

Eat Well, Live Well.



Ajinomoto Group
Sustainability Report
2025





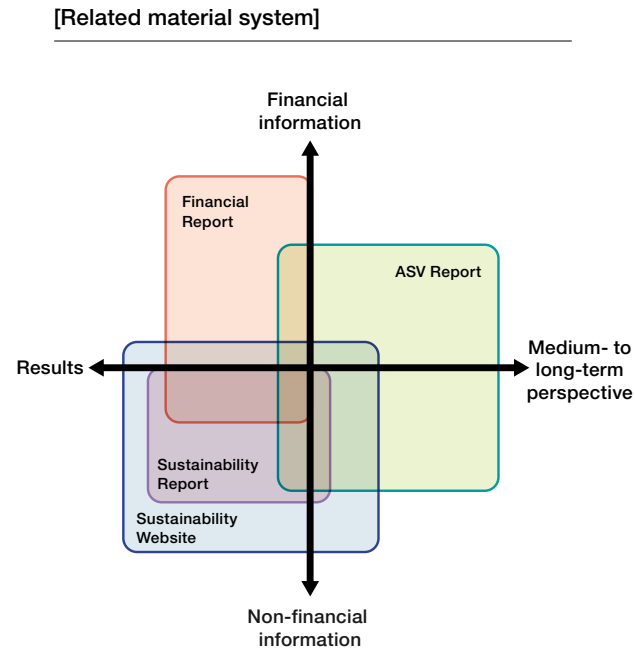
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Editorial policy

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.



Organizational scope

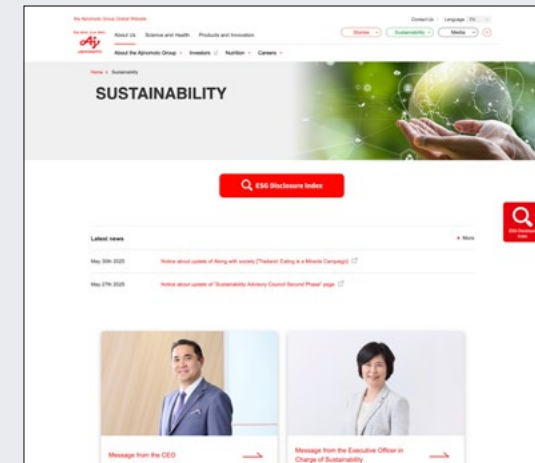
This report covers the activities of the Group, comprising, unless otherwise noted, Ajinomoto Co., Inc. ("the Company") and its consolidated subsidiaries and equity-method affiliates (as of March 31, 2025). When comprehensive Group information is not available, the data parameters are explicitly defined.

Period covered by this report

Fiscal 2024 (April 1, 2024 to March 31, 2025)

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>



Sustainability Policy and Framework

Message from the CEO	P005
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Message from the CEO

Dear stakeholders

**Shigeo Nakamura**

Director

Representative Executive Officer

President & Chief Executive Officer

The Purpose of the Ajinomoto Group is contributing to the well-being of all human beings, our society and our planet with "AminoScience." Under this Purpose, we pursue Ajinomoto Group Creating Shared Value (ASV), an initiative to co-create social and economic value through our businesses. The Ajinomoto Group Way (AGW) represents our guiding principles: Create new value, pioneer spirit, social contribution, value people. We codify these principles in Our Philosophy.

This deep engagement with the Ajinomoto Group Purpose serves as my inner driving force. With this Purpose in mind, we focus on creating social value through solutions to social issues that leverage innovative products and services. At the same time, we strive to create even greater levels of economic value. To this end, we seek to strengthen our intangible assets represented by human resources, technology, customers, and organization, while we refine our advanced bio and fermentation technologies based on "AminoScience," our *Deliciousness Technology*, our health value improvement technology, and our unique functional design technology.

The Ajinomoto Group vision for 2030 include reducing our environmental impact by 50% and helping extend the healthy life expectancy of 1 billion people. Sustainable agrifood systems are also very important to the Ajinomoto Group, which deals mainly in the Food Products business and Bio & Fine Chemicals business. As a value chain, agrifood systems have an enormous environmental impact upstream, namely the production of agricultural and livestock products. For example, about a quarter of the world's greenhouse gas emissions, 70% of freshwater use, and 50% of flat land use are attributed to agricultural and livestock production. Notwithstanding, one-third of food is wasted across the breadth of the value chain, including the

manufacturing stage and downstream consumption. This amount is far from negligible as a cause of diverse problems, including climate change, biodiversity, water resources, and deforestation. While the focus of global climate change issues continues to be the movement away from fossil fuels, interest in the agrifood systems has increased over time. Two years ago, the Emirates Declaration at COP28 incorporated sustainable agrifood systems as a key element for the first time. COP30 will be held in Brazil in 2025. We expect to see advancements in the area of sustainable agrifood systems toward international frameworks and rules on climate change.

I was honored to speak at COP29 in Azerbaijan last year at the Japan Pavilion event. During my comments, I highlighted the sustainable activities at AJINOMOTO DO BRASIL INDUSTRIA E COMERCIO DE ALIM. Brazil is an enormous agricultural country, and we have been part of the Recovery of Degraded Pasture Verification Study Project in Brazil. Farms can mix AjiPro®-L, a lysine formulation for cattle, with feed to supplement amino acids that tend to be lacking and improve the amino acid balance of the feed. This approach can reduce greenhouse gas emissions by approximately 1 ton (CO₂ equivalent) per cow per year. Field tests are underway for dairy and beef cattle in Brazil, which has more head of cattle than any other country. We will also participate in COP30 to accelerate the Group's global sustainability efforts.

In these ways and more, we not only reduce the negative impacts of Ajinomoto Group business on society and the environment, but also create much social and economic value through positive impacts, all while challenging ourselves to generate dramatic sustained growth in Ajinomoto Group corporate value.

Message from the Executive Officer in Charge of Sustainability

Toward sustainable growth: Reducing negative impact, creating positive impact



Kaori Ono

Kaori Ono

Executive Officer in Charge of Sustainability

The Purpose of the Ajinomoto Group is to contribute to the well-being of all human beings, our society and our planet with "AminoScience." Sustainability is at the heart of Ajinomoto ASV management. Our 2030 Roadmap shows how we are advancing

initiatives aligned with important issues (Materiality) in Six Material Themes.

With five years to go until 2030, we continue to reduce negative impacts through our business activities and leverage our strength in "AminoScience" in cooperation with stakeholders to develop technologies, expertise, products, and services that generate positive impacts on society. Through this approach, we will work consistently toward creating a healthy and prosperous society, healthier and more abundant lifestyles, and the sustainable enhancement of corporate value.

Identifying issues through systems, collaborating globally and locally

The year 2024 was the hottest year in recorded history, with an average temperature increase of more than 1.5°C above pre-industrial levels. We see floods, wildfires, and other disasters occurring across the globe, impacting our lives and economies tremendously.

Our responsibility is to pass down a rich global environment and a healthy society to future generations. This commitment is essential for sustainable business activities. Among all the urgencies, climate stabilization is one of the most pressing. To achieve climate stabilization, we must become nature positive. In other words, we must stop the loss of nature and put nature back on a path to recovery. The circular economy, nutritionally balanced diets, and human rights are a few of the other interconnected issues that we must address in parallel. The Ajinomoto Group leverages our strengths and work with scientists, policy makers, business leaders, and stakeholders globally and locally to achieve more impactful results. In 2024, we joined the World Business Council for Sustainable Development (WBCSD) as another step forward in our activities.

Transforming agrifood systems

A total of 70% of Ajinomoto Group procurement comes from agricultural, livestock, and marine products. It goes without saying that our group is heavily dependent on nature. Agrifood systems are a major source of emissions, accounting for more than 20% of total GHG emissions and second only to the energy industry. Agrifood has a significant impact on the global environment while being affected by those changes at the same time. Meanwhile, one-third of the world's food is wasted. Further, one-third of the world's population, or 2.8 billion people, do not have access to healthy food. The hidden costs of agrifood systems, including diseases caused by unhealthy diets, have been reported to be more than 10% of global GDP.

As you can see, we must transform the agrifood systems in many ways while creating diverse opportunities for business and employment. The Ajinomoto Group is committed to improving local environments and farmer livelihoods. One measure to this end is our support of agricultural and livestock products through recycled nutrients from the bio-cycling of fermentation by-products into fertilizers and feeds. We have built on these activities over the past several years to develop products that will transform the agriculture and livestock industries.

Throughout our more than 110-year history, the Ajinomoto Group has supported nutritionally balanced diets across the world without compromising on food culture or taste. We have also learned more recently of the clear connection between cooking and sharing meals with subjective well-being. The Ajinomoto Group will continue working shoulder-to-shoulder with our stakeholders and partners to meet all challenges, leveraging our tangible and intangible assets developed through "AminoScience."

Corporate philosophy framework Our Philosophy

Approach

The Ajinomoto Group has engaged consistently in initiatives to resolve social issues through our business since our founding. Creating value shared with society and local communities has strengthened our economic value and driven growth.

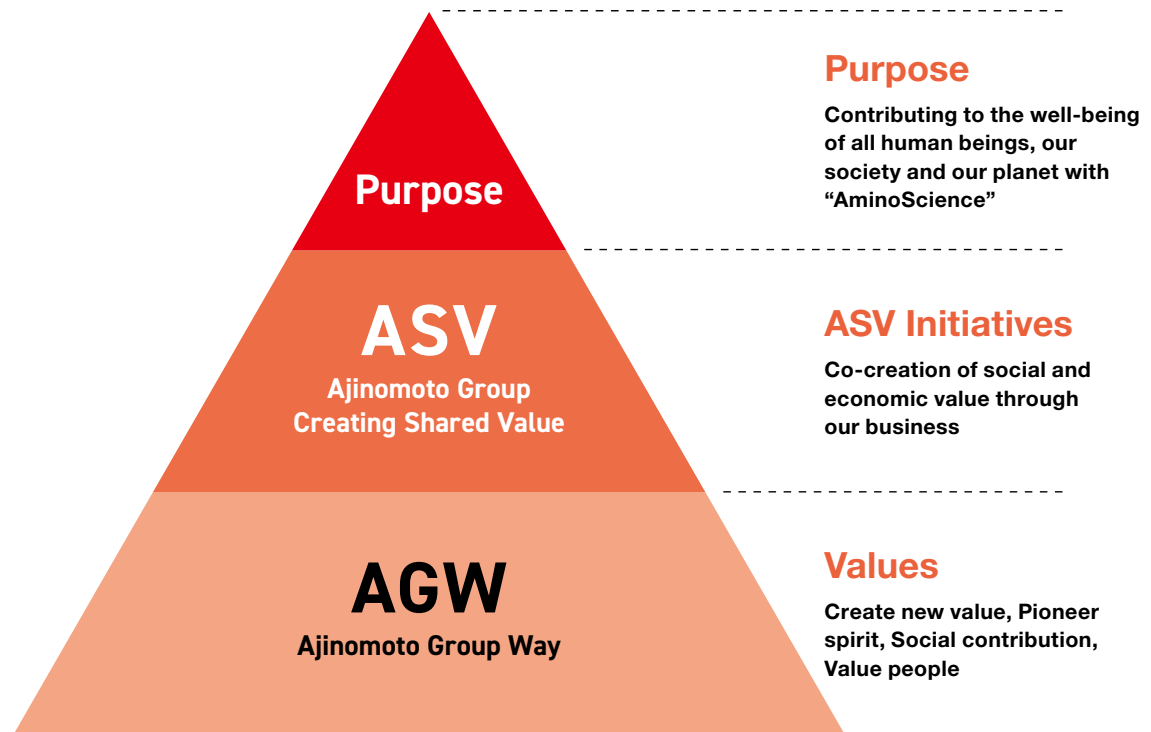
We call these initiatives ASV (The Ajinomoto Group Creating Shared Value) and established Our Philosophy to focus on ASV as the core of how we will achieve our Purpose.

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.



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

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 reduce our environmental impact by 50% while also extending the healthy life expectancy of 1 billion people by 2030.



Sustainable agrifood systems that are more resilient

Our approach to sustainability

The Ajinomoto Group approach to sustainability

The Purpose of the Ajinomoto Group is to contribute to the well-being of all human beings, our society and our planet with "AminoScience." We position sustainability at the core of ASV management. We advance specific initiatives under the Medium-Term ASV Initiatives 2030 Roadmap. These efforts align with the six Material Themes identified as important issues (Materiality) for the Ajinomoto Group.

Our business depends on sound agrifood systems that produces and consumes food resources, and on the rich global environment that supports this system. This system both faces environmental changes and contributes significantly to the loss of natural capital. Adapting to these changes and restoring nature are urgent priorities for society and for the sustainable growth of our

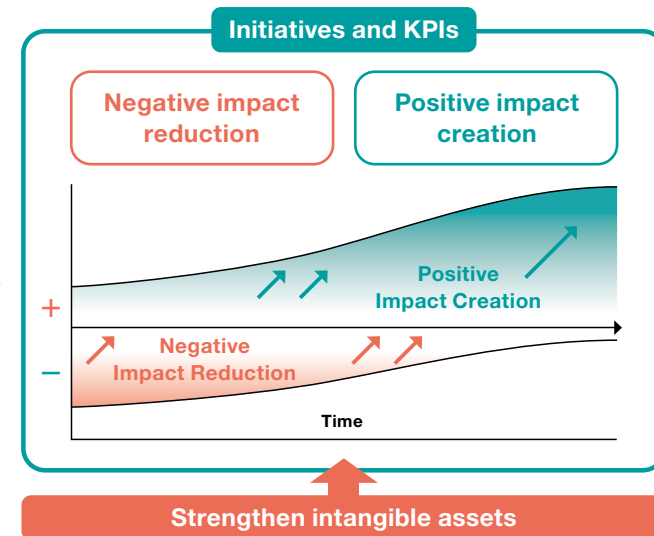
business as the global environment nears its limits. To this end, we advance efforts in climate change, biodiversity, and the circular economy. We also implement various initiatives to help achieve better nutritional balance, greater emotional well-being through food, and progress in both treatment and prevention.

The Ajinomoto Group not only works to steadily reduce negative impacts through business activities but also aims to create stronger positive impacts across the value chain by leveraging our strengths in "AminoScience" and working with a diverse stakeholders. Therefore, we strive for the sustainable enhancement of corporate value while implementing consistent efforts toward creating a healthy and prosperous society and healthier and more abundant lifestyles.

[>Medium-Term ASV Initiatives \(Management Policy\)](#)
[>Sustainability Approach and Structure](#)

The six Material Themes being addressed by the Ajinomoto Group

- 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



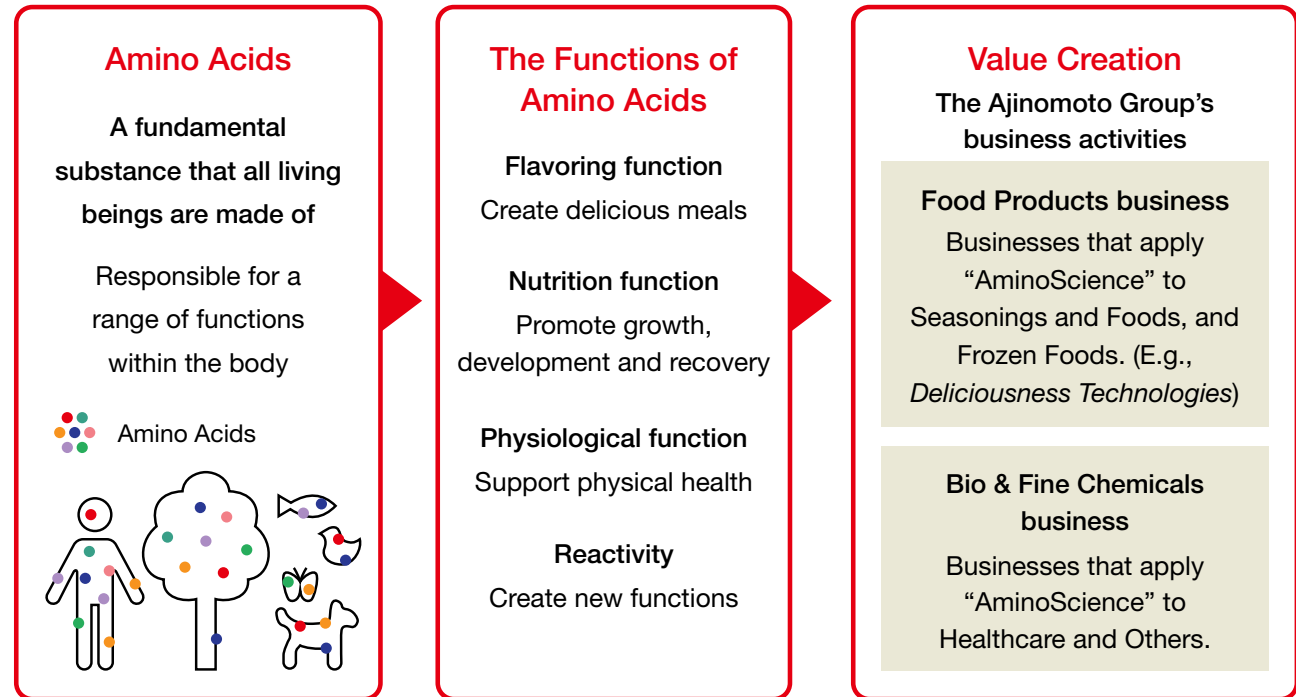
“AminoScience”

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.

- > [What is “AminoScience”?](#)
- > [ASV Report 2025 \(Integrated Report\) P016-017](#)





Framework for ESG and sustainability

Framework

In the Ajinomoto Group, we honestly comply with the Ajinomoto Group Policies (AGP), which show the ideal way of thinking and actions that 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 a framework active risk-taking system, and continuously enhance our corporate value.

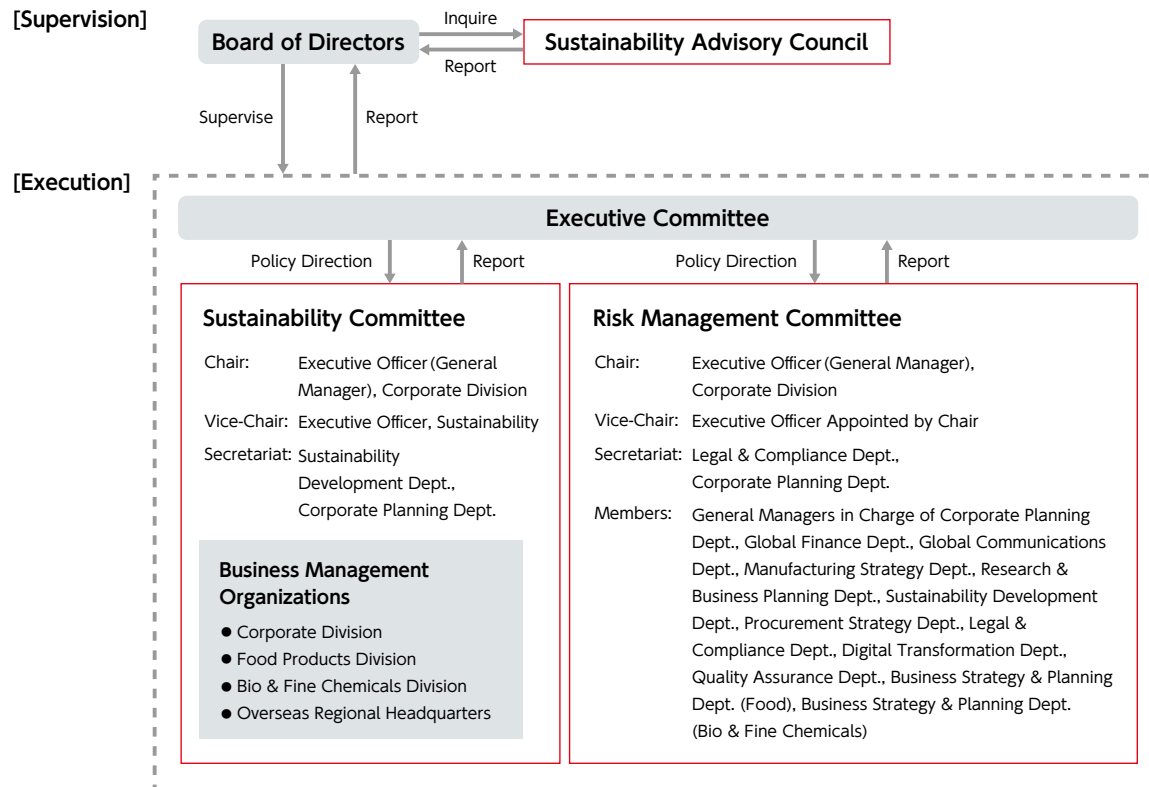
We are strengthening our sustainability promotion system to continuously increase our corporate value from the perspective of sustainability. This system is as outlined below.

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 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 2024, the Executive Committee received two activity reports each from the Sustainability Committee and the Risk Management Committee.

The Sustainability Advisory Council makes recommendations to enhance the corporate value of the Ajinomoto Group from the viewpoint of sustainability as a subordinate body of the Board of Directors. The Second Term Sustainability Advisory Council began in April 2023 and consists of four external experts, including investors and well-being specialists. An external expert also serves as council chair. The council meets at least twice a year to assess the efforts of the Board of Directors in the areas of materiality implementation, communication on implementation and information disclosure, and partnership building with stakeholders. The council submitted their final report to the Board of Directors in March 2025.

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 Sustainability Committee then explores and formulates countermeasures for sustainability risks and opportunities and manages progress.





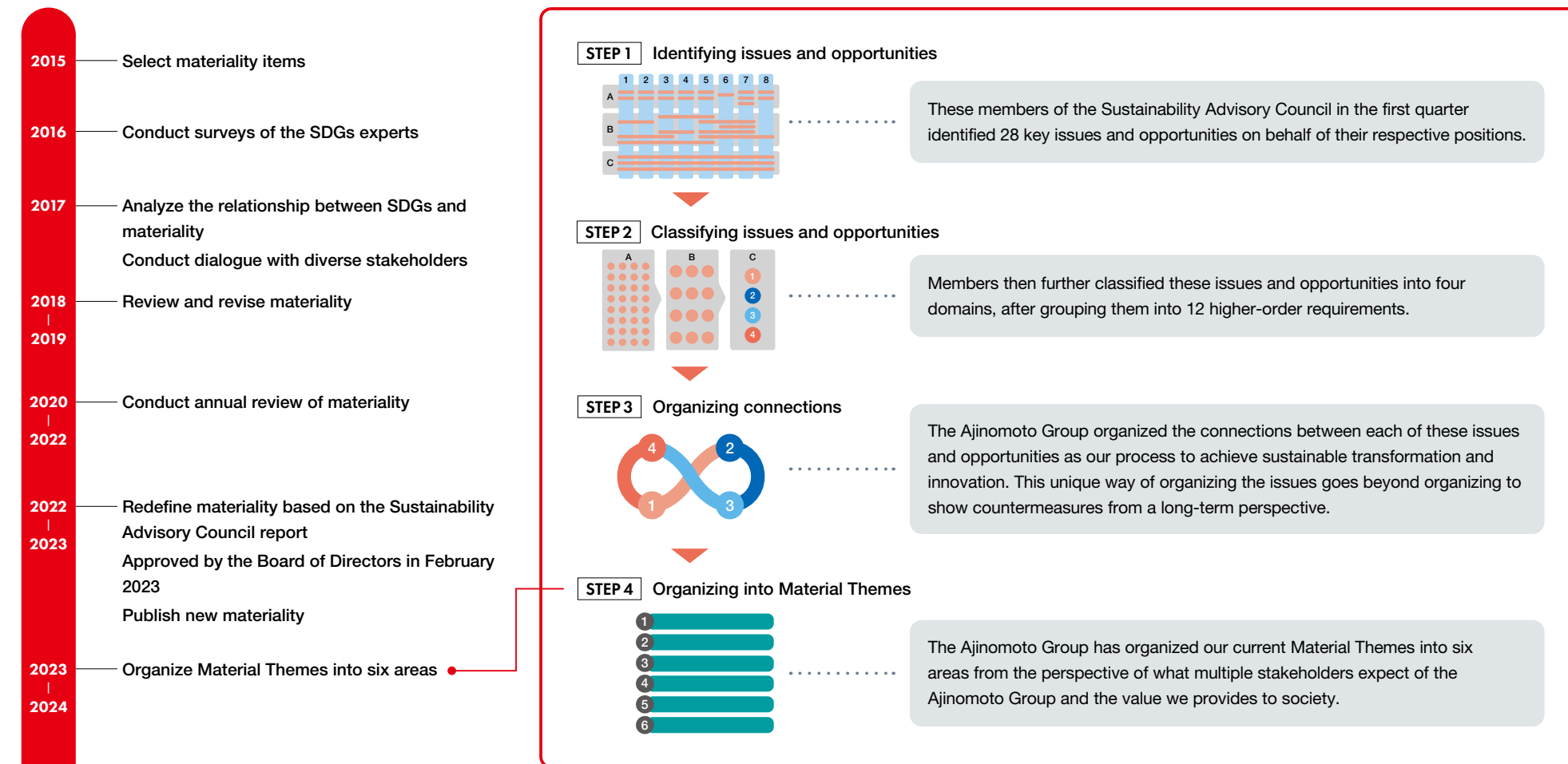
In addition, the Sustainability Committee formulates the entire Ajinomoto Group's sustainability strategy, promotes action themes (nutrition, environment, and society) based on this strategy, makes proposals and provides support for business plans from a sustainability viewpoint, and compiles internal information on ESG.

The Risk Management Committee works with the Sustainability Committee to select and identify risks and opportunities based on materiality as well as assess their impact on the Ajinomoto Group, making proposals to the Executive Committee. The Risk Management 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, particularly with regard to risks that management should address (i.e., geopolitical risks, information security risks).

- >[Sustainability Approach and Structure](#)
- >[Sustainability Advisory Council](#)

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

The Ajinomoto Group identifies our 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.



[> Materiality](#)
[> Sustainability Advisory Council First Phase: Report to the Board of Directors](#)

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.

Materiality (important issues for the Ajinomoto Group)

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

* “Seikatsusha” is a unique Japanese concept that, unlike the partial concept of “consumer” used in business and “citizen” used in political science, seeks to define people holistically.

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.



Risks and opportunities related to important issues (Materiality) for the Ajinomoto Group

The 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 impact (low, moderate, high). The classification and severity of risks and opportunities for the year under review were as follows: ten were classified as 'Highly Significant' and four as 'Significant.'

Comprehensive assessment	Classification of risks and opportunities
Highly Significant	a) "AminoScience" b) Climate change, natural capital and biodiversity, resource depletion; c) Economic security; d) Human capital and human rights; e) Brands; f) Technological innovation; g) Conflict/war, terrorism, riots, and social unrest; h) IT security, intellectual property; i) Demographic trends; j) Finance, accounting and taxation
Significant	k) Pandemics, natural disasters, l) Governance and compliance, m) Utilization of non-financial data, n) Consumer preferences and values

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.

Major risks and opportunities				
Category	Details	Probability of manifestation	Magnitude of impact	Comprehensive assessment
#a "AminoScience"	<ul style="list-style-type: none"> ● 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. ○ Opportunities for growth in the Food Products business and the Bio & Fine Chemicals business by anticipating the evolution of modalities and leveraging the Ajinomoto Group's strengths in "AminoScience." 	High	High	Highly Significant
#b Climate change, natural capital and biodiversity, resource depletion	<ul style="list-style-type: none"> ● Risk of delays in decarbonization and other environmental initiatives due to increased use of fossil fuels and difficulties in procuring renewable energy due to policy changes in some major countries. ● 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, DSI) in Japan and abroad and renewable energy procurement requirements. ○ Opportunities to facilitate the creation of low environmental impact and resilient agrifood systems through establishing a holistic approach to environmental and food issues as a common approach, through the growing momentum for co-creation of sustainable solutions with other companies and institutions, and 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 climate change and natural capital and growing need to work with farmers to strengthen the resilience of agrifood systems. ○ Opportunities to strengthen intelligence functions and respond earlier to the regulatory environment by strengthening external relations activities. 	High	High	Highly Significant
#c Economic security	<ul style="list-style-type: none"> ● Risk of weakened globalization and economic decoupling (fragmentation) and weakening of frameworks for international economic partnerships, as countries lean towards prioritizing their own interests over multilateral cooperation. ● Risk of fragmentation in alliances and deepening conflicts between nations as the fields of economy and security are becoming more closely intertwined. ○ Opportunities to advance technological development domestically and contribute to regional economic revitalization through local production and consumption due to reversion to domestic production by the Japanese government as part of economic security. ○ Opportunities for stable procurement of better materials due to the examination of alternative raw materials. ○ Opportunities to increase sales due to export restrictions, tariff measures and financial sanctions imposed on competitors in other countries. ○ Opportunities for increased demand for semiconductors due to their designation as specific important materials, amidst the worldwide spread of AI, increased server demand, and the expansion of autonomous (self-driving) vehicles. 	High	High	Highly Significant



Major risks and opportunities		Probability of manifestation	Magnitude of impact	Comprehensive assessment
Category	Details			
#d Human capital and human rights	<ul style="list-style-type: none"> ● 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 impairment of corporate value due to the discovery of negligence towards human rights. ● Risk of inability to secure human resources needed for innovation and business activities due to shortage of human resources in the labor market. ○ Opportunities to acquire and retain talent, as well as improve employee productivity, through proactive investment in human resources and diversification of workstyles focused on diversity and taking on challenges. 	High	High	Highly Significant
#e Brands	<ul style="list-style-type: none"> ● 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. ○ 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. 	High	High	Highly Significant
#f Technological innovation	<ul style="list-style-type: none"> ● Risk of failure to capture new value creation and business opportunities due to delays in responding to advancing innovations (including AI technology), as well as the risk of problems emerging such as violation of laws and regulations, ethical issues, and incorrect management decisions driven by excessive reliance on use of technology. ○ Opportunities for value creation across new businesses and value chains through improvements in various business activities enabled by DX, creation of new business models and customer contact points, and anticipation of advancements in modalities through advanced technologies. ○ Opportunities to advance solutions in the agriculture and food sectors as green transformation (GX) advances, driven by expansion in technological innovation, deregulation, market creation, and financing related to sustainability. 	High	High	Highly Significant
#g Conflict/war, terrorism, riots, social unrest	<ul style="list-style-type: none"> ● Risk of disruption of Group-wide and business strategies, development, and manufacturing due to export restrictions on raw material procurement (including raw materials for livestock feed), supply of other goods, cross-border information sharing, and transfer of funds as a result of military actions and other factors. ● 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, discrimination and persecution of specific groups, and violation of rights of socially vulnerable individuals, making it difficult to conduct business activities in some countries. ● Risk of deteriorating profits due to rising raw materials and fuel costs as a result of inflation. ● Risk of expropriation and country risk with financial implications due to the occurrence of wars or conflicts. 	High	High	Highly Significant
#h IT security, intellectual property	<ul style="list-style-type: none"> ● Risk of impaired technical and/or business competitiveness due to leakage of technical expertise or business trade secrets to competitors. ● Risk of cyberattacks becoming more sophisticated due to the commercialization (division of labor) of generative AI technology and ransomware attacks, leading to large-scale system outages and the leakage of personal and confidential information. ● Risk of incurring financial losses from falling victim to impersonation fraud using generative AI. ● Risk of administrative penalties and loss of stakeholder confidence due to leakage of personal information. ○ Opportunities for enhanced competitive advantage and business growth through the strengthening of intellectual property strategies, including the development of an intellectual property portfolio. ○ Opportunities for enhanced IT security toward streamlined, speedy, and secure communication and decision-making, leading to greater customer trust and growth in business transactions. 	High	High	Highly Significant
#i Demographic trends	<ul style="list-style-type: none"> ● Risk of slowed economic development and market expansion in developing countries due to the reduction of development aid by some major countries. ● 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. ○ 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 and other markets. 	High	High	Highly Significant



Major risks and opportunities		Probability of manifestation	Magnitude of impact	Comprehensive assessment
Category	Details			
#j 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. ● Risk of 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 and subsidiaries. ● 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	Highly Significant
#k Pandemics, natural disasters	<ul style="list-style-type: none"> ● Risk of difficulty in promoting innovation and conducting business activities due to shortages of supplies and damage to human resources caused by large-scale/wide-reaching natural disasters, including pandemics and major earthquakes. ○ 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. 	Moderate	High	Significant
#l Governance and compliance	<ul style="list-style-type: none"> ● 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. ○ Opportunities that arise from the accumulation of stakeholder trust 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. 	High	Moderate	Significant
#m Utilization of non-financial data	<ul style="list-style-type: none"> ● Risk of missing business opportunities due to delays in responding to increased expectations (social demands) for the evaluation and measurement of social value (such as human rights risks) and environmental value (such as CO₂ emissions and impacts on natural capital). ○ Opportunities to facilitate the conversion of environmental and social value into financial value through technological innovation and the establishment of indicators and systems (such as carbon credits), which support the collection of non-financial data, the development of quantification methods, and the creation and dissemination of standards. 	Moderate	Moderate	Significant
#n Consumer preferences and values	<ul style="list-style-type: none"> ● Risk of missing business opportunities due to delays in developing businesses, services, and products that respond to consumer awareness of growing social and environmental awareness and personalized healthcare preferences, resulting in delays in acceptance by consumers and society. ○ Opportunities for business expansion by responding to changes in consumer values, such as increased awareness of sustainability, emphasis on mental well-being, and activities related to personal passions. 	Moderate	Moderate	Significant



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 letters in parentheses indicate the corresponding category code for the same.

Key risks, opportunities, focus areas, initiatives, targets/KPIs, and progress related to Material Themes

(Black circles (●) represent risks and white circles (○) represent opportunities. Letters in parentheses indicate the corresponding categories for the aforementioned major risks and opportunities.)

Achievement of a sustainable global environment			
Focus areas	Initiatives	Targets/KPIs	Major progress
● Risks ○ Opportunities	● Risk of loss of business opportunities due to difficulties in procuring raw materials caused by climate change, degradation of natural capital, and depletion of animal resources, as well as the tightening or easing of related laws and social demands, along with delayed or fast adoption of advanced technologies such as cultured meat and packaging recycling, and AI ○ Opportunity to support the construction of eco-friendly and resilient agrifood systems, and increasing demand for related products and services due to technological innovation, increased deregulation and policy support expansion, early response to regulations, capital inflows, and increasing momentum for co-creation with other companies (a, b, f)		
Climate change	Mitigation and adaptation	<ul style="list-style-type: none"> Reduce GHG emission reductions <ul style="list-style-type: none"> - FY2030: 50.4% reduction in Scope 1 and 2, 30% reduction in Scope 3 (vs. FY2018) - FY2050: Net zero, 100% renewable energy for electricity - Reduction of GHG emissions from cattle by providing solutions using specialized feed-grade amino acids (Contribution to building an ecosystem through collaboration with the government, local governments, and dairy and meat manufacturers) Contribution to sustainable agriculture <ul style="list-style-type: none"> Expand the deployment of biostimulant products (reducing GHG emissions by reducing fertilizer use, improving environmental stress resistance, improving harvest quality, improving degraded soil) Expansion of the bio-cycle (cyclic amino acid fermentation cycle) Provision of food and ingredients made with environmentally low-impact materials and methods, and promotion of lifestyle changes among consumers (technology development such as cultured meat and precision fermentation, development of foods using biomass fermentation and plant-based sources) 	Reduction of GHG emissions <ul style="list-style-type: none"> • FY2024 Scope 1 and 2: 43% reduction (vs. FY2018) • FY2024 Scope 3: 13% reduction (vs. FY2018) • Renewable energy share of electricity in FY2024: 43%
	Biodiversity conservation	<ul style="list-style-type: none"> Disclosure of information based on the TNFD framework <ul style="list-style-type: none"> - Consideration of evaluation and prioritization in line with SBTi for Nature 	On track
Natural capital	Prevention of deforestation	<ul style="list-style-type: none"> No deforestation <ul style="list-style-type: none"> - FY2025: Target raw materials: palm oil, soybeans, beef, paper 	On track
	Conservation of water resources	<ul style="list-style-type: none"> Reduction of water usage <ul style="list-style-type: none"> - FY2040: 15% reduction (vs. FY2018) 	<ul style="list-style-type: none"> • FY2024 water usage reduction rate: 12% (vs. FY2018)
	Sustainable procurement	<ul style="list-style-type: none"> Realize sustainable procurement for priority raw materials <ul style="list-style-type: none"> - FY2030: Target raw materials: paper, palm oil, soybeans, coffee beans, beef, sugar cane Animal welfare improvement 	<ul style="list-style-type: none"> • FY2024 sustainable procurement rates Paper: 99%, palm oil: 99%, soybeans: 70%, coffee beans: 39%, beef: 100%, sugarcane: 90%.



Focus areas	Initiatives	Targets/KPIs	Major progress
Circular economy	Zero waste emissions	<ul style="list-style-type: none"> Maintain resource recovery rate of 99% or more 	<ul style="list-style-type: none"> FY2024 Resource recovery ratio: 98.7%
	Plastic waste reduction	<ul style="list-style-type: none"> Plastic waste reduction <ul style="list-style-type: none"> - FY2030: Zero waste Promote consumer behavior change through the provision of personal care products using our chemical materials 	<ul style="list-style-type: none"> FY2024 plastic usage: 65kt FY2024 recyclable packaging ratio: 47%
	Food loss and waste reduction	<ul style="list-style-type: none"> Food loss and waste reduction <ul style="list-style-type: none"> - FY2025: 50% reduction from receipt of raw materials to delivery to customers (vs. FY2018) - FY2050: 50% reduction throughout the entire product life cycle (vs. FY2018) Contributing to reducing food loss and waste within the home by sharing information such as recipes and collaborating with the local community (government, distribution, etc.) Utilize our commercial (BtoB) products to help customers reduce food loss and waste 	<ul style="list-style-type: none"> FY2024 final waste disposal reduction rate: 62% (vs. FY2018)

Achievement of well-being through food			
<ul style="list-style-type: none"> <input checked="" type="radio"/> Risks <input type="radio"/> Opportunities 	<ul style="list-style-type: none"> 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 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 (a, e, m, n) 		
Focus areas	Initiatives	Targets/KPIs	Major progress
Health and nutrition	Solving health and nutrition challenges through food	<ul style="list-style-type: none"> Contributing to a nutritionally balanced diet (by FY2030) <ul style="list-style-type: none"> - Provide 2.1 billion servings of nutritionally balanced* products per year <ul style="list-style-type: none"> *Health Star Rating (HSR) rating 3.5 or above - Contribute to salt reduction of 1.1 billion servings per year by reducing salt in seasonings - Contribute to sugar reduction of 700 million people per year through sweeteners - Provide nutritionally balanced dishes - Provide valuable nutritional information to consumers Contribute to mental well-being <ul style="list-style-type: none"> Visualizing the contribution of cooking and eating together to well-being (clarifying relationships) and expanding products with high contributions Develop a personalized experience for consumers through a deep understanding of their needs and behaviors <ul style="list-style-type: none"> - FY2030: 10 million POND* customers (number of common IDs) (Japan) - FY2030: 2-3 new products annually with sales over ¥1 billion (Japan) <p>*POND: Company-wide customer base</p>	<ul style="list-style-type: none"> Nutrition-related KPIs: Calculations start from FY2025



Contribution to advanced medicine and prevention			
<input checked="" type="radio"/> Risks <input type="radio"/> Opportunities	<input checked="" type="radio"/> Delayed response to technological advances in the medical field, issues arising from hasty application of technology leading to ethical concerns 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 <input type="radio"/> Provide new value by continuously anticipating the evolution of modalities and delivering advanced medicine to customers through the use of DX (a, f)		
Focus areas	Initiatives	Targets/KPIs	Major progress
Health and nutrition	Evolution of treatment and prevention	<ul style="list-style-type: none"> Expand availability of products that utilize the physiological and nutritional functions of amino acids - FY2030: Double (vs. FY2020) Strengthening the medical food field - FY2030: Double the offerings (vs. FY2024) Stable supply of high-quality pharmaceutical amino acids for infusion and other pharmaceuticals Evolve into a service solution-oriented business for culture media and advanced medical materials Strengthen and expand the realm of contract services for the development and manufacturing of biopharmaceuticals 	<ul style="list-style-type: none"> FY2024 availability of products utilizing the physiological and nutritional functions of amino acids: 1.11 times (vs. FY2020)

Contribution to the evolution of a Smart Society			
<input checked="" type="radio"/> Risks <input type="radio"/> Opportunities	<input checked="" type="radio"/> Disruption of the value chain and intensification of competition due to the implementation of trade regulations, tariffs, and financial sanctions on semiconductor-related products by governments as part of economic security measures, as well as the domestication of related products by trade friction partner countries <input type="radio"/> Opportunity for expansion of company sales due to the increase in semiconductor demand, the advancement of semiconductor-related technology development domestically as production returns to the country, and the implementation of legal measures such as tariffs (a, c)		
Focus areas	Initiatives	Targets/KPIs	Major progress
Advanced semiconductor package	Advancement of semiconductors through materials provision and ecosystem creation	<ul style="list-style-type: none"> Speed up innovation creation and expanding the provision of advanced materials that contribute to the evolution of semiconductors, while strengthening co-creation ecosystems within the semiconductor value chain Realize the development of technology and materials in advanced semiconductor fields such as the optoelectronic fusion field 	On track



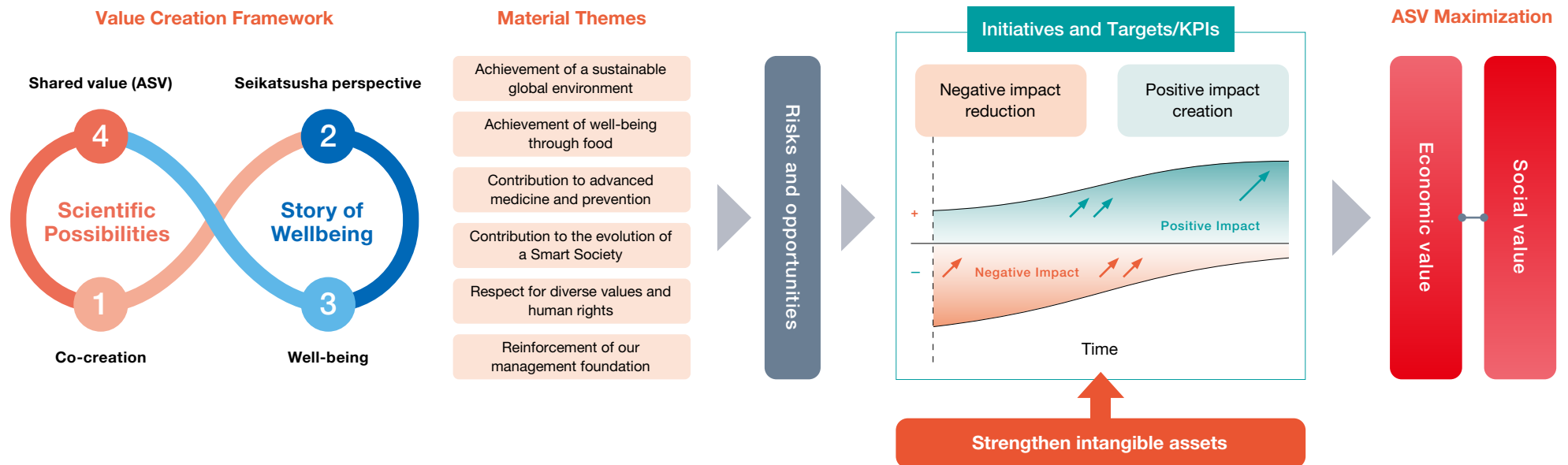
Respect for diverse values and human rights			
<ul style="list-style-type: none"> ● Risks ○ Opportunities 	<ul style="list-style-type: none"> ● Loss of business opportunities and corporate value due to delays in responding to requests for consideration of human rights and the evaluation and measurement of non-financial data such as human rights ○ Encouraging management decision-making from a long-term perspective and from both financial and non-financial perspectives by making it possible to collect non-financial data on topics such as human rights through technological innovation, the establishment of indicators and systems, and participation in the creation of various standards that will lead to competitive advantage by leveraging Ajinomoto's environmental and social values (d, m) 		
Focus areas	Initiatives	Targets/KPIs	Major progress
Human rights	Responsible employment	<ul style="list-style-type: none"> ● Steady promotion of human rights and environmental due diligence in accordance with international standards <ul style="list-style-type: none"> - Respect for Human Rights in the Supply Chain. Depth: Implementation of human rights impact assessments based on the results of country-specific human rights risk assessments, as well as preventive and corrective measures and monitoring Comprehensiveness: <ul style="list-style-type: none"> Understanding the actual situation of suppliers and providing support and monitoring for improvements based on the "Guidelines for Group Shared Policy for Suppliers." - Respect for Human Rights of Group Company Employees Watching trends and understanding the actual situation regarding global issues, and formulating policies (responsible hiring, living wage, etc.) Disseminate global policies: 70% or more globally in the Group by FY2030 	On track

Reinforcement of our management foundation			
<ul style="list-style-type: none"> ● Risks ○ Opportunities 	<ul style="list-style-type: none"> ● Expanding multifaceted threats to the management foundation due to drastic changes in the business environment, such as changes in tariff policies under the guise of economic security, demographics, conflicts, pandemics, major earthquakes, gaps in supply and demand for human resources, tightening of regulations, and threats to IT security ○ As the importance of intangible assets in management increases, opportunities to revitalize creative activities by diversifying human resources and encouraging them to take on challenges, as well as to strengthen our competitive advantage by enhancing intellectual property, IT systems, and our financial strategy (a, c, d, g, h, i, j, k, l) 		
Focus areas	Initiatives	Targets/KPIs	Major progress
Human capital	Human resource investment	<ul style="list-style-type: none"> ● ASV realization process engagement score <ul style="list-style-type: none"> - 80% (FY2025) ⇒ 85% (FY2030) ● Diversity in leadership <ul style="list-style-type: none"> - 27% (FY2025) ⇒ 30% (FY2030) ● Ratio of female managers <ul style="list-style-type: none"> - 30% (FY2025) ⇒ 40% (FY2030) ● Encourage employees to take up challenges <ul style="list-style-type: none"> -Promote 'ASV Awards' 	<ul style="list-style-type: none"> ● FY2024 ASV realization process engagement score:76% ● FY2024 Diversity in leadership: 25% ● FY2024 Ratio of female managers: 27%
		<ul style="list-style-type: none"> ● Improve employee literacy <ul style="list-style-type: none"> - Deploy literacy improvements measures for the environment, human rights, DX, etc. - Nutrition education: 100,000 cumulative employees (FY2025) 	FY2024 Nutrition education: 122,000 cumulative employees
Changes in the business environment	Strengthening resilience	<ul style="list-style-type: none"> ● Strengthen management intelligence functions to utilize strategic backcasting from future risks and opportunities ● 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 ● 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 	On track

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

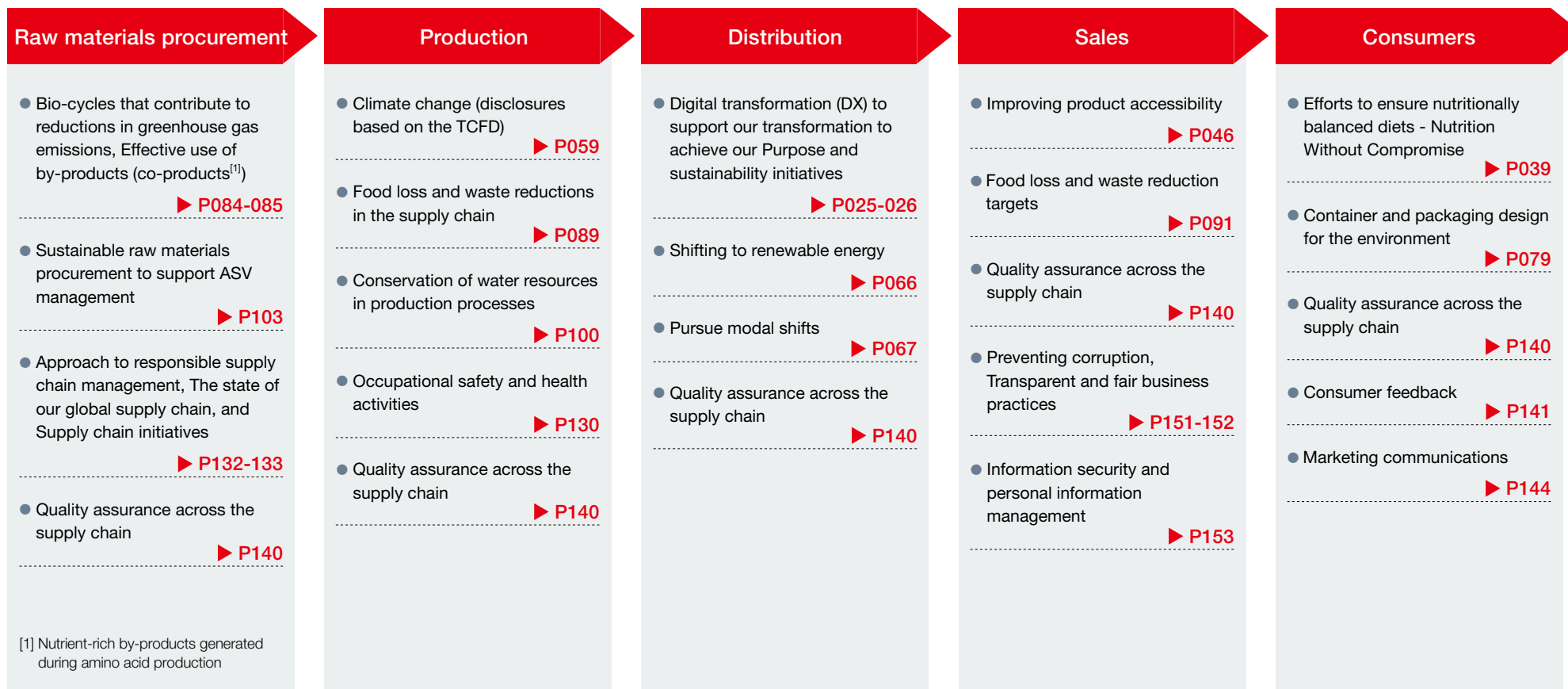




Ajinomoto Group value chain

Raw materials procurement, production, distribution, sales, consumers

The Ajinomoto Group interacts with various stakeholders engaged in every process of our global supply chain. We aim to solve social and environmental issues at each stage, working with relevant entities to implement measures and responses.

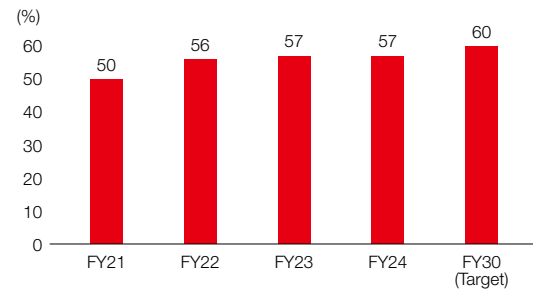


Key initiatives and progress

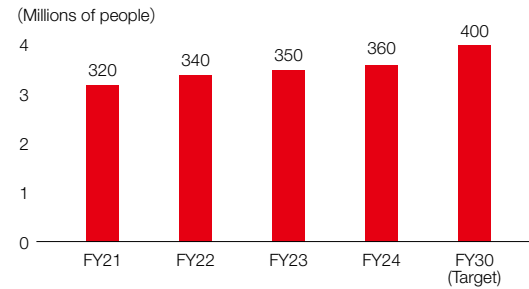
Nutrition Commitment

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.

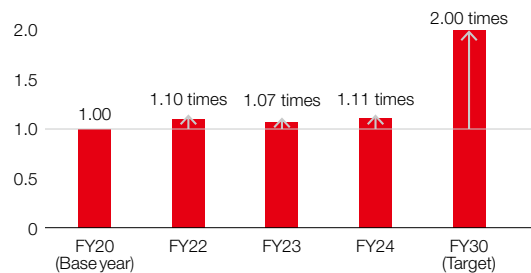
Percentage of products with improved nutritional value^[1]



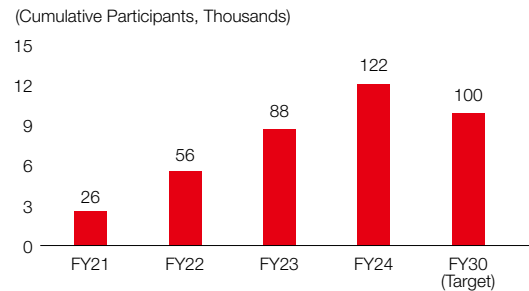
Provision of products with improved nutritional value in “delicious salt reduction” and “protein intake optimization”



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



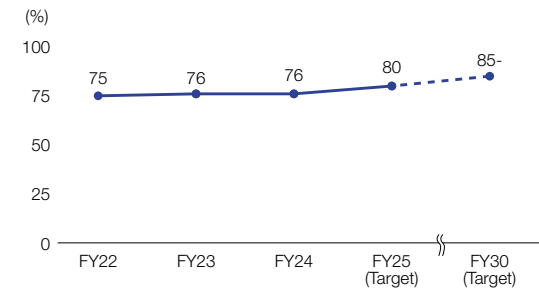
Nutrition education for employees



[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.

Employee engagement score^[2] (ASV as one's own initiative)

- The Ajinomoto Group uses the engagement survey to track progress in the ASV realization process, identify opportunities and challenges, and strengthen our ability to drive ASV forward.



[2] Average score of the nine questions under ASV Realization Process.

> P125

> P038

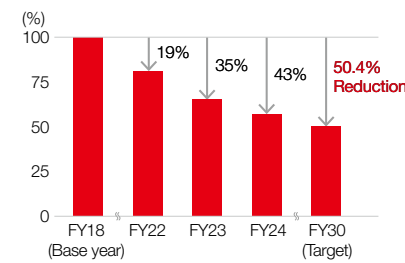


Responding to climate change

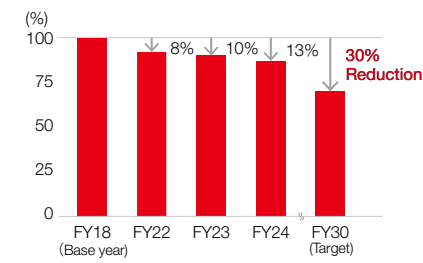
- We set a target to reduce greenhouse gas emissions in fiscal 2030 by 50.4% for Scope 1 and 2 and 24% for Scope 3 in comparison with fiscal 2018 levels. We also aim to achieve net zero emissions by fiscal 2050.
- For water consumption, we have set an 15% reduction target by fiscal 2040 in comparison with fiscal 2018 levels.

> P059-065
> P100-102

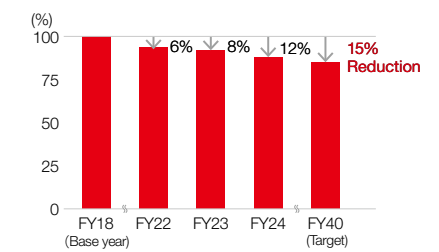
Scope 1 and 2 emission reduction rate (vs. FY2018)^[1]



Scope 3 emission reduction rate (excluding Category 11) (vs. FY2018)^[1]



Water use reduction (%) (vs. FY2018)



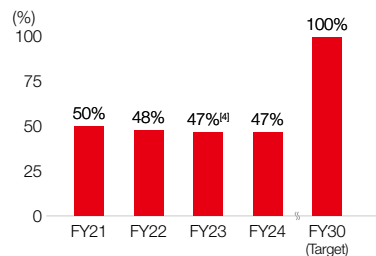
[1] Performance against SBTi targets.

Realization of a circular society

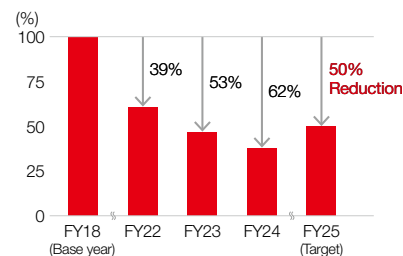
- The Ajinomoto Group aims for zero plastic waste by fiscal 2030.
- We set a goal to half food loss that occurs from acceptance of raw materials to delivery to customers by fiscal 2025, compared to fiscal 2018 levels.
- We will reduce waste, such as garbage, by optimizing raw material usage and maintaining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

> P074
> P088

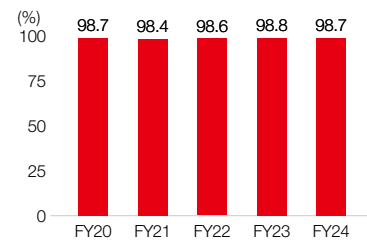
Percentage of recyclable plastic^[2]



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.

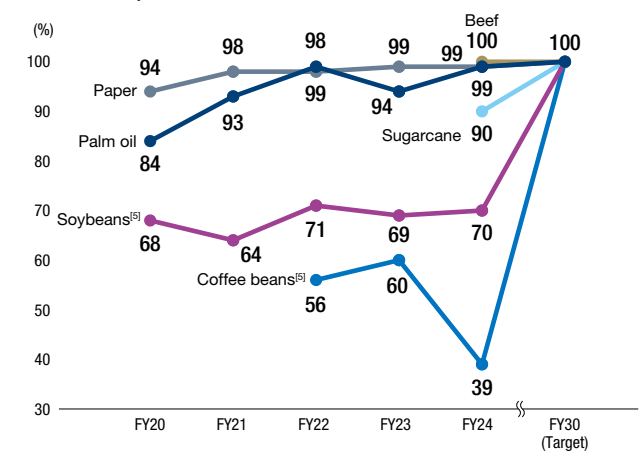
[4] Corrections have been made as a result of review of totals.

Achieving sustainable procurement

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

> P103

Sustainable procurement ratio



[5] Procured for businesses in Japan.

Digital transformation to support our transformation to achieve our Purpose and sustainability initiatives

Ajinomoto DX

The Ajinomoto Group follows the ASV management approach, which balances social and economic value. At the same time, we anticipate customer and market needs, as well as likely requests for improvement, based on insights gained through the expansion of our electronic materials business. We also aim to accelerate transformation and drive evolution through our management policy of “speed-up × scale-up” using a standardized and scalable high-speed development system that delivers total solutions.

Based on this management policy, we pursue broad

transformation through full use of digital technologies. Our focus areas include operational reform, ecosystem innovation, business model transformation, innovation initiatives, and the strengthening of both technological and human assets.

The Ajinomoto Group views digital transformation (DX) in the broadest sense to mean the digital transformation of society.

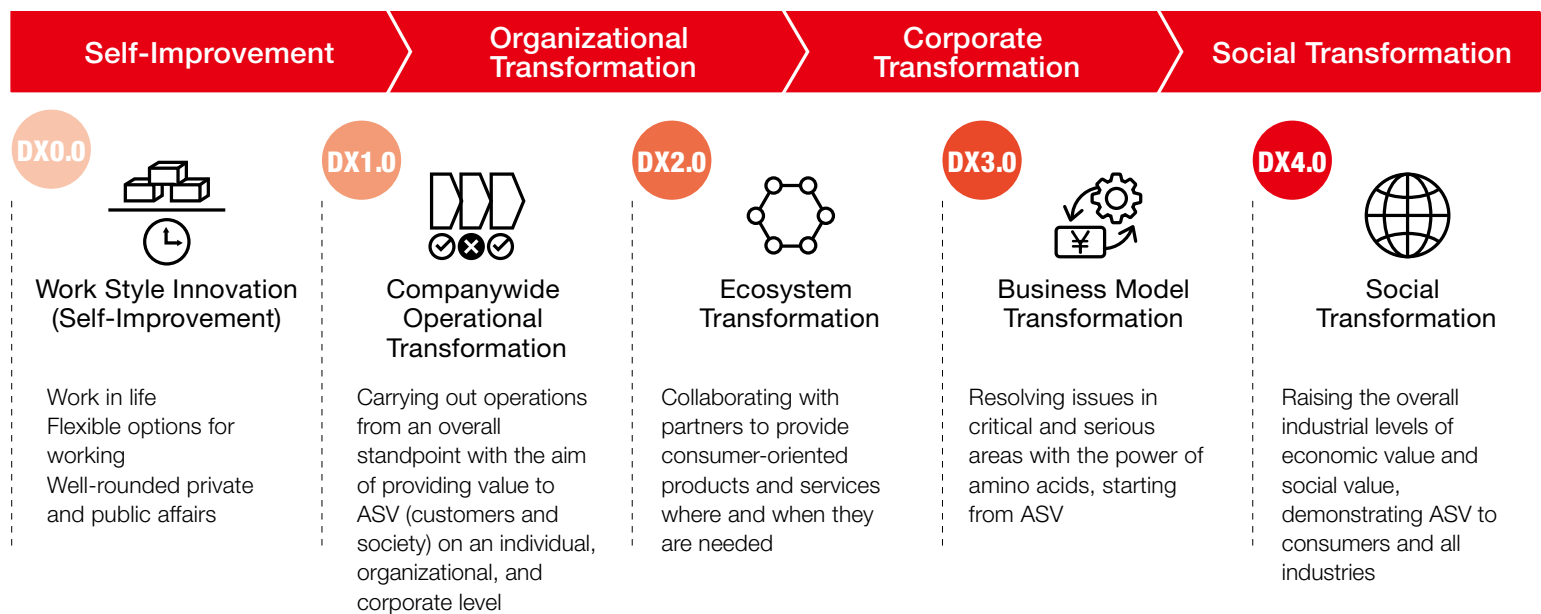
We evolve our ASV management based on our Purpose. We also promote DX as a means to accelerate our transformation to achieve this purpose. The objective of our DX efforts is to transform the Group into a corporation that truly

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

DX also plays an important role in promoting sustainability initiatives.

DX ⇒ dX

Corporate transformation with digital Digital TRANSFORMATION



Strengthening our data management for to achieve advanced data-driven management

The Ajinomoto Group uses data in each value chain, including R&D, production, supply chain management (SCM), marketing, and sales. Utilizing such data allows us to enhance productivity, reduce cost, develop new data-driven products, and increase market share. We established the Ajinomoto Data Management System (ADAMS) as a data management platform to enable data utilization across group companies in Japan and overseas, as well as outside the company. The following examples are a few cases of such data utilization.

We developed a smartphone application in the production field that collects real-time data from machines and equipment at food production and packaging plants. This application uses BI tools to allow any user to conduct advanced data analysis. This system supports a smart factory model by enabling rapid analysis and continuous improvement.

In the SCM field, we integrate our internal data with shipping data from product warehouses and point of sale (POS) data from distributors. This integration allows us to monitor sales and inventory in real time and adjust production quickly and accurately, resulting in reduced overproduction, significant reductions in seasonal product backlogs, and even lower food loss and waste.

Ajinomoto Co., Inc. is also a member of F-LINE Corporation, a joint venture for joint delivery consisting of five major food companies. We utilize data in this joint delivery, reducing unloading times and truck wait times by digitizing delivery information. These efforts help solve logistics problems, including

modal shifts, loading efficiency, and eliminating driver shortages. The integration of data infrastructure also contributes to energy savings in data centers.

Through these efforts, the Ajinomoto Group's use of data not only improves business efficiency but also helps solve environmental and social issues.

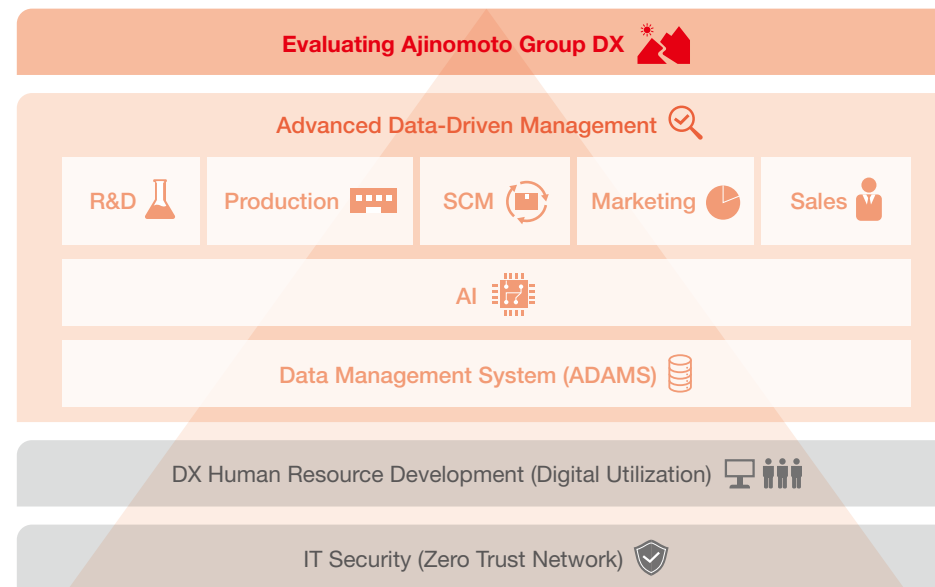
The Ajinomoto Group strengthens our ability to drive DX by developing talent who use digital tools and advance IT security measures in parallel. These efforts accelerate management and support the social transformation we aim to achieve through DX4.0.

Evaluating Ajinomoto Group DX

The Ajinomoto Group was selected for the Digital Transformation Stocks (DX Stocks) 2025, a designation jointly awarded by the Ministry of Economy, Trade and Industry, the Tokyo Stock Exchange, and the Information-technology Promotion Agency of Japan.



DX銘柄2025
Digital Transformation





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 then take this knowledge and apply it to our business activities.

With this in mind, 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 and expectations of stakeholders	<ul style="list-style-type: none"> Product safety and security Resolving the food and health issues Childhood education support 	<ul style="list-style-type: none"> Sustainable business growth Constructive dialogue and evolving management Strengthening governance Timely and appropriate disclosures 	<ul style="list-style-type: none"> Initiatives toward a sustainable supply chain 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 community development 	<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 Next-generation education and nutrition education activities (outreach classes, etc.) 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 IR website 	<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 through site visits and dialogue (Thailand: farmed shrimp) B2B customer sales 	<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 presentations ASV Awards 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 customer feedback Proposals and information that contribute to improving consumers' nutrition, health, and well-being (e.g., reducing salt intake and optimizing protein intake) Raising nutrition and health awareness among future generations 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 overseas companies Improved interaction with individual shareholders and investors Reflection of shareholder and investor opinions on evolving management and IR 	<ul style="list-style-type: none"> Improving nutrition, health, and well-being through retail stores and restaurants (reduced salt, optimized protein, etc.); reducing environmental impact Reduction of environmental impact by supplying and co-creating products with B2B customers Consistent promotion of human rights due diligence across our value chain 	<ul style="list-style-type: none"> Fostering empathy for Purpose Improved employee engagement scores 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 	<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 lunch 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 Improving nutrition in the workplace

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, labour 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.



WBCSD

The World Business Council for Sustainable Development (WBCSD) is a premier global, CEO-led community of over 200 of the world's leading sustainable businesses. Through this membership, the Ajinomoto Group will contribute to the Agriculture & Food Pathway and the Climate Imperative. By collaborating with stakeholders from various fields and industries within WBCSD, the Group aims to create and enhance societal impact by tackling global sustainability challenges.



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.



SBTi

The Ajinomoto Group received certification from the Science Based Targets (SBT) initiative for our greenhouse gas (GHG) reduction targets, including Net Zero in 2024. The SBT initiative found our Near-Term Targets and Long-Term Targets to be in line with the goal of limiting global temperature rise to 1.5°C above pre-industrial levels.



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 environmentally-friendly, 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.



WNA

The Workforce Nutrition Alliance was launched by the Consumer Goods Forum (CGF) and the Global Alliance for Improved Nutrition (GAIN) in October 2019. The Workforce Nutrition Alliance aims to impact 10 million employees in member organisations and supply chains by 2030.



"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.



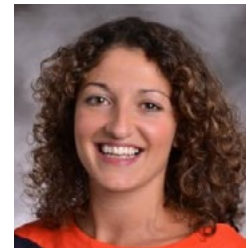
Elaine Cohen

Founder and CEO
Beyond Business Ltd.

The Ajinomoto Group invests significantly in communicating sustainability, both through meticulous disclosure, in line with leading standards, and through storytelling, highlighting examples of practice which illustrate the Group's efforts. The Group's commitment to advancing its 2030 vision is well-presented, highly credible and transparent. I appreciate the ESG Disclosure Index that gathers disclosures and policies under leading themes. I also enjoyed reading the insights of the Sustainability Advisory Council and the candid response by the Group's Board Chairperson.

Overall, Ajinomoto Group is to be commended for presenting a huge amount of information across its website and reports.

However, it is not always easy to connect the dots across the full spectrum of a given issue – from material impacts, risks and opportunities, to supporting targets and KPIs, to performance against those KPIs. While the Group has mapped KPIs to impacts, risks and opportunities, information on progress is fragmented across different disclosure locations. For example, although the Group targets to achieve Zero Plastic Waste, I could not locate a data point for the Group's current level of plastic waste, despite much other data being presented. I wonder if clearer links between materiality, goals, targets and performance could be articulated, with supporting stories clearly aligned to each material topic and goal. Perhaps a revised mapping of the Group's overarching story and reordering of content to connect the dots more effectively may provide an easier understanding of performance in each area and greater appreciation of the Group's overall credibility and contribution to sustainable development.



Celine Solsken

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

Reporting & Communications

As always, the breadth and depth of the Ajinomoto Group's ESG reporting is impressive. The 'Along with Society' vignettes continue to humanize the Group's initiatives and bring them to life. This year's revamp of the 'Sustainability' webpage, and the addition of the 'ESG Disclosures Index,' improves navigability among the Group's extensive ESG initiatives. While the 'ESG Disclosures Index' is intuitively organized around Common, Environmental, Social and Governance topics, I would recommend enhancing this Index with an additional column referencing the frameworks and disclosures topics relate to. For the 'Sustainability Library,' adding direct links to TCFD and CDP disclosures in addition to GRI and SASB is another recommended enhancement. Stakeholders will expect the next iteration of this Index to align with the newly released SSBJ Standards and/or the IFRS S1 and S2 (ISSB standards).

ESG-related Activities

The Ajinomoto Group's current Purpose-Driven Management by Medium-Term ASV Initiatives 2030 Roadmap is well designed and comprehensive. Recent developments to programs around Biodiversity and Human Rights are impressively detailed. I would recommend developing metrics around these initiatives that can substantiate their value creation potential in addition to metrics around risk and harm reduction. Stakeholders will expect to see additional details around a Roadmap for the post-2030 period soon.

ESG in the US

Responses from American companies to the Trump Administration's stance vis-à-vis ESG have ranged from staying the course, to eliminating DEI programs and carbon reduction targets completely. American and foreign companies alike should be prepared for significant levels of uncertainty around these topics and the potential for legal action. All should keep in close consultation with their legal

council on how a given approach to ESG-related activities and communications may affect their interests in the U.S. market. From best-in-class Japanese companies, such as the Ajinomoto Group, one would expect that they comply with Japanese law and best practices, as well as continue to elucidate connections between ESG activities and long-term value creation. I look forward to seeing the Ajinomoto Group's continued leadership in these areas.



Vasu Srivibha

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

Committed to continuous improvement in sustainability initiatives, the Ajinomoto Group (the Group) demonstrates its leadership in driving changes through a well-structured, systematic approach for sustainability management. The company made notable progress in 2024-2025, which are commendable amid global uncertainty and geopolitical shifts.

The Group elaborated on its commitment to external stakeholder engagement through the well-established roles and recommendations from the Second Term Sustainability Advisory Council. This approach showcases the Group's genuine dedication to incorporating external perspectives into their sustainability strategy, moving beyond consultation to meaningful integration of stakeholder insights.

Furthermore, it is impressive that the external engagement process has resulted in a "logic model" that presents an ambitious plan for achieving the Group's vision while demonstrating long-term perspective. This is what I believe is a right and constructive approach in engaging with stakeholders, and should be highlighted more.

Digital Transformation

On new initiatives, the Group's commitment to emerging technologies, particularly digital transformation (DX) as a key initiative to advance ASV management through partnership, represents innovative thinking in sustainability implementation. The Brazil partnership model stands out as a wonderful example for the company to actively replicate in other locations beyond Brazil, especially in developing countries. This initiative effectively aligns with SDG 4 on Quality Education, demonstrating how technological innovation can simultaneously advance business objectives and contribute to sustainable development.

Mental Wellbeing

In addition, the mental well-being initiative in Thailand provides a creative communication idea and excellent foundation for developing compelling impact narratives. For example, the Group could consider using mental wellbeing narrative to tackle related issues on SDG 3 - Good Health and Wellbeing, as this issue represents a critical area that needs focused attention in today's societal challenges.



Net Zero Commitment

On the environmental side, it is commendable that Ajinomoto Group exhibits strong commitment through measurable carbon targets, having made good progress with their Net Zero Target commitment through the Science Based Targets initiative (SBTi). This demonstrates alignment with climate science requirements and positions the Group among industry leaders in environmental responsibility. The Group could better present this in a graphical way, showing the positive impact of achieving net zero target.

Human Rights Progress

With a number of initiatives in 2024, the Group's human rights progress demonstrates systematic advancement through Human Rights Risk Assessment carried out in major geographical regions. Additionally, the ongoing dialogue with overseas suppliers represents a good initiative that should continue, providing mechanisms for collaborative improvement beyond compliance-focused relationships.

In 2025, the Group made a further step to address the planned development of the Group's approach to Recruitment-Related Costs for Migrant Workers. This proactive approach to human rights challenges demonstrates forward-thinking for the Group risk management.

Beginning in 2024, the Group initiated dialogues with and support for improvements among high-risk suppliers based on the Compliance Status Survey for the Guidelines for Group Shared Policy for Suppliers. I think the Group could amplify the impact and transparency of the dialogue by showing the challenges and roles of both side (the Ajinomoto Group and suppliers).

Reporting Challenging and Data Presentation

The impact stories and narratives at the end of the sustainability website are particularly interesting and represent exactly the type of content that the general audience would be looking for. This demonstrates real world outcomes from sustainability and should be more prominently featured throughout reporting.

Despite the Group's substantial and remarkable progress, it remains challenging to illustratively compare progress to the previous years. The accumulation of sustainability data over time is becoming increasingly difficult to navigate. This suggest it is an appropriate time to restructure sustainability data presentation to enhance accessibility and usability for diverse stakeholder groups.

Specifically on the Human Rights section, this section could be improved in terms of categorization, especially to better show progress and development over time and over different geographical locations. Current organization makes it difficult to track advancement and understand the trajectory of the human rights initiatives.

Enhanced Storytelling and Value Creation Communication

The Group should consider prioritize telling stories of "value creation" and "impact," in addition to traditional data and disclosure. This can be structured in a more engaging way. The current "Story" section on the website is a good start where many interesting stories are shared in a digestible way.

As well-being and food security considerations within the context of global geopolitical uncertainties represent another area where Group's capabilities and impact stories could be more prominently featured. This will ultimately lead to the core purpose of the Group "to contribute through global businesses to the well-being of all human beings," as said Mr. Shigeo Nakamura.

**Katie Yewdall**

Director
Sustainability Consulting
APAC, LRQA

Ajinomoto Group's 2024 Sustainability Report offers a comprehensive overview of the company's environmental, social, and governance (ESG) initiatives. The company continues to follow its sophisticated and well-thought-out sustainability strategy that has been specifically tailored to the Group's business and ambitions. As last year, the Group demonstrates a truly embedded approach to sustainability both in the sustainability report and the inclusion of an integrated report; the ASV Report, which again includes statement from very senior leadership, to explain the co-creation of value for both the business and society.

A robust sustainability team remains in place to steer the sustainability work, through the Sustainability Advisory Council, Sustainability Committee and Risk Management Committee. These teams work together to deliver on the clear vision and mission statement to "reduce our environmental impact by 50%" and "help extend the healthy life expectancy of 1 billion people." The consistency of using these themes through the years demonstrates a commitment and focus to success in these areas.

Another commendable note, is that although some 2020 targets were not achieved and have been extended, the transparency and clarity on this fact and why this is the case, gives readers comfort that the report is balanced and honest. In addition, it is clear that these goals remain important to the Group.

Clear ESG Strategy and Governance

The report outlines Ajinomoto Group's sustainability strategy, emphasizing its commitment to the Sustainable Development Goals (SDGs) and detailing governance structures overseeing ESG initiatives. This approach aligns with global reporting standards such as the Global Reporting Initiative (GRI) and the Task Force on Climate-related Financial Disclosures (TCFD), which advocate for clear governance and strategic alignment with sustainability goals.

Quantitative Performance Metrics

The Ajinomoto Group continues to provide comprehensive quantitative data on key sustainability indicators, including greenhouse gas emissions, energy consumption, and water usage. This data-driven approach enhances transparency and allows stakeholders to assess the company's progress toward its sustainability targets. Such metrics are in line with best practices that call for measurable and verifiable data in sustainability reporting.

Stakeholder Engagement

The report discusses efforts to engage with various stakeholders, including employees, suppliers, and local communities. This engagement is crucial for understanding and addressing the concerns of those impacted by the company's operations, aligning with best practices that emphasize stakeholder inclusivity in sustainability reporting.

Integration of Sustainability into Business Strategy

The Ajinomoto Group demonstrates a strong integration of sustainability into its core business strategy. The report highlights how sustainability initiatives contribute to long-term value creation, aligning with best practices that advocate for the integration of ESG factors into business decision-making processes.

Opportunities for enhanced disclosure

Although the report includes relevant and material information, there are some topics where disclosure could be enhanced:

- Supply Chain Practices - While the report touches on supply chain sustainability, it lacks detailed information on supplier assessments, audits, and the integration of ESG criteria into procurement processes. Enhanced transparency in this area would provide a more comprehensive view of the company's supply chain sustainability.
- Climate Resilience - The report provides information on greenhouse gas emissions and energy consumption but offers limited discussion on climate resilience strategies. Including information on how the company plans to adapt to the physical impacts of climate change would provide a more comprehensive view of its climate-related risks and align with TCFD recommendations.
- Clear Targets for Biodiversity - While the report mentions biodiversity considerations, it lacks clear targets and metrics related to biodiversity conservation. Setting specific, measurable targets for biodiversity would be recommended.
- Human Rights - The report discusses human rights issues but lacks detailed information on how the company monitors and addresses human rights risks across its operations and supply chain. Providing more detailed information on human rights due diligence processes would enhance transparency.

The Ajinomoto Group's 2024 Sustainability Report demonstrates a strong commitment to sustainability and aligns with reporting best practices. By enhancing transparency in supply chain practices, developing climate resilience strategies, setting clear biodiversity targets, and strengthening human rights reporting, the company can further align its sustainability reporting with global best practices and enhance stakeholder trust.

Congratulations on your ongoing efforts!

**Hidemi Tomita**

Institute for Sustainability
Management
Board of Directors
Representative

The Ajinomoto Group is not only a leader within Japan's food-related industries but has also over the years taken a variety of progressive initiatives around sustainability. At the same time, however, due to repeated changes in management at Ajinomoto Group and proactive measures being taken by other companies in the same industry, it is not always obvious that Ajinomoto Group is superior to others.

Particularly in its supply chains, the food industry faces several issues that can pose significant risks, not only in terms of climate change, but also biodiversity, natural capital, and human rights, among others. To address these issues, the Ajinomoto Group must conduct due diligence on human rights and environmental issues from a business-wide perspective and make effective use of grievance mechanisms.

Additionally, there is a major trend toward making information disclosure mandatory, as exemplified by the need to comply with the Corporate Sustainability Reporting Directive (CSRD) in Europe and Sustainability Standards Board of Japan (SSBJ) standards in securities reports in Japan. It will be an important challenge to find ways to separate and coordinate the various reporting media going forward. In addition, the unique characteristics of each company will likely be apparent in how they present their double materiality and single materiality and what information they disclose as determined by what is useful to their stakeholders.

I encourage the Ajinomoto Group to adapt to these trends early on and reorganize to provide more depth while also advancing original and progressive efforts.

**Kenji Fuma**

Neural Inc.
CEO
Adjunct Professor, Shinshu
Sustainability Transformation
Initiative, Shinshu University

The Ajinomoto Group is a global enterprise with almost two-thirds of its sales overseas and around 70% of its workforce at subsidiaries abroad. I recognize that one of the Group's advantage is making a variety of proactive challenges at both its domestic and overseas branches in a bottom-up way. I myself have been a judge of the Ajinomoto Group's corporate awards, the ASV Awards, for several years. Every year, we receive numerous applications from many divisions and branches, which, I suppose, is an underlying strength of the Group.

On the other hand, as I last year mentioned there in my review, the 5-year or 10-year blueprints of its management, business, and value chain are still far from clear. Provided the Group clearly depicts its long term goals and mobilizes the workforce of all divisions to achieve those goals, the Group would be able to accelerate ambitious activities and synergies of the entire Group in a more efficient and more effective manner.

Recently, Japan's food manufacturers have also experienced higher inflation so that they have increased unit price and profit margins due to the Japanese government's counter-deflation policy. That not being bad itself, providing food products in affordable prices is also a material sustainability issue for food manufacturers. I expect the Ajinomoto Group to pursue continuous cost innovation to keep supplying customers from a wide range of income level with profitable and competitive products.

**Shunsuke Managi**

Professor of Urban Systems Engineering, Graduate School of Engineering, Kyushu University

Faculty Fellow, Research Institute of Economy, Trade and Industry (RITE)

Health is becoming an increasingly important need of society for the Ajinomoto Group. In the U.S., President Donald Trump signed an executive order on February 13, 2025, which included a call to establish Make Our Children Healthy Again Assessments, casting further attention on children's health. It has become clear that the economically disadvantaged are eating unbalanced diets and increasingly suffering from obesity and health problems. The Group has recognized this issue for some time but needs to redouble its efforts. I would also mention well-being, which the Group has been pursuing as a pillar of its ASV initiative. I encourage the Group to quantify the well-being that its products and services make possible and somehow make this more tangible. Do not limit your measures of well-being to factors like employee satisfaction. For example, it should be possible to provide concrete data showing how food products that are fast to cook increase well-being. If the Group had survey data from perhaps 300 people, it could demonstrate how these products

correlate to satisfaction and stress levels. I believe that such an effort would have a positive impact on the Group's corporate value.

What I would like to see the Group do in the future is to quantify its total contribution, including non-financial aspects. Non-financial values (human resource development, customer satisfaction, health, etc.) will eventually become financial value. Therefore, I believe that the Group's role as a global leader is to demonstrate the direction society should take by progressively quantifying these things as economic values, before other companies do so.



Help Extend the Healthy Life Expectancy of 1 Billion People

Initiatives to solve nutritional issues	P037
Cooking and sharing meals	P047
Medical foods	P048
Disseminating information on MSG safety and benefits	P049
Addressing health issues	P051

Initiatives to solve nutritional issues

Approach to nutrition

Strategy

The Ajinomoto Group supports consumers in achieving nutritionally balanced diets through our business activities. Around the world, an increasing number of people suffer from health problems stemming from diets and lifestyles, including the excessive intake of sugar, fat, and salt, and the insufficient intake of protein and vegetables. In response, the Ajinomoto Group implements efforts to improve nutrition 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.

- > ASV Report 2025 (Integrated Report) P069-070
- > Nutrition Without Compromise
- > Group Shared Policy on Nutrition

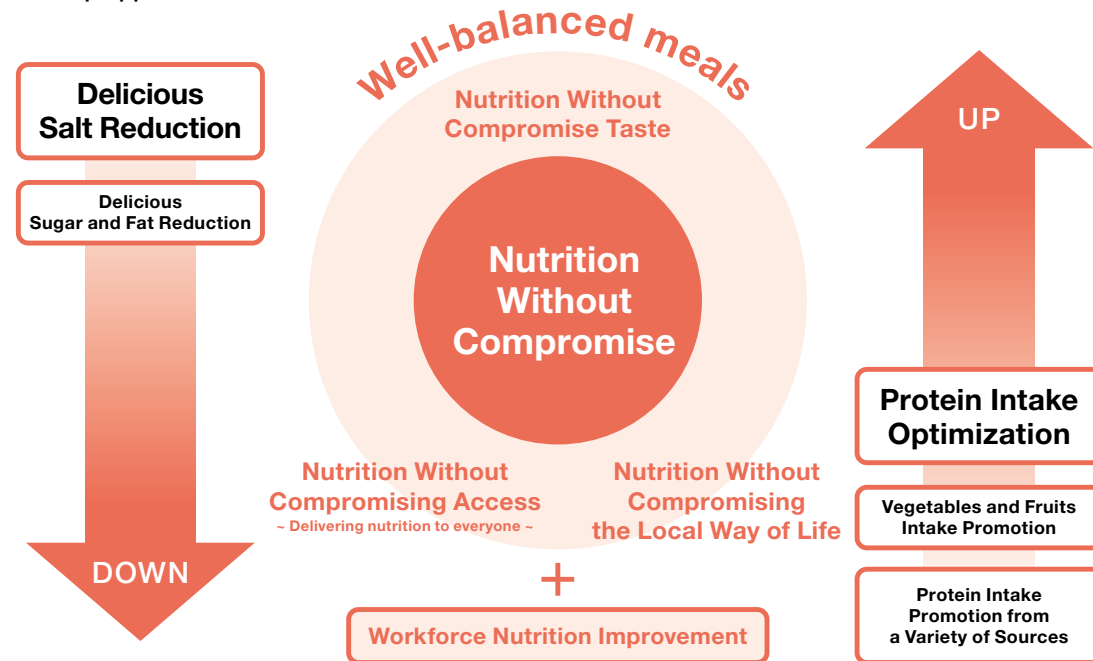
The three pillars of our approach to nutrition

- 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.

The Ajinomoto Group provides nutritious foods that taste good, are convenient and easily accessible, and respect local customs and flavors. At the same time, we are also committed to protecting the sustainable global environment on which such food based.

Ajinomoto Group approach to nutrition



Framework for nutrition management

Governance

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

Strategy and Results

The Ajinomoto Group pursues initiatives for nutrition improvement to help extend the healthy life expectancy of one billion people by 2030. In fiscal 2024, we created touchpoints for deliciousness and health with 950 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.

Targets and KPIs for nutrition

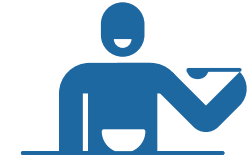
Framework / Performance

The Ajinomoto Group updated our targets and KPIs for nutrition to further drive nutrition improvement through our business, in line with our Purpose and Material Theme of achievement well-being through food. We adopted nutritional assessments appropriate for each product, dish, and meal to support consumers' nutritionally balanced diets and added indicators for communication that contribute to nutrition improvement.

Targets and KPIs for nutrition through FY2030 (Launched operation in FY2025)

Product	Dish	Meal	Communication
Provide 2.1 billion servings of nutritionally balanced product ¹ per year	To be considered (Using ANPS-Dish ²)	To be considered (Using ANPS-Meal ²)	(Monitoring and disclosure) Number of unique users for recipe websites Social implementation initiatives based on the ecosystem approach
Contribute to salt reduction of 1.1 billion servings per year by reducing salt in seasonings			
Contribute to sugar reduction of 700 million people per year through sweeteners			

Support nutritionally balanced diets



- For products consumed as-is, the Health Star Rating (HSR), which is used globally and provides a comprehensive assessment of nutritional value, is used for evaluation.
- Since dishes and meals are greatly influenced by food culture and combinations, appropriate evaluation methods will be considered for each country/region.
- Provide recipes, services, and systems to make it easier for consumers to practice nutritionally balanced diets.

^{*1} Products with HSR rating 3.5 or above. Includes products that can be consumed as-is, by adding water, by heating, or through other simple preparation (e.g., soups, beverages, frozen foods, instant noodles).

^{*2} The Ajinomoto Group Nutrient Profiling System. NPS developed by the Ajinomoto Group. ANPS-Dish is for dish evaluation, and ANPS-Meal is for meal evaluation.

Results through FY2024

	FY20 (Results)	FY21 (Results)	FY22 (Results)	FY23 (Results)	FY24 (Results)	FY25 (Targets)	FY30 (Targets)
Percentage of products with improved nutritional value ^[3] ^[4]	40%	50%	56%	57%	57%	—	60%
Provision of products with improved nutritional value in "delicious salt reduction" and "protein intake optimization" ^[4]	280 million	320 million	340 million	350 million	360 million	—	400 million
Availability of products utilizing the physiological and nutritional functions of amino acids ^[5]	(Base year)	1.07 times	1.10 times	1.07 times	1.11 times	—	2 times
Nutrition education for employees ^[6]	Cumulatively 460	Cumulatively 26,000	Cumulatively 56,000	Cumulatively 88,000	Cumulatively 122,000	Cumulatively 100,000	—

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

[4] The confirmation and reporting of this target has ended in fiscal 2024. From fiscal 2025, we have begun applying the aforementioned new targets and KPIs to enable more objective and appropriate evaluation, thereby further promoting key initiatives for nutrition improvement.

[5] This target will continue to be managed under the targets and KPIs for our Material Theme of contribution to advanced medicine and prevention.

[6] This target will continue to be managed under the targets and KPIs for our Material Theme of reinforcement of our management foundation.

> Nutrition > III. Targets and KPIs

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 as a Group-wide basic tool. This system evaluates the amount of nutrients in a product using science and improves nutrition through new product development and product revisions. ANPS-Product is based on HSR.

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. We also developed ANPS-Meal, a nutrient profiling system for meal assessments, to evaluate the nutritional value of actual Japanese meals, which are typically based on the *ichiju-sansai* (one soup, three dishes) structure.

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.

For example, sugar intake in Thailand is estimated to be about four times the WHO's recommended level, while salt intake in the country is approximately 1.6 times higher. To help address this issue,

the Ajinomoto Group signed a Memorandum of Understanding (MOU) with the Institute of Nutrition at Mahidol University, a leading institution in nutrition research in Thailand, and the Thai Dietetic Association. This partnership aims to develop a Nutrient Profiling System for Thai menus (NPS-M). We also presented NPS-M at the Southeast Asia Public Health Nutrition Conference 2024 (SEA-PHN), highlighting the system's potential to support healthier eating habits without compromising taste, and to help reduce the risk of obesity and non-communicable diseases (NCDs).

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.

The Ajinomoto Group 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 and ANPS-Meal in accordance with the food culture of each country, and expand globally to ASEAN, Latin America, and other regions.

[> ASV Report 2025 \(Integrated Report\) P069](#)

Delicious salt reduction

The Ajinomoto Group aims to extend the healthy life expectancy of one billion people 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. launched a total of 56 low-sodium products under 25 brands in nine countries as of April 2025. 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 KOL and outside organizations to hold study sessions and lectures on salt reduction and continue to raise awareness on delicious salt reduction among consumers in various countries.

In fiscal 2024, the Ajinomoto Group created and distributed 100,000 booklets to 10,000 locations across Japan to support dietitians in providing nutritional guidance. We also developed reduced-salt recipes tailored to the taste preferences of pregnant women with salt-reduction needs.



[> Products That Help Delicious Salt Reduction \(Japanese only\)](#)
[> Smart Salt Recipe Site \(Japanese only\)](#)

Overseas initiatives (Vietnam)

We launched the low-sodium Aji-ngon[®] flavor seasoning in the Vietnam in October 2024.

Aji-ngon[®] is gaining shelf presence, particularly in major supermarkets. Customers have praised the seasoning's well-balanced flavor and salt level, which support both taste and health in everyday meals. We are running digital campaigns on TikTok and other digital platforms with our key message of *Salt Reduction*,

Still Delicious, to encourage more first-time purchases from a broader range of consumers.



Advertisement for Ajinomoto.
Giảm Muối vẫn Ngon. Cut the Salt, Keep the Taste.

■ Overseas initiatives (U.S.)

Ajinomoto Health & Nutrition North America, Inc. is expanding its Salt Answer™ line for the commercial market in North America. Studies show that Americans consume 50% more sodium than recommended, with nearly 70% of intake coming from packaged and restaurant foods. Salt Answer™ reduces sodium content by up to 30% without compromising taste and flavor. Ajinomoto Health & Nutrition North America develops customized products for use in various applications, including soups, snacks, and dressings. The company will continue to expand its portfolio of low-sodium solutions globally while addressing the specific needs of the North American market.

> [Ajinomoto Health & Nutrition North America](#)

■ 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. We plan to engage in activities to raise awareness and spread the value of "delicious salt reduction" through umami.

> [Nature Forum Reducing Salt in Our Diets](#)

■ Salt reduction through electric seasoning

Ajinomoto Co., Inc., in joint research with the University of Tokyo III/GSII and Ochanomizu University, developed the world's first "electric seasoning" technology, which uses transcutaneous electrical stimulation to adjust the taste of food. This technology uses weak electrical stimulation to the lower jaw and back of the neck to modulate taste electrical through electrical taste stimulation.

Conventional methods apply electrical stimulation to the tongue through current-conducting tableware, enhancing flavor while the tableware is in contact with the mouth. This approach has been used with liquid-based foods. In contrast, our electric seasoning device delivers continuous electrical stimulation during chewing and swallowing when worn, making it suitable for use with solid foods.

The joint research demonstrated that transcutaneous electrical stimulation enhances perception of saltiness across a variety of reduced-salt foods, including liquids, solids, and Japanese, Western, and Chinese dishes. These findings were published in *Hypertension Research*^[1]. A separate study examining the continuous effects during the stimulation period of transcutaneous electrical stimulation received the Topics Award at the 2024 annual meeting of the Japan Society for Bioscience, Biotechnology, and Agrochemistry^[2].

Furthermore, Ajinomoto developed a concept for a wearable device designed to support the use of electric seasoning when

worn around the neck or over the ear. We are continuing to refine the design of this concept. Wearing this device eases the burden on individuals who need to limit their salt intake while also preserving "delicious salt reduction." Ajinomoto will continue developing new services that incorporate this wearable device.

[1] An international academic journal published by Springer Nature, focused on original clinical and basic research in the field of hypertension.

[2] An academic society formed by research institutions and organizations in the fields of agricultural chemistry, bioscience, and biotechnology.

■ Protein intake optimization

The Ajinomoto Group strives to improve protein intake by enhancing the flavor of protein-rich meals with seasonings, offering soups and other products that provide convenient sources of protein, and supplying amino acids that complement low-quality protein sources. We also share recipes, menus, and other information on our website and social media.

■ Developing technology to evaluate 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, plant protein is generally known to be less digestible and absorbable than animal protein. Developing precise technologies to evaluate and improve digestibility is crucial to increasing the nutritional value of plant 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 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 gave an oral presentation at the 8th International

Conference on Food Digestion (Portugal) in 2024 on the results of our research into rapid and precise DIAAS prediction technology that accounts for changes in digestibility due to food processing and cooking processes. We also introduced a digestibility test method using artificial intestinal fluid (INFOGEST protocol) and are conducting nutritional epidemiology research focusing on DIAAS in a socially cooperative course with the University of Tokyo. Through these efforts, we advance further research and development to expand the value of highly digestible proteins worldwide. 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.

■ Developing products that provide easy access to high-quality protein (Japan)

As the protein market expands, demand is rising for protein products that pair well with meals without cooling the body, while also complementing traditional Japanese diets centered on white rice^[1]. In response, Ajinomoto Co., Inc. launched Ajinomoto KK Protein Miso Soup in March 2025. This soup offers a simple way to prepare and conveniently consume protein.

One cup of Ajinomoto KK Protein Miso Soup provides 20 grams of protein and can be enjoyed easily with meals, between meals, or after exercise by simply adding hot water.

The nutritional value of protein depends on the balance of essential amino acids that make up the protein. Proteins are rated on a scale of up to 100 using the amino acid score, which measures how well a protein provide essential amino acids to the body. Generally, a higher score indicates better amino acid balance and higher protein quality. Ajinomoto KK Protein Miso Soup scored a perfect score of 100.

We also sell Ajinomoto KK Protein Soup (Corn Cream) as a part of the same series, striving to support convenient and enjoyable protein intake optimization as part of daily life.

[1] According to our research.

■ 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)

Market research shows a growing demand for less sweet and sugar-free products in Thailand stemming from increased health awareness. In response to these needs, AJINOMOTO COMPANY (THAILAND) LIMITED launched Birdy[®] 3in1 Rich Blend, the first sugar-free powdered milk coffee in the Thai coffee market, in 2023, followed by Birdy[®] Robusta Zero, the first sugar-free canned milk coffee, in 2024. Sales of these products, along with Birdy[®] Robusta Zero, the existing sugar-free black coffee, grew to 151% in fiscal 2024 year on year, outpacing the market. Ajinomoto Thailand strives to combine rich flavor with health benefits to help Thai consumers reduce sugar intake.

■ Controlling sugar absorption (Japan)

Markets for products that suppress sugar absorption are expanding in Japan. This trend reflects growing concerns about excessive sugar intake, even with white rice, a staple food in the country, resulting in more consumers turning to brown rice, reduced-sugar rice, and other alternatives. Internal research shows that consumers are dissatisfied with these substitutes. Common concerns include inferior taste and texture compared to white rice, the added effort of cooking them separately for certain family members, and reduced flexibility when the entire household must eat the same rice regardless of dietary needs. In response to these concerns, Ajinomoto Co., Inc. launched *Hakumai Dozo*[®], Japan's first rice cooker seasoning that helps prepare white rice with a gentler sugar absorption profile.

Hakumai Dozo[®] uses proprietary technology (patent pending) developed through over 30 years of enzyme research. Adding *Hakumai Dozo*[®] when cooking rice modifies the starch structure

to slow down digestion, allowing white rice to be prepared with a glycemic index (GI)^[1] comparable to that of brown rice. A survey of 1,000 dietitians found that 97% of respondents believe *Hakumai Dozo*[®] helps support the dietary management of individuals who need to monitor their sugar intake. According to internal research, customer feedback indicates that consumers appreciate being able to manage their health without making special adjustments to family meals, and they report no noticeable difference in the taste or texture of the rice.

Consumers have responded positively to the ability of *Hakumai Dozo*[®] to maintain the taste and texture of white rice while moderating sugar absorption. Cumulative sales surpassed our initial forecast by nearly double, exceeding 1 million servings within the first 10 months after product launch in March 2024.

[1] Glycemic Index (GI): An indicator of how easily the sugar in a food are digested and absorbed by the body.

■ Fat reduction (Thailand, Indonesia)

The Ajinomoto Group develops and markets a reduced-fat seasoning for fried chicken that lowers oil absorption during cooking in Southeast Asia, where fried foods are consumed more frequently, as more people look for ways to enjoy these dishes while maintaining their health.



Indonesia: Launched in August 2023



Thailand: Launched in August 2024

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 packaging displays recipes that encourage consumers to eat more vegetables and fruits.

In Japan, we promote the *Love Vege* project to encourage vegetable intake as a way to support the recommendation by the Ministry of Health, Labour and Welfare to consume at least 350 grams of vegetables per day. We launched this project in 2015 at the Nagoya branch, Nagoya branch office to encourage people to eat more vegetables in Aichi Prefecture, which ranked 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 distributed through the produce sections at mass retailers to raise awareness. Furthermore, we hold in-store events that use vegetable consumption measurement devices and promote interest in vegetables and natural eating habits for vegetables among children and young adults through our website and social media.

The Ajinomoto Group collaborated with two prefectures, four municipalities, three ordinance-designated cities^[1], and three regional retailers in the Kinki region to implement awareness activities at supermarkets as part of our fiscal 2024 initiatives. These activities included distributing *Love Vege* menu booklets, hosting vegetable quizzes, and using vegetable intake measurement devices in June 2024 and February 2025. We encouraged interest in seasonal vegetables from the Kinki region and proposed ideas for incorporating them into everyday meals. Local media covered these efforts, helping us share the information with a wide range of consumers. In March 2025, the Ajinomoto Group held a vegetable harvesting and cooking event in Nagasaki

Prefecture in collaboration with local supermarkets, farmers in Shimabara City, and the Nagasaki Prefectural Government to encourage vegetable consumption. Participants used cabbage harvested from the fields to prepare a Cook Do[®] Hoikoro dish using cabbage. Not only did local media also covered this event, but the event also received positive feedback from numerous participants. The Ajinomoto Group will continue to collaborate with our partners to develop *Love Vege* activities in various contexts and work together with the community to solve nutritional issues.

[1] Osaka Prefecture, Osaka City, Hyogo Prefecture, Kobe City, Kyoto Prefecture, Kyoto City, Shiga Prefecture, Nara Prefecture, Wakayama Prefecture.



Love Vege in-store event



Harvesting and cooking event in collaboration with Nagasaki Prefecture

Improving nutrition through community initiatives

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.

■ Seminars for nutritionists and dietitians

Ajinomoto Co., Inc. has conducted the on-demand Food and Health Seminar in Japan for over 20 years. The seminar consists of overviews of our initiatives and expert presentations for registered dietitians and licensed nutritionists who support consumer health through food. The seminar aims to build trust with nutrition professionals, expand awareness and increase the fan base for our products and services, and foster partnerships that help advance Ajinomoto Group Creating Shared Value (ASV).

The fiscal 2024 seminar focused on salt reduction, protein intake optimization, and "AminoScience," attracting approximately 3,500 viewers. Attendees gave particularly positive feedback on our efforts to encourage salt reduction and balanced nutrition. A post-seminar survey indicated that about 90% of respondents said the content was useful, and around 80% expressed expectations for Ajinomoto initiatives to address food and health challenges.

We will continue raising awareness of the importance of salt reduction and balanced diets by sharing information with key opinion leaders and strengthening relationships with them, contributing to the extension of healthy life expectancy.

■ Nutritionally balanced diets (*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. In fiscal 2024, the number of participating companies increased to 15, and the number of menu proposals on the website grew significantly. Each menu displays the *Tsujitsuma Shiawase* mark, which indicates alignment with four key nutrients and food groups linked to extending healthy life expectancy, making it easy for consumers to practice balanced eating. The Ministry of Health, Labour and Welfare featured this initiative as a leading example of business collaboration in the fiscal 2024 report on the Healthy and Sustainable Food Environment Strategy Initiative.

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 (as of March 2025)

*In no particular order

Ajinomoto Co., Inc. Ezaki Glico Co., Ltd., every, Inc., Kikkoman Corporation, Meiji Co., Ltd., Nissin Foods Holdings Co., Ltd., SB Foods Inc., J-OIL MILLS, INC., House Foods Corporation, and six others

Tsujitsuma Shiawase mark

Comprehensive Balance Type



JANPS[®] High overall JANPS[®] [1] score and good nutritional balance

[1] Japan Nutrient Profiling System (JANPS[®]): A nutritional profiling system suitable for 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)

■ 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 March 2025, the Mothers & Children Project expanded to 63 provinces and cities, with approximately 1.5 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 CO., LTD. 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 March 2025, School Meal Project activities have expanded across 62 provinces/cities and 4,367 primary boarding schools.

The new President of Indonesia, Prabowo (who took office in October 2024), is highly concerned about the high percentage of stunted growth in Indonesian children. This issue strongly affects the Indonesia's human resources and his administration's vision to realize Golden Indonesia 2045, which aims to shift the country's status from developing to developed. The President focuses his administration on the Free Nutritious Meal Program (Makan Bergizi Gratis; MBG) as a strategic step, targeting 83 million beneficiaries, including school-age children, toddlers, and pregnant and breastfeeding mothers.

PT AJINOMOTO INDONESIA (PTA) improves the nutrition of Indonesian children with our School Lunch Program (FY18 – FY23) through our ongoing ASV initiatives, aiming to support the Indonesian Government with our expertise. In fiscal 2024, PTA launched a pilot program with an MBG kitchen in the West Java Area. This program included upskilling workshops for kitchen staff and menu cataloging using PTA products, helping to improve the quality of the food served and the efficiency of the kitchen itself.

PTA also recognizes the need to provide nutrition education to mothers throughout Indonesia, who are the main providers of nutrition in Indonesian families. PTA Health Provider ambassadors were dispatched through an event titled GEMBIRA (Gerakan Masak Bergizi Bersama Ajinomoto Health Provider; Nutritious Cooking Movement with Ajinomoto Health Provider) and provided nutrition education to 8,433 mothers from the PKK (Community Family Welfare Organization) women's association in 40 areas throughout Indonesia between fiscal 2022 and fiscal 2024. The ambassadors also shared information about the importance of balanced nutrition, Bijak Garam (Salt reduction: Smart Salt), facts about MSG, and details on PTA products through cooking demonstrations. Through these activities, PTA addresses the social issue of child nutrition in Indonesia as a part of our ASV initiatives.



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 organization that brings together consumer goods retailers and manufacturers, and the Global Alliance for Improved Nutrition (GAIN), and international nutrition improvement NGO, to promote workforce nutrition improvement. To date, 17 companies^[1] in Japan and overseas have conducted self-assessments based on company-specific guidelines on Group assessment criteria. Each of these companies conduct nutritional improvements in the workplace with regard to four important points (healthy food at work, nutrition education, nutrition-focused health checks, and breastfeeding support) through the self-assessments, applying the Plan-Do-Check-Act cycle and collaborating with Ajinomoto Co., Inc.

Ajinomoto Co., Inc. supports efforts 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 by providing each company with the Group's best practices, 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 companies (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
> Nutrition Without Compromise: The Ajinomoto Group Case Study
> Progress Report of Ajinomoto Group's Commitment to Workforce Nutrition - The Consumer Goods Forum
> Nutrition Without Compromise: The Ajinomoto Group Case Study - The Consumer Goods Forum

■ Initiatives to support breastfeeding (Vietnam, Belgium)
AJINOMOTO VIETNAM CO., LTD. encourages all female employees to engage in the company breastfeeding support program. The company provides nursing employees with private spaces and designated break times for breastfeeding or pumping. The company has also offered special training under the Mother & Children Project since fiscal 2021 to support the health and well-being of pregnant and nursing mothers and mothers with children under five. In fiscal 2024, the program began incorporating guidance based on WHO breastfeeding guidelines.

S.A. AJINOMOTO OMNICHEM N.V. enhanced company policies from a DE&I perspective by extending the legally mandated breastfeeding leave period, allowing employees to take up to six months of childcare leave. Company employees also formed a working group to improve nursing room facilities and raise internal awareness.

Supporting employee health through the Dietary Balance Check Program

Ajinomoto Co., Inc. developed the Eat Well Check[®] program as part of our employee wellness efforts. This program supports healthier habits through self-monitoring of diet and physical activity. Eat Well Check[®] consists of three main elements: providing model meals (*Otehon Shokuji*[®]) with good nutritional balance, enabling users to record their meals in an app by checking recommended food groups they have consumed, and offering feedback based on the recorded data. *Otehon Shokuji*[®] is a menu we designed featuring meals that include items from 10 recommended food groups. We designed this menu based on the public Guidelines for the Management of Obesity Disease and the Guidelines for Prevention of Atherosclerotic

Cardiovascular Diseases. The menu also incorporate our frozen stocked rice with integrated side dishes *Aete*[®]^[1], which includes the aforementioned ten food groups. Eat Well Check[®] brings together these three components to increase employee interest in nutrition, build understanding of improving health through food choices, and encourage improvements to daily habits.

Ajinomoto Co., Inc. is a member of the Health and Productivity Management Alliance^[2]. As a member, we recognize key challenges facing Japanese industry, including improving employee health, ensuring the financial stability of health insurance unions, and controlling medical costs. We view Health Management[®] not only as a way to enhance productivity and manage healthcare expenses but also as a core part of human capital management that values employees as key assets. The Ajinomoto Group considers the health of group employees and their families to be one of the most important management foundations, developing measures to improve workplace nutrition and maintain and improve self-care. Against this backdrop, Ajinomoto Co., Inc developed Eat Well Check[®] to support diverse work styles and raise employee awareness of poor dietary habits caused by irregular hours and increased dining out. We see behavioral changes among employees as essential to improving lifestyle habits and consider employee health as a key element in strengthening human capital. We tested Eat Well Check[®] with 110 participants, primarily employees with irregular working hours, including night shift and sales staff, over a period of three months. Results showed increased awareness of healthy eating, positive changes in dietary and exercise habits, and a greater variety of food groups consumed.

We will use these results to enhance our health management efforts by positioning Eat Well Check[®] as a behavior change program that supports the well-being of employees with diverse work styles. Going forward, Ajinomoto Co., Inc. will leverage this program to deliver food and health solutions. We will also support the Health and Productivity Management Alliance and other companies committed to health-focused management to help people lead healthier, more comfortable lives.



Frozen stock rice Aete®

- [1] A complete meal of mixed rice topped with side dishes served in a frozen stock lunch box. Meals provide one-third of the daily recommended intake of vegetables content, salt equivalents, and dietary fiber (based on the Nutrition Labeling Standards (for adults, 2,200 kcal) and the Ministry of Health, Labour and Welfare *Health Japan 21* goal of 350 grams of vegetables per day). Meals can be stored in the freezer and heated in the microwave in just six minutes, making it easy to enjoy delicious, well-balanced meals even on busy days.
- [2] The Health and Productivity Management Alliance is managed by nine representative organizers committed to strengthening employee health as a way to revitalize Japanese businesses and ensure sustainable health insurance. Participating companies and organizations amounted to 467 as of March 28, 2025. These entities identify data-driven issues, implement solutions, and evaluate various measures through collaborative health care with companies and health insurers. The alliance aims to co-create solutions that shape health management and create results for cross-industry implementation.

■ 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. By the end of fiscal 2024, a total of 122,000 employees had completed the training, achieving our target of reaching 100,000 employees by fiscal 2025. Fiscal 2023–2024 Engagement Survey results showed improved scores not only in nutrition education and workplace nutrition initiatives but also in contributions to healthy lifestyles. Starting in fiscal 2025, the Ajinomoto Group will expand our nutrition education to support self-care and encourage learning that leads to action on societal nutrition challenges.

Main initiatives in fiscal 2024

- Implemented education across all Group companies in Japan and overseas titled Physical Activity and Sleep and nutritionally balanced diets.
- Developed and implemented training tailored to the employees' work shifts at each factory. DELICA ACE CO., LTD. provided multilingual content to a multinational workforce using a proprietary system.
- Shared best practices from two overseas companies (Agro2Agri, S.L. and AJINOMOTO (SINGAPORE) PRIVATE LIMITED) with the entire Group.
- Held a joint meeting at AJINOMOTO DO BRASIL INDUSTRIA E COMERCIO DE ALIM to advance WNA activities and collaboration among the Latin America Division (AJINOMOTO DO BRASIL INDUSTRIA E COMERCIO DE ALIM, AJINOMOTO DEL PERU S.A., and AJINOMOTO DE MEXICO, SOCIEDAD DE R. LTD. DE C.V.).

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 aim to 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 continue to uphold our 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 optimization.

■ 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.

In fiscal 2024, the *Tsujitsuma Shiawase* project was selected as an example of a social implementation model using this initiative and was featured in the official activity report. Ajinomoto Co., Inc. collaborated with other participating organizations to propose reduced-salt recipe suggestions through the *Tsujitsuma Shiawase* project.

Ajinomoto Co., Inc. will continue our efforts in developing and sharing recipes for "delicious salt reduction" (520 dishes by fiscal 2025). Through these efforts, we are committed to reducing excessive salt (sodium).

> Strategic Initiative for a Healthy and Sustainable Food Environment (HSFE)

Improving product accessibility

Strategy

The Ajinomoto Group provides opportunities for nutritious meals through affordable and appropriately designed products tailored to the needs of consumers in each country and region.

In delivering these products, we go beyond simply modifying existing products or packaging. We strive to thoroughly understand the needs of target consumers in each country and region, and provide solutions tailored to local conditions and contexts.

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 2024 was used to convert product prices into Japanese yen.



P.T.AJINOMOTO INDONESIA



AJINOMOTO PHILIPPINES CORPORATION

> Group Shared Policy on Product Accessibility



Cooking and sharing meals

Perceived well-being through the joy of cooking and sharing meals

Result

Ajinomoto Co., Ltd. partnered with Gallup, Inc. to conduct a global study on the relationship between cooking enjoyment, sharing meals, and well-being. We summarized these results in the report Wellbeing Through Cooking report released in December 2023.

The World Happiness Report (WHR) 2025, released in March 2025, featured additional analysis based on data from this study, in which we collaborated with the University of Oxford to conduct. WHR2025 featured their first food-related chapter highlighting the growing interest in the link between food and well-being.

In April 2025, Ajinomoto Co., Inc. launched a partnership with the OECD Centre on Well-being, Inclusion, Sustainability and Equal Opportunity (WISE), alongside our ongoing collaboration with the University of Oxford, based on these findings. We are committed to deepening our understanding of how food contributes to well-being as we strive to offer a wider range of products that contribute to well-being, encouraging the joy of cooking and sharing meals to contribute to emotional enrichment.

Survey Result Excerpts

Those who enjoy cooking and sharing meals experience a stronger sense of well-being

● Cooking Enjoyment and Subjective Well-Being

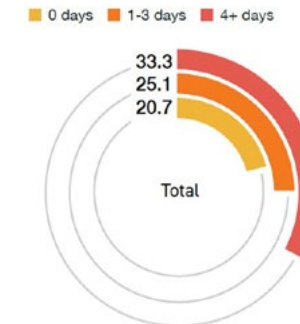
People who said they enjoyed cooking in the past seven days were 1.2 times more likely to thrive than people who did not enjoy cooking or had not cooked during that time.



Source: Wellbeing Through Cooking

● Eating Together and Thriving

Those who shared meals with other people four or more days a week were 1.6 times more likely to thrive than those who did not share meals.



Source: Wellbeing Through Cooking

● Correlation Between Sharing Meals and Thriving

Survey results found that, around the world, people who share meals more frequently are more likely to report higher levels of subjective well-being



Source: World Happiness Report 2025

> Wellbeing Through Cooking
> World Happiness Report 2025 |
The World Happiness Report

Medical foods

Medical foods for fulfilling special nutritional needs

Performance

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. 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.

Nearly 5% of the total population in the UK is malnourished^[1], and the number is reported to be on the rise. Estimates say that nearly 150,000 people in Ireland are at risk of malnutrition, with approximately 4% of children under the age of four years undernourished and underdeveloped, and 59% of children with multiple disabilities at nutritional risk, 15% of whom are severely malnourished. We continue to develop and market medical food products that contribute to health and well-being.

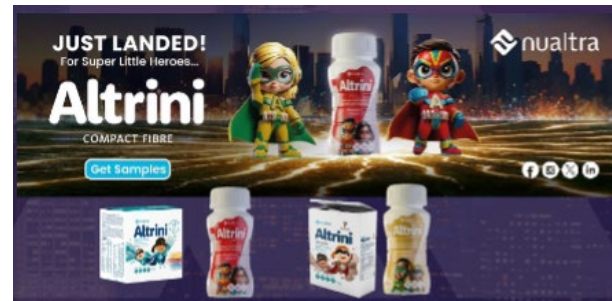
Nualtra is also working to improve the quality of life for more people by developing products not only for traditional patients, but also for a wider range of conditions, including allergies, stunted growth, and liver disease. The company launched its first pediatric food products, Altrini[®], in the United Kingdom in 2025. Incidentally, Nualtra has been the fastest-growing medical food company in the UK and Ireland medical food market for eight consecutive years.

The Ajinomoto Group continues to offer innovative solutions and better value to healthcare professionals, and a better medical nutrition experience for patients. These offerings help us co-create social and economic value.

[1] Source: The National Institute for Health and Care Excellence (NICE).

[2] Source: Malnutrition in Ireland - HSE.ie

[> Malnutrition in Ireland - HSE.ie](#)



Altrini[®] pediatric food product



Disseminating information on MSG safety and benefits

Activities to promote a correct understanding of MSG

Strategy

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 in *umami* taste, and we have globally publicized its usefulness. Monosodium glutamate (MSG), an umami seasoning, improves flavor, reduces salt intake, shortens cooking time, and reduces the cost of meals at schools and other facilities. These benefits generate various forms of value.

Yet at the same time, MSG has been the subject of nebulous anxieties among consumers 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.

> P039
> KnowMSG

Umami and MSG promotions in the United States

MSG has gained strong support on social media in recent years, especially among younger generations, where it is now seen as something cool. In light of this situation, some mega-influencers have emerged who use MSG as a buzzword to increase their social networking followers. The estimated U.S. MSG market has grown steadily since fiscal 2021.

Hispanic and Asian cuisines, which often feature MSG, have also grown in popularity among younger users online. We responded by sharing content focused on new uses for MSG, including in desserts and reduced-salt applications. As a result, more people began using MSG in experimental ways and posting about it on social media and generating increased media coverage in articles.

These trends drove impressions for U.S. online articles mentioning MSG in a positive or neutral tone to 80.6 billion in fiscal 2024, up 1.8 times year over year. Of such articles, earned media^[1] impressions totaled 28.1 billion, an increase of 1.9 times. Meanwhile, the proportion of articles spreading negative or inaccurate information about MSG, including health risks, declined significantly compared with fiscal 2021.

[1] Media exposure a company or brand gains through third-party endorsements without directly paying for it.

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," which is a way of using 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.

For consumers, we declared our commitment to the Ministry of Health, Labour and Welfare's Strategic Initiative for a Healthy and Sustainable Food Environment in fiscal 2023. We also conducted initiatives targeting Generation Z to communicate the importance of reducing salt intake from a young age and share the value and techniques of "delicious salt reduction" using umami, delivered through the voices of cooking influencers. Furthermore, we held an event in fiscal 2024 for working adults in their late 20s who are beginning to focus on food and health. The event combined interviews on dietary habits and nutrition awareness with a tasting experience low-salt meals using AJI-NO-MOTO® umami seasonings. We then identified effective communication strategies to help younger generations take ownership of salt reduction based on the insights we gained through this event. These findings will support our efforts to improve public health going forward. We also participated in the 9th Let's Use Umami Seasoning! Local Cuisine Contest, held in 2024 by the Umami Manufacturers Association of Japan, of which we are a member. Through this initiative, we contributed to the development of registered dietitians who can promote "delicious salt reduction" by effectively using umami seasonings. The 2024 Local Cuisine Contest also enabled our company to help pass down food culture and foster the well-being of people and society through shared meals.

> Ajicollab (Japanese only)

■ Nigeria

AJINOMOTO FOODS NIGERIA LTD. (AFN) implemented wide-ranging salt reduction and nutrition education initiatives as part of our commitment to public health and sustainable development. These initiatives are designed to empower individuals, promote healthier communities, and contribute to the well-being of all human beings, our society, and our planet with “AminoScience.”

Here are some of our key activities and their impact:

- We engaged with over 1,000 participants through stakeholder seminars and professional presentations, engaging food scientists, dietitians, and educators in discussions on salt reduction, MSG usage, and healthy diets. Post-event feedback showed a 100% shift in perception, with participants willing to recommend and use AJI-NO-MOTO® for safe, flavorful cooking.
- Our school outreach programs reached more than 3,000 students across 12 schools, instilling knowledge about balanced diets and portion control. Over 535 employees participated in wellness sessions in the workplace, resulting in an 80% more employees making healthy food choices.
- We amplified our message through media campaigns, reaching over 2.5 million TV viewers and 1 million radio listeners. National newspapers featured articles clarifying the safety of MSG, backed by scientific evidence, and its ability to enhance flavor while reducing sodium.
- We partnered with healthcare professionals and educated about 1,500 pregnant and breastfeeding mothers through workshops at six primary health centers. These sessions emphasized proper maternal nutrition and exclusive breastfeeding practices, highlighting the vital role of breastfeeding in infant nutrition.
- Our practical outreach efforts included live cooking demonstrations and caterers’ competitions, reaching millions and directly training over 300 people on nutritious, cost-effective meals using local ingredients. Our three regional contests engaged 450 food entrepreneurs, showcasing low-salt, MSG-enhanced recipes. These demonstrations were a valuable

opportunity for both home cooks and small food vendors to enhance their culinary skills while prioritizing nutrition.

ANF continues to implement sustainable food practices and nutrition literacy across Nigeria through these multifaceted efforts, which earn the company notable recognition.



Addressing health issues

Making regenerative medicine^[1] a reality

Commercial cell culture media^[2] for regenerative medicine

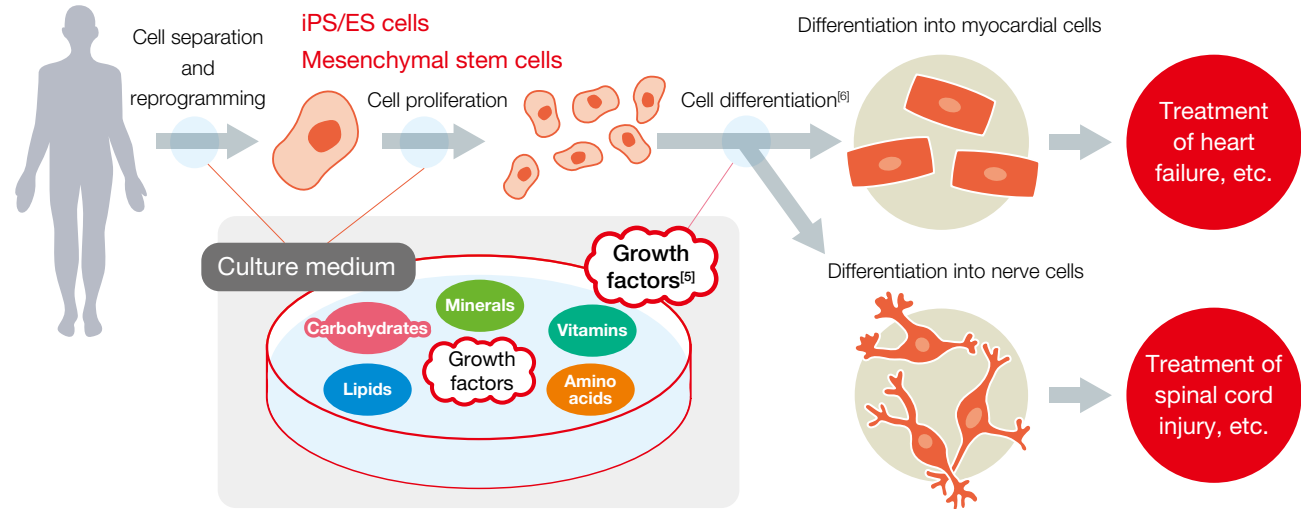
Results

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 media 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[®] cell culture media. For example, in Japan, StemFit[®] cell culture media were also used in the clinical phase I/II trial using HS-001, a cardiac regenerative medicine using iPS cells developed by Heartseed, Inc., which completed dosing of its tenth patient in February 2025.

We also supply StemFit[®] to overseas markets. In April 2024, we launched upgraded cell culture media 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 media for regenerative medicine in North America and other regions overseas, contributing to innovative treatments as quickly as possible.

Role of cell culture media 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.



Accelerating growth of gene therapy

Results

In November 2023, the Ajinomoto Group made Forge Biologics (“Forge”), a U.S.-based gene therapy contract development and manufacturing organization (CDMO), a wholly owned subsidiary as part of efforts to evolve the Group business model in the healthcare field. We are now working to build a robust platform in advanced medical care by combining our respective strengths in technology development.

Forge Biologics

Forge is a gene therapy CDMO founded in 2020 that develops and manufactures gene therapy products. The company 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 good manufacturing practice (GMP) manufacturing gene therapy drugs for clinical use, the company has a wealth of experience with dozens of customer programs.

Next-generation gene therapy

In our medium-term ASV initiatives 2030 Roadmap, the Ajinomoto Group has set four 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, the Group expects accelerated growth from businesses such as oligo nucleotide/biopharmaceutical CDMO, regenerative medicine/ antibody cell culture media, 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 from a longer-term perspective.

Genetic disorders are caused by faulty genes that prevent the body from producing proteins with the necessary functions. Gene therapy addresses these conditions by repairing or supplementing the genes within cells to correct the underlying genetic defects. Adeno-associated virus (AAV) vectors commonly serve as carriers (viral vectors) to introduce genes designed and manufactured to produce necessary proteins into target cells in the body. In AAV vector production, three types of plasmids are prepared and introduced into cultured production cells. The AAV vectors are then purified from the culture media.

Genetic therapy is primarily intended to treat hereditary diseases difficult to treat adequately with existing therapies. Once administered, the therapeutic gene remains inside the cells and continuously produces functional proteins, enabling a single treatment to provide long-term effects. 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 AAV vectors are currently underway, primarily in the United States, and eight new drugs have already been approved. The CDMO market for gene therapy drugs is likely to expand due to an increase in the number of clinical trials and the resulting increase in the number of approved drugs. Pharmaceutical needs in gene

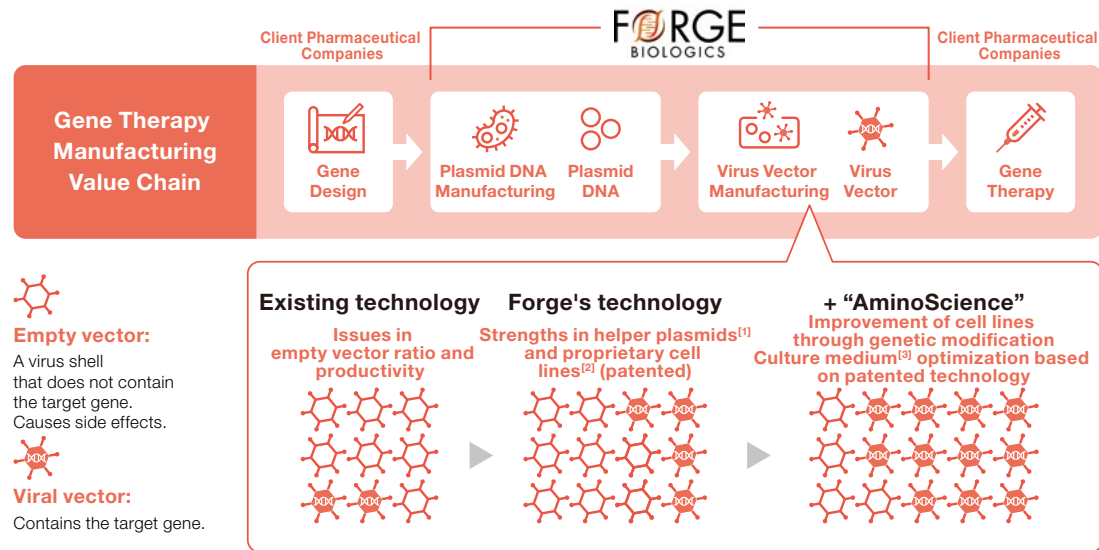
therapy are also likely to continue growing. In addition, AAV vector and plasmid DNA manufacturing, which are key steps in the gene therapy manufacturing value chain, require advanced technical expertise and dedicated manufacturing facilities.

This is a market where the Ajinomoto Group can demonstrate clear technological differentiation, and where demand is expected to outpace supply for the foreseeable future. We aim to secure a unique and strong position in this field of gene therapy.

Building a strong platform through the evolution of “AminoScience”

Ajinomoto Co., Inc. and Forge jointly established an R&D synergy team to co-develop cell culture media optimized for Forge platform technologies and advance collaborative research and development in AAV manufacturing.

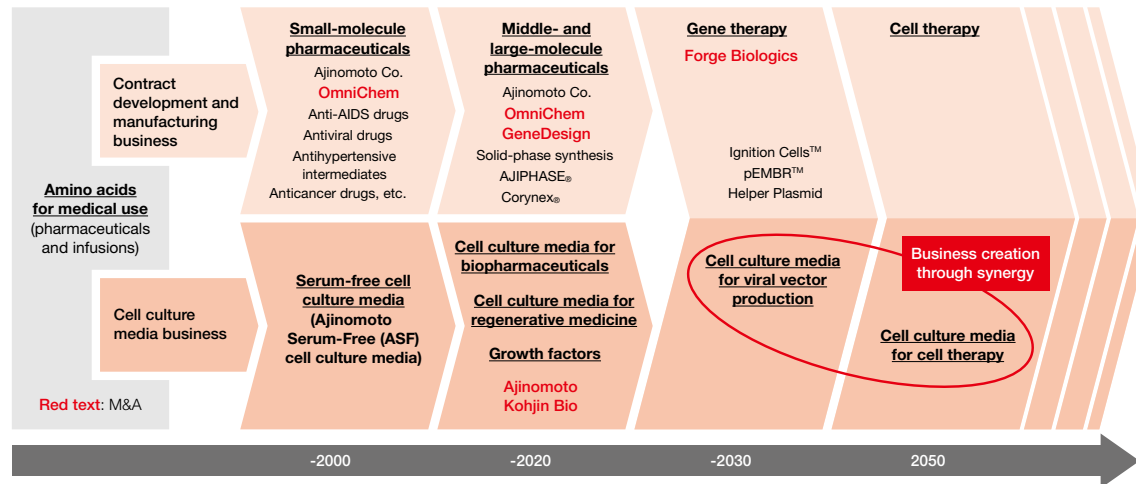
Forge is a gene therapy CDMO with manufacturing capabilities at two key points in the gene therapy manufacturing value chain: AAV production and plasmid DNA production. The company also has the technology to produce highly pure, high-yield AAV vectors. Forge has already produced products in accordance with GMP for the clinical trials of a number of biotech companies. By building up a solid manufacturing track record, the company has 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. The company also has expandable 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.

Establishing a value chain for cell therapy

Ajinomoto Co., Inc. possesses a strong technological foundation in the CDMO field, along with advanced formulation optimization and manufacturing expertise gained through years of cell culture media development. We generate significant synergies by combining these strengths with Forge expertise in AAV manufacturing and their proprietary platform technologies. The establishment of this global biopharmaceutical platform, which includes Forge, has enabled the Ajinomoto Group to manufacture consumables and raw materials essential to the cell therapy value chain, including cell culture media and viral vectors optimized for specific cell types. Building on this foundation, we will continue to generate synergies to strengthen and expand our business while advancing from gene therapy toward broader applications in cell therapy.





Reduce Our Environmental Impact by 50%

Environmental management	P055
Climate change (disclosures based on the TCFD)	P059
Reduction of greenhouse gas emissions in the value chain	P066
Reduction of waste across product lifecycles	P074
Contribution to sustainable agriculture	P084
Food loss and waste	P088
Biodiversity and natural capital (disclosures based on TNFD)	P092
Sustainable materials sourcing	P103
Animal welfare	P107



Environmental management Climate change (disclosures based on the TCFD) Reduction of greenhouse gas emissions in the value chain Reduction of waste across product lifecycles Contribution to sustainable agriculture Food loss and waste Biodiversity and natural capital (disclosures based on TNFD) Sustainable materials sourcing Animal welfare

Environmental management

Environmental management framework

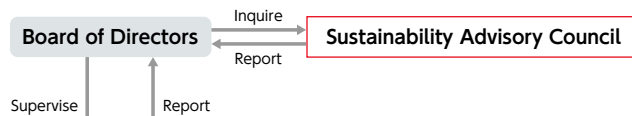
Governance

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 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. Sustainability Development Dept. and other related organizations.

Framework for ESG and sustainability

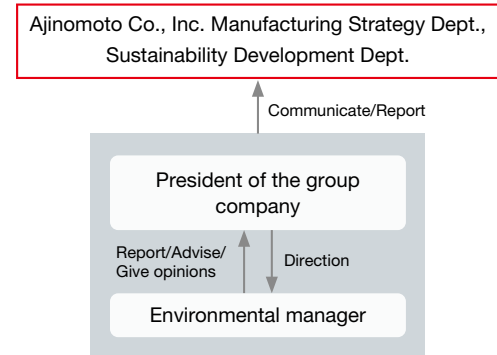
[Supervision]



[Execution]



Management framework at group companies



Status of ISO 14001 certification

Risk Management

As of March 2025, the Ajinomoto Group has acquired ISO 14001 certification at 67 of subject 97 eligible factories. Even those companies not yet certified are conducting management based on the ISO 14001 approach.

Environmental assessments

Risk Management

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 management Climate change (disclosures based on the TCFD) Reduction of greenhouse gas emissions in the value chain Reduction of waste across product lifecycles Contribution to sustainable agriculture Food loss and waste
Biodiversity and natural capital (disclosures based on TNFD) Sustainable materials sourcing Animal welfare

Environmental assessment categories

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	Display of environmental labels

Environmental audits

Risk Management

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 Guidelines for Environmental Audits. There were no sites subject to environmental audits in fiscal 2024.

Response to environmental laws and accidents

Risk Management

We established measures to quickly address any legal violations or accidents related to the environment.

In fiscal 2024, there were two legal violations, and we made appropriate corrective actions in response to administrative guidance.

Two incidents affecting the environment outside work sites occurred in Japan (one sludge discharge and one fluorocarbon leak) and two incidents occurred overseas (one case of rainwater runoff into neighboring land and one wastewater 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

(thousand yen)

Fiscal year	2020	2021	2022	2023	2024
Amount of fines paid	0	0	1,130	515	75,731

Environmental education

Strategy

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

We continue to provide e-learning, first introduced in 2021, for Group employees in Japan and overseas to acquire basic knowledge of overall sustainability and environmental initiatives. In 2024, we began offering training on topics such as biodiversity based on global trends. Employees at Ajinomoto Co., Inc. and Ajinomoto Group companies in Japan have completed the training, and we plan to provide this training to overseas subsidiaries beginning fiscal 2025. 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.

■ Main environmental programs in fiscal 2024

- E-learning for all employees (overseas)
- Environmental law training (Seminar on trends in revisions to laws) (Japan)
- Training on waste treatment laws (Japan)

Material balance

Metrics and Targets

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 2024, we reduced Scope 1 and 2 emissions by approximately 90 kt-CO₂ and 70 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.)



Environmental management Climate change (disclosures based on the TCFD) Reduction of greenhouse gas emissions in the value chain Reduction of waste across product lifecycles Contribution to sustainable agriculture Food loss and waste
Biodiversity and natural capital (disclosures based on TNFD) Sustainable materials sourcing Animal welfare

INPUTS

	FY2018 (Base year)	FY2020	FY2021	FY2022	FY2023	FY2024
Main raw material (kt)	1,548	1,282	1,137	1,217	1,147	1,122
Sub raw material (kt)	2,901	2,069	2,006	2,011	1,928	1,990
Acids/alkalis (kt)	501	482	421	464	411	433
Other (kt)	2,400	1,588	1,585	1,547	1,516	1,557
Packaging material (kt)	276	244	259	251	236	219
Plastic (kt)	69	70	71	69	68	66
Paper, cardboard (kt)	177	148	165	157	143	128
Other (kt)	31	26	24	25	24	25
Fuel (TJ)	28,680	24,494	24,557	24,952	22,863	22,806
Oil (TJ)	2,141	1,653	1,556	1,722	507	355
Coal (TJ)	4,703	3,157	3,593	3,334	787	73
Biomass (TJ)	7,330	6,875	7,132	7,989	8,900	9,936
Natural gas (TJ)	14,506	12,809	12,277	11,906	12,668	12,440
Purchased electricity (derived from fossil fuels) (TJ)	7,834	7,200	4,440	4,381	3,733	3,377
Purchased electricity (derived from renewable energy) (TJ)	42	60	2,174	2,249	2,367	2,761
Purchased steam, etc. (TJ)	1,954	1,800	563	542	401	405
Water (1,000 kl)	63,687	59,386	59,979	60,039	58,358	56,098
Surface water (1,000 kl)	20,672	17,004	17,259	17,890	17,520	17,494
Municipal water (1,000 kl)	5,954	5,262	5,152	5,099	4,719	4,013
Municipal water (Industrial) (1,000 kl)	22,192	24,076	23,794	23,677	23,605	23,451
Ground water (1,000 kl)	14,865	13,041	13,769	13,369	12,507	11,139
Other (rainwater, etc.) (1,000 kl)	3	4	4	4	8	1
Transportation distance (km)	2,756	2,872	2,886	3,974	3,397	3,855
Use (soups, frozen foods, coffee) (t)	556,549	603,420	583,737	521,302	483,737	447,898

*1 Calculated excluding companies that left Ajinomoto group after FY2019, in accordance with SBTi standards.



Environmental management Climate change (disclosures based on the TCFD) Reduction of greenhouse gas emissions in the value chain Reduction of waste across product lifecycles Contribution to sustainable agriculture Food loss and waste
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OUTPUTS(t-CO₂e)

	FY2018 (Base year)	FY2020	FY2021	FY2022	FY2023	FY2024
Scope 3 Category 1: Raw materials	8,115,946	7,614,734	6,960,412	6,610,392	6,494,563	5,902,119
Scope 1:	1,196,969	1,008,811	1,005,363	973,780	767,084	675,022
Scope 3 Category 3: Production	381,765	630,823	583,499	604,719	587,760	610,676
Scope 2:	Market-based method 1,015,723	Market-based method 901,789	Market-based method 606,594	Market-based method 611,712	Market-based method 512,652	Market-based method 444,362
	Location-based method 1,026,764	Location-based method 910,791	Location-based method 622,059	Location-based method 620,751	Location-based method 516,707	Location-based method 477,929
Scope 3 Category 4: Transport	1,274,589	1,210,741	1,121,673	1,037,133	981,743	1,241,268
Scope 3 Category 11: Use	1,294,392	1,355,477	1,396,947	1,386,049	1,296,947	1,245,292
Scope 3 Category 12: Disposal	443,333	425,003	409,500	405,337	400,585	401,455
Scope 3 Category 2: Capital goods	249,944	262,711	232,674	219,172	241,466	302,696
Scope 3 Category 5: Waste generated in operations	140,678	85,714	92,884	97,854	82,326	80,534
Scope 3 Category 6: Business travel	4,479	4,226	4,350	4,446	4,500	4,532
Scope 3 Category 7: Employee commuting	16,206	15,292	15,740	16,087	16,283	16,398
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	3,183	3,448	2,535	2,802	4,981
Scope 3 Category 10: Processing of sold products	8,158	179,801	126,716	108,585	78,445	60,659
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	11,787,705	10,947,844	10,492,309	10,187,420	9,870,610
Scope 1, 2, and 3 total	14,145,962	13,698,305	12,559,801	12,077,801	11,467,156	10,989,993

Data calculation

Scope of reporting: All 128 business sites covered by ISO 14064-1 (100%)

Reporting period: April 1, 2024 to March 31, 2025

The Ajinomoto Group refers to ISO 14064-1 and uses the latest CO₂ e emission factor to calculate the CO₂ e emissions in the above material balance table.These CO₂ e emissions are independently verified in accordance with ISO 14064-3 requirements by LRQA Limited.

> Environmental Data: Third-party assurance
> Environmental Data: Ajinomoto Group products carbon footprint
> Environmental Data: Composition of consumed energy
> CDP Corporate Questionnaire 2024



Climate change (disclosures based on the TCFD)

Approach to climate change risks

Our business depends on sound agrifood systems and a rich 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 Science Based Target initiative (SBTi) 1.5°C scenario. We also received new certification in 2024 from the SBT Initiative for our GHG emissions reduction targets, including net-zero emissions. We are studying measures based on the TCFD recommendations, moving forward with related information disclosures.

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. The Board 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 Risk Management 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 2024, the Executive Committee received two activity reports from the Sustainability Committee and the Risk Management Committee.

- > [Group Shared Policy on Environment](#)
- > [Annual Securities Report for the 147th fiscal year P022-023](#)
- > [CDP Corporate Questionnaire 2024](#)

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 the Group's 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 2024, 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.

Among the effects of climate change impacting production over the medium- to 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.

[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).

	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 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%

Environmental management **Climate change (disclosures based on the TCFD)** Reduction of greenhouse gas emissions in the value chain Reduction of waste across product lifecycles Contribution to sustainable agriculture Food loss and waste
 Biodiversity and natural capital (disclosures based on TNFD) Sustainable materials sourcing Animal welfare

(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 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, 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 by highlighting 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)	Decreased sales due to increased raw material procurement costs, 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	—	—	2 billion yen/year ^[2]	
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 by highlighting 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 Ajinomoto Group's FY2018 standard GHG emissions (approved by the SBTi) by the International Energy Agency's (IEA) carbon pricing forecasts projected under the 1.5°C scenario for 2030 and 2050. Carbon pricing for 2030 is forecast at \$25/t-CO₂ for emerging countries, \$90/t-CO₂ for Brazil, China, India, and Indonesia, and \$140/t-CO₂ for developed countries. For 2050, the forecasted prices are \$180/t-CO₂ for emerging countries, \$200/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 CO₂ pricing expected.

[2] The IEA World Energy Outlook 2024 edition (based on 2023 data) shows little projected price increase for fossil fuels under the 4°C scenario, unlike the 2022 edition (based on 2021 data), which forecasted a significant rise by 2050. As a result, our projected financial impact is smaller than the estimate in the fiscal 2023 forecast.

(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 reliable data 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	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 Strengthening reliable data 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.

We will review risks and opportunities in scenario analyses for fiscal 2025 and beyond, based on updated data from various sources.

(ii) Reflection on financing strategy

Sustainable finance forms the basis for acquiring the necessary funds for our various initiatives.

Beginning with the issuance of sustainable bonds in October 2021, we have continued to procure funds through sustainable finance. Our efforts here include securing a commitment line agreement through positive impact financing in January 2022, a commitment line agreement through Sustainability Linked Loans in December 2022, and 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 Ajinomoto Group 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, we must identify risks accurately and respond to these risks promptly and appropriately.

The Sustainability Committee and the Risk Management 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 Risk Management 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 Risk Management Committee improves these processes and compiles the risks identified by each work site and addresses those that management should take the initiative to address. 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

(i) Targets

The Ajinomoto Group received new certification from the SBT Initiative in December 2024 for our GHG emission reduction targets, including net zero. Following this recognition, we are reviewing our strategies to further accelerate efforts toward achieving these targets. The newly approved Ajinomoto Group GHG reduction targets are as follows.

【Near-term targets】

Scope 1 and 2: Reduce GHG emissions by 50.4% by FY2030, compared to the base year of FY2018

Scope 3: Reduce GHG emissions by 30% by FY2030, compared to the base year of FY2018

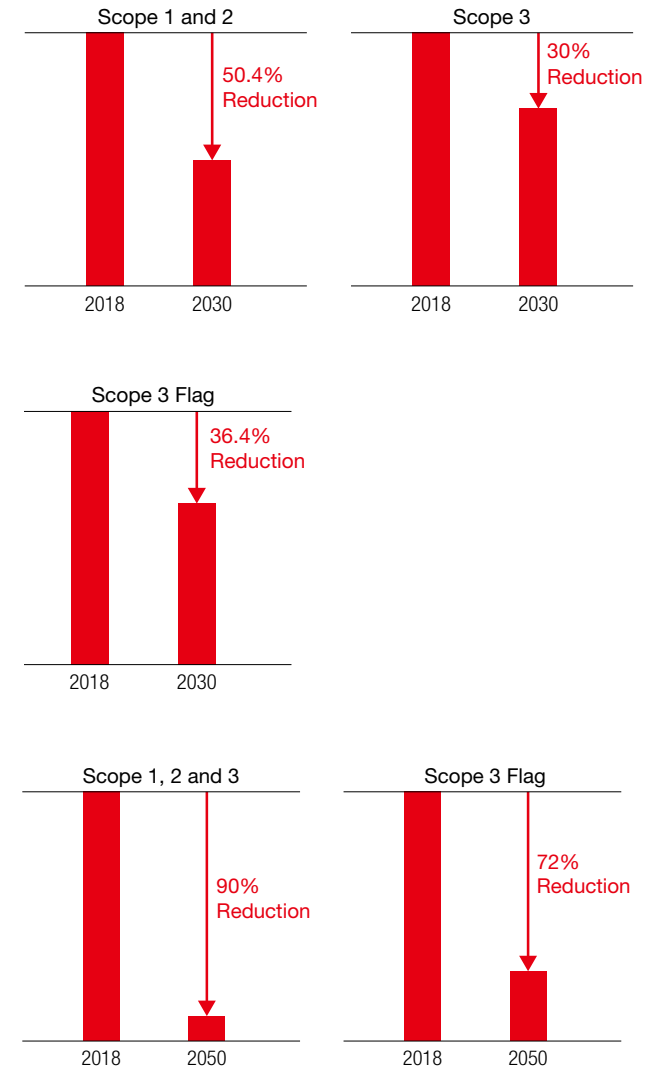
Scope 3 FLAG: Reduce FLAG-related emissions by 36.4% by FY2030, compared to the base year of FY2018

Zero deforestation: Commit to eliminating deforestation for key products linked to deforestation by December 31, 2025

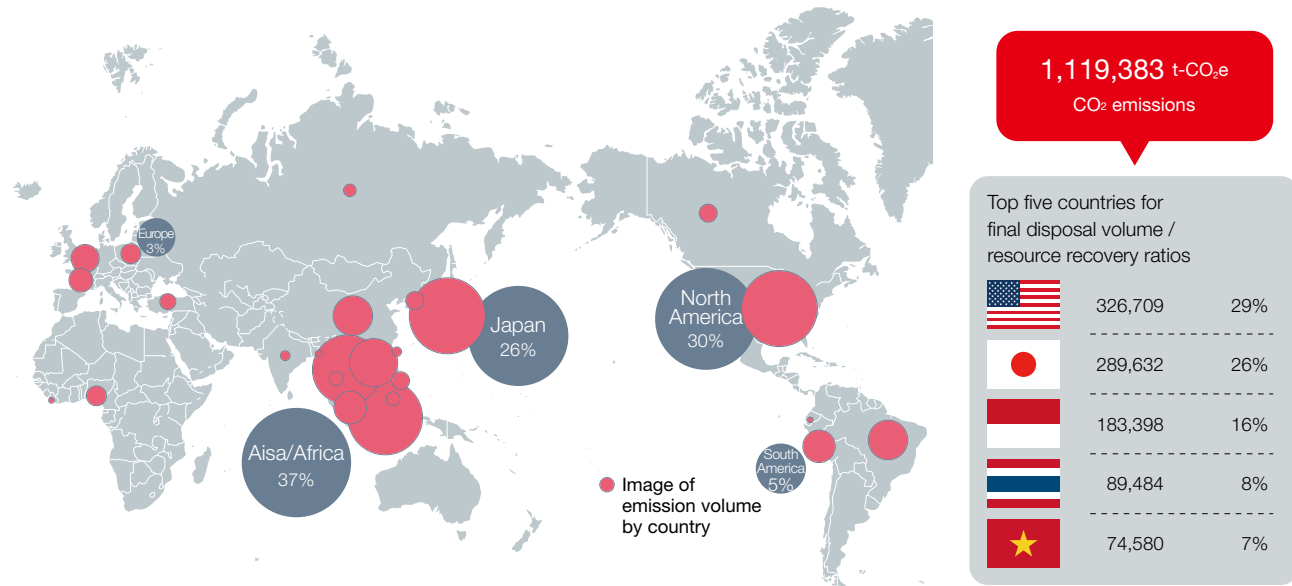
【Long-term targets】

Scope 1, 2, and 3: Reduce GHG emissions by 90% by FY2050, compared to the base year of FY2018

Scope 3 FLAG: Reduce FLAG-related emissions by 72% by FY2050, compared to the base year of FY2018



CO₂ emissions (Scope 1 and 2) by area^[1] (FY2024)



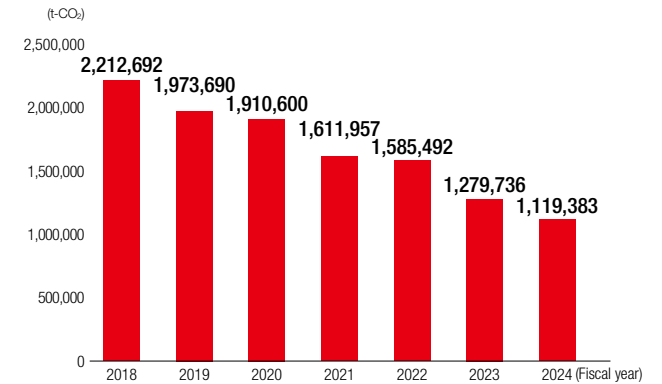
[1] Turkey is included in Asia/Africa.

(ii) FY2024 results

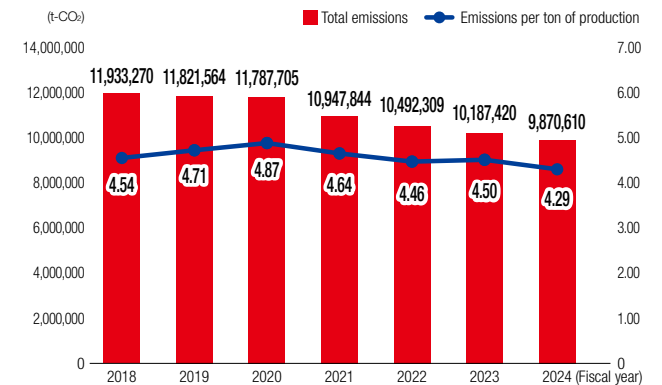
Total Scope 1 and 2 GHG emissions for fiscal 2024 decreased by nearly 160,000t-CO₂ e from the previous fiscal year. This GHG reduction was driven by full transition from coal to biomass at P.T. AJINOMOTO INDONESIA, the complete shift from heavy oil to city gas at the Ajinomoto Co., Inc. Kyushu Plant, and procurement of renewable energy certificates at P.T. AJINOMOTO INDONESIA. Scope 3 GHG emissions (covering all categories) decreased by approximately 3% year on year, despite increased production volume. This result was due to the use of more primary data for raw materials and improved calculation accuracy. Emissions declined by 17% compared to the base year of fiscal 2018, reflecting a decrease in the Group's total production volume (excluding retrospective adjustments for emissions from businesses that left the Group after the base year).

We achieved a 43% reduction in Scope 1 and 2 emissions and a 13% reduction in Scope 3 emissions (excluding Category 11; compared to fiscal 2018) toward our SBTi-certified 2030 GHG emissions target for Scope 1+2 (50.4% reduction from 2018 levels). Ajinomoto Co., Inc. adjusted these targets in line with SBTi criteria to remove emissions from companies that left the Group after fiscal 2019. We are on track to achieve approximately 90% of our Scope 1 and 2 reduction targets based on our current plan. However, we will consider further reduction activities to achieve even greater emissions reductions. For Scope 3, we will continue our efforts to reduce GHG emissions through primary data collection and reduction initiatives enabled by deeper engagement with raw material suppliers, as well as through joint procurement of low-GHG raw materials.

Scope 1 and 2 total emissions



Scope 3 emissions per ton of production





(iii) Efforts to achieve targets

Our measures to meet our Scope 1 and 2 targets include conducting energy-saving activities, switching to fuels with low GHG emissions, using renewables such as biomass and solar power, and introducing processes to lower energy consumption (e.g., procurement of renewable energy certificates at Group companies in Japan).

For Scope 3 targets, raw materials are causing approximately 60% of total GHG emissions over the whole product life cycle. Therefore, we encourage raw materials suppliers to reduce their GHGs and consider introducing new technologies and reducing GHG emissions through agricultural initiatives centered on regenerative agriculture.

(1) Selected for the CDP Climate Change A List (top rating) for a fifth consecutive year

Ajinomoto Co., Inc. was selected for the CDP 2024 Climate Change A List by CDP, an international environmental non-profit organization. This recognition reflects our comprehensive climate-related disclosures and proactive initiatives, and marks our fifth consecutive year on the A List. Only approximately 2% of the 22,400 companies assessed received the highest rating of A.

(2) AJINOMOTO VIETNAM CO., LTD. initiatives

Ajinomoto Vietnam has used compressed rice husks as boiler fuel in place of fossil fuels since 2014, resulting in approximately a 48% reduction in GHG emissions.

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

	FY2018 (Base year)	FY2020	FY2021	FY2022	FY2023	FY2024
Scope 1 emissions	1,196,969	1,008,811	1,005,363	973,780	767,084	675,022
Scope 2 emissions (market-based method)	1,015,723	901,789	606,594	611,712	512,652	444,362
Scope 1 and 2 total emissions	2,212,692	1,910,600	1,611,957	1,585,492	1,279,736	1,119,383
Scope 3 emissions	11,933,270	11,787,705	10,947,844	10,492,309	10,187,420	9,870,610
Scope 1, 2, and 3 total emissions	14,145,962	13,698,305	12,559,801	12,077,801	11,467,156	10,989,993

GHG emissions per volume unit calculated from IEA^[1] CO₂ emissions factors

	FY2018 (Base year)	FY2020	FY2021	FY2022	FY2023	FY2024
Scope 1 and 2 emissions per volume unit (intensity per ton of product)	0.84	0.79	0.68	0.67	0.57	0.49
Scope 3 emissions (excluding Category 11) per volume unit (intensity per ton of product)	4.54	4.87	4.64	4.46	4.50	4.29
Ref.: Production volume (1,000 t) ^[2]	2,627	2,423	2,360	2,350	2,265	2,301
Scope 1 and 2 emissions per volume unit (intensity per million yen sales)	1.99	1.78	1.40	1.17	0.89	0.73
Scope 3 emissions per volume unit (intensity per million yen sales)	10.71	11.00	9.53	7.72	7.08	6.45
Consolidated sales (million yen)	1,114,308	1,071,453	1,149,370	1,359,115	1,439,231	1,530,556

[1] International Energy Agency.

[2] Production volume from other environmental data is reported differently to make it easier to add up.



Environmental management [Climate change \(disclosures based on the TCFD\)](#) Reduction of greenhouse gas emissions in the value chain Reduction of waste across product lifecycles Contribution to sustainable agriculture Food loss and waste
Biodiversity and natural capital (disclosures based on TNFD) Sustainable materials sourcing Animal welfare

Scope 1 and 2 emissions and Scope 3 emissions retroactively for companies excluded from the Ajinomoto Group after FY2019, in accordance with SBTi standards

	FY2018 (Base year)	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
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	1,119,383
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	8,625,318
Scope 3 emissions per volume unit (excluding Category 11)	4.01	4.12	4.26	4.05	3.87	3.93	3.75

SBTi targets and progress

	FY2023		FY2024		FY2025	FY2030
	Target	Performance	Target	Performance	Target	Target
Scope 1 and 2 GHG emission reduction rate (vs. FY2018)	At least 25% decrease	35% decrease	Over 29% decrease	43% decrease	32% decrease	50.4% decrease
Scope 3 (excluding Category 11) GHG emission reduction rate (vs. FY2018)	9% decrease	10% decrease	12% decrease	13% decrease	15% decrease	30% decrease



Reduction of greenhouse gas emissions in the value chain

Internal carbon-pricing

Strategy

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
OECD member countries (excluding Mexico)	\$140/t-CO ₂	\$250/t-CO ₂
China, India, Indonesia, Brazil	\$90/t-CO ₂	\$200/t-CO ₂
Thailand, Vietnam, Philippines, Malaysia, Myanmar, Peru, Russia, Cambodia, Singapore, Egypt, Ecuador, Mexico, Taiwan	\$25\$/t-CO ₂	\$180\$/t-CO ₂
Pakistan, Bangladesh, Nigeria	\$15/t-CO ₂	\$55/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

Strategy

In August 2020, the Ajinomoto Group announced our 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. The ratio of renewable energy used for electric power increased in fiscal 2024 with the procurement of renewable energy certificates by Ajinomoto Indonesia.

Reducing GHG through collaboration with suppliers

Strategy

We pursue GHG reduction efforts in collaboration with our suppliers as an important measure for Scope 3 reduction.

In fiscal 2022, we began dialogues with MSG feedstock suppliers in Thailand. These dialogues have now shifted to trials of reduction measures in fiscal 2024, including regenerative agriculture initiatives in combination with biostimulants. Beginning in fiscal 2025, we plan to expand this project to other areas, and we will continue to monitor actual emissions data. In Vietnam, we are looking into GHG reductions through agricultural measures. These measures include partnerships with third-party organizations to establish measurement, reporting and verification (MRV) for GHG emissions at the cultivation and processing stages, as well as support for GHG emissions calculations by suppliers.

Also, in fiscal 2024, we used the CDP supply chain program to select roughly 50 suppliers with high procurement volumes. Through this program, we requested primary data and responses regarding GHG reduction initiatives to gain a better understanding of the state of GHG reductions related to major raw materials at our suppliers.

Management of fluorocarbons, NOx, etc.

Strategy

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.



NOx and other atmospheric emissions

(t)

	FY2018	FY2020	FY2021	FY2022	FY2023	FY2024
Nitrogen oxide (NOx)	9,421	6,637	5,673	4,730	3,977	4,135
Sulfur oxide (SOx)	10,701	7,016	7,676	5,311	1,068	857
Particulates	1,827	1,310	871	3,492	762	143
CFCs ^[1]	11	7	5	4	11	5

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

Promote modal shifts

Strategy

From the very earliest stages, the Ajinomoto Group began preparing for truck driver shortages and the environmental impact of the logistics industry. We have been pursuing modal shift from trucks and other automobile transportation methods to rail and marine transportation methods that place less of a burden on the environment. While the industry average modal shift rate is 50% to 60%, in fiscal 2024, we achieved an overall 97% long-distance transport modal shift by using ships. We will continue to maintain high standards and foster sustainable transportation systems.

Strategy

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

In Japan, the F-LINE Project launched in 2015 by six food manufacturers^[2] 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^[3], including Ajinomoto Co., Inc. During fiscal 2024, we expanded modal shift to Ajinomoto Food Manufacturing Co., Ltd. shipments as well, targeting transportation along the mainline

linking the Ajinomoto Food Manufacturing Kawasaki Plant (a major production and logistics base in Kanagawa Prefecture), the Ajinomoto Co., Inc. Kawasaki Logistics Center (Kanagawa Prefecture), and the F-LINE Co., Ltd. Nishinomiya Logistics Center (Hyogo Prefecture). We achieved a complete modal shift between these locations by increasing the number of rail and ship trips. As a result, Ajinomoto Food Manufacturing reduced CO₂ emissions by approximately 80% compared to the previous year.

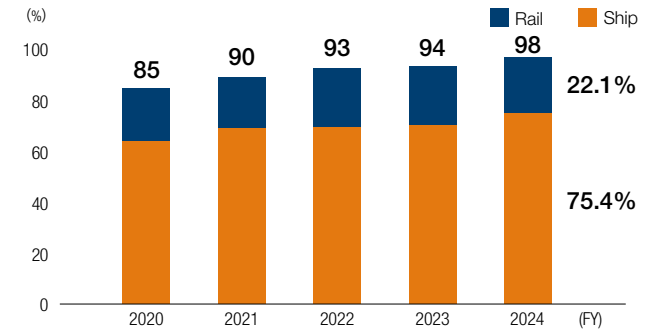
In recognition of these efforts, the company received the Modal Shift Excellent Business Award (Collaboration Category) in December 2024 in the 2024 Modal Shift Excellent Business Awards sponsored by the Japan Association for Logistics and Transport. The company also endeavors to communicate externally and raise awareness of these activities as initiatives that contribute to society. For example, Ajinomoto Food Manufacturing highlighted key activities during tours of the Kawasaki Administration & Coordination Office, attended by nearly 14,000 people between November 2024 and March 2025.

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

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

Modal shift ratio

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



Per-unit energy use in logistics

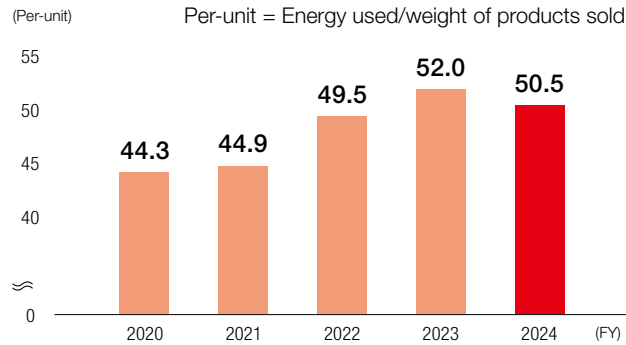
Performance

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. By revising inventory movement, modal shift, and other measures, we reduced per-unit energy use, and the per-unit energy use of the three companies combined in fiscal 2024 was 1.5 points lower than the previous fiscal year. Inventory movement reductions by Ajinomoto Frozen Foods and efficiency gains by Ajinomoto AGF stemming from trunk line transportation contributed to this reduction.



Per-unit energy use in logistics^[1]



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

Working toward sustainable transportation in the Philippines

Initiatives

Ajinomoto Co., Inc. has partnered with First Logistics in the Philippines for ESG initiatives based on electric vehicles. Using electric vehicles in logistics operations is expected to reduce CO₂ emissions, optimize delivery times, and ease traffic congestion. Through this alliance, we aim to build a sustainable supply chain that benefits the company, the community, and the planet.

Modal shift at AJINOMOTO DO BRASIL INDUSTRIA E COMERCIO DE ALIM

Initiatives

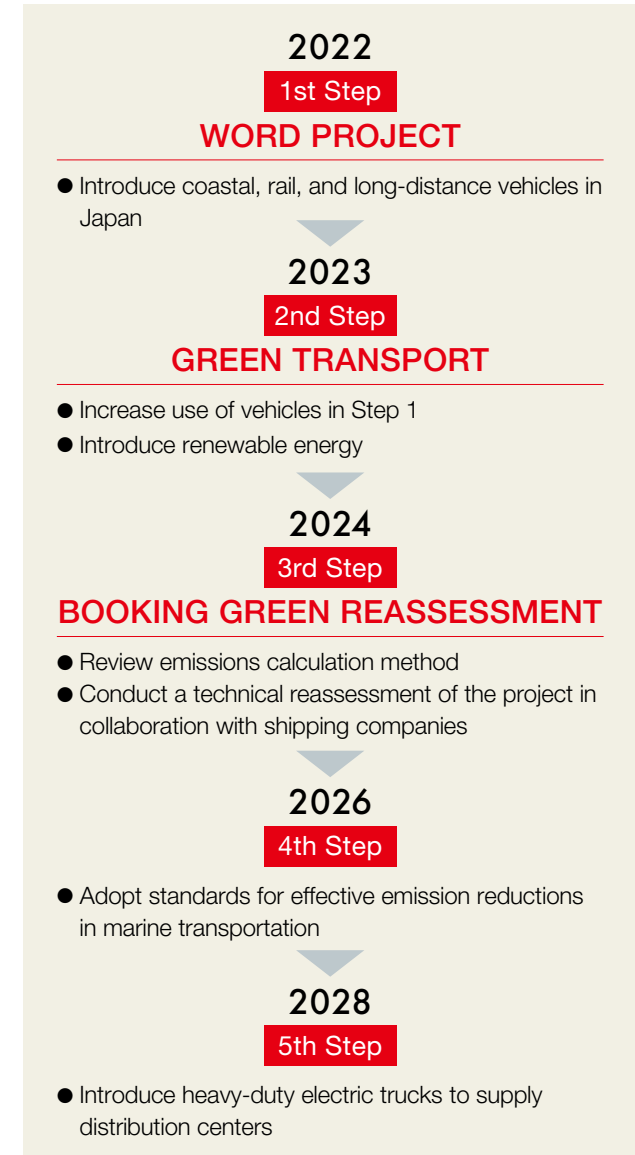
In Brazil, trucks are often used for cargo transportation, which poses challenges not only from an environmental perspective, but also in terms of traffic accident risk, cargo theft risk, high transportation costs, and large fluctuations in fuel prices due to oil price fluctuations and unstable exchange rates. Ajinomoto do Brasil 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.

The company expanded the GHG emissions inventory in fiscal 2024 to include international marine transportation, and in parallel, Ajinomoto do Brasil conducted a comprehensive review of emissions calculation methods. The review took into account Brazil's energy matrix, which relies on renewable energy, while aligning with global best practices to ensure greater accuracy, traceability, and data reliability. This methodological improvement, coupled with expanded operations and enhanced monitoring, resulted in a reduction in fiscal 2024 GHG emissions of approximately 2% compared with the previous fiscal year.

This progress has led to a strategic alignment with the Sustainability Development Departments, as well as an updated GHG emissions reduction target of a 24% reduction by fiscal 2030 compared to fiscal 2018. Within the framework of the global Green Transportation Project, Ajinomoto do Brasil conducts initiatives in line with the reality of its logistics infrastructure, while maintaining alignment with each of the planned phases. At the same time, the company is considering new initiatives to improve logistics efficiency and sustainability. Specific initiatives include installing a transportation management system to optimize transportation route planning and fuel use, as well as the use of vehicles fueled by compressed natural gas and biomethane. These initiatives underscore the Ajinomoto do Brasil commitment to building a green and resilient logistics system.

The Five Steps of the Green Transportation Project

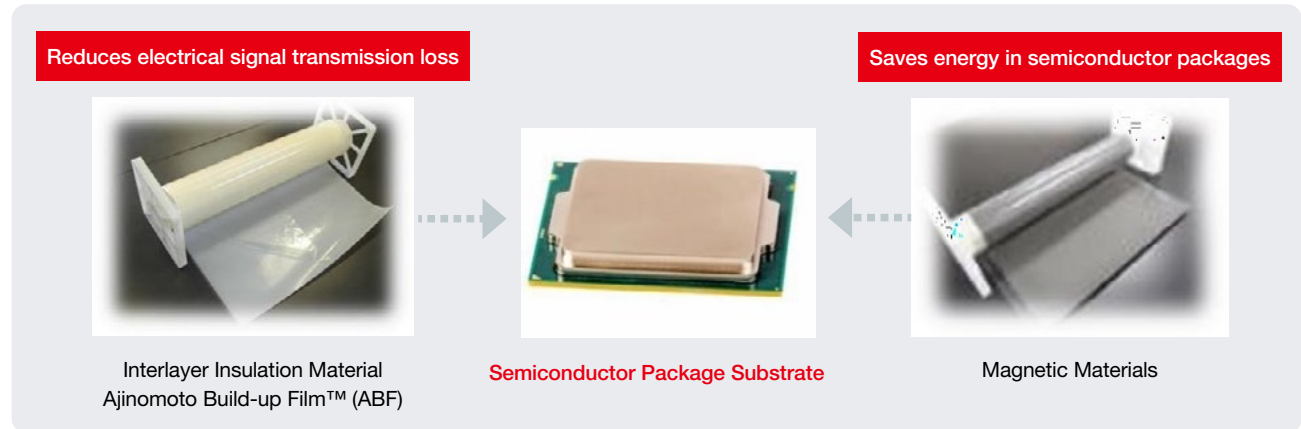


Contributing to CO₂ emission reduction with electronic materials to evolve into a Smart Society

Strategy

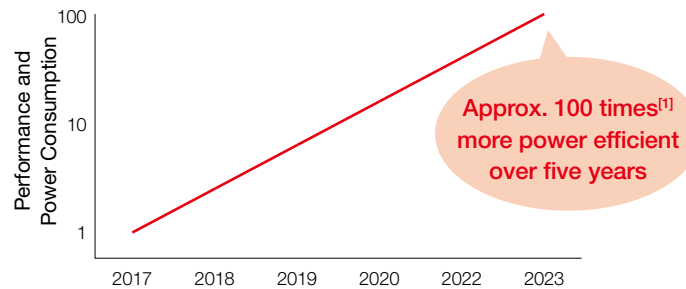
Demand and arithmetic processing speeds for semiconductors used in PCs, servers, 5G base stations, and other devices are increasing rapidly as we transform into a data-driven society. Over the past five years, the performance per power consumption unit of the semiconductors that support this demand has 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.



Contributes to higher performance semiconductors

Semiconductor performance per power concentration unit



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

[1] Company estimate based on 2017 levels.

[2] Target power efficiency of parts using photonics technology.

Reference: NTT Technology Journal

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

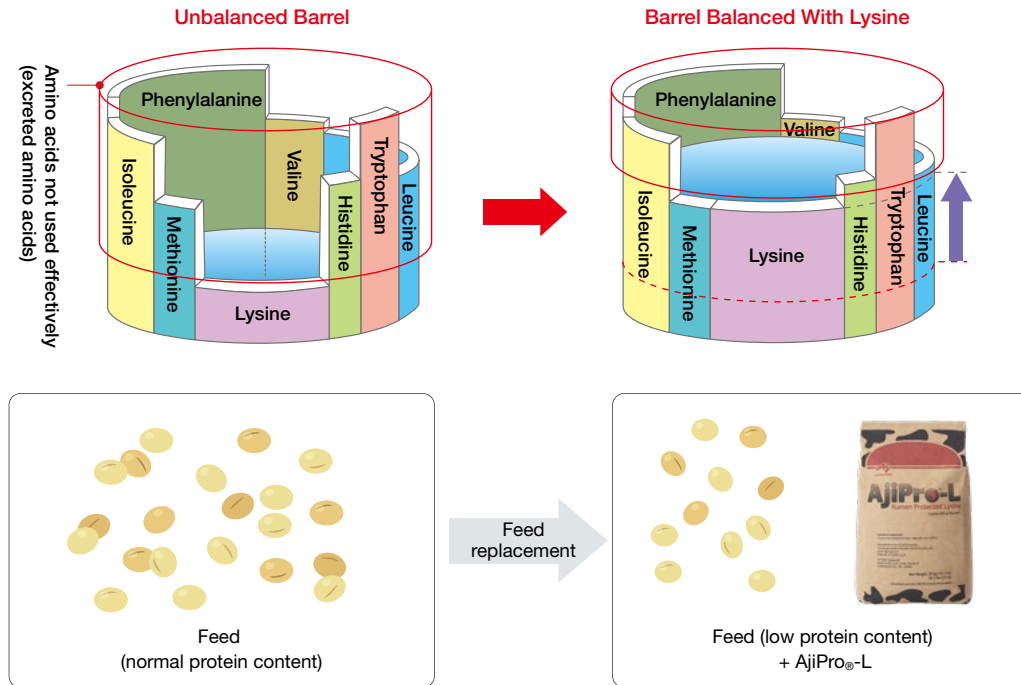
Strategy

Demand for protein increases as the global population grows. However, GHGs generated during cattle farming, which produces beef and milk sources of protein, are one of the most pressing issues in global warming, accounting for 9.5%^[1] of global emissions. AjiPro[®]-L, an amino acid lysine formulation for cattle developed from the Ajinomoto Group “AminoScience,” is an answer to this issue. We developed AjiPro[®]-L using unique granulation technology to effectively deliver lysine, the most commonly deficient essential amino acid in cattle during the growth process. Using AjiPro[®]-L to supplement amino acid deficiencies and balance the amino acid content in feed not only improves cattle productivity and health, but also reduces methane and nitrous oxide emissions from cattle. Furthermore, AjiPro[®]-L can abate the CO₂ emissions associated with the procurement of soybean meal in feed. Converted to CO₂ emission equivalent, we expect to reduce emissions by approximately 1 ton per cow per year, and we are looking to reduce approximately 1 million tons of GHG emissions by the year 2030.

[1] Reference: Food and Agriculture Organization “Livestock solutions for climate change”

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.



N ₂ O emissions from manure	Approx. -25% ^[2]	CO ₂ emissions related to procurement of protein source raw materials (e.g., soybean meal)	Approx. -20% ^[2]
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Our technology reduces **about 1 ton**^[3] 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.

[2] Per cow per year, calculated by the Company.
 [3] Reductions dependent on the farmer’s feed design and other factors.



Building a business model to reduce GHG emissions and create economic value through domestic and international collaboration

Initiatives

In Japan, we collaborate with the Meiji Group to promote a J-Credit Scheme^[1] utilizing AjiPro[®]-L to reduce GHG emissions in the dairy industry while creating economic value at the same time. This project converts the value of GHG emissions reduced through the use of AjiPro[®]-L at farms affiliated with the Meiji Group into credits within the J-Credit Scheme. The credits we acquire are purchased by the Meiji Group, and the purchase price is paid to farmers, creating a new source of farmer income. In addition, the credits purchased by the Meiji Group can be used to offset Meiji Group GHG emissions, contributing to emissions reduction for the dairy industry as a whole.

We entered into a collaboration agreement with Kagoshima Prefecture and livestock-related organizations in the prefecture to reduce GHG emissions and encourage industrial development related to beef and dairy cattle. Kagoshima Prefecture adopted AjiPro[®]-L as a GHG emissions reduction solution and pursues Green Transformation^[2] in collaboration with several livestock-related organizations, livestock operators, universities, financial institutions, and other entities within the prefecture.

In February 2025, together with Kagoshima Prefecture, we received the Consumer Affairs Agency Commissioner's Award in the Fiscal 2024 Good Practices of Consumer-Oriented Management, sponsored by the Consumer Affairs Agency. The award recognized our efforts to reduce GHG emissions and production costs through the collaborative use of AjiPro[®]-L by government, industry, academia, and financial institutions. Using the J-Credit Scheme, carbon credits issues according to GHG reductions become incentives for livestock farmers in a business model that generates income from a new source. Our work in this area has been commended for contributing to environmental sustainability and industrial development, and our initiative was the

first-ever public-private endeavor involving a local government to receive this award. We are pursuing global collaborations, and entered into a strategic partnership with Danone in France.

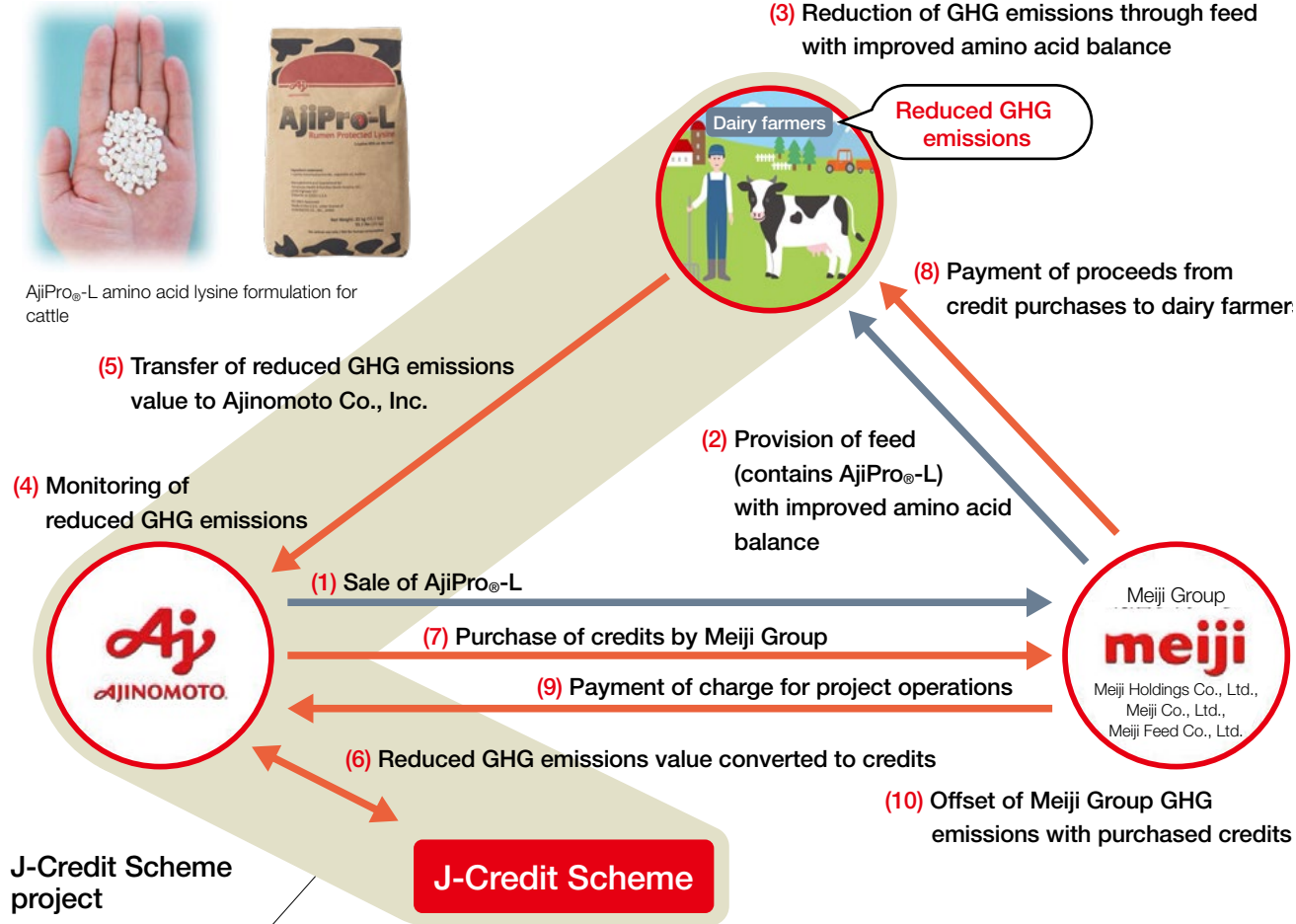
The World Business Council for Sustainable Development (WBCSD) recognized our efforts to reduce GHG emissions (avoided emissions) beyond our value chain through AjiPro[®]-L and AjiPro[®]-L has been included as a use case pilot on the WBCSD platform (April 2025). These developments clearly demonstrate the impact of our solutions and GHG reduction efforts. We expect the WBCSD to release guidance documents in the third quarter of fiscal 2025 referencing our reduction contributions.

- [1] A scheme in which the Japanese government certifies the amount of CO₂ and other GHG emissions reductions and removals as tradable credits.
[2] Efforts to transform industrial structures while aiming for carbon neutrality (reducing overall GHG emissions to zero) and economic growth.



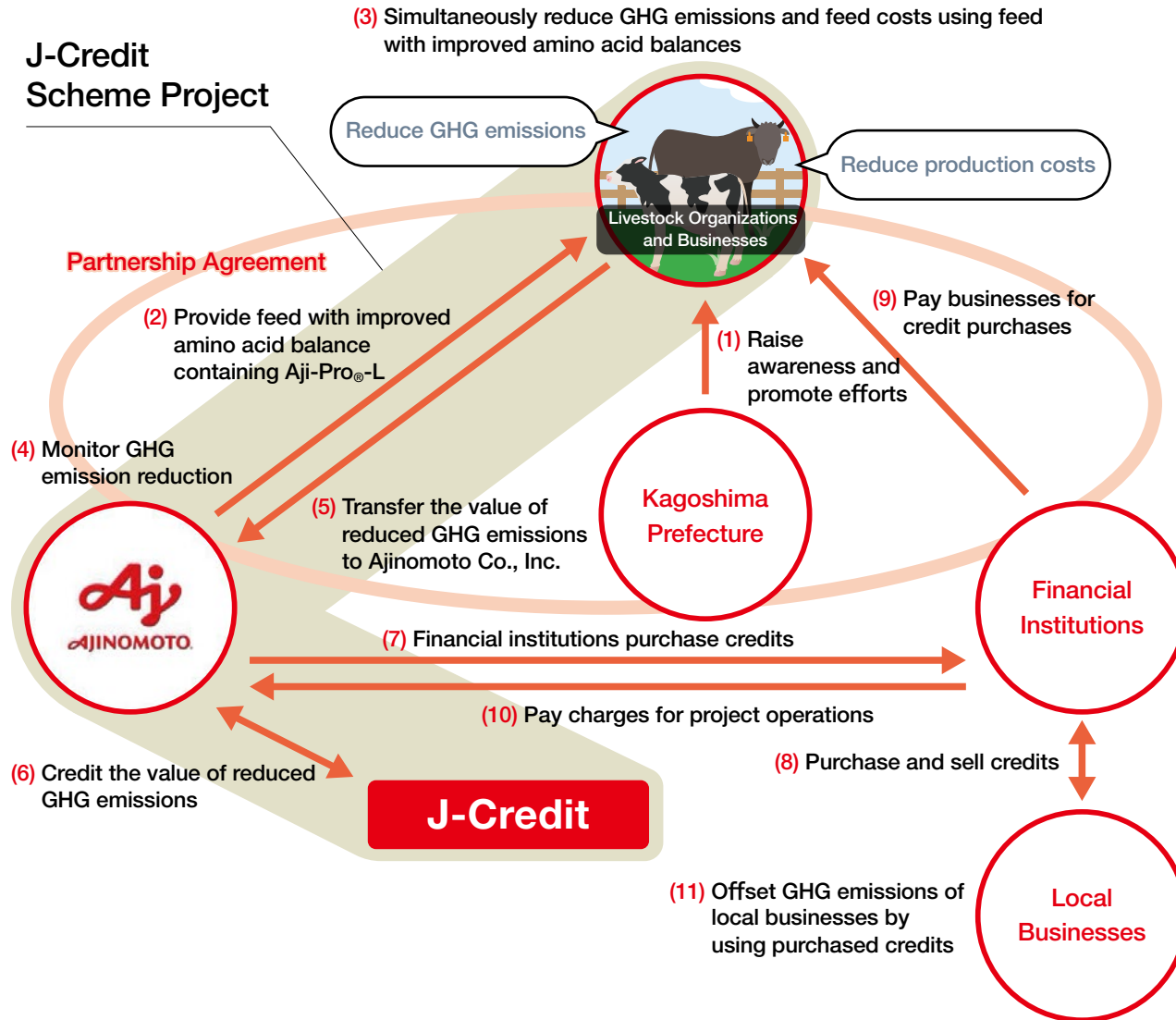
Environmental management Climate change (disclosures based on the TCFD) Reduction of greenhouse gas emissions in the value chain Reduction of waste across product lifecycles Contribution to sustainable agriculture Food loss and waste Biodiversity and natural capital (disclosures based on TNFD) Sustainable materials sourcing Animal welfare

Business Model Utilizing the J-Credit System





Partnership Agreement Business Model in Kagoshima Prefecture



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

Reduction of waste across product lifecycles

Minimizing the environmental impact of core businesses

Governance

Throughout our history, the Ajinomoto Group has endeavored to reduce waste and various other environmental impacts. We continue to 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 as we aim 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. For waste generated, our goal is to convert 99% of waste 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 find-tuned procurement. In this way, we minimize the waste of raw materials and packaging materials.

Total final waste disposal volume (waste volume)

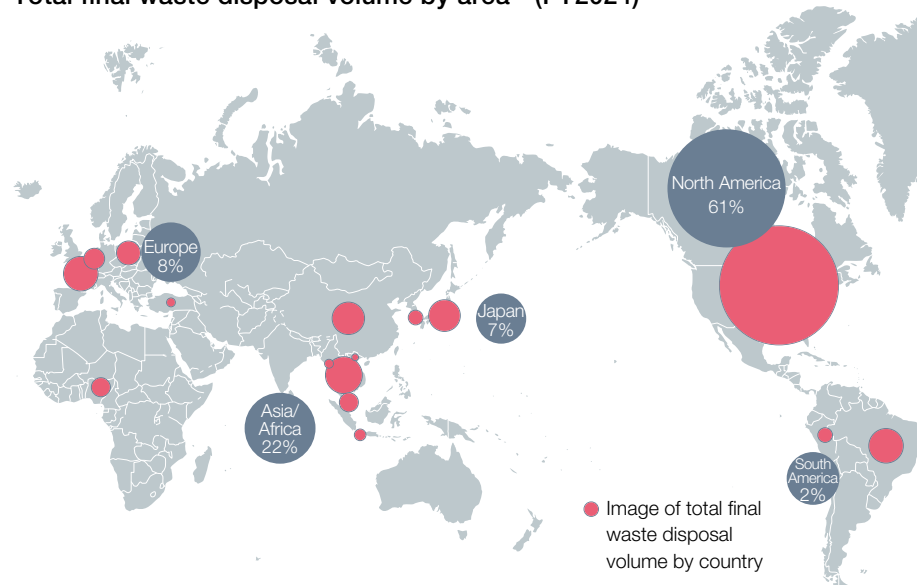
Strategy

Our final waste disposal (emissions) distribution volume for the Group in fiscal 2024 was as shown in the accompanying figure. The Ajinomoto Group amounted to approximately 1,708 thousand

tons (103% of previous fiscal year). Final waste disposal amounted to approximately 22.2 thousand tons, or a minor 0.1% increase year on year. Disposal in Thailand, United States, Japan, France, and Vietnam accounted for about 81% of total final waste.

> P055

Total final waste disposal volume by area^[1] (FY2024)



[1] Turkey is included in Asia/Africa.

22,211 t
 Total final waste disposal volume (1.3%)

Top five countries for final disposal volume/resource recovery ratios

	13,028	92.8%
	2,107	99.0%
	1,509	99.0%
	1,271	98.6%
	1,263	98.6%

Unit: tons



Recovering waste as resources

Strategy

We recovered 98.7% of waste as resources in fiscal 2024, compared to a resource recovery target of 99%. Separating waste and by-products such as animal and plant residues has led to progress in feed conversion, composting, and paper resource recycling. However, the resource recovery rate decreased slightly year on year due to the amount of construction waste generated.

Volume of waste and by-products and resource recovery ratio

(tons)

	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Hazardous waste (waste acids, waste alkali, waste oil, cinder)							
Generated	69,991	83,834	81,216	83,770	106,161	96,507	90,104
Recycled	68,422	83,429	80,892	83,399	105,997	96,323	89,687
Incinerated	40	60	38	24	12	105	127
Landfills	1,529	345	286	347	152	78	290
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	1,351,248
Composted	2,194,470	2,020,885	1,615,713	1,543,988	1,470,110	1,386,659	1,350,505
Incinerated	0	0	0	0	0	0	0
Landfills	96	117	95	2,611	87	15	743
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	266,843
Recycled	153,388	156,432	150,295	169,243	182,956	155,715	245,792
Incinerated	2,821	2,121	1,784	2,318	3,969	1,535	3,225
Landfills	18,442	22,693	21,231	24,271	21,195	17,656	17,826
Total generated	2,439,208	2,286,082	1,870,334	1,826,201	1,784,478	1,658,086	1,708,195
Total recycled	2,416,280	2,260,745	1,846,900	1,796,630	1,759,063	1,638,698	1,685,984
Total waste	22,928	25,337	23,434	29,571	25,415	19,389	22,211
Resource recovery ratio	99.10%	98.90%	98.70%	98.40%	98.60%	98.80%	98.7%

[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 waste, glass and ceramic waste, metal scrap, paper waste, wood waste, rubber scrap, waste construction materials, office waste, etc.

Reducing plastic waste

Risk Management

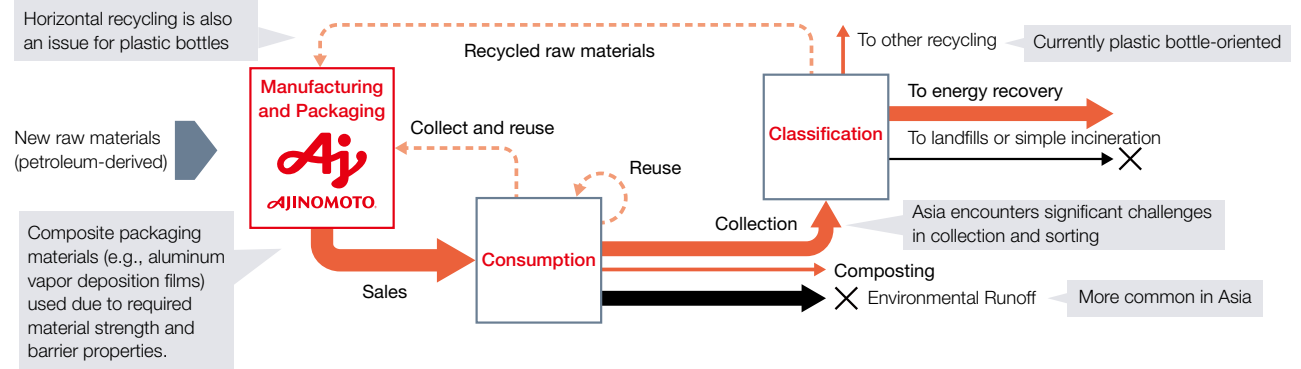
The Ajinomoto Group focuses on reducing plastic waste as part of our sustainability efforts.

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.

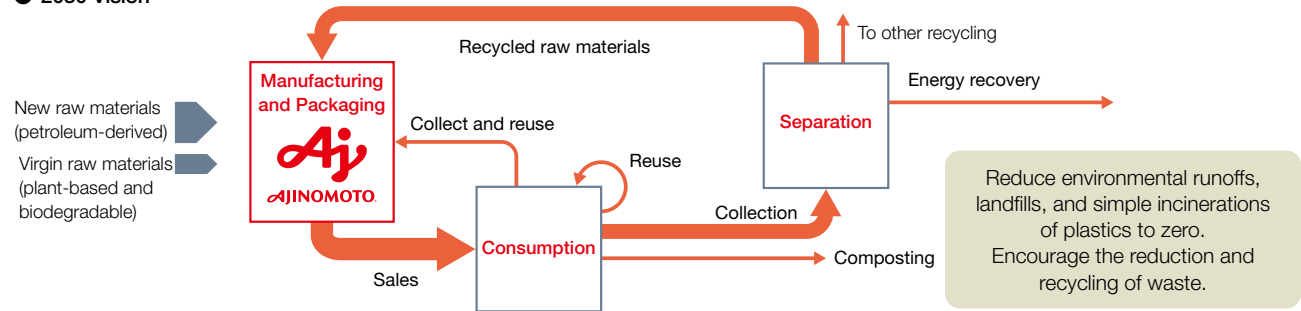
Plastic waste that runs into the ocean without proper treatment is said to take hundreds of years to decompose. Such runoff is cause for concerns regarding use in the food chain as microplastic, accidental ingestion by organisms, and other impacts on ecosystems. Microplastics are also found in facial 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



Plastic usage by area

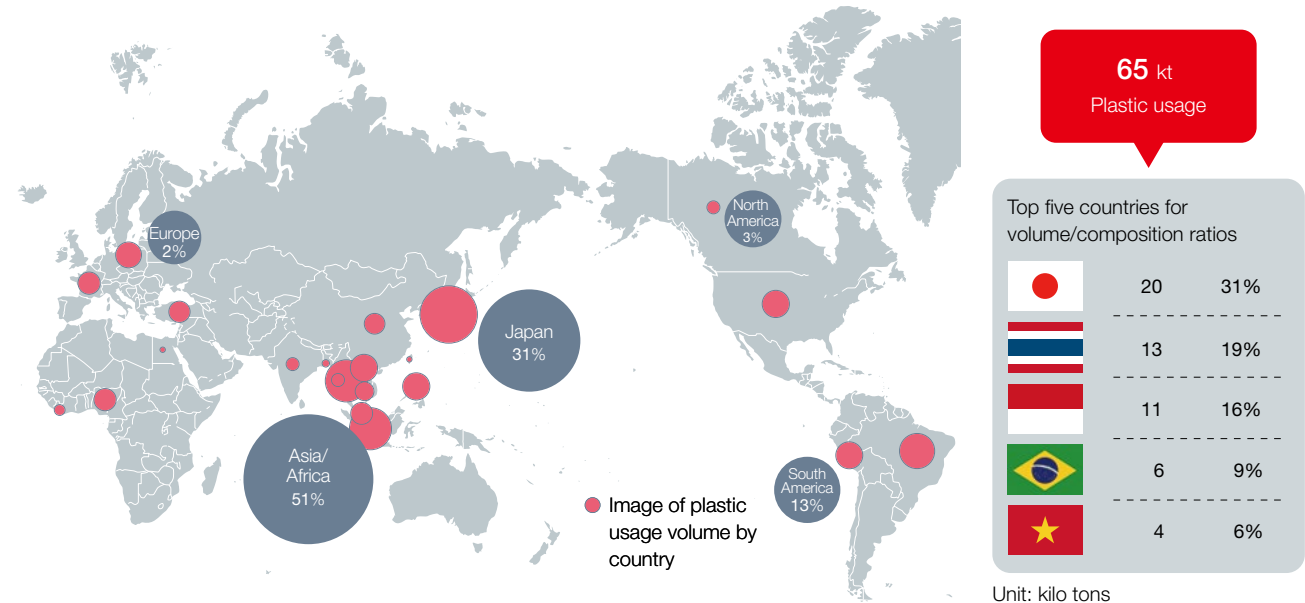
Strategy

The distribution of plastic usage volume for the Group in fiscal 2024 was as shown in the accompanying figure.

The total amount of plastic used by the entire Group was 65 kilo tons, a decrease year on year. Japan, Thailand, Indonesia, Brazil, and Vietnam accounted for 81% of total use. Of these 65 kilo tons, 94% were used in product packaging materials. In addition, we have already converted approximately 31 kilo tons to mono-materials and other easily recyclable packaging materials.

Excluding increases and decreases in sales, we made progress in fiscal 2024 in reducing plastic usage by approximately 130 tons per year. These gains were mainly due to efforts to reduce plastic usage by making products thinner. We also converted approximately 830 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.

Plastic usage by area^[1] (FY2024)



[1] Turkey is included in Asia/Africa.

Ajinomoto Group total plastic usage volumes

	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Plastic usage (Of which, product packaging materials ^[2])	71 kilo tons (94%)	70 kilo tons (94%)	71 kilo tons (93%)	69 kilo tons (93%)	67 kilo tons ^[2] (94%) ^[2]	65 kilo tons (94%)

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



Goals for fiscal 2030

Metrics and Targets

- 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-materials 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				





Container and packaging design for the environment

Strategy

The Ajinomoto Group engages in environmentally friendly 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 environmentally friendly 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.

Environmental assessments of containers and packaging

Risk Management

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

The recycling of containers and packaging waste in Japan

Strategy

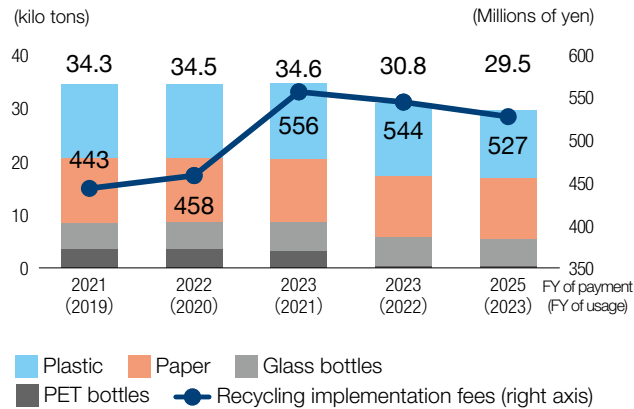
Under the Containers and Packaging Recycling Act in Japan, the recycling of containers and packaging waste from households is consigned to the Japan Containers and Packaging Recycling Association.

In fiscal 2023, Ajinomoto Co., Inc., Ajinomoto Frozen Foods Co., Inc., and Ajinomoto AGF, Inc. used a combined 29.5 thousand tons of containers and packaging subject to recycling requirements, 96% compared with the previous fiscal year.

Based on this usage, the recycling outsourcing fee for fiscal 2025 amounted to 527 million yen, or 97% compared with the previous fiscal year.

Paper and plastic usage decreased to 98% and 94% of the prior fiscal year, respectively. The overall reduction in usage led to lower payment amounts for fiscal 2025.

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

Strategy

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 identifying the issues related to the collection of the bottles.

[1] Japan Clean Ocean Material Alliance



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Initiatives in Thailand

AJINOMOTO COMPANY (THAILAND) LIMITED launched the Happy Upcycling Project to upcycle multi-layered plastic waste. The project is a collaboration with Wastebuy Delivery, a Bangkok-based waste management company. The goal is to create a circular economy by recycling used sachets, condiment packages, and more into bags, household items, fashion accessories, and other useful items through upcycling. The Bangkok Metropolitan Administration of each district supports the project, announcing the encouragement of community participation through information and guidelines for the proper collection of multi-layered plastic waste. The parties involved have high expectations that the project will become a model for sustainable resource utilization in the region through public-private collaboration.



Initiatives in Malaysia

In April 2024, AJINOMOTO (MALAYSIA) BERHAD announced a collaboration with the Malaysian Recycling Alliance (MAREA). AJINOMOTO (MALAYSIA) BERHAD set a goal making 100% of its packaging materials recyclable under the company's fiscal 2030 roadmap. Through the collaboration with MAREA, Ajinomoto (Malaysia) aims to create a voluntary extended producer responsibility (EPR)^[1] program. Creating an EPR program is consistent with Ajinomoto Co., Inc. policies and the legal

requirements of the Malaysian government. The program will be an important step forward in encouraging sustainable practices in Malaysia.

[1] The concept that the producer is responsible for the disposal of their products.

■ 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.

P.T.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, the company raises awareness of waste separation among residents. During the two-year period beginning December 2022, the Company collected 47 tons of non-organic waste, including 10 tons of plastic waste. Ajinomoto Indonesia also launched measures to create recycled plastic pallets using collected plastic, using these pallets for certain manufacturing processes in fiscal 2024. In addition, Ajinomoto Indonesia is working with Rekosistem and a number of Japanese-affiliated companies to begin plastic waste collection efforts at the TPST (waste collection station) operated by the City of Mojokerto (launched in September 2024).

■ Initiatives in the Philippines

Ajinomoto Philippines Corporation held a celebration to observe the first anniversary of SariCycle®, an incentive program for plastic collection and disposal. In its first year, SariCycle® collected over 10 tons of single-use plastics (equivalent to approximately 22 million sachets) in Quezon City, contributing to a significant

reduction of plastic waste in the city. The project was made possible by the contributions of 1,000 SariCyclers working across 23 districts, as well as the willing participation of local community members to take an active role in addressing environmental challenges. Based on the success in Quezon City, Ajinomoto Philippines is considering expanding SariCycle® to other municipalities.



■ Initiatives in Brazil

Ajinomoto do Brasil (ABR) participates in Rede pela Circularidade do Plástico, a platform to foster a circular plastics economy led by the Brazilian Plastic Industry Association (ABIPLAST). Among other efforts, ABR funds Circula Flex, a project focusing on the circulation of flexible packaging materials (e.g., film plastics). About 80% of the plastic use at ABR relates to the food sector. Of that amount, about 80% is flexible packaging plastics made of multi-layered materials (multi-materials). Through this project, ABR encourages the recyclability of flexible plastics (social implementation efforts) and achieves the Ajinomoto Group goal of eliminating all plastics released to the environment that are not used effectively to zero.

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

Strategy

AJIDEW® is a moisturizer developed by Ajinomoto Co., Inc. In the more than 50 years since 1971, numerous cosmetics manufacturers have used AJIDEW® in their products. AJIDEW® is an amino acid-based cosmetics material that has a low environmental impact and provides natural moisture, composed of the same natural moisturizing factor (NMF) produced by the skin itself. Glutamic acid serves as the raw material of AJIDEW®, and represents one of the plant-derived amino acids made from sugarcane and other agricultural crops as raw materials. We do not dispose of by-products left over from the manufacturing process, but rather use these by-products as fertilizer for crops in a resource-recycling manufacturing system known as a biocycle. AJIDEW® is a skin-friendly moisturizer that has a low environmental impact and is made with a sustainable manufacturing process that is truly ahead of its time.

> AJIDEW® Video



AMIAURA™ low environmental impact powder treatment kit for makeup applications

Strategy

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 has a low environmental impact.

Continued development of alternative raw materials to microplastic beads in cosmetics

Strategy

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 makeup 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.

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

Strategy

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 sustainable agriculture

Governance

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.

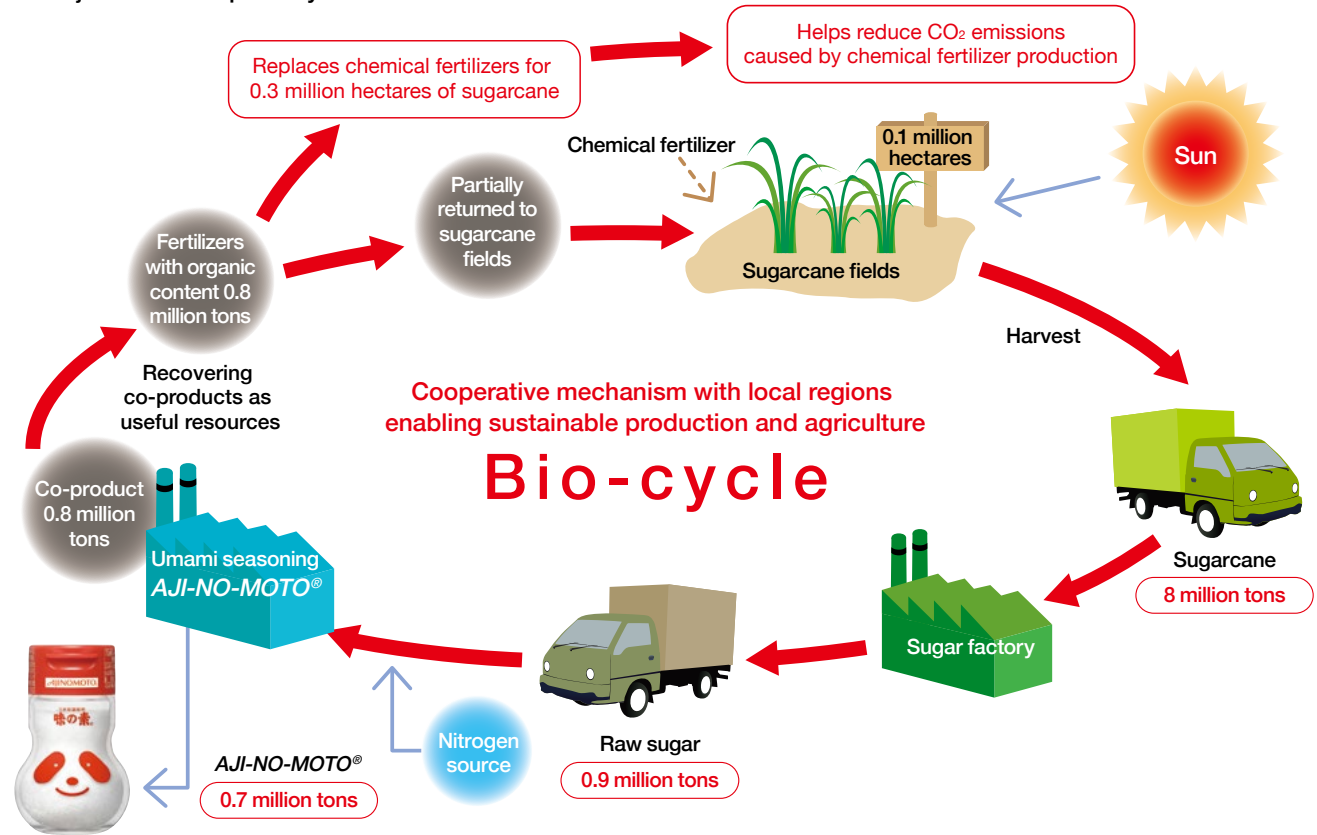
In response, the Ajinomoto Group is committed to finding solutions to these issues through our business activities, aiming to contribute to sustainable agriculture. Our efforts include promoting the use of "AminoScience," utilizing by-products of the fermentation process effectively as fertilizer and 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.

Bio-cycles contribute to reductions in greenhouse gas emissions

Strategy

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-MO-TO® 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. The bio-cycle concept and image were revised considering the changes of production process and raw material procurement situation.



Effective use of by-products (co-products)

Strategy

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.

Ajinomoto Group agriculture initiatives around the world

Strategy

■ 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 sugarcane 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 burnoffs. 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 INDUSTRIA E COMERCIO DE ALIM. (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. We undertook three initiatives to this end: (1) Reduce N₂O^[1] through the use of AMIORGAN[®], which applies the function of amino acids to fertilizers; (2) Reduce CO₂e. 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 t-CO₂e^[2] in 2020 and 3,800 t-CO₂e^[2] in 2021, increased soil carbon sequestration by 1,100 t-CO₂e^[2] in 2020 and 1,200 t-CO₂e^[2] in 2021. 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 CO₂; N₂O is an ozone-depleting substance.

[2] vs. FY2018.

Contributing to sustainable agriculture with biostimulants

Metrics and Targets

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.

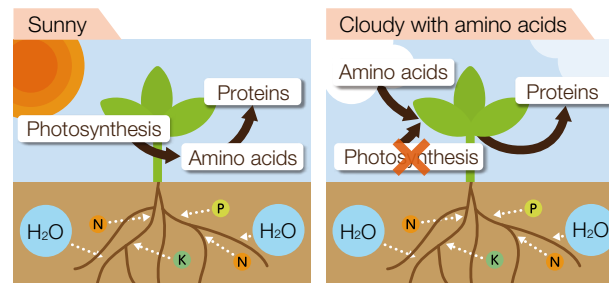
Ajinomoto Group company Agro2Agri, S.L. (Spain) manufactures and sells biostimulant products. With strengths in advanced product development based on knowledge and expertise in amino acids, the company operates in more than 50 countries around the world, contributing to sustainable agriculture through improved yields and quality of agricultural products. Research conducted by Agro2Agri, S.L. (Spain) indicated that biostimulants improved yields by approximately 24%. This data also estimates a 25% reduction in water and chemical fertilizer use. We also expect biostimulants to improve the quality of crops, while tests confirmed a 39% increase in the protein content of wheat, a 20% increase in vitamin C in bell peppers, and a 13.5% increase in the starch content of corn.

In March 2025, we decided to participate as a partner in the “Recovery of Degraded Pasture Verification Study” Project in Brazil, an effort under the Japan-Brazil Green Partnership Initiative (“Japan-Brazil GPI”) program implemented by the governments

of Japan and Brazil. The Japan-Brazil GPI aims to achieve environmental and climate change measures and sustainable development by providing Japanese technology and knowledge to Brazil. Through our consolidated subsidiary, AJINOMOTO DO BRASIL INDUSTRIA E COMERCIO DE ALIM, we provide products made from biostimulant development and production technologies to restore degraded soil in fields at model farms in Brazil. Our participation in the Japan-Brazil GPI will contribute to sustainable agriculture and agrifood systems.

Amino acids and their effects

	Effect	Bad weather	Good weather
Nucleic acids	• Improved rooting	• Drought tolerant • Stimulation of plant growth • Improvements in root rot	• Improved fertilizer efficiency • Reduced collapses
Amino acids	• Increased protein synthesis	• Reduced stress (due to cloudy weather, low temperatures, and high temperatures)	• Increased revenues



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

Contributing to sustainable agriculture through regenerative agriculture and optimized farming methods

Metrics and Targets

The Ajinomoto Group pursues regenerative agriculture, optimized agricultural methods, biostimulants, and other agricultural measures, mainly through our overseas corporations. We began and pilot tests in Thailand and Indonesia in anticipation of introducing regenerative agriculture into our own supply chain. Our Sustainable Cassava Project improves the productivity of cassava potatoes, a raw material used in AJI-NO-MOTO®. The project introduces new varieties developed at a local agricultural research institutes, encourages the use of fertilizers made from by-products from the production of AJI-NO-MOTO®, optimizes agricultural methods, and teaches/provides guidance regarding the methods to farmers. In fiscal 2023, we conducted a test assessment on five hectares of cultivated land, confirming the effectiveness of the project. We continued our assessments in fiscal 2024, expanding the area covered to 500 hectares and confirming a doubling in productivity.

One of the outcomes of regenerative agriculture and other measures is the reduction of greenhouse gas (GHG) emissions from agricultural products. We aim to establish methods for calculating and verifying (MRV: Measurement, Reporting, and Verification) GHG emissions from the cultivation, transportation, and processing of cassava sweet potatoes into tapioca starch. Specifically, we support our suppliers in calculating GHG emissions, leveraging partnerships with third-party entities or developing in-house methods for suppliers who face challenges in making calculations.



Left of center: Cassava cultivated using farming methods and varieties developed by the Sustainable Cassava Project (Vietnam)
 Right of center: Cassava cultivated using conventional farming methods and varieties

Food loss and waste

Reducing food loss and waste

Governance

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.

Definition and scope of food loss and waste

Governance

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:

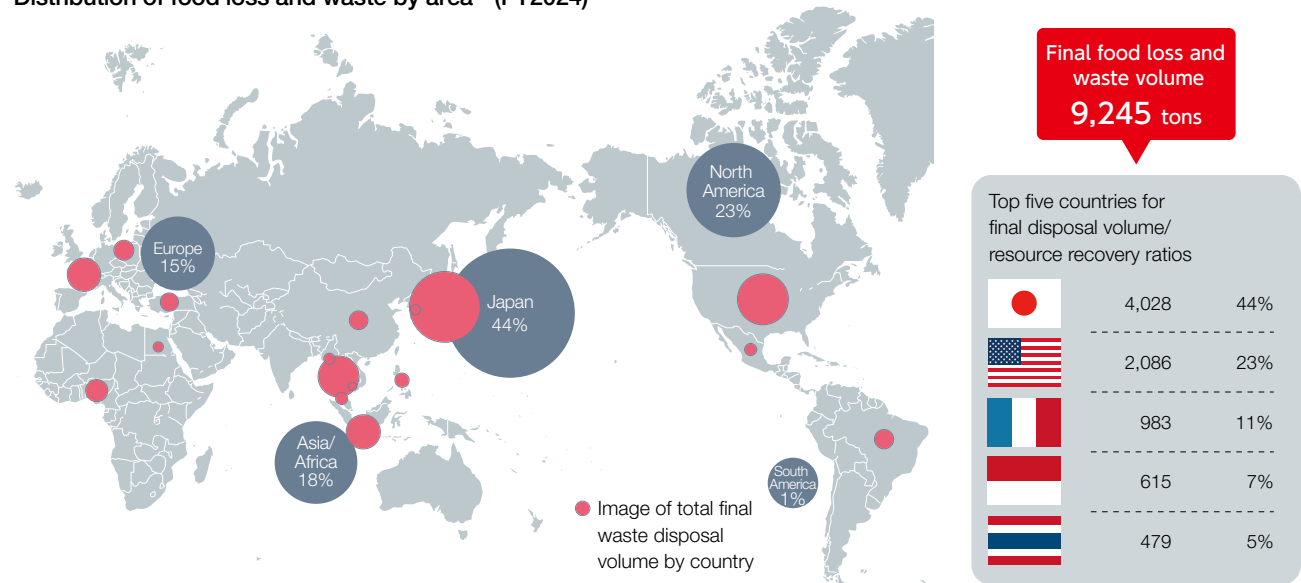
- Raw materials and materials in process: Disposal due to product revisions, production item changes, expired use-by dates, production incidents, etc.

- 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 9,245 tons of food loss and waste in fiscal 2024. The following graph depicts our food loss and waste ratio by area.

> P055

Distribution of food loss and waste by area^[1] (FY2024)



[1] Türkiye is included in Asia/Africa.



Food loss and waste reductions in the supply chain

Risk management

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 issue, we are promoting measures such as enhanced production and sales management,

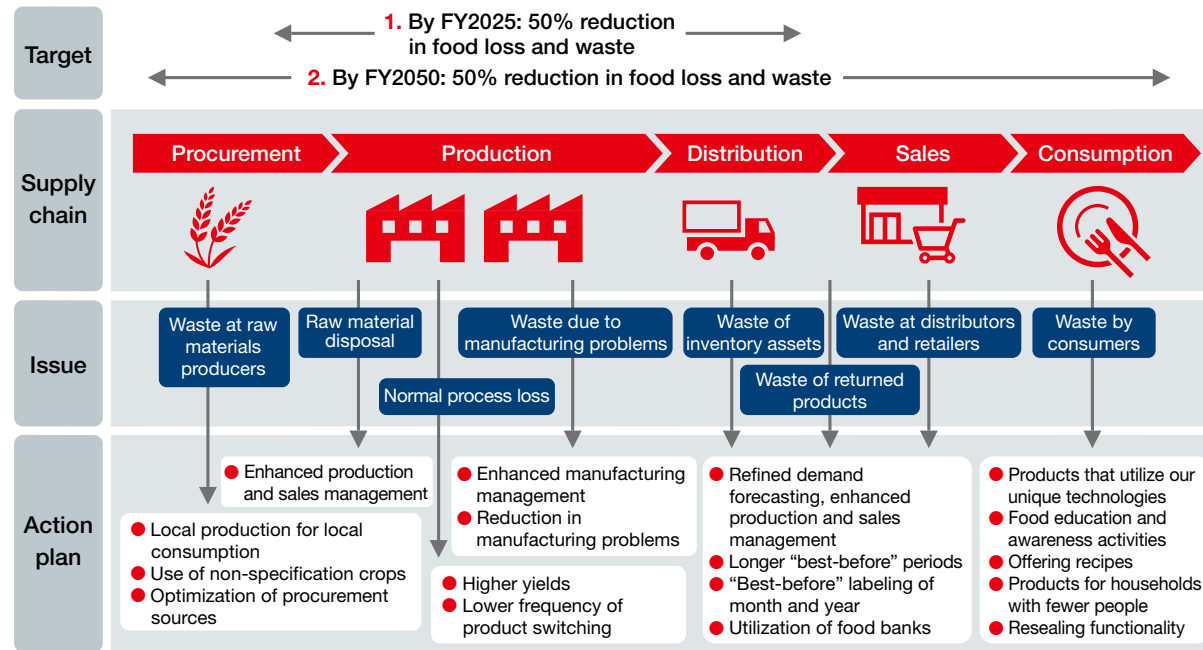
reducing manufacturing problems, improving yields, and reducing the frequency of product switching. Issues in logistics and sales include disposal of inventory and returned products, and disposal at distributors and retailers. Our efforts include improving demand forecasting, enhancing sales management, extending product shelf life, labeling best-before dates by month and year, and making effective use of 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.

Strategy

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 and physical properties, as well as by enhancing formability. In addition, this enzyme helps improve food quality and productivity, reduce costs, reduce deterioration over time, extend freshness, and reduce food loss and waste among our customers.

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





Cooperation with outside organizations

Strategy

■ 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 2024, 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

Strategy

In Japan, households waste about 2.36 million tons of food each year (according to the Ministry of Agriculture, Forestry, and Fisheries for fiscal 2022). This amount is about half of the country's total food loss and waste, which is 4.72 million tons. In August 2022, the Ajinomoto Group launched the brand **!!! TOO GOOD TO WASTE** to help reduce household food loss and waste across the entire value chain. We've launched a special section on our **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 2024, we extended our efforts to four overseas companies: AJINOMOTO COMPANY (THAILAND) LIMITED, P.T. AJINOMOTO SALES INDONESIA, AJINOMOTO DO BRASIL

INDUSTRIA E COMERCIO DE ALIM, AJINOMOTO PHILIPPINES CORPORATION. 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.

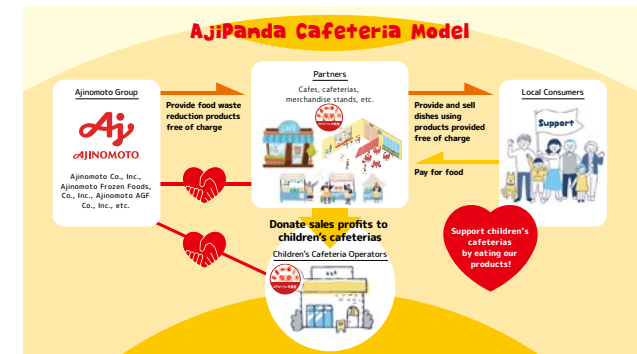
The Group also received the Minister of the Environment Award in October at the FY2024 Food Loss Reduction Awards, hosted by the Ministry of the Environment and the Consumer Affairs Agency. The award recognized our multifaceted efforts to reduce food loss and waste, including developing recipes in collaboration with local governments and organizations across all 47 prefectures in Japan, and implementing awareness initiatives for consumers in partnership with distribution companies and other stakeholders.

- > [Recipes Within the TOO GOOD TO WASTE™! Website \(Japanese Only\)](#)
- > [Eco-Uma Recipes® \(Japanese Only\)](#)
- > [PARK MAGAZINE \(Japanese Only\)](#)
- (1) [Ideas to Reduce Household](#)
- (2) [Menu Ideas to Use Up Food Ingredients Series](#)

AjiPanda Cafeteria initiative

The Ajinomoto Group launched the AjiPanda Cafeteria initiative in fiscal 2023 to offer continuous support for food loss and waste reduction for the funding of local children's cafeteria operations.

AjiPanda Cafeteria provides donated products subject to food loss and waste within the Group to our partner organization. These partners sell the donated products to local residents and use the proceeds to support the operation of community-based children's cafeterias.



As of the end of March 2025, 105 organizations had partnered with the initiative. The AjiPanda Cafeteria has been held more than 570 times, with a cumulative total of over 35,000 participants.

> [AjiPanda Cafeteria \(Japanese only\)](#)

Initiatives in Brazil

In Brazil, Ajinomoto do Brasil (ABR) production, logistics, supply chain management (SCM), sales, and marketing teams work together to reduce food loss and waste in the food sector supply chain.

The company cut waste by 124 tons per year and increased useful resources, including fertilizer, to 838 tons per year by improving production processes at the plant. ABR is taking measures to diversify disposal contractors by product category, allowing for broader reuse as animal feed and fertilizer to expand the range of recycling options. The company is first working to develop second and third partners, rather than relying on a single contractor. The company also conducts research and studies on the conversion of food loss and waste into feed to create higher-value uses. For example, ABR is collaborating with a livestock feed maker to explore the commercialization of food loss and waste generated during powdered beverage production.

The company also works with a state-run fisheries research institute to evaluate whether food loss and waste from certain products can be used as fish feed.



The company also holds monthly meetings with marketing, sales, and warehouse staff to reduce unsold and expired inventory as much as possible. The team uses SCM data systems to analyze inventory turnover and products nearing their best-before dates, and discusses promotions such as discounts and donations. As one such initiative, we work with startups that work to reduce food loss and waste.

The Too Good to Waste™ campaign continues to use TV commercials, social media influencers, cooking classes, and popular reality shows to help reduce food loss and waste from home. Through this initiative, the Too Good To Waste™ recipe collection reached 56 recipes in fiscal 2024, bringing the total to 239 recipes since 2021 (as of March 2025).

ABR launched their first product under the Too Good To Waste™ initiative: Sazón® TEMPERA & TRANSFORMA. Rice is the most discarded food in Brazil. Sazón® TEMPERA & TRANSFORMA addresses this issue by greatly reducing food loss and waste in households by making it easy to repurpose leftover rice into new dishes.

The company also continued to raise employee awareness of food loss and waste through foundational environmental education using the Portal E-learning platform.

These efforts have helped raise awareness of food loss reduction within ABR and reduced ABR's total food loss and waste in fiscal 2024 to 95% of the fiscal 2018 level.



Food loss and waste reduction targets

Metrics and Targets

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).

We reduced food loss and waste occurring from raw material acceptance through to customer delivery by 53% in fiscal 2023 compared to our fiscal 2018 baseline, reaching our goal two years ahead of schedule. We made further progress in fiscal 2024, resulting in a 62% reduction from the fiscal 2018 baseline. This progress was driven by several factors, including the sharing of best Group practices and increased collaboration

across businesses and departments with high food loss and waste volumes; the successful recovery of value from products previously considered difficult to repurpose as fertilizer or feed; and ongoing joint efforts between business divisions and production and research departments to suppress the generation of food waste (edible portions).

In fiscal 2025, the Ajinomoto Group intends to continue working to reduce over 50% of food loss and waste compared to fiscal 2018, while also developing new targets. We recognize that this initiative helps reduce waste of limited food resources and is also closely linked to a wide range of environmental and social issues. Taking a full product life-cycle perspective, we are committed to strengthening collaboration with suppliers and raising further awareness among society and consumers, with the aim of advancing efforts to reduce food loss and waste both at the raw material production stage and in the home.

Food loss and waste reduction rate per production volume unit

	FY2022 (Result)	FY2023 (Result)	FY2024 (Result)	FY2025 (Target)
Food loss and waste reduction rate from the acceptance of raw materials to delivery to customers (vs. FY2018)	39% decrease	53% decrease	62% decrease	Over 50% decrease

Volumes of food loss and waste^[1]

	FY2018 (Base year)	FY2020	FY2021	FY2022	FY2023	FY2024	
Ref.: Production volume (1,000 t) ^[2]	2,609	2,423	2,357	2,354	2,265	2,301	
Food loss and waste	Total volume (t)	27,710	22,267	19,262	15,167	11,279	9,245
	Per production volume unit (per ton of product) (kg/t)	10.6	9.2	8.2	6.4	5.0	4.0
	vs. FY2018 (%)	—	87	77	61	47	38

[1] Measurements taken in reference to the Food Loss & Waste Accounting and Reporting Standard (measurement methods may differ among target organizations).

[2] Production volume from other environmental data is reported differently to make it easier to add up.



Biodiversity and natural capital (disclosures based on TNFD)

Biodiversity approach

Approach

The Ajinomoto Group sells products in more than 130 countries and regions. The entirety of our business activities, from the procurement of raw materials to manufacturing and sales, are dependent on the bounty of nature, or in other words, ecosystem services that include agriculture, 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 our impact on biodiversity and protecting the global environment as we continue to conduct our 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] Global Biodiversity Targets adopted in December 2022 consisting of a vision and global goals for 2050, as well as a mission and global 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

Biodiversity framework

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, including biodiversity, 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 Risk Management 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 2024, the Executive Committee received two activity reports from the Sustainability Committee and the Risk Management Committee.

Biodiversity Guidelines

Governance

The AGP states that we work with the community and customers to contribute to harmonious coexistence with the Earth, in order to realize a sustainable Recycling-Oriented Society. Based on this Group Shared Policy on Environment, in July 2023, the Ajinomoto Group established and announced the Ajinomoto Group Biodiversity Guidelines to recognize issues related to biodiversity, as well as our approach, action guidelines, and targets.

We believe biodiversity is related intrinsically to environmental and social issues in connection with our sustainable procurement efforts, including issues related to deforestation and other land modification in the production of raw materials, pesticide use and waste, child labor, and slave labor. In addition to existing palm oil and paper procurement guidelines, we restructured our coffee and soybean procurement guidelines in July 2023. In addition, our Guideline for Group Shared Policy 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](#)



Biodiversity strategy

Strategy

The Ajinomoto Group offers a wide range of products in the food business, from seasonings and food products to frozen foods. We are also expanding into healthcare and other fields. Our businesses depend heavily on the bounty of nature, including agriculture, livestock, fishery resources, genetic resources, water, 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. In July 2023, the Ajinomoto Group created the Ajinomoto Group Biodiversity Guidelines. 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.

Examining risks and opportunities in line with the LEAP approach

Strategy

(1) The LEAP Approach

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.

In fiscal 2023, we assessed risks and opportunities across the value chain for raw materials that make up more than 80% of Ajinomoto Group sales, including seasonings, foods, frozen foods, and healthcare businesses. We assessed these factors using the LEAP approach analysis on dependencies and impacts.

In fiscal 2024, we conducted a detailed analysis of sugarcane (Assess step), the physical risk of which has a significant financial impact.

(2) Selection of Target Raw Materials

We selected 12 raw materials from our business value chain that are either listed under High Impact Commodity (HIC) or High Impact Commodity List (HICL), provided by SBTs for Nature, created by the Science Based Targets Network (SBTN), and have a large procurement volume for raw materials, providing 80% coverage of net sales. Note that we excluded paper (packaging material), which is considered an HICL material.

<Selected Raw Materials>

Sugarcane, cassava, corn, raw milk, soybeans, rapeseed, rice, cattle, coffee, palm, copper, and crude oil

(3) Analysis Tools

We combined the following tools 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

(4) Analysis Method

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

(1) Locate

■ Analysis Process

For the businesses analyzed, we identified the areas in the upstream and downstream of our group's supply chain that have a high risk of causing biodiversity loss.

L1: Inventory the value chain

L2: Identify dependencies and impacts of value chain inventories and each process

We organized the upstream and downstream industries and raw materials in Group business supply chains and identified processes, products, and raw materials with a high degree of dependence and impact on ecosystems and biomes.

We found that our business impacts raw material production for agricultural products through extensive land and water use in fields and irrigation. Results also indicated that we have significant impacts through water consumption and show a high dependency on water resources in manufacturing processes.

L3: Identify operating locations for processes with significant dependencies and impacts

We identified the countries and regions involved in the supply chain from raw material production to consumption for each of the 12 targeted raw materials.

L4: Pinpoint areas with high risk of biodiversity loss

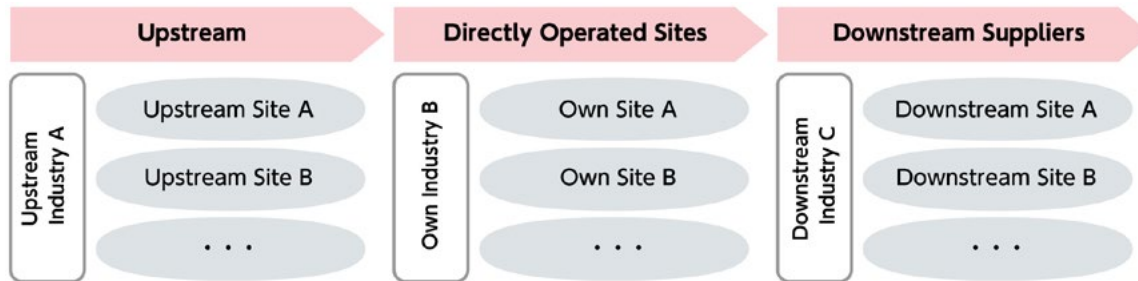
From the areas involved identified in L3, we prioritized those with high biodiversity risks requiring further analysis.

Priority Area Evaluation Axes (Five LEAP Indicators)

1. Key biodiversity areas
2. High biodiversity integrity areas
3. Areas of rapid ecosystem integrity decline
4. High physical water risk areas
5. Areas providing essential ecosystem services to indigenous peoples, local communities, and stakeholders (based on available data)

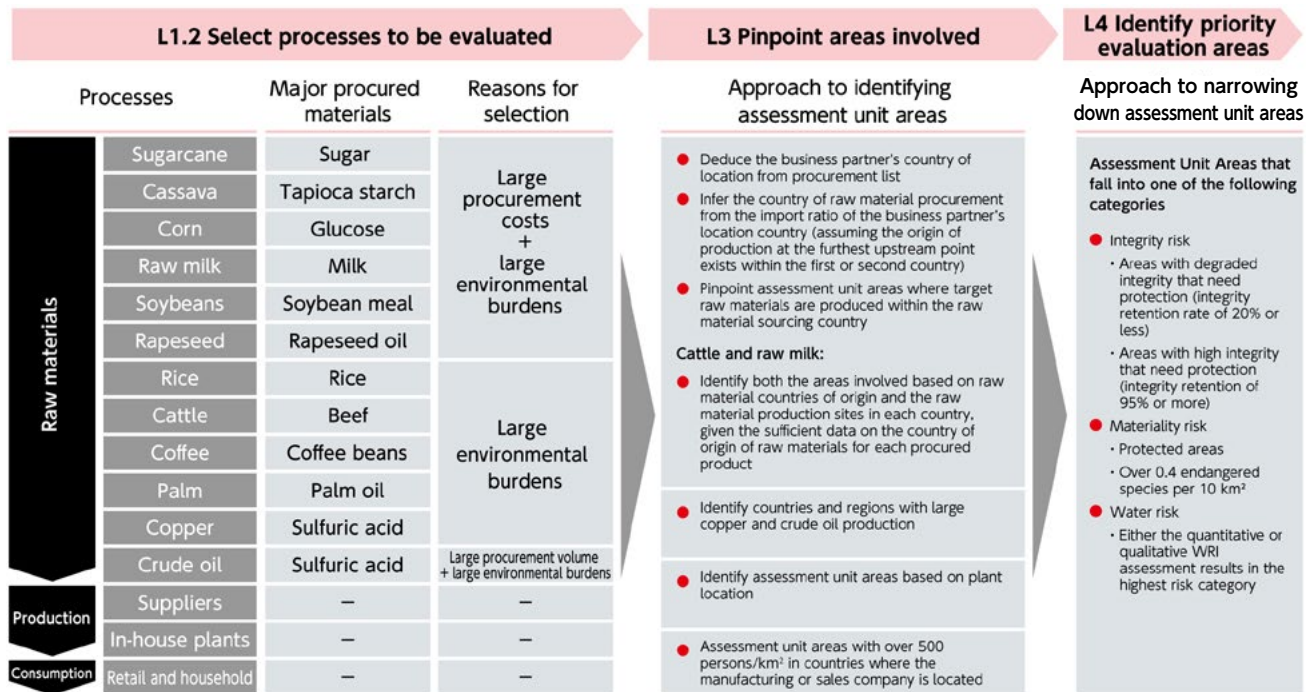


Environmental management Climate change (disclosures based on the TCFD) Reduction of greenhouse gas emissions in the value chain Reduction of waste across product lifecycles Contribution to sustainable agriculture Food loss and waste
 Biodiversity and natural capital (disclosures based on TNFD) Sustainable materials sourcing Animal welfare



■ Analysis Results

For the target raw materials, we identified and evaluated the points of contact with nature across square units of areas of 25 km to 50 km (“assessment unit areas”) in the supply chain of our Group’s business. We then identified the assessment unit areas requiring detailed analysis based on the degree of natural degradation. In the Locate step, of the total of 24,000 assessment unit areas, we identified 20,000 areas 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.





(2) Evaluate

■ Analysis Process

We identified factors underlying dependencies and impacts on nature across the Ajinomoto Group supply chain. We assessed how our dependencies and impacts on nature might look by 2050. We did this by setting specific indicators and thresholds to measure these factors.

E1: Identify dependency and impact targets

We used LEAP-recommended tools for the dependency and impact targets identified in L2 to extract material factors in each process.

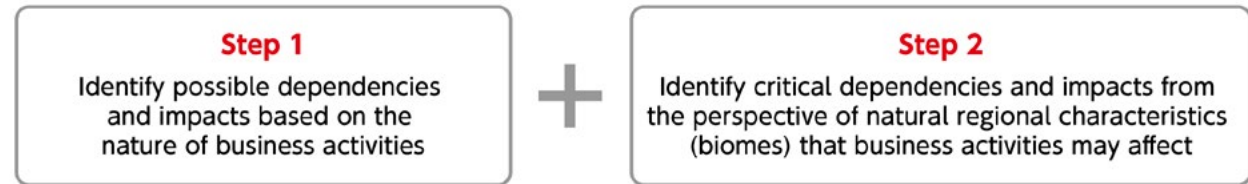
E2: Consider changes in dependency and impact targets and select potential high-risk targets

We organized the pathways for the dependency and impact targets identified in E1, accounting for changes from internal and external factors, and selected priority evaluation areas.

E3: Prioritize dependencies and impacts

We established indicators and thresholds for each dependency and impact item based on LEAP and previous studies.

We assessed the assessment unit areas of each operation site to determine if it was high risk and selected subsequent targets for analysis.

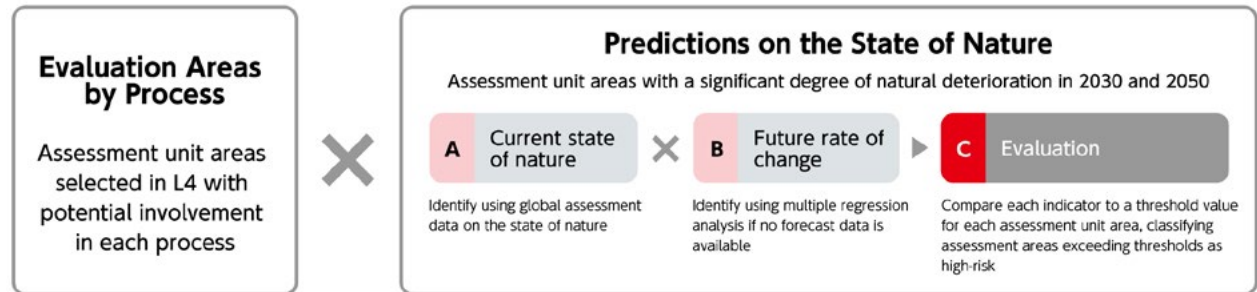


Conduct comprehensive analyses by subjecting all dependency and impact factors extracted in the 2 Steps to subsequent analysis

Pathways	Pathway objectives
Dependency pathways	Identify significant dependency factors by organizing what external and natural changes may affect the natural functions (ecosystem services) essential to business activities
Impact pathways	Identify significant impact factors by organizing how the impacts of our business activities interact with natural changes and how these may, in turn, affect business

[1] We consider business plans, existing burden reduction measures, and other information when assessing changes in dependencies and impacts from internal factors.

[2] We assess changes from external factors only for items with data available in databases and other similar sources.



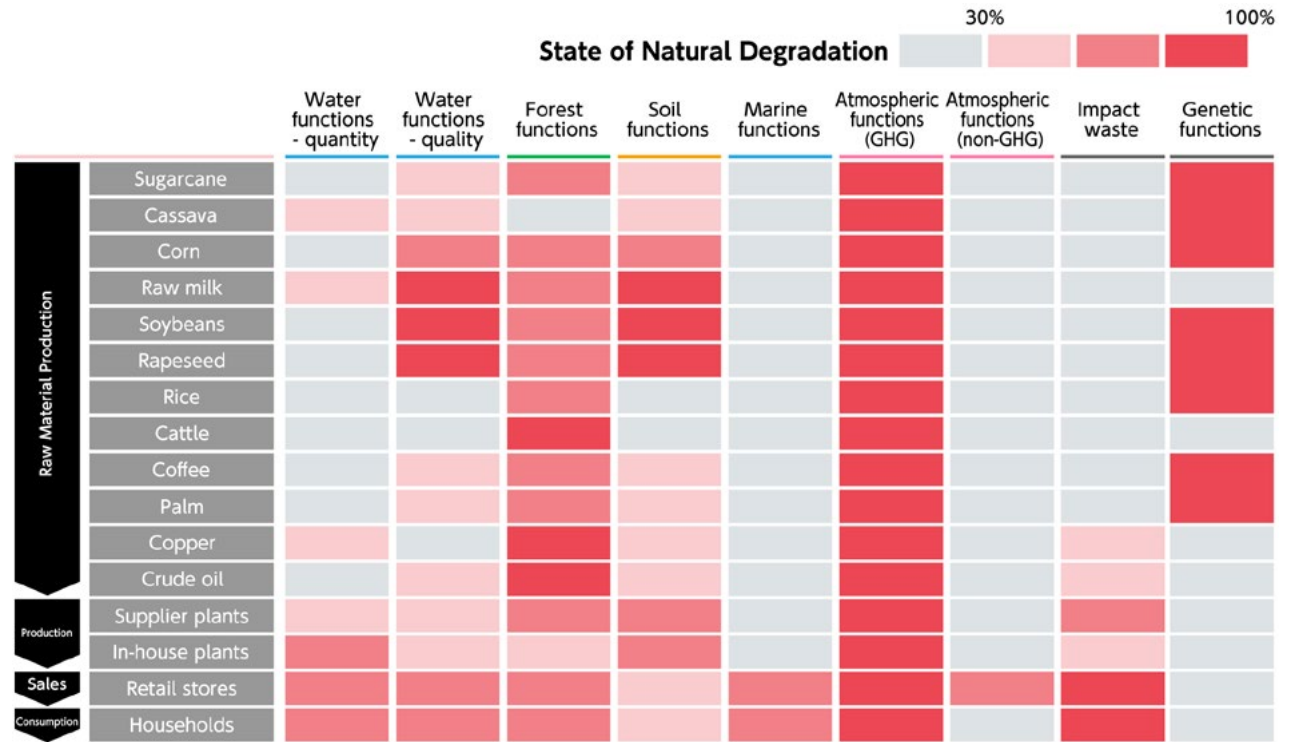


■ Analysis Results

For the 20,000 identified assessment unit areas, we assessed how each stage of our supply chain's (upstream, our company, downstream) dependencies and impacts affect nature, establishing indicators and thresholds assuming natural degradation occurs by 2050. We found that different types of natural resources degrade in different ways. Forests and air deteriorate worldwide, while water and soil issues are more concentrated in specific regions. We confirmed a risk of soil degradation in the countries where we source rapeseed and other materials.

Degraded state of nature in 2050

Use areas projected to experience 30% or greater degradation of natural conditions by 2050 as the evaluation target for subsequent risk analyses





(3) Assess

■ Analysis Process

We forecast risks in scenarios where our dependencies and impacts on nature could lead to future problems or degradation. We used those results to estimate the financial impact of the Group's responses and assessed the level of risk and opportunity.

Risk Categories

Risk categories		Summary
Physical risks	Acute	Increased costs due to extreme weather and disasters
	Chronic	Increased costs due to natural deterioration
Transition risks	Regulations	Increased costs due to tax payments and regulatory compliance (e.g., from use of renewable energy) resulting from stricter regulations
	Liabilities	Increased penalties for all natural capital and increased costs due to fines for regulatory violations
	Reputation	Decreased sales due to reduced consumer motivation, driven by heightened awareness of the need for natural disaster response
	Markets	Decreased sales due to lower demand from changes in the market value of all natural capital
	Technologies	Increased costs due to rising expenses for implementing new technologies at inhouse plants in response to trends towards stricter environmental measures

A1: Define scenarios and specify business risks and opportunities

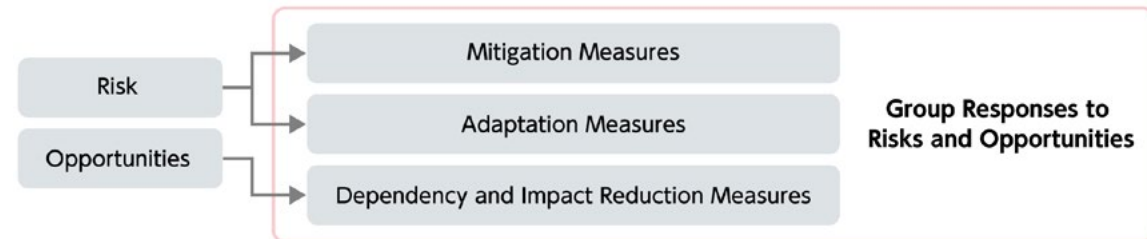
We specified risks and opportunities based on the E3 key dependency and impact factors. Defining scenarios enables us to understand the background of future natural changes and expresses more concrete potential risks.

* Opportunities are for existing initiatives only.



A2: Organize risks and opportunity response status

We summarized the status of Group responses to the risks and opportunities identified in A1.



A3-A4: Measure risks and opportunities and select those for disclosure

We measured the impact on the Group of the risks and opportunities identified in A1 from a financial perspective. We also selected LEAP-recommended risks and opportunities in addition to risks and opportunities with significant financial impact.





■ Analysis Results

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] SSP: Shared Socioeconomic Pathways.

The Integrated Assessment Modeling Consortium developed Shared Socioeconomic Pathways in response to the IPCC chair's call to create new scenarios.

SSP1: A scenario where nature conservation and economic development work well together.

SSP3: A scenario that leads to natural degradation and economic stagnation.

High Priority Raw Materials and Processes (Conceptual Image)

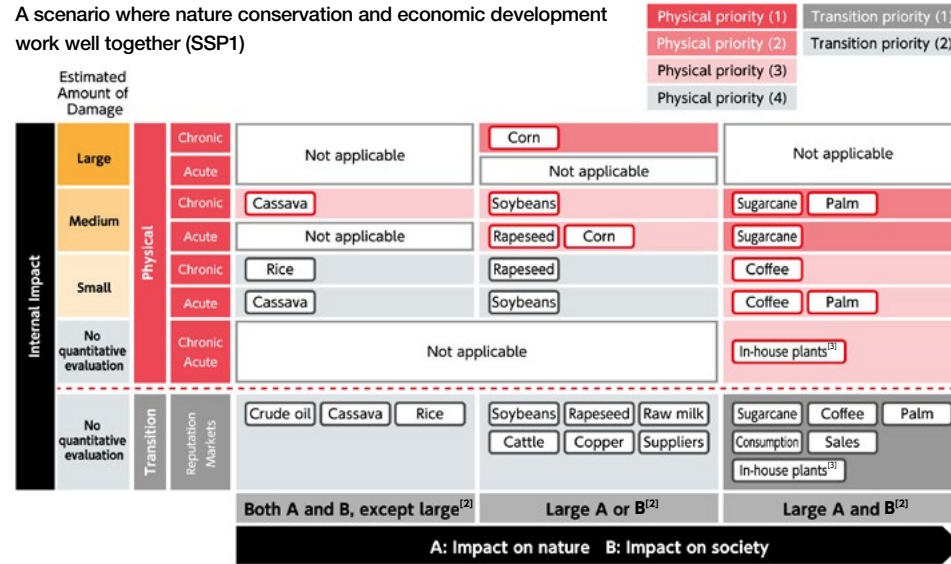
Scenario for Balancing Nature Conservation and Economic Development (SSP1)

SSP1 gives high priority to physical risks of sugarcane and palm. Of such risks, the financial impact of physical and acute sugarcane risks is the highest priority due to significant impacts on nature and society.

Scenario of Natural Degradation and Economic Stagnation (SSP3)

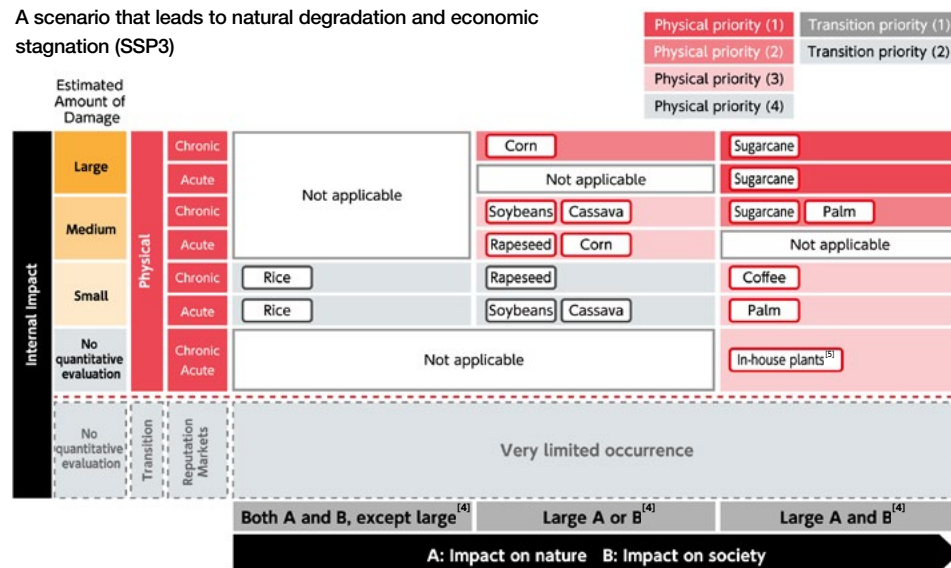
SSP3 prioritizes the physical risks associated with sugarcane and palm. Among these risks, the chronic and acute physical risks of sugarcane pose the greatest financial, environmental, and social impact.

A scenario where nature conservation and economic development work well together (SSP1)



- [2] Large impact criteria: Impact on nature (A) is considered large when three or more factors in the E3 evaluation indicate a degradation state close to 100% (marked in red). Impact on society (B) is considered large when a certain proportion of assessment unit areas in which our company is involved show an overlap between (1) areas with a degradation state close to 100% (marked in red) in the E3 evaluation and (2) areas identified in L4 as inhabited by Indigenous peoples.
- [3] Both A and B are positioned at the same priority level as large financial impacts given that our in-house plants are required to respond directly to the process.

A scenario that leads to natural degradation and economic stagnation (SSP3)



- [4] Large impact: A: At least three Level 1 items / B: Overlap of 20% or higher
- [5] Both A and B are positioned at the same priority level as large financial impacts given that our in-house plants are required to respond directly to the process.



Reflecting analysis results in strategy

(1) Reflection in business strategy

In fiscal 2025, we plan to conduct a field survey of water risk, deforestation risk, and soil degradation risk in sugarcane farmlands. 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.

(2) Reflecting in financing strategy

Sustainable finance forms the basis for acquiring the necessary funds for our various initiatives. Beginning with the issuance of sustainable bonds in October 2021, we have continued to procure funds through sustainable finance. Our efforts here include securing a commitment line agreement through positive impact financing in January 2022, a commitment line agreement through Sustainability Linked Loans in December 2022, and 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.

> TNFD: LEAP - the risk and opportunity assessment approach
 > Sustainable Finance

Managing risks to biodiversity

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 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 Risk Management Committee improves this process and compiles the risks identified by each work site and addresses those that management should take the initiative to address. 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. Full-time Audit Committee members attend the Sustainability Committee and the Risk Management Committee to monitor risk management process.

Conservation of water resources in production processes

Metrics and Targets

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.

Ajinomoto Group water use

Performance

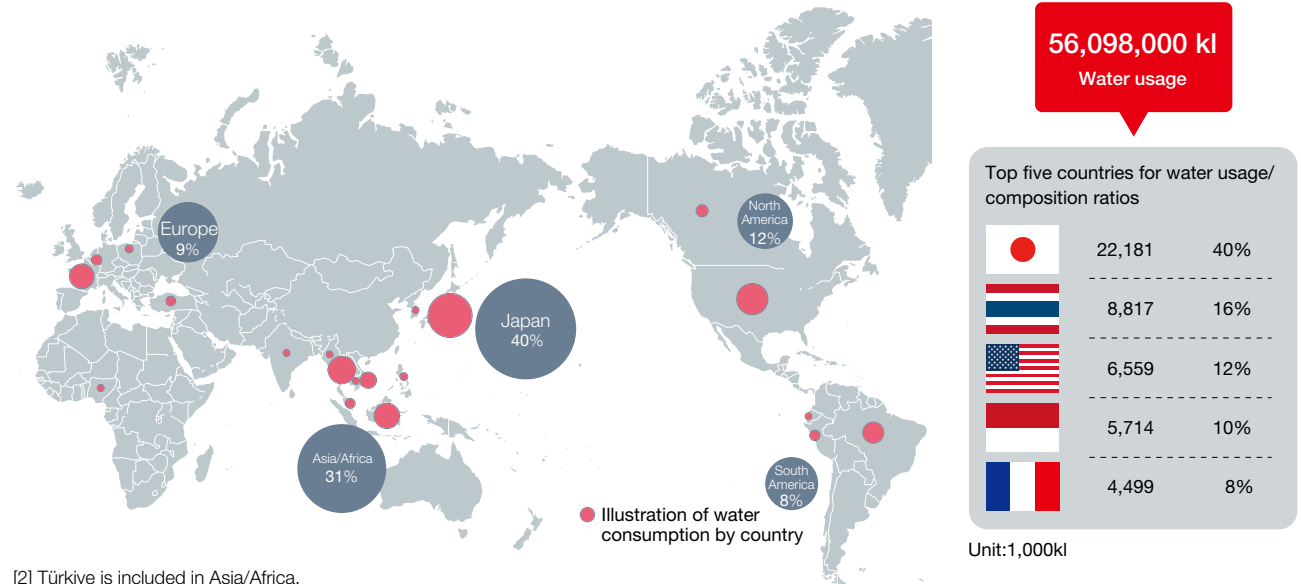
In fiscal 2024, the Ajinomoto Group used 56,098,000 kiloliters of water. The top five countries, including Japan, Thailand, and the United States, accounted for about 85% of this total. The ratio of water withdrawal in regions with high water stress^[1] was less than 1%. The Group aims to reduce water use by 15% by fiscal 2040, compared with fiscal 2018. Common measures of suspended substances in wastewater are BOD (biochemical oxygen demand) and nitrogen. In fiscal 2024, our wastewater contained 198 tons of BOD and 531 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 use 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.

- > P055
- > Environmental Data: Conservation of water resources
- > CDP Corporate Questionnaire 2024

Distribution of water consumption by area (FY2024)



[2] Türkiye is included in Asia/Africa.

Water Use Reduction (%)

	FY2024		FY2025	FY2030	FY2040
	Target	Result	Target	Target	Target
Water Use Reduction (%) (vs. FY2018)	8	12	9	11	15



Environmental management Climate change (disclosures based on the TCFD) Reduction of greenhouse gas emissions in the value chain Reduction of waste across product lifecycles Contribution to sustainable agriculture Food loss and waste
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Water use/intensity

(1,000 kl)

	FY2018 (Base year) ^[4]	FY2020 ^[4]	FY2021	FY2022	FY2023	FY2024
Total water withdrawal ^{[1] [2]}	63,687	59,386	59,979	60,039	58,358	56,098
Fresh surface water	20,672	17,004	17,259	17,890	17,520	17,494
Brackish surface water/seawater	0	0	0	0	0	0
Fresh groundwater, renewable	14,865	13,041	13,769	13,369	12,507	11,139
Fresh groundwater, non-renewable	0	0	0	0	0	0
Produced water	0	0	0	0	0	0
Municipal water (including industrial water)	28,150	29,342	28,950	28,781	28,332	27,465
Reduction rate of water use (vs. FY2018)	-	7%	6%	6%	8%	12%
Water consumption per production volume unit (intensity per ton of product)	26	25	25	26	26	24
Ref.: Production volume (1,000 t)	2,461	2,335	2,360	2,354	2,265	2,301
Total water discharge ^{[2] [3]}	51,305	47,833	48,034	46,353	45,735	47,419
Fresh surface water (processed by the Group) (treated by the Company)	23,174	20,357	20,490	19,655	19,048	20,369
Brackish surface water/seawater	0	0	0	0	0	0
Groundwater	0	0	0	0	0	0
Third-party destinations	11,101	11,139	11,360	11,245	11,049	12,211
Total water recycled or reused (Drainage of indirect cooling water into rivers)	17,029	16,338	16,184	15,453	15,638	14,839
Proportion of water recycled or reused	27%	28%	27%	26%	27%	26%
Total water consumption	12,382	11,553	11,945	13,685	12,623	8,678
BOD (tons) ^[3]	312	284	263	269	210	198
Nitrogen (tons) ^[3]	501	583	430	327	303	531

[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.

[2] The KPI for the water resource reduction target has been revised to a 15% reduction in water usage by FY2040 compared to FY2018.

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

[4] In accordance with SBT standards, companies that have been excluded from our group since FY2019 are not included.



Environmental management Climate change (disclosures based on the TCFD) Reduction of greenhouse gas emissions in the value chain Reduction of waste across product lifecycles Contribution to sustainable agriculture Food loss and waste
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Water use/intensity in regions with high water stress (Peru)

(1,000 kl)

	FY2018 (Base year)	FY2020	FY2021	FY2022	FY2023	FY2024
Total water withdrawal ^[1]	575	481	496	535	491	455
Fresh surface water	0	0	0	0	0	0
Brackish surface water/seawater	0	0	0	0	0	0
Fresh groundwater, renewable	572	480	494	533	488	452
Fresh groundwater, non-renewable	0	0	0	0	0	0
Produced water	0	0	0	0	0	0
Municipal water (including industrial water)	3	1	2	2	3	3
Reduction rate of water use (vs. FY2018)	-	16%	14%	7%	15%	21%
Water consumption per production volume unit (intensity per ton of product)	15	13	11	11	10	10
Reference: Production volume (1,000t)	38	37	46	47	51	46
Total water discharge ^[1]	234	198	214	213	233	203
Fresh surface water (processed by the Group)	215	188	207	207	210	194
Brackish surface water/seawater	0	0	0	0	0	0
Groundwater	0	0	0	0	0	0
Third-party destinations	19	10	7	6	7	9
Total water recycled or reused (Drainage of indirect cooling water into rivers)	0	0	0	0	15	0
Proportion of water recycled or reused	0%	0%	0%	0%	3%	0%
Total water consumption	341	283	282	322	259	252

[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.



Sustainable materials sourcing

Sustainable raw materials procurement to support ASV management

Governance

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. Through these efforts, we contribute to more resilient and sustainable agrifood systems and the restoration of the global environment. The Ajinomoto Group identifies priority raw materials derived from agriculture, forestry, and fishery sources which demand more focused action. The identification process involves first determining all the raw materials used in business operations. We then work with internal divisions and external experts, including NGOs, to conduct periodic risk assessments. In pursuing sustainable procurement, the Group also utilizes frameworks and tools developed in recent years in biodiversity and natural capital to mitigate risks and identify opportunities.

Identification of priority raw materials

Governance

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.

Metrics and Targets

Ajinomoto Group priority raw materials

Major countries and regions of procurement	
Palm oil	Thailand, Indonesia, Malaysia, Peru, Brazil
Paper	China, Indonesia, Cambodia, Philippines, Vietnam, Malaysia, Thailand, Bangladesh, EU, Türkiye, USA, Canada, Mexico, Brazil, Peru, Australia
Sugarcane	Brazil, Thailand, Vietnam, Peru, Indonesia
Green coffee beans	Indonesia, Vietnam, Ethiopia, Tanzania, Colombia, Brazil
Beef	The United States, Canada, Brazil, Australia, Indonesia
Soybeans	The United States, Brazil, India, Thailand

- > [Ajinomoto Group Palm Oil Procurement Guidelines](#)
- > [Ajinomoto Group Paper Procurement Guidelines](#)
- > [Ajinomoto Group Coffee Procurement Guidelines](#)
- > [Ajinomoto Group Soy Procurement Guidelines](#)
- > [Ajinomoto Group Sugarcane Procurement Guidelines](#)
- > [Ajinomoto Group Beef Procurement Guidelines](#)
- > [CDP Corporate Questionnaire 2024](#)
- > [P029](#)



Initiatives related to raw materials

Risk management

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. The connection to biodiversity, particularly forests, is critical. To this end, the Ajinomoto Group views raw material initiatives as part of a broader response to issues surrounding natural capital dependency and climate change, and actively assess and manage related risks.

We establish individual procurement guidelines for identified priority raw materials and communicate our approach and 2030 targets to internal and external stakeholders. Specifically, we track the types, volumes, and value of procured materials across the Group, ensure traceability, and increase our use of certified products. We also engage with external partners, including international initiatives, certification bodies, and supplier networks.

The Ajinomoto Group received new certification from the Science Based Targets initiative (SBTi) covering GHG reduction targets that include the FLAG sector (forestry, land, and agriculture). We are advancing No-Deforestation efforts based on our commitments in this initiative for palm oil, paper, soy, and beef by the end of 2025 as part of our priority material strategy.

> P029

Sustainable procurement of palm oil

Strategy

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. The Ajinomoto Group procured 37 kilo tons of palm oil in fiscal 2024, 34% of which was RSPO-certified. We advanced risk assessments during the same year aimed at achieving a deforestation-free supply chain by engaging in dialogue with local suppliers and using satellite monitoring and other tools. One example of such efforts involved Wan Thai Foods, our instant noodle business in Thailand and the largest palm oil procurer in the Group. We conducted on-site visits to both refineries and plantations while holding discussions with palm oil suppliers to encourage sustainable, deforestation-free sourcing. The Ajinomoto Group will engage in dialogue with stakeholders to expand sustainable palm oil procurement further beginning in fiscal 2025.

FY2024 palm
procurement volume
37 kilo tons

FY2024 RSPO-
certified palm oil ratio
34%

FY2024
traceability ratio^[1]
93%

[1] Traceability to oil mill.

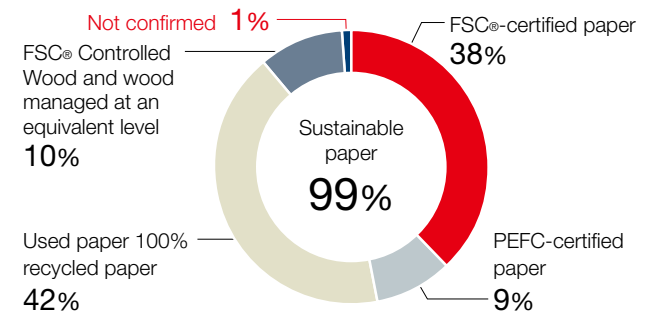


Sustainable procurement of paper

Strategy

The Ajinomoto Group has established Paper Procurement Guidelines which stipulate criteria that must be met by the paper we procure. We procure 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. Paper that meets Ajinomoto Group guidelines includes not only FSC®-certified and other certified paper, but also recycled paper and paper made from FSC® Controlled Wood. We used paper that met our procurement guidelines for 99% of total paper usage in fiscal 2024.

FY2024 paper procurement results





Promoting procurement of sustainable sugarcane

Strategy

The Ajinomoto Group uses sugar obtained from various crops, including sugarcane, sugar beet, cassava, and corn as raw materials for fermentation. We designated sugarcane as a priority raw material.

In fiscal 2024, we continued to assess risks related to sugarcane-based raw materials used for fermentation, which account for the largest share of our sugarcane-derived procurement, using the TNFD's LEAP approach. We also worked to secure traceability to the sugar mill level.

We launched efforts to identify issues in Thailand, one of our key regions, through direct dialogue with suppliers and sugarcane farmers. In Indonesia, we launched a joint initiative with the Indonesian Sugar Research Institute (ISRI/P3GI) to evaluate farming methods that support both improved farmer livelihoods and environmentally responsible sugarcane production.

We intend to advance supply chain visibility further and expand procurement of certified products in fiscal 2025. We will also align these efforts with other initiatives, including GHG emissions reduction, and work with producers and suppliers to accelerate sustainable sugarcane production.



FY2024 traceability ratio

90%

[1] Traceability to sugar mill.

[2] Results of six Group companies that together account for over 90% of procurement across the Ajinomoto Group.

Sustainable procurement of coffee beans

Strategy

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 endeavors to advance sustainability in the production and distribution of coffee beans by procuring beans produced at farms that adhere to standards set by the 4C certification system and ensuring traceability. AJINOMOTO COMPANY (THAILAND) LIMITED, which sells Blendy, the top canned coffee brand in Thailand, procures 4C-certified imported coffee beans. The company also advances sustainable coffee production through a Thai GAP project and works to ensure traceability to the farm level.

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, 2025, 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.

■ 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 examine the effect of harvest on unit yield and ripeness (sugar content, ratio of red fruit, size) by providing AJIFOL[®] fertilizer co-product.

FY2024 green coffee
procurement volume

49 thousand tons

FY2024 4C-certified or traceable
green coffee ratio

36%

[3] Traceability to farm.



Initiatives related to raw materials

Strategy

The Ajinomoto Group began efforts to understand the beef supply chain, starting with ensuring traceability, as part of our goal to achieve sustainable beef procurement by fiscal 2030. Four companies accounted for over 90% of our total beef procurement volume in fiscal 2024, with traceability confirmed at 100% to the slaughterhouse level and 9% to the final farm.

A comprehensive assessment conducted in fiscal 2021 identified Australia as a high-risk region for deforestation. Based on this finding, we plan to prioritize verifying that Australian beef is not linked to deforestation. We will engage with Australian beef suppliers in fiscal 2025 to encourage no-deforestation practices and improve visibility across the entire beef supply chain.

Traceability to slaughterhouse

100%

* Results of four Group companies that together account for over 90% of procurement across the Ajinomoto Group.

Sustainable soybean procurement

Strategy

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 2024, 70% of the soybeans and soybean oil used by Ajinomoto Group companies in Japan met the United States Soybean Sustainable Assurance Protocol (SSAP certification). The remaining soybean products were sourced from South America, a region considered high risk for deforestation and important from a GHG emissions reduction standpoint. We conducted site visits along the supply chain from farms to export facilities and held discussions with local suppliers to address this issue. We are also expanding procurement from soybean producers committed to no-deforestation practices.

We remain committed to ensuring traceability and engaging with suppliers as we pursue sustainable soybean procurement in fiscal 2025.

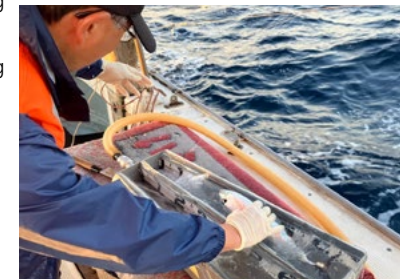


Monitoring sustainable procurement of fishery resources

Strategy

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.

We conducted a skipjack tagging survey off the coast of Makurazaki City, Kagoshima Prefecture in fiscal 2024. 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 also visited the Hachijojima Branch of the Tokyo Metropolitan Islands Area Research and Development Center for Agriculture, Forestry and Fisheries, located closer to our primary skipjack tuna fishing grounds, and held discussions. In fiscal 2025, the Ajinomoto Group is focusing on analyzing the data accumulated to date and considering expanding the survey area.



> WCPFC



Animal welfare

The five initiatives of the Group Shared Policy on Animal Welfare

Governance

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](#)

The Ajinomoto Group approach to egg procurement

Strategy

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 recognize that the supply chain for eggs differs around the world, and we will make decisions around the procurement of cage-free eggs based on the local situation in each region and market. In Europe, we aim to switch all eggs used in the production on our products to cage-free eggs. In France, we have set a goal to procure 100% cage-free eggs by 2025. In Japan, we support and participate in an initiative developed by the Japan Association of Mayonnaise & Dressings, an industry organization of which we are a member. Based on "The Association's Views and Policy on Animal Welfare for Laying Hens", the initiative promotes a flexible, comprehensive approach to animal welfare that emphasizes the principles of the "Five Freedoms" while taking into account Japan's unique environment and the varied circumstances of local producers.

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

Commitment to Minimizing Animal Testing

Metrics and Targets

In April 2021, the Ajinomoto Group announced our Approach 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 to Minimizing Animal Testing](#)



Ongoing engagement

Risk management

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

We are gaining a greater understanding of the condition of our livestock feedstock through dialogues with our suppliers and producers. As interest in animal welfare rises in Japan, these dialogues provide an opportunity to share the challenges in the field and changes in the external environment.

■ 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.

■ Consumers

We held a dialogue with high school students engaged in activities to improve animal welfare, exchanging opinions on the state of animal welfare in Japan, as well as discussing the Ajinomoto Group approach and initiatives related to this topic.



Social

Human rights and human resources	P110
Human rights	P113
Human resources management	P121
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Supply chain management	P132
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Human rights and human resources

Approach, Policy, and Structure

1. Basic Policy
2. Framework

Human Rights

I. Human Rights Due Diligence

1. Ajinomoto Group Human Rights Due Diligence
2. Basic Concepts
3. Identifying and Assessing Negative Impacts
4. Prevent or Remedy Adverse Impacts, and Monitor and Assess Effectiveness
5. Information Disclosure, Education, and Training
6. Dialogue with Stakeholders

II. Remedies

1. Grievance Mechanism

Human Resources

I. DE&I Initiatives

II. Well-Being Initiatives

Approach, policy, and structure

Basic policy

The Ajinomoto Group recognizes that all business activities must be premised on respect for human rights. We support international standards for human rights and established the Ajinomoto Group Shared Policy on Human Rights as one of our core group policies. 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, Ajinomoto Co., Inc. 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.

The Ajinomoto Group believes that gathering and integrating diverse talent from both inside and outside the organization is essential for driving innovation. This diverse talent includes individuals across our Food and Bio & Fine Chemicals businesses, regions, and a wide range of backgrounds including gender, career, and disabilities. We aim to connect this global and diverse talent by fostering a culture of mutual respect and strengthening management capabilities. At the same time, we focus on enhancing the physical, mental, and financial well-being of our employees and their families, which form the foundation of our human capital.

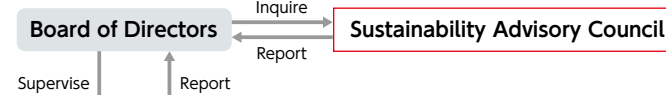
[> Group Shared Policy on Human Rights](#)



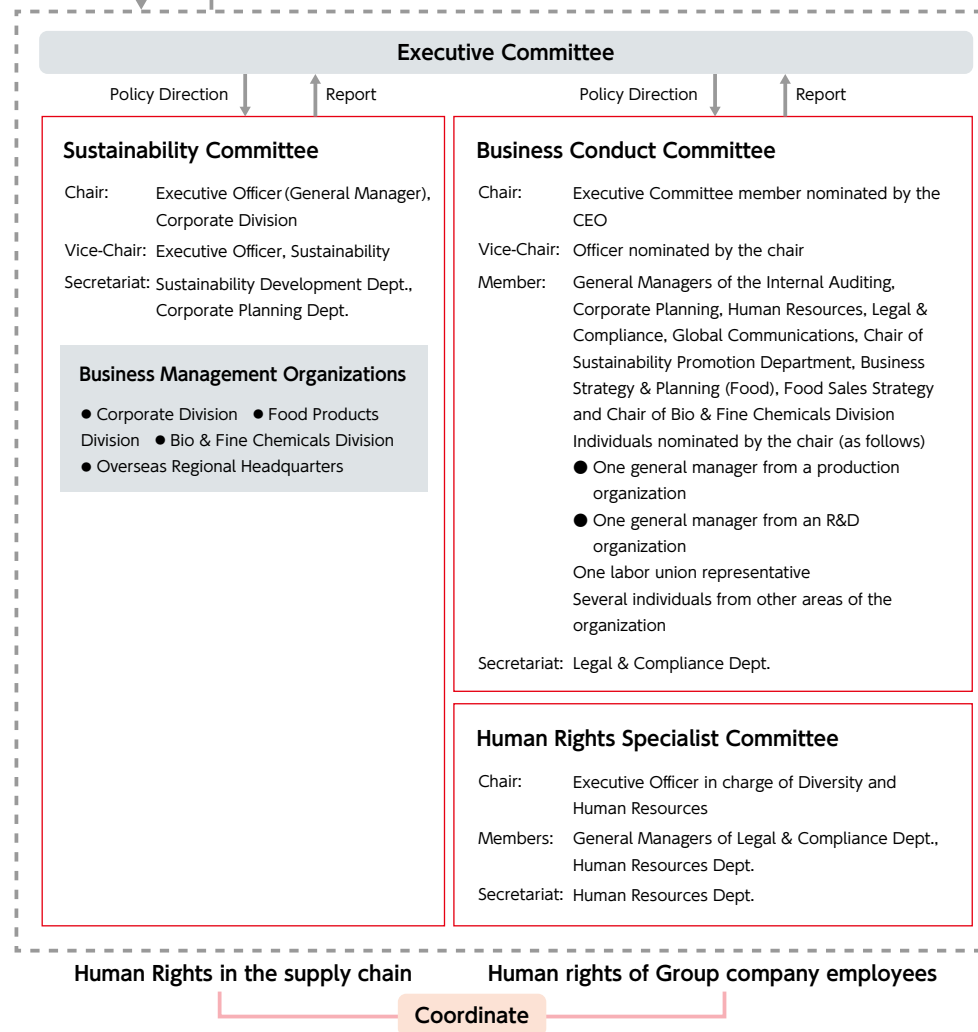
Framework

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. 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. The Business Conduct Committee and its subordinate body, the Human Rights Specialist Committee, lead efforts of the Ajinomoto Co., Inc. to address human rights issues among employees. The Board of Directors, Executive Committee, Sustainability Advisory Council, and Sustainability Committee hold respective discussions on human rights topics as appropriate.

[Supervision]



[Execution]





[Excerpt] Ajinomoto Group Priority Human Rights Issues

* Excerpted from the Ajinomoto Group
Shared Policy on Human Rights

1. Elimination of discrimination

The Ajinomoto Group does not engage in discrimination, harassment or any other affronts to the dignity of individuals on grounds of race, ethnicity, national extraction, religion, creed, sex, age, disability, sexual orientation, gender identity (SOGI), or other identifying characteristics.

2. Prohibition of child labor and forced labor

The Ajinomoto Group does not accept any form of child labor, forced labor, bonded labor, or human trafficking.

3. Respect for fundamental labor rights

The Ajinomoto Group respects fundamental labor rights including freedom of association, workers' right to organize and collective bargaining rights.

4. Adequate provision of wages and reasonable working hours

The Ajinomoto Group provides all employees with adequate wages and reasonable working hours.

5. Ensuring a safe working environment and promoting health and well-being

The Ajinomoto Group provides a safe, hygienic and comfortable working environment and endeavors to promote the health and well-being of all workers worldwide.

6. Support for work-life balance

The Ajinomoto Group understands the importance of work-life balance and endeavors to make this possible for workers across the globe.

7. Contribution to building a more diverse and inclusive society

The Ajinomoto Group strives to enhance diversity by respecting the diverse characteristics and perspectives of each individual so that workers all over the world can flourish regardless of factors such as race, nationality or sex. The Group also works to support, empower, and protect the human rights of members of vulnerable, marginalized or under-represented groups, including persons with disabilities, foreign workers, and Indigenous peoples, as well as individuals of diverse sexual orientations and gender identities (SOGI).

8. Safeguarding personal information

The Ajinomoto Group adheres to the Act on the Protection of Personal Information and applicable laws and regulations and we are committed to proper safeguarding of all personal information we handle.



Human rights

I. Human Rights Due Diligence

1. Ajinomoto Group Human Rights Due Diligence

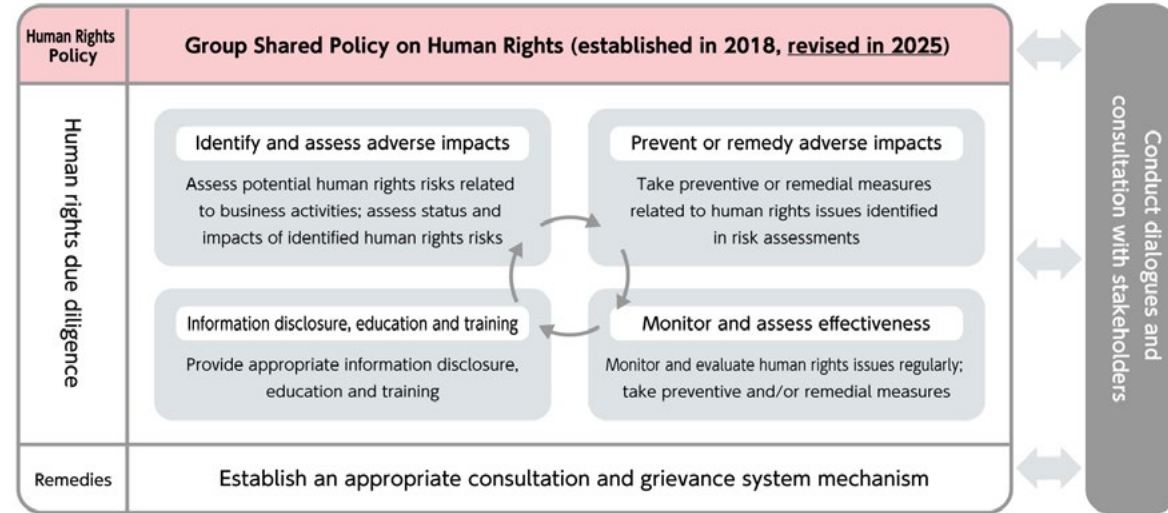
In accordance with the UNGPs and the Group Shared Policy on Human Rights, the Ajinomoto Group engages in dialogue and consultation with third-party experts^[1] on human rights and other stakeholders. In this way, we ensure respect for human rights for all stakeholders (employees, business partners, local 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.

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

2. Basic Concepts

At Ajinomoto Group, dialogue with rights-holders is of utmost importance to us when building our management system covering the entire value chain based on the UNGPs. We established the eight priority human rights items listed on page 112 as priority issues across the entire value chain based on interviews within the Ajinomoto Group. Among them, we prioritized human rights violations upstream in the supply chain and forced labor among migrant workers as a particular high risk. Our human rights due diligence is mainly conducted on these two issue areas. We intend to review priority human rights issues on a regular basis. In the fiscal year 2025, the review will be carried out through workshops in which relevant departments across Group will meet and discuss.

The Ajinomoto Group Human Rights Due Diligence Process

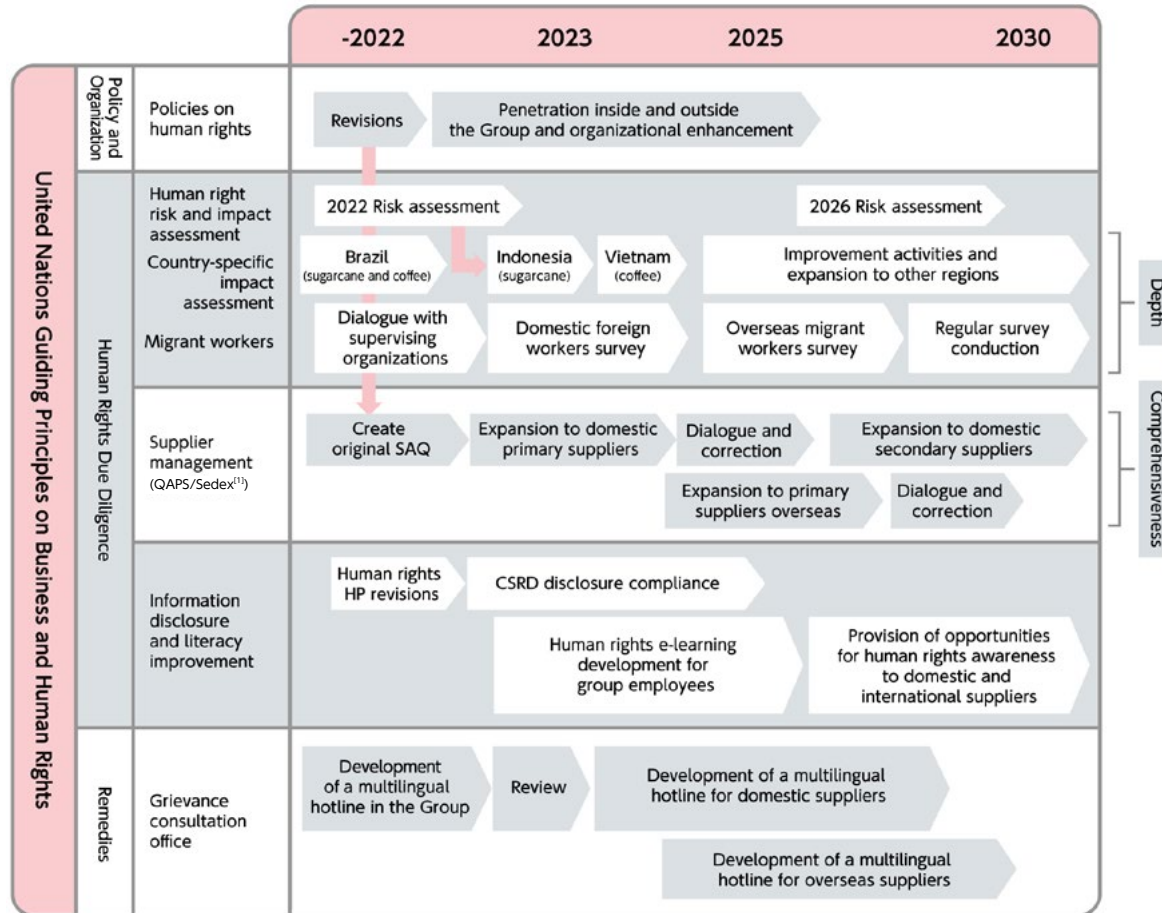


Progress

Fiscal year	Ajinomoto Group Initiatives
2023	Conducted human rights impact assessments in Indonesia (sugarcane molasses supply chain)
	Conducted human rights impact assessments in Vietnam (coffee bean supply chain)
	Conducted surveys to assess business partner compliance with Group Shared Policy for Suppliers and Group Shared Guidelines for Suppliers
2024	Human rights impact assessment in Malaysia (palm oil)
	Human rights impact assessment in Thailand (farmed shrimp)
	Began dialogues with and support for improvements among high-risk suppliers based on the Compliance Status Survey for the Guidelines for Group Shared Policy for Suppliers
2025	Developing Ajinomoto Group's Approach to Recruitment-Related Costs for Migrant Work



Roadmap to 2030



Depth
Comprehensiveness

3. Identifying and Assessing Negative Impacts

We pursue initiatives related to human rights upstream in the supply chain, focusing on two aspects: depth and comprehensiveness. In our approach to depth, our main focus is on the direct dialogue with rights holders. Our approach to comprehensiveness supplements the depth approach, aiming for the comprehensive identification and recognition of the risks not thoroughly covered. We are committed to minimizing human rights risks in the value chain through these efforts.

- Depth: We regularly research and identify potential human rights risks in the countries where we procure priority raw materials and across relevant industries (country-specific human rights risk assessments). For sites of particularly high risk, we conduct on-site visits and direct dialogue with stakeholders (employees of business partners, rights-holders, such as workers of business partners and local communities etc., NPO/NGOs to identify, prevent, and improve human rights issues.
- 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.

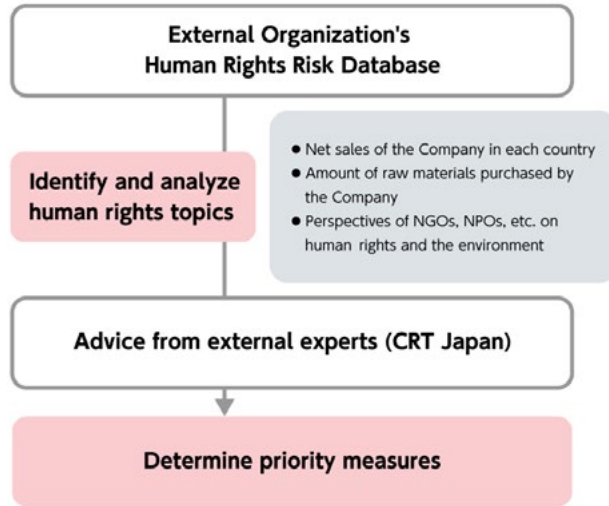
(1) Human rights risk assessments by country

The Ajinomoto Group conducts country-specific human rights risk assessments every four years (2018, 2022). However, considering changes in the business environment and global human rights issues, an additional assessment was conducted in 2024. The 2024 risk assessment analyzed and identified human rights issues in the countries in which the Ajinomoto Group operates food businesses. We collaborated with external human rights experts (CRT Japan) to analyze analysis risks based on raw material purchases and sales using human rights risk data from the external organizations. We identified high-risk countries, regions, and industries across our own value chain from the standpoint of global human rights.

[1] 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.



Approach to human rights risk assessment by country



As a result, significant human rights issues were identified for each key raw material, as shown the top-right table. Recognizing the limitations of desktop research in understanding the realities of remote areas, the Ajinomoto Group believes it is desirable to conduct on-site visits and engage in direct dialogue with stakeholders in particularly important countries and regions to understand the impacts and issues related to human rights (i.e., human rights impact assessments). Therefore, considering the high potential human rights risks in the respective countries and the breadth of the supply chain, India (shrimp) and Thailand (sugarcane, palm oil, shrimp, cassava) were identified as priority countries for human rights impact assessments. Moving forward, we will prioritize efforts in these countries.

2024 Human Rights Risk Assessment Results (Overview)

Target Raw Materials*1	① Coffee Bean	② Soybeans	③ Sugarcane	④ Palm Oil	⑤ Shrimp	⑥ Cassava	⑦ Beet	⑧ Corn
Priority Issues*2	Child Labor, Modern Slavery, Land Rights, Occupational Health and Safety, Fair Wages							
Target Countries	Ethiopia Honduras Guatemala	Brazil Malaysia United States	Philippines ★ Thailand Indonesia	Indonesia ★ Thailand Peru	★ India ★ Thailand Vietnam	★ Thailand Vietnam	Egypt United Statesd France	Brazil Malaysia United Statesd

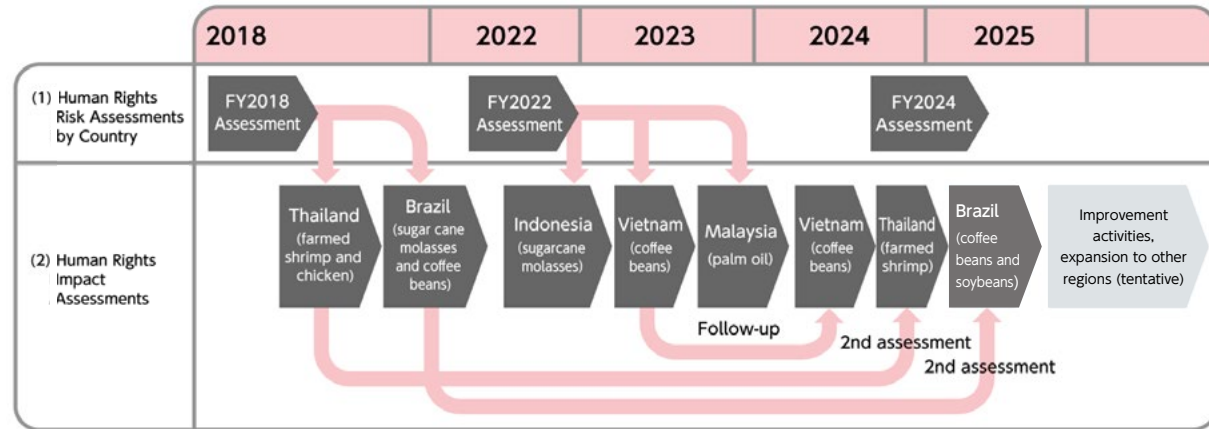
*1 Target raw materials: In addition to the five raw materials targeted in the previous (2022) evaluation, three additional raw materials (cassava, beet, corn) were included.
 *2 Human rights issues evaluated: Considering the business activities and supply chain of the Ajinomoto Group, and in consultation with external stakeholders, the following 10 items were identified as potentially having significant negative impacts, and were thus included in the evaluation: child labor, fair wages, reasonable working hours, discrimination, freedom of association, modern slavery, occupational health and safety, land rights, indigenous peoples' rights, and privacy rights.

> Past Country-Specific Human Rights Risk Assessments / Human Rights Impact Assessments are available here (before 2021).

(2) Human Rights Impact Assessments (Direct Dialogue with Rights-Holders)

Based on country-specific human rights risk assessment results, we conduct on-site visits in high-risk countries and regions, engaging in direct dialogues with stakeholders affected by our businesses rights-holders such as workers of business partners and local communities etc., NPO/NGOs to grasp human rights impacts and issues.

Human Rights Risk and Human Rights Impact Assessments





■ Human Rights Impact Assessment in Vietnam (Supply Chain of coffee beans) (April 2023)

We went into the local coffee bean industry supply chain and conducted dialogues and interviews with farmers, exporter and local coffee company.

<Summary of results>

No serious human rights issues, such as forced labor or child labor, were found within the scope of this time.

On the other hand, some points to be improved were found, including the method of contracting short-term workers during the coffee bean harvest season and the occupational health and safety management method of exporter. (Response under consideration)

> 2023 Report on Human Rights Impact Assessment (Vietnam) in Human Rights Due Diligence of Ajinomoto Co., Inc.



<Follow-up>

Based on the above evaluation, we traveled to the site in September 2024 to conduct human rights lectures for the farmers. Additionally, we revisited our trading partner, the exporter, to engage in dialogue regarding human rights issues. We will continue to engage in ongoing dialogue and work on mitigating human rights risks through building trustworthy and good partnerships.

■ Human Rights Impact Assessment in Thailand (November 2024)^[1]

We conducted dialogue and interviews with shrimp farms, Processing companies and other stakeholders with external NGO^[2].

[1] Second time since 2019

[2] ASSC (The Global Alliance for Sustainable Supply Chain)

<Summary of results>

This time, our investigations did not find any severe and actual negative impacts on human rights, such as forced labor or child labor, in the places we visited. However, according to local experts, serious human rights issues remain in Thailand, and foreign workers (in particular) are at the risk of human rights violation. Most of the workers in the shrimp farms and factories we visited are foreign workers (from neighboring countries), We will consider preventive measures regarding the identified potential negative impacts.



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

■ Human Rights Impact Assessment in Brazil (Supply Chain of Coffee Beans) (February 2025)^[3]

[3] Second time since 2019

We worked with an external NGO* and went into the supply chain from the farms in the production areas to the shipment of coffee beans to Japan and other countries. Together, we conducted dialogues and interviews with management and workers regarding labor environments, labor conditions, occupational health and safety, and deforestation. Additionally, we exchanged information and opinions with local organizations (including industry groups, certification bodies, regional agricultural cooperatives, and NGOs).

<Summary of results>

Within the scope of this investigation, no severe or actual negative impacts on human rights, such as forced labor or child labor, were found. However, challenges were observed in areas such as occupational health and safety, the employment methods of short-term workers during peak seasons, labor conditions, and living environments. It was confirmed that there is a need to revisit the sites during the harvest season for on-site verification.



> Ajinomoto Co., Inc. 2025 Human Rights Due Diligence (Brazil, Coffee Beans)

■ Human Rights Impact Assessment in Brazil (Supply Chain of Soybeans) (February 2025)

We worked with an external NGO and went into the local supply chain of soybeans and conducted dialogues and interviews with stakeholders such as farmers, transport facilities, and exporters.



<Summary of results>

Within the scope of this investigation, it was found that numerous processes have been mechanized, reducing risks related to occupational health and safety in manual labor. Additionally, various human rights risk mitigation efforts through independent sustainability activities by local companies (such as exporters) were confirmed.

On the other hand, challenges unique to Brazil remain, such as occupational health and safety for truck drivers, land rights for indigenous peoples, and employment methods for short-term workers. The importance of initiatives from the Japanese side to improve supply chain transparency and foster mutual understanding regarding human rights was confirmed.



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

4. Prevent or Remedy Adverse Impacts, and Monitor and Assess Effectiveness

(1) Initiatives With Suppliers and Business Partners

The Ajinomoto Group established the Group Shared Policy for Suppliers, which describes seven expectations of suppliers necessary to fulfill our corporate responsibility, social responsibility, and contributions to a sustainable society. In addition, our Guidelines for Group Shared Policy for Suppliers states clear, specific actions for suppliers to take under two categories:

- [Mandatory]: Actions required for all suppliers
- [Developmental]: Matters encouraged for suppliers

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 seek to prevent or mitigate adverse impacts on human rights linked directly to Ajinomoto Group operations, products, or services through business relationships, even if not contributing to such impacts. We hold information sessions regularly (twice a year) for major raw material suppliers to inform them of the Ajinomoto Group approach and current status, exchanging opinions as appropriate.

- > Group Shared Policy for Suppliers
- > Guidelines for Group Shared Policy for Suppliers
- > P103

■ Guidelines for Group Shared Policy for Suppliers Compliance Survey

As part of our initiatives to be comprehensive in approach, the Ajinomoto Group aims to monitor the adverse human rights impacts of business partners across all transactions in our value chains as we head toward 2030. Our aim here is to prevent or correct any impacts. Through this initiative we complement our efforts to delve deeper in minimizing human rights risks in our value chains by comprehensively identifying and understanding risks not detected otherwise.

In 2018, Ajinomoto began using Sedex^[1] to create an overall picture of our suppliers. In 2022, we created a custom questionnaire based on the Guidelines for Group Shared Policy for Suppliers, called Questionnaire for Group Shared Policy for Suppliers (QAPS^[2]). This questionnaire is part of our efforts to strengthen initiatives for suppliers based on the UNGPs. We use these tools to understand and identify risks related to governance, human rights (forced labor, child labor, etc.), occupational health and safety, and other risks at our business partners. We engage in dialogue with high-risk business partners to support their work in preventing and improving human rights issues. 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] Abbreviation for Supplier Ethical Data Exchange. A not-for-profit organization that provides data on labor standards, business ethics, etc., within global supply chains.
[2] QAPS: Questionnaire for Ajinomoto Group Shared Policy for Suppliers.

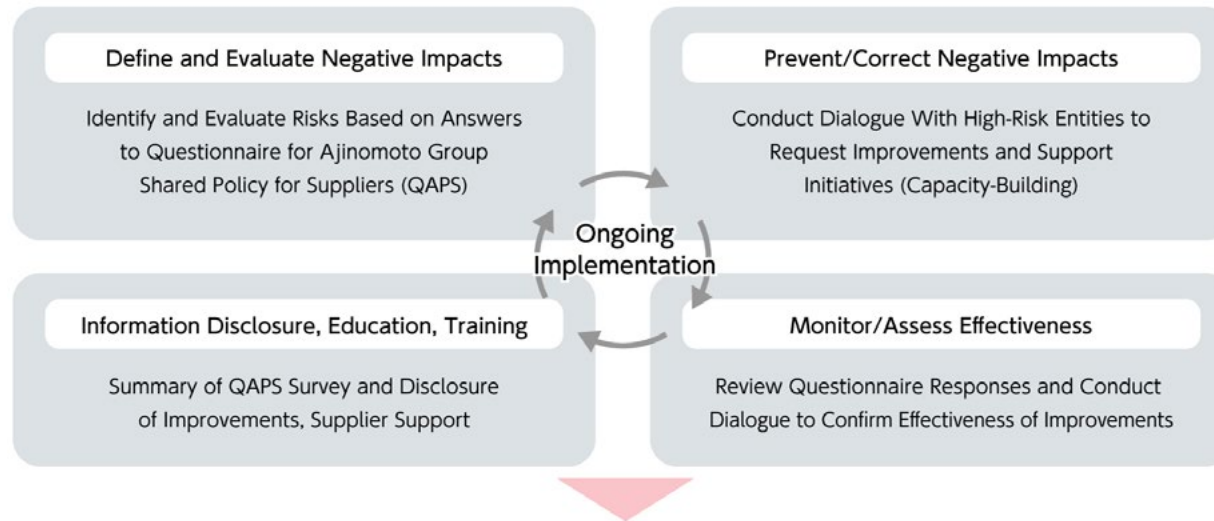
■ Questionnaire for Group Shared Policy for Suppliers (QAPS)
QAPS is an evaluation chart that surveys (in questionnaire format) whether specific practices are in place based on requirements for suppliers in accordance with the Guidelines for Group Shared Policy for Suppliers. The questionnaire consists of 86 items and covers our efforts to address human rights due diligence as required by ILO and other global standards. We rate the overall implementation status of the requirements at suppliers on a 5-point scale based on the responses. Another purpose of this questionnaire is to encourage suppliers to understand their own human rights risks and explore ways to correct and make improvements. When we identify a supplier as high-risk, the Ajinomoto Group engages in dialogue with the said supplier, providing support to prevent and improve human rights issues.

Items of QAPS Survey

Major Items	Secondary Items
I. Compliance With Statutory and Regulatory Requirements, and Accepted Social Norms	Prohibition of Corruption, Bribery, and Related Illegal Acts • Prevention of the Abuse of Superior Bargaining Positions • Prohibition of Giving and Receiving Inappropriate Benefits • Prohibition of Behavior That Restricts Competition • Respecting Intellectual Property • Information Disclosure • Engaging in Appropriate Export and Import Management • Eliminate Any and All Relations With Antisocial Forces • Prevention and Early Detection of Misconduct
II. Respect for Human Rights	Respect for Human Rights • Prohibition of Forced or Compulsory Labor • Prohibiting Child Labor • Prohibiting Discrimination • Prohibiting Inhumane Treatment and Harassment • Appropriate Salaries and Wages • Appropriate Management of Working Hours • Rights of Employees to Organize • Ensuring Access to Remedy
III. Occupational Health and Safety	Ensuring Safety in the Workplace • Management of Facilities and the Workplace Environment • Ensuring Clean and Sanitary Workplaces



Overview of Initiatives With Suppliers and Business Partners



Raise Level of Respect for Human Rights Throughout the Supply Chain

<Survey Results>

We conduct surveys of suppliers regarding their compliance with the Guidelines for Group Shared Policy for Suppliers according to the following phases and in light of the Ajinomoto Group business environment.

Survey timing	Target	Responding suppliers/target suppliers	Response rate
2022	Primary food ingredient and packaging materials suppliers in Japan	938 responses from 998 companies	92%
2023 to 2024	(excluding companies surveyed in 2022) Raw materials and packaging materials suppliers in Japan and domestic subcontractors* involved in products (*Manufacturing, industrial waste, equipment and construction subcontractors, etc.)	1,219 responses from 1,695 companies	72%

The 2023-2024 survey confirmed that roughly 50% of suppliers are fully compliant with mandatory items. At the same time, we concluded that 23% of the companies surveyed have room for improvement related to high-risk matters.

Comprehensive Evaluation Analysis

		2022	2023-2024
A	Fully compliant with all items designated <i>mandatory</i> by the Ajinomoto Group.	53%	49%
B	Compliance to a certain degree with items designated <i>mandatory</i> by the Ajinomoto Group.	5%	7%
C	No improvement in certain items designated as <i>mandatory</i> by the Ajinomoto Group.	20%	20%
D	No improvement in numerous items designated as <i>mandatory</i> by the Ajinomoto Group. Or, room for improvement in certain particularly high-risk items designated as <i>mandatory</i> by the Ajinomoto Group.	19%	19%
E	Room for improvement in numerous particularly high-risk items designated as <i>mandatory</i> by the Ajinomoto Group.	3%	3%

We sent a summary report of the Questionnaire for Ajinomoto Group Shared Policy for Suppliers to all suppliers who responded to the 2022 questionnaire. The report provides a summary of results and risk status for the individual supplier in question.

We held individual dialogues with suppliers (12 companies total) that we identified as having room for improvement to confirm the progress of initiatives, exchange opinions, and provide information for improvement. The purpose of these efforts is to communicate the idea of respect for human rights to our suppliers. These efforts lead to sustainable business activities and encourage suppliers to recognize their own strengths and weaknesses, improving those weaknesses to work together in promoting respect for human rights for all stakeholders involved in the supply chain.

We plan to engage in dialogues with suppliers and improve the risk conditions of the suppliers who responded to the 2023-2024



survey (roughly 30 companies; schedule to be determined). We plan to expand the survey to overseas suppliers in 2025 and later, conducting a survey of suppliers in countries and regions with high human rights risks identified in our country-specific human rights risk assessments.

> [Human Rights > II. Human Rights Due Diligence > 4. Prevent or Remedy Adverse Impacts, and Monitor and Assess Effectiveness > Dialogue implementation site / Dialogue Overview](#)

(2) Human rights of foreign workers

The Ajinomoto Group recognizes the vulnerable situation of migrant workers who are often exposed to high risks such as forced labour. 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. 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 and organizations that support the registration of Specific Skilled Workers. Through these efforts, we confirm that technical intern trainees and specified skilled workers are appropriately paid and provided support in their work and daily lives.

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 responsible 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)
2024	Human rights NGOs, International Organization for Migration (IOM), etc.	Discussions on addressing recruitment-related costs for foreign workers.



Dialogue With Foreign Workers

■ Recruitment-Related Expenses

Visits and dialogues with foreign workers at their employment sites have revealed the reality that foreign workers have borne recruitment-related costs in their home countries. In response, the Ajinomoto Group formulated Ajinomoto Group's Approach to Recruitment-Related Costs for Migrant Workers (March 2025) in compliance with the IHRB Dhaka Declaration, an international human rights standard, and the norms of international organizations such as the IOM and ILO. Our approach document clearly states that recruitment-related costs, including recruitment and placement fees, should be borne by the employer, not the worker. We will correct any problems that arise in accordance with this approach. We encourage all stakeholders involved in the employment of foreign workers (including recruitment agents and business partners) to do the same.

> [Ajinomoto Group Approach to Costs Related to the Recruitment of Migrant Workers \(Japanese only\)](#)

5. Information Disclosure, Education, and Training

(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.

> [Ajinomoto Group Education and Training on Human Rights](#)

■ Anti-harassment measures

Each corporate entity in Japan provides a harassment counselor and a sexual minority (LGBT) counselor to offer a safe environment for consultation. We provide annual training (classroom lecture and role-play) conducted by an outside instructor to managers to update their knowledge. Role-play sessions cover examples likely to occur at each company, and participants learn how to deal with such situations.



■ Human Rights in Business e-learning video

We provide an e-learning video (English/Japanese) on human rights issues across the value chain to Group employees in Japan and overseas. We created the video based on the Ajinomoto Group Shared Policy on Human Rights, aiming to raise awareness of Ajinomoto Group's priority human rights issues and make human rights issues more personal to every employee. Considering the diverse backgrounds of viewers, this video includes subtitles and narration, and in some overseas subsidiaries, distribution in the native language has also begun.

(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 of 2010 (CTSCA)

The Ajinomoto Group has disclosed the following statement from related local subsidiary regarding the California Transparency in Supply Chains Acts of 2010, which was enacted in California, USA.

[> Ajinomoto Foods North America, Inc. CA TSCA Notice](#)

■ 6. Dialogue with Stakeholders

The Ajinomoto Group holds regular dialogues with human rights experts and stakeholders, sharing and communicating our initiatives externally as case studies to further our efforts to respect human rights and to obtain expert opinions.

[> Dialogues With Ajinomoto Group Stakeholders](#)

II. Remedies

■ 1. Basic Concepts

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. These consultation and reporting channels are operated in accordance with the 'Group Shared Policy on Whistle-blowing.' 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](#)

■ 2. Internal reporting hotline

All employees (full-time employees, part-time employees, temporary employees, etc.) of the Ajinomoto Group, including overseas, can consult and report to the 'Ajinomoto Group Hotline.' This channel is globally accessible, allowing employees of group companies with overseas bases to consult in their native languages, supporting a total of 22 languages including English, Thai, and Vietnamese. In addition to the 'Ajinomoto Group Hotline,' there are also company-specific hotlines operated by group companies and 'Harassment and sexual minorities (LGBT), persons with disabilities Consultation Channels,' allowing for the selection of the appropriate reporting channel based on the content and situation of the consultation. Furthermore, consultations and reports can be made not only by the individual but also by colleagues or family members, and early consultation is encouraged while issues are still minor. Whistleblowers can choose to report either with their real name or anonymously.

[> Consultation Form](#)
[> P150-151](#)

■ 3. Business Partner Reporting Hotline

The Ajinomoto Group established the Supplier Hotline in fiscal 2018 as a contact point for reporting from suppliers. Reports and consultations are accepted not only from primary suppliers but from all business partners in the supply chain. Additionally, the 'The Group Customer Service Center' accepts reports and consultations from all stakeholders in the value chain, including customers and local residents.

[> Supplier Hotline: Consultation and Whistleblowing Form \(Japanese only\)](#)
[> Inquiries: Ajinomoto Co., Inc. \(Japanese only\)](#)

■ 4. 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)^[1] created by the Japan International Cooperation Agency (JICA) together with other stakeholders, including companies, lawyers, and NGOs. The platform aims to resolve issues faced by technical intern trainees and Specific Skilled Workers. In fiscal 2022, we participated in the Consultation and Relief Pilot Project for Migrant Workers launched by JP-MIRAI. We provide appropriate information and consultation services to foreign workers employed by Ajinomoto Group companies in Japan.

We will also encourage our suppliers and business partners who employ foreign workers to offer similar services as a means to quickly identify labor and human rights issues in their supply chains.

[1] Japan Platform for Migrant Workers toward Responsible and Inclusive Society (JP-MIRAI): JP-MIRAI addresses issues faced by foreign workers in Japan through correct information for everyday living and a consulting desk offering assistance in native languages (JP-MIRAI Assist).

[2] JP-MIRAI Assist: JP-MIRAI Assist is a consulting desk for foreign workers living in Japan. Consulting is available by phone, chat, or e-mail, and foreign workers use the service to discuss general problems with employment and everyday living in Japan encountered by an individual or his/her family. As of February 2025, JP-MIRAI Assist provides services in 22 languages, with more to be added in the future. Depending on the nature of the consultation, the service also offers accompaniment to government agencies and specialists to provide appropriate support.

[> JP-MIRAI Portal](#)

Human resources management

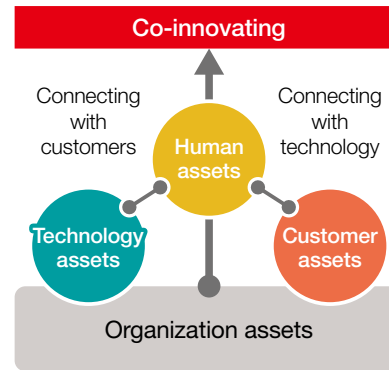
Strategy

The Ajinomoto Group believes we must further accumulate and grow four intangible assets (technology, human resources, customers, and organization) to achieve the challenging ASV targets we set in the 2030 Roadmap. We are accelerating our efforts to combine technological and customer assets, strengthening our human capital to create innovation, in particular.

To solve the major issues related to human resources, we pursue initiatives globally based on the concept of linking the four pillars of Connecting Strategy: Purpose, Challenge, Diversity (DE&I), and Well-Being (human resources investment^[1]: approximately ¥10 billion in fiscal 2024; total of more than ¥100 billion between 2023 and 2030). Our investments in human capital will build our people as organizational assets serving as a major foundation to support our technological and customer assets, thereby further strengthening our four intangible assets overall.

[1] Investment amount, including opportunity investment.

4 intangible assets



Key issues for further improvement in the area of human resources

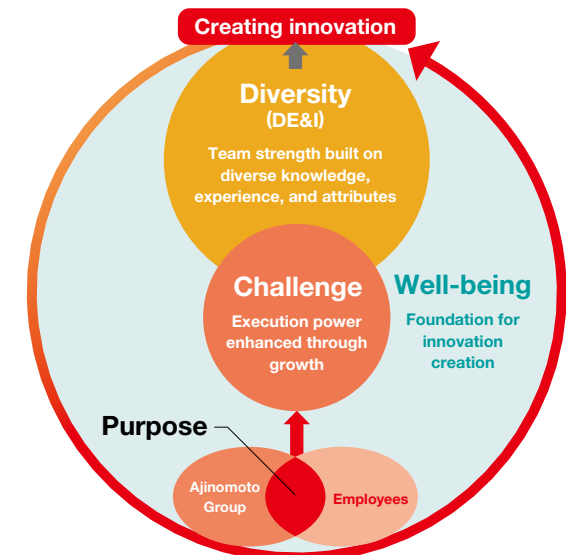
- Instill further acceptance of Our Philosophy (Purpose, ASV, AGW) shared across the Ajinomoto Group
- Provide opportunities and strengthen encouragement to practice Ajinomoto-style ambition based on AGW (create new value, pioneer spirit, social contribution, value people), a set of values held dear since our founding
- Form a cross-sectional team integrating knowledge, experience, and attributes to strengthen co-innovation under the concept of diversity, equity, and inclusion that globally integrates Food, Bio & Fine Chemicals, geography, gender, careers, disability, etc. Pursue further gender diversity, particularly in Japan
- The health and happiness of our employees and their families, our foundation

> ASV Report 2025 (Integrated Report) P054-059

Four "connecting" strategies

Purpose	Connecting our company and human resources through "Purpose" Diverse employees who articulate their own purpose and find motivation intrinsically are the driving force behind how the Ajinomoto Group contributes to the well-being of all human beings, our society and our planet with "AminoScience." We aim to connect company and human resources by sharing and living Our Philosophy (Purpose, ASV, AGW), which we communicate throughout the Ajinomoto Group.
Challenges	Connecting strategy and human resources through challenges To achieve the ambitious goals established in the 2030 Roadmap, the Ajinomoto Group must engage in AGW (create new value, pioneer spirit, social contribution, value people) with even greater energy. We aim to connect strategy and human resources through challenging assignments by providing opportunities to take on new challenges without fearing failure and demonstrate leadership within the group, fostering a culture where each employee steps out of their comfort zone.
Diversity (DE&I)	Connecting diverse human resources globally The Ajinomoto Group believes that gathering and integrating diverse talent from both inside and outside the organization is essential for driving innovation. This diverse talent includes individuals across our Food and Bio & Fine Chemicals businesses, regions, and a wide range of backgrounds, including gender, career, and disabilities. We aim to connect diverse global talent through fostering a culture of mutual respect and enhancing management.
Well-being	Connecting "Well-being" with employees The Ajinomoto Group believes that the foundation of human capital is the physical, mental, and financial well-being of our employees and their families. We aim to connect well-being and employees through environments, management, and asset-building support that makes working for the Ajinomoto Group a naturally healthy experience.

Diagram of our human resources strategy



Global human resources management system

The Ajinomoto Group employs a global human resources management system that combines position management and talent management, serving as a foundation for developing and promoting diverse human resources from various countries and regions to key positions within the Ajinomoto Group. In this way, we ensure that the right people are in the right positions while visualizing the pool of successor candidates for key positions throughout the Group. The Human Resources Committee is chaired by the CEO and consists of members of the Executive Committee. We established the Human Resources Committee as a subordinate body to the Executive Committee to create succession plans for key global positions in the Ready (one to three years), Next (within five years), and Future (within eight years) timeframes. Our work in this area has created a pool of talented next-generation leaders, and we continue to encourage the strategic development and promotion of these individuals.

Talent pipeline for Ajinomoto Group key positions	The Human Resources Committee consists of members of the Executive Committee and discusses the certification, training, and promotion of persons serving in key positions driving the Ajinomoto Group (executive directors, executive managers). The committee met ten times in fiscal 2024 to discuss succession planning under the Ready (one to three years), Next (within five years), and Future (within eight years) timeframes. In fiscal 2024, 94% of potential successors were selected to serve in 110 positions. We created a Group Key Position Map in cooperation with the three divisions (Corporate Division, Food Products Division, Bio & Fine Chemicals Division) and four regional headquarters (ASEAN, Europe and Africa, North America, Latin America) to create a pool of human resources for the next generation of leaders. We continue discussions on improving the diversity of potential successors in terms of gender, nationality, affiliation, etc.
Ajinomoto Group Academy (Group management human resources and leader development)	<p>The Ajinomoto Group fosters management talent who will lead group strategy in the future. We instill a deep understanding of the Ajinomoto Group Roadmap and Philosophy, which is a requirement for Group managers. In developing human resources, we enhance the human capital pipeline tied to our succession plan for future group management. In addition, we develop a stable and diverse workforce with a global perspective. We educate group leaders in the mindset and skills necessary as follows:</p> <ul style="list-style-type: none"> • Executive Coaching (EC) for new executive directors and GEMs • Global Leaders Seminar (GLS) for executive director and GEM candidates • Future Leaders Seminar (FLS) for next-generation leaders • Regional Leadership Seminar to foster next-generation leaders at each regional headquarters <p>A total of 288 people (134 of whom are foreign nationals) participated in EC, GLS, and FLS between fiscal 2018 and fiscal 2024. As of April 2025, 17 of the participants (two of whom are foreign nationals) have been appointed as directors.</p>



Ajinomoto Co., Inc. human resources career management framework

Ajinomoto Co., Inc. values one-on-one dialogue with each employee to help them achieve their purpose and take on new challenges. Since the 1980s, career development meetings with supervisors, goal-setting meetings, and evaluation feedback meetings (at least once a year; one hour in length) have served as the foundation of human resources development in the company. We focus on the entire annual process of goal management and evaluations throughout the year, not just goal setting at the beginning of the fiscal year or during year-end evaluations. We conduct timely reviews throughout the year as needed, including during personnel, transfers, and mid-year reviews. In this way, we ensure ongoing confirmation and feedback for effective performance.

Educational programs

Among all of our intangible assets, the Ajinomoto Group regards human capital as the most important driver of improved corporate value. We are stepping up investments in human capital to improve ASV engagement and instill Our Philosophy further.

Human resources systems for managers at Ajinomoto Co., Inc.

Principles	Ajinomoto Co., Inc. refers to managers as <i>kikanshoku</i> (core personnel) since they form the core human resources within the Ajinomoto Group. The principle we follow for this <i>kikanshoku</i> human resources system is continuous and autonomous growth.
Grade system	We introduced a job grade system with double track management responsibilities and expert responsibilities. We encourage autonomous career development for <i>kikanshoku</i> through specific job descriptions of the work requirements and human resources requirements for all positions filled by <i>kikanshoku</i> .
Evaluation system	Goals reflect work requirements as defined in the job description, organizational goals, and competencies visualized through 360-degree feedback. We conduct a comprehensive evaluation of management responsibilities based on the extent to which the individual practices the Ajinomoto Group Way (Behavioral Evaluation) and an evaluation of individual performance, including team-based outcomes. We conduct a comprehensive evaluation of expert responsibilities based on the AGW Behavioral Evaluation, individual performance evaluation, and other matters demonstrating expertise (expertise evaluation).
Compensation system	We reflect the results of comprehensive evaluations in the calculation of monthly salary increases, decreases, and bonuses.

Human resources systems for non-management employees at Ajinomoto Co., Inc.

Principles	The principle we follow related to the human resources system for non-management employees is diverse career development, encouraging each individual to develop their strengths and expertise.
Grade system	We have adopted a hybrid grading system that combines competency-based grading (encouraging employees to build skills and pursue ongoing, self-directed growth) and a job grade system, in which we strive to place the right people in the right jobs and reward them based on their contributions.
Evaluation system	We conduct performance evaluations linked to ASV and behavioral evaluations linked to AGW, reflecting the individual's career development goals, ASV goals, and organizational goals from a medium- to long-term perspective.
Compensation system	We reflect the results of behavioral evaluations in monthly salary and the results of performance evaluations in the calculation of bonuses.

Annual average hours and expenditures for education and training per employee (14 major global companies)

	FY2021	FY2022	FY2023	FY2024
Total expenditures for education and training-related expenses (Thousand yen)	63	83	75	94
Human resources system engagement survey-related costs (Thousand yen)	23	20	18	18
DE&I-related (Thousand yen)	3	3	4	4
Other expenditures for education and training (Thousand yen)	36	61	53	72
Average training hours ^[1]	29	27	28	36

[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 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 2024 participation was as follows.

> P043-045
> P056
> P119-120

Cumulative number of participants in nutrition, environmental, and human rights literacy training (persons)

	FY2021	FY2022	FY2023	FY2024	FY2025 (Target)
Nutritional literacy training	26,145 (aggregate)	56,316 (aggregate)	88,365 (aggregate)	121,783 (aggregate)	100,000 (aggregate)
Environmental literacy training	2,765 (aggregate)	8,850 (aggregate)	18,402 (aggregate)	27,726 (aggregate)	-
Human rights literacy training	-	-	-	30,400 (aggregate)	-

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 2,851 employees have obtained certification over the five-year period from fiscal 2020 to fiscal 2024. With an attendance rate reaching approximately 80%, in fiscal year 2025, we will launch a new DX skill enhancement support program and strengthen the linkage with the talent map by clearly defining IT/DX skills.

Percentage of certified business DX professionals and employees each fiscal year

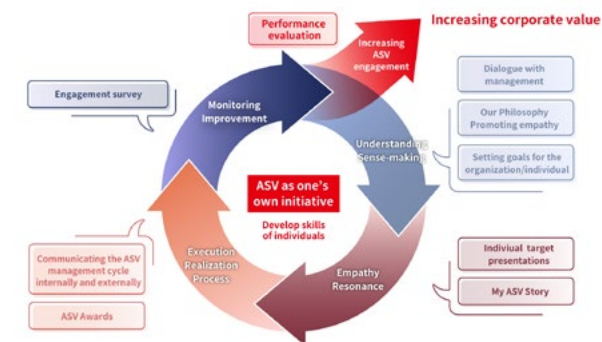
	FY2020		FY2021		FY2022		FY2023		FY2024		FY2020-FY2024 Cumulative total	
	Certified employees	Percentage of employees	Certified employees	Percentage of employees	Certified employees	Percentage of employees	Certified employees	Percentage of employees	Certified employees	Percentage of employees	Certified employees	Percentage of employees
Beginner	743	23.3%	854	26.8%	430	13.5%	236	7.4%	87	2.4%	2,350	64.8%
Intermediate	51	1.6%	192	6.0%	115	3.6%	57	1.8%	13	0.4%	428	11.8%
Advanced	9	0.3%	16	0.5%	26	0.8%	16	0.5%	6	0.2%	73	2.0%
Total (cumulative ^[1])	803	25.2%	1,062	33.3%	571	17.9%	309	9.7%	106	2.9%	2,851	78.6%

[1] Includes employees taking multiple courses.

Initiatives to connect company and human resources with Purpose

The Ajinomoto Group ASV Management Cycle is designed to make ASV as one's own initiative a personal commitment among employees. The cycle consists of understanding/sense-making, empathy/resonance, execution/realization process, and monitoring/improvement. As initiatives to connect company and human resources with Purpose, we trained a total of 49 ambassadors from domestic and overseas companies to conduct My Purpose workshops across 85 companies in fiscal 2024. The workshops help employees verbalize the intersection between the company's purpose and those of each individual to support the process of understanding/sense-making. To bolster the execution/realization process in fiscal 2025, we plan to roll out global initiatives to instill an intrinsic motivation to verbalize individual purposes and make behavioral changes. We monitor the ASV realization process score^[2] globally to measure the progress of ASV engagement through the Engage Survey (score of 76% in fiscal 2024; goal of 80% and 85% in fiscal 2025 and 2030, respectively).

[2] The ASV realization process is a series of nine engagement survey questions linked to the process for making ASV one's own initiative through to the organizational outcome. The survey consists of questions related to empathy with our purpose, customer focus, ASV as one's own initiative, accepting challenges, and co-creation through inclusion (two questions), and questions related to enhancing productivity (issues in the approval process), co-creating innovation, and creating social and economic value.





Initiatives and results toward employee engagement

Process	Initiatives	FY2024 Results
Understanding and sense-making	1. Dialogues with the CEO	We held a total of 41 dialogues with Group companies in Japan and overseas.
	2. Dialogues with general managers of each division	We held a total of 69 dialogues with Group companies in Japan and overseas.
	3. Organizational and personal goals	Implemented in each organization
Empathy and resonance	4. Personal goal presentations	We conducted presentations at Ajinomoto Co., Inc. and 29 domestic and overseas Group companies. Each organization runs its own program (e.g., sharing new ideas) to make improvements
Execution and realization process	5. Share best practices	We received a total of 977 employee submissions related to ASV.
	6. ASV Awards	We presented ten awards at the 9th ASV Awards. We introduced the TRY&LEARN Award for the first time. Total employee votes: 12,483
Monitoring and improvement	7. Monitoring via engagement survey	Employee engagement score: 76% (same score as prior 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

Generating results through visualizing the ASV realization process

The Ajinomoto Group conducts engagement surveys and engages in the PDCA cycle through a process of assessing the current situation, identifying issues, forming action plans, and action plan execution, review, and improvement. We monitor the ASV realization process index, which organizes the process leading to the creation of ASV results (the process through which individuals who resonate with the company's aspirations come together as a team to achieve results) and establishes an index consisting of multiple questions from the engagement survey.

Initiatives and results toward our employee Engagement Survey Score (ASV realization process)

	FY2021	FY2022	FY2023	FY2024	FY2025 Target	FY2030 Target
(Old) ASV as one's own initiative	61%	62%	-	-	-	-
(New) ASV realization process ^[1]	-	75%	76%	76%	80%	85%+

[1] We revised the structure of questions and indicators in fiscal 2022.

Initiatives to connect strategy and human resources through challenges

To achieve the ambitious goals established in the 2030 Roadmap, the Ajinomoto Group must engage in AGW (create new value, pioneer spirit, social contribution, value people) with even greater energy. To this end, we continue to provide opportunities for employees to take on new challenges without the fear of failure and demonstrate leadership. In the fiscal 2024 engagement survey, we saw a high result of 89% of respondents from Group companies globally who answered that they were able to accomplish one challenging goal.

Self-nominated transfers	Ajinomoto Co., Inc. monitors self-nominated transfers, defining the process as either a transfer based on career plans drawn up by employees themselves or a transfer via open recruitment. The self-nominated transfer rate increased to 45% in fiscal 2024 compared to 41% in fiscal 2023. In particular, the number of transfers via open recruitment continues to rise steadily, with 68 planned in 2025, compared to 43 in fiscal 2023 and 48 in fiscal 2024.
Framework for self-nomination to participate in cross-organizational projects (TRY&A-CROSS)	Fiscal 2024 was the first year of this program, which included 68 participants. We established seven projects (two of which were joint projects among Group companies in Japan), including the Ajinomoto Group Joint Celebration for New Employees and the Headquarters Relocation Project. More than 80% of the participants answered positively, saying they acquired new skills, new knowledge, and a broader career horizon. We plan to increase the number of opportunities, offering two applications periods per year beginning in fiscal 2025 while considering whether to expand the program globally.
Supporting autonomous growth	We dispatch employees to business partners, external research institutions, MBA programs, or professional graduate schools, etc. (e.g., Hitotsubashi University, International University of Japan, etc.).
A-STARTERS (New business incubator project)	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. The program launched in 2020, and ideas selected in the project are considered for commercialization (total annual submissions noted below).

Number of A-STARTERS applicants (cumulative)

	FY2021	FY2022	FY2023	FY2024
No. of applicant teams	180	231	260	275



Initiatives to connect diverse global talent (DE&I)

The Ajinomoto Group believes that gathering and integrating diverse talent from both inside and outside the organization is essential for driving innovation. This diverse talent includes individuals across our Food and Bio & Fine Chemicals businesses, regions, and a wide range of backgrounds, including gender, career, and disabilities. We provide an environment tailored to individual needs and circumstances, ensuring that all employees have equal rights and opportunities. We aim to be a company that fosters a culture of mutual respect, regardless of gender, age, nationality, disability, and experience, and enhanced management, leading to the continuous creation of innovation for the future.

The Ajinomoto Group aims to have 30% of leadership (executive officers, corporate executives, and group executive managers) consist of diverse people in terms of gender, nationality, or affiliation by fiscal 2030. As of March 2024, our ratio in this respect was 25% of the 128 individuals in leadership positions. In terms of gender diversity, we aim to achieve a global percentage of female managers of 40% by fiscal 2030, a mark that stood at 27% as of March 2024. Japan, in particular, has a low percentage of female managers (14%) compared to other regions, and this result remains an issue.

Percentage of diversity at the leadership level

	FY2022	FY2023	FY2024	FY2025 Target	FY2030 Target
Diversity ratio ^[1]	16%	22%	25%	27%	30%

[1] Percentage of those at the leadership level who have at least one diversity factor (gender, nationality, affiliation)

Percentage of female managers

	FY2021	FY2022	FY2023	FY2024	FY2030 Target
Group total	24%	25% ^[2]	27% ^[2]	27%	40%
Japan	11%	12%	13%	14%	-
Asia	33%	34% ^[2]	35% ^[2]	36%	-
EMEA	33%	36%	36%	37%	-
The Americas	35%	35%	38%	39%	-
<Reference: Ajinomoto Co., Inc.>	12%	13%	14%	14%	30%
Percentage of female managers in junior positions ^[3]	12%	16%	17%	19%	-
Percentage of female managers in senior positions ^[4]	6%	7%	10%	10%	-

[2] Revised due to the reclassification of team leader positions at overseas Group companies from management to general positions.

[3] Expert managers who perform their duties by demonstrating expertise in a specific area and managers who mainly supervise non-management employees.

[4] Executive officers, corporate executives, group executive managers (managers who are within two reporting lines from the president).

Diversity, equity, and inclusion promotion framework

Governance

The Ajinomoto Group established a Human Resources Committee chaired by the CEO and human resources meetings at the three divisions and four regional headquarters. The committees are 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. Ajinomoto Co., Inc. supports careers for women as a member of the 30% Club^[5] Japan. The 30% Club Japan encourages the advancement of women in Japan through collaborations among member 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.

[5] 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.



Diversity, equity, and inclusion initiatives and performance

<p>Respecting human rights</p>	<p>In accordance with the Ajinomoto Group Policies (AGP), the Ajinomoto Group prohibits all forms of discrimination and harassment, promotes an understanding of human rights issues, and aims to develop human resources who have a firm commitment to human rights. We hold worksite meetings on AGP annually to help employees identify and resolve issues in the workplace. We offer an anonymous hotline for executive officers and employees to report or consult on matters. The hotline is available via phone, e-mail, fax, and letter, offered in Japanese and English by phone and in 22 languages online. We have established a process beginning with the reporting of harassment and leading to the formulation of measures to prevent recurrence. We disclose details internally for cases requiring disciplinary action.</p> <p>We also plan and conduct training for employees in charge of responding to cases of harassment. Targets for training include Ajinomoto Group companies in Japan, and we provide harassment training for all employees, as well. In fiscal 2024, we conducted an e-learning course on business and human rights for all employees, publicizing the availability of the hotline.</p> <p>We conducted training, including harassment training, for 140 new employees in fiscal 2024. Two employees participated in the training to become promoters of fair recruitment and human rights awareness. A total of 27 employees from 14 companies participated in training to be harassment consultants, and 30 employees from 17 companies participated in the training to be consultants regarding issues related to sexual orientation and gender identity. We invited Ajinomoto Group companies in Japan to submit human rights slogans. We received 2,633 entries from 1,726 employees across 13 companies.</p>
<p>Creating an organizational climate and environment</p>	<p>Ajinomoto Co., Inc. holds unconscious bias training and DE&I lunch seminars as part of efforts to create an organizational culture that serves as a foundation for DE&I awareness. (The DE&I lunch seminars include certain Group companies in Japan.) We also conduct internal and external public relations activities.</p> <p>We strive to create environments that maintain relationships and careers with employees who retire due to unavoidable life events or circumstances. To this end, we established an area declaration system (employees choose their work location), a career anywhere system (full remote work), and the WLB leave system (leave for childcare, nursing care, spouse transfer, infertility treatment, and so on; extended spouse transfer leave to a maximum of five years in fiscal 2024). We also offer on-site nurseries and lactation rooms at corporate facilities. As part of our efforts to bridge the generation gap, we publish messages from male employees encouraging other male employees to take paternity leave. We also endeavor to understand how different generations approach child-rearing, creating an organizational culture where people of all genders are free to be involved in childcare and housework.</p>
<p>Success of persons with disabilities</p>	<p>The Ajinomoto Group aims to create workplaces where all employees, regardless of disability, respect and understand each other. In particular, we aim to create workplaces where people with physical, intellectual, or mental disabilities can feel confident and make the most of their individual attributes, knowledge, and experience.</p> <p>Specific initiatives include annual questionnaires for employees with disabilities, dialogue between employees with disabilities and the president, the assignment of counselors for vocational life with disabilities, and guidebooks for employees with disabilities and the departments that hire such individuals. We also offer a mentor program to improve job satisfaction at Ajinomoto Mirai Co., Ltd. We actively hire people with disabilities and have begun recruiting new graduates for fiscal 2026 in addition to mid-career hires.</p> <p>We use internal PR tools to publish workplace case study videos of employees with disabilities and their supervisors, as well as experiences and interview reports from employees with disabilities. In addition, we have trained four vocational consultants to work with employees who have disabilities.</p>

Efforts to create a pool of female managers

The percentage of female managers at Ajinomoto Co., Inc. remained at the same level as the previous year at 14%. We recognize that creating a pool of female managers is an issue. The AjiPanna Academy provides one way in which we offer consistent support for women's careers from the time they join the company until they become executives. In a post-participation questionnaire, 98% of the 45 participants in 2024 in the two initiatives for non-management female employees expressed a desire for higher positions. We noted a gender difference in the number of favorable responses to the engagement survey question regarding willingness to accept promotions, with 70% of men and 53% of women responding favorably. However, more than half of women expressed a desire for a higher position, with 65% of women in their 20s and 30s responding positively. We are also seeing a rise in the number of promotions of women to positions that

are traditionally and conventionally filled by men. We appointed one woman as an executive officer to head the Europe & Africa Division, one woman to serve as plant manager in Japan, and four women to key positions (president, vice president, director, general manager, and center manager) in domestic and overseas affiliates.

We transferred 16 female managers to overseas posts in fiscal 2024, compared with eight in fiscal 2023. We received Nadeshiko Brand recognition in fiscal 2024 as a listed company that excels in women's empowerment.

AjiPanna Academy

- Career workshop for non-management female employees: We revised this training program in fiscal 2024 to help women make the most of their talents through self-assessments. A total of 307 women have participated in the training from fiscal 2020 to fiscal 2024. In fiscal 2024, 50 people participated, consisting of 25 female employees and 25 supervisors from Ajinomoto Co., Inc. and certain Ajinomoto Group companies in Japan. The overwhelming majority of participants felt a positive change six months later (89%), with 100% feeling positive about accepting a promotion to manager.
- College for non-management female employees: Six-month leadership training. Between fiscal 2020 and fiscal 2024, 107 employees from Ajinomoto Co., Inc. and certain Ajinomoto Group companies in Japan participated. In fiscal 2024, program satisfaction was 100%, while the intention to recommend to others was 95%, and the intention to aspire to higher positions or manager positions was 95% (excluding those who have started maternity leave). Of the Ajinomoto Co., Inc. female employees receiving training in fiscal 2020, 55% received promotions to management positions, while 45% of the 85 women in total who received training were certified as candidates for promotion.
- Mentoring program for women in managerial positions (mentored by organization leaders other than the affiliated unit two levels or above): A total of 129 people from Ajinomoto Co., Inc. and certain Ajinomoto Group companies have participated in the program since fiscal 2018. All 100% of participants commented that the course was meaningful to them. Participants experienced promotions and transfers across headquarters after the program, becoming Ajinomoto Group company presidents, directors, sales branch managers, and organizational unit managers.



Initiatives to connect well-being and employees

The Ajinomoto Group believes that the foundation of human capital is the physical, mental, and financial well-being of our employees and their families.

The engagement score for well-being in our fiscal 2024 Engagement Survey (average score across seven questions on mental and physical health, satisfaction with compensation, working environment, etc.) was an impressive 84%.

Employee engagement score for health well-being

FY2020 Result	FY2021 Result	FY2022 Result	FY2023 Result	FY2024 Result
81%	83%	82%	83%	84%

Initiatives for health and well-being

We promote health management with the Director, Representative Executive Officer & President serving as the person with ultimate responsibility for health promotion. We aim for employees working in the Ajinomoto Group to naturally become healthier. Our basic policy in this area is for employees to pursue their own health through self-care and to provide means in line with the situation in each country. We describe our commitment to good health in the White Paper on Health and publicize this white paper globally. As a result of these initiatives, Ajinomoto Co., Inc. has, for the ninth consecutive year, been recognized as a White 500 organization for outstanding health and productivity management (large enterprise category).

Health and well-being management	The Ajinomoto Group promotes health management with the Director, Representative Executive Officer & President as the person with ultimate responsibility for health promotion. In 2018, we established the Ajinomoto Group Health Declaration and well-being initiatives, and we engage in health and well-being management in line with the circumstances of each corporate entity in each country. We place great importance on the health of employees and their families, and we support good health, encouraging employees to practice self-care based on a well-balanced diet, moderate exercise, and good sleep. The Ajinomoto Co., Inc. Wellness Promotion Center employs seven industrial physicians and 14 medical staff. The center supports employee self-care in cooperation with human resources departments, administrative departments, and the employee health insurance association.
Interviews with all employees by industrial physicians and medical staff	Ajinomoto Co., Inc. strives to have every employee receive an individual health consultation for higher levels of employee self-care. 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 (3,860 interviews in fiscal 2024). 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. 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 upon their return by dealing with stress. As part of this program, employees set goals based on the stage of their symptoms.
Systems supporting diverse and flexible work styles that lead to job satisfaction	<ul style="list-style-type: none"> 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 2024, 90% of male employees took childcare leave, the average number of days taken was 20.4 days, and 66% 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.
Monitoring work hours	Ajinomoto Co., Inc. established working hours management regulations to ensure the health and safety of employees by properly monitoring and managing working hours. The regulations also serve to raise awareness of labor productivity per hour in the workplace. A work input system linked to PC startup time records the end of the workday, and supervisors check and approve daily work conditions. Non-management employees must obtain prior union approval if monthly overtime hours exceed 40 hours (35 hours in certain workplaces). Both non-management and management employees are required to have a health survey if monthly overtime exceeds 60 hours. Employees must have an interview with an industrial physician if overtime exceeds 100 hours.
Overtime pay	Ajinomoto Co., Inc. stipulates overtime pay in salary regulations, and pays overtime pay to employees who work in excess of the prescribed working hours per day on days other than holidays. Employees receive substitute holidays and holiday pay, or holiday pay only, depending on the number of hours worked over a holiday.
Annual paid leave	Ajinomoto Co., Inc. stipulates annual paid leave in the company's employment rules. Employees may request annual paid leave based on attendance rate and length of service in the previous year.



Initiatives for financial well-being

The Ajinomoto Group strives to improve employee financial well-being through financial literacy toward asset building, as well as through appropriate wages in consideration of economic and social conditions based on the performance, business, and labor market of each country. A score of 80 in the fiscal 2024 Engagement Survey indicated employees were favorably satisfied with their pay.

Ajinomoto Co., Inc. annual salaries by category and by gender in FY2024^[1]

Job title	Avg. compensation, women (A)	Avg. compensation, men (B)	Ratio (A/B)
Executive (base salary only)	22,560,000 yen	22,560,000 yen	1
Management (base salary only)	7,621,898 yen	8,157,754 yen	0.934
Management level (base salary + bonuses and other cash incentives)	13,246,856 yen	14,182,729 yen	0.934
Non-management level (base salary + bonus and other cash incentives)	7,275,887 yen	8,527,208 yen	0.853

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

Improving financial literacy	Since fiscal 2022, Ajinomoto Co., Inc. has held online financial literacy seminars for employees to help with financial asset building. Together with outside experts, we plan and review in-house programs that combine our own systems and policies with the latest information from outside sources. Our own systems include an employee stock ownership plan (73% of Ajinomoto Co., Inc. members as of June 2025), a corporate pension fund, a DC system, new NISA, and inheritance-related content. We offer seminars on the same topics that can be taken repeatedly. In addition to more than 1,000 participants each year, word of mouth among employees has also contributed to the number of first-time participants, reaching approximately 230 in fiscal 2024. Employees of all ages, from teens to those in their 60s, have attended seminars, which have been well-received. In fiscal 2024, the company launched an online seminar that is also available to employees of Ajinomoto Group companies in Japan, resulting in a total of approximately 2,200 participants. The seminars provide an opportunity for each employee to think about his or her own asset formation.
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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. Each location holds monthly meetings, consisting of roughly half employees and half management, to mutually confirm health and safety activities and working conditions, as well as to share information on legal revisions. Changes in working conditions for managers are decided by the management meeting, while changes for executives are determined by the Compensation Committee and Nomination Committee. Amendments to the regulations of the Compensation Committee and the Nomination Committee are submitted to the Board of Directors for approval.



Occupational safety and health

Basic approach to occupational safety and health

Strategy

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 safety and health 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

Governance and Performance

The Ajinomoto Group Board of Directors oversees the execution of occupational safety and health 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, the headquarters assesses the situation, makes recommendations, and provides guidance. The headquarters also reports to company executives and relevant departments.

Framework





Status of ISO 45001 certification

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

As of March 2025, 75 of the 97 plants in the Ajinomoto Group have obtained ISO 45001 certification. Two plants have obtained other third-party certifications. We are also working to obtain third-party certification for all applicable plants.

Occupational 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	FY2024 Results
Occupational Safety and Health Assessments	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.	41 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 Occupational Safety and Health Audit to investigate causes, determine corrective measures, and prevent recurrence.	No Occupational Safety and Health Audit conducted
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 8 serious accidents in fiscal 2024 (17 in the previous year), and 145 out of 152 sites achieved the goal of zero serious accidents.

The number of serious accidents caused by operating machinery decreased to two (four in the previous year), and the number of serious accidents due to falls decreased to one (four in the previous year).

To achieve our goal of zero serious accidents by fiscal 2030, we will continue to implement initiatives to prevent accidents involving operating machinery, falls, and other causes. At the same time, we will also continue to focus on improving our safety infrastructure further by 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 and share information on measures within the Group (lateral rollout) Conduct comprehensive safety inspections of operating machinery (continue 100% implementation of tangible safety measures, including 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.

Response to safety and health laws and accidents

In fiscal 2024, one corrective action recommendation was issued under the Industrial Safety and Health Act. In each case, in addition to submitting an improvement report to the authority, we took steps necessary to prevent recurrence.

Ajinomoto Bakery Co., Ltd. Shimada Factory (Violation of the Industrial Safety and Health Act)	Failure to stop machines to allow cleaning, adjusting, and other tasks to be performed.
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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 2024 were as follows.

- Safety and health seminar for managers
- Fall prevention seminar
- Seminar on preventing machinery entanglement accidents

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.



Supply chain management

Approach to responsible supply chain management

Strategy

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 initiatives that create sustainable global environment, including 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, empathy building, and mutual growth with others involved in the supply chain.

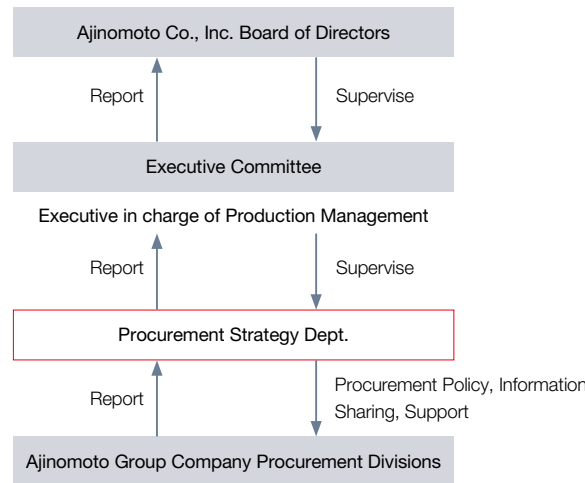
2006	Established Group Shared Policy on Procurement
2018	Established Guidelines for Group Shared Policy for Suppliers Joined Sedex ^[1] (corporate ethical data platform)
2020	Endorsed the Tokyo Declaration 2020 on the Responsible Acceptance of Foreign Workers formulated by The Global Alliance for Sustainable 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
2025	Revised and expanded the Group Shared Policy on Procurement to prevent delayed payments and other abuses of superior bargaining position in transactions with SMEs

[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.

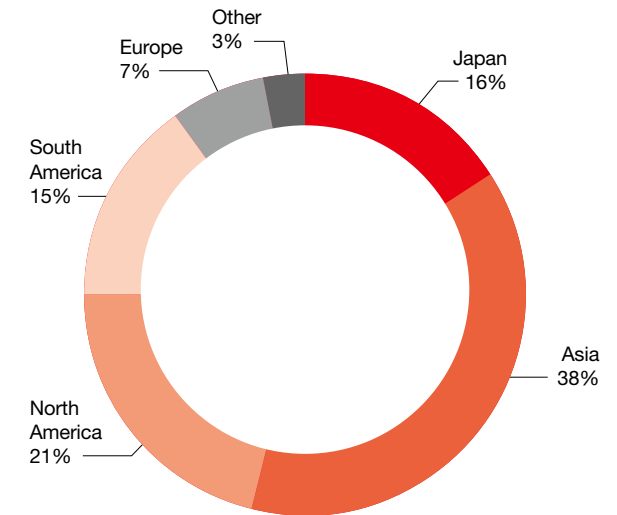


The state of our global supply chain

Performance

The Ajinomoto Group markets products in more than 130 countries and regions, operating 117 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 2023 composition of raw materials by region (transaction value) was 16% from Japan and 38% from Asia, 21% from North America, 15% from South America, 7% from Europe, and 3% from other regions.

Raw materials by region (transaction value; FY2023)





Group Shared Policy on Procurement

Strategy

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, and strengthening relationships with suppliers

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⁽¹⁾), an internal questionnaire, 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 assessment identified and evaluated risks at suppliers related to governance, human rights issues (forced and child labor, etc.) and occupational health and safety, using a five-level scale from A to E. Staff from the Purchasing Division and the Sustainability Development Departments visited supplier sites and

held direct discussions. We will re-assess suppliers one year after these evaluation and engagements to confirm the status of their improvement efforts and reduce supplier-related risks. During our visits, staff worked to understand the actual state of the site's initiatives and exchanged opinions while providing relevant information to support further improvement.

We will also expand our activities in overseas corporations. Ajinomoto Co., Inc. is committed to identifying risks and implementing mitigation measures in Thailand and Brazil in fiscal 2025, as well as in medium- to high-risk countries among our major overseas corporations over the medium term.

FY2023-FY2024 supplier evaluation ranking distribution under QAPS

A Rank	49%
B Rank	7%
C Rank	20%
D Rank	19%
E Rank	3%

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

> P113-120
> 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. The procurement team conducts 2nd party auditing based on both supply and quality risks. Audits evaluate factors, including the irreplaceability of sourcing outside current suppliers and whether the material or similar materials have caused quality issues, foreign matter contamination, or pesticide residue violations within the past three years. We then designate suppliers as key material suppliers based on this evaluation.

Supplier audits in fiscal 2024^[1]

Audited organization	Audited items	Number of audits
Ajinomoto Co., Inc.	Raw materials	133
	Packaging materials	23
Ajinomoto Frozen Foods Co., Inc.	Raw materials	139

[1] 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 provides annual training for all new team members to deepen their understanding of the Ajinomoto Group Shared Policy on Human Rights, and the Group Shared Policy for Suppliers, which outlines our expectations for sustainable procurement. The division also conducts annual compliance training and study sessions on the Subcontract Act with the Legal Affairs Division to raise awareness of compliance. In Japan, the division defines required procurement skills, visualizes skill levels, develops training plans, and works to strengthen procurement capabilities. The division also created a diagnostic tool and manual to assess procurement functions (strategy, quality, etc.) and began implementing this tool at certain overseas subsidiaries in fiscal 2024. The division plans to add sustainability elements and expand implementation to more subsidiaries starting in fiscal 2025. In the future, the Procurement Division aims to improve our procurement infrastructure by establishing a system that allows each corporation to voluntarily conduct the same assessment.

Training conducted in FY2024

- Compliance training
- Study session on the Subcontract Act
- Training for new members of the Procurement Division



Strengthening relationships with local communities

Advancing regional development

Strategy

The Ajinomoto Group works to solve social issues in each region through our business. We understand and respect local cultures 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 community development through dialogue, collaboration, and appropriate donations.

[> Group Shared Policy on Local Community Enhancement](#)

Promoting regional development

Performance

■ Wetland restoration initiatives (North America)

Ajinomoto Health & Nutrition North America, Inc. (AHN) leads one of the largest wetland restoration projects in the region near its production facility in Eddyville, Iowa, U.S. The project, known as the Ajinomoto County Line Wetland Mitigation Bank, involves turning over 130 acres of farming land adjacent to the production facility and the Des Moines River back to its original wetland biome.

Wetlands play a crucial role in local communities. These biomes help create wildlife habitats, support watersheds, improve water quality, recharge groundwater, and mitigate climate change. The Ajinomoto County Line Wetland Mitigation Bank supports wildlife, including the endangered Indiana bat, whitetail deer, and various pollinators. The project is also expected to prevent nitrogen and eroded topsoil from entering the Des Moines River, encouraging the growth of oxygen-releasing plants and increasing carbon capture and storage in the soil.

The wetland restoration project serves as a mitigation bank, which aims to counteract the negative environmental impacts caused by human activities by enhancing the quality and quantity of ecosystems beyond their pre-development conditions. As part of these mitigation activities, the Ajinomoto County Line Wetland Mitigation Bank offers credits for purchase. Corporations purchase credits to provide monetary support for the restoration and beautification of the wetland and offset any adverse impacts their projects may have on similar nearby ecosystems. The purchase of these credits allows the wetland restoration project to grow and develop further, while also aiding in economic and infrastructure development in central and southeast Iowa.

The Ajinomoto Group has maintained a presence in Eddyville since 1986, when the Group first established a plant

to manufacture feed-grade amino acids. AHN continues to research, develop, manufacture, and sell products at the Eddyville facility, while also contributing to the community through various philanthropic activities. AHN volunteers planted native trees, shrubs, flowers, and grasses, and built and installed birdhouses at the Ajinomoto County Line Wetland Mitigation Bank to create a better environment for native species. These volunteers have also planted trees throughout Eddyville and participated in clean-up events at local monuments, beautifying the environment outside of the wetland. These activities conserve the local environment and support economic growth while also enhancing the sustainability of Group business. The Ajinomoto Group is committed to enhancing the environment and giving back to our local communities through sustainable activities. The Ajinomoto County Line Wetland Mitigation Bank is a testament to that commitment.



■ The Tokunoshima Coffee Production Support Project (Japan)
Tokunoshima Island in the Amami Islands of Kagoshima Prefecture has a subtropical oceanic climate with warm and rainy weather throughout the year, with an average annual temperature of 21.9°C. It is one of the few areas in Japan where coffee beans can be produced. Local growers' associations are trying to cultivate coffee, but coffee farming has yet to become a stable industry due to several challenges. These include typhoon damage, the need for soil improvement, a lack of machinery to sort and roast the beans after harvest, and business succession problems.

Working with the municipal government of Kagoshima Prefecture's Isen Town, the Tokunoshima Coffee Growers Association, and local residents, the AGF Group is promoting the Tokunoshima Coffee Production Support Project to support coffee production while solving these issues and passing a stable industry down to the next generation on the island.

To date, in addition to supporting the planting of windbreaks and putting up nets to protect against typhoons, activities have included the use of co-product fertilizers to reduce CO₂ emissions and promote growth. The project has also provided equipment such as sorting and roasting machines, supplied seeds to produce seedlings of varieties relatively resistant to strong winds, and given farmers opportunities to get technical guidance from agricultural technicians. In September 2024, our activities up to that point bore fruit and a product was commercialized for the first time since the project was launched.



■ Support initiative to solve food and health issues in collaboration with other organizations (Japan)
Ajinomoto Co., Inc. is working with local communities to tackle food and health issues. The aim is to extend people's healthy lifespans and mitigate environmental impacts.

We work with local governments and distributors, as well as universities, nutritionists, producers, local community organizations, and the media to revitalize local communities (co-creating social and economic value) while respecting local food culture and values.

At Ajinomoto, our goal is to enhance the well-being of people throughout Japan by applying our knowledge of nutrition and offering products, such as seasonings and other food items, as well as recipes that make it easy to prepare delicious meals.

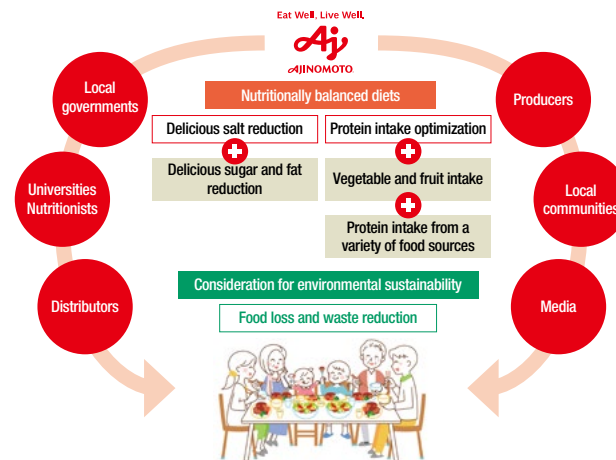
Initiatives in fiscal 2024 included the Tohoku Rice Festival, where we supported local production and consumption of rice in the Tohoku region. We also supervised and provided menus for athletes at SAGA2024 in Saga Prefecture, taking advantage of the expertise from our nutrition program "Kachimeshi®." For other initiatives, we worked with local governments, distribution companies, and other partners. To give one example that responds to the challenges of Wakayama Prefecture's declining birthrate and aging population, we held an event combining Camp MESHII and blind soccer as a way to revitalize the region and promote DEI.

Supporting communities through 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	https://www.theajinomotofoundation.org
	Ajinomoto Foundation for Dietary Culture	https://www.syokubunka.or.jp/english/
	Ajinomoto Scholarship Foundation	https://ajischolarship.com (Japanese only)
Thailand	Ajinomoto Foundation	https://ajinomotofoundation.or.th (English and Thai only)
Brazil	Instituto Ajinomoto	https://www.ajinomoto.com.br/instituto-ajinomoto/ (Portuguese only)



Quality management

Basic approach to quality assurance

Strategy

Since our founding, the Ajinomoto Group has put our customers first in our efforts to ensure the safety 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 paying full attention to the request of our customers. Through these efforts, we provide products and services that earn customer trust and satisfaction.

Under the leadership of our management, each one of our company's employees makes the greatest effort to provide safe, high-quality products and services, contributing to a better life for all throughout 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 Shared Policy on Quality defines the following five specific initiatives.

1. Pay full attention to the request of our customers
2. Actively provide appropriate information
3. Make no compromises with regard to safety and comply with applicable laws and regulations
4. Assure quality through the Ajinomoto System of Quality Assurance (ASQUA), based on the concepts outlined in the ISO standard
5. Each one of our company's employees makes the greatest effort

> [Group Shared Policy on Quality](#)

Ajinomoto System of Quality Assurance (ASQUA)

Strategy

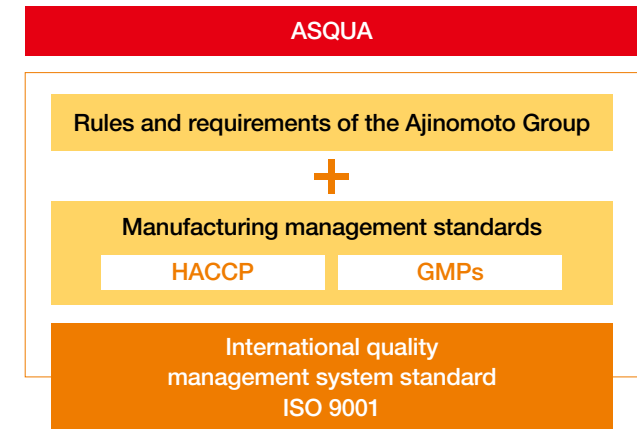
The Ajinomoto Group applies our own quality assurance system, Ajinomoto System of Quality Assurance (ASQUA). As of April 2025, 95 Group companies have implemented ASQUA.

ASQUA is based on ISO 9001, the international standard for quality management systems. We also supplemented ASQUA with other manufacturing management standards, including the Hazard Analysis and Critical Control Points (HACCP)^[1] and Good Manufacturing Practices (GMPs)^[2], as well as the Group's own rules and requirements. ASQUA consists of common compliance rules of the Group, including Group Shared Policies^[3], the Ajinomoto Quality Assurance Regulations, the Regulation for Quality Assurance, and the Quality Standards. Each Ajinomoto Group company establishes operational rules in accordance with these group-wide common compliance rules and conducts quality assurance activities. The 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. In fiscal 2024, we revised our Standard for Food Safety Management System, Food GMP Standards, Food Additive GMP Standards, and other standards to respond to further strengthen their linkage with global standards.

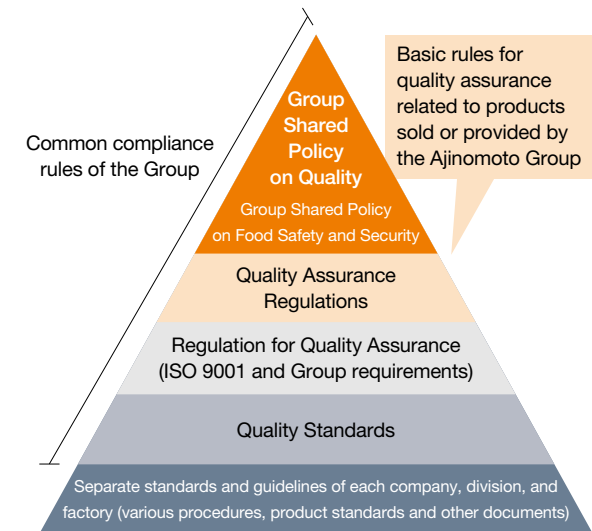
We developed the ASQUA Implementation Guideline for newly acquired food companies joining the Ajinomoto Group through M&A and other means. Ajinomoto Co., Inc. clarifies the prioritization and roadmap of activities needed for targeted companies to meet the quality assurance standards required under ASQUA, and supports efforts to align with the system.

The Ajinomoto Group also established a group-wide quality assurance plan and KPIs every year to align quality assurance activities with those of each global company and ensure

ASQUA framework



ASQUA components



coordination. Each global company develops its own plans and KPIs based on these group-wide standards and proactively implements quality assurance initiatives.

The Ajinomoto Group requires each organization and affiliated company to conduct periodic internal audits of the quality management system in accordance with the Ajinomoto Quality Assurance Regulations and the Regulation for Quality Assurance. Internal audits are verified by a third-party organization during certification audits for ISO 9001, food safety management systems, and other certifications.

[1] Hazard Analysis and Critical Control Point:

Management standards 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 \(ASQUA\)](#)

Promotion framework for quality assurance

Governance

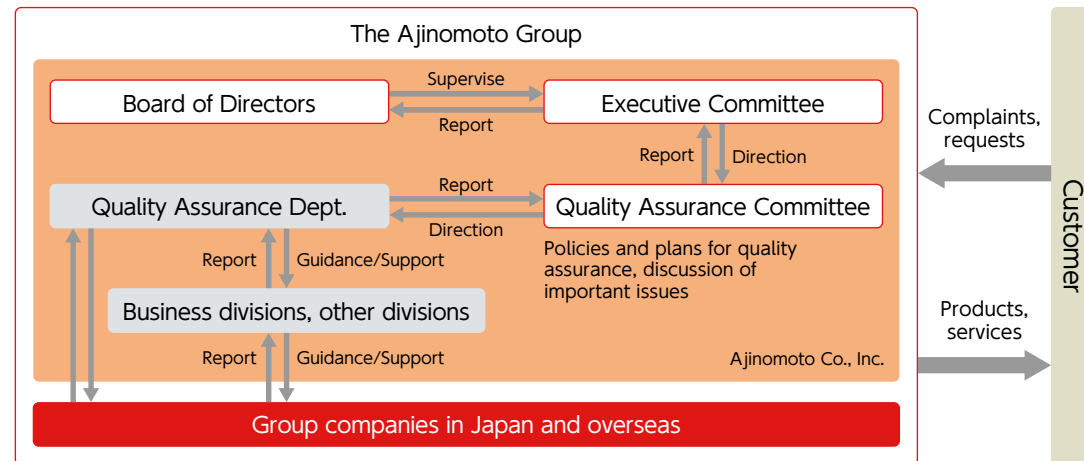
Under the supervision of the Board of Directors, the Ajinomoto Group established the Quality Assurance Committee as a subordinate body of the Executive Committee to deliberate policies and various measures regarding quality assurance. The committee drafts basic policies and plans, and escalates group-wide 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.

Framework diagram





Obtaining and maintaining third-party certifications

The Ajinomoto Group encourages Group companies to obtain and maintain ISO 9001 certification. As of March 2025, 63 of 73 eligible Group companies have obtained 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 obtains certification of other standards, such as FSSC 22000, recognized by the Global Food Safety Initiative (GFSI).

Certification standards for the quality management system

ISO9001	
No. of applicable companies	No. of companies certified
73	63

Certification standards for food safety management systems

No. of companies with food plants	ISO22000 No. of companies certified	GFSI-recognized certification programmes			
		FSSC 22000 No. of companies certified	BRCGS No. of companies certified	IFS No. of companies certified	SQF No. of companies certified
46	6	20	8	5	2

Develop human resources to improve quality assurance levels

Performance

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. The Group provided training through e-learning, online sessions, and in-person group training in fiscal 2024.

Quality training in each area

Japan

In November 2024, the Ajinomoto Co., Inc. Quality Assurance Department led the 45th meeting of the Management and Technical Conference on Quality. Approximately 345 people attended the event in person, with total attendance including online participants reaching about 450. Mr. Fujie, who served as President at the time, opened the event, followed by three oral presentations and 35 poster presentations. We actively exchanged information on quality improvement and research results together with overseas group companies, who also gave presentations. The event also included lively exchanges with the management team and a poster award session.



The Management and Technical Conference on Quality

Other quality training conducted by the Company Quality Assurance Department in FY2023

Training	Participants
E-learning quality training for Group employees	1,800 in Japan and overseas
Pharmaceutical GMP training	104 in Japan and overseas
Basic course on food labeling	171 in Japan
New Top Management Quality Training Course for newly appointed organizational heads, domestic Group company heads, and new quality assurance personnel and managers	26 in Japan
ISO 9001 transfer training for food business; ISO 9001 internal audit briefings	222 total in Japan

ASEAN

Ajinomoto SEA Regional Headquarters Co., Ltd. led 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 (13 participants from AJINOMOTO (CAMBODIA) CO., LTD.).

Europe and Africa

AJINOMOTO EUROPE S.A.S led the ASQUA School in Europe for quality assurance personnel from each Group company under the Europe & Africa Division (33 participants from 11 companies). The school was held in Paris, France. A total of 33 participants joined the program from 11 group companies, including those in Europe and Africa and newly joined members of the Ajinomoto Group, took part in the meeting. Participants engaged in lively discussions on quality assurance and toured local factories.



ASQUA School in Europe





■ 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. The meetings took place online in February and March and on-site in May. Approximately 30 key members from Europe, North America, South America, ASEAN, Africa, Korea, Taiwan, and Japan congregated in Japan for the on-site meeting and engaged in lively discussions.



Global Regulatory Meeting

Quality assurance across the supply chain

Governance

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 to customers, the Ajinomoto Group implements strict quality assessments in each stage of the product development process in accordance with the ASQUA Standard for Quality Assessment. These assessments

include a review of potential risk factors. Only products that pass all assessments are released to market. We also conduct environmental and social assessments on environmental conservation and occupational health and safety to mitigate various risks.

Raw materials procurement

We select suppliers in accordance with the Standard for Quality Control of Raw Materials provided in ASQUA. Raw materials purchased from suppliers are strictly controlled through lot-by-lot inspections. We hold regular evaluations, quality audits, and briefings 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.

> P132-134

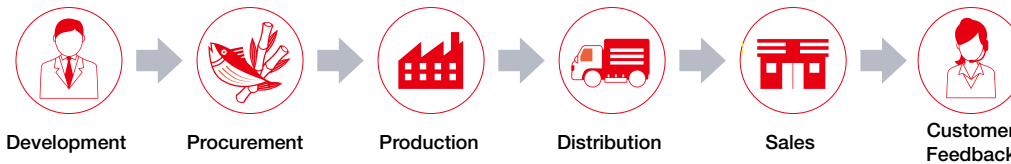
Production

■ Structural enhancements for food safety

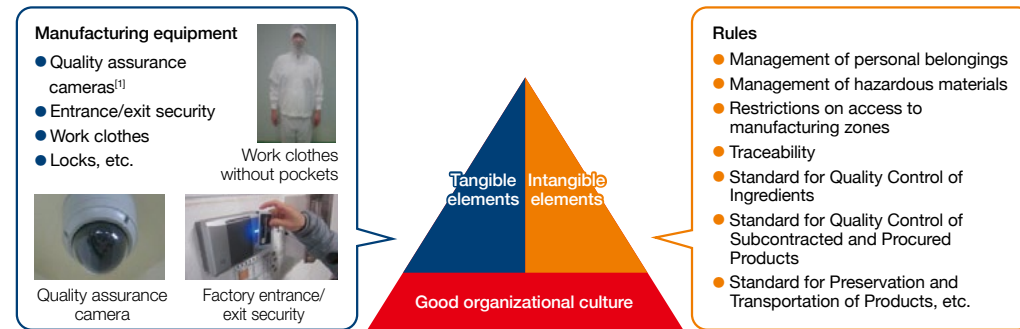
We believe that creating a workplace culture that is open and based on employee trust is the key to strengthening our food safety system. We also review and improve tangible elements, such as production facilities, and intangible elements, such as quality standards and guidelines. In this way, we minimize the risk of intentional foreign material contamination and strengthen quality assurance across the supply chain.

Distribution

The Ajinomoto Group exercises strict control over product quality, which includes factors such as freshness, temperature, and humidity, 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.



Conceptual diagram for assuring food safety



[1] Quality assurance cameras record actual footage of factory operations. This footage also serves as evidence that no issues or operational errors occurred in the factory at any given time.



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](#)

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 2025, we operate under these standards in a total of 13 countries.

> [Quality Assurance](#)

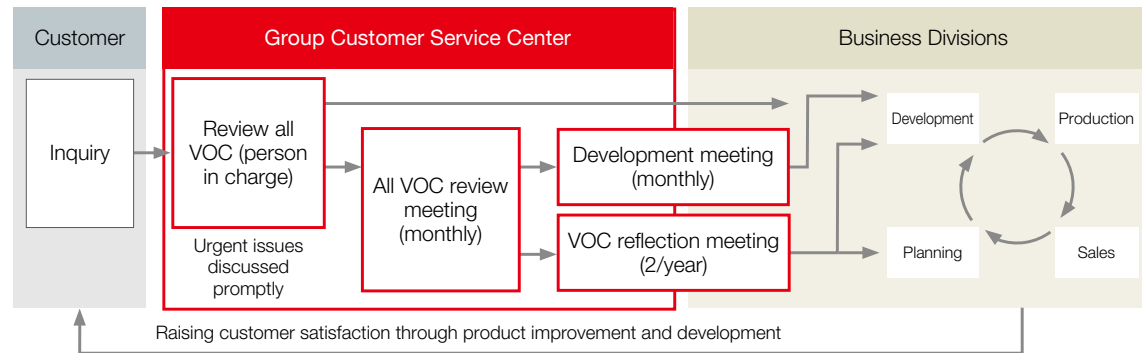
- Monitoring customer feedback that may point to health hazards, violations of laws and regulations, or other serious problems
- All VOC is analyzed by each Group company.

Customer service centers of each company read and analyze feedback that may point to serious problems health hazards, violations of laws and regulations, or other serious problems. The Ajinomoto Co., Inc. Quality Assurance Department also reads and analyzes the same feedback, ensuring material 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 18 countries as of March 2025.

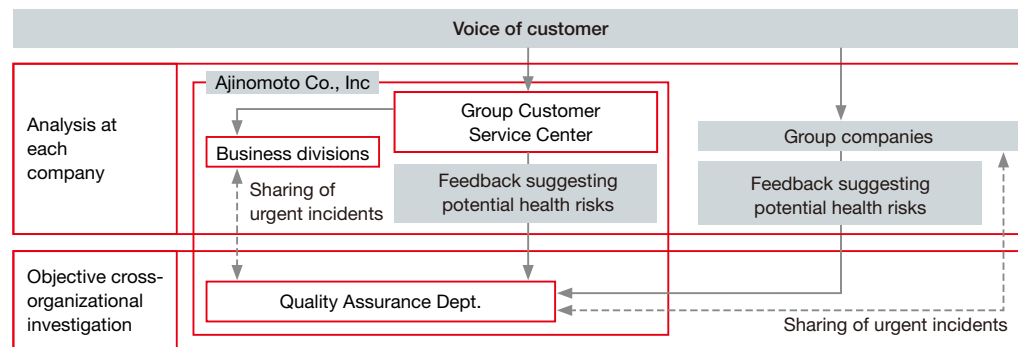
The Group Customer Service Center is accessible year-round, including on weekends and holidays, in the event of health hazards or other customer emergencies.

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





Breakdown of customer feedback (Ajinomoto Co., Inc.)

■ Breakdown of customer feedback

FY2024

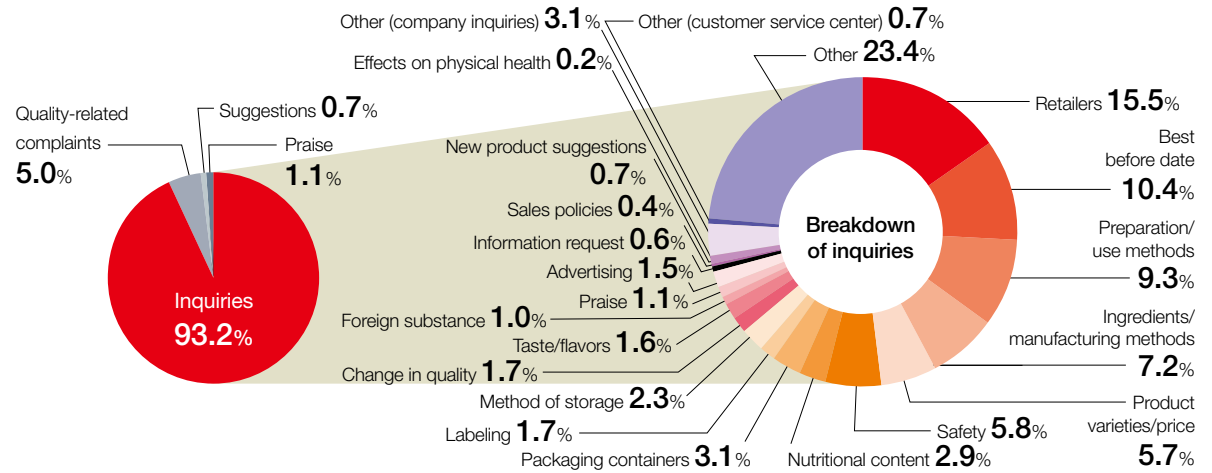
- VOC received by Ajinomoto Co., Inc.: 18,919 (90.3% vs. fiscal 2023)
- VOC received by three Ajinomoto Group food product companies in Japan: 30,246 (87.3% vs. fiscal 2023)

* Ajinomoto Co., Inc., Ajinomoto Frozen Foods, Co., Inc. and Ajinomoto AGF, 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 complaints. The investigation, business, and customer service departments work to share specific feedback to improve customer satisfaction.

Surveys conducted during fiscal 2024 by Ajinomoto Co., Inc. indicated that 94.1% of customers were satisfied with the response to issues they raised, 91.5% were satisfied with the investigation reports, and 90.3% intend to continue to use the company's products.



■ Addressing the decline in Customer Service Center calls

The number of customers who contact the Customer Service Center directly has been steadily declining each year as more customers search online to resolve issues themselves. To address this shift, the Customer Service Center enhanced its AI-powered Customer Service Center chatbot, which answers customer questions 24 hours a day, 365 days a year, to improve response accuracy. We also expanded the FAQ content on our website to make it easier for customers to find relevant information when searching online, which helped increase website traffic. Other efforts included enhancing the FAQ content to support voice-reading software, allowing users with visual impairments or difficulties to access the information by voice.

■ Addressing customer harassment

The Tokyo Metropolitan Government enacted the Tokyo Customer Harassment Prevention Ordinance in April 2025. In response, Ajinomoto Co., Inc. established the Basic Policy on Customer Harassment, which clarifies that the Group will take appropriate action when any conduct deemed to be customer harassment occurs.

We also added sections on handling customer harassment in the training for staff at the Customer Service Center to strengthen staff response capabilities. At the same time, we conduct internal training for all Group employees to prevent harassing behavior toward business partners, ensuring that we act appropriately both as a recipient and as a provider of services.

[> Basic Policy on Customer Harassment \(Japanese only\)](#)



Measures to prevent manipulation of quality-related data

We continue to cultivate 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.

We ensure the proper operation of these systems through periodic internal quality audits and third party certification reviews.

In addition, global standards require systems that store analysis data on manufactured pharmaceuticals in a manner that prevents manipulation. We continue to strengthen management based on these standards.

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.

When quality-related issues occur, the details and preventative measures are promptly shared with group companies in Japan and overseas. Major past incidents are recorded in a database and used for risk assessments.

There were three recalls and one distribution recall in fiscal 2024, affecting approximately 27 tons in total.

(1) Recalls

France – Frozen product Macaron, Pistachio Flavor: Out of microbiological specification originating from pistachio paste. (Quantity recalled: 4,805 cases; approx. 17 tons)

Japan – Instant coffee Blendy® Stick Café au Lait (27 sticks): Some products lacked sweetness due to missing sweetener during preparation. (Quantity recalled: 720 cases; approx. 1 ton)

United States – Medical food Glytactin: Deterioration in quality caused by defective packaging seals. (Quantity recalled: 390 cases; approx. 3 tons)

(2) Distribution recalls

Brazil – Seasoning products Sazón Marrom and Sazón Amarelo: Contamination with metallic foreign matter originating from raw material. (Quantity recalled: 2,064 cases; approx. 6 tons)

Number of recalls^[1] and distributor recalls^[2] by the Ajinomoto Group

Fiscal year	2020	2021	2022	2023	2024
Number of recalls	0	3	1	1	3
Number of distributor recalls	4	2	2	0	1

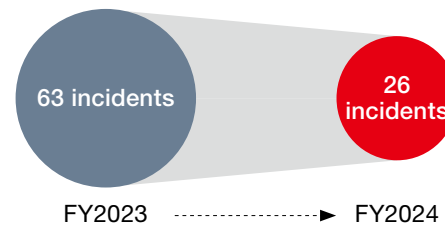
[1] Market recall of goods involving press releases.

[2] Recall 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 11-year period from fiscal 2023 to fiscal 2024, 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





Marketing communications

Approach to marketing communications

Strategy

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 2024, the Ajinomoto Group received one notice from the Japan Consumer Affairs Agency regarding a potential violation of the Act against Unjustifiable Premiums and Misleading Representations.



Governance

Risk management **P146**

Compliance **P148**

Information security and personal information management · **P153**

Proper utilization and management of intellectual property · **P155**



Risk management

Approach to risk management

Strategy

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 maintain and properly operate our internal control systems, while also strengthening a framework that views sustainability as a form of proactive risk-taking. Through these efforts, we consistently enhance our corporate value over the long term.

Risk management framework

Governance

The Ajinomoto Co., Inc. Board of Directors determines important issues (Materiality) for the Ajinomoto Group that serve as guidelines for ASV management and supervises the execution of initiatives related to sustainability. The Executive Committee selects and extracts risks and opportunities based on important issues (Materiality) for the Ajinomoto Group, assesses the degree of impact, formulates measures, and manages 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

The council makes recommendations to enhance the corporate value of the Ajinomoto Group from the viewpoint of sustainability as a subordinate body of the Board of Directors. The Second Term Sustainability Advisory Council began in April 2023 and consists of four external experts, including investors and well-being specialists. An external expert also serves as council chair. The council meets at least twice a year to assess the efforts of the Board of Directors in the areas of materiality implementation, communication on implementation and information disclosure, and partnership building with stakeholders. The council submitted their final report to the Board of Directors in March 2025.

■ Sustainability Committee

The Sustainability Committee works with the Risk Management Committee to select and identify risks and opportunities based on important issues (Materiality) as well as assess their impact on the Ajinomoto Group, making proposals to the Executive Committee. The Sustainability Committee then formulates countermeasures for sustainability risks and opportunities and manage 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.

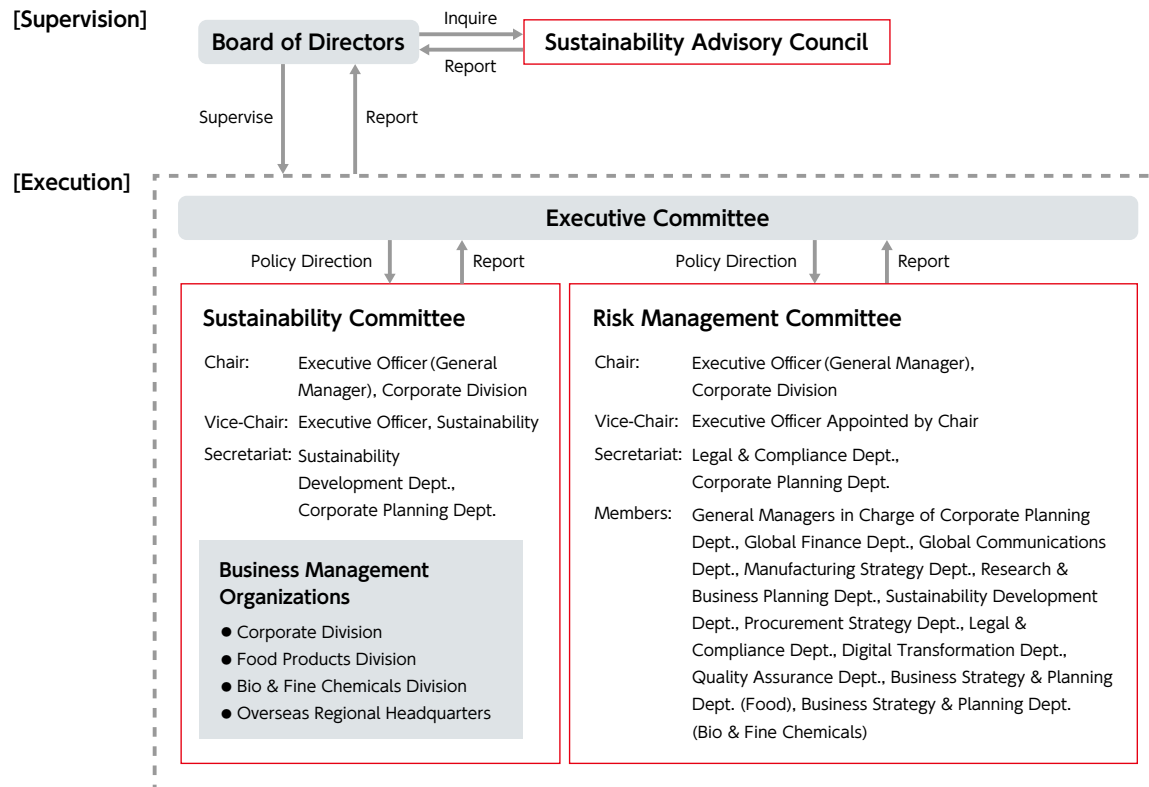
■ Risk Management Committee

The committee works with the Sustainability 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 Risk Management 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, particularly with regard to risks that management should address (i.e., geopolitical risks, information security risks).

> [Annual Securities Report for the 147th fiscal year P022-024](#)



Framework for ESG and sustainability



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. The head of each organization in each business and Group company in Japan and overseas designates a person responsible for risk management, sets organizational goals each year, and prepares a risk summary table. These risk summary tables organize processes from planning to review based on the risk assessments on each organization's business activities. 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 2024 (FY2025 plan) amounted to 100% at Ajinomoto Co., Inc. and 99% 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. We also hold various briefing sessions for outside directors to deepen their understanding of Group initiatives, including risk management.



Compliance

Approach to compliance

Strategy

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. AGP serves as a written pledge to all stakeholders, illustrating the beliefs and behaviors to be upheld by each Ajinomoto Group company and each of us who works there.

[> Ajinomoto Group Policies \(AGP\)](#)

The AGP consist of 11 Basic Principles and a series of Group Policies associated with them.

1. Initiatives to Improve Nutrition
2. Provision of Safe, High-Quality Products and Services
3. Contribution to the Global Environment and Sustainability
4. Fair and Transparent Transactions
5. Approach to Human Rights
6. Human Resources Training and Ensuring Safety
7. Working with Local Communities
8. Responsibilities to Stakeholders
9. Protection and Management of Corporate Assets and Information
10. Clear Separation of Business and Personal Affairs
11. Establishment and Implementation of Good Governance

Third-Party Opinion on AGP

Sustainability has become an increasingly critical issue in corporate activities in recent years. The Ajinomoto Group Policies (AGP) appear to comprehensively address many of the key sustainability principles now expected of companies. This third-party review (the "Statement") outlines the strengths of the Ajinomoto Group sustainability management and AGP, as well as expectations for future development.

1. Strengths

AGP has many strengths. First, AGP clearly express top management commitment to the policies. The president presents AGP as a pledge to all stakeholders in his message and provides clear direction to Group companies and employees to promote the policies throughout the organization. AGP emphasizes improved nutritional balance, which reflects the founding spirit of the company and demonstrates a strong sense of social responsibility as a food manufacturer. This approach is commendable.

Second, the Group actively promotes awareness of AGP. AGP is available in 22 languages and circulate across the entire Ajinomoto Group. Specific initiatives to circulate AGP include a 12-part annual e-learning program as well as quarterly discussion-based sessions conducted in each division. Each session combines lectures with case-based discussions and involves approximately 40 participants. The Group also conducts regular Worksite Session on AGP, where participants raise compliance-related concerns, as well as surveys that assess understanding of the policies. These actions appear to strengthen the effectiveness of AGP.

Third, the Group operates a global monitoring system. In November 2022, the Group expanded its global hotline to 22 languages to raise further awareness of AGP. This expansion enhanced significant monitoring functions within the Ajinomoto Group, which generates a high volume of sales from overseas operations. The Group also expanded the global hotline to cover former Group employees and established the supplier hotline to address external risks. These initiatives align with the revised Whistleblower Protection Act and the UN Guiding Principles on Business and Human Rights.

AGP covers all key elements in a comprehensive, well-structured

approach. The Group shows a clear commitment to continuous improvement by using AGP as a foundation for year-on-year advancement. This approach merits high recognition.

2. Expectations for the Future

AGP demonstrates a broad and comprehensive structure. Based on that foundation, several areas warrant further consideration to support continued refinement.

First, the Group could strengthen understanding of its efforts to enhance nutrition. Improving people's nutrition lies at the heart of the founding vision of the Ajinomoto Group. To this end, adding a clearer explanation of why the Group focuses on nutrition would help highlight the uniqueness of this commitment and deepen understanding of AGP.

The second area in need of further consideration is related to environmental and human rights topics in AGP. These sections appear relatively limited compared with other sections in AGP, but both are expected to gain increasing importance and will require more advanced initiatives and greater attention going forward. For example, the human rights section could benefit from addressing children's rights.

The third area involves AGP awareness efforts. While the Group appears to engage actively in AGP awareness efforts, expanding these efforts beyond executives and employees to include key stakeholders, business partners, and local communities may lead to broader understanding and greater opportunities for collaboration. These developments could contribute to further growth of the Ajinomoto Group.

May 8, 2025

Ayako Sendo

Professor, Takushoku University Faculty of Commerce, Ph.
Chairman, Japan Society for Business Ethics

Kazuhiko Takano

Executive Director, Japan Society for Business Ethics
Professor, Dean, Faculty of Societal Safety Sciences, Kansai University
Doctor of Law



Compliance framework

Governance

The Business Conduct Committee, under the oversight of the Executive Committee, ensures the widespread adoption of AGP and verifies that corporate activities align with these policies. 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

Employee education

The following activities were part of our fiscal 2024 efforts to raise awareness and understanding of AGP and our internal whistle-blowing system.

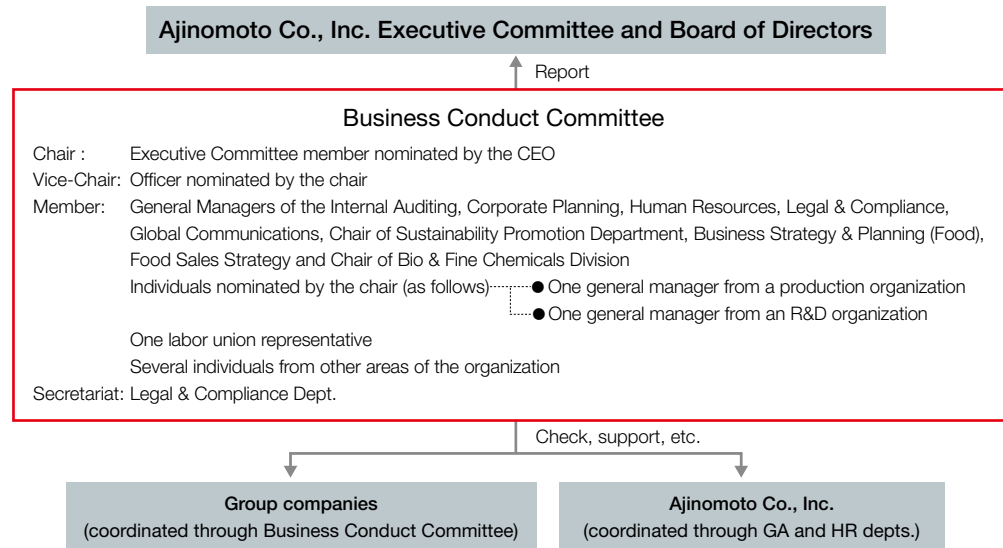
- Compliance training
E-learning for all Group employees in Japan to study the entirety of AGP (including how to use the hotline) throughout the year (conducted every other year): 8,069 of 9,419 eligible employees across 25 Group companies in Japan participated (86%)
- Group training by department for managers of Group companies in Japan, focused on the case method: Held remotely four times per year for Research, Production, Corporate, and Sales and Marketing departments.
- Displayed awareness-raising posters (produced in 22 languages)
- Displayed flashing messages on screen when 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. In fiscal 2024, we held 33 meetings for 252 participants (30 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.

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. We expanded the survey in fiscal 2024 to include employees of overseas corporations and received responses from 19,949 (75%) employees. We coordinated with individual departments to resolve any compliance issues that emerged.





Bolstering our internal reporting hotline (whistle-blowing)

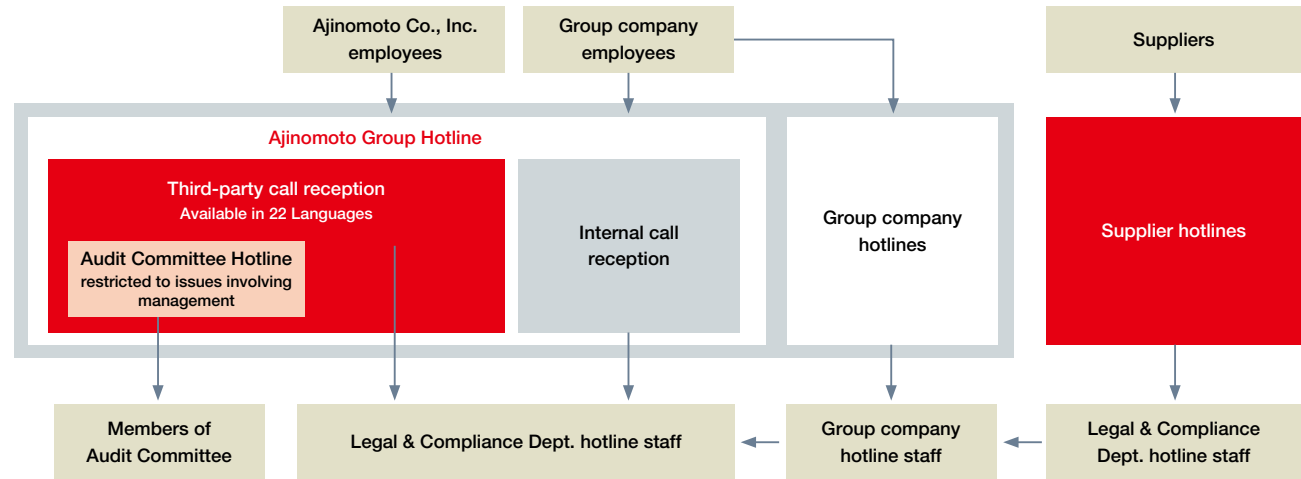
Performance

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 integrated hotline accepts reports in 22 languages from anywhere in the world, including reports from employees of various nationalities in Japan. We updated the Audit Committee Hotline, which accepts reports on matters involving executives of Group companies, to also accept 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. The hotline allows for anonymous reporting. In fiscal 2024, the number of cases reported through the domestic hotline totaled 150, almost unchanged from the previous year, while the number of cases reported to the groupwide (global) hotline amounted to 1,285.

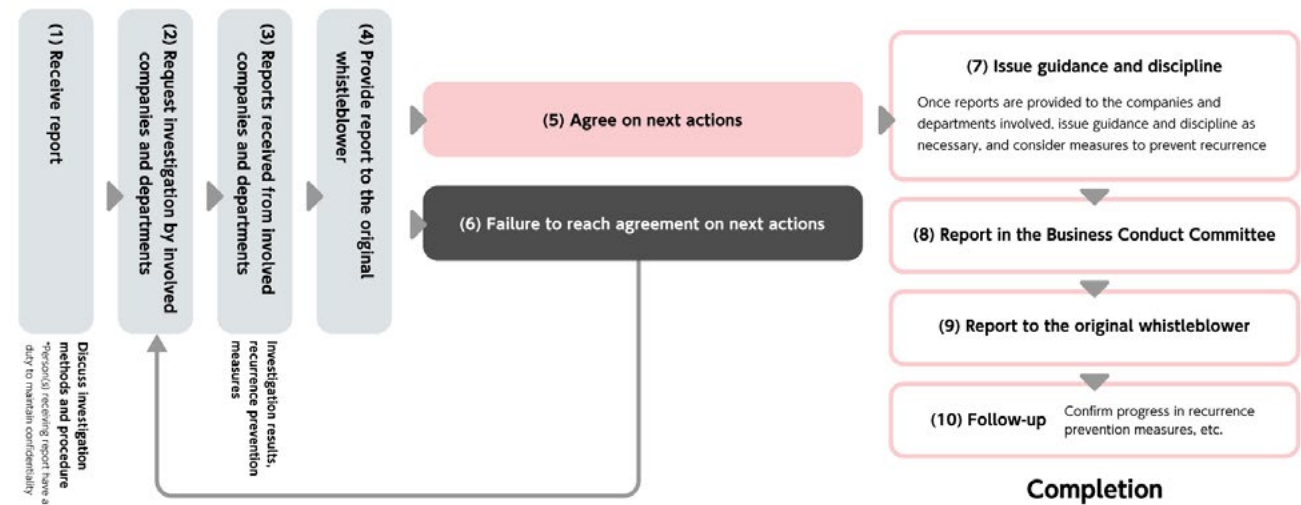
Hotline staff and the relevant parties engage in discussions to resolve cases reported.

- > Group Shared Policy on Whistle-blowing
- > Personnel and Labor-Related Data: Number of Hotline Reports

Hotline (internal reporting channels)



Procedure after receiving a report





Number of hotline reports^[1]

	FY2020	FY2021	FY2022			FY2023			FY2024		
			Japan	Overseas	Total	Japan	Overseas	Total	Japan	Overseas	Total
Human rights, harassment	50	41	38	19	57	52	41	93	64	44	108
Employment, working conditions	36	60	14	66	80	21	301	322	18	366	384
Quality, environment, safety	3	9	6	14	20	9	22	31	11	32	43
Fraud	3	13	2	6	8	5	5	10	7	30	37
Social manners, ethics	29	119	8	54	62	20	158	178	20	81	101
Proper job performance	45	21	16	5	21	30	12	42	24	76	100
Other	4	115	9	213	222	15	701	716	6	506	512
Total	170	378	93	377	470	152	1,240	1,392	150	1,135	1,285

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

Preventing corruption

Strategy

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

Employee education

Performance

We conduct year-long e-learning for domestic Group employees covering all AGP sections every other year. In fiscal 2023, e-learning focused on bribery and corruption issues.

Transparent and fair business practices

Strategy

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 strives 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
- > Group Shared Policy for Suppliers



Correction of noncompliance acts

The Group takes appropriate disciplinary action based on the severity of the offense should we discover a violation of laws or AGP. We also implement corrective measures and conduct compliance training for officers and employees to prevent recurrence. In fiscal 2024, we identified the following violations and took corrective action.

Number of violations

Violation	FY2024
Corruption or bribery	0
Discrimination or harassment ^[1]	1
Customer private data breach	1
Conflict of interest	1
Money laundering or insider trading	0

[1] Number of violations by officers and employees of Ajinomoto Co., Inc. and officers of Group companies.

Tax strategy

Global tax strategy

Strategy and Governance

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.

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)

FY2019	FY2020	FY2021	FY2022	FY2023
21,654	23,909	25,248	32,477	40,740

[2] We post tax payment data by major country separately on our corporate website.

> [Tax Data](#)



Information security and personal information management

Basic Policy for Information Security

Strategy

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. The entire Group is committed to ensuring information security.

> [Group Shared Policy on Information Security](#)

Information security management framework

Governance

The Ajinomoto Group regards information security as a 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.

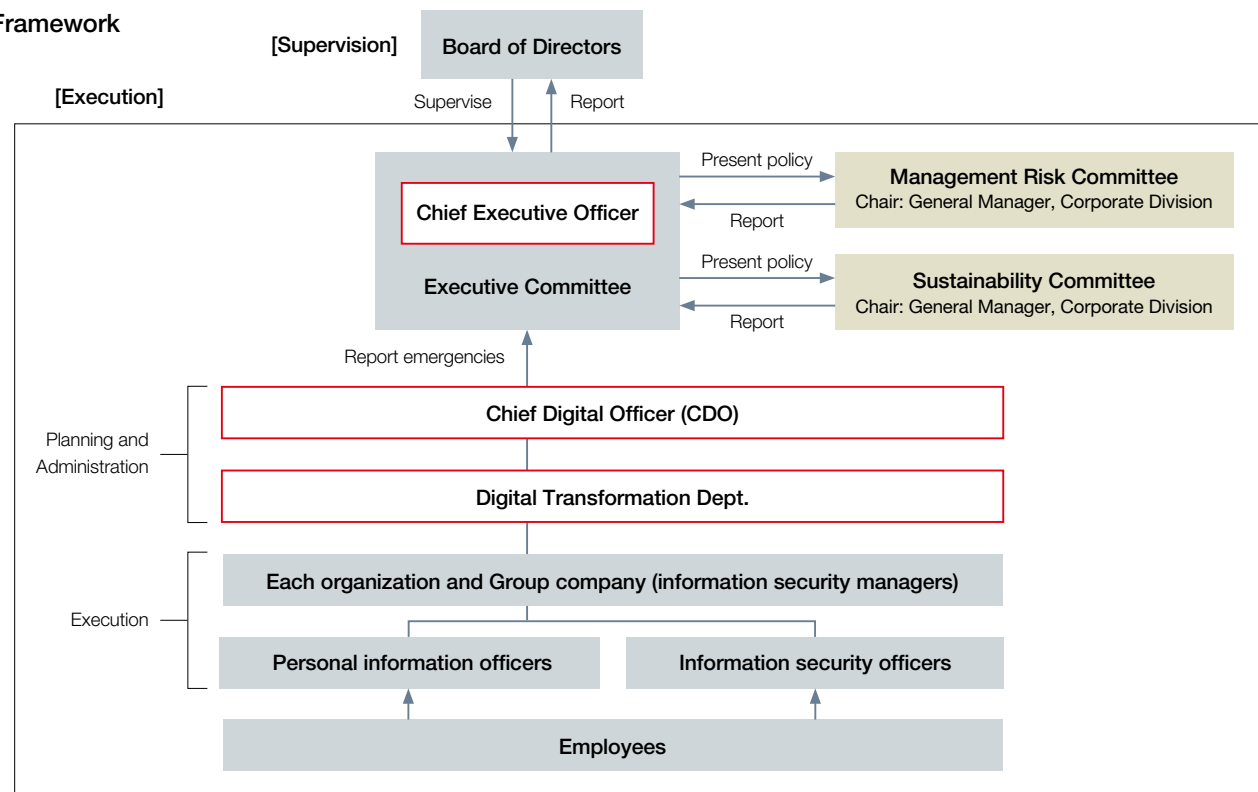
Further, each organization within Ajinomoto Co., Inc. and Group companies have established frameworks to respond to information security incidents or emergencies appropriately, providing reports that reach up through the organization to the CEO. We also established a method for employees to notify and report incidents or other suspicious activities to the Information Systems Organization.

In conjunction with the reorganization of group-wide business continuity planning (BCP), we established a structure and procedures for information systems that encompass major IT

vendors. We conduct regular drills (about once a year) to prepare for large-scale natural disasters and cyberattacks.

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Framework





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 Manual as a subset of the Information Security Regulations. This manual specifies 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 from customers in connection with campaigns, surveys, etc. Further, we established a system for the more rigorous management of customer 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 2024, the Group experienced three incidents involving formal complaints related to customer privacy violations and cases of customer data leakage, theft, or loss. The relevant departments coordinated promptly to minimize the impact of the breach following each incident, and the Ajinomoto Group is implementing employee reminders and training, as well as revisions to internal rules, in response.

[> Privacy Policy](#)

Information security initiatives

Strategy and Results

The threat of cyberattacks, including ransomware attacks and unauthorized intrusions through the supply chain, continues to grow each year. Eliminating serious business impacts (i.e., operational shutdowns, financial losses, and data breaches) from cyberattacks requires a comprehensive approach that goes beyond traditional security measures to include stronger authentication, tighter access controls, enhanced monitoring, and reinforced governance.

Threats exist throughout all business domains. For this reason, the Ajinomoto Group implements measures based on a zero-trust security approach, which verifies each element individually without assuming trust. We also established a global information management system that supports each corporation by appointing an IT manager for each region. This system aims to strengthen risk management activities to identify and respond to risks through the management and assessment of ongoing vulnerabilities. The Ajinomoto Group also introduced the latest security risk audit method in fiscal 2024 from an external consulting firm to further improve the quality of our own information security audits.

[> DX in the Ajinomoto Group \(Japanese only\)](#)

Information security training

Ajinomoto Co., Inc. conducts regular information security training for directors, officers, and employees. In fiscal 2024, we conducted an information security comprehension test and targeted e-mail attack training. A total of 4,159 directors, officers, and employees 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 training twice during the year.

Information security inspections

The Ajinomoto Group conducts regular vulnerability assessments and manages vulnerabilities using external services for servers and devices exposed to the internet at domestic and overseas Group companies identified as high risk from an attacker's perspective. The Group identifies and addresses risks based on these activities.

Furthermore, 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

Basic policy for intellectual property

Strategy

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 IP strategy with involving business and R&D departments and we contribute to business expansion and creation by actively utilizing IP in our businesses. We established the Group Shared Policy on Intellectual Property for the protection and utilization of IP. Under this policy, we engage in the following initiatives to further our competitive advantage and business growth by strengthening our IP strategy, including the establishment of a global IP portfolio.

1. Acquire intellectual property rights strategically and efficiently for the core technologies that drive our business
2. Integrate and collaborate actively with external technologies through open innovation and other related initiatives
3. Utilize and enforce the patents of the Group's proprietary technologies through licensing, litigation, and other means
4. Protect product credibility and enhance brand value based on the trademark system
5. Minimize the risk of infringement by conducting thorough assessments with respect to the third-party's intellectual property rights
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 IP 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](#)

IP management and utilization framework

Governance

Ajinomoto Co., Inc. supervises IP (patents, designs, trademarks, etc.) for the entire Ajinomoto Group in line with Instructions Regarding Licensing and Administration of Intellectual Property. The Company works with the specialized IP staff, key persons, and research and development sites of Group companies in Japan and overseas, as well as with patent and law firms in each country, to acquire global IP and eliminate counterfeit products and the unauthorized use of brands by utilizing IP. We centralize intellectual property searches and maintenance operations with our affiliate, Intellectual Property Expert Co., Ltd., to improve efficiency and consistency.

As of March 31, 2025, the Ajinomoto Group owns 4,233 patents and 5,653 trademarks, and utilizes them across the globe under this structure.

Education for employees

Performance

The Ajinomoto Group places a strong emphasis on IP training for

employees, aiming to apply IP across business activities by raising employee awareness and practical skills. Our training framework combines tiered and purpose-specific programs to build the necessary mindset and capabilities of our employees. The Group regularly reviews training programs based on organizational challenges and evolving needs. We also provided e-learning to enable employees to take and review courses in a timely manner. Major education and training programs conducted during fiscal 2024 were as follows.

- Group training by job title (training for new hires and 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 IP 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 2024 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 2025

Eat Well, Live Well.



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Ajinomoto Group Sustainability Report 2025

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, 2025. Performance statistics are for the 128, 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)	FY2020	FY2021	FY2022	FY2023	FY2024
Scope 3 Category 1: Raw materials	8,115,946	7,614,734	6,960,412	6,610,392	6,494,563	5,902,119
Scope 1:	1,196,969	1,008,811	1,005,363	973,780	767,084	675,022
Scope 3 Category 3: Production	381,765	630,823	583,499	604,719	587,760	610,676
Scope 2:	Market-based method 1,015,723 Location-based method 1,026,764	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	Market-based method 444,362 Location-based method 477,929
Scope 3 Category 4: Transport	1,274,589	1,210,741	1,121,673	1,037,133	981,743	1,241,268
Scope 3 Category 11: Use	1,294,392	1,355,477	1,396,947	1,386,049	1,296,947	1,245,292
Scope 3 Category 12: Disposal	443,333	425,003	409,500	405,337	400,585	401,455
Scope 3 Category 2: Capital goods	249,944	262,711	232,674	219,172	241,466	302,696
Scope 3 Category 5: Waste generated in operations	140,678	85,714	92,884	97,854	82,326	80,534
Scope 3 Category 6: Business travel	4,479	4,226	4,350	4,446	4,500	4,532
Scope 3 Category 7: Employee commuting	16,206	15,292	15,740	16,087	16,283	16,398
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	3,183	3,448	2,535	2,802	4,981
Scope 3 Category 10: Processing of sold products	8,158	179,801	126,716	108,585	78,445	60,659
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	11,787,705	10,947,844	10,492,309	10,187,420	9,870,610
Scope 1, 2 and 3 total	14,145,962	13,698,305	12,599,801	12,077,801	11,467,156	10,989,993

(t-CO₂e)

By region	FY2018 (Base Year)	FY2020	FY2021	FY2022	FY2023	FY2024
Scope 1 emissions	1,196,696	1,008,811	1,005,363	973,780	767,084	675,022
Japan	327,345	293,358	288,531	279,268	260,444	230,890
Asia/Africa	526,405	389,741	412,339	394,705	225,598	174,222
Europe	39,021	37,902	18,721	15,824	15,381	10,844
North America	219,337	221,691	206,394	210,282	203,728	195,454
South America	67,231	53,877	67,975	63,998	50,201	51,620
China	17,629	12,242	11,402	9,704	11,731	11,992
Scope 2 emissions (market-based method)	1,015,723	901,789	606,594	611,712	512,652	444,362
Japan	141,952	120,119	101,645	92,886	66,036	58,746
Asia/Africa	427,389	380,604	276,867	308,580	262,446	210,121
Europe	184,253	158,749	20,451	19,161	19,052	17,420
North America	193,766	179,067	170,258	159,857	137,049	134,768
South America	40,308	32,692	6,753	2,646	203	115
China	28,056	30,558	30,620	28,582	27,867	23,193
Scope 1 and 2 total emissions	2,212,692	1,910,600	1,611,957	1,585,492	1,279,736	1,119,383
Japan	469,297	413,477	390,177	372,154	326,480	289,636
Asia/Africa	953,794	770,346	689,205	703,286	488,044	384,343
Europe	223,275	196,651	39,172	34,985	34,433	28,264
North America	413,103	400,758	376,652	370,139	340,777	330,221
South America	107,538	86,569	74,729	66,644	50,405	51,735
China	45,686	42,799	42,022	38,286	39,598	35,185

[1] International Energy Agency

(t-CO₂e)

By business activity/division	FY2018 (Base Year)	FY2020	FY2021	FY2022	FY2023	FY2024	
Scope 1 emissions	1,196,969	1,008,811	1,005,363	973,780	767,084	675,022	
Business activities	Production	1,149,384	970,831	974,789	932,429	740,452	667,049
	Transportation	25,976	17,633	12,524	24,732	9,674	6,461
	Others (office, sales, R&D, etc.)	21,609	20,348	18,050	16,620	16,957	1,512
Business division	Food Products	347,927	436,813	485,193	524,660	495,477	452,174
	Bio & Fine Chemicals	849,041	571,998	520,170	449,121	271,607	222,848
Scope 2 emissions (market-based method)	1,015,723	901,789	606,594	611,712	512,652	444,362	
Business activities	Production	1,010,908	897,639	604,268	609,377	510,224	437,602
	Transportation	9	2	3	5	3	4
	Others (office, sales, R&D, etc.)	4,806	4,148	2,323	2,330	2,425	6,756
Business division	Food Products	379,571	384,066	311,163	299,081	268,331	258,598
	Bio & Fine Chemicals	636,152	517,722	295,431	312,631	244,321	185,764

Greenhouse gas emissions per volume unit calculated from IEA^[1] CO₂ emissions factors

	FY2018 (Base Year)	FY2020	FY2021	FY2022	FY2023	FY2024
Scope 1 and 2 emissions per volume unit (intensity per ton of product)	0.84	0.79	0.68	0.67	0.57	0.49
Scope 3 emissions (exclude category 11) per volume unit (intensity per ton of product)	4.54	4.87	4.64	4.46	4.50	4.29
Reference value: Production volume (1,000 t)	2,627	2,423	2,360	2,350	2,265	2,301
Scope 1 and 2 emissions per volume unit (intensity per million yen sales)	1.99	1.78	1.40	1.17	0.89	0.73
Scope 3 emissions per volume unit (intensity per million yen sales)	10.71	11.00	9.53	7.72	7.08	6.45
Consolidated sales (million yen)	1,114,308	1,071,453	1,149,370	1,359,115	1,439,231	1,530,556

[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) HON-DASHI®	Kawasaki Plant, Ajinomoto Food Manufacturing Co., Ltd.	14.08 kg-CO ₂ e	-
(2) Ajinomoto κκ Consommé (Granules)	Takatsu Plant, Ajinomoto Food Manufacturing Co., Ltd.	6.87 kg-CO ₂ e	-
(3) Knorr® Cup Soup Tsubu Tappuri Corn Cream	Takatsu Plant, Ajinomoto Food Manufacturing Co., Ltd.	7.08 kg-CO ₂ e	-
(4) Ajinomoto κκ Shirogayu 250 g	Takatsu Plant, Ajinomoto Food Manufacturing Co., Ltd.	0.81 kg-CO ₂ e	-
(5) Cook Do® Hoikoro	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) Cook Do® Kyo-no Oozara Butabara Daikon	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) Nabe Cube Toridashi Umashio	Kunneppu Plant, Ajinomoto Food Manufacturing Hokkaido Co., Ltd.	8.54 kg-CO ₂ e	-
(8) Blendy® Stick Café au Lait (coffee mixes)	AGF Suzuka, Inc.	4.85 kg-CO ₂ e	-
(9) Lemon and Basil Fried Chicken (frozen foods)	Kyushu Plant, Ajinomoto Frozen Foods Co., Inc.	5.84 kg-CO ₂ e	-
(10) Yamaki Mentsuyu (400 ml and 500 ml)	Daini Plant and Minakami Plant, YAMAKI Co., Ltd.	2.02 kg-CO ₂ e	-
(11) Masako® Ayam (11 g)	Mojokerto Factory, PT AJINOMOTO INDONESIA	2.49 kg-CO ₂ e	-
(12) Aji-ngon® Pork flavor seasoning (400 g)	Long Thanh Factory, AJINOMOTO VIETNAM CO., LTD.	2.68 kg-CO ₂ e	-
(13) Ros Dee® Pork (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

	FY2020	FY2021	FY2022	FY2023	FY2024
Energy input (TJ) ^[1]	33,494	31,733	32,125	29,364	30,296
Energy input intensity of production (per kilo tons of product)	13.8	13.4	13.7	13.0	13.2

[1] TJ: terajoule, T (tera) = 10¹². The joule conversion factors officially published in 2005 have been used.

Composition of consumed energy (thermal equivalent)

	FY2020	FY2021	FY2022	FY2023	FY2024
Grid electricity (excluding renewable energy source, e.g. hydropower)	21%	14%	14%	13%	14%
Gas	38%	38%	37%	43%	41%
Oil	5%	5%	5%	2%	1%
Purchased energy (steam), coal, etc.	15%	13%	12%	4%	2%
Renewable energy (thermal equivalent including fuel)	21%	29%	32%	38%	42%

NOx and other atmospheric emissions

(tons)

	FY2020	FY2021	FY2022	FY2023	FY2024
Nitrogen oxide (NOx)	6,637	5,673	4,730	3,977	4,135
Sulfur oxide (SOx)	7,016	7,676	5,311	1,068	857
Particulates	1,310	871	3,492	762	143
CFCs ^[2]	7	5	4	11	143

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

[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.

[4] The KPI for the water resource reduction target has been revised to a 15% reduction in water usage by FY2040 compared to FY2018.

Conservation of water resources

Water use/intensity

(1,000 kl)

	FY2018 (Base year) ^[6]	FY2020 ^[6]	FY2021	FY2022	FY2023	FY2024
Total water withdrawal ^{[3][4]}	63,687	59,386	59,979	60,039	58,358	56,098
Fresh surface water	20,672	17,004	17,259	17,890	17,520	17,494
Brackish surface water/seawater	0	0	0	0	0	0
Fresh groundwater, renewable	14,865	13,041	13,769	13,369	12,507	11,139
Fresh groundwater, non-renewable	0	0	0	0	0	0
Produced water	0	0	0	0	0	0
Municipal water (including industrial water)	28,150	29,342	28,950	28,781	28,332	27,465
Reduction rate of water use (vs. FY2018)	-	7%	6%	6%	8%	12%
Water consumption per production volume unit (intensity per ton of product)	26	25	25	26	26	24
Ref.: Production volume (1,000 t)	2,461	2,335	2,360	2,354	2,265	2,301
Total water discharge ^{[4][5]}	51,305	47,833	48,034	46,353	45,735	47,419
Fresh surface water (processed by the Group) (treated by the Company)	23,174	20,357	20,490	19,655	19,048	20,369
Brackish surface water/seawater	0	0	0	0	0	0
Groundwater	0	0	0	0	0	0
Third-party destinations	11,101	11,139	11,360	11,245	11,049	12,211
Total water recycled or reused (Drainage of indirect cooling water into rivers)	17,029	16,338	16,184	15,453	15,638	14,839
Proportion of water recycled or reused	27%	25%	27%	26%	27%	26%
Total water consumption	12,382	11,553	11,945	13,685	12,623	8,678
BOD (tons) ^[5]	312	284	263	269	210	198
Nitrogen (tons) ^[5]	501	583	430	327	303	531

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

[6] In accordance with SBT standards, companies that have been excluded from our group since FY2019 are not included.



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

(1,000 kl)

	FY2018 (Base year) ^[4]	FY2020	FY2021	FY2022	FY2023	FY2024
Total water withdrawal ^[1]	575	481	496	535	491	455
Fresh surface water	0	0	0	0	0	0
Brackish surface water/seawater	0	0	0	0	0	0
Fresh groundwater, renewable	572	480	494	533	488	452
Fresh groundwater, non-renewable	0	0	0	0	0	0
Produced water	0	0	0	0	0	0
Municipal water (including industrial water)	3	1	2	2	3	3
Reduction rate of water use (vs. FY2018)	-	16%	14%	7%	15%	21%
Water consumption per production volume unit (intensity per ton of product)	15	13	11	11	10	10
Reference: Production volume (1,000t)	38	37	46	47	51	46
Total water discharge ^[1]	234	198	214	213	233	203
Fresh surface water (processed by the Group)	215	188	207	207	210	194
Brackish surface water/seawater	0	0	0	0	0	0
Groundwater	0	0	0	0	0	0
Third-party destinations	19	10	7	6	7	9
Total water recycled or reused (Drainage of indirect cooling water into rivers)	0	0	0	0	15	0
Proportion of water recycled or reused	0%	0%	0%	0%	3%	0%
Total water consumption	341	283	282	322	259	252

[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.

3Rs of waste

Volume of waste and by-products and resource recovery ratio

(tons)

	FY2020	FY2021	FY2022	FY2023	FY2024
Hazardous waste (waste acid, waste alkali, waste oil, cinder)					
Generated	81,216	83,770	106,161	96,507	90,104
Recycled	80,892	83,399	105,997	96,323	89,687
Incinerated	38	24	12	105	127
Landfills	286	347	152	78	290
Non-hazardous waste					
By-products ^[2]					
Generated	1,615,808	1,546,599	1,470,197	1,386,673	1,351,248
Composted	1,615,713	1,543,988	1,470,110	1,386,659	1,350,505
Incinerated	0	0	0	0	0
Landfills	95	2,611	87	15	743
Other ^[3]					
Generated	173,310	195,832	208,120	174,906	266,843
Recycled	150,295	169,243	182,956	155,715	245,792
Incinerated	1,784	2,318	3,969	1,535	3,225
Landfills	21,231	24,271	21,195	17,656	17,826
Total generated	1,870,334	1,826,201	1,784,478	1,658,086	1,708,195
Total recycled	1,846,900	1,796,630	1,759,063	1,638,698	1,685,984
Total waste	23,434	29,571	25,415	19,389	22,211
Resource recovery ratio	98.7%	98.4%	98.6%	98.8%	98.7%

[2] Sludge, Bacteria, Humus carbon, Waste activated carbon, Gypsum sludge, Salts, Fermentation final concentrate, Waste filter aide, etc.

[3] 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)

	FY2020	FY2021	FY2022	FY2023	FY2024
Wood/Paper fiber	150	150	150	149	143
Recycled and/or certified material ratio	83%	86%	87%	90%	88%
Metal (e.g. aluminum or steel)	13	13	14	14	14
Recycled and/or certified material ratio	-	-	-	-	-
Glass	6.4	6.6	6.6	6.6	4.8
Recycled and/or certified material ratio	-	-	-	-	-
Plastic	70	71	69	67 ^[1]	65
Recyclable plastic ratio	50%	50%	48%	47% ^[1]	47%
Plastic packaging materials	66	66	64	63 ^[1]	61
Recyclable plastic packaging materials ratio	50%	51%	48%	47% ^[1]	47%
Compostable plastic packaging materials ratio	0%	0%	0%	0%	0%

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

Volumes of food loss and waste^[2]

(tons)

	FY2018 (Base Year)	FY2020	FY2021	FY2022	FY2023	FY2024
Total generated volume	53,226	48,901	47,377	43,389	38,186	37,213
Total volume used for alternative purposes	25,515	26,634	28,115	28,222	26,906	27,968
Total discarded volume ^[3]	27,710	22,267	19,262	15,167	11,279	9,245
Total discarded volume per volume unit (intensity per ton of product)	10.6	9.2	8.2	6.4	5.0	4.0
Reference value: Production volume (1,000t)	2,609	2,423	2,357	2,354	2,265	2,301
vs. Fiscal 2018 (%)	-	87%	77%	61%	47%	38%

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

[3] 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 2025 for the fiscal year 2024

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 2025 ("the report") for the fiscal year 2024 from 1 April 2024 to 31 March 2025), 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 (Employees and Contractors)
 - Number of work-related fatalities³ (persons) (Employees, Contractors)
 - Quantity of Production (1/Apr./2024-31/Mar./2025, 1/Apr./2023-31/Mar./2024) (tonnes)

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

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

LRQA's Opinion

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

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

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

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, Lost Time Injury Frequency Rate (LTIFR), number of work-related fatalities and Quantity of Production data and associated records for the fiscal year 2024; and
- Verification for confirming of the effectiveness of its data management system of the Mie Plant 1st Manufacturing Dept. of Ajinomoto Food Manufacturing Co., Ltd and WAN THAI FOODS INDUSTRY Co.,Ltd. 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: 12 July 2025

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 2025

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 (39 in Japan, 82 overseas) as of March 31, 2025.

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, 2023			as of June 30, 2024			as of June 30, 2025		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Ajinomoto Co., Inc.	11	8	3	11	7	4	11	7	4
Ratio	100%	73%	27%	100%	64%	36%	100%	64%	36%

Directors by age (Ajinomoto Co., Inc.)

(persons)

	as of June 30, 2023				as of June 30, 2024				as of June 30, 2025			
	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)

	FY2022			FY2023			FY2024		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Ajinomoto Group total	42,434	-	-	43,208	-	-	43,373	-	-
Employees	34,615	23,996	10,619	34,862	24,094	10,768	34,860	24,097	10,763
Management	4,928 ^[2]	3,689 ^[2]	1,239 ^[2]	5,149 ^[2]	3,781 ^[2]	1,368 ^[2]	5,184	3,767	1,417
Non-management	29,581 ^[2]	20,232 ^[2]	9,349 ^[2]	29,581 ^[2]	20,215 ^[2]	9,366 ^[2]	29,524	20,225	9,299
Contract staff	106	75	31	132	98	34	152	105	47
Temporary staff	7,819	-	-	8,346	-	-	8,513	-	-
Japan	12,466	-	-	12,485	-	-	12,718	-	-
Employees	7,814	5,585	2,229	7,939	5,647	2,292	8,274	5,837	2,437
Management	2,043	1,804	239	2,070	1,809	261	2,125	1,834	291
Non-management	5,665	3,706	1,959	5,737	3,740	1,997	5,997	3,898	2,099
Contract staff	106	75	31	132	98	34	152	105	47
Temporary staff	4,652	-	-	4,546	-	-	4,444	-	-
Asia	16,641	-	-	17,160	-	-	17,419	-	-
Employees	13,998	10,011	3,987	14,009	10,001	4,008	13,925	9,942	3,983
Management	1,590 ^[2]	1,044 ^[2]	546 ^[2]	1,572 ^[2]	1,026 ^[2]	546 ^[2]	1,566	1,007	559
Non-management	12,408 ^[2]	8,967 ^[2]	3,411 ^[2]	12,437 ^[2]	8,975 ^[2]	3,462 ^[2]	12,359	8,935	3,424
Temporary staff	2,643	-	-	3,151	-	-	3,494	-	-
EMEA ^[1]	3,561	-	-	3,613	-	-	3,536	-	-
Employees	3,420	2,265	1,155	3,238	2,094	1,144	3,180	2,066	1,114
Management	481	309	172	467	298	169	462	292	170
Non-management	2,939	1,956	983	2,771	1,796	975	2,718	1,774	944
Temporary staff	141	-	-	375	-	-	356	-	-
The Americas	9,766	-	-	9,951	-	-	9,700	-	-
Employees	9,383	6,135	3,248	9,676	6,352	3,324	9,481	6,252	3,229
Management	814	532	282	1,040	648	392	1,031	634	397
Non-management	8,569	5,603	2,966	8,636	5,704	2,932	8,450	5,618	2,832
Temporary staff	383	-	-	275	-	-	219	-	-
Ref.: Ajinomoto Co., Inc.	3,559	2,377	1,182	3,707	2,457	1,250	3,855	2,542	1,313
Employees	3,335	2,272	1,063	3,480	2,353	1,127	3,627	2,441	1,186
Management	1,080	940	140	1,117	964	153	1,158	991	167
Non-management	2,149	1,257	892	2,231	1,291	940	2,317	1,345	972
Contract staff	106	75	31	132	98	34	152	105	47
Temporary staff	224	105	119	227	104	123	228	101	127

[1] Europe, the Middle East and Africa

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



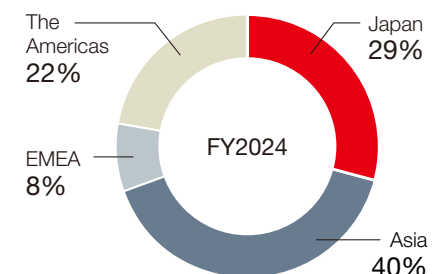
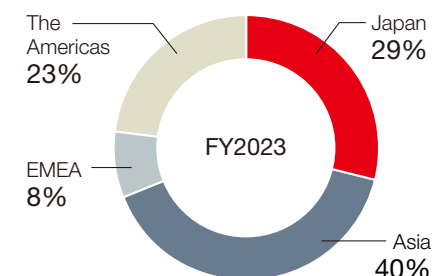
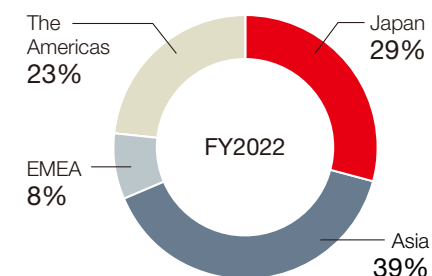
Ajinomoto Group employee ratio

Numbers in parentheses indicate male and female percentages.

	FY2022			FY2023			FY2024		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Ajinomoto Group total	100%	-	-	100%	-	-	100%	-	-
Employees	82%	(69%)	(31%)	81%	(69%)	(31%)	80%	(69%)	(31%)
Management	12%	(75%) ^[1]	(25%) ^[1]	13%	(73%) ^[1]	(27%) ^[1]	12%	(73%)	(27%)
Non-management	70% ^[1]	(68%) ^[1]	(32%) ^[1]	68%	(68%) ^[1]	(32%) ^[1]	68%	(69%)	(31%)
Contract staff	0%	(71%)	(29%)	0%	(74%)	(26%)	0%	(69%)	(31%)
Temporary staff	18%	-	-	19%	-	-	20%	-	-
Japan	100%	-	-	100%	-	-	100%	-	-
Employees	63%	(71%)	(29%)	64%	(71%)	(29%)	65%	(71%)	(29%)
Management	16%	(88%)	(12%)	17%	(87%)	(13%)	17%	(86%)	(14%)
Non-management	45%	(65%)	(35%)	46%	(65%)	(35%)	47%	(65%)	(35%)
Contract staff	1%	(71%)	(29%)	1%	(74%)	(26%)	1%	(69%)	(31%)
Temporary staff	37%	-	-	36%	-	-	35%	-	-
Asia	100%	-	-	100%	-	-	100%	-	-
Employees	84%	(72%)	(28%)	82%	(71%)	(29%)	80%	(71%)	(29%)
Management	10% ^[1]	(66%) ^[1]	(34%) ^[1]	11%	(65%) ^[1]	(35%) ^[1]	9%	(64%)	(36%)
Non-management	75% ^[1]	(72%) ^[1]	(28%) ^[1]	70%	(72%) ^[1]	(28%) ^[1]	71%	(72%)	(28%)
Temporary staff	16%	-	-	18%	-	-	20%	-	-
EMEA	100%	-	-	100%	-	-	100%	-	-
Employees	96%	(66%)	(34%)	90%	(65%)	(35%)	90%	(65%)	(35%)
Management	14%	(64%)	(36%)	13%	(64%)	(36%)	13%	(63%)	(37%)
Non-management	83%	(67%)	(33%)	77%	(65%)	(35%)	77%	(65%)	(35%)
Temporary staff	4%	-	-	10%	-	-	10%	-	-
The Americas	100%	-	-	100%	-	-	100%	-	-
Employees	96%	(65%)	(35%)	97%	(66%)	(34%)	98%	(66%)	(34%)
Management	8%	(65%)	(35%)	10%	(62%)	(38%)	11%	(61%)	(39%)
Non-management	88%	(65%)	(35%)	87%	(66%)	(34%)	87%	(66%)	(34%)
Temporary staff	4%	-	-	3%	-	-	2%	-	-
Ref.: Ajinomoto Co., Inc.	100%	(67%)	(33%)	100%	(66%)	(34%)	100%	(66%)	(34%)
Employees	94%	(68%)	(32%)	94%	(68%)	(32%)	94%	(67%)	(33%)
Management	30%	(87%)	(13%)	30%	(86%)	(14%)	30%	(86%)	(14%)
Non-management	60%	(58%)	(42%)	60%	(58%)	(42%)	60%	(58%)	(42%)
Contract staff	3%	(71%)	(29%)	4%	(74%)	(26%)	4%	(69%)	(31%)
Temporary staff	6%	(47%)	(53%)	6%	(46%)	(54%)	6%	(44%)	(56%)

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

Group employees by region





Percentage of female managers

	FY2022	FY2023	FY2024	FY2030 Target
Ajinomoto Group total	25% ^[1]	27% ^[1]	27%	40%
Japan	12%	13%	14%	-
Asia	34% ^[1]	35% ^[1]	36%	-
EMEA	36%	36%	37%	-
The Americas	35%	38%	39%	-
Ref.: Ajinomoto Co., Inc.	13%	14%	14%	30%
Percentage of female managers in junior positions ^[2]	16%	17%	19%	-
Percentage of female managers in senior positions ^[3]	7%	10%	10%	-

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

[2] Expert managers who perform their duties by demonstrating expertise in a specific area and managers who mainly supervise non-management employees

[3] Executive officers, corporate executives, group executive managers (managers who are within two reporting lines from the president)

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

	as of June 30, 2023	as of June 30, 2024	as of June 30, 2025	FY2030 Target
Percentage of female directors	27%	36%	36%	30%

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

	FY2022	FY2023	FY2024	FY2030 Target
Percentage of female line managers	11%	11%	9%	30%

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

	FY2022	FY2023	FY2024	FY2030 Target
Share of career hires	40%	48% ^[4]	49%	50%+

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

Ratio of locally hired overseas executives

(persons)

	FY2022	FY2023	FY2024
Total overseas executives	200	192	181
Local executives	121	123	113
Local executive ratio	61%	64%	62%

Score of Engagement Survey

	Result				Target	
	FY2021	FY2022	FY2023	FY2024	FY2025	FY2030
“ASV as one’s own initiative” ^[5]	61%	62%	-	-	-	-
“ASV Realization Process” ^[6]	-	75%	76%	76%	80%	85%+
Percentage of employees feeling highly engaged in their work ^[7]	86%	86%	85%	87%		

[5] 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.

[6] 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.

[7] 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.)

	FY2022	FY2023	FY2024
Total Expenditures for education & training per employee (thousand yen)	236	236	315
Expenditures for HRIS and Engagement survey (thousand yen)	58	49	45
Expenditures for DE&I (thousand yen)	16	18	25
Others (thousand yen)	162	169	245
Education & Training hours ^[8] (hours)	76	66	70

[8] 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)

	FY2022	FY2023	FY2024
Total Expenditures for education & training per employee (thousand yen)	83	75	94
Expenditures for HRIS and Engagement survey (thousand yen)	20	18	18
Expenditures for DE&I (thousand yen)	3	4	4
Others (thousand yen)	61	53	72
Education & Training hours (hours)	27	28	36



Number of new hires, retention rate

(persons)

[1]	FY2022			FY2023			FY2024		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Total number of new hires (new graduates + mid-career)	6,486	-	-	4,467	-	-	6,069	-	-
Japan	344	214	130	452	306	146	579	366	213
Asia	2,233	-	-	1,635	-	-	2,788	-	-
EMEA	494	-	-	354	-	-	429	-	-
The Americas	3,415	-	-	2,026	-	-	2,273	-	-
Ref.: Ajinomoto Co., Inc.	149	98	51	227	154	73	266	181	85
New graduates	90	51	39	120	71	49	140	88	52
Mid-career	59	47	12	107	83	24	126	93	33
Management	8	7	1	19	15	4	20	17	3
Non-management	51	40	11	88	68	20	106	76	30
Ratio of mid-career recruitment	39.6%	48.0%	23.5%	47.1%	53.9%	32.9%	47.4%	51.4%	38.8%
Retention rate (3 years) for new graduates									
Ajinomoto Co., Inc.	97.9% ^[1]	96.6% ^[1]	100.0% ^[1]	98.9% ^[1]	100.0% ^[1]	97.4% ^[1]	100.0%	100.0%	100.0%

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

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

(persons)

	FY2022			FY2023			FY2024			
	Total	Male	Female	Total	Male	Female	Total	Male	Female	
Total	59	47	12	107	83	24	126	93	33	
Non-management	age <30	9	8	1	18	16	2	16	12	4
	age 30-39	38	32	6	62	49	13	85	62	23
	age 40-49	4	0	4	7	2	5	5	2	3
	age 50-59	0	0	0	1	1	0	0	0	0
	age 60-	0	0	0	0	0	0	0	0	0
Management (junior)	age <30	0	0	0	0	0	0	0	0	
	age 30-39	2	2	0	5	4	1	6	5	1
	age 40-49	3	2	1	13	10	3	11	9	2
	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	
	age 30-39	0	0	0	0	0	0	0	0	
	age 40-49	3	3	0	1	1	0	3	3	0
	age 50-59	0	0	0	0	0	0	0	0	
	age 60-	0	0	0	0	0	0	0	0	
Management (senior)	age <30	0	0	0	0	0	0	0	0	
	age 30-39	0	0	0	0	0	0	0	0	
	age 40-49	0	0	0	0	0	0	0	0	
	age 50-59	0	0	0	0	0	0	0	0	
	age 60-	0	0	0	0	0	0	0	0	

Percentage of vacant management positions filled internally (Ajinomoto Co., Inc.)

	FY2022	FY2023	FY2024
Percentage of vacant management positions filled internally	97%	96%	97%



Number of retirees, turnover, reemployment

(persons)

	FY2022			FY2023			FY2024		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Total number of retirees	6,934	-	-	4,523	-	-	5,849	-	-
Japan	326	235	91	304	216	88	383	271	112
Retired	109	78	31	131	107	24	153	116	37
Resigned for personal reasons	217	157	60	173	109	64	230	155	75
Overseas (Resigned for personal reasons, etc.)	6,608	-	-	4,219	-	-	5,466	-	-
Ref.: Ajinomoto Co., Inc.	106	76	30	97	76	21	124	91	33
Retired	42	29	13	57	47	10	66	44	22
Resigned for personal reasons	64	47	17	40	29	11	58	47	11
Turnover ^[1]									
Ajinomoto Co., Inc.	1.7%	1.8%	1.6%	1.0%	1.1%	1.0%	1.5%	1.7%	0.9%
Reemployed after retirement (Japan only)	154	120	34	103	83	20	134	99	35
Ajinomoto Co., Inc. (senior reemployment)	25	15	10	41	36	5	44	27	17
Group companies in Japan	124	105	19	57	46	11	90	72	18

[1] Only includes employees resign for personal reasons.

Number of personnel with disabilities (Japan only)

(persons)

	As of June 1, 2023	As of June 1, 2024	As of June 1, 2025
Employees	294.0	320.5	323.5
Ajinomoto Co., Inc.	78.0	82.0	81.0
Group companies ^[2]	216.0	238.5	242.5
Percentage of workforce rate	2.35%	2.53%	2.48%
Ajinomoto Co., Inc.	1.87%	1.88%	1.80%
Group companies ^[2]	2.60%	2.87%	2.83%

[2] Numbers refer to 18 consolidated subsidiaries with 40 or more regular workers, and a special-purpose subsidiary Ajinomoto Mirai Co., Ltd.

Age, years of employment, salary

	FY2022			FY2023			FY2024		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Average age									
Ajinomoto Co., Inc.	44.6	45.4	42.7	44.5	45.3	42.7	44.3	45.0	42.4
Group companies in Japan	41.8 ^[3]	42.7 ^[3]	39.3 ^[3]	41.9 ^[3]	42.6 ^[3]	39.3 ^[3]	41.0	41.8	38.6
Overseas Group companies	38.2	-	-	36.5	-	-	38.5	-	-
Average years of employment									
Ajinomoto Co., Inc.	20.3	21.0	18.6	19.9	20.6	18.3	19.4	20.1	17.8
Group companies in Japan	14.9 ^[4]	15.4 ^[4]	12.8 ^[4]	14.9 ^[4]	15.5 ^[4]	12.9 ^[4]	13.2	14.8	12.2
Overseas Group companies	9.8	-	-	9.2	-	-	9.7	-	-
Average annual salary ^[3] (thousand yen)									
Ajinomoto Co., Inc.	10,475	-	-	10,727	-	-	10,367	-	-

[3] Average for employees (excluding contract staff)

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

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

(persons)

	FY2022			FY2023			FY2024		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Total	3,335	2,272	1,063	3,480	2,353	1,127	3,627	2,441	1,186
age <30	387	218	169	439	250	189	505	302	203
age 30-39	750	463	287	788	491	297	844	516	328
age 40-49	1,138	812	326	1,083	756	327	1,006	690	316
age 50-59	957	702	255	1,038	755	283	1,118	822	296
age 60-	103	77	26	132	101	31	154	111	43

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

	FY2022			FY2023			FY2024		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Total	100%	68%	32%	100%	68%	32%	100%	67%	33%
age <30	12%	7%	5%	13%	7%	5%	14%	8%	6%
age 30-39	22%	14%	9%	23%	14%	9%	23%	14%	9%
age 40-49	34%	24%	10%	31%	22%	9%	28%	19%	9%
age 50-59	29%	21%	8%	30%	22%	8%	31%	23%	8%
age 60-	3%	2%	1%	4%	3%	1%	4%	3%	1%



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

(persons)

	FY2022			FY2023			FY2024		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Number of new managers promoted	82	64	18	100	81	19	85	63	22
Ratio	100%	78%	22%	100%	81%	19%	100%	74%	26%

Working hours (Ajinomoto Co., Inc. only)

	FY2022	FY2023	FY2024
Average annual working hours	1,892	1,902	1,914
Average paid leave days	15.6	15.3	13.4
Paid leave utilization rate	80%	78%	68%

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

	FY2022	FY2023	FY2024
Labor union membership ratio	60.4%	60.1%	60.8%

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. (Also applicable to attendance at entrance and graduation ceremonies of kindergartens, nursery schools, or elementary schools)	
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 5, 5, 15, and 7 days one time in the age ranges of 25–32, 33–40, 41–48, and 49–56, respectively.	
WLB short hours working 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 ^[1]	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 ^[1]	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 for a period of between 1 and 5 years (total cumulative leave) 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. 	

[1] 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)

	FY2022			FY2023			FY2024		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Parenting leave program									
Number of users									
Parenting leave	164	67	97	189	79	110	169	63	106
Number of employees newly obtained the right to take childcare leave	123	74	49	145	88	57	115	70	45
Part-time parenting and work	123	1	122	116	2	114	114	1	113
Childcare leave	5	1	4	4	3	1	6	4	2
Usage ratio									
Parenting leave	-	91%	100%	-	90%	100%	-	90%	100%
Average parenting leave usage days	-	14	361	-	16	345	-	20	254
Reinstatement rate	-	100%	99%	-	100%	100%	-	100%	100%
Retention rate	-	100%	99%	-	100%	100%	-	100%	100%
Other WLB-related programs									
Number of users									
Nursing care leave	4	3	1	2	1	1	5	2	3
Nursing care temporary retirement	1	0	1	1	0	1	1	0	1
Part-time family care and work	1	0	1	1	0	1	1	0	1
Accumulated paid leave	34	8	26	63	28	35	60	24	36
Volunteer leave	1	-	-	1	-	-	0	-	-
Rejuvenation leave	150	-	-	130	-	-	129	-	-

Frequency of serious accidents and accidents with absence

Frequency of serious accidents and accidents with absence, and number of accident victims

	FY2020	FY2021	FY2022	FY2023	FY2024
No. of people (with absence)	146	104	93	99	90
No. of people (serious accidents) ^[1]	23	12	16	17	8
Frequency rate					
LTIFR ^[2]	1.90	1.28	1.13	1.20	1.02
LTIR ^[3]	0.38	0.26	0.23	0.24	0.20
Severity rate (lost workdays rate) ^[4]	0.117	0.035	0.035	0.122	0.020

[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

	FY2020	FY2021	FY2022	FY2023	FY2024
Number of falling over accidents (Persons, serious accidents in parentheses) ^[5]	22(2)	24(1)	20(4)	24(4)	21(1)
Number of caught-in accidents etc. by machines in operation (Persons, serious accidents in parentheses) ^[5]	15(6)	11(7)	12(3)	12(4)	7(2)

[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

	FY2020	FY2021	FY2022	FY2023	FY2024
Number of work-related fatalities (Employees)	1	0	0	1	0
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

	FY2022			FY2023			FY2024		
	Japan	Overseas	Total	Japan	Overseas	Total	Japan	Overseas	Total
Human rights, harassment	38	19	57	52	41	93	64	44	108
Hiring, working, conditions	14	66	80	21	301	322	18	366	384
Quality, environment	6	14	20	9	22	31	11	32	43
Fraud	2	6	8	5	5	10	7	30	37
Social manners, ethics	8	54	62	20	158	178	20	81	101
Proper job performance	16	5	21	30	12	42	24	76	100
Other	9	213	222	15	701	716	6	506	512
Total	93	377	470	152	1,240	1,392	150	1,135	1,285

Number of violations

	FY2023	FY2024
Corruption or Bribery	0 ^[1]	0
Discrimination or Harassment ^[2]	1	1
Customer Privacy Data	0	1
Conflicts of Interest	0 ^[1]	1
Money Laundering or Insider trading	0	0

[1] Corrections have been made due to errors in data aggregation.

[2] Number of violations by officers and employees of Ajinomoto Co., Inc. and officers of Group companies.



Third-party assurance



LRQA Independent Assurance Statement Relating to Ajinomoto Co., Inc.'s Environmental and Social Data within Ajinomoto Group Sustainability Report 2025 for the fiscal year 2024

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 2025 ("the report") for the fiscal year 2024 from 1 April 2024 to 31 March 2025), 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 (Employees and Contractors)
 - Number of work-related fatalities³ (persons) (Employees, Contractors)
 - Quantity of Production (1/Apr./2024-31/Mar./2025, 1/Apr./2023-31/Mar./2024) (tonnes)

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

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

LRQA's Opinion

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

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

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

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, Lost Time Injury Frequency Rate (LTIFR), number of work-related fatalities and Quantity of Production data and associated records for the fiscal year 2024; and
- Verification for confirming of the effectiveness of its data management system of the Mie Plant 1st Manufacturing Dept. of Ajinomoto Food Manufacturing Co., Ltd and WAN THAI FOODS INDUSTRY Co.,Ltd. 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: 12 July 2025

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 2025

Appendix 3 : Tax Data

FY2023 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	1,069,222	24,031	4,109	19,927	7,809
Thailand	323,381	51,738	7,253	5,468	4,508
U.S.A.	311,780	5,202	-2,971	1,319	5,008
Indonesia	157,172	13,856	3,810	2,929	3,614
Brazil	96,194	9,147	3,411	3,618	3,095
Belgium	72,656	3,399	958	1,843	831
Viet Nam	61,788	8,088	1,490	1,507	2,342
France	54,986	-840	73	11	734
Philippines	33,529	4,427	1,134	798	888
Malaysia	32,325	14,210	1,117	440	575
Singapore	27,525	762	153	131	44
China	23,662	2,811	528	449	744
Peru	22,371	1,752	626	593	1,405
Poland	12,861	914	201	179	578
Other	90,340	5,461	1,818	1,528	2,658
Total	2,389,791	144,957	23,711	40,740	34,833

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 FY2023

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	AgriTechno (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 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 Specialty Foods Co.,LTD.		●	●	
Thailand	AJINOMOTO SALES (THAILAND) COMPANY LIMITED		●	●	
Thailand	Erawan Industrial Development Co., Ltd.				●
Thailand	SI AYUTTHAYA REAL ESTATE 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.	●	●	●	
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			●	
United States of America	Ajinomoto Althea, Inc.	●	●	●	

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 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			●	
United States of America	Forge Biologics, Inc.	●	●		
United States of America	Sotiria Therapeutics, Inc.	●			
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.			●	



Tax Jurisdiction	Constituent Entities Resident in the Tax Jurisdiction	Main business activity			
		Research and Development	Manufacturing or Production	Sales, Marketing or Distribution	Other
Plurinational State of Bolivia	AJINOMOTO DEL PERU S.A. Bolivia Branch			●	
United Kingdom	AJINOMOTO FOODS EUROPE S.A.S. UK Branch			●	
United Kingdom	Nualtra Ltd. UK Branch			●	
Ireland	Nualtra Ltd.			●	
France	AJINOMOTO FOODS EUROPE S.A.S.		●	●	
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.,			●	
Spain	Forge Biologics Europe, S.L.				●
Germany	AJINOMOTO FOODS EUROPE S.A.S. 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 EAST AFRICA			●	
Egypt	Ajinomoto Foods Egypt S.A.E.			●	