

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.



September 1, 2026

FOOD & LIFE COMPANIES LTD.

Changes of Executive Officers

We hereby announce that the Board of Directors has resolved at a meeting held on August 26, 2026, to change the Executive Officer structure effective October 1, 2026, COMPANIES and their subsidiaries will implement changes in the responsibilities of officers and personnel transfers.

1. FOOD & LIFE COMPANIES LTD. (October 1, 2026)

Position	Post	Name
President & CEO	PR & Corporate Communications, Customer Voice Support, Corporate Finance, HR, Internal Audit	Masahiro Yamamoto
Executive Vice President, Corporate Officer	International Business, Product & Logistics	Hiromitsu Kato
Senior Executive Corporate Officer	Corporate Strategic Planning, Governance Risk Management, IT Digital Strategy, Quality Assurance	Hiroshi Ogawa
Senior Executive Corporate Officer	Japan Business, Site Development (President of Akindo Sushiro Co., Ltd.)	Kohei Nii
Senior Executive Corporate Officer	Food Product Development	You Horie
Senior Corporate Officer	HR	Takuya Enomoto
Senior Corporate Officer	HR	Takaharu Matsuo
Senior Corporate Officer	Greater China Region	Yoshihito Kinoshita
Senior Corporate Officer	Product & Logistics	Kazuo Aratani
Corporate Officer	Corporate Finance	Takeshi Yoshida
Corporate Officer	Risk Management	Yukihisa Nishimura
Corporate Officer	Corporate Communications	Tomoko Fukuyama
Corporate Officer	Americas Region (President of the F&LC U.S.)	Yosuke Tanaka
Corporate Officer	Site Development	Koji Hayashi
Corporate Officer	Quality Assurance	Noriko Kuze
Corporate Officer	Americas Region (Vice President of the F&LC U.S.)	Tsukasa Yoshida
Corporate Officer	PR, Corporate Communication, Customer Voice Support	Kinya Maeda

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2. Akindo Sushiro Co., Ltd.* (October 1, 2026)

Position	Name
President	Kohei Nii
Director & Corporate Officer	Masahiro Yamamoto
Director & Corporate Officer	Hiromitsu Kato
Director & Corporate Officer	Hiroshi Ogawa
Director & Corporate Officer	Takuya Enomoto
Director & Corporate Officer	Kazuo Aratani
Director & Corporate Officer	Takeshi Yoshida
Director & Corporate Officer	Koji Hayashi
Director & Corporate Officer	Kinya Maeda

3. FOOD & LIFE INNOVATIONS LTD.* (October 1, 2026)

Position	Name
President	Satoshi Okumoto
Director & Corporate Officer	Kohei Nii
Director & Corporate Officer	Takuya Enomoto
Director & Corporate Officer	Kazuo Aratani
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, 2026.