



## Financial Results for the Fiscal Year Ended June 2025 [IFRS] (Consolidated)

August 13, 2025

Company name: QB Net Holdings Co., Ltd.

Code number: 6571

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Listed on: Prime Market, Tokyo Stock Exchange

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Scheduled date of the Ordinary General Meeting of Shareholders: September 22, 2025

Scheduled date for commencement of dividend payment: September 24, 2025

Scheduled date for securities report submission: September 24, 2025

Supplementary explanatory materials for financial results: Yes

Financial results briefings: Yes (for institutional investors and analysts)

(Rounded down to the nearest million yen)

### 1. Consolidated Financial Results for the Fiscal Year Ended June 30, 2025 (July 1, 2024, to June 30, 2025)

#### (1) Consolidated Operating Results

(Percentages indicate changes from the previous fiscal year.)

|               | Revenue     |     | Operating profit |        | Profit before tax |        | Profit      |        | Profit attributable to owners of parent |        | Total comprehensive income |        |
|---------------|-------------|-----|------------------|--------|-------------------|--------|-------------|--------|---|--------|----------------------------|--------|
|               | million yen | %   | million yen      | %      | million yen       | %      | million yen | %      | million yen                             | %      | million yen                | %      |
| FYE June 2025 | 25,543      | 3.2 | 1,685            | (20.3) | 1,478             | (24.8) | 1,022       | (21.4) | 1,022                                   | (21.4) | 836                        | (44.8) |
| FYE June 2024 | 24,757      | 8.8 | 2,115            | (1.1)  | 1,964             | (1.3)  | 1,301       | (9.9)  | 1,301                                   | (9.9)  | 1,515                      | (3.1)  |

|               | Basic earnings per Profit | Diluted earnings per share | Return on equity attributable to owners of parent | Profit before tax to total assets ratio | Revenue margin |
|---------------|---------------------------|----------------------------|---|---|----------------|
|               | yen                       | yen                        | %   | %                                       | %              |
| FYE June 2025 | 77.84                     | 76.44                      | 7.1   | 4.4                                     | 6.6            |
| FYE June 2024 | 99.37                     | 97.36                      | 9.6   | 6.2                                     | 8.5            |

(Reference) Share of profit (loss) of entities accounted for using equity method  
 FYE June 2025 - million yen  
 FYE June 2024 - million yen

#### (2) Consolidated Financial Position

|               | Profit before tax to | Total equity | Profit attributable owners of parent | Ratio of equity attributable to owners of parent | Equity attributable to owners of parent per share |
|---------------|----------------------|--------------|--------------------------------------|--|---|
|               | million yen          | million yen  | million yen                          | %  | yen   |
| FYE June 2025 | 34,211               | 14,683       | 14,683                               | 42.9   | 1,113.90  |
| FYE June 2024 | 32,297               | 14,170       | 14,170                               | 43.9   | 1,079.78  |

#### (3) Cash Flows

|               | Cash flows from operating activities | Cash flows from operating activities | Cash flows from operating activities | Cash and cash equivalents at end of period |
|---------------|--------------------------------------|--------------------------------------|--------------------------------------|--|
|               | million yen                          | million yen                          | million yen                          | million yen                                |
| FYE June 2025 | 4,299                                | (1,306)                              | (2,263)                              | 5,271                                      |
| FYE June 2024 | 5,058                                | (846)                                | (4,116)                              | 4,701                                      |

### 2. Dividends

|                          | Annual dividends |        |        |          |       | Total amount of dividends (Total) | Dividend payout ratio (Consolidated) | Dividend payout ratio to equity attributable to owners of parent (consolidated) |
|--------------------------|------------------|--------|--------|----------|-------|-----------------------------------|--------------------------------------|---|
|                          | End-Q1           | End-Q2 | End-Q3 | Year-end | Total |                                   |                                      |   |
|                          | yen              | yen    | yen    | yen      | yen   | million yen                       | %                                    | %   |
| FYE June 2024            | -                | 0.00   | -      | 27.00    | 27.00 | 354                               | 27.2                                 | 2.6   |
| FYE June 2025            | -                | 0.00   | -      | 35.00    | 35.00 | 461                               | 45.0                                 | 3.2   |
| FYE June 2026 (forecast) | -                | 0.00   | -      | 40.00    | 40.00 |                                   | 38.0                                 |   |

(Note) All dividends for the fiscal year ended June 2025 are paid out of capital surplus. For details, please refer to "Breakdown of Dividends from Capital Surplus" to be mentioned later.

### 3. Consolidated Earnings Forecast for the Fiscal Year Ending June 30, 2026 (July 1, 2025, to June 30, 2026)

(Percentages indicate changes from the previous fiscal year.)

|           | Revenue     |     | Operating profit |      | Profit before tax |      | Profit      |      | Profit attributable to owners of parent |      | Basic earnings per share |
|-----------|-------------|-----|------------------|------|-------------------|------|-------------|------|---|------|--------------------------|
|           | million yen | %   | million yen      | %    | million yen       | %    | million yen | %    | million yen                             | %    | yen                      |
| Full year | 27,350      | 7.1 | 2,200            | 30.5 | 2,000             | 35.3 | 1,400       | 36.9 | 1,400                                   | 36.9 | 105.26                   |

#### \*Notes

- (1) Significant changes in the scope of consolidation during the period: Yes  
 New 2 companies (Company name) QB HOUSE VIETNAM COMPANY LIMITED and QB HOUSE MALAYSIA SDN. BHD.  
 Excluded - company (Company name) -

- (2) Changes in accounting policies and accounting estimates  
 (i) Changes in accounting policies required by IFRS: No  
 (ii) Changes in accounting policies other than (i): No  
 (iii) Changes in accounting estimates: No

- (3) Number of shares outstanding (common stock)

|   |               |                   |               |                   |
|---|---------------|-------------------|---------------|-------------------|
| (i) Number of shares outstanding at the end of the period (including treasury shares) | FYE June 2025 | 13,182,000 shares | FYE June 2024 | 13,123,600 shares |
| (ii) Number of treasury shares at the end of the period                               | FYE June 2025 | 157 Shares        | FYE June 2024 | 123 shares        |
| (iii) Average number of shares outstanding during the period                          | FYE June 2025 | 13,137,930 Shares | FYE June 2024 | 13,097,345 shares |

\* Financial results are not subject to audit by certified public accountants or audit firms.

\* Explanation of the appropriate use of earnings forecasts and other special notes  
 (Notes on forward-looking statements)

Forward-looking statements and others included in this document, including earnings forecasts, are based on information currently available to and certain premises deemed to be rational by the Company, and it is not committed to achieving them. Actual earnings and others may differ due to various factors. For information on earnings forecasts, please refer to “(4) Forecasts” in “1. Overview of Operating Results” on page 4 of the Attachment.

(How to obtain supplementary explanatory materials for financial results and the content of the financial results briefing)  
 Supplementary explanatory materials for financial results were disclosed on TDnet on the same day and will also be posted on the Company website.

The Company plans to hold a financial results briefing for institutional investors and analysts on August 18, 2025. The content of the financial results briefing will be posted on the Company's website at a later date.

## Breakdown of Dividends from Capital Surplus

The following provides a breakdown of the part of dividends for the fiscal year ended June 2025 that is paid out of capital surplus.

| Record date               | Year-end        | Total           |
|---------------------------|-----------------|-----------------|
| Dividend per share        | 35.00 yen       | 35.00 yen       |
| Total amount of dividends | 461 million yen | 461 million yen |

(Note) The ratio of decrease in net assets pursuant to the provisions of law is zero.

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## 1. Overview of Operating Results, etc.

### (1) Overview of Operating Results for the Fiscal Year Ended June 30, 2025

#### (Explanation of Company's Initiative)

During the fiscal year under review (July 1, 2024, to June 30, 2025), consumer activity continued to recover gradually due to improvements in the employment and income environments. However, the outlook remains uncertain due to labor shortages, centered on the non-manufacturing sector, and the impact of the continued rise in prices on private spending.

Under these circumstances, the Company Group formulated the Medium-term Management Plan "NEXUS" for five years starting from the fiscal year ended June 2025, and has been engaged in business activities that can provide services that are *consistent* anywhere in the world by advancing investment in human resources and DX.

As a result, consolidated earnings in the fiscal year under review were as follows: Revenue amounted to 25,543 million yen (up 3.2% year on year), operating profit came to 1,685 million yen (down 20.3% year on year), profit before tax recorded 1,478 million yen (down 24.8% year on year), and profit attributable to owners of parent came to 1,022 million yen (down 21.4% year on year).

Since the Company Group has run the haircut business alone in countries throughout the world, its business had been described as the single segment of the haircut business. However, the ratio of the revenue of overseas subsidiaries to the entire revenue has continued to grow year after year, and the Medium-term Management Plan, announced in August of 2024, positions the strengthening of the overseas operations as one of the key strategies.

The Company Group revised its organizational structure during the fiscal year ended June 2024, and has been making preparations for reinforcing profit/loss management, HR management and the planning and execution of marketing in overseas operations. Moreover, the Medium-term Management Plan with the fiscal year ended June 2025 as the starting year clearly divides strategies between domestic and overseas operations. Accordingly, the Company Group has made a change from a single segment to the two segments of the domestic and overseas operations since the fiscal year under review.

The segment information is as follows.

#### <Domestic Operations>

As the domestic operations continued to see a tight labor supply in the non-manufacturing sector in the wake of the recovery in consumer activity, shortages of stylists were observed in some regions. Nonetheless, the Company Group aggressively opened new outlets in the second half of the year by driving the optimum allocation of outlet personnel and carrying out a new round of personnel recruitment. With these efforts, the total number of operational seats increased, enabling the operation to keep a level above the same period of the previous year. Although there remains the impact of poor weather in the first half, demand for haircuts remains firm in general, and the number of customers visiting outlets exceeded the level of a year earlier mainly on the back of extended coverage of the discount scheme "Once-a-month campaign" to all age brackets alongside a price revision in February 2025, in addition to new outlet openings.

As a result, the segment posted revenue of 20,641 million yen (up 2.8% year on year) and profit of 1,529 million yen (down 26.2% year on year).

#### <Overseas Operations>

In the overseas business, although the tough market environment continued, the fiscal year under review saw different issues and achievements depending on countries and regions. In Singapore, the number of customers visiting outlets started to recover, and we achieved some success amid hard competition. In Hong Kong, new openings and a price revision contributed to a revenue increase. In Taiwan, new outlet openings kept their pace against the backdrop of a strengthened personnel supply system, leading to a steady expansion in the scale of business. Moreover, in the U.S., the first outlet in the past three years was opened. The first outlet in the country was opened in Canada, Vietnam and Malaysia. Although the launching costs preceded any investment recovery, a foothold for future growth has been established.

As a result, the segment posted revenue of 4,908 million yen (up 4.8% year on year) and profit of 156 million yen (up 254.4 year on year).

(Unit: million yen)

|                     | Previous fiscal year |                | Current fiscal year |                |
|---------------------|----------------------|----------------|---------------------|----------------|
|                     | Revenue              | Segment profit | Revenue             | Segment profit |
| Domestic Operations | 20,078               | 2,071          | 20,641              | 1,529          |
| Overseas Operations | 4,683                | 44             | 4,908               | 156            |

(2) Overview of Financial Position for the Fiscal Year Ended June 30, 2025

Assets, liabilities and equity at the end of the fiscal year under review were as follows:

Current assets grew 401 million yen from the end of the previous fiscal year to 6,884 million yen. This was mainly due to an increase of 569 million yen in cash and cash equivalents and a decrease of 111 million yen in inventories. Non-current assets grew 1,512 million yen from the end of the previous fiscal year to 27,327 million yen. This was mainly due to an increase of 189 million yen in property, plant and equipment and an increase of 1,204 million yen in right-of-use assets. As a result, assets rose 1,914 million yen from the end of the previous fiscal year to 34,211 million yen.

Current liabilities dropped 946 million yen from the end of the previous fiscal year to 6,135 million yen. This was mainly due to a decrease of 700 million yen in borrowings and a drop of 231 million yen in income taxes payable. Non-current liabilities grew 2,347 million yen from the end of the previous fiscal year to 13,392 million yen. This was mainly due to an increase of 1,307 million yen in borrowings and an increase of 893 million yen in lease obligations. As a result, liabilities rose 1,401 million yen from the end of the previous fiscal year to 19,528 million yen.

Equity increased 512 million yen from the end of the previous fiscal year to 14,683 million yen. This was mainly due to a decrease of 333 million yen in capital surplus and an increase of 1,022 million yen in retained earnings.

(3) Overview of Cash Flows for the Fiscal Year Ended June 30, 2025

Cash and cash equivalents (hereinafter referred to as "Cash") at the end of the fiscal year under review increased 569 million yen from the end of the previous fiscal year to 5,271 million yen. Individual cash flows for the fiscal year under review and the factors behind them were as follows:

(Cash flows from operating activities)

Cash provided by operating activities was 4,299 million yen (5,058 million yen provided in the previous fiscal year). This was mainly attributable to factors causing an increase in cash, such as the recording of profit before tax of 1,478 million yen and depreciation and amortization of 3,570 million yen, in contrast to decreasing factors, such as income taxes paid of 706 million yen.

(Cash flows from investing activities)

Cash used in investing activities was 1,306 million yen (846 million yen used in the previous fiscal year). This was mainly attributable to factors causing a decrease in cash, such as purchase of property, plant and equipment of 1,049 million yen and payments of guarantee deposits of 225 million yen.

(Cash flows from financing activities)

Cash used in financing activities was 2,263 million yen (4,116 million yen used in the previous fiscal year). This was mainly attributable to factors causing a decrease in cash, such as repayments of short-term borrowings of 600 million yen, repayments of long-term borrowings of 800 million yen and repayments of lease obligations of 3,067 million yen, as opposed to factors causing an increase in cash, such as proceeds from long-term borrowings of 2,000 million yen.

#### (4) Forecasts

The Company Group has formulated the new Medium-term Management Plan “NEXUS” for five years starting from the fiscal year ended June 2025 (hereinafter referred to as the “Medium-term Management Plan”). The name of this plan contains our desire to deepen the relationship between customers and stylists and to further enhance customer experience value.

What we want to achieve during the period of this Medium-term Management Plan is to utilize future-oriented technology to create data of the “usual” hairstyles of an annual 20 million customers using our service worldwide and accumulate data of feedback such as customer satisfaction levels after a haircut service and what they want in their next visit. In this way, we will create a world in which “usual” hairstyles can be offered “anywhere” and “by anyone” more readily as customers use more of our services.

Then, we intend to broaden the opportunity to offer this professional service across the world, build a foundation that enables us to enhance our corporate value stably in the long run and connect such accomplishments to a further enhancement of our corporate value.

While the fiscal year under review was a period of upfront investment that would build the foundation for growth, the next fiscal year (fiscal year ending June 2026), the second year of the Medium-term Management Plan, will be a period to improve earnings and build a system for expanding overseas business.

In the domestic operations, aggressive outlet openings are planned for the next fiscal year in line with the Medium-term Management Plan on the back of steady progress made in personnel recruitment during the fiscal year under review. Additionally, the price revision conducted during the fiscal year under review too became a tailwind, leading to the forecast of increases both in revenue and profit. Furthermore, the Company Group is developing apps for the purpose of “enhancing customer convenience” in respect of the promotion of IT and DX, an important strategy of the Medium-term Management Plan. In the next fiscal year, we plan to start the pilot application of an app with functions, including member registration, outlet search and haircut charts, in some outlets and expand application areas on a rolling basis from the second half of the fiscal year.

In the overseas operations, we will carry out the growth strategy steadily in existing regions (Hong Kong, Singapore, Taiwan and the U.S.) with the aim of migrating to a stable growth phase. On the other hand, although Canada, Vietnam and Malaysia, which are regions where our first outlets have just been opened, will remain in the initial investment phase, we will keep opening outlets with an eye to making their business profitable at an early stage. As in the case of the domestic operations, we expect the overseas segment as a whole to increase both revenue and profit.

Based on the above, the consolidated earnings forecast for the next fiscal year is as follows.

|  | FYE June 2025<br>(Actual) | FYE June 2026<br>(Earnings forecasts) | FYE June 2029<br>(Plan) |
|--|---------------------------|---------------------------------------|-------------------------|
| Revenue  | 25,543 million yen        | 27,350 million yen                    | 35,500 million yen      |
| Operating profit                                   | 1,685 million yen         | 2,200 million yen                     | 3,400 million yen       |
| Number of outlets at end of year<br>(consolidated) | 724                       | 770                                   | 966                     |

For the details, please refer to supplementary explanatory materials that will be disclosed on August 13, 2025.

## 2. Basic Approach to the Selection of Accounting Standards

The Company Group has adopted the International Accounting Standards (IFRS) effective from the fiscal year ended June 30, 2017, with a view to enhancing the international comparability and convenience of financial information in the capital market.

### 3. Consolidated Financial Statements and Main Notes

#### (1) Consolidated Statement of Financial Position

(Unit: million yen)

|   | Previous fiscal year<br>(June 30, 2024) | Current fiscal year<br>(June 30, 2025) |
|---|---|--|
| <b>Assets</b>                                 |   |  |
| Current assets                                |   |  |
| Cash and cash equivalents                     | 4,701                                   | 5,271                                  |
| Trade and other receivables                   | 1,398                                   | 1,292                                  |
| Other financial assets                        | 4                                       | 18                                     |
| Inventories                                   | 233                                     | 121                                    |
| Other current assets                          | 144                                     | 179                                    |
| Total current assets                          | 6,482                                   | 6,884                                  |
| Non-current assets                            |   |  |
| Property, plant and equipment                 | 1,389                                   | 1,578                                  |
| Right-of-use assets                           | 5,933                                   | 7,138                                  |
| Goodwill                                      | 15,430                                  | 15,430                                 |
| Intangible assets                             | 154                                     | 157                                    |
| Other financial assets                        | 1,993                                   | 2,017                                  |
| Deferred tax assets                           | 799                                     | 827                                    |
| Other non-current assets                      | 113                                     | 177                                    |
| Total non-current assets                      | 25,814                                  | 27,327                                 |
| Total assets                                  | 32,297                                  | 34,211                                 |
| <b>Liabilities and equity</b>                 |   |  |
| Liabilities                                   |   |  |
| Current liabilities                           |   |  |
| Trade and other payables                      | 280                                     | 437                                    |
| Borrowings                                    | 1,392                                   | 692                                    |
| Lease obligations                             | 2,611                                   | 2,731                                  |
| Income taxes payable                          | 397                                     | 165                                    |
| Other financial liabilities                   | 148                                     | 84                                     |
| Other current liabilities                     | 2,251                                   | 2,023                                  |
| Total current liabilities                     | 7,081                                   | 6,135                                  |
| Non-current liabilities                       |   |  |
| Borrowings                                    | 6,822                                   | 8,129                                  |
| Lease obligations                             | 3,306                                   | 4,200                                  |
| Other financial liabilities                   | 49                                      | 54                                     |
| Deferred tax liabilities                      | 20                                      | 30                                     |
| Provisions                                    | 831                                     | 963                                    |
| Other non-current liabilities                 | 14                                      | 14                                     |
| Total non-current liabilities                 | 11,045                                  | 13,392                                 |
| Total liabilities                             | 18,126                                  | 19,528                                 |
| Equity  |   |  |
| Share capital                                 | 1,352                                   | 1,373                                  |
| Capital surplus                               | 4,502                                   | 4,168                                  |
| Retained earnings                             | 7,733                                   | 8,755                                  |
| Treasury shares                               | (0)                                     | (0)                                    |
| Other components of equity                    | 582                                     | 385                                    |
| Total equity attributable to owners of parent | 14,170                                  | 14,683                                 |
| Total equity                                  | 14,170                                  | 14,683                                 |
| Total liabilities and equity                  | 32,297                                  | 34,211                                 |



## (2) Consolidated Statement of Profit or Loss

(Unit: million yen)

|  | Previous fiscal year<br>(From July 1, 2023,<br>to June 30, 2024) | Current fiscal year<br>(From July 1, 2024,<br>to June 30, 2025) |
|--|--|---|
| Revenue                                      | 24,757   | 25,543  |
| Cost of sales                                | (18,926)   | (19,823)  |
| Gross profit                                 | 5,830  | 5,719   |
| Other operating income                       | 78   | 25  |
| Selling, general and administrative expenses | (3,661)  | (4,051)   |
| Other operating expenses                     | (132)  | (8)   |
| Operating profit                             | 2,115  | 1,685   |
| Finance income                               | 23   | 21  |
| Finance costs                                | (174)  | (228)   |
| Profit before tax                            | 1,964  | 1,478   |
| Income tax expense                           | (662)  | (455)   |
| Profit                                       | 1,301  | 1,022   |
| Profit attributable to<br>owners of parent   | 1,301  | 1,022   |
| Profit                                       | 1,301  | 1,022   |
| Earnings per share                           |  |   |
| Basic earnings per share (yen)               | 99.37  | 77.84   |
| Diluted earnings per share (yen)             | 97.36  | 76.44   |

## (3) Consolidated Statement of Comprehensive Income

(Unit: million yen)

|   | Previous fiscal year<br>(From July 1, 2023,<br>to June 30, 2024) | Current fiscal year<br>(From July 1, 2024,<br>to June 30, 2025) |
|---|--|---|
| Profit  | 1,301  | 1,022   |
| Other comprehensive income                                |  |   |
| Items that may be reclassified to profit or loss          |  |   |
| Exchange differences on translation of foreign operations | 214  | (181)   |
| Effective portion of cash flow hedges                     | -  | (4)   |
| Total of items that may be reclassified to profit or loss | 214  | (185)   |
| Total other comprehensive income                          | 214  | (185)   |
| Comprehensive income                                      | 1,515  | 836   |
| Comprehensive income attributable to<br>owners of parent  | 1,515  | 836   |
| Comprehensive income                                      | 1,515  | 836   |

## (4) Consolidated Statement of Changes in Equity

Previous fiscal year (From July 1, 2023, to June 30, 2024)

(Unit: million yen)

|   | Share capital | Equity surplus | Retained surplus | Treasury shares | Other components of equity                                |                          |       |
|---|---------------|----------------|------------------|-----------------|---|--------------------------|-------|
|   |               |                |                  |                 | Exchange differences on translation of foreign operations | Share acquisition rights | Total |
| Balances as of July 1, 2023                                   | 1,326         | 4,736          | 6,431            | (0)             | 312   | 67                       | 379   |
| Profit  | -             | -              | 1,301            | -               | -   | -                        | -     |
| Other comprehensive income                                    | -             | -              | -                | -               | 214   | -                        | 214   |
| Total comprehensive income                                    | -             | -              | 1,301            | -               | 214   | -                        | 214   |
| Issuance of new shares (exercise of share acquisition rights) | 26            | 26             | -                | -               | -   | (11)                     | (11)  |
| Dividends of surplus  | -             | (260)          | -                | -               | -   | -                        | -     |
| Total transactions with owners                                | 26            | (234)          | -                | -               | -   | (11)                     | (11)  |
| Balance as of June 30, 2024                                   | 1,352         | 4,502          | 7,733            | (0)             | 526   | 56                       | 582   |

(Unit: million yen)

|   | Total equity attributable to owners of parent | Total equity |
|---|---|--------------|
| Balances as of July 1, 2023                                   | 12,874  | 12,874       |
| Profit  | 1,301   | 1,301        |
| Other comprehensive income                                    | 214   | 214          |
| Total comprehensive income                                    | 1,515   | 1,515        |
| Issuance of new shares (exercise of share acquisition rights) | 41  | 41           |
| Dividends of surplus  | (260)   | (260)        |
| Total transactions with owners                                | (219)   | (219)        |
| Balance as of June 30, 2024                                   | 14,170  | 14,170       |

Current fiscal year (From July 1, 2024, to June 30, 2025)

(Unit: million yen)

|   | Share capital | Equity surplus | Retained surplus | Treasury shares | Other components of equity                                |                                       |                          |
|---|---------------|----------------|------------------|-----------------|---|---------------------------------------|--------------------------|
|   |               |                |                  |                 | Exchange differences on translation of foreign operations | Effective portion of cash flow hedges | Share acquisition rights |
| Balance as of July 1, 2024                                    | 1,352         | 4,502          | 7,733            | (0)             | 526   | -                                     | 56                       |
| Profit  | -             | -              | 1,022            | -               | -   | -                                     | -                        |
| Other comprehensive income                                    | -             | -              | -                | -               | (181)   | (4)                                   | -                        |
| Total comprehensive income                                    | -             | -              | 1,022            | -               | (181)   | (4)                                   | -                        |
| Issuance of new shares (exercise of share acquisition rights) | 21            | 21             | -                | -               | -   | -                                     | (11)                     |
| Dividends of surplus  | -             | (354)          | -                | -               | -   | -                                     | -                        |
| Purchase of treasury shares                                   | -             | -              | -                | (0)             | -   | -                                     | -                        |
| Total transactions with owners                                | 21            | (333)          | -                | (0)             | -   | -                                     | (11)                     |
| Balance as of June 30, 2025                                   | 1,373         | 4,168          | 8,755            | (0)             | 345   | (4)                                   | 44                       |

(Unit: million yen)

|   | Other components of equity | Total equity attributable to owners of parent | Total equity |
|---|----------------------------|---|--------------|
|   | Total                      |   |              |
| Balance as of July 1, 2024                                    | 582                        | 14,170  | 14,170       |
| Profit  | -                          | 1,022   | 1,022        |
| Other comprehensive income                                    | (185)                      | (185)   | (185)        |
| Total comprehensive income                                    | (185)                      | 836   | 836          |
| Issuance of new shares (exercise of share acquisition rights) | (11)                       | 30  | 30           |
| Dividends of surplus  | -                          | (354)   | (354)        |
| Purchase of treasury shares                                   | -                          | (0)   | (0)          |
| Total transactions with owners                                | (11)                       | (324)   | (324)        |
| Balance as of June 30, 2025                                   | 385                        | 14,683  | 14,683       |

## (5) Consolidated Statement of Cash Flows

(Unit: million yen)

|  | Previous fiscal year<br>(From July 1, 2023,<br>to June 30, 2024) | Current fiscal year<br>(From July 1, 2024,<br>to June 30, 2025) |
|--|--|---|
| Cash flows from operating activities                 |  |   |
| Profit before tax                                    | 1,964  | 1,478   |
| Depreciation and amortization                        | 3,466  | 3,570   |
| Impairment losses                                    | 115  | 5   |
| Finance income                                       | (23)   | (21)  |
| Finance costs  | 174  | 228   |
| Decrease (increase) in trade and other receivables   | (367)  | 86  |
| Decrease (increase) in inventories                   | 6  | 109   |
| Increase (decrease) in trade and other payables      | 27   | (12)  |
| Increase (decrease) in accrued expenses              | 202  | (37)  |
| Other  | 292  | (189)   |
| Subtotal   | 5,860  | 5,218   |
| Interest received                                    | 8  | 5   |
| Interest paid  | (166)  | (217)   |
| Income tax refund                                    | 20   | -   |
| Income taxes paid                                    | (664)  | (706)   |
| Cash flows from operating activities                 | 5,058  | 4,299   |
| Cash flows from investing activities                 |  |   |
| Purchase of property, plant and equipment            | (823)  | (1,049)   |
| Purchase of intangible assets                        | (69)   | (135)   |
| Payments of guarantee deposits                       | (96)   | (225)   |
| Proceeds from refund of guarantee deposits           | 147  | 121   |
| Other  | (4)  | (17)  |
| Cash flows from investing activities                 | (846)  | (1,306)   |
| Cash flows from financing activities                 |  |   |
| Repayments of short-term borrowings                  | (400)  | (600)   |
| Proceeds from long-term borrowings                   | -  | 2,000   |
| Repayments of long-term borrowings                   | (800)  | (800)   |
| Proceeds from sale and leaseback transactions        | 218  | 528   |
| Repayments of lease obligations                      | (2,914)  | (3,067)   |
| Proceeds from exercise of share acquisition rights   | 41   | 30  |
| Dividends paid                                       | (260)  | (354)   |
| Other  | -  | (0)   |
| Cash flows from financing activities                 | (4,116)  | (2,263)   |
| Exchange differences of cash and cash equivalents    | 173  | (159)   |
| Net increase (decrease) in cash and cash equivalents | 268  | 569   |
| Cash and cash equivalents at beginning of period     | 4,432  | 4,701   |
| Cash and cash equivalents at end of period           | 4,701  | 5,271   |

(6) Notes on the Consolidated Financial Statements

(Notes on going concern assumption)

There are no applicable items.

(Change in presentation method)

"Increase (decrease) in accrued expenses," which was included in "Other" under "Cash flows from operating activities" for the previous fiscal year, is stated independently in the current fiscal year. To reflect this change in presentation, the financial statements for the previous fiscal year have been restated. As a result, 495 million yen stated in "Other" under "Cash flows from operating activities" in the consolidated statement of cash flows for the previous fiscal year has been reclassified as 202 million yen in "Increase (decrease) in accrued expenses" and 292 million in "Other."

Similarly, "Subsidy income" and "Proceeds from subsidy income" in "Cash flows from operating activities" have been included in "Other" in the current fiscal year as their importance in terms of amount has decreased. To reflect this change in presentation, 22 million yen stated in "Subsidy income" and "Proceeds from subsidy income" in the consolidated statement of cash flows for the previous fiscal year have been reclassified in "Other."

(Segment information)

1. Overview of reportable segments

Since the Company Group has run the haircut business alone in countries throughout the world, its business had been described as the single segment of the haircut business. However, the ratio of the revenue of overseas subsidiaries to the entire revenue has continued to grow year after year, and the Medium-term Management Plan, announced in August of 2024, positions the strengthening of the overseas operations as one of the key strategies. The Company Group revised its organizational structure during the fiscal year ended June 2024, and has been making preparations for reinforcing profit/loss management, HR management and the planning and execution of marketing in overseas operations. In addition, the Medium-term Management Plan with the fiscal year ended June 2025 as the starting year clearly divides strategies between domestic and overseas operations. Accordingly, the Company Group has made a change from a single segment to the two segments of the domestic and overseas operations since the fiscal year under review.

Accordingly, segment information for the previous fiscal year has been prepared based on the reportable segment classifications after the change.

The Company Group's reportable segments are based on the business segments whose financial statements are available in a separate form from the Company's constituent units and that are reviewed regularly in a way that allows the Board of Directors to decide on management resource allocation and evaluate its performance.

Providing haircut services through deploying outlets which consist of QB HOUSE, which specializes in haircuts, and QB PREMIUM and FaSS, which are designed to meet various needs, the Company Group administers its business by separating the domestic and overseas operations. Therefore, the Company Group has two reportable segments: Domestic Operations and Overseas Operations. In determining the above reportable segments, no business segments have been consolidated into the two.

An overview of each reportable segment is as follows.

(Domestic Operations)

Provision of haircut services in Japan

(Overseas Operations)

Provision of haircut services outside Japan (Asia and North America)

2. Information on the amounts of revenue and profit or loss by reportable segment

The revenue and performance of the Group Company's reportable segments are as follows.

Previous fiscal year (From July 1, 2023, to June 30, 2024)

(Unit: million yen)

|                                 | Reportable segment     |                        |        | Adjustments<br>(Note) 1 | Amounts recorded<br>in Consolidated<br>Financial<br>Statements<br>(Note) 2 |
|---------------------------------|------------------------|------------------------|--------|-------------------------|--|
|                                 | Domestic<br>Operations | Overseas<br>Operations | Total  |                         |  |
| Revenue                         |                        |                        |        |                         |  |
| Revenue from external customers | 20,073                 | 4,683                  | 24,757 | -                       | 24,757   |
| Intersegment revenue            | 4                      | -                      | 4      | (4)                     | -  |
| Total                           | 20,078                 | 4,683                  | 24,761 | (4)                     | 24,757   |
| Segment profit                  | 2,071                  | 44                     | 2,115  | (0)                     | 2,115  |

(Note) 1. The segment profit adjustment of minus 0 million yen is the elimination of intersegment transactions.

2. Segment profit is adjusted for operating profit recorded in Consolidated Statement of Profit or Loss.

Current fiscal year (From July 1, 2024, to June 30, 2025)

(Unit: million yen)

|                                 | Reportable segment     |                        |        | Adjustments<br>(Note) 1 | Amounts recorded<br>in Consolidated<br>Financial<br>Statements<br>(Note) 2 |
|---------------------------------|------------------------|------------------------|--------|-------------------------|--|
|                                 | Domestic<br>Operations | Overseas<br>Operations | Total  |                         |  |
| Revenue                         |                        |                        |        |                         |  |
| Revenue from external customers | 20,634                 | 4,908                  | 25,543 | -                       | 25,543   |
| Intersegment revenue            | 7                      | -                      | 7      | (7)                     | -  |
| Total                           | 20,641                 | 4,908                  | 25,550 | (7)                     | 25,543   |
| Segment profit                  | 1,529                  | 156                    | 1,685  | (0)                     | 1,685  |

(Note) 1. The segment profit adjustment of minus 0 million yen is the elimination of intersegment transactions.

2. Segment profit is adjusted for operating profit recorded in Consolidated Statement of Profit or Loss.

(Per share information)

Basis of the calculation of basic and diluted earnings per share is as follows:

|  | Previous fiscal year<br>(From July 1, 2023,<br>to June 30, 2024) | Current fiscal year<br>(From July 1, 2024,<br>to June 30, 2025) |
|--|--|---|
| Profit attributable to owners of parent (million yen)                          | 1,301  | 1,022   |
| Average number of common shares outstanding during the period (shares)         | 13,097,345   | 13,137,930  |
| Number of common shares with dilutive effects                                  |  |   |
| Increase due to share options (shares)   | 270,262  | 239,244   |
| Diluted average number of common shares outstanding during the period (shares) | 13,367,607   | 13,377,174  |
| Basic earnings per share (yen)   | 99.37  | 77.84   |
| Diluted earnings per share (yen)   | 97.36  | 76.44   |

(Significant subsequent events)

There are no applicable items.