



FY2025 Initiatives in Each Business (reproduced)



## **FY2025** Initiatives in Each Business (reproduced)

- ✓ Aim to optimize brands, products and channels through collaboration between brand management and each channel
- ✓ Even with declining sales amid a tough business environment, we aim to achieve a lean and robust corporate structure that can create steady profits

### **Anti-Aging Business Brand ✓** Redefine the brand and introduce new products and brands √ Implement new communications and promotions to emphasize brand value Management X √ Continuation of thorough acquisition ✓ Strengthening cross-border e-commerce Over efficiency Mail and general trade in mainland China √ Further expansion of CRM measures to seas order ✓ Developing the Asia-Pacific market Channel strengthen customer structure **Strategies** ✓ Implementing tie-up measures with new New promotions √ Expansion of new sales channels Retail channel ✓ Deepening collaboration with retailers to secure growth potential **Appropriate Cost** ✓ Continue to control variable costs and optimize fixed costs (HR, outsourcing, systems) to fit business scale Management

## **Recovery Business**

- ✓ Expanding business in growing markets
- ✓ Strengthening cooperation as a group
- ✓ Strengthening branding, digital marketing, CRM, new product development, etc.





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01 | Executive Summary





## **Executive Summary**

## [FY2025 1Q Results]

- ✓ Even though recovery business sales grew steadily, ongoing challenges in the anti-aging business meant lower sales than for the same period last year, but they were largely in line with projections
- ✓ Operating profit exceeded projections for a sizeable overall profit due to lower advertising costs and other SG&A expenses

## [FY2025 Full-Year Forecast]

- ✓ FY2025 mid-year and full-year forecasts unchanged
- ✓ Ad spending plans are for efficient investments with a close eye on the timing of new product releases



02 | FY2025 1Q Results



## **Consolidated Statements of Income**

- ✓ Tight competition continues in the anti-aging business, resulting in lower sales overall than in the same period last fiscal year, but mostly in line with projections
- ✓ Large operating profit much higher than projections due to declines in ad spending and other SG&A expenses

✓ Plans for proactive investments from 2Q onwards mean no change to earnings forecast now (Millions of yen)

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						QonQ change	──YoY change
	FY2024 1Q	FY2024 2Q	FY2024 3Q	FY2024 4Q	FY2025 1Q		
Net sales	5,264	5,385	4,789	4,920	4,230	(14.0%)	(19.6%)
Gross profit	4,194	4,294	3,867	3,744	3,422	(8.6%)	(18.4%)
SG&A Expenses	4,230	4,464	3,658	3,608	2,800	(22.4%)	(33.8%)
<sup>L</sup> Advertising expenses	1,632	1,994	1,464	1,266	830	(34.5%)	(49.1%)
<sup>L</sup> Outsourcing	1,032	947	853	873	692	(20.7%)	(32.9%)
<sup>L</sup> Payroll and allowances	428	364	390	378	369	(2.4%)	(13.8%)
L R&D	110	103	151	131	76	(41.5%)	(30.4%)
L Others	1,026	1,055	798	956	830	(13.1%)	(19.0%)
Operating profit (loss)	(35)	(169)	208	135	622	358.0%	_
Operating profit margin(%)	(0.7%)	(3.2%)	4.4%	2.8%	14.7%	11.9pts	15.4pts
Ordinary profit (loss)	(26)	(172)	243	117	625	433.1%	_
Quarterly profit (loss) attributable to owners of parent	(35)	(1,649)	234	(32)	414	_	_
PREMIER ANTI-AGING						Copyright©2024 Premi	er Anti-Aging Co.,Ltd.



## **Consolidated Balance Sheet (quarterly comparison)**

- ✓ Completed total review of finances by last period and improved asset transparency and health
- ✓ Maintaining a healthy equity ratio of 58.5%

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	FY2024 4Q	FY2025 1Q	Increase/ (decrease)	Percentage change
Total assets	11,002	11,165	162	1.5%
L Current assets	8,882	9,070	188	2.1%
L Inventories*	1,586	1,649	63	4.0%
L Non-current assets	2,120	2,095	(25)	(1.2%)
<sup>L</sup> Intangible assets	999	970	(28)	(2.9%)
Total liabilities	4,877	4,629	(248)	(5.1%)
<sup>L</sup> Current liabilities	3,759	3,634	(124)	(3.3%)
L Non-current liabilities	1,118	994	(123)	(11.1%)
Total net assets	6,124	6,536	411	6.7%
Total liabilities and net assets	11,002	11,165	162	1.5%
Equity ratio (%)	55.7%	58.5%	_	2.8pts

\*Inventories = finished products + raw materials and supplies





03 | Status by Segment (Anti-Aging Business)





## Statement of Income

- ✓ DUO, CANADEL and clayence sales fell below levels in the same period last year in both mail order/EC and wholesale channels, but largely in line with projections, especially regarding DUO
- ✓ Large operating profit, much higher than projections, due to controls on advertising investment allocations to time with new product releases in mail order/EC channel, in addition to right-sizing of HR, systems and other fixed costs and efficient operation of ad spending and other SG&A expenses

(Millions of yen)

	FY2024 1Q	FY2025 1Q	Increase/ (decrease)	Percentage change
Net sales	4,924	3,699	(1,225)	(24.9%)
<sup>L</sup> Mail order/EC	3,543	2,663	(880)	(24.8%)
<sup>L</sup> Wholesale	1,044	750	(293)	(28.2%)
<sup>L</sup> Others	336	285	(50)	(15.1%)
Operating profit	(53)	589	642	_
Operating profit margin (%)	(1.1%)	15.9%	_	17.0pts



### **Channel-based Results**

- ✓ In the mail order/EC channel, continue investment in efficient acquisitions and promote to strengthen customer structure and profitability through CRM measures
- ✓ In wholesale, success with measures to limit returns is covering declines. Aim to expand sales through shopfront promotions tie-up with a new TV commercial and strengthening product appeal timed with new product launch

## Mail order/EC

**Policy** 

Results

- ✓ Ongoing focus on acquisition efficiency
- ✓ Expand CRM measures to strengthen customer structure



- √ Continued new acquisition efficiency
- √ Faced with ongoing severe competition for customer acquisitions
- ✓ Implemented CRM measures such as customer-specific communication to encourage existing customers to improve their utilization rate and revitalizing the member community to increase engagement with loyal customers

### **Wholesale**

- √ Advance tie-ups with new promotions
- ✓ Deepen collaboration with retailers, gain growth potential



- ✓ Covered declines with successful measures
  to limit returned products
- ✓ Advanced tie-ups between shopfront promotions and a new TV commercial for the CANADEL brand
- ✓ Strengthened product appeal in stores to time with launch of new color treatment in clayence brand



## **Anti-Aging Business (DUO)**

✓ To meet diversified customer needs, we will be relaunching five types of "DUO The Cleansing Balm" series in celebration of the 15<sup>th</sup> anniversary of the brand, and will set for sequential release from January 2025

## **Topics**

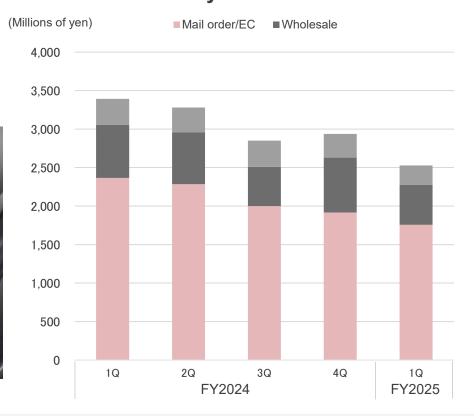
- ✓ February 2025 represents 15 years since the release of the DUO brand. We announced that in honor of this milestone, we have created new, more powerful formulations of the 5 products in "The Cleansing Balm" series to be released from January 2025 onwards
- ✓ In addition to the standard 90g product, we will release 66g versions of the products only to drug stores, variety stores, GMS and shopping malls in a bid to strengthen competitiveness in shopfronts.





The Cleansing Balm series will be renewed in stages starting in January 2025

## **Quarterly net sales of DUO**





## **Anti-Aging Business (CANADEL)**

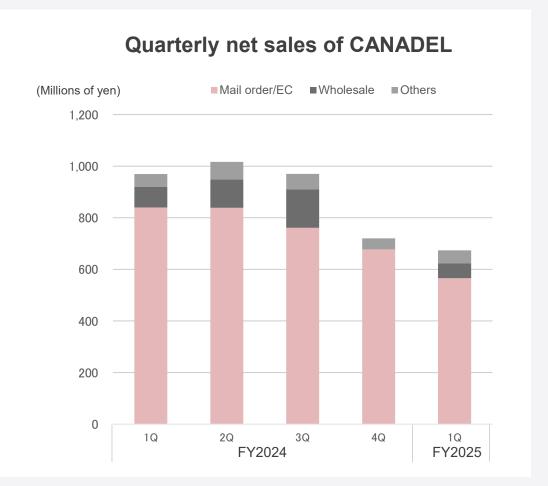
- √ Total shipments topped 9 million units in September 2024
- ✓ Target elevated brand recognition for the 5<sup>th</sup> anniversary of the CANADEL brand with the broadcast of a new TV commercial from October featuring our new brand character

## **Topics**

- ✓ All-in-one cosmetics market seeing continued intense competition and sluggish sales
- ✓ New TV commercial created to elevate product appeal and brand recognition while showcasing our branding as the leading anti-aging company. Mass media/digital advertising mix determined for maximum advertising cost-effectiveness
- ✓ Aim to bring about recovery in sales by linking social media measures to the new TV commercial and stimulating shopfront sales



New TV commercial started airing from October





## **Anti-Aging Business (clayence)**

√ "Rose Brown" new color treatment released in October 2024 to expand brand lineup

## **Topics**

- ✓ Rose Brown shipped to approx. 6,000 stockists in line with projections. Promoting sales through new color monitor users and a free-gift campaign on social media.
- ✓ Mail order/EC channel: launched a 2-bottle delivery subscription service aimed at improving LTV





Clay Spa Color Treatment new color "Rose Brown"

2-bottle delivery subscription service



Image of finished color treatment





## **Anti-Aging Business (brands under cultivation)**

- ✓ Ongoing test marketing in growth categories, such as skin care for men, inner care, high-concentration vitamin C skin care, and skin care whose core ingredient is our proprietary stem cell extract
- ✓ Continued close and careful watch on investment efficiency with a view to expanding sales

## **Topics**

## SINTO

√ Advancing preparations to sell through a new channel



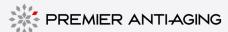
SINTO Liposomal Vitamin C



✓ Limited edition product launched in retail stores nationwide and on Amazon to accelerate sales expansion



C+mania retail development





04 | Status by Segment (Recovery Business)





### **Statement of Income**

- ✓ Sales were driven by our flagship Standard Dry+ products and the seasonal Comfort Cool line, remaining strong in both online and offline channels. Growth in sales contributed to higher operating profit
- ✓ Considering additional investments to promote sales growth in 2Q and beyond, given ongoing favorable sales progress
- ✓ Expanding inventories of fall/winter season products to prepare for anticipated sales growth in the high-demand, end-of-year period

(Millions of yen)

	FY2024 1Q	FY2025 1Q	Increase/ (decrease)	Percentage change
Net sales	340	531	191	56.2%
Operating profit	15	32	17	111.7%
Operating profit margin (%)	4.5%	6.1%	_	1.6pts

## **Recovery Business (Venex)**

- ✓ Ai Tominaga TV commercial broadcasts a new value offering by sharing the importance of recovery.
- ✓ Ongoing releases of new products to strengthen branding and raise awareness of recovery situations. Expanding partnerships.

## **Topics**

- ✓ "Ai Tominaga uses VENEX" TV commercial featuring a highly influential top model focused
  on the essential nature of recovery for keeping on top of your game and how recovery
  wear improves the recuperation process. On air from Nov. 1, and aims to propose new
  value through the commercial
- ✓ Following the concept of recovery on the move, we released new products with a fashion element. VENEX Limited Edition represents fashionable "wearable recovery" and the RECOVERY DAYS product appeal is styling that removes the impression that recovery wear is only for downtime and days off
- ✓ Signed a comprehensive agreement for cooperation on "recovery" with Tamagawa Academy & University. Aim to improve university students' sporting performances by raising awareness of recovery studies and expertise among students and faculty
- ✓ Opened our first directly-operated store, VENEX Recovery Lab Nihonbashi (Nihonbashi Takashimaya S.C., Annex 4F), on Sep. 24. to demonstrate our company's dedication to the development of products and services backed by ongoing research into recovery

"Ai Tominaga uses VENEX"



Signed agreement with Tamagawa Academy & University



**VENEX Recovery Lab Nihombashi** 



RECOVERY DAYS



**VENEX Limited Edition** 





## 05 | Sustainability





## **Sustainability Initiatives**

✓ Guided by our Basic Sustainability Policy, we implement initiatives to achieve materiality-based targets toward solving issues in society

Providing unique value

## **Cosme Bank Project: ongoing participation**

- ✓ Continued participation since 2022 in a project to deliver products to people who cannot afford cosmetics for economic or other reasons
- ✓ Employees assist by placing stickers on sponsored products





Pursuing a collaborative and nurturing corporate culture

## **Episode 100 of morning broadcasts**

- ✓ Initiative that began in April 2022 with Monday morning internal broadcasts reached 100 episodes in Oct. 2024
- ✓ Grown into an information platform that 70% of employees tune into consistently and in real-time



Improving wellbeing

## **Diversity Seminar**

- ✓ Workshop run by an external instructor to deepen management's understanding of DEIB
- ✓ Chance to contemplate leadership from DEIB perspective led to lively discussions







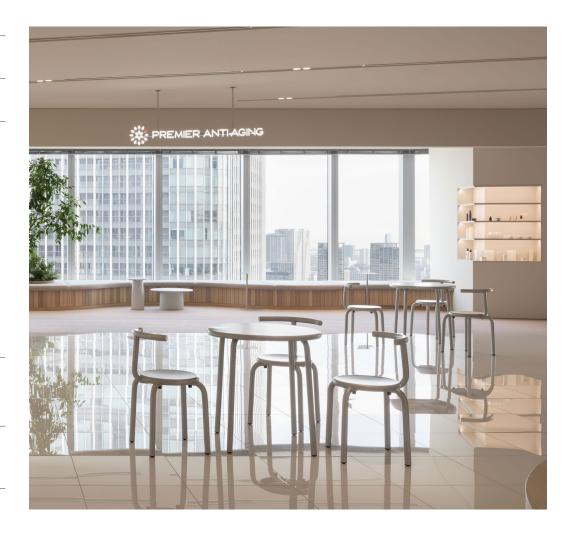
06 | Appendix





## **Company Profile**

Name	Premier Anti-Aging Co., Ltd.
Established	December 2009
Head office	Toranomon Hills Station Tower 34F, 2-6-1 Toranomon, Minato-ku, Tokyo
Board members	Kiyoshi Matsuura, President Yoichiro Ito, Director and Managing Executive Officer, CFO Takuyuki Fukumoto, Independent Outside Director Sakiko Sakai, Independent Outside Director Motoyasu Ishihara, Independent Audit and Supervisory Board Member Akira Ide, Independent Audit and Supervisory Board Member Yosuke Kondo, Independent Audit and Supervisory Board Member Keigo Uemura, Executive Officer Yuka Uehara, Executive Officer Masahiro Noda, Executive Officer Mitoshi Habara, Executive Officer Hirotaka Mukubayashi Executive Officer
Consolidated number of employees	220 (as of October 31, 2024)
Line of business	Planning, development, import/export, mail-order/EC, wholesale and retail business of cosmetics, health food products and recovery wear
Group companies	Premier Anti-Aging (Shanghai) Co., Ltd. Venex Co., Ltd.





## Corporate Identity

✓ In 2023, we redefined our slogan, purpose and promises

## Slogan

## Forever vivid

人の時間を、解き放つ。

Untether time.

## **Corporate Logo**



## **Wonder Watch**

時間を解き放つ。そのとき、人生は鮮やかに輝きはじめる。

Untether time. For the time of your life.

## **Purpose**

Uniqueな感性と思考で生み出した製品やサービスで、
すべての人を年齢から解き放ち、新たな価値観で輝かせる。

Create original products and services of unique value that untether people from their age and brighten their lives.

## **Promises**

### No limits

プロフェッショナルとして、自らの壁を超え成長し続ける。

Be a professional, pushing your boundaries and seeking growth.

## **Never boring**

決まりきった方法を疑い、新たな驚きと発想を生み出す。

Question the status quo and welcome surprising new ideas.

## Always true

自分に、仲間に、社会に、妥協なく誠実に向き合う。

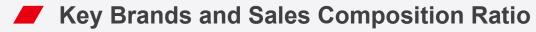
Be sincere and honest with everyone—including yourself.



## **Corporate History**

2009	•	- December	:	Established Premier Anti-Aging Co., Ltd. in Toranomon, Minato-ku, Tokyo
2010	•	- February	:	Started sales of cosmetic products with the launch of the DUO brand and began selling The Cleansing Balm through mail-order/EC service
2012	•	- July	:	Relocated the head office to Roppongi Hills Keyakizaka Terrace
2019	•	- April	:	Launched the CANADEL brand, an aging care brand for adults
		- October	:	Cumulative sales of the DUO "The Cleansing Balm" series exceeded 10 million units
2020	•	- March	:	Relocated the head office to Toranomon Hills Mori Tower
		- September	:	Launched "sitrana," a new brand for sensitive skin
		- October	:	Listed on the Tokyo Stock Exchange Mothers market
		- December	:	Established Premier Wellness Science Co., Ltd.
2021	•	- February	:	Established Premier Anti-Aging (Shanghai) Co., Ltd.
2022	•	- March	:	Launched the "clayence" hair care brand
		- April	:	Launched "DUO MEN," a men's skin care brand
2023	•	- January	:	Launched the "SINTO" inner care brand
		- January	:	Venex Co., Ltd. became a consolidated subsidiary
		- February	:	Launched the "X" inner care brand
		- August	:	Launched vitamin skin care brand "C+mania" brand
		- November	:	Merger with Premier Wellness Science Co., Ltd.
		- November	:	Relocated the head office to Toranomon Hills Station Tower
2024	•	- February	:	Cumulative sales of the DUO "The Cleansing Balm" series exceeded 50 million units





- ✓ In the anti-aging business, skin care brands "DUO" and "CANADEL" and hair care brand "clayence" drive sales
- ✓ The recovery business operated through subsidiary Venex Co., Ltd. is steadily growing

### **Anti-aging Business**

### / .... aging Daemee

### **Skin Care**

## 20 U O



- ✓ Main brand since our founding. Has driven sales for our company as a pioneer in the cleansing balm market
- ✓ Launched February 2010
- √ Offering 19 SKUs\*1

Sales composition ratio\*2

## CANADEL



- ✓ Being nurtured as the second key brand after DUO Addresses needs of contemporary women by saving time
- ✓ Launched April 2019.
- √ Offering 8 SKUs\*1

Sales composition ratio\*2

### **Hair Care**





- Applying brand nurturing know-how gained through DUO and CANADEL
- √ Home hair care brand that focuses on young generation with graying hair
- ✓ Launched March 2022
- ✓ Offering 12 SKUs\*1

8%

Sales

composition

ratio\*2

### **Recovery Business**

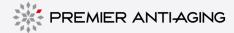




- ✓ As a pioneer in the recovery field, Venex has developed products using fabrics made with its unique patented technology
- ✓ Joined the Group in January 2023

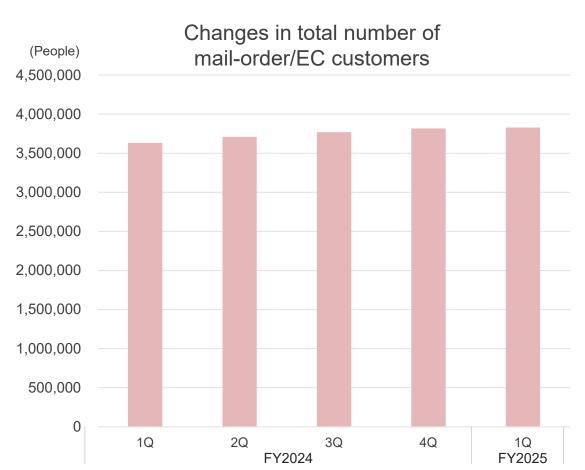
Sales composition ratio\*2

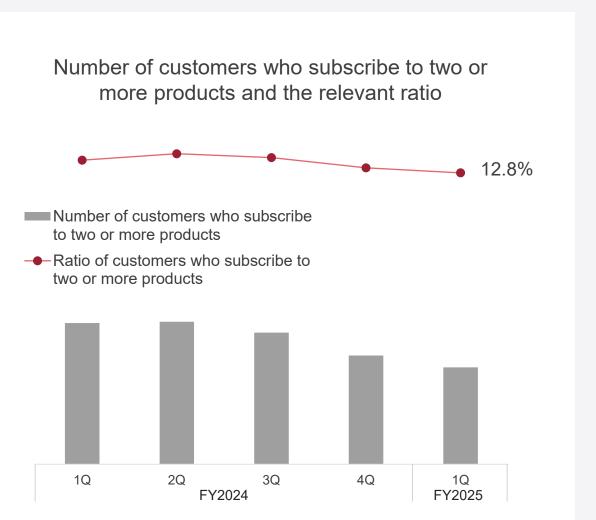
\*1: SKU refers to the number of regular products as of October 31, 2024, excluding limited editions and different sizes \*2: Calculated based on FY2025 1Q net sales. Decimals are rounded off.



## Total Number of Mail-order/EC Customers and Changes in Cross-Selling Rate

- ✓ The number of members supporting the subscription sales model has steadily increased, with the total number of members exceeding 3.9 million
- ✓ Cross-selling rate remained steady due to aggressive CX promotion





Note: The number of customers who subscribe to two or more products refers to customers who are purchasing two or more product categories (e.g., balms and serums) on a regular basis.





## 20 U O

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



DUO is an aging care brand with the concept of "nourishing the skin from its foundation," created under the policy of developing highly effective products by combining natural ingredients that are kind to the skin, body and nature with advanced science based on dermatology.

We currently have 19 SKUs\* centering on cleansing balm.

## 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



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. We offer products that take in mind the lifestyles of modern women proactively living busy daily lives.

We currently have 8 SKUs\* centering on all-in-one cosmetics.







## 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



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.

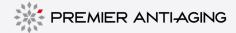
We currently have 12 SKUs\*.



✓ A cosmetics brand for sensitive skin with cica substance in all products



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 under our original blending help fix the damaged skin and facilitate users to attain their ideal skin.





## 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 5 SKUs\*.

## 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



Based on the brand concept of "Facing the source of skin and sensibility with the power of SKIN & SENSE 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\*.



## SINTO

✓ Developing inner care brand based on the development philosophy of "response with results"



Based on the idea that bodily sensations are the essence of supplements, we adopted the same DDS technology as in the medical field. Sticking to the "experience" of the ingredients, we aim to renew the relationship between the body and the ingredients from the area of "penetration." It is a health care supplement for adults who enjoy aging that pursues a high experience with a high amount of compounding (high compounding) and high absorption and high penetration type (liposomes).

We currently have 2 SKUs\*.

## C<sup>†</sup>mania

✓ A high-concentration vitamin skin care brand for "consumers with high beauty information literacy" who pursue reliable effects



An "aggressive" vitamin skin care brand that focuses on high purity, high penetration, and high concentration, with carefully selected vitamin C from over 70 types and add  $\alpha$  that enhances C.

Based on the concept of "enjoying vitamin C for maniacs", we aim to propose skin care products with high immediate effect in order to maximize the power of vitamin C.

We currently have 3 SKUs\*.



## **Major Brands: VENEX**



### **RECOVERYWEAR**

✓ As a pioneer in the recovery field, Venex has developed products using fabrics made with its unique patented technology



Based on the concept of "maximizing the self-healing power that humans have," we propose clothing for recovery. With our proprietary special fiber "PHT (Platinum Harmonized Technology)" and a non-compression design that does not constrict the body, it supports high-quality recovery just by wearing it.

### **VITALISE**

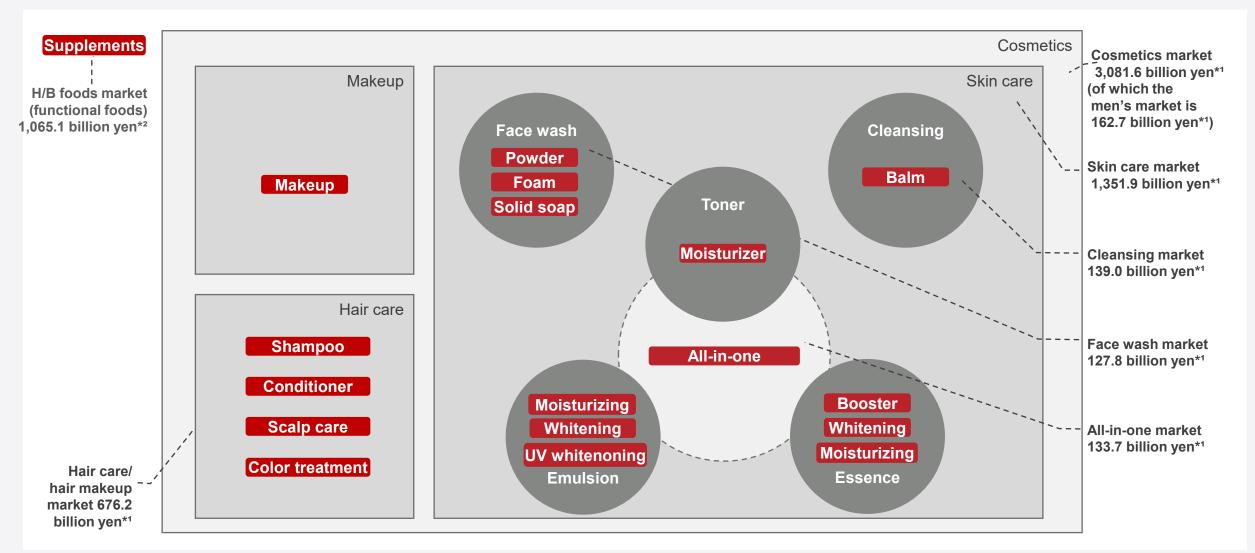
✓ We propose recovery products other than clothing that contain the "original nano-platinum-based mineral material" used in recovery wear.

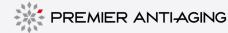


The VITALISE series was created with the aim of helping people improve their vitality so that they can live each day in good health. We developed daily care items that contain the nano-platinum-based mineral material DPV576\*1 (PHT fiber-containing ingredient) used in recovery wear and offer special recovery time.

## Market Size of the Domestic Cosmetics Market

✓ The domestic cleansing market, which includes balms, totaled 139.0 billion yen in 2023





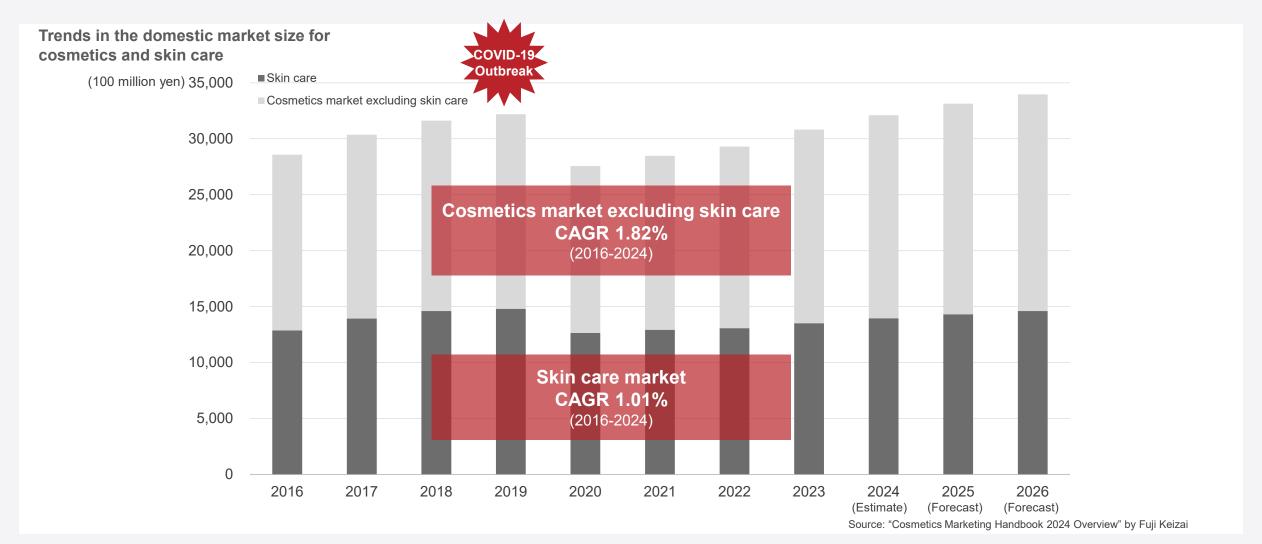
Note: Gray circles indicate the markets, and red boxes represents our products.

Source: "Cosmetics Marketing Handbook 2024 No. 1", "Cosmetics Marketing Handbook 2024 Overview", "H/B Foods Marketing Handbook 2023 <Overview>" by Fuji Keizai.

<sup>\*1</sup> The figures for cosmetics market, men's market, skin care market, cleansing market, face wash market, all-in-one market and hair care/makeup market are actual figures for 2023.
\*2 \*H/B foods markets figures are estimates for 2022.

## **Domestic Market Size for Cosmetics and Skin Care**

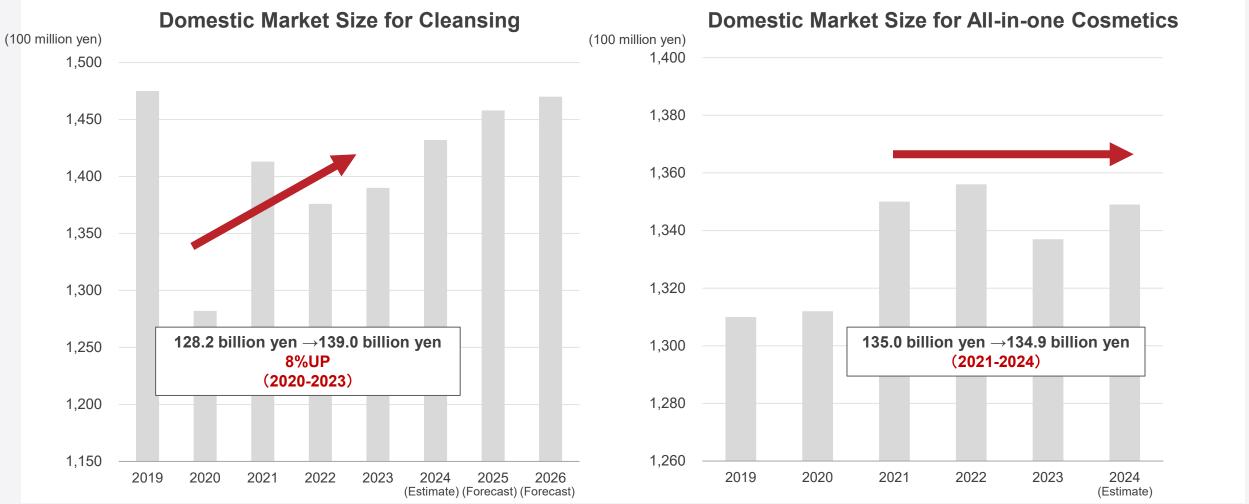
✓ The domestic cosmetics market, which declined significantly due to the COVID-19 pandemic, has been recovering moderately since 2020





## **Domestic Market Size for Cleansing and All-in-one Cosmetics**

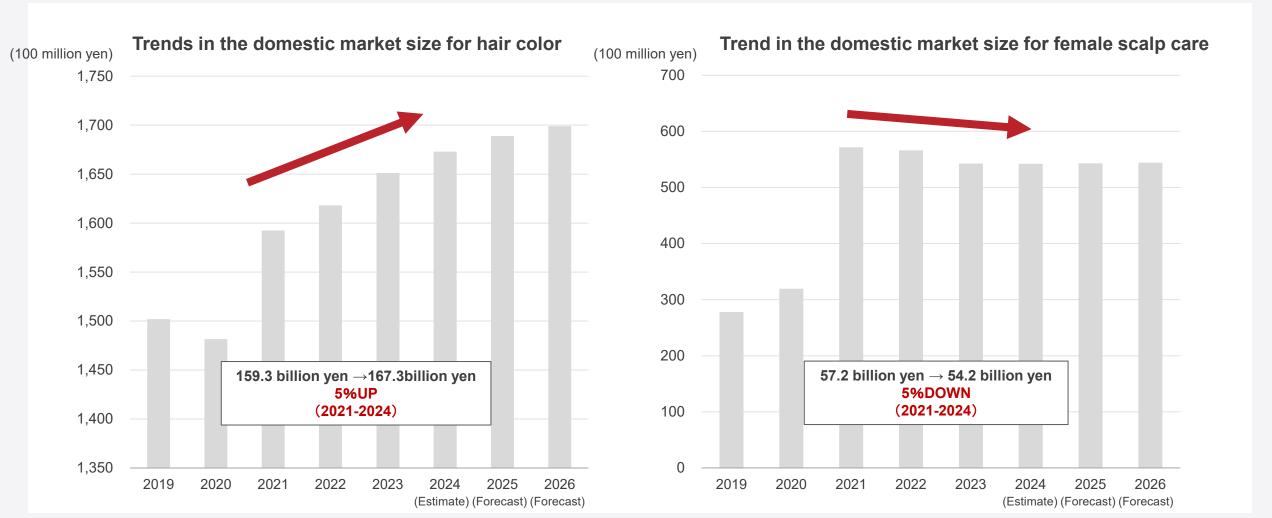
- √ The cleansing market has been slowly expanding from 2021 due to the change in its position as a skin care product during the COVID-19 pandemic
- ✓ The all-in-one market, which expanded mainly among mail-order manufacturers to meet time-saving needs, temporarily declined, but is on the rise again





## **Domestic Market Size for Hair Color and Female Scalp Care**

- ✓ The hair color market remains strong from 2022 onwards, with the entry of highly convenient color treatments for gray hair
- ✓ The female scalp care market has expanded rapidly since the COVID-19 outbreak due to increased time at home and heightened awareness of scalp care



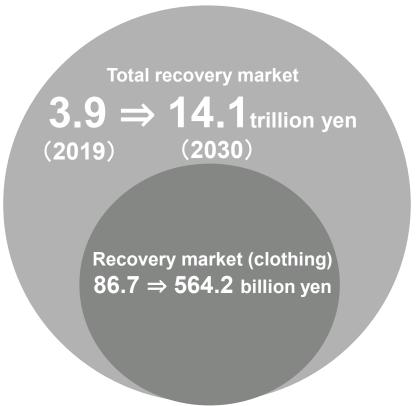




## **Domestic Market Size for Recovery Wear**

✓ The recovery market is expected to grow approximately 3.6 times from 2019, and the rest solution (clothing) is expected to grow approximately 6.5 times

## Domestic market size for recovery wear



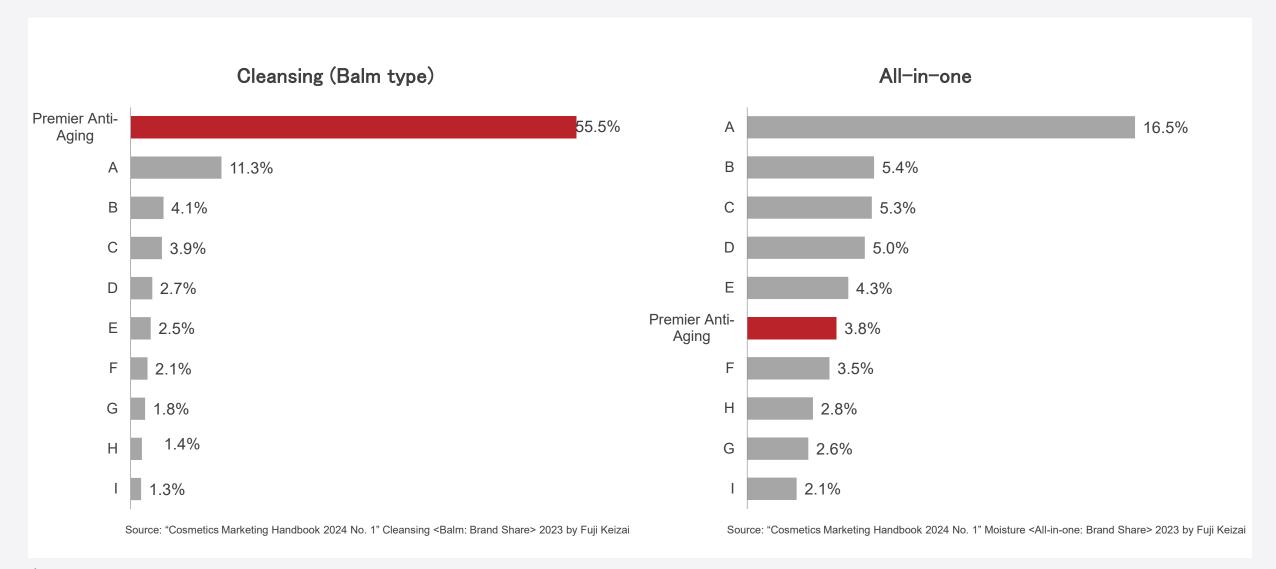
\* Rest Week Promotion Secretariat: "In collaboration with the Kanagawa Prefecture Meibyou Industry Research Group, we estimate the market size of the three elements of health, ``recovery," for the first time in Japan.

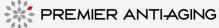
The recovery market in 2030 will be worth 14.1 trillion yen."



## **Brand Share for Cleansing (Balm type) and All-in-one Cosmetics**

✓ Established a competitive position with cleansing (balm type) by DUO and all-in-one by CANADEL





## Basic Sustainability Policy

✓ In April 2023, we established the "Basic Sustainability Policy," which describes our group's basic approach to sustainability

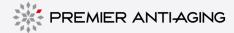
## ~Enabling unique pathways through life~

Forever vivid. Untether time.

As humanity approaches the era of 100-year live spans, we aim to create a world where every individual can pursue new challenges with confidence and curiosity, free from preconceived notions of age and gender.

Working together with our stakeholders, we will think outside the square to provide unique value that can

change the world, addressing social issues for a brighter, sustainable future.



## **Initiatives for Each Materiality – Progress toward Goals**

Theme	Materiality	Focus Area	Initiative	КРІ	Target	Target Year	FY2024 Results
	Contributing to global	Contribute to resource recycling and circular economy	Use eco-friendly paper	Eco-friendly paper usage rate	100%	Every year	100%
	environment conservation	Initiatives/contributions for a decarbonized society	Reduce CO2 emissions	Scope 1 and 2 reduction rates	50% reduction (cf. FY2023)	End FY2027	Implementing reduction initiatives *1
	Pursuing a	Develop human resources who strive to create value and continue to grow	Improve employee engagement	Engagement scores	10% improvement (cf. FY2023)	End FY2027	4.7% improvement (compared to July 2023)
Pursue	collaborative and nurturing corporate culture		Create a more supportive environment toward an organization where people grow together and nurture each other	Revise training system and programs and expand content accordingly	Implement initiative on left	Every year	Promote review and expansion
prosperity through anti-	Improving well-being	Achieve physical and mental health	Promote health support for employees	Acquire health management certification	Continuous selection	Every year	Certified as a Healthy Business Enterprise in 2024
aging	Providing unique value	Pursue the essence of Premier Anti-Aging	Spread anti-aging ideas among employees	Number of anti-aging qualifications held by employees	75 or more newly acquired qualifications	End FY2027	Number of newly acquired qualifications: 31
				Expand systems for facilitating antiaging	Implement initiative on left	End FY2027	Under consideration
				Participate in social action facilitating anti-aging	Ongoing implementation	Every year	Continued implementation
		Collaborate with suppliers	Formulate procurement policy incorporating sustainability elements	Procurement policy formulation	Disclose procurement policy	End FY2024	Completed disclosure
Corporate foundation to support growth		Improve and strengthen corporate governance systems	Enhance disclosure and improve transparency on corporate governance	Consider and promote the items listed on the left	_	-	-
	Strengthening governance	Thorough compliance and risk management	Attendance rate for	Attendance rate	100%		
		Protect information security and privacy	compliance and information security training sessions*2			Every year	Compliance training: 99%*3 Information security training: 100%

<sup>\*1</sup> The target is being reconsidered due to the relocation of offices and the increase in stores. \*2 Excluding contracted and temporary employees.

<sup>\*3</sup> An extension period was set up for those who have not taken the course, and 100% of participants took the course.



## **Disclaimers and Notes on Forecasts and Projections**

- ✓ The document and information provided in our results briefing 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.

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# Forever vivid

人の時間を、解き放つ。

Untether time.