Synchro Food

FY2025 Second Quarter Financial Results Briefing Materials

Nov 13, 2025
Synchro Food Co., Ltd. <3963>

Vision・Mission・Value

Vision (the world we are aiming at)

Spread happiness derived from various eating and drinking experience all over Japan and the world.

Mission (mission we fulfill for customers)

Establish a platform which enables those who take on a challenge to food and drink businesses to embody their thought.

Mission (promise to members)

Create an environment where they can devote themselves in work in which we support their challenge and opportunities in which they can grow as they want.

Value (platform of Synchro Food's value)

Create new value and provide it simply and speedily.

Create innovative services that solve issues based on accumulated data.

Provide various options that help take on challenges in the food and drink industry.

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* Regarding the acquisition of Ideal Inc.

1 Summary of Financial Results for the Second Quarter of the FY2025

2 Performance and key indicators for each business segment

3 Topics for the Second Quarter of the FY2025

4 Appendix



Regarding the acquisition of Ideal Inc.

Acquired shares in Ideal Inc., a commercial real estate sublease business specializing in prime properties near stations in the Tokyo metropolitan area, effective September 30, 2025. With a customer base overlapping with “Restaurant.com,” we will expand our restaurant management and operations support platform by creating synergies centered on the opening and closing phases of restaurant establishments.

Ideal inc.

Founded：October 2007
Representative：Keisuke Hama
Number of Employees：
41（permanent employees）

ideal inc.

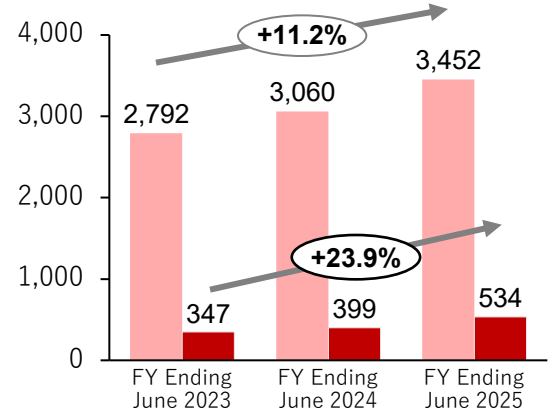
Key Services

		Fiscal Year Ending June 2025 Revenue Share(%)
Sublease business	Sublease business for stores primarily located near stations in the Tokyo metropolitan area	86.3
Retail Space Brokerage	Leasing brokerage business primarily focused on stores near stations in the Tokyo metropolitan area	6.7
Others	Commercial real estate brokerage services, office leasing, etc.	7.0

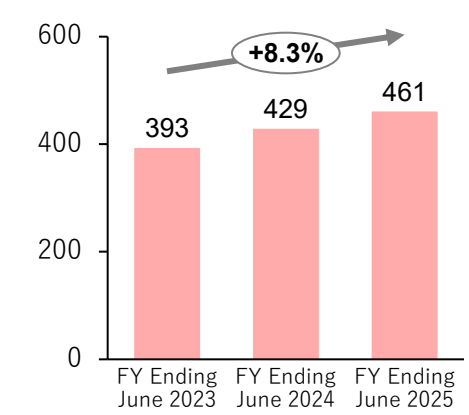
External Environment and Business Activities

- Commercial Real Estate Subleasing: A market of approximately 132,000 properties*1, driven by high turnover rates in restaurants. Owners' demand for comprehensive management and stable income remains robust, with significant room for market share expansion.
- Approximately 90% of revenue comes from stable recurring income. Property occupancy rates are maintained at nearly 100%.
- Leveraging Ideal Inc.'s customer base, we anticipate mutual synergies such as expanding the number of store properties and M&A deals handled by our company, as well as increasing sublease properties utilizing our customer base.

Trends in Revenue and EBITDA*2



Number of Properties in Operation (Master Lease & Rental Space)



※ The arrows in the graph indicate the CAGR (compound annual growth rate) from the period ending June 2023 to the period ending June 2025.

*1 Number of Food and Beverage Establishments in the Greater Tokyo Area (Tokyo Metropolis and Three Prefectures) (Ministry of Internal Affairs and Communications Statistics Bureau “2021 Economic Census - Activity Survey”)
*2 Horizon 14 Co., Ltd., the parent company of Ideal Inc., Consolidated Figures

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Revision to Full-Year Earnings Forecasts Following Acquisition of Ideal Inc.

Following the acquisition of Ideal Inc., consolidated revenue will increase significantly for the full fiscal year as the company's performance will be consolidated starting from the third quarter of the fiscal year ending March 2026. Regarding the acquisition effect of Ideal Inc., we anticipate a profit contribution that absorbs the goodwill amortization expense incurred from the acquisition.

On the other hand, the core recruitment advertising service was significantly impacted by market conditions, resulting in sales falling below initial projections. Additionally, temporary shareholder-related expenses (including costs for convening an extraordinary shareholders' meeting, estimated at approximately 30 million yen) and borrowing costs associated with the Ideal acquisition are expected to arise in the second half. Consequently, downward revisions have been made to operating profit and lower-level profits.

* Please refer to the “Notice Regarding Revision of Full-Year Earnings Forecast” announced on November 13, 2025.

(Million Yen)	Published on May 14, 2025 FY2025 Full-Year Earnings Forecast (Consolidated)	 YoY	Updated figures FY2025 Revised Full-Year Earnings Forecast (Consolidated)	 YoY
Revenue	4,100	+3.8%	5,600	+41.7%
Operating profit	820	-25.3%	685	-37.6%
Recurring profit	820	-24.5%	647	-40.4%
Net Income Attributable to Owners of Parent	574	-12.9%	418	-36.6%

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Update on the Mid-Term Management Plan

In the previously announced mid-term management plan (left table), while the core recruitment advertising service is expected to slow due to market conditions, other services continue to perform well. Therefore, the revenue projections for existing businesses (FY2026: 4.6 billion yen, FY2027: 5.4 billion yen) remain unchanged.

This update (right table) revises revenue and each stage of profit by adding stable recurring revenue from the acquisition of Ideal Inc. to the existing medium-term management plan (fiscal years ending March 2027 and March 2028).

* Please refer to the “Notice Regarding Revision of the Mid-Term Management Plan” announced on November 13, 2025.

Published on May 14, 2025

(Million Yen)	FY2025	YoY	FY2026	YoY	FY2027	YoY
Revenue	4,100	+3.8%	4,600	+12.2%	5,400	+17.4%
Operating profit	820	-25.3%	1,090	+32.9%	1,460	+33.9%
EBITDA	891	-33.4%	1,161	+30.3%	1,531	+31.9%
Operating profit ratio	20.0%	-7.8pt	23.7%	+3.7pt	27.0%	+3.3pt
Recurring profit	820	-24.5%	1,090	+32.9%	1,460	+33.9%
Net Income Attributable to Owners of Parent	574	-12.9%	763	+32.9%	1,022	+33.9%

Updated figures

FY2025	YoY	FY2026	YoY	FY2027	YoY
5,600	41.7%	8,250	+47.3%	9,500	+15.2%
685	-37.6%	1,100	+60.6%	1,700	+54.5%
996	-25.6%	1,651	+65.8%	2,251	+36.3%
12.2%	-15.6pt	13.3%	+1.1pt	17.9%	+4.6pt
647	-40.4%	1,062	+64.1%	1,668	+57.1%
418	-36.6%	690	+65.1%	1,084	+57.1%

* EBITDA is calculated by adding depreciation and amortization of intangible assets (including goodwill amortization) to operating income.

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Executive Summary

Consolidated Financial Results (Q2 cumulative)

- Revenues amounted to 908 million yen(down 5.0% year-on-year), while operating profit reached 178 million yen (down 37.7% year-on-year). Although M&A intermediary services showed signs of recovery, the primary factor behind the revenue decline was a slowdown in our core recruitment advertising services due to market conditions.
- Regarding operating profit, the primary factors affecting fluctuations include the aforementioned revenue decline, along with continued strategic investments (enhanced recruitment and advertising spending) aimed at building a foundation for medium- to long-term growth. With an eye toward accelerating future growth, we are strengthening personnel structures for business expansion and investing in growth areas and AI utilization, steadily advancing our foundation-building efforts.
- Despite the job advertising service being affected by market conditions, we are continuing our proactive investment phase aimed at growth. We will continue to position this as an investment phase for future growth and drive forward the strengthening of our business foundation.

Main Topics

1. **Steady growth of our customer base and driving the shift to apps**
   Our core job advertising service was impacted by market conditions, yet membership, business listings, and job seeker numbers continued to grow steadily. Concurrently, we advanced our app shift by promoting app usage for job advertising services and launching new initiatives like the SNS short-video job platform “Gourmet Baito-Chan”.
2. **The development of growth businesses is progressing smoothly**
   Food truck matching service “Mobimaru” saw inquiries nearly double year-on-year, resulting in a significant increase in total operating units. Additionally, the SNS short-video job platform “gourmet_baito_chan” expanded its total followers to 79,000. Progress continues steadily in developing new growth drivers that will become pillars of revenue.
3. **AI-driven productivity gains are gaining momentum**
   The company-wide project is steadily advancing productivity improvements. By the end of the second quarter, we anticipate reducing work hours by approximately 12,700 hours annually. To further reallocate resources toward strategic operations, we have also begun leveraging advanced tools.

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1 Highlights of Second Quarter Results for FY2025

Our core recruitment advertising service performed well but slowed significantly due to market conditions.
While continuing strategic investments (recruitment enhancement, advertising investment, outsourcing costs), we maintained the operating profit margin at the previous quarter's level through appropriate cost control.

Revenue

908 Million yen

YoY	QoQ
-5.0%	-3.7%

Operating profit

178 Million yen

YoY	QoQ
-37.7%	-3.0%

Operating profit ratio

19.6 %

YoY	QoQ
-10.3pt	+0.1pt

The ratio of advertising costs to revenue

6.0 %

YoY	QoQ
+0.7pt	+0.1pt

Number of employees*

218

YoY	QoQ
+7.9%	-0.5%

Revenue per salesperson

9.8 Million yen

YoY	QoQ
-18.2%	-4.7%

* Number of employees excluding Ideal Inc. and Horizon 14 Co., Ltd., whose shares were acquired on September 30, 2025

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1 Summary of Financial Results for the Second Quarter of the FY2025

The SG&A ratio reached a temporary high of 60.5% cumulatively. This reflects increased hiring, advertising, and AI investments aimed at medium-to-long-term growth, along with outsourcing costs for operational improvements and productivity enhancements. These investments will serve as growth drivers in the medium term, leveraging their impact to fuel business expansion and profit recovery.

(Million Yen)	FY2025 Q2 (Consolidated)		FY2024 Q2 (Consolidated)		(Revised) Full-Year Earnings Forecast for the Fiscal Period Ending March 2026 (Consolidated)		
	Actual	Composition ratio	Actual	YoY	Forecast	YoY	Progress ratio
Revenue	1,852	100.0%	1,967	-5.8%	5,600	41.7%	33.1%
Gross profit	1,482	80.0%	1,649	-10.1%	-	-	-
SG & A	1,120	60.5%	1,063	5.3%	-	-	-
- Personnel Costs	684	36.9%	632	8.2%	-	-	-
- Advertising Costs	110	6.0%	102	7.7%	-	-	-
- Rent Costs on Land and Buildings	65	3.6%	65	1.2%	-	-	-
- Outsourcing Costs	36	2.0%	31	15.6%	-	-	-
- Other	223	12.0%	232	-4.0%	-	-	-
Operating profit	362	19.5%	585	-38.2%	685	-37.6%	52.9%
Recurring profit	319	17.2%	586	-45.5%	647	-40.4%	49.3%
Net Income Attributable to Owners of Parent	209	11.3%	394	-46.9%	418	-36.6%	50.1%

※ In the second quarter of the fiscal year ending March 31 2025, tentative accounting related to business combination was finalized. Figures for the fiscal year ended March 31, 2024 reflect the contents of the finalization of tentative accounting.

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1 Consolidated Statement of Cash Flows

In connection with the acquisition of shares in Ideal Inc., borrowings and investments were executed.
Operating cash flow increased by 214 million yen compared to the same period last year.

(Million yen)	Six months ended September 30, 2025	Six months ended September 30, 2024	Changes
Cash and cash equivalents at beginning of period	4,947	4,144	803
Cash flows from operating activities	627	412	214
Cash flows from investing activities	*1 -4,160	-1	-4,159
Cash flows from financing activities	*2 2,229	-185	2,415
Net increase (decrease) in cash and cash equivalents	-1,304	225	-1,529
Cash and cash equivalents at end of period	3,643	4,369	-726

*1 Mainly due to expenditures for the acquisition of shares in Horizon 14 Co., Ltd./Ideal Inc.
*2 Mainly due to proceeds from long-term borrowings of 4,000 million yen, expenditures of 418 million yen for the acquisition of treasury stock, and expenditures of 409 million yen for dividend payments.

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1 Consolidated Balance Sheet

The acquisition of Ideal Inc. shares significantly increased assets. On the other hand, fixed liabilities also increased significantly due to long-term bank loans.
While the equity ratio reached 40.1%, this is positioned as part of strategic investments for business growth.

(Million Yen)	Sep. 30, 2025	Jun. 31, 2025	QoQ		Sep. 30, 2024	YoY	
			Amount	Increase/ decrease rate		Amount	Increase/ decrease rate
Current Assets Total	4,280	4,867	-586	-12.1%	4,684	-403	-8.6%
Cash and Bank	3,693	4,634	-940	-20.3%	4,419	-726	-16.4%
Fixed Assets Total	7,414	419	6,995	1668.1%	602	6,812	1131.6%
Assets Total	11,695	5,286	6,408	121.2%	5,286	6,408	121.2%
Current Liabilities Total	1,797	669	1,128	168.7%	765	1,032	134.8%
Fixed Liabilities Total	5,188	31	5,156	16115.1%	31	5,156	16126.9%
Net Assets Total	4,708	4,585	123	2.7%	4,488	220	4.9%
Liabilities and net assets Total	11,695	5,286	6,408	121.2%	5,286	6,408	121.2%

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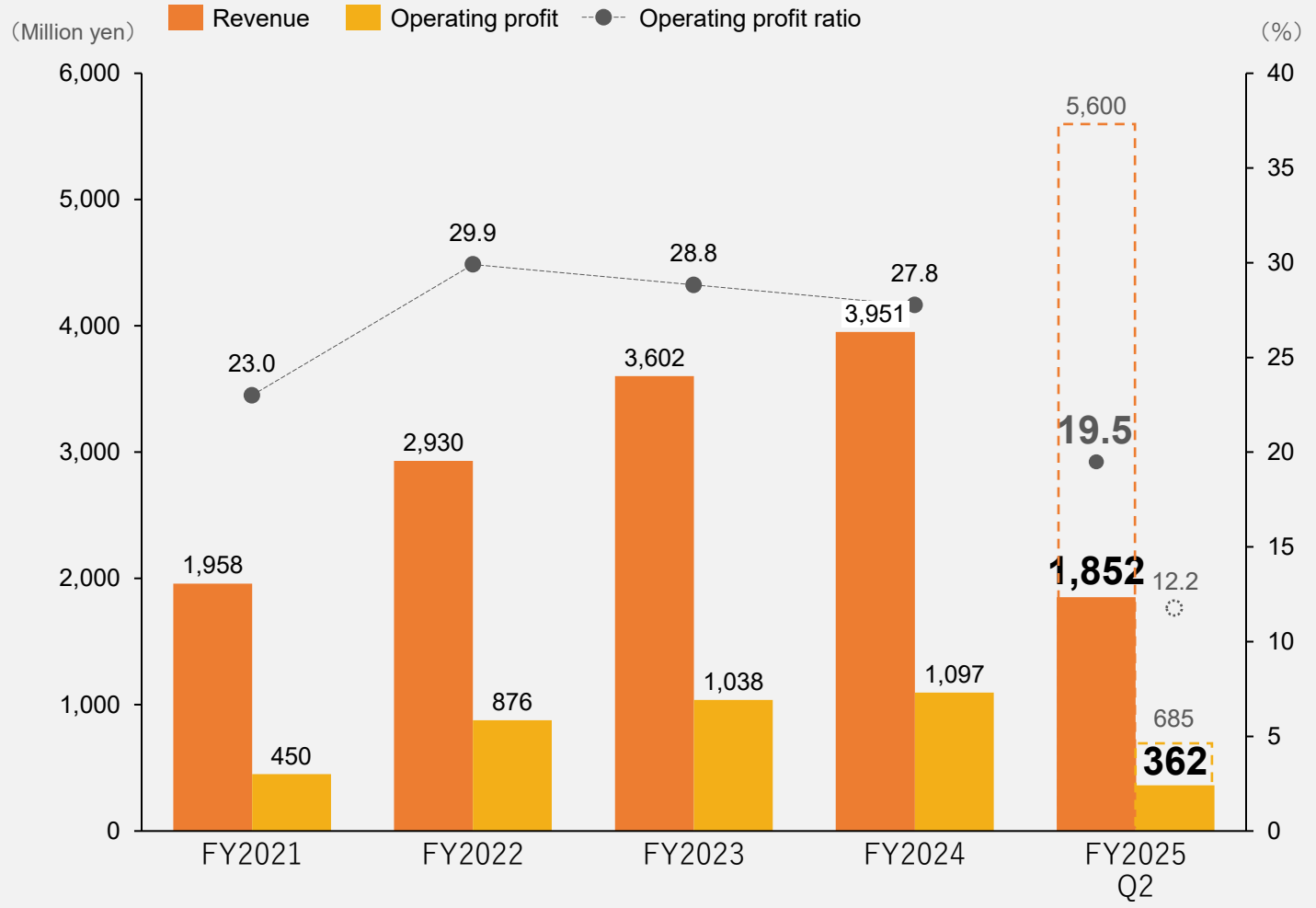
1 Annual trends in revenues, operating profit, and operating profit ratio

Progress against the full-year budget has been slightly delayed due to a slowdown in our core recruitment advertising service. Starting in the third quarter, revenue growth is expected to accelerate significantly as we begin incorporating Ideal Corporation's performance.



FY2025 Q2 Progress ratio
（ vs Revised Earnings Forecast ）

Revenue

33.1 %

（1,852 Million yen / 5,600 Million yen）

Operating profit

52.9 %

（362 Million yen / 685 Million yen）

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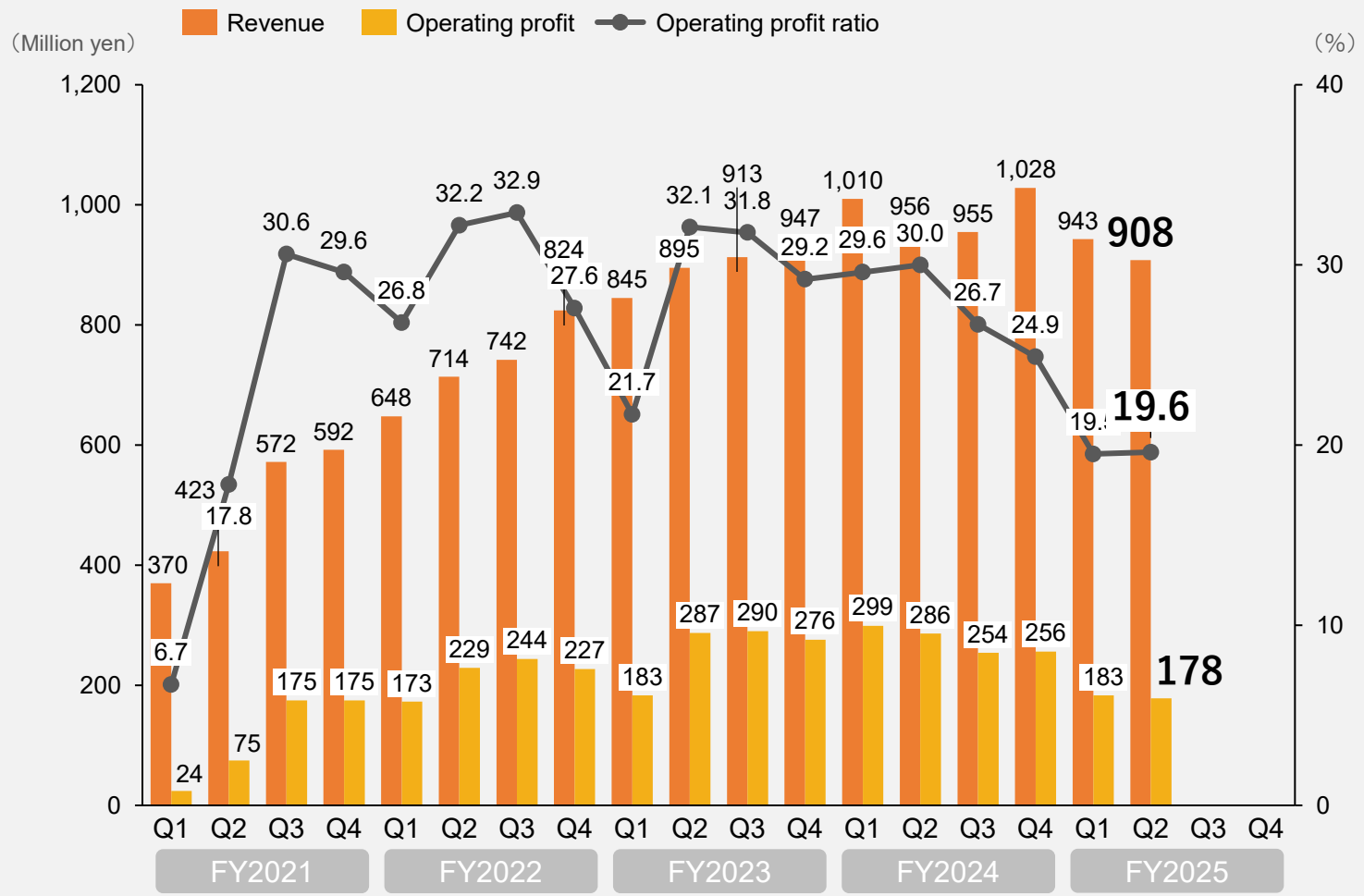
1 Quarterly trends in revenues, operating profit, and operating profit ratio

The impact of market contraction in our core business was offset by productivity improvements, increased contributions from new businesses, and a recovery in M&A intermediary services, maintaining the operating profit margin at the same level as the first quarter.



Revenue

908 Million yen

YoY	QoQ
-5.0%	-3.7%

Operating profit

178 Million yen

YoY	QoQ
-37.7%	-3.0%

Operating profit ratio

19.6 %

YoY	QoQ
-10.3pt	+0.1pt

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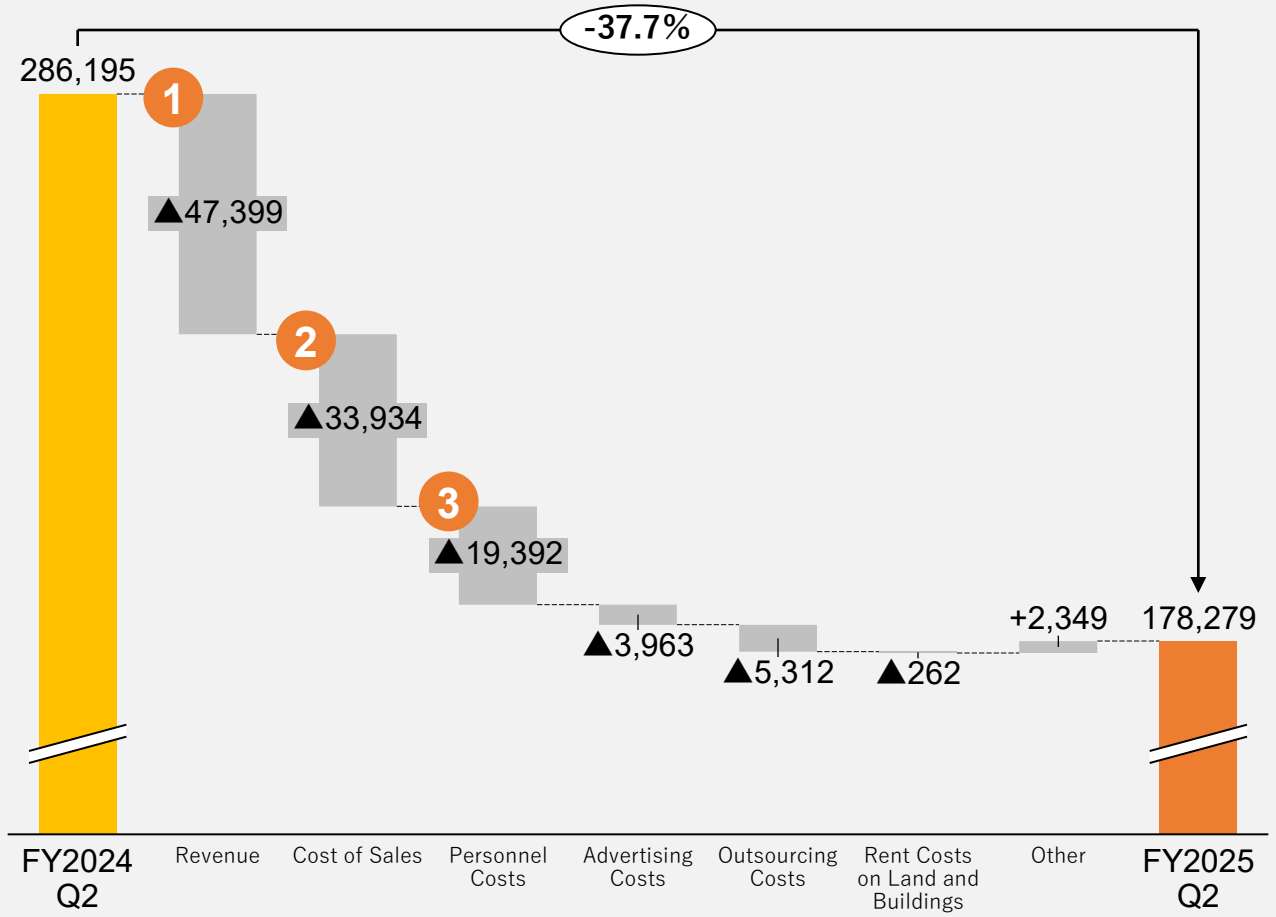
1 Analysis of changes in operating profit (compared to the same quarter of the previous year)

Operating profit was 178 million yen, a 37.7% decrease compared to the same period last year.
The top factors affecting this were, as in the previous quarter, revenue, personnel expenses, and cost of sales.

（Thousand yen）



1 Revenue：47 million yen decrease

- Market conditions increasingly impact recruitment advertising services

2 Cost of Sales：33 million yen increase

- Significant growth in Mobimaru (event venue fees)
- Net increase in vehicle sales (purchased vehicles)

3 Personnel Costs：19 million yen increase

- Personnel expansion for growth, including 18 new graduates in Q1, and increased personnel expenses

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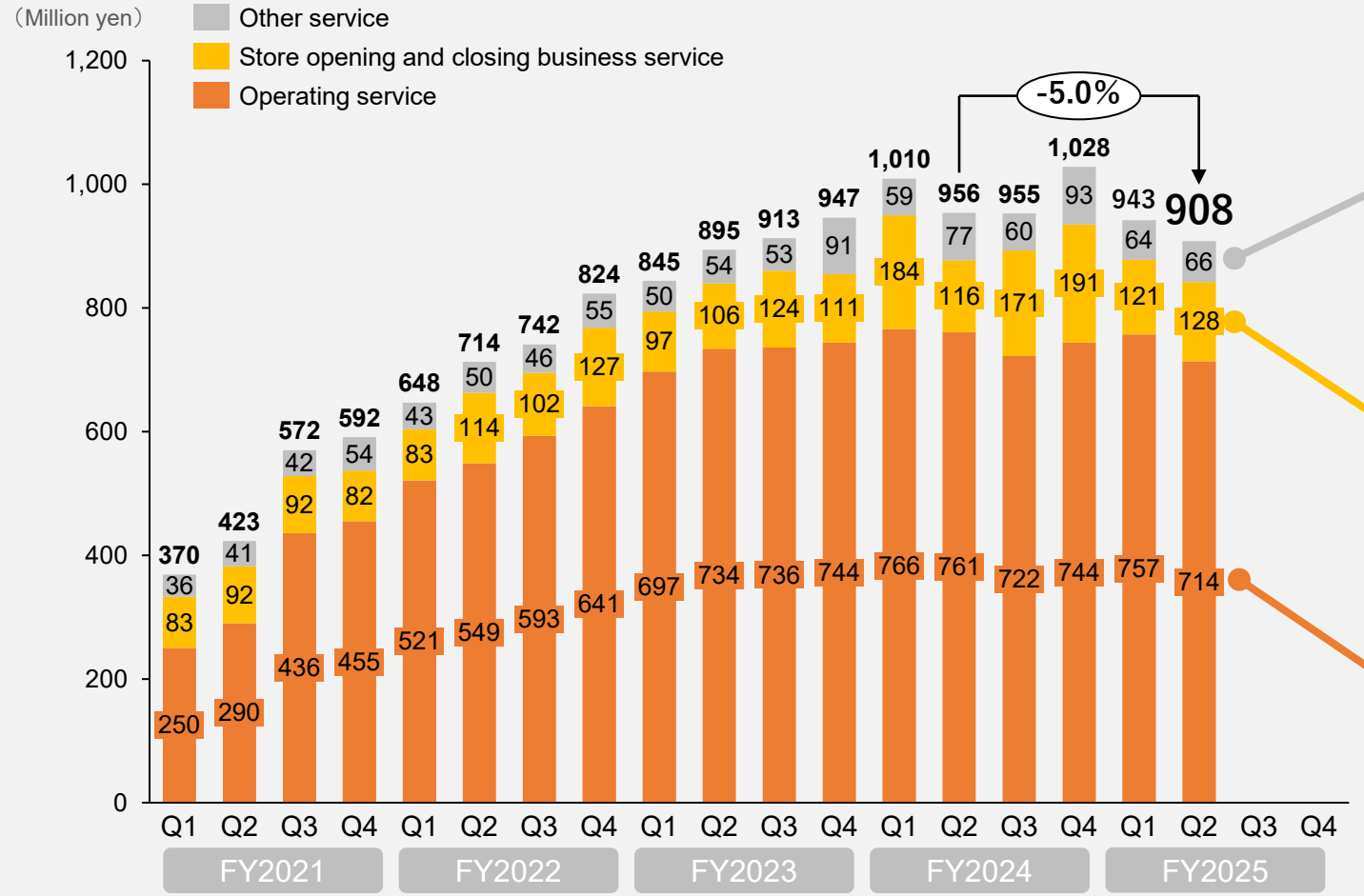
1 Quarterly trends in revenue breakdown

Revenue amounted to 908 million yen, a decrease of 5.0% compared to the same period last year.
Operating services and other services decreased year-on-year, while store opening and closing business services exceeded the previous year's level.



Other service：11 million yen decrease

- The impact of the previous year's large-scale projects in the restaurant research service and the previous year's performance in recruitment interior design accounted for the majority.
- “Nogyo Job”(Agrijob) ’s substantial growth continues

Store Opening and closing business service：11 million yen decrease

- Net increase in vehicle revenue (trial)
- Steady accumulation of completed M&A deals

Operating service：47 million yen decrease

- Recruitment advertisements are holding their own, but market conditions have a significant impact.（direct sales:-13.2%, agencies：-0.9%）
- “Mobimaru”'s substantial growth continues

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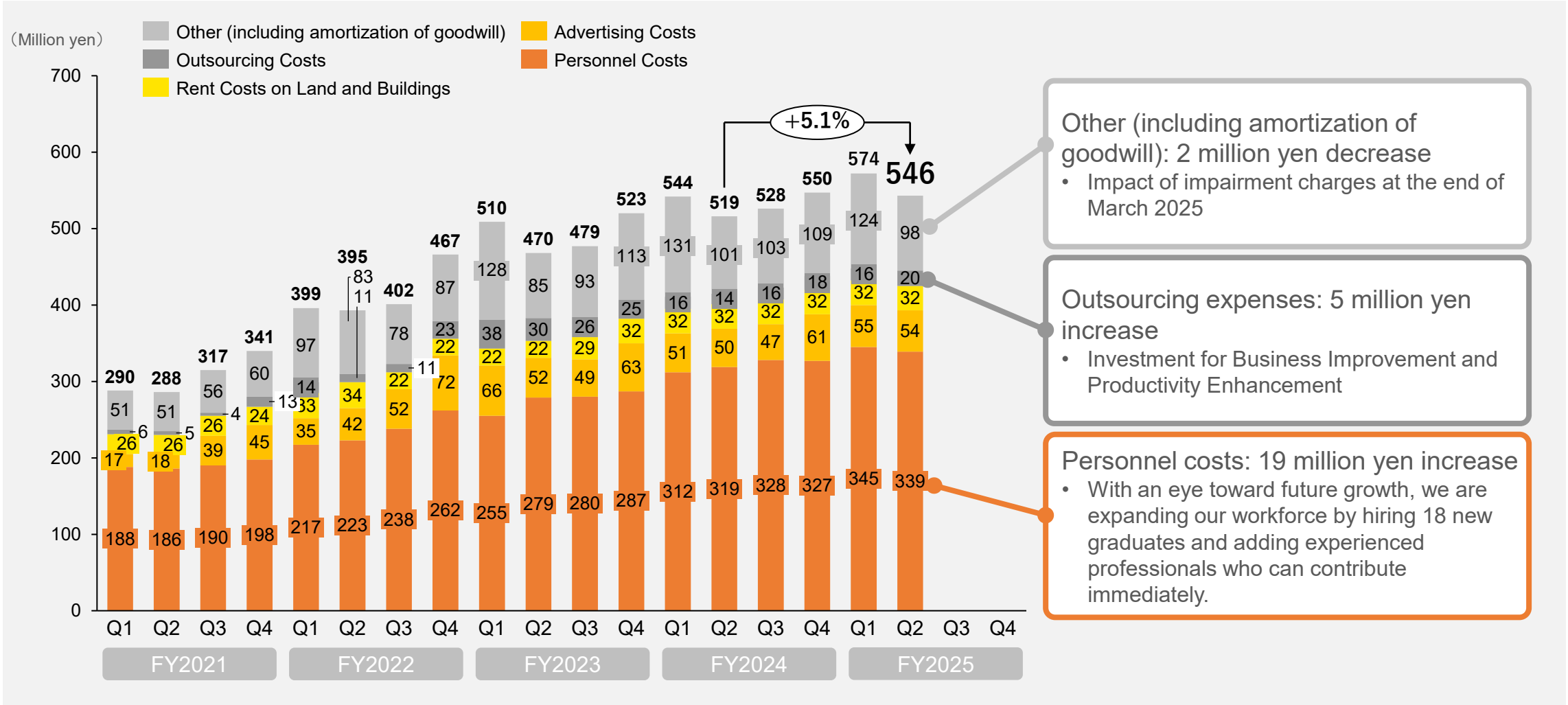
1 Quarterly trends in selling, general and administrative expenses

Selling, general, and administrative expenses totaled 546 million yen, a 5.1% increase compared to the same period last year. Personnel expenses saw the largest increase, followed by outsourcing expenses. Furthermore, similar to the first quarter, goodwill amortization decreased due to impairment charges related to interior construction and agricultural jobs.



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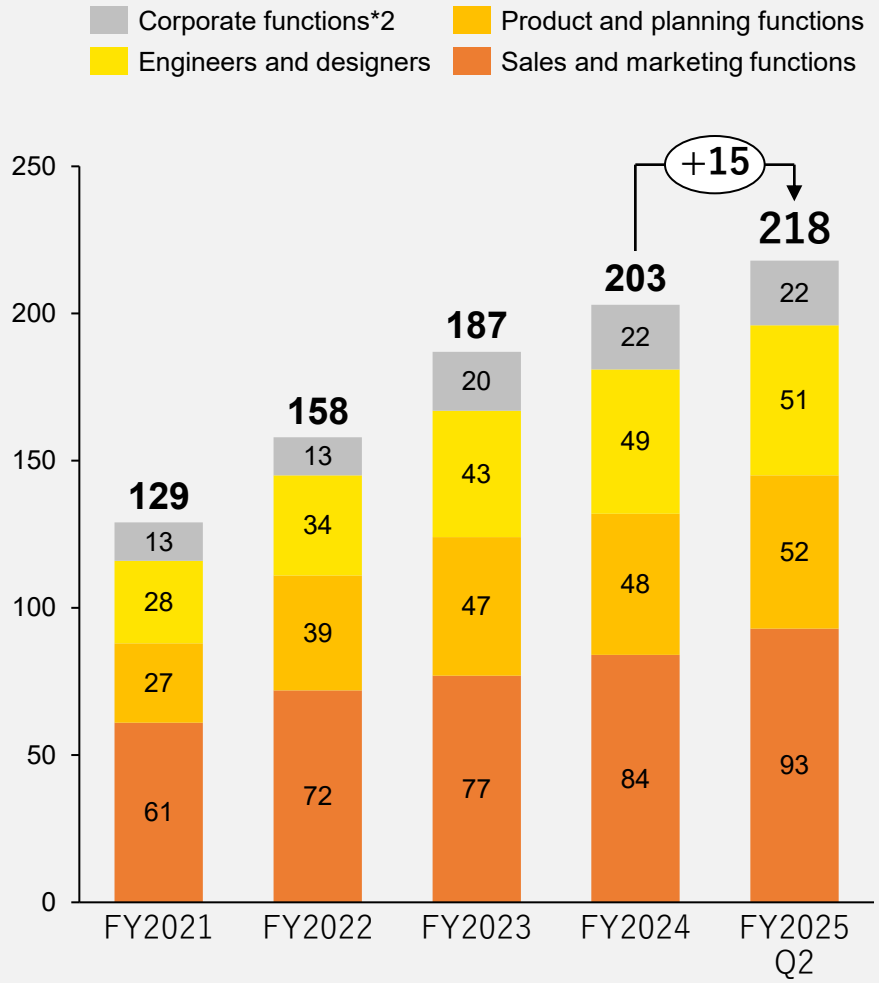
1 Number of Employees (Consolidated)

We will continue our proactive investment in talent. To respond to the rapidly changing competitive environment, we will continue our proactive hiring, focusing on sales and marketing roles in Q2.



Number of hires (cumulative)

26

YoY : ±0

- **Overall***1
  Expanding headcount across all positions, primarily in sales and marketing, including 18 new graduates.
- **Mid-career hiring**
  In addition to engineers to promote AI utilization, we are advancing the hiring of immediately productive personnel across all job categories.
- **New graduate hiring**
  Aiming to develop them into early combat forces through training.
- **Other**
  Progress in AI adoption has enabled us to maintain a comfortable working environment with reduced overtime hours. We will continue striving for further reductions.

*1 Number of employees excluding Horizon 14 Co., Ltd. and its wholly owned subsidiary Ideal Inc. acquired on September 30, 2025
*2 Corporate planning office and administration department, including employees on leave

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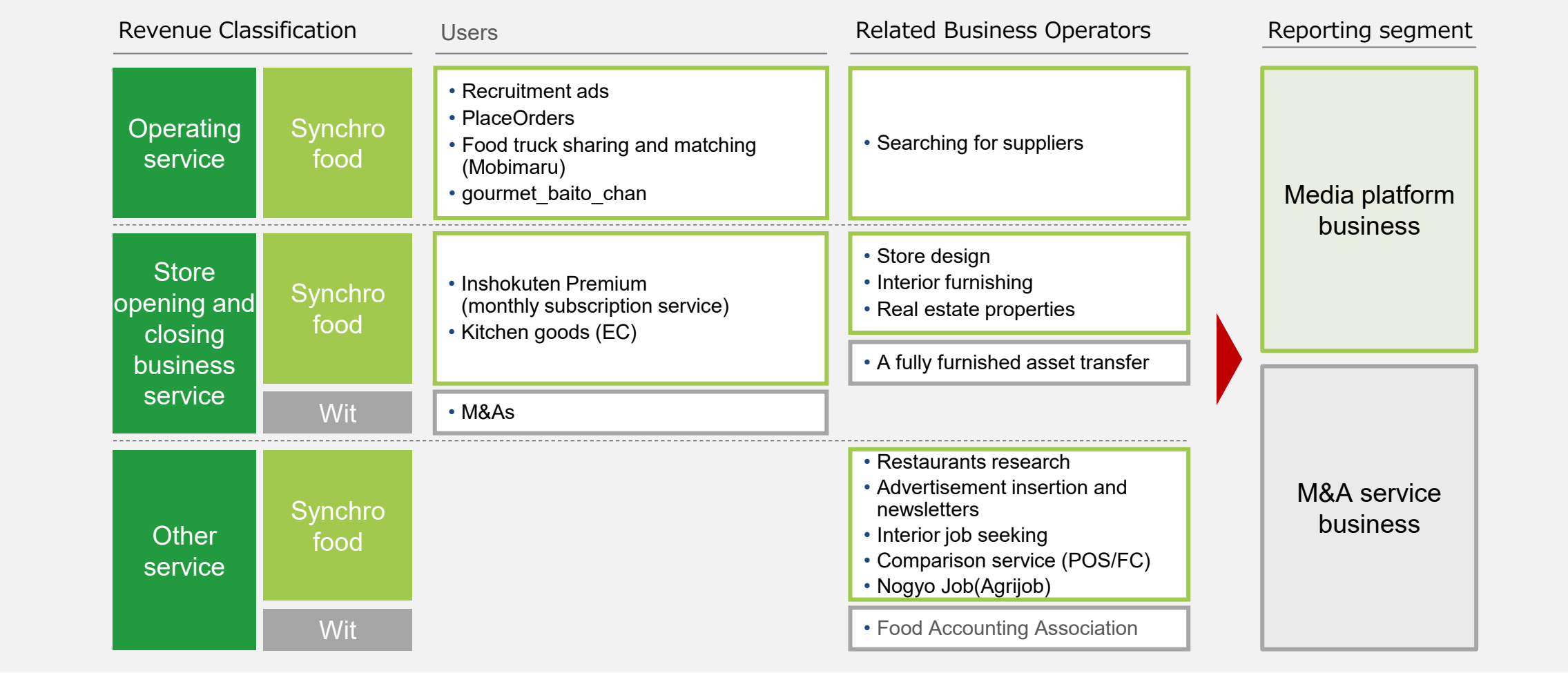
2 Revenue Classification

Revenue is classified into three services: “Operating service” “Store opening and closing business service” and “Other service”. Segments are reported as media platform business and M&A business. We have established a structure that provides comprehensive support for restaurant operations, opening, and growth, from job advertisements to M&A services.



* Starting from the third quarter of the fiscal year ending March 2026, the business operations of Ideal Inc. acquired through a stock purchase, will be added as the “Property Management Business”.

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Our core job advertising service saw revenue decline due to market conditions, yet performed well above macroeconomic indicators. We continue to steadily increase restaurant members, business partners, and job seekers, making progress in building the foundation for a return to the next growth trend.

Segment revenue
847 Million yen

YoY	QoQ
-5.8%	-5.3%

Segment profit
180 Million yen

YoY	QoQ
-36.8%	-0.6%

Segment profit ratio
21.3 %

YoY	QoQ
-10.4pt	+1.0pt

Number of Inshokuten.com registered users
The biggest ever

328 thousand

YoY	QoQ
+7.4%	+1.9%

Number of business operators
The biggest ever

5,257

YoY	QoQ
+4.0%	+1.0%

Job seekers
The biggest ever

400 thousand

YoY	QoQ
+18.1%	+4.3%

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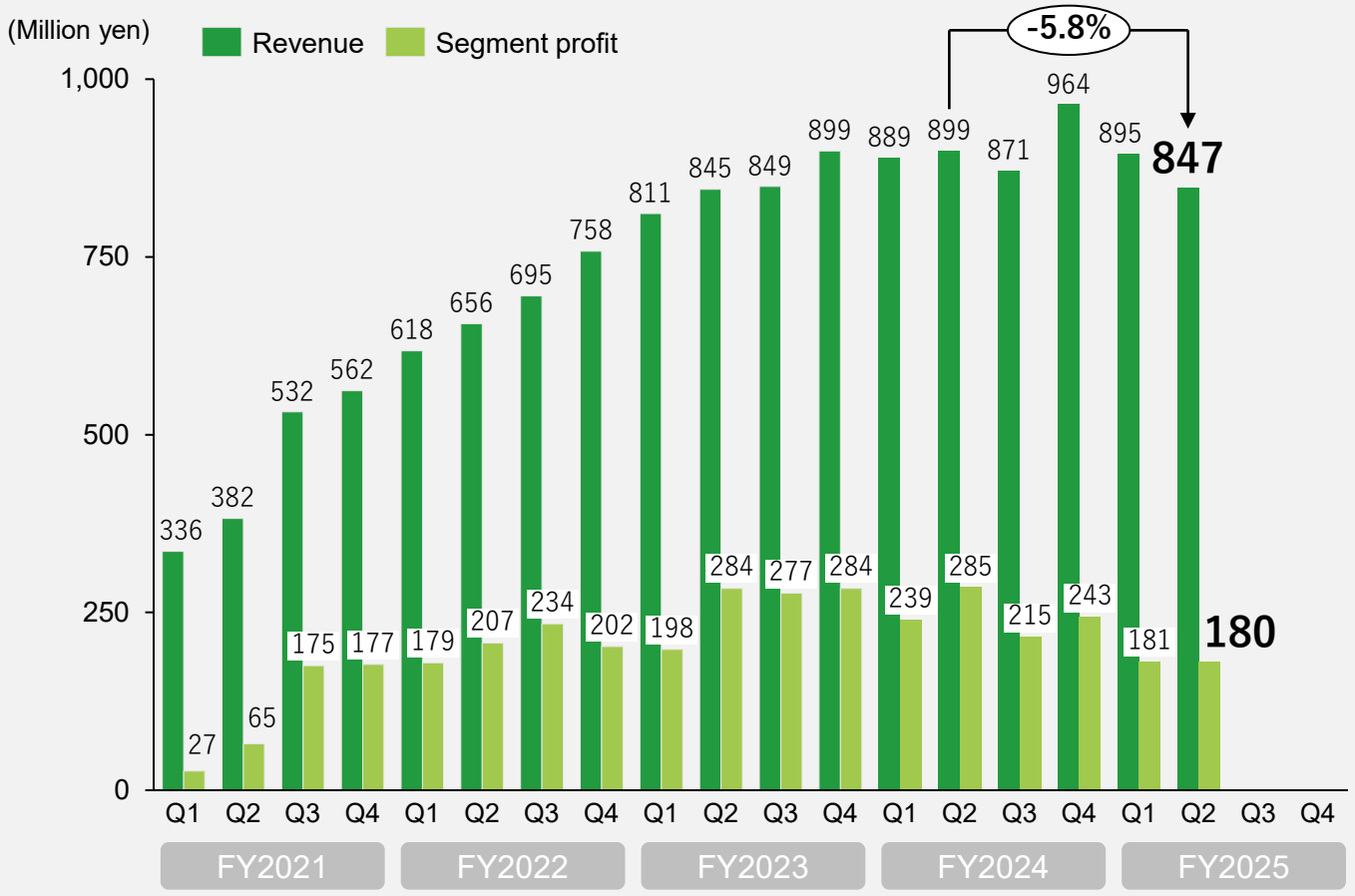
2 Media Platform Business ～ Quarterly trends in revenue and profit (loss)

While peripheral businesses continued to grow, our core recruitment advertising business was impacted by market conditions, resulting in a decline in both revenue and profit. We are advancing strategic investments and portfolio shifts toward growth areas. Although we plan for a temporary profit decline this fiscal year, we aim to maximize profits over the medium term.



➢ Reasons for increased revenue

- “Mobimaru” and “Nogyo Job(Agrijob)” continues double-digit growth, but our core recruitment advertising business sees revenue decline due to market conditions.

➢ Reasons for decreased revenue

- Decrease in recruitment advertising business
- Increase in personnel costs (compared to the same period last year: +17 employees)
- Expansion of growth area businesses (relatively low profit margins in terms of business phase)

▼

Mid-term profit maximization

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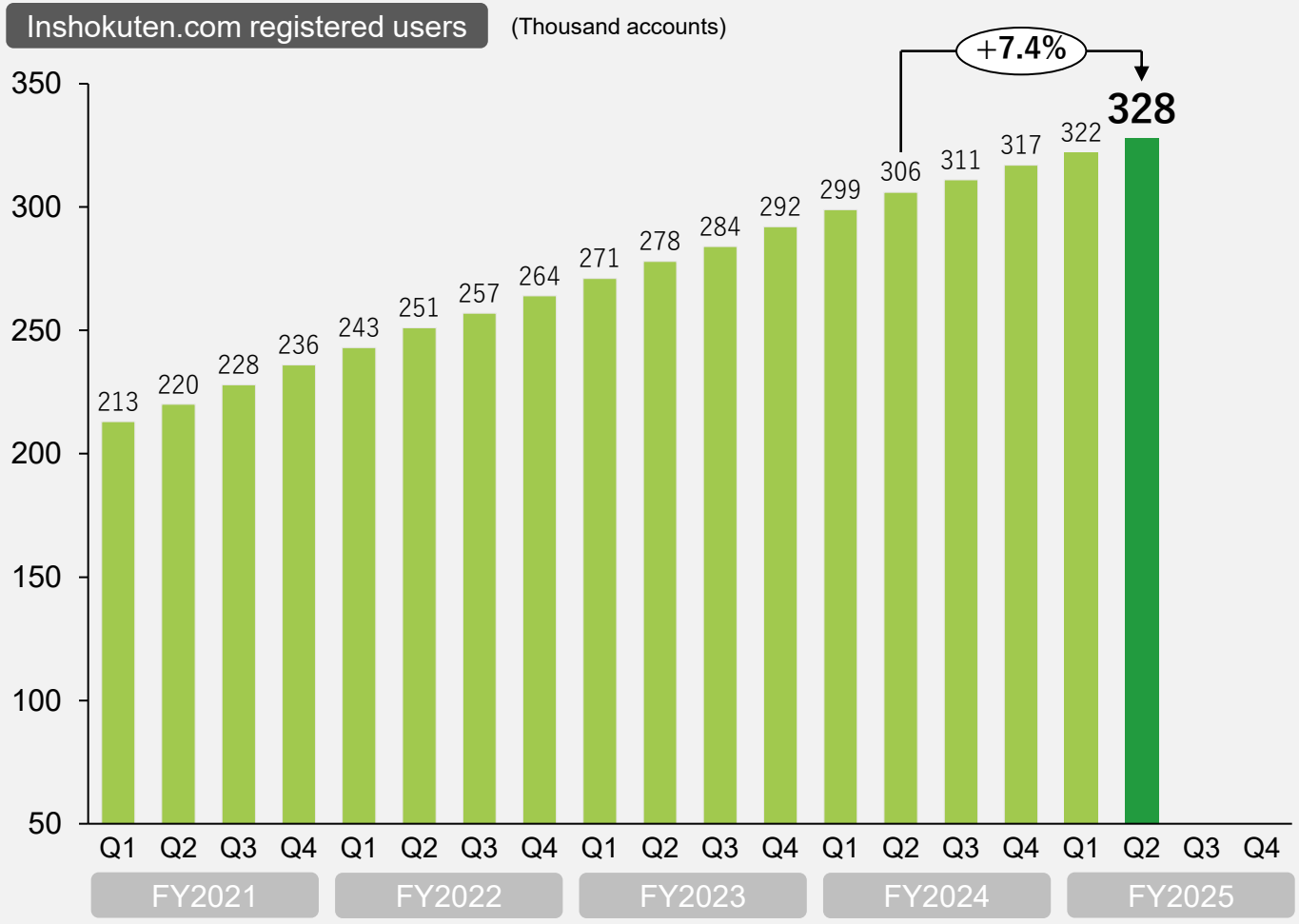
Membership is approaching 330,000, accelerating the pace of customer base expansion. This growth is offsetting the slowdown in the job advertising market and expanding its role as a key growth driver supporting cross-selling and monetizing new businesses.



➢ Review of Q2

- Breaking away from the trend of the previous quarter, where growth slowed due to the impact of search algorithms.

➢ Success factors（Continuing from Q1）

- Increase in number of properties listed
- Rapidly implement large-scale SEO measures

▼

Expanding Growth Drivers

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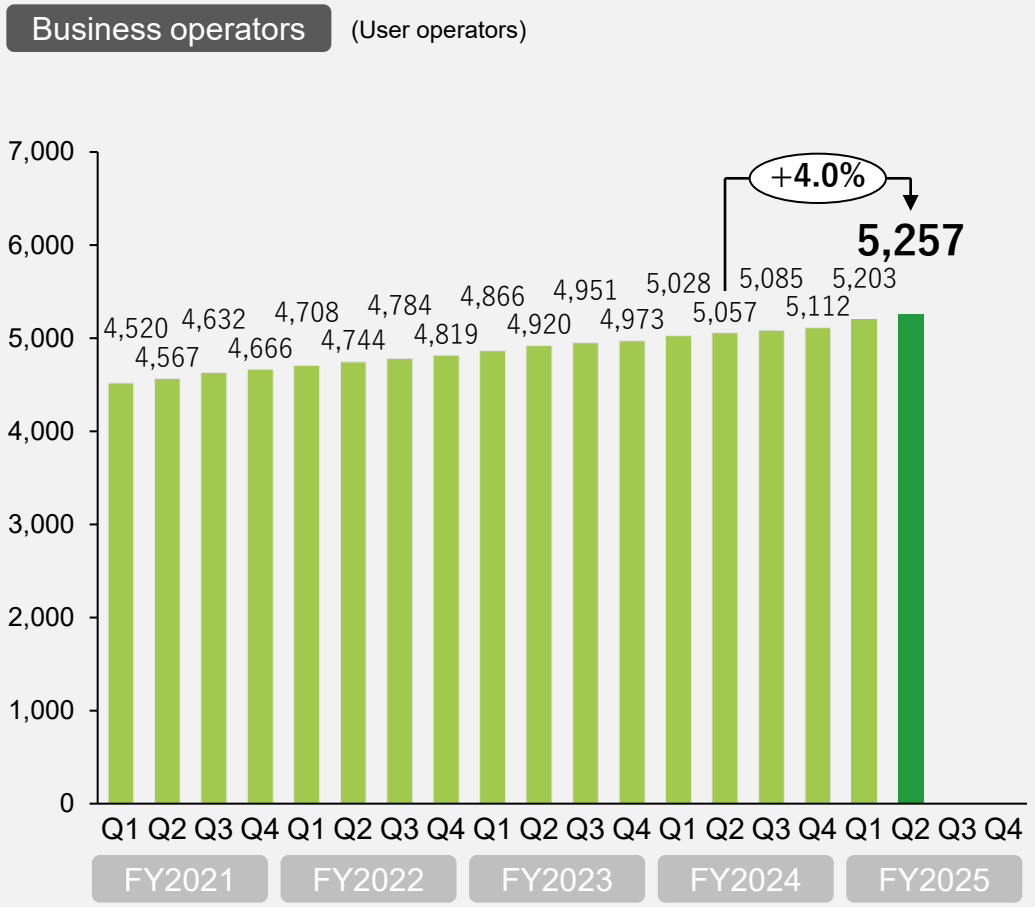
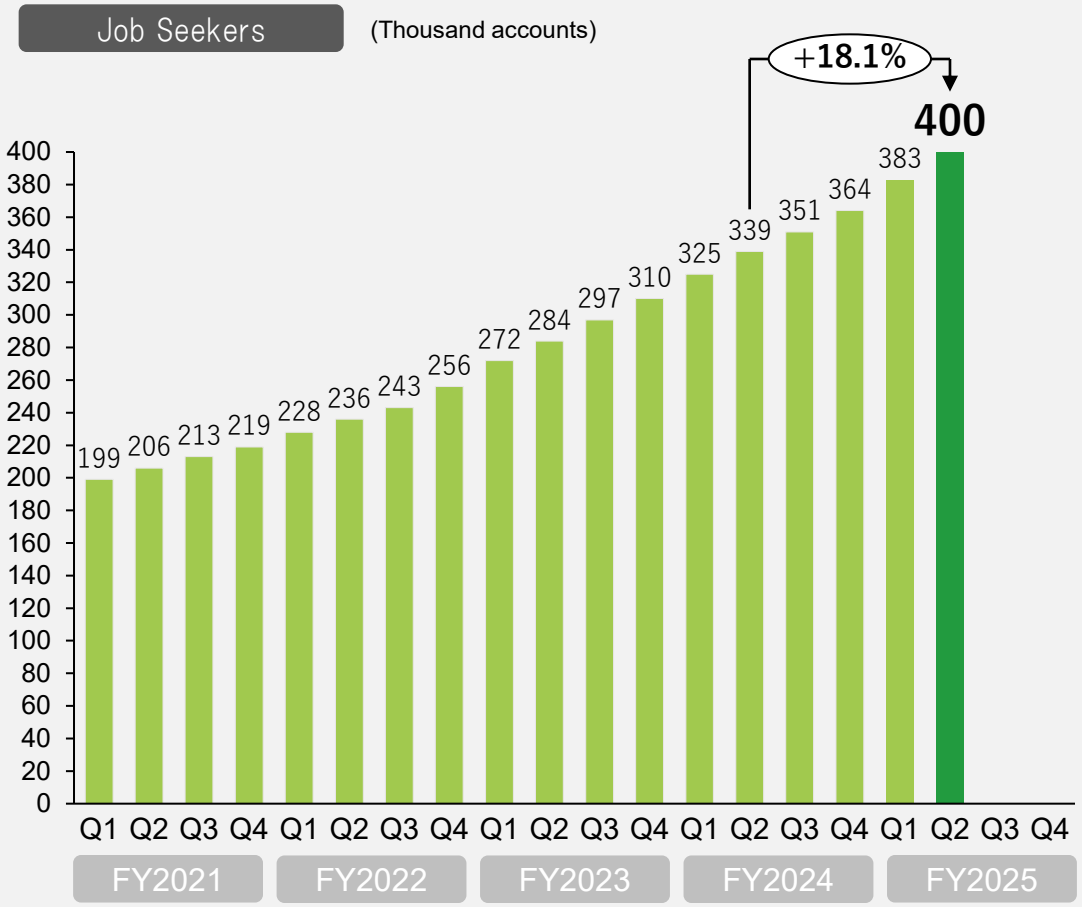
The platform's network value is steadily increasing to enhance future matching accuracy and expand cross-selling strategies. Among the key KPIs supporting these efforts, the number of businesses continues to grow steadily, while the number of job seekers also maintains an upward trend.



* Total of real estate companies, design companies and foodstuff purchasing companies registered as of the end of month



* Number of users registered with Kyujin@inshokuten as job seekers (excluding temporary member registration and withdrawal)

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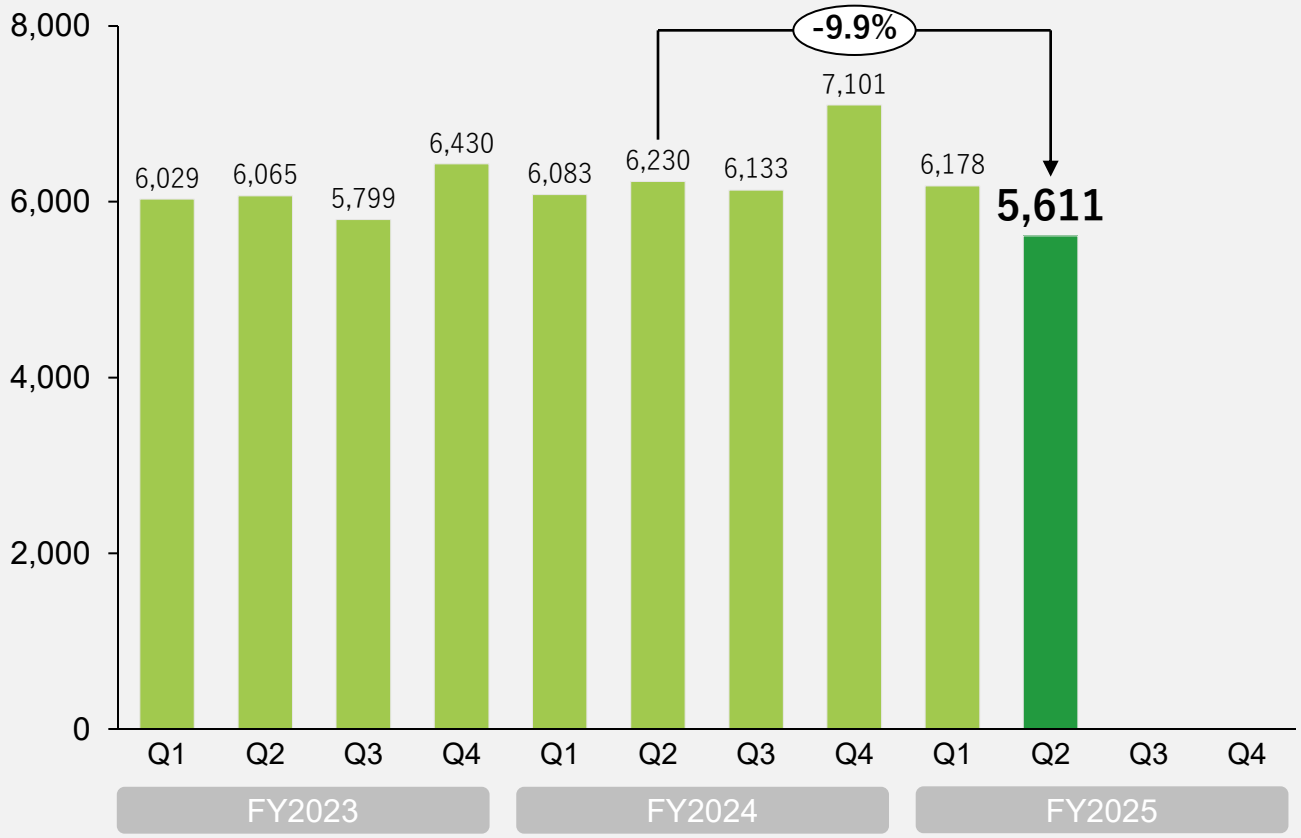
We continue our strategic approach to address diversification of recruitment methods and changing cost awareness. Although Q2 saw a significant market impact and a decrease in the number of listed stores, we continued to perform better than macro indicators.

Total number of stores listed (as of the end of the quarter) (Stores)



Trend of revenue for the recruitment advertising service and the number of active job openings year on year

- Average revenue of recruitment advertisement services for the last three months (Q2) compared to the previous year

88.5%

- Average number of effective job openings* in the food and beverage industry over the last three months (Q2) compared to the previous year

86.9%

* Number of active job openings for food and drink preparatory worker, hospitality and service workers (full-time, excluding part-time workers) year on year (%)
(Employment referrals for general workers, Ministry of Health, Labour and Welfare)

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2 M&A service business ～ Review Summary

We steadily advanced the closing of deals that had been postponed since the first quarter, driving revenue and profit growth. We are efficiently advancing deal development, and the foundation for future segment revenue and profit expansion is progressing smoothly.

Segment revenue

61 Million yen

YoY	QoQ
+8.2%	+25.6%

Segment profit

8.4 Million yen

YoY	QoQ
—	—

Segment profit ratio

13.8 %

YoY	QoQ
+19.6pt	+17.1pt

Inquiries on assets sale*

187

YoY	QoQ
-9.7%	+8.1%

* Total of stock transfers, business transfers, and fully-furnished asset transfers plus plan

Deals concretized*

106

YoY	QoQ
+5.0%	+11.6%

* Total of stock transfers, business transfers, and fully-furnished asset transfers plus plan

Number of inquiries from buyers*

1,675

YoY	QoQ
-19.6%	-22.4%

* Total of stock transfers, business transfers, and fully-furnished asset transfers plus plan

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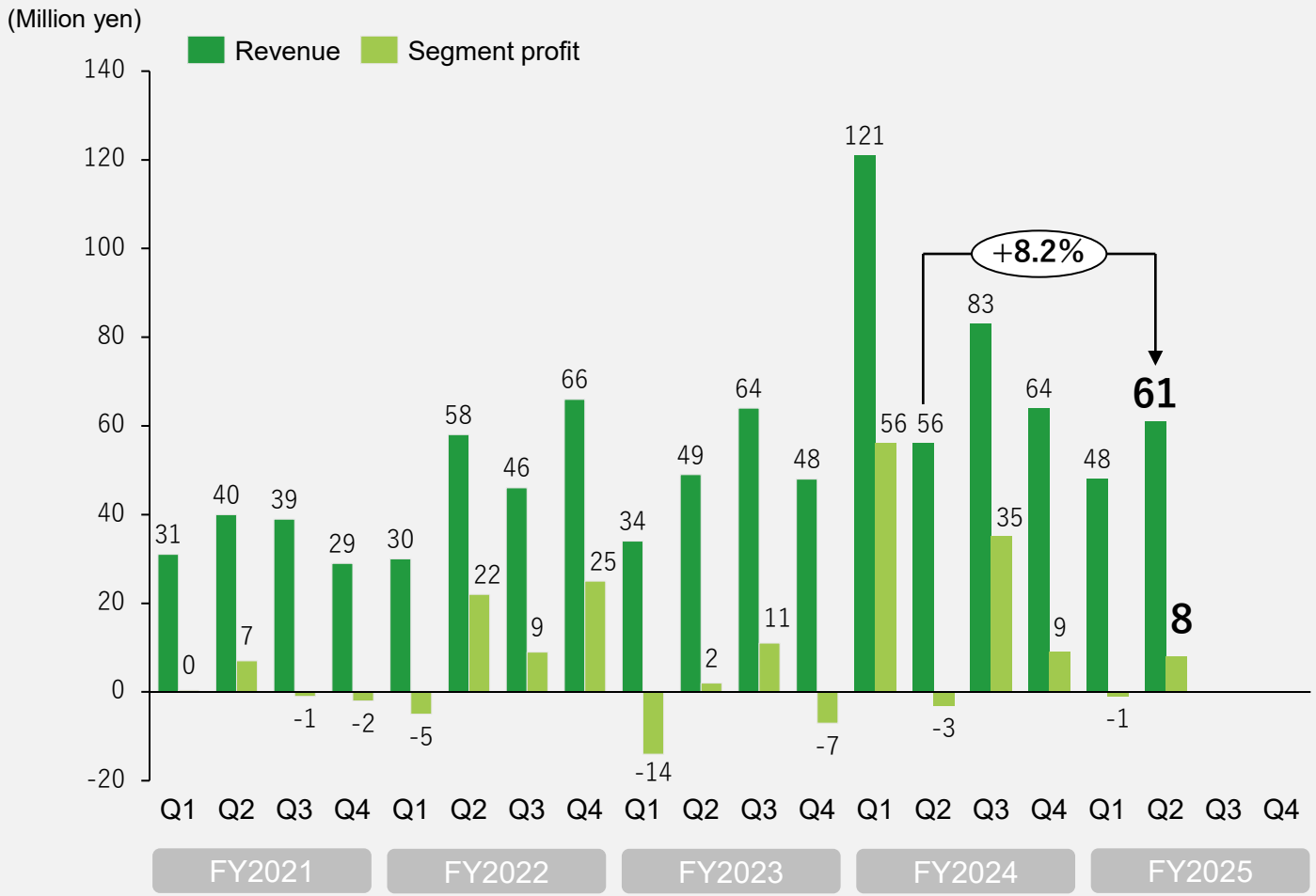
2 M&A service business ～ Quarterly trends in revenue and profit (loss)

In Q2, revenue and profits increased as deals were closed, marking a recovery trend.
We are steadily advancing our approach to large-scale M&A deals to further expand segment revenue and profit.



- Status of small and medium-sized deals
  - We will steadily accumulate closed deals, including those postponed from Q1, to contribute to sales recovery.
- Status of large deals
  - Project progress is trending toward longer timelines, but multiple deals are currently in progress.

Steadily progress toward closing deals to increase revenue and profit

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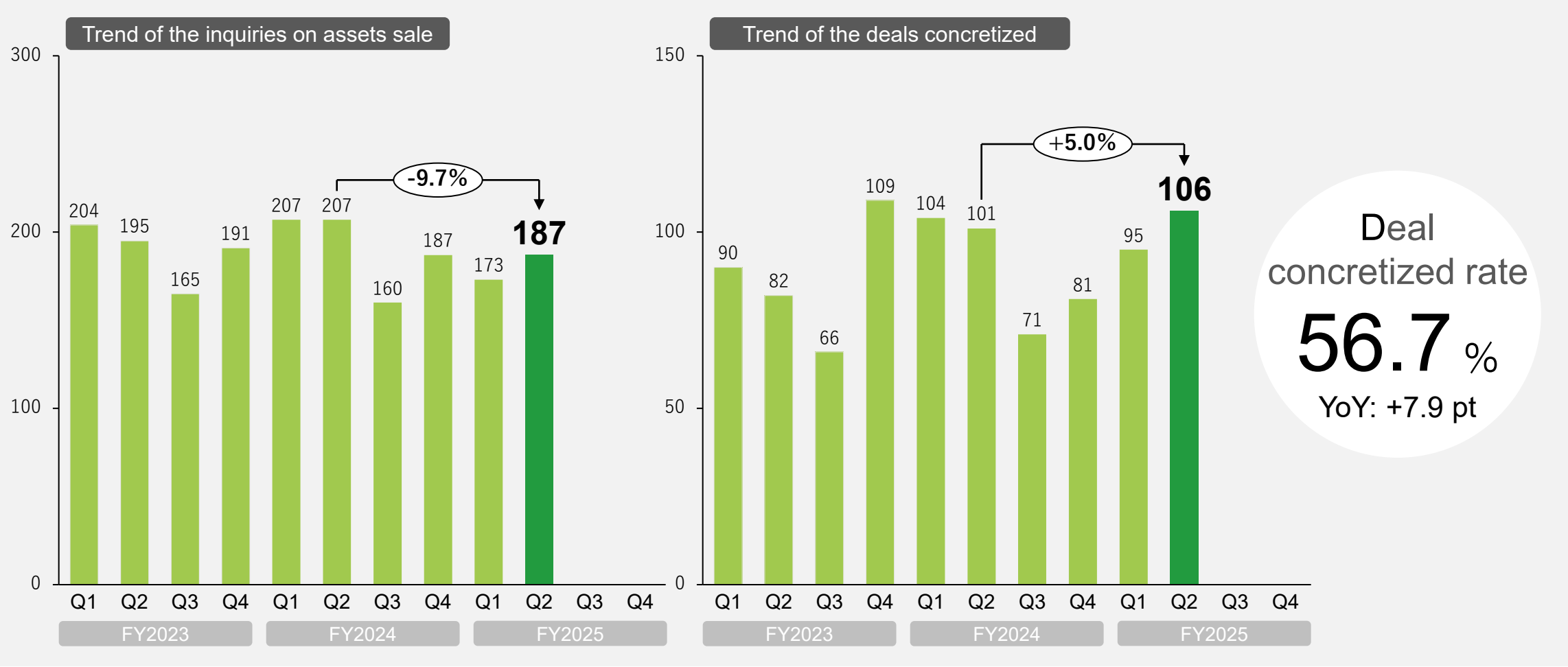
2 M&A service business ～ Trend of the inquiries on assets sale and the deals concretized

The year-on-year decline in sales consultation inquiries continues, but enhanced inside sales efforts have improved the conversion rate (CVR), driving progress in shifting toward forming higher-quality opportunities. Following the bottom reached in the third quarter of the fiscal year ending March 2025, the recovery trend in the number of opportunities formed continues.



* Total of stock transfers, business transfers, and fully-furnished asset transfers plus plan

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* Regarding the acquisition of Ideal Inc.

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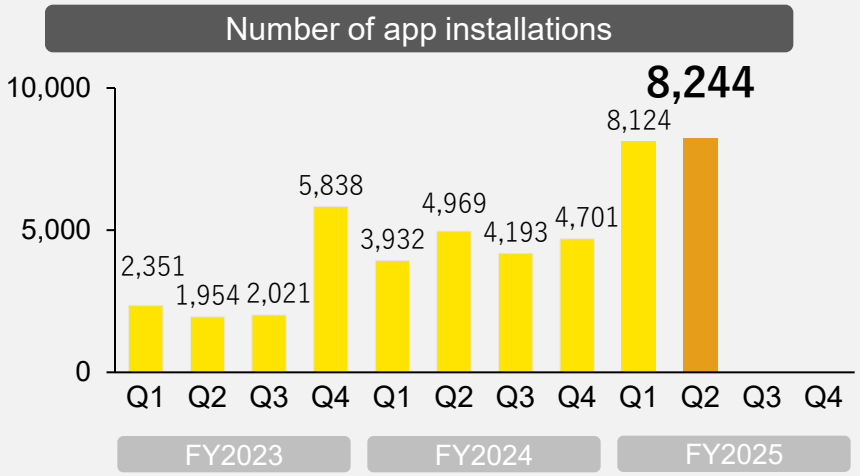
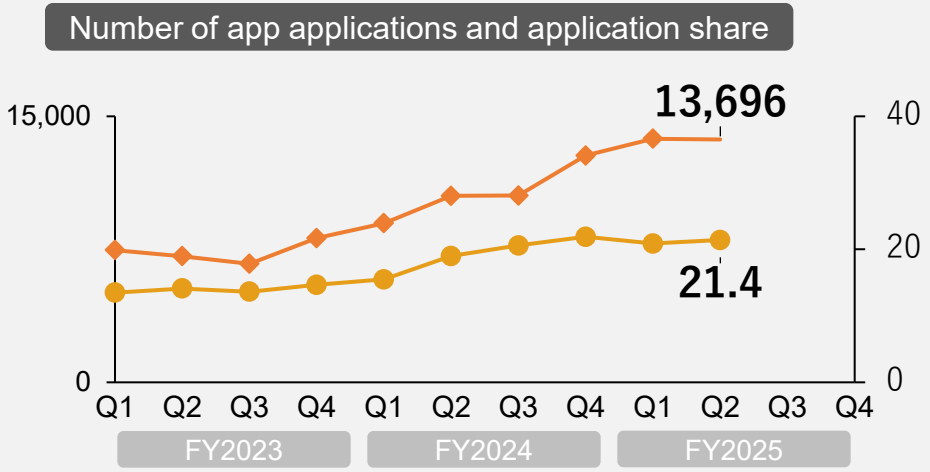
The shift to app usage, driven by changes in the market environment (economic downturn, intensified competition, and AI evolution), has proven successful, expanding our user base nationwide. App-based applications have become an effective channel, forming a stable foundation that supports our business.



MAU growth rate
(compared to previous year)

+42.3 %





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Subscription registrations remained steady, with inquiries doubling year-on-year and total operational units also increasing significantly. Additionally, alongside the Osaka Expo, initiatives for regional revitalization at local government festivals progressed, contributing to both business growth and enhancing our brand value.

Cumulative number of registrations

5,367

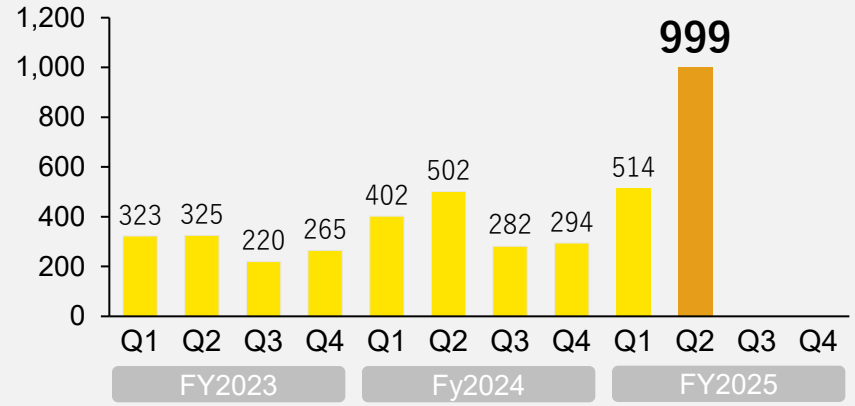
QoQ : +6.5%

The number of subscription registrations

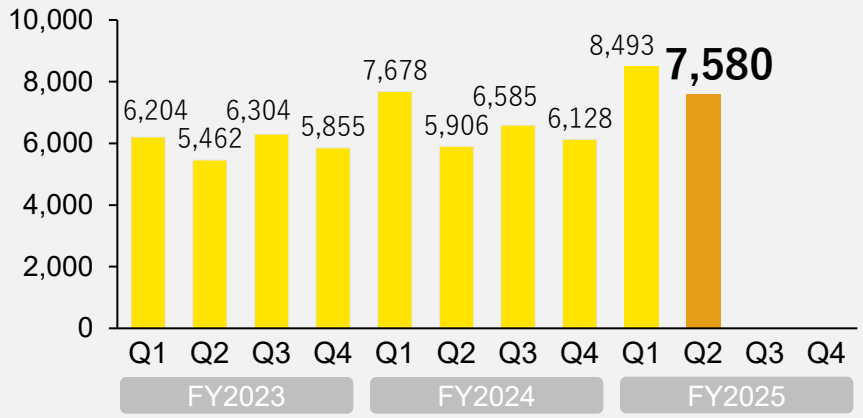
1,046

QoQ : +2.1%

Number of inquiries from organizers (locations)



Total number of operating units



Municipal Festivals × Regional Revitalization

Revitalization of Local Government Events

By offering visitors new culinary experiences and promoting movement and interaction within the area, we contribute to creating a vibrant atmosphere throughout the region.

Supporting smooth and worry-free event hosting

Through our partnership with Columbusman Inc., we are also taking on new challenges such as providing festival stalls alongside our food trucks.



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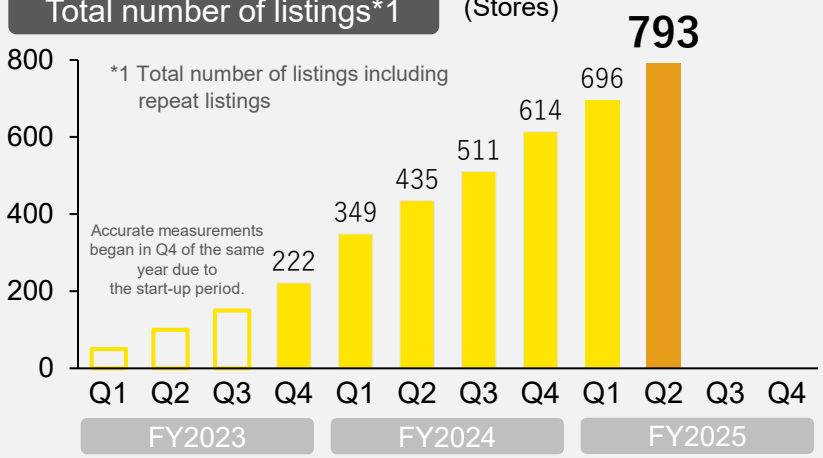
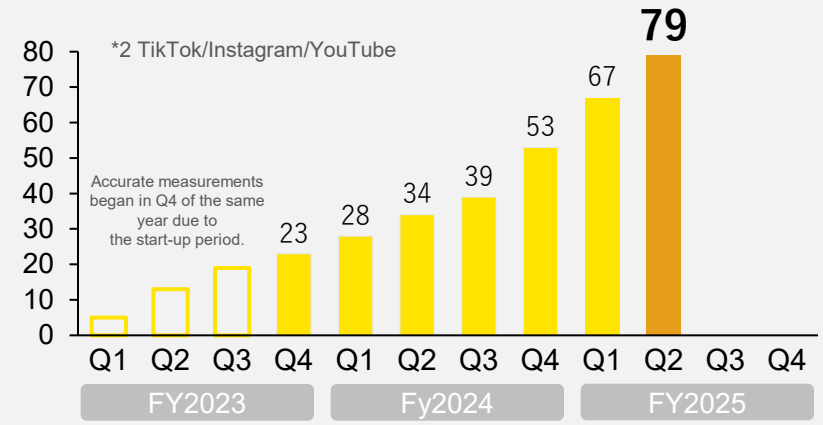
In Q2, we continued to generate viral videos with high view counts, steadily expanding our follower base and user touchpoints. Additionally, we enhanced the quality of the user experience through our unique app, which seamlessly connects users from discovery to application.

Total number of listings*1 (Stores)



Total number of followers*2 (Thousand people)



Highly viewed viral videos

【Soreyuke! Toriyaro-! Takadanobaba 】

7.88 million views



【Tsukiji Soratsuki Monzeki-dori】

2.26 million views



App version released

By enabling seamless transitions from searching by style freedom to watching videos that reveal workplace atmosphere and applying, we enhance the user experience.



We will continue to enhance convenience through the addition of new features and improvements.

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3 Company-wide ～ Improving productivity through AI utilization

In Q2, we focused on implementing the operational reductions planned in Q1. Concurrently, we secured further reduction potential (compared to end-Q1: +3,140 hours/year, progress rate +8.2%).
In the second half, we will accelerate both productivity improvement projections and implementation progress through advanced tool adoption and other measures.

Company-wide

Progress in reducing man-hours for the company-wide cross-functional project

- We are advancing the replacement of tasks with AI as assessed in Q1 and the application of AI to identified bottlenecks, leading to progress in reducing operational workloads.

Company-wide

Initiating the introduction of advanced tools to achieve further reductions in man-hours

- Initiating the implementation of AI workflow tools (Dify, n8n).
- Establishing a foundation for all employees, including non-engineers, to generate code using AI.

Domain specialization

AI utilization in recruitment advertisement copywriting is progressing smoothly

- Implementation of a semi-automated tool for production requests between sales and writers completed.
- Feasibility study for AI-driven manuscript creation by writers completed; aiming for reduced man-hours in the second half of the fiscal year.

Progressing as planned

Annual estimated reduction in working hours at the end of Q2

12,700hours

*Target progress rate：33.1%

Value Creation

* 30% reduction target in three years, 10% reduction target by the end of the current fiscal year (compared to FY2024)Calculated based on the estimated annual working hours of employees excluding senior management(200 employees × 8 hours × 20 days × 12 months = 384,000 hours)

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3 Phase 1：Progress during the growth preparation period (FY2025) ～ Review

Progress continues on existing businesses, including preparations for new products and operational improvements through AI adoption. Growth businesses are also steadily building foundations through channel expansion, UX enhancements, and increased subscription registrations. Productivity gains through AI adoption continue to yield results, such as the completion of AI integration for production tools.

Phase 1（FY2025） Growth Preparation | Phase 2（FY2026） Growth Transition | Phase 3（FY2027） Growth Acceleration

	Segment / Service		Theme	Evaluation	Progress as of the end of Q2 of FY2025
Continuity and stable growth in existing businesses	MPF	• HR recruitment advertising	➢ Product development and sales expansion for major companies ➢ Organizational optimization through structural reform	☁	➢ Performance remains solid despite significant market impact. Preparing feasibility verification for new products. ➢ Advancing operational improvements through IT/AI solutions for defined challenges.
		• Other than HR	➢ Profitability with success-based compensation	☁	➢ Nogyo Job(Agrijob) Job placement services continue significant quarter-over-quarter growth. ➢ Measures to further enhance profitability across all services are currently being implemented.
	M&A	• M&A Service • A fully furnished asset transfer/Food Accounting	➢ Acquisition of large-scale projects by specialized teams ➢ Increase in closing rate for small-scale projects	⛅	➢ The recovery in M&A deal volume continues, with quality assured through the involvement of specialized teams. ➢ Lead times to closing are also shortening, steadily accumulating successful deals.
Accelerating the growth of new businesses	MPF	• “gourmet_baito_chan”	➢ Expanding sales through agencies and promoting app development	☀	➢ Promoted orders through agency channels and enhanced the user experience with the app release.
		• HR employment agency	➢ Utilizing customer bases and streamlining with AI	☀	➢ Leveraging our customer base to secure job openings, establishing vertical integration at the job seeker touchpoint.
		• Mobimaru	➢ Subscription expansion and automatic matching	☀	➢ Subscription registrations steadily increase, and event booths expand nationwide.
AI × Value Creation Improving Productivity	ALL	• Company-wide • Domain specialization	➢ Achieving AI native status for all employees ➢ Large-scale improvements in specific tasks	☀	➢ Company-wide operational streamlining is progressing smoothly, with further productivity enhancements now underway. ➢ Implementation of a tool for requesting ad copy production and verification of AI-driven copy creation completed.

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3 Regarding measures for the impact of market conditions on HR recruitment advertising services

To respond to the changing market environment amid a slowdown, we implemented a fundamental overhaul of our sales processes.
We are advancing both “creating resources through efficiency improvements” and “enhancing the quality of sales,” focusing on strengthening our business foundation to remain the preferred choice in an evolving market.

Streamlining the sales process (ensuring volume)

- To reduce inefficient indirect and routine tasks and redirect the freed-up resources toward high-value-added work, we are promoting operational improvements in sales processes through the use of IT/AI.

Enhancement of Sales Activities (Improving Quality)

- To deliver high-value proposals tailored to customer challenges and needs, we are systematizing the “sales skills” of top performers and will begin implementing them across the entire sales organization starting in Q3.

Customer Base Maintenance and Deepening (Repeat Promotion)

- To prevent customer churn and build high-retention relationships that keep customers choosing us, we leverage the touchpoints gained through efficiency and the skills gained through sophistication to deeply explore our customers' hiring challenges.

- ✓ **Establish high-value-added proposal capabilities and high productivity that are less susceptible to market fluctuations**
- ✓ **Build a highly competitive revenue base**

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4 Company Data

Company Name:	Synchro Food Co., Ltd.
Representative:	Shinichi Fujishiro
Founded:	April 2003
Locations:	Head Office :EBIS SOUTH1, 1-7-8, Ebisu Minami, Shibuya-ku, Tokyo HR Services Unit Office :13F, Ebisu Garden Place Tower, Ebisu, 4-20-3,Shibuya-ku, Tokyo Osaka Branch Office: 8F, MAINICHI SHINBUN BUILDING, 3-4-5, Umeda, Kita-ku, Osaka-shi, Osaka Nagoya Branch Office: 3F, CHIKUBU BUILDING, 3-12-12, Meieki, Nakamura-ku, Nagoya-shi, Aichi Fukuoka Branch Office :TENJIN BUILDING PLUS, 4-8-2, Tenjin, Chuo-ku, Fukuoka-shi, Fukuoka Sapporo Branch Office :2F, Sunshine Building, Higashi 2-1, Ninami 2-jo, Chuo-ku, Sapporo-shi, Hokkaido
Capital:	882 million yen
Number of Employees:	259 (Consolidated basis/permanent employees/as of Sep. 30, 2025)
Business:	Management of a media platform for food and drink businesses
Subsidiaries:	Wit Co., Ltd. (M&A service business specializing in food and drink businesses) Horizon 14 Co., Ltd. / Ideal Inc. (Commercial real estate services)

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4 Directors & Auditors

President and CEO and Chief of Operating for the Business Department
Shinichi Fujishiro

Mar.1997 Bachelor of Science and Technology, Tokyo University of Science, Tokyo, Japan
Mar.1999 Master of Interdisciplinary Graduate School of Science and Engineering, Tokyo Institute of Technology, Tokyo, Japan
Jun.1999 Joined Andersen Consulting (currently Accenture Japan Ltd)
Apr.2003 Established Synchro Food Co., Ltd. (current office)

Director & Chief of Operating for the Administrative Department
Masaki Morita

May 1999 Joined Andersen Consulting (currently Accenture Japan Ltd)
Apr.2003 Outside Director of Synchro Food Co., Ltd.
Apr.2015 Director of Synchro Food Co., Ltd. (current office)

Director & Chief of the Development Department
Shun Ohkubo

Apr.2005 Joined Mizkan Holdings Co., Ltd.
Apr.2008 Joined Synchro Food Co., Ltd.
Apr.2015 Chief of the Development Department of Synchro Food Co., Ltd.
Jun.2018 Director of Synchro Food Co., Ltd. (current office)

Outside Audit (Full time) & Supervisory Board Member
Ryuichi Makino

Outside Audit & Supervisory Board Member
Yasutomo Inoue

Outside Audit & Supervisory Board Member
Toshihide Nakayama

Director
Tsuguhiro Nakagawa

Apr.1984 Joined Recruit Co., Ltd. (currently Recruit Holdings Co., Ltd.)
Apr.2006 Operating Officer of Recruit Co., Ltd. (currently Recruit Holdings Co., Ltd.)
Managing Executive Officer of Recruit Staffing Co., Ltd.
Oct.2012 Operating Officer of Recruit Marketing Partners Co., Ltd.
Apr.2016 Advisor of Recruit Marketing Partners Co., Ltd.
Jun.2017 Outside Director of Synchro Food Co., Ltd.
Director of Premium Group Co., Ltd. (current office)
Jun.2019 Director of Synchro Food Co., Ltd. (current office)

Outside director
Ryota Matsuzaki

Apr.1991 Joined The Industrial Bank of Japan, Ltd (currently Mizuho Financial Group, Inc.)
Feb.2000 Joined Rakuten, Inc.
Feb.2011 Established Thirdgear. Ltd. (current office)
Nov.2011 Member of the Board, Cloud Works Ltd.
Feb.2013 Established Kibidango, Inc. (current office)
Jan.2016 Director of Synchro Food Co., Ltd. (current office)
Sep.2019 Director of User Local, Inc. (current office)

Outside director
Mihoko Nagai

Apr.1988 Joined Shiseido Company, Limited
Oct.1988 Shiseido Institute of Beauty Sciences
Apr.2015 General Manager of the Corporate Communications Department of Shiseido Company, Limited
Jul.2019 Director and Secretary General of General Incorporated Association Japan Humanitude Association
Dec.2019 Director of Mammy Mart Corporation (current office)
Jun.2022 Director of Synchro Food Co., Ltd. (current office)
Mar.2024 Outside Audit & Supervisory Board Member of Broadleaf Co., Ltd. (current office)
May 2024 Representative Partner, EdgeBridge LLC (current office)
Jul.2024 Director of General Incorporated Association Japan Humanitude Association (current office)

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4 History

2003	Apr	Established Synchro Food Co., Ltd.
	Sept	Started running a restaurant operations support site "Inshokuten.com"
2005	Mar	Created a recruiting site for interior decoration companies "Tenpodesign.com"
	Nov	Developed a recruitment information site for interior industry "Kyujin@interiordesing"
2006	Oct	Launched a recruitment information site for food and drink industry "Kyujin@inshokuten.com"
2007	Sept	Launched a commercial real estate purchase price assessment site "Inukijyouhou.com"
2011	May	Launched a recruitment information site specialized in KANSAI area "Kyujin@inshokuten.com"
2013	Sept	Added an ingredients supplier locator section to Inshokuten.com site "Shokuzaishiiresakisagashi"
2015	May	Launched WEB magazine "Foodist Media"
	Oct	Launched a property information site specialized in KANSAI area "Inshokuten.com tenpobukensagashi"
2016	Mar	Released food material order system "PlaceOrders"
	Dec	Launched a restaurant M&A support service "Inshoku M&A"
		Launched a recruitment information site specialized in TOKAI area "Kyujin@inshokuten.com"
2017	May	Launched a questionnaire survey system "Restaurants Research"
	Jun	Launched a property information site specialized in TOKAI area "Inshokuten.com tenpobukensagashi"
	Sept	Launched a recruitment information site specialized in KYUSHU area "Kyujin@inshokuten.com"
	Dec	Launched a recruitment information site specialized in HOKKAIDO and TOHOKU area "Kyujin@inshokuten.com"
2018	Apr	Launched a recruitment information site for foreigners specialized food and drink industry "Food Job Japan"
	Jun	Launch of facial recognition attendance management "Restaurant Staff Time Cards" smartphone app
	Sept	Launched a property information site specialized in KYUSHU area "Inshokuten.com tenpobukensagashi"
2019	Jan	Released renewal version of food material order system "PlaceOrders" and started charging
2020	Mar	Released an order management system for ingredients "ReceiveOrders"
	May	Launched a monthly subscription service "Inshokuten.com Premium"
	Aug	Launched food truck sharing and matching website "Mobimaru"
		Launched side-job matching website "Nicoshigoto"
2021	Oct	Launched franchise comparison website "Inshoku FC Comparison"
2022	Oct	Released renewal version of scout service of recruitment information site "Kyujin@inshokuten.com".
2023	Mar	Completed renewal of main service brands (each service name above at the time of release)
	May	Launched an SNS short video part-time job service "gourmet_baito_chan"
	Sept	Released a web edition of the SNS short video part-time job service "gourmet_baito_chan"
	Oct	Released a matching service for restaurants and accounting firms "Inshokuten.com Find Your Tax Consultant"
	Dec	Launched the "Inshokuten.com certification mark" service, in which food and beverage experts taste and evaluate products
		Launched a subscription service for Mobility Service
2024	Jul.	Launched "Insurance to Protect Your Business," which covers various risks for restaurants
	Oct	Launched a recruitment information site specialized in HOKURIKU and KOSHINETSU area "Kyujin@inshokuten.com"
	Dec	Completed renewal of area "Inshokuten.com tenpobukensagashi"
2025	Apr.	Renamed M&A Lite Plan as "Fully-Furnished Asset Transfers Plus Plan"
	May	Expanded mobimaru to Hokkaido and Tohoku regions(service now available nationwide)

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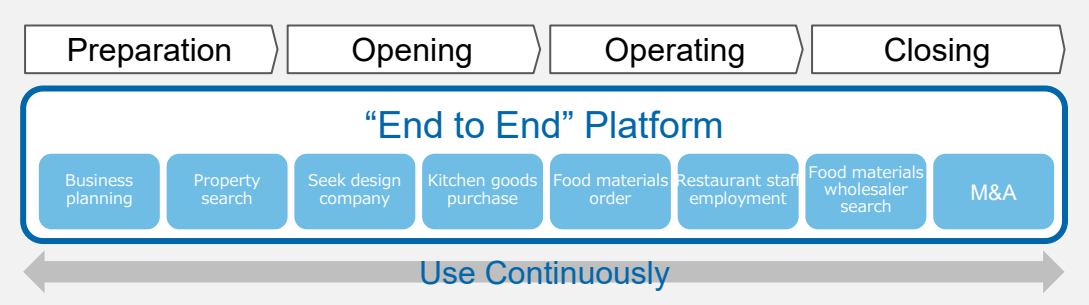
4 Strengths of our business model

Our unique platform provides comprehensive support throughout the entire restaurant business lifecycle, keeping user acquisition costs low and achieving high profit margins. Our multi-monetization structure and diverse revenue sources cover everything from opening to operation to closing, achieving both stability and growth.

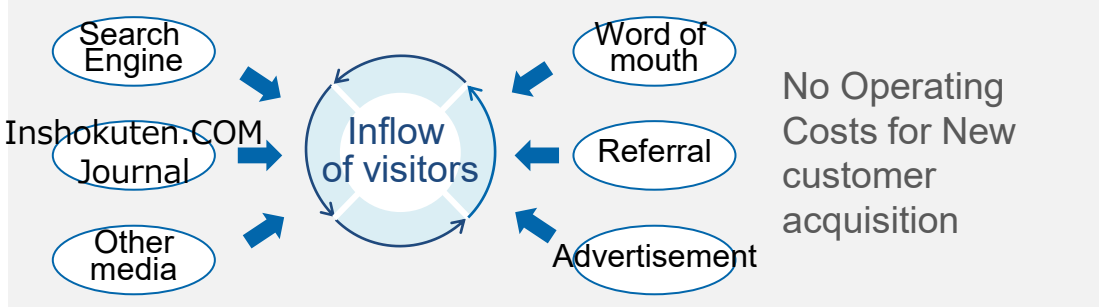
1 Uniqueness

- ✓ A proprietary and consistent platform for the management cycle of restaurants
- ✓ Migration effect due to total service



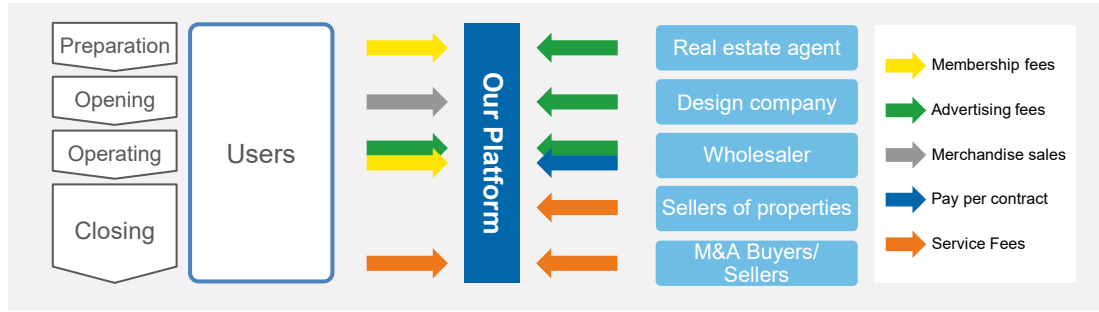
2 Profitability

- ✓ Users can be obtained from various channels, thus user acquisition cost is low
- ✓ Combined with our monthly billing model, we achieve a high profit margin



3 Stability

- ✓ Multi-point-monetization earns revenue from both users / business owners
- ✓ Multiple monetization channels are available even when the economy is stagnant (deliver a fully furnished asset, M&A)



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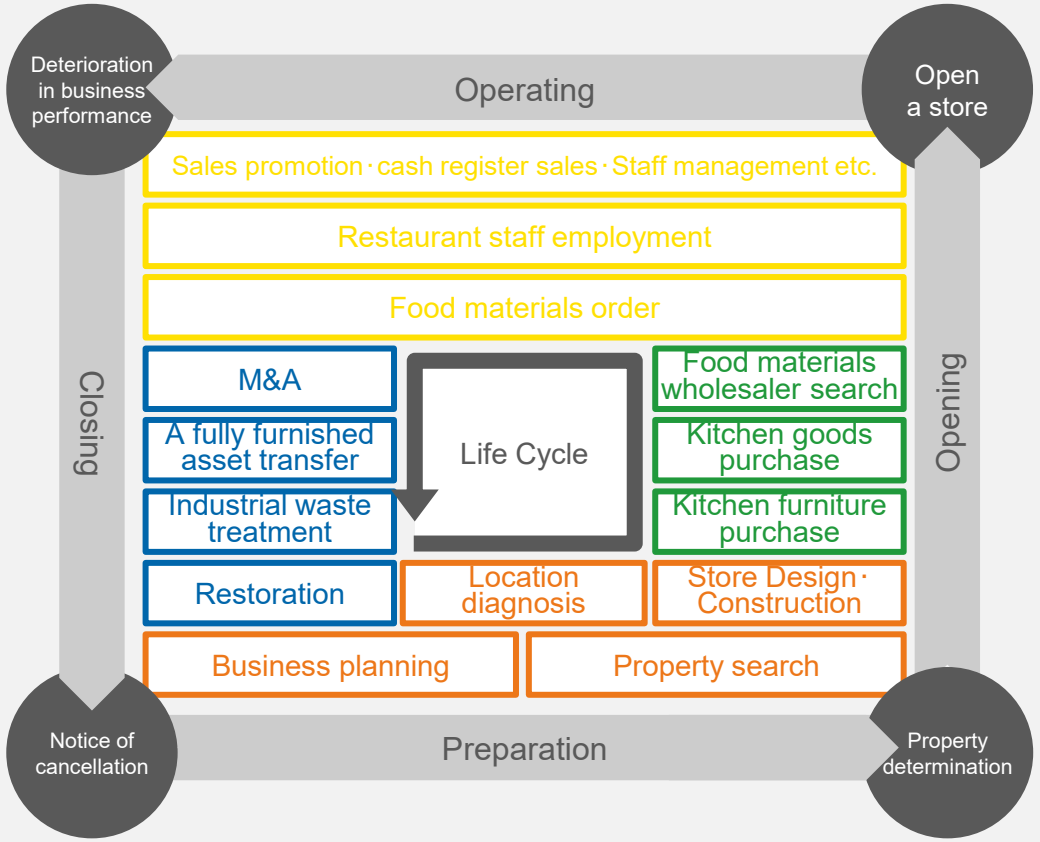
Through the “Inshokuten.com” brand, we have built a platform that provides comprehensive support for the entire restaurant life cycle, from restaurant property information to kitchen equipment, job recruitment, and suppliers.

The restaurant market



* Source : Ministry of Internal Affairs and Communications “economic research“ 2014. (The number of business places equivalent to “bars, cabarets and nightclubs” are excluded.)
** Calculated based on the new and closed business places in the above “economic research” 2014.

The restaurant life cycle



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Our Internet Media Business（1/3）

Through the “Inshokuten.com” brand, we have built a platform that provides comprehensive support for the entire restaurant life cycle, from restaurant property information to kitchen equipment, job recruitment, and suppliers.

Inshokuten.com



Inshokuten.COM provides a one-stop service used for restaurant preparation, opening and operation. Some examples include providing information on store properties, kitchen fixtures, food suppliers, and the recruitment of management, etc.
Users can use services required for restaurant opening and operation such as purchasing of store properties, food materials and kitchen fixtures for free (some of the services are charged).

Kyujin Inshokuten.com



Kyujin Inshokuten.COM provides specialized job offering services to accommodate the recruitment needs of restaurants. It focuses mainly in the Kanto and Kansai areas, with full time employees specialized in food and drink, as well as a part-time job recruiting information site.
Restaurant owners can post job information on the website for a fee. Job seekers can view the job information and apply for jobs for free.

Inshokuten.COM SHIRESAKISAGASHI



Inshokuten.COM offers food suppliers who are looking to sell food and drink, with food buyers who are in the market to purchase commercial food ingredients and alcohol.
Food buyers can post information on their company and products they handle and respond to matching requests from food suppliers by registering on this website. Food suppliers can search for food buyers’ information and use matching services for free.

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4 Our Internet Media Business（2/3）

Supports business succession as a platform for the sale and acquisition of restaurants, enabling smooth M&A through online appraisals and self-planning functions. In addition, it expands revenue opportunities by visualizing store management issues through “restaurant research” and matching franchises through “restaurant FC comparison.”

Inshokuten.COM M&A



Inshokuten.com M&A service offers a platform for restaurant M&As and business transfers. Buyers who want to purchase a business or restaurant can receive information they want by registering on this website. Those who want to sell their business can estimate selling prices with the online assessment service on the website and receive consultation on selling for free. Sellers can also use “self-plan,” in which they register their selling information and directly contact those who want to purchase their business.

Inshokuten.COM Restaurants Research



Restaurants Research conducts various questionnaire surveys to the users on restaurant management and discloses their results and related reports. Users can view the disclosed information to utilize as a tip for their store management.
Business owners such as food and beverage makers can conduct restaurant surveys and research to use their results for the development of food or beverages and for understanding the needs when creating a plan for restaurants.

Inshokuten.COM FC (Franchise) Comparison



FC Comparison is a website to match restaurants owners/those who plan to open a store with franchise business headquarters. Information on many brands specialized in delivery and to-go orders has been placed on the website, in addition to conventional franchise outlets. You can look for excellent brands, by organizing and comparing diverse information on franchise brands.

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4 Our Internet Media Business（3/3）

In addition to the “Inshouten.COM” brand, we maximize revenue opportunities through a variety of services such as “Place Orders” and “Tenpodesign.COM.” We have established ourselves as a leading company in the restaurant industry.

Place Orders



PlaceOrders is a web-ordering service dedicated to restaurants and provided by Inshokuten.COM.
Users can send a purchase order that is automatically converted for FAX or e-mail to food buyers who are in the market to purchase food ingredients and alcohol by just sending order information from a smartphone. They can also check order history on the smartphone. All the services are available for free.

Tenpodesign.COM



Tenpodesign.COM is a service providing information on interior service providers that design and construct stores, to users who are planning to open or refurbish stores.
Interior service providers can post information on their past construction work and respond to matching requests of design and construction from users by registering on this website for a fee. Users can search for interior service providers’ information and use matching services for free.

Inshokuten.COM Journal



Inshokuten.COM Journal distributes media distributing important food and drink trends and information to various people involved in the food industry.
The articles posted on the media were written by writers exclusive to the Company. All the articles on the media are available for free for users and others.

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4 Market size of our business domain

In addition to our existing services, we have added HR recruitment services. There is significant room for growth in the restaurant management support market, and we expect further business growth in the future.

Service Area		Calculation Method	Market Size	
HR Recruitment ads service area		• Calculated based on restaurant companies' budgets for job advertising(regular employee) on media*1	**58 billion yen**	SAM
Platform service area	For design companies	• Calculated based on budget hearing by client size and on our share in the number of design companies/ architectural design companies*2	**2.5 billion yen**	SAM
	M&A service	• Considering the increasing trend in the annual number of deals in small M&A market, including business successions*3	**2 billion yen**	SAM
HR Employment agency service area		• Calculated based on fee collections in the Employment Placement Business Report*4	**17.5 billion yen**	SAM
Mobility service area		– (Not estimable)	—	
SNS video area	Part-time job offering	• Calculated based on restaurant companies' budgets for job advertising(part-time job) on media*1	**143 billion yen**	TAM

*1 Calculated by the Company based on information posted by job advertising media companies for full-time and part-time employment market from January 202 to December 2022 (offered by HROG Co., Ltd.)
*2 Calculated by the Company based on the number of design companies/architectural design companies in 2016 Economic Census for Business Activity
*3 Calculated by the Company based on M&A trend survey for January-December 2022 by RECOFDATA Corporation and financial results briefing materials of major listed M&A service companies
*4 Total commissions for "food and beverage preparation occupations" and "customer service and serving occupations" in the Ministry of Health, Labor and Welfare's "Preliminary Report on Employment Placement Business in FY2023"

TAM : Total Addressable Market
SAM : Serviceable Available Market

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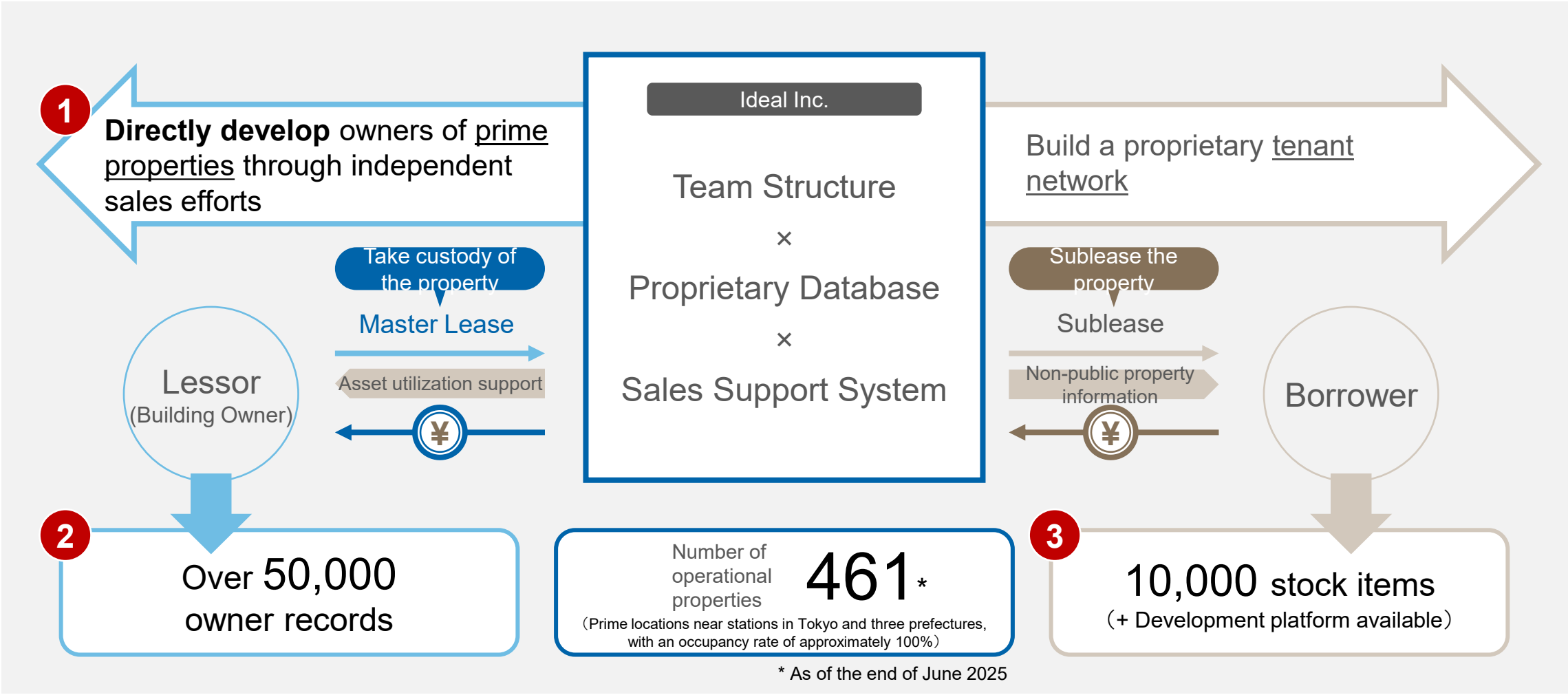
4 Business model of Ideal Inc.

Primarily engaged in store-specific sublease operations, the company possesses three key strengths: ❶ direct sales to building owners, ❷ an accumulated database of over 50,000 owners, and ❸ a tenant pool of 10,000, enabling a stable revenue structure.



* As of the end of June 2025

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Long-term Goal ～ Our Successful Model

We have built a strong capability to support the entire restaurant lifecycle through rapid system development and UX improvement, business efficiency based on data analysis, and applicability to retail customers.

What we have achieved and the skills we have acquired

Management of media platform for restaurants

- Established a business model that attracts users at low cost by hooking them with real estate property searches, and monetizes it significantly through recruitment advertisements
- Providing total services through a single integrated system by releasing services one after another through speedy system development
- Acquired product management experience and UI/UX improvement skills in a number of web matching services
- Improvement of operations, efficiency, and systems based on various data analysis, and acquisition of the ability to apply them to the transferred business
- Established the ability to thoroughly streamline and structure sales activities for retail customers (small restaurants)



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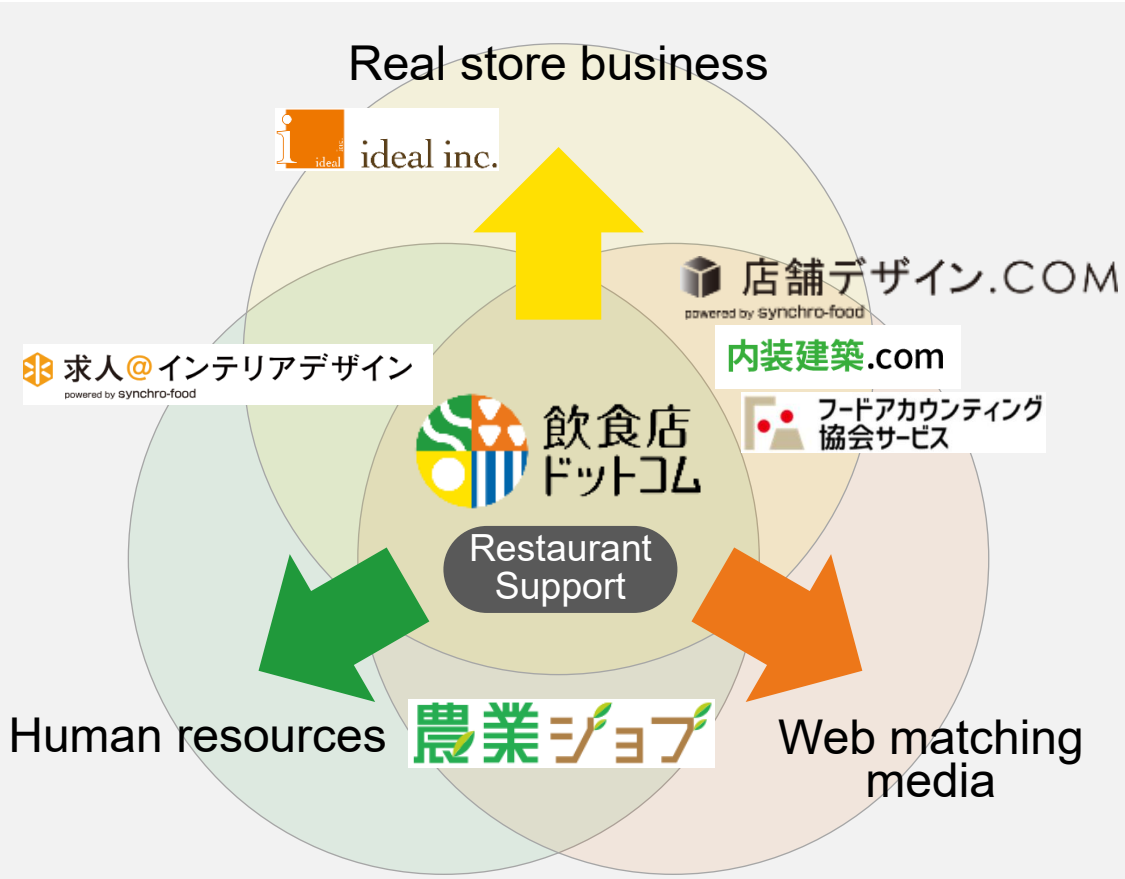
4 Long-term Goal ～ Direction of Business Expansion

Based on the business model of “diversified monetization using property search as a hook” cultivated in the restaurant business field, we will expand into three areas: “Real store business”, “Human resources” and “Web matching media,” to achieve discontinuous growth.

*** For the Mid-Term Management Plan (Fiscal Years Ending March 2026 to March 2028), refer to the “Notice Regarding Revision of Mid-Term Management Plan” announced on November 13, 2025.**
Horizon 14 Co., Ltd./Ideal Inc. acquired on September 30, 2025, have been added to the store business segment.



Developing similar business models in the clinic, beauty, and sports facility industries

- Providing total services such as recruitment advertisement, M&A, and removal of stores, etc., using the search for store properties as a hook, etc.

Providing human resource services in the areas of new graduates, mid-career and part-time work, regardless of industry.

- Developing SNS short video recruitment service and joint information sessions for new graduates to improve efficiency and profitability by applying recruitment advertising know-how, etc.

Acquiring companies and businesses in the web matching media area and create synergies

- Web product management, UI/UX improvement, applying know-how on business efficiency and structuring to increase sales growth and profitability, etc.

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4 Sustainability Policy

Based on our basic policy, we have set six key themes (materiality), including “improving the operational efficiency of restaurants” and “contributing to regional revitalization by providing diverse opportunities”.
We aim to realize a sustainable society by contributing to the achievement of the SDGs through our core business.

Basic Policy

- The origin of Synchro Food is **our desire to support people who take on challenges in the restaurant industry with will and belief**. This includes optimal encounter with properties and personnel, streamlining of management and reduction of wasteful costs.
- We have **helped restaurants enhance sustainability of their management** by indicating solutions or options of solutions to issues that may arise in a flow from opening preparation to operating and closing of restaurants.
- The services required by restaurant owners change as the world changes. We will actively work on new businesses by sensitively recognizing the changes. We are also willing to work to **raise awareness of SDGs from the aspect of food by considering food waste, food production and global environment, etc.**
- **We will create sustainable world through businesses by facing issues in the restaurant industry seriously.**

Six Key Themes (Materiality)

- Improve the operational efficiency of restaurants
- Promote a circular economy through support for restaurant succession
- Contribute to regional revitalization by providing diverse opportunities
- Secure data and protect privacy
- Minimize mismatches by providing diverse employment opportunities
- Create a rewarding workplace in which diverse human resources can play active roles

SDGs Objectives



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4 Important Notice

The information provided in this document is based on assumptions with current expectations, forecasts, and risks based on macroeconomic trends, the market environment, and related industry trends of the Company.

Other Internal and external factors may vary.

Therefore, the results may differ from the description of future prospects described in this material.

When there is new information, events etc. in the future we will not update this document.
We are not obliged to update or modify the information provided.

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