



**FY2026 Q3
Results Briefing Material**

June 12, 2026

Premier Anti-Aging Co., Ltd.

TSE Growth Market 4934





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01 | Executive Summary

Executive Summary

【FY2026 Q3 Results】

- ✓ Despite sales growth in the recovery business, lower sales in the anti-aging business caused an overall decline in company-wide sales
- ✓ Operating profit was higher than expected because SG&A spending in the anti-aging business, especially advertising expenses for new acquisitions, fell short of projections

【 FY2026 Full-Year Forecast 】

- ✓ Revised FY2026 full-year forecast considering the business and competitive environment for anti-aging and recovery business segments
- ✓ For Q4 and into next year, we aim to achieve a sales turnaround through the revitalization of the anti-aging mail-order channel and the introduction of new and limited-edition DUO products, while working to expand the recovery business further



02 | FY2026 Q3 Results

Consolidated Statement of Income (compared to same period last year)

- ✓ Company-wide sales fell despite growth in the recovery business due to declines in anti-aging business sales
- ✓ Operating profit exceeded projections due to lower-than-expected SG&A spending, especially on new acquisition advertising expenses in the anti-aging business

(Millions of yen)

	FY2025 1Q-3Q Actual	FY2026 1Q-3Q Actual	Actual YoY increase/ (decrease)	Actual YoY percentage change
Net sales	12,500	10,591	(1,908)	(15.3%)
Operating profit	1,266	742	(524)	(41.4%)
Operating profit margin (%)	10.1%	7.0%	—	(3.1pts)
Ordinary profit	1,214	833	(380)	(31.3%)
Quarterly profit attributable to owners of parent	762	542	(220)	(28.9%)

Consolidated Statements of Income (quarterly comparison)

- ✓ A direct comparison with Q2 shows anti-aging business sales were largely unchanged, but lower recovery business sales caused an overall decline in Q3 sales
- ✓ Q3 operating profit increased from Q2, mostly attributable to lower SG&A spending, especially on new acquisition advertising expenses in the anti-aging business

Millions of yen

	FY2025 3Q	FY2025 4Q	FY2026 1Q	FY2026 2Q	FY2026 3Q	YoY percentage change	QoQ percentage change
Net sales	3,971	3,660	3,643	3,699	3,248	(18.2%)	(12.2%)
Gross profit	3,063	2,545	2,867	2,848	2,494	(18.6%)	(12.4%)
SG&A Expenses	2,774	3,195	2,292	2,798	2,378	(14.3%)	(15.0%)
└ Advertising expenses	863	1,199	528	1,036	688	(20.3%)	(33.6%)
└ Outsourcing	595	596	528	491	447	(24.8%)	(9.0%)
└ Payroll and allowances	428	388	361	357	417	(2.7%)	16.6%
└ R&D	66	73	41	47	52	(20.9%)	10.5%
└ Others	820	921	832	863	773	(5.8%)	(10.5%)
Operating profit (loss)	289	(649)	575	50	115	(59.9%)	128.5%
Operating profit margin (%)	7.3%	(17.8%)	15.8%	1.4%	3.6%	(3.7pts)	2.2pts
Ordinary profit (loss)	243	(614)	609	67	156	(35.7%)	132.4%
Quarterly profit (loss) attributable to owners of parent	181	(291)	408	37	97	(46.5%)	161.6%

Consolidated Balance Sheet (compared to the end of the previous fiscal year)

✓ Equity ratio of 67.9% shows continued improvements in financial health

(Millions of yen)

	FY2025 4Q	FY2026 3Q	Increase/ (decrease)	Percentage change
Total assets	10,140	10,474	333	3.3%
└ Current assets	8,073	8,411	338	4.2%
└ Inventories*	1,460	1,794	334	22.9%
└ Non-current assets	2,067	2,063	(4)	(0.2%)
└ Intangible assets	914	890	(23)	(2.6%)
Total liabilities	3,530	3,338	(191)	(5.4%)
└ Current liabilities	2,997	2,909	(87)	(2.9%)
└ Non-current liabilities	533	429	(103)	(19.5%)
Total net assets	6,610	7,135	525	7.9%
Total liabilities and net assets	10,140	10,474	333	3.3%
Equity ratio (%)	65.1%	67.9%	—	2.8pts

*Inventories = Finished goods + Raw materials and supplies



03 | Status by Segment (Anti-Aging Business)

Statement of Income

- ✓ Wholesale channel sales remained steady, driven by solid growth for renewed DUO products, but sales in the mail-order channel fell short of last year's, showing no improvement in ad efficiency for new acquisitions
- ✓ Lower-than-planned SG&A spending, especially on advertising for new acquisitions, led to a higher-than-projected operating profit

(Millions of yen)

	FY2025 1Q-3Q	FY2026 1Q-3Q	Increase/ (decrease)	Percentage change
Net sales	10,257	8,063	(2,193)	(21.4%)
└ Mail order	7,249	5,210	(2,039)	(28.1%)
└ Wholesale	2,206	2,047	(158)	(7.2%)
└ Others	801	805	3	0.5%
Operating profit	1,099	890	(209)	(19.0%)
Operating profit margin (%)	10.7%	11.0%	—	(0.3pts)

Anti-Aging Business (DUO)

- ✓ DUO “The Cleansing Balm” series ranked No. 1 in cleansing balm sales for 8 consecutive years*1, with total cumulative shipments across the series topping 60 million units*2.
- ✓ DUO Cleanse Serum Peel & Boost awarded 3rd place for best new cleansing in the @cosme Best Cosmetics Award for first half of 2026

Topics

- ✓ Post-2025 renewal, again earned No. 1 rank in cleansing balm sales by expanding the mini size lineup, developing products exclusive to retail channels targeting younger consumers, and selling limited-edition collaborative products; total cumulative shipments surpassed 60 million units
- ✓ DUO Cleanse Serum Peel & Boost ranked 3rd best cleansing in @cosme Best Cosmetics Award for the first half of 2026. Users rated this new category of “cleansing serum” highly

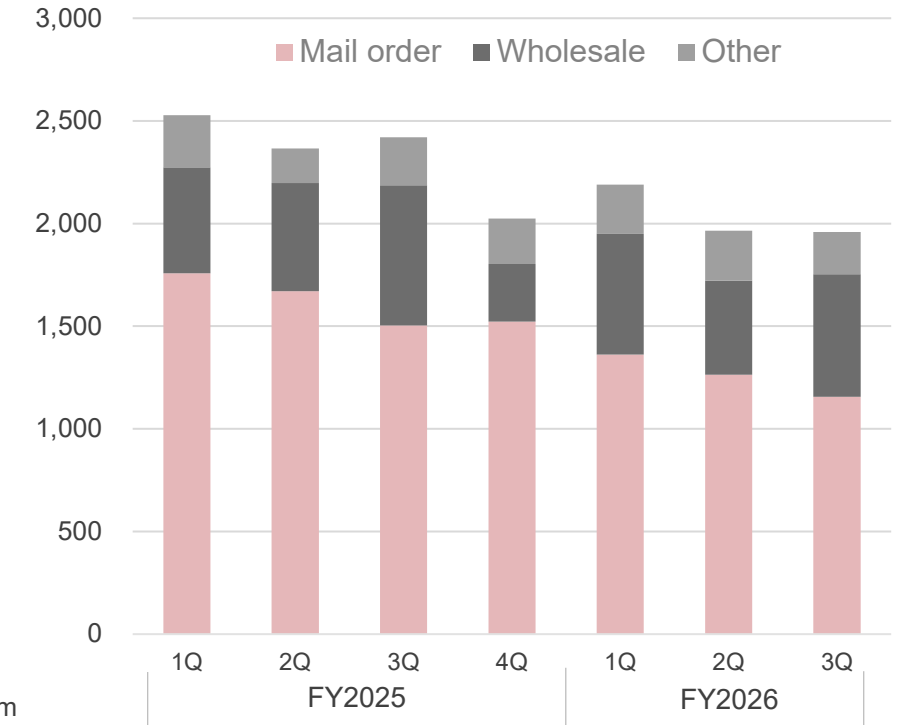


*1 Fuji Keizai Co. Ltd. *Cosmetics Marketing Handbook 2026 No. 1, 2025 No. 2, 2022 No. 1, 2021 No.1, Cleansing Balm Brand Share* (Survey period: 2018-2025, Value)

*2 As of the end of January 2026

Quarterly net sales of DUO

(Millions of yen)



Anti-Aging Business (CANADEL, clayence)

- ✓ CANADEL Premier Moist Cool – popular summer product on sale exclusively on official online store
- ✓ clayence: continue to promote development into a comprehensive hair care brand

Topics

【CANADEL】

- ✓ CANADEL Premier Moist Cool on sale exclusively on the Premier Anti-Aging official online store from April 2026. Targeting summer skin concerns, the product was such a hit last year that it sold out early.
- ✓ Continue to evolve into a brand that fosters deeper, longer-lasting relationships with customers

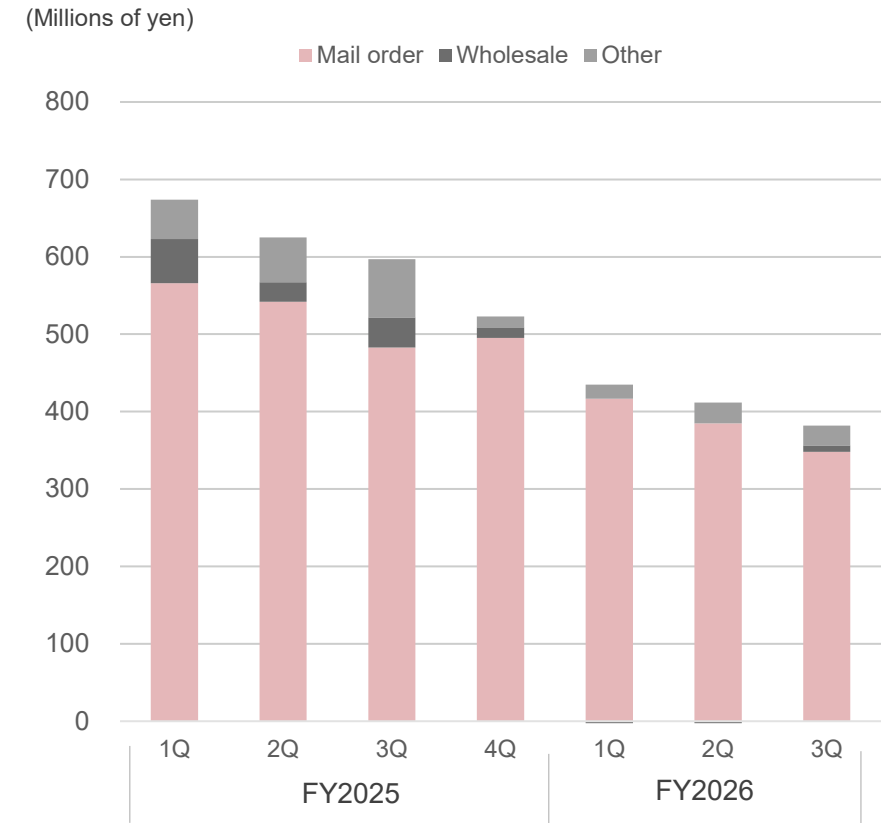
【clayence】

- ✓ March 2026: launched renewed Clayspa Color Keep & Damage Care Mask – a single product for the three biggest hair-care concerns. Positive feedback so far
- ✓ Working to become a comprehensive hair-care brand through product improvements and development



CANADEL Premier Moist Cool

Quarterly net sales of CANADEL



Anti-Aging Business (Brands Under Cultivation)

- ✓ Reinca Stem Treatment Recovery Mask on sale from April 2026
- ✓ Lalaskin, a skincare brand based on the concept of fast medical beauty, was exhibiting at a beauty event held in Osaka to expand its reach to new customers and strengthen brand awareness
- ✓ Continued test marketing for SINTO, C+mania and others; wish to expand sales of brands under cultivation while keeping a close eye on investment efficiency

Topics

Reinca

- ✓ On sale from April 2026, “Reinca Stem Treatment Recovery Mask” contains Reinca’s unique ingredient ENGY stem S® and Venex’s proprietary substance PHT(DPV576)®. Available via our official online store, VENEX Recovery Lab Nihonbashi, and other EC malls

New



Reinca Stem Treatment Recovery Mask

Lalaskin

- ✓ Exhibited at the beauty event "MimiBeauty Meets Osaka" (April 25-26, 1,623 attendees) held in Osaka in April, providing an opportunity for people to experience Lalaskin through our touch-up booth



SINTO

- ✓ Sales continue via new channels

C⁺mania

- ✓ POS trending favorably at stores popular with overseas tourists, like Don Quijote and MCC (MatsukiyoCocokara&Co.)



04 | Status by Segment (Recovery Business)

■ Status by Segment (Recovery Business)

- ✓ In addition to its flagship brand, Standard Dry +, sales of Recovery Cool + (revamped version of long-seller Comfort Cool) and Comfort Punch steadily increased, mainly through offline channels such as department stores, resulting in strong sales performance
- ✓ Sales growth boosted gross profit, but overall operating loss due to ad spending to improve brand recognition and generate customer interest, coupled with hiring and other organizational reinforcements in anticipation of growth from next term onward

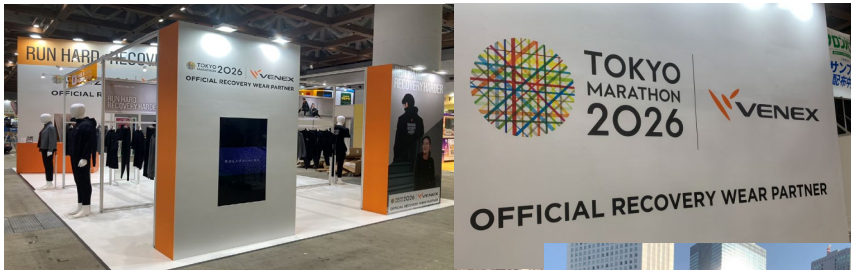
(Millions of yen)

	FY2025 1Q-3Q	FY2026 1Q-3Q	Increase/ (decrease)	Percentage change
Net sales	2,242	2,527	285	12.7%
Operating profit (loss)	167	(148)	(315)	—
Operating profit margin (%)	7.5%	(5.9%)	—	(13.4pts)

Recovery Business (VENEX)

- ✓ Tokyo Marathon EXPO 2026 Exhibit (Official Recovery Wear Partner); sales during the exhibit reached 321% of last year's
- ✓ "Platinum Merino Wool" product – hybrid of premium merino wool and PHT fiber – jointly announced with OCEANS to educate on new recovery situations and enhance brand value, with Ambassadors serving as store manager for a day at Nihonbashi Recovery Lab
- ✓ To nurture customers with a strong affinity for the brand, holding media workshops on "Recovery Care – a Chance to Enhance Beauty"

Topics



Tokyo Marathon EXPO 2026 Exhibit



Hybrid of finest merino wool and PHT fiber:
Platinum Merino Wool developed with OCEANS



New-model COOL+ on sale



Beauty Style Mix PR Study Group



Kubota Spears' Van Zealand was store manager
for a day at Nihonbashi Recovery Lab



05 | Sustainability

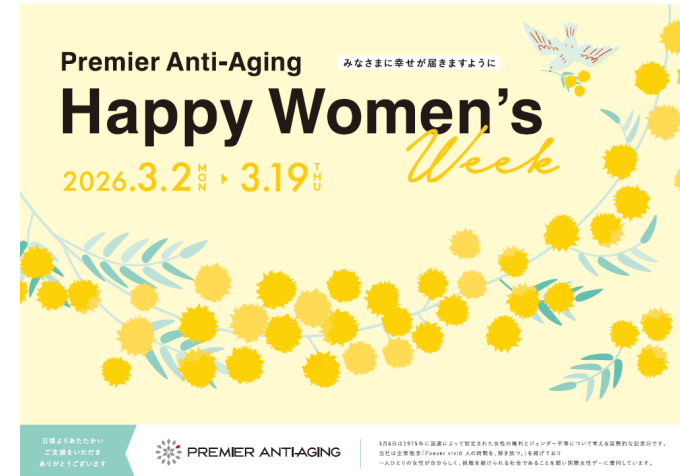
Sustainability Initiatives

- ✓ Continue to implement a range of initiatives based on our Basic Sustainability Policy to achieve targets for each materiality toward resolving societal issues

Pursuing a collaborative and nurturing corporate culture

International Women’s Day Company Event

- ✓ Internal event to help address social issues related to gender equality and invigorate the organization
- ✓ Invited Mentor For Co. Ltd. COO Momoko Miyamoto to speak at a special seminar on the topic of “Break Free from Unconscious Bias and Unlock Potential” and to join a dialogue with our outside directors contemplating “Organizations That Unlock People’s Potential”
- ✓ Held interactive workshop on “Toward a Society where Everyone Can Keep Challenging Themselves on Their Own Terms, Unrestricted by Age or Life Stage.” Joined by executives, it was a chance to hear opinions from across the organization





06 | FY2026 Earnings Forecast



FY2026 Earnings Forecast

- ✓ Revised FY2026 full-year forecast considering the business and competitive environment for anti-aging and recovery business segments
- ✓ Looking to Q4 and beyond, we aim to achieve a sales turnaround through the revitalization of the anti-aging mail-order channel and the introduction of new and limited-edition DUO products, while working to expand the recovery business further

(Millions of yen)

	FY2025 Actual	FY2026 Forecast (A)	FY2026 Revised (B)	Increase/ (decrease) (B) - (A)	Percentage change (B) / (A)
Net sales	16,160	16,500	13,500	(3,000)	(18.2%)
Operating profit	617	300	300	0	0.0%
Operating profit margin (%)	3.8%	1.8%	2.2%	-	0.4pts
Ordinary profit	599	300	300	0	0.0%
Profit (loss) attributable to owners of parent	471	300	300	0	0.0%

FY2026 Earnings Forecast (Key Initiatives for the Anti-Aging Business)

- ✓ We will steadily promote key initiatives that consider changes in the business environment and aim to reverse sales in our anti-aging business by strengthening our presence in the skincare field

Key Initiatives

Main milestones

Actions from the 4Q onward

1 Reinforce Mail-Order Business

- | | |
|---|--------------------------------------|
| Ongoing trials of new acquisition methods | Improving revenue per customer |
| – DUO balm mini-size trial | – Cross-selling promotional products |
| – 3-piece skincare trial set | – Seasonal products (DUO, CANADEL) |

2 Launch New and Limited-Edition Products


- Exclusive products for retail accounts
- Limited-edition products to meet overseas tourist demand
- New skincare products to address customer’s skin concerns
- (Planning 30+ projects/SKUs for FY2026-2027)

3 Research & Development

- Deeper collaboration with partner organizations
- Strengthened technical capability backed by solid evidence
- Improved proprietary planning and development capabilities

- Continue trial offer of skincare products set
- Launch DUO’s new line of cleansing serum, “DUO Cleanse Serum Peel & Boost”
- Launch “DUO The Cleansing Balm Scrub Black” (exclusive to retail)
- Launch “DUO The Cleansing Balm Black Repair [SWEET STEADY]” limited-edition collaborative product
- Launch smmer-only CANADEL Premier Moist Cool exclusive to official online store
- Strengthening the group synergy: launch “Reinca Stem Treatment Recovery Mask” (blends Reinca proprietary ENGY stem S® and Venex’s proprietary substance PHT(DPV576)®)

- **Launch new skincare products from the DUO brand featuring proprietary “Keratin Plug Disruption Technology* (patent pending)”**
- Newly developed technology targets the structure of keratin plugs, breaking them into fine particles.
- **Ongoing trials for new acquisition methods**
- **Plan to launch 30+ projects/SKUs through next fiscal year**

Strengthening operations in the skincare field / Reversal of sales in the anti-aging business 



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	<p>Kiyoshi Matsuura, President and Representative Director Yoichiro Ito, Representative 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 Hirotaka Mukubayashi Executive Officer Masaki Moriya, Executive Officer Motoyuki Fukushima, Executive Officer</p>
Consolidated number of employees	224 (as of April 30, 2026)
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

とき
人の時間を、解き放つ。

Untether time.

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.

Corporate Logo



PREMIER ANTI-AGING

Wonder Watch

とき
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.

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 Toranomom, 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 Toranomom 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
- - August : Launched vitamin skin care brand “C+mania” brand
- - November : Merger with Premier Wellness Science Co., Ltd.
- - November : Relocated the head office to Toranomom Hills Station Tower
- 2024** ● - February : Cumulative sales of the DUO “The Cleansing Balm” series exceeded 50 million units
- 2025** ● - January : DUO “The Cleansing Balm” series 15th anniversary renewal sales
- - April : Launched Lalaskin, our new skincare brand inspired by the fast beauty medical concept
- - November : Launched new DUO line, cleansing serum “Cleanse Serum Peel & Boost”

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

Recovery Business

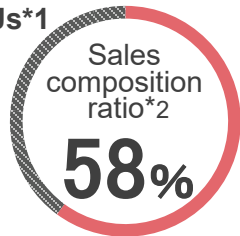
Skin Care

Hair Care

DUO



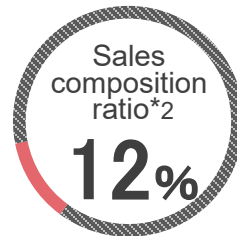
- ✓ Main brand since our founding. Has driven sales for our company as a pioneer in the cleansing balm market
- ✓ Launched February 2010
- ✓ Offering 19 SKUs*1



CANADEL



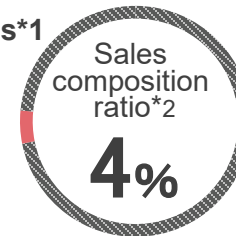
- ✓ Being nurtured as the second key brand after DUO Addresses needs of contemporary women by saving time
- ✓ Launched April 2019.
- ✓ Offering 7 SKUs*1



clayence



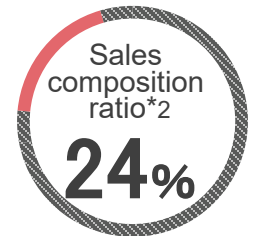
- ✓ Applying brand nurturing know-how gained through DUO and CANADEL
- ✓ Home hair care brand that focuses on young generation with graying hair
- ✓ Launched March 2022
- ✓ Offering 12 SKUs*1



VENEX
THE RECOVERY BRAND



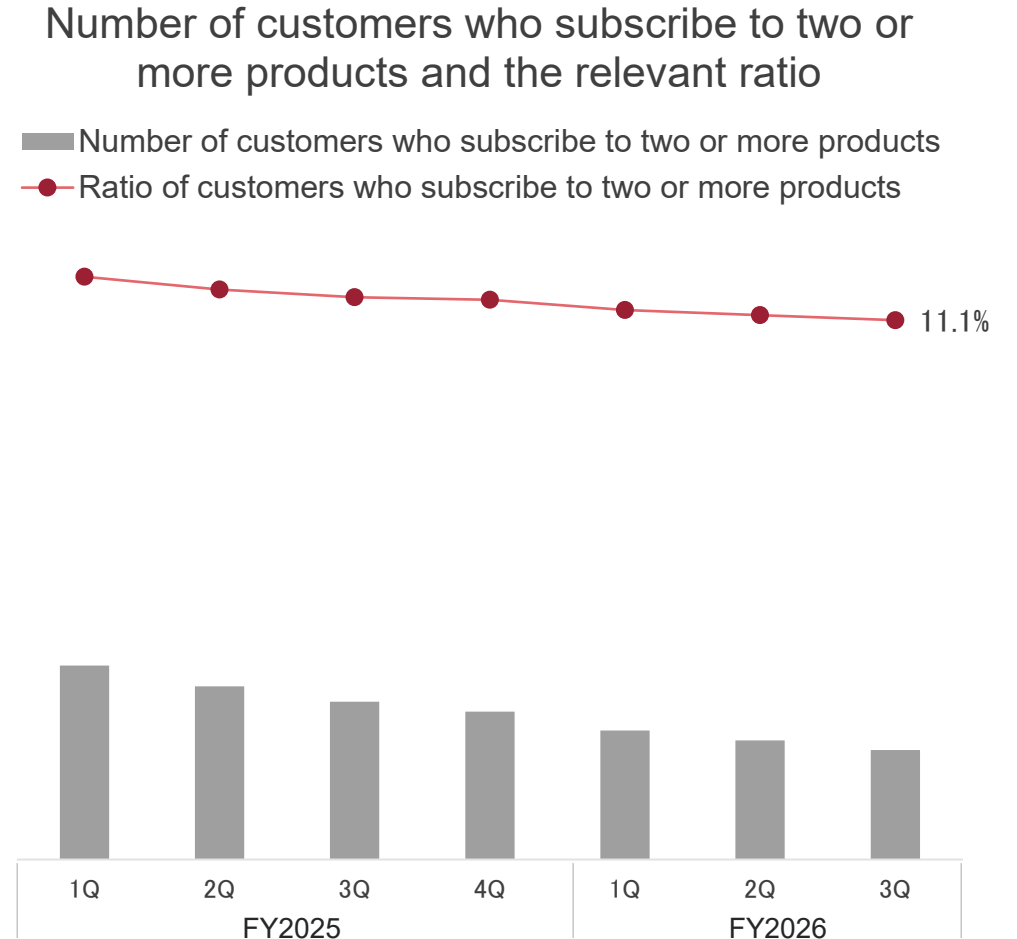
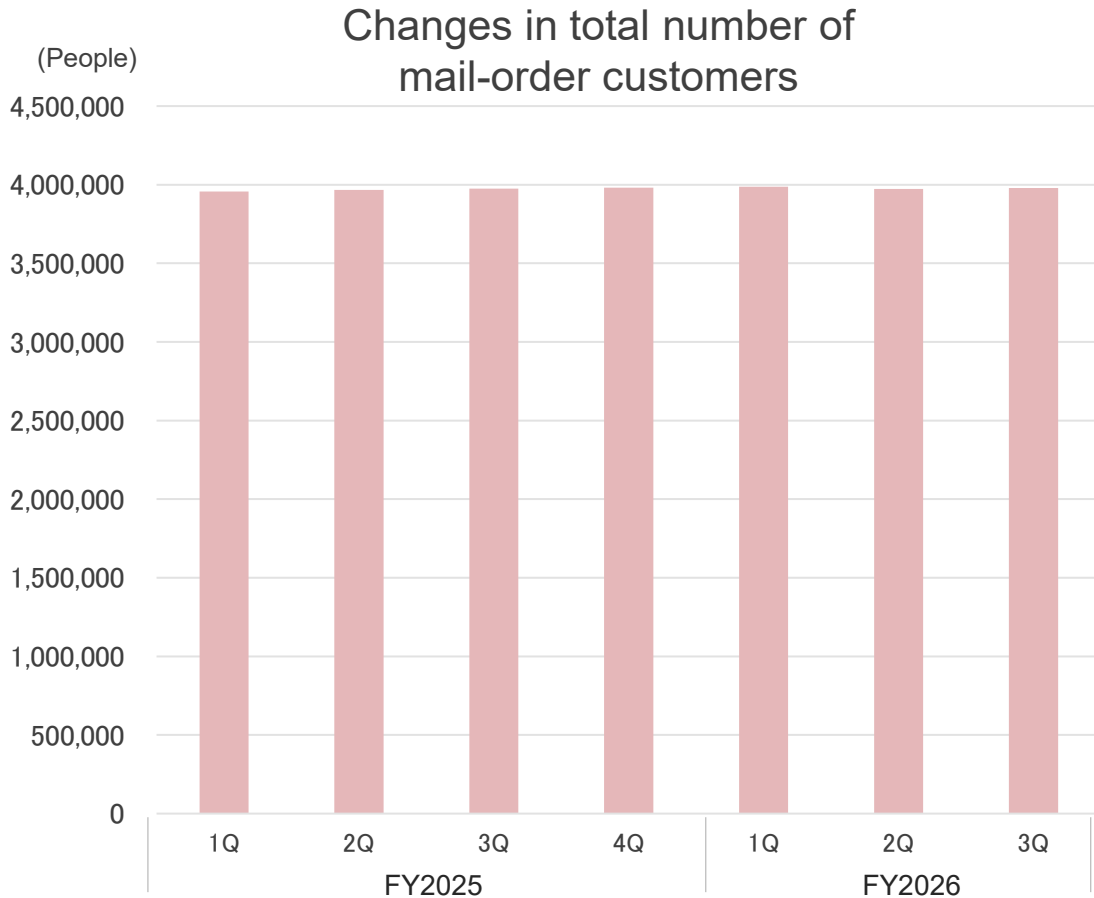
- ✓ As a pioneer in the recovery field, Venex has developed products using fabrics made with its unique patented technology
- ✓ Joined the Group in January 2023



*1: SKU refers to the number of regular products as of April 30, 2026, excluding limited editions and different sizes *2: Calculated based on FY2026 3Q net sales. Decimals are rounded off.

■ Total Number of Mail-order 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.

Major Brands: Premier Anti-Aging

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

*The SKU figure refers to the number of regular products as of April 30, 2026, excluding limited items and different sizes.

Major Brands: Premier Anti-Aging

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, 2026, excluding limited items and different sizes.

Major Brands: Premier Anti-Aging

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 4 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 5 SKUs*1.

*1 The SKU figure refers to the number of regular products as of April 30, 2026, 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)

Major Brands: Premier Anti-Aging

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 April 30, 2026, excluding limited items and different sizes.

Major Brands: Premier Anti-Aging

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 April 30, 2026, 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

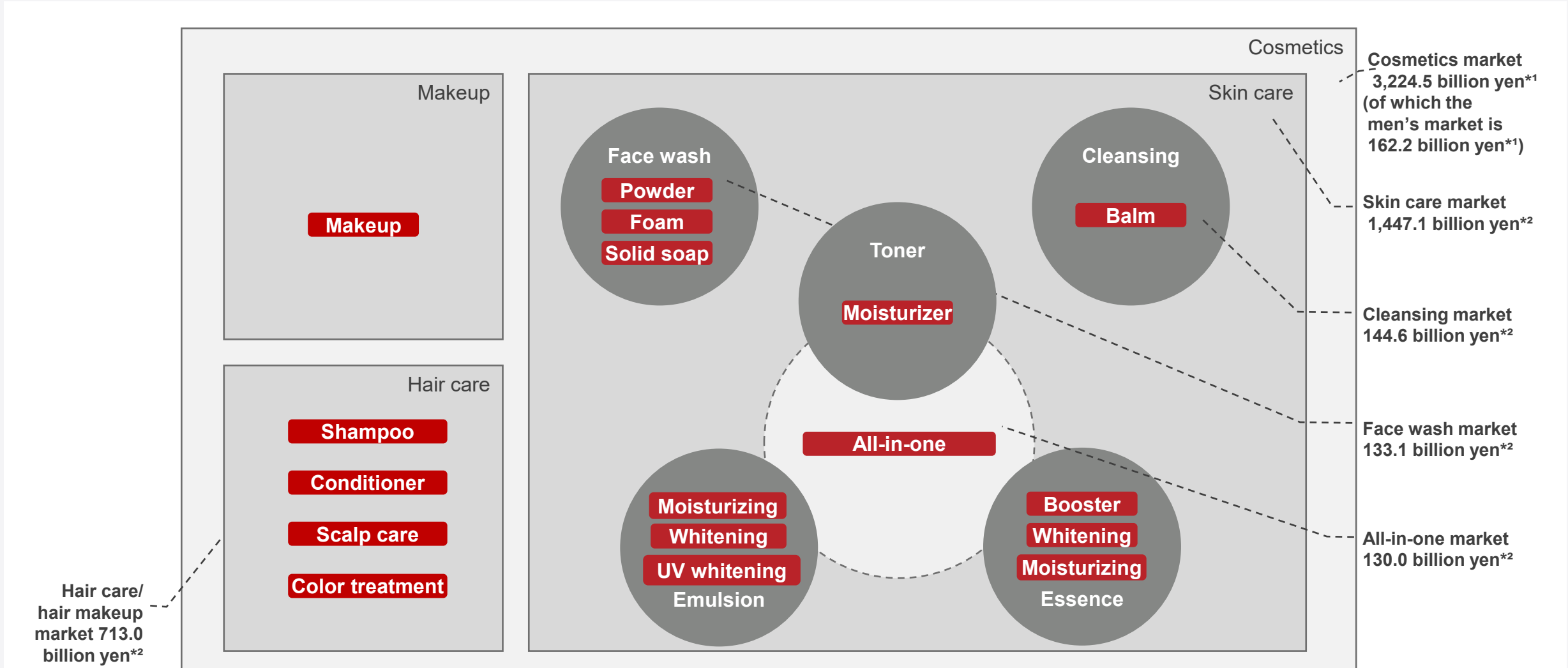
- ✓ We propose recovery products other than clothing that contain the "original nano-platinum-based mineral material" used in recovery wear.



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 our core product, cleansing balm, totaled 144.6 billion yen in 2025



Source: "Cosmetics Marketing Handbook 2026 No. 1, No. 2" and "Cosmetics Market Trend Analysis 2025 Summary and Price Range Analysis" by Fuji Keizai

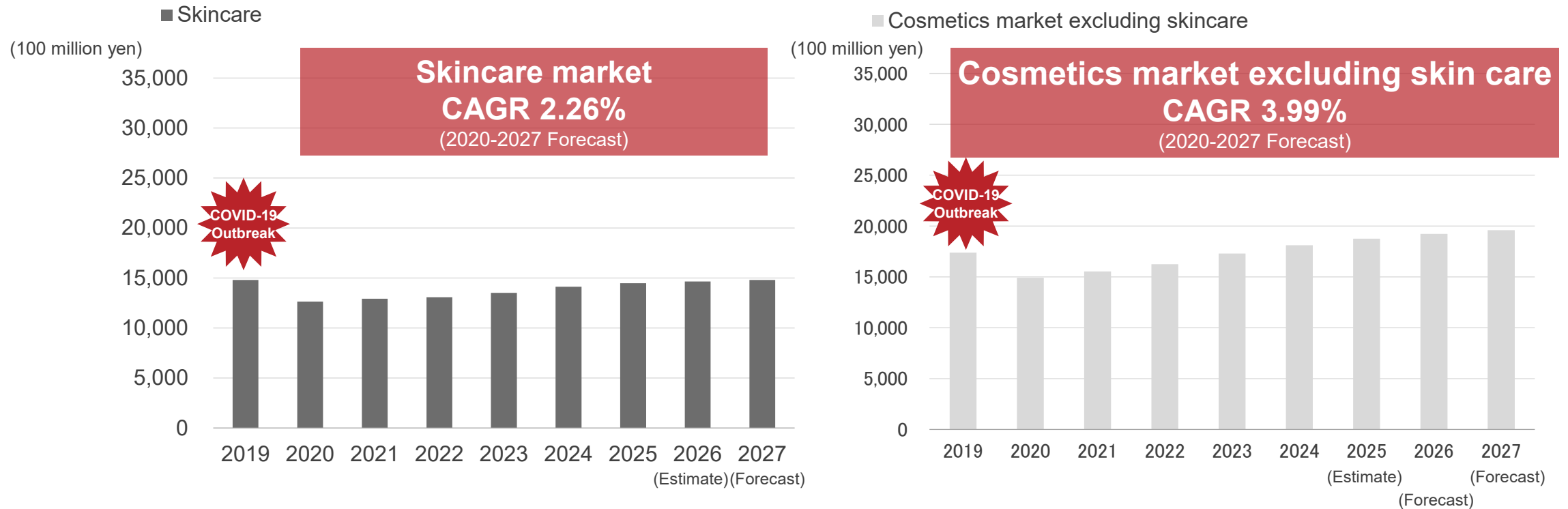
*1 The figure for cosmetics market is actual figure for 2024, *2 The figures for skincare market, cleansing market, face wash market, all-in-one market, men's market and hair care/hair makeup market are actual figures for 2025.

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

Domestic Market Size for Cosmetics and Skincare

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

Trends in the domestic market size for cosmetics and skincare

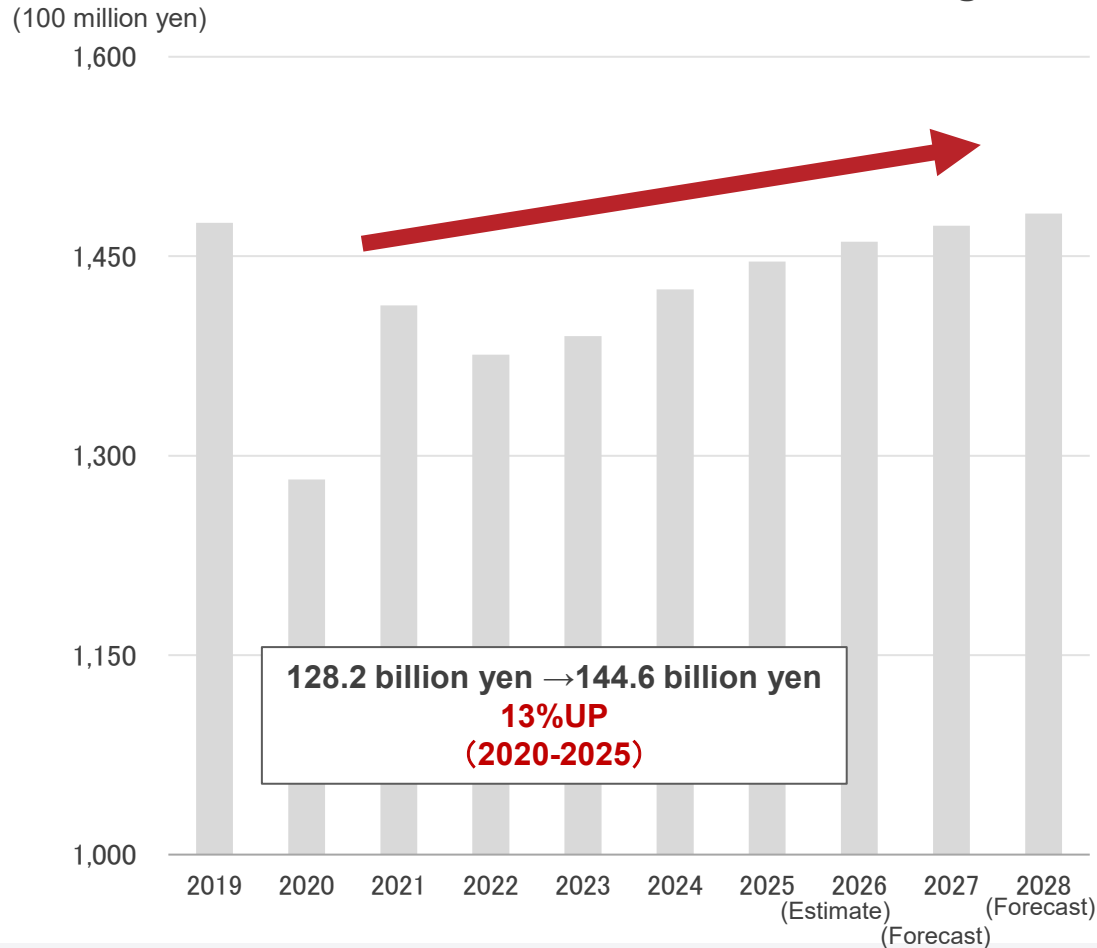


Source: For the cosmetics market excluding skincare, see "Cosmetics Market Trend Analysis 2025 Summary and Price Range Analysis" by Fuji Keizai and for skincare market, see "Cosmetics Market Handbook 2026 No. 1" by Fuji Keizai

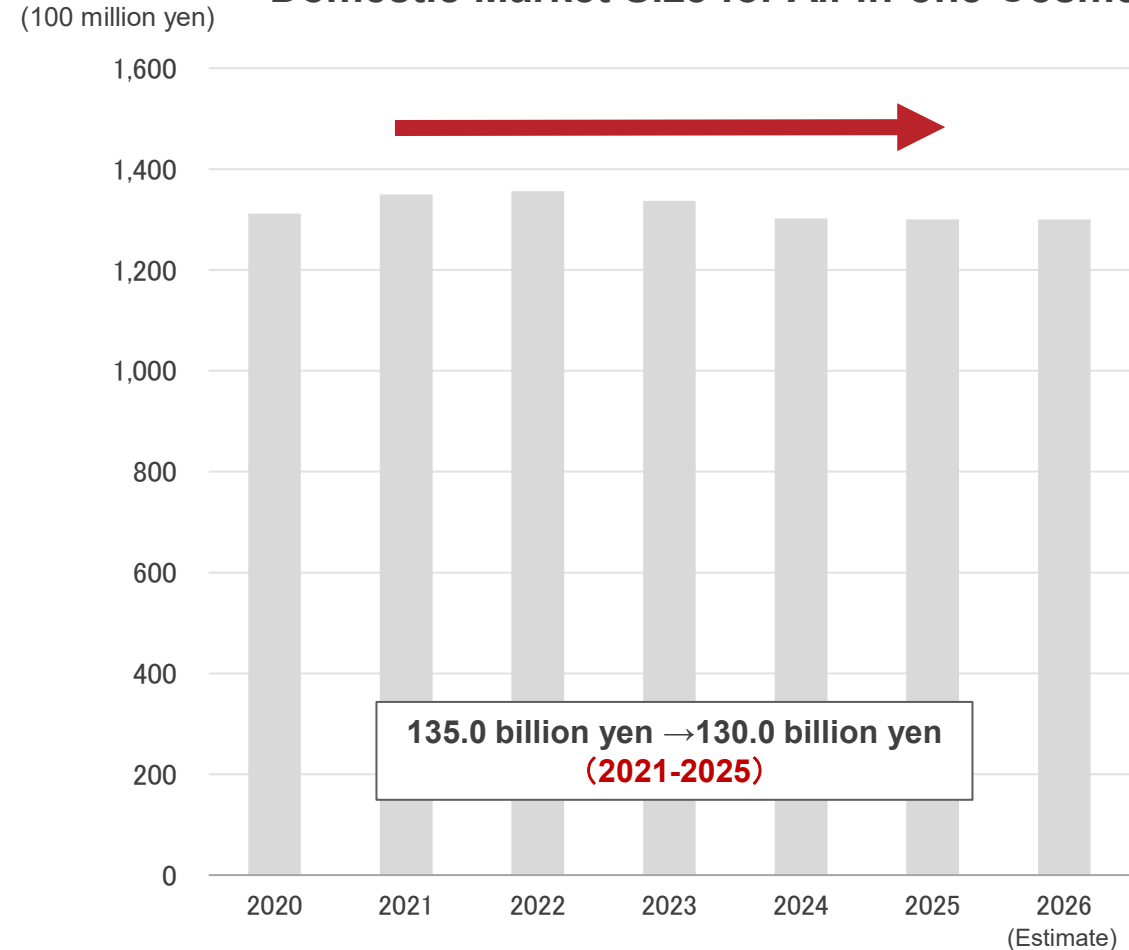
Domestic Market Size for Cleansing and All-in-one Cosmetics

- ✓ 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 time-saving measures, is currently trending flat

Domestic Market Size for Cleansing



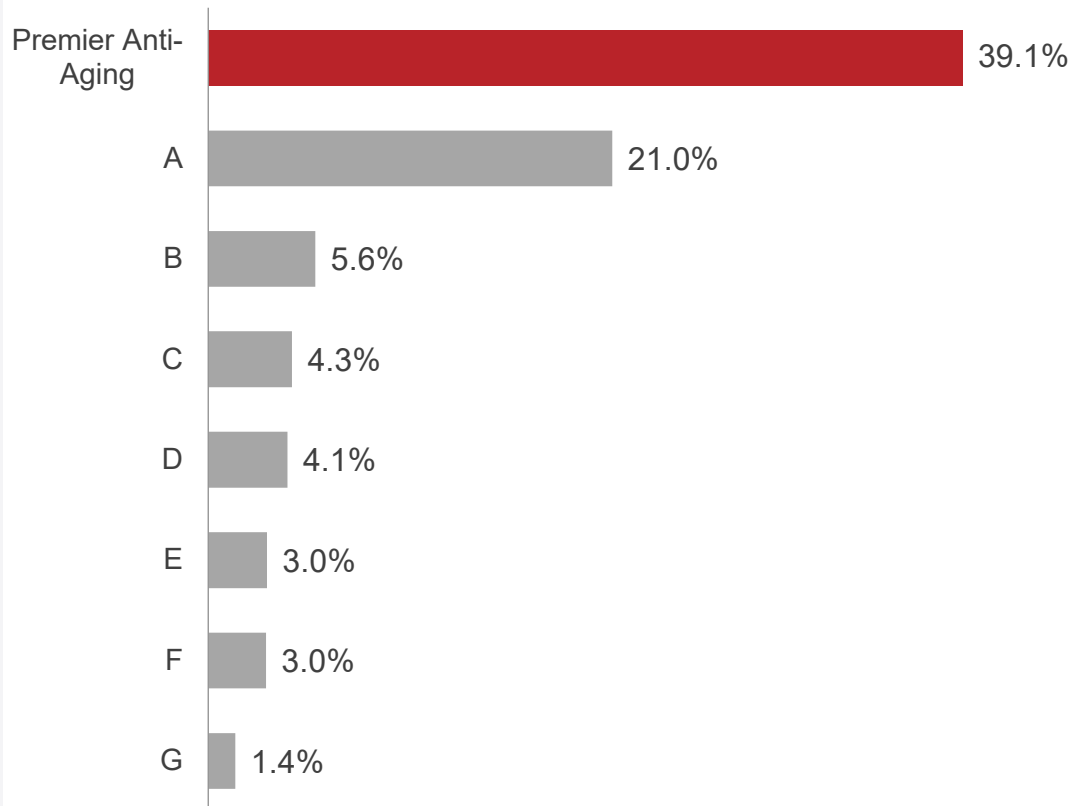
Domestic Market Size for All-in-one Cosmetics



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

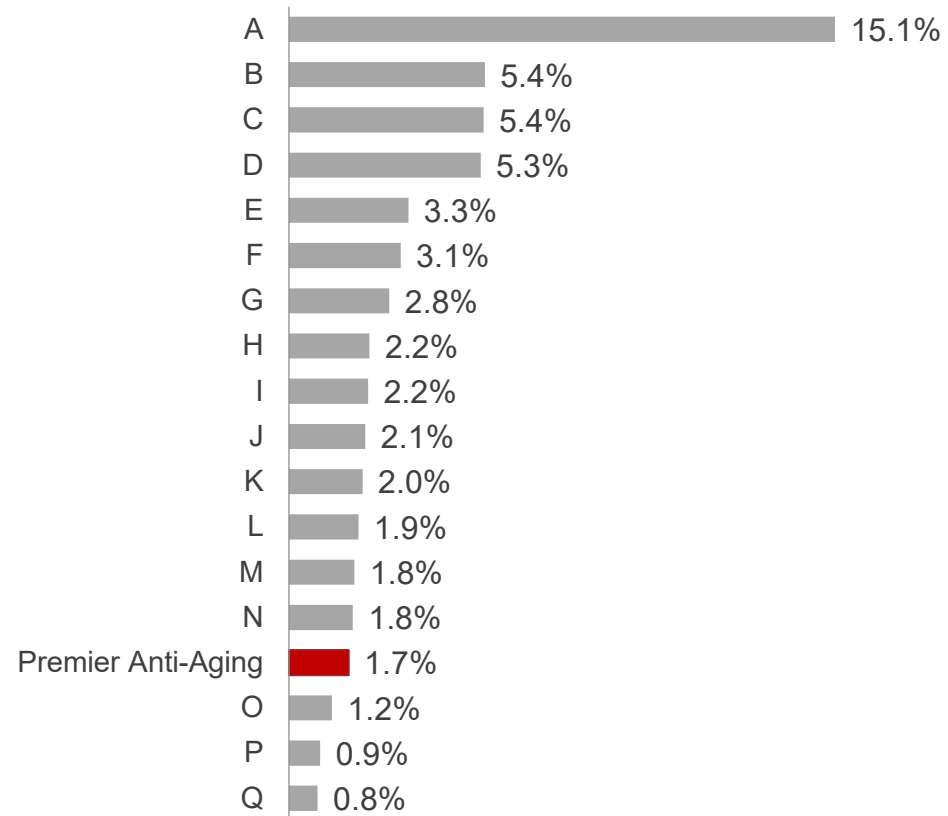
✓ Established a competitive position with cleansing (balm type) by DUO

Cleansing (Balm type)



Source: "Cosmetics Marketing Handbook 2026 No. 1" Cleansing (Balm: Brand Share) 2025 by Fuji Keizai

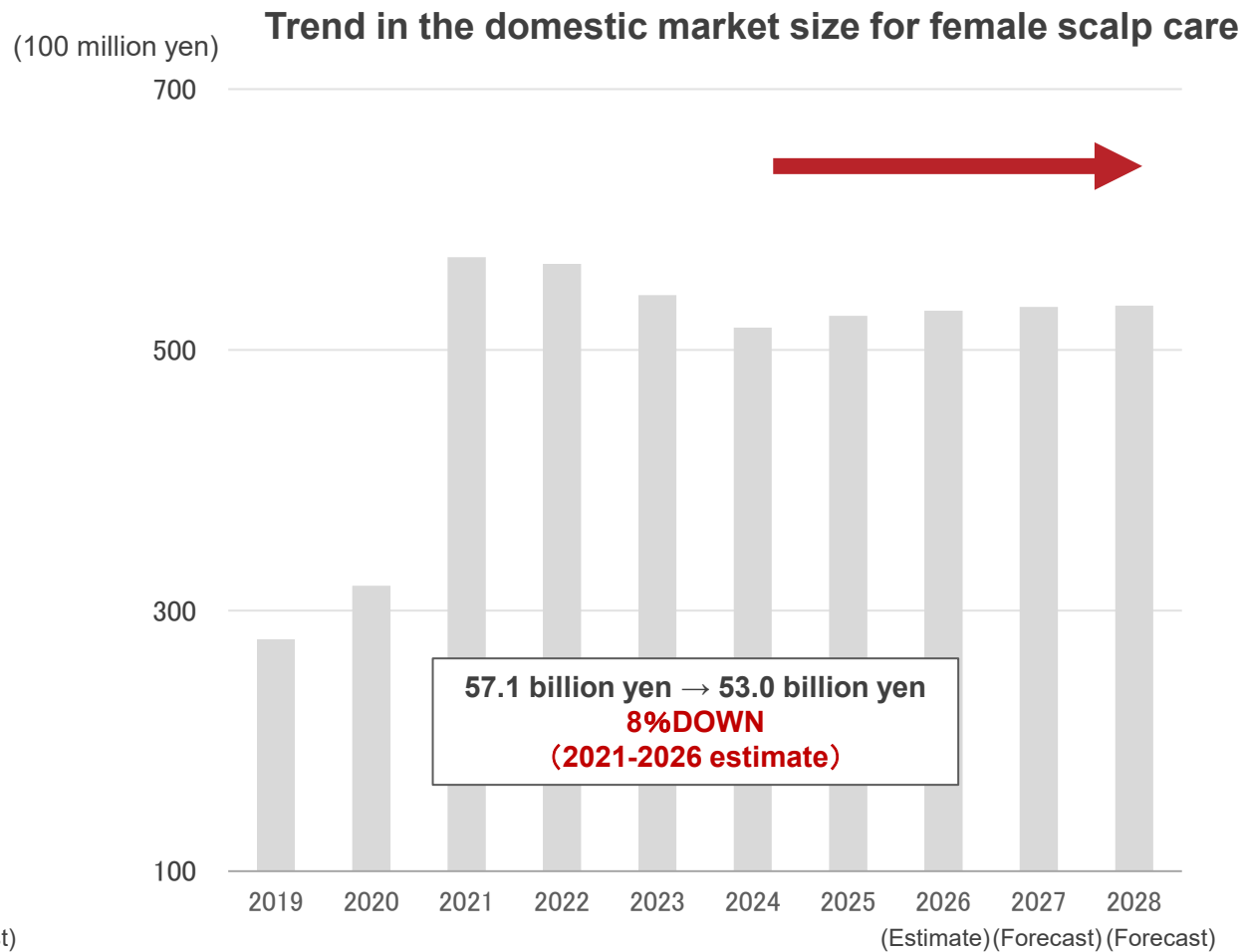
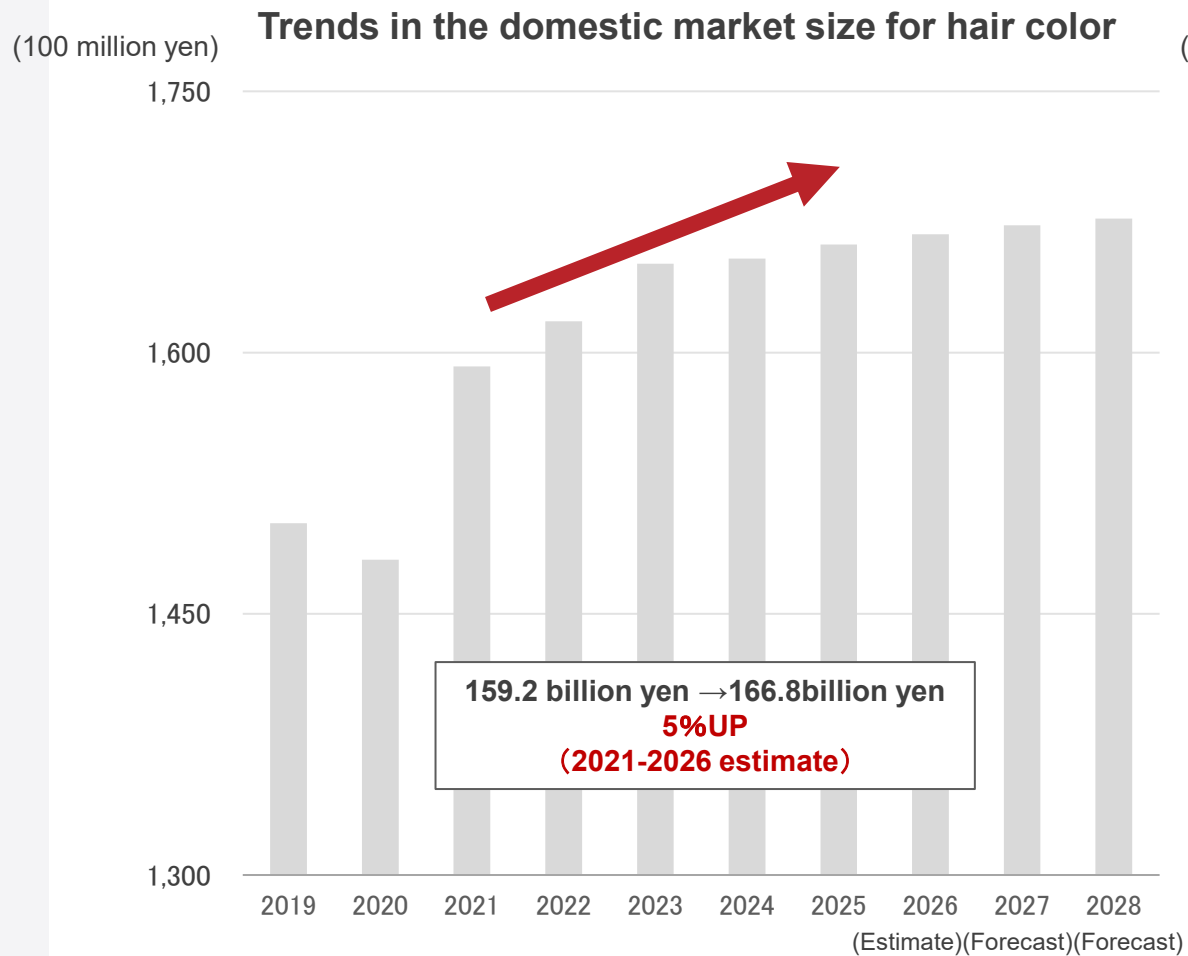
All-in-one



Source: "Cosmetics Marketing Handbook 2026 No. 1" Moisture (All-in-one: Brand Share) 2025 by Fuji Keizai

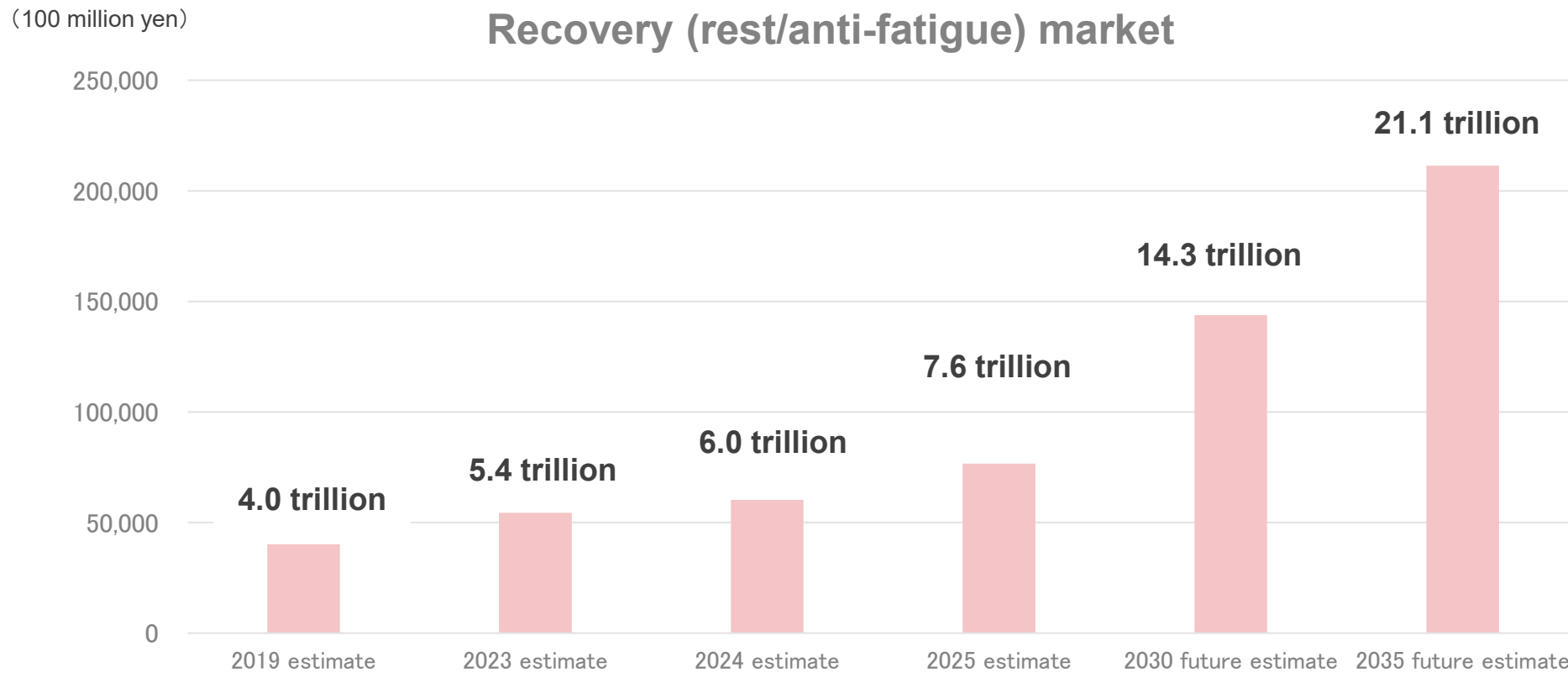
Domestic Market Size for Hair Color and Female Scalp Care

- ✓ 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 7.6 trillion yen in 2025, 1.27 times the size of 6.0 trillion yen in 2024
- ✓ The rest solutions (clothing) market is estimated to reach 270.8 billion yen in 2025, accounting for 3.7% of the entire recovery market



Source: Japan Recovery Association website

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*

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

■ Scope: Premier Anti-Aging Co. Ltd.

Theme	Materiality	Focus Area	Initiative	KPI	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 information security training sessions*2	Attendance rate	100%	Every year	Compliance training: 99%*3 Information security training: 100%
		Protect information security and privacy					

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

Contact: Corporate Communication Division
E-mail : ir@p-antiaging.co.jp

Forever vivid

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人の時間を、解き放つ。

Untether time.