

FY2023 Activity Report

The FY2023 Activity Report outlines our initiatives to achieve the two outcomes defined in the Medium-Term ASV Initiatives 2030 Roadmap, as well our efforts to strengthen the business foundations supporting these initiatives.

**Contributing to the well-being of all human beings,
our society and our planet with “AminoScience.”**

Outcomes of the Ajinomoto Group in the Year 2030

**Help Extend the Healthy Life
Expectancy of 1 Billion People**

▶ P034

**Reduce Our Environmental Impact
by 50%**

▶ P048

Strengthening Business Foundations

Social

▶ P094

Governance

▶ P130

A holistic approach to sustainability

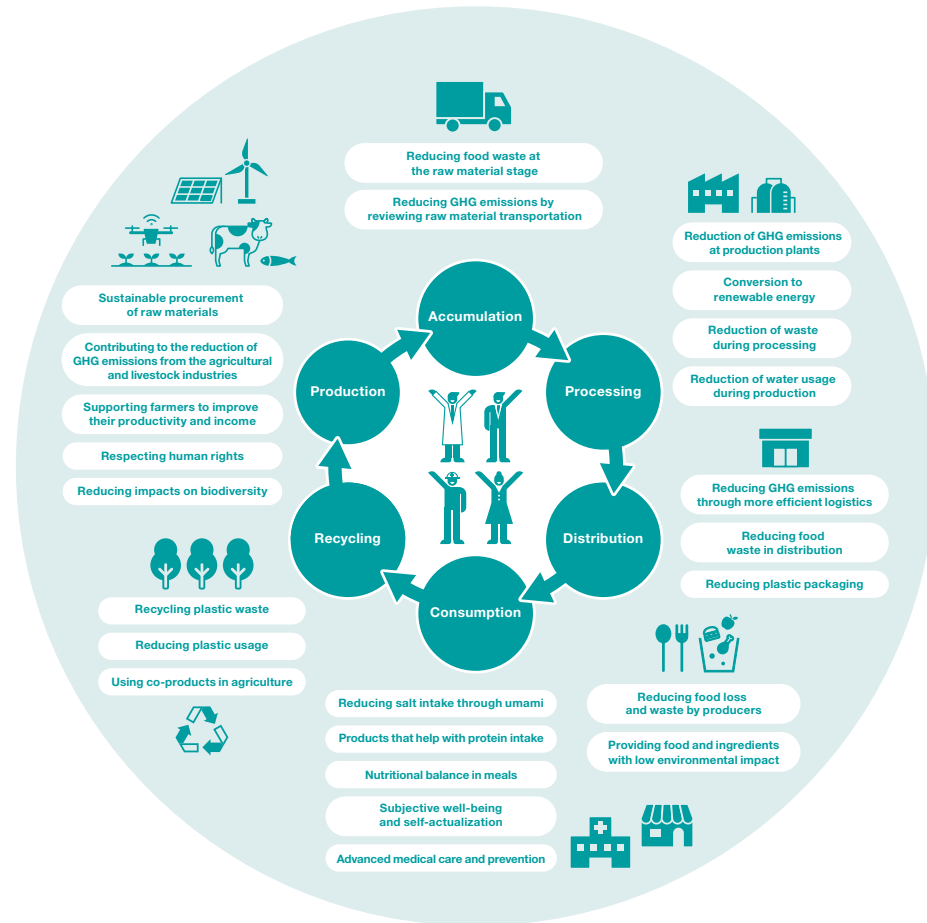
In addition to reducing negative impacts, the Ajinomoto Group aims to create positive of its business based on “AminoScience” and continues to tackle various sustainability issues with a holistic approach.

Our goal as the Ajinomoto Group is to contribute to the well-being of all human beings, our society, and our planet with “AminoScience.” To this end, we believe it is necessary to realize two outcomes by 2030, namely, to reduce our environmental impact by 50% and to help extend the healthy life expectancy of one billion people. The business of the Ajinomoto Group is based on stable food resources and a vibrant natural environment. However, we are also aware that our business activities have an impact on the environment. Today, as we reach the limits of what our planet can sustain, it is essential that we put in place efforts to regenerate the environment. We believe that we can only implement initiatives aimed at extending healthy life expectancy in a sustainable manner by reducing our environmental impact through measures such as responding to climate change, ensuring sustainability of food resources, and the conservation of biodiversity.

Through our business activities, we provide products and services that are delicious, nutritionally balanced, and benefit people’s dietary habits, and further promote reduced environmental impacts caused by greenhouse gases, plastic waste, food loss and waste. Also, through our resource recycling-based amino acids fermentation process (a bio-cycle), we are contributing to sustainable food systems that are more resilient and to the regeneration of the global environment. Furthermore, we aim to create a more positive impact on society by maximizing the Ajinomoto Group’s strength in “AminoScience”, while steadily reducing negative impacts, such as environmental impacts.

Resilient agri-food system

In addition to reducing negative impacts, the Ajinomoto Group aims to create positive impacts throughout its value chain and contribute to a resilient agri-food system that will support people around the world by 2050.

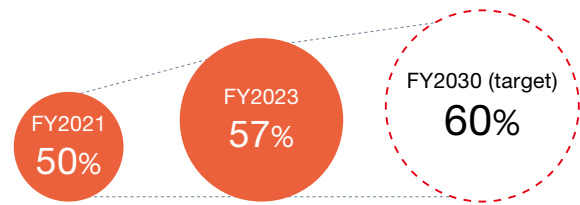


Key initiatives and progress

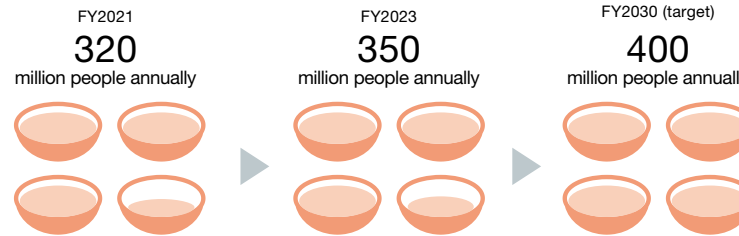
Nutrition Commitment

By 2030, we will help extend the healthy life expectancy of one billion people by increasing the current reach to 700 million consumers and providing products and information that support consumers in enjoying nutritious and delicious food with Nutrition Without Compromise as basic policy on our approach to nutrition.

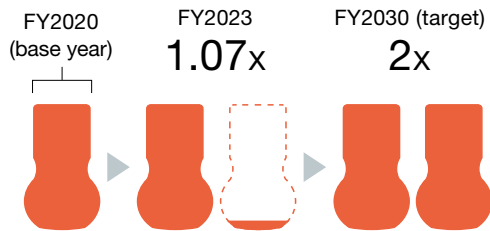
Percentage of products with improved nutritional value^[1]



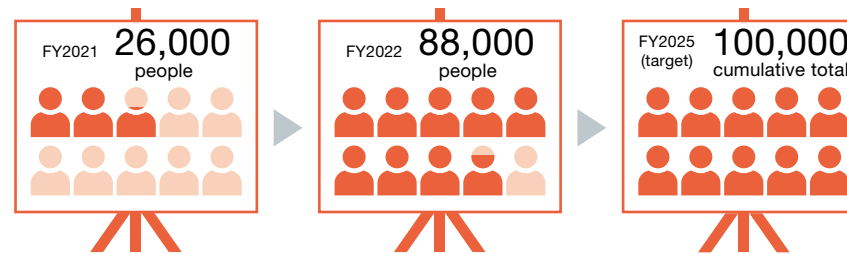
Provision of products with improved nutritional value in "delicious salt reduction" and "protein intake optimization"



Availability of products utilizing the physiological and nutritional functions of amino acids



Nutrition education for employees

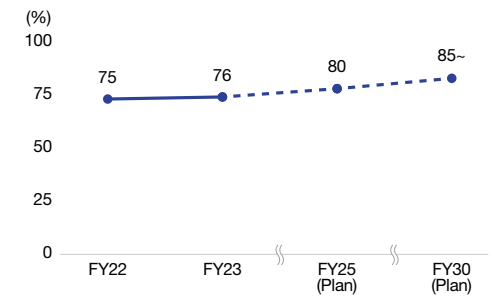


[1] Products with improved nutritional value means the products that meet our criteria and contribute to the intake of improved nutrition from an international public health perspective.

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Employee engagement score (ASV as one's own initiative)

- The Ajinomoto Group works to deepen understanding of our ASV Indicators, foster empathy for purpose, and enhance a corporate culture that encourages challenge.
- We changed our measurement method for our fiscal 2023 score from a single question of ASV as one's own initiative to the category average value of the items in "ASV Realization Process" questions. Doing so will enable us to better grasp the actual state of affairs from future scores.



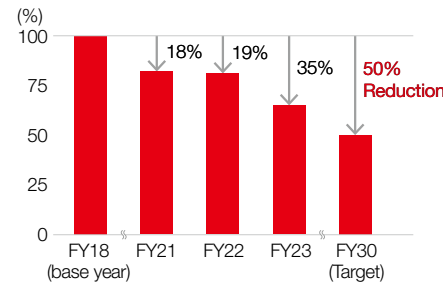
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Responding to climate change

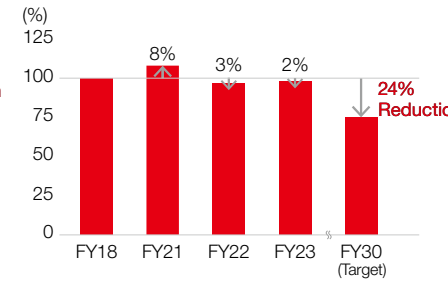
- We set a target to reduce greenhouse gas emissions in fiscal 2030 by 50% for Scope 1 and 2 and 24% for Scope 3 in comparison with fiscal 2018 levels. We also aim to achieve net zero emissions by fiscal 2050.
- For water consumption, we have set an 80% reduction target by 2025 in comparison with fiscal 2005 levels.

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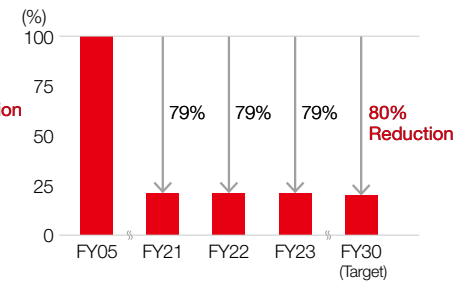
GHG emission reduction rate (Scope 1 and 2 vs. FY2018)^[1]



Reduction rate of GHG emission intensity per ton of Scope 3 production (excluding Category 11) (vs. FY2018)^[1]



Reduction rate of water consumption per production volume unit (vs. FY2005)



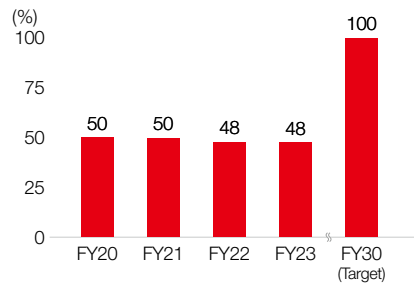
[1] Performance against SBTi targets

Realization of a circular society

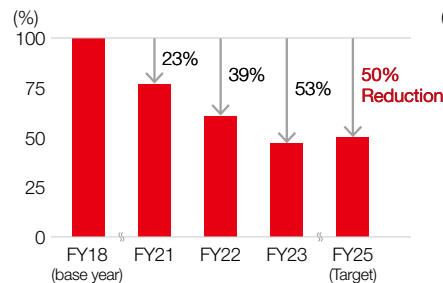
- The Ajinomoto Group aims for zero plastic waste by fiscal 2030.
- We set a goal to half food loss that occurs from acceptance of raw materials to delivery to customers by fiscal 2025, compared to fiscal 2018 levels.
- We will reduce waste, such as garbage, by optimizing raw material usage and maintaining a resource recovery ratio of 99% or higher.

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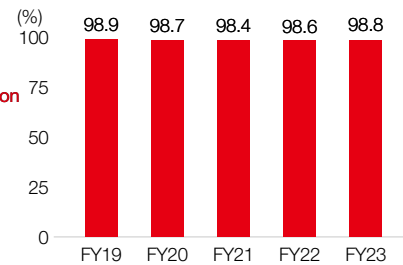
Percentage of recyclable plastic^[2]



Food loss reduction rate (amount generated vs. production volume per unit production)^[3] (vs. FY2018)



Resource recovery ratio



[2] Plastics recyclable through technology. Recyclable ratios after 2020 are updated only for major domestic divisions after our total volume survey conducted in 2019.

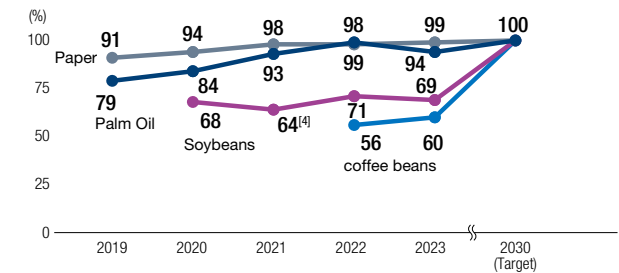
[3] From the acceptance of raw materials to delivery to customers

Achieving sustainable procurement

- We aim for a 100% sustainable procurement ratio of key raw materials by fiscal 2030.

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Sustainable procurement ratio



[4] Procured for businesses in Japan

- FY2030 target of sugarcane and beef: 100%

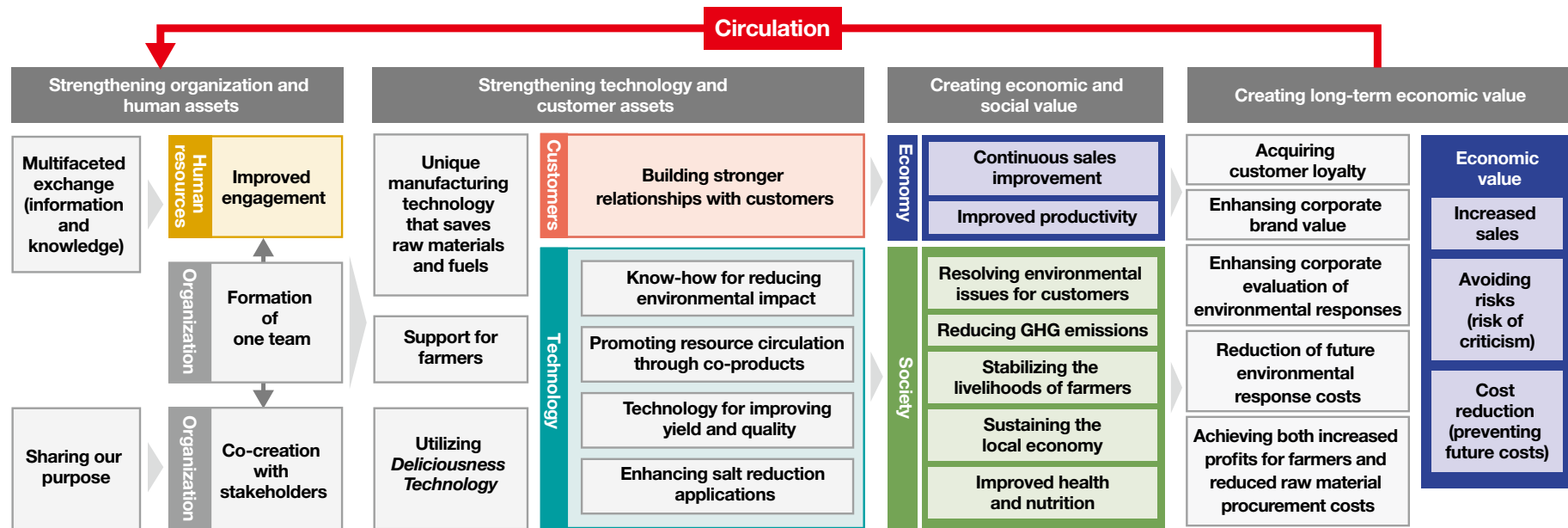
Value creation throughout the value chain of the umami seasonings business

At the Ajinomoto Group, through multifaceted communication and sharing of our Purpose, each member deepens their understanding of the meaning of their work and forms one team that works together to realize our vision. We are honing our unique technology and know-how using “AminoScience”, such as environmentally conscious manufacturing methods that conserve raw materials and fuels while reducing greenhouse gas emissions, resource circulation that reuses manufacturing

by-products as fertilizer, feed, and soil conditioners, and providing low-salt products and nutritionally balanced menus through Deliciousness Technology.

This leads to creating social value for customers, the environment, suppliers, communities, and consumers, including reducing GHG emissions, stabilizing farmers' livelihoods through stable and increased crop yields, and sustaining local economies and cultures through the creation of an ecosystem for local production and

consumption. By building relationships with customers and strengthening the cost structure of processes, the company has achieved increased sales and productivity. As a result of efforts to create long-term economic value, such as gaining customer loyalty and increasing the value of the corporate brand, opportunities for employee growth have expanded and employee motivation has increased. The further accumulation and circulation of intangible assets will help evolve ASV management.



Digital transformation (DX) to support our transformation to achieve its purpose and sustainability initiatives

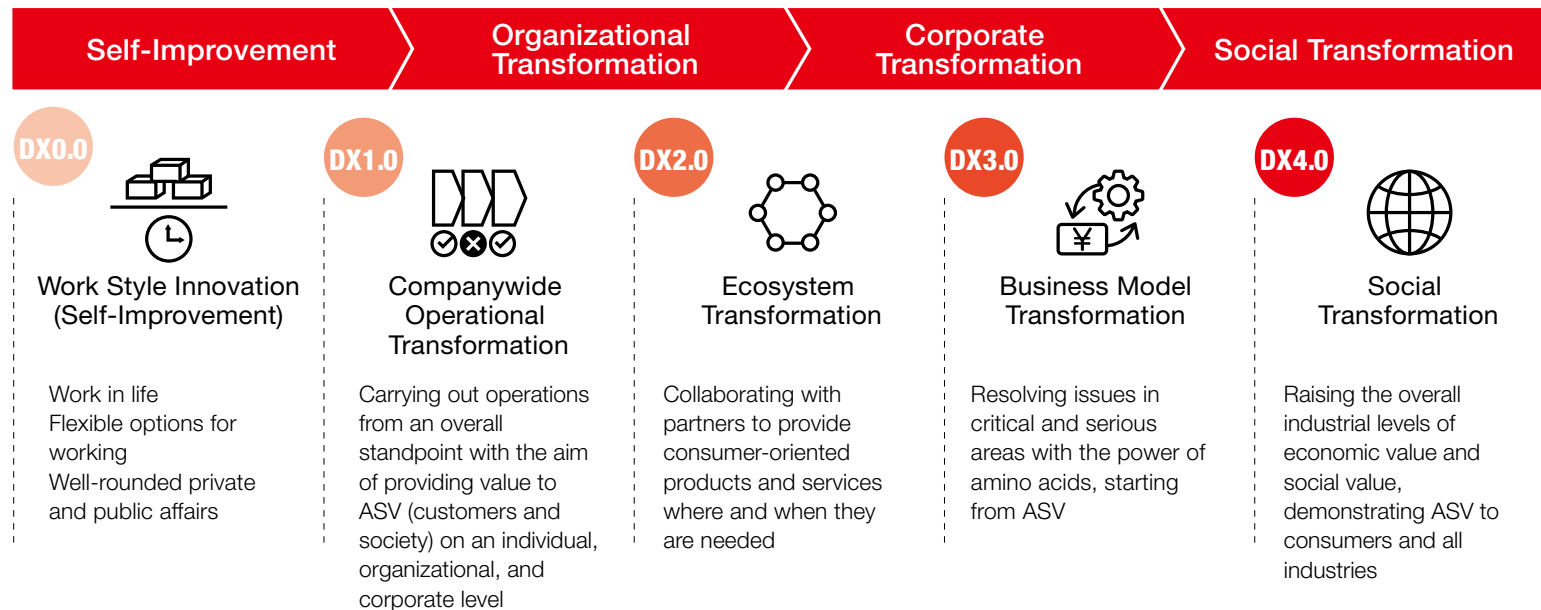
Ajinomoto DX

The Ajinomoto Group views digital transformation (DX) in the broadest sense to mean the digital transformation of society. We evolve our ASV management, which co-creates social value and economic value through our business, amid such changes, based on our purpose of

contributing to the well-being of all human beings, our society, and our planet with “AminoScience.” We also promote DX as a means to accelerate our transformation to achieve this purpose. DX also plays an important role in promoting sustainability initiatives.

DX ⇒ dX

Corporate transformation with digital
Digital **TRANSFORMATION**



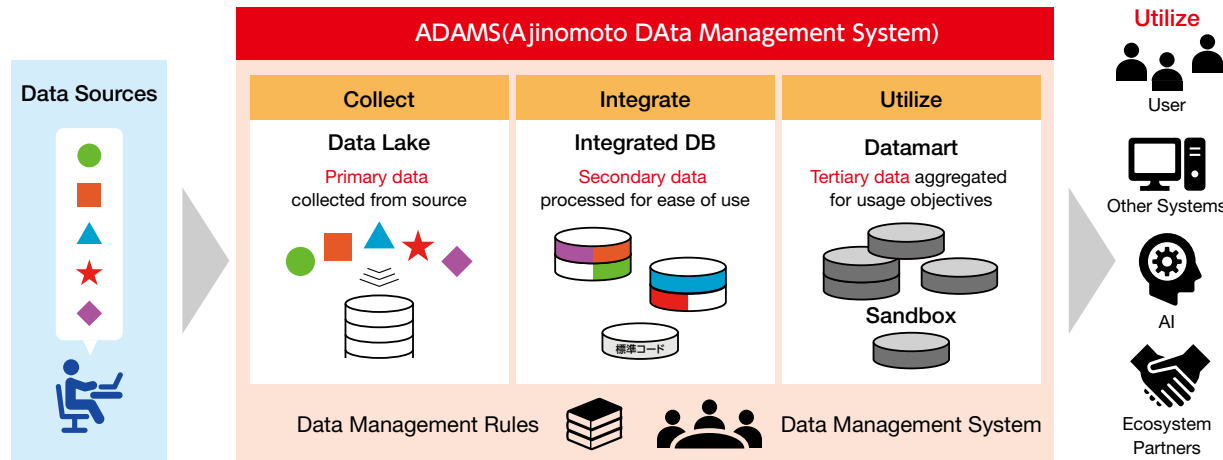
Enhanced Data Management

We designed the Ajinomoto Data Management System (ADAMS) to create value by sharing and passing on Ajinomoto Group data assets across the Group and to use data in a secure and flexible manner.

We launched ADAMS by first collecting data related to supply chain management for food products in Japan. We used this data to visualize distribution inventory and improve the efficiency of raw materials procurement. Our use of ADAMS offers three main benefits: (1) Cost reductions by reducing data-related investments and

consolidating existing data infrastructures; (2) Shorter data analysis cycle and reduced workloads, allowing employees to focus on more value-added work, improve productivity, and raise engagement; and (3) Sharing once-siloed data in countries and offices across our organization to make decisions from a cross-organizational, holistic, and optimal perspective. We plan to expand the value chain and the businesses covered over time, including sources overseas.

Overview of ADAMS



Developing DX Professionals to Leverage Data (Enhanced Citizen Development)

We launched the Business DX Professional Development Course in 2020. This course offers all-you-can-learn content to improve digital literacy, and more than 2,000 people, or over 80% of Ajinomoto employees, have taken the course to date. We also offer all-you-can-learn content through Udemy Business to enhance citizen development through no or low-code tools. More than 500 members have taken advantage of this offer to date. We created three communities (Power BI, Power Automate and PowerApps, and generative AI) for citizen developers and users of generative AI to exchange information and share case studies. In these and other ways, we encourage member development and usage.

Ajinomoto Group DX Evaluation

Chief Digital Officer Takayuki Koda received the DX Promotion Award in the CIO AWARD 2023-2024 sponsored by Forbes JAPAN. This represents just one case in which our commitment to DX has been recognized and highly regarded.