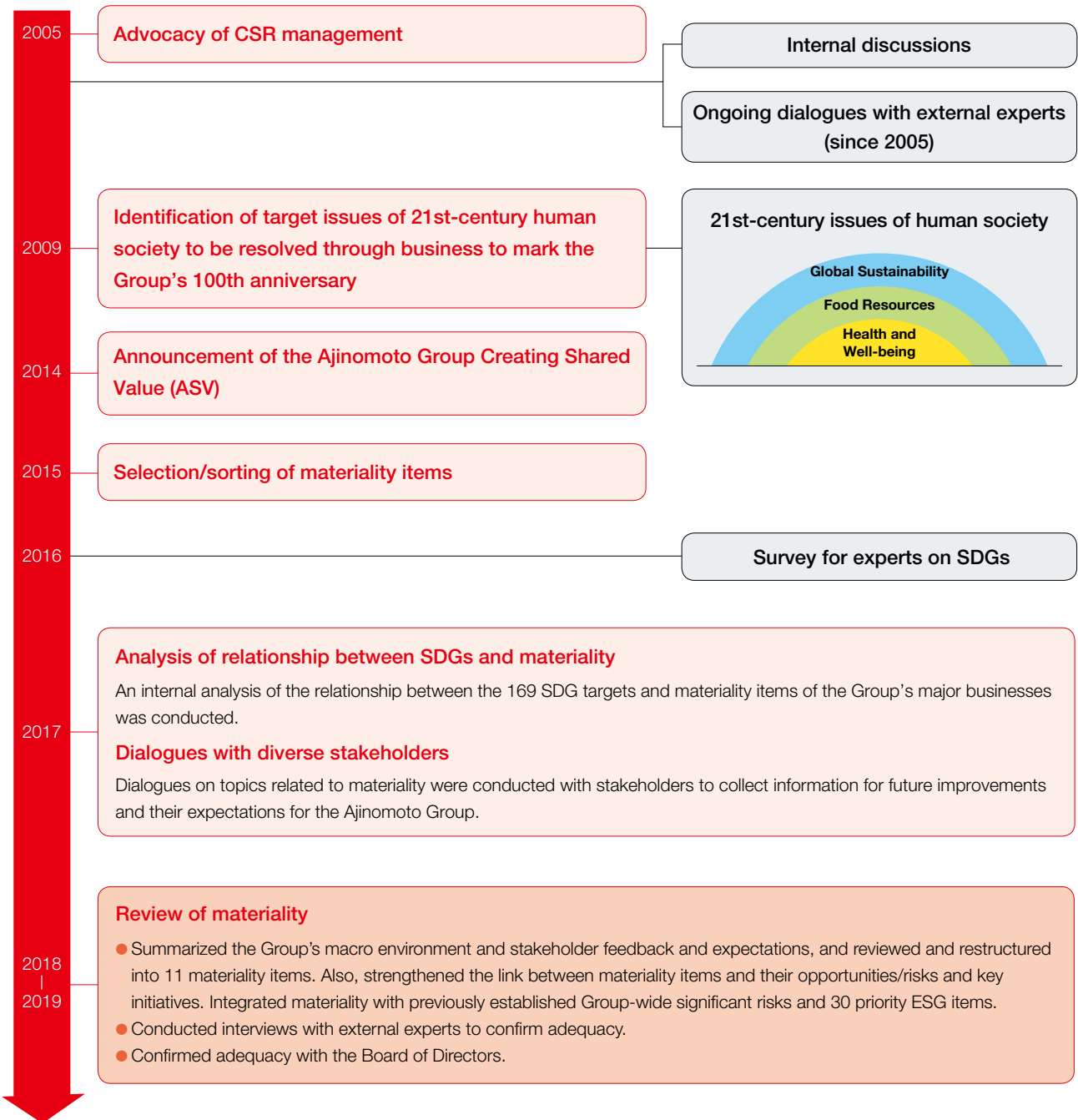


Identification of material issues

To develop its business activities, the Ajinomoto Group identifies the materiality items that have a substantial impact on the Group's ability to create value through ASV and determines their order of importance and priority.



Plans for the future

- Carry out concrete activities based on the restructured materiality.
- Collect feedback from stakeholders on the restructured materiality.
- Review materiality every year with the fast changing social conditions.

Ajinomoto Group materiality

In 2019, the Ajinomoto Group revised its materiality items based on the recent social conditions and the views and expectations of its stakeholders. In addition, the Group aims to create value by identifying opportunities and risks from the materiality items and developing corresponding initiatives.

Macro environment surrounding the Ajinomoto Group

Growing world population^[1]
 2018 2050
7.6 billion ▶ 9.8 billion
 Food production needed by 2050 compared to 2005-2007 **+60%**^[2]
 · Rising demand for food, water, and energy

Global population aging
 Population over 65^[3]
 2015 2050
0.6 billion ▶ 1.5 billion
 · Rising needs for extending healthy life expectancy
 · Rising demand for healthcare

Climate change
 Global average temperature by 2100^[4] **+4.8°C**
 · Accelerated decarbonization
 · Physical damage from natural disasters
 · Unstable materials sourcing
 · Breakdown in supply chain
 · Impact on health

Rapid urbanization
 Urban population by 2050^[5]
 2018 2050
55% ▶ 68%
 · New flow of goods
 · Rising middle-income class
 · Intense competition





Digital innovation
 · Digital disruption (New business opportunities and competitors)
 · Changes of methods to provide information, products, and services
 · Accelerated use of AI and IoT

[1] United Nations (UN), 2017
 [2] Food and Agriculture Organization of the UN, 2014
 [3] UN, 2015
 [4] Intergovernmental Panel on Climate Change, 2013
 [5] 2018 Revision of World Urbanization Prospects, UN

▶ For details, please see the Ajinomoto Group Materiality, Integrated Report 2019 P11-12

Ajinomoto Group corporate message
Eat Well, Live Well.

Materiality items

<p>Health and well-being</p> <p>Realize wellness for people around the world</p> <p>Related SDGs</p> 	<p>Assurance of product safety</p> <p>Contribution to health and nutritional issues</p> <p>Rapid response to consumer lifestyle changes</p>	<p>▼ P9 P32</p>
<p>Food resources</p> <p>Maximize limited food resources and provide more value</p> <p>Related SDGs</p> 	<p>Sustainable materials sourcing</p> <p>Reduction of food loss and waste</p>	<p>▼ P33 P48</p>
<p>Global sustainability</p> <p>Reduce impact of business activities for global sustainability</p> <p>Related SDGs</p> 	<p>Climate change adaptation and mitigation</p> <p>Contribution to a circular economy</p> <p>Conservation of water resources</p>	<p>▼ P49 P61</p>
<p>Business foundation</p> <p>Create a corporate group that grows sustainably</p> <p>Related SDGs</p> 	<p>Diverse talent</p> <p>Strong corporate governance</p> <p>Preparation for intense global competition</p>	<p>▼ P66 P90</p>