

SUSTAINABILITY

Two outcomes leading to healthier, better living

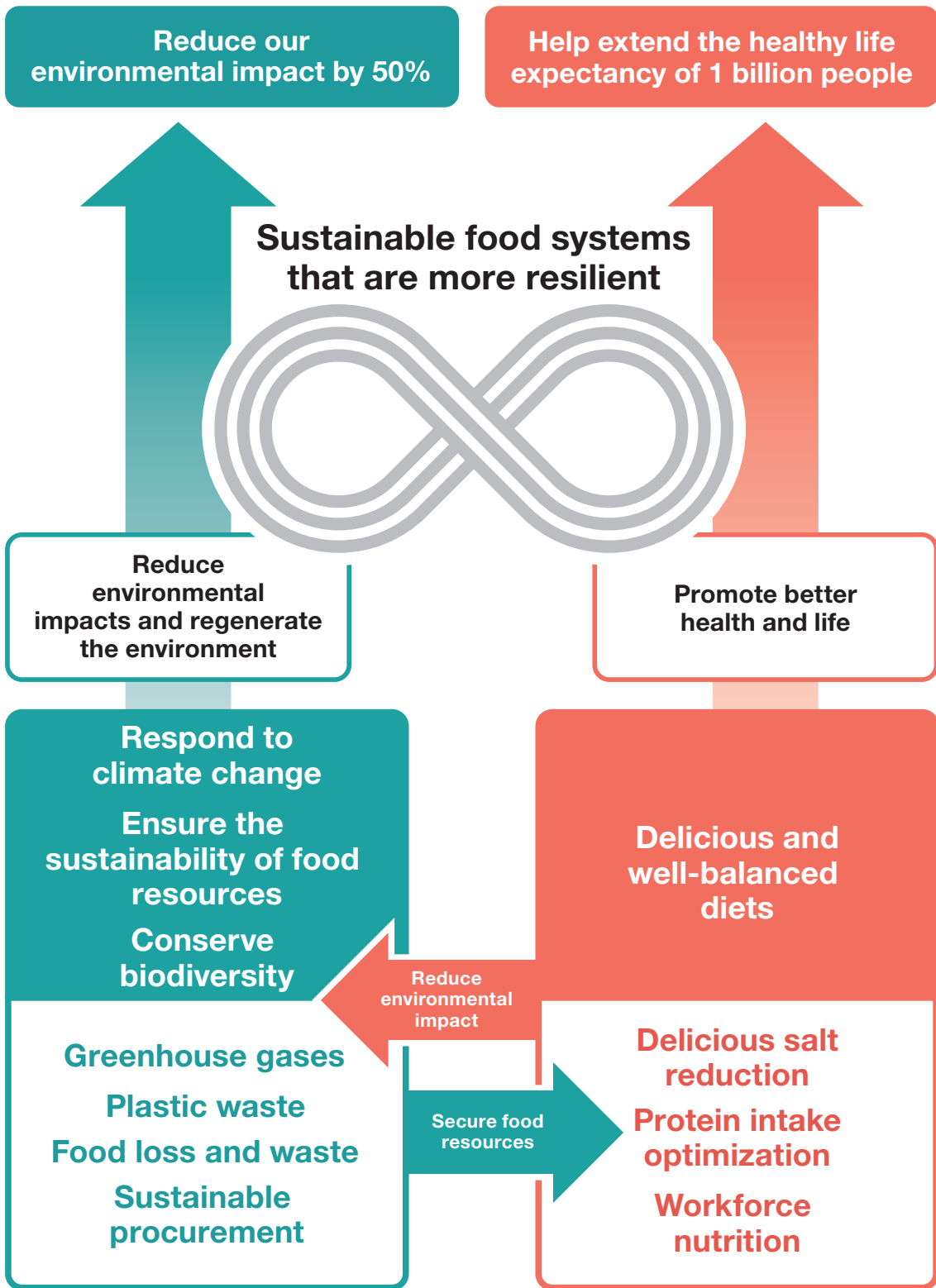
Our goal as the Ajinomoto Group is contributing to the well-being of all human beings, our society and our planet with “AminoScience.” To this end, we believe it is necessary to achieve two outcomes by 2030: “help extend the healthy life expectancy of 1 billion people” and “reduce our environmental impact by 50%” connected by food systems^{*1}. The business of the Ajinomoto Group is supported by sound food systems; or in other words, stable access to food resources and a verdant natural environment supporting these resources.

At the same time, our business operations also have a major impact on the environment. Today, as the planet’s environment is reaching a tipping point, our ability to take action to regenerate the environment is an urgent issue for the continuity of the Group’s business operations. By addressing climate change, ensuring the sustainability of food resources, and conserving biodiversity to reduce our environmental impacts, and by regenerating the planet’s environment through the realization of a circular economy, we can sustainably execute initiatives for healthier, better living aimed at extending healthy life expectancy.

Through our business activities, we provide products and services that are tasty, nutritionally balanced, and of benefit for people’s dietary habits, and that further promote a reduced environmental impact caused by GHGs, plastic waste, and food loss and waste. Also, through our resource recycling-based amino acid fermentation process (a biocycle), we will promote initiatives with a positive impact on natural capital and society and contribute to sustainable food systems that are more resilient and to regeneration of the global environment.

Furthermore, we will maximally leverage our strength in “AminoScience,” and transform food systems through innovation and building ecosystems.

^{*1} Series of processes related to food production, processing, transport, and consumption



Reduce our Environmental Impact

Approach to reducing our environmental impact by 50%

The Ajinomoto Group continues working to achieve the outcome of a 50% reduction of its environmental impact by 2030 and also achieving net zero GHG emissions by 2050. As we head toward 2030, we will carry on with our

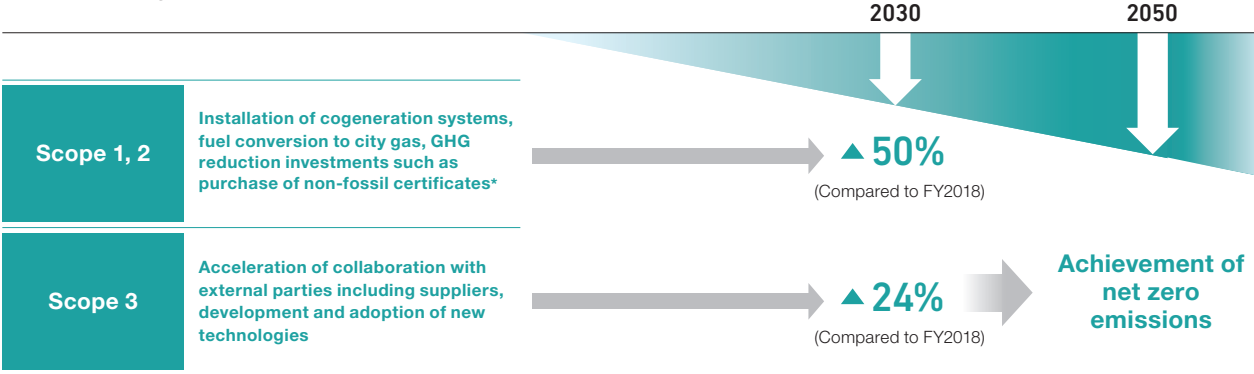
targets and initiatives covering the key themes of reducing GHGs, plastic waste, and food loss and waste as well as realizing sustainable procurement.

Reduction of GHGs

In fiscal 2022, our Scope 1 and Scope 2 GHG emissions in total has reduced by 19%, and Scope 3 (basic unit) has reduced by 3% compared to the base year of fiscal

2018, accordingly. We commenced discussions with suppliers on reducing Scope 3 emissions beginning with MSG raw materials in Thailand.

[Our strategy for GHG reduction]



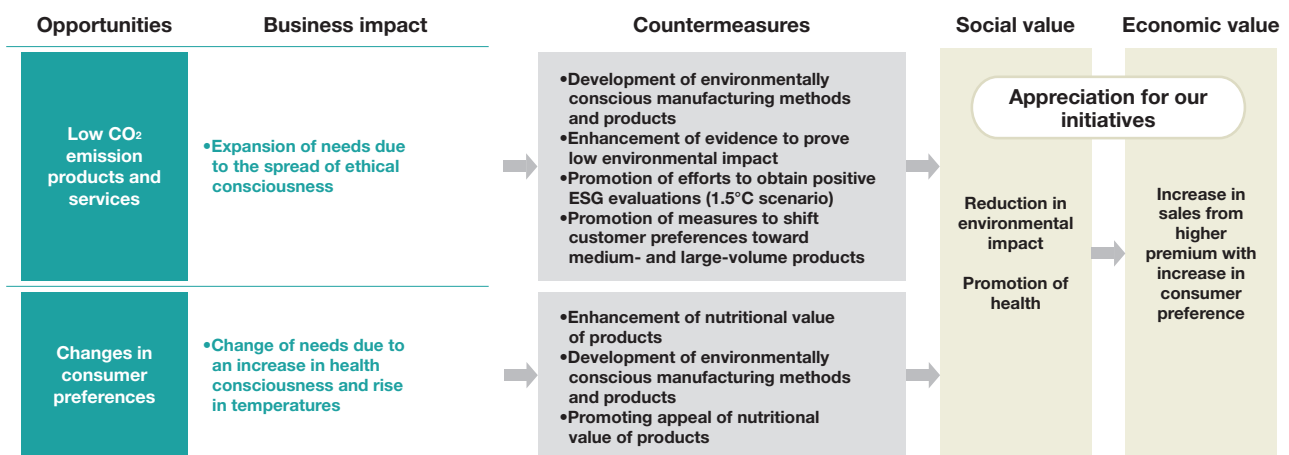
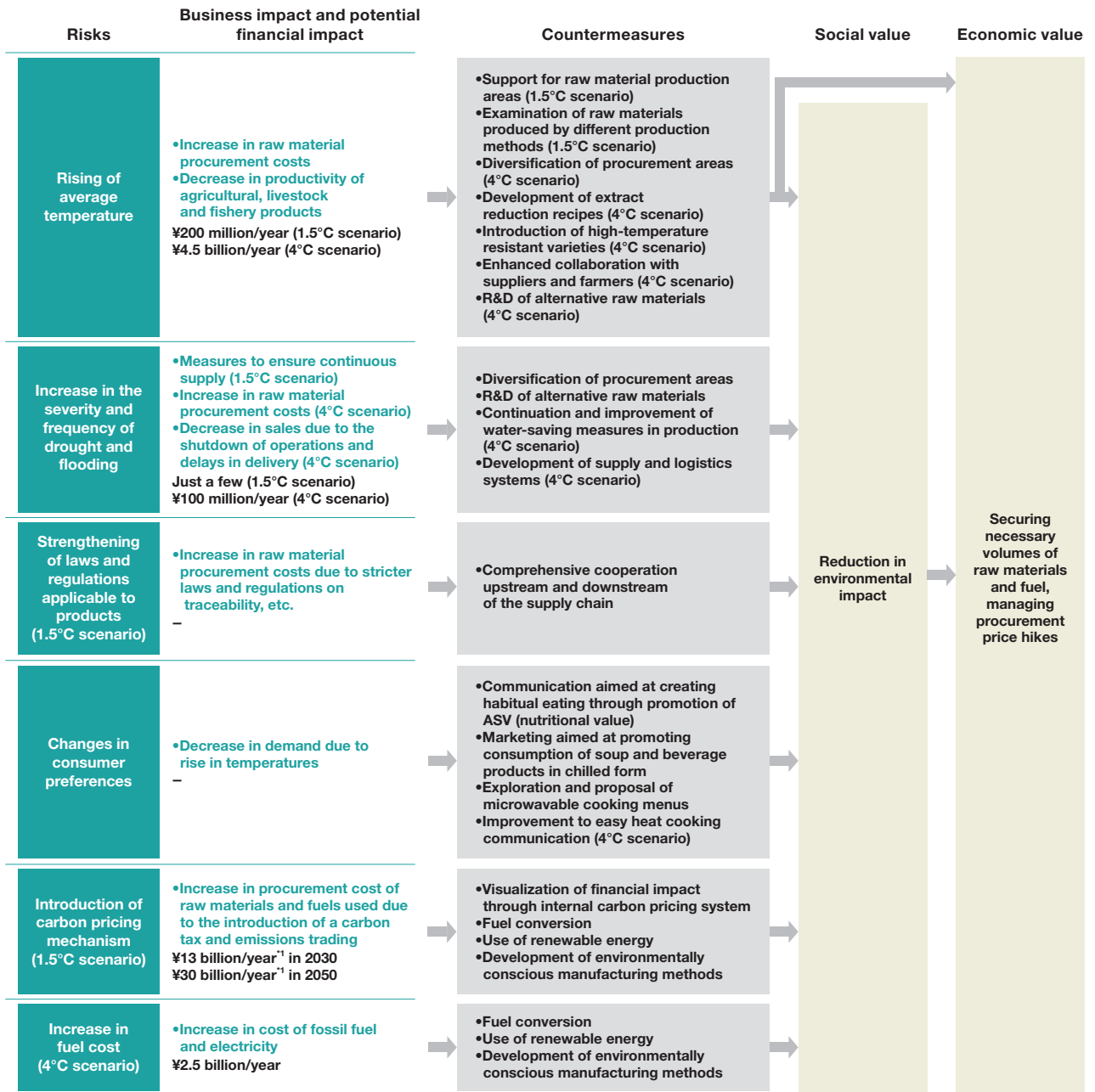
* We are considering further investments to reduce GHG emissions, and will disclose the details as soon as they are determined.

Focus on the biocycle for amino acid fermentation

The Ajinomoto Group is building a proprietary biocycle for amino acid fermentation that spans the globe from Thailand, Vietnam, and Indonesia to Brazil. We produce amino acids using fermentation methods fed by agricultural produce easily accessible in each country and region as the main ingredient. At the same time,

nearly 100% of the highly nutritious co-products after amino acid extraction are utilized in fertilizers and feed. We refer to this cyclical amino acid fermentation process as a biocycle. This approach allows us to reduce GHG emissions associated with the production of traditional chemical fertilizers and support sustainable agriculture.

[Summary of scenario analysis results]



*1 The 4°C scenario is the status quo and assumes no additional or increased carbon taxes or emissions trading.

Plastic waste

0 Zero by 2030



Products with reduced plastic usage in packages

The Ajinomoto Group will transition all plastics that it uses to recyclable materials after carefully selecting plastics in the minimum amount and use required for product safety and quality by 2030. At the same time, we also support the establishment of recycling systems in each country and region.

The amount of plastic used in fiscal 2022 was 69,000

tons, of which 48%^{*1} was suitable for recycling. We reduced the amount used by approximately 800 t/year by using thinner packaging materials, and changed roughly 900 t/year of the packaging design to make it easier to recycle. In addition, efforts to collect waste have begun in Indonesia and other countries.

*1 We have revised the definition of recyclable packaging materials.

Reduce food loss and waste by

50 %

by FY2025 compared to FY2018



Brand for reducing food loss and waste "TOO GOOD TO WASTE"

[Reduction in food loss and waste (per production volume unit)]

| Food loss and waste reduction from the acceptance of raw materials to delivery to customers ^{*2} (vs. FY18) | FY20 (Result) | FY21 (Result) | FY22 (Result) | FY25 (Target) |
|--|---------------|---------------|---------------|---------------|
| | 13% reduction | 23% reduction | 39% reduction | 50% reduction |

*2 Measured with reference to Food Loss & Waste Accounting and Reporting Standard. (Measurement methods may differ by the organization.)

The Ajinomoto Group has established a target to halve food loss and waste generating from the acceptance of raw materials to delivery of products to the customer by fiscal 2025 compared to fiscal 2018. As the efforts on reducing generation and promoting utilization of food loss and waste as feed and fertilizer have made much progress, we expect to achieve this target by

fiscal 2025. Our long-term vision is to halve food loss and waste occurring throughout the entire product life cycle by 2050. In 2022, we created the brand "TOO GOOD TO WASTE" to help promote our food loss and waste initiatives. We intend to further promote efforts across our entire food supply chain.

Sustainable procurement of materials

100 %

by FY2030



On-site inspection of raw material procurement

We are visualizing issues in the supply chain, conducting human rights impact assessments, and promoting animal welfare in order to build a responsible supply chain. Additionally, we aim to source 100% of our primary raw materials, including palm oil, paper, soybeans, coffee beans, beef, and sugar cane, from sustainable sources

by fiscal 2030. Toward this end, we are working to ascertain the current procurement situation as well as establish traceability systems and promote procurement of products certified as sustainable.

In fiscal 2022, we procured 99% of palm oil and 98% of paper from sustainable sources.

Importance of protecting biodiversity

The Ajinomoto Group recognizes the importance of protecting the natural environment as well as mitigating impacts on biodiversity while ensuring the continuity of business operations.

In June 2023, we established guidelines on biodiversity in addition to those matters already defined in the Ajinomoto Group Policies (AGP).

Additionally, following the LEAP approach^{*1} framework of the Taskforce on Nature-related Finance Disclosures

(TNFD), we conducted reviews on the three items of MSG, coffee, and HONDASHI® as model cases. Going forward, we will expand these reviews to include other products and businesses and analyze our dependence and impacts on nature in priority regions and products regarding these three items in detail.

We will aim to ensure that our business activities have net positive^{*2} impacts by reducing our effects on biodiversity and helping to restore and revitalize biodiversity.

*1 Guidance with the objective to support the evaluation of risks and opportunities related to nature internally within companies and financial institutions.

The guidance encourages companies to assess risks and opportunities and prepare for disclosures in line with the framework autonomously.

LEAP stands for locate, evaluate, assess, and prepare.

*2 Taking actions that avoid and mitigate impacts caused by business operations as well as restore and revitalize biodiversity that result in net positive effects.

Contribution to the well-being of consumers around the world through agricultural materials

The Ajinomoto Group has been using co-products with high nutritional value generated during the amino acid production process as fertilizer for more than four decades. Today, at our overseas business locations in Thailand, Vietnam, and Brazil, we sell these co-products as finished products that are used by local farmers, helping to increase agricultural productivity.

The Ajinomoto Group's Agro2Agri S.L. subsidiary in Spain mainly manufactures and sells biostimulants^{*3} made from amino acids. The company has both a B2B business that supplies raw materials to pesticide and fertilizer manufacturers and a B2C business that sells and provides services for agricultural materials tailored to

farmer needs. The company has operations in more than 50 countries around the world harnessing its strength in product development based on "AminoScience."

The company's biostimulants can increase the yield and quality of agricultural produce and contribute to sustainable agriculture with reduced use of water, fertilizer, and fuel. Furthermore, studies have shown that biostimulants increase the nutrient absorption of agricultural produce and effectively increase protein and vitamin content. Going forward, we will continue to contribute to the well-being of human beings, society, and the planet in terms of both the environment and nutrition.

*3 Agricultural materials that promote the natural immunity of plants and plant growth with ingredients derived from fermented microorganisms such as amino acids and natural materials such as natural extracts.



Left: Argentinean cherry farmer using Agro2Agri products Right: Colombian cocoa farmer using Agro2Agri products

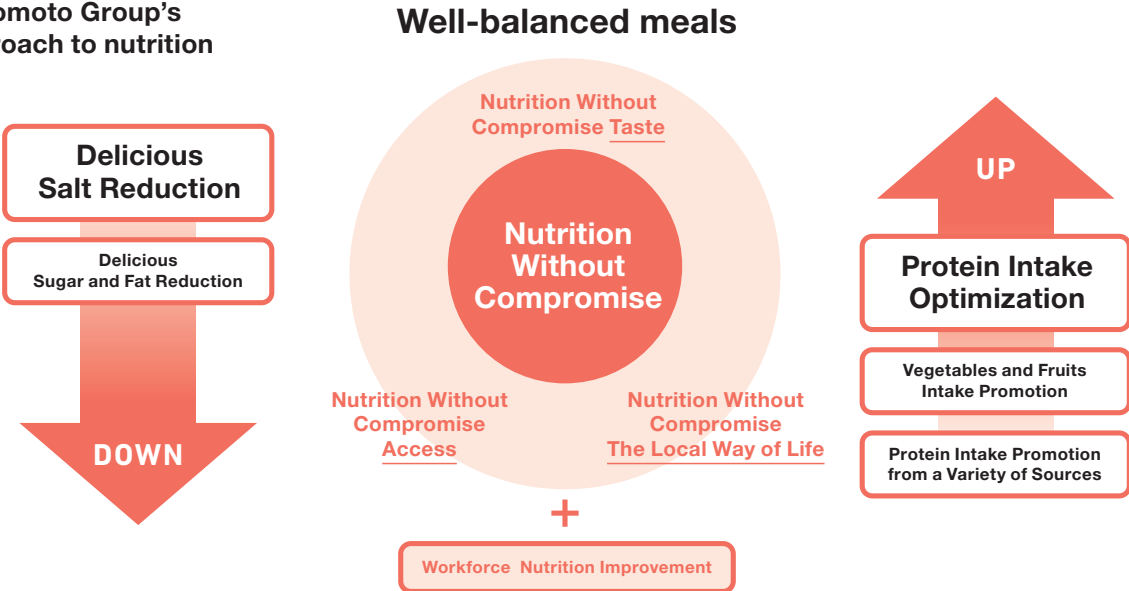
Help Extend the Healthy Life Expectancy

Four commitments for Nutrition Without Compromise

The Ajinomoto Group is committed to help extend the healthy life expectancy of one billion people using its approach of “Nutrition Without Compromise.” This entails proposing and providing nutritionally balanced meals by promoting low salt, sugar, fat solutions, along with appropriate intake of protein, vegetables, and fruits, without compromising taste, access, and the local way

of life that the Ajinomoto Group emphasizes. Through our Commitment to Nutrition announced in fiscal 2021, our specific targets involve increasing opportunities to supply products with improved nutritional value and increasing the nutritional literacy of employees as our closest stakeholder in an effort to have positive impacts.

Ajinomoto Group’s approach to nutrition



Nutrition Commitment 1 Delicious salt reduction

Quantification of salt reduction effect by umami

In fiscal 2022, we implemented salt reduction initiatives using umami together with 12 local governments in Japan and in 10 countries worldwide. Also, through the U20 Healthy Umami Research Project, we attempted the quantification of salt reduction effects of umami through tie-ups with academia, and released papers on the results.

Nutrition Commitment 2 Provide nutritious products

Nutrient profiling in 13 countries

In 2020, we commenced operations of the Ajinomoto Group Nutrient Profiling System, called ANPS-Product. As of March 2023, this system has been introduced at 16 of our subsidiaries across 13 countries and used to evaluate over 800 products. We are also promoting product development geared toward wellness using “AminoScience.”

Nutrition Commitment 3 Provide information, recipes, and menus

Disseminating information through the internet

We are looking to provide consumers with recipes and information on delicious salt reduction sourced from owned media on social media so that more people can eat healthy. We are also strengthening information dissemination, such as collaboration with influencers.

Nutrition Commitment 4 Workforce nutrition improvement

Improving employee nutritional literacy

The Ajinomoto Group is focusing on workforce nutrition improvement as a part of ASV management, particularly by increasing nutritional literacy among employees. From fiscal 2020 to fiscal 2022, we provided nutrition education to a total of 56,000 employees.

Roadmap to one billion people

The Ajinomoto Group is promoting initiatives for nutrition improvement aimed at realizing the outcome “Help extend the healthy life expectancy of one billion people” by 2030. In fiscal 2022, the total number of people we provide with products that contribute to improving nutrition reached 0.54 billion for umami seasonings and 0.34 billion for salt reduction products or products useful for protein intake, for a total of 0.88 billion. As for umami seasonings, we are promoting activities for delicious salt reduction using umami in countries around the world as well as evolving and expanding our contact points from deliciousness to include deliciousness and wellness. We have commenced a review on how to broaden our reach

in terms of “contributing to the well-being of all human beings, our society and our planet with ‘AminoScience’.”, in addition to helping to extend the healthy life expectancy of one billion people and reducing our environmental impact by 50%.

| Number of people provided with umami seasonings | Number of people provided with salt reduction products or products useful for protein intake | Total |
|---|--|--------------|
| 0.54 billion | 0.34 billion | 0.88 billion |

Initiatives to establish and promote an NPS originated from Asia

The Ajinomoto Group is engaging with various stakeholders to promote meals with a good nutritional balance. Most nutrition profiling systems (NPS)—used to evaluate the healthiness of food—have been developed for evaluating prepackaged food products consumed as such. However, a person’s diet does not only include individual ready-to-eat foods. Food habits vary widely from country to country and region to region. Considering this situation, we developed Nutrition Profiling System (ANPS-Dish^{*1}) in order to assess the overall nutritional value of dishes and menus.

Taking advantage of our expertise, we hosted a symposium titled “Healthy Eating and Nutrient Profiling in Asia” as a satellite event of the Prince Mahidol Award Conference (PMAC) 2023 held in Bangkok, Thailand in partnership with the Institute of Nutrition of Mahidol University and Nature Research Custom Media. At the symposium, we discussed with panelists the importance of developing an NPS, with consideration to nutritional issues and eating habits in Asia.

Furthermore, the Ajinomoto Group took part in a stakeholders meeting held by ATNF^{*2} in Japan in December 2022 as a private-sector representative. We shared our views that it is essential to take measures to improve nutrition taking into account the nutritional

issues and dietary conditions of local communities, and proposed that a spotlight index to evaluate the efforts of Japanese companies should be studied jointly by industry, government, and academia. The Group will collaborate with key stakeholders around the world to promote healthy meals with a good nutritional balance as well as establish a system to assess nutrient profile and inform consumers.

*1 In the Ajinomoto Group Sustainability Data Book 2022, it was described as “ANPS-M” (for Menu), but we renamed to ANPS-Dish.

*2 A non-profit organization based in the Netherlands whose mission is to objectively assess and improve private-sector contributions to worldwide nutrition issues.



“Healthy Eating and Nutrient Profiling in Asia” symposium

PT AJINOMOTO INDONESIA – Progress of “Health Provider” activities



Left: School Lunch Project Middle: Fertilizer using co-products Right: Plastic garbage collection station

Improving nutritional literacy and three initiatives for environmental conservation

PT AJINOMOTO INDONESIA (PTA) is implementing ASV activities that convey to consumers its employee-led initiatives for sustainability through its business operations, such as those covering the areas of health, nutrition and reducing environmental impacts. This includes its own initiative called “Health Provider” activities. These activities are driven by two social issues facing Indonesia. First is the average life expectancy in the country is short—just 70.1 years for men and 74.6 years for women—with the prevalence of high blood pressure-related ailments viewed as an issue. Second is serious marine pollution, which if left unchecked and worsens, carries the risk that the country could face difficulty in securing marine food resources in the future.

To resolve these issues, PTA is focusing on nutritional literacy education inside and outside the company. In 2018, it launched the School Lunch Project (SLP) together with IPB University. SLP provides nutritionally balanced lunches and nutrition education to schools in order to change behaviors and improve nutrition. Working with the Ministry of Religious Affairs, SLP introduced six boarding schools in fiscal 2021 and another 12 in fiscal 2022. Additionally, PTA is working to improve literacy using nutrition education targeting employees and to increase the rate of A-grade results on the company’s employee health exams. In fiscal 2023, the company will introduce a commendation program tied to these efforts to increase nutritional literacy.

PTA’s approach to environmental issues is largely broken down into three initiatives. First, it is transitioning from coal to biomass. While capable of greatly reducing CO₂ emissions, this change also presents the new challenges

of rising costs and stable procurement of fuel. PTA is now working to address these challenges by using coconut husks and shells, wood pellets, and unused agricultural pesticides. Second, it is collecting and recycling plastic garbage. Working with local startup Rekosistem, the company has set up waste collection stations in traditional markets and begun buying non-organic garbage including multilayered laminated packaging materials. With the support and cooperation of many stakeholders inside and outside the company, this initiative made its way to commercialization within the short span of just six months from concept. This new ecosystem benefits all participating stakeholders and represents the first step in building a circular economy. Finally, third, it is pursuing the co-products business using the by-products of MSG fermentation as the main raw material. In addition to AJIFOL® and others, it is exploring the introduction of co-products (fertilizer) that further elevate product value with the power of amino acids. The company hopes this will contribute to increased agricultural produce yields and higher incomes for farmers through shorter growing and harvest cycles.

PTA created a video that is shared on social media in order to inform consumers about these activities. The company is working to raise the visibility of its “Health Provider” activities and enhance its corporate image in Indonesia. Today, the term “Health Provider” has become a slogan uniting everyone working at PTA. The concept behind ASV of co-creating social value and economic value has been absorbed by everyone at the company and sustainability activities have become firmly imbedded in its business operations.

Principal initiatives for reducing environmental impact and for improving nutrition

We have set medium- to long-term targets and KPIs, closely relevant to the following items, for both reducing our environmental impact by 50% and helping extend the

healthy life expectancy of one billion people. We are steadily moving forward with various initiatives while utilizing our strengths.

| Main initiatives | Main measures | KPIs/Targets |
|--|--|---|
| Pursuit of well-balanced meals | | |
| Practical support for delicious salt reduction | <ul style="list-style-type: none"> Global expansion of the Smart Salt project | <ul style="list-style-type: none"> Percentage of products with improved nutritional value/Raise to 60% by FY2030 Among our nutritious products, provide products that promote delicious salt reduction and protein intake optimization/400 million people annually by FY2030 Opportunities to use products that utilize the nutritional and physiological functions of amino acids/Double by FY2030 (vs. FY2020) Nutrition education for employees/ Cumulative total of 100,000 employees by FY2025 |
| Protein intake optimization | <ul style="list-style-type: none"> Sales of protein-rich products Proposal of high-protein options | |
| Supporting the practice of delicious sugar and fat reduction | <ul style="list-style-type: none"> Sales of high-intensity sweeteners and ingredients that impart a sense of fat and oil; sales of low-fat products | |
| Vegetables and fruits intake promotion | <ul style="list-style-type: none"> Develop the Love Vege project to promote vegetable intake (Japan) Introduce recipes that encourage high vegetable intake | |
| Protein intake promotion from a variety of sources | <ul style="list-style-type: none"> Developing technology for delicious plant-derived alternative proteins | |
| Provide products that are beneficial to health | <ul style="list-style-type: none"> Utilize the Ajinomoto Group Nutrient Profiling System (ANPS) to visualize nutritional value Engage in product development that takes advantage of the functions of amino acids | |
| Workforce nutrition improvement | <ul style="list-style-type: none"> Improve nutritional literacy of Group employees Join the Workforce Nutrition Alliance (WNA) and use the WNA Scorecard to monitor workplace conditions and pursue activities | |
| Reducing GHG emissions | <ul style="list-style-type: none"> Convert to fuels with lower GHG emission factors Adopt electricity from renewable energy sources Pursue energy conservation | (Targets approved by SBTi) <ul style="list-style-type: none"> Reduce GHG emissions (vs.FY2018)/Reduce Scope 1 and 2 by 50%, and reduce Scope 3 by 24% by FY2030 Achieve net zero GHG emissions by FY2050 |
| | <ul style="list-style-type: none"> Adopt electricity from renewable energy sources | (RE100 Targets) <ul style="list-style-type: none"> Convert electricity to renewable energy sources/ Achieve 100% by FY2050 |
| Transition to zero plastic waste | <ul style="list-style-type: none"> Reduce plastic usage and convert to mono-material packaging materials that are easy to recycle Contribute to social implementation of recycling in countries and regions where we do business | <ul style="list-style-type: none"> Plastic waste/Zero plastic waste by FY2030 |
| Food loss and waste reductions in the supply chain | <ul style="list-style-type: none"> Reduce losses in the production process Optimize supply-demand/supply/sales balance; extend best-before dates Pursue greater usefulness and efficiency | <ul style="list-style-type: none"> Food loss and waste reduction rate from the acceptance of raw materials to delivery to customers (vs. FY2018)/Reduce 50% by FY2025 |
| | <ul style="list-style-type: none"> Collaborate with suppliers, retailers, and distributors Develop products useful in reducing waste Engage in activities to reduce loss among consumers | <ul style="list-style-type: none"> Reduce food loss and waste rate throughout the product lifecycle (vs. FY2018)/Reduce 50% by FY2050 |
| Responsible sourcing of raw materials | <ul style="list-style-type: none"> Visualize issues in the supply chain, conduct human rights impact assessments, and pursue animal welfare Establish traceability and promote purchasing certified products | <ul style="list-style-type: none"> Ensure human rights and environmental due diligence Sustainable procurement ratio of key raw materials*/Achieve 100% by FY2030 <p>*Palm oil, paper, soybeans, coffee beans, beef, and sugarcane</p> |
| Reducing water consumption in production processes | <ul style="list-style-type: none"> Optimize production processes | <ul style="list-style-type: none"> Reduce the rate of water consumption (vs. reduction rate per unit of production volume)/Reduce 80% by FY2030 (vs. FY2005) |