

Eat Well, Live Well.



IR DAY
CEO Closing Message
ASV Management
Leadership for Transformation

Takaaki Nishii
Representative Director
President & Chief Executive Officer
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Promote Transformation through DX and Two Tasks Directly Supervised by the CEO

1. Transformation of company-wide operations

- 1) KPIs and transformation of management that lead to ROIC improvement in all operations
- 2) Synchronize management cycles with human resource skills development to increase employee engagement (≠ ASV as own initiative)

2. Transformation of business model

- 1) Commercialize “personalized nutrition” platform
 - 2) Develop and commercialize DMP* to “solve food and health issues”
 - 3) Continual creation of new businesses and services: systematize near future research and the launch of venture business
- } FY22
Establish as best practices

*DMP: Data Management Platform

Promote Transformation through DX and Two Tasks Directly Supervised by the CEO

FY20–22 | Phase 1

FY23–25 | Phase 2

2030 Goal

Tasks by the CEO

Task 1

Task 2

Dx1.0
OE

Dx2.0

Dx3.0

Dx4.0



Operational Transformation



Ecosystem Transformation



Business Model Transformation

Social Transformation

Base for achieving social transformation

- Develop operations and human resources that continually create value needed in society and living space

Preconditions for achieving business model transformation

- Develop operations that can achieve critical business themes and demonstrate robust business design skills that can respond to the serious demands of business and society
- Acquire business execution capabilities for value felt by consumers and customers to continue being fulfilled

Contribution to ecosystem transformation

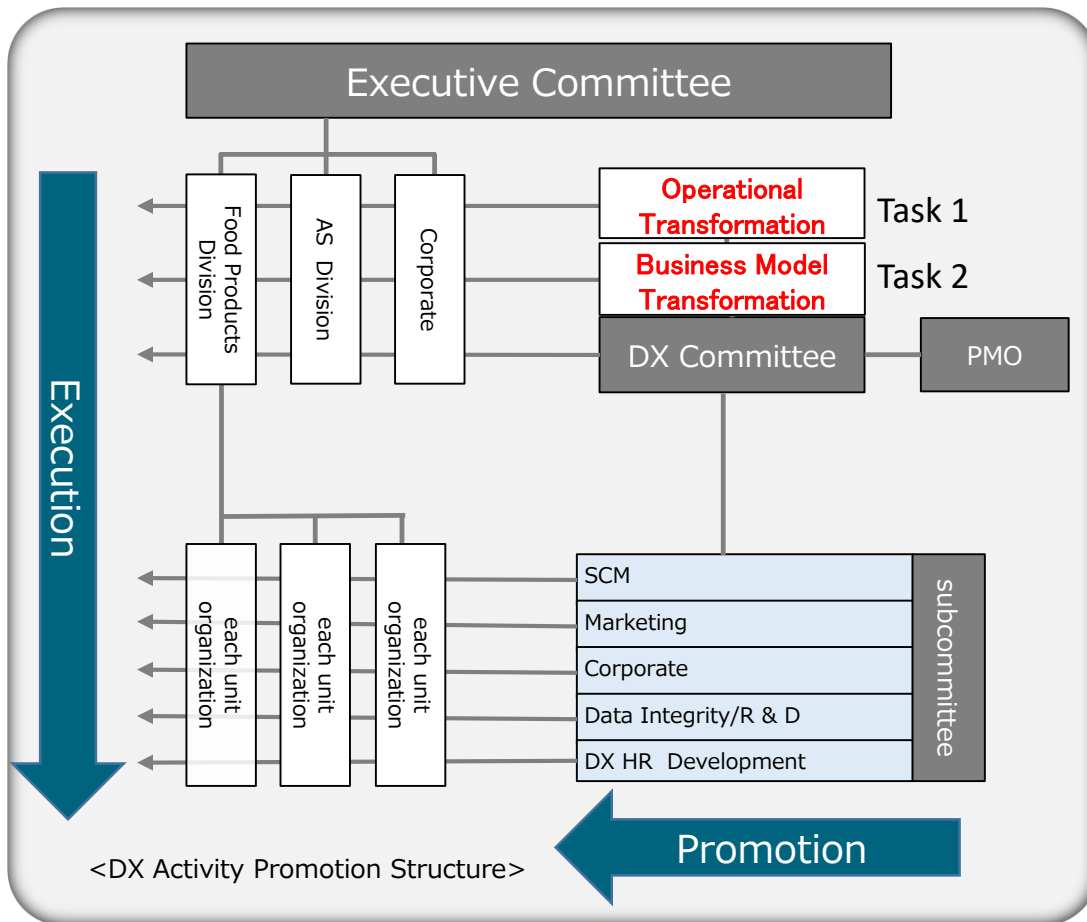
- Achieve operations that can demonstrate mutual value in our network, both inside and outside the company
E.g.: Organization/company-wide business process design, transparency of roles and responsibilities, and data sharing through DMP

Achievement and continual refinement of operational transformation within the Group (Operational Excellence: OE)

- Understand value provided to customers, and achieve and maintain operational capabilities with high productivity that can provide value
- Achieve and maintain operations that link management and human resources through interconnection of company-wide targets → organizational targets → individual targets
- Acquire and use management skills through visualization of data and work flow
- Achieve a state in which these basics are recognized and established as the workstyle and common approach (protocol) within the Ajinomoto Group

Promote Transformation through DX and Two Tasks Directly Supervised by the CEO

- ◆ Tasks by the CEO
 - ◆ Business Divisions and Corporate Divisions (vertical)
 - ◆ Five Subcommittees (horizontal)
 - ◆ DX Committee
- ➔ Promotion across Divisions
 - ➔ Execute DX Activity
 - ➔ Promotion and support for each function across biz
 - ➔ Alignment and optimization of biz and functional axes



Positioning of the Promotion Committee and Subcommittees

Tasks by the CEO:

- Transformation of company-wide operations
- Transformation of business model

DX Committee:

- Overall control and overall optimization of DX
- Support at division level as a representative of division or unit organization
- Approve the decisions of the sub-committee
- Align business execution and functional promotion

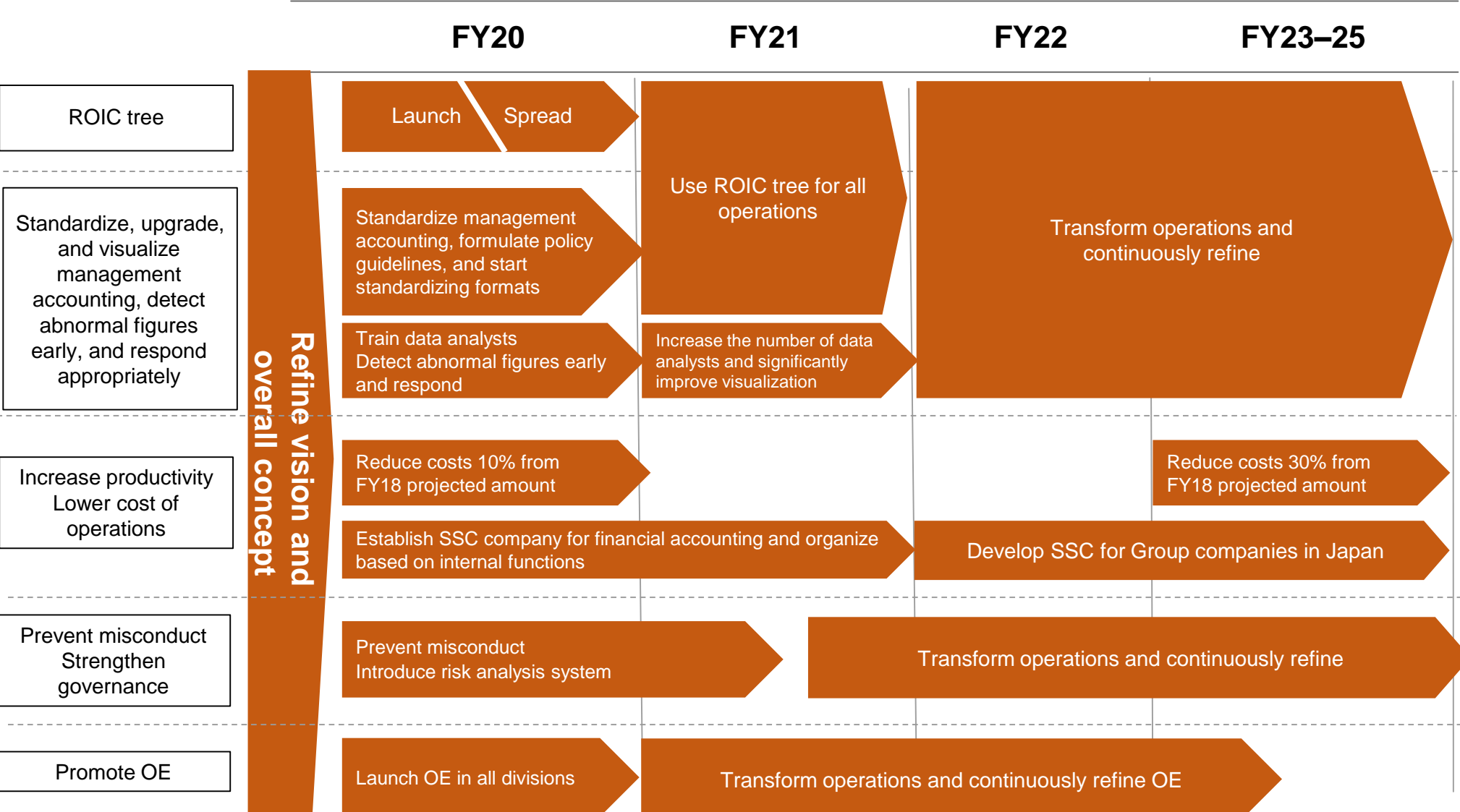
Subcommittee:

- Promote and support the implementation of the DX plan across business for each function
- Promote and support DX activities by proposing specific theme solutions to each unit organization through cross-functional initiatives as a substructure of DX Committee

Promote Transformation through DX and Two Tasks Directly Supervised by the CEO

1. Transformation of Company-wide Operations

Roadmap for the transformation of company-wide operations and continuous refinement to improve the ROIC tree

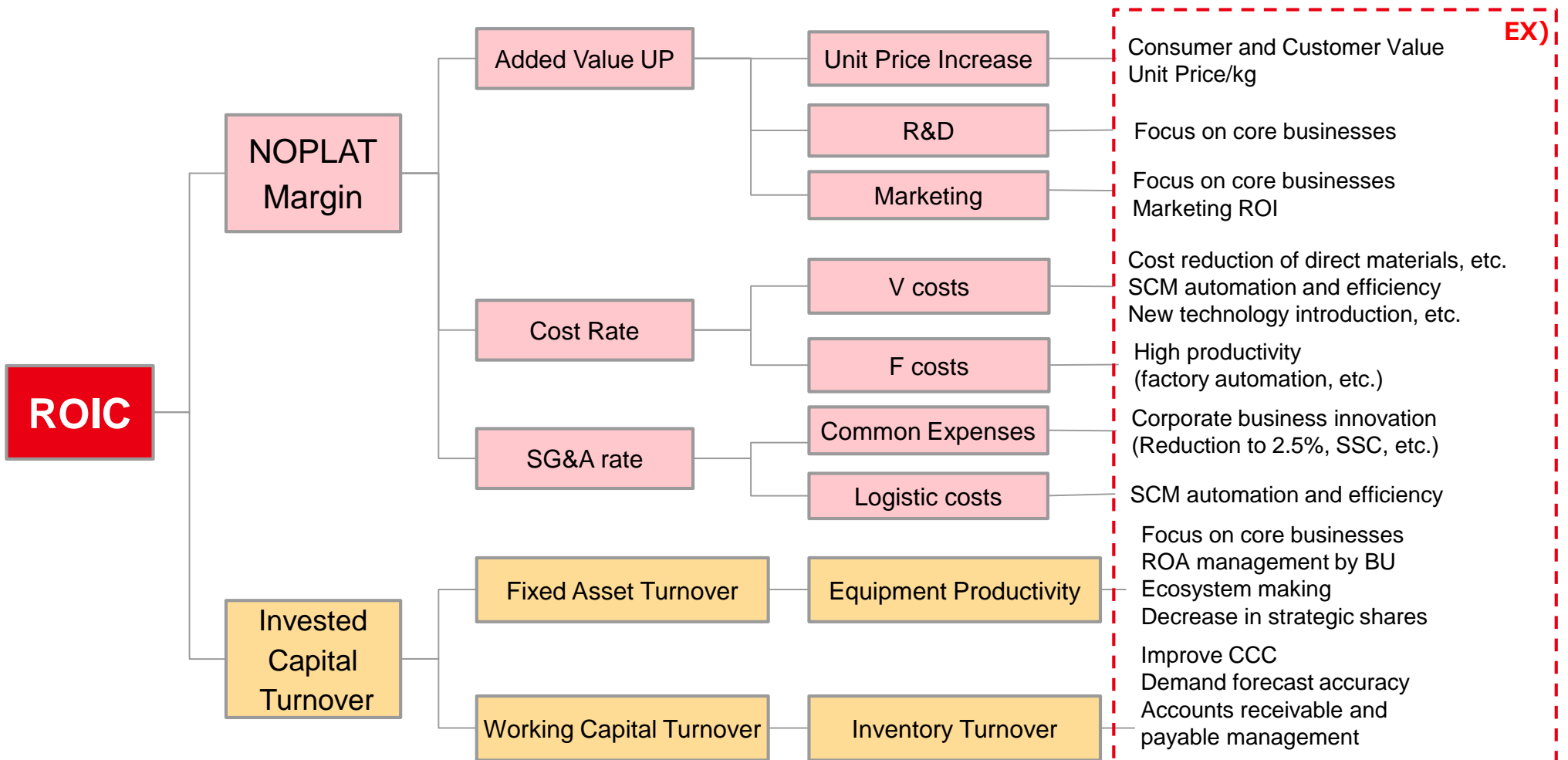


Promote Transformation through DX and Two Tasks Directly Supervised by the CEO

1. Transformation of Company-wide Operations

1) KPIs and transformation of management that lead to ROIC improvement in all operations

→ Organization management in conjunction with “ASV as own initiative”



→ Detailed Design with tasks by the CEO

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