

Eat Well, Live Well.



Ajinomoto Co., Inc. (2802)

Notification of Intention to Replace the President and Change the Executive Team

Takashi Nawa
Independent Outside Director,
Chair of the Nomination Committee

January 31, 2022

Revised February 14, 2022

Introduction of the New CEO



Taro Fujie

Representative Executive Officer
President & Chief Executive Officer

- October 1961 Born in Osaka Prefecture
- April 1985 Joined Ajinomoto Co., Inc.
- July 2011 President, Ajinomoto Philippines Corporation
- June 2013 Corporate Executive Officer, Ajinomoto Co., Inc.
- June 2015 General Manager, Latin America Division
President, Ajinomoto do Brasil Indústria e Comércio de Alimentos Ltda.
- June 2017 Corporate Vice President, Ajinomoto Co., Inc.
- April 2018 Deputy General Manager, Global Corporate Division and Corporate Service Division
- April 2021 General Manager, Food Products Division (current position)
- June 2021 Executive Officer & Senior Vice President (current position)

The New Executive Team from April 1, 2022

Management for growth by fusing foods and amino acids

Executive positions that compose the Executive Committee (and the nine people for those positions)

Position	Title, Tasks, Details, etc.	Name	Strengths
Representative Executive Officer, President	Chief Executive Officer	Taro Fujie	Management strategy, global management, HR management & development
Representative Executive Officer & Executive Vice President	Chief Innovation Officer (CIO) Supervision of R&D	Hiroshi Shiragami	Global management, digital technology, R&D and production, HR management & development
Executive Officer & Senior Vice President	In charge of diversity and HR	Chiaki Nosaka	Global management, R&D and production, HR management & development
Executive Officer & Senior Vice President	General Manager, Global Corporate Division and Corporate Service Division	Tatsuya Sasaki	Management strategy, global management, digital technology, sales and marketing
Executive Officer & Senior Vice President	General Manager, Food Products Division	Yoshiteru Masai	Global management, sales and marketing
Executive Officer & Senior Vice President	Chief Digital Officer (CDO) Chief Transformation Officer (CXO)	Takayuki Koda	Sustainability and ESG, digital technology, R&D and production
Executive Officer & Vice President	In charge of Finance & Investor Relations	Tetsuya Nakano	Global management, sustainability and ESG, finance and accounting
Executive Officer & Vice President	General Manager, AminoScience Division	Sumio Maeda	Global management, sales and marketing
Executive Officer & Vice President	Deputy General Manager, Food Products Division General Manager, Institute of Food Sciences and Technologies	Junichiro Kojima	Management strategy, global management, sustainability and ESG, R&D and production



The New Executive Team from April 1, 2022

Brief Career Profiles of the Nine Members



Hiroshi Shiragami

Representative Executive Officer & Executive Vice President, Chief Innovation Officer (CIO) Supervision of R&D

Number of Company shares held: 14,015

Brief Career Profile

- 1986 Joined Ajinomoto Co., Inc.
- 2009 General Manager, AminoScience Business Development Department
- 2016 Co-Chair, Ajinomoto Althea, Inc.
- 2021 Executive Officer & Senior Vice President (current position) Chief Innovation Officer (CIO) (current position) Supervision of R&D (current position)



Tatsuya Sasaki

Executive Officer & Senior Vice President, General Manager, Global Corporate Division and Corporate Service Division

Number of Company shares held: 5,837

Brief Career Profile

- 1986 Joined Ajinomoto Co., Inc.
- 2011 General Manager, Nutrition Care Department
- 2013 General Manager, Corporate Planning Department
- 2019 General Manager, Latin America Division (current position) President, Ajinomoto do Brasil Indústria e Comércio de Alimentos Ltda. (current position)
- 2021 Executive Officer & Vice President (current position)

Chiaki Nosaka

Executive Officer & Senior Vice President, In charge of diversity and HR

Number of Company shares held: 28,000

Brief Career Profile

- 1983 Joined Ajinomoto Co., Inc.
- 2005 General Manager, Shanghai Ajinomoto Food Research and Development Center Co., Ltd.
- 2015 Corporate Vice President, General Manager, Institute of Food Sciences and Technologies
- 2019 In charge of diversity and HR (current position)
- 2021 Executive Officer & Senior Vice President (current position)



Taro Fujie

Representative Executive Officer, President & Chief Executive Officer

Number of Company shares held: 21,000

Brief Career Profile

- 1985 Joined Ajinomoto Co., Inc.
- 2015 General Manager, Latin America Division President, Ajinomoto do Brasil Indústria e Comércio de Alimentos Ltda.
- 2018 Deputy General Manager, Global Corporate Division and Corporate Service Division
- 2021 Executive Officer & Senior Vice President (current position) General Manager, Food Products Division (current position)



Yoshiteru Masai

Executive Officer & Senior Vice President, General Manager, Food Products Division

Number of Company shares held: 9,000

Brief Career Profile

- 1986 Joined Ajinomoto Co., Inc.
- 2004 President, OOO "AJINOMOTO"
- 2013 General Manager, Amino Acids Department
- 2019 General Manager, Europe & Africa Division (current position) President, AJINOMOTO EUROPE S.A.S. (current position)
- 2021 Executive Officer & Vice President (current position)



Takayuki Koda

Executive Officer & Senior Vice President, Chief Digital Officer (CDO) Chief Transformation Officer (CXO)

Number of Company shares held: 14,695

Brief Career Profile

- 1989 Joined Ajinomoto Co., Inc.
- 2011 Senior Vice-president, Ajinomoto North America, Inc.
- 2015 General Manager, Production Strategy Department
- 2021 Executive Officer & Vice President (current position) Chief Transformation Officer (CXO) (current position) In charge of SCM Reform (current position)



Tetsuya Nakano

Executive Officer & Vice President, In charge of Finance & Investor Relations

Number of Company shares held: 13,104

Brief Career Profile

- 1986 Joined Ajinomoto Co., Inc.
- 2015 President, AJINOMOTO PHILIPPINES CORPORATION
- 2017 General Manager, Finance & Accounting Department
- 2021 Executive Officer & Vice President (current position) In charge of Finance & Investor Relations (current position)



Sumio Maeda

Executive Officer & Vice President, General Manager, AminoScience Division

Number of Company shares held: 3,800

Brief Career Profile

- 1987 Joined Ajinomoto Co., Inc.
- 2008 Director, Food Ingredients Department, AJINOMOTO FOODS EUROPE S.A.S.
- 2016 Vice President, Ajinomoto SEA Regional Headquarters Co., Ltd.
- 2019 President, Ajinomoto Foods North America, Inc. (current position)
- 2021 Corporate Executive (current position)



Junichiro Kojima

Executive Officer & Vice President, Deputy General Manager, Food Products Division General Manager, Institute of Food Sciences and Technologies

Number of Company shares held: 26,200

Brief Career Profile

- 1992 Joined Ajinomoto Co., Inc.
- 2014 General Director, Ajinomoto-Genetika Research Institute, Ltd.
- 2019 General Manager, Corporate Planning Department
- 2021 Executive Officer & Vice President (current position) Deputy General Manager, Food Products Division (current position) General Manager, Institute of Food Sciences and Technologies (current position)

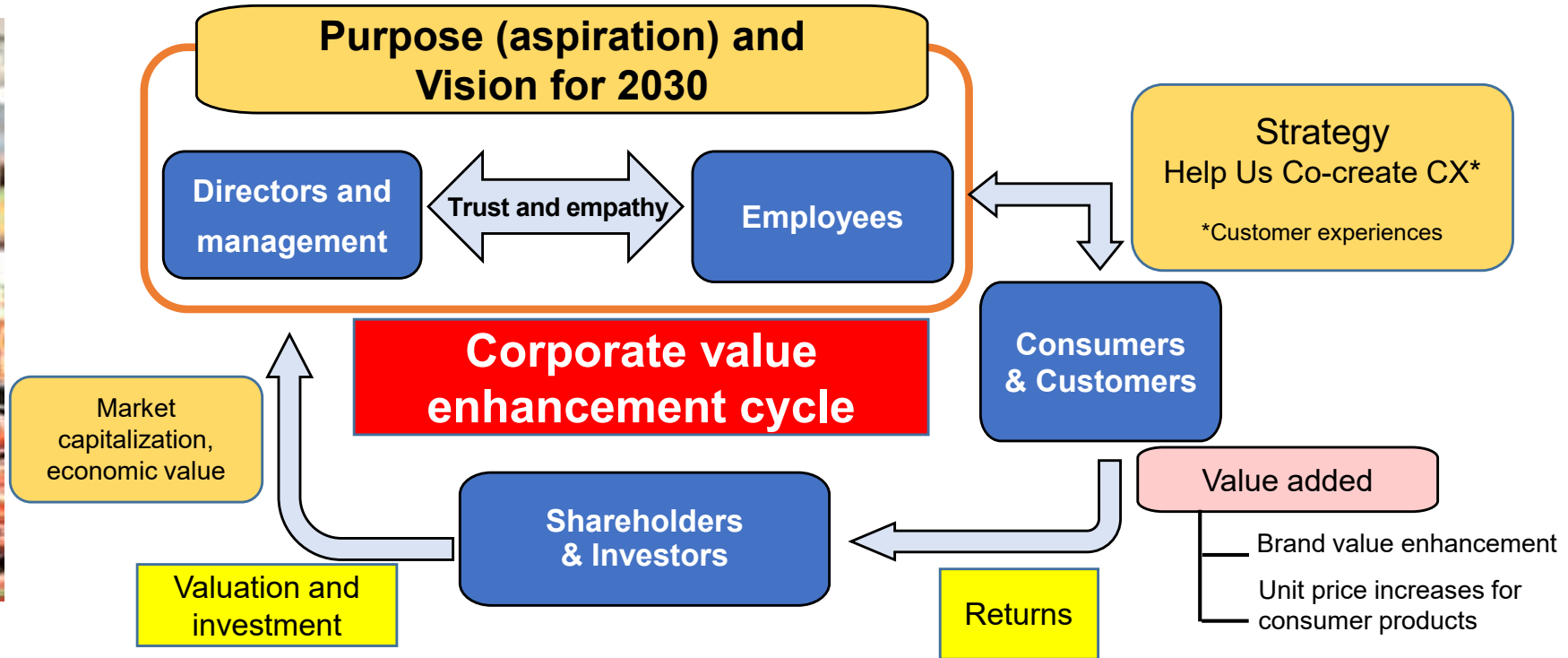
Note: the number of Company shares held is as of Sept. 30, 2021

Revised Feb. 14, 2022

The Achievements of Takaaki Nishii

(Representative Executive Officer, President & Chief Executive Officer)

1. Set forth our Purpose and renewed our Vision; 2. Strengthened our governance and advanced the corporate value enhancement cycle



- Ajinomoto Group Creating Shared Value (ASV) Management: Returned to our Purpose (aspiration) and renewed our Vision. Incorporated the concept of ASV into our systems, and instilled the corporate value enhancement cycle in our stakeholders.
- Employees: Improved engagement through the above. (Score greatly exceeds the scores of 69 other global food and beverage companies)
- Governance: Transitioned the company to a Company with Three Committees. Strengthened the supervisory functions of the Board of Directors and built a framework for speedy execution.
- Customers: During his term of office, improved overall brand value according to Interbrand by 7%, significantly exceeding the benchmark CAGR of 2%.
- Shareholders and investors: ROIC 3.8% (FY2018) ⇒ 7.6% (FY2021 forecast). Executed structural reform that achieved WACC 5% < ROIC.

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Supplementary Material: Nomination Committee

