

Eat Well, Live Well.



AJINOMOTO THAILAND

FROM COST TO VALUE: HOW MANUFACTURERS TURN ENERGY SAVING INTO COMPETITIVE ADVANTAGE

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at a glance

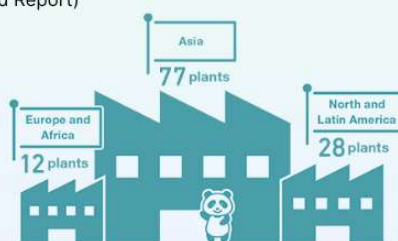


*ASV Report 2025 (Integrated Report)

[Number of production plants]

Global production system

117 plants



* As of March, 2025

We currently have **factories in 24 countries and regions** delivering safe and reliable products to customers worldwide. Diverse employees are developing our business rooted in the local cultures of **31 countries and regions** around the world.



[Number of employees]
All types of people
in the Ajinomoto Group

34,860 employees



We operate businesses globally spanning food, healthcare, and electronic materials that contribute to the well-being of all human beings, our society and our planet with **"AminoScience."**



[Sales]

A wide range of businesses

¥1,530 billion

Eat Well, Live Well.

Ajinomoto
AJINOMOTO





The Ajinomoto Group Creating Shared Value (ASV)

We will achieve "Eat Well, Live Well."
by going beyond resolving food and health issues,
and contributing to the well-being of all human beings,
our society and our planet with "AminoScience."

Corporate Slogan
Eat Well, Live Well.



Purpose

Contributing to the well-being
of all human beings, our
society and our planet with
"AminoScience"

ASV Initiatives

Co-creation of social and
economic value through
our business

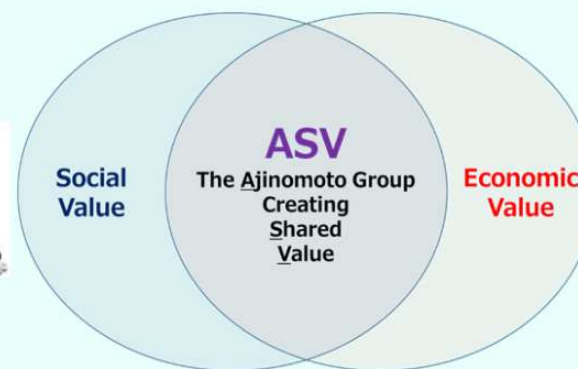
Values

Create new value, Pioneer spirit,
Social contribution,
Value people

The Ajinomoto Group Creating Shared Value (ASV)



Ikeda



Suzuki

The Ajinomoto Group operates under the concept of "**The Ajinomoto Group Creating Shared Value**," reflecting our unwavering commitment to addressing social challenges and creating value through our business since its inception.



Approach to sustainability toward the 2030 outcomes

Two outcomes by 2030

50%

Reduce
our environmental
impact



1 billion
people

Help extend the healthy
life expectancy



Food Systems

The Ajinomoto Group is working to reduce environmental impacts and regenerate the environment as well as to promote better health and life. We will accomplish this using innovation and value co-creation with various partners by focusing management resources on core businesses, combining the power of amino acids with our ability to create new value, and expanding empathy toward our purpose to resolve food and health issues. In turn, we will increase customer value and seek to realize both outcomes of helping extend the healthy life expectancy of one billion people and reducing our environmental impact by 50% by 2030

AJINOMOTO THAILAND'S TARGET FOR FY2026



CO₂ Scope 1,2

100% VS FY2018

CARBON NEUTRALITY

CO₂ NEUTRAL

- Explore on new technology
- Increase self renewable energy
- Co-gen expansion study
- Offset by Carbon Credit & REC

GHG ↓ 50% in 2030

Recyclable Packaging

97% VS FY2019

Reduce virgin plastic

11% VS FY2019

Zero Plastic Waste in 2030

97% VS FY2018

*Production value chain scope

- Internal -
Technology improvement
High accuracy process control

- External -
TOO GOOD TO WASTE

Food Loss & Waste ↓ 50% in 2025

21% VS FY2018

Recovery water project

Water Usage ↓ 11% in 2030

Coffee Bean

GAP or traceability
4C, Rainforest or traceability

SSAP/RTSR or traceability

Soybean

Procurement 100% (Sustainable Sourcing) in 2030

AJINOMOTO THAILAND'S ACHIEVEMENT FY2025

CO₂ Scope 1,2

100% VS FY2018

CO₂ Reduced: 418,559 t-CO₂e

- Fuel conversion
- Self produce electric
- Energy efficiency
- 100% Renewable Energy Certificate (REC) & Carbon Credits

Transform to Recyclable Packaging

68%

Reduce Virgin Plastic

9%

- Reduce thickness
- Cut off second bag
- Recycled resin use

Reduce 91% =1,771 tons

Food Loss Reduction

- Material efficiency use
- Manufacturing accuracy
- Apply on biocycle

Apply on 3Rs Concept

19.2% VS FY2018

Palm Oil 100% sustainable (procurement) → RSPO

Paper 100% sustainable (procurement) → FSC

Pork Meat 100% sustainable (procurement) → Animal Welfare

Beef 100% sustainable (procurement) → Traceability to the final farm

Sugarcane 100% sustainable (procurement) → Bonsucro or traceability to mill

*Information as of April 17, 2026

MANUFACTURING CHALLENGES

MANUFACTURERS TODAY MUST ACHIEVE BOTH OPERATIONAL EFFICIENCY AND ENVIRONMENTAL RESPONSIBILITY



**CLIMATE CHANGE &
DECARBONIZATION PRESSURE**



**RISING ENERGY
COSTS**



**CUSTOMER / STAKEHOLDER
EXPECTATIONS**



**GLOBAL ESG
TRENDS**



**NEED TO BALANCE
PRODUCTIVITY, QUALITY, AND
SUSTAINABILITY**

“While manufacturers face many challenges from rising energy costs to climate and ESG expectations, these challenges also create opportunities to improve efficiency, strengthen competitiveness, and drive sustainable growth.”



OPPORTUNITIES

FROM COST TO VALUE

- ✓ Improving operational efficiency
- ✓ Long-term cost optimization
- ✓ Enhancing business resilience
- ✓ Strengthening brand reputation & stakeholder trust
- ✓ Driving innovation and smart manufacturing
- ✓ Creating competitive advantage through sustainability
- ✓ Supporting Net Zero and long-term business growth

OUR ENERGY SAVING APPROACH

AJINOMOTO'S ENERGY MANAGEMENT APPROACH



Energy Efficiency Improvement



Renewable Energy Adoption



Smart Monitoring & Data Management



Employee Engagement & Green Culture

"Successful energy management requires both technology and people engagement"



AJINOMOTO GROUP NET ZERO PATHWAY

Baseline
2018



50%
Reduction
by 2030
(SCOPE 1,2)



Net Zero
by 2050



The Ajinomoto Group aim to reduce GHG emissions for Scope 1 and 2 by 50%, and by 30% for Scope 3 emissions, by 2030. We will also work on converting 100% renewable energy, by 2050.

2030

GHG reduction target (compared to FY2018)

- Scope 1 and 2 : **50% reduction**
- Scope 3 : **30% reduction**

SBTi



**Achieve 1.5°C aligned
targets by 2030**

*SBTi target approve since 2020

RE100 **RE** 100

**100% renewable energy
by 2050**

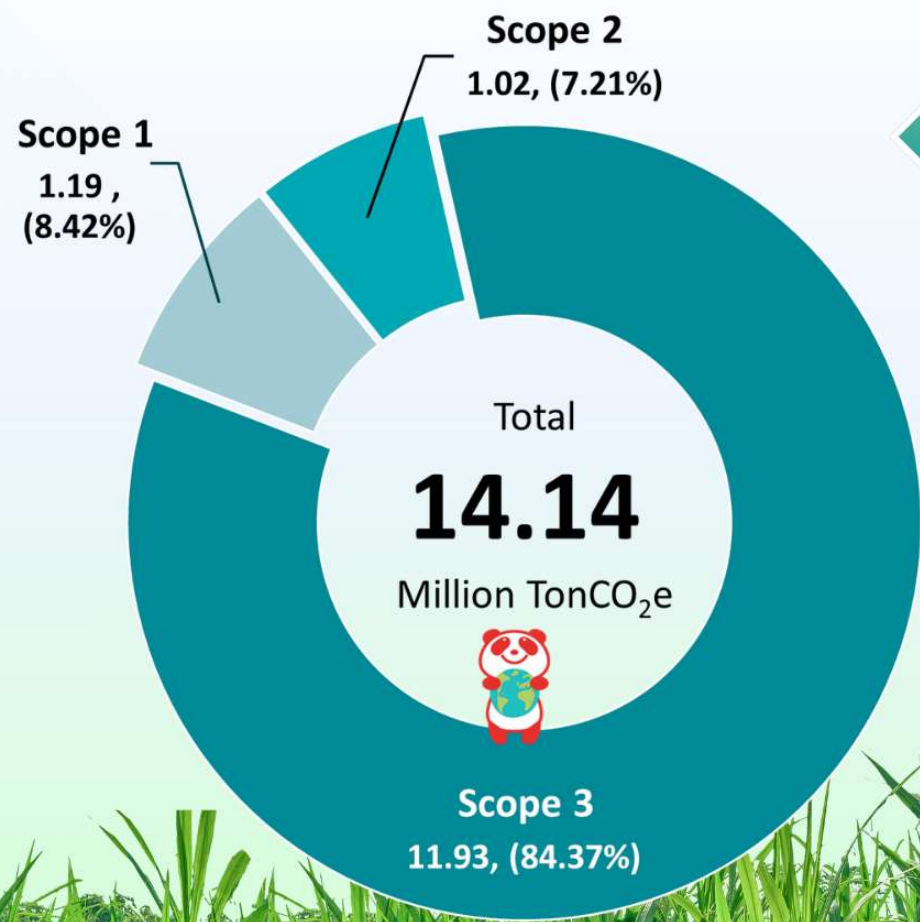
*RE100 joined since 2020

Ajinomoto Group's GHG Emission

Scope 1, 2 and 3

Units : Million TonCO₂e

	Scope 1 Direct GHG emissions Stationary combustion Mobile combustion	1.19	8.42%
	Scope 2 Indirect GHG emissions The generation of purchased energy	1.02	7.21%
	Scope 3 Other Indirect GHG emissions From activities of the organization, occurring from sources that do not own or control	11.93	84.37%



NET ZERO EMISSION PATHWAY



(Scope 1 & 2)

Energy Efficiency



High efficiency machine



New Production Technology



M/C Operation Efficiency

Transition to Renewable Energy



Biomass Cogeneration
120,000 mWh



Solar PV
8,000 mWh



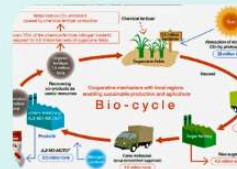
RECs
(Renewable Energy Certificates)



Carbon Credits

(Scope 3)

Supply Chain Collaboration



Bio-cycle



TFBPL Project



Transportation



Sustainable sourcing

Resource efficiency/Zero waste



Too Good To Waste Project



Reduce Plastic (Redesign)



Carbon Credits

New Technology Initiative

Carbon Removal Study
(Technology base solution,
Nature base solution)





AJINOMOTO THAILAND

SOLAR POWER



Eat Well, Live Well.



AJINOMOTO THAILAND
HEAD OFFICE



AJINOMOTO
NONG KHAЕ FACTORY



AJINOMOTO
KAMPHAENG PHET FACTORY



AJINOMOTO
BIRDY FACTORY



AJINOMOTO
PHRA PRADAENG FACTORY



SWITCH FROM FOSSIL FUEL TO BIOMASS FUEL

COGEN AYUTTHAYA FACTORY



Electric production 4.0 Mw
Fuel source : Rice husk
CO2 Emission Reduction : 50,000 Ton./Yr.

BIOMASS BOILER + COGEN KAMPHAENG PHET



Electric production 9.9 Mw
Fuel source : Rice husk
CO2 Emission Reduction : 180,000 Ton./Yr.

COGEN PATHUM THANI FACTORY



Electric production 8.0 Mw
Fuel source : Wood pellet
CO2 Emission Reduction : 140,000 Ton./Yr.

Greenhouse Gas Emission Reduction Rate (vs FY2018)



TRANSITION TO RENEWABLE ENERGY

In 2025, Ajinomoto Thailand reduced CO2 emissions vs 2018 by

100%
(~418,500 tons)



Ajinomoto

Biomass co-generation

Ajitide I+G

Layout

KPP
FACTORY

Leading “**GREENEST Factory**” With Sustainable Growth
The model factory in leading-edge technology, integrated renewable energy and material management

1998



2003

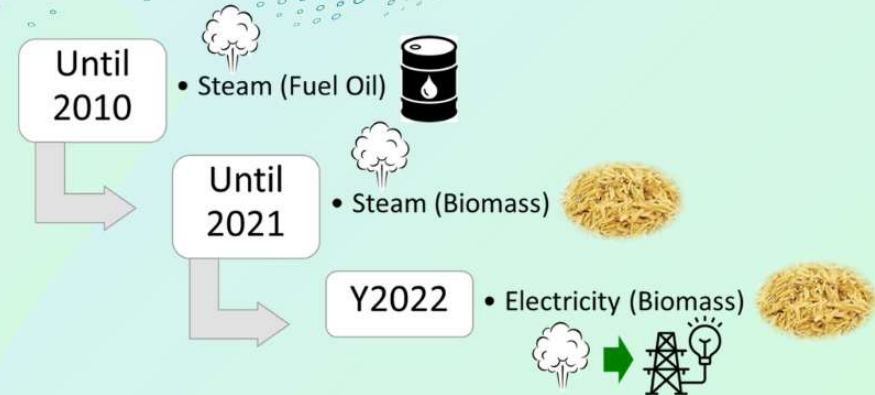


Eco-Friendly for the Greenest Industry



BETTER LIFE IN KAMPHAENG PHET

- Rice husk supply : **170,000 tons/year**
- Cash flow : **300 million Baht**
- CO2 reduction
 - Scope1 (Steam fuel) : **140,000 tons/year**
 - Scope2 (Electricity) : **45,000 tons/year**
- Equal to the tree : **21 million trees**



Advance design to support alternative fuels and agricultural waste



Alternative fuel by Sugarcane leaf and wood chip



Minimize sugarcane burning and PM2.5



Better income

GREEN ENERGY for CO2 emission reduction

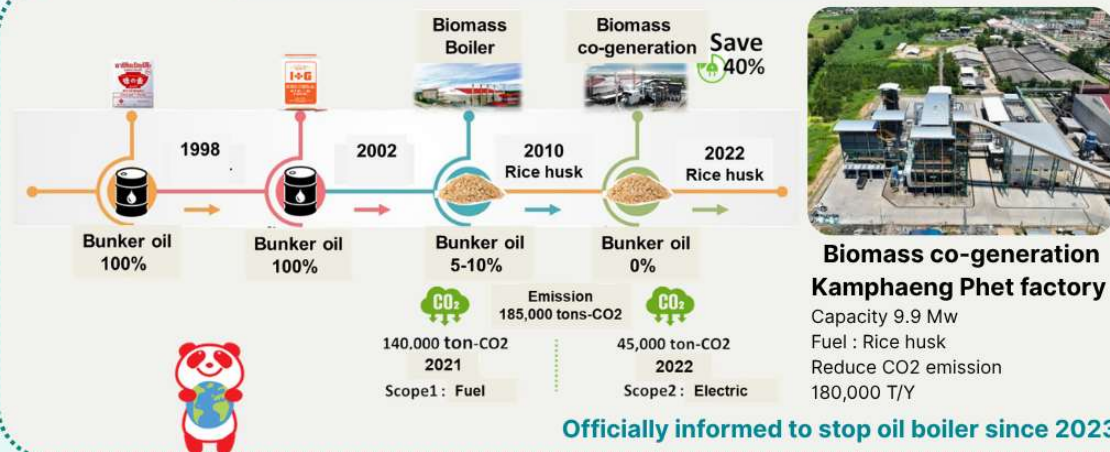
KAMPHAENG PHET FACTORY

- Scope1 : Bunker oil, Kerosene
- Scope2 :
 - Electric **69%** from EGAT
 - Electric **31%** from Co-gen and Solar roof

CO2 Emission Scope 1&2 from KPP Factory



Change from fossil fuels to biofuels



Scope 1

In FY2025, Kamphaeng Phet factory reduced its CO2 emissions by **8,371 tons** compared with the year 2018.

Scope 2

In FY2025, Kamphaeng Phet factory reduced its CO2 emissions by **87,691 tons** compared with the year 2018.

FROM ENERGY SAVING TO BUSINESS VALUE

ADDRESSING CLIMATE CHANGE THROUGH ENERGY EFFICIENCY CREATES VALUE FOR BOTH BUSINESS AND SOCIETY

BUSINESS VALUE CREATED THROUGH ENERGY EFFICIENCY



Environmental Value

- Reduced GHG emissions
- Lower energy consumption
- Contribution to climate goals

01



Economic Value

- Cost optimization
- Improved operational efficiency
- Long-term energy cost stability

02



Operational Value

- Increased productivity
- Better process reliability
- Improved resource efficiency

03



Stakeholder Value

- Customer trust
- Stronger ESG performance
- Increased investor confidence

04



Strategic Value

- Competitive advantage
- Business resilience
- Support for Net Zero pathway
- Sustainable business growth

05

DIRECTION AND KEY STRATEGY FOR FY2026

DIRECTION 3 : DRIVING SUSTAINABILITY INTO BUSINESS OPERATIONS FOR LONG TERM VALUE CREATION

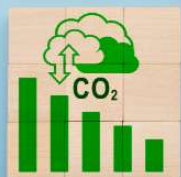


Integrate sustainability principles into all aspects of production and supply chain operations and balancing economic performance and social responsibility to create long term business value

KEY STRATEGY

- **Integrate Environmental Efficiency into Daily Operations** : Incorporate carbon reduction, energy efficiency, and waste minimization thoroughly process operation i.e. process optimization for energy reduction, optimization of logistic route
- **Aligning economic and social values** : Implement environment investment decision framework and technology roadmap for environment sustainability.
- **Build Sustainable and Responsible Supply Networks**: Collaborate with suppliers, co-manufacturers, and logistics partners to establish shared ESG standards, promote adoption of sustainable sourcing, eco-friendly materials, and green logistics practices.
- **Enables data-based GHG by CFO assessment** toward carbon neutrality and sustainable resource use

FY2026 IMAGE AND EXPECTED VALUE



- **Scope 1** : Replacement oil-C/kerosene by bioethanol/biodiesel/biogas
- **Scope 2** : Produce renewable energy by onsite PPA (power purchase agreement)
- **Scope 3** : Expand CFP and CFO, Green procurement and logistics



- **Sustainable procurement** : Balancing long-term sustainability with short-term costs and setting clear KPIs and plans
- **Food loss** : Recovery to biocycle
- **Water intake** : Recycle water usage in production
- **Plastic** : Continue implement recyclable packaging material



Ajinomoto Co., (Thailand) Ltd. is making every effort to create a sustainable society. We have defined two outcomes : extension of healthy life expectancy and reduction of environmental impact. We are transforming to a company that solve food and health issues in order to lead in **creation of Well-Being**. And as a commitment, the **Ajinomoto Group will achieve Net Zero by 2050.**

Dr. Thongdee Paso
Managing Director
Ajinomoto Co., (Thailand) Ltd.



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THANK YOU

"We are the generation with the power to change the world.
Let's use that power to create a sustainable future for all."