

Ajinomoto Group Sustainability Data Book 2022

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
- 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 (28 in Japan, 86 overseas) as of March 31, 2022.

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, executive officers, advisors 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

Director statistics

Number of directors (Ajinomoto Co., Inc.)

(persons)

	as of June 30, 2020			as of June 30, 2021			as of June 30, 2022		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Ajinomoto Co., Inc.	9	7	2	11	8	3	11	7	4
Ratio	100%	78%	22%	100%	73%	27%	100%	64%	36%

Directors by age (Ajinomoto Co., Inc.)

(persons)

	as of June 30, 2020				as of June 30, 2021				as of June 30, 2022			
	Total	age <30	age 30- <50	age 50-	Total	age <30	age 30- <50	age 50-	Total	age <31	age 30- <51	age 51-
Ajinomoto Co., Inc.	9	0	0	9	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)

	FY2019			FY2020			FY2021		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Ajinomoto Group total	41,533	-	-	42,542	-	-	41,696	-	-
Employees	32,509	22,894	9,615	33,461	23,536	9,924	33,910	23,749	10,162
Management	4,839	3,674	1,165	4,977	3,685	1,292	5,014	3,697	1,317
Non-management	27,580	19,151	8,429	28,397	19,784	8,614	28,791	19,972	8,820
Contract staff	90	69	21	86	67	19	105	80	25
Temporary staff	9,024	-	-	9,081	-	-	7,785	-	-
Japan	13,196	-	-	12,636	-	-	12,534	-	-
Employees	7,945	5,781	2,164	7,709	5,570	2,140	7,768	5,585	2,183
Management	2,037	1,840	197	1,952	1,746	206	1,989	1,767	222
Non-management	5,818	3,872	1,946	5,671	3,757	1,914	5,674	3,738	1,936
Contract staff	90	69	21	86	67	19	105	80	25
Temporary staff	5,251	-	-	4,927	-	-	4,766	-	-
Asia	16,251	-	-	17,130	-	-	16,484	-	-
Employees	12,873	9,195	3,678	13,765	9,825	3,940	14,005	10,021	3,984
Management	1,607	1,016	591	1,789	1,121	668	1,832	1,145	687
Non-management	11,266	8,179	3,087	11,976	8,704	3,272	12,173	8,876	3,297
Temporary staff	3,378	-	-	3,365	-	-	2,479	-	-
EMEA ^[1]	3,951	-	-	3,974	-	-	3,503	-	-
Employees	3,584	2,478	1,106	3,600	2,476	1,124	3,368	2,275	1,094
Management	465	317	148	497	329	168	452	302	150
Non-management	3,119	2,161	958	3,102	2,147	955	2,916	1,973	944
Temporary staff	367	-	-	374	-	-	135	-	-
The Americas	8,135	-	-	8,802	-	-	9,175	-	-
Employees	8,107	5,440	2,667	8,387	5,666	2,721	8,769	5,868	2,901
Management	730	501	229	738	490	249	741	483	258
Non-management	7,377	4,939	2,438	7,648	5,176	2,472	8,028	5,385	2,643
Temporary staff	28	-	-	415	-	-	406	-	-
Ref.: Ajinomoto Co., Inc.	3,607	2,437	1,170	3,404	2,286	1,118	3,476	2,334	1,142
Employees	3,401	2,327	1,074	3,184	2,177	1,007	3,252	2,225	1,027
Management	1,105	989	116	989	876 ^[2]	113 ^[2]	1,041	915	126
Non-management	2,206	1,269	937	2,109	1,234 ^[2]	875 ^[2]	2,106	1,230	876
Contract staff	90	69	21	86	67 ^[2]	19 ^[2]	105	80	25
Temporary staff	206	110	96	220	109 ^[2]	111 ^[2]	224	109	115

[1] Europe, the Middle East and Africa

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

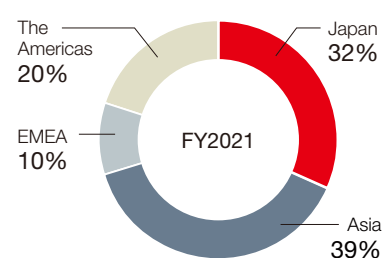
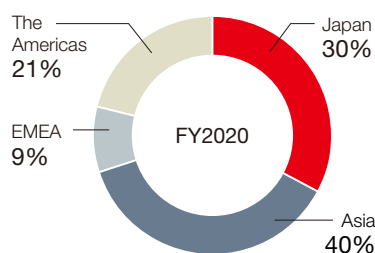
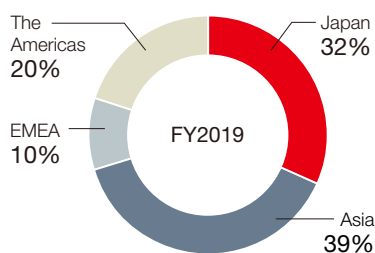
Personnel and Labor-Related Data

Ajinomoto Group employee ratio

Numbers in parentheses indicate male and female percentages.

	FY2019			FY2020			FY2021		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Ajinomoto Group total	100%	-	-	100%	-	-	100%	-	-
Employees	78%	(70%)	(30%)	79%	(70%)	(30%)	81%	(70%)	(30%)
Management	12%	(76%)	(24%)	12%	(74%)	(26%)	12%	(74%)	(26%)
Non-management	66%	(69%)	(31%)	67%	(70%)	(30%)	69%	(69%)	(31%)
Contract staff	0%	(77%)	(23%)	0%	(78%)	(22%)	0%	(76%)	(24%)
Temporary staff	22%	-	-	21%	-	-	19%	-	-
Japan	100%	-	-	100%	-	-	100%	-	-
Employees	60%	(73%)	(27%)	61%	(72%)	(28%)	62%	(72%)	(28%)
Management	15%	(90%)	(10%)	15%	(89%)	(11%)	16%	(89%)	(11%)
Non-management	44%	(67%)	(33%)	45%	(66%)	(34%)	45%	(66%)	(34%)
Contract staff	1%	(77%)	(23%)	1%	(78%)	(22%)	1%	(76%)	(24%)
Temporary staff	40%	-	-	39%	-	-	38%	-	-
Asia	100%	-	-	100%	-	-	100%	-	-
Employees	79%	(71%)	(29%)	80%	(71%)	(29%)	85%	(72%)	(28%)
Management	10%	(63%)	(37%)	10%	(63%)	(37%)	11%	(63%)	(38%)
Non-management	69%	(73%)	(27%)	70%	(73%)	(27%)	74%	(73%)	(27%)
Temporary staff	21%	-	-	20%	-	-	15%	-	-
EMEA	100%	-	-	100%	-	-	100%	-	-
Employees	91%	(69%)	(31%)	91%	(69%)	(31%)	96%	(68%)	(32%)
Management	12%	(68%)	(32%)	13%	(66%)	(34%)	13%	(67%)	(33%)
Non-management	79%	(69%)	(31%)	78%	(69%)	(31%)	83%	(68%)	(32%)
Temporary staff	9%	-	-	9%	-	-	4%	-	-
The Americas	100%	-	-	100%	-	-	100%	-	-
Employees	100%	(67%)	(33%)	95%	(68%)	(32%)	96%	(67%)	(33%)
Management	9%	(69%)	(31%)	8%	(66%)	(34%)	8%	(65%)	(35%)
Non-management	91%	(67%)	(33%)	87%	(68%)	(32%)	87%	(67%)	(33%)
Temporary staff	0%	-	-	5%	-	-	4%	-	-
Ref.: Ajinomoto Co., Inc.	100%	(68%)	(32%)	100%	(67%)	(33%)	100%	(70%)	(30%)
Employees	94%	(68%)	(32%)	94%	(68%)	(32%)	94%	(71%)	(29%)
Management	31%	(90%)	(10%)	29%	(89%)	(11%)	35%	(88%)	(12%)
Non-management	61%	(58%)	(42%)	62%	(59%)	(41%)	56%	(59%)	(41%)
Contract staff	2%	(77%)	(23%)	3%	(78%)	(22%)	3%	(77%)	(23%)
Temporary staff	6%	(53%)	(47%)	6%	(50%)	(50%)	6%	(49%)	(51%)

Group employees by region



Personnel and Labor-Related Data

Ratio of locally hired overseas executives

(persons)

	FY2019	FY2020	FY2021
Total overseas executives	177	163	159
Local executives	73	63	63
Local executive ratio	41%	39%	40%

Number of new hires, retention rate

(persons)

	FY2019			FY2020			FY2021		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Total number of new hires (new graduates + mid-career)	4,349	-	-	3,999	-	-	5,436	-	-
Japan	303	-	-	208	-	-	293	-	-
Asia	1,314	-	-	835	-	-	1,344	-	-
EMEA	344	-	-	334	-	-	417	-	-
The Americas	2,388	-	-	2,622	-	-	3,382	-	-
Ref.: Ajinomoto Co., Inc.	99	57	42	73	50	23	91	55	36
New graduates	88	49	39	47	29	18	59	35	24
Mid-career	11	8	3	26	21	5	32	20	12
Management	0	0	0	4	4	0	5	3	2
Non-management	11	8	3	22	17	5	27	17	10
Ratio of mid-career recruitment	-	-	-	35.6%	42.0%	21.7%	35.2%	36.4%	33.3%

Retention rate (3 years) for new graduates

Ajinomoto Co., Inc.	94.5%	100.0%	85.0%	85.9%	90.5%	77.3%	100.0%	100.0%	100.0%
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Diversity of new hires (Ajinomoto Co., Inc.)

(persons)

	FY2019			FY2020			FY2021		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Total	-	-	-	26	21	5	32	20	12
Non-management	age <30	-	-	4	3	1	4	2	2
	age 30-39	-	-	18	14	4	21	15	6
	age 40-49	-	-	0	0	0	2	0	2
	age 50-59	-	-	0	0	0	0	0	0
	age 60-	-	-	0	0	0	0	0	0
Management (junior)	age <30	-	-	0	0	0	0	0	0
	age 30-39	-	-	1	1	0	0	0	0
	age 40-49	-	-	0	0	0	3	1	2
	age 50-59	-	-	0	0	0	0	0	0
	age 60-	-	-	0	0	0	0	0	0
Management (middle)	age <30	-	-	0	0	0	0	0	0
	age 30-39	-	-	0	0	0	0	0	0
	age 40-49	-	-	2	2	0	2	2	0
	age 50-59	-	-	1	1	0	0	0	0
	age 60-	-	-	0	0	0	0	0	0
Management (senior)	age <30	-	-	0	0	0	0	0	0
	age 30-39	-	-	0	0	0	0	0	0
	age 40-49	-	-	0	0	0	0	0	0
	age 50-59	-	-	0	0	0	0	0	0
	age 60-	-	-	0	0	0	0	0	0

Personnel and Labor-Related Data

Number of retirees, turnover, reemployment

(persons)

	FY2019			FY2020			FY2021		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Total number of retirees	4,535	-	-	4,113	-	-	5,029	-	-
Japan	322	-	-	410	308	102	221	170	51
Retired	144	-	-	109	86	23	94	81	13
Resigned for personal reasons	178	-	-	301	222	79	127	89	38
Overseas (Resigned for personal reasons, etc.)	4,213	-	-	3,703	-	-	4,808	-	-
Ref.: Ajinomoto Co., Inc.	135	100	35	237	195	42	78	60	18
Retired	69	55	14	52	40	12	20	13	7
Resigned for personal reasons	66	45	21	185 ^[1]	155	30	58	47	11
Turnover ^[2]									
Ajinomoto Co., Inc.	1.6%	1.5%	1.9%	4.8%	5.6%	2.7%	1.5%	1.8%	1.0%
Reemployed after retirement							109	81	28
Japan	127	-	-	92 ^[3]	69 ^[3]	23 ^[3]	28	15	13
Ref.: Ajinomoto Co., Inc.	36	-	-	36 ^[3]	24 ^[3]	12 ^[3]	5	0	5
Under reemployment program	0	0	0	7 ^[3]	0	7 ^[3]	23	15	8
Seniors (after retirement)	36	-	-	29	24	5	81	66	15
Ref.: Number of employees registered in reemployment program (Ajinomoto Co., Inc.)									
Employees registered	44	4	40	38 ^[3]	5	33 ^[3]	32	5	27
Newly registered	5	0	5	6	1	5	3	0	3

[1] Including 144 retirees applied for special career program.

[2] Only includes employees resign for personal reasons.

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

Number of personnel with disabilities (Japan only)

(persons)

	As of June 1, 2020	As of June 1, 2021	As of June 1, 2022
Employees	293.5	280.0	275
Ajinomoto Co., Inc.	86.0	85.0	74.0
Group companies ^[3]	207.5	195.0	201
Percentage of workforce rate	2.22%	2.26%	2.22%
Ajinomoto Co., Inc.	1.98%	2.01%	1.80%
Group companies ^[3]	2.34%	2.39%	2.42%

[3] Numbers refer to 17 consolidated subsidiaries with 45.5 or more regular workers, and a special-purpose subsidiary Ajinomoto Mirai Co., Ltd.

Age, years of employment, salary

	FY2019			FY2020			FY2021		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Average age									
Ajinomoto Co., Inc.	43.9	44.7	41.7	44.1	44.8	42.2	44.4	45.2	42.5
Group companies in Japan	41.4	-	-	40.4	-	-	37.3	-	-
Overseas Group companies	37	-	-	36.5	-	-	36.4	-	-
Average years of employment									
Ajinomoto Co., Inc.	19.9	20.9	17.4	20.2	20.9	18.4	20.2	20.9	18.5
Group companies in Japan	14.1	-	-	13.5	-	-	10.8	-	-
Overseas Group companies	9.4	-	-	9.2	-	-	9.2	-	-
Average annual salary ^[4] (thousand yen)									
Ajinomoto Co., Inc.	9,557	-	-	9,971	-	-	10,465	-	-

[4] Average for employees (excluding contract staff)

Personnel and Labor-Related Data

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

(persons)

	FY2019			FY2020			FY2021		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Total	-	-	-	3,184	2,177	1,007	3,252	2,225	1,027
age <30	-	-	-	383	217	166	366	210	156
age 30-39	-	-	-	773	504	269	757	475	282
age 40-49	-	-	-	1,190	852	338	1,201	875	326
age 50-59	-	-	-	753	533	220	827	584	243
age 60-	-	-	-	85	71	14	101	81	20

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

	FY2019			FY2020			FY2021		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Total	-	-	-	100%	68%	32%	100%	68%	32%
age <30	-	-	-	12%	7%	5%	11%	6%	5%
age 30-39	-	-	-	24%	16%	8%	23%	15%	9%
age 40-49	-	-	-	37%	27%	11%	37%	27%	10%
age 50-59	-	-	-	24%	17%	7%	25%	18%	7%
age 60-	-	-	-	3%	2%	0%	3%	2%	1%

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

(persons)

	FY2019			FY2020			FY2021		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Ajinomoto Co., Inc.									
Number of new managers promoted	-	-	-	78	63	15	70	52	18
Ratio	-	-	-	100%	81%	19%	100%	74%	26%
Group companies in Japan									
Number of new managers promoted	-	-	-	-	-	-	63	54	9
Ratio	-	-	-	-	-	-	100%	86%	14%

Working hours (Ajinomoto Co., Inc. only)

	FY2019	FY2020	FY2021
Average annual working hours	1,812	1,878	1,855
Average paid leave days	16.9	14.8	16
Paid leave utilization rate	86.7%	75.1%	77.7%

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

	FY2019	FY2020	FY2021
Annual expenditures for education and training (million yen)	462	393	428
Annual average time of training and education per employee (hours)	13	13	13

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

	FY2019	FY2020	FY2021
Labor union membership ratio	61.7%	63.0%	61.0%

Personnel and Labor-Related Data

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.
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 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.
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.
Re-employment system		Allows employees to register for re-employment in the event that retirement was unavoidable due to child-birth and newborn care, family and child care, or relocation because of marriage or spouse's job transfer.

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

	FY2019			FY2020			FY2021		
	Total	Male	Female	Total	Male	Female	Total	Male	Female
Parenting leave program									
Number of users									
Parenting leave	151	40	111	135	28	107	150	46	104
Number of employees newly obtained the right to take childcare leave	154	104	50	132	81	51	149	100	49
Part-time parenting and work	145	1	144	141	1	140	126	0	126
Childcare leave	13	1	12	7	2	5	4	0	4
Usage ratio									
Parenting leave	-	38.5%	100.0%	-	34.5%	100.0%	-	46.0%	100.0%
Average parenting leave usage days	-	16	365	-	12	372	-	13	364
Reinstatement rate	99.3%	100.0%	99.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Retention rate	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	-	100.0%	100.0%
Other WLB-related programs									
Number of users									
Nursing care leave	7	2	5	6	3	3	5	3	2
Nursing care temporary retirement	2	0	2	1	0	1	2	1	1
Part-time family care and work	-	-	-	0	0	0	0	0	0
Accumulated paid leave	68	29	39	55	22	33	43	19	24
Volunteer leave	42	-	-	1	-	-	23	-	-
Rejuvenation leave	105	-	-	101	-	-	153	-	-

Personnel and Labor-Related Data

Frequency of serious accidents and accidents with absence

Frequency of serious accidents and accidents with absence, and number of accident victims^[1]

	FY2017	FY2018	FY2019	FY2020	FY2021
No. of people (with absence)	110	134	118	146	104
No. of people (serious)	23	16	21 ^[2]	23	12
Lost-time injury frequency rate	1.39	1.49	1.46	1.90	1.28
Severity rate (Number of lost-workday rate)	0.021	0.018	0.005	0.117	0.035
Occupational illness frequency rate	-	-	0	0	0

[1] Data from Ajinomoto Foods North America, Inc. and Ajinomoto Istanbul Food Industry and Trade Ltd. Co. were added in fiscal 2017.

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

Major accident and incidents^[3]

	FY2017	FY2018	FY2019	FY2020	FY2021
Number of caught-in-machinery accidents (Persons, serious accidents in parentheses)					
Japan	1(1)	1(0)	1(0)	1(1)	0(0)
Overseas	9(7)	7(3)	5(2)	5(1)	5(4)
Total	10(8)	8(3)	6(2)	6(2)	5(4)
Number of fall accidents (Persons, serious accidents in parentheses)					
Japan	14(3)	19(4)	12(1)	13(1)	19(0)
Overseas	9(1)	13(0)	10(3)	16(1)	11(1)
Total	23(4)	32(4)	22(4)	29(2)	30(1)
Number of lower back pain accidents (Persons, serious accidents in parentheses)					
Japan	6(4) ^[4]	9(4) ^[4]	3(1)	8(1)	1(0)
Overseas	17(8) ^[4]	7(3) ^[4]	9(0)	0(0)	2(0)
Total	23(12) ^[4]	16(7) ^[4]	12(1)	8(1)	3(0)
Number of serious accidents (excluding commuting accidents) (caught-in-machinery and fall accidents in parentheses)					
Japan	6(4)	9(4)	6(1)	8(2)	3(0)
Overseas	17(8)	7(3)	15(5)	15(2)	9(5)
Total	23(12)	16(7)	20(6) ^[4]	23(4)	12(5)
Number of serious commuting accidents					
Japan	3	3	3	0	1
Overseas	16	10	7	8	4
Total	19	13	10	8	5
Number of fatal accidents					
Japan	0	0	0	0	0
Overseas	0	0	1	1	0
Total	0	0	1	1	0

[3] Data from Ajinomoto Foods North America, Inc. and Ajinomoto Istanbul Food Industry and Trade Ltd. Co. were added in fiscal 2017.

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

Number of hotline (whistleblowing) reports^[5]

	FY2017	FY2018	FY2019	FY2020	FY2021
Human rights, harassment	28	47	45	50	36
Hiring, working condition	14	21	19	36	26
Quality, environment	1	1	1	3	7
Irregularity	2	1	4	3	9
Social manners, ethics	10	6	10	29	22
Proper job performance	13	20	8	45	19
Other	3	2	6	4	8
Total number of hotline reports	71	98	93	170	127

[5] Multiple issues reported in some cases.

Personnel and Labor-Related Data

Third-party assurance



LRQA Independent Assurance Statement

Relating to Ajinomoto Co., Inc.'s Environmental and Social Data within Ajinomoto Group Sustainability Data Book 2022 for the fiscal year 2021

This Assurance Statement has been prepared for AJINOMOTO Co., Inc. in accordance with our contract.

Terms of Engagement

LRQA was commissioned by AJINOMOTO Co., Inc. ("the Company") to provide independent assurance on its Environmental and Social data within Ajinomoto Group Sustainability Data Book 2022 ("the report") for the fiscal year 2021 (from 1 April 2021 to 31 March 2022), 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 (Revised) and ISO 14064-3:2019 for Greenhouse Gas ("GHG") emissions.

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:¹
 - Scope 1 GHG emissions² (TCO₂)
 - Scope 2 GHG emissions, market-based and location-based² (TCO₂)
 - Scope 3 GHG emissions associated with Categories 1 to 15 (TCO₂e)
 - Lost Time Injury Frequency Rate (LTIFR)³
 - Occupational Illness Frequency Rate (OIFR)³

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 respects:

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

The opinion expressed is formed on the basis of a limited level of assurance⁴ and at the materiality of the professional judgement of the verifier.

LRQA's Approach

LRQA's assurance engagements are carried out in accordance with ISAE 3000 (Revised) and ISO 14064-3:2019 for GHG emissions. The following tasks were undertaken as part of the evidence gathering process for this assurance engagement:

¹ GHG quantification is subject to inherent uncertainty.

² Scope 1 and Scope 2 GHG emissions cover only energy-oriented CO₂ at Manufacture sites.

³ Including sites with only office work.

⁴ 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 lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.



- Auditing the Company's data management systems to confirm that there were no significant errors, omissions or misstatements in the report. We did this by reviewing the effectiveness of data handling procedures, instructions and systems, including those for internal verification.
- Interviewing with those key people responsible for compiling the data and drafting the report.
- Sampling datasets and traced activity data back to aggregated levels;
- Verifying the historical GHG emissions, Lost Time Injury Frequency Rate (LTIFR) and Occupational Illness Frequency Rate (OIFR) data and associated records for the fiscal year 2021; and
- Visiting AJINOMOTO BAKERY CO., LTD. Shimada Factory and AJINOMOTO HEALTHY SUPPLY CO., INC. Takasaki Site to confirm the data collection processes, record management practices, and to physically check the equipment and the monitoring points.

Observations

Further observations and findings, made during the assurance engagement, are:

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 – Part 1: 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: 16 June 2022

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: YK4005549

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