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Consolidated Financial Results for the Fiscal Year Ended March 31, 2026 [Japanese GAAP]

May 14, 2026

Company name: Synchro Food Co., Ltd.
Stock exchange listing: Tokyo Stock Exchange
Code number: 3963
URL: https://www.synchro-food.co.jp
Representative: Syun Ohkubo, President and CEO
Contact: Masaki Morita, Executive Officer and Chief of Operating for the Administrative Department
Phone: +81-3-5768-9522
Scheduled date of annual general meeting of shareholders: June 24, 2026
Scheduled date of commencing dividend payments: June 26, 2026
Scheduled date of filing securities report: June 23, 2026
Availability of financial results briefing materials: Available
Schedule of financial results briefing session: Scheduled

(Amounts of less than one million yen are rounded down.)

1. Consolidated Financial Results for the Fiscal Year Ended March 31, 2026 (April 1, 2025 - March 31, 2026)

(1) Consolidated Operating Results (% indicates changes from the previous corresponding period.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
Fiscal year ended	Million yen	%	Million yen	%	Million yen	%	Million yen	%
March 31, 2026	5,541	40.2	668	(39.1)	614	(43.5)	269	(59.1)
March 31, 2025	3,951	9.7	1,097	5.7	1,086	4.8	659	(6.4)

Note: Comprehensive income: Fiscal year ended March 31, 2026: 270 million yen [(59.0)%]
Fiscal year ended March 31, 2025: 659 million yen [(6.6%)]

	Basic earnings per share	Diluted earnings per share	Return on equity	Ratio of ordinary profit to total assets	Ratio of operating profit to net sales
Fiscal year ended	Yen	Yen	%	%	%
March 31, 2026	9.61	–	5.4	7.0	12.1
March 31, 2025	24.01	24.01	13.7	19.4	27.8

Reference: Equity in earnings of affiliated companies: Fiscal year ended March 31, 2026: – million yen
Fiscal year ended March 31, 2025: – million yen

(2) Consolidated Financial Position

	Total assets	Net assets	Equity ratio	Net assets per share
	Million yen	Million yen	%	Yen
As of March 31, 2026	11,502	4,765	41.3	169.39
As of March 31, 2025	6,130	5,326	86.9	184.96

Reference: Equity: As of March 31, 2026: 4,750 million yen
As of March 31, 2025: 5,326 million yen

(3) Consolidated Cash Flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at end of period
Fiscal year ended	Million yen	Million yen	Million yen	Million yen
March 31, 2026	925	(4,106)	1,939	3,705
March 31, 2025	439	(10)	374	4,947

2. Dividends

	Annual dividends					Total dividends (annual)	Payout ratio (consolidated)	Ratio of dividends to net assets (consolidated)
	1st quarter-end	2nd quarter-end	3rd quarter-end	Year-end	Total			
	Yen	Yen	Yen	Yen	Yen	Million yen	%	%
Fiscal year ended March 31, 2025	–	0.00	–	15.00	15.00	431	62.5	8.7
Fiscal year ended March 31, 2026	–	0.00	–	15.00	15.00	420	155.9	8.5
Fiscal year ending March 31, 2027 (Forecast)	–	–	–	15.00	15.00		–	

3. Consolidated Financial Results Forecast for the Fiscal Year Ending March 31, 2027 (April 1, 2026 - March 31, 2027)

(% indicates changes from the previous corresponding period.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Basic earnings per share
	Million yen	%	Million yen	%	Million yen	%	Million yen	%	Yen
Full year	7,500	35.3	332	(50.3)	294	(52.0)	141	(47.6)	5.04

*** Notes:**

(1) Significant changes in the scope of consolidation during the period: Yes
Newly included: 2 companies (Horizon 14 Co., Ltd. and ideal inc.) Excluded: – ( )

(2) Changes in accounting policies, changes in accounting estimates and retrospective restatement
1) Changes in accounting policies due to the revision of accounting standards: None
2) Changes in accounting policies other than 1) above: None
3) Changes in accounting estimates: None
4) Retrospective restatement: None

(3) Total number of issued and outstanding shares (common shares)
1) Total number of issued and outstanding shares at the end of the period (including treasury shares):
March 31, 2026: 29,123,000 shares
March 31, 2025: 29,123,000 shares

2) Total number of treasury shares at the end of the period:
March 31, 2026: 1,080,412 shares
March 31, 2025: 327,842 shares

3) Average number of shares during the period:
Fiscal year ended March 31, 2026: 28,051,802 shares
Fiscal year ended March 31, 2025: 27,447,601 shares

Reference: Summary of Non-consolidated Financial Results

1. Non-consolidated Financial Results for the Fiscal Year Ended March 31, 2026 (April 1, 2025 - March 31, 2026)

(1) Non-consolidated Operating Results (% indicates changes from the previous corresponding period.)

	Net sales		Operating profit		Ordinary profit		Profit	
Year ended	Million yen	%	Million yen	%	Million yen	%	Million yen	%
March 31, 2026	3,469	(5.5)	592	(40.2)	556	(44.2)	350	(41.6)
March 31, 2025	3,672	6.5	991	(3.9)	998	(3.2)	599	(14.5)

	Basic earnings per share	Diluted earnings per share
Year ended	Yen	Yen
March 31, 2026	12.48	–
March 31, 2025	21.84	21.84

(2) Non-consolidated Financial Position

	Total assets	Net assets	Equity ratio	Net assets per share
	Million yen	Million yen	%	Yen
As of March 31, 2026	9,079	4,746	52.1	168.71
As of March 31, 2025	5,953	5,226	87.8	181.50

Reference: Equity: As of March 31, 2026: 4,731 million yen
As of March 31, 2025: 5,226 million yen

<Reasons for the variance from the previous period's actual non-consolidated results>

For the fiscal year under review, a discrepancy arose between the actual results for the fiscal year under review and those for the previous fiscal year due to the impact of the deteriorating job market on our core recruitment advertising services—a mainstay services in terms of revenue—as well as an increase in one-time expenses resulting from an extraordinary general meeting of shareholders and the acquisition of consolidated subsidiaries.

** These consolidated financial results are outside the scope of audit by certified public accountants or an audit firm.*

** Explanation of the proper use of financial results forecast and other notes*

The financial results forecast and other forward-looking statements herein are based on information currently available to the Company and certain assumptions deemed reasonable, and are not intended as the Company's guarantee to achieve them. Actual results may differ significantly due to various factors. For conditions underlying the results forecast and matters of note on the use of the results forecast and other material, please see "1. Overview of Operating Results, etc. (4) Future Outlook" on page 4 of Attachments.

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1. Overview of Operating Results, etc.

(1) Overview of Operating Results for the Fiscal Year under Review

During the fiscal year under review, the Group's financial results were net sales of 5,541,834 thousand yen (up 40.2% year on year), operating profit of 668,517 thousand yen (down 39.1% year on year), ordinary profit of 614,074 thousand yen (down 43.5% year on year), and profit attributable to owners of parent of 269,854 thousand yen (down 59.1% year on year).

Net sales by service category comprises 2,848,904 thousand yen in Service in Stage 3 (operating) (down 4.9% year on year), 564,892 thousand yen (down 15.0% year on year) in Service in Stages 1, 2, 4 (preparation, opening and closing business), 287,053 thousand yen (down 1.6% year on year) in Other, and 1,840,983 thousand yen (no year-on-year comparison) in Property Management Services.

Status by segment is as follows.

In the consolidated fiscal year under review, the Property Management business was added as a new segment in conjunction with Horizon 14 Co., Ltd. and ideal inc. becoming consolidated subsidiaries. Due to the above changes, the Group's reporting segments have been changed to three segments: the Media Platform business, M&A Services business, and Property Management business.

[Media Platform business]

The Media Platform business comprises services offered to restaurant operators through Inshokuten.com as well as services offered to related business operators, including real estate agents and food suppliers who offer their services via Inshokuten.com.

As of March 31, 2026, the number of registered Inshokuten.com members was 340,953 (up 7.5% year on year), showing steady growth, helped by a continuing steady trend in store opening, refurbishment, changes in business format, and other activities.

In addition, real estate agents, interior furnishing service providers, and related business operators who provide services via Inshokuten.com steadily increased to 5,304 companies (up 3.8% year on year) (Note 1). Further, the number of paid users (Note 2), an important management indicator, totaled 10,048 (down 7.3% year on year). At the same time, recruitment advertising services, the Company's mainstay service, continues to be affected by market conditions, and with a structural shift in customer demand—from fixed-fee models toward success-based and pay-per-use models—growing stronger, this continues to be a major factor driving declines in both revenue and profit. Through the expansion of our personnel referral services and the introduction of new fee-based products, we will strengthen our efforts to provide solutions tailored to customer needs with the aim of restoring our profitability.

As a result of the above, net sales in the Media Platform business were 3,424,262 thousand yen (down 5.5% year on year), and segment profit was 582,840 thousand yen (down 40.7% year on year).

[M&A Services business]

This business comprises M&A-related services for restaurant operators such as business transfers and share transfers, and support services to facilitate fully-furnished asset transfers, where the business can be transferred without removing the furnishings of the former restaurant operator.

For both M&A-related services and fully-furnished asset transfers, the number of sales consultations continues to remain high and the number of actual deals and the conversion rate to actual deals are both improving. On the other hand, in the first quarter and third quarter, net sales stagnated due to prolonged lead times until the close of deals, but in the second quarter and fourth quarter, deals that had been delayed were steadily closed and net sales increased significantly.

As a result of the above, net sales in the M&A Services business were 277,848 thousand yen (down 14.8% year on year), and segment profit was 67,327 thousand yen (down 31.1% year on year).

[Property Management business]

This business specializes in commercial real estate and comprises services that include subleasing, rental services, lease management, building maintenance, and brokerage for property sales and purchases.

In the fourth quarter, just as in the third quarter, we successfully secured a steady stream of master lease agreements with building owners, and our core sublease revenue grew steadily. Although temporary costs were recorded in the fourth quarter due to application of a Group accounting policy, ancillary services—such as subleasing and retail and office brokerage services—also performed well.

As a result of the above, net sales in the Property Management business were 1,840,983 thousand yen (no year-on-year comparison), and segment profit was 17,556 thousand yen (no year-on-year comparison).

Notes: 1. This is the number of operators registered as real estate agents, interior furnishing service providers, and food suppliers as of March 31, 2026. (The number of interior furnishing service providers has increased due to beginning to integrate the operations of Tenpodesign.com and Naisoh-kenchiku.com in May 2025.)

2. The figure represents the number of members using the following paid services as of March 31, 2026: "Inshokuten.com tenpobukensagashi" (a store properties information site); "Kyujin@inshokuten.com" (a recruitment information site); "Inshokuten.com chubobihinkounyu" (a kitchen equipment information site); and "PlaceOrders."

(2) Overview of Financial Position for the Fiscal Year under Review

(Assets)

Current assets at the end of the fiscal year under review decreased by 1,299,977 thousand yen from the end of the previous fiscal year to 4,383,236 thousand yen. The decrease was mainly attributable to a decrease in cash and deposits (a decrease of 1,242,002 thousand yen from the end of the previous fiscal year) resulting from acquiring shares of Horizon 14 Co., Ltd. Non-current assets increased by 6,672,152 thousand yen from the end of the previous fiscal year to 7,119,615 thousand yen. The increase was mainly due to an increase in goodwill (an increase of 4,978,807 thousand yen from the end of the previous fiscal year) from acquiring shares of Horizon 14 Co., Ltd. As a result of the above, total assets amounted to 11,502,852 thousand yen (an increase of 5,372,174 thousand yen from the end of the previous fiscal year).

(Liabilities)

Current liabilities at the end of the fiscal year under review increased by 977,884 thousand yen from the end of the previous fiscal year to 1,750,459 thousand yen. The increase was mainly due to an increase in contract liabilities (an increase of 284,705 thousand yen from the end of the previous fiscal year) and an increase in the current portion of long-term borrowings (an increase of 571,440 thousand yen from the end of the previous fiscal year) resulting from the acquisition of shares of Horizon 14 Co., Ltd. Non-current liabilities increased by 4,954,521 thousand yen from the end of the previous fiscal year to 4,986,511 thousand yen. The main reason for the increase was an increase in long-term borrowings (an increase of 3,142,840 thousand yen from the end of the previous fiscal year) resulting from the acquisition of shares of Horizon 14 Co., Ltd. As a result of the above, total liabilities amounted to 6,736,971 thousand yen (an increase of 5,932,406 thousand yen from the end of the previous fiscal year).

(Net assets)

Net assets at the end of the fiscal year under review decreased by 560,231 thousand yen from the end of the previous fiscal year to 4,765,880 thousand yen. The decrease was mainly attributable to a decrease in retained earnings (a decrease of 162,072 thousand yen from the end of the previous fiscal year) as a result of dividend payments and an increase in treasury shares (an increase of 415,699 thousand yen from the end of the previous fiscal year) due to purchase of treasury shares.

(3) Overview of Cash Flows for the Fiscal Year under Review

Cash and cash equivalents ("net cash") at the end of the fiscal year under review were 3,705,682 thousand yen, an decrease of 1,242,013 thousand yen from the end of the previous fiscal year. The status of cash flows at the end of the fiscal year under review and their underlying factors are as follows.

(Cash flows from operating activities)

Net cash provided by operating activities was 925,445 thousand yen (439,092 thousand yen provided in the previous fiscal year). This was mainly attributable to the reporting of profit before income taxes of 614,074 thousand yen and income taxes paid of 357,815 thousand yen.

(Cash flows from investing activities)

Net cash used in investing activities was 4,106,619 thousand yen (10,584 thousand yen used in the previous fiscal year). This was mainly attributable to purchase of shares of subsidiaries resulting in change in scope of consolidation of 4,160,933 thousand yen.

(Cash flows from financing activities)

Net cash provided by financing activities amounted to 1,939,160 thousand yen (374,951 thousand yen provided in the previous fiscal year). This was mainly attributable to proceeds from long-term borrowings of 4,000,000 thousand yen, purchase of treasury shares of 418,096 thousand yen, and dividends paid of 410,088 thousand yen.

(4) Future Outlook

For the consolidated financial results forecast for the fiscal year ending March 31, 2027, the Company expects net sales of 7,500 million yen, operating profit of 332 million yen, ordinary profit of 294 million yen, and profit attributable to owners of parent of 141 million yen.

2. Basic Policy on Selection of Accounting Standards

The Company intends to adopt Japanese GAAP for the time being, in light of the fact that it operates its businesses in Japan and upon monitoring the trends of peer companies in adopting International Financial Reporting Standards (IFRS).

The Company will appropriately work on the adoption of IFRS, upon considering the circumstances in Japan and overseas.

3. Consolidated Financial Statements and Principal Notes
(1) Consolidated Balance Sheets

(Thousand yen)

	As of March 31, 2025	As of March 31, 2026
Assets		
Current assets		
Cash and deposits	4,997,759	3,755,756
Accounts receivable - trade	181,151	230,482
Inventories	14,910	8,573
Prepaid expenses	52,522	320,738
Income taxes refund receivable	—	745
Consumption taxes refund receivable	—	20,293
Deposits paid	430,995	—
Other	16,505	60,367
Allowance for doubtful accounts	(10,627)	(13,720)
Total current assets	5,683,214	4,383,236
Non-current assets		
Property, plant and equipment		
Buildings, net	47,387	68,247
Tools, furniture and fixtures, net	12,391	10,031
Land	—	56,852
Total property, plant and equipment	59,778	135,131
Intangible assets		
Goodwill	54,715	5,033,522
Customer-related intangible assets	55,185	41,389
Software	—	5,661
Total intangible assets	109,901	5,080,573
Investments and other assets		
Investment securities	14,952	15,988
Investments in capital	300	300
Leasehold and guarantee deposits	114,797	1,747,563
Deferred tax assets	139,366	107,237
Other	8,367	33,341
Allowance for doubtful accounts	—	(520)
Total investments and other assets	277,783	1,903,910
Total non-current assets	447,462	7,119,615
Total assets	6,130,677	11,502,852

(Thousand yen)

	As of March 31, 2025	As of March 31, 2026
Liabilities		
Current liabilities		
Accounts payable - trade	30,256	53,443
Current portion of long-term borrowings	—	571,440
Accounts payable - other	61,966	156,050
Accrued expenses	47,640	70,889
Income taxes payable	146,687	117,144
Accrued consumption taxes	114,758	30,575
Contract liabilities	332,450	617,155
Deposits received	34,003	90,328
Provision for bonuses	—	43,330
Other	4,811	101
Total current liabilities	772,575	1,750,459
Non-current liabilities		
Long-term borrowings	—	3,142,840
Long-term guarantee deposits	—	1,809,853
Asset retirement obligations	31,989	33,817
Total non-current liabilities	31,989	4,986,511
Total liabilities	804,564	6,736,971
Net assets		
Shareholders' equity		
Share capital	882,301	882,301
Capital surplus	870,368	871,719
Retained earnings	3,730,220	3,568,147
Treasury shares	(158,009)	(573,709)
Total shareholders' equity	5,324,880	4,748,458
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	1,232	1,942
Total accumulated other comprehensive income	1,232	1,942
Share acquisition rights	—	15,480
Total net assets	5,326,112	4,765,880
Total liabilities and net assets	6,130,677	11,502,852

(2) Consolidated Statements of Income and Comprehensive Income

Consolidated Statements of Income

(Thousand yen)

	For the fiscal year ended March 31, 2025	For the fiscal year ended March 31, 2026
Net sales	3,951,497	5,541,834
Cost of sales	711,636	2,041,113
Gross profit	3,239,860	3,500,720
Selling, general and administrative expenses	2,142,658	2,832,203
Operating profit	1,097,201	668,517
Non-operating income		
Interest income	2,512	8,927
Dividend income	6	6
Settlement income	1,500	—
Compensation for damage income	—	4,771
Insurance claim income	—	5,000
Other	56	2,672
Total non-operating income	4,075	21,376
Non-operating expenses		
Interest expenses	—	28,423
Settlement payments	3,770	—
Share issuance costs	10,568	—
Commission for purchase of treasury shares	569	2,396
Loan expenses	—	45,000
Total non-operating expenses	14,907	75,819
Ordinary profit	1,086,368	614,074
Extraordinary income		
Gain on reversal of share acquisition rights	86	—
Total extraordinary income	86	—
Extraordinary losses		
Impairment losses	162,218	—
Total extraordinary losses	162,218	—
Profit before income taxes	924,236	614,074
Income taxes - current	288,413	277,126
Income taxes - deferred	(23,443)	67,094
Total income taxes	264,970	344,220
Profit	659,265	269,854
Profit attributable to owners of parent	659,265	269,854

Consolidated Statements of Comprehensive Income

(Thousand yen)

	For the fiscal year ended March 31, 2025	For the fiscal year ended March 31, 2026
Profit	659,265	269,854
Other comprehensive income		
Valuation difference on available-for-sale securities	(131)	693
Total other comprehensive income	(131)	693
Comprehensive income	659,134	270,547
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	659,134	270,547
Comprehensive income attributable to non-controlling interests	—	—

(3) Consolidated Statements of Changes in Equity

Fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

(Thousand yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	535,051	523,665	3,338,996	(108,230)	4,289,482
Changes during period					
Issuance of new shares	320,290	320,290			640,580
Issuance of new shares - exercise of share acquisition rights	26,960	26,960			53,920
Dividends of surplus			(268,042)		(268,042)
Profit attributable to owners of parent			659,265		659,265
Purchase of treasury shares				(68,378)	(68,378)
Disposal of treasury shares		(547)		18,599	18,052
Net changes in items other than shareholders' equity					
Total changes during period	347,250	346,702	391,223	(49,778)	1,035,397
Balance at end of period	882,301	870,368	3,730,220	(158,009)	5,324,880

	Accumulated other comprehensive income		Share acquisition rights	Total net assets
	Valuation difference on available-for-sale securities	Total accumulated other comprehensive income		
Balance at beginning of period	1,379	1,379	486	4,291,348
Changes during period				
Issuance of new shares				640,580
Issuance of new shares - exercise of share acquisition rights				53,920
Dividends of surplus				(268,042)
Profit attributable to owners of parent				659,265
Purchase of treasury shares				(68,378)
Disposal of treasury shares				18,052
Net changes in items other than shareholders' equity	(147)	(147)	(486)	(633)
Total changes during period	(147)	(147)	(486)	1,034,763
Balance at end of period	1,232	1,232	—	5,326,112

Fiscal year ended March 31, 2026 (from April 1, 2025 to March 31, 2026)

(Thousand yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	882,301	870,368	3,730,220	(158,009)	5,324,880
Changes during period					
Issuance of new shares					
Issuance of new shares - exercise of share acquisition rights					
Dividends of surplus			(431,927)		(431,927)
Profit attributable to owners of parent			269,854		269,854
Purchase of treasury shares				(431,615)	(431,615)
Disposal of treasury shares		1,351		15,915	17,267
Net changes in items other than shareholders' equity					
Total changes during period	―	1,351	(162,072)	(415,699)	(576,421)
Balance at end of period	882,301	871,719	3,568,147	(573,709)	4,748,458

	Accumulated other comprehensive income		Share acquisition rights	Total net assets
	Valuation difference on available-for-sale securities	Total accumulated other comprehensive income		
Balance at beginning of period	1,232	1,232	―	5,326,112
Changes during period				
Issuance of new shares				
Issuance of new shares - exercise of share acquisition rights				
Dividends of surplus				(431,927)
Profit attributable to owners of parent				269,854
Purchase of treasury shares				(431,615)
Disposal of treasury shares				17,267
Net changes in items other than shareholders' equity	709	709	15,480	16,189
Total changes during period	709	709	15,480	(560,231)
Balance at end of period	1,942	1,942	15,480	4,765,880

(4) Consolidated Statements of Cash Flows

(Thousand yen)

	For the fiscal year ended March 31, 2025	For the fiscal year ended March 31, 2026
Cash flows from operating activities		
Profit before income taxes	924,236	614,074
Depreciation	18,686	12,084
Amortization of goodwill	41,756	276,844
Amortization of customer-related assets	19,338	13,796
Impairment losses	162,218	—
Share-based payment expenses	6,769	15,501
Share issuance costs	10,568	—
Expenses for treasury stocks	569	2,396
Increase (decrease) in allowance for doubtful accounts	2,355	2,964
Interest and dividend income	(2,518)	(8,933)
Settlement payments	3,770	—
Settlement income	(1,500)	—
Compensation income for damage	—	(4,771)
Insurance claim income	—	(5,000)
Interest expenses	—	28,423
Decrease (increase) in trade receivables	(9,626)	(5,759)
Decrease (increase) in inventories	(14,910)	6,352
Decrease (increase) in prepaid expenses	(1,396)	(58,136)
Decrease (increase) in income taxes receivable	1,932	(743)
Decrease (increase) in deposits paid	(430,995)	430,995
Decrease (increase) in consumption taxes refund receivable	—	(20,293)
Increase (decrease) in trade payables	1,931	15,134
Increase (decrease) in provision for bonuses	—	43,330
Increase (decrease) in contract liabilities	23,100	(17,659)
Increase (decrease) in accounts payable - other	(20,295)	50,561
Increase (decrease) in accrued expenses	(11,937)	(9,031)
Increase (decrease) in accrued consumption taxes	82,707	(112,860)
Other, net	(7,754)	23,709
Subtotal	799,007	1,292,979
Interest and dividends received	2,518	8,933
Interest paid	—	(28,423)
Settlement received	1,500	—
Settlement paid	(3,770)	—
Proceeds from compensation for damage	—	4,771
Proceeds from insurance income	—	5,000
Income taxes paid	(360,163)	(357,815)
Net cash provided by (used in) operating activities	439,092	925,445
Cash flows from investing activities		
Payments into time deposits	(50,062)	(50,062)
Proceeds from withdrawal of time deposits	50,062	50,073
Purchase of property, plant and equipment	(2,258)	—
Payments of leasehold and guarantee deposits	(8,327)	(73,499)
Proceeds for lease and guarantee deposits	—	41,692
Purchase of shares of subsidiaries resulting in change in scope of consolidation	—	(4,160,933)
Refund of long-term deposits received	—	(48,194)
Proceeds from long-term deposits received	—	134,304
Net cash provided by (used in) investing activities	(10,584)	(4,106,619)
Cash flows from financing activities		
Proceeds from long-term borrowings	—	4,000,000

Repayments of long-term borrowings	—	(1,248,135)
Proceeds from issuance of shares	630,011	—
Proceeds from issuance of shares resulting from exercise of share acquisition rights	53,520	—
Proceeds from issuance of share acquisition rights	—	15,480
Purchase of treasury shares	(68,948)	(418,096)
Dividends paid	(239,631)	(410,088)
Net cash provided by (used in) financing activities	374,951	1,939,160
Net increase (decrease) in cash and cash equivalents	803,460	(1,242,013)
Cash and cash equivalents at beginning of period	4,144,235	4,947,696
Cash and cash equivalents at end of period	4,947,696	3,705,682

(5) Notes to Consolidated Financial Statements

(Notes on going concern assumption)

Not applicable.

(Significant accounting estimates)

- Valuation of goodwill and customer-related assets

(1) Amount recorded in the consolidated financial statements for the fiscal year under review

i. Goodwill

(Thousand yen)

	Previous fiscal year	Current fiscal year
Media Platform business	48,898	36,673
M&A Services business	5,817	3,890
Property Management business	―	4,992,868

ii. Customer-related assets

(Thousand yen)

	Previous fiscal year	Current fiscal year
Media Platform business	55,185	41,389

(2) Information on the content of significant accounting estimates for distinct items

Goodwill as of the end of the fiscal year under review includes goodwill arising from the acquisition of shares of Horizon 14 Co., Ltd., which was conducted during the fiscal year under review.

The Group determines whether there is any indication of impairment of goodwill and customer-related assets by comparing the business plan with actual results at the time of the business transfer. If there is any indication of impairment, the Group determines whether an impairment loss should be recognized by comparing the total undiscounted future cash flows to be derived from the asset group including goodwill and customer-related assets with the carrying amount, based on the future plans of the business plan on which the goodwill and customer-related assets were calculated.

If assumptions or projections of future events change and actual results differ from estimates, it may become necessary to record impairment losses.

The key assumptions used in estimating future cash flows for goodwill and customer-related assets include future revenue, operating profit or loss, rate of decline in existing customers, and discount rate.

(Business combinations, etc.)

(Business combination through acquisition)

The Company acquired all shares of Horizon 14 Co., Ltd. on September 30, 2025, making it a consolidated subsidiary. In connection with this share acquisition, ideal inc., a wholly owned subsidiary of Horizon 14 Co., Ltd., became a second-tier subsidiary of the Company.

1. Summary of the business combination

(1) Name and business description of the acquired company

Name of the acquired company: Horizon 14 Co., Ltd.

Business description: Commercial real estate-related business

Name and business description of the subsidiary of the acquired company

Name of the acquired company: ideal inc.

Business description: Commercial real estate-related business

(2) Main reason for the business combination

Since its founding, the Company has operated Inshokuten.com, a media platform that supports restaurant owners and prospective business owners. In 2018, the Company welcomed WIT. CO., LTD. into the Group and expanded into M&A services specialized in the food and beverage industry. From property searches and matching

with interior contractors to recruitment, fully-furnished asset transfers, M&A, and more, the Company provides a comprehensive business support platform that covers every stage from store opening to closing. Today, the platform is used by many store operators, not only in the food and beverage industry but also in various other industries. Under its vision of "Spreading happiness generated from various eating and drinking experiences throughout Japan and all over the world," the Company has set targets of consolidated net sales of 10 billion yen and consolidated operating profit of 3 billion yen for the fiscal year ending March 31, 2030. The Company positions the "store business-related field," which it has focused on since its founding, as one of its most important management themes. ideal inc., a subsidiary of Horizon 14 Co., Ltd., specializes in commercial real estate and provides a wide range of property management services, from subleasing and rental services to lease management, building maintenance, and brokerage, and has achieved steady growth in its business performance. The company's customer base comprises property owners of prime locations, primarily within a five-minute walk from train stations in Tokyo and the three neighboring prefectures, as well as store operators mainly in the food and beverage industry. Through dedicated account managers who provide close, ongoing support, the company has earned strong trust from clients. By welcoming ideal inc., whose customer base and business domains are closely aligned with those of the Company, into the Group, the Company expects to create synergies with its consolidated subsidiary, WIT CO., LTD. Furthermore, over the medium to long term, the Company believes that this new addition will contribute to the expansion and evolution of Inshokuten.com, its business support platform for store operators.

(3) Date of the business combination
September 30, 2025 (Deemed acquisition date)

(4) Legal form of the business combination
Acquisition of shares for cash consideration

(5) Names after the business combination
There are no changes in the names of the acquired companies.

(6) Percentage of voting rights acquired
Percentage of voting rights after the acquisition: 100%

(7) Main basis for determining the acquiring company
The basis is that the Company acquired shares for cash consideration.

2. Period of the acquired companies' operating results included in the consolidated financial statements
October 1, 2025 to March 31, 2026

3. Acquisition cost of the acquired company and the breakdown by type of consideration
Acquisition cost: 4,800,015 thousand yen
Consideration for acquisition: Cash and deposits

4. Description and amount of acquisition-related expenses
Advisory fees and other expenses: 14,467 thousand yen

5. Amount of goodwill, reason for its recognition, and method and period of amortization
(1) Amount of goodwill
5,255,651 thousand yen
(2) Reason for recognition
The excess earning power expected to be realized through future business development
(3) Method and period of amortization
Straight-line amortization over ten years
The amount of goodwill has been tentatively calculated, as the allocation of the acquisition cost had not been completed as of the end of fiscal year under review.

6. Amounts of assets and liabilities assumed on the date of the business combination and their major components

Current assets	973,240	thousand yen
Non-current assets	1,753,224	thousand yen
Total assets	2,726,465	thousand yen
Current liabilities	491,801	thousand yen
Non-current liabilities	2,690,299	thousand yen
Total liabilities	3,182,100	thousand yen

7. Estimated impact on the consolidated statement of income for the current fiscal year if the business combination had been completed at the beginning of the current fiscal year, and the method used to calculate such impact
This information is not disclosed because it is difficult to estimate the amount for the current fiscal year.

(Revenue recognition)

1. Disaggregation of revenue from contracts with customers

For the fiscal year ended March 31, 2025

(Thousand yen)

Net sales by goods or services	Reportable segment			Total
	Media platform	M&A services	Adjustment (Note 5)	
Advertising and related services (Note 1)	2,705,756	−	−	2,705,756
Marketing services (Note 2)	85,936	−	−	85,936
Pay-for-performance services (Note 3)	230,753	291,734	(6)	522,482
Other (Note 4)	603,010	34,311	−	637,321
Revenue from contracts with customers	3,625,456	326,046	(6)	3,951,497

Revenue recognition timing	Reportable segment			Total
	Media platform	M&A services	Adjustment (Note 5)	
Goods or services transferred at a point in time	1,570,005	296,301	(6)	1,866,300
Goods or services transferred over time	2,055,451	29,745	−	2,085,196
Revenue from contracts with customers	3,625,456	326,046	(6)	3,951,497

Notes:
1. Advertising and related services primarily generate revenue from posting of recruitment ads and store property information, and services that enhance the effects of ads posted.
2. Marketing services primarily generate revenue from Internet surveys on restaurants, and the distribution of e-mail newsletters to members of Inshokuten.com.
3. Pay-for-performance services mainly comprise revenue from matching services in Inshokuten.com, revenue from opening fees in the food truck sharing and matching business and M&A Services business in subsidiaries.
4. Other mainly comprises revenue from e-mail newsletter delivery services to job seekers, monthly subscription services, and the sale of goods.
5. Adjustment comprises the elimination of sales from transactions between consolidated subsidiaries.

For the fiscal year ended March 31, 2026

(Thousand yen)

Net sales by goods or services	Reportable segment				Total
	Media platform	M&A services	Property management	Adjustment (Note 7)	
Advertising and related services (Note 1)	2,553,911	—	—	(600)	2,553,311
Marketing services (Note 2)	67,056	—	—	—	67,056
Pay-for-performance services (Note 3)	280,413	238,807	149,297	(660)	667,858
Property management revenue (Note 4)	—	—	188,774	—	188,774
Other (Note 5)	522,881	39,040	—	—	561,922
Revenue from contracts with customers	3,424,262	277,848	338,072	(1,260)	4,038,923
Other revenue (Note 6)	—	—	1,502,911	—	1,502,911
Net sales to external customers	3,424,262	277,848	1,840,983	(1,260)	5,541,834

Revenue recognition timing	Reportable segment				Total
	Media platform	M&A services	Property management	Adjustment(Note 7)	
Goods or services transferred at a point in time	1,443,599	238,807	324,474	—	2,006,881
Goods or services transferred over time	1,980,663	39,040	13,597	(1,260)	2,032,041
Revenue from contracts with customers	3,424,262	277,848	338,072	(1,260)	4,038,923
Other revenue (Note 6)	—	—	1,502,911	—	1,502,911
Net sales to external customers	3,424,262	277,848	1,840,983	(1,260)	5,541,834

Notes:
1. Advertising and related services primarily generate revenue from posting of recruitment ads and store property information, and services that enhance the effects of ads posted.
2. Marketing services primarily generate revenue from Internet surveys on restaurants, and the distribution of e-mail newsletters to members of Inshokuten.com.
3. Pay-for-performance services mainly comprise revenue from matching services in Inshokuten.com, revenue from opening fees in the food truck sharing and matching business and M&A Services business and Property Management business in subsidiaries.
4. Property management revenue consists primarily of income from key money and security deposits generated by the Property Management business, as well as brokerage commissions from property brokerage services.
5. Other mainly comprises revenue from e-mail newsletter delivery services to job seekers, monthly subscription services, and the sale of goods.
6. Other revenue includes transactions that fall under the scope of the “Accounting Standard for Lease Transactions.”
7. Adjustment comprises the elimination of sales from transactions between consolidated subsidiaries.

(Segment information, etc.)
[Segment information]
1. Overview of reportable segments
   (1) Method for determining reportable segments
   The Group's reportable segments are components of the Group for which discrete financial information is available and are subject to regular review by the Board of Directors to determine allocation of management resources and assess its performance.
   The Group has consolidated its businesses into two segments that operate in similar markets, have similar types of customers, and services, namely, the Media Platform business, M&A Services business, and Property Management business segments.

   (2) Types of products and services belonging to each reportable segment
   The Media Platform business focuses on such services as posting of recruitment ads and store property information, provision of Internet surveys and matching for business outsourcing.
   The M&A Services business focuses on M&A-related services such as business transfers and share transfers, and support services to facilitate fully-furnished asset transfers, where the business can be transferred without removing the furnishings of the former restaurant operator.
   The Property Management business specializes in commercial real estate, focusing on such services as sub-leasing, rental services, lease management, building maintenance, and brokerage for property sales and purchases.

   (3) Matters related to changes in reportable segments
   During the six months ended September 30, 2025, the Company acquired Horizon 14 Co., Ltd. and ideal inc., which became consolidated subsidiaries, resulting in the addition of a new segment, the "Property Management business." Following this change, the Group's reporting segments were reclassified into three categories: the "Media Platform business," the "M&A Services business," and the "Property Management business."

2. Calculation of net sales and profit or loss by reportable segment
   Accounting methods used for reportable segments are the same as the accounting policies that are adopted for the preparation of consolidated financial statements.
   Segment profit (loss) is based on operating profit (loss). Inter-segment sales or transfers are based on arm's length transaction prices.

I For the fiscal year ended March 31, 2025

3. Information on net sales and profit by reportable segment

(Thousand yen)

	Reportable segment			Adjustment (Note 1)	Amount recorded in the consolidated statements of income (Note 2)
	Media platform	M&A services	Total		
Net sales					
Net sales to external customers	3,625,456	326,046	3,951,503	(6)	3,951,497
Inter-segment sales or transfers	—	6	6	(6)	—
Total	3,625,456	326,046	3,951,503	(6)	3,951,497
Segment profit	983,507	97,773	1,081,281	15,920	1,097,201
Other items					
Depreciation (Note 3)	37,599	426	38,025	—	38,025
Amortization of goodwill (Note 3)	39,919	1,837	41,756	—	41,756
Impairment losses (Note 3)	162,218	—	162,218	—	162,218

Notes: 1. Adjustment for segment profit refers to the elimination of inter-segment transactions.
2. The total amount of segment profit is adjusted with operating profit in the consolidated statements of income.
3. Assets are not specifically allocated to reportable segments, but depreciation (including depreciation of intangible assets besides goodwill), amortization of goodwill, and impairment losses are allocated.

II For the fiscal year ended March 31, 2026

3. Information on net sales and profit by reportable segment

(Thousand yen)

	Reportable segment				Adjustment (Note 1)	Amount recorded in the consolidated statements of income (Note 2)
	Media platform	M&A services	Property management business	Total		
Net sales						
Net sales to external customers	3,423,662	277,188	1,840,983	5,541,834	—	5,541,834
Inter-segment sales or transfers	600	660	—	1,260	(1,260)	—
Total	3,424,262	277,848	1,840,983	5,543,094	(1,260)	5,541,834
Segment profit	582,840	67,327	17,556	667,724	792	668,517
Other items						
Depreciation (Note 3)	23,184	736	1,959	25,881	—	25,881
Amortization of goodwill (Note 3)	12,224	1,837	262,782	276,844	—	276,844
Impairment losses (Note 3)	—	—	—	—	—	—

Notes: 1. Adjustment for segment profit refers to the elimination of inter-segment transactions.
2. The total amount of segment profit is adjusted with operating profit in the consolidated statements of income.
3. Assets are not specifically allocated to reportable segments, but depreciation (including depreciation of intangible assets besides goodwill), amortization of goodwill, and impairment losses are allocated.

[Related information]

For the fiscal year ended March 31, 2025

1. Information by product and service
   Information is omitted, as the same information is presented in “Segment information.”

2. Information by region
   (1) Net sales
   There is no applicable information, as there are no net sales to external customers outside Japan.

   (2) Property, plant and equipment
   There is no applicable information, as there are no property, plant and equipment located outside Japan.

3. Information by major customer
   Information is not presented, as no external customer accounts for 10% or more of net sales in the consolidated statements of income.

For the fiscal year ended March 31, 2026

1. Information by product and service
   Information is omitted, as the same information is presented in “Segment information.”

2. Information by region
   (1) Net sales
   There is no applicable information, as there are no net sales to external customers outside Japan.

   (2) Property, plant and equipment
   There is no applicable information, as there are no property, plant and equipment located outside Japan.

3. Information by major customer
   Information is not presented, as no external customer accounts for 10% or more of net sales in the consolidated statements of income.

[Information on impairment losses on non-current assets by reportable segment]

For the fiscal year ended March 31, 2025

Information is omitted, as the same information is presented in “Segment information.”

For the fiscal year ended March 31, 2026

Information is omitted, as the same information is presented in “Segment information.”

[Information on amortization and unamortized balance of goodwill by reportable segment]

For the fiscal year ended March 31, 2025

(Thousand yen)

	Reportable segment			Adjustment	Total
	Media platform	M&A services	Total		
Amount amortized during period	39,919	1,837	41,756	―	41,756
Balance at end of period	48,898	5,817	54,715	―	54,715

(Significant change in the amount of goodwill)

Tentative accounting was applied in the previous fiscal year for business transfer from Life Lab Inc. on January 31, 2024, and was finalized in the fiscal year under review. The amount of goodwill generated by the finalization is 66,944 thousand yen within the “Media Platform business” segment.

For the fiscal year ended March 31, 2026

(Thousand yen)

	Reportable segment				Adjustment	Total
	Media platform	M&A services	Property management business	Total		
Amount amortized during period	12,224	1,837	262,782	276,844	―	276,844
Balance at end of period	36,673	3,890	4,992,868	5,033,522	―	5,033,522

(Significant change in the amount of goodwill)

During the current fiscal year, goodwill in the property management business increased as a result of the acquisition of 100% of the shares of Horizon 14 Co., Ltd. Please note that the amount of goodwill as of the end of the current fiscal year is a provisional figure, as the allocation of the acquisition cost has not yet been completed.

[Information on gain on bargain purchase by reportable segment]

For the fiscal year ended March 31, 2025

Not applicable.

For the fiscal year ended March 31, 2026

Not Applicable.

(Per share information)

	For the fiscal year ended March 31, 2025	For the fiscal year ended March 31, 2026
Net assets per share	¥184.96	¥169.39
Basic earnings per share	¥24.01	¥9.61
Diluted earnings per share	¥24.01	―

Notes: 1. Diluted earnings per share for the current fiscal year are not disclosed because, although dilutive shares exist, they do not have a dilutive effect.

2. The basis of calculation for basic earnings per share and diluted earnings per share is as follows.

Item	For the fiscal year ended March 31, 2025	For the fiscal year ended March 31, 2026
Basic earnings per share		
Profit attributable to owners of parent (Thousand yen)	659,265	269,854
Amount not attributable to common shareholders (Thousand yen)	―	
Profit attributable to owners of parent relating to common shares (Thousand yen)	659,265	269,854
Average number of common shares during the period (Shares)	27,447,601	28,051,802
Diluted earnings per share		
Adjusted profit attributable to owners of parent (Thousand yen)	659,265	269,854
Increase in common shares (Shares)	3,602	―
(Of which share acquisition rights [Shares])	(3,602)	(―)
Summary of potential shares not included in the calculation of diluted earnings per share due to the absence of dilutive effects	―	860,000 share acquisition rights resolved by the Board of Directors on Aug. 14, 2025

(Subsequent Event)

There is no relevant information.