

Summary of Dialogues with Business Partners

No.	Date of Dialogue	Country	Type of Transaction (Procured Items)	Dialogue Format	Key Discussion Points and Shared Perspectives
2024①	March 2024	Japan	Raw Materials	On-site, Face-to-face	Business operations are managed in a structure where management decisions are largely centralized at the top. While day-to-day management is carried out, formal systems and rules are still at a developmental stage. Through the dialogue, we recommended advancing a gradual system-building approach by leveraging existing knowledge of management systems. The company expressed its intention to work on revising work rules and developing mechanisms in cooperation with external experts.
2024②	June 2024	Japan	Raw Materials	Online	While the company demonstrated a top-led commitment to CSR initiatives, the organization and documentation of risks were still limited. Through dialogue, we shared perspectives on gradually organizing and managing human rights risks, simplifying the documentation of policies, and creating opportunities for internal awareness-raising and education among employees.
2024③	June 2024	Japan	Raw Materials	On-site, Face-to-face	Since its establishment, the company has operated with an emphasis on on-site experience and practical knowledge, with limited formalization of rules and organizational structures. Through this dialogue, the company positioned the discussion as an opportunity for learning and expressed its intention to organize its existing “employee-centered initiatives” from a human rights perspective and to further develop internal systems.
2024④	July 2024	Japan	Raw Materials	On-site, Face-to-face	The company operates its business through close day-to-day communication. Through dialogue, the importance of reviewing initiatives—including considerations for safety and diversity—from a human rights perspective was shared and mutually confirmed.
2024⑤	August 2024	Japan	Raw Materials	Online	Against the background of an increase in inquiries related to human rights, the need to organize and document fundamental principles was recognized. Through dialogue, the company expressed its intention to clearly articulate its basic stance as a company in a concise form, without focusing excessively on detailed regulations.
2024⑥	August 2024	Japan	Raw Materials	Online	The company places importance on daily communication with its employees in managing the workplace. Through dialogue, understanding of changing social expectations was deepened, and the company expressed its intention to advance initiatives related to human rights and safety where feasible, such as supplementing work rules, sharing information during morning meetings, and conducting evacuation drills.
2024⑦	August 2024	Japan	Raw Materials	On-site, Face-to-face	The company’s corporate philosophy already reflects respect for human rights, and the workplace environment allows for open internal communication. Through dialogue, we shared perspectives on deepening understanding of laws and social expectations and strengthening documentation and education initiatives step by step under the involvement of top management.
2024⑧	September 2024	Japan	Raw Materials	On-site, Face-to-face	Response policies were clearly stated in the company’s work rules, and consultation channels with external experts had been communicated to employees. Through the dialogue, these initiatives were acknowledged as positive examples of grievance and consultation mechanisms, and the importance of continuing stable operation was encouraged.

2024⑨	October 2024	Japan	Packaging Materials	On-site, Face-to-face	The company demonstrated a proactive attitude, including reviewing work rules and aligning understanding with business partners. Through dialogue, we supported the company's approach to understanding human rights as initiatives that value people, including steady efforts toward preventing discrimination and harassment.
2024⑩	December 2024	Japan	Packaging Materials	On-site, Face-to-face	The company operates its business with legal compliance as a foundation, and labor-related risks such as working hours were considered limited. At the same time, variation in awareness regarding safety was noted. Through dialogue, we shared perspectives on reconfirming basic safety measures—such as work environments and use of protective equipment—by utilizing existing safety management and inspection practices.
2024⑪	December 2024	Japan	Packaging Materials	On-site, Face-to-face	The company demonstrated a proactive approach by holding learning sessions with relevant parties prior to the dialogue. Through this dialogue, the company expressed its intention to further revise work rules and enhance information disclosure to employees. In addition, both parties shared an interest in deepening attention to human rights issues and continuing consultation and exchanges on broader business challenges.
2025年①	February 2025	Japan	Packaging Materials	On-site, Face-to-face	Through dialogue, we discussed re-communicating internal codes of conduct and SDGs initiatives, as well as encouraging confirmation and internal sharing of the Ajinomoto Group's Supplier Transaction Policy and public guidelines issued by government bodies. Regarding grievance mechanisms, the establishment of an external whistleblowing channel with a high degree of anonymity was discussed, such as publicizing contact points for external labor and legal professionals. The importance of visibly posting evacuation routes and communication procedures was also shared.
2025②	February 2025	Japan	Raw Materials	On-site, Face-to-face	Understanding of the questionnaire content was deepened through the dialogue, and the company is currently considering related initiatives. From Ajinomoto Group's perspective, suggestions were shared regarding (1) communicating a human rights policy internally and externally, including on the company website, and (2) providing education on "business and human rights" through periodic company-wide meetings.
2025③	October 2025	Japan	Raw Materials	On-site, Face-to-face	The company does not currently have a human rights policy. Through dialogue, suggestions were shared regarding the formulation of such a policy, as well as holding learning opportunities related to compliance. In addition, with respect to occupational safety, the importance of conducting evacuation drills to identify potential issues was discussed.
2025④	October 2025	Japan	Raw Materials	Online	Within existing work rules, the dialogue focused on clarifying commitments such as legal compliance and the exclusion of relationships with anti-social forces. In addition, perspectives were shared on indicating considerations regarding child labor through recruitment requirements and on establishing mechanisms that allow anonymous submission of grievances.
2025⑤	October 2025	Japan	Equipment Installation Services	On-site, Face-to-face	Based on guidance materials issued by the Japanese government and other public bodies, dialogue focused on recommending the formulation and internal communication of a human rights policy. The discussion also covered the importance of proactively identifying human rights issues through existing consultation channels, as well as providing learning opportunities for officers and responsible staff through tools such as e-learning.
2025⑥	November 2025	Japan	Raw Materials	On-site, Face-to-face	Through dialogue, we shared perspectives on improving literacy through education on topics such as the prohibition of corruption and bribery, restrictions on anti-competitive conduct, and harassment prevention. The discussion also addressed monitoring developments related to labor systems and enhancing workplace safety by displaying information in languages accessible to foreign workers.

2025⑦	November 2025	Japan	Raw Materials	On-site, Face-to-face	The dialogue focused on recommending the implementation of human rights impact assessments when conducting visits to overseas production sites. In addition, perspectives were shared on clearly displaying response procedures and contact information for accidents and emergencies occurring during nighttime or holidays.
2025⑧	November 2025	Japan	Raw Materials	On-site, Face-to-face	Through dialogue, suggestions were shared on internal education to prevent bribery, particularly in interactions with universities and other public institutions. We also discussed approaches to responding appropriately to anti-social forces and recommended conducting human rights impact assessments within the raw material supply chain.
2025⑨	November 2025	Japan	Equipment Installation Services	Online	Dialogue focused on recommending the formulation and disclosure of policies and internal rules related to human rights, as well as ensuring awareness among officers and employees and establishing mechanisms for continuous operation. The company shared that, building on feedback from previous dialogue, draft policies on human rights and anti-bribery are being prepared, with formal adoption planned within the fiscal year.
2025⑩	November 2025	Japan	Equipment Installation Services	Online	The dialogue addressed the status of policy formulation and internal frameworks related to human rights and compliance across another facility within the same company. The discussion focused on sharing perspectives on internal communication, policy development, and the importance of maintaining mechanisms that support ongoing and consistent implementation.
2025⑪	November 2025	Japan	Equipment Installation Services	On-site, Face-to-face	Through dialogue, we shared perspectives on appropriately updating work rules and codes of conduct and ensuring employee awareness from a legal compliance standpoint. Regarding human rights, the discussion included references to government-issued guidelines and the role of companies in fulfilling their responsibility to respect human rights. Occupational safety considerations, such as voluntary evacuation drills, were also discussed.
2025⑫	November 2025	Japan	Construction Services	On-site, Face-to-face	Dialogue focused on promoting internal awareness of legal compliance, particularly regarding the prohibition of corruption and bribery and the exclusion of relations with anti-social forces. The discussion also covered grievance handling and hotline mechanisms, referencing government guidelines, as well as careful review of age-related descriptions in recruitment practices with the involvement of experts.
2025⑬	November 2025	Japan	Construction Services	On-site, Face-to-face	The company is considering revising its work rules for the first time in nine years. Through dialogue, we shared perspectives on adding provisions related to anti-corruption and the prohibition of anti-competitive behavior, reflecting the requirements for companies participating in public procurement. The discussion also covered formulating and communicating a human rights policy and responding to broader government requests related to human rights initiatives.
2025⑭	November 2025	Japan	Industrial Waste Management Services	On-site, Face-to-face	Through dialogue, it was confirmed that the preparation, filing, and communication of work rules to employees are legal obligations. We also discussed recommending the establishment and communication of a code of conduct, the use of third-party grievance channels, and the formulation of a human rights policy.
2025⑮	November 2025	Japan	Manufacturing Services	Online	Dialogue focused on recommending the formulation, disclosure, and communication of internal rules and policies related to fair business conduct and human rights. Perspectives were shared on establishing mechanisms that enable these initiatives to be implemented and maintained on a continuous basis.

2025⑩	November 2025	Japan	Manufacturing Services	Online	Through dialogue, we discussed defining key compliance-related matters that should be communicated to officers and employees, including the prohibition of corruption and bribery and the exclusion of relations with anti-social forces. Regarding human rights, perspectives were shared on aligning initiatives with guidance and manuals issued by the Japanese government and public authorities.
2025⑪	December 2025	Japan	Manufacturing Services	Online	Dialogue focused on reconfirming the Ajinomoto Group Policy Guidelines and public guidelines on business and human rights issued by the Japanese government and ministries. In addition to posting codes of conduct, the discussion covered securing opportunities to ensure employee awareness and exploring the use of external professional organizations to enhance accessibility, fairness, and transparency of grievance mechanisms.