

# Important issues (Materiality) for the Ajinomoto Group

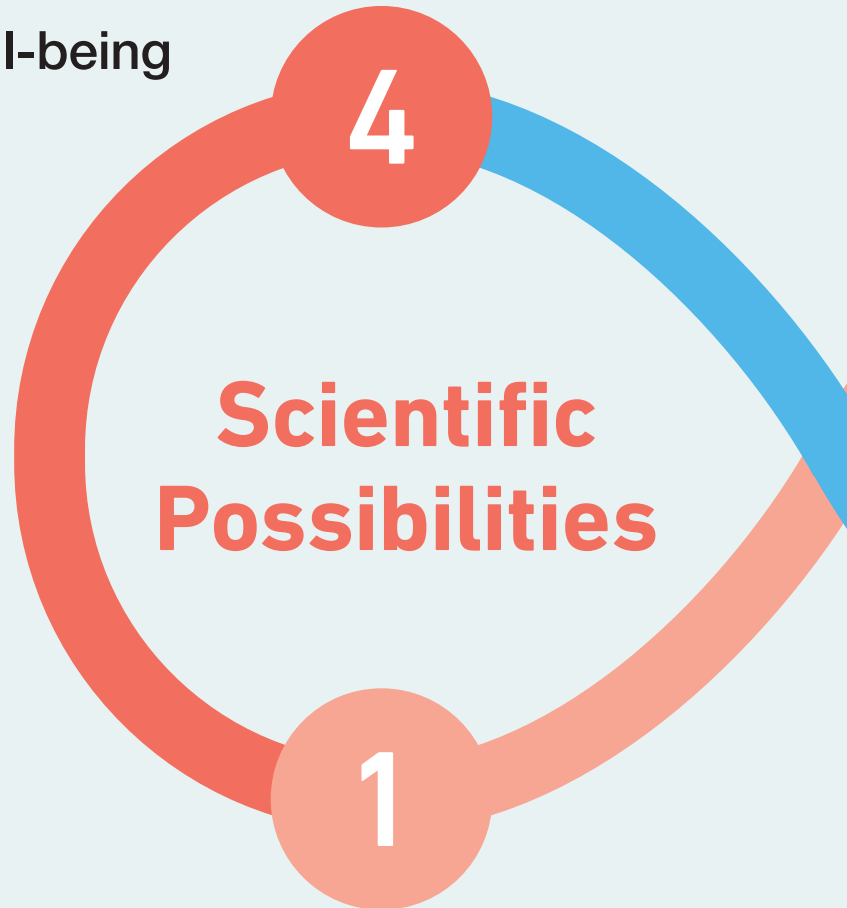
## “AminoScience” for Well-being

### 4. Shared value (ASV)

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

### 1. Co-creation

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



Important issues (Materiality) for the Ajinomoto Group are essential to the Group’s ability to continue co-creating social value and economic value over the long term.

The Group identifies important issues (Materiality) through a process that reflects the thoughts and ideas of management and employees and the expectations from external stakeholders.

The important issues (Materiality) are deeply embedded in our business strategies, our on-site operations, and our Purpose.

## What the materiality relation chart shows

This materiality relation chart illustrates our approach to sustainable growth as a cycle that connects the power and potential of “AminoScience” (Scientific Possibilities) with the power of stories (Story of Wellbeing) that contribute to the wellbeing of all human beings, society, and the planet. The cycle is (1) honing our co-creation

capabilities, (2) taking the seikatsusha perspective, (3) while achieving wellbeing, and (4) through our business activities return co-created shared value.

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



## 2. Seikatsusha\* perspective

Holistic & inclusive perspective **2.1**

Local community perspective **2.2**

Future generation perspective **2.3**

## 3. Wellbeing

Human wellbeing **3.1**

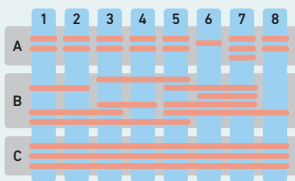
Community wellbeing **3.2**

Planetary wellbeing **3.3**

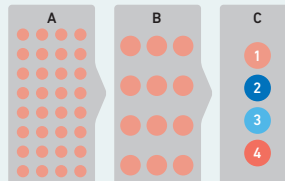
\* "Seikatsusha" is a unique Japanese concept that, unlike the partial concept of "consumer" used in business and "citizen" used in political science, seeks to define people holistically.

## Formulation process

### STEP 1 Identifying issues and opportunities



### STEP 2 Classifying issues and opportunities



### STEP 3 Organizing connections



Our executive management provided input to the Sustainability Advisory Council on the future of 2030 and beyond, and through feedback from the Council, we examined materiality from a long-term and multi-stakeholder perspective looking ahead to 2050. Comprised of representatives of key stakeholders, the Council identified important issues and opportunities

from the perspectives of various stakeholders. Each issue and opportunity were then organized to show how they are connected and give us insight to what we will need to do to continue to transform and innovate. This method not only provides structure for the issues, but also shows us how we can approach the issues from a long-term perspective.

For details about opportunities and risks related to important issues (Materiality) for the Ajinomoto Group, please see our Securities Report (in Japanese only) and Financial Report 2023. The Group's initiatives and their KPIs for addressing each materiality item are disclosed in the Sustainability Report 2023.