

Eat Well, Live Well.



Implementation of ISSB standards in the Ajinomoto group

Kaori Ono
Executive Officer, Sustainability
Ajinomoto Co., Inc.

9th April, 2026

1. The Ajinomoto Group Overview

Purpose: **Contribute to the well-being of all human beings, our society and our planet with "AminoScience"**

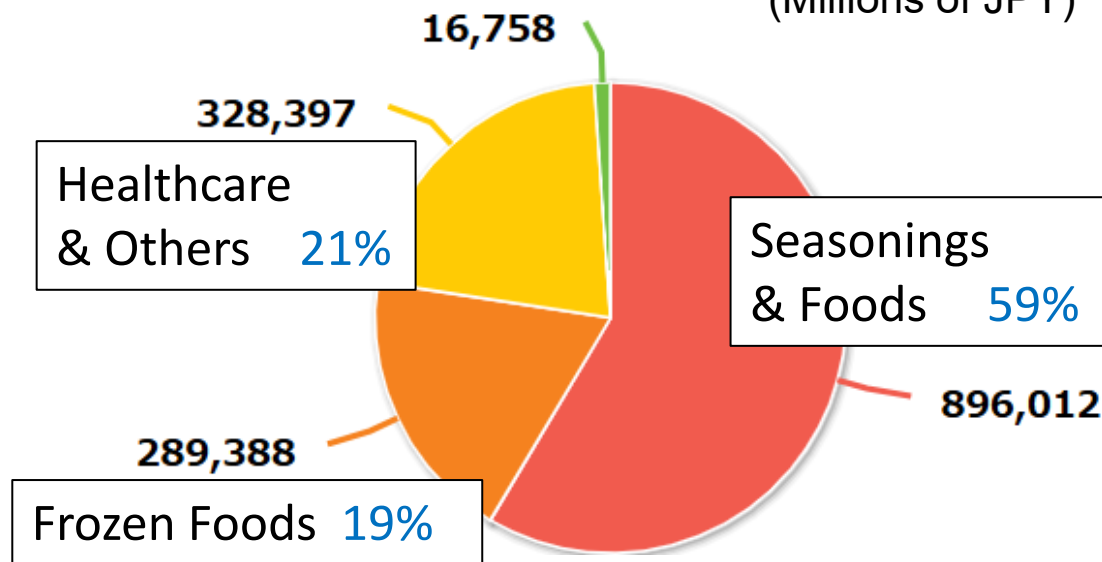
Founded: 1909

Global footprint: 31 countries & regions / 121 group companies / 117 production sites

No. of Employees: 34,860

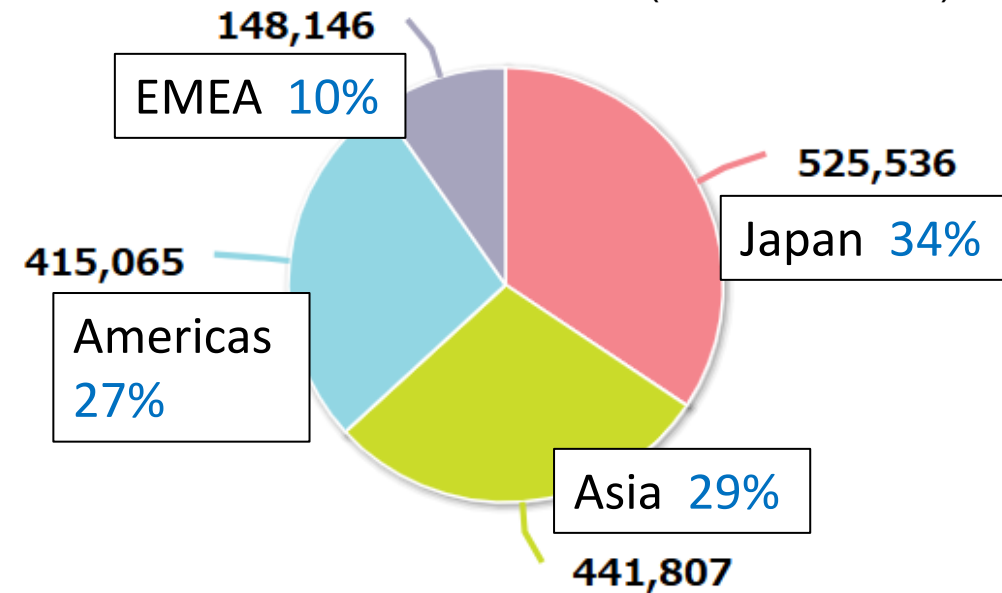
Sales by business

(Millions of JPY)



Sales by regions

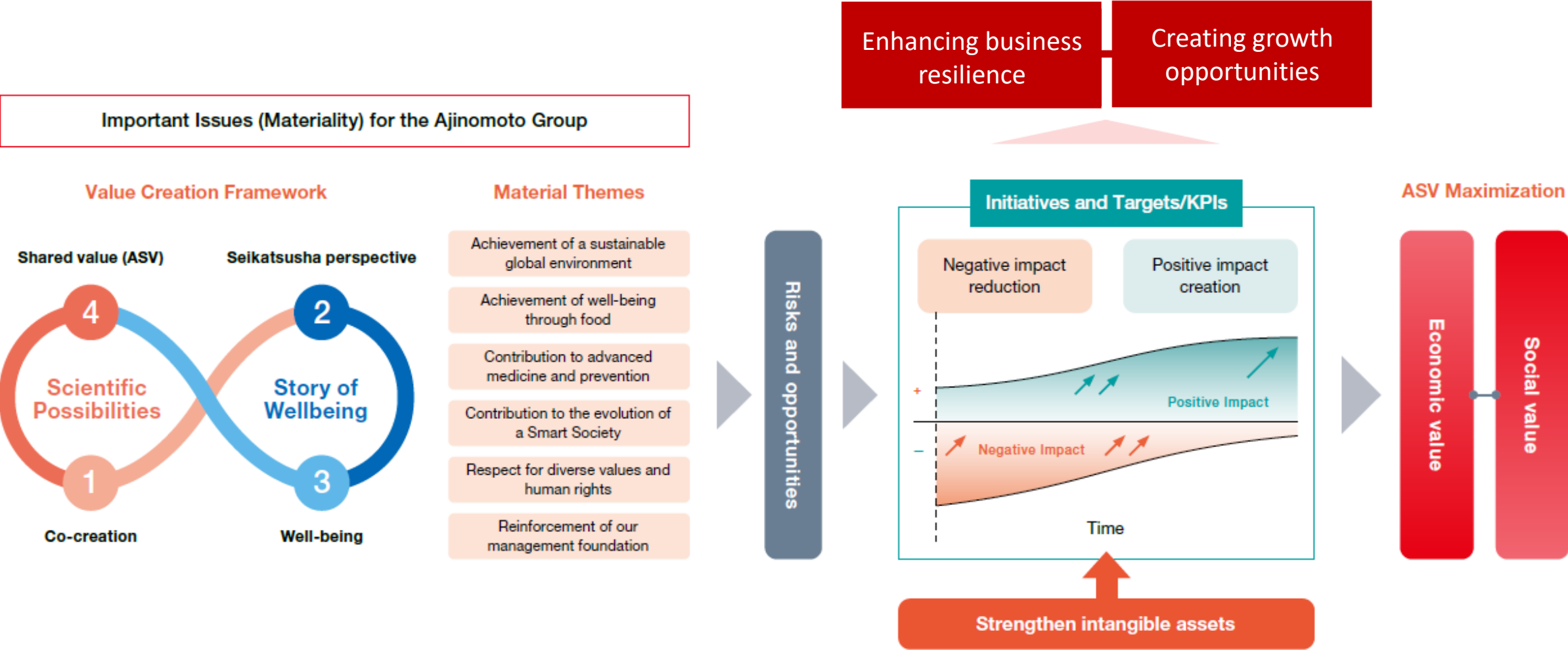
(Millions of JPY)



FY2024 Sales: 1,531 billion JPY (≒102 billion USD <USD=150JPY>)

2. The Materiality and Our path toward ASV* maximization

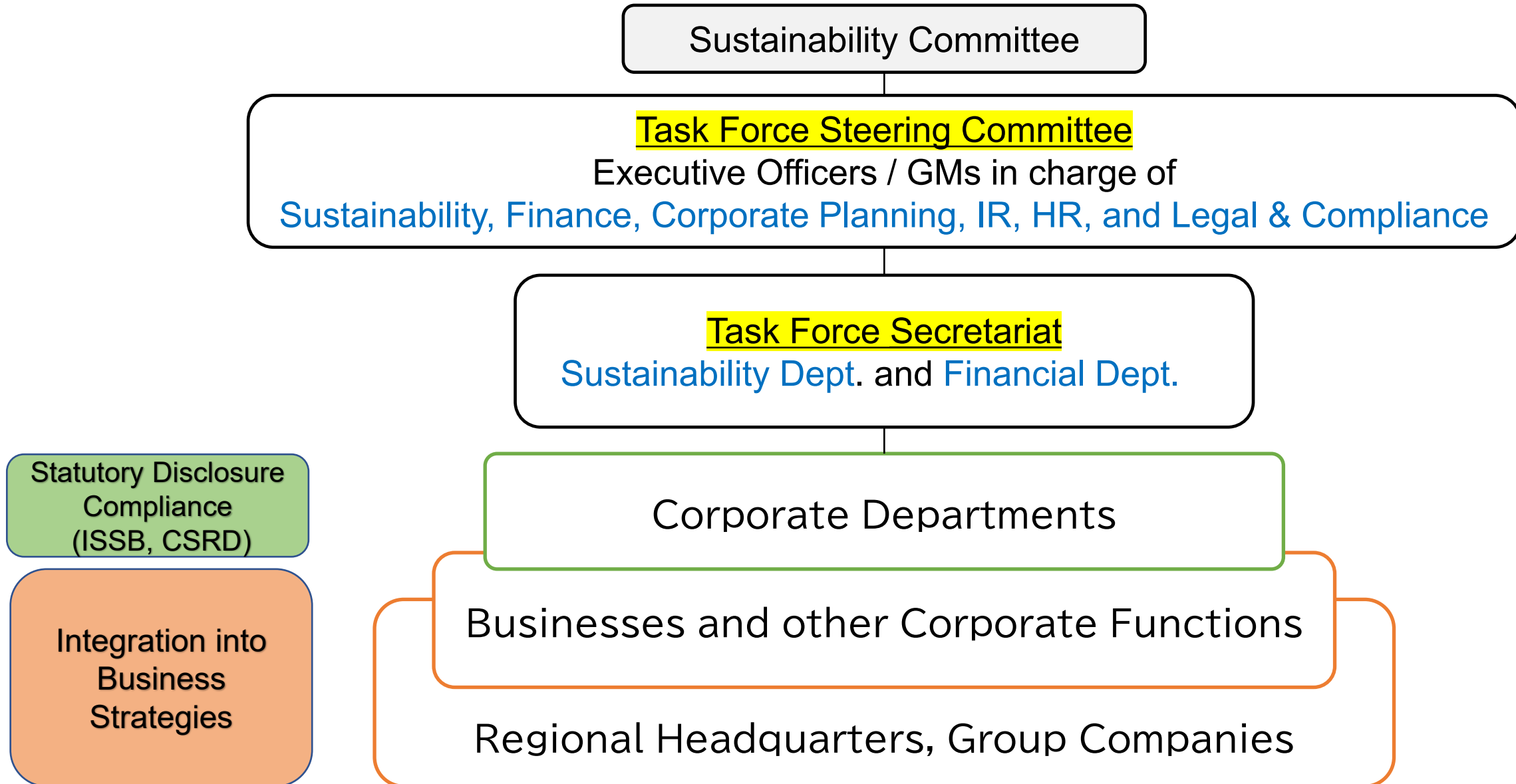
*Ajinomoto Group Shared Value



3. Preparation for ISSB/SSBJ Disclosure

- ✓ **Target: SSBJ disclosure of FY2026 results in June 2027.**
- ✓ **Our focus: Shifted to ISSB/SSBJ from CSRD.**
- ✓ **Material items: Climate Change and Human Capital.
Biodiversity could be integrated after the standard disclosure.**
- ✓ **Data collection: Improve data quality with clear definition, accuracy, boundary, and timeliness.**

4. Sustainability Disclosure Task Force



5. Unlocking Value through Deeper Investor Dialogue

Active use of the sustainability information enables

- **deeper dialogue and engagement between business entities and investors**
- **more informed long-term investment decisions**

Eat Well, Live Well.



Thank you.