



Governance

| | |
|---|-------------|
| Risk Management | P120 |
| Compliance | P121 |
| Occupational Safety and Health | P125 |
| Information Security and Personal Information Management | P128 |
| Proper Use and Management of Intellectual Property | P130 |

Risk management

Framework

GRI3-3

The Ajinomoto Group complies with the Ajinomoto Group Policies (AGP), which outlines the concepts and actions to be observed by each Group company, officers, and employees. We continue to improve internal control systems and control operations. At the same time, we strengthen systems, treating sustainability as an active risk and striving to enhance corporate value. The board determines important issues (Materiality) related to sustainability that serve as guidelines for ASV management and supervises the execution of initiatives related to sustainability. The Executive Committee selects and extracts risks and opportunities at the Companywide management level, and assesses the degree of impact, formulates measures, and manages progress.

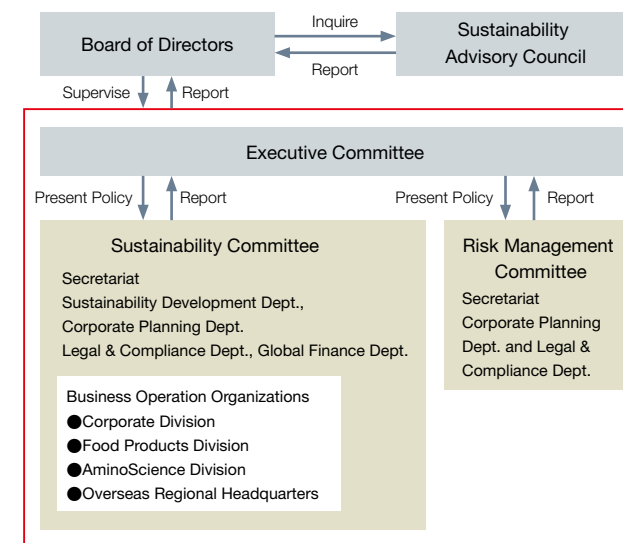
Under the Group Shared Policy on Risk Management, we engage in a risk management process centered on effective communications and an autonomous PDCA cycle. We determine activity guidelines to strengthen our capacity to respond to major risks, and pursue autonomous risk management within every organization.

The Sustainability Advisory Council second phase continues work that began in April 2023 to enhance the Ajinomoto Group corporate value from the viewpoint of sustainability. The Sustainability Advisory Council second phase consists of four external experts, primarily investors and financial market specialists, and is chaired by an external expert. After receiving consultation from the Board of Directors, the council investigates the implementation of materiality, disclosure and dialogue on its progress, and building relationships with stakeholders through these activities, in the interest of stronger monitoring of the Board of Directors, and issue a report in response to the Board

of Directors. The Sustainability Advisory Council second phase meets at least once a year and report the results of its deliberations to the Board of Directors. Organized under the Executive Committee, the Sustainability Committee formulates sustainability measures, proposes said measures to the Executive Committee, and manages progress to promote sustainability management in accordance with materialities. In addition, the Sustainability Committee formulates risk countermeasures for Companywide management issues and manages progress. The committee also formulates the entire Ajinomoto Group's sustainability strategy, promotes action themes (nutrition, environment, and society) based on this strategy, makes proposals and provides support for business plans from a sustainability viewpoint, and compiles internal information on ESG.

The Risk Management Committee, established in parallel with the Sustainability Committee as a subordinate body to the Executive Committee, identifies risks such as pandemics, geopolitical risks, information security risks, etc., that call for initiative by management, assesses the impact of said risks on the Ajinomoto Group, and formulates countermeasures. If it is determined that identified risks can be more effectively handled by the Sustainability Committee, the Risk Management Committee will delegate these matters to and otherwise work closely with the Sustainability Committee.

> ASV Report 2023 (Integrated Report) P089
> P016



Risk management processes

Framework

GRI3-3

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 (fiscal 2022 review and fiscal 2023 plans) collection was 100% at Ajinomoto Co., Inc. and 96% for the Group companies. These results show how well autonomous risk management is entrenched at each organization.

Compliance

Approach

The Ajinomoto Group treats compliance as adhering to laws, regulations, and the Ajinomoto Group Policies (AGP), as well as meeting the social demands that underpin these. Here, we work to build an awareness of compliance and to cultivate an open corporate culture.

Compliance framework

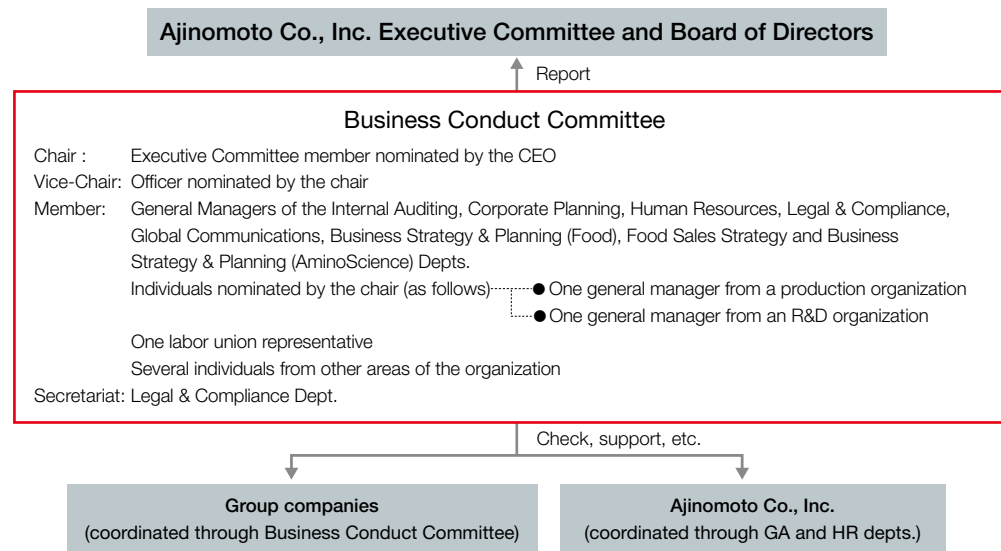
Framework

GRI3-3, GRI205-2

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 (fiscal 2022 review and fiscal 2023 plans) collection was 100% at Ajinomoto Co., Inc. and 96% for the Group companies. These results show how well autonomous risk management is entrenched at each organization.

[> Ajinomoto Group Policies \(AGP\)](#)



Raising awareness of compliance

Performance

GRI2-24, GRI3-3, GRI205-2

Education for employees

The following activities were part of our fiscal 2022 efforts to raise awareness and understanding of AGP and our internal whistle-blowing system.

- Compliance training
 - E-learning for Group employees in Japan to study the entirety of AGP throughout the year (conducted every other year): Available to 8,461 employees in fiscal 2022, 7,153 of whom participated (85%).
 - Group training by department for managers of Group companies in Japan, focused on the case method: held remotely for research, production, corporate, and sales and marketing departments.
- Awareness-raising posters (produced in 22 languages)
- Flashing message displayed on screen every time an employee starts their PC

Worksite AGP meetings

Members of the Business Conduct Committee at Ajinomoto Co., Inc. hold worksite AGP meetings, soliciting direct feedback from employee representatives at each workplace about issues concerning compliance in the workplace. During fiscal 2022, 29 meetings were held (26 for full-time employees; 3 for part-time), attended by 254 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 at the Business Conduct Committee. Decisions by the committee are then incorporated into AGP communication policies and compliance promotion activities.

Compliance

AGP awareness survey

Each year, we ask all Group employees in Japan 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. Of 13,144 employees, a total of 11,383 (87%) responded to the fiscal 2022 survey. We coordinated with individual worksites to resolve any compliance issues that emerged.

Bolstering our internal reporting hotline (whistle-blowing)

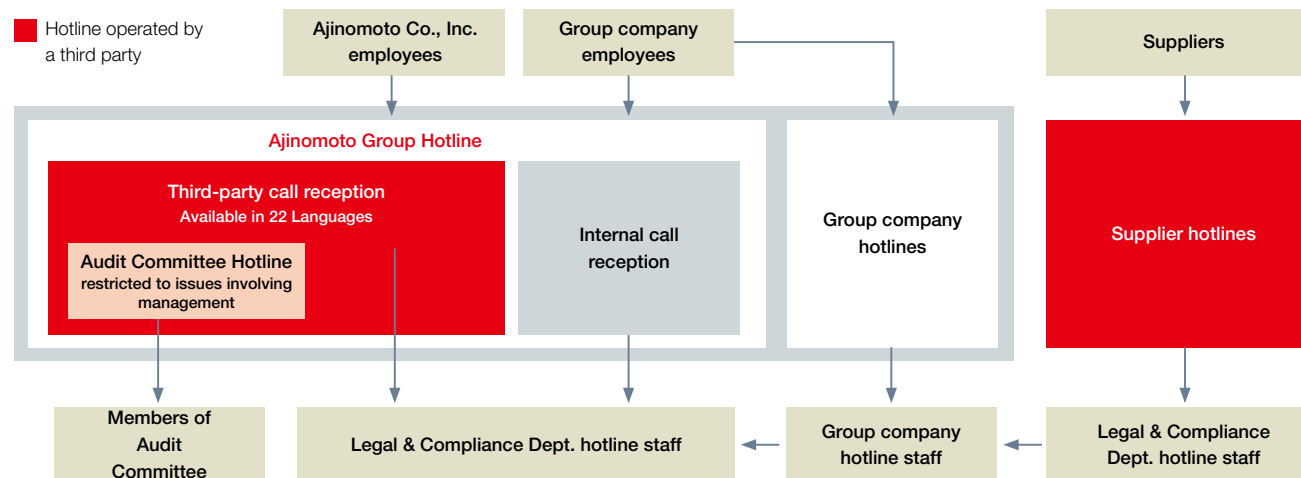
Performance

GRI2-16, GRI2-24, GRI2-25, GRI2-26
GRI3-3, GRI205-2, GRI406-1

The Ajinomoto Group established a hotline as part of an internal reporting (whistle-blowing) system. In April 2023, we consolidated the global and domestic desks of the Ajinomoto Group Hotline, managed and operated by the Ajinomoto Co., Inc. Business Conduct Committee. The hotline now accepts reports in 22 languages from anywhere in the world, including reports from employees of various nationalities in Japan. The Audit Committee Hotline is used to report matters involving executives of Group companies. This hotline also now accepts reports in 22 different languages. All domestic group companies have established systems and regulations that comply with the revised Whistleblower Protection Act, which became effective in June 2022. In fiscal 2022, the number of cases reported through the domestic hotline decreased year on year to 93, while the number of cases reported to the group-wide (global) hotline increased 25% to 470. The cases reported are resolved through discussions between hotline staff and the relevant parties.

> [Group Shared Policy on Whistle-blowing](#)
> [Personnel and Labor-Related Data](#)

Internal reporting (whistle-blowing) channels



Number of hotline reports*

| | FY2018 | FY2019 | FY2020 | FY2021 | | | FY2022 | | |
|--------------------------------|--------|--------|--------|--------|----------|-------|--------|----------|-------|
| | | | | Japan | Overseas | Total | Japan | Overseas | Total |
| Human rights, harassment | 47 | 45 | 50 | 36 | 5 | 41 | 38 | 19 | 57 |
| Employment, working conditions | 21 | 19 | 36 | 26 | 34 | 60 | 14 | 66 | 80 |
| Quality, environment, safety | 1 | 1 | 3 | 7 | 2 | 9 | 6 | 14 | 20 |
| Fraud | 1 | 4 | 3 | 9 | 4 | 13 | 2 | 6 | 8 |
| Social manners, ethics | 6 | 10 | 29 | 22 | 97 | 119 | 8 | 54 | 62 |
| Proper job performance | 20 | 8 | 45 | 19 | 2 | 21 | 16 | 5 | 21 |
| Other | 2 | 6 | 4 | 8 | 107 | 115 | 9 | 213 | 222 |
| Total | 98 | 93 | 170 | 127 | 251 | 378 | 93 | 377 | 470 |

* Figures for overseas subsidiaries have been calculated since FY2021

Compliance

Preventing corruption

GRI2-24, GRI3-3, GRI205-2

Basic policy

Approach

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.

- Prohibit facilitation payments to public officials, etc.
- Investigate and evaluate the appropriateness of using a third party for outsourcing or other work involving public officials
- 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

> [Group Shared Policy on Bribery Prevention](#)

Education for employees

Performance

Major education and training programs conducted during fiscal 2022 were as follows.

- E-learning for Group employees described above in Japan to study the entirety of AGP throughout the year (including bribery issues).

Transparent and fair business practices

GRI2-24, GRI3-3, GRI205-2

Basic policy

Approach

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.

- > [Group Shared Policy on Procurement](#)
- > [Guidelines for Group Shared Policy for Suppliers](#)

Appropriate competitive behavior

GRI3-3, GRI207-1, GRI207-2, GRI207-3

Global tax strategy

Approach

The Ajinomoto Group established the Group Shared Policy on Global Tax as a part of our global tax management. This shared policy encourages conducting business in compliance with the tax laws of their respective countries as we work to minimize tax risks. As part of these efforts, we take measures to ensure proper tax payments, refusing to engage in tax avoidance through organizations that have no business purpose or actual business conditions, or by utilizing profit transfers to low-tax jurisdictions (so-called tax havens). At the same time, we take actions rigorously to limit additional taxes caused by missed or delayed payments. We also leverage the benefits of each country's tax system to the greatest extent possible during M&A and organizational restructuring, stabilizing the Group's effective tax rate.

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. By returning a portion of the profits created through our businesses to local communities through tax payments, we are mindful of the symbiotic cycle in our Group initiatives, leading to the generation of social value. We will maintain sound and healthy relationships with tax authorities and will not provide unfair advantages.

The Executive Officer in Charge of Finance at Ajinomoto Co., Inc. is responsible for developing and maintaining a governance system of tax compliance and tax risk management for the Ajinomoto Group, and reports the status of governance based on this Group Policy to the Board of Directors.

In April 2023, we revised the Group Shared Policy on Global Tax, posting the revised policy on our website to communicate the Group's tax strategy more clearly.

Compliance

> [Group Shared Policy on Global Tax](#)

Consolidated tax payments

(million yen)

| FY2017 | FY2018 | FY2019 | FY2020 | FY2021 |
|--------|--------|--------|--------|--------|
| 19,379 | 29,156 | 21,654 | 23,909 | 25,291 |

* We post tax payment data by major country separately on our corporate website.

Performance

> [Tax payment data](#)

Occupational safety and health

Occupational safety and health management system

Framework / Performance

GRI3-3, GRI403-1

The Ajinomoto Group Board of Directors oversees the execution of occupational health and safety management through reports from the Executive Committee. The Executive Committee established the Occupational Safety and Health Committee as a subordinate organization to determine 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 relevant departments.

[> Group Shared Policy on Occupational Safety and Health](#)

Status of ISO 45001 certification

The Ajinomoto Group aims to obtain ISO 45001 certification at all production, and is pursuing the establishment of an ISO-compliant management system.

As of March 2023, 66 of the 100 plants in the Ajinomoto Group have obtained ISO 45001 certification. One plant has obtained other third-party certifications. We continue to pursue certifications by fiscal 2025 for those plants that have not yet done so.



Occupational Safety and Health

Safety and health assessments, audits, and inspections

GRI3-3, GRI403-2, GRI403-3, GRI403-7

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 | FY2022 Result |
|--|--|--|
| 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. | 39 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. | Conducted one occupational safety and health audit and two safety inspections in Japan |
| 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 designated as Special Safety Management Requested Site and given guidance for safety improvement. | No designated worksites during FY2022 |

Occupational safety and health activities

Performance

GRI403-2, GRI403-3, GRI403-4, GRI403-7

Identify sources of occupational hazards and form action plans

| Sources of occupational hazards | Risk assessment | Action plans |
|---------------------------------|--|---|
| Machines in operation | Caught in or trapped between machinery | <ul style="list-style-type: none"> Share cases of serious accidents that have occurred within the Group; issue notices for the prevention of similar accidents Identify worksites with difficulties to pursue both safety and efficiency at each office and factory Consolidate safety measures within the Group and share information said measures (lateral expansion) Request a comprehensive safety measures inspection of operating machinery |
| Uneven road/ floor surfaces | Fall accidents | <ul style="list-style-type: none"> Implement sort and set in order consistently in the surrounding area (secure aisles, do not place or leave objects in aisles or vicinity, do not leave leaks or spills) Ensure safety in the surrounding area (conduct maintenance for steps and unevenness on paths or floors, secure aisles and work spaces) Gain wider adoption of Ajinomoto Group Falling over Prevention Exercise Program and ensure pre-work stretching exercises, etc. |

Major accidents and incidents

GRI2-4, GRI403-9, GRI403-10

| | | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 |
|--|----------|--------|----------------------|--------|--------|--------|
| Number of serious accidents ^[1] (persons, fatal accidents in parentheses) | Japan | 9(0) | 6(0) | 8(0) | 3(0) | 6(0) |
| | Overseas | 7(0) | 15(1) | 15(1) | 9(0) | 10(0) |
| | Total | 16(0) | 21(1) ^[2] | 23(1) | 12(0) | 16(0) |
| Number of falling over accidents (persons, serious accidents in parentheses) | Japan | 13(4) | 5(1) | 6(1) | 13(0) | 7(3) |
| | Overseas | 14(0) | 12(3) | 16(1) | 11(1) | 13(1) |
| | Total | 27(4) | 17(4) | 22(2) | 24(1) | 20(4) |
| Number of caught-in accidents etc. by machines in operations (persons, serious accidents in parentheses) | Japan | 1(1) | 1(0) | 3(3) | 0(0) | 1(0) |
| | Overseas | 13(3) | 6(3) | 12(3) | 11(7) | 11(3) |
| | Total | 14(4) | 7(3) | 15(6) | 11(7) | 12(3) |

[1] Serious accidents: Fatal accidents, accidents resulting in physical disabilities, or accidents involving hospitalization and resulting in four or more days of lost time (does not include commuting accidents, which are not included in the Ministry of Health, Labour and Welfare survey on occupational accident trends)

[2] Correction has been made as a result of a review of totals.

Occupational Safety and Health

The number of serious accidents in fiscal 2022 was 16 (12 in the previous year and 23 two years ago), and 135 out of 148 sites achieved the goal of zero serious accidents.

The number of serious accidents caused by operating machinery decreased to three (seven in the previous year), but the number of serious accidents caused by falls increased to four (one in the previous year). Injuries caused by falls are more common and tend to be more serious among older adults aged 55 and over. We will encourage the Ajinomoto Group Falling over Prevention Exercise Program, which incorporate the expert knowledge of physiotherapists to prevent falls.

To achieve the goal of zero serious accidents in fiscal 2023, we will focus on accidents involving non-regular employees, unskilled workers, and older workers, in addition to accidents caused by falls and operating machinery. We intend to implement various measures, including publicizing information on useful examples and reminders, as well as safety audits at workplaces with a history of frequent accidents.

> [Personnel and Labor-Related Data](#)

Response to safety and health laws and accidents

GRI2-27, GRI419-1

In fiscal 2022, two corrective action recommendations were issued under the Occupational Safety and Health Act and one violation occurred under the Fire Service Act. In each case, in addition to submitting an improvement report to the authority, we took steps necessary to prevent recurrence.

| | |
|--|---|
| Ajinomoto Food Manufacturing Co., Ltd. Kawasaki Plant (Violation of the Occupational Safety and Health Act) | Failure to stop the machine to perform work such as cleaning (non-time-loss work accident). |
| Ajinomoto Food Manufacturing Hokkaido Co., Ltd. Production Department 2 (Violation of the Occupational Safety and Health Act) | Failure to discuss the results of periodic medical examinations and measures against long working hours at the safety and health committee meeting. |
| GeneDesign, Inc. (Violation of the Fire Service Act) | Failure to obtain a change permit for the relocation and installation of additional detectors for the automatic fire alarm system. |

Employee occupational safety and health education

GRI403-5

The Ajinomoto Group conducts occupational safety and health education tailored to employee job descriptions and tasks. Major education and training programs conducted during fiscal 2022 were as follows.

- Health and safety seminar for managers
- Fall prevention seminar
- Seminar on preventing caught-in accidents involving food processing machinery

Disaster preparedness

Performance

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.

Information security and personal information management

Basic Policy for Information Security

Approach

GRI3-3

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.

> [Group Shared Policy on Information Security](#)

Information security management framework

Framework

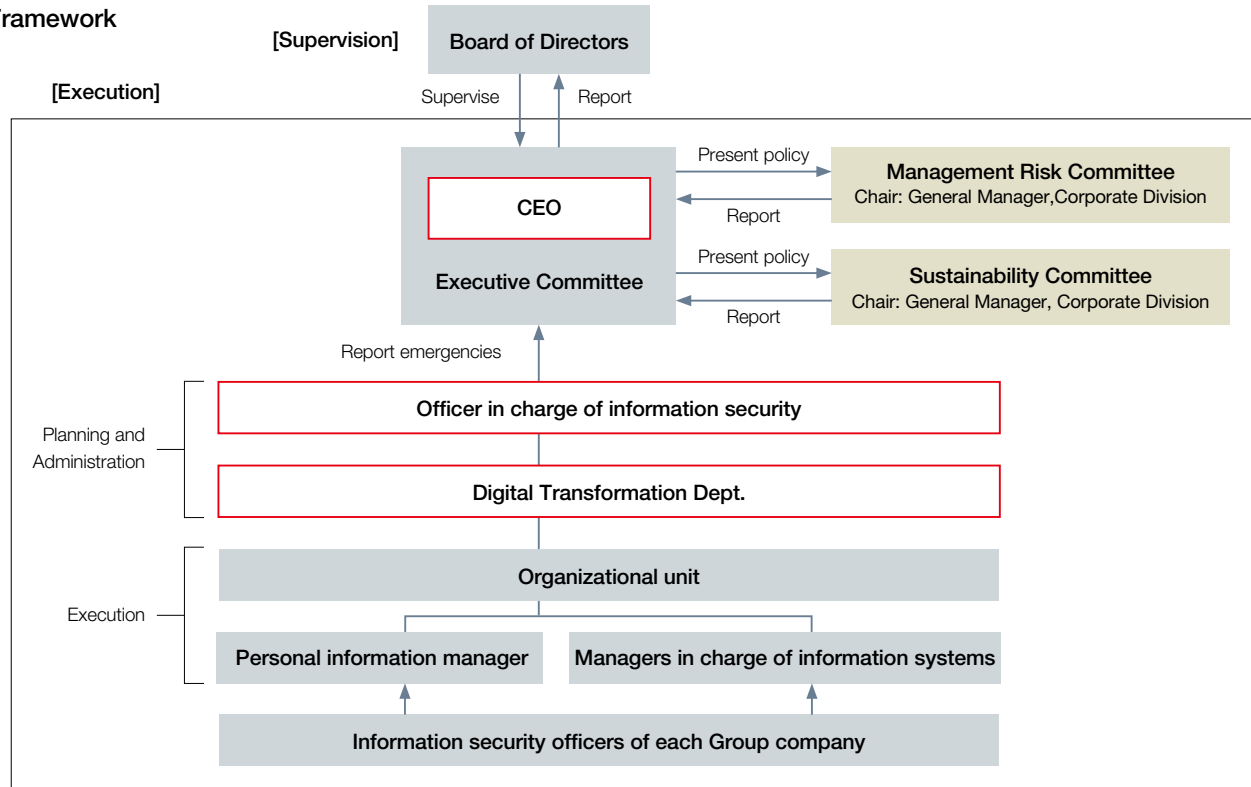
GRI3-3

The Ajinomoto Group regards information security risk as a management risk. Our Board of Directors and the director in charge of information security are involved in the information security strategy development and evaluation process. IT governance is included under corporate governance design, development, policies, and management, one of the seven key management issues discussed by the Board of Directors. In meetings, the Board discusses strategies and measures to strengthen information security.

Further, 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.

> [P120](#)

Framework



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.

Before outsourcing operations that involve handling personal information, 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

Information Security and Personal Information Management

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.

Information security initiatives

Performance

The threat of cyber-attacks increases every year. This threat requires response measures based on early detection and early recovery. The Ajinomoto Group is implementing a plan to build a Zero Trust Architecture. In fiscal 2022, Ajinomoto Co., Inc. completed the installation of a cloud proxy (cloud authentication system). In addition, we provide ongoing security training for employees.

Noteworthy information security training during fiscal 2022

- Comprehension test related to information handling guidelines conducted via e-learning for all employees of Ajinomoto Co., Inc.: Attended by 3,369 employees (91%)
- Conducted targeted mail attack training twice during the year for officers and employees of Ajinomoto Co., Inc.

Ongoing initiatives to prevent the leakage of confidential information

In Japan, the Ajinomoto Group introduced a system to detect fraudulent behavior on standard-use devices 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 security diagnostics regularly for Group company websites worldwide as another ongoing measure against cyber vulnerabilities.

Information security inspections

GRI418-1

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 2022, the Group experienced no substantiated complaints received concerning breaches of customer privacy, identified leaks, thefts, or losses of customer data.

Proper use and management of intellectual property

Basic policy for intellectual property

Approach

GRI3-3

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 enforce the patents 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.

> [Group Shared Policy on Intellectual Property](#)

Intellectual property management framework

Framework

GRI3-3

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.

Education for employees

Performance

The Ajinomoto Group provides ongoing intellectual property education for Group employees to raise awareness of intellectual property and improve practical skills. Major education and training programs conducted during fiscal 2022 were as follows.

- Group training by job title (training for new hires, second-year employees, third-year employees, newly promoted employees, etc.)
- Practical patent training (overview of fundamentals, methods for acquiring data on patent applications, case studies on IP strategy and analysis, etc.)
- Patent and literature search training (survey and analysis tools, patent searches by technical field, etc.)

- Practical legal and intellectual property training (trademark and design fundamentals, confidentiality agreement fundamentals, etc.)
- Practical IP contract training (joint R&D agreement fundamentals, Group IP utilization policies, etc.)