

## Strong corporate governance

The Ajinomoto Group continues our efforts toward building a practicable corporate governance structure that balances “supervising appropriate execution to reflect stakeholders’ opinions” with “flexible decision-making and execution.” In addition, we maintain the Ajinomoto Group Policy, which defines the attitudes and behaviors expected of each Group company, officer, and employee. We continue to improve our internal control systems and the appropriate operations thereof, while engaging in more meaningful dialogue and collaborations with our stakeholders, which serve as the foundation of ASV. The Group will continue striving for stronger, more comprehensive corporate governance on a global basis to ensure an environment in which we can demonstrate even greater levels of competitiveness. Our ongoing reforms to organizational operations will enhance the effectiveness of our management plan and we will improve our ability to solve issues through collaboration.

### Specific examples

- Compliance
- Accident and safety management
- Competitive behavior
- Intellectual property protection
- Political activities and contributions
- Business ethics and transparency of payments
- IT management
- Response to natural disasters and diseases
- Systemic risk management
- Data security and customer privacy
- Regulatory capture and political influence
- Environment, social impacts on assets and operations
- Succession planning
- Management transparency
- Human rights and community relations

### Related opportunities and risks ( ○ Opportunity ● Risk )

- Appropriate risk-taking
- Business continuity risk or other unexpected losses due to failures in corporate governance or internal controls
- Lack of appropriate information disclosure resulting in a loss of investor confidence
- Decreased competitiveness due to vulnerabilities in IT management structure
- Delay or suspension of operations due to a combination of natural disasters, diseases, and pandemics (COVID-19, avian influenza, etc.)
- Disruptions to organizational operations and decline in business profitability due to changes in macroeconomic conditions
- Impact of intellectual property risks on business
- Impact of sudden foreign exchange and interest rate fluctuations on business
- Higher tax burden due to changes in tax and tax effect

### Key initiatives by the Ajinomoto Group

- Raising awareness of the Ajinomoto Group Policies among all Group employees
- Establishing whistleblower hotline
- Strengthening corporate governance system
- Stronger business continuity management (BCM)
- Occupational safety and health management
- Selecting Group-wide significant risks and considering appropriate responses
- Strengthening cybersecurity countermeasures by ensuring information security regulations
- Managing intellectual property risk
- Engagement in dialogue with various stakeholders

### Related SDGs



## Strong Corporate Governance

# Risk management

### Framework

GRI102-11

GRI102-29

> [Ajinomoto Group materiality](#)

> [Integrated Report 2021 P89](#)

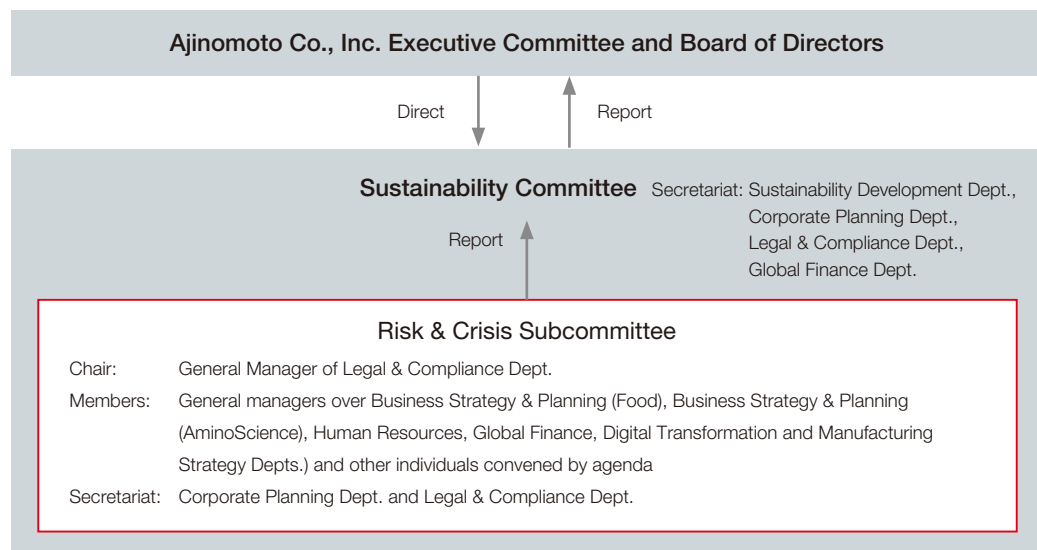
> [P4](#)

## 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.

In April 2021, we established the Sustainability Committee as a subordinate organization to the Executive Committee. This committee takes over the ESG and sustainability-related functions formerly handled by the Management Risk Committee, Business Conduct Committee, and Environmental Committee. The Sustainability Committee plans and manages the progress of actions taken with regard to risks and opportunities related to companywide management issues based on materiality. In principle, the committee meets at least four times each year, and the content and results of deliberations are reported to the Executive Committee and to the Board of Directors.

The Risk & Crisis Subcommittee, which we established as a subordinate organization to the Sustainability Committee, is responsible for developing and promoting risk management processes that contribute to stronger internal controls, management and operation of crisis-related tasks (safety and security), and responding to risks that have a Group-wide impact. The Risk & Crisis Subcommittee provides reports to the Sustainability Committee as necessary.



## Strong Corporate Governance

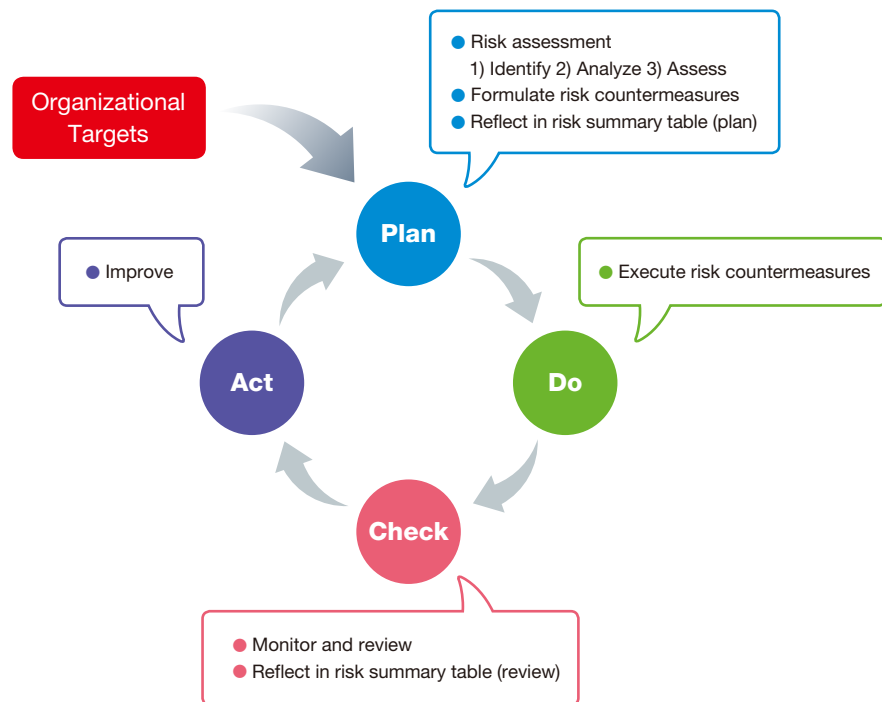
### Framework

GRI102-11

> Group Shared Policy on Risk Management

### Risk management processes

The Group encourages independent risk management within each organizational unit in compliance with Group Shared Policy on Risk Management. Each organization sets organizational goals every year and prepares a risk summary table. These risk summary tables organize processes from planning to review based on each organization's risk assessment. We use these tables to verify whether risk management is implemented in a reliable fashion. The rate of risk summary table collection in fiscal 2020 was 100% at Ajinomoto Co., Inc. and 91% for Group companies. These results show how well autonomous risk management is entrenched at each organization.



## Strong Corporate Governance

# Occupational safety and health

### Framework

GRI403-DMA

GRI403-1

GRI403-4

> Group Shared Policy on Occupational Safety and Health

### Performance

GRI403-DMA

GRI403-1

## Occupational safety and health management system

The Occupational Safety and Health Committee, an organization under the Executive Committee, determines important policies, develops plans, and conducts reviews of activities related to occupational safety and health. Subject matters decided and deliberated by the committee shall be reported to the Executive Committee. To foster an understanding of the Group Shared Policy on Occupational Safety and Health, we created the Occupational Safety and Health Management Guide and Standards and encourage Group companies to spread awareness of and use these guidelines.

In addition, we established the Safety & Disaster Prevention Promotion Headquarters to drive and support measures related to occupational accidents and disaster prevention. If an accident, disaster, or other emergency has occurred or may occur, that threatens Group occupational safety and health, this headquarters assesses the situation, makes recommendations, and provides guidance. The headquarters also reports to company executives and related departments.



## ISO 45001 adoption

The Ajinomoto Group aims to obtain ISO 45001 certification at all production and R&D sites by the end of March 2023. We are also transitioning sites that have obtained OHSAS<sup>[1]</sup> and other certifications to ISO 45001.

[1] Occupational Health and Safety Assessment Series (OHSAS): An international standard for occupational safety and health management.

## Strong Corporate Governance

### Performance

GRI403-DMA  
GRI403-1  
GRI403-2  
GRI403-3  
GRI403-4  
GRI403-7

### Safety and health assessments, audits, and inspections

The Ajinomoto Group generally conducts the Occupational Safety and Health Assessments at the start of new product manufacturing. This is one means to prevent occupational accidents. In addition, we conduct internal audits based on the occupational safety and health management system at each company and business site to prevent accidents, disasters or violations of the law.

Measures	Description	FY2020 performance
Occupational Safety and Health Assessments	Generally conducted at the start of new product manufacturing, when expanding production capacity or changing manufacturing processes, developing new substances, and during the planning stages of constructing or demolishing buildings, structures and equipment.	52 assessments
Occupational Safety and Health Audits and Inspections	Internal audits are implemented for each company and business site. In the event of a serious accident or disaster within the Group, Ajinomoto Co., Inc. conducts an onsite emergency Occupation Safety and Health Audit to investigate causes, determine corrective measures, and prevent recurrence. Certain sites in Japan contract with third-party consultants or institutions to perform Occupational Safety and Health Inspection.	While certain factories were scheduled for post-construction safety audits, the situation during the COVID-19 pandemic prevented the audits from taking place.
Equipment inspections for safe and stable production	Regular maintenance and legal inspections are conducted at factories. For factories that operate 24 hours a day, we suspend all production periodically to allow employees and specialists time to conduct legally mandated inspections.	Conducted at each business site
Occupational accident prevention at designated worksites	Any sites considered a high risk by the chief of the Safety & Disaster Prevention Promotion Headquarters (frequent occupational accidents or disasters, inadequate management, etc.) are so designated as Special Safety Management Requested Site and given guidance for safety improvement.	No designated worksites during FY2020

### Occupational safety and health activities

#### Fiscal 2020 key targets and performance

Key targets	Action plans
Prevent caught-in, trapped and cut accidents by machines in operation	<ul style="list-style-type: none"> <li>Establish systems to ensure Group policies, management guides, rules and standards, and other rules and guides are thoroughly understood at companies newly incorporated into the Group</li> <li>Establish systems to conduct safety audits at newly established factories</li> <li>Identify worksites with difficulties to pursue both safety and efficiency at each office and factory</li> <li>Consolidate safety measures within the Group and share information said measures (lateral expansion)</li> </ul>
Prevent falls and lower back pain	<ul style="list-style-type: none"> <li>Implement 2S consistently in the surrounding area (secure aisles, do not place or leave objects in aisles or vicinity, do not leave leaks or spills)</li> <li>Ensure safety in the surrounding area (conduct maintenance for steps and unevenness on paths or floors, secure aisles and work spaces)</li> <li>Ensure implementation of stretching exercises, etc., before work; raise awareness through posters, etc.</li> </ul>
Prevent accidents during indirect routine work <sup>[1]</sup>	<ul style="list-style-type: none"> <li>Review work methods to eliminate risks</li> <li>Reassess risks for individual indirect routine works</li> <li>Maintain and review of SOPs for priority tasks</li> </ul>

[1] Work that supports production indirectly e.g., loading, unloading, transportation, equipment cleaning, cleaning, and normal maintenance.

### Performance

GRI403-DMA  
GRI403-2  
GRI403-3  
GRI403-4  
GRI403-7

## Strong Corporate Governance

GRI403-9

GRI403-10

> Personnel and Labor-Related Data

Performance

### Major accidents and incidents

	FY2016	FY2017	FY2018	FY2019	FY2020
Number of serious accidents	16	23	16	21	23
Number of serious commuting accidents	9	19	13	10	8
Number of fatal accidents	0	0	0	1	1
Number of caught-in-machinery accidents <sup>[1]</sup> (persons)	5 (1)	10 (8)	8 (3)	6 (2)	6 (2)
Number of fall accidents <sup>[1]</sup> (persons)	30 (3)	23 (4)	32 (4)	22 (4)	29 (2)
Number of lower back pain accidents <sup>[1]</sup> (persons)	16 (4) <sup>[2]</sup>	23 (12) <sup>[2]</sup>	16 (7) <sup>[2]</sup>	12 (1)	8 (1)

[1] Numbers in parentheses represent serious accidents.

[2] Corrections have been made as a result of review of totals.

The number of serious accidents during fiscal 2020 were 23, an increase of two compared to fiscal 2019. Although the number of serious accidents in sales and indirect workplaces decreased, we saw an increase in the number of accidents in the production areas of our factories. In particular, a significant number of accidents occurred at food production sites.

Among the main serious accidents, six were involved in caught-in accidents, which was the same number as in fiscal 2019. As the number of accidents at companies incorporated into the Group after 2017 has been on the rise, we requested more conscientious implementation of our Guidelines for Caught-in Accident Prevention by Rotating Machines. During fiscal 2021, we plan to hold Caught-in Accidents Prevention Seminar, targeting leaders engaged in production operations at our food factories.

Regarding falling accidents, the number of victims of serious accidents decreased, but the number of victims of lost time injuries increased by seven. We noted an improvement in non-manufacturing sites, but the situation worsened among manufacturing sites. These factors include problems with daily arrangements, neatness, cleanliness and cleaning, and unsafe conditions in the surrounding area. We also understand that difficulties in securing staff due to COVID-19 and our inability to conduct training played a role in this increase. Throughout fiscal 2021, we will continue efforts to ensure complete organization and tidiness, as well as security, in areas surrounding our workers. At the same time, we will improve educational materials for inexperienced workers to learn individually or in small groups. We also plan to hold a Falling Prevention Seminar for management-level employees, which was canceled in fiscal 2020 due to COVID-19.

Regarding lower back pain accidents, the number of victims decreased. We will continue our efforts to prevent accidents by adding animated content to further enhance our educational tools.

With the goal of eliminating serious accidents in fiscal 2022, during fiscal 2021, we will focus on implementing safety audits at sites with frequent accidents, thorough risk assessments, and information dissemination to raise awareness. Through these efforts, we aim to eliminate caught-in, trapped, and cut accidents, fall accidents, and traffic accidents. In addition, we will implement various measures based on the analysis of accidents during indirect routine work and non-routine work. We also plan to use videos to publicize our Occupational Safety and Health Management Guide and Standards, strengthening management through the PDCA cycle.

### Response to safety and health laws and accidents

In fiscal 2020, we were cited for three cases of legal violations (recommendations for correction). In each case, in addition to submitting an improvement report to the authority, we reviewed our work procedure manuals and educated our workforce to prevent recurrence.

Ajinomoto Co., Inc. Tokai Plant	Failure to measure oxygen concentration, lack of ventilation, and lack of appointed work supervisor prior to the commencement of work in a work area involving a risk of oxygen deficiency (serious near-misses)
Ajinomoto Frozen Foods Co., Inc. Kyushu Plant	Failure to stop agitator blade operation during the process of scraping out leftover residue from a mixer outlet (serious accidents)
Ajinomoto Frozen Foods Co., Inc. Osaka Plant	Failure to stop machine operation when conducting repairs or inspections (serious accidents)

## Strong Corporate Governance

Performance

GRI403-5

### Employee occupational safety and health education

The Ajinomoto Group conducts occupational safety and health education tailored to employee job descriptions and tasks. In fiscal 2020, we only conducted online courses for ISO 45001 internal auditor training due to the spread of COVID-19.

We created and published a skills map that defines the skills and knowledge required of occupational safety and health staffs at each Group company's site.

#### Major training programs

Persons, cumulative persons in parentheses

Program name	Program details	Recipients	Number of trainees
ISO 45001 training for internal auditor development	Knowledge and skills training for ISO 45001 internal auditors (two-day course / twice annually and one-day course / once annually); introduced in FY2018	Leadership positions	51 (105)

Performance

### Disaster preparedness

The Ajinomoto Group routinely collects information related to natural disaster forecasts and damage projections. On an ongoing basis, we confirm the safety of our buildings and production facilities, taking appropriate steps and revising training drills as necessary. Each Group company and site implement evacuation and fire-fighting drills. We continue to revise and update organizational structures, communications systems, and manuals.

We also partner with local governments to provide safety for local residents. Several sites are working with governments to determine how to offer safety and food to local residents in the event of a disaster.

## Strong Corporate Governance

# Compliance

### Framework

GRI205-DMA  
GRI205-2  
GRI206-DMA  
GRI307-DMA  
GRI419-DMA

> Ajinomoto Group Policies (AGP)

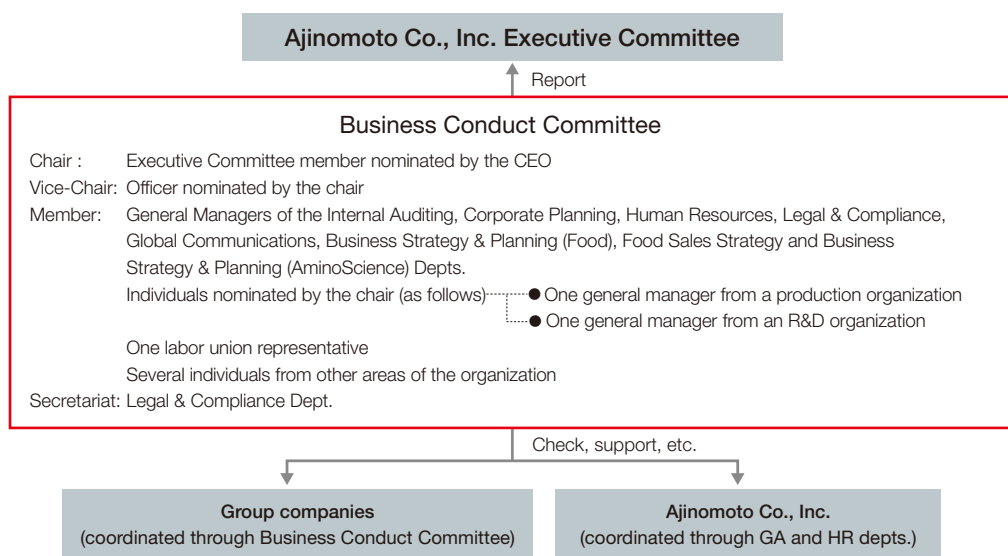
### Performance

GRI205-2

## Compliance framework

The Ajinomoto Group cultivates an open culture and maintains a crisis-resistant corporate structure by building an awareness of compliance and organization-wide commitment to the Ajinomoto Group Policies (AGP). In so doing, we create a stronger management foundation and enhance corporate value.

Ajinomoto Co., Inc. established the Business Conduct Committee, which meets once every three months to monitor compliance with AGP and whether the company conducts corporate activities in line with AGP. Major group companies also have their own business conduct committees that engage in raising awareness of AGP and addressing issues unique to each country, region, and company.



## Raising awareness of compliance

### Compliance education for employees

The following activities were part of our fiscal 2020 efforts to raise awareness and understanding of AGP and our internal whistle-blowing system.

- Compliance training
  - E-learning: Held 12 times for all Ajinomoto Group employees in Japan; 8,300 attendees
  - Group training: Held once, conducted remotely case method to 40 sales and marketing staff
- Awareness-raising posters (produced in 12 languages)
- Compliance promotion message (flashed on-screen every time an employee starts their PCs)

### Worksite AGP meetings

Members of the Business Conduct Committee at Ajinomoto Co., Inc. hold worksite AGP meetings, soliciting direct feedback from employees about issues concerning compliance in the workplace. During fiscal 2020, 33 meetings were held (24 for full-time employees; 9 for part-time and temporary employees), attended by 473 individuals. Summaries of AGP worksite meeting discussions are provided to organizational heads, each worksite, and posted on the corporate intranet to share with all employees. Any compliance issues raised that warrant corporate-level attention are discussed within the Business Conduct Committee. Decisions within the committee are then incorporated into AGP communication policies and compliance promotion activities.



## Strong Corporate Governance

Performance

GRI205-2  
GRI406-1  
GRI419-DMA

> Group Shared Policy on Whistle-Blowing

> Personnel and Labor-Related Data

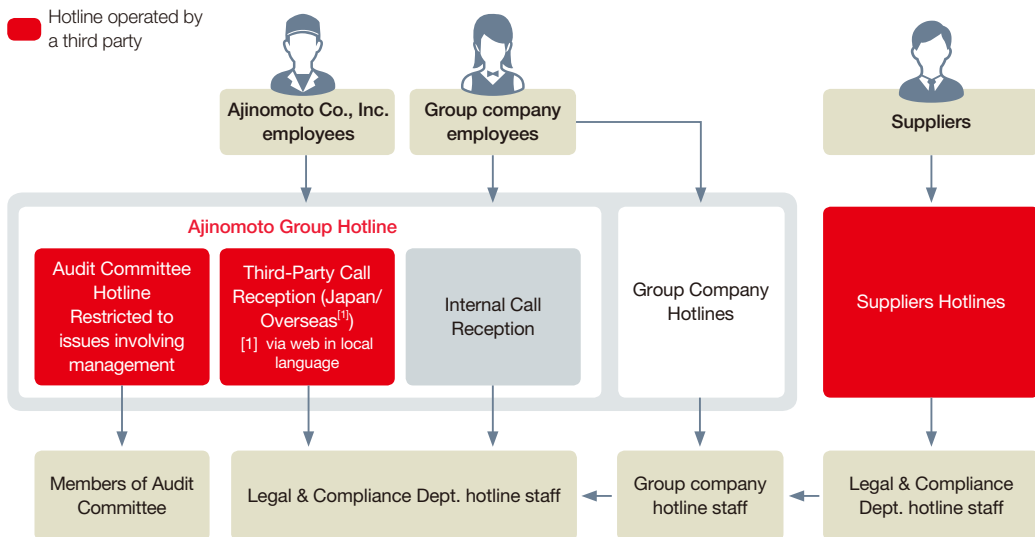
### AGP awareness survey

Each November, Ajinomoto Co., Inc. and Group companies in Japan ask all employees to respond to an AGP awareness questionnaire. The goal of this survey is to monitor awareness and understanding of AGP and identify any potential compliance issues. A total of 12,071 employees responded to the fiscal 2020 survey. We coordinated with individual worksites to resolve any compliance issues that emerged.

### Bolstering our internal reporting hotline (whistle-blowing)

The Ajinomoto Group established a hotline as an anonymous internal reporting system that enables officers and employees, including part-time and temporary workers, to make reports or seek advice by phone, e-mail, fax, letter, or other means. In fiscal 2020, we used AGP meetings primarily to communicate our approach to and framework, and ease of use of our whistleblower system. As a result, the number of hotline reports increased significantly year on year.

#### Internal reporting (whistle-blowing) channels



#### Number of hotline reports<sup>[2]</sup>

	Human rights, harassment	Hiring, working conditions	Quality, environment	Fraud	Social manners, ethics	Proper job performance	Other	Total
FY2018	47	21	1	1	6	20	2	98
FY2019	45	19	1	4	10	8	6	93
FY2020	50	36	3	3	29	45	4	170

[2] Multiple issues reported in some cases.

## Strong Corporate Governance

### Approach

GRI205-DMA  
GRI205-2  
GRI206-DMA  
GRI419-DMA

> Group Shared Policy on Bribery Prevention

### Performance

GRI205-2

### Approach

GRI204-DMA  
GRI205-DMA  
GRI205-2  
GRI206-DMA  
GRI419-DMA

> Group Shared Policy on Procurement

> Group Shared Policy for Suppliers

### Performance

GRI205-2

## Preventing corruption

### Basic policy

AGP requires employees to maintain sound and healthy relationships with politicians, government officials, and the like in Japan and overseas. AGP also states that giving favors to such public officials in the form of gifts, entertainment, money, or other bribery in any manner is prohibited. The Group Shared Policy on Bribery Prevention includes the following rules, which require officers and employees of group companies to comply with this policy and the related bribery prohibition laws of each country and region.

- Maintain accounting books and records for all company transactions in reasonable detail
- Confirm the appropriate treatment of expenses related to public officials, etc.
- Monitor compliance and conduct under this policy via audits

### Education for employees

In Japan, the Ajinomoto Group holds regular training for officers and employees involved in line management of Group companies. This training covers proper relationships with public officials, including public officials in foreign countries. In addition, the Group conducts bribery prevention training courses for officers and managers of overseas Group companies. In fiscal 2020, we conducted online training related to bribery (including commercial bribery) in China for 143 participants.

## Transparent and fair business practices

### Basic policy

AGP requires that officers and employees fully understand and comply with laws and regulations concerning competition in all countries and regions in which we operate. In this way, the Ajinomoto Group strive to ensure fair and transparent business transactions. We have also established Guidelines for Antitrust Laws (Japan), Guidelines for Antitrust Laws in the United States, and Guidelines for Competition Laws in Europe. We ask that our business partners understand the purposes behind the Group Shared Policy on Procurement, the Group Shared Policy for Suppliers, and other related guidelines. We also ask business partners to refrain from behavior that hinders fair, transparent and open competition.

### Education for employees

In Japan, the Ajinomoto Group holds regular training for officers and employees involved in group company line management covering antitrust law. In addition, the Group conducts antitrust law training for officers and managers of overseas group companies. In fiscal 2020, we conducted e-learning on antitrust laws for all the employees of the group companies in Japan and for managers of overseas group companies. 4,289 employees in Japan and 936 managers of overseas group companies took the course (Due to system failures and other reasons, we extended the course until the end of June, 2021, and the number of participants reached 5,134 and 1,029, respectively.) We also conducted online training in China with 143 participants.

These trainings highlight the prohibition on cartels, which have an especially large impact on fair competition.

## Strong Corporate Governance

### Framework

- GRI205-DMA
- GRI205-2
- GRI206-DMA
- GRI207-DMA
- GRI207-1
- GRI207-2
- GRI419-DMA

> Group Shared Policy on Global Tax

### Performance

GRI207-4

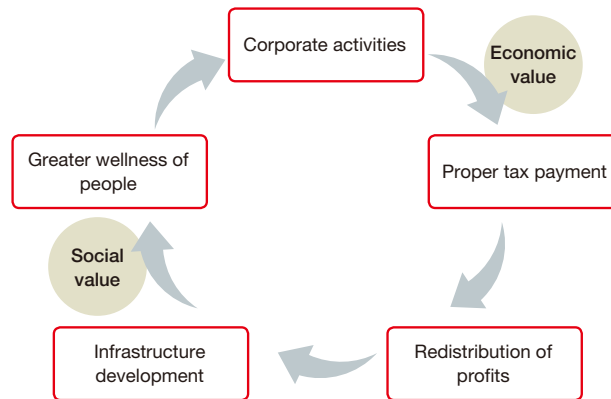
### Appropriate competitive behavior

#### Framework for global tax strategy

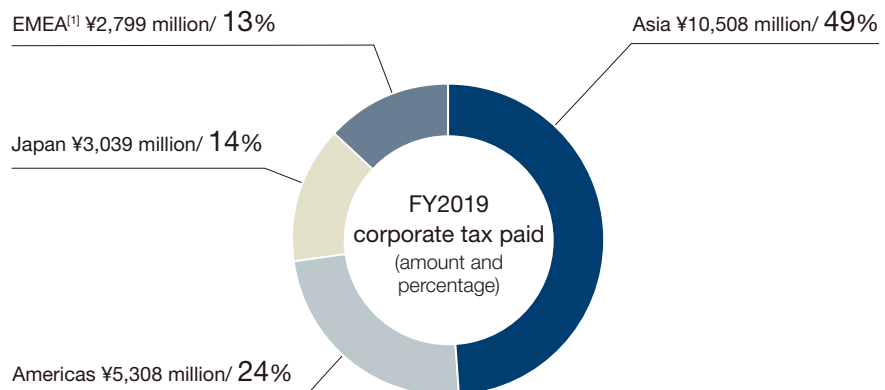
The Ajinomoto Group established the Group Shared Policy on Global Tax as a part of our global tax management program. This shared policy encourages Group companies to conduct business in compliance with the tax laws of their respective countries, and it is part of our efforts to minimize tax risks across the Group. To ensure operations match this policy, we identify appropriate tax practices by collecting self-assessment checklists from Group companies and meeting regularly with each company.

With respect to global tax management, in addition to measures for proper payment of taxes, we have been taking actions continuously to stabilize the Group's effective tax rate by limiting additional taxes caused by missed or delayed payments, or by leveraging the benefits of each country's tax system during M&A and organizational restructuring to the greatest extent possible.

The amount of taxes paid by the Group was 18.7 billion yen in fiscal 2017, 16.4 billion yen in fiscal 2018, and 23.6 billion yen in fiscal 2019. By paying taxes properly, we return profits to help develop all countries and regions where we operate business, to build sustainable social infrastructure as provided for in the SDGs, and to create better lives for the people in these countries and regions. By returning a portion of the profits (economic value) created through our businesses to local communities through tax payments, we uphold a part of the economic cycle leading to the generation of social value. Excessive tax-shielding and the sole pursuit of economic value can lead to a perception in society that a company does not pay taxes properly and does not create social value. We are mindful of this balance and of this symbiotic cycle in all our Group initiatives.



#### Corporate tax paid by region



[1] Europe, the Middle East and Africa

## Strong Corporate Governance

# Proper use and management of intellectual property

### Approach

> Group Shared Policy on Intellectual Property

### Basic policy for intellectual property

The Ajinomoto Group established the Group Shared Policy on Intellectual Property, which pursues the following initiatives to establish competitive advantage, generate profit, and grow globally.

1. Acquire intellectual properties strategically and efficiently, including the expertise behind the technologies that form the core of our businesses
2. Incorporate external technologies and engage in cooperation, including open innovation
3. Use and exercise rights to the Group's proprietary technologies through licensing, litigation, and other means
4. Protect products and enhance brand value through trademarks and other means
5. Minimize the risk of infringement by respecting third-party IP rights and conducting thorough assessments
6. Provide survey and analytical data to the Group's business and R&D departments
7. Cultivate human resources capable of IP-related tasks and utilize both internal and external networks

The Ajinomoto Group takes a firm stance toward companies that infringe on our IP rights and we protect these rights through warnings and filing infringement lawsuits, among other actions. The information systems department and IP department plan and execute defensive measures to protect trade secrets. In collaboration with the internal auditing department, these departments carry out overall internal control related to trade secret management and protection for the Group.

### Framework

### Intellectual property management framework

Ajinomoto Co., Inc. supervises IP (patents, designs, trademarks, etc.) for the entire Ajinomoto Group in line with Instructions Regarding Licensing and Administration of Intellectual Property. Affiliate company Intellectual Property Expert Co., Ltd. provides central services related to surveys and IP rights management. We also have resident staff in the United States, specialized staff in Russia, and key persons designated at Group companies in Southeast Asia and South America, and we work with patent law firms. The three bases in Japan, the United States, and Russia cooperate to secure strong patent rights, particularly in biotechnology.

### Performance

> Press release

### Intellectual property initiatives

#### ■ Participation as a founding company in the IP Open Access Declaration Against COVID-19

In April 2020, Ajinomoto Co., Inc. answered the call of the Kyoto University Center for Genomic Medicine, Graduate School of Medicine to become a founding member of the IP Open Access Declaration Against COVID-19. Under this declaration, participants open their IP for a certain period of time to facilitate activities in diagnosis, testing, treatment, hygiene management, etc., toward ending the spread of COVID-19.

The period covered by the declaration extends until the day that WHO declares the end of the spread of COVID-19. By declaring to request no compensation or consideration for qualifying activities, the program supports the activities of companies and organizations working to end the spread of COVID-19 by eliminating the time and effort required to investigate issues related to IP or conduct patent searches.

## Strong Corporate Governance

### Performance

#### **Education for employees**

The Ajinomoto Group conducts ongoing trademark seminars to provide Group employees basic knowledge on trademarks and the rules for displaying trademarks such as *AJI-NO-MOTO*<sup>®</sup>. These seminars serve to enhance employee appreciation of trademarks and prevent the *AJI-NO-MOTO*<sup>®</sup> trademark from being used as a generic term. We also hold regular seminars to educate Group employees on other IP-related issues.

## Strong Corporate Governance

# Cybersecurity and personal information management

### Approach

GRI418-DMA

> Group Shared Policy on Information Security

### Framework

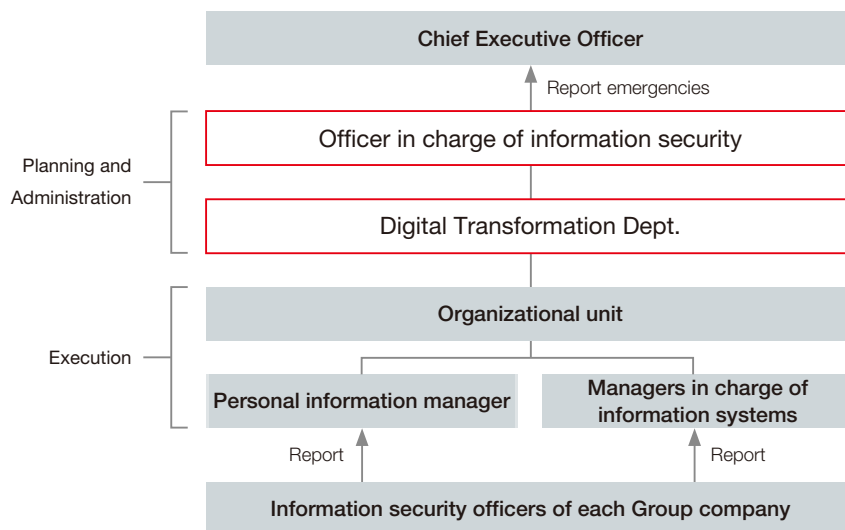
GRI418-DMA

### Basic policy for cybersecurity

The Ajinomoto Group exercises great care in handling customer information and confidential corporate information. We formulated the Group Shared Policy on Information Security and related group-wide regulations, standards, and guidelines.

### Information security management framework

Each organization within Ajinomoto Co., Inc. and Group companies have established frameworks to respond to information security incidents or emergencies appropriately, providing reports that reach up through the organization to the CEO.



### Rigorous management of personal information

To manage customer data and other personal information securely, the Ajinomoto Group defines clear rules and informs relevant individuals of said rules. In this way, we practice organizational business management.

Ajinomoto Co., Inc. has established Personal Information Management Guidelines as a subset of the Information Security Regulations. These guidelines specify rules and procedures for handling personal information securely. In addition, these guidelines are based on the ISO 27001 standard for information security management systems.

Before outsourcing operations, we perform an assessment of the relevant contractor's processes and systems to ensure information security is at the same level as our own internal systems. We have built a system to manage the personal information of customers more strictly when collecting personal information for campaigns, consumer surveys, etc. These rules require the selection of a personal information manager who reports to an organizational manager. These rules also clarify the persons responsible for or in charge of the collection, storage, and deletion of personal information, as well as who is allowed to access or use the collected data.

## Strong Corporate Governance

Performance

GRI418-1

### Information security initiatives

#### ■ Noteworthy information security training during fiscal 2020

- Information security test for new hires at Ajinomoto Co., Inc.: 47 participants
  - Comprehension test related to information handling guidelines conducted via e-learning for all employees of Ajinomoto Co., Inc.: 3,321 participants (taken by 92.9% of workforce)
- In addition, Ajinomoto Co., Inc. conducted targeted mail attack training for officers and employees.

#### ■ Ongoing initiatives to prevent the leakage of confidential information

In Japan, the Ajinomoto Group introduced a system to detect fraudulent behavior on standard-use PCs automatically in major Group companies and we have been managing this system on a consistent basis.

In addition, we engage an external entity to perform annual security diagnostics for Group company websites worldwide as another ongoing measure against cyber vulnerabilities.

#### ■ Information security inspections

Ajinomoto Co., Inc. conducts annual information security inspections at all work sites. These inspections focus on the basic elements of proper information handling, including the management of IT equipment, confidential information, and personal information. We also conduct annual reviews concerning the use and management of external cloud services.

In fiscal 2020, the Group experienced no substantiated complaints received concerning breaches of customer privacy and identified leaks, thefts, or losses of customer data.

## Strong Corporate Governance

### Approach

GRI201-1

GRI413-DMA

> Group Shared Policy on Local Community Enhancement

> How We Are Responding to COVID-19

# Relationships with local communities

## Contribution to community development

The Ajinomoto Group works to resolve social issues in local communities through our businesses. At the same time, we engage and collaborate with society, offering appropriate donations and support activities as we contribute to community development.

This commitment is clearly defined in the text of our Group Shared Policy on Local Community Enhancement.

### Support for medical institutions and healthcare workers providing COVID-19 care

The Ajinomoto Group supports medical institutions and healthcare workers. Our major initiatives in this area are as follows.

- Ajinomoto Co., Inc. provides lunch boxes through donations to the All Japan Food Association. We also donate products (e.g., miso soup, beverages, supplements) to healthcare workers through the food support platform *WeSupport*.
- AJINOMOTO DO BRASIL INDÚSTRIA E COMÉRCIO DE ALIMENTOS LTDA. refurbished a portion of its production lines, utilizing unique technologies to manufacture high-quality rubbing alcohol products. As a result, we provided around 24 tons of alcohol products to about 90 facilities, mainly hospitals and nursing facilities, as well as to employees and their families.
- AJINOMOTO CO., (THAILAND) LTD. donated cash and products to the five major hospitals in Bangkok.
- PT AJINOMOTO INDONESIA donated products to healthcare workers and volunteers in cooperation with the National Zakat Board (BAZNAS).

### Supporting restaurants affected by the spread of COVID-19

The spread of COVID-19 has had a major impact on entire food service industry. The Ajinomoto Group provides support to restaurants that have been affected in various regions.

- Ajinomoto Co., Inc. is engaged in the regional restaurant support crowdfunding program, *Mirai Meshi*, in collaboration with READYFOR Co., Ltd., which operates one of the largest crowdfunding services in Japan, and the Japan Chamber of Commerce and Industry. Through this program, we have provided a total of six million yen in support to restaurants in affected areas.
- AJINOMOTO DO BRASIL INDÚSTRIA E COMÉRCIO DE ALIMENTOS LTDA. established a free digital platform for small, primarily family-owned restaurants that have faced economic difficulties due to lockdowns. This platform offers benefits that include online training to improve management skills, recipe and menu ideas, and consulting from the company's chef and other specialists. This platform provides content helpful in combating the challenges faced during the pandemic, supporting a smooth reopening of business.
- In support of Asian restaurants in the United States, Ajinomoto Health & Nutrition North America, Inc. and Ajinomoto Co., Inc. made a joint donation to the Asian American Legal Defense and Education Fund (AALDEF), a non-profit organization that supports Asian Americans.



## Strong Corporate Governance

### Performance

#### Foundation activities

The Ajinomoto Group supports needs-based activities in food and nutrition through foundations established in three countries.

Country	Foundation	URL
Japan	The Ajinomoto Foundation	<a href="http://www.theajinomotofoundation.org">http://www.theajinomotofoundation.org</a>
	Ajinomoto Foundation for Dietary Culture	<a href="https://www.syokubunka.or.jp">https://www.syokubunka.or.jp</a>
	Ajinomoto Scholarship Foundation	<a href="https://ajischolarship.com">https://ajischolarship.com</a>
Thailand	Ajinomoto Foundation	<a href="https://ajinomotofoundation.or.th">https://ajinomotofoundation.or.th</a> (English and Thai only)
Brazil	Instituto Ajinomoto	<a href="https://www.ajinomoto.com.br/instituto-ajinomoto/">https://www.ajinomoto.com.br/instituto-ajinomoto/</a> (Portuguese only)

### Performance

#### Emergency support for regions affected by natural disaster

The Ajinomoto Group provides support tailored to the needs of disaster areas, mainly in food and health.

Event	Recipient	Financial aid/ donations	Relief supplies	Quantity
Heavy Rain of July 2020	Japanese Red Cross Society	6 million yen	—	—
	Japan Platform	4 million yen	—	—
	Kumamoto City Council of Social Welfare	—	AQUASOLITA® oral rehydration solution 500 ml	1,200 bottles
			AQUASOLITA® jelly	3,000 packs