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To All :

May 9, 2025

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

Changes of Shareholder Benefits Program

FOOD & LIFE COMPANIES LTD. (the "Company" or "F&LC") hereby announces that, at a meeting of the Board of Directors held on May 9, 2025, a decision was made to change the shareholder benefit program. Details are as follows.

1. Background

We have implemented a shareholder benefit program to express our gratitude to our shareholders for their ongoing support, to increase the attractiveness of investment in our shares, and to encourage a greater number of people to deepen their understanding of our business.

Starting with the shareholder benefit gifts to be granted in late December 2024, we converted shareholder benefit gift cards to electronic form to avoid the risk of damage or loss, to be more environmentally friendly, and to improve convenience by making it possible to use the gift via self-cashier. With a view to further improving convenience of the use of gift coupon as well as our restaurant service, we revise our shareholder benefit program.

2. Details of the Change

(1) Newly-introduced gift coupon will be able to be used by increments of 1 yen

With the current benefit program, the amount of gift coupon can be used is decided based on the amount of the total payment. With the new benefit program, gift coupon will be able to be used by increments of 1 yen regardless of the total amount of payment. This program change will allow shareholders to use the full amount of the gift coupons without worrying about the amount of the bill of each meal.

(2) Barcode printed on the letter can be used as gift coupon

Barcode printed on the letter to be sent to the shareholders can also used as gift coupon. By scanning this barcode at the cashier, you will receive the same amount of discount as gift coupon - no electric device such as smartphone needed. This letter that shareholder receive has QR code as well. Scanning this QR code with smartphone lets you use gift coupons via your smartphone.

Please note that there is no change to the gift amounts, which are shown below.

Number of Shares Held	Gift Coupon Program		
	Period for Which the Shares Held	Recording Date In September (9/30)	Recording Date In March (3/31)
100 ~ 199 shares	Less than 3 yrs	3 gift coupons (worth 1,650 JPY)	3 gift coupons (worth 1,650 JPY)
	3 yrs or longer	5 gift coupons (worth 2,750 JPY)	5 gift coupons (worth 2,750 JPY)
200 ~ 399 shares	Less than 3 yrs	4 gift coupons (worth 2,200 JPY)	4 gift coupons (worth 2,200 JPY)
	3 yrs or longer	6 gift coupons (worth 3,300 JPY)	6 gift coupons (worth 3,300 JPY)
400 ~ 799 shares	Less than 3 yrs	6 gift coupons (worth 3,300 JPY)	6 gift coupons (worth 3,300 JPY)
	3 yrs or longer	8 gift coupons (worth 4,400 JPY)	8 gift coupons (worth 4,400 JPY)
800 ~ 1,999 shares	Less than 3 yrs	12 gift coupons (worth 6,600 JPY)	12 gift coupons (worth 6,600 JPY)
	3 yrs or longer	14 gift coupons (worth 7,700 JPY)	14 gift coupons (worth 7,700 JPY)
2,000 or more shares	Less than 3 yrs	30 gift coupons (worth 16,500 JPY)	30 gift coupons (worth 16,500 JPY)
	3 yrs or longer	32 gift coupons (worth 17,600 JPY)	32 gift coupons (worth 17,600 JPY)

2. Change Date

The above-described change will take effect from the September recording date (Sep. 30, 2025). The gift coupon will be sent to shareholders in late December, 2025.

* Gift coupons to be sent to shareholders in late June 2025 will continue to be operated under the current benefit program.