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To All :

August 2, 2024

Company Name : FOOD & LIFE COMPANIES LTD.
Representative : President & CEO, Koichi Mizutome
Securities Code : 3563, Prime Market of the Tokyo Stock Exchange
Contact : Takeshi Yoshida, Corporate Officer
Tel 06-6368-1001

Change of Representative Director (President & CEO)

FOOD & LIFE COMPANIES LTD. (the "Company") hereby announces that the Board of Directors today resolved, following the deliberations by the Nominating Compensation Committee, to make an informal decision on the change of representative directors.

1. Details of the changes (effective on Oct 1, 2024)

Name	New Title / Responsibility	Current Title / Responsibility
Koichi Mizutome	Representative Director	President & CEO
Masahiro Yamamoto	President, Corporate Officer	Vice President Corporate Officer COO, Japan Business Development - Akindo Sushiro Co., Ltd. - KYOTARU CO., LTD. - FOOD & LIFE INNOVATIONS LTD.

Koichi Mizutome is scheduled to assume the position of Director and Special Advisor after the Company's 10th Annual General Meeting of Shareholders to be held in December 2024.

Masahiro Yamamoto is scheduled to assume the position of Representative Director, President and Chief Executive Officer after the resolution of the 10th annual shareholders meeting of the Company to be held in December 2024 and the Board of Directors meeting to be held thereafter.

2. Background of the change

This change in management structure is intended to achieve steady growth in domestic and overseas business and further enhance the corporate value of the Group.

3. Profile of the new Representative Director

Masahiro Yamamoto

Born on Sep 28, 1977

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

2009 Jan : Joined Dentsu Inc.

2016 Apr : dentsu X Taiwan Vice Chairman & Co-President

2020 Sep : Chief Director at Dentsu Inc.

2021 Mar : Assistant to Executive General Manager at the Information Services Int'l -Dentsu, Ltd.
(current DENTSU SOKEN INC.)

2023 Jan : Director at Dentsu Group Inc.

2023 Jun : Executive Corporate Officer of FOOD & LIFE COMPANIES LTD.

2023 Oct : Vice President, Corporate Officer, COO, Japan Business at F&LC (*present*)

Number of shares held : — share