



Investors' Guide

ARTNATURE INC.

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Business Outline

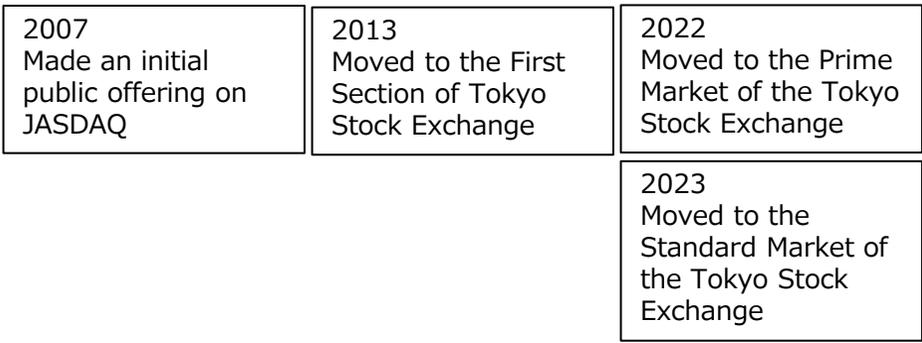
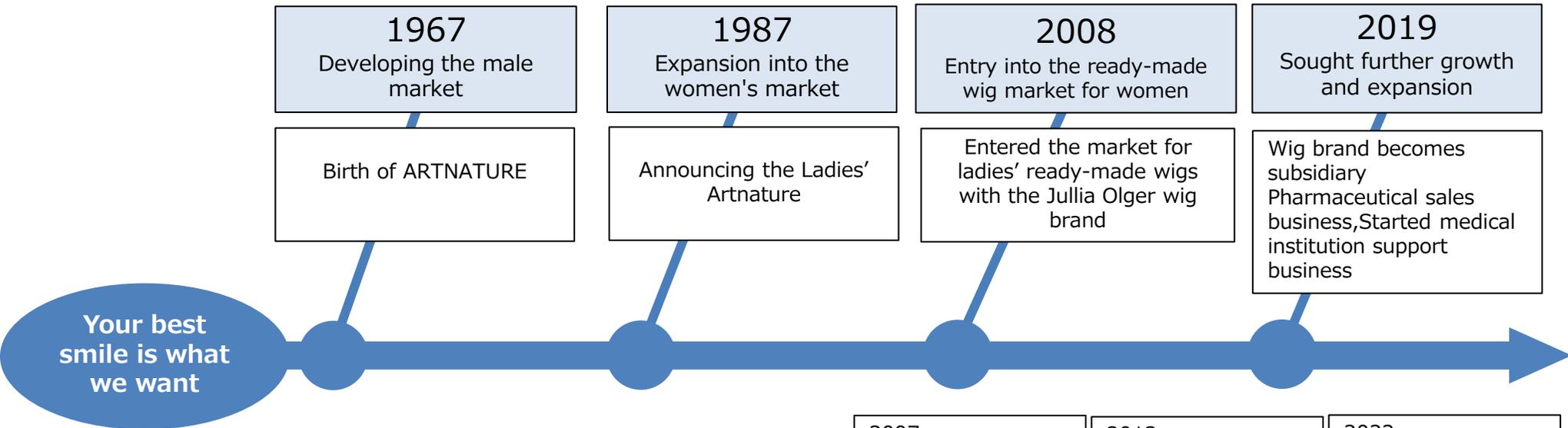
We are a pioneer of a comprehensive hair company that handles "custom-made wigs."

Our Motto

「Your best smile is what we want」

Head Office Location	:	3-40-7 Yoyogi, Shibuya-ku, Tokyo 151-0053, Japan
Name of Representative	:	Yoshikata Igarashi
F o u n d e d	:	April 1965
E s t a b l i s h e d	:	June 1967
Business Overview	:	Manufacture and sale of custom-made wigs and hair addition products provision of hair growth services and styling services
P a i d - i n c a p i t a l	:	¥3,667 million
Listed market	:	TSE Standard Market (Securities Code : 7823)
E m p l o y e e s	:	3,899 (Non-consolidated : 2,382) *As of March 31, 2025
Store Network	:	Domestic Stores 280 Jullia Olger 88 *As of March 31, 2025
Domestic Subsidiaries	:	5 (Wig sales business, entertainment business, medical institution support business, etc.)
Overseas Subsidiaries	:	Factory Relations 3 (Philippines, Bangladesh*under construction) Sales-related 3 (Singapore, Malaysia, Thailand)

Wig manufacturer with over 55 years of business experience

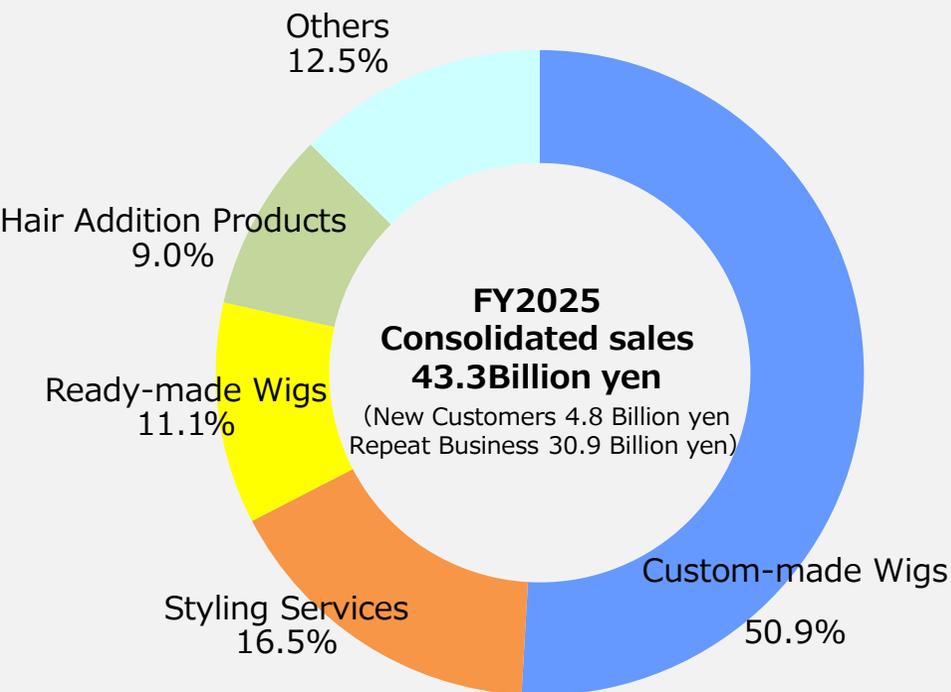


Company Name	Established
ARTNATURE	1967
ADERANS	1969
SVENSON	1984
REVE21	1993

(Source) Website of each company

Sales composition centered on custom-made wigs

Sales ratio by product and service
(Consolidated/Gender total)



Sales ratio
51%

Custom-made Wigs

All products are hand-made



Sales ratio
17%

Styling Services

After-sales service for customers who purchase products and services



Sales ratio
11%

Ready-made Wigs (Jullia Olger)

Opening stores in shopping malls, etc.
Approximately 90 stores nationwide



Sales ratio
9%

Hair Addition Products

Attach several artificial hairs to the base of your own hair

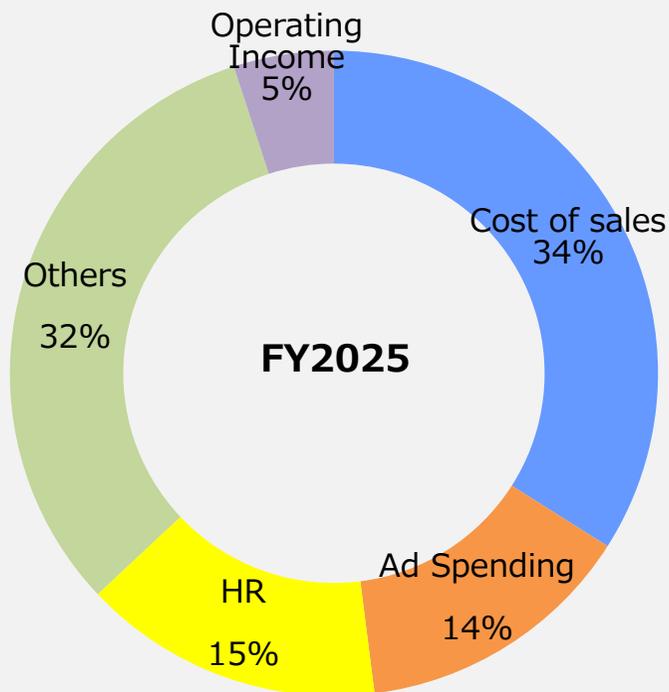


There are two brands that handle custom-made wigs.

ARTNATURE アートネイチャー	Ladies' ARTNATURE レディースアートネイチャー
Offered since 1967	Offered since 1987
Customer base Men in their 40s to 60s Many people have hair problems	Customer base Women in their 60s to 80s It is used not only for hair concerns but also for fashion
Unit purchase price Custom-made wig price range 500,000 to 600,000 yen	Unit purchase price Custom-made wig price range 500,000 to 600,000 yen
Annual production volume of custom-made wigs Over 60,000 pieces	

In terms of expenses, there are many “advertising expenses” necessary to acquire new sales and “personnel expenses” because it is a labor-intensive business

Sales ratio (consolidated/operating income basis)



Sales ratio
34%

Cost of sales

Expenses required for product provision. It mainly consists of product costs and stylist labor costs.

Sales ratio
14%

Ad Spending

Mainly costs required to acquire new customers. Expenses are used for various media such as TV, Internet, newspapers, magazines, etc.

Sales ratio
15%

HR

Personnel costs for head office staff, counselors, sales staff, etc.

Sales ratio
32%

Others

Sales activity expenses such as travel expenses and sales promotion expenses. Store maintenance costs such as utilities and rent.

Business Features

Wigs aren't the only option for growing hair.
We has a wide range of products to meet your hair-related concerns and needs.

Customer Needs

Increased hair volume

Hair growth

Stylish hair

Beauty and health

Services Offered

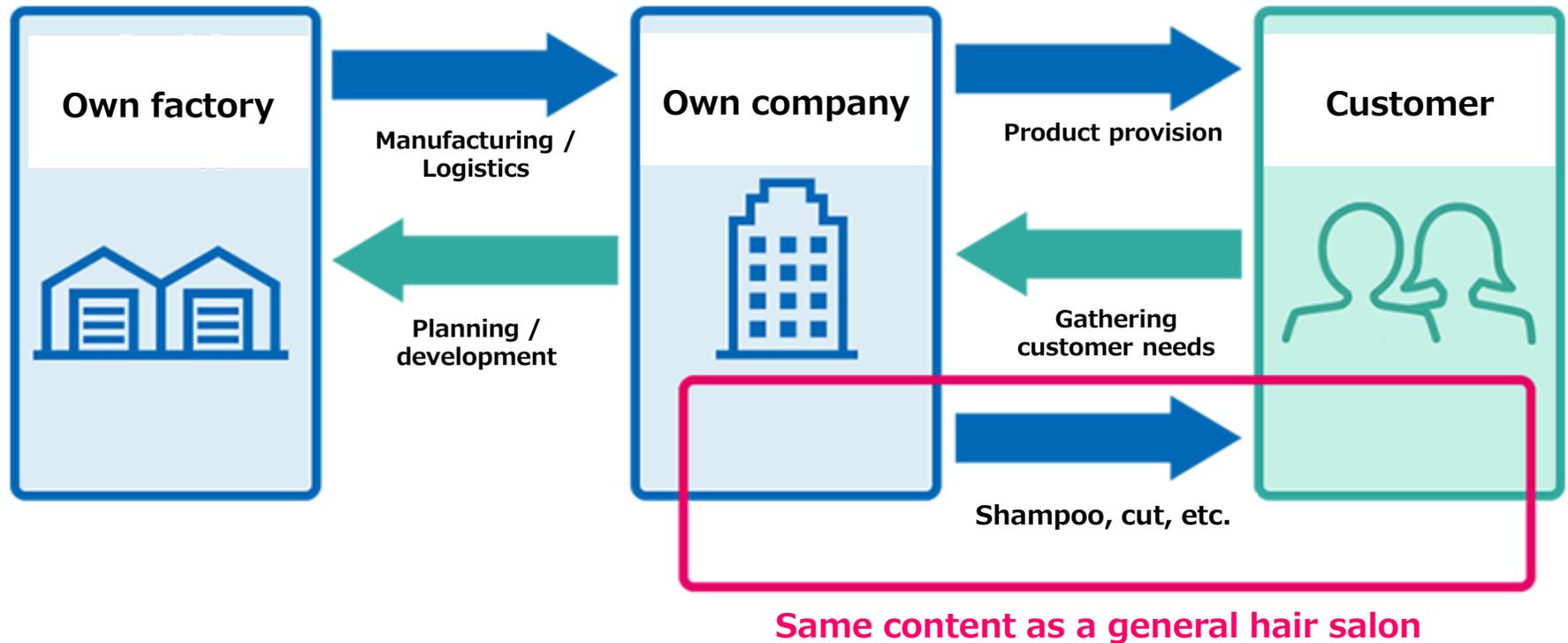
Wigs/Hair Addition/Medical Supply Sales

Hair Growth Services

After Styling Service

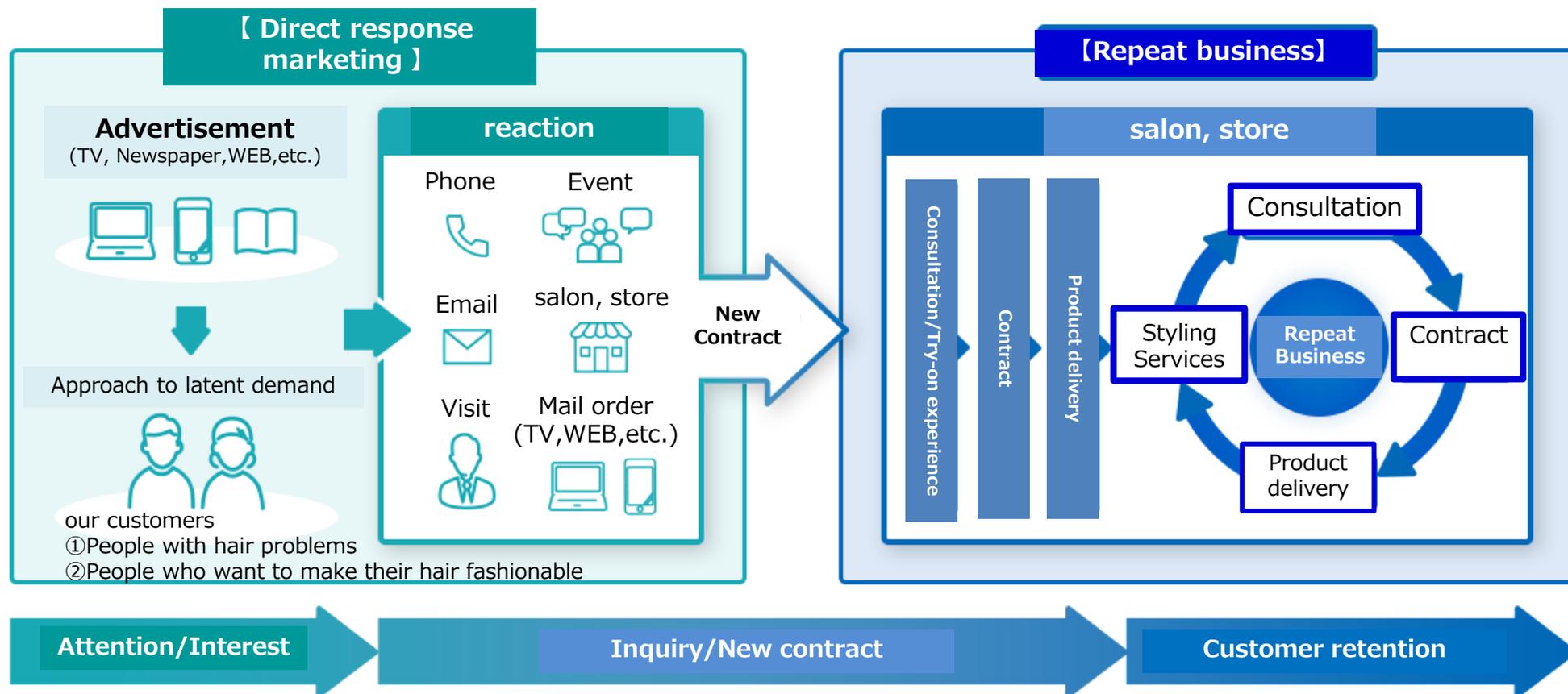
Hair Care Products/Health Foods

Custom-made wigs are a form of manufacturing retail business that vertically integrates a series of operations from planning and development to manufacturing and sales.



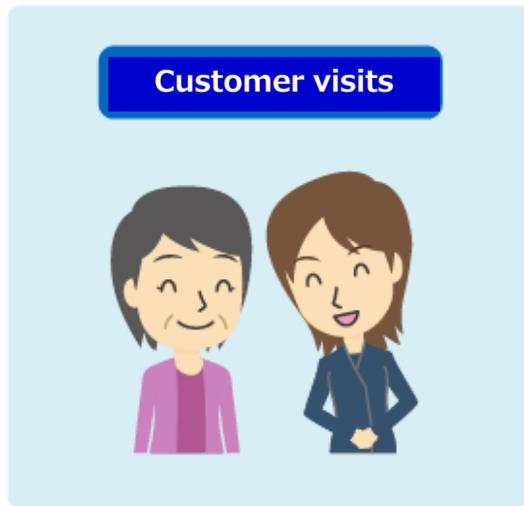
Business Features③ Reactive and repeat sales

Sales activities in the custom-made wigs business can be divided into "direct response marketing" and "repeat business".

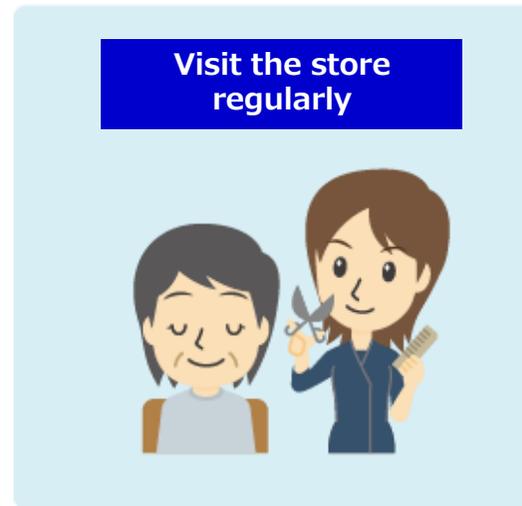


We are a stock-type business based on the premise of building relationships of trust with our customers

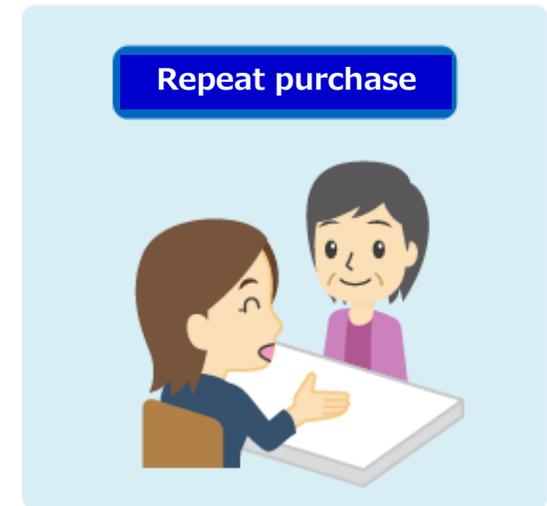
Customer retention image



- Assign a representative to each customer and begin serving them in private rooms to ensure privacy.



- Deepen communication and build trust between the customer and the person in charge through regular natural hair cutting and maintenance

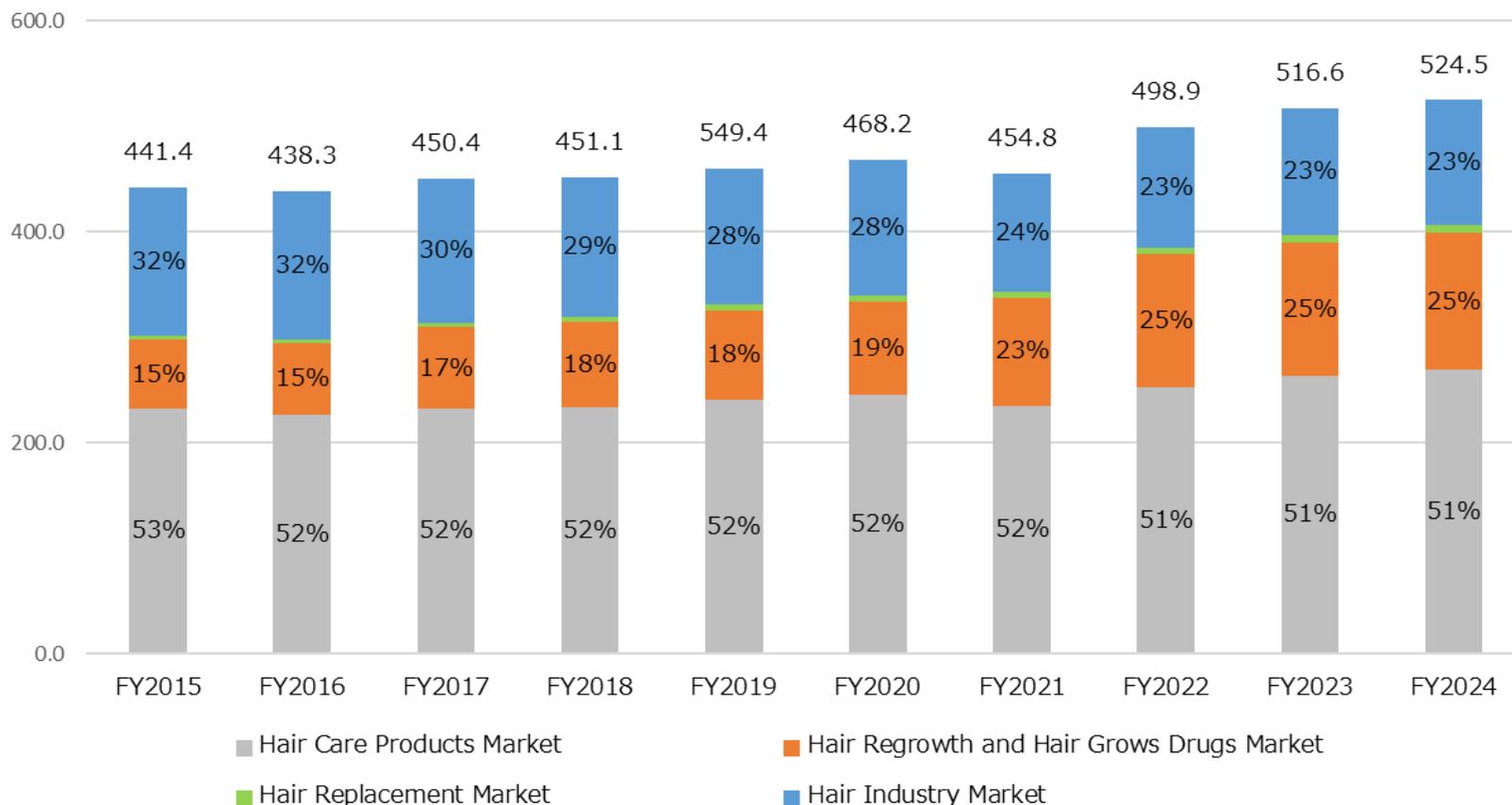


- The person in charge understands customer needs through communication with customers, and proposes and sells new products.

Market Trends

The overall market is on an increasing trend, mainly due to the growth of the hair growth and nurturing market

(¥ Billion)



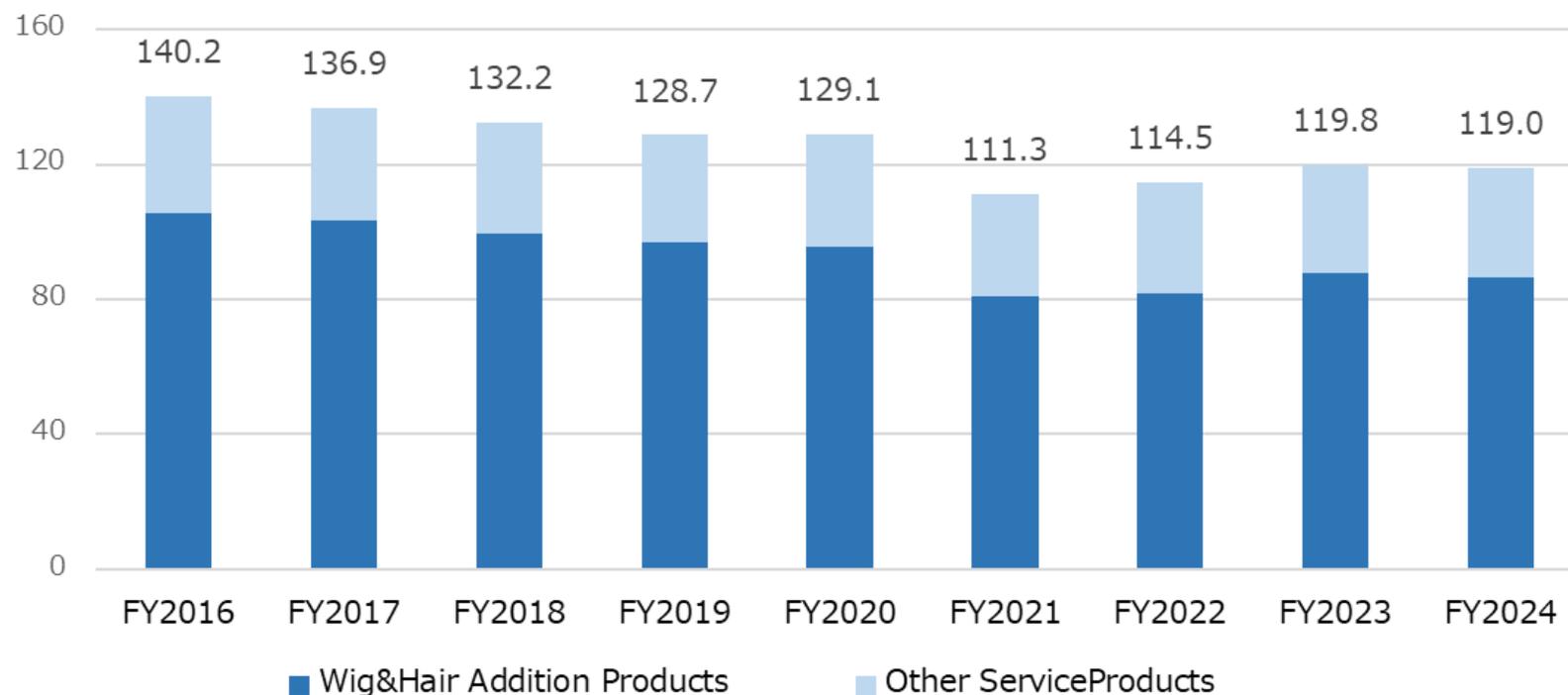
* Based on companies

Source of: Yano Research Institute Ltd.「Hair care marketing general view」

Domestic hair industry market is in a diminishing trend (Wigs and Hair Addition Products are shrinking)

Recovery will occur in FY2022, but market size will not return to pre-pandemic coronavirus levels

(¥ Billion)



* Based on companies

Source of: Yano Research Institute Ltd.「Hair care marketing general view」

Competitive Edge

Familiarity with the ARTNATURE brand

High name recognition + public credibility as a listed company ⇒ Driving force for business expansion

Industry-leading “Product Development Capability”

Provide new products quickly and effectively by taking advantage of the manufacturing and retailing business format that links planning, manufacturing, and sales.

Store network covering the entire country

Network in all prefectures ⇒ Same quality of service in all areas

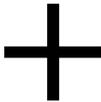
Numerous certified hairdressers with specialized skills

Approximately 1,800 qualified barbers and beauticians on staff ⇒ Thorough support from after-sales service to advice after purchase

Strong financial position

Cash and deposits in excess of 20 billion yen, equity ratio of over 50% ⇒ We are well-positioned for future growth

In addition to its high name recognition as a wig brand, the company's high social credibility as a publicly listed company is a driving force for business expansion.



Among the domestic hair industry The only publicly listed company

By completing the planning, development, manufacturing, and sales of new products within the group, we have established a system that enables us to quickly introduce original products that meet customer needs.

How new products are made

- STEP1 Needs gathering

- STEP2 Planning

- STEP3 In-house review

- STEP4 Prototype production

- STEP5 Internal review

- STEP6 New products completed

【Points of Attention】

- ① Research skills in gathering needs
Identify trends in new materials and technologies as well as feedback from customers, sales staff, etc.
- ② Idea generation emphasizes differentiation from other companies
Consider planning based on the current approach from the accumulation of ideas and technologies, including those from the past.
- ③ Careful planning and deliberation with board members
Exchange of opinions at development meetings with everyone from young staff to management
- ④ Prototype production in cooperation with our own factory
Created through constant exploration and trial and error
- ⑤ Thorough internal verification
Verification of product quality and performance using in-house monitors
- ⑥ Completion of new products
Lectures and technical training for sales staff on product features and usage scenarios, etc.

Nationwide network of stores and a large number of nationally certified stylists
⇒ Very high barriers to entry from other companies



Qualified hairdresser
/beautician

Approx. 1800 persons

※ Domestic Non-consolidated

The company has approximately 80% (1,800) of its domestic employees who have obtained barbering and beauty certifications.

They spend at least half a year acquiring specialized skills related to wigs, and are constantly striving to improve their skills.

About Our Expertise

- Wig cleaning
- Blow-drying wigs
- Wig set
- Wig maintenance
- Styling of wigs and own hair
- Cutting of artificial hair, installation of hair addition, etc.

New stylists spend six months to a year after joining the company to learn this specialized skill through training.

Specialized techniques are changed according to trends, and technical skills are improved daily through group training by job level and individual training by advisors in each region.

The coronavirus pandemic actively implemented online training.

Maintains the top market share in the industry due to its strong financial position

Operating Cash Flow



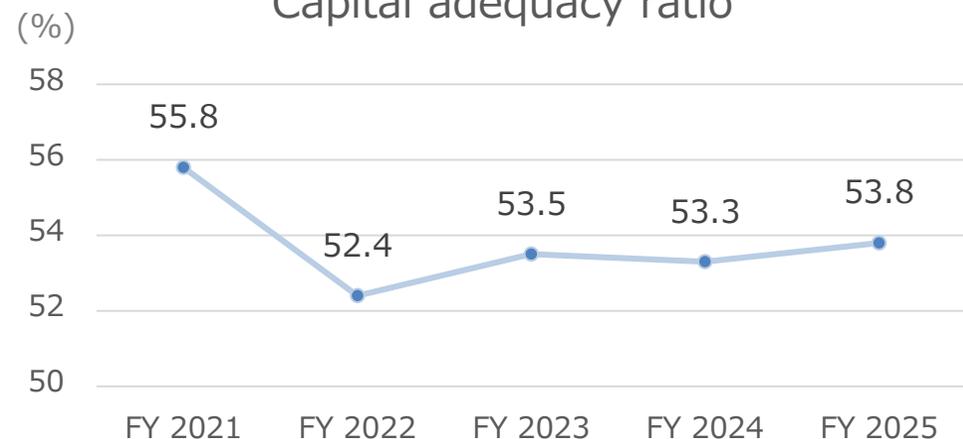
Current ratio



Free Cash Flow



Capital adequacy ratio



Business plan

With its vision as “Pioneering the Next Generation: ARTNATURE’s Leap Forward,” the Medium-Term Management Plan 2023-2025 is positioned as the third step toward the realization of the long-term vision for 2027, the 60th anniversary of the company’s founding.

**AN
Group
Motto**

“Your best smile is what we want.”

**AN Long-Term Vision
2026 (60th Anniversary)**

“A Decade to Open a New Future”
Open up a new future by shifting to a management style emphasizing customer satisfaction and profitability, while exploring new business areas.

**N
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3rd step

Medium-Term Management Plan
2023-2025 Vision

“Pioneering the Next Generation: ARTNATURE’s Leap Forward”
Make a new breakthrough to the realization of the long-term vision based on the achievements to date

2nd step

Medium-Term Management Plan
2020-2022 Vision

“Pioneering the Next Generation: ARTNATURE’s Challenge”
Embrace the challenges to enhance business value in spite of an uncertain future

1st step

Medium-Term Management Plan
2017-2019 Vision

“Pioneering the Next Generation: The Birth of ARTNATURE”
Aim for a recovery in business performance to build a solid foundation

**Strengthening of Business Foundation
Corporate Responsibility**

Vision (Medium-Term Management Plan: Overview)

The final-year target of the current medium-term plan, sales of over 50 billion yen, has been revised based on the latest financial results.

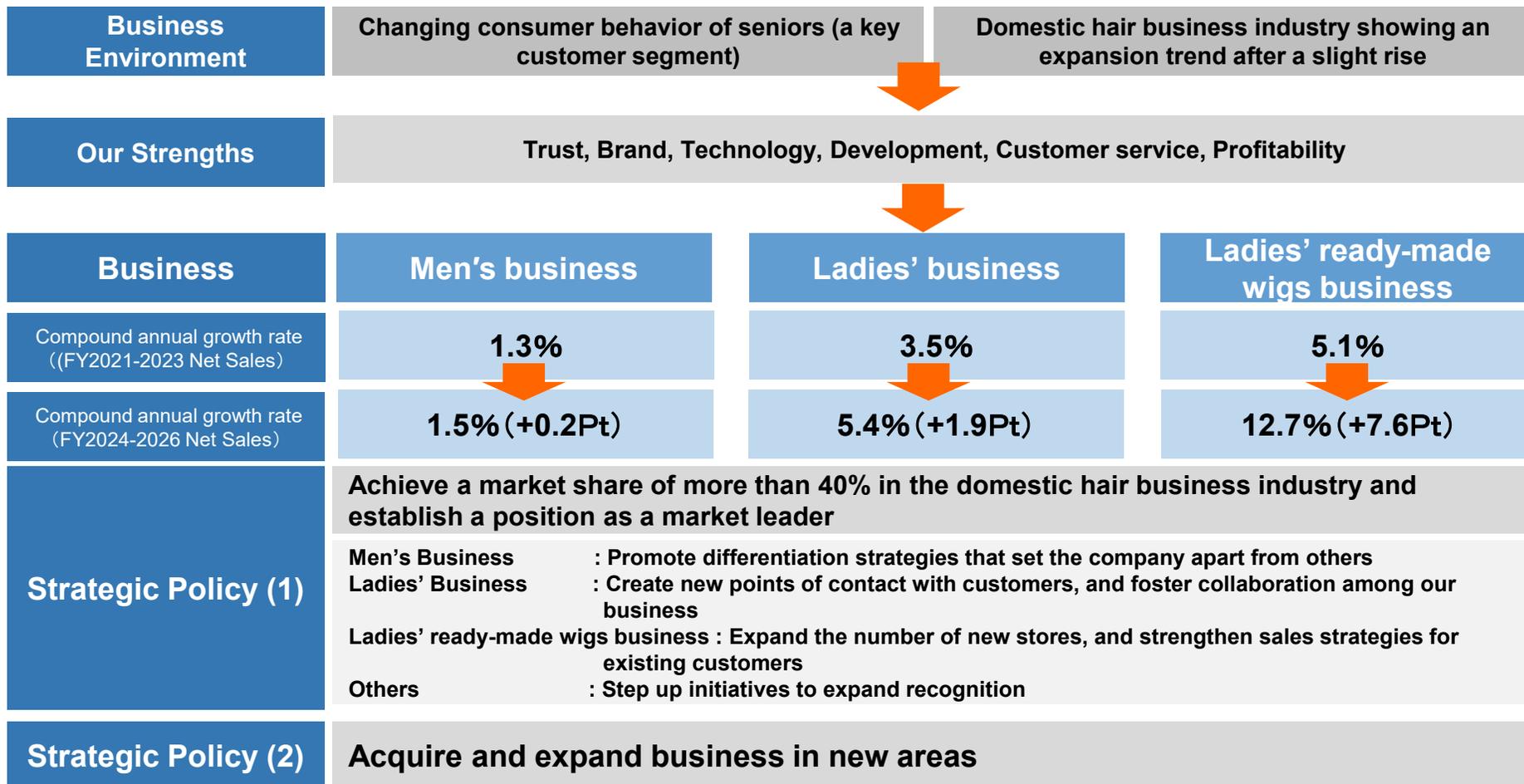
Long-Term Vision “A Decade to Open a New Future”

	Previous two mid-term management plans	Previous Mid-term Management Plan	New Medium-Term Management Plan	Final fiscal year
Medium-Term Management Plan	2017-2019	2020-2022	2023-2025	2025
	REBORN	Challenge	Advance	Revision
	Pioneering the Next Generation: The Birth of ARTNATURE	Pioneering the Next Generation: ARTNATURE’s Challenge	Pioneering the Next Generation: ARTNATURE’s Leap Forward	
Net sales※1	39.4Billion yen (2019)	43.2Billion yen (2022)	52.3Billion yen (2025)	
Ordinary Income Margin ※1	7.6% (2019)	8.2% (2022)	10.0% (2025)	
ROE※1	6.2% (2019)	7.5% (2022)	10.3% (2025)	
Hair business market share※2	30.5% (2019)	35.3% (2021)	Over 40% (2025)	—

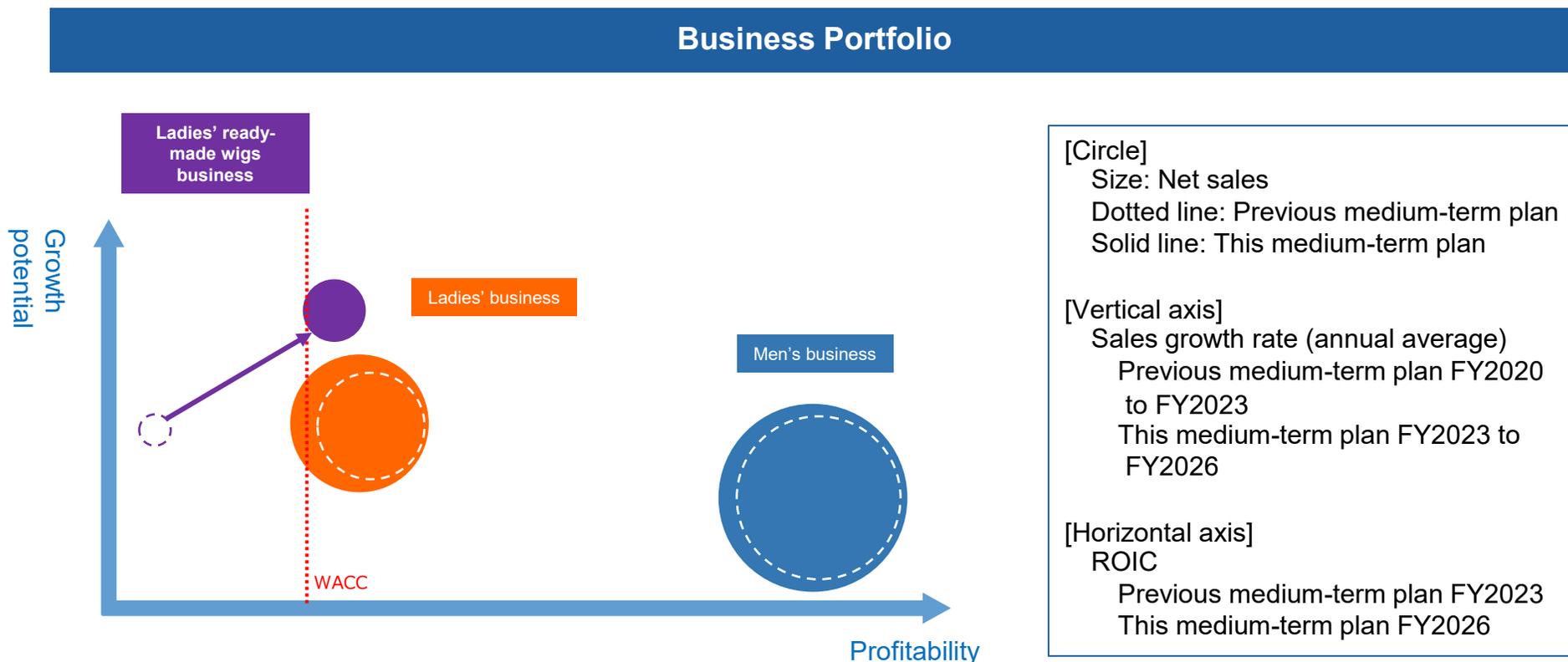
*1 Net sales, Ordinary income margin, and ROE shown are actual results and plans for the final year of the medium-term management plan.

*2 Hair business market share: the ratio of our sales to the industry’s total domestic sales (2019, 2021)

Improve business performance and boost market share in the hair business industry, establish a position as the domestic market leader, and acquire and expand business in new areas



Expand the Ladies' business and the Ladies' ready-made wigs business by investing profits from the Men's business into the custom-made and ready-made wigs businesses for women.



***Simplified image of our business portfolio**

Aim to expand business performance and market share in the hair business industry in order to propel “ARTNATURE, pioneer of the next generation” to the next stage.

Key Themes

Value Creation

- Establish a position as a market leader in the domestic hair business industry
- Acquire and expand business in new areas

Sustainability Promotion

- Create a sustainable society
Promote compliance with the Corporate Governance Code (climate change, respect for human rights, human capital)
Implement SDG initiatives
- Achieve sustainable growth in corporate value
Improve labor productivity/production stability/administrative efficiency

Dialogue with the Market

- Consider new information disclosure
- Consider additional shareholder return policy (dividend increase, shareholder benefits, etc.)

Indicators (FY2026)

Financial Indicators	Net sales (Compound annual growth rate)	47.6 Billion yen
	Ordinary Income Margin	6.0%
	ROE	5.5%
Non-financial Indicators	Hair business market share	40% or more
	GHG emissions	To be established by 2025 <Reference> FY2022 Domestic non-consolidated Scope 1, 2 → 6,076t-CO2
	Percentage of female managers Wage gap between male and female employees Percentage of male employees taking childcare leave	22% or more Currently +1.0% 82% or more

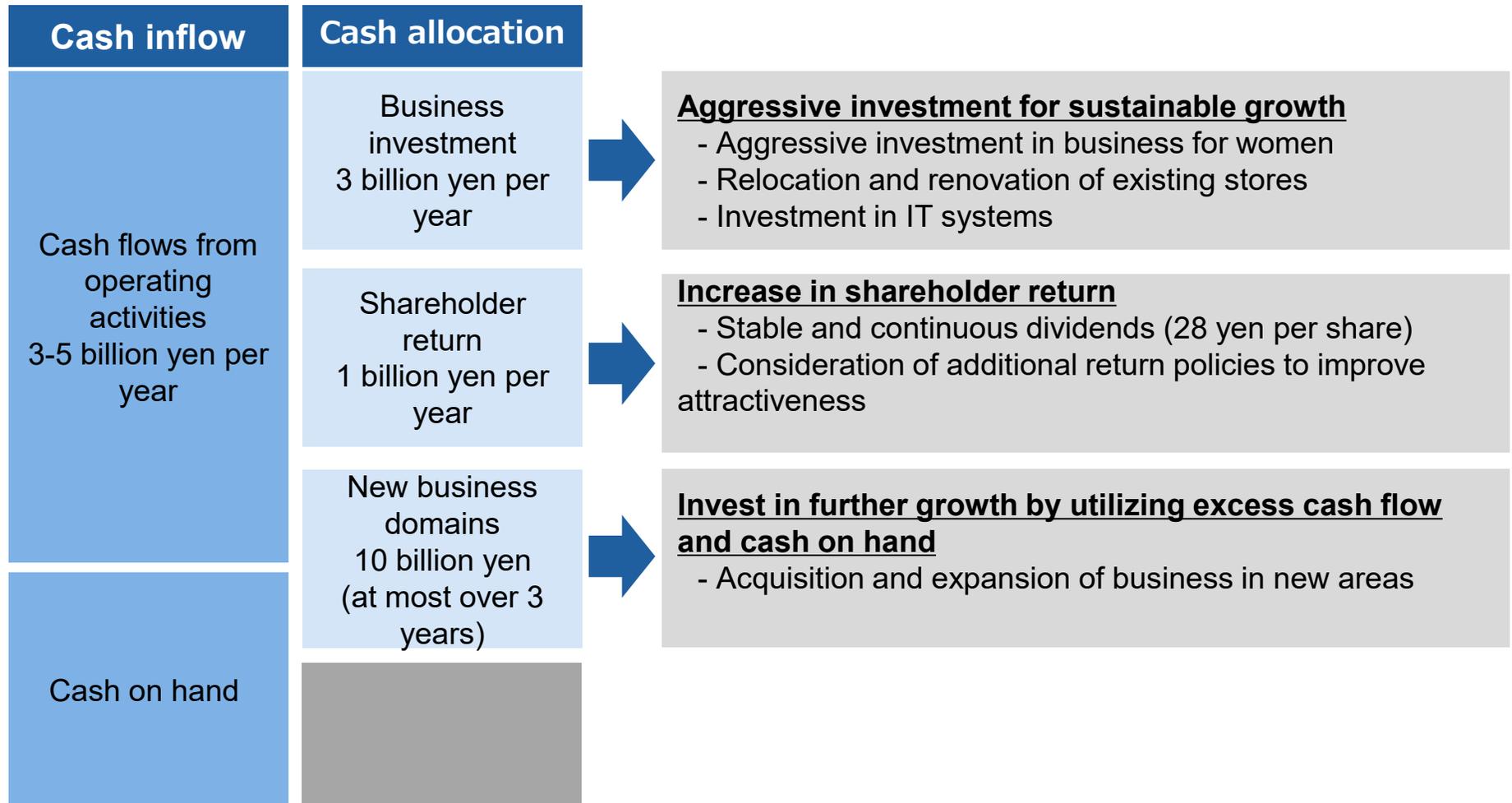
Aim to steadily achieve the revised final-year (FY2026) plan and build a foundation for the next medium-term management plan.

Key Indicators	Previous Mid-term Management Plan			This medium-term plan					
	FY2021	FY2022	FY2023	FY2024		FY2025		FY2026	
				Initial plan	Result	Initial plan	Result	Initial plan	Revision Plan
Net sales	35.8Billion yen	40.4Billion yen	43.2Billion yen	44.7billion yen	42.8billion yen	47.0billion yen	43.3billion yen	52.3billion yen	47.6billion yen
Compound annual growth rate	Men's business 1.3%		Ladies' business 3.5%	Ladies' ready-made wigs business 5.1%		Men's business 1.5% ⇒ 0.4% (-1.1Pt) Ladies' business 5.4% ⇒ 1.9% (-3.5Pt) Ladies' ready-made wig business 12.7% ⇒ 12.7% (±0.0Pt)			
Ordinary Income Ratio	5.6%	7.5%	8.2%	8.5%	6.4%	9.7%	5.2%	10.0%	6.0%
ROE	3.3%	4.9%	7.5%	8.2%	5.6%	9.6%	3.1%	10.3%	5.5%
Ordinary Income Average annual growth rate	6.4%	4.3%	5.2%	5.2%	3.6%	5.2%	4.4%	5.2%	4.4%

Disclose appropriate non-financial indicators through environmental and social initiatives.

Key Indicators (Non-financial)		Benchmark		This medium-term plan	
		FY2022	FY2023	FY2024 - FY2026	
Environment	GHG emissions	6,076t-CO2 <small>Domestic non-consolidated, Scope 1, 2</small>	—	Target to be set during the period of this medium-term plan	To be set as soon as we know the GHG emissions of our subsidiaries in Japan and overseas
Society	Percentage of female managers	—	19.4% <small>As of April 2022</small>	22.0% or more	
	Wage gap between male and female employees	—	73.5% <small>Including non-regular employment</small>	Increase by 1.0% or more from the current level	We have a high percentage of female employees and employees with shorter working hours.
	Percentage of male employees taking childcare leave	80.6%	72.4%	82.0% or more	

Invest in growth, including in new business areas (fields related to beauty and health) and increase shareholder returns by utilizing cash on hand and cash flows from operating activities.



Aim to return profits to shareholders as planned in accordance with the new dividend policy set in FY2024.

Basic policy

Based on a consolidated payout ratio of 40% or higher, we will strive to increase dividends in line with consolidated performance (increase in increments of 1 yen), with the current annual dividend of 28 yen as the minimum limit.
 However, **until we achieve an ROE of over 10%, the consolidated payout ratio will be set to 50% or higher**. If consolidated net income fluctuates significantly, we may adjust the dividends to account for these fluctuations.

Key Indicators (Shareholder Returns)	Previous Mid-term Management Plan			Medium-Term plan					
	FY2021	FY2022	FY2023	FY2024		FY2025		FY2026	
				Initial plan	Results	Initial plan	Results	Initial plan	Revised plan
Net income per share	25.99yen	37.51yen	58.00yen	65.92yen	44.99yen	80.08yen	25.25yen	91.04yen	44.99yen
ROE	3.3%	4.9%	7.5%	8.2%	5.6%	9.6%	3.1%	10.3%	5.5%
Dividend per share	28yen	28yen	28yen	33yen	28yen	28yen or more	28yen	28yen or more	28yen or more
Dividend payout ratio	107.7%	74.7%	48.3%	50.1%	62.2%	50% or more	110.9%	40% or more	50% or more

Risk Information

Risks are weighed by multiplying the impact (vertical axis) by the likelihood of occurrence (horizontal axis), and prioritizes them by multiplying the impact (vertical axis) by the likelihood of occurrence (horizontal axis). (Red letters indicate risks of high importance)

degree of influence	Large	<div style="border: 1px solid black; border-radius: 15px; padding: 5px; margin-bottom: 5px; color: red;">IT & Systems</div> <div style="border: 1px solid black; border-radius: 15px; padding: 5px; margin-bottom: 5px; color: red;">Information leak</div>	<div style="border: 1px solid black; border-radius: 15px; padding: 5px; margin-bottom: 5px; color: red;">Natural disaster</div> <div style="border: 1px solid black; border-radius: 15px; padding: 5px; margin-bottom: 5px; color: red;">Supply chain</div> <div style="border: 1px solid black; border-radius: 15px; padding: 5px; margin-bottom: 5px; color: red;">Production</div>	
	Medium	<div style="border: 1px solid black; border-radius: 15px; padding: 5px; margin-bottom: 5px;">Infectious disease</div> <div style="border: 1px solid black; border-radius: 15px; padding: 5px; margin-bottom: 5px;">Technological innovation</div> <div style="border: 1px solid black; border-radius: 15px; padding: 5px; margin-bottom: 5px;">Compliance</div>	<div style="border: 1px solid black; border-radius: 15px; padding: 5px; margin-bottom: 5px;">Politics</div> <div style="border: 1px solid black; border-radius: 15px; padding: 5px; margin-bottom: 5px;">Market</div> <div style="border: 1px solid black; border-radius: 15px; padding: 5px; margin-bottom: 5px;">Reputation</div> <div style="border: 1px solid black; border-radius: 15px; padding: 5px; margin-bottom: 5px;">Human capital</div>	<div style="border: 1px solid black; border-radius: 15px; padding: 5px; margin-bottom: 5px; color: red;">Financing</div> <div style="border: 1px solid black; border-radius: 15px; padding: 5px; margin-bottom: 5px; color: red;">Investment</div>
	Small	<div style="border: 1px solid black; border-radius: 15px; padding: 5px; margin-bottom: 5px;">Intellectual property</div> <div style="border: 1px solid black; border-radius: 15px; padding: 5px; margin-bottom: 5px;">Product liability</div>		
		Small	Medium	Large
		Possibility of Occurrence		

The risks of high importance and their countermeasures are as follows

Risk item	Contents	Countermeasure
Natural disaster risk	Earthquakes, tsunamis, windstorms, climate change	<ul style="list-style-type: none"> • Formulation of BCP (Business Continuity Plan) • Conduct periodic drills • Decentralization of logistics bases
IT and Systems Risk	Cyber attacks, system failures	<ul style="list-style-type: none"> • Server construction to data center • Vulnerability assessment and threat intelligence collection and analysis • Conducting periodic drills
Information Leakage Risk	Leakage of personal information	<ul style="list-style-type: none"> • Establishment of an internal information management system • Personal information management at subcontractors • IT literacy and personal information training for employees

The risks of high importance and their countermeasures are as follows

Risk item	Contents	Countermeasure
Supply Chain Risk	Purchasing, procurement, inventory, production, sales	<ul style="list-style-type: none"> • Supply Chain Monitoring • Shared with suppliers, diversification of raw material purchases
Production risk	Manufacturing, production costs, equipment and machinery	<ul style="list-style-type: none"> • Establishment of manufacturing sites or contract manufacturing in multiple countries • Monitoring the situation in each country
Investment risk	Failure of business investment (new business, capital investment, R&D, system investment, collaboration with other companies, M&A)	<ul style="list-style-type: none"> • Investment decisions based on deliberations by the conference body according to the amount of investment • Investigations in connection with capital tie-ups and acquisitions with other companies • Confirmation of post-investment management performance, governance status, etc.
Financing risk	Fluctuations in interest rates and foreign exchange rates	<ul style="list-style-type: none"> • Understanding and analyzing the impact of exchange rate fluctuations on imports and exports • Ongoing purchase of foreign currency required for purchase settlement

**(Reference Information)
Stock Price and Performance Trends**

Stock price trends over the last 10 years (2013-2024)

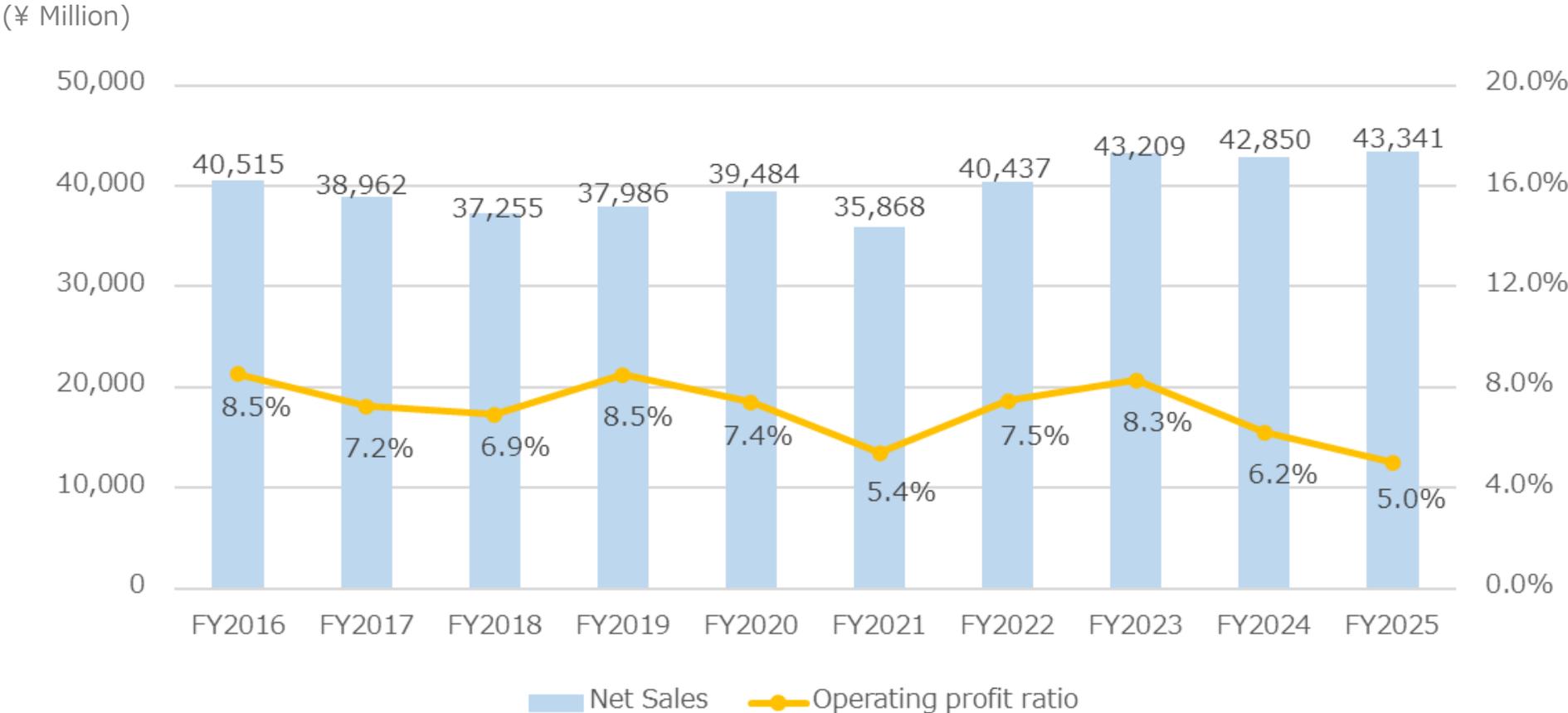
After changing market to the TSE 1st section in 2013, peaked in August 2014 and declined. Stock prices after 2020 were affected by the coronavirus pandemic. However, stock prices have been gradually growing since then.



Sales and operating income trends for the last 10 years



Operating margins were recovering from the impact of the coronavirus pandemic in FY2021. The latest trend has been stagnant due to factors such as foreign exchange rates and high prices.

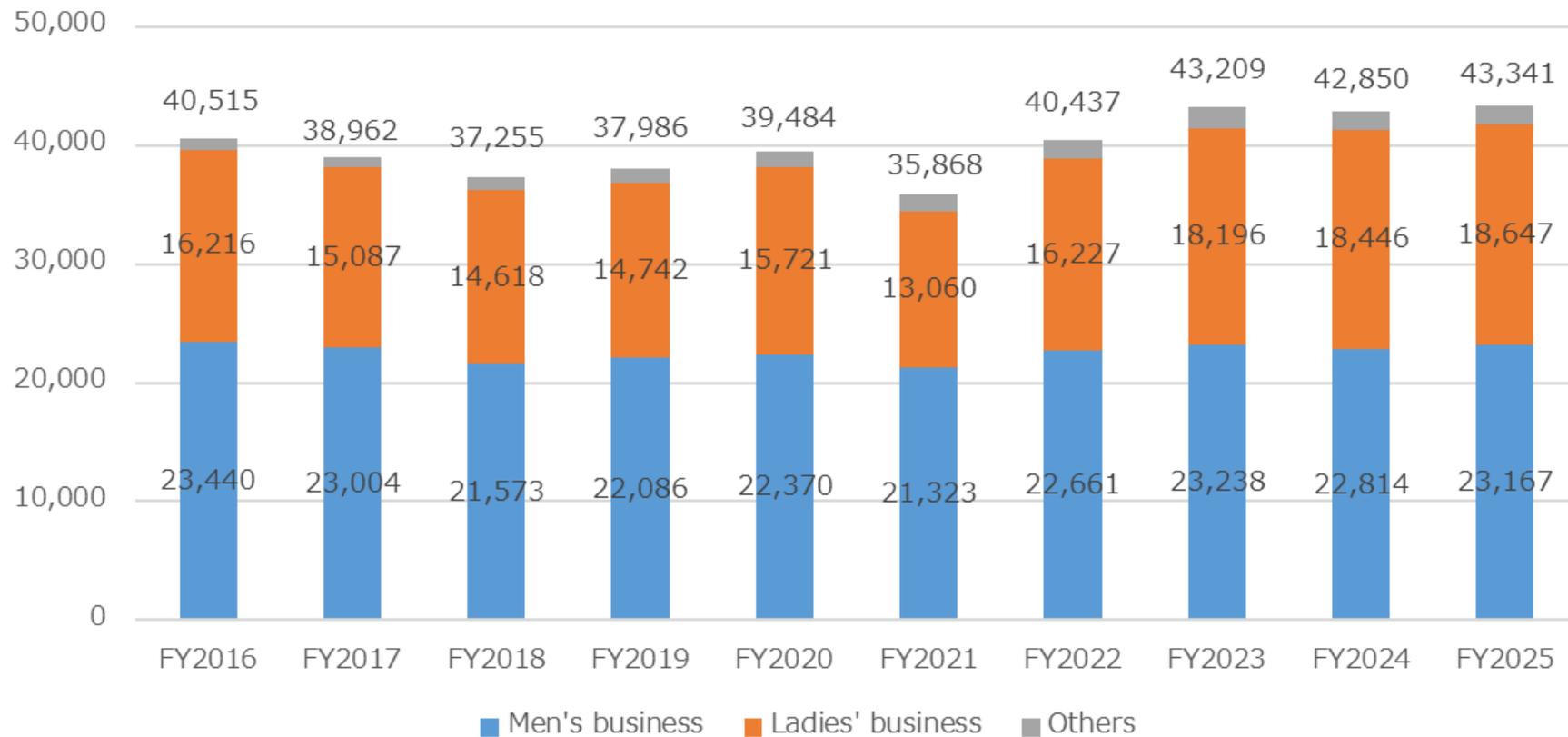


Sales trends for the last 10 years (by gender, consolidated)



Both men and women had been on a gradual downward trend through FY 2018. Most recently, the company has exceeded its performance level prior to the coronavirus pandemic.

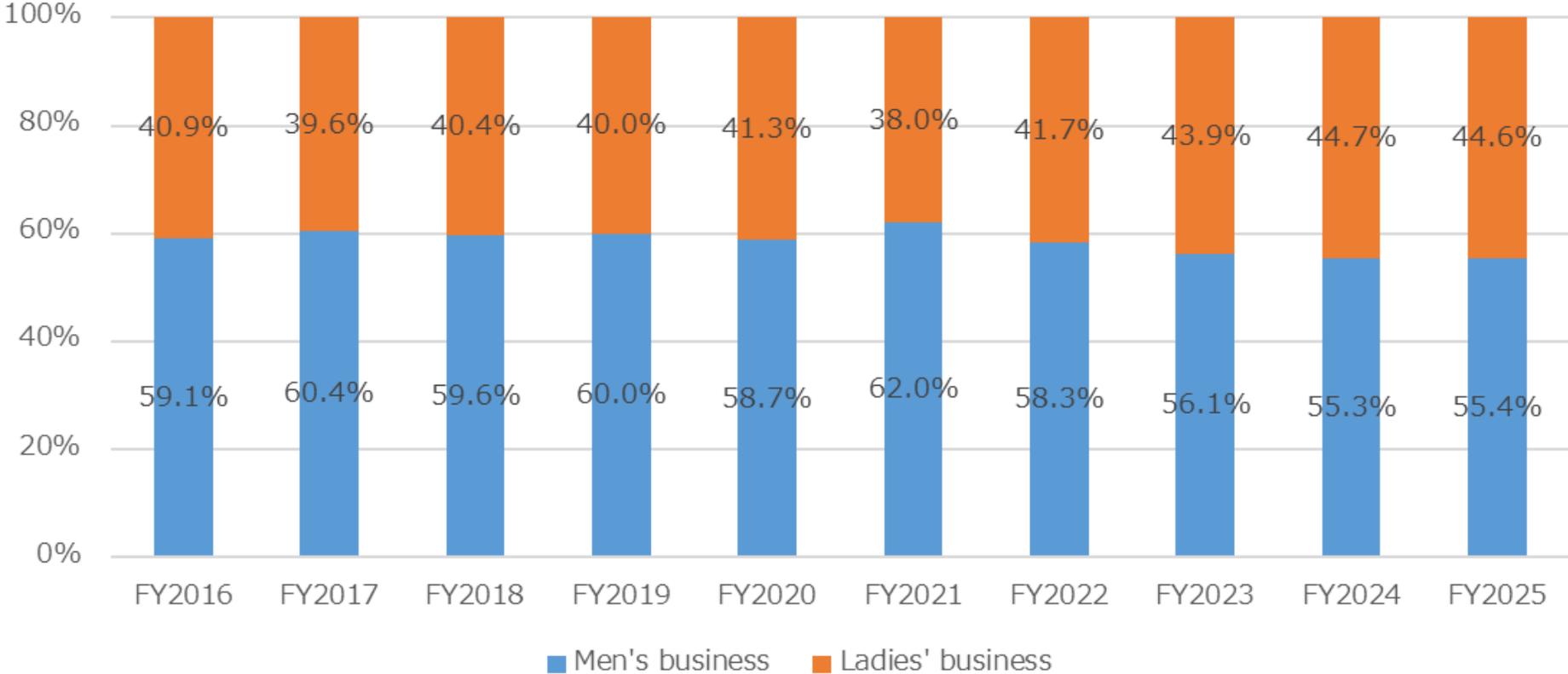
(¥ Million)



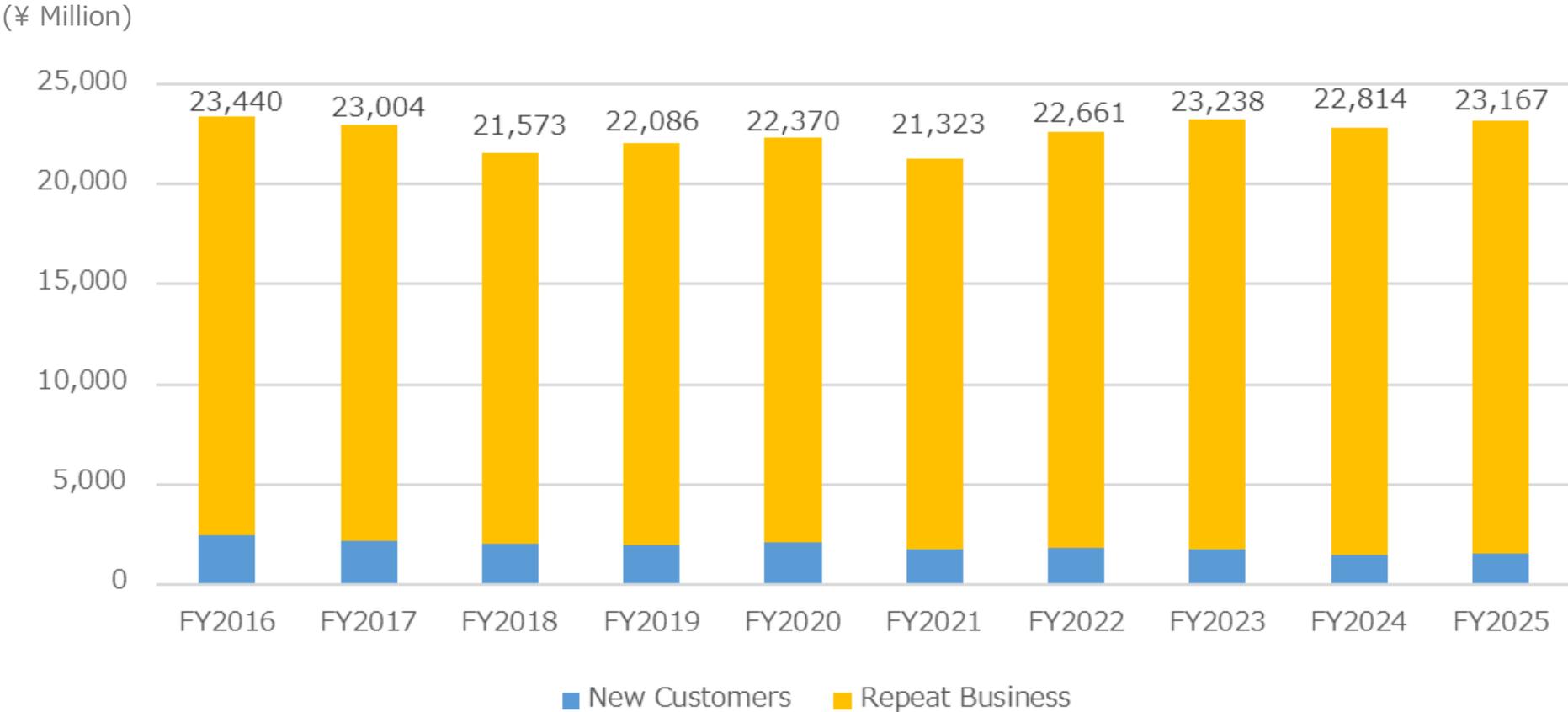
Sales trends over the last 10 years (sales to Men's business/Ladies' business ratio)



Men's business/Ladies' business ratio has remained generally unchanged from the past to the present: Men's business: 6, Ladies' business: 4
In recent years, the percentage of Ladies' business has been on the rise.

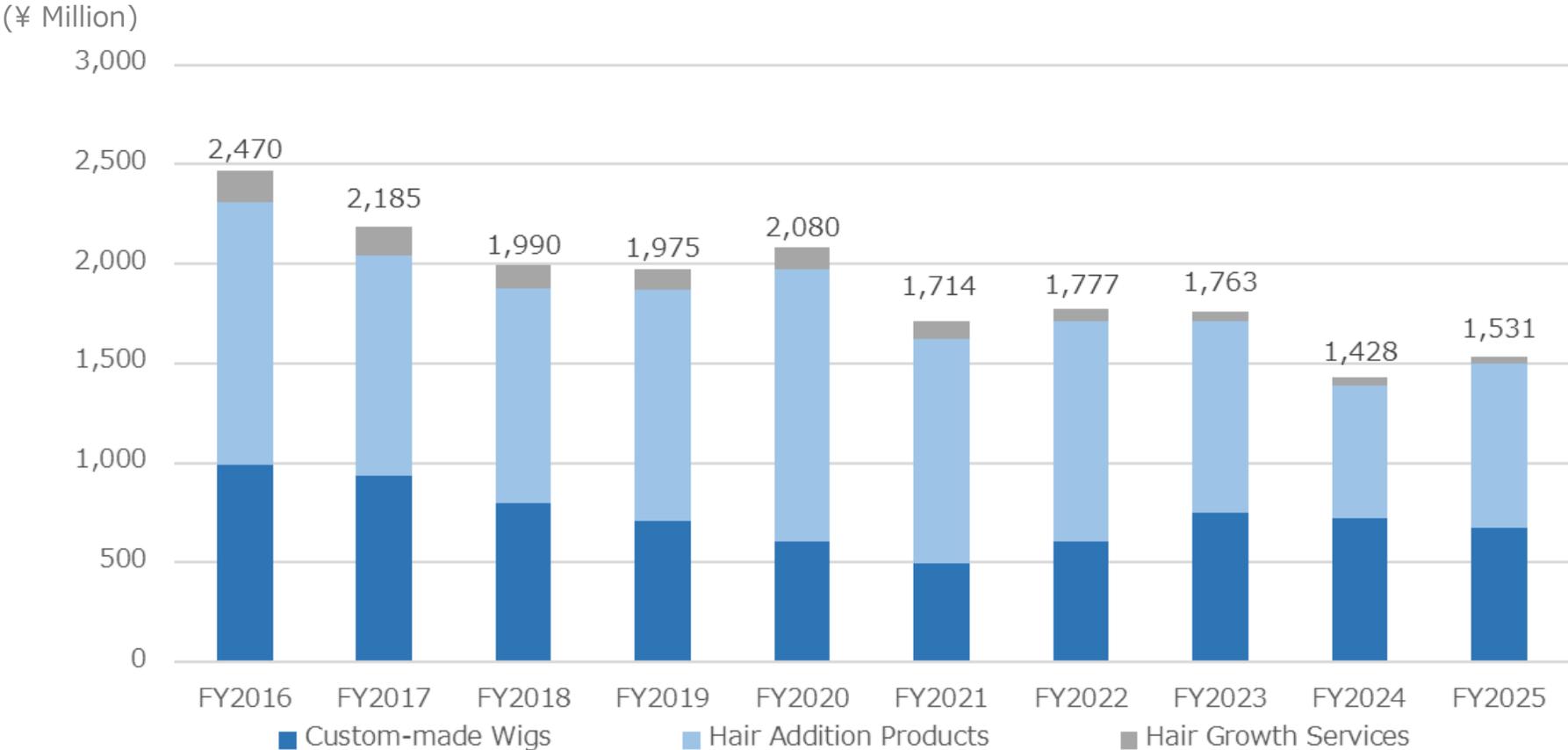


Although there has been a diminishing trend since peaking in FY2015, the coronavirus pandemic has bottomed out and is continuing to be a steady source of sales.

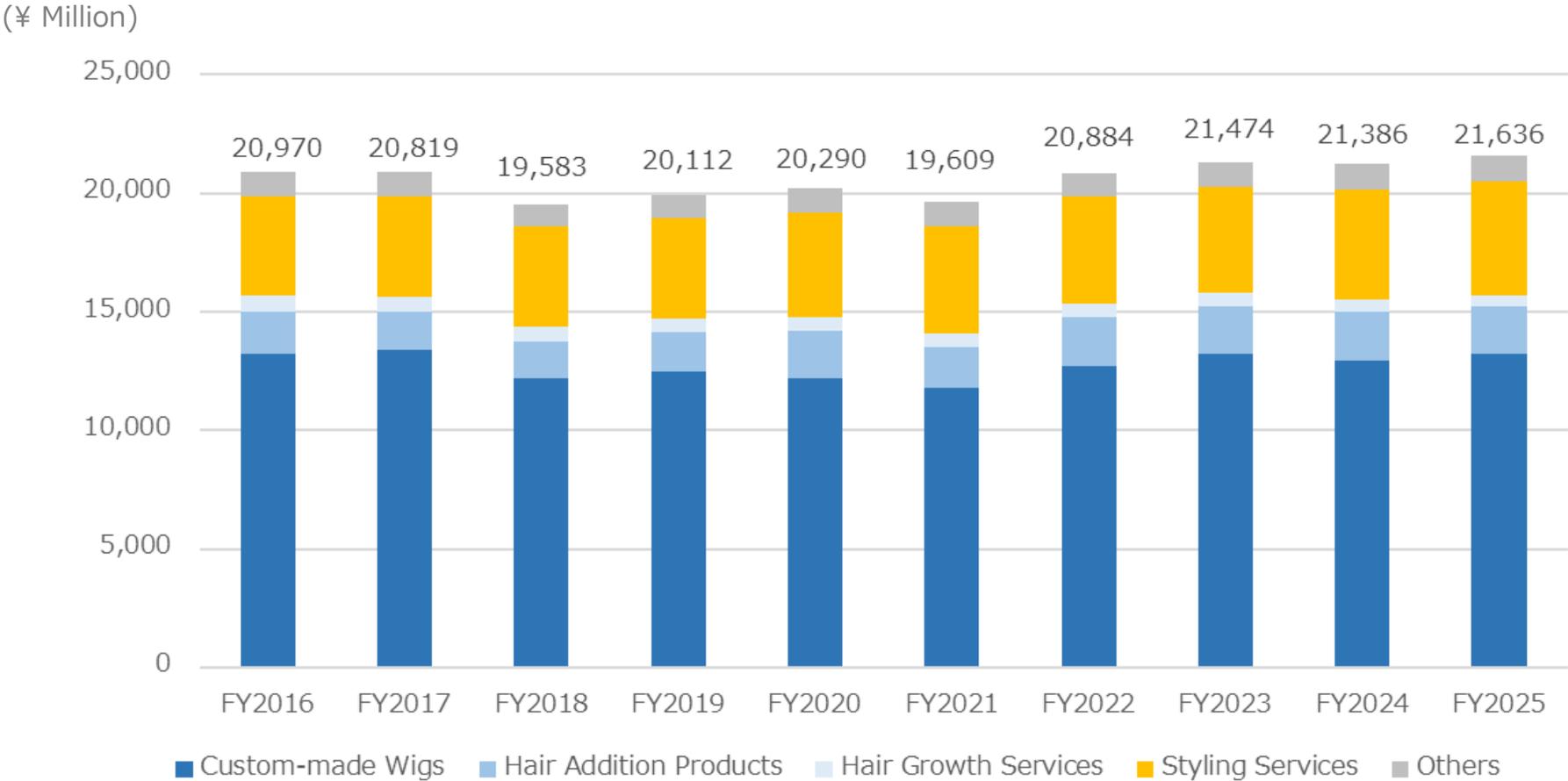


New customer sales are on a declining trend.

(Due to increased competition from adjacent markets such as hair regrowth and hair growth products)



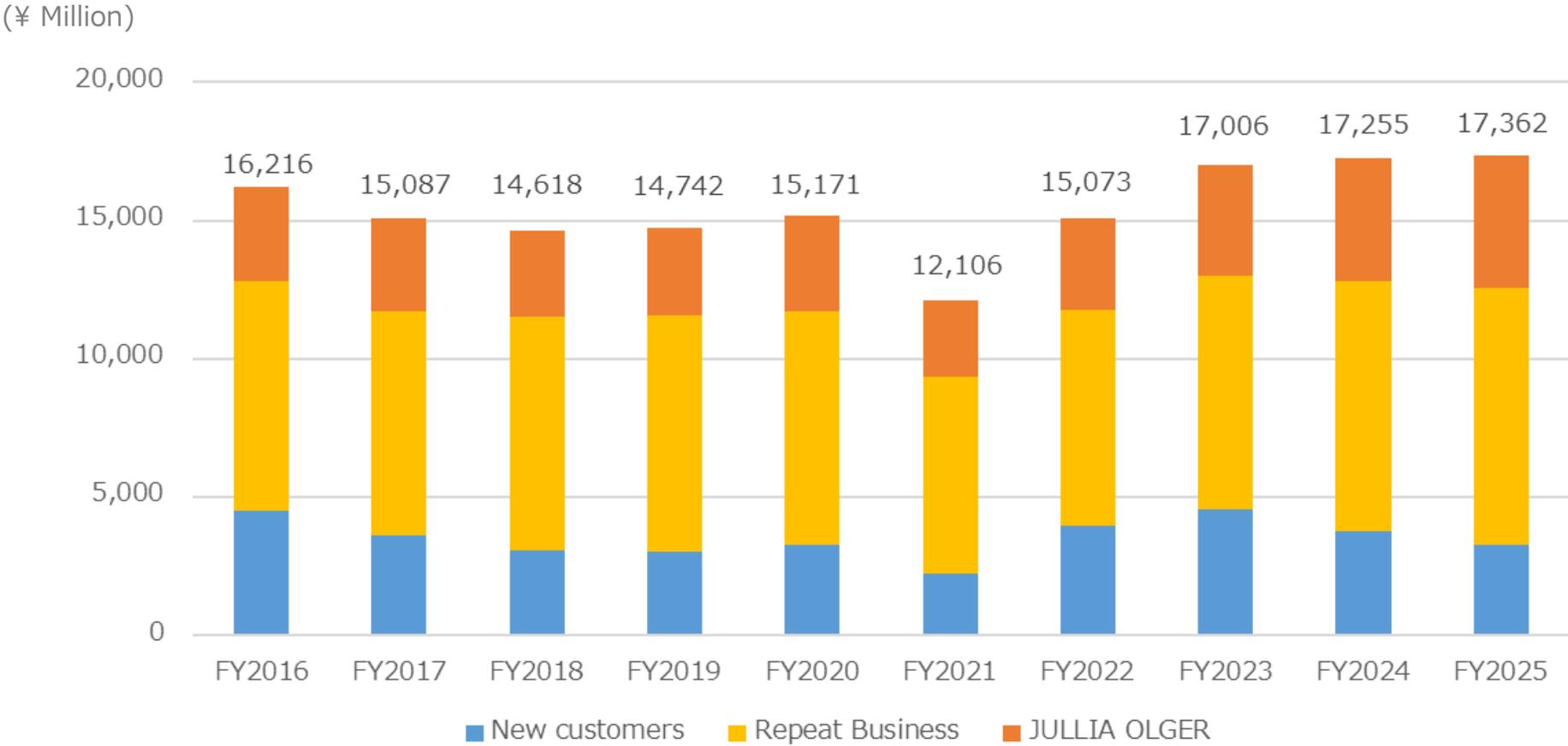
Repeat sales remain high compared to the past, in the 20 billion yen range.



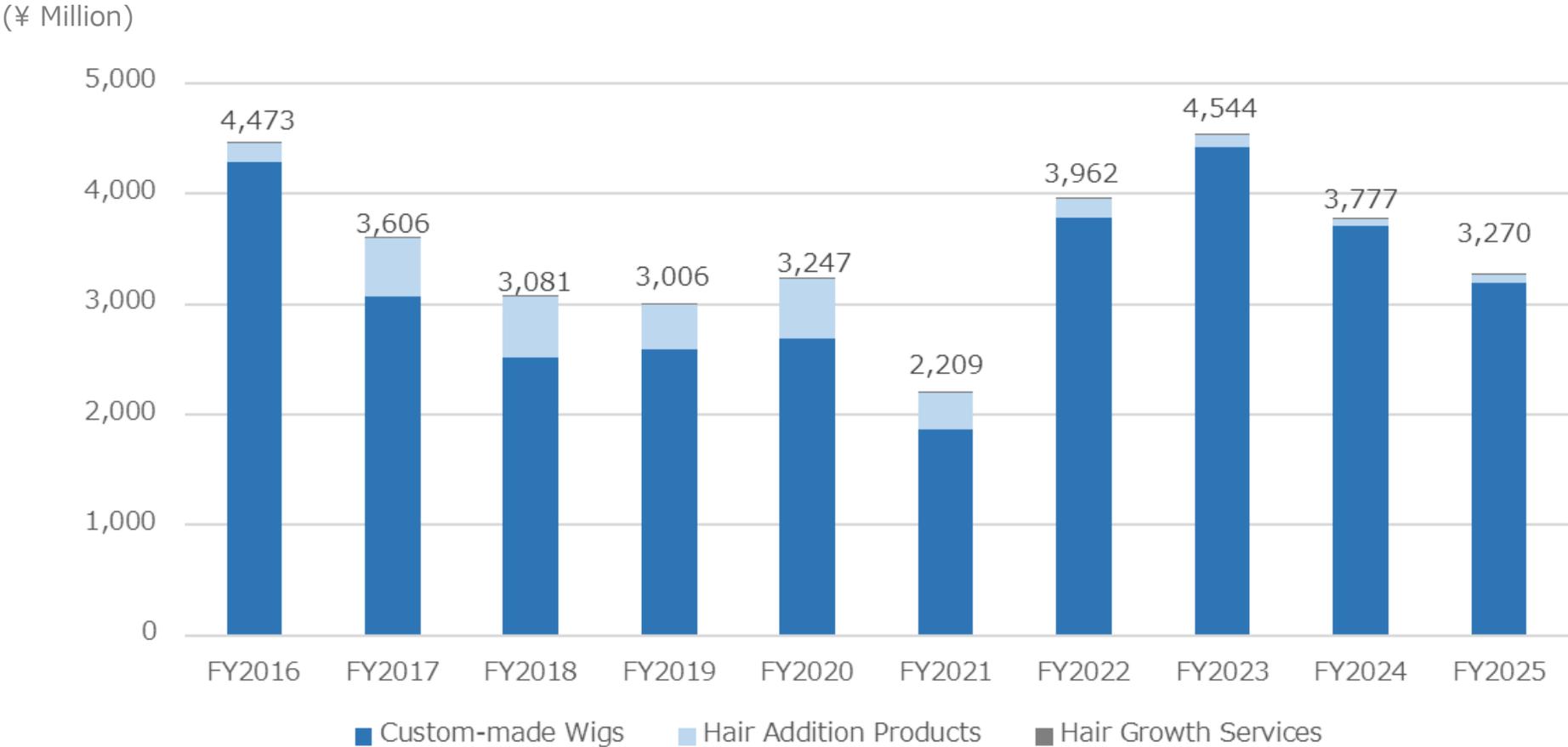
Sales trends for the last 10 years (Ladies' business, non-consolidated)



Diminishing trend through FY2018. (intensifying competition with low-priced wig retailers)
 Strong performance in recent years, with highest sales since FY2023.



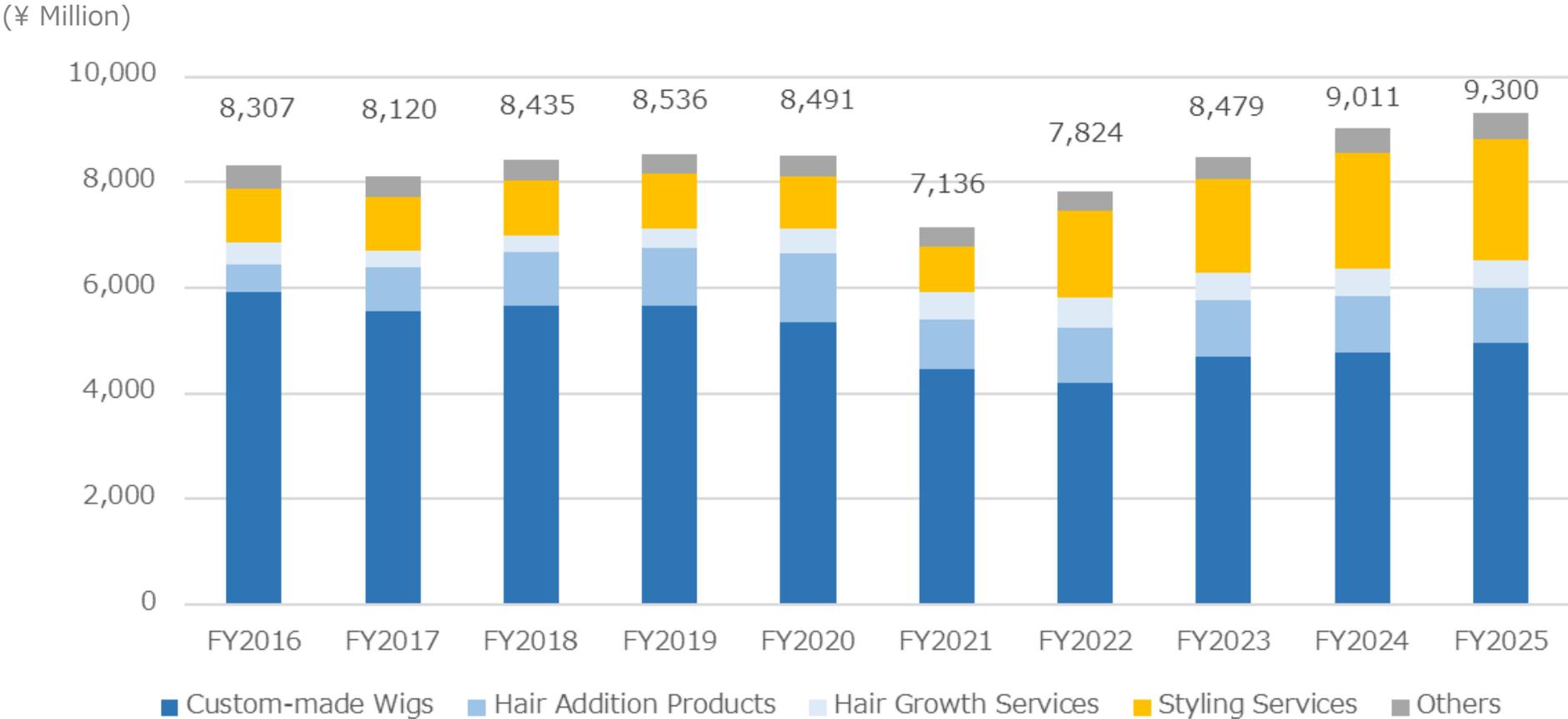
New sales declined due to increased competition, but have recently recovered. Most recent sales are more than double new men's sales. (mostly custom-made wigs)



Sales trends for the last 10 years (Ladies' business, repeat customer)



Repeat sales have remained steady with the coronavirus pandemic at the bottom. Most recent sales are about 40% of men's repeat sales. (difference in proposal opportunities due to differences in frequency of store visits, etc.)





<https://corp.artnature.co.jp/en/ir.html>

Forward-looking Statements

The forward-looking statements in this document, including forecasts, are based on information available at the time of disclosure and on certain assumptions deemed to be reasonable by the Company. Actual results may differ materially from forward-looking statements due to a number of factors. Amounts shown in this document are displayed numbers truncating the units less than shown. The percentage is rounded off to the first decimal place.

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