Social

Human rights P102
Supply chain management P113
Human resources strategy P117
Occupational safety and health P125
Quality management P127
Strengthening relationships with local communities P135
Marketing communications P137

Human rights

I. Approach, Policy, and Structure

1. Basic Policy

As we realize sustainable growth through Ajinomoto Group Creating Shared Value (ASV), the Ajinomoto Group engages in the SDGs and other efforts related to the international consensus on environmental, social, and governance (ESG) policies. In doing so, we recognize that all business activities must be premised on respect for human rights. We support international standards for human rights including the Universal Declaration of Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work and its Follow-up, and the United Nations Global Compact. Further, we have established our own Ajinomoto Group Shared Policy on Human Rights. This policy is based on the United Nations Guiding Principles on Business and Human Rights (UNGPs) and ensures that as a corporate group that conducts business globally, all of the Ajinomoto Group companies, and officers and employees respect internationally recognized human rights and comply thoroughly with international human rights obligations and related laws and regulations of the countries where we operate. In addition, we encourage our business partners and other related parties (including upstream suppliers) to support this policy and respect human rights, and work together to promote respect for human rights.

The Ajinomoto Group Shared Policy on Human Rights and other policies are approved by the Board of Directors and the Executive Committee before being signed by the president and CEO.

> Ajinomoto Group Policies
> Group Shared Policy on Human Rights

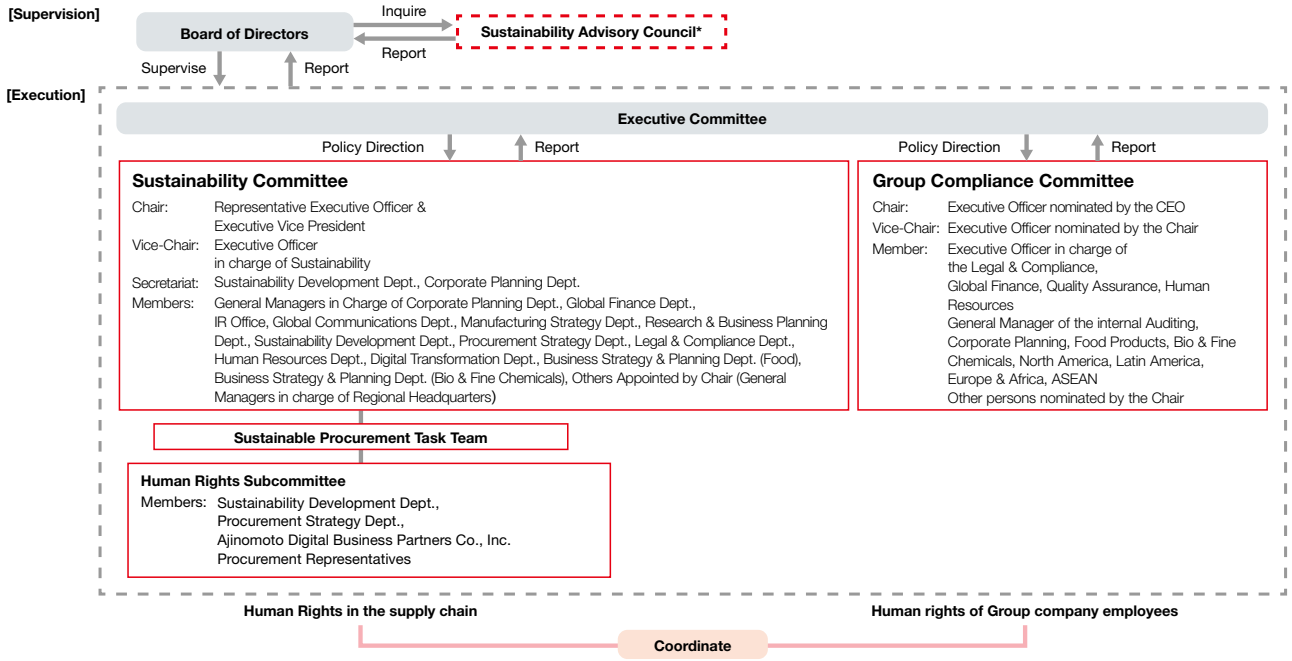
2. Framework

The Ajinomoto Group pursues ESG and sustainability initiatives that include respect for human rights in the supply chain. We pursue these efforts under the Board of Directors, mainly through the Sustainability Committee, a subordinate body of the Executive Committee. The Sustainability Committee and the Sustainability Development Department create roadmaps regarding human rights initiatives in the supply chain, make proposals, and provide support to incorporate sustainability into business plans. These two bodies report to the Executive Committee and the Board of Directors.

In addition, the Group Compliance Committee leads efforts of the Ajinomoto Group to address human rights issues among employees from April 2026. Human rights issues arising from local conditions are addressed by the compliance committees in each respective region.

The Board of Directors, Executive Committee, and Sustainability Advisory Council hold respective discussions on human rights topics as appropriate.

Framework for Respecting Human Rights



* Based on the recommendations of the Second Sustainability Advisory Council, the Board of Directors will continue dialogue with external experts and convene the next Sustainability Advisory Council at an appropriate time.

Ⅱ. Human Rights Due Diligence

1. Basic Concepts

In accordance with the UNGPs and the Group Shared Policy on Human Rights, the Ajinomoto Group engages in dialogue and consultation with third-party experts* on human rights and other stakeholders. In this way, we ensure respect for human rights for all stakeholders (employees, business partners, local communities, customers, etc.) across the Ajinomoto Group value chain, including production and sales across all businesses, as part of our human rights due diligence process.

At Ajinomoto Group, dialogue with rights-holders is of utmost importance to us when building our management system covering the entire value chain based on the UNGPs. We established the following eight priority human rights issues related to the value chain based on interviews across the Ajinomoto Group. Based on this approach, the Ajinomoto Group implements human rights due diligence with a risk-based focus on the upstream supply chain, where the potential adverse human rights impacts are considered particularly salient, and on Group employees, who constitute the foundation of sustainable corporate management.

With regard to the `upstream supply chain', given that the Food business accounts for approximately 80% of our Group's consolidated net sales, we prioritize initiatives within this business. This prioritization reflects both our high level of dependence on raw materials used in products and the potential scale and severity of impacts that our business activities may have on human rights.

* The Caux Round Table (CRT Japan), the Global Alliance for Sustainable Supply Chain (ASSC)

[Excerpt] Ajinomoto Group Priority Human Rights Issues

* Excerpted from the Ajinomoto Group Shared Policy on Human Rights

1. Elimination of discrimination

The Ajinomoto Group does not engage in discrimination, harassment or any other affronts to the dignity of individuals on grounds of race, ethnicity, national extraction, religion, creed, sex, age, disability, sexual orientation, gender identity (SOGI), or other identifying characteristics.

2. Prohibition of child labor and forced labor

The Ajinomoto Group does not accept any form of child labor, forced labor, bonded labor, or human trafficking.

3. Respect for fundamental labor rights

The Ajinomoto Group respects fundamental labor rights including freedom of association, workers' right to organize and collective bargaining rights.

4. Adequate provision of wages and reasonable working hours

The Ajinomoto Group provides all employees with adequate wages and reasonable working hours.

5. Ensuring a safe working environment and promoting health and well-being

The Ajinomoto Group provides a safe, hygienic and comfortable working environment and endeavors to promote the health and well-being of all workers worldwide.

6. Support for work-life balance

The Ajinomoto Group understands the importance of work-life balance and endeavors to make this possible for workers across the globe.

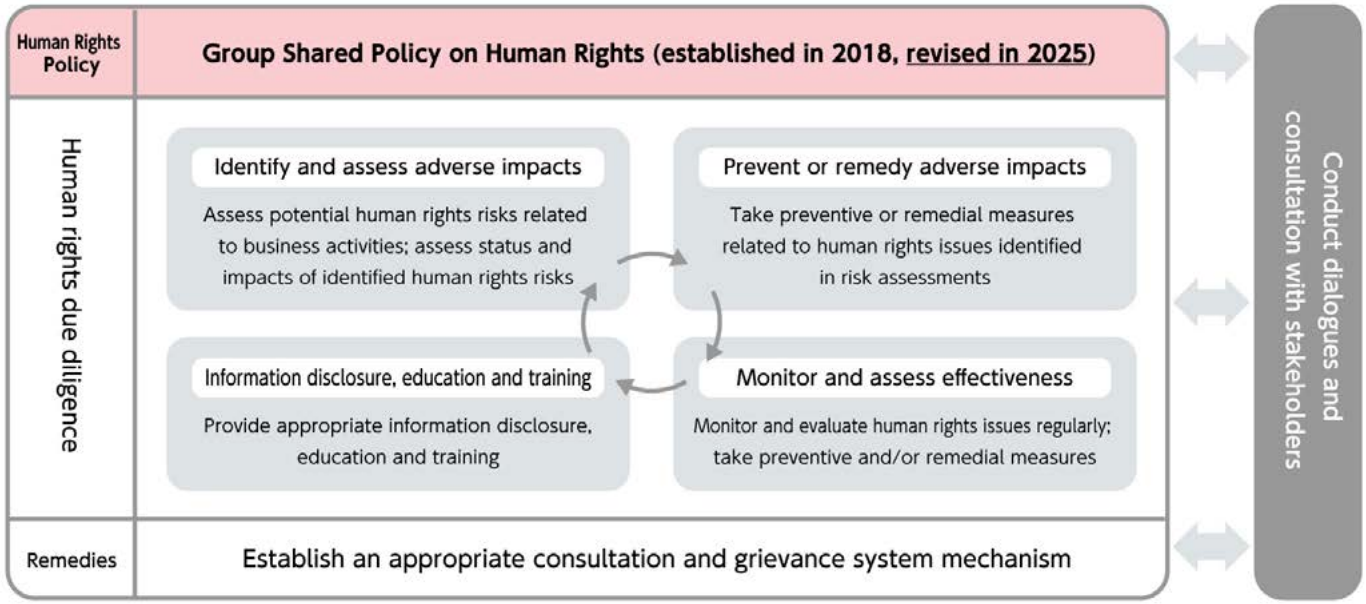
7. Contribution to building a more diverse and inclusive society

The Ajinomoto Group strives to enhance diversity by respecting the diverse characteristics and perspectives of each individual so that workers all over the world can flourish regardless of factors such as race, nationality or sex. The Group also works to support, empower, and protect the human rights, including in relation to SOGI, of members of vulnerable, marginalized or under-represented groups-such as people with disabilities, migrant workers, or indigenous peoples - through engagement and remediation.

8. Safeguarding personal information

The Ajinomoto Group adheres to the Act on the Protection of Personal Information and applicable laws and regulations and we are committed to proper safeguarding of all personal information we handle.

The Ajinomoto Group Human Rights Due Diligence Process

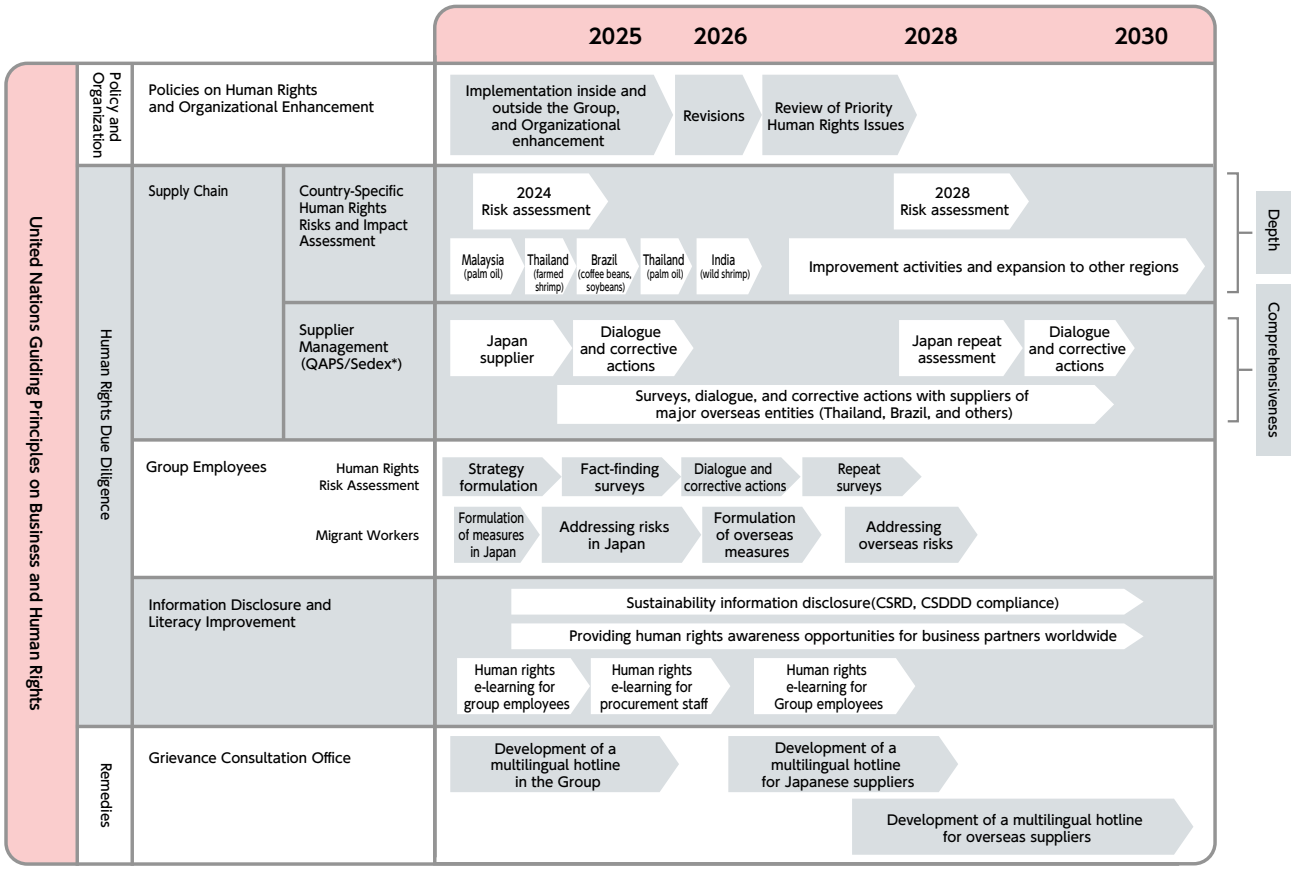


Progress

Year	Ajinomoto Group Initiatives
2025	• Developing the Ajinomoto Group approach to recruitment-related costs for migrant workers • Human rights risk assessments for Group employees • Compliance status surveys in major overseas sourcing countries following the overseas rollout of the Guidelines for Group Shared Policy for Suppliers • Human rights impact assessment in Brazil (Coffee Beans and Soybeans) • Human rights impact assessments in Thailand (Palm Oil)
2026	• Human rights impact assessment in India (Shrimp)

> Progress to Date (Through 2023)

Roadmap to 2030 (Updated in 2025)



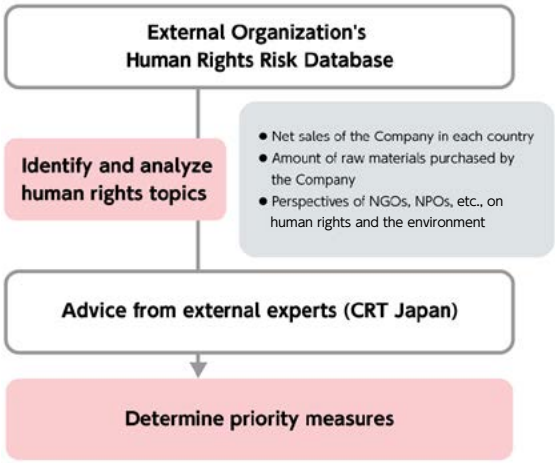
* QAPS: Questionnaire for Ajinomoto Group Shared Policy for Suppliers
Sedex: Abbreviation for Supplier Ethical Data Exchange. A global membership organization that provides data on labor standards, business ethics, etc., within the global supply chains.

2. Human Rights Due Diligence in the Supply Chain

(1) Identifying and Assessing Adverse Impacts (Human Rights Risk Assessments by Country)

The Ajinomoto Group regularly identifies and assesses potential human rights risks associated with the countries from which we source key raw materials. We also assess the relevant industries involved in procurement using country-level human rights risk assessments. These assessments are conducted every four years as a general rule (i.e., 2018, 2022). However, considering changes in the business environment and global human rights issues, an additional assessment was conducted in 2024. The 2024 risk assessment analyzed and identified human rights issues in the countries in which the Ajinomoto Group operates food businesses. We collaborated with external human rights experts (CRT Japan) to analyze risks based on raw material purchases and sales using human rights risk data from the external organizations. We then identified high-risk countries, regions, and industries from a global human rights perspective.

Approach to Human Rights Risk Assessment by Country



As a result, salient human rights issues were identified for each key raw material, as shown in the table on the right. Recognizing the limitations of desktop research in understanding the realities of remote areas, the Ajinomoto Group believes it is desirable to conduct on-site visits and engage in direct dialogue with stakeholders in particularly high-risk countries and regions to understand the impacts and issues related to human rights (i.e., human rights impact assessments). Therefore, we consider the high potential human rights risks in the respective countries and the breadth of the supply chain. Moving forward, we will prioritize efforts in these countries.

> Past Country-Specific Human Rights Risk Assessments / Human Rights Impact Assessments (before 2023).

(2) Preventing and Addressing Adverse Impacts and Monitoring Effectiveness

Based on the results of our country-level human rights risk assessments, the Ajinomoto Group pursues initiatives along two key dimensions: Depth and Comprehensiveness. With a primary focus on Depth, we engage directly with rights holders and aim to establish a robust human rights due diligence management system that involves providing remediation at an early stage and conducting follow-up monitoring whenever human rights issues are identified. Under Comprehensiveness, we aim to expand the scope of human rights risk management across the value chain by sharing the knowledge and expertise developed through Depth-focused initiatives with suppliers and business partners, thereby enhancing their understanding and capacity for respecting human rights. In addition, this approach supports the comprehensive identification and understanding of human rights risks that may not be fully captured through Depth-focused activities alone.
Through these initiatives, the Ajinomoto Group seeks to minimize human rights risks throughout our value chain.

1) Depth - Human right impact assessments

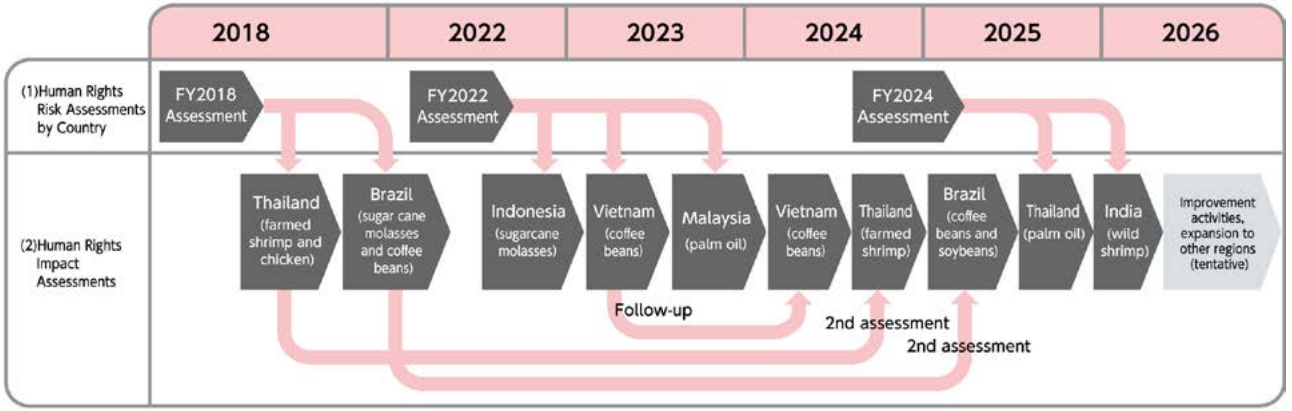
Based on country-specific human rights risk assessment results, we conduct on-site visits in high-risk countries and regions, engaging in direct dialogue with stakeholders affected by our businesses rights-holders such as workers of business partners and local communities etc., NPO/NGOs to grasp human rights impacts and issues.

2024 Human Rights Risk Assessment Results (Overview)

Target Raw Materials[1]	① Coffee Bean	② Soybeans	③ Sugarcane	④ Palm Oil	⑤ Shrimp	⑥ Cassava	⑦ Beet	⑧ Corn
Priority Issues[2]	Child Labor, Modern Slavery, Land Rights, Occupational Health and Safety, Fair Wages							
Target Countries	Ethiopia Honduras Guatemala	Brazil Malaysia United States	Philippines Thailand Indonesia	Indonesia Thailand Peru	India Thailand Vietnam	Thailand Vietnam	Egypt United Statesd France	Brazil Malaysia United Statesd

[1] Target raw materials: In addition to the five raw materials targeted in the previous (2022) evaluation, three additional raw materials (cassava, beet, corn) were included.
[2] Human rights issues evaluated: Considering the business activities and supply chain of the Ajinomoto Group, and in consultation with external stakeholders, the following 10 items were identified as potentially having significant negative impacts, and were thus included in the evaluation: child labor, fair wages, reasonable working hours, discrimination, freedom of association, modern slavery, occupational health and safety, land rights, indigenous peoples' rights, and privacy rights.

Human Rights Impact Assessments: Implementation Record



■ Human Rights Impact Assessment in Thailand (Palm Oil) (September 2025)

We went into the local supply chain of palm oil and conducted dialogues and interviews with stakeholders such as farmers, transport facilities, and exporters with external NGOs[1].

[1] ASSC (The Global Alliance for Sustainable Supply Chain)

<Summary of results>

We confirmed that the sites we visited have been increasingly introducing systems and certification schemes aligned with international human rights standards. However, continued attention is required regarding employment contracts for migrant workers, living conditions, and occupational health and safety. In response, we will continue to engage with the supply chain and support further improvements, including the creation of an environment in which workers can more easily exercise their rights.

> Ajinomoto Co., Inc. Country-specific Human Rights Impact Assessment of Human Rights Due Diligence in Relation to Palm Oil in Thailand 2025 Report

■ Human Rights Impact Assessment in India (Wild-Caught Shrimp) (November 2026)

We worked with an external human rights NGO[2] to trace the local supply chain for wild-caught shrimp, made on-site visits, and conducted dialogues with stakeholders, including fishermen, fishing port personnel, processing plants, and local NGOs.

[2] CRT Japan Committee

<Summary of results>

Within the scope of our investigation, we did not identify any serious adverse impacts on human rights as a result of our dialogues with business managers, workers, local NGOs, and others. At the same time, differences exist between local customs and international standards in processes such as employment contracts and complaint handling. We did, however, confirm that proactive efforts on the part of the Japanese have been important in mitigating risks.

2) Comprehensiveness Initiatives With Suppliers and Business Partners (QAPS)

The Ajinomoto Group considers strengthening cooperation with suppliers and other business partners essential. We use a proprietary questionnaire based on the Guidelines for Group Shared Policy for Suppliers to identify human rights risks and support improvements through dialogue.

The Ajinomoto Group established the Group Shared Policy for Suppliers, which describes seven expectations of suppliers necessary to fulfill our corporate responsibility, social responsibility, and contributions to a sustainable society. In addition, our Guidelines for Group Shared Policy for Suppliers states clear, specific actions for suppliers to take under two categories:

- [Mandatory]: Actions required for all suppliers
- [Developmental]: Matters encouraged for suppliers

The intent of these policies is to avoid causing or contributing to adverse impacts on human rights by companies or organizations with whom the Ajinomoto Group has business relationships. We address such impacts should they occur. We also seek to prevent or mitigate adverse impacts on human rights linked directly to Ajinomoto Group operations, products, or services through business relationships, even if we are not contributing to such impacts. We hold information sessions regularly (twice a year) for major raw material suppliers to inform them of the Ajinomoto Group approach and current status, exchanging opinions as appropriate.

> P082
> Group Shared Policy for Suppliers
> Guidelines for Group Shared Policy for Suppliers

Guidelines for Group Shared Policy for Suppliers Compliance Survey

As part of our initiatives to be comprehensive in approach, the Ajinomoto Group aims to monitor the adverse human rights impacts of business partners across all transactions in our value chains as we head toward 2030. Our aim here is to prevent or correct any impacts. Through this initiative, we complement our efforts to delve deeper in minimizing human rights risks in our value chains by comprehensively identifying and understanding risks not detected otherwise.

In 2018, the Ajinomoto Group began using Sedex[3] to create an overall picture of our suppliers. In 2022, we created a custom questionnaire based on the Guidelines for Group Shared Policy for Suppliers, called Questionnaire for Group Shared Policy for Suppliers (QAPS[4]). This questionnaire is part of our efforts to strengthen initiatives for suppliers based on the UNGPs. We use these tools to understand and identify risks related to governance, human rights (forced labor, child labor, etc.), occupational health and safety, and other risks at our business partners. We engage in dialogue with high-risk business partners to support their work in preventing and improving human rights issues. Through these processes, we aim to monitor and evaluate the effectiveness of prevention and remediation of human rights issues in the supply chain on an ongoing basis.

[3] Abbreviation for Supplier Ethical Data Exchange. A not-for-profit organization that provides data on labor standards, business ethics, etc., within global supply chains.
[4] QAPS: Questionnaire for Ajinomoto Group Shared Policy for Suppliers

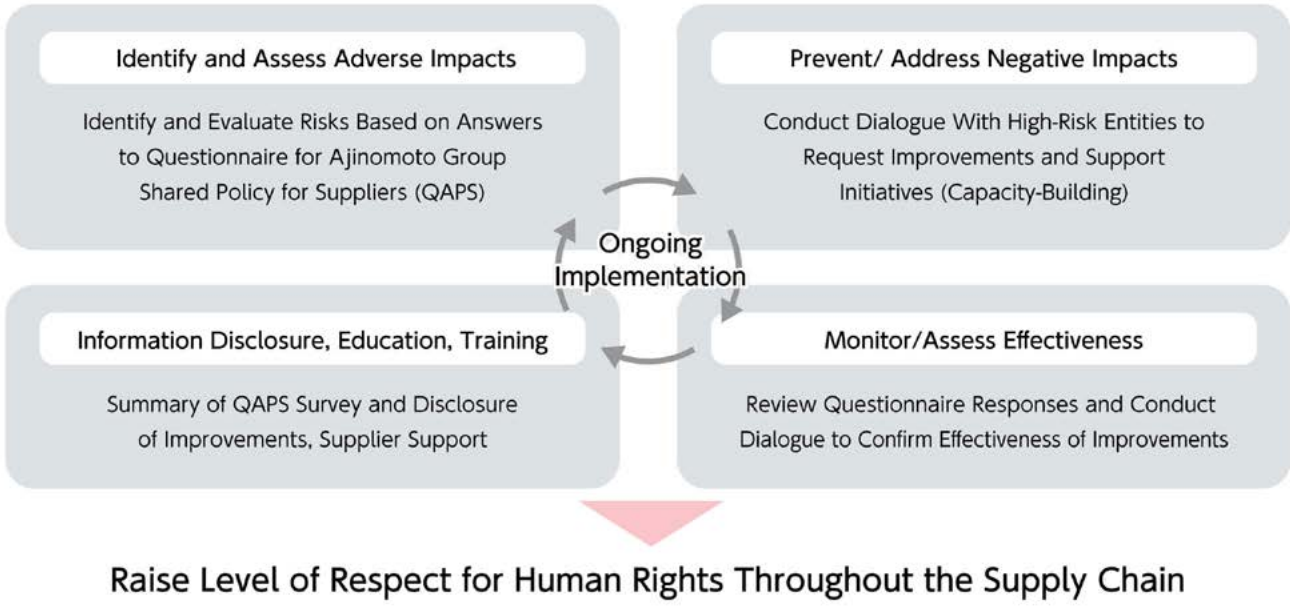
Questionnaire for Group Shared Policy for Suppliers (QAPS)

QAPS is an evaluation chart that surveys (in questionnaire format) whether specific practices are in place based on requirements for suppliers in accordance with the Guidelines for Group Shared Policy for Suppliers. The questionnaire covers our efforts to address human rights due diligence as required by ILO and other global standards. We rate the overall implementation status of the requirements at suppliers on a 5-point scale based on the responses. Another purpose of this questionnaire is to encourage suppliers to understand their own human rights risks and explore ways to correct and make improvements. When we identify a supplier as high-risk, the Ajinomoto Group engages in dialogue with the said supplier, providing support to prevent and address human rights issues.

Items of QAPS Survey

Major Items	Secondary Items
Ⅰ. Compliance With Statutory and Regulatory Requirements, and Accepted Social Norms	• Prohibition of Corruption, Bribery, and Related Illegal Acts • Prevention of the Abuse of Superior Bargaining Positions • Prohibition of Giving and Receiving Inappropriate Benefits • Prohibition of Behavior That Restricts Competition • Respecting Intellectual Property • Information Disclosure • Engaging in Appropriate Export and Import Management • Eliminate Any and All Relations With Antisocial Forces • Prevention and Early Detection of Misconduct
Ⅱ. Respect for Human Rights	• Respect for Human Rights • Prohibition of Forced or Compulsory Labor • Prohibiting Child Labor • Prohibiting Discrimination • Prohibiting Inhumane Treatment and Harassment • Appropriate Salaries and Wages • Appropriate Management of Working Hours • Rights of Employees to Organize • Ensuring Access to Remedy
Ⅲ. Occupational Health and Safety	• Ensuring Safety in the Workplace • Management of Facilities and the Workplace Environment • Ensuring Clean and Sanitary Workplaces

Overview of Initiatives With Suppliers and Business Partners



We confirm and assess supplier compliance with the Guidelines for Group Shared Policy for Suppliers in phases, considering the Ajinomoto Group business environment and supply chain characteristics.
In 2025, the Group also began conducting surveys of suppliers outside Japan in collaboration with local entities, in light of expanding global business operations. We launched the initiative in Thailand and Brazil based on the severity of potential human rights risks and the scale of raw material procurement identified in these countries through country-level assessments. The Group plans to progressively expand these efforts to other countries and regions.
In addition, we worked initially with a limited number of local entities in fiscal 2025, considering actual business and procurement structures in each country, and assessed raw material suppliers. Looking ahead, we will expand the scope of countries, entities, and business partners covered by the surveys in phases, taking into account assessment results and ongoing risk evaluations.

Survey Timing	Target	Responding Suppliers/ Target Suppliers	Response Rate	Comprehensive Evaluation Analysis[2]				
				A	B	C	D	E
2022	Primary food ingredient and packaging materials suppliers in Japan	938 responses from 998 companies	92%	53%	5%	20%	19%	3%
2023-24	Raw materials and packaging materials suppliers in Japan and domestic subcontractors[1] involved in products (excluding companies surveyed in 2022)	1,219 responses from 1,695 companies	72%	49%	7%	20%	19%	3%
2025	Raw materials and packaging materials suppliers in Japan and domestic subcontractors[1] involved in products, Logistics service providers (excluding companies surveyed in 2022~24)	46 responses from 58 companies	79%	48%	25%	9%	12%	6%
	Raw material suppliers in Thailand	166 responses from 166 companies	100%	45%	24%	13%	11%	6%
	Raw material suppliers in Brazil	73 responses from 104 companies	70%	57%	22%	15%	3%	3%

[1] Manufacturing, industrial waste, equipment and construction subcontractors, etc.
[2] The criteria for the Comprehensive Evaluation (overall rating A–E) are as follows:
A: Fully compliant with all items designated mandatory by the Ajinomoto Group.
B: Compliance to a certain degree with items designated mandatory by the Ajinomoto Group.
C: No improvement in certain items designated as mandatory by the Ajinomoto Group.
D: No improvement in numerous items designated as mandatory by the Ajinomoto Group. Or, room for improvement in certain particularly high-risk items designated as mandatory by the Ajinomoto Group.
E: Room for improvement in numerous particularly high-risk items designated as mandatory by the Ajinomoto Group.

The 2023-2024 survey confirmed that roughly 50% of suppliers are fully compliant with mandatory items. At the same time, we concluded that 23% of the companies surveyed have room for improvement related to high-risk matters.

Improvement Efforts - Dialogue

We sent a report summarizing the Questionnaire for Ajinomoto Group Shared Policy for Suppliers to all suppliers who responded to the questionnaire. Each report summarized the results and risk status for the supplier in question.
We held individual dialogues with suppliers (28 companies total) that we identified as having room for improvement to confirm the progress of initiatives, exchange opinions, and provide information for improvement. The purpose of these efforts is to communicate the idea of respect for human rights to our suppliers. These efforts lead to sustainable business activities and encourage suppliers to recognize their own strengths and weaknesses, improving those weaknesses to work together in promoting respect for human rights for all stakeholders involved in the supply chain.

Dialogue Overview

Period	Location	Procured Items	No. of Companies Engaged
2024	Japan	Suppliers (raw materials, packaging)	11
2025	Japan	Suppliers (raw materials, packaging)	7
		Contractors (manufacturing, construction, industrial waste)	10
Total			28

> Summary of Dialogues with Business Partners

Looking Ahead

Going forward, we will continue to follow up on improvement activities with business partners with whom we have already engaged in dialogue. In addition, we will work in collaboration with our subsidiaries to promote initiatives aimed at engaging with and providing improvement support to our global business partners who responded to the 2025 survey, in accordance with their respective risk situations. We also plan to expand the scope of this survey from 2026 onwards, extending it to 21 countries.

3. Human Rights Due Diligence for Group Employees

We initially prioritized the upstream supply chain as an area of high human rights risk when commencing human rights due diligence; however, in response to rising human rights risks among employees—such as the increase in migrant workers and the 2024 Problem in logistics[3]—we have also begun conducting human rights due diligence on Group employees from 2025.

[3] 2024 Problem: A labor shortage and reduced logistics capacity in Japan caused by new overtime regulations for truck drivers that took effect in April 2024.

(1) Identifying and Assessing Adverse Impacts

The Ajinomoto Group identified human rights risks through the following two-step process.

Human Rights Workshop

We held a workshop in March 2025 to discuss and review potential human rights risks associated with business activities based on the Ajinomoto Group Shared Policy on Human Rights and the Ajinomoto Group Priority Human Rights Issues identified therein. The workshop took place at the Ajinomoto Group headquarters under the observation of CRT Japan, a third-party organization. Participants included representatives from departments responsible for risk management, supply chain management, and human rights and human capital strategies.

Interviews With Relevant Departments

We conducted interviews with nine relevant departments, including logistics, sales, marketing, production management, DX, and business divisions, based on the workshop discussions. These interviews focused on perceptions of human rights risks and existing initiatives.

CRT Japan assessed potential human rights risks based on interview results, taking into account global trends and societal expectations and identified priority issues requiring focused action. As a result, we identified the following areas as domains within the Ajinomoto Group where human rights risks warrant particular review and monitoring. The Group is advancing initiatives to address these issues, while also expanding efforts to identify and assess human rights risks across overseas group companies.

Key Human Rights Risks to Be Reviewed in the Ajinomoto Group

Area	Key Human Rights Risks to Be Reviewed
Logistics	• Ensuring appropriate labor management and sustainable employment conditions: Achieving both enhanced monitoring of working conditions through advanced operation management and the maintenance of stable wages and treatment • Creating inclusive workplace environments: Pursuing DE&I in workplace environments and reducing loading and waiting times through external collaboration • Understanding on-the-ground conditions and effective grievance mechanisms: Identifying human rights issues within delivery networks and establishing mechanisms that reflect worker feedback
Production and Manufacturing	• Growing employment of migrant workers: Language and communication barriers, disadvantages arising from information gaps, and risks of unequal treatment or harassment • Occupational health and safety and working conditions: Risks of accidents or health issues associated with long working hours, insufficient wages, inadequate safety training and equipment, and fatigue from irregular shifts and night work
Overseas Operations (Particularly in Emerging Countries)	• Layered risks: Potential occurrence of forced labor, child labor, low wages, and excessive working hours • Country- and region-specific risks: Risks rooted in local contexts, including land and Indigenous rights, access to water, and freedom of association and collective bargaining

(2) Preventing and Addressing Adverse Impacts and Monitoring Effectiveness

1) Human rights of migrant workers

The Ajinomoto Group considers migrant workers employed at Group production and manufacturing sites to be in a vulnerable position due to a heightened risk of adverse human rights impacts, including forced labor.

In 2020, we voiced our support for the Tokyo Declaration 2020 on Responsible Acceptance of Foreign Workers in Japan formulated by the Global Alliance for Sustainable Supply Chain (ASSC) regarding the recruitment of foreign workers under the Technical Intern Training Program or those with Specified Skilled Worker visa. In fiscal 2021, we participated in the development of the Responsible Employment Guidelines for Migrant Workers as Technical Intern Trainees and Specified Skilled Workers in Japan as a member of the The Consumer Goods Forum (CGF) Social Sustainability Working Group.

Based on these guidelines, we visited and held dialogues with supervising organizations and registered support organizations related to the technical intern trainees employed by domestic Ajinomoto Group companies and organizations that support the registration of Specific Skilled Workers. Through these efforts, we confirm that technical intern trainees and specified skilled workers are appropriately paid and provided support in their work and daily lives.

We also regularly visit sites where migrant workers are employed, mainly in domestic Ajinomoto Group companies, to understand and confirm working and housing conditions. We regularly hold direct dialogues with migrant workers and other on-site employees responsible for migrant workers to identify and remedy human rights risks.

Dialogue With Stakeholders Regarding Migrant Workers

Year	Participants	Dialogue Details
2022	Foreign technical interns and foreign workers with specified skills accepted within the Group (three companies and six plants)	Discussions on working conditions, living conditions, and support systems (confirming work sites and housing environments)
	Supervising organizations and registered support organizations (six companies in total)	Discussions on support systems in employment and daily life
2023	Technical intern sending organizations (Vietnam, two companies)	Interviews and discussions on education and support systems, costs, and other factors to be settled before sending trainees to Japan
	International Organization for Migration (IOM)	Discussions on the current status of laws and regulations in Vietnam and immigration to Japan
	Foreign technical interns and foreign workers with specified skills accepted within the Group (three companies and six plants)	Discussions on working conditions, living conditions, and support systems (confirming work sites and housing environments)
2024	Human rights NGOs, International Organization for Migration (IOM), etc.	Discussions on addressing recruitment-related costs for migrant workers
2025	Human rights NGOs, the International Organization for Migration (IOM), supervising organizations, and sending organizations	Discussions on addressing recruitment-related costs for migrant workers and implementing related measures

Dialogue With Migrant Workers

2) Recruitment-Related Expenses

Visits and dialogues with migrant workers at their employment sites have revealed the reality that migrant workers have borne recruitment-related costs in their home countries. In response, the Ajinomoto Group formulated Ajinomoto Group's Approach to Recruitment-Related Costs for Migrant Workers (March 2025) in compliance with the IHRB Dhaka Declaration, an international human rights standard, and the norms of international organizations such as the IOM and ILO. Our approach document clearly states that recruitment-related costs, including recruitment and placement fees, should be borne by the employer, not the worker.

> Ajinomoto Group Approach to Costs Related to the Recruitment of Migrant Workers (Japanese only)

Based on this understanding, the Ajinomoto Group collaborated with an external human rights NGO[1] and initiated efforts toward responsible recruitment. Our efforts initially targeted migrant workers employed by Ajinomoto Group companies in Japan. We (i) reimbursed recruitment fees and related costs for existing migrant workers, and (ii) established an ethical recruitment framework (zero-fee recruitment) for newly hired technical intern trainees. In implementing these initiatives, we engaged in repeated dialogue and cooperated with manufacturing site managers, migrant workers employed at those sites, and relevant organizations, including supervising organizations and sending organizations. We will continue to advance these ethical recruitment initiatives. Furthermore, the Ajinomoto Group will encourage all stakeholders involved in the employment of migrant workers, including recruitment agencies and business partners, to adopt the same approach.

[1] ASSC (The Global Alliance for Sustainable Supply Chain)

Briefing session on reimbursement for recruitment fees and related costs for existing migrant workers

> Ajinomoto Co., Inc. Report on Initiatives Regarding the Ethical Recruitment of Migrant Workers and the Handling of Recruitment-Related Expenses (Japanese only)

3) Diversity, Equity & Inclusion (DE&I)

The Ajinomoto Group recognizes that challenges related to diversity, equity and inclusion (DE&I) remain particularly significant in Japan. In response, we implement a wide range of initiatives to support individuals from minority backgrounds across various attributes, including women, persons with disabilities, LGBTQ+ individuals, and mid-career hires.

In addition, the Group strives to foster an organizational culture in which DE&I is internalized as a personal and shared responsibility. Through these efforts, we aim to build an organization where all employees respect and embrace each other's differences, leverage diverse knowledge and experience, and combine individual strengths to work as a team.

> P121
> Diversity(DE&I)

4. Information Disclosure, Education, and Training

(1) Education and Training Within the Group

The Ajinomoto Group holds training and briefing sessions on business and human rights for directors, employees, and business partners as needed.

> Ajinomoto Group Education and Training on Human Rights

1) Anti-harassment measures

Each corporate entity in Japan provides a harassment counselor and a sexual minority (LGBTQ+) counselor to offer a safe environment for consultation. We provide annual training (classroom lecture and role-play) conducted by an outside instructor to managers to update their knowledge. Role-play sessions cover examples likely to occur at each company, and participants learn how to deal with such situations.

2) Human Rights in Business e-learning video

We provide an e-learning video (English/Japanese) on human rights issues across the value chain to Group employees in Japan and overseas. We created the video based on the Ajinomoto Group Shared Policy on Human Rights, aiming to raise awareness of Ajinomoto Group's priority human rights issues and make human rights issues more personal to every employee. This video includes subtitles and narration to accommodate diverse audiences. Some overseas subsidiaries also provide versions in local languages. As a result, approximately 30,400 employees across all Ajinomoto Group companies worldwide viewed the video, deepening their understanding of human rights.

3) E-learning videos for procurement staff

To ensure effective responses to human rights risks in upstream supply chains, it is essential to enhance the understanding and awareness of each individual involved in procurement activities. Accordingly, the Ajinomoto Group is developing and rolling out e-learning videos for procurement personnel. Centered on the Group's vision of sustainable procurement, the videos explain the importance of considering both environmental and social impacts. They also emphasize that it is the responsibility of companies to ensure that all people involved in the supply chain are able to work in an environment free from human rights violations.

(2) Compliance With Laws and Regulations on Respect for Human Rights in Each Country

The Ajinomoto Group adheres to human rights laws and regulations in each country as we develop our business globally.

Compliance with the California Transparency in Supply Chains Act of 2010 (CTSCA)

The Ajinomoto Group has disclosed the following statement from the related local subsidiary regarding the California Transparency in Supply Chains Acts of 2010, which was enacted in California, USA.

> Ajinomoto Foods North America, Inc. CA TSCA Notice

5. Dialogue with Stakeholders

The Ajinomoto Group holds regular dialogues with human rights experts and stakeholders, sharing and communicating our initiatives externally as case studies to further our efforts to respect human rights and to obtain expert opinions.

> Dialogues With Ajinomoto Group Stakeholders

Ⅲ. Remedies

1. Basic Concepts

The Ajinomoto Group established several consultation and reporting offices within and outside the group to promptly and appropriately address damage resulting from adverse human rights impacts. These consultation and reporting channels are operated in accordance with the 'Group Shared Policy on Whistle-blowing.' Each consultation office strictly protects whistleblowers' privacy, and related departments work together to appropriately address and resolve the situation.

> P156
> Group Shared Policy on Whistle-blowing

2. Internal reporting hotline

All employees (full-time employees, part-time employees, temporary employees, etc.) of the Ajinomoto Group, including overseas, can consult and report to the 'Ajinomoto Group Hotline.' This channel is globally accessible, allowing employees of group companies with overseas bases to consult in their native languages, supporting a total of 22 languages including English, Thai, and Vietnamese. In addition to the 'Ajinomoto Group Hotline,' there are also company-specific hotlines operated by group companies and Harassment, Sexual Minorities (LGBTQ+), and Persons with Disabilities Consultation Channels allowing for the selection of the appropriate reporting channel based on the content and situation of the consultation. Furthermore, consultations and reports can be made not only by the individual but also by colleagues or family members, and early consultation is encouraged while issues are still minor. Whistleblowers can choose to report either with their real name or anonymously.

> P157
> Consultation Form

3. Business Partner Reporting Hotline

The Ajinomoto Group established the Supplier Hotline in fiscal 2018 as a contact point for reporting from suppliers. Reports and consultations are accepted not only from primary suppliers but from all business partners in the supply chain. Additionally, the 'The Group Customer Service Center' accepts reports and consultations from all stakeholders in the value chain, including customers and local residents.

> Supplier Hotline: Consultation and Whistleblowing Form (Japanese only)
> Inquiries: Ajinomoto Co., Inc. (Japanese only)

4. Hotline for Migrant Workers

The Ajinomoto Group has been participating in an advisory capacity since the 2020 establishment of the Japan Platform for Migrant Workers toward Responsible and Inclusive Society (JP-MIRAI) created by the Japan International Cooperation Agency (JICA) together with other stakeholders, including companies, lawyers, and NGOs. The platform aims to resolve issues faced by technical intern trainees and Specific Skilled Workers. In fiscal 2022, we participated in the Consultation and Relief Pilot Project for Migrant Workers launched by JP-MIRAI. We provide appropriate information and consultation services to migrant workers employed by Ajinomoto Group companies in Japan.

We will also encourage our suppliers and business partners who employ migrant workers to offer similar services as a means to quickly identify labor and human rights issues in their supply chains.

What is the Japan Platform for Migrant Workers toward Responsible and Inclusive Society (JP-MIRAI)?

JP-MIRAI addresses issues faced by migrant workers in Japan through correct information for everyday living and a consulting desk offering assistance in native languages (JP-MIRAI Assist).

What is JP-MIRAI Assist?

JP-MIRAI Assist is a consulting desk for migrant workers living in Japan. Consulting is available by phone, chat, or e-mail, and migrant workers use the service to discuss general problems with employment and everyday living in Japan encountered by an individual or his/her family. As of February 2025, JP-MIRAI Assist provides services in 22 languages, with more to be added in the future. Depending on the nature of the consultation, the service also offers accompaniment to government agencies and specialists to provide appropriate support.

> JP-MIRAI Portal

Supply chain management

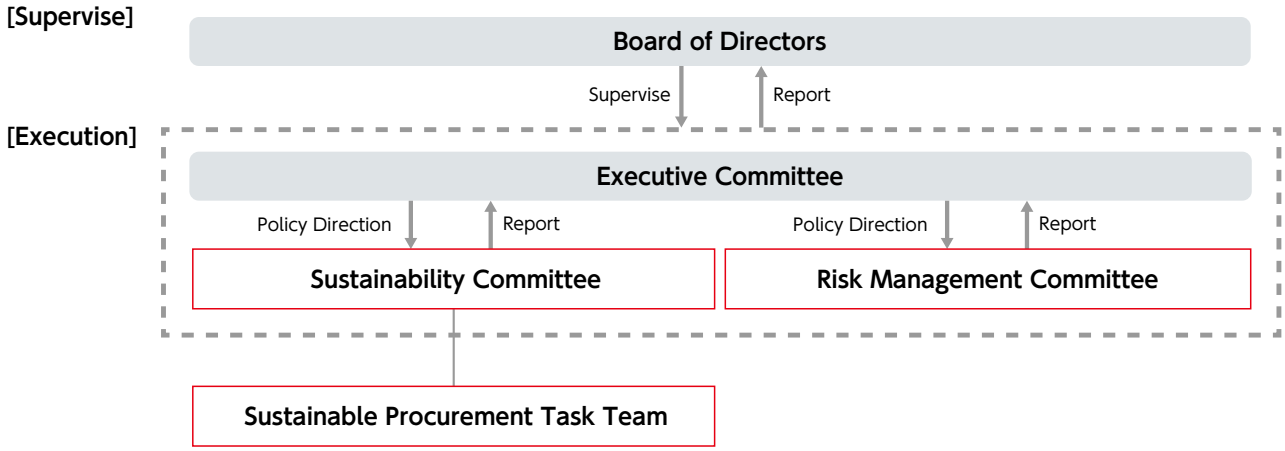
Approach

The Ajinomoto Group business depends on sound agrifood systems that produce and consume food resources, and on the rich global environment that supports this system. Under Ajinomoto Group supply chain management, we continue to refine our supply chain to be resilient against geopolitical and other risks. At the same time, we pursue initiatives that include respect for human rights, GHG emissions reductions, and sustainable procurement. In addition, we work with suppliers to create a sustainable society across the supply chain.

Supply chain management framework

Governance

The Board of Directors, through measures such as establishing the Sustainability Advisory Council, determines Materiality for the Ajinomoto Group in line with ESG-related policies and oversees the execution of related initiatives. The Executive Committee has established the Sustainability Committee and Risk Management Committee to aid in identifying and assessing risks and opportunities based on Materiality for the Ajinomoto Group, as well as to formulate measures and manage progress. Under this framework, the Sustainable Procurement Task Team pursues environment and human rights-related initiatives in the area of supply chain management, reporting to the Sustainability Committee twice a year. For risks identified by the Risk Management Committee, the progress of related initiatives is reported to the Committee.



Group Shared Policy

Governance

Ajinomoto Group Policies (AGP) Basic Principles

We strive to conduct our business with fairness and transparency in accordance with the basic principles of AGP, treating our suppliers as true business partners and earning the trust of our stakeholders. These basic principles apply to Ajinomoto Group companies, group officers, and group employees. We also encourage our suppliers and other business partners across the value chain to conduct themselves in accordance with the spirit of AGP.

Group Shared Policy on Procurement

The Ajinomoto Group strives to be fair, impartial, transparent, and straightforward in all purchase transactions. We work with suppliers as true business partners, and comply with laws and regulations, contract terms, and business conduct to earn the trust of our customers and other stakeholders.

Group Shared Policy for Suppliers

The Ajinomoto Group Shared Policy for Suppliers clarifies seven areas related to our expectations of suppliers necessary to fulfill our corporate social responsibility and to contribute to sustainable societies. Specifically, the policy describes our commitment to strict adherence to laws, regulations, and social norms, as well as our dedication to respect human rights, ensure occupational health and safety, consider the global environment, and assure the quality and safety of our products and services.

This policy applies to all Ajinomoto Group companies, suppliers, affiliates, and contract manufacturing partners, as well as respective executives and employees. We ask suppliers to understand the purpose of this policy and work actively toward compliance. We also ask suppliers to ensure their business partners (upstream suppliers, etc.) understand the purpose of the policy and work toward compliance actively.

We send questionnaires to suppliers to monitor compliance with these policies. We request appropriate action and offer assistance when we find areas for improvement. We may review the contracts of suppliers who show no improvement, either with or without our assistance.

> Ajinomoto Group Policies (AGP) Basic Principles
> Group Shared Policy on Procurement
> Group Shared Policy for Suppliers
> Guidelines for Group Shared Policy for Suppliers

Supplier selection

Governance

When selecting suppliers for expanding business or creating new business relationships, we prioritize quality, cost, stable procurement, and sustainability initiatives.

We communicate and document the following expectations for suppliers, and take topics classified as mandatory into account as part of a comprehensive assessment.

- **Establishment of compliance framework and compliance with statutory and regulatory requirements, and accepted social norms**
  - Prohibition of corruption, bribery, and related illegal acts
  - Prohibition of giving and receiving inappropriate benefits
  - Prohibition of behavior that restricts competition (cartels, bid-rigging, etc.)
  - Prevention and early detection of misconduct
- **Respect for Human Rights**
  - Prohibition of forced labor, child labor
  - Prohibition of discrimination, inhumane treatment, and harassment
  - Working conditions (appropriate salaries and wages, appropriate management of working hours etc.)
  - Rights of employees to organize (rights to form trade unions and to bargain collectively)
- **Occupational health and safety**
- **Ensuring product and service quality and safety**
- **Taking into consideration for the global environment**
  - Climate change (reduction of GHG emissions, etc.)
  - Biodiversity conservation
  - Plastic waste reduction
  - Food loss and waste reduction
  - Improving and optimizing water use
  - Environmental management system
- **Information security**
- **Contributing to society and coexistence with the local community**

> Ajinomoto Group Policies (AGP) Basic Principles
> Guidelines for Group Shared Policy for Suppliers

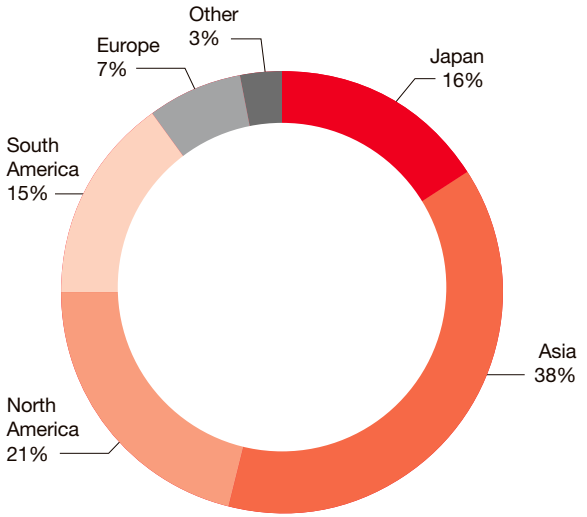
The state of our global supply chain

Performance

The Ajinomoto Group operates in 40 countries and regions, operating 126 plants in 32 countries and regions worldwide. We procure raw materials from suppliers all over the world, so our supply chain is equally wide-ranging.

Raw materials by region (transaction value; FY2023)

Calculated based on the transaction value of raw materials procured by the Ajinomoto Group, by supplier location



Priority areas and priority raw materials

Strategy

We identify priority areas and priority raw materials in line with risks and opportunities related to Materiality for the Ajinomoto Group. We take into account various risks in the process, including country-specific risks, sector-specific risks, commodity-specific risks, and geopolitical risks, in addition to other factors that include the relevance of ESG (environmental, social, and governance) and amount of procurement.

To build sustainable agrifood systems, we first identify priority raw materials that require particular attention in relation to agricultural, forestry, and fishery resources. Palm oil, paper, sugarcane, coffee beans, beef, and soybeans are designated priority raw materials, with procurement guidelines established for each.

In terms of respect for human rights, we conduct country-specific human rights risk assessments every four years to identify high-risk countries. Considering the high potential for human rights risks in the respective countries and the breadth of the supply chain, we selected India (shrimp) and Thailand (sugarcane, palm oil, shrimp, cassava) as priority countries for human rights impact assessments. Moving forward, we will prioritize efforts in these countries.

> P014
> P015
> P082
> P102
> 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

Supply chain initiatives

Procedures when beginning business with suppliers

Risk Management

When establishing a business relationship with a supplier, we use reports from credit reference agencies and other sources to verify the supplier's financial soundness and creditworthiness. We also check for any serious violations of laws and regulations, instances of misconduct, or ties to antisocial forces. As a general rule, we also conduct on-site supplier audits before commencing business. We use the Questionnaire for Ajinomoto Group Shared Policy for Suppliers (QAPS[1]), a proprietary questionnaire, to evaluate compliance with the Group Shared Policy for Suppliers and the Guidelines for Group Shared Policy for Suppliers. Using these evaluations and audit results, we determine whether to proceed with the business relationship, while also encouraging suppliers to understand our policies and take appropriate action.

[1] Questionnaire regarding I. Compliance With Statutory and Regulatory Requirements, and Accepted Social Norms, II. Respect for Human Rights, and III. Occupational Health and Safety.

Significant supplier selection

Risk Management

We define significant suppliers based on the significance of the business and the involvement of key materials that have a significant impact on the competitive advantage of our core products. We also consider factors such as transaction volume and the availability of substitutes. Every year, we conduct appropriate evaluations and reviews, managing suppliers in a focused and meticulous manner.

Number of significant suppliers (2025, Ajinomoto Co., Inc.)

Category	Performance
Total number of suppliers	394
Number of significant supplier	169

Supplier audits

Performance

We conduct second-party audits of suppliers by internally certified lead auditors and third-party audits performed on our behalf, aiming to improve supplier quality management systems. We conduct these audits not only at the beginning of a new business relationship, but also on a regular ongoing basis. We conduct a comprehensive assessment to determine whether the management system for ensuring the shipment of products that meet quality standards functions effectively. Our assessment includes the status of quality complaints over the past three years and measures to prevent foreign object contamination.

If we determine that corrective action is necessary to meet quality requirements, we request the submission of a corrective action plan within one month and evaluate the adequacy of the plan received.

Audits of major suppliers in FY2025[2]

Auditing organization	Audited items	Audited number of business sites (no. of on-site audits)
Ajinomoto Co., Inc.	Raw materials	176 (75)
	Packaging materials	36 (19)
Ajinomoto Frozen Foods Co., Inc.	Raw materials	130 (31)

[2] We conduct audits regularly for all suppliers, including significant supplier. We conducted no third-party audits in FY2025 and two in FY2024

Assess compliance with and hold dialogues about group policies and guidelines

Performance

Through QAPS assessments, we identify and evaluate risks at suppliers mainly related to governance, human rights issues (forced and child labor, etc.) and occupational health and safety, using a five-level scale from A to E. We re-assess suppliers one year later to confirm the status of improvement efforts, thereby reducing supplier-related risks. We expanded the scope of activities at overseas entities, conducting QAPS in Thailand and Brazil in fiscal 2025. We intend to identify risks and implement mitigation measures to main overseas entities located in medium- to high-risk countries in the future.

Dialogue with suppliers

Based on responses to the QAPS questionnaire, we held individual dialogues with suppliers (28 companies total) that we identified as having room for improvement. We held dialogues with 17 suppliers in fiscal 2025, confirming the actual state of the suppliers' initiatives, while also exchanging opinions and providing relevant information to support further improvement.

> P109
> Summary of Dialogues with Business Partners

Supplier hotlines

Performance

The Ajinomoto Group established the supplier hotline to detect and correct suspected violations of laws and deviations from the Ajinomoto Group Policies (AGP) by Ajinomoto Group executives or employees.

> P112
> P156

Engagement with suppliers

Performance

The Ajinomoto Group aims to deepen mutual understanding with our suppliers through ongoing dialogue to establish long-term partnerships. Through regular briefings for suppliers, we communicate the Ajinomoto Group approach and current status. We also conduct initiatives such as engagement surveys to foster mutual trust and empathy with suppliers, leading to a virtuous cycle of mutual growth.

In November 2025, we delivered a lecture in Japan titled *Toward Procurement Resilience*. A combined total of 500 people attended the presentation in person and online.

Developing human resources to support supply chain management

Performance

We provide training and skills development for procurement staff to ensure effective supply chain management. Using training programs related to audits and regulatory compliance, we develop human resources capable of understanding the structure of the supply chain, the risks involved, and ways to create value collaboratively with suppliers.

Training conducted in FY2025

- Ajinomoto Group training
  - Compliance training AGP e-learning
  - E-learning for the Procurement Departments related to business and human rights
- Internal Procurement Division training
  - Management training by job title, study sessions on the Act on Ensuring Proper Transactions Involving Specified Entrusted Business Operators
  - Training for new members of the Procurement Division
  - Internal audit training (personnel involved in audits only)
  - Certifications from external certification bodies (optional)
- Communication with related internal divisions
  - Procurement study sessions for sales, manufacturing, and other departments

Human resources strategy

Strategy

In order for the Group to realize its Purpose of “Contributing to the well-being of all human beings, our society, and our planet with ‘AminoScience,’” it is essential to promote the co-creation of social and economic value through ASV and to put the Ajinomoto Group Way, or AGW, into practice as the systematized principles of conduct underpinning those efforts. The Group’s growth strategy, rooted in steady growth in the Food Products business, focuses on achieving dramatic growth in the Bio & Fine Chemicals business and creating new value in the Convergence Areas where they meet. To make that happen, we need to position “AminoScience” as a source of competitive advantage, link the Deliciousness Technology we have developed in the area of food to our scientific knowledge geared toward health and medicine and advanced technologies seen in Electronic Materials and Bio-Pharma Services, and bring them together as a force for growth.

If we want to execute and follow through on our growth strategy, we need to enhance our business portfolio and rebuild our global human resource portfolio in line with that business lineup. We also need to move these efforts forward by striking the right balance between the autonomous, decentralized approach at our individual sites and businesses around the world on one side and the centralized style of our headquarters on the other. In addition, it is important that we interlink the four intangible assets representing the source of this growth (human capital, technology, customers, and organization) and scale to leverage for execution ability. In particular, we are stepping up initiatives and investments in human assets, which serve as the impetus of innovation by linking our technology assets and customer assets.

Among all of the intangible assets that drive the enhancement of corporate value, the Ajinomoto Group regards human assets as the most important. We have so many diverse employees who have identified with our Purpose and joined us. Every member of the Ajinomoto Group will take on challenges that push them beyond their personal comfort zones, honing their individual abilities to execute strategies in the process. By putting those capacities to work and promoting Diversity (DE&I)[1] from the perspective of combining knowledge and experience with attributes, we will translate individual strengths into team-driven innovation. At the foundation of all of these efforts is the “Well-being” of our employees and their families. Under the concept of four “connecting” strategies—Purpose, Challenge, Diversity (DE&I), and Well-being—the Ajinomoto Group is rolling out initiatives for human assets globally. (Human resources investment, including opportunity-based investment, totaled 15 billion yen in fiscal 2025 and will reach a cumulative total of 100 billion yen or more from fiscal 2023 to fiscal 2030). We believe these initiatives will do more than just strengthen our human assets—they will also come together as a growing base of organization assets and help strengthen our intangible assets as a whole.

[1] Diversity, Equity, and Inclusion

Four "connecting" strategies

Purpose	Connecting our company and human resources through “Purpose” Diverse employees who articulate their own purpose and find motivation intrinsically are the driving force behind how the Ajinomoto Group contributes to the well-being of all human beings, our society and our planet with "AminoScience." We aim to connect company and human resources by sharing and living Our Philosophy (Purpose, ASV, AGW), which we communicate throughout the Ajinomoto Group.
Challenges	Connecting strategy and human resources with “Challenge” To achieve the ambitious goals established in the 2030 Roadmap, the Ajinomoto Group must engage in the AGW (create new value, pioneer spirit, social contribution, value people) with even greater energy. We aim to connect strategy and human resources through challenging assignments by providing opportunities to take on new challenges without fearing failure and demonstrate leadership as expected of the Group, fostering a culture where each employee steps out of their comfort zone.
Diversity (DE&I)	Connecting globally diverse human resources The Ajinomoto Group believes that gathering and integrating diverse talent from both inside and outside the organization is essential for driving innovation. This diverse talent includes global individuals across our Food Products and Bio & Fine Chemicals businesses, regions, and a wide range of backgrounds, including genders, careers, and disabilities. We aim to connect diverse global talent through fostering a culture of mutual respect and enhancing management.
Well-being	Connecting “Well-being” with employees The Ajinomoto Group believes that the foundation of human assets lies in the enhancement of physical, mental, and financial well-being, which underpins the lives of our employees and their families. We aim to connect well-being and employees through environments, management, and asset-building support that make working for the Group a naturally healthy experience.

> P020
> ASV Report (Integrated Report) 2026 P050
> Human resources and labor data: Annual average hours and expenditures for education and training per employee (14 major global companies)

Of the four “connecting” strategies, initiatives with ties to the Purpose and Well-being elements are making steady progress on a global basis. Challenge and Diversity (DE&I), on the other hand, involve larger issues and call for more focused strengthening.

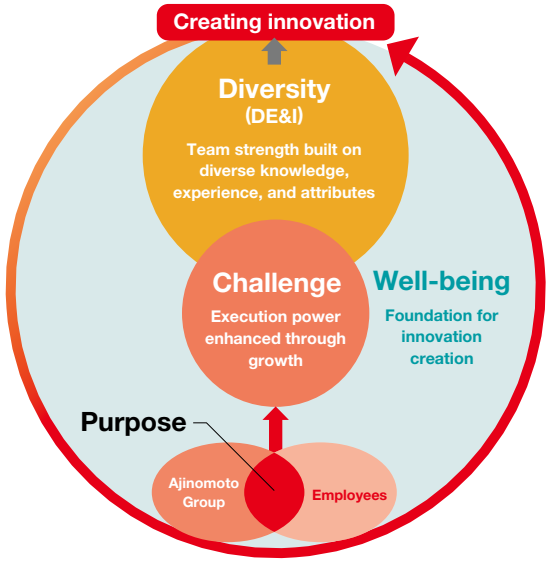
Issues related to Challenge:
Our High-Speed Development System supports high growth for the electronic materials business under Bio & Fine Chemicals. To expand the High-Speed Development System into other areas as a driving force for new businesses and products, we must strengthen the culture of challenge that serves as the foundation

of that system. If we fail to sufficiently foster a challenging spirit in our company culture, we could encounter delays in expansion into growth areas, negatively impacting the achievement of the ambitious ASV targets provided in the 2030 Roadmap.

Issues related to diversity:
We must integrate the Ajinomoto Group's diversity organically from the perspective of knowledge and experience × attributes if we are to expand into new regions and launch new products in the Food Products business, achieving dramatic growth in the Bio & Fine Chemicals business. The slow integration of diversity could result in a risk of the delayed acquisition of new insights and experiences.

> ASV Report 2026 (Integrated Report) P060-067

Diagram of our human resources strategy

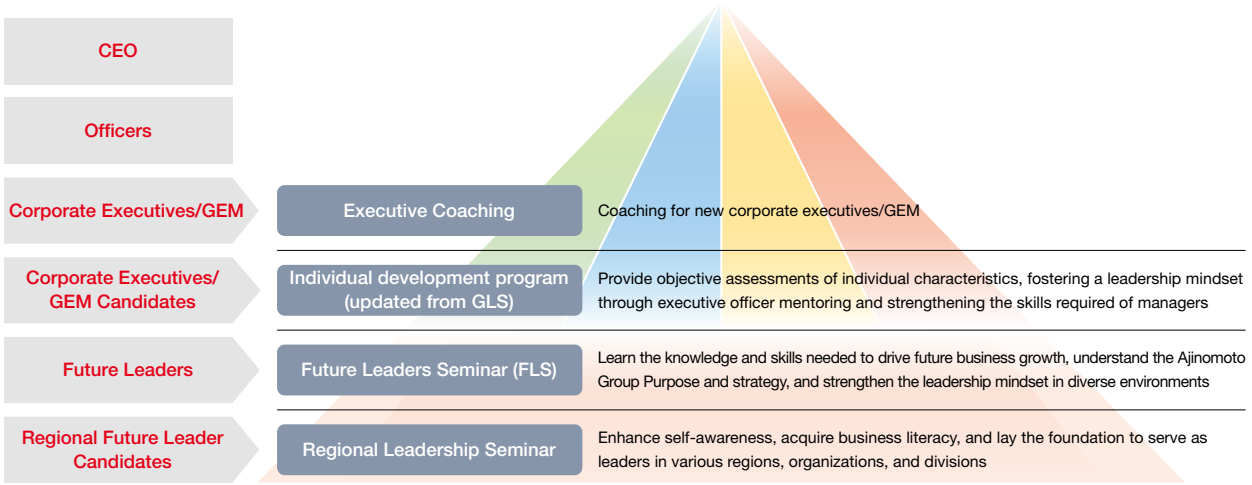


Talent pipeline management for Ajinomoto Group key positions

The Human Resources Committee is a subordinate body to the Executive Committee, and is responsible for human resources development to support the healthy growth of the Ajinomoto Group. The Human Resources Committee is chaired by the CEO or by an executive officer appointed by the CEO, and consists of executive officers appointed by the CEO.

The committee deliberates on matters related to the development of executive officer candidates, the development of managers and human resources leaders, the certification and appointment of corporate executives and group executive manager (GEM) positions (120 positions total as of March 2026), and the formation of diverse human resources pools. The committee met seven times in fiscal 2025.

Talent pipeline for Ajinomoto Group key positions	To build a pipeline of next-generation leaders, we have standardized the grading system across the Group for positions at the GEM level and above. We created a Group Key Position Map in cooperation with the Food Products Division, the Bio & Fine Chemicals Division, and corporate functions, as well as four regional headquarters (ASEAN, Europe & Africa, North America, Latin America), to create a pool of human resources for the next generation of leaders. The Human Resources Committee has created a succession plan for key leadership positions (Group corporate executives/GEM) in the Ajinomoto Group, consisting of Ready (one to three years), Next (within five years), and Future (within eight years) timeframes. The committee has conducted discussions to enhance the diversity of succession candidates in terms of gender, nationality, and organizational affiliation, among other factors. In fiscal 2025, the committee selected 100% of succession candidates for 110 positions.
Ajinomoto Group Academy (Group management human resources and leader development)	The Ajinomoto Group fosters management talent who will lead group strategy in the future. The Ajinomoto Group Academy serves to instill a deep understanding of the Ajinomoto Group Roadmap and Philosophy to this end. Through this approach, we strengthen the human resources pipeline linked to succession plans and systematically develop diverse talent globally for the mindsets and skills required of leaders. (See the accompanying figure) We revised the group training program (GLS) previously offered to corporate executives and GEM candidates, shifting to a personalized development program that combines assessment-based skills development for the individual, mentoring by executive officers, and the strengthening of skills required of managers. In this way, we foster the next generation of leaders more effectively, tailored to each individual's characteristics and circumstances. A total of 303 people (135 of whom are foreign nationals) participated in the Academy between fiscal 2018 and fiscal 2025. As of April 2026, 14 of the participants (3 of whom are foreign nationals) have been appointed as directors.



Ajinomoto Co., Inc. human resources career management framework

Ajinomoto Co., Inc. values one-on-one dialogue with each employee to help them achieve their purpose and take on new challenges. Since the 1980s, career development meetings with supervisors, goal-setting meetings, and evaluation feedback meetings (at least once a year; one hour in length) have served as the foundation of human resources development in the company. We focus on the entire annual process of goal management and evaluations throughout the year, not just goal setting at the beginning of the fiscal year or during year-end evaluations. We conduct timely reviews throughout the year as needed, including during personnel, transfers, and mid-year reviews. In this way, we ensure ongoing confirmation and feedback for effective performance.

Human resources systems for managers at Ajinomoto Co., Inc.

Principles	Ajinomoto Co., Inc. refers to managers as kikanshoku (core personnel) since they form the core human resources within the Ajinomoto Group. The principle we follow for this kikanshoku human resources system is continuous and autonomous growth.
Grade system	We introduced a job grade system with double track management responsibilities and expert responsibilities. We encourage autonomous career development for kikanshoku through specific job descriptions of the work requirements and human resources requirements for all positions filled by kikanshoku.
Evaluation system	Goals reflect work requirements as defined in the job description, organizational goals, and competencies visualized through 360-degree feedback. We conduct a comprehensive evaluation of management responsibilities based on the extent to which the individual practices the Ajinomoto Group Way (Behavioral Evaluation) and an evaluation of individual performance, including team-based outcomes. We conduct a comprehensive evaluation of expert responsibilities based on the AGW Behavioral Evaluation, individual performance evaluation, and the demonstration of expertise.
Compensation system	We establish upper and lower limits for monthly salary by job grade, reflecting the results of comprehensive evaluations in the calculation of monthly salary increases, decreases, and bonuses.

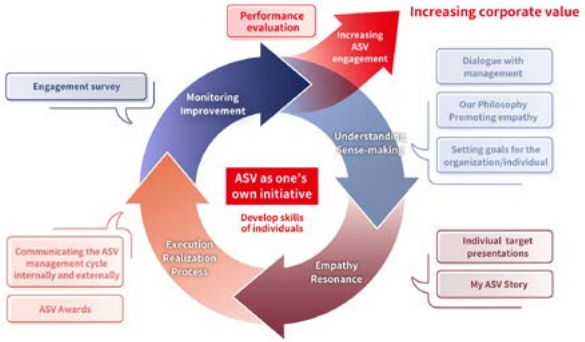
Human resources systems for non-management employees at Ajinomoto Co., Inc.

Principles	The principle we follow related to our general human resources system is to respect diversity and those willing to take on challenges, which we believe leads to innovation.
Grade system	We have adopted a competency-based grading system to help employees build their skills and pursue autonomous growth, while supporting career development across businesses and functions.
Evaluation system	Employees establish individual goals from a medium- to long-term perspective, considering their own career development goals, ASV goals, and organizational goals. We conduct evaluations based on performance metrics linked to ASV and behavioral metrics linked to AGW.
Compensation system	We establish upper and lower limits for monthly salary by job grade, reflecting the results of behavioral evaluations in monthly salary and the results of performance evaluations in the calculation of bonuses.

Initiatives to connect company and human resources with Purpose

The Ajinomoto Group operates a diverse range of businesses globally. A key challenge for us is how to strengthen the cohesive force that unites the Group's resources as operations and geographic reach expand. To foster a sense of unity, we strive to create a deeper resonance with Our Philosophy and encourage employees to see ASV as one's own initiative. As one part of this initiative, the ASV Management Cycle is designed to address four steps: understanding/sense-making, empathy/resonance, execution/realization process, and monitoring/improvement. In fiscal 2025, we once again held the My Purpose Workshop, which articulates the overlap between the Group's Purpose and the purpose of each individual employee. We also launched the Our Philosophy Challenge, which is a simulation-based workshop that allows employees to gain hands-on experience in creating new businesses and solving social issues through "AminoScience," based on their individual purpose. Through cross-division collaboration and taking on new challenges, we strive to put Our Philosophy into practice at higher levels and develop talent capable of translating our Purpose into concrete actions. As a result of these initiatives, we saw a score of 89 for empathy for our purpose (consisting of seven questions, including support for the company's guiding values) in the engagement survey ("ES"), which was an increase of one point year-on-year.

ASV Management Cycle



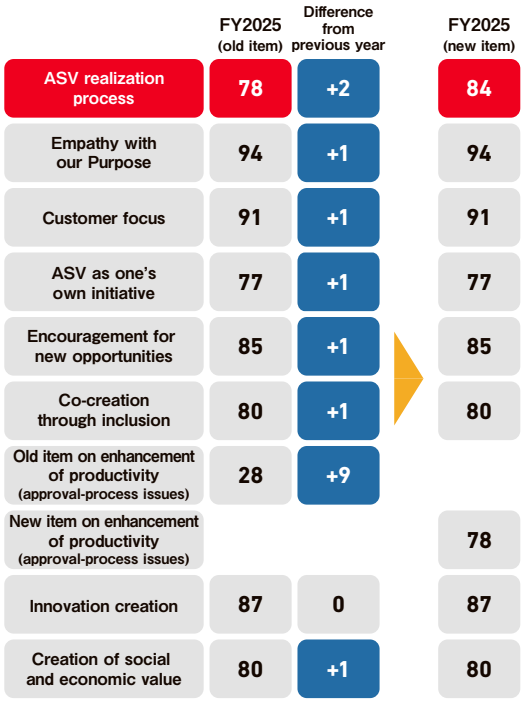
Initiatives and results toward employee engagement

Process	Initiatives	FY2025 Results
Understanding and sense-making	1. Dialogues with the CEO	We held a total of 56 dialogues with Group companies in Japan and overseas.
	2. Dialogues with managers responsible for each division	We held a total of 29 dialogues with Group companies in Japan and overseas.
	3. Organizational and personal goals	Implemented in each organization
Empathy and resonance	4. Personal goal presentations	We conducted presentations at Ajinomoto Co., Inc. and 39 domestic and overseas Group companies.
Execution and realization process	5. Share best practices	We received a total of 773 employee submissions related to ASV.
	6. ASV Awards	We presented 11 awards. Employees cast a total of 13,536 votes. To commemorate the 10th anniversary of the awards, we added a new concept, Learning From and Celebrating Each Other. Concurrent with the awards, we held a poster session featuring a broad range of regions and themes, including entries that did not win awards. Total employee votes: 13,536
Monitoring and improvement	7. Engagement survey	Employee engagement score (ASV Realization Process) 78% (up two points year on year)
	8. Address issues in next-year plans	Implemented in each organization

Generating results through visualizing the ASV realization process

As one of the main KPIs for measuring the outcomes of human capital investment grounded in the four “connecting” strategies, the Ajinomoto Group monitors the ASV realization process globally through engagement surveys. The value for fiscal 2025 was 78, up two points year on year, but below the year’s target of 80. The score fell short largely due to the results for an item on productivity enhancement—specifically the issue of approval processes, which we had identified as a company-wide issue: “Too many approvals are required for routine decisions in this company.” The score did show considerable improvement relative to the previous survey, rising nine points year on year, but remained low. To identify the root cause of the below-target marks, we introduced a new response item in fiscal 2025: “I feel that unnecessary approvals for decision-making are minimized in my day-to-day work.” The score for this new item was 78. This confirmed that while employees may see the number of approvals as an issue, many do not necessarily see the approvals themselves as unnecessary in terms of governance, business quality, or product quality.

ASV Realization Process (Ajinomoto Group Engagement Score)



Starting fiscal 2026, then, we will replace the item on productivity enhancement in the ASV realization process, which relates to the issue of approval processes, with the new version. The survey uncovered other important insights as well. Free-response items highlighted issues such as the significant amount of advance explanations necessary and the degree of ambiguity in approval criteria. We will continue working to make improvements in those and other areas. To coincide with the change in the survey item, we will also raise the fiscal 2030 target for the ASV realization process from 85 to 88.

> Personnel and Labor-Related Engagement survey score (ASV Realization Process)

Connecting strategy and human resources through challenges

The strong performance of the Electronic Materials business under Bio & Fine Chemicals, which has been a major driver of sales and business profit growth, rests on the high-speed development system. The high-speed development system uses three Key Success Factors—(1) “anticipate customer needs,” (2) “rapidly develop multiple solutions,” and (3) “continuously improve solutions based on feedback”—to adapt and respond to rapid changes in markets and customer environments. This approach has the potential to go beyond the Electronic Materials business as well. We believe it can apply to other businesses and functions, too, propelling progress on the ambitious goals set for our ASV indicators toward fiscal 2030 and, on top of that, leading to the creation of new businesses and products. A crucial element to making that vision a reality is the motivation to take on challenges—a sense of ambition that grows when each and every employee can articulate how the Ajinomoto Group’s Purpose and their own individual purpose overlap. Aware of that dynamic, Ajinomoto Co., Inc. is expanding self-nominated transfers and TRY & A-CROSS, an internal side-job program, to give employees more opportunities

to take on challenges. Group companies, including those overseas, are also rolling out these initiatives. In our engagement survey, the score for Challenge (based on six response items, including "My superior encourages me to learn from failure.") was 87, up one point year on year. To make the challenging spirit in our company culture even stronger, we will see every motivated push forward—refusing to put off what we can do today, making continuous growth a goal, and moving even just slightly in a better direction than yesterday—as pursuing a challenge. We will also ensure that our internal systems and programs aptly link those endeavors with results, making it easier to support a diverse mix of endeavors in the AGW spirit.

Self-nominated transfers	Ajinomoto Co., Inc. monitors self-nominated transfers, defining the process as either a transfer based on career plans drawn up by employees themselves or a transfer via open recruitment. The self-nominated transfer rate increased to 51% in fiscal 2025 compared to 45% in fiscal 2024. In particular, the number of transfers via open recruitment continues to rise steadily, with 68 in fiscal 2025, compared to 48 in fiscal 2024 and 43 in fiscal 2023.
TRY&A-CROSS (self-nominated, in-house second jobs)	A total of 71 people participated in fiscal 2025 across 19 categories, including the Headquarters Relocation Project and INNOSEED (formerly A-STARTERS) Selected Projects. In the second year since we introduced the program, we expanded the call for proposals to twice a year with the aim of increasing opportunities for participants to take on new challenges. A cumulative total of 139 participants answered the call as a result. Approximately 90% of respondents to the participation survey indicated that the program had led to acquiring new skills and knowledge or to broadening their career horizons. These results have confirmed the effectiveness of the program in human resources development through opportunities to take on new challenges.
Supporting autonomous growth	We dispatch employees to business partners, external research institutions, MBA programs, or professional graduate schools, etc. (e.g., Hitotsubashi University, International University of Japan, etc.). We also dispatch employees to research assignments at institutions such as the Massachusetts Institute of Technology (MIT) and the University of California.
INNOSEED (formerly A-STARTERS)	In fiscal 2020, Ajinomoto Co., Inc. and major domestic Group companies began the A-STARTERS program, a self-nominated system to propose new businesses (cumulative number of submissions by year shown below). The system is now evolving into INNOSEED by AJINOMOTO GROUP, effective starting fiscal 2026. Carrying forward the challenge-oriented mindset that A-STARTERS embraced, INNOSEED will create an integrated framework that runs from idea generation to commercialization assessments. In concrete terms, we are collaborating more closely with external partners, pushing cross-boundary initiatives and co-creation through TRY & A-CROSS and other programs, and expanding exit strategies by making seconded entrepreneurship an option depending on the proposal and assessment status.

Number of INNOSEED (formerly A-STARTERS) applicants (cumulative)

	FY2022	FY2023	FY2024	FY2025
No. of applicant teams	231	260	273	285

Connecting diverse human resources globally (DE&I)

The Ajinomoto Group has demonstrated its exceptional ability to cater to local markets by adapting to the culture and preferences of individual regions, mainly centered around the Food Products business. Group companies have used this strength to expand their businesses autonomously. Being able to cater to local markets is an advantage that drives the growth of the Food Products business today. At the same time, efforts to expand our business over the long term will hinge on progress in the Food Products business—expansion into new regions and countries, along with rollouts of new products—and the Bio & Fine Chemicals business, where the development of new areas will be crucial. In that context, we will need to promote DE&I from the perspective of combining knowledge and experience with attributes, enhance our abilities to execute matters as a team, and connect those capabilities to innovation creation. Diversity in areas like gender, nationality, and affiliation for 137 leadership positions (executive officers, executive directors, and Group Executive Managers) in the Group is progressing smoothly at 27% in fiscal 2025.

Percentage of diversity at the leadership level

	FY2023	FY2024	FY2025	FY2030 Target
Diversity ratio[1]	22%	25%	27%	30%

[1] Percentage of those at the leadership level who have at least one diversity factor (gender, nationality, affiliation).

As one DE&I measure, the DE&I Promotion Team, established within the HR Dept., along with the director in charge of diversity, plays a central role as a contact point together with each major division and Group company and continues to drive DE&I initiatives in our organization. To instill DE&I as part of our organizational culture, we foster a shared understanding of why we pursue DE&I in the first place. In fiscal 2025, employee interviews revealed that the difficulty in taking viewing these issues as a personal matter was a key challenge. In response, we formulated a DE&I statement to serve as an action guide and created a video to give visibility to the DE&I statement. This video frames DE&I as knowledge and experience × attributes, showing that co-creation among diverse individuals is the source of innovation. We are using the video as a starting point for internal dialogue in this area. We aim to foster dialogue across national and organizational boundaries and cultivate a global, inclusive organizational culture. To this end, we have produced multilingual versions and expanded distribution overseas.

In fiscal 2025, the percentage of female managers across the Ajinomoto Group was 28%. At Ajinomoto Co., Inc. that figure rose to 16%, an increase of 2% over the previous year. However,

this figure remains low compared to the 33% of total female employees, and we continue to see the development of a pipeline of female managers as a key challenge. In response, the company has introduced initiatives to support women's career development. One such initiative is the AjiPanna Academy, and 97% of the 43 participants in the fiscal 2025 training program for non-management staff expressed an interest in pursuing management roles. Engagement survey results also show that more than half of our female employees aspire to higher positions, with the figure reaching 70% among women in their 20s and 30s (up four points year on year). The percentage of female employees in our overall workforce is also trending upward, rising to 36% among employees in their 30s and 40% among those in their 20s. Based on these trends, we believe the ratio of female managers is on the path to gradual growth in the years ahead.

> "DE&I" at AJINOMOTO GROUP -Grow Together Diverse 'Individuals' Create Diverse Innovation-

Percentage of female managers

	FY2023	FY2024	FY2025	FY2030 Target
Ajinomoto Group	27%	27%	28%	40%
Japan	13%	14%	15%	-
Ajinomoto Co., Inc.	14%	14%	16%	30%

> Human resources and labor data: Percentage of female managers

DE&I initiatives from the perspective of knowledge and experience × attributes

International transfers	The Ajinomoto Group is enhancing transfers not only from Japan to other countries but also between countries outside Japan. For the ASEAN region in particular, we are promoting cross-border assignments along the functional axes of marketing and sales, R&D and production, and corporate functions. In addition to encouraging the integration of knowledge and experience, they also help transferees grow through meaningful assignments. As of March 2026, the number of international transferees was 348, 37 of which went between countries outside Japan. Going forward, we will continue to bring knowledge and experience into synergistic fusion by visualizing our human resources globally and developing shared HR policies and guidelines.
Mid-career recruitment	Ajinomoto Co., Inc. hires mid-career employees to acquire expertise in new and growing business areas. In fiscal 2025, the annual ratio of mid-career recruits to new-graduate hires was 40% and the ratio of mid-career recruits to all employees was 20%. The company aims to create an environment where mid-career hires bring their unique strengths to bear and contribute to organizational vitality and innovation. To this end, the company is stepping up onboarding initiatives, including the development of guidebooks for both supervisors and mid-career hires, as well as opportunities for dialogue with executive officers.
Women's empowerment	The Ajinomoto Group launched the AjiPanna Academy in fiscal 2020 as a measure to provide opportunities to female human resources and create a talent pipeline. The academy offers consistent support for career development and growth from the new-hire stage to the stage just prior to becoming an executive officer. The Career Workshop is a program designed to support career development by leveraging personal strengths identified through assessments. The College is a practical skills development program consisting of MBA education and career support training involving participation from senior management and program alumni. Every training programs is designed with the goal in mind of helping individuals build networks for their futures. The combined percentage of participants intending to pursue management roles by the end of fiscal 2025 was 97%. A full 80% of the first class of College participants have been promoted to management positions. We also introduced a mentor program, led by unit heads for managers, as part of our efforts to build a pipeline of candidates for line management positions. The aim of this program is to foster a managerial mindset and encourage vertical networking. The mentor program has led to promotions, cross-departmental transfers, and the development of management talent within the Ajinomoto Group. Furthermore, we are involved in encouraging women's empowerment in society as a whole. Since fiscal 2019, our top executive has personally participated in the 30% Club Japan, and we seek to drive social change through dialogue among corporate leaders and board members.
Success of persons with disabilities	The Ajinomoto Group creates workplaces where all employees, regardless of disability, respect and understand each other. In particular, we aim to create workplaces where employees with disabilities receive the necessary reasonable accommodations to work with confidence, while thriving in their own way by making the most of their individual attributes, knowledge, and experience. In fiscal 2025, Ajinomoto Co., Inc. evaluated the state of affairs at each workplace through unit head briefings, discussions in various meeting forums, dialogue with the workforce, and surveys of persons affected directly. At the same time, the company clarified the division of roles centered on the special-purpose subsidiary, Ajinomoto Mirai Co., Ltd. Under management's leadership, the company continues to strive for company-wide understanding and a stronger foundation for sustainable implementation. In addition, the company promoted an understanding and encouraged behavioral change among employees through individual consultations with vocational counselors for people with disabilities, hands-on experiences at Ajinomoto Mirai Co., Ltd. (20 participants), the Universal Manners Certification Exam (86 participants), and the revision of guidebooks for people with disabilities and the workplace.
LGBTQ+	The Ajinomoto Group is taking steps to continue to strengthen the existing support system for sexual minorities. In addition to external counseling services, we established LGBTQ+ counseling desks in multiple departments, including the HR and General Affairs departments of Group companies. We raise awareness through training for desk staff and the regular distribution of email newsletters, creating an environment where individuals feel safe in speaking up. By flying the rainbow flag at each workplace, we express our commitment to supporting members of the LGBTQ+ community. Ajinomoto Co., Inc. established new partnership guidelines in fiscal 2025, and the company is working even harder to create work environments that respect the diversity of family structures and where all employees feel secure. In addition, during Pride Month in June, we raised awareness through digital signage and the sales of six-color rainbow[1] cookies at headquarters. These ongoing initiatives have been recognized by outside parties, and we have earned GOLD certification under the PRIDE index for a sixth consecutive year.

[1] A symbol representing the idea that sexual identification takes on many forms

Connecting “Well-being” with employees

From the perspective of physical and mental health (health and well-being), we pursue health and productivity management on a global scale, creating environments where working at the Ajinomoto Group is a naturally healthy experience. From the perspective of financial well-being, Ajinomoto Group companies establish compensation systems that are competitive compared to external compensation markets in their respective regions and industries. As a result of these efforts, the ES score for well-being (consisting of seven questions, including improved nutrition in the workplace and the receipt of appropriate compensation) was 85 (up one point year on year).

Employee engagement score for health well-being

	FY2023	FY2024	FY2025
Diversity ratio	83	84	85

Initiatives for health and well-being

The Ajinomoto Group promotes health management with the Director, Representative Executive Officer & President as the person with ultimate responsibility for health promotion. We support self-managed good health, encouraging employees to practice self-care based on a well-balanced diet, moderate exercise, and good sleep. The White Paper on Health provides our approach and commitment to good health, and we distribute the white paper globally as an initiative in line with the situation in each country and each entity.
As a result of these initiatives, Ajinomoto Co., Inc. has, for the tenth consecutive year, been recognized as a White 500 organization for outstanding health and productivity management (large enterprise category).

Interviews with all employees by industrial physicians and medical staff	Ajinomoto Co., Inc. strives to have every employee receive an individual health consultation as a foundation for improving employee self-care. Every employee working in Japan and employees overseas is given a 30-minute interview by an industrial physician (7 doctors) or medical staff (14 staff) at the Wellness Promotion Center once per year. Based on medical checkups and stress assessment results, employees receive individual health guidance that is respectful of each person's values and lifestyles. Guidance and advice services are also available for employees who work long hours or who are stationed overseas.
Self-care support measures	Ajinomoto Co., Inc. identifies employee health issues based on regular health checkups and one-on-one interviews with all employees. As needed, the company connects employees to programs tailored to their specific needs, including employees at high health risk and employees seeking to maintain or improve their health. The former includes initiatives aimed at preventing severe illness and specific health guidance, while the latter consists of programs based on the concept of Eat Well and Add Health, including My Health Lunches, nutrition literacy education, and cancer screenings.
Mental Health Recovery Program	Ajinomoto Co., Inc. operates an independent Mental Health Recovery Program. While taking temporary health leave and after returning to work, employees on this program receive ongoing support through interviews with industrial physicians and medical staff to assess their personal values and sources of fulfillment, learning to enjoy work upon their return by dealing with stress. As part of this program, employees set goals based on the stage of their symptoms.
Systems supporting diverse work styles	We have introduced programs that support flexible work arrangements as a foundation for our diverse workforce to thrive. In this way, employees balance their careers with life events such as child-rearing, caring for family members, and accompanying a partner on a job transfer. At the same time, we encourage employees to take advantage of this program by fostering a culture of mutual support and cooperation, strengthening support for dual-income households.
Monitoring work hours	Ajinomoto Co., Inc. established working hours management regulations to ensure the health and safety of employees, as well as to raise awareness of labor productivity per hour in the workplace. A work input system linked to PC startup time records hours worked, which supervisors check and approve on a daily basis. Non-management employees must obtain prior union approval if monthly overtime hours exceed 40 hours (35 hours in certain workplaces). Both non-management and management employees are required to have a health survey if monthly overtime exceeds 60 hours. Employees must have an interview with an industrial physician if overtime exceeds 100 hours.
Overtime pay	Ajinomoto Co., Inc. stipulates overtime pay in salary regulations, and pays overtime pay to employees who work in excess of the prescribed working hours per day on days other than holidays. Employees receive substitute holidays and holiday pay, or holiday pay only, depending on the number of hours worked over a holiday.
Annual paid leave	Employees may request annual paid leave based on attendance rate and length of service in the previous year.

> Personnel and Labor-Related Data Work-life balance (WLB) -related programs (Ajinomoto Co., Inc. only)

Initiatives for financial well-being

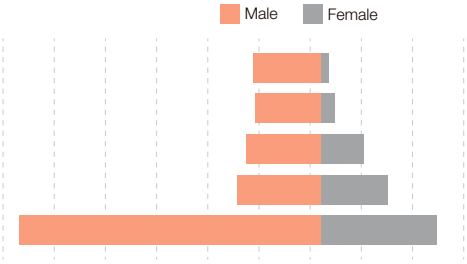
The Ajinomoto Group strives to improve employee financial well-being through financial literacy toward asset building, as well as through appropriate wages in consideration of economic and social conditions based on the performance, business, and labor market of each country. A score of 80 in the fiscal 2025 Engagement Survey indicated employees were favorably satisfied with their pay.

> Human resources and labor data: Ajinomoto Co., Inc. annual salaries by category and by gender in FY2025

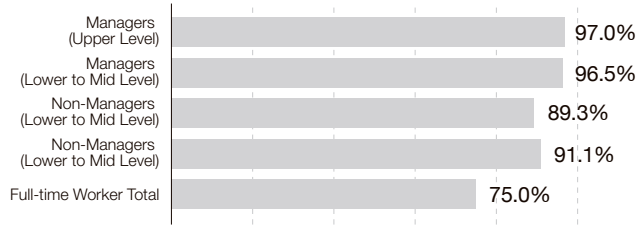
The Ajinomoto Co., Inc. compensation system unifies the wage ranges for each rank and grade, regardless of gender. However, the company continues to monitor the gender pay gap annually and analyze any causes. The factors contributing to the gender pay gap in fiscal 2025 were as follows.

For regular employees, the wage gap by rank among non-management positions was largely influenced by leaves of absence taken for life events such as childbirth and child-rearing. The rate was 89.3% for non-management positions (senior) and 91.1% for non-management positions (entry and mid-level). The wage gap among managerial positions by rank tends to narrow as one moves up the hierarchy. The wage gap was 97.0% for senior managers and 96.5% for entry- and mid-level managers. As the ratio of female employees is low in the relatively high-pay management positions, however, the gender pay gap among regular employees stood at 75.0%. In fiscal 2025, the per of female managers at Ajinomoto Co., Inc. was 16%, representing a 2% increase over the previous year. As a result, the gender pay gap among regular employees narrowed by 2.5% year on year. We anticipate that the wage gap will continue to narrow gradually as we continue our efforts to build a pipeline of female managers.

Breakdown of the male and female composition of Full-time Worker by level



Gender wage defferences across different levels of full-time workers



Improving financial literacy	Since fiscal 2022, Ajinomoto Co., Inc. has held online financial literacy seminars for employees to help with financial asset building and improve employee financial well-being. Together with outside experts, we have developed a proprietary program that combines topics such as corporate pension funds, defined contribution plans, the new NISA mechanism, and inheritance with our own company programs. The program is designed so that employees can attend sessions on the same topic multiple times. Each year, more than 1,600 people participate in courses, and in fiscal 2025, approximately 1,645 people in total (all Group companies) participated. We continue to consider more opportunities for each employee to think about building their own wealth.
Employee stock ownership plan	We offer the Ajinomoto Group Employee Stock Ownership Association stock ownership plan as part of our efforts to support employee wealth building. As of June 2026, the participation rate for Ajinomoto Co., Inc. (non-consolidated) was 71.3%, while the rate for all domestic Group companies combined was 65.8%. Management determines the amount of incentive payments (lump-sum payments) in light of financial results. In this way, we not only encourage the use of this system, but also foster a greater sense of ownership among each employee regarding the company's business.

Labor-management relations

All eligible non-management employees of Ajinomoto Co., Inc. are members of the labor union (regular non-management employees). Labor agreements require the company to notify employees and their representatives before making any major changes that impact employees (minimum prior notice requirements are confidential and therefore not disclosed).

Labor agreements also stipulate various requirements concerning safety and health, education and training, and medical checkups. Both management and employees work together to improve workplace safety, health standards, and motivation. Aiming to achieve zero workplace accidents, each location holds monthly meetings, consisting of roughly half employees and half management, to mutually confirm health and safety activities and working conditions, as well as to share information on legal revisions. Changes in working conditions for managers are decided by the management meeting, while changes for executives are determined by the Compensation Committee and Nomination Committee. Amendments to the regulations of the Compensation Committee and the Nomination Committee are submitted to the Board of Directors for approval.

Occupational safety and health

Basic approach to occupational safety and health

Strategy

The Group Shared Policy on Occupational Safety and Health clearly states that we act based on the principle that "We must give priority to the safety protecting life" and keep improving occupational safety and health through the participation of all officers and employees to ensure the safety of all personnel who work for the Group. The policy further sets out specific actions to support these efforts.

> Group Shared Policy on Occupational Safety and Health

Occupational safety and health management system

Governance and Performance

The Ajinomoto Group Board of Directors oversees the execution of occupational safety and health management through reports from the Executive Committee.

The Executive Committee established the Occupational Safety and Health Committee as a subordinate organization to determine important policies, develop plans, and conduct reviews of activities related to occupational safety and health. Subject matters decided and deliberated by the committee shall be reported to the Executive Committee. To foster an understanding of the Group Shared Policy on Occupational Safety and Health, we created the Occupational Safety and Health Management Guide and Standards and encourage Group companies to spread awareness of and use these guidelines.

In addition, we established the Safety & Disaster Prevention Promotion Headquarters to drive and support measures related to occupational accidents and disaster prevention. If an accident, disaster, or other emergency has occurred or may occur, that threatens Group occupational safety and health, this headquarters assesses the situation, makes recommendations, and provides guidance. The headquarters also reports to company executives and relevant departments.

Framework

Status of ISO 45001 certification

The Ajinomoto Group aims to obtain ISO 45001 certification at all production sites, and is pursuing the establishment of an ISO-compliant management system.

As of March 2026, 76 of the 94 plants in the Ajinomoto Group have obtained ISO 45001 certification. Two plants have obtained other third-party certifications. We are also working to obtain third-party certification for all applicable plants.

Occupational safety and health assessments, audits, and inspections

The Ajinomoto Group generally conducts the Occupational Safety and Health Assessments at the start of new product manufacturing. This is one means to prevent occupational accidents. In addition, we conduct internal audits based on the occupational safety and health management system at each company and business site to prevent accidents, disasters or violations of the law.

Measures	Description	FY2025 Results
Occupational Safety and Health Assessments	Generally conducted at the start of new product manufacturing, when expanding production capacity or changing manufacturing processes, developing new substances, and during the planning stages of constructing or demolishing buildings, structures and equipment.	48 assessments
Occupational Safety and Health Audits and Inspections	Internal audits are implemented for each company and business site. In the event of a serious accident or disaster within the Group, Ajinomoto Co., Inc. conducts an onsite emergency Occupational Safety and Health Audit to investigate causes, determine corrective measures, and prevent recurrence.	Conducted 1 Occupational Safety and Health Audit and 1 Occupational Safety and Health Inspection in Japan
Equipment inspections for safe and stable production	Regular maintenance and legal inspections are conducted at factories. For factories that operate 24 hours a day, we suspend all production periodically to allow employees and specialists time to conduct legally mandated inspections.	Conducted at each business site
Occupational accident prevention at designated worksites	Any sites considered a high risk by the chief of the Safety & Disaster Prevention Promotion Headquarters (frequent occupational accidents or disasters, inadequate management, etc.) are designated as Special Safety Management Requested Site and given guidance for safety improvement.	No designated worksites

Occupational safety and health activities

Performance

Our goal is to have zero serious accidents, which we will achieve by following our occupational safety and health practices. There were eight serious accidents in fiscal 2025 (eight in the previous year), and 141 out of 149 sites achieved the goal of zero serious accidents.

The number of serious accidents caused by operating machinery was two (two in the previous year), and the number of serious accidents due to falls increased to three (one in the previous year).

We will continue implementing measures in fiscal 2026 to prevent accidents involving caught-in or pinched-between operating machinery and falls as part of our efforts to achieve zero serious accidents by fiscal 2030. We will also further strengthen efforts to prevent accidents during non-routine operations, including equipment startup and changeovers. Furthermore, we will continue reinforcing the foundations of workplace safety through initiatives that foster a strong safety culture.

> Personnel and Labor-Related Data: Frequency of serious accidents and accidents with absence, and number of accident victims

Identify sources of occupational hazards and form action plans

Sources of occupational hazards	Risk assessment	Action plans
Machines in operation	Caught in or trapped between machinery	• Share cases of serious accidents that have occurred within the Group; issue notices for the prevention of similar accidents • Consolidate safety measures and share information on measures within the Group (lateral rollout) • Conduct comprehensive safety inspections of operating machinery (continue 100% implementation of tangible safety measures, including installing machinery covers)
Uneven road/ floor surfaces	Fall accidents	• Implement sort and set in order consistently in the surrounding area (secure aisles, do not place or leave objects in aisles or vicinity, do not leave leaks or spills) • Ensure safety in the surrounding area (conduct maintenance for steps and unevenness on paths or floors, secure aisles and work spaces) • Gain wider adoption of Ajinomoto Group Falling Over Prevention Exercise Program and ensure pre-work stretching exercises, etc.

Response to safety and health laws and accidents

In fiscal 2025, two corrective action recommendations were issued under the Industrial Safety and Health Act and one violation occurred under the Fire Service Act.

In each case, in addition to submitting an improvement report to the authority, we took steps necessary to prevent recurrence.

Mie Plant, Ajinomoto Food Manufacturing Co., Ltd. (Violation of the Industrial Safety and Health Act)	Failure to implement measures to prevent workers from falling through roofs made of slate, wood wool cement board, or similar materials, including the installation of walk boards at least 30 cm wide and safety netting.
Kawasaki Office, AJINOMOTO ENGINEERING CORPORATION (Violation of the Industrial Safety and Health Act)	Failure, as the primary contractor, to provide necessary guidance to subcontractors and their employees to ensure compliance with the Industrial Safety and Health Act, the Ordinance on Industrial Safety and Health, and other applicable requirements, including other deficiencies identified during the inspection.
Kyushu Plant, Ajinomoto Co., Inc. (Violation of the Fire Service Act)	Receipt of a notice under the Fire Service Act after part of a warehouse within the facility was classified as a windowless floor as the effective opening area did not meet the required standard of at least 1/30 of floor area.

Employee occupational safety and health education

The Ajinomoto Group conducts occupational safety and health education tailored to employee job descriptions and tasks. Major education and training programs conducted during fiscal 2025 were as follows.

- Safety and health seminar for managers
- Fall prevention seminar
- Seminar on preventing machinery entanglement accidents

Disaster preparedness

Performance

The Ajinomoto Group routinely collects information related to natural disaster forecasts and damage projections. On an ongoing basis, we confirm the safety of our buildings and production facilities, taking appropriate steps and revising training drills as necessary. Each Group company and site implements evacuation and fire-fighting drills. We continue to revise and update organizational structures, communications systems, and manuals.

We also partner with local governments to provide safety for local residents. Several sites are working with governments to determine how to offer safety and food to local residents in the event of a disaster.

Quality management

Basic approach to quality

Strategy

Customer safety has always been a top priority for the Ajinomoto Group, and we ensure consistent quality assurance through an end-to-end approach, from product development to sales, across all Group businesses and regions.

Quality assurance policy

Strategy

As part of our responsibilities to customers, the Ajinomoto Group has established a Group Shared Policy that calls on us to put customers first at all times and, through advanced technology and creativity, develop and provide safe, high-quality products and services. Under this Group Shared Policy, we established the Group Shared Policy on Quality as an action guideline consisting of the following five specific initiatives.

1. Pay full attention to the request of our customers
2. Actively provide appropriate information
3. Make no compromises with regard to safety and comply with applicable laws and regulations
4. Assure quality through the Ajinomoto System of Quality Assurance (ASQUA), based on the concepts outlined in the ISO standard
5. Each one of our company's employees makes the greatest effort

> Group Shared Policy on Quality

Response to the social impact of quality and food safety issues

Strategy

We recognize that the impact of quality and food safety on society is a critical issue from the perspectives of sustainable growth in our business activities and our social responsibility. We assess the impact of product safety, raw materials, the supply chain, and relevant laws and regulations in an end-to-end approach, from development through sales. From these factors, we manage quality and food safety in accordance with Ajinomoto System of Quality Assurance (ASQUA), our Group-wide quality assurance system. At the same time, we strive to minimize our negative impact on customers and society, while eliminating issues beforehand through continuous improvement.

Preventive risk management for quality and food safety

Strategy

We engage in proactive risk management through a risk-based approach to prevent risks related to quality and food safety. The Ajinomoto Group monitors information regarding product safety, raw materials, the supply chain, and trends in relevant laws and regulations to identify potential risks related to quality and food safety at the earliest stage. Based on the information identified, we take the necessary actions promptly and appropriately to prevent risks from occurring, to minimize the negative impact on our customers and society, and to ensure quality and food safety. For example, we have implemented hygiene management practices based on HACCP[1] even before they were legally mandated in Japan. Overseas, we conduct practices across all Group companies in accordance with the standards under ASQUA, even when there is no legal mandate to do so. In this way, we prevent the materialization of food safety risks and minimize potential impacts, strengthening the Group's overall quality assurance system.

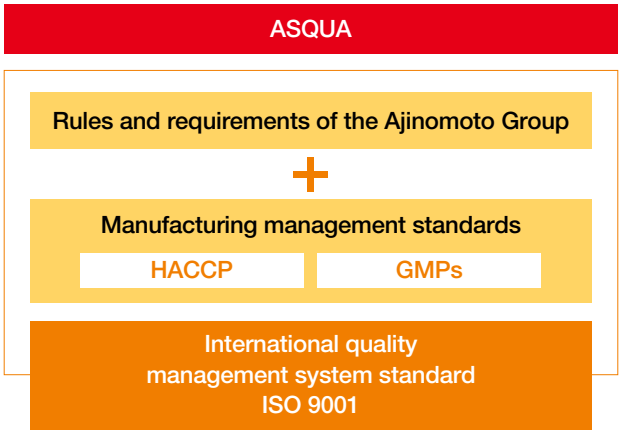
Ajinomoto System of Quality Assurance (ASQUA)

Strategy

ASQUA is the Ajinomoto Group's common quality assurance system designed to provide safe, high-quality products and services that satisfy customers. As of March 2026, 91 Group companies have implemented ASQUA.

ASQUA is built on the framework of the ISO 9001 international quality management standard, and we supplement ASQUA with other manufacturing management standards, including the Hazard Analysis and Critical Control Points (HACCP)[1], Good Manufacturing Practices (GMPs)[2], as well as the Group's own approaches and standards.

ASQUA framework

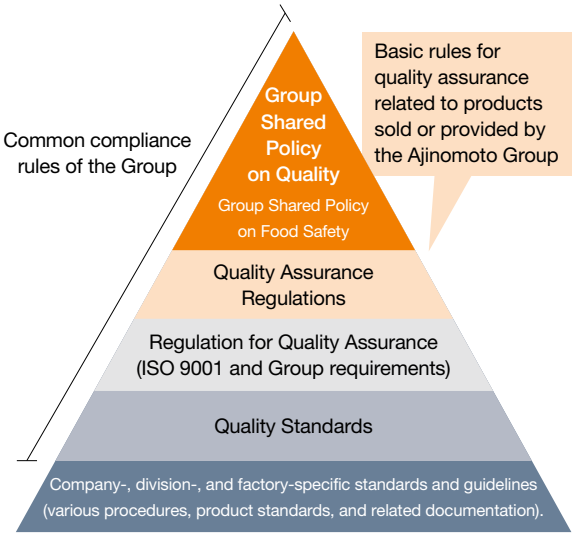


ASQUA itself is systematically structured in accordance with the Group-wide compliance requirements: Group Shared Policies[3], the Ajinomoto Quality Assurance Regulations, the Regulation for Quality Assurance, and the Quality Standards. Each Ajinomoto Group company establishes operational rules tailored to their own business activities and circumstances in accordance with these group-wide common compliance rules, engaging in quality assurance activities. We conduct a periodic review of the Quality Standards, which determine quality assurance for each process, in light of changes in the internal and external environment and societal demands, aiming to achieve continuous improvement. In fiscal 2025, we made revisions to the standards in three areas.

[1] Hazard Analysis and Critical Control Point: Management standards for safe and hygienic food production
[2] Good Manufacturing Practice: Standards for the production process and quality control of products
[3] Group Shared Policy on Quality, Group Shared Policy on Food Safety

> Group Shared Policy on Quality
> Group Shared Policy on Food Safety
> Ajinomoto System of Quality Assurance (ASQUA)

ASQUA components



Response to quality-related incidents

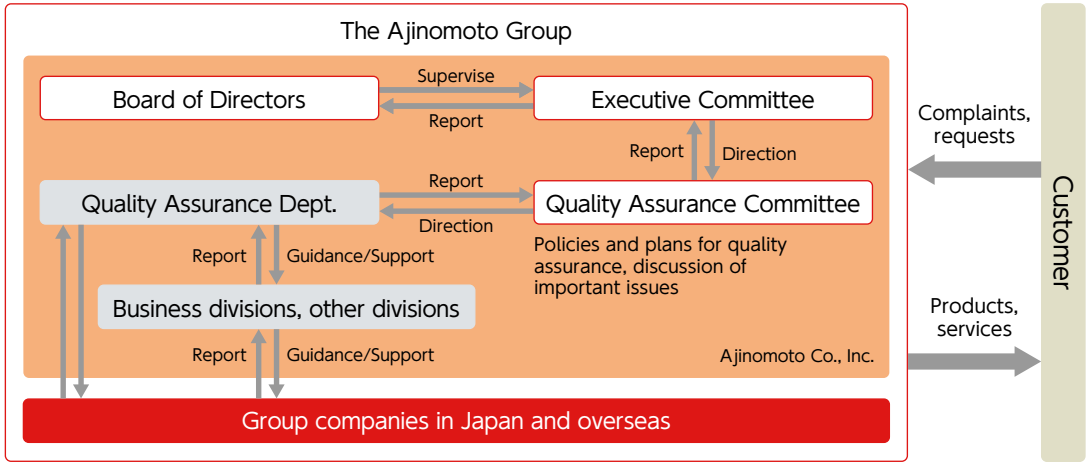
The Ajinomoto Group defines our response to quality incidents in accordance with the Regulation for Quality Assurance and the Standard for Determination of Responding to Quality Emergencies. In the event of a quality incident, the division with responsibility for products (mainly the business department) takes leadership in handling the incident together with the related departments. If the quality incident is determined to be serious and in need of immediate attention, it is first reported to management immediately, and an emergency response team is formed. At the same time, we submit a report to the government, disclose information to customers, and strive for the prompt recall of products through newspaper notices and our website. These response status and interim progress updates are reported to management in a timely manner, and management provides instructions as necessary. Furthermore, the division responsible for the product works with relevant parties to thoroughly investigate the root causes of the incident, including process, organizational, and human factors, and develops and implements measures to prevent recurrence and strengthen the quality assurance system.

Quality assurance governance structure

Governance

Under the supervision of the Board of Directors, the Ajinomoto Group established the Quality Assurance Committee as a subordinate body of the Executive Committee to deliberate basic policies and various measures regarding quality assurance. The Quality Assurance Committee drafts basic policies and plans, and escalates group-wide implementation related to quality assurance, once approved by the Executive Committee. Matters related to quality assurance activities decided and deliberated by the committee are reported to the Executive Committee and the Board of Directors to ensure appropriate governance.

Framework diagram



Promotion of quality assurance

Strategy

To align the direction of quality assurance activities across the Group and ensure coordinated implementation, a Group-wide quality assurance plan and quantitative quality targets are established each year. Based on them, each group company develops its own plans and quantitative quality targets and promotes quality assurance activities.

We also believe that cultivating a quality culture is essential to quality assurance. A quality culture is an essential framework for practicing the Group Shared Policy on Quality into daily operations. Under this approach, we incorporated cultivating a quality culture as an important shared quality target in fiscal 2025. Pursuing this target, we are engaged in initiatives aimed at deepening employee awareness of quality and encouraging employees in proactive, quality-related behavior. These initiatives align with the concepts of food safety culture as outlined in the Codex General Principles of Food Hygiene[1] and the FDA's concept of quality culture in the pharmaceutical sector.

Furthermore, we require compliance with the ASQUA Implementation Guideline for newly acquired food companies joining the Ajinomoto Group through M&A and other means. The guideline provides a clear roadmap and priorities for the activities needed for targeted companies to meet the quality assurance standards required under ASQUA, and supports efforts to align with the system.

[1] The General Principles of Food Hygiene refer to an international standard established by the Codex Alimentarius Commission, the joint FAO/WHO food standards body.

Obtaining and maintaining third-party certifications

The Ajinomoto Group requires Group companies to acquire and maintain ISO 9001 certification, a globally recognized standard for quality management. As of March 2026, 64 of the 72 companies targeted for certification, based on factors such as the nature of their businesses, have obtained ISO 9001 certification. Many of the companies that have not yet obtained certification are newly acquired through M&A or newly established entities, and these companies are establishing the necessary frameworks to obtain certification. We are further strengthening our quality management system with the goal of achieving a group-wide certification rate of 90% or higher within the next few years.

Certification of standards for the quality management system

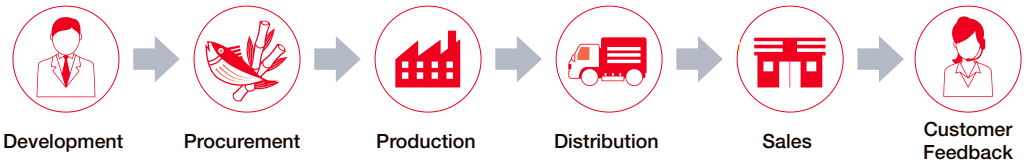
ISO9001	
No. of applicable companies	No. of companies certified
72	64

In response to customer requests or other considerations, the Ajinomoto Group works to obtain certification for other food safety management system standards, such as FSSC 22000, recognized by the Global Food Safety Initiative (GFSI). According to the results of an audit under the GFSI-recognized certification programmes, the major nonconformity rate was 0.02, the minor nonconformity rate was 4.9, and the implementation rate of related corrective actions was 100% (as of June 2026).

Certification of standards for food safety management systems

No. of companies with food plants	ISO22000	GFSI-recognized certification programmes			
		FSSC 22000	BRCGS	IFS	SQF
	No. of companies certified	No. of companies certified	No. of companies certified	No. of companies certified	No. of companies certified
43	7	20	8	5	2

Supply chain process



Quality assurance initiatives across the supply chain

Governance

The Ajinomoto Group practices strict quality assurance by applying the ASQUA globally at each stage, from product development to customer communication. Our efforts are guided by the Group Shared Policy on Quality and the Group Shared Policy on Food Safety.

> Group Shared Policy on Quality
> Group Shared Policy on Food Safety

Development

To deliver safe, high-quality products, the Ajinomoto Group implements strict quality assessments, including risk factors, in each stage of the product development process in accordance with the Quality Assessment Standards defined under ASQUA. Only products that meet all assessment requirements are released to the market. We also conduct environmental and social-related assessments of environmental conservation and occupational health and safety to reduce various risks associated with business activities.

Raw materials procurement

When sourcing raw materials, the Ajinomoto Group follows the Quality Standards for Raw Materials defined under ASQUA, establishes quality requirements for suppliers, and procures raw materials only from suppliers that have agreed to comply with these requirements. We work with our suppliers to mitigate quality risks and improve the level of quality through measures that include regular evaluations and quality audits. We also hold information sessions in Japan and certain other countries and regions to share information on quality and promote a mutual understanding. In this way, we strengthen collaboration with suppliers, engaging in quality assurance and continuous improvement beginning at the raw materials stage. Furthermore, we have established traceability rules across all stages of the supply chain—from the receipt of raw materials through manufacturing, packaging, and logistics—to ensure quality, strengthen risk management, and enable traceability to the final product. We ensure product safety with regard to pesticide residues by verifying compliance with the laws and regulations of the countries where the raw materials and final products are manufactured and sold.

To enhance food safety initiatives further throughout the supply chain, the Ajinomoto Group participates in the steering committee of the GFSI Japan Local Group. By applying the insights gained through our participation in this committee to our quality assurance activities, we strive to reduce risks and improve food safety throughout the supply chain.

> P113-116

Production

■ HACCP-based food hygiene management

In accordance with the HACCP requirements defined under the ASQUA Food Safety Management System Standards, the Ajinomoto Group implements HACCP-based hygiene management practices throughout the manufacturing process. Through the HACCP system, we identify hazards and establish and manage critical control points to ensure consistent product manufacturing and food safety.

In addition, we conduct process inspections and product-related tests and inspections consistently, recording and evaluating the results to verify the effectiveness of control measures, as well as to ensure the proper operation of the HACCP system. We use these records as the foundation for ensuring accountability in process management and quality assurance.

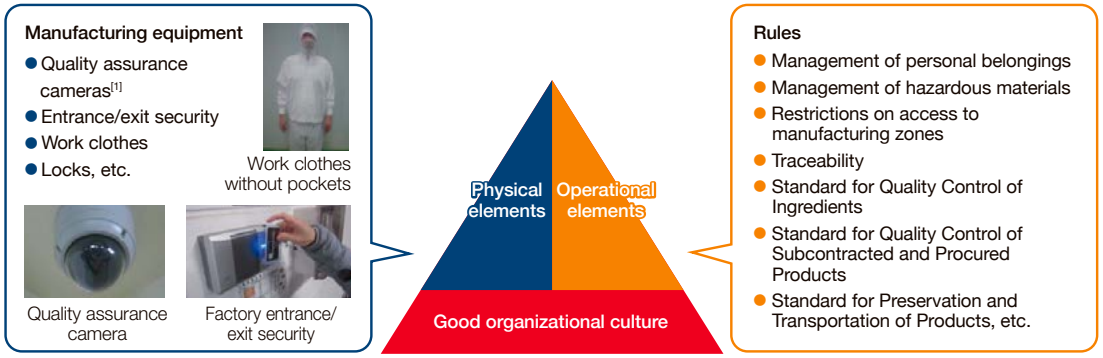
■ Structural enhancements for food safety

We believe that creating a workplace culture that is open and based on employee trust is an important part of strengthening our food safety system. We also continue to review and improve physical elements, such as manufacturing facilities, as well as operational elements, such as quality standards, guidelines, and operating rules. Through these initiatives, we aim to minimize risks, such as intentional contamination during the manufacturing process, while ensuring rigorous quality assurance through steady compliance with quality standards and improvements in operational effectiveness.

Distribution

In accordance with the ASQUA Standards for Storage and Transportation Management and Warehouse Management (in Japan only), the Ajinomoto Group ensures strict quality control at all stages of storage and transportation—from shipment at manufacturing facilities to delivery to customers—by managing factors such as freshness, temperature, and humidity in line with product characteristics.

Conceptual diagram for assuring food safety



[1] Quality assurance cameras record actual footage of factory operations. This footage also serves as evidence that no issues or operational errors occurred in the factory at any given time.

Sales (product information)

We are committed to providing the necessary information on our product packaging and websites to give greater confidence in purchases and in product usage.

■ Product packages

The packages of home-use products marketed by the major Group companies in Japan indicate not only legally required information, but also other quality-related information of the following type, except when space is limited, certain other exceptions, etc. Specifically, we provide clear and easy-to-understand information, including explanations of ingredients that frequently raise customer questions, allergen information (both mandatory and recommended items) presented in user-friendly formats such as tables, clear labeling of packaging materials, and customer inquiry contact information. By providing this information, we aim to promote a clear understanding of our products and support safe use, as well as create an environment where customers use our products with confidence.

> Product Package Labeling (Japanese only)

■ Website

The Ajinomoto Co., Inc. global website publishes information on group quality assurance activities in multiple languages.

Group companies operate their own owned media through which they provide information to customers in each country/region.

> Quality Assurance

Customer feedback (Voice of Customers/VOC) (global)

■ Initiatives to reflect customer feedback

In accordance with the ASQUA standards, we analyze customer feedback and incorporate the insights gained into the development and continuous improvement of products and services to enhance customer satisfaction. As of March 2026, we operate under these standards in a total of 13 countries. We also incorporate customer feedback during the quality assessment conducted at the product development stage to identify risks and explore ways to further improve customer satisfaction.

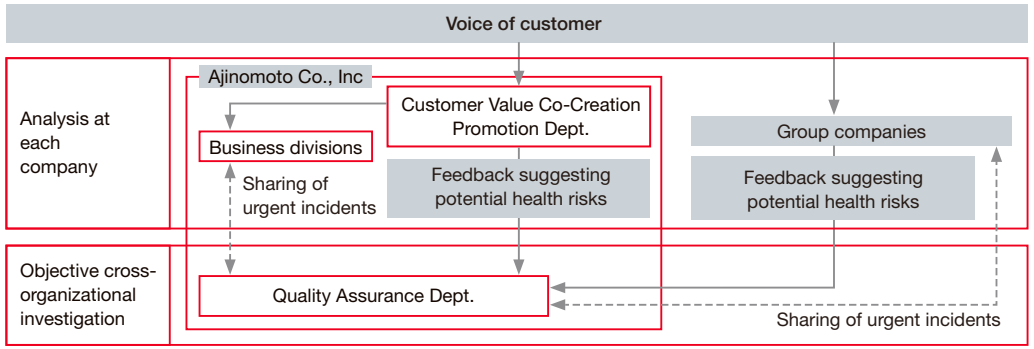
> Quality Assurance

■ Contact point for responding to customer feedback

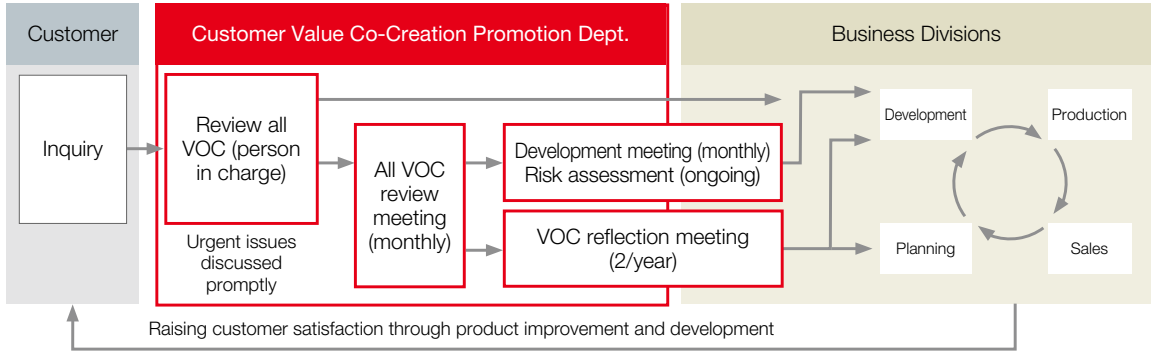
To fulfill our social responsibility regarding product safety and quality, the Ajinomoto Group has established a dedicated contact point to handle inquiries and other communications from customers in an appropriate manner. We provide a contact form that allows customers to reach us at any time, including on weekends and holidays. We categorize customer feedback (VOC) into “complaints,” “inquiries,” or "other" based on the nature of the communication. We document the content, conduct any necessary investigations, and take corrective actions.

> Ajinomoto Co., (Thailand) Ltd., Customer Service
> Supplier hotlines (Japanese only)
> Customer Service Center (Japanese only)

Structure to monitor customer feedback that may point to health hazards, violations of laws and regulations, or other serious problems



Product development system reflecting VOC (example from the Customer Value Co-Creation Promotion Dept.[1])



[1] Handling customer service functions for Ajinomoto Co., Inc., Ajinomoto Frozen Foods Co., Inc., and Ajinomoto AGF, Inc.

■ Monitoring customer feedback that may point to health hazards, violations of laws and regulations, or other serious problems

Customer feedback that may point to serious health hazards, legal violations, or other serious problems is analyzed by customer service centers and subsequently reviewed by the Ajinomoto Co., Inc. Quality Assurance Department under a dual-check system. This system is designed to prevent serious problems from being overlooked and delays in response, allowing for an early assessment of the situation and appropriate action. As of March 2026, we operate this system in 18 countries.

Customer feedback (Voice of Customers/VOC) (Japan)

■ VOC Initiatives in Japan

The three domestic food companies within the Ajinomoto Group clearly display information for customer service centers, including toll-free numbers and contact forms, to make it easier for customers to reach out. We incorporate the feedback received through these contact channels into our product development as VOC.

■ Breakdown of customer feedback (VOC) in FY2025

- VOC received by Ajinomoto Co., Inc.: 18,968 (95.2% vs. FY2024)
- VOC received by three Ajinomoto Group food product companies in Japan: 31,464 (94.5% vs. FY2024)

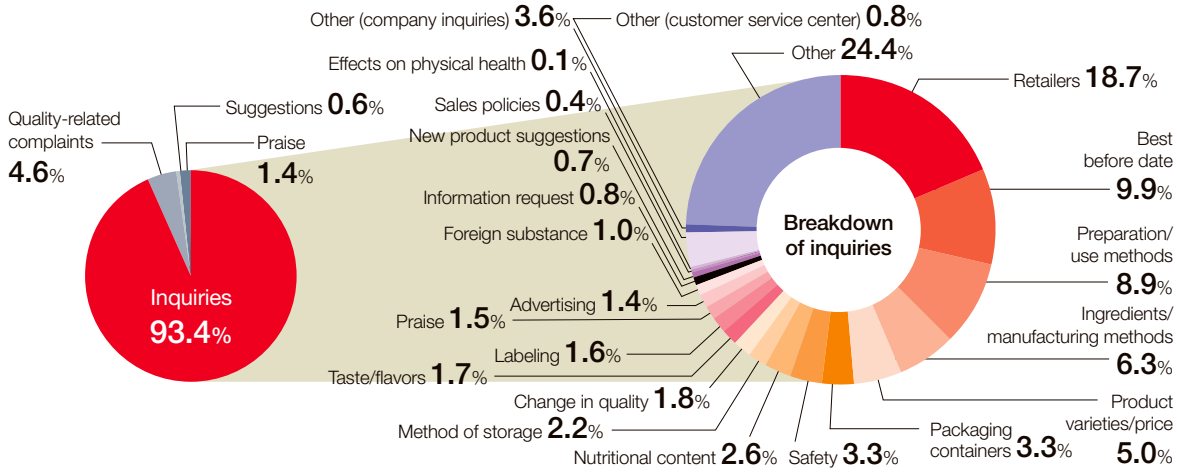
[1] Ajinomoto Co., Inc., Ajinomoto Frozen Foods, Co., Inc. and Ajinomoto AGF, Inc.

■ Efforts to improve customer satisfaction

The three Ajinomoto Group food product companies in Japan continue to conduct surveys and improve responses to confirm customer satisfaction regarding the quality of response to customer quality-related complaints. The investigation, business, and customer service departments work to share specific feedback from survey results and reflect the results in improvement activities.

Surveys conducted during fiscal 2025 by Ajinomoto Co., Inc. indicated that 94.2% of customers were satisfied with the response to issues they raised, 88.0% were satisfied with the reports on investigation results, and 88.5% intend to continue to use the company's products.

Breakdown of customer feedback (Voice of Customer/VOC) (Ajinomoto Co., Inc.)



■ Addressing the decline in customer inquiries received

The number of customers who contact customer service centers directly has been steadily declining each year as more customers turn to the internet and other sources for information to resolve their own questions and concerns. In light of these circumstances, our customer service centers are working to create an environment where customers can easily access the information they need. More specifically, to address this shift in behavior, customer service centers use AI to expand the functionality of chatbots which answer customer questions 24 hours a day, 365 days a year, while improving response accuracy. In addition, we are improving the usability of the FAQ page by expanding the content of the FAQs posted on the Ajinomoto Co., Inc. website and implementing a system for easy access to information via search. Other efforts included enhancing the accessibility to FAQ content, including voice-reading software that allows users with visual impairments or difficulties to access information.

■ Addressing customer harassment

The Tokyo Metropolitan Government enacted the Tokyo Customer Harassment Prevention Ordinance in April 2025. In response, Ajinomoto Co., Inc. established the Basic Policy on Customer Harassment, which clarifies the Group's policy for responding to any conduct deemed to be customer harassment.

We also added sections on handling customer harassment in the training for staff at the Customer Service Center to improve appropriate staff response capabilities. At the same time, we conduct internal training for all Group employees to prevent harassing behavior toward business partners on the part of Group employees, ensuring the elimination of harassment.

> Basic Policy on Customer Harassment (Japanese only)

Quality management monitoring

Governance

In accordance with the Quality Assurance Regulations and Regulation for Quality Assurance, we require each organization and Group company to conduct periodic internal audits to ensure the effectiveness of quality management systems. The Ajinomoto Co., Inc. Quality Assurance Department monitors the implementation of these measures across the Group, and their effectiveness is further verified by third-party certification bodies through audits for ISO 9001, food safety management systems, and other standards.

Quality incident response and continuous improvement

Results

We recorded one recall (including one recall related to food safety) in fiscal 2025. In addition, one warning regarding food labeling was received from regulatory authorities. The Ajinomoto Group is committed to reducing quality incidents by investigating the causes of every incident in detail as it occurs and implementing measures to prevent recurrence. Furthermore, in the event of a serious quality incident, we promptly share the details, root causes, corrective actions, and preventive measures with Group companies in Japan and overseas to prevent recurrence and the occurrence of similar incidents, thereby enhancing quality management across the Group. In addition, we have compiled information on major past quality incidents into a database, making the information available for relevant personnel to access at any time. Each organization continuously implements the PDCA cycle by utilizing this information for risk assessment and preventive activities, covering the identification of issues, corrective actions, and measures to prevent recurrence. We regularly evaluate the effectiveness of these initiatives at meetings of the Quality Assurance Committee held every six months.

■ Recalls

United States - Frozen foods product Chicken and Pork Fried Rice, Ramen, and Shu Mai Products:

We issued a recall due to glass fragments found in the product (Quantity recalled: Approximately 24,200 tonnes). The root cause was foreign object contamination originating from the raw materials. In response, we implemented corrective actions to enhance our ability to detect foreign objects in raw materials and finished products. We also strengthened supplier management. In addition, the Ajinomoto Group strives to strengthen management systems to prevent the recurrence of similar incidents.

Number of recalls by the Ajinomoto Group

Fiscal year	2022	2023	2024	2025
Number of recalls	1	1	3	1

■ Monitoring serious complaints

The Ajinomoto Group has monitored the number of serious customer complaints, as defined by internal standards, across Group companies in Japan and overseas for over 10 years. Over the 12-year period from fiscal 2013 to fiscal 2025, we reduced the number of serious complaints by approximately 50% through our medium- to long-term efforts to improve quality. As we aim to expand our business operations, we will continue to strengthen our quality management system, targeting a further reduction of approximately 30% in the number of serious complaints by fiscal 2030.

Measures to prevent manipulation of quality-related data

The Ajinomoto Group recognizes that the reliability of quality data is a key quality risk. We continue to cultivate employee compliance and a customer-focused quality mindset. In addition, we verify the appropriateness of quality data management through internal and external audits. Furthermore, we confirm the validity of the quality data via evaluation by internal experts.

In the pharmaceuticals and active pharmaceutical ingredients (API) sectors, we are strengthening management systems for analytical data and other information to comply with GMP and related regulatory requirements in various countries, aiming to prevent and reduce quality-related risks.

Develop human resources to enhance quality assurance levels

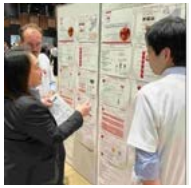
Results

Quality education led by Ajinomoto Co., Inc. Quality Assurance Department and regional headquarters

The Ajinomoto Group provides ongoing quality-related education for human resources development, aiming to strengthen the foundation of management supporting product quality and safety. In fiscal 2025, we enhanced knowledge and practical skills related to quality assurance through e-learning, online training, and in-person training.

■ Japan

In October 2025, we held the 46th Management and Technical Symposium on Quality. This symposium was organized by the Ajinomoto Co., Inc. Quality Assurance Department and brought together approximately 350 participants, primarily from domestic Group companies, across a wide range of functions and organizational levels, from executive management to research and development, manufacturing, quality assurance, customer service, and sales. In addition, through poster presentations from Group companies in Japan and overseas, we share initiatives aimed at improving quality and research findings, thereby promoting cross-organizational knowledge accumulation, enhancing quality awareness, and strengthening collaboration across the Group. Opportunities were provided for participants to interact with executive management, and poster presentation awards were also held.



The Management and Technical Symposium on Quality

Through various initiatives, including those of the Management and Technical Symposium on Quality, the total number of participants in quality training programs for fiscal 2025 reached approximately 2,150.

Other key quality education provided by the Ajinomoto Co., Inc. Quality Assurance Department in FY2025

Training	Participants
Religious education	Japan: Approximately 585
Basic seminar on food labeling	Japan: Approximately 340
Quality assessment training	Japan: Approximately 180
ISO 9001 training for transferred employees	Japan: Approximately 110
Pharmaceutical GMP training	Japan: Approximately 110

■ ASEAN

With planning and support by Ajinomoto SEA Regional Headquarters Co., Ltd., several quality assurance training programs were conducted for quality assurance personnel across the ASEAN region. Quality Assurance Seminar (approximately 30 participants from 10 Group companies), Supplier Management Training (approximately 70 participants from Ajinomoto Philippines Corporation), and the Frozen Foods Quality Assurance Conference (eight participants from five Group companies), aimed at enhancing understanding of fundamental quality assurance knowledge for frozen foods and quality management in manufacturing processes.

ASEAN regional quality assurance seminar

■ China

With planning by Ajinomoto (China) Co., Ltd., a group training session was conducted on quality control to develop quality assurance professionals. In fiscal 2025, approximately 20 participants from six Group companies attended in-person training programs.

■ South America

With planning by the Latin America Regional Headquarters, a quality audit training program aimed at developing quality auditors was conducted, with approximately 30 participants from three Group companies.

■ Global

The Ajinomoto Co., Inc. Quality Assurance Department organized and held three Global Regulatory Meetings to enhance specialized expertise through the sharing and discussion of the latest information regarding the functionality and safety of key ingredients. The conference held in May 2025 was conducted on-site, with approximately 40 individuals participating from Europe, North America, South America, ASEAN, Korea, Taiwan, and Japan. The sessions held in January and March 2026 were conducted online, with approximately 80 participants in each session engaging in lively discussions.

Global Regulatory Meeting group photo

■ The Ajinomoto Group

Efforts to cultivate a quality culture across the entire Ajinomoto Group were designated as a key Group-wide quality objective in fiscal 2025. To launch this initiative, the Ajinomoto Co., Inc. Quality Assurance Department took the lead in creating and distributing videos, materials, and case studies explaining the purpose of the initiative to Group companies. In addition, we provided direct briefings to Group companies in overseas through the European ASQUA School (held in February 2025), the ASEAN Regional Quality Assurance Seminar, and the Quality School in China, among other initiatives, to encourage an understanding and wider adoption of the initiative.

Quality training by Group companies

Each Group company plans and conducts quality training tailored to specific business characteristics and risks. The companies provide quality assurance training to a wide range of employees, from managers to general staff, across various business fields, including manufacturing, quality, research and development, and sales.

Through these and other initiatives, we aim to enhance quality-related knowledge and awareness across the Ajinomoto Group, while continuing to strengthen the effectiveness of our quality assurance system.

Strengthening relationships with local communities

Advancing regional development

Strategy

The Ajinomoto Group works to solve social issues in each region through our business. We understand and respect local cultures and values, aiming to strengthen relationships and contribute to the well-being and development of local communities by creating positive impacts through our production activities.

Our Group Shared Policy on Local Community Enhancement clearly states our commitment to contributing to the development of our communities through dialogue and cooperation with society, appropriate donations, and other support activities.

> Group Shared Policy on Local Community Enhancement

Promoting regional development

Results

■ Enhancing the productivity of cassava farmers (Thailand)

Ajinomoto Co., (Thailand) Ltd., in collaboration with Ajinomoto FD Green (Thailand) Co., Ltd. conducts the Thai Farmer Better Life Partner project, which focuses on the cassava supply chain. Cassava is one of the main ingredients of the umami seasoning AJI-NO-MOTO®, and the project serves to improve agricultural productivity and help farmers become self-reliant.

Advancing urbanization, the aging of farmers, and the lack of successors are serious issues in Thailand. In addition, the cassava harvest continues to decline due to cassava mosaic disease. Moreover, a lack of cultivation knowledge has led to low productivity and low income.

The Thai Farmer Better Life Partner project aims to provide solutions to the challenges faced by farmers, improve economic value, and create positive cycles. As specific measures, the project invites trial farmers to participate in the work, while implementing initiatives that include scientific analysis of cassava mosaic disease, communication of information on response measures, basic education on cultivation techniques, free soil testing, development of new fertilizers, and the provision of healthy stem cuttings. Between the start of the project in 2020 and March 2025, approximately 4,000 farmers have participated as trial farmers. Cassava yields have improved by more than 30% on average and revenues are up more than 12,500 baht per hectare. Ajinomoto FD Green (Thailand) Co., Ltd. has started a new initiative to directly purchase cassava produced by trial farmers and sell it to tapioca starch suppliers.

Ajinomoto FD Green establish Cassava supply chain business with traceability from root to starch which supply Ajinomoto Co., (Thailand) Ltd. and Kamphaeng Phet factory. Scheme change in FY25 from purchasing to be promoting and data collecting by partner model with farmer, chip yard and starch mill.

The project plans to increase the number of trial farmers and contribute to the development of sustainable agriculture, as well as improve harvest yields.

Comparison of three months of cassava growth between trial farmland and general farmland

■ Wetland restoration initiatives (North America)

Ajinomoto Health & Nutrition North America, Inc. (AHN) leads one of the largest wetland restoration projects in the region near its production facility in Eddyville, Iowa, U.S. The project, known as the Ajinomoto County Line Wetland Mitigation Bank, involves turning over 130 acres of farming land adjacent to the production facility and the Des Moines River back to its original wetland biome.

Wetlands play a crucial role in local communities. These biomes help create wildlife habitats, support watersheds, improve water quality, recharge groundwater, and mitigate climate change. The Ajinomoto County Line Wetland Mitigation Bank supports wildlife, including the endangered Indiana bat, whitetail deer, and various pollinators. The project is also expected to prevent nitrogen and eroded topsoil from entering the Des Moines River, encouraging the growth of oxygen-releasing plants and increasing carbon capture and storage in the soil.

The wetland restoration project serves as a mitigation bank, which aims to counteract the negative environmental impacts caused by human activities by enhancing the quality and quantity of ecosystems beyond their pre-development conditions. Mitigation refers to the act of reducing or compensating for environmental impacts caused by human activities.

As part of these mitigation activities, the Ajinomoto County Line Wetland Mitigation Bank offers credits for purchase. Corporations purchase credits to provide monetary support for the restoration and beautification of the wetland and offset any adverse impacts their projects may have on similar nearby ecosystems. The purchase of these credits allows the wetland restoration project to grow and develop further, while also aiding in economic and infrastructure development in central and southeast Iowa.

AHN volunteers planted native trees, shrubs, flowers, and grasses, and built and installed birdhouses at the Ajinomoto County Line Wetland Mitigation Bank to create a better environment for native species. These volunteers have also planted trees throughout Eddyville and participated in clean-up events at local monuments, beautifying the environment outside of the wetland. These activities conserve the local environment and support economic growth while also enhancing the sustainability of Group business. The Ajinomoto Group is committed to enhancing the environment and giving back to our local communities through sustainable activities.

Supporting communities through foundation Activities

Performance

The Ajinomoto Group supports needs-based activities in food and nutrition through foundations established in three countries.

Country	Foundation	URL
Japan	The Ajinomoto Foundation	http://www.theajinomotofoundation.org
	Ajinomoto Foundation for Dietary Culture	https://www.syokubunka.or.jp/english/
	Ajinomoto Scholarship Foundation	https://ajischolarship.com
Thailand	Ajinomoto Foundation	https://ajinomotofoundation.or.th (English and Thai only)
Brazil	Instituto Ajinomoto	https://www.institutoajinomoto.com.br/ (Portuguese only)

Policy and governance for lobbying activities

Performance

In fiscal 2025, we established a Group Policy on lobbying activities and initiated the development of a monitoring framework designed to promote compliance with applicable laws and regulations, maintain transparency, and ensure alignment with the Group Policy.

Marketing communications

Approach to marketing communications

Strategy

The Ajinomoto Group operates in 40 countries and regions. Each region has its own deliciousness and its own customs related to preparing and eating food. Each region has its own deliciousness and its own customs related to preparing and eating food. Each region also has particular ways of communicating that are considered appropriate. Communicating in accordance with the local culture is crucial to conveying the value of a product or service. Given these differences, we have stated our commitment to practicing responsible marketing communications in our Group Shared Policy on Marketing Communications. This policy acknowledges that extra caution is needed in marketing communications designed for children. We pledge to act responsibly, refraining from exploiting the inexperience or imagination of children or using language that can mislead children.

We updated our policies in April 2020 to clarify that the Ajinomoto Group Policies are based on the ICC Framework for Responsible Food and Beverage Marketing Communications, which are global standards established by the International Chamber of Commerce. Group companies in Japan publish social media guidelines on their respective websites, disclosing the rules with which employees must comply when engaging in social media.

Packaging on food-related products displays both legally required information and voluntary information unique to the Ajinomoto Group, including lists of allergens and details of ingredients that may be unfamiliar to customers.

> Group Shared Policy on Marketing Communications
> Group Shared Policy on Package Description
> Product package labeling (Japanese only)

Incidents of non-compliance

Performance

During fiscal 2024, Ajinomoto Co., Inc. received one notice from the Japan Consumer Affairs Agency regarding a potential violation of the Act against Unjustifiable Premiums and Misleading Representations. In fiscal 2025, Ajinomoto Co., Inc. applied for certification of a commitment plan, which was subsequently approved.