



QB Net Holdings Co., Ltd.

FYE June 2023

Financial Results Briefing Material

August 17, 2023

(Table of Contents)

■ Executive Summary	P.2
■ Full-Year Results for FYE June 2023	P.3
[Consolidated] Consolidated Group Earnings (Summary)	P.4
[Consolidated] Track Records of New, Relocated and Closed Salons	P.5
[Domestic] Results and Assumptions of Recovery Rate in Number of Customers Visiting Salons	P.6
[Domestic] Trend in Revenue	P. 7–8
[Overseas] Overseas Situation	P. 9–11
[Consolidated] Breakdown of Changes in Profit or Loss (YoY)	P. 12, P. 14–16
[Consolidated] Trends in Revenue and Operating Profit	P. 13, P. 17
[Domestic] Situation of Personnel (Number of New Recruits and Employees)	P.18
[Domestic] Trend in Turnover Rate and Domestic Real Status	P. 19–21
[Consolidated] Key Initiatives, Overview and Issues	P. 22–25
■ Full-Year Earnings Forecast for FYE June 2024	P. 26–31
■ Appendix	P. 33–41
Assumptions of Full-Year Earnings Forecast	P.34
Consolidated Statements of Profit or Loss, Balance Sheets and Cash Flows	P. 39–41

Executive Summary

[Results for FYE June 2023]

- Revenue was 22,746 million yen, 110.6% of the previous fiscal year, **posting a record high** mainly due to price revisions and a recovery in demand.
- Operating profit was 2,138 million yen, 152.9% of the previous fiscal year, **setting a new record** due in large part to price revisions and a recovery in revenue.
- The dividend per share has been **increased to 20.00 yen** from a revised forecast of 19.00 yen.
- The number of customers visiting salons recovered to 91.7% of pre-COVID-19 levels in Japan (in June 2023), and this number also bounced back to 89.6% of those levels even in the central region.
- The **turnover rate** of regular employees was **10.6%** in Japan (an increase of 2.2 percentage points from the previous fiscal year) while the number of employees remained almost unchanged.



[Plan for FYE June 2024]

- **A revenue increase is planned.** Revenue is forecast to be 24,730 million yen, 108.7% of the previous fiscal year.
- **A record high in operating profit is planned.** Operating profit is forecast to be 2,400 million yen, 112.3% of the previous fiscal year.
- **Treatment improvement has been factored in** (Base salary increase in August 2023 plus a regular wage hike based on evaluation scheduled for October)
- Setting **the turnover rate of regular employees in Japan at 7.0% as the target** (down 3.6 percentage points from the previous fiscal year), a net increase in the number of employees is planned.
- Overseas, **a net increase of 10 salons** is planned.

Full-Year Results for FYE June 2023

Consolidated Group Earnings (Summary)

- FYE June 2023 posted **a record-high profit** on a full-year basis primarily due to price revisions and a recovery in haircut demand.
- The dividend per share has been **increased to 20.00 yen** from a revised forecast of 19.00 yen.

Consolidated Group Earnings (Summary)

Million yen	FYE June 2022	FYE June 2023			
	Results	Revised forecast	Results	with revised forecast	Year on year
Revenue	20,564	22,650	22,746	100.4%	110.6%
Operating profit	1,398	2,100	2,138	101.8%	152.9%
Profit before tax	1,250	1,950	1,990	102.1%	159.2%
Profit	856	1,320	1,444	109.4%	168.5%
Basic earnings per share	66.55 yen	101.60 yen	111.13 yen		
Dividend per share	10.00 yen	19.00 yen	20.00 yen		

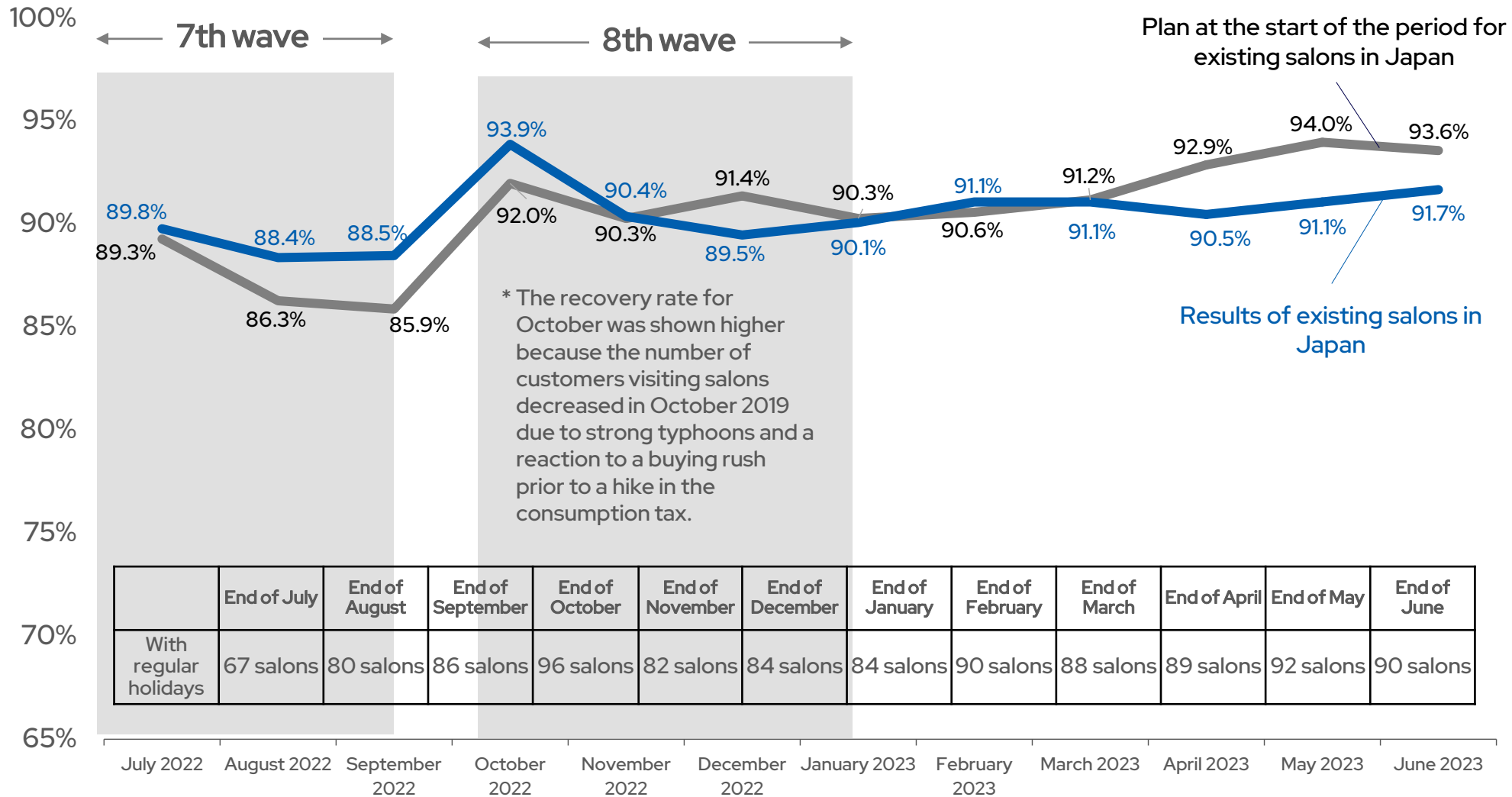
[Consolidated] Track Records of New, Relocated and Closed Salons

- [Domestic] As a measure for improving the working environment, a total of 30 salons were closed primarily due to consolidation of salons mainly in the Kanto region
- [Overseas] Seven salons were closed due in main part to temporary closure, interior renovation, and relocation.

Unit: Salons	Business form	End of FYE					Change	End of FYE June 2023
		June 2022	New salon	Relocation	Closures			
Japan	QB HOUSE	576	11	0	-30	-19	557	
	QB PREMIUM	4	2	0	0	2	6	
	FaSS	11	1	0	0	1	12	
Subtotal in Japan		591	14	0	-30	-16	575	
Singapore	QB HOUSE	22	0	0	-1	-1	21	
	QB PREMIUM	8	0	0	0	0	8	
	QB HOUSE Kids	1	0	0	0	0	1	
Hong Kong	QB HOUSE	64	0	0	-3	-3	61	
Taiwan	QB HOUSE	29	3	1	-3	1	30	
U.S.	QB HOUSE	5	0	0	0	0	5	
Subtotal of overseas		129	3	1	-7	-3	126	
Consolidated group total		720	17	1	-37	-19	701	

[Domestic] Pre-Pandemic Recovery Rate Plan and Results in Number of Customers Visiting Existing Salons

- The price was revised in April 2023, and the number of customers visiting salons remained steady in Q4 without the impact of a decrease.



* The recovery rate for October was shown higher because the number of customers visiting salons decreased in October 2019 due to strong typhoons and a reaction to a buying rush prior to a hike in the consumption tax.

* The recovery rates from March to June were calculated based on the pre-pandemic rate (budgets from March to June 2020, multiplied by a budget progress rate of 99%).

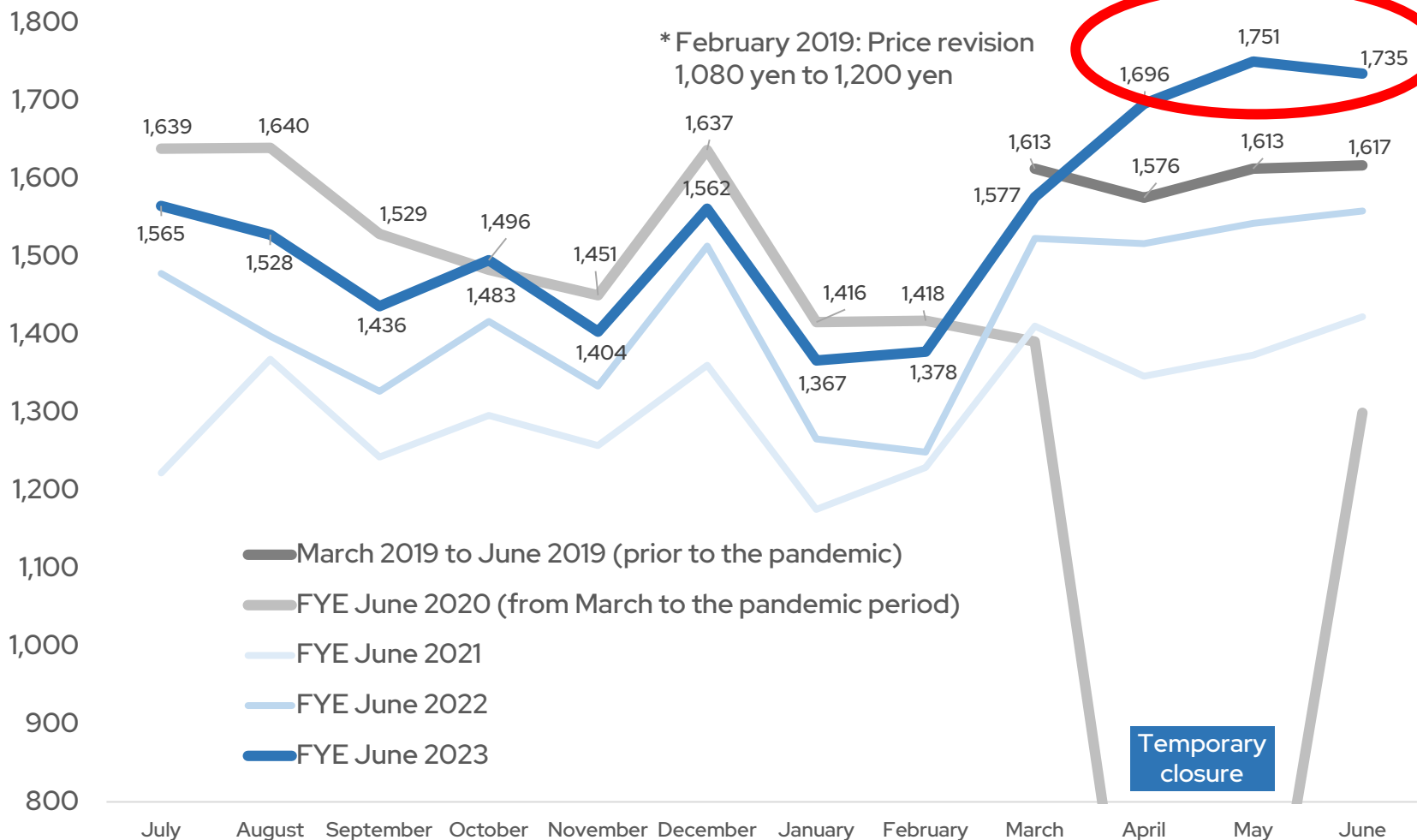
[Domestic] Monthly Trend in Revenue

- Thanks to the price revision, **domestic revenue for Q4 exceeded pre-pandemic levels.**

(Unit: million yen)

Trend in Domestic Revenue

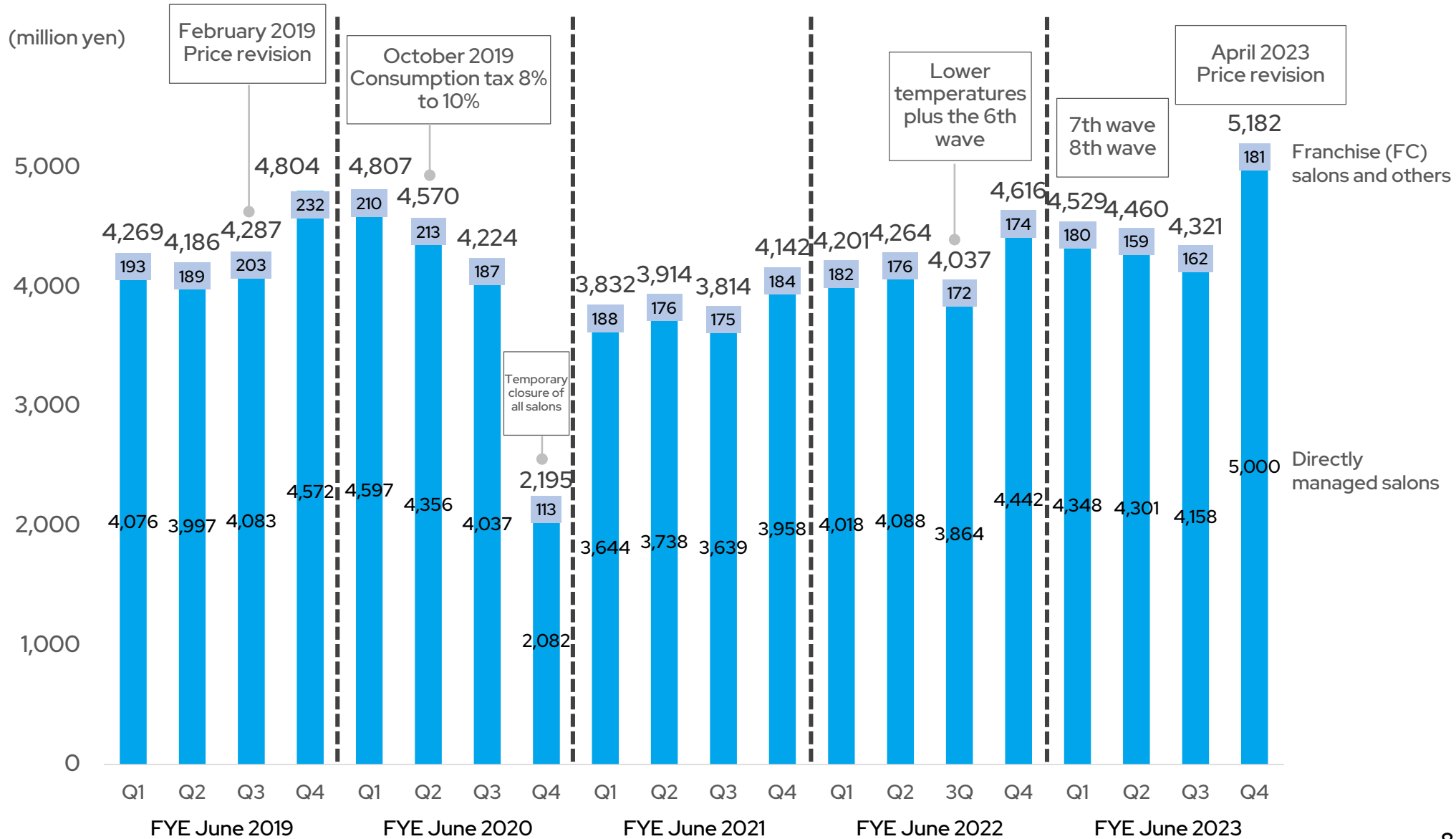
* April 2023: Price revision 1,200 yen to 1,350 yen



Temporary closure

[Domestic] Trend in Revenue

- Domestic revenue marked a record high due to the price revision (Q1 and Q4 are busy seasons under normal circumstances).



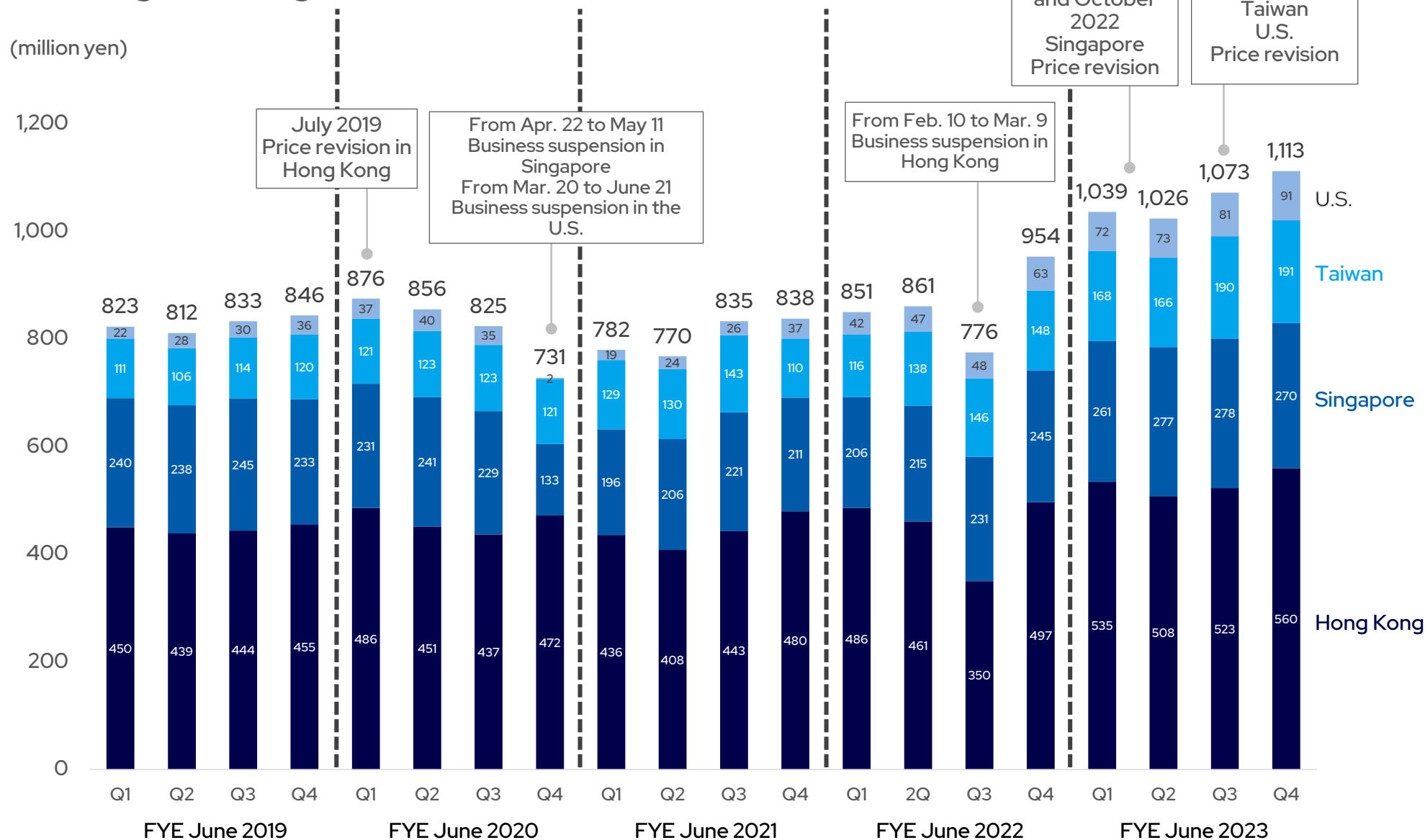
[Overseas] Business Situation

	Annual revenue Compared with four years earlier	Annual number of customers visiting salons Compared with four years earlier	Situation
Hong Kong	118.9%	82.2%	<ul style="list-style-type: none"> ➤ Demand for haircuts has been on a recovery trend since infection preventive measures were removed on December 28, 2022. ➤ A price revision is under consideration (the last price revision was in July 2019). ➤ Wages were raised in May 2023.
Singapore	113.7%	78.6%	<ul style="list-style-type: none"> ➤ Thirty-six salons four years earlier consolidated into 30 salons (down about 17%) due to changes in the number of people working in urban centers, caused by the spread of telework that was promoted by the pandemic. ➤ Price revision: Increases in the range of 16.7% (QB HOUSE) to 20% (QB PREMIUM) ➤ Wages were raised alongside the price revision.
Taiwan	158.5%	117.7%	<ul style="list-style-type: none"> ➤ The number of customers visiting salons and revenue have remained at record-high levels. ➤ Opened LogiThcut (training facility) in December 2022. ➤ Recruitment of salon personnel went well. ➤ Price revision: Up 16.7% ➤ Wages were raised alongside the price revision.
U.S.	272.2%	157.2%	<ul style="list-style-type: none"> ➤ The number of customers visiting salons and revenue have remained at record-high levels. ➤ Price revision: Up 20% (up 16.7% in online bookings) ➤ Wages were raised alongside the price revision.

* Revenue includes foreign exchange effects. The revenue and the number of customers visiting salons are compared with the results of all salons four years earlier (FYE June 2019).

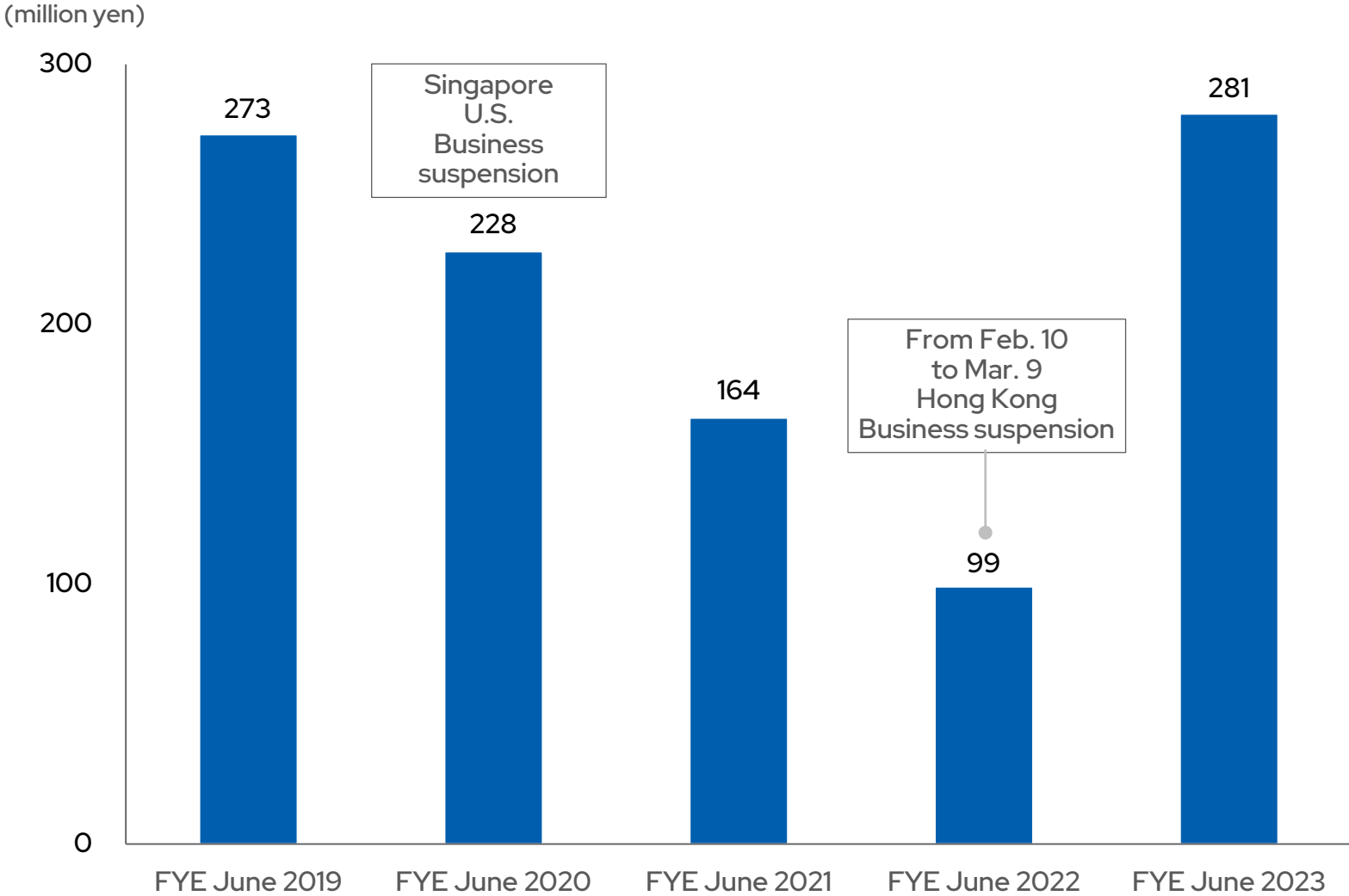
[Overseas] Trend in Revenue

- Overseas revenue reached a record high due in part to price revisions and the impact of foreign exchange rates.



[Overseas] Trend in Total of Overseas Operating Profit (excluding subsidiaries)

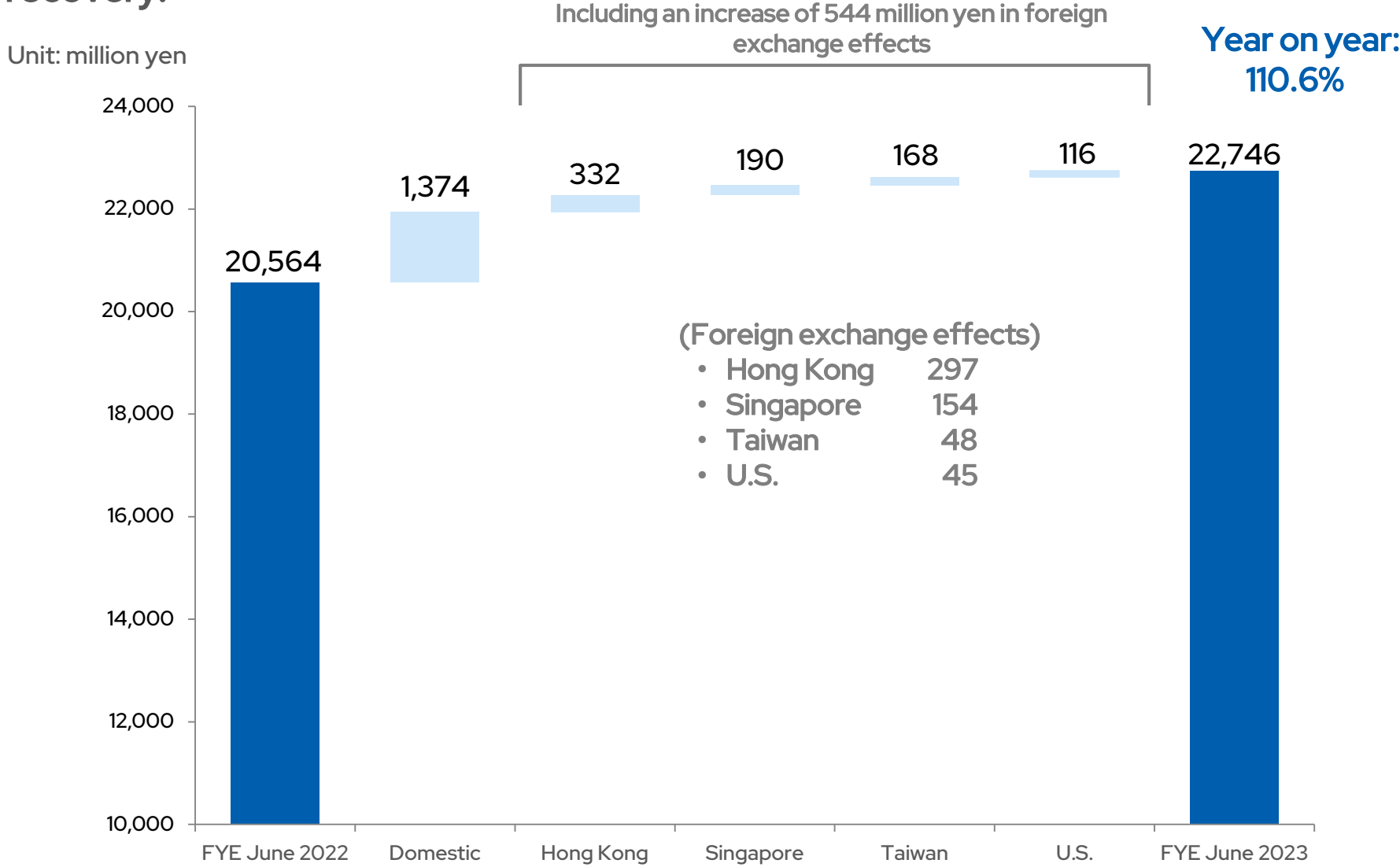
- Overseas operating profit in total reached **an all-time high** due to the U.S. turning profitable in addition to price revisions and a steady recovery in Taiwan.



* Excluding overseas subsidiaries (117 million yen for FYE June 2020, 191 million yen for FYE June 2021, 80 million yen for FYE June 2022, and 40 million yen for FYE June 2023)

[Consolidated] Breakdown of Changes in Revenue (YoY)

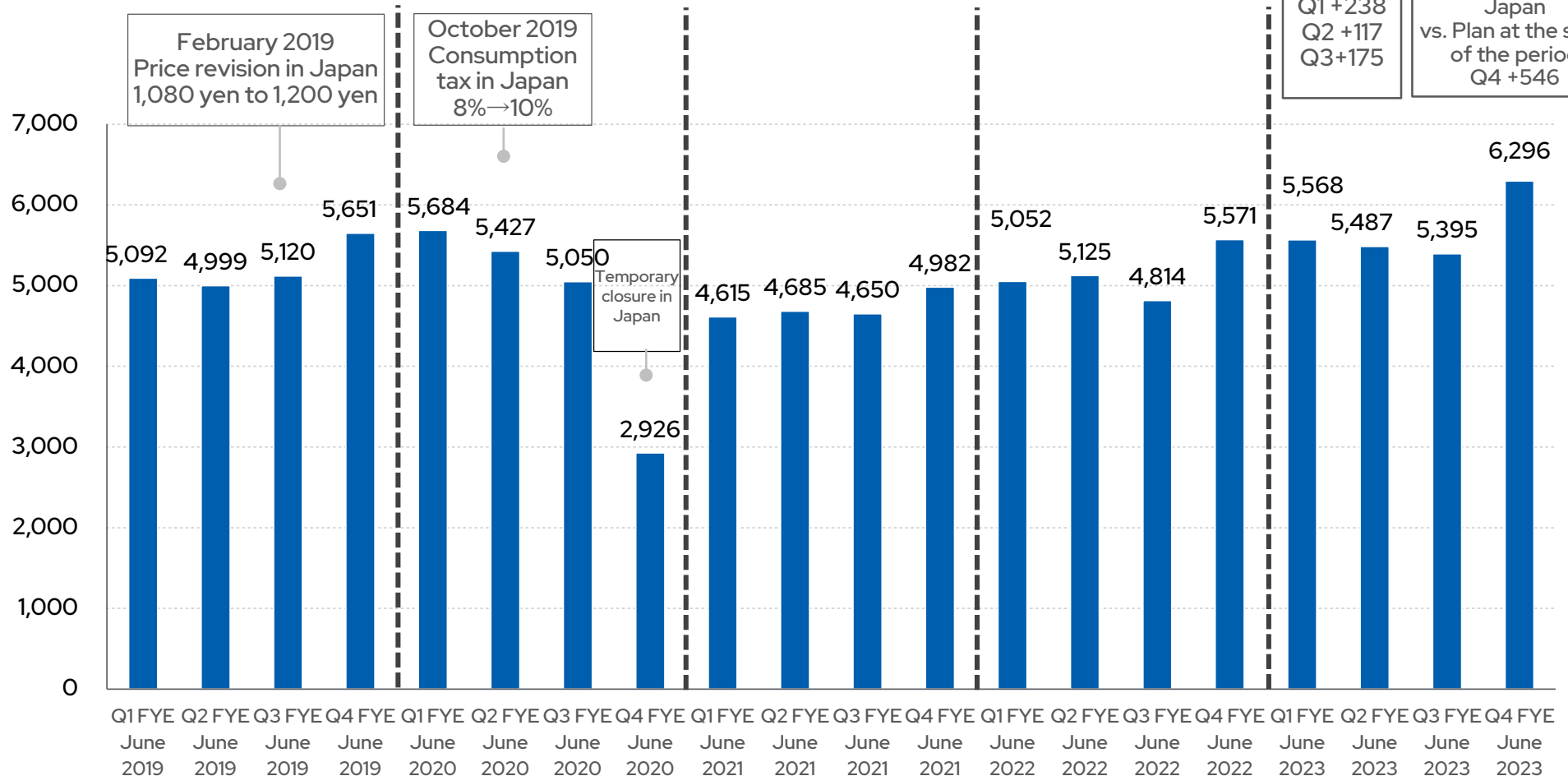
– Revenue increased 2,182 million yen year on year on a consolidated basis due to price revisions and foreign exchange effects in addition to a revenue recovery.



[Consolidated] Trend in Revenue

Results

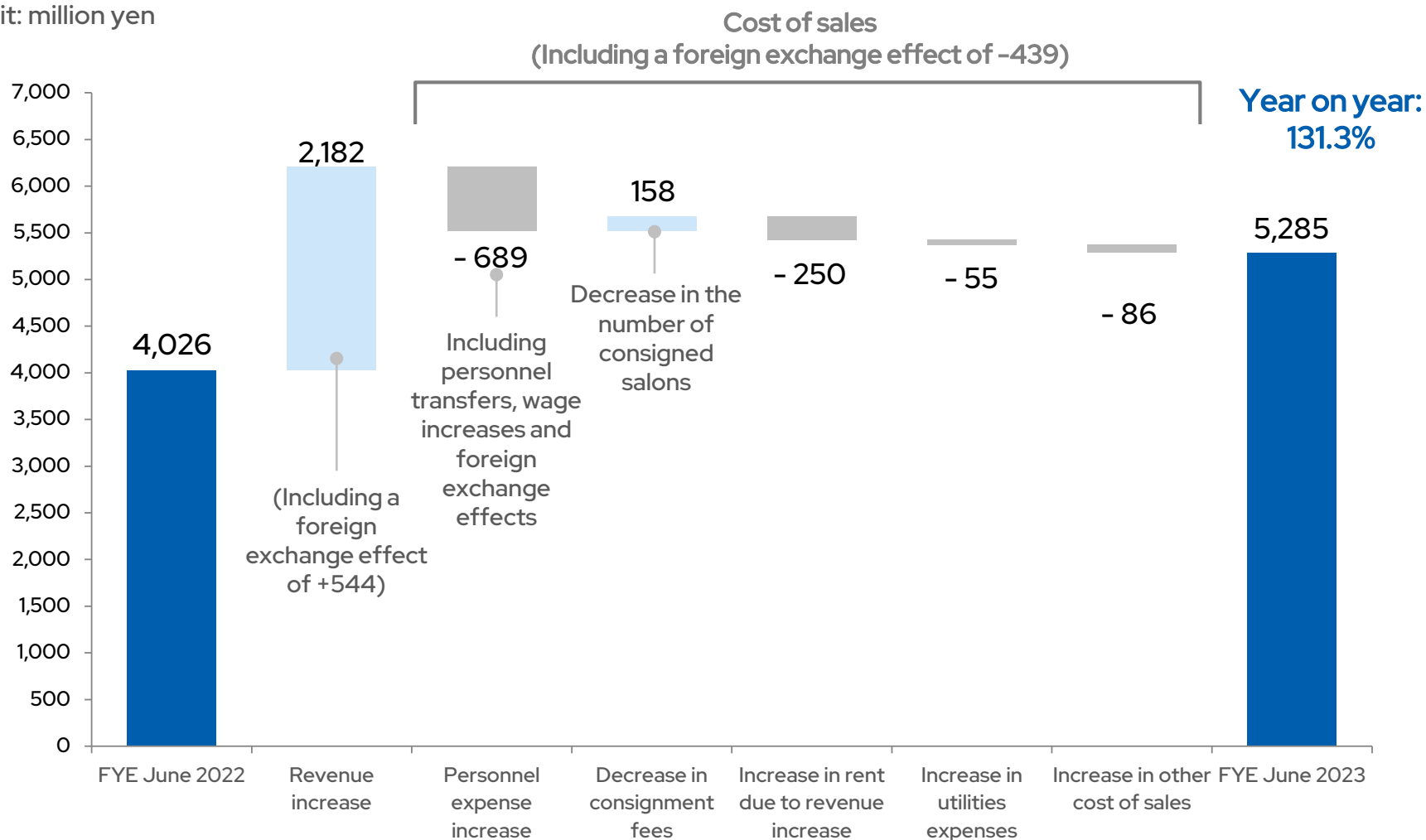
Unit: million yen



[Consolidated] Breakdown of Changes in Gross Profit (YoY)

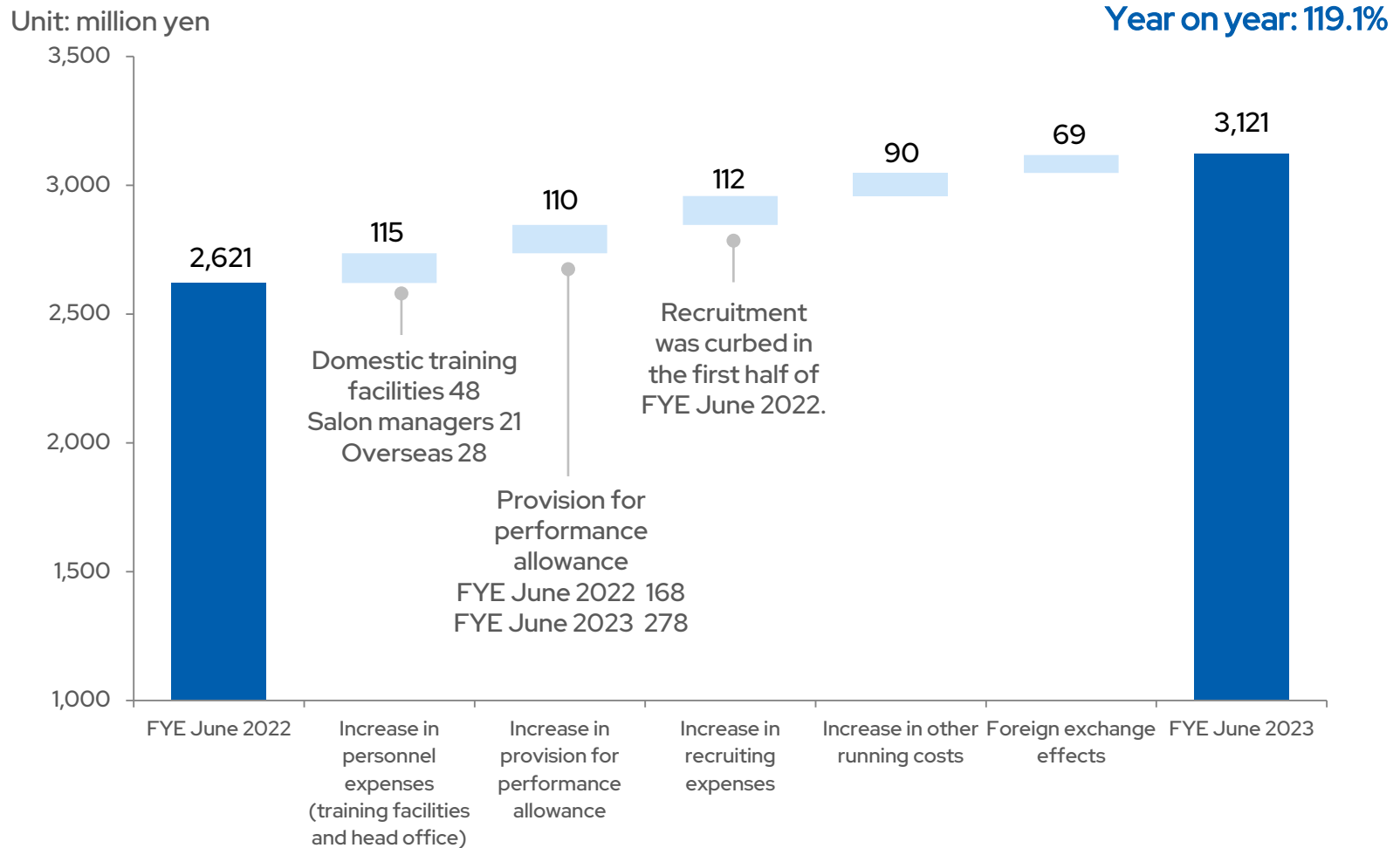
- Gross profit increased 1,259 million yen year on year mainly due to an increase in revenue, a rise in personnel expenses associated with personnel transfers from consignees and the wage increase of October 2022 (in Japan), increases in revenue-linked rent and electricity costs, and foreign exchange effects among others.

Unit: million yen



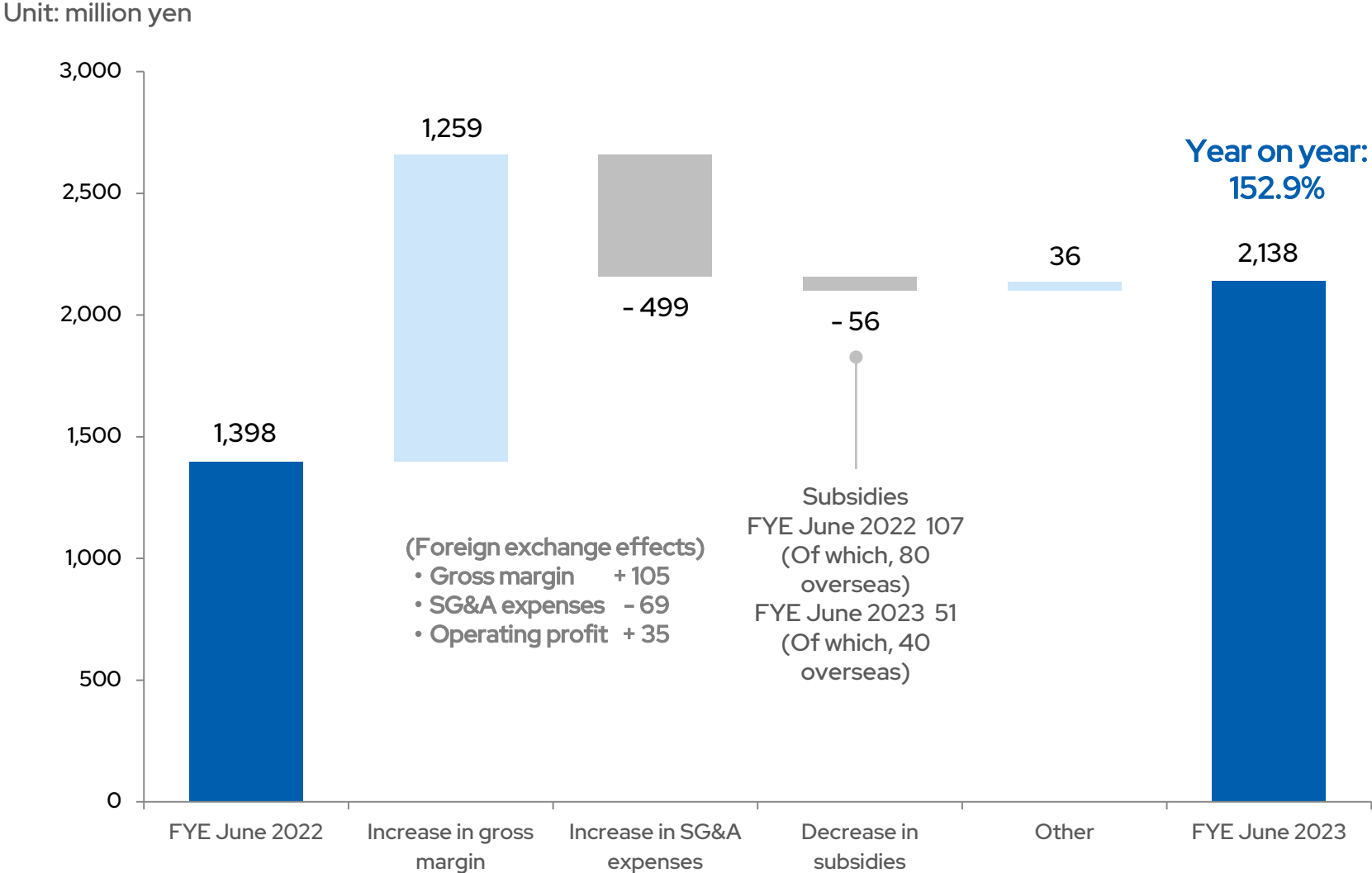
[Consolidated] Breakdown of Changes in SG&A Expenses (YoY)

- SG&A expenses grew 499 million yen year on year primarily due to increases in personnel expenses, a provision for performance allowance, and recruiting expenses as well as foreign exchange effects.



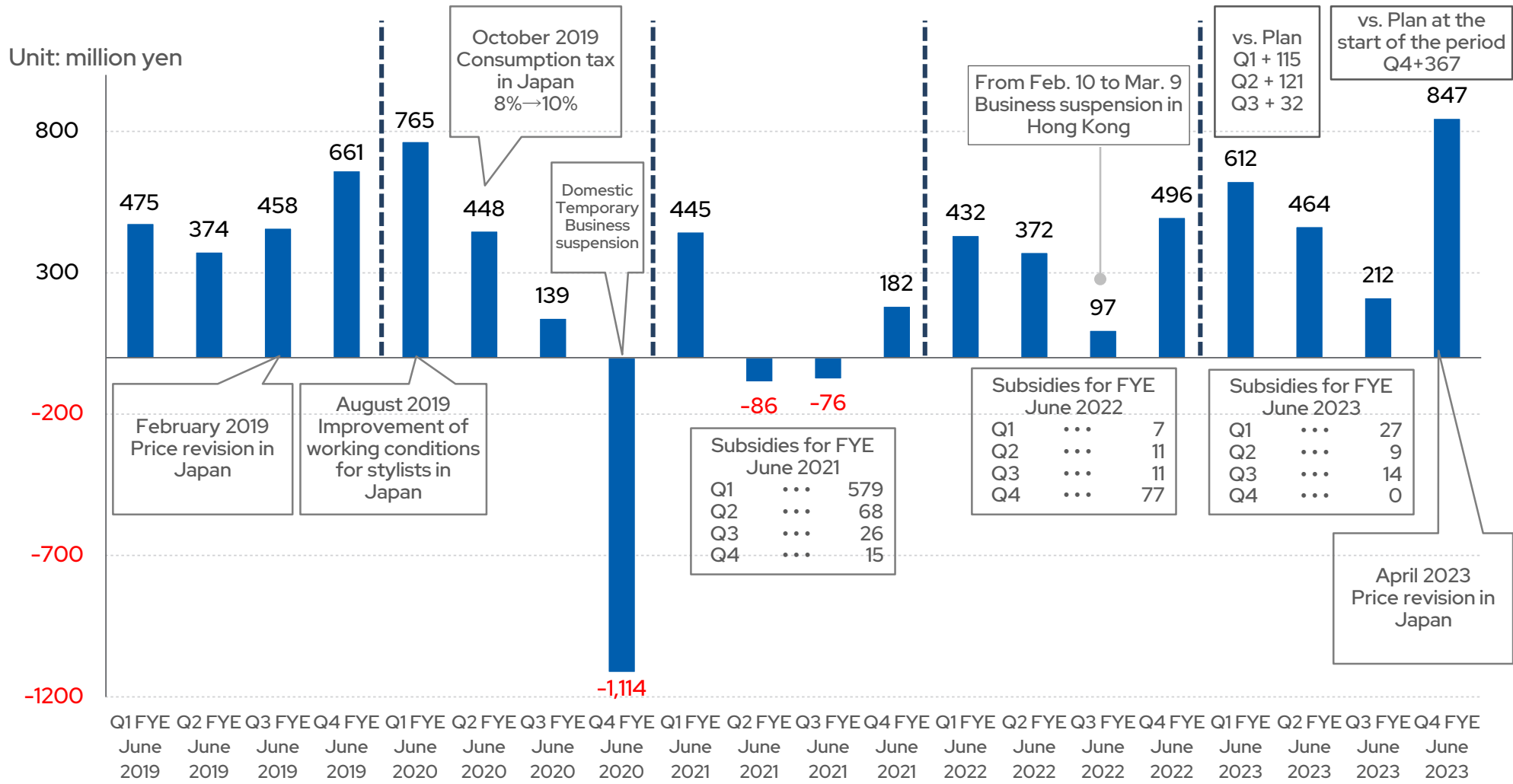
[Consolidated] Breakdown of Changes in Operating Profit (YoY)

- Operating profit rose 740 million yen year on year due in main part to an increase in gross margin despite higher SG&A expenses.



[Consolidated] Trend in Operating Profit

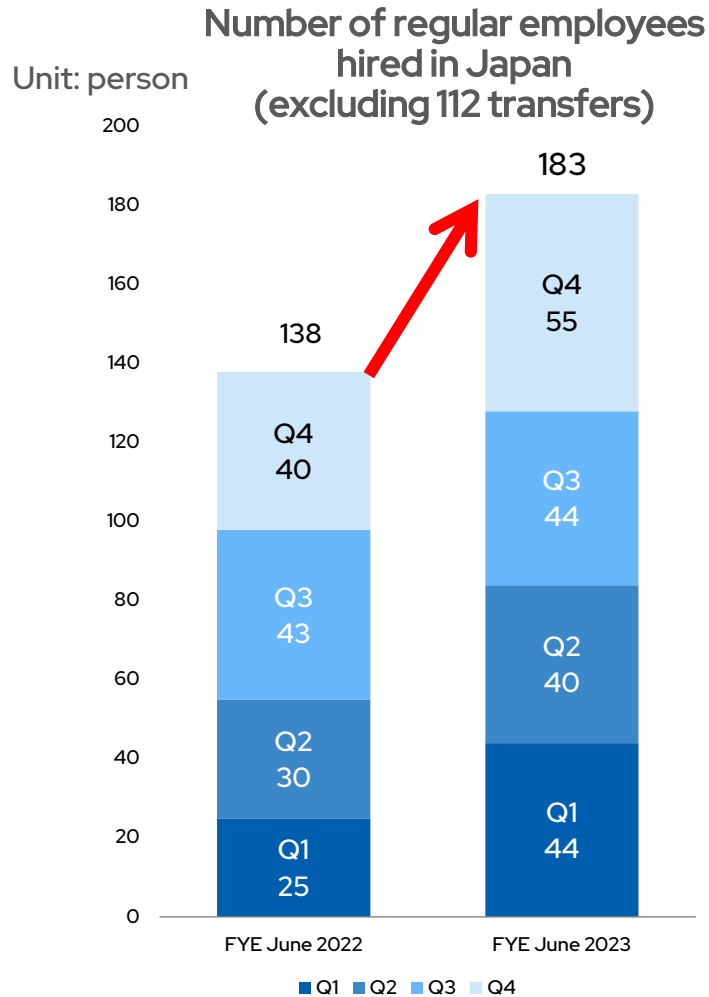
Results



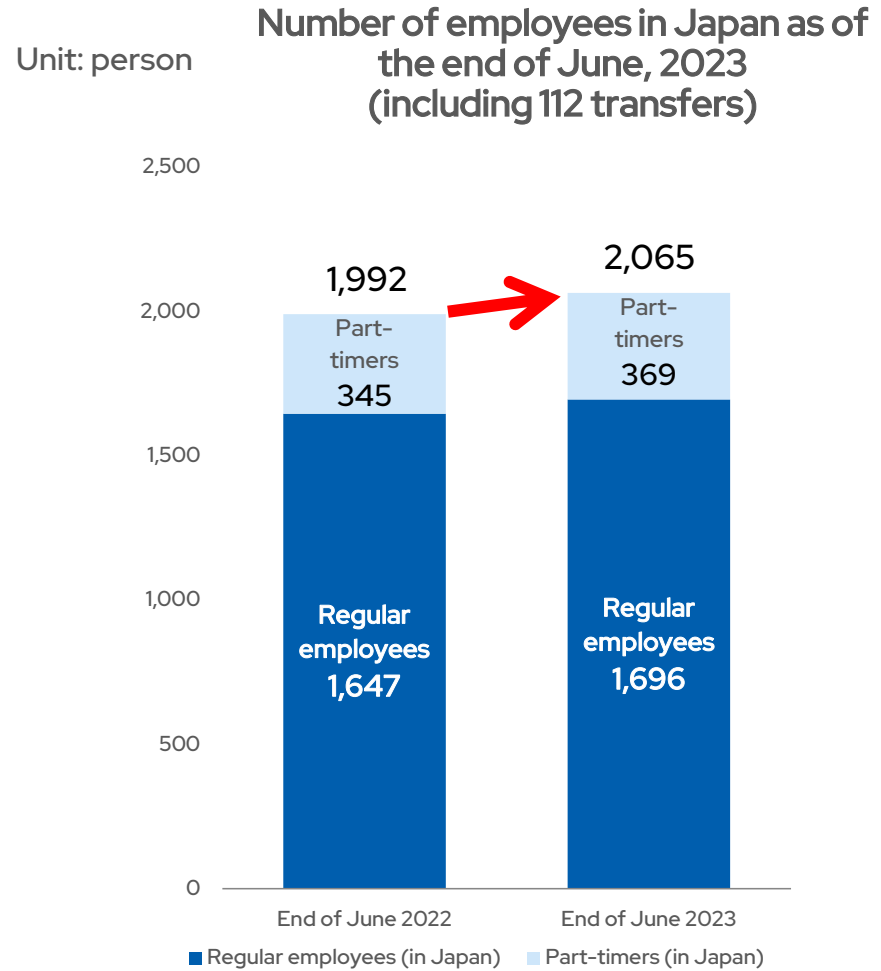
[Domestic] Situation of Salon Personnel

Recruiting activities went well.

- The number of newly recruited regular employees was 183 people [up 45 people year on year including 14 new graduates employed annually (up 10 people year on year)].
- Accepted 112 people transferred from consigned salons (Breakdown: 82 regular employees and 30 part-timers).



* Excluding regular employees who were transferred from consigned salons. Excluding the head office. Including training facilities (LogiThcut Professional Stylist School).

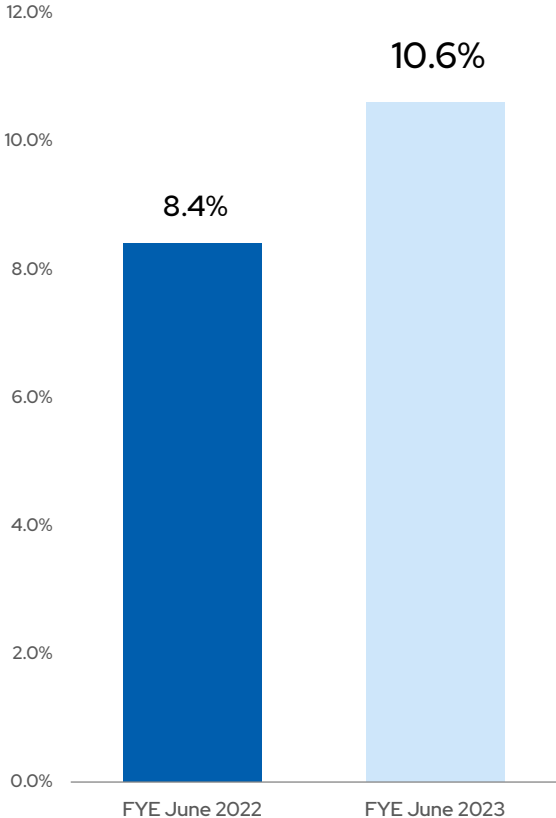


* Including personnel transfers from consigned salons. Excluding the head office. Including training facilities (LogiThcut Professional Stylist School).

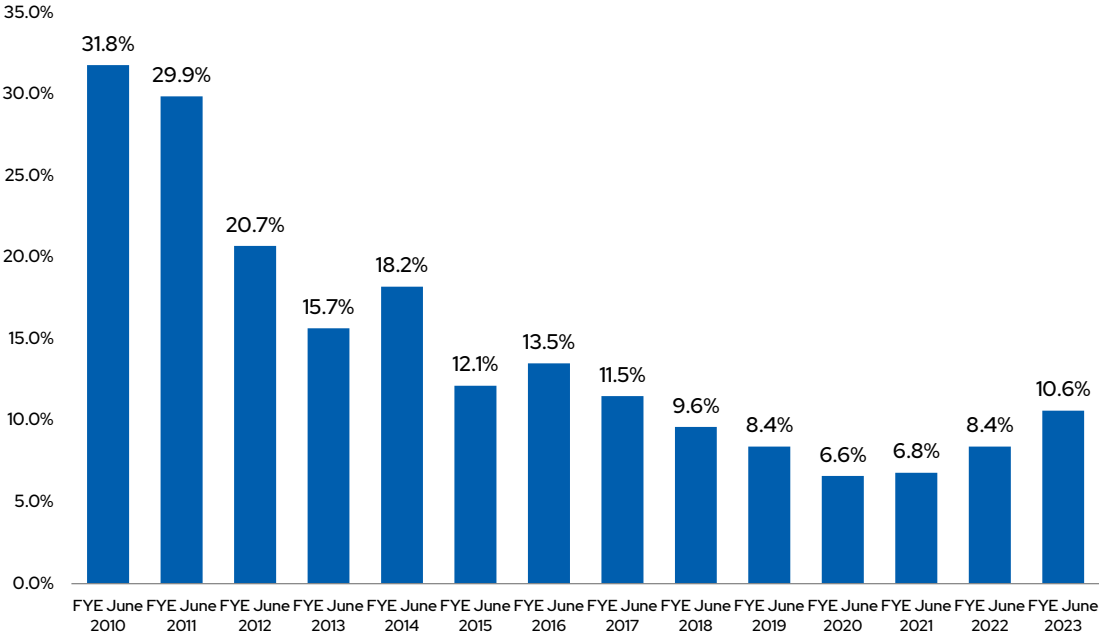
[Domestic] Trend in Turnover Rate of Stylists (Regular Employees)

- The turnover rate of regular employees in Japan was 10.6% (up 2.2 percentage points from the previous fiscal year).
- The number of regular employees leaving the Company in Japan was up 41 people year on year.

Turnover rate of regular employees in Japan



[Reference] Trends of turnover rate of regular employees in Japan (Annual results)

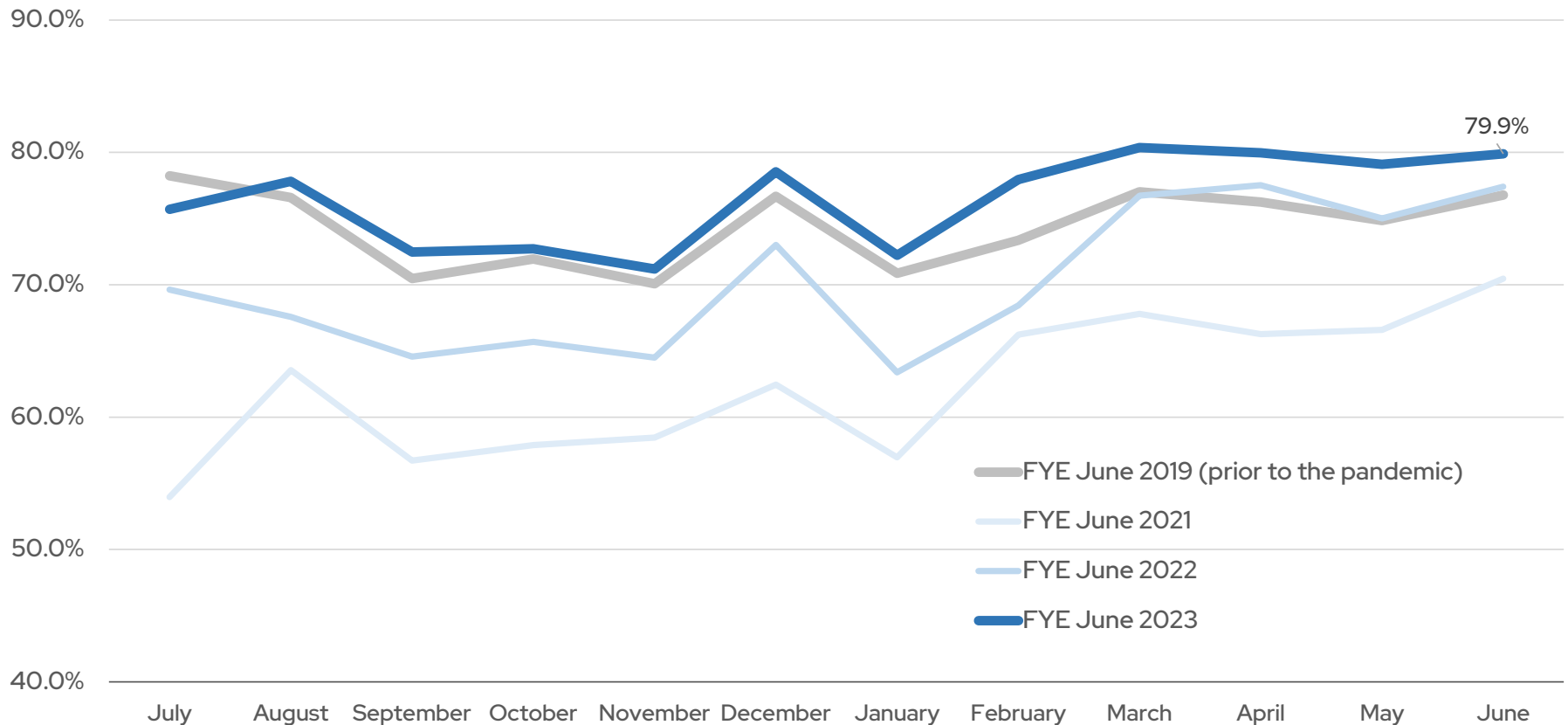


* Excluding the head office. Excluding transfers to overseas salons and head offices
 * Including training facilities (LogiThcut Professional Stylist School).

[Domestic] Current Domestic Situation (1): Congestion in Domestic Salons

- The internal indicator showing the status of congestion in salons **has exceeded pre-pandemic levels, resulting in ongoing lost opportunities.**

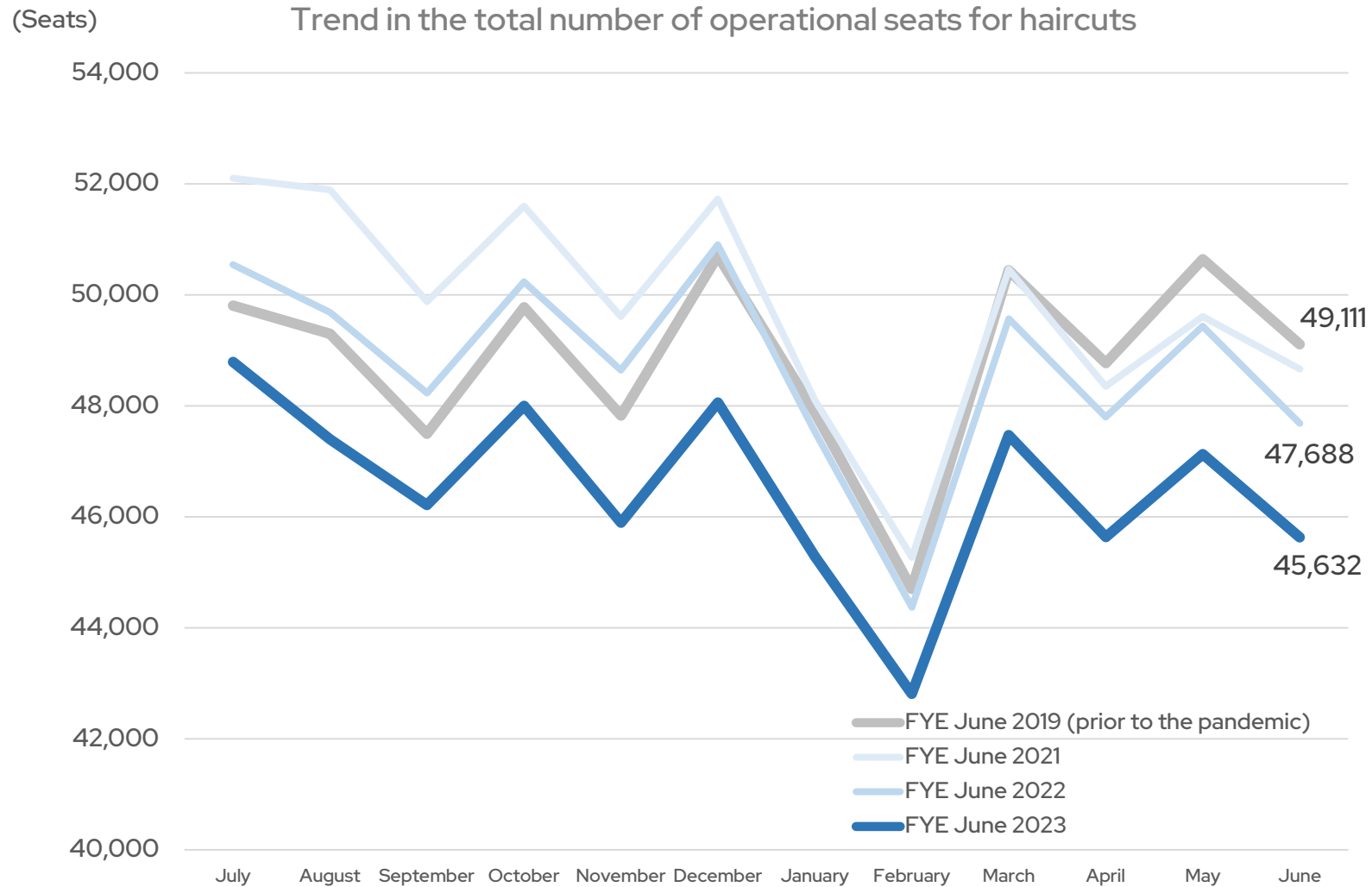
Trend in salon congestion (ratio of red to yellow signals)



* A display was installed in salons to show approximate wait times. Red means a wait of 15 minutes or more, yellow means 5 to 10 minutes, and green means it's your turn right now. The higher the ratio of red to yellow, the higher the congestion.

[Domestic] Current Domestic Situation (2): Total Number of Operational Seats for Haircuts in Japan.

- The number of operational seats out of all seats for haircuts has **decreased from pre-pandemic levels due to circumstances regarding the number of personnel.**

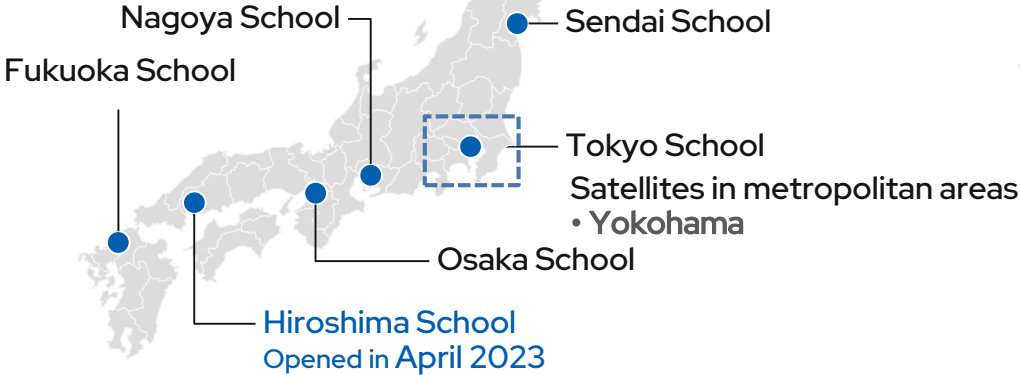


Strengthening of LogiThcut Professional Stylist School (Training Facilities)



Step up investment in human resource development

- With training facilities expanded in Japan and overseas, recruiting activities are also going strong.
- LogiThcut Taiwan (overseas) was opened in December 2022
- LogiThcut Hiroshima School (in Japan) was opened in April 2023



[Overseas] Opening of New Company in Canada (Toronto)

- The new company was established in Canada (Toronto) in April 2023, and preparations are underway to open new salons.
- Aim to deploy the dominance strategy of a small group of salons (5 to 10 salons per city) in cities with a large number of citizens and migrants of Asian descent.



Refinancing

- **Implemented refinancing** in March 2023 in order to stabilize cash flow.
- Changed borrowing terms and **deleted some financial covenants**.
- **Fixed the interest rate for lump-sum repayments** in order to reduce the risk of future interest rate increases.

	Before the change in borrowing terms	After the change in borrowing terms
Repayment due date	<p>(Contractual repayment amounts) Repay 175 million yen every three months until the last day of December 2023.</p> <p>(Lump-sum repayment) Repay 8,100 million yen on March 29, 2024.</p>	<p>(Contractual repayment amounts) Repay 175 million yen every 3 months until the last day of December 2028. Repay 100 million yen before the due date in the case that operating profit after FYE June 2023 exceeds 2,000 million yen.</p> <p>(Lump-sum repayment) Repay 3,825 million yen on March 30, 2029.</p>
Financial covenants (Part)	<p>The net debt to EBITDA ratio* needs to be kept at the following values or less at the end of each interim and full-year fiscal period.</p> <ul style="list-style-type: none"> • After FYE June 2020: 3.1 	Delete
Basic interest rate	JPY TIBOR +0.5%	<ul style="list-style-type: none"> • Contractual repayment amounts: JPY TIBOR +0.5% • Lump-sum repayment amount: Six-year JPY TONA Swap rate +0.5%

* Net debt to EBITDA ratio = (Interest-bearing liabilities minus Cash and cash equivalents held by borrowers and joint guarantors) / EBITDA

Summary and Issues for FYE June 2023

[Summary]

- (i) Regarding business performance, **both revenue and profit reached all-time highs** due to a recovery in demand for haircuts in the wake of the end of the pandemic, and price revisions.
- (ii) **Prices were revised** earlier than planned in the medium-term management plan. However, **the number of customers visiting salons did not decrease in Japan, Taiwan or the U.S. and remained above expected levels.** (A decrease in customers in Singapore was also assumed.)
- (iii) **Financial soundness improved** due to the implementation of refinancing.

[Issues]

- (i) **A staff shortage has become apparent** as a result of a rise in the turnover rate and a recovery in demand for haircuts.
- (ii) The number of salons in Japan as of the end of June 2023 **decreased by 16 from the end of the previous fiscal year** as a result of the consolidation and closure of some salons.
- (iii) Overseas as well, the number of salons **decreased by three salons from the end of the previous fiscal year** as a staff shortage became a bottleneck in opening new salons.

Full-Year Earnings Forecast for FYE June 2024

Full-Year Earnings Forecast for FYE June 2024

- Both revenue and profit are forecast to increase (to record highs) as a result of factoring in the full-year impact of price revisions and the effects of treatment improvement among others.
- The dividend per share forecast has been revised upward to 22.00 yen.

Unit: million yen	FYE June	FYE June 2024		
	2023	Results	Forecast	Variance
Revenue	22,746	24,730	1,983	108.7%
Operating profit	2,138	2,400	261	112.3%
Profit before tax	1,990	2,264	273	113.7%
Profit	1,444	1,600	155	110.8%
Basic earnings per share	111.13 yen	121.89 yen		
Dividend per share	20.00 yen	22.00 yen		

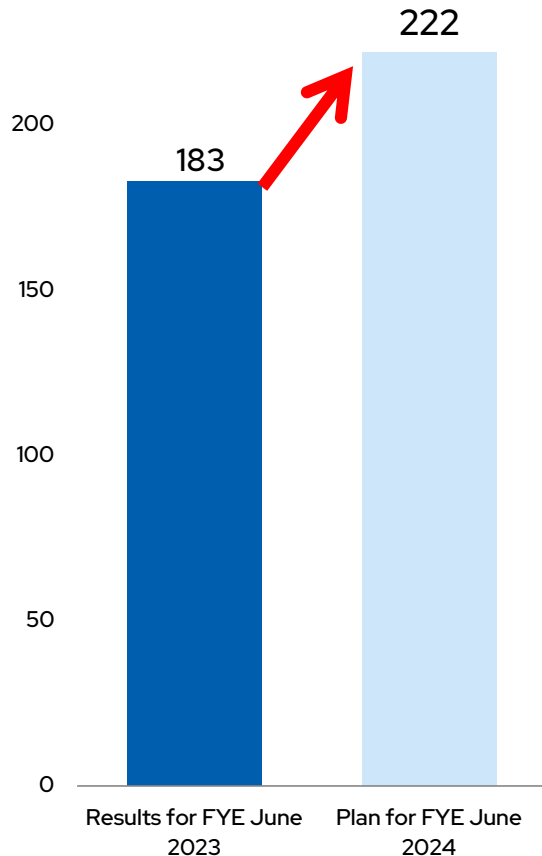
* Refer to Appendix for assumptions of the full-year earnings forecast.

[Domestic] Recruitment Plan and Turnover Rate Target for FYE June 2024

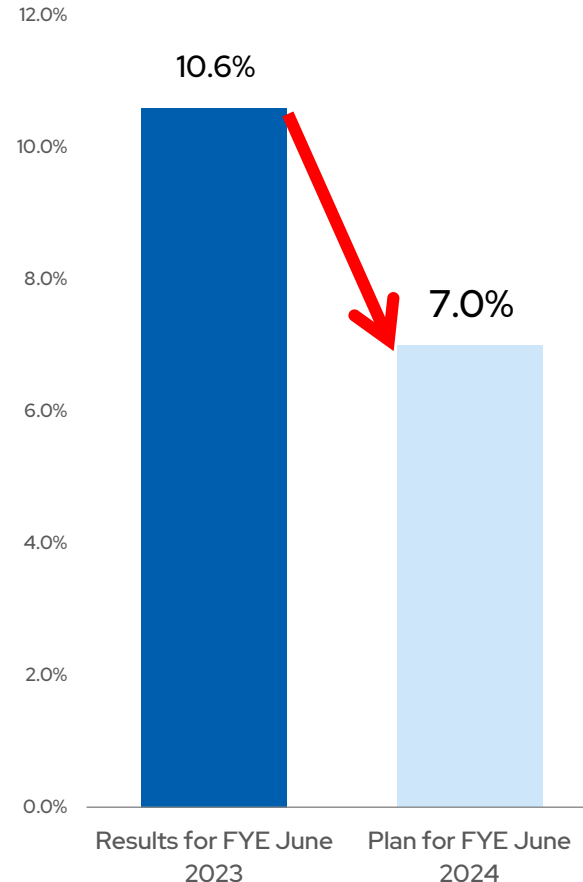
- The number of regular employees newly hired is planned to be 222 people (up 39 year on year, including 15 new graduates who are planned to be hired).
- The turnover rate target of regular employees in Japan is 7.0% (down 3.6 percentage points from the previous fiscal year).
- For regular employees in Japan, the target is a net increase of 102 people.

Recruitment plan of regular employees in Japan

Unit: Persons
250



Turnover rate target of regular employees in Japan



Salon Opening and Closure Plan for FYE June 2024

(Domestic) The scrap-and-build plan is to open 11 new salons and close 17 through consolidation and other measures.

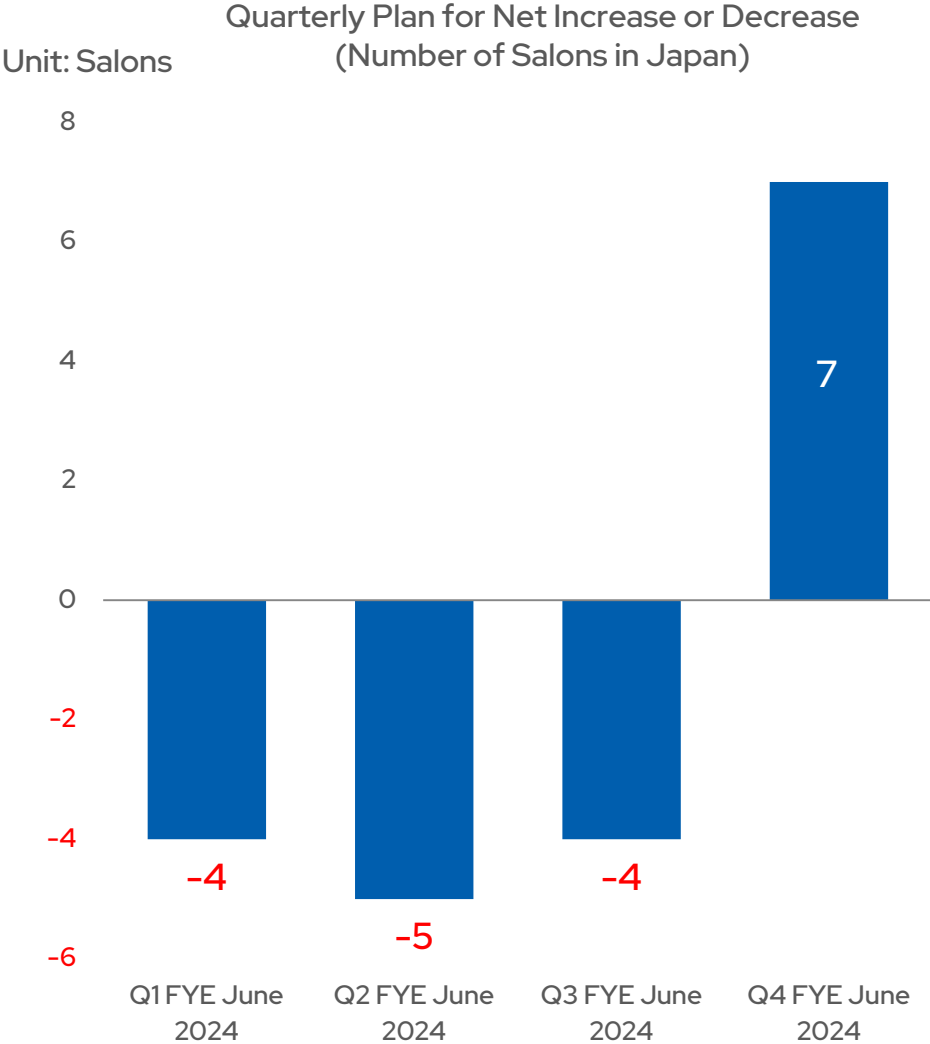
(Overseas) A net increase of 10 salons overseas in total is planned. The first salon in Canada (Toronto) is planned.

Plan for new openings and closures of salons for FYE June 2024

Unit: Salons	Business format	End of FYE		Change	End of FYE
		June 2023	New salon		
Japan	QB HOUSE QB PREMIUM	563	10	-17	556
	FaSS	12	1	0	13
Subtotal in Japan		575	11	-17	569
Singapore	QB HOUSE QB PREMIUM QB HOUSE Kids	30	3	-2	31
Hong Kong	QB HOUSE	61	4	-1	64
Taiwan	QB HOUSE	30	4	0	34
U.S.	QB HOUSE	5	1	0	6
Canada	QB HOUSE	0	1	0	1
Subtotal in overseas		126	13	-3	136
Consolidated group total		701	24	-20	705

[Domestic] Quarterly Opening and Closure Plan for FYE June 2024

The plan for FYE June 2024 is a net decrease for the period from Q1 to Q3 and a net increase of seven salons for Q4 in the number of salons in Japan.



Salon Opening and Closure Plan in Japan

Unit: Salons

	Q1 Plan	Q2 Plan	Q3 Plan	Q4 Plan	Total
Openings	2	0	1	8	11
Closures	-6	-5	-5	-1	-17
Change	-4	-5	-4	7	-6

FYE June 2024: Key Initiatives

(Improve the retention rate and ramp up recruitment in Japan)

- **Take a net increase in the number of employees (decrease leaving employees and increase new hires) as the top-priority issue** and address these matters accordingly.
- Step up measures to improve the retention rate in order to reduce the number of leaving employees.
 - **Improve treatment (base salary increase in August 2023 and a regular wage hike based on evaluation scheduled for October).**
 - Explore the possibility of having **diverse working styles** (a system for part-timers, holiday scheme, and negotiation for shorter business hours).
 - Increase opportunities for **in-person communication** (salon manager meetings, interviews, social gatherings, etc.).
- Strengthen recruitment measures in order to increase the number of new recruits.
 - **Strengthening of LogiThcut Professional Stylist School (training facilities)**
 - **Boost the hiring of new graduates** (a plan of hiring 15 people).
 - **Strengthen the hiring of experienced workers.**
 - **Expand digital advertising.**

(Number of salons in Japan)

- **Build a foundation for the re-growth cycle of domestic business** through a revenue increase by assigning personnel in existing salons appropriately after achieving a net increase in employees, and **salon consolidations through scrap and build.**

(Overseas)

- **Boost salon openings** and strengthen the organization for overseas growth (the Office for Overseas Business is scheduled to be established).
- Plan to **revise prices in Hong Kong** in April 2024.

STATEMENT

LESS IS MORE

This is a sense of values that if we take away things that lead to excess and waste and concentrate on truly necessary quality, that effort will connect us to richness.

Here comes the space and freedom from pressure, created by the benefits of energy-saving, labor-saving, time-saving and resource-saving which are based on this sense of value.

This brings people and the Earth genuine richness. We believe that it is our raison d'être to pursue that richness and keep on with the pursuit.

FRESH HAIR, FRESH MIND

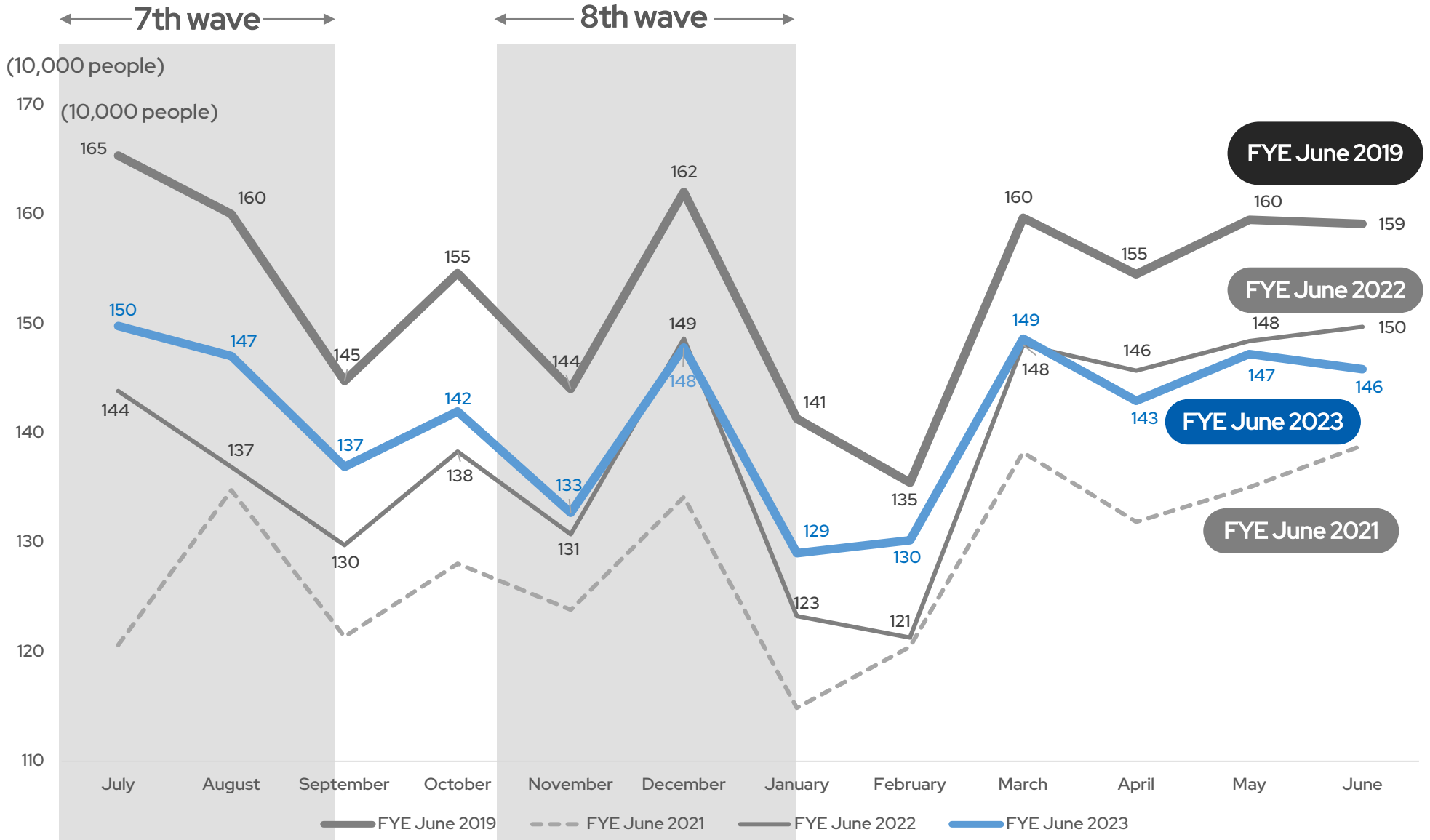
QBHOUSE

Appendix

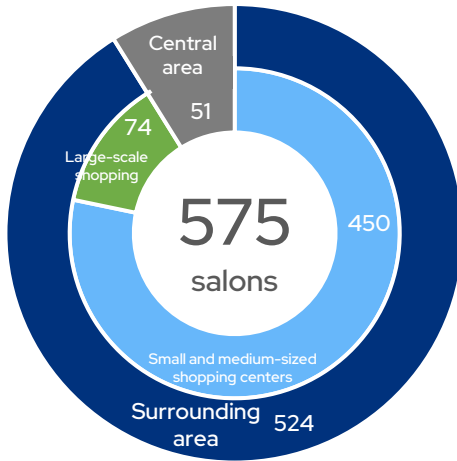
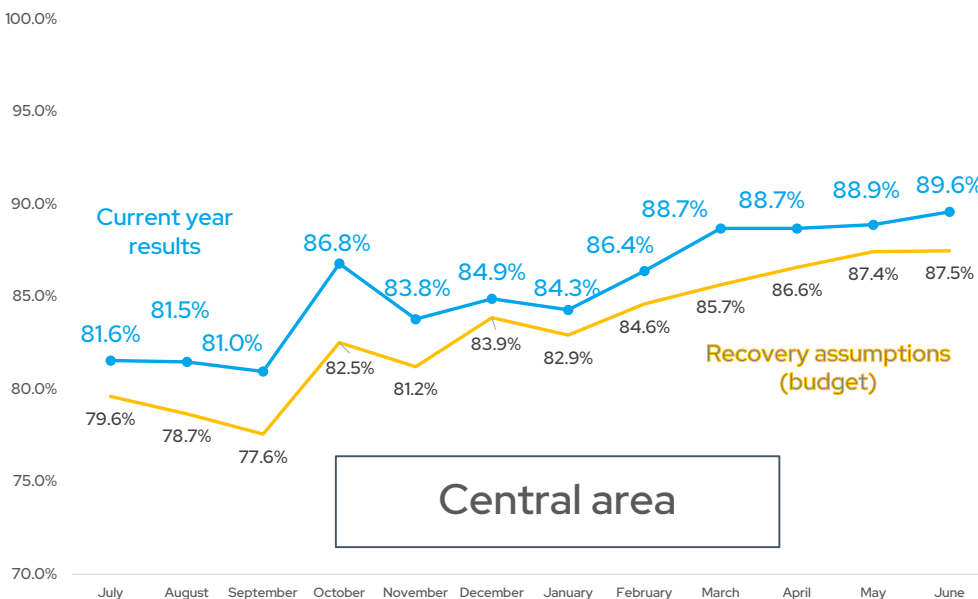
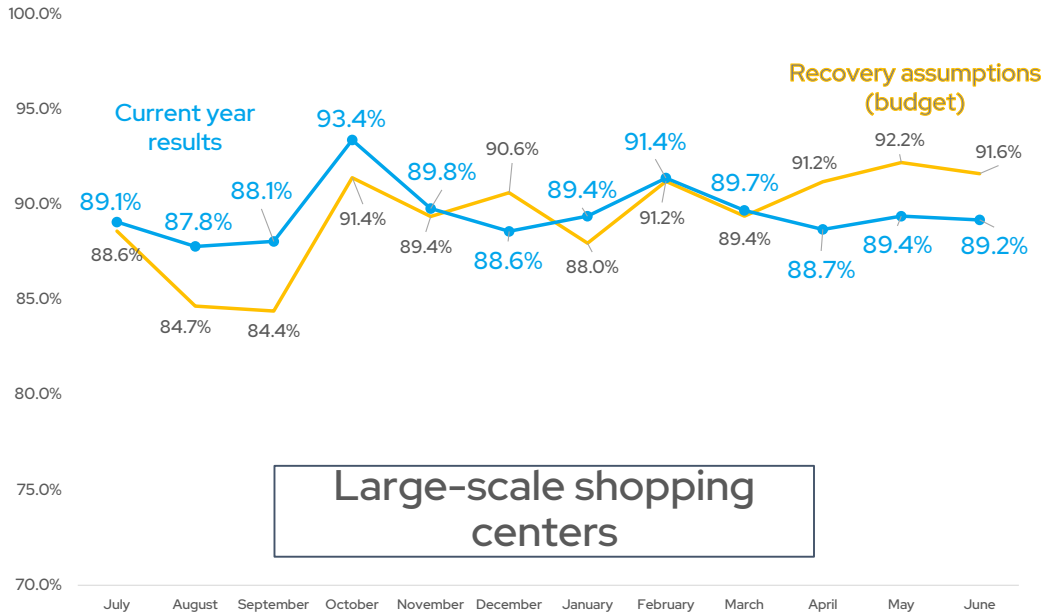
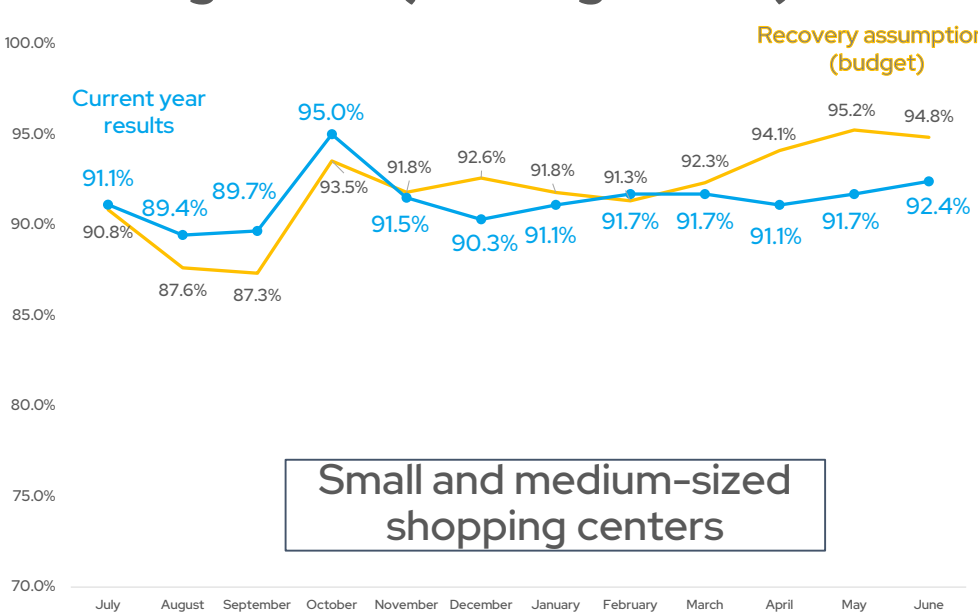
FYE June 2024: Assumptions of Full-Year Earnings Forecast

Assumptions	
Domestic	<ul style="list-style-type: none"> • Plan to open 11 new salons and close 17 • Inclusion of the full-year impact of price revisions in the forecast (revenue: up 1,600 million yen year on year) • Factoring in the impact of treatment improvement (base salary increase in August 2023 plus a regular wage hike based on evaluation scheduled for October) (up about 800 million yen year on year). • An increase in personnel expenses due to net increase in the number of employees (up approximately 100 million yen year on year) • An increase in outsourcing fees for consigned salons, resulting from a revenue increase (up approximately 100 million yen year on year) • An increase in revenue-based rent due to higher revenue (up approximately 120 million yen year on year) • An increase in utilities costs due to utilities price increases (up approximately 40 million yen year on year) <p>(SG&A expenses)</p> <ul style="list-style-type: none"> • Increases in training costs by intensifying training and expenses of salon manager meetings and social gatherings (step up communication) (up 56 million yen year on year) • Expenses related to head office relocation (42 million yen) • Expenses for addressing the invoice system (11 million yen) • Expenses for modifying vending machines to accommodate new bank notes (14 million yen)
Overseas	<ul style="list-style-type: none"> • Plan to achieve a net increase of 10 salons in total overseas • Inclusion of the full-year impact of price revisions in Singapore, Taiwan and the U.S. in the forecast (revenue: up about 400 million yen year on year) • Plan to revise prices in Hong Kong in April 2024. • Plan to open the first store in Canada (Toronto) • Plan to renovate 16 salons

[Domestic] Trend in Number of Customers Visiting Salons (All Salons Including New Ones)

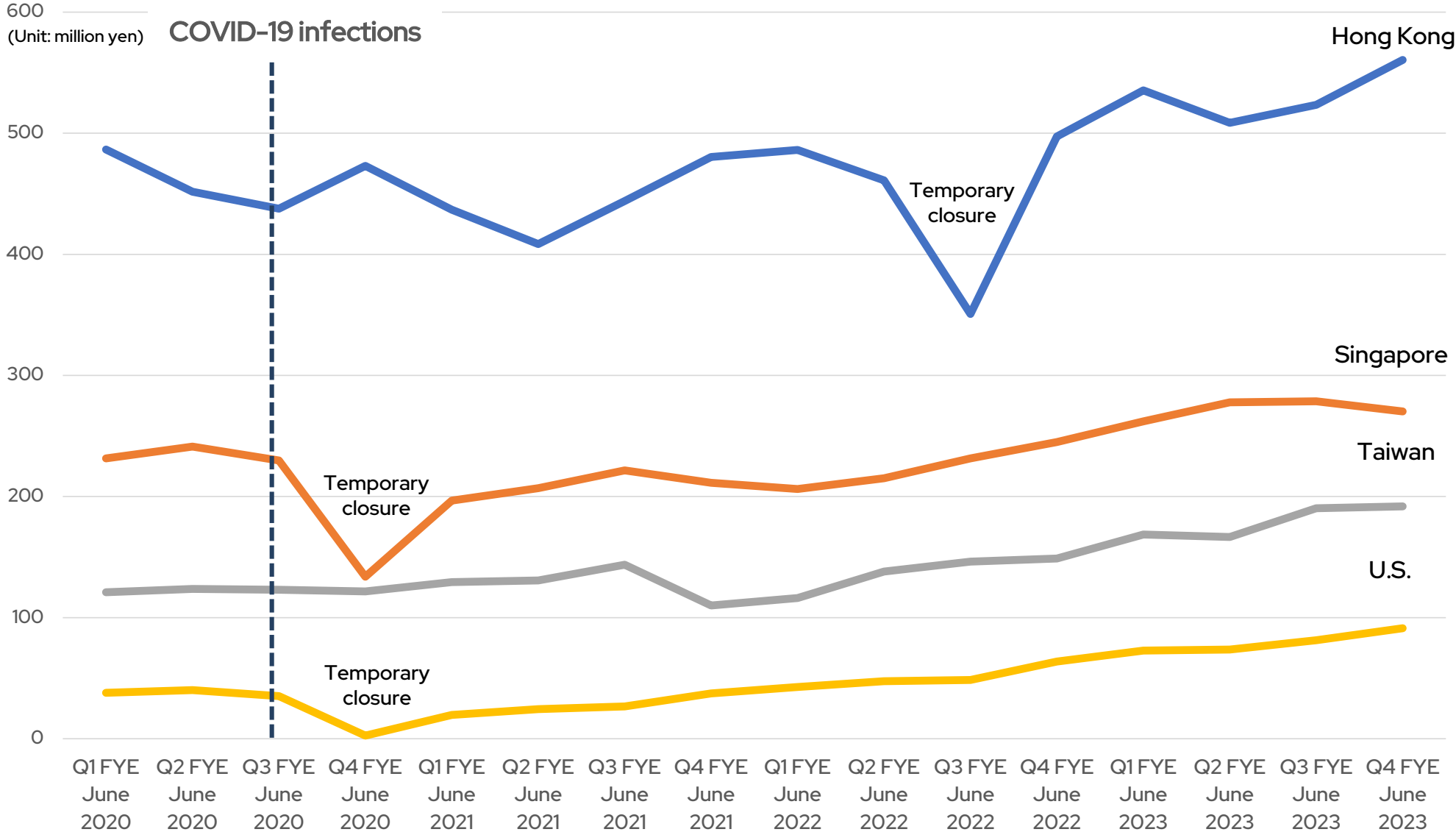


[Domestic] Assumptions of Recovery and Results of Number of Customers Visiting Salons (Existing Stores)



* The recovery rate up to February was compared with the results from July 2019 to February 2020. The recovery rate from March to June was compared with the value of budgets for the period from March to June 2020, multiplied by the budget progress rate of that time of 99%. 36

[Overseas] Trend in Revenue (Quarterly, in Yen Terms)



Reference: History of Price Revisions

History of price revisions (including tax)		
Domestic	<ul style="list-style-type: none"> • April 2014: • February 2019: • March 2022: • April 2023: 	<p>1,000 yen to 1,080 yen (1,000 yen on weekdays for customers aged 65 or over)</p> <p>1,080 yen to 1,200 yen (1,100 yen on weekdays for customers aged 65 or over)</p> <p>The special price of 1,100 yen for senior customers was terminated.</p> <p>QB HOUSE: 1,200 yen to 1,350 yen QB PREMIUM: 1,650 yen to 1,800 yen FaSS: 2,200 yen to 2,400 yen</p>
Singapore	<ul style="list-style-type: none"> • December 2012: • August 2022: • October 2022: 	<p>SG\$10 (about 1,060 yen) to SG\$12 (about 1,270 yen)</p> <p>QB PREMIUM SG\$15 (about 1,590 yen) to SG\$18 (about 1,900 yen)</p> <p>QB HOUSE SG\$12 (about 1,270 yen) to SG\$14 (about 1,480 yen)</p>
Hong Kong	<ul style="list-style-type: none"> • July 2014: • July 2019: 	<p>HK\$50 (about 910 yen) to HK\$60 (about 1,090 yen)</p> <p>HK\$60 (about 1,090 yen) to HK\$70 (about 1,270 yen)</p>
Taiwan	<ul style="list-style-type: none"> • January 2023: 	<p>300 yuan (about 1,340 yen) to 350 yuan (about 1,570 yen)</p>
New York	<ul style="list-style-type: none"> • June 2020: • November 2020: • July 2022: • December 2022: • January 2023: 	<p>\$20 (about 2,840 yen) to \$23 (about 3,260 yen)</p> <p>\$23 (about 3,260 yen) to \$25 (about 3,550 yen)</p> <p>\$30 (about 4,260 yen) only for online booking</p> <p>\$30 to \$35 (about 4,970 yen) only for online booking</p> <p>\$25 (about 3,550 yen) to \$30 (about 4,260 yen)</p>

Overview of Consolidated Group Earnings

Consolidated statement of profit or loss

Unit: million yen	FYE June 2022		FYE June 2023			
	Results	Sales ratio	Results	Sales ratio	Changes	Year on year
Revenue	20,564	100.0%	22,746	100.0%	2,182	110.6%
Cost of sales	-16,537		-17,460		-923	105.6%
Gross profit	4,026	19.6%	5,285	23.2%	1,259	131.3%
Other operating income	156		65		-91	
Selling, general and administration	-2,621		-3,121		-499	119.1%
Other operating expenses	-163		-91		71	
Operating profit	1,398	6.8%	2,138	9.4%	740	152.9%
Finance income	13		18		5	138.0%
Finance costs	-161		-165		-4	102.9%
Profit before tax	1,250	6.1%	1,990	8.8%	740	159.2%
Income tax expense	-393		-546		-153	138.9%
Profit	856	4.2%	1,444	6.3%	587	168.5%

Overview of Consolidated Group Earnings

Consolidated statement of financial position

Unit: million yen	End of FYE June 2022	End of FYE June 2023	Changes	
Total current assets	4,912	5,800	887	
Cash and cash equivalents	3,724	4,432	708	● A little more cash reserves than in normal times were held
Trade and other receivables	915	972	56	
Inventories	92	237	145	
Other	181	158	- 23	
Total non-current assets	24,823	25,308	485	
Property, plant and equipment	1,360	1,213	- 147	
Right-of-use assets	5,116	5,605	488	● Increase in rent for the remaining period of the contract mainly due to the renewal of salon contracts, and increase in the provision for restoring sites to original states
Goodwill	15,430	15,430	-	
Other financial assets	1,937	2,004	67	
Deferred tax assets	748	822	73	
Other	230	233	3	
Total assets	29,736	31,108	1,372	
Total liabilities	18,348	18,233	- 114	
Trade and other payables	235	261	26	
Interest-bearing liabilities	10,147	9,407	- 739	● Scheduled repayment of borrowings
Lease obligations	5,197	5,464	267	
Other	2,768	3,100	332	
Total equity	11,387	12,874	1,487	
Total liabilities and equity	29,736	31,108	1,372	

Overview of Consolidated Group Earnings

Consolidated statement of cash flows

Unit: million yen	FYE June 2022	FYE June 2023	Changes	
Cash flows from operating activities	4,706	4,694	- 11	
Profit before tax	1,250	1,990	740	
Depreciation and amortization	3,168	3,284	116	
Decrease (increase) in trade and other receivables	- 130	- 41	88	
Interest paid	- 146	- 128	18	
Proceeds from subsidy income	107	51	- 55	
Income taxes refund	29	-	- 29	
Income taxes paid	- 73	- 710	- 637	Associated with an increase in taxable income
Other	500	247	- 252	
Cash flows from investing activities	- 558	- 484	74	
Purchase of property, plant and equipment	- 447	- 390	56	
Purchase of intangible assets	- 33	- 48	- 14	
Other	- 77	- 45	32	
Free cash flows	4,147	4,210	62	
Cash flows from financing activities	- 5,245	- 3,597	1,648	
Net increase (decrease) in short-term borrowings	- 2,020	- 22	1,998	Repayment of commitment line of the previous fiscal year
Repayments of long-term borrowings	- 700	- 700	-	
Dividends paid	- 0	- 130	- 130	
Repayments of lease obligations	- 2,704	- 2,835	- 130	
Other	179	91	- 88	
Exchange differences of cash and cash equivalents	220	95	- 125	
Net increase (decrease) in cash and cash equivalents	- 877	708	1,585	
Cash and cash equivalents at end of period	3,724	4,432	708	

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

The 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.



QBHOUSE
GLOBAL



QBハウスの
訪問理美容サービス

