

This document is an English translation of the official Japanese version of the Press Release (the “Official Japanese Version”). This English translation was prepared for your reference, to help you understand what is stated in the Official Japanese Version. In the event of any discrepancy between the Official Japanese Version and this English translation, the Official Japanese Version will prevail.



August 28, 2025

FOOD & LIFE COMPANIES LTD.

Changes of Executive Officers

We hereby announce that the Board of Directors has resolved at a meeting held on August 28, 2025, to change the Executive Officer structure effective October 1, 2025, COMPANIES and their subsidiaries will implement changes in the responsibilities of officers and personnel transfers.

1. FOOD & LIFE COMPANIES LTD. (October 1, 2025)

Position	Post	Name
President & CEO	Internal Audit, Quality Assurance, Kyotaru Brand, F&LI	Masahiro Yamamoto
Executive Vice President, Corporate Officer	International Business (International Business Development, Overseas Corporations)	Hikomitsu Kato
Senior Executive Corporate Officer	Corporate Strategic Planning, IT, Legal, General Affairs, Corporate Communications, Secretarial Office, Sustainability	Hiroshi Ogawa
Senior Executive Corporate Officer	Sushiro Brand (Japan Market), Corporate Sales (President of Akindo Sushiro Co., Ltd.)	Kohei Nii
Senior Executive Corporate Officer	Food Product Development	You Horie
Senior Corporate Officer	HR, Finance & Accounting	Takaharu Matsuo
Senior Corporate Officer	International Business, Greater China Region	Yoshihito Kinoshita
Senior Corporate Officer	Product & Logistics	Kazuo Aratani
Corporate Officer	Finance & Accounting	Takeshi Yoshida
Corporate Officer	Internal Audit	Yukihisa Nishimura
Corporate Officer	Corporate Communications, Secretarial Office, Sustainability	Tomoko Fukuyama
Corporate Officer	International Business, North America Region (President of the F&LC U.S.)	Yosuke Tanaka
Corporate Officer	Site Development, Store Designing	Koji Hayashi
Corporate Officer	Quality Assurance	Noriko Kuze
Corporate Officer	International Business, North America Region (Vice President of the F&LC U.S.)	Tsukasa Yoshida
Corporate Officer	PR/Marketing, Customer Voice Support	Kinya Maeda

2. Akindo Sushiro Co., Ltd.* (October 1, 2025)

Position	Name
Chairperson	Masahiro Yamamoto
President	Kohei Nii
Director & Corporate Officer	Hiromitsu Kato
Director & Corporate Officer	Hiroshi Ogawa
Director & Corporate Officer	You Horie
Director & Corporate Officer	Takaharu Matsuo
Director & Corporate Officer	Kazuo Aratani
Director & Corporate Officer	Takeshi Yoshida
Director & Corporate Officer	Koji Hayashi
Director & Corporate Officer	Kinya Maeda

3. KYOTARU CO., LTD.* (October 1, 2025)

Position	Name
Chairperson	Masahiro Yamamoto
President	Takanori Takegawa
Director & Corporate Officer	Kohei Nii
Director & Corporate Officer	You Horie
Director & Corporate Officer	Takaharu Matsuo
Director & Corporate Officer	Takeshi Yoshida
Corporate Officer	Shinichi Kobayashi
Corporate Officer	Sousuke Hashimoto
Corporate Officer	Michitaka Iwata

4. FOOD & LIFE INNOVATIONS LTD.* (October 1, 2025)

Position	Name
Chairperson	Masahiro Yamamoto
President	Satoshi Okumoto
Director & Corporate Officer	Kohei Nii
Director & Corporate Officer	You Horie
Director & Corporate Officer	Takaharu Matsuo
Director & Corporate Officer	Takeshi Yoshida
Director & Corporate Officer	Koji Hayashi

* 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, 2025.