

Contributing to sustainability through our business

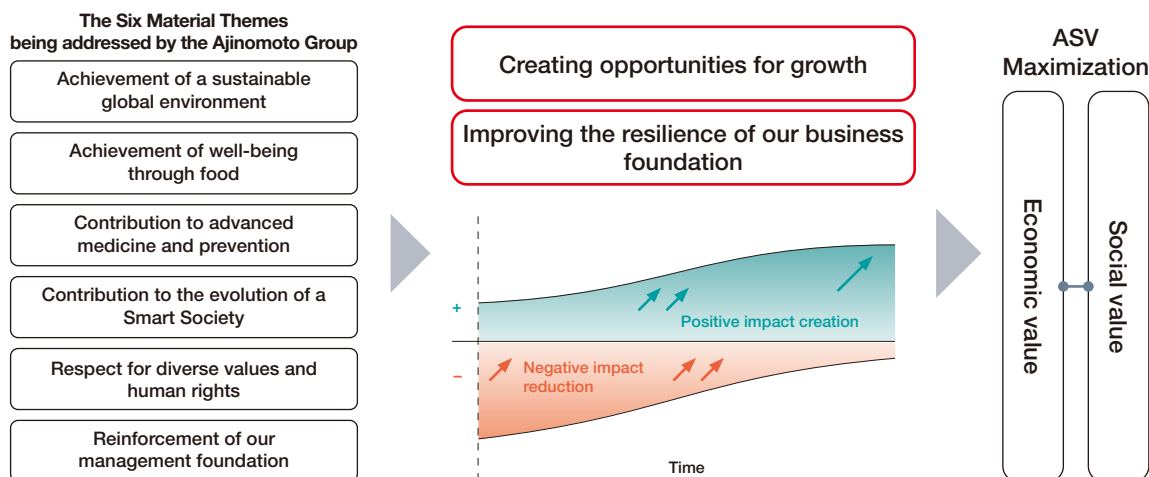
Sustainability approach

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 at the core of ASV management. We integrate our sustainability initiatives with our business strategies, creating both social and economic value to achieve sustainable business growth and enhance corporate value. Under the Medium-Term ASV Management 2030 Roadmap, we are advancing concrete initiatives that address both the risks and opportunities associated with the Six Material Themes linked to the Ajinomoto Group’s material issues (Materiality).

The business of the Ajinomoto Group is built upon a sound agrifood system—a societal system that produces and consumes food resources—and the bountiful natural environment that sustains it. As the global environment approaches its planetary limits, adapting to environmental change and restoring nature

have become pressing issues for the sustainable growth of society as a whole and of our business. We are advancing initiatives in areas such as climate change, biodiversity, the circular economy, and respect for human rights, seeking to reduce negative impacts of our business activities and enhance the resilience of our business foundation. Beyond reducing these negative impacts, the Ajinomoto Group also aims to leverage its strength, “AminoScience,” to create greater positive impacts — together with diverse stakeholders — throughout the value chain and beyond, contributing to society through our business activities. We are also implementing a range of measures to contribute to nutritionally balanced diets, enriching lives through food, and advancing prevention and treatment. We believe these initiatives enhance people’s well-being while creating growth opportunities through the value creation leveraging “AminoScience.”

[Our path toward achieving ASV maximization]



The Six Material Themes

The table below outlines the focus areas addressed by the Six Material Themes as well as the related initiatives, targets, and KPIs.

The Six Material Themes	Focus areas	Initiatives	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, and 36.4% reduction in Scope 3 FLAG (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) - Contribution 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) - Expansion of the biocycle (cyclic amino acid fermentation cycle) - Provision of food and ingredients made with environmentally low-impact materials and methods, and promotion of lifestyle changes among consumers (technology development such as cultured meat and precision fermentation, and development of foods using biomass fermentation and plant-based sources)
	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 - Target raw materials: palm oil, soybeans, beef, paper, coffee
		Conservation of water resources	- Reduction of water usage - FY2040: 15% reduction (vs. FY2018)
		Sustainable procurement	100% sustainable procurement for priority raw materials - Target raw materials in FY2030: paper, palm oil, soybeans, coffee beans, beef, sugarcane - Animal welfare improvement
	Circular economy	Zero waste emissions	Maintain resource recovery rate of 99% or more
		Plastic waste reduction	- Plastic waste reduction - FY2030: Zero waste - Promote consumer behavior changes through the provision of personal care products using our microplastic alternative materials
		Food loss and waste reduction	- Food loss and waste reduction - Maintaining 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.) - Utilize our commercial (B to B) products to help customers reduce food loss and waste
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[1] products per year [1] 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 - Visualize how cooking and eating together contributes to well-being (clarification of relationships), establish metrics, and utilize insights to enhance brand value
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) - Strengthen the medical food field - FY2030: Double the offerings (vs. FY2024) - Stable supply of high-quality pharmaceutical amino acids for infusion and other pharmaceuticals - Evolving into a service solution-oriented business for culture media and advanced medical materials - Strengthen and expand the realm of contract services for the development and manufacturing of biopharmaceuticals
Contribution to the evolution of a Smart Society	Advanced semiconductor package	Advancement of semiconductors through materials provision and ecosystem creation	- Accelerate innovation and expand the provision of advanced materials that enable the evolution of semiconductors, while strengthening co-creation ecosystems across the semiconductor value chain. - Develop technology and materials in advanced semiconductor fields such as the co-packaged optics
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 - Identify and assess human rights risks at group companies (manufacturing sites) - Implementation rate across global group companies: 70% or more by FY2026, 100% by FY2030 - Implement appropriate preventive and corrective measures based on the above
Reinforcement of our management foundation	Human capital	Human resource investment	- ASV realization process engagement score - FY2030 88% - Diversity in leadership - FY2030: 30% - Ratio of female managers - FY2030: 40% - Encourage employees to take on challenges - Promote 'ASV Awards' - Improve employee literacy - Deploy literacy improvement measures for the environment, health and nutrition, human rights, DX, etc.
	Changes in the business environment	Strengthening resilience	- Strengthen management intelligence functions to utilize strategic backcasting from future risks and opportunities - Strengthen resilience by building a global quality assurance system and global strategic IP portfolio - Carry out ongoing measures to improve compliance awareness - Continuously carry out assessments, audits, and inspections related to health and safety - 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

Some details have been omitted from the above "Main targets and KPIs."
Please also refer to the Ajinomoto Group Sustainability Report 2026 "Materiality."

Activities within and outside of the value chain

Transforming the agrifood system

Our Group’s business is built upon a sound agrifood system that is heavily dependent as illustrated by the fact that approximately 70% of our raw materials are sourced from agricultural, livestock, and fishery products. Across each stage of the value chain from upstream raw-material production and procurement, through midstream manufacturing, sales, and logistics, to downstream consumption, complex societal issues are becoming apparent, including climate change, biodiversity loss, resource constraints, food loss and waste, and malnutrition. Agrifood systems account for more than 20% of the global GHG emissions, and a transformation of the system as a whole is urgently required.

Our Group’s strengths lie in the production and application of amino acids—essential nutrients for all life—and in “AminoScience,” a science-based approach. For example, through our biocycle initiative, which utilizes fermentation

co-products as fertilizer and feed, we have contributed to improving the productivity of agricultural and livestock production, reducing environmental impact, and enhancing the livelihoods of farmers by circulating nutrients. In addition, throughout the value chain, including everything from raw material production to consumption, we have promoted initiatives aimed at helping to resolve a wide range of environmental, societal, health, and nutrition issues while also achieving business growth. In recent years, we have also extended our efforts beyond the value chain, engaging in co-creation with governments, financial institutions, research institutes, and other companies to promote the flow of capital into the agrifood sector and help build new social systems. Through these efforts, we are simultaneously enhancing the resilience of our business foundations, creating new growth opportunities, and contributing to the sustainable transformation of the agrifood system.

[Value chain overview]



The above is one example of the diverse forms of value creation across the entire value chain.

Value chain: Upstream value creation

The Ajinomoto Group is aiming to further advance its sustainable ingredient procurement by promoting projects in various countries for the purpose of achieving regenerative agriculture and verifying its effects, specifically for cassava and sugar cane, which are ingredients of the Group's umami seasoning "AJI-NO-MOTO®."

Thailand: Regenerative agriculture pilot project for cassava cultivation

In Thailand, we collaborate with Ajinomoto Co., (Thailand) Ltd., Ajinomoto FD Green (Thailand) Co., Ltd., starch suppliers, and "The VIVE Sustainable Supply Programme" (called the VIVE Program below), which is involved in regenerative-agriculture assessment design and third-party assessment. This project involves the optimization of fertilization based on soil analysis, the utilization of materials containing our Group's amino acids as well as biochar, the introduction of cover crops, and other farming methods focused on improving the soil environment. Through such initiatives, our plan is to set multiple outcomes that include GHG Emissions, Soil Health, Water Resources, Biodiversity, and Farmer Income, and then utilize the VIVE Program's framework to quantitatively assess the results. By incorporating a third-party assessment, the aim is to demonstrate highly transparent and reliable regenerative agriculture and then consider the results of this demonstration

to develop this approach as an initiative that could be applied to the entire supply chain in the future.



Harvesting cassava

Vietnam: regenerative agriculture demonstration project for cassava cultivation

In Vietnam, we are implementing the Sustainable Cassava Project, which is related to cassava, an ingredient of "AJI-NO-MOTO®," and involves introducing new varieties developed by a local agricultural research institute, utilizing by-products of fermentation of "AJI-NO-MOTO®" as fertilizer, optimizing related farming methods, and providing guidance to improve productivity. In FY2023, a test assessment was conducted based on a five-hectare cultivation area, which enabled us to confirm the effects, so, in FY2024, we expanded the target area to 500 hectares, conducted a similar assessment, and confirmed a productivity improvement of around 100% (double). In fiscal 2025, the project expanded its coverage to 1,500 hectares and was selected for the Ministry of Economy, Trade and Industry's (METI) Global South Future-Oriented Co-Creation Subsidy Program.

In addition, as one result of introducing regenerative agriculture and other agricultural methods, we successfully reduced crop-based GHG emissions, and we are aiming to establish GHG emission calculation and verification methods (MRV: Measurement, Reporting and Verification) for cassava

cultivation, transportation, and the tapioca starch processing stage.

Similarly, in Indonesia, we initiated a collaboration with Pusat Penelitian Perkebunan Gula Indonesia (P3GI), to verify the effects of introducing regenerative agriculture in sugarcane cultivation, focusing on reducing GHG emissions as well as the environmental impact.



Left side: cassava grown using the farming methods and varieties promoted through the Sustainable Cassava Project. Right side: cassava grown using conventional methods and varieties. (Vietnam)

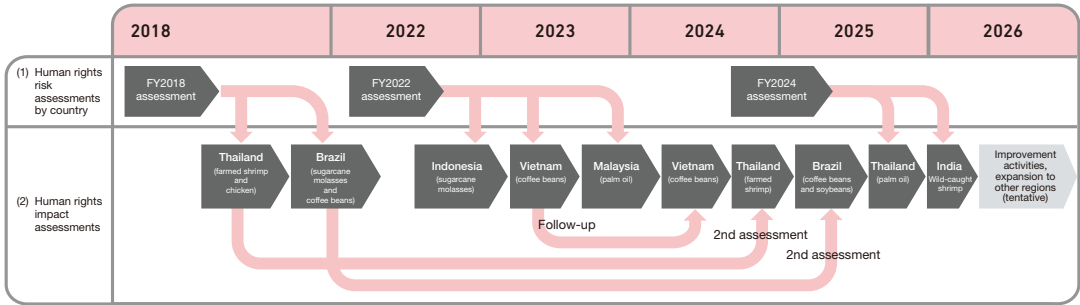
Human rights due diligence

The Ajinomoto Group is continuing to conduct due diligence aimed at ensuring respect for human rights throughout the value chain based on the UN's "Guiding Principles on Business and Human Rights," etc. In FY2024, we collaborated with external experts to conduct additional country-specific assessments that apply the latest business environment and risk data to re-identify priority regions.

In line with our roadmap*, we are currently conducting human rights impact assessments according to the priority assigned to

each region as well as our "second assessment" in certain regions, thereby continuing with inspections in line with each stage. The purpose of this process is to gain a deep understanding of local conditions as a company while simultaneously engaging in community building activities by sharing the Ajinomoto Group's policy on respecting human rights as well as relevant international standards. By gaining a multifaceted understanding of local conditions and continuing to pursue initiatives aimed at increasing the clarity of our response, we will implement specific measures aimed at mitigating human rights risks.

[Human rights risk and human rights impact assessments, 2022-2024]



*For details on the Roadmap, please refer to Sustainability Report 2026 "Human rights"
https://www.ajinomoto.com/sustainability/pdf/2026/SR2026en_social.pdf#page=2

Collaborative efforts with business partners on human rights and environmental issues

During our human rights impact assessments, which we conduct as part of our human rights due diligence, we are continuing to gain as clear an understanding as possible of local conditions as a company while also increasing the clarity of related issues. We also engage in repeated dialogues with rights holders and other local stakeholders as an opportunity to understand relevant risks while also deepening the

understanding of the Ajinomoto Group Policies (AGP) and international standards.

In 2025, we tried collaborating with other companies through an external platform to inspect coffee beans in Brazil. In addition, we tried an integrated approach to gain a holistic understanding of human rights issues and environmental issues related to Brazil (coffee beans and soybeans) and Thailand (palm oil). We will use the knowledge we gained through such activities to implement detailed risk-mitigation measures. Going forward, we will continue to conduct inspections in each region, thereby promoting steps toward mitigating human rights risks in the supply chain.



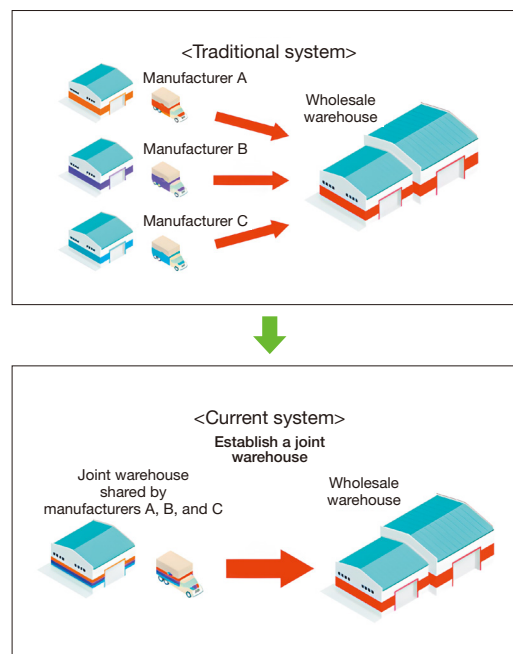
Value chain: Midstream value creation

Sustainable logistics

The food industry faces a range of logistics-related challenges, including a shortage of truck drivers, rising logistics costs, and the need to address environmental issues such as GHG emissions. The Ajinomoto Group is working to establish a sustainable logistics system. In Japan, we have promoted a modal shift from truck transportation to rail and coastal shipping for shipments travelling more than 500 kilometers, achieving a modal shift rate of 98%. In addition, since 2015 we have participated in the “F-Line Project,” a joint logistics involving six food manufacturers. Through this initiative, joint delivery operations in Hokkaido and Kyushu, as well as joint trunk-route transportation in Hokkaido, have been implemented. By improving vehicle loading efficiency, these efforts help reduce the number of transport vehicles, ease receiving operations at delivery destinations, and lower GHG emissions.

We are also expanding similar initiatives overseas. For example, in the Philippines, we have partnered with logistics providers to introduce electric vehicles (EVs) into logistics operations. Through these efforts, we are creating value for local communities by reducing GHG emissions, optimizing delivery schedules, and helping to alleviate traffic congestion.

[Joint delivery system]



By improving vehicle loading efficiency, we reduced the number of delivery trucks required, eased the burden of receiving operations, and achieved reductions in GHG emissions.

Circular economy-related initiatives

Ajinomoto Co., Inc. collaborates with a diverse range of stakeholders, including Kewpie Corporation, through its Clean Ocean Material Alliance (CLOMA) activities. Since July 2024, we have been carrying out a pilot program at Ito-Yokado stores in Kawasaki City to collect used mayonnaise bottles and validate recycling technologies toward building an ecosystem for sorting, collection, and recycling. Polyethylene, which is widely used for food containers and packaging including mayonnaise bottles, is difficult to process through closed-loop recycling due to hygiene issues and other concerns. In the pilot project, we used a unique and iconic mayonnaise-bottle-shaped collection box to help prevent contamination while making participation fun and engaging. Through collaboration with Kawasaki City to communicate information to locals, we increased the number of bottles collected by around 2.6 times over the year, with more than 90% of the collected bottles being washed. Starting in July 2025, we expanded the number of collection sites to three stores, and we are aiming to standardize an effective sorting and collection model. In terms

of technological verification, through collaboration with material and bottle manufacturers, we confirmed that bottles with physical properties equivalent to bottles made from virgin materials can be produced partially using PIR recycled pellets*. Going forward, we will take steps to recycle collected materials and return them to consumers, encouraging change in consumer behavior and improving and deepening engagement, while contributing to the realization of a circular recycling society.

*Pellets made from recycling scrap materials that are generated during the manufacturing process.



For details, please refer to the press release (Japanese only).
https://news.ajinomoto.co.jp/2025/06/2025_06_20.pdf

Value chain: Downstream value creation

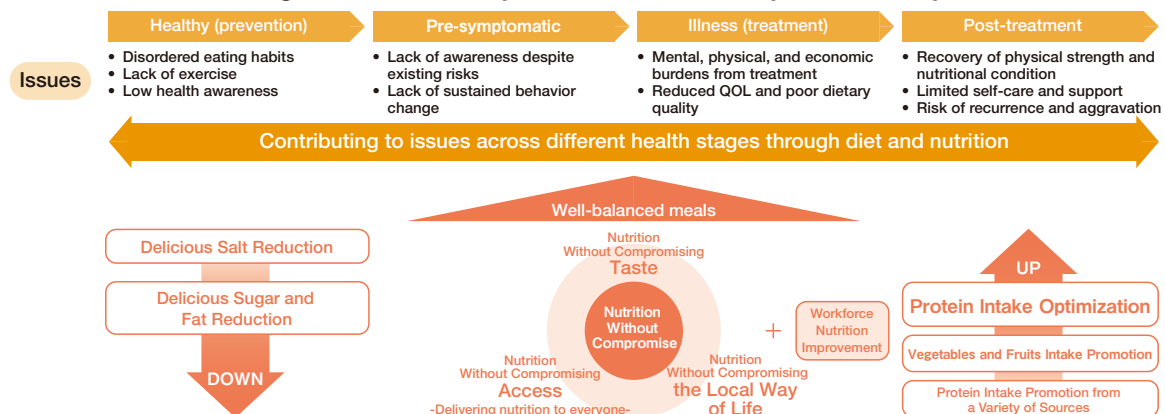
Health and nutrition initiatives

The Ajinomoto Group provides support in resolving the various health and nutrition issues faced by consumers through its business activities. We provide a wide range of products and services intended to address issues people face not only when they are healthy but also during various other health phases, including the pre-symptomatic phase as well as during and after treatment. In addition, we believe that daily meals are the foundation of health at all times, and we therefore consider it important to provide nutritionally balanced meals based on our

“Nutrition Without Compromise” approach.

We are working on health and nutrition initiatives with the goal of help extend the healthy life expectancy of 1 billion people by 2030. In fiscal 2025, we created touchpoints for deliciousness and health with 960 million people. Going forward, we will continue to contribute to achieving well-being through food as well as advanced medicine and prevention by promoting “Delicious Salt Reduction” through umami and providing products and information that contribute to extending healthy life expectancy.

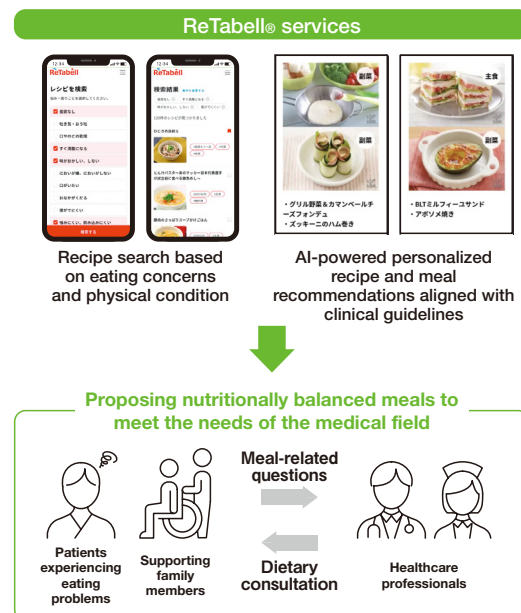
We contribute to solving issues in diverse phases of health, from prevention to post-treatment



ReTabell®

By “combining medicine and food” through its various partnerships, the Ajinomoto Group promotes the creation of a food environment that supports meals both during and after treatment. ReTabell® is an AI-powered recipe and meal planning search service designed in line with food-related problems. The purpose of this service is to offer hints on recipes and meals to support consumers by considering details that include food-intake issues caused by treatment or medication as well as each person’s physical condition and nutritional balance. The service complies with the guidelines of the Japanese Society for Parenteral and Enteral Nutrition Therapy, the Academy of Nutrition and Dietetics, and other nutrition-related societies, and it features AI that learns about meals that are easy to eat in a timely fashion, including the proper meal nutrition, flavor, and form according to the physical condition of each person. This AI makes it possible to search for and propose recipes and meal planning in response to various food-related problems in just a few seconds. Through this service, we will continue to aim for sustained business growth as we contribute to resolving issues faced by healthcare workers involved in nutritional guidance as well as consumers.

[Supporting people's dietary issues with ReTabell®]



Value creation beyond the value chain

Global engagement and co-creation through COP30

At COP30, the Conference of the Parties (COP) to the United Nations Framework Convention on Climate Change (UNFCCC), agrifood systems were positioned as a core pillar of climate action, and significant progress was made in international discussions on transforming them. Taking this opportunity, the Ajinomoto Group communicated globally on the need to expand climate finance for the agricultural sector, the importance of collaboration with diverse stakeholders including governments, financial institutions, and private companies, and the potential of our solutions leveraging “AminoScience.” In addition, the Group also joined the “MIDORI∞INFINITY” framework led by the Ministry of Agriculture, Forestry and Fisheries of Japan, partnering with like-minded private-sector companies. Together, we outlined a direction for public-private collaboration to deploy GHG reduction technologies in the agriculture, forestry, and fisheries sectors overseas, develop decarbonization projects—including the Joint Crediting Mechanism (JCM)—and attract climate finance. Going beyond its own value chain, the Ajinomoto Group addresses large-scale

challenges that cannot be resolved by a single company alone, engaging in co-creation with external stakeholders to generate greater social and economic value.

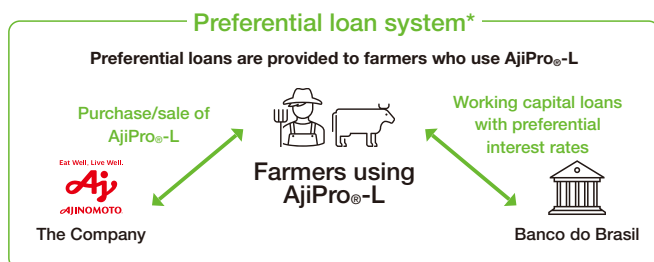


COP Highlights

Value creation scheme and ecosystem built around “AjiPro®-L”

The Ajinomoto Group is building a value creation scheme that delivers both environmental and economic value through agrifood decarbonization solutions, centered on “AjiPro®-L,” our amino acid formulation for cattle. “AjiPro®-L” efficiently supplies lysine, an amino acid that cattle often lack. By improving feed efficiency, it reduces costs and achieves GHG emission reductions of approximately one ton per head of cattle per year. During COP30, we concluded a memorandum of understanding

with Banco do Brasil to develop a new financial scheme for utilizing sustainable finance as part of our efforts to accelerate the scaling and commercial deployment of this solution. Under this scheme, the GHG emission reductions achieved through the introduction of “AjiPro®-L” will be demonstrated and linked to financial support such as preferential loans, thereby reducing the initial cost burden and economic risks for farmers. This will strengthen incentives for producers to adopt the solution, while creating new lending opportunities for financial institutions that integrate environmental value into their portfolios. Through this ecosystem spanning finance and industry, the Ajinomoto Group will simultaneously accelerate the widespread adoption of “AjiPro®-L” and decarbonization across the agrifood sector.



*Simplified representation of the actual transaction scheme



Signing of the MoU with Banco do Brasil
Left: Naoko Yamamoto, General Manager, Latin America Division, Ajinomoto do Brasil Indústria e Comércio de Alimentos Ltda.