Environment

Environmental management P053
Climate change
Climate change (disclosures based on the TCFD) P057
Reduction of greenhouse gas emissions in the value chain P064
Contribution to sustainable agriculture P071
Natural capital
Biodiversity and natural capital (disclosures based on TNFD) P075
Sustainable materials sourcing P082
Animal welfare P086
Circular economy
Approach to the circular economy P087
Circular economy for plastics P088
Reducing food loss and waste P095
Effective use of waste resources P099

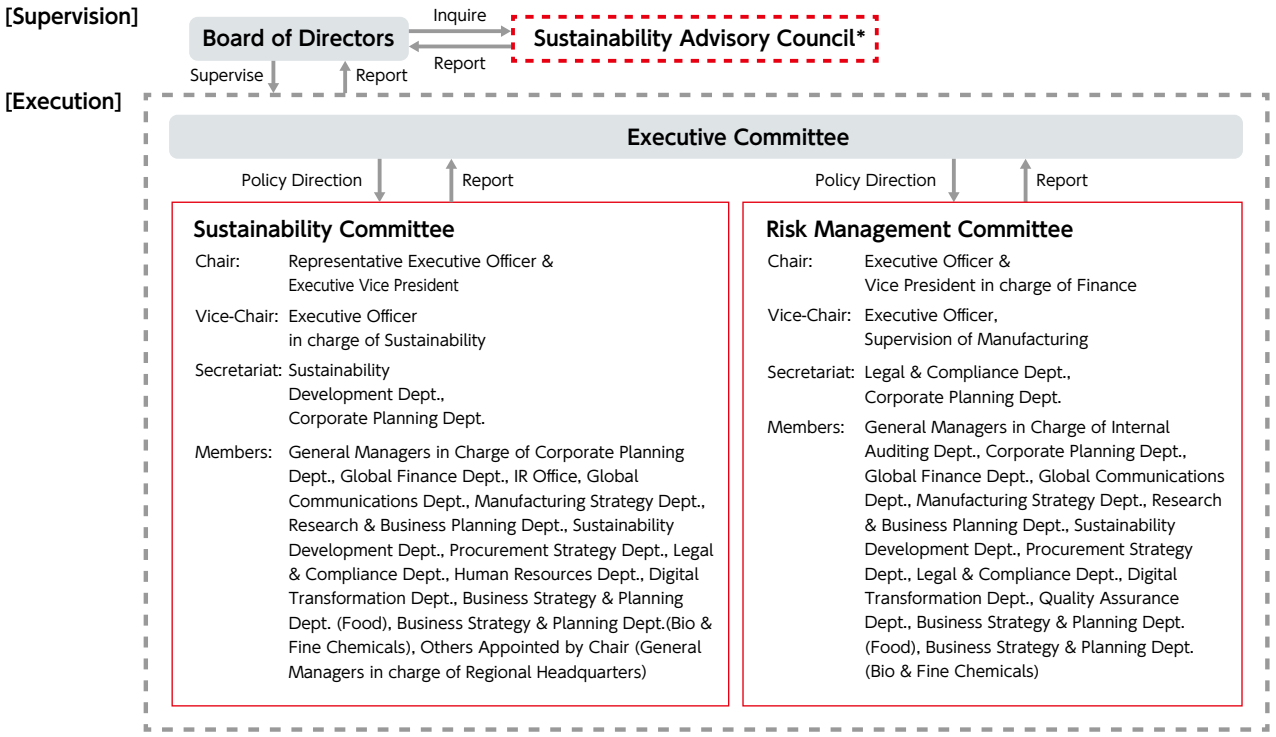
Environmental management

Environmental management framework

Governance

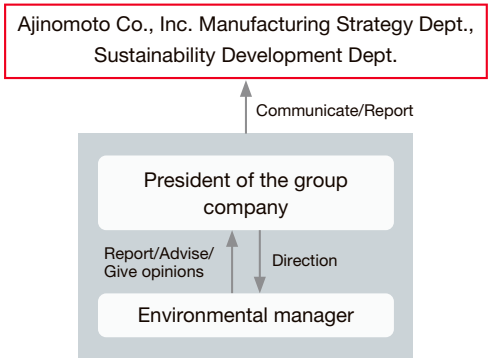
The Ajinomoto Group has established the Sustainability Advisory Council as a subordinate body of the Board of Directors, and the Sustainability Committee as a subordinate body of the Executive Committee. These promote sustainability management, and include deliberations on policies and measures related to environmental activities. Each Group company will appoint one environmental manager from among manager class employees. Environmental managers formulate their company's own plans based on the Group Shared Policy on Environment, and the decisions made by the Sustainability Committee, and disseminate the plan throughout the company. Then, they report to the presidents of Group companies and give advice and recommendations regarding the performance status of environmental activities and improvement issues, etc., and also contact and report to Ajinomoto Co., Inc. Sustainability Development Dept. and other related organizations.

Framework for ESG and sustainability



* Based on the recommendations of the second Sustainability Advisory Council, the Board of Directors plans to convene the next Sustainability Advisory Council meeting at an appropriate time while continuing dialogue with external experts.

Management framework at group companies



Status of ISO 14001 certification

Risk Management

As of March 2026, the Ajinomoto Group has acquired ISO 14001 certification at 65 of the subject 94 factories. Even those companies not yet certified are conducting management based on the ISO 14001 approach.

Environmental assessments

Risk Management

When the Ajinomoto Group launches new products and businesses, or when we change the use of existing raw materials or production processes, we assess the potential environmental impact of our business plans. We then take any necessary measures to minimize future risks. Environmental assessments at Group companies are performed by relevant departments in accordance with internal rules. The results of these assessments are reviewed from a Group-level perspective by the environmental management departments.

Environmental assessment categories

1. Legal compliance	—
2. Seven types of typical pollution	Air pollution, water pollution, soil contamination, noise, vibration, land subsidence, and odor
3. Global environmental issues	GHG emissions, energy savings, renewable energy use, fluorocarbons, distribution efficiency, etc.
4. Food loss and waste reduction	Extension of "best-before" periods, month-year labeling, etc.
5. Sustainable procurement	Biodiversity conservation, certified ingredients, certified paper, bioplastics, etc.
6. Water resources	Water use and wastewater reduction
7. Waste disposal	Proper waste disposal, waste generator responsibilities, etc.
8. Creation of a circular society	3Rs, excess packaging, effective use of by-products, waste generation reduction, etc.
9. Management of hazardous substances	New chemical substances, PCBs, asbestos, etc.
10. Impact of buildings and structures	Right to sunlight, radio wave disturbance, etc.
11. Consumer awareness of green living	Display of environmental labels

Environmental audits

Risk Management

The Ajinomoto Group receives external audits for compliance with ISO 14001. In addition, locations experiencing issues are audited by the Ajinomoto Co., Inc. Manufacturing Strategy Dept. based on the Guidelines for Environmental Audits. There were no sites subject to environmental audits in fiscal 2025.

Response to environmental laws and accidents

Risk Management

We established measures to quickly address any legal violations or accidents related to the environment. In fiscal 2025, there were four legal violations, and we took appropriate corrective actions in response to administrative guidance.

Two incidents affecting the environment outside work sites occurred in Japan (one vibration complaint and one noise complaint). We promptly investigated the root causes for each incident, responded with consideration to the persons involved, and implemented measures to prevent recurrence. We have established measures to quickly address any violations of environmental laws or accidents related to the environment.

Amount of fines paid

(thousand yen)

Fiscal year	2021	2022	2023	2024	2025
Amount of fines paid	0	1,130	515	75,731	876

Environmental education

Strategy

The Ajinomoto Group conducts environmental education for employees to acquire the expertise and skills for environmentally responsible business operations.

We continue to provide e-learning and environmental literacy training, first introduced in 2021, for Group employees in Japan and overseas to acquire basic knowledge of overall sustainability and environmental initiatives. The year 2025 was a milestone for us as we looked back on the results of our efforts. We continue to improve employee engagement and encourage employees to take ASV as one's own initiative by spreading a company-wide awareness of issues and new targets.

In Japan, we provide ongoing education to the environmental officers, managers, and staff in each organization as well as environmental assessment training for staff in business and research departments responsible for developing new businesses and products. We also conduct environmental law seminars for relevant staff to stay up-to-date with the frequent revisions in environmental regulations and to ensure compliance.

■ Main environmental programs in fiscal 2025

E-learning for all employees (Japan and overseas)
Environmental literacy training (Japan and overseas)
Environmental law training (Seminar on trends in revisions to laws) (Japan)
Training on waste management laws (Japan)

Cumulative number of participants taking environmental literacy training

(persons)

FY2022	FY2023	FY2024	FY2025
8,850 (aggregate)	18,402 (aggregate)	27,726 (aggregate)	28,950 (aggregate)

Material balance

Metrics and Targets

The Ajinomoto Group aggregates carbon footprint results for products and administrative office data, calculating the overall environmental impact of our business activities as Scope 1, 2, and 3[1] data.

Total Scope 1 and 2 GHG emissions decreased by nearly 123,000t-CO_2e from the previous fiscal year. The procurement of renewable energy certificates by P.T.AJINOMOTO INDONESIA contributed to the decrease.

Scope 3 GHG emissions (covering all categories) decreased by approximately 5% year on year. This result was due to the use of more primary data for raw materials and improved calculation accuracy. Emissions declined by 21% compared to the base year of fiscal 2018, reflecting a decrease in the Ajinomoto Group's total production volume (excluding retrospective adjustments for emissions from businesses that left the Ajinomoto Group after the base year). These figures include the impact of the classification for fuel-related emissions from on-site power generation at certain business sites, which we reclassified from Scope 1 to Scope 2.

[1] Scope 1: Direct greenhouse gas emissions from sources that are owned or controlled by the organization (burning fuel, industrial processes, vehicle use, etc.)
Scope 2: Indirect emissions from the generation of purchased electricity, heat, or steam consumed by the company
Scope 3: Other indirect emissions (product use, disposal and transport, employee commuting and business travel, investment, etc.)

INPUTS

	FY2018 (Base year)	FY2021	FY2022	FY2023	FY2024	FY2025
Main raw material (kt)	1,548	1,137	1,217	1,147	1,122	1,078
Sub raw material (kt)	2,901	2,006	2,011	1,928	1,990	2,015
Acids/alkalis (kt)	501	421	464	411	433	493
Other (kt)	2,400	1,585	1,547	1,516	1,557	1,522
Packaging material (kt)	276	259	251	236	219	226
Plastic (kt)	69	71	69	68	67*	68
Paper, cardboard (kt)	177	165	157	143	128	129
Other (kt)	31	24	25	24	25	24
Fuel (TJ)	28,680	24,557	24,952	22,863	22,806	22,364
Oil (TJ)	2,141	1,556	1,722	507	355	750
Coal (TJ)	4,703	3,593	3,334	787	73	84
Biomass (TJ)	7,330	7,132	7,989	8,900	9,936	9,850
Natural gas (TJ)	14,506	12,277	11,906	12,668	12,440	11,679
Purchased electricity (derived from fossil fuels) (TJ)	7,834	4,440	4,381	3,733	3,377	2,685
Purchased electricity (derived from renewable energy) (TJ)	42	2,174	2,249	2,367	2,761	3,105
Purchased steam, etc. (TJ)	1,954	563	542	401	405	377
Water (1,000 KL)	63,687	59,979	60,039	58,358	56,098	55,646
Surface water (1,000 KL)	20,672	17,259	17,890	17,520	17,494	16,242
Municipal water (1,000 KL)	5,954	5,152	5,099	4,719	4,013	3,560
Municipal water (Industrial) (1,000 KL)	22,192	23,794	23,677	23,605	23,451	23,989
Ground water (1,000 KL)	14,865	13,769	13,369	12,507	11,139	11,850
Other (rainwater, etc.) (1,000 KL)	3	4	4	8	1	5
Transportation distance (km)	2,756	2,886	3,974	3,397	3,855	3,757
Use (soups, frozen foods, coffee) (t)	556,549	583,737	521,302	483,737	447,898	441,369

* Corrections made after data review.

OUTPUTS

($t\text{-}CO_2e$)

	FY2018 (Base year)	FY2021	FY2022	FY2023	FY2024	FY2025
Scope 1	1,196,969	1,005,363	973,780	767,084	675,022	561,956[1] ☑
Scope 2	Market-based method 1,015,723 Location-based method 1,026,764	Market-based method 606,594 Location-based method 622,059	Market-based method 611,712 Location-based method 620,751	Market-based method 512,652 Location-based method 516,707	Market-based method 444,362 Location-based method 477,929	Market-based method 434,121[1] ☑ Location-based method 759,222[1] [2] ☑
Scope 3 Category 1: Purchased goods and services	8,115,946	6,960,412	6,610,392	6,494,563	5,902,119	5,700,985
Scope 3 Category 2: Capital goods	249,944	232,674	219,172	241,466	302,696	413,288
Scope 3 Category 3: Fuel- and energy-related activities	381,765	583,499	604,719	587,760	610,676	470,610
Scope 3 Category 4: Upstream transportation and distribution	1,274,589	1,121,673	1,037,133	981,743	1,241,268	1,247,956
Scope 3 Category 5: Waste generated in operations	140,678	92,884	97,854	82,326	80,534	72,178
Scope 3 Category 6: Business travel	4,479	4,350	4,446	4,500	4,532	4,522
Scope 3 Category 7: Employee commuting	16,206	15,740	16,087	16,283	16,398	16,364
Scope 3 Category 8: Upstream leased assets	Included in Category 1	Included in Category 1	Included in Category 1	Included in Category 1	Included in Category 1	Included in Category 1
Scope 3 Category 9: Downstream transportation and distribution	3,780	3,448	2,535	2,802	4,981	2,800
Scope 3 Category 10: Processing of sold products	8,158	126,716	108,585	78,445	60,659	62,554
Scope 3 Category 11: Use of sold products	1,294,392	1,396,947	1,386,049	1,296,947	1,245,292	1,020,443
Scope 3 Category 12: End-of-life treatment of sold products	443,333	409,500	405,337	400,585	401,455	387,159
Scope 3 Category 13: Downstream leased assets[3]	-	-	-	-	-	-
Scope 3 Category 14: Franchises[3]	-	-	-	-	-	-
Scope 3 Category 15: Investments[3]	-	-	-	-	-	-
Scope 3 total	11,933,270	10,947,844	10,492,309	10,187,420	9,870,610	9,398,859 ☑
Scope 1, 2, and 3 total	14,145,962	12,599,801	12,077,801	11,467,156	10,989,993	10,394,937

[1] In conjunction with a change in calculation policy, these figures include the impact of reclassifying emissions associated with power generation facilities at certain business sites, over which the Company has no operational control, from Scope 1 to Scope 2.
[2] In conjunction with a change in calculation policy, these figures include the impact of correcting the location-based calculation method for renewable electricity consumption (including certificates) at certain business sites.
[3] Not included in calculation.

Data calculation
Boundary of reporting: All 128 business sites covered by ISO 14064-1 (100%)
Reporting period: April 1, 2025 to March 31, 2026
The Ajinomoto Group referenced ISO 14064-1 to calculate the greenhouse gas emissions in the material balance shown in the table above. We used the emission factors from the Ministry of the Environment's latest Calculation Methods and Emission Factors under the Greenhouse Gas Emissions Calculation, Reporting and Disclosure System and Emission Factors by Electric Utility, as well as the latest country-specific emission factors from the International Energy Agency (IEA).
See Environmental Data (below) for details on the scope and methods used to calculate GHG emissions.

> Environmental Data: Methods used to measure greenhouse gas emissions
> Environmental Data: Scope 3 category details

Beginning in fiscal 2025, metrics marked with the assurance symbol ☑ have received third-party assurance in accordance with ISAE 3410, performed by KPMG AZSA Sustainability Co., Ltd.

> Environmental Data: Third-party assurance
> Environmental Data: Ajinomoto Group products carbon footprint
> Environmental Data: Composition of consumed energy
> CDP Corporate Questionnaire 2025

Climate change

Climate change (disclosures based on the TCFD)

Approach to climate change risks

Our business depends on sound agrifood systems and a rich global environment. Today, the global environment is reaching its limits. Climate change affects the Group's business in many ways, including delays to business due to large-scale natural disasters, impact on procuring raw materials such as agricultural produce and fuels, and changes in product consumption. At the same time, however, our business activities have an environmental footprint. In particular, the production of glutamic acid and other amino acids, the raw materials for umami seasonings, requires significant amounts of energy. Addressing climate change is an urgent issue. In 2020, we set GHG reduction targets in line with the Science Based Target initiative (SBTi) 1.5°C scenario. We also received new certification in 2024 from the SBT Initiative for our GHG emissions reduction targets, including net-zero emissions. We are studying measures based on the TCFD recommendations, moving forward with related information disclosures.

Governance

In the Ajinomoto Group, we honestly comply with the Ajinomoto Group Policies (AGP), which show the ideal way of thinking and actions that Group companies and their officers and employees should comply with, continue to develop and properly operate our internal control system, strengthen our system that considers sustainability as a framework active risk-taking system, and continuously enhance our corporate value.

The Board of Directors deliberates medium- to long-term sustainability strategy as a key management issue, and, based on the recommendations of the Sustainability Advisory Council, the Board engages in dialogue with outside experts to help determine the important issues (Materiality) for the Ajinomoto Group that serve as guidelines for ASV management. At the same time, the Board supervises the formulation of strategies and execution of initiatives related to sustainability.

The Executive Committee has established the Sustainability Committee and Risk Management Committee as subordinate bodies and selects and extracts risks and opportunities based on important issues (Materiality) for the Ajinomoto Group, formulating measures and managing progress.

In fiscal 2025, the Executive Committee received four activity reports from the Sustainability Committee and two activity reports from the Risk Management Committee.

> Group Shared Policy on Environment
> Annual Securities Report for the 148th fiscal year P019-021
> CDP Corporate Questionnaire 2025

Strategy

The Ajinomoto Group has a wide range of product areas in the food business, from seasonings and foods to frozen foods, and is also expanding the Group's business into fields such as healthcare. Climate change affects the Group's business in many ways, including delays to business due to large-scale natural disasters, impact on procuring raw materials such as agricultural produce and fuels, and changes in product consumption.

(1) Scenario analysis assumptions

Based on the scenarios that the average global temperature will rise from post-industrial revolution levels by 1.5°C or 4°C by 2100[1], in fiscal 2025, we conducted a scenario analysis on the impact of climate change between 2030 and 2050 for global umami seasonings and mainstay domestic and overseas products.

Among the effects of climate change impacting production over the medium- to long-term, drought, floods, rising sea levels, and changing yields of raw materials were analyzed as physical risks, while the introduction of carbon pricing and tightening of other laws and regulations, rising energy prices, and changes in consumer preferences were analyzed as transition risks.

The following pages show the scenario analysis risks and opportunities when the average temperature difference between the 1.5°C and 4°C scenarios as of 2030 is considered to be about 0.2°C with no significant difference in physical risk, and when the average temperature difference as of 2050 is expected to be about 1°C with differences in physical risks. The following is a summary of the changes in the assumptions used in our scenario analysis to date.

[1] Scenarios referenced are SSP1-1.9 (1.5°C scenario) and SSP5-8.5 (4°C scenario) by the UN Intergovernmental Panel on Climate Change (IPCC) and scenarios by the International Energy Agency (IEA).

	FY2020	FY2021	FY2022	FY2023
Business	Umami seasonings (global), mainstay products in Japan	Umami seasonings (global), mainstay products in Japan	Umami seasonings (global), mainstay products in Japan and overseas	Umami seasonings (global), mainstay products in Japan and overseas
Time of occurrence	2030	2030/2050	2030/2050	2030/2050
Scenario	2°C/4°C	2°C/4°C	1.5°C/4°C	1.5°C/4°C
Sales basis coverage	24%	24%	55%	65%

(2) Scenario analysis: Risks

1.5°C scenario (2050): When certain policy measures are taken to reduce GHG emissions and the use of fossil fuels decreases					Items to the right are for the Group as a whole	
Risk	Average temperature increase	Increased severity and frequency of floods and droughts	Mandates and regulations on products	Changes in consumer preferences		Carbon pricing mechanisms
Risk categories	Transition risks	Physical risks	Transition risks	Transition risks		Transition risks
Business impact	Increased raw materials (e.g., coffee beans) procurement costs due to carbon pricing, etc.	Measures to ensure consistent supply taken since our founding	Cost increases due to tightening of laws and regulations regarding raw materials used (Assumption: Laws and regulations on the traceability of raw materials and recycling)	Reduced demand due to rising temperatures (Assumption: Miso soup, other soups, hot coffees, shift from heating element to microwave cooking)		Increased cost of fuel used due to carbon pricing
Potential financial impact[1]	0.2 billion yen/year	Insignificant	—	—		2030: 27 billion yen/year[2] 2050: 63 billion yen/year[2]
Countermeasures	• Support for raw material production areas • Considering raw materials made by different production methods	• More diversified areas of procurement • R&D on alternative raw materials	• Construction of a comprehensive upstream/downstream cooperation system in the supply chain • Exploration of manufacturing methods that do not rely on a specific raw material	• Communication to create better eating habits by highlighting nutritional value • Marketing toward chilled soup and iced coffee • Exploration/proposal of microwave cooking options		• Visualization of financial impact with internal carbon pricing • Fossil fuel phase-out • Use of renewable energies • Development of ecofriendly manufacturing methods

4°C scenario (2050): In the event that no policy measures are taken to reduce GHG emissions				
Risk	Average temperature increase	Increased severity and frequency of floods and droughts	Changes in consumer preferences	Increasing fuel costs
Risk categories	Physical risks	Physical risks	Transition risks	Transition risks
Business impact	Increased costs from decline in productivity of agricultural, livestock, and fishery products (Assumption 1: Worsening aquaculture environment, Assumption 2: Decrease in livestock growth rate and productivity, Assumption 3: Decrease in milk yields from dairy cow, Assumption 4: Infectious disease epidemics in livestock, Assumption 5: Poor growth of agricultural produce and pest epidemics)	Decreased sales due to increased raw material procurement costs, shutdown of operations, and delivery delays (Assumption 1: Flooding in Thailand, Assumption 2: Drought in Thailand, Assumption 3: Flooding from localized torrential rains in Japan)	Reduced demand due to rising temperatures (Assumption: Miso soup, other soups, hot coffees, shift from heating element to microwave cooking)	Rising prices of fossil fuels and electricity
Potential financial impact[1]	9.0 billion yen/year	0.1 billion yen/year	—	4.0 billion yen/year
Countermeasures	• More diversified areas of procurement • Stronger cooperation with suppliers/farmers • Development of recipes with reduced extracts • R&D on alternative raw materials • Introduction of high temperature-tolerant varieties • Reflection in sales price	• More diversified areas of procurement • R&D on alternative raw materials • Continuation and improvement of water saving production • Improvement of supply and logistics systems	• Communication to create better eating habits by highlighting nutritional value • Improvement of communication about easy meals using heating elements • Marketing toward chilled soup and iced coffee • Exploration/proposal of microwave cooking options	• Fossil fuel phase-out • Use of renewable energies • Development of ecofriendly manufacturing methods

[1] Calculated at an exchange rate of USD1 = JPY150

[2] Calculated by multiplying the Ajinomoto Group's FY2018 standard GHG emissions (approved by the SBTi) by the International Energy Agency's (IEA) carbon pricing forecasts projected under the 1.5°C scenario for 2030 and 2050. Carbon pricing for 2030 is forecast at \$25/t-CO_2 for emerging countries, \$90/t-CO_2 for Brazil, China, India, and Indonesia, and \$140/t-CO_2 for developed countries. For 2050, the forecasted prices are \$180/t-CO_2 for emerging countries, \$200/t-CO_2 for Brazil, China, India, and Indonesia, and \$250/t-CO_2 for developed countries. The 4°C scenario is the outcome of the current situation with no additional or higher CO_2 pricing expected.

(3) Scenario analysis: Opportunities

1.5°C scenario (2050): When certain policy measures are taken to reduce GHG emissions and the use of fossil fuels decreases		
Opportunities	Low emission products and services	Changes in consumer preferences
Opportunity categories	Products and services	Products and services
Business impact	Increased sales from products with low environmental impact due to rise in popularity of ethical-mindedness among consumers and customers	• Expanding needs due to health consciousness = Increase in sales • Expanding needs for beverages due to rising temperatures = Increase in sales
Countermeasures	• Development of eco-friendly manufacturing methods and products • Initiatives to obtain favorable ESG rating • Strengthening reliable data to prove low environmental impact • Measures to shift customer preferences toward medium- and large-quantity products	• Product development that improves nutritional value • Communication to create better eating habits by highlighting nutritional value • Development of eco-friendly manufacturing methods and products

4°C scenario (2050): In the event that no policy measures are taken to reduce GHG emissions		
Opportunities	Low emission products and services	Changes in consumer preferences
Opportunity categories	Products and services	Products and services
Business impact	Increased sales from products with low environmental impact due to rise in popularity of ethical-mindedness among consumers and customers	• Expanding needs due to health consciousness = Increase in sales • Expanding needs for beverages due to rising temperatures = Increase in sales
Countermeasures	• Development of eco-friendly manufacturing methods and products • Strengthening reliable data to prove low environmental impact • Measures to shift customer preferences toward medium- and large-quantity products	• Product development that improves nutritional value • Communication to create better eating habits by highlighting nutritional value • Development of eco-friendly manufacturing methods and products

(4) Reflecting scenario analysis results in strategy

(i) Reflection in our business strategy

Based on the impact of the scenario analysis on our business, we plan to invest in fossil fuel phase-out and the use of renewable energies, as well as eco-friendly manufacturing methods to further reduce our GHG emissions in the future. We will also work on formulating new business strategies to achieve ASV, where sustainability initiatives lead to greater added value for our products.

We will review risks and opportunities in scenario analyses for fiscal 2026 and beyond based on updated data from various sources.

(ii) Reflection on financing strategy

Sustainable finance forms the basis for acquiring the necessary funds for our various initiatives. Beginning with the issuance of sustainable bonds in October 2021, we entered into a commitment line agreement in January 2022 through positive impact financing (renewed and increased in January 2024). In December 2022, we entered into a commitment line agreement through Sustainability Linked Loans (renewed in December 2025). In June 2023, we issued Sustainability Linked Bonds, continuing to raise funds through sustainable finance.

Most recently, we closed two new sustainability-linked loans in March and April of 2024.

Through this financing, we will further accelerate our efforts to realize one of our two Ajinomoto Group outcomes by 2030, namely, to reduce our environmental impact by 50%, as well as to realize a sustainable society.

> Sustainable Finance

Risk management

To achieve the Medium-Term ASV Initiatives 2030 Roadmap, we must identify risks accurately and respond to these risks promptly and appropriately. The Sustainability Committee and the Management Risk Committee work closely together to ensure no risk is left unaddressed between the two. The committees select and identify risks and opportunities based on matters of importance to the Ajinomoto Group (Materiality) and propose these risks and opportunities to the Executive Committee.

The Sustainability Committee formulates response measures and manages progress on matters related to sustainability, including social, environmental, and nutritional issues. The Management Risk Committee handles risks that require management attention (e.g., pandemics, geopolitical risks, and information security risks).

We implement risk processes at each domestic and overseas work site to identify risks and formulate countermeasures, taking individual business strategies and local political, economic, and social conditions into account. The Risk Management Committee improves this process and compiles the risks identified by each work site and addresses those that management should take the initiative to address. In addition, each business and corporation has formulated a business continuity plan (BCP) in preparation for emergencies, and the Risk Management Committee has established a system for constant verification of each BCP's effectiveness and regularly monitors and manages risk response.

Full-time Audit Committee members attend the Sustainability Committee and the Risk Management Committee to monitor the risk management process.

Metrics and targets

(i) Targets

The Ajinomoto Group received new certification from the SBT Initiative in December 2024 for our GHG emission reduction targets, including net zero. Following this recognition, we are reviewing our strategies to further accelerate efforts toward achieving these targets.

[Near-term targets]

Scope 1 and 2: Reduce GHG emissions by 50.4% by FY2030, compared to the base year of FY2018

Scope 3: Reduce GHG emissions by 30% by FY2030, compared to the base year of FY2018

Scope 3 FLAG[1]: Reduce FLAG-related emissions by 36.4% by FY2030, compared to the base year of FY2018

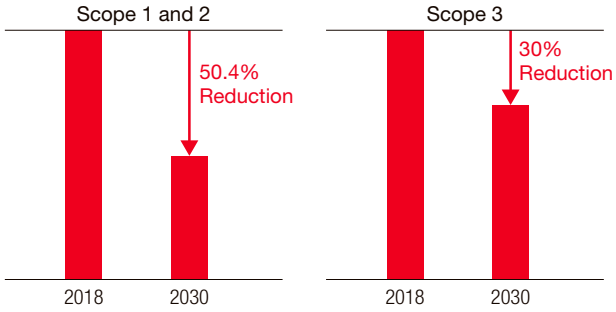
Zero deforestation: Commit to eliminating deforestation for key products linked to deforestation by December 31, 2025

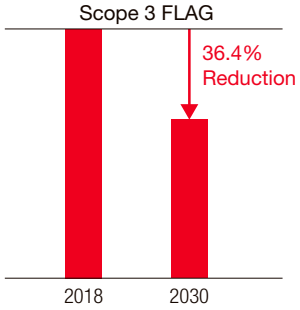
[1] Greenhouse gas emissions resulting from land-use conversion from forest to agricultural land and other land-use changes in land-intensive sectors (e.g., forest, land, and agriculture)

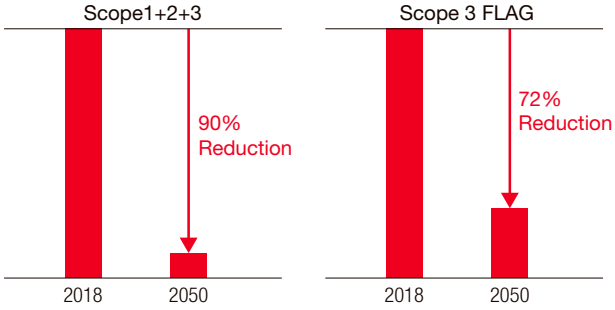
[Long-term targets]

Scope 1, 2, and 3: Reduce GHG emissions by 90% by FY2050, compared to the base year of FY2018

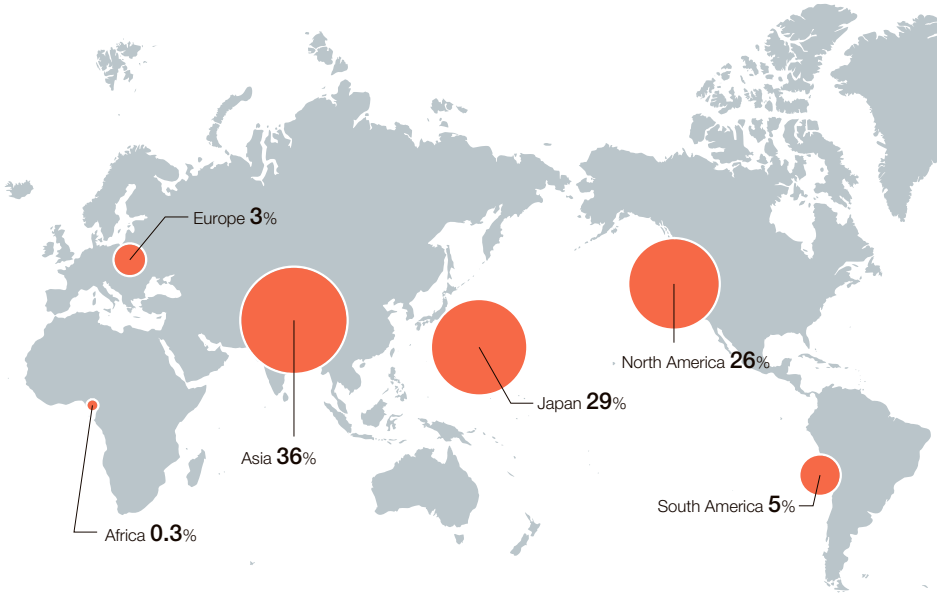
Scope 3 FLAG: Reduce FLAG-related emissions by 72% by FY2050, compared to the base year of FY2018







CO_2 emissions (Scope 1 and 2) by area (FY2025)



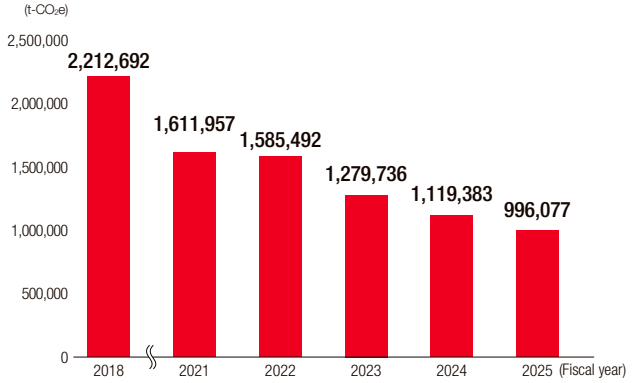
996,077 t-CO_2e
CO_2 emissions

Top five countries for final disposal volume / resource recovery ratios

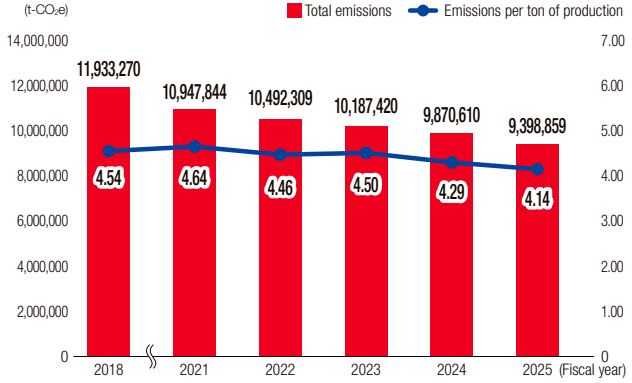
Japan	290,626	29%
United States	258,381	26%
Indonesia	108,438	11%
Thailand	101,104	10%
Vietnam	76,896	8%

Units: ton-CO_2e / Total of Scope 1 and 2

Scope 1 and 2 total emissions



Scope 3 emissions per ton of production



(ii) FY2025 Results

Total Scope 1 and 2 GHG emissions decreased by nearly 123,000 t-CO_2e from the previous fiscal year. The procurement of renewable energy certificates by P.T.AJINOMOTO INDONESIA contributed to the decrease.

Scope 3 GHG emissions (covering all categories) decreased by approximately 5% year on year. This result was due to the use of more primary data for raw materials and improved calculation accuracy. Emissions declined by 21% compared to the base year of fiscal 2018, reflecting a decrease in the Ajinomoto Group's total production volume (excluding retrospective adjustments for emissions from businesses that left the Ajinomoto Group after the base year).

We achieved a 49% reduction in Scope 1 and 2 emissions and a 15% reduction in Scope 3 emissions (excluding Category 11; compared to 2018) toward our SBTi-certified 2030 GHG emissions target for Scope 1+2 (50.4% reduction from 2018 levels). Ajinomoto Co., Inc. adjusted these targets in line with SBTi criteria to remove emissions from companies that left the Group after fiscal 2019. We are on track to achieve approximately 90% of our Scope 1 and 2 reduction targets based on our current plan. However, we will consider further reduction activities to achieve even greater emissions reductions. For Scope 3, we will continue initiatives to reduce GHG emissions through primary data collection and reduction initiatives enabled by deeper engagement with raw material suppliers, as well as through joint procurement of low-GHG raw materials.

(iii) Efforts to achieve targets

Our measures to meet our Scope 1 and 2 targets include conducting energy-saving activities, switching to fuels with low GHG emissions, using renewables such as biomass and solar power, and introducing processes to lower energy consumption (e.g., procurement of renewable energy certificates at Group companies in Japan).

For Scope 3 targets, raw materials are causing approximately 60% of total GHG emissions over the whole product life cycle. Therefore, we encourage raw material suppliers to reduce their GHGs and consider introducing new technologies and reducing GHG emissions through agricultural initiatives centered on regenerative agriculture.

Selected for the CDP Climate Change A List (top rating) for a sixth consecutive year

Ajinomoto Co., Inc. was selected for the CDP 2024 Climate Change A List by CDP, an international environmental non-profit organization. This recognition reflects our comprehensive climate-related disclosures and proactive initiatives, and marks our sixth consecutive year on the A List. Only approximately 2% of the 22,400 companies assessed received the highest rating of A.

Greenhouse gas emissions

($t\text{-}CO_2e$)

	FY2018 (Base year)	FY2021	FY2022	FY2023	FY2024	FY2025
Scope 1 emissions	1,196,969	1,005,363	973,780	767,084	675,022	561,956[1] ☑
Scope 2 emissions (market-based method)	1,015,723	606,594	611,712	512,652	444,362	434,121[1] ☑
Scope 1 and 2 total emissions	2,212,692	1,611,957	1,585,492	1,279,736	1,119,383	996,077
Scope 3 emissions	11,933,270	10,947,844	10,492,309	10,187,420	9,870,610	9,398,859 ☑
Scope 1, 2, and 3 total emissions	14,145,962	12,559,801	12,077,801	11,467,156	10,989,993	10,394,937

[1] In conjunction with a change in calculation policy, these figures include the impact of a revised scope classification for fuel-related emissions from on-site power generation at certain business sites over which the Company has no operational control from Scope 1 to Scope 2.

Greenhouse gas emissions per volume unit [2]

	FY2018 (Base year)	FY2021	FY2022	FY2023	FY2024	FY2025
Scope 1 and 2 emissions per volume unit (intensity per tonne of product) [$t\text{-}CO_2e/t$]	0.84	0.68	0.67	0.57	0.49	0.44
Scope 3 emissions (excluding Category 11) per volume unit (intensity per tonne of product) [$t\text{-}CO_2e/t$]	4.54	4.64	4.46	4.50	4.29	4.14
Production volume (kt)[3]	2,627[3]	2,360[3]	2,350	2,265	2,301	2,268 ☑
Scope 1 and 2 emissions per volume unit (intensity per million yen sales) [$t\text{-}CO_2e$/million yen]	1.99	1.40	1.17	0.89	0.73	0.63
Scope 3 emissions per volume unit (intensity per million yen sales) [$t\text{-}CO_2e$/million yen]	10.71	9.53	7.72	7.08	6.45	5.93
Consolidated sales (million yen)	1,114,308	1,149,370	1,359,115	1,439,231	1,530,556	1,583,719

[2] Scope 1 and 2 emissions intensity calculated using Scope 2 emissions (market-based method)
[3] Production volume data for calculating water and waste differs in part due to differences in the timing of data aggregation.

Beginning in fiscal 2025, results for metrics marked with the assurance symbol ☑ have received third-party assurance in accordance with ISAE 3000 and ISAE3410, performed by KPMG AZSA Sustainability Co., Ltd.

Scope 1 and 2 emissions and Scope 3 emissions (excluding Category 11) retroactively for companies excluded from the Ajinomoto Group after FY2019, in accordance with SBTi standards

	FY2018 (Base year)	FY2021	FY2022	FY2023	FY2024	FY2025
Scope 1 and 2 total emissions (market-based method) (t-CO_2e)	1,961,516	1,611,957	1,585,492	1,279,736	1,119,383	996,077
Scope 1 and 2 GHG emission reduction rate	(Base year)	18% Reduction	19% Reduction	35% Reduction	43% Reduction	49% Reduction
Scope 3 emissions (excluding Category 11) (t-CO_2e)	9,876,834	9,550,897	9,106,260	8,890,473	8,625,318	8,378,416
Scope 3 emissions per volume unit (excluding Category 11)[t-CO_2e/t]	4.01	4.05	3.87	3.93	3.75	3.69

SBTi targets and progress

	FY2023		FY2024		FY2025		FY2026	FY2030
	Target	Performance	Target	Performance	Target	Performance	Target	Target
Scope 1 and 2 GHG emission reduction rate (vs. FY2018)	At least 25% decrease	35% decrease	At least 29% decrease	43% decrease	32% decrease	49% decrease	36% decrease	50.4% decrease
Scope 3 (excluding Category 11) GHG emission reduction rate (vs. FY2018)	9% decrease	10% decrease	12% decrease	13% decrease	15% decrease	15% decrease	18% decrease	30% decrease

Climate change

Reduction of greenhouse gas emissions in the value chain

Internal carbon-pricing

Strategy

The Ajinomoto Group utilizes internal carbon pricing to prevent and mitigate future financial risks. We visualize the financial impact of our business investments on GHG emissions through internal carbon pricing. In this way, we pursue measures for fuel conversion and renewable energy to reduce environmental impact and prevent and/or mitigate future financial risks.

Internal carbon-pricing

	2030 CO_2 price forecasts[1]	2050 CO_2 price forecasts
OECD member countries (excluding Mexico)	\$140/t-CO_2	\$250/t-CO_2
China, India, Indonesia, Brazil	\$90/t-CO_2	\$200\$/t-CO_2
Thailand, Vietnam, Philippines, Malaysia, Myanmar, Peru, Russia, Cambodia, Singapore, Egypt, Ecuador, Mexico, Taiwan	\$25\$/t-CO_2	\$180\$/t-CO_2
Pakistan, Bangladesh, Nigeria	\$15/t-CO_2	\$55/t-CO_2

[1] We apply the 2030 carbon prices as projected by the 1.5˚C scenario of the International Energy Agency (IEA).

Shifting to renewable energy

Strategy

In August 2020, the Ajinomoto Group announced our participation in RE100, an international environmental initiative comprising companies aiming to achieve 100% renewable energy for electricity. Companies participating in RE100 are from diverse fields such as information technology to automobile manufacturing. Member companies are asked to publicly announce their goals to use 100% renewable energy sources, such as solar power, wind power, hydroelectric power, biomass, and geothermal power, in their business activities by the year 2050. The ratio of renewable energy used for electric power increased in fiscal 2025, as P.T.AJINOMOTO INDONESIA and AJINOMOTO PHILIPPINES FLAVOR FOOD INC. procured renewable electricity for all of their electricity needs throughout the fiscal year.

Reducing GHG through collaboration with suppliers

Strategy

We pursue GHG reduction efforts in collaboration with our suppliers as an important measure for Scope 3 reduction.

In fiscal 2022, we began engaging in dialogue with suppliers of raw materials for MSG, which account for a significant share of our emissions. We subsequently launched two major initiatives: calculating primary data and exploring agricultural measures to reduce the carbon footprint of these raw materials. In Vietnam, we are implementing agricultural initiatives with suppliers to reduce GHG emissions. We are also partnering with third-party organizations to establish a measurement, reporting, and verification (MRV) framework for emissions from cultivation and processing, while supporting suppliers in calculating their GHG emissions. We have also launched similar initiatives and assessments in Thailand and Indonesia and plan to reduce the carbon footprint of MSG raw materials by 2030.

In fiscal 2025, we worked with approximately 160 key suppliers, selected based on procurement volume, to collect primary GHG emissions data and gain a better understanding of supplier emissions reduction initiatives. Looking ahead, we will continue to engage in dialogue and work with suppliers to identify and implement specific emissions reduction measures.

Management of fluorocarbons, NOx, etc.

Strategy

The Ajinomoto Group aims to eliminate all Hydrofluorocarbons (HFCs) by fiscal 2030 at factories with equipment that use fluorocarbons. Our intent is to switch to natural refrigerants or refrigerants with low Global Warming Potential (GWP) of less than 150 when installing new or upgrading existing equipment. In 2001, when Japanese frozen food factories were not yet required to discontinue their use of equipment using specified Chlorofluorocarbons (CFCs), we started with an initiative to phase out the usage of freezers using these chemicals, and as of the end of March 2021, we have eliminated the use of those freezers in Ajinomoto Frozen Foods Co., Inc. We are continuing efforts at our plants to fully eliminate CFC substitutes by fiscal 2030, and will work to decrease use of fluorocarbons across the entire Group.

> Environmental data: NOx and other atmospheric emissions

Reduction of per-unit energy use in logistics

Strategy

From the very earliest stages, the Ajinomoto Group began preparing for truck driver shortages and the environmental impact of the logistics industry. We have been pursuing modal shift from trucks and other automobile transportation methods to rail and marine transportation methods that place less of a burden on the environment. Our long-distance transportation achieved a modal shift rate of 98% in fiscal 2025 through the use of ships, compared with the industry average of 50–60%. We will continue to maintain high standards and foster sustainable transportation systems.

Strategy

The Ajinomoto Group is working to establish a sustainable logistics system.

Six packaged food manufacturers[1] in Japan launched the F－LINE Project in 2015 based on a philosophy to collaborate on logistics while continuing to compete in the marketplace. Since the launch of this project, the companies have established joint delivery operations in Hokkaido and Kyushu, as well as a joint mainline trunk transport in Hokkaido. In April 2019, we also established a joint logistics company, F－LINE CORPORATION, as an effort between five packaged food manufacturers[2], including Ajinomoto Co., Inc. During fiscal 2024, we expanded our modal shift to Ajinomoto Food Manufacturing Co., Ltd. shipments, targeting transportation along the mainline linking the Ajinomoto Food Manufacturing Kawasaki Plant (a major production and logistics base in Kanagawa Prefecture), the Ajinomoto Co., Inc. Kawasaki Logistics Center (Kanagawa Prefecture), and the F－LINE Co., Ltd. Nishinomiya Logistics Center (Hyogo Prefecture). We achieved a complete modal shift between these locations by increasing the number of rail and ship trips. As a result, Ajinomoto Food Manufacturing reduced CO_2 emissions by approximately 80% compared to the previous year.

In recognition of these efforts, Ajinomoto Co., Inc. received the Modal Shift Excellent Business Award (Collaboration Category) in 2024 from the Japan Association for Logistics and Transport. We also received the Eco Rail Mark Company Certification in the inaugural Eco Rail Mark Awards in October 2025 in recognition of our longstanding commitment to rail transport and our efforts to build a more sustainable logistics network. We also place a strong emphasis on communicating our initiatives externally and highlight key aspects of our initiatives during tours of Ajinomoto Co., Inc.'s Kawasaki, Tokai, and Kyushu facilities. Approximately 47,500 people participated in these tours between April 2025 and March 2026.

[1] House Foods Group Inc., Kagome Co., Ltd., Nisshin Seifun Welna Inc., Nisshin Oillio Group, Ltd., Mizkan Co., Ltd., and Ajinomoto Co., Inc.
[2] Refers to the five companies listed above in Note [1], excluding Mizkan Co., Ltd.

Modal shift at Ajinomoto do Brasil Indústria e Comércio de Alimentos Ltda.

Initiatives

In Brazil, trucks are often used for cargo transportation, which poses challenges not only from an environmental perspective, but also in terms of traffic accident risk, cargo theft risk, high transportation costs, and large fluctuations in fuel prices due to oil price fluctuations and unstable exchange rates. In response to this scenario, Ajinomoto do Brasil Indústria e Comércio de Alimentos Ltda. (ABR) Integrated Logistics launched the Green Transport project in 2022, a strategy designed to mitigate environmental impacts in the logistics chain through three pillars: maximum loading efficiency, multimodal transportation, and the introduction of eco-efficient fleets. In fiscal 2025, the main logistical milestones included the resumption of rail transport for exports to Japan from the Laranjal Paulista plant and the integration of logistics indicators into ABR's official metrics. Each of these milestones enhanced internal visibility. Through strengthened collaboration with the Sustainability Department, ABR revised its decarbonization target, setting a new goal of a 30% reduction in Scope 3 greenhouse gas emissions by fiscal 2030, using fiscal 2018 as a baseline. In fiscal 2025, outbound logistics operations achieved approximately 18% reduction in GHG emissions compared to the same operations in fiscal 2018, demonstrating steady progress toward the 2030 roadmap. Within the framework of the Green Transport project, ABR maintains alignment with each planned phase while advancing initiatives grounded in the realities of its logistics infrastructure. To support this journey, the Logistics Department maintains ongoing practical actions, such as the implementation of an automated transport management system focused on route optimization and fuel consumption reduction, in addition to the continuous circulation of vehicles powered by biomethane and compressed natural gas. These initiatives consolidate ABR's purpose of building a green logistics operation with a high capacity for adaptation.

The Four Steps of the Green Transportation Project

2022
1st Step
WORLD PROJECT
- Introduced cabotage, rail, and long-distance vehicles in Brazil

2023
2nd Step
GREEN TRANSPORT
- Increased the use of vehicles in 1st Step
- Introduced renewable energy sources

2026
3rd Step
BOOKING GREEN
- Introduce GHG reduction in international operations (overseas)

2028
4th Step
HEAVY ELECTRIC TRUCK
- Introduce the use of heavy electric trucks

Working toward sustainable transportation in the Philippines

Initiatives

Ajinomoto Philippines Corporation has partnered with an external logistics company to implement its green logistics initiative in the Luzon region by utilizing 40-foot-class electric vehicles (EVs) for transportation from factories to DCs and Hubs.

Building on this success, the company plans to expand its EV logistics operations to the Visayas and Mindanao regions within fiscal 2026. This initiative reflects the company's ongoing commitment to achieving efficient and stable distribution while reducing its carbon footprint.

Supporting a Smart Society through electronic materials that reduce GHG emissions

Strategy

Demand and arithmetic processing speeds for semiconductors used in PCs, servers, 5G base stations, and other devices are increasing rapidly as we transform into a data-driven society. Over the past five years, the performance per power consumption unit of the semiconductors that support this demand has increased by approximately 100 times. We mainly use our interlayer insulation material, which reduces electrical signal loss in semiconductor packages, with energy-conserving magnetic and other materials for semiconductors. With these technologies, the Ajinomoto Group contributes to semiconductor energy conservation and, in turn, reduces CO_2 emissions.

The development of optical computing and co-packaged optics technologies is advancing as we evolve into a Smart Society. These technologies require an increase in energy efficiency by a factor of 100 times compared to current levels. In response, the Group will continue to develop new materials in this new field to contribute to faster arithmetic processing speeds and reduced environmental impacts.

Reduces electrical signal transmission loss

Interlayer Insulation Material
Ajinomoto Build-up Film™ (ABF™)

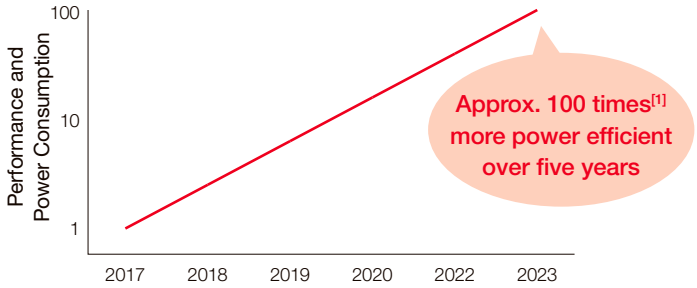
Semiconductor Package Substrate

Saves energy in semiconductor packages

Magnetic Materials

Contributes to higher performance semiconductors

Semiconductor performance per power concentration unit



Future Use Example: **Co-packaged optics**

We strive to achieve power efficiency 100 times[2] higher than that of electric signals to provide timely solutions that utilize our technologies.

Potential of 100 times the power efficiency of conventional technology

[1] Company estimate based on 2017 levels.
[2] Target power efficiency of parts using photonics technology.
Reference: NTT Technology Journal

Enabling sustainable livestock farming that balances environmental impact reduction and economic viability through amino acid-balanced feed

Strategy

Demand for protein increases as the global population grows. However, GHGs generated during cattle farming, which produces beef and milk as sources of protein, are one of the most pressing issues in global warming, accounting for 9.5%[1] of global emissions. AjiPro®-L, an amino acid lysine formulation for cattle developed from the Ajinomoto Group "AminoScience," is an answer to this issue.

We developed AjiPro®-L using unique granulation technology to effectively deliver lysine, the most commonly deficient essential amino acid in cattle during the growth process.

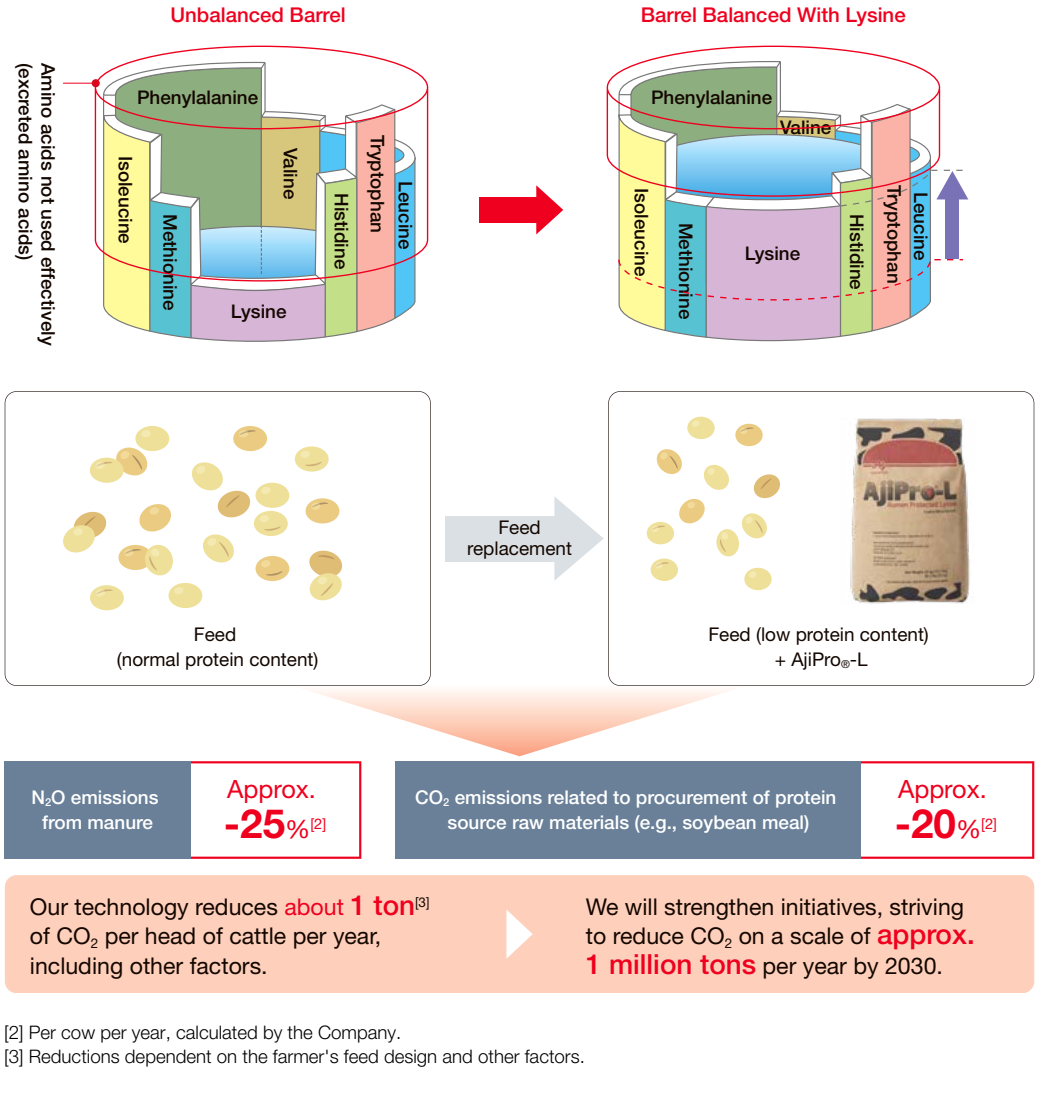
Using AjiPro®-L to supplement amino acid deficiencies and balance the amino acid content in feed not only improves cattle productivity and health, but also reduces methane and nitrous oxide emissions from cattle. Furthermore, AjiPro®-L can abate the CO_2 emissions associated with the procurement of soybean meal in feed. Converted to CO_2 emission equivalent, we expect to reduce emissions by approximately 1 ton per cow per year, and we are looking to reduce approximately 1 million tonnes of GHG emissions by the year 2030.

Beyond reducing environmental impact, AjiPro®-L is expected to provide a sustainable solution that also delivers economic benefits through lower feed costs and improved farm profitability.

[1] Source: Food and Agriculture Organization "Livestock solutions for climate change"

The Barrel Theory of Amino Acids

This diagram depicts the Barrel Theory of amino acids, with each stave of the barrel representing a specific essential amino acid. In the same way that the capacity of a barrel is limited by its shortest stave, our bodies only intake amino acids at the level of the most deficient amino acid.



[2] Per cow per year, calculated by the Company.
[3] Reductions dependent on the farmer's feed design and other factors.

Building a business model to reduce GHG emissions and create economic value through domestic and international collaboration

Initiatives

In Japan, we collaborate with the Meiji Group to implement a J-Credit Scheme[1] utilizing AjiPro®-L to reduce GHG emissions in the dairy industry while creating economic value at the same time. This project converts the value of GHG emissions reduced through the use of AjiPro®-L at farms affiliated with the Meiji Group into credits within the J-Credit Scheme. The credits we acquire are purchased by the Meiji Group, and the purchase price is paid to farmers, creating a new source of farmer income. In addition, the credits purchased by the Meiji Group can be used to offset Meiji Group GHG emissions, contributing to emissions reduction for the dairy industry as a whole.

We entered into a collaboration agreement with Kagoshima Prefecture and livestock-related organizations in the prefecture to reduce GHG emissions and encourage industrial development related to beef and dairy cattle. Kagoshima Prefecture adopted AjiPro®-L as a GHG emissions reduction solution and pursues Green Transformation[2] in collaboration with several livestock-related organizations, livestock operators, universities, financial institutions, and other entities within the prefecture.

In February 2025, together with Kagoshima Prefecture, we received the Consumer Affairs Agency Commissioner's Award in the Fiscal 2024 Good Practices of Consumer-Oriented Management, sponsored by the Consumer Affairs Agency.

The award recognized our efforts to reduce GHG emissions and production costs through the collaborative use of AjiPro®-L by government, industry, academia, and financial institutions. Using the J-Credit Scheme, carbon credits issued according to GHG reductions become incentives for livestock farmers in a business model that generates income from a new source.

Our work in this area has been commended for contributing to environmental sustainability and industrial development, and our initiative was the first-ever public-private endeavor involving a local government to receive this award.

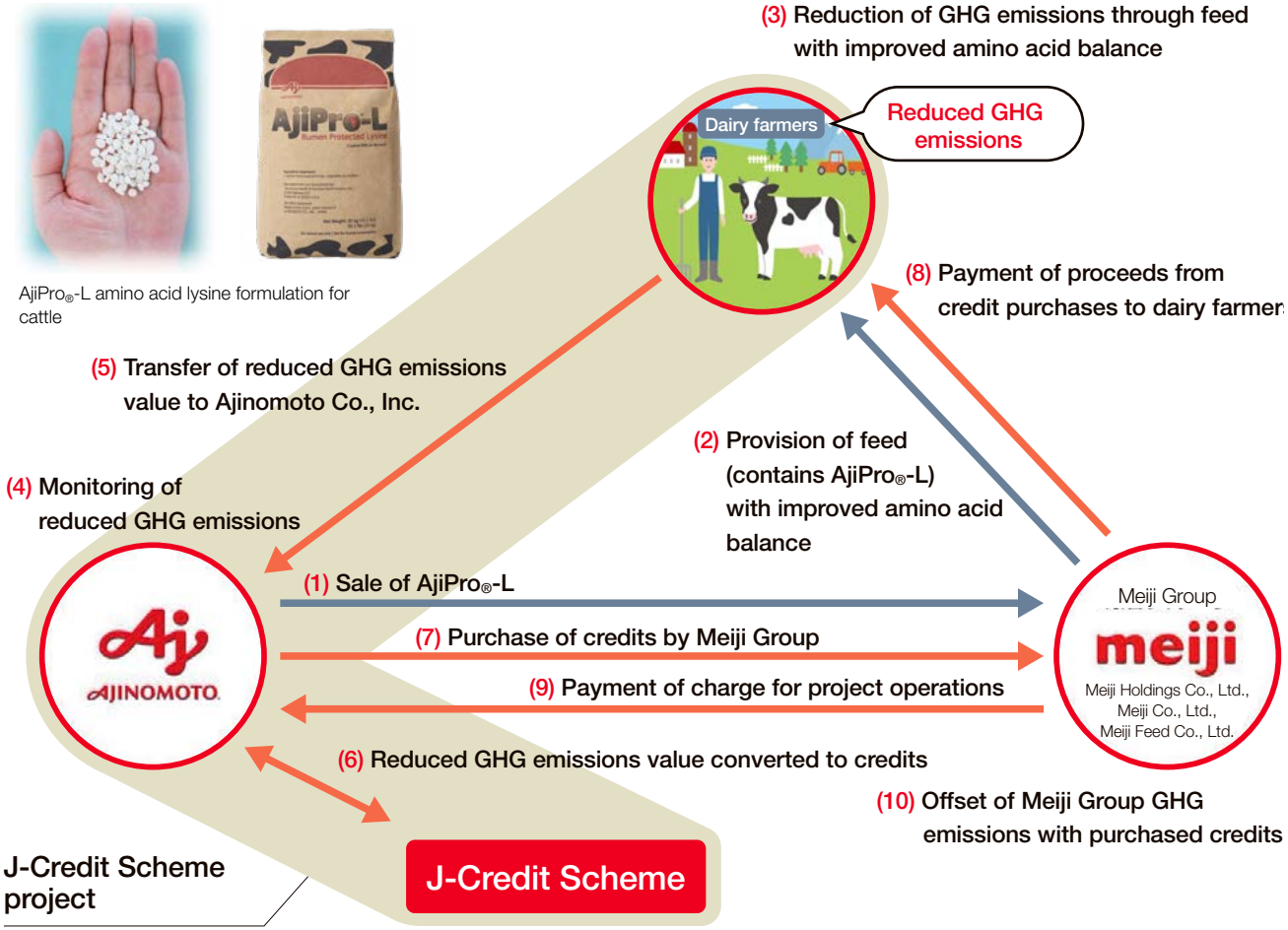
Our initiatives in Japan are steadily moving into commercial deployment, including the issuance of J-Credits for dairy cattle in fiscal 2025.

Meanwhile, we are also pursuing global collaborations, and entered into a strategic partnership with Danone in France. At COP30, held in November 2025, we showcased our GHG emissions reduction initiatives using AjiPro®-L in multiple sessions, highlighting the product as a solution for reducing GHG emissions in the livestock sector to an international audience. We also signed a memorandum of understanding (MoU) with Banco do Brasil, one of Brazil's largest financial institutions, during COP30. The MoU aims to establish a new financial scheme that encourages GHG emissions reductions through the use of AjiPro®-L and supports the transition to a more sustainable agrifood system. Through this MoU, we strive to expand our efforts to collaborate with financial institutions.

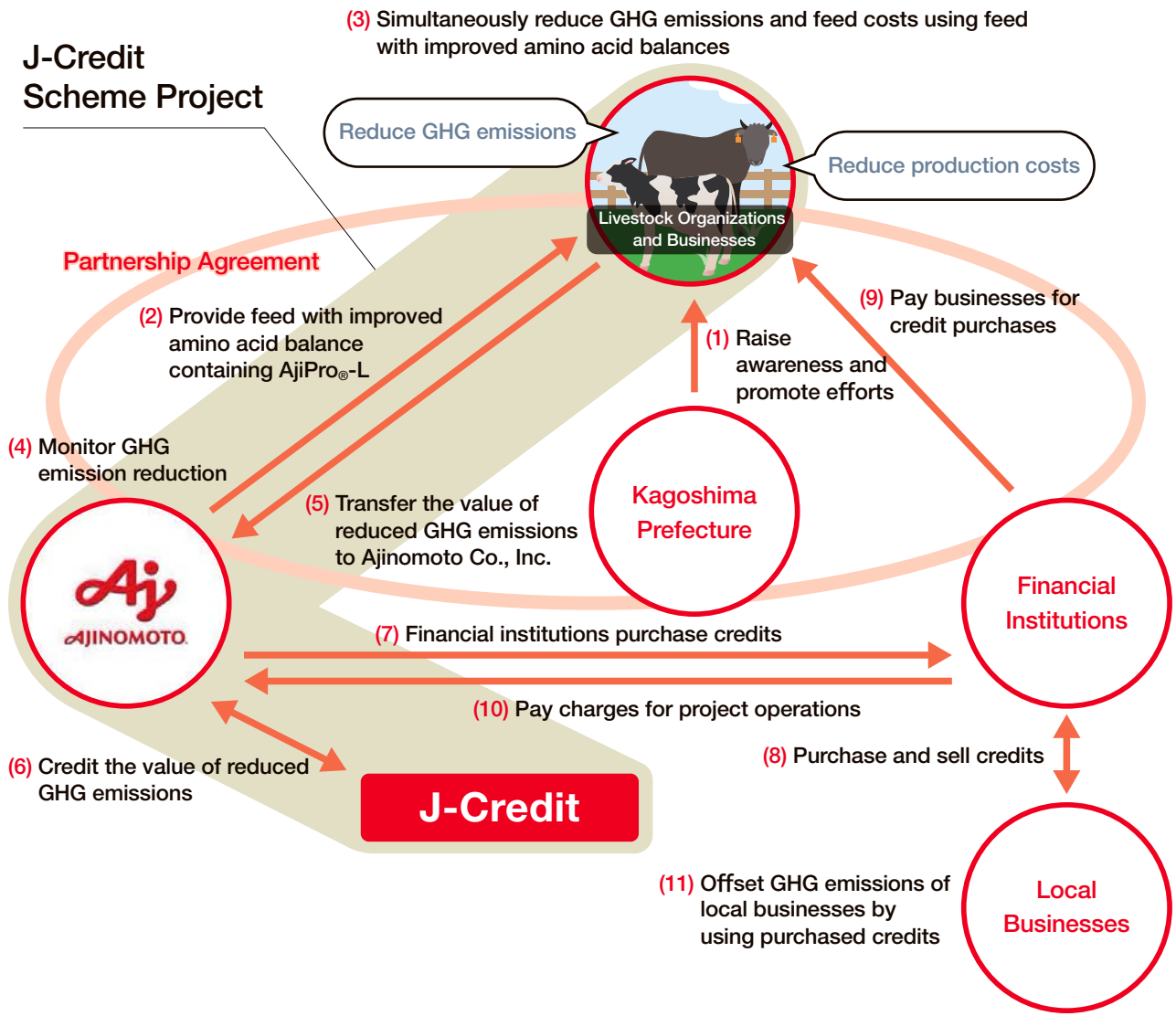
[1] A scheme in which the Japanese government certifies the amount of CO_2 and other GHG emissions reductions and removals as tradable credits.
[2] Efforts to transform industrial structures while aiming for carbon neutrality (reducing overall GHG emissions to zero) and economic growth.

Business Model Utilizing the J-Credit Scheme

AjiPro®-L amino acid lysine formulation for cattle



Partnership Agreement Business Model in Kagoshima Prefecture



(Implementation plans will be discussed going forward with partnership agreement participants.)

Climate change

Contribution to sustainable agriculture

Governance

The Ajinomoto Group is deeply dependent on agriculture, using large amounts of agricultural products in our business activities. However, agriculture today faces various serious challenges, including environmental impact issues, climate change responses, and human rights considerations. Such challenges affect not only our business but also the sustainability of the entire planet.

In response, the Group is committed to finding solutions to these issues through our business activities, aiming to contribute to sustainable agriculture. Our efforts include promoting the use of "AminoScience," utilizing by-products of the fermentation process effectively as fertilizer and feed, and developing biostimulants.

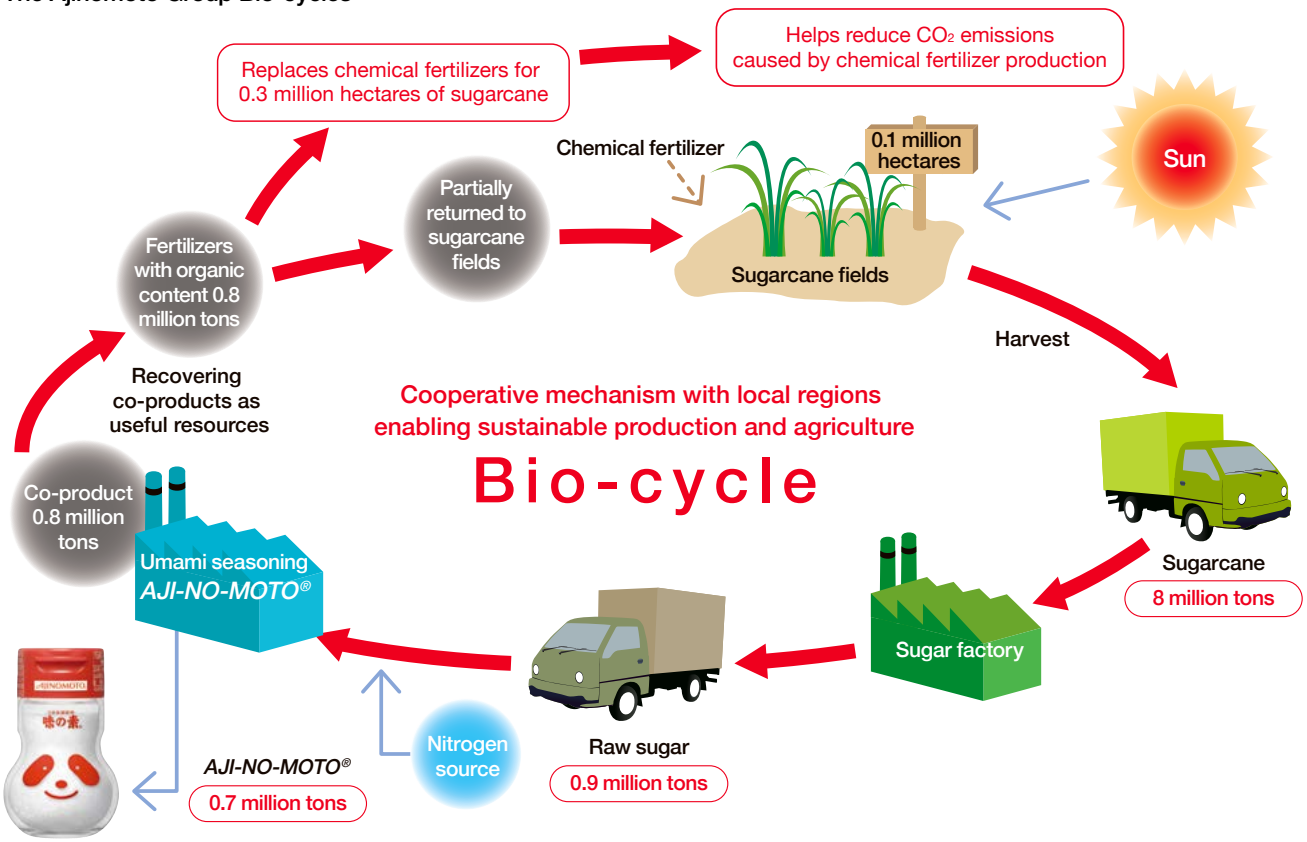
Through these efforts, the Group aims to create social, environmental, and economic value and build a resilient food system. Our contributions to sustainable agriculture also have deep connections to our business strategy and serve as an important step in our efforts to work together to think and bring about the future of food and agriculture.

Bio-cycles contribute to reductions in greenhouse gas emissions

Strategy

The Ajinomoto Group produces amino acids through fermentation processes from crops that are easily available in each region. We use as fertilizer and feed nearly 100% of the nutritionally rich by-products (co-products) that remain after extracting amino acids in the fermentation process. We call this type of circular amino acid fermentation processing a bio-cycle, and by introducing this in fermentation facilities around the world, we are working to reduce greenhouse gas (GHG) emissions associated with production of ordinary chemical fertilizer and support sustainable agriculture.

The Ajinomoto Group Bio-cycles



[1] The chart assumes worldwide annual Group production of approximately 0.7 million tonnes of the umami seasoning AJI-NO-MO-TO® using only sugarcane. The figures for sugarcane grown and sugar production are commonly used global figures. The figures related to resources used for producing AJI-NO-MOTO® are based on actual statistics from the Group.

Effective use of by-products (co-products)

Strategy

Plants synthesize amino acids from absorbed nitrogen and sugars gained through photosynthesis, then use amino acids to synthesize proteins necessary for growth. Even under poor photosynthesis conditions caused by cloudy weather or low temperatures, plant growth can be stimulated by supplying amino acids as fertilizer. For more than 40 years, the Ajinomoto Group has effectively utilized co-products as a fertilizer containing organic amino acids. Overseas offices in Thailand, Vietnam, Brazil, and other countries sell co-products that are used by local farmers, thereby contributing to improved agricultural productivity.

Co-products in agriculture offer a low-carbon alternative due to their ability to replace chemical fertilizers, reducing greenhouse gases emitted in the production of chemical fertilizers by significant amounts. We also develop fertilizers with higher added value by blending co-products with suitable amounts of phosphoric acid, potassium, and other elements necessary for plants.

Ajinomoto Group agriculture initiatives around the world

Strategy

■ Japan

The Ajinomoto Co., Inc. Kyushu Plant produces high-quality fertilizers, making effective use of co-products derived from the amino acid and nucleic acid manufacturing process. In the past, the plant dried co-products for use as solid fertilizer. However, the amount of fuel oil necessary for drying amounted to 600 kiloliters per year and released 2,000 tonnes of CO_2 into the atmosphere. Through trial and error, the Ajinomoto Co., Inc. Kyushu Plant worked with AEON Kyushu to find a solution for using co-products as compost. The heat generated during the fermentation of compost is used to dry the compost naturally at between 60°C and 80°C. This approach not only reduces environmental impact, but also improves the quality of crops by increasing amino acid and sugar content. The vegetables produced using this compost are called Kyushu Rikisaku Vegetables® and the project serves as a means to revitalize local agriculture under a campaign called *Energizing Kyushu Agriculture!*, building a cooperative value chain including agricultural professionals and distributors.

■ Vietnam

Vietnam is one of the world's leading exporters of rice. The Mekong Delta in southern Vietnam is the country's primary rice-producing region, with farmers harvesting rice two or three times a year. Continued use of nonorganic fertilizers in this region has degraded soil fertility, resulting in unstable quality and yields, making it difficult for farmers to make a living through rice cultivation. In 2007, Ajinomoto Vietnam Co., Ltd. began conducting research using a co-product called Ami-Ami® (liquid fertilizer) in small-scale test farms. Today, this co-product business in Vietnam, which maintains soil fertility while keeping farm production costs down, is essential among local communities, leading to sustainable agriculture.

■ Thailand

Ajinomoto Co., (Thailand) Ltd. and Ajinomoto FD Green produce and market various products for crops including cassava, sugarcane, coffee, and durian. These products include Ami-Ami® (co-product), SuperAsh (soil conditioner), Amimate (organic fertilizer), and Amina (microbial fertilizer).

Thai Farmer Better Life Partner Project, launched in 2020, aims to achieve ASV by providing solutions that help build sustainable bio-cycles and advance regenerative agriculture through amino science. To date, the project has not only helped improve cassava productivity, but also increase bio-cycle utilization, provide educational opportunities for farmers, and develop new products and services. The project has also launched studies on regenerative agriculture. Thai Farmer Better Life Partner Project collaborates actively with government agencies, universities, and other companies to help establish a sustainable raw material procurement model.

■ Brazil

Ajinomoto do Brasil Indústria e Comércio de Alimentos Ltda. (ABR) sells co-products such as liquid foliar fertilizer and fertilizing material AJIFOL® and soil mineral fertilizer AMIORGAN® mainly to coffee and fruit plantations. More recently, we have seen a movement among plantations toward sustainable management, making a full-scale transition from chemical fertilizers to co-products from ABR. In fiscal 2022, we launched Amino Imune, a new high-value-added liquid foliar fertilizer offering enhanced plant immunity. This product has received high praise from the market and continues to grow in sales.

In addition, we continue to use AJIFOL® at coffee plantations that Ajinomoto AGF, Inc. supports in the production region to further improve quality. We undertook three initiatives to this end: (1) Reduce N_2O[1] through the use of AMIORGAN®, which applies the function of amino acids to fertilizers; (2) Reduce CO_2e. in agricultural operations through the use of AMINO Plus®, which contains glutamic acid; and (3) Engage in soil carbon sequestration through the use of AMINO Arginine, which contains arginine. As a result of these efforts, we reduced greenhouse gas emissions by 3,400 and 3,800 t-CO_2e[2] in 2020 and 2021, respectively. We also increased soil carbon sequestration by 1,100 and 1,200 t-CO_2e[2] in the same years.

These results not only improve productivity and quality for farmers, but also contribute to the preservation of the global environment.

[1] A gas that has a greenhouse effect about 300 times greater than that of CO_2; N_2O is an ozone-depleting substance.
[2] vs. FY2018

Contributing to sustainable agriculture with biostimulants

Metrics and Targets

The Ajinomoto Group works to improve agricultural efficiency, enhance crop quality, and reduce environmental impact through our biostimulant business. Biostimulants are agricultural materials that utilize “AminoScience.”

Biostimulants promote natural plant health and plant growth by blending natural materials (fermented microorganism-derived ingredients such as amino acids) and natural extracts.

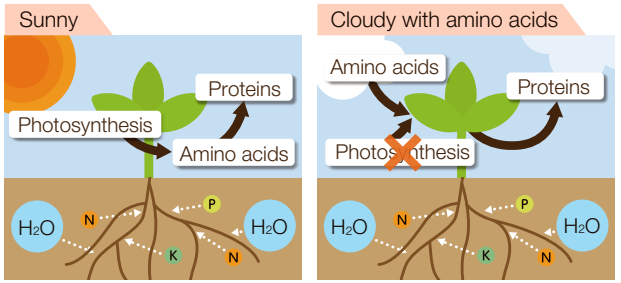
Unlike pesticides, which protect plants from abiotic stresses (e.g., diseases and pests), biostimulants work to reduce non-biotic stresses, including high and low temperatures and drought damage. Genetics determines the maximum yield of a crop when the crop is still a seed. This yield is then reduced during growth depending on the abiotic and non-biotic stresses that the crop undergoes. Biostimulants play a role in lowering reduced yields stemming from these non-biotic stresses.

Group company Agro2Agri, S.L. (Spain) manufactures and sells biostimulant products. With strengths in advanced product development based on knowledge and expertise in amino acids, the company operates in countries around the world, contributing to sustainable agriculture through improved yields and quality of agricultural products. Research conducted by Agro2Agri, S.L. (Spain) indicated that biostimulants improved yields by approximately 24%. This data also estimates a 25% reduction in water and chemical fertilizer use. We also expect biostimulants to improve the quality of crops, while tests confirmed a 39% increase in the protein content of wheat, a 20% increase in vitamin C in bell peppers, and a 13.5% increase in the starch content of corn. In August 2025, the Ajinomoto Group participated in the Ninth Tokyo International Conference on African Development (TICAD 9), where we introduced our support for the Kafunjo Project in Uganda. This project has increased crop yields by 30% through the provision of biostimulants and technical assistance to orphanages and local farmers. We also exchanged views at the conference with representatives from international organizations and the Japanese government. Africa remains an emerging market, and we will continue expanding our business while contributing to sustainable agriculture.

During President Lula’s visit to Japan in March 2025, the Ajinomoto Group became a partner of the Recovery of Degraded Pasture Verification Study Project in Brazil, an effort under the Japan-Brazil Green Partnership Initiative ("Japan-Brazil GPI") program. The Japanese and Brazilian governments implement the Japan-Brazil GPI under a Letter of Intent concerning degraded pastureland in Brazil signed by the Japanese Ministry of Agriculture, Forestry and Fisheries, the Ministry of Foreign Affairs, and the Brazilian government. The Japan-Brazil GPI aims to achieve environmental and climate change measures and sustainable development by providing Japanese technology and knowledge to Brazil. Through Ajinomoto do Brasil Indústria e Comércio de Alimentos Ltda. we provide products developed using biostimulant development and production technologies to participate in a verification study aimed at restoring degraded pastureland into farmland at model farms in Brazil, and some of the results were presented at COP 30. In fiscal 2026, we will expand our efforts by participating in a large-scale demonstration project led by JICA and collaborating with the Ministry of Foreign Affairs' *Co-creation for common agenda initiative*, contributing to more sustainable agriculture and food systems.

Amino acids and their effects

	Effect	Bad weather	Good weather
Nucleic acids	• Improved rooting	• Drought tolerant • Stimulation of plant growth • Improvements in root rot	• Improved fertilizer efficiency • Reduced collapses
Amino acids	• Increased protein synthesis	• Reduced stress (due to cloudy weather, low temperatures, and high temperatures)	• Increased revenues



Expected effects of utilizing biostimulants

Higher yield per acreage	Reduced water use
Improved nutritional composition (protein, vitamins, sugars, etc.)	Reduced chemical fertilizers and pesticides
Reduced water use	Improved quality
Reduced fuel use	Climate change (drought, heat waves, cold) resilience

Contributing to sustainable agriculture through regenerative agriculture and optimized farming methods

Metrics and Targets

The Ajinomoto Group is aiming to sophisticate 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®.

In Thailand, we collaborate with Ajinomoto Co., (Thailand) Ltd. Ajinomoto FD Green 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 livelihoods, 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.

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 fiscal 2023, a test assessment was conducted based on a five-hectare cultivation area, which enabled us to confirm the effects, so, in fiscal 2024, 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.

Harvesting activities under the cassava regenerative agriculture project in Thailand

Left of center: Cassava cultivated using farming methods and varieties developed by the Sustainable Cassava Project (Vietnam)
Right of center: Cassava cultivated using conventional farming methods and varieties

In addition, as one result of introducing regenerative agriculture and other agricultural methods, we successfully reduced crop-based greenhouse gas (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. Specifically, we support our suppliers in calculating GHG emissions, leveraging partnerships with third-party entities or developing in-house methods for suppliers who face challenges in making calculations.

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.

Natural capital

Biodiversity and natural capital (disclosures based on TNFD)

Our Approach to Biodiversity

Approach

The Ajinomoto Group operates in 40 countries and regions. Our food products business spans the range of seasonings, foods, frozen foods, and more. We also conduct business in other fields, including healthcare. These services include agricultural, livestock, and fishery resources, genetic resources, water and soil, and pollinators such as insects. These natural bounties come from healthy biodiversity shaped by the diversity of living organisms and their connections.

However, biodiversity is currently being lost at an unprecedented rate, and the conservation of biodiversity, along with the prevention of deforestation and the protection of water resources, has become a pressing issue worldwide. The Ajinomoto Group recognizes the importance of minimizing our impact on biodiversity and protecting the global environment while sustaining our business. Issues related to biodiversity are also closely related to environmental and social issues such as climate change, water and soil, waste, and human rights. Therefore, we revised our Biodiversity Guidelines in April 2025, continuing to address issues to ensure the effective implementation of the same. In conserving biodiversity, we believe it is necessary to establish a system of action to halt and reverse the loss of biodiversity through our business. Accordingly, we support the Kunming-Montreal Global Biodiversity Framework[1] adopted at the 15th Conference of the Parties to the Convention on Biological Diversity (COP15) in 2022 and aim to contribute to its achievement.

[1] This Framework was adopted in December 2022 and sets out the global vision of a world living in harmony with nature by 2050, 4 goals for 2050, and 23 targets for 2030.
https://www.cbd.int/doc/decisions/cop-15/cop-15-dec-04-en.pdf

> Biodiversity

Biodiversity framework

Governance

In the Ajinomoto Group, we honestly comply with the Ajinomoto Group Policies (AGP) that shows the ideal way of thinking and action that the Group companies and their officers and employees should comply with, continue to develop and properly operate our internal control system, strengthen our system that considers sustainability as an active risk-taking system, and continuously enhance our corporate value.

The Board of Directors has established a framework for making recommendations on the Group's approach to sustainability and ESG through measures such as establishing the Sustainability Advisory Council. The Board determines Materiality related to sustainability that serves as guidelines for ASV management and oversees the execution of initiatives related to sustainability.

The Executive Committee has established the Sustainability Committee and Management Risk Committee as subordinate bodies and selects and extracts risks and opportunities based on important issues (Materiality) for the Ajinomoto Group, assessing the degree of impact, formulating measures, and managing progress. In fiscal 2025, the Executive Committee received four activity reports from the Sustainability Committee and two activity reports from the Risk Management Committee.

Strategy

Strategy

The Ajinomoto Group recognizes that environmental and social issues, including climate change, water and soil, waste, and human rights, are closely related to biodiversity conservation. We strive to solve such issues in ways that create synergies based on Our Approach to Biodiversity as mentioned above and the Ajinomoto Group Biodiversity Guidelines, Revised on April 2025.

> Ajinomoto Group Biodiversity Guidelines
> Ajinomoto Group Paper Procurement Guidelines
> Ajinomoto Group Palm Oil Procurement Guidelines
> Ajinomoto Group Soy Procurement Guidelines
> Ajinomoto Group Coffee Procurement Guidelines
> Guidelines for Group Shared Policy for Suppliers

Examining risks and opportunities in line with the LEAP approach

Strategy

(1) The LEAP Approach

The LEAP approach is guidance proposed by TNFD that provides a process for the systematic, science-based assessment of nature-related risks and opportunities within corporations and financial institutions.

In fiscal 2023, we analyzed dependencies and impacts using the LEAP approach to assess risks and opportunities for value chains in our seasonings, foods, frozen foods, and healthcare businesses, which account for over 80% of the Ajinomoto Group's sales.
In fiscal 2024, we conducted a detailed analysis of sugarcane (Assess step), the physical risk of which has a significant financial impact.
In fiscal 2025, we began collaborating with the Indonesian Sugar Plantation Research Center (P3GI) to evaluate farming methods that support both improved farmer livelihoods and low-environmental-impact sugarcane production based on field surveys of water, deforestation, and soil degradation risks on sugarcane farmland.

(2) Selection of Assessment Targets

We assessed the value chains of businesses that account for 80% of our net sales. Among the assessment targets, we selected 12 raw materials that have large procurement volumes and fall under the High Impact Commodity List (HICL) of the SBTs for Nature, guidance created by the Science Based Targets Network (SBTN). Note that paper, which falls under HICL but is a packaging material, was excluded.
<Selected Raw Materials>
Sugarcane/Cassava/Corn/Raw milk/Soybeans/Rapeseed/Rice/Cattle/Coffee/Palm/Copper/Crude Oil

(3) Analysis Tools

The tools below were used in various combinations at each step of the analysis.

ENCORE, SBT's High Impact Commodity List, SBTN Materiality Screening Tool, Geographic Information System, World Database Protected Area, IUCN Red List, GLOBIO, Aqueduct, Aqueduct Water Atlas, Nature Map Explore, Aqueduct Global Maps, Past and future trends in grey water footprints of anthropogenic nitrogen and phosphorus inputs to major world rivers, International Institute for Applied Systems Analysis, What a Waste

(4) Analysis Method

The first three steps, Locate, Evaluate, and Assess (LEA), were used to analyze the four processes of raw materials, production, sales, and consumption.

1. Locate

■ Analysis Process

For the target businesses, we identified areas in the supply chain of our Group's business that are at high risk of biodiversity loss.

L1: Assess value chain inventories
L2: Identify dependency and impact levels for each process
We organized the upstream and downstream industries and raw materials in the Group business supply chains and identified processes, products, and raw materials with a high degree of dependence and impact on ecosystems and biomes.

We found that our business impacts raw material production for agricultural products through extensive land and water use in fields and irrigation. Results also indicated that we have significant impacts through water consumption and show a high dependency on water resources in manufacturing processes.

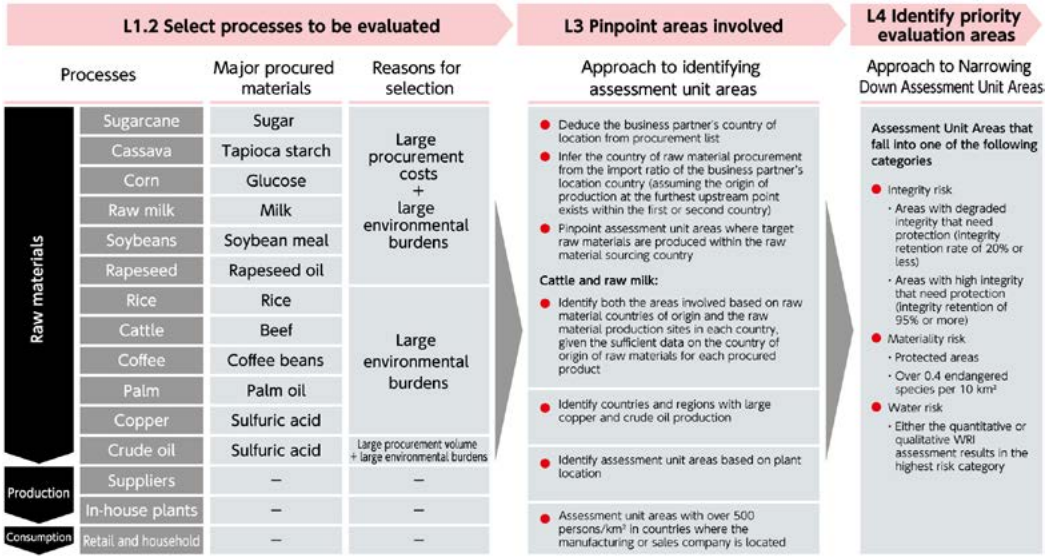
L3: Identify operating locations for processes with significant dependencies and impacts
We identified the countries and regions involved in the supply chain from raw material production to consumption for each of the 12 targeted raw materials.

L4: Pinpoint areas with high risk of biodiversity loss
From the areas involved identified in L3, we prioritized those with high biodiversity risks requiring further analysis.

■ Analysis Results

For the target raw materials, we identified and evaluated the points of contact with nature across square units of areas of 25 km to 50 km ("assessment unit areas"), including our Group's sites and their surrounding areas, in the supply chain of our Group's business. We then identified the assessment unit areas requiring detailed analysis based on the degree of natural degradation. In the Locate step, of the total of 24,000 assessment unit areas, we identified 20,000 areas as falling into at least one of the following categories: areas of importance for biodiversity, areas of rapid degradation, areas of potential degradation, areas of high water stress, and areas inhabited by indigenous peoples.

> Biodiversity



A process in which more than 30% of cells are judged to be at high risk of nature deterioration

Processes analyzed		Main countries involved	Number of cells at high risk of natural deterioration: Importance of nature	High biological integrity	Low biological integrity	High water risk
Raw material production	Sugarcane	Indonesia, Brazil, Thailand, Vietnam, Spain, New Zealand		■		
	Cassava	Vietnam, Thailand		■		■
	Corn	US, Brazil, Thailand, Myanmar			■	
	Raw milk	US			■	
	Soybeans	US, Brazil			■	
	Rapeseed	US, Canada			■	
	Rice	US, Japan, Peru		■		
	Beef	US, Canada, Australia		■		
	Coffee	Vietnam, Brazil, Colombia, Tanzania, Indonesia		■		
	Palm	Indonesia, Peru, Thailand, Brazil, Malaysia		■		
	Copper	11 countries including Australia, Canada, Chile, etc.			■	■
	Crude oil	14 countries including the US, Saudi Arabia, etc.		■	■	
Manufacturing	Suppliers	US, Brazil, Japan, etc.			■	
	Ajinomoto Group	25 countries including Japan, US, etc.			■	■
Sales	Major Markets	38 countries including Japan, US, etc.			■	■
Consumption	Major Markets	38 countries including Japan, US, etc.			■	■

A cell is an area separated by 0.5 degrees of latitude and longitude.

2. Evaluate

■ Analysis Process

In addition, we identified factors for dependence and impact on nature in the supply chain of our Group's businesses. Indicators and thresholds for each factor were set to quantitatively diagnose the future state of dependence and impact (2050).

E1: Identify dependency and impact targets

We used LEAP-recommended tools for the dependency and impact targets identified in L2 to extract material factors in each process.

E2: Consider changes in dependency and impact targets and select potential high-risk targets

We organized the pathways for the dependency and impact targets identified in E1, accounting for changes from internal and external factors, and selected priority evaluation areas.

E3: Prioritize dependencies and impacts

We established indicators and thresholds for each dependency and impact item based on LEAP and previous studies.

We determined whether each operation was high-risk based on the condition of the assessment unit area it belongs to and then selected subsequent targets for further analysis.

■ Analysis Results

In the 20,000 assessment unit areas identified in Locate, we identified the factors of dependence and impact on nature at each stage of the supply chain (raw materials, production, consumption, etc.) of our Group's business, assuming the state of natural degradation in 2050. Indicators and thresholds for each factor were set and the degrees of dependence and impact were analyzed. We confirmed that the rate of degradation differs for each natural environment, with forests and the atmosphere degrading worldwide, but water and soil degradation being concentrated in specific regions. In countries where we procure rapeseed and other crops, we found that production areas face a risk of soil degradation.

Degraded state of nature in 2050: Use areas projected to experience 30% or greater degradation of natural conditions by 2050 as the evaluation target for subsequent risk analyses.

> Biodiversity

State of Natural Degradation: 30% – 100%

Processes analyzed		Main countries involved	Water supply	Water purification	Functions related to forest	Functions related to soil	Functions related to saltwater	GHG removal	Air quality	Waste treatment	Genetic variation
Raw material production	Sugarcane	Indonesia, Brazil, Thailand, Vietnam, Spain, New Zealand					-			-	
	Cassava	Vietnam, Thailand					-			-	
	Corn	US, Brazil, Thailand, Myanmar					-			-	
	Raw milk	US					-			-	-
	Soybeans	US, Brazil					-			-	
	Rapeseed	US, Canada					-			-	
	Rice	US, Japan, Peru					-			-	
	Beef	US, Canada, Australia					-			-	-
	Coffee	Vietnam, Brazil, Colombia, Tanzania, Indonesia					-			-	
	Palm	Indonesia, Peru, Thailand, Brazil, Malaysia				-	-			-	
	Copper	11 countries including Australia, Canada, Chile, etc.					-				-
	Crude oil	14 countries including the US, Saudi Arabia, etc.					-				-
Manufacturing	Suppliers	US, Brazil, Japan, etc.					-				-
	Ajinomoto Group	25 countries including Japan, US, etc.					-				-
Sales	Major Markets	38 countries including Japan, US, etc.									-
Consumption	Major Markets	38 countries including Japan, US, etc.							-		-

3. Assess

■ Analysis Process

Risks were identified in the scenarios with respect to the factors of dependence and impact that will cause degradation in a future state. For these results, we estimated the financial impact based on the Group's response status and assessed the magnitude of risk and opportunity.

A1: Define scenarios and specify business risks and opportunities[1]

We specified risks and opportunities[1] based on the E3 key dependency and impact factors. Defining scenarios enables us to understand the background of future natural changes and expresses more concrete potential risks.

[1] Opportunities are for existing initiatives only.

A2: Organize risks and opportunities response status

We summarized the status of Group responses to the risks and opportunities identified in A1.

A3-A4: Measure risks and opportunities and select those for disclosure

We measured the impact on the Group of the risks and opportunities identified in A1 from a financial perspective.

We also selected LEAP-recommended risks and opportunities in addition to risks and opportunities with significant financial impact.

■ Analysis Results

In the Evaluate step, assuming the state of natural degradation in 2050, we forecast what risks could occur in two scenarios: one in which nature conservation and economic development can coexist (SSP1[2]), and one in which nature degrades and the economy stagnates (SSP3[2]). We identified a number of risks that could arise due to the degradation of nature, but in particular, we confirmed that the financial impact would be significant, and that the price of raw materials would rise due to chronic physical risks. The main raw materials with significantly rising procurement costs were corn and sugar cane. For sugar cane production, this was caused by degradation of soil in Thailand, while for corn, this was caused by degradation of soil in the United States.

[2] Shared Socioeconomic Pathways (SSP) are a set of scenarios developed by the Integrated Assessment Modeling Consortium, a community established in response to a call by the IPCC Chair to create new scenarios.
SSP1: A scenario in which nature conservation and economic development can coexist.
SSP3: A scenario in which nature degrades and the economy stagnates.

■ Possible risks related to critical impact factors

Possible risks arising from the deterioration of nature include increased taxes and fines due to stricter regulations.

> Biodiversity

Risk Categories

Risk Categories		Summary
Physical risks	Acute	Increased costs due to extreme weather and disasters
	Chronic	Increased costs due to natural deterioration
Transition risks	Regulations	Increased costs due to tax payments and regulatory compliance (e.g., from use of renewable energy) resulting from stricter regulations
	Liabilities	Stricter penalties for nature and increased costs due to fines for regulatory violations
	Reputation	Decreased sales due to reduced consumer motivation, driven by heightened awareness of the need for natural disaster response
	Markets	Decreased sales due to lower demand from changes in the market value of nature
	Technologies	Increased costs due to rising expenses for implementing new technologies at in-house plants in response to trends toward stricter environmental measures

Risk Classification	Related Value Chain Processes						Risk Overview	Likelihood of Occurrence	
								SSP1 scenario	SSP3 scenario
Regulation	Agriculture	Livestock	Mining	Own production	Sales	Consumption	Environmental regulations are becoming stricter in the procurement, production, and sales processes, resulting in increased costs due to tax payments and renewable energy usage.	Yes	No
Liability	Agriculture	Livestock	Mining	Own production	Sales	Consumption	Penalties regarding environmental regulations are becoming stricter in the procurement, production, and sales processes, resulting in increased costs due to fines for regulatory violations.	Yes	No
Reputation	Agriculture	Livestock	Mining	Own production	Sales	Consumption	While consumers are becoming more environmentally conscious, if a company's response to environmental issues is delayed, its products will no longer be chosen and sales will decrease.	Yes	No
Market	Agriculture	Livestock	Mining	Own production	Sales	Consumption	Decrease in sales due to a decline in demand caused by changes in the market value of nature.	Yes	No
Technology	Agriculture	Livestock	Mining	Own production	Sales		Increased costs for introducing new technologies into our own factories due to the trend toward strengthening environmental measures.	Yes	No

Reflecting analysis results in strategies

(1) Reflection in business strategy

In fiscal 2026, we plan to consider targets under the Prepare step. Since issues related to biodiversity are also closely related to environmental boundaries and social issues such as climate change, water and soil, waste, and human rights, we will work to resolve these issues so as to create mutual benefit. We will also work on formulating new business strategies to achieve ASV, where sustainability initiatives lead to greater added value for our products.

(2) Reflection in financing strategy

Sustainable finance forms the basis for acquiring the necessary funds for our various initiatives. Following the October 2021 issuance of our sustainability bonds and the committed credit line established in January 2022 through the Positive Impact Finance scheme, we concluded a committed credit line agreement through our sustainability linked loans in December 2022, and have been continuing to procure funds through sustainable finance, including with the issuance of sustainability-linked bonds in June 2023. Most recently, we issued two new sustainability-linked loans in March and April of 2024. Through this financing, we will further accelerate our efforts to realize one of our two outcomes by 2030, namely, to reduce our environmental impact by 50%, as well as to realize a sustainable society.

> TNFD: Guidance on the identification and assessment of nature-related issues: the LEAP approach
> Sustainable Finance

Risk management

Risk Management

In order to realize the Purpose-Driven Management by Medium-Term ASV Initiatives2030 Roadmap, it is extremely important to accurately identify risks and respond to them promptly and appropriately. The Sustainability Committee and the Risk Management Committee work closely to ensure that no risk is left unaddressed by the two committees, selecting and identifying risks and opportunities based on material matters for the Ajinomoto Group (Materiality) and making proposals to the Executive Committee. The Sustainability Committee then formulates measures and regularly manages their progress for matters related to sustainability, including social, environmental, such as biodiversity, and nutritional issues, while the Risk Management Committee handles the same processes for risks that management should take the initiative to address pandemics, geopolitical risks, information security risks, etc.

At each business site in Japan and overseas, we implement a risk process cycle identifying risks and formulating countermeasures, taking into account individual business strategies and local political, economic, and social conditions. The Risk Management Committee continuously improves this risk process cycle, compiles the risks identified by each site, and responds to those calling for initiative by management. In addition, each business and corporation has formulated a business continuity plan (BCP) in preparation for emergencies, and the Risk Management Committee has established a system for constant verification of each BCP's effectiveness and regularly monitors and manages risk response. Full-time Audit Committee members attend the Sustainability Committee and the Risk Management Committee to monitor the risk management process.

> Actions Toward No Deforestation

Conservation of water resources in production processes

Metrics and Targets

As the world's population grows, the demand for water is increasing, but the challenge is that fresh water is distributed unevenly. The depletion of water resources impacts both the water used in production and the procurement of raw materials. Droughts and floods can also cause production to stop. The Ajinomoto Group will enhance our ongoing efforts to reduce water usage and emissions in production, helping to create a sustainable water management system throughout the supply chain.

Ajinomoto Group water use

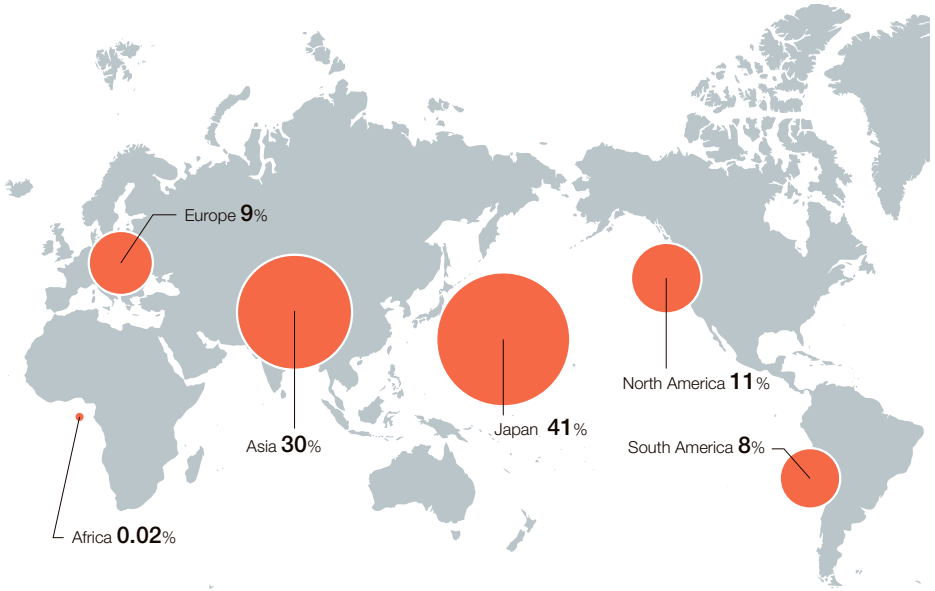
Performance

In fiscal 2025, the Ajinomoto Group used 55,646,000 kiloliters of water. The top five countries, including Japan, Thailand, and the United States, accounted for about 85% of this total. The ratio of water withdrawal in regions with high water stress[1] was less than 1%. The Group aims to reduce water use by 15% by fiscal 2040, compared with fiscal 2018. Common measures of suspended substances in wastewater are BOD (biochemical oxygen demand) and nitrogen. In fiscal 2025, our wastewater contained 222 tonnes of BOD and 541 tonnes of nitrogen.

Since fiscal 2024, the Ajinomoto Group has focused on reducing water use at the Kawasaki, Tokai, and Kyushu plants. These plants have the highest water use in the Group. Water conservation issues are linked closely to other environmental and social concerns, such as climate change, soil health, biodiversity, waste, and human rights. We work to address these problems in ways that create mutual benefits.

[1] Only Peru is applicable for the Ajinomoto Group.

Distribution of water consumption by area (FY2025)



55,646,000 kL
Water usage

Top five countries for water usage/ Composition ratios

Japan	23,002	41%
Thailand	8,704	16%
The United States	5,917	11%
Indonesia	5,366	10%
France	4,707	8%

Unit:1,000kL

Water Use Reduction

(%)

	FY2025		FY2026	FY2030	FY2040
	Target	Result	Target	Target	Target
Water Use Reduction (vs. FY2018)	9	13	9	11	15

> P053
> Environmental Data: Water use/intensity
> Environmental Data: Water use/intensity in regions with high water stress (Peru)
> CDP Corporate Questionnaire 2025

Natural capital

Sustainable materials sourcing

Sustainable raw materials procurement to support ASV management

Governance

Our business is built on a resilient food system, or in other words, built using stable food resources supported by an abundant global environment and a healthy, vibrant society. At the same time, our business poses environmental and social risks: greenhouse gases are emitted at every stage—from raw material production to processing—and plastic waste and food loss are also generated. Deforestation, peatland development, and the pollution of water resources and soils can damage ecosystems and make it difficult to maintain food resources. Improving animal welfare is also important, since we use raw materials of animal origin.

Further, we must ensure that the human rights of every person involved in the supply chain are protected, and that the occupational health and safety of workers is guaranteed. We work hand-in-hand with supply chain stakeholders to address these procurement-related issues and to build a supply chain that has a positive impact on the environment and society. Through these efforts, we contribute to more resilient and sustainable agrifood systems and the restoration of the global environment. The Ajinomoto Group identifies priority raw materials derived from agriculture, forestry, and fishery sources which demand more focused action. The identification process involves first determining all the raw materials used in business operations. We then work with internal divisions and external experts, including NGOs, to conduct periodic risk assessments. In pursuing sustainable procurement, the Group also utilizes frameworks and tools developed in recent years in biodiversity and natural capital to mitigate risks and identify opportunities.

> P102
> P125

Identification of priority raw materials

Governance

The Ajinomoto Group identifies priority raw materials derived from agriculture, forestry, and fishery sources which demand more focused action. The identification process involves determining all the raw materials used in business operations, which are then analyzed by internal divisions and external experts, including NGOs. We base our assessment on an overall perspective that includes several factors such as dependency on the materials used, availability of alternative materials, and relevance to global environmental sustainability. Priority raw materials are reviewed every year in line with changes in business and global environmental conditions.

> P029
> Ajinomoto Group Palm Oil Procurement Guidelines
> Ajinomoto Group Paper Procurement Guidelines
> Ajinomoto Group Coffee Procurement Guidelines
> Ajinomoto Group Soy Procurement Guidelines
> Ajinomoto Group Sugarcane Procurement Guidelines
> Ajinomoto Group Beef Procurement Guidelines
> Actions Toward No Deforestation
> CDP Corporate Questionnaire 2025

Metrics and Targets

Ajinomoto Group priority raw materials

	Major countries and regions of procurement
Palm oil	Thailand, Indonesia, Malaysia, Peru, Brazil
Paper	China, Indonesia, Cambodia, Philippines, Vietnam, Malaysia, Thailand, Bangladesh, EU, Türkiye, The United States, Canada, Mexico, Brazil, Peru, Australia
Sugarcane	Brazil, Thailand, Vietnam, Peru, Indonesia
Green coffee beans	Vietnam, Ethiopia, Tanzania, Colombia, Brazil
Beef	The United States, Canada, Brazil, Australia, Indonesia
Soybeans	The United States, Brazil, India, Thailand

Initiatives related to raw materials

Risk Management

To ensure sustainable raw materials procurement, we must reduce risks across a range of categories, including climate change, waste, biodiversity, and human rights. We believe in the importance of recognizing the relationship between each of these initiatives and pursuing efforts toward synergistic effectiveness. The connection to biodiversity, particularly forests, is critical. To this end, the Ajinomoto Group considers initiatives related to raw materials as an important means of addressing risks associated with natural capital dependency and climate change. Accordingly, we actively identify, assess, and manage these risks.

We establish individual procurement guidelines for identified priority raw materials and communicate our approach and 2030 targets to internal and external stakeholders. Specifically, we track the types, volumes, and value of procured materials across the Group, ensure traceability, and increase our use of certified products. We also engage with external partners, including international initiatives, certification bodies, and supplier networks. In January 2025, the Ajinomoto Group received new validation from the Science Based Targets initiative (SBTi) for our GHG emissions reduction targets, including FLAG (forestry, land, and agriculture) targets, and made a commitment to achieving no deforestation in palm oil, paper, soy, and beef by the end of 2025. We are working to establish deforestation-free supply chains as a part of our key raw materials initiatives.

> P029

Sustainable procurement of palm oil

Strategy

The Ajinomoto Group has established Palm Oil Procurement Guidelines, which stipulate criteria that must be met by the palm oil we procure. The Group uses palm oil in a variety of products and applications, from packaged food products such as cup soup, instant noodle, and coffee creamer, to specialty chemicals made in Japan, Southeast Asia, Europe, and South America.

Certain products use palm kernel oil, which is harder to procure in certified form. Further, certain regions have limited supplies of certified palm oil. Therefore, the Group continues to purchase palm oil certified by RSPO and confirm traceability. The Ajinomoto Group procured 29 kilotonnes of palm oil in fiscal 2025, 50% of which was RSPO-certified.

Since fiscal 2025, we have been working to build deforestation-free supply chains. Our assessment of fiscal 2024 procurement confirmed that 44% of the palm oil we sourced met our no-deforestation criteria. We will continue to collaborate with suppliers to advance these efforts.

Our efforts to support the sustainable sourcing of palm oil include satellite-based risk assessments and supplier engagement. One such example is our efforts through WAN THAI FOODS INDUSTRY CO., LTD., our largest palm oil sourcing Group company in Thailand, to conduct on-site assessments of the company's palm oil suppliers and evaluate deforestation risk management practices. At major oil mills, we confirmed the proper implementation of RSPO certification requirements, traceability management systems extending to the plantation level, and procedures for verifying documentation demonstrating the legality of land use. We also engaged with experts to evaluate our findings in the context of Thailand's forest protection regulations and the RSPO framework.

Based on these findings, we determined that palm oil sourced from oil mills with appropriate management practices presents a low risk of involvement in deforestation.

The Ajinomoto Group will further expand our procurement of sustainable, deforestation-free palm oil while engaging in dialogue with stakeholders.

FY2025 palm oil procurement volume	FY2025 RSPO-certified palm oil ratio
29 killotonnes	50%
FY2025 traceability ratio	**FY2024 deforestation-free palm oil ratio**
89%	44%

[1] Traceability to oil mill.

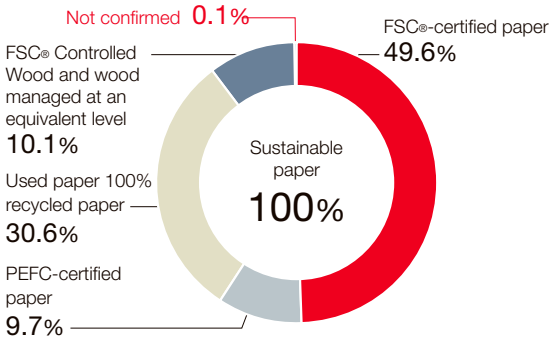
Sustainable procurement of paper

Strategy

The Ajinomoto Group has established Paper Procurement Guidelines, which stipulate criteria that must be met by the paper we procure. We procure paper that is not derived from deforestation in areas of high conservation value and paper that is procured from suppliers who use proper production procedures in accordance with local laws and regulations, as well as in line with international human rights standards.

Paper that meets Group guidelines includes not only FSC®-certified and other certified paper, but also recycled paper and paper made from FSC® Controlled Wood. In fiscal 2025, 100% of the paper used by the Group met our guidelines and was not associated with deforestation.

FY2025 paper procurement results



Promoting procurement of sustainable sugarcane

Strategy

The Ajinomoto Group uses sugar obtained from various crops, including sugarcane, sugar beet, cassava, and corn as raw materials for fermentation. We designated sugarcane as a priority raw material.

In fiscal 2025, we worked collaboratively with Indonesian Sugar Research Institute (ISRI/P3GI) in Indonesia, a key region for the Group, to evaluate farming practices that aim to improve farmer livelihoods while reducing environmental impacts through soil and water conservation and lower GHG emissions. We also began working collaboratively to advance more sustainable sugarcane production with Bonsucro, a global sugarcane sustainability organization, as well as suppliers and sugarcane farmers. Looking ahead to fiscal 2026 and beyond, the Ajinomoto Group intends to advance supply chain visibility and increase our purchasing of certified products. We will also align these efforts with other initiatives to address issues, including Scope 3 GHG emissions reduction, and work with suppliers and producers to achieve sustainable sugarcane production.

FY2025 traceability ratio
85%

[1] Traceability to sugar mill.
[2] Results of six Group companies that together account for over 90% of procurement across the Ajinomoto Group.

Sustainable procurement of coffee beans

Strategy

Coffee beans are produced in areas rich in biodiversity. And much of that production is from small farmers. In procuring coffee beans, we recognize the need for safer, more secure working environments for producers and the importance of working to improve agricultural productivity, in addition to acting with concern for the global environment.

The Ajinomoto Group endeavors to advance sustainability in the production and distribution of coffee beans by procuring beans produced at farms that adhere to standards set by the 4C certification system and ensuring traceability. Ajinomoto Co., (Thailand) Ltd., which sells Birdy®, the top canned coffee brand in Thailand, procures 4C-certified imported coffee beans. The company also advances sustainable coffee production through a Thai GAP project and works to ensure traceability to the farm level. Starting with the first 4C certification logo in Asia on the packaging for stick coffee released in August 2020, Ajinomoto AGF, Inc. has engaged in ethical consumption related to the sustainable procurement of coffee beans. As of April 2026, a total of 35 products now have the 4C certification logo.

We also work to reduce environmental impacts in coffee-producing regions. In fiscal 2017, the Ajinomoto Group launched an initiative in four key coffee-producing countries to support coffee growers through the use of our high value-added fertilizer AJIFOL®, which is made from co-products generated during the amino acid fermentation process. We are currently evaluating the impact of these efforts on GHG emissions reductions in Vietnam and Brazil. We also launched a small-scale pilot regenerative agriculture project at coffee plantations in fiscal 2025 and are evaluating the effectiveness of the project in conserving soil and water resources and reducing environmental impacts. Our efforts in Brazil were selected for the Ministry of Economy, Trade and Industry's (METI) Global South Future-Oriented Co-Creation Subsidy Program.

The Ajinomoto Group also plans to explore approaches to building a deforestation-free coffee supply chain beyond fiscal 2026.

■ Vietnam

We will expand and continue to support the application of high value-added fertilizer in the Krong Nang/Ea H'leo districts of Dak Lak province, and the Ham Rong/Dak Doa districts of Gia Lai province. We also survey the effects (sugar content, ratio of red fruit, size) on the yield and maturity of the harvested crops.

■ Brazil

We examine the effect of harvest on unit yield and ripeness (sugar content, ratio of red fruit, size) by providing AJIFOL® fertilizer co-product.

2025 procurement volume	2026 ratio of products that are certified or traceable
43 kilotonnes	28%

[1] Traceability to farm.

Initiatives related to raw materials

Strategy

The Ajinomoto Group began efforts to understand the beef supply chain, starting with ensuring traceability, as part of our goal to achieve sustainable beef procurement by fiscal 2030. Four companies accounted for over 90% of our total beef procurement volume in fiscal 2025, with traceability confirmed at 100% to the slaughterhouse level.

We also engaged with suppliers to support the development of deforestation-free supply chains. However, the beef supply chain involves multiple layers of distribution and commercial relationships, requiring a phased approach to gathering information.

Traceability to the slaughterhouse	Percentage of deforestation-free beef	FY2025 beef procurement volume
100%	85%	9,761 tonnes

[2] Entities representing over 90% of the Ajinomoto Group's total procurement. No-deforestation performance is based on FY2024 data.

Sustainable soybean procurement

Strategy

The Ajinomoto Group aims to procure 100% sustainable soybeans by fiscal 2030. We are currently considering specific initiatives that include the purchase of certified soybeans and traceability. In fiscal 2025, 72% of the soybeans and soybean oil used by Group companies in Japan met the United States Soybean Sustainable Assurance Protocol (SSAP certification). The remaining soybean products are sourced from South America, where deforestation and related environmental risks are considered higher. Given the importance of sourcing these products from a GHG emissions reduction perspective, we conducted on-site visits to major suppliers with high transaction volumes to assess traceability status and evaluate operational conditions for environmental risks, including deforestation. As a result, we confirmed that the sites are taking measures to manage environmental risks through reasonable methods aligned with local systems and practices.

We also discussed ways to improve traceability with other suppliers, including approaches to supply chain information management and supplier understanding of key supply chain issues. The Ajinomoto Group will continue holding discussions with suppliers in fiscal 2026 as we work toward a deforestation-free soybean supply chain.

Percentage of deforestation-free soybeans
89%

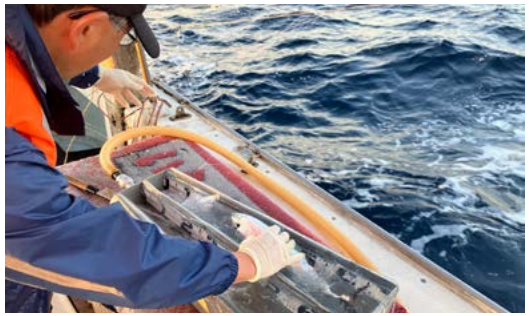
[3] Entities representing over 90% of the Ajinomoto Group's total procurement. No-deforestation performance is based on FY2024 data.

Monitoring sustainable procurement of fishery resources

Strategy

The Ajinomoto Group uses skipjack as an ingredient in HON-DASHI®, our popular flavor seasoning product in Japan. We are committed to conserving resources and sustainable procurement. Therefore, we have conducted the joint skipjack tagging survey with the Research Institute of Fisheries Resources in Japan since 2009. In fiscal 2020 and fiscal 2021, due to the impact of the COVID-19 pandemic, travel to Taiwan and the remote islands of Okinawa Prefecture, where we had previously conducted skipjack tagging surveys, proved difficult, and we were unable to conduct further tagging surveys. In fiscal 2022, however, we resumed skipjack tagging surveys in the waters around Amami Oshima Island, where previous surveys confirmed skipjack are migrating.

In fiscal 2025, we began new trial releases around Hachijojima with the cooperation of the Hachijo Branch of the Tokyo Metropolitan Islands Area Research and Development Center of Agriculture, Forestry and Fisheries, as well as local fisheries cooperatives and fishers. Looking ahead to fiscal 2026 and beyond, we will continue analyzing the data accumulated to date and explore opportunities to expand research in subtropical waters where skipjack purse seine fishing is conducted.



> WCPFC

Natural capital

Animal welfare

The initiatives of the Group Shared Policy on Animal Welfare

Governance

The Ajinomoto Group deals with animals throughout our businesses and product development, with animal-derived ingredients such as meat, eggs, and extracts being essential. In the Group Shared Policy on Better Mutual Relationships with Animals established in 2018, the Group defines our approach to procurement in keeping with the concept of animal welfare, and shares this policy with all primary suppliers in Japan when we start working with them. Also, so that we can respond flexibly to social trends and demands, we hold dialogues with experts in the field of animal welfare and exchange opinions with stakeholders regarding livestock. Given these, the Group policy above was renamed in 2021 as the Group Shared Policy on Animal Welfare. This was updated with more specific content, and shared with all primary suppliers within Japan.

The Group Shared Policy on Animal Welfare describes five initiatives. Among these initiatives is the development of technologies for effective utilization and substitution of animal-derived raw materials. Here, we leverage our strengths in *Deliciousness Technologies*® and leading-edge bio-technologies to develop technologies, ingredients, and product lines that reduce the use of animal products without sacrificing taste, as well as technologies and ingredients that allow for the substitution of animal proteins.

> Group Shared Policy on Animal Welfare

The Ajinomoto Group approach to egg procurement

Strategy

On the basis of our Group Shared Policy on Animal Welfare, Ajinomoto Co., Inc. has set out the Ajinomoto Approach to Egg Procurement. With this approach, we promote stable and sustainable procurement to ensure the safety and security of our product quality by working in cooperation with the relevant stakeholders.

In Europe, we aim to switch all eggs used in the production on our products to cage-free eggs. In France, we have switched to source cage-free eggs in our products. In Japan, we support and participate in an initiative developed by the Japan Association of Mayonnaise & Dressings, an industry organization of which we are a member. Based on "The Association's Views and Policy on Animal Welfare for Laying Hens", the initiative promotes a flexible, comprehensive approach to animal welfare that emphasizes the principles of the "Five Freedoms" while taking into account Japan's unique environment and the varied circumstances of local producers. In other regions, we intend to address issues based on the situation in each region.

> The Ajinomoto Group Approach to Egg Procurement

Commitment to minimizing animal testing

Metrics and Targets

In April 2021, the Ajinomoto Group announced our Approach to Commitment to Minimizing Animal Testing. We clearly state that we will not test seasonings, processed foods, frozen foods, and beverages using animals. The only exception will be when it is required by law or by national or government authorities. In addition, our efforts to minimize animal testing are leading us to develop alternative technologies and to adopt replacement methods to using animals.

> Commitment to Minimizing Animal Testing
> Actions to Minimize Animal Testing

Ongoing engagement

Risk Management

We have continued our ongoing engagement with various stakeholders, including the experts, producers, NPOs and NGOs who participated in the animal welfare roundtable and working group held in 2020.

We have held dialogues with egg suppliers and several meat suppliers from whom we purchase significant amounts of product, confirming the policies and details of each producer and supplier animal welfare initiatives. We also continue dialogue with NPOs and NGOs. We also participated in the Animal Welfare Symposium held in Yamanashi Prefecture in November 2025. At the symposium, we presented the Ajinomoto Group animal welfare initiatives to stakeholders including government officials, experts, producers, and consumers. In December 2025, we began participating in the Research and Development Platform for Creating New Social Value in Livestock Production in collaboration with government, academia, and food companies. This platform promotes integral research and development aimed at creating new social value for livestock products, as well as awareness and educational activities for consumers.

Circular economy

Approach to the circular economy

Understanding the circular economy

The circular economy is an economic system that aims to keep products and materials in use for as long as possible, rather than disposing of resources after use. The circular economy replaces the traditional linear economy of mass production, mass consumption, and mass disposal with a system that keeps resources in circulation, reduces resource inputs and consumption, and helps restore nature.

Global trends in plastics

We recognize that addressing plastic pollution has become a global priority in recent years. Intergovernmental negotiations are currently underway to establish the Global Plastics Treaty, an international framework for regulating plastics. Discussions surrounding plastic focuses on regulatory and management approaches that address the entire plastics life cycle. In addition, countries have begun introducing regulations such as the EU's Packaging and Packaging Waste Regulation (PPWR). Comprehensive approaches covering the full plastics life cycle are expected to continue evolving as regulatory frameworks develop worldwide.

Global challenges related to food waste

Food loss is a key challenge in the circular economy. Up to one-third of all food produced worldwide is said to be lost or wasted, resulting in annual economic losses estimated at approximately $1 trillion U.S. dollars. Additionally, greenhouse gas emissions resulting from food loss are estimated to account for approximately 8% to 10% of global anthropogenic greenhouse gas emissions. Addressing these challenges requires food companies to optimize resource use across the entire product life cycle, from product design and raw material sourcing to manufacturing, logistics, sales, and packaging. Reducing food loss also requires collaboration across the entire supply chain, including producers, suppliers, retailers, and consumers.

Our vision for the circular economy

Against this backdrop, the Ajinomoto Group prioritizes advancements in the circular economy as a means of helping mitigate climate change while conserving and restoring natural capital. Specifically, our efforts focus on plastic resource recycling, the reduction of food loss, and the effective use of waste resources. We aim to minimize environmental impacts while supporting sustainable economic growth through the effective use and circulation of resources throughout the product life cycle.

Circular economy initiatives of the Ajinomoto Group

Circular economy for plastics >P088
Reducing food loss and waste >P095
Effective use of waste resources >P099

Circular economy

Circular economy for plastics

Risk Management

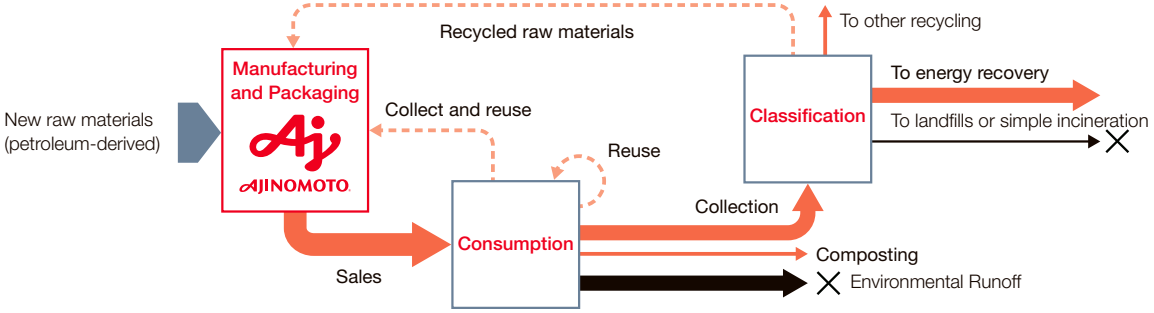
The Ajinomoto Group focuses on circular economy for plastics as part of our sustainability efforts.

Plastic is an important material used in food quality preservation and safety. However, the use of plastics leads to marine pollution, resource depletion, and various other environmental problems.

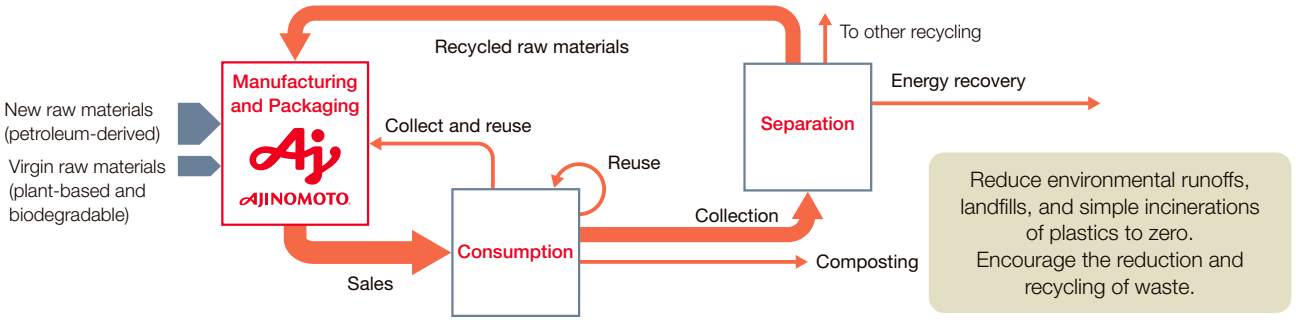
Plastic waste that runs into the ocean without proper treatment is said to take hundreds of years to decompose. Such runoff is cause for concerns regarding use in the food chain as microplastics, accidental ingestion by organisms, and other impacts on ecosystems. Microplastics are also found in facial cleansing foams and various other household products.

The Ajinomoto Group set a goal to reduce plastic waste to zero by 2030. This means that we intend to eliminate all plastics released to the environment that are not used effectively. Through a group-wide project launched in March 2020, the Group engages in initiatives aimed at realizing a circular economy across society. The Group cannot accomplish these initiatives alone; we must address such initiatives throughout the entire value chain, considering the entire product lifecycle. To this end, the Ajinomoto Group cooperates with external stakeholders in the countries and regions in which we do business.

● Current Flow



● 2030 Vision



Plastic usage by area

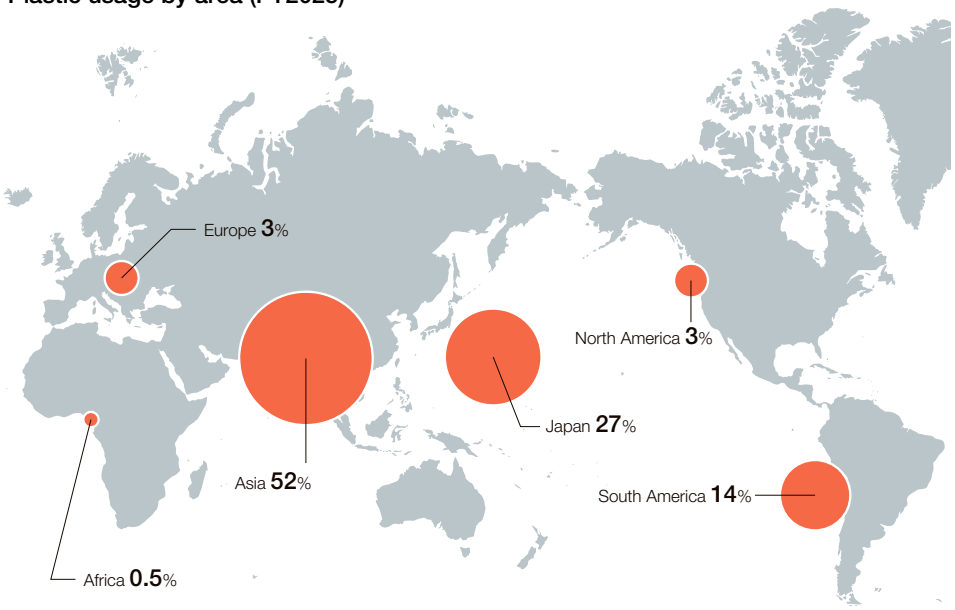
Strategy

The distribution of plastic usage volume for the Group in fiscal 2025 is as shown in the accompanying figure.

The total amount of plastic used by the entire Group was 68 kilotonnes, a slight increase year on year. Japan, Thailand, Indonesia, Brazil, and Vietnam accounted for 81% of total use. Of these 68 kilotonnes, 90% were used in product packaging materials. In addition, we have already converted approximately 29 kilotonnes to mono-materials and other easily recyclable packaging materials.

In 2025, we continued with initiatives to reduce plastic use, including thinner packaging, while changing packaging materials to more easily recyclable designs, such as mono-materials. Furthermore, we pursue initiatives to create recycling-oriented societies across many countries and regions, including Japan, Indonesia, the Philippines, Brazil, and Malaysia. Our efforts include establishing systems for the sorting, collection, and recycling of plastics in collaboration with a variety of companies and local governments. Going forward, we will explore possible topics for further technology development and possible contributions to the creation of circular societies.

Plastic usage by area (FY2025)



68 kt
Plastic usage

Top five countries for volume/composition ratios

Japan	19	27%
Thailand	14	21%
Indonesia	12	17%
Brazil	6	9%
Vietnam	4	6%

Unit: kilotonnes

Ajinomoto Group total plastic usage volumes

kilotonnes

	FY2021	FY2022	FY2023	FY2024	FY2025
Plastic usage (Of which, product packaging materials)	71 (90%)*	69 (90%)*	67 (90%)*	67* (90%)*	68 (90%)

* Figures have been corrected in line with reviewed totals.

Goals for fiscal 2030

Metrics and Targets

- Choose to use plastics in the minimum quantity and purpose required for safety and quality (reduce)
- Switch to using only plastic packaging made of mono-materials or recyclable products (recycle)
- Support and contribute to measures for social implementation of collection, sorting, and recycling in countries and regions where our products are manufactured and sold

Under our plan to achieve zero plastic waste, while promoting the technological development of mono-materialization, we will also promote reduction, and we expect our conversion to recyclable materials to be completed by fiscal 2030. After confirming barrier property requirements for each product, we will implement new technologies for packaging materials that use aluminum foil currently, starting from those with a relatively low required barrier. We will also continue to pursue other initiatives designed to reduce plastics.

Roadmap to achieving zero plastic waste

Stage 1: Reduce (e.g., thinner packaging, switching to paper)

★: Established technology

Area	Details	FY2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Japan, Overseas	Elimination/reduction of secondary packaging			From adoption to completion								
Japan, Overseas	Thinner packaging	★	From adoption to completion									
Japan	Switching to paper		★	From adoption to completion								

Stage 2: Recycle (mono-materials)

Area	Details	FY2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Japan, Overseas	Non-barrier items	★	From adoption to completion									
Japan, Overseas	Barrier items (moderate properties)			★	From adoption to completion							
Japan	Barrier items (high properties)						★	From adoption to completion				
Overseas	Barrier items (high properties)						★	From adoption to completion				

Confirm necessary barrier properties

Lateral deployment

Container and packaging design for the environment

Strategy

The Ajinomoto Group engages in environmentally friendly container and packaging design in accordance with ISO 18600 series and JIS Z 0130. We pursue the 3Rs by minimizing the amount of packaging material to the extent such does not interfere with original function considering how to easily separate and sort our packaging by material for recycling. We select and develop optimal containers and packaging, engaging in environmentally friendly design tailored to the different characteristics and shapes of our products. Containers and packaging include everything from plastic, pouches to trays, bottles, glass bottles, PET bottles, paper boxes, and exterior packaging (cardboard boxes). The Group also strives to reduce the amount of food loss and waste generated by extending “best-before” dates through the use of containers and packaging that better maintain product freshness. Our efforts here include adopting single-serve packaging that leaves no food waste.

Environmental assessments of containers and packaging

Risk Management

Before releasing new or revised products, the Ajinomoto Group conducts an environmental assessment based on a checklist. We use this assessment to confirm compliance with product-specific regulations and compatibility with Group environmental targets (Table 1). In addition, Ajinomoto Co., Inc. assesses the details of product revisions using a points-based Eco-Index for Containers and Packaging (Table 2).

Environmental assessment checklist (Table 1)

Objective		Checklist item
Compliance	Waste 3Rs	Compliance with environmental laws and regulations
	Food loss and waste reduction	Prevention of product degradation and damage
	Risk	Prevention of usage of packaging materials with environmental issues
Compatibility with Group environmental targets	Waste 3Rs	Use of packaging materials compatible with the 3Rs
	Sustainable procurement	Use of sustainable packaging material(s)
	Food loss and waste reduction	Use of packaging materials that reduce food loss and waste
	GHG emissions reduction	Reduction of environmental impact in the supply chain
	Fostering consumer awareness of green living	Display of environmental labels

Eco-Index for containers and packaging (Table 2)

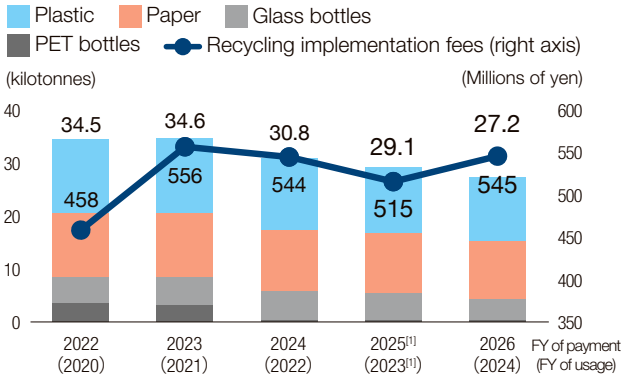
Environmental plan item	Assessment item (example)	Assessment standard (example)
Transition to zero plastic waste	Plastic container/packaging weight reduction	At least 450 kg reduced per year
	Space per packaging volume	No more than 15%
	Compatibility with recycling systems	Easily recyclable materials used in all areas
GHG emissions reduction	LC-CO_2 emissions reduction	Transport efficiency
	Reduction compared to previous product version	At least 80% loading efficiency
Sustainable procurement	Use of eco-friendly materials	Use of forest-certified paper
Realization of a recycling-oriented society	Environmental labeling	Display of the Aji-na Eco mark
Food loss and waste reduction	Food loss and waste reduction	Longer “best-before” periods
		Adoption of single-serve packaging

The recycling of containers and packaging waste in Japan

Strategy

Under the Containers and Packaging Recycling Act in Japan, the recycling of containers and packaging waste from households is consigned to the Japan Containers and Packaging Recycling Association. In fiscal 2024, Ajinomoto Co., Inc., Ajinomoto Frozen Foods Co., Inc., and Ajinomoto AGF, Inc. used a combined 27.2 kilotonnes of containers and packaging subject to recycling requirements, 93% compared with the previous fiscal year. Based on this usage, the recycling outsourcing fee for fiscal 2026 amounted to 545 million yen, or 106% compared with the previous fiscal year. Paper and plastic usage decreased to 98% and 96% of the prior fiscal year, respectively. While usage decreased overall, unit costs for fees to implement the recycling program for plastic containers and packaging increased, leading to a higher payment amount in fiscal 2026.

Use of containers and packaging and recycling implementation fee payments for household products for Ajinomoto Co., Inc., Ajinomoto Frozen Foods Co., Inc., and Ajinomoto AGF, Inc.



[1] Corrections made after data review.

Cooperation with outside organizations

Strategy

■ Initiatives in Japan

The Ajinomoto Group works with Japanese container and packaging recycling groups and government-related organizations to implement social recycling of plastic resources.

As part of our efforts toward a circular economy for plastics, we participate as a founding member company of CLOMA[2], a platform for strengthening cross-industry cooperation across a wide range of stakeholders and industries. We are active in secretary and vice-chair positions in the Promotion Subcommittee and other bodies, and we take part in activities that include proof-of-concept tests for large-scale waste collection methods. CLOMA established the Design for the Future Task Force, which works actively to envision an ideal future in the year 2050 and to achieve the organization's goals, which include increasing the materials recovery ratios. In July 2024, we launched a pilot project for the horizontal recycling of used mayonnaise bottles in cooperation with various companies and local governments participating in CLOMA to implement social recycling of plastics. The number of participating stores continues to increase, and we are developing recycling technologies for used mayonnaise bottles, even as we identify challenges related to collection.

[2] Japan Clean Ocean Material Alliance

> P029

■ Initiatives in Thailand

Ajinomoto Co., (Thailand) Ltd. launched the Happy Upcycling Project to upcycle multi-layered plastic waste. The project is a collaboration with Waste buy Delivery, a Bangkok-based waste management company. The goal is to create a circular economy by recycling used sachets, condiment packages, and more into bags, household items, fashion accessories, and other useful items through upcycling. The Bangkok Metropolitan Administration of each district supports the project, announcing the encouragement of community participation through information and guidelines for the proper collection of multi-layered plastic waste. The parties involved have high expectations that the project will become a model for sustainable resource utilization in the region through public-private collaboration.

■ Initiatives in Malaysia

In April 2024, Ajinomoto (Malaysia) Berhad announced a collaboration with the Malaysian Recycling Alliance (MAREA). Under the fiscal 2030 Roadmap, Ajinomoto (Malaysia) Berhad aims to make all of its packaging materials recyclable. Through this collaboration, the company also aims to establish a voluntary extended producer responsibility (EPR)[3] program. Creating an EPR program is consistent with Ajinomoto Co., Inc. policies and the legal requirements of the Malaysian government. The program will be an important step forward in encouraging sustainable practices in Malaysia.

[3] The concept that the producer is responsible for the disposal of their products.

■ Initiatives in Indonesia

Much of the waste in Indonesia is disposed of directly in landfills due to the lack of infrastructure in place for waste separation, collection, and disposal.

PT Ajinomoto Indonesia began collaborating with Rekosistem (a local start-up company) to launch waste collection and recycling activities at a traditional market (Pasar) in Surabaya City in December 2022. Collection sites operated by Rekosistem accept all types of waste other than food waste. PT Ajinomoto Indonesia became the brand owner of this initiative, offering an incentive of 1,000 rupiah to residents who bring two used product packaging of PT Ajinomoto Indonesia for every kilogram of non-organic waste. In this way, the company raises awareness of waste separation among residents. During the three-year period beginning December 2022, the Company collected 55 tonnes of non-organic waste, including 14 tonnes of plastic waste. PT Ajinomoto Indonesia also launched measures to create recycled plastic pallets using collected plastic, using these pallets for certain manufacturing processes in fiscal 2024. In addition, PT Ajinomoto Indonesia is working with Rekosistem and a number of Japanese-affiliated companies to begin plastic waste collection efforts at the TPST (waste collection station) operated by the City of Mojokerto (launched in September 2024). In the same year, the company began collection efforts in a partnership between the Karawang Plant and TPST. PT Ajinomoto Indonesia rolled out this initiative to the Mojokerto Factory and the company headquarters in 2025. Through these and other activities, the company has made Plastic Sorting Week a regular practice for employees and their families.

■ Initiatives in the Philippines

Ajinomoto Philippines Corporation has continued for a second year to conduct SariCycle®, an incentive program for plastic collection and disposal. In fiscal 2025, SariCycle® collected over 27 tonnes of single-use plastics (equivalent to approximately 54 million sachets) in Quezon City, contributing to a significant reduction of plastic waste in the city. The project was made possible by the contributions of 1,300 SariCyclers working across 30 districts, as well as the willing participation of local community members to take an active role in addressing environmental challenges. Based on the success in Quezon City, Ajinomoto Philippines is considering expanding SariCycle® to other municipalities.

■ Initiatives in Vietnam

Since January 2024, Ajinomoto Vietnam Co., Ltd. has recycled plastics and other packaging in accordance with the Extended Producer Responsibility Act. In November 2025, the company launched a pilot program for plastic waste collection, engaging the cooperation of elementary schools participating in the School Lunch Project. The goal of this initiative is for students to acquire basic knowledge about sorting, collecting, and reducing plastic waste. By bringing that knowledge and positive actions home, students spread environmental awareness to their families and, ultimately, to the entire community.

> Along with Society: New Initiatives in Vietnam's School Lunch Project (1)

■ Initiatives in Brazil

Ajinomoto do Brasil Indústria e Comércio de Alimentos Ltda. (ABR) participates in Rede pela Circularidade do Plástico, a platform to foster a circular plastics economy led by the Brazilian Plastic Industry Association (ABIPLAST). Among other efforts, ABR supports Circula Flex, a project focusing on the circulation of flexible packaging materials (e.g., film plastics). About 78% of the plastic use at ABR relates to the food sector. Of that amount, most is flexible packaging plastics made of multi-layered materials. Through this project, ABR encourages the recyclability of flexible plastics (social implementation efforts) and achieves the Ajinomoto Group goal of eliminating all plastics released to the environment that are not used effectively to zero.

Reducing environmental impact by supplying highly biodegradable amino acid-based cosmetic materials

Strategy

Ajinomoto Co., Inc. produces a moisturizing agent called AJIDEW™. This agent has been used in products by many cosmetics manufacturers for more than 50 years since first marketed in 1971. AJIDEW™ is an amino acid-based cosmetics material that has a low environmental impact and provides natural moisture, composed of the same natural moisturizing factor (NMF) produced by the skin itself. Glutamic acid serves as the raw material of AJIDEW™, and represents one of the plant-derived amino acids made from sugarcane and other agricultural crops as raw materials. We do not dispose of by-products arising from the manufacturing process, but rather use these by-products as fertilizer in a resource-recycling manufacturing system known as a biocycle. The Ajinomoto Group will continue to deliver value by supplying amino acid-based materials with low environmental impact as part of our efforts to create a sustainable society.

> AJIDEW™ Video

AMIAURA™ low environmental impact powder treatment kit for makeup applications

Strategy

Unveiled in 2024, AMIAURA™ is a product developed for makeup applications that utilizes the technology of the AMISOFT™ series, our mainstay line of amino acid-based surfactant products.

AMIAURA™ forms amino acid barriers on the surface of cosmetic powders (mica, titanium oxide, etc.), improving the adhesion and hydration of powders to the skin as well as the stable dispersion of powders in emulsions, sunscreen creams, and other cosmetic products.

AMIAURA™ is also highly biodegradable. We promote the low environmental impact of AMIAURA™ as a sustainable product for makeup applications.

Continued development of alternative raw materials to microplastic beads in cosmetics

Strategy

As consumers grow more concerned about reducing environmental impact, various countries and regions are tightening to ban or reduce the use of polymer plastics. These plastics have significant negative impacts the environment and marine pollution, even in the cosmetics industry. In addition to the use of plastics in packaging, the cosmetics industry, in particular, faces the major issue of microplastic beads in personal care products flowing into the ocean after use. In 2023, the European Commission enacted a regulation that enforces a gradual ban on the use of microplastic beads for washable personal care products. However, developing alternative materials for the plastic microbeads used in skin care and makeup products has been considered difficult in terms of retaining their feel and user experience. Amid these conditions, Ajinomoto Co., Inc. has succeeded in using our unique technologies harnessing amino acid-based personal care ingredients to develop the AMIHOPE™SB series to replace conventional microplastic beads. This new product launched in 2022. The AMIHOPE™SB series uses naturally derived raw materials, making it highly biodegradable. The series also features both the feel of microplastic beads and the functions of improved UV absorber efficacy used in sunscreen creams (SPF boost). AMIHOPE™SB is highly acclaimed worldwide, featured in the TOP 10 in the Oral category, out of 76 products, at the 2023 Barcelona International Federation of Societies of Cosmetic Chemists (IFSCC), the world's largest cosmetics technology research and presentation conference. In 2025, we launched AMIHOPE™ SB-201, a new product that is soft to the touch and has excellent adhesion to the skin. Ajinomoto Co., Inc. is committed to developing alternatives to microplastic beads with superior textures and functions while pursuing the possibilities of amino acids.

Developing alternatives to plastic microbeads for cosmetics products

Video (YouTube)
The cosmetics you use could save the world!?

Lecture at the International Federation of Societies of Cosmetic Chemists (IFSCC)

Circular economy

Reducing food loss and waste

Governance

The current food system has many problems. Around one-third of all food produced globally is wasted. Food imbalances, where some areas have too much while others have too little, and the risk of future shortages of food and protein are also issues. We think that reducing food loss and waste is the key to solving these issues.

The Ajinomoto Group established a target to reduce food loss and waste by 50% from the receipt of raw materials to customer delivery by the end of 2025. We also established a target to achieve a 50% reduction across the entire product life cycle by 2050. To achieve this goal, we intend to leverage the Ajinomoto Group's strengths in “AminoScience," such as production process design and improvement technologies, *Deliciousness Technology*, and quality control technologies, to reduce food loss and waste throughout the value chain. We also provide materials to producers and information to consumers to further support this effort.

Definition and scope of food loss and waste

Governance

The Ajinomoto Group defines food loss and waste as food (edible portions) that is treated or disposed of in waste water treatment, landfill, or incineration. This definition excludes food ultimately redistributed for food use or used for feed or fertilizer.

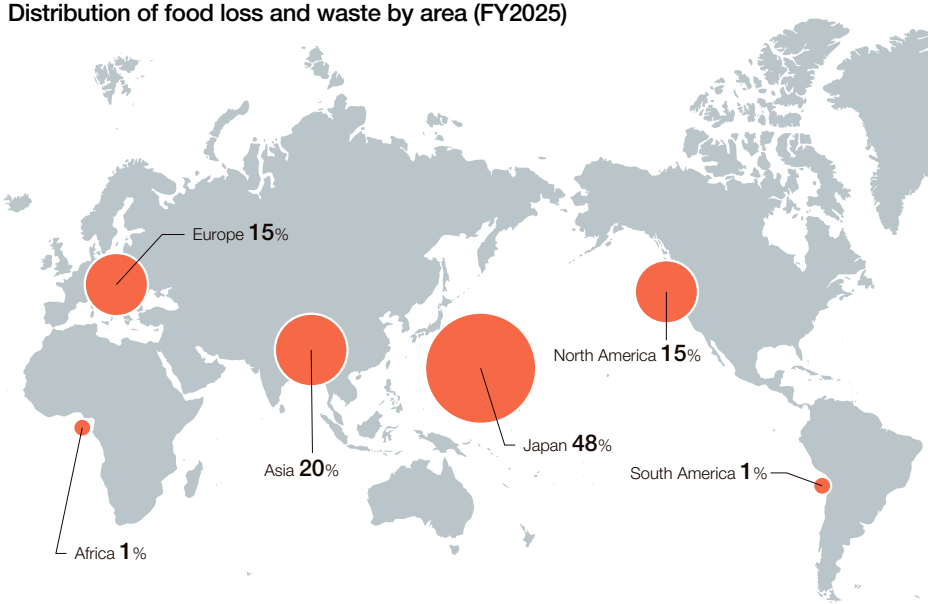
The major food loss and waste categories generated by the Group are as follows:

- Raw materials and materials in process: Disposal due to product revisions, production item changes, expired use-by dates, production incidents, etc.
- Products: Expired sales time limit caused by product revisions or inaccurate demand forecasting, product returns due to erroneous shipment, goods damaged at warehouse or at the time of delivery, disposal of sample items
- Loss due to standard factory operations: Waste generated by standard operations, including line cleaning to switch products and sample inspections

As a result, the Group generated 7,458 tonnes of food loss and waste in fiscal 2025. The following graph depicts our food loss and waste ratio by area.

> P053

Distribution of food loss and waste by area (FY2025)



7,458 tonnes
Food loss and waste volume

Top five countries for final disposal volume/resource recovery ratios

Japan	3,553	48%
United States	1,108	15%
France	811	11%
Indonesia	607	8%
Thailand	493	7%

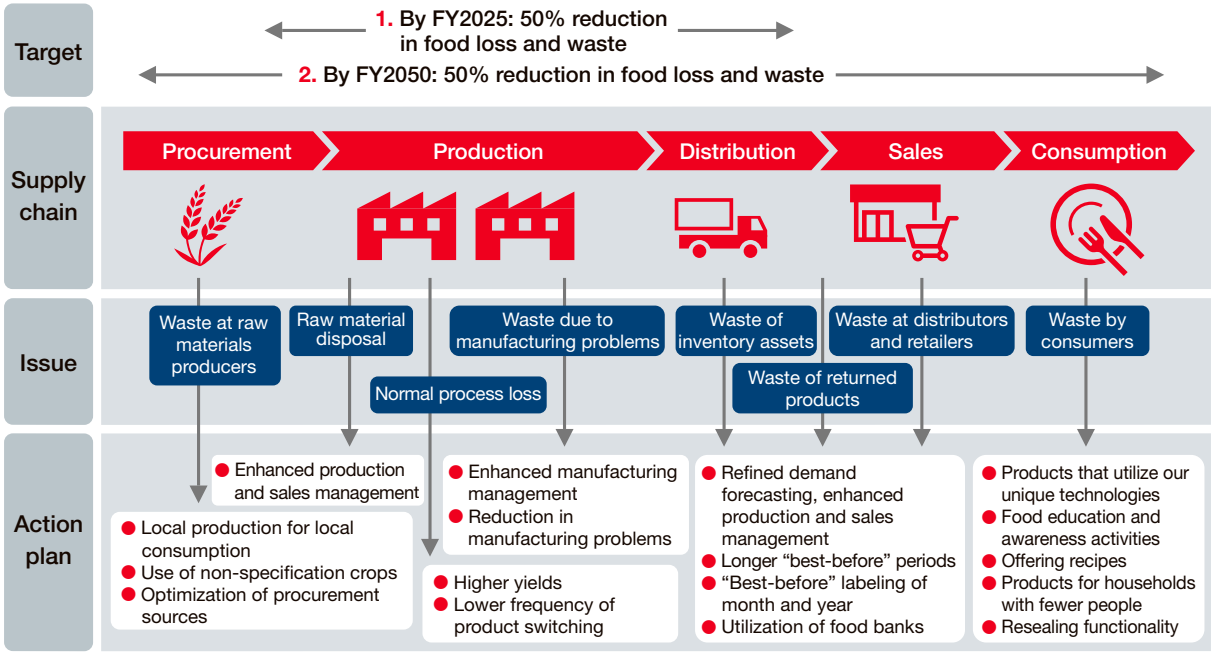
Unit: tonnes

Food loss and waste reductions in the supply chain

Risk Management

The Ajinomoto Group has been promoting a range of measures to reduce issues with food loss and waste in each process of the supply chain, from raw material procurement through to consumption by customers. In production, we face the issue of raw material losses. To deal with this issue, we are promoting measures such as enhanced production and sales management, reducing manufacturing problems, improving yields, and reducing the frequency of product switching. Issues in logistics and sales include disposal of inventory and returned products, as well as disposal at distributors and retailers. Our efforts include improving demand forecasting, enhancing sales management, extending product shelf life, labeling best-before dates by month and year, and making effective use of food banks. To respond to the issue of waste by consumers, we are offering products that utilize our unique technologies and providing recipes with less food loss and waste.

Measures to achieve food loss and waste reductions in the supply chain



Performance

In the Japanese B2C product, Knorr® Cup Soup, we make full use of the entire super sweet corn, not just the kernels. Leaves and stalks left over from corn harvests are used as fertilizer to nourish fields, eliminating waste. We separate corn delivered to the factory into kernels, husks, and cores. The kernels go into our soup, while the husks and cores do not go to waste, but are rather used to feed cattle. The amount of feed generated is approximately 6,500 tonnes per year. Corn feed is rich in nutrients not found in grass, and cattle manure also becomes compost. Cattle manure from pastures is returned to the fields in a cycle of corn production.

The food industry uses the enzymes we offer as B2B products in the manufacture of a variety of products. In 1993, Ajinomoto Co. Inc. launched Activa®, the first product in the world to use transglutaminase, an enzyme that binds proteins together, for food. We have been engaged in a range of applied research projects and product developments with the goal of enhancing transglutaminase functionality in response to challenges in various food products. We use this enzyme in the production of a wide variety of food products worldwide, including meat products, dairy products, processed fisheries products, noodles, bread, and plant-based proteins, by improving texture and physical properties, as well as by enhancing formability. In addition, this enzyme helps improve food quality and productivity, reduce costs, reduce deterioration over time, extend freshness, and reduce food loss and waste among our customers.

Cooperation with outside organizations

Strategy

■ Participation in outside initiatives

Ajinomoto Co., Inc. is part of the Consumer Goods Forum (CGF), an international trade association. The Company collaborates with other member companies in the Food Waste Working Group, which is one of the Japan Sustainability Local Groups, to reduce food loss and waste. During Japan's Food Loss Reduction Month in 2025, we teamed up with the Consumer Affairs Agency and nine other member companies, using social media to encourage consumers across Japan to reduce food loss and waste.

■ Cooperation with the government

We took part in the Voluntary Declaration of Food Loss initiative by the Consumer Affairs Agency in 2023. This initiative aimed to showcase efforts to reduce food loss and waste and create a system that informs consumers about corporate efforts.

Disseminating recipes and content that reduce food loss and waste

Strategy

In Japan, households waste about 2.33 million tonnes of food each year (according to the Ministry of Agriculture, Forestry, and Fisheries for fiscal 2023). This amount is about half of the country's total food loss and waste, which is 4.64 million tonnes. In August 2022, the Ajinomoto Group launched the brand TOO GOOD TO WASTE to help reduce household food loss and waste across the entire value chain. We've launched a special section on our TOO GOOD TO WASTE website to help people enjoy food more. The site features recipes to reduce food loss and waste, including AJINOMOTO Park recipes, along with tips and ideas for making food waste reduction fun and easy.

We are creating touchpoints at retail locations to engage consumers via the retail sector, where there is a strong focus on food loss reduction.

Specifically, we are partnering with farmers and distributors at the upstream end of the supply chain and collaborating with companies that contract with farmers to promote a use-everything concept that encourages consumers to use every part of an ingredient in home cooking, without waste.

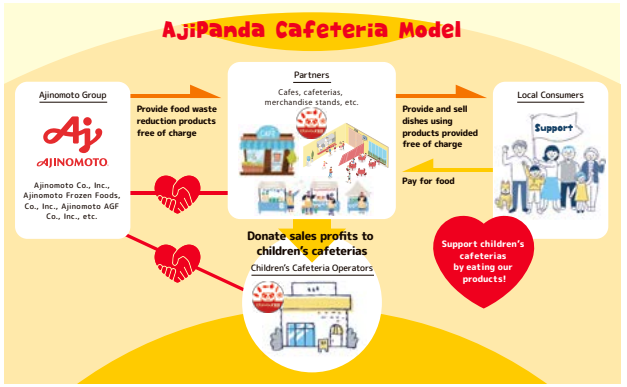
During the winter months, when milk consumption tends to decline due to extended holidays, we used printed materials on product packaging to highlight recipes using milk. We also created in-store displays as part of this initiative aimed at addressing social issues.

In fiscal 2025, we extended our efforts to five overseas companies: Ajinomoto Co., (Thailand) Ltd. PT Ajinomoto Indonesia, Ajinomoto do Brasil Indústria e Comércio de Alimentos Ltda., AJINOMOTO PHILIPPINES CORPORATION, Ajinomoto (Malaysia) Berhad. We created country-specific recipes and engaged with consumers through our own media and social networks. Since 2009, the Ajinomoto Group has published Eco-Uma Recipes® (eco-friendly and delicious recipes) through websites and events, encouraging consumers to create delicious everyday meals without waste.

> Recipes Within the TOO GOOD TO WASTE™! Website (Japanese Only)
> Eco-Uma Recipes® (Japanese Only)
> PARK MAGAZINE (Japanese Only)
(1) Ideas to Reduce Household Food Loss and Waste Series
(2) Menu Ideas to Use Up Food Ingredients Series

AjiPanda Cafeteria initiative

The Ajinomoto Group launched the AjiPanda Cafeteria initiative in fiscal 2023 to offer continuous support for food loss/waste reduction and community meals for the funding of local children's cafeteria operations. AjiPanda Cafeteria donates products subject to food loss and waste within the Group to our partner organization. These partners sell the donated products to local residents and use the proceeds to support the operation of community-based children's cafeteria.



As of the end of March 2026, 130 organizations had partnered with the initiative. The AjiPanda Cafeteria has been held more than 1,100 times, representing a cumulative total of more than 13 million yen in financial support to children's cafeterias. Nearly 190,000 individuals have been reached through the project, including persons who purchased products designated for food loss reduction and participants in children's cafeterias.

In fiscal 2025, we launched an initiative to support local children's cafeterias by selling and using food-loss-target products at convenience stores and cafeterias within Ajinomoto Group facilities, encouraging employees and factory tour visitors to purchase these products. The Kawasaki Administration & Coordination Office provides funding to 10 children's cafeterias in the city, and

the Kyushu Plant aims to support five children's cafeterias in the city in the future. The AjiPanda Cafeteria model is revitalizing local communities in the areas surrounding our business sites.

> AjiPanda Cafeteria Model

Initiatives in Brazil

In Ajinomoto do Brasil Indústria e Comércio de Alimentos Ltda. (ABR) production, logistics, supply chain management (SCM), sales, and marketing teams work together to reduce food loss and waste in the food sector supply chain.

ABR reduced total food loss and waste in fiscal 2025 by 95% compared to the fiscal 2018 level. The company cut food loss and waste by 940 tonnes, or a 52% reduction compared to fiscal 2018 levels, through improved production processes at the plant. The company also repurposed 349 tonnes of food waste as animal feed and for other uses, representing an increase of 74% compared with fiscal 2018. ABR is taking measures in accordance with international approaches to foster broader reuse as animal feed and fertilizer, expanding the range of options. In fiscal 2025, ABR collaborated with a livestock feed maker to explore the commercialization of food loss and waste generated during powdered beverage production.

The company also holds monthly meetings with marketing, sales, and warehouse staff to reduce unsold and expired inventory as much as possible. The team uses SCM data systems to analyze inventory turnover and products nearing their best-before dates, and discusses promotions such as discounts and donations. As one such initiative, we work with startups that work to reduce food loss and waste.

As part of an initiative to help reduce food loss and waste in households, we arranged for the *Café com o Eliminado* segment on the popular reality show, *Big Brother Brasil*, to feature the themes of food reuse and using up all ingredients. In this segment, the program provided detailed explanations about food reuse and its importance. The segment featured various tips, recipes, and special content for consumers. As a result, the percentage of viewers who believed that Sazón® * encourages reducing food and ingredient waste rose from 55% at the start of the program to 76% by the end.

The food loss-related recipe collection increased by 24 recipes in fiscal 2025, bringing the total to 263 recipes since 2021 (as of March 2026). In addition, ABR launched their first product related to food loss and waste: Sazón® TEMPERA & TRANSFORMA. Rice is the most discarded food in Brazil, and Sazón® TEMPERA & TRANSFORMA addresses this issue by greatly reducing rice food loss and waste in households by making it easy to repurpose leftover rice into new dishes (270-tonne reduction in fiscal 2025 according to ABR statistics). The company will continue to evolve initiatives and raise awareness about reducing food loss and waste, not only in the midstream of the value chain (where ABR is positioned), but also in the downstream segment (consumers).

* Powdered all-purpose seasoning that has been loved in Brazil for over 30 years and is easy to season Brazilian home cooking.

Food loss and waste reduction targets

Metrics and Targets

The Ajinomoto Group is committed to a long-term vision to halve food loss and waste generated throughout the entire product lifecycle by fiscal 2050 as compared to fiscal 2018. Our first target is to reduce food loss and waste between the acceptance of raw materials and the delivery of products to customers by 50% by fiscal 2025 (compared to fiscal 2018).

We reduced food loss and waste occurring from raw material acceptance through to customer delivery by 53% in fiscal 2023 compared to our fiscal 2018 baseline, reaching our goal two years ahead of schedule. We made further progress in fiscal 2025, resulting in a 69% reduction in food loss and waste from the fiscal 2018 baseline. This progress was driven by several factors, including the sharing of best Group practices across businesses and departments and coordinated activities, leading to even greater usage (feed and fertilizer) at businesses and departments with high volumes of food loss and waste.

In fiscal 2026, the Ajinomoto Group intends to continue working to reduce over 50% of food loss and waste compared to fiscal 2018, while also developing new targets. We recognize that these initiatives help reduce waste of limited food resources and are also closely linked to a wide range of environmental and social issues. Taking a full product life-cycle perspective, we are committed to strengthening collaboration with suppliers and raising further awareness among society and consumers, with the aim of advancing efforts to reduce food loss and waste both at the raw material production stage and in the home.

> Environmental Data: Volume of food loss and waste

Food loss and waste reduction rate per production volume unit

	FY2023 (Result)	FY2024 (Result)	FY2025 (Result)	FY2026 (Target)
Food loss and waste reduction rate from the acceptance of raw materials to delivery to customers (vs. FY2018)	53% decrease	62% decrease	69% decrease	Over 50% decrease

Circular economy

Effective use of waste resources

Minimizing the environmental impact of core businesses

Governance

Throughout our history, the Ajinomoto Group has endeavored to reduce our environmental impact through efforts including the efficient use of resources, resource recovery, and waste reduction. We accelerate these efforts to minimize the environmental impact of our core businesses (amino acids, seasonings, and processed foods) on a global level.

We strive to conserve the environment and resources in a sustainable manner, contribute to society through our business, and strengthen our business competitiveness and sustainable development. To this end, we launched the Ajinomoto Group Zero Emissions in 2003 based on globally uniform standards. These standards are unique to the Group as we aim to minimize the environmental impact of all our business activities. Under these standards, we work thoroughly to reduce waste generation in our business activities to utilize limited resources effectively. For waste generated, our goal is to convert 99% of waste into resources. To this end, we strive to ensure the effective use of generated waste while adding value to waste for use in resource recycling. We improve amino acid production efficiency in particular by recovering by-products as resources and introducing new technologies. The Group is also engaged in various initiatives to improve the precision of sales forecasts and conduct fine-tuned procurement. In this way, we minimize the waste of raw materials and packaging materials.

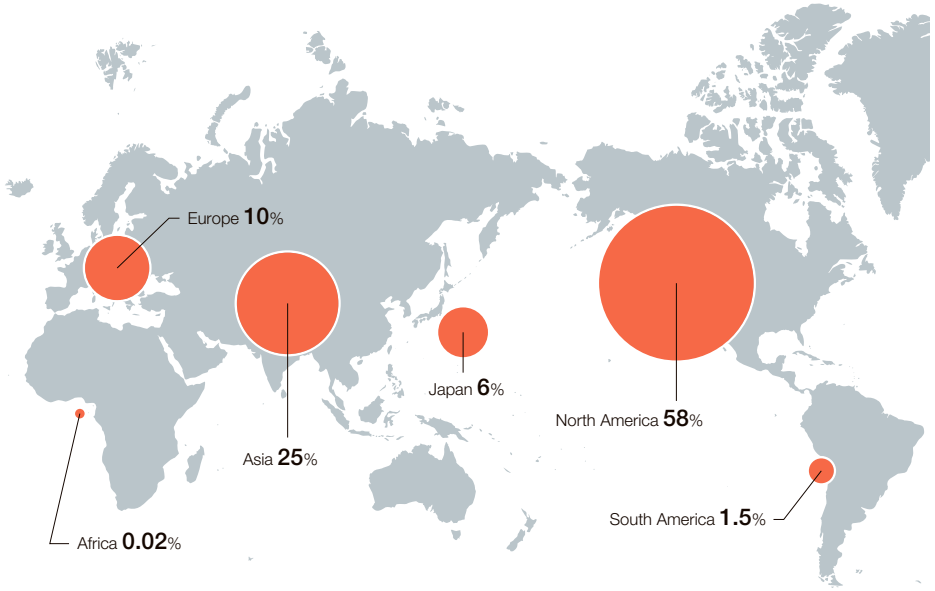
Total final waste disposal volume (waste volume)

Performance

Our final waste disposal (emissions) distribution volume for the Group in fiscal 2025 was as shown in the accompanying figure. Waste generation across the Ajinomoto Group totaled approximately 1,842 kilotonnes (108% of the previous fiscal year), primarily due to more accurate data collection following changes to the calculation methodology and the startup of facilities associated with production process changes at major sites. Final waste disposal amounted to approximately 19 kilotonnes, a decrease to 87% of the previous year. Disposal in the United States, Vietnam, Thailand, France, and Japan accounted for about 86% of total final waste.

> P053

Total final waste disposal volume (waste volume)



19,105 tonnes
Total final waste disposal volume (1.0%)

Top five countries for final disposal volume/resource recovery ratios

United States	10,402	92.9%
Vietnam	1,764	98.6%
Thailand	1,570	99.3%
France	1,409	98.3%
Japan	1,221	99.0%

Unit: tonnes

Recovering waste as resources

Strategy

We recovered 99% of waste as resources in fiscal 2025, compared to a resource recovery target of 99%. Our ongoing efforts to separate waste and by-products, such as animal and plant residues, have led to progress in feed conversion, composting, and paper resource recycling. As a result, the resource recovery ratio increased slightly by 0.26% year on year.

> Environmental Data: Volume of waste and by-products and resource recovery ratio

Ajinomoto Group eco-labels

Strategy

In response to feedback from consumers, such as wanting to choose products that are as good for the environment as possible and wanting to know the eco-friendliness of a product at a glance, the Ajinomoto Group has labeled products with our original eco-labels since 2010. We strive to provide easy-to-understand explanations of improvements in packaging and details of our environmental initiatives, considering the environment in which customers use our products and throughout the value chain. We strive to ensure that eco-labels are displayed appropriately in accordance with our internal guidelines for environmental communication.

> Aji-na Eco® mark (Japanese only)

味なエコ eco ®

Number of *Aji-na Eco* mark products **196**

As of April 2026

What is *Aji-na Eco*?

Aji-na Eco is a term describing smart and ecological products. The logo mark expresses the image of the green of the earth, the pleasure of eating, and a global environment made even better through food.

eco ほっとするエコ

Number of *Hotto-suru Eco* mark products **296**

As of April 2026

What is *Hotto-suru Eco*?

Hotto-suru Eco identifies Ajinomoto AGF, Inc. products that have special environmental features. The logo mark expresses the comfort felt when drinking one's favorite beverage, colored in the green of the earth. The *Hotto-suru Eco* label was introduced in 2015.

エコ

Number of *Aji-pen® Eco* mark products **22**

As of April 2026

What is *Aji-pen® Eco*?

This mark indicates the eco-friendliness of Ajinomoto Frozen Foods Co., Inc. products. The *Aji-pen® Eco* logo mark using the company's penguin mascot in 2020, taking the place of the *Aji-na Eco* logo mark.