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To All :

May 8, 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

Revision of FY26/9 Earnings and Dividend Forecasts

FOOD & LIFE COMPANIES LTD. (the “Company” or “F&LC”) hereby announces that the Board of Directors held on May 8, 2026 resolved to revise the Company’s FY26/9 consolidated earnings forecast and dividend forecast (which were announced on November 7, 2025) as follows:

1. Revision of Consolidated Earnings Forecast

(1) Revision of FY26/9 Consolidated Earnings Forecast

	Revenue	Adjusted EBITDA	Operating Profit	Profit for the Period Attributable to Owner of the Parent	Basic Earnings Per Share
(A) Previous Forecast Announced on Nov 7, 2025	485,000 mn JPY	59,500 mn JPY	40,500 mn JPY	24,000 mn JPY	211.91 JPY
(B) Revised Forecast Announced on May 8, 2026	505,000 mn JPY	67,500 mn JPY	48,500 mn JPY	30,000 mn JPY	264.26 JPY
Value Change (B - A)	20,000 mn JPY	8,000 mn JPY	8,000 mn JPY	6,000 mn JPY	—
Percentage Change (B - A)	4.1 %	13.4 %	19.8 %	25.0 %	—
(Reference) FY25/9 Results	429,574 mn JPY	52,079 mn JPY	36,093 mn JPY	22,937 mn JPY	202.71 JPY

[Note] As described in the 'Notice Regarding Stock Split, Partial Amendments to the Articles of Incorporation and the Changes to Shareholder Benefits Program, in Connection with the Stock Split ' disclosed today, the Company plans to implement a 2 for 1 stock split of its common shares with an effective date of July 1, 2026. The basic earnings per share in this revised forecast are presented based on the number of shares prior to the stock split.

(2) Background

In the results of Q2 cumulative period (1st Half of FY26), profits at all levels, including operating profit, exceeded our expectations with the international Sushiro segment being the key driver for growth. Therefore, we revised up the FY26/9 forecasts of the profits at all levels. For more details of FY26/1H results, please refer to 'Consolidated Financial Results for the Six Months Ended March 31, 2026' and 'Financial Results Briefing FY26/1H' also released today.

* The performance forecasts contained in this document are based on information currently available to the Company. Actual results may differ significantly from these forecasts due to various factors.

2. Revision of Dividend Forecast

(1) Revision of FY26/9 Year-End Dividend Forecast

	Dividends			
	Interim Dividend	Year-End Dividend (Before Stock Split)	Dividend Total Amount	Year-End Dividend (After Stock Split)
Previous Forecast Announced on Nov 7, 2025		35.00 JPY	35.00 JPY	—
Revised Forecast Announced on May 8, 2026		40.00 JPY	40.00 JPY	20.00 JPY
(Reference) FY25/9 Dividend (actual)	0.00 JPY	35.00 JPY	35.00 JPY	—

[Note] As described in the 'Notice Regarding Stock Split, Partial Amendments to the Articles of Incorporation and the Changes to Shareholder Benefits Program, in Connection with the Stock Split' disclosed today, the Company plans to implement a 2 for 1 stock split of its common shares with an effective date of July 1, 2026.

(2) Background

The Company regards the return of profits to shareholders as one of its most important management policies. Our basic policy is to provide stable and balanced dividends commensurate with our financial performance, while seeking to enhance our corporate value. We determine dividend amount based on this policy, considering our consolidated results and the need for retained earnings for future investment.

In consideration of the business performance for the current consolidated fiscal year announced today, we have decided to increase the dividend per share by 5.00 JPY, and to set the FY26/9 year-end dividend at 40.00 JPY per share. This marks the third consecutive year of increases in the annual dividend per share since FY2024/9."