



**FY2026 Q2
Results Briefing Material**
March 12, 2026
Premier Anti-Aging Co., Ltd.
TSE Growth Market 4934





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01 | Executive Summary

Executive Summary

【FY2026 Q2 Results】

- ✓ Sales down compared to Q2 last year, despite growth in the recovery business, due to lower sales in the anti-aging business. However, company-wide quarterly sales were largely unchanged from Q1 due to the recovery business sales growth
- ✓ Operating profit was higher than expected because SG&A spending, especially advertising expenses for new acquisitions, fell short of plan

【FY2026 Full-Year Forecast】

- ✓ No change to FY2026 full-year forecast
- ✓ Q3 onwards, planning effective investments targeting new acquisitions in the anti-aging business and increased brand recognition in the recovery business



02 | FY2026 Q2 Results

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

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

(Millions of yen)

	FY2025 Q1-Q2 Actual	FY2026 Q1-Q2 Projected	FY2026 Q1-Q2 Actual	Actual YoY increase/ (decrease)	Actual YoY percentage change	Projected YoY increase/ (decrease)	Projected YoY percentage change
Net sales	8,528	8,000	7,342	(1,185)	(13.9%)	(657)	(8.2%)
Operating profit	977	150	626	(351)	(36.0%)	476	317.5%
Operating profit margin (%)	11.5%	1.9%	8.5%	—	(3.0pts)	—	6.7pts
Ordinary profit	970	150	676	(293)	(30.3%)	526	351.2%
Interim profit attributable to owners of parent	581	100	445	(135)	(23.4%)	345	345.4%

Consolidated Statement of Income (quarterly comparison)

- ✓ Company-wide sales largely unchanged from Q1 with lower anti-aging business sales but higher recovery sales
- ✓ Q2 operating profit in line with expectations after proceeding with advertising investments for new branding in the anti-aging business and better brand recognition in the recovery business

(Millions of yen)

	FY2025 Q2	FY2025 Q3	FY2025 Q4	FY2026 Q1	FY2026 Q2	YoY percentage change	QoQ percentage change
Net sales	4,297	3,971	3,660	3,643	3,699	(13.9%)	1.5%
Gross profit	3,354	3,063	2,545	2,867	2,848	(15.1%)	(0.7%)
SG&A Expenses	2,998	2,774	3,195	2,292	2,798	(6.7%)	22.1%
└ Advertising expenses	1,032	863	1,199	528	1,036	0.4%	96.2%
└ Outsourcing	653	595	596	528	491	(24.8%)	(7.0%)
└ Payroll and allowances	338	428	388	361	357	5.7%	(1.1%)
└ R&D	66	66	73	41	47	(27.8%)	16.2%
└ Others	908	820	921	832	863	(4.9%)	3.8%
Operating profit (loss)	355	289	(649)	575	50	(85.7%)	(91.2%)
Operating profit margin (%)	8.3%	7.3%	(17.8%)	15.8%	1.4%	(6.9pts)	(14.4pts)
Ordinary profit (loss)	344	243	(614)	609	67	(80.4%)	(88.9%)
Quarterly profit (loss) attributable to owners of parent	167	181	(291)	408	37	(77.8%)	(90.9%)

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

✓ Equity ratio of 67.0% shows continued improvements in financial health

(Millions of yen)

	FY2025 Q4	FY2026 Q2	Increase/ (decrease)	Percentage change
Total assets	10,140	10,488	347	3.4%
└ Current assets	8,073	8,442	369	4.6%
└ Inventories※	1,460	1,537	76	5.3%
└ Non-current assets	2,067	2,045	(21)	(1.1%)
└ Intangible assets	914	895	(18)	(2.0%)
Total liabilities	3,530	3,440	(90)	(2.6%)
└ Current liabilities	2,997	2,978	(18)	(0.6%)
└ Non-current liabilities	533	461	(71)	(13.5%)
Total net assets	6,610	7,048	438	6.6%
Total liabilities and net assets	10,140	10,488	347	3.4%
Equity ratio (%)	65.1%	67.0%	—	1.9pts

※Inventories = finished products + raw materials and supplies



03 | Status by Segment (Anti-Aging Business)

Statement of Income

- ✓ Anti-aging sales fell below the previous period. Renewed DUO product sales saw steady progress in the wholesale channel with largely unchanged figures, but declines in the mail order channel, where we don't yet see improvements in ad efficiency for new acquisitions
- ✓ Operating profit exceeded projections after lower-than-planned SG&A, especially ad spending for new acquisitions

(Millions of yen)

	FY2025 Q1-Q2	FY2026 Q1-Q2	Increase/ (decrease)	Percentage change
Net sales	7,012	5,544	(1,467)	(20.9%)
└ Mail order	5,106	3,617	(1,488)	(29.2%)
└ Wholesale	1,390	1,395	5	0.4%
└ Others	515	531	16	3.1%
Operating profit	794	689	(104)	(13.2%)
Operating profit margin (%)	11.3%	12.4%	—	1.1pts

Anti-Aging Business (DUO)

- ✓ “The Cleansing Balm Black Repair” maintained 1st place *1 in @cosme user rankings in Cleansing Balm and Other Cleansing Products categories; developed social media outreach and tie-ups with beauty experts
- ✓ Since the renewal, wholesale POS sales continue at levels above last year’s; EC mall sales are also above last year’s

Topics

- ✓ Started skin care trial set offer Dec 1 aimed at new acquisitions in mail order
- ✓ Full-scale sales of new cleansing serum DUO Cleanse Serum Peel & Boost began Jan 23. Took 2nd place *2 in Cleansing Balm Category in @cosme user rankings
- ✓ DUO The Cleansing Balm Black Repair [SWEET STEADY Limited-edition Design]: collaboration with 7-member idol group, product on sale from March 13

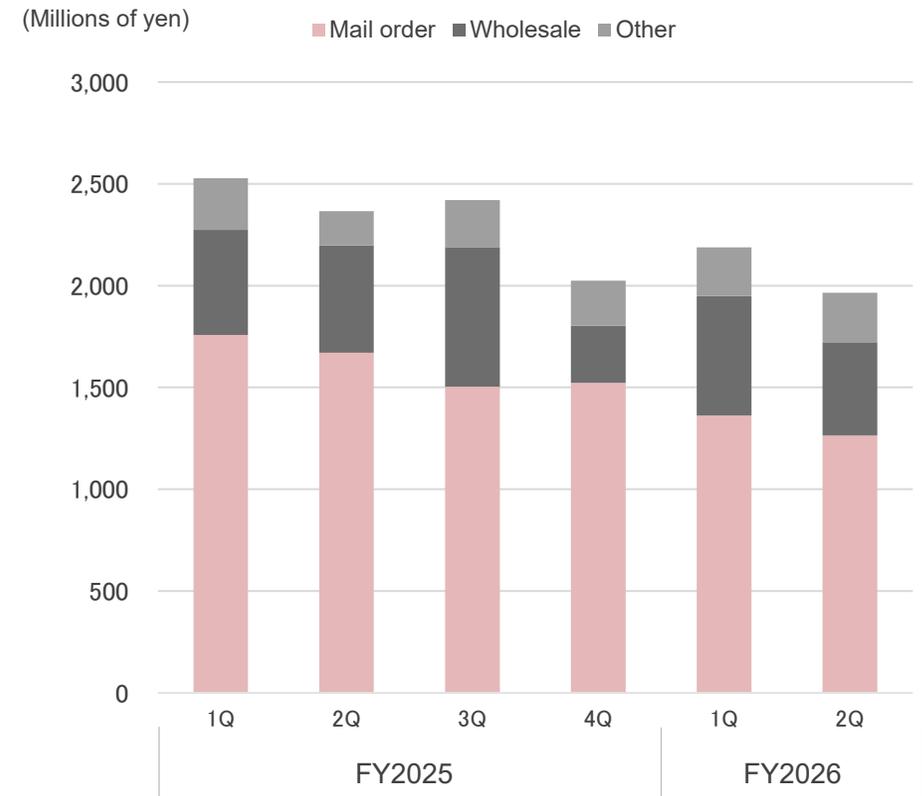


DUO Cleanse Serum Peel & Boost



DUO The Cleansing Balm Black Repair [SWEET STEADY Limited-edition Design]

Quarterly net sales of DUO



Anti-Aging Business (CANADEL, clayence)

- ✓ In spite of continued high praise for CANADEL products, ongoing downward trend in sales due to tight competition in the all-in-one cosmetics market
- ✓ Continue to cultivate clayence as a comprehensive hair care brand

Topics

【CANADEL】

- ✓ CANADEL Set (all-in-one & eye cream) well-received; developed for “Customer’s Choice Best Cosmetics Campaign” for existing customers
- ✓ Continue to evolve into a brand that fosters deeper, longer-lasting relationships with customers

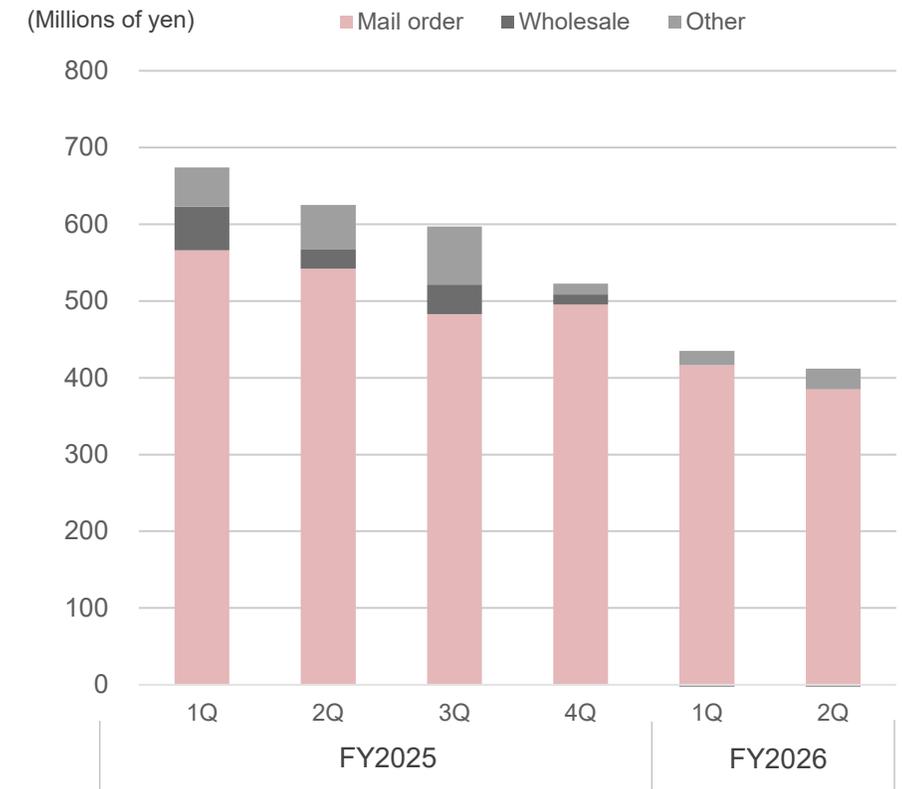
【clayence】

- ✓ On March 5, we launched the renewed “Clayspa Color Keep & Damage Care Mask” - a single product that addresses adults’ three biggest hair-care concerns. Working to cultivate a comprehensive hair-care brand by developing and improving products

clayence Clayspa Color Keep & Damage Care Mask



Quarterly net sales of CANADEL



Anti-Aging Business (Brands under Cultivation)

- ✓ Fast beauty medical concept brand Lalaskin receiving high praise in beauty magazines
- ✓ Reinca planning launch of new product containing Venex's proprietary substance PHT; further strengthening group synergies connecting beauty and wellness
- ✓ SINTO and C+mania: continued test marketing, aim to expand sales with a careful eye on investment efficiency

Topics

Reinca

- ✓ April 15 sales launch for Reinca Stem Treatment Recovery Mask containing liposomal stem cell extract ENGY stem S[®] and Venex's proprietary substance PHT(DPV576)[®]



Reinca Stem Treatment Recovery Mask

Lalaskin

- ✓ Exclusively wholesale brand inspired by the fast beauty medical concept, Lalaskin is receiving high praise in beauty magazines
- ✓ Promising start for face cleanser + mist half-size set. EC mall sales progressing above projections



SINTO

- ✓ Promoting sales in 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)

- ✓ Sales reached 1.797 billion yen - the highest for any half-year period to date. Sales growth both online and in department stores and other locations
- ✓ In the peak busy season in November/December 2025, we invested in advertising for TV commercials and other methods to strengthen exposure, gain recognition, and spark interest. We continued to strengthen our organization (through hiring) in anticipation of business growth from next term onward, resulting in a 63-million-yen operating loss

(Millions of yen)

	FY2025 Q1-Q2	FY2026 Q1-Q2	Increase/ (decrease)	Percentage change
Net sales	1,515	1,797	281	18.6%
Operating profit (loss)	183	(63)	(246)	—
Operating profit margin (%)	12.1%	(3.5%)	—	(15.6pts)

Recovery Business (VENEX)

- ✓ Official recovery wear partnership agreement signed with Real Sociedad - a top European soccer team and home club of Takefusa Kubo
- ✓ Developed collaborative product with SAVAS, Meiji Co. Ltd.'s protein brand, to support better performance through nutrition and rest
- ✓ Meiji University Rugby Team, for which we are the official recovery wear supplier, won the Japan National University Rugby Football Championship

Topics

Signed official recovery wear partnership agreement



**REAL
SOCIEDAD
DE FUTBOL**

Sales of limited-edition wear/goods commemorating role as the official recovery wear partner for Tokyo Marathon 2026



Meiji Savas/ VENEX collab product on sale



Signed contract as recovery wear supplier for distinguished corporate sports team, SUBARU Track&Field Club



Japan National University Rugby Football Championship Tournament Champions Meiji University Rugby Team





05 | Sustainability

Sustainability Initiatives

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

Improving wellbeing

2026 Certified Health & Productivity Management Outstanding Organization

- ✓ Certified as a 2026 Health & Productivity Management Outstanding Organization (large enterprise category), selected by the Ministry of Economy, Trade and Industry (METI) and Japan Health Conference
- ✓ Maintaining our record of 100% participation in health and stress checks, and leveraging data from our dedicated systems
- ✓ Regular events to improve health literacy on the themes of recovery, improving diet, and establishing exercise routines



Pursuing a collaborative and nurturing corporate culture

Improving wellbeing

THANKS DAY Event

- ✓ An annual event held in our office in which employees invite their families, partners, and other special people who support them every day to say thank you
- ✓ Through interactions with colleagues and touching on content from their daily work and activities, it's a chance for more people to gain a deeper understanding of Premier Anti-Aging





06 | FY2026 Earnings Forecast

FY2026 Earnings Forecast

- ✓ No change to FY2026 earnings forecast
- ✓ Q3 onwards, work to achieve targets by implementing efficient investments for new customer acquisitions in the anti-aging business and improved brand recognition in the recovery business

(Millions of yen)

	FY2025 Actual	FY2026 Forecast	Increase/ (decrease)	Percentage change
Net sales	16,160	16,500	339	2.1%
Operating profit	617	300	(317)	(51.4%)
Operating profit margin (%)	3.8%	1.8%	—	(2.0pts)
Ordinary profit	599	300	(299)	(50.0%)
Profit attributable to owners of parent	471	300	(171)	(36.4%)

FY2026 Earnings Forecast (Key measures for the anti-aging business)

- ✓ Aiming to turn around sales in the anti-aging business by revitalizing the mail-order business and introducing new and limited-edition products

1

Reinforcement of the rebuilding of the mail order business

Continued trial of new methods for acquiring new customers

- Duo Balm Mini Size Trial
- Skin care 3-item trial set

Measures to increase average customer spending

- Cross-selling promotion products
- Seasonal limited products (DUO/CANADEL)

2

Introducing new and limited-edition products

- Exclusive products to retail accounts
- Limited-edition products aimed at inbound demand
- Launch a variety of new skincare products designed to address customers' skin concerns (30+ projects and SKUs are planned for this and next fiscal year)

3

Research and Development

- Deepening collaboration with partner companies
- Strengthening technical capabilities backed by solid evidence
- Improving our unique planning and development capabilities



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 January 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.



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

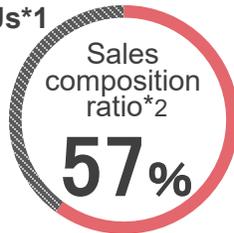
Skin Care

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



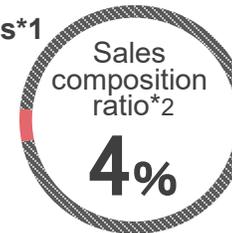
- ✓ Being nurtured as the second key brand after DUO Addresses needs of contemporary women by saving time
- ✓ Launched April 2019.
- ✓ Offering 7 SKUs*1



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 January 31, 2026, excluding limited editions and different sizes *2: Calculated based on FY2026 2Q 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

Changes in total number of mail-order customers



Number of customers who subscribe to two or more products and the relevant ratio



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 January 31, 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 January 31, 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 4 SKUs*1.

*1 The SKU figure refers to the number of regular products as of January 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)

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 January 31, 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 January 31, 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

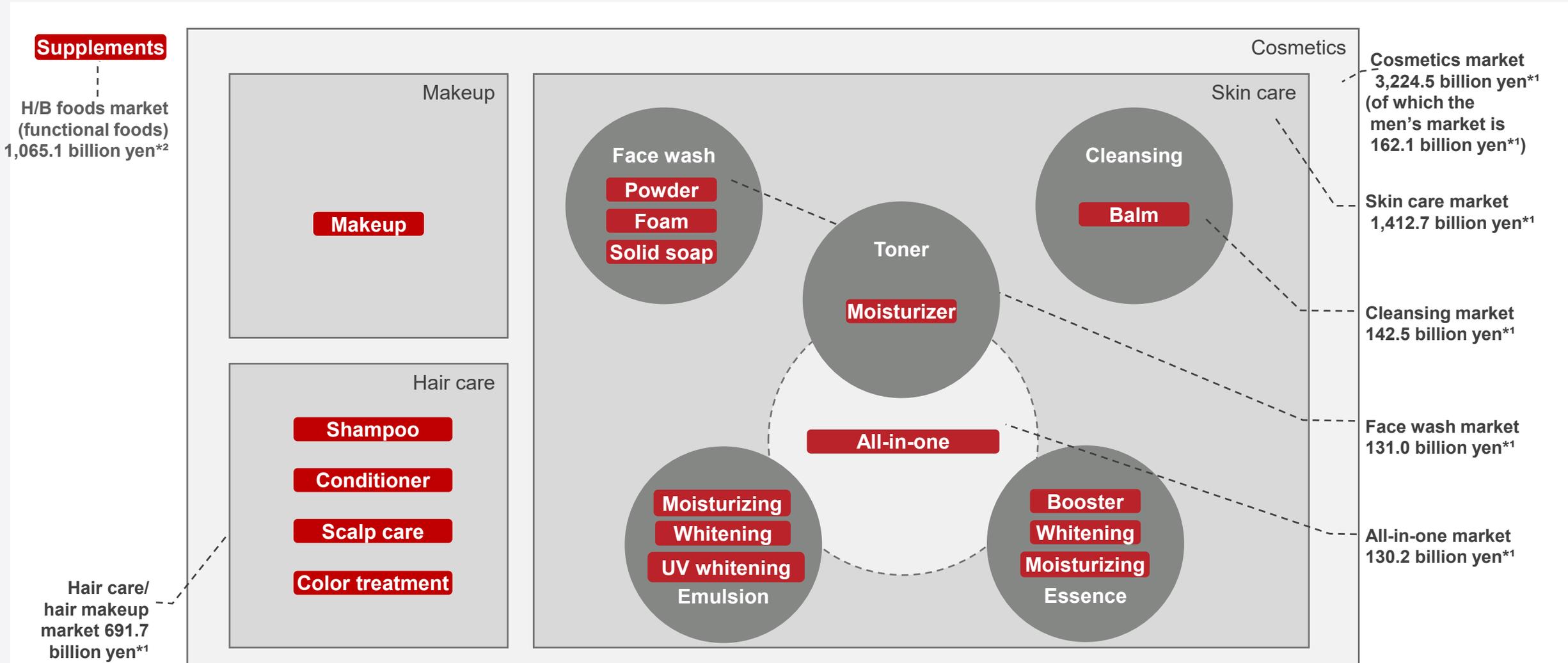
- ✓ We propose recovery products other than clothing that contain the "original nano-platinum-based mineral material" used in recovery wear.



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 142.5 billion yen in 2024



Source: "Cosmetics Marketing Handbook 2025 No. 2," "Cosmetics Market Trend Analysis 2025 Summary and Price Range Analysis," "H/B Foods Marketing Handbook 2023 <Overview>" by Fuji Keizai

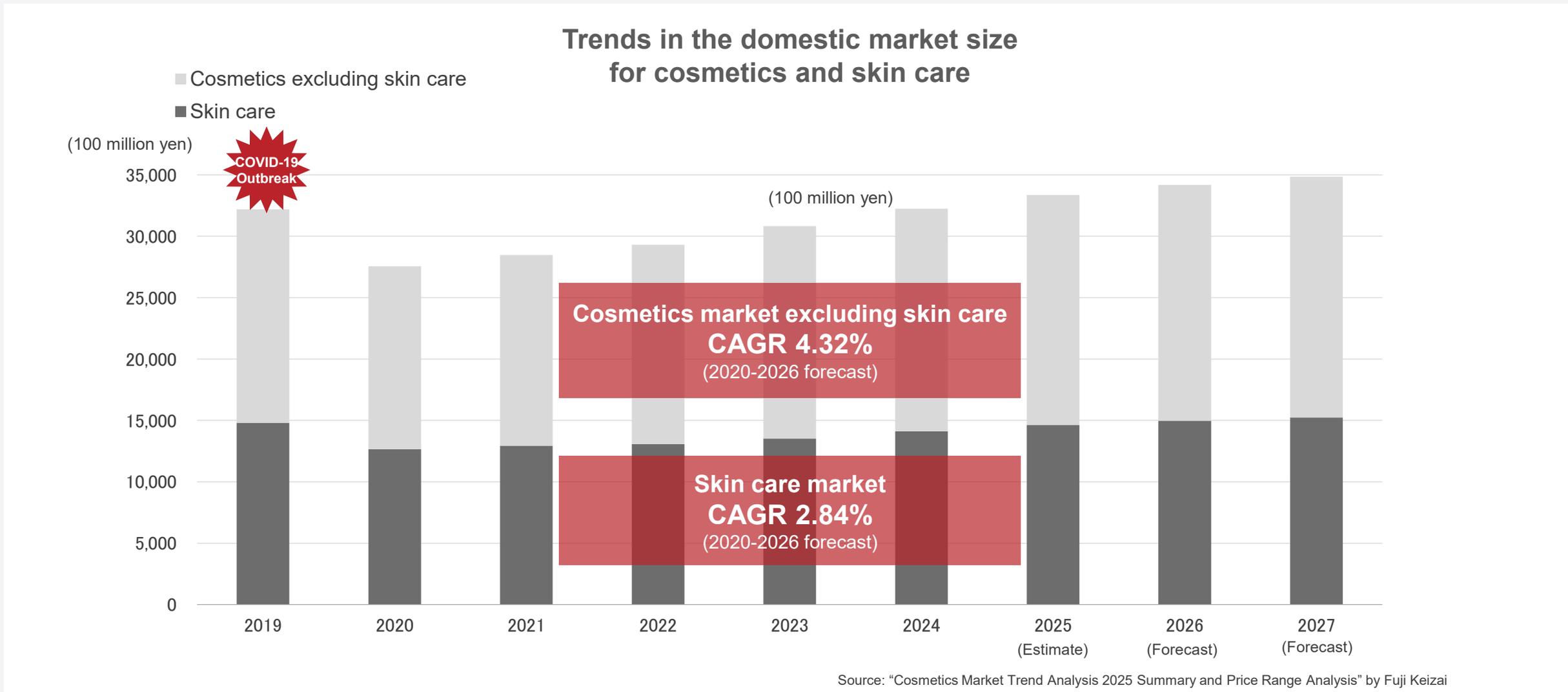
*1 The figures for cosmetics market, men's market, skincare market, cleansing market, face wash market, all-in-one market, and hair care/hair makeup market, are actual figures for 2024. .

*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

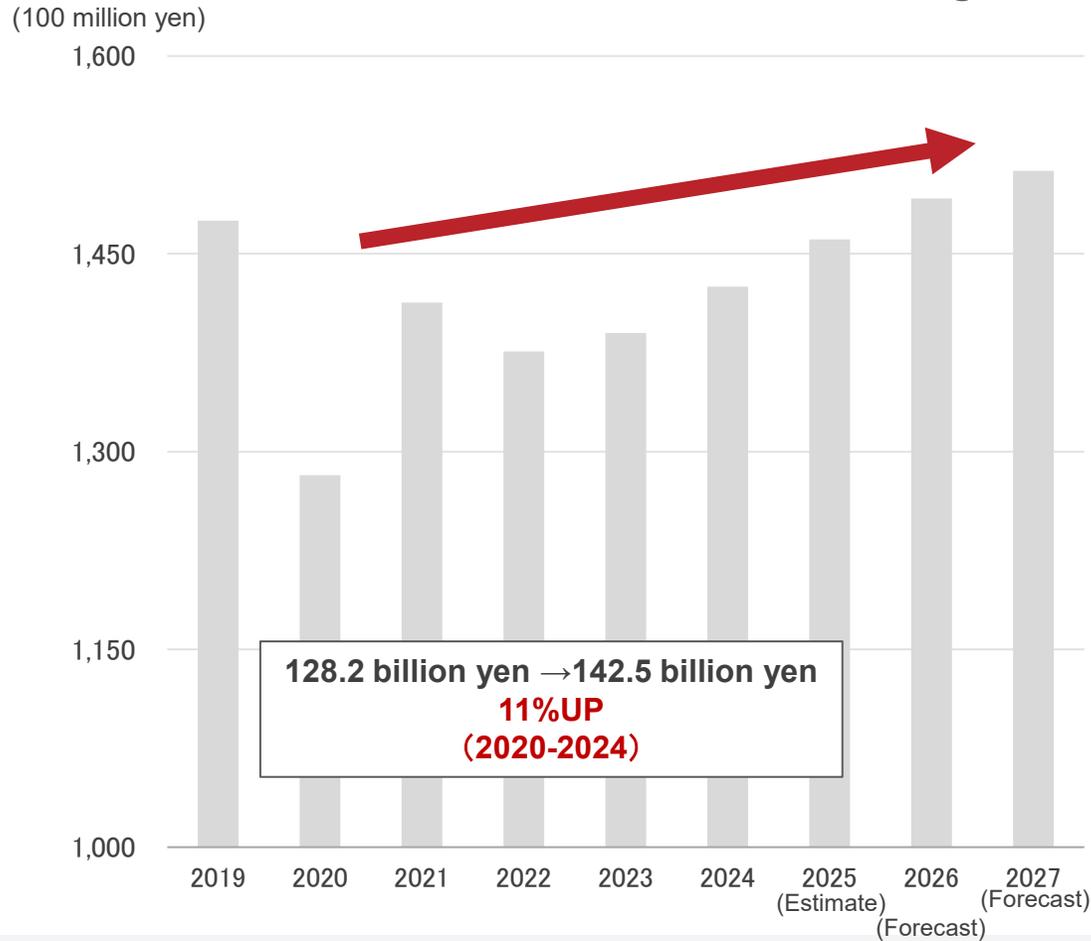
- ✓ The domestic cosmetics market, which declined significantly due to the COVID-19 outbreak, has been recovering moderately since 2020



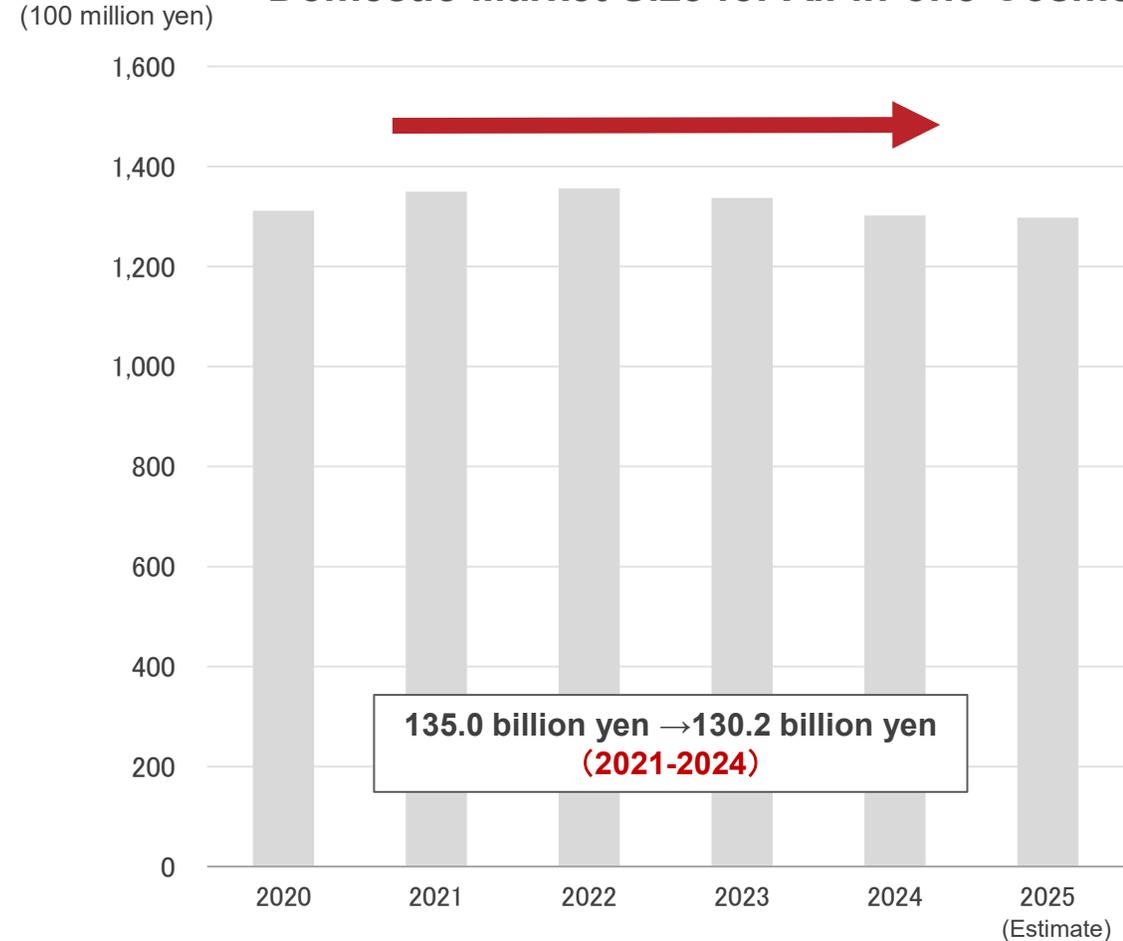
Domestic Market Size for Cleansing and All-in-one Cosmetics

- ✓ 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 time-saving measures, is currently trending flat

Domestic Market Size for Cleansing



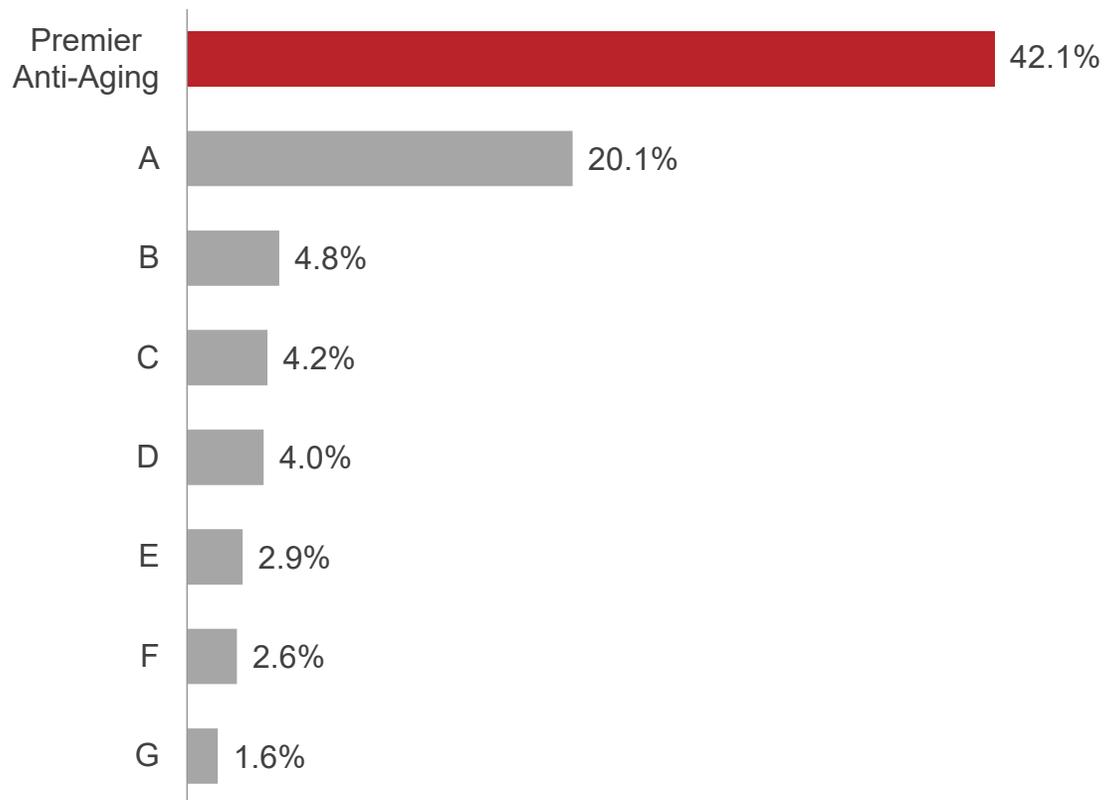
Domestic Market Size for All-in-one Cosmetics



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

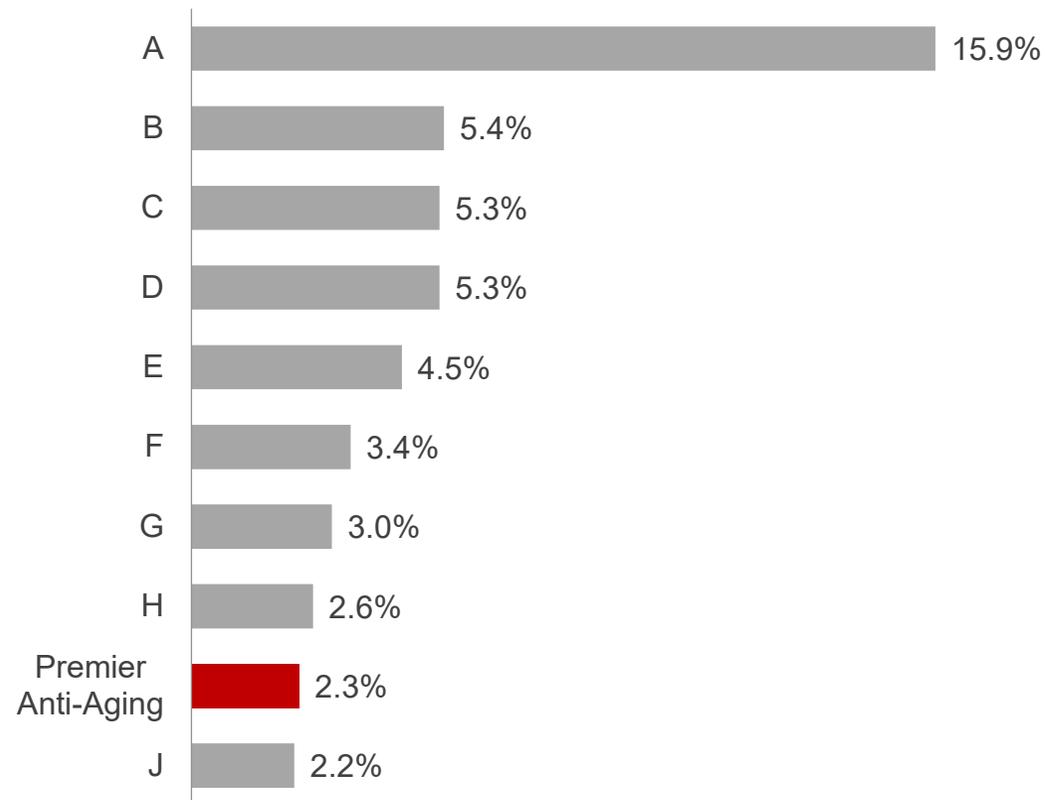
✓ Established a competitive position with cleansing (balm type) by DUO and all-in-one by CANADEL

Cleansing (Balm type)



Source: "Cosmetics Marketing Handbook 2025 No. 2" Cleansing (Balm: Brand Share) 2024 by Fuji Keizai

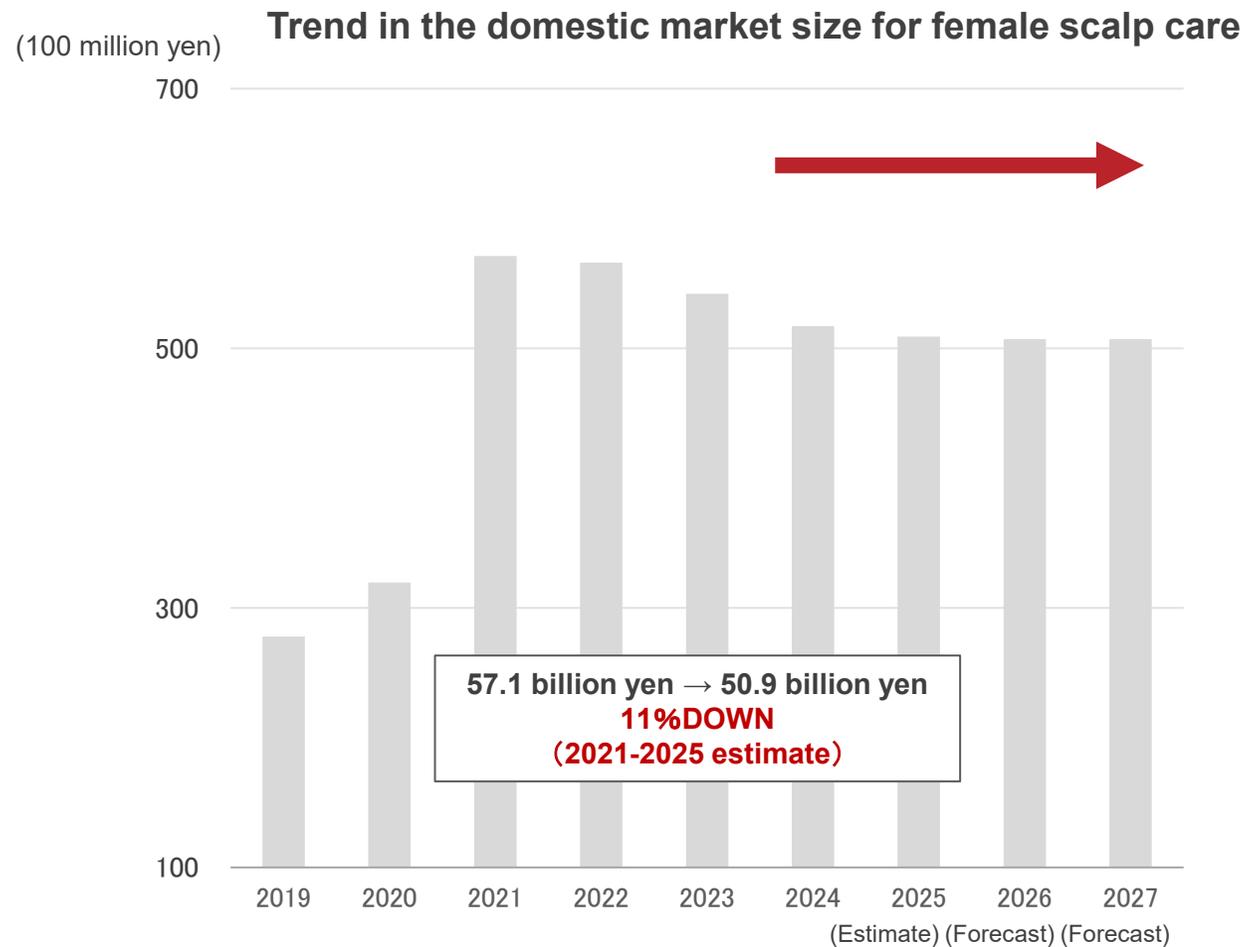
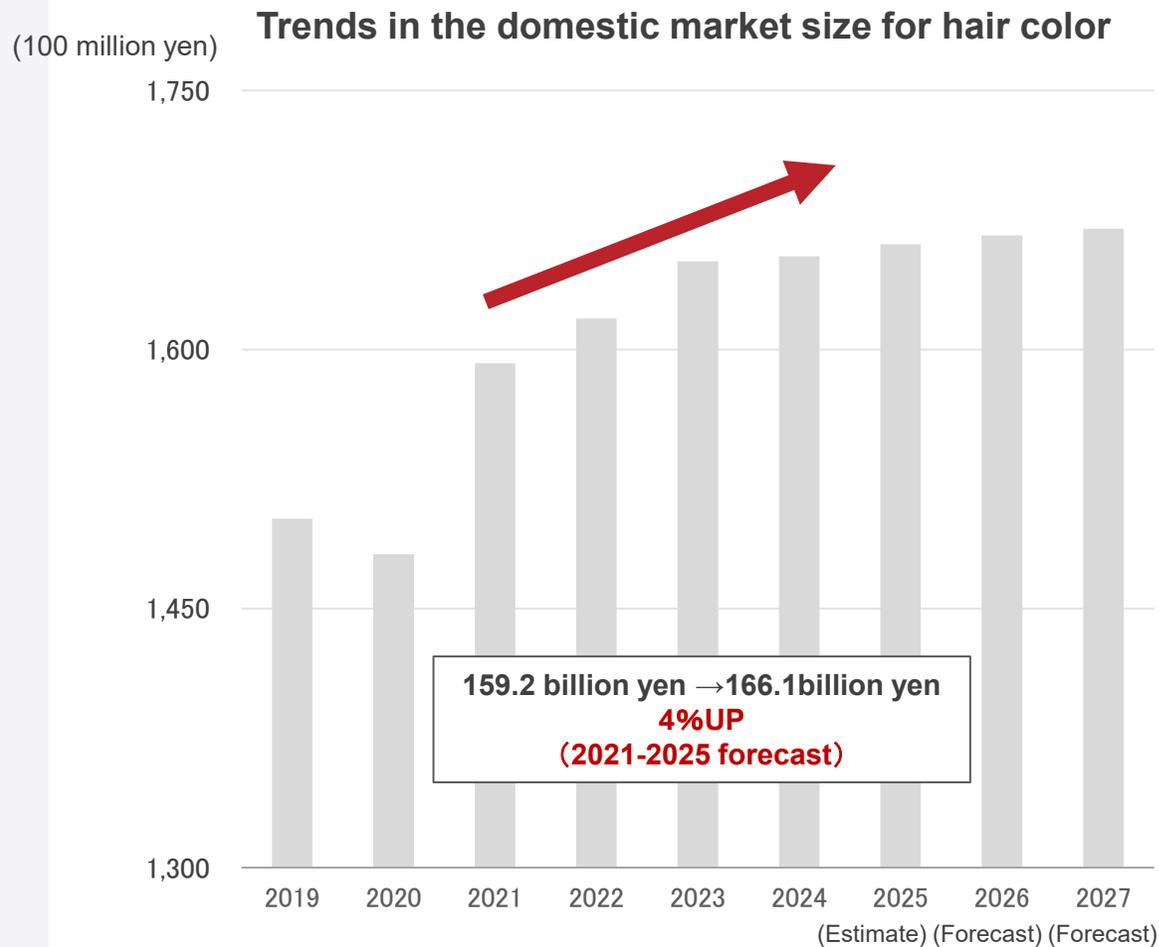
All-in-one



Source: "Cosmetics Marketing Handbook 2025 No. 2" Moisture (All-in-one: Brand Share) 2024 by Fuji Keizai

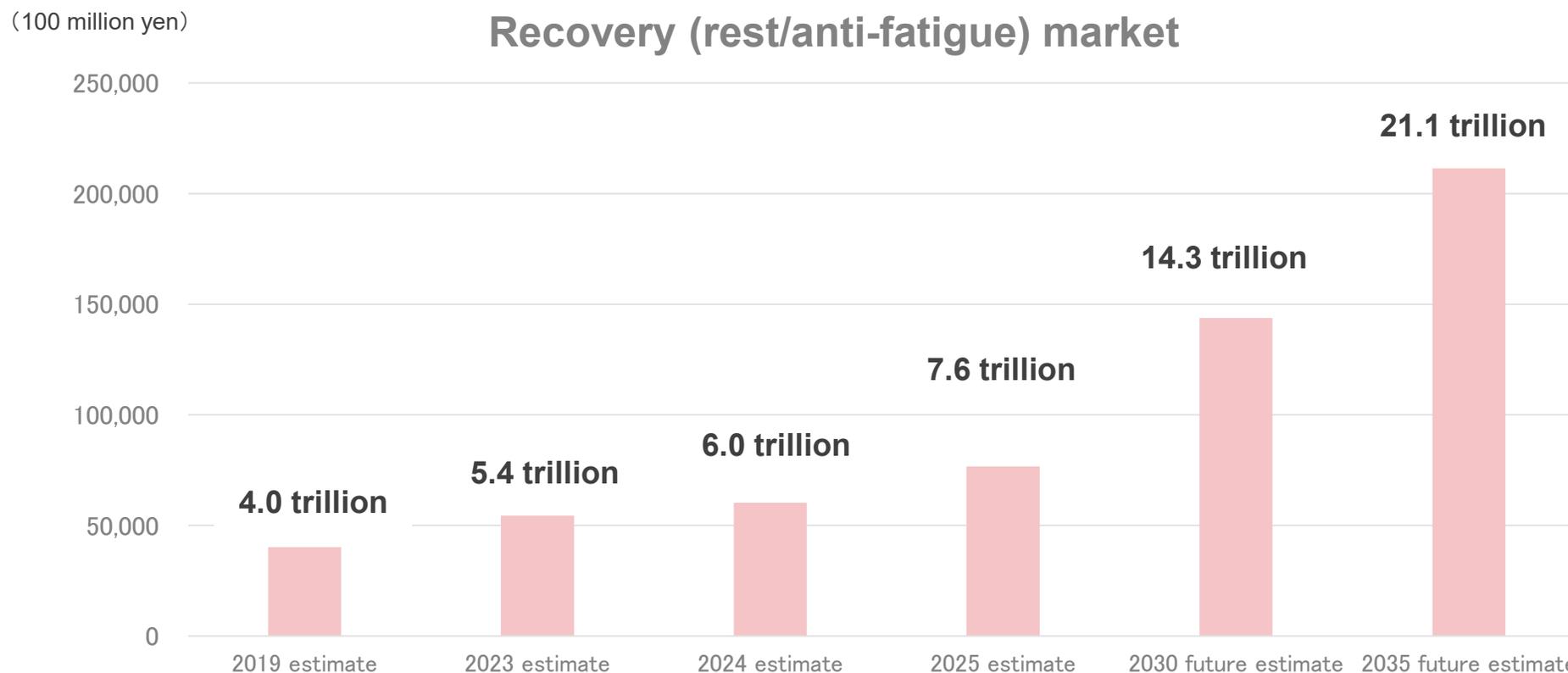
Domestic Market Size for Hair Color and Female Scalp Care

- ✓ 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.