



Tenpos Holdings Co., Ltd.

Corporate Report Year ending April 2022

Securing 90% survival in next 5 years for F&B clients

(Securities code2751)

Summary of the year

Consolidated result for the year ending April, 2022

■ Commodity sales

With newly opening clients and subsidies using replacement sales, sales amounted to 21 billion 3million yen (116.1% vs. prev. year) and segment profit of 2billion 373million yen (128.0% vs. prev. year), the record biggest.

■ Information & service

3billion 558million yen (122.4%) sales and segment profit of 132million yen (loss of 69 million yen in prev. year) gives us impression that the segment made a leap. But many of group companies did not attain targeted sales. Employment service recovered penetrating other sectors and POS sales expanded towards clients granted IT introduction subsidies.

■ Food business

Sales of 5billion 199million yen with segment loss of 541million yen(79.6%) with operating loss of 541million yen (723million yen loss in the prev. year). With subsidies, it turned out to be ordinary profit of 301million yen.

Consolidated result April 2022 and forecast

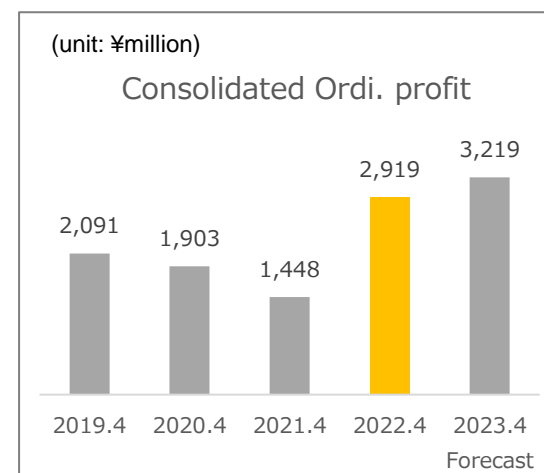
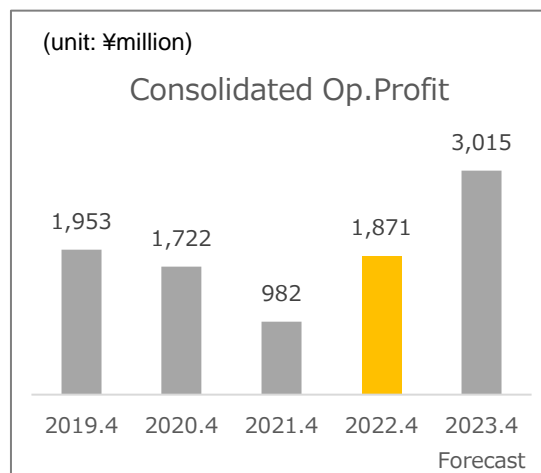
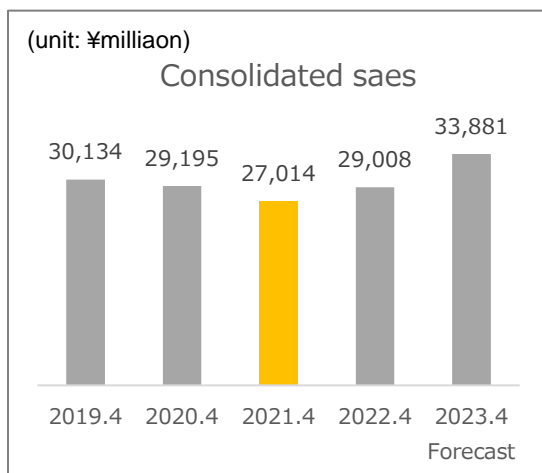
■ Result and forecast

(unit: ¥million)

	April 2021	April 2022	Growth	Apr 2023 Forecast
Sales	27,014	29,008	107.4%	33,881
Gross profit	10,639	10,844	101.9%	12,775
Operating income	982	1,871	190.6%	3,015
Ordinary profit	1,448	2,919	201.5%	3,219
Profit attributable to owners of parent	199	1,564	786.1%	1,909

■ ROE・ROA・Equity ratio

	April 2021	April 2022
ROE	▲5.9%	13.6%
ROA	▲3.4%	8.3%
Equity ratio	58.9%	61.1%

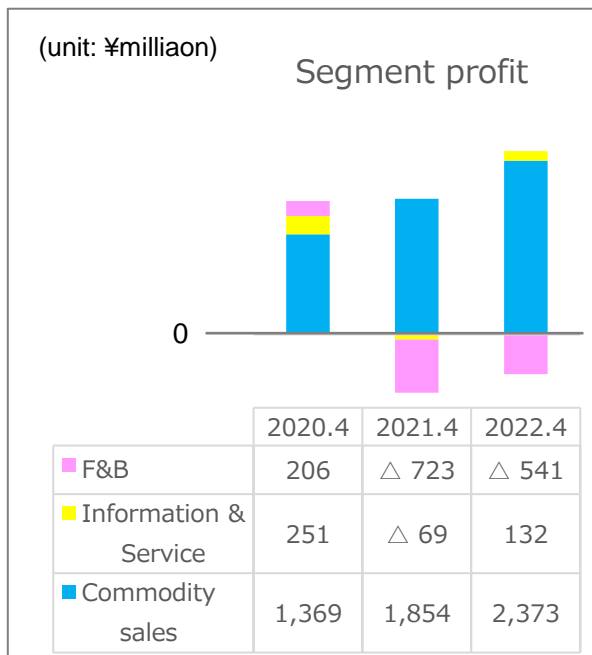
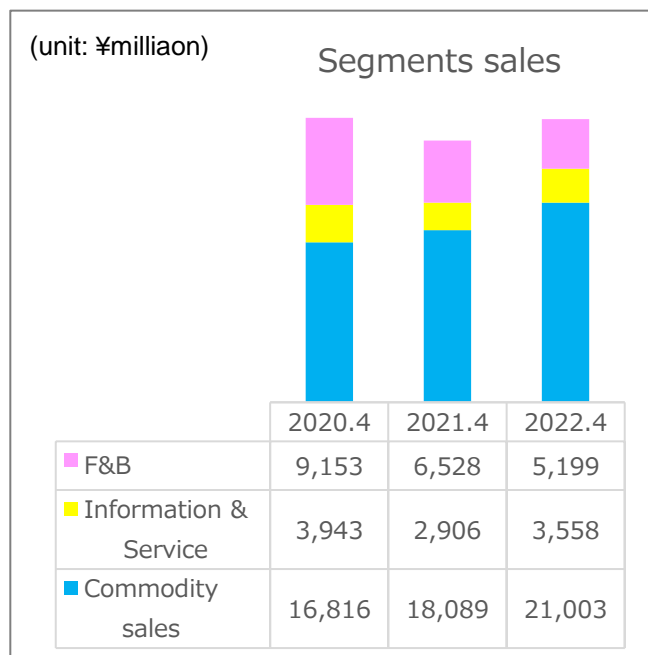


Segments result April 2022

※ From April 2021, Tenpos.com is newly classified in Commodity sales, not in Information & service.

(unit: ¥million)

		April 2021	April 2022	Growth
Commodity sales	Sales	18,089	21,003	116.1%
	Seg. profit	1,854	2,373	128.0%
Information & Service	Sales	2,906	3,558	122.4%
	Seg. profit	▲69	132	Returning to profit
F&B	Sales	6,528	5,199	79.6%
	Seg.profit	▲723	▲541	Deficit Improvement



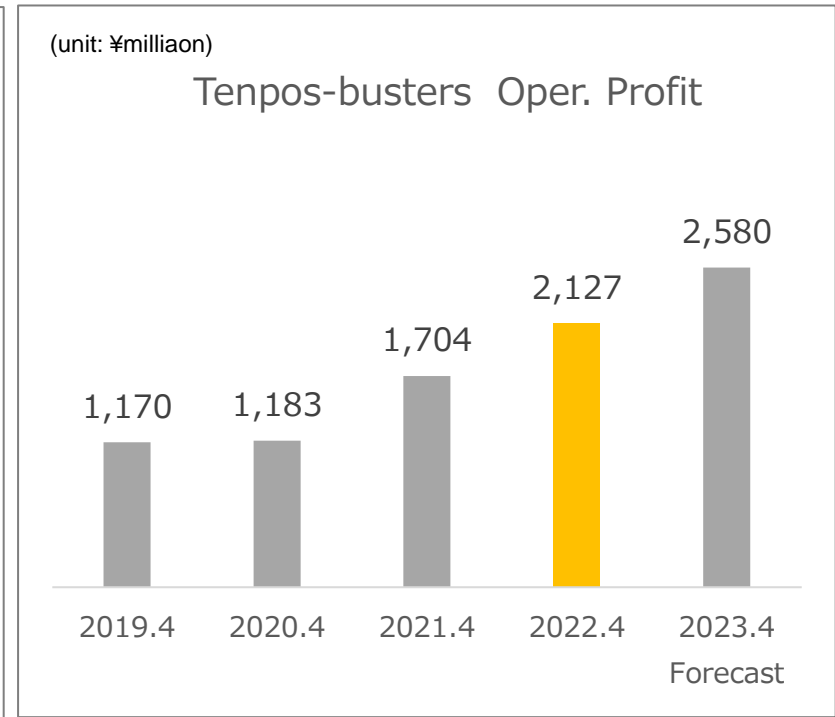
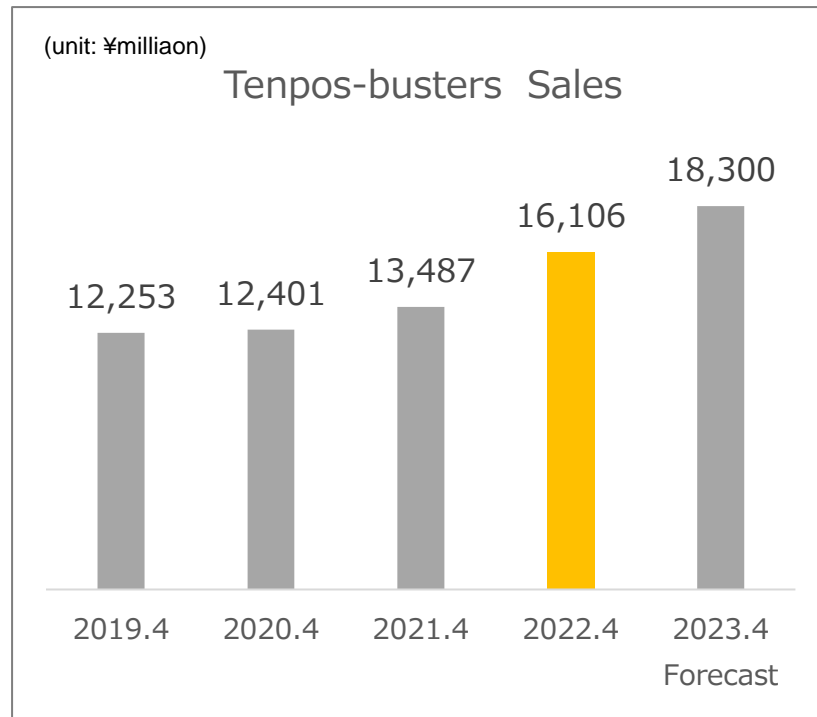
F&B
Asakuma
Asakuma Succession
Dream Dining
Commodity sales
Studio Tenpos
Tenpos Johokan
Tenpos Financial Trust
Profit Laboratory
Dayspark
Tenpos Foodplace
Commodity sales
Tenpos Holdings
Tenpos Busters
Kitchen Techno
Tenpos.com
West chuki

Tenposbusters April 2022 yearly result

Positive approaches increased newly opening clients sales.

(unit: ¥million)












	April 2021	April 2022	Growth	April 2023 forecast
Sales	13,487	16,106	119.4%	18,300
Operating income	1,704	2,127	124.8%	2,580



Group company result April 2022

■ Result April 2022 and forecast

(unit: ¥million)

	April2023 Forecast	Companies		April 2021	April 2022	Growth	Forecast April 2023
Commodity sales		Tenpos Busters	Sales	13,487	16,106	119.4%	18,300
			Op.Profit	1,704	2,127	124.8%	2,580
		Tenpos.com	Sales	2,549	2,545	99.8%	3,400
				(2,549)	(2,854)	(112.0%)	
			Op.Profit	95	89	93.2%	134
		Kitchen Techno	Sales	2,671	2,973	111.3%	3,300
	Op.Profit		181	219	120.7%	234	
Information & Service		Studio Tenpos	Sales	785	892	113.7%	1,130
			Op.Profit	59	45	77.3%	63
		Tenpos Johokan	Sales	603	805	133.5%	1,000
			Op.Profit	13	95	685.5%	125
		Tenpos Financial Trust	Sales	751	808	107.7%	873
			Op.Profit	39	37	94.1%	64
		Profit Lavoratory	Sales	124	109	88.1%	160
			Op.Profit	▲ 25	▲ 9	Deficit Improvement	36
	Dayspark	Sales	567	848	149.6%	1,300	
		Op.Profit	▲ 108	▲ 8	Deficit Improvement	50	
	Tenpos Foodplace	Sales	107	127	118.2%	160	
		Op.Profit	▲ 27	▲ 16	Deficit Improvement	0	
F&B		Asakuma Asakuma Succession	Sales	6,384	5,248	82.2%	6,016
			Op.Profit	▲ 695	▲ 340	Deficit Improvement	122
		Dream Dining	Sales	143	121	84.5%	150
		Op.Profit	▲ 28	▲ 29	Deficit Improvement	▲ 4	

Doctor service progress

Doctor service initiatives

What is Doctor Tempos?

Tempos Busters plays the role of diagnostician / attending physician, and each group company takes on the role of specialist, providing comprehensive support for restaurant management.

[Diagnostician] Interview Tempos Busters

Check the transition of sales, gross profit, profit, labor cost, etc. and grasp the state of the store.



[Doctor] Examination Tempos Busters

We provide management support tailored to the customer based on the content of the interview.

- ① Support for attracting customers Coupon sitefreePublished
- ② Support for attracting customers homepage creation
- ③ Support for attracting customers SNS Management agency
- ④ Free POP• Creating a menu tag

clientConnect with the right specialists and producers for your worries



[Specialist]Treatment Each group company

Patients at the stage who will close if not treated immediately((restaurant)In addition, we will take improvement measures such as attracting customers, sales promotion, education, etc.

[producer]Produce Each group company

Creating more profitable stores, developing business formats for managers aiming to develop multiple stores, and building a franchise headquarters.M&AAnd so on

Euthanasia course Each group company

Those who close the store rather than forcibly continuing management May reduce the loss. After closing Support employees, stores, and money.

Purpose of the Tie-up

① To further extend operation know-how and assistance to the clients (62 stores will be increased to 120 in 5 years)

Dr. Tenpos service will be further extended with added Gurunavi's know-how to tackle clients' issues.

② To organize outside sales forces with Gurunavi staff seconded to Tenpos to make frequent sales visits

Tenpos-busters sales forces will be supplemented by Gurunavi staff who visit clients frequently. Gurunavi promotion community, a Gurunavi subsidiary will cooperate with Tenpos in visiting Tenpos member clients.

③ To extend joint efforts to develop sales items

Joint efforts will be extended to develop sales items fit for small independent operators.

④ To accelerate M&A

Joint efforts are made to revitalize outlets for sales or for own operation.

Tenpos will establish itself as a company serving food industry with hard and soft contents.

Dr. Tenpos specialist group

Tenpos Busters Co., Ltd.

- Analysis and improvement of the current state of signboards and façade
- Sales promotion and attracting customers before and after opening
- Human resources education (food and drink dojo)
- Supplier development, recipe development, cost control, labor cost rate management

Tenpos Food Place Co., Ltd.

- WEBSupport for attracting customers
- Introduction of service equipment necessary for opening and management
- As-is Property Introduction
- Business development of Dr. Tenpos services

Tenpos Financial Trust Co., Ltd.

- Lease / credit

Studio Tenpos Co., Ltd.

- Interior design / design works
- Signboard construction

Profit Laboratory Co., Ltd.

- Corporate banquet acquisition “full FAX
- Delivery consulting

Tenpos Johokan (Information Center) Co., Ltd.

- POS registers sales and maintenance services

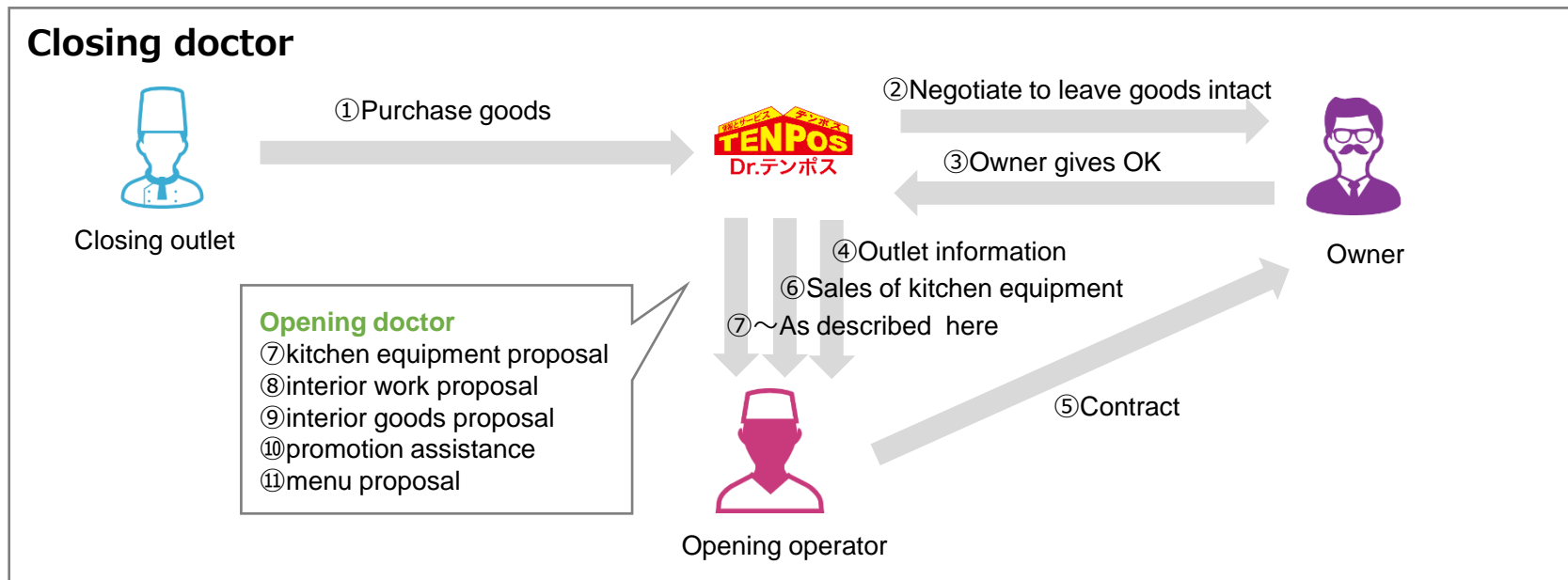
D Spark Co., Ltd.

- Personnel positions, personnel bank, ads, contracts

Opening doctor/closing doctor

Closing doctor (kitchen equipment will be left intact !)

Kitchen equipment and kitchenwares will be left in the outlets after purchase with owner agreement. They will be sold to new outlet operator with necessary repair given to them. If unnecessary items, they will be sold in Tenpos' stores



Opening doctor

When newly opened, it provide new operator with various operation support such as menu development, promotion, training with help of consultant.

Dr. Tenpos terminal care service

Dr. Tenpos terminal care service Supporting restaurants in closing

It may be possible to reduce the loss by closing the units “now” rather than forcibly continuing the business. We will support employees, restaurant financially after closing. Used Goods Dept. purchased goods and Dr. supports in closing

Approaches	Revenue target
Strengthen sales promotion -Set a deadline, strengthen sales promotion, and work on management revitalization	
Sales of refurbished restaurants -Sell restaurants after refurbishment and management improvement	Sale amount after regeneration 20million-30million yen
Business conversion -Propose a business model that suits the location → Reconstruction in a different business field -Introduction of strong FC → reconstruct business under FC membership	FC referral fee and membership support fees
Share / business transfer -Sale of company with employees intact -Separate sales of restaurants and the employees	Sale fee Small scale ... 3million yen× 30cases =90million yen Large scale ... 10million yen× 5cases =50million yen
Closing -Settlement negotiations, landlord negotiations, property offers, personnel introductions, job contracts -new job offers(D-spark) -skeleton construction(Stadio-tenpos) -sales of property as-is basis(Tenpos Financial Trust)	In case of 10~13 recruits a year of managers with annual pays of 4million yen a year, Introduction fees one million× 15 =15million yen
Start-up of business -Joining Asakuma group and start-up of new business in 3-5years [Own fund of 3million yen + company fund of 20million yen]	

Tenpos-busters

Current and the future

Tenpos-buster, its strength and sales results

(unit: ¥million)

	April 2021	April 2022	Growth	April 2023 Forecast
Sales	13,487	16,106	119.4%	18,300
Operating income	1,704	2,127	124.8%	2,580



【Japan's biggest】 Used kitchen equipment sales

Store sales
Tenpos Busters

Internet sales
Tenpos .com

Direct sales
KitchenTechno

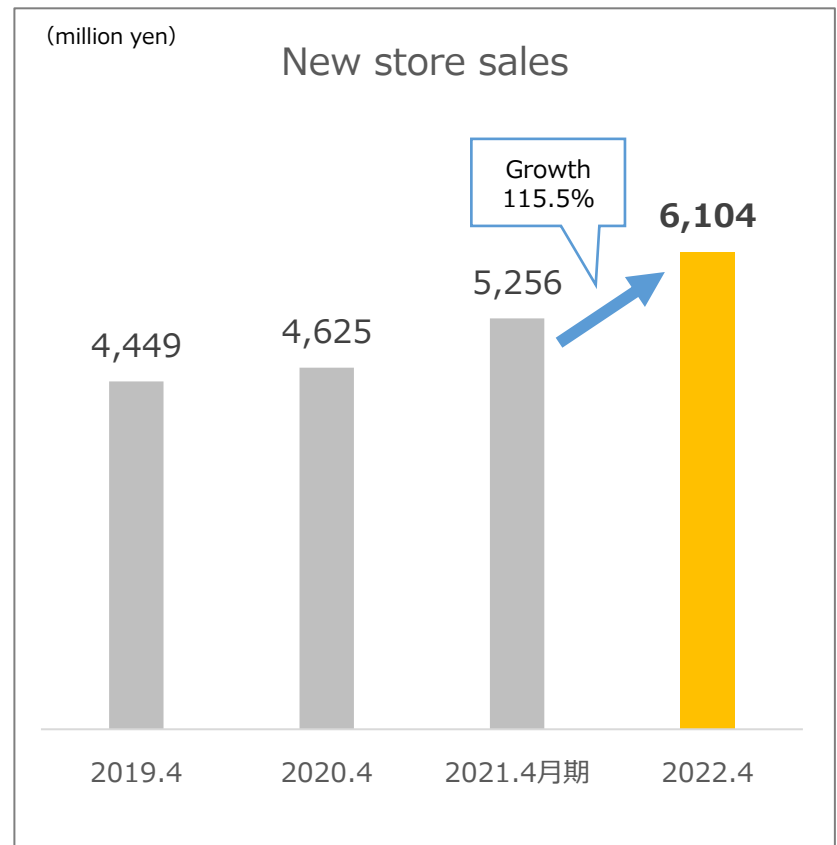
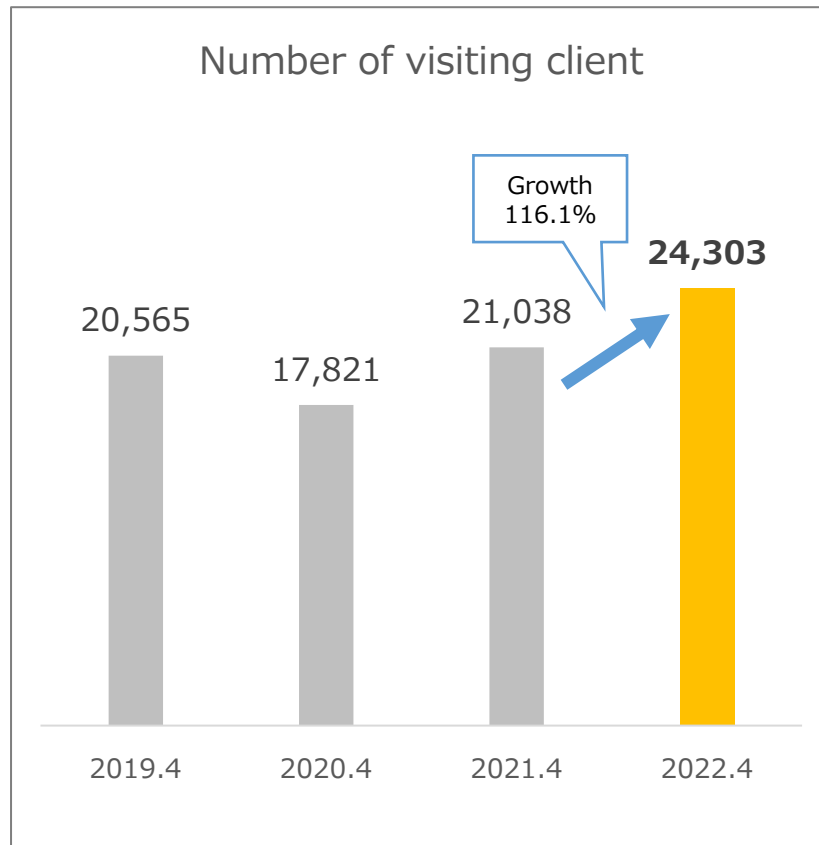
- Annual sales **¥Bill.16.1 + 2.5 + 2.9**
- **60 stores nationwide**→will be **120**
- Visiting clients **610thousand**
- Membership **320thousand**
- Annual purchase **20thousand**
- **No. 1** sales in used kitchenware biz
- Started in**1997**
- Listed in Jasdaq in **2005**

Numbers of visiting clients at new opening stores and sales

Visiting clients are increasing as the result of positive approaches, zoom trainings and follow-up on prospective client.

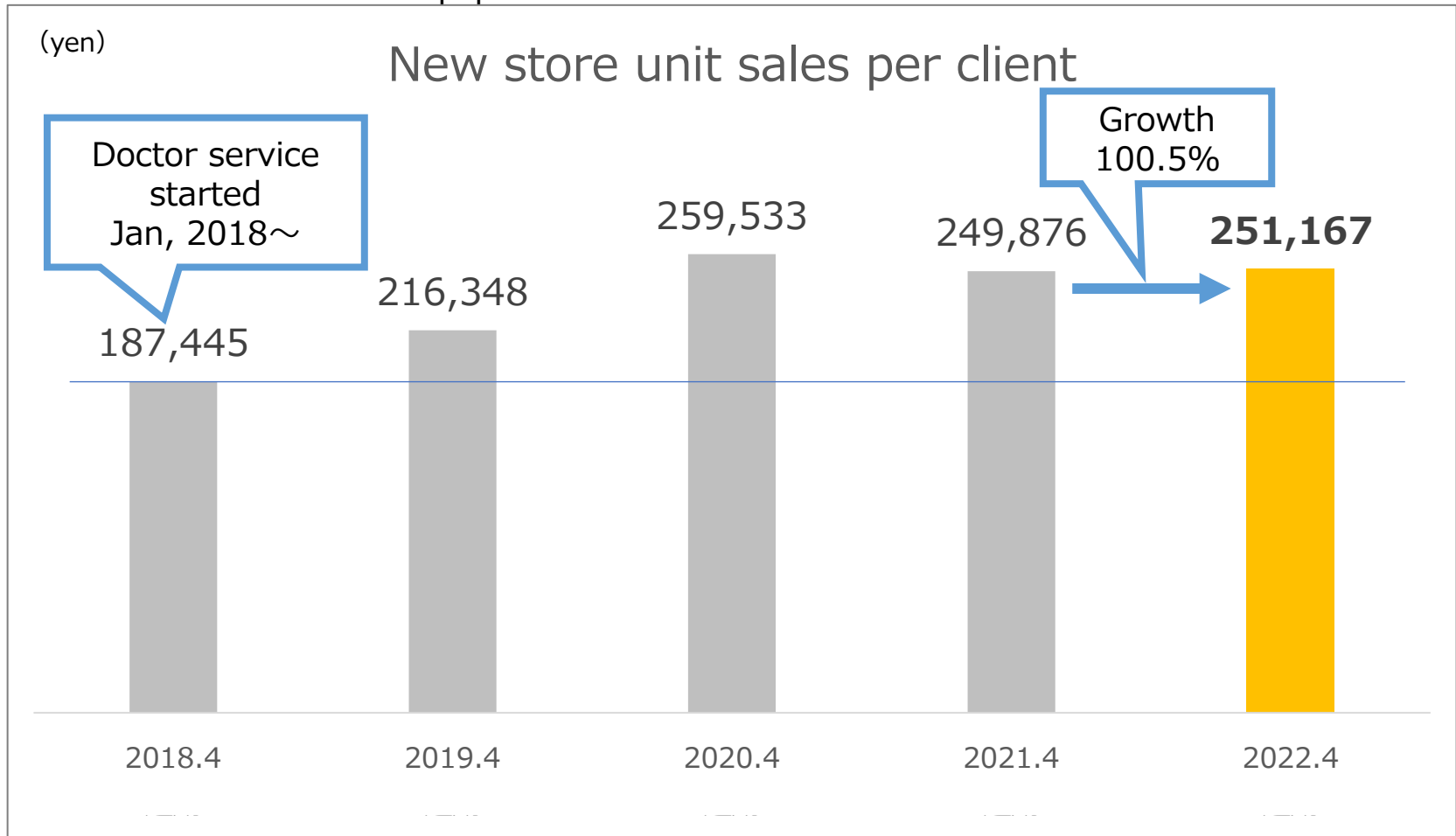
New store client (yearly) 24,303 (116.1% Vs prev. year)

New store sales (yearly) 6.14billion yen (115.5%)



New store unit sales per client

New store unit sales per client in year end. April 2022 was **251,167yen, 134.0%** vs April 2018 period when Doctor service started. **But not much increase recently.** With opening and closing doctor services and early contacts with client opening business, we will obtain full set order of kitchen equipment and wares.



Growth strategy New client unit sales to be quadruplicated

To open new restaurant, client spends **4.7million yen** for kitchen equipment, etc.
 New store client unit sales to be **1million yen** (current 0.25million yen)

April 2022 Yearly result	Among visiting client of yearly 613,000	Sales amount (yearly 1.61billion yen)
Current client	96% (589,167)	62.1% (10billion yen)
New client	4% (24,303)	37.9% (6.1billion yen)



New store client doubled and unit sales quadruplicated

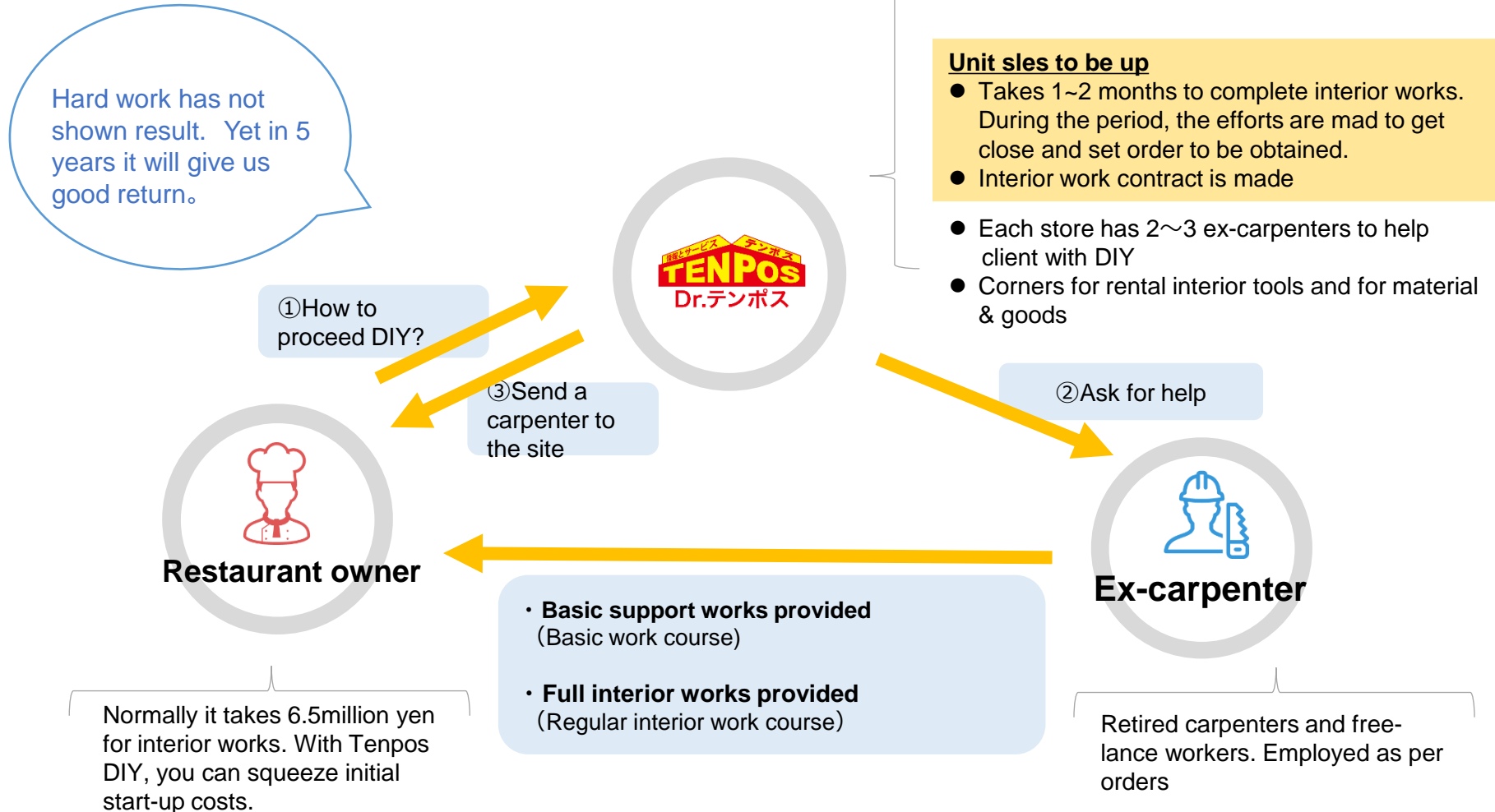
	Current	Target	Action
New store client number (monthly ave.)	2,025/month	1.6 times 3,200/month	Prospective client will be doubled by positive contacts
New store client unit sales (monthly ave.)	250thousand yen	quadruplicated 1million yen	Staff training and follow-up on prospective client
新New client opening business yearly sales	6.1billion yen/year	38billion yen/year	In addition to the above, lease and interior contract gives good chance to make additional sales

With above, annual sales will be 4.8billion yen (current1.61billion)

New clients 38thousand(3200/month×12months) × unit sales 1million = 3.8billion
 Current sales 10billion + New opening client sales 3.8billion = 4.8billion yen

Tenpos DIY corner


「Self-made unit」to be encouraged as a new trend



Growth strategy Nation-wide maintenance service network

Current

- 12 service centers in Japan
- Service is given when requested by client
→Maker service centers or our own service centers
- Skills differ to each area



**Maintenance & repair
service revenue**
↓
(4million/month×150×12
months)
Sales 7.2billion
Gross profit 2.7billion

Future

- Areas not covered by 12 service centers are integrated by new centers
- Not only repairs, replacement proposals are made for **Goods sales**
- Service will be provided 365days 24hours
- **Nation-wide 150** service staff are stationed

Tenpos strength

We can cope with any cooling or heating equipment, any makers' products
※Others only deals their own products or service is outsourced entirely

Growth strategy; opening new stores nation-wide



Current 60 stores will be increased to 120 in 5 years

M&A of competing companies will be made nation-wide to establish itself as an overwhelming entity in the industry.

New stores (4th quarter of year ending April 2022)

■ **Mito opened February 2022**
Higashi-Ibaragi county, Ibaragi Pref.
 initial investment : 12million yen

period	sales	profit
1st (2months) plan	9million	▲1million
result	16million	1millionnd
2nd (12months)	75milon	2million
3rd (12months)	81million	4million

■ **Himeji opened March 2022**
Himeji city, Hyogo pref.
 initial investment : 18million yen

period	sales	profit
1st (2months) plsn	15million	▲2million
result	19million	▲3million
2nd (12months)	156million	4million
3rd (12months)	186million	10million

Made profit inn
 The opening
 month !

Company Profile

Company name : Tempos Holdings Co., Ltd.
Tokyo Stock Exchange (Standard)
main office : 2 Higashikamata, Ota-ku, Tokyo—30—17 Sanyu Higashikamata Building 7F
representative : President and CEO Atsushi Morishita
Setting up : March 31, 1997
Business content : Equipment sales business for restaurants
Restaurant management support business Restaurant management business
Lease / credit handling business Other businesses
Fiscal year : April

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