

SUSTAINABILITY

Society gets better and better the more the Ajinomoto Group grows.

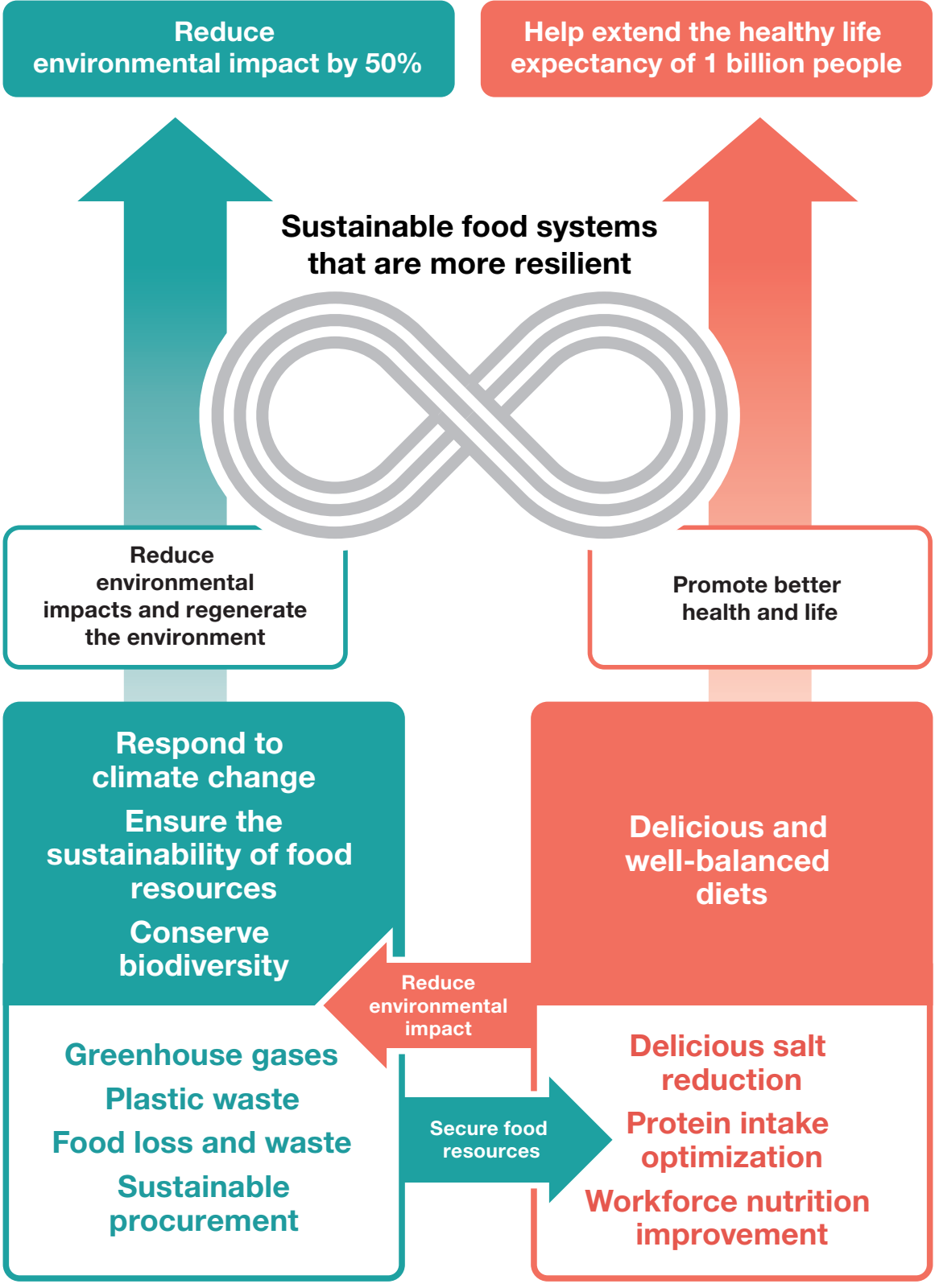
Our goal as the Ajinomoto Group is to contribute to the well-being of all human beings, our society, and our planet with “AminoScience.”

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 supported by sound food systems*¹ 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.

* A series of activities related to food production, processing, transportation and consumption.



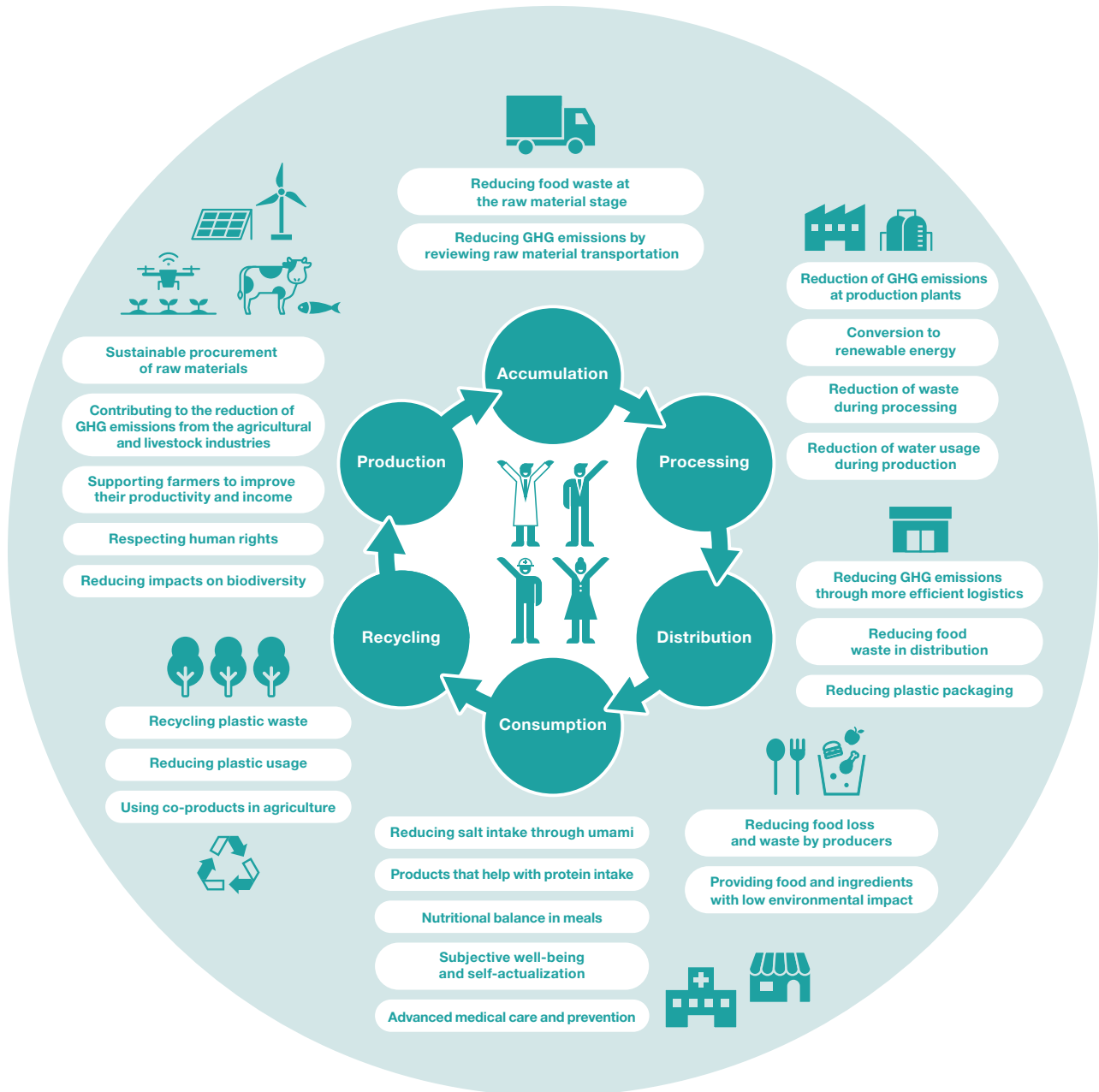
Key initiatives to reduce environmental impact and improve nutrition

Toward achieving both “reduce our environmental impact by 50%” and “help extend the healthy life expectancy of 1 billion people,” we have set medium- to long-term targets and KPIs for the following items, which are particularly relevant to our goals. We are steadily advancing various initiatives while leveraging our strengths.

Main initiatives	Main measures	KPI/Goals
Pursuit of well-balanced meals		
Practical support for delicious salt reduction	Global expansion of the Smart Salt project	
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	Sales of high-intensity sweeteners and ingredients that impart a sense of fat and oil; sales of low-fat products	<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 a year by FY2030
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 	<ul style="list-style-type: none"> Opportunities to use products that utilize the nutritional and physiological functions of amino acids/Double by FY2030 (vs. FY2020)
Protein intake promotion from a variety of sources	Developing technologies for delicious plant-derived alternative proteins	<ul style="list-style-type: none"> Nutrition education for employees/Cumulative total of 100,000 employees by FY2025
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 Use the scorecards provided by the Workforce Nutrition Alliance to monitor workplace conditions and pursue improvement activities 	
Reducing GHG emissions	Convert to fuels with lower GHG emission factors <ul style="list-style-type: none"> Adopting 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 FY 2050
	Adopting electricity from renewable energy sources	(RE100 Targets) 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 	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 	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 	Reduce food loss and waste rate throughout the product lifecycle (vs. FY2018)/Reduce 50% by FY2050
Sustainable raw materials procurement	<ul style="list-style-type: none"> Consistent promotion of human rights and due diligence through dialogues with stakeholders in accordance with international standards (including environmental aspects) Establishment of traceability and promotion of purchasing certified products Promotion of biodiversity (natural capital) 	<ul style="list-style-type: none"> Conducting country-specific human rights risk assessments (once every four years) and implementing and following up on human rights impact assessments based on the results. Strengthening management of suppliers (mainly raw materials and manufacturing contractors) Sustainable procurement ratio for key raw materials*1 100% by fiscal 2030 LEAP approach*2 Promoting initiatives including risk and opportunity assessments for selected raw materials and mutual resolution with climate change, etc. <p>*1 Palm oil, paper, soybeans, coffee beans, beef, sugar cane. *2 An integrated approach developed by TNFD to assess nature-related issues including interfaces with nature, dependencies on nature, impacts, risks, and opportunities.</p>
Reduce water consumption in production processes	Optimizing production processes	Reduce the rate of water consumption (vs. reduction rate per unit of production volume)/ Reduce 80% by FY2030 (vs. FY2005)

Resilient agri-food system

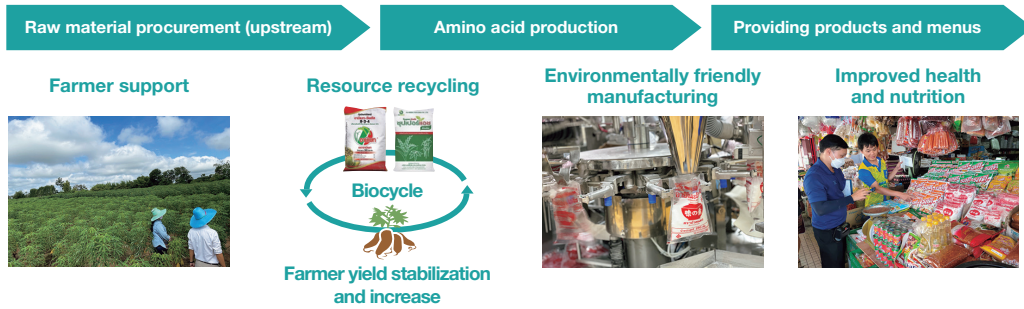
In addition to reducing negative impacts, the Ajinomoto Group aims to create positive impacts throughout its value chain and contribute to a resilient agri-food system that will support people around the world by 2050.



In the World

Our path toward achieving ASV maximization in the umami seasoning business in Thailand

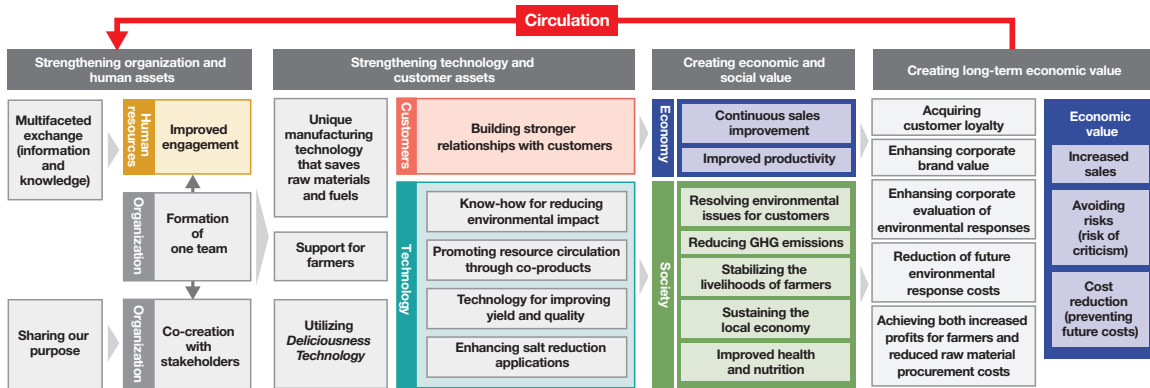
Contributing to sustainable agriculture and local communities throughout the value chain



The Ajinomoto Group contributes to sustainable agriculture and local communities at the upstream, midstream and downstream of the value chain of its umami seasonings business. We visualized our path toward achieving ASV maximization based on strengthening intangible assets using the example of umami

seasonings business at Ajinomoto Thailand, which won the ASV Award last year. We have demonstrated the connections between how business activities throughout the value chain create economic and social value, and how intangible assets are accumulated and circulated.

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.

A holistic approach to sustainability

The Ajinomoto Group aims to maximize the positive impact of its business based on AminoScience® and continues to tackle various sustainability issues with a holistic approach.

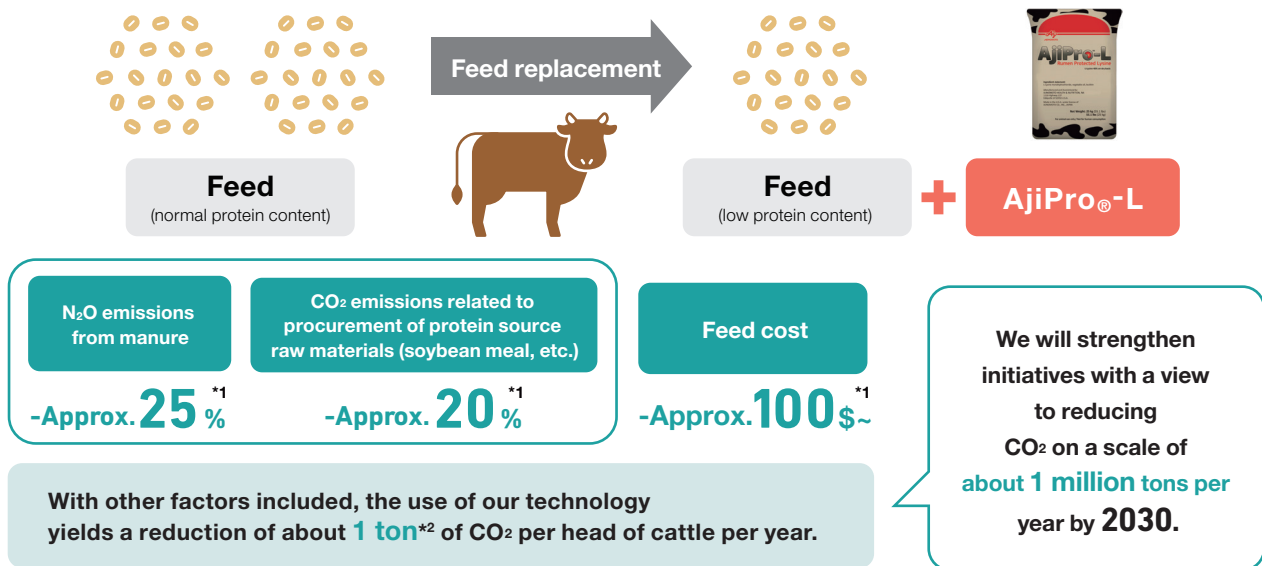


Left: Signed a partnership agreement with Kagoshima Prefecture and livestock businesses within the prefecture. Right: Started a collaboration with the Meiji Group.

1. Achieving sustainable livestock production using AjiPro®-L

As the world population grows, the demand for protein increases with it. However, the greenhouse gases (GHG) emitted during the breeding process of cattles, which produce protein sources like beef and raw milk account for 9.5% of global emissions, making this an urgent issue as one of the causes of global warming. AjiPro®-L, a lysine formulation for cattles, is attracting attention as a solution to this problem. AjiPro®-L uses "AminoScience" to deliver the essential amino acid lysine to the intestines without being broken down in the cattle's stomach, allowing it to be efficiently replenished in their system. This makes it possible to reduce the production costs of beef and raw milk while suppressing methane and nitrous oxide emitted during the

breeding process of cattles, and is expected to reduce GHG emissions by about 1 ton per head of cattle per year. We started collaborating with the Meiji Group in 2023, and in April 2024, we signed a partnership agreement with Kagoshima Prefecture and livestock businesses within the prefecture. In addition, we are also collaborating with overseas dairy and meat manufacturers to develop solutions. With the goal of supplying AjiPro®-L to 1 million cattles by 2030 and reducing GHG emissions by approximately 1 million tons per year, we will contribute to the creation of a sustainable food system while also creating economic value.



We have begun exploring partnerships with global dairy and meat manufacturers

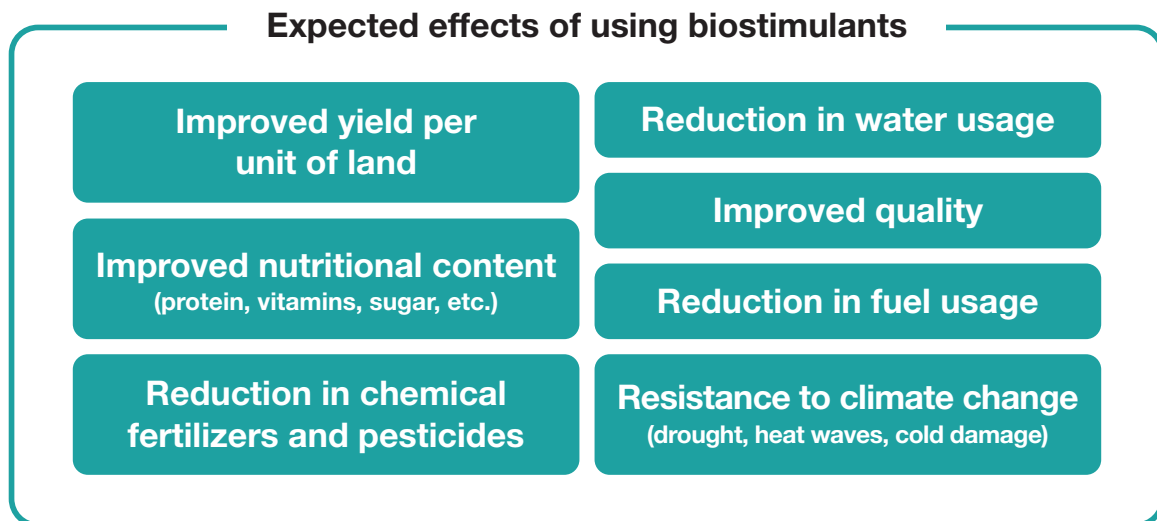
^{*1} Calculated by our company per head of cattle per year
^{*2} Amount of reduction varies with farmers' feed design, etc.

2. Contribution to agriculture through biostimulants

Since the 1930s, the Ajinomoto Group has been promoting its contribution to sustainable agriculture by utilizing by-products of amino acid fermentation. “Biostimulant,” which is sold in over 50 countries by Agro2Agri in Spain, is an agricultural material that draws out the natural power of plants by combining ingredients derived from microorganism-based fermentation such as amino acids and natural extracts. By mitigating environmental stress on plants, we are expected to contribute to the environmental conservation by improving crop yields, quality, and reducing the use of chemical fertilizers and pesticides. According to our research, we have obtained data showing an approximately 24% increase in yield, and approximate

reduction in water and chemical fertilizer usage by 25%, and fuel usage by 8%. Based on current sales volume, we believe that we have contributed to an increase in yield equivalent to approximately 800,000 hectares of farmland. This estimated value is equivalent to approximately 3.3 million tons of wheat production, enough to feed 50 million people for one year.

Biostimulants are currently spreading mainly in Europe, and the market size is expected to grow at a CAGR of over 10%. The Ajinomoto Group will continue to make further contributions that will have a positive impact on addressing climate change and solving food problems.



For details, please see "Sustainability Report 2024."
https://www.ajinomoto.com/sustainability/pdf/2024/SR2024en_environment.pdf#page=30

3. The importance of protecting biodiversity

The Ajinomoto Group recognizes the importance of reducing its impact on biodiversity and protecting the global environment while continuing its business. Because biodiversity issues are closely related to environmental and social issues such as climate change, water and soil, waste, and human rights, we will work to resolve these issues so that they are mutually effective.

In fiscal 2023, in line with the LEAP approach of the TNFD guidance, the Ajinomoto Group conducted a risk and opportunity assessment for some of its procured raw materials, including seasonings and foods, frozen foods, and healthcare products, based on an analysis of

dependency and impact on selected raw materials.

In fiscal 2024, we will improve the accuracy of our analysis of raw materials by narrowing the range down to specific regions as much as possible, rather than to the whole country of origin. As biodiversity issues based on this are closely related to environmental and social issues such as climate change, water and soil, waste, and human rights, we will work to resolve these issues so that they are mutually effective. We will also work to formulate a new business strategy to realize ASV, where sustainability initiatives lead to increased added value for products.

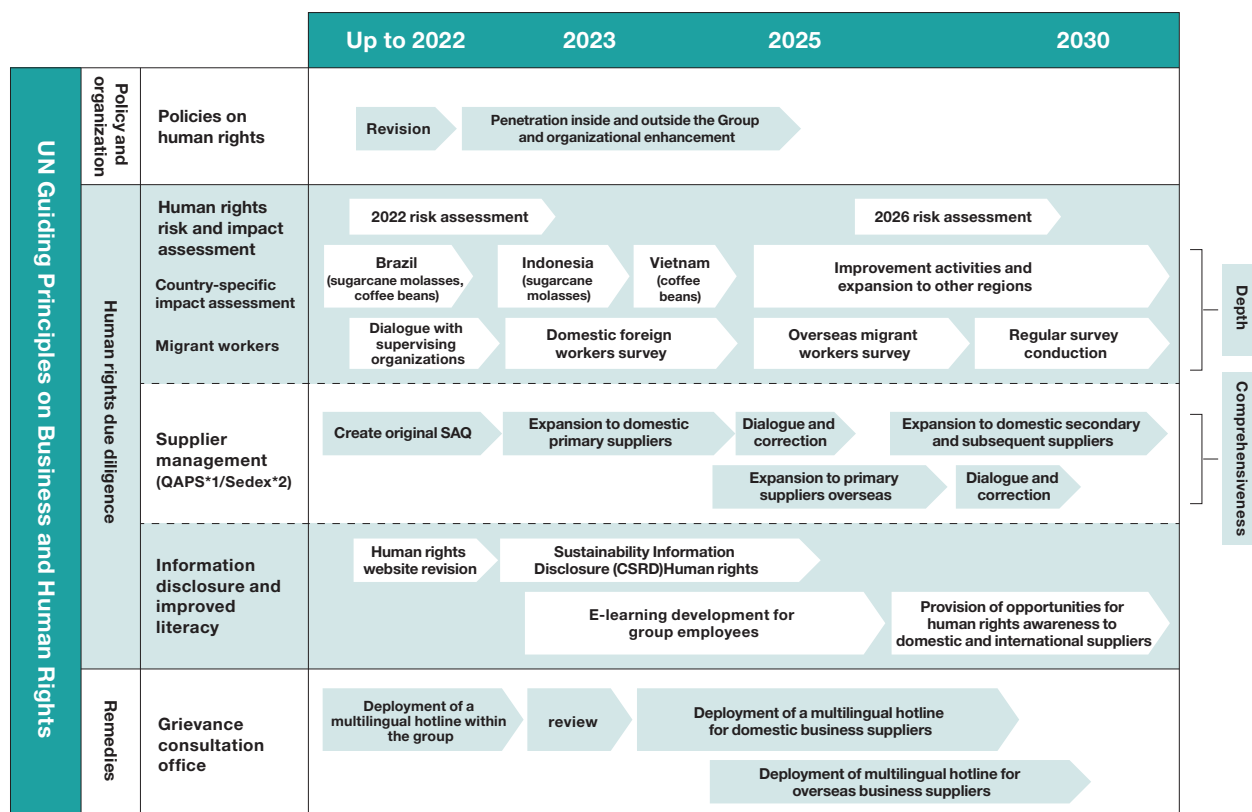
4. Human rights due diligence initiatives

The Ajinomoto Group recognizes that all of our business activities are premised on respect for human rights as we strive to achieve sustainable growth through ASV and take the initiative in achieving international consensus such as the SDGs. The Group supports international human rights standards, including the Universal Declaration of Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work and its Follow-Up, and the United Nations Global Compact, and has established the Ajinomoto Group Policy on Respect for Human Rights based on the United Nations Guiding Principles on Business and Human Rights (UNGPs).

We will also encourage our business partners and other related parties (including upstream suppliers) to uphold this Policy and strive to respect human rights, and work together with them to promote respect for human rights.

The Ajinomoto Group's basic approach to human rights due diligence is to build a management system based on the UNGPs that spans the entire value chain. We place the utmost importance on dialogue with rights holders, and we are promoting initiatives centered on the two axes: "depth" and "comprehensiveness." "Depth" involves building a management system that can identify human rights issues and quickly address them through direct dialogue with rights holders. "Comprehensive" complements "depth" efforts. We use a unique questionnaire based on the "Group Policy Guidelines for Supplier Transactions" to identify human rights risks and support improvements through dialogue. Strengthening collaboration with suppliers and other business partners is also essential. Through these efforts, we will minimize human rights risks in the value chain.

[Roadmap for 2030]



*1 Questionnaire for Ajinomoto Group Shared Policy for Suppliers

*2 Abbreviation for Supplier Ethical Data Exchange. A not-for-profit organization that provides data on labor standards, business ethics, etc., within global supply chains.

5. Well-being through cooking and eating together

The Ajinomoto Group is promoting activities that contribute to "spiritual richness" (subjective well-being) by providing "the joy of cooking and human connections through eating together." However, there was a lack of sufficient evidence regarding the relationship between food and subjective well-being.

Therefore, in collaboration with Gallup USA, we conducted a survey on the impact that the "enjoyment of cooking" and "communal eating" have on subjective well-being by adding questions about "the enjoyment of cooking" and "frequency of eating together" to the 2022 edition of the "GALLUP WORLD POLL" (hereinafter referred to as GWP).

The results showed that people who "enjoyed cooking" in the past seven days were 1.2 times more likely to feel well-being than those who "did not enjoy cooking" or "did not cook at all," and that the more frequently people ate together, the higher their subjective well-being index. It became clear on a global scale that enjoying cooking and frequently eating with others associate with subjective well-being.

We are currently conducting a detailed analysis in collaboration with the University of Oxford, and we will widely authorize the world that food can contribute to subjective well-being.

People who "eat together on four or more days per week" were

1.6 times more likely to feel well-being than those who "eat together 0 days"

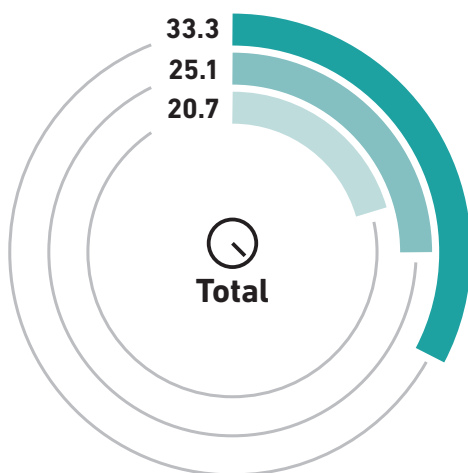
"People who enjoyed cooking" are

1.2 times more likely to be thriving than those who did not enjoy cooking / did not cook at all

[Well-being Index]

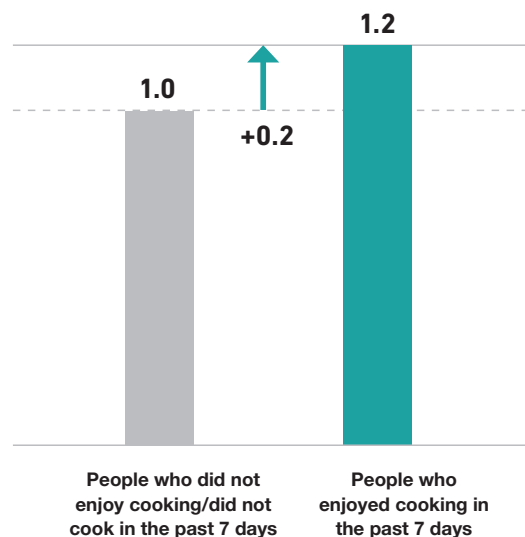
(0-100, by the number of days in the past seven days when they ate dinner with others)

0 days 1-3 days 4+ days



[Number of people who felt well-being]

(When the feeling of well-being of people who did not enjoy cooking/did not cook is set to 1)



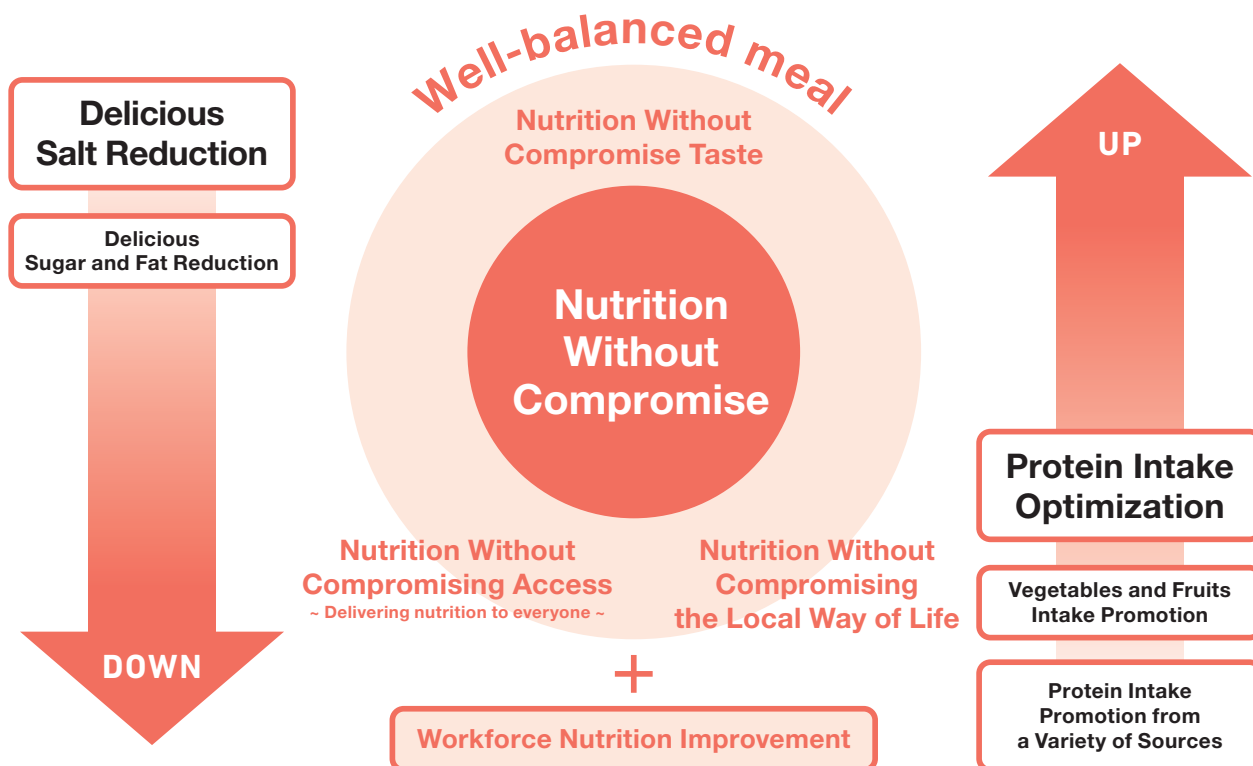
6. Nutrition Commitment

The Ajinomoto Group will contribute to extending the healthy lifespan of one billion people through its "Nutrition Without Compromise" approach. The "Nutrition Without Compromise" approach means promoting nutritionally balanced meals by reducing salt, sugar, and fat, and promoting appropriate intake of protein, vegetables, and fruits, without compromising on the Ajinomoto Group's priorities of "delicious taste, access to food, and the dietary

habits of local and individual people."

More specifically, through our "Nutrition Commitment," which we have been working on since fiscal 2021, we aim to increase opportunities to provide products with improved nutritional value and to have a positive impact by improving the nutrition literacy of our employees, who are our closest stakeholders.

Ajinomoto Group's Approach to Nutrition



[Nutrition commitment quantitative KPIs]

	FY20 (Results)	FY21 (Results)	FY22 (Results)	FY23 (Results)	FY25 (Targets)	FY30 (Targets)
Percentage of products with improved nutritional value*	40%	50%	56%	57%	—	60%
Provision of products with improved nutritional value in "delicious salt reduction" and "protein intake optimization"	280 million people per year	320 million people per year	340 million people per year	350 million people per year	—	400 million people per year
Availability of products utilizing the physiological and nutritional functions of amino acids	(Base year)	1.07 times	1.10 times	1.07 times	—	2 times
Nutrition education for employees	460	26,000	56,000	88,000	Cumulatively 100,000	—

* Products that meet our criteria and contribute to the intake of improved nutrition from an international public health perspective

7. Roadmap to reaching 1 billion people

The Ajinomoto Group is working to improve nutrition with the goal of extending the healthy lifespan of 1 billion people by 2030. By fiscal 2023, we will have created "deliciousness and health" touch-points with 0.94 billion consumers. Going

forward, we aim to contribute to extending the healthy life expectancy of 1 billion people by promoting delicious salt reduction through umami and providing products and information that are beneficial for health.

Provided umami seasonings to
0.59
billion people

Provided salt reduction products or products useful for protein intake to
0.35
billion people

Total
0.94
billion people

8. Promoting the use of ANPS

In 2020, the Ajinomoto Group launched the Ajinomoto Group Nutrient Profiling System "ANPS-Product" as a method to scientifically evaluate the amount of nutritional components contained in products and express their nutritional quality in an easy-to-understand manner. As of March 2024, it has been introduced to 16 corporations in 13 countries, and nearly 900 products have been evaluated. "ANPS-Product" evaluates the nutritional value of the product itself, but there are limitations to evaluating products such as seasonings that consumers do not consume alone. Therefore, we have been developing a nutrition profiling system (NPS) that evaluates the nutritional

value of dishes cooked using these products, and in December 2021, we announced "ANPS-Dish," the world's first dish-specific NPS that takes into account Japan's food culture and health issues. Furthermore, conventional NPSs were developed with a focus on over-nutrition in the West, making it difficult to apply as is to the Asian region, which has different nutritional issues and food cultures, such as malnutrition. Therefore, our group believes it is necessary to develop an NPS that is suitable for each region, and is first approaching academia and governments in the ASEAN region.

Stepping up to the challenge of social implementation

Japan

We have launched a project in collaboration with several companies to propose a new method for practicing a nutritionally balanced diet, Tsujitsumashiawase®. Tsujitsumashiawase® suggests achieving nutritional balance over a certain period of time, not just for one meal.



Thailand

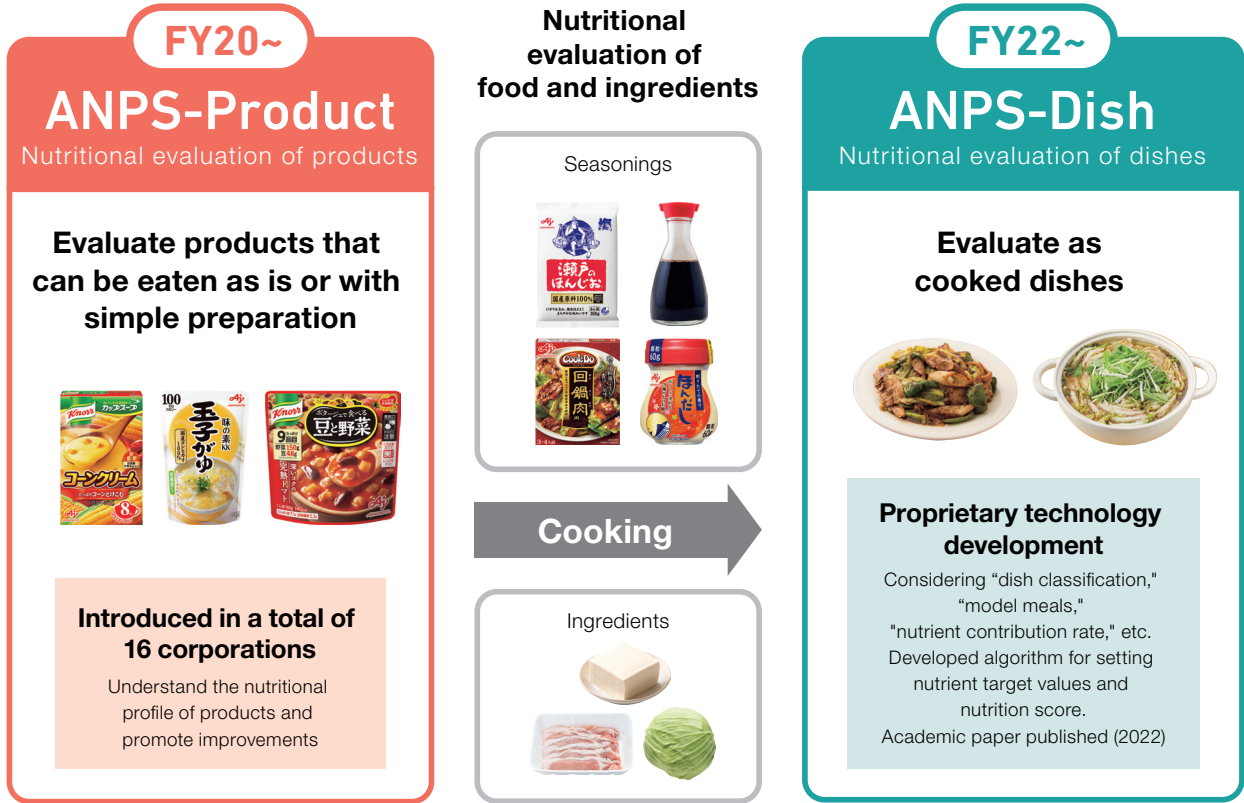
We are currently developing a Thai version of the ANPS-Meal, which evaluates the nutritional value of a meal plan based on actual meal scenarios, in collaboration with Mahidol University in Bangkok and the Thai Dietetic Association.

ASEAN

At the 14th Asian Nutrition Congress and a symposium held by the International Life Sciences Institute, Southeast Asia Region, we spoke about the importance of developing NPS tailored to the region, and about the "ANPS-Dish." In the ASEAN region, where people often eat food cooked at home or at street stalls, there is a high interest in the idea of evaluating the nutritional value of menus to improve nutrition.

[Development of a dish version of the nutrient profiling system]

THE AJINOMOTO GROUP NUTRIENT PROFILING SYSTEM (ANPS)



Making visible the nutritional value of dishes and providing an environment where consumers can easily choose dishes and meals with good nutritional balance.

Workforce Nutrition Improvement

The Ajinomoto Group is committed to improving workforce nutrition in the workplace and nutrition literacy for the health of employees. The Ajinomoto Group is a member of the Workforce Nutrition Alliance (WNA) and uses the Workplace Nutrition Improvement self-assessment sheet provided by the WNA to identify issues and promote improvement activities. In fiscal 2023, three new group companies joined, expanding the activities to a total of 17 companies (approximately 70% of all group employees). A joint meeting was also held to promote collaboration between the group companies of the Europe and Africa Divisions.

We began efforts to improve employees' nutrition literacy in fiscal 2020 and are promoting nutrition education throughout the Ajinomoto Group through e-learning and other methods. In fiscal 2023, we conducted nutrition education on "Vegetables and Fruits Intake," as well as "Carbohydrates and Fat Intake," with a total of 88,000 participants to date. According to the results of the Engagement Survey, more than 70% of employees have begun taking action to improve their health and nutrition. We aim to expand this to a total of 100,000 employees by fiscal 2025.