



Tenpos Holdings Co., Ltd.

**Third Quarter of the Fiscal Year
Ending April 30, 2023
Company Briefing Materials**

Tenpos is the SDGs itself

Tokyo Standard (Securities Code 2751)
Created by Chinatsu Otomaru

Financial Summary

Consolidated Financial Results for the Third Quarter of the Fiscal Year Ending April 30, 2023

■ Product Sales Business

Segment sales increased slightly to 16,076 million yen (101.4% y-o-y) due to lost sales opportunities caused by delays in deliveries by kitchen equipment manufacturers due to the recent economic situation, and stagnant sales of used kitchen equipment due to delays in deliveries of new parts. Segment operating income declined to 1,612 million yen (83.3% y-o-y) due to higher expenses, including the acceptance of a total of 69 employees at Tenpos Busters and 16 employees at Tenpos.com from Gurunavi Inc.

■ Information and services business

Segment sales increased to 3,000 million yen (118.7% y/y) and segment operating income to 167 million yen (265.9% y/y) as more restaurants invest in sales promotion, human resources, and equipment as they recover from the Corona disaster. Driving the earnings growth were the POS system sales business and the temporary staffing services business.

■ Food and Beverage Business

Although business performance has recovered due to the easing of restrictions on activities, the number of customers at Asakuma Co. The company is focusing on product measures and training, but the impact of the Corona disaster has not yet escaped. Segment sales were 4,513 million yen (112.0% YoY), and segment operating loss was 77 million yen (vs. segment operating loss of 386 million yen in Q1 FY03/12).

Consolidated Results and Forecasts for the Third Quarter of the Fiscal Year Ending April 30, 2023

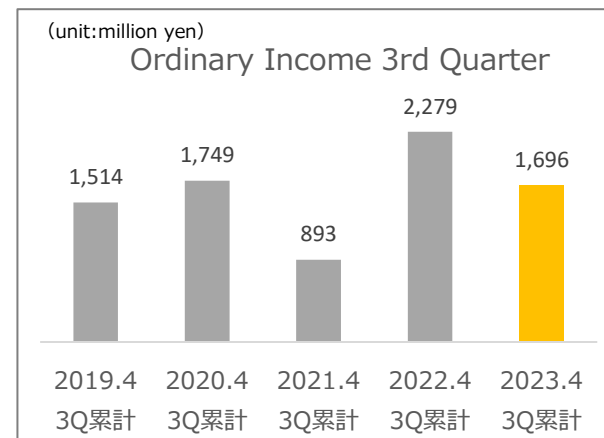
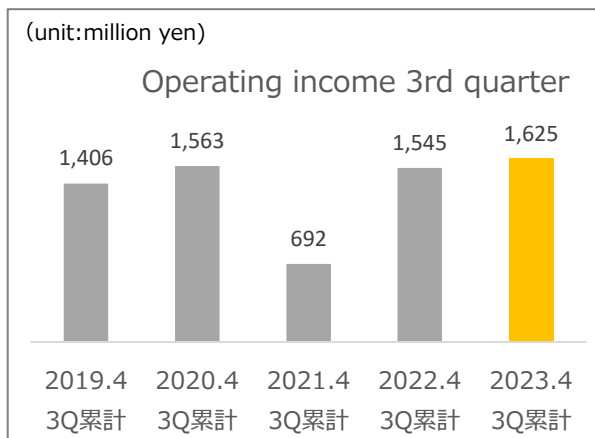
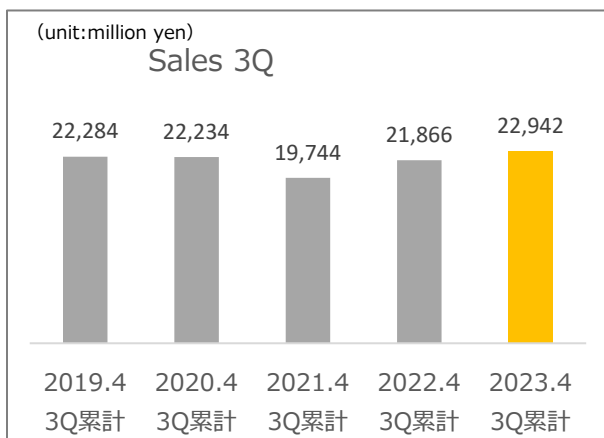
Consolidated Financial Results and Forecasts for the Third Quarter of the Fiscal Year Ending April 30, 2023

	Fiscal Year ending April 30, 2022 3rd Quarter	Fiscal Year ending April 30, 2023 3rd Quarter	Year-on-year change	Fiscal Year ending April 30, 2023 Full Year Forecast	Forecast YoY
Sales	21,866 million yen	22,942 million yen	104.9% (%)	31,300 million yen	107.9% (in million yen)
Gross profit	8,088 million yen	8,859 million yen	109.5% (1)	11,915 million yen	109.9% (in the same period of the previous year)
Operating income	1,545 million yen	1,625 million yen	105.1% (%)	2,130 million yen	113.8%
Ordinary income	2,279 million yen	1,696 million yen	74.4% (%)	2,180 million yen	74.6% (%)
Attributable to: Shareholders of the parent company Net income	1,347 million yen	1,057 million yen	78.5% (%)	1,332 million yen	85.0% (%)

■ Comparison of ROE, ROA and capital adequacy ratio

	April 2022 3rd Quarter	April 2023 3rd Quarter
Return on Equity (ROE)	12.0% (1.0)	8.5% (in million yen)
Return on Assets (ROA)	7.4% (1)	5.9% (in %)
Capital adequacy ratio	61.8	68.9% (in %)

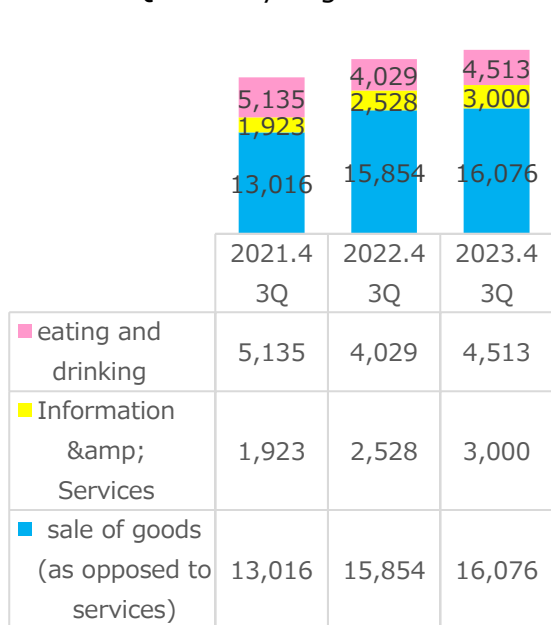
Too much investment in human resources has slowed down the growth of operating income. I am very embarrassed. But it is an important investment to doctor it, so please keep a long eye on it.



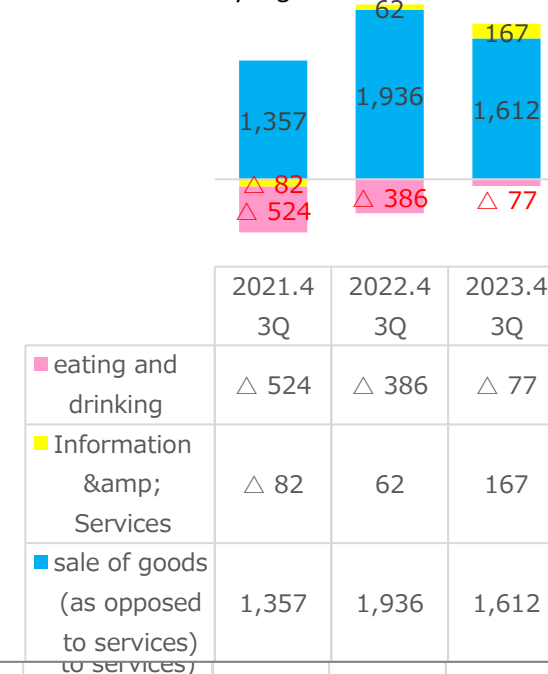
Results by segment for the third quarter of the fiscal year ending April 30, 2023

	subject	Fiscal Year ending April 30, 2022 3rd Quarter	Fiscal Year ending April 30, 2023 3rd Quarter	Year-on-year change	Fiscal Year ending April 30, 2023 Full Year Forecast	Forecast YoY
sale of goods (as opposed to services)	Sales	15,854 million yen	16,076 million yen	101.4% (%)	21,432 million yen	102.0
	Operating income	1,936 million yen	1,612 million yen	83.3% (%)	2,194 million yen	92.5% (1)
Information and services business	Sales	2,528 million yen	3,000 million yen	118.7% (in %)	4,055 million yen	114.0% (1.0)
	Operating income	62 million yen	167 million yen	265.9% (in million yen)	204 million yen	154.5% (in million yen)
Food and Beverage	Sales	4,029 million yen	4,513 million yen	112.0	6,040 million yen	116.2% (in million yen)
	Operating income	(386) million yen	(77) million yen	Deficit Improvement	(106) million yen	(541) million yen

3Q Sales by Segment



3Q Profit Trends by segment



eating and drinking
The ASAKUMA Group
unkempt hair
ASAKUMA Succession
Dream Dining
Information & Services
Studio Tenpos
Tenpos Information Center
Tempo Financial Trust
Profit Laboratory
Dees Park
Tenpos Food Place
sale of goods (as opposed to services)
Tenpos Holdings
Tenpos Busters
Kitchen Techno
Tenpos.com
West Kitchen Machine

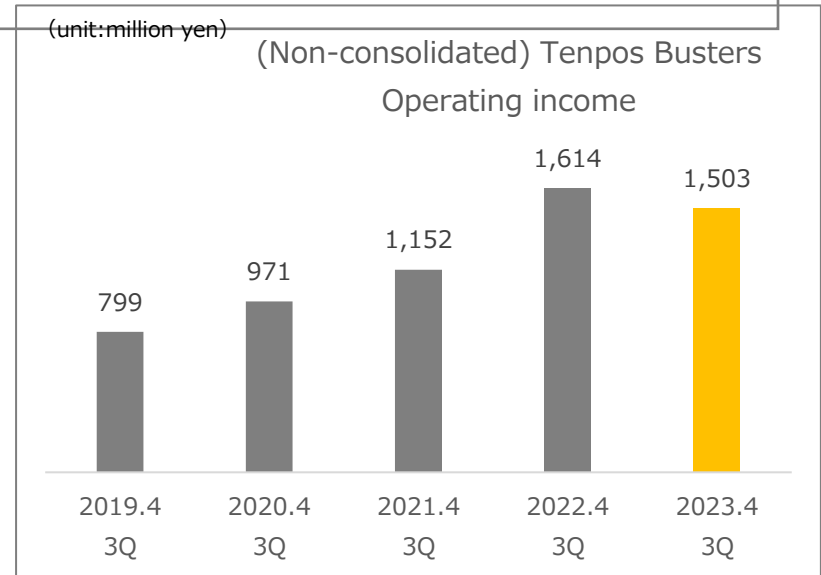
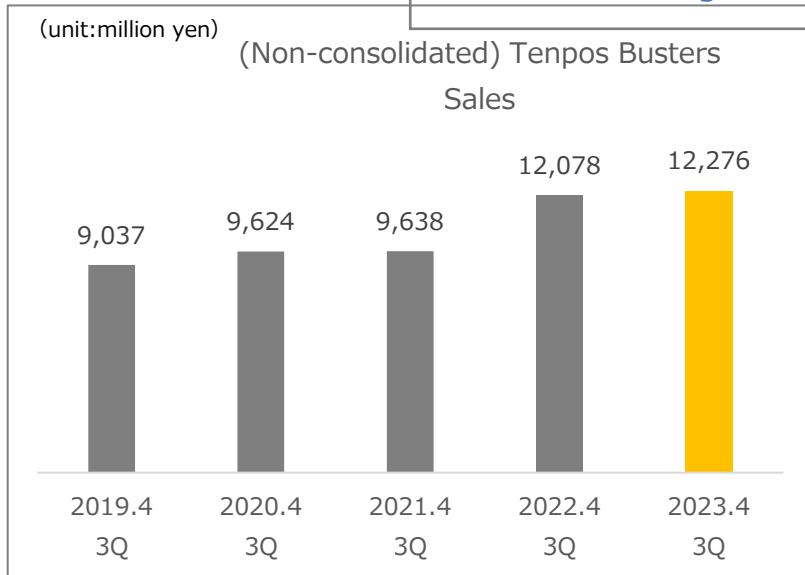
(Non-Consolidated) Tenpos Busters: Results for the Third Quarter of the Fiscal Year Ending April 30, 2023

Sales increased by strengthening sales from single-product sales to comprehensive orders.
 69 employees were transferred to Gurunavi Co. in May 2022 to become doctors. Profit decreased due to insufficient absorption of increased expenses.

Forecasts are non-consolidated figures before consolidation adjustments.

	Fiscal Year ending April 30, 2022 3Q Actual	Fiscal Year ending April 30, 2023 3Q Actual	Year-on-year change	Fiscal Year ending April 30, 2023 Full Year Forecast	Forecast YoY
Sales	12,078	12,276	101.6% (in %)	16,257	100.9% (100.9%)
Operating income	1,614	1,503	93.1% (1)	1,952	91.8% (in %)

I am embarrassed about achieving the budget because I was not optimistic and created a budget that was too ambitious....



Results by operating company for the third quarter of the Fiscal Year Ending April 30, 2023

■ 3Q Results and Full-Year Forecasts for the Fiscal Year Ending April 30, 2023 (Unit: Millions of yen)

Forecasts are non-consolidated figures before consolidation adjustments.

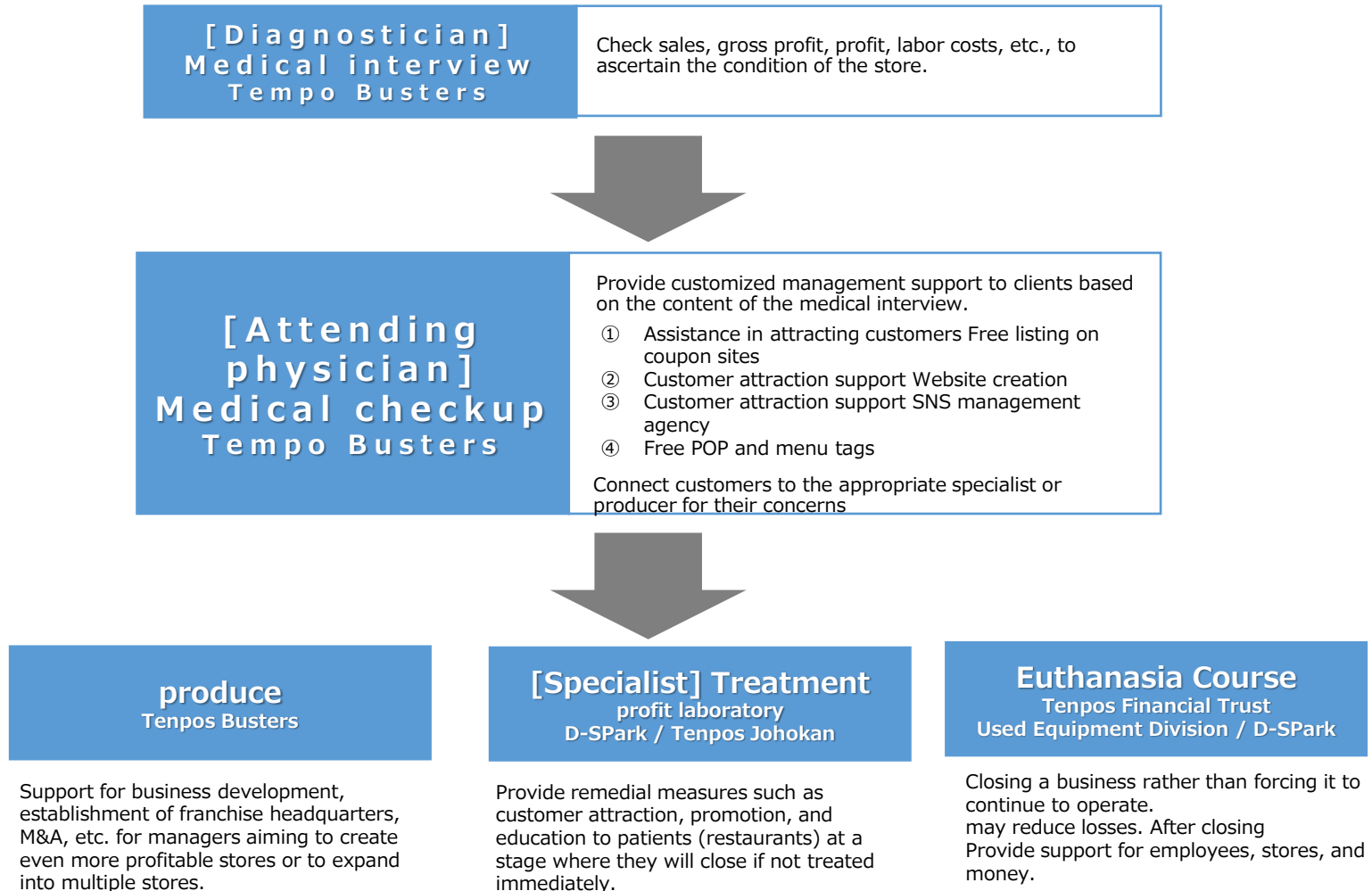
adjustments.

Segment	Year 2023 April quarter (of the year) forecast	business	Company Name	subject	Fiscal Year ending April 30, 2022 3rd Quarter	Fiscal Year ending April 30, 2023 3rd Quarter	Year-on-year change	Fiscal Year ending April 30, 2023 Full Year Forecast	Forecast YoY
sale of goods (as opposed to services)		kitchen over-the-counter sales	Tempo Busters	Sales	12,078	12,276	101.6% (in %)	16,257	100.9% (100.9%)
				Operating income	1,614	1,503	93.1% (1)	1,952	91.8% (in %)
		kitchen online shopping	Tenpos.com	Sales	1,944	1,884	96.9% (in %)	2,917	114.6% (1)
				Operating income	68	3	4.8% (4.8%)	13	14.9% (in %)
		kitchen direct sales	kitchen techno	Sales	2,306	2,255	97.8	2,967	99.8% (%)
				Operating income	177	143	80.7	178	81.2% (in the same period of the previous year)
information Service		interior work	Studio Tenpos	Sales	704	620	88.1% (1)	814	91.3% (%)
				Operating income	43	19	44.8	23	51.7% (%)
		POS Sales	Tenpos Information Center	Sales	541	720	133.0	1,011	125.6% (in Japan)
				Operating income	51	79	155.1% (in million yen)	126	132.4% (1)
		Funds & Real Estate	Tempo Financial Trust	Sales	585	625	107.0% (1)	776	96.0% (%)
				Operating income	27	33	122.7% (in %)	48	127.8% (in %)
		Sales Promotion Support	profit laboratory	Sales	85	88	103.5% (in million yen)	110	100.4% (%)
Operating income				▲8	8	returning to profit	7	(9 million yen) (9 million yen) (9 million yen) (9 million yen)	
	Temporary staffing and placement	DsPark	Sales	551	833	151.1% (in millions of yen)	1,188	140.1% (in million yen)	
			Operating income	▲21	25	returning to profit	48	(8 million yen) (8 million yen) (8 million yen) (8 million yen) (8 million yen)	
	attracting customers via the Web	Tenpos Food Place	Sales	91	134	147.6% (in %)	178	140.1% (in million yen)	
			Operating income	▲16	0	elimination of a deficit	0	(16 million yen) (16 million yen) (16 million yen) (16 million yen) (16 million yen)	
eating and drinking		steak house	Azuma Group	Sales	4,082	4,535	111.1% (in %)	6,069	115.6% (in million yen)
				Operating income	▲221	0	elimination of a deficit	▲9	(340) million yen
	seafood bowl restaurant	Dream Dining	Sales	91	118	129.6% (in %)	158	130.4% (1.3)	
			Operating income	▲20	▲11	Deficit Improvement	▲11	(29 million yen) (29 million yen) (29 million yen) (29 million yen)	

Dr. Tenpos Progress

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.



To work with Gurunavi Inc.

(1) Strengthen provision of sales promotion and management support know-how (from 62 to 120 stores in 5 years)

Accelerate the "Dr. Tenpos" concept by incorporating Gurunavi's strength in problem-solving capabilities (management support) for restaurants.

(2) Visit customers by accepting secondment/Establishment of external sales force

Tenpos Busters has many stores located in the suburbs, which means that customers cannot visit the stores frequently. On behalf of Tempo Busters, which does not have an outside sales force, Gurunavi employees will begin a sales method of visiting customers (Push type).

→Start of sales by an external sales team consisting of employees seconded to Gurunavi from July 2022.

(3) Realization of sales and product collaboration and joint product development

Work to provide products and services and develop products that meet the business challenges of small independent restaurants.

(4) Accelerate M&A strategy

From restaurant closure projects, we work with employees seconded to Gurunavi to revitalize restaurants, and either sell them or M&A them as our own restaurants.

Tenpos aims to be an unshakable company that can provide hardware and software to the restaurant industry.

Tenpos Group united to work on "Dr. Tenpos

Tenpos Busters Co. 53 directly managed stores, 9 franchise stores, 12 purchase centers, 2 distribution centers

- Human Resource Education (Food and Beverage Dojo)
- Supplier development, recipe development, cost control, labor cost ratio management
- Current analysis and improvement of signage and facades
- Pre-opening and post-opening sales promotion and customer attraction

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.

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

Studio Tenpos Co.

- Interior design, design and construction
- Signboard Construction

Profit Laboratory Co.

- Corporate Banquet Acquisition "Full Fax"
- Delivery Consulting

Tenpos Johokan Co.

- Sales and maintenance of POS cash registers
- Planning and proposal of point cards and other sales

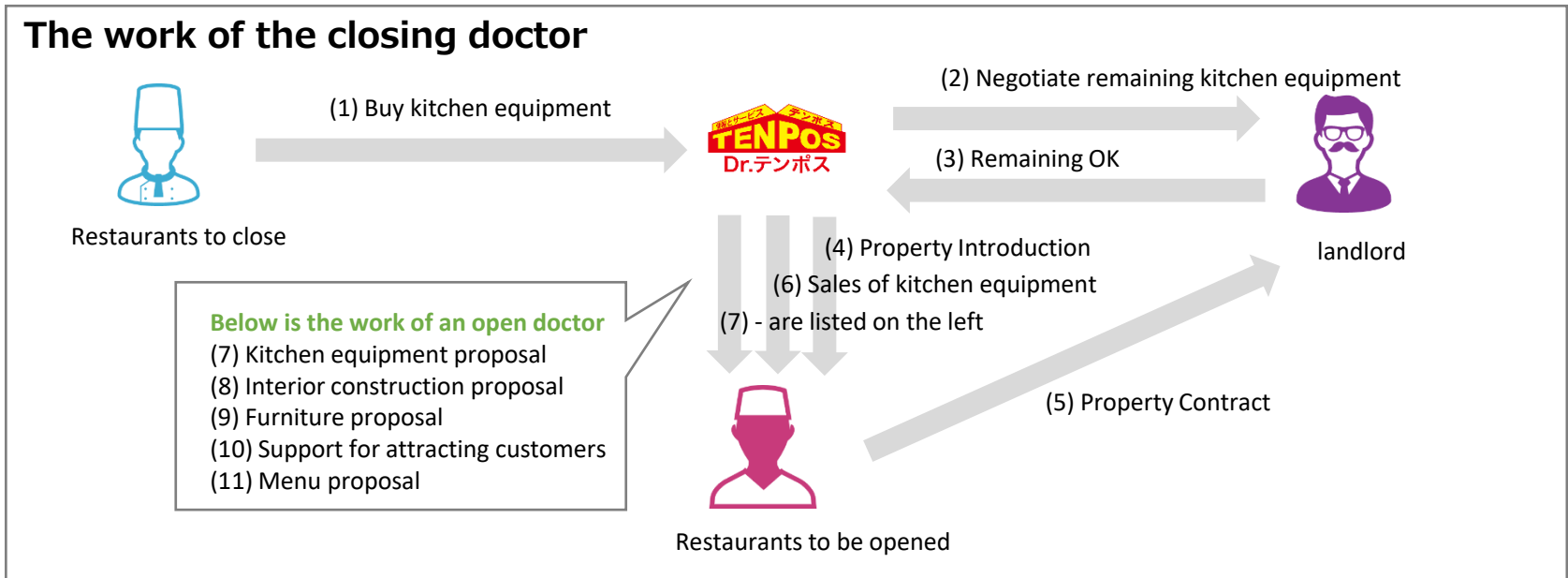
D-Spark Co.

- Temporary staffing
- Recruiting
- Job advertisement
- Contracting

Closing Doctor / New Store Producer

Closing doctor (does not pull up kitchen equipment after purchase)

Buy kitchen equipment from a restaurant that is closing, negotiate with the landlord to leave the equipment in place. Find someone who wants to open a restaurant next and introduce them to the landlord. After signing a property contract, sell the kitchen equipment to the next tenant (repair any equipment that needs maintenance). Kitchen equipment that the new tenant does not need is pulled up, repaired and reconditioned, and sold at the Tenpos storefront.



New Store Producer

When a restaurant opening in a vacant property makes a request to us for the purchase of unnecessary kitchen equipment remaining in the property, our purchasing staff not only purchases the equipment but also proposes sales promotion services, etc. necessary for the new restaurant, and conducts sales activities that lead to an overall order.

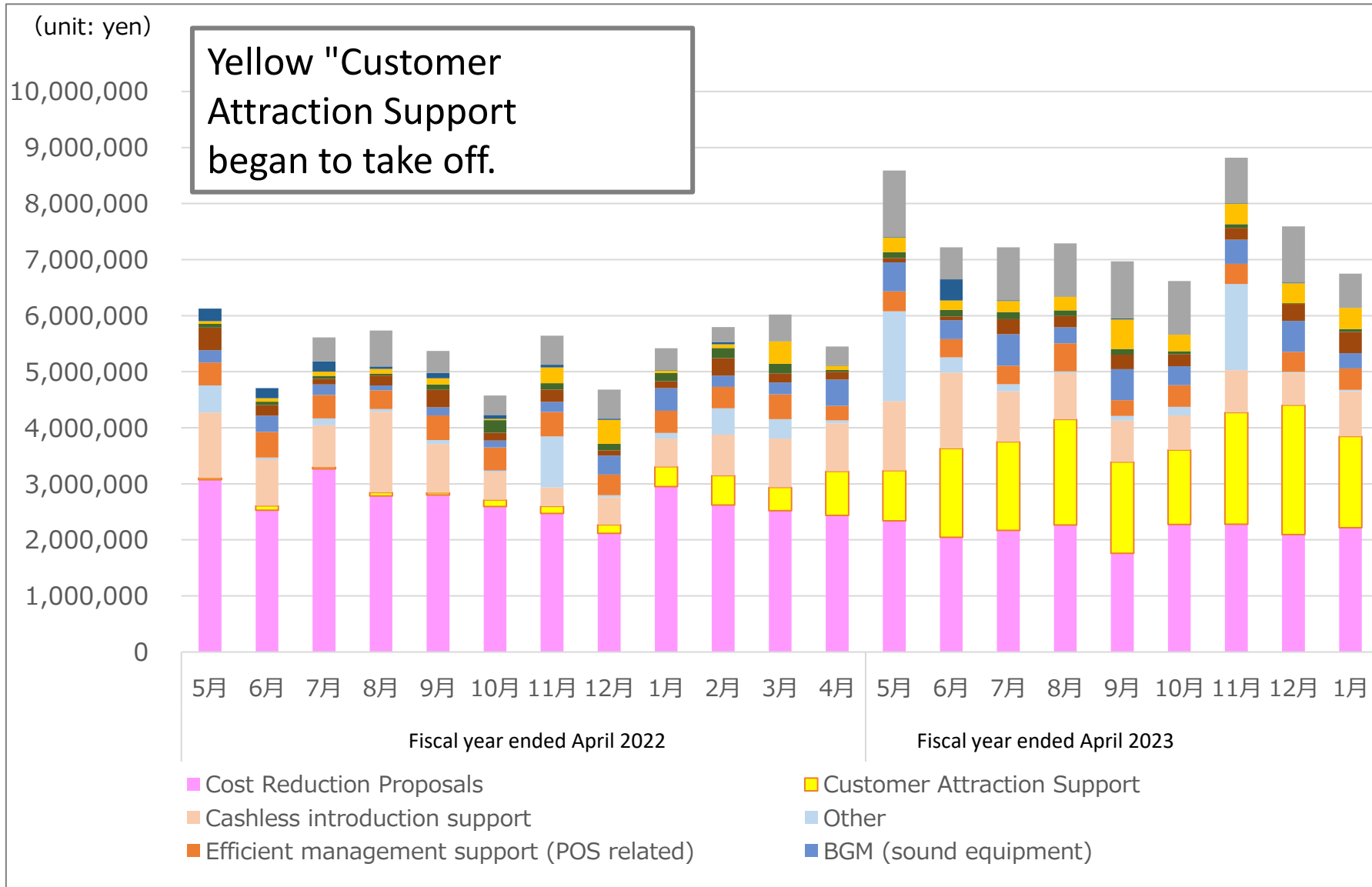
Dr. Tenpos End-of-Life Care

In some cases, closing a store can reduce losses rather than forcefully continuing to operate. The company provides support for employees, stores, and money after a restaurant transfers its business or closes. The customer contact (order taking) is handled by the "Purchasing Department" of the Used Business Division of Tenpos Busters, while the practical work of support for closing a restaurant is handled by the "Doctor".

initiative	earnings target
Store Sales - Sold stores with improved management	Sale price after rehabilitation 20 million yen to 30 million yen
change of business conditions - Propose a business type that fits the location → Rebuild with a different business type - Introduce a thriving franchise → Rebuild as the franchisee side of the franchise	Earn revenue from franchise referral fees and from supporting franchisees in opening franchisees' businesses.
Stock and business transfers - Sold by company and employees - Separate store and employee sale.	commission on sales Small scale - approx. 3 million yen x 30 projects = 90 million yen Large scale - approx. 10 million yen x 5 projects = 50 million yen
stopping business - Loan settlement negotiations, landlord negotiations, property introductions, staffing introductions, temporary staffing registration →Ltd. for job transition support for employees. →Studio Tenpos Co., Ltd. for skeleton construction of the property. →Tempus Financial Trust Co.	placement For 10-15 referrals per year <small>If you are a manager with an annual income of 4 million yen... (25% of annual income is commission)</small> Commission 1 million yen x 15 persons = 15 million yen
system of self-support - Employee Doktoroku, who rejoined the Asakuma Group three to five years ago. - [Prepare 3 million yen of own funds + Company prepares 20 million yen].	

Dr. Tenpos Monthly Earnings

Gross profit from Dr. Tenpos sales is split between Tenpos Busters and Tenpos Food Place.



Tenpos Busters

Performance and Growth

Strategy

(Non-consolidated) Tenpos Busters' Strengths and 3Q Results

Forecasts are non-consolidated figures before consolidation adjustments.

(Millions of yen)

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Net sales	12,078	12,276	101.6% (in %)	16,257	100.9% (100.9%)
Operating income	1,614	1,503	93.1% (1)	1,952	91.8% (in %)



The largest used kitchen equipment sales company in Japan.

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

online shopping
(Tenpos.com Inc.)

direct sales
Kitchen Techno Co.

sale of goods (as opposed to services)
annual sales in the first half of the previous fiscal year
21 billion
*Adjusted figures

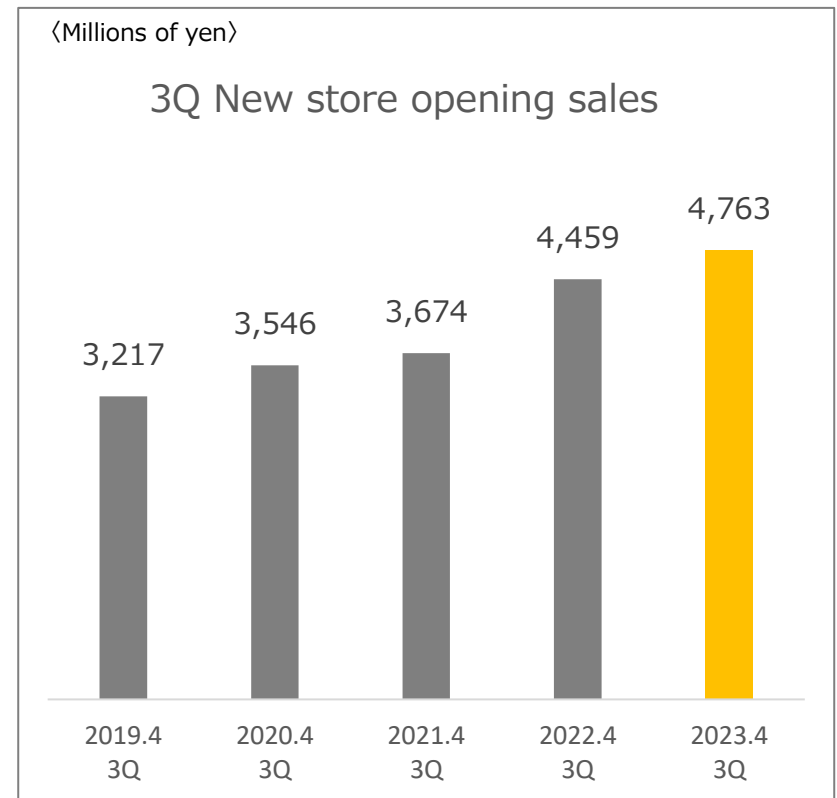
- Annual sales **16.1 billion** +2.5 billion +2.9 billion
- **60** stores nationwide (as of 2021) → **120** stores strategy
- **610,000** customer visits per year
- **320,000** members
- **No. 1** in sales in the used kitchen industry (1 strong, less than 100)
- Established in **1997**
- Listed on JASDAQ **2002**

New Store Openings Customers and Sales

The number of orders received from customers opening new stores increased due to the thoroughness of talking to customers who came to the stores.

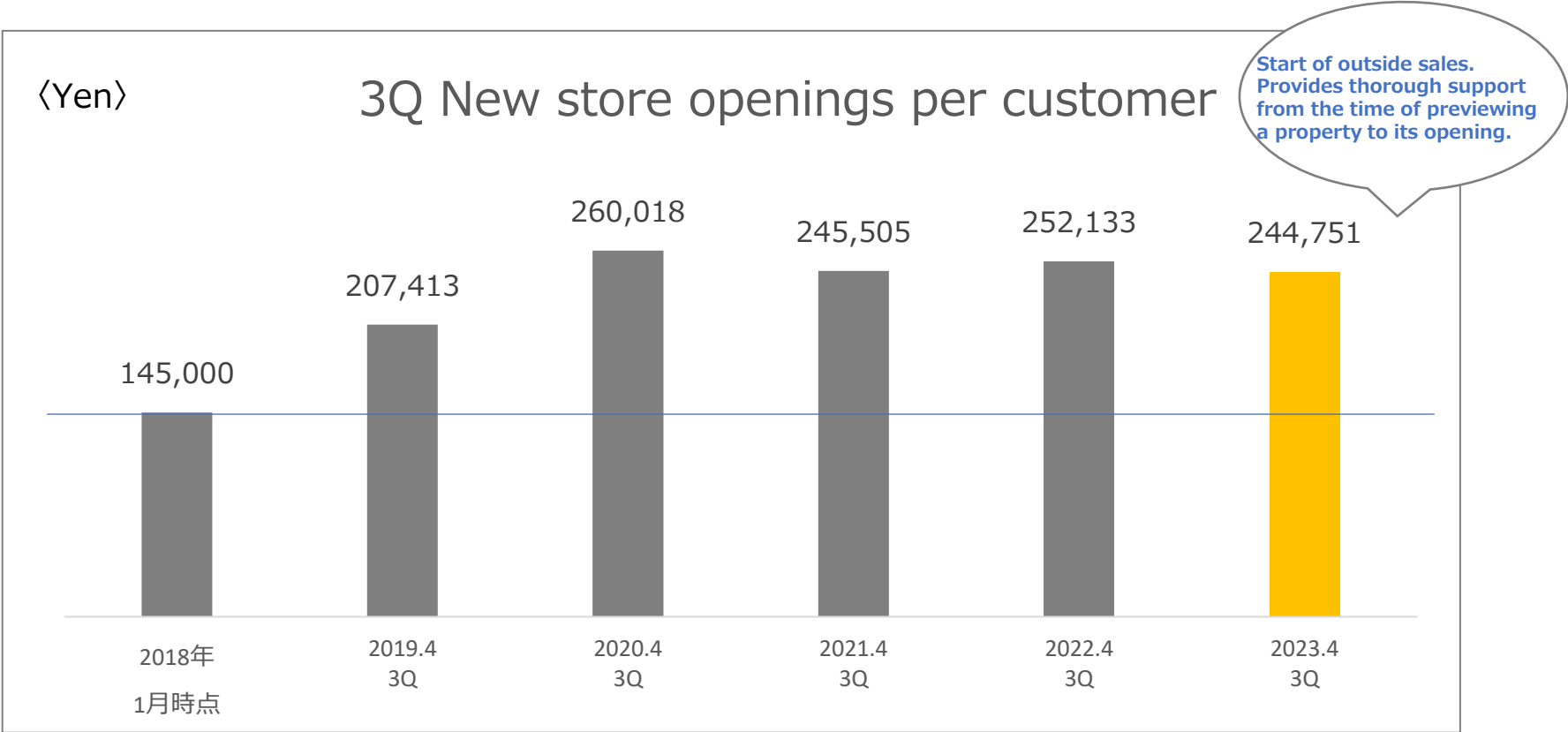
New store openings: 19,444 in 3Q (110.2% y/y)

New store opening customer sales 4,763 million yen in 3Q (106.8% y/y)



Average spend per customer for new store openings

The cost per customer for new store openings in Q3 FY4/2023 was **244,751 yen**. While this is **168.8%** compared to January 2018, when the doctoring service was launched, it has **remained flat over the past few years**. Many new store opening customers who come to Tenpos have already ordered the interior and kitchen from other companies and come to Tenpos to buy supplies and tableware. In July 2022, the company will launch an external sales force. The team will work to increase the amount of orders per customer by attending meetings with customers who are opening new restaurants to preview their properties and discuss interior work, among other activities.



Quadruple the average spend per customer at new store openings.

Generally, when opening a restaurant, it costs **4.7 million** yen for kitchen equipment and store supplies. Raise the per-customer spend for new store openings from the current 250,000 yen to **1,000,000** yen.

Year ending April 30, 2022 Full Year Results	Composition of visitors (613,000 per year)	Sales composition ratio (Annual sales: 16.1 billion yen)
existing customer	96% (589,167)	62.1% (10 billion yen)
New store openers	4% (24,303)	37.9% (6.1 billion yen)

New store opens to double the number of customers and quadruple the spend per customer.

	status quo	Target	initiative
New store opening customer Number of customers (monthly average)	2,025 persons/month	1.6 times 3,200 cases/month	Increase the number of potential customers for new store openings that have not yet been acquired by 1.5 to 2 times by thoroughly talking to them.
New store opening customers Average monthly spend per customer	250,000 yen	four times 1 million yen	Increase overall orders and quadruple the cost per customer through employee training and prospect management follow-up.
New store opening customer Net Sales	6.1 billion/year	38.4 billion/year	In addition to the above initiatives, engage in sales activities triggered by real estate contracts and interior work to win overall orders

Increase annual sales from 16.1 billion to 48.4 billion by opening new stores with 1.6 times the number of customers and 4 times the amount per customer

38,000 new store openings (3,200 customers/month x 12 months) x 1 million yen per customer for new store openings = 38.4 billion yen
Existing sales 10.0 billion yen + new store open customer sales 38.4 billion yen = 48.4 billion yen

"Doctor" training 5 hours per week online ZOOM training

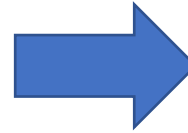
The 250 employees, including part-time employees, will receive 5 hours of training per week, or 240 hours per year. The curriculum is changed on a case-by-case basis to improve the level of the students.

Start Date	goal
April 2018-	First, take the course seriously. Training target: 100 employees / 1 hour training per week per employee
April 2019-	Must be able to follow a talk script and explain Training target: 320 employees and part-timers / 5 hours of training per week per person
From April 2020	To increase the cost per customer for a new store opening from 250,000 yen to 1,000,000 yen. Training Target: 263 employees / 5 hours of training per week per employee
From April 2021	Conduct training while tracking effectiveness measurements (proficiency and results) Training Target: 263 employees / 5 hours of training per week per employee
From October 2021	Started intensive training for selected members Select 25 people from all over the country to become store producers (doctors) and provide intensive training. (Drawing layout proposals, property introductions, interior construction consultation, etc. for comprehensive orders)
From July 2022	<ul style="list-style-type: none">● Started training for Tempo Busters stores on attracting customers to their own websites.● Started "Hearing Talk" and "Closing Talk" training to improve salespeople's sales skills.

Growth Strategy:

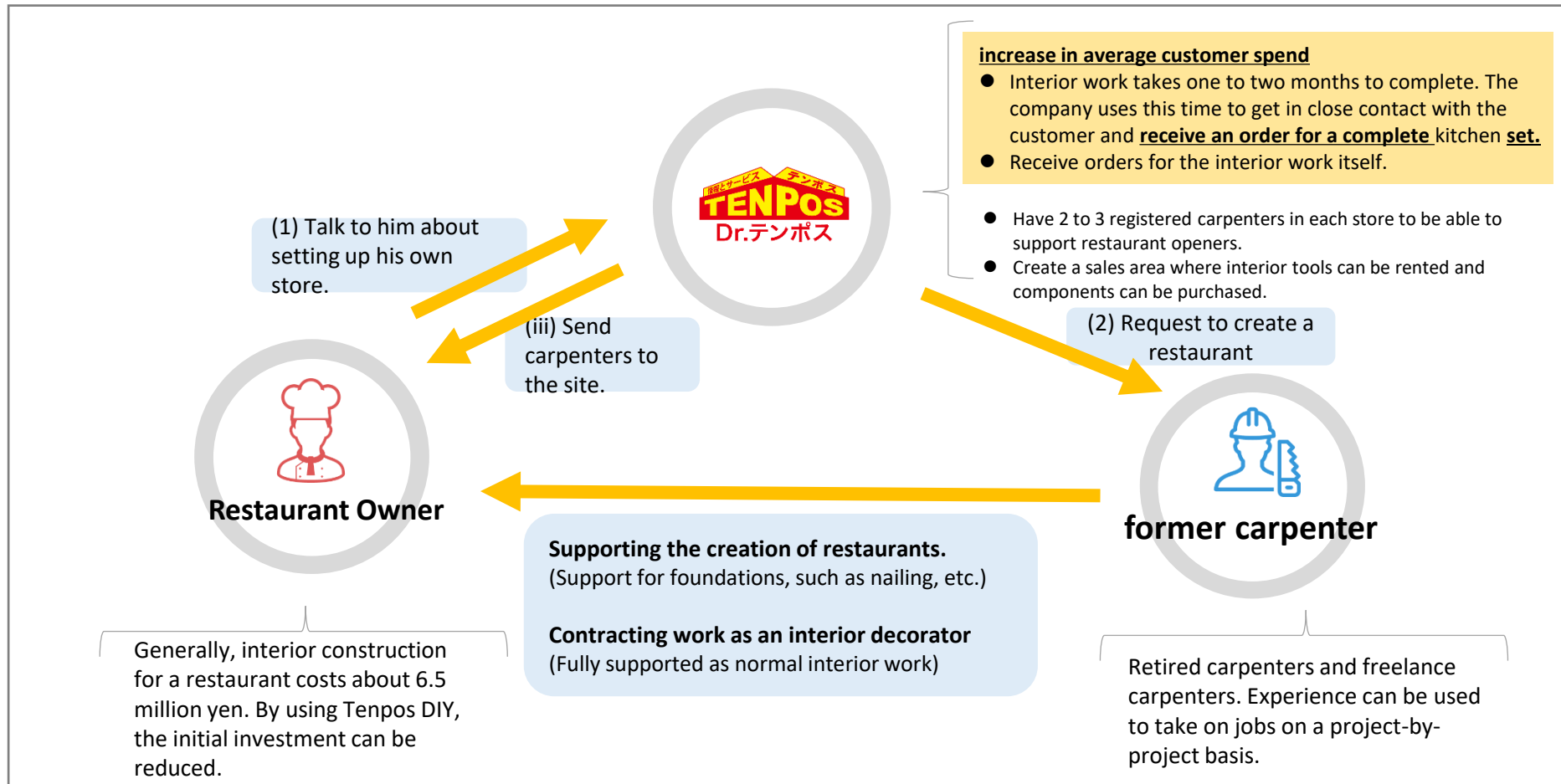
Quadruple the average spend per customer at new store openings

Create a **tempo** DIY corner.
Establish a culture of "build your own restaurant"



May 2022
Project team disbanded
To be continued at the field level
in the future.

Although there is demand, it is difficult to establish an in-house training and order-taking system, and the DIY project team is disbanded as it is deemed premature. The company decided it was premature and disbanded the DIY project team.



Growth Strategy National Maintenance Network Strategy

so far

Attention!!!

- Repair support is only available when a repair request is received from a customer.
→Connect with the manufacturer's repair personnel or have them bring in the product for repair.
- Repair and rehabilitation techniques vary from area to area.

from now on

- 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
- Train **2,400** maintenance personnel **nationwide to** repair and rehabilitate

Tenpos Strengths

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

Most recent and current initiatives

Average of 600 maintenance requests per month / 10 maintenance staff We **still need more people!**

Growth Strategy : Nationwide maintenance network established

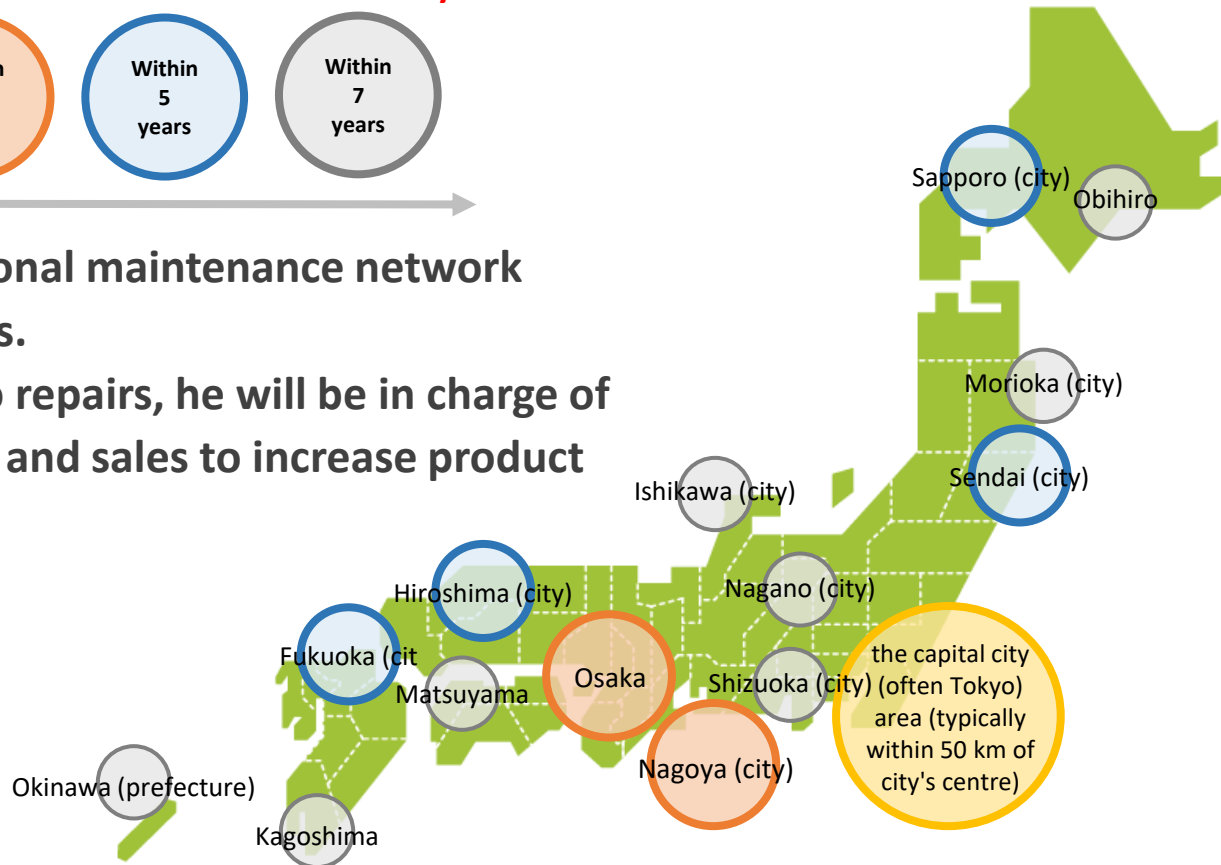
Building up a maintenance network. 2,400 maintenance salesmen nationwide.

▼ Map of planned establishment of maintenance bases

Maintenance locations nationwide within 7 years



- ① Create a national maintenance network within 7 years.
- ② In addition to repairs, he will be in charge of maintenance and sales to increase product sales.



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

In 6 years, including M&A, from 60 stores in 2021 to 120 stores.

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

New Store Information

- Opened in February 2022 Tenpos Mito (Ibaraki Prefecture)
- Opened in March 2022 Tenpos Himeji (Hyogo Prefecture)
- Opened in March 2023 Tenpos Gifu Store (Gifu Prefecture)

Currently considering opening 1 store in Tokyo, 1 store in Mie, 1 store in Kansai area

Expansion of used equipment purchase business

Purchasing at in-house auctions ("auctioning" kitchen equipment purchases)

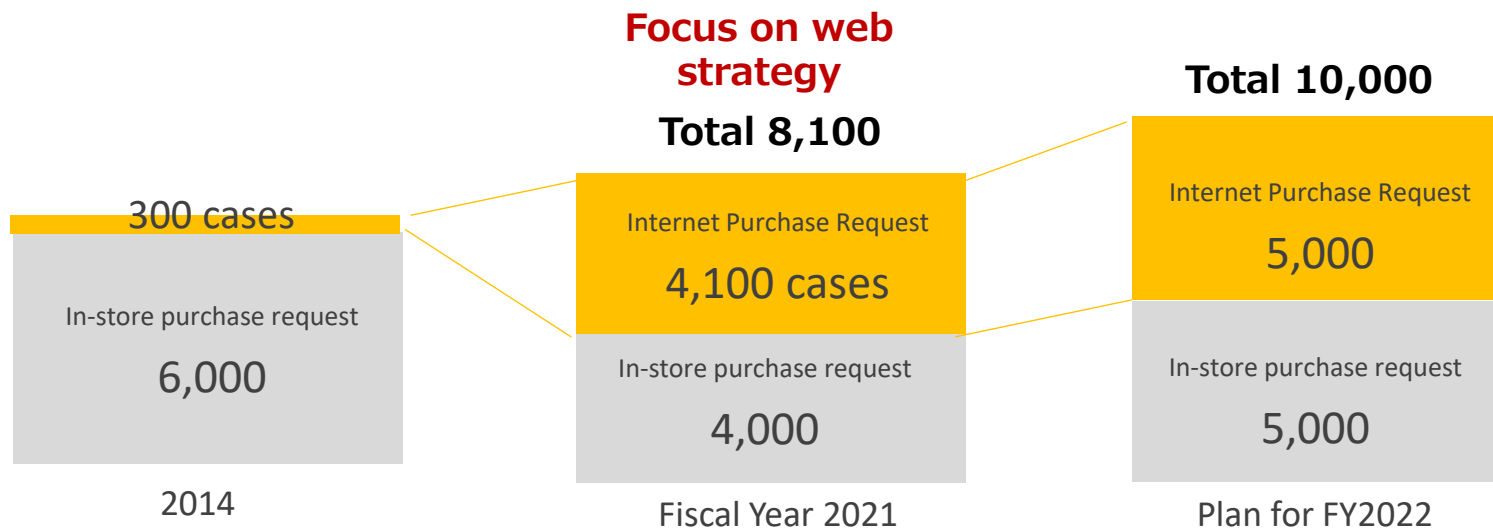
Products purchased by the purchasing division (purchasing center) will be auctioned daily for in-house stores and shipped to the stores that bid on them. The stores will be able to engage in proactive store management, as store managers can decide the price and quantity to be purchased at their own discretion. On the other hand, the purchasing manager will be able to purchase at a reasonable price in order to raise the bidding price of the auction. (Remember the market price)

Establishment of a bulk purchase site

Began purchasing large lots of food, beverages, consumables, etc.



Work to increase the number of purchase requests via the Internet



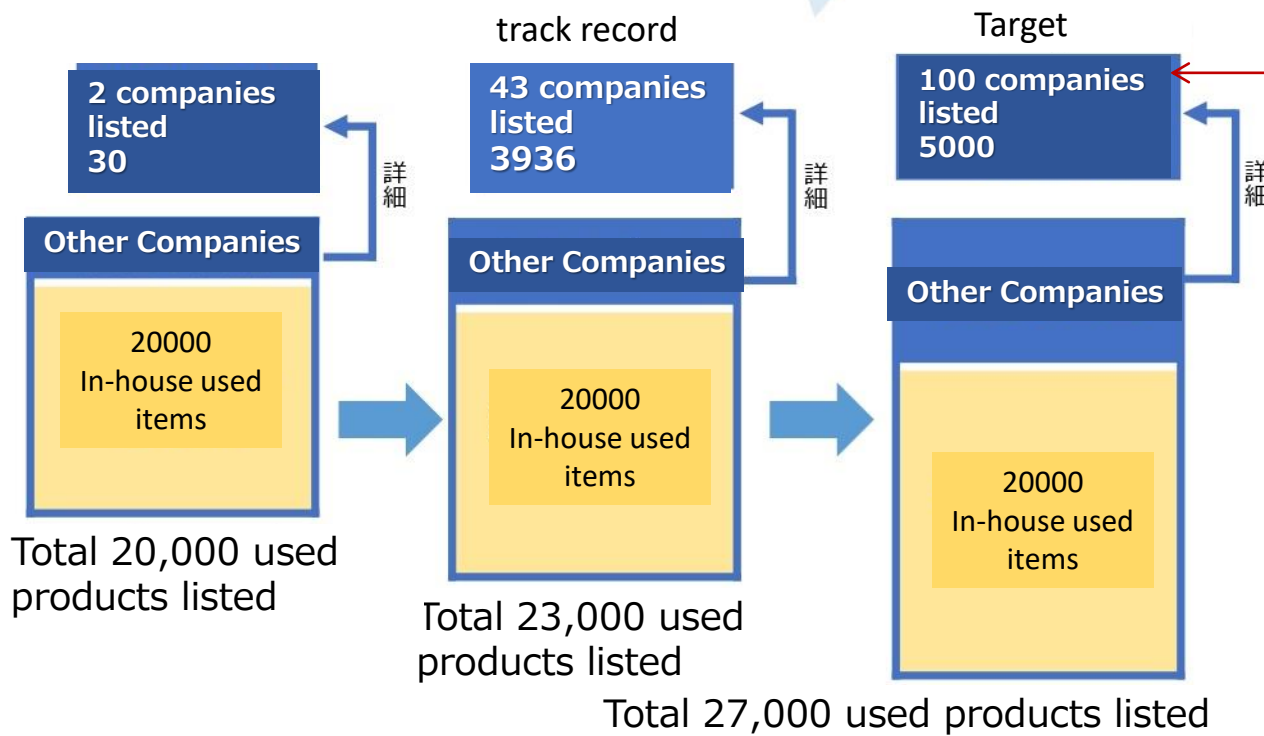
Become a platformer specializing in used kitchen equipment.

Used Kitchen Hall of Fame Project Begins



「中古の殿堂」サイトオープンから1年間は掲載費無料・販売手数料無料とする。この間に、中古の殿堂に商品を掲載する全国の中古厨房リサイクル店を開拓する

Post used kitchen products from recycle stores Nationwide on Tenpos.com's commercial kitchen site



The reason for the small number of items listed (5,000 used items compared to 100 listed companies) is that the majority of the recyclers are sole proprietorships.

Business Performance by Operating Company

sale of goods (as opposed to services)

■ Performance of each operating company in the merchandise sales business

Forecasts are non-consolidated figures before consolidation adjustments.

(Millions of yen)

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		Operating income	177	143	80.7	178	81.2% (in the same period of the previous year)

Tempo Busters (OTC sales): Sales up, Profit down

- The number of new store openings increased to 19,444 customers (110.2% y/y).
- As a measure to increase the unit price per customer, we have been focusing on the real estate referral business since the third quarter.
(818 restaurants looking for property, 444 real estate information obtained)
- External sales force started in Q2, and orders for complete kitchen sets, etc., were strong. Will continue to expand in the future.
- Established a "Store Policy Section" to improve product display, assortment, store promotional materials, customer service, and operations, and began providing on-site store guidance.
- Tenpos Busters Ichinomiya Store (Aichi Prefecture) renovated to specialize in ramen business
- Tenpos Busters Nagoya Nakagawa Store (Aichi Prefecture) renovated to specialize in decorative items

sale of goods (as opposed to services)

Tenpos.com (Internet sales) Sales and income down

(Millions of yen)

Company Name	(school) subject	Year ending April 30, 2022 3rd Quarter	Year ending April 30, 2023 3rd Quarter	YoY change	Fiscal Year ending April 30, 2023 Full Year Forecast	Forecast YoY
Tenpos.com	Sales	1,944	1,884	96.9% (in %)	2,917	114.6% (1)
	Operating income	68	3	4.8% (4.8%)	13	14.9% (in %)

- Although the situation of delayed delivery of refrigeration equipment is easing, expenses increased due to the acceptance of 16 employees on loan from Gurunavi for 15 full-time employees in order to strengthen web measures.
- As a result of accessibility measures, the number of visitors increased 119.9% yoy.
- Launch of a new business providing total support for property introduction, interior design, and kitchen.

Kitchen Techno (direct sales and marketing) Decrease in sales and profit

(Millions of yen)

Company Name	subject	Fiscal Year ending April 30, 2022 3rd Quarter	Fiscal Year ending April 30, 2023 3rd Quarter	Year-on-year change	Fiscal Year ending April 30, 2023 Full Year Forecast	Forecast YoY
kitchen techno	Sales	2,306	2,255	97.8	2,967	99.8% (%)
	Operating income	177	143	80.7	178	81.2% (in the same period of the previous year)

- Kitchen equipment inspection service was launched, leading to the receipt of a new large project (sales of 48 million yen).
- Due to the calming down of nest egg consumption, the number of renovation projects for supermarket companies, a major customer, declined.
- SG&A expenses increased due to measures to strengthen personnel.

Information and services business

■ Results of each operating company in the information and services business

With an increasing number of restaurants investing in sales promotion, human resources, and equipment as they recover from the Corona disaster, net sales increased to 3,000 million yen (118.7% y/y) and operating income rose to 167 million yen (265.9% y/y). Driving the earnings growth were the POS system sales business and the temporary staffing services business.

(Millions of yen)

Forecasts are non-consolidated figures before consolidation adjustments

business	Company Name	subject	Year ending April 30, 2022 3rd Quarter	Year ending April 30, 2023 3rd Quarter	Year-on-year change	Year ending April 30, 2023 Full Year Forecast	Forecast YoY
interior work	Studio Tenpos	Sales	704	620	88.1% (1)	814	91.3% (%)
		Operating income	43	19	44.8	23	51.7% (%)
POS Sales	Tenpos Information Center	Sales	541	720	133.0	1,011	125.6% (in Japan)
		Operating income	51	79	155.1% (in million yen)	126	132.4% (1)
Funds/Property	Tenpos financial trust	Sales	585	625	107.0% (1)	776	96.0% (%)
		Operating income	27	33	122.7% (in %)	48	127.8% (in %)
Sales Promotion Support	profit laboratory	Sales	85	88	103.5% (in million yen)	110	100.4% (%)
		Operating income	▲8	8	returning to profit	7	(9 million yen)
temporary employee placement	DsPark	Sales	551	833	151.1% (in millions of yen)	1,188	140.1% (in million yen)
		Operating income	▲21	25	returning to profit	48	(8 million yen)
attracting customers via the Web	Tenpos Food Place	Sales	91	134	147.6% (in %)	178	140.1% (in million yen)
		Operating income	▲16	0	elimination of a deficit	0	(16 million yen)

Information and services business (2)

Studio Tenpos (Interior design and construction) Decrease in sales and profit

(Millions of yen)

Company Name	subject	Fiscal Year ending April 30, 2022 3rd Quarter	Fiscal Year ending April 30, 2023 3rd Quarter	Year-on-year change	Fiscal Year ending April 30, 2023 Full Year Forecast	Forecast YoY
Studio Tenpos	Sales	704	620	88.1% (1)	814	91.3% (%)
	Operating income	43	19	44.8	23	51.7% (%)

- The number of construction contracts increased to 108.7% yoy.
- However, sales declined due to a decrease in the number of orders received from new store openings with high per-customer prices.
- The challenge is to train the hired personnel in anticipation of a recovery from the Corona disaster.

Tenpos Johokan (POS system sales): Sales up, Profit up

(Millions of yen)

Company Name	subject	Fiscal Year ending April 30, 2022 3rd Quarter	Fiscal Year ending April 30, 2023 3rd Quarter	Year-on-year change	Fiscal Year ending April 30, 2023 Full Year Forecast	Forecast YoY
Tenpos Information Center	Sales	541	720	133.0	1,011	125.6% (in Japan)
	Operating income	51	79	155.1% (in million yen)	126	132.4% (1)

- Demand for contactless information devices increased due to the Corona disaster, and orders for table order systems and mobile order systems increased.
- Sales of used POS increased 133.3% YoY due to a shortage of new POS units in distribution due to a shortage of semiconductors.
- Development of a new cashless ticket vending machine is completed and sales will begin in February 2023.
- Developed 12 companies to represent Tenpos Johokan's merchandise.

Information and services business (2)

Tenpos Financial Trust (Funds and Real Estate) Increase in revenue and profit

(Millions of yen)

Company Name	subject	Fiscal Year ending April 30, 2022 3rd Quarter	Fiscal Year ending April 30, 2023 3rd Quarter	Year-on-year change	Fiscal Year ending April 30, 2023 Full Year Forecast	Forecast YoY
Tenpos financial trust	Sales	585	625	107.0% (1)	776	96.0% (%)
	Operating income	27	33	122.7% (in %)	48	127.8% (in %)

- The number of credit and lease transactions, the mainstay of the finance division, increased as restaurants recovered from the Corona disaster and their appetite for capital investment rebounded.
- In the real estate business, the number of contracts signed increased due to an increase in the number of outsourced employees who buy, sell, and broker the mainstay of the business, ie, vacant properties, which led to new sublease contracts, resulting in higher sales and profits.

Profit Laboratory (support to attract customers) Increase in revenue and return to profitability

(Millions of yen)

Company Name	subject	Fiscal Year ending April 30, 2022 3rd Quarter	Fiscal Year ending April 30, 2023 3rd Quarter	Year-on-year change	Fiscal Year ending April 30, 2023 Full Year Forecast	Forecast YoY
profit laboratory	Sales	85	88	103.5% (in million yen)	110	100.4% (%)
	Operating income	▲8	8	returning to profit	7	(9 million yen) (9 million yen) (9 million yen) (9 million yen)

- Orders for the "Manzoku FAX" FAXDM service are on a recovery trend as major restaurant companies, the main customers of the service, are gradually resuming sales promotion activities. Sales of "Manzoku FAX" for the third quarter of the current fiscal year increased 115% y-o-y.
- The number of "full fax" orders in the first nine months of the current fiscal year is still about 70% of those before the Corona disaster.

Information and services business (3)

Deespark (Temporary staffing) increased revenue and returned to profitability (Millions of yen)

Company Name	subject	Fiscal Year ending April 30, 2022 3rd Quarter	Fiscal Year ending April 30, 2023 3rd Quarter	Year-on-year change	Fiscal Year ending April 30, 2023 Full Year Forecast	Forecast YoY
D-SPark	Sales	551	833	151.1% (in million yen)	1,188	140.1% (in million yen)
	Operating income	▲21	25	returning to profit	48	(8 million yen)

- The number of orders received in the customer service dispatch business increased significantly due to the significant easing of action restrictions. In addition, sales increased 151.1% yoy due to the acquisition of "bulk store outsourcing" orders from food and beverage retailers, including sweets.
- With the aim of becoming a comprehensive human resource services company from a temporary staffing company specializing in customer service, the company will continue to focus on human resource services, including bulk store outsourcing services.
- Outsourced delivery contracting," which started at Corona Disaster, also performed well. It contributed to profit due to its high profitability.

Tenpos Food Place (Web-based customer attraction support) increased revenue and eliminated deficit (Millions of yen)

Company Name	subject	Fiscal Year ending April 30, 2022 3rd Quarter	Fiscal Year ending April 30, 2023 3rd Quarter	Year-on-year change	Fiscal Year ending April 30, 2023 Full Year Forecast	Forecast YoY
Tenpos Food Place	Sales	91	134	147.6% (in %)	178	140.1% (in million yen)
	Operating income	▲16	0	elimination of a deficit	0	(16 million yen)

- Operating income for the first time since its establishment was positive in the first nine months of the current fiscal year due to a strengthened structure in the sales promotion business and increased revenues in the settlement business.
- Restructure the service design of the sales promotion support business, including website production and SNS operation support.
- The company will develop new businesses, including a PR site specializing in food and beverage and a service to support the selection of community-based restaurants.

The Challenge of Steak Restaurant Asakuma

A restaurant where customers can enjoy the time they spend dining at "Asakuma. As an "entertainment restaurant that proposes excitement to customers through food," it will offer kids' experiences, a self-steak experience, and community-based concerts.



Entertainment provided by Asakuma

Kids' experience, self-serve steak, hands-on salad bar menu (making original parfait/taiyaki, waffles/pancakes/steak Koshien (quick steak eating contest), concerts, presentations (local community)

Future asakuma

- (1) Corona Resume store openings based on the situation
Plans to open two new stores in the Tokai and Kansai regions, taking into consideration the environment surrounding Asakuma
- (2) "Capital investment" such as "renovation"

fire prevention
measures

hygiene
measures

aging

- (3) Product measures...Introduce creative beefsteak with an awareness of selling price
Introduction of dry-aged and smoked steaks

Food and Beverage

■ Financial Results of Food & Beverage Business for the Third Quarter of the Fiscal Year Ending April 30, 2023

Millions of yen

Forecasts are non-consolidated figures before consolidation adjustments.

Company Name	subject	Fiscal Year ending April 30, 2022 3rd Quarter	Fiscal Year ending April 30, 2023 3rd Quarter	Year-on-year change	Fiscal Year ending April 30, 2023 Full Year Forecast	Forecast YoY
Azuma Group	Sales	4,082	4,535	111.1% (in %)	6,069	115.6% (in million yen)
	Operating income	▲221	0	elimination of a deficit	▲9	(340) million yen
	Ordinary income	316	▲27	turning a deficit	▲38	450 million yen
Dream Dining	Sales	91	118	129.6% (in %)	158	130.4% (1.3)
	Operating income	▲20	▲11	Deficit Improvement	▲11	(29 million yen) (29 million yen)
	Ordinary income	17	▲484	turning a deficit	▲2	21 million yen

Asakuma Increased revenue, eliminated deficit

- To attract new customers, some restaurants began offering low-priced lunches for 780 yen and 980 yen, with the 300 gram "Big Hamburger Steak" (980 yen) becoming a popular menu item.
- Increased the number of salad bar items from about 15 to about 25, and now the number of salad bar items has been increased to 45 at some stores. We have developed measures to surprise our customers.
- Enhancement of steak menu. Sell at fairs and limited-time-only products.
- Conducted training to improve productivity and service skills, including a customer service test that simulated serving a single customer at one table.

Dream Dining: Increased revenue, improved deficit

- Due to soaring procurement costs of major food ingredients such as tuna and salmon, product prices were raised by 5-10%.
- As the number of visitors to commercial facilities has recovered due to the easing of behavioral restrictions, menu measures to attract new customers and sales promotion activities to attract repeat customers were implemented.

Food service business-Asakuma

Cantares Management: Eliminate the boundary between the store and the customer.

Working together with 800,000 members of the Asakuma Mail to create an "Asakuma" store.

Culinary Planner



Gardening Keeper



<Job Type

- Culinary planner – 8 people
- Gardening keepers – 4 people
- Grand Opening Dedicated Trainer

The recruitment and operation of each position at Cantares will be piloted and expanded to all "Asakuma" stores in the future.

< Product Strategy >

- ① Commitment to Quality
 - Iowa Black Angus beef used
 - Because we purchase directly from the designated Azuma ranch, we are able to offer the best quality products.
Can be provided stably without being affected by price fluctuations
- ② Commitment to Health
 - Health is the theme of the salad bar (Functional Labeling / Health Labeling)
- ③ Emphasis on entertainment
 - Formation of "Product Development Support Group"
 - A system to incorporate the opinions of the front line by teaming up Kitchen Meister award winners with part-timers and part-timers. (As a result of this, we will develop a salad bar menu, etc.)
 - Emphasis on community-specific initiatives

Published in Nikkei Trendy, May 2018

業界別 順位	総合 順位	チェーン名 (運営企業)	満足度 (%)
1位	14位	ステーキのあさくま (あさくま)	72.0
2位	26位	びっくりドンキー (アレア)	68.4
3位	27位	いきなり!ステーキ (ベッパーフードサービス)	67.8
4位	29位	ブロンコビリー (ブロンコビリー)	67.5
5位	48位	ステーキ宮 (アトム)	63.2

reference data

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.

Tempos vision

social value	economic value
Providing hardware and software to the restaurant industry Become an unshakable company	Market capitalization 100 billion yen Sales 100 billion yen



By achieving these

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

Supporting the creation of sustainable restaurants

Tempo Group executives

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

5 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 42.
one's wife, president

President of Akasama
Hirota, age 37
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



The 5th battle for the Tenpos Busters president's chair begins.

Even the president of the company runs for the office and decides in a competitive race based on the idea that "I make my own life."

The 5th Tenpos Busters: The Battle for the President's Chair



President and Director, West Kitchen Equipment / General Manager, Tempo Busters Maintenance Dept.

Director and General Manager of East Japan Sales Department of Tenpos Busters

Director of Tenpos HD / Director and General Manager of Sales Division of Tenpos Busters

Director and President of Dees Park / Director and General Manager of Human Resources Business Department, Personnel & General Affairs Division, Tenpos HD

How to evaluate and decide who is president.

- 50%: Evaluation based on performance in own department from November to April 2022, results against goals, development of subordinates, and other indicators.
- 50%: Votes of department heads, AMs, store and center managers, presidents of subsidiaries and directors other than candidates

Schedule

- Plans to select a presidential candidate at the national manager meeting in April 2023; a new president will be officially selected and appointed at the general shareholders' meeting in July 2023.

5 hours per week, 240 hours per year of ZOOM training

Developing employees into "doctors ". To this end, 263 sales employees receive **5 hours of training per week per person, or 240 hours per year**. The training consists of 9 courses. The employees choose their courses from required and elective subjects, just like university lectures. Lectures are held from 10:00 to 19:00, and each session lasts one hour.

- Professional Training for Kitchen Equipment
- Professional training for chairs and tables
- Training to strengthen sales to win comprehensive orders
- Training on creating a prosperous restaurant through business analysis
- Policy Communication for Managers
- Technical training for kitchen equipment repair and refurbishment personnel
- Training for "closing doctors" for purchasing managers

■ Example of 1-week ZOOM training

日にち	6日	7日	8日	9日	10日
曜日	月	火	水	木	金
10:15-11:15		食器・調理道具プロ化研修	食器・調理道具プロ化研修	経営分析・繁盛店支援	
11:20-12:20	ドクターテンポス研修 厨房機器プロ化研修	方針伝達	イス・テーブルのプロ化研修 ドクターテンポス研修	厨房機器プロ化研修 ドクターテンポス研修	ドクターテンポス研修 方針伝達
12:25-13:25	総合受注研修	デリバリー売上アップ研修	総合受注研修	デリバリー売上アップ研修	総合受注研修
16:45-17:45		ドクターテンポス研修 厨房機器プロ化研修	方針伝達	食器・調理道具プロ化研修 イス・テーブルのプロ化研修	
17:50-18:50	方針伝達	経営分析・繁盛店支援 総合受注研修	次世代取締役研修	方針伝達 総合受注研修	イス・テーブルのプロ化研修

Train nurture people

Executive Training

Training for Tenpos Group executives and executive candidates. Practical training is held once a month on the themes of "improving results" and "building character". The number of participants is about 30.

Next Generation Director Training

Training for young leaders with several subordinates in their 20s and 30s. By systematically learning how to understand the Tempo spirit, how to analyze numerical values, and how to formulate strategies, we develop them into people who can be entrusted with the business.

Tenpos Dojo

One of the requirements to become an executive is graduation from the "Tempo Dojo," a two-day and one-night program that includes interpreting the "Tempo Spirit" and other programs based on the theme of "pushing one's limits. (Also known as "training from hell," or "training from hell.")

New graduate training - 80 km walk

New employees walk 80 kilometers in teams of five. What is the purpose of the 80-kilometer walk? What is a team?" "What is my role?"

Part-time workforce development program

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

Various types of study sessions

Conduct study sessions based on what you have learned from books and seminars you have attended, such as "sales promotion," "web marketing," and "improving proposal capabilities. The participants will decide when and how to use what they learned in the study sessions and put it into practice.

personnel system

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

Challenge

- Choose your working stance (Gekiryu Course and Kikusui Course)
- My Life Sheet (supports life planning)
- Manager Candidacy
- Competition for the president's chair
- FA and draft system
- part-timer
(800,000 summer bonus for part-time employees)
- divorced couple's club

Take care of one's 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
- stewed potato party
- Positive strokes
(Not swearing, not pouting, being attentive)

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 travel training

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 all 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.

Tokyo Stock Exchange, Tokyo Standard

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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