The Ajinomoto Group has introduced an ISO 14001-compliant environmental management system (EMS) at most of its sites in and outside Japan to comply with environmental laws and regulations and prevent environmental problems, and to ensure that further efforts will continue to be made at each site to conserve the environment.

**Environmental Management**

The Ajinomoto Group has established an environmental management structure headed up by the Management Committee to ensure that measures are implemented uniformly across the Group. This management structure forms the base for a range of environmental management activities, such as the formulation of environmental plans (three-year medium-term plan and annual plan), implementation of environmental assessments and environmental audits, and collection of environmental data. Issuing its “Working for Life” pledge on its centenary anniversary in 2009, the Group revised the Ajinomoto Group Environmental Philosophy and Basic Policies in April 2011 as a statement of its determination to promote business activities and products that contribute to the environment and to stay in dialogue with society.

**Group-wide environmental management activities**

As of fiscal 2013, 118 out of 126 target sites have acquired ISO 14001 certification. Consistent efforts are now being made by the remaining sites to acquire certification.

In promoting group-wide environmental management, it is important to have a way to quantitatively identify both environmental impact and contribution. The Ajinomoto Group has developed the Ajinomoto System for Reporting of Environmental Performance (ASREP) to efficiently collect environmental data on CO2 emissions, waste, discharged water and other items from all its sites. Collected data is utilized in compiling the Group’s environmental performance statistics, in progress control of the Zero Emissions Plan, and in developing information to be disclosed through the Carbon Disclosure Project.

**Ajinomoto Group’s EMS organization (As of April 1, 2014)**

### Management Committee

Chairperson:
Director responsible for environmental management

Members:
Corporate Executive responsible for production technology and engineering
Corporate Executive responsible for General Affairs & Risk Management Dept.
Corporate Executive responsible for CSR Dept.
Corporate Executive responsible for Affiliates Business Management Dept.
Corporate Executive responsible for Production Management Dept.
GM of each unit organization:
Food Products Division
Bioscience Products & Fine Chemicals Division
Wellness Business Division
Corporate Planning Dept.
Environment & Safety Dept.
Group company presidents appointed by Chairperson
Personnel appointed by Chairperson
Secretariat: Environment & Safety Dept.

### Environmental Committee

- **Food Products Division**
  - Environmental administrator: Division GM
  - Environmental administrator: Group company

- **Bioscience Products & Fine Chemicals Division**
  - Environmental administrator: Division GM
  - Environmental administrator: Group company

- **Wellness Business Division**
  - Environmental administrator: Division GM
  - Environmental administrator: Group company

- **Production sector**
  - Environmental administrator: Head of Environmental & Safety Dept.
  - Environmental administrator: Group company

- **Other unit organizations and group companies**
  - Environmental administrator: Group company

---

**Fiscal 2013 performance**

**Environmental management**

ISO 14001 certification had been acquired at 118 sites, or 94% of all target sites (As of March 2014)

[Mojokerto Factory, PT Ajinomoto Indonesia workers in charge of “Ajinomoto Group Zero Emissions” activities](image)

[Environmental monitor meeting at Kawasaki Administration & Coordination Office of Ajinomoto Co., Inc.](image)

---

101 Ajinomoto Group Sustainability Report 2014
Implementing environmental assessments

When the Ajinomoto Group launches new products and businesses, or changes the use of conventional raw materials in production processes, it assesses the environmental impact of business plans before they are implemented and takes necessary measures to minimize future environmental risks and impacts.

Environmental assessments are performed by departments responsible for the proposed plans, and their results are reviewed by the Environment & Safety Department before final approval by management. In April 2010, the authority to conduct environmental assessments was partially delegated to some business sites outside Japan to allow assessments to reflect the local environmental circumstances more appropriately.

With regard to business performance evaluation, environmental items are included in the Ajinomoto Group’s business performance evaluation for each business unit. These items, weighted at 5% of the total evaluation, are assessed based on achievement of environmental targets. This arrangement demonstrates the priority the Group gives the environment.

Environmental assessment items

| Seven types of typical pollution | Air pollution, water pollution, noise, offensive odor, soil contamination, oscillation and ground subsidence |
| Waste disposal                   | Proper waste disposal, responsibilities of waste generator, etc. |
| Global environmental issues      | Global warming, biodiversity conservation, acid rain, etc. |
| Management of hazardous substances | Substances subject to PRTR, asbestos, new chemical substances, etc. |
| Creation of a recycling-oriented society | 3Rs, resource and energy conservation, control of waste generation, etc. |
| Effects of buildings             | Right to sunlight, radio wave disturbance, etc. |
| Purchase and sale of real estate | Soil contamination, accountability, guarantee against defects, etc. |
| New science and technology       | Chemical and microbial contamination, etc. |
| Corporate social responsibility  | Action guidelines, information disclosure, communication with the community, etc. |
| Product development             | Eco-design, raw material procurement, logistics, life cycle assessment, etc. |

Implementing environmental audits

The Ajinomoto Group values environmental auditing, which equates to the Check function in the Plan, Do, Check, Act (PDCA) cycle, and it has created a multi-tiered internal and external auditing structure. In addition to external audits of compliance with ISO 14001 standards, internal auditors conduct regular environmental audits every 6 to 12 months based on the standards. These audits check the progress of targets and plans in each department and help ensure continuous improvement in environmental management.

Moreover, Group environmental audits are conducted for sites with significant environmental impact, aiming to ensure that environmental management is integrated with business activities. Internal environmental auditors attend lectures from outside instructors to increase their expertise, and this helps to strengthen the overall environmental management system. In fiscal 2013, 139 auditors attended the lecture, and the total number of internal auditors at group companies in Japan was 2,468.

Disaster prevention systems and response to environmental accidents

The Ajinomoto Group promotes open communication with neighborhood residents. The Kawasaki Administration & Coordination Office of Ajinomoto Co., Inc. has launched an environmental monitor system in which community residents immediately call the plant when they sense anything unusual, such as a strange odor. The Kyushu Office of Ajinomoto Co., Inc. holds periodic meetings with the neighborhood association to seek opinions. In addition, plants outside Japan, such as those belonging to Ajinomoto Co., (Thailand) Ltd., Ajinomoto Vietnam Co., Ltd., and S.A. Ajinomoto OmniChem N.V., conduct plant tours for community residents.

The Group has built a system for quickly addressing any legal violations or accidents related to the environment. In fiscal 2013, there were six violations. These violations involved mismanagement of manifest forms in relation to Japan’s Waste Management and Public Cleansing Act at Ajinomoto Co., Inc. Head Office and the Chubu Office of Knorr Foods Co., Ltd.; a deviation from facility management standards under the Waste Disposal Act and a deviation from the disposal method mandated for notification to authorities under the Act on the Evaluation of Chemical Substances and Regulation of Their Manufacture at the Tokai Plant of Ajinomoto Co., Inc.; and a deviation from subcontracting standards as well as a deviation from the mandatory prior consultation on bringing in industrial waste from outside the prefecture under the Waste Disposal Act at Ajinomoto Frozen Foods Co., Inc. Every case was reported to the government and steps were taken to prevent recurrence.

In environmental incidents, the ammonia leaks from freezers (Ajinomoto Frozen Foods Co., Ltd., Ajinomoto Frozen Foods (Thailand) Co., Ltd., and Ajinomoto Frozen Foods U.S.A., Inc.) that occurred in fiscal 2012 did not occur in fiscal 2013, thanks to effective countermeasures. In other incidents, there was a release into a river of some of the oily discharged water that overflowed from the drainage pit at Kawasaki Plant, Ajinomoto Co., Inc., a release of discharged water with a high pollutant load at the Ashikaga Factory of Nippon Protein Co., Ltd., and a minor fire from a fryer at Kyushu Plant of Ajinomoto Frozen Foods Co., Ltd. None of these incidents had a serious environmental impact. The Group investigates the causes of problems and such “close calls (near misses),” and works to prevent recurrence.

Minor environmental incidents and “close calls” (fiscal 2013)

<table>
<thead>
<tr>
<th>Number of complaints (fiscal 2013)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Air pollution</td>
</tr>
<tr>
<td>Water pollution</td>
</tr>
<tr>
<td>Waste</td>
</tr>
<tr>
<td>Noise, oscillation</td>
</tr>
<tr>
<td>Offensive odor</td>
</tr>
<tr>
<td>Other</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>