

Messages from Outside Directors

“ It is essential to clearly explain the need for asset-light management.

The Group has set a goal in the next medium-term management plan to bolster its competitiveness and achieve sustainable growth through asset-light management and digital transformation. I fully expect that management will stay focused on this vision while recognizing that the means are not ends in themselves. Therefore, management should clarify its approach and clearly explain the reasons and goals of asset-light management and impart this information to employees and investors. At the same time, I will constructively examine management's efforts to demonstrate how ASV initiatives and work-style innovation will lead to the growth of the Ajinomoto Group.

**Yasuo Saito** Outside Director**“ We need to clarify our short- and long-term goals and do everything necessary to achieve them.**

Today's world is changing rapidly, so it is important to have a clear roadmap to follow over the long term from 2030 through to 2050. Accordingly, we need to start envisioning that path through concrete discussions and then do everything necessary to move forward. Over the short term, the Ajinomoto Group's management tasks are to shift to an asset-light business model and step up the pace and scale of productivity improvements. Over the long term, we must create the Group's own growth algorithm, and for that purpose, it will be vital to develop and attract a new generation of management talent. I believe it is especially important to actively recruit talent from outside the Group into its management.

**Takashi Nawa** Outside Director**“ I will draw on my experience in administrative affairs and corporate management to help enhance corporate value.**

Having been newly appointed as an outside director in June 2019, I hope to contribute to enhancing corporate value going forward by making the most of my experience in administrative affairs, corporate management, and non-profit organizations, while also drawing from my perspective as a female consumer. To help supervise management from a standpoint independent of business execution, I intend to learn as much as possible about the Ajinomoto Group so I can actively contribute in deliberations by the Board of Directors and offer alternative ideas if there are any issues I oppose. I also hope to play a useful role in providing advice to management by applying the experience I have gained in promoting diversity, work-style innovation, and creating shared value management.

**Kimie Iwata** Outside Director