

Strong corporate governance

Corporate governance is one of the important management foundations for supporting Ajinomoto Group ASV management and for achieving our vision. To enhance the effectiveness of ASV management, we have adopted a Company with Three Committees, in which supervision and execution are clearly separated. This system will facilitate both in “supervising appropriate execution to reflect stakeholders’ opinions” and “flexible decision-making and execution.” The business environment has changed dramatically in recent years due to natural disasters and pandemics, not to mention the extended COVID-19 pandemic. Comprehensive risk management is more important than ever. The Ajinomoto Group companies are committed to complying honestly with the Ajinomoto Group Policy which shows the ideal way of thinking and actions with which Group companies, officers, and employees should comply. We will continue to develop and operate our internal control system properly, consider sustainability actively, and enhance our corporate value on a continual basis.

Specific examples

- Compliance
- Accident and safety management
- Competitive behavior
- Intellectual property protection
- Political activities and contributions
- Business ethics and transparency of payments
- IT management
- Response to natural disasters and diseases
- Systemic risk management
- Data security and customer privacy
- Regulatory capture and political influence
- Environment, social impacts on assets and operations
- Succession planning
- Management transparency
- Human rights and community relations

Related opportunities and risks (○ Opportunity ● Risk)

- Appropriate risk-taking
- Business continuity risk or other unexpected losses due to failures in corporate governance or internal controls
- Lack of appropriate information disclosure resulting in a loss of investor confidence
- Decreased competitiveness due to vulnerabilities in IT management structure
- Delay or suspension of operations due to a combination of natural disasters, diseases, and pandemics
- Disruptions to organizational operations and decline in business profitability due to changes in macroeconomic conditions
- Impact of intellectual property risks on business
- Impact of sudden foreign exchange and interest rate fluctuations on business
- Higher tax burden due to changes in tax and tax effect

Key initiatives by the Ajinomoto Group

- Raising awareness of the Ajinomoto Group Policies among all Group employees
- Establishing whistleblower hotline
- Strengthening corporate governance system
- Stronger business continuity management (BCM)
- Occupational safety and health management
- Selecting Group-wide significant risks and considering appropriate responses
- Strengthening cybersecurity countermeasures by ensuring information security regulations
- Managing intellectual property risk
- Engagement in dialogue with various stakeholders

Related SDGs



Strong Corporate Governance

Risk management

Approach

- > Ajinomoto Group materiality
- > Group Shared Policy on Risk Management

Framework

GRI102-29

- > ASV Report 2022 (Integrated Report) P89
- > P4

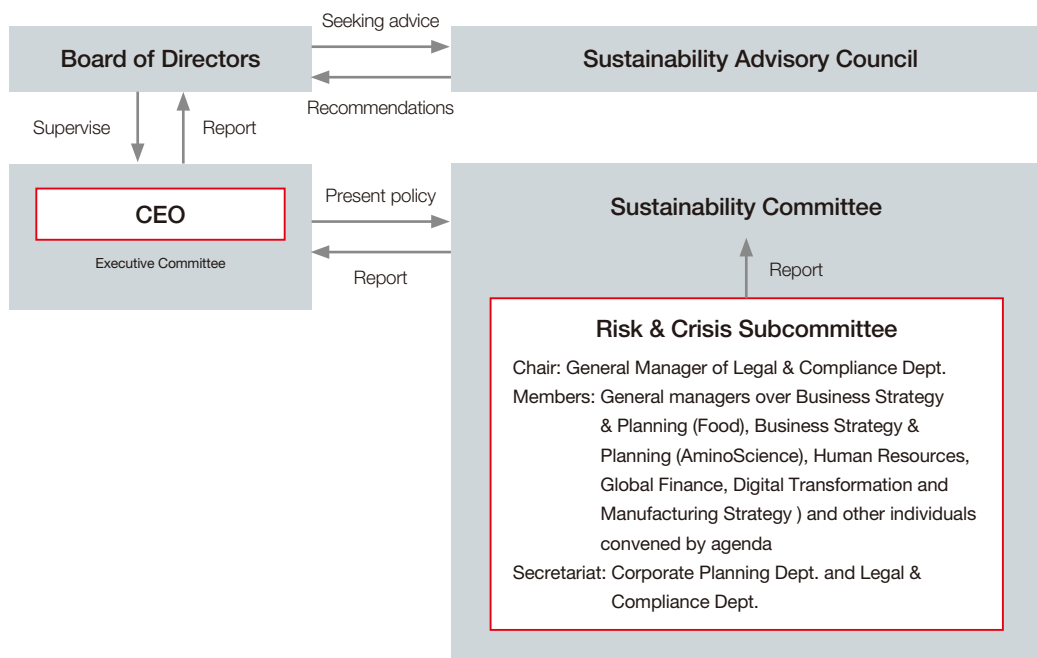
The Ajinomoto Co., Inc. Board of Directors conducts an annual review of the materiality items which have a substantial impact on our ability to create value through ASV. The Executive Committee defines risk management as selecting and defining companywide level risks and opportunities related to each materiality, evaluating the degree of impact, and making an effective response. We have also established various committees to strengthen internal controls and risk management.

Under the Group Shared Policy on Risk Management, we engage in a risk management process centered on effective communications and an autonomous PDCA cycle. We determine activity guidelines to strengthen our capacity to respond to major risks, and pursue autonomous risk management within every organization.

The Sustainability Advisory Council is an organization subordinate to the Board of Directors. This council consists of outside experts representing various fields, outside directors, and Company executives, including representative executive officers. These members examine materialities from a long-term, multi-stakeholder perspective, as well as policies for addressing the associated risks and opportunities. The council reports to the Board of Directors.

The Sustainability Committee is a subordinate organization to the Executive Committee. The Sustainability Committee plans and manages the progress of actions taken with regard to risks and opportunities related to companywide management issues based on materiality. In principle, the committee meets at least four times each year, and the content and results of deliberations are reported to the Executive Committee and to the Board of Directors.

The Risk & Crisis Subcommittee, which we established as a subordinate organization to the Sustainability Committee, is responsible for developing and promoting risk management processes that contribute to stronger internal controls, management and operation of crisis-related tasks (safety and security), and responding to risks that have a Group-wide impact. The Risk Crisis Subcommittee provides reports to the Sustainability Committee as necessary.



Strong Corporate Governance

Framework

GRI102-29

Risk management processes

Each organization sets organizational goals every year and prepares a risk summary table. These risk summary tables organize processes from planning to review based on each organization's risk assessment. We use these tables to verify whether risk management is implemented in a reliable fashion. The rate of risk summary table (fiscal 2021 review and fiscal 2022 plans) collection was 100% at Ajinomoto Co., Inc. and 91% for Group companies. These results show how well autonomous risk management is entrenched at each organization.

Strong Corporate Governance

Occupational safety and health

Framework

GRI403-DMA

GRI403-1

GRI403-4

> Group Shared
Policy on
Occupational
Safety and Health

Occupational safety and health management system

The Occupational Safety and Health Committee, an organization under the Executive Committee, determines important policies, develops plans, and conducts 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 related departments.



ISO 45001 adoption

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

*Acquiring certification by March 2023 as previously stated has become difficult due to the COVID-19 pandemic and other factors.

Performance

GRI403-DMA

GRI403-1

Strong Corporate Governance

Performance

GRI403-DMA
GRI403-1
GRI403-2
GRI403-3
GRI403-4

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	FY2021 performance
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.	47 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 Occupation Safety and Health Audit to investigate causes, determine corrective measures, and prevent recurrence. Certain sites in Japan contract with third-party consultants or institutions to perform Occupational Safety and Health Inspections.	Conducted one occupational safety and health audit 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 so designated Special Safety Management Requested Site and given guidance for safety improvement.	No designated worksites during FY2021

Occupational safety and health activities

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	<ul style="list-style-type: none"> Share cases of serious accidents that have occurred within the Group and issue notices for the prevention of similar accidents Identify worksites with difficulties to pursue both safety and efficiency at each office and factory Consolidate safety measures within the Group and share information said measures (lateral expansion)
Uneven road/floor surfaces	Fall accidents	<ul style="list-style-type: none"> 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) Ensure implementation of stretching exercises, etc., before work; raise awareness through posters, etc.

Performance

GRI403-DMA
GRI403-2
GRI403-3
GRI403-4
GRI403-7

Strong Corporate Governance

GRI403-9
GRI403-10

> Personnel and
Labor-Related
Data

Performance

Major accidents and incidents

	FY2017	FY2018	FY2019	FY2020	FY2021
Number of serious accidents	23	16	20	23	12
Number of serious commuting accidents	19	13	10	8	5
Number of fatal accidents	0	0	1	1	0
Number of caught-in-machinery accidents (persons)	10	8	6	6	5
Number of fall accidents (persons)	23	32	22	29	30
Number of lower back pain accidents (persons)	23	16	12	8	3

During fiscal 2021, we recorded zero fatal accidents and 12 serious accidents, which was a decrease of 11 serious accidents year on year. This result was due to the successful implementation of key targets common to all work sites (stronger risk assessment, ensuring safety in indirect routine and non-routine work, etc.) as well as work site-specific targets (lower back pain, heavy labor, improved work environments, etc.), as well as the communication of information regarding serious accidents and notices regarding the prevention of similar accidents. Among the major accidents, seven serious accidents involved operating machinery (compared to six in the previous year). The ratio of accidents involving unskilled workers with less than three years of experience decreased to 44% (54% in the previous fiscal year). However, 45% of the major accidents were caused by workers with less than one year of experience, and the ratio is increasing every year. We must incorporate opportunities for education and guidance for young and unskilled workers into specific activity plans to ensure everyday practice. In fiscal 2022, we intend to communicate information on serious accidents and issue requests to prevent similar accidents. We will also provide educational opportunities through which workers feel the danger more personally by using animations, virtual reality, etc. A total of 30 individuals were injured in falls (29 in the previous fiscal year). The major cause of these accidents were issues of factors (sort, set in order, shine, standardize) related to daily routines and stairs/uneven road or floor surfaces remained the most common causes of accidents. We will continue our efforts to implement sorting and setting in order related to work area foot traffic consistently and eliminate issues related to stairs/uneven road or floor surfaces in fiscal 2022. As a high percentage of the workers affected were elderly, we will implement education and training programs to maintain and improve physical abilities for these individuals.

With the goal of eliminating serious accidents in fiscal during fiscal 2022, we will focus on implementing safety audits at sites with frequent accidents, thorough risk assessments, and information dissemination to raise awareness. Through these efforts, we aim to eliminate caught-in, trapped, and cut accidents, fall accidents, and traffic accidents. In addition, we will implement various measures based on the analysis of accidents during indirect routine work and non-routine work. We also plan to use videos to publicize our Occupational Safety and Health Management Guide and Standards, strengthening management through the PDCA cycle.

Response to safety and health laws and accidents

We recorded zero legal violations or regulations (recommendations for correction) during fiscal 2021.

Strong Corporate Governance

Performance

GRI403-5

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 2021 were as follows.

- Health and safety seminar for managers
- Fall prevention seminar
- Seminar on preventing caught-in accidents involving food processing machinery

Disaster preparedness

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 implement 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.

Response to COVID-19 infections

The Ajinomoto Group established regional headquarters in Japan and other regions to protect employees and their families from COVID-19 infections.

Major activities conducted during fiscal 2021 are as follows.

- Compliance with local regulations in Japan, disinfection, work-site COVID-19 vaccinations (vaccinated more than 500 production workers), PCR testing, and support for individuals with positive test results
- Prompt identification of affected persons and impact on business at each regional headquarters
- Support for the temporary return/evacuation of expatriates and accompanying family members

Performance

Performance

Strong Corporate Governance

Compliance

Approach

The Ajinomoto Group treats compliance as adhering to laws, regulations, and the Ajinomoto Group Policies (AGP), as well as meeting the social demands that underpin these. Here, we work to build an awareness of compliance and to cultivate an open corporate culture.

Framework

GRI205-DMA

GRI205-2

GRI206-DMA

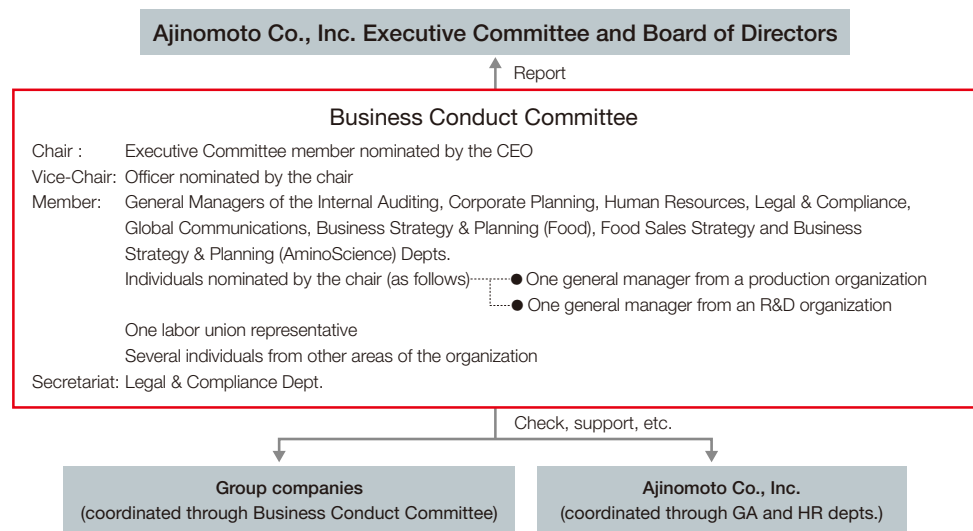
GRI307-DMA

GRI419-DMA

> Ajinomoto Group
Policies (AGP)

Compliance framework

We have established the Business Conduct Committee underneath the Executive Committee to check whether the AGP is being well-communicated and if corporate activities are being conducted in accordance with the AGP. This organization also determines and implements various measures to rapidly and appropriately respond to crises and other situations. The Business Conduct Committee meets once every three months and reports to the Executive Committee and the Board of Directors on its deliberations and activities from each meeting. Major Group companies also have their own business conduct committees that engage in raising awareness of AGP and addressing issues unique to each country, region, and company.



Raising awareness of compliance

Education for employees

The following activities were part of our fiscal 2021 efforts to raise awareness and understanding of AGP and our internal whistle-blowing system.

- Compliance training

E-learning for Group employees in Japan to study the entirety of AGP throughout the year (conducted every other year): Held for 601 employees who did not take the course in fiscal 2020 (new hires, etc.), 504 participated (84%).

Group training by department for managers of Group companies in Japan, focused on the case method: held remotely for research, production, and corporate departments.

- Awareness-raising posters (produced in 12 languages)
- Flashing message displayed on screen every time an employee starts their PC

Performance

GRI205-2

Strong Corporate Governance

Performance

GRI205-2

GRI406-1

GRI419-DMA

> Group Shared
Policy on Whistle-
blowing

> Personnel and
Labor-Related
Data

Worksite AGP meetings

Members of the Business Conduct Committee at Ajinomoto Co., Inc. hold worksite AGP meetings, soliciting direct feedback from employee representatives at each workplace about issues concerning compliance in the workplace. During fiscal 2021, 29 meetings were held (26 for full-time employees; 3 for part-time), attended by 255 individuals. Summaries of AGP worksite meeting discussions are provided to organizational heads, each worksite, and posted on the corporate intranet to share with all employees. Any compliance issues raised that warrant corporate-level attention are discussed at the Business Conduct Committee. Decisions by the committee are then incorporated into AGP communication policies and compliance promotion activities.

AGP awareness survey

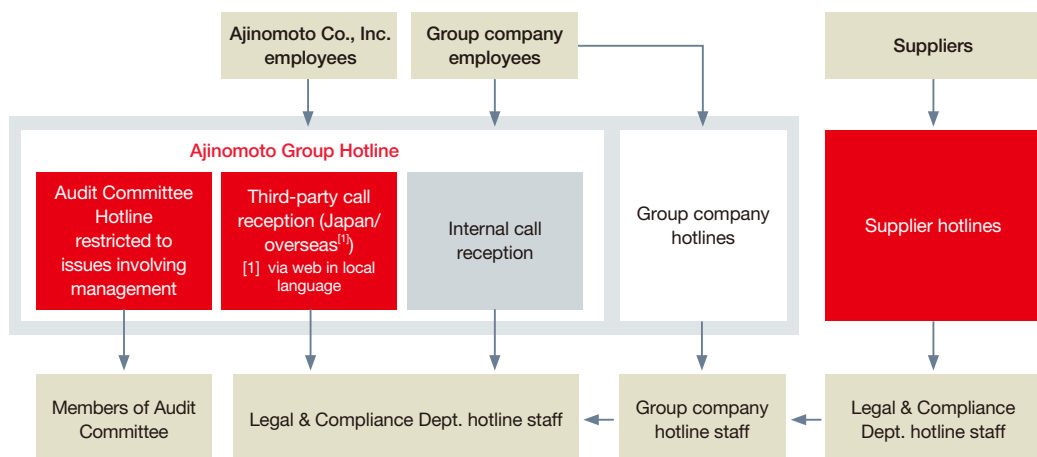
Each year, we ask all Group employees in Japan to respond to an AGP awareness questionnaire. The goal of this survey is to monitor awareness and understanding of AGP and identify any potential compliance issues. Of 13,531 employees, a total of 11,718 (87%) responded to the fiscal 2021 survey. We coordinated with individual worksites to resolve any compliance issues that emerged.

Bolstering our internal reporting hotline (whistle-blowing)

The Ajinomoto Group established a hotline as an anonymous internal reporting system. It enables officers and employees, including part-time and temporary workers, to make reports or seek advice by phone, e-mail, fax, letter, or other means. In fiscal 2021, a total of 127 reports were made to the hotline in Japan. Regarding harassment, there were reports of abuse and chastising. There were internal investigations into these reports, and a resolution was reached through discussions between the hotline staff and the parties concerned.

Internal reporting (whistle-blowing) channels

Hotline operated by
a third party



Strong Corporate Governance

Number of hotline reports^[2]

	Human rights, harassment	Hiring, working conditions	Quality, environment	Fraud	Social manners, ethics	Proper job performance	Other	Total
FY2018	47	21	1	1	6	20	2	98
FY2019	45	19	1	4	10	8	6	93
FY2020	50	36	3	3	29	45	4	170
FY2021	36	26	7	9	22	19	8	127

[2] Multiple issues reported in some cases.

Preventing corruption

Basic policy

AGP requires employees to maintain sound and healthy relationships with politicians, government officials, and the like in Japan and overseas. AGP also states that giving favors to such public officials in the form of gifts, entertainment, money, or other bribery in any manner is prohibited. The Group Shared Policy on Bribery Prevention includes the following rules, which require officers and employees of group companies to comply with this policy and the related bribery prohibition laws of each country and region.

- Maintain accounting books and records for all company transactions in reasonable detail
- Confirm the appropriate treatment of expenses related to public officials, etc.
- Monitor compliance and conduct under this policy via audits

Education for employees

Major education and training programs conducted during fiscal 2021 were as follows.

- We conducted seminars on bribery (including commercial bribery) for officers and employees involved in line management of Group companies in China (nine companies). 105 participants attended this course.

Transparent and fair business practices

Basic policy

AGP requires that officers and employees fully understand and comply with laws and regulations concerning competition in all countries and regions in which we operate. In this way, the Ajinomoto Group strive to ensure fair and transparent business transactions. We have also established Guidelines for Antitrust Laws (Japan), Guidelines for Antitrust Laws in the United States, and Guidelines for Competition Laws in Europe. We ask that our business partners understand the purposes behind the Group Shared Policy on Procurement, the Group Shared Policy for Suppliers, and other related guidelines. We also ask business partners to refrain from behavior that hinders fair, transparent and open competition.

Approach

GRI205-DMA
GRI205-2
GRI206-DMA
GRI419-DMA

> Group Shared
Policy on Bribery
Prevention

Performance

GRI205-2

Approach

GRI204-DMA
GRI205-DMA
GRI205-2
GRI206-DMA
GRI419-DMA

> Group Shared
Policy on
Procurement

> Group Shared
Policy for
Suppliers

Strong Corporate Governance

Approach

GRI205-DMA
GRI207-DMA
GRI207-1
GRI207-2
GRI207-3
GRI419-DMA

> Group Shared
Policy on Global
Tax

Performance

> Tax Data
Corporate tax paid
by country and
corporate entity

Appropriate competitive behavior

Global tax strategy

The Ajinomoto Group established the Group Shared Policy on Global Tax as a part of our global tax management program. This shared policy encourages conducting business in compliance with the tax laws of their respective countries as we work to minimize tax risks. As part of these efforts, in addition to measures for proper payment of taxes, we have been taking actions rigorously limiting additional taxes caused by missed or delayed payments. We also leverage the benefits of each country's tax system to the greatest extent possible during M&A and organizational restructuring, stabilizing the Group's effective tax rate.

Excessive tax-shielding and the sole pursuit of economic value can lead to a perception in society that a company does not pay taxes properly and does not create social value. By returning a portion of the profits created through our businesses to local communities through tax payments, we are mindful of the symbiotic cycle in our Group initiatives, leading to the generation of social value.

We will maintain sound and healthy relationships with tax authorities and will not provide unfair advantages.

Consolidated tax payments

(million yen)

FY2017	FY2018	FY2019	FY2020
19,379	29,156	21,654	23,909

Detailed tax payment data is available on our corporate website.

Strong Corporate Governance

Proper use and management of intellectual property

Approach

> Group Shared
Policy on
Intellectual
Property

Basic policy for intellectual property

The Ajinomoto Group established the Group Shared Policy on Intellectual Property, which pursues the following initiatives to establish competitive advantage, generate profit, and grow globally.

1. Acquire intellectual properties strategically and efficiently, including the expertise behind the technologies that form the core of our businesses
2. Incorporate external technologies and engage in cooperation, including open innovation
3. Use and exercise rights to the Group's proprietary technologies through licensing, litigation, and other means
4. Protect products and enhance brand value through trademarks and other means
5. Minimize the risk of infringement by respecting third-party IP rights and conducting thorough assessments
6. Provide survey and analytical data to the Group's business and R&D departments
7. Cultivate human resources capable of IP-related tasks and utilize both internal and external networks

The Ajinomoto Group takes a firm stance toward companies that infringe on our IP rights and we protect these rights through warnings and filing infringement lawsuits, among other actions. The information systems department and IP department plan and execute defensive measures to protect trade secrets. In collaboration with the internal auditing department, these departments carry out overall internal control related to trade secret management and protection for the Group.

Framework

Intellectual property management framework

Ajinomoto Co., Inc. supervises IP (patents, designs, trademarks, etc.) for the entire Ajinomoto Group in line with Instructions Regarding Licensing and Administration of Intellectual Property. Affiliate company Intellectual Property Expert Co., Ltd. provides central services related to surveys and IP rights management. We also have resident staff in the United States, specialized staff in Russia, and key persons designated at Group companies in Southeast Asia and South America, and we work with patent law firms. The three bases in Japan, the United States, and Russia cooperate to secure strong patent rights, particularly in biotechnology.

Performance

Education for employees

The Ajinomoto Group holds regular seminars to educate Group employees on intellectual property, seeking to enhance employee appreciation of trademarks and prevent the *AJI-NO-MOTO*® trademark from genericide. Major education and training programs conducted during fiscal 2021 were as follows.

- Group training by job title (training for new hires, second year employees, newly-promoted employees, etc.)
- Practical patent training (overview of fundamentals, acquiring data on application, systems for providing information, opposition systems, etc.)
- Patent and literature search training (survey and analysis tools, patent searches by technical field, etc.)
- Practical legal and intellectual property training (trademark fundamentals, confidentiality agreement fundamentals, etc.)
- Practical IP contract training (license agreements, Group IP utilization policies, etc.)

Strong Corporate Governance

Cybersecurity and personal information management

Approach

GRI418-DMA

> Group Shared
Policy on
Information
Security

Framework

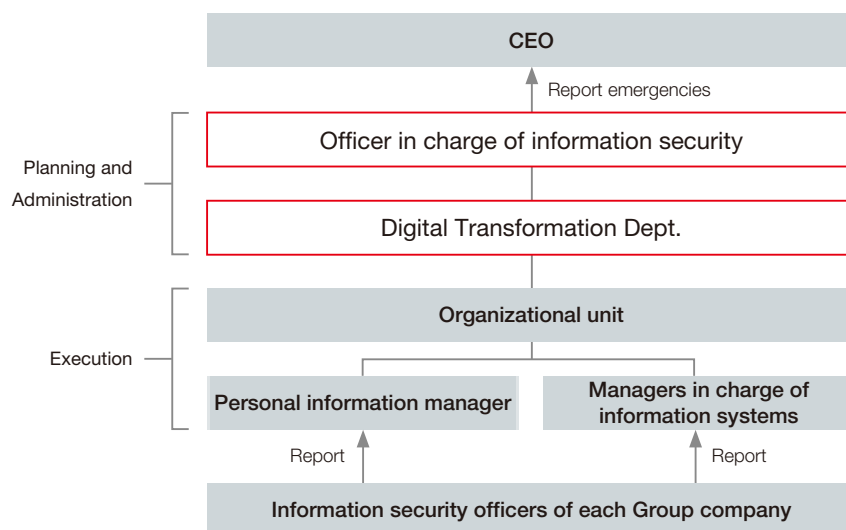
GRI418-DMA

Basic policy for cybersecurity

The Ajinomoto Group exercises great care in handling customer information and confidential corporate information. We formulated the Group Shared Policy on Information Security and related group-wide regulations, standards, and guidelines.

Information security management framework

Each organization within Ajinomoto Co., Inc. and Group companies have established frameworks to respond to information security incidents or emergencies appropriately, providing reports that reach up through the organization to the CEO.



Rigorous management of personal information

To manage customer data and other personal information securely, the Ajinomoto Group defines clear rules and informs relevant individuals of said rules. In this way, we practice organizational business management. Ajinomoto Co., Inc. has established Personal Information Management Guidelines as a subset of the Information Security Regulations. These guidelines specify rules and procedures for handling personal information securely.

Before outsourcing operations that involve handling personal information, we perform an assessment of the relevant contractor's processes and systems to ensure information security is at the same level as our own internal systems. We have built a system to manage the personal information of customers more strictly when collecting personal information for campaigns, consumer surveys, etc. These rules require the selection of a personal information manager who reports to an organizational manager. These rules also clarify the persons responsible for or in charge of the collection, storage, and deletion of personal information, as well as who is allowed to access or use the collected data.

Strong Corporate Governance

Performance

GRI418-1

Information security initiatives

■ Noteworthy information security training during fiscal 2021

- Information security test for new hires at Ajinomoto Co., Inc.: Attended by 100% of 59 eligible employees
- Comprehension test related to information handling guidelines conducted via e-learning for all employees of Ajinomoto Co., Inc.: Attended by 2,900 employees (91%)
- Ajinomoto Co., Inc. targeted mail attack training for officers and employees
- E-learning on the Act on the Protection of Personal Information for employees and officers of Group companies in Japan: Attended by 7,909 (88%) of 8,987 eligible employees

■ Ongoing initiatives to prevent the leakage of confidential information

In Japan, the Ajinomoto Group introduced a system to detect fraudulent behavior on standard-use devices automatically in major Group companies and we have been managing this system on a consistent basis.

In addition, we engage an external entity to perform security diagnostics about once a year for Group company websites worldwide as another ongoing measure against cyber vulnerabilities.

■ Information security inspections

Ajinomoto Co., Inc. conducts annual information security inspections at all work sites. These inspections focus on the basic elements of proper information handling, including the management of IT equipment, confidential information, and personal information. We also conduct annual reviews concerning the use and management of external cloud services.

In fiscal 2021, the Group experienced no substantiated complaints received concerning breaches of customer privacy, identified leaks, thefts or losses of customer data.

Strong Corporate Governance

Relationships with local communities

Approach

GRI403-DMA

> Group Shared
Policy on Local
Community
Enhancement

Performance

Performance

Contribution to community development

The Ajinomoto Group works to resolve social issues in local communities through our businesses. At the same time, we engage and collaborate with society, offering appropriate donations and support activities as we contribute to community development. This commitment is clearly defined in the text of our Group Shared Policy on Local Community Enhancement.

Activities for regional development

Major activities conducted by the Ajinomoto Group during fiscal 2021 for regional development were as follows.

- Ajinomoto Co., Inc. donated products through *WeSupport*, a food support platform for healthcare workers.
- Ajinomoto Co., Inc. donated products in support of the Summer Vacation Children's Food Support Box for families in financial difficulty due to the COVID-19 pandemic. The program was a joint initiative carried out by the Consumer Goods Forum Japan Local Sustainability Group, Save the Children Japan, and other entities.
- Ajinomoto (Malaysia) Berhad donated to a food bank to support families in financial difficulty due to the spread of COVID-19.
- The Ajinomoto Group donated products through Ajinomoto Poland Sp. z o.o. to provide food aid to people affected by the difficulties in Ukraine and neighboring countries. The Group also made an emergency donation of US\$1 million to the World Food Programme, the food assistance agency of the United Nations.

Foundation activities

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.ajinomoto.com.br/instituto-ajinomoto/ (Portuguese only)