



Social

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Responding to diversifying values

Responding to diversifying values required for food

Approach

The Ajinomoto Group offers products tailored to each area in which we do business, understanding and respecting the food culture and values of each country and region, as well as the diversified preferences and needs related to food. We offer well-balanced, nutritious menus using local ingredients and classic dishes. We also suggest ways to make a dining scene better.

Dietary habits are changing as lifestyles diversify. We see more people eating alone and more people eating individualized meals, even when dining with family. The busyness of life is leaving people with less time to prepare and eat meals. Meals are not only for nourishment, but also valuable opportunities for communications. Consumers demands related to food and lifestyles are diversifying. People want more satisfaction through cooking joyfully and well, as well as the joy of connecting with family and others through meals.

The Ajinomoto Group offers a variety of values in response to these changes in lifestyles and the times, as well as to diversifying needs. For example, we continue to expand our product lineup to meet a diverse set of needs. This includes microwaveable frozen gyoza for those who want a meal that needs less time to cook, easy-to-enjoy seasonings offering authentic flavors, and other products responding to changing work styles and growing opportunities to cook at home. We also create opportunities to enjoy cooking and meals, suggesting different menus for various occasions.



Microwave Gyoza (Japan)
Easy to cook in a microwave oven for delicious, fresh taste. For fiscal 2022, we kept the juiciness of the filling and the savory aroma of the baked crust, while making the crust even chewy and tastier.



Hanetsuki Gyoza (Thailand)
Hanetsuki Gyoza is a popular, easily prepared dish in Japan. This type of gyoza is now available in Thailand and Singapore in varieties and flavors to suit the tastes and culture of each country. We now offer the taste, enjoyment, and convenience of Japanese gyoza to consumers in ASEAN.



Chicken and Vegetable Gyoza (Europe and the Americas)
Consumers know gyoza for its nutritional balance of carbohydrates, protein, vitamins, and minerals (from vegetables). The healthy Chicken and Vegetable Gyoza is particularly popular in North America and Europe.



Drip-Type Drinkable Broth Dashi-Cha (Japan)
Drip-type Drinkable Broth Dashi Cha (three flavors: dried bonito, tomato, and burdock) offers mindful moments to everyday life. The dashi ingredients have been carefully selected and arranged with our proprietary technology to be enjoyed easily.



"TERRANO® Veggie Burger" (Brazil)
A deep dive into flexitarian and vegetarian insights in Brazil. In Brazil, we offer the plant-based food market a powdered hamburger mix with high nutritional value and no sacrifice in taste under the TERRANO® brand.



"Knorr®" BRAN BREAD POTAGE (Japan)
We developed "Knorr®" BRAN BREAD POTAGE as a new product that satisfies the needs of both authentic taste and dietary fiber. The soup is made with authentic Knorr® ingredients and chef-style quality.



Knorr® Potage with Beans and Vegetable
This is a retort soup made with between seven and nine different types of beans and vegetables, offering the umami and nutritional benefits of the ingredients. Knorr® Potage with Beans and Vegetable provides protein, dietary fiber, and other nutrients derived from the ingredients. In addition to being easy to heat in the microwave and eat, this soup is filling and satisfying—a quick and easy way to add one more dish to a meal.

Proposals for Consumers

Rapid response to consumer lifestyle changes

Performance

@ajinomotalk, a Space for Value Co-Creation to Connect With Fans

In March 2023, we unveiled @ajinomotalk, a community website to interact with fans of Ajinomoto Group products. This community allows us to connect closely with customers and co-create value in products and experiences. The site is housed within our AJINOMOTO PARK owned media, where Ajinomoto Group employees and customers can interact with each other under the concept of *Delicious is Fun!*

By connecting with customers directly, we enjoy closer communications and gain a deeper understanding of customers and customer data.

We incorporate the opinions obtained through daily postings, surveys, interviews, experience events, and other interactions into manufacturing and value creation, co-creating a variety of experience values with customers.

**D2C Website GOOD GOOD TABLE, Opened to the Public**

In January 2023, we made a new D2C^[1] site, GOOD GOOD TABLE, open to the public.

The domestic order-in market for food is growing in size. E-commerce ordering is increasing due to the digitalization of purchasing behavior and the increase in opportunities for eating at home, driven by the spread of work-at-home jobs in recent years^[2]. In addition, consumers are finding it easier to acquire information online and communicate interactively with companies. More and more, consumers place greater value on choices and experiences that better suit their individual preferences. In response to these developments, we unveiled a website that aims to provide experiential value related to food and facilitate value co-creation with users.

GOOD GOOD TABLE not only provides users with the stories behind the development of products, but also satisfies curiosity about food and provides information on recipes and food pairings that upgrade the traditional dining table. In this way, we support the ongoing enjoyment of new encounters with delicious food. In the future, the website will provide information from the Ajinomoto Group and solicit feedback and ideas from users to enhance interactive communication.

[1] Direct-to-consumer: Business in which a manufacturer sells directly to consumers.

[2] Source: *Food Mail-Order Market Research (2022)*; September 28, 2022; Yano Research Institute Ltd.

> GOOD GOOD TABLE (Japanese only)

Creating businesses for and learning the values held by Generation Z

Generation Z, born between 1995 and 2009, now comprises one of the world's largest generations, at approximately 1.3 billion. Generation Z is highly concerned about the global environment, social contribution, sustainability, diversity, and respect for the individual. Ajinomoto Co., Inc. views Generation Z as a flagbearer of promoting the formation and spread of value toward the well-being of people in the coming era. We think freely from the perspective of Generation Z and consumers without being bound by the framework of existing businesses, developing businesses that respond to new values and aiming to create new business models and other businesses as quickly as possible. These new businesses include products in new domains and the use of digital technologies.

- Initiatives to Help Generation Z Cook for Well-Being
In the second half of FY2022, we began offering the Non-Recipe Cooking Workshop with home chef Yuka Yamaguchi as instructor. This workshop targets university students who are preparing to become independent members of society. Throughout the workshop, we observed changes in student physiologies and cooking frequency, evaluating whether learning basic cooking skills affected their well-being. We plan to evaluate the relationship between the ability to cook for oneself and well-being further to produce content for AJINOMOTO PARK and inspire Generation Z to cook.
- Approaches Reflecting Insights From Generation Z
To develop businesses utilizing ideas solicited from Generation Z, we developed an industry-university project for Generation Z together with seminar students of Professor Akihiro Nishimoto, Kwansai Gakuin University. We solicited ideas based on Generation Z values and lifestyle perspectives along three categories: ethics, new dietary

Proposals for Consumers

habits, and mental health. We gained insights with the potential for business development, including information gathering methods unique to Generation Z and out-of-the-box scenarios. The information and insights gained here will be used for future business development.

• Proof-of-Concept Tests to Convert Unharvested Crops Into Resources

To solve food and health issues, we support initiatives to reduce food loss and create sustainable communities. These initiatives include activities conducted in collaboration with Generation Z. The community in Nakatsu City, Oita Prefecture, faces issues that include an aging population and devastation caused by neglected bamboo forests. In response, the city conducted a proof-of-concept test to transform unharvested agricultural products into resources, working with university students in Oita Prefecture. University students helped harvest and process bamboo shoots from abandoned bamboo groves, which were then sold at supermarkets in the prefecture, leading to a circular economy. We will continue to support these Generation Z university students in their quest to experience the realities of agriculture and communities, helping them gain experiences useful in forming sustainable societies in the future.



> [Press Release \(Japanese only\)](#)
> [AJINOMOTO PARK \(Japanese only\)](#)

Improving product accessibility

Approach

GRI203-2

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 umami seasoning AJI-NO-MOTO® of 7.5g (500 rupiah = 5 yen) in Indonesia and 11g in the Philippines (3 pesos = 8 yen)^[1]. The Group strives to improve product availability and accessibility by utilizing digital data and collecting information through direct communications.

[1] The exchange rate as of end of May 2023 was used to convert product prices into Japanese yen.

> [Group Shared Policy on Product Accessibility](#)

Appropriate communications and information sharing

Responsible communications with consumers

Approach

GRI3-3

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 2022, the Ajinomoto Group was not subject to any public announcements made by the Japan Consumer Affairs Agency related to violations of the Act against Unjustifiable Premiums and Misleading Representations.

Quality management

Ajinomoto System of Quality Assurance (ASQUA)

Approach

GRI3-3

The Ajinomoto Group has our own quality assurance system, ASQUA. As of March 2023, 96 Group companies have implemented ASQUA.

The core of ASQUA is based on ISO 9001, the international quality management system standard. We supplement this standard with other manufacturing management standards such as the Hazard Analysis and Critical Control Points (HACCP)^[1], Good Manufacturing Practices (GMPs)^[2], and the Group's own rules and requirements. Furthermore, ASQUA is composed of Group Shared Policies^[3], and associated quality assurance rules, regulations and standards, as well as other rules established by each internal organization.

Quality standards range from development, procurement of raw materials, and sales to customer communications. We review these standards constantly in light of internal and external trends. In fiscal 2022, we revised our Food Safety Management Standards, Food GMP Standards, and Food Additive GMP Standards to respond to updated laws and regulations, as well as to strengthen linkage with global standards.

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

[1] Management standards for manufacturing foods in a safe and sanitary manner

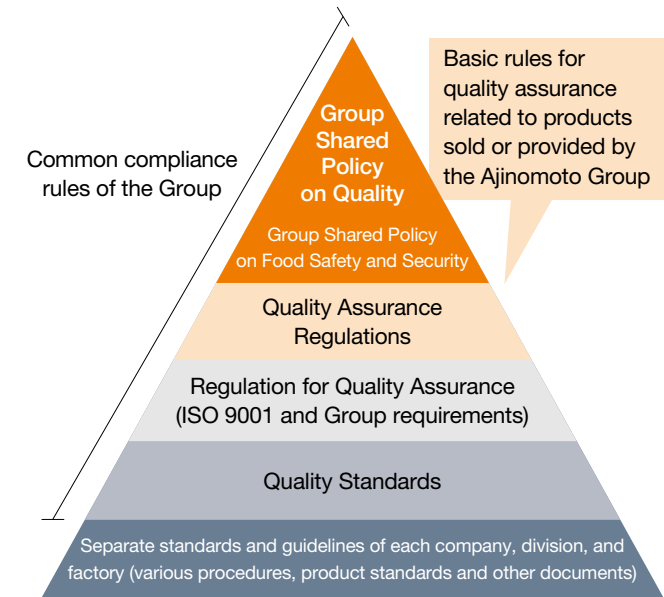
[2] Standards relating to manufacturing management

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

ASQUA framework



ASQUA components



Product Safety

Promotion framework for quality assurance

Framework

GRI3-3

The Ajinomoto Group established the Quality Assurance Committee under the Executive Committee to deliberate policies and various measures regarding quality assurance. The committee drafts basic policies and plans, and escalates Group-wide implementation once approved by the Executive Committee. The status of these policies 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.

> Quality Assurance

Obtaining and maintaining third-party certifications

Framework

The Ajinomoto Group encourages Group companies to acquire and maintain ISO 9001 certification. As of March 2023, 62 of 74 eligible Group companies have acquired ISO 9001 certification. The Group is working to build a certification system for eligible companies not yet certified, many of which are newly acquired or established companies. In response to customer requests or other cases, the Group acquires certification of other standards such as FSSC 22000 approved by the Global Food Safety Initiative (GFSI).

Develop human resources to improve quality assurance levels

Performance

GRI3-3

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. As in fiscal 2021, the spread of COVID-19 meant that most of this training was conducted online or via e-learning in fiscal 2022.

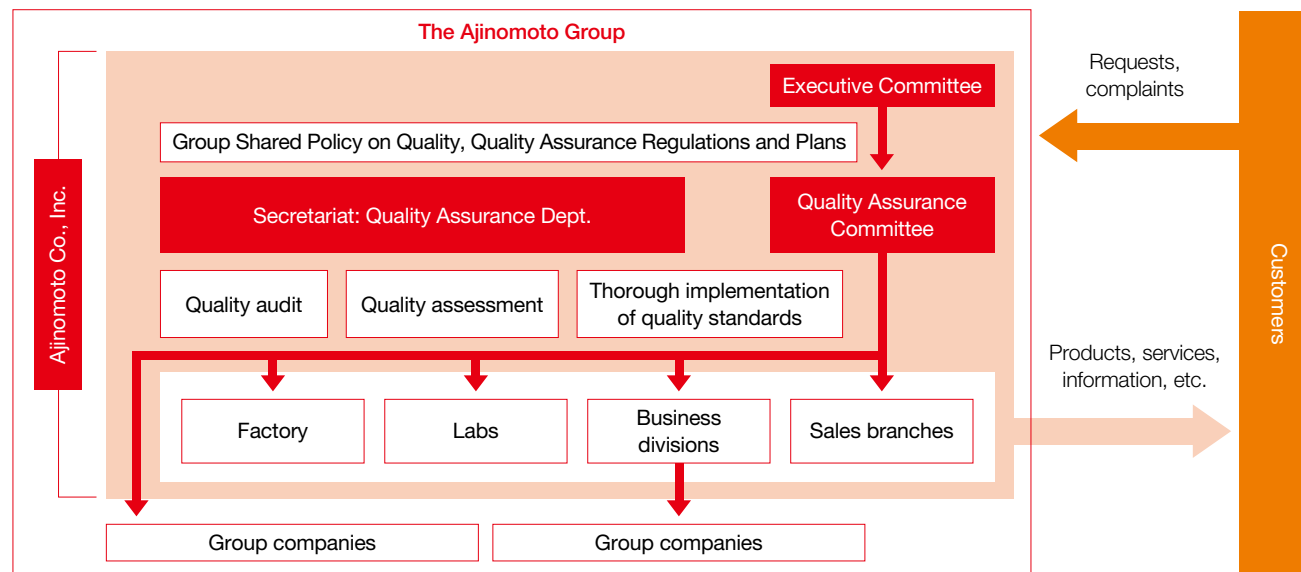
Main programs in fiscal 2022

■ Japan

- Quality training for Group employees
- Programs for managers responsible for quality assurance scheduled for posting to overseas offices
- Ajinomoto Management and Technical Conference on Quality for Group company executives and employees
- New Top Management Quality Training Course for newly appointed organizational heads, domestic Group company heads, and new quality assurance personnel and managers
- ISO 9001 food product business operations training for newly transferred employees

■ Overseas

- Sharing of audit case studies
- Explanation of GMP audits
- Global Regulatory Affairs online seminar on Risk Management for Asia, Europe, and US Regulatory Affairs heads



Product Safety

Quality assurance across the supply chain

Framework / Performance

GRI3-3, GRI416-1

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 and Security.

- > Group Shared Policy on Quality
- > Group Shared Policy on Food Safety

Development

To deliver safe, high-quality products, the Ajinomoto Group implements strict quality assessments in each stage of the product development process in accordance with the ASQUA Standard for Quality Assessment. Only products that have passed all assessments reach the end customer.

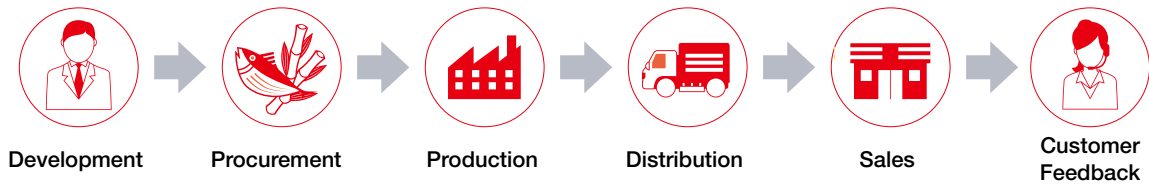
Raw materials procurement

GRI414-1

We select suppliers in accordance with the Standard for Quality Control of Ingredients provided in ASQUA. Raw materials purchased from suppliers are strictly controlled through lot-by-lot inspections.

We work with our suppliers to improve quality and reduce quality risks through measures that include regular appraisals, quality audits, information sessions, and surveys. We make continuous quality improvements through close cooperation with suppliers.

> P106



Production

GRI414-2

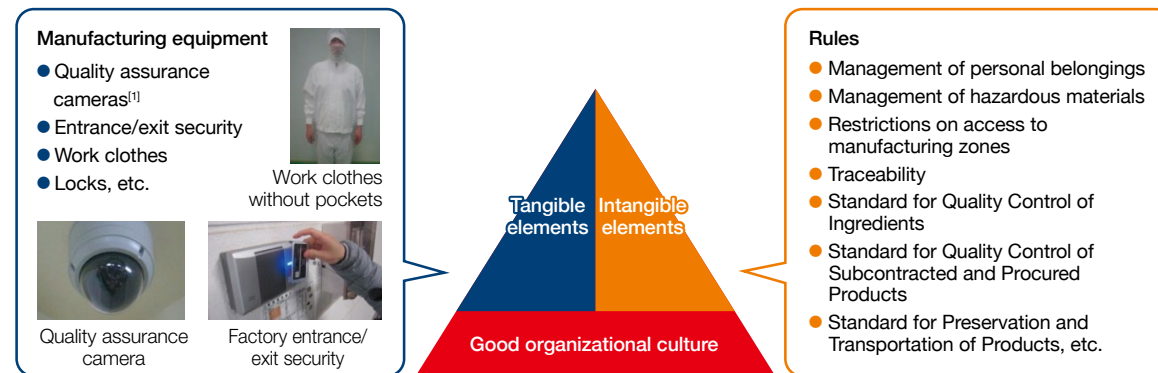
Structural enhancements for food safety

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

Measures to prevent manipulation of quality-related data We continue to foster employee compliance and awareness of quality assurance from the customer's perspective. The validity of data related to development, production, and the functional features of food products is evaluated and judged objectively and fairly in quality assessment meetings and by committees of internal experts. To ensure the proper operation of these systems, we conduct ongoing quality audits and third-party certification audits.

In addition, global standards require systems that store and prevent the manipulation of analysis data on manufactured pharmaceuticals and active pharmaceutical ingredients. We continue to strengthen management based on these standards.

Diagram of food safety assurance concept



[1] Confirm no problems or operational errors in the plant. Secure customer trust via quality assurance cameras.

Product Safety

■ Initiatives to reduce quality-related claims and incidents

GRI416-2, GRI417-2

We carefully investigate the causes of all quality complaints and problems that occur, one by one, to prevent recurrence. Details of any quality-related incident and information on preventative measures are communicated promptly to Group companies in Japan and abroad to prevent recurrences. We have also created a database of major past issues, using this information to evaluate risks.

In fiscal 2022, we issued the recall of *The★® Shumai* due to foreign matter contamination (60,600 bags recalled) and two distribution collections.

Number of recalls and distribution collections by the Ajinomoto Group

Fiscal year	2018	2019	2020	2021	2022
Number	4	3	4	5	3

■ Distribution

The Ajinomoto Group exercises strict control over product quality, which includes factors such as freshness, temperature, and moisture, during storage and transportation from factories until our products reach the customer. These activities follow ASQUA standards regarding the management of storage, transportation, warehouses (in Japan only), and other operations.

■ Sales

GRI417-1

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)
- Easy-to-identify labeling of packaging materials
- Customer service contact

> Product package labeling (Japanese only)

■ Websites

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

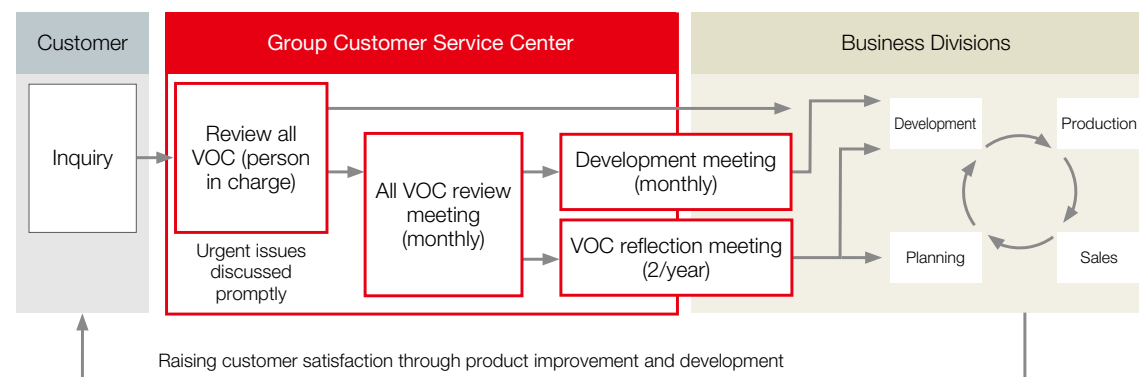
■ Customer feedback

■ 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 2023, we operate under these standards in a total of 13 countries.

> Quality Assurance

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.

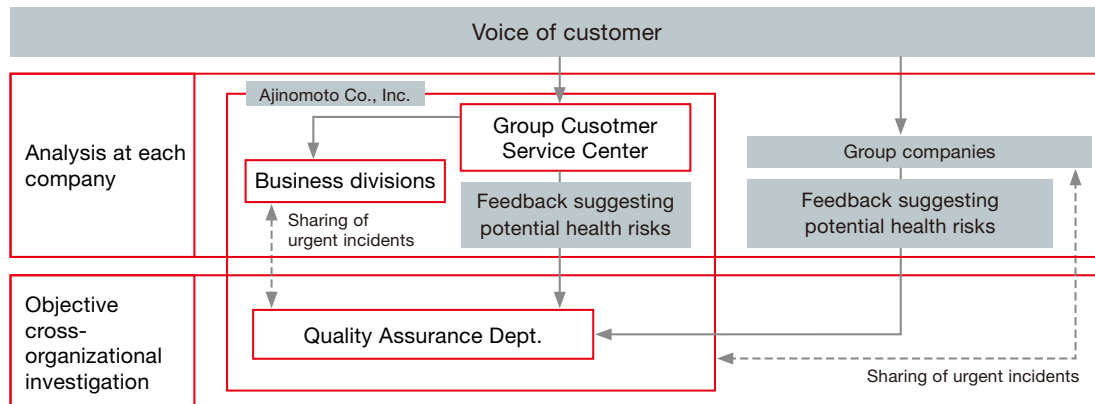
Product Safety

■ Enhanced monitoring of customer feedback

Any customer feedback is analyzed by a group company, and any such feedback that concerns a serious issue that could lead to health risks or a violation of law is also checked and analyzed promptly, objectively, and in a cross-

organizational manner by Ajinomoto Co., Inc. The system ensures that any case deemed to be urgent is shared with relevant departments immediately. As of March 2023, we operate under these standards in a total of 16 countries.

Customer feedback monitoring system for preventing health damage



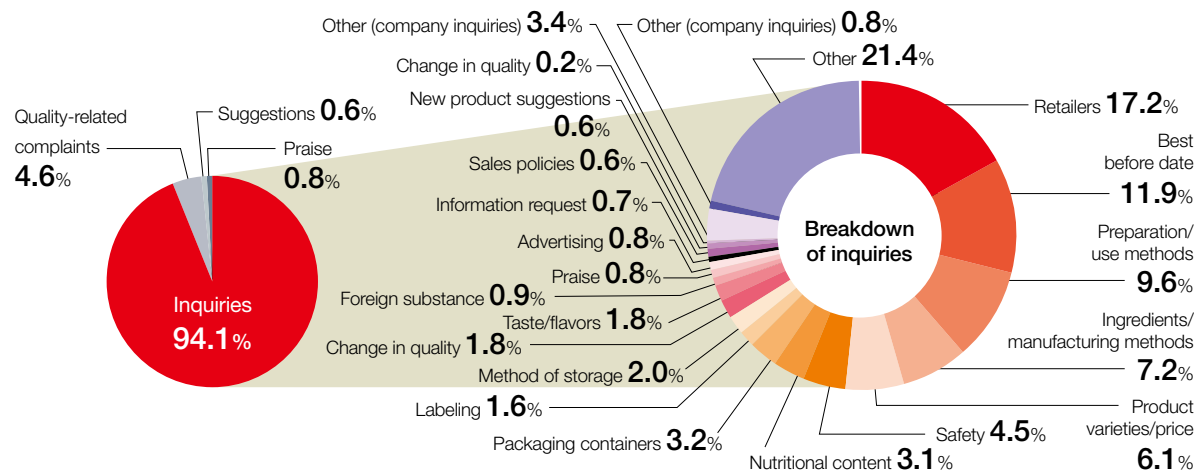
Breakdown of VOC in fiscal 2022

- VOC received by Ajinomoto Co., Inc.: 21,567 (-7.9% vs. fiscal 2021)
 - VOC received by three Ajinomoto Group food product companies^[1] in Japan: 37,260 (-6.2% vs. fiscal 2021)
- [1] Ajinomoto Co., Inc., Ajinomoto Frozen Foods, Co., Inc. and Ajinomoto AGF Co., Inc.

■ Efforts to improve customer satisfaction

The three food product Group companies in Japan regularly conduct surveys to confirm and improve customer satisfaction regarding the quality of response to customer quality-related claims. The investigation, business, and customer service departments work to share specific feedback to improve customer satisfaction. Surveys conducted during fiscal 2022 by Ajinomoto Co., Inc. indicated that 96.0% of customers were satisfied with the response to issues they raised, 79.5% were satisfied with the investigation reports, and 90.3% intend to continue to use the company's products.

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



Respecting human rights

Approach, Policy, and Structure

Basic policy

Approach

GRI12-23

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

Ajinomoto Group policies are approved by the Board of Directors and the Executive Committee before being signed by the president and CEO.

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

[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, 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, such as people with disabilities, migrant workers, or LGBT people.

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

Framework

Framework

GRI2-24, GRI2-25

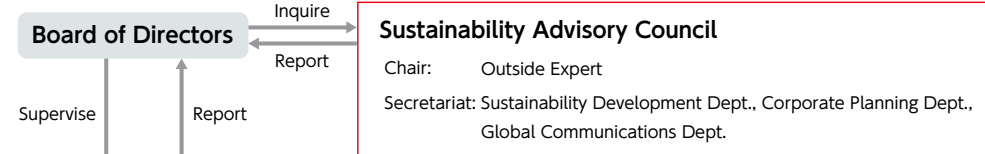
The Ajinomoto Group pursues ESG and sustainability initiatives that include respect for human rights, mainly through the Sustainability Advisory Council, a subordinate body of the Board of Directors, and the Sustainability Committee, a subordinate body of the Executive Committee. The Sustainability Committee and the Sustainability Development Department create roadmaps regarding human rights initiatives, offer proposals, and provide support to incorporate sustainability into business plans. These two bodies report to the Executive Committee and the Board of Directors.

In addition, the Board of Directors, Executive Committee, and the Sustainability Advisory Council hold discussions on human rights topics as appropriate.

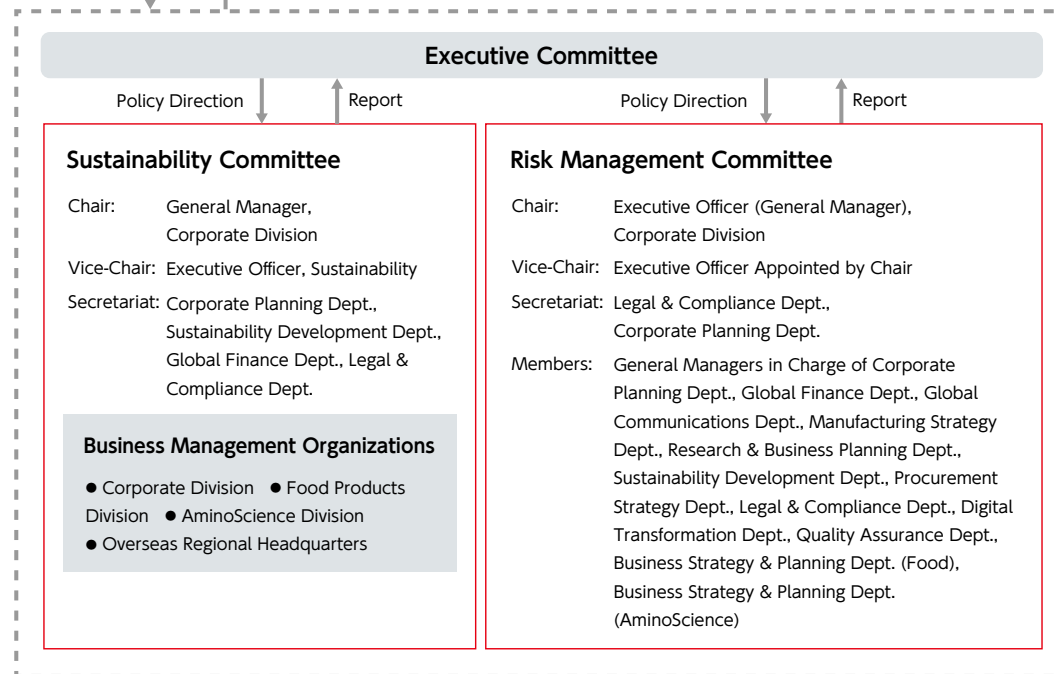
> [Human Rights](#)

Framework for ESG and sustainability

[Supervision]



[Execution]



Human Rights

Human rights due diligence

GRI2-24, GRI2-25, GRI3-3, GRI403-7
GRI408-1, GRI409-1, GRI412-1, GRI414-2

Ajinomoto Group human rights due diligence

Framework / Performance

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

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

Basic Concepts

Our approach to establishing a UNGPs-based management system covering the value chain emphasizes the two aspects of comprehensiveness and depth, as described below. We engage in this system while seeking and incorporating external perspectives on an ongoing basis.

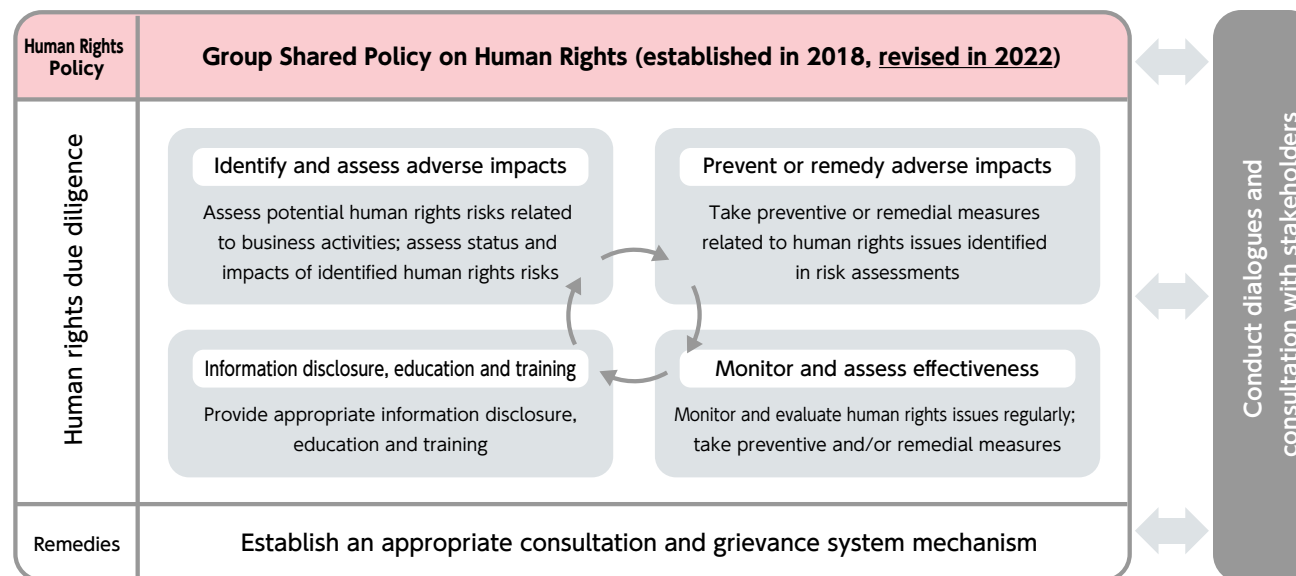
■ Comprehensiveness:

It is essential to strengthen cooperation with suppliers and other business partners. To this end, we are developing our own questionnaires and information systems to create a foundation for information gathering and dialogue.

■ Depth:

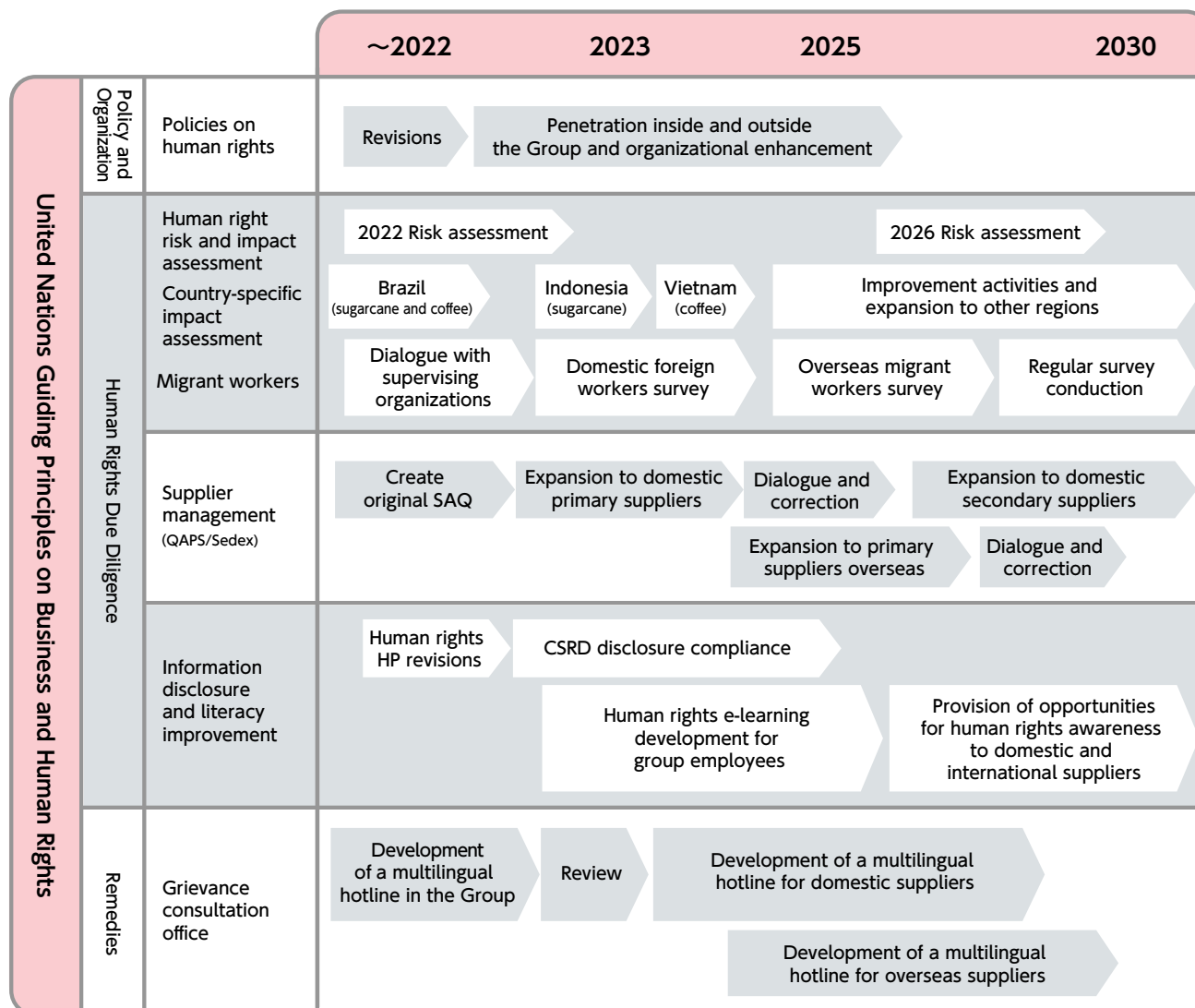
We intend to establish a management structure that enables us to identify human rights issues through direct dialogue with rights holders and to promptly address the issues identified.

Ajinomoto Group human rights due diligence process



Human Rights

Roadmap to 2030



Identify and assess adverse impacts

The Ajinomoto Group periodically reviews (every four years) the human rights risk assessments across all businesses for each country involved in raw materials procurement, production, and sales. In countries, regions, and agricultural products where risks have been identified, the Ajinomoto Group conducts on-site visits and engages in direct dialogues with rights-holders. Through this, we assess the impact on and situation of human rights of stakeholders affected by our businesses (employees of business partners, local residents, NPOs, etc.). We consider actions to prevent or mitigate human rights issues identified through these efforts.

■ FY2018 Human Rights Risk Assessment and Human Rights Impact Assessment

1) Human Rights Risk Assessment

Using the Verisk Maplecroft Human Rights Risk Database, we identified and analyzed human rights topics with the advice of an external expert, Caux Round Table Japan (CRT Japan). Having examined high-risk countries and regions where the Ajinomoto Group engages in the food business, we identified Thailand and Brazil as high-risk countries. High-risk issues identified included occupational health and safety, child labor, and forced labor.

2) Human Rights Impact Assessment (Direct Dialogue with Rights-holders)

- Human Rights Impact Assessment in Thailand (2019)

With a particular attention to the seafood processing and poultry industries, we visited manufacturing plants and aquaculture farms involved in the Ajinomoto Group's value chain. We also engaged in dialogues and interviews with international NGOs and National Human Rights Commission of Thailand, as well as industry associations in the seafood and poultry industries and migrant workers.

Human Rights

<Summary of results>

It is clear that the legal system in Thailand is well developed and an effective remedy mechanism is functioning in the poultry industry. We intend to extend these good practices to other businesses and regions where the Ajinomoto Group operates.

> [Human Rights Due Diligence Impact Assessment Report 2019 Thailand](#)

- Human Rights Impact Assessment in Brazil (2021-2022)
With a particular attention to the sugarcane and coffee bean industries, we conducted dialogues and interviews with manufacturing plants and farmers involved in the Ajinomoto Group's value chain, international NGOs, national human rights institutions, and industry associations. (Conducted online due to COVID-19)

<Summary of results>

It is clear that the regions where the Ajinomoto Group conducts procurement are highly mechanized and the risk of human rights violations is not high. At the same time, it has been suggested that, although the legal system in Brazil is well-developed, specific remedy mechanisms are inadequate. We will continue to study the establishment of a remedy mechanism in this region.

> [Country human-rights risk impact assessment for supply chains in the sugarcane industry and the coffee industry Survey Report: Brazil](#)

- FY2022 Human Rights Risk Assessment and Human Rights Impact Assessment

1) Human Rights Risk Assessment

As with the first assessment, we used the Verisk Maplecroft Human Rights Risk Database CRT. Having examined high-risk countries and regions where the Ajinomoto Group engages in the food business, we identified Southeast Asia and Brazil as high-risk countries for the food industry. High-risk issues[1] identified included occupational health

and safety, child labor, modern slavery (forced labor), and discrimination. We also identified the following risks based on evaluations of priority raw materials[2] sourced by the Ajinomoto Group. Based on these results, the Ajinomoto Group held discussions with external experts and identified sugarcane in Indonesia and coffee beans in Vietnam as industries and countries with high human rights risks. Human rights impact assessments in these areas are currently in progress.

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

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

2022 Human Rights Risk Assessment Results (Summary)

Raw Materials Assessed	High Risk Issues	Countries
Coffee	<ul style="list-style-type: none"> • Child labor • Discrimination • Decent wages 	<ol style="list-style-type: none"> 1. Brazil 2. Vietnam 3. Indonesia
Sugarcane	<ul style="list-style-type: none"> • Child labor • Occupational safety and health • Modern slavery 	<ol style="list-style-type: none"> 1. Vietnam 2. Brazil 3. Indonesia
Soybeans	<ul style="list-style-type: none"> • Discrimination • Occupational safety and health • Land grabbing 	<ol style="list-style-type: none"> 1. Brazil 2. China 3. Paraguay
Shrimp	<ul style="list-style-type: none"> • Modern slavery • Discrimination • Decent wages 	<ol style="list-style-type: none"> 1. Thailand 2. Ecuador 3. Vietnam
Palm Oil	<ul style="list-style-type: none"> • Decent wages • Occupational safety and health • Modern slavery 	<ol style="list-style-type: none"> 1. Malaysia 2. Peru 3. Thailand

> P079

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

- Human Rights Impact Assessment in Indonesia (Supply Chain of Sugarcane Molasses) (February 2023)
Third-party human rights experts and Ajinomoto Group sustainability and procurement staff visited local work sites and engaged in direct dialogue with manufacturing plant operators, traders, sugar mills, and farmers involved in the Ajinomoto Group sugar cane molasses supply chain.

<Summary of results>

Although we did not find any serious human rights issues, we will continue to monitor the situation related to proper work hour management, remedy mechanisms, forced labor, occupational health and safety, and other issues.

> [Result of Human Rights Impact Assessment Sugarcane Molasses in Indonesia](#)

- Human Rights Impact Assessment in Vietnam (Supply Chain of coffee bean) (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 violations of human rights, 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 in the method of contracting short-term workers during the coffee 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.](#)

Human Rights

Prevent or Remedy Adverse Impacts, and Monitor and Assess Effectiveness

GRI2-26

Human Rights in the Value Chain

The Ajinomoto Group Shared Policy for Suppliers provides our expectations for suppliers necessary to fulfill our corporate social responsibility and to contribute to sustainable societies. The intent of this policy is to avoid causing or contributing to adverse impacts on human rights by companies or organizations with whom the Ajinomoto Group has business relationships. We address such impacts should they occur. We also strive to prevent or mitigate adverse human rights impacts linked directly to Ajinomoto Group businesses, products, or services through business relationships, even if we do not contribute to such impacts.

- > [Group Shared Policy for Suppliers](#)
- > [Guidelines for Group Shared Policy for Suppliers](#)

The Ajinomoto Group is committed to monitoring, preventing, and correcting adverse human rights impacts at suppliers and business partners throughout our value chain as we head toward the year 2030. To this end, we began using Sedex⁽¹⁾ in 2018, gaining an overall picture of our suppliers. We also introduced our own version of a self-assessment questionnaire in 2019. As part of measures to further strengthen our efforts for suppliers based on the UNGPs, in 2022, we created our own list of questions, Compliance Questionnaire of Guidelines for Ajinomoto Group Shared Policy for Suppliers (QAPS), based on Supplier Guidelines. Using QAPS, we will identify risks related to governance, human rights such as forced labor and child labor, occupational safety and health, etc., on a regular basis for existing suppliers and when contracting with new suppliers. Through this process, we engage in dialogue with suppliers to continuously prevent, remedy, and monitor human rights issues.

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

Human Rights of Foreign Workers

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

Based on these guidelines, we visited and held dialogues with supervising organizations and registered support organizations related to the technical intern trainees employed by domestic Ajinomoto Group companies. Through these efforts, we confirm that technical intern trainees and specified skilled workers are appropriately paid and provided support in their work and daily life.

We also regularly visit sites where foreign workers are employed, mainly in domestic Ajinomoto Group companies, to understand and confirm working and housing conditions. We regularly hold direct dialogues with foreign workers and other on-site employees with responsibility for foreign workers to identify and remedy human rights risks.



Dialogue with Foreign Workers

Information Disclosure, Education, and Training

GRI412-2

In 2019, the Ajinomoto Group conducted e-learning trainings for group officers and employees titled, *What are Human Rights?* and *Business and Human Rights*. Since that time, we have conducted regular e-learning trainings for group officers and employees on business and human rights such as forced labor and child labor, as part of our activities to communicate Ajinomoto Group Policy within the Ajinomoto Group.

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.

Human Rights

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.

In fiscal 2022, we held the following dialogues to strengthen and communicate Ajinomoto Group human rights initiatives.

- Regular meetings with CRT Japan
We hold monthly meetings with CRT Japan, which reviews, from the viewpoint of society, the matters that need to be addressed to prevent human rights issues in the Ajinomoto Group, as well as gives us advice as appropriate when any urgent issues arise.
- Information exchange with suppliers at supplier briefings (December)
- Ajinomoto Group, initiatives were featured in the *Fiscal 2022 Human Rights Training Video for Companies*, commissioned by the Ministry of Justice (December)
- Ajinomoto Group initiatives were featured in the *Fiscal 2022 CSR (Corporate Social Responsibility) and Human Rights Seminar*, commissioned by the Small and Medium Enterprise Agency, Ministry of Economy, Trade and Industry (Osaka venue)
- Ajinomoto Group initiatives were featured in the *Seminar on Guidelines for Respecting Human Rights in Responsible Supply Chains, Etc.*, commissioned by the Ministry of Economy, Trade and Industry (Sapporo and Fukuoka venues)

Remedies

Grievance Mechanism

GRI2-16, GRI2-25, GRI2-26, GRI406-1

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

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

Ajinomoto Group Hotline

This is an internal whistle-blowing hotline for Ajinomoto Group employees (regular, part-time, and temporary employees, etc.) and executives. Considering the ease of access for people of many nationalities working at group companies, in 2023 we unified our traditional domestic and global counters, enabling access in 22 languages. The whistleblower can choose between real name and anonymity. Business Conduct Committee of Ajinomoto Co., Inc. is responsible for conducting surveys and responding in cooperation with related organizations.

> [P122](#)
> [Consultation Form](#)

Supplier hotlines

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

Hotline for Foreign Workers

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

> [JP-MIRAI Portal](#)

Ajinomoto Group supply chain

Raw materials procurement, Production, Distribution, Sales, Consumers

GRI2-6

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

Raw materials procurement

Social issues and concerns

- Transition to a decarbonized society (response to climate change)
- Biodiversity
- Water and soil conservation, pollution prevention
- Raw materials loss
- Labor shortages in agriculture, securing sufficient farmland
- Animal welfare
- Occupational safety and health
- Respect for workers' rights

Risks

- Failure to procure raw materials due to food resource and water resource depletion
- Insufficient procurement of raw materials due to delays in addressing animal welfare, land hoarding, and deforestation
- Increased losses during the transportation and storage of raw materials
- Occupational accidents
- Potential human rights violation risks



> P106

Group initiatives

- Responsible sourcing of raw materials (conduct human rights and environmental due diligence)
- Contribute to sustainable agriculture by using co-products^[1]; reduce raw material losses
- Establish traceability and purchase certified products
- Comprehensive quality assurance activities

[1] Nutrient-rich by-products generated during amino acid production

Production

Social issues and concerns

- Transition to a decarbonized society (response to climate change)
- Product quality and safety
- Food loss and waste
- Water and soil conservation, pollution prevention
- Occupational safety and health
- Respect for workers' rights

Risks

- Loss of trust due to intentional contamination by mixing in foreign substances
- Environmental impact, cost increases, or production stagnation due to delay in decarbonization
- Production stagnation due to droughts, floods or water quality deterioration
- Occupational accidents
- Potential human rights violation risks

Group initiatives

- Reduce greenhouse gas emissions by converting to fuels having lower greenhouse gas emission factors
- Reduce food loss and waste in the production process
- Conserve water resources through less water consumption
- Strengthen social and environmental audits of suppliers, collaborate to resolve issues
- Engage in comprehensive safety and health activities
- Comprehensive quality assurance activities

Supply Chain Management

Distribution

Social issues and concerns

- Transition to a decarbonized society (response to climate change)
- Labor shortages and aging demographics in the logistics industry
- Increase in logistics volume due to increase in e-commerce
- Occupational safety and health
- Respect for workers' rights

Risks

- Environmental impact and cost increase due to delay in decarbonization
- Logistics delays due to labor shortages, increased work hour restrictions
- Occupational accidents
- Potential human rights violation risks

Group initiatives

- Promote modal shifts
- Increase the ratio of renewable energy use
- Collaborate with other companies and government agencies to achieve smart logistics (improve operational efficiencies and work environments using digital technologies)
- Comprehensive quality assurance activities

Sales

Social issues and concerns

- Transition to a decarbonized society (response to climate change)
- Fair competition
- Responsible marketing
- Food loss and waste
- Protect customer privacy
- Occupational safety and health
- Respect for workers' rights

Risks

- Legal risks, including antitrust law violations, competition

laws, and food safety and labeling laws

- Loss of trust due to inappropriate advertising and marketing
- Loss of trust due to insufficient consideration of personal information protection and privacy
- Occupational accidents
- Potential human rights violation risks

Group initiatives

- Education regarding related laws and regulations including antitrust laws, and anti-bribery
- Implement appropriate methods of delivering products, services, and information to customers
- Reduce product returns and product disposals by extending best-before dates, improving supply chain management accuracy, etc.
- Enhance information security
- Comprehensive quality assurance activities and logistics and sales

Consumers

Social issues and concerns

- Environmental issues (climate change, plastic waste, food loss and waste, etc.)
- Product quality and safety
- Health and nutrition issues
- Information overload

Risks

- Erroneous use of products and health hazards
- Environmental impact due to increased waste and food loss
- Lack of understanding of correct information on food and health

Group initiatives

- Reflect customer feedback on developing and improving products and services
- Provide appropriate information on packaging and via the internet

- Use environmentally friendly packaging materials
- Comprehensive quality assurance activities
- Products and services that are useful for improving nutrition

Supply chain management

Framework

GRI3-3

Ajinomoto Co., Inc. creates procurement policies for the Group. 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.

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Supply chain initiatives

Performance

GRI308-1, GRI414-1

The Ajinomoto Group states our expectations to suppliers related to sustainability in the Group Shared Policy for Suppliers and asks our suppliers for their understanding and cooperation to ensure social and environmental sustainability in the supply chain. In fiscal 2018, the Group joined Sedex^[1]. In fiscal 2020, we voiced our support for the Tokyo Declaration 2020 on Responsible Acceptance of Foreign Workers formulated by the Global Alliance for Sustainable Supply Chain (ASSC) regarding the recruitment of foreign workers with intern training program or foreign workers with a special skills visa status, and we have requested that our suppliers create an environment in which foreign workers can be active in their work. In fiscal 2021, as a member of the CGF Social Sustainability Working Group, we participated in the formulation of the Responsible Employment Guidelines for Migrant Workers. In fiscal 2022, we revised our Group Shared Policy for Suppliers, and Guidelines for Group Shared Policy for Suppliers to reflect global standards for human rights. We also created a Questionnaire for Ajinomoto Group Shared

Policy for Suppliers (QAPS) to confirm supplier compliance with the requirements of these policies and guidelines and ask domestic suppliers to respond to the questionnaire to identify risks.

After conducting an audit, we began transactions with five new suppliers during fiscal 2022.

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

> Group Shared Policy for Suppliers
> Human Rights
> P099

Supplier audits in fiscal 2022

Audited organization	Audited items	Number of audits
Ajinomoto Co., Inc.	Raw materials ^[2]	97
	Packaging materials	56
Ajinomoto Frozen Foods Co., Inc.	Raw materials	133

[2] We identify important suppliers as Key Material Suppliers based on supply risk and quality risk. We use audits to mitigate procurement risk by selecting raw materials from two perspectives: (1) Difficulty in procuring said raw materials from other than the current supplier and (2) Whether said raw materials or similar materials have caused quality issues, have been contaminated (foreign substances, residual agricultural chemicals), or have been associated with other complaints in the past three years.

Supplier hotlines

GRI2-26

The Ajinomoto Group established a supplier hotline in fiscal 2018. The hotline complements the hotline available to Group executives and employees. Reporting from suppliers facilitates the early detection and correction of Ajinomoto Group executive and employee behaviors that potentially violate the law, Ajinomoto Group Policies (AGP), Group Shared Policy for Suppliers or Guidelines for Group Shared Policy for Suppliers.

> P103
> P122

Animal welfare

Creating policies and holding dialogues with society

Approach

GRI3-3

The Ajinomoto Group deals with animals throughout our businesses and product development. Animal-derived ingredients such as meat, eggs, and extracts are essential for the food products we produce. 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. Based upon this revised Group policy, looking forward we will aim to build a better symbiotic relationship with all animals in our supply chain.

- > Group Shared Policy on Animal Welfare
- > Commitment to Minimizing Animal Testing

Livestock traceability survey

Performance

GRI3-3

The risk assessment of Ajinomoto Co., Inc.’s domestic suppliers of meat and meat extract for fiscal 2020 found a combined traceability to original farming sites of just 10% on a numerical basis for fully traceable and conditionally traceable suppliers. One of the reasons for this result was that farming management guidelines have not been fully embraced in Japan, with widely varying degrees of awareness among suppliers. We plan to continue our work in spreading awareness of these guidelines as we as to conduct a similar survey at our Group companies. Overseas, the Group tracks the status of legal developments regarding animal welfare in each country and region. We are sharing our policies and issues on the subject with Group companies.

Switching to cage-free eggs

Ajinomoto Co., Inc. engages in stable, sustainable egg procurement in accordance with the Group Shared Policy on Animal Welfare, working in collaboration with egg industry stakeholders and confirming the safety and security of product quality.

Our goal is to switch all eggs procured for use in Europe to cage-free eggs. In other regions, we intend to address issues based on the situation in each region.

- > The Ajinomoto Group Approach to Egg Procurement

The five initiatives of the Group Shared Policy on Animal Welfare

The Group Shared Policy on Animal Welfare describes five initiatives. Among these initiatives is the efficient use of materials and technologies for the development of substitutes. Here, we leverage our strengths in Deliciousness Technologies and leading-edge bio-technologies to develop technologies, ingredients, and products that reduce the ratio of animal products used without sacrificing taste, as well as technologies and ingredients that substitute for animal proteins.

- > Group Shared Policy on Animal Welfare
- > Deliciousness Technologies
- > P061

Human resources and organizational management

Approach

The Ajinomoto Group is committed to achieving its Purpose of contributing to the well-being of all human beings, our society and our planet with “AminoScience®.” To this end, we will continuously strengthen our human assets (human resource investment⁽¹⁾: Approx. ¥10 billion in fiscal 2022, over ¥100 billion cumulative from fiscal 2023 to fiscal 2030) by co-innovating through greater diversity and taking on challenges, in addition to fostering the purpose and building resonance with the purpose through dialogue. We consider employee engagement an important factor in increasing the Group's corporate value and will work to improve employee engagement scores (target: 80% in 2025 and 85% in 2030). For us, the well-being of our employees is the foundation for strengthening our human assets, and we will work to improve this well-being from a holistic approach, including health promotion and financial asset building.

> ASV Report 2023 (Integrated Report) P062-065



Global human resources management system

Framework

GRI3-3, GRI404-2

The Ajinomoto Group has adopted a Global Human Resources Management System based on a common foundation to foster and recruit diverse human resources

around the world, ensuring we put the right person in the right position. We are using this system to accelerate our development of next-generation management and highly specialized personnel. The system consists of a mechanism to visualize key posts and key personnel (position management, talent management) as shown below.

Position management (right position)

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

Job level	Grade system based on job level
Evaluation system	Set goals based on the Ajinomoto Group Way, etc., and evaluate behavior and performance (feedback twice a year [mid-term and end of term]).
Remuneration	Establish global remuneration policies Remuneration program complies with the laws and regulations of each country and region Remuneration reflecting duties and performance Competitive remuneration levels based on country, regional market wages

Talent management (right person)

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

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

Human Resource Management

Human resource career management framework

GRI404-2

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

Ajinomoto Co., Inc. values one-on-one dialogue with each employee to help them achieve their purpose and take on new challenges. In particular, to help employees achieve their own career goals, we have held annual one-hour career interviews and semiannual feedback interviews (about one hour) with supervisors since the 1980s. This one-on-one dialogue has been the foundation of our human resource development. To improve the quality of dialogue, Ajinomoto Co., Inc. plans to conduct coaching training for all managers in FY2023. In July 2021, we established a new human resources career management framework, launching an integrated human resource information system that will serve as the cornerstone of this infrastructure. The 360-degree evaluation for managers was conducted on this system, and data and measures related to human resources, which were scattered across several other systems, have been integrated into one system. This system makes available to all employees the profiles of each individual's expertise, internal and external experience, etc., in addition to routine job title and organizational information for easy searching.

Through a combination of dialogue and this integrated human resource information system, we expect to optimize human resource allocation efficiently based on diverse skills and experience, while encouraging employees to develop careers autonomously and improve engagement.

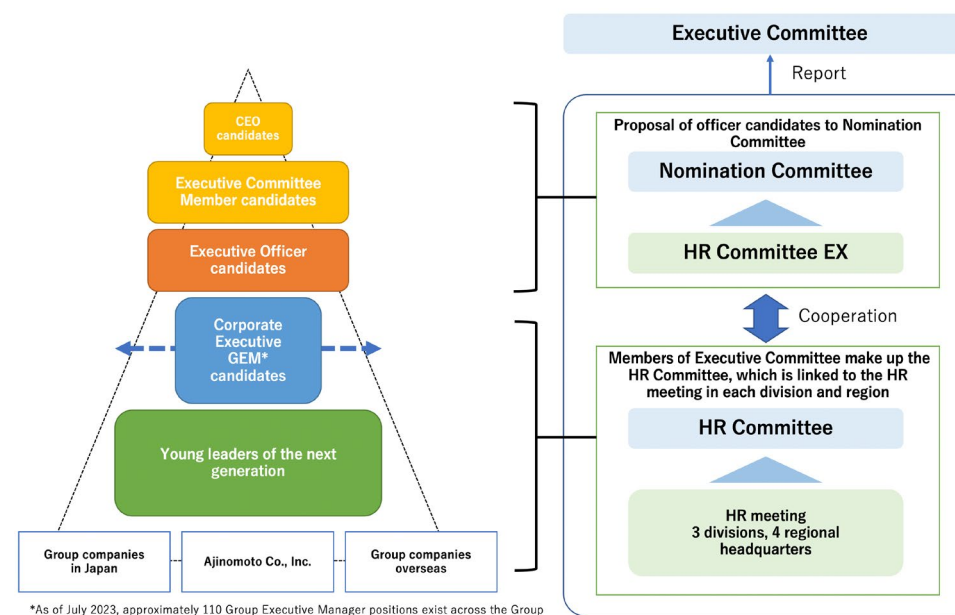
Human resource management framework

GRI3-3, GRI404-2

We have created a management structure for the various measures related to strengthening human assets and the global human resources management system. Here, we have established the Human Resources Committee EX and Human Resources Committee, which engaged in six discussion sessions in FY2022, and which are subordinate bodies to the Executive Committee, chaired by the CEO, and

comprised of members from the Executive Committee. In particular, in terms of building a human resources pipeline, we are creating succession plans^[1] for key global positions in conjunction with the Nomination Committee, forming a pool of human resources for next-generation leaders and strengthening strategic development and appointment.

[1]FY2022 results: Successor candidates have been selected for around 75% of approximately 135 key global positions, including Corporate Executive Officers. Over the next few years, we will accelerate the formation of a pipeline of diverse human resources across the Group through further expansion of targeted positions and the creation of succession plans for each major domestic and overseas Group affiliate, among other actions.



Human Resource Management

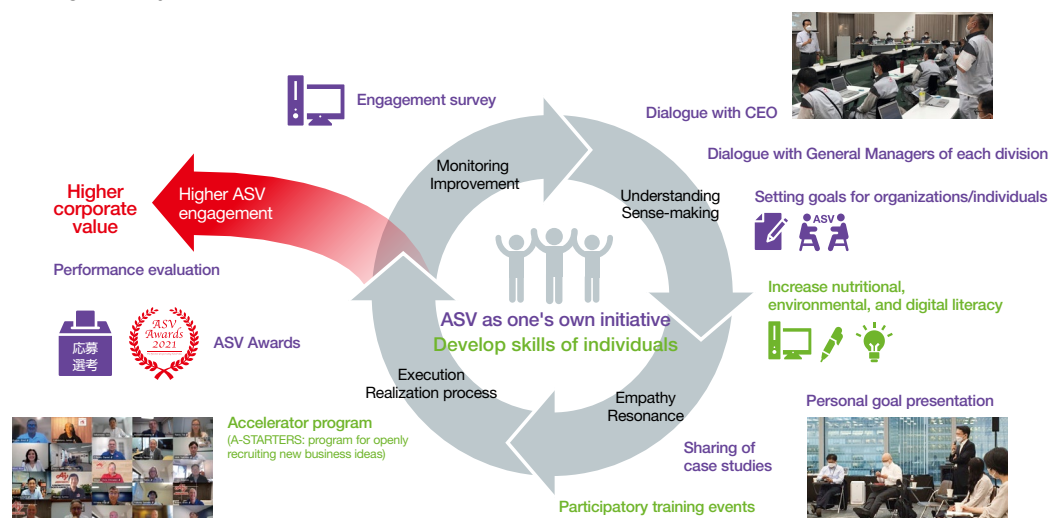
Initiatives for Fostering Purpose and Building Resonance

The Purpose of the Ajinomoto Group is contributing to the well-being of all human beings, our society, and our planet with “AminoScience.” To achieve this, the Group is taking

systematic action to foster our purpose and build resonance through standardizing, and to improve engagement that emerges as a result of our actions. The following table describes the measures implemented during fiscal 2022.

The Ajinomoto Group is also strengthening its efforts to develop the ability of each employee to solve problems and to gain resonance for his or her purpose. Among other things, we continue to improve nutritional, environmental, and digital literacy. Results for these were as follows.

Management cycle for ASV results creation



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

GRI404-1

	FY2020	FY2021	FY2022
Total expenditures for education and training related expenses	222,000	249,000	236,000
Human capital system engagement survey-related costs (thousand yen)	79,000	105,000	58,000
DE&I-related (thousand yen)	16	18	16
Other expenditures for education and training (thousand yen)	126	126	162
Average training hours*	-	40	76

Initiatives and results toward employee engagement

Initiatives	FY2022 Performance
1. Management plans dialogue with the CEO	Total of 63 dialogues held with group companies in Japan and overseas.
2. Dialogue with General Managers of each division	Total of 67 dialogues held with group companies in Japan and overseas.
3. Organizational and personal goals	Completed as planned.
4. Personal goal presentation	Expanded to 7 companies in Japan and 22 companies overseas (previous year: 21 companies in total)
5. Share best practices	Total of 660 ASV-related posts by employees.
6. ASV Awards	Awarded 7 initiatives at the Seventh ASV Awards. Total of 14,940 employee votes.
7. Monitoring via engagement survey	Employee engagement score 62% (+1 points year on year) * From FY2023, changed to the category average value for the ASV realization process
8. Address issues in next-year plans	Completed as planned.

*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.

Human Resource Management

Nutritional and Environmental Literacy Training

The Group has been working to improve sustainability literacy since 2021, promoting environmental education from a sustainability perspective for all Group employees in conjunction with nutrition education. We will promote understanding and resonance among employees regarding the connection between environmental issues around the

world and the Group's businesses, as well as regarding the Group's efforts to address environmental issues. We will link this to treating ASV as one's own initiative and the co-creation of social and economic value through our businesses. Fiscal 2022 participation was as follows.

> P035-036

	FY2020	FY2021	FY2022	FY2025 (Target)
Nutritional literacy training	460	26,145 (aggregate)	56,316 (aggregate)	100,000 (aggregate)
Environmental literacy training	-	2,765	9,549 (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 2,436 employees have obtained certification over the three-year period from 2020 to 2022. We are currently working to build curricula and systems for Group companies in Japan and overseas.

	FY2020		FY2021		FY2022	
	Certified employees	Percentage of employees	Certified employees	Percentage of employees	Certified employees	Percentage of employees
Beginner	743	23%	854	27%	430	14%
Intermediate	51	2%	192	6%	115	4%
Advanced	9	0.3%	16	0.5%	26	0.8%
Total (cumulative ^[1])	803	25%	1,062	33%	571	18%

[1] Includes employees taking multiple courses

Human Resource Management

Generating results through visualizing the ASV realization process

GRI13-3

The Ajinomoto Group quantitatively measure employee ASV engagement through an annual engagement survey. This survey helps us understand and take action to improve issues, leveraging the PDCA cycle. In fiscal 2022, the Employee Engagement Score (ASV as one's own initiative), a priority KPI in our 20-25 MTP, increased one points to 62%.

Initiatives and results toward employee engagement

	FY2020 Result	FY2021 Result	FY2022 Result	FY2025 Target	FY2030 Target
(Old) ASV as one's own initiative	64%	61%	62%	-	-
(New) ASV realization process	-	-	75%	80%	85%~

Initiatives for Diversity (Diversity, Equity & Inclusion)

GRI405-1

The Ajinomoto Group has evolved its approach from the concept of diversity and inclusion (D&I) to diversity, equity, and inclusion (DE&I). Equity, a concept similar to fairness, in the Group means that a company provides an environment that fits individual needs and circumstances and ensures that employees receive equal rights and opportunities.

As a result, we aim to be a company where each of our employees works together in mutual respect irrespective of such concepts as gender, age, nationality, disability, and experience. This confluence of diverse individuals from inside and outside the organization creates mutual growth with the organization thanks to harnessing each diverse individual's strength, leading to the continuous creation of innovation for the future. With this, we will make steady progress toward its Purpose as set forth in the 2030 Roadmap. Regarding the status of our diversity, by 2030, we aim to have diversity^[1] in 30% of our human resources at the leadership level^[2]. In terms of women, the percentage of female managers by region is relatively low in Japan. Therefore, Ajinomoto

This was partly because of proactive employee participation in the ASV Awards, which recognizes best practices, and expansion of personal goal presentation activities. Going forward, as an alternative to this KPI, we will monitor the "ASV realization process" index, which organizes the process leading to creation of ASV results (the process to generate results from both individual and organizational perspectives) and establishes an index consisting of multiple questions from the Engagement Survey.

Co., Inc. set a target to increase the percentage of female directors and line managers (organization heads and group managers) to 30%, respectively, by the end of fiscal 2030. At the same time, the company is taking measures to strengthen the pipeline of female human resources, as well as to increase the number of career hires who have strong expertise or are knowledgeable about launching new businesses, etc.

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

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

Human Resource Management

Percentage of women at the leadership level

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

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

Career hires as a percentage of annual hires (Ajinomoto Co., Inc.)

	FY2019 Result	FY2020 Result	FY2021 Result	FY2022 Result	2023-2024 Forecast
Share of career hires	25%	32%	31%	33%	50%

Percentage of locally hired overseas executives (persons)

GRI202-2

	FY2019 Result	FY2020 Result	FY2021 Result	FY2022 Result
Total number of overseas executives	177	163	159	162
Number of locally hired overseas executives	73	63	63	63
Ratio of locally hired overseas executives	41%	39%	40%	39%

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

	End of June, 2020	End of June, 2021	End of June, 2022	End of June, 2023S	FY2030 Target
Percentage of female directors	22%	27%	36%	27%	30%

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

	FY2019 Result	FY2020 Result	FY2021 Result	FY2022 Result	FY2030 Target
Percentage of female line managers	9%	11%	11%	11%	30%

Percentage of female managers

	FY2019	FY2020	FY2021	FY2022	FY2030 Target
Group total	24%	26%	27%	27%	40%
Japan	10%	11%	11%	12%	-
Asia	37%	37%	38%	38%	-
EMEA	32%	34%	33%	36%	-
Americas	31%	34%	35%	35%	-
Ajinomoto Co., Inc. ^[1]	10% (11%)	11% (12%)	12% (12%)	13% (15%)	30%

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

Human Resource Management

Diversity, equity, and inclusion promotion framework

Framework

Ajinomoto Co., Inc. has established a Human Resources Committee chaired by the CEO and human resources meetings at the three divisions in Ajinomoto Co., Inc. and regional headquarters, chaired by the general managers of each of these respective organizations. At this committee and these meetings, members formulate plans to promote diverse human resources from a medium- to long-term perspective, and examine and implement specific support for their career development. In terms of career support for women, the Company is a core member of the 30% Club^[2] Japan, implementing cooperative measures between companies. The DE&I Promotion Team, established within the HR Dept. along with the director in charge of diversity and HR, plays a central role in the planning and operations of cross-organizational activities in cooperation with contact points of each major division and Group company. This is so that each and every employee can fulfill his or her potential in his or her own way.

- Create an organizational culture: Plan and hold unconscious bias training and DE&I lunch seminars throughout the company, provide DE&I e-learning courses, conduct anti-harassment training, and active internal and external communications.
- Diverse human resources: Create sexual minority support systems and policies (establish a dedicated consultation desk and training for staff in charge at Group companies in Japan), provide comfortable work environments for persons with disabilities (e.g., provide professional life counselors for persons with disabilities at relevant business sites; create guidebooks for persons with disabilities and departments in which such individuals work; mentor program to improve employee engagement

at special-purpose subsidiary Ajinomoto Mirai Co., Ltd.), and encouraging mid-career hiring based on the 2030 Roadmap for employment and job satisfaction of persons with disabilities

- Establish an environment linking careers: Dokodemo Career (e.g., systems enabling continuation of current work if they move for the benefit of their partner's career), Work-Life Balance leave (leave for partner's transfer, leave for infertility treatment), establish on-premises daycare centers and nursing rooms

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

Note that the following initiatives have been newly underway at affiliates in Japan since fiscal 2022.

- Ajinomoto Communications Co., Inc.: Training for managers and general staff on understanding people with disabilities (from FY2021), visits to special needs schools, and support for retention
- Ajinomoto Healthy Supply Co., Inc.: Lectures and discussions by external lecturers to understand and instill DE&I, and introduction of a program to cultivate women leaders

Diversity, equity, and inclusion promotion performance

Performance

Ajinomoto Co., Inc. launched AjiPanna Academy in fiscal 2020 as a measure to support female human resources development, which provides opportunities and helps employees think independently about their careers. The support for multifaceted growth through career workshops, business skills training, and mentor programs has contributed to a growth mindset amongst female human resources, and a willingness of supervisors, organizational

heads, and officers to develop female human resources.

Fiscal 2022 participation in various DE&I programs was as follows.

- Career workshops with superiors: Attended by 52 female employees in non-management positions at Ajinomoto Co., Inc. and some Group companies and their superiors, with a total of 98 participants. (Female employee satisfaction: 98%, superior satisfaction: 94%).
- Semi-yearly business skills training for career female employees: Attended by 22 female employees from Ajinomoto Co., Inc. and other Group companies. (Satisfaction with curriculum overall: 95%)
- Mentoring program by organization managers and executives for women in management positions at Ajinomoto Co., Inc.: 23 participants (100% satisfaction rate)
- DE&I Lunch Seminars (including some Group companies in Japan): Held twice on the themes of LGBT, SOGI (sexual orientation and gender identity), and balancing work and nursing care, with approximately 240 participants.
- Used internal PR tools to disseminate messages from four managers of organizations that encourage male employees to utilize the childcare leave system and case studies of seven employees who have utilized the system.
- Training for vocational consultants working with employees who have disabilities: Attended by 100% of 12 eligible employees.
- Awarded as a Nadeshiko Brand in 2022 as a listed company that excels in women's empowerment.
- Awarded the Gold Rating in the PRIDE Index for 2022 for efforts to support sexual minorities in the workplace.

Initiatives to Accelerate Challenge

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

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are promoting the following initiatives.

- Self-nomination transfers and participation in cross-divisional projects: From fiscal 2022, Ajinomoto Co., Inc. has begun full-fledged transfers through internal open recruitment. We are promoting the cultivation of a culture where employees feel they can volunteer for assignments while also taking into account business conditions and other factors
- Network-based work style: Based on trust and resonance with our vision and purpose, we are providing opportunities to flexibly collaborate and create value through contributions leveraging each employee's qualifications and expertise. (Examples: Preparation of nutrition literacy education content, support employee's career development as a career advisors, collaborative projects with about 40 industry, government, and academia organizations in Thailand)
- Support for self-directed career development: Dispatching employees to business partners, external research institutions, MBA programs, or professional graduate schools, etc. (e.g., Hitotsubashi University, International University of Japan, Stanford University etc.)
- A-STARTERS (project for creating new businesses): In this project, we hold open recruitment and selection for employees of Ajinomoto Co., Inc. and major Group companies in Japan who want to launch new businesses, promoting commercialization of new business plans. It was launched in 2020, and ideas selected in the project are considered for commercialization. (The total number of applicants for each year is as follows)

Number of A-STARTERS Applicants

	FY2020	FY2021	FY2022
No. of applicant teams	133	47	51

- Revision of the personnel system for non-management employees: In April 2023, we revised the personnel system for non-management employees with the aim of creating diverse careers that develop each employee's strengths and expertise, and encouraging employees to take on challenges by setting goals that accelerate growth. In addition to promoting steady growth based on the existing job qualification system, the revised personnel system will be able to evaluate the ability of employees to demonstrate their competence as experts in specific fields by adopting some of the concepts of the job grading system (hybrid grading). In addition, we have established a personnel system that enables us to appropriately evaluate human resources who take on challenges with a high degree of specialization and difficulty.

Initiatives for well-being

Approach

GRI403-3, GRI403-6

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

- Health and productivity management: The Group promotes health management with the Director, Executive Officer & Senior Vice President as the health promotion manager. In 2018, we established the Ajinomoto Group Health Declaration and are working to create a workplace environment that maintains and promotes employee health in line with the circumstances of each corporate entity in each country. We believe that the health of our employees and their families is one of the most important elements of our management foundation, and with that

we aim to foster a state of health well-being, where, while companies support improving the health of employees and their families, employees themselves have a high level of awareness and knowledge of health and practice self-care to maintain their physical and mental health. At Ajinomoto Co., Inc., health policies are centered on the concept of self-care, where employees themselves eat nutritionally well-balanced meals, conduct moderate exercise, and get good sleep. This self-care is supported by a partnership between the Company's Wellness Promotion Center, which has eight occupational physicians and 15 health staff members, the HR departments, and the Ajinomoto Health Insurance Society.

- Interviews with all employees by industrial physicians and medical staff

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

- Self-care support measures

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

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health checkups, work data, and lifestyle data at any time in chronological order on My Health, a personal health management website.

- **Mental Health Recovery Program**

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

- **Named a Certified Health & Productivity Management Organization (Large Enterprise, White 500) for the seventh consecutive year**

Ajinomoto Co., Inc. has, for the seventh consecutive year, been recognized by the Ministry of Economy, Trade and Industry as a White 500 organization for 2023, which recognizes the top 500 large enterprises in terms of outstanding health and productivity management. In 2023, Ajinomoto AGF. Inc. was also certified as a White 500 organization for the first time.

- **Ajinomoto Group employee awareness of health management**

In the fiscal 2022 Engagement Survey, group employee favorability score for Health Management^[1] was 82%.

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

Employee score for health management

FY2019 Result	FY2020 Result	FY2021 Result	FY2022 Result
79%	81%	83%	82%

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

granting 20 days of paid childcare leave, approval for taking childcare leave in installments, and simplification of application procedures, in order to facilitate more flexible use of childcare leave versus the previous male childcare leave system. As a result, in fiscal 2022, 91% of male employees took childcare leave, the average number of days taken was 14.3 days, and about half of employees took 10 days or more. Going forward, we will maintain our aim to foster a culture of mutual support and assistance not only in important life events such as childbirth and childcare, but also in nursing care and others.

> ASV Report 2023 (Integrated Report) P115
> External Evaluation (2022 Nadeshiko, Pride Index Gold Rank)

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

Annual compensation by job title, gender (Ajinomoto Co., Inc. only; as of April 2023)^[1]

GRI2-21, GRI405-2

Job title	Avg. compensation, women (A)	Avg. compensation, men (B)	Ratio (A/B)
Executive (Base salary only)	22,560,000	22,560,000	1
Management (Base salary only)	7,450,556	7,892,759	0.944
Management (Base salary+ bonuses and other cash incentives)	13,533,712	14,454,808	0.936
Non-management	7,319,069	8,620,015	0.849

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

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Through our Stock Ownership Association (with participation by 20 companies in total, including Ajinomoto Co., Inc. and Group companies in Japan, with 8,500 qualified members), we have taken actions to encourage association membership with the aim of increasing employee awareness of participation in the corporate value improvement cycle from a medium-term perspective and autonomous financial asset building. The membership rate among eligible employees has increased to 71% (as of May 31, 2023). Ajinomoto Co., Inc. also holds regular online financial literacy seminars on topics such as stock ownership plans, corporate pension funds, DC plans, NISA, and inheritance, in order to raise employee financial literacy to help them build financial assets. As a result of providing programs throughout the year in cooperation with outside experts and based on our own systems and policies, a total of approximately 2,800 employees participated in seminars in fiscal 2022. Employees attending the seminar are offered the opportunity to have a free individual consultation with a financial planner if they so desire.

- Human rights awareness and education for employees

GRI412-2

The Ajinomoto Group conducts human rights awareness and education activities within each Group company to encourage employee understanding of the Ajinomoto Group Policies (AGP) which prohibits any form of discrimination or harassment. In so doing, we nurture individuals who have a strong sense of human rights.

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

The Ajinomoto Group established a hotline as an anonymous internal reporting system that enables officers

and employees, including part-time and temporary workers, to make reports or seek advice by phone, e-mail, fax, letter, or other means (phone support is available in Japanese and English, while web support is available in 22 languages).

Main programs in fiscal 2022

- Harassment training for new hires: Attended by 100% of 43 eligible employees.
- Training by job title: Attended by 93% of 284 eligible employees.
- Training for harassment and sexual orientation/gender identity consultation desk personnel: Attended by 100% of 54 eligible personnel.

Labor-management relations

GRI2-30, GRI404-4

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. In addition, with the aim of eliminating work-related accidents, a monthly safety and health committee meeting is held at each workplace, consisting of approximately half managers and half non-managers. The purpose of this meeting is to mutually confirm health and safety activities and working conditions, and to share information on legal revisions.

Relationships with Local Communities

Contribution to community development

Approach

GRI3-3

The Ajinomoto Group works to resolve social issues in local communities through our businesses. At the same time, we engage and collaborate with society, offering appropriate donations and support activities as we contribute to community development. This commitment is clearly defined in the text of our Group Shared Policy on Local Community Enhancement.

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

Activities for regional development

Performance

Major activities conducted by the Ajinomoto Group during fiscal 2022 for regional development were as follows.

- Ajinomoto Co., Inc. aims to achieve carbon neutrality in the industrial district of Kawasaki City, home to our Kawasaki Plant. Kawasaki City, together with other supporting companies, has agreed to participate in this global project and is using the initiative to disseminate information internationally and to collaborate with other industrial clusters, contributing to making the Kawasaki waterfront area and the greater Tokyo metropolitan area carbon neutral.
- Ajinomoto Istanbul Food Industry and Trade Ltd. visited evacuation centers with a food truck to provide hot soup, salad, pita bread, supporting the areas affected by the February 6, 2023 earthquake in Turkey. The Ajinomoto Group donated 10 million yen to the WFP United Nations World Food Programme, while Ajinomoto Istanbul Food Industry and Trade Ltd. donated

approximately 750,000 servings of soup (equivalent to 413,000 Turkish lira) to the Turkish Red Crescent and 13 other organizations.

- AJINOMOTO DO BRASIL INDÚSTRIA E COMÉRCIO DE ALIMENTOS LTDA. continues to support people and communities facing challenges from COVID-19. In fiscal 2022, we supported hospitals and communities through Ajinomoto Institute in Brazil in cities where our plants and headquarters are located. We donated 15,000 baskets of essential food, worth US\$183,000 to support the people of São Paulo, Limeira, Pederneiras, and Valparaiso.
- Ajinomoto Co. (Thailand) Ltd. donated drinking water, instant noodles, and Birdy® canned coffee to support flood victims in various parts of the country in fiscal 2022. In September 2022, Ajinomoto Co. (Thailand) Ltd. donated Yum Yum® Instant Noodles worth 6,000 baht to flood-affected areas in central Thailand. In October 2022, the company donated 4,800 bottles of drinking water and 100 boxes of Yum Yum® Jumbo to the flood-affected areas near our Ayutthaya plant. The company also donated YumYum® Instant Noodles and Birdy® canned coffee to disaster-affected areas in central Thailand.

Foundation activities

Performance

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

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