FYE June 2026 Financial Results Briefing Material

QB Net Holdings Co., Ltd.

August 13, 2026

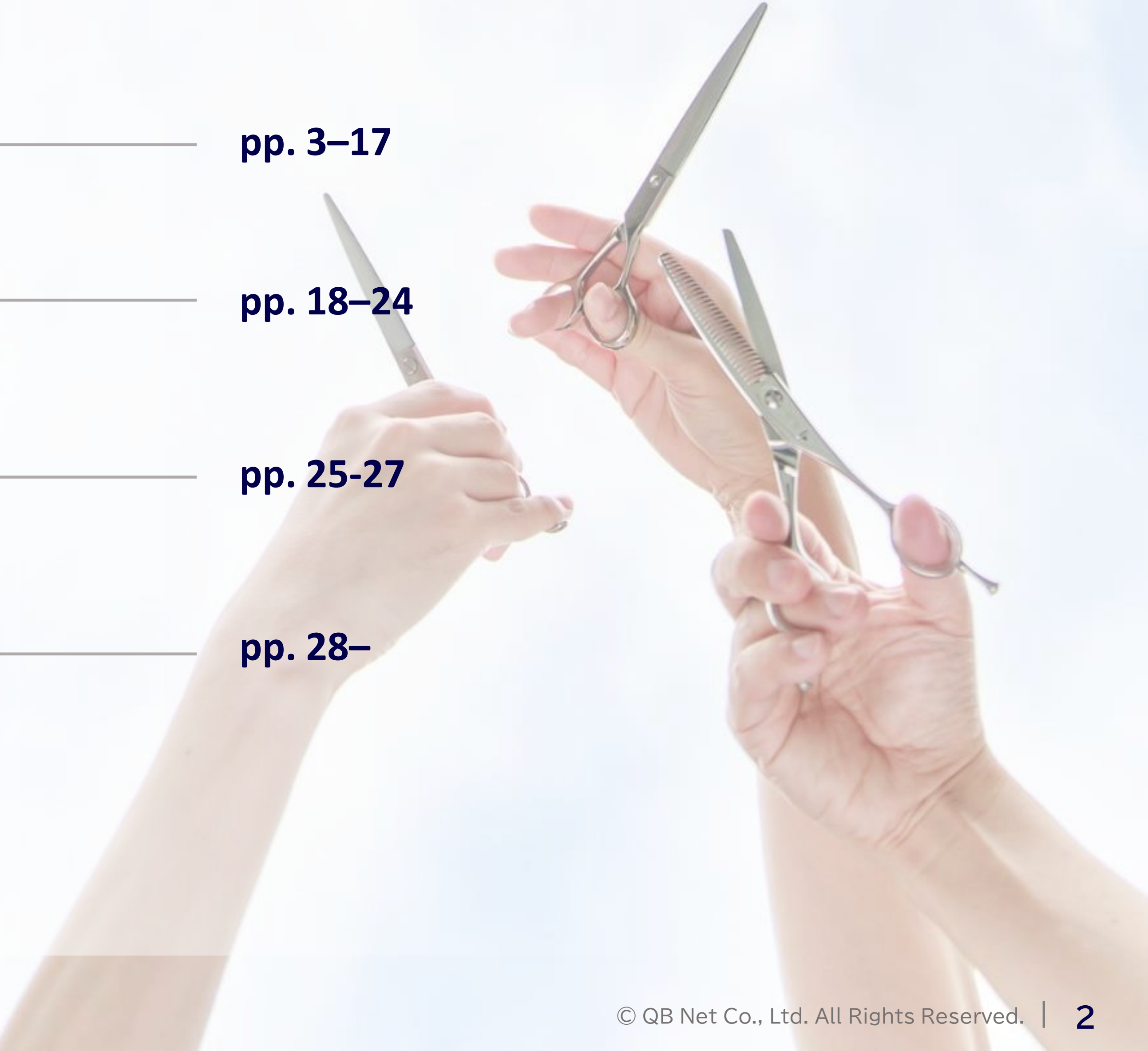
Table of Contents

Results for FYE June 2026 —— pp. 3–17

Earnings Forecast for FYE June 2027 —— pp. 18–24

Progress in Medium-Term Management Plan —— pp. 25-27

Appendix —— pp. 28–



Results for FYE June 2026

[Consolidated] Summary of Results for FYE June 2026

- **Revenue increased to 106.3% of the previous fiscal year due to new outlet openings, the growth of existing outlets, and price revisions in Japan and overseas.**
- **Operating profit decreased to 88.6% of the previous fiscal year because of investment in human resources, upfront investment in overseas markets that we had newly expanded into, and a delay in the recovery of the number of customers visiting outlets in Hong Kong.**
- **With shareholder return continuing stably, the annual dividend is scheduled to be 40 yen per share, unchanged from the initial plan.**

Unit: Million yen	FYE June 2025	FYE June 2026			
	Results	Results	Year on year	Initial plan	vs. Plan
Revenue	**25,543**	**27,154**	**106.3%**	**27,350**	**99.3%**
Domestic	20,641	21,675	105.0%	22,010	98.5%
Overseas	4,908	5,494	111.9%	5,350	102.7%
Adjustment	-7	-15	—	-10	—
Operating profit	**1,685**	**1,493**	**88.6%**	**2,200**	**67.9%**
Domestic	1,529	1,437	94.0%	1,960	73.3%
Overseas	156	56	35.9%	240	23.4%
Profit	**1,022**	**803**	**78.6%**	**1,400**	**57.4%**
Basic earnings per share	77.84 yen	60.22 yen	—	105.26 yen	—
Dividend per share	35.00 yen	(Plan) 40.00 yen	—	40.00 yen	—

Domestic
Business Results

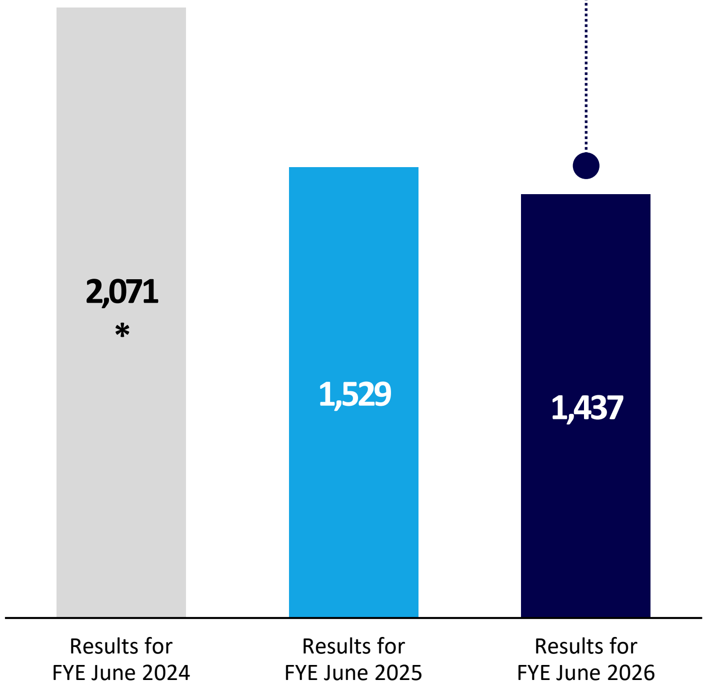
[Domestic] Breakdown of Changes in Full-year Operating Profit (year on year)

- Revenue increased by 1,034 million yen from the previous fiscal year due to new outlet openings and the growth of existing outlets.
- Operating profit came out to 1,437 million yen owing to investment in human resources associated with expanded hiring, and an increase in expenses related to new outlet openings.

Domestic operating profit (FYE June 2026)

Unit: Million yen

* Operating profit in FYE June 2024 temporarily surged due to the impact of the largest-ever price revision and the existence of a period during which improvements in compensation and benefits were not implemented.



Causes for differences from the previous fiscal year (-92million yen)

Operating profit increasing factors

1 (Increase in revenue)

- Growth of existing outlets
  763 million yen

- Increase in outlets by new openings
  Revenue of outlets opened in the fiscal year under review (excluding relocations)
  271 million yen

  Number of outlets compared to the previous fiscal year   Increase of 27 outlets

1,034 million yen

Operating profit decreasing factors

1 (Increase in outlet expenses)

- Increase in expenses of existing outlets
  Personnel expenses (headcount increase) : 446 million yen
  Costs : 56 million yen

- Expenses in newly opened outlets
  Personnel expenses : 212 million yen
  Costs : 181 million yen
  Promotion expenses for new outlets : 56 million yen

2 (Increase in personnel expenses for trainee employees*)

115 million yen

Increase in personnel expenses (SG&A expenses) caused by the higher number of employees undergoing training

* Personnel expenses for the training period of stylists who were hired as trainee employees

3 (Increase in other SG&A expenses)

60 million yen

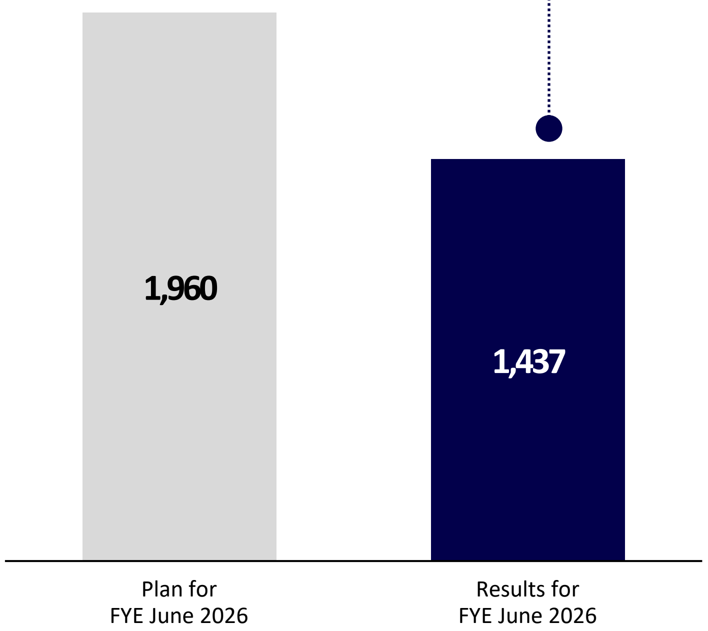
-1,126 million yen

[Domestic] Breakdown of Changes in Full-year Operating Profit (vs. initial plan)

- Revenue fell 335 million yen short of the plan as business was affected by weather conditions such as excessive heat, a drop in temperatures, and typhoons.
- Operating profit failed to meet the plan with a deficit of 523 million yen as the number of outlet personnel increased and personnel expenses such as overtime pay piled up.

Domestic operating profit (FYE June 2026)

Unit: Million yen

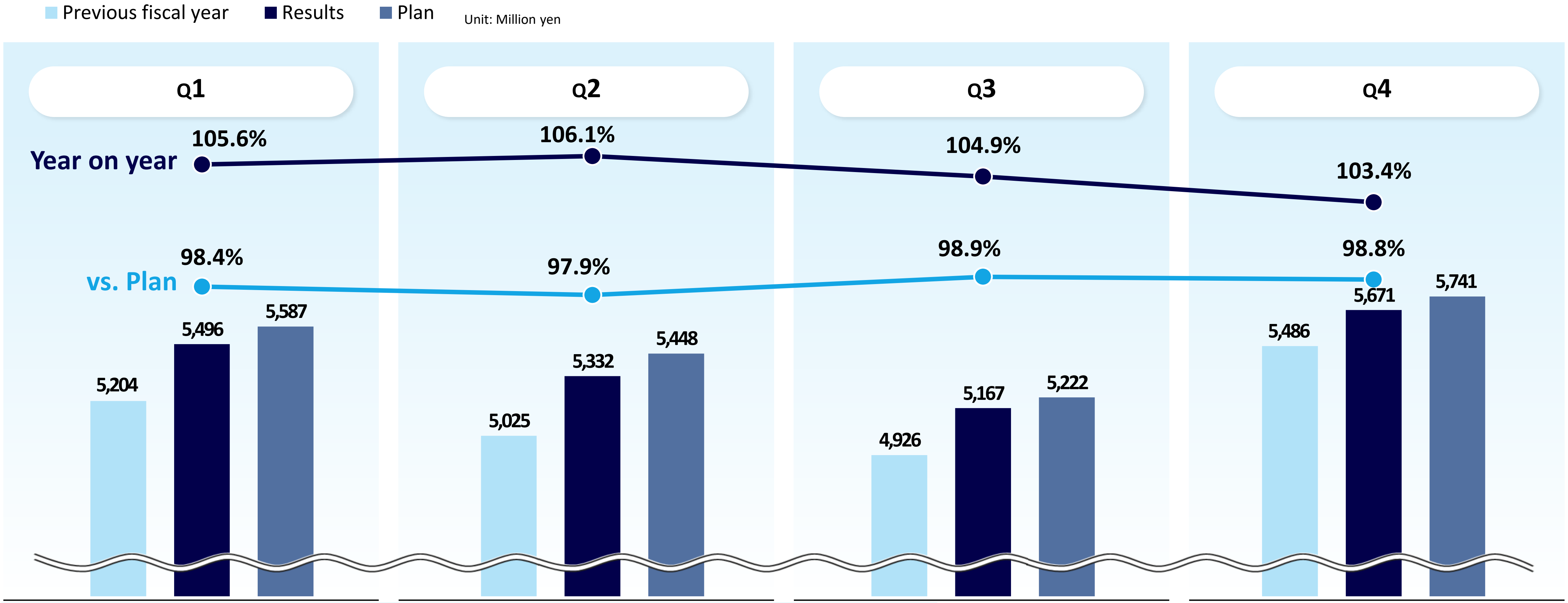


Causes for differences from the plan (-523 million yen)

Operating profit increasing factors	Operating profit decreasing factors
	1 **(Shortfall of revenue vs. plan)** 335 million yen (vs. Plan: 98.5%)
	2 **(Increase in outlet personnel expenses)** 186 million yen Increase in the number of personnel hired and increase in overtime hours
	3 **(Increase in other expenses)** 2 million yen
	-523 million yen

[Domestic] Status of Quarterly Revenues

- Revenue and the number of customers visiting outlets exceeded the level of the previous fiscal year in all quarters thanks to price revisions, new outlet openings, and the growth of existing outlets.
- The rate of achievement of full-year revenue relative to the plan was 98.5% due to the failure to fully meet demand as customers concentrated at the end of months and business was affected by the weather.



There remained an impact from a price revision until January of 2026 (an increase in unit price)

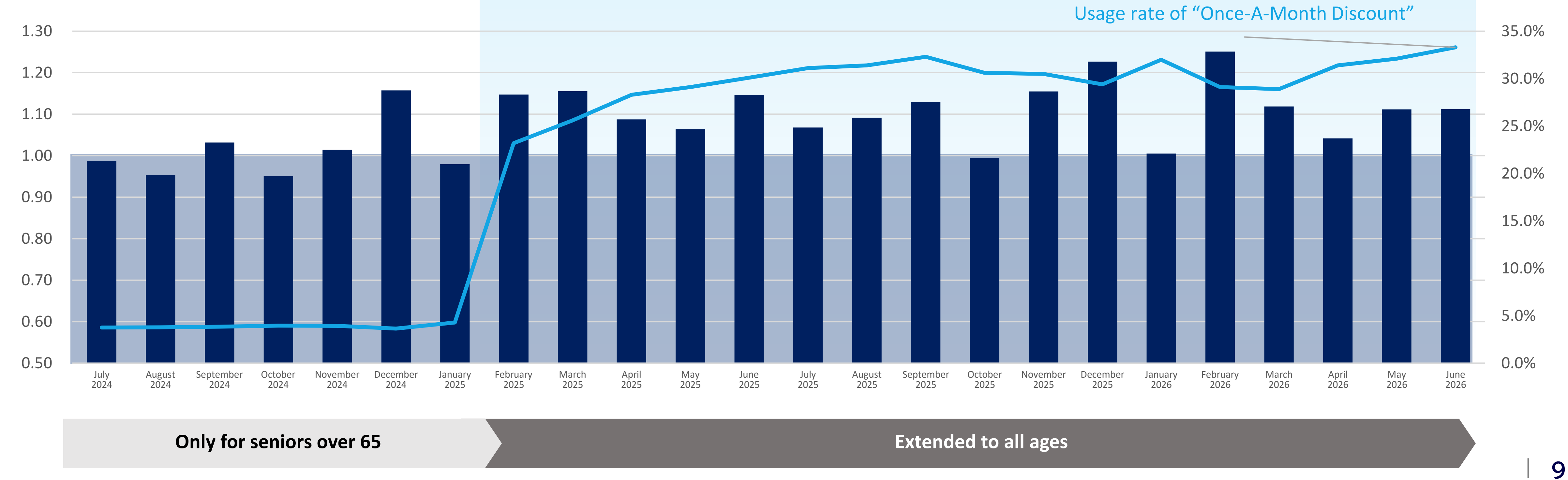
[Domestic] Changes in Trend of Customer Visiting Outlets after Price Revision

- **Demand for visiting outlets concentrated at the end of each month as more customers used “Once-A-Month Discount Campaign,” whose coverage had been extended to all ages (Usage ratio: initial assumption of 8% to the result of 31%).**
- **Skewed demand for visiting outlets became the cause for fluctuations in outlet operation and monthly business performance.**

Trend in the ratio of the average number of customers from the 20th day to the end of a month, assuming that the average number of customers from the 1st day to the 20th is 1

Customer traffic more concentrated at the end of each month.

The actual usage rate of “Once-A-Month Discount” has remained well above the assumed usage rate of 8%.



[Domestic] Status of Hiring and Assignment

- Hiring exceeded the previous fiscal year and the plan with an increase of 89 people assigned to outlets from the previous fiscal year.
- We are strengthening hiring, training, assignment and retention as an integrated system in our effort to build a human resource foundation that supports new outlet opening and existing outlet operation.

Terminology

Human resources assigned to outlets: All personnel who are allocated to outlets during the period under review

Assignment of trainee employees: Personnel who are **provisionally allocated** to outlets after completing training

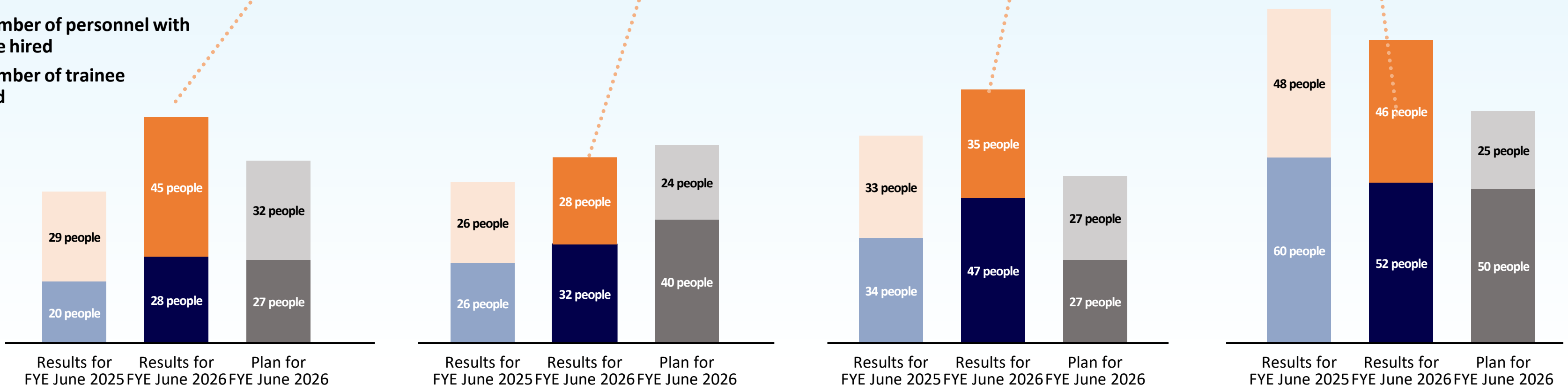
Assignment of personnel with work experience: Personnel who are allocated to outlets as work-ready after completing short-term training

Assignment

	Results for Q1			Results for Q2			Results for Q3			Results for Q4			Full-year results		
	Results	YoY	vs. Plan	Results	YoY	vs. Plan	Results	YoY	vs. Plan	Results	YoY	vs. Plan	Results	YoY	vs. Plan
Human resources assigned to outlets	73 people	+23 people	+24 people	85 people	+38 people	-8 people	77 people	+25 people	+14 people	65 people	+3 people	+15 people	300 people	+89 people	+45 people
Assignment of trainee employees	28 people	+7 people	+11 people	57 people	+36 people	-12 people	42 people	+23 people	+6 people	19 people	+5 people	-6 people	146 people	+71 people	-1 person
Assignment of personnel with work experience	45 people	+16 people	+13 people	28 people	+2 people	+4 people	35 people	+2 people	+8 people	46 people	-2 people	+21 people	154 people	+18 people	+46 people

Hiring

- Upper level: Number of personnel with work experience hired
- Lower level: Number of trainee employees hired



Hiring results		YoY	vs. Plan
Hiring of personnel with work experience	154 people	+18 people	+46 people
Trainee employees hired	159 people	+19 people	+15 people

[Domestic] Results of New Outlet Openings and Outlet Locations

- 37 new outlet openings and 10 outlet closures led to a net increase of 27 outlets as planned.
- Outlet openings were advanced in a variety of business formats and locations, including QB PREMIUM and FaSS.

Domestic business: Results of new outlet openings for FYE June 2026

SC and commercial facilities

- Aeon Mall Higashiura outlet
- Shonan Fujisawa OPA outlet
- Aeon Mall Sendai Kamisugi outlet
- Cross Garden Kawasaki outlet
- Fields Minamikashiwa outlet
- Meieki Sun Road outlet
- FLAT Kodaira outlet
- Yume Mall Nakagawa outlet
- Yume Town Yukuhashi outlet
- Soyora Leaf City Ichikawa outlet
- AEON Town Higashi Urawa outlet
- Outlet in front of Koiwa Station
- Konoha Mall Hashimoto outlet
- Aeon Style Higashi-Kanagawa outlet
- Daiei Myodani outlet
- COTOE Hashimoto outlet
- Aeon Marinpia Shopping Center outlet
- Halows Hontamon outlet
- Ito-Yokado Shonandai outlet

Station and station building

- Unoki Station outlet
- nonowa Higashi Koganei outlet
- Hankyu Ishibashi Handai-mae Station outlet
- S-PAL Sendai outlet
- Tobu Ikebukuro Station outlet
- Beans Noborito outlet
- Beans Hodogaya outlet
- Emio Shakujii Koen outlet

Facing the street

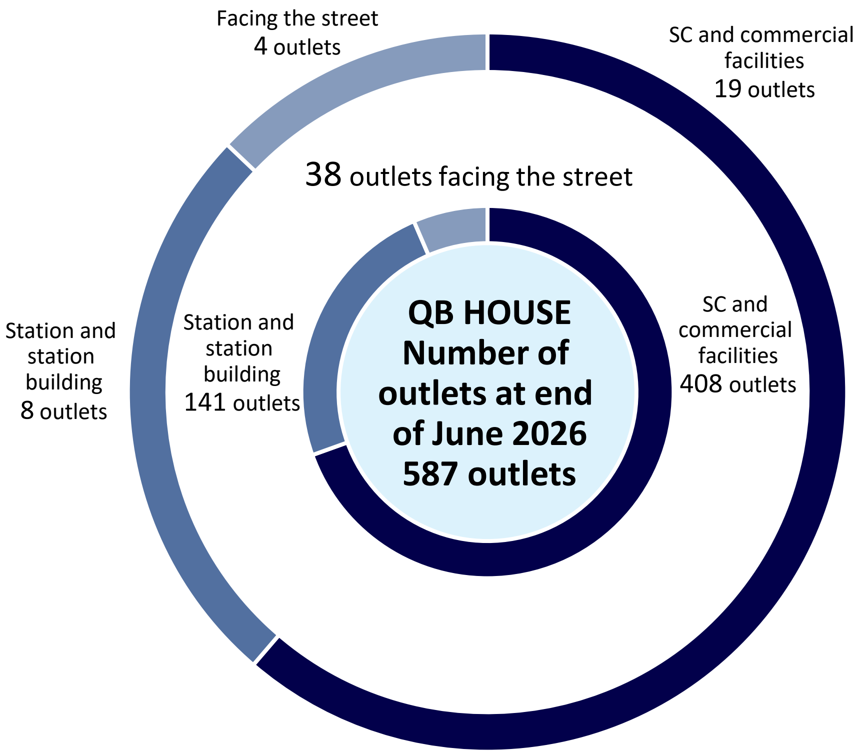
- Kokura Uomachi outlet
- Outlet in front of Oji Station
- Shinjuku South Gate outlet
- Nonomichi Sakai outlet

QB PREMIUM

- Kirarina Keio Kichijoji outlet
- Aobadai Tokyu Square outlet
- AEON MALL Tsudanuma South outlet
- Kawasaki Azalea outlet

FaSS

- NEWoMan Takanawa outlet
- Atre Vie Sugamo outlet



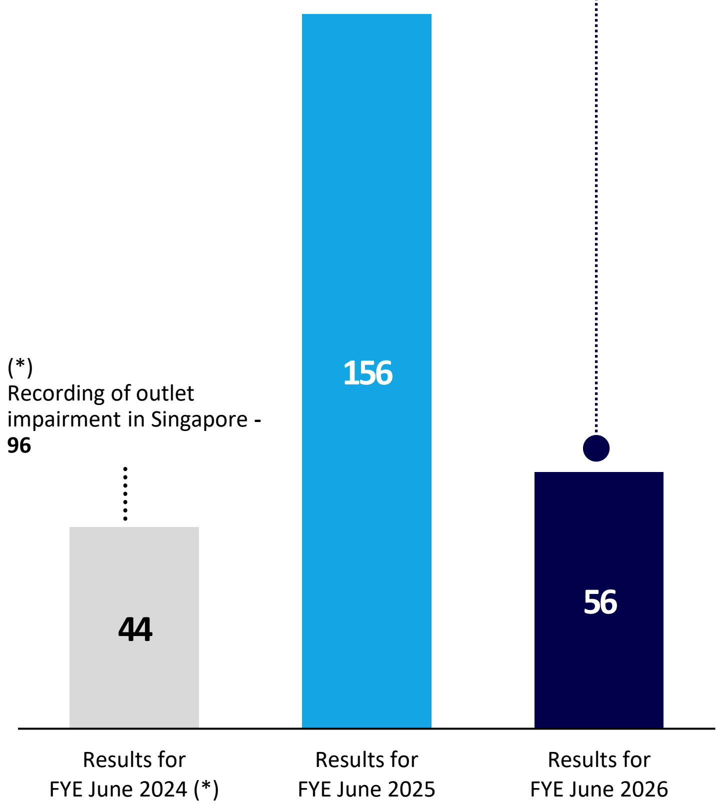
Overseas
Business Results

[Overseas] Breakdown of Changes in Full-year Operating Profit (year on year)

- Improved profitability in Singapore and a price revision in Taiwan helped increase profit.
- Overseas profit was 56 million yen due to upfront investment in countries that we newly expanded into and a delayed recovery in Hong Kong.

Overseas operating profit (FYE June 2026)

Unit: Million yen



Causes for differences from the previous fiscal year (-100 million yen)

Operating profit increasing factors

1. (Improvement in profit/loss in Singapore)
   (Singapore) : 11 million yen

2. (Growth of Taiwan)
   (Taiwan) : 12 million yen

23 million yen

Operating profit decreasing factors

1. (Increase in upfront investments in regions expanded into anew)
   (Canada) (Vietnam) (Malaysia) : 46 million yen

2. (Profit decline in Hong Kong)
   (Hong Kong) Decrease in revenue, etc. : 73 million yen

   * Revenue decreased as one year has passed since the price revision of January 2025 with the recovery of the number of customers to existing outlets still underway.

3. (Profit decrease in U.S.)
   (U.S.) New outlet expenses, etc. : 4 million yen

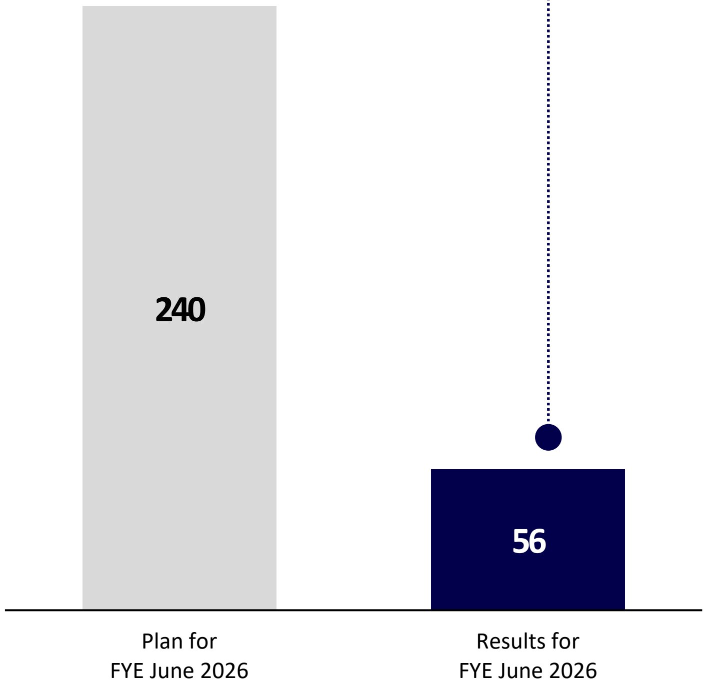
-123 million yen

[Overseas] Breakdown of Changes in Full-year Operating Profit (vs. the plan)

- Taiwan achieved profit growth exceeding the plan due to business growth and the effect of a price revision.
- An improvement in the earnings of overseas business was driven by a recovery in the number of customers visiting outlets in Hong Kong and the U.S. and the effort to make a profit as soon as possible in countries that we have newly expanded into.

Overseas operating profit (FYE June 2026)

Unit: Million yen



Causes for differences from the plan (-184 million yen)

Operating profit increasing factors

1 (Increased profit in Taiwan)

(Taiwan) : vs. Plan 2 million yen

2 (Effect of exchange rate fluctuations)

5 million yen

+7 million yen

Operating profit decreasing factors

1 (New regions to expand into)

(Canada) (Vietnam) (Malaysia) : vs. Plan 70 million yen

2 (Ongoing recovery in the number of customers in Hong Kong and the U.S.)

(Hong Kong) : vs. Plan 66 million yen

(U.S.) : vs. Plan 48 million yen

(Singapore) : vs. Plan 7 million yen

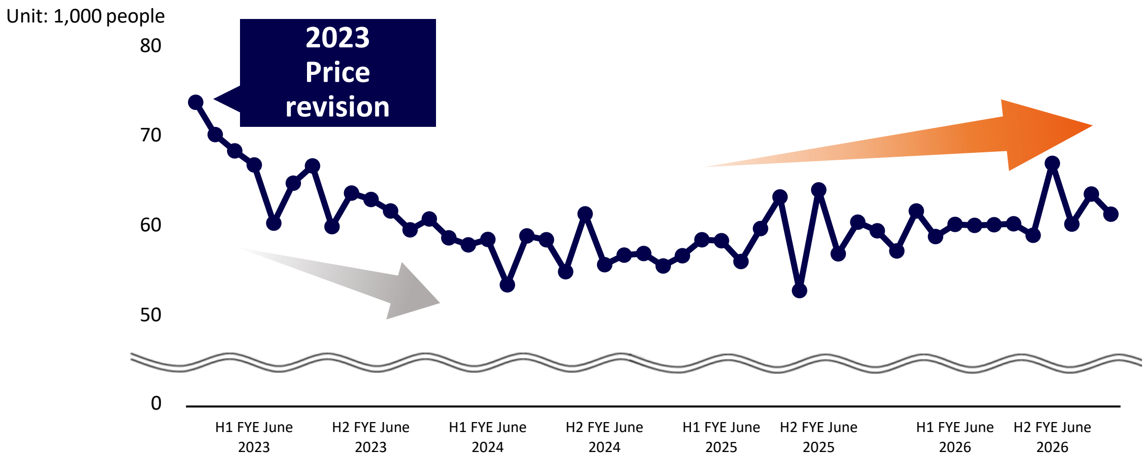
-191 million yen

[Overseas] Situation of Singapore and Taiwan

- Singapore saw an increase in both revenue and profit thanks to a conversion to QB PREMIUM, an expansion of the high value-added menu and the recovery of existing outlets.
- Taiwan posted growth in both revenue and profit while balancing an outlet expansion and a profitability improvement as the number of customers visiting outlets remained within the scope of assumption even after a price revision.

Singapore

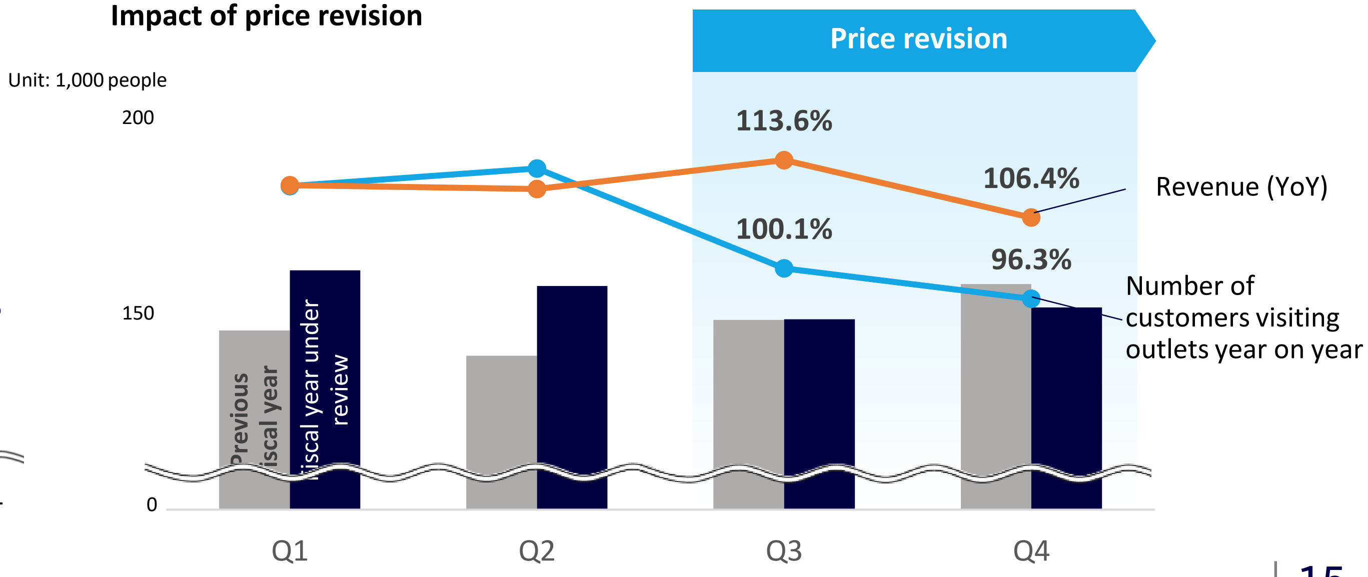
	FYE June 2025	FYE June 2026	Year on year
Revenue	1,140 million yen	1,282 million yen	112.5%
Openings	2 outlets	1 outlet	Decrease of 1 outlet
Closures	-2 outlets	-1 outlet	Decrease of 1 outlet
Outlet increase	-	-	-
(QB PREMIUM)	(10 outlets)	(11 outlets)	(Increase of 1 outlet)



Taiwan

	FYE June 2025	FYE June 2026	Year on year
Revenue	911 million yen	1,075 million yen	118.0%
Openings	4 outlets	5 outlets	Increase of 1 outlet
Closures	-1 outlet	-1 outlet	-
Outlet increase	3 outlets	4 outlets	Increase of 1 outlet

Impact of price revision



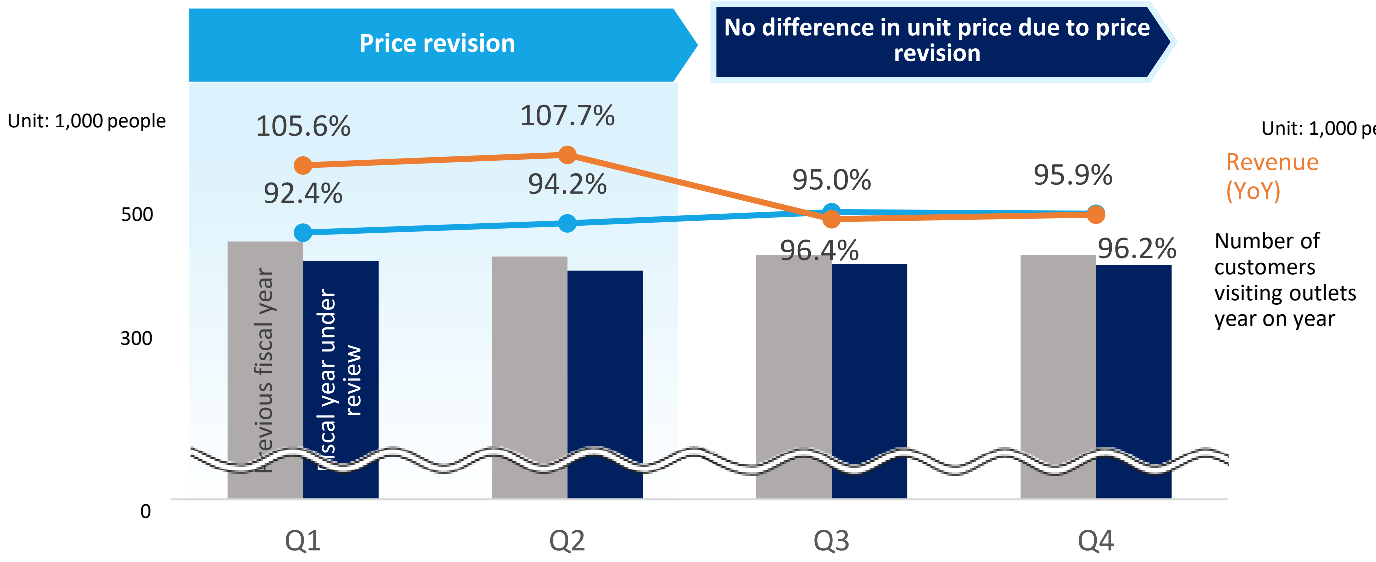
[Overseas] Situation and Challenges of Hong Kong and U.S. after Price Revision

- In Hong Kong, a recovery in the number of customers visiting outlets after the price revision is a key issue, while revenue exceeded that of the previous fiscal year, including the impact of the yen's depreciation.
- The U.S. saw the outlet operation start recovering from the fourth quarter as staffing made progress.

Hong Kong

	FYE June 2025	FYE June 2026	Year on year
Revenue	2,420 million yen	2,536 million yen	104.8%
Openings	4 outlets	3 outlets	Increase of 1 outlet
Closures	-1 outlet	-	Decrease of 1 outlet
Outlet increase	3 outlets	3 outlets	-

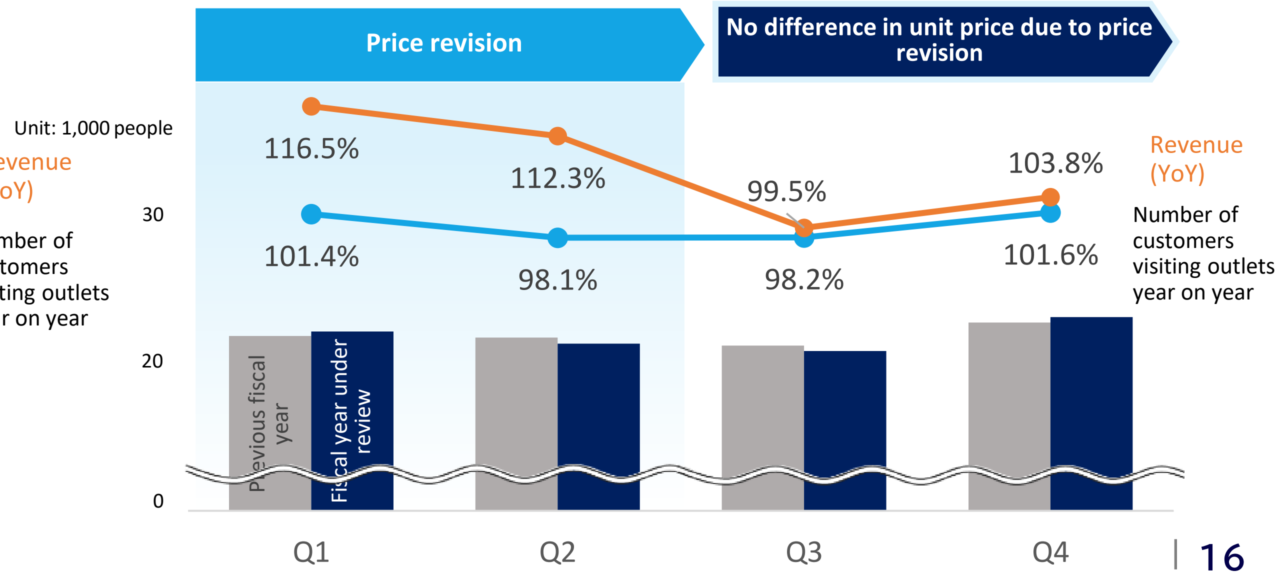
Impact of price revision



U.S.

	FYE June 2025	FYE June 2026	Year on year
Revenue	412 million yen	462 million yen	112.1%
Openings	1 outlet	1 outlet	-
Closures	-	-	-
Outlet increase	1 outlet	1 outlet	-

Impact of price revision

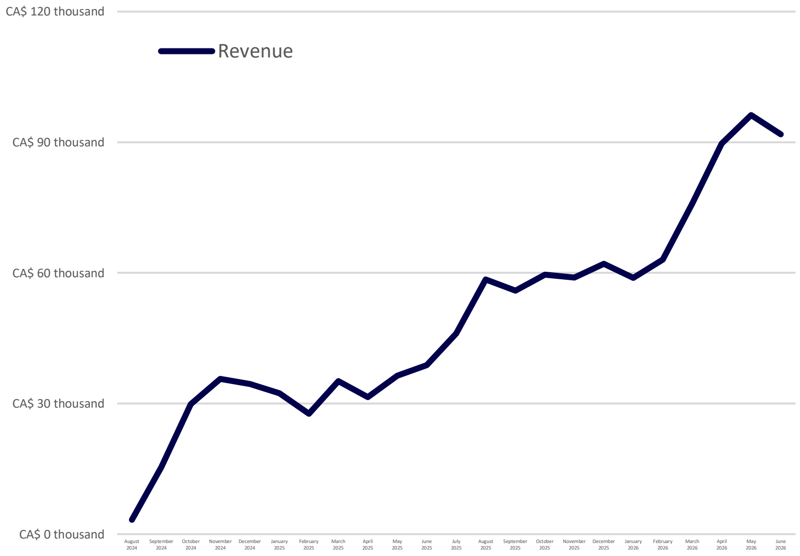


[Overseas] Progress in Regions Newly Expanded Into

- **Canada, Malaysia and Vietnam steadily advanced new outlet openings and revenue growth.**
- **Building an earnings foundation in each region while continuing upfront investment.**

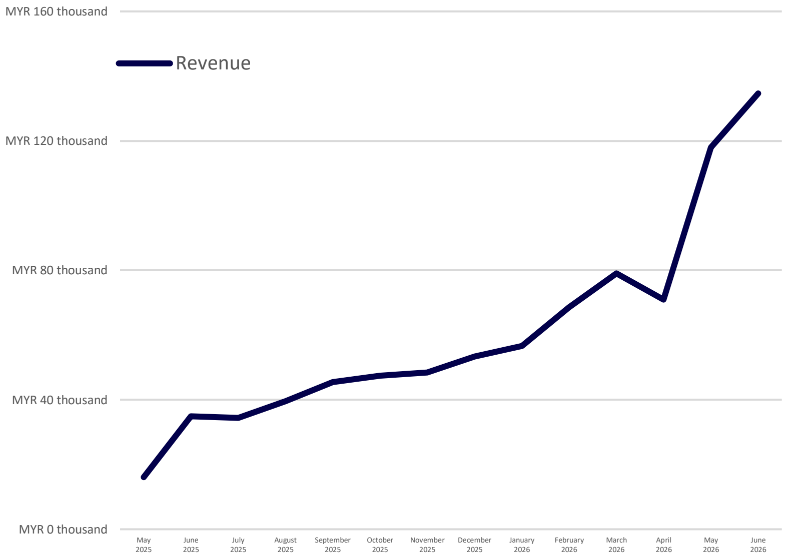
Canada

	FYE June 2025	FYE June 2026	Year on year
Number of outlets	1 outlet	3 outlets	2 outlets



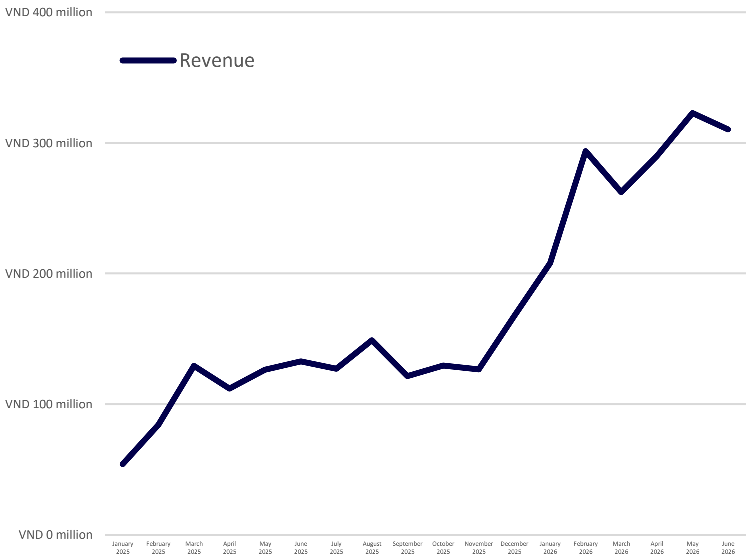
Malaysia

	FYE June 2025	FYE June 2026	Year on year
Number of outlets	1 outlet	4 outlets	3 outlets



Vietnam

	FYE June 2025	FYE June 2026	Year on year
Number of outlets	1 outlet	4 outlets	3 outlets



Earnings Forecast for FYE June 2027

Earnings Forecast for FYE June 2027

FYE June 2026 was "a year when we failed to finish up converting the foundation expansion for growth into profit." Make FYE June 2027 a year when that foundation will be converted into profit.

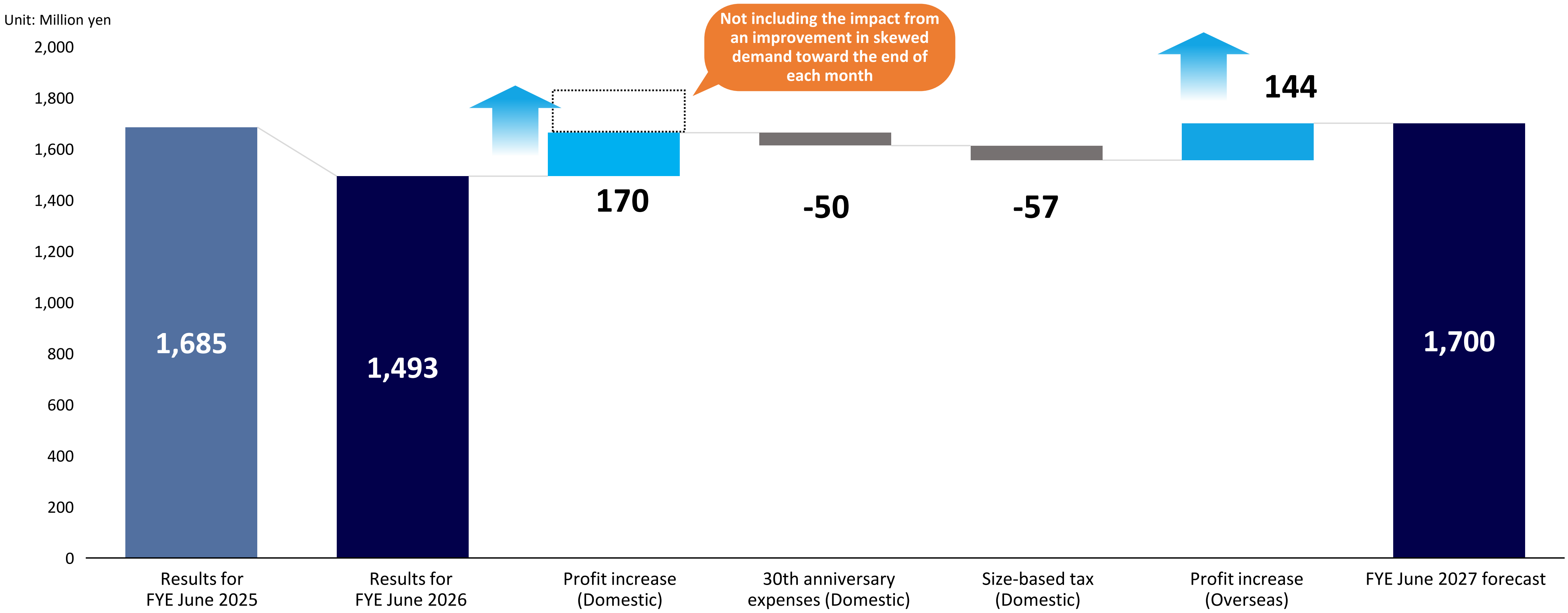
- **Take measures to reduce the concentration of customer visits at the end of each month and eliminate lost opportunities at existing outlets by optimizing personnel allocation and work shifts.**
- **Optimize the stages from hiring to training to assignment in order to turn new hires into work-ready as soon as possible and help them settle down.**
- **Give priority to hiring and the earnings of existing outlets and drive disciplined outlet openings with a focus on profitability.**

Unit: Million yen	FYE June 2026	FYE June 2027	
	Results	Plan	Year on year
Revenue	**27,154**	**28,950**	**106.6%**
Domestic	21,675	22,900	105.6%
Overseas	5,494	6,050	110.1%
Adjustment	-15	0	
Operating profit	**1,493**	**1,700**	**113.8%**
Domestic	1,437	1,500	104.4%
Overseas	56	200	357.1%
Basic earnings per share	60.22 yen	69.90 yen	116.1%
Dividend per share	40.00 yen	40.00 yen	

	FYE June 2026	FYE June 2027	
	Results	Plan	Year on year
Outlet openings	**55 outlets**	**52 outlets**	**-3 outlets**
Domestic	37 outlets	34 outlets	-3 outlets
Overseas	18 outlets	18 outlets	- outlets
Closures	**-12 outlets**	**-9 outlets**	**3 outlets**
Domestic	-10 outlets	-5 outlets	5 outlets
Overseas	-2 outlets	-4 outlets	-2 outlets
Net outlet increase	**43 outlets**	**43 outlets**	**- outlets**
Domestic	27 outlets	29 outlets	+2 outlets
Overseas	16 outlets	14 outlets	-2 outlets

Breakdown of Operating Profit Increase for FYE June 2027

- Domestic business expects higher profit through new outlet openings and the growth of existing outlets.
- Overseas business plans an increase of 144 million yen in operating profit by the growth of existing countries, the recovery of Hong Kong, and the turning of Canada and Malaysia into the black on a single fiscal-year basis.

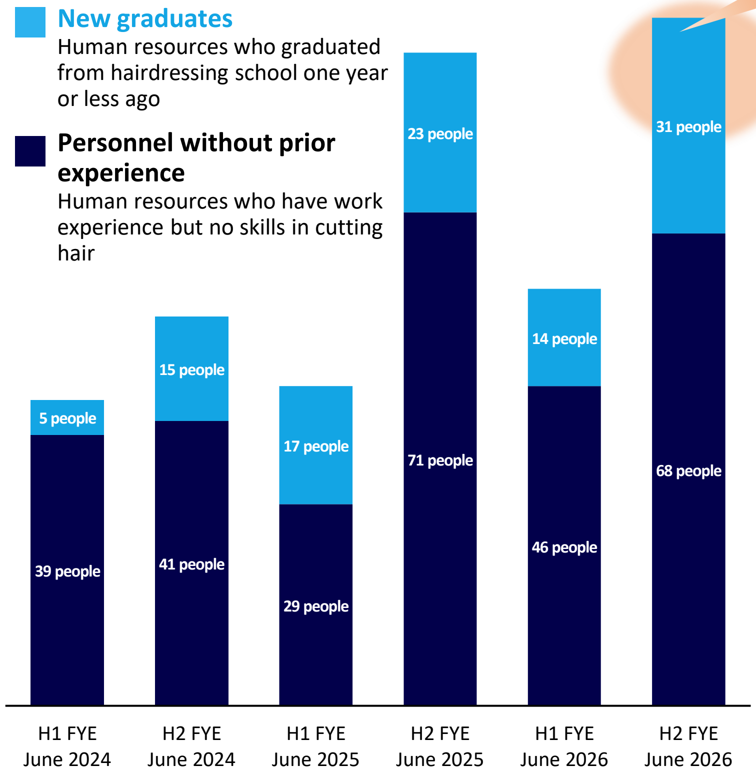


[Domestic] Impact of Increased Hiring of Trainee Employees

- Secure personnel for outlet openings planned in FYE June 2027 in a stable manner by systematically assigning trainee employees who were hired during FYE June 2026 to outlets.
- Personnel expenses for trainee employees are forecast to decrease by an annual 71 million yen through leveling out hiring timing and optimizing the number of trainee employees.

Impact from the increase in hired trainee employees

Trends in results of and plan for hiring trainee employees



A well-balanced outlet-opening plan for each quarter
by systematic assignments

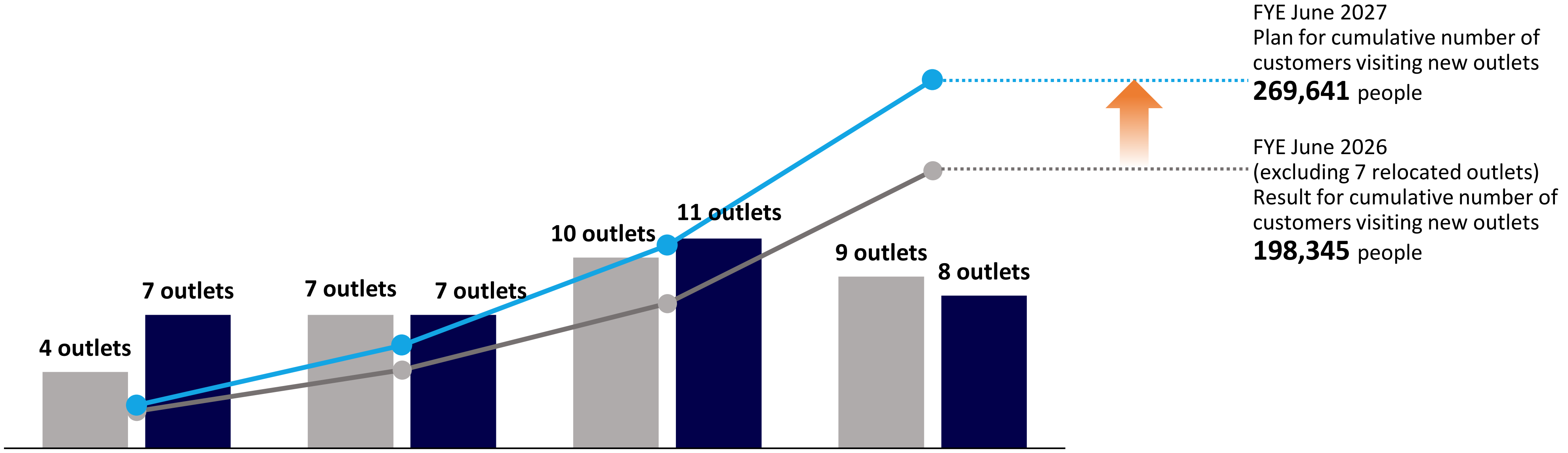
Impact on FYE June 2027 earnings	
Revenue	Newly opened outlets will continue a full-year contribution through well-balanced outlet openings.
Investment amount (human resource development expenses)	Annual human resource development expenses will decrease compared to the previous fiscal year by rectifying the balance in hiring. (-71 million yen)

Impact on hiring measures for FYE June 2027

Impact on the hiring plan for FYE June 2027	
Increase in hired personnel with work experience	Increase in the number of new outlet openings Increase in revenue by putting idle seats into operation
Increase in hired personnel without prior experience	Secure personnel to be assigned from Q4 of FYE June 2027 onward

[Domestic] Number of Outlet Openings and Number of Customers Visiting New Outlets Year on Year

- In FYE June 2027 as well, level out the timing of new outlet openings and promote systematic outlet development in line with personnel allocation.
- Expect an annual increase of 71,000 customers visiting outlets through new outlet openings excluding relocated ones.



	Q1	Q2	Q3	Q4	Total
Results of new outlet openings for FYE June 2026	6 outlets	9 outlets	11 outlets	11 outlets	37 outlets
(including relocated outlets)	(2 outlets)	(2 outlets)	(1 outlet)	(2 outlets)	(7 outlets)
Results of new outlet openings for FYE June 2026	4 outlets	7 outlets	10 outlets	9 outlets	30 outlets
New outlet-opening plan for FYE June 2027	7 outlets	7 outlets	11 outlets	8 outlets	33 outlets

* excluding 1 relocated outlet

[Overseas] Stable Growth of Existing Business (Singapore, Taiwan, and the U.S.)

- Push high value-added measures in Singapore, the expansion of the area for outlet openings in Taiwan and the improvement of the outlet operational level in the U.S.
- Take growth opportunities in each existing country and aim at stable earnings growth in overseas business.

Singapore

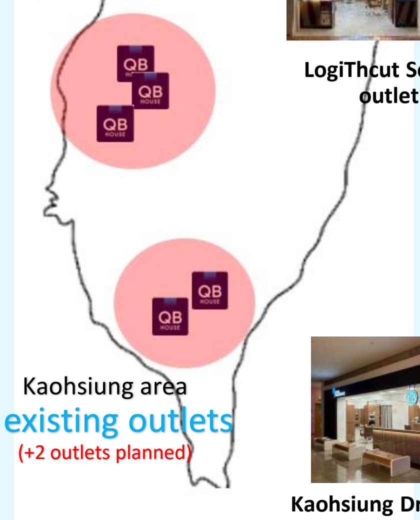
Strive to improve the provision of techniques and service in response to diversifying needs and further enhance earning power

Response to demand/ Introduction of high unit-price menu

Taiwan

Focus outlet openings on the Taichung and Kaohsiung areas, which provide high market potential and strong competitiveness in hiring

Taichung area
3 existing outlets
(+1 outlet planned)



Kaohsiung area
2 existing outlets
(+2 outlets planned)

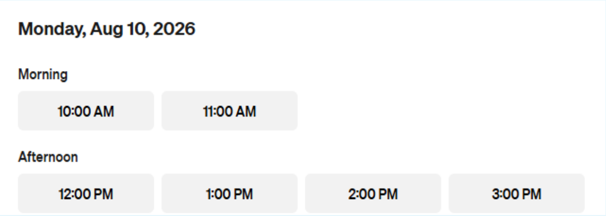
LogiThcut School Taichung (an outlet as an annex)

Kaohsiung Dream Mall outlet

U.S.

Stabilize staffing to improve the operational rate
Expand time-slots for reservation/Step up messages distributed on social media

Expansion of Web reservation for time slots



Increase the number of posts on social media and upgrade their content

[Overseas] Turn Canada and Malaysia Profitable and Continue Upfront Investment in Vietnam

- **Canada and Malaysia aim to turn profitable on a single-fiscal-year basis in their third year after opening their first outlet.**
- **Vietnam will proceed with dominant outlet openings and continue upfront investment for future growth.**

Aim to turn profitable on a single-year basis

Canada

[Outlet opening strategy]

- Implement dominant outlet openings in Toronto

	FYE June 2026	FYE June 2027 plan	Year on year
Number of outlets at end of June	3 outlets	4 outlets	Increase of 1 outlet

- A positive profit has been achieved on a single-month basis with revenue growing alongside outlet openings
- Plan to post an operating profit on a full-year basis by absorbing opening expenses while planning to open four outlets in the second half

Malaysia

[Outlet opening strategy]

- Outlet openings in two bases: Johor Bahru and Kuala Lumpur

	FYE June 2026	FYE June 2027 plan	Year on year
Number of outlets at end of June	4 outlets	8 outlets	Increase of 4 outlets

- Both Johor Bahru and Kuala Lumpur saw steady revenue growth
- Plan to post a positive operating profit in parallel with stepping up new outlet openings through low-cost control operation, supported by Singapore, its neighboring country

Continue upfront investment

Vietnam

[Outlet opening strategy]

- Step up dominant outlet openings in Ho Chi Minh City

	FYE June 2026	FYE June 2027 plan	Year on year
Number of outlets at end of June	4 outlets	8 outlets	Increase of 4 outlets

- Open multiple outlets centered on commercial facilities
- Revise prices annually in response to inflation

Progress in Medium-Term Management Plan

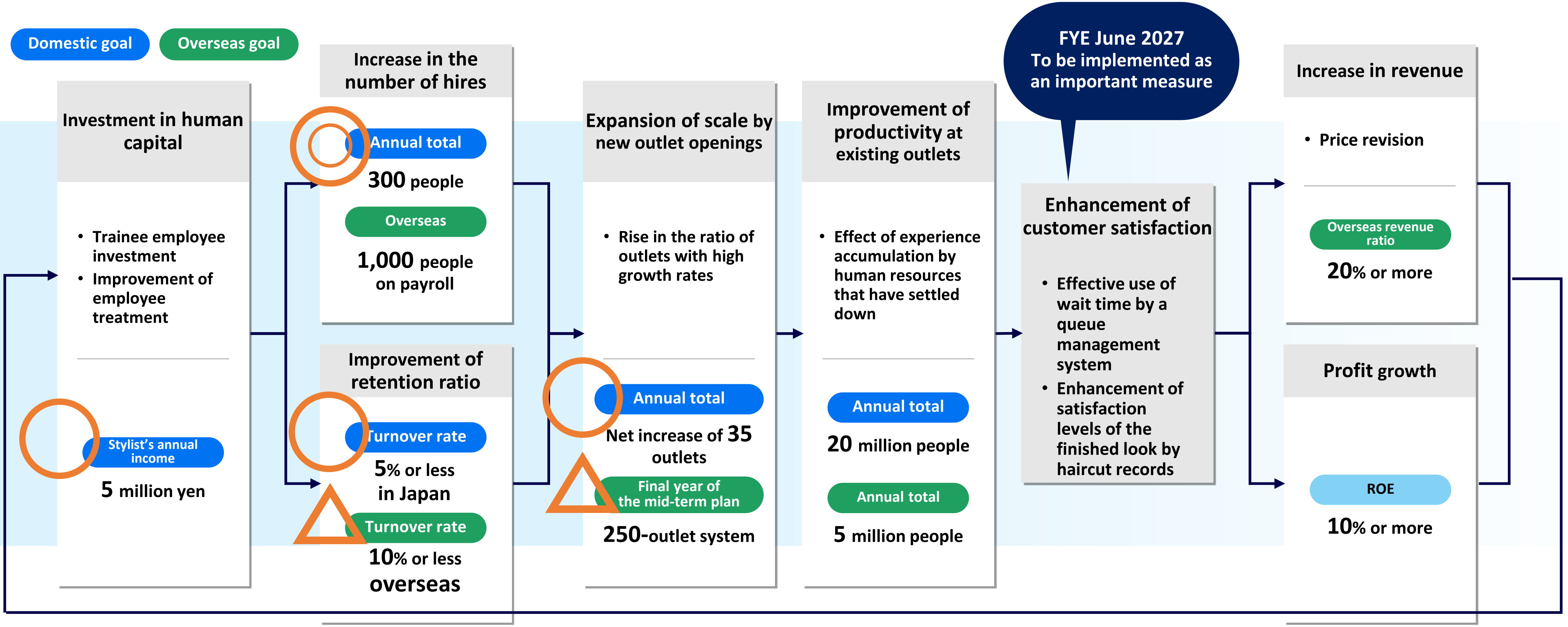
Status of Progress in Important KPIs in the Medium-Term Management Plan

- Domestically, steady progress has been made in the number of outlets, hiring, the improvement of an outlet opening system.
- Overseas, we will prioritize improving earnings and, in stages, recover the shortage in the number of outlets compared to the plan.

	Management indicator		FYE June 2025 (Results)	FYE June 2026 (Results)	FYE June 2027 (Plan)	Outlook for the final fiscal year	FYE June 2029 (Plan)
			Period of Medium-Term Management Plan				
Domestic	Number of outlets		585 outlets	612 outlets	641 outlets	A remaining 75 outlet openings are a sufficiently reachable level by establishing an outlet opening system that is capable of making an annual net increase of 35 outlets.	716 outlets
Domestic	(Number of outlets that were added)		22 outlets	27 outlets	29 outlets		
Domestic	Number of hires	People with work experience	135 people	154 people	154 people	The annual hiring level has exceeded 300 people since we have intensified the hiring of new graduates and established a system for recruiting ready-to-work people and people as trainee employees.	300 people or more
Domestic	Number of hires	Trainee employees	140 people	159 people	150 people		
Domestic	Number of hires	Total	275 people	313 people	304 people		
Domestic	Turnover ratio		6.8%	7.4%	6.5%	Although the turnover rate remains low, it has not yet reached the target level. Therefore, we aim to further push the turnover rate downward by preventing personnel from quitting within three years of employment through reinforcing the follow-up system and solidifying an organizational system.	5% or less
Overseas	Number of outlets		139 outlets	155 outlets	169 outlets	We have restrained outlet openings in existing countries and focused on improving earnings, resulting in a delay in the plan by one year. However, in FYE June 2027, we will make up for the delay through measures, including expanding into untapped countries.	250 outlets
Overseas	(Number of outlets that were added)		11 outlets	16 outlets	14 outlets		
Overseas	Turnover ratio (Hong Kong, Singapore and Taiwan)		15.7%	14.3%	13.2%		10% or less

Challenges of and Progress in Growth Cycle for Achieving the Medium-Term Management Plan

- **Domestically, we will link investment in human resources, the expansion of outlet openings and the improvement of existing outlets' productivity as well as the enhancement of customer experience value, thereby boosting a sustainable growth cycle.**
- **Overseas, we aim to return to a growth path in order to achieve the Medium-Term Management Plan by improving earnings in existing countries and pushing the effort to turn newly expanded countries profitable as soon as possible.**

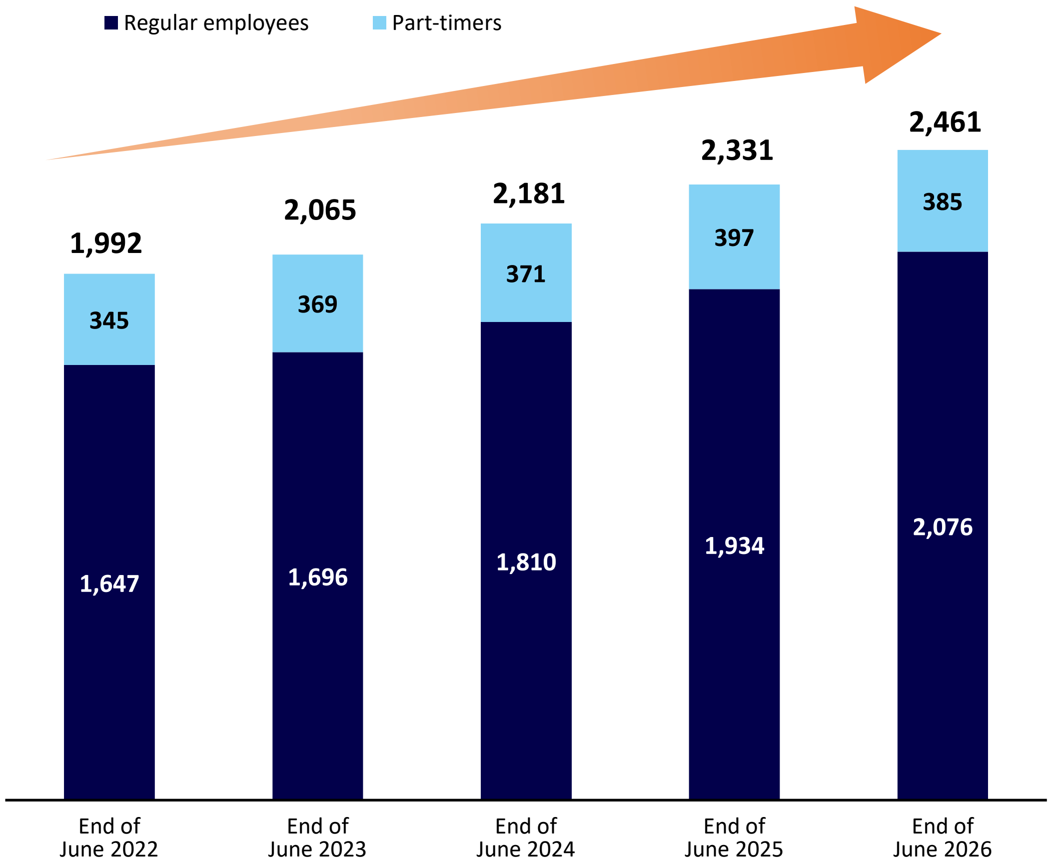


Appendix

[Domestic] Trend in Number of Employees and Turnover Rate

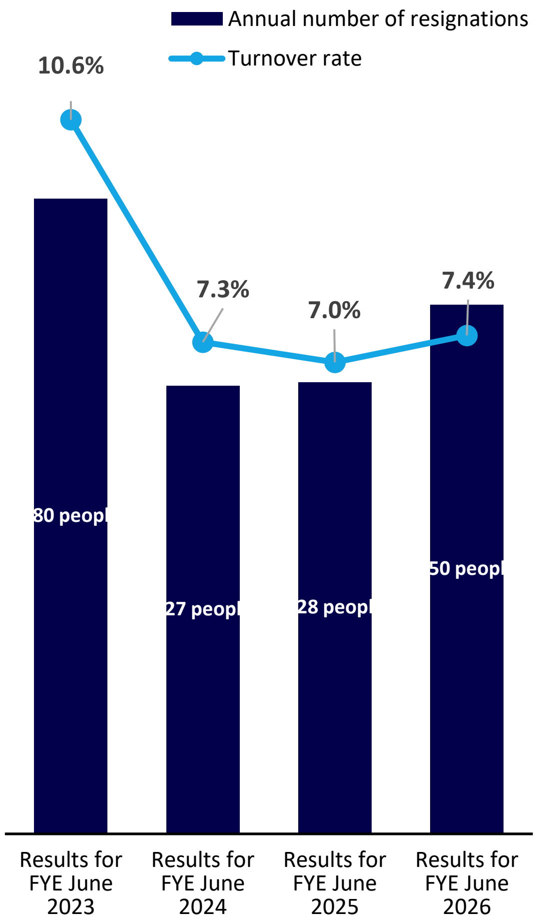
Trend in number of employees

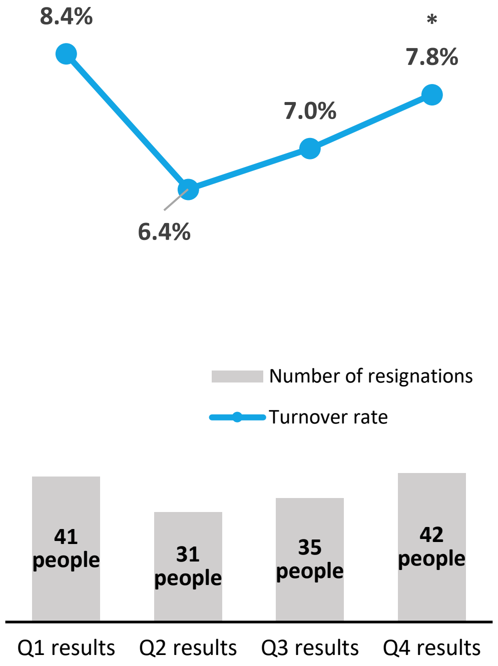
Unit: People



* Excluding the head office and including training facilities
* Including changes from regular employees to part-timers or vice versa
* Including joining companies due to transfer from outsourcees

Turnover rate (regular employees)





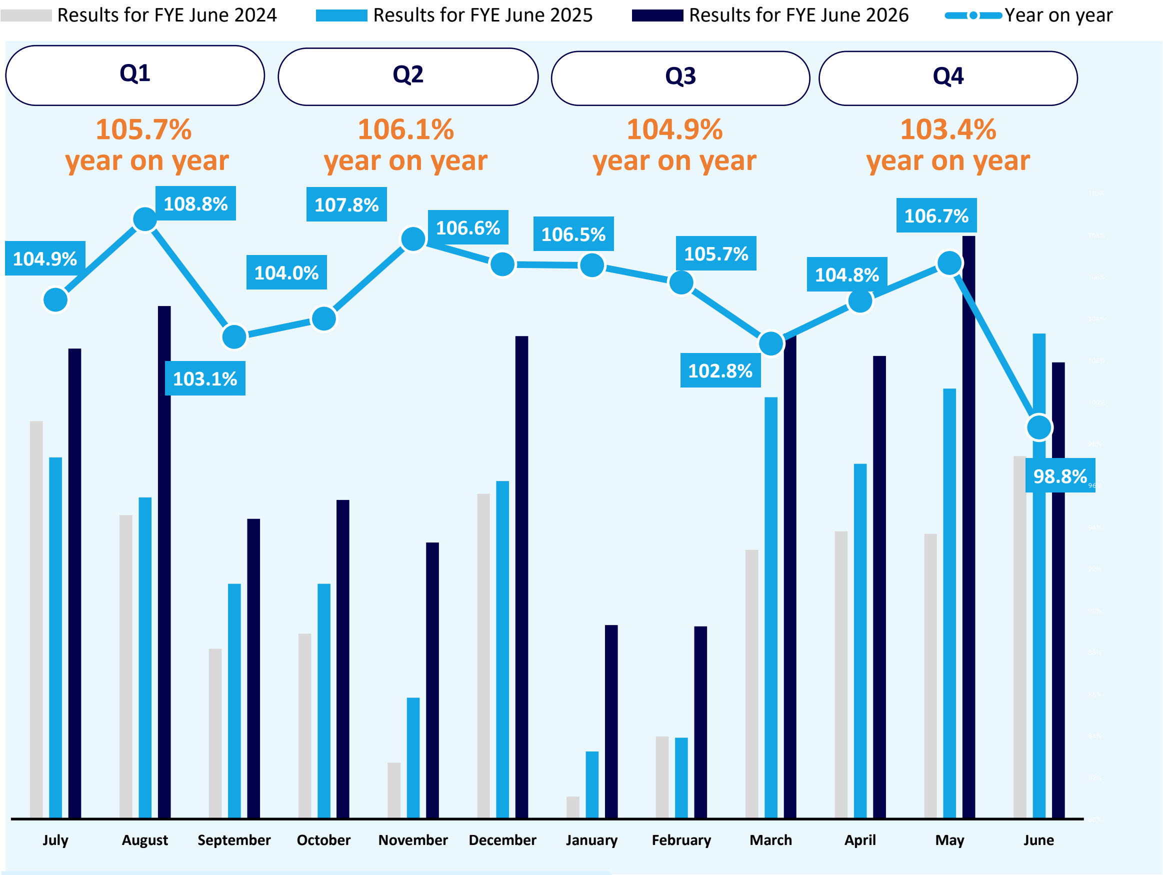
* The quarterly figures have been annualized.

[Domestic] Trends in Results of Revenue and Number of Customers Visiting Outlets

■ **Trends in results of revenue and number of customers visiting outlets and year-on-year comparison**

Revenue: Performance trends

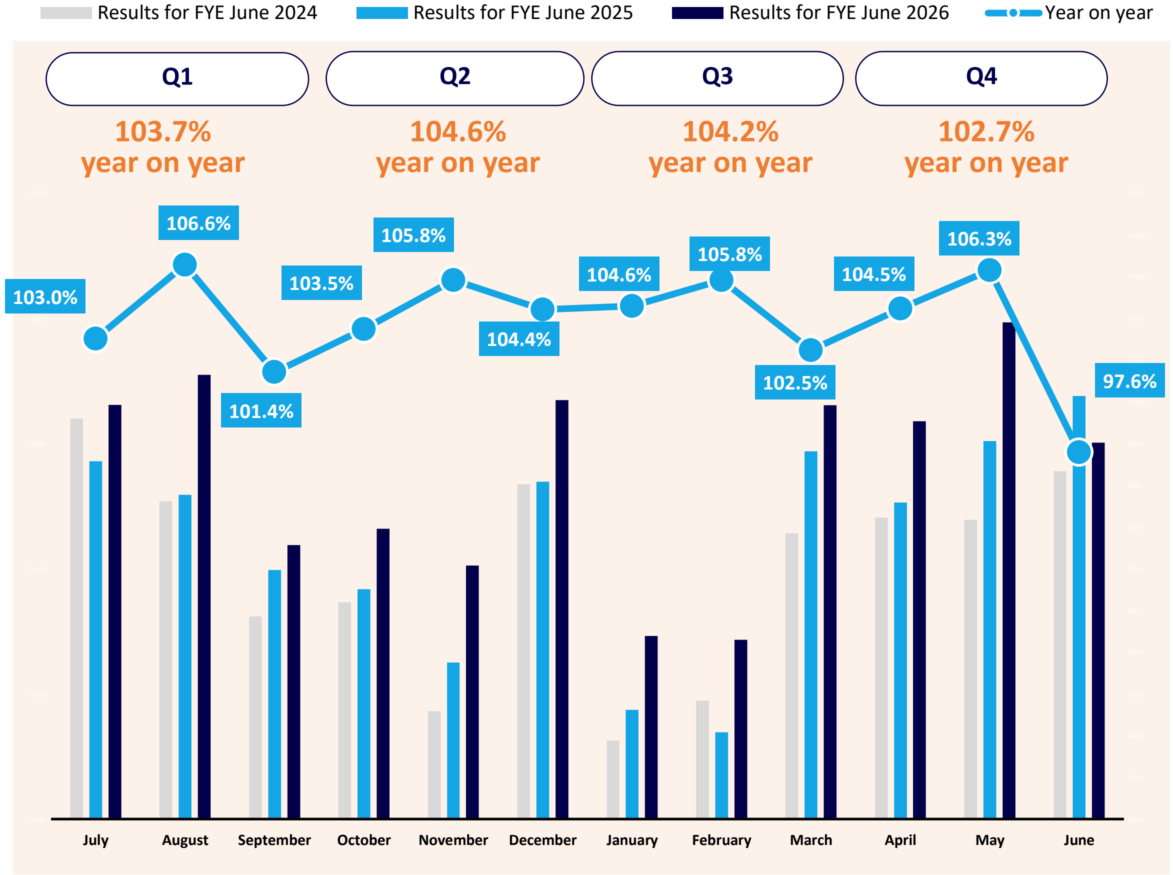
Unit: Million yen



Impact of price revision (increase in unit price)

Number of customers visiting outlets: Performance trends

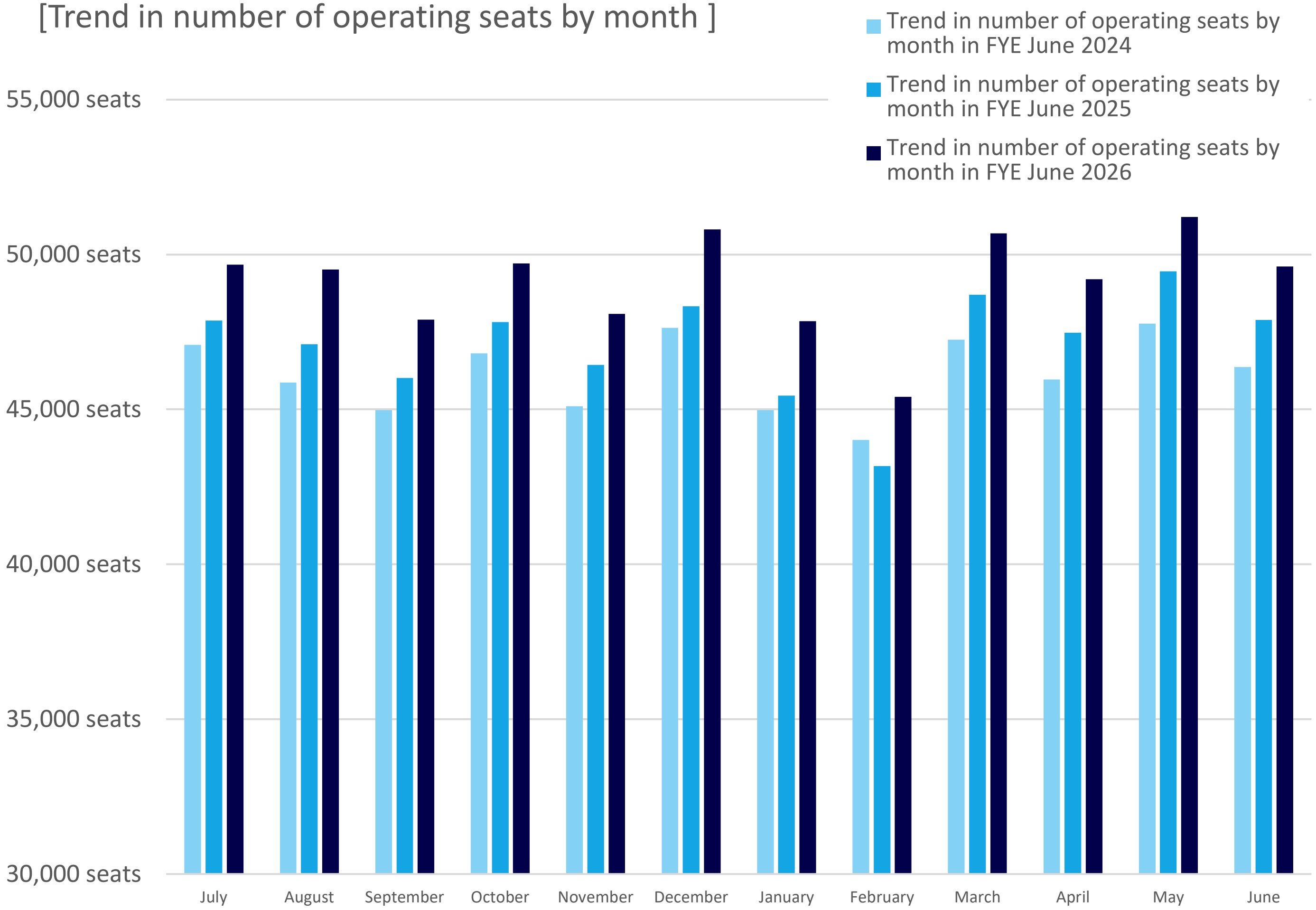
Unit: 1,000 people



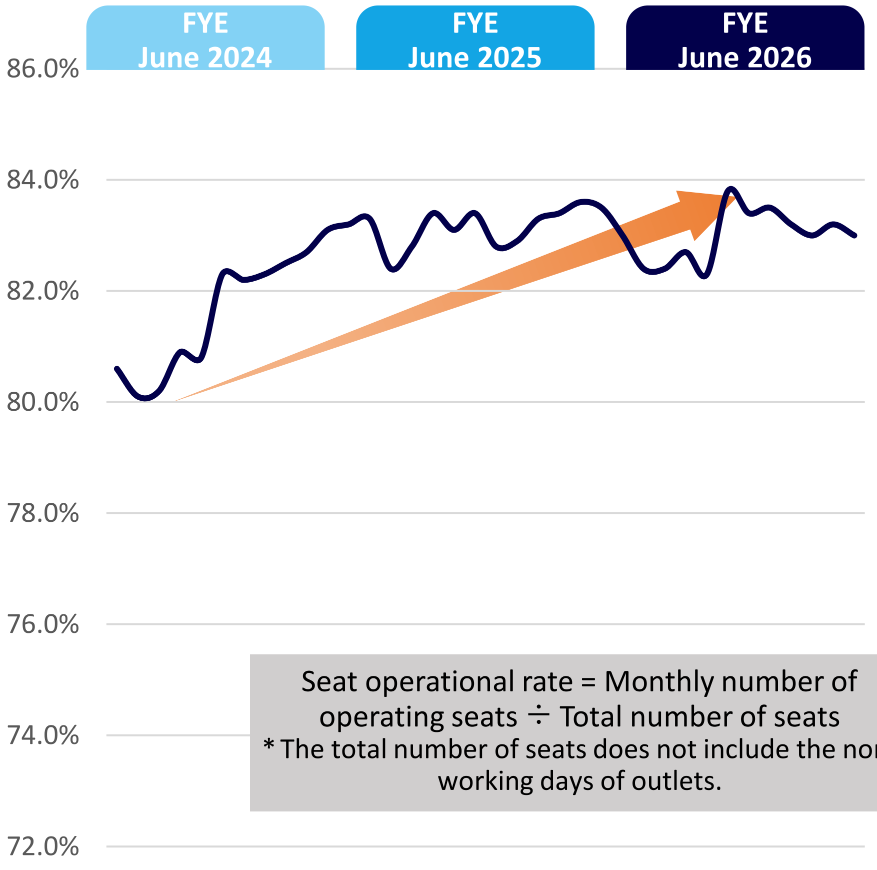
[Domestic] Increase in Seat Operation through Growth in Hiring

■ Trends in number of operating seats and seat operational rate

[Trend in number of operating seats by month]



[Trend in monthly seat operational rates]



Seat operational rate = Monthly number of operating seats ÷ Total number of seats
* The total number of seats does not include the non-working days of outlets.

[FYE June 2026] Results of New Outlet Openings

	Business format	End of FYE June 2025	New outlets	Relocations	Closures	Change	End of FYE June 2026
Japan	QB HOUSE	566	24	7	-10	21	587
	QB PREMIUM	8	4			4	12
	FaSS	11	2			2	13
Subtotal in Japan		**585**	**30**	**7**	**-10**	**27**	**612**
Singapore	QB HOUSE	19			-1	-1	18
	QB PREMIUM	10	1			1	11
	QB HOUSE Kids	1				0	1
Hong Kong	QB HOUSE	62	3			3	65
Taiwan	QB HOUSE	38	4	1	-1	4	42
U.S.	QB HOUSE	6	1			1	7
Canada	QB HOUSE	1	2			2	3
Vietnam	QB HOUSE	1	3			3	4
Malaysia	QB HOUSE	1	3			3	4
Subtotal overseas		**139**	**17**	**1**	**-2**	**16**	**155**
Consolidated group total		**724**	**47**	**8**	**-12**	**43**	**767**

Overview of Consolidated Group Earnings

Consolidated statement of profit or loss

Unit: Million yen	FYE June 2025 (Full-year)		FYE June 2026 (Full-year)			
	Results	vs. Revenue	Results	vs. Revenue	Changes	Year on year
Revenue	25,543		27,154		1,611	106.3%
Cost of sales	-19,823		-21,300		-1,476	107.4%
Gross profit	5,719	22.4%	5,854	21.6%	134	102.4%
Other operating income	25		20		-4	
Selling, general and administrative expenses	-4,051		-4,356		-305	107.5%
Other operating expenses	-8		-24		- 16	
Operating profit	1,685	6.6%	1,493	5.5%	-191	88.6%
Finance income	21		27		5	125.8%
Finance costs	- 228		-265		-36	116.0%
Profit before tax	1,478	5.8%	1,255	4.6%	-222	84.9%
Income tax	-455		-452		3	99.2%
Profit	1,022	4.0%	803	3.0%	-219	78.6%

Overview of Consolidated Group Earnings

Consolidated statement of financial position

Unit: Million yen	End of June 2025	End of June 2026	Changes
Total current assets	6,884	6,276	-607
Cash and cash equivalents	5,271	4,660	-610
Trade and other receivables	1,292	1,252	-40
Inventories	121	102	-19
Other	198	260	62
Total non-current assets	27,327	29,442	2,115
Property, plant and equipment	1,578	2,092	514
Right-of-use assets	7,138	8,288	1,150
Goodwill	15,430	15,430	-
Other financial assets	2,017	2,197	180
Deferred tax assets	827	837	10
Other	335	595	260
Total assets	34,211	35,719	1,507
Total liabilities	19,528	20,268	740
Trade and other payables	437	344	-93
Interest-bearing liabilities	8,822	8,129	-692
Lease obligations	6,931	8,073	1,141
Other	3,336	3,721	384
Total equity	14,683	15,450	767
Total liabilities and equity	34,211	35,719	1,507

Goodwill is unamortized under International Financial Reporting Standards (IFRS).
It occurred in connection with the last two shareholder changes

Scheduled repayment of loans

[FYE June 2027] Outlet Plan

Unit: Outlets

	Business format	End of FYE June 2026	New outlets	Relocations	Closures	Change	End of FYE June 2027
Japan	QB HOUSE QB PREMIUM	599	31	1	-5	27	626
	FaSS	13	2			2	15
Subtotal in Japan		**612**	**33**	**1**	**-5**	**29**	**641**
Singapore	QB HOUSE QB PREMIUM	30	1		-2	-1	29
Hong Kong	QB HOUSE	65	3		-1	2	67
Taiwan	QB HOUSE	42	4	1	-1	4	46
U.S.	QB HOUSE	7	0			0	7
Canada	QB HOUSE	3	1			1	4
Vietnam	QB HOUSE	4	4			4	8
Malaysia	QB HOUSE	4	4			4	8
Subtotal overseas		**155**	**17**	**1**	**-4**	**14**	**169**
Consolidated group total		**767**	**50**	**2**	**-9**	**43**	**810**

This document has been created for the purpose of disclosing information on the Company and its subsidiaries and does not constitute a solicitation to sell or buy.

This document contains forward-looking statements related to the QB Group that are based on our assumptions and judgment made on the basis of information currently available to the Company and may include known and unknown risks, uncertainties and other factors. Due to such risks, uncertainties and other factors, the Company’s actual results or financial position may differ materially from any future performance or financial position expressed or implied by these forward-looking statements.

QB HOUSE

QB PREMIUM HAIR CUT & STYLE

FaSS

QBハウス 訪問理美容

LogiThcut PROFESSIONAL STYLIST SCHOOL