Business Plan and Growth Potential Explanatory Material

Premier Anti-Aging Co., Ltd.
Tokyo Stock Exchange Growth 4934
October 31, 2022



INDEX	01	Corporate Overview		
	02	Market Environment		
	03	Characteristics and Strengt		
	04	Growth Strategy		
	05	Risk Information		
	06	APPENDIX		

01 | Corporate Overview

Corporate Profile



Name	Premier Anti-Aging Co., Ltd.
Established	December 2009
Head office	Toranomon Hills Mori Tower, 1-23-1 Toranomon, Minato-ku, Tokyo
Board members	Kiyoshi Matsuura, President Koji Kawabata, Managing Executive Officer and Director Yoichiro Ito, CFO, Managing Executive Officer and Director Takahiro Toya, Executive Officer and Director Takuyuki Fukumoto, Independent Outside Director Sakiko Sakai, Independent Outside Director Motoyasu Ishihara, Audit & Supervisory Board Member Akira Ide, Audit & Supervisory Board Member Yosuke Kondo, Audit & Supervisory Board Member Keigo Uemura, Executive Officer Kiyoshi Iwakawa, Executive Officer Yuka Uehara, Executive Officer
Employees	223 (as of July 31, 2022)
Line of business	Planning, development, import/export, mail-order/EC, wholesale and retail business of cosmetics and health food products
Group companies	Premier Wellness Science Co., Ltd. Premier Anti-Aging (Shanghai) Co., Ltd.



Time is fleeting, and it passes equally, whether you are young or old.

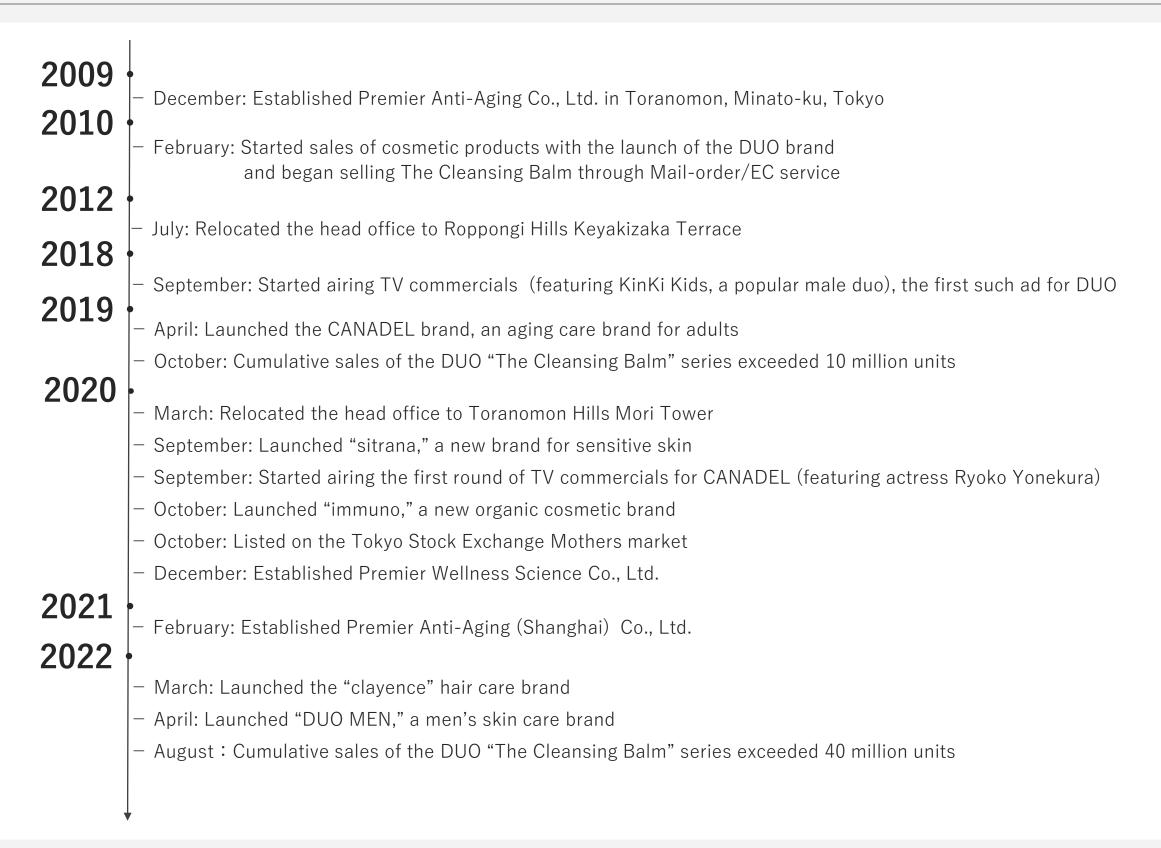
Hours become days, days become the future.

Unleashing Time

We want to be an integral part of people's time.

By offering an exceptionally "unique value," we want to enrich people's lives and change the future.

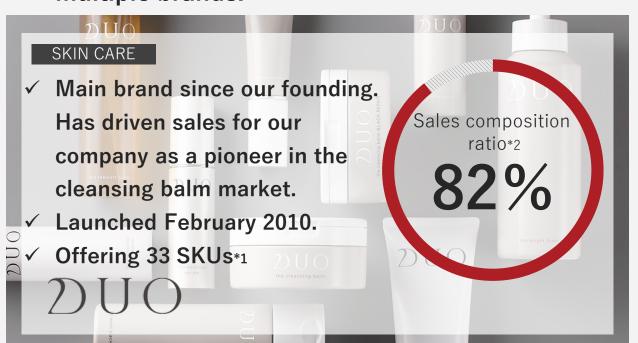
Let us unleash your future.



Key Brands



- ✓ Expanded our product line-up, which now includes four skin care brands, one hair care brand, and one men's category brand.
- ✓ Making steady progress on our path to transforming our business structure to one that is supported by multiple brands.



SKIN CARE

- ✓ Being nurtured as the second key brand after DUO. Addresses needs of contemporary women by saving time.
- ✓ Launched April 2019.
- ✓ Offering 7 SKUs*1

CANADEL

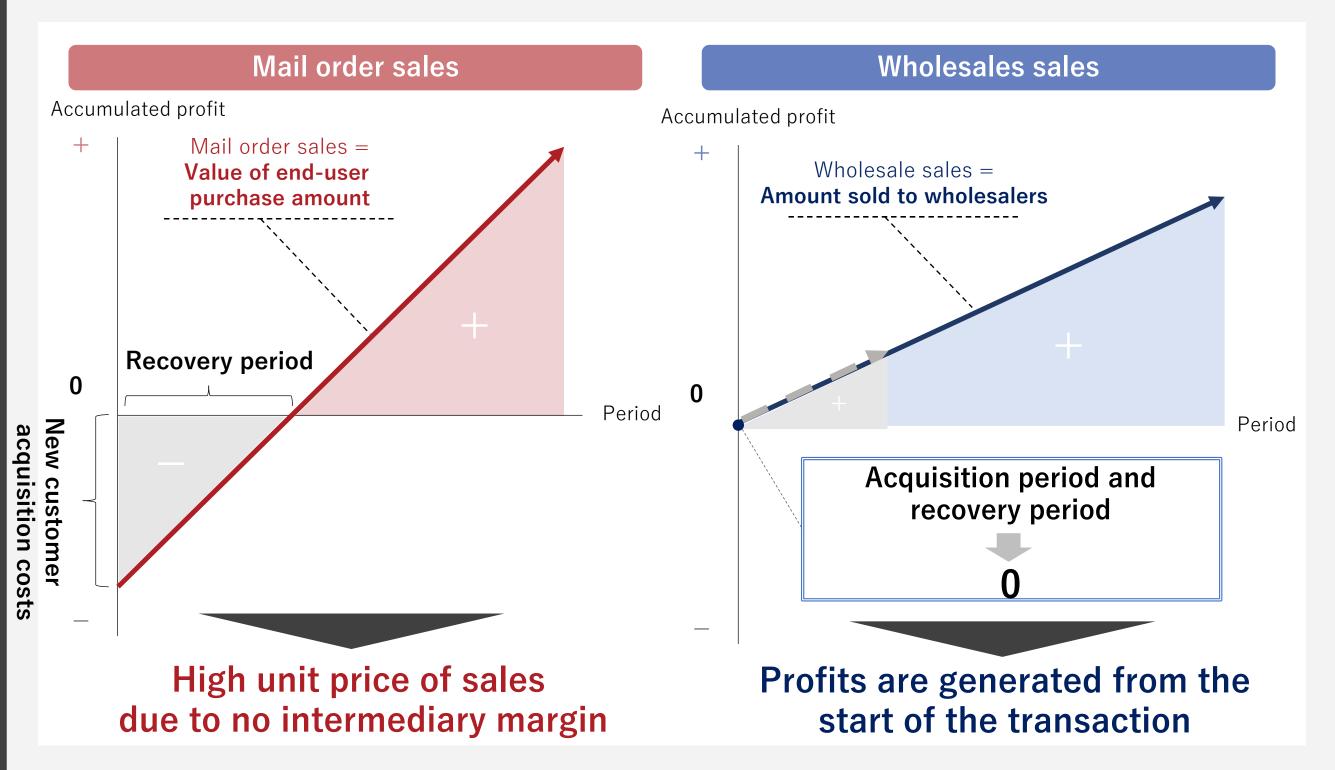
Sales composition ratio*2
16%



Characteristics of Main Sales Channels



✓ Mail order sales are characterized by high unit sales per sales, while wholesale sales are characterized by quick turnaround.



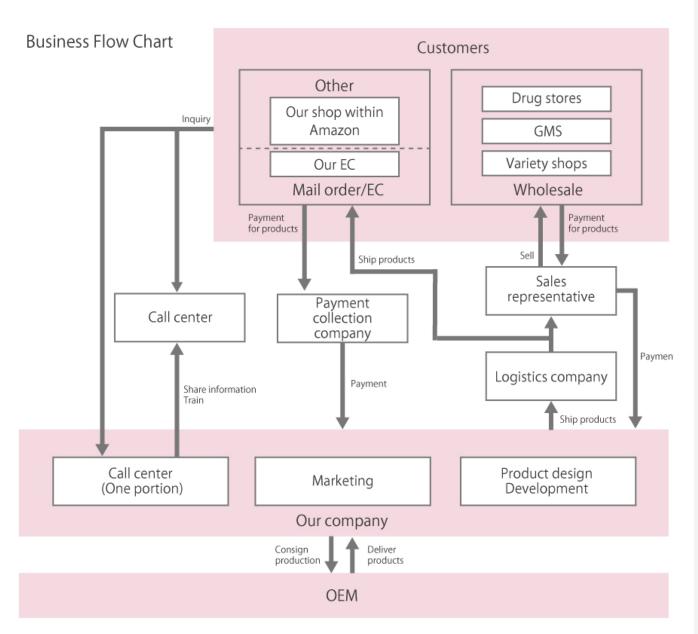
Organizational Characteristics



✓ We focus on core operations such as product development and marketing, while outsourcing logistics, manufacturing, and most of the call center operations, etc.

Fabless manufacturing

We have built a nationwide network of OEM manufacturers and select the optimal OEM production system for each product. By outsourcing production, we can maintain a flexible production system highly adaptable to environmental changes.

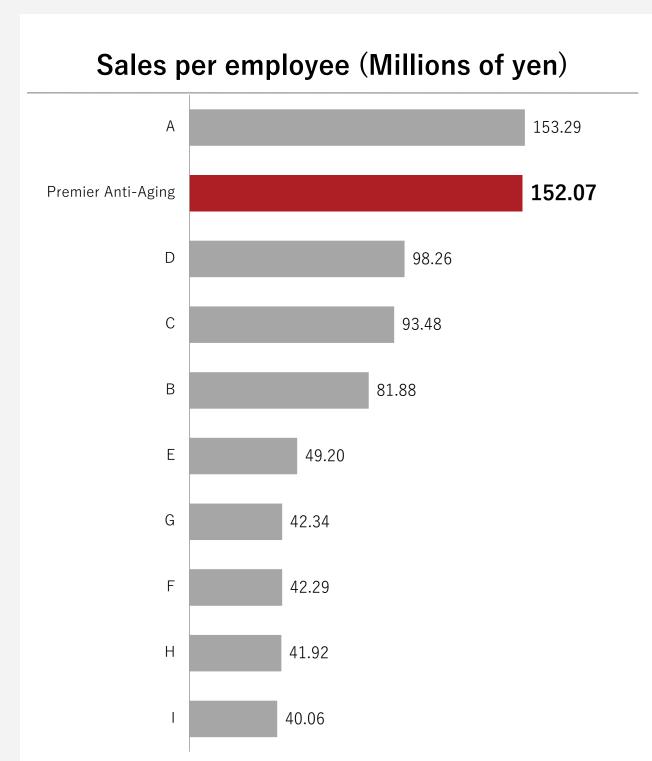


(Note) Other overseas sales are omitted from the business flow chart because their impact on business performance is minimal.

Organizational Characteristics



✓ Achieving asset-light management and maintaining a high level of sales per employee compared to other companies in the same industry.



Main facilities (Thousands of yen)

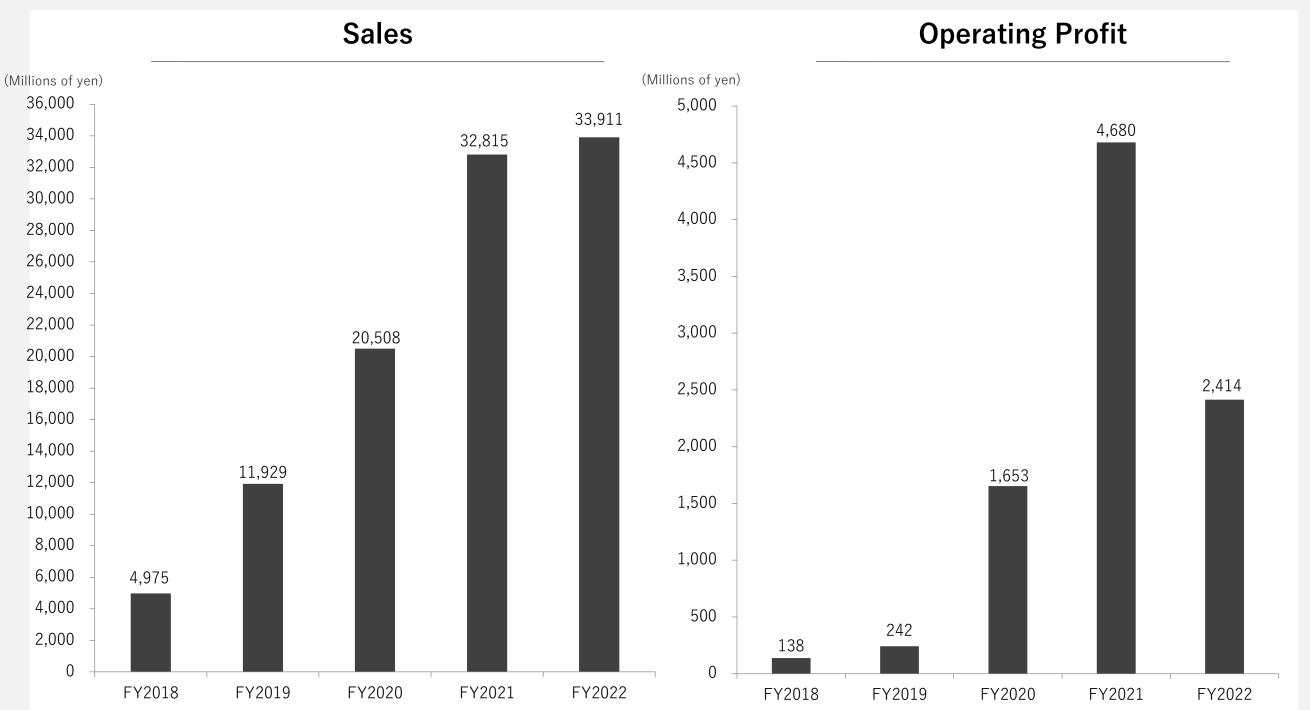
	Equipment	Office equipment, etc.
Book value	Building	79,874
	Vehicles and transportation equipment	2,374
	Tools, furniture and fixtures	27,504
	Software	243,431
	Total	353,183
	Total assets	12,300,447

Note: As of July 31, 2022



Note: Created based on the most recent securities reports of companies in the cosmetics industry

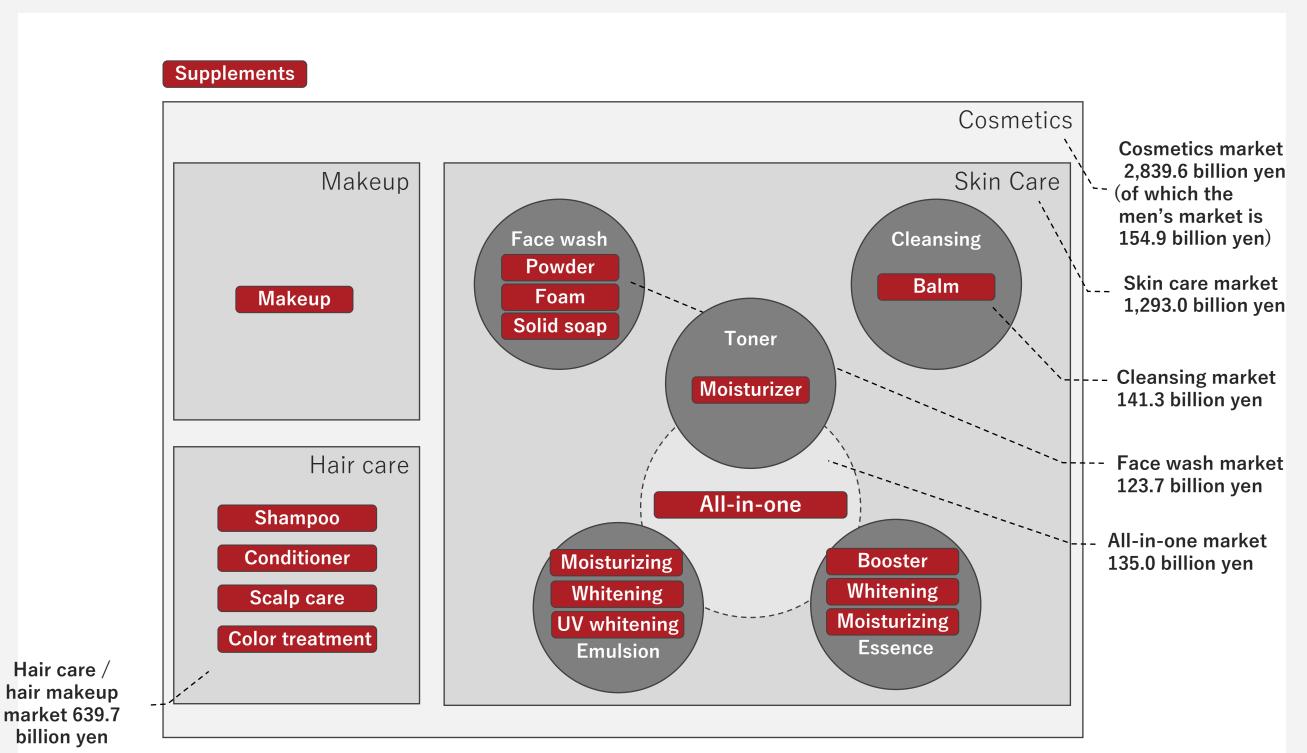
- ✓ In addition to stable sales from the subscription sales model, sales increased due to the expansion of wholesale sales.
- ✓ FY2022 operating profit due to a decline in wholesale sales, which had high profit margins, and an increase in SG&A expenses.



02 | Market Environment

Market Size of the Domestic Cosmetics Market

√The domestic cleansing market, which includes balms, totaled 141.3 billion yen in 2021.

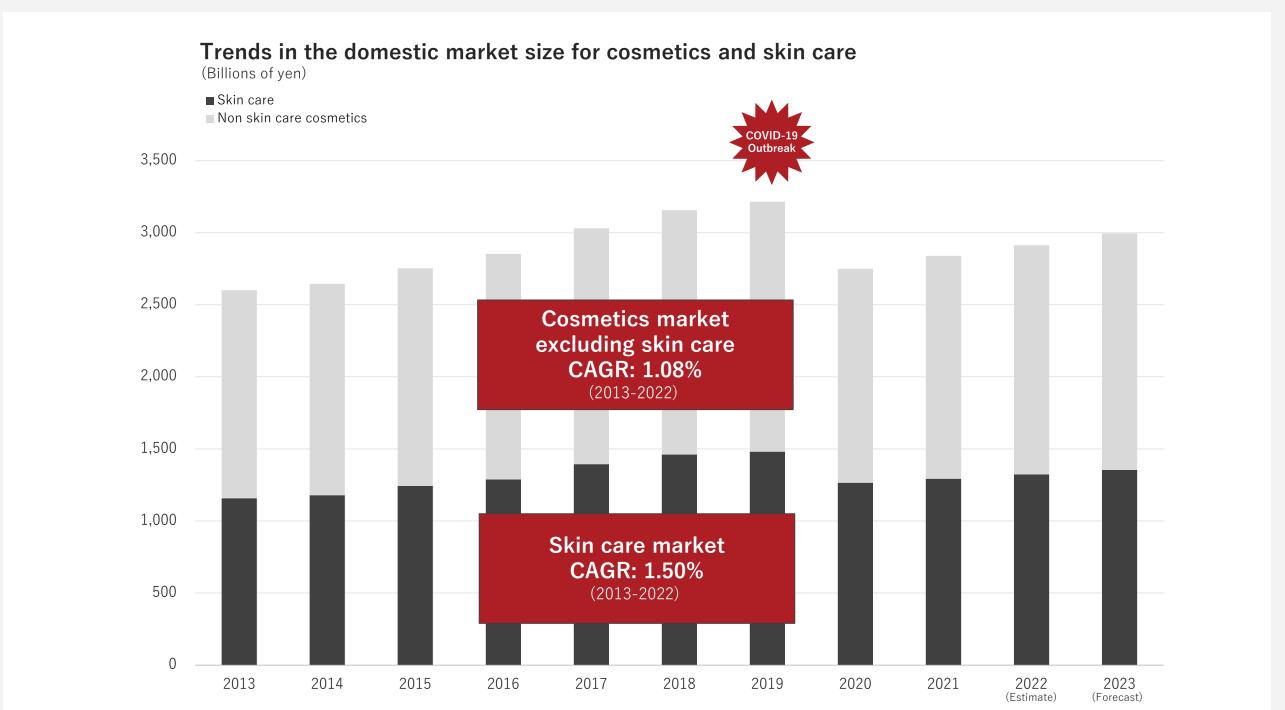


Note: Gray circles indicate the markets, and red boxes represents our products. Source: "Cosmetics Marketing Handbook 2021" by Fuji Keizai

Domestic Market Size for Cosmetics and Skin Care



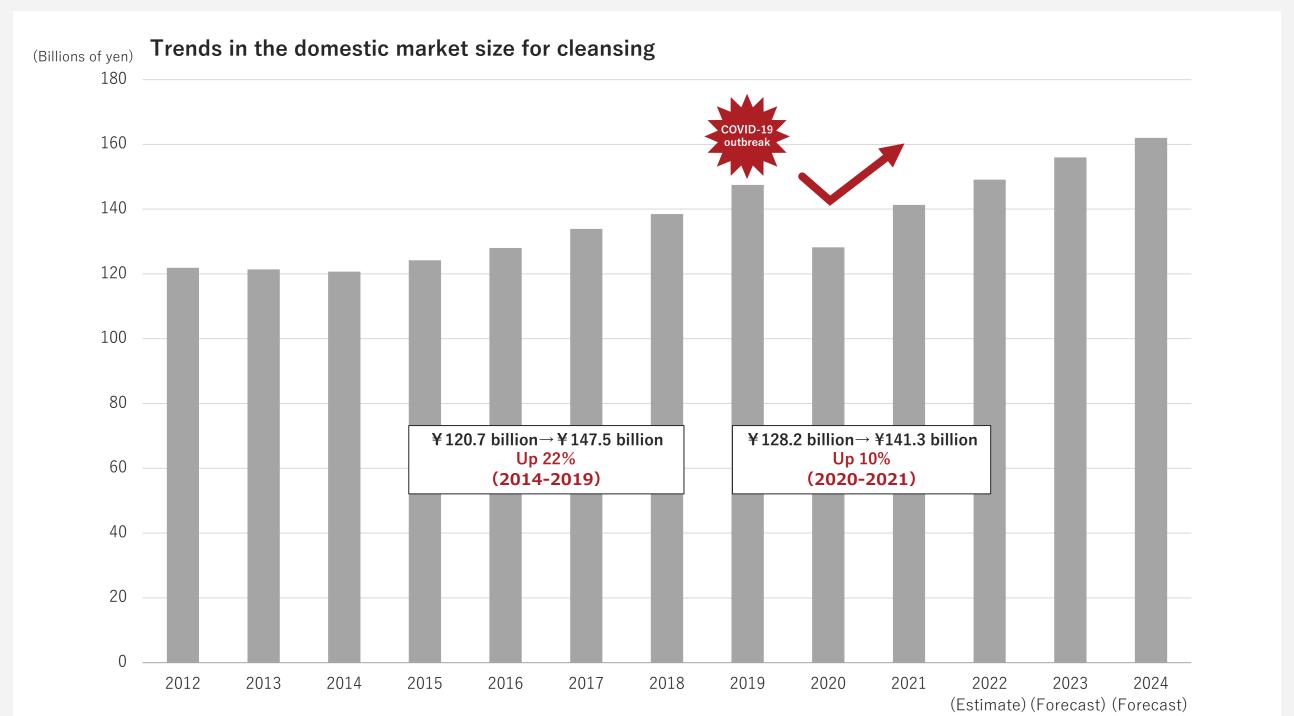
- ✓ Domestic cosmetics market, which continued to grow moderately through 2019, declined significantly with COVID-19.
- ✓ Recovery trend in 2021 due to reassessment of the importance of skin care under masked lifestyles.



Domestic Market Size for Cleansing

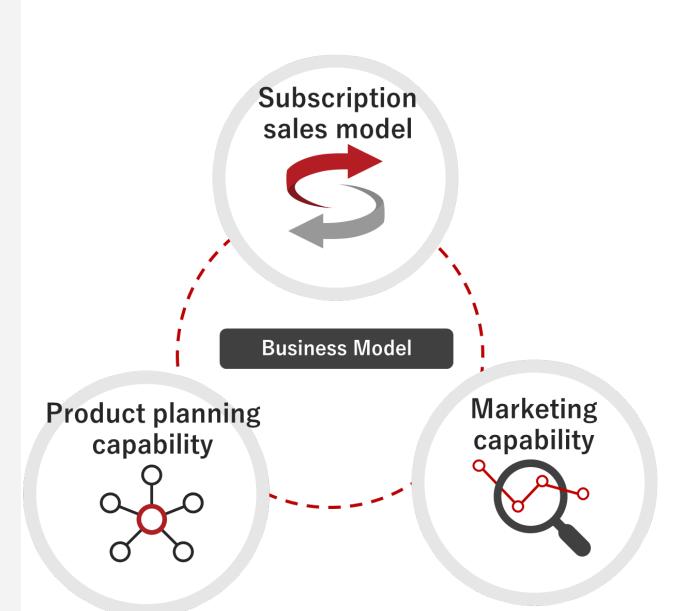


- ✓ Domestic cleansing market plummeted due to disappearance of inbound demand caused by COVID-19.
- ✓ The market expanded again in 2021 as the positioning of cleansing products changes from makeup remover to skin care products.



03 | Characteristics and Strength

✓ Established a business model based on three characteristics.



Subscription sales model

Achieved a high repeat rate by providing highly effective and satisfying products with excellent cost performance.

Subscription sales model creates stable stock sales.

Marketing capability

Adds a unique emotional value by combining digital marketing that promotes functional value with mass marketing.

Unique marketing capabilities differentiate brand value through a digital and mass media mix strategy.

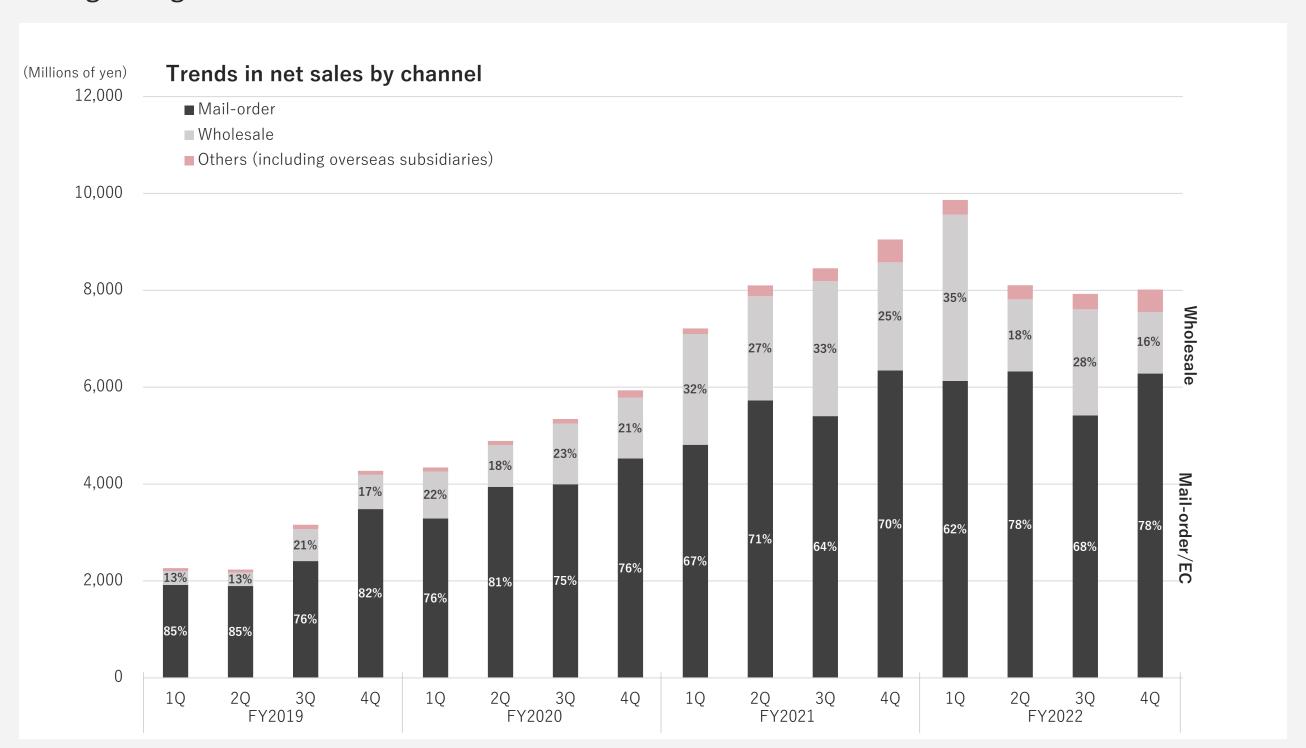
Product planning capability

We have a network of OEMs with excellent product appeal throughout Japan and have built a system that enables speedy development.

Strong product planning capabilities enable product development that accurately captures the unmet needs of the market and customers.

Business Model (1): Subscription Sales Model

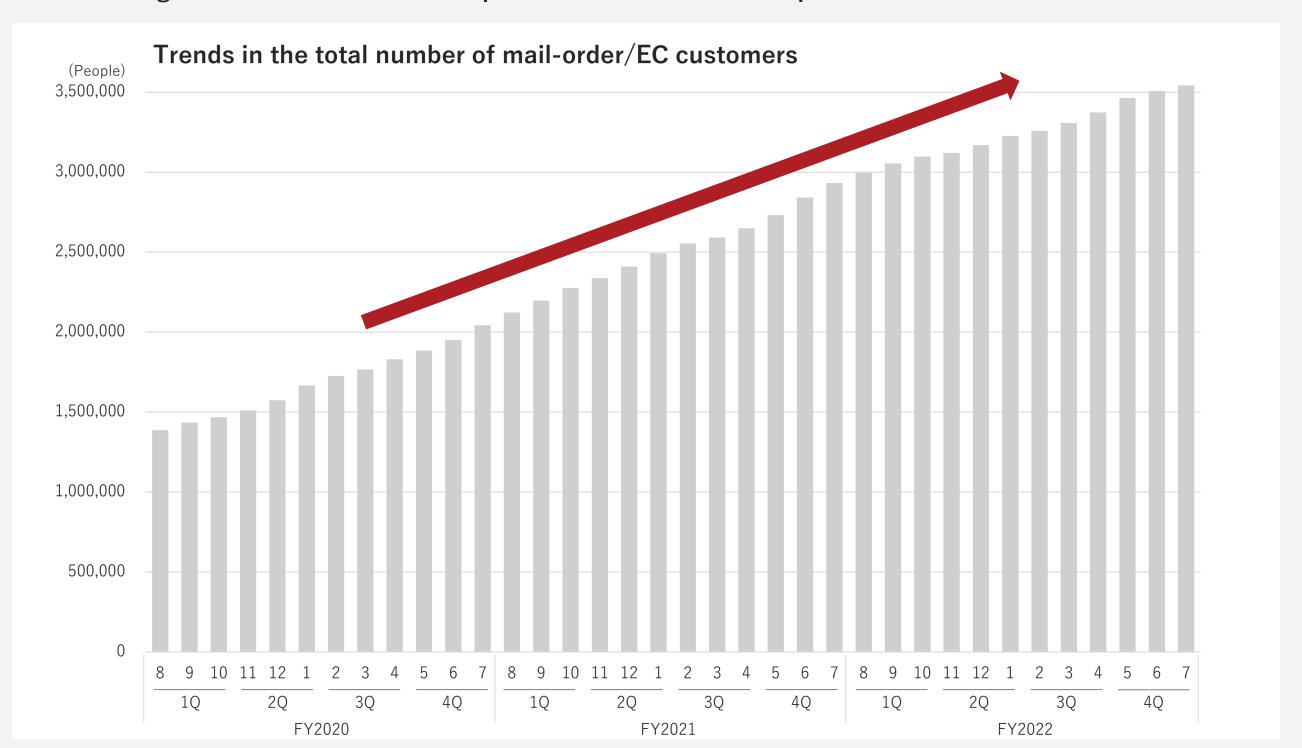
- ✓ Mail-order sales, which account for approximately 90% of subscription sales, have grown steadily and remained stable.
- ✓ High-margin wholesale sales also established as a new channel.



Business Model (1): Subscription Sales Model



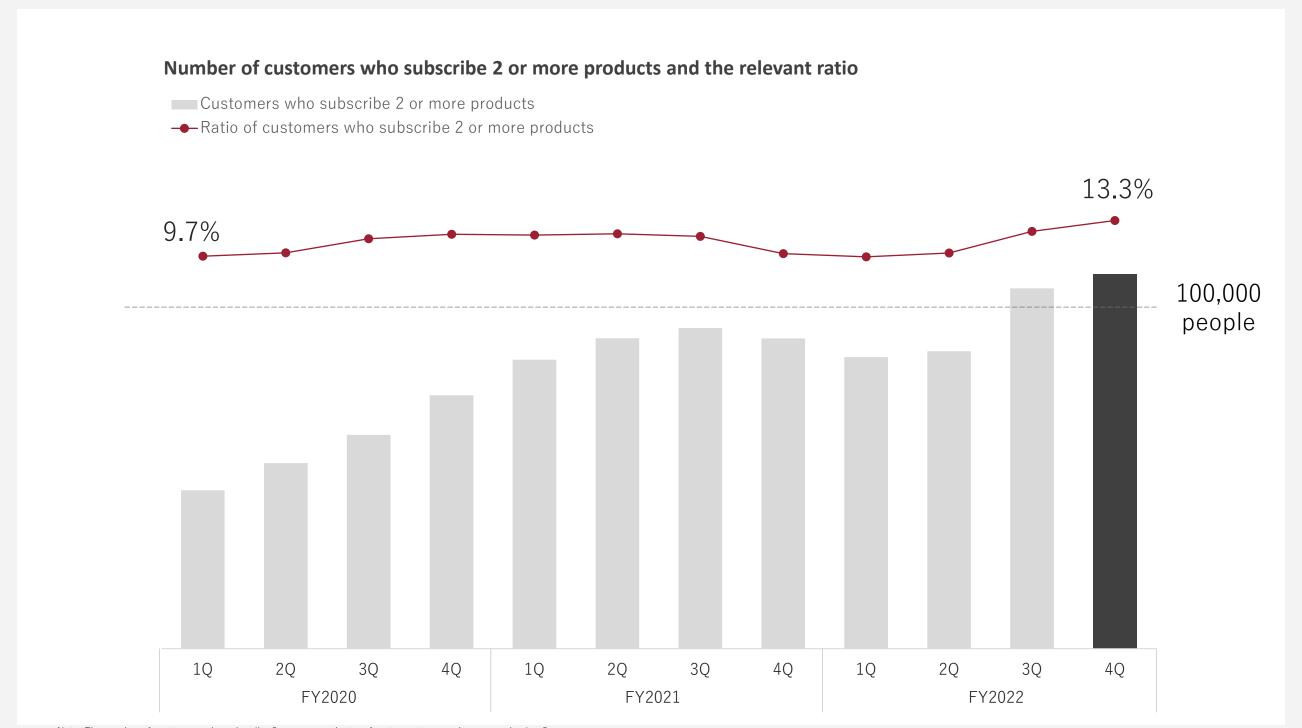
- ✓ The number of members who support the subscription sales model has steadily increased, and the total number of members has exceeded 3.5 million.
- ✓ Build long-term customer relationships and activate membership base.



Business Model (1): Subscription Sales Model



- ✓ The number of cross-selling customers for two or more subscriptions has increased, mainly for clayence, which was launched in March 2022.
- ✓ Realize higher unit prices and cost reductions by increasing the number of cross-selling customers.



Business Model (2): Product Planning Capability



- ✓ A complete line-up of four skin care brands, one hair care brand, and one men's category brand.
- ✓ Premier Wellness Science, a subsidiary of the Company, launched new brands, Ko and Reinca, based on scientific evidence.
 - ✓ Our key and inaugural brand. Pioneer in the cleansing balm market and continues to drive sales.
 - ✓ Launched in February 2010.
 - ✓ Currently have 33 SKUs.*1

- Applying brand nurturing knowhow gained through DUO and CANADEL.
 - √ Home hair care brand that focuses on young generation with graying hair.
 - ✓ Launched March 2022.
 - Currently have 5 SKUs.*1
 - clayence

- ✓ Cosmetic brands for sensitive skin with cica*2 substance in every product. Has been introduced to the Chinese market.
- Launched in September 2020.
- ✓ Currently have 14 SKUs.*1

sitrana

- ✓ Nurturing as the second brand after DUO. Focuses on shortening time required for skin care to address needs of busy modern women.
- ✓ Launched in April 2019.
- ✓ Currently have 7SKUs.*1

CANADEL

- ✓ Taking advantage of the high recognition of the DUO brand, we are newly expanding into the rapidly growing men's cosmetics market.
- ✓ Launched April 2022.
- Currently have 2 SKUs.*1



- ✓ An SDG-conscious organic cosmetics brand that promotes sustainable development.
- Launched in October 2020.
- Currently have 9 SKUs.*1

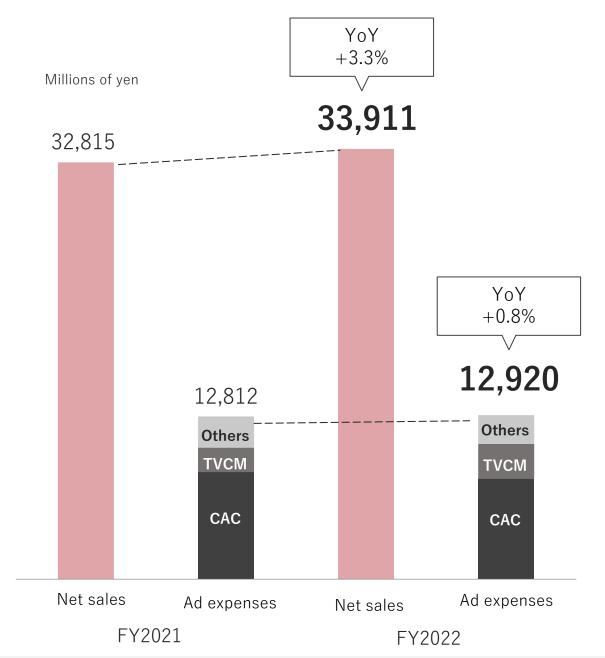
immuno

*1: SKU refers to the number of regular products as of July 31, 2022, excluding limited editions and different sizes *2: Cica refers to the substance extracted from a plant called Centella asiatica

Business Model (3): Marketing Capability



- ✓ Due to the impact of advertising regulations, the advertising expenses ratio and new customer acquisition expenses ratio in the first quarter of the fiscal year ended July 31, 2022, were 29.9% and 15.3%, respectively. However, the impact of regulations disappeared from the second quarter onward, and the ratio for the full year was almost the same as the previous year.
- ✓ Promoting acquisition of new customers using performance-based digital marketing.
- ✓ Efficient execution of advertising through media mix effects combined with mass marketing.



Advertising expenses/net sales

$$39.0\% \rightarrow 38.1\%$$
 (-0.9 pts)

Customer acquisition costs/net sales

04 | Growth Strategy

Review of FY2022 (Financial Results)



- ✓ Net sales fell short of the initial plan due to the materialization of the risk factors that had been factored in, such as subsiding the DUO black balm boom, intensifying competition in the cleansing market, delays in acquiring new customers due to advertising regulations, and review of marketing measures due to Chinese regulations, etc.
- ✓ Operating profit fell short of the initial plan mainly due to lower than planned sales in the highly profitable retail business.
- ✓ In addition, investment was made based on a management decision that saw it as an opportunity to grow the new brands of CANADEL and clayence, and expenses were upfront due to the review of marketing measures due to the impact of Chinese laws and regulations.
- ✓ Both net sales and profits almost achieved the revised plan announced in the third quarter of the fiscal year ended July 31, 2022.

					(Millions of yen)
	FY2022 Initial Plan	FY2022 Revised Plan	FY2022 Actual	Increase/ Decrease vs Initial Plan	Increase/ Decrease vs Revised Plan
Net sales	40,000	34,000	33,911	(6,089)	(89)
Operating profit	6,000	2,300	2,414	(3,586)	114
Ordinary profit	6,020	2,500	2,572	(3,448)	72
Profit attributable to owners of the parent	3,460	1,380	1,424	(2,036)	44

Review of FY2022 (Growth Strategy)



✓ In the fiscal year ended July 31, 2022, we implemented various initiatives with three growth drivers: growth of the DUO brand products other than balm, growth of the CANADEL brand, and growth of the overseas business.

Positives

- ✓ Progress made in transforming our business structure that has been solely dependent on the sales growth of DUO into one supported by multiple brands including CANADEL and clayence.
- CANADEL and clayence grew and sales composition of DUO was 82%, CANADEL was 16% and clayence was 2% (DUO was 89%, CANADEL was 10% and clayence was 0% in the first quarter).
- Launched a new hair care brand, "clayence" and men's brand, "DUO MEN."

Negatives

- ✓ Duo sales declined more than expected as the black balm boom subsided and increased competition in the cleansing balm market.
- Despite launching DUO brand facial wash, sales growth for products other than balms remained an issue.
- Regarding overseas investment, we revised our strategy, strengthened our structure by appointing an external person who is familiar with the business as the general manager of our Chinese subsidiary, and proceed with business development while hedging risks.

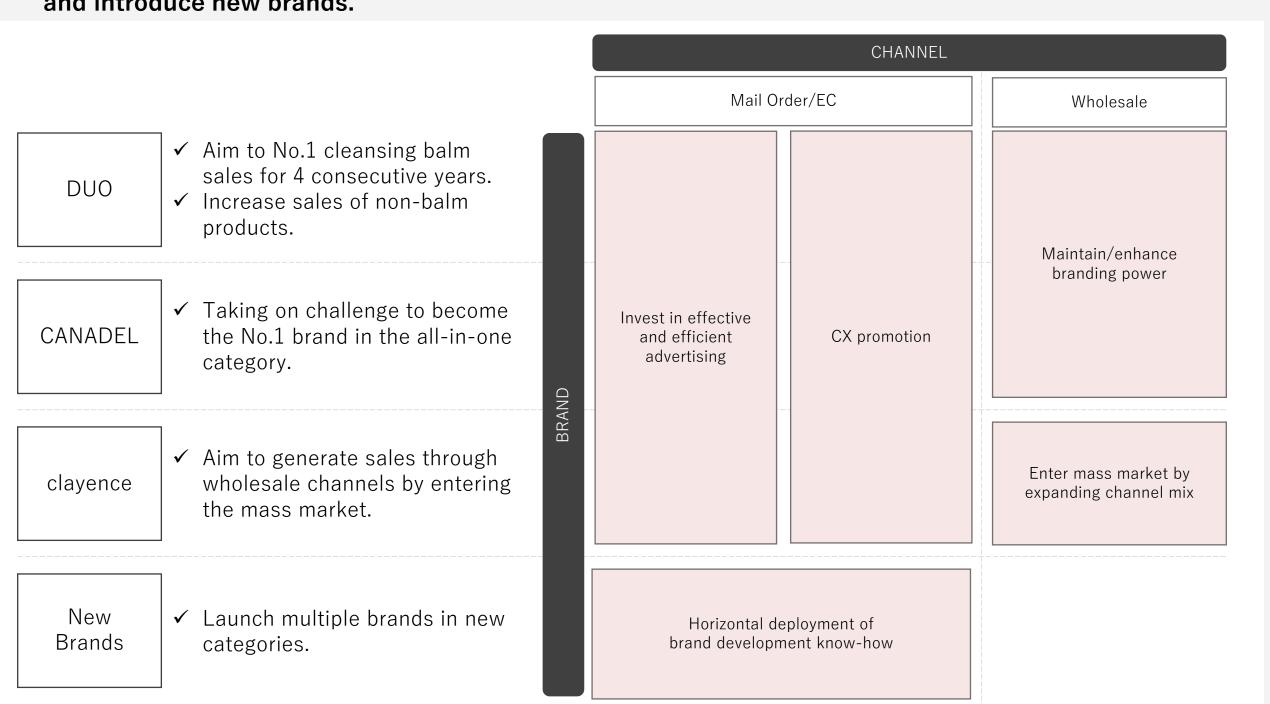
- ✓ Plan to increase sales by 9.1%, which will be mainly driven by growth of CANADEL and clayence.
- ✓ Aim to increase operating profit by 24.3% by meticulously managing costs and effectively and efficiently investing in advertising.

				(Millions of Yen)
	FY2022 Actual	FY2023 Forecast	Increase/ Decrease	YoY
Net sales	33,911	37,000	3,088	9.1%
Operating profit	2,414	3,000	585	24.3%
Operating profit margin (%)	7.1%	8.1%	_	1.0pts
Ordinary profit	2,572	2,985	412	16.0%
Profit attributable to owners of parent	1,424	1,820	395	27.8%
Net sales	17,970	16,700	(1,270)	(7.1%)
Operating profit	2,248	930	(1,318)	(58.6%)
Operating profit margin (%)	12.5%	5.6%	_	(6.9pts)
Ordinary profit	2,321	930	(1,391)	(59.9%)
Profit attributable to owners of parent	1,360	550	(810)	(59.6%)

Growth strategy for FY2023



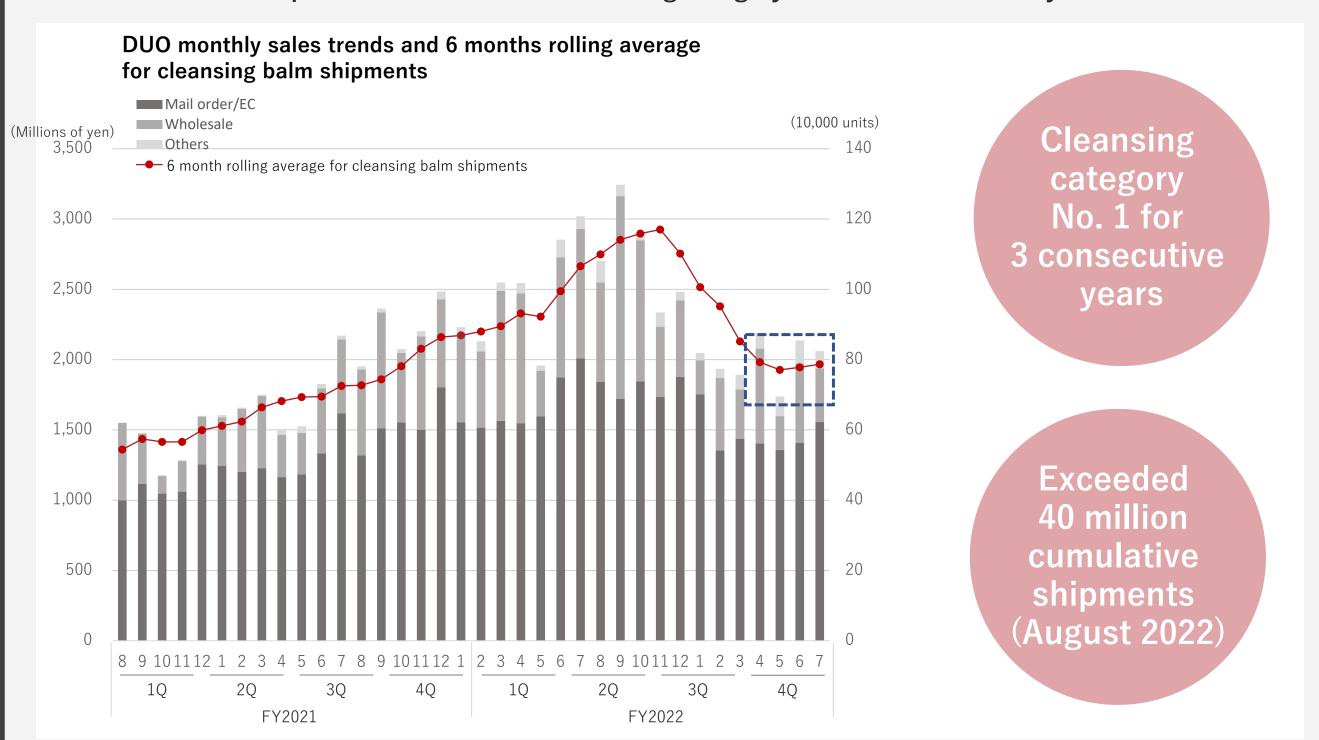
- ✓ Established the brand management division from this fiscal year and will implement a growth strategy based on the two axes of brand and channel.
- ✓ The four priority measures are to maintain DUO's No. 1 position in sales, grow CANADEL and clayence, and introduce new brands.



DUO Brand

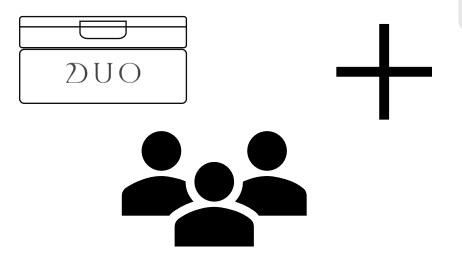


- ✓ Sales decreased due to intensifying competition since FY2022 Q2, however, the rate of decrease has slowed down recently.
- ✓ Maintained a firm position as No. 1 in the cleansing category for three consecutive years.



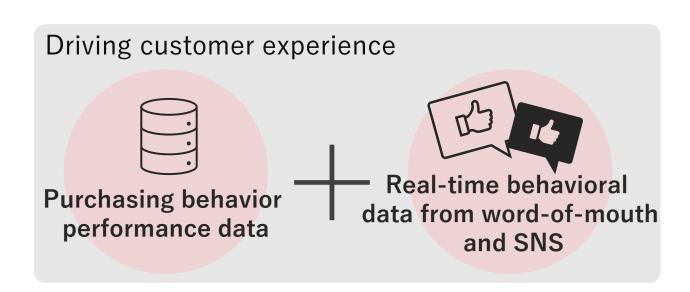
- ✓ Increase sales of products other than balm and aim to expand sales of the DUO brand as a whole.
- ✓ Aiming for No. 1 sales of cleansing balms for four consecutive years.

Accumulated brand power and depth of subscription customers









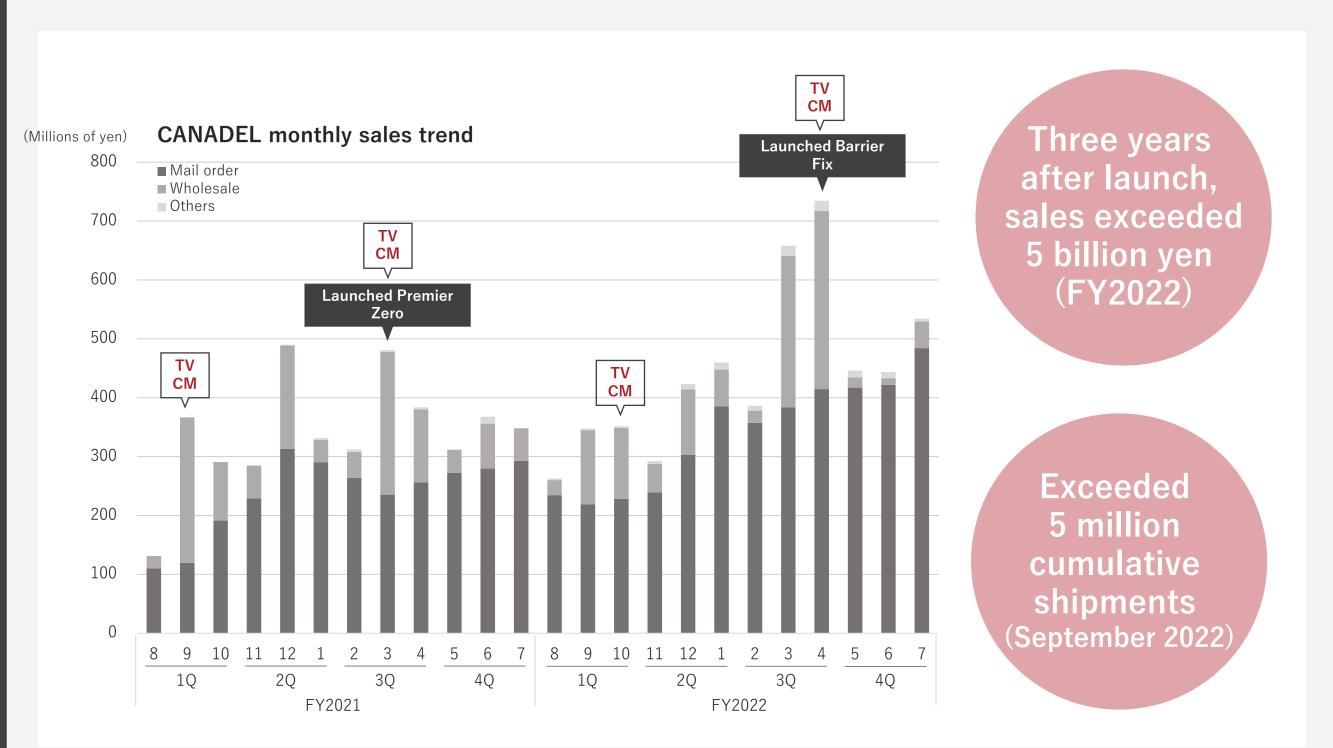


Aiming to increase sales for the DUO brand as a whole

CANADEL Brand



- ✓ CANADEL maintains upward trend driven by unique new products
- ✓ In September, the total number of shipments exceeded 5 million. Steady growth aiming for category No. 1



CANADEL Brand

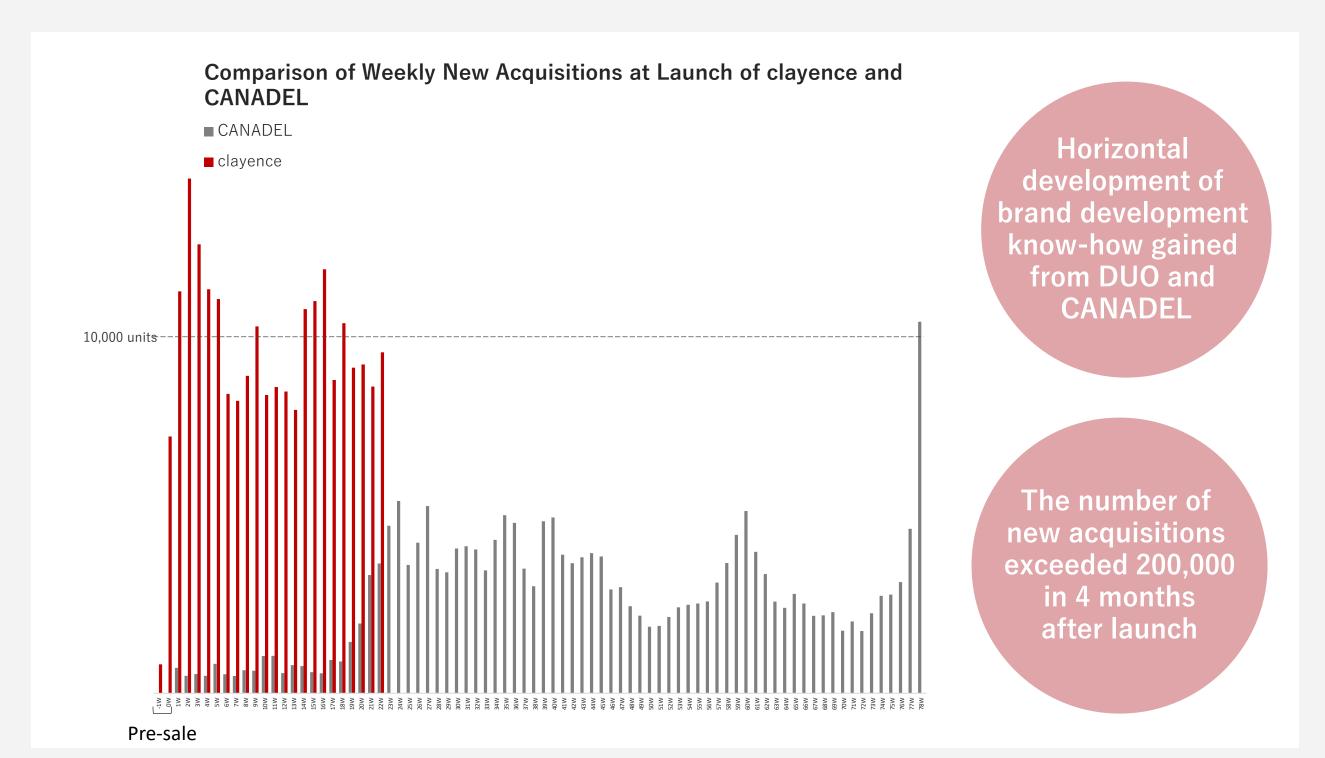
- ✓ Increase presence and expand to the main target group of all-in-one.
- ✓ Aiming to be No. 1 in the all-in-one category through product and marketing strategies.



clayence Brand



- ✓ Home hair care brand "clayence" was launched in March 2022.
- ✓ Penetrating the market at a growth speed that greatly exceeds DUO and CANADEL.



clayence Brand



- ✓ Implement mass marketing at an early stage and aim to further improve recognition.
- ✓ We plan to deliver to 7,000 stores in the first half and expect an increase in wholesale sales in addition. to mail order sales.





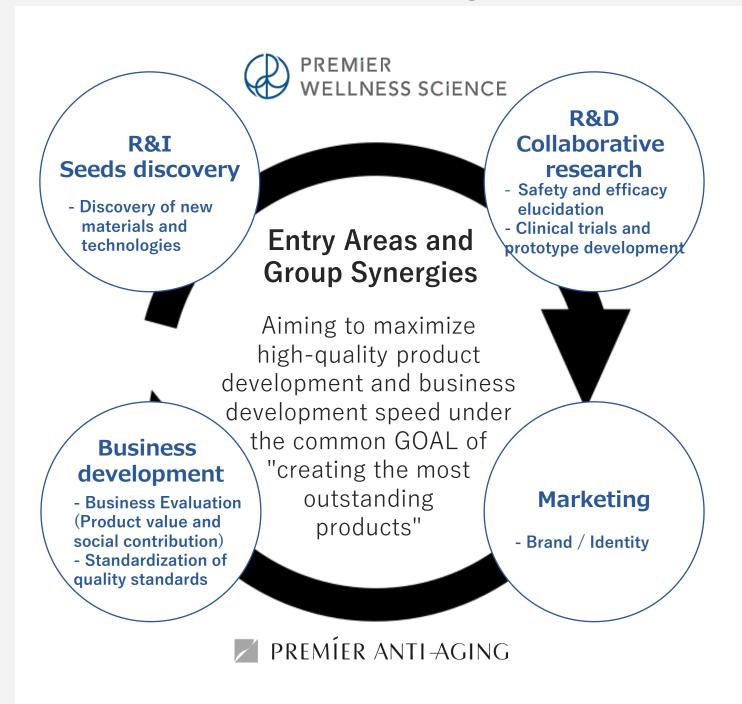


Aiming to generate sales from two channels, mail order and wholesale, with a media mix strategy

Initiatives at Premier Wellness Science Co., Ltd.



- ✓ Aiming for product development based on scientific evidence.
- ✓ The results of joint research with Showa University and the University of Tokyo have resulted in product development.
- ✓ Launched Ko, derived from CBD ingredients, and Reinca, derived from dental pulp stem cells.

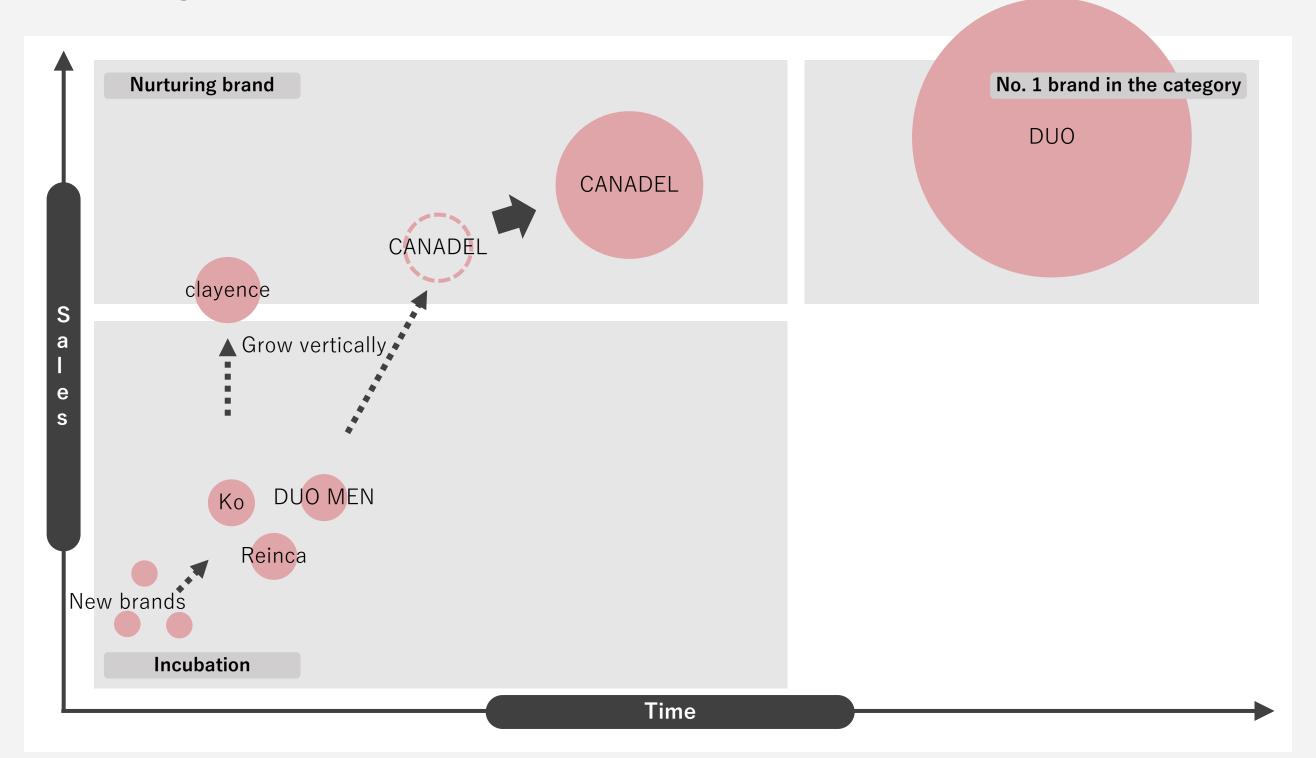






Mid-term strategy

✓ Become the leading anti-aging company by creating numerous brands that are by far the No. 1 brand in their categories.



Sustainability Initiatives

- PREMÍER ANTI-AGING
- ✓ In FY2022, we undertook sustainability initiatives as part of our ESG efforts.
- ✓ To further strengthen and promote our sustainability initiatives, we established the Sustainability Promotion Committee in August 2022.



- Reduce CO₂ emissions
- Reduce amount of plastic used



- Participate in International Women's Day
- Improvement of employee engagement



- Established the Nomination and Remuneration Advisory Committee
- Implemented the Executive Officer System



05 | Risk Information

√ The major risk factors and countermeasures are listed below.

Major risk factors*	Major Risks	Occurrence Likelihood	Impact	Countermeasures
Dependence on specific brands and products	Although sales of the Group's mainstay product, "The Cleansing Balm," have been growing steadily, the Group's business and earnings could be affected by an increasingly competitive environment, changing consumer needs, or a shortage of raw material supply.	Low	High	We are focusing on growing sales of other products and expanding our brand portfolio by expanding our product lineup and launching new brands. At the same time, we are strengthening our organization through personnel reinforcement.
Risks related to laws and regulations	The Group is subject to legal regulations including the "Act on Quality, Efficacy and Safety Assurance of Drugs and Medical Devices," the "Act on Specified Commercial Transactions," and the "Act Against Unjustifiable Premiums and Misleading Representations." Amendments to or new establishment of laws and regulations may affect the Group's business and operating results.	High	Low	We strive to raise awareness of legal compliance through consulting contracts with specialized consultants, participation in seminars hosted by these consultants, and employee education.
Risks related to business environment	In the mail-order cosmetics market in which the Group operates, if the Group is unable to maintain the competitiveness of its products due to inadequate response to changes in consumer values, needs, and purchasing behavior, the Group's business and earnings could be adversely affected.	Low	Medium	In addition to actively promoting the development of new products and promotional measures utilizing SNS and applications, the Company strives to maintain the competitiveness of its products by viewing communications with customers at its call centers as an opportunity to constantly explore potential needs and apply those needs to product development.

06 | APPENDIX

Brand Introduction: DUO



✓ The core brand since inauguration, DUO continues to drive sales as the pioneer in the cleansing balm. market.



Brand Introduction: CANADEL



✓ Being fostered as the second brand following DUO, CANADEL focuses on the busy modern women's needs for spending less time on skin care.

CANADEL

Based on the concept of "continuously pursuing beauty, being true to oneself, and enjoying life," CANADEL is a highly advanced aging care brand launched in April 2019 to address the changing skin care needs of mature consumers. Four types of all-in-one creams and eye cream are currently available, taking in mind the lifestyles of modern women proactively living busy daily lives. We currently have 7 SKUs* centering on all-in-one cosmetics.

Major cosmetics awards granted in the first half of 2022



LIPS June 1 issue LIPS Best Cosmetics First Half of 2022 New Category Award All-in-One Category 2nd place



LEE August issue Immediate solutions to your skin problems! Best Cosmetics 2022 Summer Fluctuating & Acne-prone Skin Care **Grand Prize**

+5 more awards



Brand Introduction: sitrana



✓ A cosmetics brand for sensitive skin with cica substance*1 in all products, sitrana targets the Chinese market.

sitrana

Featuring a unique anti-pollution capability, the sitrana products protect the skin from dryness that causes skin irritation and such external stimuli as air pollution and dirt/grime. The cica substances*1 under our original blending help fix the damaged skin and facilitate users to attain their ideal skin. We currently have 14 SKUs*2.

Major cosmetics awards granted in the first half of 2022



MAQUIA September Issue Everyone's Best Cosmetics Maquia Influencers **BEST COSMETICS**



LEE August issue

Immediate solutions to your skin problems! Best Cosmetics 2022 Summer Skincare for pores category

+3 more awards



Brand Introduction: immuno

PREMÍER ANTI-AGING

✓ A functional organic cosmetics brand, immuno takes SDGs into consideration and promotes sustainable development.

imuno

While reflecting the comfort, aroma and ecoconsciousness of organic products, the immuno brand was developed to achieve "desired results for skin" from a scientific perspective, not just for "feeling great." It offers "functional aging care" that allows users to sense the difference after use rather than feeling somehow good. We currently have 9 SKUs*.

Major cosmetics awards granted in the first half of 2022



LEE August issue

Immediate solutions to your skin problems! Best Cosmetics 2022 Summer Beauty Wise Men's **Best-Loved Cosmetics**



&ROSY August issue

The 20 beauty experts The best cosmetics that meet the aesthetic sense The best cosmetics of the 20 beauty experts! Oil category 1st place

+3 more awards



Brand Introduction: clayence

✓ A home hair care brand that focuses on young generation with graying hair, clayence was developed by applying the brand nurturing know-how gained through DUO and CANADEL.





clayence

A hair care brand inspired by a clay spa, clayence was created by combining the power of clay and cutting-edge science to provide hair and scalp treatment while coloring gray hair. With calming aroma on top of carefully selected clay and beauty substances, the product transforms tedious hair care into luxurious time at the spa. We currently have 5 SKUs*.

Major cosmetics awards granted in the first half of 2022



LEE August issue

Immediate solutions to your skin problems! Best Cosmetics 2022 Summer Beauty Wise Men's Best-Loved Cosmetics Department



MAQUIA August Issue

MAQUIA 2022 First Half **Best Cosmetics** Announcement Shampoo & Conditioner category 3rd place

+4 more awards

Brand Introduction: DUO MEN



✓ With DUO MEN, we newly entered the fast-growing men's cosmetics market by taking advantage of the high awareness of DUO brand.

While staying true to DUO's brand concept of "Beauty is reborn from skin care," we took a close look at skin problems and damage specific for men from the viewpoint of ecological and biological science. DUO men offers secure and effective skin. care requiring only a few easy steps, allowing all men living busy lives to continue skin care in an enjoyable way. We currently have 2 SKUs*.

Major cosmetics awards granted in the first half of 2022



FINEBOYS August issue The 15th FINEBOYS Men's Beauty Awards! Facial Cleanser Category 2nd place



MEN'S CLUB August issue MEN'S CLUB BEAUTY the best of the best 2022 Facial Cleansing Category 3rd place

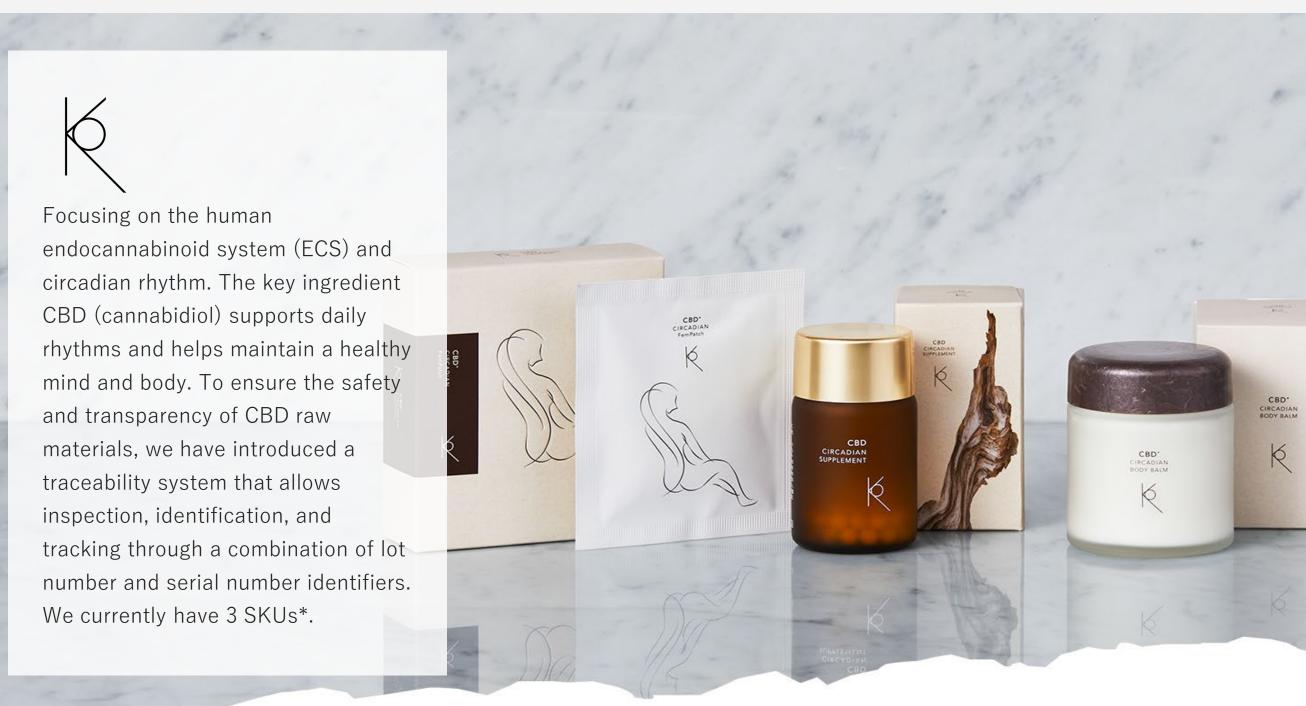
+1 more awards



Premier Wellness Science's brand: Ko

PREMÍER ANTI-AGING

✓ A brand with CBD (cannabidiol) as a key ingredient, which has a wide range of usefulness in beauty and health.



Premier Wellness Science's brand: Reinca

✓ A skin care brand that uses a unique stem cell extract as a core ingredient created through joint research. with the University of Tokyo.

Reinca

Based on the brand concept of "Facing the source of skin and sensibility with the power of SKIN & SENCE science," we advocate skin cell care born from advanced skin research and care for the five senses that pursues the comfort of physical sensations.

We have developed a brand based on our original dental pulp stem cell culture supernatant "ENGY Stem S", which was successfully commercialized through joint research with the University of Tokyo. We currently have 5 SKUs*.



Disclaimers and Notes on Forecasts and Projections



- ✓ The materials and information provided in this document include forward-looking statements, which are based on our current expectations, forecasts and assumptions involving risks. As such, there are uncertainties that may cause actual results to practically differ from what are described in such statements.
- ✓ These risks and uncertainties include general industry and market conditions as well as general domestic and international economic conditions such as interest rate and currency exchange rate fluctuations.
- ✓ The Company considers cosmetics market trends to be a major risk that may materially impact its growth and execution of business plans. However, the Company endeavors to mitigate such risks and maintain the competitive edge of its products by actively conducting promotions and understanding customers' potential needs to reflect on product planning. For other types of risks, please refer to the "Business Risks, etc." as highlighted in our Securities Report.
- ✓ We plan to disclose an update to this document in the future, approximately October after the closing of this fiscal year.

Contact: IR Department, Corporate Communication Division

E-mail: ir@p-antiaging.co.jp

