

FY2022 Activity Report

The FY2022 Activity Report outlines our initiatives to achieve the two outcomes defined in the Medium-Term ASV Initiatives 2030 Roadmap, as well our efforts to strengthen the business foundations supporting these initiatives.

**Contributing to the well-being of all human beings,
our society and our planet with “AminoScience.”**

Outcomes of the Ajinomoto Group in the Year 2030

**Help Extend the Healthy Life
Expectancy of 1 Billion People**

▶ P027

**Reduce Our Environmental Impact
by 50%**

▶ P044

Strengthening Business Foundations

Social

▶ P087

Governance

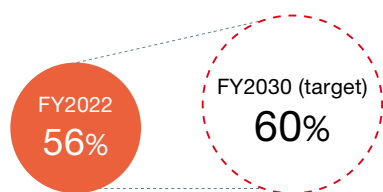
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Key initiatives and progress

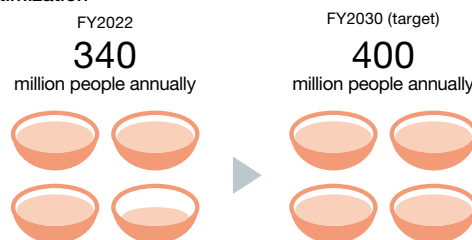
Nutrition Commitment

By 2030, we will help extend the healthy life expectancy of one billion people by increasing the current reach to 700 million consumers and providing products and information that support consumers in enjoying nutritious and delicious food with Nutrition Without Compromise as basic policy on our approach to nutrition.

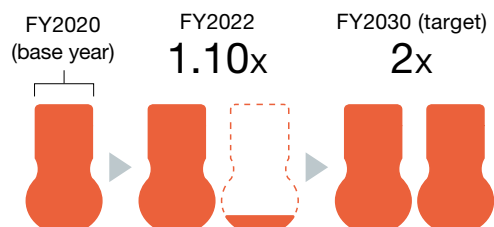
Percentage of products with improved nutritional value^[1]



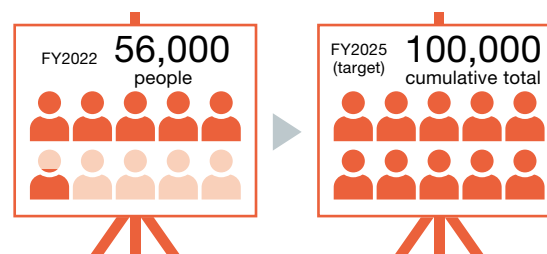
Provision of products with improved nutritional value in "delicious salt reduction" and "protein intake optimization"



Availability of products utilizing the physiological and nutritional functions of amino acids



Nutrition education for employees



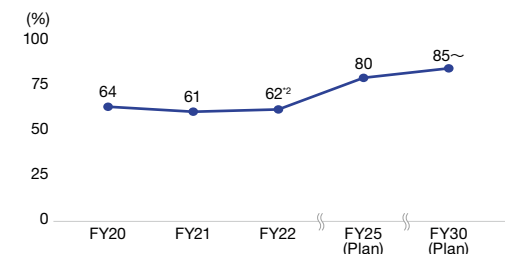
[1] Products with improved nutritional value means the products that meet our criteria and contribute to the intake of improved nutrition from an international public health perspective.

> P029

Employee engagement score (ASV as one's own initiative)

- The Ajinomoto Group works to deepen understanding of our ASV Indicators, foster empathy for purpose, and enhance a corporate culture that encourages challenge.
- We changed our measurement method for our fiscal 2023 score from a single question of ASV as one's own initiative to the category average value of the items in "ASV Realization Process" questions. Doing so will enable us to better grasp the actual state of affairs from future scores.

Employee engagement score

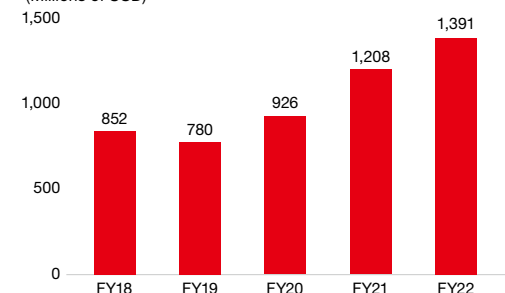


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Corporate brand value

- We connect technological assets and customer assets with human resources to co-create innovation.
- The corporate brand value is evaluated using the *Best Japan Brands* published by Interbrand, and judged as achieved or unachieved.

(Millions of USD)

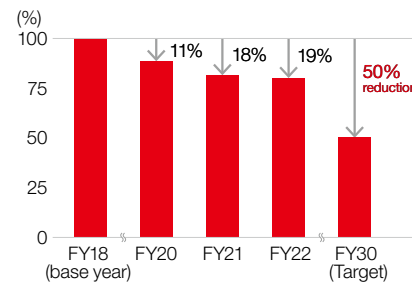


Responding to climate change

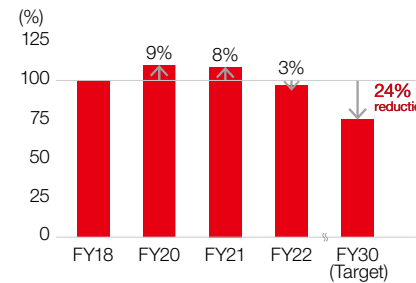
- We set a target to reduce greenhouse gas emissions in fiscal 2030 by 50% for Scope 1 and 2 and 24% for Scope 3 in comparison with fiscal 2018 levels. We also aim to achieve net zero emissions by FY2050.
- For water consumption, we have set an 80% reduction target by 2025 in comparison with fiscal 2005 levels.

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> P083

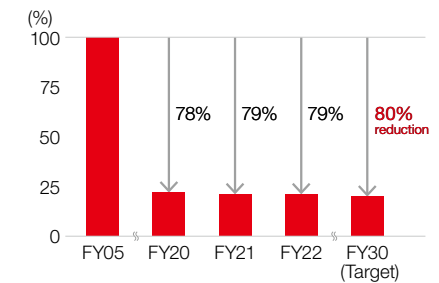
GHG emission reduction rate (Scope 1 and 2 vs. FY2018)^[1]



Reduction rate of GHG emission intensity per ton of Scope 3 production (excluding Category 11) (vs. FY2018)^[1]



Reduction rate of water consumption per production volume unit (vs. FY2005)



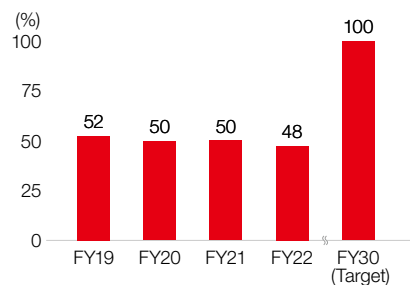
[1] Performance against SBTi targets

Realization of a circular society

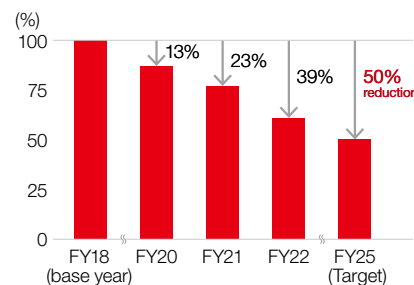
- The Ajinomoto Group aims for zero plastic waste by fiscal 2030.
- We set a goal to half food loss that occurs from acceptance of raw materials to delivery to customers by fiscal 2025, compared to fiscal 2018 levels.
- We will reduce waste, such as garbage, by optimizing raw material usage and maintaining a resource recovery ratio of 99% or higher.

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> P074

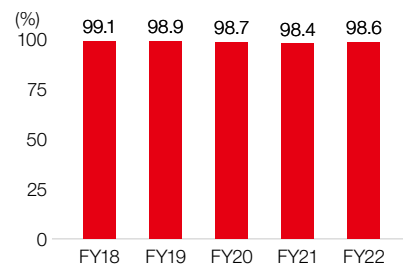
Percentage of recyclable plastic^[2]



Food loss reduction rate (amount generated vs. production volume per unit production)^[3] (vs. FY2018)



Resource recovery ratio



[2] Plastics recyclable through technology. Recyclable ratios after 2020 are updated only for major domestic divisions after our total volume survey conducted in 2019.

[3] From the acceptance of raw materials to delivery to customers

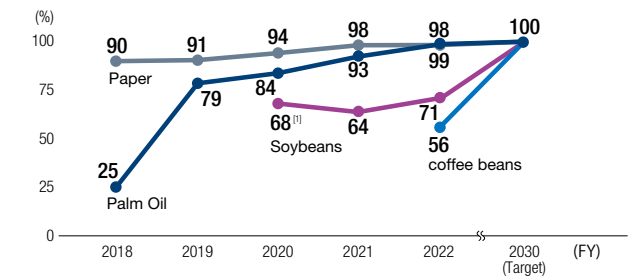
Achieving sustainable procurement

- We aim for a 100% sustainable procurement ratio of key raw materials by fiscal 2030.

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Sustainable procurement ratio

● Paper, Palm Oil, Soybeans, coffee beans



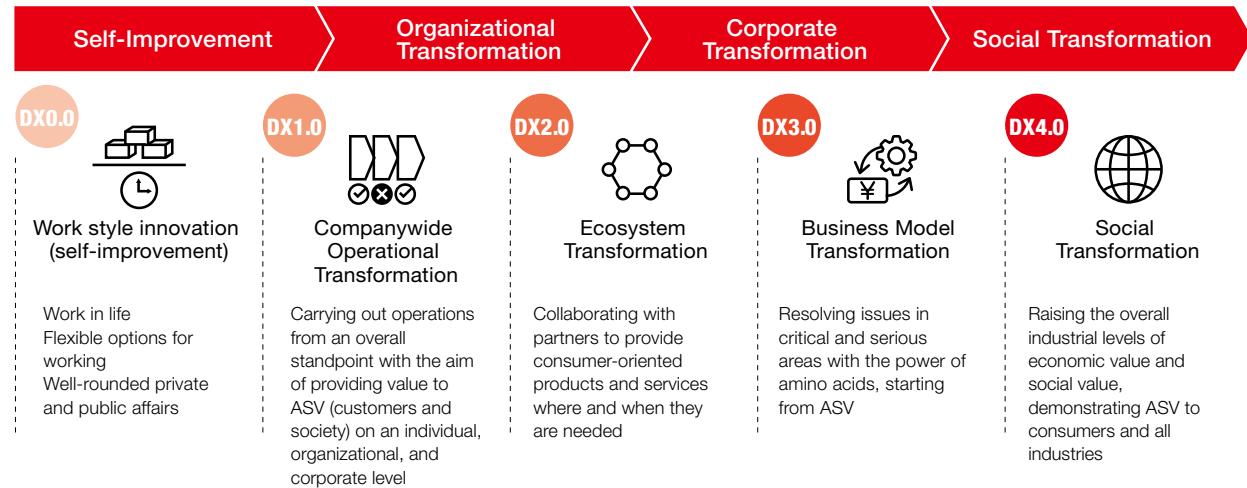
Digital transformation (DX) to support our transformation to achieve its purpose and sustainability initiatives

The Ajinomoto Group views digital transformation (DX) in the broadest sense to mean the digital transformation of society. Society is undergoing rapid changes due to the advancement and diffusion of digital technology. We evolve our ASV management, which co-creates social value and economic value through our business, amid such changes, based on our purpose of contributing to the well-being of all human beings, our society, and our planet with "AminoScience." We also promote DX as a means to accelerate our transformation to achieve this purpose. DX also plays an important role in promoting sustainability initiatives.

DX ⇒ dX Corporate transformation with digital Digital TRANSFORMATION

Transformation stages and initiatives in DX promotion

The Ajinomoto Group adopted the DX(n.0) Model in our promotion of DX. This model established stages based on the layers of DX1.0: Company-Wide Operational Transformation, DX2.0: Ecosystem Transformation, DX3.0: Business Model Transformation, and DX4.0: Social Transformation. We will link each layer and evolve our corporate culture. In addition, we will promote DX with a customer-oriented mindset, total optimization, and the participation of all employees, to become a leader in social transformation in the food and health fields.



In our Smart Salt project, we developed delicious low-sodium recipes that reduce salt content without sacrificing flavor, implemented digital communication through owned media tailored to consumers' high interest in reduced salt products, and applied our accumulated expertise in Japan to overseas Group companies. Demand for low-sodium products and the number of people choosing low-sodium products increased as a result of these efforts, and we believe this brings us one step closer to DX4.0 (social change).

Digital technology is also utilized in evaluating the risk of declining cognitive functions through the analysis of blood amino acids in theAminoIndex[®], as well as in our method (droplet screening technology) that enables the rapid selection of strains that produce a variety of substances, such as proteins, from more than several hundred thousand candidate strains.

> P032
 > P042
 > Ajinomoto Co., Ltd. and the Tokyo Institute of Technology collaborated to develop a screening method for microorganisms in highly efficient protein production. (Japanese only)

Ajinomoto Group DX evaluation

The Ajinomoto Group was selected as a Digital Transformation Stock^[1]2023 (DX Stock) for the second year in a row in recognition of our ongoing bold efforts to go beyond introducing exceptional information systems and utilizing data to additionally reform our business model and management based on digital technology.

[1] The Ministry of Economy, Trade and Industry, the Tokyo Stock Exchange, and the Information-technology Promotion Agency select companies listed on the Tokyo Stock Exchange that have exceptional achievements in establishing internal mechanisms to advance DX and enhance corporate value using digital technology.

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