

## Ajinomoto Co., Inc. Announces Executive Personnel Changes

**TOKYO, January 31, 2023** – Ajinomoto Co., Inc. (“Ajinomoto Co.”) finalized and preliminarily approved the following personnel changes of its Executive Officers effective from April 1, 2023, and late June 2023, at a meeting of the Board of Directors held on January 31, 2023, based on the nomination of other Executive Officers candidates by its President. Personnel changes of Executive Officers effective from late June 2023 will be decided upon approval at a meeting of the Board of Directors to be held after the Ordinary General Meeting of Shareholders in late June 2023.

The new Executive Officers have been selected for their demonstrations of leadership from the standpoint of holistic approach to create new values, and Ajinomoto Co. will arrange its corporate structure to evolve into a “solution-providing group of companies for food and health issues” through the promotion of “purpose-driven management by medium-term ASV initiative”<sup>\*1</sup>. Furthermore, in order to lead the way in promoting diversity & inclusion, Ajinomoto Co. will newly appoint two females, two foreign nationals and one outside professional in its effort to continuously enhance its corporate value through the pursuit of “Purpose X Passion X OE (Operational Excellence)” and “Speed Up X Scale Up.”

<sup>\*1</sup> Ajinomoto Co.’s transformation to a management style that emphasizes actions to maximize medium-to long-term corporate value, moving away from the conventional Medium-term Management Plan (“Mid-term Plan”) that had exhausted the employees by excessive planning processes, resulting in a tendency to conduct activities in an inflexible manner (not suited) in this age of uncertainty. Details of “purpose-driven management by medium-term ASV initiative” will be announced on February 28, 2023.

	Conventional Mid-term Plan	“Purpose-driven management by medium-term ASV initiative”
Term	Single year forecast and a three-year Mid-term Plan	Backcast from a long-term perspective
Basis of the plan	Short-term profit accumulation type based on current extension	Backcast from the Vision with “ASV Indicators” under the leadership of management
Action	Focus on detailed planning and numbers	Creating a roadmap and fostering challenges by pursuing the essence of strategy stories and hypotheses
Progress check	Formulation of quarterly forecasts	Variance analysis and agile additional actions by monthly rolling forecasts

<b>Introduction of “ASV Indicators”</b>	We will set challenging “ASV Indicators” to realize our aspirations for 2030.
<b>2030 Roadmap</b>	We will draw up a “path” that is challenging and exciting.
<b>Management style changes</b>	We will continue to pursue new value and business model changes and emphasize action.

[As of April 1] Executive Officers (Executive Committee Members)

New Position	Current Position	Name
Representative Executive Officer, President & Chief Executive Officer (CEO)	Representative Executive Officer, President & Chief Executive Officer (CEO)	Taro Fujie
Representative Executive Officer & Executive Vice President, Chief Innovation Officer (CIO) Supervision of R&D	Representative Executive Officer & Executive Vice President, Chief Innovation Officer (CIO) Supervision of R&D	Hiroshi Shiragami
Executive Officer & Senior Vice President, General Manager, Corporate Division* <sup>2</sup>	Executive Officer & Senior Vice President, General Manager, Global Corporate Division and Corporate Service Division	Tatsuya Sasaki
Executive Officer & Senior Vice President, General Manager, Food Products Division	Executive Officer & Senior Vice President, General Manager, Food Products Division	Yoshiteru Masai
Executive Officer & Senior Vice President, Chief Digital Officer (CDO)	Executive Officer & Senior Vice President, Chief Digital Officer (CDO), Chief Transformation Officer (CXO)	Takayuki Koda
Executive Officer & Vice President, General Manager, AminoScience Division	Executive Officer & Vice President, General Manager, AminoScience Division	Sumio Maeda
Executive Officer & Vice President, Deputy General Manager, Food Products Division, General Manager, Institute of Food Sciences and Technologies	Executive Officer & Vice President, Deputy General Manager, Food Products Division, General Manager, Institute of Food Sciences and Technologies	Junichiro Kojima
Executive Officer & Vice President, In charge of Sustainability and Communications	Executive Officer, In charge of Sustainability and Communications	Chika Morishima
Executive Officer & Vice President, Chief Transformation Officer (CXO)	Member of Value Creation Advisory Board	Takeshi Saito* <sup>3</sup> (Newly appointed)
Executive Officer & Vice President, In charge of Finance & Investor Relations	Corporate Executive, General Manager, Global Finance Dept.	Eiichi Mizutani (Newly appointed)
Executive Officer, In charge of Quality Assurance	Corporate Executive, General Manager, Quality Assurance Dept.	Smriga Miroslav (Newly appointed)

\*2 On April 1, 2023, the Corporate Services Division will be integrated into the Global Corporate Division and renamed the Corporate Division.

\*3 Mr. Takeshi Saito, for more than 30 years as a management professional, has created and expanded business and corporate value from various perspectives, including management consultant, corporate advisor, investor, corporate executive, director, and government agency. In particular, he has a wealth of knowledge and experience in managing transformation and evolution in phases with multiple stakeholders and complex interests. From April 2022 to this day, he has been deeply involved in execution of this company as a member of the Value Creation Advisory Board. He was also selected by the Nomination Committee held on January 18, 2023 as a candidate for our directors in late June 2023.

[As of April 1] Executive Officers

New Position	Current Position	Name
Executive Officer & Vice President, Deputy General Manager, AminoScience Division, General Manager, Research Institute for Bioscience Products & Fine Chemicals, General Manager, Kawasaki Administration & Coordination Office	Executive Officer & Vice President, Deputy General Manager, AminoScience Division, General Manager, Research Institute for Bioscience Products & Fine Chemicals, General Manager, Kawasaki Administration & Coordination Office	Ikuo Kira
Executive Officer & Vice President, General Manager, ASEAN Division	Executive Officer & Vice President, General Manager, ASEAN Division	Ichiro Sakakura
Executive Officer & Vice President, General Manager, North America Division	Executive Officer & Vice President, General Manager, North America Division	Jiro Sakamoto
Executive Officer & Vice President, Deputy General Manager, Food Products Division, In charge of Marketing Strategy	Executive Officer & Vice President, Deputy General Manager, Food Products Division, In charge of Marketing Strategy	Tatsuya Okamoto
Executive Officer & Vice President, General Manager, Europe & Africa Division	Executive Officer & Vice President, President, AJINOMOTO FOODS EUROPE SAS	Masami Kashiwakura
Executive Officer & Vice President, Supervision of Frozen Foods	Executive Officer & Vice President, Supervision of Frozen Foods	Hideaki Kawana
Executive Officer & Vice President, General Manager, Latin America Division	Executive Officer & Vice President, General Manager, Latin America Division	Shigeo Nakamura
Executive Officer & Vice President, In charge of Internal Control and Audit Committee	Executive Officer, In charge of Internal Control and Audit Committee	Takumi Matsuzawa
Executive Officer & Vice President, Deputy General Manager, Food Products Division, Supervision of Food Products Sales	Corporate Executive, General Manager, Osaka Branch	Takayuki Tahara (Newly appointed)
Executive Officer, In charge of Business Model Transformation	Executive Officer, In charge of Business Model Transformation	Masaki Kashihara

[As of April 1] Executive Officers

New Position	Current Position	Name
Executive Officer, In Charge of Corporate Planning	Corporate Executive, General Manager, Corporate Planning Dept.	Takaaki Arashida (Newly appointed)
Executive Officer, In charge of Diversity and HR	General Manager, Kyushu Branch	Shino Kayahara (Newly appointed)
Executive Officer, Deputy General Manager, Food Products Division, General Manager, Quick Nourishment Dept.	Corporate Executive, General Manager, Quick Nourishment Dept.	Maiko Mori (Newly appointed)
Executive Officer, Deputy General Manager, AminoScience Division, General Manager, Amino Acids Dept.	Corporate Executive, General Manager, Amino Acids Dept.	Michael Lish (Newly appointed)

[As of April 1] Retiring Executive Officers

Current Position	Name
Executive Officer & Vice President, In charge of Finance & Investor Relations	Tetsuya Nakano
Executive Officer & Vice President, Deputy General Manager, Food Products Division, Supervision of Food Products Sales	Narutoshi Fukase

[As of late June] Executive Officer

New Position	Current Position	Name
Executive Officer, In charge of Internal Control and Audit Committee	Corporate Executive, General Manager, Legal & Compliance Dept.	Shuhei Takehara (Newly appointed)

[As of late June] Retiring Executive Officer

Current Position	Name
Executive Officer & Vice President, In charge of Internal Control and Audit Committee	Takumi Matsuzawa

The Ajinomoto Group, unlocking the power of amino acids, aims to resolve food and health issues associated with dietary habits and aging, and contribute to greater wellness for people worldwide.

Based on the corporate message “Eat Well, Live Well.”, we have been scientifically pursuing the possibilities of amino acids to aim for future growth by creating new value through sustainable and innovative solutions for communities and society.

The Ajinomoto Group has offices in 36 countries and regions, and sells products in more than 130 countries and regions. In fiscal 2021, sales were 1.1493 trillion yen (10.2 billion U.S. dollars). To learn more, visit [www.ajinomoto.com](http://www.ajinomoto.com).

For further information, please contact: [HERE](#)