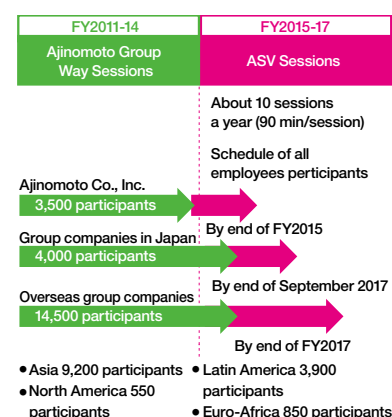


Ajinomoto Group Way and ASV Sessions: Translating the Group's shared values into practice

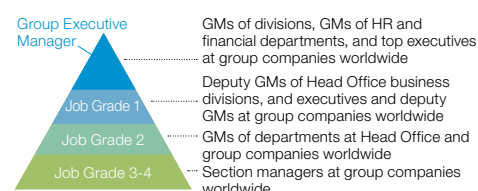
The Ajinomoto Group has been holding sessions since fiscal 2011 to promote deeper understanding of the Ajinomoto Group Way. As of year-end fiscal 2015, all group employees have taken the sessions. ASV Sessions were begun in fiscal 2015. Participants learn about ASV while also personalizing the Group's mission to address social issues through business, and reflecting on the inherent value of their work and being part of the Group. All employees of Ajinomoto Co., Inc. have taken the ASV Sessions as of year-end fiscal 2015, and nearly all employees of affiliated companies in Japan will take the sessions by end of September 2017. The Group aims to have all of the roughly 33,000 group employees worldwide take the sessions by year-end fiscal 2017.



Global leadership training

In addition to company- and division-specific training programs, the Ajinomoto Group also provides group-standardized leadership training for future leaders. This training for developing global managers is not based on age or rank but on job grade, preparing each employee for the next step in their career.

Managerial job grades

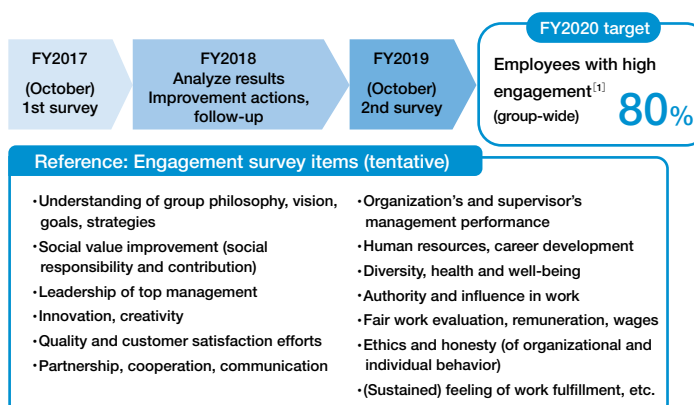


Major training programs for developing leaders

Training	Participants	Frequency and duration	Number of participants	Content
Executive Coaching	Officers, Group Executive Managers	14 sessions a year (1 hour/session)	Approx. 15 people	Individual coaching and assessment for top management
Ajinomoto Global & Group Leader Seminar (GGLS)	Job Grade 1	· Module 1: 3 days (7 hours/day) · Draft presentation: 1 time (2 hours) · Module 2: 2 days (7 hours/day)	Approx. 25 people	Action learning about global issues faced by the Group, presentations to the HR Committee
Ajinomoto Global Future Leader Seminar (AGFLS)	Job Grade 2	5 days (7 hours/day)	Approx. 15 people	Training to establish authentic leadership and enhance influence to take initiatives of the future direction
Ajinomoto Group Leader Seminar (AGLS)	Job Grade 2	5 days (7 hours/day)	Approx. 25 people	Self-assessment, review and planning of individual objectives as a leader (for managers in Japan only)
Ajinomoto Regional Leader Seminar (ARLS)	Job Grade 3	· North America Division: 5 days (7 hours/day) · Europe & Africa Division: 5 days (7 hours/day)	Approx. 20 people	Self-assessment training sessions on coaching and cross-cultural communication (held for each region)
Ajinomoto Global Future Leader Seminar Junior (AGFLS—Jr.)	Administrative	· Module 1: 5 days (7 hours/day) · Coaching: 2 sessions · Module 2: 4 days (7 hours/day)	Approx. 15 people	Training to build self-awareness and core values as a leader

Global engagement survey

To strengthen the organization and improve business performance, in October 2017 the Ajinomoto Group will begin a global engagement survey of the roughly 33,000 regular employees of its roughly 100 group companies. The survey, to be conducted once every two years, will serve as an indicator of the 80% "employees with high engagement," a non-financial target in the Group's 2017-2019 medium-term plan.



[1] A measure of the percentage of employees who feel that the company is creating value to address social issues and they personally are contributing to that value creation.