

# Ajinomoto Group Sustainability Data Book 2021

## Appendix 2 : Personnel and Labor-Related Data

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

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

The personnel and labor-related data of this section covers Ajinomoto Co., Inc. and its consolidated subsidiaries (28 in Japan, 88 overseas) as of March 31, 2021.

### 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, audit & supervisory board members, advisors, executive officers or a higher position (excluding part-timers)  
Management : Employees in the position of section manager, a position equivalent to section manager, or a position higher than section manager (excluding executives)

## Personnel and Labor-Related Data

### Director statistics

Number of directors (Ajinomoto Co., Inc.)

(persons)

	as of June 30, 2019			as of June 30, 2020			as of June 30, 2021		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Ajinomoto Co., Inc.	9	7	2	9	7	2	11	8	3
Ratio	100%	78%	22%	100%	78%	22%	100%	73%	27%

Directors by age (Ajinomoto Co., Inc.)

(persons)

	as of June 30, 2019				as of June 30, 2020				as of June 30, 2021			
	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.	9	0	0	9	9	0	0	9	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)

	FY2018			FY2019			FY2020		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Ajinomoto Group total	44,199	-	-	41,533	-	-	42,542	-	-
Employees	34,504	24,467	10,037	32,509	22,894	9,615	33,461	23,536	9,924
Management	4,911	3,804	1,107	4,839	3,674	1,165	4,977	3,685	1,292
Non-management	29,521	20,607	8,914	27,580	19,151	8,429	28,397	19,784	8,614
Contract staff	72	56	16	90	69	21	86	67	19
Temporary staff	9,695	-	-	9,024	-	-	9,081	-	-
Japan	14,991	-	-	13,196	-	-	12,636	-	-
Employees	9,219	6,913	2,306	7,945	5,781	2,164	7,709	5,570	2,140
Management	2,203	2,024	179	2,037	1,840	197	1,952	1,746	206
Non-management	6,944	4,833	2,111	5,818	3,872	1,946	5,671	3,757	1,914
Contract staff	72	56	16	90	69	21	86	67	19
Temporary staff	5,772	-	-	5,251	-	-	4,927	-	-
Asia	17,305	-	-	16,251	-	-	17,130	-	-
Employees	13,819	9,730	4,089	12,873	9,195	3,678	13,765	9,825	3,940
Management	1,597	1,008	589	1,607	1,016	591	1,789	1,121	668
Non-management	12,222	8,722	3,500	11,266	8,179	3,087	11,976	8,704	3,272
Temporary staff	3,486	-	-	3,378	-	-	3,365	-	-
EMEA <sup>[1]</sup>	3,972	-	-	3,951	-	-	3,974	-	-
Employees	3,557	2,458	1,099	3,584	2,478	1,106	3,600	2,476	1,124
Management	420	290	130	465	317	148	497	329	168
Non-management	3,137	2,168	969	3,119	2,161	958	3,102	2,147	955
Temporary staff	415	-	-	367	-	-	374	-	-
The Americas	7,931	-	-	8,135	-	-	8,802	-	-
Employees	7,909	5,366	2,543	8,107	5,440	2,667	8,387	5,666	2,721
Management	691	482	209	730	501	229	738	490	249
Non-management	7,218	4,884	2,334	7,377	4,939	2,438	7,648	5,176	2,472
Temporary staff	22	-	-	28	-	-	415	-	-
Ref.: Ajinomoto Co., Inc.	3,928	2,638	1,290	3,607	2,437	1,170	3,404	2,286	1,118
Employees	3,494	2,444	1,050	3,401	2,327	1,074	3,184	2,177	1,007
Management	1,098	994	104	1,105	989	116	989	876	113
Non-management	2,324	1,394	930	2,206	1,269	937	2,109	1,234	875
Contract staff	72	56	16	90	69	21	86	67	19
Temporary staff	434	194	240	206	110	96	220	109	111

[1] Europe, the Middle East and Africa

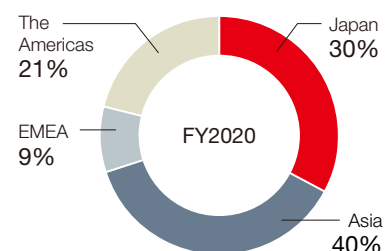
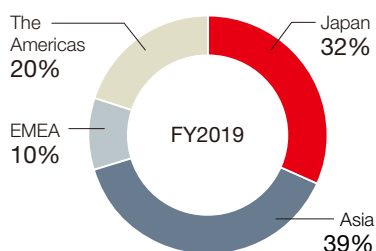
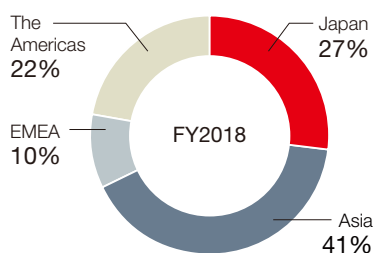
## Personnel and Labor-Related Data

### Ajinomoto Group employee ratio

Numbers in parentheses indicate male and female percentages.

	FY2018			FY2019			FY2020		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Ajinomoto Group total	100%	-	-	100%	-	-	100%	-	-
Employees	78%	(71%)	(29%)	78%	(70%)	(30%)	79%	(70%)	(30%)
Management	11%	(77%)	(23%)	12%	(76%)	(24%)	12%	(74%)	(26%)
Non-management	67%	(70%)	(30%)	66%	(69%)	(31%)	67%	(70%)	(30%)
Contract staff	0%	(78%)	(22%)	0%	(77%)	(23%)	0%	(78%)	(22%)
Temporary staff	22%	-	-	22%	-	-	21%	-	-
Japan	100%	-	-	100%	-	-	100%	-	-
Employees	61%	(75%)	(25%)	60%	(73%)	(27%)	61%	(72%)	(28%)
Management	15%	(92%)	(8%)	15%	(90%)	(10%)	15%	(89%)	(11%)
Non-management	46%	(70%)	(30%)	44%	(67%)	(33%)	45%	(66%)	(34%)
Contract staff	0%	(78%)	(22%)	1%	(77%)	(23%)	1%	(78%)	(22%)
Temporary staff	39%	-	-	40%	-	-	39%	-	-
Asia	100%	-	-	100%	-	-	100%	-	-
Employees	80%	(70%)	(30%)	79%	(71%)	(29%)	80%	(71%)	(29%)
Management	9%	(63%)	(37%)	10%	(63%)	(37%)	10%	(63%)	(37%)
Non-management	71%	(71%)	(29%)	69%	(73%)	(27%)	70%	(73%)	(27%)
Temporary staff	20%	-	-	21%	-	-	20%	-	-
EMEA	100%	-	-	100%	-	-	100%	-	-
Employees	90%	(69%)	(31%)	91%	(69%)	(31%)	91%	(69%)	(31%)
Management	11%	(69%)	(31%)	12%	(68%)	(32%)	13%	(66%)	(34%)
Non-management	79%	(69%)	(31%)	79%	(69%)	(31%)	78%	(69%)	(31%)
Temporary staff	10%	-	-	9%	-	-	9%	-	-
The Americas	100%	-	-	100%	-	-	100%	-	-
Employees	100%	(68%)	(32%)	100%	(67%)	(33%)	95%	(68%)	(32%)
Management	9%	(70%)	(30%)	9%	(69%)	(31%)	8%	(66%)	(34%)
Non-management	91%	(68%)	(32%)	91%	(67%)	(33%)	87%	(68%)	(32%)
Temporary staff	0%	-	-	0%	-	-	5%	-	-
Ref.: Ajinomoto Co., Inc.	100%	(67%)	(33%)	100%	(68%)	(32%)	100%	(67%)	(33%)
Employees	89%	(70%)	(30%)	94%	(68%)	(32%)	94%	(68%)	(32%)
Management	28%	(91%)	(9%)	31%	(90%)	(10%)	29%	(89%)	(11%)
Non-management	59%	(60%)	(40%)	61%	(58%)	(42%)	62%	(59%)	(41%)
Contract staff	2%	(78%)	(22%)	2%	(77%)	(23%)	3%	(78%)	(22%)
Temporary staff	11%	(45%)	(55%)	6%	(53%)	(47%)	6%	(50%)	(50%)

### Group employees by region



## Personnel and Labor-Related Data

### Ratio of locally hired overseas executives

(persons)

	FY2018	FY2019	FY2020
Total overseas executives	178	177	163
Local executives	73	73	63
Local executive ratio	41%	41%	39%

### Number of new hires, retention rate

(persons)

	FY2018			FY2019			FY2020		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Total number of new hires (new graduates + mid-career)	7,303	-	-	4,349	-	-	3,999	-	-
Japan	387	-	-	303	-	-	208	-	-
Asia	4,183	-	-	1,314	-	-	835	-	-
EMEA	2,261	-	-	344	-	-	334	-	-
The Americas	472	-	-	2,388	-	-	2,622	-	-
Ref.: Ajinomoto Co., Inc.	124	71	53	99	57	42	73	50	23
New graduates	87	49	38	88	49	39	47	29	18
Mid-career	37	22	15	11	8	3	26	21	5
Management	4	4	0	0	0	0	4	4	0
Non-management	33	18	15	11	8	3	22	17	5
Ratio of mid-career recruitment	-	-	-	-	-	-	35.6%	42.0%	21.7%

### Retention rate (3 years) for new graduates

Ajinomoto Co., Inc.	92.4%	91.5%	93.8%	94.5%	100.0%	85.0%	85.9%	90.5%	77.3%
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### Diversity of new hires (Ajinomoto Co., Inc.)

(persons)

	FY2018			FY2019			FY2020		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Total	-	-	-	-	-	-	26	21	5
Non-management	age <30	-	-	-	-	-	4	3	1
	age 30-39	-	-	-	-	-	18	14	4
	age 40-49	-	-	-	-	-	0	0	0
	age 50-59	-	-	-	-	-	0	0	0
	age 60-	-	-	-	-	-	0	0	0
Management (junior)	age <30	-	-	-	-	-	0	0	0
	age 30-39	-	-	-	-	-	1	1	0
	age 40-49	-	-	-	-	-	0	0	0
	age 50-59	-	-	-	-	-	0	0	0
	age 60-	-	-	-	-	-	0	0	0
Management (middle)	age <30	-	-	-	-	-	0	0	0
	age 30-39	-	-	-	-	-	0	0	0
	age 40-49	-	-	-	-	-	2	2	0
	age 50-59	-	-	-	-	-	1	1	0
	age 60-	-	-	-	-	-	0	0	0
Management (senior)	age <30	-	-	-	-	-	0	0	0
	age 30-39	-	-	-	-	-	0	0	0
	age 40-49	-	-	-	-	-	0	0	0
	age 50-59	-	-	-	-	-	0	0	0
	age 60-	-	-	-	-	-	0	0	0

## Personnel and Labor-Related Data

### Number of retirees, turnover, reemployment

(persons)

	FY2018			FY2019			FY2020		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Total number of retirees	7,330	-	-	4,535	-	-	4,113	-	-
Japan	361	-	-	322	-	-	410	308	102
Retired	138	-	-	144	-	-	109	86	23
Resigned for personal reasons	223	-	-	178	-	-	301	222	79
Overseas (Resigned for personal reasons, etc.)	6,969	-	-	4,213	-	-	3,703	-	-
Ref.: Ajinomoto Co., Inc.	116	86	30	135	100	35	237	195	42
Retired	51	46	5	69	55	14	52	40	12
Resigned for personal reasons	65	40	25	66	45	21	185 <sup>[1]</sup>	155	30
Turnover <sup>[2]</sup>									
Ajinomoto Co., Inc.	1.6%	1.3%	2.3%	1.6%	1.5%	1.9%	4.8%	5.6%	2.7%
Reemployed after retirement									
Japan	111	-	-	127	-	-	85	69	16
Ref.: Ajinomoto Co., Inc.	28	-	-	36	-	-	29	24	5
Under reemployment program	7	0	7	0	0	0	0	0	0
Seniors (after retirement)	21	-	-	36	-	-	29	24	5
Ref.: Number of employees registered in reemployment program (Ajinomoto Co., Inc.)									
Employees registered	46	4	42	44	4	40	45	5	40
Newly registered	17	1	16	5	0	5	6	1	5

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

[2] Only includes employees resign for personal reasons.

### Number of personnel with disabilities (Japan only)

(persons)

	As of June 1, 2019	As of June 1, 2020	As of June 1, 2021
Employees	300.5	293.5	280.0
Ajinomoto Co., Inc.	91.0	86.0	85.0
Group companies <sup>[3]</sup>	209.5	207.5	195.0
Percentage of workforce rate	2.23%	2.22%	2.26%
Ajinomoto Co., Inc.	2.06%	1.98%	2.01%
Group companies <sup>[3]</sup>	2.31%	2.34%	2.39%

[3] Numbers refer to 17 consolidated subsidiaries with 45.5 or more regular workers, and a special-purpose subsidiary Ajinomoto Mirai Co., Ltd.

### Age, years of employment, salary

	FY2018			FY2019			FY2020		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Average age									
Ajinomoto Co., Inc.	43.6	44.4	41.5	43.9	44.7	41.7	44.1	44.8	42.2
Group companies in Japan	42	-	-	41.4	-	-	40.4	-	-
Overseas Group companies	33.5	-	-	37	-	-	36.5	-	-
Average years of employment									
Ajinomoto Co., Inc.	19.9	20.6	18.1	19.9	20.9	17.4	20.2	20.9	18.4
Group companies in Japan	12.8	-	-	14.1	-	-	13.5	-	-
Overseas Group companies	7.6	-	-	9.4	-	-	9.2	-	-
Average annual salary <sup>[4]</sup> (thousand yen)									
Ajinomoto Co., Inc.	9,823	-	-	9,557	-	-	9,971	-	-

[4] Average for employees (excluding contract staff)

## Personnel and Labor-Related Data

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

(persons)

	FY2018			FY2019			FY2020		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Total	-	-	-	-	-	-	3,184	2,177	1,007
age <30	-	-	-	-	-	-	383	217	166
age 30-39	-	-	-	-	-	-	773	504	269
age 40-49	-	-	-	-	-	-	1,190	852	338
age 50-59	-	-	-	-	-	-	753	533	220
age 60-	-	-	-	-	-	-	85	71	14

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

	FY2018			FY2019			FY2020		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Total	-	-	-	-	-	-	100%	68%	32%
age <30	-	-	-	-	-	-	12%	7%	5%
age 30-39	-	-	-	-	-	-	24%	16%	8%
age 40-49	-	-	-	-	-	-	37%	27%	11%
age 50-59	-	-	-	-	-	-	24%	17%	7%
age 60-	-	-	-	-	-	-	3%	2%	0%

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

(persons)

	FY2018			FY2019			FY2020		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Number of new managers	-	-	-	-	-	-	78	63	15
Ratio	-	-	-	-	-	-	100%	81%	19%

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

	FY2018	FY2019	FY2020
Average annual working hours	1,820	1,812	1,878
Average paid leave days	16.3	16.9	14.8
Paid leave utilization rate	84.3%	86.7%	75.1%

### Education and training (Ajinomoto Co., Inc. only)

	FY2018	FY2019	FY2020
Annual expenditures for education and training (million yen)	513	462	393
Annual average time of training and education per employee (hours)	13	13	13

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

	FY2018	FY2019	FY2020
Labor union membership ratio	61.6%	61.7%	63.0%

## Personnel and Labor-Related Data

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

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

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

	FY2018			FY2019			FY2020		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Parenting leave program									
Number of users									
Parenting leave	122	23	99	151	40	111	135	28	107
Number of employees newly obtained the right to take childcare leave	174	124	50	154	104	50	132	81	51
Part-time parenting and work	154	0	154	145	1	144	141	1	140
Childcare leave	18	1	17	13	1	12	7	2	5
Usage ratio									
Parenting leave	-	18.5%	100.0%	-	38.5%	100.0%	-	34.5%	100.0%
Average parenting leave usage days	-	27	365	-	16	365	-	12	372
Reinstatement rate	100.0%	100.0%	100.0%	99.3%	100.0%	99.0%	100.0%	100.0%	100.0%
Retention rate	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Other WLB-related programs									
Number of users									
Nursing care leave	12	1	11	7	2	5	6	3	3
Nursing care temporary retirement	3	1	2	2	0	2	1	0	1
Part-time family care and work	-	-	-	-	-	-	0	0	0
Accumulated paid leave	79	22	57	68	29	39	55	22	33
Volunteer leave	36	-	-	42	-	-	1	-	-
Rejuvenation leave	160	-	-	105	-	-	101	-	-

## Personnel and Labor-Related Data

### Frequency of serious accidents and accidents with absence

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

	FY2016	FY2017	FY2018	FY2019	FY2020
No. of people (with absence)	119	110	134	118	146
No. of people (serious)	16	23	16	22	23
Lost-time injury frequency rate	1.37	1.39	1.49	1.46	1.90
Lost-workday rate	0.054	0.021	0.018	0.005	0.117
Occupational illness frequency rate	-	-	-	0	0

[1] Data from Ajinomoto Foods North America, Inc. and Ajinomoto Istanbul Food Industry and Trade Ltd. Co. were added in fiscal 2017.

Major accident and incidents<sup>[2]</sup>

	FY2016	FY2017	FY2018	FY2019	FY2020
Number of caught-in-machinery accidents (Persons, serious accidents in parentheses)					
Japan	2 (1)	1 (1)	1 (0)	1 (0)	1 (1)
Overseas	3 (0)	9 (7)	7 (3)	5 (2)	5 (1)
Total	5 (1)	10 (8)	8 (3)	6 (2)	6 (2)
Number of fall accidents (Persons, serious accidents in parentheses)					
Japan	24 (2)	14 (3)	19 (4)	12 (1)	13 (1)
Overseas	6 (1)	9 (1)	13 (0)	10 (3)	16 (1)
Total	30 (3)	23 (4)	32 (4)	22 (4)	29 (2)
Number of lower back pain accidents (Persons, serious accidents in parentheses)					
Japan	8 (3) <sup>[3]</sup>	6 (4) <sup>[3]</sup>	9 (4) <sup>[3]</sup>	3 (1)	8 (1)
Overseas	8 (1) <sup>[3]</sup>	17 (8) <sup>[3]</sup>	7 (3) <sup>[3]</sup>	9 (0)	0 (0)
Total	16 (4) <sup>[3]</sup>	23 (12) <sup>[3]</sup>	16 (7) <sup>[3]</sup>	12 (1)	8 (1)
Number of serious accidents (excluding commuting accidents) (caught-in-machinery and fall accidents in parentheses)					
Japan	8 (3)	6 (4)	9 (4)	6 (1)	8 (2)
Overseas	8 (1)	17 (8)	7 (3)	15 (5)	15 (2)
Total	16 (4)	23 (12)	16 (7)	21 (6)	23 (4)
Number of serious commuting accidents					
Japan	4	3	3	3	0
Overseas	5	16	10	7	8
Total	9	19	13	10	8
Number of fatal accidents					
Japan	0	0	0	0	0
Overseas	0	0	0	1	1
Total	0	0	0	1	1

[2] Data from Ajinomoto Foods North America, Inc. and Ajinomoto Istanbul Food Industry and Trade Ltd. Co. were added in fiscal 2017.

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

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


	FY2016	FY2017	FY2018	FY2019	FY2020
Human rights, harassment	33	28	47	45	50
Hiring, working condition	14	14	21	19	36
Quality, environment	1	1	1	1	3
Irregularity	2	2	1	4	3
Social manners, ethics	8	10	6	10	29
Proper job performance	6	13	20	8	45
Other	5	3	2	6	4
Total number of hotline reports	69	71	98	93	170

[4] Multiple issues reported in some cases.



# Personnel and Labor-Related Data

## Third-party assurance



### LR Independent Assurance Statement

**Relating to Ajinomoto Co., Inc.'s Environmental and Social Data within Ajinomoto Group Sustainability Data Book 2021 for the fiscal year 2020**

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 (LR) was commissioned by AJINOMOTO Co., Inc. ("the Company") to provide independent assurance on its Environmental and Social data within Ajinomoto Group Sustainability Data Book 2021 ("the report") for the fiscal year 2020 (from 1 April 2020 to 31 March 2021), against the assurance criteria below to a limited level of assurance and at the materiality of the professional judgement of the verifier using ISAE 3000 and ISO 14064-3 for GHG emissions data.

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

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

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

LR's responsibility is only to the Company. LR 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.

**LR's Opinion**  
Based on LR's approach nothing has come to our attention that would cause us to believe that the Company has not, in all material 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.

<sup>1</sup> GHG quantification is subject to inherent uncertainty.  
<sup>2</sup> Scope 1 and Scope 2 GHG emissions cover only energy-oriented CO<sub>2</sub> at Manufacture sites.  
<sup>3</sup> Including office work only sites.

Page 1 of 2



### LR's approach

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

- Auditing the Company's data management systems to confirm that there were no significant errors, omissions or mis-statements in the report. We did this by reviewing the effectiveness of data handling procedures, instructions and systems, including those for internal verification.
- Interviewing with key people responsible for compiling the data and drafting the report.
- Sampling datasets and tracing activity data back to aggregated levels;
- Verifying the historical GHG emissions, Lost Time Injury Frequency Rate (LTIFR) and Occupational Illness Frequency Rate (OIFR) data and associated records for the fiscal year 2020; and
- By implementing a "No Visitor" Policy due to the global infection spread of COVID-19, conducting the remote verification to Shizuoka Factory of Ajinomoto Food Manufacturing Co., Ltd. and Osaka Factory of AJINOMOTO FROZEN FOOD Co., Inc. for confirming the effectiveness of its data management system via emails, telephone, and Skype for Business. 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.

**LR's standards, competence and independence**  
LR 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.

LR 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 LR for the Company and as such do not compromise our independence or impartiality.

Signed Dated: 13 June 2021



**Takahiro Iio**  
LR Lead Verifier  
On behalf of Lloyd's Register Quality Assurance Limited  
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**LR reference: YKA4005113**

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Page 2 of 2