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To All :

May 27, 2026

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

Establishment of a Joint Venture (Subsidiary) and Change in Specified Subsidiary

FOOD & LIFE COMPANIES LTD. (the “Company” or “F&LC”) hereby announces that the Board of Directors held today to establish a joint venture with KYORITSU Co., Ltd. The joint venture will become a specified subsidiary of F&LC since the amount of capital of the joint venture (subsidiary) is equivalent to 10% or more of the capital amount of F&LC.

1. Purpose of Establishing the Joint Venture (Subsidiary)

Under our group vision, “Discovering new tastiness, Sharing moments of joy.”, we aim to achieve this goal by consistently providing safe, secure, and reliable food to customers worldwide.

As part of our initiatives to resolve the social issue of “sustainability of limited marine resources” and to realize our VISION, we have decided to establish “FOOD & LIFE KYORITSU MARINE LTD. (*provisional*)” in partnership with KYORITSU Co., Ltd. to ensure the stable production and utilization of marine resources.

KYORITSU Co., Ltd. holds a strong track record and advanced technological capabilities in the environmental and fisheries industries, operating “Water Treatment Business” focused on global environmental preservation and “Fisheries Tag Business (BM Series)” that enables seafood branding and authenticity tracking.

2. Overview of the Joint Venture (subsidiary)

(1) Name	FOOD & LIFE KYORITSU MARINE LTD. (<i>provisional</i>)	
(2) Location	Mishima city, Shizuoka prefecture (<i>provisional</i>)	
(3) Representative	Kazuo Aratani, Representative Director & CEO	
(4) Business Description	Production support for aquaculture companies	
(5) Amount of Capital	100 million JPY	
(6) Date of Establishment	October 2026 (<i>planned</i>)	
(7) Investment Ratio	60 % : FOOD & LIFE COMPANIES CO., LTD. 40 % : KYORITSU Co., Ltd.	
(8) Relationship between the Listed Company and the Joint Venture	Capital Relationship	The joint venture will become a specified subsidiary of F&LC.
	Personnel Relationship	Three employees of F&LC are scheduled to be appointed as officers of the joint venture (subsidiary).
	Business Relationship	No applicable matters at present.

3. Overview of the Joint Venture Partner

(1) Name	KYORITSU Co., Ltd.	
(2) Location	Mishima city, Shizuoka prefecture	
(3) Representative	Hisatake Ide, President & CEO	
(4) Business Description	Plastic molding business, FRP business, Water treatment business, Fisheries tag business, Molding business	
(5) Amount of Capital	10 million JPY	
(6) Date of Establishment	October 1969	
(7) Relationship between the Listed Company and the Joint Venture	Capital Relationship	No applicable matters
	Personnel Relationship	No applicable matters
	Business Relationship	No applicable matters

4. Impact on the Financial Results of F&LC

The impact of the establishment of this joint venture (subsidiary) on the consolidated financial results of F&LC for the current fiscal year is expected to be minimal.