





- 01 | Corporate Overview
- 02 | Market Environment
- 03 | Characteristics and Strengths
- 04 | FY2025 Results
- 05 | FY2026 Earnings Forecast
- 06 | Growth Strategy
- 07 | Risk Information
- 08 | Appendix



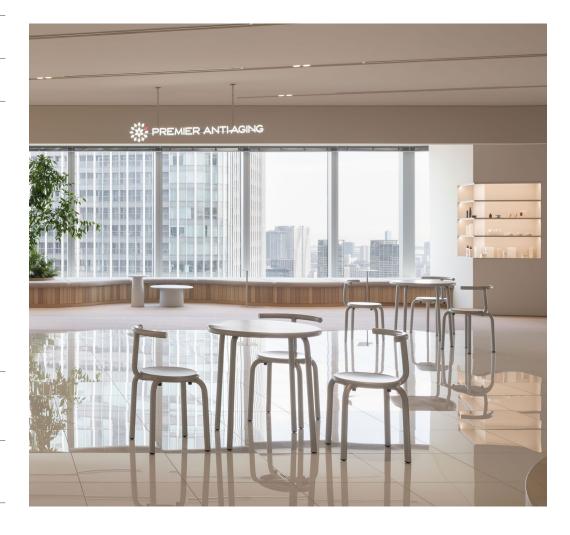


01 | Corporate Overview



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 Vice President Executive Officer 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 Masaki Moriya, Executive Officer Motoyuki Fukushima, Executive Officer
Consolidated number of employees	216 (as of July 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

2023- Recovery business

2023- Inner care

Established
Premier Anti-Aging
Co., Ltd.

2010- Anti-aging business: Skin care

2009

2010

 Started mail-order/e-commerce sales of "DUO The Cleansing Balm"



- "DUO The Cleansing Balm" won the Monde Selection Gold Quality Award
- "DUO The Cleansing Balm" won first place in the Other cleansing category at Japan's largest cosmetics and beauty review website (and held the top spot for 10 consecutive years)

2011

Started sales to variety stores and other retailers.

2012

 The number of retail stores handling our products exceeded 1,000

2016

 Cumulative sales of the "DUO The Cleansing Balm" series exceeded 1 million units

2018

- The number of retail stores handling our products exceeded 5,000
- · The first TV commercial for "DUO" aired

2019

 Launched "CANADEL," an aging care brand for mature consumers



- Renewed the "DUO" brand
- Cumulative sales of the "DUO The Cleansing Balm" series exceeded 10 million units

2020

• Launched the "sitrana" brand for sensitive skin



- . The first TV commercial for "CANADEL" aired
- · Listed on the Tokyo Stock Exchange Mothers

2021

Established Premier Anti-Aging (Shanghai) Co.,
Ltd.

2022

Launched the "clayence" hair care brand



2022- Hair care

 Launched the "DUO MEN" skin care brand for men



 Launched the "Reinca" skin care brand



- Cumulative sales of the "CANADEL" all-inone beauty serum series exceeded 5 million units
- The first TV commercial for "clayence" aired
- The number of retail stores handling our products exceeded 18,000

2023

• Launched the "SINTO" inner care brand



 Venex Co., Ltd. became a consolidated subsidiary Developed the recovery business



- Established a basic sustainability policy and identified materiality
- · Established a new corporate identity (CI)



 Launched the "C+mania" vitamin skin care brand



2024

- "DUO The Cleansing Balm" has been the No. 1* selling cleansing balm for seven consecutive years
- **Cosmetics Marketing Handbook 2025 No. 2*, "Cosmetics Marketing Handbook 2022 No. 1*, "Cosmetics Marketing Handbook 2021 No. 1* Cleansing balm Brand Share by FUJI KEIZAI CO., LTD.(From 2018 to 2024 amount)
- Cumulative sales of the "DUO The Cleansing Balm" series exceeded 50 million units
- Cumulative sales of the "CANADEL" allin-one beauty serum series exceeded 9 million units
- "Duo The Cleansing Balm" series launched in the general Chinese market

2025

• "Duo The Cleansing Balm" series 15th anniversary renewal sales

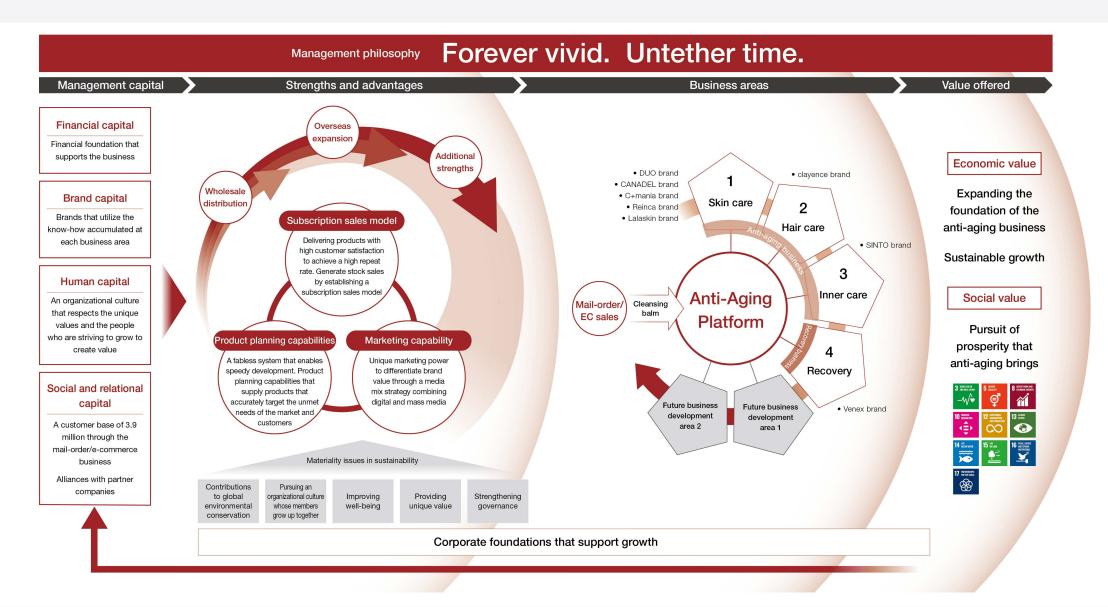


 Launched the "Lalaskin" skin care brand





Value Creation Process







Key Brands and Sales Composition Ratio

- ✓ 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

Hair Care



clayence



- ✓ 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



Skin Care

 $\mathcal{D}UO$



- ✓ Main brand since our founding. Has driven sales for our company as a pioneer in the cleansing balm market
- ✓ Launched February 2010
- ✓ Offering 18 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 7 SKUs*1

Sales composition ratio*2

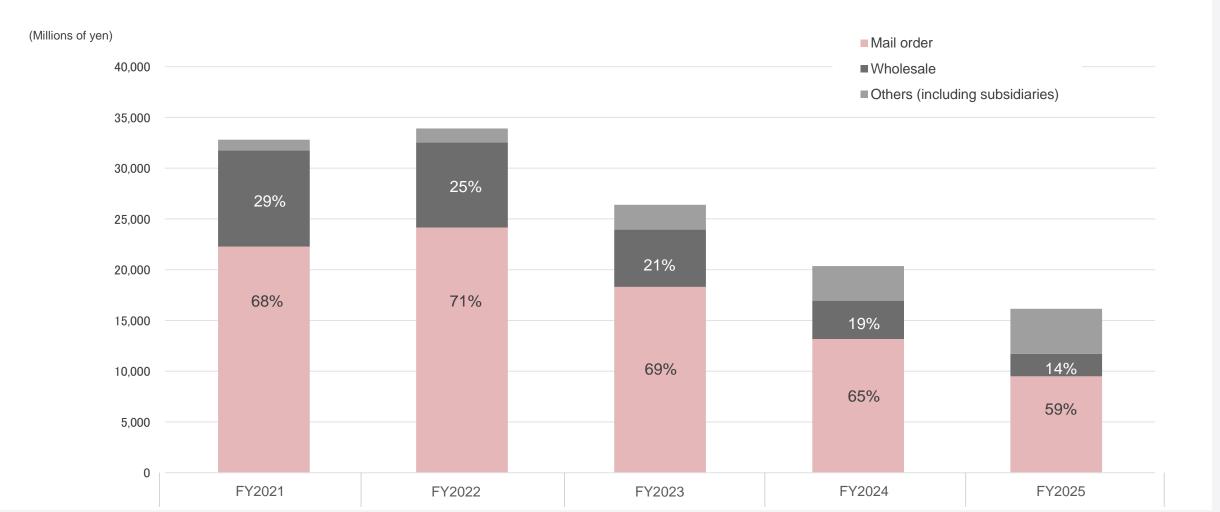
*1: SKU refers to the number of regular products as of July 31, 2025, excluding limited editions and different sizes *2: Calculated based on FY2025 4Q net sales. Decimals are rounded off.



■ Ne

Net sales by channel

- ✓ Our mainstay mail order sales, which we have been engaged in since our founding, account for approximately 59% of sales in FY2025
- ✓ Wholesale sales, which are responsible for sales to retail stores such as variety shops, account for approximately 14% of sales in FY2025



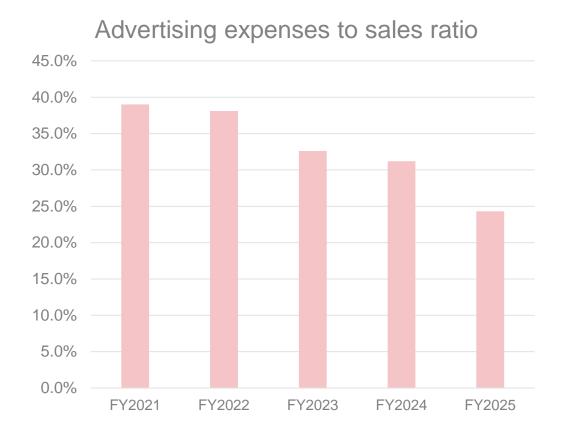




Advertising Expenses

- ✓ Previously, we actively acquired new customers through performance-based digital marketing
- ✓ As advertising efficiency for new customer acquisition has deteriorated since the fiscal year ended July 2024, we have shifted to a policy that emphasizes acquisition efficiency and retention rate. As a result, advertising expenses continued to decline
- ✓ We have discontinued the disclosure of advertising expenses for new customer acquisition, as we have determined that this does not adequately represent the actual state of our mail-order business, due to the relatively increased importance of measures for existing customers as well as new customer acquisition
- ✓ Continue to carefully consider the balance between CPO and LTV while promoting disciplined investment in new acquisitions





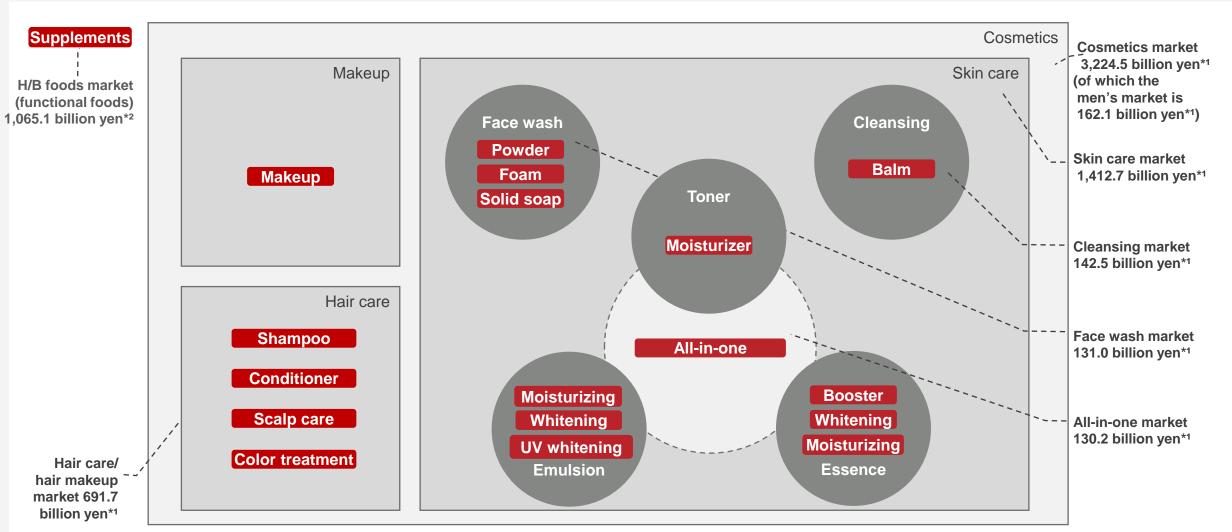




02 | Market Environment

Market Size of the Domestic Cosmetics Market

✓ The domestic cleansing market, which includes our core product, cleansing balm, totaled 142.5 billion yen in 2024





Source: "Cosmetics Marketing Handbook 2025 No. 2, No. 3", "H/B Foods Marketing Handbook 2023 <Overview>" by Fuji Keizai.

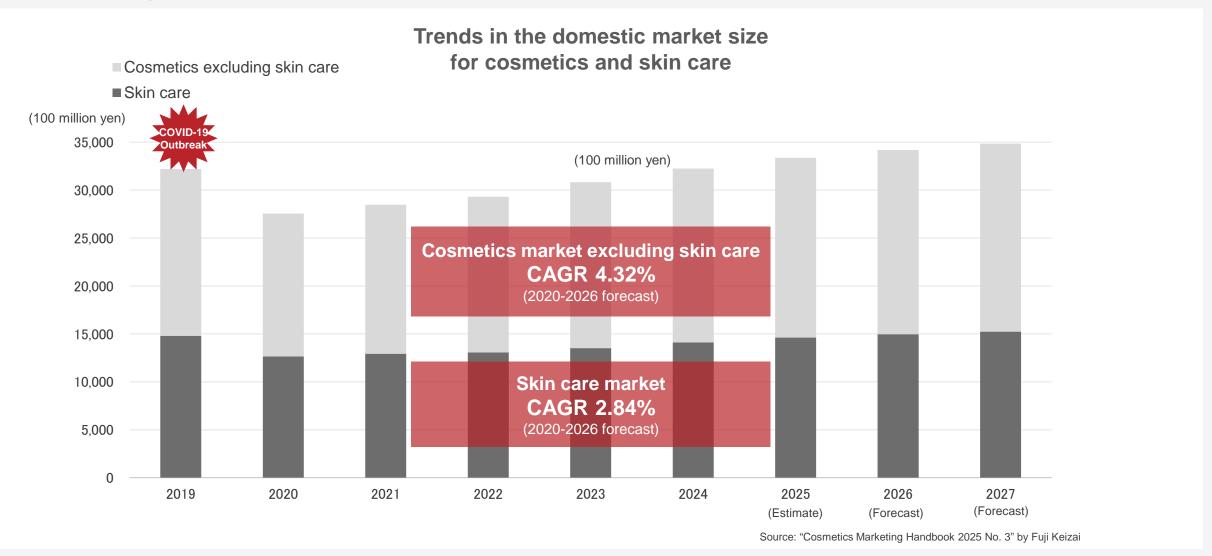
*1 The figures for cosmetics market, men's market, hair care/hair makeup market, skincare market, cleansing market, face wash market, and all-in-one market are actual figures for 2024. .

*2 H/B foods markets figures are estimates at 2022.

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

Domestic Market Size for Cosmetics and Skin Care

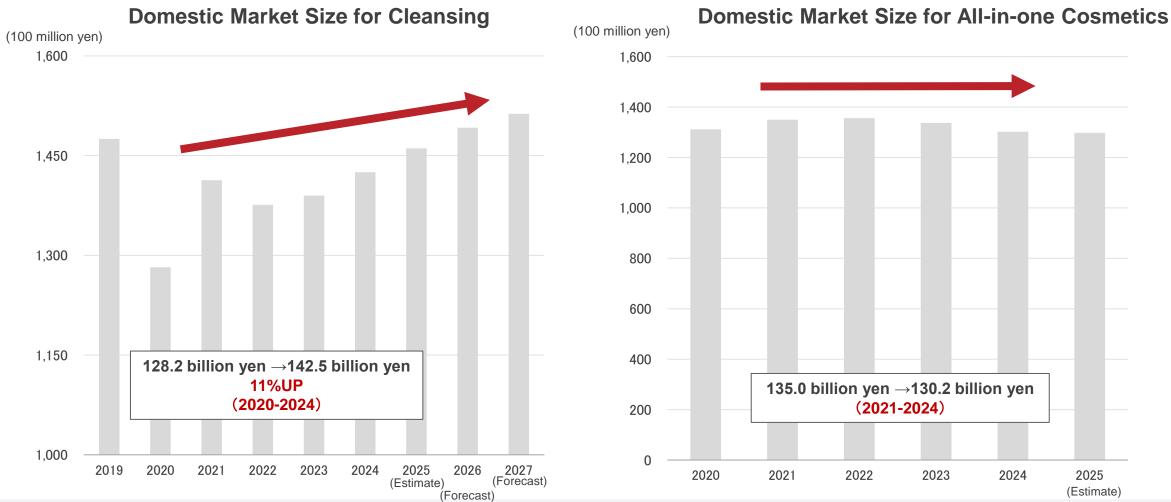
√ The domestic cosmetics market, which declined significantly due to the COVID-19 outbreak, has been recovering moderately since 2020





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

- ✓ The cleansing market has been slowly expanding after 2021 due to the change in its position as a skin care product during the COVID-19 outbreak
- ✓ The all-in-one market, which expanded mainly due to mail-order manufacturers responding to the need for timesaving measures, is currently trending flat



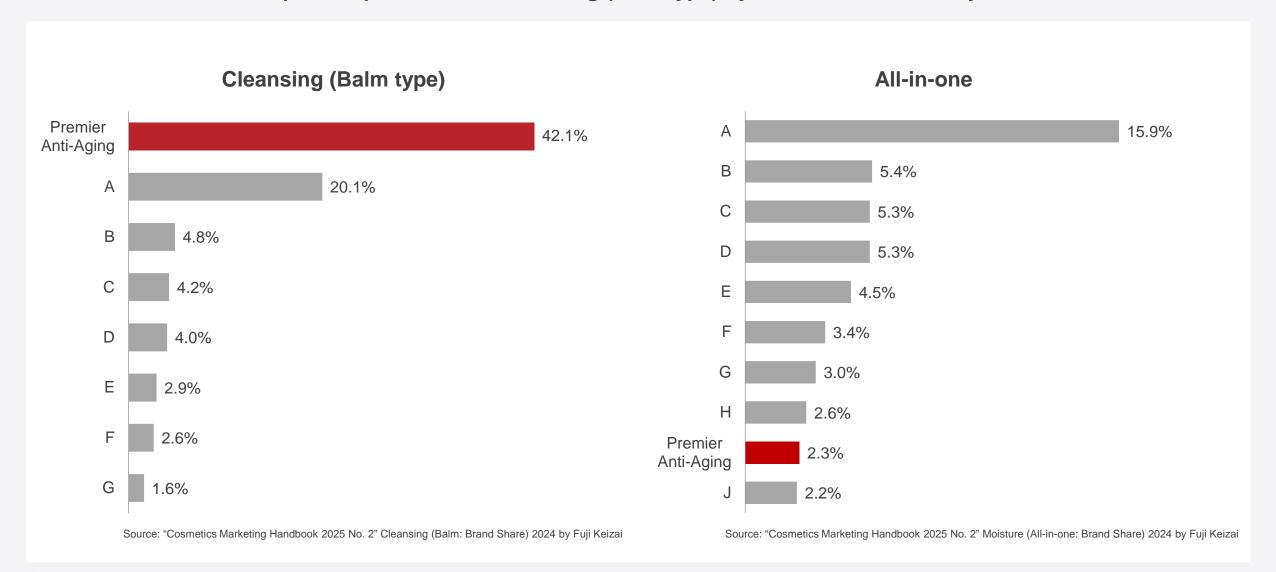


2025

(Estimate)

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

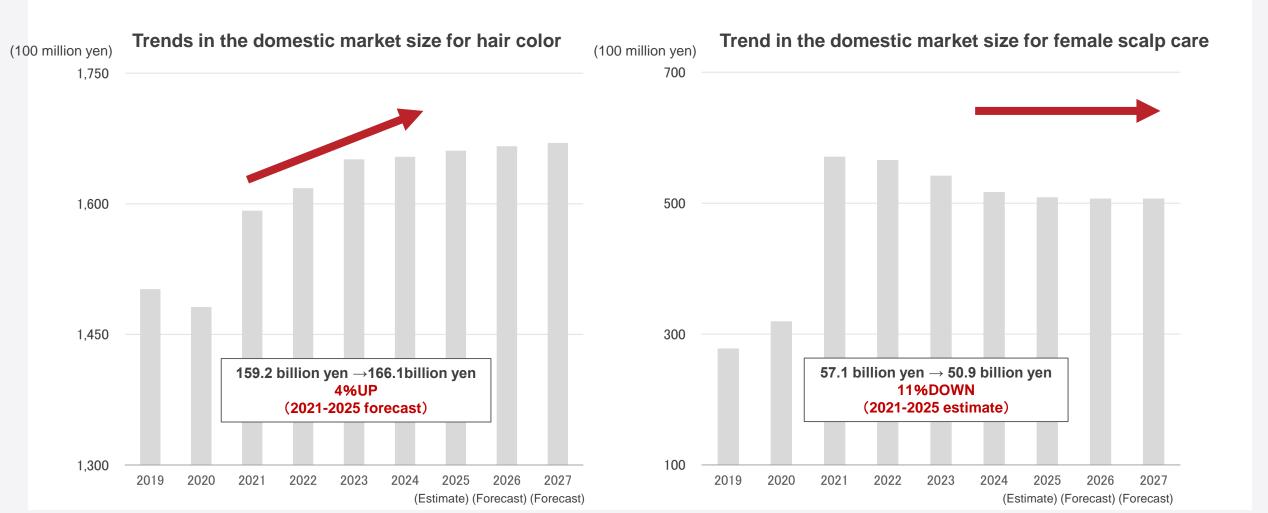






Domestic Market Size for Hair Color and Female Scalp Care

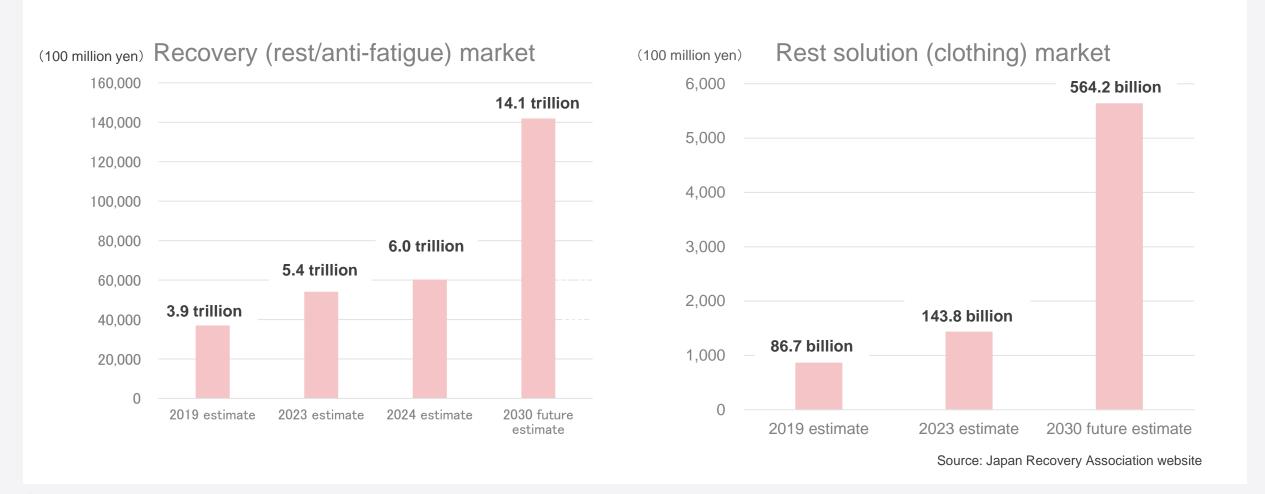
- ✓ The hair color market remains strong from 2021 onwards, with the entry of highly convenient color treatments for gray hair
- ✓ The female scalp care market has expanded rapidly during the COVID-19 outbreak, but has since leveled off





Domestic Market Size for Recovery Wear

- ✓ Recovery (rest and anti-fatigue) market estimated to reach 6.0 trillion yen in 2024, 1.1 times the size of 5.4 trillion yen in 2023
- ✓ 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







03 | Characteristics and Strengths



Management Assets

In the process of growth, we have built some assets that will serve as the foundation of our business going forward

Our Management Assets

1. Brand Portfolio

DUO, CANADEL and clayence leading the way, we've launched numerous new brands Sales from brands other than DUO represent about 42%

2. Diverse Channels Centered on Mail Order Sales

Achieved a multi-faceted channel combining both online sales and wholesale Successfully created a model seamlessly linking brands originated online to their next growth stage in wholesale

3. Membership Assets

A foundation supporting our sustainable growth. We are grateful to our over 3.9 million members, enabling continuous dialogue with highly responsive customers for new product development and improvements to existing products

4. Platform Evolution (Entry into New Area & Cross-branding)

Acquired the recovery wear brand Venex Launched new skincare brand, Lalaskin, inspired by the fast beauty medical concept Continue to promote cross-brand and cross-category use, and enter new fields



Management Assets: Brand Portfolio

We have proposed various Unique Values and solutions in the field of Anti-Aging















Steadily built up each asset as a foundation for growth

Diverse Channels Centered on Mail Order Sales

Expanding channels as a mechanism to create brands and grow into major players through mail order

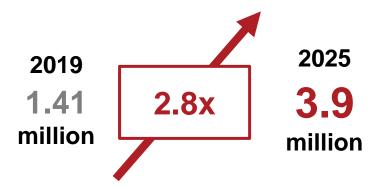
Ratio of non-mail order sales to total sales



Membership Assets

Memberships for each brand have accumulated and grown into a large membership base for the Company as a whole

Number of membership



Platform Evolution

Continued to promote cross-use among brands and categories. Entry into new business areas

Ratio of cross-selling customers





04 | FY2025 Results



FY2025 Results: Consolidated Statement of Income

- ✓ Recovery business sales exceeded projections and grew steadily, but sales fell in the anti-aging business, resulting in an overall fall in company-wide net sales. However, we successfully achieved our revised forecast figures for net sales
- ✓ Operating profit significantly exceeded last year's results due to continued reductions in fixed costs and lowerthan-planned ad spending and other selling costs after insufficient improvement in ad efficiency for new acquisitions
- ✓ First time in three years to report a profit attributable to the owners of parent, thanks to a greatly improved operating profit and the posting of (66) million yen of deferred income taxes (gains)

(Millions of yen)

	FY2024 Results	FY2025 Revised Projection	FY2025 Results	YoY increase/ (decrease)	YoY percentage change	Increase/ (decrease) cf. projection	Percentage change cf. projection
Net sales	20,359	16,000	16,160	(4,199)	(20.6%)	160	1.0%
Operating profit (loss)	139	300	617	478	343.8%	317	105.7%
Operating profit margin (%)	0.7%	1.9%	3.8%	_	3.1pts	_	1.9pts
Ordinary profit (loss)	161	250	599	438	271.8%	349	139.9%
Profit (loss) attributable to owners of parent	(1,483)	120	471	1,955	_	351	293.2%

FY2025 Results: Consolidated Balance Sheet (comparison with end of FY2024)

✓ Equity ratio increased to 65.1%, reflecting improved financial soundness

(Millions of yen)

	FY2024 4Q	FY2025 4Q	Increase/ (decrease)	Percentage change
Total assets	11,002	10,140	(861)	(7.8%)
L Current assets	8,882	8,073	(808)	(9.1%)
L Inventories *	1,586	1,460	(125)	(7.9%)
L Non-current assets	2,120	2,067	(52)	(2.5%)
^L Intangible assets	999	914	(84)	(8.5%)
Total liabilities	4,877	3,530	(1,347)	(27.6%)
^L Current liabilities	3,759	2,997	(761)	(20.3%)
L Non-current liabilities	1,118	533	(585)	(52.3%)
Total net assets	6,124	6,610	485	7.9%
Total liabilities and net assets	11,002	10,140	(861)	(7.8%)
Equity ratio (%)	55.7%	65.1%	_	9.4pts

*Inventories = Products + Raw Materials and Supplies



Status by Segment (Anti-Aging Business)

- ✓ Net sales fell below the previous fiscal year's results in mail order sales due to a decrease in new acquisitions, mainly due to intensifying competition in the advertising market and thorough efforts to streamline advertising, and sluggish activation of existing customers, and in wholesale sales due to intensifying competition in the cleansing and all-in-one markets, respectively
- ✓ Operating profit improved significantly due to lower-than-projected ad spending and other selling costs caused by insufficient improvement in ad efficiency for new acquisitions in the mail order channel, as well as continued fixed cost reductions and appropriate cost management measures

(Millions of yen)

	FY2024	FY2025	Increase/ (decrease)	Percentage change
Net sales	18,338	12,926	(5,412)	(29.5%)
^L Mail order	13,178	9,505	(3,673)	(27.9%)
^L Wholesale	3,780	2,218	(1,561)	(41.3%)
^L Others	1,380	1,202	(177)	(12.9%)
Operating profit (loss)	(139)	408	548	_
Operating profit margin (%)	(0.8%)	3.2%	_	4.0pts



Anti-Aging Business (DUO)

- ✓ Renewal launch of all five types in The Cleansing Balm series, accompanied by promotional campaigns
- √ Wholesale POS is improving every month since the renewal, and proactive communications focus on the upgraded products' efficacy and user satisfaction rate

Topics

- Sales are on a downward trend due to continued intensifying competition in the cleansing market and among cleansing formulations
- ✓ All five products in The Cleansing Balm Series were renewed and relaunched
- ✓ Expanding trial user base with launch of new 66g size only available in stores, and an 18g mini size
- ✓ For new acquisitions in the mail order channel, started acquiring customers through mini-size trials
- New promotions coincided with The Cleansing Balm – Black Repair, winning 2 awards in the cleansing category at the @cosme Best Cosmetics Award
- Wholesale POS improving each month since renewal, with communications centered on the efficacy and user satisfaction of the upgraded cleansing balm



DUO The Cleansing Balm series post renewal

Quarterly net sales of DUO (Millions of yen) ■ Mail order/EC ■ Wholesale 4,000 3,500 3,000 2,500 2,000 1,500 1,000 500 3Q 4Q 1Q 2Q 3Q 4Q 1Q

FY2024

FY2025



Anti-Aging Business (CANADEL)

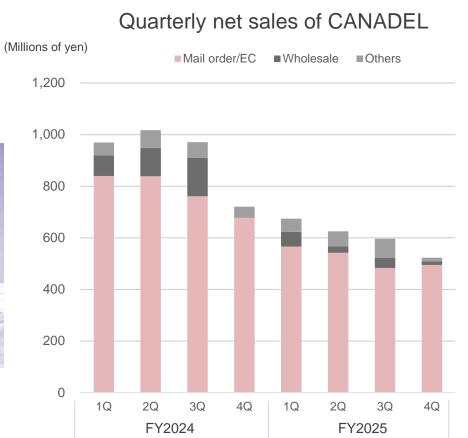
- ✓ New brand character introduced in October 2024 is contributing to elevated brand awareness and expanded sales channels
- ✓ Launched CANADEL tuning lotion (quasi-drug product) in April 2025 and CANADEL PREMIER MOIST COOL (limited edition) in May 2025 to expand customer choices

Topics

- ✓ Competition in the all-in-one cosmetics market continues to intensify, leading to a continuing downward trend in sales
- ✓ Our move to introduce a new brand character in October 2024 is contributing to elevated brand awareness and expanded sales channels
- ✓ Launched CANADEL tuning lotion (quasi-drug product), CANADEL PREMIER MOIST COOL (limited edition), and other products aimed at the expansion of customer choices and evolution into a brand that enjoys deeper and longer engagement with customers



CANADEL PREMIER MOIST COOL (limited edition)





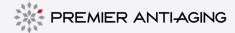
Anti-Aging Business (clayence)

- ✓ In April 2025, total cumulative shipments exceeded 2 million units
- ✓ Strengthening customer engagement through campaigns and workshops in celebration of the brand's third anniversary
- ✓ Enhancing product understanding through information updates on the official website and packaging label changes

Topics

- ✓ In April 2025, total cumulative shipments topped 2 million units
- ✓ In commemoration of the third anniversary, we hosted workshops for our official Instagram account followers, further strengthening engagement with customers
- ✓ Enhancing product understanding and sharing proper usage details with customers via information updates on the official website and new package design







Anti-Aging Business (Brands under Cultivation)

- ✓ Launched Lalaskin, our new skincare brand inspired by the fast beauty medical concept, to be rolled out to around 5,000 stores from September
- ✓ Continued test marketing for SINTO, C+ mania and Reinca brands. Aim to expand sales of brands under cultivation while carefully assessing investment efficiency

Topics

Lalaskin

- ✓ Introduced new skincare brand, Lalaskin, inspired by the fast beauty medical concept. Initial product launch and advance sales at select stores from April 2025 included Lalaskin Shiratama Peeling Gel Wash and Lalaskin Suikou Shower Mist
- ✓ Full-scale rollout to 5,000 stores nationwide to start in September 2025



New brand Lalaskin

Reinca

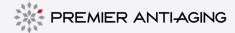
- ✓ "Recovery beauty" is the redefined brand concept for Reinca, the aging care brand using our proprietary stem cell extract
- ✓ We will promote synergies around recovery through crossovers between our recovery beauty—inspired aging care brand Reinca and the recovery wear series sold by recovery wear pioneer and Premier group company, Venex

SINTO

✓ Commenced sales in new channels



- Continued retail test marketing, focusing on enzyme facial cleansers
- ✓ Good progress in POS at leading stores for inbound tourist shoppers





Status by Segment (Recovery Business)

- ✓ Net sales greatly surpassed initial fiscal year projections, driven by core products such as Standard Dry Plus and due to steady growth in seasonal products and entry-level model items
- ✓ Ad investment mainly in TV commercials and digital marketing to promote further sales growth caused a decline in operating profit from the previous year, but it moved in line with projections
- ✓ SCM handling everything from thread production to fabric manufacturing and sewing in a streamlined process is progressing as planned, thereby strengthening our basis for sales growth

((Millions of yen)

	FY2024	FY2025	Increase/ (decrease)	Percentage change
Net sales	2,020	3,233	1,212	60.0%
Operating profit	278	208	(70)	(25.2%)
Operating profit margin (%)	13.8%	6.4%	_	(7.4pts)



Recovery Business (Venex)

- ✓ Achieved sales growth through heightened brand awareness and high-quality branding with our first TV commercial featuring Ai Tominaga, and continued new VENEX STORE openings
- ✓ 20-year commitment as pioneer in recovery wear was recognized with the New Frontier Award at the 55th Senken Synthetic Fiber Awards
- ✓ Launched the VITALISE series and RECOVERY DAYS to expand and highlight possible recuperation scenes, and pursued efforts toward a more sustainable society and stronger local collaboration, including the RECYCLE ACTION initiative, and our comprehensive agreement with Tamagawa Academy & University

Topics (Business)

TVCM "Ai Tominaga uses VENEX"



Senken Synthetic Fiber Award:



Finalized agreement with



Tokyo Marathon Expo 2025 TOKYO MARATHON



Recycle Action



RECOVERY DAYS VENEX Limited Edition







VENEX STORE permanent locations







Recovery Business (Venex)

✓ Shared recovery know-how, based on recovery products and recuperation expertise, to support Japan's top athletes in every category and enhance their daily performance. Partnered with leagues and teams to introduce VENEX products beyond athletes, also to fans and local people, to educate on the importance of recovery

Topics (Selected Contracts)

Soccer: Yuki Soma



Soccer: Ryo Germain



Cycling: Mina Sato





Cycling: Kohei Gunji



Basketball: Kenta Morii



Rugby: Shohei

Toyoshima

American Football League Sponsor



Professional Table Tennis League Sponsor



Pro Basketball: Sendai 89ers



Pro Basketball: **Toyama Grouses**



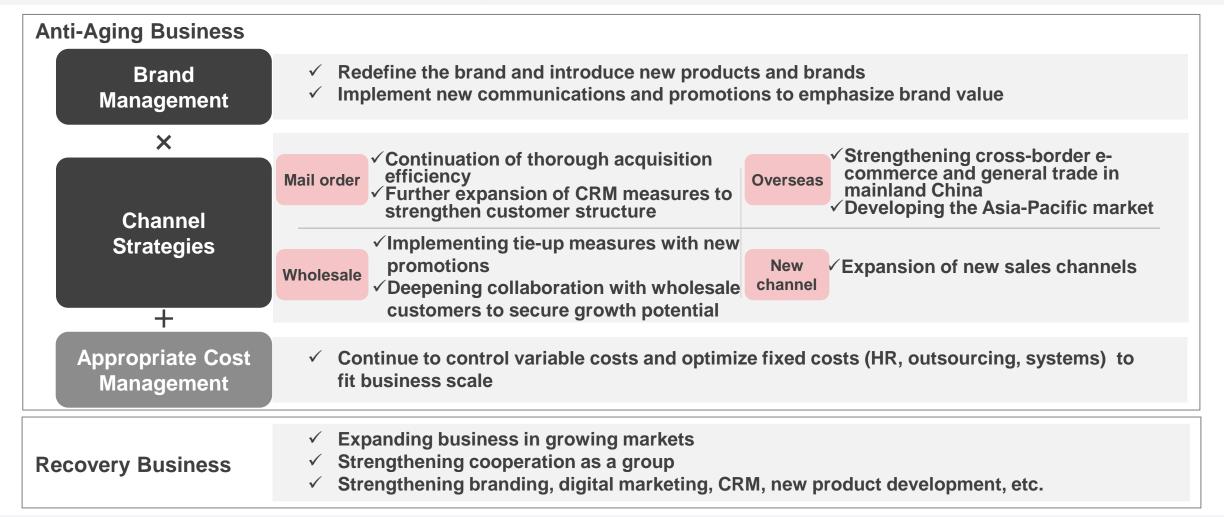
Pro Rugby: Shizuoka Blue Revs





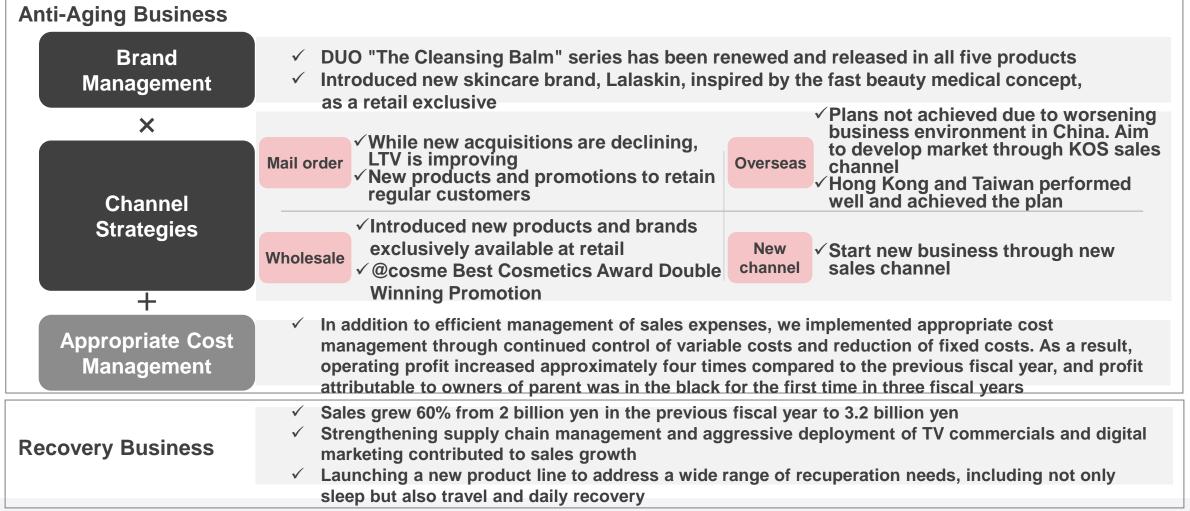
FY2025 Results: Initiatives in Each Business

- ✓ 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



FY2025 Results: Results in Each Business

- √ Throughout FY2025, we have achieved the following results through collaboration between brand management and each channel
- ✓ Even with declining sales amid a tough business environment, we have steadily generated profits and established a lean and robust corporate structure





05 | FY2026 Earnings Forecast



FY2026 Earnings Forecast

- √ Aim for bottoming out and turnaround in company-wide sales
- ✓ Operating profit expected to fall as we expand investment in brands

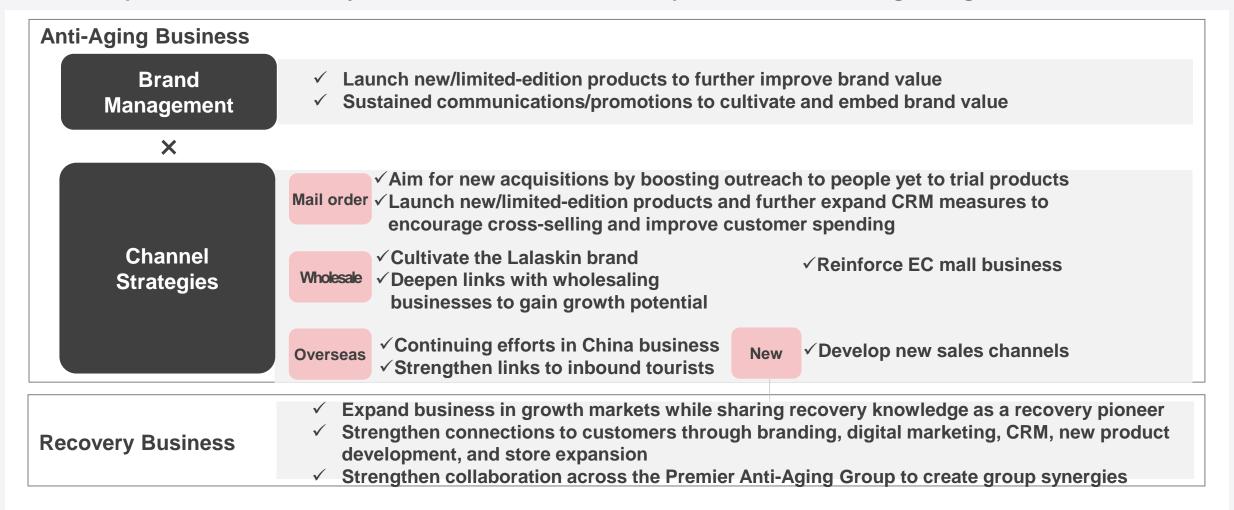
(Millions of yen)

		FY2025 Results	FY2026 Forecast	Increase/ (decrease)	Percentage change
יי	Net sales	16,160	16,500	339	2.1%
	Operating profit	617	300	(317)	(51.4%)
ull-Year	Operating profit margin (%)	3.8%	1.8%	-	(2.0pts)
ear	Ordinary profit	599	300	(299)	(50.0%)
	Profit (loss) attributable to owners of parent	471	300	(171)	(36.4%)
Half-Year	Net sales	8,528	8,000	(528)	(6.2%)
	Operating profit	977	150	(827)	(84.7%)
	Operating profit margin (%)	11.5%	1.9%	-	(9.6pts)
	Ordinary profit	970	150	(820)	(84.5%)
	Profit (loss) attributable to owners of parent	581	100	(481)	(82.8%)



FY2026 Earnings Forecast (Business Segment Initiatives)

- ✓ In the anti-aging business, we will further strengthen collaboration between brand management and each channel, aiming to turn around sales
- ✓ As a pioneer in the recovery business, we aim to further expand our business in growing markets





06 | Growth Strategy



Commit to Unique Value

- Adhering to "Commit to Unique Value" as a mid-term management guideline
- Looking back on past management, leveraging the management assets we have accumulated, reconsidering the issues that need to be overcome, and steadily moving forward with management
- Reconstructing the company into one that can move forward as a team toward the vision we aim for
- We will once again focus on the "Unique Value" that has been the source of our strength and growth, and continue to overcome changes in the market environment and our own reforms to achieve sustainable growth as a company and contribute to society





Brand Strategy

Strengthen brand management across channels. We will strengthen the DUO brand as our foundation and expand our brand portfolio to become an anti-aging company

Medium- to long-term brand portfolio growth

New Area (M&A/JV)

Coming Soon

- Explore new growth areas such as 2nd and 3rd recovery and emerging brands that empathize with unique values
- Achieve new growth through partnership strategies (JV, M&A, etc.) by maximizing the effective use of group management assets





- Pioneer in the recovery wear market
- Make full use of the knowledge and network that DUO has built up as a market leader. Strengthen expansion into major sales channels through group collaboration

Anti-Aging Brand



- Steady growth as 2nd and 3rd brands
- C A N A D E L Strengthen brand position by promoting unique value in mature markets
 - Reform as a profitable brand





While positioning it as a growth field, develop each brand based on investment efficiency



- Top priority for the brand as the foundation that supports our growth
- As a pioneer of cleansing balms, we are committed to providing "skin care effects that go beyond just removing makeup" and are renewing the formula to meet the diverse needs of our customers. We will relaunch five types from January 2025 sequentially
- Re-strengthen the brand through consistent brand communication across all channels



Channel Strategy

✓ Implement strategies optimized for the changing environment of each channel

Mail order / EC

Market

While the DtoC/EC market grows, rising competition from more entrants has intensified. With diverse customer values and media, ad costs have surged. In this challenging environment, acquiring new customers and retaining existing subscribers become crucial

Strategy

- Shift to a subscription-based sales structure; enhance CRM for improved retention and LTV
- Leverage multi-brand strategy and bolster cross-brand sales to raise customer value
- Strengthen member community initiatives in planning and marketing

Wholesale

Market

In the retail market, personal consumption remains strong due to the recovery from the COVID-19 pandemic and a recovery in inbound demand, but consumer sentiment remains stagnant due to price increases that exceed wage increases. Competition with major rivals is also intensifying

Strategy

- Shift from sell-in to sell-out; strengthen collaboration with retailers
- Optimize customer touchpoints based on POS data to boost average store sales
- Intensify joint marketing efforts with retailers

Overseas

Market

With the domestic inbound market reviving, we aim to focus on key countries and regions. However, given the ongoing instability, the future remains uncertain

Strategy

- Strengthening cross-border ecommerce and general trade in mainland China
- Developing the Asia-Pacific market

New channel

Strategy

Collaborate with other companies to explore optimal channels tailored to brand stages and customer segments, like clinics and professional shops, etc.



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

■ Scope: Premier Anti-Aging Group

Based on the Greenhouse Gas (GHG) Protocol—the international standard for measuring and reporting GHG emissions—we revised our calculation standards and scope retroactively to FY2023 to reflect our altered structure, including office relocation and change in store numbers, and to incorporate previously excluded group companies. Therefore, our reduction targets are based on the latest results from FY2025, setting the group-wide consolidated total at "50% reductions in Scope 1 and 2 emissions volumes by FY2035."

Theme	Materiality	Focus Area	Initiative	KPI	Target	Target Year	FY2025 Results
Pursue prosperity through anti-aging	Contributing to global environment conservation	Initiatives/contributions for a decarbonized society	Reduce CO2 emissions	Scope1 and 2 reduction rates	50% reduction (cf. FY2025)	FY2035	154.0 t-CO2*

■ Scope: Premier Anti-Aging Co. Ltd.

*Calculations are according to market standards in the domestic setting and location standards in overseas settings. Store results include some estimates.

	rana riging ee. Eta.						
Theme	Materiality	Focus Area	Initiative	КРІ	Target	Target Year	FY2025 Results
Pursue prosperity through anti-aging	Contributing to global environment conservation	Contribute to resource recycling and circular economy	Use eco-friendly paper	Eco-friendly paper usage rate*1*1	100%	Every year	100%
	Pursuing a collaborative and nurturing corporate culture	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 (cf. FY2023)
			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 and review expansion
	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 2025
	Providing unique value	Pursue the essence of Premier Anti-Aging	Spread anti-aging ideas among employees	Number of anti-aging qualifications held by employee	75 or more newly acquired qualifications	End FY2027	Newly acquired qualifications: 49 (+18 to end FY2025)
				Expand systems for facilitating anti aging	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	Disclosed in FY2024 Conducted policy awareness improvements and surveys
Corporate foundation to support growth	Strengthening governance	Improve and strengthen corporate governance systems	Enhance disclosure and improve transparency on corporate governance	Consider and promote the items listed on the left	_	_	_
		Thorough compliance and risk management	Attendance rate for compliance and	Attendance rate	100%	Every year	Compliance training: 99%*3 Information security training: 100%
		Protect information security and privacy	information security training sessions*2				

^{*1} Target is cosmetics boxes. *2 Excluding contracted and temporary employees. *3 This changed to 100% after an extension period was set up for those who had not yet completed the course.



Progress to an Anti-Aging Company

✓ Aiming to be an Anti-Aging company demanded in the 100-year life era

Understanding of Society & Era

We are entering an era termed the "100-year life", where average and healthy life expectancies are extending worldwide. As society embraces this unprecedented longevity, the meaning of age evolves with time. We believe that the most crucial element for maximizing societal happiness is for individuals to maintain their curiosity and continue to challenge themselves in society.

Corporate Identity

Slogan

Purpose

Promises

FY27 Target Commit to Unique Value Return to sustained growth

+Beyond

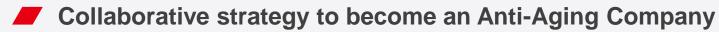
Progress to an Anti-Aging Company

Anti-Aging Company

Unique brands responsible for addressing challenges across the Anti-Aging sector converge to create a platform trusted by those who, freed from the constraints of time, continue to take on challenges.

(Imagining the expansion in the Anti-Aging sector)

Inner care, recovery, regenerative medicine, wellness tourism, sleep and exercise, long-term societal engagement, finance, insurance, etc.



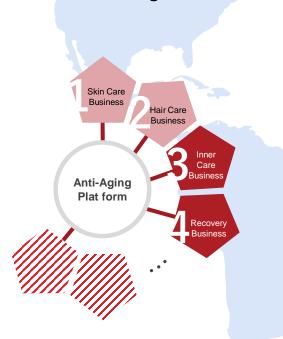
✓ Collaborative strategy to become an Anti-Aging Company

Mid to long term Return to sustained growth

While establishing our foundation, we plan to grow our existing business portfolio and simultaneously create new businesses through collaboration. **Management Assets**

+ Beyond **Progress to an Anti-Aging Company**

By realizing collaboration across broader industries and channels, unique businesses and brands addressing comprehensive Anti-Aging challenges will gather, building a platform that people trust.



Brand Portfolio

Diverse Channels Centered on wholesale

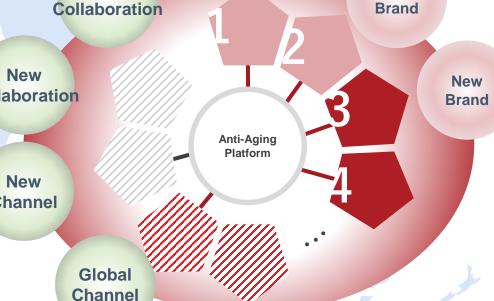
> Membership **Assets**

Platform (Cross-Using)



New Collaboration New

Channel



New



07 | Risk Information



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 intensifying competition	Our Group's purpose is to "create original products and services of unique value that untether people from their age and brighten their lives," and we are engaged in a wide range of businesses, including skin care, hair care, inner care, and recovery. However, most of its sales are dependent on the DUO brand, centered on its flagship cleansing balm. If the DUO brand loses support from customers due to the introduction of new products by competitors, changes in consumer tastes, damage to reputation, etc., the Group's business performance may be seriously affected.	High	High	The Group is promoting the diversification of its business portfolio by developing and nurturing new brands. At the same time, we are focusing on continuous product improvement of existing brands and new product development and are strengthening our marketing activities to capture changes in customer needs. Furthermore, we are striving to maintain and improve our competitiveness by implementing strategic advertising activities to enhance our brand value.
Risks related to laws and regulations	The Group's business must be conducted in compliance with various laws and regulations, including the Act on Ensuring Quality, Efficacy and Safety of Pharmaceuticals, Medical Devices, etc. (Pharmaceuticals and Medical Devices Act), the Food Sanitation Act, and the Act against Unjustifiable Premiums and Misleading Representations (Premiums and Representations Act). The Group's business activities may be restricted due to amendments to these laws, the enactment of new laws and regulations, or changes in the interpretation of laws and regulations.	Medium	Medium	The Group strives to understand legal and regulatory trends by strengthening our legal department and collaborating with external experts. We have implemented thorough companywide compliance education and have established a strict screening system for product labeling and advertising content. We also strive to grasp regulatory trends at an early stage by exchanging information with industry associations, and to respond promptly and appropriately.
Risks related to advertising and marketing	Our Group is actively engaged in advertising activities, investing 31.2% of our sales in FY2024. However, if our advertising activities do not achieve the expected results, we may not be able to acquire customers, and this may affect our Group's business performance.	Medium	Medium	The Group strives to measure the effectiveness of a variety of advertising media and create an optimal media mix. We develop marketing strategies based on detailed analysis of target customers and carry out effective advertising and promotional activities. We are also strengthening risk management by formulating and thoroughly implementing SNS operation guidelines.

^{*} Major risk factors are excerpts from the "Business Risks, etc." section of the Company's Annual Securities Report.





08 | Appendix





DUO

✓ 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 18 SKUs* centering on cleansing balm.

CANADEL

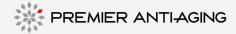
✓ Being fostered as the second brand following DUO, CANADEL focuses on the busy modern women's needs for spending less time on skin care



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 7 SKUs* centering on all-in-one cosmetics.

*The SKU figure refers to the number of regular products as of July 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*.

sitrana

✓ 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 April 30, 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

√ "Recovery Beauty*2" born from cutting-edge skin research



As a key ingredient in keratinocyte care, "Reinca" uses the proprietary ingredient "ENGY Stem S (dental pulp stem cell conditioned medium)"*3, which was developed through joint research with a research institute. We propose "Recovery Beauty*2" as an anti-aging care*3 brand that restores the skin's natural beauty at the keratinocyte level. We currently have 4 SKUs*1.



^{*1} The SKU figure refers to the number of regular products as of July 31, 2025, excluding limited items and different sizes.

^{*2} A skincare treatment that provides moisture and firmness to restore a beautiful appearance to the skin.

^{*3} Human dental pulp cell conditioned culture medium (skin conditioning ingredient)



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[†]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 α 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 2 SKUs*.

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



Lalaskin

✓ New skincare brand, fast beauty medical concept of "trends" x "cutting-edge ingredients" x "affordability"



As interest in beauty medicine grows among both men and women, this brand aims to make it easier to incorporate beauty ingredients used in beauty medicine into your everyday skin care routine, helping you achieve moisturized, radiant skin at home, just like you would get after a beauty treatment*1.

The Lalaskin brand aims to enable people to experience a change in the appearance of their skin on a daily basis by incorporating beauty medical concept*2 into their daily home care.

We currently have 2 SKUs*3.

^{*1} Treatments at beauty salons *2 Maintaining healthy skin with cosmetics developed based on dermatology

^{*3} The SKU figure refers to the number of regular products as of July 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.

Disclaimers and Notes on Forecasts and Projections

- ✓ The materials and information provided in this disclosure 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 mail-order 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 Annual Securities Report
- ✓ This document will be updated and disclosed around September when the full-year financial results are announced

Contact: Corporate Communication Division

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



Forever vivid

人の時間を、解き放つ。

Untether time.