



Premier Anti-Aging Co.,Ltd.
Corporate Report

2026

Corporate Report

PREMIER ANTIAGING

Slogan

Forever vivid 

Untether time.

Purpose

Create original products and services of unique value that untether people from their age and brighten their lives.

CONTENTS

| Section 1 Introduction |

- 2 Message from the President and Representative Director
- 4 Message from the Representative Director and Vice President Executive Officer
- 5 Brand NEWS
- 8 History of the Premier Anti-Aging Group
- 10 Value Creation Process

| Section 2 Special Feature |

- 12 R&D
- 13 Dialogue between Independent Outside Directors

| Section 3 Sustainability |

- 14 Sustainability of the Premier Anti-Aging Group
- 16 Contributions to Global Environmental Conservation
- 18 Pursuing an Organizational Culture Whose Members Grow Up Together
- 20 Improving Well-Being
- 22 Providing Unique Value

| Section 4 Governance |

- 24 Corporate Governance
- 27 Management Structure

| Section 5 Financial and Corporate Information |

- 28 Financial Highlights
- 29 Company Overview/Stock Information

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

In FY2025, we returned to profitability for the first time in three years. During that period, we carried out company-wide structural reforms, supported throughout by our stakeholders, who believed in us. I would like to express my heartfelt gratitude to everyone.

A key highlight of 2025 was the renewal of “DUO” “The Cleansing Balm” series. It was the first renewal since the brand’s launch 15 years ago. Furthermore, we added the bold challenge of introducing a smaller size available only in stores (66g/2,970 yen incl. tax), at a more accessible price point than the standard size (90g/3,960 yen incl. tax). Recognizing the need to keep pace with evolving customer needs and a changing business environment, we revisited our brand origins and developed an even more effective formulation. As a result, “DUO The Cleansing Balm Black Repair” was honored with two awards*1 in the @cosme Best Cosmetics Awards for best new products in the first half of 2025. Further evidence of strong customer support is that, as of the end of February 2026, we continue to rank No.1 in both the Cleansing Balm and Other Cleansing Product categories in the @cosme user rankings*2.

To build deeper, longer-lasting relationships with our customers, we are expanding our product line-up beyond cleansing into broader skincare and will continue to introduce new products that address a range of skin concerns. A cornerstone initiative of this effort is DUO’s new cleansing serum, “Cleanse Serum Peel & Boost.” Our focus on peeling amid increasingly diverse perspectives on skincare exemplifies DUO’s unique approach and expertise, while also helping to establish a new category of “cleansing serums.” Although full-scale sales began in January 2026, the product has already shown strong momentum, receiving high customer ratings. Guided by our commitment to “Unique value” and close attention to customer feedback, we also plan to launch new and limited-edition products that respond to seasonal needs and inbound demand.

In February 2026, we released “OUR STORY” for both internal and external stakeholders. This initiative offers a fresh and deeper look at our purpose, revisiting our founding vision while articulating our current direction as a corporate entity.

Reflecting on our founding vision in preparation for this release proved that our core message has remained unchanged. At age 40, I became deeply fascinated by the concept of anti-aging and committed myself to finding solutions in this field. Sixteen years later, as both my family and I have grown older, I have come to appreciate that beyond simply looking young, true well-being lies in being genuinely healthy.

Today, in the era of 100-year lifespans and growing awareness of the importance of extending healthy life expectancy, anti-aging is a theme we must all confront. Through our efforts to deliver opportunities that help people lead more vibrant lives, we aim to enhance quality of life (QOL) so that each individual can live the healthy life they desire. We remain committed to contributing to society through our vision for anti-aging.

While we continue to operate in a challenging environment, achieving renewed growth demands an even stronger business foundation. At the Board of Directors meeting following last year’s shareholders’ general meeting, we agreed to grant representative authority to Vice President Yoichiro Ito. Over the past few years, a review of our business structure has revealed both the priorities and actions required. Going forward, we will accelerate decision-making, improve productivity, and drive further structural reforms to support business growth. We are already implementing concrete measures to propel renewed growth and are beginning to see positive signs. As one unified organization, we are determined to build on this progress and translate it into tangible results.

Anchored by our slogan of “Forever vivid. Untether time.”, every employee, including myself, will embody our three promises: “No limits, Never boring, Always true” as we strive to fulfill our purpose.

We sincerely appreciate the continued support of all our stakeholders. Thank you very much.

*1 1st place in Best Cleansing and 1st place in Cleansing Middle-Price Category
*2 @cosme user ranking: Cleansing Balm and Other Cleansing Products categories, 1st place in the weekly ranking as of February 27, 2026

Message from the Representative Director and Vice President Executive Officer

Contributing to Society through Business Growth in the Anti-Aging Domain

Yoichiro Ito
Representative Director and Vice President Executive Officer

New Leadership Structure –

Vision for Future Development as the Vice President and Joint Representative Director

In August 2025, I was appointed Vice President and Executive Officer, overseeing the entire business. Following the annual shareholders' meeting, I also assumed the role of Representative Director, which carries an even greater sense of accountability. To date, as CFO, I have pursued a lean and robust corporate structure and advanced a range of structural reforms to restore the company to profitability. I firmly believe that a strong track record in sales and profitability will be the key to our company's growth and enhancing corporate value. With this in mind, I am dedicating all my efforts to halt and reverse the decline in company-wide sales.

With responsibility across the entire organization, I have been engaging more deeply with our business operations while maintaining a comprehensive view of the company. This has not only improved my understanding of our core strengths but also brought to light challenges that were previously obscured by our successes. We are steadily identifying the actions needed to address these issues, and together with all our employees, I am fully committed to delivering tangible results.

Key Initiatives for Renewed Growth –

Rebuilding Channels and Maximizing Synergies

Our primary challenge now is to strengthen the mail-order channel, which accounts for the majority of our sales. Amid significant shifts in channel dynamics - driven by evolving customer preferences and values, as well as

technological advancements - the key lies in how deeply we can build and sustain customer relationships. As demonstrated with our new trial offer, which allows customers to experience both DUO The Cleansing Balm and other skincare products, we are moving swiftly to implement initiatives that deepen engagement. In addition, we are leveraging the strengths of our retail channel, where both direct and indirect touchpoints can be maximized, to create value across the organization. We are also continuing to refine our capabilities across product planning, development, sales, and marketing to keep pace with rapid change.

With VENEX, we are focused on strengthening our position as a distinctive pioneer in the growing recovery wear market. Recognizing the importance of translating our unique value as a group into true competitive advantage, we are enhancing cross-functional collaboration through various initiatives, including projects designed to maximize the combined strengths of our businesses.

Toward Sustainable Growth –

Cultivating the Future through Investments in Talent and R&D

While our most immediate challenge is to restore business performance in the short term, I believe it is equally critical to lay the foundations for sustainable medium- to long-term growth through targeted investments. In particular, investing in our people remains a top priority. In fiscal 2025, we advanced hiring and training initiatives while also rewarding employees through salary increases and bonuses. Through the recent publication of OUR STORY, we communicated our definition of anti-aging, and our focus business domains, and our future direction, both internally and externally. This marked an important step in helping employees understand how their daily work contributes to society as a whole.

Delivering distinctive products that respond to evolving customer needs requires deeper collaboration with partner organizations. At the same time, it is increasingly important to strengthen our internal planning and development capabilities, as well as our evidence-based technical expertise. To this end, we will elevate our R&D efforts to an unprecedented level. Looking ahead, we will focus on restoring current performance while continuing to grow as an enterprise, enabling us to deliver lasting value to society through our products and services in the anti-aging domain.

Brand NEWS Anti-aging business



DUO

Aging Care* that Starts with Cleansing

An aging care* brand that focuses on your skin's self-healing ability with nature and advanced science.

*Care according to age

2025 marked the 15th anniversary of "DUO." Beginning with the renewal of five products in the "The Cleansing Balm" series, which is considered an icon of the brand, we are undertaking initiatives to challenge new categories and further strengthen the brand's power.

Renewed five products in the "The Cleansing Balm" series Received numerous Best Cosmetics awards in the first half of 2025

Starting in January 2025, five products of "The Cleansing Balm" series have been relaunched with enhanced features. We have strengthened the formula to enhance skin condition while maintaining moisture, and we have also paid close attention to the soothing fragrance and essential oil blend. Thanks to the recognition of its value in "not just removing makeup, but also bringing out the best in skin condition," the series received numerous Best Cosmetics awards in the first half of 2025, bringing the total number of Best Cosmetics awards across the series to 173*.

*Number of awards received from various media outlets: December 2018 - July 2025

Launched "The Cleansing Balm Scrub Black" exclusively at Don Quijote, Apita, and Piago stores nationwide

In October 2025, we launched DUO "The Cleansing Balm Scrub Black," a new product in our "The Cleansing Balm" series that features the largest amount of scrub ever used* and is specifically designed for pore care. It was exclusively available at Don Quijote, Apita, and Piago stores. We aim to evolve into a brand that will be loved by our customers for a longer period of time, targeting younger generations who have concerns about pores and a high need for sebum care.

*Comparison within DUO "The Cleansing Balm" series

Launched new category "cleansing serum," "DUO Cleanse Serum Peel & Boost"

In November 2025, we launched a new product from DUO, "DUO Cleanse Serum Peel & Boost," as a new category of "cleansing serum." Unlike conventional serums that are applied topically, this product pursues a new approach that integrates beauty benefits into the cleansing process, efficiently supporting skin regeneration. Amidst the diversification of skincare values, we will pioneer the "cleansing serum" market by meeting the needs of early adopters who are willing to invest in their skin, and by offering both immediate results and high beauty benefits*.

*Compared to our other products





Lalaskin

Self-care treatment with beauty medical concept.

Self-care products based on the “fast beauty medical concept”^{*1} that contain carefully selected functional skin-beautifying ingredients used in beauty treatments^{*2}.

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

Lalaskin, a new skincare brand launched in April 2025, aims to allow users to experience noticeable changes in their skin’s appearance through daily home care, by incorporating the beauty medical concept*. The brand name is derived from “Lala,” which means sun in Hawaiian, and embodies the wish to help users achieve radiant, glowing skin like the sun and live a life full of smiles.

* Maintaining healthy skin with cosmetics developed based on dermatology

Launched “shiratama peeling gel wash” and “suikou shower mist,” which lead to “white, radiant, watery skin”^{*1} in two steps

As the first products in the line, we launched a facial cleanser based on the concept of a fast-acting peeling treatment, and a mist containing popular beauty ingredients such as glutathione^{*2} and vitamin C^{*3}. These products were initially launched in April 2025, and went on sale in approximately 5,000 stores nationwide in September.

^{*1} Skin that is moist, firm and radiant, like “shiratama,” a dumpling made from white rice flour ^{*2} Skin conditioning ingredients ^{*3} Ascorbyl palmitate (skin conditioning ingredient)



Reinca

Recovery beauty^{*1} for the skin.

Reinca focuses on skin regeneration and pursues anti-aging care^{*2}.

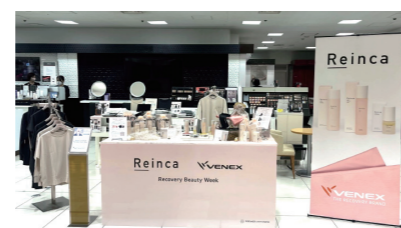
^{*1} A skincare treatment that provides moisture and firmness to recover a beautiful appearance to the skin.
^{*2} Care according to age

In August 2025, Reinca revamped its brand concept to “Recovery Beauty^{*1}.” Focusing on keratinocyte care based on skin regeneration^{*2} and advanced skin research, this aging care^{*4} brand uses its unique ingredient “ENGY Stem S® (dental pulp stem cell conditioned medium^{*3})” to bring out the skin’s natural beauty at the keratinocyte level.

^{*1} A skincare treatment that provides moisture and firmness to recover a beautiful appearance to the skin ^{*2} To the stratum corneum ^{*3} Human dental pulp stem cell conditioned medium (skin conditioning ingredient) ^{*4} Care according to age

We held an event in collaboration with “VENEX” with the theme of “recovery.”

In November 2025, “Reinca” and our consolidated subsidiary, Venex Co., Ltd., collaborated to hold “Recovery Beauty Week,” offering an experience that simultaneously cares for the skin and body with “recovery” as its core theme. We will continue to maximize the synergies between our two companies to further transform ourselves into an anti-aging company.



Simply wear it and rest. Supports quality recuperation

The world’s first recovery wear brand with the aim of “maximizing the self-recuperating power inherent in humans.”

In 2025, Venex celebrated its 20th anniversary, and it was a year in which it achieved sales growth through increased brand awareness via TV commercials, high-quality branding, and the continued operation of its own online store and “VENEX STORE.” With the market expanding, and “recovery wear” even being nominated for the New Words and Buzzwords Award, Venex, as a pioneer, is working to raise awareness about the importance of recovery and to provide top athletes with recovery know-how based on the science of recuperation.

Venex’s manufacturing process is based on the principles of recuperation.

For the flagship recovery wear product, Venex developed “RECOVERY DAYS,” inspired by the idea of deepening recovery not only during sleep but also in everyday situations. In recent years, it has also expanded into other products such as massage gels and bath products under the “VITALISE series.”



Sports are the root of Venex.

Supporting the improvement of athletic performance for many athletes who use our products through “recovery.”

With 20 years of experience researching recovery, and utilizing its unique cutting-edge technology, Venex has supported the recovery environments of many athletes, sports teams, and organizations through its products. Most recently, Venex has signed a partnership with Real Sociedad, a prestigious club in La Liga.



In September 2025, Venex Co., Ltd. celebrated its 20th anniversary.

It all started with us introducing “Recovery Wear,” a term we coined, to the world, and we are delighted that it has become known to so many people today. Venex will continue to build on its CREATIVE NEXT spirit, which is the origin of our company name, and support everyone’s healthy daily lives.



Available on You Tube



From Taichi Nakamura, Representative Director, Venex Co., Ltd.

With the belief that we can “energize people all over the world and be of service to society,” we have run full speed ahead for the past 20 years, believing wholeheartedly that our products will be useful to people. We are pleased that the recovery market has expanded and the options have increased in recent years.

Our mission going forward will continue to be a company of choice, and as a pioneer, we will correctly lead the industry and continue to take on challenges.

History of the Premier Anti-Aging Group

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



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



- 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.

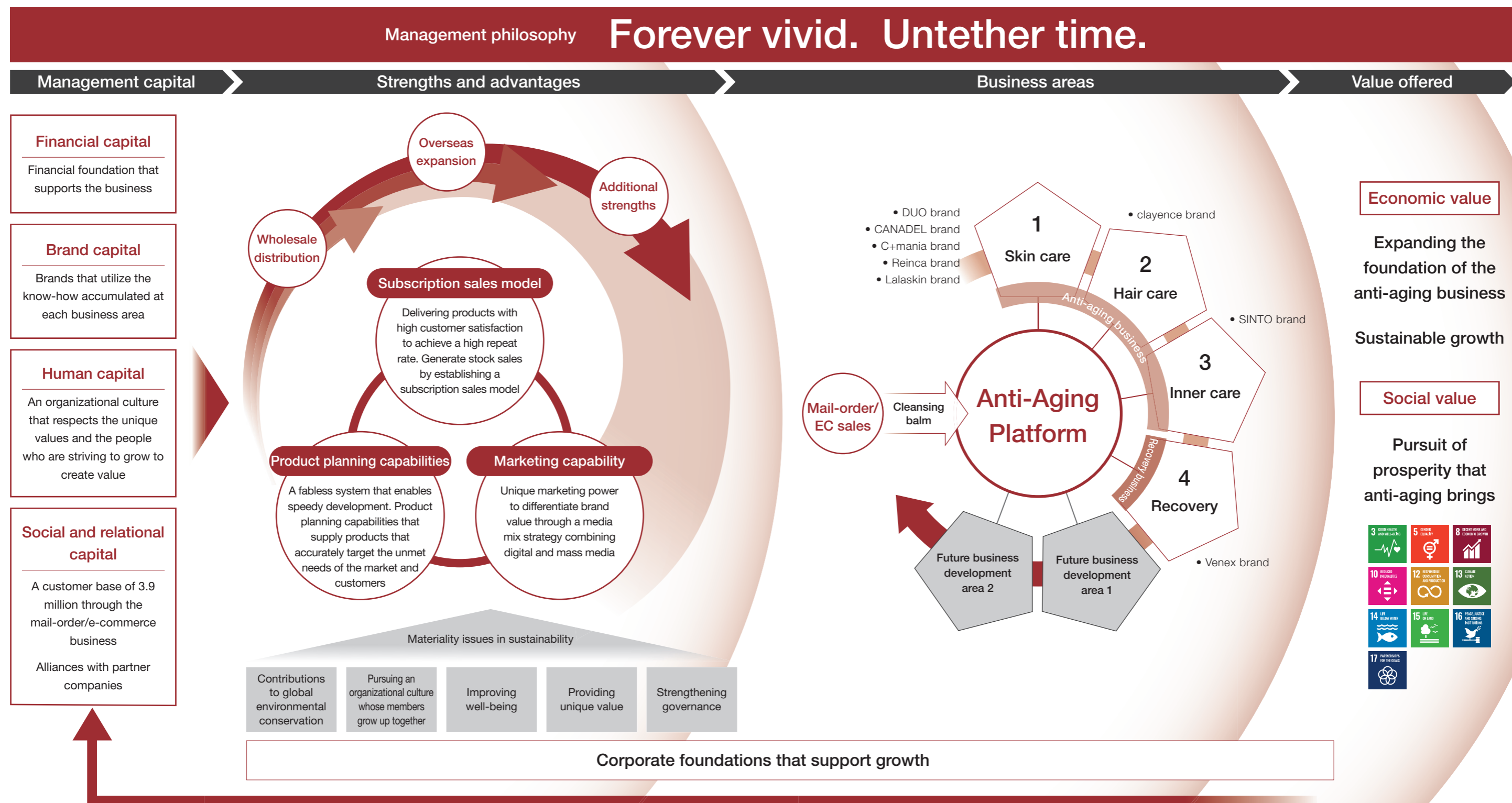
**A skincare treatment that provides moisture and firmness to recover a beautiful appearance to the skin.

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



Value Creation Process

Guided by the management philosophy “Forever vivid. Untether time.” the Group operates businesses that center on anti-aging. By offering products and services developed by unique sensibilities and thinking, we create new value that untether people from the concept of age.



The wellspring of the “Unique Value” we are so passionate about

In our research and development, we prioritize “delivering unique products that embody distinctive value to our customers as quickly as possible.” Based on a research and development system that supports the speed and originality of our research, we continue to provide the market with value that customers implicitly desire and that resonates with their sensibilities, through evidence-based manufacturing.

A research and development system that supports speed and originality

Our company has always strived to enhance its agility by flexibly connecting with researchers and engineers both inside and outside the company, as well as partner companies possessing superior technology and know-how. We have built and developed collaborative systems by working together in the best possible combinations at each stage of the process.

On the other hand, in order to capture the diversifying needs of society and customers, and to develop unique materials, technologies, and formulations more flexibly, we established the “Premier Anti-Aging Lab” within the company in November 2023, integrating basic research and product development. This is a place where we can realize our founding vision of “scientifically proving the effectiveness of anti-aging care,” and going forward, as a base for basic research and technological infrastructure that supports our group’s manufacturing, we will also work on further expanding our research areas and developing patented technologies.

Created a new R&D content section on our corporate website to strengthen our communication efforts

With the aim of strengthening the dissemination of information regarding research and development, we created new R&D content on our corporate website in February 2026. In addition to information on research centers, research fields, and technology development, this publication also includes research discussions across group companies. We will continue to actively communicate evidence and initiatives related to research and technology, which are the source of value creation for our group, to all our stakeholders.

R&D Content : <https://www.p-antiaging.co.jp/ja/rd.html>



Examples of research and development activities

With the cooperation of TOYOBO CO., LTD., we have developed a cleansing technology that “keeps skin moisturized even after rinsing.”

We have confirmed that our unique blend of olive fermented natural moisturizer Ceramela® and maltitol enhances moisturizing effects.

In collaboration with TOYO UNIVERSITY, we have elucidated the anti-inflammatory effects on the skin of combinations of essential oils.

It has been revealed that a combination of patchouli and lavender essential oils has excellent anti-inflammatory effects.

Patent examples

Invention relating to a topical skin composition that allows the skin to maintain high moisturizing properties even after being washed with water

We have developed a technology that allows people to cleanse their faces while moisturizing their skin by incorporating natural scrubs (cross-linked hyaluronic acid beads) for cosmetic use.

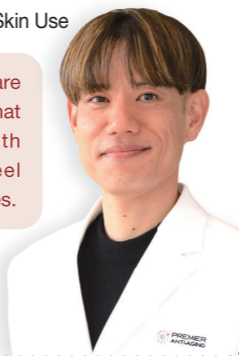
Patent Number: Patent No. 7760201

Registration Date: October 17, 2025

Title of Invention: Composition for Topical Skin Use

Through these unique technologies, we are exploring new possibilities in skincare that combines gentleness on the skin with functionality, allowing people to feel moisturized even after washing their faces.

Kazutaka Matsuo
General Manager
Technology Development Department



Sakiko Sakai
Independent
Outside Director

Takuyuki Fukumoto
Independent Outside Director
(Chair of the Board of Directors)
(Chair of the Nomination and
Remuneration Advisory Committee)



A Corporate Foundation that Supports Growth

We spoke with our two Independent Outside Directors about how the company’s governance structure supports growth.

Two years have passed since the change in the chair of the Board of Directors. Have you felt any changes in the Board’s effectiveness?

Fukumoto The Board of Directors’ operations have certainly stabilized. Since becoming Chair, we have met with the two internal directors prior to our monthly board meetings to discuss key issues and concerns, and I believe these efforts to hold hearings and briefings are bearing fruit. I truly feel that we have created an environment that gives us, even as outsiders, clear visibility into the company’s challenges.

Sakai The pre-meeting briefings have led to clearer explanations in addressing our concerns at the board meetings. In terms of improved effectiveness, while the atmosphere has always encouraged members to speak freely, we are making further changes to increase opportunities for discussion. We are still evolving.

Fukumoto Financial reporting is conducted every three months, and we have had the opportunity to speak with all division heads and department heads. Both President Matsuura and Vice President Ito have been receptive to our proposals and views, and we are seeing ongoing improvements in the functioning of the board. These are all positive developments.

What steps are required going forward to make the board even more effective?

Sakai The composition of the board has been a topic of discussion for some time, but my view is that we should promote a woman from the business to a board member position. As men take on greater responsibilities at home including household chores and childcare, the values people hold today are vastly different from those of our generation. We must not rely solely on our past experiences; we need to be open to new ideas and perspectives.

Personally, I make a point of engaging with everyone at company-wide events and taking the opportunity to learn

about the wide range of experiences and perspectives across the organization.

Fukumoto I also see an issue with the fact that management includes many people from the similar backgrounds. Considering the scale of our company, the products we offer, and our diverse customer base, perspectives from women and younger generations are essential for driving our future business. These are the kinds of leaders we will need going forward.

With change occurring at an unprecedented pace, time is limited. At the same time, it is reassuring that both the board and management share an awareness of these challenges, and that the company has many talented young employees. Now is a critical moment to determine how we will transform and move forward. We will do everything we can to support that effort.

Lastly, please tell me about your aspirations as outside directors.

Fukumoto As society continues to change and expectations for outside directors evolve, I feel a strong need to continue evolving personally as well. I will keep pace with developments in corporate management and working styles while drawing on the perspectives and connections I have built outside the company.

As the Chair of the Board, I will remain vigilant and work to ensure that the Board continues to guide the company’s governance and business in a positive direction.

Sakai As I shared with all employees in my New Year’s greeting, in these times of rapid change, the key to survival is “the strength to keep learning.” When it comes to governance, there is no single correct answer. I am therefore committed to continually understanding the company’s situation and the actions required for the future, and to fulfilling my role by focusing not only on strengthening defensive governance but also on supporting business growth, while maintaining discipline.

Sustainability of the Premier Anti-Aging Group

In line with our management philosophy “Forever vivid. Untether time.”, we will contribute to the sustainability of people, society, and the earth. We will promote sustainability activities that aim to achieve both “social value” and “economic value.”

Basic Sustainability Policy

Enabling unique pathways through life

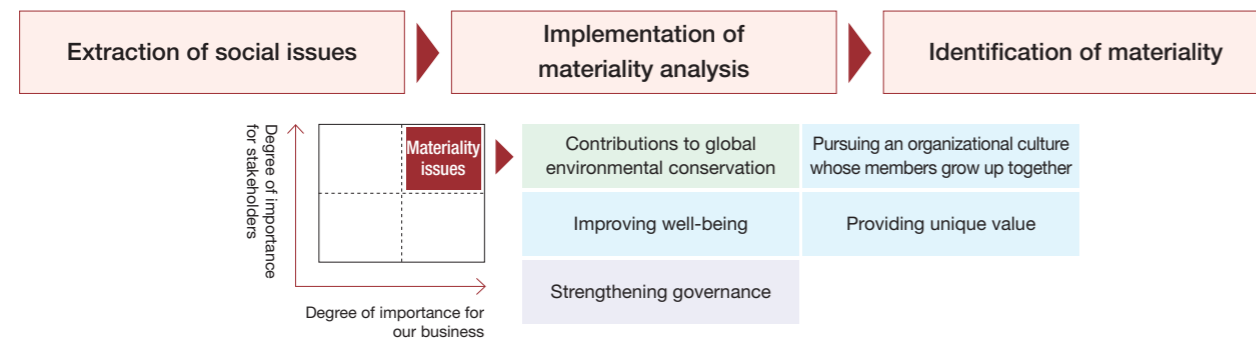
Forever vivid. Untether time.

As humanity approaches the era of 100-year life 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.

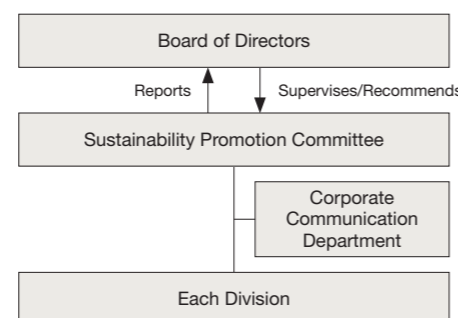
Materiality identification process

We evaluated social issues that are important to the Group and stakeholders from an ESG perspective, discussed the results with each department within the Company, and selected nine materiality candidates with particularly high priority. We restructured these nine candidates based on two axes: “pursuit of prosperity that anti-aging brings” and “corporate foundations that support growth,” and identified them as five materialities in April 2023 after a resolution by the Board of Directors.



Sustainability promotion system

In August 2022, we established the Sustainability Promotion Committee to further strengthen sustainability activities in each ESG area. The Sustainability Promotion Committee monitors initiatives for each indicator of materiality issues and the progress toward targets at least once every three months, and reports regularly to the Board of Directors. Regarding specific initiatives, the Sustainability Promotion Committee plays a central role, and related departments and the entire Company are working together to address these issues.



Materiality of the Premier Anti-Aging Group

We have identified social issues brought about by changes in the social environment and identified matters that we consider important in achieving sustainable growth as materiality in the areas of the environment, society, and governance. We will contribute to the realization of a sustainable society and enhance corporate value by setting the following goals for each materiality and promoting specific initiatives.

Pursuit of prosperity that anti-aging brings (Scope : Premier Anti-Aging Group)

Materiality	Important Issues	Initiatives	KPI	Target	Target year	FY2025 Results
Contribution to global environmental conservation	Initiatives for and contributions to a decarbonized society	Reduction of CO2 emissions	Reduction rate for Scope 1 and 2	50% reduction (Compared to July 2025)	End of July 2025	154.0t-CO2*

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

Pursuit of prosperity that anti-aging brings (Scope : Premier Anti-Aging Co., Ltd.)

Materiality	Important Issues	Initiatives	KPI	Target	Target year	FY2025 Results
Contribution to global environmental conservation	Contributions to resource recycling and circular economy	Use of environmentally friendly paper	Environmentally friendly paper usage rate*	100%	Every fiscal year end	100%
Pursuing an organizational culture whose members grow up together	Developing human resources who strive to create value and continue to grow	Improving employee engagement	Engagement scores	10% improvement (Compared to July 2023)	End of July 2027	4.7% improvement (compared to July 2023)
		Further enhancement of the nurturing environment toward an organization that nurtures and fosters each other	Review of training system and expansion of training content accordingly	Implement the matters listed on the left	Every fiscal year end	Promote review and expansion
Improving well-being	Realization of mental and physical health	Promoting health support for employees	Obtain Health Management Certification	To be continuously selected	Every fiscal year end	Certified as a Healthy Business Enterprise in 2025
Providing unique value	Pursuit of premier anti-aging quality	Spreading anti-aging among employees	Number of anti-aging qualifications held by employees	75 or more newly acquired qualifications	End of July 2027	Newly acquired qualifications: 49 (+18 to end FY2025)
			Expansion of systems to promote anti-aging	Implement the matters listed on the left	End of July 2027	Under consideration
			Participation in social activities that promote anti-aging	Implement continuously	Every fiscal year end	Continued implementation
	Collaboration with suppliers	Develop a procurement policy that incorporates elements of sustainability	Procurement policy development	Disclose procurement policy	End of July 2024	Disclosed in FY2024 Conducted policy awareness improvements and surveys

* Limited to cosmetic boxes for cosmetics

Corporate foundations that support growth (Scope : Premier Anti-Aging Co., Ltd.)

Materiality	Important Issues	Initiatives	KPI	Target	Target year	FY2025 Results
Strengthening governance	Developing and strengthening corporate governance systems	Enhance disclosure and transparency related to corporate governance	Consider and promote the matters listed on the left	—	—	—
	Thorough risk management and compliance	Compliance and information security training participation rates*1	Attendance rate	100%	Every fiscal year end	Compliance training: 99%*2 Information security training: 100%
	Protection of information security and privacy					

*1 Excluding contracted and temporary employees

*2 An extension period was set up for those who have not taken the course, and 100% of participants took the course

Contributions to Global Environmental Conservation

Initiative Policy

We will contribute to the realization of a sustainable and affluent global environment by addressing global issues such as climate change and waste pollution by working to reduce CO₂ emissions and effectively utilize resources throughout the product life cycle.

Related SDGs



Initiatives for and contributions to a decarbonized society

Climate Change Initiative Policy

Within the materiality of “Contributing to global environmental conservation,” the Group has placed emphasis on “initiatives and contributions for a decarbonized society” and is promoting efforts to “reduce CO₂ emissions.” Regarding reduction targets, which have been under review since the fiscal year ended July 2024, in July 2025 we revised our calculation standards and scope of calculations retroactively to the fiscal year ended July 2023, based on the Greenhouse Gas (GHG) Protocol, the international standard for measuring and reporting GHG emissions, to reflect our altered structure, including our office relocation and change in store numbers, and to incorporate previously excluded group companies. As a

result, our reduction targets are based on the results of the most recent fiscal year ended July 2025, and we have set the group-wide consolidated target at “50% reductions in Scope 1 and 2 emissions volume in the fiscal year ending July 2035.” The Sustainability Promotion Committee plays a central role in promoting reduction efforts across the Group.

	FY2025 Results	FY2035 Targets
CO ₂ emissions (Scope1+ Scope2)	154.0t-CO ₂ *	50% reduction (cf. FY2025)

*Scope: Premier Anti-Aging Group
*Calculations are according to market standards in the domestic setting and location standards in overseas settings. Store results include some estimates

Initiatives to reduce CO₂ emissions

Initiatives at the office

Our head office and subsidiary offices use electricity derived from renewable energy sources provided by the buildings in which they are located. Additionally, at our head office, we have introduced LED lighting and air conditioners with high-performance filters, and are working to reduce waste by optimizing air conditioning, creating an office that is also energy efficient.

Delivery by compact packaging or mail service

In order to reduce the environmental impact of shipping, we deliver the majority of products ordered through mail order via compact packaging or mail delivery. By utilizing these methods, we are working to reduce CO₂ emissions during delivery by avoiding excessive packaging and improving delivery efficiency.

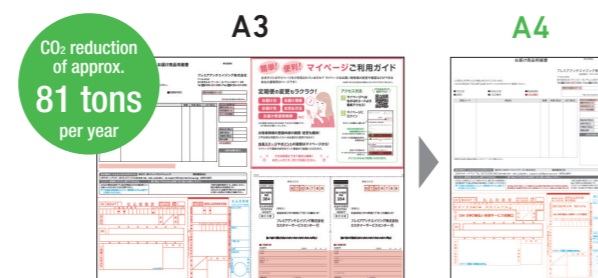
Revise the “Free Shipping” display and switch to “Shipping Charges borne by us”

In response to the Consumer Affairs Agency’s recommendation of “Logistics Issues in 2024 and

Revision of Free Shipping Display,” we have revised the display of “Free Shipping” mainly on our official online store and switched to “Shipping Charges borne by us” from December 2024. We continue to work to improve customer understanding of logistics and shipping costs and promote the realization of sustainable logistics.

Compact delivery slips

We have reduced the size of the delivery slip included with mail-order/e-commerce deliveries from A3 to A4. This eliminates approximately 81 tons of CO₂ emissions per year, while also curbing printing costs.



Contributions to resource recycling and circular economy

Usage of FSC®-certified paper

FSC® certification is a system whereby products are sold bearing the FSC label if they were made with wood from forests recognized as well managed or low risk for other factors. We use FSC®-certified paper for all our brands* that require paper packaging and for shipping boxes.



*Limited to cosmetic boxes for cosmetics

Adopting GP (Green Printing) certified factories

For the presentation boxes of some products, we use GP-certified factories that meet environmental standards for paper, ink, printing, binding, and surface treatment processes. As a procurement company, we are working to achieve the SDGs through our supply chain.



Adoption of waterless printing

We actively use materials that are printed by the waterless lithography method, a printing technique that does not discharge harmful waste liquids. This helps reduce our use and emission of hazardous substances.



Product Initiatives

CANADEL refill product

For CANADEL, which was previously distributed in disposable containers, we have adopted refills, a change that cuts plastic roughly 70%.* Compared to replacing the container each time, this reduces the CO₂ emissions 0.23 kilograms per unit, which helps protect the global environment.

*Comparison calculated based on plastic usage in existing products (body, cap, inner lid, and spatula) and refill containers



Elimination of inner lid of The Cleansing Balm

For “DUO The Cleansing Balm,”* we have improved the container to be more airtight so that we can ensure product safety even if we do not have an inner lid. By eliminating the inner lid, we have reduced plastic usage and waste.

*Excluding “DUO The Cleansing Balm Hot a”

Participating in the Used Container Collection Program

We are participating in the “LOFT GREEN PROJECT Recycling Program” implemented by THE LOFT CO., LTD.* We are implementing an initiative to collect used containers of eligible products in collection boxes installed in LOFT stores nationwide and recycle them as new materials.

*For details on participating stores and the brands and products eligible for recycling, please visit THE LOFT CO., LTD. website



Raw Materials Initiatives

We do not use microplastic beads, which are thought to harm marine life and, through the food chain, the human body. We will continue to develop environmentally friendly products.

Pursuing an Organizational Culture Whose Members Grow Up Together

Initiative Policy

We will create an environment in which each employee can demonstrate autonomous performance, grow up together through work, nurture each other, and become a group that continues to grow strong.

Related SDGs



Initiatives for Human Capital Management

The concept of human capital

Since its founding, our group has remained committed to enriching everyday life and transforming it into a new future where everyone can brighten, by providing “unique value.” Our business strategy, which relies on highly original product planning and marketing capabilities as the source of our competitive advantage, is supported by the uniqueness and the development and growth of each and every employee. In today’s rapidly changing and highly competitive business environment, we believe that in order to continue providing “unique value,” it is crucial to position human resources as a vital management asset—a source of value creation and competitive advantage—and to have a system in place to continuously link them to value creation within the organization.

Furthermore, as our business has grown rapidly, our organization has expanded, resulting in a group of individuals possessing expertise, diversity, and unique values. On the other hand, we recognize that challenges remain in instilling core values and long-term visions that drive growth, as well as developing systems that leverage individual strengths within the organization to contribute to corporate growth.

Based on these understandings, our company is promoting human capital management by focusing on two pillars: the execution of a human resources strategy that drives further organizational growth, and the cultivation of an organizational culture that allows employees to continue to thrive.

Human resource strategies to drive further organizational growth

To embody the values that our group cherishes and to support the sustainable growth of our business, we promote talent development, the creation of opportunities for advancement, and organizational transformation in an integrated manner through the following five pillars of our human resources strategy, thereby contributing to the enhancement of corporate value.

1. Promote understanding, empathy, and embodiment of Premier Anti-Aging’s purpose, management policies, and business model among each employee, and foster a sense of unity throughout the company.
2. To enable each employee to develop and maximize their abilities in their area of expertise, we will provide systematic human resource development and training opportunities, as well as continuous support to encourage growth, thereby directly linking individual growth to business growth.
3. Systematically cultivate leaders and change-making talent capable of driving organizational transformation, and strengthen the management foundation that supports sustainable growth through the appointment of diverse

- talent, including young employees and female employees.
4. Promote flexible organizational transformation in line with business changes and build an organizational structure that sustainably enhances competitiveness by ensuring the right people are in the right positions.
5. To enable continuous value creation, we promote talent management and realize a human resource strategy that supports medium- to long-term corporate growth through the discovery, development, appointment, and visibility of human resources.

Priority measures

① Revision of the personnel system

Approximately three and a half years have passed since the last revision of our personnel system. In order to adapt to changes in the market and our company, and to realize further business and organizational transformations in the future, we revised our personnel system again in August 2025. We are strengthening the connection between our evaluation and compensation systems and strategic talent allocation and promotion, thereby aligning them with business transformation.

② Systematization of human resource development

We are committed to human resource development with the aim of enhancing the business literacy of each employee, maximizing their individual abilities, and maximizing employee growth and organizational strength.

We offer hierarchical training programs that teach the skills required for each role, and we also provide support for employees who proactively aim to enhance their professional skills by obtaining certifications.

Fostering a corporate culture where human resources can continue to thrive

Our basic policy is based on the idea that when employees feel attachment and pride to the company, and their sense of belonging and willingness to contribute is enhanced, and when each individual feels a sense of purpose and fulfillment in their work, productivity increases, leading to improved performance and sustainable growth.

Furthermore, we believe that the alignment of the company’s purpose with the purpose of each individual employee is a crucial element for further organizational growth. Therefore, we have formulated a purpose and three promises—“No limits, Never boring, Always true”—and are promoting their dissemination throughout the organization. With these three promises as our guiding principles, we aim to establish a corporate culture where each employee, while committed to creating “unique value,” can continue to challenge themselves, thereby connecting individual growth to improved organizational competitiveness and continuously creating value.

Priority measures

① Improving employee engagement

We have positioned employee engagement as one of our key management indicators and began conducting surveys on it in 2022. Currently, we conduct these assessments every six months, identifying challenges based on changes in various indicators and feedback from employees. These challenges are then shared and discussed among management, and translated into concrete measures. We aim to improve our engagement score by 10% in the fiscal year ending July 2027 (compared to the fiscal year ended July 2023), and we have already achieved a 4.7% improvement in the fiscal year ended July 2025.

② Instillation of corporate culture

To instill our purpose and promises as part of our corporate culture, we are promoting the Purpose & Promises Infiltration Project and creating a culture book to share stories. In addition, we are sharing our values on a daily basis and working to permeate our organizational climate through weekly Monday morning broadcasts and quarterly company-wide events.

Furthermore, in order to connect individual growth to organizational growth, we believe it is important to foster mechanisms that encourage challenges and cultivate an organizational culture that supports them. Therefore, we are implementing initiatives such as “UNIPAL Academy,” where employees share their expertise and experience with each other; promoting 1-on-1 meetings to improve psychological safety; holding social gatherings to revitalize communication among employees across departments; and the “Next Vivid Award,” an employee recognition program that celebrates employees who take on challenges.

Promises

No limits

Be a professional, pushing your boundaries and seeking growth.

Never boring

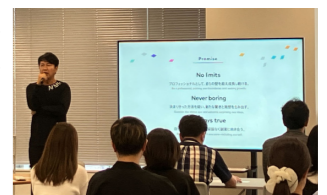
Question the status quo and welcome surprising new ideas.

Always true

Be sincere and honest with everyone—including yourself.

Employee recognition program: “Next Vivid Award”

To improve employee engagement, we have revamped our annual employee awards program into the “Next Vivid Award,” which focuses on “recognizing and celebrating the actions each individual has taken to take on challenges.” In addition to changing the name of the employee awards program, we have updated the awards to encourage a more challenging culture by creating a system in which all employees are involved, such as introducing a nomination system where employees can volunteer and changing the voting method to one in which all employees have the right to vote.



Improving Well-Being

Initiative Policy

We will strive to maintain and manage the physical and mental health of our employees and everyone involved in our company, and to achieve a work-life balance.

Related SDGs



Promoting health management

In August 2022, the Company formulated the Health Management Declaration, in the belief that it is important to have an environment where employees can work in good physical and mental health as a foundation for value creation. We will promote various initiatives based on the declaration to realize a social culture and create new common sense that enable individuals to demonstrate their individuality and abilities.

Health Management Declaration

Toward a healthy, radiant life for all

The Premier Anti-Aging Group is a pioneer in the anti-aging business, committed to helping our employees, their families, and everyone in the world stay healthy and radiant, regardless of age.

Action Guidelines

- We are committed to providing all employees and their families an environment that promotes physical and mental health and well-being, which are necessary to create unique sensibilities and thoughts.
- We will develop initiatives to ensure that not only our employees and their families but also everyone associated with our company can enjoy a beautiful, healthy, and brighter future.

Certified as a 2026 Health and Productivity Management Outstanding Organization (Large Enterprise Category)

We continue to maintain a 100% participation rate in health checkups and stress checks, and we have established a system to provide follow-up care, including secondary examinations and consultations with industrial physicians, depending on the results. Furthermore, the Company's efforts to deepen employees' understanding of anti-aging, as well as its support for club activities aimed at promoting health and fostering connections among employees, were recognized, resulting in its certification.

Promotion Framework

The President and Representative Director is responsible for health and productivity management, and is promoting it across the Company from a management perspective. Led by the Health and Productivity Management Promotion Supervisor, the Corporate Communication Department and the Human Resources Department work together as the Health and Productivity Management Promotion Division collaborating with the health insurance association, industrial physicians, public health nurses and the Safety and Health Committee to implement, evaluate, and improve health management measures.

Initiatives to achieve mental and physical health

In cooperation with our consolidated subsidiary, Venex Co., Ltd., we hold a recuperation seminar every year with the theme of improving productivity. Additionally, the Health and Safety Committee continues to take steps to raise awareness of the importance of recuperation, such as interviewing



employees and disseminating information about how they take time off.

With the aim of improving health literacy, we regularly hold events that encourage employees to be health conscious while having fun. Last year, we held a vegetable intake measurement session at the social gathering to welcome new graduates, encouraging them to re-evaluate their eating habits. We also



organized a team-based sports event called the "Table Tennis Olympics" to encourage more people to exercise.

Creating a working environment where diverse human resources play an active role

In addition to allowing flextime and remote working, we have created a flexible working environment by reducing long working hours through streamlining operations. We are also working to enhance support for balancing work with childcare and nursing care, and are promoting diverse working styles tailored to individual circumstances.

Average overtime	Paid leave taken	Childcare leave taken
7 hours	77.4%	100% 100% return-to-work rate

Note: Data shows actual results for August 2024 through July 2025

Data on human resources diversity

Number of and percentage of female managers*	18 / 40.0%
Average age of employees	40.0 years old
Average years of service	3 years and 7 months
Number of and percentage of non-regular employees	24 / 12.1%
Number of and percentage of employees with disabilities	1 / 0.5%
Number of and percentage of older employees (over 60 years old)	8 / 4.6%

Premier Anti-Aging Co., Ltd. (non-consolidated) as of the end of July 2025
*Positions above team leader

Diversity and inclusion initiatives

The Group is committed to diversity and inclusion, aiming to create an organization where diverse people respect various values and play active roles, as a source of creating "unique value."

The ratio of women in our company's workforce is 62.6%*, and we have been certified as a three-star rating company by Eruboshi, recognizing our efforts to promote the active participation of women.



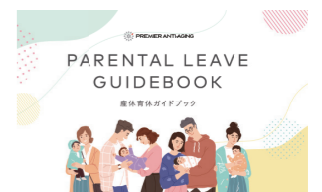
* Premier Anti-Aging Co., Ltd. (non-consolidated) as of the end of July 2025

Creating a workplace environment where everyone can thrive

As part of creating an environment where diverse working styles, including work-life balance support, can be chosen, we have implemented measures such as "reducing core hours" and "creating a maternity/childcare leave handbook," resulting in a 100% childcare leave utilization rate for both men and women in the fiscal year ended July 2025.

Going forward, we will continue to create a workplace environment where everyone can thrive, including by providing diverse working conditions and supporting the balance of work and life.

We will also promote the active participation of women and the recruitment of diverse talents.



Thanks Day

At our company, with the aim of improving the well-being of each and every employee, we hold a "Thanks Day" every December to express our gratitude for the connections we have with important people who support our employees, such as their families and partners. This event serves as an opportunity for us to express our gratitude and for our guests to deepen their relationship with our company. We offer a variety of experiences that can be enjoyed by people of all ages, including work experience workshops, lotion making in the lab, and skincare seminars using our products. Furthermore, we promote interaction through social gatherings and working parents' roundtables, fostering connections both inside and outside the company, which contributes to improving the ease of working and job satisfaction.



Providing Unique Value

Initiative Policy

In order to pursue the prosperity of each and every customer, we will continue to provide products and services that meet the unmet needs of our customers, working together with our suppliers with unconventional and flexible ideas.

Related SDGs



Aiming to improve customer satisfaction

Initiatives at customer service desk

What we strive to do when serving customers is to provide them the right knowledge about beauty care and the time to become beautiful in both skin and heart. We strive to give our customers time to feel fulfilled by providing them knowledge about skin and beauty care and listening to their worries about their skin and other concerns.

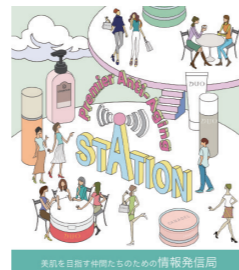
Product development incorporating customer feedback

We analyze the opinions and other feedback we receive from customers every day in order to improve our products and services. In November 2025, DUO MEN's "The All-in-One Lotion" underwent improvements to its container structure and dispenser, reducing lotion splashing and ensuring that the correct amount is dispensed, thus enhancing ease of use in daily skincare routines.

Strengthening framework to foster deeper, longer-lasting relationships with customers

At our company, we are actively working to build a fan base through the operation of our owned media "Beautiful Skin for Tomorrow" and the online community "Premier Anti-Aging Station." "Beautiful Skin for Tomorrow" operates under the motto "Update your beauty and excitement 365 days a year," providing seasonal skincare information and videos on how to use products. Furthermore, at "Premier Anti-Aging Station," in addition to disseminating information, we have valued our connection with customers by recruiting monitors and conducting surveys. Then, in October 2025, they opened "SALON by Premier Anti-Aging STATION," a community exclusively for mail order sales clients, as a place where they can experience an even more special connection. We created this space so that our fans can gather anytime and engage in close, two-way communication. Going forward, we will continue to provide experiences that allow customers to enjoy using our products through various points of contact, and to build deeper relationships with our customers.

ÁSHITA BIHADA



We operate it



Direct-to-Consumer Division CXM Department Engagement Group
left: Himawari Hase / center: Miyu Adachi
right: Ayako Nishimura, Group Manager

We are committed to helping our customers, who regularly use our products, feel the warmth and dedication of those of us at Premier Anti-Aging who work behind the scenes to create our products. Meeting customers at events makes all the hard work of preparation worthwhile, and receiving comments in the chat room makes me clap my hands in delight. "We want to connect with our customers even more!" "We want to make them happy!" With these feelings as our driving force, we will continue to deliver enjoyable projects with care and attention to detail.

Spreading anti-aging awareness among employees

Revitalizing anti-aging initiatives

To continue providing value to society through anti-aging, we believe it is important for our employees themselves to deepen their understanding of anti-aging, and to become its embodiment.

In the weekly morning broadcast, we continue to hold "Anti-Aging Relay", in which employees communicate their anti-aging efforts in a relay format, and we are expanding the circle of our efforts to more employees.



Promoting the acquisition of qualifications related to anti-aging

Given our objective to become an anti-aging company, we believe it is important for all employees, not just those involved in product planning and development, sales, or pharmaceutical affairs, to acquire and deepen their knowledge about anti-aging. Therefore, we are working company-wide to help our employees obtain anti-aging related qualification.

Since quickly achieving our initial target of obtaining 30 qualifications, we raised our target to 75 qualifications, and in the fiscal year ended July 2025, we acquired 49 qualifications. We aim to create "unique value" and make sustainable contributions to society by flexibly responding to changing social challenges, deepening our knowledge, and challenging ourselves with new initiatives.

Social contribution activities

Sponsorship of COSME BANK PROJECT

Since 2022, we have been participating in the Cosme Bank Project, which delivers products free of charge to people who cannot afford cosmetics due to financial reasons. We also carry out activities where employees put original stickers to sponsored products.



Building trust with all stakeholders

Supply chain management

We formulated our procurement policy in July 2024 and published it on our corporate website. We are raising awareness of our procurement policies among our suppliers through regular explanations and conducting interviews to comprehensively check their compliance status. We continue to work with our suppliers to promote sustainable procurement that contributes to solving social issues.

Please visit our website for more information on our procurement policy.
<https://www.p-antiaging.co.jp/en/sustainability/procurement.html>

Formulation of basic policy on customer harassment

While we value building strong relationships of trust with our customers, we also consider it our important responsibility to protect the dignity and safety of our employees and business partners (hereinafter the "employees, etc."). In September 2025, we established and published the Premier Anti-Aging Group "Basic Policy on Customer Harassment" regarding how to respond in the unlikely event that we determine that the working environment of employees, etc. is being harmed due to socially inappropriate behavior by a customer, as well as how to prevent such behavior.

Please visit our website for more information on our basic policy on customer harassment.
https://www.p-antiaging.co.jp/en/sustainability/customer_harassment_policy.html

Basic approach of corporate governance

We believe that it is important to enhance management soundness, transparency, and compliance awareness to enable us to achieve the sustainable growth of the Company and improve medium- and long-term corporate value. That is why we will work to enhance our corporate governance system as we build an organizational structure that responds flexibly to changes in the business environment and, in doing so, manage our business efficiently. In addition, we will promptly provide information to shareholders and investors based on transparency and fairness. We will demonstrate accountability by engaging constructively and honestly with shareholders and investors.

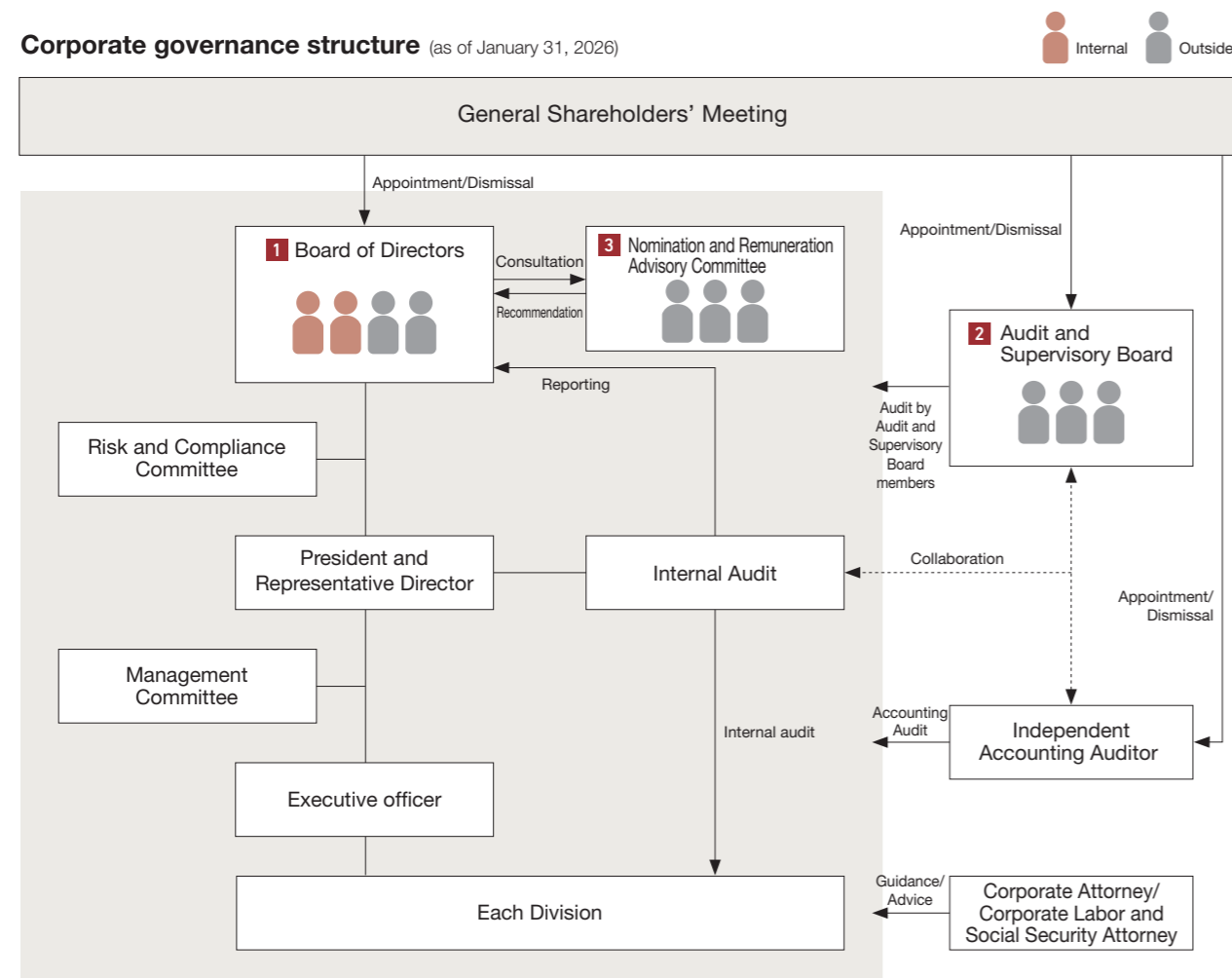
Initiatives to strengthen corporate governance

2021	Established Nomination and Remuneration Advisory Committee / Introduced Executive Officer System
2022	Shortened term of office of directors
2023	Established Liaison Committee of Non-executive Officers / Assessment of Board Effectiveness / Appointed an outside director as Chair of the Board of Directors

Overview of corporate governance system

Main items	Details
Structure of organization	Company with Board of Directors and Audit and Supervisory Board
Number of Board of Directors	4 (including 2 outside directors)
Number of Audit and Supervisory Board members	3 (including 3 outside Audit and Supervisory Board members)
Terms of office of directors	1 year
Voluntarily established committee	Nomination and Remuneration Advisory Committee
Number of independent directors/Audit and Supervisory Board members	5
Accounting auditor	Ernst & Young ShinNihon LLC

Corporate governance structure (as of January 31, 2026)



1 Board of Directors

The Company's Board of Directors, which consists of four directors, including two outside directors, makes decisions on important matters related to the Company's business operations and matters required by laws and regulations. In addition to the regular monthly meetings of the Board of Directors, chaired by the Outside Director, extraordinary meetings are held as necessary. The authority to make decisions is clarified in the Rules on Administrative Authority, and important decisions are made after deliberation at meetings of the Board of Directors. The Board of Directors establishes basic management policies and annual plans, clarifies the goals to be achieved by the Company, makes clear performance goals for each division, and has the divisions report the progress of these goals at the regular meeting of the Board of Directors to supervise the execution of business by the divisions. Furthermore, the Sustainability Promotion Committee reviews and discusses sustainability-related issues and the status of initiatives, and then reports these to the Board of Directors for further promotion. In addition, all Audit and Supervisory Board members attend Board of Directors' meetings, which enables them to monitor the status of business execution by directors. Outside directors from other industries are invited to enable management decision making based on a broader perspective and management oversight from outside the Company.

2 Audit and Supervisory Board

With a view toward strengthening governance, the Company has adopted a Company with an Audit and Supervisory Board system, which has an independent appointment setup that allows it to exercise its authority independently and is obligated to have a full-time Audit and Supervisory Board member. The Audit and Supervisory Board consists of one full-time and two part-time Audit and Supervisory Board members, all of whom are outside Audit and Supervisory Board members. The Company appoints as Audit and Supervisory Board members individuals with expertise and long-term experience who can monitor and supervise the Company's management from a broad and deep perspective. The role of Audit and Supervisory Board members in corporate governance is to enhance the Company's corporate governance system by providing objective and appropriate auditing from a highly independent and professional perspective. Each Audit and Supervisory Board member audits the legality of the execution of duties by directors in accordance with the audit plan, audit policy, and allocation of duties determined by the Audit and Supervisory Board. Regular meetings of

the Audit and Supervisory Board, chaired by the full-time Audit and Supervisory Board member, are held monthly in principle to report on the status of one another's duties and to share understanding of auditing operations.

3 Nomination and Remuneration Advisory Committee

The Company has established a Nomination and Remuneration Advisory Committee whose majority of members are independent outside officers. The Nomination and Remuneration Advisory Committee, in response to inquiries from the Board of Directors, deliberates matters related to the nomination and remuneration of directors, Audit and Supervisory Board members, and executive officers, and make recommendations to the Board of Directors. Matters concerning the nomination and remuneration, etc., of Audit and Supervisory Board members are made as recommendations to the Board of Directors with the consent of the Audit and Supervisory Board.

Policy for Appointment of Outside Directors/ Audit and Supervisory Board Members and Independence Criteria

The Company's policy is to appoint outside directors who meet the requirements for independence in accordance with the requirements for outside directors set forth in the Companies Act and the independence standards of the Tokyo Stock Exchange independent director system.

Remuneration of Directors

The Nomination and Remuneration Advisory Committee considers the amounts of remuneration for individual directors. The Board of Directors respects the recommendations of the Nomination and Remuneration Advisory Committee and decides the details of individual director remuneration, etc., within the range indicated in the recommendations. Basic remuneration for directors is determined as a fixed monthly amount within the remuneration limits resolved at the General Shareholders' Meeting. The amount is based on the standard remuneration determined for each position and for internal and outside directors, plus performance-linked remuneration reflecting corporate performance and the achievement of individual strategic goals. However, performance-linked remuneration is not awarded to non-executive directors. Stock remuneration for directors is paid monthly to executive directors through a cumulative stock investment plan that provides an incentive for continuously improving corporate value and shareholder value. Stock remuneration is determined within the remuneration limits resolved at the

General Shareholders' Meeting. The Company issues stock acquisition rights to our directors, excluding outside directors, within a framework separate from the directors' remuneration limits stated above to further increase the directors' motivation and morale to contribute to improving the Company's medium- to long-term performance and corporate value, and to enable them to share the benefits and risks of stock price fluctuations more effectively with shareholders. The amount of remuneration for Audit and Supervisory Board members is also considered at the Nomination and Remuneration Advisory Committee. With the consent of the Audit and Supervisory Board, the amount of remuneration for each member is reported to the Board of Directors, after being determined within the remuneration limits decided at the General Shareholders' Meeting.

Assessment of Board Effectiveness

We conducted a survey targeting all directors and Audit and

Supervisory Board members regarding the effectiveness of the Board of Directors, and conducted analysis, discussion, and evaluation. The content and analysis of the survey was advised by an external organization. We confirmed improvements to the issues identified last year and received generally positive evaluations from the responses to the survey, and we believe that the overall effectiveness of the Board of Directors is ensured. On the other hand, although not an urgent issue, opinions were expressed such as considering the future composition of the Board of Directors (expertise, gender, etc.) and discussing the Group's medium-to long-term strategy, and issues for further improvement of the functions of the Board of Directors and activation of discussions were also shared. Going forward, the Company's Board of Directors will take into account this assessment, thoroughly consider issues, respond promptly, and continue to advance initiatives to enhance the functions of the Board of Directors.

Internal Control System

Risk Management

The Group identifies risks that may affect the Group, prevents them from materializing, and takes measures to minimize the impact if they materialize. In addition to formulating "Risk Management Regulations," the Risk and Compliance Committee monitors the status of risk analysis and management in each division and provides guidance and supervision as necessary.

Compliance

Based on the "Compliance Regulations" established by the Board of Directors, the Group strives to ensure thorough compliance by establishing a code of conduct for all employees to act in compliance with laws, regulations, the Articles of Incorporation, and social norms, etc. In addition, the Risk and Compliance Committee monitors the status of compliance and provides guidance and supervision as necessary.

Information Security

For preventing the leakage or loss of personal information of customers obtained through mail-order/e-commerce sales and important information related to management, business, research, etc., the Group establishes regulations and rules such as the "Information Handling and Management Regulations" and strengthens its system management structure. We also provide regular education and training to our employees and ensure thorough information security management.

Quality Control

To make sure that customers using our products have confidence that such products are truly beneficial for their

skin and bodies, we have put in place strict voluntary standards for our products and services to ensure thorough quality control. We guarantee safety by conducting repeated skin safety tests, in addition to confirming that the ingredients used comply with standards. We also pursue the safety and security of all our products by continuously implementing quality assurance activities at every stage of product development, production, logistics, and postlaunch.

Management system for advertising and labeling

The Group has established a pharmaceutical management system for advertising and labeling to ensure that advertising and labeling are appropriate and comply with the Pharmaceuticals and Medical Devices Act, the Act against Unjustifiable Premiums and Misleading Representations, and other related laws and regulations. Our in-house specialized department reviews the evidence and appropriateness of expressions based on our advertising and pharmaceutical policy, and strives to provide customers with appropriate and easy-to-understand information when selecting products and services. We also strive to raise awareness of legal compliance throughout the company through regular in-house training.

Internal Audit System

We have established the Internal Audit Office as an organization under the direct control of the President, which conducts internal audits from an objective perspective independent of business execution, and checks the construction and operation status of the internal control system. The internal audit plan is approved by the President, and the head of the Internal Audit Office also reports the results of internal audits to the Board of Directors.

Management Structure

(As of January 31, 2026)

Directors



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

Audit and Supervisory Board Members



Motoyasu Ishihara
Full-time Independent Outside Audit and Supervisory Board Member



Akira Ide
Independent Outside Audit and Supervisory Board Member



Yosuke Kondo
Independent Outside Audit and Supervisory Board Member

Executive Officers



Keigo Uemura
Executive Officer



Yuka Uehara
Executive Officer



Masahiro Noda
Executive Officer



Hirotaka Mukubayashi
Executive Officer



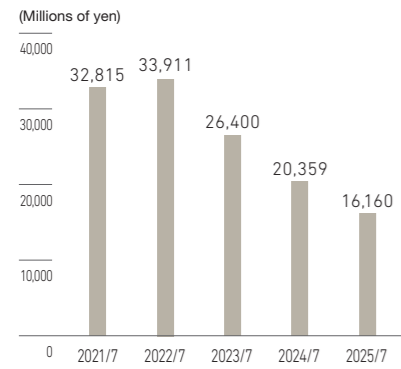
Masaki Moriya
Executive Officer



Motoyuki Fukushima
Executive Officer

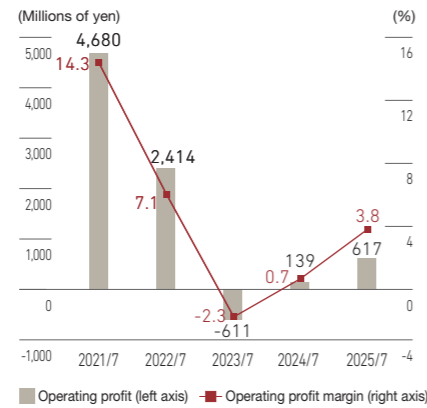
Financial Highlights

Net sales

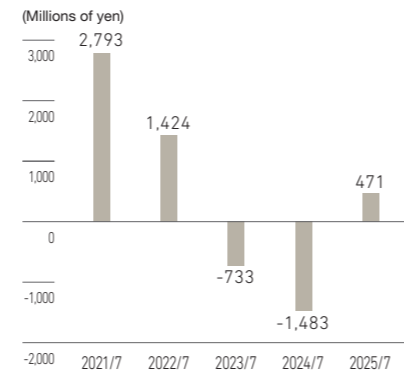


Note: Net sales do not include consumption tax, etc.

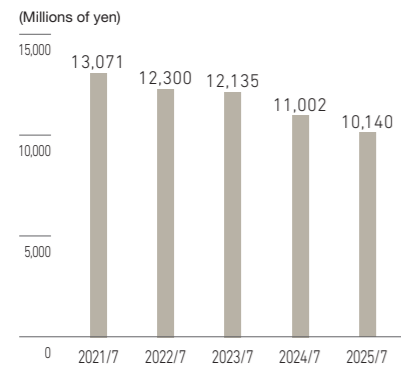
Operating profit/Operating profit margin



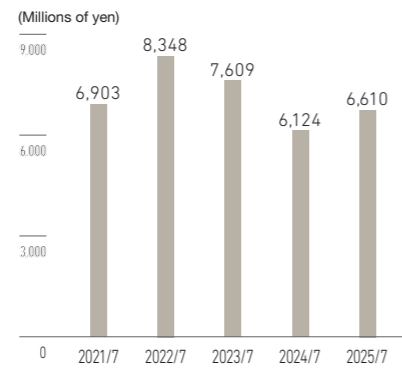
Profit attributable to owners of parent



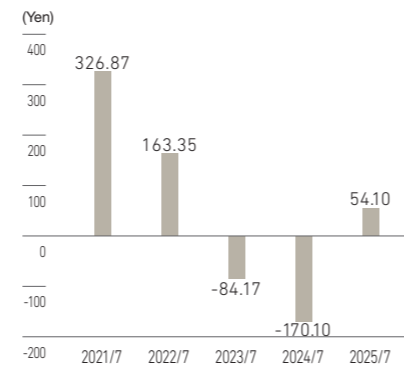
Total assets



Net assets

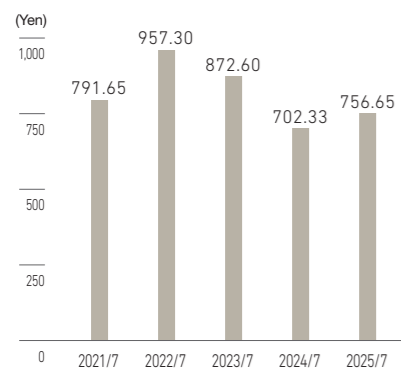


Basic earnings per share



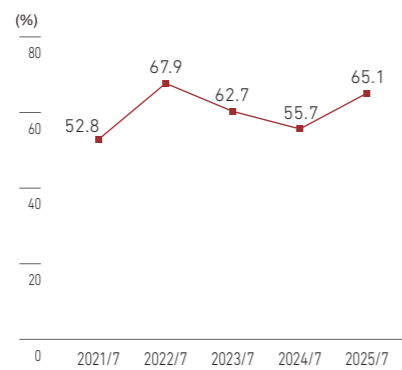
Note: A 20-for-1 stock split of common shares was conducted on August 29, 2020. Calculations are based on the assumption that the stock splits were conducted at the beginning of the fiscal year ended July 31, 2021.

Net assets per share

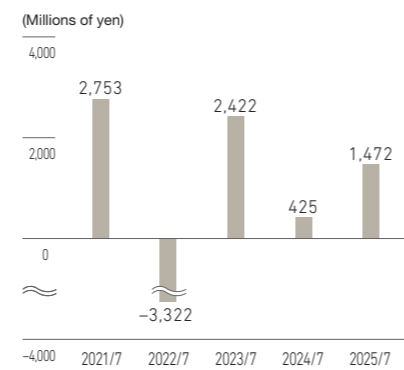


Note: A 20-for-1 stock split of common shares was conducted on August 29, 2020. Calculations are based on the assumption that the stock splits were conducted at the beginning of the fiscal year ended July 31, 2021.

Equity ratio



Cash flows from operating activities



Company Overview

Company name	Premier Anti-Aging Co., Ltd.
Headquarters	2-6-1 Toranomom, Minato-ku, Tokyo, 105-5534
Established	December 2009
Capital	50,000,000 yen
Number of employees	224 (consolidated; as of January 31, 2026)
Businesses	Planning, development, import/export, mail-order/EC, wholesale and retail business of cosmetics, health food products and recovery wear
Affiliated companies	Venex Co., Ltd. Premier Anti-Aging (Shanghai) Co., Ltd.
Member organizations	Japan Direct Marketing Association Cosmetic Fair Trade Conference Tokyo Cosmetic Industry Association

Stock Information

(As of January 31, 2026)

Total number of shares authorized to be issued	32,000,000
Total number of shares issued and outstanding	8,720,534
Number of shareholders	7,581
Listing exchange	Growth Market, Tokyo Stock Exchange
Securities code	4934
Shareholder registry administrator	Sumitomo Mitsui Trust Bank, Limited 1-4-1 Marunouchi, Chiyoda-ku, Tokyo, Japan

Major shareholders

Name	Number of shares held (shares)	Shareholding ratio (%)
Premier Management Co., Ltd.	3,978,000	45.62
Kiyoshi Matsuura	1,877,400	21.53
Rui Ohki	292,300	3.35
SBI SECURITIES CO., LTD.	128,814	1.48
Rakuten Securities, Inc.	113,300	1.30
Hidenobu Kon	42,000	0.48
Naruhiko Ozaki	36,000	0.41
Megumi Ochi	31,500	0.36
Shinji Kojima	27,000	0.31
NOMURA INTERNATIONAL PLC A/C JAPAN FLOW	23,721	0.27

Note: 1. The shareholding ratio is calculated excluding treasury shares (155 shares)
2. Premier Management Co., Ltd. is the asset management company of Kiyoshi Matsuura, representative director of the Company



**PREMIER
ANTI-AGING**

<https://www.p-antiaging.co.jp/>