



Tenpos Holdings Co., Ltd.

Company Report Year ending April 2024

Tenpos is the SDGs itself

Tokyo Standard Market (Securities Code 2751)
Created by Chinatsu Otomaru

Consolidated results

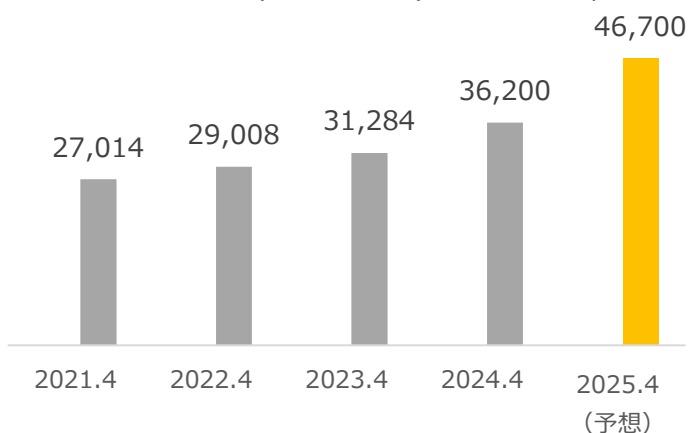
- Despite the after-corona, the food and beverage industry continues to face large differences in the speed of recovery depending on the size of the company and type of business. Among them, small and medium-sized restaurants are recovering slowly and are facing management issues such as attracting customers and securing human resources.
- Acquired Yamato Sakana Corporation, a food and beverage company with annual sales of approximately 7 billion yen at the end of September 2023

(Millions of yen)

	Fiscal year ending April 30, 2023 full year	Fiscal year ending April 2024 full business year	YoY change	Year ending April 30, 2025 Full year (forecast)	Full Year Forecast YoY change
Sales	31,284	37,074	118.5% (in million yen)	46,700	26.0% (%)
Gross profit	2,220	2,824	127.2% (in Japan)	3,660	29.6% (in %)
Operating income	2,311	3,069	132.8	3,850	25.4% (%)
Attributable to: Shareholders of the parent company Net income	1,421	1,972	138.2% (in million yen)	2,470	25.4% (%)

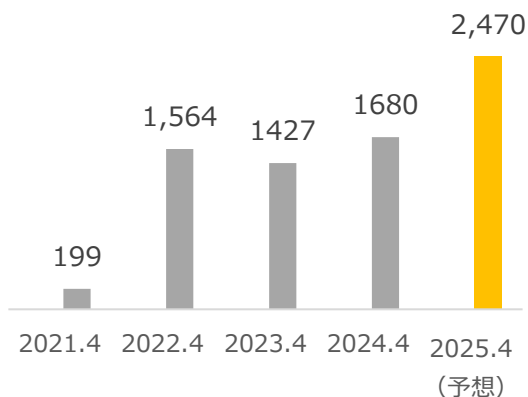
(millions of yen)

(Consolidated) Sales for the year



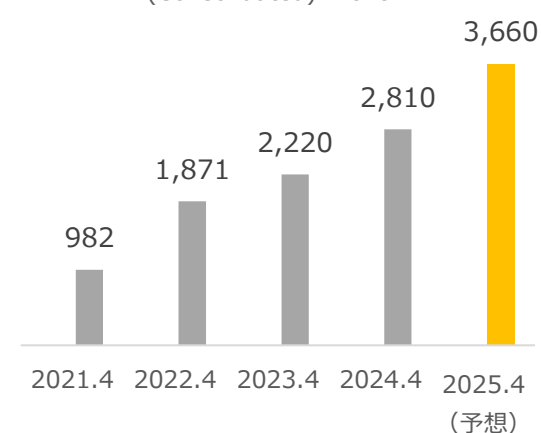
(millions of yen)

(Consolidated) Gross profit



(millions of yen)

(Consolidated) Profit

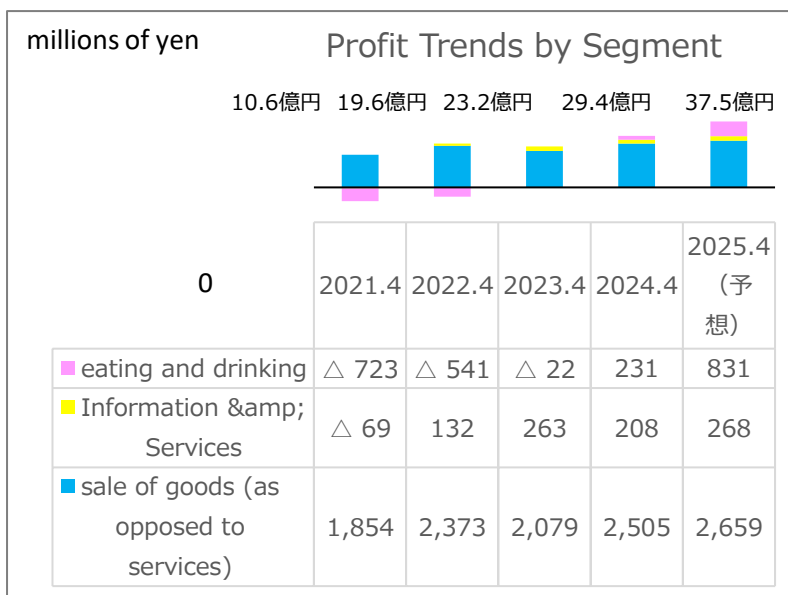
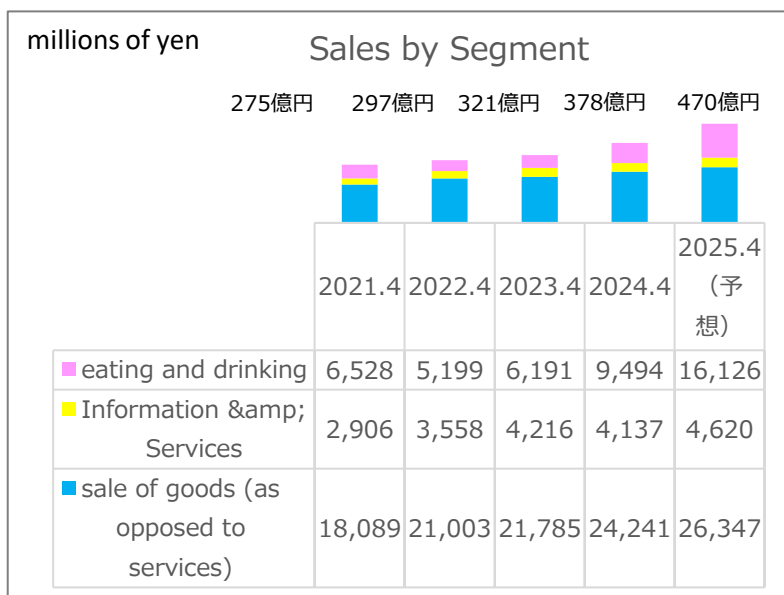


Results by Segment

- The product sales business increased sales by capturing demand from small and medium-sized restaurants for new restaurant openings. In direct sales, sales of original equipment for ramen and yakiniku restaurants were strong.
- In the information and services business, temporary staffing and interior decoration work drove performance. POS sales, which were strong in the previous fiscal year, struggled.
- The Food & Beverage business returned to profitability with the acquisition of Yamato Sakana as a subsidiary and the recovery of Asakuma's performance.

(Millions of yen)

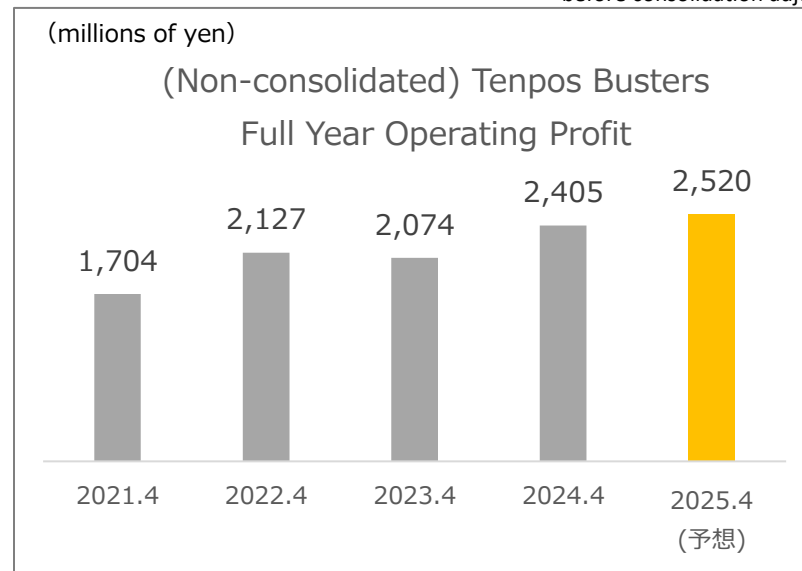
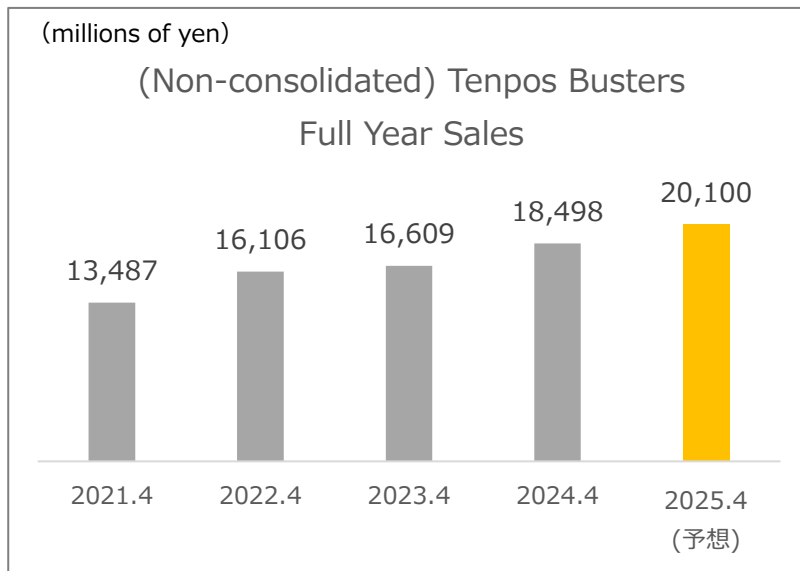
	subject	Fiscal Year ending April 30, 2023 full year	Fiscal year ending April 2024 full year	YoY change	Fiscal year ending April 30, 2025 Full year (forecast)	Full Year Forecast YoY change
sale of goods (as opposed to services)	Sales	21,785	24,241	111.3%	26,347	108.7%
	Operating income	2,079	2,505	120.5%	2,659	106.1%
Information and services business	Sales	4,216	4,137	98.1%	4,620	111.7%
	Operating income	263	208	79.2%	268	128.4%
Food and Beverage	Sales	6,191	9,494	153.3%	16,126	169.9%
	Operating income	▲22	231	returning to profit	831	358.8%



(Non-consolidated) Tenpos Busters Results

Although sales and profits increased, we focused on real estate referrals and interior work proposals in order to increase overall orders from single product sales, but the year was a bit of a struggle as we did not get any solid results. However, around the end of the fiscal year, we signed a contract with "Matching Uncle," a company specializing in real estate referrals, as an outsourcing service and began operating the service, which gradually brought light to the company! We look forward to the next fiscal year.

* Figures are non-consolidated before consolidation adjustments.



Apr. 2024 New store openings

■ June 2023
Suzuka Store
(Mie Prefecture)



■ August 2023
Kawagoe Store
(Saitama Prefecture)



■ November 2023
Nara Branch
(Nara Prefecture)



Renovation

■ September 2023 (Saitama Prefecture)
Tenpos Miyoshi used baking machinery
specialty store













From a general building to a store specializing in confectionery and baking equipment

Operating Company Results

* Figures are non-consolidated figures before consolidation adjustments.

(millions of yen)

Segment	next term forecast	business	Company Name	Subject	Fiscal year ending April 30, 2023 full year	Fiscal year ending April 30, 2024 full year	YoY change	Fiscal year ending April 2025 Full Year Forecast	Full Year Forecast YoY change
sale of goods (as opposed to services)		kitchen over-the-counter sales	Tempo Busters	Net sales	16,609	18,498	111.4%	20,100	108.7%
				Operating income	2,074	2,405	115.9%	2,520	104.8
		kitchen online shopping	Tenpos.com	Net sales	2,625	3,165	120.6%	4,260	134.6%
				Operating income	▲2	▲1	Deficit Improvement	87	returning to profit
		kitchen direct sales	kitchen techno	Net sales	2,997	3,136	104.6%	3,500	111.6%
				Operating income	177	184	103.7%	215	116.6%
information Service		interior work	Studio Tenpos	Net sales	833	1,041	124.9%	1,126	108.1%
				Operating income	28	58	209.8%	64	108.9%
		POS Sales	Tenpos Information Center	Net sales	1,001	891	89.0%	1,100	123.4%
				Operating income	120	45	38.2%	110	240.0%
		Funds & Real Estate	Tempo Financial Trust	Net sales	899	511	56.9%	550	107.6%
			Operating income	50	46	92.0%	58	126.4%	
		Temporary staffing and placement	DsPark	Net sales	1,216	1,513	124.4%	1,800	118.9%
				Operating income	54	56	103.3%	62	110.8
		attracting customers via the Web	Tenpos Food Place	Net sales	183	186	101.7%	220	118.2%
				Operating income	2	5	180.3%	6	117.5%
eating and drinking		steak house	Azuma Group	Net sales	(12 months) 6,202	(10 months) 6,101	98.4%	(12 months) 8,570	140.5%
				Operating income	71	174	244.0%	431	246.8%
		kaiten-zushi	Yamato	Net sales	-	(6 months) 3,412	-	(12 months) 7,800	228.6%
				Operating income	-	175	-	484	275.1%

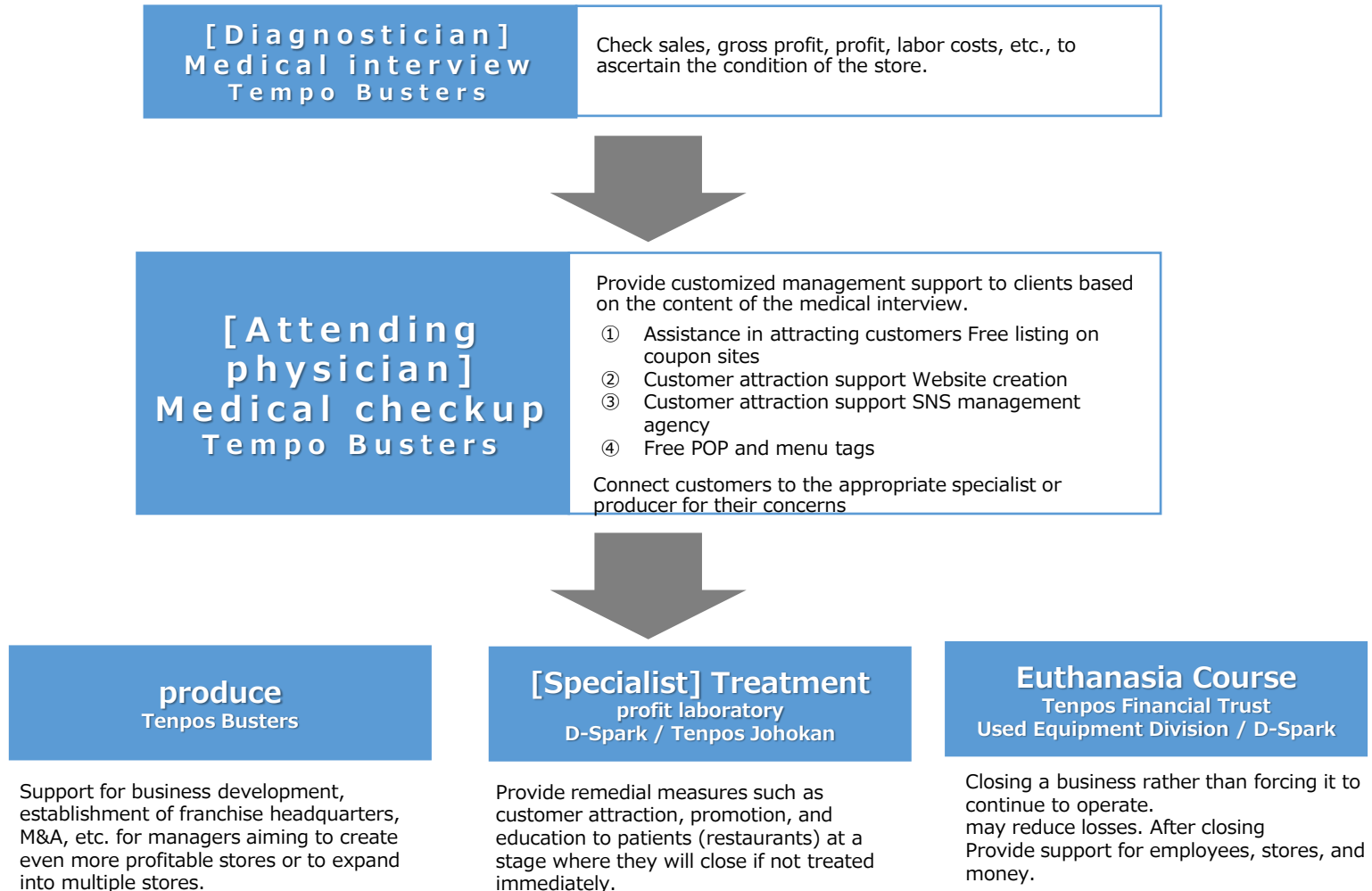
- Tenpos.com is in the red due to aggressive investment in personnel and accelerated pricing strategy prioritizing market share expansion, but is expected to return to profitability in the next fiscal year as it has been profitable in a single month since April 2024.
- Tenpos Johokan sales declined due to a shortage of product supply caused by a shortage of semiconductors and a decline in the adoption rate of IT introduction subsidies. In April 2024, TCC will be transferred to Tempo Busters and the company will focus on its core business of POS cash register sales.

Dr. Tenpos Progress

**Restaurant survival rate after 5 years
from 45% to 90%.**

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.



Tenpos Group united to work on "Dr. Tenpos

Tenpos Busters Co., Ltd. 57 directly managed stores, 10 franchise stores, 12 purchase centers, 2 distribution centers

- Analysis and improvement of the current state of signage and facades
- Pre-opening and post-opening sales promotion and customer attraction
- Human Resource Education (Food and Beverage Dojo)
- Supplier development, recipe development, cost control,

Tenpos Food Place Co.

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

Tenpos Financial Trust Co.

- Leasing/credit
- Subsidy applications on behalf of clients
- Introduction of the property

Studio Tenpos Co.

- Interior design, 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

TENPOS STAR, a food and beverage media rating 100,000 B-class gourmet restaurants for visitors to Japan

Tenpos will operate B-to-C media to send customers (consumers) to restaurants and help them increase sales.



The screenshot shows the Tenpos Star website interface. At the top, there is a navigation bar with the logo and menu items like 'エリア' (Area), '料理ジャンル' (Cuisine Genre), '日本の食文化' (Japanese Food Culture), '日本のご当地グルメ' (Japanese Local Gourmet), and '日本のテーマルマナー' (Japanese Thematic Manners). The main banner features a photo of three people eating and the text 'B級 グルメ・ご当地グルメ探すなら テンポスター' (B-class Gourmet, Local Gourmet, Search for Tenpos Star). Below the banner is a search bar with 'エリア' (Area) and 'キーワード' (Keyword) fields and a '検索' (Search) button. The 'エリアから探す' (Search by Area) section displays a grid of regional images including 東京 (Tokyo), 京都 (Kyoto), 北海道 (Hokkaido), 福岡 (Fukuoka), 大阪 (Osaka), 沖縄 (Okinawa), 広島 (Hiroshima), 奈良 (Nara), 愛知 (Aichi), and 兵庫 (Hyogo). Below this is a '料理ジャンルから探す' (Search by Cuisine Genre) section with tabs for 'ディナー' (Dinner), 'ランチ' (Lunch), and 'モーニング' (Morning). Under the 'ランチ' tab, there are images for '居酒屋・立ち飲み' (Izakaya/Stand-up drinking), '焼鳥・串焼' (Yakitori/Skewers), '寿司' (Sushi), '天ぷら' (Tempura), and '海鮮屋 (すし焼き・しゃぶしゃぶ・おでん・もつ鍋等)' (Seafood house (sushi, shabu-shabu, odon, mofu-nabe, etc.)).

TENPOS STAR
Number of registered stores:
4,200
8,000 stores are preparing to be listed. *As of April 30, 2024

Paid listing start June 2024-
1,000 yen per month
Number of stores listed (planned):
15,000 stores/month

テンポスター™
Powered by TENPOS

Rating Diagnostician

Restaurants listed on Tenpos Star are those that have been checked and passed by a rating diagnostician. Therefore, visitors to Japan can select restaurants with confidence.

1,000 rating diagnosticians conducted business diagnosis of restaurants

Flow of Rating Diagnosis

*As of June 10, 2024

1) Perform QSC diagnosis of member stores of the web media "Tenpos Star".

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

Increasing User Satisfaction with Store Selection

(2) Based on the results of the restaurant's diagnosis Working to improve management

Rating diagnosticians act as consultants for the stores they diagnose.

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

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

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 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)



Business Strategy

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



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

Point] There are many small and medium-sized restaurants registered, not large restaurants!



Company cafeteria ticket 7,000 yen per ticket
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

Restaurant

increase in sales

Tenpos

Connecting companies and
restaurants
(14% commission)

Rapid expansion of service area from 2024

There are approximately 2,000 restaurant franchise applicants nationwide (47 prefectures). In the next fiscal year, the company will focus on acquiring corporate contracts.

Tenpos Busters

Performance and Growth

Strategy

**Aiming to double the number of new stores to
120**

(Non-consolidated) Tenpos Busters

Full-year results for the fiscal year ending April 2024 and forecast for the next fiscal year (Millions of yen)

* Figures are non-consolidated figures before consolidation adjustments.

Subject	Year ending April 30, 2023 full year	Fiscal year ending April 2024 full year	YoY change	Fiscal year ending April 2025 Full Forecast	Full Year Forecast YoY change
Net sales	16,609	18,498	111.4%	20,100	108.7%
Operating income	2,074	2,405	115.9%	2,520	104.8



Largest used kitchen equipment sales company in Japan.

over-the-counter sales
(Tenpos Busters)

online shopping
(Tenpos.com Inc.)

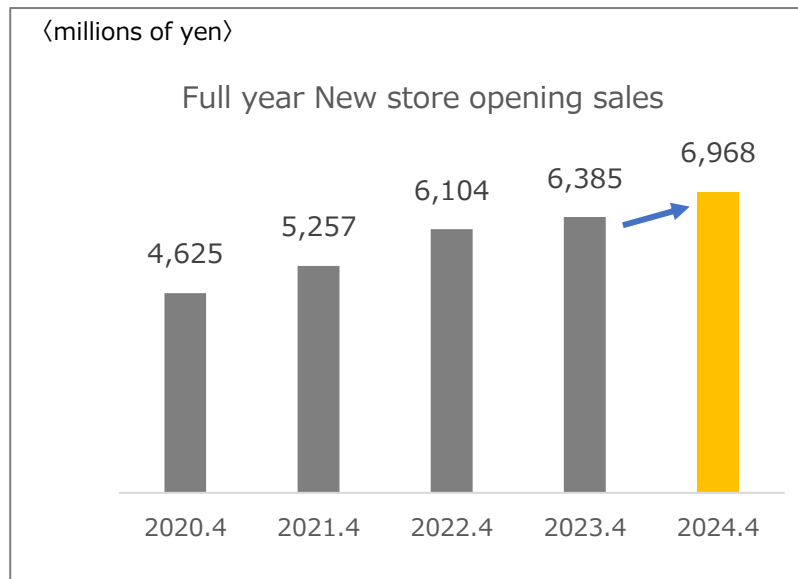
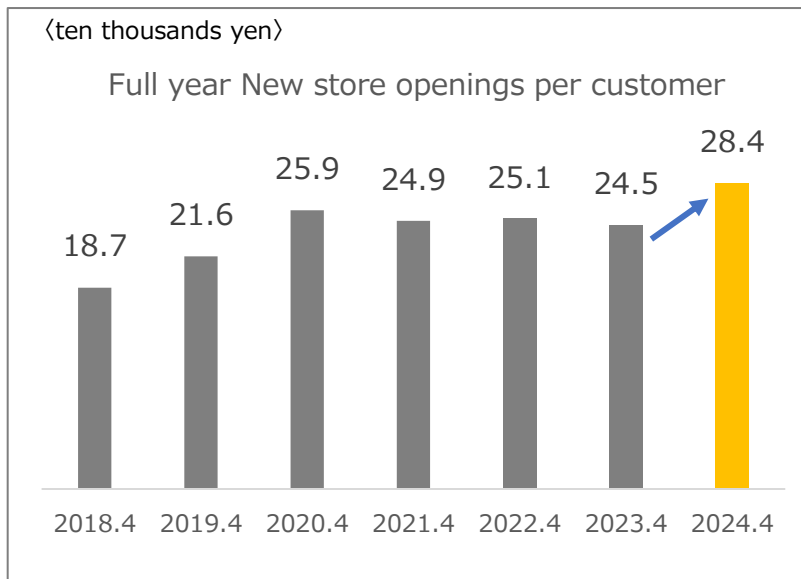
direct sales
Kitchen Techno

sale of goods (as opposed to services)
Annual Sales 24.6 billion
*Figures before adjustment

- Annual sales **18.4 billion +3.1 billion +3.1 billion**
- **67** stores nationwide (as of 2024) → **120** stores strategy
- **630,000** annual store visits
- **320,000** members
- **No. 1** in sales in the used kitchen industry (1 strong, less than 100)
- Established in **1997**
- Listed on JASDAQ **2002**

New store openings customer and sales

The company is focused on increasing sales for new store opening customers. The challenge is to increase the unit price per customer. While the budget for a restaurant when opening an izakaya is 4.7 million yen, the unit price per customer for a Tenpos new store opening customer is only 280,000 yen. Although the unit price per customer is slowly rising, the company's goal is to reach 2 million yen.



▼ Full Year Ended April 2024 Tenpos Busters Number of Customers and Sales Ratio of New Store Openings

Fiscal year ending April 2024 Full Year Results	Composition of visitors (665,720 per year)	Sales composition ratio (Annual sales: 18.4 billion yen)
New store opening customer	3.6% (24,482 persons)	37.7% (6.9 billion yen) important
existing customer	96.4% (641,238)	62.3% (11.5 billion yen)

Three measures to increase customer spend for new store opening customers

New store openings Customer spend per customer Full year 284,632 yen (116.2% y/y)

[Assignment].

Over the past few years, the price per customer has remained flat, but it **has gradually increased!**

New initiatives for this fiscal year

Start sales activities for real estate referrals and interior design work from January 2023. **The company aims to increase the sales per customer by capturing new store opening customers from the early stage of preparation for the opening of a new store and by obtaining comprehensive orders.**

Increase customer spend with new store customers through the following three sales measures

Properties

interior work
Prime contracting
order
(3 million yen per case)

Kitchen / Tableware /
Furniture / Equipment

comprehensive orders
(3 million yen per case)

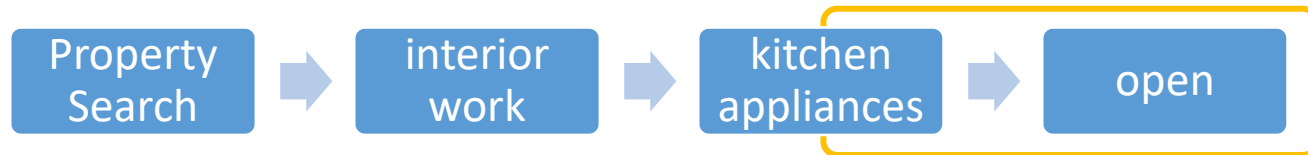
The company calculates that it will receive a total of 6 million yen from customers opening new stores: 3 million yen per customer for interior work orders and 3 million yen for general orders, but since this is not the case, the first goal is to **raise the unit price per customer from 280,000 yen to 2 million yen.**

Why refer clients to the property and interior work?

Past Tenpos

The restaurant 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.

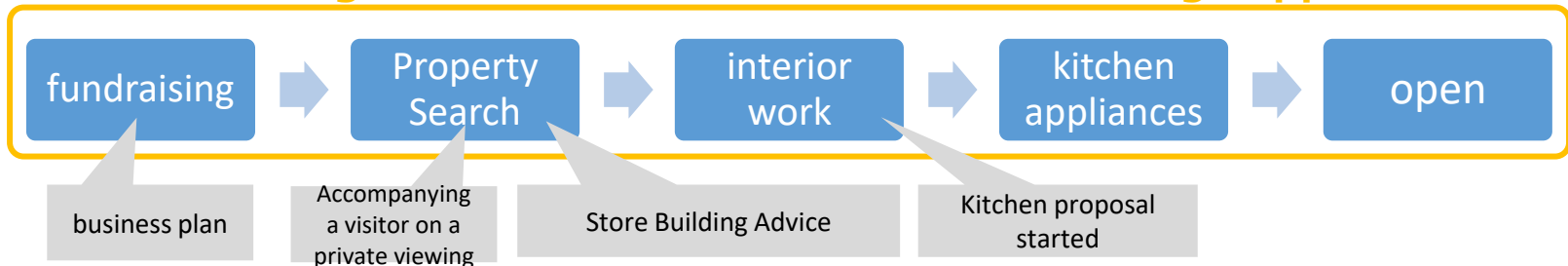
Tenpos customer service begins.



Tenpos now.

Propose property referrals and interior work to lock in customers from the early stages of opening a restaurant and increase orders for complete kitchen equipment. By taking orders for interior work 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 properties, the company will propose interior construction work and link this to sales activities for a complete set of kitchen equipment.

Property

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



Properties and clients. matching

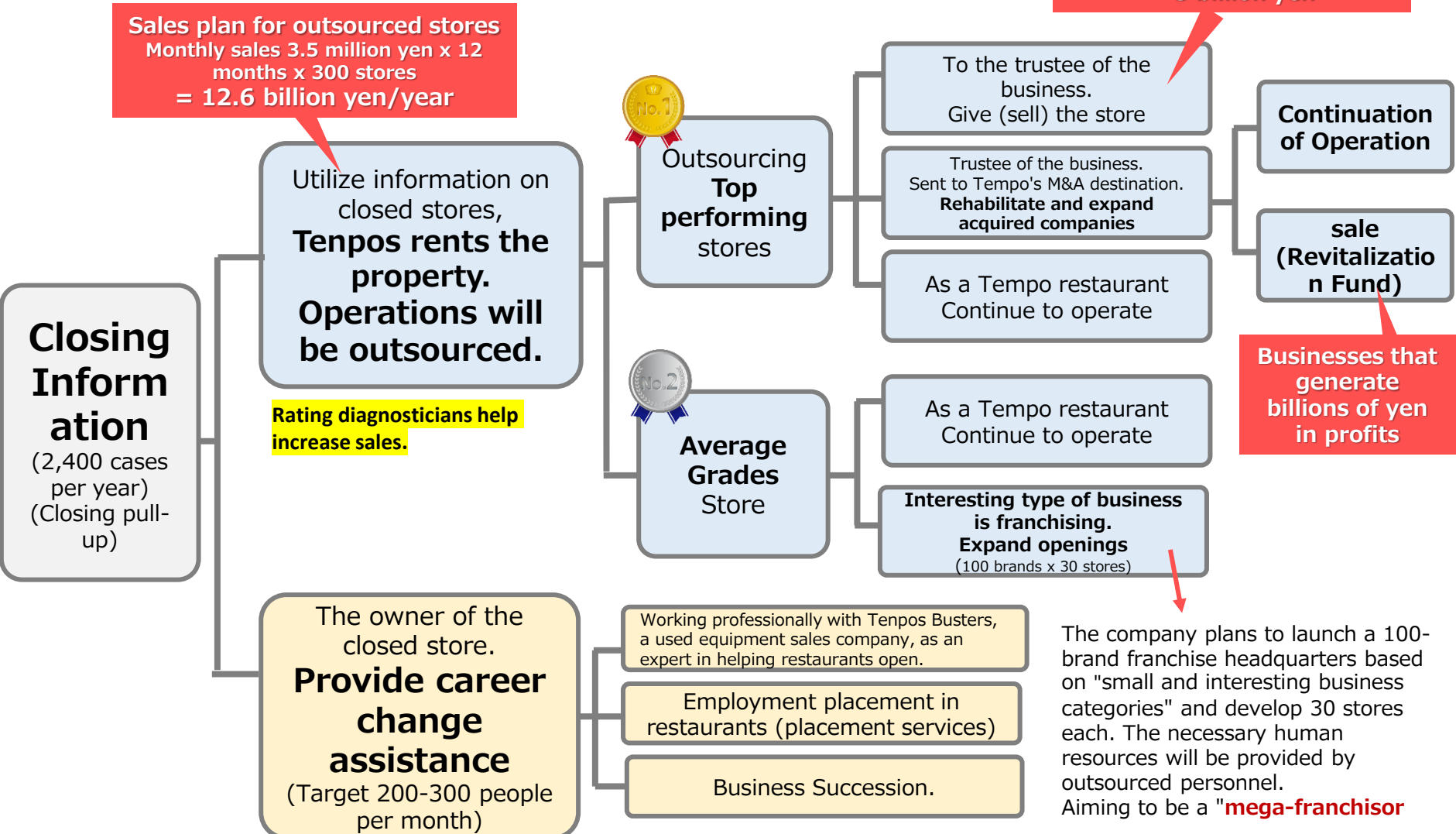
March 2024- Outsourcing Performed by "Uncle Matching."

New restaurant opening

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

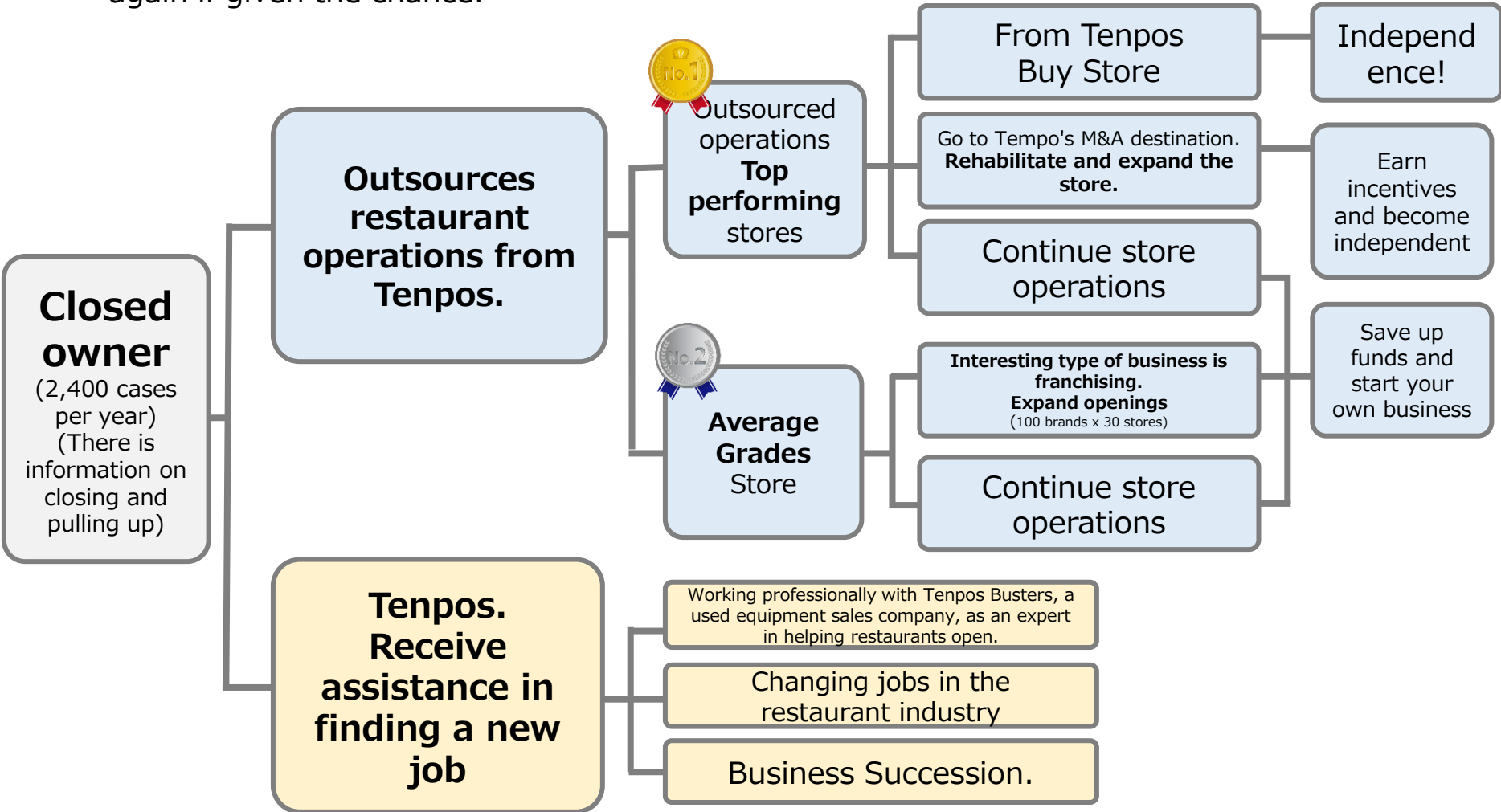
outsourcing business

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



Outsourcing Business: A system to support restaurants opening their own businesses

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 250 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.

<p>Training of "rating diagnosticians" to support restaurant management</p>	<p>Training to be able to draw out customer issues and propose doctor services from the perspective of attracting customers and efficient management.</p>
<p>\Toward increasing the customer base. Kitchen design and layout training</p>	<p>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.</p>
<p>\Toward increasing the customer base. Real Estate Training</p>	<p>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.</p>
<p>\Toward increasing the customer base. Prospective follow-up training</p>	<p>Focusing on increasing customer spend, learn how to manage and control the prospects of your subordinates.</p>
<p>\To increase the number of contracts and closing rate Sales closing talk training</p>	<p>Specialized training in closing talks to increase the number and rate of closings of prospective clients.</p>
<p>Acquisition of withdrawn properties & Toward increasing sales per customer Purchase Sales Training</p>	<p>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.</p>

National Maintenance Network Strategy

Tenpos 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 sales of goods**.
- **In addition** , we also provide **information** and take orders for **doctor services**.
- Establish a post-purchase maintenance plan and a 365-day, 24-hour repair system
- Deploy **2,400** maintenance personnel nationwide to repair and rehabilitate

Most recent and current initiatives

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

Growth Strategy Opening of Tenpos Busters stores



Kawaguchi Kitchen Equipment Specialty Store



Kawaguchi Tableware and Cooking Utensils Specialty Store



Kawaguchi Chair and Table Specialty Center

From 67 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.

▼ Store Openings

<p>FY2023 Store Openings Store opening policy also on track</p>	<p>March: Tenpos Gifu (Gifu Prefecture) ⇒ Turned profitable the following month June: Tenpos Suzuka (Mie Prefecture) ⇒ Turned profitable the following month August: Tenpos Kawagoe (Saitama Prefecture) ⇒ Turned profitable the following month Tenpos Nara (Nara Pref.) ⇒ Turned profitable in the month</p>
<p>Acceleration of store openings in FY2024</p>	<p>June: Opened Tenpos Sakai store (Osaka) Plans to open 10 new stores in FY2024</p>

September 2023: Tenpos Saitama Miyoshi store will be opened.

Reopened as a specialty store specializing in confectionery and bread making



Tenpos Miyoshi used baking machinery specialty store (Iruma-gun, Saitama)

- Largest exhibition of confectionery and baking equipment in Japan
- Support for opening confectionery and bakery businesses

As the company expands to 120 stores in the future, it will experiment with opening specialty stores that specialize in industries such as confectionery and bread making.

Business Performance by Operating Company

**Operating profit
to 100 million yen**

**Become a
professional**

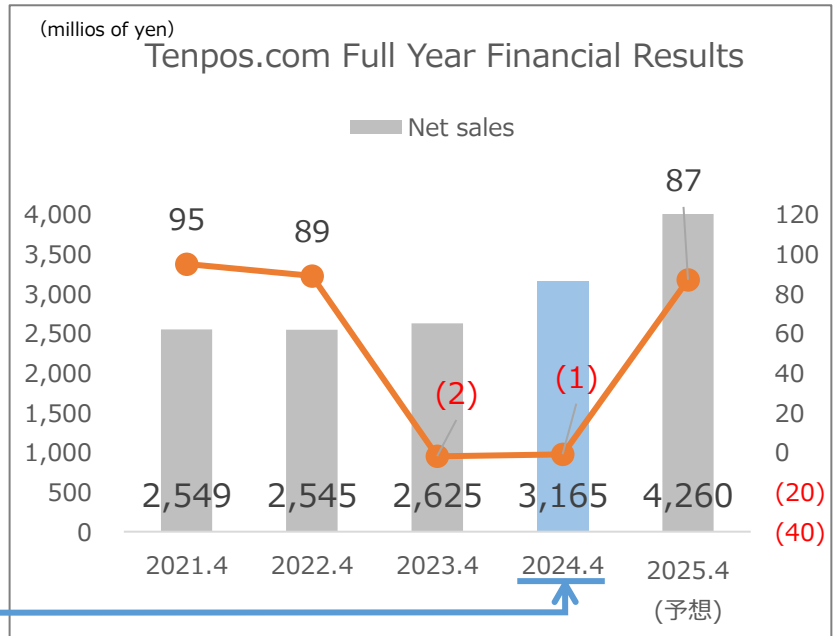
**Aiming to be
listed on the
stock exchange**

Tenpos.com (Mail order) Product sales business

Summary of Financial Results for the Fiscal Year Ending April 30, 2024

- Number of accesses to the mail-order site "Tenpos.com" increased 13.4% yoy for the full year.
- Monthly number of visitors to "Tenpos Food Media," a media supporting the opening of restaurants, exceeds 100,000. Contributed to increased access to the mail-order website.
- Strengthening of sales activities increased the unit price per customer for new store openings, from 540,000 yen in the previous fiscal year to 870,000 yen.

SG&A expenses rose due to aggressive investment in human resources. Profits are also declining due to accelerated pricing strategy. However, the priority now is to expand market share.



Plan for the fiscal year ending April 30, 2025



Mail order business for kitchen equipment

Sales increase planned by 24.0%.

- Improvements and new additions to the listing database
- Increase conversion rate by improving UI/UX
- Differentiation from competitors by increasing the range of products in stock and strengthening the immediate shipment system.



Food mail-order business

Sales increase of 59.4% planned

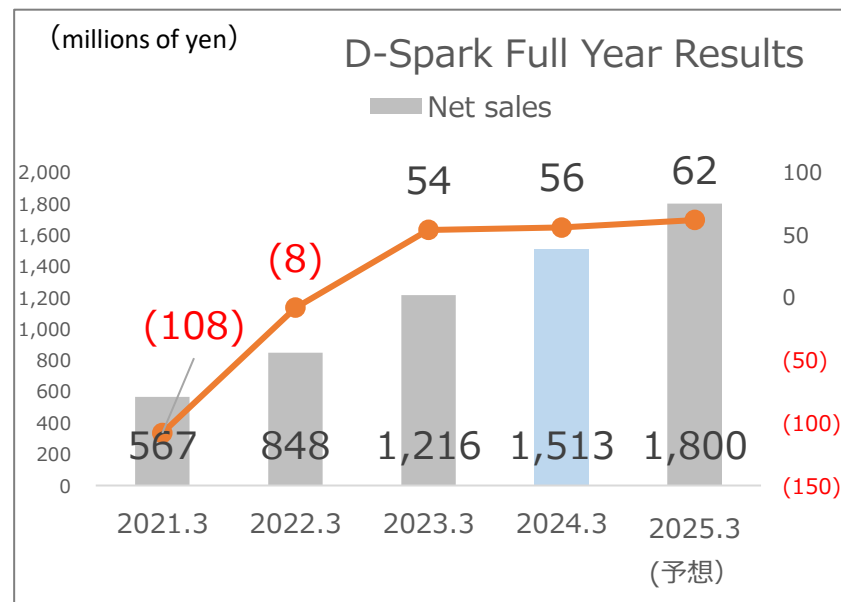
- Expansion of the number of products handled
- Implementation of unique sales promotion plans such as the "Gacha Project"
- M&A Considerations

D-Spark (Temporary staffing, placement and outsourcing)

Information and services business

Summary of Financial Results for the Fiscal Year Ended March 31, 2024

- After Corona, demand for securing human resources in the service industry increased, and the company's mainstay temporary staffing business performed well with a 19% increase in sales YoY.
- The delivery contracting business started by Corona Disaster was strong, with sales up 24% YoY due to area expansion and the start of the general freight forwarding business.
- Started foreign human resource introduction business. Proposal of human resources to domestic restaurants. Established a local subsidiary in Myanmar.



- Fiscal Year Ending March 31, 2025 Sales Measures -

Foreign Talent Placement

Plans to open a Japanese language school in Myanmar

Shipping/Promotion Outsourcing

- General cargo and industrial waste collection and transportation area expanded
- Development of web-based sales promotion products

New business

Started sales consulting contracting business

Tenpos Johokan (POS cash register information equipment sales)

Information and services business

Summary of Financial Results for the Fiscal Year Ending April 30, 2024 and Sales Policies for the Next Fiscal Year

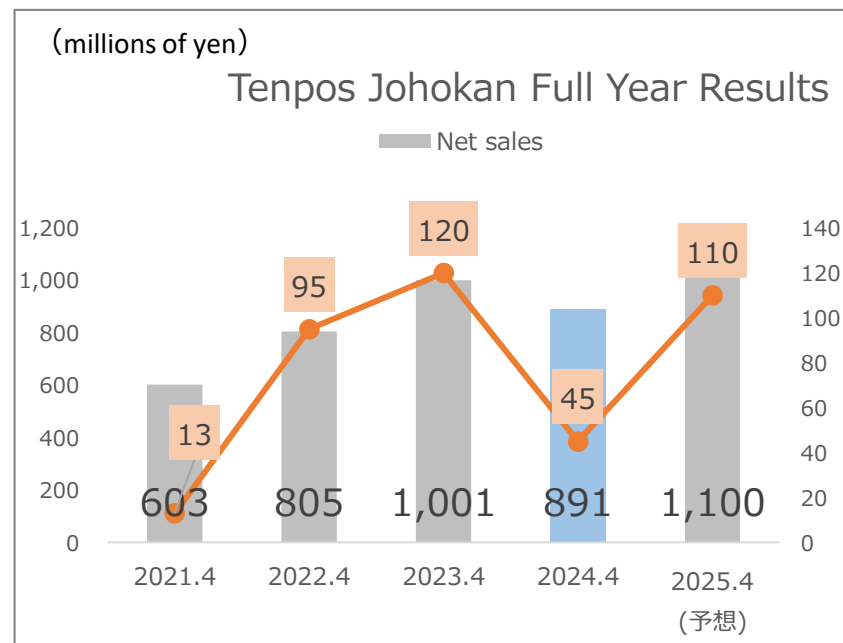
<p>Fiscal year ending April 2024 Performance Results</p>	<ul style="list-style-type: none"> ● Insufficient supply of POS cash registers and automatic change machines due to shortage of semiconductors ● Sales of POS cash register-related products down 18.7% due to the retirement of veterans ● SG&A expenses increased 18.0% due to the investment of human resources in the new "TCC (company cafeteria service)" business
<p>Management Issues</p>	<ul style="list-style-type: none"> ● Lack of sales to Tenpos Group customers (restaurants) due to staff shortages. Opportunity loss
<p>Year ending April 30, 2025 Sales Policies</p>	<ul style="list-style-type: none"> ● Launched UNIPOS Cloud Ticket, a cashless ticket vending machine. 30% increase per customer expected for high-value items. ● Establish sales offices attached to Tenpos Busters (Sendai, Hiroshima, and Matsuyama planned) ● Plans to expand from 62 to 90 employees through hiring ● TCC business is transferred to Tenpos Busters with all personnel. Stopped new business and returned to core business.

New Products

UNIPOS Cloud Ticket cashless ticket vending machine

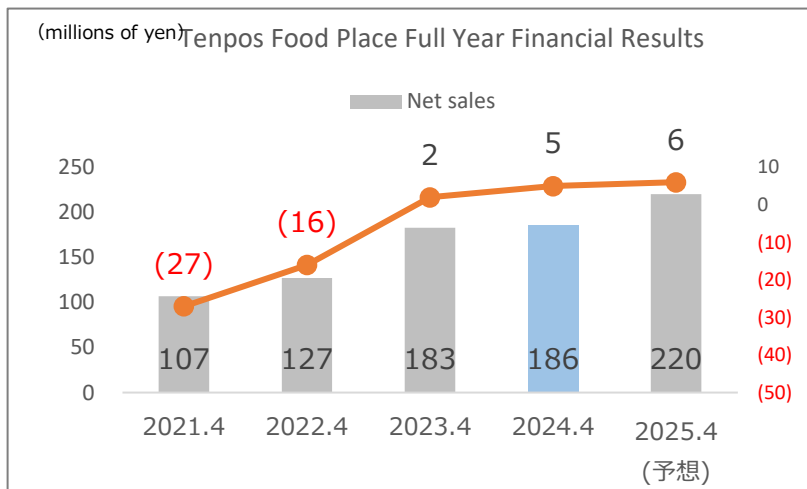


- **タッチパネル式**
- **キャッシュレス対応**
- **多言語対応**
- **POSとの連動・POS機能搭載**
- **呼出しモニターにも対応**



Summary of Financial Results for the Fiscal Year Ended April 30, 2024

Profits increased due to strengthened sales of in-house services such as "website production," "support for introducing cashless account settlement," and "support for creating sales promotion materials," in addition to the restaurant opening and management support services of the partner company.



▼ Number of websites created Annual 386 for the year ended April 30, 2024



Support for introduction of cashless payment
1,870 cases for the fiscal year ending April 2024



- Fiscal Year Ending April 2025 Sales Measures

Positioned as a business development company within the Tenpos Group. New businesses will be aggressively entered into areas other than those for restaurants.

existing business

Comprehensive proposals including support for the introduction of cashless payment systems as well as devices such as mobile ordering systems.

Sales Promotion Support Business] From sales promotion agency business to sales promotion consulting service

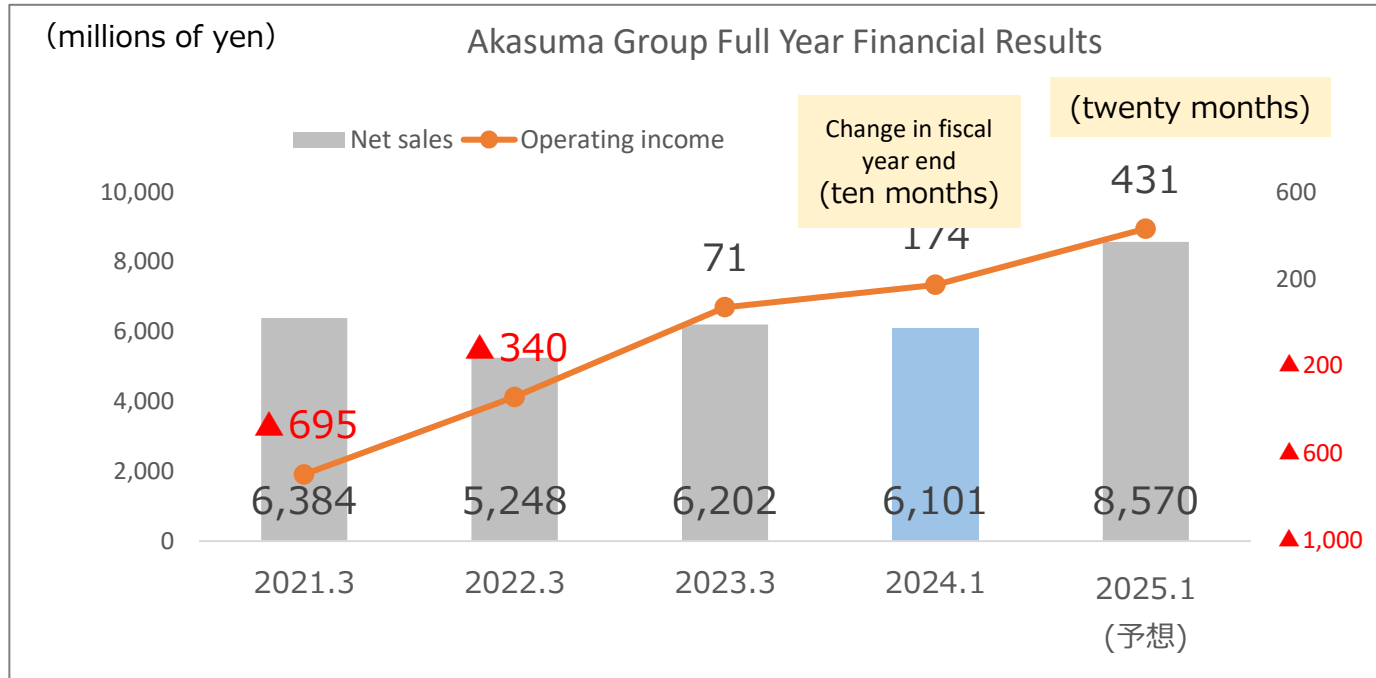
Started contracting to create corporate websites for various industries as well as restaurant websites.

new business

Development of "AI Restaurant Owner," a service that provides AI-based advice on opening and managing restaurants.

Steak house Asakuma (restaurant business)

While the current fiscal year will be a 10-month period, operating profit will be 2.4 times that of the previous year. The company plans to open new stores and renovate 10 stores in the next fiscal year. 431 million yen in operating income is projected for the fiscal year ending January 2025, exceeding the Corona disaster.



opening of new stores



November 2023 Asakuma Seki Store (Gifu Prefecture)

First store opening in three fiscal years. The store is off to a strong start, ranking second in one-month sales out of 62 stores in total.

Steak house Asakuma (restaurant business)

■ Operating policies for the fiscal year ending January 31, 2024

steak

Asakuma is all about steak. Strengthening the provision of high quality steaks. Implementing a number of fair menus.

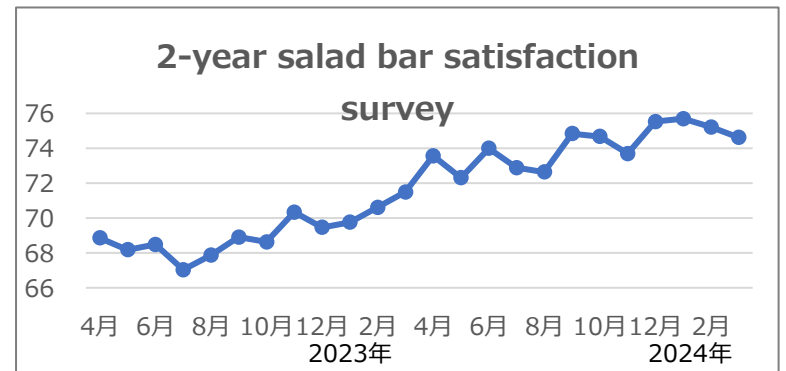


Focus on seafood menu, including collaboration with Yamato Sakana Co. which was acquired by Tenpos Group at the end of September 2023.



salad bar

Salad bar from 25 to 45 items. Expansion of hot bar offerings. Expansion of hands-on dessert bars.



Customer Survey. Salad Bar Satisfaction" Improves with Enhanced Product Lineup

The Challenge of Steak Restaurant Asakuma

petrel (esp. petrels of family Procellariidae)

Aiming to be an entertainment restaurant that provides excitement through food

Through the experience, we will create an opportunity for customers to express their gratitude to their family members and friends. The "kids' experience," "surprise performance," and "self-serve steak" will be implemented as the mechanisms for this.



cantaloupe management

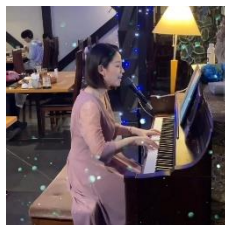
670,000 members of the ASAKUMA App and store development

Cantares Management

Eliminate the boundary between the store and the customer



Culinary Planner



melodeon



Gardening Keeper



Utilization of Foreign Human Resources

Hired 10 Vietnamese interns in October 2023.
Plans to accept 20 specified skilled foreign personnel in the summer of 2024




Yamato Sakana Corporation (conveyor-belt sushi, fish wholesaling, tourism, retail)

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

Company name changed to Yamato Sakana Corporation in April 2024.

■ Business

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

business	Business Overview
restaurant industry	<ul style="list-style-type: none"> ● 12 sushi restaurants ● Two izakaya business categ 
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 

Yamato Sakana Corporation (conveyor-belt sushi, fish wholesaling, tourism, retail)

■ Financial results for the fiscal year ending March 31, 2023 and forecast for the next fiscal year (Millions of yen)

	Year ending March 31, 2024	Year ending March 31, 2025 (forecast)
Sales	(6 months) 3,412	(12 months) 7,800
Operating profit	175	484

■ [Food Service Business] September 2023
Minami-Boso Yamato Sushi Tateyama Main Restaurant opens.



■ [Retail and Tourism] January 2024
Received the Grand Prize and the Award of Excellence in the "Bento and Prepared Food Awards 2024".



Bento and Delicatessen Award 2024" - Organized by Delicatessen Trade Show 2024

- Store opening plan for the fiscal year ending March 31, 2025

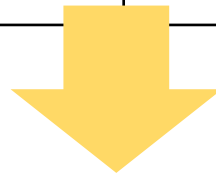
- Conveyor-belt sushi business "Minami-Boso Yamato Sushi"
- Fish tavern business "YAMADEN MARU"
- Opening of a new business model (a business model that combines teishoku (set meal) business and over-the-counter sales of fish. (Open new stores by utilizing know-how cultivated in the restaurant and retail businesses))

Tenpos is the SDGs itself

- ① Tempo'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.
- 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.

Tenpos vision

social value	economic value
Providing hardware and software to the restaurant industry Become an unshakable company	Market capitalization 200 billion yen Sales 200 billion yen



By achieving these

Achieve a "45% survival rate for restaurants in 5 years to 90%."

Supporting the creation of sustainable restaurants

Tenpo Group executives

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

Four subsidiary presidents who lead the Tenpos Group

President of Studio Tenpos
Yoshino, age 38.
A president who is too
much of a craftsman

President of Tenpos.com
Shinagawa, age 43.
one's wife, president

President of Akasama
Hirota, age 38
Super Positive President
Former Sales Manager of
Tenpos West Japan

President of D-SPark
Ito, 41
A president who seems to be
able to do everything
Director & Head of Human
Resources of Tenpos HD



Personnel system and training (Ref.)

The personnel system is based on the philosophy of "I decide my own life."

Challenge.

- Select a working stance (rapids course and chrysalis course)
- My Life Sheet (supports 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

Build good relationships

- drinking in a company
- Positive strokes (no swearing, no moping)

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

■ Executive Training

Training for directors and executives. Monthly practical training on the themes of "Achieving Results" and "Building Character". 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.

■ Tempo Dojo

Programs on interpreting the "tempo spirit" and "pushing your limits." Graduation is required for those who will become executives.

■ 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.

The age at which you can call yourself a senior citizen is 90 years old.

Abolished retirement system in 2005

Percentage of Tenpos Busters over 60 years old, 31%.



Employee of 18 years
(74 years old)
Customer service skills contest
Selected from 3rd in the nation (503 in all) to join the Special Sales Section



Ichinomiya Purchase Center
Part-time employee 84
years old
Five-day work week
Hobby: Reading mystery novels

The job is to clean kitchen equipment.
Our motto is to increase the value of our products as much as possible.
How long will you work?" I'm 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.

Temporary 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

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

Leasing and credit card business Other businesses

Fiscal Year End : April

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