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01 | Executive Summary





#### **Executive Summary**

### [FY2025 2Q Results]

- ✓ Net sales in the anti-aging business fell YoY, but grew in the recovery business, resulting company-wide net sales in line with projections
- ✓ Posted a much larger than expected operating profit due to the suppression of selling expenses, mainly advertising expenses, as advertising efficiency for new acquisitions did not improve sufficiently, and progress in optimizing fixed costs

### 【FY2025 Full-Year Forecast】

- ✓ FY2025 full-year forecasts unchanged
- ✓ Continued challenging business environment for anti-aging business means we will maintain a cautious approach in the mail order/EC and wholesale channels, and in the Chinese market, where we have been expecting growth
- √3Q and beyond, plan to invest in advertising and promotions for new products and brands in the anti-aging business, and boost marketing in the recovery business





02 | FY2025 2Q Consolidated Results





#### Consolidated Statement of Income (comparison with same period last year and forecasts)

- ✓ Net sales in the anti-aging business fell YoY, but grew in the recovery business, resulting company-wide net sales in line with projections
- ✓ Posted a much larger than expected operating profit due to the suppression of selling expenses, mainly advertising expenses, as advertising efficiency for new acquisitions did not improve sufficiently, and progress in optimizing fixed costs

(Unit: millions of yen)

	FY2024 1Q-2Q Actual	FY2025 1Q-2Q Forecast	FY2025 1Q-2Q Actual	Increase/ (decrease) vs. Actual	Percentage change vs. Actual	Increase/ (decrease) vs. Forecast	Percentage change vs. Forecast
Net sales	10,649	8,500	8,528	(2,121)	(19.9%)	28	0.3%
Operating profit	(205)	(150)	977	1,183	_	1,127	_
Operating profit margin(%)	(1.9%)	(1.8%)	11.5%	_	13.4pts	_	13.2pts
Ordinary profit	(199)	(160)	970	1,169	_	1,130	_
Interim profit (loss) attributable to owners of parent	(1,685)	(160)	581	2,266	_	741	_

### **Consolidated Statement of Income (quarterly comparison)**

- ✓ 2Q net sales figures ended largely unchanged from 1Q after continued falling sales in the anti-aging business offset by major growth in the recovery business
- ✓ Ad spending exceeded 1Q with airing of new TV commercial, but ongoing controls on other SG&A expenses allowed us to post an operating profit for the second quarter in a row

						(Ur	it: millions of yen)
	FY2024	FY2024	FY2024	FY2025	FY2025	QoQ change	— YoY change
	2Q	3Q	4Q	1Q	2Q		
Net sales	5,385	4,789	4,920	4,230	4,297	1.6%	(20.2%)
Gross profit	4,294	3,867	3,744	3,422	3,354	(2.0%)	(21.9%)
SG&A Expenses	4,464	3,658	3,608	2,800	2,998	7.1%	(32.8%)
L Advertising expenses	1,994	1,464	1,266	830	1,032	24.3%	(48.2%)
<sup>L</sup> Outsourcing	947	853	873	692	653	(5.6%)	(31.0%)
<sup>L</sup> Payroll and allowances	364	390	378	369	338	(8.4%)	(7.1%)
L R&D	103	151	131	76	66	(13.7%)	(35.8%)
L Others	1,055	798	956	830	908	9.3%	(13.9%)
Operating profit (loss)	(169)	208	135	622	355	(42.9%)	_
Operating profit margin(%)	(3.2%)	4.4%	2.8%	14.7%	8.3%	(6.4pts)	11.5pts
Ordinary profit (loss)	(172)	243	117	625	344	(44.8%)	_
Quarterly profit (loss) attributable to owners of parent	(1,649)	234	(32)	414	167	(59.6%)	_



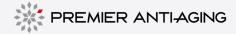
### **Consolidated Balance Sheet (comparison with end of FY2024)**

#### ✓ Equity ratio improved to 61.2%, showing improved soundness

(Unit: millions of yen)

	FY2024 4Q	FY2025 2Q	Increase/ (decrease)	Percentage change
Total assets	11,002	10,958	(43)	(0.4%)
<sup>L</sup> Current assets	8,882	8,872	(9)	(0.1%)
<sup>L</sup> Inventories∗	1,586	1,718	131	8.3%
L Non-current assets	2,120	2,086	(34)	(1.6%)
<sup>L</sup> Intangible assets	999	979	(19)	(1.9%)
Total liabilities	4,877	4,249	(628)	(12.9%)
<sup>L</sup> Current liabilities	3,759	3,322	(436)	(11.6%)
L Non-current liabilities	1,118	926	(191)	(17.2%)
Total net assets	6,124	6,709	584	9.5%
Total liabilities and net assets	11,002	10,958	(43)	(0.4%)
Equity ratio (%)	55.7%	61.2%	_	5.5pts

\*Inventories = finished products + raw materials and supplies





03 | Status by Segment (Anti-Aging Business)





#### **Statement of Income**

- ✓ Sales of DUO, CANADEL and clayence fell, with mail order/EC and wholesale sales falling below figures from the same period last year. However, DUO and mail order/EC channel sales were largely in line with projections
- ✓ Large, higher-than-expected operating profit resulting from the suppression of selling expenses, mainly advertising expenses, as advertising efficiency for new acquisitions did not improve sufficiently, and progress in optimizing fixed costs

(Unit: millions of yen)

	FY2024 1Q-2Q	FY2025 1Q-2Q	Increase/ (decrease)	Percentage change
Net sales	9,750	7,012	(2,738)	(28.1%)
<sup>L</sup> Mail order/EC	7,051	5,106	(1,944)	(27.6%)
<sup>L</sup> Wholesale	1,993	1,390	(602)	(30.2%)
<sup>L</sup> Others	705	515	(190)	(27.0%)
Operating profit	(360)	794	1,154	_
Operating profit margin (%)	(3.7%)	11.3%	_	15.0pts

### Anti-Aging Business (DUO)

- ✓ To celebrate the 15<sup>th</sup> anniversary of DUO in February 2025, we renewed and enhanced the formulations of five products in "The Cleansing Balm" series
- ✓ Aired new commercial "Balm is reborn once more" and started new sales campaigns timed with renewed product launch

#### **Topics**

- ✓ Sales began of the first release "The Cleansing Balm Back Repair" – in January 2025
- ✓ In the mail order/EC sales, promote the acquisition of new and dormant customers through renewal commemorative campaigns, etc
- ✓ Aim to actively stimulate purchases with the standard 90g package joined by new 66 g size for sale only at drug stores, variety shops, GMS and malls, alongside the 18g mini size
- √ 18g size to be used in expanded trials through social media platforms including @Cosme and X, and on the streets in central Tokyo



DUO 10,000 people trial campaign

#### Quarterly net sales of DUO Millions of yen ■ Mail order/EC ■ Wholesale ■ Other 4,000 3,500 3,000 2,500 2.000 1,500 1,000 500 1Q 3Q 2Q 4Q 1Q 2Q FY2024 FY2025

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

- ✓ Aiming to raise brand recognition of the CANADEL brand, celebrating 5 years since its release, we started airing a TV commercial in October 2024 with a new brand character
- ✓ New "CANADEL Tuning Lotion" (quasi-drug product) to be launched in April 2025

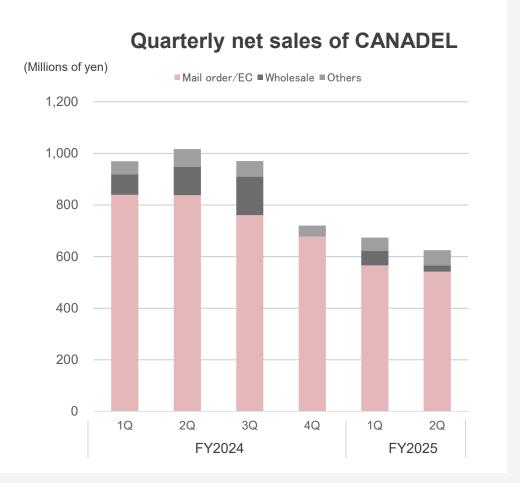
#### **Topics**

- ✓ Amid ongoing intense competition in the all-in-one market and falling sales trend, we are gaining new customers through a TV commercial with a new brand character, social media initiatives and shopfront promotions
- ✓ Launch planned for April 2025 of "CANADEL tuning lotion" (quasi-drug product)

   a first step to use before the all-in-one to help with skin issues, to expand our regular user base through improved satisfaction with skin feel



CANADEL tuning lotion (quasi-drug product)





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

- ✓ Expanded brand lineup with new color treatment "Rose Brown", launched in October 2024
- √ New TV commercials and campaigns for existing customers timed with the launch

### **Topics**

- ✓ New color sales campaign for "Rose Brown" aimed at existing customers to promote cross-selling
- ✓ "Rose Brown" receives best cosmetic award in major publication





Campaign for new color "Rose Brown"





#### **Anti-aging Business (Brands under Cultivation)**

- ✓ New skincare brand Lalaskin fulfils the desire for fast beauty medical concept; advance sales in selected stores from April 2025
- ✓ Continuing test marketing of SINTO and C+mania. Aim to expand sales of brands under cultivation while carefully considering investment efficiency

### **Topics**

## Lalaskin

✓ Announced new skincare brand Lalaskin, fast beauty medical concept of "trends" x "cutting-edge ingredients" x "affordability". First release products to go on advance sale at selected stores in April 2025 are Lalaskin Shiratama Peeling Gel Wash and Lalaskin Suikou Shower Mist.

### SINTO

√ Progress on preparations for new sales channels



✓ Test marketing continues in the retail channel



New brand "Lalaskin"



04 | Status by Segment (Recovery Business)





#### Statement of Income

- ✓ Record sales achieved after active promotions through TV commercials and digital marketing measures
- ✓ Strong sales boosted by release of gift boxes and personalized gift tags in busy year-end shopping season
- ✓ Secured 2-digit growth in operating profit even with proactive ad spending. Will continue investing appropriately for business growth

(Unit: millions of yen)

	FY2024 1Q-2Q	FY2025 1Q-2Q	Increase/ (decrease)	Percentage change
Net sales	899	1,515	616	68.6%
Operating profit	151	183	32	21.3%
Operating profit margin (%)	16.8%	12.1%	_	(4.7%)



#### **Recovery Business (VENEX)**

- ✓ VENEX topical gel and recovery bath products in the VITALISE series of daily care items released, incorporating platinum-based proprietary ingredients
- ✓ Helping improve performance by top teams and athletes: not just an official recovery wear supplier, we also run seminars to promote better understanding of recovery and usage of wear for optimal recovery

#### **Topics**

- ✓ Released two products VITALISE GEL for topical use on skin during massage or
  after baths and VITALISE BATH salts for those feeling cold or run down –
  incorporating DPV576 (ingredient containing PHT fibers), the same platinum-based
  mineral material used in our recovery wear, and other carefully selected ingredients,
  customers can feel assured about their safety
- ✓ Signed a 2024 season game sponsorship deal with X League, the adult American Football League, and contracted with B League pro basketball teams the Sendai 89ers, Toyama Grouses, and Niigata Albirex BB as their official recovery wear supplier
- ✓ Joint survey by Meiji University Rugby Club and VENEX: we found that sleep quality can be maintained even after stressful conditions like intensive training when clothing containing our proprietary PHT fibers is worn. We are spreading the word about "recovery" among students and others in growing stages of life and strengthening initiatives to improve the athletic careers of those in competitive sport

**VITALISE GEL** 



**VITALISE BATH** 



Sendai 89ERS



**Niigata Albirex** 







X League



Meiji University Rugby Club







## 05 | Sustainability





#### **Sustainability Initiatives**

✓ Initiatives to address societal issues and achieve goals for each materiality in our Basic Sustainability Policy

Pursuing a collaborative and nurturing corporate culture

#### **International Women's Day in-house event**

- ✓ Company event to revitalize the workplace and help address gender equality issues in society
- ✓ Held an interactive workshop on the theme "We Change, We Create Change", toward women's empowerment, to share daily experiences of "career", "support for worklife balance" and "thriving at work". Board members joined to hear opinions of fellow employees across various roles
- ✓ Distributed mimosa flowers, the symbol of International Women's Day, to visitors to our company on the day



Contributing to global environment conservation

# Revised wording from "Free Shipping" to "Shipping Costs Borne by Our Company"

- ✓ Responded to Consumer Affairs Agency call to address the 2024 Problem in Japan's distribution sector and reassess free shipping indications
- ✓ Switched wording on company online store from "Free Shipping" to "Shipping Costs Borne by Our Company" starting in December 2024

Improving well-being

# 2025 Certified KENKO Investment for Health Outstanding Organization

- ✓ 2025 KENKO Investment for Health Outstanding Organization, Certified by Ministry of Economy, Trade and Industry (METI)and Nippon Kenko Kaigi for third year in a row
- ✓ To "improve well-being", we are strengthening our 健康経営優良 medical checkup programs and support around parental leave, and our people value the company's unique programs, like recuperation seminars and the anti-aging relay



06 | FY2025 Full-Year Earnings Forecast





#### **FY2025 Full-Year Earnings Forecast**

- √ No revision to full-year forecast
- ✓ Anti-aging business still facing challenging business environment, so we take a cautious approach in mail order/EC and wholesale channels, and in the Chinese market, which had been expected to grow
- ✓ 3Q onward, planning ads and promotions to launch renewed DUO products and Lalaskin advance sales, and additional marketing investment to raise Venex brand recognition and stimulate further sales growth

(Unit: millions of yen)

	FY2024 Actual	FY2025 Forecast	Increase/ (decrease)	Percentage change
Net sales	20,359	17,500	(2,859)	(14.0%)
Operating profit	139	150	10	7.9%
Operating profit margin (%)	0.7%	0.9%	_	0.2pts
Ordinary profit	161	130	(31)	(19.4%)
Profit (loss) attributable to owners of parent	(1,483)	130	1,613	_



07 | 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	217 (as of January 31, 2025)
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	r : 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	<ul><li>July</li></ul>	: 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
	- Septembe	er : Launched "sitrana," a new brand for sensitive skin
	- October	: Listed on the Tokyo Stock Exchange Mothers market
	- Decembe	r : Established Premier Wellness Science Co., Ltd.
2021	- February	: Established Premier Anti-Aging (Shanghai) Co., Ltd.
2022	<ul><li>- March</li></ul>	: 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
	- Novembe	r : Merger with Premier Wellness Science Co., Ltd.
	- Novembe	r : Relocated the head office to Toranomon Hills Station Tower
2024	<ul><li>- February</li></ul>	: Cumulative sales of the DUO "The Cleansing Balm" series exceeded 50 million units
2025	<ul><li>January</li></ul>	: DUO "The Cleansing Balm" series 15th anniversary renewal sales
	•	





- ✓ 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**

#### 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

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

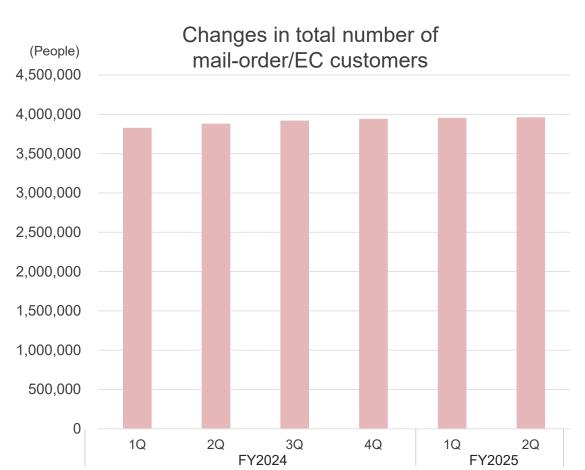
Sales composition ratio\*2

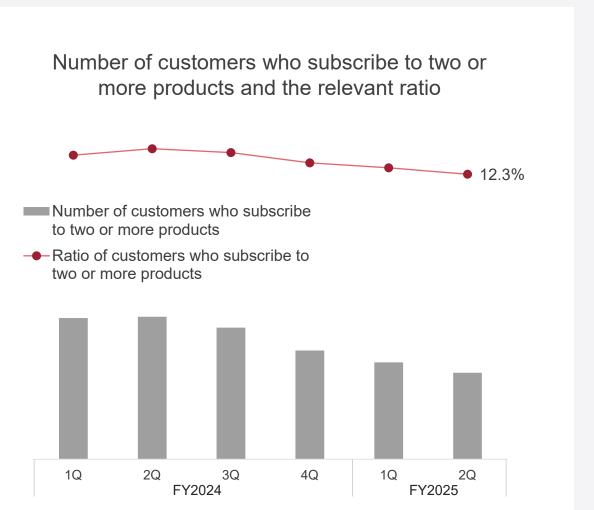
\*1: SKU refers to the number of regular products as of January 31, 2025, excluding limited editions and different sizes \*2: Calculated based on FY2025 2Q net sales. Decimals are rounded off.



#### 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.



## $\mathcal{D}UO$

✓ 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.



<sup>\*</sup>The SKU figure refers to the number of regular products as of January 31, 2025, excluding limited items and different sizes.





## 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.

\*The SKU figure refers to the number of regular products as of January 31, 2025, excluding limited items and different sizes.





### 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\*.

\*The SKU figure refers to the number of regular products as of January 31, 2025, excluding limited items and different sizes.





## 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\*.

\*The SKU figure refers to the number of regular products as of January 31, 2025, excluding limited items and different sizes.



#### **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**

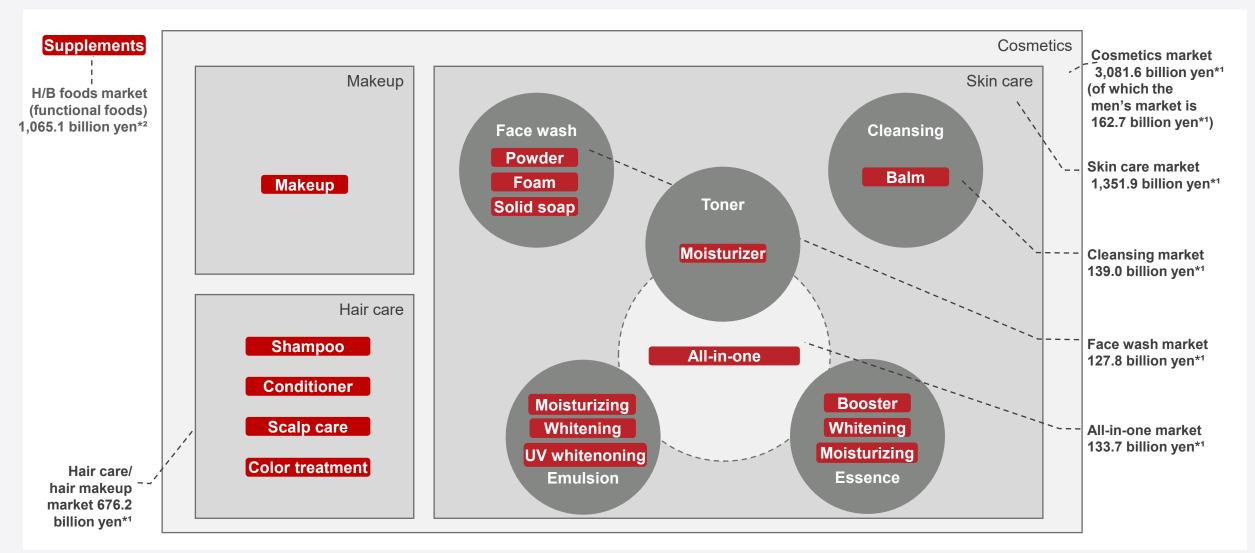
✓ We propose recovery products other than clothing that contain the "original nano-platinum-based mineral material" used in recovery wear.

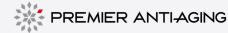


The VITALISE series was created with the aim of helping people improve their vitality so that they can live each day in good health. We developed daily care items that contain the nano-platinum-based mineral material DPV576\*1 (PHT fiber-containing ingredient) used in recovery wear and offer special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

#### Market Size of the Domestic Cosmetics Market

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





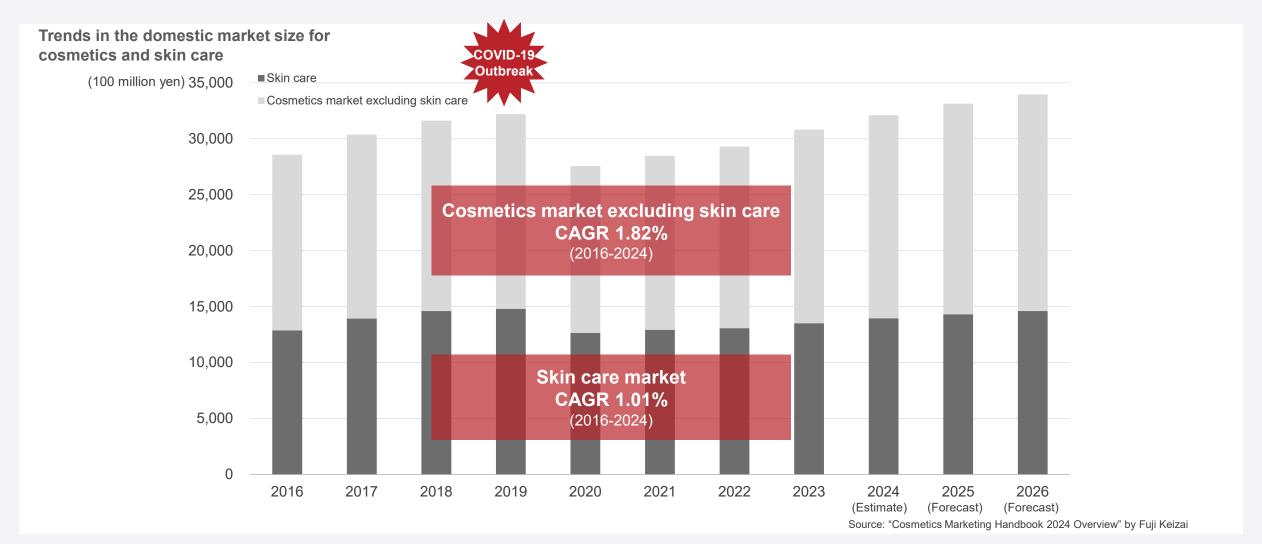
Note: Gray circles indicate the markets, and red boxes represents our products.

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**

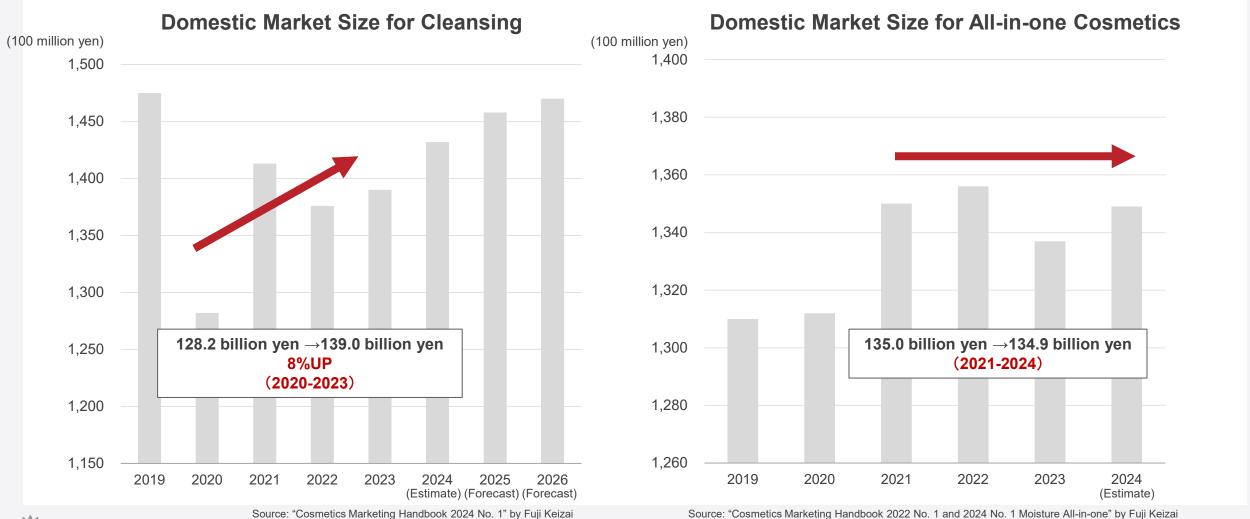
✓ The domestic cosmetics market, which declined significantly due to the COVID-19 pandemic, has been recovering moderately since 2020





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

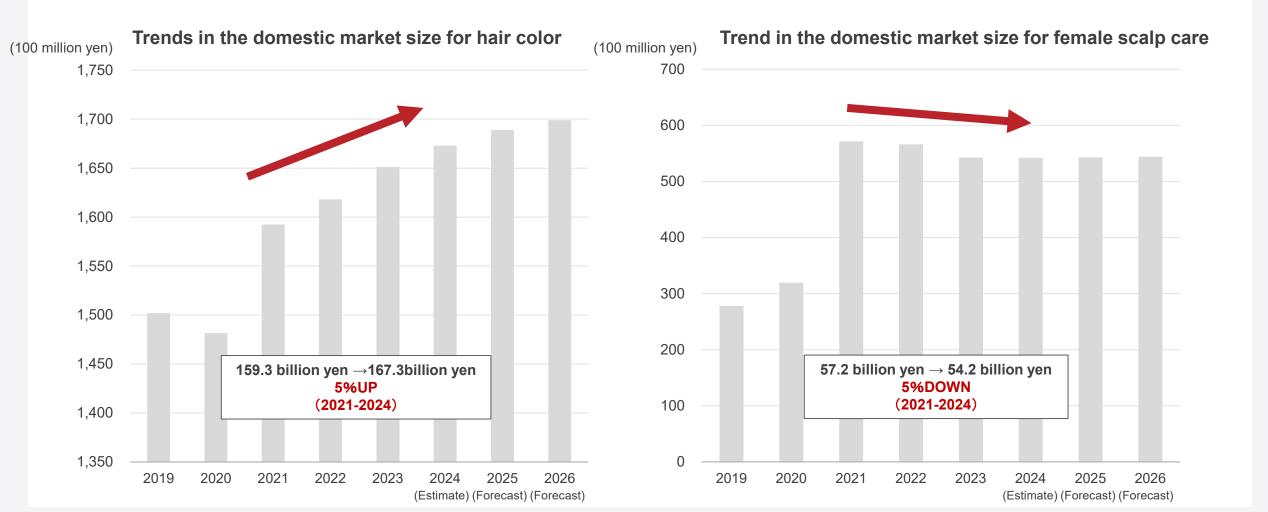
- ✓ The cleansing market has been slowly expanding from 2021 due to the change in its position as a skin care product during the COVID-19 pandemic
- ✓ The all-in-one market, which expanded mainly among mail-order manufacturers to meet time-saving needs, temporarily declined, but is on the rise again





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

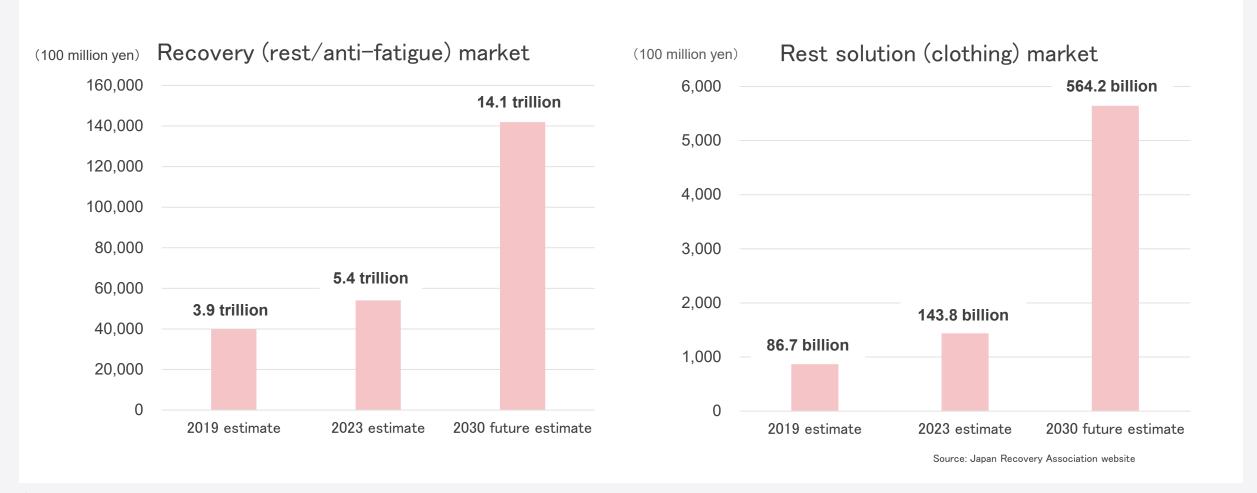
- ✓ The hair color market remains strong from 2022 onwards, with the entry of highly convenient color treatments for gray hair
- ✓ The female scalp care market has expanded rapidly since the COVID-19 outbreak due to increased time at home and heightened awareness of scalp care





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

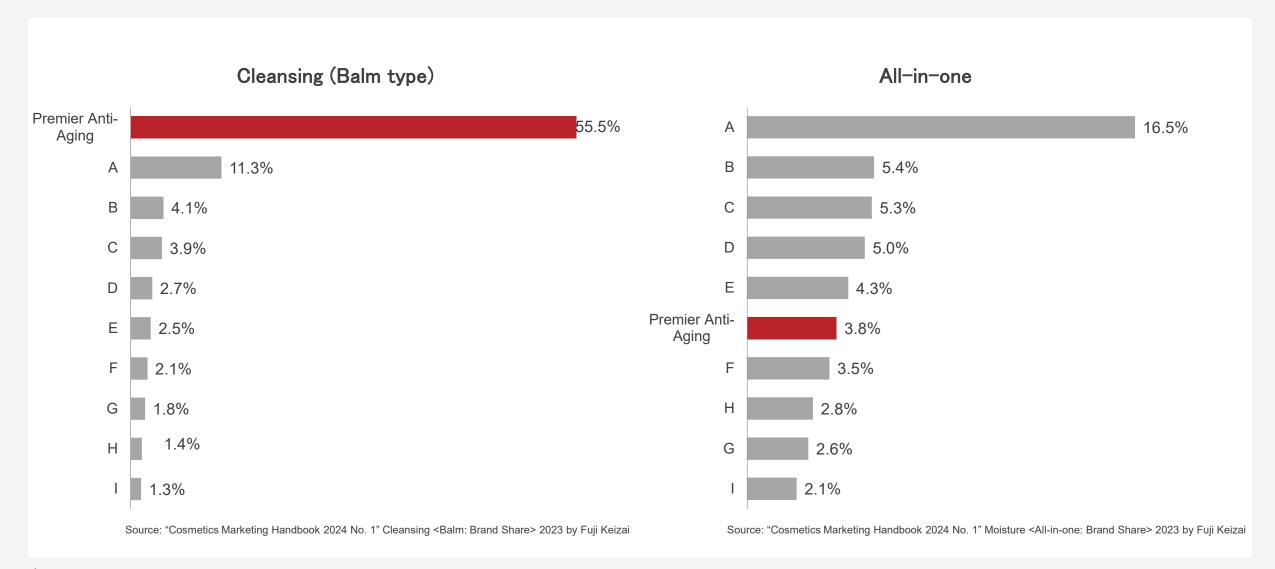
- ✓ Recovery (rest and anti-fatigue) market estimated to reach 5.4 trillion yen in 2023, 1.4 times the size of 3.9 trillion yen in 2019
- ✓ The rest solutions (clothing) market grew to 143.8 billion yen in 2023, 1.66 times the size of 2019. High growth is expected to continue in the future





### 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

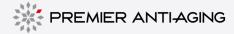
### ~Enabling unique pathways through life~

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*1	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 *2
	Pursuing a		Improve employee engagement	Engagement scores	10% improvement (cf. FY2023)	End FY2027	4.7% improvement (compared to July 2023)
Pursue	collaborative and nurturing corporate culture	Develop human resources who strive to create value and continue to grow	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	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
	unique value			Participate in social action facilitating anti-aging	Ongoing implementation	Every year Continued imple	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 compliance and information security training sessions*3	Attendance rate	100%		
	3-1	Protect information security and privacy				Every year	Compliance training: 99%*4 Information security training: 100%

<sup>\*1</sup> The target is cosmetics boxes. \*2 The target is being reconsidered due to the relocation of offices and the increase in stores. \*3 Excluding contracted and temporary employees.

<sup>\*4</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.