



**Tenpos Holdings Co.,Ltd.**

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

**Tenpos is the SDGs themselves**

Tokyo Standard (Securities Code 2751)  
Created by Chinatsu Otomaru

# Summary of Financial Results

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

### Product Sales Business

Amid delays in deliveries and requests for price hikes by kitchen appliance manufacturers, over-the-counter sales (Tenpos Busters) focused on purchasing used equipment, secured new equipment at an early stage, and implemented price hikes to boost earnings. On the other hand, mail-order sales (Tenpos.com) struggled to secure new equipment, and direct sales (Kitchen Techno) struggled to respond to requests for price hikes. In Q1, Tenpos Busters drove performance, resulting in higher sales and profit. Segment sales were 5.2 billion yen (101.6% YoY), and segment profit was 615 million yen (117.1% YoY).

We managed to increase sales. While it was difficult to secure new equipment, we focused on securing products early and proposing used equipment. The number of used equipment purchases is directly related to sales, and we will focus on purchasing measures that make full use of the Internet.

### ■ Information and services business

Sales were 942 million yen (125.7% YoY), and segment profit was 43 million yen (12 million yen segment loss in Q1 FY03/12). The sales promotion business was still struggling. The Temporary Staffing Business (D-Spark) saw growth in its new delivery contracting business, and the POS Sales Business (Tenpos Johokan) performed well thanks to sales efforts utilizing the "IT introduction subsidy" program.

Five of the six companies in the information and services business exceeded their sales in the first quarter of fiscal 2020 before the Corona disaster. But there's more to come!

### ■ Food and Beverage Business

Sales were 1.3 billion yen (107.7% YoY), and segment loss was 111 million yen (vs. segment loss of 232 million yen in Q1 FY03/12), a significant loss continuing from last year. The impact on customer numbers due to the increase/decrease in the number of infected patients is still significant.

The restaurant market was expected to be strong with the lifting of the "man-proof" in March 2022, but the restaurant market quickly went down with the expansion of the number of infected people in July.

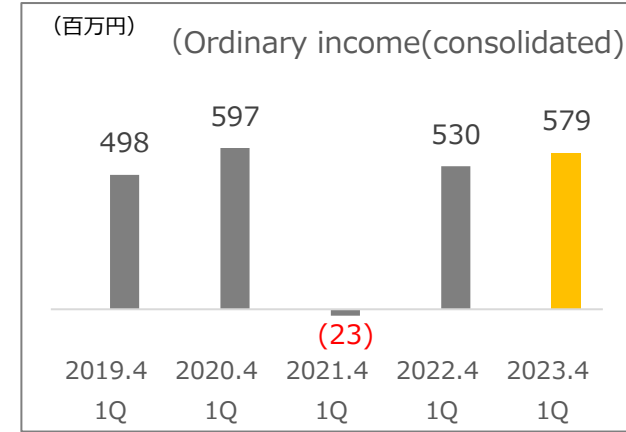
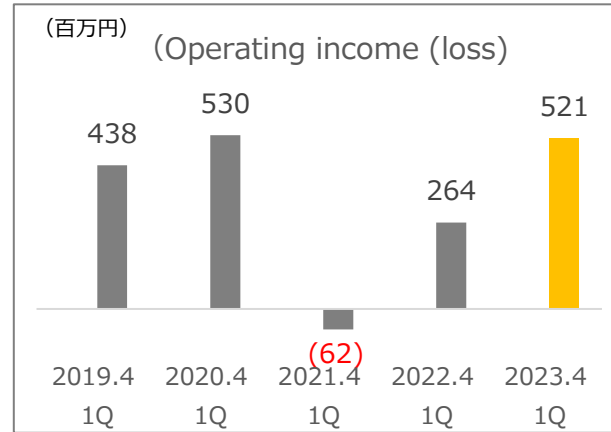
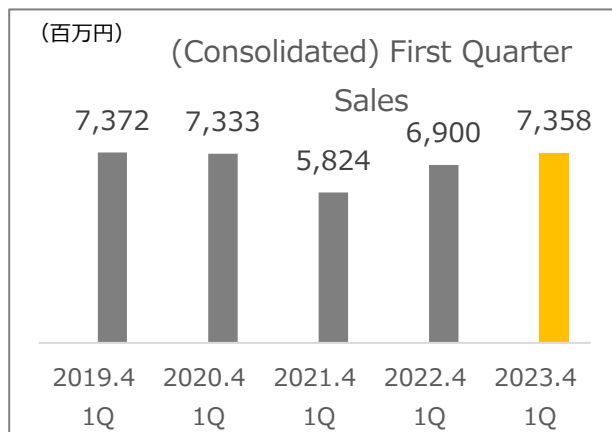
# Consolidated Results and Forecasts for the First Quarter of the Fiscal Year Ending April 30, 2023

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

	Fiscal Year Ending April 2022 First Quarter	Fiscal Year Ending April 2023 First Quarter	YoY change	Fiscal Year Ending April 2023 Full Year Forecast	Forecast YoY
sales	6,900 million yen	7,358 million yen	106.6%	33,880 million yen	116.8
Gross profit	2,402 million yen	2,866 million yen	119.3%	12,775 million yen	117.8
operating profit	264 million yen	521 million yen	196.9%	3,015 million yen	161.1% (in the case of the
ordinary income	530 million yen	579 million yen	109.1% (1)	3,219 million yen	110.2% (1.1)
Attributable to: Shareholders of the parent company Net income	346 million yen	370 million yen	106.8% (1)	1,909 million yen	121.8

### ■ Comparison of ROE, ROA and capital adequacy ratio

	Fiscal Year Ending April 30, 2022 1Q	Fiscal Year Ending April 30, 2023 1Q
Return on equity (ROE)	3.4	3.2
Return on Assets (ROA)	2.1% (2.1%)	2.0
capital adequacy ratio	61.4	64.3%



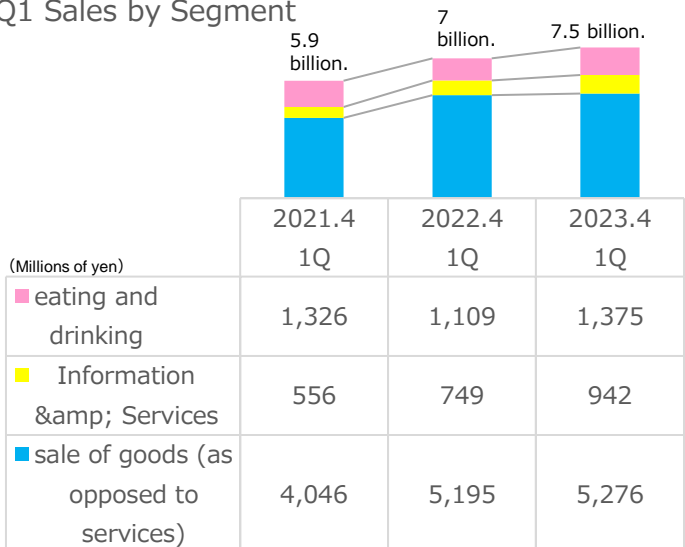
# Results by Segment for the First Quarter of the Fiscal Year Ending April 30, 2023

Millions of yen

	(school) subject	Fiscal Year Ending April 2022 First Quarter	Fiscal Year Ending April 2023 First Quarter	YoY change	Fiscal Year Ending April 2023 Full Year Forecast	Forecast YoY
sale of goods (as opposed to services)	Net sales	5,195	5,276	101.6%	23,356	111.3% (in the case of the
	Segment profit	525	615	17.1% (in the case of the	2,639	111.2% (in the case of the
Information & Services Business	Net sales	749	942	125.7% (in the case of the	4,359	122.5%.
	Segment profit	▲12	43	returning to profit	258	195.8
restaurant industry	Net sales	1,109	1,375	107.7% (1)	6,166	114.4% (1)
	Segment profit	▲232	▲111	improvement of the deficit ratio	118	returning to profit

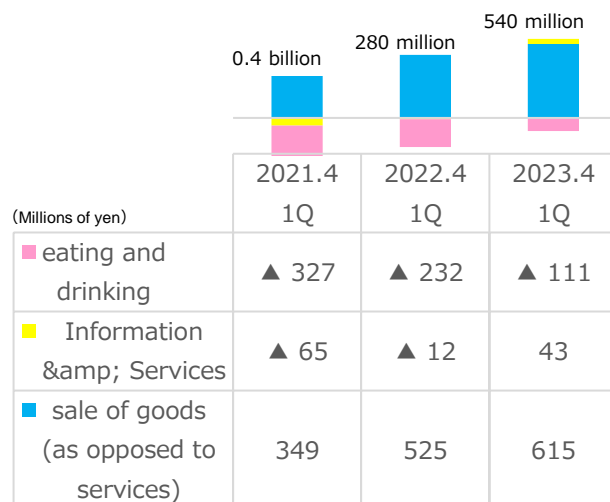
※Total figures are before adjustments.

## Q1 Sales by Segment



※Total figures are before adjustments.

## 1Q Profit Trends by Segment























### eating and drinking

The Akasuma Group
unkempt hair
ASAKUMA Succession
Dream Dining
<b>Information &amp; Services</b>
Studio Tenpos
Tenpos Information Center
Tempo Financial Trust
Profit Laboratory
Dyspark.
Tenpos Food Place
<b>sale of goods (as opposed to services)</b>
Tenpos Holdings Co.
Tenpos Busters
Kitchen Techno
Tenpos.com
West Kitchen Machines

# Results by Operating Company for the First Quarter of the Fiscal Year Ending April 30, 2023

■ Results for the first quarter of the fiscal year ending April 30, 2023 and forecast for the full year (Millions of yen)

Forecasts are non-consolidated figures before consolidation adjustments.

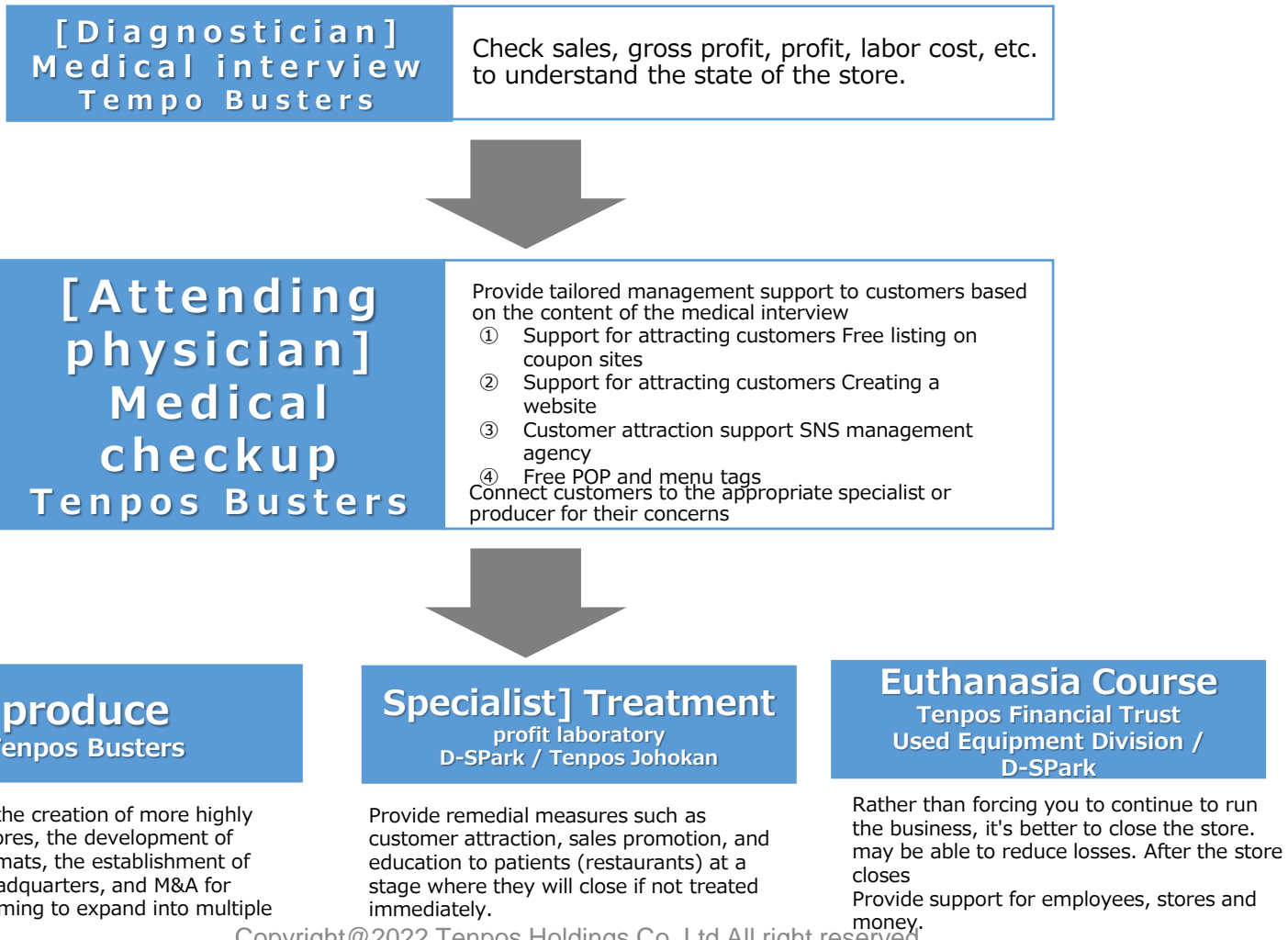
	2023. April quarter forecast	company name	subject	Fiscal Year Ending April 2022 First Quarter	Fiscal Year Ending April 2023 First Quarter	YoY change	Fiscal Year Ending April 2023 Full Year Forecast	Forecast YoY
sale of goods (as opposed to services)		Tenpos Busters	Sales	3,947	4,155	105.3% (1)	18,300	113.6%
		Tenpos.com	operating profit	409	529	129.4% (in the case of the)	2,580	121.3% (1)
		kitchen techno	Sales	713	636	89.2	3,400	119.1% (in the case of the)
			operating profit	23	30	127.6%	134	150.8%
			Sales	683	630	92.2	3,300	111.0
			operating profit	37	23	64.1% (in the case of the)	234	106.9%
news service		Studio Tenpos	Sales	211	213	101.0%	1,130	126.6%
		Tenpos Information Center	operating profit	five	two	47.0%	63	139.0
			Sales	146	222	151.7% (in the case of the)	1,000	124.1%
			operating profit	seven	21	285.1% (in the case of the)	125	131.6%
		Tempos Financial Trust	Sales	192	208	108.2% (1)	873	108.2% (1)
			operating profit	15	13	88.0%	64	172.0
		profit laboratory	Sales	27	27	99.3	160	145.5%
eating and drinking			operating profit	▲ 4	one	returning to profit	36	returning to profit
		D-SPark	Sales	147	240	162.8	1,300	153.2% (in the case of the)
			operating profit	▲ 23	three	returning to profit	50	returning to profit
		Tenpos Food Place	Sales	29	42	144.0	160	125.5%
			operating profit	▲ 8	0	returning to profit	0	returning to profit
		Asakuma Group	Sales	1,145	1,417	123.8	6,016	114.6% (1)
eating and drinking			operating profit	▲ 158	▲ 28	improvement of the deficit ratio	122	returning to profit
		Dream Dining	Sales	24	36	150.4%	150	124.0%
			operating profit	▲ 12	▲ 4	improvement of the deficit ratio	▲ 4	improvement of the deficit ratio

doctor

**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 to provide comprehensive support for restaurant management



## (What Gurunavi and Gurunavi are working on

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

The company will 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 team**

Tenpos Busters has many stores located in the suburbs, so customers cannot visit the stores frequently. On behalf of Tenpos, which does not have an outside sales force, the company will begin a sales method of customer visits (push type) by Gurunavi employees. In addition, the company will use Gurunavi Promotion Community, a Gurunavi subsidiary, to provide visitation check support for Tenpos members.

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

→From September 2022, we will start maintenance business of kitchen equipment by staffs of Gurunavi Promotion Community.

Start visiting inspections (about 30 people in operation)

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

Provide products and services that meet the management challenges of small independent restaurants and engage in product development.

### **(4) Accelerate M&A strategy**

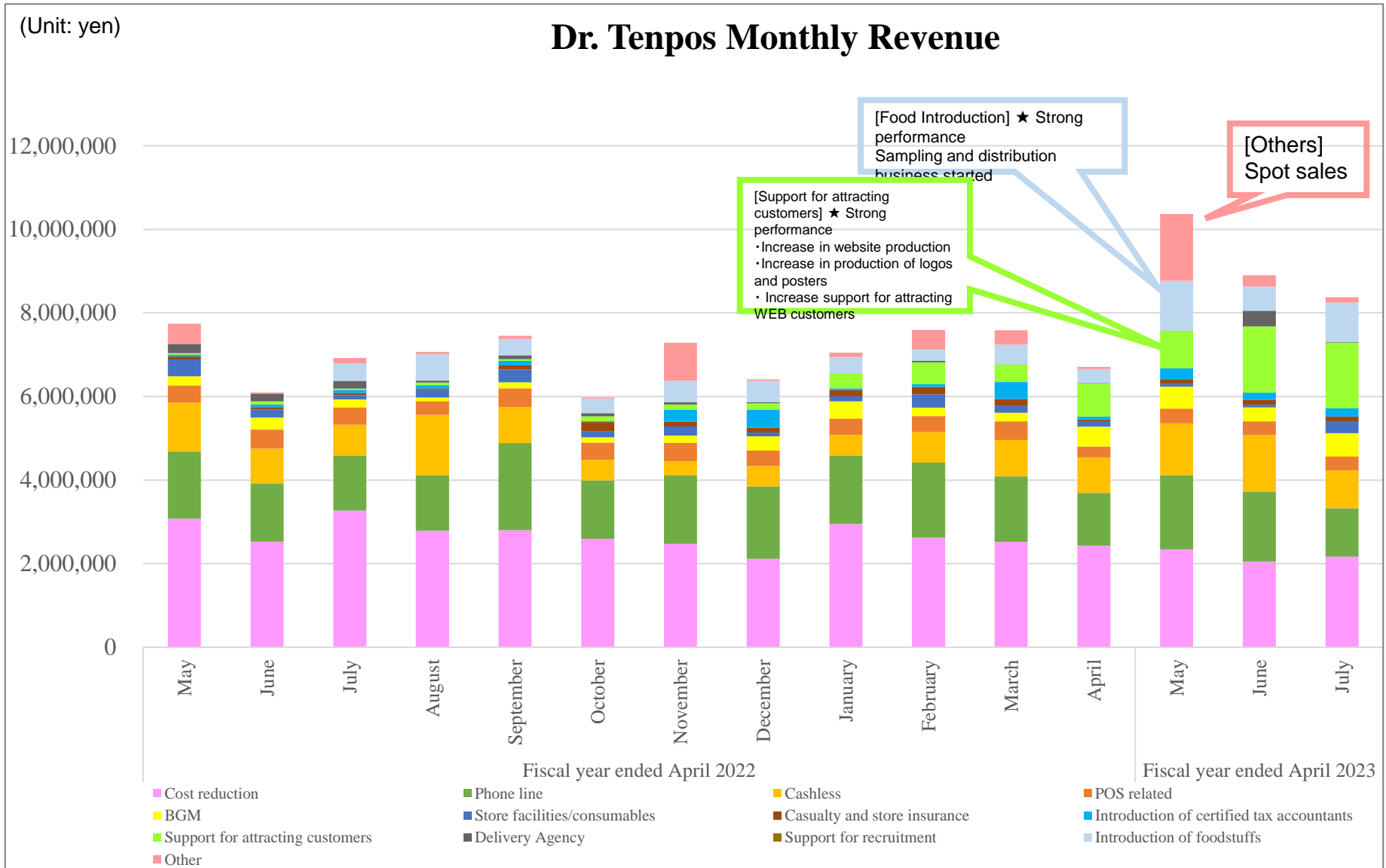
Work with Gurunavi employees to revitalize restaurants from closure projects, and sell or M&A them as our own restaurants.

**Tenpos aims to be an unwavering provider of hardware and software to the restaurant industry.**



# Dr. Tenpos Monthly Earnings

Dr. Tenpos' gross profit margin is split between Tenpos Busters and Tenpos Food Place



# **Tenpos Busters Performance and Growth Strategy**

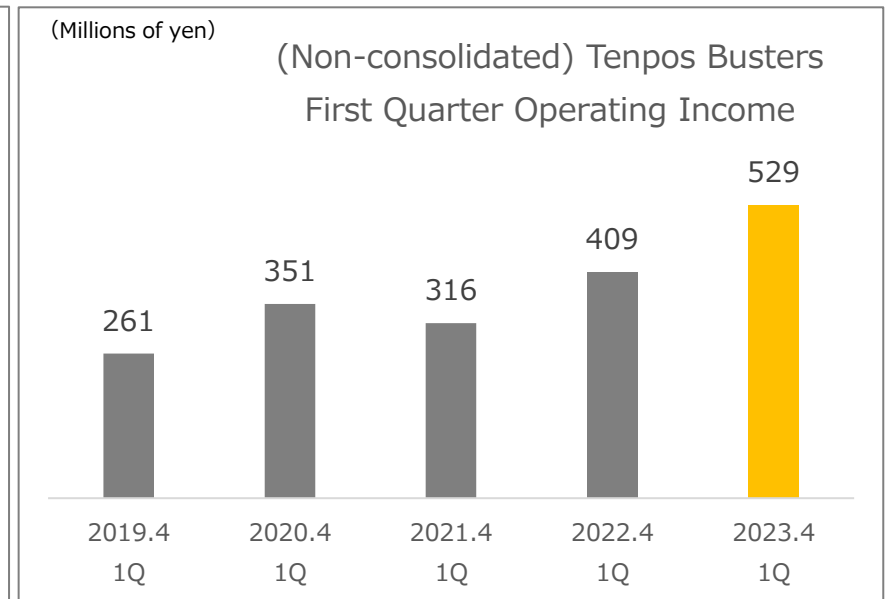
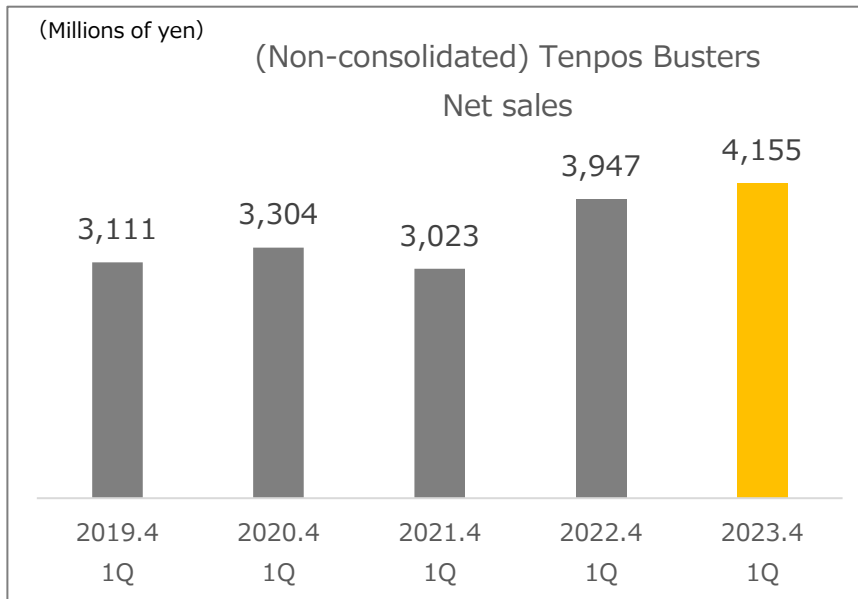
# (Non-consolidated) Tenpos Busters First Quarter Results for the Fiscal Year Ending April 30, 2023

While the supply of new kitchen equipment is in short supply due to the recent economic situation, Tenpos Busters increased sales and profits by strengthening purchases and working to secure new equipment from an early stage. The number of orders from customers opening new stores with high customer spend also increased.

Forecasts are non-consolidated figures before consolidation adjustments.

	Fiscal Year Ending April 2022 First Quarter Result	Fiscal Year Ending April 2023 First Quarter Results	YoY change	Fiscal Year Ending April 2023 Full Year Forecast	Forecast YoY
Net sales	3,947	4,155	105.3%	18,300	113.6%
operating profit	409	529	129.4% (in the case of the)	2,580	121.3%

We did well in the face of delays in deliveries and price increases by kitchen equipment manufacturers. However, I am embarrassed about achieving the budget because I was not optimistic and created a budget that was too ambitious....



# (Non-consolidated) Tenpos Busters' Strengths and First Quarter Results

Forecasts are non-consolidated figures before consolidation adjustments.

	Fiscal Year Ending April 2022 First Quarter	Fiscal Year Ending April 2023 First Quarter	YoY change	Fiscal Year Ending April 2023 Full Year Forecast	Forecast YoY
Net sales	3,947	4,155	105.3% (1)	18,300	113.6%
operating profit	409	529	129.4% (in the case of the	2,580	121.3% (1)



The largest used kitchen equipment sales company in Japan.

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

over-the-counter sales (Tenpos Busters)

online shopping (Tenpos.com)

direct sales (Kitchen Techno)

- 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)
- **Founded in 1997**
- **Listed on JASDAQ 2002**

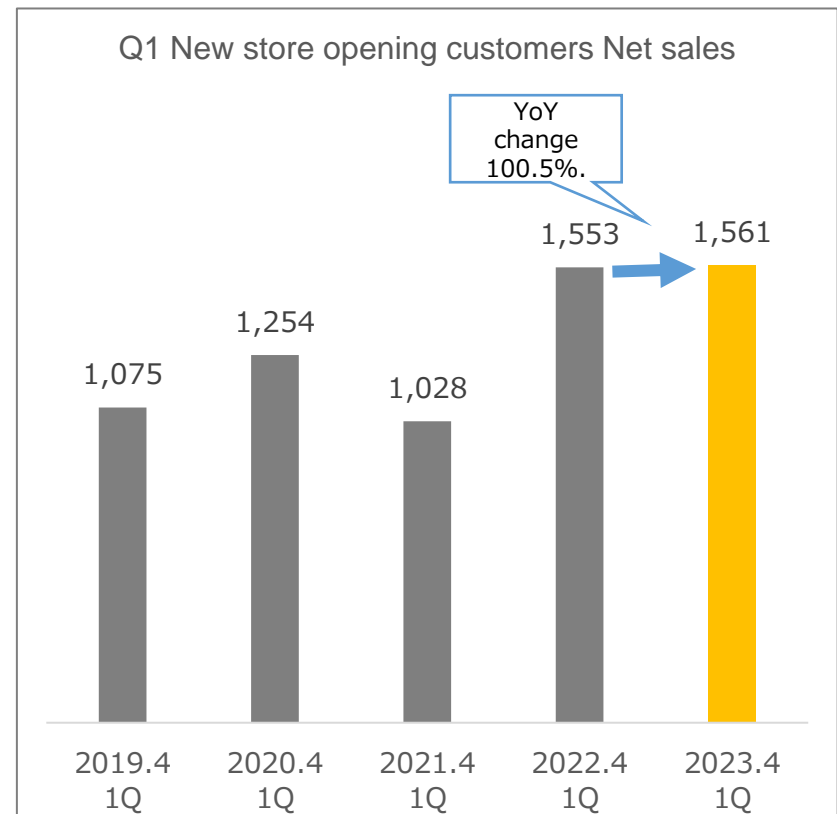
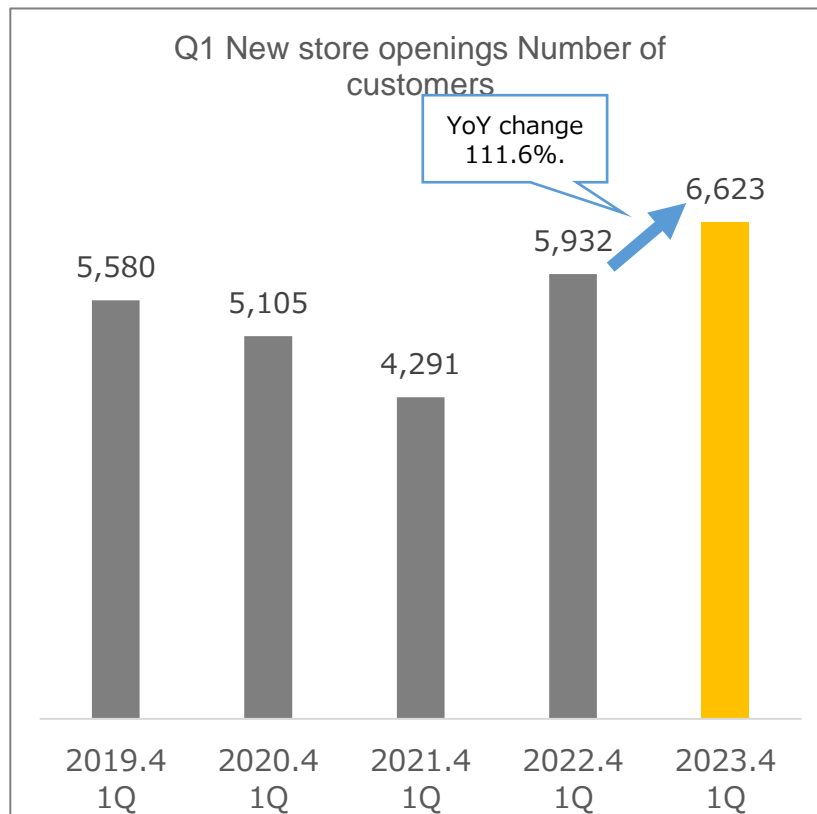
# Number of customers and sales from new store openings

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

However, the increase in the number of customers has resulted in a decrease in the amount of time spent serving each customer, which has led to a decrease in the amount of time spent per customer, and as a result, sales per customer for new store openings have remained flat. (See next page for details on average spend per customer)

**Number of customers who opened new stores Q1 6,623 (111.6% YoY)**

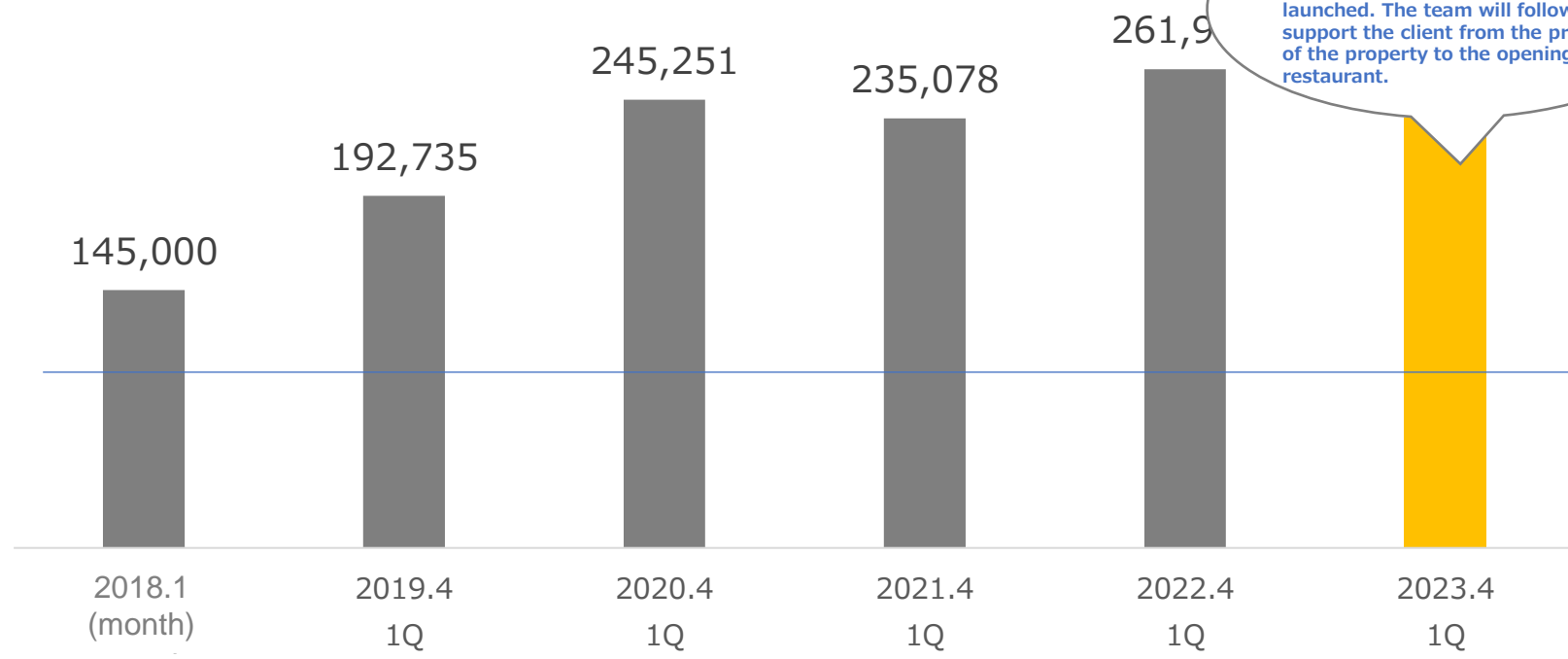
**New store opening customer sales 1Q 1,561 million yen (100.5% YoY)**



# New store opening customer spend

The customer spend per customer for new store openings in Q1 FY04/2023 was **235,521 yen**. While this is **162.4% 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. Therefore, through sales activities by opening and closing doctors, the company will acquire customers from the early stage of preparing for restaurant openings and raise the number of orders for complete sets of kitchen equipment, furniture, uniforms, and other items. In addition, the company will launch an external sales force in July 2022. The unit will attend meetings with customers who are opening new restaurants to help increase the amount of sales per customer.

Q1 New store openings Customer spend per customer



# Growth Strategy: Quadruple the average spend per customer for new store openings

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

Fiscal Year Ending April 2022 Full Year Results	Ratio of visitors to the store (613,000 cases 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)

**Opened a new store to double the number of customers and quadruple the spend per customer**

	status quo	target	initiative
New store openers 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 spend per customer (monthly average)	250,000 yen	four times 1,000,000 yen	Increase overall orders and quadruple the cost per customer through employee training and prospect management follow-up.
New store open customer Net sales for the full year	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 spent per customer

Number of customers at new store openings 38,000 (3,200 customers/month x 12 months) x ¥1 million per customer at new store openings = ¥38.4 billion

Existing sales 10 billion yen + 38.4 billion yen in new store openings = 48.4 billion yen

### so far

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

### from now on

- Open repair and restoration centers in areas where there is a shortage, from the current 12 nationwide.
- In addition to repair services, we **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
- Training **150** maintenance personnel **nationwide to** repair and rebuild

The maintenance salesman.  
**Repair and merchandise sales forecast**  
↓ **arrow (mark or symbol)**  
(¥2.5 million per month x 150 employees x 12 months)  
Sales 4.5 billion  
Gross profit 1.6 billion

### Strengths of Tenpos

→ Starting with a simple inspection visit in September 2022.  
30 people are expected to be in operation

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

### Latest Initiatives and Current Status

Average of 600 maintenance requests per month / 5 maintenance staff We **still need more people!**



## Building up a maintenance network Nationwide maintenance sales staff of 150

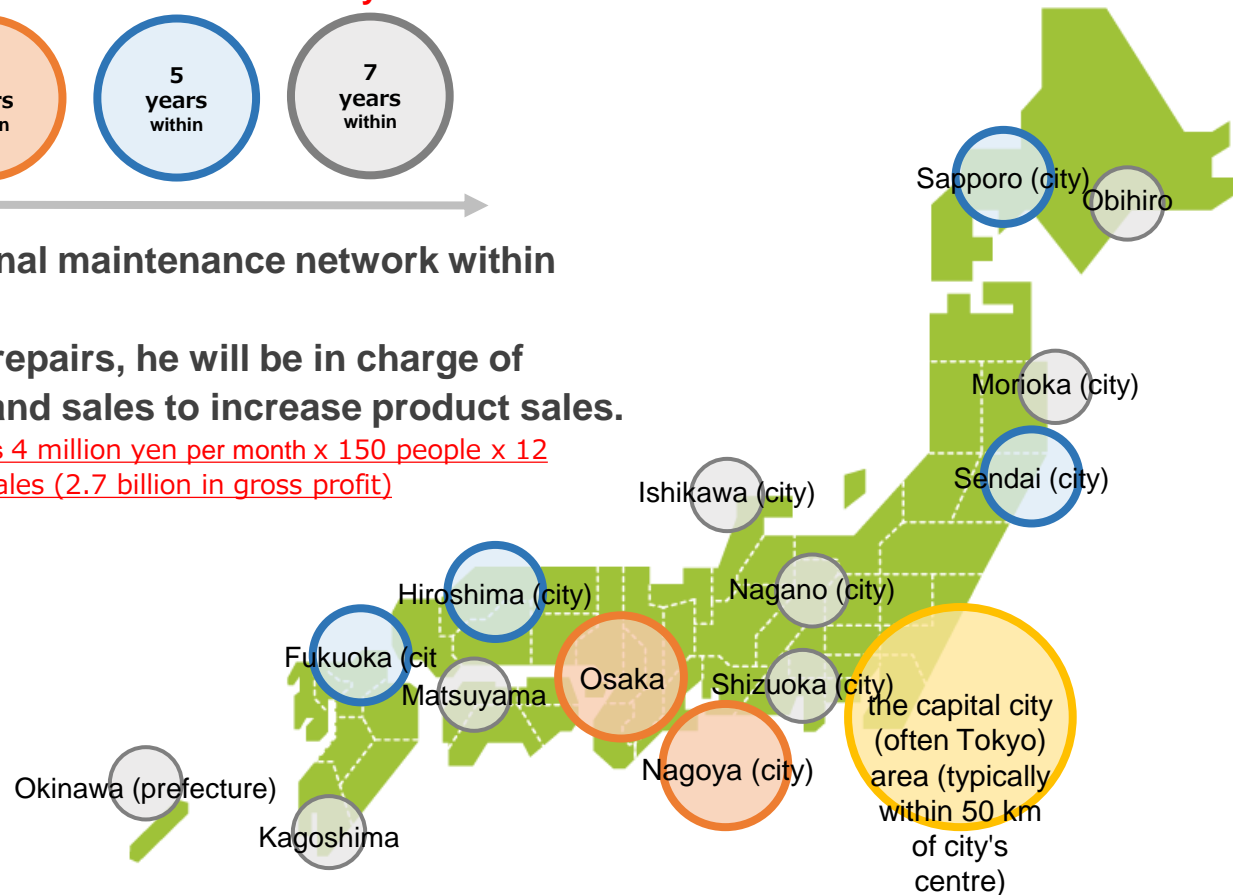
▼ Map of planned establishment of maintenance bases

**Maintenance bases nationwide within 7 years**



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

→ Repair and product sales 4 million yen per month x 150 people x 12 months = 7.2 billion in sales (2.7 billion in gross profit)



# Growth Strategy Opening of Tenpos Busters stores



Kawaguchi Kitchen Equipment  
Specialty Store



Kawaguchi Tableware and Cooking  
Utensils Specialty Store



Kawaguchi Chair and Table  
Specialty Store

**In 6 years, including M&As, increase the number of stores from 60 in 2021 to 120**

We will dominate the used kitchen industry nationwide by acquiring or forming capital and business alliances with used kitchen competitors across the country.

New Store Information (Store Openings for the Fourth Quarter of the Fiscal Year Ending April 30, 2022)

## **Open February 2022 Tenpos Mito Store**

Address: 4247-2 Nagaoka, Ibaraki-machi,  
Higashiibaraki-gun, Ibaraki

Initial investment: 12 million yen

Turned profitable in the month after opening

## **Open March 2022 Tenpos Himeji Store**

Address: 451 Tamate, Himeji City, Hyogo  
Prefecture

Initial investment: 18 million yen

Profitable in the month following the opening

Currently considering opening 1 store in Gifu Prefecture, 1 store in Mie Prefecture, 1 store in Kansai area

# Results by Operating Company

# Sale of Goods (as opposed to services)

Millions of yen

Forecasts are non-consolidated figures before consolidation adjustments.

company name	company name	(school) subject	Fiscal Year Ending April 2022 First Quarter	Fiscal Year Ending April 2023 First Quarter	YoY change	Fiscal Year Ending April 2023 Full Year Forecast
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Tenpos.com	Net sales	713	636	89.2	3,400	119.1% (in the case of the
	operating profit	23	30	127.6%	134	150.8%.
Kitchen Techno	Net sales	683	630	92.2	3,300	111.0
	operating profit	37	23	64.1% (in the case of the	234	106.9%.

## Tenpos Busters (Over-the-counter sales): Sales and income up

- 6,623 new store openings in Q1 (111.6% YoY) due to in-store advocacy and prospect management follow-up initiatives
- 62 Gurunavi employees were transferred to Gurunavi, and an external sales team consisting of seconded employees started operations in July.
- Strengthening the purchase of used kitchen equipment, mainly on the web.

## Tenpos.com (Internet sales): Decrease in sales and profit

- Sales of new refrigeration equipment, which accounts for a high proportion of sales, declined due to delays in delivery dates, but the company's focus on sales of used kitchen equipment boosted gross profit margins, resulting in an increase in profit.
- Nine Gurunavi employees were transferred to Gurunavi. The breakdown is 2 management-level employees, 4 sales department employees, and 3 web production and system improvement employees.
- Focus on strengthening and developing the sales department structure. Follow-up after purchase and conduct training to receive orders from large and medium-sized companies.

## Kitchen Techno (direct sales): Sales and income down

- Decrease in orders received due to store remodeling at a major supermarket, one of our main customers.
- Gross profit margins were squeezed due to requests from kitchen equipment manufacturers to raise prices.
- Sales of our own brand of noodle-making machines increased 2.2 times.

# Information & Services Business

## ■ Information and services business

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Millions of yen

company name	(school) subject	Fiscal Year Ending April 2022 First Quarter	Fiscal Year Ending April 2023 First Quarter	YoY change	Fiscal Year Ending April 2023 Full Year Forecast	Forecast YoY
Studio Tenpos	Net sales	211	213	101.0%	1,130	126.6%
	operating profit	five	two	47.0%	63	139.0
Tenpos Information Center	Net sales	146	222	151.7% (in the case of the	1,000	124.1%
	operating profit	seven	21	285.1% (in the case of the	125	131.6%
Tenpos Financial Trust	Net sales	192	208	108.2% (1)	873	108.2% (1)
	operating profit	15	13	88.0%	64	172.0
Profit Laboratory	Net sales	27	27	99.3	160	145.5%
	operating profit	▲ 4	one	returning to profit	36	returning to profit
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	operating profit	▲ 23	three	returning to profit	50	returning to profit
Tenpos Food Place	Net sales	29	42	144.0	160	125.5%
	operating profit	▲ 8	0	returning to profit	0	returning to profit

# Information & Services Business (2)

## Studio Tenpos (Interior design and construction) Increase in sales and profit

- Inquiries for interior construction work were on the rise, but the company was unable to make sufficient cost-saving proposals to customers amid soaring material prices, and sales were flat at 101.0% YoY.
- Increased workforce in anticipation of post-Corona recovery, but profits declined due to soaring material costs and higher labor costs. **We were wrong!**

## Tenpos Johokan (POS system sales): Significant increase in sales and profit

- Sales increased to 222 million yen (151.7% YoY) as the company focused on proposals for POS systems utilizing the "IT introduction subsidy.
- Due to the price hike of related terminals (iPad and android) in the POS market, the Company's sales of used POS-related products increased 145.0% YoY. As a measure to strengthen purchase, the Company started speeding up purchase through photo screening.
- Sales office opened in Fukuoka Prefecture.
- Started selling mobile orders linked to LINE.

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

- In the finance business, loan and lease transaction volume was strong, up 175.9% YoY. To increase transaction volume, the company will provide sales training to group companies and strengthen cooperation with interior construction companies.
- As part of the Group's reorganization of Dr. Service, the settlement business was transferred to Tenpos Food Place Co.

# Information & Services Business (3)

## Profit Laboratory (customer attraction support): Increased revenue and returned to profitability

- The number of restaurants implementing the mainstay "Full-FAX" service before the Corona disaster remained in a difficult situation, at 36.0% of the pre-Corona disaster Q1 FY04/2020 level, due to a persistent trend of voluntary restraint in sales promotion activities by major restaurant companies, which are the main customers of the company.
- Although the new business, "Registration Agency Services for Opening Delivery Stores," has been successful in acquiring new projects, the scale of sales is small, so it is not enough to cover overall sales. Development of new businesses is an issue.

## D-spark (Temporary staffing): Significantly increased sales and returned to profitability

- With the easing of action restrictions, demand for temporary staff from goods retailers, a major customer base, recovered significantly.
- The new "Contract Delivery Service Business" posted operating income of 6 million yen in the first quarter of this fiscal year. The company plans to open new sales offices. Plans to start an industrial waste transportation and processing business in the Kanto region, for which an application for a license had been pending.

**Amid the downturn in the temporary staffing business due to the Corona disaster, the company has taken a variety of steps, including failure. Look out for Deans Park's business development capabilities!**

## Tenpos Food Place (Web-based customer attraction support): Increased revenue and returned to profitability

- Following the fourth quarter of the previous fiscal year, this is the second time since the company was established that it has posted a quarterly profit.
- Dr. Service" started food sample distribution business. Sales were strong.
- Expanded sales of restaurant promotional material creation business.
- Increased undertakings of web production from within and outside of the Tenpos Group by strengthening the structure of the Design Division.

# Restaurant Industry

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

Millions of yen

Forecasts are non-consolidated figures before consolidation adjustments.

company name	(school) subject	Fiscal Year Ending April 2022 First Quarter	Fiscal Year Ending April 2023 First Quarter	YoY change	Fiscal Year Ending April 2023 Full Year Forecast	Forecast YoY
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	operating profit	▲ 158	▲ 28	improvement of the deficit ratio	122	returning to profit
	ordinary income	19	▲ 23	Deficit increase	122	27.1% (in the case of the
Dream Dining	Net sales	24	36	150.4%	150	124.0%
	operating profit	▲ 12	▲ 4	improvement of the deficit ratio	▲ 4	improvement of the deficit ratio
	ordinary income	two	▲ 0	Deficit increase	▲ 4	long vowel mark (usually only used in katakana)

human resources management

**June 2022 Yoichi Hirota is appointed as the new president due to a competition for the presidency. Joined the legendary Sawayaka, Shizuoka Prefecture's food company, as the head of the sales division. Accelerate the speed of reform by increasing the number of executives under the new structure**



# Reference Data

# Tenpos is the SDGs themselves

- ① Tenpos' recycling business is the SDGs themselves
- 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 will increase employee wages by 50% in its three-year plan. And we will eliminate hunger and poverty among poor employees.
- ④ Eliminate the mandatory retirement age and the ratio of elderly people is 31%. Provide a place to work for old people who want to work at any age.

## Tempo's 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

**Making the "45% survival rate for restaurants in five years to 90%" a reality.**

Supporting the creation of sustainable restaurants

# Train a Person

## 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.

## Tempo Dojo

One of the requirements to become an executive employee is graduation from the Tempo Dojo, a two-day and one-night program that includes interpreting the "Tenpos Spirit" and other programs based on the theme of "going beyond your limits. (It is also sometimes referred to as "training from hell.")

## 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 a store manager.

## 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 figures, and how to formulate strategies, we develop them into people who can be entrusted with the business.

## New graduate training - 80 km walk

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

## Various types of study sessions

We hold study sessions based on what we have learned from books and seminars on "sales promotion", "web marketing", "improving proposal skills", etc. We decide when and how to use what we learned in the study session and put it into practice.

# Personnel System

We have created a personnel system based on the philosophy of "I decide my own life.

## Challenge.

- Choose your working stance  
(The rapids course and the Kikusui course)
- My Life Sheet (supporting life planning)
- Store Manager Candidate
- Competition for the president's chair
- FA and draft system
- part-timer  
(800,000 summer bonus for part-time employees)
- divorced couple's club

## I take care of my family.

- Take all the parental leave you want.
- Free to transfer (e.g., follow your husband to his new job)
- short-time employee system
- telecommuting

## Build good relationships

- drinking in a company
- stewed potato party
- Positive strokes  
(No swearing, no moping, no care)

## Enjoy life from the age of 60

- abolition of the mandatory retirement age (system)
- Paradise Employee System  
(Free working days and hours)
- 3-day/2-night travel training

You can start calling yourself a senior citizen when you're 90 years old.

Abolished the mandatory retirement system in 2005

## Percentage of Tempo Busters over 60, 31%.



Employee of 18 years (age 74)  
**Customer Service Skill Contest**  
Selected from the 3rd rank in the nation (503 in all) to join the Special Sales Section



Ichinomiya Purchase Center  
Part-time employee 84 years old  
5 days a 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 are you going to work?" I've been asked.  
I have no intention of reducing shifts at the moment.

## attitude to work      Tempo Policy Elderly Edition

- Pretending you know what you're doing is a mistake
- You look better because you're older.
- Tomorrow will be more interesting than today
- Hard work is good for your health.
- I've been through everything in my long life.
- You don't need to worry about me.
- Thank God I caught the last train.
- Proof that you can work at any age
- Life is always about learning and trying everything.
- Work hard, take the initiative to do the work that people 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 overview

Company name: Tenpos Holdings Co.,Ltd.

Tokyo Stock Exchange, Tokyo Standard

Head Office: 2-30-1 Higashi-Kamata, Ota-ku, Tokyo 7 Sanyu Higashi-Kamata Bldg. 7F

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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