

Sep 1, 2023

FOOD & LIFE COMPANIES LTD.

Personnel Changes of Directors and Executive Officers

FOOD & LIFE COMPANIES LTD. (hereafter, 'F&LC') hereby announces that the Board of Directors has resolved at a meeting held on August 29, 2023, to change the Executive Officer structure effective October 1, 2023, and to appoint directors to be proposed at the 9th Annual General Meeting of Shareholders to be held on December 21, 2023, as described below.

1. Changes to Executive Officer Structure

(1) Background

The business environment surrounding the dining industry is constantly changing, and in order to respond to such changes, it is necessary to flexibly implement appropriate measures for each region and business category. In such business environment, in order to realize our group's VISION, 'Discovering new tastiness, Sharing moments of joy.' F&LC has determined that it is essential to establish a system that supports the sustainable growth of each business by strengthening business execution through the establishment of COOs for Global and Japan businesses, and a CFO who oversees the corporate division.

(2) Establishment of COO and CFO (effective Oct 1, 2023)

Name	New Title / Responsibility	Former Title / Responsibility
Hikomitsu Kato	Vice President, Corporate Officer, COO for Global Business (Global business, Overseas corporations)	Executive Corporate Officer, Global Business
Masahiro Yamamoto	Vice President, Corporate Officer, COO for Japan Business (Akindo Sushiro Co., Ltd. , KYOTARU CO., LTD., FOOD & LIFE INNOVATIONS LTD., PR/Marketing, Site Development, Store/Property Designing, Customer Voice Support)	Senior Executive Corporate Officer, Assistant to CEO
Hiroshi Ogawa	Senior Executive Corporate Officer, CFO, and in charge of Corporate Divisions (Corporate Planning, IT, Legal, Branding, EXPO, Finance/Accounting, HR, General Affairs, Corporate Communication, Sustainability, Secretarial Office)	Executive Corporate Officer, Strategic Planning (Corporate Planning, IT Planning, PR/Marketing, Marketing Research)

* Hiroshi Ogawa is scheduled to be elected as a director at the 9th Ordinary General Meeting of Shareholders scheduled to be held on December 21. Corporate Department

(3) COO and CFO Profile

① Vice President, Corporate Officer, COO, Global Business

Hiromitsu Kato

Born on Aug 28, 1972

1991 Apr : Joined Yoshinoya D&C (current Yoshinoya Holdings Co., Ltd.)

2017 Jul : Joined and appointed as Corporate Officer at Sushiro Global Holdings Ltd. (current F&LC)

2021 Apr : Senior Corporate Officer at F&LC

2021 Oct : Executive Corporate Officer at F&LC (present)

② Vice President, Corporate Officer, COO, Japan Business

Masahiro Yamamoto

Born on Sep 28, 1977

2000 Apr : Joined Asatsu-DK Inc. (current ADK Inc.)

2009 Jan : Joined Dentsu Inc. (current Dentsu Group Inc.)

2016 Apr : Director/Vice Chairman and Co-President at dentsu X Taiwan

2020 Sep : Chief Director of Global Business Center at Dentsu Inc.

2021 Mar : Assistant to Executive General Manager at the Information Services Int'l -Dentsu, Ltd.

2023 Jan : Director of the Integrated Office at Dentsu Group Inc.

2023 Jun : Senior Executive Corporate Officer at F&LC (present)

③ Senior Executive Corporate Officer, CFO, and in charge of Corporate Divisions

Hiroshi Ogawa

Born on Oct 25, 1975

1999 Apr : Joined Sakura Bank (current Sumitomo Mitsui Banking Corporation)

2006 Apr : Joined and appointed as Director/General Manager of Business Mgmt Div. at Cirius Technologies Inc.

2010 May : Joined Akindo Sushiro Co., Ltd.

2013 Apr : Joined Dydo DRINCO, Inc.

2014 Jan : Joined Yahoo Japan Corporation

2015 Oct : Joined and appointed as Corporate Officer for Business Strategic Planning at Riraku Corporation

2017 Oct : Joined and appointed as Corporate Officer at Sushiro Global Holdings Ltd. (current F&LC)

2019 Oct : Vice President/Director at Akindo Sushiro Co., Ltd.

2021 Apr : Senior Corporate Officer at F&LC

2021 Oct : Executive Corporate Officer at F&LC (present)

2. Officers

(1) Corporate Officers (effective Oct 1, 2023)

Title	Post / Responsibility	Name
President & CEO	CEO	Koichi Mizutome
Vice President, Corporate Officer	COO, Global Business Development (Overseas corporations)	Hiromitsu Kato
Vice President, Corporate Officer	COO, Japan Business Development (Akindo Sushiro Co., Ltd. , KYOTARU CO., LTD., FOOD & LIFE INNOVATIONS LTD., PR/Marketing, Site Development, Store/Property Designing, Customer Voice Support)	Masahiro Yamamoto
Senior Executive Corporate Officer	CFO and in charge of Corporate Divisions (Corporate Planning, IT, Legal, Branding, EXPO, Finance/Accounting, HR, General Affairs, Corporate Communication, Sustainability, Secretarial Office)	Hiroshi Ogawa
Senior Executive Corporate Officer	Japan Sushiro Brand (President of Akindo Sushiro Co., Ltd)	Kohei Nii
Senior Executive Corporate Officer	Japan Kyotaru Brand, Sugidama Brand, New Brand Devel. (President of KYOTARU CO., LTD., President of FOOD & LIFE INNOVATIONS LTD.)	You Horie
Executive Corporate Officer	Product Development / Global Sourcing (Procurement, Produce Devel., Strategic Sourcing Planning)	Yoshihito Kinoshita
Senior Corporate Officer	Kyotaru Brand, Sugidama Brand, New Brand Devel. (Japan)	Keisuke Yamabe
Senior Corporate Officer	Site Development / Designing (Japan Sushiro Brand)	Toshiyuki Nagai
Corporate Officer	Finance & Accounting	Takeshi Yoshida
Corporate Officer	Global Business Devel. Greater China Region (President of Hong Kong Corporation)	Kazuo Aratani
Corporate Officer	Internal Audit	Yukihisa Nishimura
Corporate Officer	Corporate Communication/Secretarial Office/ Sustainability	Tomoko Fukuyama
Corporate Officer	Human Resources / General Affairs	Takaharu Matsuo
Corporate Officer	Global Business Devel. North America Region	Yosuke Tanaka
Corporate Officer	Quality Management	Noriko Kuze
Corporate Officer	Global Business Devel. Southeast Asia Region (President of Thailand and Singapore Corporations)	Tsukasa Yoshida

(2) Directors (effective Dec 21, 2023)

Title	Name
President & CEO	Koichi Mizutome (Reappointment)
Director	Hiroshi Ogawa (New appointment)
Outside Director	Akira Kondoh (Reappointment)
Outside Director	Minesaburo Miyake (Reappointment)
Outside Director	Reiko Kanise (Reappointment)
Outside Director	Koki Sato (Reappointment)
Outside Director (Audit & Supervisory Committee Member)	Yoshihiro Noutsuka (※)
Outside Director (Audit & Supervisory Committee Member)	Mami Taira (※)
Outside Director (Audit & Supervisory Committee Member)	Emi Omura (※)

※The term of office of Outside Director (Audit & Supervisory Committee Member) will expire at the conclusion of the ordinary general meeting of shareholders for the fiscal year ending September 30, 2024.