Stock Code: 3563 December 3, 2021

To the Shareholders of FOOD & LIFE COMPANIES LTD.

1-22-2 Esaka, Suita, Osaka Prefecture, Japan

FOOD & LIFE COMPANIES LTD.

President & CEO Koichi Mizutome

Notice of the 7th Ordinary General Meeting of Shareholders

We would like to express our gratitude for your continued support.

FOOD & LIFE COMPANIES LTD. ("Company") hereby announces that the 7th Ordinary General Meeting of Shareholders of the Company will be held as described below.

If you do not attend the meeting, you may exercise your voting rights in writing or by electronic means (such as the Internet). Please review the attached Reference Materials of Ordinary General Meeting of Shareholders and exercise your voting rights by 5:00 p.m. on Wednesday, December 22, 2021.

The number of seats at the General Meeting of Shareholders will be reduced to prevent infection and spread of COVID-19. On the day of the General Meeting of Shareholders, we will broadcast the meeting live on the Internet so that you can watch the meeting at home. We ask that you refrain from attending the meeting as much as possible and use the live Internet broadcast. We will accept questions from shareholders in advance as described below, and respond to the most frequently asked questions on the day of the General Meeting of Shareholders, which will be posted on the Company's website at a later date

Since last year, free gifts are no longer offered to shareholders who attend the General Meeting of Shareholders. Thank you for your understanding.

1.	Date and time	10:00 a.m., Thursday, December 23, 2021					
2.	Place	5-3-51 Nakanoshima, Kita-ku, Osaka 12F Conference Hall, Osaka International Convention Center (Grand Cube Osaka) (The venue for this meeting is different from the previous meeting, so please refer to the "Map of the Venue for the Ordinary General Meeting of Shareholders" at the end of this document of Japanese version and take care not to make a mistake when coming to the meeting.)					
3.	Objectives of Meeting	Matters to be reported 1. Business Report and Consolidated Financial Statements for the 7th fiscal year (from October 1, 2020 to September 30, 2021), and audit results on the Consolidated Financial Statements by the Independent Financial Auditors and the Audit and Supervisory Committee 2. Non-consolidated Financial Statements for the 7th fiscal year (from October 1, 2020 to September 30, 2021)					
		Matters to be resolved Agenda Item No.1: Dividends of Surplus Agenda Item No.2: Election of Six (6) Directors (Excluding Directors Serving on the Audit and Supervisory Committee) Agenda Item No.3: Revision of Remuneration Amount for Outside Directors (Excluding Directors Serving on the Audit and Supervisory Committee)					

4.	Information on Exercise of Voting Rights, etc.	Please refer to "Information on Exercise of Voting Rights, etc." on pages 2 and 3 of Japanese version.
5.	Matters on disclosure via the Internet	Systems and organization to ensure proper operation, the implementation status of such systems, and Notes to Consolidated Financial Statements and Non-consolidated Financial Statements that should be included in the Business Report are not included in the Notice of the 7th Ordinary General Meeting of Shareholders as the Company discloses them on its website in accordance with relevant laws and regulations and provisions of Article 15 of the Company's Articles of Incorporation. Business Report, Consolidated Financial Statements and Non-consolidated Financial Statements included in the Notice of the Ordinary General Meeting of Shareholders are part of the documents audited by the Audit and Supervisory Committee and by the Independent Financial Auditors in preparing their audit report, respectively.

Should the Reference Materials of Ordinary General Meeting of Shareholders, the Business Report, the Consolidated Financial Statements and the Non-consolidated Financial Statements require revisions, the revised versions will be posted on the Company's website (https://www.food-and-life.co.jp/). The Company will announce resolutions at the Ordinary General Meeting of Shareholders via the Company's website after the end of this General Meeting of Shareholders.

Reference Materials of Ordinary General Meeting of Shareholders

Agenda Item No.1: Dividends of Surplus

Taking into account business results in the year ended September 30, 2021 and our future business development, we propose to pay a year-end dividend as follows for the year ended September 30, 2021.

Type of asset distributed as dividend	Cash
Matters regarding the assignment of assets distributed as dividend and the total amount of dividend	Dividend per ordinary share of the Company 22.50 yen Total amount of dividend 2,611,551,060 yen
Effective date of dividend of surplus	Friday, December 24, 2021

Agenda Item No.2:

Election of Six (6) Directors (Excluding Directors Serving on the Audit and Supervisory Committee)

The terms of office of all six (6) Directors (excluding Directors serving on the Audit and Supervisory Committee; the same shall apply hereinafter in this Agenda Item) will expire at the conclusion of this General Meeting of Shareholders. Accordingly, we propose the election of six (6) Directors.

The Audit and Supervisory Committee evaluated the status of the execution of business and performance of each candidate in the fiscal year ended September 30, 2021 and their careers, and has determined that they are eligible for being the Company's Directors.

Candidates for Directors are as follows:

Candidate No.	Name	Positions and areas of responsibility in the Company	Attribute
1	Koichi Mizutome	President & CEO	Re-election
2	Akira Kondo	Director	Re-election Outside Independent
3	Kozo Takaoka	Director	Re-election Outside
4	Minesaburo Miyake	Director	Re-election Outside Independent
5	Reiko Kanise	Director	Re-election Outside Independent
6	Koki Sato	Director	Re-election Outside Independent

Candidate Name No. (Date of birth)		Caree (Signi	Number of the Company's shares owned	
		Apr. 1991	shares owned	
		Feb. 1996	-	
		Apr. 2000	Joined Roland Berger Strategy Consultants (Japan Office) ("Roland Berger")	
		Jan. 2005	Representative Director, Roland Berger	
		Oct. 2009	Managing Director, Enterprise Turnaround Initiative Corporation of Japan (currently, Regional Economy Vitalization Corporation of Japan)	
		Dec. 2010	Director and Executive Vice President, Japan Airlines Co., Ltd. ("JAL")	
		Jun. 2013	Senior Managing Executive Officer, World, Co., Ltd. ("World")	
		Feb. 2015	President, Akindo Sushiro Co., Ltd. ("Akindo Sushiro")	
		Mar. 2015	President & CEO, the Company (to present)	
		Sep. 2015	Director, Sushiro Korea, Inc. (to present)	
		Oct. 2015	Representative Director, Sushiro Creative Dining Ltd. ("Sushiro Creative Dining") (to present)	
	Koichi Mizutome (January 26, 1968) Re-election	Aug. 2017	Director, Sushiro Taiwan Co., Ltd. (to present)	
		Jan. 2019	Director, Sushiro GH Singapore Pte. Ltd. (to present)	
		Jan. 2019	Director, Sushiro Hong Kong Ltd. (to present)	
		Oct. 2019	Chairman, Akindo Sushiro (to present)	121,644
1		1 00. 2020	Director, Sushiro GH (Thailand) Ltd. (to present)	shares
		Dec. 2020	Director, Sushiro (China) Investment Co., Ltd. (to present)	
		Feb. 2021	Director, Guangzhou Sushiro Restaurants Co., Ltd. (to present)	
		Apr. 2021	Chairman and Director, Kyotaru Co., Ltd. (to present)	
		(Significant	concurrent positions outside the Company)	
		Chairman, A	Akindo Sushiro.	
		INNOVAT		
			shiro Korea, Inc.	
			Ishiro Taiwan Co., Ltd.	
			Ishiro GH Singapore Pte. Ltd.	
			ıshiro Hong Kong Ltd. ıshiro GH (Thailand) Ltd.	
		Director, Sushiro (China) Investment Co., Ltd. Director, Guangzhou Sushiro Restaurants Co., Ltd.		
		Chairman a		
	Reasons for selecting as candidate for Director	Since the as 2015, Mr. k abundant kr obtained thr global const overseas bu Accordingly		

Candidate No.	Name (Date of birth)		er summary, positions and areas of responsibility ficant concurrent positions outside the Company)	Number of the Company's shares owned
		Apr. 1967	Joined The Sumitomo Bank, Limited (currently, Sumitomo Mitsui Banking Corporation) ("Sumitomo Bank")	
		Jun. 1997	Executive Managing Director, Sumitomo Bank	
		Apr. 1999	Representative Director and Vice President, Daiwa Securities SB Capital Markets Co. Ltd.	
		May 2000	Executive Officer and Senior Managing Director, Sony Corporation	
		Jul. 2004	Vice Chairman, AIG East Asia Holdings Management KK	
		Jun. 2009	Director, Representative Executive Officer, President and CEO, The Fuji Fire and Marine Insurance Co., Ltd.(currently, AIG General Insurance Company, Ltd.) ("Fuji Fire")	
		Jun. 2010	Director, Representative Executive Officer, Chairman and CEO, Fuji Fire	
		Oct. 2011	Vice Chairman, AIG Japan Holdings KK	
	Akira Kondo (February 2, 1945) Re-election Outside Independent Officer	Apr. 2012	Outside Director, Japan Bank for International Cooperation ("JBIC")	
		Jun. 2014	Outside Auditor, Calbee, Inc.	2,500 share:
		Jun. 2016	Representative Director and Governor, JBIC	
		Nov. 2018	Outside Director, Argo Holdings Co., Ltd.	
2		Nov. 2018	Outside Director, DeCurret Inc.	
		Dec. 2018	Outside Director, the Company (to present)	
		Jul. 2019	Director, Right Now Co., Ltd. (to present)	
		Jun. 2020	Auditor, Power One Co., Ltd.	
		Jun. 2020	Outside Director (Audit and Supervisory Committee Member), Glocalist Co., Ltd. (to present)	
		Sep. 2020	Executive Advisor, Bonac Corporation (to present)	
		Oct. 2021	Executive Advisor, IA Partners Inc. (to present)	
		Oct. 2021	Executive Advisor, Argo Holdings Co. Ltd. (to present)	
		(Significant	concurrent positions outside the Company)	
		*	ght Now Co., Ltd.	
		Outside Dire Glocalist Co	ector (Audit and Supervisory Committee Member), o., Ltd.	
		Executive Advisor, Bonac Corporation Executive Advisor, IA Partners Inc.		
		Executive Advisor, Argo Holdings Co., Ltd.		
	Reasons for selecting as	record as a n	ondo has long-term, abundant experience and a track nanager in multiple financial institutions and business . We are recommending his re-election as Outside	
	candidate for		tilize his experience and track record for management	
	Outside Director		for sustainable improvement of the Group's corporate	

Candidate No.	Name (Date of birth)	Career summary, positions and areas of responsibility (Significant concurrent positions outside the Company)		Number of the Company's shares owned
		Apr. 1983 Joined Nestlé Japan Ltd.		
		Jan . 1986	Assistant Brand Manager of Cocoa, Milk & Nutrition, Nestlé Japan Ltd.	
		Jan. 1988	Assistant Brand Manager of NESCAFÉ, Nestlé USA	
		Apr. 1989	Assistant Brand Manager of Cocoa, Milk & Nutrition, Nestlé Japan Ltd.	
		Mar. 1991	Project Leader of Infant Nutrition Business, Nestlé Japan Ltd.	
		Apr. 1994	Business Unit Manager of Cocoa, Milk & Nutrition, Nestlé Japan Ltd.	
		Oct. 1999	Project Director, Nestlé Confectionery K.K.	
	Kozo Takaoka (March 30, 1960) Re-election Outside	Apr. 2001	Marketing Director, Nestlé Confectionery K.K.	
		Jan. 2005	Representative Director and President, Nestlé Confectionery K.K.	
		Jan. 2010	Representative Director & Executive Vice President, Beverage Business Group, Nestlé Japan Ltd.	
3		Nov. 2010	Representative Director, President & CEO, Nestlé Japan Ltd.	
3		Nov. 2010	Representative Director, Nestlé Nespresso K.K.	0 shares
		Apr 2015	Representative Director, K & Co., Ltd. (to present)	
		Nov. 2017	International Advisory Board, Waseda Business School (to present)	
		Dec. 2019	Outside Director, the Company (to present)	
		Apr. 2020	Advisor, CyberAgent, Inc. (to present)	
		Dec. 2020	Outside Director, CyberAgent, Inc. (to present)	
		(Significant	concurrent positions outside the Company)	
		Representat	ive Director, K & Co., Ltd.	
		International Advisory Board, Waseda Business School		
		-	ive Director, KT Digital Corporation	
		Outside Dire		
	Reasons for selecting as candidate for Outside Director	Mr. Kozo Ta record as a n Director to u marketing st of the Group		

Candidate No.	Name (Date of birth)	Careo (Signi	Number of the Company's shares owned		
		Apr. 1976	Joined Kewpie Corporation		
		Feb. 2003	Director, Kewpie Corporation		
		Feb. 2010	Executive Managing Director, Kewpie Corporation		
		Feb. 2011	President and Representative Director, Kewpie Corporation		
		Feb. 2011	Director, Nakashimato Co., Ltd.		
		Feb. 2017	Corporate Advisor, Kewpie Corporation		
		Feb. 2017	Chairman and Director, Nakashimato Co., Ltd. (to present)		
		Apr. 2017	Chairman, Public Interest Incorporated Foundation Kewpie Mirai Tamago Foundation		
		Dec. 2017	Outside Director, Fuji Pharma Co., Ltd. (to present)		
	Minesaburo Miyake (July 22, 1952) Re-election Outside Independent Officer	Jun. 2018	Outside Director, Kameda Seika Co., Ltd. (to present)		
		Jun. 2018	Outside Director, Autobacs Seven Co., Ltd.		
		Jun. 2019	Outside Director (Audit and Supervisory Committee Member), Autobacs Seven Co., Ltd. (to present)		
4		Jun. 2019	Chief Associated Member, Council for Utilization of Dormant Deposits, Cabinet Office	0 shares	
		Dec. 2020	Outside Director, the Company (to present)		
		Oct. 2021	Associated Member, Council for Utilization of Dormant Deposits, Cabinet Office (to present)		
		(Significant concurrent positions outside the Company)			
		Chairman and Director, Nakashimato Co., Ltd.			
		Outside Director, Fuji Pharma Co., Ltd.			
		Outside Director, Kameda Seika Co., Ltd.			
		Outside Dire Autobacs Se			
		Associated 1 Cabinet Off			
			puro Miyake has long-term management experience and	-	
	Reasons for	good insight	as a manager. We are recommending his re-election as		
	selecting as		ector to benefit from his management supervision based ience and insight as an expert in management, which he		
	candidate for				
	Outside Director	value of the	ble to provide in enhancing the sustainable corporate		

Candidate No.	Name (Date of birth)	Caree (Signi	Number of the Company's shares owned	
5	Reiko Kanise (July 14, 1951) Re-election Outside Independent Officer	Representati Representati Outside Dire	Joined Hakuhodo Incorporated Representative Director, Kei Associates Inc. (to present) President and Representative Director, Aeon Forest Co., Ltd.(The Body Shop) Member, Consumer Committee of Japan Retailers Association (to present) Board member, Japan Council of Shopping Centers (to present) Chairperson, Information Committee, Japan Council of Shopping Centers (to present) Representative Director, LenaJapon Institute Co., Ltd. (to present) Visiting professor, Showa Women's University (to present) Outside Director, Tokyu Corporation (to present) Member, Consumer Commission, Cabinet Office Outside Director, the Company (to present) Outside Director, Kitamura Holdings K.K. (to present) concurrent positions outside the Company) ve Director, Kei Associates Inc. ve Director, LenaJapon Institute Co., Ltd. vetor, Tokyu Corporation rector, Kitamura Holdings K.K.	0 shares
	Reasons for selecting as candidate for Outside Director	management insight on ret election as O supervision b	anise has a long-term track record of corporate as a manager and abundant experience in and broad ail business and marketing. We are recommending her reutside Director, to benefit from her management based on her experience and insight, which she would be the in enhancing the sustainable corporate value of the	

Candidate No.	Name (Date of birth)		Career summary, positions and areas of responsibility (Significant concurrent positions outside the Company)		
6	Koki Sato (March 11, 1975) Re-election Outside Independent Officer	_	Septeni Holdings Co., Ltd.("Septeni") Director and General Manager of Internet Operations, Septeni Managing Director (CMO), Septeni Senior Managing Director (COO), Septeni Senior Managing Director, Septeni Representative Director (to present) and President, Septeni Group President and Chief Executive Officer, Septeni (to present) Executive Officer, Dentsu Inc. Outside Director, the Company (to present) concurrent positions outside the Company) dent and Chief Executive Officer, Septeni	0 shares	
	Reasons for selecting as candidate for Outside Director	insight as a r Director to b experience a	Mr. Koki Sato has long-term management experience and good insight as a manager. We are recommending his re-election as Outside Director to benefit from his management supervision based on his experience and insight as an expert in management, which he would be able to provide in enhancing the sustainable corporate value of the		

Notes 1. Among the candidates above, those who have a special conflict of interest with the Company are as follows.

Mr. Kozo Takaoka is Representative Director of KT Digital Corporation, and the Company has an advisory agreement with KT Digital Corporation.

Ms. Reiko Kanise is concurrently serving as Outside Director of Tokyu Corporation; and Akindo Sushiro Co., Ltd. and Kyotaru Co., Ltd., subsidiaries of the Company, have transactions of store leasing with Tokyu Corporation. However, the transaction amount accounts for less than 0.1% of net sales of Tokyu Group or those of the Group for the previous fiscal year, which, we deem, does not affect her independence as Outside Director.

There is no conflict of interest between the Company and each of the other candidates.

- Messrs. Akira Kondo, Kozo Takaoka, Minesaburo Miyake, Koki Sato and Ms. Reiko Kanise are candidates for Outside Directors.
- 3. Mr. Akira Kondo is currently our Outside Director and will have served for three (3) years as Outside Director at the conclusion of this Meeting of Shareholders.
- 4. Mr. Kozo Takaoka is currently our Outside Director and will have served for two (2) years as Outside Director at the conclusion of this Meeting of Shareholders.
- 5. Mr. Minesaburo Miyake is currently our Outside Director and will have served for one (1) year as Outside Director at the conclusion of this Meeting of Shareholders.
- 6. Ms. Reiko Kanise is currently our Outside Director and will have served for one (1) year as Outside Director at the conclusion of this Meeting of Shareholders.
- 7. Mr. Koki Sato is currently our Outside Director and will have served for one (1) year as Outside Director at the conclusion of this Meeting of Shareholders.
- 8. The Company has submitted a notification to the Tokyo Stock Exchange to state that Messrs. Akira Kondo, Minesaburo Miyake, Koki Sato and Ms. Reiko Kanise are Independent Directors. If this Proposal is approved as originally proposed, the Company plans to re-submit the notification to state that each of them are qualified Independent Directors.
- 9. Pursuant to the provisions of Article 427, Paragraph 1 of the Companies Act, the Company entered into agreements with Messrs. Akira Kondo, Kozo Takaoka, Minesaburo Miyake, Koki Sato and Ms. Reiko Kanise to limit their liability for damages outlined under Article 423, Paragraph 1 of the Companies Act. The limit on liability for damages under these agreements is set at the minimum liability amount stipulated by Article 425, Paragraph 1 of the Companies Act. If the appointments are approved, the Company will renew these agreements with them.
- 10. The Company has entered into a directors liability insurance contract with an insurance company as provided in Article 430-3, Paragraph 1 of the Companies Act, with all the Directors as insured persons. The contract is designed to cover damages that would be incurred by the insured Directors as a result of their assuming responsibility for the execution of their duties or receiving claims related to the pursuit of such responsibility.

If the reappointment of each candidate is approved, the candidate will continue to be an insured person under the relevant insurance contract. The contract is scheduled to be renewed with the same content at the next renewal.

(Reference Materials of Directors)

Skill matrix of candidates for directors (excluding Directors serving on the Audit and Supervisory Committee) and directors serving on the Audit and Supervisory Committee.

Our policy for the composition of the Board of Directors is that each director has a wealth and profound knowledge with a high level of expertise of which we ask in various fields.

If this Agenda Item is approved as proposed, our Board of Directors will be composed of the members who have skills as follows.

Title	Name	Outside Director	Corporate Management	Finance/ Accounting	Marketing/ Sales	Global Management	Risk Management/ Legal	Sustainability
	Koichi Mizutome		0		0	0	0	
	Akira Kondoh*	0	0	0		0		
Directors	Kohzoh Takaoka	0	0		0	0		
Directors	Minesaburo Miyake*	0	0		0		0	0
	Reiko Kanise*	0	0		0	0		0
	Koki Sato*	0	0		0		0	
Directors	Yoshihiro Noutsuka*	0		0			0	0
serving on the Audit and Supervisory	Yumiko Ichige*	0				0	0	
Committee	Mami Taira*	0		0			0	0

We put "O" marks on each directors' maximum 3 skills in addition to his/her corporate management experience.

We put asterisks next to independent directors' names.

Agenda Item No.3:

Revision of Remuneration Amount for Outside Directors (Excluding Directors Serving on the Audit and Supervisory Committee)

The Company's 5th Ordinary General Meeting of Shareholders held on December 19, 2019, approved an amount of up to 400 million yen per year as the amount of remuneration for the Company's Directors (excluding Directors serving on the Audit and Supervisory Committee; the same shall apply hereinafter in this Agenda Item), which included an amount of 50 million yen per year for the Outside Directors. In consideration of various circumstances, such as the change in the composition of the Board of Directors (increase in the number of Outside Directors) in line with the subsequent strengthening of corporate governance, the Company proposes to revise the total amount of remuneration for Outside Directors only from up to 50 million yen per year to up to 100 million yen per year, but leave unchanged the total amount of remuneration for Directors (up to 400 million yen per year). This Agenda Item was decided by the Board of Directors after deliberation by the Nomination and Remuneration Committee, an optional advisory body, taking into comprehensive consideration the size of the Company's business, the remuneration system for officers and the level of payment thereof, the number of officers at present, and future trends, etc., and is considered to be appropriate.

If Agenda Item No. 2 is approved as originally proposed, the number of Directors will remain unchanged at six (6) (including five (5) Outside Directors).