PRESS RELEASE Ajinomoto Co., Inc. 15-1, Kyobashi 1-chome

Ajinomoto Co., Inc. Announces Executive Personnel Changes of President and Executive Officers

TOKYO, February 3, 2025 – Ajinomoto Co., Inc. ("Ajinomoto Co.") decided on the changes of its President and Executive Officers at a Board of Directors' Meeting held on February 3, 2025. Based on its Nomination Committee's selection consisting only of Independent Outside Directors, the change of its President will be effective from February 3, 2025. Based on the selection on other Executive Officers by the incoming President, changes in other Executive Officers will be made effective from April 1, 2025.

Mr. Shigeo Nakamura, the current Executive Officer & Vice President, General Manager, Latin America Division, was appointed as Representative Executive Officer, President & Chief Executive Officer (CEO), and Mr. Taro Fujie was appointed as Executive Officer and Chairman of Company.

[Reasons for the change in leadership being made effective today]

Mr. Fujie experienced a health issue in late December last year. Although he is recovering steadily, it is diagnosed that a certain amount of time is required for full recovery. In order to minimize any risk of vacuum being created in the management, Mr. Fujie proposed to step down from his current position as President & CEO. In consideration of the situation, the Nomination Committee made the decision to appoint Mr. Nakamura as President & CEO as of February 3, 2025, based on the discussion on emergency CEO succession plan.

[Towards further acceleration of ASV management and sustainable enhancement of corporate value]

The Ajinomoto Group is promoting Medium-Term ASV^{*1}Management, and focuses on sustainable enhancement of corporate value by contributing to the well-being of all human beings, our society, and planet with "AminoScience^{*2}", which we uphold as our Purpose.

Since he joined the Ajinomoto Group, Mr. Nakamura, the new President & CEO, has led the launch and growth of the Electronic Material business centering on Ajinomoto Build-up Film (ABF). He also has a long track record of achievements in reinforcing the business infrastructure and driving significant growth in the Food Products business and the Bio & Fine Chemicals business as Executive Officer & Vice President, General Manager, Latin America Division and President, Ajinomoto do Brasil Industria e Comercio de Alimentos Ltda. Notably, Mr. Nakamura is the first President & CEO of Ajinomoto Co. with a scientific background, and taking into account his potential to further accelerate the Medium-Term ASV Management and drive the reform of corporate culture by leveraging on his liveliness, agility, and the driving force of change, the Board of Directors judged that he is most suited to enhance corporate value.

Mr. Fujie will support him as Executive Officer and Chairman of Company to expedite the new management structure, and for the new President & CEO to fully perform his role.

Talented individuals who demonstrate leadership in business optimization and can create new value for realizing Our Vision for 2030 will be appointed as Executive Officers and work as a team under the new President & CEO to further accelerate Medium-Term ASV Management. For continued progress in promoting

Diversity, Equity and Inclusion, in FY2025, four female Executive Officers will be appointed, increasing from three, and two non-Japanese Executive Officers will continue in their roles as part of an overall effort to realize the sustainable enhancement of corporate value.

[Message from President & CEO, Mr. Shigeo Nakamura]

Carrying on ASV Management and Purpose, I will do my best with all my heart and soul to realize Our Vision for 2030 ahead of schedule. I will achieve this by further evolving and systemizing the High-Speed Development System by anticipating the future needs of customer and markets, where my experience and strength lies. In addition, I will refine the uniqueness of "AminoScience" and intangible assets such as human resources, technology, customers, and organization, by developing more diverse and creative human assets, so that we can sustainably enhance our corporate value as a company contributing to the well-being of all human beings, our society, and planet. Furthermore, I will work to evolve our company into developing a culture that allows employees and organizations to fully demonstrate their inherent abilities and take on challenges and grow independently and to become the "No. 1 organization of high employee engagement" by encouraging people to take on challenges without fear of failure and improving the quality of those challenges.

*1 ASV (Ajinomoto Group Creating Shared Value) is about co-creating social and economic value through business. It is the fundamental concept behind Ajinomoto Group's mission to fulfillits "vision for the future" and Purpose.

*2"AminoScience" is a collective term for the various materials, functions, technologies, and services derived from the research and implementation processes with a rigorous focus on unlocking the power of amino acids. It also refers to the Ajinomoto Group's unique scientific approach to connect these to resolving social issues and contributing to well-being

1. Leadership changes

[As of February 3]

Executive officers who make up the Executive Committee

New Position	Current Position	Name
Representative Executive Officer,		
President & Chief Executive Officer	Executive Officer & Vice President	Shigeo
(CEO)	General Manager, Latin America Division	Nakamura
General Manager, Latin America Division		

[As of February 3]

Other executive officers

New Position	Current Position	Name
Executive Officer and Chairman of Company	Representative Executive Officer, President & Chief Executive Officer (CEO)	Taro Fujie

2. Personnel changes

[As of April 1]

Executive officers who make up the Executive Committee

New Position	Current Position	Name
Representative Executive Officer, President & Chief Executive Officer (CEO)	Executive Officer & Vice President General Manager, Latin America Division	Shigeo Nakamura
Representative Executive Officer &	Representative Executive Officer &	
Executive Vice President,	Executive Vice President,	Hiroshi
Chief Innovation Officer (CIO),	Chief Innovation Officer (CIO),	Shiragami
Supervision of R&D	Supervision of R&D	

Executive Officer & Senior Vice President, General Manager, Corporate Division	Executive Officer & Senior Vice President, General Manager, Corporate 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) Supervision of Manufacturing	Executive Officer & Senior Vice President, Chief Digital Officer (CDO) Supervision of Manufacturing	Takayuki Koda
Executive Officer & Senior Vice President, General Manager, Bio & Fine Chemicals Division	Executive Officer & Vice President, General Manager, Bio & Fine Chemicals Division	Sumio Maeda
Executive Officer & Vice President, Chief Transformation Officer (CXO)	Executive Officer & Vice President, Chief Transformation Officer (CXO)	Takeshi Saito
Executive Officer & Vice President In charge of Finance & Investor Relations	Executive Officer & Vice President In charge of Finance & Investor Relations	Eiichi Mizutani
Executive Officer In charge of Quality Assurance	Executive Officer In charge of Quality Assurance	Miroslav Smriga
Executive Officer In charge of Diversity and HR In charge of Secretariat of Nomination Committee and Compensation Committee	Executive Officer In charge of Diversity and HR In charge of Secretariat of Nomination Committee and Compensation Committee	Shino Kayahara

[As of April 1]

Other executive officers

New Position	Current Position	Name
Executive Officer and Chairman of Company	Representative Executive Officer, President & Chief Executive Officer (CEO)	Taro Fujie
Executive Officer & Senior 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	Ikuo Kira
Executive Officer & Vice President Deputy General Manager, Food Products Division In charge of Marketing Strategy General Manager, Marketing Design Center	Executive Officer & Vice President Deputy General Manager, Food Products Division In charge of Marketing Strategy General Manager, Marketing Design Center	Tatsuya Okamoto

Executive Officer & Vice President Supervision of Frozen Foods	Executive Officer & Vice President Supervision of Frozen Foods	Hideaki Kawana
Executive Officer & Vice President Deputy General Manager, Food Products Division Supervision of Food Products Sales	Executive Officer & Vice President Deputy General Manager, Food Products Division Supervision of Food Products Sales	Takayuki Tahara
Executive Officer & Vice President Deputy General Manager, Bio & Fine Chemicals Division General Manager, Research Institute for Bioscience Products & Fine Chemicals General Manager, Kawasaki Administration & Coordination Office	Executive Officer & Vice President Deputy General Manager, Bio & Fine Chemicals Division General Manager, Research Institute for Bioscience Products & Fine Chemicals General Manager, Kawasaki Administration & Coordination Office	Masaru Takayanagi
Executive Officer In charge of Green Business Development	Executive Officer In charge of Green Business Development	Masaki Kashihara
Executive Officer In charge of Corporate Planning	Executive Officer In charge of Corporate Planning	Takaaki Arashida
Executive Officer General Manager, Europe & Africa Division	Executive Officer General Manager, Europe & Africa Division	Maiko Mori
Executive Officer Deputy General Manager, Bio & Fine Chemicals Division General Manager, Amino Acids Dept.	Executive Officer Deputy General Manager, Bio & Fine Chemicals Division General Manager, Amino Acids Dept.	Michael Lish
Executive Officer In charge of Internal Control and Secretariat of Audit Committee	Executive Officer In charge of Internal Control and Secretariat of Audit Committee	Shuhei Takehara
Executive Officer Deputy General Manager, Food Products Division General Manager, Consumer Food Products Dept.	Executive Officer Deputy General Manager, Food Products Division General Manager, Consumer Food Products Dept.*	Ayumu Kamiya
Executive Officer General Manager, Latin America Division	Vice President, Ajinomoto AGF, Inc.	Naoko Yamamoto (Newly appointed)
Executive Officer Deputy General Manager, Food Products Division, General Manager, Institute of Food Sciences and Technologies	General Manager, Consumer Foods Development Center, Institute of Food Sciences and Technologies	Hiroshi Kawase (Newly appointed)
Executive Officer In charge of Sustainability ^{*3} 3 Tatsuya Sasaki will be in charge of Communicatior	Corporate Executive General Manager, Sustainability Development Dept.	Kaori Ono (Newly appointed)

[As of April 1] Retiring Executive Officers

Current Position	Name
Executive Officer & Vice President,	
Deputy General Manager, Food Products Division,	lunishing Kalima
General Manager, Institute of Food Sciences and	Junichiro Kojima
Technologies	
Executive Officer & Vice President In charge of Sustainability and Communications	Chika Morishima

The Ajinomoto Group will contribute to the well-being of all human beings, our society and our planet with "AminoScience" based on the corporate slogan "Eat Well, Live Well.". The Ajinomoto Group has offices in 34 countries and regions, and sells products in more than 130 countries and regions. In fiscal 2023, sales were 1.4392 trillion yen (9.9 billion U.S. dollars). To learn more, visit www.ajinomoto.com.

For further information, please contact: HERE