



Japan's leading “Hikaru-black-company”*
Tenpos Holdings Co., Ltd.

Interim Financial Results for the Fiscal Year Ending April 30, 2025

Recycler, no age retirement system - We are the SDGs itself

*What is “Hikaru-black-company”? Go to page 33

Standard Market, Tokyo Stock Exchange
Code No. 2751
Created by Chinatsu Otomaru

Consolidated Results

Consolidated Interim Financial Results for the Fiscal Year Ending April 30, 2025

(Millions of yen)

	April 2024 Interim Period	April 2025 Interim Period	Rate of Change(%)	April 2025 Full year (forecast)	Full Year forecast rate of change
sales	17,144	23,051	34.5%	46,700	26.0%
Operating profit	1,404	1,476	5.2%	3,660	29.6%
Ordinary profit	1,531	1,583	3.3%	3,850	25.4%
Interim net profit attributable to owners of parent	979	1,189	21.4%	2,470	25.2%

Reasons for the revenue increase

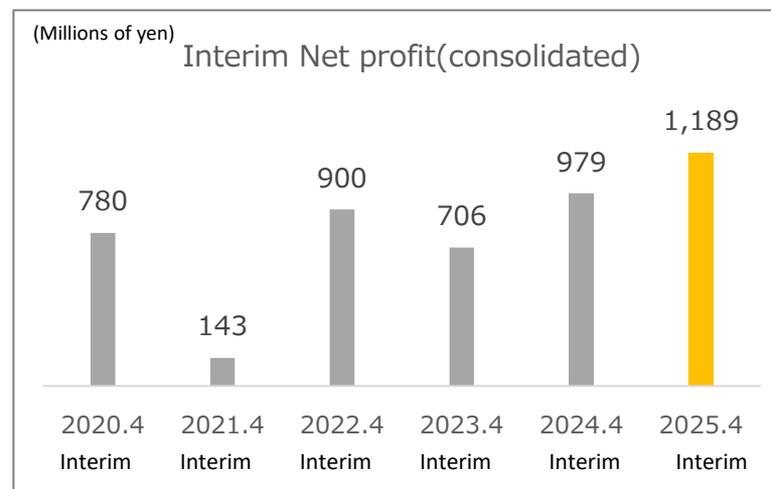
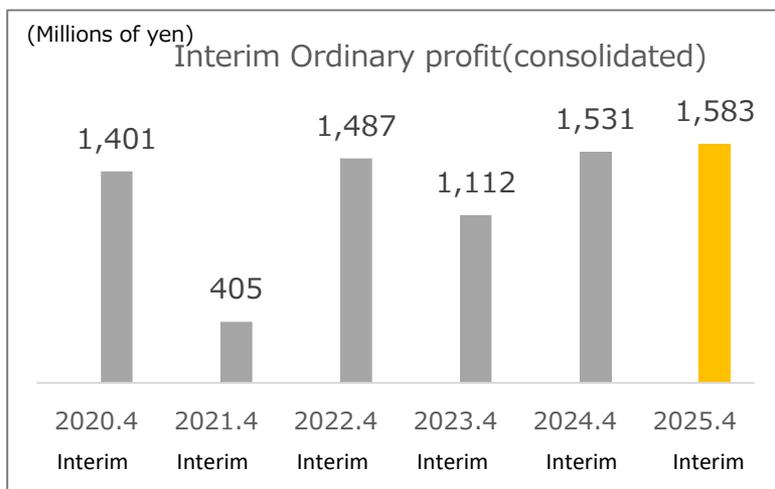
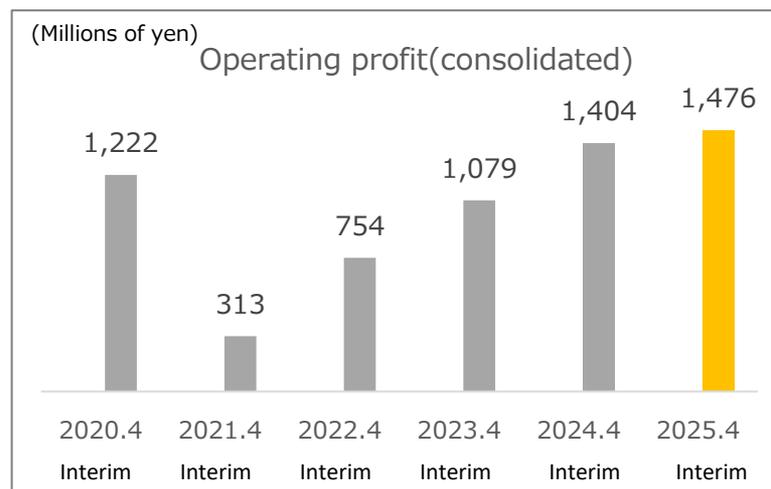
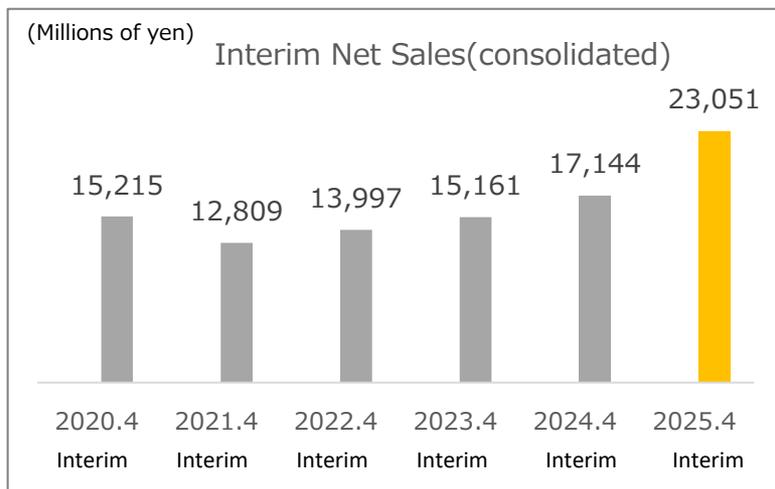
- Sales increased in the product sales business due to strong sales to major restaurant companies and strengthened sales to small and medium-sized restaurants opening new ones.
- POS sales, recruitment and outsourcing business were good in information service business.
- Sales increased with the addition of Yamato Sakana Corporation, a conveyor-belt sushi/fishery wholesaler, to the restaurant business segment.

Reasons for the increased profits

- Internet sales in the product sales business and POS sales in the Information service business recovered after struggling in the previous fiscal year.
- Net profit increased due to the impact of the decision to file for bankruptcy protection of Takewaka Corporation, which was disclosed in June 2024. It is not the result of our efforts.

Transition of Consolidated Financial Results

The interim period ending April 2021 coincide with the issuance of the first state of emergency, and the restaurant business was hit hard, however, since the following year, the product sales business has supported the entire group. In the current fiscal year, sales and profits are expected to increase with the addition of Yamato Sakana Co.



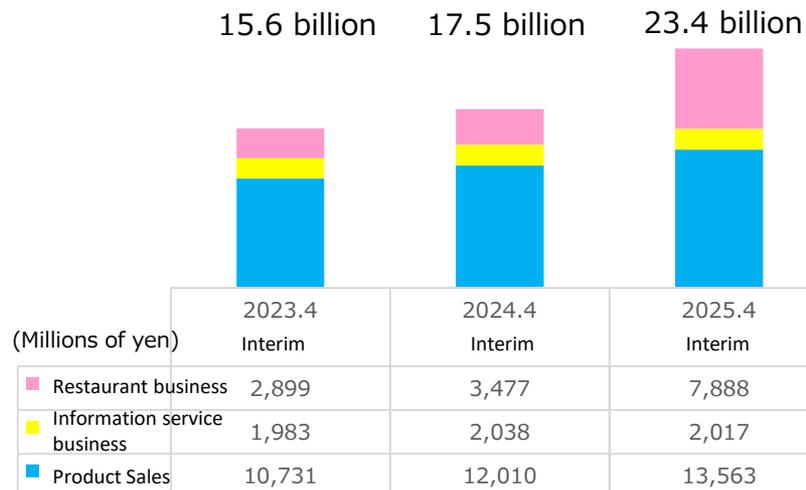
Performance by Segment

In the product sales business, over-the-counter sales, direct sales, and online sales all posted sales growth, but the mainstay over-the-counter sales(Tempos Busters Co., Ltd.), the shadow of new store openings and investment in training for 280 employees for five hours a week. As a result, operating profit was down 3.9% YoY. However, as an investment for growth, we will continue to invest in training and store openings will continue.

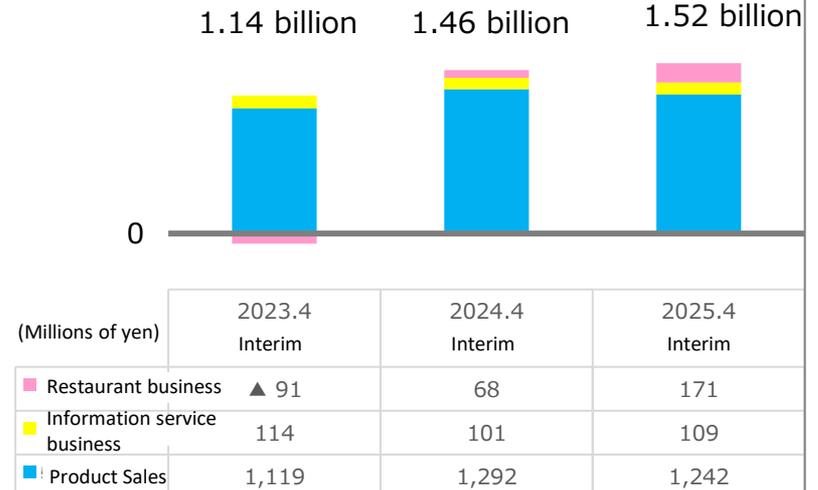
(Millions of yen)

	subject	April 2024 Interim Period	April 2025 Interim Period	Rate of Change(%)	April 2025 Full year (forecast)	Full Year forecast rate of change
Product sales business	Net sales	12,010	13,563	12.9%	26,347	8.7%
	Operating profit	1,292	1,242	△3.9%	2,659	6.1%
Information service business	Net sales	2,038	2,017	△1.1%	4,620	11.7%
	Operating profit	101	109	7.8%	268	28.4%
Restaurant business	Net sales	3,477	7,888	126.8%	16,126	69.9%
	Operating profit	68	171	152.6%	831	258.8%

Interim Sales by Segment



Interim Profit by Segment



Operating Company Performance

SG&A expenses have increased for Tempos Busters, Tempos.com, D-Spark, Asakuma, and Yamato Sakana, which have adopted a growth strategy, due to new store openings and the launch of new businesses. Although sales are insufficient to cover the increased costs, we will continue to invest for growth.

* Figures are non-consolidated figures before consolidation adjustments.

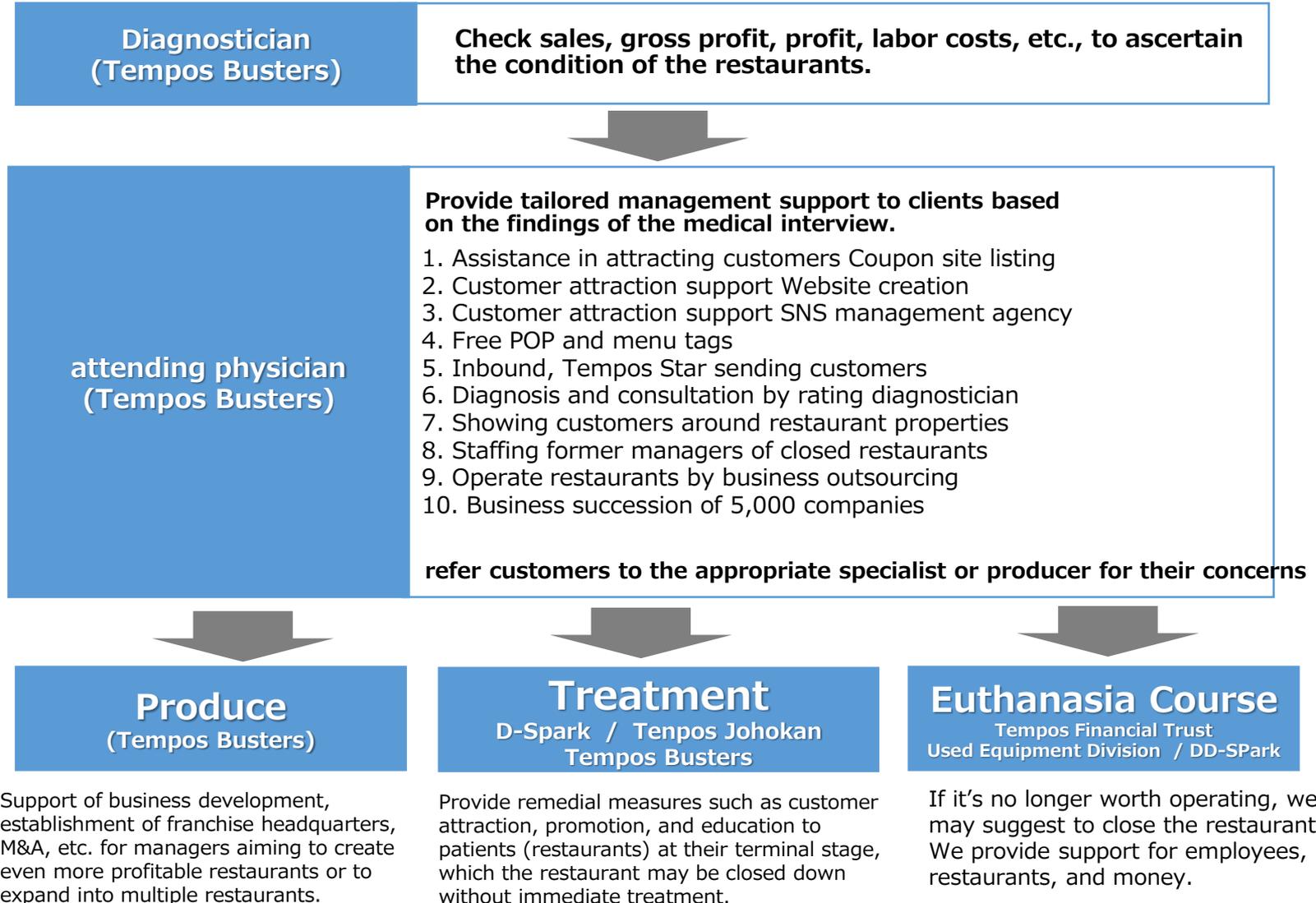
(Millions of yen)

Segment	the present term forecast	business	Company Name	subject	April 2024 Interim Period	April 2025 Interim Period	Rate of Change(%)	April 2025 Full year (forecast)	Full Year forecast rate of change
Product Sales Business		Kitchen Over-thecounter sales	Tempos Busters	Net sales Operating profit	9,247 1,233	9,987 1,135	8.0% △ 8.0%	20,100 2,520	8.7% 4.8%
		Kitchen Direct Sales	kitchen techno	Net sales Operating profit	1,469 76	1,944 96	32.3% 26.7%	3,500 215	11.6% 16.6%
		Online Sales	Tempos.com	Net sales Operating profit	1,562 △ 6	1,901 20	21.7% returning to profit	4,260 87	34.6% returning to profit
Information service business		interior construction	Studio Tempos	Net sales Operating profit	513 16	401 3	△ 21.7% △ 76.1%	1,126 64	8.1% 8.9%
		POS Sales	Tempos Johokan	Net sales Operating profit	460 25	490 60	6.7% 141.2%	1,100 110	23.4% 140.0%
		Funds & Real Estate	Tempos Financial Trust	Net sales Operating profit	288 41	240 22	△ 16.7% △ 45.2%	550 58	7.6% 26.4%
		Temporary staffing and placement	D-Spark	Net sales Operating profit	672 16	799 15	18.9% △ 10.3%	1,800 62	18.9% 10.8%
		Attracting customers via the Web	Tempos Food Place	Net sales Operating profit	95 3	97 6	1.3% 117.4%	220 6	18.2% 17.5%
Restaurant business		Steak Restaurants	Asakuma Group	Net sales Operating profit	3,512 121	4,246 98	20.9% △ 19.1%	8,570 431	40.5% 146.8%
		Sushi Restaurants	Yamato Sakana	Net sales Operating profit	0 0	3,758 194	- -	7,800 484	128.6% 175.1%

Monthly sales increased for 20 consecutive months. But profit declined.

What is is Dr. Tenpos?

Tenpos Busters plays the role of diagnostician and primary physician, and each group company plays the role of specialist physician, providing comprehensive support for restaurant management.



Tenpos Group united to tackle “Dr. Tenpos”

Tenpos Busters Co. 61 directly managed stores, 10 franchise stores, 12 purchase centers, 2 distribution centers

- Inbound, Tenpos Star sending customers
- Diagnosis and consultation by rating diagnostician
- Closed Property Introduction
- Staffing managers of closed restaurants
- Restaurant development through outsourcing
- Business succession of 5,000 companies
- Current analysis and improvement of signage and facades
- Pre-opening and post-opening sales promotion and customer attraction
- Human Resource Education (“Inshoku Dojo”)
- Supplier development, recipe development, cost control, labor cost ratio management

Tenpos Food Place Co.

- Support for attracting customers via the Web
- Introduction of services necessary for opening and managing a business
- Business development of Dr. Tempo services

Tenpos Financial Trust Co.

- Leasing/credit
- Subsidy application agent
- Introduction of as-is properties

Studio Tenpos Co.

- Interior design, kitchen design and construction
- Signboard construction

Tenpos Johokan Co.

- Sales and maintenance of POS cash registers

D Spark Co.

- Temporary staffing ● Recruiting ● Job advertisement ● Outsourced contracting ● Foreigner introduction

Tempos Busters Performance and Growth Strategy

Aiming to open 120 new stores

Tempos Busters overview

The largest in Japan, with 71 used kitchen equipment dealers nationwide.

*As of December 31, 2024

Product Sales Business
Annual Sales 26.3 billion
*Figures before adjustment
*Forecast for this fiscal year



over-the-counter sales
(Tempos Busters Co.)

online shopping
(Tempos.com Inc.)

direct sales
Kitchen Techno Co.

- Annual sales **20.1 billion +4.2 billion +3.5 billion**
- **71** stores nationwide (as of 2024) → **120** stores strategy
- **660,000** customer visits per year
- **320,000** members of Tenpos customers
- **No. 1** in sales in the used kitchen industry (One strong, all others weak)
- Established in **1997**
- Listed on JASDAQ **2002**

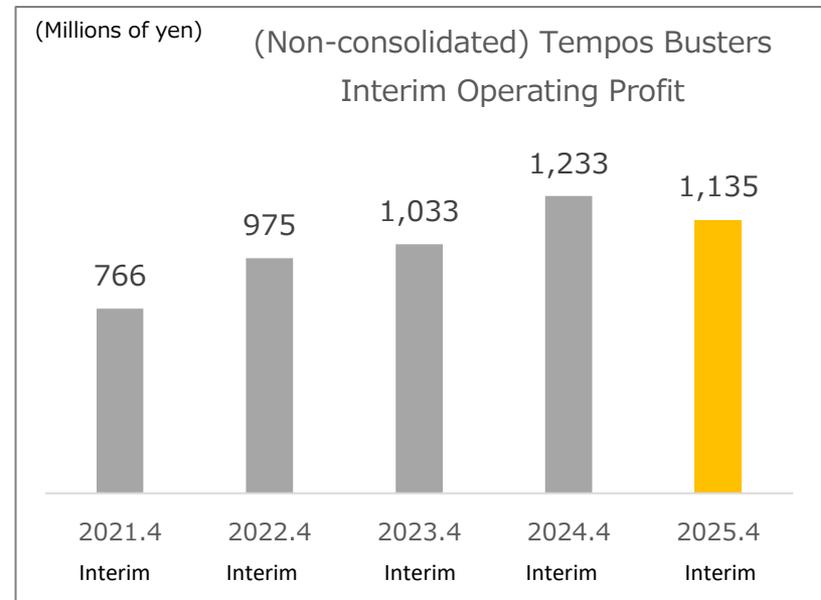
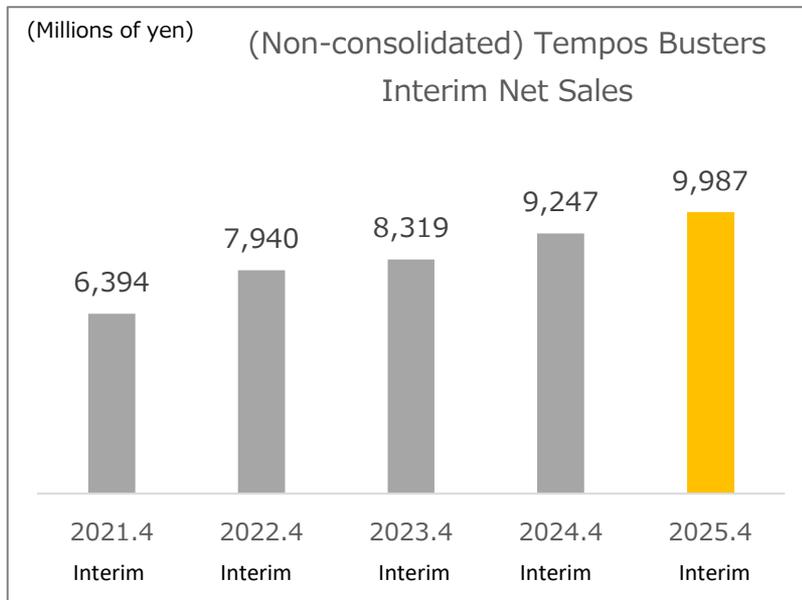
[Standalone] Tempos Busters Performance

■ Reasons for the revenue increase

- Increase in revenue due to higher sales per customer from new restaurant openings

■ Reasons for the decrease in profit

- Tempos Busters implemented measures to boost the opening of new stores by collecting used kitchen equipment from existing stores. As a result, there was a shortage of used kitchen equipment at existing stores, and sales of new equipment grew well. However, because new equipment has a lower gross profit margin than used equipment, Tempos Busters' gross profit grew only 1.2% y-o-y on an 8.0% y-o-y increase in sales. This means that the company's ability to collect used equipments is weak. The company will focus on raising the number of purchases.
- Increased store-opening costs due to the opening of 3 new stores in the full year of the previous fiscal year and 3 stores in the first half of the current fiscal year, which put pressure on profits.
- Using store operating hours, the company provides 5 hours of training per week to 280 employees. At an hourly wage of 2,500 yen per person, this translates to a monthly training investment of 14 million yen, or 168 million yen per year.



New Tempos Busters stores

Three stores were opened in the first half of this fiscal year. The company had planned to open 10 new stores this fiscal year, but the outlook has become doubtful.

Three months ago, the store development manager was in over his head, now his neck is really starting to hurt...

◎, ▲ and × denote post-opening results.

First half of the current fiscal year

Jun. 2024
Sakai (Osaka Pref.)



Aug. 2024
Shiga
(Shiga Pref.)



Aug. 2024
Asahikawa Center
(Hokkaido Pref.)



2nd half of this fiscal year (including planned)

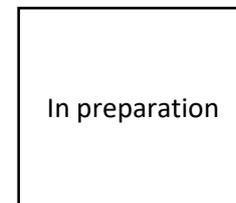
Nov. 2024
Yonago
(Tottori Pref.)



Dec. 2024
Tokyo Ramen-
Senmon-kan (Tokyo)



Jan. 2025
Nagano-Shimosuwa
(Nagano Pref.)
*planned



Reference (Results for the previous full year) New store openings and renewals

Jun. 2023
Suzuka (Mie Pref.)



Aug. 2023
Kawagoe
(Saitama Pref.)



Sep. 2023*renewal
Used Baking Machinery
Specialty Store
(Saitama Pref.)



Nov. 2023
Nara (Nara Pref.)



Growth strategy Tempos Busters store openings



Kawaguchi Kitchen Equipment Specialty Store



Kawaguchi Tableware and Cooking Utensils Specialty Store



Kawaguchi Chair and Table Specialty Center

From 71 stores to 120 stores in 5 years, including M&A

To dominate the used kitchen industry nationwide by acquiring or forming capital and business alliances with used kitchen competitors nationwide.

<p>FY2023 Store Opening results Store Expansion Strategy is on track</p>	<p>March Tempos Gifu Store (Gifu, Japan) June Tempos Suzuka Store (Mie Pref.) Aug. Tempos Kawagoe Store (Saitama Prefecture) November Tempos Nara store (Nara, Japan)</p>
<p>Fiscal year 2024 Acceleration of store openings</p>	<p>June Opened Tempos Sakai store (Osaka) August Opened Tempos Shiga Store (Shiga Prefecture) Aug. Tempos Asahikawa Center (Hokkaido) opens Nov. Tempos Yonago store (Tottori store) opens</p>

“Tempo Tokyo Ramen-Senmon-kan”, Specialty Shop of Ramen equipment

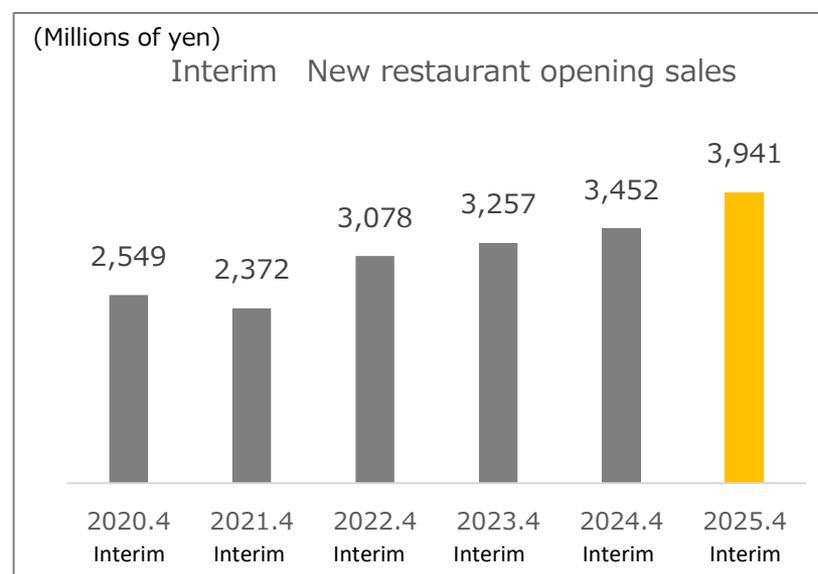
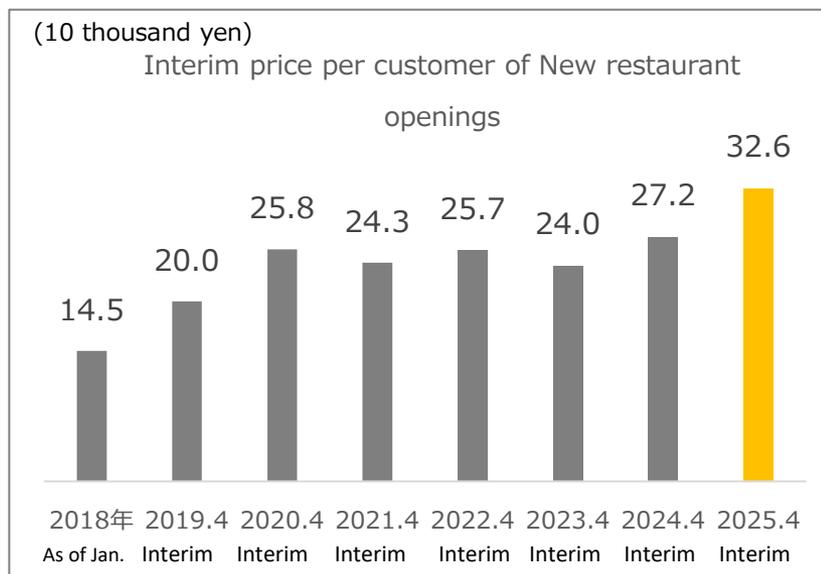
In December 2024, opened “Tempo Tokyo Ramen-Senmon-kan”, specializing in opening ramen shops.

Tempo Adachi Kitchen Center was reopened. By providing management support specializing in the opening of ramen stores and selling kitchen equipment, the center has become the first place to consult for those who want to open ramen restaurants in the Kanto region. Through these efforts, the company aims to achieve a high customer spend per customer of 2.2 million yen (320,000 yen per customer at the existing store) and to achieve annual sales of 500 million yen in three years, up from 150 million yen before the renewal. In addition, the company plans to open specialty stores specializing in different business categories, such as ramen specialty stores, in major cities.



New restaurant openings customer spend/sales

The company is focusing on increasing sales of new restaurant opening customers. Finally, the unit price per customer has surpassed 300,000 yen. However, while the budget for restaurant equipments and fixtures when opening an izakaya is 4.7 million yen, the unit price per customer for Tempos new restaurant opening customers is only 320,000 yen. The goal is to increase the average cost per new restaurant opening customer to 2 million yen.



▼ (Reference) Full year of the previous fiscal year Tempos Busters Number of customers and sales ratio of newly opened customers

Full-year results for the fiscal year ending April 2024	Composition of visitors (665,720 per year)	Sales composition ratio (Annual sales: 18.4 billion yen)
New restaurant opening customer	3.6% (24,482 persons)	37.7% (6.9 billion yen)
existing customer	96.4% (641,238)	62.3% (11.5 billion yen)

important

Four measures to increase customer spend for new store opening

Real estate referral and interior design sales activities were launched in January 2023. The goal is to secure new restaurant opening customers from the early stages of their preparation, acquire comprehensive orders, and aim to increase the average spending per customer.

Increase the customer spend of new restaurant customers with the following four sales measures

First quarter and interim results are indicated by ○, △, or ×.

○ → ○
1Q Interim

Property Introduction

Referrals through the hard work of contractors who specialize in real estate referrals

△ → △

Preparation of new branches under the guidance of rating diagnosticians and industry-specific experts

It gradually grew to the level of usefulness for restaurants. The number of rating diagnoses conducted in the first half of the year Was 2016

× → ×

Interior construction
Prime contractor
Order
(3 million yen per case)

Although interior construction contracts have been increasing, they have yet to lead to overall orders.

△ → △

Kitchen / Tableware /
Furniture / Equipment
One set of
comprehensive orders
(3 million yen per case)

Although the price per customer is rising, we would like to see more growth.

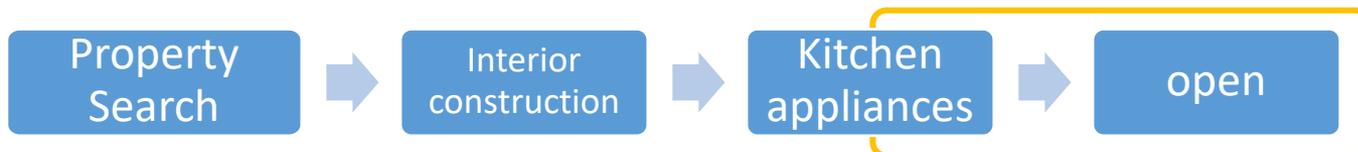
From customers opening new restaurants, the company calculates that it will receive 3 million yen per customer for interior construction orders and 3 million yen per customer for cross-sectional orders, for a total of 6 million yen in total. However, since this is not the case, the company aims 2 million yen per customer from 320,000 yen at first.

The reason for introducing properties and interior construction to clients

Tenpos up to now.

The restaurant worker came to Tenpos Busters after the interior construction was decided. However, it is too late to propose a complete set of kitchen equipment from this stage. In many cases, other companies have already decided. As a result, the price per customer does not go up.

Tenpos customer service begins.



Tenpos now.

Propose property referrals and interior construction to attract customers from the early stages of opening a restaurant and increase orders for complete kitchen equipment. By taking orders for interior construction as well, the company will further boost sales per customer.

Started serving customers from *Tenpos fundraising support.



Property Introduction Method

Obtain information on properties to be withdrawn from restaurants that are closing and provide the information to restaurants planning to open new restaurants. After introducing the property, the company will propose interior construction and link it to sales activities for a complete set of kitchen equipment.

Property Sources

- Restaurants to be closed (Tempos buyers collect withdrawn properties)
- Real estate agents in each region (sales representatives at Tempos stores approach real estate agents to gather information)



Matching properties and customers (referrals only)

Outsourced to "Matching-Ojisan", since March 2024

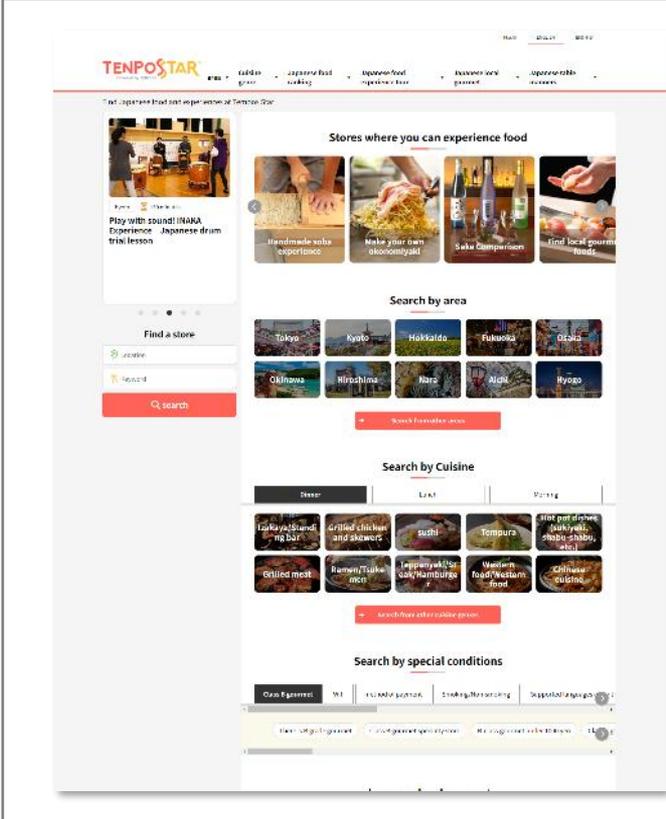
New restaurant opening applicants

Gather prospective new store openers from among customers who visit Tempos Busters. Make a list and provide property information in person, by phone, or by e-mail.

Tempos Star, a restaurant guide media rating 100,000 B-class gourmet restaurants for visitors to Japan

Tempos operates B-to-C media, which allows restaurants to bring customers (consumers) Send them in and help increase restaurant sales.

Tempo Star" renewed in August 2024 ▶ <https://www.tenposstar.com/jpn/>



The screenshot shows the Tenpos Star website interface. At the top, there is a navigation bar with the Tenpos Star logo and menu items like 'Home', 'About', and 'Help'. Below the navigation bar, there is a section titled 'Stores where you can experience food' with four featured images: 'Play with sound! INAKA Experience Japanese drum from lesson', 'Handmade soba experience', 'Make your own okonomiyaki', and 'Sake Comparison'. Below this, there is a 'Search by area' section with a grid of buttons for various Japanese regions: Tokyo, Kyoto, Hokkaido, Fukuoka, Osaka, Okinawa, Hiroshima, Nara, Aichi, and Ryogo. There is also a 'Search by Cuisine' section with buttons for different food types: Izakaya/boards/na bar, Grilled chicken and skewers, Sushi, Tempura, Great performance, Iki-yaki, shabu-shabu, etc., Grilled meat, Ramen/Tsukemen, Japanese-style steak/hamburgers, Western food/Western food, and Chinese cuisine. At the bottom, there is a 'Search by special conditions' section with buttons for 'Cruel Eggplant', 'Island', 'Cooking/No cooking', and 'Support/Targeted'. The Tenpos Star logo and 'Powered by TENPOS' are visible in the top right corner of the screenshot.

Tempos Star

■ Number of registered restaurants exceeds 10,000

*As of October 31, 2024

Paid listing start June 2024-

1,000 yen per month

Number of restaurants listed (target after 1 year): 15,000 restaurants

→1Q (accumulated) results: 503

→Interim (cumulative) results : 1,356



Need more....

Rating Diagnostician

Restaurants listed on Tempos Star have been checked and certificated by a rating diagnostician. So that inbound customers can find restaurants with confidence.

1,000 rating diagnosticians conducted business diagnosis of restaurants

Number of "Rating Diagnostics" conducted for the first half of the fiscal year ending April 30, 2025: 2,016

▼ Flow of the Rating Diagnosis

1) Diagnose quality, service, and cleanliness of "Tempos Star" member restaurants.

2) Place the results of the restaurant's diagnosis on the Tempo Star.

Increasing User Satisfaction with Store Selection

2) Work to improve management based on the results of the restaurant's diagnosis

Rating diagnosticians act as consultants for the restaurants they diagnose.

Still lack of skills of rating diagnosticians!
Work on human resource development!



Long-term vision: Create a situation where "rating diagnosticians" are supporting restaurant management nationwide

We work with small and medium-sized restaurant owners to solve their business issues through sweat equity. The fact that the consulting fee is only 10,000 yen per month seems like too much even for 10,000 yen, since we do not make money from consulting business but to prevent restaurants from going bankrupt.

Main Support

- Proposal and optimization of sales promotion plans
- Personnel planning, education and training
- Interior and exterior planning of stores

Charge

10,000 yen per month (120,000 yen per year)
*For the first year, the monthly fee is 1,000 yen for the first six months of the contract, and the annual contract amount is 66,000 yen.

(Plan) Number of contracts in the first year: 2,000 (per year)



Still a long way to go~!

Business Strategy

Guides Tempos Star and other doctor services to customers visiting Tempos stores. Conducts rating diagnosis and identifies management issues in the process. Propose management consulting services.



TCC (Tempos Company Cafeteria)

We decided that it would be difficult to continue our business with our current capabilities.
Out of service on January 31, 2025.

We will start from scratch



Small and medium-sized restaurants into employee cafeterias for neighboring companies!

[Point] Lots of small and medium sized restaurants are registered, not large restaurants!



Company cafeteria ticket
7,000 yen per sheet
The employee pays 3,500 yen.
The remaining ¥3,500 is paid by the company.
The company records the amount as a benefit.

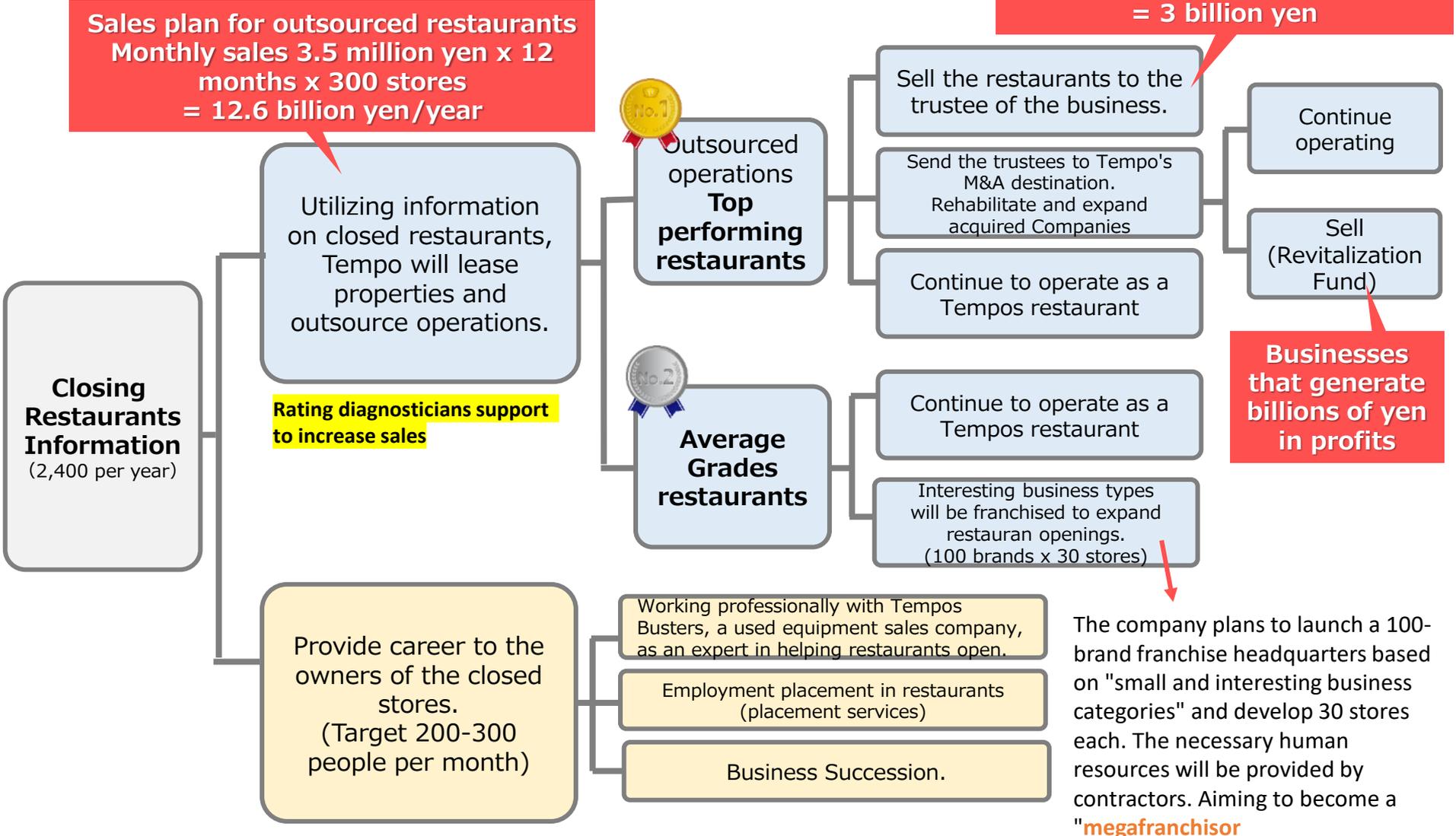
corporate enterprise
Employee Benefits

Restaurants
Increased Sales

Tenpos
Connecting companies
to the restaurants
(14% commission)

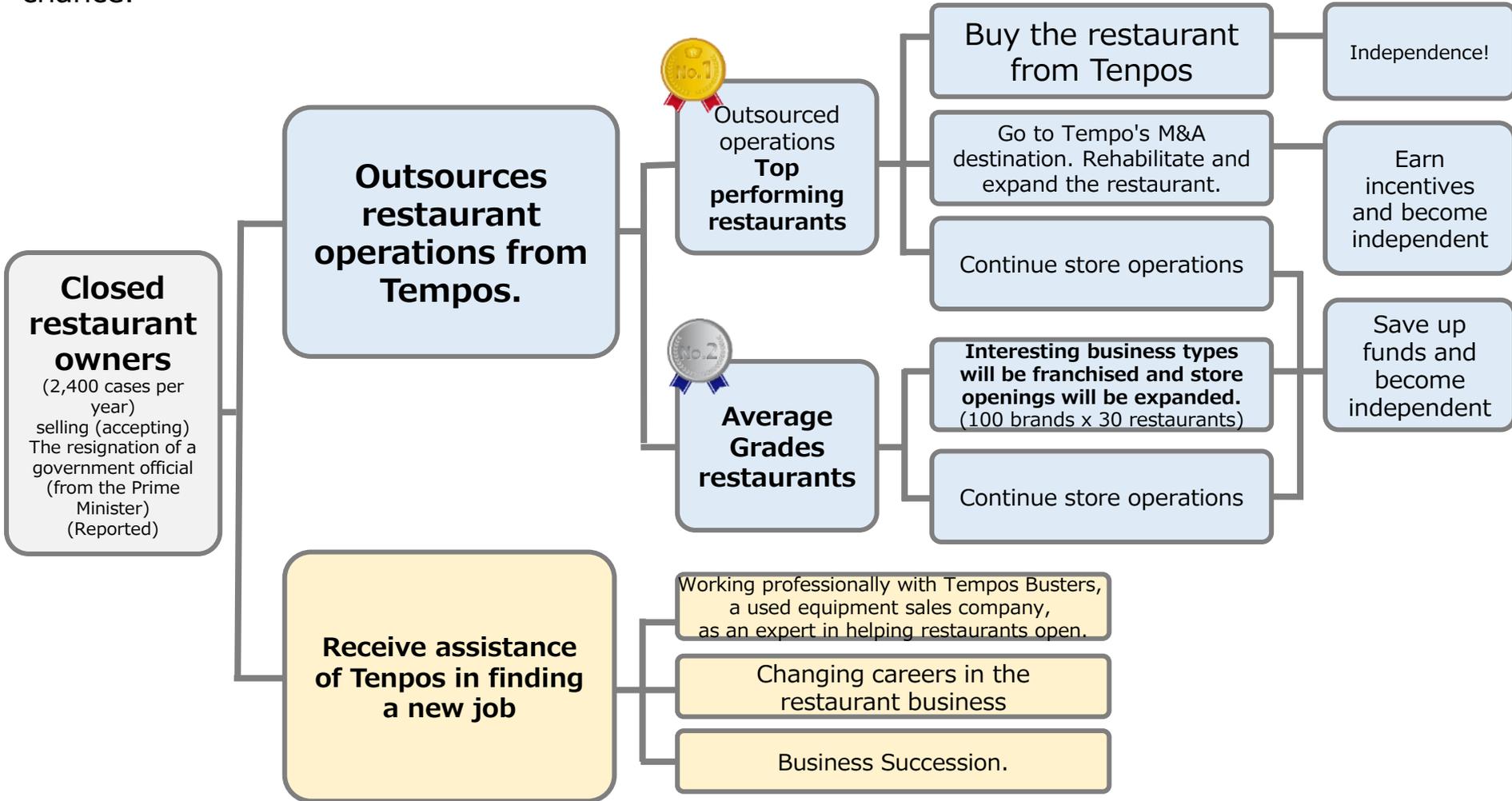
Outsourcing business

Outsourcing business utilizing information on purchase requests for restaurant closings. Tempos provides the property and funds, and outsources the operation of the restaurant to the restaurant managers.



Outsourcing Business System to support independent restaurant

Through the "outsourcing business," the company supports restaurant owners who have closed their restaurants for crying out loud but would like to start their own business again if given the chance.



[Employee training] Increase customer spend & train "doctors".

The 280 employees, including part time employees , will receive **240 hours** of practical training per year, **five hours per week**. The curriculum is changed on a case by case basis to improve the level of training.

Training of "rating diagnosticians" to support restaurant management	Training to check restaurants in terms of service, quality, and hygiene, and to notice good, bad, and areas for improvement.
Toward increasing the customer base. Kitchen design and layout training	Knowledge and skills in "kitchen layout" are essential to obtain a complete set of kitchen equipment. The goal is to be able to obtain comprehensive orders.
Toward increasing the customer base. Real Estate Training	Participants will learn the knowledge up to the property contract, sales talk for property introduction, and sales talk to real estate agents. During the training time, actual sales calls to real estate companies will also be practiced.
Toward increasing the customer base. Prospective follow up training	Focusing on increasing customer spend, learn how to manage and control the prospects of your subordinates.
To increase the number of contracts and closing rate Sales closing talk training	Specialized training in closing talks to increase the number and rate of closings of prospective clients.
Acquisition of withdrawn properties & Toward increasing sales per customer Purchase Sales Training	Learn the proposal talk for the sale of vacant properties to restaurants that are closing, and learn how to acquire property information through practice. When receiving a request from a customer opening a new restaurant to purchase unwanted kitchen equipment, learn a series of sales talks from introducing doctor services to receiving a comprehensive order.

National Maintenance Network Strategy

Tenpos's Strengths

From chillers to thermal equipment, we can repair and rebuild any manufacturer. Other companies repair only their own products. Also, many repairs are outsourced.

National Maintenance Network Strategy

- Open repair and restoration centers in areas of shortage from the current 12 nationwide.
- In addition to repair services, the company will also propose equipment replacements and increase product sales.
 - In addition, we also provide information and take orders for doctor services.
- Establish a post purchase maintenance plan and a 365 days, 24 hours repair system
- Deploy 2,400 maintenance personnel nationwide to repair and rehabilitate (but not yet, There are only 11.)

Most recent and current initiatives

- Maintenance operations in Tokyo, Hokkaido, Sendai, Nagoya, Osaka, Hiroshima, Fukuoka, and Kumamoto
- During maintenance visits, the company will obtain replacement demand, obtain information on store openings, and propose Dr. Mente services. Acting as a "Dr. Mente" rather than merely repairing

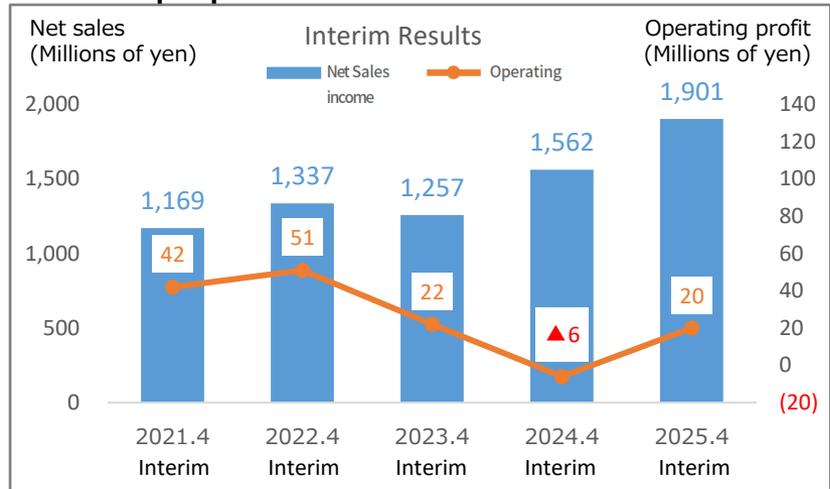
Product sales business (online sales)

Support for opening restaurants through Japan's largest online sales of commercial kitchen equipment

Tempos.com, Inc.

(Summary of Business Results)

We sell products for restaurants through the web and provide support for opening and management of restaurants. In recent years, the company has prioritized sales expansion and has been working on new projects. However, the company's focus on the business has led to an increase in expenses and a decline in profits, now recovered investment and generated additional profit in the first half of the current fiscal year.



▼The online sales site “Tempos.com”. Available kitchen equipment, tableware, cooking utensils, furniture and so on.



▼Tempos Food Media, a restaurant management media



▼Tempos Property Search, a property search site



▼Tempos Interior Search, an introduction to interior construction companies



Sending customers

Information Service Business

DXing of restaurants Support for Efficient Management

■ Tempos Johokan Co.

item	Interim period ending April 2024	Interim period ending April 2025	Percentage change
Net sales	460	490	6.7%
Operating profit	25	60	141.2%

Due to the increasing demand for labor saving in restaurants, unit sales of table order systems were up 57.1% y-o-y during the period under review. Increased sales of used POS systems also boosted profits.



Human Resource Support for Restaurants Temporary staffing, placement and outsourcing

■ D-Spark Corporation

item	Interim period ending March 2024	Interim period ending March 2025	Percentage change
Net sales	672	799	18.9%
Operating profit	16	15	△ 10.3%

Sales and profits increased and decreased due to increased expenses as the company is eagerly looking forward to new business and is in the process of positive investment. In August 2024, a Japanese language school opened in Myanmar. In addition to classes, job-hunting seminars (resume writing, etc.) will be held for job seekers.

For companies, local joint information sessions and recruitment interviews will also be held.



◀ Tenpos Myanmar Japanese Language School



foreign talent On-site Interviews ▶

Restaurant business (conveyor-belt sushi, wholesale, sight seeing)

September 27, 2023 Acquisition of Yamato Sakana Corporation (formerly Yamato Co., Ltd.)

The company owns purchasing rights that allow it to purchase seafood directly from fishing ports, and uses this as a strength to develop its restaurant, seafood wholesale, tourism, and retail businesses.

Interim period ending Mar. 2025 Net sales 3,758 million yen Operating profit 194 million yen

▼Opened "Yamato Sushi Asumigaoka" in July 2024



▼August 2024: Opening of Yamato Sakana Noda branch



business	Business Overview		
restaurant business	<ul style="list-style-type: none"> ● 14 sushi restaurants ● Two izakaya business category restaurants ● 2 cafeterias 	<ul style="list-style-type: none"> ● 2 Kaisendon restaurants ● 1 Tendon restaurant ● 1 cafe 	<ul style="list-style-type: none"> ● 1 Hamayaki restaurant
wholesale business	<ul style="list-style-type: none"> ● Sales of live fish to Toyosu Large Wholesale ● Chiba Prefecture, Minami-Boso Hotel Ryokan, 30% distribution rate ● Wholesale sales to supermarkets and major food service companies 		
Retail Business	<ul style="list-style-type: none"> ● 4 fresh fish stores ● 6 sushi restaurants 		
tourism business	<ul style="list-style-type: none"> ● Operation of tourist facilities "Boso no Eki Tomiura *In-house development 		

Restaurant business (steaks)

Aiming to be an entertainment restaurant that provides excitement through food

■ Asakuma Corporation

item	Interim period ending January 2024	Interim period ending January 31, 2025	Percentage change
Net sales	3,512	4,246	20.9%
Operating profit	121	98	△ 19.1%

We want to provide excitement and surprise to our customers even if it costs more. To achieve this, the company is now focusing on expanding its salad bar and steak menu, even at the expense of costs. Sales are rising, but profits are not!

▼The 29th of every month is "Meat Day."

Selling steaks of Kagoshima black beef, Miyazaki beef, and Sanuki beef to provide a special experience



◀Wagyu Hitsujimabushi Gozen (3 kinds) Finish as a pillar of high unit price products

▼ Foreigner Recruitment and Education Strengthening
11 Mongolian and Myanmar nationals joined the company in July.



◀ Father's Day Fair

Thank you very much for your participation in the "Let's draw a portrait of your father and say thank you" event!
Father's Day limited menu is also available.

reference data

Tenpos is the SDGs itself

1. Tenpos's recycling business is an SDG itself
2. The company's main policy is to support small restaurants, 50% of which close within 3 years, to survive 90% of them within 5 years.
3. One of the 17 goals of the SDGs is to "eliminate poverty," and Tenpos has a three year plan to increase employee wages by 50%. And we will eliminate hunger and poverty among poor employees. Execute Operation 115, within 10 years, bringing financial assets of 1,000 employees to 50 million yen. 
4. Eliminate the mandatory retirement age, and the elderly ratio is 31%. Provide a place to work for old people who want to work at any age.

Tempo's vision

social value	economic value
Hard and soft for the food service industry provide. Become a solid company	Market capitalization 200 billion yen Sales 200 billion yen



By achieving these
Supporting the creation of sustainable restaurants to achieve
"45% survival of restaurants in 5 years to 90%.

“Hikaru Black-Company”

What is “Hikaru Black-Company”?

Black ... not complaining, enduring, challenging beyond their abilities.

Hikaru - As a result of self-growth, annual profit increased by 50%, increased holidays, and Operation 115.

Review ranking of all 995 job search sites

Although the company ranks 900th in treatment, it ranks 20th in employee morale and 9th in growth of employees in their 20s. This is a "Hikaru Black Company."

Growth in 20s:9th

Ventilation: 4th

Employee Morale:20th

Rating
Appropriateness:55th

Treatment:900th

Legal
compliance:991st

Mutual Respect
for Employees:986th

Source: OpenWork

The relationship between supervisor and subordinate is that of "master and apprentice.

[Master].

To nurture "employees who will build tomorrow," we train our subordinates as our students (apprentices). Strict upbringing The boundary between "terukoto" and "power harassment" is whether there is a desire to nurture the subordinate.

[subordinate].

Work with the spirit of "Guard, Break, and Release. In "Mamoru," one does what one is instructed by one's master to do and acquires knowledge and skills as instructed. Once you have mastered these skills, you can then use the "break" to improve and refine your skills. Finally, in "ri", the student establishes a new way of doing things on his/her own.

TenposGroup Executives

Regardless of age, candidates are selected based on their ability and performance.

5 subsidiary presidents who lead the Tenpos Group

President, D-Spark

Ito, age 43

A president who seems to be able to do everything

➢ Director & Head of Human Resources of Tenpos HD



President,

Tenpos.com

Shinagawa, age 45

wife (usu. of a prominent, influential man)



President Akasama

Hirota, age 40

Super Positive President

➢ Former Sales Manager of Tenpos West Japan



President Yamato-Sakana

Shimizu, age 55

➢ Former president of Major restaurant company.



President of Studio

Tenpos

Yoshino, age 40

A president who is too much of a craftsman



Personnel system

The employees who will create the "Tempos of tomorrow" will be trained harshly as pupils,
Implementation of "Operation 115" to have 1,000 employees create ¥50 million in financial assets within 10 years.

Challenge

- Select a working stance (rapids course and chrysalis course)
- My Life Sheet (Life Planning)
- Store manager candidacy
- Competition for the president's chair
- FA and draft system
- Part-time manager (800,000 summer bonus for part-time employees)

Take care of your family

- Take all the childcare leave you want.
- Freedom to transfer (e.g., follow your husband on his transfer)
- shortened working-hour system
- telecommuting

Enjoy life from the age of 60

- abolition of the mandatory retirement age (system)
- Paradise Employee System (free work days and hours)
- 3-day/2-night study tour

Fair evaluation

Tempo bonuses are open to the public.

The company wants to evaluate people who contribute to the company's growth as fairly and impartially as possible. We will disclose not only the amount of the bonus but also the evaluation method, and will include the evaluation method in the explanation when the bonus is paid.

We decide some of our own raises and bonuses.

Include rank-and-file and part-time employees in each department, and have employees debate and decide among themselves how to distribute the 10% amount of salary increases and bonuses. Incorporate the person's evaluation, which is difficult to see from the company.

Build good relationships

Positive strokes

No swearing, no moping. Build good relationships with positive talk.

party

After the completion of group training for managers, such as executive training and the National Store Managers' Conference, we spend two and a half hours over drinks and heated discussions about the company and our own careers.

Training program

Under the philosophy of "I decide my own life," the company provides training programs to support employees' career development.

■ Executive Training

Training for directors and executives. Practical training on the themes of "Achieving Results" and "Building Character" every month.

The training will be conducted. The number of participants is about 30.

■ Next Generation Director Training

Training for young leaders. Learn systematically how to understand the tempo spirit, how to analyze figures, and how to develop strategies.

■ Tempos Dojo

Programs on interpreting the "tempo spirit" and "pushing one's limits." (i.e., "the core" of the program)
Graduation is required for those who will be in the department.

■ New graduate training - 80 km walk

New employees walk 80 kilometers in teams of five. They aim to complete the walk while searching for answers to questions such as "What is a team?"

Part-time workforce development program

Part-time employees are divided into ranks according to their skills, and they decide which rank they want to achieve and participate in the program. The highest rank is G, which is equivalent to store manager.

You can call them “elderly” from the age of 90.

Abolished retirement system in 2005

Percentage of TenposBusters over 60 years old, 31%.



Mr. Takao Motegi,
Employee of 19 years
74 years old)
**Customer service
skills contest**
Selected from
3rd in the nation (503
in all) to join the
Special Sales Section



Mr. Isao Ichie
Ichinomiya Purchase Center
Part time employee 84 years
old
Five day work week
Hobby: Reading mystery
novels
The job is to clean kitchen
equipment. His motto is to
increase the value of our
products as much as possible.

“How long will you work?” I
am asked, I have no intention
of reducing shifts at this time.

Preparedness to work

- pretending to know what you're talking about is a mistake
- I look better because I'm older.
- tomorrow will be more interesting than today
- Hard work is good for your health.
- I've been through everything in my long life.
- Don't worry about it.
- Grateful to be on the last train.

-Tenpos Policy Elderly Edition-

- Proof that you can work at any age
- Life is forever learning and challenging everything.
- Work hard, take the initiative to do the work that others don't want to do.
- Treasures from the discard pile
- Every day is about discovery, ingenuity, and looking forward to tomorrow.
- My peers, let's be blunt.

Company Profile (Reference Materials)

Company name: Tenpos Holdings Co., Ltd. (Tokyo Stock Exchange Standard Market)

Head Office: 7F Sanyu Higashi Kamata Building, 2-30-17, Higashi Kamata, Ota ku, Tokyo

Representative: Atsushi Morishita, President and Representative Director

Establishment : March 31, 1997

Business : Equipment sales business for restaurants
Restaurant management support business
Restaurant management business

Fiscal Year End: April

Earnings Forecast: Fiscal year ending April 30, 2025 Net sales: 46.7 billion yen / Ordinary profit: 3.8 billion yen

Number of employees: 2,318

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