Environmental Education and Awareness Development

Ensuring that every employee has high environmental consciousness is the starting point of all environmental protection activities of the Ajinomoto Group. The Group provides its employees around the world with various opportunities for systematic environmental education and awareness development in order to encourage them to take specific action in their respective workplaces.

Structure and description of environmental education

<table>
<thead>
<tr>
<th>Awareness education</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ajinomoto Group/Ajinomoto Co., Inc. (Corporate Environment &amp; Safety Department, etc.)</td>
</tr>
<tr>
<td>All employees</td>
</tr>
<tr>
<td>Education for new recruits</td>
</tr>
<tr>
<td>Environmental awareness development campaign</td>
</tr>
<tr>
<td>Divisions, spin-off companies, etc.</td>
</tr>
<tr>
<td>Education for new recruits</td>
</tr>
<tr>
<td>Business sites, plants, departments</td>
</tr>
<tr>
<td>Education for new recruits</td>
</tr>
</tbody>
</table>

■ Awareness education

The Ajinomoto Group operates in 23 countries and regions around the world, with about 27,000 employees engaged in various operations. To realize a sustainable society, it is important for all these employees to share a common goal and strive to achieve it by transcending national and cultural differences. Toward this end, the Group offers a variety of programs to raise environmental consciousness among employees, including environmental education videos produced with different themes every year and distributed to each employee or site, and the environmental awareness development campaign, which calls for ecological actions. The Group also offers education aimed at particular groups of employees, such as new recruits, expatriates, and managers. Through these various programs it is ensured that environmental information is provided whenever available and that the Environmental Philosophy and Basic Policies and plans and goals of the Group are communicated across all job grades.

■ Specialized education and training

In order to facilitate employees to take specific environmental measures in the course of their work, the Ajinomoto Group offers education for employees to acquire more technical and practical knowledge and improve their skills for use in their respective workplaces. A particular focus is placed on environmental education aimed at environmental managers and staff appointed at each organization, internal environmental auditors, employees responsible for zero emission activities at each production site, and members of each division in charge of developing new businesses and products.

In collaboration with the Knowledge Management Research & Institute (KMRI), the Ajinomoto Group also provides internal environmental auditor training for employees every year to deepen their understanding of the Group’s environmental initiatives and develop skills for internal environmental auditing.

Discussion among environmental promotion representatives from all business sites around Japan

—Workshop to discuss the future of Calpis Co., Ltd.—

Calpis Co., Ltd. has organized a meeting of environmental ISO promotion representatives from business sites around Japan every year since 2004 as a forum for raising environmental consciousness among the representatives and at each division, and facilitating exchange among the attendees.

In 2009, a tour of the Gunma Plant was included in the meeting to explain the on-site initiatives being taken. Participants were shown the boiler, wastewater treatment plant, waste disposal facilities, and other places that are usually off-limits in order to demonstrate the considerable efforts involved in reducing environmental impact and highlight the need for cooperation from all business sites, no matter how indirect.

In September 2010, a workshop was held to discuss the next 10 years of Calpis Co., Ltd. from the perspective of environmental protection and examine the links between the company’s products and living systems (biodiversity). The attendees engaged in a lively discussion on the future of the company and developed an understanding of the numerous aspects of the natural world that are involved in the production of certain products, thereby renewing their understanding of the ways in which the company’s business both depends on and affects biodiversity.

In the fiscal 2010 workshop, the attendees were divided into several groups to discuss the links between the company’s products and living systems.
The Ajinomoto Group carries out various activities to raise the environmental awareness of employees and their families every year. A variety of plans for promoting ecological actions that can be taken by individuals have been implemented at business sites around the globe.

Eco-living starting at the dining table

Eco-action at the dining table
At the Food Products Division of Ajinomoto Co., Inc., “Eco-living Starting at the Dining Table” leaflets were distributed to customers and employees as part of awareness development and marketing activities. In addition, panel displays were installed at the company’s branches to introduce its environmental efforts to visitors and employees.

Reduce leftovers campaign
The Kawasaki Administration & Coordination Office of Ajinomoto Co., Inc. focused on the reduction of waste and the promotion of recycling as priority issues during Japan’s Environment Month in June 2009. One example of the activities was to urge employees to reduce the amount of leftovers at the office cafeteria.

Unique Clean Dish Campaign held for second time

The Clean Dish Campaign is a unique activity organized by Ajinomoto do Brasil Indústria e Comércio de Alimentos Ltda in which a certain amount of food for each leftover-free plate in the cafeteria is donated to various charities. As in the previous year, the 2009 month-long campaign was conducted at every office and plant with the participation of numerous employees. The campaign aims to get people to think about the importance of food and reduce leftovers.

Site | Campaign period | Total no. of participating employees | No. of meals finished (no leftovers) | Ratio | Amounts of food donated (kg)
--- | --- | --- | --- | --- | ---
Sao Paulo Office* | November 9 to December 4, 2009 | 4,474 | 3,106 | 69% | 31
Limeira Plant* | September 8 to October 7, 2009 | 32,550 | 13,514 | 42% | 540
Laranjal Paulista Plant† | November 1 to November 30, 2009 | 5,651 | 2,050 | 36% | 82
Valparaiso Plant† | January 11 to January 31, 2009 | 4,338 | 3,540 | 82% | 314
Pederneiras Plant† | November 16 to November 30, 2009 | 3,600 | 1,900 | 53% | —

* Formerly Ajinomoto Interamericana Industria e Comercio Ltda
† Formerly Ajinomoto Biolatina Industria e Comercio Ltda

Goods donated by the Limeira Plant

Eco-Action Project 2009
The Ajinomoto Philippines Corporation carried out the Eco-Action Project 2009 to promote the sorting and recycling of waste at its Head Office and branches. At the Head Office in Makati, employees played a fun game designed to test their knowledge on waste sorting and improve their environmental awareness.

Promotion of recycling
As part of its efforts to encourage employees to give back to society, Calpis Co., Ltd. is implementing a program designed to help raise awareness of environmental protection and social contribution activities. Under the ECOMARU Money CSR program, employees collect points for actions that benefit the environment and society performed over a three-month period (including such things as everyday efforts to save water and electricity; taking part in charitable fund-raising; and volunteer activities such as cleanings). The company then calculates the accumulated points, converts them into yen, and donates the same amount to organizations devoted to environmental and social causes. When the program was initiated the conversion rate was one yen per point. In fiscal 2009, the rate was changed to two yen for every point in order to increase the donation amount. The number of employees who took part in the program increased to 3,309 in fiscal 2009 and funds were donated to three organizations. One of the recipients is the Organization for Industrial, Spiritual and Cultural Advancement-International (OISCA), which runs the Children’s Forest Program (CFP). This program supports various activities that allow children to make environmental contributions to their communities, such as tree planting, recycling, and the creation of products using natural resources.

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ECOMARU®—the environmental mascot character of Calpis Co., Ltd.

Letters from children taking part in the CFP

Ajinomoto Group Environmental Report 2010
Other activities performed in collaboration with communities and society

On October 22, 2009, approximately 9,000 employees from 195 business sites of the Ajinomoto Group both in and outside Japan took part in the global campaign to clean up the areas around their sites. Apart from this campaign, the number of sites taking initiatives to run their own local cleanup activities is increasing.

In the “Mottainai” campaign in which 56 business sites of the Ajinomoto Group in and outside Japan participated, misaddressed postcards, used stamps and other items worth 98,446 yen were collected, as well as books, felt markers, and similar worth 64,224 yen.

Stop Global Warming Campaign 2009

The Bioscience Products & Fine Chemicals Division of Ajinomoto Co., Inc. (previously known as the Amino Acids Company) has conducted the “Stop Global Warming” campaign every year since 2007. The main objective of the campaign is to get employees to think about reducing CO₂ emissions. Various unique projects that can be implemented both in the workplace and at home have been introduced at each business site.

Educational video

At the Bioscience Products & Fine Chemicals Division of Ajinomoto Co., Inc. (previously known as the Amino Acids Company) a video titled “GLOBAL WARMING What We Can Do About It Now” was shown to about 680 employees. The video proved effective, as evidenced by employee comments such as “I’d like to review our current measures” and “The video made me realize how urgent the global warming issue is.”

Display of monthly electricity consumption

To encourage its employees to save electricity (and hence reduce CO₂ emissions), each month in fiscal 2009, Ajinomoto Trading, Inc. displayed graphs showing the monthly electricity consumption side by side with graphs for the corresponding month in fiscal 2007 and 2008. This project was entered into the Tokyo Eco Collection 2009 contest to increase employee motivation.

Eco-cap campaign

The eco-cap campaign, in which donations of polio vaccines are made in exchange for collected PET bottle caps, is implemented across the business sites of the Ajinomoto Group. As of the time of writing, enough vaccines to treat over 100 children (113.7 children, to be exact) have been donated on behalf of the Ajinomoto Group.

Setting CO₂ emission reduction goals and checking the progress

The Production & Technology Administration Center of Ajinomoto Co., Inc. conducted a two-week campaign calling on its employees to close their laptops whenever they left their desks. The results of each group working within the center were displayed in the workplaces to increase motivation and reported at a meeting attended by all staff members. About 80% of employees did close their laptops during the campaign. The center also consistently reminded its employees during fiscal 2009 that meeting rooms should be selected according to the number of attendees and that lights in offices and laboratories should be turned off during lunch breaks. Employees are also encouraged to set CO₂ emission reduction goals at home and submit their progress every month. The average number of employees who achieved the set goals between April and July was 85 to 89%.

Eco-contest

Ajinomoto Amino Science LLC organized a contest to generate ideas for reducing CO₂ emissions. The winning idea came from a member of the machinery maintenance staff, who proposed that a new burner be installed for the landfill gas boiler. The staff member estimated that this would lead to an annual reduction of more than 500 tons of CO₂ emissions and savings in natural gas.

Flowers galore! campaign

On June 1, 2009, volunteer employees of the Kyushu Plant of Ajinomoto Co., Inc. planted flowers in flowerbeds and planters around the premises. The campaign gives employees an opportunity to develop an appreciation for plants and flowers.
Environmental Management

The Ajinomoto Group has introduced an ISO 14001-compliant environmental management system (EMS) to all of its sites inside and outside Japan to meet environmental laws and regulations and prevent environmental problems, and to ensure that further efforts will be made at each site to conserve the environment. In fiscal 2009, the Group took a step further by launching comprehensive efforts to incorporate environmental protection into its business activities.

### Group-wide environmental management

The Ajinomoto Group has established an environmental management structure headed up by the Environmental Committee to ensure that measures are implemented uniformly across the Group, both in and outside Japan. 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. In April 2010, the Group reviewed its EMS organization due to the shift from an internal company system to a divisional system and the establishment of AJINOMOTO PHARMACEUTICALS CO., LTD.

#### Environmental Management Activities

- To implement measures uniformly across the Group inside and outside Japan
- ISO 14001 certification rate: 91% or more

#### Fiscal 2009 performance

- The Group's EMS organization was reviewed due to the shift from an internal company system to a divisional system and the establishment of AJINOMOTO PHARMACEUTICALS CO., LTD.
- ISO 14001 certification was acquired at 124 sites, or 91% of all target sites.

#### Acquisition of ISO 14001 certification

As of June 2010, 124 sites, that is, 91% of all the target sites across the Ajinomoto Group, are ISO 14001 certified. The total number of target sites has increased to 136 with the addition of seven new sites. Consistent efforts are now being made by the remaining sites to acquire ISO 14001 certification.

#### Collecting environmental data—ASREP

In promoting environmental management, it is important to have a way to quantitatively identify the environmental load and contribution. To assist in this, the Ajinomoto Group has developed the Ajinomoto System for Reporting of Environmental Performance (ASREP) to collect environmental data on CO₂ emissions, waste, discharged water and other items from all its sites both in and outside Japan. This basic data, which has been collected twice a year since 2006, 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.

1. Calpis Co., Ltd. and its affiliates were added to the Group’s environmental management system beginning in fiscal 2008, following the full acquisition of Calpis Co., Ltd.

2. The disclosed information is available at the URL below: [https://www.cdproject.net](https://www.cdproject.net)
Including environmental items when evaluating business performance

In fiscal 2007, four environmental items were included in the Ajinomoto Group’s business performance evaluation for each business unit. These items, allocated 5%, were evaluated according to the achievement level of the environmental targets. This new arrangement is clear proof that high priority is given to the environment within the Ajinomoto Group. The four environmental items are: (1) zero environmental load emissions in discharged water; (2) zero waste emissions; (3) reduction of per-unit CO₂ emissions; and (4) reduction of CO₂ emissions in Japan. Achievement levels for these items are evaluated together with other items in accordance with the Ajinomoto Group Zero Emissions Plan.

Implementing environmental assessments

Launching new products and business, or, changing or discontinuing the use of conventional raw materials in production processes may have significant effects on the environment. To minimize future environmental risks and impacts, there is a need to assess the environmental impact of business plans before they are implemented and take necessary measures.

At the Ajinomoto Group, 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.

Currently about half of the Ajinomoto Group’s environmental assessments relate to business and product development. In addition to reducing environmental risk, environmental assessments help to raise the environmental awareness of employees who are engaged in business planning and product development. The Ajinomoto Group will continue to conduct environmental assessments that cover the entire range of business activities, from the procurement of raw materials through to the use of products by consumers.

Environmental accidents and complaints

The Ajinomoto Group has established a system that enables the Group to promptly take necessary measures to address violations of environmental laws, and environmental accidents and incidents. There were two legal violations in fiscal 2009: one related to the delay in reporting the accidental discharge of refrigerant into a river to the local government³, and the other concerned an error in reporting on the designated facilities under the Water Pollution Control Act⁴. The Ajinomoto Group is making utmost efforts to prevent the recurrence of similar violations by analyzing their causes and sharing information across the Group. Apart from these two violations, nine accidents and incidents were reported in and outside Japan, but none of these had a serious impact on the environment. The Group investigates the causes of problems and “close calls,”⁵ in order to prevent recurrence.

Number of minor law violations, administrative guidance notices, and requests for improvements (fiscal 2009)

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<tr>
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<td>Odor</td>
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<td>0</td>
</tr>
<tr>
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<tr>
<td><strong>Total</strong></td>
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