

# Risk management

## Framework

GRI102-11

- ▶ Group Shared Policy on Risk Management
- ▶ Materiality
- ▶ Integrated Report 2020 P69

## Risk management framework

The Ajinomoto Group conducts an annual review of the materiality items which have a substantial impact on our ability to create value through ASV. Here, we identify the risks and opportunities associated with each materiality item. The Management Risk Committee, an organization under the Executive Committee, develops responses to risks and opportunities that have a groupwide impact. The Management Risk Committee evaluates and manages important risks and opportunities cross-functionally, including those pertaining to climate change, social issues, and technological innovation. This framework allows us to respond to a crisis in a timely and appropriate manner. Matters deliberated in the Management Risk Committee are reported to the Executive Committee and the Board of Directors once per year. For highly urgent themes, the Committee organizes separate working groups to work on formulating policies and project planning.

The Group encourages independent risk management within each organizational unit in compliance with Group Shared Policy on Risk Management. Further, each organizational unit performs an annual review of risk items and their degree of impact, evaluate each risk, reporting to the Management Risk Committee annual plan regarding high-prioritized risks. The Business Conduct Committee, which is also organized under the Executive Committee, prepares manuals and other documents to address risks and emerging crises. Following these, each organizational unit creates their own business continuity plan. We ascertain and inspect the status of preparations using crisis management training and other means.

