

Personnel and Labor-Related Data

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Scope of the personnel and labor-related data

The personnel and labor-related data of this section covers Ajinomoto Co., Inc. and its consolidated subsidiaries (35 in Japan, 64 overseas) as of March 31 2018.

Definitions of terms

- Employees** ——— Directly employed management, non-management and contract staff
- Temporary staff** — Directly employed contract and temporary staff, including part-time employees
- Executive** ——— Directors, auditors, advisors, executive officers or a higher position (excluding part-timers)
- Management** ——— Employees in the position of section manager, a position equivalent to section manager, or a position higher than section manager (excluding executives)

Eat Well, Live Well.



Personnel and labor-related data

I Number of Ajinomoto Group employees

(persons)

| | FY2017 | | | FY2016 | | | FY2015 | | |
|---------------------------------|---------------|---------------|--------------|---------------|---------------|--------------|---------------|---------------|--------------|
| | Total | Male | Female | Total | Male | Female | Total | Male | Female |
| Ajinomoto Group total | 44,606 | - | - | 43,001 | - | - | 44,500 | - | - |
| Employees | 34,452 | 24,550 | 9,902 | 32,734 | 23,607 | 9,127 | 33,295 | 24,259 | 9,036 |
| Management | 4,921 | 3,861 | 1,060 | 4,488 | 3,626 | 862 | 4,803 | 4,003 | 800 |
| Non-management | 29,460 | 20,639 | 8,821 | 28,170 | 19,931 | 8,239 | 28,419 | 20,208 | 8,211 |
| Contract staff | 71 | 50 | 21 | 76 | 50 | 26 | 73 | 48 | 25 |
| Temporary staff | 10,154 | - | - | 10,267 | - | - | 11,205 | - | - |
| Japan | 15,059 | - | - | 15,595 | - | - | 16,986 | - | - |
| Employees | 9,213 | 6,999 | 2,214 | 9,450 | 7,281 | 2,169 | 10,425 | 8,042 | 2,383 |
| Management | 2,221 | 2,056 | 165 | 2,278 | 2,118 | 160 | 2,692 | 2,527 | 165 |
| Non-management | 6,921 | 4,893 | 2,028 | 7,096 | 5,113 | 1,983 | 7,660 | 5,467 | 2,193 |
| Contract staff | 71 | 50 | 21 | 76 | 50 | 26 | 73 | 48 | 25 |
| Temporary staff | 5,846 | - | - | 6,145 | - | - | 6,561 | - | - |
| Ajinomoto Co., Inc. | 3,896 | 2,614 | 1,282 | 3,898 | 2,623 | 1,275 | 3,912 | 2,633 | 1,279 |
| Employees | 3,464 | 2,429 | 1,035 | 3,459 | 2,449 | 1,010 | 3,477 | 2,473 | 1,004 |
| Management | 1,071 | 974 | 97 | 1,078 | 985 | 93 | 1,090 | 1,004 | 86 |
| Non-management | 2,322 | 1,405 | 917 | 2,305 | 1,414 | 891 | 2,314 | 1,421 | 893 |
| Contract staff | 71 | 50 | 21 | 76 | 50 | 26 | 73 | 48 | 25 |
| Temporary staff | 432 | 185 | 247 | 439 | 174 | 265 | 435 | 160 | 275 |
| Group companies in Japan | 11,163 | - | - | 11,697 | - | - | 13,074 | - | - |
| Employees | 5,749 | 4,570 | 1,179 | 5,991 | 4,832 | 1,159 | 6,948 | 5,569 | 1,379 |
| Management | 1,150 | 1,082 | 68 | 1,200 | 1,133 | 67 | 1,602 | 1,523 | 79 |
| Non-management | 4,599 | 3,488 | 1,111 | 4,791 | 3,699 | 1,092 | 5,346 | 4,046 | 1,300 |
| Temporary staff | 5,414 | - | - | 5,706 | - | - | 6,126 | - | - |
| Overseas | 29,547 | - | - | 27,406 | - | - | 27,514 | - | - |
| Employees | 25,239 | 17,551 | 7,688 | 23,284 | 16,326 | 6,958 | 22,870 | 16,217 | 6,653 |
| Management | 2,700 | 1,805 | 895 | 2,210 | 1,508 | 702 | 2,111 | 1,476 | 635 |
| Non-management | 22,539 | 15,746 | 6,793 | 21,074 | 14,818 | 6,256 | 20,759 | 14,741 | 6,018 |
| Temporary staff | 4,308 | - | - | 4,122 | - | - | 4,644 | - | - |
| Asia | 17,880 | - | - | 17,269 | - | - | 17,489 | - | - |
| Employees | 14,105 | 9,772 | 4,333 | 13,571 | 9,404 | 4,167 | 13,292 | 9,274 | 4,018 |
| Management | 1,532 | 981 | 551 | 1,153 | 820 | 333 | 1,106 | 764 | 342 |
| Non-management | 12,573 | 8,791 | 3,782 | 12,418 | 8,584 | 3,834 | 12,186 | 8,510 | 3,676 |
| Temporary staff | 3,775 | - | - | 3,698 | - | - | 4,197 | - | - |
| Europe and Africa | 3,899 | - | - | 2,887 | - | - | 2,897 | - | - |
| Employees | 3,450 | 2,437 | 1,013 | 2,479 | 1,931 | 548 | 2,468 | 1,961 | 507 |
| Management | 393 | 282 | 111 | 308 | 223 | 85 | 298 | 215 | 83 |
| Non-management | 3,057 | 2,155 | 902 | 2,171 | 1,708 | 463 | 2,170 | 1,746 | 424 |
| Temporary staff | 449 | - | - | 408 | - | - | 429 | - | - |
| The Americas | 7,768 | - | - | 7,250 | - | - | 7,128 | - | - |
| Employees | 7,684 | 5,342 | 2,342 | 7,234 | 4,991 | 2,243 | 7,110 | 4,982 | 2,128 |
| Management | 775 | 542 | 233 | 749 | 465 | 284 | 707 | 497 | 210 |
| Non-management | 6,909 | 4,800 | 2,109 | 6,485 | 4,526 | 1,959 | 6,403 | 4,485 | 1,918 |
| Temporary staff | 84 | - | - | 16 | - | - | 18 | - | - |

I Ratio of locally hired overseas executives

(persons)

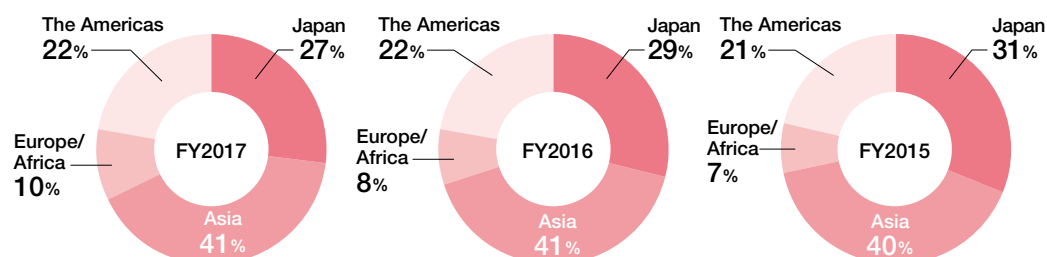
| | FY2017 | FY2016 | FY2015 |
|------------------------------|------------|------------|------------|
| Total overseas executives | 178 | 180 | 187 |
| Local executives | 73 | 79 | 78 |
| Local executive ratio | 41% | 44% | 42% |

Ajinomoto Group employee ratio

Numbers in parentheses indicate male and female percentages.

| | FY2017 | | | FY2016 | | | FY2015 | | |
|---------------------------------|-------------|--------------|--------------|-------------|--------------|--------------|-------------|--------------|--------------|
| | Total | Male | Female | Total | Male | Female | Total | Male | Female |
| Ajinomoto Group total | 100% | - | - | 100% | - | - | 100% | - | - |
| Employees | 77% | (71%) | (29%) | 76% | (72%) | (28%) | 75% | (73%) | (27%) |
| Management | 11% | (78%) | (22%) | 10% | (81%) | (19%) | 11% | (84%) | (16%) |
| Non-management | 66% | (70%) | (30%) | 66% | (71%) | (29%) | 64% | (71%) | (29%) |
| Contract staff | 0% | (70%) | (30%) | 0% | (66%) | (34%) | 0% | (66%) | (34%) |
| Temporary staff | 23% | - | - | 24% | - | - | 25% | - | - |
| Japan | 100% | - | - | 100% | - | - | 100% | - | - |
| Employees | 61% | (76%) | (24%) | 61% | (77%) | (23%) | 61% | (77%) | (23%) |
| Management | 15% | (93%) | (7%) | 15% | (93%) | (7%) | 16% | (94%) | (6%) |
| Non-management | 46% | (71%) | (29%) | 46% | (72%) | (28%) | 45% | (71%) | (29%) |
| Contract staff | 0% | (70%) | (30%) | 0% | (66%) | (34%) | 0% | (66%) | (34%) |
| Temporary staff | 39% | - | - | 39% | - | - | 39% | - | - |
| Ajinomoto Co., Inc. | 100% | (67%) | (33%) | 100% | (67%) | (33%) | 100% | (67%) | (33%) |
| Employees | 89% | (70%) | (30%) | 89% | (71%) | (29%) | 89% | (71%) | (29%) |
| Management | 27% | (91%) | (9%) | 28% | (91%) | (9%) | 28% | (92%) | (8%) |
| Non-management | 60% | (61%) | (39%) | 59% | (61%) | (39%) | 59% | (61%) | (39%) |
| Contract staff | 2% | (70%) | (30%) | 2% | (66%) | (34%) | 2% | (66%) | (34%) |
| Temporary staff | 11% | (43%) | (57%) | 11% | (40%) | (60%) | 11% | (37%) | (63%) |
| Group companies in Japan | 100% | - | - | 100% | - | - | 100% | - | - |
| Employees | 52% | (79%) | (21%) | 51% | (81%) | (19%) | 53% | (80%) | (20%) |
| Management | 10% | (94%) | (6%) | 10% | (94%) | (6%) | 12% | (95%) | (5%) |
| Non-management | 41% | (76%) | (24%) | 41% | (77%) | (23%) | 41% | (76%) | (24%) |
| Temporary staff | 48% | - | - | 49% | - | - | 47% | - | - |
| Overseas | 100% | - | - | 100% | - | - | 100% | - | - |
| Employees | 85% | (70%) | (30%) | 85% | (70%) | (30%) | 83% | (71%) | (29%) |
| Management | 9% | (67%) | (33%) | 8% | (68%) | (32%) | 8% | (70%) | (30%) |
| Non-management | 76% | (70%) | (30%) | 77% | (70%) | (30%) | 75% | (71%) | (29%) |
| Temporary staff | 15% | - | - | 15% | - | - | 17% | - | - |
| Asia | 100% | - | - | 100% | - | - | 100% | - | - |
| Employees | 79% | (69%) | (31%) | 79% | (69%) | (31%) | 76% | (70%) | (30%) |
| Management | 9% | (64%) | (36%) | 7% | (71%) | (29%) | 6% | (69%) | (31%) |
| Non-management | 70% | (70%) | (30%) | 72% | (69%) | (31%) | 70% | (70%) | (30%) |
| Temporary staff | 21% | - | - | 21% | - | - | 24% | - | - |
| Europe and Africa | 100% | - | - | 100% | - | - | 100% | - | - |
| Employees | 88% | (71%) | (29%) | 86% | (78%) | (22%) | 85% | (79%) | (21%) |
| Management | 10% | (72%) | (28%) | 11% | (72%) | (28%) | 10% | (72%) | (28%) |
| Non-management | 78% | (70%) | (30%) | 75% | (79%) | (21%) | 75% | (80%) | (20%) |
| Temporary staff | 12% | - | - | 14% | - | - | 15% | - | - |
| The Americas | 100% | - | - | 100% | - | - | 100% | - | - |
| Employees | 99% | (70%) | (30%) | 100% | (69%) | (31%) | 100% | (70%) | (30%) |
| Management | 10% | (70%) | (30%) | 10% | (62%) | (38%) | 10% | (70%) | (30%) |
| Non-management | 89% | (69%) | (31%) | 89% | (70%) | (30%) | 90% | (70%) | (30%) |
| Temporary staff | 1% | - | - | 0% | - | - | 0% | - | - |

Group employees by region



I Number of new hires, retention rate

(persons)

| | FY2017 | | | FY2016 | | | FY2015 | | |
|---|--------------|-------|--------|--------------|-------|--------|--------------|-------|--------|
| | Total | Male | Female | Total | Male | Female | Total | Male | Female |
| Number of new hires: | | | | | | | | | |
| Total (new graduates + mid-career) | 6,882 | - | - | 7,072 | - | - | 5,365 | - | - |
| Japan | 384 | - | - | 356 | - | - | 376 | - | - |
| Ajinomoto Co., Inc. | 119 | 66 | 53 | 107 | 75 | 32 | 66 | 45 | 21 |
| New graduates | 85 | 45 | 40 | 64 | 42 | 22 | 55 | 35 | 20 |
| Mid-career | 34 | 21 | 13 | 43 | 33 | 10 | 11 | 10 | 1 |
| Management | 9 | 7 | 2 | 6 | 5 | 1 | 3 | 3 | 0 |
| Non-management | 25 | 14 | 11 | 37 | 28 | 9 | 8 | 7 | 1 |
| Group companies in Japan | 265 | - | - | 249 | - | - | 310 | - | - |
| Overseas | 6,498 | - | - | 6,716 | - | - | 4,989 | - | - |
| Asia | 4,662 | - | - | 4,558 | - | - | 4,061 | - | - |
| Europe and Africa | 376 | - | - | 189 | - | - | 184 | - | - |
| The Americas | 1,460 | - | - | 1,969 | - | - | 744 | - | - |
| Reference: Retention rate (3 years) for new graduates | | | | | | | | | |
| Ajinomoto Co., Inc. | 95.7% | 97.9% | 90.9% | 95.0% | 93.5% | 100.0% | 97.8% | 96.4% | 100.0% |

I Number of retirees, turnover, reemployment

(persons)

| | FY2017 | | | FY2016 | | | FY2015 | | |
|---|--------------|------|--------|--------------|------|--------|--------------|------|--------|
| | Total | Male | Female | Total | Male | Female | Total | Male | Female |
| Total number of retirees | 6,867 | - | - | 7,674 | - | - | 5,469 | - | - |
| Japan | 352 | - | - | 422 | - | - | 416 | - | - |
| Retired | 151 | - | - | 154 | - | - | 161 | - | - |
| Resigned for personal reasons | 201 | - | - | 268 | - | - | 255 | - | - |
| Ajinomoto Co., Inc. | 99 | 82 | 17 | 118 | 89 | 29 | 83 | 58 | 25 |
| Retired | 51 | 46 | 5 | 60 | 48 | 12 | 44 | 33 | 11 |
| Resigned for personal reasons | 48 | 36 | 12 | 58 | 41 | 17 | 39 | 25 | 14 |
| Group companies in Japan | 253 | - | - | 304 | - | - | 333 | - | - |
| Retired | 100 | - | - | 94 | - | - | 117 | - | - |
| Resigned for personal reasons | 153 | - | - | 210 | - | - | 216 | - | - |
| Overseas | 6,515 | - | - | 7,252 | - | - | 5,053 | - | - |
| Resigned for personal reasons, etc. | | | | | | | | | |
| Turnover^[1] | | | | | | | | | |
| Ajinomoto Co., Inc. | 1.2% | 1.2% | 1.1% | 1.6% | 1.6% | 1.7% | 1.1% | 1.0% | 1.4% |
| Reemployed after retirement^[2] | | | | | | | | | |
| Japan | 145 | - | - | 164 | - | - | 157 | - | - |
| Ajinomoto Co., Inc. | 28 | - | - | 35 | - | - | 23 | - | - |
| Under reemployment program | 4 | 0 | 4 | 4 | 0 | 4 | 0 | 0 | 4 |
| Seniors (after retirement) | 24 | - | - | 31 | - | - | 23 | - | - |
| Group companies in Japan ^[3] | 117 | - | - | 129 | - | - | 134 | - | - |
| Reference: Number of employees registered in reemployment program (Ajinomoto Co., Inc.) | | | | | | | | | |
| Employees registered | 47 | 3 | 44 | 52 | 2 | 50 | 52 | 2 | 50 |
| Newly registered | 7 | 1 | 6 | 7 | 0 | 7 | 11 | 1 | 10 |

[1] Only includes employees resign for personal reasons [2] Japan only [3] Total numbers

I Number of personnel with disabilities (Japan only)

| | As of June 1, 2018 ^[4] | As of June 1, 2017 | As of June 1, 2016 |
|-------------------------------------|-----------------------------------|--------------------|--------------------|
| Employees (persons) | | | |
| Japan | 333.5 | 305 | 328 |
| Ajinomoto Co., Inc. | 90 | 88 | 90 |
| Group companies in Japan | 243.5 | 217 | 238 |
| Percentage of workforce rate | | | |
| Japan | 2.21% | 2.07% | 2.12% |
| Ajinomoto Co., Inc. | 1.95% | 1.91% | 1.93% |
| Group companies in Japan | 2.33% | 2.14% | 2.12% |

[4] For group companies in Japan, numbers refer to 23 companies with 45.5 or more regular workers, among the 30 consolidated subsidiaries in Japan, and a special-purpose subsidiary Ajinomoto Mirai Co., Ltd.

I Employee statistics

| | | FY2017 | | | FY2016 | | | FY2015 | | |
|---|--------------------------|--------|------|--------|--------|------|--------|--------|------|--------|
| | | Total | Male | Female | Total | Male | Female | Total | Male | Female |
| Average age | | | | | | | | | | |
| Japan | Ajinomoto Co., Inc. | 43.1 | 44 | 41.1 | 43.0 | 43.7 | 40.9 | 42.6 | 43.4 | 40.4 |
| | Group companies in Japan | 42.6 | - | - | 41.2 | - | - | 41.7 | - | - |
| | Overseas | 36.7 | - | - | 36.6 | - | - | 36.2 | - | - |
| Average years of employment | | | | | | | | | | |
| Japan | Ajinomoto Co., Inc. | 19.6 | 20.2 | 17.9 | 19.4 | 20.0 | 17.8 | 19.1 | 19.8 | 17.3 |
| | Group companies in Japan | 13.2 | - | - | 13.9 | - | - | 13.9 | - | - |
| | Overseas | 8.9 | - | - | 8.9 | - | - | 8.8 | - | - |
| Average annual salary^[5] (thousand yen) | | | | | | | | | | |
| | Ajinomoto Co., Inc. | 9,458 | - | - | 9,525 | - | - | 9,512 | - | - |

[5] Average for employees (excluding contract staff)

I Working hours and employee usage of work-life balance and related programs (Ajinomoto Co., Inc. only)

| | | FY2017 | | | FY2016 | | | FY2015 | | |
|--|-------------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| | | Total | Male | Female | Total | Male | Female | Total | Male | Female |
| Working hours | | | | | | | | | | |
| | Average annual working hours | 1,827 | - | - | 1,889 | - | - | 1,947 | - | - |
| | Average non-statutory working hours | 54 | - | - | 126 | - | - | 166 | - | - |
| | Average paid leave days | 16.9 | - | - | 17.4 | - | - | 16.7 | - | - |
| | Paid leave utilization rate | 87.0% | - | - | 89.2% | - | - | 85.6% | - | - |
| Work-life balance (WLB) – Parenting leave program | | | | | | | | | | |
| Number of users | | | | | | | | | | |
| | Parenting leave | 149 | 27 | 122 | 157 | 32 | 125 | 123 | 10 | 113 |
| | Part-time parenting and work | 157 | 0 | 157 | 182 | 0 | 182 | 164 | 1 | 163 |
| | Childcare leave | 25 | 2 | 23 | 39 | 3 | 36 | 38 | 3 | 35 |
| Usage ratio | | | | | | | | | | |
| | Parenting leave | - | 21.3% | 100.0% | - | 25.5% | 100.0% | - | 6.6% | 100.0% |
| | Average parenting leave usage days | - | 16 | 288 | - | 27 | 332 | - | 14 | 262 |
| | Reinstatement rate | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |
| Work-life balance (WLB) – Related programs | | | | | | | | | | |
| Number of users | | | | | | | | | | |
| | Nursing care leave | 14 | 5 | 9 | 14 | 5 | 9 | 10 | 6 | 4 |
| | Nursing care temporary retirement | 1 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 1 |
| | Part-time family care and work | 1 | 0 | 1 | 1 | 0 | 1 | 1 | 0 | 1 |
| | Accumulated paid leave | 85 | 32 | 53 | 104 | 41 | 63 | 83 | 27 | 56 |
| | Telecommuting ^[6] | - | - | - | - | - | - | 133 | 69 | 64 |
| | Rejuvenation leave | 142 | - | - | 155 | - | - | 181 | - | - |
| | Volunteer leave | 42 | - | - | 55 | - | - | 57 | - | - |

[6] Introduced in October 2014

I Education and training (Ajinomoto Co., Inc. only)

| | FY2017 | FY2016 | FY2015 |
|--|--------|--------|--------|
| Annual expenditures for education and training (million yen) | 511 | 504 | 470 |

I Safety and health (Ajinomoto Co., Inc. only)

| | FY2017 | FY2016 | FY2015 |
|--|--------|--------|--------|
| Number of employees taking mental health leave (persons) | 45 | 31 | 34 |

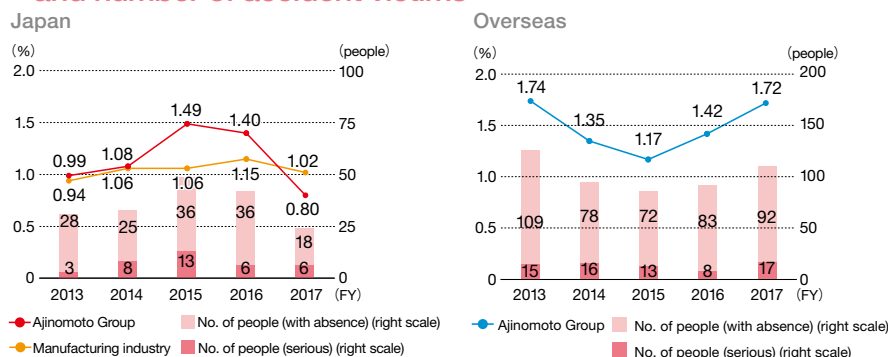
Work-life balance (WLB) -related systems of Ajinomoto Co., Inc.

| Systems | | Details |
|---------------------------------|--|---|
| Anywhere office | | Allows employees to work on eligible tasks at home or at a satellite office up to 4 days per week when approved by the Company. |
| Super flextime | | Flextime system without setting core time, or a time zone in which working is required, aimed at supporting efficient fulfillment of work duties and improving WLB. |
| Hourly paid leave system | | Allows employees to take paid leave of up to 16 hours per year in hourly units. |
| Child care leave system | | Allows employees with children who have not yet entered junior high school to take up to 10 days of childcare leave per fiscal year per child. |
| Volunteer leave system | | Allows employees to take volunteer leave of up to 8 days per fiscal year in case he or she is qualified for volunteer work by an NPO, social welfare foundation, or other organization. |
| WLB leave system | | Allows employees to take 3 consecutive days of leave separate from ordinary paid leave (once per year). |
| Refreshment leave system | | Allows employees to take rejuvenation leave of 9, 16, 30, and 16 days one time in the age ranges of 25–32, 33–40, 41–48, and 49–56, respectively. |
| WLB short working hours system | Short time work for childcare | Allows employees to take leave up to 2 hours and 30 minutes per day until the child enters the 4th grade of elementary school. |
| | Short time work for nursing care | Allows employees to take leave up to 2 hours and 30 minutes per day to provide care for certain family members until such care is no longer needed. |
| Area application system | | Allows employees to request to work in a specific area due to childcare, family care, or other applicable reasons (global employees: no transfer, regional employees: transfer to area different from that when hired). |
| WLB temporary retirement system | Temporary retirement for child care | Allows employees to take leave until the last day of April following the child's 1st birthday. A total of 15 days paid leave is provided. |
| | Temporary retirement for nursing care | Allows employees to take leave up to 1 year to care for a spouse, parents, or family within the 2nd-degree of kinship whom the employee supports. |
| | Temporary retirement for infertility treatment | Allows employees to take leave once in principle, up to 1 year, to receive advanced reproductive therapy. |
| | Temporary retirement for accompanying spouse on job transfer | Allows employees to take leave once, for a period between 1 and 3 years, to accompany their spouse on a job transfer that requires the spouse to change residence. |
| Reemployment system | | Allows employees to register for reemployment in the event that retirement was unavoidable due to childbirth and newborn care, family and child care, or relocation because of marriage or spouse's job transfer. |

Occupational safety and health activities

Frequency of serious accidents and accidents with absence, and number of accident victims^[7]

[7] Data from Ajinomoto Foods North America, Inc. (formerly Ajinomoto Windsor, Inc.) and KUKRE GIDA A.S. (currently AJINOMOTO ISTANBUL FOOD INDUSTRY AND TRADE LTD. CO.) were added in fiscal 2017.



Number of caught-in accident victims

| | FY2013 | FY2014 | FY2015 | FY2016 | FY2017 |
|-------------------------|--------|--------|--------|--------|--------|
| Japan | 1(1) | 6(4) | 2(1) | 2(1) | 1(1) |
| Overseas ^[8] | 3 | 3(2) | 3(2) | 3(0) | 9(7) |

[8] Overseas figures include only serious accident victims up to fiscal 2013, and both victims of serious accident and accident with absence from fiscal 2014 onward.

Number of fall accident victims

People, serious accident victims in ()

| | FY2013 | FY2014 | FY2015 | FY2016 | FY2017 |
|-------------------------|--------|--------|--------|--------|--------|
| Japan | 8(0) | 6(2) | 18(5) | 14(2) | 6(3) |
| Overseas ^[9] | 1 | 13(3) | 13(0) | 6(1) | 9(1) |

[9] Overseas figures include only serious accident victims up to fiscal 2013, and both victims of serious accident and accident with absence from fiscal 2014 onward.

Number of low back pain incidents

People, serious incidents in ()

| | FY2013 | FY2014 | FY2015 | FY2016 | FY2017 |
|-----------------------|--------|--------|--------|--------|--------|
| Japan ^[10] | 5(0) | 1(0) | 8(0) | 6(0) | 3(0) |

[10] The number is available only for group companies in Japan.

Number of victims of traffic accident causing bodily injury

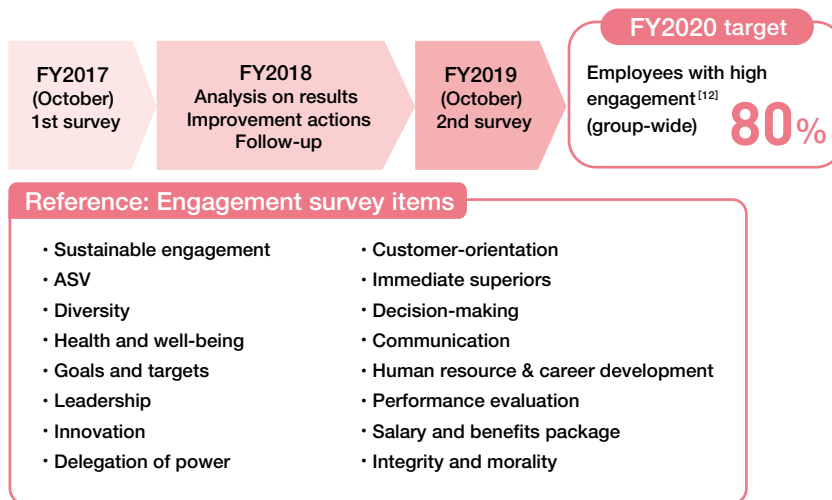
People

| | FY2013 | FY2014 | FY2015 | FY2016 | FY2017 |
|-----------------------|--------|--------|--------|--------|--------|
| Japan ^[11] | 21 | 21 | 9 | 4 | 3 |

[11] The number is available only for group companies in Japan.

Global engagement survey

The Ajinomoto Group puts great emphasis on improving each employee's engagement as a means of encouraging self-directed employee growth. Strong job and life satisfaction and highly motivated active working lead to better individual career progression and corporate growth, and overall enhancement of corporate value. The Group assesses employee engagement quantitatively by conducting a survey to understand issues and take actions using the PDCA cycle.

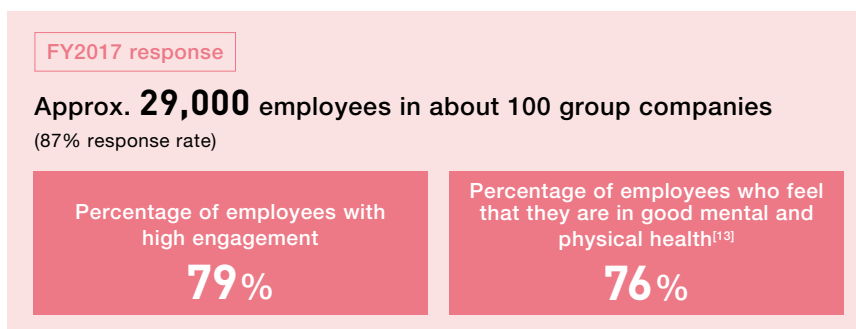


[12] Percentage of employees that support the goals and targets of the company and feel engaged as they work toward the sustainable growth of the company.

■ Fiscal 2017 engagement survey results

The first engagement survey in October 2017 targeted approximately 33,000 employees across about 100 group companies. The survey revealed that 79% responded favorably on the issue of sustainable engagement and 76% on their own health and well-being.

In fiscal 2018, each organization will consider and implement tailored action plans based on their individual survey results, with the aim of increasing the scores in the next engagement survey scheduled for October 2019.



[13] Percentage of employees that feel the company is considering their health and that are highly motivated to work in the company with a good work-life balance.

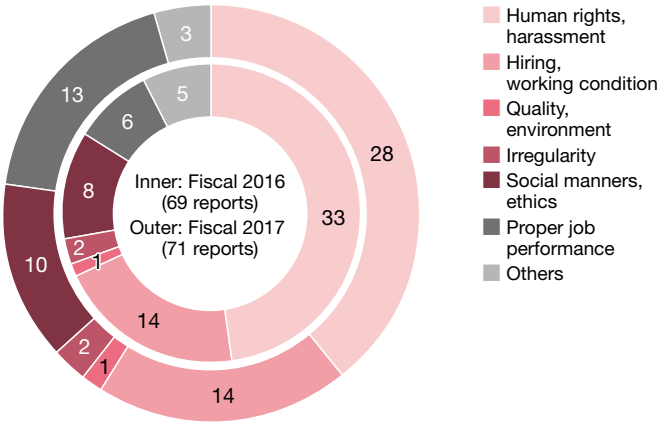
Expansion of the whistleblower hotline

The Ajinomoto Group has established the hotline as a whistleblower system that 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.

Using the guidelines to institute an internal reporting system based on the Whistleblower Protection Act, published by the Consumer Affairs Agency of Japan in December 2016, and actual usage of the current hotline, the Group developed its services and multiplied reporting channels starting from May 2018.

A supplier hotline was also created in June 2018 to receive reports from suppliers and facilitate the early detection and correction of Ajinomoto Group officer and employee behaviors that are potentially in violation of the law or AGP. Ultimately, the system will also be used to detect human rights, environmental and other violations in the supply chain.

Number of hotline reports [14]



[14] Multiple issues were reported in some cases