

# Ajinomoto Group Sustainability Report 2024

## Appendix 2 : Personnel and Labor-Related Data

- Directors statistics
- Employee statistics
- Work-life balance-related programs
- Frequency of serious accidents and accidents with absence
- Number of hotline (whistleblowing) reports
- Number of violations
- Third-party assurance

### 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 (27 in Japan, 84 overseas) as of March 31, 2024.

### 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, or executive officers  
Management : Employees in the position of section manager, a position equivalent to section manager, or a position higher than section manager (excluding executives)

## Director statistics

### Number of directors (Ajinomoto Co., Inc.)

(persons)

	as of June 30, 2022			as of June 30, 2023			as of June 30, 2024		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Ajinomoto Co., Inc.	11	7	4	11	8	3	11	7	4
Ratio	100%	64%	36%	100%	73%	27%	100%	64%	36%

### Directors by age (Ajinomoto Co., Inc.)

(persons)

	as of June 30, 2022				as of June 30, 2023				as of June 30, 2024			
	Total	age <30	age 30-<50	age 50-	Total	age <30	age 30-<50	age 50-	Total	age <30	age 30-<50	age 50-
Ajinomoto Co., Inc.	11	0	0	11	11	0	0	11	11	0	0	11
Ratio	100%	0%	0%	100%	100%	0%	0%	100%	100%	0%	0%	100%

## Employee statistics

### Number of Ajinomoto Group employees

(persons)

	FY2021			FY2022			FY2023		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Ajinomoto Group total	41,696	-	-	42,434 <sup>[2]</sup>	-	-	43,208	-	-
Employees	33,910	23,749	10,162	34,615	23,996	10,619	34,862	24,094	10,768
Management	5,014	3,697	1,317	5,254	3,826	1,428	5,492	3,919	1,573
Non-management	28,791	19,972	8,820	29,255	20,095	9,160	29,238	20,077	9,161
Contract staff	105	80	25	106	75	31	132	98	34
Temporary staff	7,785	-	-	7,819 <sup>[2]</sup>	-	-	8,346	-	-
Japan	12,534	-	-	12,466 <sup>[2]</sup>	-	-	12,485	-	-
Employees	7,768	5,585	2,183	7,814	5,585	2,229	7,939	5,647	2,292
Management	1,989	1,767	222	2,043	1,804	239	2,070	1,809	261
Non-management	5,674	3,738	1,936	5,665	3,706	1,959	5,737	3,740	1,997
Contract staff	105	80	25	106	75	31	132	98	34
Temporary staff	4,766	-	-	4,652	-	-	4,546	-	-
Asia	16,484	-	-	16,641	-	-	17,160	-	-
Employees	14,005	10,021	3,984	13,998	10,011	3,987	14,009	10,001	4,008
Management	1,832	1,145	687	1,916	1,181	735	1,915	1,164	751
Non-management	12,173	8,876	3,297	12,082	8,830	3,252	12,094	8,837	3,257
Temporary staff	2,479	-	-	2,643	-	-	3,151	-	-
EMEA <sup>[1]</sup>	3,503	-	-	3,561	-	-	3,613	-	-
Employees	3,368	2,275	1,094	3,420	2,265	1,155	3,238	2,094	1,144
Management	452	302	150	481	309	172	467	298	169
Non-management	2,916	1,973	944	2,939	1,956	983	2,771	1,796	975
Temporary staff	135	-	-	141	-	-	375	-	-
The Americas	9,175	-	-	9,766	-	-	9,951	-	-
Employees	8,769	5,868	2,901	9,383	6,135	3,248	9,676	6,352	3,324
Management	741	483	258	814	532	282	1,040	648	392
Non-management	8,028	5,385	2,643	8,569	5,603	2,966	8,636	5,704	2,932
Temporary staff	406	-	-	383	-	-	275	-	-
Ref.: Ajinomoto Co., Inc.	3,476	2,334	1,142	3,559	2,377	1,182	3,707	2,457	1,250
Employees	3,252	2,225	1,027	3,335	2,272	1,063	3,480	2,353	1,127
Management	1,041	915	126	1,080	940	140	1,117	964	153
Non-management	2,106	1,230	876	2,149	1,257	892	2,231	1,291	940
Contract staff	105	80	25	106	75	31	132	98	34
Temporary staff	224	109	115	224	105	119	227	104	123

[1] Europe, the Middle East and Africa

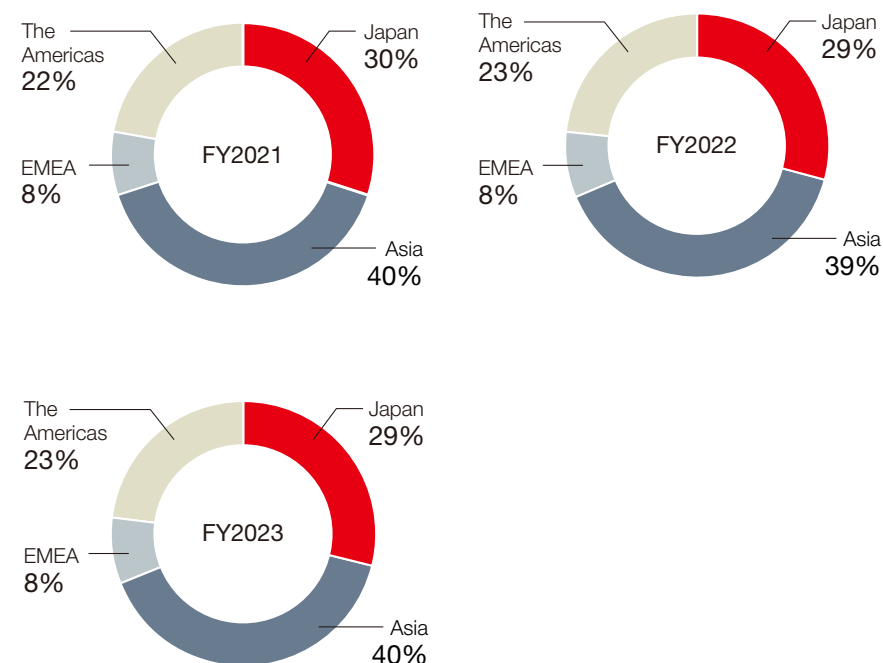
[2] Corrections have been made as a result of review of totals.

Ajinomoto Group employee ratio

Numbers in parentheses indicate male and female percentages.

	FY2021			FY2022			FY2023		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Ajinomoto Group total	100%	-	-	100%	-	-	100%	-	-
Employees	81%	(70%)	(30%)	82%	(69%)	(31%)	81%	(69%)	(31%)
Management	12%	(74%)	(26%)	12%	(73%)	(27%)	13%	(71%)	(29%)
Non-management	69%	(69%)	(31%)	69%	(69%)	(31%)	68%	(69%)	(31%)
Contract staff	0%	(76%)	(24%)	0%	(71%)	(29%)	0%	(74%)	(26%)
Temporary staff	19%	-	-	18%	-	-	19%	-	-
Japan	100%	-	-	100%	-	-	100%	-	-
Employees	62%	(72%)	(28%)	63%	(71%)	(29%)	64%	(71%)	(29%)
Management	16%	(89%)	(11%)	16%	(88%)	(12%)	17%	(87%)	(13%)
Non-management	45%	(66%)	(34%)	45%	(65%)	(35%)	46%	(65%)	(35%)
Contract staff	1%	(76%)	(24%)	1%	(71%)	(29%)	1%	(74%)	(26%)
Temporary staff	38%	-	-	37%	-	-	36%	-	-
Asia	100%	-	-	100%	-	-	100%	-	-
Employees	85%	(72%)	(28%)	84%	(72%)	(28%)	82%	(71%)	(29%)
Management	11%	(63%)	(38%)	12%	(62%)	(38%)	11%	(61%)	(39%)
Non-management	74%	(73%)	(27%)	73%	(73%)	(27%)	70%	(73%)	(27%)
Temporary staff	15%	-	-	16%	-	-	18%	-	-
EMEA	100%	-	-	100%	-	-	100%	-	-
Employees	96%	(68%)	(32%)	96%	(66%)	(34%)	90%	(65%)	(35%)
Management	13%	(67%)	(33%)	14%	(64%)	(36%)	13%	(64%)	(36%)
Non-management	83%	(68%)	(32%)	83%	(67%)	(33%)	77%	(65%)	(35%)
Temporary staff	4%	-	-	4%	-	-	10%	-	-
The Americas	100%	-	-	100%	-	-	100%	-	-
Employees	96%	(67%)	(33%)	96%	(65%)	(35%)	97%	(66%)	(34%)
Management	8%	(65%)	(35%)	8%	(65%)	(35%)	10%	(62%)	(38%)
Non-management	87%	(67%)	(33%)	88%	(65%)	(35%)	87%	(66%)	(34%)
Temporary staff	4%	-	-	4%	-	-	3%	-	-
Ref.: Ajinomoto Co., Inc.	100%	(67%)	(33%)	100%	(67%)	(33%)	100%	(66%)	(34%)
Employees	94%	(68%)	(32%)	94%	(68%)	(32%)	94%	(68%)	(32%)
Management	30%	(88%)	(12%)	30%	(87%)	(13%)	30%	(86%)	(14%)
Non-management	61%	(58%)	(42%)	60%	(58%)	(42%)	60%	(58%)	(42%)
Contract staff	3%	(76%)	(24%)	3%	(71%)	(29%)	4%	(74%)	(26%)
Temporary staff	6%	(49%)	(51%)	6%	(47%)	(53%)	6%	(46%)	(54%)

Group employees by region



## Ratio of locally hired overseas executives

(persons)

	FY2021	FY2022	FY2023
Total overseas executives	193 <sup>[1]</sup>	200 <sup>[1]</sup>	192
Local executives	112 <sup>[1]</sup>	121 <sup>[1]</sup>	123
Local executive ratio	58% <sup>[1]</sup>	61% <sup>[1]</sup>	64%

[1] Corrections have been made as a result of review of totals.

## Score of Engagement Survey

	Result				Target	
	FY2020	FY2021	FY2022	FY2023	FY2025	FY2030
"ASV as one's own initiative" <sup>[2]</sup>	64%	61%	62%	-	-	-
"ASV Realization Process" <sup>[3]</sup>	-	-	75%	76%	80%	85%+
Percentage of employees feeling highly engaged in their work <sup>[4]</sup>	86%	86%	86%	85%		

[2] The percentage of employees who talk about how they implement ASV through their own work with their family, friends, and business partners is measured using the engagement survey for the Group employee.

[3] Visualize the process from understanding and agreeing to ASV to produce results as an organization, and the average percentage of employees in each process is measured using the engagement survey for the Group employees.

[4] The percentage of employees who support the company's goals and targets and who feel a sense of job satisfaction and are working toward the sustainable growth of the company is measured using the engagement survey for the Group employees.

## Expenditures for education &amp; training per employee and education &amp; training hours per employee (Ajinomoto Co., Inc.)

	FY2021	FY2022	FY2023
Total Expenditures for education & training per employee (thousand yen)	249	236	236
Expenditures for HRIS and Engagement survey (thousand yen)	105	58	49
Expenditures for DE&I (thousand yen)	18	16	18
Others (thousand yen)	126	162	169
Education & Training hours <sup>[4]</sup> (hours)	40	76	66

[4] Training hours are calculated as total hours per employee for training. In addition, some training programs led by business and operations-related organizations are not included in the data.

## Ref.: Expenditures for education &amp; training per employee and education &amp; training hours per employee (Major 14 companies in global)

	FY2021	FY2022	FY2023
Total Expenditures for education & training per employee (thousand yen)	63	83	75
Expenditures for HRIS and Engagement survey (thousand yen)	23	20	18
Expenditures for DE&I (thousand yen)	3	3	4
Others (thousand yen)	36	61	53
Education & Training hours (hours)	29	27	28

## Number of new hires, retention rate

(persons)

	FY2021			FY2022			FY2023		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Total number of new hires (new graduates + mid-career)	5,436	-	-	6,486 <sup>[5]</sup>	-	-	4,467	-	-
Japan	293	-	-	344 <sup>[5]</sup>	214 <sup>[5]</sup>	130 <sup>[5]</sup>	452	306	146
Asia	1,344	-	-	2,233	-	-	1,635	-	-
EMEA	417	-	-	494	-	-	354	-	-
The Americas	3,382	-	-	3,415	-	-	2,026	-	-
Ref.: Ajinomoto Co., Inc.	91	55	36	149 <sup>[5]</sup>	98 <sup>[5]</sup>	51	227	154	73
New graduates	59	35	24	90	51	39	120	71	49
Mid-career	32	20	12	59	47	12	107	83	24
Management	5	3	2	8	7	1	19	15	4
Non-management	27	17	10	51	40	11	88	68	20
Ratio of mid-career recruitment	35.2%	36.4%	33.3%	39.6% <sup>[5]</sup>	48.0% <sup>[5]</sup>	23.5%	47.1%	53.9%	32.9%

## Retention rate (3 years) for new graduates

	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Ajinomoto Co., Inc.	100.0%	100.0%	100.0%	93.1%	91.8%	94.7%	98.9%	100.0%	97.4%

[5] Corrections have been made as a result of review of totals.

## Diversity of new hires (Ajinomoto Co., Inc.)

(persons)

	FY2021			FY2022			FY2023			
	Total	Male	Female	Total	Male	Female	Total	Male	Female	
Total	32	20	12	59	47	12	107	83	24	
Non-management	age <30	4	2	2	9	8	1	18	16	2
	age 30-39	21	15	6	38	32	6	62	49	13
	age 40-49	2	0	2	4	0	4	7	2	5
	age 50-59	0	0	0	0	0	0	1	1	0
	age 60-	0	0	0	0	0	0	0	0	0
Management (junior)	age <30	0	0	0	0	0	0	0	0	0
	age 30-39	0	0	0	2	2	0	5	4	1
	age 40-49	3	1	2	3	2	1	13	10	3
	age 50-59	0	0	0	0	0	0	0	0	0
	age 60-	0	0	0	0	0	0	0	0	0
Management (middle)	age <30	0	0	0	0	0	0	0	0	0
	age 30-39	0	0	0	0	0	0	0	0	0
	age 40-49	2	2	0	3	3	0	1	1	0
	age 50-59	0	0	0	0	0	0	0	0	0
	age 60-	0	0	0	0	0	0	0	0	0
Management (senior)	age <30	0	0	0	0	0	0	0	0	0
	age 30-39	0	0	0	0	0	0	0	0	0
	age 40-49	0	0	0	0	0	0	0	0	0
	age 50-59	0	0	0	0	0	0	0	0	0
	age 60-	0	0	0	0	0	0	0	0	0

## Number of retirees, turnover, reemployment

(persons)

	FY2021			FY2022			FY2023		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Total number of retirees	5,029	-	-	6,934 <sup>[2]</sup>	-	-	4,523	-	-
Japan	221	170	51	326 <sup>[2]</sup>	235 <sup>[2]</sup>	91 <sup>[2]</sup>	304	216	88
Retired	94	81	13	109 <sup>[2]</sup>	78 <sup>[2]</sup>	31 <sup>[2]</sup>	131	107	24
Resigned for personal reasons	127	89	38	217 <sup>[2]</sup>	157 <sup>[2]</sup>	60 <sup>[2]</sup>	173	109	64
Overseas (Resigned for personal reasons, etc.)	4,808	-	-	6,608	-	-	4,219	-	-
Ref.: Ajinomoto Co., Inc.	101 <sup>[2]</sup>	75 <sup>[2]</sup>	26 <sup>[2]</sup>	106 <sup>[2]</sup>	76 <sup>[2]</sup>	30 <sup>[2]</sup>	97	76	21
Retired	43 <sup>[2]</sup>	28 <sup>[2]</sup>	15 <sup>[2]</sup>	42 <sup>[2]</sup>	29 <sup>[2]</sup>	13 <sup>[2]</sup>	57	47	10
Resigned for personal reasons	58	47	11	64	47	17	40	29	11
Turnover <sup>[1]</sup>									
Ajinomoto Co., Inc.	1.6% <sup>[2]</sup>	1.8%	1.0%	1.7% <sup>[2]</sup>	1.8% <sup>[2]</sup>	1.6%	1.0%	1.1%	1.0%
Reemployed after retirement (Japan only)	109	81	28	154	120	34	103	83	20
Ajinomoto Co., Inc.	28	15	13	30	15	15	46	37	9
Under reemployment program	5	0	5	5	0	5	5	1	4
Seniors (after retirement)	23	15	8	25	15	10	41	36	5
Group companies in Japan	81	66	15	124	105	19	57	46	11
Under reemployment program	-	-	-	-	-	-	-	-	-
Seniors (after retirement)	-	-	-	-	-	-	-	-	-
Ref.: Number of employees registered in reemployment program (Ajinomoto Co., Inc.)									
Employees registered	40	3	37	39	3	36	29	3	26
Newly registered	3	0	3	9	1	8	4	1	3

[1] Only includes employees resign for personal reasons.

[2] Corrections have been made as a result of review of totals.

## Number of personnel with disabilities (Japan only)

(persons)

	As of June 1, 2022	As of June 1, 2023	As of June 1, 2024
Employees	275.0	294.0	320.5
Ajinomoto Co., Inc.	74.0	78.0	82.0
Group companies <sup>[3]</sup>	201.0	216.0	238.5
Percentage of workforce rate	2.22%	2.35%	2.53%
Ajinomoto Co., Inc.	1.80%	1.87%	1.88%
Group companies <sup>[3]</sup>	2.42%	2.60%	2.87%

[3] Numbers refer to 18 consolidated subsidiaries with 40 or more regular workers, and a special-purpose subsidiary Ajinomoto Mirai Co., Ltd.

## Personnel and Labor-Related Data

### Age, years of employment, salary

	FY2021			FY2022			FY2023		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Average age									
Ajinomoto Co., Inc.	44.4	45.2	42.5	44.6	45.4	42.7	44.5	45.3	42.7
Group companies in Japan	37.3	-	-	41.5	42.6 <sup>[2]</sup>	39.2 <sup>[2]</sup>	41.5	42.1	39.8
Overseas Group companies	36.4	-	-	38.2	-	-	36.5	-	-
Average years of employment									
Ajinomoto Co., Inc.	20.2	20.9	18.5	20.3	21.0	18.6	19.9	20.6	18.3
Group companies in Japan	10.8	-	-	13.0	14.8 <sup>[2]</sup>	11.1 <sup>[2]</sup>	12.4	13.3	11.4
Overseas Group companies	9.2	-	-	9.8	-	-	9.2	-	-
Average annual salary <sup>[1]</sup> (thousand yen)									
Ajinomoto Co., Inc.	10,465	-	-	10,475	-	-	10,727	-	-

[1] Average for employees (excluding contract staff)

[2] Corrections have been made as a result of review of totals.

### Number of employees (without contract staff) by age (Ajinomoto Co., Inc. only)

(persons)

	FY2021			FY2022			FY2023		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Total	3,252	2,225	1,027	3,335	2,272	1,063	3,480	2,353	1,127
age <30	366	210	156	387	218	169	439	250	189
age 30-39	757	475	282	750	463	287	788	491	297
age 40-49	1,201	875	326	1,138	812	326	1,083	756	327
age 50-59	827	584	243	957	702	255	1,038	755	283
age 60-	101	81	20	103	77	26	132	101	31

### Employees age ratio (without contract staff) (Ajinomoto Co., Inc. only)

	FY2021			FY2022			FY2023		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Total	100%	68%	32%	100%	68%	32%	100%	68%	32%
age <30	11%	6%	5%	12%	7%	5%	13%	7%	5%
age 30-39	23%	15%	9%	22%	14%	9%	23%	14%	9%
age 40-49	37%	27%	10%	34%	24%	10%	31%	22%	9%
age 50-59	25%	18%	7%	29%	21%	8%	30%	22%	8%
age 60-	3%	2%	1%	3%	2%	1%	4%	3%	1%

### Number of new managers promoted (Ajinomoto Co., Inc. only)

(persons)

	FY2021			FY2022			FY2023		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Number of new managers promoted	70	52	18	82	64	18	100	81	19
Ratio	100%	74%	26%	100%	78%	22%	100%	81%	19%

### Working hours (Ajinomoto Co., Inc. only)

	FY2021	FY2022	FY2023
Average annual working hours	1,889 <sup>[3]</sup>	1,892	1,902
Average paid leave days	15.3 <sup>[3]</sup>	15.6	15.3
Paid leave utilization rate	77.7%	79.6%	78.0%

[3] Corrections have been made as a result of review of totals.

### Labor union membership ratio (Ajinomoto Co., Inc. only)

	FY2021	FY2022	FY2023
Labor union membership ratio	61.0%	60.4%	60.1%

**Work-life balance (WLB) -related programs (Ajinomoto Co., Inc. only)**

Program		Details
Anywhere office		Allows employees to work at home or at a satellite office. (No limit on number of days)
Super flexitime		Flexitime 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 40 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.
Nursing care leave system		Allows employees to take leaves for 10 days per eligible family member (20 days if there are 2 or more eligible family members)
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.
Anywhere Career		Allows employees to work anywhere based on the premise of full remote work without stopping their career developments due to relocation of their partner or nursing care in Japan or overseas.
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 (Woman's leave after child's birth is 100% paid).
	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.
Childcare leave for partner		<ul style="list-style-type: none"> <li>Allows employees to take up to 20 days of paid leave between two weeks before partner's delivery/expected delivery date, and 12 weeks after child's birth. This leave does not have to be continuous.</li> <li>Available if applied for at least one day prior to the desired date.</li> </ul>
Re-employment system		Allows employees to register for re-employment 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.

\* In accordance with the Act on Childcare Leave/Caregiver Leave in Japan, the leave can be taken by anyone regardless of gender.

**Employee usage of WLB-related programs (Ajinomoto Co., Inc. only)**

	FY2021			FY2022			FY2023		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Parenting leave program									
Number of users									
Parenting leave	150	46	104	164	67	97	189	79	110
Number of employees newly obtained the right to take childcare leave									
	149	100	49	123	74	49	145	88	57
Part-time parenting and work									
	126	0	126	123	1	122	116	2	114
Childcare leave									
	4	0	4	5	1	4	4	3	1
Usage ratio									
Parenting leave	-	46.0%	100.0%	-	91.0%	100.0%	-	90.0%	100.0%
Average parenting leave usage days									
	-	13	364	-	14	361	-	15.9	345
Reinstatement rate									
	100.0%	100.0%	100.0%	100.0%	99.0%	99.0%	100.0%	100.0%	100.0%
Retention rate									
	-	100.0%	100.0%	-	100.0%	99.0%	-	100.0%	100.0%
Other WLB-related programs									
Number of users									
Nursing care leave	5	3	2	4	3	1	2	1	1
Nursing care temporary retirement									
	2	1	1	1	0	1	1	0	1
Part-time family care and work									
	0	0	0	1	0	1	1	0	1
Accumulated paid leave									
	43	19	24	34	8	26	63	28	35
Volunteer leave									
	23	-	-	1	-	-	1	-	-
Rejuvenation leave									
	153	-	-	150	-	-	130	-	-

## Frequency of serious accidents and accidents with absence

### Frequency of serious accidents and accidents with absence, and number of accident victims

	FY2019	FY2020	FY2021	FY2022	FY2023
No. of people (with absence)	118	146	104	93	99
No. of people (serious accidents) <sup>[1]</sup>	21	23	12	16	17
Frequency rate					
LTIFR <sup>[2]</sup>	1.46	1.90	1.28	1.13	1.20
LTIR <sup>[3]</sup>	0.29	0.38	0.26	0.23	0.24
Severity rate (lost workdays rate)	0.005	0.117	0.035	0.035	0.122

[1] Serious accidents: Fatal accidents, Accidents with physical disabilities, or 4 days or more of lost time accidents with hospitalization (Commuting accidents that are excluded from Survey on Industrial Accidents by the Ministry of Health, Labour and Welfare are not counted.)

[2] Lost Time Injury Frequency Rate = (Number of lost time injuries) / (Number of hours worked by all employees) x 1,000,000

[3] Lost Time Incident Rate = (Number of lost time injuries) / (Number of hours worked by all employees) x 200,000

[4] Severity rate = (Number of lost workdays by lost time injuries) / (Number of hours worked by all employees) x 1,000

### Major accident and incidents

		FY2019	FY2020	FY2021	FY2022	FY2023
Number of serious accidents <sup>[5]</sup> (Persons, fatal accidents in parentheses)	Japan	6(0)	8(0)	3(0)	6(0)	7(0)
	Overseas	15(1)	15(1)	9(0)	10(0)	10(1)
	Total	21(1)	23(1)	12(0)	16(0)	17(1)
Number of falling over accidents (Persons, serious accidents in parentheses)	Japan	5(1)	6(1)	13(0)	7(3)	8(3)
	Overseas	12(3)	16(1)	11(1)	13(1)	16(1)
	Total	17(4)	22(2)	24(1)	20(4)	24(4)
Number of caught-in accidents etc. by machines in operation (Persons, serious accidents in parentheses)	Japan	1(0)	3(3)	0(0)	1(0)	3(2)
	Overseas	6(3)	12(3)	11(7)	11(3)	9(2)
	Total	7(3)	15(6)	11(7)	12(3)	12(4)

[5] Serious accidents: Fatal accidents, Accidents with physical disabilities, or 4 days or more of lost time accidents with hospitalization (Commuting accidents that are excluded from Survey on Industrial Accidents by the Ministry of Health, Labour and Welfare are not counted.)

### Number of fatalities from work-related accidents

	FY2019	FY2020	FY2021	FY2022	FY2023
Number of work-related fatalities (Employees)	1	1	0	0	1
Number of work-related fatalities (Contractors <sup>[6]</sup> )	0	0	0	0	0

[6] Contractors under the direct command of the Ajinomoto Group

## Number of hotline reports

	FY2021			FY2022			FY2023		
	Japan	Overseas	Total	Japan	Overseas	Total	Japan	Overseas	Total
Human rights, harassment	36	5	41	38	19	57	52	41	93
Hiring, working, conditions	26	34	60	14	66	80	21	301	322
Quality, environment	7	2	9	6	14	20	9	22	31
Fraud	9	4	13	2	6	8	5	5	10
Social manners, ethics	22	97	119	8	54	62	20	158	178
Proper job performance	19	2	21	16	5	21	30	12	42
Other	8	107	115	9	213	222	15	701	716
Total	127	251	378	93	377	470	152	1,240	1,392

## Number of violations

	FY2023
Corruption or Bribery	6
Customer Privacy Data	0
Conflicts of Interest	1
Money Laundering or Insider trading	0



Third-party assurance



**LRQA Independent Assurance Statement**  
**Relating to Ajinomoto Co., Inc.'s Environmental and Social Data**  
**within Ajinomoto Group Sustainability Report 2024 for the fiscal**  
**year 2023**

This Assurance Statement has been prepared for AJINOMOTO Co., Inc. in accordance with our contract but is intended for the readers of this report.

**Terms of engagement**

Lloyd's Register Quality Assurance (LRQA) was commissioned by AJINOMOTO Co., Inc. ("the Company") to provide independent assurance on its Environmental and Social data within Ajinomoto Group Sustainability Report 2024 ("the report") for the fiscal year 2023 from 1 April 2023 to 31 March 2024, against the assurance criteria below to a limited level of assurance and at the materiality of the professional judgement of the verifier using ISAE 3000 and ISO 14064-3 for GHG emissions data.

Our assurance engagement covered the Company's operations and activities in Japan and overseas and specifically the following requirements:

- Verifying conformance with the Company's reporting methodologies for the selected dataset;
- Evaluating the accuracy and reliability of data for the selected environmental and social indicators listed below:<sup>1</sup>
  - Scope 1 GHG emissions<sup>2</sup> (tonnes CO<sub>2</sub>e)
  - Scope 2 GHG emissions, market-based and location-based<sup>2</sup> (tonnes CO<sub>2</sub>e)
  - Scope 3 GHG emissions associated with Categories 1 to 15 (tonnes CO<sub>2</sub>e)
  - Lost Time Injury Frequency Rate (LTIFR)<sup>3</sup>

Our assurance engagement excluded the data and information of the Company's suppliers, contractors and any third-parties mentioned in the report.

LRQA's responsibility is only to the Company. LRQA disclaims any liability or responsibility to others as explained in the end footnote. The Company's responsibility is for collecting, aggregating, analysing and presenting all the data and information within the report and for maintaining effective internal controls over the systems from which the report is derived. Ultimately, the report has been approved by, and remains the responsibility of the Company.

**LRQA's Opinion**

Based on LRQA's approach nothing has come to our attention that would cause us to believe that the Company has not, in all material LRQA respects:

- Met the requirements above
- Disclosed accurate and reliable environmental and social data

The opinion expressed is formed on the basis of a limited level of assurance and at the materiality of the professional judgement of the verifier.

**Note:** The extent of evidence-gathering for a limited assurance engagement is less than for a reasonable assurance engagement. Limited assurance engagements focus on aggregated data rather than physically checking source data at sites. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

<sup>1</sup> GHG quantification is subject to inherent uncertainty.

<sup>2</sup> Scope 1 and Scope 2 GHG emissions cover only energy-oriented CO<sub>2</sub> at Manufacture sites.

<sup>3</sup> Including office work only sites.



**LRQA's approach**

LRQA's assurance engagements are carried out in accordance with ISAE3000 and ISO14064-3 for GHG emissions. The following tasks though were undertaken as part of the evidence gathering process for this assurance engagement:

- Auditing the Company's data management systems to confirm that there were no significant errors, omissions or mis-statements in the report. We did this by reviewing the effectiveness of data handling procedures, instructions and systems, including those for internal verification.
- Interviewing with key people responsible for compiling the data and drafting the report.
- Sampling datasets and tracing activity data back to aggregated levels;
- Verifying the historical GHG emissions and Lost Time Injury Frequency Rate (LTIFR) data and associated records for the fiscal year 2023; and
- Verification for confirming of the effectiveness of its data management system of Ajinomoto Food manufacturing Hokkaido Co., Ltd. Tokachi Plant and AJINOMOTO FROZEN FOODS CO., INC. Chiba Plant were conducted by emails and site visit. The data for the all sites was reviewed at the head office of AJINOMOTO Co., Inc..

**Observations**

The company is expected to continue its efforts for implementing quality assurance and quality control (QA/QC) systems in data and information management. At that time, this is particular to ensure effective internal verification processes at both the corporate and member company levels.

**LRQA's standards, competence and independence**

LRQA implements and maintains a comprehensive management system that meets accreditation requirements for ISO 14065 Greenhouse gases – Requirements for greenhouse gas validation and verification bodies for use in accreditation or other forms of recognition and ISO/IEC 17021-1 Conformity assessment – Requirements for bodies providing audit and certification of management systems – Part1: Requirements that are at least as demanding as the requirements of the International Standard on Quality Control 1 and comply with the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants.

LRQA ensures the selection of appropriately qualified individuals based on their qualifications, training and experience. The outcome of all verification and certification assessments is then internally reviewed by senior management to ensure that the approach applied is rigorous and transparent.

The verification and certification assessments are the only work undertaken by LRQA for the Company and as such do not compromise our independence or impartiality.

Signed

Dated: 26 June 2024

Takahiro Iio  
 LRQA Lead Verifier  
 On behalf of LRQA Limited  
 10th Floor, Queen's Tower A, 2-3-1 Minatomirai, Nishi-ku, Yokohama, JAPAN

LRQA reference: YKA4005549

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