

Important Issues (Materiality) for the Ajinomoto Group

Value Creation Framework

We will hone our **co-creation capabilities**, taking the **seikatsusha perspective**, while achieving **well-being**, and through our **business activities return co-created shared value**.

Important issues (Materiality) for the Ajinomoto Group are essential to the Group's ability to continue co-creating social value and economic value over the long term.

The Group identifies important issues (Materiality) through a process that reflects the thoughts and ideas of management and employees and the expectations from external stakeholders.

The important issues (Materiality) are deeply embedded in our business strategies, our on-site operations, and our Purpose.

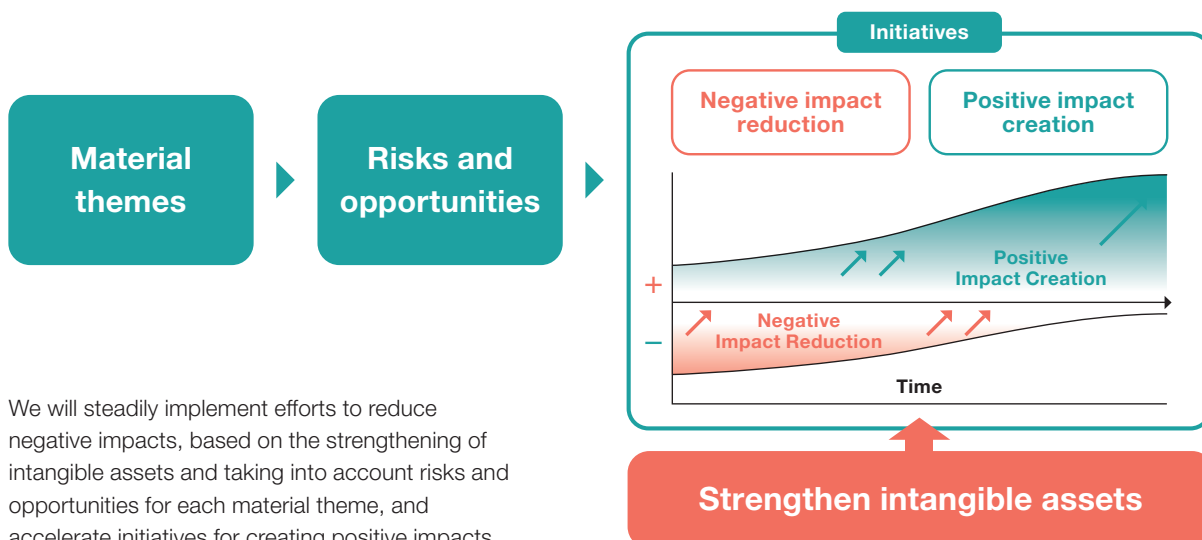
What the Value Creation Framework shows

The Value Creation Framework illustrates our approach to sustainable growth as a cycle that connects the power and potential of "AminoScience" (Scientific Possibilities) with the power of stories (Story of Well-being) that contribute to the well-being of all human beings, society, and the planet. The cycle is (1) honing our co-creation capabilities, (2) taking the seikatsusha perspective, (3) while achieving well-being, and (4) through our business activities return co-created shared value.

These follow an infinite loop continuously moving from (1) through (4), meaning that it will sustainably co-create social value and economic value.



Reducing negative impacts and creating positive impacts



We will steadily implement efforts to reduce negative impacts, based on the strengthening of intangible assets and taking into account risks and opportunities for each material theme, and accelerate initiatives for creating positive impacts.



Material Themes

Achievement of a sustainable global environment

Achievement of well-being through food

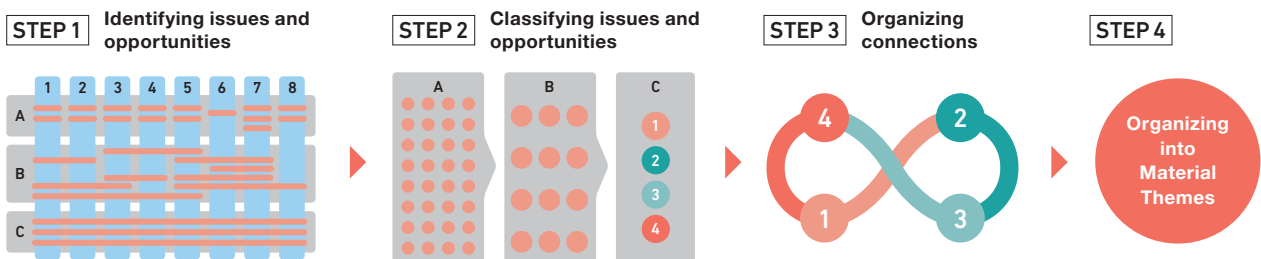
Contribution to advanced medicine and prevention

Contribution to the evolution of a Smart Society

Respect for diverse values and human rights

Reinforcement of our management foundation

Formulation process



Our executive management provided input to the Sustainability Advisory Council on the future of 2030 and beyond, and through feedback from the Council, we formulated materiality from a long-term and multi-stakeholder perspective looking ahead to 2050. Comprised of representatives of key stakeholders, the Council identified important issues and opportunities from the perspectives of various stakeholders. Issues and

opportunities were then organized to show how they are connected and give us insight to what we will need to do to continue to transform and innovate. In 2024, the Ajinomoto Group has organized its current Material Themes into six areas from the perspective of what multiple stakeholders expect of the Ajinomoto Group and the value it provides to society.