

# 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 (38 in Japan, 54 overseas) as of March 31 2017.

### 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)

# Personnel and Labor-Related Data

## Number of Ajinomoto Group employees

(persons)

	FY2016			FY2015			FY2014		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
<b>Ajinomoto Group total</b>	<b>43,001</b>	-	-	<b>44,500</b>	-	-	<b>41,235</b>	-	-
<b>Employees</b>	<b>32,734</b>	<b>23,607</b>	<b>9,127</b>	<b>33,295</b>	-	-	<b>31,312</b>	-	-
Management	4,488	3,626	862	4,803	-	-	4,520	-	-
Non-management	28,170	19,931	8,239	28,419	-	-	26,728	-	-
Contract staff	76	50	26	73	-	-	64	-	-
<b>Temporary staff</b>	<b>10,267</b>	-	-	<b>11,205</b>	-	-	<b>9,923</b>	-	-
<b>Japan</b>	<b>15,595</b>	-	-	<b>16,986</b>	-	-	<b>16,042</b>	-	-
<b>Employees</b>	<b>9,450</b>	<b>7,281</b>	<b>2,169</b>	<b>10,425</b>	<b>8,042</b>	<b>2,383</b>	<b>9,388</b>	<b>7,155</b>	<b>2,233</b>
Management	2,278	2,118	160	2,692	2,527	165	2,440	2,302	138
Non-management	7,096	5,113	1,983	7,660	5,467	2,193	6,884	4,810	2,074
Contract staff	76	50	26	73	48	25	64	43	21
<b>Temporary staff</b>	<b>6,145</b>	-	-	<b>6,561</b>	-	-	<b>6,654</b>	-	-
<b>Ajinomoto Co., Inc.</b>	<b>3,898</b>	<b>2,623</b>	<b>1,275</b>	<b>3,912</b>	<b>2,633</b>	<b>1,279</b>	<b>3,940</b>	<b>2,633</b>	<b>1,307</b>
<b>Employees</b>	3,459	2,449	1,010	3,477	2,473	1,004	3,484	2,478	1,006
Management	1,078	985	93	1,090	1,004	86	1,076	995	81
Non-management	2,305	1,414	891	2,314	1,421	893	2,344	1,440	904
Contract staff	76	50	26	73	48	25	64	43	21
<b>Temporary staff</b>	439	174	265	435	160	275	456	155	301
<b>Group companies in Japan</b>	<b>11,697</b>	-	-	<b>13,074</b>	-	-	<b>12,102</b>	-	-
<b>Employees</b>	5,991	4,832	1,159	6,948	5,569	1,379	5,904	4,677	1,227
Management	1,200	1,133	67	1,602	1,523	79	1,364	1,307	57
Non-management	4,791	3,699	1,092	5,346	4,046	1,300	4,540	3,370	1,170
<b>Temporary staff</b>	5,706	-	-	6,126	-	-	6,198	-	-
<b>Overseas</b>	<b>27,406</b>	-	-	<b>27,514</b>	-	-	<b>25,193</b>	-	-
<b>Employees</b>	<b>23,284</b>	<b>16,326</b>	<b>6,958</b>	<b>22,870</b>	-	-	<b>21,924</b>	-	-
Management	2,210	1,508	702	2,111	-	-	2,080	-	-
Non-management	21,074	14,818	6,256	20,759	-	-	19,844	-	-
<b>Temporary staff</b>	<b>4,122</b>	-	-	<b>4,644</b>	-	-	<b>3,269</b>	-	-
<b>Asia</b>	<b>17,269</b>	-	-	<b>17,489</b>	-	-	<b>15,319</b>	-	-
<b>Employees</b>	13,571	9,404	4,167	13,292	9,274	4,018	12,667	8,882	3,785
Management	1,153	820	333	1,106	764	342	1,051	744	307
Non-management	12,418	8,584	3,834	12,186	8,510	3,676	11,616	8,138	3,478
<b>Temporary staff</b>	3,698	-	-	4,197	-	-	2,652	-	-
<b>Europe and Africa</b>	<b>2,887</b>	-	-	<b>2,897</b>	-	-	<b>2,589</b>	-	-
<b>Employees</b>	2,479	1,931	548	2,468	1,961	507	2,499	1,982	517
Management	308	223	85	298	215	83	301	227	74
Non-management	2,171	1,708	463	2,170	1,746	424	2,198	1,755	443
<b>Temporary staff</b>	408	-	-	429	-	-	90	-	-
<b>The Americas</b>	<b>7,250</b>	-	-	<b>7,128</b>	-	-	<b>7,285</b>	-	-
<b>Employees</b>	7,234	4,991	2,243	7,110	-	-	6,758	-	-
Management	749	465	284	707	-	-	728	-	-
Non-management	6,485	4,526	1,959	6,403	-	-	6,030	-	-
<b>Temporary staff</b>	16	-	-	18	-	-	527	-	-

## Local executives

(persons)

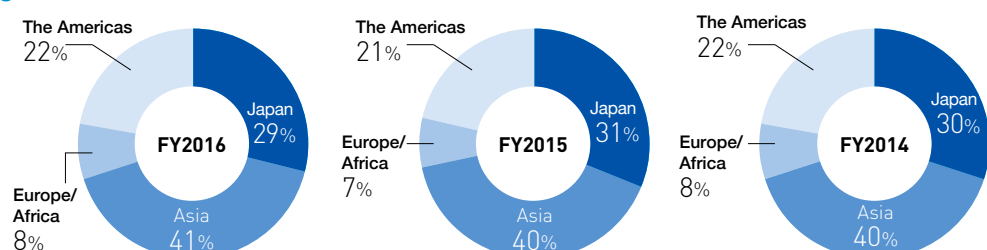
	FY2016	FY2015	FY2014
<b>Overseas: Total executives</b>	180	187	193
Local executives	79	78	78
Local executive ratio	<b>43.9%</b>	<b>41.7%</b>	<b>40.4%</b>

Ajinomoto Group employee ratio

Numbers in parentheses indicate male and female percentages.

	FY2016			FY2015			FY2014		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
<b>Ajinomoto Group total</b>	<b>100%</b>	-	-	<b>100%</b>	-	-	<b>100%</b>	-	-
<b>Employees</b>	<b>76%</b>	<b>(72%)</b>	<b>(28%)</b>	<b>75%</b>	-	-	<b>76%</b>	-	-
Management	10%	(81%)	(19%)	11%	-	-	11%	-	-
Non-management	66%	(71%)	(29%)	64%	-	-	65%	-	-
<b>Contract staff</b>	<b>0%</b>	<b>(66%)</b>	<b>(34%)</b>	<b>0%</b>	-	-	<b>0%</b>	-	-
<b>Temporary staff</b>	<b>24%</b>	-	-	<b>25%</b>	-	-	<b>24%</b>	-	-
<b>Japan</b>	<b>100%</b>	-	-	<b>100%</b>	-	-	<b>100%</b>	-	-
<b>Employees</b>	<b>61%</b>	<b>(77%)</b>	<b>(23%)</b>	<b>61%</b>	<b>(77%)</b>	<b>(23%)</b>	<b>59%</b>	<b>(76%)</b>	<b>(24%)</b>
Management	15%	(93%)	(7%)	16%	(94%)	(6%)	15%	(94%)	(6%)
Non-management	46%	(72%)	(28%)	45%	(71%)	(29%)	43%	(70%)	(30%)
<b>Contract staff</b>	<b>0%</b>	<b>(66%)</b>	<b>(34%)</b>	<b>0%</b>	<b>(66%)</b>	<b>(34%)</b>	<b>0%</b>	<b>(67%)</b>	<b>(33%)</b>
<b>Temporary staff</b>	<b>39%</b>	-	-	<b>39%</b>	-	-	<b>41%</b>	-	-
<b>Ajinomoto Co., Inc.</b>	<b>100%</b>	<b>(67%)</b>	<b>(33%)</b>	<b>100%</b>	<b>(67%)</b>	<b>(33%)</b>	<b>100%</b>	<b>(67%)</b>	<b>(33%)</b>
<b>Employees</b>	89%	(71%)	(29%)	89%	(71%)	(29%)	88%	(71%)	(29%)
Management	28%	(91%)	(9%)	28%	(92%)	(8%)	27%	(92%)	(8%)
Non-management	59%	(61%)	(39%)	59%	(61%)	(39%)	59%	(61%)	(39%)
Contract staff	2%	(66%)	(34%)	2%	(66%)	(34%)	2%	(67%)	(33%)
<b>Temporary staff</b>	11%	(40%)	(60%)	11%	(37%)	(63%)	12%	(34%)	(66%)
<b>Group companies in Japan</b>	<b>100%</b>	-	-	<b>100%</b>	-	-	<b>100%</b>	-	-
<b>Employees</b>	51%	(81%)	(19%)	53%	(80%)	(20%)	49%	(79%)	(21%)
Management	10%	(94%)	(6%)	12%	(95%)	(5%)	11%	(96%)	(4%)
Non-management	41%	(77%)	(23%)	41%	(76%)	(24%)	38%	(74%)	(26%)
<b>Temporary staff</b>	49%	-	-	47%	-	-	51%	-	-
<b>Overseas</b>	<b>100%</b>	-	-	<b>100%</b>	-	-	<b>100%</b>	-	-
<b>Employees</b>	<b>85%</b>	<b>(70%)</b>	<b>(30%)</b>	<b>83%</b>	-	-	<b>87%</b>	-	-
Management	8%	(68%)	(32%)	8%	-	-	8%	-	-
Non-management	77%	(70%)	(30%)	75%	-	-	79%	-	-
<b>Temporary staff</b>	<b>15%</b>	-	-	<b>17%</b>	-	-	<b>13%</b>	-	-
<b>Asia</b>	<b>100%</b>	-	-	<b>100%</b>	-	-	<b>100%</b>	-	-
<b>Employees</b>	79%	(69%)	(31%)	76%	(70%)	(30%)	83%	(70%)	(30%)
Management	7%	(71%)	(29%)	6%	(69%)	(31%)	7%	(71%)	(29%)
Non-management	72%	(69%)	(31%)	70%	(70%)	(30%)	76%	(70%)	(30%)
<b>Temporary staff</b>	21%	-	-	24%	-	-	17%	-	-
<b>Europe and Africa</b>	<b>100%</b>	-	-	<b>100%</b>	-	-	<b>100%</b>	-	-
<b>Employees</b>	86%	(78%)	(22%)	85%	(79%)	(21%)	97%	(79%)	(21%)
Management	11%	(72%)	(28%)	10%	(72%)	(28%)	12%	(75%)	(25%)
Non-management	75%	(79%)	(21%)	75%	(80%)	(20%)	85%	(80%)	(20%)
<b>Temporary staff</b>	14%	-	-	15%	-	-	3%	-	-
<b>The Americas</b>	<b>100%</b>	-	-	<b>100%</b>	-	-	<b>100%</b>	-	-
<b>Employees</b>	100%	(69%)	(31%)	100%	-	-	93%	-	-
Management	10%	(62%)	(38%)	10%	-	-	10%	-	-
Non-management	89%	(70%)	(30%)	90%	-	-	83%	-	-
<b>Temporary staff</b>	0%	-	-	0%	-	-	7%	-	-

Group employees by region



## Number of new hires, retention rate

(persons)

	FY2016			FY2015			FY2014		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
<b>Number of new hires: Total (new graduates + mid-career)</b>	<b>7,072</b>	-	-	<b>5,365</b>	-	-	<b>4,739</b>	-	-
<b>Japan</b>	<b>356</b>	-	-	<b>376</b>	-	-	<b>360</b>	-	-
Ajinomoto Co., Inc.	107	75	32	66	45	21	112	67	45
New graduates	64	42	22	55	35	20	78	47	31
Mid-career	43	33	10	11	10	1	34	20	14
Management	6	5	1	3	3	0	7	5	2
Non-management	37	28	9	8	7	1	27	15	12
Group companies in Japan	249	-	-	310	-	-	248	-	-
<b>Overseas</b>	<b>6,716</b>	-	-	<b>4,989</b>	-	-	<b>4,379</b>	-	-
Asia	4,558	-	-	4,061	-	-	3,225	-	-
Europe and Africa	189	-	-	184	-	-	221	-	-
The Americas	1,969	-	-	744	-	-	933	-	-
Reference: Retention rate (3 years) for new graduates									
Ajinomoto Co., Inc.	95.0%	93.5%	100.0%	97.8%	96.4%	100.0%	97.3%	95.7%	100.0%

## Number of retirees, turnover, re-employment

(persons)

	FY2016			FY2015			FY2014		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
<b>Total number of retirees</b>	<b>7,674</b>	-	-	<b>5,469</b>	-	-	<b>4,611</b>	-	-
<b>Japan</b>	<b>422</b>	-	-	<b>416</b>	-	-	<b>335</b>	-	-
Retired	154	-	-	161	-	-	116	-	-
Resigned for personal reasons	268	-	-	255	-	-	219	-	-
Ajinomoto Co., Inc.	118	89	29	83	58	25	81	56	25
Retired	60	48	12	44	33	11	33	27	6
Resigned for personal reasons	58	41	17	39	25	14	48	29	19
Group companies in Japan	304	-	-	333	-	-	254	-	-
Retired	94	-	-	117	-	-	83	-	-
Resigned for personal reasons	210	-	-	216	-	-	171	-	-
<b>Overseas</b>	<b>7,252</b>	-	-	<b>5,053</b>	-	-	<b>4,276</b>	-	-
Resigned for personal reasons, etc.									
<b>Turnover<sup>[1]</sup></b>									
Ajinomoto Co., Inc.	<b>1.6%</b>	<b>1.6%</b>	<b>1.7%</b>	<b>1.1%</b>	<b>1.0%</b>	<b>1.4%</b>	<b>1.4%</b>	<b>1.2%</b>	<b>1.9%</b>
<b>Re-employed after retirement<sup>[2]</sup></b>									
<b>Japan</b>	<b>164</b>	-	-	<b>157</b>	-	-	<b>168</b>	-	-
Ajinomoto Co., Inc.	35	-	-	23	-	-	23	-	-
Under re-employment program	4	0	4	0	0	0	4	0	4
Seniors (after retirement)	31	-	-	23	-	-	19	-	-
Group companies in Japan <sup>[3]</sup>	129	-	-	134	-	-	145	-	-
Reference: Number of employees registered in re-employment program (Ajinomoto Co., Inc.)									
Employees registered	52	2	50	52	2	50	50	1	49
Newly registered	7	0	7	11	1	10	8	0	8

[1] Only includes employees resign for personal reasons, Ajinomoto Co., Inc. only

[2] Japan only

[3] Total numbers

## Number of personnel with disabilities (Japan only)

	FY2016	FY2015	FY2014
<b>Employees (persons)</b>			
Ajinomoto Co., Inc.	88	90	90
Group companies in Japan	219	238	206
<b>Percent of workforce rate</b>			
Ajinomoto Co., Inc.	1.91%	1.93%	1.93%
Group companies in Japan	2.14%	2.12%	1.91%

\*For Group companies in Japan, numbers refer to 28 companies with 50 or more regular workers, among the 38 consolidated subsidiaries in Japan as of March 31 2017.

## Employee statistics

		FY2016			FY2015			FY2014		
		Total	Male	Female	Total	Male	Female	Total	Male	Female
<b>Average age</b>										
Japan	Ajinomoto Co., Inc.	43.0	43.7	40.9	42.6	43.4	40.4	42.2	42.9	39.9
	Group companies in Japan	41.2	-	-	41.7	-	-	-	-	-
	Overseas	36.6	-	-	36.2	-	-	35.7	-	-
<b>Average years of employment</b>										
Japan	Ajinomoto Co., Inc.	19.4	20.0	17.8	19.1	19.8	17.3	18.7	19.3	16.7
	Group companies in Japan	13.9	-	-	13.9	-	-	-	-	-
	Overseas	8.9	-	-	8.8	-	-	8.7	-	-
<b>Average annual salary<sup>[1]</sup> (thousand yen)</b>										
	Ajinomoto Co., Inc.	9,525	-	-	9,512	-	-	9,231	-	-

[1] Average for employees (excluding contract staff)

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

		FY2016			FY2015			FY2014		
		Total	Male	Female	Total	Male	Female	Total	Male	Female
<b>Working hours</b>										
	Total actual working hours	1,889	-	-	1,947	-	-	1,996	-	-
	Average non-statutory working hours	126	-	-	166	-	-	161	-	-
	Average paid leave days	17.4	-	-	16.7	-	-	15.7	-	-
	Paid leave utilization rate	89.2%	-	-	85.6%	-	-	80.5%	-	-
<b>Work-life balance (WLB) – Parenting leave program</b>										
<b>Number of users</b>										
	Parenting Leave	157	32	125	123	10	113	119	7	112
	Part-Time Parenting and Work	182	0	182	164	1	163	181	2	179
	Childcare Leave	39	3	36	38	3	35	53	3	50
<b>Usage ratio</b>										
	Parenting Leave	-	25.5%	100%	-	6.6%	100%	-	4.6%	100%
	Average parenting leave usage days	-	27	332	-	14	262	-	22	251
	Reinstatement rate	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
<b>Work-life balance (WLB) – Related programs</b>										
<b>Number of users</b>										
	Nursing care leave	14	5	9	10	6	4	11	6	5
	Nursing care temporary retirement	0	0	0	1	0	1	1	0	1
	Part-Time Family Care and Work	1	0	1	1	0	1	1	0	1
	Accumulated Paid Leave	104	41	63	83	27	56	84	27	57
	Telecommuting <sup>[2]</sup>	-	-	-	133	69	64	113	57	56
	Rejuvenation Leave	155	-	-	181	-	-	213	-	-
	Volunteer Leave	55	-	-	57	-	-	48	-	-

[2] Introduced in October 2014

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

	FY2016	FY2015	FY2014
Annual expenditures for education and training (million yen)	504	470	463

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

	FY2016	FY2015	FY2014
Ratio of employees taking mental health leave	0.66%	0.72%	0.68%