

## **A Letter to the Members of the Ajinomoto Group Sustainability Advisory Council**

Since 1909 the Ajinomoto Group has consistently sought to enrich the lives and wellbeing of people by combining an advanced scientific understanding of nutrition with an empathetic understanding of the human value of food.

“Eat Well, Live Well.” is the Ajinomoto Group’s expression of this mission and, at the same time, both a promise and an invitation.

The promise is that the Ajinomoto Group will strive to use its knowledge and knowhow of nutrition, product development, manufacturing and distribution to give people the products and services that will enable them to express their values and realise their dreams.

In order to do this, it is critical that the Ajinomoto Group understands the values and dreams of people and the important issues and choices that they face in their lives. The invitation of “Eat Well, Live Well.” is for people to add their voices and opinions and join with the Ajinomoto Group as it combines science with human values to create a strategic story for the promotion of wellbeing for our lives both now and on into the future.

The Board of Directors of Ajinomoto Co., Inc. has established and commissioned this council with identifying opportunities whereby the Ajinomoto Group can contribute to the promotion of sustainability by enhancing the performance of its existing operations and develop new businesses by which to further realise sustainable value creation.

The goal of the council is therefore to inform the process of the conceptualizing, planning and the implementation of business models defined by the ongoing ability to enable the sustainable realisation of wellbeing.

The Sustainability Advisory Council has been designed to serve as a forum wherein expert representatives of critically important constituents can come together with key decision makers from within the Ajinomoto Group to explore the expectations and opportunities that should be addressed in formulating the Ajinomoto Group’s strategic story of wellbeing for 2030 and beyond. This council is an opportunity for all the participants to come together and apply their respective expertise in a multidisciplinary effort to jointly formulate a path which will enable the Ajinomoto Group to positively

define a strong, sustainable and resilient strategic path by which to guide its business into the future and to serve as a model for the food industry as a whole.

It is therefore hoped the council will be able to:

- Define key indicators by which the social, environmental and economic performance of the Ajinomoto Group's business can and should be measured.
- Identify future and evolving social and environmental opportunities within which the Ajinomoto Group could apply its capabilities and resources in order to contribute to the creation of social, environmental and economic value as a business.
- Give feedback regarding the implementation and strategic direction of the Ajinomoto Group's current and planned operations from an integrated, multi-stakeholder perspective.

The Ajinomoto Group is committed to promoting the wellbeing of society by continually enhancing its capability of creating social, environmental and economic value in an integrated manner through all its business activities and to constantly enhancing sustainability as a core business capability.

We look forward to working with the members of the council as partners in realising a truly sustainable business for the future.

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