SUSTAINABILITY

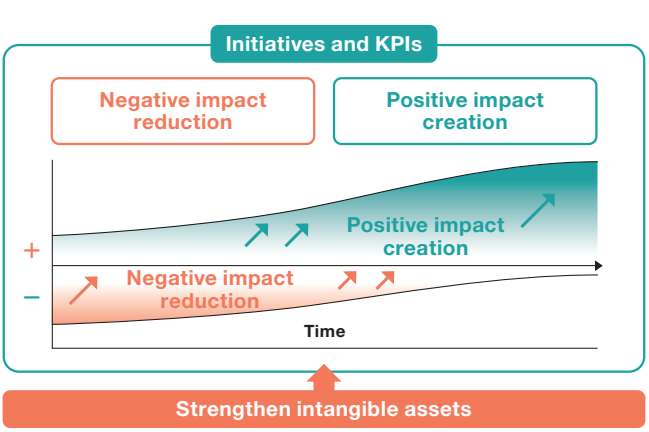
**While steadily reducing negative impacts,
the Ajinomoto Group aims to create more positive impacts by leveraging "AminoScience,"
thereby striving for the sustainable enhancement of corporate value.**

Ajinomoto Group Sustainability
Creating a positive impact on society

The Ajinomoto Group has the Purpose of "Contributing to the well-being of all human beings, our society and our planet with 'AminoScience'" and positions sustainability as the core of ASV management. In the 2030 Roadmap, we are taking concrete steps in line with six material themes that are important issues (materiality) for the Ajinomoto Group.
The business of the Ajinomoto Group is supported by sound agrifood systems based on stable food resources and a vibrant natural environment.
In addition, while this system faces changes in the global environment, it is also having a major impact on the loss of natural capital.
As the global environment is reaching its limits, measures to adapt to environmental change and regenerate nature are urgent themes for the sustainable growth of society as a whole and our business, and we are promoting initiatives in areas such as climate change, biodiversity, and a circular economy.
We are also implementing a variety of measures to contribute to the realization of nutritionally balanced diets and emotional richness through food, as well as advances in treatment and prevention.
Through business activities, the Ajinomoto Group aims not only to steadily reduce negative impacts, but also to leverage our strength, "AminoScience", to create a more positive impact on society throughout the value chain, together with various stakeholders. The Group will continue to work toward the prosperity of a healthy society and healthy, more prosperous lives, while also striving to sustainably increase our corporate value.

The six Material Themes being addressed by the Ajinomoto Group

- Achievement of a sustainable global environment
- Achievement of well-being through food
- Contribution to advanced medicine and prevention
- Contribution to the evolution of a Smart Society
- Respect for diverse values and human rights
- Reinforcement of our management foundation



Initiatives, targets, and KPIs linked to the six material themes

Starting this fiscal year, we have reorganized the framework to more clearly define the focus areas and initiatives targeted for each theme. We have set Targets and KPIs for 2030 for each initiative, and are steadily moving forward to achieve them while leveraging our strengths.

Material themes	Focus areas	Initiatives	Main Targets and KPIs
Achievement of a sustainable global environment	Climate change	Mitigation and adaptation	• Reduction of GHG emissions - FY2030: 50.4% reduction in scope 1 and 2, 30% reduction in scope 3 (vs. FY2018) - FY2050: Net zero, 100% renewable energy for electricity - Reduction of GHG emissions from cattle by providing solutions using specialized feed-grade amino acids (Contribution to building an ecosystem through collaboration with the government, local governments, and dairy and meat manufacturers) • Contribute to sustainable agriculture Expand the deployment of biostimulant products (reducing GHG emissions by reducing fertilizer use, improving environmental stress resistance, improving harvest quality, improving degraded soil)
	Natural capital	Biodiversity conservation	• Disclosure of information based on the TNFD framework - Consideration of evaluation and prioritization in line with SBTi for Nature
		Prevention of deforestation	• No deforestation - FY2025: Target raw materials: palm oil, soybeans, beef, paper
		Conservation of water resources	• Reduction of water usage - FY2040: 15% reduction (vs. FY2018)
		Sustainable procurement	• Realize sustainable procurement for priority raw materials - FY2030: Target raw materials: paper, palm oil, soybeans, coffee beans, beef, sugar cane
	Circular economy	Zero waste emissions	• Maintain resource recovery rate of 99% or more
		Plastic waste reduction	• Plastic waste reduction - FY2030: Zero waste
		Food loss and waste reduction	• Food loss and waste reduction - FY2025: 50% reduction from receipt of raw materials to delivery to customers (vs. FY2018) - FY2050: 50% reduction throughout the entire product life cycle (vs. FY2018) - Contributing to reducing food loss and waste within the home by sharing information such as recipes and collaborating with the local community (government, distribution, etc.)
Achievement of well-being through food	Health and nutrition	Solving health and nutrition challenges through food	• Contribute to a nutritionally balanced diet (FY2030) - Provide 2.1 billion servings of nutritionally balanced* products per year *Health Star Rating (HSR) rating 3.5 or above - Contribute to salt reduction of 1.1 billion servings per year by reducing salt in seasonings - Contribute to sugar reduction of 700 million people per year through sweeteners - Provide nutritionally balanced dishes - Provide valuable nutritional information to consumers • Contribute to mental well-being Visualizing the contribution of cooking and eating together to well-being (clarifying relationships) and expanding products with high contributions
Contribution to advanced medicine and prevention		Evolution of treatment and prevention	• Expand availability of products that utilize the physiological and nutritional functions of amino acids - FY2030: Double (vs. FY2020) • Strengthening the medical food field - FY2030: Double the offerings (vs. FY2024)
Contribution to the evolution of a Smart Society	Advanced semiconductor package	Advancement of semiconductors through materials provision and ecosystem creation	• Speed up innovation creation and expand the provision of advanced materials that contribute to the evolution of semiconductors, while strengthening co-creation ecosystems within the semiconductor value chain • Realize the development of technology and materials in advanced semiconductor fields such as the optoelectronic fusion field
Respect for diverse values and human rights	Human rights	Responsible employment	• Steady promotion of human rights and environmental due diligence in accordance with international standards -Respect for Human Rights in the Supply Chain Depth: Implementation of human rights impact assessments based on the results of country-specific human rights risk assessments, as well as preventive and corrective measures and monitoring Comprehensiveness: Understanding the actual situation of suppliers and providing support and monitoring for improvements based on the “Guidelines for Group Shared Policy for Suppliers” -Respect for Human Rights of Group Company Employees Watching trends and understanding the actual situation regarding global issues, and formulating policies (responsible hiring, living wage, etc.) Disseminate global policies: 70% or more globally in the Group by FY2030
Reinforcement of our management foundation	Human capital	Human resource investment	• ASV realization process engagement score - 80% (FY2025) ⇒ 85% (FY2030) • Diversity in leadership - 27% (FY2025) ⇒ 30% (FY2030) • Ratio of female managers - 30% (FY2025) ⇒ 40% (FY2030) • Improve employee literacy - Nutrition education: 100,000 cumulative employees (FY2025)
	Changes in the business environment	Strengthening resilience	• Strengthen management intelligence functions to utilize strategic backcasting from future risks and opportunities • Minimize risk of impairment and fluctuation in foreign exchange and interest rates, and mitigate risk through effective use of intra-Group funds and flexible financing

Please also refer to the Ajinomoto Group Sustainability Report 2025 “Materiality”.
https://www.ajinomoto.com/sustainability/pdf/2025/SR2025en_management.pdf#page=16

Moving towards a transformation of the agrifood systems

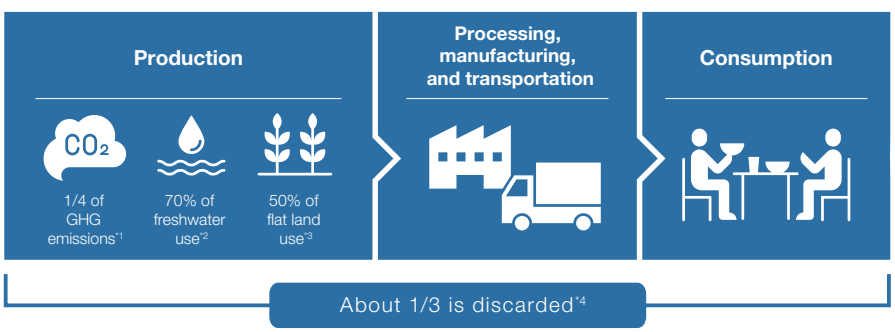
70% of our Group's procurement is agricultural, livestock, and fishery products, which are heavily dependent on nature. The agrifood systems accounts for more than 20% of total GHG emissions, making it the second largest source of emissions after the energy industry, and it has a significant impact on the global environment and is also greatly affected by changes in it.

In addition, one-third of food in the world is wasted, and 2.8 billion people, or one-third of the population, do not have access to healthy food. It has been reported that the "hidden cost" of the agrifood systems related to diseases caused by unhealthy diets is approximately 10% of the world's GDP.

As such, there is a sizeable need for transformation in the agrifood systems, and there are diverse opportunities for business and employment.

The Group has been working on a biocycle that uses fermentation by-products as fertilizer and feed, supporting the production of agricultural and livestock products by circulating nutrients, and has made efforts to improve the local environment and the lives of farmers.

In recent years, based on these activities, we have been developing businesses that contribute to the transformation of the agricultural and livestock industries.



*1. Environmental impacts of food production, Hannah Ritchie and Max Roser, Last major revision in June 2021, Our World in Data
*2. I, A. Shiklomanov, Assessment of Water Resources and Water Availability in the World (1996)
*3. "The world has lost one-third of its forest, but an end of deforestation is possible" Our World in Data (2021)
*4. Global Food Losses and Food Waste, Food and Agriculture Organization of the United Nations by the Japan Association for International Collaboration of Agriculture and Forestry (2011)

Achieving sustainable livestock farming using "AjiPro®-L"

The first and second largest sources of GHG emissions in the world are coal and oil, but surprisingly, the third largest source is waste and burps from cattle*5. While technological development and policy initiatives are advancing in reducing GHG emissions from coal and oil, efforts to reduce emissions from cattle are relatively lagging in reducing GHG emissions from cattle, so a great opportunity lies in this area.

We will contribute to solving this problem by using "AjiPro®-L", a lysine formulation for cattle developed based on the Ajinomoto Group's "AminoScience." "AjiPro®-L" is designed using proprietary granulation technology to effectively deliver lysine—one of the most deficient essential amino acids during cattle growth—directly to the intestines without degradation in the rumen.

By supplementing lysine and optimizing the amino acid balance in feed, "AjiPro®-L" not only helps maintain or improve cattle productivity and health, but also reduces methane and nitrous oxide emissions from cattle, as well as CO_2 emissions associated with sourcing soybean meal in feed. These reductions are estimated to total approximately 1 ton of GHG emissions per cow per year*6, and we are working toward a goal of 1 million tons of annual GHG reductions by 2030.

In Japan, we are promoting a J-Credit system project in collaboration with the Meiji Group, aiming to simultaneously reduce GHG emissions and create economic value in the dairy industry using "AjiPro®-L". Additionally, we have signed a partnership agreement with Kagoshima Prefecture and local livestock organizations to reduce GHG emissions and promote industry development in beef and dairy cattle farming. Kagoshima Prefecture has adopted our "AjiPro®-L"-based GHG reduction solution and is implementing initiatives in collaboration with multiple stakeholders including livestock organizations, producers, universities, and financial institutions to advance Green Transformation (GX).

Globally, we have launched a strategic partnership with Danone in France. Our cross-value-chain GHG reduction initiative using "AjiPro®-L" has been recognized by the World Business Council for Sustainable Development (WBCSD) and was published in their "Use Case Pilot" platform in April 2025, highlighting the impact of our solution. A guidance document on GHG reduction contributions is scheduled for release in Q3 of FY2025.

*5 Our World in Data
*6 Amount of reduction varies with farmers' feed design, etc.
*7 https://www.wbcsd.org/wp-content/uploads/2025/04/Agrifood-sector-lowcarbon-solution-for-dairy-beef-production.pdf

Brazil “Recovery of Degraded Pasture Verification Study” Project

The Ajinomoto Group has decided to participate in the Recovery of Degraded Pasture Verification Study” Project in Brazil which is one of the initiatives of the Japan-Brazil Green Partnership Initiative (Japan-Brazil GPI) promoted by the Japanese and Brazilian governments.
Traditionally, soil degradation in Brazil has progressed due to continuous cropping problems and insufficient soil management, and issues such as strengthening responses to climate change, effective use of farmland, and promoting sustainable agricultural production have proven difficult. The aim of this initiative is to provide Japan’s technology and knowledge to Brazil and cooperate in environmental and climate change measures and sustainable development.
Through AJINOMOTO DO BRASIL INDÚSTRIA ECOMÉRCIO DE ALIMENTOS LTDA. (ABR), the Ajinomoto Group will provide biostimulant products such as liquid foliar sprays “AJIFOL®” and “AMINO Arginine®” to model farms and verify their effectiveness.
These products are based on by-products obtained during the production process of the umami seasoning “AJI-NO-MOTO®”, which uses sugar cane as its main ingredient, and are rich in various amino acids, which are expected to increase the growth potential of agricultural crops and improve yields and quality. In addition to making effective use of by-products, the company has established a biocycle in which by-products are returned to sugar cane fields and then used to produce “AJI-NO-MOTO®”, and this initiative to reduce environmental impact has been highly praised in the Brazilian market, leading to the selection of these products as targets for this project.
The Ajinomoto Group aims to contribute to a sustainable agrifood systems through its participation in the Japan-Brazil GPI.

Top: An example of degraded farmland. Bottom: ABR’s biostimulant product lineup.

Our approach to biodiversity

The Ajinomoto Group recognizes the importance of reducing the impact on biodiversity and protecting the global environment while continuing our business.
Biodiversity issues are closely related to environmental and social issues such as climate change, water and soil, waste, and human rights, so we are working to solve these issues through farmland restoration, deforestation prevention, and sustainable agriculture so that they are mutually effective.
For example, we are working on one of the largest wetlands restoration projects in the region, on land adjacent to Ajinomoto Health & Nutrition North America’s Eddyville production facility and the Des Moines River.
This initiative is expected to provide habitat for wildlife such as the endangered Indiana bat, white-tailed deer, and various pollinators, as well as prevent nitrogen and eroded topsoil from flowing into the Des Moines River, promote the growth of oxygen-releasing plants, and absorb and store carbon in the soil.
AJINOMOTO CO., (THAILAND) LTD. (AJT) purchases the tapioca starch, which is made from cassava harvested from the fields and processed into powdered tapioca starch at a starch factory, and uses it to produce the umami seasoning “AJI-NO-MOTO®”.
The co-product from the production process is sold to farmers through Ajinomoto FD Green Co., Ltd., who use it as a nutrient for their cassava fields, creating a sustainable “biocycle” relationship.
In Thailand, a viral disease called “cassava mosaic disease” has been spreading in the crop since 2018, causing a continued decline in yields. Without cassava farmers, AJT’ s business and sustainable biocycle would not be possible.
As an approach to combating cassava mosaic disease, the “Thai Farmer Better Life Partner” project aims to solve the problems faced by farmers by providing trial farmers with basic cultivation education, free soil diagnosis, developing new fertilizers, and providing healthy seed stalks, thereby improving economic value and creating a cycle of circulation.

For details, please see “Sustainability Report 2025.”
https://www.ajinomoto.com/sustainability/pdf/2025/SR2025en_environment.pdf#page=17

Circular economy initiatives

Expanding SariCycle® in the Philippines

The first anniversary of SariCycle®, an incentive program for plastic collection and processing promoted by AJINOMOTO PHILIPPINES CORPORATION (APC) has arrived.
In the Philippines, marine plastic waste is a social issue, but in the first year of the SariCycle® program, more than 10 tons of disposable plastic (= approximately 22 million small packages) were collected in Quezon City, contributing to a significant reduction in plastic waste in the city. This was made possible by the existence of 1,000 “SariCyclers” who were active across 23 districts. Taking advantage of APC’s strong relationships with its sales channels (especially small retail stores), the program took an approach of spreading the program through word of mouth by asking store customers to directly participate in collection as “SariCyclers.” In exchange for the collected plastic, stores receive incentives in the form of environmental points equivalent to cash that can be exchanged for APC products or groceries at participating stores. The program is made possible through close collaboration with like-minded third-party organizations, particularly local government units, local resource collectors, and small businesses.
Given the success in Quezon City, APC is considering expanding SariCycle® to other municipalities.

Left: Conceptual diagram of SariCycle.
Center: A customer holding a cashback card.
Right: In-store campaign.

Global food loss and waste reduction

The Ajinomoto Group has set a goal of reducing food loss and waste by 50% from the receipt of raw materials to delivery to customers by fiscal 2025, and by 50% throughout the entire product life cycle by fiscal 2050.
To achieve this goal, the Group is utilizing “AminoScience”, which is one of the Group’s strengths, including production process design and improvement technology, deliciousness technology, and quality control technology, as well as providing materials to producers and information to consumers, to reduce food loss and waste throughout the value chain.
The goal of reducing food loss and waste by 50% from the receipt of raw materials to delivery to customers was achieved two years ahead of schedule in 2023 through unified reduction efforts across the entire company, including sharing best practices for reducing food loss and waste globally and coordinating activities.
In addition, the Group has developed the brand “Too Good to Waste” to promote food loss and waste reduction throughout the value chain, and is disseminating recipes that lead to food loss and waste reduction, as well as tips and ideas for incorporating fun food loss and waste reduction into daily life.
In fiscal 2024, the initiative was expanded to four overseas countries (Thailand, Indonesia, Brazil and the Philippines), developing recipes for each country and raising awareness and disseminating information to consumers through owned media and social media.
AJINOMOTO DO BRASIL INDÚSTRIA E COMÉRCIO DE ALIMENTOS LTDA. has focused on rice, which is the most discarded food in Brazil, and has launched “SÁZON® Tempera & Transforma,” a product that allows leftover cooked rice to be easily mixed and cooked, greatly contributing to reducing food waste in the home.

Top: AJINOMOTO DO BRASIL INDÚSTRIA E COMÉRCIO DE ALIMENTOS LTDA. SÁZON® Tempera & Transforma
Bottom: PT AJINOMOTO INDONESIA website

For details, please see “Sustainability Report 2025.”
https://www.ajinomoto.com/sustainability/pdf/2025/SR2025en_environment.pdf#page=21

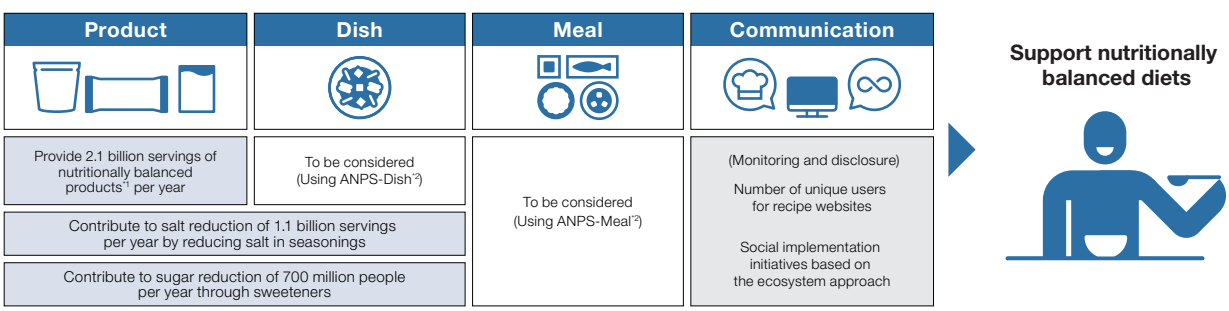
Achievement of well-being through food

Targets and KPIs for nutrition

The Ajinomoto Group supports consumers in achieving a nutritionally balanced diet through its business activities. With an approach of "Nutrition Without Compromise," we promote reduced salt, sugar, and fat intake, as well as appropriate intake of protein, vegetables, and fruits, without compromising on "taste, access, and the local way of life."
The Ajinomoto Group updated our targets and KPIs for nutrition to further drive nutrition improvement through our business, in line with our Purpose and material theme "Achievement of well-being through food".

We adopted nutritional assessments appropriate for each product, dish, and meal to support consumers' nutritionally balanced diets and added indicators for communication that contributes to nutrition improvement.
In addition, the Ajinomoto Group has newly developed "ANPS-Meal," Japan's first nutrient profiling system designed to scientifically assess the nutritional value of meals. Going forward, we will consider setting targets and KPIs related to meals by utilizing this system.

[Targets and KPIs for nutrition in FY2030] (Launched operation in FY2025)



✓ **For products consumed as-is, the Health Star Rating (HSR), which is used globally and provides a comprehensive assessment of nutritional value, is used for evaluation.**
✓ **Since dishes and meals are greatly influenced by food culture and combinations, appropriate evaluation methods will be considered for each country/region.**
✓ **Provide recipes, services, and systems to make it easier for consumers to practice nutritionally balanced dishes.**

*1: Products with the HSR of 3.5 or above, one of the most globally used nutrient profiling systems.
Products (soups, drinks, frozen foods, instant noodles, etc.) that can be consumed as is or with only simple preparation such as adding water or hot water or heating are scoped.
*2: The Ajinomoto Group Nutrient Profiling System. NPS developed by the Ajinomoto Group. ANPS-Dish is for dish evaluation, and ANPS-Meal is for meal evaluation.
ANPS-Dish: Frontiers | Nutrient Profiling of Japanese Dishes: The Development of a Novel Ajinomoto Group Nutrient Profiling System (https://www.frontiersin.org/journals/nutrition/articles/10.3389/fnut.2022.912148/full), ANPS-Meal: Frontiers | Development of the Ajinomoto Group Nutrient Profiling System for Japanese Meals(https://www.frontiersin.org/journals/nutrition/articles/10.3389/fnut.2025.1568181/full)

[Results up to FY2024]

	FY20 (Results)	FY21 (Results)	FY22 (Results)	FY23 (Results)	FY24 (Results)	FY25 (Targets)	FY30 (Targets)
Percentage of products with improved nutritional value*3,4	40%	50%	56%	57%	57%	—	60%
Provision of products with improved nutritional value in "delicious salt reduction" and "protein intake optimization"*4	280 million people per year	320 million per year	340 million per year	350 million per year	360 million per year	—	400 million people per year
Availability of products utilizing the physiological and nutritional functions of amino acids*5	(Base year)	1.07 times	1.10 times	1.07 times	1.11 times	—	2 times
Nutrition education for employees*6	460	26,000	56,000	88,000	122,000	Cumulatively 100,000	—

*3 Products with improved nutritional value means the products that meet our criteria and contribute to the intake of improved nutrition from an international public health perspective.
*4 The confirmation and reporting of this target has ended in fiscal 2024. From FY2025, we have begun applying the aforementioned new targets and KPIs to enable more objective and appropriate evaluation , thereby further promoting key initiatives for nutrition improvement.
*5 This target continues to be in operation as a target and KPI for the material theme "Contribution to advanced medicine and prevention".
*6 This target continues to be in operation as a target and KPI for the material theme "Reinforcement of our management foundation".

Roadmap to one billion people

The Ajinomoto Group is working to improve nutrition with the goal of extending the healthy life expectancy of one billion people by 2030.
In fiscal 2024, we created touchpoints for deliciousness and health with 950 million people.
Going forward, we will continue to contribute to extending the healthy life expectancy of one billion people by promoting "delicious salt reduction" through umami and providing products and information that are useful for health.

For details, please see "Sustainability Report 2025."
https://www.ajinomoto.com/sustainability/pdf/2025/SR2025en_environment.pdf#page=35

Well-being through cooking and shared meals

While there has long been substantial evidence regarding physical health—such as nutrition improvement and healthcare—in the context of well-being through food, there has been limited evidence on how aspects like ‘eating together’ and ‘the joy of cooking’ affect mental health, namely subjective well-being. As a result, their importance had not been widely recognized.
Therefore, Ajinomoto Co., Inc., in collaboration with the US research company Gallup, Inc., conducted a global survey showing the relationship between “cooking enjoyment” and “eating together” and Well-being, and released a report summarizing the results, “Well-being Through Cooking,” in December 2023. The results of additional analysis using this survey data conducted by the University of Oxford in the UK, with which our company is also affiliated, were also published in the “World Happiness Report (WHR) 2025” released in March 2025. For the first time, the WHR 2025 includes a chapter on sharing meals with others, and interest is growing in the relationship between sharing meals with others and well-being. To further accumulate insights, we also launched a partnership with the OECD Centre on Well-being, Inclusion, Sustainability and Equal Opportunity (WISE) starting in April 2025.
To raise global awareness of the importance of cooking and eating together for well-being, we participated in the 7th OECD World Forum on Well-being in November 2024, where we exchanged views on our research findings with experts from various countries. Additionally, through the Nikkei Well-being Initiative*, we are collaborating with other companies to introduce food-related elements such as “the joy of cooking” and “eating together” into the well-being frameworks and survey items of government and public institutions in different countries.
We will continue to deepen our knowledge of the contribution of food to well-being and contribute to emotional enrichment by expanding our range of products that contribute to Well-being, and by providing the cooking enjoyment and the human connections that come from eating together.

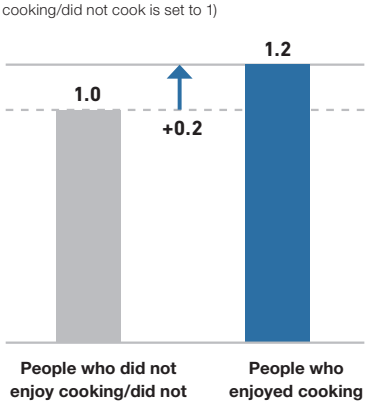
*Jointly established by Nikkei Newspaper and Well-being for Planet Earth Public Interest Foundation with the aim of realizing well-being management and proposing a new indicator to the world that shows “the state of prosperity in the economic society” to complement an indicator of economic growth (GDP).

People who enjoyed cooking in the past seven days are to be thriving than those who did not enjoy cooking / did not cook at all

1.2 times more likely

[Cooking enjoyment and subjective Well-being]

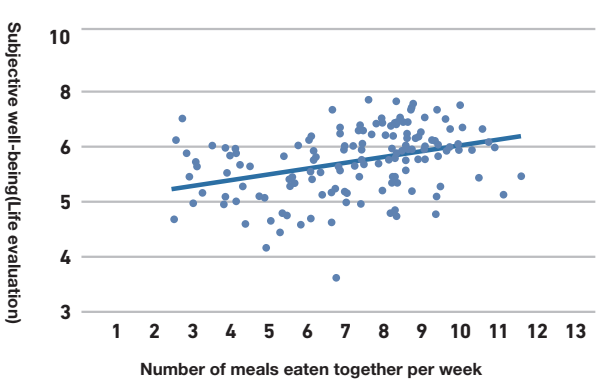
(When the feeling of well-being of people who did not enjoy cooking/did not cook is set to 1)



Source: Wellbeing Through Cooking

Globally, a positive correlation has been observed—individuals who share meals more frequently tend to report higher levels of subjective well-being.

[Correlation between shared meals and well-being]



Source : World Happiness Report 2025

Initiatives to respect human rights

The Ajinomoto Group recognizes that all business activities are premised on respect for human rights as we strive to achieve sustainable growth through ASV (Ajinomoto Group Creating Shared Value) and take the initiative to achieve international consensus on the environment, society, and governance, such as the SDGs.

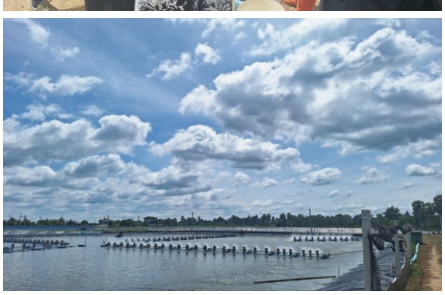
In addition to supporting international human rights standards such as the Universal Declaration of Human Rights and the United Nations Guiding Principles on Business and Human Rights, the Group Policy on Respect for Human Rights stipulates that we will promote internationally recognized respect for human rights in all value chains related to our business.

We also encourage our business partners to support this policy and strive to respect human rights.

The Ajinomoto Group places particular importance on the "upstream of the supply chain" as a target with high human rights risks, and conducts a human rights risk assessment by country of raw material procurement every four years.

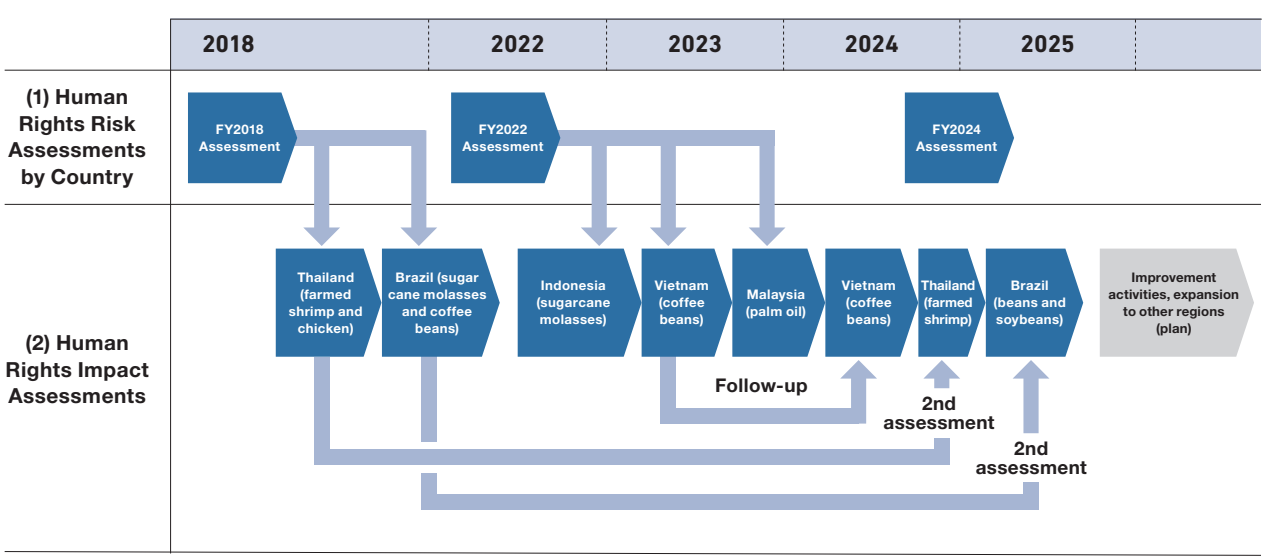
In 2024, we conducted an additional assessment in cooperation with external human rights experts, which analyzed significant human rights issues based on human rights risk data from external organizations, taking into account raw material purchase amounts and sales.

As a result, India (shrimp) and Thailand (sugar cane, palm oil, shrimp, cassava) were identified as high-risk countries. We plan to prioritize human rights impact assessments (on-site visits and direct dialogue with stakeholders to understand the impact and issues on human rights) in these countries and advance our efforts to respect human rights.



A human rights impact assessment in Thailand (farmed shrimp) (November 2024)

[Human Rights Risk and Human Rights Impact Assessments, 2022-24]



For details, please see "Sustainability Report 2025."
https://www.ajinomoto.com/sustainability/pdf/2025/SR2025en_social.pdf#page=200