To All : November 7, 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
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The Increase of FY25/9 Dividends of Surplus

FOOD & LIFE COMPANIES LTD. (the "Company") hereby announces that the Board of Directors held on November 7, 2025, resolved to change the amount of dividends of surplus with a record date of September 30, 2025 as shown below.

1. Background of the Change

We regard the return of profits to our shareholders as one of its key management priorities. Our basic policy is to continuously pursue steady performance improvement and implement appropriate profit distribution commensurate with performance. Regarding dividends, our basic approach is to pay stable dividends, and we've decisions on the dividend amount per share based on a comprehensive consideration of various factors, including our business performance and the level of internal reserves for growth investment.
Given this policy and the performance results of FY25/9 released today,
we hereby announce that we will increase the regular dividend per share by 5.0 JPY, setting the year-end dividend for FY25/9 at 35.0 JPY per share.

2. FY25/9 Yea-end Dividend

	FY25/9 Year-end Dividend	Dividend Announced on May 9, 2025	FY24/9 Year-end Dividend Paid
Record Date	**Sep. 30, 2025**	Sep. 30, 2025	Sep. 30, 2024
Dividend per Share	**35.0 JPY (Regular dividend 35.00 JPY)**	30.00 JPY (Regular dividend 30.00 JPY)	30.00 JPY (Regular dividend 27.50 JPY) (Commemorative dividend 2.50 JPY)