PREMIER ANTI-AGING

Business Plan and Growth Potential Explanatory Material

September 14, 2026

Premier Anti-Aging Co., Ltd.

TSE Growth Market 4934

INDEX

Copyright©2026 Premier Anti-Aging Co.,Ltd.

01 | Corporate Overview

Copyright©2026 Premier Anti-Aging Co.,Ltd.

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 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
Consolidated number of employees	228 (as of July 31, 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.

Copyright©2026 Premier Anti-Aging Co.,Ltd.

Corporate Identity

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

Slogan

Forever vivid

人の時間(とき)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

時間(とき)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.

Copyright©2026 Premier Anti-Aging Co.,Ltd.

Corporate Identity

✓ **In February 2026, as part of our "OUR STORY," we redefined our concept of "anti-aging" and articulated the vision we aim to achieve**

Message from the President and Representative Director

OUR STORY

Delivering opportunities to make lives shine ever brighter — that is our enduring promise.

It all began with a question from someone who had just turned 40.

"We are said to be living in the age of 100-year lifespans.
As human longevity increases, the meaning of age itself is changing.
How can we extend our time we spend in good health, even if only a little?
And with that time, how should we live? What should we value?
What experiences should we create?"

At Premier Anti-Aging, our concept of anti-aging goes beyond maintaining youthfulness or appearance.

As lifespans grow, irrespective of actual age, we believe everyone should be able to live life on their own terms and shine brightly: healthier, more confident, more curious, and always ready to embrace new challenges.
That is what anti-aging means to us.

Forever vivid. Untether time.

This is the slogan guides our work and defines how we contribute to society through our products and services in the anti-aging field. By offering catalysts that help lives shine ever brighter, we empower individuals to live healthier lives they truly value –elevating their quality of life, contributing to the well-being and happiness of society as a whole.

Kiyoshi Matsuura
President and Representative Director
松浦 清

OUR STORY

It all began with a question from someone who had just turned 40.

“We are said to be living in the age of 100-year lifespans.
As human longevity increases, the meaning of age itself is changing.
How can we extend our time we spend in good health, even if only a little?
And with that time, how should we live? What should we value?
What experiences should we create?“

At Premier Anti-Aging, our concept of anti-aging goes beyond maintaining youthfulness or appearance.

As lifespans grow, irrespective of actual age, we believe everyone should be able to live life on their own terms and shine brightly: healthier, more confident, more curious, and always ready to embrace new challenges.
That is what anti-aging means to us.

Forever vivid. Untether time.

This is the slogan guides our work and defines how we contribute to society through our products and services in the anti-aging field. By offering catalysts that help lives shine ever brighter, we empower individuals to live healthier lives they truly value –elevating their quality of life, contributing to the well-being and happiness of society as a whole.

Copyright©2026 Premier Anti-Aging Co.,Ltd.

Corporate Identity

✓ In July 2026, we announced a full-scale expansion into the skincare field under the concept of "Skin for Longevity"

「Skin for Longevity（スキン・フォー・ロンジェビティ）」
～お客様の「スキンケア・ライフ」を支える～

当社は、人生100年時代において、「誰もが実年齢にとらわれず、より健康で、より自信を持ち、より好奇心を育み、より新しいことに挑戦し、自分の時間を生きて輝くこと」こそが、「アンチエイジング」と考えています。その上で、「アンチエイジング」の領域で、商品やサービスを提供することを通じて、社会に貢献する、「アンチエイジング」領域でのリーディングカンパニーを目指しています。

そして当社は、その「アンチエイジング」を支える重要な基盤の一つが「肌のコンディション」であると捉えています。肌の調子が整うことは、自信や自己肯定感を育み、人とのコミュニケーションや新しい挑戦への意欲につながると考えます。毎日を前向きに、自分らしく過ごすためのコンディションを支えることこそが、スキンケアの本質であり、「アンチエイジング」の実現につながると確信しています。

肌のコンディションを整え続けることは、自分らしく健やかに生きる時間を、永く重ねていくための基盤。「長く生きることにとどまらず、自分らしく輝く時間を永く生きること」という『Longevity』の実現を、スキンケアを通じて支えることが当社の役割と考えています。

こうした創業以来大切にしてきた考えのもと、当社は「Skin for Longevity（スキン・フォー・ロンジェビティ）」をコンセプトとして言語化し、お客様に「肌のコンディション」を整えて頂くために、クレンジングにとどまらずその後のスキンケアのステップまでを一貫して捉える思想に基づく商品の企画・開発をより推進してまいります。

当社は、今日にいたるまで、クレンジングバーム市場を創造した「DUO（デュオ）」やオールインワン美容液の「CANADEL（カナデル）」などを通じて、お客様の肌悩みを解決する当社独自のUniqueな商品開発を続けてまいりました。ブランド誕生から16年目を迎えた主力ブランドのデュオを中心に、これまで培ってきた知見と研究開発（R&D）の強みを最大限に活かし、クレンジングを起点とした総合的なスキンケア領域をより一層深化させ、お客様の「スキンケア・ライフ」全般でお役に立てるよう、スキンケア領域での商品のラインナップ拡充を進めてまいります。具体的には19期上期（2028年1月末）までに、約30の新商品の企画・開発に取り組んでまいります。

「Skin for Longevity」の実現に向けては、従来以上にお客様のリアルな声を商品の企画・開発に反映することも大切です。そのための取組みを少しずつ進めてまいりました。

日頃からDUOやCANADELなど当社のブランドをご愛用いただいているお客様のために、より身近に・楽しく・安心してご参加いただける「交流の場所を作りたい」という想いから、2024年5月に参加型オウンドメディア「プレミアアンチエイジング ステーション（以下、PA STATION）」を開設しました。2025年10月にはPA STATION内に会員様専用エリアとして「SALON（サロン）」も加わり、一方通行ではないお客様との相互コミュニケーションの活性化を続けています。

そして2026年6月、商品開発プロセスにお客様にも参画していただく共創型の「プレミアアンチエイジングクルー」を始動いたしました。使い心地や香りなど、お客様の「欲しい」をカタチにするための新しいメンバーシップです。

当社はこれまで、通販サイトをはじめ、ドラッグストアやバラエティショップなどのリテールチャネル、ECモールなど、さまざまな接点を通じてお客様と繋がってまいりました。こうしたすべてのお客様のリアルな肌悩みに徹底的に寄り添い、お客様の声を具体的に商品の企画・開発に反映し、「Skin for Longevity」の充実に向けて当社ならではのラインナップを順次拡充していきます。

あらためて当社のブランド・商品をご愛用くださっているすべてのお客様への感謝を原点とし、今後もお客様とより深く、より長く繋がり続けられる未来を、お客様とともに創っていきます。

引き続き当社は、「Forever vivid 人の時間（とき）を、解き放つ。」というスローガン、「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」というパーパスのもと、「アンチエイジング」領域における商品やサービスの提供による生活の質（QOL）の向上を通じた社会全体の幸せの実現を目指し、お客様とともに進化を重ねてまいります。

Concept
「Skin for Longevity」

To us, "Longevity" means more than just living a long life; it means living a long life where you shine as your true self

Our role is to support the realization of this "Longevity" through skincare

⇒ We aim to support our customers' entire "skincare life"

Specific initiatives

01 From "Starting Point" to "Overall Steps"

- **Cleansing**
- Face washing
- Lotion & Serum
- Cream & Moisturizer
- UV & Special Care

Taking cleansing as the starting point, adopt a consistent perspective

02 Expansion of the product lineup

approx. **30**

Plan and develop new products

Start of FY2027 → **End of FY2028 1st half**

August 2026 → January 2028

03 "Co-creative" product development with customers

PA STATION

- Salon
- Crew
- Customer Center
- Physical Stores

Customer feedback gathered across all sales channels → Product development

Sustain and strengthen active engagement

Copyright©2026 Premier Anti-Aging Co.,Ltd.

Corporate History

Since our founding in 2009, we have forwarded to our vision of a future that untethers people from their age, harnessing the power of anti-aging so they may always and continue to shine. We have thus far focused on skin care areas of the anti-aging business through a media mix strategy combining digital and mass media as we target the unmet needs of the market and our customers. We expanded into hair care in 2022 and inner care and the recovery business in 2023. We will continue to pursue our transformation as an anti-aging company.

- 2023– Recovery business
- 2023– Inner care
- 2022– Hair care
- 2010– Anti-aging business: Skin care

2009
- Established Premier Anti-Aging Co., Ltd.

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.

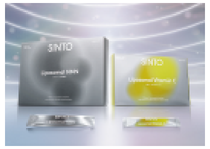
2022
- Launched the "clayence" hair care brand

- Launched the "DUO MEN" skin care brand for men

- Launched the "Reinca" skin care brand

- Cumulative sales of the "CANADEL" all-in-one 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

VENEX

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

PREMIER ANTI-AGING

- Launched the "C+mania" vitamin skin care brand

2024
- Cumulative sales of the "DUO The Cleansing Balm" series exceeded 50 million units
- Cumulative sales of the "CANADEL" all-in-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 has achieved the No. 1 selling cleansing balm for seven consecutive years*.

*Fuji Keizai Co., Ltd. "Cosmetics Marketing Handbook 2025 No.2, 2022 No.1, 2021 No.1" Cleansing Balm Brand Market Share (2018-2024, Value)

- Launched the "Lalaskin" skin care brand

- "DUO The Cleansing Balm Black Repair" won two awards* for Best New Cosmetics in the first half of 2025 at the @cosme Best Cosmetics Awards.

*Best Cleansing Award: 1st Place, Price Category Award, Middle Price Division, Cleansing Award: 1st Place

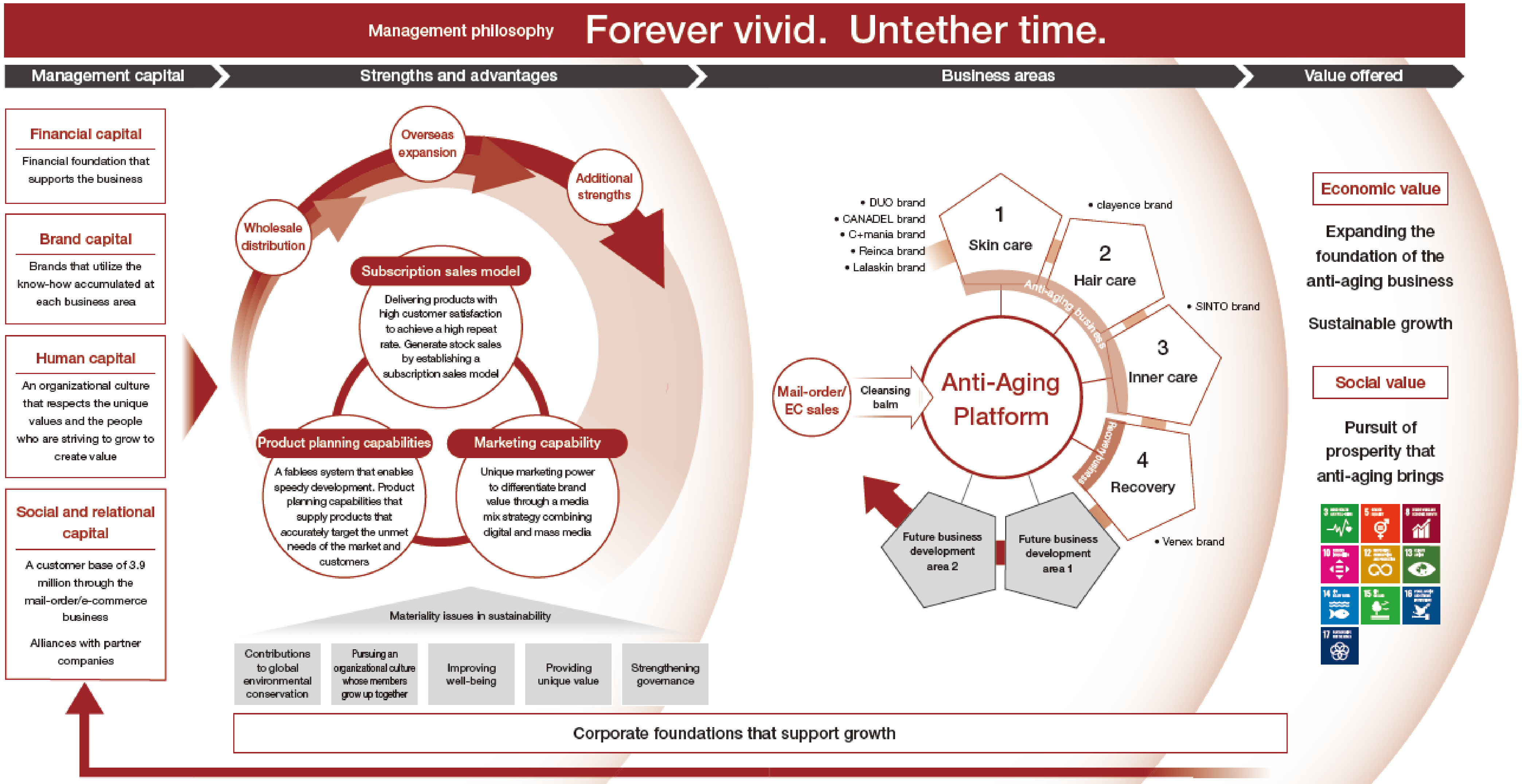
- "Recovery beauty*" is the redefined brand concept for Reinca.

*A skincare treatment that provides moisture and firmness to recover a beautiful appearance to the skin.

- Launched new DUO line,
Cleansing serum "Cleanse Serum Peel & Boost"

Copyright©2026 Premier Anti-Aging Co.,Ltd.

Value Creation Process



Copyright©2026 Premier Anti-Aging Co.,Ltd.

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

Skin 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

Sales composition ratio*2 **58%**

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 **11%**

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 **4%**

Recovery Business

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

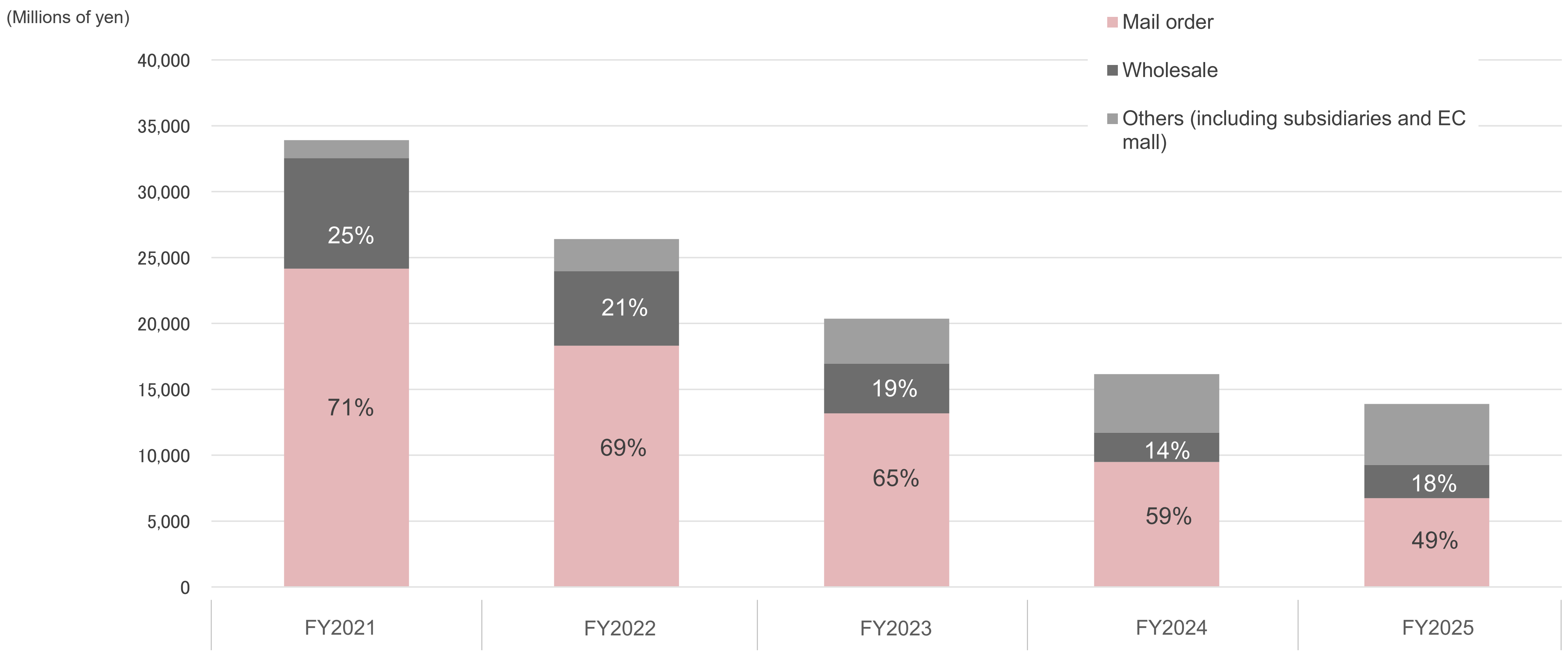
Sales composition ratio*2 **25%**

*1: SKU refers to the number of regular products as of July 31, 2026, excluding limited editions and different sizes *2: Calculated based on FY2026 4Q net sales. Decimals are rounded off.

Copyright©2026 Premier Anti-Aging Co.,Ltd.

Net sales by channel

- ✓ Our mainstay mail order sales, which we have been engaged in since our founding, account for approximately 49% of sales in FY2026
- ✓ Wholesale sales, which are responsible for sales to retail stores such as variety shops, account for approximately 18% of sales in FY2026



Note: The “Advertising Expenses," which was included on the following page until last year, has been omitted as it is no longer considered material.

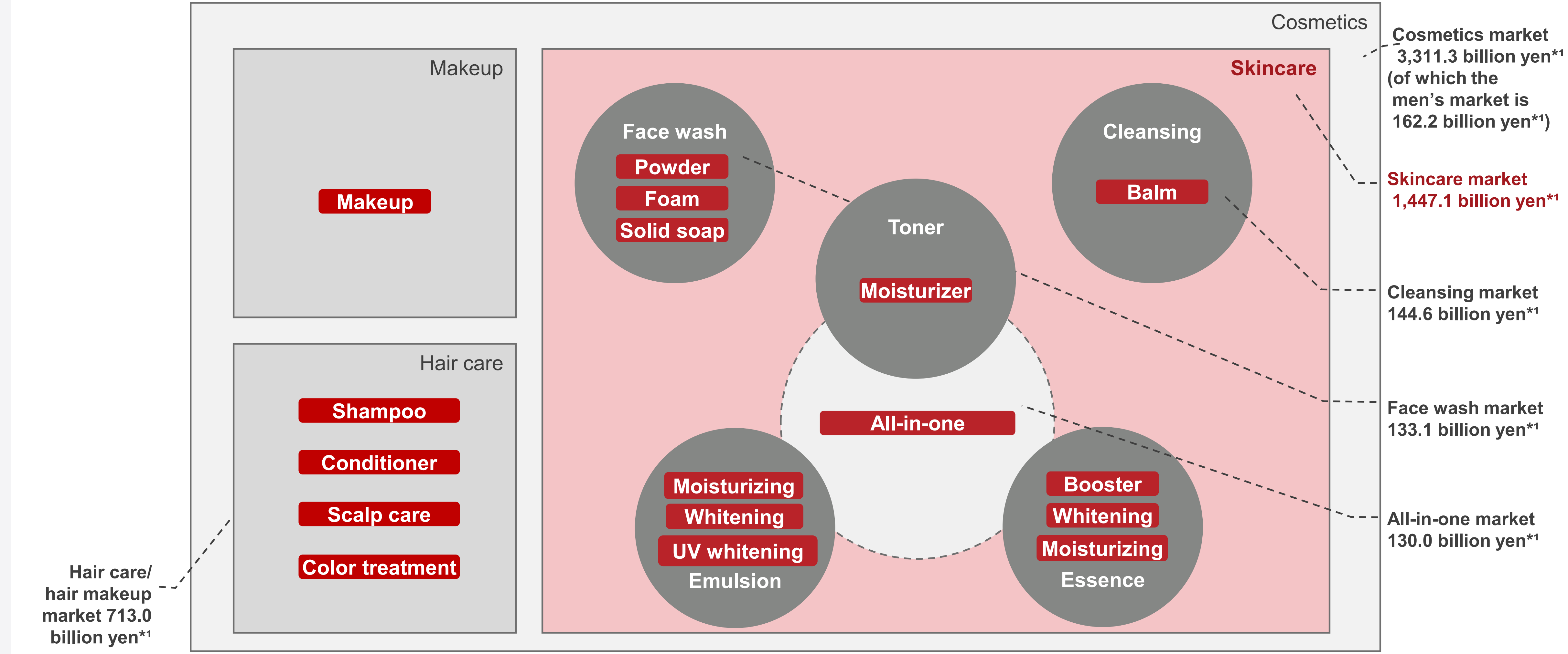
Copyright©2026 Premier Anti-Aging Co.,Ltd.

02 | Market Environment

Copyright©2026 Premier Anti-Aging Co.,Ltd.

Market Size of the Domestic Cosmetics Market

✓ The domestic market size for skincare, a sector where the Company is accelerating full-scale expansion under the "Skin for Longevity" concept, reached a size of 1,447.1 billion yen in 2025



Source: "Cosmetics Marketing Handbook 2026 No. 1, No. 3" by Fuji Keizai

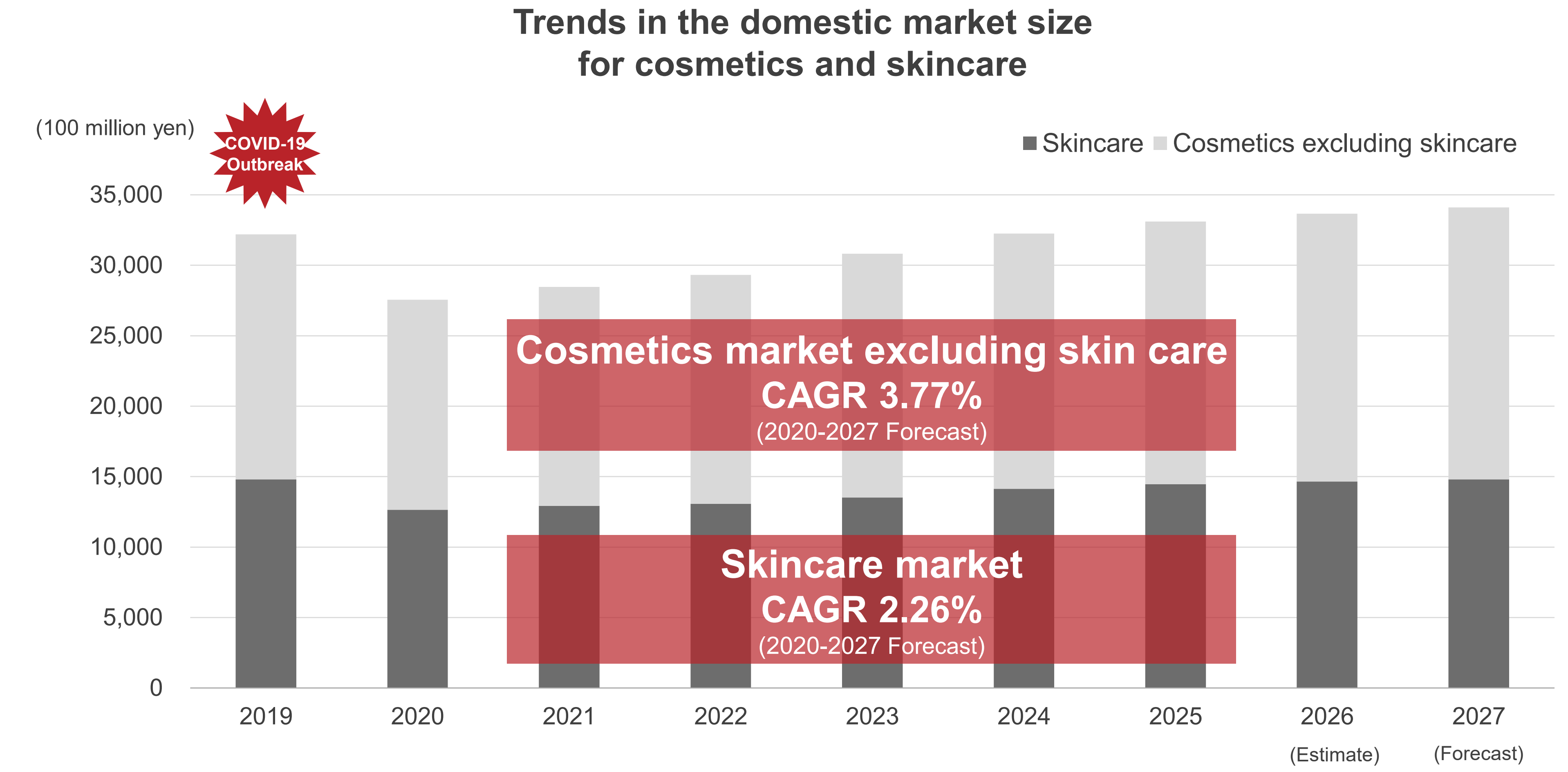
*1 The figure for cosmetics market, skincare market, cleansing market, face wash market, all-in-one market, men's market and hair care/hair makeup market are actual figures for 2025.

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

Copyright©2026 Premier Anti-Aging Co.,Ltd.

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



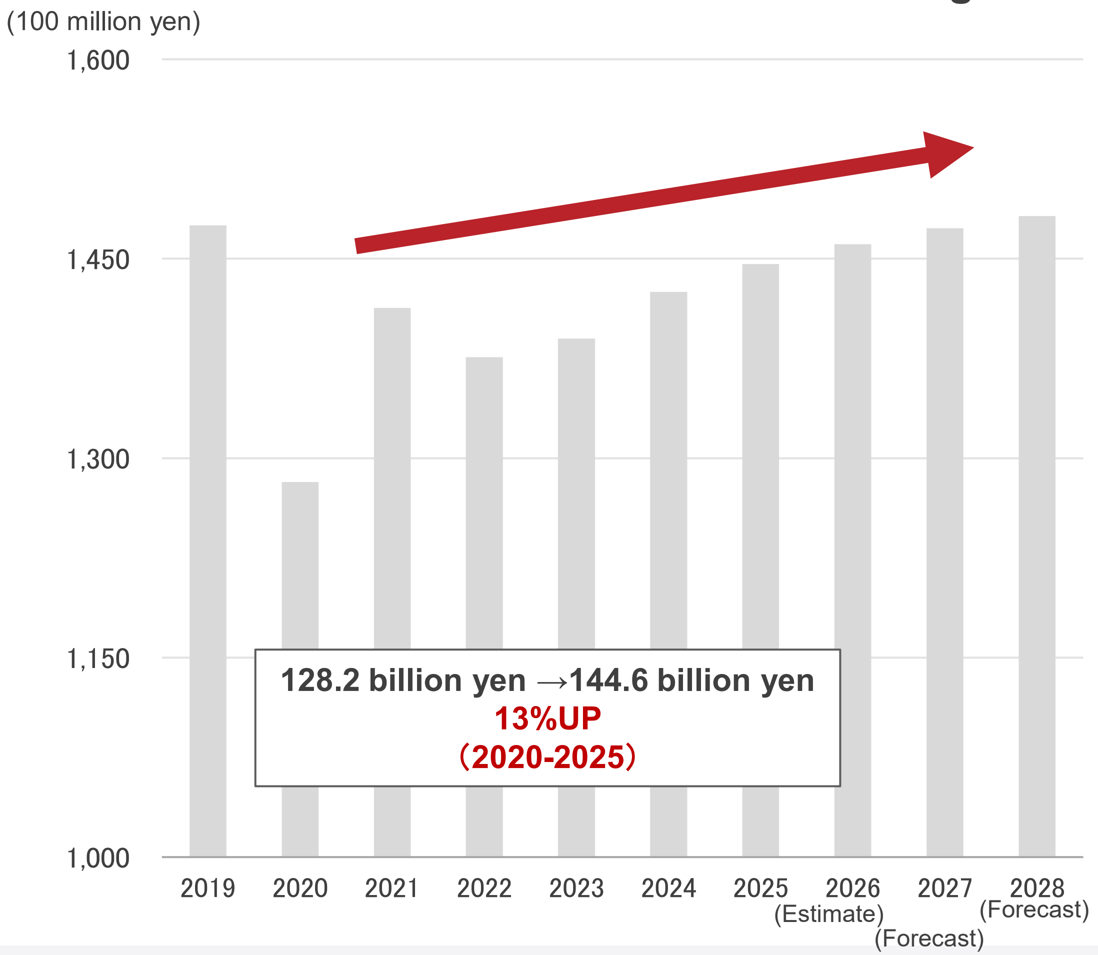
Source: “Cosmetics Market Handbook 2026 No. 3” by Fuji Keizai

Copyright©2026 Premier Anti-Aging Co.,Ltd.

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

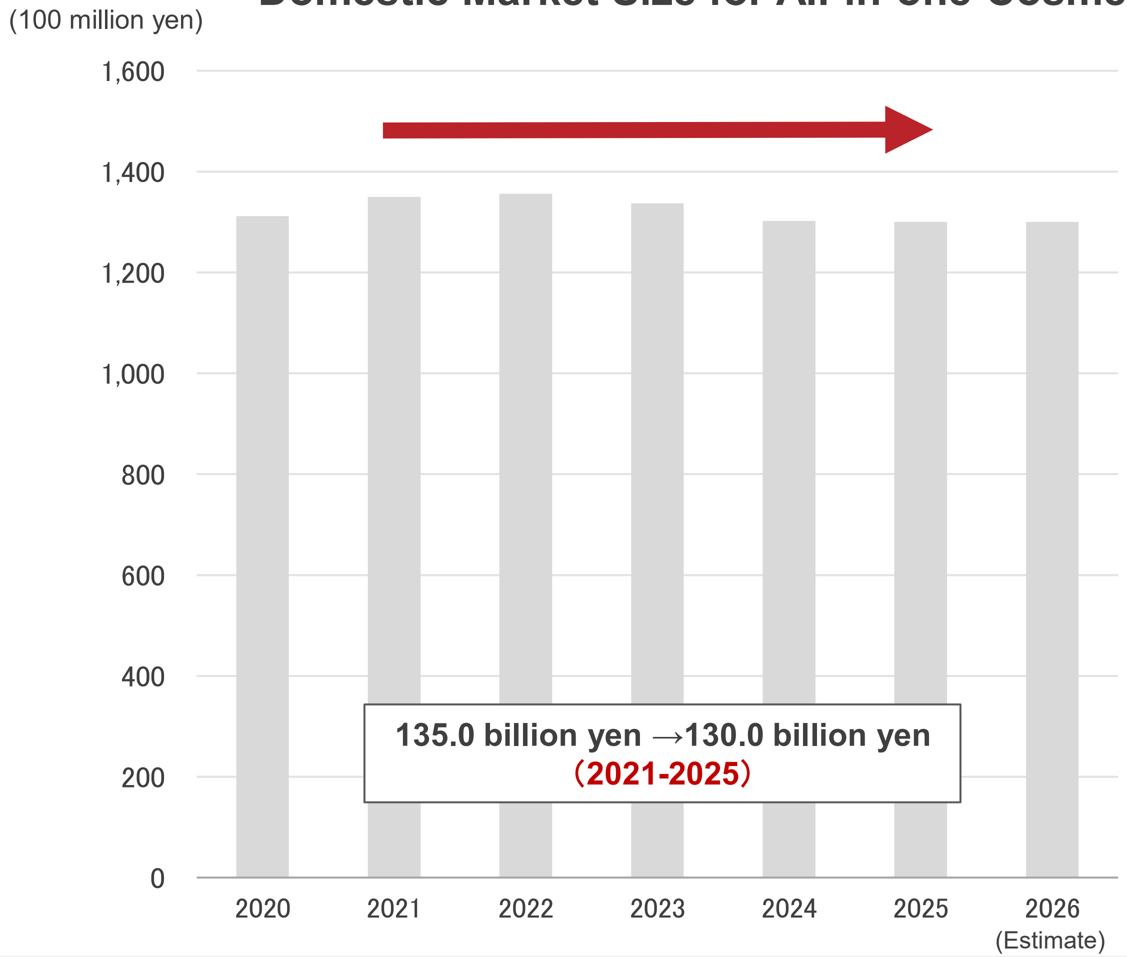
- ✓ The cleansing market has been slowly expanding after 2021 due to the change in its position as a skin care product during the COVID-19 outbreak
- ✓ The all-in-one market, which expanded mainly due to mail-order manufacturers responding to the need for time-saving measures, is currently trending flat

Domestic Market Size for Cleansing



Source: "Cosmetics Marketing Handbook 2026 No. 1" by Fuji Keizai

Domestic Market Size for All-in-one Cosmetics



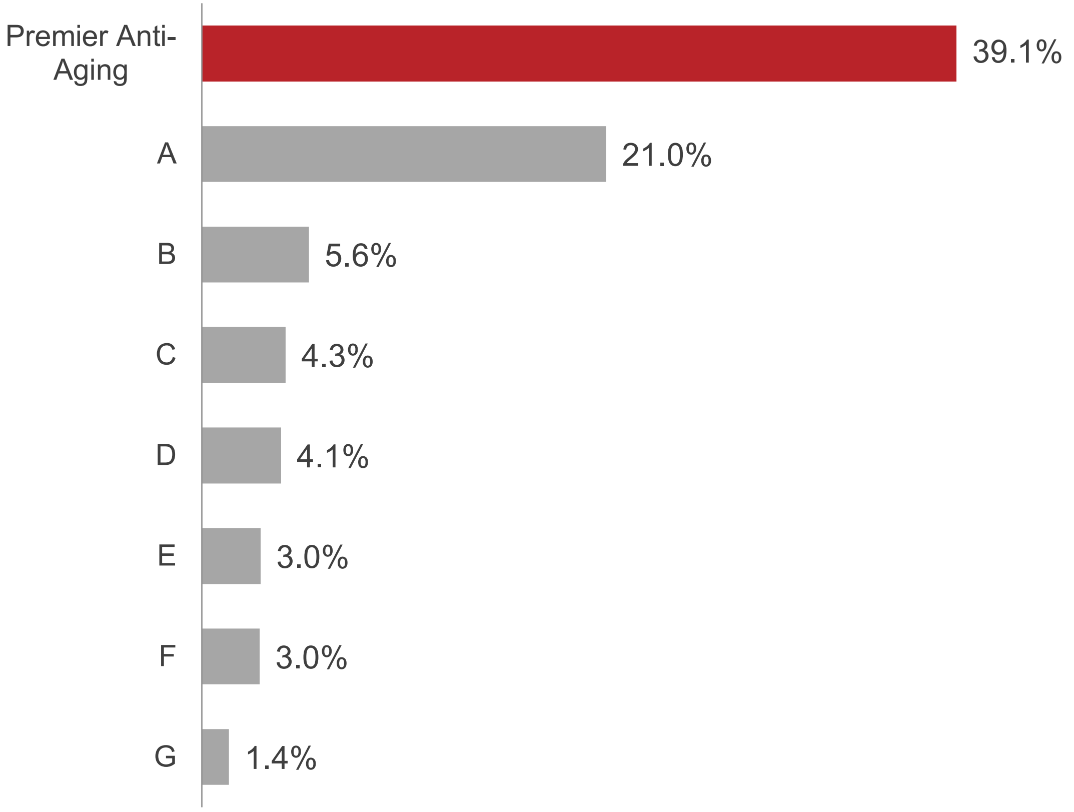
Source: "Cosmetics Marketing Handbook 2023 No. 1 and 2026 No. 1 Moisture All-in-one" by Fuji Keizai

Copyright©2026 Premier Anti-Aging Co.,Ltd.

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

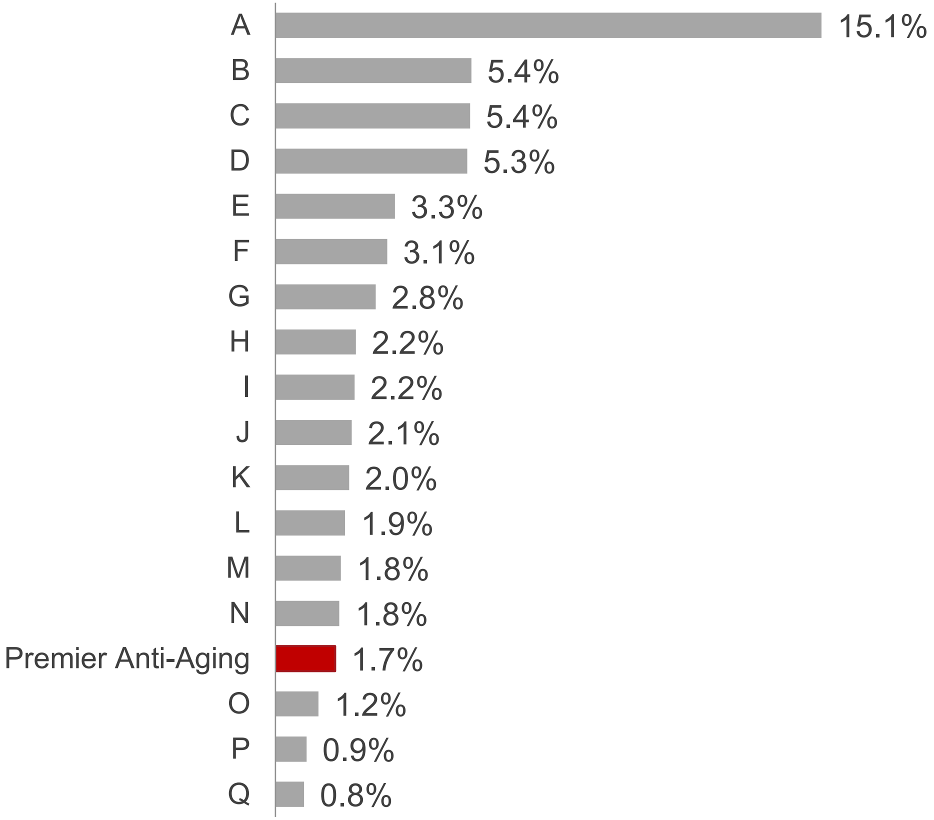
✓ **Established a competitive position with cleansing (balm type) by DUO**

Cleansing (Balm type)



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

All-in-one

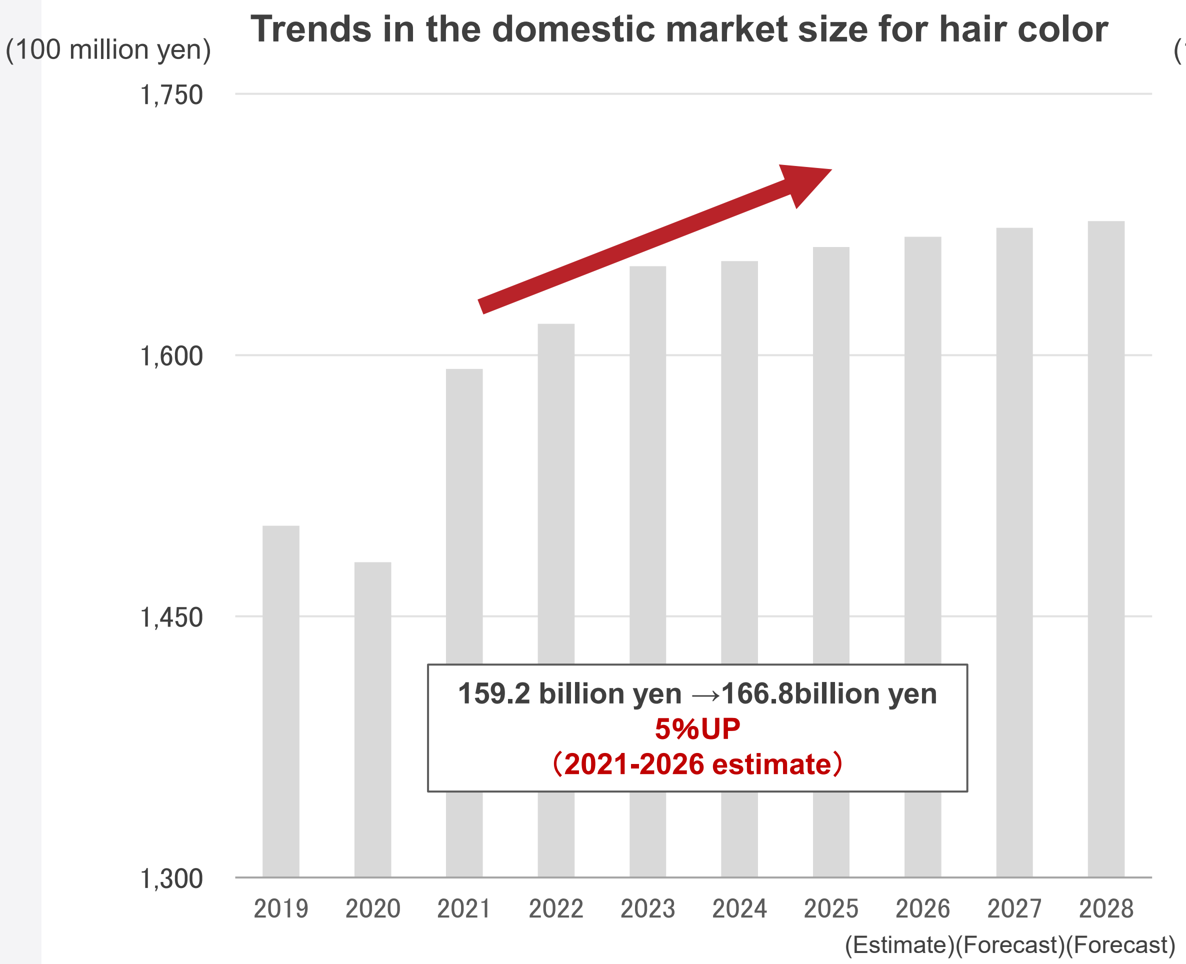


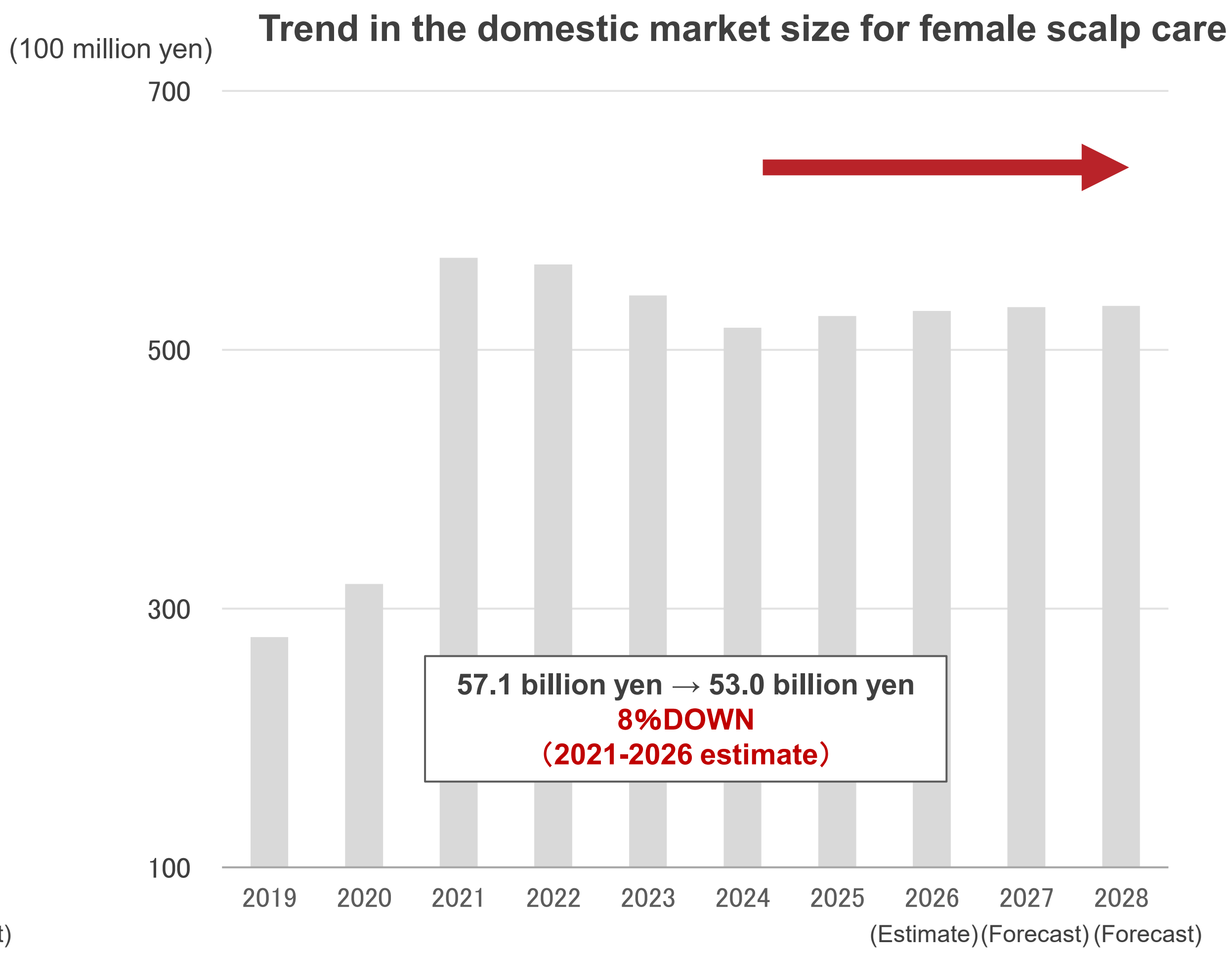
Source: "Cosmetics Marketing Handbook 2026 No. 1" Moisture (All-in-one: Brand Share) 2025 by Fuji Keizai

Copyright©2026 Premier Anti-Aging Co.,Ltd.

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



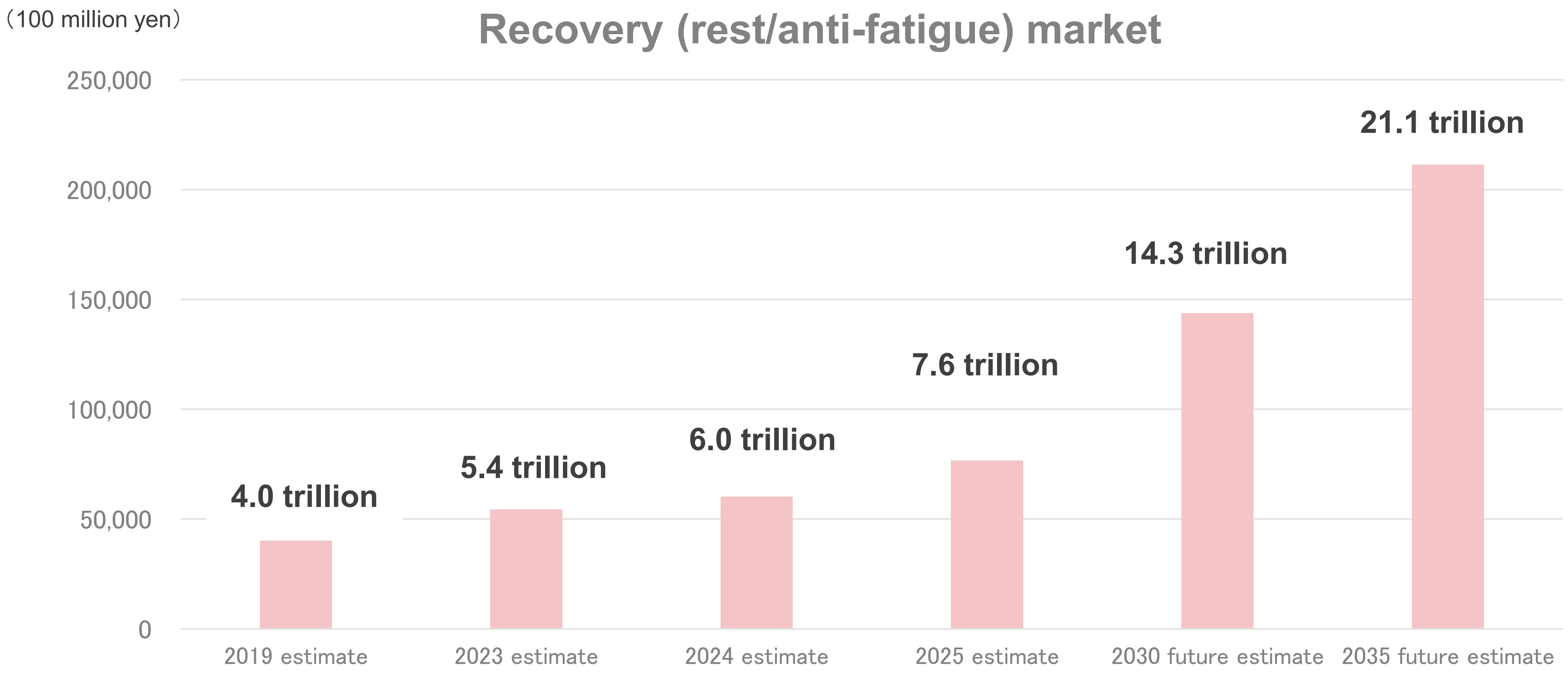


Source: "Cosmetics Marketing Handbook 2026 No. 2" by Fuji Keizai

Copyright©2026 Premier Anti-Aging Co.,Ltd.

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

Copyright©2026 Premier Anti-Aging Co.,Ltd.

03 | Characteristics and Strengths

Copyright©2026 Premier Anti-Aging Co.,Ltd.

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
   Provide channels tailored to customer attributes, such as mail order, e-commerce malls, and physical stores, enabling high-quality and seamless information delivery

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

Copyright©2026 Premier Anti-Aging Co.,Ltd.

Management Assets: Brand Portfolio

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

DUO

CANADEL

clayence

DUO men

SINTO

C+mania

Lalaskin

VENEX

Copyright©2026 Premier Anti-Aging Co.,Ltd.

Management Assets: Diverse Channel, Membership, and Platform

Steadily built up each asset as a foundation for growth

Diverse Channels Centered on Mail Order Sales

Providing channels tailored to customer attributes, such as mail order, e-commerce malls, and physical stores, enabling high-quality and seamless information delivery

Ratio of non-mail order sales to total sales

2019
19 %

+168%

2026
51 %

Membership Assets

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

Number of membership

2019
1.41 million

2.8x

2026
3.9 million

Platform Evolution

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

Ratio of cross-selling customers

2019
6.3 %

+76%

2026
11.1%

New business areas total sales

2019
0 yen

New

2026
approx. 3.5 billion yen

+VENEX

Copyright©2026 Premier Anti-Aging Co.,Ltd.

04 | FY2026 Results

Copyright©2026 Premier Anti-Aging Co.,Ltd.

FY2026 Results: Consolidated Statement of Income

- ✓ Company-wide sales lower than last year's despite sales growth in the recovery business due to declines in the anti-aging business, but in line with our revised projections
- ✓ Pursued new customer acquisition methods in the anti-aging business and conducted ad/promotion spending close to planned levels for new products like DUO Cleanse Serum Peel & Boost and DUO PORELESS. However, improved cost management, such as reduced fixed costs, led to higher-than-projected operating profit

(Millions of yen)

	FY2025 Results	FY2026 Revised Projection	FY2026 Results	YoY increase/ (decrease)	YoY percentage change	Increase/ (decrease) cf. projection	Percentage change cf. projection
Net sales	16,160	13,500	13,883	(2,276)	(14.1%)	383	2.8%
Operating profit	617	300	494	(122)	(19.8%)	194	64.9%
Operating profit margin (%)	3.8%	2.2%	3.6%	—	(0.2pts)	—	1.3pts
Ordinary profit	599	300	602	2	0.5%	302	100.9%
Profit attributable to owners of parent	471	300	364	(107)	(22.8%)	64	21.4%

Copyright©2026 Premier Anti-Aging Co.,Ltd.

FY2026 Results: Consolidated Balance Sheet (comparison with end of FY2025)

✓ **Equity ratio of 67.6% shows continued improvements in financial health**

(Millions of yen)

	FY2025 4Q	FY2026 4Q	Increase/ (decrease)	Percentage change
Total assets	10,140	10,244	104	1.0%
└ Current assets	8,073	8,297	224	2.8%
└ Inventories ※	1,460	1,657	197	13.5%
└ Non-current assets	2,067	1,947	(120)	(5.8%)
└ Intangible assets	914	802	(111)	(12.2%)
Total liabilities	3,530	3,287	(243)	(6.9%)
└ Current liabilities	2,997	2,865	(131)	(4.4%)
└ Non-current liabilities	533	421	(111)	(21.0%)
Total net assets	6,610	6,957	347	5.3%
Total liabilities and net assets	10,140	10,244	104	1.0%
Equity ratio (%)	65.1%	67.6%	—	2.5pts

*Inventories = Products + Raw Materials and Supplies

Copyright©2026 Premier Anti-Aging Co.,Ltd.

FY2026 Results: Initiatives in Each Business

- ✓ 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

Anti-Aging Business

Brand Management

- ✓ Launch new/limited-edition products to further improve brand value
- ✓ Sustained communications/promotions to cultivate and embed brand value

×

Channel Strategies

Mail order

- ✓Aim for new acquisitions by boosting outreach to people yet to trial products
- ✓Launch new/limited-edition products and further expand CRM measures to encourage cross-selling and improve customer spending

Wholesale

- ✓Cultivate the Lalaskin brand
- ✓Deepen links with wholesaling businesses to gain growth potential
- ✓Reinforce EC mall business

Overseas

- ✓Continuing efforts in China business
- ✓Strengthen links to inbound tourists

New

- ✓Develop new sales channels

Recovery Business

- ✓ Expand business in growth markets while sharing recovery knowledge as a recovery pioneer
- ✓ Strengthen connections to customers through branding, digital marketing, CRM, new product development, and store expansion
- ✓ Strengthen collaboration across the Premier Anti-Aging Group to create group synergies

Copyright©2026 Premier Anti-Aging Co.,Ltd.

FY2026 Results: Results in Each Business

✓ Throughout FY2026, we achieved the following results through collaboration between brand management and the various channels

Anti-Aging Business

Brand Management

- ✓ Launched the cleansing serum “DUO Cleanse Serum Peel & Boost,” new line from DUO
- ✓ Created the Group synergy. Launched the “Reinca Stem Treatment Recovery Mask,” formulated with Reinca's proprietary ingredient ENGY Stem S® and Venex's proprietary ingredient PHT (DPV576)®
- ✓ Declared a full-scale expansion into the skincare field under the “Skin for Longevity” concept

×

Channel Strategies

Mail order
- ✓Drove new customer acquisition through a trial set offer featuring three skincare products
- ✓Launched new products and implemented promotions to retain subscription customers and increase average transaction value

Wholesale
- ✓Actively launched new and limited-edition products with wholesale partners
- ✓Launched a promotion for products that won @cosme Best Cosmetics awards

Overseas
- ✓Decision made to liquidate a subsidiary as part of structural reforms for the China business
- ✓Rolled out promotions targeting inbound demand

New
- ✓Expanded business in new sales channels

Recovery Business

- ✓ Sales grew by 9%, from 3.2 billion yen in the previous fiscal year to 3.5 billion yen
- ✓ Executed high-quality branding initiatives, including TV commercials featuring Ai Tominaga and partnerships with Real Sociedad
- ✓ Further expanded awareness through the continued opening of stores and our first-ever introduction into luxury hotels

Copyright©2026 Premier Anti-Aging Co.,Ltd.

05 | FY2027 Earnings Forecast

Copyright©2026 Premier Anti-Aging Co.,Ltd.

FY2027 Earnings Forecast

✓Company-wide sales will remain at the same level as the previous fiscal year

✓Operating profit will decline due to increased investments in the brand as well as advertising and sales promotional investments associated with the launch of new and limited-edition products for future growth

✓Aim to improve marketing efficiency. If pursues aggressive investment, operating profit may fall short of projections, even a possibility of a loss

(Millions of yen)

		FY2026 Results	FY2027 Forecast	Increase/ (decrease)	Percentage change
Full-Year	Net sales	13,883	13,500	(383)	(2.8%)
	Operating profit	494	100	(394)	(80.0%)
	Operating profit margin (%)	3.6%	0.7%	-	(2.8pts)
	Ordinary profit	602	100	(502)	(83.4%)
	Profit (loss) attributable to owners of parent	364	100	(264)	(72.5%)
Half-Year	Net sales	7,342	6,750	(592)	(8.1%)
	Operating profit	626	(50)	(676)	—
	Operating profit margin (%)	8.5%	(0.7%)	-	(9.3pts)
	Ordinary profit	676	(50)	(726)	—
	Profit (loss) attributable to owners of parent	445	(50)	(495)	—

Copyright©2026 Premier Anti-Aging Co.,Ltd.

FY2027 Initiatives

- ✓ In the anti-aging business, we aim for a reversal in sales by strengthening our presence in the skincare field, under the concept of "Skin for Longevity"
- ✓ As a pioneer in the recovery business, we will pursue further business expansion in this growth market

A Leader in the Anti-Aging Field

"Anti-aging" means enabling everyone, irrespective of age, to live life on their own terms and shine brightly - healthier, more confident, more curious, and always ready to embrace new challenges. We will contribute to society by offering unique products and services that support anti-aging, and by fully leveraging our customer base in the process, we can elevate our customers' quality of life and spread happiness across society as a whole.

Anti-Aging Business

"Skin for Longevity"
～Supporting our customers' skincare lives～

Full-scale rollout in the skincare field (retreat from single-item online sales)

- ✓ Contribute to each customer's skincare life
- ✓ Expand sphere for business development, improve mail order customer LTV

Implement channel mix and media mix

- ✓ Adapt to structural changes in the customer journey
- ✓ Establish a high-quality, end-to-end reputation
- ✓ Create offline opportunities for customers to learn about and experience our products

Coordinated utilization of customer base

- ✓ Gather, analyze and organize data on mail order and retail customers
- ✓ Increase the probability of developing products that boost LTV and enhance the likelihood of creating hit products through the effective use of channel mixes

Recovery Business

- ✓ As a recovery pioneer, continue to focus on building a strong brand and target sales growth
- ✓ Further strengthen coordination and create synergies across the Premier Anti-Aging Group
- ✓ Strengthen connection with customers through advertising/promotions, digital marketing, CRM, new product development, and store openings

Copyright©2026 Premier Anti-Aging Co.,Ltd.

06 | Growth Strategy

Copyright©2026 Premier Anti-Aging Co.,Ltd.

Premier Anti-Aging's "Vision"

A Leader in the Anti-Aging Field

"Anti-aging" means enabling everyone, irrespective of age, to live life on their own terms and shine brightly - healthier, more confident, more curious, and always ready to embrace new challenges. We will contribute to society by offering unique products and services that support anti-aging, and by fully leveraging our customer base in the process, we can elevate our customers' quality of life and spread happiness across society as a whole

Copyright©2026 Premier Anti-Aging Co.,Ltd.

Addressing challenges to achieve the “Vision”

Short-term key measures

Key measures (1)

Accelerating full-scale expansion into the skincare field, centered on the “Skin for Longevity” concept ⇒ retreat from single-item online sales

- Accelerating expansion into the "non-cleansing skincare" sector
- Contributing to customers' skincare lifestyles and expanding our business scope
- Maximize the increase in Customer Lifetime Value (LTV)

Key measures (2)

Vigorous promotion of a channel and media mix strategy

- Establishing optimal communication aligned with structural changes in the customer journey
- Build reputation around quality and consistency (word-of-mouth and awareness)
- Fully leverage "offline" channels (physical stores and events) as key venues for building awareness and creating experiences

Key measures (3)

Coordinated utilization of customer base

- Gather, analyze and organize data on mail order and retail customers
- LTV optimization through deepened customer understanding
- Increase the probability of developing products that boost LTV and enhance the likelihood of creating hit products through the effective use of channel mixes

Skin for Longevity

To us, “Longevity” means
more than just living a long life; it means living a long life where you shine as your true self

Our role is to support the realization of this “Longevity” through skincare, and we aim to support our customers' entire “skincare life”

Copyright©2026 Premier Anti-Aging Co.,Ltd.

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.

Copyright©2026 Premier Anti-Aging Co.,Ltd.

Initiatives for Each Materiality – Progress toward Goals

■ Scope: Premier Anti-Aging Group

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	155.2 t-CO2*

*Calculations are according to market standards in the domestic setting and location standards in overseas settings. Includes the impact of updates to emission factors and revisions to calculation methods. Store results include some estimates.

■ Scope: Premier Anti-Aging Co. Ltd.

Engagement Score: Overall score of 3.54 (FY2026 results) / Target: 3.5 or higher annually

Since we established our materiality targets in September 2023, the business environment surrounding the Company has changed significantly, and the role expected of the organization has evolved from "expanding volume" to "enhancing quality" (increasing productivity). We recognize the growing importance of translating our efforts into more precise improvement initiatives aimed at enhancing the engagement of each individual employee. To that end, we revamped our engagement survey in March 2026 to enable more detailed and multifaceted analysis linked to personnel evaluation data and performance. Accordingly, we will redefine the measurement results from July 2026 as the new baseline and advance initiatives aimed at maintaining and enhancing high levels of engagement, thereby driving further growth in corporate value.

Theme	Materiality	Focus Area	Initiative	KPI	Target	Target Year	FY2026 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	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 score	**Overall Score: 3.5 or higher*** ***A level generally considered satisfactory**	**Every year**	**Overall Score: 3.54**
			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 2026
	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: 59 (+10 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: 100% Information security training: 100%
		Protect information security and privacy					

*1 Target is cosmetics boxes. *2 Excluding contracted and temporary employees.

Copyright©2026 Premier Anti-Aging Co.,Ltd.

07 | Risk Information

Copyright©2026 Premier Anti-Aging Co.,Ltd.

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 working to diversify its business portfolio by developing and nurturing new brands, while simultaneously maintaining and strengthening the competitive advantage of the DUO brand through measures such as product renewals and the launch of new package sizes. 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 company-wide 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. Through these initiatives, we aim to ensure thorough compliance with laws and regulations and to minimize legal risks.
Risks related to advertising and marketing	Our Group actively conducts advertising activities for each of its brands. 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. Furthermore, we are working to boost organic brand awareness by strengthening word-of-mouth marketing. Through these initiatives, we aim to achieve effective advertising activities that entail minimal risk.

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

Copyright©2026 Premier Anti-Aging Co.,Ltd.

08 | Appendix

Copyright©2026 Premier Anti-Aging Co.,Ltd.

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 July 31, 2026, excluding limited items and different sizes.

Copyright©2026 Premier Anti-Aging Co.,Ltd.

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 July 31, 2026, excluding limited items and different sizes.

Copyright©2026 Premier Anti-Aging Co.,Ltd.

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*1.

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 July 31, 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)

Copyright©2026 Premier Anti-Aging Co.,Ltd.

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 July 31, 2026, excluding limited items and different sizes.

Copyright©2026 Premier Anti-Aging Co.,Ltd.

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 July 31, 2026, excluding limited items and different sizes.

Copyright©2026 Premier Anti-Aging Co.,Ltd.

Major Brands: VENEX

VENEX
THE RECOVERY BRAND

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* (PHT fiber-containing ingredient) used in recovery wear and offer special recovery time.

* Colloidal diamond, platinum (skin conditioning ingredient)

Copyright©2026 Premier Anti-Aging Co.,Ltd.

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

Copyright©2026 Premier Anti-Aging Co.,Ltd.

Forever vivid

とき
人の時間を、解き放つ。

Untether time.