

Japan's leading "Shining-Black-Enterprise"
TENPOS HOLDINGS Co.,Ltd.

Interim Consolidated Financial Results for the Fiscal Year Ending 30th April 2026

A recycler with no mandatory retirement age.

Tenpos embodies the SDGs.

Consolidated Financial Results

- **Revenues** increased by ¥2,503 million (+10.9% YoY), driven by growth in the merchandise sales and food service businesses.
- **SG&A** rose by **¥310 million (+8.3% YoY)** due to increased store-related capital expenditures and workforce expansion

(JPY Millions)

| | Interim FY2025 | Interim FY2026 | Change (%) | FY2026 Forecast | |
|--|-------------------|----------------|------------|-----------------|-------|
| | | | | Full Year | YoY |
| Sales Revenues | 23,051 | 25,554 | 10.9% | 57,700 | 22.6% |
| Operating Profit | 1,476 | 1,501 | 1.7% | 3,440 | 28.9% |
| Ordinary Profit | 1,583 | 1,588 | 0.3% | 3,650 | 27.2% |
| Interim Profit Attributable to Owners of the Parent | 1,189 | 964 | △ 18.9% | 2,140 | 3.6% |

Consolidated Financial Results

- **Operating Profit** increased slightly by ¥25 million (+1.7% YoY), reflecting the impact of M&A activities and additional personnel investments.
- **Net Profit for the Quarter** decreased significantly, as the prior-year period benefited from a temporary impact resulting from the bankruptcy proceedings of Takewaka Co., Ltd.

(JPY Millions)

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Financial Performance by Segment

Merchandise

Factors Contributing to Revenue Growth

- New store openings and relocations with expanded floor space in the store-based sales business
- Strong sales to major food service chains
- Robust performance of the e-commerce business

Factors Contributing to Profit Growth

- Operating profit increased marginally, as higher expenses associated with an increase in sales personnel targeting large corporate customers offset revenue growth.

(JPY Million)

| Segment | | Interim FY2025 | Interim FY2026 | Change (%) | FY2026 Forecast | |
|-------------------------|------------------|----------------|----------------|------------|-----------------|--------|
| | | | | | Full Year | YoY |
| Merchandise | Revenue | 13,563 | 14,456 | 6.6% | 30,500 | 11.2% |
| | Operating Profit | 1,242 | 1,298 | 4.5% | 2,500 | 11.4% |
| Information and Service | Revenue | 2,017 | 2,108 | 4.5% | 5,000 | 13.9% |
| | Operating Profit | 109 | △ 50 | △ 146.4% | 190 | 36.2% |
| F&B | Revenue | 7,888 | 9,795 | 24.7% | 22,400 | 39.5% |
| | Operating Profit | 171 | 329 | 91.6% | 940 | 170.9% |

Financial Performance by Segment

Information and Service

Factors Contributing to Revenue Growth

Growth in the recruitment and outsourcing business, partially offset by lower sales in the POS system sales business

Factors Contributing to Profit Decline

- Higher SG&A expenses due to proactive investments in new businesses

(JPY Million)

| Segment | | Interim FY2025 | Interim FY2026 | Change(%) | FY2026 Forecast | |
|-------------------------|------------------|----------------|----------------|-----------|-----------------|--------|
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Financial Performance by Segment

Food and Beverage (F&B)

Factors Contributing to Revenue and Profit Growth

- Increased sales from new store openings and higher sales at existing stores
- Profit growth in existing businesses







(JPY Million)

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|-------------------------|------------------|----------------|----------------|-----------|-----------------|--------|
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Growth Potential of the Operating Subsidiary

Our management philosophy is that each group company should pursue one of the following three objectives:(1) achieving annual sales of ¥10 billion,(2) becoming the industry leader in market share, and (3) listing on a stock exchange. To achieve these goals, profits generated from existing businesses are reinvested into business development, with the aim of establishing new business pillars. We internally classify our businesses based on their growth stage and strategic posture. "Sunny" businesses generate stable profits and demonstrate strong commitment to new business development, while "Cloudy" businesses remain profitable but require either greater engagement in new initiatives or further improvement in earnings performance.

(JPY Million)






| Seg- ment | Growth Poten- tial | Business | Subsidiary | Subject | Interim FY2025 | FY2026 | | FY2026 Forecast | | |
|------------------|---|--|-----------------|------------------|-------------------|---------|-----------|-----------------|---------|---------------|
| | | | | | | Interim | Change(%) | Full Year | YoY (%) | YoY Change |
| Merchan- dise |  | Kitchen Equipment Store-base sales | Tenpos Busters | Revenue | 9,987 | 10,424 | 4.4% | 22,000 | 11.1% | 2,203 |
| | | | | Operating Profit | 1,135 | 1,152 | 1.6% | 2,300 | 8.8% | 186 |
| |  | Kitchen Equipment Direct sales | Kitchen Techno | Revenue | 1,944 | 2,130 | 9.5% | 5,000 | 15.5% | 670 |
| | | | | Operation Profit | 96 | 46 | △ 51.6% | 258 | 12.8% | 29 |
| F&B |  | Kitchen Equipment Online sales | Tenpos.com | Revenue | 1,901 | 2,290 | 20.4% | 5,330 | 37.2% | 1,444 |
| | | | | Operating Profit | 20 | 35 | 77.8% | 75 | 323.6% | 57 |
| |  | Steak Restaurant | Asakuma | Revenue | 4,246 | 4,606 | 8.4% | 10,010 | 15.6% | 1,352 |
| | | | | Operating Profit | 98 | 179 | 81.3% | 500 | 169.6% | 314 |
| F&B |  | Revolving Sushi | Yamato Sakana | Revenue | 3,758 | 4,148 | 10.4% | 8,499 | 11.6% | 885 |
| | | | | Operating Profit | 194 | 300 | 55% | 474 | 20.9% | 81 |
| |  | Food Delivery | Sunrise Service | Revenue | - | 1,174 | - | - | - | - |
| | | | | Operating Profit | - | △ 1 | - | - | - | - |

※ Asakuma Group absorbed Asakuma Succession in FY2025.

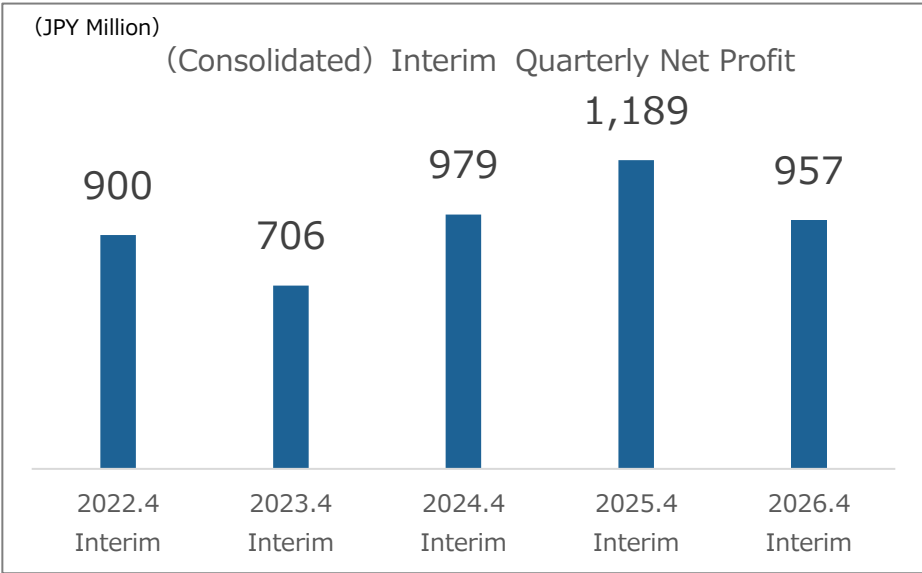
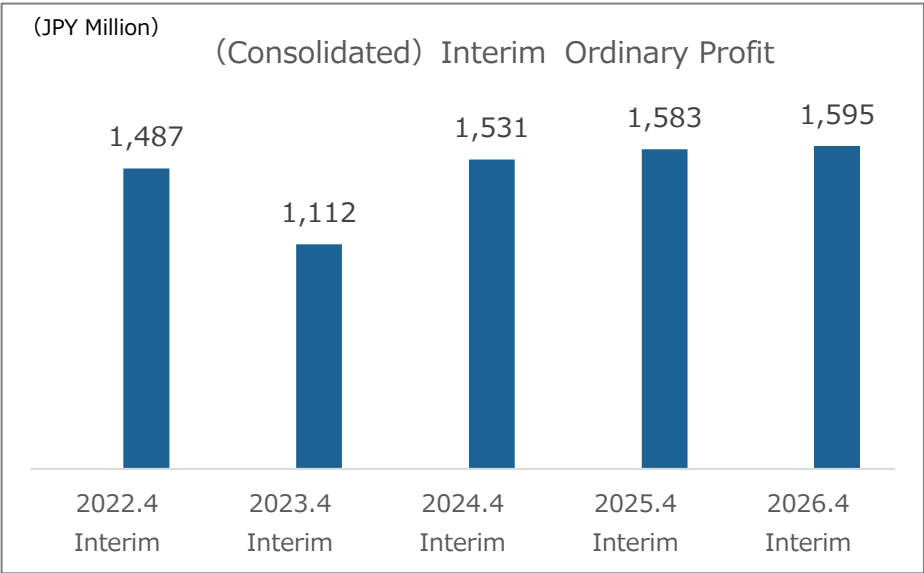
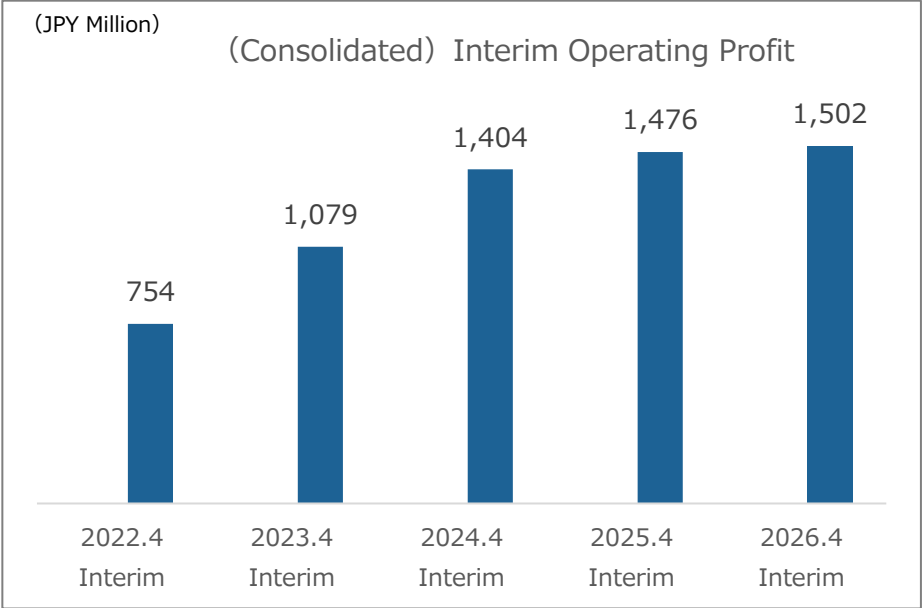
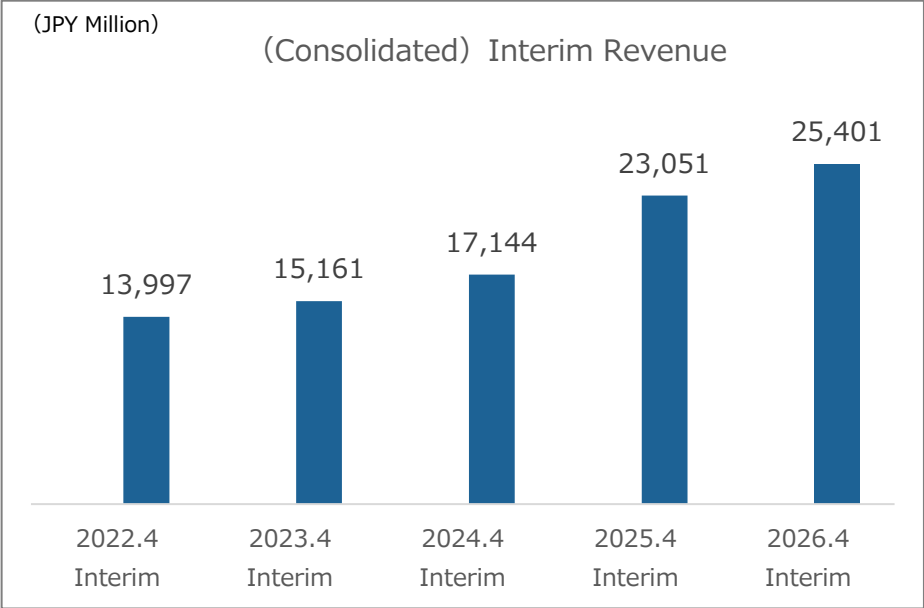
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(JPY Million)

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|------------------------------------|---|---------------------------------|---------------------------|---------------------|-------------------|---------|--------------------|-----------------|------------------------|---------------|
| | | | | | | Interim | Change(%) | Full Year | YoY (%) | YoY Change |
| Infor- mation and Service |  | Interior Construction | Studio Tenpos | Revenue | 401 | 405 | 1% | 1,135 | 8.5% | 89 |
| | | | | Operating Profit | 3 | 10 | 182.3% | 48 | 17.8% | 7 |
| |  | POS System Sale | Tenpos Johokan | Revenue | 490 | 402 | △ 18% | 1,100 | 20.0% | 183 |
| | | | | Operating Profit | 60 | △ 3 | turned into a loss | 80 | 113.2% | 42 |
| |  | Finance and Property | Tenpos Financial Trust | Revenue | 240 | 282 | 17.6% | 550 | 2.4% | 12 |
| | | | | Operating Profit | 22 | 0 | △ 99.1% | 58 | 99.9% | 29 |
| |  | Staffing and Recruitment | D-Spark | Revenue | 799 | 898 | 12.3% | 2,300 | 27.0% | 488 |
| | | | | Operating Profit | 15 | △ 32 | turned into a loss | 47 | 8.7% | 3 |
| |  | Online Marketing Services | Tenpos Foodplace | Revenue | 97 | 142 | 46.9% | 200 | 15.0% | 26 |
| | | | | Operating Profit | 6 | △ 28 | turned into a loss | 0 | Returned Profitable | 7 |

連結業績の推移



Merchandise Sales Business Performance Trends

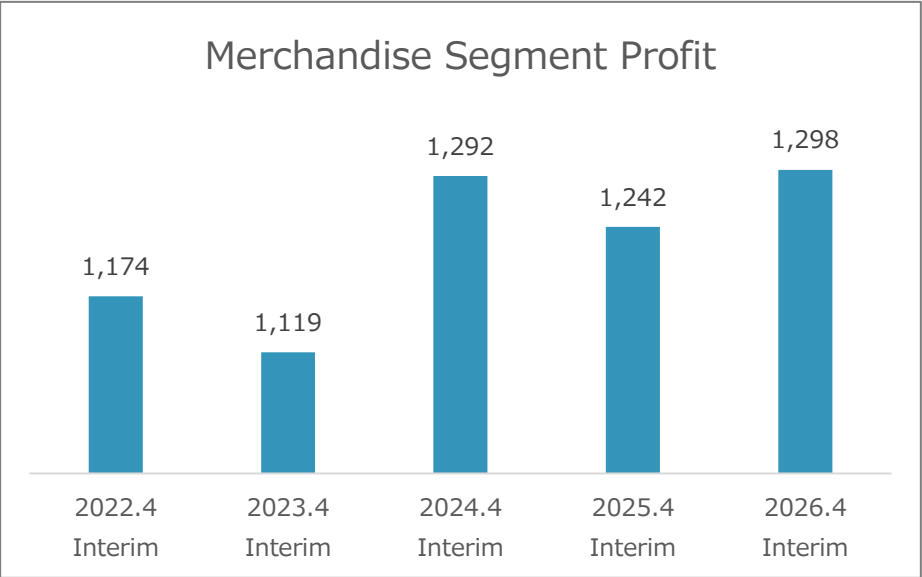
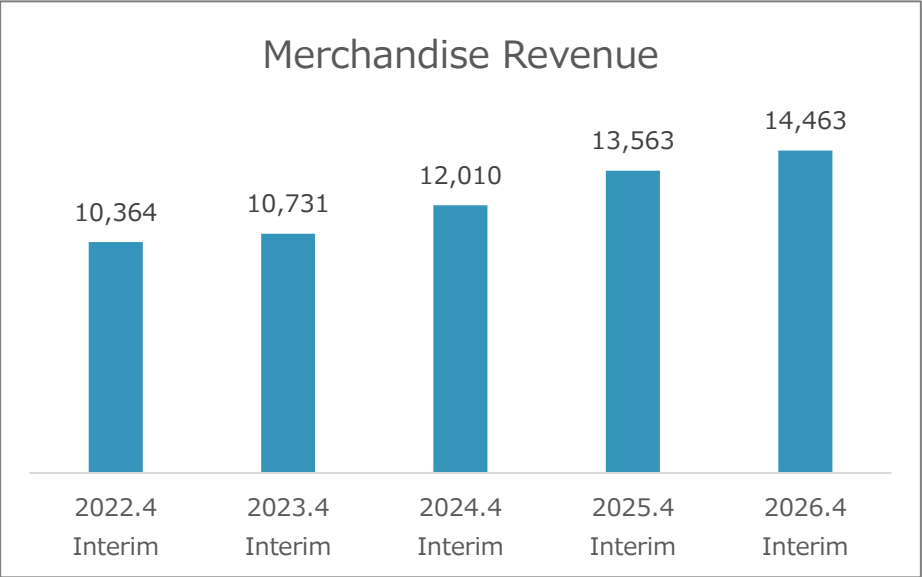
Japan’s Largest Used Commercial Kitchen Equipment Business Store-Base Sales / Direct Sales / Online Sales

Net Sales:¥14,456 million (+6.6% YoY)Segment Profit:¥1,298 million (+4.5% YoY)

- The store-based sales business (Tenpos Busters) focused on accelerating new store openings compared with the previous fiscal year. However, customer traffic declined due to a contraction in the overall market.As a result, net sales increased by ¥437 million (+4.4% YoY).Despite the sales growth, the business faced challenges in business format transitions, and operating profit increased only slightly, rising by 1.6% (+¥17 million).

The Company has made a decisive strategic shift toward the following three initiatives, with the aim of achieving “nationwide coverage”

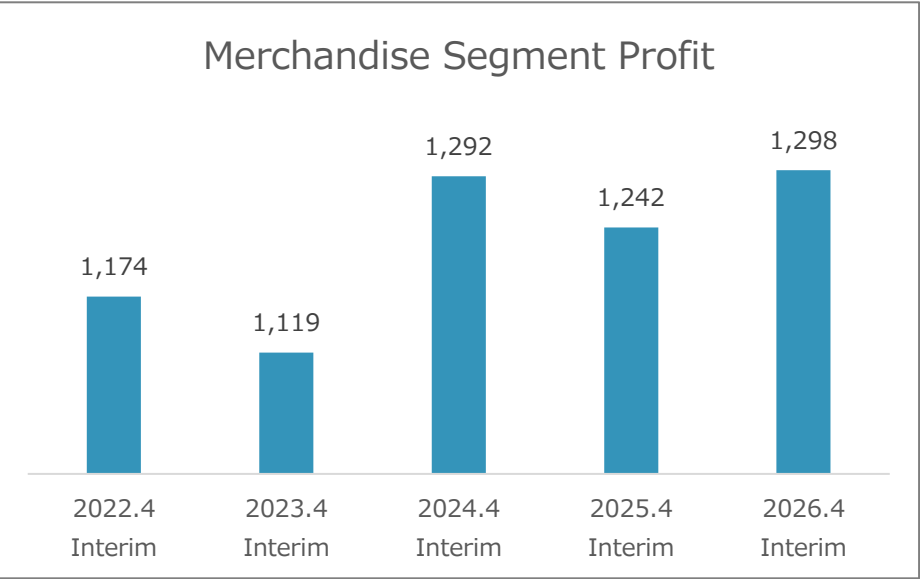
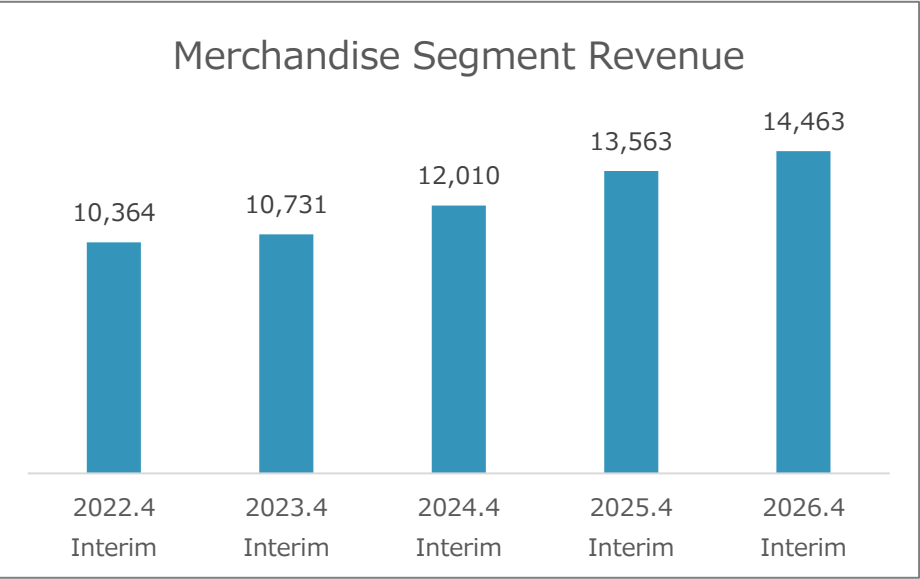
- Acceleration of new store openings– Expansion toward a 300-store network
- Deployment of specialty store models– Focused formats for ramen, yakiniku, and confectionery/bakery
- Strengthening of sales capabilities– Selective development of consultative sales professionals



Merchandise Sales Business Performance Trends

Japan’s Largest Used Commercial Kitchen Equipment Business Store-Base Sales / Direct Sales / Online Sales

- The direct sales business (Kitchen Techno) delivered solid performance, driven by strong demand for large-scale commercial kitchen design and construction projects for major restaurant chains, hotels, and institutional catering facilities. As a result, net sales reached ¥2,130 million (+9.5% YoY).In addition to the delivery of kitchen equipment, the business has been strengthening efforts to secure maintenance contracts, steadily building recurring (stock-based) revenue streams.
- The online sales business (Tenpos.com) recorded strong growth, with net sales of ¥2,290 million (+20.4% YoY).The corporate-only platform, “Tenpos legal-entity.com,” has gained strong support from major restaurant chains and public-sector organizations, supported by enhanced convenience such as invoice-based payment options. In addition, within the “Business Start-Up Support Service,” the Company has strengthened its one-stop support structure, covering everything from property selection to kitchen equipment planning. This service functions as an entry point to the Group’s broader service offerings and contributes to the maximization of customer lifetime value (LTV).

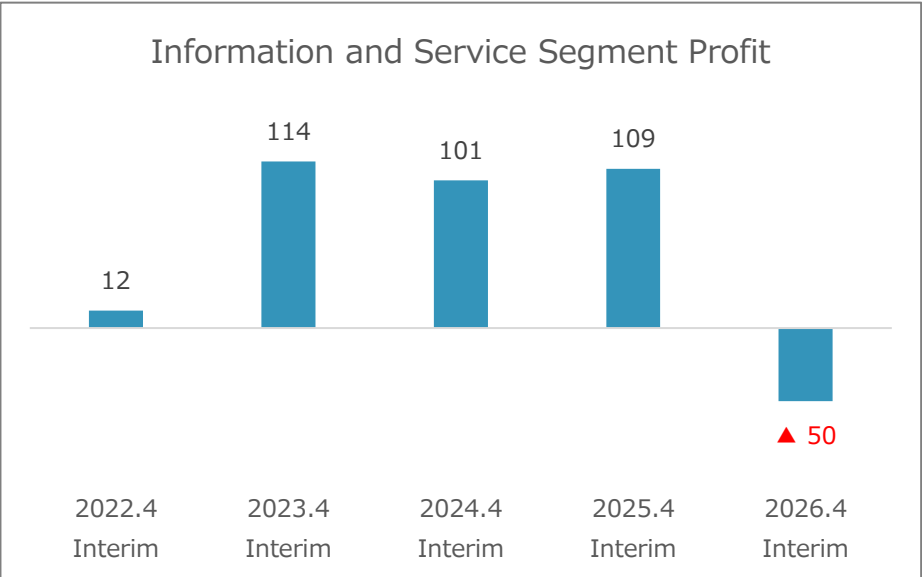
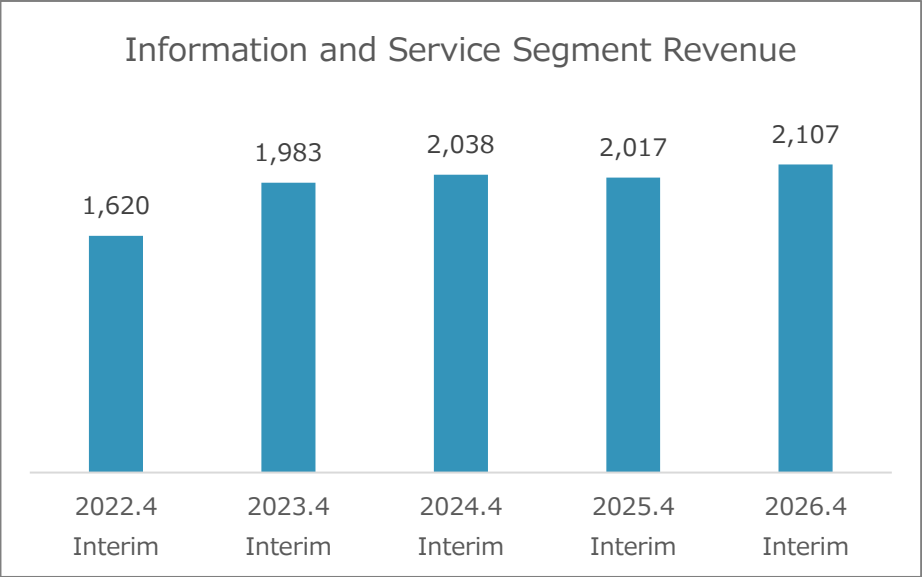


Information and Service Business Performance Trends

Staffing and recruitment, business succession, interior construction, and real estate businesses recorded revenue growth, while POS system sales declined.SG&A expenses increased due to business investments across group companies.

Net Sales:¥2,108 million (+4.5% YoY)
Segment Loss:¥50 million (the prior-year period recorded a segment profit of ¥109 million)

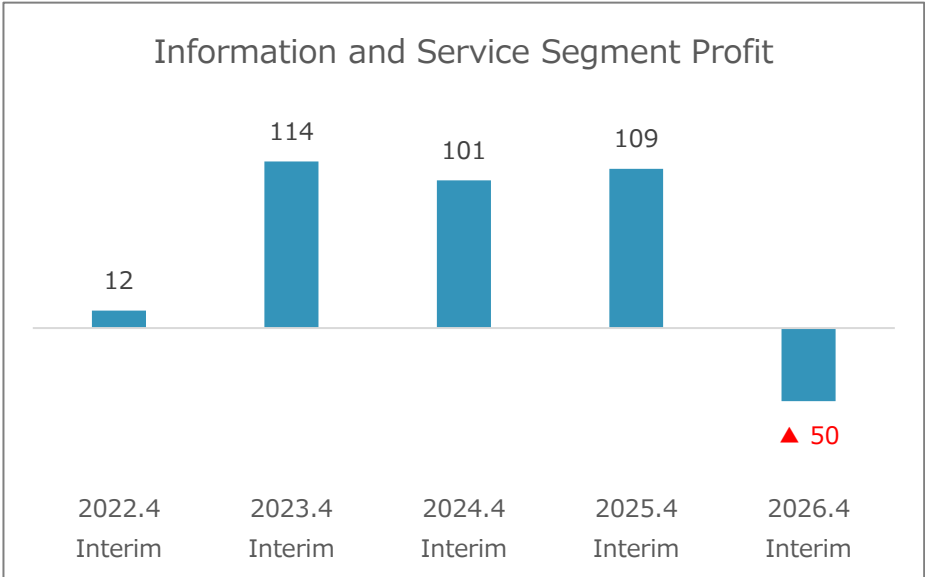
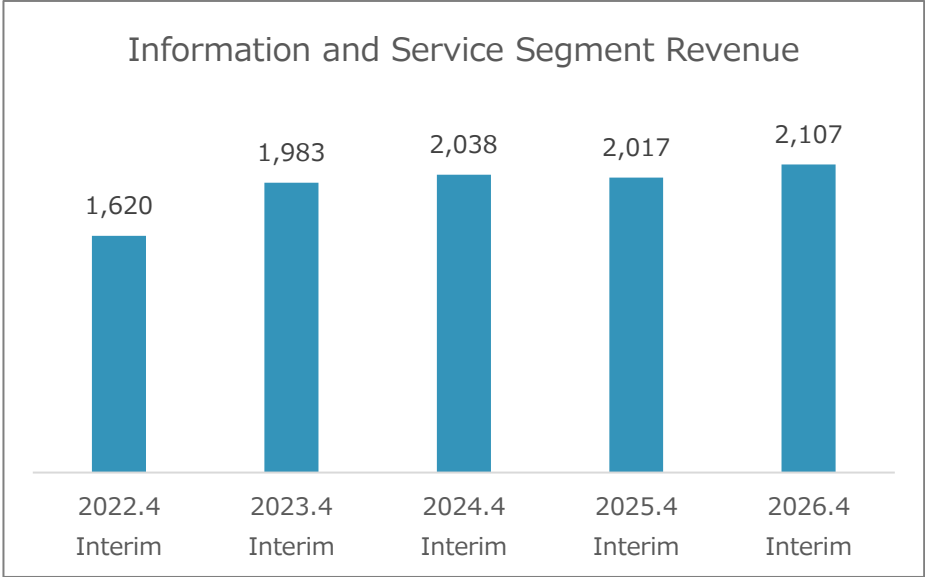
- The staffing, recruitment, and dispatch business (D-Spark) recorded net sales of ¥898 million and an operating loss of ¥32 million. The Company has been actively promoting its foreign human resources recruitment and support business and advancing operations as a registered support organization. In collaboration with overseas educational institutions, the Company has established an end-to-end support framework, providing services ranging from Japanese language education in the home country to employment placement and post-arrival retention support in Japan. As these initiatives represent proactive upfront investments aimed at driving strong earnings growth from the next fiscal year onward, the business recorded a loss in the current period.
- The restaurant business succession business (Tenpos Food Place) recorded strong revenue growth, with net sales increasing 46.9% YoY. The Company continues to promote initiatives including business succession services, the establishment and operation of franchise headquarters, and the launch of a rent guarantee business.



Information and Service Business Performance Trends

Staffing and recruitment, business succession, interior construction, and real estate businesses recorded revenue growth, while POS system sales declined. SG&A expenses increased due to business investments across group companies.

- The POS system sales business (Tenpos Johokan) promoted the adoption of POS registers, automatic change dispensers, and self-ordering systems as a certified support provider under the “IT Introduction Subsidy 2025” program, aimed at addressing labour shortages. However, despite these efforts, the business recorded declines in both revenue and profit, resulting in an operating loss for the period.
- The interior construction business (Studio Tenpos) expanded its customer base beyond small and mid-sized restaurants to include projects for beauty salons and medical clinics, resulting in an increase in profit.
- Tenpos Financial Trust is advancing its strategic shift toward becoming a comprehensive real estate services provider, focusing on the recruitment and training of sales personnel and the development of building owner relationships through online and social media channels. As a result, the business achieved revenue growth, while profit declined due to increased upfront investments.

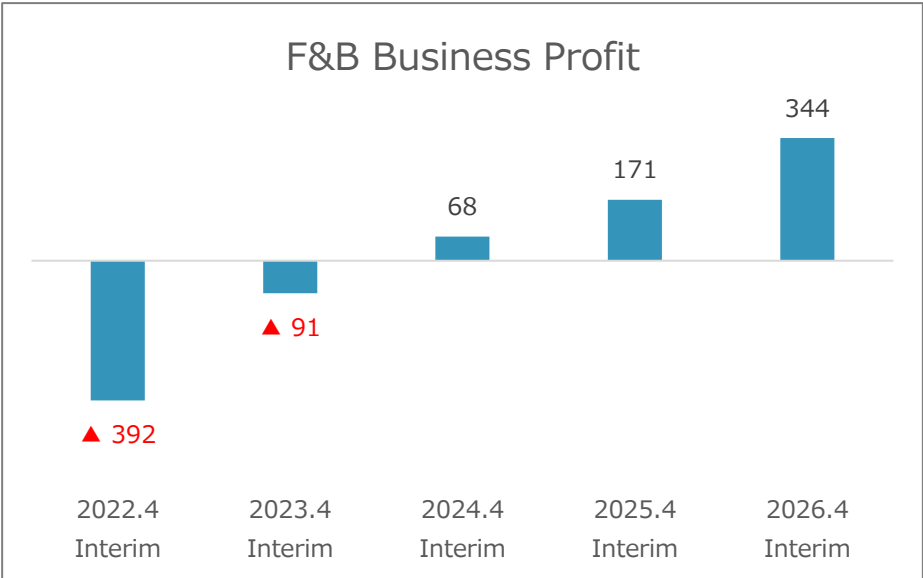
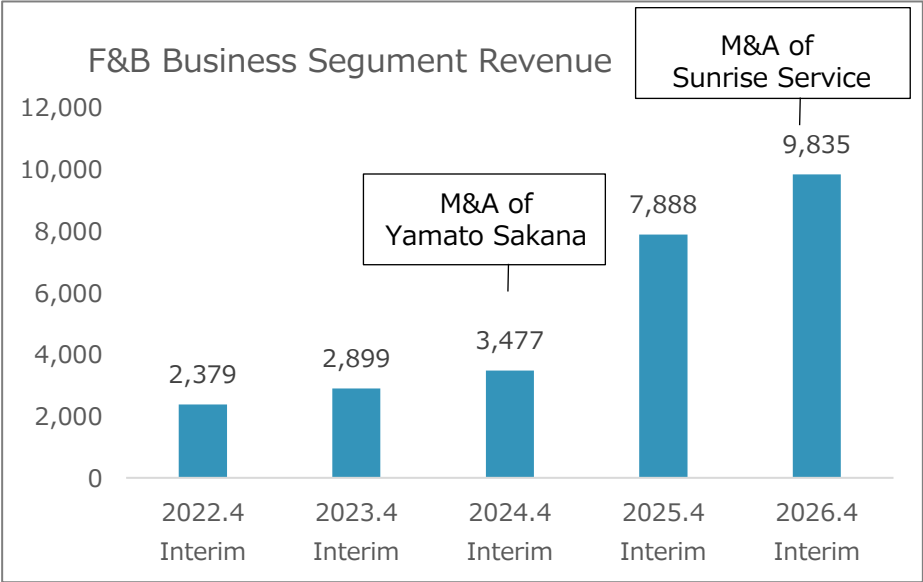


F&B Business Performance Trends

The steak and revolving sushi businesses performed well, while the tourism business also showed solid growth.

Net Sales:¥9,795 million (+24.2% YoY)
Segment Profit:¥329 million (+91.6% YoY)

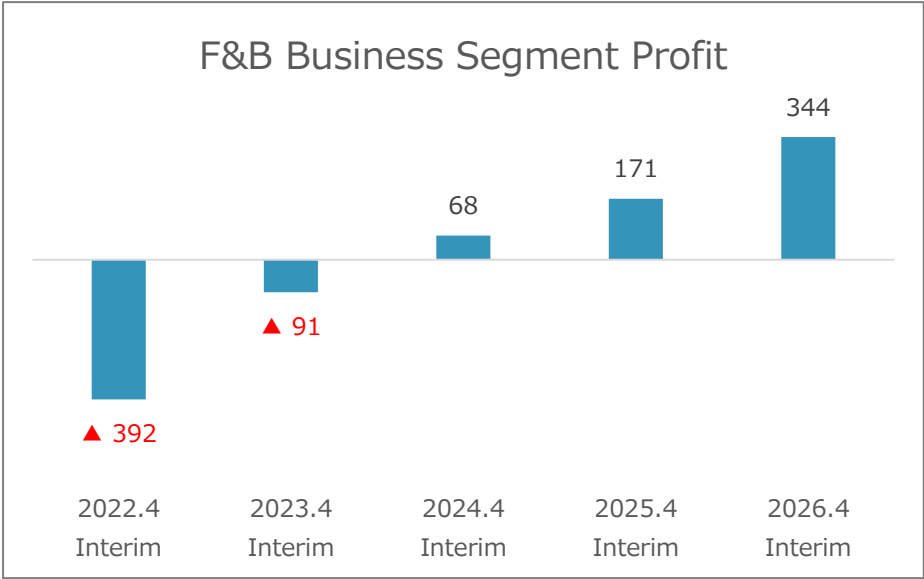
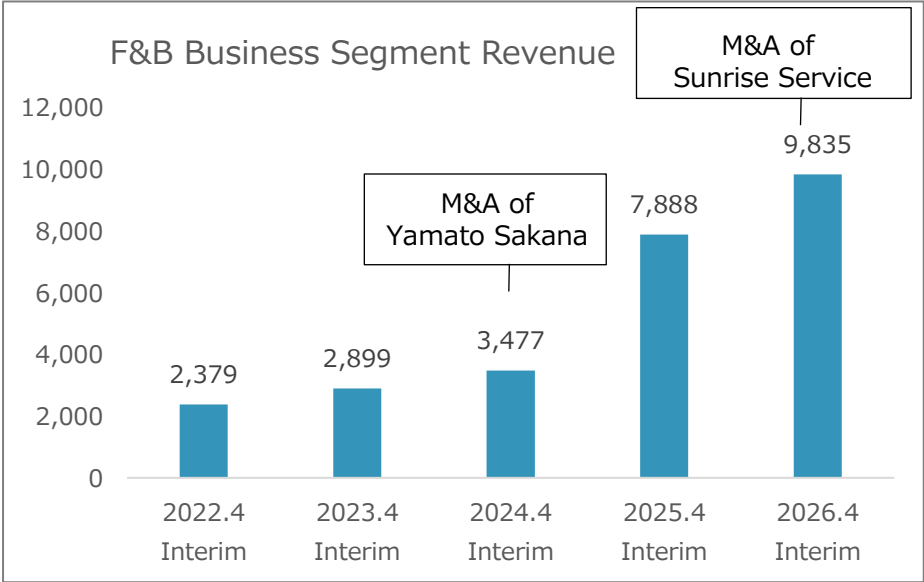
- The steak restaurant business (Asakuma) recorded net sales of ¥4,606 million (+8.4% YoY) and operating profit of ¥179 million (+81.3% YoY).As of the end of July 2025, monthly sales have exceeded the prior-year level for 32 consecutive months, demonstrating sustained business momentum. In addition, the Company actively rolled out steak fair menus, aiming to enhance customer satisfaction. The Company also continued its proactive new store opening strategy, including: *Asakuma Steak Restaurant Kuwana* (Kuwana City, Mie Prefecture) in June; Launch of a new format, *Asakuma Curry Osu* (Naka Ward, Nagoya City, Aichi Prefecture) in July; and *Selected Offal Pub Ebisu-San Hatagaya* (Shibuya Ward, Tokyo) in August.



F&B Business Performance Trends

The steak and revolving sushi businesses performed well, while the tourism business also showed solid growth.

- The revolving sushi and izakaya business (Yamato Sakana) recorded net sales of ¥4,132 million (+10.4% YoY) and operating profit of ¥262 million (+55.0% YoY). With the President personally engaging at frontline operations, initiatives to improve labour productivity, strengthen cost control, and effectively deploy foreign staff have progressed steadily. At the same time, the business maintained an aggressive growth stance, opening new stores as follows: *Yamadenmaru Toyosu Sail Park* in July; *Yamato Seafood Aeon Mall Tsudanuma* in August; and *Fish Eatery Yamato Kofu-Satoyoshi* (Kofu City, Yamanashi Prefecture) in October.
- The delivery sushi, catering, and restaurant business (Sunrise Service) has been newly included in the scope of consolidation since the second quarter of the current fiscal year. As a result, the business recorded net sales of ¥1,174 million and an operating loss of ¥1 million for the period.



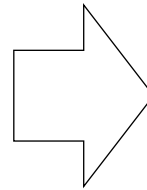
Performance Overview and Growth Strategy of Tenpos Busters

- Aiming for 300 Stores Nationwide**

Performance Overview of Tenpos Busters Co., Ltd.

【Result】

- The number of directly operated stores increased from 60 stores in the second quarter of the previous fiscal year to 67 stores in the second quarter of the current fiscal year. Despite the increase in store count, customer traffic declined due to market contraction, resulting in a 4.4% increase in net sales. On the profit side, higher expenses associated with new store openings put pressure on earnings, and operating profit increased only slightly, rising by 1.6%.

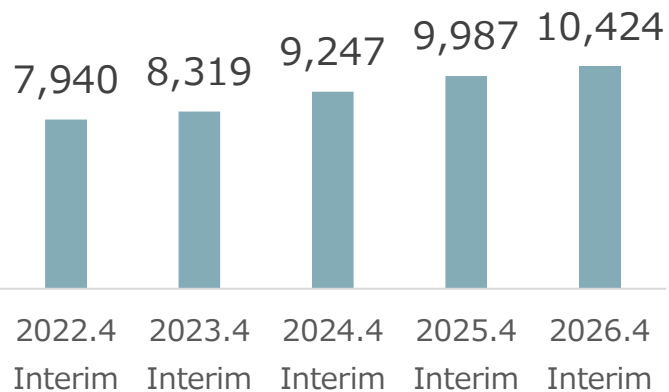


【Outlook】

- There remain many untapped geographic areas, and the Company will continue to accelerate new store openings to expand market share, aiming to establish a 300-store network nationwide.
- Further development of industry-focused store formats targeting sectors that require high-value commercial kitchen equipment and advanced expertise. To better address these specialized needs, sales staff will be trained as “producers” capable of creating high-performing and successful customer businesses, rather than serving solely as product sellers.
- Discontinuation of the consultant training programs previously provided to all sales staff and instead limit consultant training to a selected group of high-potential members. For the others, the focus will shift to sales capability enhancement training, with the aim of improving overall organizational productivity and proposal quality.

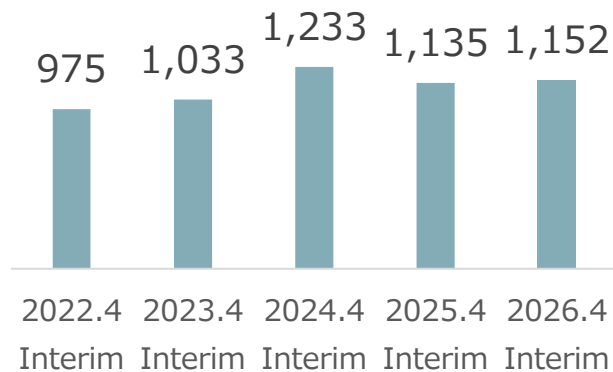
(JPY Million)

FY2026 Interim Revenue



(JPY Million)

FY2026 Interim Operating Profit



What is Tenpos Busters



Beyond Merchandise Sales — A Restaurant Consulting and Production Company

- Annual Revenue: ¥19.7 billion
- Store Network: 74 stores nationwide (as of October 2025)→ Growth Strategy: Expansion toward a 300-store network in Japan
- Annual Customer Visits: 630,000
- Registered Members: 320,000
- Industry Position: No.1 in revenue in Japan's used commercial kitchen equipment industry (a clear market leader in a highly fragmented market — one dominant player among many smaller competitors)
- Founded: 1997
- Listed: JASDAQ, 2002

Growth Strategy of Tenpos Busters

■ Expansion toward a 300-store network in Japan!

- Strategy①: In addition to comprehensive one-stop stores, we will develop specialised stores focused on specific products and industries.
- Strategy②: Expand nationwide through the acquisition of, and capital alliances with, used commercial kitchen equipment competitors across Japan.
- Objective: Achieve nationwide coverage and establish an overwhelming market share and sustainable competitive advantage.

Planned Store
Openings (FY)
12

- **Continue opening comprehensive stores as before**

Maintain an established model to serve a wide customer base

- **Pursue store openings focused on specific product categories.**

Focus on specific products to target niche markets.

- **Pursue store openings focused on the ramen and confectionery/bakery industries.**

By focusing on specific industries such as ramen and confectionery, the Company provides specialized support and fully produces new business start-ups.

- **Open specialty stores tailored to interior construction contractors and used refrigerated showcase stores dedicated to supermarkets.**

Initiatives to Increase Average Transaction Value

■ Capture the upstream phase of restaurant start-ups to secure higher transaction values.

By capturing the upstream phase of restaurant start-ups, the Company aims to increase transaction value. While the total kitchen equipment and fixture cost for a standard 20-tsubo (about 66 square meters) restaurant is approximately ¥4.5 million, the Company targets ¥2.0 million per customer by providing property sourcing and interior construction services, leading to integrated orders of up to ¥6.0 million.

■ Strengthening Sales Capabilities and Selective Development of Consulting Talent

The Company is implementing a “selection and focus” approach by selectively appointing and developing a group of consulting specialists. Selected members are trained to deliver advanced consulting services, while sales staff focus on sharpening core sales capabilities that directly drive deal expansion. This approach is designed to enhance overall organizational productivity and proposal quality. At the frontline level, the Company is accelerating its evolution beyond simple kitchen equipment sales toward “Doctor Tempos”—a comprehensive problem-solving partner for restaurant operators. This includes integrated solutions such as property introductions, interior construction, sales promotion support, and staffing and recruitment services, addressing all aspects of restaurant management challenges.

Strengthen the Procurement of Used Commercial Kitchen Equipment

Initiatives to Increase Used Commercial Kitchen Equipment Procurement

■ To increase annual procurement volume from 44,000 units to 80,000 units in the current FY.

- Increase procurement staff to expand sourcing capacity
- Strengthen procurement from restaurant chains
- Launched a “Used Equipment Auction” for dealers in May 2025 to strengthen procurement by bringing former competitors into the ecosystem as partners; the auction was held five times at the Chiba Procurement Center during Q2 (August–October), generating ¥27 million in revenue, with plans to expand to Fukuoka and the Kansai region.

■ Enhance productivity in repair and refurbishment operations to maximize supply.

- Two new procurement centers (processing facilities) planned
- Introduce weekend and nighttime operations at existing procurement centers.

F&B Business

Targeting a ¥50 Billion Scale

Growth Strategy of Asakuma

FY2026 New Store Opening Plan

- “Asakuma Steak Restaurant” 3 Shops
- Selected Offal Pub “Ebisu-San” 5 Shops
- Launch of New Store Format “Asakuma Curry”
- In addition, planning an additional new store format

Human Capital Strategy

- Leadership Structure: Organisational expansion is being driven under a dual leadership structure, with Mr. Shimizu as Chairman and Mr. Hirota as President.
- Active Recruitment of Global Talent: The Company is actively recruiting foreign nationals to support growth and operational scalability.

Personnel Policy: Merit-based appointments regardless of nationality, gender, or age, with a focus on motivation and capability.

Ratio of Foreign Employees: 45.4% of full-time employees (64 out of 141, including prospective hires) (as of January 2025)



- ◀ Accelerate growth under a dual leadership structure led by the Chairman and President
- Strengthen sales capabilities to support new store openings and deliver the “Emotionally Moving Asakuma” brand experience
- Advance talent development and brand-building initiatives



▲ Foreign employees are playing active roles as managers, store managers, and acting store managers, while participating in management development training sessions three times per week.

New Store Format
Asakuma Curry opened in July
▼ (Osu, Nagoya City)



◀ Head of the Succession Business Division (since 2025) Originally from Nepal and in his eighth year at the Company, he was selected for this role following his outstanding contributions to improving business performance and operational efficiency at “Ebisu San.”

Revolving Sushi Brand “Yamato Sakana” (joined Tenpos in September 2023)

The Company holds licensed purchasing rights enabling direct procurement of seafood from fishing ports, serving as a key competitive advantage across its seafood wholesale, retail, food service, and tourism businesses.

Food Service and Ready-to-Eat Business

The Group currently operates 14 revolving sushi restaurants and 5 izakaya/Japanese set-meal restaurants. While new store openings to date have primarily focused on the revolving sushi format, FY2025 marks a strategic shift toward expanding the izakaya and set-meal formats. In line with this strategy, new stores were opened in high-profile locations, including “Yamadenmaru Toyosu Sail Park” in July, “Yamato Seafood Aeon Mall Tsudanuma” in August, and “Fish Eatery Yamato Kofu-Satoyoshi” in October, steadily enhancing brand visibility. In addition, leveraging its proven product quality, as evidenced by winning the Excellence Award in the Sushi Category (Specialty Stores/CVS and Other Formats) at the Bento & Prepared Foods Awards 2025—a nationwide competition featuring entries from supermarkets, convenience stores, and specialty retailers—the Group will continue to pursue active and sustained expansion.

Tourism Business

The Company operates “Boso no Eki Tomiura”, a company-owned facility that brings together two retail stores, including a fresh seafood shop and souvenir stores, as well as five food service outlets. Leveraging its operational know-how, the Company plans to expand into the contracted management of roadside stations (“Michi-no-Eki”) going forward.



Retail Business

The Company currently operates four fresh seafood takeout stores and seven sushi takeout stores. In FY2026, the Company plans to open additional new stores.

Wholesale Business

The Company procures seafood directly from fishing ports and engages in wholesale distribution to markets, as well as to restaurants, ryokan inns, and hotels. The Company is focused on expanding its wholesale customer base.

Sunrise Service (Joined Tenpos in July 2025)

当第2四半期連結会計期間より新たに連結の範囲に含める

フードデリバリー、仕出し・ケータリング、およびレストラン事業を展開。

当社グループにおける『食』の提供チャネル拡充と、さらなる顧客層の開拓に寄与。

Catering Business



Restaurant Business



Marche (Accounted for using the equity method in July 2025)

The Company operates a diverse portfolio of brands, including “Hakken-den,” a charcoal-grilled yakitori-focused brand, and “Suikoden,” a casual izakaya concept, among others. It is an authentic izakaya chain committed to handcrafted preparation and freshly made dishes. The Company has joined the Group as an equity-method affiliate.



Reference

A recycler with no mandatory retirement age Tenpos embodies the SDGs.

- ① Tenpos' recycling business inherently embodies the SDGs, contributing to a circular economy through reuse of commercial kitchen equipment.
- ② Business support for small-scale restaurants, aiming to improve survival rates to 90%, despite the fact that approximately 45% close within three years.
- ③ In alignment with SDG Goal 1: No Poverty, the Company plans to increase employee wages by 50% over three years, improving economic security and living standards.
- ④ Execution of *Operation 115*: Targeting 1,000 employees to build financial assets of ¥50 million each within 10 years, supporting long-term financial independence.
- ⑤ Abolition of mandatory retirement, with senior employees accounting for 31% of the workforce, providing work opportunities for those who wish to continue working regardless of age.

Create ¥50 billion in funding for the execution of Operation 115 (added December 2024)

Our Vision

| Social Value | Economic Value |
|---|--|
| To become an unshakable company by delivering both hard and soft solutions to the food service industry | Market Capitalization of ¥200 billion Revenue of ¥200 billion |



Through the achievement of these targets, the Company aims to support the creation of sustainable restaurants by helping improve the five-year survival rate of restaurant businesses from 45% to 90%.

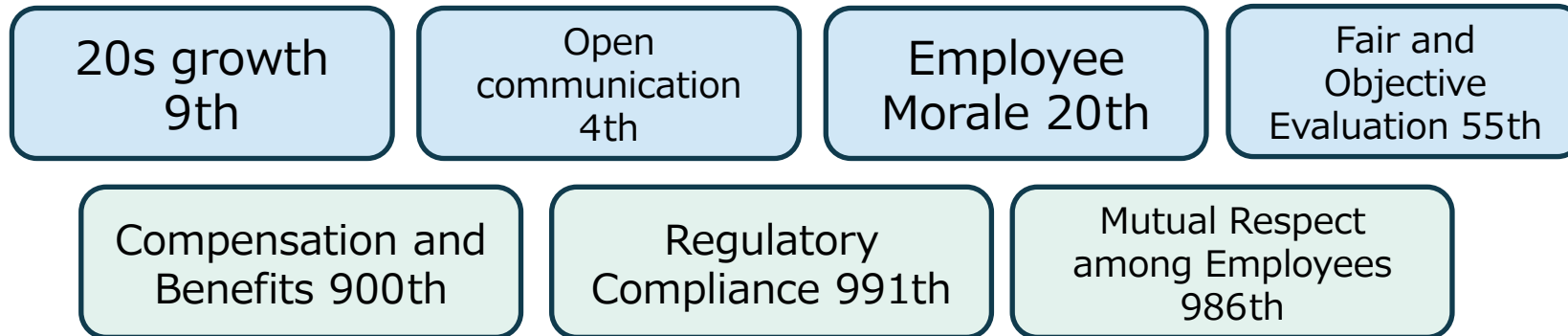
Shining-Black-Enterprise means

Black: Maintain a no-complaint mindset, demonstrate resilience and perseverance, and Continuously challenge beyond perceived limits

Shining: Self-growth-driven program “Operation 115”: 50% income increase, more holidays, and ¥50 million in personal assets

Review ranking of all 995 job search sites

Despite ranking 900th in compensation, Tenpos ranks 20th in employee morale and 9th in growth for employees in their 20s. This is the “Shining-Black-Enterprise”.



source : OpenWork

Supervisor–Subordinate Relationship: Master and Disciple

Masters train future-building employees with commitment and rigor

Disciples grow through the spirit of “*Shu-Ha-Ri*”(Shu: follow the fundamentals, Ha: break with convention, Ri: transcend and innovate) toward independence

Core Management Personnel of the Tenpos Group

Merit-based promotions regardless of age

President of D-Spark

K. Ito, aged 43歳

A president who seems to be able to do everything

Director & Head of Human Resources of Tenpos HD



President of Tenpos.com

E. Shinagawa, aged 45

A people-oriented, approachable President



President of Asakuma

Y. Hirota, aged 40

Former Sales Manager of Tenpos Busters West Japan



Chairman of Asakuma

K. Shimizu, aged 56

Former executive officer and president of a major food service enterprise.



President of Studio Tenpos

M. Yoshino, aged 40

An exceptionally craftsmanship-driven President



Personnel system

While rigorously training disciples who will build “Tomorrow’s Tempos,” the Company is executing “Plan 115,” an initiative to enable 1,000 employees to accumulate ¥50 million in financial assets within 10 years.

To Challenge

- Choice of Work Style: Rapids Course or Calm Waters Course
- My Life Sheet: Personal life and career planning framework
- Voluntary Candidacy for Store Manager Positions
- Internal Competition for the President’s Chair
- FA and Draft System
- Part-Time Store Managers, with summer bonuses of up to ¥800,000

Family is Crucial

- Flexible and Extended Childcare Leave
- Employee-Selected Transfers and Relocation Flexibility
- Shortened Working Hours System
- Remote and Work-from-Home Arrangements

Enjoy life from the age of 60

- Abolishment of the Mandatory Retirement System
- “Paradise Employee” Scheme: Fully flexible attendance and working hours
- Residential Training Program (2 nights, 3 days)

Fair and Objective Evaluation

Open and Transparent Bonus System

The Company seeks fair and objective evaluation of employees who contribute to growth, disclosing not only bonus amounts but also evaluation criteria and providing explanations at the time of bonus payments.

Partial self-determination of salary increases and bonuses

At the departmental level, employees—including managers and part-time staff—collectively discuss and decide how to allocate 10% of the total amount for salary increases and bonuses. This process incorporates peer-based evaluations that may not be fully visible to management, allowing a more holistic assessment of individual contributions.

Cultivate Positive Relationships

Plus Stroke

Build positive relationships through forward-looking communication

Company Social Gathering

Following executive training programs and nationwide store manager conferences, management participants engage in extended discussions lasting approximately two and a half hours, exchanging candid views on the Company’s direction and their own career development in an informal setting.

Training Programme

Guided by the philosophy that “each individual decides their own life,” the Company provides training programs that support employees’ career advancement.

■ Executive Training

This program is designed for executive officers and senior management, and is conducted on a monthly basis with practical, hands-on training focused on achieving results and developing character, including discussions on what it means to be a responsible and principled Japanese leader.

Approximately 30 participants attend each session.

■ Next Generation Director Training

The program offers systematic training for young leaders in the Tenpos philosophy, data analysis, and strategic planning.

■ Tenpos Dojo

The program centers on the Tempos Spirit and pushing beyond personal limits, and is mandatory for future senior management candidates.

■ New graduate training - 80 km walk

New employees complete an 80-kilometer walk in teams of five, reflecting on teamwork and individual roles as they work together to finish the challenge.

■ Part-time workforce development program

Part-time employees advance through skill-based ranks by choosing their target level and completing the corresponding training program, with the highest G Rank equivalent to store manager capability.

“Elderly” starts at age 90.

Mandatory retirement abolished in 2005. Tenpos Busters' employees aged 60 and over: 31%



Mr.T. Moteji, 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. I. Ichie
Ichinomiya Procurement Center Part time employee, 84 years old
Five-days work per 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 -Tenpos Policy Elderly Edition-

- 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.
- 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

Tenpos Holdings Co., Ltd (Tokyo stock Exchange Standard Market)

Head Office: 7/F, Sanyu Higashi Kamata Building, 2-30-7, Higashi Kamata, Ota Ward, Tokyo

Establishment: 31st March, 1997

Business : Food Service Equipment Sales Business, Food Service Management Support Business, Restaurant Operations Business

Fiscal Year End: April

Number of Employees: 2,587

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