

PRESS RELEASE

Ajinomoto Co., Inc.
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Ajinomoto Co., Inc. Announces Its Decision of Candidates for Members of the Board

TOKYO, January 29, 2026 – Ajinomoto Co., Inc. (“Ajinomoto Co.”) announced that it has selected the following candidates for Members of the Board and three statutory committees at the meeting of the Nomination Committee held on January 15, 2026, and subsequently reported the result in the meeting of the Board of Directors held on January 29, 2026. The appointments of the Members of the Board will be decided at the Ordinary General Meeting of Shareholders of Ajinomoto Co. in late June 2026, while the Chair of the Board and members of the three statutory committees will be decided at a Board of Directors’ Meeting to be held after the Ordinary General Meeting of Shareholders.

[Explanation by Mr. George Nakayama (Chair of the Nomination Committee)]

The candidates were selected based on the skills required as a Member of the Board, as well as on the assessment of a mutually complementary perspective in order to sustainably enhance the corporate value of the Ajinomoto Group by promoting Medium-Term ASV^{*1} Management and contributing to the well-being of all human beings, our society, and planet with “AminoScience”^{*2}. The Board continues to be comprised of six Independent Outside Directors and four Internal Directors (three of whom are serving concurrently as Executive Officers, including the CEO and one Internal Director who is a member of the audit committee (standing)). Female Directors now account for 40% of the Board. The Nomination Committee and the Compensation Committee are solely comprised of Outside Directors.

Regarding the Internal Directors serving concurrently as Executive Officers, Mr. Hiroshi Shiragami and Mr. Tatsuya Sasaki are scheduled to resign from their positions as Director at the Ordinary General Meeting of Shareholders of Ajinomoto Co. to be held in late June 2026. Mr. Hiroshi Kaho, Representative Executive Officer & Executive Vice President, is scheduled to be appointed as a new Director. The Board of Directors, as the highest decision-making body for management, will continue to strive to sustainably enhance corporate value.

^{*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 fulfill its “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.

[As of late June] Candidates for Independent Directors

New Position	Current Position	Name
Member of the Board, Chair of the Board, Member of the Nomination Committee, Member of the Compensation Committee	Member of the Board, Chair of the Board, Member of the Nomination Committee, Member of the Compensation Committee	Kimie Iwata
Member of the Board, Chair of the Nomination Committee, Member of the Compensation Committee, Member of the Audit Committee	Member of the Board, Chair of the Nomination Committee, Member of the Compensation Committee, Member of the Audit Committee	George Nakayama
Member of the Board, Chair of the Audit Committee, Member of the Nomination Committee	Member of the Board, Chair of the Audit Committee, Member of the Nomination Committee	Mami Indo
Member of the Board, Member of the Compensation Committee, Member of the Audit Committee	Member of the Board, Member of the Compensation Committee, Member of the Audit Committee	Yoko Hatta
Member of the Board, Chair of the Compensation Committee, Member of the Nomination Committee	Member of the Board, Chair of the Compensation Committee, Member of the Nomination Committee	Scott Davis
Member of the Board, Member of the Nomination Committee, Member of the Audit Committee	Member of the Board, Member of the Nomination Committee, Member of the Audit Committee	Yukako Wagatsuma

[As of late June] Candidates for Internal Directors

New Position	Current Position	Name
Member of the Board, Representative Executive Officer, President & Chief Executive Officer (CEO)	Member of the Board, Representative Executive Officer, President & Chief Executive Officer (CEO)	Shigeo Nakamura
Member of the Board, Representative Executive Officer & Executive Vice President, Chief Human Resources Officer (CHRO)	President, Ajinomoto Foods North America, Inc.	Hiroshi Kaho
Member of the Board, Executive Officer & Vice President, Chief Transformation Officer (CXO)	Member of the Board, Executive Officer & Vice President, Chief Transformation Officer (CXO)	Takeshi Saito
Member of the Board, Member of the Audit Committee (Standing)	Member of the Board, Member of the Audit Committee (Standing)	Takumi Matsuzawa

[As of late June] Retiring Directors

Current Position	Name
Member of the Board	Hiroshi Shiragami
Member of the Board	Tatsuya Sasaki

Reference

[Table of Skills of the Members of the Board Once They Are All Elected]

Up to four skills of each member that are especially expected to be demonstrated are listed. These do not represent all of their skills.

Skill Name	Management Strategy	Global	Sustainability	Digital	R&D/Production	Sales/Marketing	Finance/Accounting	HR/HR Development	Legal Affairs/Risk Management
Kimie Iwata	☐		☐					☐	
George Nakayama	☐	☐			☐			☐	
Mami Indo	☐			☐			☐		☐
Yoko Hatta		☐					☐		☐
Scott Davis	☐	☐	☐					☐	
Yukako Wagatsuma		☐							☐
Shigeo Nakamura	☐	☐			☐	☐			
Hiroshi Kaho	☐	☐				☐		☐	
Takeshi Saito	☐			☐	☐		☐		
Takumi Matsuzawa		☐						☐	☐

The definitions of the skills used in the table and the reasons for selection are as follows.

Skill	Definition	Reasons for selection
Management Strategy	Skills to realize enhancement of corporate value through sustainable growth by gaining thorough knowledge of business, and through supervising and promoting an appropriate strategy that is conscious of capital markets	As a group of companies contributing to the well-being of all human beings, our society, and our planet with “AminoScience,” these skills are essential to dramatically increase the corporate value of the Ajinomoto Group through the promotion of Ajinomoto Group Creating Shared Value (ASV) management.

Global	Skills to supervise and promote appropriate strategies for global business development based on diverse values and cultures	These skills are essential for appropriate supervision and promotion of business execution based on understanding of diverse values and cultures for the sustainable global expansion of business domains.
Sustainability	Skills to supervise and promote appropriate strategies for resolving social issues through business to realize a sustainable society	These skills are essential to achieve "the extension of healthy life expectancy for 1 billion people" and "the reduction of our environmental footprint by 50%" through ASV management that achieves both social value and economic value.
Digital	Skills to supervise and promote appropriate strategies for innovation and improvement of productivity, etc. by making full use of IT and digital technologies	These skills are essential for transforming the company into a group of companies contributing to the well-being of all human beings, our society, and our planet with "AminoScience" while enhancing our corporate value by raising our competitiveness, efficiency, and productivity through DX.
R&D/Production	Skills to supervise and promote appropriate strategies for constantly pursuing innovative R&D as well as safe and secure products and services	These skills are essential to achieve "the extension of healthy life expectancy for 1 billion people" and "the reduction of our environmental footprint by 50%" through innovation based on "AminoScience."
Sales/Marketing	Skills to supervise and promote appropriate strategies to enhance brand value to accelerate growth in key businesses	These skills are essential for growth through brand management that meets the values of the market and consumers and "Speed Up x Scale Up."
Finance/Accounting	Skills to supervise and promote appropriate strategies based on advanced expertise in finance, accounting, and tax matters	These skills are essential to maximize corporate value through ASV management, to formulate and promote strategies that realize both investment for growth and shareholder returns, and to ensure appropriate supervision of business execution.
HR/HR Development	Skills to supervise and promote appropriate strategies for each and every diverse human resource to develop and maximize their abilities	These skills are essential to evolve ASV management by strengthening human assets, which are the driving force for the enhancement of the value of all intangible assets, through the co-growth of individuals and organizations.

Legal Affairs/Risk Management	Skills to supervise and promote appropriate strategies to realize sustainable enhancement of corporate value through legal compliance, corporate governance and risk management	These skills are essential to steadily and stably promote ASV management by realizing sustainable enhancement of corporate value through penetration and implementation of Ajinomoto Group Policies (AGP)* ³ .
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*3 The AGP not only set out the actions and attitudes that all Ajinomoto Group companies and each of their employees must comply with but also set forth a commitment to comply with them in good faith offered to all stakeholders.

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