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For immediate Release

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Notice Regarding Revision of Mid-Term Management Plan Formulation

A Medium-Term Management Plan (FY2025-FY2027) has been revised. For details, please refer to the attached document.

# Medium-Term Management Plan (FY2025~FY2027)

Nov. 13, 2025

Synchro Food Co., Ltd. <3963>

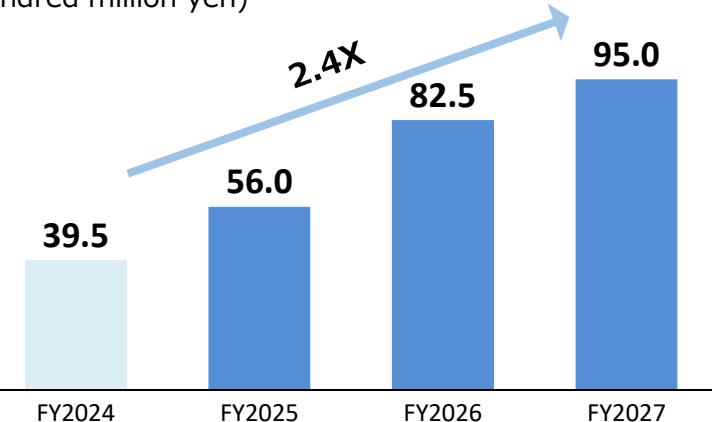


# Executive Summary

- During the three years of the previous medium-term management plan, although market conditions forced a slight slowdown in the third year, we were generally able to implement the measures we needed to take to build a foundation for future growth, including investments in human and business capital.
- On the other hand, the business environment has changed dramatically over the past three years, and new challenges have become clear.
  - ✓ Acceleration of AI utilization (Increase Productivity, Develop new businesses and services)
  - ✓ Strengthening Resilience to Changing Market Conditions (Promote introduction of contingency fee and pay-as-you-go business models, Strengthen the business portfolio)
- In the new medium-term management plan, the first two years (Phase 1: Growth Preparation Phase, Phase 2: Growth Transition Phase) are positioned as an investment period to address the above new challenges with a view to sustainable growth in the future.
- In the third year (Phase 3. Growth acceleration phase), achieve both top-line growth and productivity improvement, and steadily promote the business toward 10 billion yen in revenue and 3 billion yen in operating profit in FY2029, while adding discontinuous growth through M&A. \* The targets for the fiscal year ending March 2030 will be reviewed separately.

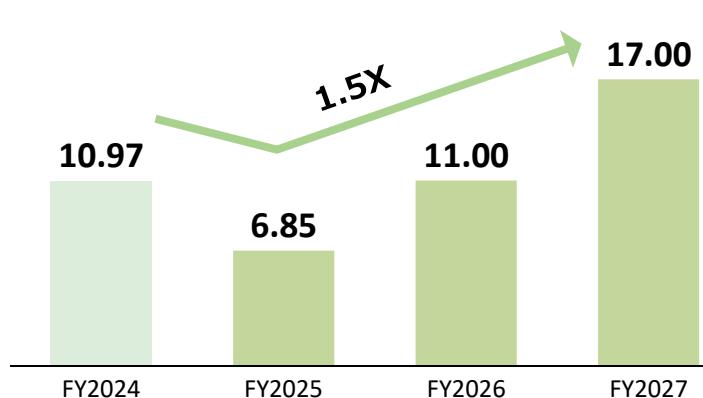
## Consolidated Revenue

(hundred million yen)



## Consolidated Operating Profit

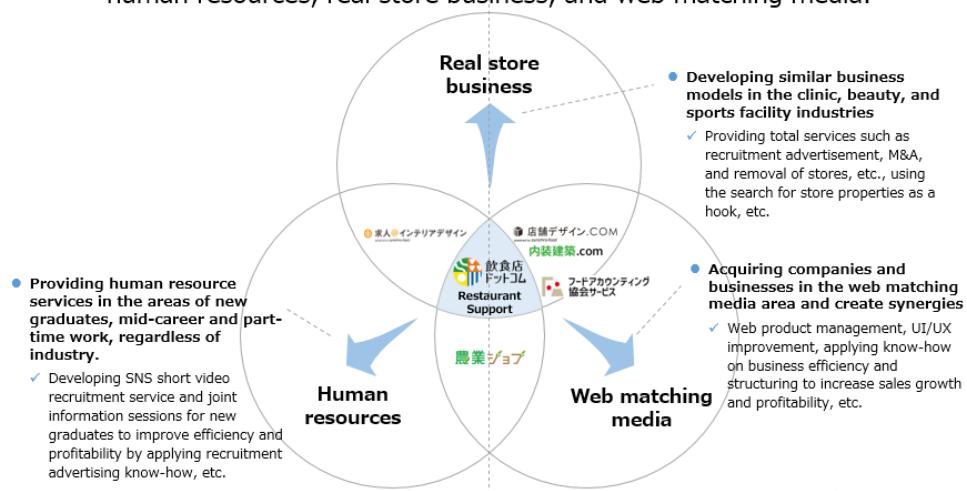
(hundred million yen)



- Utilize AI to overwhelmingly improve productivity throughout the company and create new added value, while ensuring stable growth of existing businesses and accelerating the speed of growth by concentrating investment in new business growth areas
- Realize also discontinuous growth in the three areas of “human resources, real store business, and web matching media” including the restaurant support area, by expanding areas from existing businesses and through M&As

## Long-term Goal – Direction of Business Expansion

Aiming for long-term business growth and expansion by applying the successful model in the food and beverage area to 3 areas of human resources, real store business, and web matching media.



\*Source: FY2023 Financial Results Briefing Materials (announced May 15, 2024)

## Strategic Framework

(1) Unparalleled productivity improvement and value-added creation through the use of AI

(2) Achieve continuity and stable growth in existing businesses

(3) Strengthen investments in new businesses and accelerate the pace of growth



Execute M&A in line with the direction of business expansion



# Strategy (1)

- Review all operations and integrate AI into operations to achieve overwhelming operational efficiency and reform the sales structure, while making all employees AI-native
- Develop new businesses and services using AI to contribute to the company's overall profitability

Specific initiatives	Major 3-year investment plan	Expected effects for FY2027
<ul style="list-style-type: none"> <li>● Business efficiency <ul style="list-style-type: none"> <li>✓ Thoroughly review business and service delivery processes based on AI utilization and integrate AI into operations</li> </ul> </li> <li>● Sales structure reform <ul style="list-style-type: none"> <li>✓ Minimize human resources in the restaurant sales organization, including AI replacement, and optimally reorganize the sales organization for major clients and the retail sales organization</li> </ul> </li> <li>● AI-fluent <ul style="list-style-type: none"> <li>✓ Create an environment where all employees utilize AI in their daily tasks</li> </ul> </li> <li>● Value-added creation <ul style="list-style-type: none"> <li>✓ Develop new businesses and services by leveraging AI to create originality that drives revenue growth and differentiation</li> </ul> </li> </ul>	<p><b>200 million yen</b></p> <ul style="list-style-type: none"> <li>• AI tool expenses</li> <li>• Development</li> <li>• Outsourcing expenses</li> </ul>	<p>Company-wide labor hours</p> <p><b>30% reduction</b></p> <p>Contribution to earnings from new businesses and services</p>



# Strategy (2) (3)

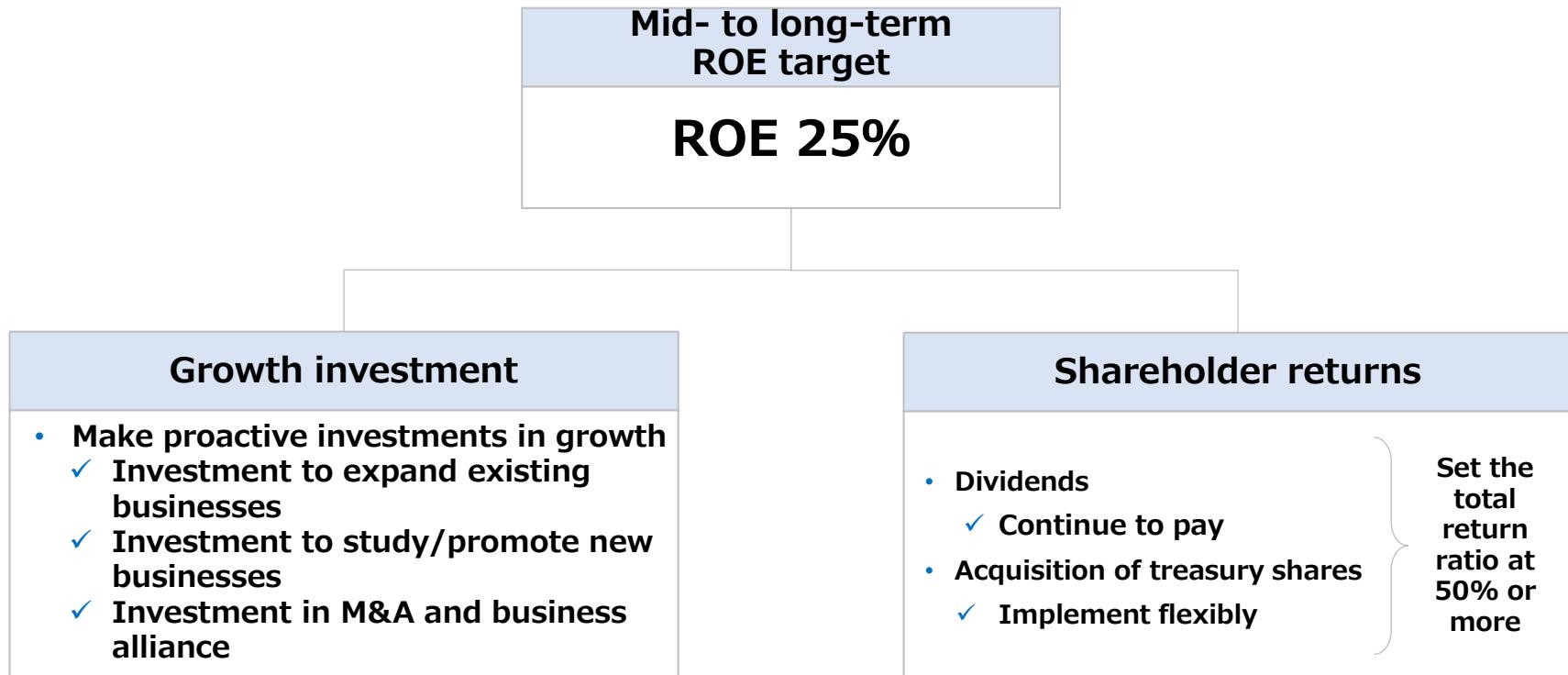
Revised on November 13, 2025

- While improving productivity in existing businesses to achieve stable annual revenue growth of 5-15%, allocate sufficient resources to new businesses to drive rapid annual growth of 30-100%

\* The following, other than Ideal Inc.

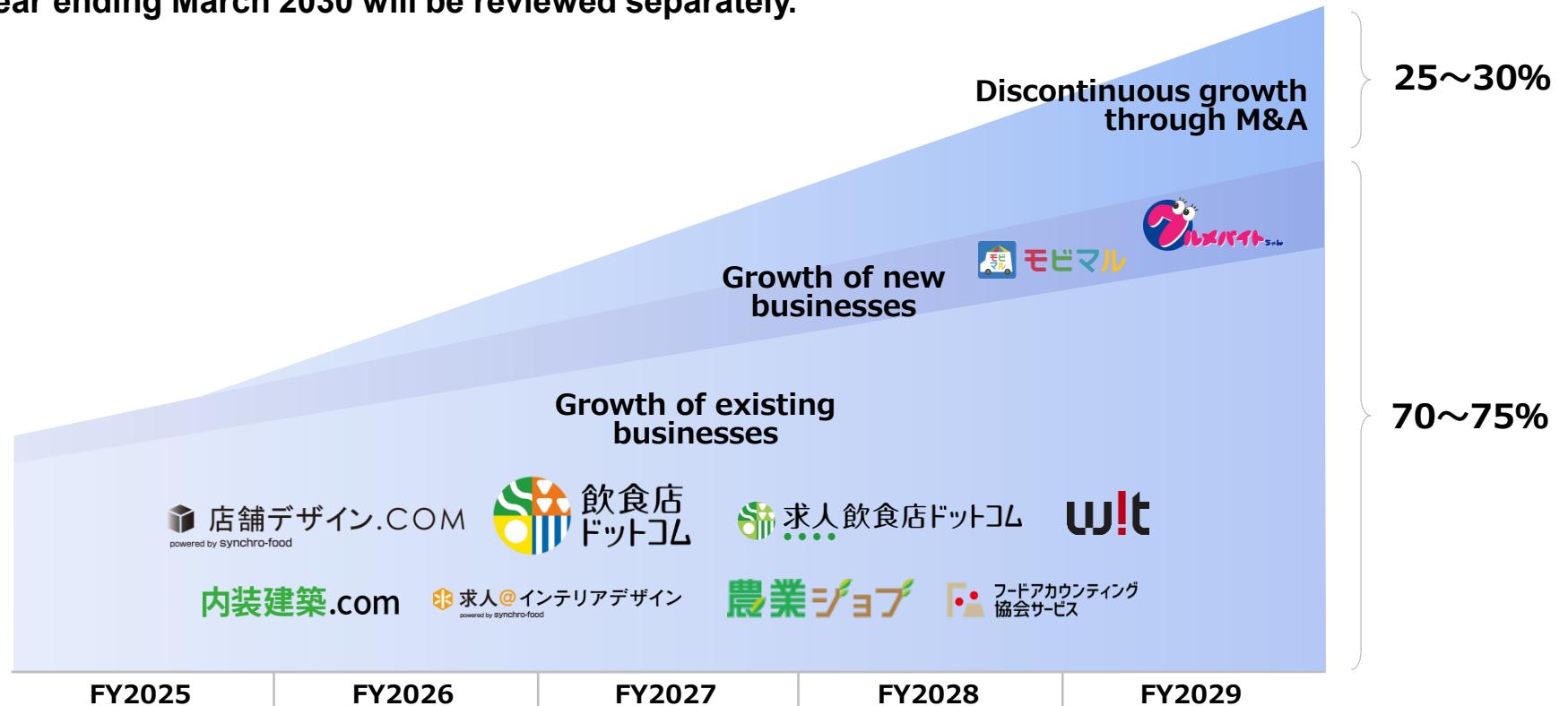
Segment	Service	Specific initiatives	Major 3-year investment plan	Revenue for FY2027 (plan)
<b>(2) Achieve continuity and stable growth in existing businesses</b>	<b>Media platform</b>	<ul style="list-style-type: none"> <li>Optimize sales organizations through structural reform</li> <li>Develop products for major clients and expand sales through direct sales and agencies</li> </ul>	<b>600 million yen</b>	<b>2,950 million yen</b> +6% in 3 years
	<b>Other than HR</b>	<ul style="list-style-type: none"> <li>Accelerate a shift from posting-based to incentive fee models to enhance profitability</li> <li>Unify the management of TENPODESIGN and Naisoh-kenchiku</li> </ul>		<b>1,100 million yen</b> 2 times in 3 years
<b>(3) Strengthen investments in new businesses and accelerate the pace of growth</b>	<b>M&amp;A services</b>	<ul style="list-style-type: none"> <li>Drive the acquisition of small-sized M&amp;A deals through inside sales and improve the closing rate</li> <li>Acquire large deals with specialized teams</li> </ul>	<ul style="list-style-type: none"> <li>Development (Apps/ Automated matching systems etc.)</li> <li>Advertising expenses (Apps promotion etc.)</li> <li>Labor cost (personnel increase)</li> <li>Launch a employment agency business</li> </ul>	<b>350 million yen</b> +7% in 3 years
	<b>Media platform</b>	<ul style="list-style-type: none"> <li>Develop premium products and expand sales via agency channels in three major metropolitan areas</li> <li>Retain job seekers by application development</li> </ul> <ul style="list-style-type: none"> <li>Re-launch the business in line with one-time payment trends</li> <li>Maximize the value of the existing customer base and achieve significant operational efficiency through AI</li> </ul> <ul style="list-style-type: none"> <li>Promote partnership development and further expansion of subscription service</li> <li>Develop automated matching systems</li> </ul>		<b>1,000 million yen</b> 3.3 times in 3 years

- We will strike a balance between growth investment and shareholder returns, aiming for an ROE of 25% over the medium to long term



- In addition to existing and new businesses, we aim to achieve consolidated revenue of 10 billion yen by incorporating discontinuous growth through M&A\*

\* In accordance with the revision dated November 13, 2025, the targets and revenue share for the fiscal year ending March 2030 will be reviewed separately.



# Performance Target (Details)

Revised on November 13, 2025

- Revised revenues and profits at each stage 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).
- Through the integration of AI into operations and sales structure reforms, productivity will be dramatically enhanced. This will enable a return to a highly profitable structure by the fiscal year ending March 2028. We will then enter the fiscal years ending March 2029 and March 2030 in a state of high profitability and organizational strength.

(Million Yen)	FY2025		FY2026		FY2027	
		YoY		YoY		YoY
Revenue	5,600	+41.7%	8,250	+47.3%	9,500	+15.2%
Operating profit	685	-37.6%	1,100	+60.6%	1,700	+54.5%
EBITDA	996	-25.6%	1,651	+65.8%	2,251	+36.3%
Operating profit ratio	12.2%	-15.6pt	13.3%	+1.1pt	17.9%	+4.6pt
Recurring profit	647	-40.4%	1,062	+64.1%	1,668	+57.1%
Net Income Attributable to Owners of Parent	418	-36.6%	690	+65.1%	1,084	+57.1%



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.