

# Fiscal 2008 Goals and Results

In fiscal 2008, the Ajinomoto Group revised its six-year 2005-2010 plan and formulated the 2008-2010 Ajinomoto Group Medium-Term Environmental Conservation Plan. The Group has used this new plan in implementing environmental measures. In the three-year plan, a new framework for environmental initiatives has been established that reflects the progress made within the Group and changes in social needs. Specifically, two priority themes have been set, which are “partnership with the Earth (B2N)” and “partnership with society (B2S).”

2008-2010 three-year plan	Key items for fiscal 2008	Results and targets for fiscal 2008	Key items for fiscal 2009
<b>1. Partnership with the Earth: From the perspective of business to nature (B2N)</b>			
<b>● Reducing the environmental impact of the Group's business activities</b>			<b>● Efforts towards “zero emissions”</b>
<b>Efforts towards zero emissions</b>	<b>1) Achieve the targets in the fiscal 2008 to 2010 Ajinomoto Group Zero Emissions Plan</b> • Set targets (on energy conservation, combating pollutants, and investment) for three factories in Japan. • Foster a company-wide energy conservation project. • Promote zero emissions at non-production sites (5 GO Project).	<ul style="list-style-type: none"> <li>Achieved four out of the five zero emissions targets in terms of the average values at all the targeted Ajinomoto Group sites. In particular, met the target for reducing the Group's total CO<sub>2</sub> emissions in Japan by 6% from the 1990 level. Will continue to make efforts to achieve all targets for 2010 at all sites.</li> <li>The Mojokerto Factory in Indonesia achieved zero emissions for all target items and received a commendation within the Group.</li> </ul>	<ul style="list-style-type: none"> <li>Attain the targets in the fiscal 2008 to 2010 Ajinomoto Group Zero Emissions Plan.</li> <li>Build a post-zero emissions plan.</li> <li>Formulate a long-term vision (for 2050).</li> </ul>
	<b>2) Establish a long-term CO<sub>2</sub> strategy</b> • Reduce CO <sub>2</sub> emissions from the amino acid fermentation process and develop radical energy-saving technologies.	<ul style="list-style-type: none"> <li>Continued work to set a medium-term target (post-zero emission target) for fiscal 2020.</li> <li>Made steady progress in reducing CO<sub>2</sub> emissions by introducing new technologies.</li> <li>Replaced an existing boiler with a biomass boiler (in the main plant in Thailand).</li> </ul>	
<b>Optimize use of resources and create new value</b>	• Add more value to by-products generated in the fermentation process.	• Launched a project. Made progress in using bacterial cell protein as a foliar fertilizer and as a substitute for fish meal.	<b>● Conservation of resources</b>
<b>● Sustainable procurement of materials</b>			<ul style="list-style-type: none"> <li>Cooperation in conserving resources</li> <li>Optimize the use of resources and create new value.</li> <li>Examine how to improve supplier guidelines.</li> </ul>
<b>Collaboration with agriculture, fisheries and the livestock industry</b> <b>Effective use and diversification of raw materials through the development of technology</b>	<b>3) Create a supply system for raw materials that considers the ecosystem</b> • Share information on resource conservation with the bonito fishing industry and publicize those efforts with consumers. • Expand the target to include fish paste and shrimps.	<ul style="list-style-type: none"> <li>Launched a joint research in the West Japan Pacific Coastal Skipjack (bonito) tagging project.</li> <li>Made progress in fully utilizing resources.</li> </ul>	
<b>2. Partnership with society: From the perspective of business to society (B2S)</b>			
<b>● Contribution to society and the environment through business activities, products and services</b>			<b>● Contributing to the environment through products, services, and information provision</b>
<b>Promotion of businesses that contribute to the environment (Eco-products)</b>	<b>4) Re-assessment of the level of contribution to the environment of amino acids; to improve disclosure of information</b> • Conduct a field test to confirm the effect of lysine on preventing global warming. • Define the lifecycle CO <sub>2</sub> emission calculation method for amino acids.	<ul style="list-style-type: none"> <li>Implemented a project to obtain certification for the technology to reduce N<sub>2</sub>O emissions from pig farming by using feed-use amino acids under J-VER<sup>1</sup>.</li> <li>Made progress in experiments and public meetings.</li> <li>Made efforts to quantify carbon footprints to show the effectiveness of amino acids.</li> </ul>	<ul style="list-style-type: none"> <li>Formulation of business strategies (for seasonings, feed-use amino acids, etc.) based on lifecycle assessment (e.g. carbon footprints)</li> <li>Promoting the use of eco-friendly containers and packages across the Group</li> <li>Incorporating an environmental viewpoint to enhance marketability (Sales department).</li> </ul>
<b>Enhancement of environmental friendliness over products' entire lifecycles</b>	<b>5) Promoting the 3Rs for containers and packaging</b> • Implement a voluntary action plan for Ajinomoto Co., Inc. to foster the 3Rs for containers and packaging. • Promote the development of environmentally friendly containers and packages for products on a company-wide basis.	<ul style="list-style-type: none"> <li>Per-unit use of plastics slightly decreased over the previous fiscal year level. Made efforts to maintain a good balance between the 3Rs and consumer/product needs.</li> <li>Introduced eco-friendly packages (e.g. eco-pouches and eco-packs) and redesigned the <i>Kankyo-ppin</i> series to be more eco-friendly gifts.</li> </ul>	
<b>● Promoting information disclosure, communication and collaboration with society</b>			<b>● Environmental communication (activities to interface social innovation and in-house innovation)</b>
<b>Encouraging mutual understanding between society and the Ajinomoto Group</b>	<b>6) Participating in building a sustainable society through foods and in containers and packaging</b> • Suggestions for Eco-living at the dining table. • Invite related people to participate in a round table meeting on social problems (food waste, etc.).	<ul style="list-style-type: none"> <li>The Ajinomoto Group Environmental Report won a prize for three years in a row.</li> <li>Suggestions for “Eco-living at the dining table” made at the Eco-Products 2008 Exhibition, on our websites, and through leaflets, are widely accepted by the general public.</li> </ul>	<ul style="list-style-type: none"> <li>Exhibition of eco-products and other organizational environmental communication activities for the entire Group</li> <li>Further external cooperation (participation in groups to formulate rules and guidelines)</li> <li>Suggestions of eco-living</li> </ul>
<b>Promoting initiatives to address social challenges, collaborating with consumers and a wide range of groups and organizations in society</b>			
<b>● Establishing new business structures anticipating the CO<sub>2</sub> standard system</b>			
<b>Business revaluation and utilizing new business systems</b>	<b>7) Encourage use of the CDM</b> • Increase awareness of the importance of obtaining CO <sub>2</sub> emission rights and prepare for the credit trading. • Examine CO <sub>2</sub> reduction incentives.	• The biomass boiler project was approved under the CDM by the Japanese and Thai governments and will apply for registration by the UN.	
<b>3. Sound management</b>			
<b>● Steady EMS implementation based on ISO 14001 at each site</b>			<b>● Building a group-wide EMS network</b>
<b>Strengthening of environmental risk management at each site</b>	<b>8) Taking hold of new environmental audit</b> • Conduct audits through collaboration between auditors on business, technological and corporate functions.	• EMS, including internal environmental audit, were established by in-house companies.	<ul style="list-style-type: none"> <li>Sharing information (on best practices, past experiences, etc.)</li> <li>Quantitative assessment of the Group's achievements for the environment to be promoted</li> <li>Shared recognition of the Group's environmental measures</li> <li>Building regional environmental networks (for waste management in Japan and for measures to be taken outside the country)</li> </ul>
<b>● Promoting a Group-wide EMS</b>			
<b>Reinforcing collaboration within the Ajinomoto Group</b>	<b>9) Sharing information on environmental incidents, and preventing similar incidents</b> • Collect and provide information. • Strengthen emergency responsiveness.	• Implemented enhancement measures.	
<b>● Deepening the understanding of the initiatives for the environment</b>			
<b>Promoting environmental education and awareness, targeting each management level throughout the Group</b>	<b>10) Promoting environmental education and awareness for each management level throughout the Group</b> • Re-examine the details for each management level and job function. • Increase environmental awareness of employees globally across the Group.	<ul style="list-style-type: none"> <li>Distributed copies of the environmental report and environmental education videos to raise employees' awareness.</li> <li>Unique measures were proactively implemented by each business organization in each country.</li> </ul>	
<b>Promoting “Smile Earth” activities</b>		• Activities were introduced progressively and unique projects were implemented at sites both inside and outside Japan.	

1. J-VER: The Japanese Verified Emissions Reduction Certification Scheme (Offsetting Credit [J-VER] Scheme) implemented by Japan's Ministry of the Environment.