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# Human rights and human resources

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Approach, policy, and structure

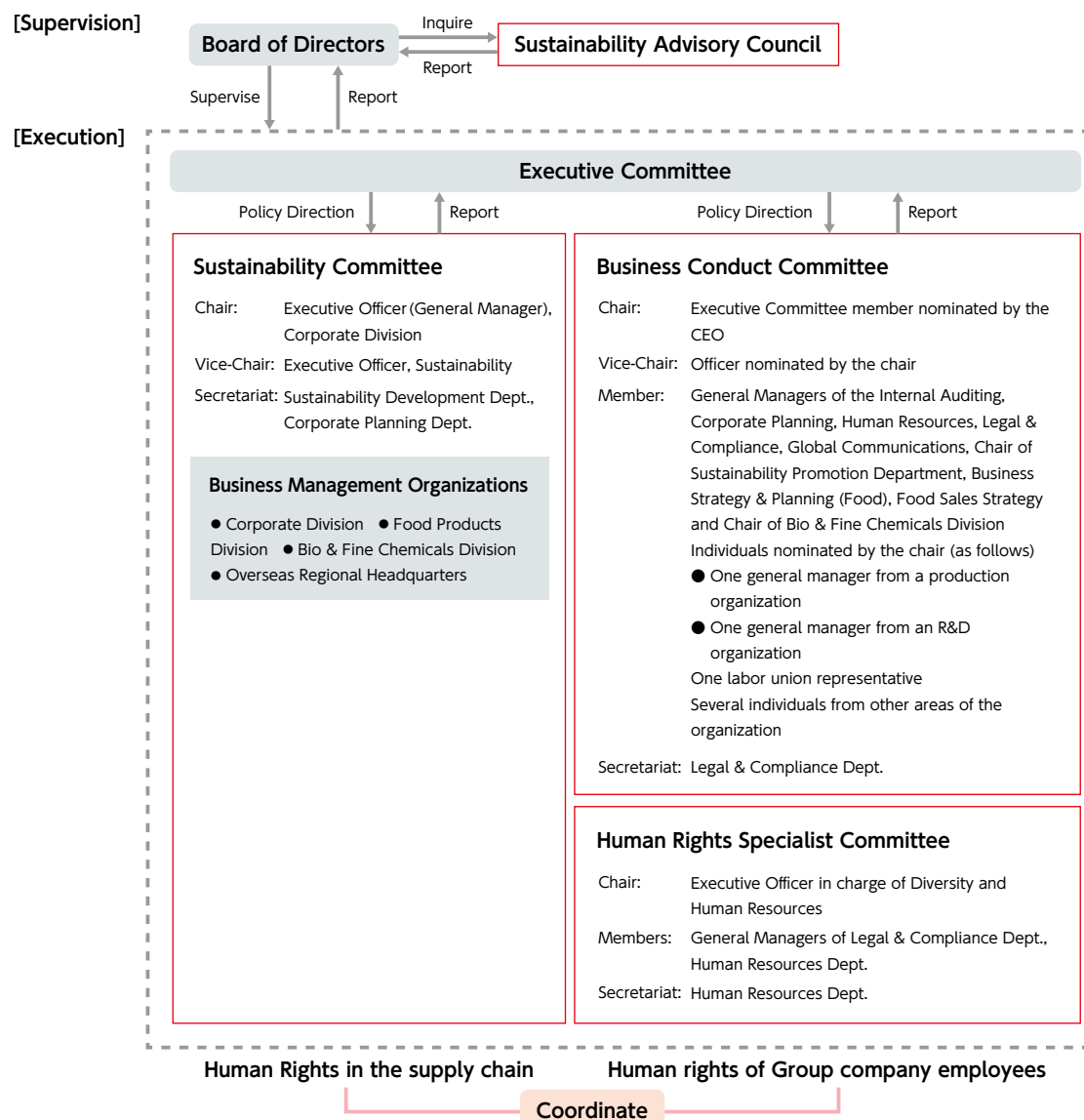
Basic policy

The Ajinomoto Group recognizes that all business activities must be premised on respect for human rights. We support international standards for human rights and established the Ajinomoto Group Shared Policy on Human Rights as one of our core group policies. This policy is based on the United Nations Guiding Principles on Business and Human Rights (UNGPs) and ensures that as a corporate group that conducts business globally, all of the Ajinomoto Group companies, and officers and employees respect internationally recognized human rights and comply thoroughly with international human rights obligations and related laws and regulations of the countries where we operate. In addition, Ajinomoto Co., Inc. encourage our business partners and other related parties (including upstream suppliers) to support this policy and respect human rights, and work together to promote respect for human rights.

The Ajinomoto Group believes that gathering and integrating diverse talent from both inside and outside the organization is essential for driving innovation. This diverse talent includes individuals across our Food and Bio & Fine Chemicals businesses, regions, and a wide range of backgrounds including gender, career, and disabilities. We aim to connect this global and diverse talent by fostering a culture of mutual respect and strengthening management capabilities. At the same time, we focus on enhancing the physical, mental, and financial well-being of our employees and their families, which form the foundation of our human capital.

> Group Shared Policy on Human Rights

The Ajinomoto Group pursues ESG and sustainability initiatives that include respect for human rights in the supply chain. We pursue these efforts under the Board of Directors, mainly through the Sustainability Committee, a subordinate body of the Executive Committee. The Sustainability Committee and the Sustainability Development Department create roadmaps regarding human rights initiatives in the supply chain, make proposals, and provide support to incorporate sustainability into business plans. These two bodies report to the Executive Committee and the Board of Directors. The Business Conduct Committee and its subordinate body, the Human Rights Specialist Committee, lead efforts of the Ajinomoto Co., Inc. to address human rights issues among employees. The Board of Directors, Executive Committee, Sustainability Advisory Council, and Sustainability Committee hold respective discussions on human rights topics as appropriate.





[Excerpt] Ajinomoto Group Priority Human Rights Issues

\* Excerpted from the Ajinomoto Group  
Shared Policy on Human Rights

1. Elimination of discrimination

The Ajinomoto Group does not engage in discrimination, harassment or any other affronts to the dignity of individuals on grounds of race, ethnicity, national extraction, religion, creed, sex, age, disability, sexual orientation, gender identity (SOGI), or other identifying characteristics.

2. Prohibition of child labor and forced labor

The Ajinomoto Group does not accept any form of child labor, forced labor, bonded labor, or human trafficking.

3. Respect for fundamental labor rights

The Ajinomoto Group respects fundamental labor rights including freedom of association, workers' right to organize and collective bargaining rights.

4. Adequate provision of wages and reasonable working hours

The Ajinomoto Group provides all employees with adequate wages and reasonable working hours.

5. Ensuring a safe working environment and promoting health and well-being

The Ajinomoto Group provides a safe, hygienic and comfortable working environment and endeavors to promote the health and well-being of all workers worldwide.

6. Support for work-life balance

The Ajinomoto Group understands the importance of work-life balance and endeavors to make this possible for workers across the globe.

7. Contribution to building a more diverse and inclusive society

The Ajinomoto Group strives to enhance diversity by respecting the diverse characteristics and perspectives of each individual so that workers all over the world can flourish regardless of factors such as race, nationality or sex. The Group also works to support, empower, and protect the human rights of members of vulnerable, marginalized or under-represented groups, including persons with disabilities, foreign workers, and Indigenous peoples, as well as individuals of diverse sexual orientations and gender identities (SOGI).

8. Safeguarding personal information

The Ajinomoto Group adheres to the Act on the Protection of Personal Information and applicable laws and regulations and we are committed to proper safeguarding of all personal information we handle.



# Human rights

## I. Human Rights Due Diligence

### 1. Ajinomoto Group Human Rights Due Diligence

In accordance with the UNGPs and the Group Shared Policy on Human Rights, the Ajinomoto Group engages in dialogue and consultation with third-party experts<sup>[1]</sup> on human rights and other stakeholders. In this way, we ensure respect for human rights for all stakeholders (employees, business partners, local communities, customers, etc.) across the Ajinomoto Group value chain, including production and sales across all businesses, as part of our human rights due diligence process.

[1] The Caux Round Table (CRT), the Global Alliance for Sustainable Supply Chain (ASSC)

### 2. Basic Concepts

At Ajinomoto Group, dialogue with rights-holders is of utmost importance to us when building our management system covering the entire value chain based on the UNGPs. We established the eight priority human rights items listed on page 112 as priority issues across the entire value chain based on interviews within the Ajinomoto Group. Among them, we prioritized human rights violations upstream in the supply chain and forced labor among migrant workers as a particular high risk. Our human rights due diligence is mainly conducted on these two issue areas. We intend to review priority human rights issues on a regular basis. In the fiscal year 2025, the review will be carried out through workshops in which relevant departments across Group will meet and discuss.

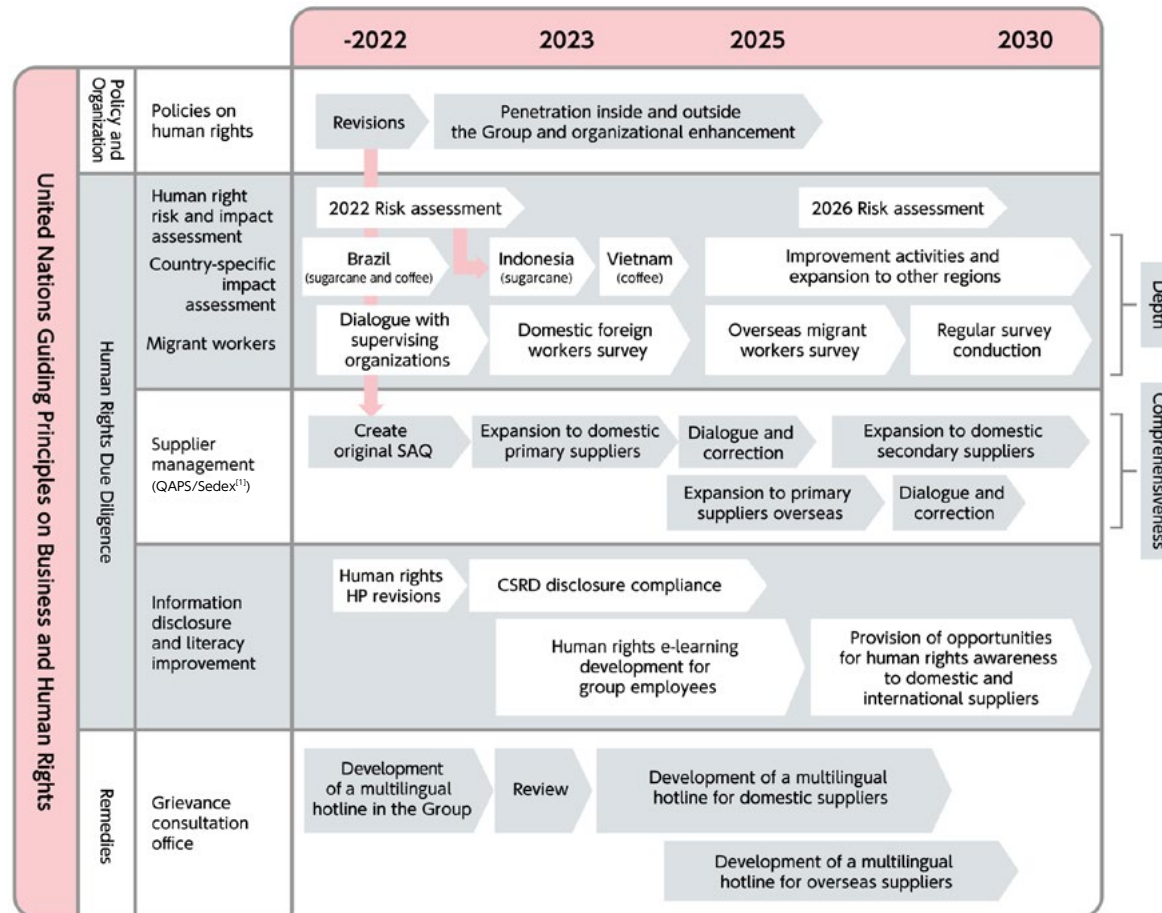
The Ajinomoto Group Human Rights Due Diligence Process



Progress

Fiscal year	Ajinomoto Group Initiatives
2023	Conducted human rights impact assessments in Indonesia (sugarcane molasses supply chain)
	Conducted human rights impact assessments in Vietnam (coffee bean supply chain)
	Conducted surveys to assess business partner compliance with Group Shared Policy for Suppliers and Group Shared Guidelines for Suppliers
2024	Human rights impact assessment in Malaysia (palm oil)
	Human rights impact assessment in Thailand (farmed shrimp)
	Began dialogues with and support for improvements among high-risk suppliers based on the Compliance Status Survey for the Guidelines for Group Shared Policy for Suppliers
2025	Developing Ajinomoto Group's Approach to Recruitment-Related Costs for Migrant Work

## Roadmap to 2030



[1] QAPS: Questionnaire for Ajinomoto Group Shared Policy for Suppliers  
 Sedex: Abbreviation for Supplier Ethical Data Exchange. A global membership organization that provides data on labor standards, business ethics, etc. within the global supply chains.

## 3. Identifying and Assessing Negative Impacts

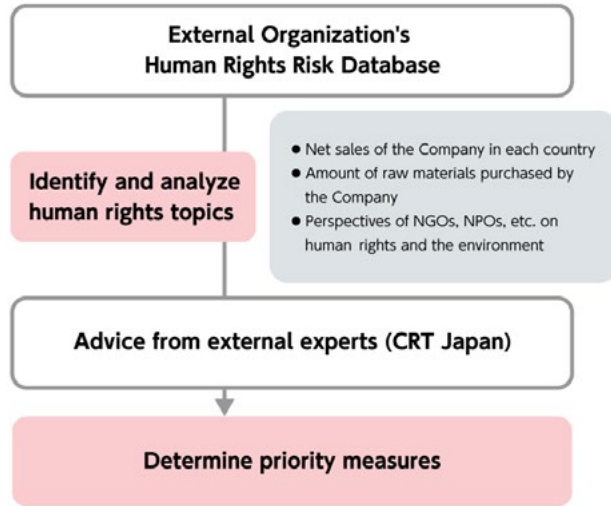
We pursue initiatives related to human rights upstream in the supply chain, focusing on two aspects: depth and comprehensiveness. In our approach to depth, our main focus is on the direct dialogue with rights holders. Our approach to comprehensiveness supplements the depth approach, aiming for the comprehensive identification and recognition of the risks not thoroughly covered. We are committed to minimizing human rights risks in the value chain through these efforts.

- **Depth:**  
 We regularly research and identify potential human rights risks in the countries where we procure priority raw materials and across relevant industries (country-specific human rights risk assessments). For sites of particularly high risk, we conduct on-site visits and direct dialogue with stakeholders (employees of business partners, rights-holders, such as workers of business partners and local communities etc., NPO/NGOs to identify, prevent, and improve human rights issues.
- **Comprehensiveness:**  
 Strengthening cooperation with suppliers and other business partners is indispensable. We use a unique questionnaire based on the Guidelines for Group Shared Policy for Suppliers to identify human rights risks and support improvements through dialogue.

### (1) Human rights risk assessments by country

The Ajinomoto Group conducts country-specific human rights risk assessments every four years (2018, 2022). However, considering changes in the business environment and global human rights issues, an additional assessment was conducted in 2024. The 2024 risk assessment analyzed and identified human rights issues in the countries in which the Ajinomoto Group operates food businesses. We collaborated with external human rights experts (CRT Japan) to analyze analysis risks based on raw material purchases and sales using human rights risk data from the external organizations. We identified high-risk countries, regions, and industries across our own value chain from the standpoint of global human rights.

### Approach to human rights risk assessment by country



As a result, significant human rights issues were identified for each key raw material, as shown the top-right table. Recognizing the limitations of desktop research in understanding the realities of remote areas, the Ajinomoto Group believes it is desirable to conduct on-site visits and engage in direct dialogue with stakeholders in particularly important countries and regions to understand the impacts and issues related to human rights (i.e., human rights impact assessments). Therefore, considering the high potential human rights risks in the respective countries and the breadth of the supply chain, India (shrimp) and Thailand (sugarcane, palm oil, shrimp, cassava) were identified as priority countries for human rights impact assessments. Moving forward, we will prioritize efforts in these countries.

### 2024 Human Rights Risk Assessment Results (Overview)

Target Raw Materials* <sup>1</sup>	① Coffee Bean	② Soybeans	③ Sugarcane	④ Palm Oil	⑤ Shrimp	⑥ Cassava	⑦ Beet	⑧ Corn
Priority Issues* <sup>2</sup>	Child Labor, Modern Slavery, Land Rights, Occupational Health and Safety, Fair Wages							
Target Countries	Ethiopia Honduras Guatemala	Brazil Malaysia United States	Philippines ★ Thailand Indonesia	Indonesia ★ Thailand Peru	★ India ★ Thailand Vietnam	★ Thailand Vietnam	Egypt United Statesd France	Brazil Malaysia United Statesd

\*<sup>1</sup> Target raw materials: In addition to the five raw materials targeted in the previous (2022) evaluation, three additional raw materials (cassava, beet, corn) were included.

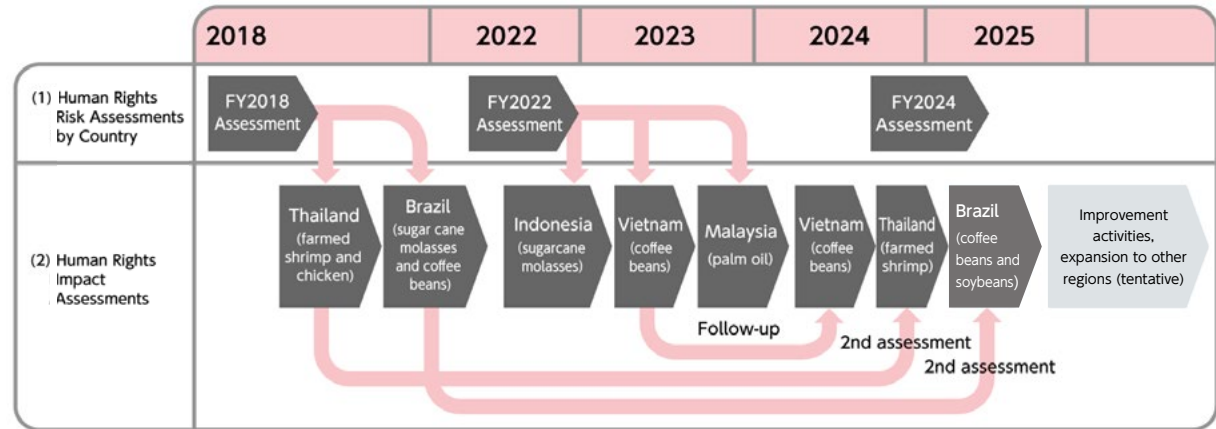
\*<sup>2</sup> Human rights issues evaluated: Considering the business activities and supply chain of the Ajinomoto Group, and in consultation with external stakeholders, the following 10 items were identified as potentially having significant negative impacts, and were thus included in the evaluation: child labor, fair wages, reasonable working hours, discrimination, freedom of association, modern slavery, occupational health and safety, land rights, indigenous peoples' rights, and privacy rights.

> Past Country-Specific Human Rights Risk Assessments / Human Rights Impact Assessments are available here (before 2021).

### (2) Human Rights Impact Assessments (Direct Dialogue with Rights-Holders)

Based on country-specific human rights risk assessment results, we conduct on-site visits in high-risk countries and regions, engaging in direct dialogues with stakeholders affected by our businesses rights-holders such as workers of business partners and local communities etc., NPO/NGOs to grasp human rights impacts and issues.

### Human Rights Risk and Human Rights Impact Assessments



#### ■ Human Rights Impact Assessment in Vietnam (Supply Chain of coffee beans) (April 2023)

We went into the local coffee bean industry supply chain and conducted dialogues and interviews with farmers, exporter and local coffee company.

<Summary of results>

No serious human rights issues, such as forced labor or child labor, were found within the scope of this time.

On the other hand, some points to be improved were found, including the method of contracting short-term workers during the coffee bean harvest season and the occupational health and safety management method of exporter. (Response under consideration)

> 2023 Report on Human Rights Impact Assessment (Vietnam) in Human Rights Due Diligence of Ajinomoto Co., Inc.



<Follow-up>

Based on the above evaluation, we traveled to the site in September 2024 to conduct human rights lectures for the farmers. Additionally, we revisited our trading partner, the exporter, to engage in dialogue regarding human rights issues. We will continue to engage in ongoing dialogue and work on mitigating human rights risks through building trustworthy and good partnerships.

#### ■ Human Rights Impact Assessment in Thailand (November 2024)<sup>[1]</sup>

We conducted dialogue and interviews with shrimp farms, Processing companies and other stakeholders with external NGO<sup>[2]</sup>.

[1] Second time since 2019

[2] ASSC (The Global Alliance for Sustainable Supply Chain)

<Summary of results>

This time, our investigations did not find any severe and actual negative impacts on human rights, such as forced labor or child labor, in the places we visited. However, according to local experts, serious human rights issues remain in Thailand, and foreign workers (in particular) are at the risk of human rights violation. Most of the workers in the shrimp farms and factories we visited are foreign workers (from neighboring countries). We will consider preventive measures regarding the identified potential negative impacts.



> Ajinomoto Co., Inc 2024 Human Rights Due Diligence (Thailand)

#### ■ Human Rights Impact Assessment in Brazil (Supply Chain of Coffee Beans) (February 2025)<sup>[3]</sup>

[3] Second time since 2019

We worked with an external NGO\* and went into the supply chain from the farms in the production areas to the shipment of coffee beans to Japan and other countries. Together, we conducted dialogues and interviews with management and workers regarding labor environments, labor conditions, occupational health and safety, and deforestation. Additionally, we exchanged information and opinions with local organizations (including industry groups, certification bodies, regional agricultural cooperatives, and NGOs).

<Summary of results>

Within the scope of this investigation, no severe or actual negative impacts on human rights, such as forced labor or child labor, were found. However, challenges were observed in areas such as occupational health and safety, the employment methods of short-term workers during peak seasons, labor conditions, and living environments. It was confirmed that there is a need to revisit the sites during the harvest season for on-site verification.



> Ajinomoto Co., Inc. 2025 Human Rights Due Diligence (Brazil, Coffee Beans)

#### ■ Human Rights Impact Assessment in Brazil (Supply Chain of Soybeans) (February 2025)

We worked with an external NGO and went into the local supply chain of soybeans and conducted dialogues and interviews with stakeholders such as farmers, transport facilities, and exporters.



#### <Summary of results>

Within the scope of this investigation, it was found that numerous processes have been mechanized, reducing risks related to occupational health and safety in manual labor. Additionally, various human rights risk mitigation efforts through independent sustainability activities by local companies (such as exporters) were confirmed.

On the other hand, challenges unique to Brazil remain, such as occupational health and safety for truck drivers, land rights for indigenous peoples, and employment methods for short-term workers. The importance of initiatives from the Japanese side to improve supply chain transparency and foster mutual understanding regarding human rights was confirmed.



> Ajinomoto Co., Inc. 2024 Human Rights Due Diligence (Brazil, Soybeans)

## 4. Prevent or Remedy Adverse Impacts, and Monitor and Assess Effectiveness

### (1) Initiatives With Suppliers and Business Partners

The Ajinomoto Group established the Group Shared Policy for Suppliers, which describes seven expectations of suppliers necessary to fulfill our corporate responsibility, social responsibility, and contributions to a sustainable society. In addition, our Guidelines for Group Shared Policy for Suppliers states clear, specific actions for suppliers to take under two categories:

- [Mandatory]: Actions required for all suppliers
- [Developmental]: Matters encouraged for suppliers

The intent of these policies is to avoid causing or contributing to adverse impacts on human rights by companies or organizations with whom the Ajinomoto Group has business relationships. We address such impacts should they occur. We also seek to prevent or mitigate adverse impacts on human rights linked directly to Ajinomoto Group operations, products, or services through business relationships, even if not contributing to such impacts. We hold information sessions regularly (twice a year) for major raw material suppliers to inform them of the Ajinomoto Group approach and current status, exchanging opinions as appropriate.

- > Group Shared Policy for Suppliers
- > Guidelines for Group Shared Policy for Suppliers
- > P103

### ■ Guidelines for Group Shared Policy for Suppliers Compliance Survey

As part of our initiatives to be comprehensive in approach, the Ajinomoto Group aims to monitor the adverse human rights impacts of business partners across all transactions in our value chains as we head toward 2030. Our aim here is to prevent or correct any impacts. Through this initiative we complement our efforts to delve deeper in minimizing human rights risks in our value chains by comprehensively identifying and understanding risks not detected otherwise.

In 2018, Ajinomoto began using Sedex<sup>[1]</sup> to create an overall picture of our suppliers. In 2022, we created a custom questionnaire based on the Guidelines for Group Shared Policy for Suppliers, called Questionnaire for Group Shared Policy for Suppliers (QAPS<sup>[2]</sup>). This questionnaire is part of our efforts to strengthen initiatives for suppliers based on the UNGPs. We use these tools to understand and identify risks related to governance, human rights (forced labor, child labor, etc.), occupational health and safety, and other risks at our business partners. We engage in dialogue with high-risk business partners to support their work in preventing and improving human rights issues. Through these processes, we aim to monitor and evaluate the effectiveness of

prevention and remediation of human rights issues in the supply chain on an ongoing basis.

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

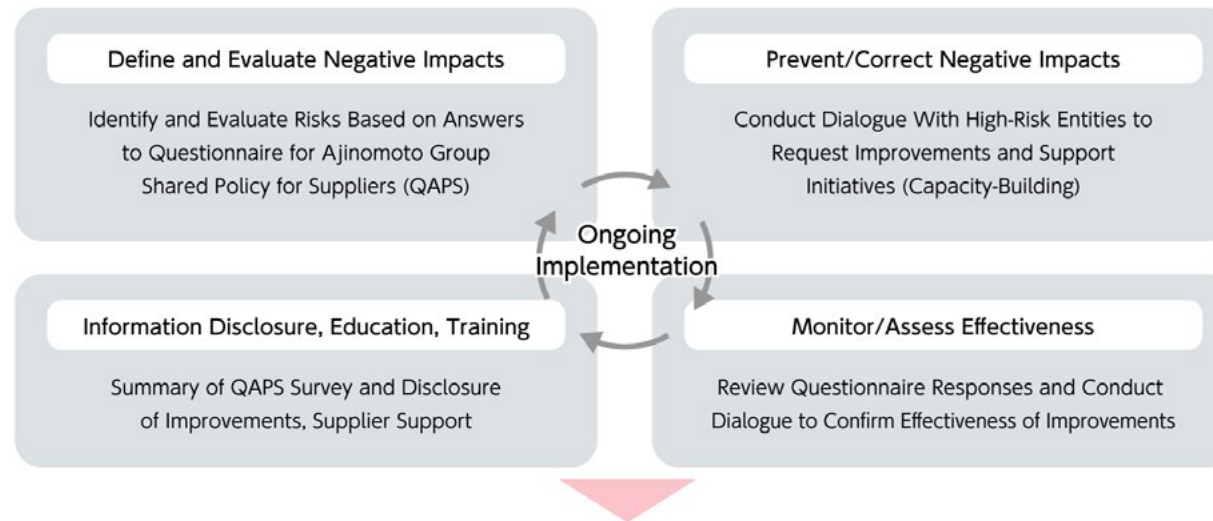
[2] QAPS: Questionnaire for Ajinomoto Group Shared Policy for Suppliers.

■ Questionnaire for Group Shared Policy for Suppliers (QAPS)  
QAPS is an evaluation chart that surveys (in questionnaire format) whether specific practices are in place based on requirements for suppliers in accordance with the Guidelines for Group Shared Policy for Suppliers. The questionnaire consists of 86 items and covers our efforts to address human rights due diligence as required by ILO and other global standards. We rate the overall implementation status of the requirements at suppliers on a 5-point scale based on the responses. Another purpose of this questionnaire is to encourage suppliers to understand their own human rights risks and explore ways to correct and make improvements. When we identify a supplier as high-risk, the Ajinomoto Group engages in dialogue with the said supplier, providing support to prevent and improve human rights issues.

### Items of QAPS Survey

Major Items	Secondary Items
I. Compliance With Statutory and Regulatory Requirements, and Accepted Social Norms	Prohibition of Corruption, Bribery, and Related Illegal Acts • Prevention of the Abuse of Superior Bargaining Positions • Prohibition of Giving and Receiving Inappropriate Benefits • Prohibition of Behavior That Restricts Competition • Respecting Intellectual Property • Information Disclosure • Engaging in Appropriate Export and Import Management • Eliminate Any and All Relations With Antisocial Forces • Prevention and Early Detection of Misconduct
II. Respect for Human Rights	Respect for Human Rights • Prohibition of Forced or Compulsory Labor • Prohibiting Child Labor • Prohibiting Discrimination • Prohibiting Inhumane Treatment and Harassment • Appropriate Salaries and Wages • Appropriate Management of Working Hours • Rights of Employees to Organize • Ensuring Access to Remedy
III. Occupational Health and Safety	Ensuring Safety in the Workplace • Management of Facilities and the Workplace Environment • Ensuring Clean and Sanitary Workplaces

### Overview of Initiatives With Suppliers and Business Partners



**Raise Level of Respect for Human Rights Throughout the Supply Chain**

#### <Survey Results>

We conduct surveys of suppliers regarding their compliance with the Guidelines for Group Shared Policy for Suppliers according to the following phases and in light of the Ajinomoto Group business environment.

Survey timing	Target	Responding suppliers/target suppliers	Response rate
2022	Primary food ingredient and packaging materials suppliers in Japan	938 responses from 998 companies	92%
2023 to 2024	(excluding companies surveyed in 2022) Raw materials and packaging materials suppliers in Japan and domestic subcontractors* involved in products (*Manufacturing, industrial waste, equipment and construction subcontractors, etc.)	1,219 responses from 1,695 companies	72%

The 2023-2024 survey confirmed that roughly 50% of suppliers are fully compliant with mandatory items. At the same time, we concluded that 23% of the companies surveyed have room for improvement related to high-risk matters.

### Comprehensive Evaluation Analysis

		2022	2023-2024
A	Fully compliant with all items designated <i>mandatory</i> by the Ajinomoto Group.	53%	49%
B	Compliance to a certain degree with items designated <i>mandatory</i> by the Ajinomoto Group.	5%	7%
C	No improvement in certain items designated as <i>mandatory</i> by the Ajinomoto Group.	20%	20%
D	No improvement in numerous items designated as <i>mandatory</i> by the Ajinomoto Group. Or, room for improvement in certain particularly high-risk items designated as <i>mandatory</i> by the Ajinomoto Group.	19%	19%
E	Room for improvement in numerous particularly high-risk items designated as <i>mandatory</i> by the Ajinomoto Group.	3%	3%

We sent a summary report of the Questionnaire for Ajinomoto Group Shared Policy for Suppliers to all suppliers who responded to the 2022 questionnaire. The report provides a summary of results and risk status for the individual supplier in question.

We held individual dialogues with suppliers (12 companies total) that we identified as having room for improvement to confirm the progress of initiatives, exchange opinions, and provide information for improvement. The purpose of these efforts is to communicate the idea of respect for human rights to our suppliers. These efforts lead to sustainable business activities and encourage suppliers to recognize their own strengths and weaknesses, improving those weaknesses to work together in promoting respect for human rights for all stakeholders involved in the supply chain.

We plan to engage in dialogues with suppliers and improve the risk conditions of the suppliers who responded to the 2023-2024

survey (roughly 30 companies; schedule to be determined). We plan to expand the survey to overseas suppliers in 2025 and later, conducting a survey of suppliers in countries and regions with high human rights risks identified in our country-specific human rights risk assessments.

> Human Rights > II. Human Rights Due Diligence > 4. Prevent or Remedy Adverse Impacts, and Monitor and Assess Effectiveness > Dialogue implementation site / Dialogue Overview

## (2) Human rights of foreign workers

The Ajinomoto Group recognizes the vulnerable situation of migrant workers who are often exposed to high risks such as forced labour. In 2020, we voiced our support for the Tokyo Declaration 2020 on Responsible Acceptance of Foreign Workers in Japan formulated by the Global Alliance for Sustainable Supply Chain (ASSC) regarding the recruitment of foreign workers under Technical Intern Training Program or those with Specified Skilled Worker visa. In fiscal 2021, we participated in the development of the Responsible Employment Guidelines for Migrant Workers as Technical Intern Trainees and Specified Skilled Workers in Japan as a member of the CGF Social Sustainability Working Group.

Based on these guidelines, we visited and held dialogues with supervising organizations and registered support organizations related to the technical intern trainees employed by domestic Ajinomoto Group companies and organizations that support the registration of Specific Skilled Workers. Through these efforts, we confirm that technical intern trainees and specified skilled workers are appropriately paid and provided support in their work and daily lives.

We also regularly visit sites where foreign workers are employed, mainly in domestic Ajinomoto Group companies, to understand and confirm working and housing conditions. We regularly hold direct dialogues with foreign workers and other on-site employees responsible for foreign workers to identify and remedy human rights risks.

## Dialogue with stakeholders regarding foreign workers

Year	Participants	Dialogue details
2022	Foreign technical interns and foreign workers with specified skills accepted within the Group (three companies and six plants)	Discussions on working conditions, living conditions, and support systems (confirming work sites and housing environments)
	Supervising organizations and registered support organizations (six companies in total)	Discussions on support systems in employment and daily life
2023	Technical intern sending organizations (Vietnam, two companies)	Interviews and discussions on education and support systems, costs, and other factors to be settled before sending trainees to Japan
	International Organization for Migration (IOM)	Discussions on the current status of laws and regulations in Vietnam and immigration to Japan
	Foreign technical interns and foreign workers with specified skills accepted within the Group (three companies and six plants)	Discussions on working conditions, living conditions, and support systems (confirming work sites and housing environments)
2024	Human rights NGOs, International Organization for Migration (IOM), etc.	Discussions on addressing recruitment-related costs for foreign workers.



Dialogue With Foreign Workers



## ■ Recruitment-Related Expenses

Visits and dialogues with foreign workers at their employment sites have revealed the reality that foreign workers have borne recruitment-related costs in their home countries. In response, the Ajinomoto Group formulated Ajinomoto Group's Approach to Recruitment-Related Costs for Migrant Workers (March 2025) in compliance with the IHRB Dhaka Declaration, an international human rights standard, and the norms of international organizations such as the IOM and ILO. Our approach document clearly states that recruitment-related costs, including recruitment and placement fees, should be borne by the employer, not the worker. We will correct any problems that arise in accordance with this approach. We encourage all stakeholders involved in the employment of foreign workers (including recruitment agents and business partners) to do the same.

> Ajinomoto Group Approach to Costs Related to the Recruitment of Migrant Workers (Japanese only)

## 5. Information Disclosure, Education, and Training

### (1) Education and Training Within the Group

The Ajinomoto Group holds training and briefing sessions on business and human rights for directors, employees, and business partners as needed.

> Ajinomoto Group Education and Training on Human Rights

## ■ Anti-harassment measures

Each corporate entity in Japan provides a harassment counselor and a sexual minority (LGBT) counselor to offer a safe environment for consultation. We provide annual training (classroom lecture and role-play) conducted by an outside instructor to managers to update their knowledge. Role-play sessions cover examples likely to occur at each company, and participants learn how to deal with such situations.

■ Human Rights in Business e-learning video

We provide an e-learning video (English/Japanese) on human rights issues across the value chain to Group employees in Japan and overseas. We created the video based on the Ajinomoto Group Shared Policy on Human Rights, aiming to raise awareness of Ajinomoto Group’s priority human rights issues and make human rights issues more personal to every employee. Considering the diverse backgrounds of viewers, this video includes subtitles and narration, and in some overseas subsidiaries, distribution in the native language has also begun.

(2) Compliance with Laws and Regulations on Respect for Human Rights in Each Country

The Ajinomoto Group adheres to human rights laws and regulations in each country as we develop our business globally.

■ Compliance with the California Transparency in Supply Chains Act of 2010 (CTSCA)

The Ajinomoto Group has disclosed the following statement from related local subsidiary regarding the California Transparency in Supply Chains Acts of 2010, which was enacted in California, USA.

> Ajinomoto Foods North America, Inc. CA TSCA Notice

■ 6. Dialogue with Stakeholders

The Ajinomoto Group holds regular dialogues with human rights experts and stakeholders, sharing and communicating our initiatives externally as case studies to further our efforts to respect human rights and to obtain expert opinions.

> Dialogues With Ajinomoto Group Stakeholders

II. Remedies

■ 1. Basic Concepts

The Ajinomoto Group established several consultation and reporting offices within and outside the Group to promptly and appropriately address damage resulting from adverse human rights impacts. These consultation and reporting channels are operated in accordance with the 'Group Shared Policy on Whistle-blowing.' Each consultation office strictly protects whistleblower’s privacy, and related departments work together to appropriately address and resolve the situation.

> Group Shared Policy on Whistle-blowing

■ 2. Internal reporting hotline

All employees (full-time employees, part-time employees, temporary employees, etc.) of the Ajinomoto Group, including overseas, can consult and report to the 'Ajinomoto Group Hotline.' This channel is globally accessible, allowing employees of group companies with overseas bases to consult in their native languages, supporting a total of 22 languages including English, Thai, and Vietnamese. In addition to the 'Ajinomoto Group Hotline,' there are also company-specific hotlines operated by group companies and 'Harassment and sexual minorities (LGBT), persons with disabilities Consultation Channels,' allowing for the selection of the appropriate reporting channel based on the content and situation of the consultation. Furthermore, consultations and reports can be made not only by the individual but also by colleagues or family members, and early consultation is encouraged while issues are still minor. Whistleblowers can choose to report either with their real name or anonymously.

> Consultation Form  
> P150-151

■ 3. Business Partner Reporting Hotline

The Ajinomoto Group established the Supplier Hotline in fiscal 2018 as a contact point for reporting from suppliers. Reports and consultations are accepted not only from primary suppliers but from all business partners in the supply chain. Additionally, the 'The Group Customer Service Center' accepts reports and consultations from all stakeholders in the value chain, including customers and local residents.

> Supplier Hotline: Consultation and Whistleblowing Form (Japanese only)  
> Inquiries: Ajinomoto Co., Inc. (Japanese only)

■ 4. Hotline for Foreign Workers

The Ajinomoto Group has been participating in an advisory capacity since the 2020 establishment of the Japan Platform for Migrant Workers toward Responsible and Inclusive Society (JP-MIRAI)<sup>[1]</sup> created by the Japan International Cooperation Agency (JICA) together with other stakeholders, including companies, lawyers, and NGOs. The platform aims to resolve issues faced by technical intern trainees and Specific Skilled Workers. In fiscal 2022, we participated in the Consultation and Relief Pilot Project for Migrant Workers launched by JP-MIRAI. We provide appropriate information and consultation services to foreign workers employed by Ajinomoto Group companies in Japan.

We will also encourage our suppliers and business partners who employ foreign workers to offer similar services as a means to quickly identify labor and human rights issues in their supply chains.

[1] Japan Platform for Migrant Workers toward Responsible and Inclusive Society (JP-MIRAI): JP-MIRAI addresses issues faced by foreign workers in Japan through correct information for everyday living and a consulting desk offering assistance in native languages (JP-MIRAI Assist).  
[2] JP-MIRAI Assist: JP-MIRAI Assist is a consulting desk for foreign workers living in Japan. Consulting is available by phone, chat, or e-mail, and foreign workers use the service to discuss general problems with employment and everyday living in Japan encountered by an individual or his/her family. As of February 2025, JP-MIRAI Assist provides services in 22 languages, with more to be added in the future. Depending on the nature of the consultation, the service also offers accompaniment to government agencies and specialists to provide appropriate support.

> JP-MIRAI Portal



# Human resources management

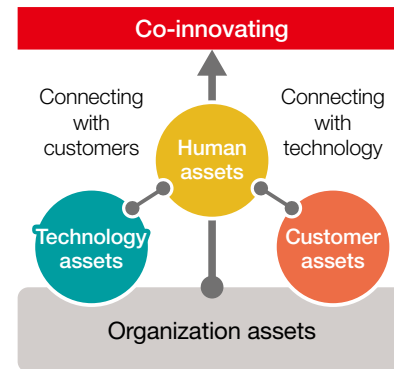
## Strategy

The Ajinomoto Group believes we must further accumulate and grow four intangible assets (technology, human resources, customers, and organization) to achieve the challenging ASV targets we set in the 2030 Roadmap. We are accelerating our efforts to combine technological and customer assets, strengthening our human capital to create innovation, in particular.

To solve the major issues related to human resources, we pursue initiatives globally based on the concept of linking the four pillars of Connecting Strategy: Purpose, Challenge, Diversity (DE&I), and Well-Being (human resources investment<sup>[1]</sup>; approximately ¥10 billion in fiscal 2024; total of more than ¥100 billion between 2023 and 2030). Our investments in human capital will build our people as organizational assets serving as a major foundation to support our technological and customer assets, thereby further strengthening our four intangible assets overall.

[1] Investment amount, including opportunity investment.

## 4 intangible assets



## Key issues for further improvement in the area of human resources

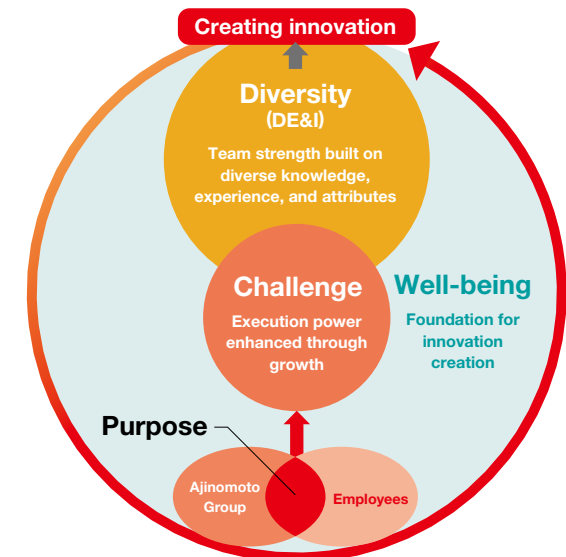
- Instill further acceptance of Our Philosophy (Purpose, ASV, AGW) shared across the Ajinomoto Group
- Provide opportunities and strengthen encouragement to practice Ajinomoto-style ambition based on AGW (create new value, pioneer spirit, social contribution, value people), a set of values held dear since our founding
- Form a cross-sectional team integrating knowledge, experience, and attributes to strengthen co-innovation under the concept of diversity, equity, and inclusion that globally integrates Food, Bio & Fine Chemicals, geography, gender, careers, disability, etc. Pursue further gender diversity, particularly in Japan
- The health and happiness of our employees and their families, our foundation

> ASV Report 2025 (Integrated Report) P054-059

## Four "connecting" strategies

Purpose	Connecting our company and human resources through "Purpose" Diverse employees who articulate their own purpose and find motivation intrinsically are the driving force behind how the Ajinomoto Group contributes to the well-being of all human beings, our society and our planet with "AminoScience." We aim to connect company and human resources by sharing and living Our Philosophy (Purpose, ASV, AGW), which we communicate throughout the Ajinomoto Group.
Challenges	Connecting strategy and human resources through challenges To achieve the ambitious goals established in the 2030 Roadmap, the Ajinomoto Group must engage in AGW (create new value, pioneer spirit, social contribution, value people) with even greater energy. We aim to connect strategy and human resources through challenging assignments by providing opportunities to take on new challenges without fearing failure and demonstrate leadership within the group, fostering a culture where each employee steps out of their comfort zone.
Diversity (DE&I)	Connecting diverse human resources globally The Ajinomoto Group believes that gathering and integrating diverse talent from both inside and outside the organization is essential for driving innovation. This diverse talent includes individuals across our Food and Bio & Fine Chemicals businesses, regions, and a wide range of backgrounds, including gender, career, and disabilities. We aim to connect diverse global talent through fostering a culture of mutual respect and enhancing management.
Well-being	Connecting "Well-being" with employees The Ajinomoto Group believes that the foundation of human capital is the physical, mental, and financial well-being of our employees and their families. We aim to connect well-being and employees through environments, management, and asset-building support that makes working for the Ajinomoto Group a naturally healthy experience.

## Diagram of our human resources strategy



### Global human resources management system

The Ajinomoto Group employs a global human resources management system that combines position management and talent management, serving as a foundation for developing and promoting diverse human resources from various countries and regions to key positions within the Ajinomoto Group. In this way, we ensure that the right people are in the right positions while visualizing the pool of successor candidates for key positions throughout the Group. The Human Resources Committee is chaired by the CEO and consists of members of the Executive Committee. We established the Human Resources Committee as a subordinate body to the Executive Committee to create succession plans for key global positions in the Ready (one to three years), Next (within five years), and Future (within eight years) timeframes. Our work in this area has created a pool of talented next-generation leaders, and we continue to encourage the strategic development and promotion of these individuals.

Talent pipeline for Ajinomoto Group key positions	<p>The Human Resources Committee consists of members of the Executive Committee and discusses the certification, training, and promotion of persons serving in key positions driving the Ajinomoto Group (executive directors, executive managers). The committee met ten times in fiscal 2024 to discuss succession planning under the Ready (one to three years), Next (within five years), and Future (within eight years) timeframes. In fiscal 2024, 94% of potential successors were selected to serve in 110 positions. We created a Group Key Position Map in cooperation with the three divisions (Corporate Division, Food Products Division, Bio &amp; Fine Chemicals Division) and four regional headquarters (ASEAN, Europe and Africa, North America, Latin America) to create a pool of human resources for the next generation of leaders. We continue discussions on improving the diversity of potential successors in terms of gender, nationality, affiliation, etc.</p>
Ajinomoto Group Academy (Group management human resources and leader development)	<p>The Ajinomoto Group fosters management talent who will lead group strategy in the future. We instill a deep understanding of the Ajinomoto Group Roadmap and Philosophy, which is a requirement for Group managers. In developing human resources, we enhance the human capital pipeline tied to our succession plan for future group management. In addition, we develop a stable and diverse workforce with a global perspective. We educate group leaders in the mindset and skills necessary as follows:</p> <ul style="list-style-type: none"> <li>Executive Coaching (EC) for new executive directors and GEMs</li> <li>Global Leaders Seminar (GLS) for executive director and GEM candidates</li> <li>Future Leaders Seminar (FLS) for next-generation leaders</li> <li>Regional Leadership Seminar to foster next-generation leaders at each regional headquarters</li> </ul> <p>A total of 288 people (134 of whom are foreign nationals)) participated in EC, GLS, and FLS between fiscal 2018 and fiscal 2024. As of April 2025, 17 of the participants (two of whom are foreign nationals) have been appointed as directors.</p>

### Ajinomoto Co., Inc. human resources career management framework

Ajinomoto Co., Inc. values one-on-one dialogue with each employee to help them achieve their purpose and take on new challenges. Since the 1980s, career development meetings with supervisors, goal-setting meetings, and evaluation feedback meetings (at least once a year; one hour in length) have served as the foundation of human resources development in the company. We focus on the entire annual process of goal management and evaluations throughout the year, not just goal setting at the beginning of the fiscal year or during year-end evaluations. We conduct timely reviews throughout the year as needed, including during personnel, transfers, and mid-year reviews. In this way, we ensure ongoing confirmation and feedback for effective performance.

### Educational programs

Among all of our intangible assets, the Ajinomoto Group regards human capital as the most important driver of improved corporate value. We are stepping up investments in human capital to improve ASV engagement and instill Our Philosophy further.

### Human resources systems for managers at Ajinomoto Co., Inc.

Principles	Ajinomoto Co., Inc. refers to managers as <i>kikanshoku</i> (core personnel) since they form the core human resources within the Ajinomoto Group. The principle we follow for this <i>kikanshoku</i> human resources system is continuous and autonomous growth.
Grade system	We introduced a job grade system with double track management responsibilities and expert responsibilities. We encourage autonomous career development for <i>kikanshoku</i> through specific job descriptions of the work requirements and human resources requirements for all positions filled by <i>kikanshoku</i> .
Evaluation system	Goals reflect work requirements as defined in the job description, organizational goals, and competencies visualized through 360-degree feedback. We conduct a comprehensive evaluation of management responsibilities based on the extent to which the individual practices the Ajinomoto Group Way (Behavioral Evaluation) and an evaluation of individual performance, including team-based outcomes. We conduct a comprehensive evaluation of expert responsibilities based on the AGW Behavioral Evaluation, individual performance evaluation, and other matters demonstrating expertise (expertise evaluation).
Compensation system	We reflect the results of comprehensive evaluations in the calculation of monthly salary increases, decreases, and bonuses.

### Human resources systems for non-management employees at Ajinomoto Co., Inc.

Principles	The principle we follow related to the human resources system for non-management employees is diverse career development, encouraging each individual to develop their strengths and expertise.
Grade system	We have adopted a hybrid grading system that combines competency-based grading (encouraging employees to build skills and pursue ongoing, self-directed growth) and a job grade system, in which we strive to place the right people in the right jobs and reward them based on their contributions.
Evaluation system	We conduct performance evaluations linked to ASV and behavioral evaluations linked to AGW, reflecting the individual's career development goals, ASV goals, and organizational goals from a medium- to long-term perspective.
Compensation system	We reflect the results of behavioral evaluations in monthly salary and the results of performance evaluations in the calculation of bonuses.

### Annual average hours and expenditures for education and training per employee (14 major global companies)

	FY2021	FY2022	FY2023	FY2024
Total expenditures for education and training-related expenses (Thousand yen)	63	83	75	94
Human resources system engagement survey-related costs (Thousand yen)	23	20	18	18
DE&I-related (Thousand yen)	3	3	4	4
Other expenditures for education and training (Thousand yen)	36	61	53	72
Average training hours <sup>[1]</sup>	29	27	28	36

[1] Training hours are calculated as total hours per employee for training (Calculated from FY2021). In addition, some training programs led by business and operations-related organizations are not included in the data.

### Nutritional, environmental, and human rights literacy training

The Group has been working to improve sustainability literacy since 2021, promoting environmental and human rights education from a sustainability perspective for all Group employees in conjunction with nutrition education. We promote understanding and resonance among employees regarding the connection between sustainability issues around the world and the Group's efforts in this area. We build connections between these efforts to treat ASV as one's own initiative and the co-creation of social and economic value through our businesses. Fiscal 2024 participation was as follows.

- > P043-045
- > P056
- > P119-120

Cumulative number of participants in nutrition, environmental, and human rights literacy training (persons)

	FY2021	FY2022	FY2023	FY2024	FY2025 (Target)
Nutritional literacy training	26,145 (aggregate)	56,316 (aggregate)	88,365 (aggregate)	121,783 (aggregate)	100,000 (aggregate)
Environmental literacy training	2,765 (aggregate)	8,850 (aggregate)	18,402 (aggregate)	27,726 (aggregate)	-
Human rights literacy training	-	-	-	30,400 (aggregate)	-

### Percentage of certified business DX professionals and employees at Ajinomoto Co., Inc. each fiscal year

Since the practice of DX at Ajinomoto Co., Inc. comes down to each individual employee, we began training DX professionals in fiscal 2020. In particular, our educational program for business DX professionals offers beginner, intermediate, and advanced levels, and a total of 2,851 employees have obtained certification over the five-year period from fiscal 2020 to fiscal 2024. With an attendance rate reaching approximately 80%, in fiscal year 2025, we will launch a new DX skill enhancement support program and strengthen the linkage with the talent map by clearly defining IT/DX skills.

Percentage of certified business DX professionals and employees each fiscal year

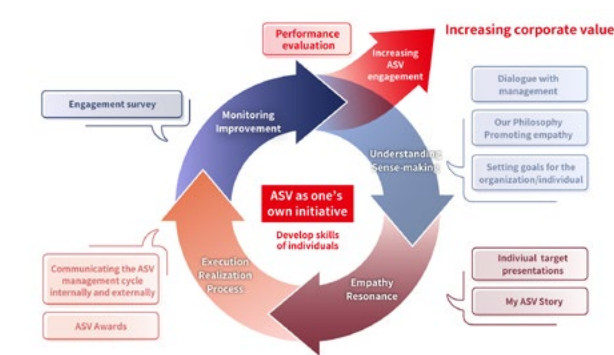
	FY2020		FY2021		FY2022		FY2023		FY2024		FY2020-FY2024 Cumulative total	
	Certified employees	Percentage of employees	Certified employees	Percentage of employees	Certified employees	Percentage of employees	Certified employees	Percentage of employees	Certified employees	Percentage of employees	Certified employees	Percentage of employees
Beginner	743	23.3%	854	26.8%	430	13.5%	236	7.4%	87	2.4%	2,350	64.8%
Intermediate	51	1.6%	192	6.0%	115	3.6%	57	1.8%	13	0.4%	428	11.8%
Advanced	9	0.3%	16	0.5%	26	0.8%	16	0.5%	6	0.2%	73	2.0%
Total (cumulative <sup>[1]</sup> )	803	25.2%	1,062	33.3%	571	17.9%	309	9.7%	106	2.9%	2,851	78.6%

[1] Includes employees taking multiple courses.

### Initiatives to connect company and human resources with Purpose

The Ajinomoto Group ASV Management Cycle is designed to make ASV as one's own initiative a personal commitment among employees. The cycle consists of understanding/sense-making, empathy/resonance, execution/realization process, and monitoring/improvement. As initiatives to connect company and human resources with Purpose, we trained a total of 49 ambassadors from domestic and overseas companies to conduct My Purpose workshops across 85 companies in fiscal 2024. The workshops help employees verbalize the intersection between the company's purpose and those of each individual to support the process of understanding/sense-making. To bolster the execution/realization process in fiscal 2025, we plan to roll out global initiatives to instill an intrinsic motivation to verbalize individual purposes and make behavioral changes. We monitor the ASV realization process score<sup>[2]</sup> globally to measure the progress of ASV engagement through the Engage Survey (score of 76% in fiscal 2024; goal of 80% and 85% in fiscal 2025 and 2030, respectively).

[2] The ASV realization process is a series of nine engagement survey questions linked to the process for making ASV one's own initiative through to the organizational outcome. The survey consists of questions related to empathy with our purpose, customer focus, ASV as one's own initiative, accepting challenges, and co-creation through inclusion (two questions), and questions related to enhancing productivity (issues in the approval process), co-creating innovation, and creating social and economic value.





Initiatives and results toward employee engagement

Process	Initiatives	FY2024 Results
Understanding and sense-making	1. Dialogues with the CEO	We held a total of 41 dialogues with Group companies in Japan and overseas.
	2. Dialogues with general managers of each division	We held a total of 69 dialogues with Group companies in Japan and overseas.
	3. Organizational and personal goals	Implemented in each organization
Empathy and resonance	4. Personal goal presentations	We conducted presentations at Ajinomoto Co., Inc. and 29 domestic and overseas Group companies. Each organization runs its own program (e.g., sharing new ideas) to make improvements
Execution and realization process	5. Share best practices	We received a total of 977 employee submissions related to ASV.
	6. ASV Awards	We presented ten awards at the 9th ASV Awards. We introduced the TRY&LEARN Award for the first time. Total employee votes: 12,483
Monitoring and improvement	7. Monitoring via engagement survey	Employee engagement score: 76% (same score as prior year) * From FY2023, changed to the category average value for the ASV realization process
	8. Address issues in next-year plans	Implemented in each organization

Generating results through visualizing the ASV realization process

The Ajinomoto Group conducts engagement surveys and engages in the PDCA cycle through a process of assessing the current situation, identifying issues, forming action plans, and action plan execution, review, and improvement. We monitor the ASV realization process index, which organizes the process leading to the creation of ASV results (the process through which individuals who resonate with the company’s aspirations come together as a team to achieve results) and establishes an index consisting of multiple questions from the engagement survey.

Initiatives and results toward our employee Engagement Survey Score (ASV realization process)

	FY2021	FY2022	FY2023	FY2024	FY2025 Target	FY2030 Target
(Old) ASV as one's own initiative	61%	62%	-	-	-	-
(New) ASV realization process <sup>[1]</sup>	-	75%	76%	76%	80%	85%+

[1] We revised the structure of questions and indicators in fiscal 2022.

Initiatives to connect strategy and human resources through challenges

To achieve the ambitious goals established in the 2030 Roadmap, the Ajinomoto Group must engage in AGW (create new value, pioneer spirit, social contribution, value people) with even greater energy. To this end, we continue to provide opportunities for employees to take on new challenges without the fear of failure and demonstrate leadership. In the fiscal 2024 engagement survey, we saw a high result of 89% of respondents from Group companies globally who answered that they were able to accomplish one challenging goal.

Self-nominated transfers	Ajinomoto Co., Inc. monitors self-nominated transfers, defining the process as either a transfer based on career plans drawn up by employees themselves or a transfer via open recruitment. The self-nominated transfer rate increased to 45% in fiscal 2024 compared to 41% in fiscal 2023. In particular, the number of transfers via open recruitment continues to rise steadily, with 68 planned in 2025, compared to 43 in fiscal 2023 and 48 in fiscal 2024.
Framework for self-nomination to participate in cross-organizational projects (TRY&A-CROSS)	Fiscal 2024 was the first year of this program, which included 68 participants. We established seven projects (two of which were joint projects among Group companies in Japan), including the Ajinomoto Group Joint Celebration for New Employees and the Headquarters Relocation Project. More than 80% of the participants answered positively, saying they acquired new skills, new knowledge, and a broader career horizon. We plan to increase the number of opportunities, offering two applications periods per year beginning in fiscal 2025 while considering whether to expand the program globally.
Supporting autonomous growth	We dispatch employees to business partners, external research institutions, MBA programs, or professional graduate schools, etc. (e.g., Hitotsubashi University, International University of Japan, etc.).
A-STARTERS (New business incubator project)	In this project, we hold open recruitment and selection for employees of Ajinomoto Co., Inc. and major Group companies in Japan who want to launch new businesses, promoting commercialization of new business plans. The program launched in 2020, and ideas selected in the project are considered for commercialization (total annual submissions noted below).

Number of A-STARTERS applicants (cumulative)

	FY2021	FY2022	FY2023	FY2024
No. of applicant teams	180	231	260	275

### Initiatives to connect diverse global talent (DE&I)

The Ajinomoto Group believes that gathering and integrating diverse talent from both inside and outside the organization is essential for driving innovation. This diverse talent includes individuals across our Food and Bio & Fine Chemicals businesses, regions, and a wide range of backgrounds, including gender, career, and disabilities. We provide an environment tailored to individual needs and circumstances, ensuring that all employees have equal rights and opportunities. We aim to be a company that fosters a culture of mutual respect, regardless of gender, age, nationality, disability, and experience, and enhanced management, leading to the continuous creation of innovation for the future.

The Ajinomoto Group aims to have 30% of leadership (executive officers, corporate executives, and group executive managers) consist of diverse people in terms of gender, nationality, or affiliation by fiscal 2030. As of March 2024, our ratio in this respect was 25% of the 128 individuals in leadership positions. In terms of gender diversity, we aim to achieve a global percentage of female managers of 40% by fiscal 2030, a mark that stood at 27% as of March 2024. Japan, in particular, has a low percentage of female managers (14%) compared to other regions, and this result remains an issue.

#### Percentage of diversity at the leadership level

	FY2022	FY2023	FY2024	FY2025 Target	FY2030 Target
Diversity ratio <sup>[1]</sup>	16%	22%	25%	27%	30%

[1] Percentage of those at the leadership level who have at least one diversity factor (gender, nationality, affiliation)

#### Percentage of female managers

	FY2021	FY2022	FY2023	FY2024	FY2030 Target
Group total	24%	25% <sup>[2]</sup>	27% <sup>[2]</sup>	27%	40%
Japan	11%	12%	13%	14%	-
Asia	33%	34% <sup>[2]</sup>	35% <sup>[2]</sup>	36%	-
EMEA	33%	36%	36%	37%	-
The Americas	35%	35%	38%	39%	-
<Reference: Ajinomoto Co., Inc.>	12%	13%	14%	14%	30%
Percentage of female managers in junior positions <sup>[3]</sup>	12%	16%	17%	19%	-
Percentage of female managers in senior positions <sup>[4]</sup>	6%	7%	10%	10%	-

- [2] Revised due to the reclassification of team leader positions at overseas Group companies from management to general positions.
- [3] Expert managers who perform their duties by demonstrating expertise in a specific area and managers who mainly supervise non-management employees.
- [4] Executive officers, corporate executives, group executive managers (managers who are within two reporting lines from the president).

### Diversity, equity, and inclusion promotion framework

#### Governance

The Ajinomoto Group established a Human Resources Committee chaired by the CEO and human resources meetings at the three divisions and four regional headquarters. The committees are chaired by the general managers of each of these respective organizations. At this committee and these meetings, members formulate plans to promote diverse human resources from a medium- to long-term perspective, and examine and implement specific support for their career development. Ajinomoto Co., Inc. supports careers for women as a member of the 30% Club<sup>[5]</sup> Japan. The 30% Club Japan encourages the advancement of women in Japan through collaborations among member companies. The DE&I Promotion Team, established within the HR Dept. along with the director in charge of diversity and HR, plays a central role in the planning and operations of cross-organizational activities in cooperation with contact points of each major division and Group company. This is so that each and every employee can fulfill his or her potential in his or her own way.

[5] A global campaign established by corporate leaders, etc., in the UK in 2010 to increase the percentage of women in key decision-making organizations of companies, including among corporate boards of directors.

## Diversity, equity, and inclusion initiatives and performance

Respecting human rights	<p>In accordance with the Ajinomoto Group Policies (AGP), the Ajinomoto Group prohibits all forms of discrimination and harassment, promotes an understanding of human rights issues, and aims to develop human resources who have a firm commitment to human rights. We hold worksite meetings on AGP annually to help employees identify and resolve issues in the workplace. We offer an anonymous hotline for executive officers and employees to report or consult on matters. The hotline is available via phone, e-mail, fax, and letter, offered in Japanese and English by phone and in 22 languages online. We have established a process beginning with the reporting of harassment and leading to the formulation of measures to prevent recurrence. We disclose details internally for cases requiring disciplinary action.</p> <p>We also plan and conduct training for employees in charge of responding to cases of harassment. Targets for training include Ajinomoto Group companies in Japan, and we provide harassment training for all employees, as well. In fiscal 2024, we conducted an e-learning course on business and human rights for all employees, publicizing the availability of the hotline.</p> <p>We conducted training, including harassment training, for 140 new employees in fiscal 2024. Two employees participated in the training to become promoters of fair recruitment and human rights awareness. A total of 27 employees from 14 companies participated in training to be harassment consultants, and 30 employees from 17 companies participated in the training to be consultants regarding issues related to sexual orientation and gender identity. We invited Ajinomoto Group companies in Japan to submit human rights slogans. We received 2,633 entries from 1,726 employees across 13 companies.</p>
Creating an organizational climate and environment	<p>Ajinomoto Co., Inc. holds unconscious bias training and DE&amp;I lunch seminars as part of efforts to create an organizational culture that serves as a foundation for DE&amp;I awareness. (The DE&amp;I lunch seminars include certain Group companies in Japan.) We also conduct internal and external public relations activities.</p> <p>We strive to create environments that maintain relationships and careers with employees who retire due to unavoidable life events or circumstances. To this end, we established an area declaration system (employees choose their work location), a career anywhere system (full remote work), and the WLB leave system (leave for childcare, nursing care, spouse transfer, infertility treatment, and so on; extended spouse transfer leave to a maximum of five years in fiscal 2024). We also offer on-site nurseries and lactation rooms at corporate facilities. As part of our efforts to bridge the generation gap, we publish messages from male employees encouraging other male employees to take paternity leave. We also endeavor to understand how different generations approach child-rearing, creating an organizational culture where people of all genders are free to be involved in childcare and housework.</p>
Success of persons with disabilities	<p>The Ajinomoto Group aims to create workplaces where all employees, regardless of disability, respect and understand each other. In particular, we aim to create workplaces where people with physical, intellectual, or mental disabilities can feel confident and make the most of their individual attributes, knowledge, and experience.</p> <p>Specific initiatives include annual questionnaires for employees with disabilities, dialogue between employees with disabilities and the president, the assignment of counselors for vocational life with disabilities, and guidebooks for employees with disabilities and the departments that hire such individuals. We also offer a mentor program to improve job satisfaction at Ajinomoto Mirai Co., Ltd. We actively hire people with disabilities and have begun recruiting new graduates for fiscal 2026 in addition to mid-career hires.</p> <p>We use internal PR tools to publish workplace case study videos of employees with disabilities and their supervisors, as well as experiences and interview reports from employees with disabilities. In addition, we have trained four vocational consultants to work with employees who have disabilities.</p>

## Efforts to create a pool of female managers

The percentage of female managers at Ajinomoto Co., Inc. remained at the same level as the previous year at 14%. We recognize that creating a pool of female managers is an issue. The AjiPanna Academy provides one way in which we offer consistent support for women's careers from the time they join the company until they become executives. In a post-participation questionnaire, 98% of the 45 participants in 2024 in the two initiatives for non-management female employees expressed a desire for higher positions. We noted a gender difference in the number of favorable responses to the engagement survey question regarding willingness to accept promotions, with 70% of men and 53% of women responding favorably. However, more than half of women expressed a desire for a higher position, with 65% of women in their 20s and 30s responding positively. We are also seeing a rise in the number of promotions of women to positions that

are traditionally and conventionally filled by men. We appointed one woman as an executive officer to head the Europe & Africa Division, one woman to serve as plant manager in Japan, and four women to key positions (president, vice president, director, general manager, and center manager) in domestic and overseas affiliates.

We transferred 16 female managers to overseas posts in fiscal 2024, compared with eight in fiscal 2023. We received Nadeshiko Brand recognition in fiscal 2024 as a listed company that excels in women's empowerment.

AjiPanna Academy	<ul style="list-style-type: none"> <li>• Career workshop for non-management female employees: We revised this training program in fiscal 2024 to help women make the most of their talents through self-assessments. A total of 307 women have participated in the training from fiscal 2020 to fiscal 2024. In fiscal 2024, 50 people participated, consisting of 25 female employees and 25 supervisors from Ajinomoto Co., Inc. and certain Ajinomoto Group companies in Japan. The overwhelming majority of participants felt a positive change six months later (89%), with 100% feeling positive about accepting a promotion to manager.</li> <li>• College for non-management female employees: Six-month leadership training. Between fiscal 2020 and fiscal 2024, 107 employees from Ajinomoto Co., Inc. and certain Ajinomoto Group companies in Japan participated. In fiscal 2024, program satisfaction was 100%, while the intention to recommend to others was 95%, and the intention to aspire to higher positions or manager positions was 95% (excluding those who have started maternity leave). Of the Ajinomoto Co., Inc. female employees receiving training in fiscal 2020, 55% received promotions to management positions, while 45% of the 85 women in total who received training were certified as candidates for promotion.</li> <li>• Mentoring program for women in managerial positions (mentored by organization leaders other than the affiliated unit two levels or above): A total of 129 people from Ajinomoto Co., Inc. and certain Ajinomoto Group companies have participated in the program since fiscal 2018. All 100% of participants commented that the course was meaningful to them. Participants experienced promotions and transfers across headquarters after the program, becoming Ajinomoto Group company presidents, directors, sales branch managers, and organizational unit managers.</li> </ul>
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### Initiatives to connect well-being and employees

The Ajinomoto Group believes that the foundation of human capital is the physical, mental, and financial well-being of our employees and their families.

The engagement score for well-being in our fiscal 2024 Engagement Survey (average score across seven questions on mental and physical health, satisfaction with compensation, working environment, etc.) was an impressive 84%.

#### Employee engagement score for health well-being

FY2020 Result	FY2021 Result	FY2022 Result	FY2023 Result	FY2024 Result
81%	83%	82%	83%	84%

### Initiatives for health and well-being

We promote health management with the Director, Representative Executive Officer & President serving as the person with ultimate responsibility for health promotion. We aim for employees working in the Ajinomoto Group to naturally become healthier. Our basic policy in this area is for employees to pursue their own health through self-care and to provide means in line with the situation in each country. We describe our commitment to good health in the White Paper on Health and publicize this white paper globally. As a result of these initiatives, Ajinomoto Co., Inc. has, for the ninth consecutive year, been recognized as a White 500 organization for outstanding health and productivity management (large enterprise category).

Health and well-being management	The Ajinomoto Group promotes health management with the Director, Representative Executive Officer & President as the person with ultimate responsibility for health promotion. In 2018, we established the Ajinomoto Group Health Declaration and well-being initiatives, and we engage in health and well-being management in line with the circumstances of each corporate entity in each country. We place great importance on the health of employees and their families, and we support good health, encouraging employees to practice self-care based on a well-balanced diet, moderate exercise, and good sleep. The Ajinomoto Co., Inc. Wellness Promotion Center employs seven industrial physicians and 14 medical staff. The center supports employee self-care in cooperation with human resources departments, administrative departments, and the employee health insurance association.
Interviews with all employees by industrial physicians and medical staff	Ajinomoto Co., Inc. strives to have every employee receive an individual health consultation for higher levels of employee self-care. Every employee working in Japan and employees overseas is given a 30-minute interview by an industrial physician or medical staff at the Wellness Promotion Center at least once per year (3,860 interviews in fiscal 2024). Based on medical checkups and stress assessment results, employees receive individual health guidance that is respectful of each person's values and lifestyles, while also ensuring any latent physical or mental health problems are addressed. Guidance and advice services are also available for employees who work long hours or who are stationed overseas.
Self-care support measures	Ajinomoto Co., Inc. supports employee self-care through events that award points to employees depending on the degree of improvement in regular medical checkup test values. In addition, as part of the workplace nutrition improvement, the Company's cafeterias in five locations in Japan offer My Health Lunch, low-sodium options based on the concept of eating well and improving health. In addition, employees can check the results of their own health checkups, work data, and lifestyle data at any time in chronological order on My Health, a personal health management website.
Mental Health Recovery Program	Ajinomoto Co., Inc. operates an independent Mental Health Recovery Program. While taking temporary health leave and after returning to work, employees on this program receive ongoing support through interviews with industrial physicians and medical staff to assess their personal values and sources of fulfillment, learning to enjoy work upon their return by dealing with stress. As part of this program, employees set goals based on the stage of their symptoms.
Systems supporting diverse and flexible work styles that lead to job satisfaction	<ul style="list-style-type: none"> <li>Introduced the Anywhere Career system allowing employees to link careers with fully remote work without having to stop their careers due to moving for the benefit of their partner's career or nursing care for a partner in Japan or overseas (2022).</li> <li>Introduced the Anywhere Office system allowing telecommuting for employees anywhere, anytime as long as security measures are in place and they are where they can concentrate on their work. Since fiscal 2020 and the COVID-19 pandemic, we have further encouraged hybrid work and eliminated restrictions on the number of telecommuting days.</li> <li>Introduced the Super Flex flextime system with no core hours, by-the-hour paid leave, and telecommuting system (2014).</li> </ul>
Childcare leave system that leads to job satisfaction	Taking advantage of legal revisions in 2022, we have drastically revised the system and its operation, including granting 20 days of paid childcare leave, approval for taking childcare leave in installments, and simplification of application procedures, in order to facilitate more flexible use of childcare leave versus the previous male childcare leave system. As a result, in fiscal 2024, 90% of male employees took childcare leave, the average number of days taken was 20.4 days, and 66% of employees took 10 days or more. Going forward, we will maintain our aim to foster a culture of mutual support and assistance not only in important life events such as childbirth and childcare, but also in nursing care and others.
Monitoring work hours	Ajinomoto Co., Inc. established working hours management regulations to ensure the health and safety of employees by properly monitoring and managing working hours. The regulations also serve to raise awareness of labor productivity per hour in the workplace. A work input system linked to PC startup time records the end of the workday, and supervisors check and approve daily work conditions. Non-management employees must obtain prior union approval if monthly overtime hours exceed 40 hours (35 hours in certain workplaces). Both non-management and management employees are required to have a health survey if monthly overtime exceeds 60 hours. Employees must have an interview with an industrial physician if overtime exceeds 100 hours.
Overtime pay	Ajinomoto Co., Inc. stipulates overtime pay in salary regulations, and pays overtime pay to employees who work in excess of the prescribed working hours per day on days other than holidays. Employees receive substitute holidays and holiday pay, or holiday pay only, depending on the number of hours worked over a holiday.
Annual paid leave	Ajinomoto Co., Inc. stipulates annual paid leave in the company's employment rules. Employees may request annual paid leave based on attendance rate and length of service in the previous year.



### Initiatives for financial well-being

The Ajinomoto Group strives to improve employee financial well-being through financial literacy toward asset building, as well as through appropriate wages in consideration of economic and social conditions based on the performance, business, and labor market of each country. A score of 80 in the fiscal 2024 Engagement Survey indicated employees were favorably satisfied with their pay.

#### Ajinomoto Co., Inc. annual salaries by category and by gender in FY2024<sup>[1]</sup>

Job title	Avg. compensation, women (A)	Avg. compensation, men (B)	Ratio (A/B)
Executive (base salary only)	22,560,000 yen	22,560,000 yen	1
Management (base salary only)	7,621,898 yen	8,157,754 yen	0.934
Management level (base salary + bonuses and other cash incentives)	13,246,856 yen	14,182,729 yen	0.934
Non-management level (base salary + bonus and other cash incentives)	7,275,887 yen	8,527,208 yen	0.853

[1] Under our unified personnel system, men and women are paid the same wages for the same job level.

Improving financial literacy	<p>Since fiscal 2022, Ajinomoto Co., Inc. has held online financial literacy seminars for employees to help with financial asset building. Together with outside experts, we plan and review in-house programs that combine our own systems and policies with the latest information from outside sources. Our own systems include an employee stock ownership plan (73% of Ajinomoto Co., Inc. members as of June 2025), a corporate pension fund, a DC system, new NISA, and inheritance-related content. We offer seminars on the same topics that can be taken repeatedly. In addition to more than 1,000 participants each year, word of mouth among employees has also contributed to the number of first-time participants, reaching approximately 230 in fiscal 2024. Employees of all ages, from teens to those in their 60s, have attended seminars, which have been well-received. In fiscal 2024, the company launched an online seminar that is also available to employees of Ajinomoto Group companies in Japan, resulting in a total of approximately 2,200 participants. The seminars provide an opportunity for each employee to think about his or her own asset formation.</p>
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### Labor-management relations

All non-management employees of Ajinomoto Co., Inc. are members of the labor union (60% of all employees). Labor agreements require the company to notify employees and their representatives before making any major changes that impact employees (minimum prior notice requirements are confidential and therefore not disclosed).

Labor agreements also stipulate various requirements concerning safety and health, education and training, and medical checkups. Both management and employees work together to improve workplace safety, health standards, and motivation. Each location holds monthly meetings, consisting of roughly half employees and half management, to mutually confirm health and safety activities and working conditions, as well as to share information on legal revisions. Changes in working conditions for managers are decided by the management meeting, while changes for executives are determined by the Compensation Committee and Nomination Committee. Amendments to the regulations of the Compensation Committee and the Nomination Committee are submitted to the Board of Directors for approval.

# Occupational safety and health

## Basic approach to occupational safety and health

### Strategy

It is clearly stated in our Group Shared Policy on Occupational Safety and Health that one of the most important components of our corporate activities is the participation of all our employees in occupational safety and health on the basis of respect for society. Furthermore, the policy also contains specific actions related to its implementation.

> Group Shared Policy on Occupational Safety and Health

## Occupational safety and health management system

### Governance and Performance

The Ajinomoto Group Board of Directors oversees the execution of occupational safety and health 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, the headquarters assesses the situation, makes recommendations, and provides guidance. The headquarters also reports to company executives and relevant departments.



### Status of ISO 45001 certification

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

As of March 2025, 75 of the 97 plants in the Ajinomoto Group have obtained ISO 45001 certification. Two plants have obtained other third-party certifications. We are also working to obtain third-party certification for all applicable plants.

### Occupational safety and health assessments, audits, and inspections

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	FY2024 Results
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.	41 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 Occupational Safety and Health Audit to investigate causes, determine corrective measures, and prevent recurrence.	No Occupational Safety and Health Audit conducted
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

### Occupational safety and health activities

Performance
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Our goal is to have zero serious accidents, which we will achieve by following our occupational safety and health practices. There were 8 serious accidents in fiscal 2024 (17 in the previous year), and 145 out of 152 sites achieved the goal of zero serious accidents.

The number of serious accidents caused by operating machinery decreased to two (four in the previous year), and the number of serious accidents due to falls decreased to one (four in the previous year).

To achieve our goal of zero serious accidents by fiscal 2030, we will continue to implement initiatives to prevent accidents involving operating machinery, falls, and other causes. At the same time, we will also continue to focus on improving our safety infrastructure further by fostering a strong safety culture.

> Personnel and Labor-Related Data: Frequency of serious accidents and accidents with absence

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"> <li>Share cases of serious accidents that have occurred within the Group; issue notices for the prevention of similar accidents</li> <li>Consolidate safety measures and share information on measures within the Group (lateral rollout)</li> <li>Conduct comprehensive safety inspections of operating machinery (continue 100% implementation of tangible safety measures, including installing machinery covers)</li> </ul>
Uneven road/floor surfaces	Fall accidents	<ul style="list-style-type: none"> <li>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)</li> <li>Ensure safety in the surrounding area (conduct maintenance for steps and unevenness on paths or floors, secure aisles and work spaces)</li> <li>Gain wider adoption of Ajinomoto Group Falling Over Prevention Exercise Program and ensure pre-work stretching exercises, etc.</li> </ul>

### Response to safety and health laws and accidents

In fiscal 2024, one corrective action recommendation was issued under the Industrial Safety and Health Act. In each case, in addition to submitting an improvement report to the authority, we took steps necessary to prevent recurrence.

Ajinomoto Bakery Co., Ltd. Shimada Factory (Violation of the Industrial Safety and Health Act)	Failure to stop machines to allow cleaning, adjusting, and other tasks to be performed.
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### Employee occupational safety and health education

The Ajinomoto Group conducts occupational safety and health education tailored to employee job descriptions and tasks. Major education and training programs conducted during fiscal 2024 were as follows.

- Safety and health seminar for managers
- Fall prevention seminar
- Seminar on preventing machinery entanglement accidents

### Disaster preparedness

Performance
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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.

# Supply chain management

## Approach to responsible supply chain management

Strategy

Under Ajinomoto Group supply chain management, we continue to refine our supply chain to be resilient against group-wide global risks. At the same time, we pursue initiatives that create sustainable global environment, including improved nutrition and health, respect for human rights, GHG emissions reductions, plastic waste reduction, food loss reduction, and sustainable procurement. We also strive to create a virtuous cycle of mutual trust, empathy building, and mutual growth with others involved in the supply chain.

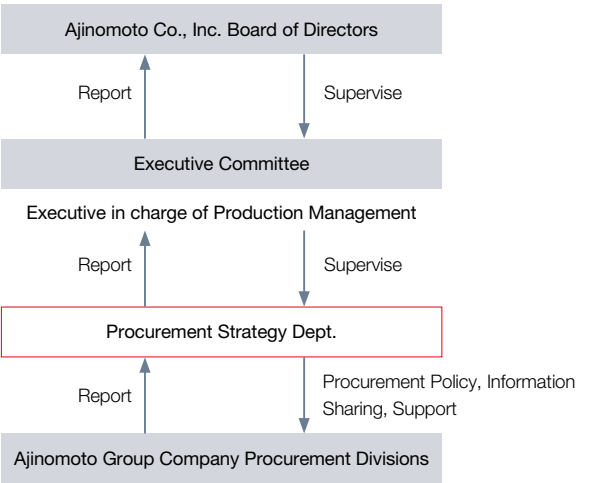
2006	Established Group Shared Policy on Procurement
2018	Established Guidelines for Group Shared Policy for Suppliers Joined Sedex <sup>[1]</sup> (corporate ethical data platform)
2020	Endorsed the Tokyo Declaration 2020 on the Responsible Acceptance of Foreign Workers formulated by The Global Alliance for Sustainable Supply Chains (ASSC)
2021	Participated in the formulation of the Responsible Employment Guidelines for Migrant Workers as a member of the CGF Social Sustainability Working Group
2022	Revised the Group Shared Policy for Suppliers and Group Guidelines for Group Shared Policy for Suppliers to incorporate globally required standards for human rights
2025	Revised and expanded the Group Shared Policy on Procurement to prevent delayed payments and other abuses of superior bargaining position in transactions with SMEs

[1] Supplier Ethical Data Exchange. A global membership organization that provides data on labor standards, business ethics, etc., within the global supply chains.

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## Supply chain management promotion framework

The Ajinomoto Co., Inc. Procurement Strategy Dept. within the Corporate Division creates procurement policies for the Ajinomoto Group under the guidance of the executive in charge of production management. Group companies create and implement plans and strategies based on these policies. We also use tools that allow persons within the Group to access procurement policies, best practices, and other necessary information, providing timely communications on pertinent topics. We also established a system whereby Ajinomoto Group companies report procurement information to the Procurement Strategy Dept. Procurement information reports are conveyed to the executive in charge of production management.

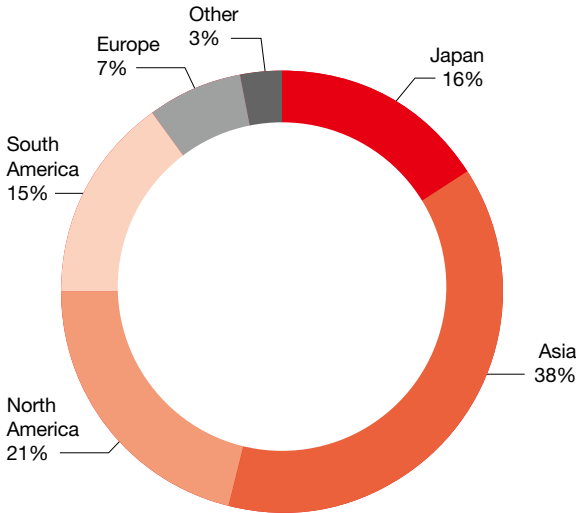


## The state of our global supply chain

Performance

The Ajinomoto Group markets products in more than 130 countries and regions, operating 117 plants in 24 countries and regions worldwide. We procure raw materials from suppliers all over the world, so our supply chain is equally wide-ranging. Our fiscal 2023 composition of raw materials by region (transaction value) was 16% from Japan and 38% from Asia, 21% from North America, 15% from South America, 7% from Europe, and 3% from other regions.

Raw materials by region (transaction value; FY2023)



## Group Shared Policy on Procurement

### Strategy

The Ajinomoto Group regards our suppliers of raw materials, products, services, and other goods to indispensable partners in contributing to a sustainable society.

We formulated the Group Shared Policy on Procurement and Group Shared Policy for Suppliers along with other related guidelines to clarify expectations of suppliers necessary to fulfill our corporate social responsibility and to contribute to sustainable societies. In addition, we send questionnaires to suppliers to monitor compliance with these policies. We request appropriate action and offer assistance when we find areas for improvement. We may review the contracts of suppliers who show no improvement, either with or without our assistance.

■ Group Shared Policy on Procurement

The Ajinomoto Group strives to be fair, impartial, transparent, and straightforward in all purchase transactions. We work with suppliers as true business partners, and comply with laws and regulations, contract terms, and business conduct to earn the trust of our customers and other stakeholders.

■ Guidelines for Group Shared Policy for Suppliers

The Ajinomoto Group Shared Policy for Suppliers clarifies seven areas related to our expectations of suppliers necessary to fulfill our corporate social responsibility and to contribute to sustainable societies. This policy applies to all Ajinomoto Group companies, as well as suppliers, affiliates, and contract manufacturing partners, as well as their respective executives and employees (regular employees, temporary employees, contract employees, contract agents, etc.).

We ask suppliers to understand the purpose of this policy and work actively toward compliance. We also ask suppliers to ensure their business partners (upstream suppliers, agents, and employees) understand the purpose of the policy and work toward

compliance actively.

## Supply chain initiatives

### Performance

■ **Supplier selection**

When selecting suppliers for expanding business or creating new business relationships, we prioritize quality, cost, stable procurement, and sustainability initiatives.

■ **Fostering an understanding of and encouraging compliance with policies and guidelines, and strengthening relationships with suppliers**

We hold regular briefing sessions for suppliers (twice a year) to share the approach and circumstances of the Ajinomoto Group' and exchange opinions. Here, we ask suppliers to understand the purpose of the Group Shared Policy for Suppliers and Guidelines for Group Shared Policy for Suppliers and work actively toward compliance. We also ask suppliers to ensure their business partners (upstream suppliers, agents, and employees) understand the purpose of the Group Shared Policy for Suppliers and Guidelines for Group Shared Policy for Suppliers and work toward compliance actively.

■ **Assess and encourage compliance with group policies and guidelines**

We use the Questionnaire for Ajinomoto Group Shared Policy for Suppliers (QAPS<sup>(1)</sup>), an internal questionnaire, to evaluate compliance with Group Shared Policy for Suppliers and Guidelines for Group Shared Policy for Suppliers, which reflect global standards of human rights and social norms.

This assessment identified and evaluated risks at suppliers related to governance, human rights issues (forced and child labor, etc.) and occupational health and safety, using a five-level scale from A to E. Staff from the Purchasing Division and the Sustainability Development Departments visited supplier sites and

held direct discussions. We will re-assess suppliers one year after these evaluation and engagements to confirm the status of their improvement efforts and reduce supplier-related risks. During our visits, staff worked to understand the actual state of the site's initiatives and exchanged opinions while providing relevant information to support further improvement.

We will also expand our activities in overseas corporations. Ajinomoto Co., Inc. is committed to identifying risks and implementing mitigation measures in Thailand and Brazil in fiscal 2025, as well as in medium- to high-risk countries among our major overseas corporations over the medium term.

### FY2023-FY2024 supplier evaluation ranking distribution under QAPS

A Rank	49%
B Rank	7%
C Rank	20%
D Rank	19%
E Rank	3%

[1] Questionnaire regarding I. *Compliance With Statutory and Regulatory Requirements, and Accepted Social Norms*, II. *Respect for Human Rights*, and III. *Occupational Health and Safety*.

> P113-120

> Human Rights



### Selection and audits of key material suppliers

We designate the raw materials that have significant effects on the competitive advantage of our main products as key materials in our supplier selections. The procurement team conducts 2nd party auditing based on both supply and quality risks. Audits evaluate factors, including the irreplaceability of sourcing outside current suppliers and whether the material or similar materials have caused quality issues, foreign matter contamination, or pesticide residue violations within the past three years. We then designate suppliers as key material suppliers based on this evaluation.

#### Supplier audits in fiscal 2024<sup>[1]</sup>

Audited organization	Audited items	Number of audits
Ajinomoto Co., Inc.	Raw materials	133
	Packaging materials	23
Ajinomoto Frozen Foods Co., Inc.	Raw materials	139

[1] Audits are conducted not only on key material suppliers but also on all suppliers on a regular basis.

### Supplier hotlines

The Ajinomoto Group established the supplier hotline to detect and correct suspected violations of laws and deviations from the Ajinomoto Group Policy (AGP) by Ajinomoto Group executives or employees.

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### Skills development for procurement staff

The Procurement Division provides annual training for all new team members to deepen their understanding of the Ajinomoto Group Shared Policy on Human Rights, and the Group Shared Policy for Suppliers, which outlines our expectations for sustainable procurement. The division also conducts annual compliance training and study sessions on the Subcontract Act with the Legal Affairs Division to raise awareness of compliance. In Japan, the division defines required procurement skills, visualizes skill levels, develops training plans, and works to strengthen procurement capabilities. The division also created a diagnostic tool and manual to assess procurement functions (strategy, quality, etc.) and began implementing this tool at certain overseas subsidiaries in fiscal 2024. The division plans to add sustainability elements and expand implementation to more subsidiaries starting in fiscal 2025. In the future, the Procurement Division aims to improve our procurement infrastructure by establishing a system that allows each corporation to voluntarily conduct the same assessment.

Training conducted in FY2024

- Compliance training
- Study session on the Subcontract Act
- Training for new members of the Procurement Division

# Strengthening relationships with local communities

## Advancing regional development

Strategy

The Ajinomoto Group works to solve social issues in each region through our business. We understand and respect local cultures and values, aiming to strengthen relationships and contribute to the well-being and development of local communities by creating positive impacts through our production activities.

Our Group Shared Policy on Local Community Enhancement clearly states our commitment to community development through dialogue, collaboration, and appropriate donations.

> Group Shared Policy on Local Community Enhancement

## Promoting regional development

Performance

■ Wetland restoration initiatives (North America)

Ajinomoto Health & Nutrition North America, Inc. (AHN) leads one of the largest wetland restoration projects in the region near its production facility in Eddyville, Iowa, U.S. The project, known as the Ajinomoto County Line Wetland Mitigation Bank, involves turning over 130 acres of farming land adjacent to the production facility and the Des Moines River back to its original wetland biome.

Wetlands play a crucial role in local communities. These biomes help create wildlife habitats, support watersheds, improve water quality, recharge groundwater, and mitigate climate change. The Ajinomoto County Line Wetland Mitigation Bank supports wildlife, including the endangered Indiana bat, whitetail deer, and various pollinators. The project is also expected to prevent nitrogen and eroded topsoil from entering the Des Moines River, encouraging the growth of oxygen-releasing plants and increasing carbon capture and storage in the soil.

The wetland restoration project serves as a mitigation bank, which aims to counteract the negative environmental impacts caused by human activities by enhancing the quality and quantity of ecosystems beyond their pre-development conditions. As part of these mitigation activities, the Ajinomoto County Line Wetland Mitigation Bank offers credits for purchase. Corporations purchase credits to provide monetary support for the restoration and beautification of the wetland and offset any adverse impacts their projects may have on similar nearby ecosystems. The purchase of these credits allows the wetland restoration project to grow and develop further, while also aiding in economic and infrastructure development in central and southeast Iowa.

The Ajinomoto Group has maintained a presence in Eddyville since 1986, when the Group first established a plant

to manufacture feed-grade amino acids. AHN continues to research, develop, manufacture, and sell products at the Eddyville facility, while also contributing to the community through various philanthropic activities. AHN volunteers planted native trees, shrubs, flowers, and grasses, and built and installed birdhouses at the Ajinomoto County Line Wetland Mitigation Bank to create a better environment for native species. These volunteers have also planted trees throughout Eddyville and participated in clean-up events at local monuments, beautifying the environment outside of the wetland. These activities conserve the local environment and support economic growth while also enhancing the sustainability of Group business. The Ajinomoto Group is committed to enhancing the environment and giving back to our local communities through sustainable activities. The Ajinomoto County Line Wetland Mitigation Bank is a testament to that commitment.

■ The Tokunoshima Coffee Production Support Project (Japan)  
Tokunoshima Island in the Amami Islands of Kagoshima Prefecture has a subtropical oceanic climate with warm and rainy weather throughout the year, with an average annual temperature of 21.9°C. It is one of the few areas in Japan where coffee beans can be produced. Local growers' associations are trying to cultivate coffee, but coffee farming has yet to become a stable industry due to several challenges. These include typhoon damage, the need for soil improvement, a lack of machinery to sort and roast the beans after harvest, and business succession problems.

Working with the municipal government of Kagoshima Prefecture's Isen Town, the Tokunoshima Coffee Growers Association, and local residents, the AGF Group is promoting the Tokunoshima Coffee Production Support Project to support coffee production while solving these issues and passing a stable industry down to the next generation on the island.

To date, in addition to supporting the planting of windbreaks and putting up nets to protect against typhoons, activities have included the use of co-product fertilizers to reduce CO<sub>2</sub> emissions and promote growth. The project has also provided equipment such as sorting and roasting machines, supplied seeds to produce seedlings of varieties relatively resistant to strong winds, and given farmers opportunities to get technical guidance from agricultural technicians. In September 2024, our activities up to that point bore fruit and a product was commercialized for the first time since the project was launched.

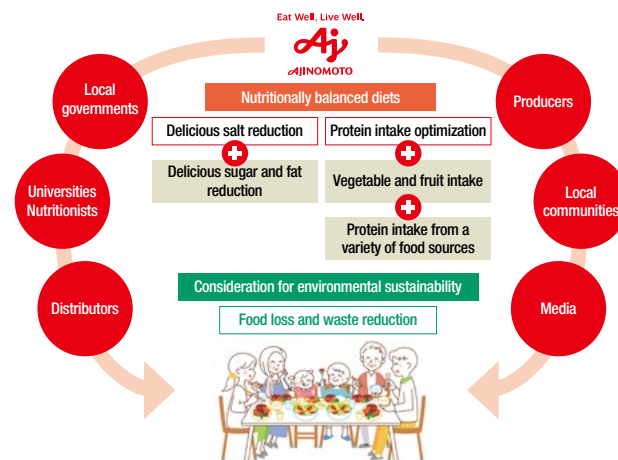


■ Support initiative to solve food and health issues in collaboration with other organizations (Japan)  
Ajinomoto Co., Inc. is working with local communities to tackle food and health issues. The aim is to extend people's healthy lifespans and mitigate environmental impacts.

We work with local governments and distributors, as well as universities, nutritionists, producers, local community organizations, and the media to revitalize local communities (co-creating social and economic value) while respecting local food culture and values.

At Ajinomoto, our goal is to enhance the well-being of people throughout Japan by applying our knowledge of nutrition and offering products, such as seasonings and other food items, as well as recipes that make it easy to prepare delicious meals.

Initiatives in fiscal 2024 included the Tohoku Rice Festival, where we supported local production and consumption of rice in the Tohoku region. We also supervised and provided menus for athletes at SAGA2024 in Saga Prefecture, taking advantage of the expertise from our nutrition program "Kachimeshi®." For other initiatives, we worked with local governments, distribution companies, and other partners. To give one example that responds to the challenges of Wakayama Prefecture's declining birthrate and aging population, we held an event combining Camp MESHI and blind soccer as a way to revitalize the region and promote DEI.



## Supporting communities through foundation activities

### Performance

The Ajinomoto Group supports needs-based activities in food and nutrition through foundations established in three countries.

Country	Foundation	URL
Japan	The Ajinomoto Foundation	<a href="https://www.theajinomotofoundation.org">https://www.theajinomotofoundation.org</a>
	Ajinomoto Foundation for Dietary Culture	<a href="https://www.syokubunka.or.jp/english/">https://www.syokubunka.or.jp/english/</a>
	Ajinomoto Scholarship Foundation	<a href="https://ajischolarship.com">https://ajischolarship.com</a> (Japanese only)
Thailand	Ajinomoto Foundation	<a href="https://ajinomotofoundation.or.th">https://ajinomotofoundation.or.th</a> (English and Thai only)
Brazil	Instituto Ajinomoto	<a href="https://www.ajinomoto.com.br/instituto-ajinomoto/">https://www.ajinomoto.com.br/instituto-ajinomoto/</a> (Portuguese only)

# Quality management

## Basic approach to quality assurance

Strategy

Since our founding, the Ajinomoto Group has put our customers first in our efforts to ensure the safety of our products and services. Issues concerning quality assurance and appropriate information disclosure are significant we face, specifically as a company that handles food products for consumer ingestion. We place great importance on paying full attention to the request of our customers. Through these efforts, we provide products and services that earn customer trust and satisfaction.

Under the leadership of our management, each one of our company’s employees makes the greatest effort to provide safe, high-quality products and services, contributing to a better life for all throughout the world.

Aiming for high quality does not equate to aiming for excessive-quality for customers. Rather, the high quality we strive for refers to our delivery of products and services that meet customer satisfaction standards and ensure customer safety.

Our Group Shared Policy on Quality defines the following five specific initiatives.

1. Pay full attention to the request of our customers
2. Actively provide appropriate information
3. Make no compromises with regard to safety and comply with applicable laws and regulations
4. Assure quality through the Ajinomoto System of Quality Assurance (ASQUA), based on the concepts outlined in the ISO standard
5. Each one of our company’s employees makes the greatest effort

> Group Shared Policy on Quality

## Ajinomoto System of Quality Assurance (ASQUA)

Strategy

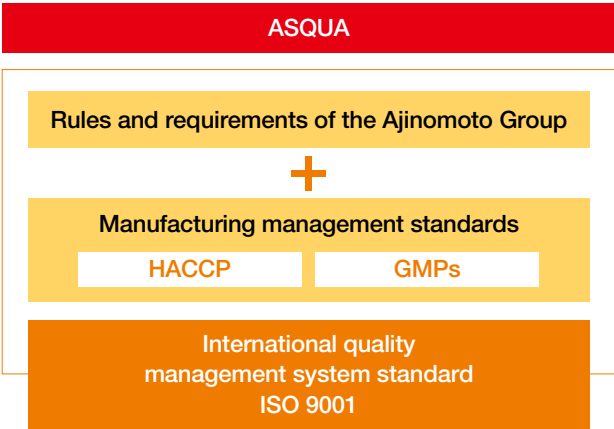
The Ajinomoto Group applies our own quality assurance system, Ajinomoto System of Quality Assurance (ASQUA). As of April 2025, 95 Group companies have implemented ASQUA.

ASQUA is based on ISO 9001, the international standard for quality management systems. We also supplemented ASQUA with other manufacturing management standards, including the Hazard Analysis and Critical Control Points (HACCP)<sup>[1]</sup> and Good Manufacturing Practices (GMPs)<sup>[2]</sup>, as well as the Group’s own rules and requirements. ASQUA consists of common compliance rules of the Group, including Group Shared Policies<sup>[3]</sup>, the Ajinomoto Quality Assurance Regulations, the Regulation for Quality Assurance, and the Quality Standards. Each Ajinomoto Group company establishes operational rules in accordance with these group-wide common compliance rules and conducts quality assurance activities. The Quality Standards range from development, procurement of raw materials, and sales to customer communications. We review these standards constantly in light of internal and external trends. In fiscal 2024, we revised our Standard for Food Safety Management System, Food GMP Standards, Food Additive GMP Standards, and other standards to respond to further strengthen their linkage with global standards.

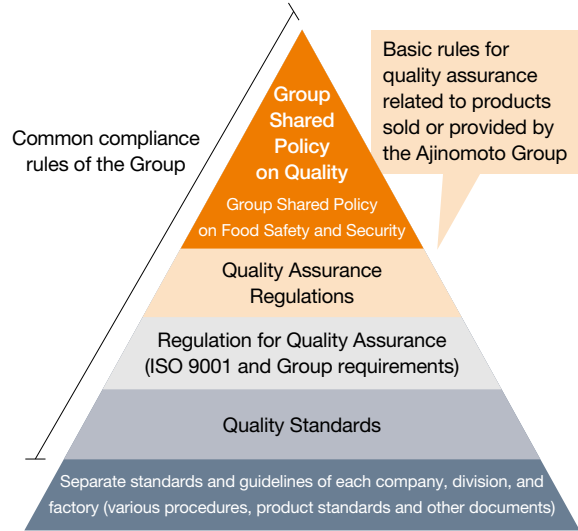
We developed the ASQUA Implementation Guideline for newly acquired food companies joining the Ajinomoto Group through M&A and other means. Ajinomoto Co., Inc. clarifies the prioritization and roadmap of activities needed for targeted companies to meet the quality assurance standards required under ASQUA, and supports efforts to align with the system.

The Ajinomoto Group also established a group-wide quality assurance plan and KPIs every year to align quality assurance activities with those of each global company and ensure

## ASQUA framework



## ASQUA components



coordination. Each global company develops its own plans and KPIs based on these group-wide standards and proactively implements quality assurance initiatives.

The Ajinomoto Group requires each organization and affiliated company to conduct periodic internal audits of the quality management system in accordance with the Ajinomoto Quality Assurance Regulations and the Regulation for Quality Assurance. Internal audits are verified by a third-party organization during certification audits for ISO 9001, food safety management systems, and other certifications.

[1] Hazard Analysis and Critical Control Point:

Management standards for safe and hygienic food production

[2] Good Manufacturing Practice:

Standards for the production process and quality control of products

[3] Group Shared Policy on Quality, Group Shared Policy on Food Safety

> [Group Shared Policy on Quality](#)  
 > [Group Shared Policy on Food Safety](#)  
 > [Ajinomoto System of Quality Assurance \(ASQUA\)](#)

## Promotion framework for quality assurance

### Governance

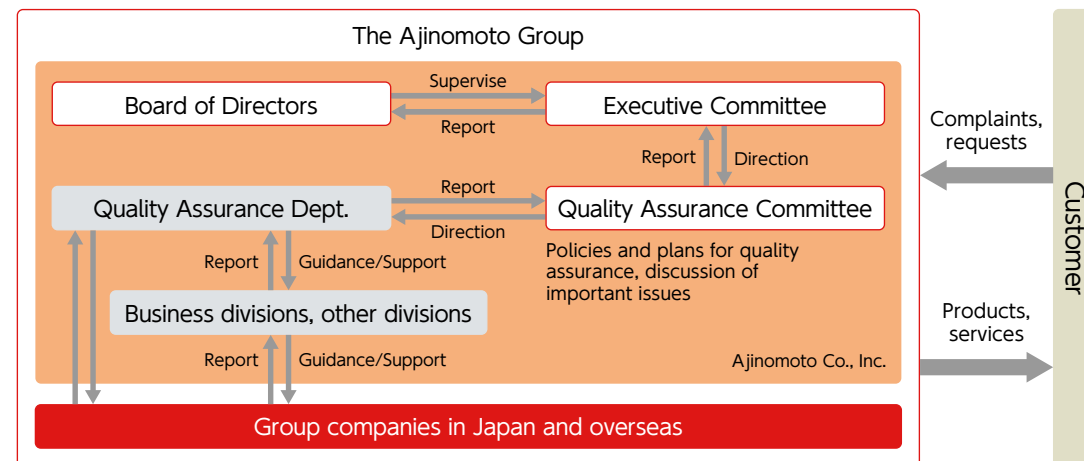
Under the supervision of the Board of Directors, the Ajinomoto Group established the Quality Assurance Committee as a subordinate body of the Executive Committee to deliberate policies and various measures regarding quality assurance. The committee drafts basic policies and plans, and escalates group-wide implementation once approved by the Executive Committee. The status of these plans is reviewed by the Quality Assurance Committee every six months. Matters decided and deliberated by this committee shall be reported to the Executive Committee and the Board of Directors.

## Response to quality-related incidents

The Ajinomoto Group defines our response to quality incidents in the Regulation for Quality Assurance and the Standard for Determination of Responding to Quality Emergencies.

In the event of a quality incident, the Product Control Division (mainly the business department) takes leadership in handling the incident together with the related parties. If the quality incident is determined to be serious and in need of immediate attention, it is first reported to management immediately. At the same time, we organize an emergency response team to report to the government, disclose information to customers, and strive for the prompt recall of products through newspaper advertisements and our website. Information, including on the current progress, is reported promptly to management, who provides necessary instructions as needed. Furthermore, the Product Control Division works with relevant parties to identify the cause of the quality incident, hold thorough discussions on the process, organization, and motivational factors that led to the quality incident, and take steps to prevent future recurrences and strengthen quality assurance.

## Framework diagram





### Obtaining and maintaining third-party certifications

The Ajinomoto Group encourages Group companies to obtain and maintain ISO 9001 certification. As of March 2025, 63 of 73 eligible Group companies have obtained ISO 9001 certification. The Group is working to build a certification system for eligible companies not yet certified, many of which are newly acquired or established companies. In response to customer requests or other cases, the Ajinomoto Group obtains certification of other standards, such as FSSC 22000, recognized by the Global Food Safety Initiative (GFSI).

#### Certification standards for the quality management system

ISO9001	
No. of applicable companies	No. of companies certified
73	63

#### Certification standards for food safety management systems

No. of companies with food plants	ISO22000 No. of companies certified	GFSI-recognized certification programmes			
		FSSC 22000 No. of companies certified	BRCGS No. of companies certified	IFS No. of companies certified	SQF No. of companies certified
46	6	20	8	5	2

### Develop human resources to improve quality assurance levels

#### Performance

The Ajinomoto Group focuses on human resources development to further improve quality assurance levels. Each year, the Group reviews our quality training plan, implementing systematic programs to meet the needs of individual organizations. The Group provided training through e-learning, online sessions, and in-person group training in fiscal 2024.

### Quality training in each area

#### ■ Japan

In November 2024, the Ajinomoto Co., Inc. Quality Assurance Department led the 45th meeting of the Management and Technical Conference on Quality. Approximately 345 people attended the event in person, with total attendance including online participants reaching about 450. Mr. Fujie, who served as President at the time, opened the event, followed by three oral presentations and 35 poster presentations. We actively exchanged information on quality improvement and research results together with overseas group companies, who also gave presentations. The event also included lively exchanges with the management team and a poster award session.



The Management and Technical Conference on Quality

#### Other quality training conducted by the Company Quality Assurance Department in FY2023

Training	Participants
E-learning quality training for Group employees	1,800 in Japan and overseas
Pharmaceutical GMP training	104 in Japan and overseas
Basic course on food labeling	171 in Japan
New Top Management Quality Training Course for newly appointed organizational heads, domestic Group company heads, and new quality assurance personnel and managers	26 in Japan
ISO 9001 transfer training for food business; ISO 9001 internal audit briefings	222 total in Japan

#### ■ ASEAN

Ajinomoto SEA Regional Headquarters Co., Ltd. led the QA Dept. Manager Meeting for quality assurance managers from each Group company (10 participants from 6 companies) and the quality auditor training to train quality auditors (13 participants from AJINOMOTO (CAMBODIA) CO., LTD.).

#### ■ Europe and Africa

AJINOMOTO EUROPE S.A.S led the ASQUA School in Europe for quality assurance personnel from each Group company under the Europe & Africa Division (33 participants from 11 companies). The school was held in Paris, France. A total of 33 participants joined the program from 11 group companies, including those in Europe and Africa and newly joined members of the Ajinomoto Group, took part in the meeting. Participants engaged in lively discussions on quality assurance and toured local factories.



ASQUA School in Europe

## ■ Global

The Company Quality Assurance Department led the Global Regulatory Meeting to share and discuss the latest information on the usefulness and safety of the Group's core materials. The meetings took place online in February and March and on-site in May. Approximately 30 key members from Europe, North America, South America, ASEAN, Africa, Korea, Taiwan, and Japan congregated in Japan for the on-site meeting and engaged in lively discussions.



Global Regulatory Meeting

## Quality assurance across the supply chain

### Governance

The Ajinomoto Group practices strict quality assurance by applying the ASQUA globally at each stage, from product development to customer communication. Our efforts are guided by the Group Shared Policy on Quality and the Group Shared Policy on Food Safety.

> Group Shared Policy on Quality  
> Group Shared Policy on Food Safety

## ■ Development

To deliver safe, high-quality products to customers, the Ajinomoto Group implements strict quality assessments in each stage of the product development process in accordance with the ASQUA Standard for Quality Assessment. These assessments

include a review of potential risk factors. Only products that pass all assessments are released to market. We also conduct environmental and social assessments on environmental conservation and occupational health and safety to mitigate various risks.

## ■ Raw materials procurement

We select suppliers in accordance with the Standard for Quality Control of Raw Materials provided in ASQUA. Raw materials purchased from suppliers are strictly controlled through lot-by-lot inspections. We hold regular evaluations, quality audits, and briefings for suppliers, aiming to reduce quality risks and improve quality levels. The Ajinomoto Group is committed to forming stronger ties with our suppliers to continue improving quality.

> P132-134

## ■ Production

### ■ Structural enhancements for food safety

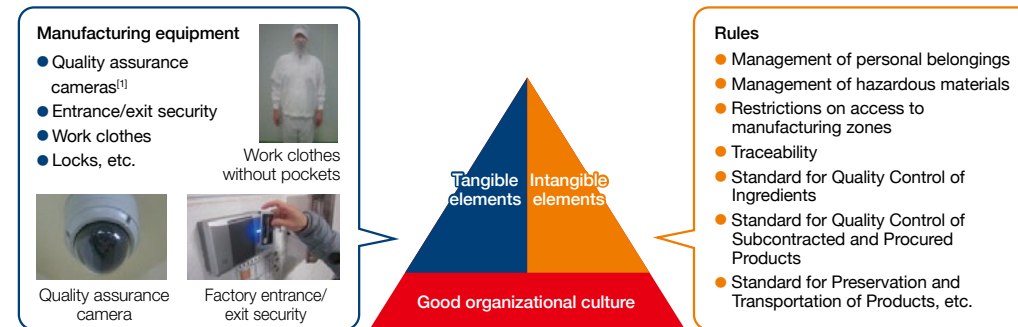
We believe that creating a workplace culture that is open and based on employee trust is the key to strengthening our food safety system. We also review and improve tangible elements, such as production facilities, and intangible elements, such as quality standards and guidelines. In this way, we minimize the risk of intentional foreign material contamination and strengthen quality assurance across the supply chain.

## ■ Distribution

The Ajinomoto Group exercises strict control over product quality, which includes factors such as freshness, temperature, and humidity, during storage and transportation from factories until our products reach the customer. These activities follow ASQUA standards regarding the management of storage, transportation, warehouses (in Japan only), and other operations.



## Conceptual diagram for assuring food safety



[1] Quality assurance cameras record actual footage of factory operations. This footage also serves as evidence that no issues or operational errors occurred in the factory at any given time.

## Sales

We publish helpful information on our product packaging and websites to offer customers greater confidence in their purchases.

### ■ Product packages

The packages of retail products marketed by the major Group companies in Japan indicate not only all legally required information, but also other quality-related information of the following type (except when space is limited, etc.).

- Method of storage (once opened)
- Product usage warnings
- Explanations of raw materials that may be unfamiliar to customers and prompt a large number of inquiries
- Easy-to-identify list of allergens (both mandatory and recommended labeling)
- Easy-to-identify labeling of packaging materials
- Customer service contact

> Product Package Labeling (Japanese only)

### ■ Website

Our global website publishes information on group quality assurance activities in multiple languages. Group companies operate their own owned media through which they provide information to customers in each country/region.

> Quality Assurance

## Customer feedback

### ■ Initiatives to reflect customer feedback

We reflect the voice of our customers (VOC) in the development and improvement of appealing products and services in accordance with the ASQUA standards. As of March 2025, we operate under these standards in a total of 13 countries.

> Quality Assurance

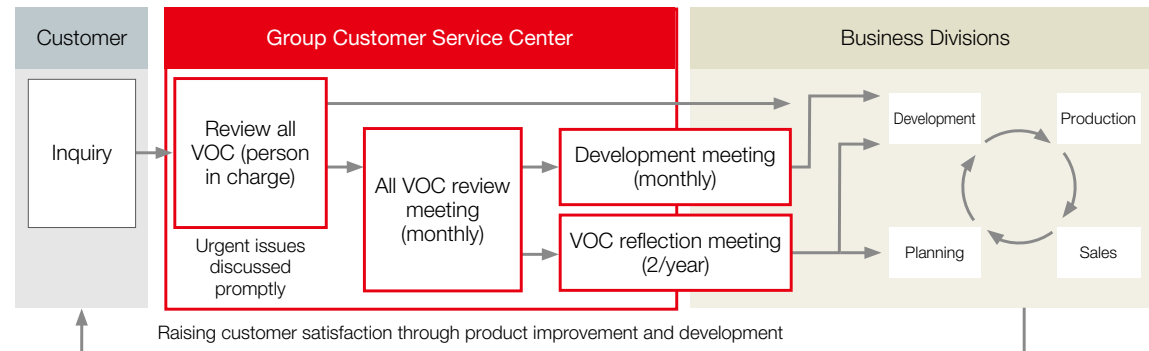
- Monitoring customer feedback that may point to health hazards, violations of laws and regulations, or other serious problems
- All VOC is analyzed by each Group company.

Customer service centers of each company read and analyze feedback that may point to serious problems health hazards, violations of laws and regulations, or other serious problems. The Ajinomoto Co., Inc. Quality Assurance Department also reads and analyzes the same feedback, ensuring material is double-checked.

In this way, the Ajinomoto Group establishes a system to ensure that we do not overlook serious problems, preventing delayed responses. We operate under this system in a total of 18 countries as of March 2025.

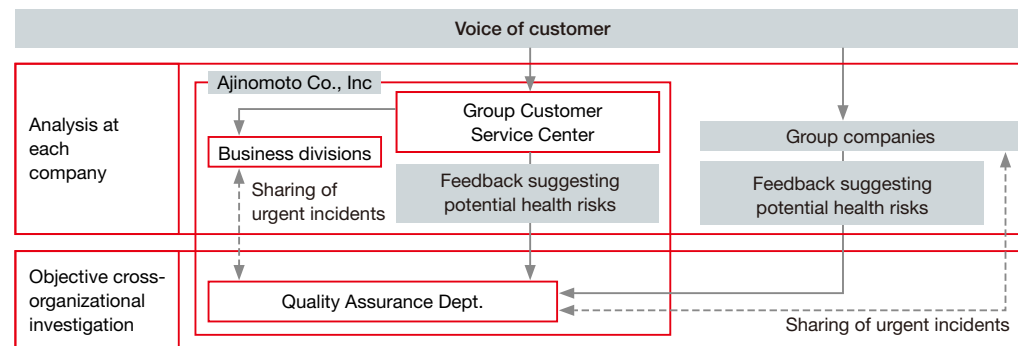
The Group Customer Service Center is accessible year-round, including on weekends and holidays, in the event of health hazards or other customer emergencies.

### Product development system reflecting VOC at the Group Customer Service Center<sup>[1]</sup>



[1] Handling customer service functions for Ajinomoto Co., Inc., Ajinomoto Frozen Foods Co., Inc., and Ajinomoto AGF, Inc.

### Structure to monitor customer feedback that may point to health hazards, violations of laws and regulations, or other serious problems



### Breakdown of customer feedback (Ajinomoto Co., Inc.)

#### ■ Breakdown of customer feedback

FY2024

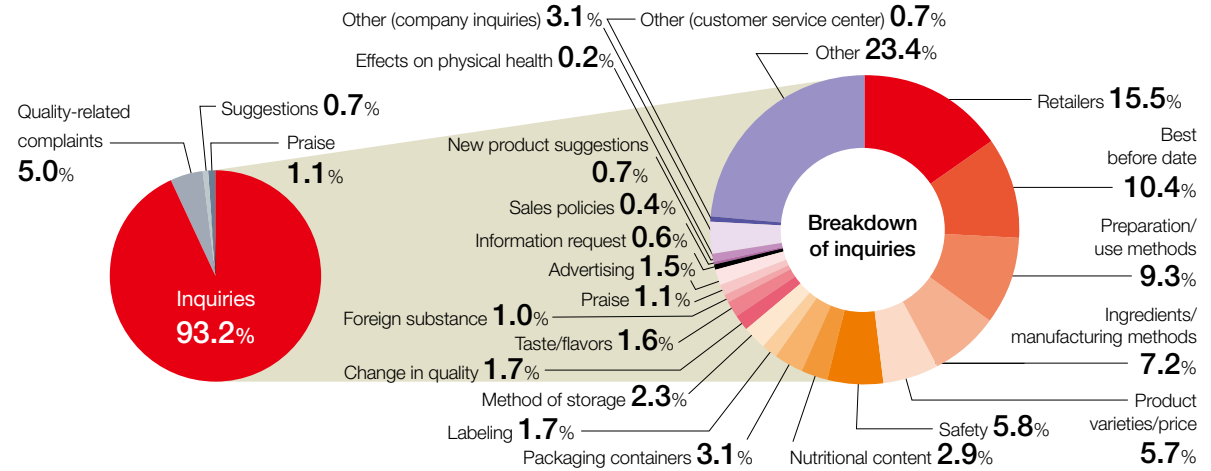
- VOC received by Ajinomoto Co., Inc.: 18,919 (90.3% vs. fiscal 2023)
- VOC received by three Ajinomoto Group food product companies in Japan: 30,246 (87.3% vs. fiscal 2023)

\* Ajinomoto Co., Inc., Ajinomoto Frozen Foods, Co., Inc. and Ajinomoto AGF, Inc.

#### ■ Efforts to improve customer satisfaction

The three food product Group companies in Japan regularly conduct surveys to confirm and improve customer satisfaction regarding the quality of response to customer quality-related complaints. The investigation, business, and customer service departments work to share specific feedback to improve customer satisfaction.

Surveys conducted during fiscal 2024 by Ajinomoto Co., Inc. indicated that 94.1% of customers were satisfied with the response to issues they raised, 91.5% were satisfied with the investigation reports, and 90.3% intend to continue to use the company's products.



#### ■ Addressing the decline in Customer Service Center calls

The number of customers who contact the Customer Service Center directly has been steadily declining each year as more customers search online to resolve issues themselves. To address this shift, the Customer Service Center enhanced its AI-powered Customer Service Center chatbot, which answers customer questions 24 hours a day, 365 days a year, to improve response accuracy. We also expanded the FAQ content on our website to make it easier for customers to find relevant information when searching online, which helped increase website traffic. Other efforts included enhancing the FAQ content to support voice-reading software, allowing users with visual impairments or difficulties to access the information by voice.

#### ■ Addressing customer harassment

The Tokyo Metropolitan Government enacted the Tokyo Customer Harassment Prevention Ordinance in April 2025. In response, Ajinomoto Co., Inc. established the Basic Policy on Customer Harassment, which clarifies that the Group will take appropriate action when any conduct deemed to be customer harassment occurs.

We also added sections on handling customer harassment in the training for staff at the Customer Service Center to strengthen staff response capabilities. At the same time, we conduct internal training for all Group employees to prevent harassing behavior toward business partners, ensuring that we act appropriately both as a recipient and as a provider of services.

> Basic Policy on Customer Harassment (Japanese only)

### Measures to prevent manipulation of quality-related data

We continue to cultivate employee compliance and awareness of quality assurance from the customer's perspective. The validity of data related to development, production, and the functional features of food products is evaluated and judged objectively and fairly in quality assessment meetings and by committees of internal experts.

We ensure the proper operation of these systems through periodic internal quality audits and third party certification reviews.

In addition, global standards require systems that store analysis data on manufactured pharmaceuticals in a manner that prevents manipulation. We continue to strengthen management based on these standards.

### Initiatives to reduce quality-related complaints and issues

We carefully investigate the causes of all quality complaints and issues that occur, one by one, to prevent recurrence.

When quality-related issues occur, the details and preventative measures are promptly shared with group companies in Japan and overseas. Major past incidents are recorded in a database and used for risk assessments.

There were three recalls and one distribution recall in fiscal 2024, affecting approximately 27 tons in total.

#### (1) Recalls

France – Frozen product Macaron, Pistachio Flavor: Out of microbiological specification originating from pistachio paste. (Quantity recalled: 4,805 cases; approx. 17 tons)

Japan – Instant coffee Blendy® Stick Café au Lait (27 sticks): Some products lacked sweetness due to missing sweetener during preparation. (Quantity recalled: 720 cases; approx. 1 ton)

United States – Medical food Glytactin: Deterioration in quality caused by defective packaging seals. (Quantity recalled: 390 cases; approx. 3 tons)

#### (2) Distribution recalls

Brazil – Seasoning products Sazón Marrom and Sazón Amarelo: Contamination with metallic foreign matter originating from raw material. (Quantity recalled: 2,064 cases; approx. 6 tons)

#### Number of recalls<sup>[1]</sup> and distributor recalls<sup>[2]</sup> by the Ajinomoto Group

Fiscal year	2020	2021	2022	2023	2024
Number of recalls	0	3	1	1	3
Number of distributor recalls	4	2	2	0	1

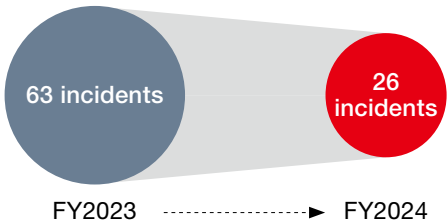
[1] Market recall of goods involving press releases.

[2] Recall of goods from distributors prior to sale on the market based on internal standards.

#### ■ Monitoring serious complaints

The Ajinomoto Group monitors the number of serious complaints, as defined by internal standards, from customers at companies in Japan and overseas for a period of over 10 years. Over the 11-year period from fiscal 2023 to fiscal 2024, we reduced the number of serious complaints by approximately 40% through our medium- to long-term efforts to reduce quality complaints and issues.

#### Number of serious complaints





# Marketing communications

## Approach to marketing communications

Strategy

The Ajinomoto Group markets products in more than 130 countries and regions. Each region has its own deliciousness and its own customs related to preparing and eating food. Each region also has particular ways of communicating that are considered appropriate. Communicating in accordance with the local culture is crucial to conveying the value of a product or service. Given these differences, we have stated our commitment to practicing responsible marketing communications in our Group Shared Policy on Marketing Communications. This policy acknowledges that extra caution is needed in marketing communications designed for children. We pledge to act responsibly, refraining from exploiting the inexperience or imagination of children or using language that can mislead children.

We updated our policies in April 2020 to clarify that the Ajinomoto Group Policies are based on the ICC Framework for Responsible Food and Beverage Marketing Communications, which are global standards established by the International Chamber of Commerce.

Group companies in Japan publish social media guidelines on their respective websites, disclosing the rules with which employees must comply when engaging in social media. Packaging on food-related products display both legally required information and voluntary information unique to the Ajinomoto Group, including lists of allergens and details of ingredients that may be unfamiliar to customers.

- > Group Shared Policy on Marketing Communications
- > Group Shared Policy on Package Description
- > Product Package Labeling (Japanese only)

## Incidents of non-compliance

Performance

During fiscal 2024, the Ajinomoto Group received one notice from the Japan Consumer Affairs Agency regarding a potential violation of the Act against Unjustifiable Premiums and Misleading Representations.