



September 1, 2022

FOOD & LIFE COMPANIES LTD.

Changes of Executive Officers

We hereby inform the following changes for Executive officers of FOOD & LIFE COMPANIES and its subsidiaries, which were approved at our Board of Directors' meeting held on August 29, 2022.

1. FOOD & LIFE COMPANIES LTD. (October 1, 2022)

Position	Post	Name
President & CEO	CEO	Koichi Mizutome
Senior Executive Corporate Officer	Sushiro Brand (Japan Market)	Kohei Nii
Executive Corporate Officer	Kyotaru / Misaki Brand	You Horie
Executive Corporate Officer	Product Development / Global Sourcing	Yoshihito Kinoshita
Executive Corporate Officer	Corporate Strategy / IT / Advertising / Marketing Research	Hiroshi Ogawa
Executive Corporate Officer	Global Business Development	Hiromitsu Kato
Senior Corporate Officer	New Business Development (Japan Market)	Keisuke Yamabe
Senior Corporate Officer	Site Development / Designing	Toshiyuki Nagai
Corporate Officer	Corporate Communication / Legal / Secretarial Office / SDGs	Tomoko Fukuyama
Corporate Officer	Global Business Development / Wasabi Brand	Yousuke Tanaka
Corporate Officer	Special Assignment	Takashi Ohmori

Corporate Officer	Regional General Manager (China, Hong Kong, Chinese Taipei)	Kazuo Aratani
Corporate Officer	Quality Management	Noriko Kuze
Corporate Officer	Internal Audit	Yukihisa Nishimura
Corporate Officer	Human Resources / General Affairs	Takaharu Matsuo
Corporate Officer	Finance & Accounting	Takeshi Yoshida

2. Akindo Sushiro Co., Ltd. (October 1, 2022) *

Position	Name
Chairperson	Koichi Mizutome
President	Kohei Nii
Director & Corporate Officer	Yoshihito Kinoshita
Director & Corporate Officer	Hiroshi Ogawa
Director & Corporate Officer	Toshiyuki Nagai
Director & Corporate Officer	Tomoko Fukuyama
Director & Corporate Officer	Takaharu Matsuo
Director & Corporate Officer	Takeshi Yoshida

3. KYOTARU CO., LTD. (October 1, 2022) *

Position	Name
Chairperson	Koichi Mizutome
President	You Horie
Director	Ken Ishii
Director	Shinichi Kobayashi
Director	Takanori Takegawa
Director	Takeshi Yoshida

4. FOOD & LIFE INNOVATIONS LTD. (October 1, 2022) *

Position	Name
Chairperson	Koichi Mizutome
President	Keisuke Yamabe
Director	Takeshi Yoshida

*Appointment of Directors of each subsidiary are subject to approval at the Extraordinary General Shareholders' meeting and Board of Directors' meeting of each subsidiary to be held on October 1, 2022