

Japan's leading "Hikaru-black-company"
TEMPOS HOLDINGS Co., Ltd.

Full-Year Company Presentation for the Fiscal Year Ending April 30, 2025

recycler, no age retirement system – We are the SDGs itself

Consolidated Results

The current fiscal year, we had focused on new businesses and new store openings. Sales increased, but profits decreased due to increased expenses. Net income increased due to the impact of the bankruptcy proceedings of Takewaka Co., Ltd. decided in June 2024. (Core business profit has not shown growth!)

The figures in parentheses in the table below include the earnings forecast of Sunrise Service Co., Ltd., which operates a sushi delivery service and is scheduled to be acquired in July 2025. The earnings forecast will be re-examined after the acquisition. Please consider these as reference values as of now.

(Millions of Yen)

	Previous Fiscal Year (Full-year)	Current Fiscal Year (Full-year)	Rate of Change	Fiscal Year Ending April 30, 2026(Plan)	
				April 2026 Full-year(forecast)	Forecast Rate of Change
Sales	37,074	47,055	26.9%	53,500 (57,000)	13.7% (24.5%)
Operating Income	2,824	2,668	-5.5%	3,400 (3,430)	28.3% (28.9%)
Ordinary Income	3,069	2,870	-6.5%	3,600	25.4%
Net Income Attributable to Owners of Parent	1,972	2,064	4.7%	2,100	1.7%

Performance by Segment

Segment	Subject	Fiscal Year ended April, 2025 (Full Year)	Current Fiscal Year (Full Year)	Rate of Change	Fiscal Year Ending April 30, 2026(Plan)	
					April 2026 Full-year(forecast)	Forecast Rate of Change
Product sales business	Sales	24,241	27,399	13.0%	30,500	11.2%
	Operating Income	2,505	2,275	-9.2%	2,500	11.4%
Information service business	Sales	4,137	4,464	7.9%	5,000	13.9%
	Operating Income	208	144	-30.8%	190	36.2%
Restaurants business	Sales	9,494	16,062	69.2%	18,200	13.5%
	Operating Income	231	347	49.8%	900	156.6%

Product sales business

- Sales are strong across all channels: in-store, mail order, and direct sales.
- Factors for profit decrease: Increased expenses due to new store openings, increased personnel costs in the mail order business.

Information service business











- Human resources referral and outsourcing are strong in sales.
- Factors for profit decrease: Increase in selling, general and administrative expenses due to investment in new businesses.

Restaurants business

- Asakuma (10-month settlement in previous fiscal year) and Yamato Sakana (6-month settlement in previous fiscal year) saw significant increases in both sales and profit.
- Asakuma exceeded the previous year's sales for 25 consecutive months.

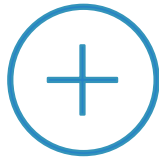
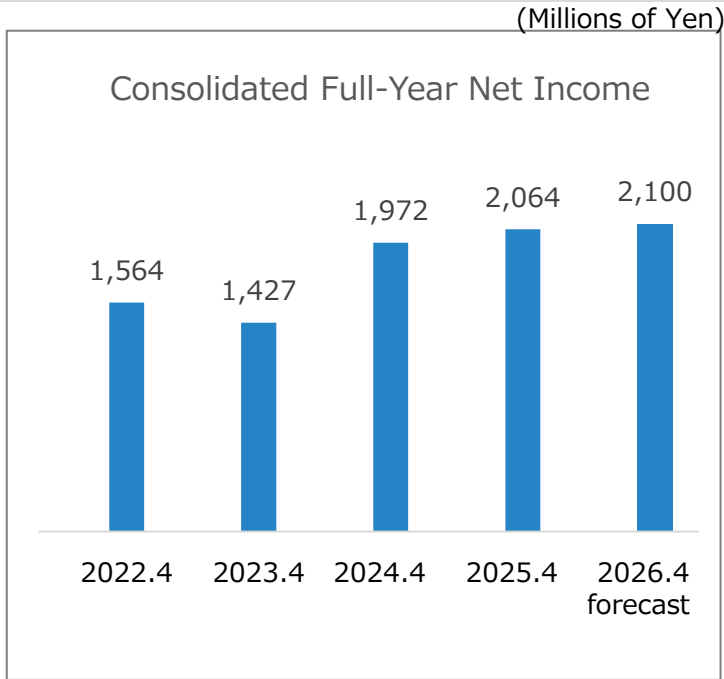
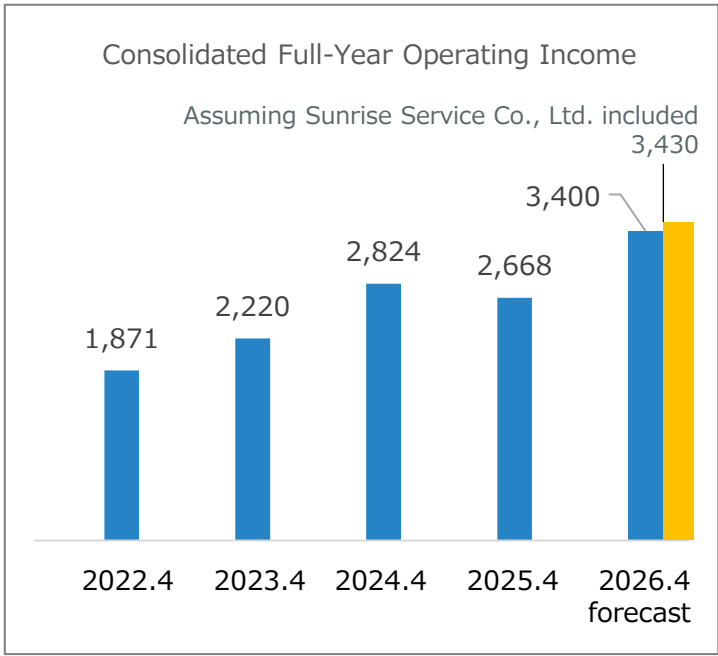
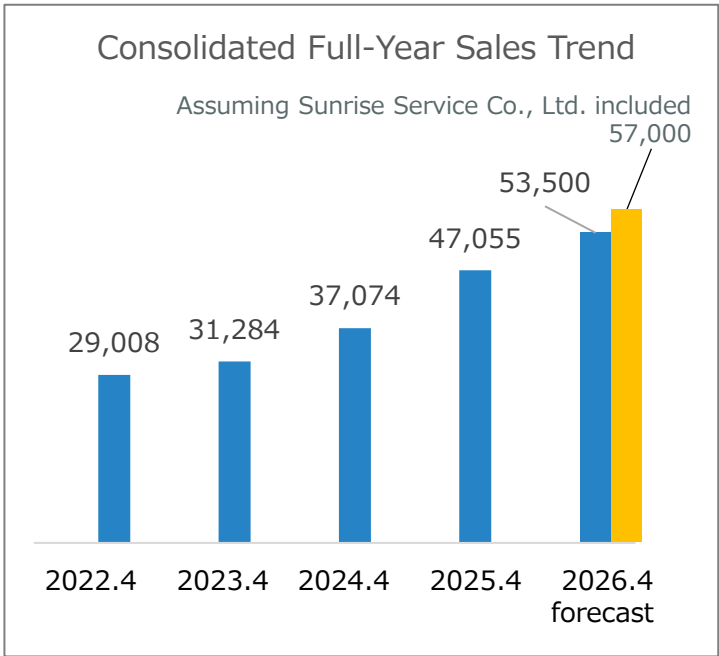
Operating Companies Performance

Our management philosophy is that each group company aims for one of the following three goals: ① ¥10 billion in sales, ② top market share in its industry, or ③ IPO. To achieve this, profits from existing businesses will be used for business development to establish new ventures. "Sunny" indicates strong profits and enthusiasm for new businesses. "Cloudy" indicates profits are being generated, but there's a lack of enthusiasm for new businesses or a need to increase profits themselves.

Segment	the present term forecast	business	Company Name	subject	April 2024 Interim Period	Fiscal Year ended April, 2025		Fiscal Year Ending April 30, 2026(Plan)		
						Full Year	Rate of Change	Full Year	Rate of Change	Amount of Change
Product Sales Business		Kitchen Over-the-counter sales	Tempos Busters	Net Sales	18,498	19,796	7.0%	22,000	11.1%	2,203
				Operating Income	2,405	2,113	- 12.1%	2,300	8.8%	186
		Kitchen Direct Sales	kitchen techno	Net Sales	3,136	4,329	38.0%	5,000	15.5%	670
				Operating Income	184	228	24.0%	258	12.8%	29
		Online Sales	Tempos.com	Net Sales	3,165	3,885	22.7%	5,330	37.2%	1,444
				Operating Income	- 1	17	to turn a profit	75	323.6%	57
Information service business		interior construction	Studio Tempos	Net Sales	1,041	1,046	0.5%	1,135	8.5%	89
				Operating Income	58	41	- 29.5%	48	17.8%	7
		POS Sales	Tempos Johokan	Net Sales	891	916	2.8%	1,100	20.0%	183
				Operating Income	45	37	- 18.1%	80	113.2%	42
		Funds & Real Estate	Tempos Financial Trust	Net Sales	511	537	5.1%	550	2.4%	12
				Operating Income	46	29	- 36.8%	58	99.9%	29
		Temporary staffing and placement	D-Spark	Net Sales	1,513	1,811	19.7%	2,300	27.0%	488
				Operating Income	56	43	- 23.2%	47	8.7%	3
Restaurant business		Attracting customers via the Web	Tempos Food Place	Net Sales	186	173	- 6.6%	200	15.0%	26
				Operating Income	5	△ 7	to incur a deficit	0	to turn a profit	7
		Steak Restaurants	Asakuma Group	Net Sales	6,101	8,657	41.9%	10,010	15.6%	1,352
				Operating Income	174	185	6.4%	500	169.6%	314
		Sushi Restaurants	Yamato Sakana	Net Sales	3,412	7,614	123.1%	8,499	11.6%	885
				Operating Income	175	392	123.0%	474	20.9%	81

The "Asakuma Group" in the table above absorbed Asakuma Succession in January 2025

Consolidated Business Performance Trends and Next Fiscal Year Forecast



The two companies below are scheduled to be formally included in the financial results around this summer.

Expected stock acquisition and performance reflection from July 2025
Sunrise Service Co., Ltd. (sushi delivery service, previous fiscal year sales: ¥5.4 billion)



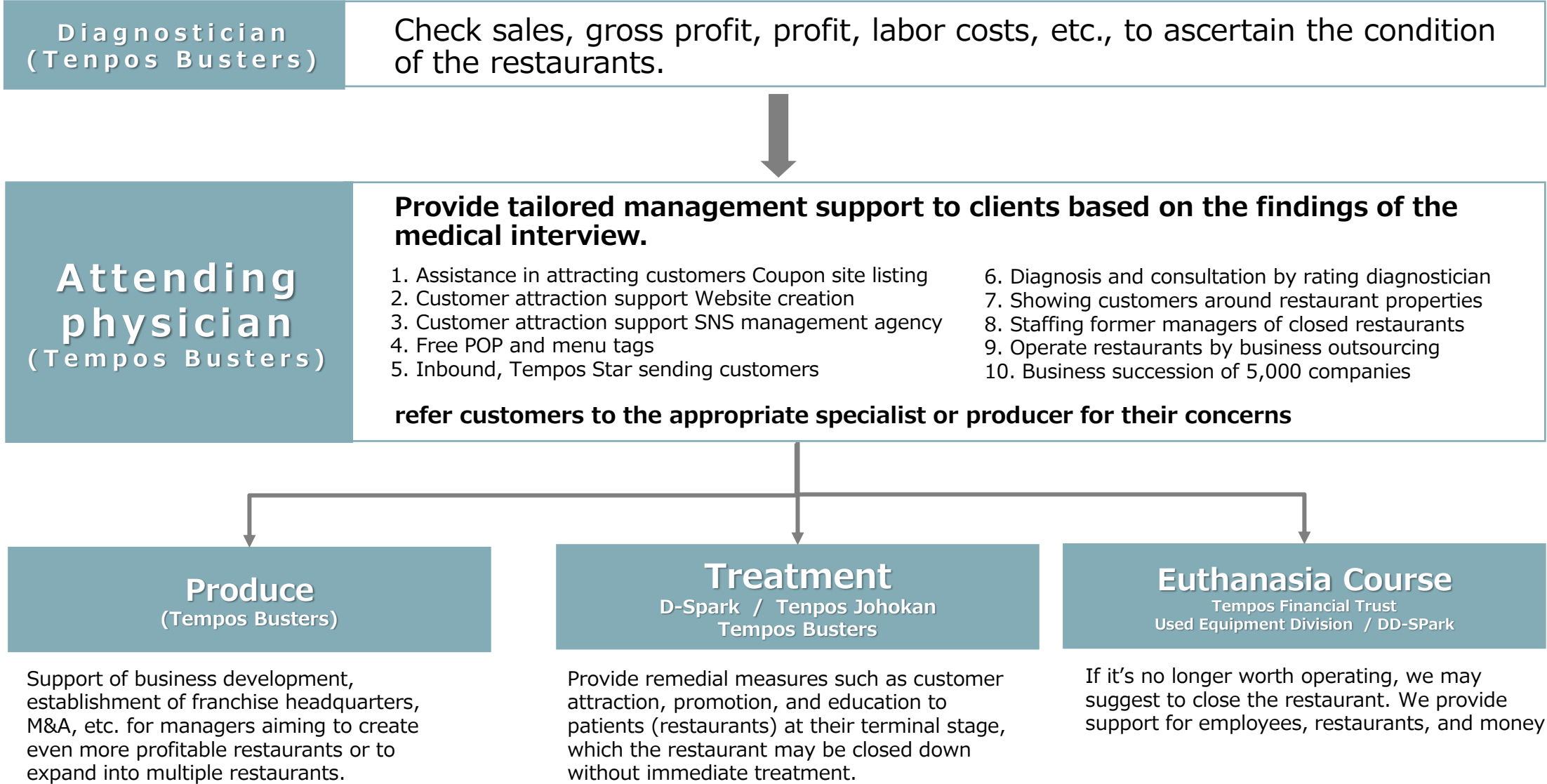
Scheduled to be accounted for by the equity method from August 2025
Marche Co., Ltd. (izakaya, previous fiscal year sales: ¥4.5 billion)



Fiscal Year Ending April 2026

What 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.



Product Sales Business
Tenpos Busters
Aims for 300 Stores in Japan

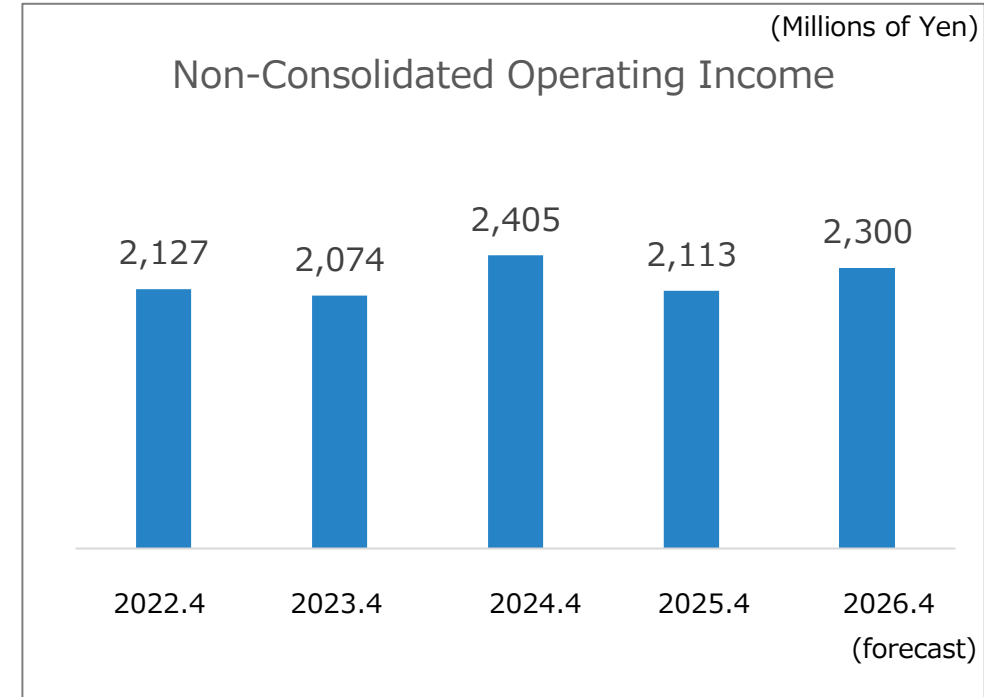
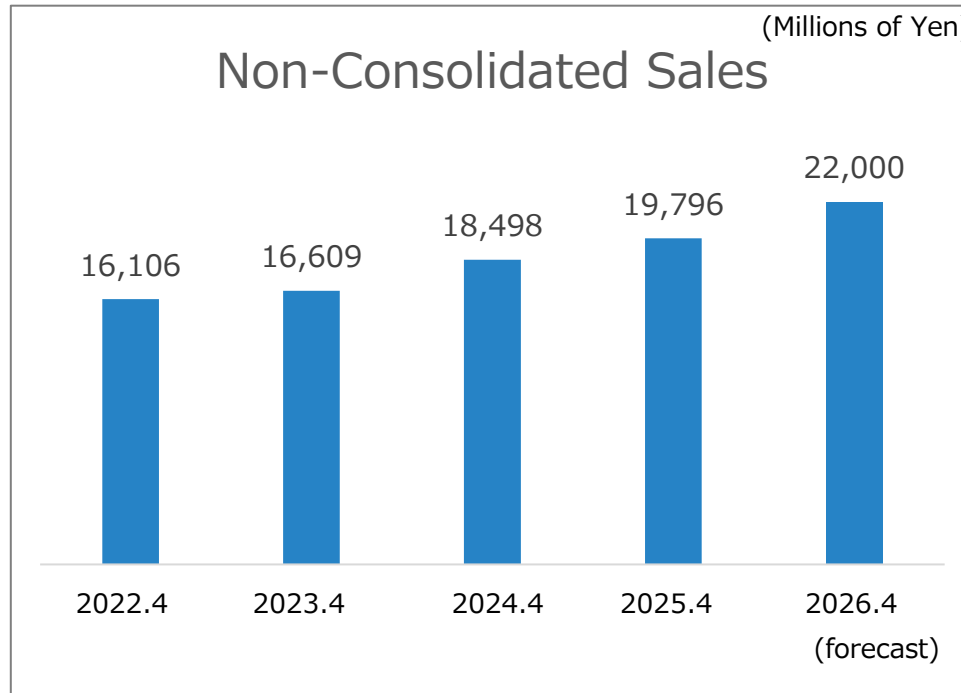
Tenpos Busters overview



Not just a merchandise sales company, we aim to become a company that sells goods through restaurant consulting and producing.

- Annual sales: 19.7 billion yen
- 75 stores nationwide (as of 2025) → 300 store strategy
- 630,000 customer visits per year
- 320,000 members
- No. 1 in sales in the used kitchen industry (One strong, all others weak)
- Established in 1997
- Listed on JASDAQ 2002

[Non-Consolidated] Tempos Busters Performance



[Factors for Revenue Increase]

- Sales expanded with 9 new store openings, including renewals.
- Average customer spend for new opening customers increased by 18%

[Factors for Profit Decrease]

- Prioritized allocation of used kitchen equipment to new stores → existing stores became short of stock, leading to an increase in new product sales → gross profit margin decreased. But this is growing pains!
- Increased selling, general and administrative expenses due to aggressive store openings (investment for future profit expansion).
- 5 hours of training per week for 280 employees (¥168 million investment per year) → Aim to cultivate sales consultants from mere product-selling employees.

Aftermath of Tenpos Busters New Store Openings

Achieved profitability in the month following opening. Gaining confidence, we will further accelerate store openings next fiscal year. Early profitability in small cities such as "Yonago Store (Yonago City, Tottori Prefecture)" with a population of 140,000 and "Shiga Store (Omihachiman City, Shiga Prefecture)" with a population of 80,000. It has been determined that it is possible to open one store in cities with a population of around 100,000, accelerating nationwide expansion.

Evaluation of New Store Openings

◎, ○, △ indicate performance after opening. "◎" means better than planned, "○" means as planned, and "△" means profitable but not sufficient for the trade area.

	Open Month	Store Name	Opening Area	Performance after Opening	Notes
Fiscal Year ended April, 2025	June 2024	Sakai Store	Osaka	△	
	August 2024	Shiga Store	Shiga	◎	First store in prefecture
	August 2024	Asahikawa Center	Hokkaido	△	
	November 2024	Yonago Store	Tottori.	◎	First store in prefecture
	December 2024	Tokyo Ramen Specialty Store	Tokyo	○	Renewed as a specialty store
	January 2025	Nagano Shimosuwa Store	Nagano.	○	40,000 population trade area
	March 2025	Confectionery & Bakery Specialty Sakai Center	Osaka.	△	Specialty store
	April 2025	Miyazaki Store	Miyazaki.	○	First store in prefecture
	April 2025	Kofu Store	Yamanashi.	○	First store in prefecture

Tenpos Busters Store Opening Strategy

Towards a nationwide network of 300 stores!

- Strategy1:Develop specialized stores for specific products and industries, in addition to comprehensive stores that offer everything.
- Strategy2:Expand by acquiring and forming capital alliances with used kitchen equipment competitors nationwide.
- Objective:Achieve nationwide dominance and establish overwhelming market share and competitive advantage.

Store Opening Plan for
Current Fiscal Year

12 stores

- **Continue opening general stores as before.**
Maintain an established model and cater to a wide range of customers.
- **Open stores specializing in products.**
Focus on specific products, targeting niche markets.
- **Open stores specializing in ramen/confectionery/bakery industries.**
Focus on specific industries such as ramen and confectionery, providing specialized support. Fully produce new store openings.
- **Open stores specializing in interior contractors, and specialized stores for used refrigerated display cases for supermarkets.**

Strengthening Purchase of Used Kitchen Equipment

Measures to Increase Purchase of Used Kitchen Equipment

Aiming to increase purchased units from 44,000 to 80,000 next fiscal year.

- Increase in personnel in charge of purchasing.
- Strengthening purchases from major restaurant chains.
- Started "Used Equipment Auction" for used equipment dealers in May 2025. Scheduled to start in Nagoya, Osaka, and Fukuoka next fiscal year. The aim is to strengthen procurement by involving competitors as partners.

Increase productivity in repair and refurbishment to maximize supply.

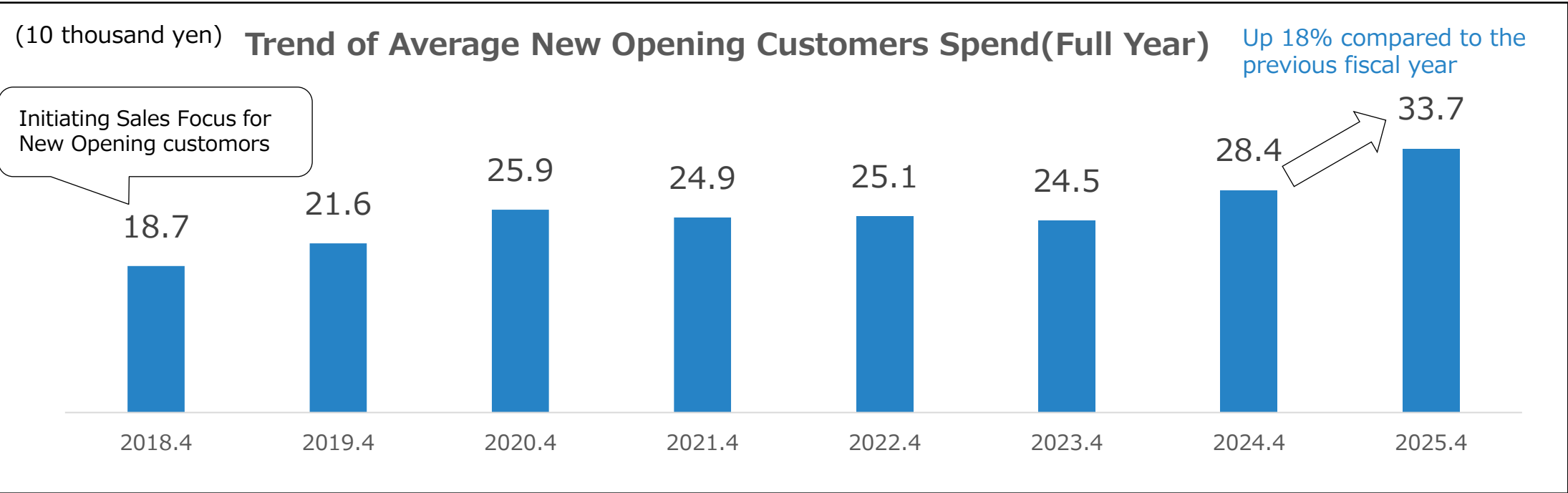
- Plan for two new factory locations.
- Existing factories to start Saturday, Sunday, and night operations.



Number of Customers and Sales

A mere 3.5% of new opening customers account for 40% of total sales. A golden egg!

New Opening Customers	Sales: ¥7,885 million (13.1% increase year-on-year) Number of Customers: 23,369 people (-4.5% decrease year-on-year) <i>Emphasis on increasing average customer spend rather than number of customers.</i>	<div>Customer Ratio</div> <div>Sales Ratio</div>
Existing Customers	Sales: ¥11,911 million (12.9% increase year-on-year) Number of Customers: 633,257 people (-1.2% decrease year-on-year)	



Four Measures to Increase Average Customer Spend

Control the "upstream" of restaurant openings to acquire high-value customers!

<div>Measure 01</div> <div>Property Introduction</div> <div>2024 Results: Number of property applicants: 2,814 Number of customers who viewed properties: 244 Low number of viewings</div>	<div>Measure 02</div> <div>Direct Interior Construction Orders (Aiming for ¥3 million per order)</div> <div>2024 Results: Number of direct interior construction orders: 481 Average customer spend: ¥710,000 Increase in average customer spend.</div>
<div>Measure 03</div> <div>Comprehensive Orders with Guidance from Industry Specialists</div> <div>2024 Results: Number of on-site visits: 7,925 (checking restaurant food, service, and cleanliness) Securing consulting contracts after on-site visits.</div>	<div>Measure 04</div> <div>Acquisition of Comprehensive Orders for Kitchen Equipment, Tableware, Furniture, and Cooking Utensils</div> <div>2024 Results: Average customer spend for comprehensive orders: ¥530,000 (2.5% increase year-on-year) Unless Measures 01-03 are controlled, an increase in average customer spend cannot be expected!</div>

Aiming for an average customer spend of ¥6 million, with ¥3 million for interior contracting and ¥3 million for comprehensive orders. **First, aim to achieve ¥2 million.**

2024 results: ¥870,000 (calculated average customer spend when interior construction is ordered).

Rating Diagnosis and Management Consulting

1,000 Rating Diagnosticians provide management diagnoses for small and medium-sized restaurants. Diagnosis results are published on "Tenpos Star" to assist foreign visitors in choosing restaurants. In addition, based on the diagnosis results, we offer a ¥10,000/month consulting service.

Rating Diagnosis

1,000 rating diagnosticians conduct restaurant management diagnoses

Number of "Rating Diagnoses" conducted in FY2025: 7,925

▼Flow of Rating Diagnosis

Conducts diagnosis of quality, service, and cleanliness of member stores on the web media "Tenpos Star".

Restaurant diagnosis results are published on "Tenpos Star".

Improve user satisfaction in choosing restaurants

Rating diagnosticians act as consultants for the diagnosed stores.

Work on management improvements based on restaurant diagnosis results.

[Long-term Vision] Create a situation where "Rating Diagnosticians" support restaurant management nationwide.

Still a lack of skills among rating diagnosticians! We are working on human resource development!

Management Consulting Service

Supporting management of small and medium-sized restaurants with a ¥10,000/month consulting service.

Main Support

- Proposal and optimization of sales promotion plans
- Personnel planning, education, and training
- Store interior and exterior planning

Fees

¥10,000 per month (¥120,000 annually)

Sales Strategy

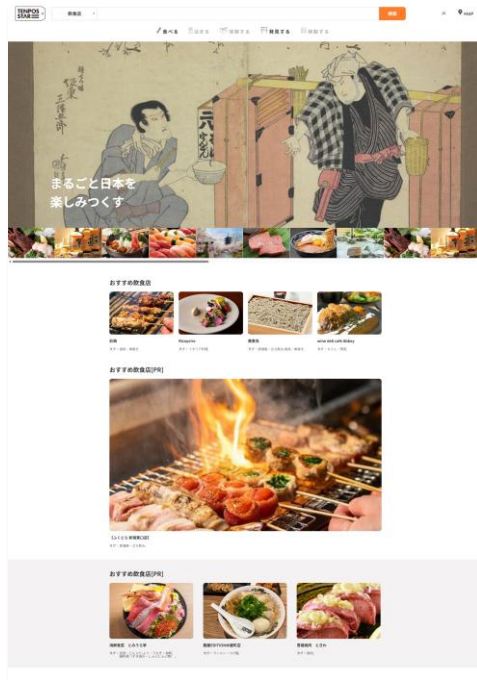
Guide Tenpos customers to doctor services, including Tenpos Star. Conduct rating diagnoses to identify management issues. Propose management consulting services.



Other Services

Restaurant rating media "Tenpos Star" with 100,000 B-grade gourmet restaurants for foreign visitors.

By operating a B to C media, Tenpos contributes to increasing restaurant sales by sending customers (consumers) to restaurants



Renewed in June 2025
<https://www.tenposstar.com/>

Expanding experience plans for foreign visitors.



Support for closed restaurants.

- **Business succession support** for restaurant owners who are struggling with no successors.
- **Job placement** for restaurant owners whose businesses have closed.
- Support for selling **Furnished properties**.
- Matching and support for **business transfers**.



Product Sales Business

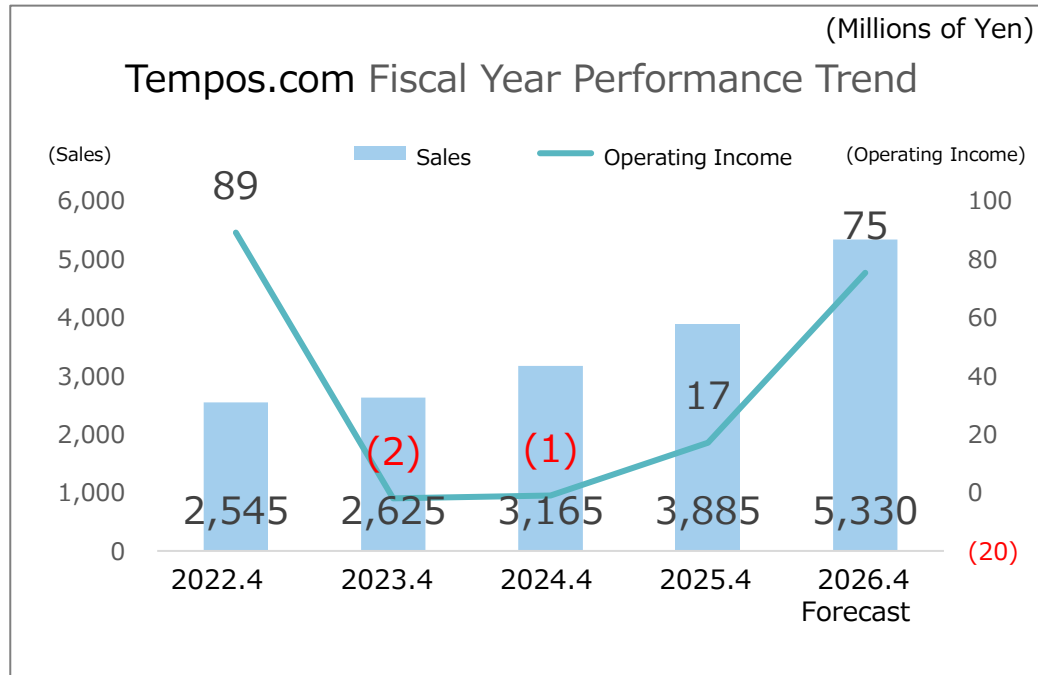
Online Sales／Direct Sales

Information Service Business

Temporary Staffing／POS System Development and Sales

Product Sales Business, Online Sales and Direct Sales

Operation of Japan's largest e-commerce site for commercial kitchen equipment



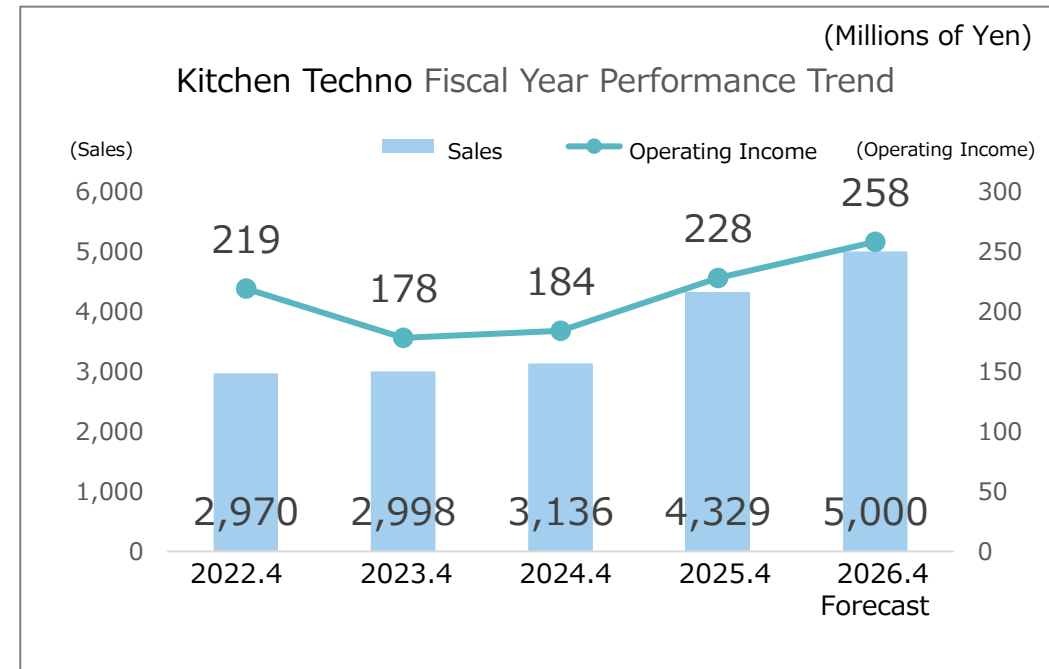
Current Fiscal Year

- Strengthening merchandise sales and opening support for restaurants through the web.
- Access increased by 43.6% due to self-site improvement and strengthened information dissemination, contributing to sales expansion.

Next Fiscal Year

- Start operating an e-commerce site for corporate restaurant customers. Reduce the time and cost of purchasing and procurement for members. Provide a more convenient purchasing experience and aim to expand sales.

Direct sales to major restaurant chains and supermarkets.



Current Fiscal Year

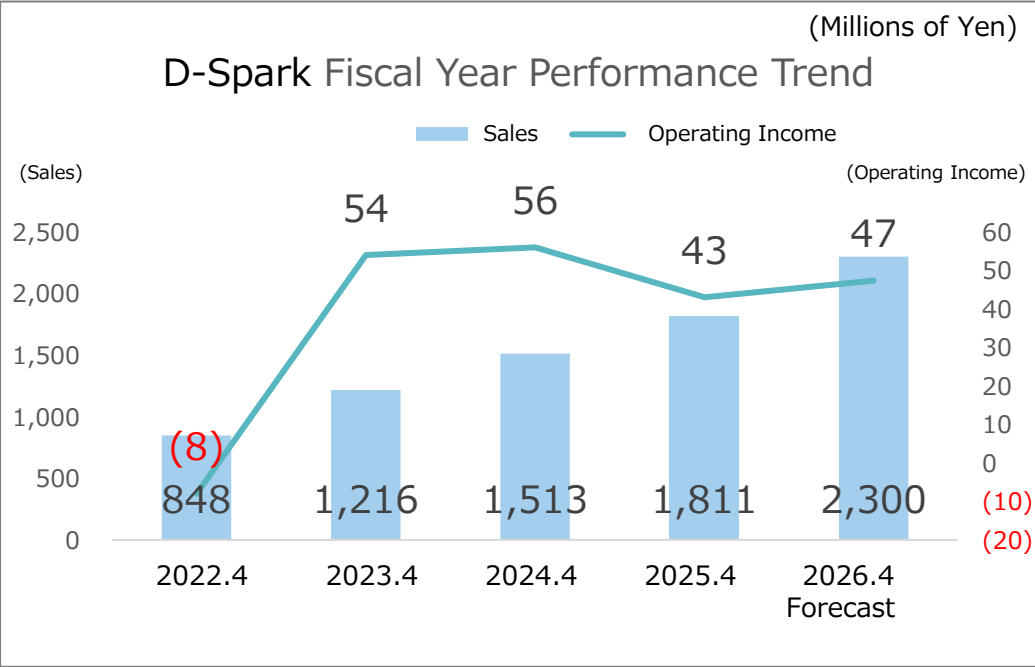
- Increased orders for kitchen equipment due to expansion of major restaurant chains.
- Increased orders due to equipment replacement for labor saving at major supermarket companies.

Next Fiscal Year

- Strengthening sales to major supermarket companies / major restaurant businesses.
- Number of employees to increase from 66 at the beginning of the previous fiscal year to 97.
- Promoting sales of "pressure pots" for ramen soup cooking to Southeast Asia.
- Holding "Ramen Schools (seminars + demonstrations)" locally.

Information Service Business, Temporary Staffing/POS System Development and Sales

Human Resources Referral, Dispatch, and Outsourcing Business



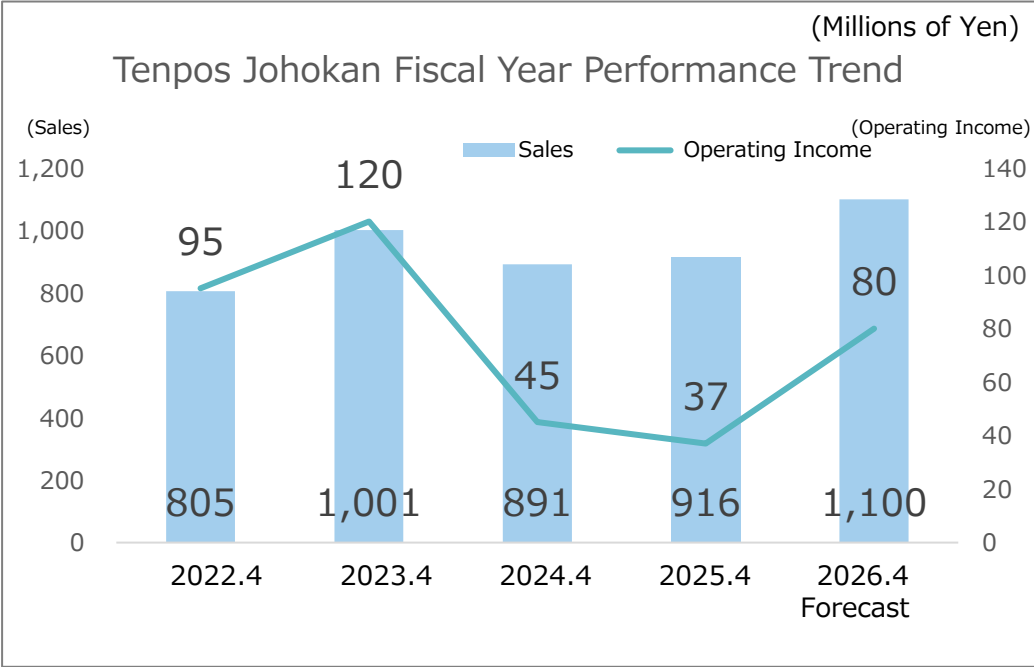
Current Fiscal Year

- Increased expenses due to aggressive investment in new businesses, resulting in reduced profits. Focused on overseas human resources referral, event store operation outsourcing, and call center outsourcing.

Next Fiscal Year

- Planned opening of five "Tenpos Japanese Language Schools" in Southeast Asia.
- Continue proactive investment in new businesses.
- Expansion into specified skilled worker fields other than food service.

POS System Development and Sales Business



Current Fiscal Year

- Sales of high-function POS and mobile order systems are strong due to increasing demand for labor saving in restaurants.
- Strengthening sales of Windows-based POS registers due to rising iPad prices.

Next Fiscal Year

- Increase orders by utilizing IT introduction subsidies.
- Strengthening sales of high-priced cashless ticket machines.
- Increase orders by strengthening sales collaboration with other companies.

Restaurant Business

Targeting ¥50 billion in sales

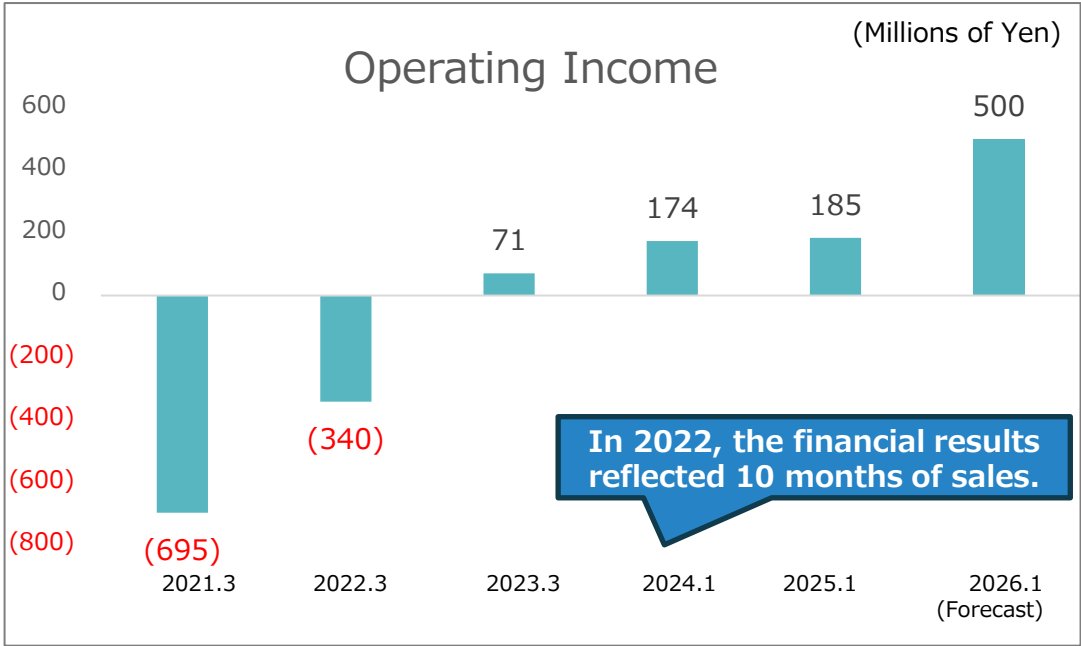
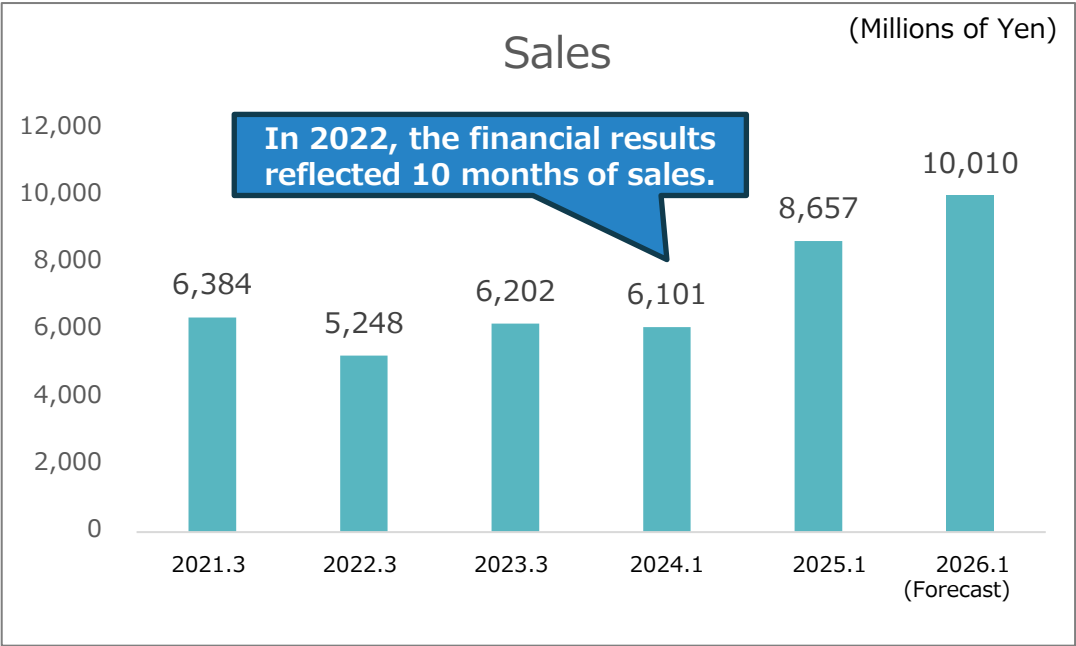
Steak Asakuma Growth Strategy

Current Fiscal Year

- Sales increased by 41% year-on-year to ¥8.6 billion (monthly sales exceeded previous year for 25 consecutive months).
- Operating income remained at ¥185 million, a 6.4% increase, due to increased costs from prioritizing customer satisfaction.

Next Fiscal Year

- Planned sales of ¥10 billion, increasing all of sales, number of customers, and profit.
- As monthly sales exceeded the previous year for 25 consecutive months, a price revision, which had been put off for two years, was implemented in February 2025.



In the January 2025 fiscal year, Asakuma Co., Ltd. absorbed Asakuma Succession Co., Ltd. Therefore, the performance for the January 2025 fiscal year disclosed by Asakuma Co., Ltd. represents the performance of Asakuma Co., Ltd. alone, but this page combines the figures for Asakuma Co., Ltd. and Asakuma Succession Co., Ltd.

Steak Asakuma Growth Strategy

New Store Opening Plan for January 2026

Fiscal Year

- 3 "Steak Asakuma" stores
- 5 "Ebisu San" motsu-yaki (offal grill) stores
- Two new brands are planned for opening.

Human Resources Strategy

- New Chairman Shimizu and President Hirota will lead organizational expansion under a dual leadership system.
- Proactive recruitment of foreign talent.
 - **Policy:** Promote highly motivated and capable employees regardless of nationality, gender, or age.
 - **Ratio of foreign talent:** 45.4% (64 employees including those with job offers) out of 141 full-time employees.



Scheduled to open in June:
Steak Asakuma Kuwana
Store (Kuwana City, Mie
Prefecture)



Chairman
Shimizu

President
Hirota

Growth accelerated by dual leadership system of Chairman and President.

- Strengthening sales for new store openings and realizing "Asakuma that moves you to tears."
- Promoting human resource development and branding.



Succession Business Unit Manager (from 2025): From Nepal, 8th year with the company. Appointed for significant contributions to improving performance and operations at "Ebisu San."



Employees with technical/humanitarian/international services visas are active as store managers/assistant store managers. Participate in management training three times a week

Conveyor Belt Sushi Yamato Sakana (M&A in September 2023)

Possesses fishing rights that allow direct procurement of seafood from fishing ports, and leverages this strength to operate seafood wholesale, retail, food service, and tourism businesses

- Current fiscal year sales of ¥7.6 billion, with the food service business driving performance. Next fiscal year plans ¥8.5 billion (11.6% increase year-on-year).
- Next fiscal year, we will promote store expansion in the food service and retail businesses, and leverage the achievements of "Boso-no-eki Tomiura" in the tourism business to focus on commissioned management and self-development of roadside stations.

	Current Fiscal Year (Full-year)	Next Fiscal Year (Full-year) Plan	Change (%)
Sales	7,614	8,499	11.6%
Operating Income	392	474	20.9%

Current Fiscal Year Opening Results

- July 2024: "Yamato Sushi Asumigaoka Store" opened
- August 2024: "Yamato Sakana Noda Store" opened

Next Fiscal Year Opening Plan

- 5 food service stores such as sushi izakaya and fish set meal restaurants.
- 10 retail stores for sushi, deli foods, and fresh fish.




reference data

We didn't realize! Tempos is SDGs itself.

recycler, no age retirement system

Tempos is the SDGs itself

- ① Tempos's recycling business is SDGs itself.
- ② Our main policy is to support small and medium-sized restaurants, where 45% close within three years, to achieve a 90% survival rate.
- ③ One of the 17 goals of SDGs is "No Poverty," and Tempos plans to increase employee wages by 50% over a three-year period to eliminate hunger and poverty among low-income employees.
- ④ **Execution of the "115 Operation."** To enable 1,000 employees to accumulate ¥50 million in financial assets within 10 years. 

Added on December 2024
Generate ¥50 billion in funds for the "115 Operation."
- ⑤ Abolished the retirement system, and the ratio of elderly employees is 31%. We provide opportunities for elderly people who wish to work, regardless of age.

Tenpos's Vision for the Next Five Years

Tempos' vision

social value	economic value
Provide hardware and software to the food service industry. Support the creation of sustainable restaurants.	Become an unshakeable company. Market capitalization: ¥200 billion Sales: ¥200 billion



By achieving these, we will realize "increasing the 5-year survival rate of restaurants from 45% to 90%."

"Hikaru Black-Company"

What is "Hikaru Black-Company"?

Black ... Don't complain, endure, challenge beyond one's capabilities.

Hikaru - As a result of self-growth, 50% increase in annual income, more holidays,
115 Operation.

Job Change Site Review Rankings (All 995 Companies)

Despite being 900th in compensation and 991st in legal compliance, we are 20th in employee morale and 9th in growth for those in their 20s. This is what makes us a "Hikaru Black Company."

Growth for those in
their 20s: 9th

Openness: 4th

Employee Morale:
20th

Fair Evaluation: 55th

Compensation: 900th

Legal Compliance:
991st

Mutual Respect Among
Employees: 986th

Source: OpenWork

The relationship between superiors and subordinates is "master and apprentice"

The master aims to nurture "employees who create tomorrow" and trains them strictly. The subordinates aim for independence by growing through the "shu-ha-ri" (learn, break, separate) spirit.

Tenpos Group Executives

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

President, D-Spark

Ito, age 43

President of D-Spark

President who seems capable of anything.

Also serves as Director and Head of HR for Tenpos HD.

Promotions based on ability and results, regardless of age.



President,
Tenpos.com

Shinagawa, age 45

"Mom-like" President.



President, Akasama

Hirota, age 40

Former Head of Sales,
Tenpos West Japan.

Appointed after a fierce
competition for the
president's seat.



Chairman of Asakuma

Experience as an executive
and president at major food
service companies.



President, Studio Tenpos

Yoshino, age 40

A president who is "too
much of a craftsman"



Personnel system

Employees who will "create tomorrow's Tenpos" are rigorously trained as disciples, while the **"115 Operation"** aims to help 1,000 employees accumulate ¥50 million in financial assets within 10 years.

Challenge

- Choose working style (Intense Course and Kikusui Course)
- My Life Sheet (life planning)
- Store Manager Candidacy
- Presidential Seat Contention
- FA/Draft System
- Part-time Store Manager (part-time employee summer bonus of ¥800,000)

Value family

- Unlimited childcare leave
- Freedom to transfer (e.g., follow spouse's transfer)
- Reduced working hours system
- Work from home

Enjoy life from age 60 onwards

- Abolition of retirement age
- Paradise Employee System (flexible work days/hours)
- 2-night, 3-day training trip

Appropriate Evaluation

Tenpos's Bonus System is Public
We aim to evaluate those who contribute to the company's growth as fairly and impartially as possible. Not only the bonus amount but also the evaluation method is disclosed, and explanations including the evaluation method are provided when bonuses are paid.

A portion of salary increases and bonuses are decided by employees.
Each department, including managers and part-time employees, discusses and decides how to distribute 10% of the salary increase and bonus amounts. This incorporates evaluations of individuals that may not be easily visible to the company.

Build good relationships

Positive Strokes
Don't speak ill of others, don't sulk. Build good human relationships through positive talk.

Social Gatherings
After management training sessions, such as execCKCKutive training and nationwide store manager meetings, there are two-and-a-half-hour discussions over drinks about the company and personal careers.

Based on the philosophy of "You decide your own life," we conduct training to support employee career development.

■ Executive Training

Training for executives and managers. Practical training is conducted monthly on the themes of "achieving results" and "building character (what an ideal Japanese person should be)." Approximately 30 participants.

■ Next-Generation Director Training

Training for young leaders. Systematically learn about understanding the Tenpos spirit, analyzing figures, and formulating strategies.

■ Tenpos Dojo

A program centered on interpreting the "Tenpos spirit" and "transcending one's limits." Graduation is mandatory for those who aspire to become executives.

■ New Graduate Training ~80km Walk~

New employees walk 80km in teams of 5. They aim to complete the walk while searching for answers to "what is a team" and "what is my role."

■ Part-time Employee Empowerment Program

Part-time employees are divided into ranks based on their skills, and they choose which rank to aim for and participate in the program. The highest rank, G-rank, is equivalent to a store manager.

You can call people "elderly" from 90 years old (Reference Material)

Abolished retirement system in 2005

Tenpos Busters' ratio of employees aged 60 and over: 31%



Employee in 18th year
(76 years old)

3rd place nationwide in customer service skills contest (out of 503 participants), then promoted to Special Sales Section.



**Ichinomiya Purchase Center
Part-time Employee, 86 years old
Works 5 days a week
Hobby: Reading mystery novels**

His job is washing kitchen equipment. Motto is to increase product value, even if only a little. "How long will you work?" he is asked, But for now, he has no intention of reducing her shifts.

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 (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 (projected to be 4,300 by October)

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- While every effort has been made to ensure the accuracy of this material, its completeness is not guaranteed. The Company assumes no responsibility for any obstacles or damages arising from the information contained in this material.
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