

Important issues (Materiality)

VALUE CREATION FRAMEWORK

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

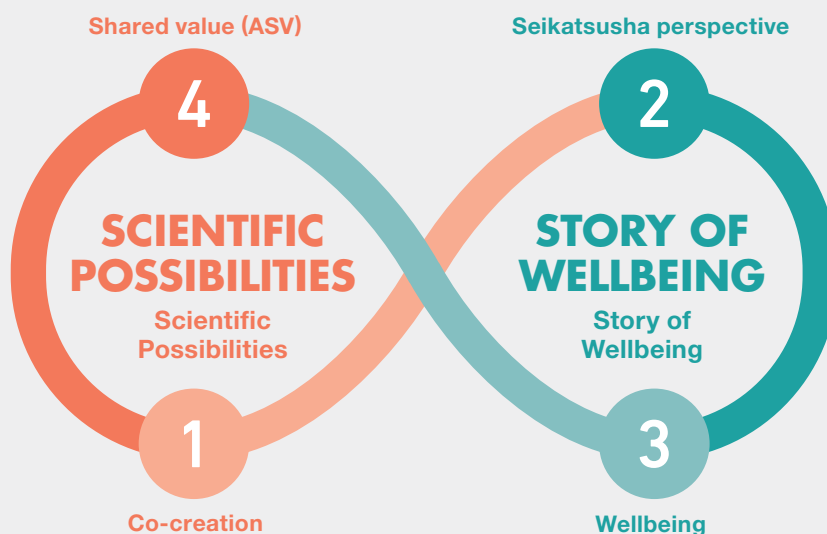
Important issues (Materiality) for the Ajinomoto Group are essential to the Group's ability to continue co-creating social value and economic value over the long term.

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

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

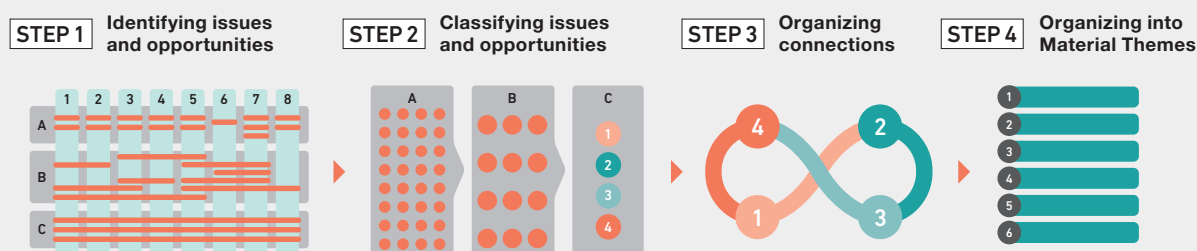


Important issues
for the Ajinomoto
Group (materiality)



* "Seikatsusha" is a unique Japanese concept that, unlike the partial concept of "consumer" used in business and "citizen" used in political science, seeks to define people holistically.

Formulation process



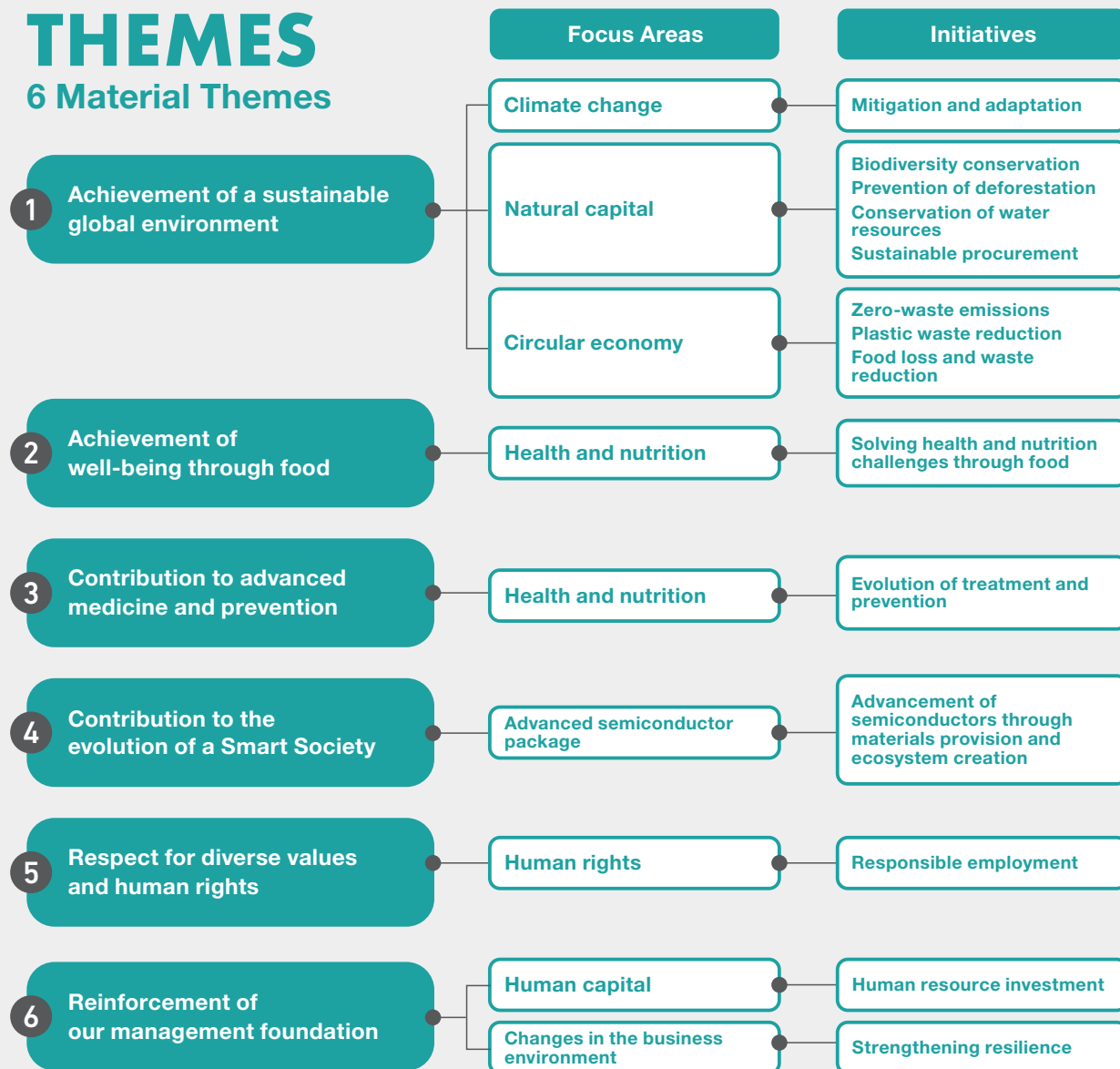
Based on the value creation framework established through repeated dialogues with various stakeholders and based on a report from the Sustainability Advisory Council, which is primarily comprised of external experts, the Ajinomoto Group

has organized six "Material Themes" that it is currently working on from the perspective of what multiple stakeholders expect of the Group and the value it provides to society.

for the Ajinomoto Group

THEMES

6 Material Themes



The Ajinomoto Group has set goals and KPIs for the six material themes that the Ajinomoto Group is currently working on, including not only reducing negative impacts such as environmental impact but also initiatives to create a positive impact on society at large by leveraging “AminoScience,” which is one of our strengths. The progress of major initiatives that apply to the entire Group and their results are reviewed at the Executive Committee. Below are the main initiatives, goals, and KPIs linked to the six Material Themes.

For details about opportunities and risks related to important issues (Materiality) for the Ajinomoto Group, and the Group's initiatives and their KPIs for addressing each Material Theme are disclosed in the Sustainability Report 2025. https://www.ajinomoto.com/sustainability/pdf/2025/SR2025en_social.pdf#page=20