0(0)	1(0)	3(2)
	Overseas	6(3)	12(3)	11(7)	11(3)	9(2)
	Total	7(3)	15(6)	11(7)	12(3)	12(4)

[5] 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.)

Number of fatalities from work-related accidents

	FY2019	FY2020	FY2021	FY2022	FY2023
Number of work-related fatalities (Employees)	1	1	0	0	1
Number of work-related fatalities (Contractors ^[6])	0	0	0	0	0

[6] Contractors under the direct command of the Ajinomoto Group

Number of hotline reports

	FY2021			FY2022			FY2023		
	Japan	Overseas	Total	Japan	Overseas	Total	Japan	Overseas	Total
Human rights, harassment	36	5	41	38	19	57	52	41	93
Hiring, working, conditions	26	34	60	14	66	80	21	301	322
Quality, environment	7	2	9	6	14	20	9	22	31
Fraud	9	4	13	2	6	8	5	5	10
Social manners, ethics	22	97	119	8	54	62	20	158	178
Proper job performance	19	2	21	16	5	21	30	12	42
Other	8	107	115	9	213	222	15	701	716
Total	127	251	378	93	377	470	152	1,240	1,392

Number of violations

	FY2023
Corruption or Bribery	6
Customer Privacy Data	0
Conflicts of Interest	1
Money Laundering or Insider trading	0

Third-party assurance



LRQA Independent Assurance Statement Relating to Ajinomoto Co., Inc.'s Environmental and Social Data within Ajinomoto Group Sustainability Report 2024 for the fiscal year 2023

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 Report 2024 ("the report") for the fiscal year 2023 from 1 April 2023 to 31 March 2024), 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:¹
 - Scope 1 GHG emissions² (tonnes CO₂e)
 - Scope 2 GHG emissions, market-based and location-based² (tonnes CO₂e)
 - Scope 3 GHG emissions associated with Categories 1 to 15 (tonnes CO₂e)
 - Lost Time Injury Frequency Rate (LTIFR)³

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 respects:

- 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.

Note: 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.

¹ GHG quantification is subject to inherent uncertainty.

² Scope 1 and Scope 2 GHG emissions cover only energy-oriented CO₂ at Manufacture sites.

³ 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 and Lost Time Injury Frequency Rate (LTIFR) data and associated records for the fiscal year 2023; and
- Verification for confirming of the effectiveness of its data management system of Ajinomoto Food manufacturing Hokkaido Co., Ltd. Tokachi Plant and AJINOMOTO FROZEN FOODS CO., INC. Chiba Plant were conducted by emails 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: 26 June 2024

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

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Ajinomoto Group Sustainability Report 2024

Appendix 3 : Tax Data

FY2022 Country-by-Country Reporting

(Millions of yen)

Country	Revenues Total	Profit (Loss) before income tax	Income Tax Accrued	Income Tax Paid	Number of Employees (Unit: People)
Japan	1,090,476	63,341	12,918	14,644	7,726
U.S.A.	293,999	-2,271	4,072	20	4,825
Thailand	289,137	38,452	5,035	6,083	4,580
Indonesia	136,708	9,442	2,833	2,521	3,621
Brazil	89,088	9,089	3,039	3,039	3,087
Belgium	64,709	5,260	1,731	1,710	869
Viet Nam	55,430	7,028	1,291	1,096	2,287
France	41,439	-416	13	8	735
Philippines	28,018	3,438	898	614	844
Singapore	25,573	587	123	75	40
China	23,518	2,727	669	614	734
Peru	19,043	1,072	463	447	1,271
Malaysia	18,469	484	-107	146	577
Poland	11,442	884	199	224	612
Other	83,724	5,615	1,265	1,236	2,797
Total	2,270,772	144,734	34,442	32,477	34,605

The above amounts are based on "Country-by-Country Report" submitted to Japanese Tax Authorities, and not directly related to the Consolidated Financial Statements.

List of taxable entities as of FY2022

Tax Jurisdiction	Constituent Entities Resident in the Tax Jurisdiction	Main business activity			
		Research and Development	Manufacturing or Production	Sales, Marketing or Distribution	Other
Japan	Ajinomoto Co., Inc.	●	●	●	●
Japan	Ajinomoto Food Manufacturing Co., Ltd.	●	●		
Japan	AJINOMOTO FROZEN FOODS CO.,INC.	●	●	●	●
Japan	AJINOMOTO HEALTHY SUPPLY CORPORATION INC.		●	●	
Japan	AJINOMOTO TRADING, INC.			●	●
Japan	Ajinomoto Fine-Techno Co., Inc.	●	●	●	
Japan	AJINOMOTO ENGINEERING CORPORATION				●
Japan	DELICA ACE CO.,LTD.		●	●	
Japan	OKINAWA AJINOMOTO CO.,INC.			●	
Japan	Ajinomoto Communications Co., Inc.				●
Japan	AJINOMOTO BAKERY CO.,LTD.	●	●	●	
Japan	Bonito Technical Laboratory Co., Inc.		●	●	
Japan	SAPS CO.,LTD.			●	
Japan	HOKKAIDO AJINOMOTO CO.,INC.			●	
Japan	Intellectual Property Expert Co.,Ltd.				●
Japan	Ajinomoto Direct Co.,Inc.			●	
Japan	Ajinomoto Mirai Co., Ltd.				●
Japan	GeneDesign,Inc.		●	●	
Japan	Ajinomoto Kohjin Bio Co., Ltd.		●	●	
Japan	Ajinomoto Digital Business Partners Co., Inc.				●
Japan	AGF Suzuka, Inc.		●		
Japan	AGF kanto, Inc.		●		
Japan	Ajinomoto Food Manufacturing Hokkaido Co., Ltd.		●		
Japan	Ajinomoto AFM Trading Co., Ltd.			●	●
Japan	AJINOMOTO KOUNAI SERVICE CORPORATION				●
Japan	AJINOMOTO FINANCIAL SOLUTIONS, Inc.				●
Japan	Ajinomoto AGF,Inc.	●		●	●
Japan	NIPPON PROTEIN CO.,LTD.		●		
China	AgriTecno (Shanghai) Trading Co., Ltd.			●	

Tax Jurisdiction	Constituent Entities Resident in the Tax Jurisdiction	Main business activity			
		Research and Development	Manufacturing or Production	Sales, Marketing or Distribution	Other
China	LIANYUNGANG AJINOMOTO RUYI FOODS CO.,LTD.		●	●	
China	Ajinomoto (China) Co., Ltd.			●	●
China	Lianyungang Ajinomoto Frozen Foods Co., Ltd.		●	●	
China	SHANGHAI AJINOMOTO FOOD RESEARCH AND DEVELOPMENT CENTER CO., LTD.	●			
China	Xiamen Ajinomoto Life Ideal Foods Co., Ltd		●	●	
China	XIAMEN AJIRAKU IDEAL FOODS CO., LTD.		●	●	
China	SHANGHAI AJINOMOTO AMINO ACID CO., LTD.		●	●	
China	Shanghai Ajinomoto Seasoning Co., Ltd.		●	●	
China	Shanghai Ajinomoto Trading Co., Ltd.			●	●
China	Ajinomoto Shanghai Specialty Chemicals Co., Ltd			●	●
Hong Kong	AJINOMOTO(HONG KONG)CO., LTD.			●	
Korea, Republic of	Ajinomoto Nongshim Foods, Co., Ltd.		●		
Korea, Republic of	Ajinomoto Korea Inc.			●	
Korea, Republic of	Ajinomoto Genexine Co., Ltd.		●	●	
Taiwan, Province of China	TAISO COMMERCE INC.			●	
Taiwan, Province of China	AJINOMOTO TAIWAN INC.			●	
Singapore	AJINOMOTO (SINGAPORE) PRIVATE LIMITED			●	●
Malaysia	AJINOMOTO (MALAYSIA) BERHAD	●	●	●	
Thailand	AJINOMOTO COMPANY (THAILAND) LIMITED	●	●	●	●
Thailand	Ajinomoto SEA Regional Headquarters Co., Ltd.				●

Tax Data

Tax Jurisdiction	Constituent Entities Resident in the Tax Jurisdiction	Main business activity			
		Research and Development	Manufacturing or Production	Sales, Marketing or Distribution	Other
Thailand	Ajinomoto Business Center (Thailand) Co., Ltd.				●
Thailand	FD Green (Thailand) Co., Ltd.		●	●	
Thailand	WAN THAI FOODS INDUSTRY CO.,LTD.	●	●	●	
Thailand	AJINOMOTO FROZEN FOODS (THAILAND) CO.,LTD.		●	●	
Thailand	AJINOMOTO BETAGRO FROZEN FOODS(THAILAND)CO.,LTD.		●	●	
Thailand	AJINOMOTO BETAGRO FROZEN FOODS(THAILAND)CO.,LTD.		●	●	
Thailand	AJINOMOTO SALES (THAILAND) COMPANY LIMITED		●	●	
Thailand	Erawan Industrial Development Co., Ltd.				●
Thailand	SI AYUTTHAYA REALESTATE CO.,LTD.				●
Thailand	AJINOMOTO ENGINEERING 2001 (THAILAND) CO.,LTD.				●
Thailand	AJITRADE (THAILAND) CO., LTD.			●	●
Indonesia	P.T. AJINEX INTERNATIONAL	●	●		
Indonesia	P.T. AJINOMOTO SALES INDONESIA			●	
Indonesia	PT Lautan Ajinomoto Fine Ingredients		●		
Indonesia	P.T.AJINOMOTO INDONESIA	●	●	●	
Philippines	AJINOMOTO PHILIPPINES CORPORATION	●	●	●	
Philippines	AJINOMOTO PHILIPPINES FLAVOR FOOD INC.		●		
Viet Nam	AJINOMOTO VIETNAM CO.,LTD.	●	●	●	
Pakistan	Ajinomoto Lakson Pakistan (Private) Limited			●	
Myanmar	Myanmar Ajinomoto Foods CO., LTD.			●	
Myanmar	YATHAR CHO CO., LTD.				●
Cambodia	AJINOMOTO (CAMBODIA) CO., LTD.		●	●	
Bangladesh	AJINOMOTO BANGLADESH LIMITED		●	●	
India	AJINOMOTO INDIA PRIVATE LIMITED		●	●	
India	AJINOMOTO BIO-PHARMA SERVICES INDIA PRIVATE LIMI		●		
Turkey	Ajinomoto Istanbul Food Industry And Trade Limit			●	

Tax Jurisdiction	Constituent Entities Resident in the Tax Jurisdiction	Main business activity			
		Research and Development	Manufacturing or Production	Sales, Marketing or Distribution	Other
United States of America	Ajinomoto Althea, Inc.	●	●	●	
United States of America	Ajinomoto North America Holdings, Inc				●
United States of America	Ajinomoto Health & Nutrition North America, Inc.	●	●	●	
United States of America	Ajinomoto Toyo Frozen Noodles Inc.		●		
United States of America	Ajinomoto Cambrooke, Inc.	●	●	●	
United States of America	New Season Foods, Inc.		●		
United States of America	Ajinomoto Foods North America, Inc.	●	●	●	
United States of America	Ajinomoto Fine-Techno USA Corporation			●	
Canada	Kenney & Ross, Limited		●	●	
Brazil	AJINOMOTO DO BRASIL INDUSTRIA E COMERCIO DE ALIM	●	●	●	
Colombia	AJINOMOTO DO BRASIL INDUSTRIA E COMERCIO DE ALIM Colombia Branch			●	
Peru	AJINOMOTO DEL PERU S.A.	●	●	●	
Argentina	AJINOMOTO DO BRASIL INDUSTRIA E COMERCIO DE ALIM Argentine Branch			●	
Ecuador	Sazonadores del Pacifico C. Ltda.		●	●	
Mexico	AJINOMOTO DE MEXICO, SOCIEDAD DE R. LTD. DE C.V.			●	
Chile	AJINOMOTO DEL PERU S.A.			●	
Plurinational State of Bolivia	AJINOMOTO DEL PERU S.A. Bolivia Branch			●	

Tax Data

Tax Jurisdiction	Constituent Entities Resident in the Tax Jurisdiction	Main business activity			
		Research and Development	Manufacturing or Production	Sales, Marketing or Distribution	Other
United Kingdom	AJINOMOTO FOODS EUROPE SAS UK Branch			●	
United Kingdom	Nualtra Ltd. UK Branch			●	
Ireland	Nualtra Ltd.			●	
France	AJINOMOTO FOODS EUROPE SAS		●	●	
France	Ajinomoto Frozen Foods France S.A.S.	●	●	●	
France	AJINOMOTO EUROPE S.A.S				●
Cyprus	CAMBROOKE THERAPEUTICS INTERNATIONAL LIMITED			●	
Belgium	S.A. AJINOMOTO OMNICHEM N.V.	●	●	●	
Italy	Quaris S.r.l			●	
Spain	Agro2Agri, S.L.	●			
Spain	DADELOS AGROSOLUTIONS, S.L.		●	●	
Spain	AGRITECNO FERTILIZANTES, S.L.			●	
Spain	AGRIGENTUM 3, S.L.U.,			●	
Germany	AJINOMOTO FOODS EUROPE SAS Hamburg Branch		●	●	
Poland	Ajinomoto Jawo sp z o.o.		●	●	
Poland	Ajinomoto Poland Sp. z o.o.	●	●	●	
Russian Federation	Ajinomoto-Genetika Research Institute	●			
Russian Federation	OOO AGRITECNO			●	
Russian Federation	OOOAJINOMOTO			●	
Nigeria	AJINOMOTO FOODS NIGERIA LTD		●	●	
Kenya	AGRITECNO EST AFRICA			●	
Egypt	Ajinomoto Foods Egypt S.A.E.			●	