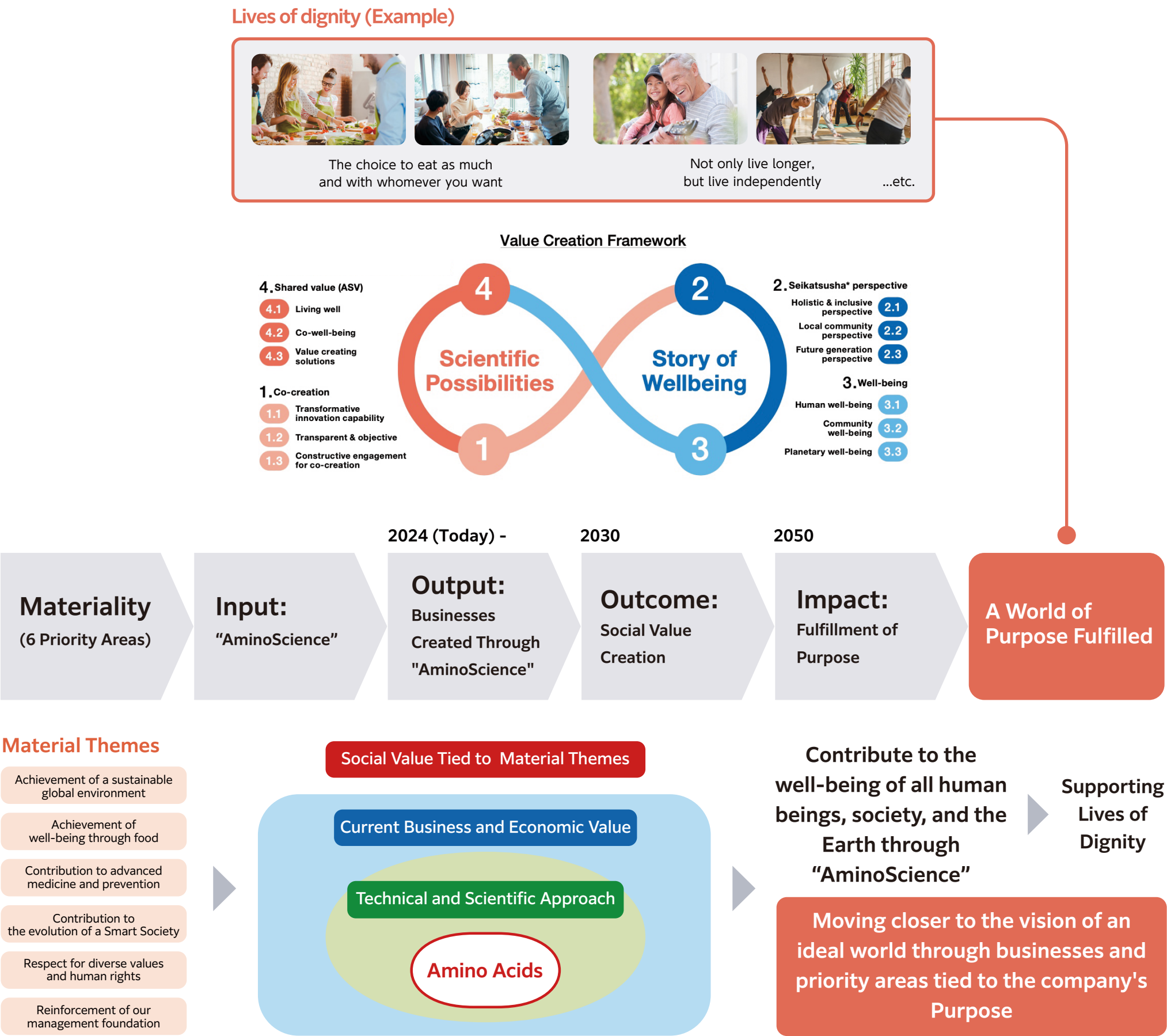


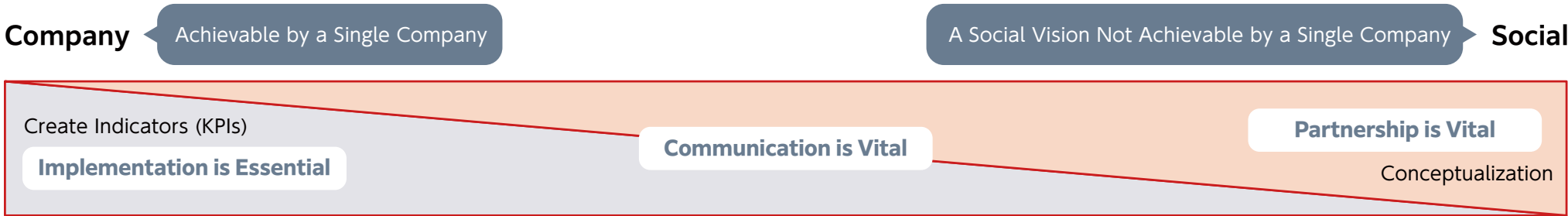
Third meeting abstract: Logic model leading to a world we want to see realized

Ajinomoto Co., Ltd. must aim for even greater heights, improving its standing as a global company. To this end, the company must raise its sights toward greater value beyond the boundaries of a single company. The discussion in this meeting led to a vision of an ideal world from the perspective of the council members and a logic model to achieve this vision.

Logic Model



Relationship Between Logic Model and Matters Addressed by the Sustainability Advisory Council



Logic Model (Output) What Ajinomoto Can Achieve as a Single Company

→Implementation is vital to providing social value through "AminoScience"

The further to the right on the logic model (toward and beyond the outcome), the more challenging it is for a single company to achieve

→Communication and partnerships with entities who share this vision will be essential in achieving an ideal society